



# FINANCIAL PLAN

## 2025 - 2029

# 2025 - 2029 Financial Plan

## Table of Contents

### I. Introduction and Overview

1. Getting Started	Page 3
1. Reader's Guide	Page 4
2. Budget Award	Page 5
2. Executive Overview and Budget Message	Page 6
1. Mayor and Council	Page 6
2. Message from the CFO	Page 7
3. Understanding Our Community	Page 9
1. Port Moody Overview	Page 9
2. Organizational Structure	Page 12
3. Governance Structure	Page 13
4. Service Demand & Impact	Page 16
4. Budget at a Glance	Page 19
1. Operating Fund Budget Highlights	Page 19
2. Executive Summary	Page 22
3. Utility Budget Highlights	Page 24
4. Executive Summary - Utilities	Page 26
5. Tax Spent	Page 27
7. Capital Plan Highlights	Page 28

### II. Strategic Framework

1. Vision, Mission and Strategic Plan	Page 31
2. Integrated Planning Framework	Page 32
3. Business Planning	Page 33
4. Strategic Planning Tools and Resources	Page 34
5. 2024 Strategic Plan Goals Achieved	Page 37

### III. Financial Structure, Policy, and Process

1. Budgetary Fund Structure	Page 43
1. Funding Structures	Page 43
2. Budget Development and Approval Process	Page 45
1. Financial Planning Process	Page 45
2. Public Input and Budget Amendment	Page 46
3. Detail Budget Timeline	Page 49
3. Basis of Budgeting and Financial Policies	Page 50
1. Basis of Budgeting	Page 50
2. Financial Policies	Page 51

### IV. Financial Summaries

1. Entity-wide Financial Overview	Page 55
1. Consolidated Budget Summary	Page 55
2. Statement of Operations	Page 56
3. Statement of Operations (Multi Years)	Page 57
4. Statement of Activities by Fund	Page 58
5. Taxes Collected Summary	Page 59
6. Tax Bylaw	Page 60
2. Revenue Overview	Page 61
Revenues	Page 61
3. Debt and Financial Obligations	Page 66
Debt Management and Obligations Summary	Page 66

### V. Departmental and Program Information

1. Workforce Overview	Page 69
1. City Workforces	Page 69

2. Department Highlight and Performance Measure	Page 71
City Administration	Page 71
1. City Administration	Page 72
Community Development	Page 75
1. Community Development	Page 76
2. Performance Measures - Community Development	Page 82
Community Services	Page 83
1. Community Services	Page 84
2. Performance Measures - Community Services	Page 94
Corporate Services	Page 95
1. Corporate Services	Page 96
2. Performance Measures - Corporate Services	Page 100
Engineering & Operations	Page 101
1. Engineering & Operations	Page 102
2. Performance Measures by - Engineering & Operation	Page 109
Finance & Technology	Page 110
1. Finance & Technology	Page 111
2. Performance Measures - Finance & Technology	Page 115
Slide 2	Page 116
Fire Rescue	Page 117
1. Fire Department	Page 118
2. Performance Measures - Fire	Page 126
Fiscal Services	Page 127
1. Fiscal Services	Page 128
Library	Page 130
1. Library	Page 131
2. Performance Measures - Library	Page 135
Police	Page 136
1. Port Moody Police	Page 137
Utilities	Page 142
1. Utility	Page 143

### VI. Capital Budgeting

1. Shaping Tomorrow - Capital Investment	Page 153
1. How to Read Capital Plan	Page 153
2. Forecast Assumptions	Page 154
2. Capital Planning	Page 156
1. Capital Plan Overview	Page 156
2. 2025 - 2029 Capital Plan Summary	Page 159
3. Climate Action Related Projects	Page 161
4. Top 10 Projects	Page 162
1. Top 10 Project	Page 162
2. Top 10 Project Highlight	Page 163
3. Reserve	Page 166
1. Funding Sources	Page 166
2. Reserve Ending Balances	Page 167

### VII. Appendices

1. Glossary of Terms	Page 169
2. Statistical Analysis	Page 172
3. 2025 - 2029 Financial Plan Bylaw	Page 193
4. Utility Rates	Page 200
5. Reserves	Page 207





# *Section I* **Introduction**



# Reader's Guide

## Reader's Guide Summary

The City of Port Moody's Five-Year Financial Plan (2025-2029) is a roadmap for guiding financial decisions and operations. Recognized by the Government Finance Officers Association (GFOA) with a Distinguished Budget Presentation Award, it links strategic priorities with sound fiscal management to ensure sustainable services and community growth.

### 1. Introduction and Overview

Covers community context, governance, and services. The 2025 budget shows a \$3.5 million increase over 2024, resulting in a 5.7% residential property tax rise.

### 2. Strategic Framework

Aligns financial planning with the City's vision to be "the most liveable city." Strategic priorities include Sustainable Services, Healthy Community, Resilient Environment, and Prosperity. Integrated planning and performance tracking tools ensure resources match goals.

### 3. Financial Structure, Policy, and Process

Explains fund types (Operating, Capital, Reserves), the annual budget cycle, public engagement, and fiscal policies such as balanced budgets, debt management, and socially responsible investing.

### 4. Financial Summaries

Provides consolidated revenue and expenditure overviews, with taxation as the largest revenue source. Includes property tax class analysis and a prudent debt strategy well below legal limits.

### 5. Departmental and Program Information

Details departmental priorities, staffing changes, and budget drivers. The General Fund net rises 5.97%; utility costs increase mainly from Metro Vancouver wastewater charges.

### 6. Capital Budgeting

Proposes \$26.4 million in 2025 capital investments within a \$83.1 million five-year plan, funded by reserves, grants, development contributions, and debt. Focus areas include facilities, parks, transportation, and climate action, with a Top 10 projects list.

### 7. Appendices

Includes reserve balance projections, the utility rate schedules and the glossary of terms.



# ***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, 2024.*

*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 these standards.*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

## *Distinguished Budget Presentation Award*

PRESENTED TO

**City of Port Moody  
British Columbia**

For the Fiscal Year Beginning

**January 01, 2024**

*Christopher P. Morill*

Executive Director





## MAYOR MEGHAN LAHTI

**Chair:** City, CPKC Community Advisory Board, Governance and Legislation Committee, Police Board

**Vice-Chair:** Metro Vancouver - Regional Culture Committee, Strategic Priorities Committee

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

**Metro Vancouver Appointed:** Air Quality and Climate Committee, Mayors' Committee, Regional Parks Committee, Regional Planning Committee



## SAMANTHA AGTARAP

**Chair:** Arts and Business Council Task Force, Arts, Culture, and Heritage Committee

**Vice-Chair:** Climate Action Committee, City Initiatives and Planning Committee, Land Use Committee

**Representative:** Arts Centre Society, Port Moody Heritage Society, Youth Focus Committee

**Alternate Representative:** City, CPKC Community Advisory Board, Tri-Cities Community Action Team

**2nd Voting Designate:** Municipal Insurance Association



## DIANA DILWORTH

**Chair:** City Initiatives and Planning Committee, Land Use Committee

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

**Representative:** Metro Vancouver Indigenous Relations Committee, Tri-Cities Healthier Communities Partnership

**Alternate Representative:** Arts Centre Society, Metro Vancouver Board of Directors, Port Moody Heritage Society

**3rd Voting Designate:** Municipal Insurance Association



## KYLA KNOWLES

**Chair:** Finance Committee, Parks and Environment Committee

**Vice-Chair:** City, CPKC Community Advisory Board, Seniors Focus Committee

**Representative:** Tri-Cities Food Council

**2nd Voting Designate:** Municipal Insurance Association



## AMY LUBIK

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

**Representative:** Fraser Health Municipal Regional Meeting (North Region), Tri-Cities Homelessness and Housing Task Group, Youth Focus Committee

**Alternate Representative:** Golden Spike Days



## HAVEN LURBIECKI

**Chair:** Climate Action Committee

**Vice-Chair:** Economic Development and Tourism Committee, Inclusion, Diversity, Equity, and Accessibility (IDEA) Committee

**Representative:** School District #43 Child Care Task Force, Tri-Cities Community Action Team, Golden Spike Days

**Alternate Representative:** Fraser Health Municipal Regional Meeting (North Region), Tri-Cities Chamber of Commerce, Tri-Cities Healthier Communities Partnership



## CALLAN MORRISON

**Chair:** Economic Development and Tourism Committee, Seniors Focus Committee

**Vice-Chair:** Finance Committee, Parks and Environment Committee

**Representative:** Tri-Cities Chamber of Commerce

**Alternate Representative:** School District #43 Child Care Task Force, Tri-Cities Food Council, Tri-Cities Homelessness and Housing Task Group

**Voting Designate:** Municipal Insurance Association



# Message from the CFO



We carry out our business on the ancestral and unceded homelands of the kwikwəłəm (Kwkwetlem), səliwətał (Tsleil-Waututh), xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), q̓íçəy̓ (Katzie), q'wə:n'ł'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). The five-year requirement encourages city councils to think strategically and consider the longer-term impacts of current decisions. Council must balance the immediate needs of the community with the long-term sustainability of services and infrastructure.

Port Moody's 2025–2029 Financial Plan was developed through this lens of strategic planning and financial stewardship. As the city continues to grow in complexity and service expectations rise, financial sustainability remains a guiding principle for City Council and staff. Our focus is on delivering value to taxpayers while ensuring the financial health of future generations.

The 2025 Financial Plan includes a total increase of \$3.5 million over 2024, equivalent to a 5.7% property tax increase for residential properties. The plan maintains existing service levels as the baseline and introduces limited enhancements to address growth, legislative requirements, risk mitigation, and Council direction. This includes two additional firefighter positions, a new IT Specialist for the Port Moody Police, support for inclusive recreation, and increased cultural and parks service hours.

Inflationary pressures—although eased from the 2023 peak—remain a concern. Rising costs in areas such as insurance, construction, wages, and software maintenance continue to impact municipal operations. External factors, such as new U.S. tariffs and climate-related weather events, also introduce financial risks that the City must anticipate and manage. In response, we have increased the Asset Renewal Levy by \$584,000 (approximately 1% of taxation), continuing Council's proactive strategy to close the infrastructure funding gap and invest in the long-term resilience of Port Moody.

The City conducted meaningful public engagement in late 2024 through its online platform, [engage.portmoody.ca](https://engage.portmoody.ca). While participation declined from the prior year, the feedback received provided important context for Council's decisions. Survey results revealed that 65% of residents felt they received good or excellent value for their taxes, while community opinions varied on acceptable tax increases and service levels.

Despite being a vibrant regional destination—home to landmarks such as Rocky Point Park, the Shoreline Trail, and Brewers Row—Port Moody continues to face a fiscal imbalance. The City delivers services to visitors and residents of neighbouring municipalities without corresponding revenue offsets. Moreover, Provincial policies, such as the inequitable distribution of casino revenue and the tax capping of certain port properties under the Ports Property Tax Act, further challenge Port Moody's ability to equally share in regional prosperity.

Our capital program totals \$26.4 million in 2025 and \$83.1 million over the five-year period from 2025 to 2029. These capital investments span climate action initiatives, parks and public spaces, transportation improvements, and essential asset replacement. Funding is drawn from City reserves and external sources, with a focus on maintaining fiscal discipline and prioritizing long-term needs.



As the Chief Financial Officer, I would like to thank Mayor and Council, the Finance Committee, and the Police and Library Boards for their leadership throughout this process. I also wish to recognize City staff for their careful analysis and dedication in preparing this Plan. We remain committed to financial accountability and to meeting the growing and evolving needs of the Port Moody community.

A handwritten signature in black ink, appearing to read 'PRJ' or similar, with a stylized flourish at the end.

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

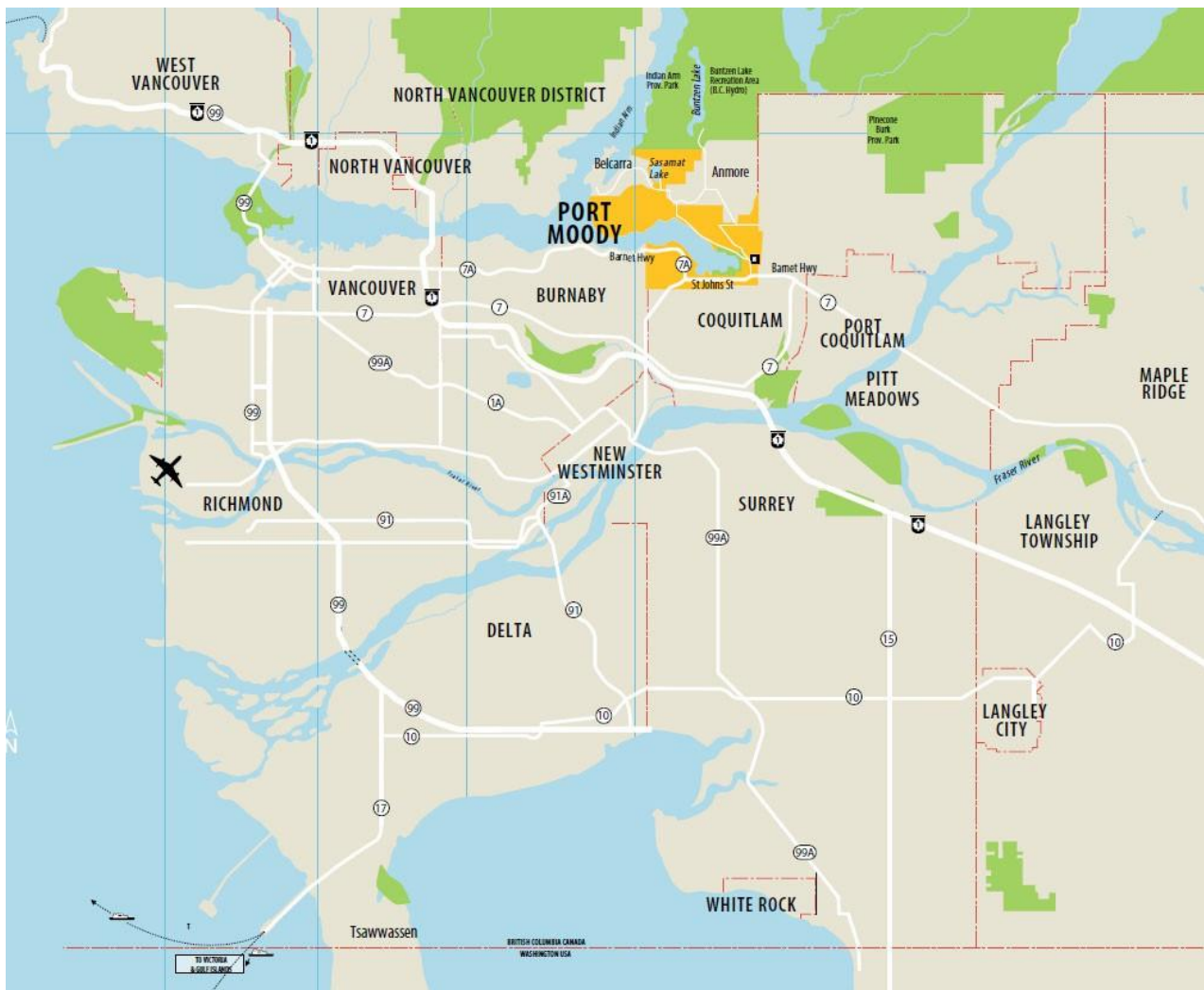


# Port Moody Overview

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.

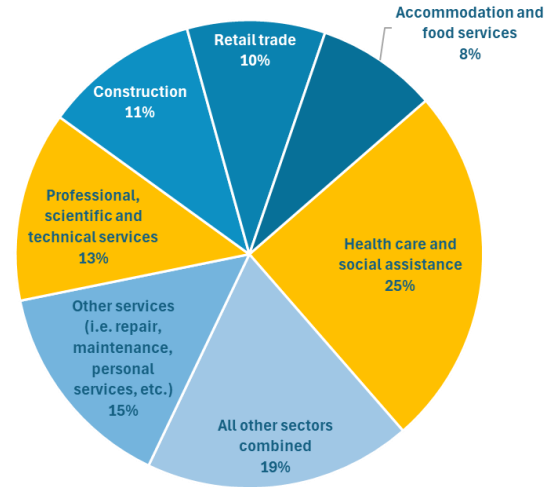
While heavy industry remains an important part of Port Moody's economy, the community has grown and changed significantly over the past century, with many new residents and businesses that have transformed the city from a mill town to a modern urban community. This transformation continues, with the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

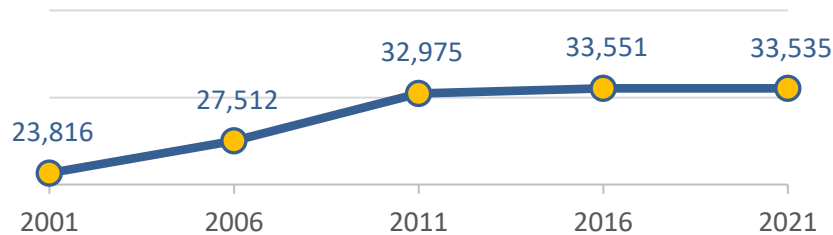
Key business sectors in Port Moody, as categorized by the North American Industry Classification System (NAICS 2024), include:

- Health care and social assistance services
- Other services (i.e. repair, maintenance, personal services, etc.)
- Professional, scientific and technical services
- Construction
- Retail trade
- Accommodation and food services
- All other sectors combined

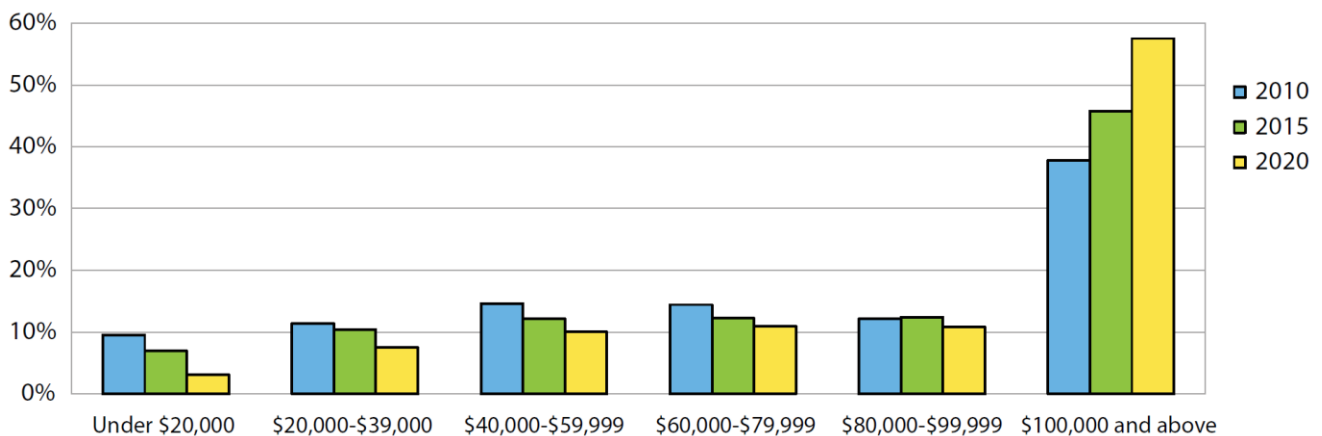


## Demographics

*Population, 2001 – 2021 (statcan.gc.ca)*



*Average Household Income, 2010 – 2020 (statcan.gc.ca)*



*City of Port Moody Unemployment Rate (statcan.gc.ca)*

2011	2016	2021
7.1%	5.2%	7.1%





## 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, published each June. In addition, Council creates, as required, 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 come from other governments or other funds (e.g. reserves), are now increasing coming from taxation.

Regarding 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 personnel costs. In a city, this includes police officers, firefighters, bylaw officers, librarians, parks workers, fitness instructors, lifeguards, skating instructors, road crews, and sewer and water crews. Staff costs make up 60% of total operating costs.

# Organizational Structure



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

The Port Moody Police Board is responsible for providing oversight and governance to the Police Department in accordance and consistent with the Police Act. The Board is comprised of 7 members: the Mayor acts as the Board Chair; five members are appointed by the Province, and 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. 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; and 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.



# Governance Structure

## 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 assists Council in fulfilling its financial fiduciary responsibilities by reviewing and making recommendations on operating and capital budgets (including amendments), interim and annual financial information, funding requests, audit reports (both external and internal), and systems of corporate control established by Management and Council

### *Governance and Legislation Committee*

The Governance and Legislation Committee assists Council in ensuring effective corporate governance, transparency and accountability to the public. Reviews Council administrative procedures, corporate policies, and the effectiveness of Council and its committees. The Committee also considers other related issues referred by the City Manager or Council.

### *Strategic Priorities Committee*

The Strategic Priorities Committee assists Council in fulfilling its responsibilities by reviewing and making recommendations on the Council Strategic Plan, long-term strategic master plans and priorities, and intergovernmental relations. The Committee also considers other related issues referred by the City Manager or Council.

## Advisory Bodies of Council and Task Forces

### *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.

### *City/CPKC Community Advisory Panel*

The City/ CPKC Community Advisory Panel provides a forum for the exchange of information between the City of Port Moody and CPKC (formerly Canadian Pacific Railway).

### *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 within the Committee's Terms of Reference, 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 Committee's Terms of Reference, the Council Committee System Policy, and the Council Strategic Plan.

### *Inclusion, Diversity, Equity, and Accessibility (IDEA) Committee*

The Inclusion, Diversity, Equity, and Accessibility (IDA) Committee provides Council with advice and recommendations on inclusion, diversity, equity, and accessibility issues, strategies and initiatives within the Committee's Terms of Reference, the Council Committee System Policy, and the Council Strategic Plan.

### *Land Use Committee*

The Land Use Committee provides City Council and the General Manager of Community Development with comment and advice on proposed land use changes and within the Committee's Terms of Reference and the Council Committee System Policy.

### *Library Board*

The Library Board is a governance board that provides public library services and programs in Port Moody.



### *Parks and Environment Committee*

*The Parks and Environment Committee provides Council with advice and recommendations on parks and environmental issues and within the Committee's Terms of Reference, the Council Committee System Policy, and the Council Strategic Plan.*

### *Seniors Focus Committee*

The Seniors Focus Committee provides Council with advice and recommendations on seniors' issues, strategies, and initiatives and within the Committee's Terms of Reference, the Council Committee System Policy, and the Council Strategic Plan.

### *Transportation Committee*

The Transportation Committee provides Council with advice and recommendations on traffic and transportation issues and priorities within the Committee's Terms of Reference, the Council Committee System Policy, and the Council Strategic Plan.

### *Youth Focus Committee*

The Youth Focus Committee provides advice and recommendations on youth issues, programs, opportunities, trends, and initiatives that impact youth in the City of Port Moody within the Committee's Terms of Reference, the Council Committee System Policy, and the Council Strategic Plan.



# 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.

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

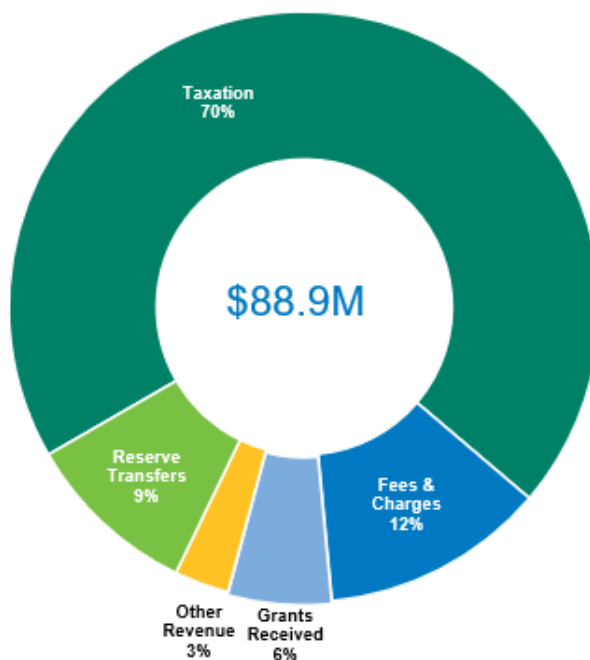
*Increased Activity* - increasingly, there are more people of all ages active in the community.

## 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 82% 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 eyesore 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:

- Higher labour costs and payroll deductions (EI, CPP, Pension Plan)
- Downloading from federal and provincial governments
- Reduced federal/provincial grants/funding
- Increasing cost of construction, supplies, and materials
- Stricter federal and provincial legislation requiring more stewardship and reporting
- Lawsuits/claims
- Increased demand for information due to internet/social media trends
- Security concerns (guards, cameras, monitoring software, insurance, cyber threats)
- Provincially mandated tax caps on port and other industries
- Asset and infrastructure renewal costs

## Where Do the Property Tax Charges Go?

The City has two types of budget expenses: Operating and Capital.

### *Operating Budget*

Our operating budget covers spending related to the day-to-day operations of departments. These daily expenses help to keep our streets and homes safe, and help to ensure that we have clean water running through the taps, sewage flowing to treatment facilities, garbage and recycling trucks out on their routes, and recreational and cultural facilities open for the public. Typical examples of operating expenses are:

- Employee salaries and wages
- Property, liability, and vehicle insurance
- Supplies, material, and equipment
- Maintaining vehicles, landscaping, sewer/water pipes

The City must be able to deliver ongoing programs and services. Although some assets are idle at times, the City must have the capacity and resources to respond in emergency situations and accommodate peak user times to protect citizens, businesses, and City assets.

### *Capital Budget*

The City's capital budget funds larger projects of a longer-term nature, mostly related to maintaining, upgrading, and replacing the City's infrastructure and facilities. It's important to make long-term plans for scheduled maintenance and replacement of these valuable, tangible capital assets (TCAs) to ensure they are in place to deliver life-sustaining and life-enhancing services.

We currently invest approximately \$10.20 million per year in TCAs. These funds come from a variety of sources; historically, funding sources have included land sales, development levies, and government grants. However:

- Land sales can be a finite funding source as the City uses up its land inventory. However, the City has established a Heritage Reserve Fund to leverage the sale of existing lands to purchase new lands.
- Developers only fund the asset initially, as part of a development proposal. They do not typically fund the replacement of the asset when it is at the end of its useful life; and
- Government grants are not as prevalent as in the past. They are also in high demand as cities across the province and country face infrastructure funding deficits and compete for scarce funding.

Due to these funding challenges, the City has needed to take on debt to meet the capital reserve funding shortfall. The City is building a steady and sustainable capital funding source into the tax base with the Asset Renewal Levy.

We know that the levy alone will not be enough to meet our infrastructure funding requirements, but it will assist us in addressing the shortfall in capital funding. In addition, the City has adopted two documents that help Port Moody achieve its goal of financial sustainability: the Long-Term Strategic Financial Framework and the Asset Management Investment Plan. These two documents are prevalent in financial planning and other financial decisions of Council.

# 2025 General Operating Fund 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, and 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 Budget Guidelines approved by Council to guide staff in preparing 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
- Business and diversification options
- The level of taxation subsidies for programs
- 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.

The 2025 Budget faces ongoing challenges despite easing inflation. Persistent cost pressures in areas like transportation, insurance, construction, and software maintenance remain a concern. Additionally, new U.S. tariffs introduced by the Trump administration, unanticipated during initial planning have introduced uncertainty and potential risks, especially if they trigger renewed inflation.



## Operating Financial Plan

For the General Fund, the Financial Plan Bylaw includes a net budgetary increase of \$3,489,000, which represents a 5.97% increase (5.7% estimated tax rate increase). This is composed of:

### *Revenue*

Development and construction related application and permit revenues, grant revenues, and program and user fees are projected to increase by \$2,651,100 (4.54%). A significant portion of these increases is offset by reserve transfers.

### *Salaries and Benefits*

Salaries, wages, and benefits have increased by \$2,253,000 (3.86%), reflecting estimated collective agreement adjustments for all bargaining units and management. This includes related overhead and benefit costs such as WorkSafeBC premiums, extended health benefits, employer contributions to the Canada Pension Plan (CPP), Employment Insurance (EI), and the Employer Health Tax.

Salaries, wages, and benefits, with no tax impact, have increased by \$2,025,000. This amount is fully funded through Development Reserves, external grants, and capital projects, therefore, does not affect property taxes.

### *Operating Expenses*

Operating expenses are increasing by \$568,000 (0.97%). This represents inflationary increases for operating expenses such as E-Comm charges, insurance, equipment, contracted services, utilities, legal services, professional services, supplies, and materials.

### *Reserve Transfers*

Transfers to (and from) reserves are increasing by \$1,410,000 (2.41%), primarily related to the increase in development-related revenues mentioned above.

### *Accumulated Surplus Funding*

A strategic one-time allocation of \$695,000 from the accumulated surplus to fund a range of key initiatives.

### *Port Moody Police*

The Port Moody Police Department's provisional budget submission is anticipated to represent an increase of \$1,459,000 (2.50%) including the year-two phase-in position (Training Sergeant) approved in 2024.

### *Capital Asset Levy*

As noted in the 2025 Financial Plan Guidelines, the Capital Asset Levy has increased by an estimated 1% or \$584,000. This is consistent with past practice and ensures that the Asset Reserve and associate capital envelopes have sufficient funds to renew and replace critical city infrastructure.

The total before new service and funding requirements to meet increasing service demand is a budget increase of \$2,928,000.

## New Positions and Services

Staff have submitted several new positions and new services that are required to meet ongoing service demands across the City. The 2025 Service impacts total \$561,00 (0.96%)

### *Service Impacts – Response to Growth Driven Service Requirements*

- Cultural Services – \$25,000 – Additional Staff Hours (Theatre Coordinator and Events Coordinator).
- Parks – \$29,000 – additional hours for Parks Maintenance (TFT Labour) due to increased demand on Parks and open spaces.
- Fire Rescue – \$126,800 – Two new firefighter positions for Port Moody Fire Rescue with phased in start dates in 2025.

### *Service Impacts – Response to Statutory and Legislative Requirements*

- Recreation – \$113,000 (Staff to support ongoing inclusionary efforts within Recreation).

### *Service Impacts – Response to Mitigate Risk and Provide Efficiency Gains*

- Information Services – \$74,000 – Migration of Office 365 to M365. Annual cost for migrating Office 365 to the M365 platform, improving organizational efficiency.
- Police – \$80,000 – IT Specialist. Full-time IT Specialist to support the Port Moody Police Department's technology needs.
- Police – \$55,000 – ICARS Integrated Team. To join the ICARS team (Integrated Collision Analysis and Reconstruction Service).

### *Service Impacts – Response to Council Direction*

- Cultural Services – \$18,000 – Civic Functions
- Operating Impact for New Vehicle – Multi-use Mini-Sweeper (FL25107) \$40,000. Annual operating expenses related to regular maintenance

## New Revenue

Growth or Non-Market Change (NMC) refers to increases in taxable property values that are not driven by market fluctuations, as determined by BC Assessment. The 2025 NMC has been calculated at \$171,000 based on the revised roll received from BC Assessment at the end of March 2025.

While this growth does not directly impact the total tax revenue, it is expected to help ease the tax burden on property owners by spreading the cost of services over a larger tax base.

# Key Changes in 2025

## Budget Driver

	Amount \$	Est. Tax Increase %
Revenue Increases	-2,651,000	-4.54%
Salary, Wages, and Benefits	2,253,000	3.86%
Operating Expenses	568,000	0.97%
Operating and Capital Reserves	1,410,000	2.41%
Accumulated Surplus Funding	-695,000	-1.19%
<b>Sub Total - City</b>	<b>885,000</b>	<b>1.52%</b>
Port Moody Police Department	1,459,000	2.50%
<b>Sub Total - City and Police</b>	<b>2,344,000</b>	<b>4.01%</b>
Capital Asset Levy	584,000	1.00%
<b>Sub Total - City, Police, Levies</b>	<b>2,928,000</b>	<b>5.01%</b>
Response to Growth Driven Service Requirements	181,000	0.31%
Response to Statutory and Legislative Requirements	113,000	0.19%
Response to Mitigate Risk and Provide Efficiency Gains	209,000	0.36%
Response to Council Direction	58,000	0.10%
<b>Sub Total</b>	<b>561,000</b>	<b>0.96%</b>
<b>2025 Financial Plan - Total Budget Increase</b>	<b>3,489,000</b>	<b>5.97%</b>



## Budget Distribution

	2025 City Services (\$)	Tax Distribution (%)	Average Household * Cost (\$)	Increase from 2024 (\$)
<b>General Government Services</b>				
City Administration	1,592,482	3%	80	4
Corporate Services	3,605,165	6%	181	11
Finance & Technology	4,675,260	8%	235	12
Fiscal Services	3,951,854	6%	198	12
<b>Total General Government Services</b>	<b>13,824,761</b>	<b>22%</b>	<b>694</b>	<b>39</b>
<b>Community Safety</b>				
Fire Rescue	12,029,110	19%	603	38
Police	16,472,791	27%	826	78
<b>Total General Government Services</b>	<b>28,501,901</b>	<b>46%</b>	<b>1,429</b>	<b>116</b>
<b>Community Development</b>	<b>663,937</b>	<b>1%</b>	<b>33</b>	<b>-15</b>
<b>Community Services</b>	<b>13,485,474</b>	<b>22%</b>	<b>677</b>	<b>30</b>
<b>Engineering &amp; Operations</b>	<b>2,976,122</b>	<b>5%</b>	<b>149</b>	<b>-8</b>
<b>Library</b>	<b>2,412,142</b>	<b>4%</b>	<b>121</b>	<b>7</b>
<b>Property Taxation for City Services</b>	<b>61,864,338</b>	<b>100%</b>	<b>3,103</b>	<b>169</b>

\* Based on the 2025 BC assessment revised roll, the average residential property is valued at \$1.29M

# 2025 Utility Budget Highlights

## Utility Services Overview

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 need renewal, while pressures from population growth and climate change are generating an 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 \$153 million, typically distributes a total of more than 5 million cubic meters of water to customers each year and is made up of:

Appurtenance	Quantity
Total length of all water mains	Approximately 120km
Fire Hydrants	Approximately 600
Pressure Regulating Valve (PRV) Stations	15
Pump Stations	3
Reservoirs	3
Re-chlorination Stations	2
Residual Chlorine Analyzers	9

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 \$173 million, is made up of 4 lift stations and over 118 kilometers 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 \$157 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 revenue to offset the expenditure and is financially self-balancing.

## 2025 Utility Budget

The Five-Year Financial Plan for the Utilities was prepared in accordance with the City's 2025 Financial Plan Guidelines. The plan sustains the current level of utility services from 2024 into 2025 and includes provisions for new services in 2025.

The 2025 utility budget totals \$25,352,000, representing a \$3,515,000 increase over the previous year. Key drivers of this increase include Metro Vancouver (MV) charges of \$1,854,000, with \$1,185,000 specifically related to the North Shore Wastewater Treatment Plant (NSWWTP). The NSWWTP under construction in North Vancouver is a major regional project that is affecting local sewer rates.

According to Metro Vancouver, the updated cost for this project is \$3.86 billion, an increase of \$2.8 billion from the budget established in 2020. This increase is included in Metro Vancouver's 2025–2029 Financial Plan and affects the budgets of municipalities in the region. As the plant will benefit the entire region by improving the quality of the treated wastewater released into Burrard Inlet, some of the costs are being shared regionally. For Port Moody residents, the impact of this project on sewer rates is an additional \$95 for a single detached home, \$90 for a townhome, and \$61 for an apartment unit.

Additional contributors to the increase are allocations to capital reserves, adjustments for labor and benefits, and operating expenses (covering vehicles, utility shifts, supplies, materials, and contracted services). Furthermore, \$338,000 is earmarked for service enhancements, which include two new positions within the Drainage utility, an Equipment Operator III and an Operations Maintenance Worker; as well as \$105,000 for labour support and \$30,000 for operating costs related to new vehicles for the Sewer utility.

## Rate Structure Based on Housing Type

Prior to 2022, 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 nongovernmental organizations to be in the lowest tier (along with secondary suites and laneway homes).

Projects in the Capital Plan are organized by departments. Each department contains a summary sheet and a full project listing. Projects are ranked with the following criteria, as outlined in the 2025 Budget Guidelines, which were used to prioritize project submissions. This is consistent with previous years. Further details of the 2025-2029 Capital Plan are shown by Department and are categorized by their alignment to the four strategic priority areas in Strategic Plan and prioritization.

Additional details on the Utilities and Utility billings can be found at <https://www.portmoody.ca/home-and-property/>



# Key Changes- Utilities in 2025

## Utilities Budget Driver

Category	Solid Waste \$	Sanitary Sewer \$	Drainage \$	Water \$	Total \$
Metro Vancouver Charges	20,000	1,592,831	95,520	145,829	<b>1,854,180</b>
Reserve Contributions	20,451	201,604	134,205	276,108	<b>632,368</b>
Service Impacts	0	135,389	202,289	0	<b>337,678</b>
Salary Adjustments	101,460	52,166	1,777	70,498	<b>225,901</b>
Operating Expenses	98,103	85,375	40,009	241,512	<b>464,999</b>
<b>2025 Utilities Total Budget Increase</b>	<b>\$240,014</b>	<b>\$2,067,365</b>	<b>\$473,800</b>	<b>\$733,947</b>	<b>\$3,515,126</b>

- Metro Vancouver charges account for over half the increase:
  - \$1.18M (34%) from the North Shore Wastewater Treatment Plant (NSWWTP) project.
  - \$670K (19%) from general Metro Vancouver base rate increases.
- Reserves will rise by \$632K (18%) to support long-term capital renewal and infrastructure needs across all utility services.
- Service enhancements total \$338K (10%), including new staff and vehicles to improve operational capacity and maintenance levels.
- Salary and benefits will increase by \$226K (6%), reflecting contract adjustments and benefit cost growth.
- Operating Expenses \$465k (13%):
  - Contracted and professional services will grow by \$217K (6%), driven by infrastructure repairs and specialized support needs.
  - Vehicles and equipment costs will rise by \$122K (4%), reflecting fuel, maintenance, and vehicle replacement costs.
  - Supplies and materials will increase by \$86K (2%), mainly due to inflation and replenishment of critical items.
  - Other costs (insurance, miscellaneous, admin) contribute the remaining \$40K (1%) of the increase.

## Average Single Family Dwelling



In 2025, the average municipal property taxes and utilities for a single-family home with a gross assessed value of \$1.9M are estimated at \$6544. This amount excludes taxes collected on behalf of other government agencies.

### Average Single Family Dwelling Value

#### Utilities

	2024 (\$)	2025 (\$)
Water Fees	598	643
Sewer Fees	492	637
Garbage Fees	129	137
Green Waste Fees	277	292
Glass Fees	13	15
Recycling Fees	53	59

#### Utilities Bill Subtotal

**1,562 1,783**

#### Property Tax

General Municipal	2,808	2,870
Police	1,112	1,216
Asset Levy	375	413
Master Transportation	29	28
FireHall	40	40

**Total Before Storm 4,364 4,567**

Storm Drainage 162 195

#### Property Tax Subtotal

**4,526 4,761**

#### Total Collection for City Services

**6,088 6,544**

## Average Strata/Multi-Family Dwelling



In 2025, the average municipal property taxes and utilities for a strata / multi-family home with gross assessed value of \$0.89M are estimated at \$3285. This amount excludes taxes collected on behalf of other government agencies.

### Average Strata/Multi-Family Dwelling Value

#### Utilities

	2024 (\$)	2025 (\$)
Water Fees	375	403
Sewer Fees	311	403
Garbage Fees	129	137
Green Waste Fees	56	59
Glass Fees	7	8
Recycling Fees	33	37

#### Utilities Bill Subtotal

**911 1,047**

#### Property Tax

General Municipal	1,281	1,349
Police	507	572
Asset Levy	171	194
Master Transportation	13	13
FireHall	18	19

**Total Before Storm 1,991 2,146**

Storm Drainage 74 91

#### Property Tax Subtotal

**2,064 2,238**

#### Total Collection for City Services

**2,975 3,285**

# 2025 Capital Plan Highlights

## Overview

The 2025 Capital Plan was first introduced to the Finance Committee at the October 4, 2024 budget workshop, and further discussed at November 19, 2024 Finance committee prior to provisional approval on December 3, 2024.

Port Moody, like other cities across Canada, also continues to be challenged with the capital funding required for the maintenance, repair, and replacement of its critical assets and infrastructure. The national capital infrastructure funding deficit continues to consume tax capacity that has been traditionally directed towards operations as cities try to close the identified infrastructure funding gap. Cities are having to substitute taxation as a capital funding source as traditional capital funding sources, such as federal and provincial grants and land sales, continue to be uncertain.

Port Moody City Council has been very proactive and progressive in addressing this problem by implementing the Capital Asset Levy as a reliable and sustainable capital funding source and has historically increased the Asset Levy annually in an attempt to address the capital funding gap. The asset levy will increase in 2024 and is proposed to increase annually throughout the Five-Year Financial Plan to provide a stable funding source for ongoing renewal and replacement of critical municipal infrastructure.

## Capital Project Summary

The Five-Year Capital Plan contains over \$83.1 million in proposed projects for years 2025 through 2029. 2025 has a total of \$26.4 million project submissions from nearly all departments. Funding for the proposed projects comes from multiple City reserves and other external funding sources. Most City reserves are balanced for the Five-Year Financial Plan, although many have significant opening balance deficits and are not balanced until the later portion of the Five-Year.

The list of 2025 projects are diverse and includes the following areas:

### *City Facilities and Infrastructure Upgrades*

Upgrades, repairs, and replacements for various City facilities like civic centers, pools, firehalls, and public spaces.

- Exterior upgrades of Civic Complex, Inlet Theatre improvements, parking lot repainting, building envelope assessments, HVAC replacements.

### *Parks, Recreation, and Public Spaces*

Projects aimed at maintaining or upgrading parks, playgrounds, recreation centers, and other public spaces.

- Playground rehabilitation, urban forestry programs, pathway repairs, fencing replacement, and installation of outdoor fitness equipment.

### *Climate Action and Environmental Initiatives*

Focuses on climate action plans, ecological restoration, stormwater management, and sustainability improvements.

- Ecological restoration projects, bat habitat enhancement, erosion control audits, and invasive species management.



### Asset and Equipment Replacement

Replacement and purchase of vehicles, fitness equipment, and other city assets.

- Spin bike replacement, vehicle replacement, replacement of sewer maintenance vehicles, solid waste resources.

### Roads, Transportation, and Traffic Management

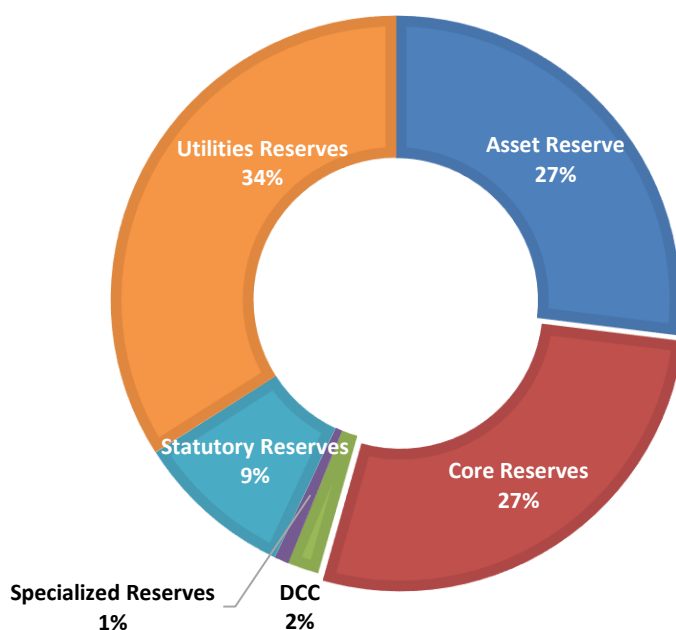
Improvements and maintenance of road networks, traffic signals, and pedestrian safety.

- Traffic signal asset management, local road reconstruction, transit infrastructure, neighborhood traffic calming

## Capital Funding Summary

Funding for the 2025 Capital Plan is proposed to come from multiple City reserves, and is presented in the table and chart below:

### Capital Projects Funding by Reserve for 2025



### Capital Projects Funding by Reserve for Years 2025 – 2029

Reserve Categories	2025	2026	2027	2028	2029
Asset Reserve	7,127,000	6,598,100	6,238,500	5,126,600	4,364,400
Core Reserves	7,253,300	2,237,200	3,831,500	1,109,500	675,500
DCC	470,000				
Specialized Reserves	216,300	26,300	24,300	5,000	15,000
Statutory Reserves	2,376,600	3,854,700	1,904,500	1,539,300	3,060,300
Utilities Reserves	8,997,900	5,221,100	3,132,000	4,838,000	2,942,000
Total Project Funding	26,441,100	17,937,400	15,130,800	12,618,400	11,057,200



# *Section II*

# *Strategic Framework*



## ABOUT THE 2023–2026 COUNCIL STRATEGIC 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](https://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



Sustainable  
Core Services



Healthy  
Community  
Development



Resilient Natural  
Environment



Vibrant and  
Prosperous  
Community

# Integrated Planning Framework

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

## Strategic Plan:

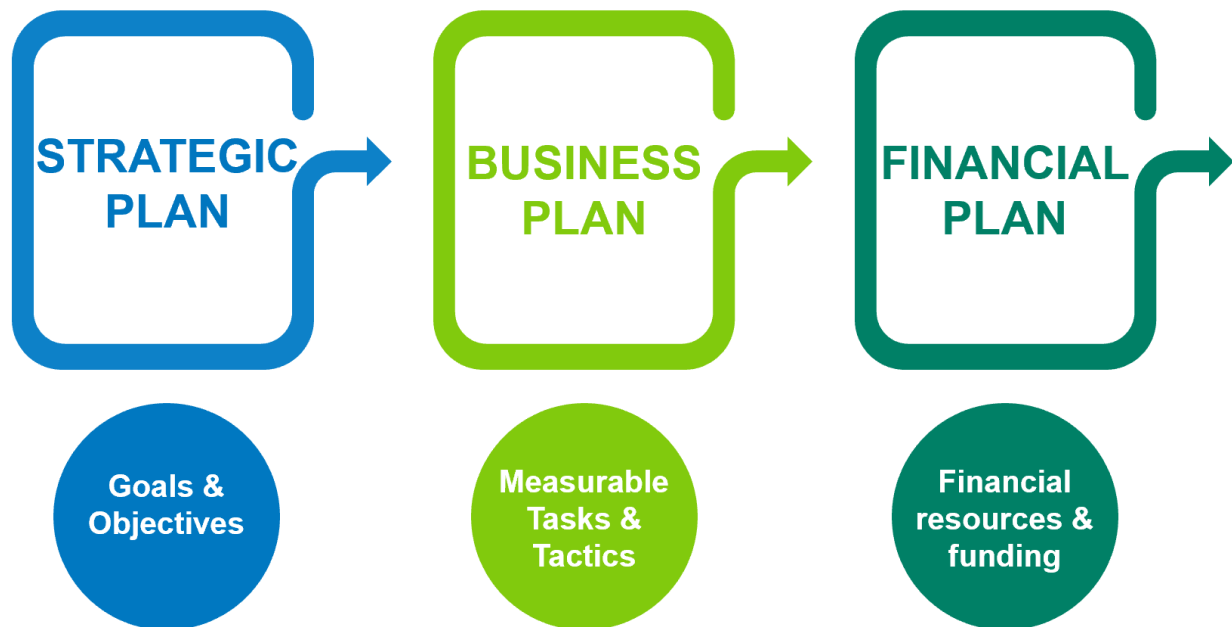
The Strategic Plan is the highest-level statement of the City's aspirations for the future. It is developed with a long time frame in mind and is updated every four years following the municipal election. The Strategic Plan articulates Port Moody's vision, mission, values and broad strategic goals. We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

## Business Plan:

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

## Financial Plan:

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



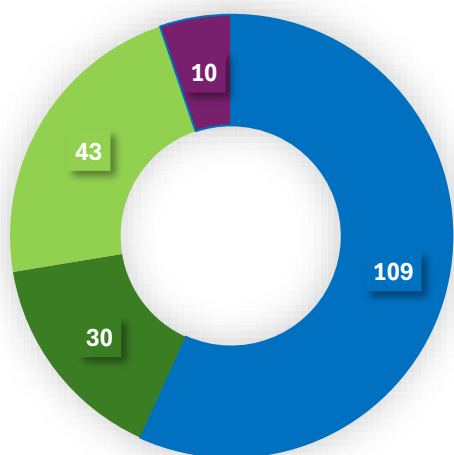


# Business Planning

The Corporate Project Plan includes 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 provides a framework for the decisions Council makes and guides our approach for delivering services to the community. In 2024 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 look at each strategic priority area, goal, and objective, and identified new or existing projects that are in alignment. Since then, the Corporate Project Plan has changed as numerous projects have been completed by staff and new projects have been identified either by staff or Council.

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.

## There are 192 Projects



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

The Corporate Project Plan has strategic and operational projects:

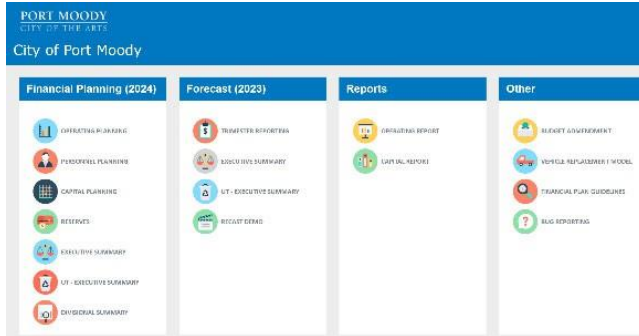
### STRATEGIC PROJECTS

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.

# Strategic Planning Tools and Resources



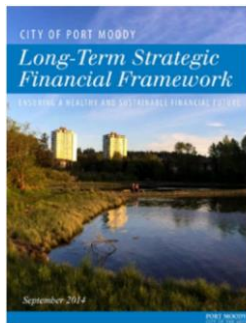
**Budget Software:** The City has developed a modern and sophisticated budget software module that provides a powerful set of analytic tools for departments to prepare and enter their budgets. The software allows departments to see past budget information year over year, drill down into actual line item transactions, perform what if analysis, graph data and trend lines, and view a variety of real time financial data and information.

This tool has been critical in providing departments with a user-friendly tool that allows them to house all their budget related data that was traditionally captured on a variety of spreadsheets and other medium.

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



**Long Term Strategic Financial Framework:** While the Strategic Plan sets out the goals and objectives of Council, Council acknowledges they cannot be achieved at all costs. Financial sustainability is a primary goal of City Council, and City Council recognizes that its goals and objectives must be

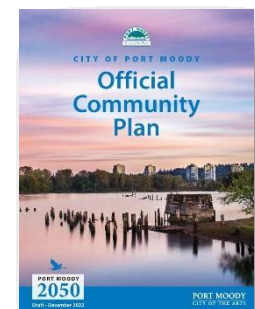


balanced with its ability to pay, and the impact they will

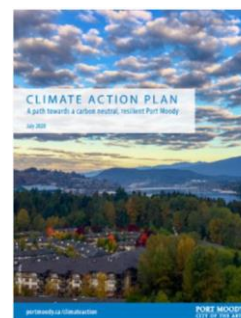
have on the long term financial sustainability of the City. The City's LTSFF is a reference document that ensures the City of Port Moody is well managed, affordable, and sustainable. It is the responsibility of Council and management to assure the community that the City is in, and remains in, sound financial condition for current and future generations. To that end, a sound administrative and financial framework of principles and guidelines needs to be developed to provide stewardship over critical assets and resources. The LTSFF identifies the principles, strategies, and models that Council has determined the City will need to keep on track towards financial sustainability. The LTSFF is a dynamic

document that is reviewed on a periodic basis to make sure the principles are consistent with current best practices.

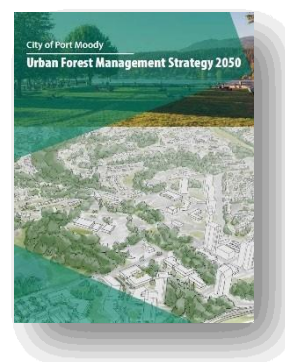
**Official Community Plan:** The Official Community Plan (OCP) provides overall goals, strategies, and visions for the community. It is intended to provide a degree of certainty for the future development of the community. In that sense, the OCP is source document utilized by staff to budget capital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



**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.

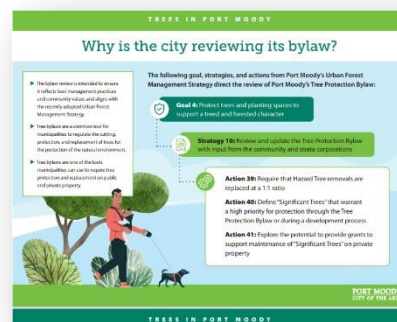


**Urban Forest Management Strategy 2050:** Port Moody's new Urban Forest Management Strategy, adopted by Council in September 2023, articulates a 30-year vision and goals for the management of our urban forest. The Strategy will help us preserve and maximize the benefits that trees provide as well as respond to the impacts of climate change and urban growth and development. Work on the Strategy began in 2022 and included two phases of public engagement to collect input on residents' values and priorities.

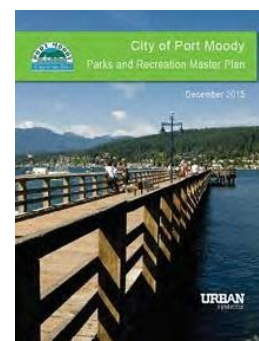
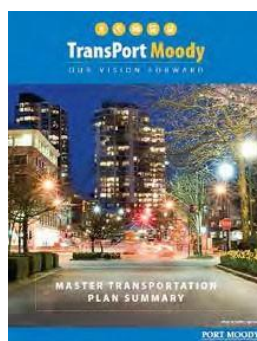


**Tree Protection Bylaw Update:** Responding to Port Moody's strong environmental stewardship values and the climate emergency, the City is reviewing its Tree Protection Bylaw to ensure it is aligned with best management practices and community values, as well as recommendations from the Urban Forest Management Strategy. Key objectives for the project include:

- to confirm community values, goals and concerns related to the management of trees in the private realm;
- to identify challenges and opportunities with the current bylaw and to review key directions; and
- to recommend bylaw updates reflecting Council direction, best management practices, municipal tools available and staff and community engagement.



**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 Corporate Project 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.



## Considerations and challenges

The City is being challenged by rising costs from activities and events such as those listed below:

### *Community Health and Social Issues*

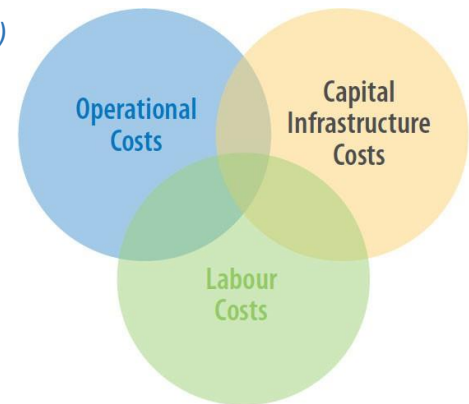
- Downloading from senior levels of government
- Reduction or stagnation of grant funding
- Responding to housing affordability, targets, and provincial changes to development planning
- Responding to childcare needs
- Provincial cannabis tax revenue not realized
- Extreme weather shelter
- Front line mental health issues

### *Responding to Extreme Events (Expected to Continue)*

- Atmospheric rivers
- Heat domes
- Heavy snowfalls
- Pandemic and public health orders

### *Increased Costs of Doing Business*

- Materials, Insurance, Fuel, etc. (CPI)
- Construction index (concrete, asphalt, lumber)
- Technology
  - Cyber security
  - Rapid and continuous innovation
- Labour
  - Regional settlements drive cost of living increases
  - Cost of benefits
  - CPP, EI, EHT, WorkSafe BC premiums, etc.



### *Historical Revenue Losses*

- Burrard Thermal (2017) – loss of generating capacity grant (~ \$1.4 million)
- Mill and Timber (2021) – decommissioning of sawmill (~ \$1.2 million)
- Metro Vancouver (2021) – property tax exemptions for housing units (~ \$100,000)

### *Regional Destination*

- Established regional destination (Shoreline Trail, Rocky Point Parks, Old Orchard Park, Sasamat Lake, Brewers Row, etc.)

### *Regional Growth*

- Regional transportation demand
- Reciprocity with other cities for services (users from other growing municipalities)
- Matching service levels with region (Burnaby, Coquitlam)
- Not generating sufficient revenues that help to pay for increased pressures
- Unlevel regional playing field (e.g. casinos, pay parking, development revenues)



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# *2024 Strategic Plan Goals Achieved*

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# HOW WE MET OUR STRATEGIC PRIORITIES *in 2024*

## Sustainable Core Services



Strategic Goal	Objectives
Prioritize core services	<ul style="list-style-type: none"><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>

### What we achieved in 2024:

- **Customer Service Commitment:** Implemented the Customer Service Commitment which includes a standardized set of customer service values, resulting in exceptional service to our clients so that the service our customers receive is consistent every time they connect with us.
- Secured a \$40,000 **Emergency and Disaster Management Act (EDMA)** grant for training, and a \$40,000 **Community Emergency Preparedness Fund (CEPF)** grant to support Indigenous cultural safety and emergency preparedness initiatives.

Strategic Goal	Objectives
Ensure financial sustainability	<ul style="list-style-type: none"><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>

### What we achieved in 2024:

- **Pay Parking:** Implemented a new pay parking program in five areas in Port Moody to increase turnover and parking availability at popular destinations.

Strategic Goal	Objectives
Lead with good governance	<ul style="list-style-type: none"><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>

### What we achieved in 2024:

- **Development Planning Process Improvement:** Conducted a process improvement exercise that mapped the various stages of the Development Application cycle. Worked with staff to implement new processes, optimize the use of the existing tools, and implement new tools as required.
- **Corporate Learning Strategy:** Developed a strategy to support the achievement of organizational objectives by ensuring that current and future employee development needs are met.



# Healthy Community Development



Strategic Goal	Objectives
Create complete and connected communities through balanced growth	<ul style="list-style-type: none"> <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>

## What we achieved in 2024:

- **BC Housing Partnership Exploration:** Continued our work with BC Housing to explore opportunities to develop a range of affordable housing types in Port Moody
- **Adopted bylaw to designate Transit-Oriented Areas around Moody Centre and Inlet Centre stations** in alignment with provincial legislative requirements (Bill 47).
- **Continued progress on several transit-oriented development projects around Moody Centre and Inlet Centre SkyTrain stations.** These projects will provide neighbourhood amenities including two pedestrian overpasses to improve neighbourhood connections, two grocery stores, affordable housing, non-market housing, creek daylighting, a publicly accessible plaza space, and a public park site.

Strategic Goal	Objectives
Provide safe, efficient, and accessible transportation options	<ul style="list-style-type: none"> <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>

## What we achieved in 2024:

- **School Traffic Safety Initiative:** Implemented the annual initiative to engage with School District 43 to identify barriers and challenges and improve active transportation opportunities to and from schools in the City.
- **St Johns Redesign Project Phase 1:** Developed a design for an improved St. Johns Street streetscape with a multi-use path from Albert to Moody and reallocation of the HOV lane for sustainable transportation use. This project, identified as a Medium-Term Project in our Master Transportation Plan (MTP), transforms the street into a multi-modal corridor, providing cycling and pedestrian facilities. It will help make progress towards 2017 MTP goals: increasing the percentage of sustainable transportation trips, reducing average vehicle travel distance, and improving transportation safety.

Strategic Goal	Objectives
Enhance community wellbeing	<ul style="list-style-type: none"> <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>

## What we achieved in 2024:

- **Community Well-Being Guidelines:** Developed guidelines for multi-family buildings in Port Moody to ensure that all new development projects are designed to support the physical, mental, and social health of residents, and to advance equity and connectedness.
- **Mayor's Youth Summit:** Planned and hosted the Mayor's Youth Summit, a platform for Port Moody and Tri-Cities youth to discuss critical issues affecting their lives and communities.
- **Seniors' Needs Assessment:** Completed a seniors' needs assessment to understand community needs, potential programs, space needs and related costs.

# Resilient Natural Environment



Strategic Goal	Objectives
Protect, integrate, and enhance our natural assets	<ul style="list-style-type: none"><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>

## What we achieved in 2024:

- **Natural Asset Management Plan:** Developed a natural assets management plan with consideration of a carbon budget. Incorporated natural assets into the City's overall asset management plan. Natural assets are ecosystem features that provide, or could be restored to provide, services to the city but historically have not been considered on equal footing or included in asset management plans.
- **Shoreline Trail Boardwalk Replacement Project: Completed Phase 1 by replacing** the boardwalk and gravel trail between Murray Street and Suter Brook Creek.

Strategic Goal	Objectives
Advance climate change mitigation and adaptation	<ul style="list-style-type: none"><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>

## What we achieved in 2024:

- **BC Energy Step Code Acceleration:** Decided to accelerate the adoption of the BC Energy Step Code beyond the current early adoption schedule and include a greenhouse gas intensity (GHGi) requirement to maximize energy efficiency and low carbon opportunities for new construction.
- **Tri-Cities Climate Mobility Strategy:** Collaborated with neighbouring municipalities to develop a Tri-Cities Climate Mobility Strategy including enhancing zero-emission vehicle infrastructure, integrating car sharing and public transit, programs and initiatives to encourage Port Moody businesses to choose zero-emission transportation options (e.g. reduced transit passes for employees), and supporting uptake of active transportation.

Strategic Goal	Objectives
Enhance and expand parkland and open spaces	<ul style="list-style-type: none"><li>• Increase, expand, and enhance urban parks</li><li>• Optimize park-user experiences</li><li>• Increase and improve trails and open spaces</li></ul>

## What we achieved in 2024:

- **Rocky Point Park Master Plan Update:** Developed a master plan for Rocky Point Park to implement long-term priorities. Key considerations included a review of park amenities and infrastructure, access, circulation and parking, special events, waste management strategies, and public art placement.
- **Old Orchard Park Master Plan:** Developed a master plan to address the park's long-term priorities.
- **Boulevard Landscaping Guidelines:** Developed materials to promote increased boulevard landscaping and highlight what is allowed under existing Boulevard Maintenance bylaws and upcoming guidelines
- **Inlet Sports Field Redevelopment Phase 2 (Construction):** Redeveloped the gravel sports field at Inlet Park to include an artificial turf field sized to accommodate three youth soccer fields in a full-FIFA size layout with two baseball diamonds. This project supports a careful balance active sports facilities and environmental leadership to protect the surrounding park through construction and operation.



# Vibrant and Prosperous Community



Strategic Goal	Objectives
Improve the local business climate	<ul style="list-style-type: none"> <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>

## What we achieved in 2024:

- **Promotional Package for Office-Based Investment:** Developed materials to speak to the city's quality of life, upcoming developments, and commercial/investment opportunities to solicit office-based enterprises in mixed-use developments.
- **Hosted an information on planning processes and development** with businesses and developers to provide information on upcoming employment space opportunities.
- **Completed the installation of wayfinding signage and kiosks** across Moody Centre and Inlet Centre neighbourhoods.

Strategic Goal	Objectives
Enhance vibrancy through placemaking, arts, culture, heritage, and tourism	<ul style="list-style-type: none"> <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>

## What we achieved in 2024:

- **Welcomed over 12,000 attendees to Car-Free Day**, held for the first time since 2019. This popular event filled St. Johns Street with businesses, artisans, non-profit groups, musicians, restaurants, and food trucks.

Strategic Goal	Objectives
Leverage public spaces	<ul style="list-style-type: none"> <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>

## What we achieved in 2024:

- **Pop Up Parks:** Developed pop up parks by animating spaces in the community. 2024 pop up parks included family-friendly activities at Chip Kerr, Kyle Centre, Queens Street Plaza, and Pioneer Park.
- **Civic Facility Accessibility Assessments:** Conducted accessibility assessments on 17 civic facilities, received recommendations on improvements and upgrades at these facilities and developed a prioritization matrix to rank recommendations for each facility. This project is working towards achieving certification with the Rick Hansen Foundation. Accessibility Certifier (RHFA) rating system and to identify gaps to achieving Gold level certification.
- **Westhill Childcare Facility:** Renovated the second floor of the Westhill Community Centre to create 37 childcare spaces and new playground space.
- **Recreation Facilities Study:** Completed public engagement with community members and user groups to assess the current state of recreation facilities and explore options for future needs.





# *Section III* **Financial Structure, Policy and Process**



# Funding 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.

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

<i>General Operating Fund</i>	<i>General Capital Fund</i>
Emergency Insurance Reserve	Anchor Encroachment Reserve
Emergency Vehicle Collision Reserve	Sanitation Utility Reserve
Assessment Appeals Reserve	Asset Replacement Reserve
Development Process Reserve	City Artworks Reserve
Future Operating Reserve	MRN Pavement Rehab. Reserve
Suterbrook Reserve	Affordable Housing Reserve
New Initiatives Reserve	Canada Community Building Fund
Climate Action Program Reserves	Master Transportation Plan Reserve
Payroll and Benefits Reserves	Community Amenity Contribution Reserve
Recycling and Waste Management Reserve	Density Bonus Reserve
Covid Safe Restart Reserve	Growing Communities Fund 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.

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

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



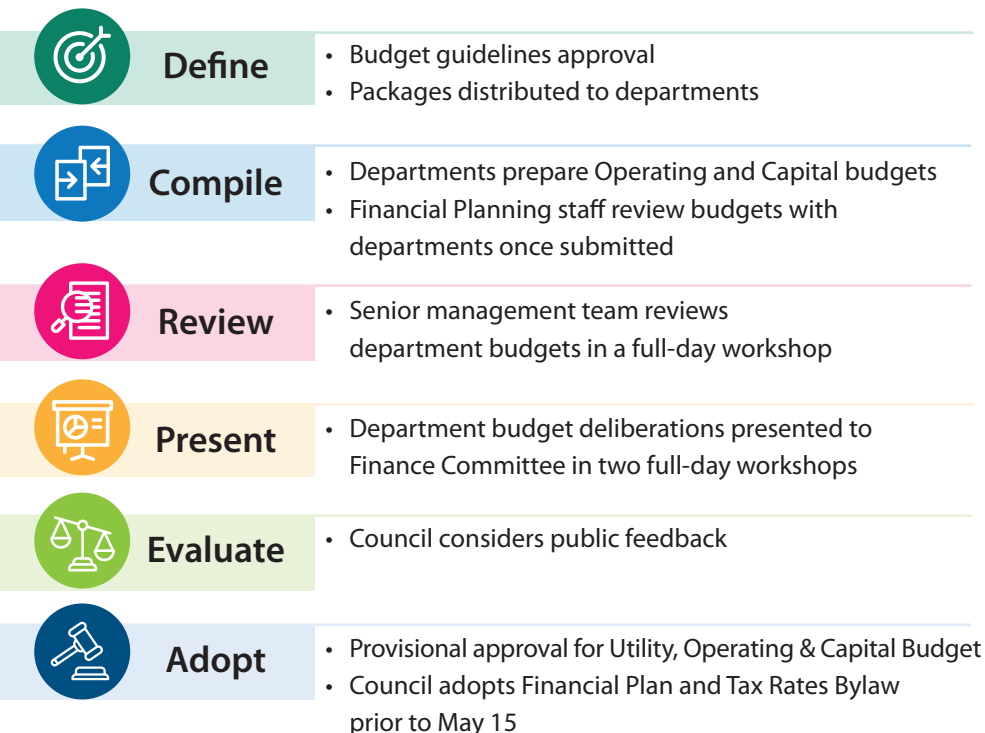


## Financial Planning Process

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.

Here are the key phases of the annual financial planning process:



### Why a five-year plan?

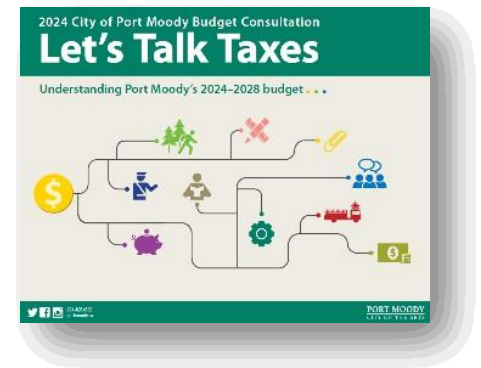
You may be wondering how the City can operate well into the current year without having an adopted budget until as late as May. That is because each year we adopt a Five-Year Plan, and therefore have five years of budget approval under which to operate if necessary.

The City simply operates under the Five-Year Plan it adopted the previous year until Council adopts the new plan. Council considers pre-approval for any projects that need to go ahead before they adopt a new plan to avoid delaying these projects. Pre-approval requires preparing a business case and presenting it to Council.

# Let's Talk Taxes: Public Consultation

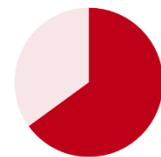
In accordance with the provisions of the *Local Government Act* requiring Council to undertake a process of public consultation regarding the proposed financial plan before it is adopted.

The 2025 Budget Consultation was facilitated through [engage.portmoody.ca](https://engage.portmoody.ca), the City's online engagement hub where participants registered to learn about the City's plans and projects, share ideas, and provide feedback. Between October 28 and November 17, 2024, participants had access to the annual budget survey, budget resource information, FAQs, and could pose questions and comments to staff.



Public engagement highlights from <https://engage.portmoody.ca/2025-budget-consultation>:

- 260 engaged participants contributed to one or more feedback tools
- 491 informed participants visited multiple project pages, contributed to a tool, or downloaded documents
- 1,005 aware visitors viewed this project page



**65%**

think they receive excellent (10%) or good (55%) value for City services and programs



**52%**

want to reduce (34%) or further reduce (18%) service levels to achieve a tax reduction



**47%**

want to maintain (31%) or enhance (16%) service levels through a tax increase



**50%**

want the City to leave subsidies and user fees the way they are (no change)

A complete list of all survey results was included in the Report to Finance Committee dated November 19, 2024 regarding 2025 Budget Consultation Summary.

## Key Findings

- 65% of survey respondents indicated that they received good (55%) or excellent (10%) value in relation to the taxes and utility fees that they pay.
- 52% of respondents did not want a 2025 tax increase. 34% preferred to reduce service levels to keep the tax rate the same as last year, and 18% wanted an even further reduction in services to reduce the tax rate below 2024 levels.
- 47% of survey respondents wanted to maintain current service levels (31%) or enhance service levels (16%) through a 2025 tax increase.
- 50% of respondents said to leave subsidies and user fees the way they are (no change), while 35% wanted decreased subsidies so users pay more than they do now, 11% wanted subsidies removed entirely, and 2% wanted to increase subsidies so users pay less than they do now.



### *Qualitative Comments*

Survey respondents were given an opportunity to provide additional qualitative comments about the 2025-2029 Budget. Themes that arose from those comments include:

**Theme 1** – Concerns about the proposed tax rate within the context of a difficult economic climate for many households. Respondents cited the desire to see some projects delayed, reduced in scope, or eliminated. (mentions = 44)

Comments we heard around this theme sounded like:

1. “I agree that the budget needs to be balanced, but to increase taxes again more than the inflation rate is not sustainable. Over the past years, we have structurally seen budget increases going well beyond the inflation rate. Currently for 2024 this sits at 2.4% (2022 at 6.5%, 2023 at 3.5%) and therefore I would like to see a better long term financial plan. This plan needs to clarify how the current budget increases will lead to a sustainable financial situation where increases are at par with inflation.”

2. “These are challenging times for your citizens / voters. All of us have to balance our household budgets. We don’t have the luxury of unilaterally increasing our personal revenue to balance our own personal budgets. The city has this authority but to do so is insensitive to the burden your taxpayers face. I urge the city to plan their budget like their citizens must. The current streak of high tax increases and is unsustainable. We elected you to manage the city, that includes managing within your means.”

3. “I feel the city needs to look at the purposed list of wants and what actually needs completing. The list needs to be trimmed and give the residents a break. Does Old Orchard need a complete overhaul at this time?”

**Theme 2** – Desire to prioritize liveability for residents especially as it relates to traffic, active transportation infrastructure, and opportunity to recreate in the natural environment. (mentions = 21)

Comments we heard around this theme sounded like:

1. “I believe climate is a huge issue for every community and is intertwined with many other issues like affordability and transportation. I am a strong supporter of policies that help create smaller walkable, bikeable cities with ample amenities available to all. As the city grows quickly, we have the opportunity to shape these policies and make decisions that will help affordability, transportation and reduce the costs to future residents of climate change.”

2. “Continue to invest in improved active transportation and asset renewal.”

3. “We need more amenity and park space to support our growing population.”

4. “I am very concerned about the current and future increase in traffic volume. This is very concerning with the proposed inlet district development which will further cause major issues. The city needs to focus attention and tax concerns in this area to ensure future issues are addressed.”

**Theme 3** – Identifying growth and development as important leverage for financing the amenities and infrastructure needed for an increasing population. (mentions = 13)

Comments we heard around this theme sounded like:

1. “Have developers pay more for infrastructure improvements: roads, utility services, parks. Not enough is being done to enhance current Port Moody residents livability in our city, only concerned with newcomers.”

2. “Consider how increased density and population growth can help reduce taxes through right city sizing services and capacity to maintain and expand infrastructure and critical services.”

3. “Should be negotiating more effectively with developers to ensure that facility and infrastructure needs are met with a growing population.”

4. “The City could consider other revenue generation opportunities outside of taxation to help fund programs and services. One time grants and rebates are not enough, nor sustainable. Expanding the tax base through development and through industrial and other land uses that have higher mill rates might be helpful in addition to net new revenue generation similar to what Port Moody did with the billboards. Perhaps more marketing opportunities with Pattison exist that could be explored? Staff are doing a great job with a lack of resources, thank you for all your efforts!”

**Theme 4** – Interest in focusing on core functions, especially the provision and maintenance of municipal infrastructure, and a desire to step away from issues seen as non-jurisdictional. (mentions = 6)

Comments we heard around this theme sounded like:

1. “I would like Council to be very careful about allocating municipal funds for responsibilities that are being downloaded from senior levels of government - e.g. climate change activism, affordable housing, and homeless and addiction services and supports. Port Moody is very small, and we don't have the depth of revenue required to step into these areas without leadership and proven financial support from other levels of government.”

2. “Focus on infrastructure and not service.”

3. “Critical infrastructure replacement and maintenance #1 priority.”

## Budget Amendment

In accordance with Section 165(2) of the Community Charter, once Council adopts a municipality's five-year Financial Plan by bylaw, that plan may be amended by a further bylaw at any time. In practice, any new expenditures arising during the fiscal year such as unanticipated project costs, grant-funded initiatives, or emergency responses, are initially funded from contingency reserves. These expenditures are tracked via formal budget amendments, which document each change to appropriations

At the end of the year, if total expenditures exceed the approved budget, Council must enact a Financial Plan Revision Bylaw to formally incorporate the overages into the plan and ensure legal compliance. This revision follows the same legislative protocol as the original adoption, with three readings, public notice, and an opportunity for public input. It also ensures that any deficit is carried forward and appropriately budgeted in subsequent years.



# Detailed Budget Timeline

<div>2024</div> <div>Jun</div>	<div>Budget Guidelines Approval</div> <div>Budget packages distributed to departments</div>	<div>2024</div> <div>Jun - Aug</div>	<div>Budgets prepared by departments</div> <div>Financial Planning staff reviewed budgets with departments</div>	<div>2024</div> <div>Sep - Oct</div>	<div>Draft budgets reviewed by Executive Leadership Team</div> <div>Department budget Deliberations / Presentations to Finance Committee in two Full-Day Budget Workshops</div>
<div>2024</div> <div>Nov</div>	<div>Budget Consultation and Engagement via Engage Port Moody</div> <div>Budget Consultation results considered</div> <div>Utility Budget Approval</div>	<div>2024</div> <div>Dec</div>	<div>Provisional Operating Budget Approval</div> <div>Provisional Capital Budget Approval</div>	<div>2025</div> <div>Jan</div>	<div>Tax Policy</div> <div>Alternative Tax Collection Scheme</div>
<div>2025</div> <div>Feb - Mar</div>	<div>Revised Roll Update</div> <div>Bylaw Referrals</div>	<div>2025</div> <div>Apr</div>	<div>Approval proposed Financial Plan &amp; Tax Rates</div> <div>First three readings - Financial Plan &amp; Tax Rates Bylaw</div>	<div>2025</div> <div>May</div>	<div>Adoption - Financial Plan &amp; Tax Rates Bylaw</div>

# Basis of Budgeting

The City of Port Moody prepares its Financial Plan on an accrual basis, aligning with Public Sector Accounting Board (PSAB) standards used for audited financial statements. However, notable differences arise in treatment and presentation:

- Interfund transfers (to/from reserves, and between operating, capital, and utility funds) are included in the budget to enhance transparency and ensure balanced reporting. Under PSAB, these transfers are eliminated from the statement of operations and recorded in accumulated surplus.
- Capital expenditures are fully recognized as expenses in the year the investment occurs, providing clear visibility on infrastructure spending. In contrast, PSAB requires such expenditures to be capitalized and amortized over the asset's useful life, with only depreciation appearing as an expense.
- Debt principal repayments are treated as an expense in the budget when paid, reflecting actual cash outflows. PSAB, however, recognizes only the interest portion as an expense; the principal repayment reduces the liability and does not affect the statement of operations.
- The budget may also recognize planned or committed expenditures (encumbrances) to allocate available resources, while PSAB financial statements only recognize costs when incurred and measurable; outstanding commitments are disclosed separately.

These differences reflect the cash-flow focus and management control function of municipal budgets, compared with the economic and stewardship focus of PSAB financial reporting.



# 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.

## 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 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.

## Natural Asset Policy

The City's Natural Asset Policy (approved in 2024) outlines the City's objectives and principles to guide the development and implementation of natural asset management (NAM) processes, practices, and systems. Implementation of NAM will improve the City's ability to monitor, protect, enhance, and maintain natural assets for:

- Sustainable service delivery;
- The reduction of GHGs
- Improved resilience to climate change, quality of life, biodiversity, and health and resilience of ecological processes.

## 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.

An aerial photograph of a coastal town, likely Port Moody, British Columbia. The town is nestled along a curved shoreline, with numerous houses and buildings visible. The harbor is filled with water, and several sailboats are anchored. In the background, there are large, forested mountains under a blue sky with scattered white clouds. The foreground shows a large, dark, muddy area, possibly a tidal flat or a dry riverbed, with some small structures and debris.

# *Section IV*

# Financial Summaries

# Consolidated Budget Summary

The consolidated budget summary below presents a balanced budget for the next five years.

	2025 Budget (\$)	2026 Plan (\$)	2027 Plan (\$)	2028 Plan (\$)	2029 Plan (\$)
<b>Revenues</b>					
<b>Taxes</b>					
Real property	61,864,360	66,934,952	70,554,491	74,122,998	77,617,233
Tax Other	1,050,892	1,051,556	1,052,227	1,052,904	1,053,588
Private utility companies	414,456	414,456	414,456	414,456	414,456
	<b>63,329,708</b>	<b>68,400,964</b>	<b>72,021,173</b>	<b>75,590,358</b>	<b>79,085,276</b>
Payment in lieu of taxes	1,585,168	1,585,168	1,585,168	1,585,168	1,585,168
<b>Sale of Services</b>					
Environmental health services	4,045,999	4,188,704	4,305,569	4,412,562	4,513,212
Recreational and cultural services	4,556,676	4,593,256	4,634,162	4,655,405	4,675,947
Sewer utility fees and charges	11,469,704	12,174,096	13,025,689	14,084,092	15,156,336
Water utility fees and charges	9,450,578	10,073,116	10,542,406	11,023,018	11,429,311
Other revenue	7,566,202	7,531,343	7,588,344	7,596,155	7,610,673
Investment Income	952,000	952,000	952,000	952,000	952,000
Contributed tangible capital assets					
Government transfers	5,518,333	2,856,219	5,153,689	2,717,486	2,744,647
Private contributions					
Development levies utilized	5,464,996				
<b>Total Revenues</b>	<b>113,939,365</b>	<b>112,354,865</b>	<b>119,808,200</b>	<b>122,616,244</b>	<b>127,752,570</b>
<b>Expenditures</b>					
Operating Expenses	115,592,080	110,463,624	114,530,288	118,961,447	123,497,102
<b>Total Expenditures</b>	<b>115,592,080</b>	<b>110,463,624</b>	<b>114,530,288</b>	<b>118,961,447</b>	<b>123,497,102</b>
<b>Surplus/(Deficit) Before Capital Expenditures</b>	<b>(1,652,715)</b>	<b>1,891,242</b>	<b>5,277,911</b>	<b>3,654,797</b>	<b>4,255,468</b>
<b>Transfers and Capital Expenditures</b>					
Amortization	(12,826,620)	(14,109,282)	(15,520,210)	(17,072,231)	(18,779,454)
Capital Expenditures	74,051,782	15,624,500	12,900,500	10,525,400	9,097,700
Transfer from Reserves	(88,427,648)	(25,953,867)	(20,851,285)	(20,144,475)	(18,637,132)
Transfer to Reserves	24,468,389	25,255,505	27,773,407	29,323,003	31,530,485
Debt principal repayment	1,081,381	1,074,386	975,500	1,023,100	1,043,869
<b>Total Transfers and Capital Expenditures</b>	<b>(1,652,715)</b>	<b>1,891,242</b>	<b>5,277,911</b>	<b>3,654,797</b>	<b>4,255,468</b>
<b>Balanced Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Statement of Operations

Years ended December 31

	2023 Actuals (\$)	2023 Budget (\$)	2024 Actuals (\$)	2024 Budget (\$)	2025 Budget (\$)
<b>Revenues</b>					
<b>Taxes</b>					
Real property	53,228,758	53,243,928	58,213,841	58,375,257	61,864,360
Tax Other	1,022,786	1,010,457	1,105,524	1,011,539	1,050,892
Private utility companies	392,314	392,314	399,923	419,925	414,456
	<b>54,643,858</b>	<b>54,646,699</b>	<b>59,719,288</b>	<b>59,806,721</b>	<b>63,329,708</b>
Payment in lieu of taxes	1,778,170	1,707,978	1,593,294	1,714,978	1,585,168
<b>Sale of Services</b>					
Environmental health services	3,649,971	3,522,169	3,851,796	3,805,837	4,045,999
Recreational and cultural services	4,355,771	3,798,268	4,824,834	3,973,019	4,556,676
Sewer utility fees and charges	8,434,356	8,022,159	9,250,866	8,928,216	11,469,704
Water utility fees and charges	9,098,627	8,568,684	9,016,167	8,713,676	9,450,578
Other revenue	7,485,329	4,572,786	9,469,209	5,732,019	7,566,202
Investment Income	4,706,199	827,000	5,112,241	952,000	952,000
Contributed tangible capital assets	427,917		362,122		
Government transfers	17,612,782	20,319,920	7,913,660	8,053,491	5,518,333
Private contributions	2,334,672	31,000	2,034,463		
Development levies utilized	1,727,452	1,857,496	3,399,883	2,284,962	5,464,996
<b>Total Revenues</b>	<b>116,255,104</b>	<b>107,874,159</b>	<b>116,547,823</b>	<b>103,964,919</b>	<b>113,939,365</b>
<b>Expenses</b>					
Corporate Administration	11,083,161	12,890,814	11,422,628	13,528,621	15,320,835
Community Development	5,061,754	5,958,526	5,060,505	6,377,652	6,958,138
Community Services	14,493,105	15,197,115	15,878,808	17,023,419	17,751,957
Engineering & Operations	11,209,162	11,999,569	12,245,917	12,756,968	14,240,531
Environment & Parks	6,038,255	6,857,463	6,358,350	6,740,487	7,699,155
Library	2,340,612	2,653,360	2,522,344	3,055,915	3,104,095
Police	14,855,271	15,052,389	15,029,759	15,965,258	17,395,707
Fire	11,132,841	10,827,860	11,742,443	12,031,031	12,749,710
Sewer & Drainage	7,175,024	7,765,243	7,657,057	8,833,506	11,095,481
Water	7,546,141	8,556,062	8,153,952	8,546,762	9,276,470
<b>Total Expenses</b>	<b>90,935,326</b>	<b>97,758,401</b>	<b>96,071,763</b>	<b>104,859,619</b>	<b>115,592,080</b>
<b>Surplus Before Capital Expenditures</b>	<b>25,319,778</b>	<b>10,115,758</b>	<b>20,476,060</b>	<b>(894,700)</b>	<b>(1,652,715)</b>
<b>Accumulated Surplus, beginning of year</b>	<b>761,823,960</b>	<b>761,823,960</b>	<b>787,143,738</b>	<b>787,143,738</b>	<b>807,619,798</b>
<b>Accumulated Surplus, end of year</b>	<b>787,143,738</b>	<b>771,939,718</b>	<b>807,619,798</b>	<b>786,249,038</b>	<b>805,967,084</b>



# Statement of Operations

Years ended December 31

	2023	2023	2024	2024	2025	2026	2027	2028	2029
	Actuals (\$)	Budget (\$)	Actuals (\$)	Budget (\$)	Budget (\$)	Plan (\$)	Plan (\$)	Plan (\$)	Plan (\$)
<b>Revenues</b>									
<b>Taxes</b>									
Real property	53,228,758	53,243,928	58,213,841	58,375,257	61,864,360	66,934,952	70,554,491	74,122,998	77,617,233
Tax Other	1,022,786	1,010,457	1,105,524	1,011,539	1,050,892	1,051,556	1,052,227	1,052,904	1,053,588
Private utility companies	392,314	392,314	399,923	419,925	414,456	414,456	414,456	414,456	414,456
	<b>54,643,858</b>	<b>54,646,699</b>	<b>59,719,288</b>	<b>59,806,721</b>	<b>63,329,708</b>	<b>68,400,964</b>	<b>72,021,173</b>	<b>75,590,358</b>	<b>79,085,276</b>
Payment in lieu of taxes	1,778,170	1,707,978	1,593,294	1,714,978	1,585,168	1,585,168	1,585,168	1,585,168	1,585,168
<b>Sale of Services</b>									
Environmental health services	3,649,971	3,522,169	3,851,796	3,805,837	4,045,999	4,188,704	4,305,569	4,412,562	4,513,212
Recreational and cultural services	4,355,771	3,798,268	4,824,834	3,973,019	4,556,676	4,593,256	4,634,162	4,655,405	4,675,947
Sewer utility fees and charges	8,434,356	8,022,159	9,250,866	8,928,216	11,469,704	12,174,096	13,025,689	14,084,092	15,156,336
Water utility fees and charges	9,098,627	8,568,684	9,016,167	8,713,676	9,450,578	10,073,116	10,542,406	11,023,018	11,429,311
Other revenue	7,485,329	4,572,786	9,469,209	5,732,019	7,566,202	7,531,343	7,588,344	7,596,155	7,610,673
Investment Income	4,706,199	827,000	5,112,241	952,000	952,000	952,000	952,000	952,000	952,000
Contributed tangible capital assets	427,917		362,122						
Government transfers	17,612,782	20,319,920	7,913,660	8,053,491	5,518,333	2,856,219	5,153,689	2,717,486	2,744,647
Private contributions	2,334,672	31,000	2,034,463						
Development levies utilized	1,727,452	1,857,496	3,399,883	2,284,962	5,464,996				
<b>Total Revenues</b>	<b>116,255,104</b>	<b>107,874,159</b>	<b>116,547,823</b>	<b>103,964,919</b>	<b>113,939,365</b>	<b>112,354,865</b>	<b>119,808,200</b>	<b>122,616,244</b>	<b>127,752,570</b>
<b>Expenses</b>									
Corporate Administration	11,083,161	12,890,814	11,422,628	13,528,621	15,320,835	14,494,100	14,555,145	14,934,078	15,275,306
Community Development	5,061,754	5,958,526	5,060,505	6,377,652	6,958,138	5,389,823	5,554,486	5,515,126	5,669,277
Community Services	14,493,105	15,197,115	15,878,808	17,023,419	17,751,957	17,275,422	17,794,405	18,766,454	19,322,999
Engineering & Operations	11,209,162	11,999,569	12,245,917	12,756,968	14,240,531	12,765,550	13,335,238	13,982,840	14,748,752
Environment & Parks	6,038,255	6,857,463	6,358,350	6,740,487	7,699,155	6,968,766	7,456,245	7,476,470	7,731,691
Library	2,340,612	2,653,360	2,522,344	3,055,915	3,104,095	3,015,950	3,109,363	3,221,489	3,340,634
Police	14,855,271	15,052,389	15,029,759	15,965,258	17,395,707	17,731,287	18,371,221	18,960,916	19,651,835
Fire	11,132,841	10,827,860	11,742,443	12,031,031	12,749,710	13,364,462	13,909,997	14,489,606	15,028,263
Sewer & Drainage	7,175,024	7,765,243	7,657,057	8,833,506	11,095,481	10,281,903	10,901,978	11,705,562	12,538,218
Water	7,546,141	8,556,062	8,153,952	8,546,762	9,276,470	9,176,360	9,542,211	9,908,908	10,190,127
<b>Total Expenses</b>	<b>90,935,326</b>	<b>97,758,401</b>	<b>96,071,763</b>	<b>104,859,619</b>	<b>115,592,080</b>	<b>110,463,624</b>	<b>114,530,288</b>	<b>118,961,447</b>	<b>123,497,102</b>
<b>Annual Surplus (Deficit)</b>	<b>25,319,778</b>	<b>10,115,758</b>	<b>20,476,060</b>	<b>(894,700)</b>	<b>(1,652,715)</b>	<b>1,891,242</b>	<b>5,277,911</b>	<b>3,654,797</b>	<b>4,255,468</b>
<b>Accumulated Surplus, beginning of year</b>	<b>761,823,960</b>	<b>761,823,960</b>	<b>787,143,738</b>	<b>787,143,738</b>	<b>807,619,798</b>	<b>805,967,083</b>	<b>807,858,325</b>	<b>813,136,236</b>	<b>816,791,033</b>
<b>Accumulated Surplus, end of year</b>	<b>787,143,738</b>	<b>771,939,718</b>	<b>807,619,798</b>	<b>786,249,038</b>	<b>805,967,083</b>	<b>807,858,325</b>	<b>813,136,236</b>	<b>816,791,033</b>	<b>821,046,501</b>

# Statement of Activities by Fund

2025 Budget

	General Fund	Sewer & Drainage Fund	Water Utilities
<b>Revenues</b>			
<b>Taxes</b>			
Real property	61,864,360		
Tax Other	1,050,892		
Private utility companies	414,456		
	<b>63,329,708</b>		
Payment in lieu of taxes	1,585,168		
<b>Sale of Services</b>			
Environmental health services	4,045,999		
Recreational and cultural services	4,556,676		
Sewer utility fees and charges		11,469,704	
Water utility fees and charges			9,450,578
Other revenue	7,559,634	3,119	3,449
Investment Income	712,000	120,000	120,000
Contributed tangible capital assets			
Government transfers	5,458,713	59,620	
Private contributions			
Development levies utilized	5,464,996		
<b>Total Revenues</b>	<b>92,712,895</b>	<b>11,652,443</b>	<b>9,574,026</b>
<b>Expenses</b>			
Corporate Administration	15,320,835		
Community Development	6,958,138		
Community Services	17,751,957		
Engineering & Operations	14,240,531		
Environment & Parks	7,699,155		
Library	3,104,095		
Police	17,395,707		
Fire	12,749,710		
Sewer & Drainage		11,095,481	
Water			9,276,470
<b>Total Expenses</b>	<b>95,220,128</b>	<b>11,095,481</b>	<b>9,276,470</b>
<b>Surplus/(Deficit) Before Capital Expenditures</b>	<b>(2,507,233)</b>	<b>556,962</b>	<b>297,556</b>
Amortization	(10,471,753)	(1,582,847)	(772,020)
Capital Expenditures	54,106,716	13,416,191	6,528,875
Transfer from Reserves	(64,347,991)	(16,293,232)	(7,786,425)
Transfer to Reserves	17,124,414	5,016,849	2,327,126
Debt principal repayment	1,081,381	0	0
<b>Balanced Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Taxes Collected

	2024 Plan (\$)	2025 Plan (\$)
<b>Municipal Levies</b>	<b>60,536,873</b>	<b>64,499,806</b>
<b>Other Governments</b>		
<b>School Base</b>		
Additional School Tax		
Local School District	17,233,795	17,757,418
Provincial School	8,995,745	9,492,259
<b>Total School Base</b>	<b>26,229,540</b>	<b>27,249,677</b>
<b>Hospital Base</b>		
Greater Vancouver Regional District	1,354,240	1,418,704
Municipal Finance Authority	4,695	4,753
B.C Assessment Authority	931,771	967,040
<b>Total Hospital Base</b>	<b>2,290,705</b>	<b>2,390,496</b>
<b>Transit Base</b>		
Transit	159,580	163,282
TransLink	6,651,401	7,753,585
<b>Total Transit Base</b>	<b>6,810,982</b>	<b>7,916,867</b>
<b>Total - Other Governments</b>	<b>35,331,227</b>	<b>37,557,040</b>
<b>Total Taxes Collected</b>	<b>95,868,100</b>	<b>102,056,846</b>

## Tax Bylaw

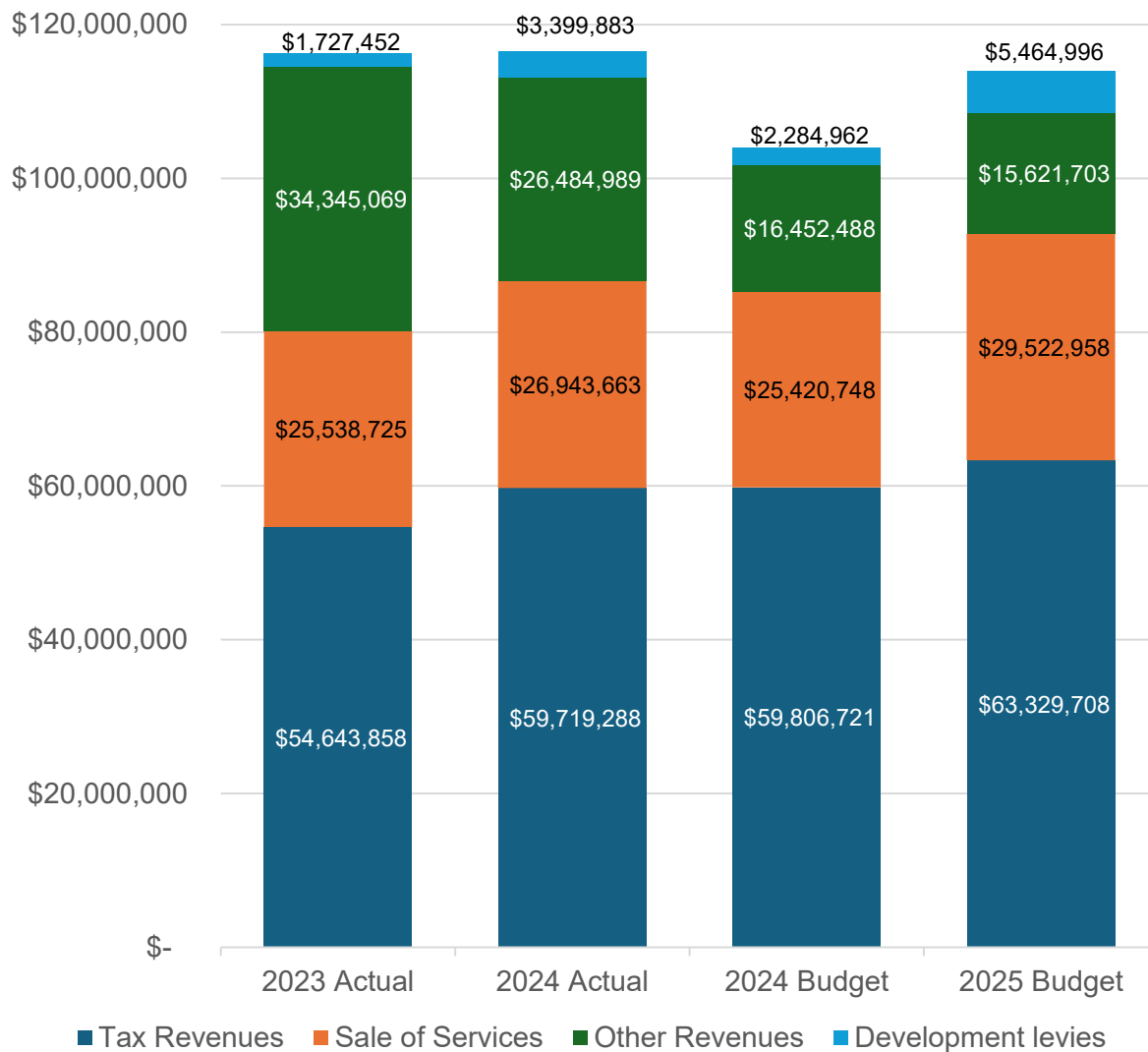
In accordance with the Community Charter, the Five-Year Financial Plan must be adopted by May 15 of the first year of the plan. Following its initial adoption, Council may amend the Financial Plan Bylaw at any time during the year. The table below provides a summary of the Consolidated Budget Bylaw, presenting a balanced budget.

	2025 Plan (\$)	2026 Plan (\$)	2027 Plan (\$)	2028 Plan (\$)	2029 Plan (\$)
<b>Revenues</b>					
Taxation	63,329,708	68,400,964	72,021,173	75,590,358	79,085,276
Sales, Fees and User Charges	29,895,790	31,402,004	32,899,292	34,566,543	36,166,272
Other Revenue	15,248,870	12,551,898	14,887,735	12,459,344	12,501,022
Development Levies	5,464,996	0	0	0	0
	<b>113,939,365</b>	<b>112,354,865</b>	<b>119,808,200</b>	<b>122,616,244</b>	<b>127,752,570</b>
<b>Expenses</b>					
Operating Expenses	(115,592,080)	(110,463,624)	(114,530,288)	(118,961,447)	(123,497,102)
<b>Surplus/(Deficit)</b>	<b>(1,652,715)</b>	<b>1,891,242</b>	<b>5,277,911</b>	<b>3,654,797</b>	<b>4,255,468</b>
<b>Non-Cash Items</b>					
Amortization	12,826,620	14,109,282	15,520,210	17,072,231	18,779,454
	<b>12,826,620</b>	<b>14,109,282</b>	<b>15,520,210</b>	<b>17,072,231</b>	<b>18,779,454</b>
<b>Cash Items</b>					
Capital Expenditures	(74,051,782)	(15,624,500)	(12,900,500)	(10,525,400)	(9,097,700)
Debt principal repayment	(1,081,381)	(1,074,386)	(975,500)	(1,023,100)	(1,043,869)
	<b>(75,133,163)</b>	<b>(16,698,886)</b>	<b>(13,876,000)</b>	<b>(11,548,500)</b>	<b>(10,141,569)</b>
<b>Transfer from Reserves</b>					
Accumulated Surplus	695,100	0	0	0	0
Equipment Replacement Reserve Fund	4,400,753	3,866,264	1,910,214	1,543,918	3,069,481
Land Sales Reserve Fund	347,342	250,000	250,000	250,000	250,000
Off Road Parking Fund	19,315	0	0	0	0
Reserves/Funds	82,965,138	21,837,603	18,691,072	18,350,557	15,317,651
	<b>88,427,648</b>	<b>25,953,867</b>	<b>20,851,285</b>	<b>20,144,475</b>	<b>18,637,132</b>
<b>Transfer to Reserves</b>					
Equipment Replacement Reserve Fund	(2,040,923)	(2,257,014)	(2,399,974)	(2,506,991)	(2,592,556)
Reserves/Funds	(22,427,467)	(22,998,491)	(25,373,433)	(26,816,012)	(28,937,929)
	<b>(24,468,389)</b>	<b>(25,255,505)</b>	<b>(27,773,407)</b>	<b>(29,323,003)</b>	<b>(31,530,485)</b>
<b>Balanced Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Revenues

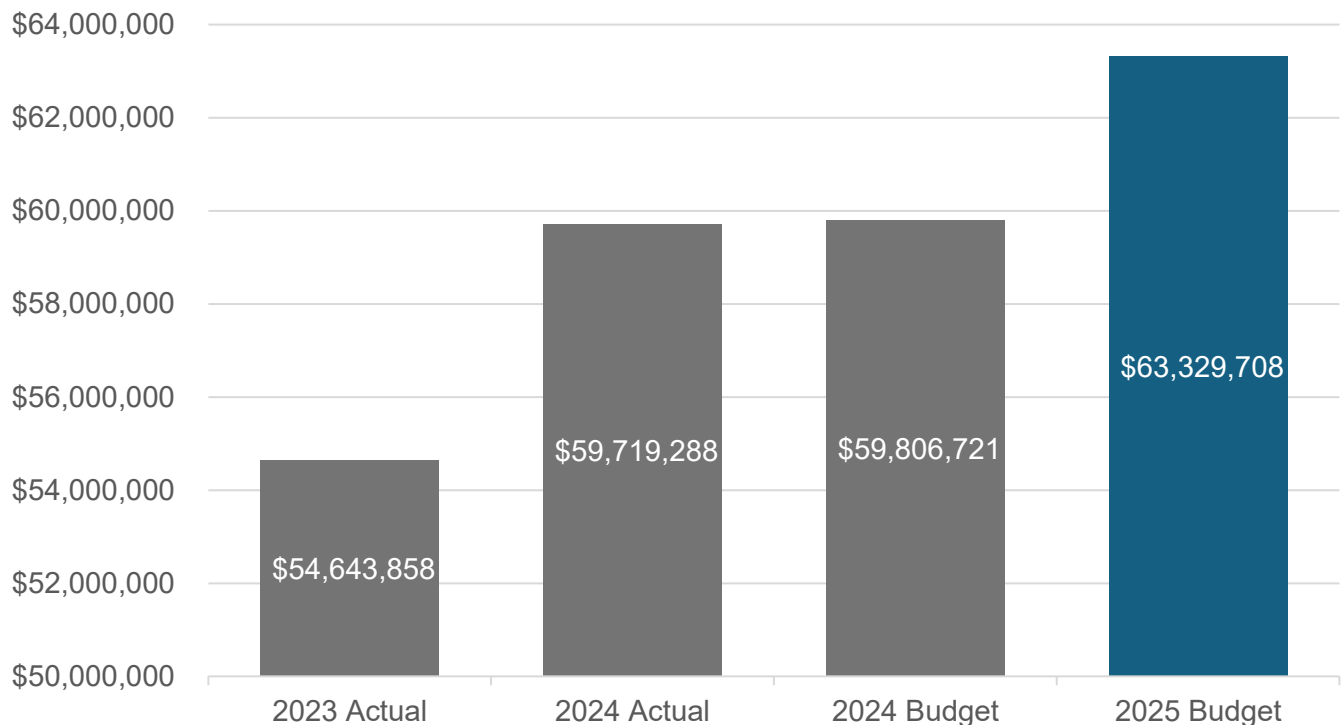
The City's total revenues come from multiple sources, with property taxation being the primary contributor. Property taxes are levied based on the assessed value of each property, unless exempt under provincial legislation or through a permissive tax exemption bylaw enacted by the City. Other sources of revenue include user fees, utility rates, service charges, government grants, proceeds from land sales, developer and capital asset contributions, investment earnings, and cost recoveries.



## Taxation

Taxation revenue is the largest source of revenue for the City and is levied based on the assessed value of each property. In the 2025–2029 Financial Plan, the City expects to receive taxation revenue of \$61.9 million in 2025, increasing to \$77.6 million by 2029. The 2025 Five-Year Financial Plan (General Operating Fund) represents a \$3.5 million increase over 2024, comprised of a \$3,318,000 tax increase and \$171,000 in Non-Market Change revenue (growth). Included in taxation is the Asset Replacement Levy, which is based on a 1% property tax increase annually and is intended to fund the City’s existing asset replacement needs.

In addition to property taxation, the City expects to receive approximately \$1.5 million in other tax-related revenues that are not based on BC Assessment property values. These revenues include the Port Competitiveness Grant, late payment penalties, interest on tax arrears, taxes from private utilities, and payments in lieu of taxes (PILT). The Port Competitiveness Grant offsets revenue losses from provincially mandated reduced tax rates on designated port properties, helping ensure continued financial support for host municipalities. Late payment penalties are charged on overdue property taxes, and interest continues to accrue on outstanding balances until paid in full. Private utilities, such as telecommunications and pipeline companies, pay taxes based on a legislated percentage of their gross revenues rather than on property assessments. While these revenues are modest compared to property taxation, they provide important supplementary funding that supports the City’s financial health and delivery of public services.

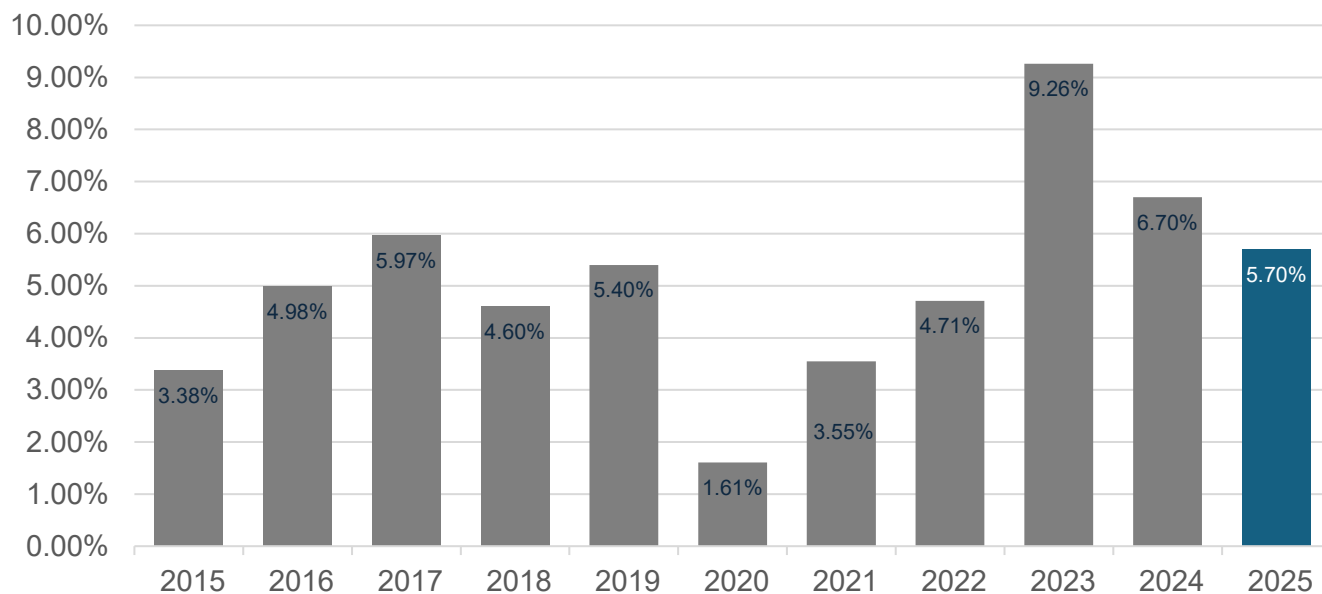


*Property Tax and Other tax-related Revenue*

The City's nine Property Tax Classes are summarized in the table below, which includes both the total levy and the taxes generated from new assessment growth for each class.

Property Type	Class	Total Tax Levy 2023 Budget (\$)	Total Tax Levy 2024 Budget (\$)	5.7% Tax Increase 2025 Plan (\$)	Tax Levy 2025 Plan (\$)	Growth Revenue 2025 Plan (\$)	Total Tax Levy 2025 Plan (\$)
Residential	1	35,793,080	39,483,504	2,241,850	41,725,354	-3,927	41,721,427
Utility	2	172,874	186,985	10,617	197,602		197,602
Supportive Housing	3		0	0	0		0
Major Industry	4	6,862,863	7,453,525	485,017	7,938,542	-37,094	7,901,448
Port	4a	1,224,829	1,363,286	86,414	1,449,700		1,449,700
Ports Growth	4b	619,482	609,798	-36,919	572,879		572,879
Light Industry	5	876,267	950,278	54,034	1,004,312	4,184	1,008,496
Business	6	7,646,889	8,274,410	472,382	8,746,792	135,592	8,882,385
Managed Forest Land	7		0	0	0		0
Recreation / Non-Profit	8	49,501	53,569	4,422	57,991	72,492	130,483
Farm	9						
<b>Total</b>		<b>\$ 53,245,784</b>	<b>\$ 58,375,355</b>	<b>\$ 3,317,818</b>	<b>\$ 61,693,173</b>	<b>\$ 171,248</b>	<b>\$ 61,864,421</b>

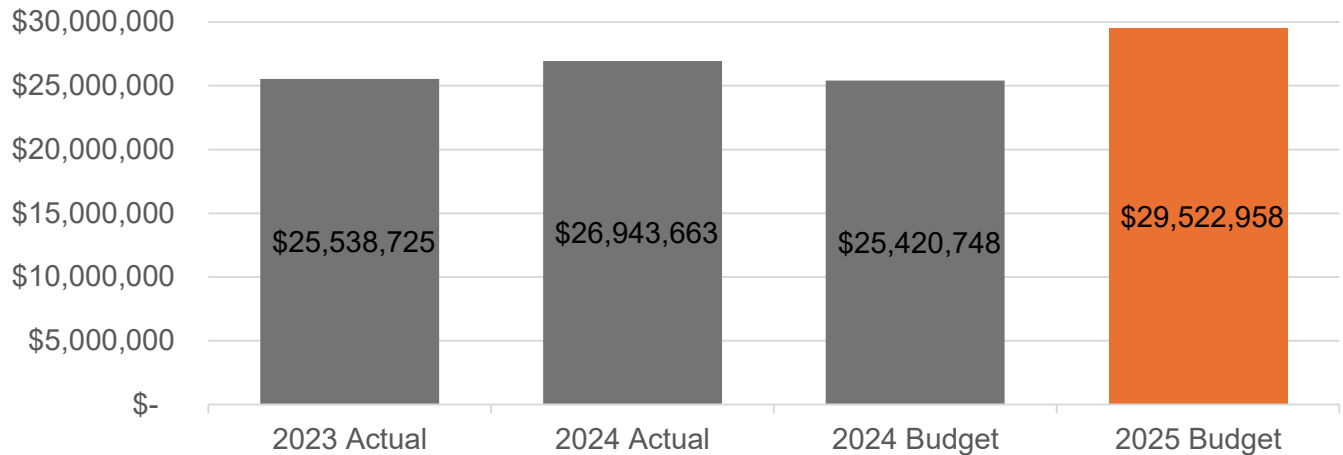
### Property Tax Revenue



### Tax Rate History

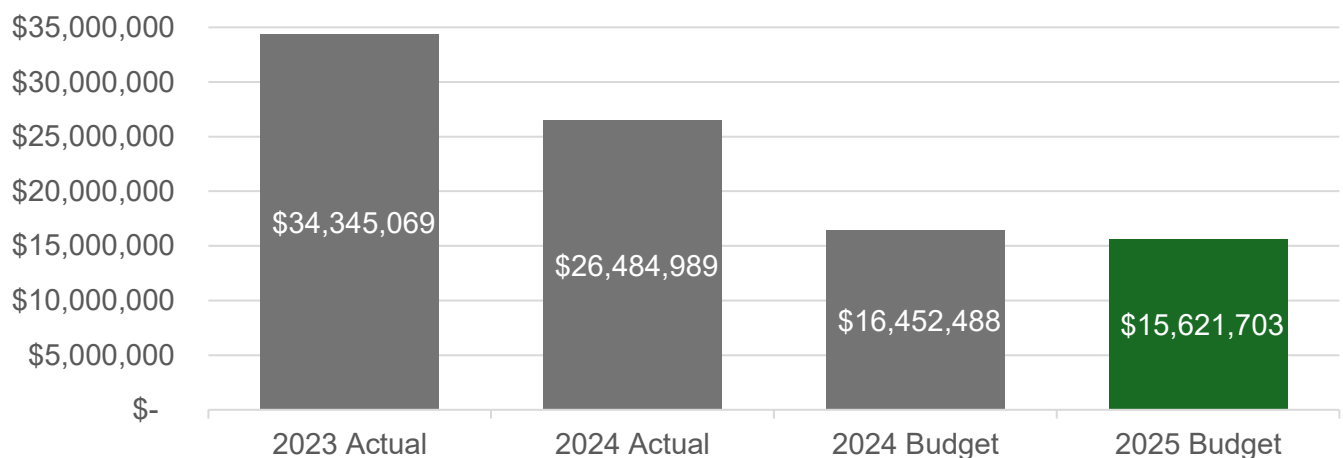
## Sales of Services

Sale of Services accounts for a substantial portion of the City's non-tax revenue in the 2025 budget, totaling over \$29.5 million. This includes \$4.1 million from environmental health services such as garbage, recycling, and green waste collection. Recreational and cultural services are projected to generate \$4.6 million through program fees and admissions. Utility fees represent the largest share, with sewer & Drainage utility fees and charges estimated at \$11.5 million and water utility fees and charges at \$9.5 million. These revenues help ensure the costs of providing essential services are fairly distributed among users and help reduce the City's reliance on property taxation.



## Other Revenues

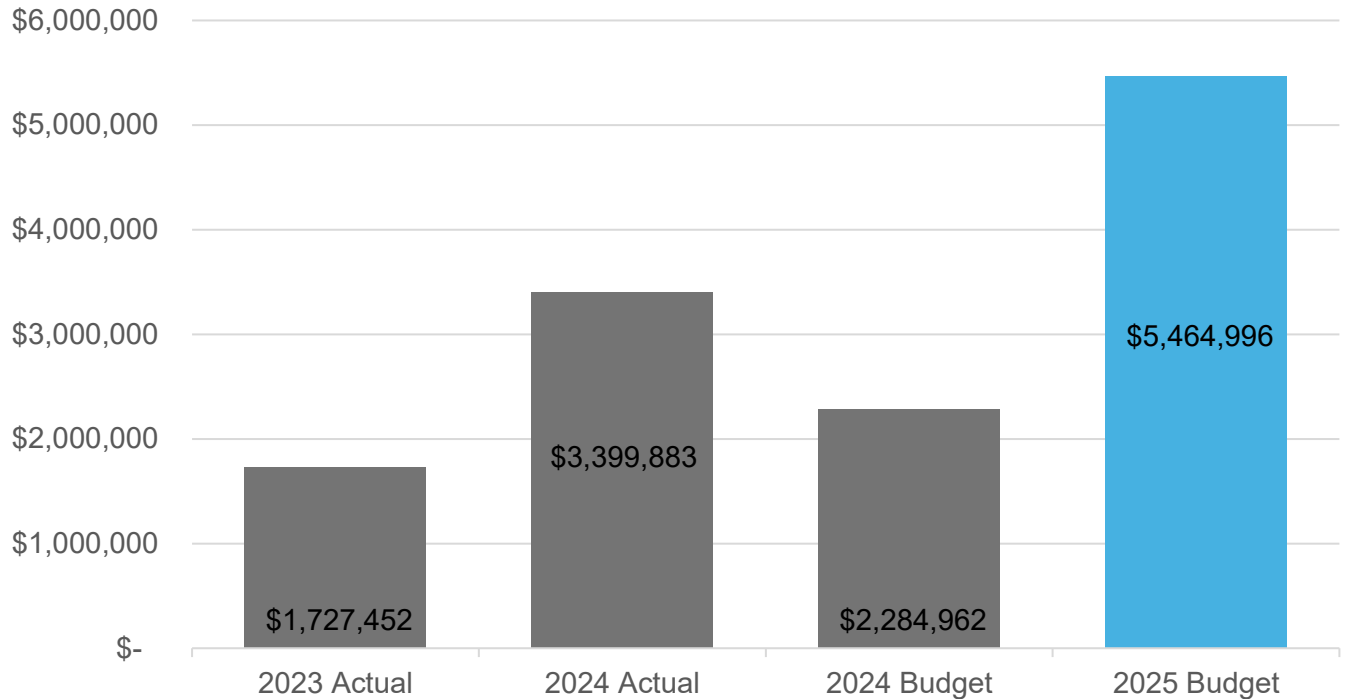
The 2025 budget draws on a variety of revenue sources beyond taxation and user fees, supporting the City's diversified and sustainable financial foundation. Other revenue is estimated at \$7.6 million and includes income from permits, licenses, fines, leases, service charges, and miscellaneous fees. Major contributors include business licenses, building and plumbing permits, recreation facility rentals, and development-related revenues such as application, review, and inspection fees. Additional revenue is generated through advertising (e.g., digital billboards) and pay parking. Investment income is projected at \$1.0 million, reflecting returns on the City's reserves and surplus funds. Government transfers, estimated at \$5.5 million, provide critical funding for both operating and capital initiatives. The City may also receive contributed tangible capital assets and private contributions, typically tied to development and community partnerships. Collectively, these diverse revenue streams enhance the City's financial resilience and reduce reliance on property taxation.





## Development Levies

Development levies are financial contributions collected from developers to help fund infrastructure and amenities needed to support growth. In the 2025 budget, approximately \$5.5 million in development levy funding is planned, with the majority directed toward park development. These funds support the delivery of new or expanded public spaces in response to increased population and development activity. By applying development levies to growth-related projects, the City ensures that the cost of infrastructure is shared with those driving the demand, helping to lessen the financial impact on existing taxpayers.



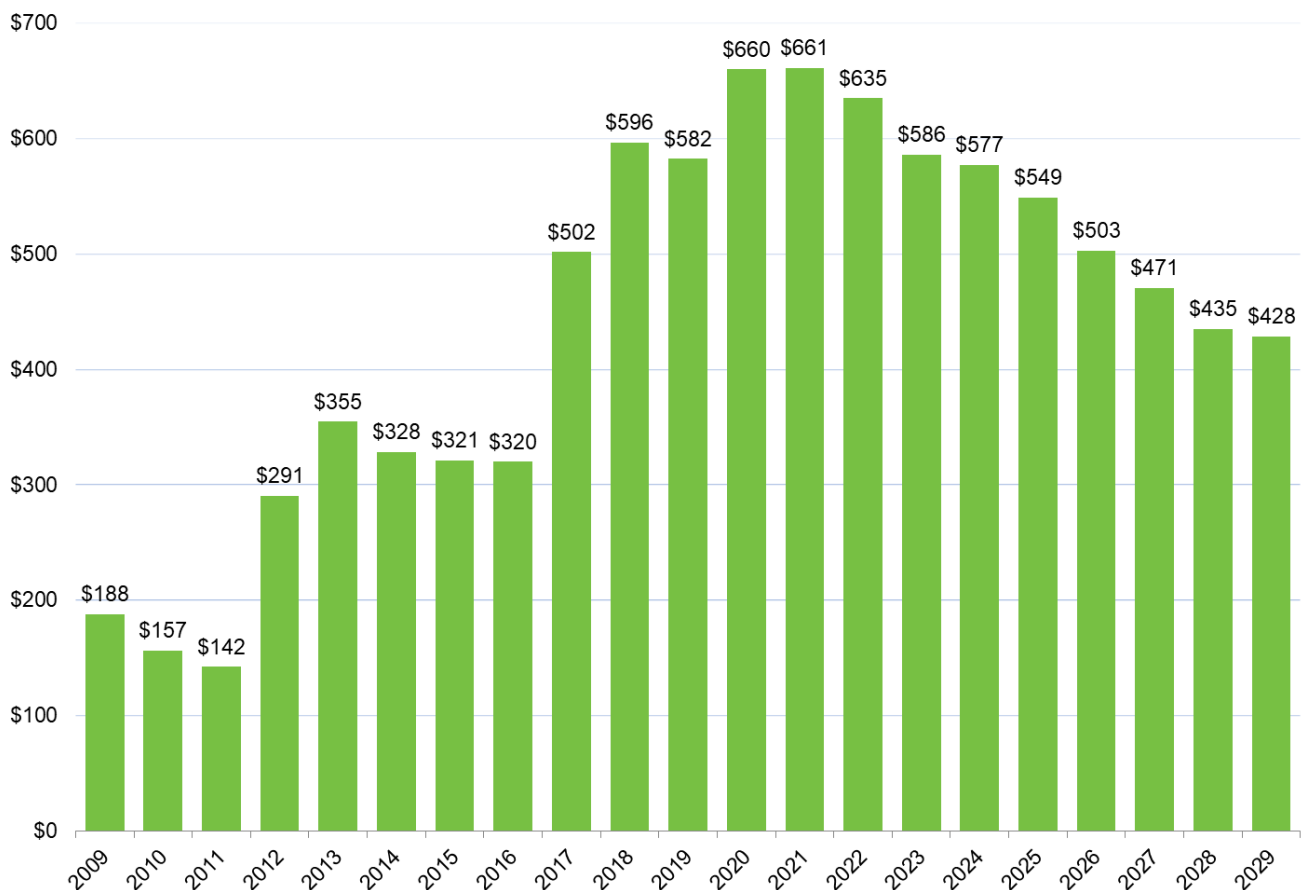
# Debt

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.

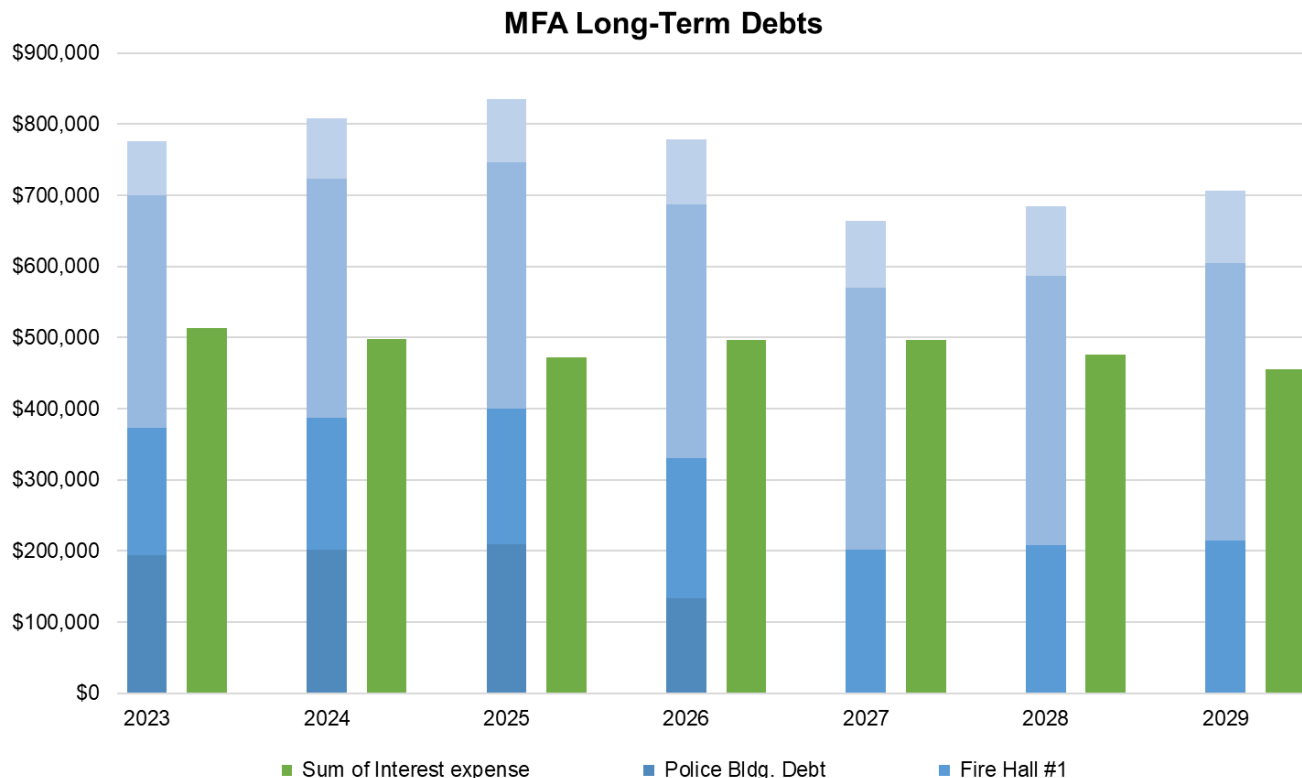
**Debt per Capita, 2009-2029**



The City was virtually debt-free in 2004 and, in 2005, took on debt to expand and renovate the aging Recreation Complex. In 2006, the City again 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, as 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).



\* The chart excludes equipment financing (short-term).

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 was 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 (i.e. where Class 4 revenues are higher than the provincial average). In 2024, the City of Port Moody had a liability servicing limit of \$30.4 million. For the 2025 financial planning period, the budgeted cost for principal and interest debt payments, including equipment financing in the general operating fund, is \$2.4 million. This amount remains well below the allowable limit.



An aerial photograph of a serene landscape. On the left, a calm body of water reflects the sky. To the right, a dense forest of trees with vibrant yellow and orange autumn foliage surrounds a winding boardwalk. The boardwalk, constructed of wooden planks and railings, curves along the shoreline and through the trees. A small wooden platform or bridge crosses a narrow section of the boardwalk. The overall scene is peaceful and scenic, capturing the beauty of a park or natural area in fall.

# *Section V* Department and Program Information



# City Operating Plan Workforces

## 2025 Budgeted Full Time Equivalents Changes - Overview

The City's operating workforce is measured in Full-Time Equivalents (FTEs). The 2025 Financial Plan includes a total of 449.97 FTEs, encompassing Regular Full-Time (RFT), Regular Part-Time (RPT), Temporary Full-Time (TFT), and Auxiliary (AUX) positions. This reflects a net increase of 21.66

FTEs over the previous year. A three-year departmental comparison of FTEs is provided in the table below.

	2023 Plan	2024 Plan	2025 Plan	2025 Change	Note
<b>General Fund</b>					
Corporate Administration	51.82	53.65	57.03	3.38	1
Community Development	28.31	32.07	36.63	4.56	2
Community Services	103.48	103.16	107.08	3.92	3
Engineering & Operations	46.81	50.96	54.23	3.27	4
Environment & Parks	24.14	28.23	29.90	1.67	5
Library	18.76	19.20	19.59	0.39	6
Police	71.00	71.00	71.50	0.50	7
Fire	52.00	54.00	55.00	1.00	8
<b>General Fund Total</b>	<b>396.32</b>	<b>412.27</b>	<b>430.96</b>	<b>18.69</b>	
<b>Utility Fund</b>					
Sewer & Drainage	9.77	9.44	12.52	3.08	9
Water	7.19	6.60	6.49	(0.11)	10
<b>Utility Fund Total</b>	<b>16.96</b>	<b>16.04</b>	<b>19.01</b>	<b>2.97</b>	
<b>Total General Fund &amp; Utility Fund</b>	<b>413.28</b>	<b>428.31</b>	<b>449.97</b>	<b>21.66</b>	

## Explanations for the notes:

1.	<b>Corporate Administration</b>	Corporate Administration sees a net increase of 3.38 FTEs, reflecting ongoing investment in strengthening internal operations and organizational capacity. Key additions include a new Human Resources Advisor (1.00 FTE) to support employee relations and recruitment, and a new Manager of Indigenous Relations (1.00 FTE) to lead reconciliation efforts and foster relationships with Indigenous communities. Increases in regular part-time (RPT) and auxiliary staffing further support operational flexibility and service delivery across administrative functions.
2.	<b>Community Development</b>	Community Development sees a net increase of 4.56 FTEs, reflecting continued growth in response to development activity and community planning needs. This category includes the Building & Bylaw Enforcement, Development Planning, and Policy Planning divisions. Key additions include a new Bylaw Enforcement Officer (1.00 FTE) to support the implementation of the City's pay parking program, a Bylaw & Licensing Assistant (1.00 FTE), and increased capacity in the Planning Technician (1.00 FTE) and Planning Analyst (1.00 FTE) roles—positions largely funded through development processing reserves. Additionally, a new Social Planner (1.00 FTE) has been introduced to support the City's social planning and equity initiatives.
3.	<b>Community Services</b>	Community Services sees a total net increase of 3.92 FTEs across several divisions, including Community Services Administration, Cultural Services, Facilities and Recreation. The most notable changes occur in Recreation, where 3.66 FTEs have been added through the conversion of part-time roles—such as Fitness Program Supervisors, Recreation Clerks, and multiple Recreation Leaders—to full-time positions, supporting growing service demands and ensuring operational continuity. In Cultural Services, additional hours have been allocated to enhance programming and event delivery, with 0.12 FTE added for a Theatre Coordinator and 0.60 FTE for an Events Coordinator.
4.	<b>Engineering &amp; Operations</b>	Engineering & Operations sees a net increase of 3.27 FTEs, supporting infrastructure planning, capital project delivery, and essential frontline services. This category includes Engineering, Operations, and Operations Administration. In Engineering, new positions have been established to enhance project delivery and execution, including a Project Coordinator (1.00 FTE), Transportation Technician (1.00 FTE), Project Engineer (1.00 FTE), and Project Manager (1.00 FTE). Within Operations, staffing enhancements include an Equipment Operator 3 (1.00 FTE) and an Operations Maintenance Worker (1.00 FTE) to support core maintenance and service delivery. These additions are offset by a reduction of 3.33 FTE through decreased hours in temporary full-time Labourer and auxiliary positions.
5.	<b>Environment &amp; Parks</b>	Environment & Parks sees a combined net increase of 1.67 FTEs, supporting environmental initiatives and park operations. In Environmental Services, a net increase of 1.32 FTEs includes the addition of a new Environmental Technician (1.00 FTE) to support sustainability programs, environmental monitoring, and regulatory compliance. In Parks, there is a net increase of 0.35 FTE, reflecting adjustments to staffing levels to support ongoing park maintenance and seasonal service demands.
6.	<b>Library</b>	The Library department sees a net increase of 0.39 FTE, reflecting adjustments to support front-line service delivery and programming. A new part-time Library Technician position (0.60 FTE) has been added to enhance support for library operations and patron services. This increase is offset by reductions totaling 0.21 FTE across several roles, including Circulation Assistant, Program & Services Advisor, and Library Shelver positions, resulting in the overall net change.
7.	<b>Police</b>	The Police category adds 0.5 FTE with the introduction of an IT Specialist position, supporting enhanced technology and operational capabilities.
8.	<b>Fire</b>	Fire Rescue is adding 1.0 FTE for a new Firefighter, reflecting ongoing implementation of master planning for emergency services.
9.	<b>Sewer &amp; Drainage</b>	Sewer & Drainage sees a net increase of 3.08 FTEs, supporting essential underground infrastructure maintenance and operations. This category includes both Drainage and Sanitary Sewer services. In Drainage, staffing changes include the addition of 2 FTE —Equipment Operator 3 and Operations Maintenance Worker to strengthen system maintenance and emergency response capacity. These increases are offset by a reduction of 0.19 FTE associated with the reduction of a general Labourer. In Sanitary Sewer, there is a net increase of 1.27 FTE in Labourer staffing to meet growing service demands.
10.	<b>Water</b>	The Water Utility sees a net decrease of 0.11 FTE, resulting from a reduction in hours for a Labourer position. This adjustment reflects a minor change in operational staffing requirements while maintaining core service levels.

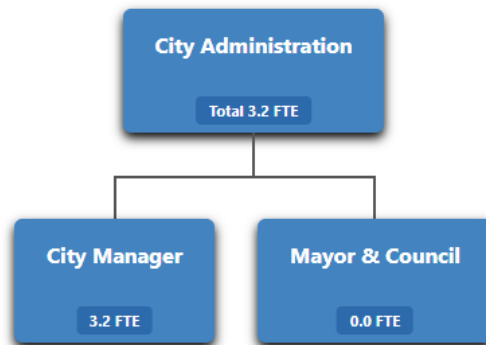
# ***City Administration***

## ***2025 - 2029 Operating Budget***

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# 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 drive the vision of the City through their Strategic Plan, public consultation, policies, and bylaws.





## Department Priorities and Key Initiatives

The 2023-2026 Council Strategic Plan provides a framework for the decisions Council will make and guides their approach for delivering services to the community. The Plan sets out goals in four priority areas as well as a vision and mission statement for the City:

**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.

### **Strategic Priorities:**

- 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 2025 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes the Mayor, six Councillors, and 3.2 FTE employees.

**Labour Costs**, including **Recoveries**, represent 71.1% of the operating budget at \$ 1,132,542. 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), net of a \$75,000 reserve transfer into the department's budget, total \$148,693 and represent 9.3% of the annual operating budget. This amount includes the corporate (city-wide) budgets for general legal counsel.

**Personnel Services** (training, development, conferences, professional dues, etc.) expenses are \$97,507 and represent approximately 6.1% of operating budget expenses. This includes Council's budget for conferences (LMLGA, UBCM, FCM) as well as the corporate annual membership dues for FCM, LMLGA, and UBCM.

**Sundry** (Miscellaneous and Contingency) expenses are \$141,056, representing 8.9% 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 \$27,584 or 1.7% of the total operating budget, and include the annual Tri-Cities Chamber of Commerce membership.

**Grants and Donations** of \$21,000 are used for the City's community grants program.

**Supplies and Others** total \$24,101, and include Insurance, Leases, Communications, Supplies & Materials.

City Administration - Budget Summary	Plan 2025	Plan 2026	Plan 2027	Plan 2028	Plan 2029
<b>Revenues</b>	<b>-75,000</b>				
Tsf from reserves-capital	-75,000				
<b>Expenses</b>	<b>1,667,482</b>	<b>1,707,228</b>	<b>1,746,406</b>	<b>1,785,625</b>	<b>1,838,187</b>
Salary and Benefits	1,210,578	1,246,822	1,282,191	1,318,902	1,356,714
Personnel Services	97,507	98,342	100,453	101,316	100,779
Contracted Services	27,584	27,660	27,737	27,814	27,892
Consulting and Prof Services	223,693	227,942	231,242	234,590	251,211
Communications	600	600	600	600	600
Insurance & Claims	1,051	1,072	1,093	1,115	1,137
Equipment under \$5,000	1,050	1,050	1,050	1,050	1,050
Supplies & Materials	21,400	21,608	21,787	21,968	22,585
Sundry	141,056	141,546	142,042	142,542	143,048
Grants & Donations	21,000	21,000	21,000	21,000	21,000
Recoveries	-78,036	-80,415	-82,788	-85,272	-87,830
<b>Total</b>	<b>\$ 1,592,482</b>	<b>\$ 1,707,228</b>	<b>\$ 1,746,406</b>	<b>\$ 1,785,625</b>	<b>\$ 1,838,187</b>

## Notable Changes

The net change to the City Administration budget is \$77,076.

- Salaries and Benefits are increasing by \$60,950 due to general cost of living increases
- Operating expenses have increased by \$16,126. \$9,086 relates to increase in Personnel to include training for the Executive Assistant to Mayor and Council and an increase in the conferences budget to reflect costs. \$5671 reflects an increase in professional legal services.

City Administration - Budget Drivers	Plan 2025	Estimated Tax Impact
<b>Salary Adjustments</b>	<b>60,950</b>	<b>0.1%</b>
Salaries & Wages	52,529	0.1%
Benefits & Overhead	13,798	0.0%
Recoveries - Utilities	-5,377	0.0%
<b>Operating Expenses</b>	<b>16,126</b>	<b>0.0%</b>
Personnel - Training, Prof. Dues	9,086	0.0%
Consulting and Professional Services	5,671	0.0%
Insurance and Claims	21	0.0%
Supplies and Materials	787	0.0%
Sundry/Miscellaneous	486	0.0%
Contracted Services	75	0.0%
<b>Total</b>	<b>\$ 77,076</b>	<b>0.1%</b>

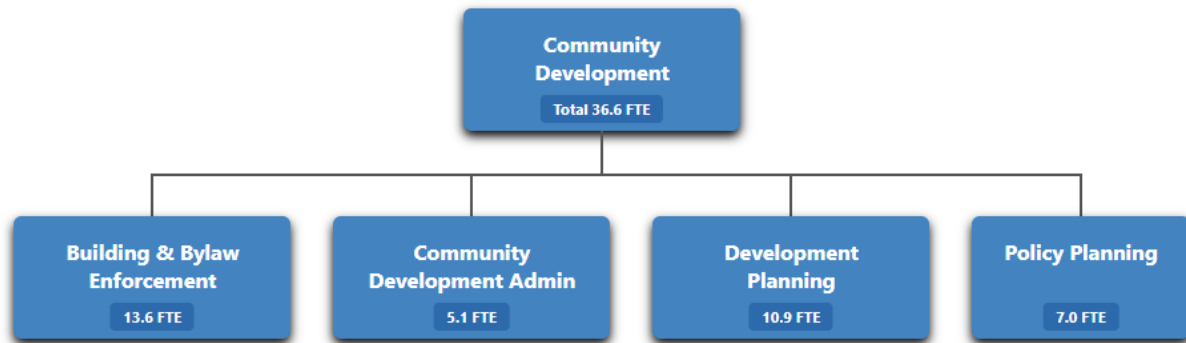
# ***Community Development***

***2025 - 2029 Operating Budget***

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# Community Development

The Community Development Department is comprised of the following Divisions:



The Community Development Department supports a broad range of services. To support growing municipal interests in business areas such as climate action, social planning, and economic development there is the need to continually assess and redeploy resources to balance competing needs. Determining the highest priorities in these service areas assists staff in ensuring resources are aligned to accomplish Council's strategic priorities, Provincial or Federal mandates and implementation of guiding documents.

Both planning and building applications are increasing in complexity and magnitude. The Provincial Housing Bills and Housing Action reporting are further increasing both the complexity and magnitude of new work. To support these applications and initiatives more staff time, specialty knowledge and capacity will continue to be required to maintain the service levels established by Council. Staff are actively adjusting needs within available funding to minimize the financial impact.

The last three years 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' 2025 work plan include the Economic Development Master Plan, Climate Ready Homes and Buildings Plan, Extreme Weather Resilience Plan, and the Moody Centre Transit-Oriented Development Area Guidance Framework for Official Community Plan Amendment and Rezoning Applications.

## *Building & Bylaw*

The Building & Bylaw Division provides customer service to home/property owners, the construction industry and responds to bylaw related concerns raised by residents or businesses. The Division consists of the equivalent of approximately 13.6 FTE employees. The Building & Bylaw Division consists of the following service areas:

**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, plumbing and sprinkler permit applications and perform on-site inspections.

**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.



## *Community Development Administration*

Community Development Administration is responsible for leadership of the Community Development Department supporting the Policy Planning, Development Planning, and Building & Bylaws Divisions. The Community Development Administration Division also leads the City's Economic Development Initiatives and facilitates the business licensing of commercial businesses, residential units, and dogs. Community Development Administration consists of 5.1 FTEs and consists 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 department guiding 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 lens of business and employment needs; developing policies and procedures, including incentives to promote the City as a business and investment location; building relationships with possible investors and economic development bodies and liaising with local businesses.

**Licensing** staff facilitate the issuance and renewal of all licences required by the City, including Business Licences and Dog Licences. 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.

**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 development approval processes from the conceptual stage through Council's consideration, detailed design, and subdivision approvals. They also support advisory committees related to development planning projects. The Division consists of approximately 10.9 FTEs. The Development Planning Division comprises the following service areas:

**Development Planning** leads the development application review team in the review of development applications ranging from small single lot applications to large complex mixed-use neighbourhood applications. This team conducts both technical reviews and leads application project management, while liaising with other city staff, consultants, and applicants in navigating through the approval process and meeting municipal and other regulatory requirements both on and off the property. The development application team also prepares reports, Bylaws, permits, and other agreements to facilitate 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 the requirements for potential new development applications.

## *Policy Planning*

Policy Planning is responsible for providing leadership and support for the implementation of the long-term vision for planning and growth of the City. It supports Council and the community by updating and developing policies and bylaws related to land development, social health, sustainability, and climate action, seeking and processing public input, and by supporting advisory committees related to community development initiatives. The Division consists of the equivalent of approximately 7.0 FTE employees. The Policy Planning Division consists of the following service areas:

**Policy Planning** takes the lead in researching and writing policies, updating related bylaws amending the zoning bylaw and Official Community Plan as required, and leading engagement projects for the Community Development Department. 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 area. 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 are leading the following priorities and initiatives in 2025:

- Implementation of the Provincial Housing Bills.
  - Zoning Bylaw amendments to incorporate Small Scale Multi-Unit Housing (SSMUH) and Transit Oriented Areas (TOA) Housing.
  - Updating the City Housing Needs Assessment.
  - Updating Short-Term Rental Provisions and Enforcement.
- Resume public engagement on the Port Moody 2050, Official Community Plan update, incorporating new provincial housing legislation
- Implementation of the Economic Development Master Plan.
- Implementation of the Housing Action Plan
- Year 5 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 and monitoring of housing units.

## Budget Highlights

**Revenues** consisting of planning permits, building permit fees, business licence revenues, other licences, and other contributions result in a budgeted revenue of \$5,089,800.

**Transfers from Reserve** including transfers from Operating and Capital reserves tied to positions, result in a budgeted revenue of \$2,818,491.

**Labour**, including Recoveries, continues to be the most significant cost for the department at \$4,742,758. 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 \$3,420,800 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, account for \$169,427 of the budgeted operating expenses.

**Contracted and Consulting Services** expenses represent \$146,924 of the total budget.

**Training and Development** expenses represent \$92,319 of the budgeted operating expenses.

Community Development - Budget Summary	Plan 2025	Plan 2026	Plan 2027	Plan 2028	Plan 2029
<b>Revenues</b>	<b>-7,908,291</b>	<b>-7,950,482</b>	<b>-8,045,057</b>	<b>-7,944,818</b>	<b>-8,035,088</b>
Other Revenue	-208,500	-208,500	-208,500	-208,500	-208,500
Rev-own sources-licenses	-4,881,300	-4,840,300	-4,870,300	-4,870,300	-4,876,300
Transfer from other govt-capital other	-50,000	-50,000	-50,000		
Tsf from reserves-operating	-2,490,444	-2,565,069	-2,621,046	-2,561,950	-2,637,098
Tsf from reserves-capital	-278,047	-286,613	-295,212	-304,068	-313,190
<b>Expenses</b>	<b>8,572,228</b>	<b>8,701,588</b>	<b>8,888,070</b>	<b>8,907,222</b>	<b>9,060,130</b>
Salary and Benefits	4,839,472	4,987,952	5,136,413	5,154,279	5,308,697
Personnel Services	92,319	93,122	93,829	93,241	93,667
Contracted Services	21,900	21,900	21,900	21,900	21,900
Consulting and Prof Services	125,024	125,844	126,687	127,553	126,942
Communications	15,562	15,665	15,769	15,874	15,980
Equipment under \$5,000	40,938	43,934	46,043	47,754	49,196
Supplies & Materials	30,945	31,960	31,175	32,191	31,199
Sundry	81,982	82,100	82,218	82,338	82,459
Recoveries	-96,714	-99,688	-64,764	-66,707	-68,708
Tsf to reserves-operating	3,420,800	3,398,800	3,398,800	3,398,800	3,398,800
<b>Total</b>	<b>\$ 663,937</b>	<b>\$ 751,107</b>	<b>\$ 843,013</b>	<b>\$ 962,404</b>	<b>\$ 1,025,042</b>



## Notable Changes

The net change to Community Development budget is -\$298,159.

- Revenues increase by \$1,872,500 mainly due to an increase in development and constructions-related application and permit revenue.
- Salary adjustments grow by \$60,251, reflecting the additional of one new Pay Parking Officer.
- Operating costs go up by \$26,799, resulting from enhanced team training initiatives.
- Reserve transfers increase by 1,487,292, primarily due to the higher development-related revenue.

Community Development - Budget Drivers		Plan 2025	Estimated Tax Impact
<b>Revenue Changes</b>		<b>-1,872,500</b>	<b>-3.2%</b>
Misc/Other Revenues	1,500		0.0%
Permits and Licensing Fees	-1,874,000		-3.2%
<b>Salary Adjustments</b>		<b>60,251</b>	<b>0.1%</b>
Salaries & Wages	39,162		0.1%
Benefits & Overhead	23,679		0.0%
Recoveries - Utilities	-2,590		0.0%
<b>Operating Expenses</b>		<b>26,799</b>	<b>0.0%</b>
Personnel - Training, Prof. Dues	26,247		0.0%
Consulting and Professional Services	5,769		0.0%
Communications	2,862		0.0%
Supplies and Materials	-1,069		0.0%
Sundry/Miscellaneous	-84		0.0%
Internal Admin	-1,603		0.0%
Equipment/Vehicle	-523		0.0%
Contracted Services	-4,800		0.0%
<b>Reserve Changes</b>		<b>1,487,291</b>	<b>2.5%</b>
Transfer from/to Reserves	1,487,291		2.5%
<b>Total</b>		<b>-298,159</b>	<b>-0.5%</b>

# Department Performance Measures

## Community Development



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

	2022 Actual	2023 Actual	2024 Actual	2025 Target	Long-Term Target	LT Target Year
<b>Sustainable Core Services</b>						
# Building inspections conducted	1,526	1,493	1,360	1,500	1,500	2030
# Building permits issued	307	311	215	280	300	2030
# Business licenses issued	1,883	2,833	2,984	2,500	2,750	2030
# Dog licenses issued	2,548	2,215	2,269	2,500	2,750	2030
<b>Healthy Community Development</b>						
# Planning and development-related land use applications processed	79	78	78	80	100	2030
<b>Resilient Natural Environment</b>						
# Electric vehicle charging sessions facilitated	16,789	15,943	17,131	20,000	30,000	2030
# Unique vehicles using charging stations	3,141	2,759	3,421	3,600	5,000	2030
Energy dispensed at EV Charging stations (MWh)	168	155	221	225	250	2030

VIEW THE 2023-2026 COUNCIL STRATEGIC  
PLAN AT [PORTMOODY.CA/STRATEGICPLAN](https://portmoody.ca/strategicplan)

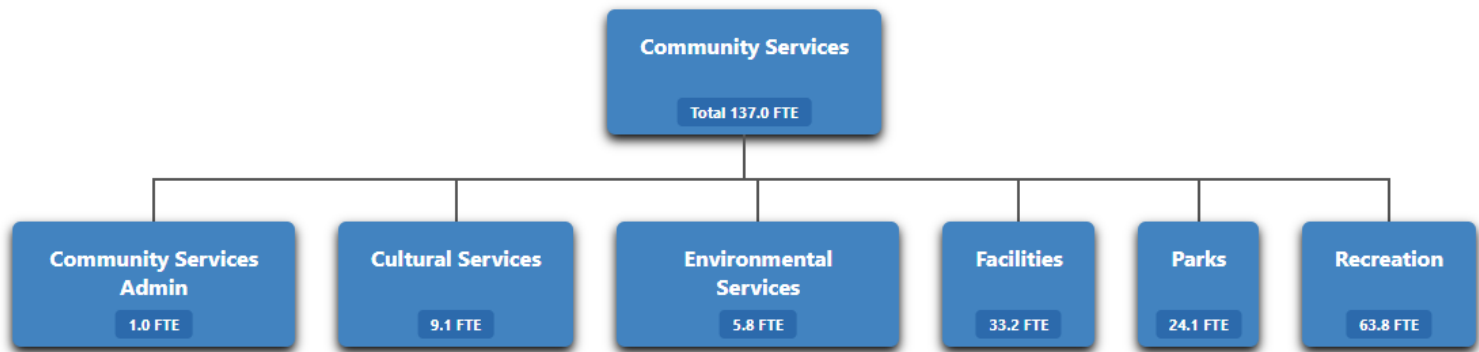
# ***Community Services***

***2025 - 2029 Operating Budget***

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# Community Services

The Community Services Department consists of the Community Services Administration, Cultural Services, Environmental Services, Facilities, Parks, and Recreation Divisions. The Divisions are presented in alphabetical order here, but it should be noted that Parks & Environmental Services 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, Environmental Services, 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 1 FTE. 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.

**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. Community Services Department is currently providing ESS for all levels of activations.

## 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, culture, heritage initiatives, respond to opportunities for new arts, culture, and heritage initiatives. Cultural Services oversees the operation of the Inlet Theatre and Galleria. delivers all level of city events and supports community-led special events. The core Cultural Services staffing includes staff in regular and part time positions equalling 9.1 FTEs. A large pool of auxiliary staff round out the team by supporting theatre rentals and special events. 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 and coordinates exhibits in the Galleria.



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



*Community Banner Painting in Galleria*



*Children's Art Festival*

**Art in Public Spaces**, responsible for facilitating and maintaining 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** includes City presented public and invitation-based events as well as event coordination support to open-houses, town hall meetings, openings, 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. Support to the Port Moody Farmers Market and other unique uses of public spaces is provided.

**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, businesses 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 operating budget and will be filled as soon as possible.

**Support to Arts and Heritage Groups**, responsible for supporting various programs and groups such as artists in the park, the street performers program, PoMoArts, the POMO Museum (Heritage Society), Summer Sunday Concerts, Golden Spike Days Society, Inlet Music Series, etc.

**Street Banners**, responsible for the StreetArts Banner Program which includes artist, student and community designed banners. Street banners are changed twice a year.

**Esplanade Artist Studios**, responsible for the rental of the artist studios at 2709 Esplanade and providing support to the tenants.

## *Environmental Services*

Environmental Services is a small division with 4 regular full-time staff and 2 temporary full-time staff, who are responsible for providing environmental leadership, expertise and direction across City departments. 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 Environmental Services Division has responsibility for:

**Environmental Compliance**, responsible for ensuring the City is compliant with internal and external environmental regulatory requirements. This includes the provincial Riparian Area Protection Act, Wildlife Act, Water Sustainability Act, Environmental Management Act, Contaminated Sites Regulation, and Weed Control Act, as well as the federal Migratory Bird Regulation, Species at Risk Act and Fisheries Act. The Environment Division provides support to both the Parks Division and Engineering and Operations Department to ensure appropriate reviews, permits and approvals are in place for Capital and Operating projects.

**Environmental Planning**, Environmental Planning supports development and planning by implementing the City's environmental policies and bylaws, including environmentally sensitive areas, streamside setbacks, and erosion control. The team leads restoration projects, policy development, and provides input on parks, capital projects, and watershed and climate planning. They also respond to public inquiries and participate in regional initiatives such as Metro Vancouver's Environment Subcommittee and the Black Bear Working Group.

**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 control 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 division addresses environmental emergency response, 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 program 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, Canada Day and

Ribfest) as well as pop up education events in City parks. 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 restoration plantings are coordinated throughout the year and a consultant is hired annually to support the control of Japanese knotweed on City lands.

## 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 33.2 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 in this area is completed primarily by the Division Manager with the support of the Supervisors.

## Parks

The Parks Division, supported by Environment, 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 outdoor recreation and park amenities, excellent customer service to the residents of our City and park visitors, 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. Parks staffing includes 15 regular full-time employees, plus approximately 20 auxiliary and seasonal staff totalling approximately 24.1 FTE. 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 implementation of park related plans such as the Urban Forest Management Plan and Climate Action Plan; oversight for the implementation of approved park strategic plans such as the Parks and Recreation Master Plan, the Old Orchard Master plan, the Rocky Point Master Plan; 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 park, Bike Trials Park, dog off-leash parks, water spray parks and playgrounds as well as litter pickup and recycling, signage and wayfinding, and washrooms in park buildings. Waterfront parks include marine recreation amenities with swimming beach, piers and floats to support swimming, power boating, kayaking, and rowing, sailing and other water-based activities. Parks provide support for Cultural Services for over 20 special events and runs/rides in partnership with community groups. The work also includes irrigation, 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, bioswales 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. Responsible for developing the Urban Forest Strategy. This team provides technical support to Planning and Development including bylaws, permitting, and development review.

**Trails**, responsible for 56 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 infrastructure and ensure they provide long-term benefits. This team supports the collection of data with trail counters as well as wayfinding, signage, and universal access. Trails work on several projects each year in partnerships with community groups.

## *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 63.8 FTE. 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 many 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.



Kyle Centre Pop-up Park



Inet Park

## Department Priorities and Key Initiatives

**Community Services** faces growing challenges from rising demand for parks and recreation, aging infrastructure, evolving community needs, and climate change. Strategic planning and investment are required to address accessibility, inclusivity, and sustainable growth. In alignment with the 2023–2026 Council Strategic Plan, the Department is leading or supporting seven Priority 1 projects, improving facility accessibility through the Rick Hansen Foundation program, advancing Truth and Reconciliation efforts, enhancing civic complex placemaking, and strengthening Emergency Support Services (ESS) through training and review.

**Cultural Services** faces space and staffing constraints amid growing demand for events. In 2025, key priorities include expanding the In the Presence of Ancestors project, launching the new Art in Public Spaces Policy, growing the Street Banner Program, and planning a larger Car-Free Day. Efforts will also focus on forming an Arts and Business Council, city sponsorship development, and reinforcing Port Moody's identity as the City of the Arts.

**Environment** staff respond to increased public education demand, bylaw enforcement, and complex development applications, while supporting OCP and Parks planning and First Nations engagement. Priorities for 2025 include implementing erosion control under the Stream and Drainage Bylaw, revising contaminated site processes, and expanding outreach through events like the Nature Challenge. Work continues on Bear Smart and Bat Friendly programs, climate resilience, restoration, and a new policy on Mobile Live Animal Programs.

**Facilities** continues to address high demand, aging systems, staffing shortages, and funding constraints. Frequent breakdowns and rising repair costs highlight the need for investment. The 2014 facility assessment will be updated in 2025 to guide renewal planning. Focus areas include coordination with Engineering for capital delivery, Public Works Yard planning, accessibility upgrades, and internal training to aid recruitment and retention. Sustainability, security, and Rick Hansen certifications remain priorities.

**Parks** faces increased usage, higher maintenance needs, and planning complexity. The City is advancing key capital projects including James Park upgrades, Easthill and Art Wilkinson Park enhancements, expanded pop-up parks, and implementation of the Old Orchard Master Plan. The Dog Management Strategy and Urban Forest Management Strategy will be developed. Investments in asset management, mobile inspections, and trail data collection will support future planning. Efforts continue on accessibility, environmental goals, and public engagement.

**Recreation** has seen strong demand for children's programming, resulting in long waitlists despite priority registration for residents. Challenges include staffing pressures and infrastructure limitations. In 2025, a facility feasibility study will guide long-term planning and contribute to the updated Parks and Recreation Master Plan. The Division will also enhance equity and inclusion services, and will introduce new tools to track performance and support future decisions.

## Budget Highlights

**Revenues:** The department's total revenues are \$4,551,448, with the primary source being Recreation and Cultural Services.

**Other Revenue:** An additional \$172,922 is generated primarily from Parks services. The department also receives annual grant funding and transfers from reserves to support operations.

**Interdepartmental Facilities Maintenance Recoveries:** the total is \$708,792. The Facilities Division provides services to various departments and will be reimbursed through internal recoveries from those departments.

**Salaries and Benefits:** Net of transfer, salaries and benefits account for the majority of operating expenses at \$13,025,516, representing 96.6% of the total.

**Contracted Services:** Representing 17.6% of operating expenses \$2,373,013, this includes City events, community event grants, and contracts with PoMoArts and the Port Moody Heritage Society under Cultural Services.

**Supplies and Others:** These represent 9.2% of the budget, or \$1,245,325. This includes supply and material, departmental training and development, sundry expenses, communications, and grants and donations.

**Utilities:** Utilities total \$885,661 (6.6%) and cover natural gas and electricity costs across all civic facilities and parks.

**Equipment:** Equipment expenses make up 7.4% of the budget, totaling \$997,023.

**Insurance and Claims:** Primarily related to Facilities, this category accounts for 2.8% of the budget \$392,099.

Community Services - Budget Summary		Plan 2025	Plan 2026	Plan 2027	Plan 2028	Plan 2029
<b>Revenues</b>		<b>-5,256,770</b>	<b>-5,313,116</b>	<b>-5,363,531</b>	<b>-5,404,851</b>	<b>-5,437,902</b>
Recreation and Cultural Services		-4,551,448	-4,587,924	-4,628,724	-4,649,857	-4,670,289
Other Revenue		-135,538	-136,214	-136,895	-137,584	-138,280
Rev-own sources-licenses		-37,384	-37,384	-37,384	-37,384	-37,384
Tsf from reserves-operating		-352,893	-367,329	-371,634	-386,366	-393,379
Tsf from reserves-capital		-179,507	-184,265	-188,893	-193,660	-198,570
<b>Expenses</b>		<b>18,742,244</b>	<b>19,340,975</b>	<b>19,933,696</b>	<b>20,417,878</b>	<b>20,894,851</b>
Salary and Benefits		13,236,286	13,671,939	14,054,682	14,452,934	14,824,391
Personnel Services		77,371	78,224	79,069	79,830	80,400
Contracted Services		2,272,637	2,338,688	2,449,036	2,458,886	2,495,468
Consulting and Prof Services		100,376	101,739	103,109	104,506	105,091
Utilities		885,661	897,059	908,620	930,625	951,588
Communications		72,782	74,549	76,364	78,226	80,081
Insurance & Claims		392,099	411,614	432,104	453,619	476,210
Lease & Rentals		7,630	7,759	7,889	8,023	8,144
Equipment under \$5,000		997,023	1,044,042	1,083,908	1,118,252	1,150,086
Supplies & Materials		769,807	787,035	805,089	823,600	833,068
Sundry		266,136	269,421	272,853	276,353	277,857
Grants & Donations		51,600	51,600	51,600	51,600	51,600
Recoveries		-708,792	-729,106	-749,721	-773,520	-797,927
Tsf to reserves-operating		4,000		4,000		4,000
Tsf to reserves-capital		317,629	336,412	355,093	354,943	354,793
<b>Total</b>		<b>\$ 13,485,474</b>	<b>\$ 14,027,859</b>	<b>\$ 14,570,165</b>	<b>\$ 15,013,027</b>	<b>\$ 15,456,950</b>

## Notable Changes

The net change to the Community Services budget is \$610,954.

- Increased revenues of \$421,222, with recreation revenues increased to reflect the projected fees increases and return to pre-pandemic changes impacting the recreation sector.
- Salary and benefits have increased by \$635,604. 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 net increase of \$194,880.
- New City Services reflect a total of \$184,839, which includes staff to provide inclusionary support for recreational programs, maintenance support for new parks, and community events.



Community Services - Budget Drivers		Plan 2025	Estimated Tax Impact
Revenue Changes		-421,222	-0.7%
Misc/Other Revenues	32,331	0.1%	
Grant	30,000	0.1%	
Lease and Rental	-25,000	0.0%	
Permits and Licensing Fees	-19,485	0.0%	
Program and User Fees	-439,068	-0.8%	
Salary Adjustments		635,304	1.1%
Salaries & Wages	356,451	0.6%	
Benefits & Overhead	279,549	0.5%	
Recoveries - Utilities	-696	0.0%	
Operating Expenses		194,880	0.3%
Personnel - Training, Prof. Dues	9,346	0.0%	
Consulting and Professional Services	9,357	0.0%	
Communications	-29,815	-0.1%	
Insurance and Claims	64,495	0.1%	
Supplies and Materials	33,649	0.1%	
Sundry/Miscellaneous	-8,725	0.0%	
Utilities (i.e Hydro & Gas)	1,382	0.0%	
Equipment/Vehicle	15,262	0.0%	
Contracted Services	89,019	0.2%	
Interdepartmental Facilities Maintenance	-4,105	0.0%	
Internal Garage Charges	15,015	0.0%	
Reserve Changes		17,153	0.0%
Transfer from/to Reserves	17,153	0.0%	
Service Impacts City		184,839	0.3%
SA - Staff to Support Inclusionary Efforts	113,187	0.2%	
SA - Additional Staff Hours	53,944	0.1%	
OE - Civic Functions	17,708	0.0%	
Total	\$ 610,954	1.0%	

# Department Performance Measures

## Community Services



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

	2022 Actual	2023 Actual	2024 Actual	2025 Target	Long-Term Target	LT Target Year
<b>Sustainable Core Services</b>						
# Hours booked at Inlet Theatre	223	1,324	1,775	2,000	2,000	n/a
# Rentals	84	190	255	260	260	n/a
# Playground safety inspections conducted	241	290	264	276	350	2030
# Service calls processed (i.e. bears, invasive species, parks, trails, trees, and etc.)	1,109	1,884	1,387	1,300	n/a	n/a
<b>Healthy Community Development</b>						
# Children facilitated in summer camp programs	1,865	1,995	1,824	2,000	2,050	2026
# Courses/programs delivered	2,082	2,502	2,475	2,515	2,550	2027
# Registrants in programs	16,332	20,344	21,632	22,000	22,500	2027
# Volunteer hours contributed for City events at recreation centres	1,498	2,778	3,712	3,800	4,000	2028
# of scans/drop-in visits at Port Moody Recreation Complex	n/a	233,177	268,157	275,000	285,000	2028
<b>Resilient Natural Environment</b>						
# Reports of environmental and pollution incidents	48	64	54	45	Decrease	Ongoing
# Trees planted in parks and streets	620	1,118	2,249	1,500	Increase	Ongoing
# Volunteer hours contributed for environment and parks events	536	760	778	800	Increase	Ongoing
Dog waste diversion in parks (kgs)	49,411	54,000	56,000	55,000	n/a	Ongoing

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PLAN AT [PORTMOODY.CA/STRATEGICPLAN](https://portmoody.ca/strategicplan)

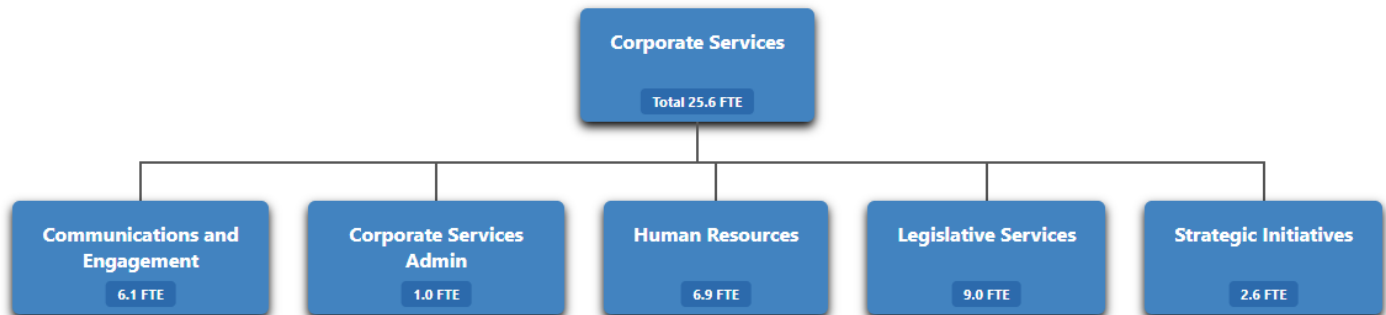
# ***Corporate Services***

## ***2025 - 2029 Operating Budget***

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# Corporate Services

The Corporate Services Department consists of the Human Resources Division, the Communications and Engagement Division, the Legislative Services Division, the Strategic Initiatives Division, and the Corporate Administration Division.



## Human Resources

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

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

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

In 2025, 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, continued advancement of Diversity, Equity Inclusion and Accessibility initiatives, and enhanced mental health and wellness support. The Division will continue to develop strategies to compete in a challenging and dynamic labour market.

## Legislative Services

The Legislative Services Division manages and provides advice on all governance matters relating to Council and committee business including 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, and 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.



In 2025, Legislative Services will continue to prioritize guidance and support to Council, external, and internal stakeholders. The Records Management Renewal Project will continue to progress, with planning for the new file structure and records management tools. Legislative Services continues to support the City's transparency by managing the Freedom of Information and Protection of Privacy through the development and maintenance of their relative policies. This work includes the development of a City AI policy.

### *Corporate Services Administration*

Corporate Services Administration supports all the divisions within the Corporate Services Department focusing on providing exceptional customer service to the community and to the organization. Corporate Services Administration includes the office of the Deputy City Manager assisting the City Manager in supporting Council, staff, and customers. Key functions include leading cross-organizational projects and teams and enhancing the capacity to deliver on strategic initiatives.

### *Strategic Initiatives*

The Strategic Initiative Division is responsible for leading strategic planning, corporate planning, Truth and Reconciliation actions, accessibility initiatives, corporate project management, and advising on corporate strategy, policies, procedures, process improvements and change management.

Key initiatives for 2025 include strategic planning process improvements, corporate project prioritization and reporting, performance measure development, support for Accessibility, Diversity, Equity and Inclusion initiatives, and project management support for cross-organizational projects including the Records Renewal Project, Zero Waste Strategy, Employee Engagement, and Organizational Development Plan Update, co-developing an Indigenous Relations Strategy with local Nations, improving referral and engagement processes, facilitating cultural awareness training, and relationship building.

The City of Port Moody's Indigenous Relations section was formally established in 2024 to support the development of meaningful, respectful, and lasting relationships with the Indigenous Nations whose lands, waters, and cultural heritage overlap with the area now known as Port Moody. These Nations include the səliłwətał (Tsleil-Waututh), kwikwəłəm (Kwikwetlem), xʷməθkʷəyəm (Musqueam), and Sk̓wxwú7mesh (Squamish) Peoples. A central role is to guide the City's reconciliation efforts, ensuring that Indigenous perspectives, rights, and priorities are integrated into City planning, engagement, policy development, and service delivery.

Strategic Initiatives and Corporate Administrations budgets are reported together under Corporate Services Administration.

## **Budget Highlights**

**Other Revenue** represents anticipated revenue \$51,000 (1.4%) from the WorkSafeBC Certificate of Recognition (COR) program, and as noted below, is transferred to the Occupational Health and Safety Reserve. An additional \$1,000 of miscellaneous revenue is budgeted in Legislative Services for Freedom of Information fees and charges.

**Reserve Transfers** into the department budget total \$418,500 (11.6%) and support a range of staffing and strategic initiatives. This includes funding from the Growing Community Fund for the Indigenous Relations initiative, and from the Development Processing Reserve to support a new HR Advisor, a Communication Specialist focused on communications and engagement, and the bi-annual community satisfaction survey.

Transfers to reserves include \$40,000 allocated to the Occupational Health and Safety Reserve, and \$47,400 to the Municipal Election Reserve, which supports the election held every four years.

**Labour**, net of Recoveries continues to be a significant cost for the division representing 92.7% of operating budget expenses at \$3,342,609. This includes recoveries (\$-281,439), which consist of transfers from the four utilities for the various services provided by the employees in the Corporate Services Department.

**Personnel Expenses** represents \$271,088 (7.5%) 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 \$247,446 (6.9%) and primarily include legal service fees, extraordinary disability management/other HR specific specialized advice, software maintenance/upgrades, the bi-annual Community Satisfaction Survey, and Photography or other Communications consulting.

**Communications** expenses represent \$70,897 (2.0%) 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.

**Other Expenses** (including Supplies and Materials, Lease and Rentals, Miscellaneous (Sundry), represent \$35,293 (1.0%) of the operating expenses.

Corporate Services - Budget Summary	Plan 2025	Plan 2026	Plan 2027	Plan 2028	Plan 2029
<b>Revenues</b>	<b>-469,477</b>	<b>-501,301</b>	<b>-317,102</b>	<b>-342,250</b>	<b>-331,552</b>
Other Revenue	-51,000	-51,000	-51,000	-51,000	-51,000
Tsf from reserves-operating	-252,404	-379,881	-266,102	-291,250	-280,552
Tsf from reserves-capital	-166,073	-70,420			
<b>Expenses</b>	<b>4,074,642</b>	<b>4,204,139</b>	<b>4,113,622</b>	<b>4,240,286</b>	<b>4,327,471</b>
Salary and Benefits	3,624,049	3,630,635	3,660,811	3,766,142	3,874,633
Personnel Services	271,088	273,743	276,389	279,066	280,865
Contracted Services	21,282	21,495	21,710	21,927	22,146
Consulting and Prof Services	226,164	269,979	232,232	276,961	238,490
Communications	70,897	71,354	71,815	72,282	72,753
Equipment under \$5,000	1,790	151,808	1,826	1,844	1,862
Supplies & Materials	30,704	30,926	31,151	31,377	31,604
Sundry	2,800	2,800	2,800	2,800	2,800
Recoveries	-281,439	-288,600	-295,700	-303,095	-310,706
Tsf to reserves-operating	107,309	40,000	110,589	90,983	113,022
<b>Total</b>	<b>\$ 3,605,165</b>	<b>\$ 3,702,838</b>	<b>\$ 3,796,520</b>	<b>\$ 3,898,036</b>	<b>\$ 3,995,919</b>

## Notable Changes

The net change to Corporate Services budget is \$222,784

- Salary adjustments have increased by \$172,870. which covers general increases to salaries and benefit costs including a \$54,728 increase to various benefit costs including WorkSafe BC
- Net operating expenses are increasing by \$59,914 most of which support professional service and legal services which are directly related to user needs over the past three years.

Corporate Services - Budget Drivers		Plan 2025	Estimated Tax Impact
<b>Revenue Changes</b>		<b>-10,000</b>	<b>0.0%</b>
Misc/Other Revenues		-10,000	0.0%
<b>Salary Adjustments</b>		<b>172,870</b>	<b>0.3%</b>
Salaries & Wages		135,763	0.2%
Benefits & Overhead		54,728	0.1%
Recoveries - Utilities		-17,621	0.0%
<b>Salary Adjustments - Offset</b>		<b>0</b>	<b>0.0%</b>
Salary and Benefits		346,585	0.6%
Transfer from Reserves/Revenues		-346,585	-0.6%
<b>Operating Expenses</b>		<b>59,914</b>	<b>0.1%</b>
Personnel - Training, Prof. Dues		12,295	0.0%
Consulting and Professional Services		24,840	0.0%
Communications		-1,047	0.0%
Supplies and Materials		884	0.0%
Contracted Services		1,055	0.0%
Legal		21,887	0.0%
<b>Total</b>		<b>\$ 222,784</b>	<b>0.4%</b>

# Department Performance Measures

## Corporate Services



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

	2022 Actual	2023 Actual	2024 Actual	2025 Target	Long-Term Target	LT Target Year
<b>Sustainable Core Services</b>						
# City website page views	1.52M	2.49M	n/a	n/a	n/a	n/a
# Human Resources Information data changes processed	996	1,112	n/a	n/a	n/a	n/a
# Recruitment and selection processes managed	113	132	n/a	n/a	n/a	n/a
# Social media engagement (Facebook, Twitter and Instagram)	28,515	30,194	n/a	n/a	n/a	n/a
MarCom Award Honouring Excellence in Communications	✓	✓	n/a	n/a	n/a	n/a
# OHS Workshops	20	13	n/a	n/a	n/a	n/a
Public engagement opportunities on Engage Port Moody	-	44	n/a	n/a	n/a	n/a
FOI's processed	27	39	n/a	n/a	n/a	n/a
% Citizen satisfaction rate regarding level of quality of services	94%	-	n/a	n/a	n/a	n/a
Successful recipient of COR Audit	✓	✓	✓	✓	n/a	n/a
# Meetings clerked	204	239	n/a	n/a	n/a	n/a
# Bylaws processed	-	53	n/a	n/a	n/a	n/a
# Phone calls routed through reception	7,122	8,866	n/a	n/a	n/a	n/a
# Emails routed through reception	484	760	n/a	n/a	n/a	n/a

VIEW THE 2023-2026 COUNCIL STRATEGIC  
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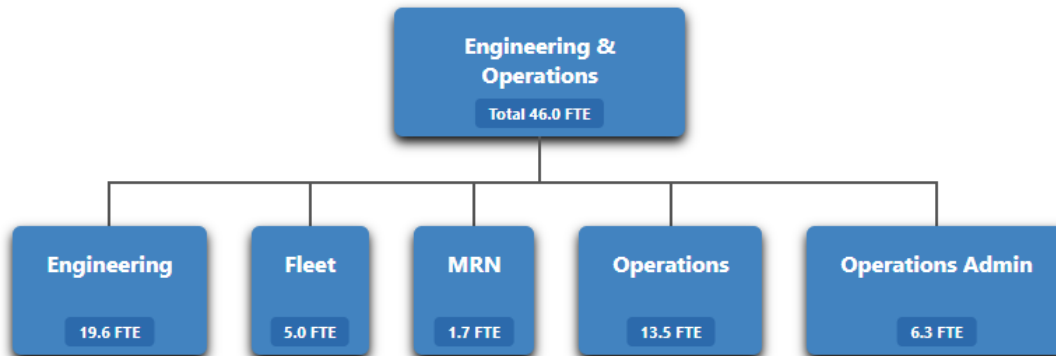
# ***Engineering & Operations***

***2025 - 2029 Operating Budget***

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# 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.



## Engineering Division

The Engineering Division includes 19.6 FTE positions, although 10.6 of these are primarily funded through capital projects and 3 are primarily funded by development reserves. The Engineering Division consists of:

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

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

Infrastructure Engineering Services' key focus is on providing transportation engineering and planning, 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 (MTP) adopted in 2017 (currently being updated), the department has also been 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. The MTP is currently being updated, targeting completion in 2024, to inform the next set of priorities for transportation in Port Moody.

## 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 for operations, maintenance and rehabilitation based on the number of lane kilometers of the MRN road network. The City has 70.3 lane kilometers in the MRN road network. For 2025, TransLink funding is estimated at \$1.673 million (70.3 lane kms at \$23,800/lane-km). Around \$715,000 of this funding will be dedicated to the capital reserve for pavement rehabilitation but due to increased costs of operations and maintenance, no funding is earmarked for transfer to the capital reserve for general rehabilitation in 2025.

For 2025, 1.7 FTE are assigned to the MRN division.

OMR funds are not keeping up with the City's annual MRN operational costs and long-term capital rehabilitation needs. TransLink is currently reviewing their OMR funding levels based on municipal consultation.

## *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 5.3 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 street network and infrastructure, including pavement, sidewalks, street lighting, traffic signals, road markings, street cleaning, and snow removal.

In 2025, the Operations Division has 13.5 FTE. A small number of temporary staff are also hired each year to support seasonal work such as street network grass cutting and snow and ice response.

To support the *Transportation Infrastructure Operations and Maintenance Service Improvement Strategy* endorsed by Council in 2023, which focused on increasing the City's level of service for maintenance and operations of pedestrian and active transportation infrastructure, operating costs for a new Multi-Use Mini-Sweeper (\$40,000) have been added as a new service.

Further, a reduced level of service for boulevard grass cutting (-\$200,000) was introduced for 2025 to help reduce operating costs. City crews will adjust service levels accordingly in areas that are maintained for aesthetic purposes (rather than traffic and pedestrian operations and safety purposes).

## Budget Highlights

**Licenses Revenues** \$428,606 and **Other Revenues** \$377,111 are related to off-site engineering fees (development driven), anchor encroachment fees, highway use permit activity, pay parking, and multi-family parking permit fees. Pay parking was implemented at several locations in Port Moody in 2024.

**Government Transfers:** total is \$1,733,166, which includes \$1,673,380 related to the funding agreement with TransLink for the MRN road network and \$59,786 from a temporary BC Hydro Grant to support the City's energy management work (Climate Action Plan related).

**Reserve Transfers** \$475,059 and \$166,073 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 provide future funding for the staff related costs of those development driven activities.

**Salary and Benefits:** \$2,241,406, including **Recoveries** -\$1,687,372, is a major driver of the department budget representing 75.3% 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 \$790,310 and operating \$500,048 represent 21% of operating expenses. Capital transfers are from the MRN, while operating transfers are tied to development related revenues.

**Contracted Services:** represents 29% 864,170 of the budgeted operating expenses.

**Utilities:** \$404,343 include the cost of electricity for traffic signals and streetlights.

**Equipment** represents 29.3% \$870,490 of the budgeted operating expenses and includes a significant portion of the City's fleet.

**Supplies and others** represent 16.3% \$485,369 of the budgeted operating expenses. These include office Consulting and professional service, communications, insurance, leases and rentals, supplies and materials, personnel services and miscellaneous expenses.



Engineering & Operations - Budget Summary		Plan 2025	Plan 2026	Plan 2027	Plan 2028	Plan 2029
<b>Revenues</b>		<b>-3,180,327</b>	<b>-3,257,973</b>	<b>-3,251,941</b>	<b>-3,306,633</b>	<b>-3,361,769</b>
Other Revenue		-377,111	-383,500	-389,893	-396,478	-403,216
Rev-own sources-licenses		-428,606	-428,606	-428,606	-428,606	-428,606
Transfer from other govt-capital other		-1,733,214	-1,784,297	-1,751,380	-1,778,380	-1,805,380
Tsf from reserves-operating		-475,191	-490,379	-505,735	-521,552	-537,651
Tsf from reserves-capital		-166,205	-171,191	-176,327	-181,617	-186,916
<b>Expenses</b>		<b>6,156,449</b>	<b>6,411,684</b>	<b>6,529,959</b>	<b>6,697,404</b>	<b>6,844,049</b>
Salary and Benefits		3,929,090	4,104,814	4,220,660	4,352,674	4,489,385
Personnel Services		51,799	52,459	53,186	53,897	54,039
Contracted Services		816,524	833,518	851,049	869,139	874,433
Consulting and Prof Services		47,646	47,949	48,258	48,573	48,685
Utilities		404,343	413,727	418,278	429,572	441,171
Communications		6,924	6,942	6,960	6,978	6,997
Insurance & Claims		63,506	66,681	70,015	73,516	77,192
Lease & Rentals		45,943	46,183	46,426	46,671	46,919
Equipment		870,490	924,444	962,764	994,102	1,021,375
Supplies & Materials		315,233	319,060	322,942	326,881	325,476
Sundry		1,965	1,980	1,996	2,012	2,012
Recoveries		-1,687,372	-1,736,237	-1,820,107	-1,870,421	-1,923,860
Tsf to reserves-operating		500,048	512,681	525,238	538,138	551,090
Tsf to reserves-capital		790,310	817,481	822,293	825,674	829,137
<b>Total</b>		<b>\$ 2,976,122</b>	<b>\$ 3,153,711</b>	<b>\$ 3,278,018</b>	<b>\$ 3,390,771</b>	<b>\$ 3,482,280</b>

## Notable Changes

The net change to the Engineering and Operations budget is -\$143,969.

- Budgeted revenues are projected to increase by \$374,207 from 2024 based on the addition of the new pay parking program, and anticipated development and permitting revenues.
- Salary and benefit adjustments (net of internal admin) total -\$99,159 with level of service changes made to boulevard grass cutting.
- Net operating expenses increased by \$131,743.
- Reserve transfers increased by \$157,654. This is related to adjustments in projected development related fee and permit revenues and new pay parking revenues. A new Multi-Use Mini-Sweeper with \$40,000 was added for the 2025 year to support an increased level of service for pedestrian and active transportation infrastructure

Engineering & Operations - Budget Drivers		Plan 2025	Estimated Tax Impact
<b>Revenue Changes</b>		<b>-374,207</b>	<b>-0.6%</b>
Grant		-66,452	-0.1%
Permits and Licensing Fees		-5,644	0.0%
Pay Parking		-302,111	-0.5%
<b>Salary Adjustments</b>		<b>-99,159</b>	<b>-0.2%</b>
Salaries & Wages		-92	0.0%
Benefits & Overhead		-18,531	0.0%
Recoveries - Utilities		-80,536	-0.1%
<b>Operating Expenses</b>		<b>131,743</b>	<b>0.2%</b>
Personnel - Training, Prof. Dues		9,966	0.0%
Consulting and Professional Services		43,167	0.1%
Communications		-10,442	0.0%
Insurance and Claims		12,378	0.0%
Supplies and Materials		38,596	0.1%
Sundry/Miscellaneous		5,900	0.0%
Utilities (i.e Hydro & Gas)		26,052	0.0%
Internal Admin		1,603	0.0%
Equipment/Vehicle		58,656	0.1%
Contracted Services		-1,575	0.0%
Interdepartmental Facilities Maintenance		-3,789	0.0%
Internal Garage Charges		-48,769	-0.1%
<b>Reserve Changes</b>		<b>157,654</b>	<b>0.3%</b>
Transfer from/to Reserves		157,654	0.3%
<b>Service Impacts City</b>		<b>40,000</b>	<b>0.1%</b>
OE - Operating Impact for New Vehicle – Multi-use Mini-Sweeper (FL25107)		40,000	0.1%
<b>Total</b>		<b>-143,969</b>	<b>-0.2%</b>

## Department Action Plan

In 2023, the Engineering & Operations Department adopted a five-year strategy to support the 2023-2026 Council Strategic Plan (CSP) and guide departmental priorities. The following strategy statement was developed 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.***

In the coming years, in addition to providing current levels of service and advancing related CSP projects, the department will be focusing on the following key priorities:

- ***Establish improved asset and maintenance management practices*** – by working to ensure robust, resilient, and coordinated 1-, 5-, and 30-years asset management plans are in place; securing appropriate funding for sustainability of infrastructure assets; and reviewing and refining processes and work control systems.
- ***Equip and resource the Engineering and Operations Department*** – by establishing more formalized drainage utility functions; setting and implementing formal project and engineering quality management standards; and developing short- and long-term plans for the City Works Yard.
- ***Improve communications and support for employees*** – through increased communication opportunities as a department and between teams and updating and formalizing workforce development and achievement and work planning programs.

For 2025, the department will be undertaking several priorities and key initiatives that support the CSP. A full summary of projects is included in the 2025 Capital Plan, with some highlights included below:

- A project to develop a Works Yard Conceptual Design (EN25057) is included in 2025 to develop a plan and cost estimate for replacement of the existing aging works yard on Murray Street.
- The Pedestrian Walkaways/Accessibility Capital Program (EN25037) was initiated in 2023 and will continue for 2025. This annual program supports rehabilitation of deteriorated sections of sidewalk and walkways and adds or upgrades curb ramps to provide an improved level of accessibility for pedestrians. For 2025, the funding was temporarily increased from \$100,000 to \$250,000 to support further sidewalk improvements along Klahanie Drive.
- Construction of permanent traffic calming infrastructure on Moray Street (EN25044) is identified for 2025 following completion of the 2024 design project.
- The School Traffic Safety Initiative (EN25021) is on its 6<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.
- The annual Neighbourhood Traffic Calming Program (EN25031) and Traffic Safety Speed Humps Program (EN25043) supports completion of around one traffic calming initiative per year and multiple speed hump installations on neighbourhood streets as prioritized by the Transportation Committee.

- Work will begin on the second year of the Moody Centre Storm Drainage Improvements program (DR25009) which is the first year of a 5-year program to improve storm drainage capacity and resiliency in Moody Centre. This project is informed by the Moody Centre Drainage Study completed in 2019.

Annually, the Engineering & Operations Department implements several infrastructure renewal and rehabilitation projects including LRN and MRN paving; watermain, sanitary sewer, and drainage infrastructure construction; sidewalk, streetlight, bridge upgrades and maintenance; and City fleet replacements. These projects are planned and implemented via the program budgets summarized in the 2025 Capital Plan.





# Department Performance Measures

## Engineering and Operations



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

	2022 Actual	2023 Actual	2024 Actual	2025 Target	Long-Term Target	LT Target Year
<b>Sustainable Core Services</b>						
# Highway Use permits processed	165	180	194	200	200	Ongoing
\$ Highway Use Permit fees collected	92,206	152,027	160,563	100,000	n/a	n/a
\$ Offsite engineering review and monitoring fees collected	159,760	389,365	231,983	295,000	200,000	Ongoing
\$ Onsite engineering review fees collected	1,330	6,601	0	5,000	n/a	n/a
# Multi-family parking permits issued	390	393	391	<600	<600	<600
\$ Multi-family parking permit fees collected	23,763	25,933	27,520	27,000	n/a	n/a
<b>Healthy Community Development</b>						
\$ Pay parking revenues collected (net)	n/a	n/a	80,726	n/a	n/a	n/a
<b>Resilient Natural Environment</b>						
Average solid waste diversion rate	73.2%	73%	73%	74%	70%	Ongoing
Tonnes of recycling, glass, green waste and garbage collected	6,513*	6,328	6,253	6,253	Reduce	Ongoing
1,000m <sup>3</sup> of drinking water purchased from Metro Vancouver	5,080	5,090	5,140	Reduce	Reduce	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 [PORTMOODY.CA/STRATEGICPLAN](https://portmoody.ca/strategicplan)



# ***Finance & Technology***

## ***2025 - 2029 Operating Budget***

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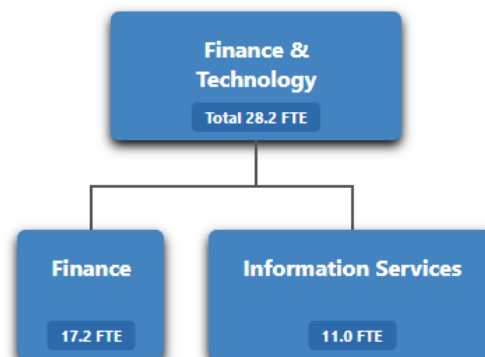
# Finance & Technology

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:



## Finance Division

**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 is 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; internal financial reporting; and the accounts payable and accounts receivable functions.

**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.

**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.

### *Information Services Division*

**I.S. Applications**, responsible for implementing and maintaining enterprise-wide software applications that span all departments and the public including land management, financials, maintenance management, payroll, human resources, recreation management and open data.

**I.S. Infrastructure**, responsible for maintaining the City's core technology infrastructure including technology security, desktop hardware, desktop applications, servers, networking, email, file storage, printing, telephony, user accounts and SCADA.

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

## Department Priorities and Key Initiatives

Finance and Technology is an internal support department 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 ensuring the City has established effective internal controls to maintain the integrity of financial and accounting information, promoting accountability, and fraud prevention. 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 their fingertips and on their own schedule.

## Budget Highlights

**Revenues** are budgeted at \$103,000, comprised of administrative fees, tax certificates, fees from banks and mortgage companies, and reserve transfers.

**Reserve Transfers**, totaling \$415,000, include both operating and capital transfers. These are drawn from the COVID Restart Grant Reserve, Development Process Reserve, and the Unallocated Asset Replacement Reserve to support services provided by the I.S. Help Desk, Finance, and GIS teams.

**Labour costs**, net of recoveries, remain the largest expense at \$2,874,000, representing 61.5% of the division's operating budget. Recoveries, totaling -\$690,000, are credited back from the four Utilities for services provided by Finance and Technology staff.

**Consulting and Professional Services** account for 24.4% of the operating budget \$1,142,000 and include funding for internal audits, actuarial services, external audit support, and critical software maintenance. Supported systems include server infrastructure, GIS, document and license management, land and maintenance management, financials, HR, and payroll.

**Equipment and Leases** represent 9.0% of the operating budget \$419,000, covering leased computers and I.S. equipment maintenance.

**Insurance and Claims** make up 7.0% of the operating budget \$326,000, largely for liability insurance and damage claims.

**Communications**, at 6.3% or \$295,000, include wired and cellular services, internet/data connectivity, and citywide advertising and postage for tax and utility purposes.

**Personnel Services**, focused on training and development, are budgeted at \$83,000, representing 1.8% of the operating budget.

Finance & Technology - Budget Summary	Plan 2025	Plan 2026	Plan 2027	Plan 2028	Plan 2029
<b>Revenues</b>	<b>-517,852</b>	<b>-413,452</b>	<b>-411,920</b>	<b>-410,493</b>	<b>-414,173</b>
Other Revenue	-103,000	-103,000	-103,000	-103,000	-103,000
Tsf from reserves-operating	-386,519	-287,119	-290,587	-294,160	-297,840
Tsf from reserves-capital	-28,333	-23,333	-18,333	-13,333	-13,333
<b>Expenses</b>	<b>5,193,112</b>	<b>5,515,822</b>	<b>5,649,397</b>	<b>5,808,438</b>	<b>5,940,682</b>
Salary and Benefits	3,563,522	3,673,376	3,782,434	3,895,836	4,012,640
Personnel Services	82,971	84,515	85,947	87,402	88,484
Consulting and Prof Service`s	1,141,574	1,340,681	1,363,918	1,387,578	1,410,192
Communications	294,844	302,087	308,331	314,630	318,683
Insurance & Claims	325,812	331,448	346,732	362,653	376,745
Equipment under \$5,000	419,166	427,549	435,040	442,665	447,151
Supplies & Materials	20,965	21,165	21,357	22,091	22,233
Sundry	33,924	34,429	34,818	35,211	35,213
Recoveries	-689,665	-709,429	-729,180	-749,629	-770,657
Tsf to reserves-operating		10,000		10,000	
<b>Total</b>	<b>\$ 4,675,260</b>	<b>\$ 5,102,370</b>	<b>\$ 5,237,477</b>	<b>\$ 5,397,946</b>	<b>\$ 5,526,510</b>

## Notable Changes

The net change to Finance & Technology is \$247,397.

- Revenues increased by \$4,000.
- Salaries and Benefits rose by \$110,865, primarily due to projected contractual obligations and cost-of-living adjustments for CUPE and exempt staff.
- Operating Expenses saw a net increase of \$61,072. Key drivers include \$28,384 increase in supplies and materials; \$9,619 increase in communication services; \$8,087 increase in liability insurance and claims; \$14,982 increase across other miscellaneous operating costs: Reserve Transfers decreased by \$5,000.
- 2025 Service Impacts include: \$121,500 for the annual software license to support digital plan review and approval workflows (funded from the Development Processing Reserve with no tax impact) and \$74,460 for the transition from Office 365 to Microsoft 365

Finance & Technology - Budget Drivers	Plan 2025	Estimated Tax Impact
<b>Revenue Changes</b>	<b>-4,000</b>	<b>0.0%</b>
Misc/Other Revenues	-4,000	0.0%
<b>Salary Adjustments</b>	<b>110,865</b>	<b>0.2%</b>
Salaries & Wages	97,015	0.2%
Benefits & Overhead	49,642	0.1%
Recoveries - Utilities	-35,792	-0.1%
<b>Operating Expenses</b>	<b>61,072</b>	<b>0.1%</b>
Personnel - Training, Prof. Dues	1,442	0.0%
Consulting and Professional Services	5,346	0.0%
Communications	9,619	0.0%
Insurance and Claims	8,087	0.0%
Supplies and Materials	28,384	0.0%
Sundry/Miscellaneous	-82	0.0%
Equipment/Vehicle	3,138	0.0%
Contracted Services	5,138	0.0%
<b>Reserve Changes</b>	<b>5,000</b>	<b>0.0%</b>
Transfer from/to Reserves	5,000	0.0%
<b>Service Impacts City</b>	<b>74,460</b>	<b>0.1%</b>
OE - Funding for Operating Impact for Digital Plan Review Software (IS25022)	-121,500	-0.2%
OE - Migration of Office 365 to M365	74,460	0.1%
OE - Operating Impact for Digital Plan Review Software (IS25022)	121,500	0.2%
<b>Total</b>	<b>\$ 247,397</b>	<b>0.4%</b>



# Department Performance Measures

## Finance and Technology



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

	2022 Actual	2023 Actual	2024 Actual	2025 Target	Long-Term Target	LT Target Year
<b>Sustainable Core Services</b>						
# Invoices processed	8,227	8,675	8,452	8,500	n/a	n/a
% Purchasing card transactions out of total purchases	3.0%	3.4%	3.7%	4%	n/a	n/a
# Insurance claims	19	21	25	20	n/a	n/a
# Formal tenders, request for proposals, request for standing offers, expression of interest and notice of intent calls processed	31	21	31	35	n/a	n/a
# Purchase requisitions and service contracts processed	256	247	183	160	n/a	n/a
# Property tax deferrals processed	756	799	823	n/a	n/a	n/a
% Current year taxes outstanding at December 31	1.10%	1.04%	1.11%	1%	1%	n/a
% Tax notices registered for electronic delivery	13.70%	15.30%	17.6%	18%	50%	2035
% Utility notices registered for electronic delivery	12.20%	13.4%	16.3%	17%	50%	2035
\$ Cash and investment portfolio managed that met the City's capital financing and liquidity needs	121M	129M	120M	n/a	n/a	n/a
Average Server Uptime		99.9%	99.95	99.9%	99.9%	99.9%

VIEW THE 2023-2026 COUNCIL STRATEGIC  
PLAN AT [PORTMOODY.CA/STRATEGICPLAN](https://portmoody.ca/strategicplan)

# Department Performance Measures

## Finance and Technology



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

	2022 Actual	2023 Actual	2024 Actual	2025 Target	Long-Term Target	LT Target Year
<b>Sustainable Core Services</b>						
Canadian Award for Financial Reporting	✓	✓	✓	✓	✓	Ongoing
Distinguished Budget Presentation Award	✓	✓	✓	✓	✓	Ongoing



VIEW THE 2023-2026 COUNCIL STRATEGIC  
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# ***Fire Rescue***

## ***2025 - 2029 Operating Budget***

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# 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 50 career firefighters, 3 chief officers, 1 administrative assistant and stationed in two community Fire halls providing professional service 24 hours a day, 7 days a week.

## *Mission Statement*

Port Moody Fire Rescue is dedicated to minimizing injury, property loss and environmental damage in our community in the event of fire, disaster, or 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.

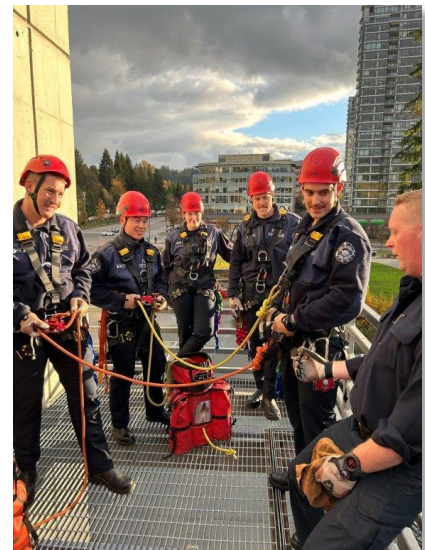
**Integrity:** We honor our commitments and are accountable for our actions.

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

## *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 certification, 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:

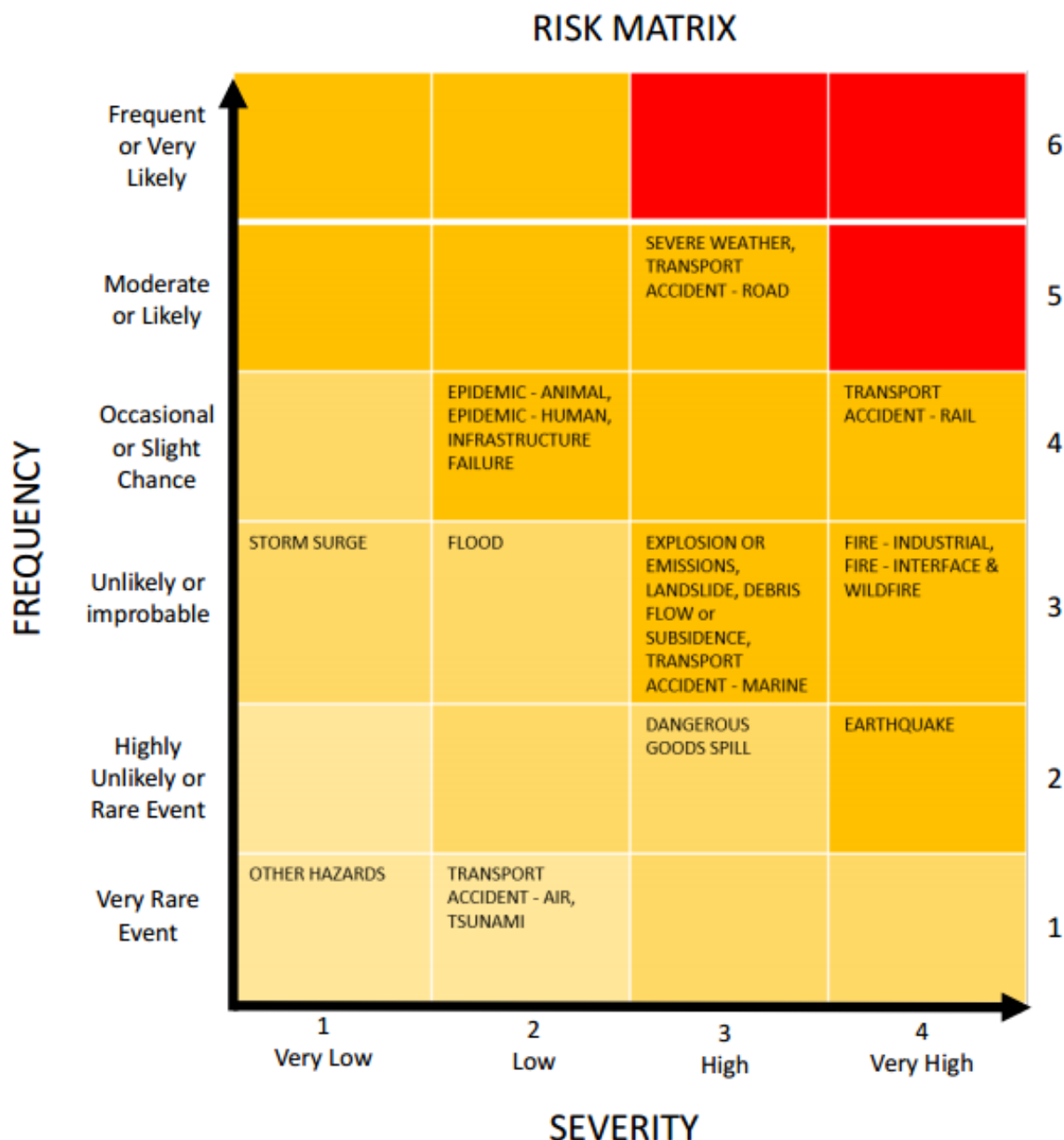
- Technical rope rescue
- Confined space rescue
- Advanced vehicle extrication operations
- Hazardous Materials advanced operations
- Wildland/Interface suppression & structure protection services
- Marine rescue response



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 firefighters to respond to major incidents, or simultaneous events.

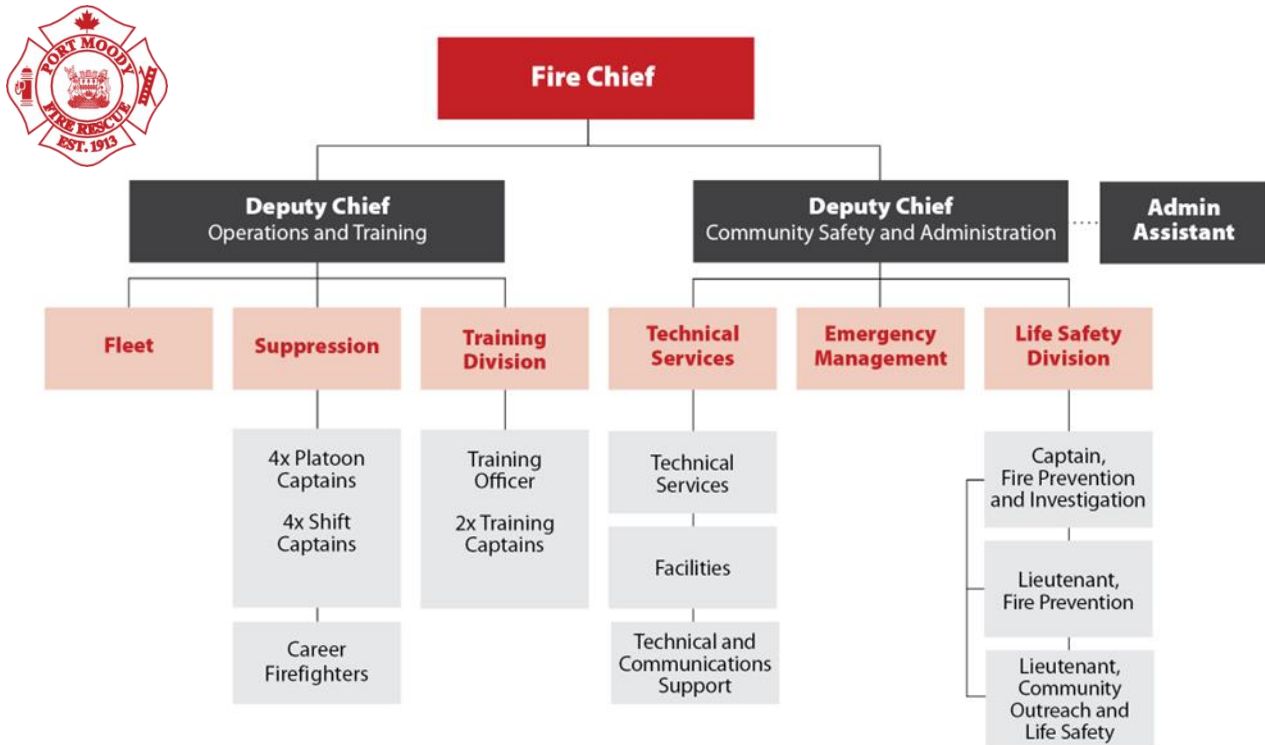
### Community Risk Model

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.





## Department Structure

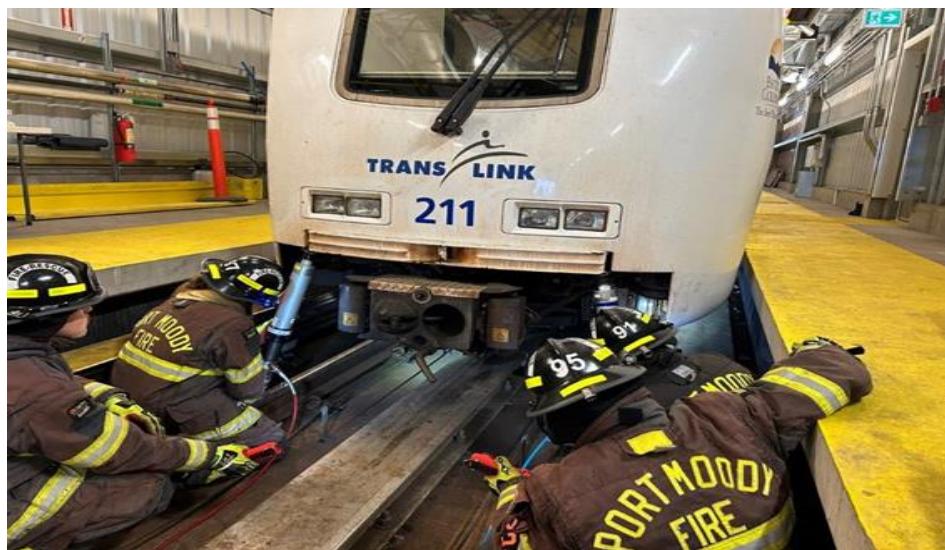


**Operations Division**, responsible for fire suppression services, emergency medical responder services, life-safety/rescue response services, and specialized rescue services. Operations also assists in the delivery of community safety initiatives including premise inspections and public education programming.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



*Building Fire Response*

**Training Division**, responsible for the planning, development, delivery, and evaluation of all training of Department staff. Industry best practices, regulatory requirements, and operational needs all drive the scope of the training programs. In 2024, the PMFR Training Division facilitated the delivery of 6,155 hours of training.



*Skytrain lift training*

**Community Safety Division**, responsible for all fire prevention services, life-safety educational programming, and community outreach initiatives. Members of this Division support Operations by providing fire investigative services. Fire prevention services include regular fire safety inspections, problem premise inspections, institutional inspections, fire and building code interpretation and enforcement, and liaising with the City's Building and Bylaw divisions on new construction code compliance.



*Fire Investigation*



**Fire Prevention** services include:

- Fire Investigation
- 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 academy – SD 43 program
- Firesmart education

**Emergency Management**, responsible for emergency management and disaster response planning. The Division's scope includes planning for, and managing, a major emergency response, managing the City's Emergency Operations Centre (EOC), managing a complete post-disaster recovery, training staff and community volunteers, and providing emergency planning information to the public.



*EOC Exercise*

## 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 2 new suppression firefighter positions in the 2025 budget. The new suppression positions will enable the department make improvements in scheduling and in turn reduce injury time loss and overtime costs. These positions are part of the Fire Master plan implementation and will also increase fireground effectiveness and community safety. The Master plan implementation directly reflects Council's strategic goal of enhancing community wellbeing.

Port Moody Fire Rescue has prioritized 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 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 goal of enhancing community wellbeing.



## Budget Highlights

**Salaries and Benefits** represent the majority of the Fire Department's operating budget at \$9,885,965, accounting for 82.2% of total expenditures. This includes wages, benefits, and associated payroll costs for fire services staff.

**Equipment and Vehicles** make up 8.4% of the budget, totaling \$1,014,076. This category supports the purchase, maintenance, and replacement of fire apparatus, specialized equipment, and department vehicles.

**E-Comm Services**, at \$462,238 or 3.8% of the budget, cover dispatch services and emergency communication support provided by E-Comm.

**Supplies and Other Expenses** are budgeted at \$257,419, representing 2.1% of the operating budget. This includes general operational materials and consumables.

**Interdepartmental Facilities Maintenance** accounts for \$253,747 (2.1%) and reflects internal charges for building maintenance, utilities, and facility-related services.

**Training**, supporting ongoing professional development and certifications, is budgeted at \$116,580, or 1.0% of the total.

**Consulting and Contracts** make up the smallest portion of the budget at \$39,985 (0.3%), supporting external expertise or specialized services as required.

Fire Rescue - Budget Summary	Plan 2025	Plan 2026	Plan 2027	Plan 2028	Plan 2029
<b>Revenues</b>	<b>-147,900</b>	<b>-116,400</b>	<b>-46,413</b>	<b>-900</b>	<b>-900</b>
Other Revenue	-900	-900	-900	-900	-900
Tsf from reserves-capital	-147,000	-115,500	-45,513		
<b>Expenses</b>	<b>12,177,010</b>	<b>13,063,774</b>	<b>13,594,163</b>	<b>14,132,401</b>	<b>14,595,489</b>
Salary and Benefits	9,885,965	10,657,771	11,123,745	11,583,813	12,003,774
Personnel Services	116,580	119,149	121,776	124,462	127,209
Contracted Services	39,985	40,607	41,241	41,887	42,544
Consulting and Prof Services	101,144	110,019	117,550	125,613	128,078
Communications	27,271	27,543	27,817	28,096	28,377
Equipment under \$5,000	565,500	582,605	597,751	612,783	628,021
Supplies & Materials	230,148	246,561	258,352	270,642	283,448
Gov't Payments	361,094	386,371	405,689	425,974	425,974
Sundry	595,576	631,969	631,468	641,813	642,019
Recoveries	253,747	261,180	268,773	277,319	286,044
<b>Total</b>	<b>\$ 12,029,110</b>	<b>\$ 12,947,374</b>	<b>\$ 13,547,750</b>	<b>\$ 14,131,501</b>	<b>\$ 14,594,589</b>



## Notable Changes

The net change to Fire Department is \$781,765

- Salaries and Benefits (net) increased by \$547,525 (4.9%), primarily due to wage adjustments and benefit cost changes.
- Vehicle and Equipment Costs rose by \$84,709 (0.75%), reflecting increased maintenance and capital lifecycle costs for fire apparatus and specialized equipment.
- E-Comm Dispatch Charges increased by \$31,713 (0.28%), reflecting updated service rates and call volumes for emergency communications.
- Other Costs saw a net decrease of \$6,996 (-0.06%), primarily due to small reductions across various discretionary and miscellaneous accounts.
- Service Impacts: \$126,814 (1.13%) has been added to support two new firefighter positions as part of Master plan implementation, scheduled to start after July 1, 2025. This partial-year cost reflects the mid-year onboarding, with full-year budget impacts anticipated in future years.

Fiscal Services - Budget Drivers		Plan 2025	Estimated Tax Impact
<b>Salary Adjustments</b>		<b>547,525</b>	<b>0.9%</b>
Salaries & Wages		402,486	0.7%
Benefits & Overhead		145,039	0.2%
<b>Operating Expenses</b>		<b>57,416</b>	<b>0.1%</b>
Personnel - Training, Prof. Dues		3,932	0.0%
Consulting and Professional Services		745	0.0%
Communications		269	0.0%
Insurance and Claims		-2,100	0.0%
Supplies and Materials		-267	0.0%
Sundry/Miscellaneous		-9,946	0.0%
Equipment/Vehicle		16,338	0.0%
Contracted Services		-4,389	0.0%
Interdepartmental Facilities Maintenance		4,760	0.0%
Internal Garage Charges		16,361	0.0%
E-COMM Charges		31,713	0.1%
<b>Reserve Changes</b>		<b>52,010</b>	<b>0.1%</b>
Transfer from/to Reserves		52,010	0.1%
<b>Service Impacts City</b>		<b>126,814</b>	<b>0.2%</b>
SA - Two New Firefighters with July 1st start dates		126,814	0.2%
<b>Total</b>		<b>\$ 783,765</b>	<b>1.3%</b>

# Department Performance Measures

## Fire Rescue



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

	2022 Actual	2023 Actual	2024 Actual	2025 Target	Long-Term Target	LT Target Year
<b>Sustainable Core Services</b>						
% Compliance for inspection program	75%	71%	74%	78%	<b>80%</b>	<b>2030</b>
Port Moody Fire Rescue Citizen satisfaction	97%	97%	99%	99%	<b>99%</b>	<b>2030</b>
<b>Healthy Community Development</b>						
# Critical life-saving interventions performed	32	18	17	30	<b>40</b>	<b>2030</b>
# Training hours firefighters participated in	5,944	6,105	6,155	6,300	<b>7,000</b>	<b>2030</b>
# Total emergency incidents PMFR crews responded to (Fire, medical motor vehicle, technical rescue, HAZ MAT incidents)	1,578	1,755	1,885	2090	<b>2,200</b>	<b>2030</b>
# Premise fire inspections conducted (commercial / industrial / residential)	1,035	983	1208	1250	<b>1300</b>	<b>2030</b>

VIEW THE 2023-2026 COUNCIL STRATEGIC  
PLAN AT [PORTMOODY.CA/STRATEGICPLAN](https://portmoody.ca/strategicplan)

# ***Fiscal Services***

## ***2025 - 2029 Operating Budget***

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# Fiscal Services

The Finance Service 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		Plan 2025	Plan 2026	Plan 2027	Plan 2028	Plan 2029
<b>Revenues</b>		<b>-76,771,758</b>	<b>-81,468,927</b>	<b>-86,187,850</b>	<b>-89,899,949</b>	<b>-94,068,236</b>
Taxes-Real Property		-62,915,230	-67,986,507	-71,606,717	-75,175,901	-78,670,817
Taxes-Private Utility Companies		-414,456	-414,456	-414,456	-414,456	-414,456
Payments in Lieu of tax-federal		-45,000	-45,000	-45,000	-45,000	-45,000
Payments in Lieu of tax-provincial		-1,460,168	-1,460,168	-1,460,168	-1,460,168	-1,460,168
Payments in Lieu of tax-other		-80,000	-80,000	-80,000	-80,000	-80,000
Other Revenue		-1,157,832	-1,197,832	-1,216,466	-1,216,466	-1,216,466
Rev-own sources-investment income		-712,000	-712,000	-712,000	-712,000	-712,000
Transfer from other govt-prov'l unconditional				-545,233		
Transfer from other govt-prov'l conditional		-171,842	-171,842	-171,842	-178,716	-178,716
Transfer from funds		-469,966	-475,939	-473,141	-474,302	-447,855
Tsf from reserves-operating		-374,626	-374,002	-373,773	-373,698	-373,578
Tsf from reserves-capital		-8,275,538	-8,551,180	-9,089,055	-9,769,243	-10,469,180
Appropriation from surplus		-695,100				
<b>Expenses</b>		<b>18,859,274</b>	<b>20,419,667</b>	<b>22,847,153</b>	<b>24,331,431</b>	<b>26,414,191</b>
Salary and Benefits		733,734	776,884	746,844	763,581	756,422
Lease & Rentals		250,000	250,000	250,000	250,000	250,000
Sundry		1,938,744	1,911,206	1,801,371	1,806,148	1,817,636
Recoveries		-36,000	-36,000	-36,000	-36,000	-36,000
Tsf to reserves-operating		1,538,173	2,143,209	3,315,517	3,417,402	4,084,563
Tsf to reserves-capital		14,434,623	15,374,368	16,769,421	18,130,300	19,541,570
<b>Total</b>		<b>\$ -57,912,484</b>	<b>\$ -61,049,259</b>	<b>\$ -63,340,697</b>	<b>\$ -65,568,518</b>	<b>\$ -67,654,045</b>

## Notable Changes

The 2025 budget drivers of the \$4,275,000 increase are primary related to:

- An increase of \$3,318,000 in tax revenue to balance of the 2025 budget, along with \$171,000 in growth from the tax base due to non-market change (NMC).
- Decrease in revenue of \$32,000 primarily attributable to the decrease in Grant.
- Salaries and wages adjustment including contingencies, benefit adjustment, and actuarial estimated total of \$637,000
- Reserve changes of \$420,000 including one – time collection of \$695,000 from the accumulated surplus to fund a range of key initiatives.

Fiscal Services - Budget Drivers	Plan 2025	Estimated Tax Impact
<b>Revenue Changes</b>	<b>31,972</b>	<b>0.1%</b>
Misc/Other Revenues	-55,207	-0.1%
Grant	160,178	0.3%
Lease and Rental	-72,999	-0.1%
<b>Salary Adjustments</b>	<b>637,243</b>	<b>1.1%</b>
Salaries & Wages	951,626	1.6%
Benefits & Overhead	-314,383	-0.5%
<b>Operating Expenses</b>	<b>6,691</b>	<b>0.0%</b>
Contracted Services	6,691	0.0%
<b>Reserve Changes</b>	<b>-419,571</b>	<b>-0.7%</b>
Transfer from/to Reserves	-94,788	-0.2%
Accumulated Surplus Funding	-695,100	-1.2%
Annual Increase to Asset Reserve	584,000	1.0%
City/ Police Funding Adjustment	-213,683	-0.4%
<b>New Tax Revenue</b>	<b>-3,489,081</b>	<b>-6.0%</b>
New Tax Revenue	-3,318,081	-5.7%
Growth (NMC)	-171,000	-0.3%
<b>Total</b>	<b>-3,232,747</b>	<b>-5.5%</b>



# ***Library***

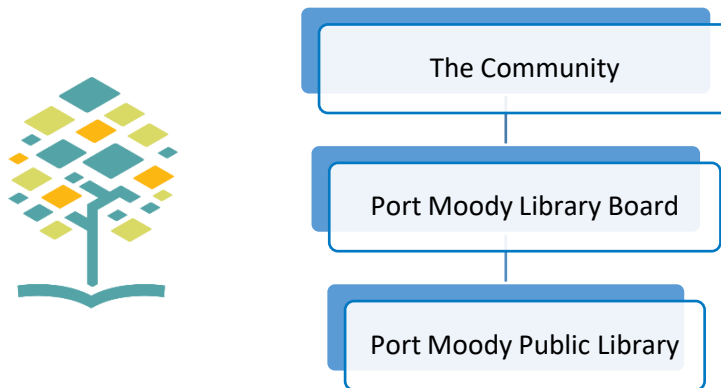
## ***2025 - 2029 Operating Budget***

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# Port Moody Public Library

Port Moody Public Library serves the community by providing diverse resources and services across multiple media formats, supporting information, education, and personal development, including recreational and leisure activities. The library plays a critical role in maintaining a democratic society by ensuring open access to knowledge, ideas, and perspectives for all individuals, regardless of their background or circumstances.

As mandated by the Library Act of BC, the library is governed by a Board of Trustees consisting of eight citizens appointed by City Council, and one City Councillor. The Library Board is responsible for establishing policies, setting goals and objectives, advocating for library services, and overseeing financial management. The day-to-day operations are delegated to the Director of Library Services, who manages staff and implements the board's strategic vision. The governance model ensures the library remains responsive to community needs while maintains professional and efficient service delivery.



Library services include:

- Diverse collections: Access to a wide range of materials in various formats (books, magazines, newspapers, multimedia) that serve all users, including those with diverse needs.
- Free library cards: Membership is available to residents at no cost.
- Comprehensive information services: Assistance is provided in person, by phone, and via email.
- Literacy programs: Services are offered to support children, youth, and adults in developing literacy skills.
- Engaging programs and events: A variety of programs and special events are offered for all ages.
- Comfortable spaces: Lounge and study spaces are available for use.
- Free Wi-Fi and internet access: Public internet access is provided.
- Interlibrary loans: Access to the collections and services of libraries around the province through inter-library loan and the OneCard programs.

## 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 2025 Financial Plan, library staff will focus on implementing a number of key initiatives:

- Present a “Library Master Plan” and conduct a feasibility study for future library services
- Develop a new website and launch an eNewsletter
- Improve signage accessibility
- Create a circulating puzzle collection
- Enhance and refresh the library’s multilingual collection



*PMPL 80<sup>th</sup> Anniversary Celebration*

## Budget Highlights

The 2025 Financial Plan is similar to previous plans. The budget supports the areas discussed above and includes 19.59 FTE employees. There are no new services proposed for the 2025 Financial Plan.

The Library Board is requesting \$2,412,142 in municipal support for 2025. The Board is projecting revenue of \$221,790 from various sources. The overall cost to run the library in 2025 will be \$2,633,932.

**Labour** is a significant cost for the division representing \$2,140,760 (88%) of the total operating budget.

**Supplies & Materials** which include the overall cost for books, cataloguing and maintenance, represent \$332,232 (14%) of the total operating budget.

**Equipment (including Lease & Rentals)** represents \$88,704 (3.7%) of the total operating budget.

**Personnel Services** represent \$16,733 (0.07%) of the total operating budget.

Library - Budget Summary	Plan 2025	Plan 2026	Plan 2027	Plan 2028	Plan 2029
<b>Revenues</b>	<b>-221,790</b>	<b>-183,295</b>	<b>-181,502</b>	<b>-181,610</b>	<b>-183,621</b>
Other Revenue	-62,728	-22,332	-22,439	-22,547	-22,658
Transfer from other govt-prov'l cond.	-99,249	-99,249	-99,249	-99,249	-99,249
Transfer from other govt-capital other	-59,814	-59,814	-59,814	-59,814	-59,814
Tsf from reserves-operating		-1,900			-1,900
<b>Expenses</b>	<b>2,633,932</b>	<b>2,727,778</b>	<b>2,791,823</b>	<b>2,855,600</b>	<b>2,937,111</b>
Salary and Benefits	2,140,760	2,217,289	2,274,554	2,342,790	2,413,074
Personnel Services	16,733	17,286	17,725	18,228	18,725
Contracted Services	6,715	7,513	7,643	8,863	9,100
Consulting and Prof Services	150	150	150	150	150
Communications	11,873	12,096	12,319	12,547	12,775
Insurance & Claims	9,768	10,256	10,769	11,308	11,873
Equipment under \$5,000	88,704	99,234	100,966	102,749	104,181
Supplies & Materials	332,232	337,674	340,242	346,280	355,276
Sundry	11,048	11,280	11,505	11,735	11,956
Tsf to reserves-operating	950		950	950	
Tsf to reserves-capital	15,000	15,000	15,000		
<b>Total</b>	<b>\$ 2,412,142</b>	<b>\$ 2,544,483</b>	<b>\$ 2,610,322</b>	<b>\$ 2,673,989</b>	<b>\$ 2,753,490</b>

## Notable Changes

The net change to Public Library is \$139,726

- Revenue is expected to be about the same as in 2024 with a small decrease of \$1,352. The decrease in revenue is due to reduced printing and photocopying usage.
- Salaries and benefits will increase by \$127,495. This increase is related to contractual obligation and cost of living increases for employees.
- Operating expenses will increase by \$5,067. Most of this increase is due to inflation impacting the collections budget, insurance, advertising, and software licensing.

Library - Budget Drivers		Plan 2025	Estimated Tax Impact
<b>Revenue Changes</b>		<b>-1,352</b>	<b>0.0%</b>
Misc/Other Revenues		-1,352	0.0%
Fines		2,000	0.0%
Grant		-2,000	0.0%
<b>Salary Adjustments</b>		<b>127,495</b>	<b>0.2%</b>
Salaries & Wages		87,256	0.1%
Benefits & Overhead		40,239	0.1%
<b>Operating Expenses</b>		<b>13,583</b>	<b>0.0%</b>
Personnel - Training, Prof. Dues		-2,514	0.0%
Consulting and Professional Services		100	0.0%
Communications		382	0.0%
Insurance and Claims		465	0.0%
Supplies and Materials		13,400	0.0%
Sundry/Miscellaneous		528	0.0%
Equipment/Vehicle		155	0.0%
Contracted Services		1,067	0.0%
<b>Total</b>		<b>\$ 139,726</b>	<b>0.2%</b>



# Department Performance Measures

## Port Moody Public Library



### MEASURES IN SUPPORT OF LIBRARY STRATEGIC DIRECTIONS

	2022 Actual	2023 Actual	2024 Actual	2025 Target	Long-Term Target	LT Target Year
<b>Direction 1 – Raise the profile of the Library in the community</b>						
# In-person visits	208,262	273,522	314,369	330,000	<b>350,000</b>	<b>2029</b>
# Reference questions answered	13,424	14,978	14,882	15,000	<b>16,000</b>	<b>2029</b>
<b>Direction 2 – Revitalize how the Library does business to prepare for a future of growth and change</b>						
# Total checkouts processed (including physical and electronic items)	570,642	602,015	658,761	675,000	<b>700,000</b>	<b>2029</b>
<b>Direction 3 – Provide robust and relevant programming that addresses 21st Century literacy needs</b>						
# Children registered for the annual Summer Reading Club	1,157	1,458	1,390	1,420	<b>1,600</b>	<b>2029</b>
# Programs hosted by the Library (in-person and virtual)	1,491	1,001	1,089	1,100	<b>1,100</b>	<b>2029</b>
# Program participants	31,249	20,501	28,052	30,000	<b>35,000</b>	<b>2029</b>



VIEW THE 2023-2026 COUNCIL STRATEGIC  
PLAN AT [PORTMOODY.CA/STRATEGICPLAN](https://portmoody.ca/strategicplan)

# ***Port Moody Police***

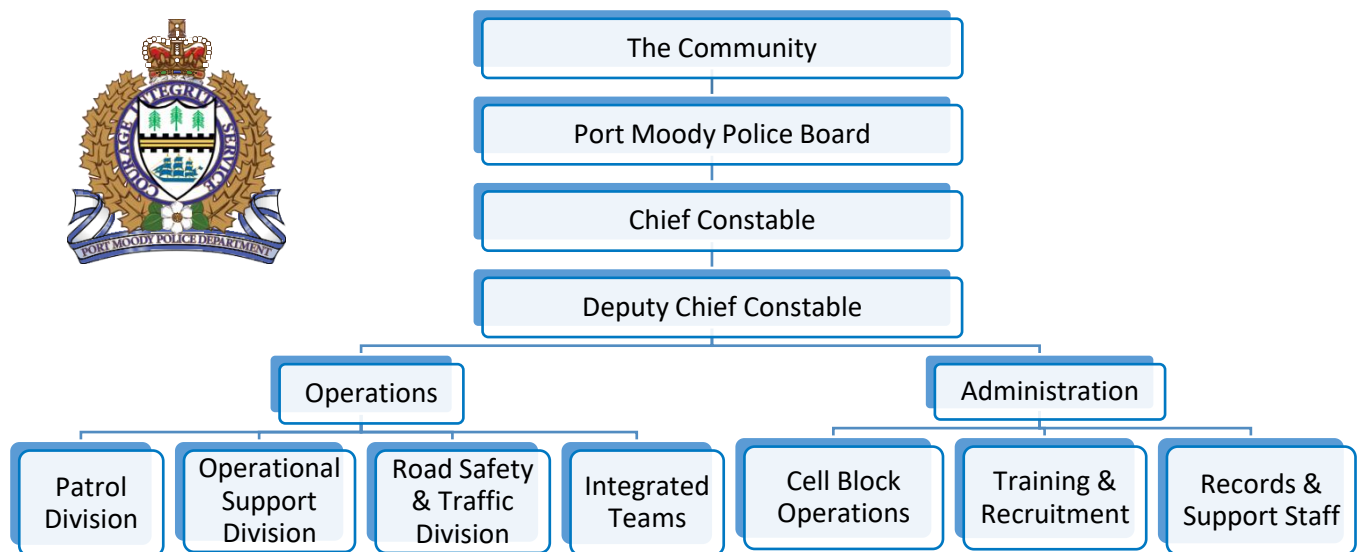
## ***2025 - 2029 Operating Budget***

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# Port Moody Police Department

The Port Moody Police department (PMPD) is established at 53 sworn police members and 19 civilian staff. The department also has several auxiliary civilian staff members and utilizes 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 (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 (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.

**Operations (Road Safety Unit & Traffic Division)**, 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.

**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), the regional forensic identification service (IFIS) and the regional collision analysis and reconstruction service (ICARS).

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.

**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.

## Department Priorities and Key Initiatives

### > PMPD IN THE COMMUNITY



PMPD Mascot Chase teaching preschoolers about safety



PMPD Volunteer Bike Patrol Squad



Remembrance Day



PMPD Youth Officer Cst. Dixon addressing elementary school students

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.

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 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.

Our 2024-2026 Strategic Plan focuses on the following strategic goals:

1. **Community Safety** – we build and strengthen relationships within the community, proactively prevent crime, respond to calls for service, and enhance the quality of life for our citizens.
2. **Supporting our Employees** – our staff and members feel welcome, included and supported. Our workplace enables everyone to thrive and deliver exemplary service.
3. **Organizational Modernization and Readiness** – we strive to provide the necessary technology, human resources, and organizational capability so that our team can continue to provide exceptional services that meet growing community needs.

## Budget Highlights

The 2025-2029 Financial Plan includes the required expenditures to deliver the necessary programs and services to the community. The 2025 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 67% \$449,000 of the total police revenues.

**Salaries and benefits** represent a significant portion of the annual operating expenses at \$12,365,656 (72%). It includes the anticipated salaries and benefits as well as overtime costs for the police members and civilian staff.

**Consulting and professional services**, 11% \$1,948,006 of the total operating expenses, consist of quarterly E-Comm dispatch charges, integrated teams, internal audits, and other outsourced police services.

**Equipment and vehicle** expenses represent 6% of the annual operating expenses at \$983,675. This includes prime user fees and vehicle related costs which include transfers to the equipment replacement reserve for replacement of the fleet as well as maintenance, insurance, and lease costs.

**Government payments** related to E-Comm for user fees for radio and equipment levy represent 2% \$324,613 of the annual operating budget.

**Recoveries** at 2% \$277,736 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 6% of the overall operating expenses at \$950,978.

**Transfers to reserves** at 2% \$293,149 – represents the transfers to both operating and capital reserves. Beginning in 2025, all police capital expenditures are now funded through transfers from the operating budget compared to previous years when they were funded by the City's capital asset levy.



Police - Budget Summary	Plan 2025	Plan 2026	Plan 2027	Plan 2028	Plan 2029
<b>Revenues</b>	<b>-671,022</b>	<b>-683,507</b>	<b>-698,592</b>	<b>-663,817</b>	<b>-657,978</b>
Front Counter Services & Recoveries	-116,110	-116,110	-116,110	-116,110	-116,110
Provincial Traffic Fines	-449,000	-449,000	-449,000	-449,000	-449,000
Provincial Grants	-92,247	-92,397	-92,550	-92,707	-92,868
Tsf from reserves-operating	-13,665	-26,000	-40,932	-6,000	
<b>Expenses</b>	<b>17,143,813</b>	<b>17,795,797</b>	<b>18,409,619</b>	<b>18,979,036</b>	<b>19,639,057</b>
Salary and Benefits	12,365,656	12,760,774	13,152,002	13,539,664	13,979,037
Personnel Services	403,013	411,879	443,340	430,201	439,665
Contracted Services	83,280	85,068	86,895	88,763	90,672
Consulting and Prof Services	1,948,006	2,108,531	2,227,979	2,331,273	2,469,147
Communications	100,990	103,212	105,483	107,804	110,175
Equipment and vehicle expenses	983,675	1,009,542	1,043,402	1,074,311	1,103,686
Supplies & Materials	261,625	267,380	282,264	279,272	285,417
Gov't Payments	324,613	353,620	367,673	382,288	397,487
Sundry	102,070	114,228	104,433	118,686	108,988
Recoveries	277,736	284,160	290,634	298,646	306,905
Tsf to reserves-operating	26,466	18,799	14,333	23,799	29,799
Tsf to reserves-capital	266,683	278,605	291,179	304,331	318,079
<b>Total</b>	<b>\$ 16,472,791</b>	<b>\$ 17,112,290</b>	<b>\$ 17,711,026</b>	<b>\$ 18,315,219</b>	<b>\$ 18,981,079</b>

## Notable Changes

The 2025 Operating Budget has increased by \$1,593,175 or 2.71% over the prior year. The increase is mainly attributable to higher salaries and benefits as well as an overall increase to operating expenses. It is notable to mention that a portion of the increase to the operating expense budget relates to funds set aside as an annual contribution to the capital asset reserve, as the Department beginning in 2025 is funding its capital expenditures out of the operating budget. Excluding the impact of the change in capital asset funding methodology, the increase in the budget over the prior year would be \$1,326,492 or 8.91%.

An increase to salaries and benefits over the prior year is largely due to nondiscretionary items such as the anticipated cost of living increases and benefit increases. An additional IT specialist position has been added onto the 2025 budget, with the costs phasing in over two years. In addition to enhancing the department's ability to safeguard data and proactively manage intrusion threats and other cybersecurity risks, this additional role would enable the Department's IT team to better manage and support the department's IT infrastructure, improve service delivery and facilitate new projects and operational initiatives. Inclusion of the remaining 50% of the Police Training Sergeant position which was established last year with the costs phased over a two-year period also impacted the 2025 budget.

The operating expense budget has increased from last year primarily due to higher recruiting, training and uniform costs as a result of ongoing staffing changes and police member recruitment challenges. Starting 2025, the Department will outsource the handling of serious accident investigations by ICARS, a specialized team of experts, to better serve and protect our community with excellence in a timely manner, while mitigating legal, operational and reputational risks at the same time. Inflationary pressures as well as higher ECOMM dispatch costs and user equipment levy, together with cost to phase in an establishment of dedicated dispatch capacity also contributed to the overall increase in operating expense.

Police - Budget Drivers		Plan 2025	Estimated Tax Impact
Revenue increase		-7,241	-0.01%
Salary and Benefit increase		658,400	1.12%
Operating Expense increase		536,593	0.91%
Reserve changes		270,748	0.46%
<b>Subtotal</b>		<b>1,458,500</b>	<b>2.48%</b>
IT Specialist (Phase in over two years)		79,675	0.14%
ICARS integrated team		55,000	0.09%
<b>New Funding Requirements</b>		<b>134,675</b>	<b>0.23%</b>
<b>Total</b>		<b>\$ 1,593,175</b>	<b>2.71%</b>

# *Utility*

## ***2025 - 2029 Operating Budget***

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# 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.

A service impact of \$202,289 is proposed for hiring an Equipment Operator 3 and an Operations Maintenance Worker. This adjustment is essential to begin a transition to creating a dedicated drainage maintenance crew to provide preventative maintenance, inspection, and reactive maintenance work within ravines and other natural drainage areas and improve service delivery. This added capacity will also free up some capacity within the Operations work group, where this work is currently directed, to increase road and active transportation network maintenance.

Transfers to the Drainage Capital reserve are increasing by \$134,200, bringing the total to \$1,416,632, a 10% increase from 2024. This reflects the need to bolster reserves to support capital replacement and renewal projects related to the City's drainage infrastructure.

Metro Vancouver levies allocated to Drainage are expected to increase by \$95,500, totaling \$567,395, up 20% from 2024.

Supplies and Materials are projected to rise by \$16,300, totaling \$33,819, reflecting a 93% increase from 2024. This increase is attributed to rising material costs and the need to replenish essential supplies for drainage operations and to address insufficient budget in previous years.

Vehicles & Equipment expenses are expected to increase by \$11,000, bringing the total to \$163,873, which is a 7% rise from 2024. 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.

Contracted and Professional Services are projected to rise by \$7,335, bringing the total to \$24,864, reflecting a 42% increase from 2024. This increase primarily aims to address the budget shortfalls encountered in previous years.

Salary and wages, including benefits, will increase slightly by \$1,400 to \$408,947 to better reflect the utility's utilization of public works staff.

As drainage is funded by taxation, and as we have not received the final assessments from BC Assessment Authority, the exact increase to the average homeowner cannot be determined at this time; however, based on the 2025 average residential assessed value of \$1,291,000, it is projected that the drainage rates would increase slightly from \$108 (2024) to \$132 in 2025 for the average residential dwelling. This represents a \$24, or 22% increase.



## Consolidated Budget

Drainage - Budget Summary	Plan 2025	Plan 2026	Plan 2027	Plan 2028	Plan 2029
<b>Revenues</b>	<b>-2,704,313</b>	<b>-2,893,423</b>	<b>-3,110,988</b>	<b>-3,361,212</b>	<b>-3,621,519</b>
Sewer Utility Fees and Charges	-2,635,389	-2,828,627	-3,046,032	-3,296,389	-3,560,853
Transfer from other govt-capital other	-59,620	-59,620	-59,620	-59,620	-59,620
Tsf from reserves-capital	-9,304	-5,177	-5,336	-5,204	-1,046
<b>Expenses</b>	<b>2,704,313</b>	<b>2,893,423</b>	<b>3,110,988</b>	<b>3,361,212</b>	<b>3,621,519</b>
Salary and Benefits	408,947	415,428	421,775	428,282	434,838
Contracted Services	24,864	25,113	25,364	25,618	25,874
Insurance & Claims	8,254	8,667	9,100	9,555	10,033
Lease & Rentals	1,304	1,317	1,330	1,344	1,357
Equipment under \$5,000	163,873	174,429	181,905	188,002	193,318
Supplies & Materials	33,819	34,157	34,498	34,843	35,192
Gov't Payments	567,395	594,630	634,470	692,207	746,891
Recoveries	10,301	10,629	10,944	11,267	11,590
Transfer to Funds	9,304	5,177	5,336	5,204	1,046
Tsf to reserves-capital	1,476,252	1,623,877	1,786,265	1,964,891	2,161,380
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

## Notable Changes

Drainage - Budget Drivers	PLN 2025
Revenue Changes	-473,800
Salary Adjustments	1,404
Operating Expenses	40,382
Metro Vancouver	95,520
Reserve Changes	134,205
Service Impacts – Equipment Operator 3 and Operations Maintenance Worker	202,289
<b>Total</b>	<b>\$ 0</b>



# Sanitary Sewer

Metro Vancouver Base Increase costs are projected to rise by \$408,275, bringing the total to \$3,544,517, representing a 11.5% increase. This reflects anticipated annual rate increases based on Metro Vancouver's preliminary budget information.

Additionally in 2025, the anticipated increase due to the Metro Vancouver North Shore Wastewater Treatment Plant (NSWWTP) distributed to the City of Port Moody is projected to be \$1,184,556. This major project, estimated at \$3.86 billion, encompasses the construction of a new tertiary filtration facility, the development of essential conveyance infrastructure, and the decommissioning of the existing Lions Gate Wastewater Treatment Plant, with completion expected by 2030.

As presented in the rates table, the impact of the Metro Vancouver NSWWTP for Port Moody is \$95 for a single-family dwelling, \$90 for a townhouse, and \$61 for a condo.



The service impact for 2025 includes an additional labor resource and two new vehicles (FL25109 and FL25111), bringing the total to \$135,000. The additions support addressing inflow & infiltration issues, and non-linear infrastructure maintenance such as pump stations and air valves.

Transfers to the Sewer Capital reserve is increasing by \$202,000 to \$2,280,000 which represents a 10% increase to the reserve contribution over 2024 and will be used to fund capital replacement and renewal projects related to the City's sewer infrastructure.

Contracted and Professional Services are projected to increase by \$41,425, resulting in a total of \$106,544, reflecting a substantial 64% rise. This increase is primarily driven by the growing need for contracted services and specialized support to address infrastructure repairs and to address insufficient budget in previous years.

Insurance and Claims increase by \$14,869, with a total of \$77,648, a 24% increase reflecting higher premiums in the insurance market.

Salary and wages, including benefits, are increasing by 3% or \$19,883 due to standard salary and benefits adjustments.

The internal administration (utility shift / recoveries) charged to the Sewer utility is increasing by 4% or \$32,000 over 2024. This charge is reviewed annually and set at an appropriate level for the internal City resources and services the utility uses.

Supplies and Materials are increasing by \$13,000 to \$48,000 which represents a 38% increase over 2024, because of rising material costs for operations and the need to address previous budget shortfalls.

Vehicle charges are increasing by \$10,138. 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.

Several accounts have been adjusted through the 2025 budget process to better reflect future expense estimates. This has occurred throughout accounts and cost centres in the Sewer utility. These changes are summarized as operating expense changes on the utility executive summary and total \$5,700.

For users whose sewage output is metered, volume is based on meter readings. For users whose sewage output is not metered, volume is deemed to be 80% of water consumed each billing period. Charges for sewage volume produced are proposed to increase by 29.47% from \$2.93 per 100ft<sup>3</sup> to \$3.79 to reflect the same increase as the proposed sewer annual flat fee.



***North Shore Wastewater Treatment Plant Program  
NSWWTP Images courtesy of Metro Vancouver***

## Consolidated Budget

Sanitary Sewer - Budget Summary	Plan 2025	Plan 2026	Plan 2027	Plan 2028	Plan 2029
<b>Revenues</b>	<b>-8,986,726</b>	<b>-9,495,801</b>	<b>-10,128,698</b>	<b>-10,939,376</b>	<b>-11,747,747</b>
Other Revenue	-3,119	-3,004	-3,411	-3,565	-3,806
Sewer Utility Fees and Charges	-8,834,315	-9,345,469	-9,979,656	-10,787,703	-11,595,483
Rev-own sources-investment income	-120,000	-120,000	-120,000	-120,000	-120,000
Tsf from reserves-capital	-29,292	-27,328	-25,631	-28,108	-28,458
<b>Expenses</b>	<b>8,986,726</b>	<b>9,495,801</b>	<b>10,128,698</b>	<b>10,939,376</b>	<b>11,747,747</b>
Salary and Benefits	702,578	724,431	746,199	768,229	790,488
Personnel Services	4,671	4,718	4,765	4,813	4,861
Contracted Services	99,064	99,855	100,653	101,460	102,275
Consulting and Prof Services	7,480	7,535	7,590	7,646	7,703
Utilities	14,238	14,395	14,553	14,946	15,349
Communications	3,000	3,000	3,000	3,000	3,000
Insurance & Claims	77,648	80,931	84,377	87,996	91,796
Lease & Rentals	150	150	150	150	
Equipment under \$5,000	171,515	182,312	189,965	196,212	201,663
Supplies & Materials	47,634	49,136	50,395	52,014	53,397
Gov't Payments	4,729,073	4,955,978	5,287,876	5,768,837	6,224,375
Sundry	1,800	1,836	1,855	1,873	1,892
Recoveries	818,129	842,117	865,960	890,490	914,869
Transfer to Funds	109,941	109,622	109,596	113,770	115,344
Tsf to reserves-capital	2,199,805	2,419,786	2,661,764	2,927,941	3,220,735
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

## Notable Changes

Sanitary Sewer - Budget Drivers	PLN 2025
Revenue Changes	-2,067,366
Salary Adjustments	19,884
Operating Expenses	117,658
Metro Vancouver (Base Increase)	408,275
Metro Vancouver (NSWWTP)	1,184,556
Reserve Changes	201,604
Service Impacts – Two New Vehicles and Additional Labour	135,389
<b>Total</b>	<b>\$ 0</b>

# Solid Waste

The Solid Waste Utility is broken up into Garbage, Recycling, Green Waste, and Glass. Each function is self-balancing (revenues/fees equal expenses) and has a separate rate. Overall, the Solid Waste fees are expected to increase \$31 or 6.57% to \$503 for 2025. 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 Recycle BC targets for single - stream processors.

Vehicle charges are increasing by 7% or \$85,000 over 2024. 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 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 2025 by 11% or \$72,000. This charge is reviewed annually and set at an appropriate level for the resources and services the utility utilizes.

Salary and wages are increasing by \$30,000. This is primarily driven by projected increases in the cost of employee benefits and contracted salary increases.

Reserve Changes shows a reduction of \$20,000 in transfers from reserves due to phased funding for a position which will now be fully covered by the Solid Waste Utility.

Metro Vancouver garbage disposal costs are expected to increase by \$20,000, bringing the total to \$295,000, reflecting a 7% increase from 2024.

Several accounts have been adjusted through the 2025 budget process to better reflect future expense estimates. This has occurred throughout accounts and cost centres in the Solid Waste utility. These changes are summarized as operating expense changes on the utility executive summary and total \$13,700.



	Recycling is collected bi-weekly (every two weeks).
	Recycling is picked up on Wednesdays if there is a stat holiday ( <i>shaded in grey</i> ) during a collection week.
	If the City is your service provider, garbage and green waste are still collected weekly.
	Curb your carts between 5:30– 7:30am on your collection day.
	No plastic bags should go in recycling.
	Leave at least one arm's length of space between carts.



## Consolidated Budget

Solid Waste - Budget Summary	Plan 2025	Plan 2026	Plan 2027	Plan 2028	Plan 2029
<b>Revenues</b>	<b>-4,050,852</b>	<b>-4,193,353</b>	<b>-4,310,757</b>	<b>-4,417,971</b>	<b>-4,519,140</b>
Sale of services-environmental health	-4,046,000	-4,188,704	-4,305,569	-4,412,562	-4,513,212
Other Revenue	-4,853	-4,649	-5,188	-5,409	-5,928
<b>Expenses</b>	<b>4,050,852</b>	<b>4,193,353</b>	<b>4,310,757</b>	<b>4,417,971</b>	<b>4,519,140</b>
Salary and Benefits	889,739	917,608	945,293	973,317	1,001,638
Personnel Services	14,949	15,098	15,249	15,402	15,557
Contracted Services	587,184	587,470	587,759	588,049	588,344
Consulting and Prof Services	6,922	6,991	7,061	7,132	7,203
Communications	29,959	30,163	30,371	30,580	30,789
Insurance & Claims	18,476	19,400	20,370	21,388	22,457
Equipment under \$5,000	1,291,451	1,378,018	1,439,668	1,490,034	1,533,973
Supplies & Materials	21,800	21,800	21,800	21,800	21,800
Gov't Payments	294,500	299,300	304,196	309,190	314,284
Sundry	45,000	45,000	45,000	45,000	45,000
Recoveries	734,361	755,993	777,477	799,566	821,582
Tsf to reserves-operating	10,000	10,000	10,000	10,000	10,000
Tsf to reserves-capital	106,513	106,513	106,513	106,513	106,513
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

## Notable Changes

Solid Waste - Budget Drivers	PLN 2025
Revenue Changes	-240,009
Salary Adjustments	29,952
Operating Expenses	169,607
Metro Vancouver (Base Increase)	20,000
Reserve Changes	20,450
<b>Total</b>	<b>\$ 0</b>



# Water

The water charges (Metro Vancouver costs), levied by the Greater Vancouver Water District (GVWD), are estimated to rise by 3% or \$146,000 for 2025.

Transfers to the Water Capital reserve are increasing by \$276,000 to \$1,903,000. This represents a 17% increase over 2024. These transfers help support future capital projects and water infrastructure renewal, ensuring long-term sustainability for the water system.

Contracted and professional services are increasing by \$163,000 (88% over 2024) to \$349,000. This sharp increase is primarily driven by the growing need for contracted services and specialized support to address reactive infrastructure repairs - in particular, this increase is driven by several costly watermain break repair and road restoration costs that were incurred over the past several years.

Salary and wages, including benefits, are increasing by \$44,000 primarily due to adjustments to the overhead and benefits.

The internal administration (utility shift) charged to the Water utility is increasing by \$27,000 over 2024. This charge covers the interdepartmental costs from financial management, IT, and human resources.

Vehicle charges are increasing by \$16,000 to \$235,000, an increase of 7% over 2024 as a result of rising costs associated with fuel, maintenance, and replacement of the vehicles and equipment used for water system maintenance and repairs.

Supplies and Materials costs are estimated to increase by \$59,000 (51%) over 2024. This increase is attributed to the escalating costs of essential materials required for water maintenance and operations, impacted by inflation and prior years' budget shortfalls.

Several accounts have been adjusted through the 2025 budget process to better reflect future expense estimates. This has occurred throughout accounts and cost centres in the Water utility. These changes are summarized as operating expense changes on the utility executive summary and total \$3,300.

Total metered revenue has remained unchanged at \$1,300,000. For users whose water service is metered, charges are proposed to decrease by 7.53% from \$3.26 per 100ft<sup>3</sup> to \$3.51 to reflect the same increase as the proposed water annual flat fee.

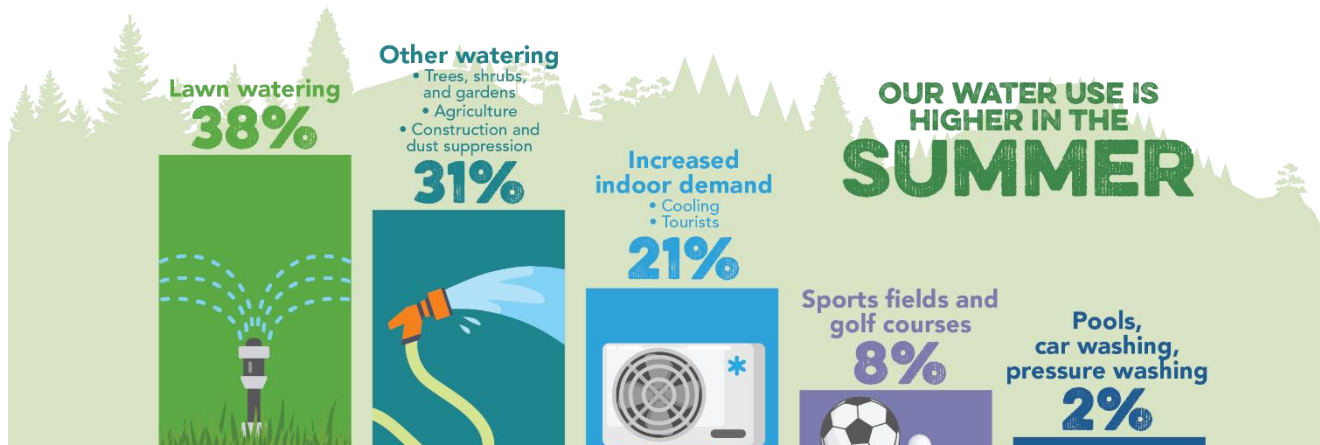


Image courtesy of Metro Vancouver

## Consolidated Budget

Water - Budget Summary	Plan 2025	Plan 2026	Plan 2027	Plan 2028	Plan 2029
<b>Revenues</b>	<b>-9,610,254</b>	<b>-10,228,249</b>	<b>-10,693,693</b>	<b>-11,177,734</b>	<b>-11,582,970</b>
Other Revenue	-3,449	-3,344	-3,691	-3,854	-4,177
Water Utility Fees and Charges	-9,450,578	-10,073,116	-10,542,406	-11,023,018	-11,429,311
Rev-own sources-investment income	-120,000	-120,000	-120,000	-120,000	-120,000
Tsf from reserves-capital	-36,227	-31,789	-27,596	-30,863	-29,482
<b>Expenses</b>	<b>9,610,254</b>	<b>10,228,249</b>	<b>10,693,693</b>	<b>11,177,734</b>	<b>11,582,970</b>
Salary and Benefits	959,300	987,469	1,015,385	1,043,838	1,072,805
Personnel Services	8,032	8,112	8,193	8,275	8,358
Contracted Services	306,928	309,560	311,937	315,375	317,731
Consulting and Prof Services	41,730	42,048	42,368	42,692	43,019
Utilities	176,583	178,862	181,174	186,065	190,476
Communications	13,199	13,225	13,250	13,276	13,303
Insurance & Claims	103,679	108,313	113,179	118,288	123,651
Equipment under \$5,000	234,694	249,684	260,298	268,956	276,505
Supplies & Materials	174,779	177,027	179,012	181,335	183,396
Gov't Payments	4,998,597	5,375,131	5,586,760	5,787,472	5,895,759
Sundry	1,430	1,445	1,459	1,473	1,488
Recoveries	652,387	671,267	690,055	709,307	728,326
Transfer to Funds	111,692	108,163	104,884	109,068	108,609
Tsf to reserves-capital	1,827,223	1,997,946	2,185,740	2,392,315	2,619,545
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

## Notable Changes

Water - Budget Drivers	PLN 2025
Revenue Changes	-733,980
Salary Adjustments	43,838
Operating Expenses	268,205
Metro Vancouver (Base Increase)	145,829
Reserve Changes	276,108
<b>Total</b>	<b>\$ 0</b>



# *Section VI*

## *Capital Budgeting*



# How to Read the Capital Plan?

The Capital Plan begins with an overview of Port Moody's 2025–2029 Capital Plan, a five-year strategy to renew infrastructure and advance climate goals through fiscally responsible, community-informed investments. It then summarizes the 2025 capital expenditures by departments and strategic priorities, followed by a highlight of the top 10 projects, which collectively represent 49% of the City's total capital budget. These projects are organized into eight focus areas aligned with the Climate Action Plan, a community-wide initiative aimed at enhancing the City's resilience to climate change and reducing greenhouse gas emissions.

The Plan also outlines a diversified funding strategy for 2025–2029, drawing from multiple sources to support continued investment in core services and infrastructure. Finally, it reviews the City's use of debt, emphasizing that debt is a vital financial tool that enables the City to deliver major infrastructure projects while maintaining essential services without overburdening taxpayers.

## STRATEGIC PRIORITY AREAS



## PRIORITIZATION

Council	High	Medim	Low
<ul style="list-style-type: none"> <li>Previously approved (through resolution) by Council</li> </ul>	<ul style="list-style-type: none"> <li>Public health and life safety issues;</li> <li>Legislation or regulation requirements;</li> <li>Management of existing assets (extends useful life; deterioration; avoids expensive repairs; lessens emergency disruptions); or</li> <li>Strategic priority of Council.</li> </ul>	<ul style="list-style-type: none"> <li>Improves an existing asset;</li> <li>Increases cost savings/revenues generated;</li> <li>Equipment replacement at the end of its life cycle; or</li> <li>Reduces future maintenance/repairs on recurring issues or long-standing deficiencies.</li> </ul>	<ul style="list-style-type: none"> <li>New service/infrastructure;</li> <li>Addresses deficiencies reported in commissioned studies and reports; or</li> <li>Addresses future concerns.</li> </ul>



# Key Assumptions

## Economic Outlook

Canada's economic trajectory in 2025 is influenced by a confluence of factors, notably the Bank of Canada's monetary policy, prevailing inflation rates, and recent U.S. trade policies.

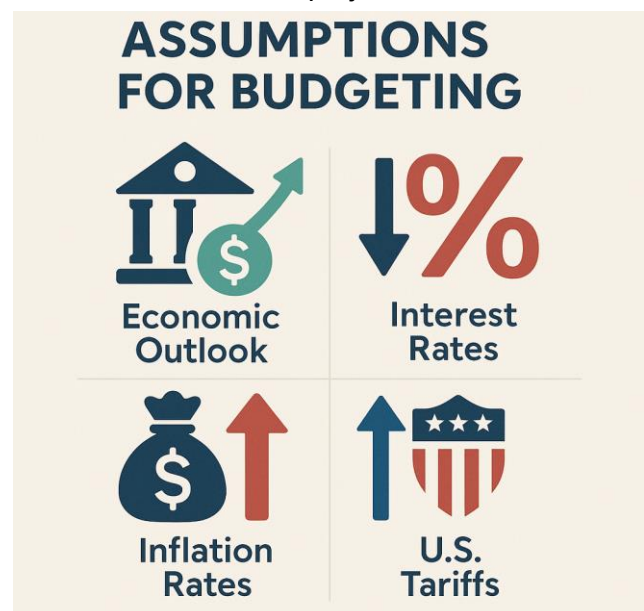
**Interest Rates:** As of June 2025, the Bank of Canada maintained its benchmark interest rate at 2.75%, following a series of rate cuts earlier in the year. Financial market participants anticipate further rate cuts. This trend reflects the Bank's cautious approach to stimulating economic activity amidst global uncertainties

For Port Moody, this assumption implies that borrowing costs for capital projects may decrease, potentially lowering debt servicing expenses. Conversely, the City may experience reduced returns on short-term investments and reserve funds. To mitigate these impacts, Port Moody should consider adjusting its investment strategies and debt management plans accordingly.

**Inflation Rates:** Council assumes that inflation will continue to exert upward pressure on municipal costs, particularly for labour contracts, materials, utilities, and contracted services. Historical and projected municipal inflation rates (which often exceed consumer CPI figures) are used to model operating and capital costs. Underestimating inflation, even by a few percentage points annually, can severely derail multi-year capital programs, potentially leading to funding shortfalls, project delays, or scope reductions. By incorporating a realistic inflation assumption, the City ensures sufficient budget buffers to deliver core services and maintain infrastructure without repeated budget revisions

**U.S. Tariffs:** The recent imposition of a 25% tariff on Canadian goods by the U.S. has led to increased costs for imported materials, particularly in construction and infrastructure projects. This escalation in material costs, such as steel and lumber, can inflate municipal capital project budgets by approximately 6–8%. Consequently, Port Moody may need to adjust its capital expenditure forecasts to accommodate these unforeseen increases.

Additionally, retaliatory tariffs imposed by Canada on U.S. goods have further complicated the economic landscape. These reciprocal measures can disrupt supply chains, leading to delays and increased costs for municipal procurement. Such disruptions necessitate a reassessment of procurement strategies and potential renegotiations of existing contracts to mitigate financial strain.





## Public Feedback

Public feedback plays a crucial role in shaping Port Moody's budget assumptions. In the 2025 engagement survey, 52% of residents indicated they would prefer to maintain or reduce service levels rather than accept a tax increase, an 8% rise in dissent from the previous year. Reflecting community values, this insight ensured the budget balances fiscal responsibility with public priorities. Consequently, the Council adjusted its approach, reallocating resources and moderating proposed tax hikes to align with residents' desire to preserve core services without imposing an excessive financial burden.

## Capital Investment and Infrastructure

In 2025, Port Moody is allocating approximately \$26 million to capital projects, marking a nearly 30% increase from the previous year. These investments are essential for maintaining and enhancing the city's infrastructure, ensuring the delivery of core services such as transportation, utilities, and public facilities. The capital budget is primarily funded through reserves, development levies, and, when necessary, borrowing. To address funding shortfalls, the city has implemented an Asset Renewal Levy, which has been increasing annually to support infrastructure renewal and replacement. Despite these efforts, some reserves are projected to have deficits in the short term, highlighting the ongoing challenge of balancing infrastructure needs with financial sustainability.

## Utility Costs

Utility expenses, encompassing water, sewer and waste management, represent essential services for municipalities. These costs are often subject to fluctuations due to factors such as regional infrastructure projects, regulatory changes, and market conditions. Utility fees are projected to rise by 12.3% in 2025, primarily due to regional infrastructure projects like the North Shore Wastewater Treatment Plant. These increases are beyond the City's control but are necessary to support regional development.

## Reserve Management and Financial Strategy

To mitigate tax impacts, the City has strategically utilized reserves and surplus funds, including a \$695,000 allocation from the accumulated surplus, to support key initiatives without compromising financial stability.

## Population Growth

Between 2001 and 2011, Port Moody experienced substantial growth, rising from 23,816 to 32,975, an increase of nearly 39%. However, growth plateaued between 2011 and 2021, with the population holding steady at around 33,550 (33,551 in 2016 and 33,535 in 2021). For budgeting purposes, the City assumes stable population levels in the short term, with moderate growth expected as planned developments complete.

# Capital Plan Overview

## Port Moody 2025–2029 Capital Plan

Port Moody's 2025–2029 Capital Plan is built on strategic, long-term financial planning and reflects Council's priorities for sustainable infrastructure renewal and growth. By law, the City must adopt a five-year financial plan (Community Charter s.165) to encourage strategic decision-making. The capital budget funds large, multi-year projects to maintain, upgrade and replace core infrastructure and facilities, in alignment with Council's Strategic Plan and climate goals. Throughout the planning process staff relied on public input and expert studies, and they framed projects within Council-endorsed frameworks like the Parkland Strategy and the Master Transportation Plan update (to integrate the 2020 Climate Action Plan targets). These plans – along with community feedback – guide capital investment choices to ensure transparency, public benefit and consistency with long-term objectives (e.g. healthy, connected communities and a resilient environment).

## Capital Investment Priorities (2025–2029)

**Transportation and Public Realm:** Investments in streets, sidewalks and trails. Road reconstruction, neighbourhood traffic calming, and transit-supportive infrastructure are included to improve safety and mobility. The updated Transportation Plan aims to double walking, cycling and transit mode-share by 2030, supported by capital works such as bike lanes, pedestrian safety improvements, and upgraded transit stops. Projects in 2025 alone (\$26 million) include upgrades to the Civic Complex, Inlet Theatre renovations, outdoor fitness zones, ecological restoration, fleet replacement, and various road and traffic-safety works.

**Infrastructure Renewal:** Maintaining existing assets is a core priority. This includes ongoing replacement and upgrades of water/sewer mains, storm drains, pumps, and aging facilities. The City's Asset Management program identifies lifecycle replacement schedules; the capital plan ensures funds for these through a recurring **Capital Asset Levy** on property taxes (currently set at 1% annually). In 2025, for example, this levy is projected at \$584,000, consistent with past practice, to keep the Asset Reserve healthy for renewing roads, utilities and buildings.

**Safety and Compliance:** Capital upgrades also address regulatory requirements and risk mitigation. Projects may include emergency preparedness improvements, seismic upgrades, and accessibility enhancements. A portion of new funding responds to legislated needs (such as potable water standards or public safety codes).

**Climate and Resiliency:** Many projects are chosen for their co-benefits to climate goals. This includes green infrastructure (rain gardens, permeable surfaces), urban forest expansion, and energy-efficient facility upgrades. For instance, planning for EV charging in new developments and city buildings is factored in, supporting the City's goal that 40% of vehicles be electric by 2030. The capital plan dovetails with the 2020 Climate Action Plan; a dedicated "Climate Action Implementation" tax reserve (at 1% of taxes) was established to fund GHG reduction projects year by year.

## Financial Strategy and Funding

**Prudent, Long-term Financing:** The City emphasizes affordability and inter-generational equity. A conservative debt policy is applied only to high-value projects where needed, with debt servicing spread over future years so that all beneficiaries (current and future residents) share costs fairly. The tentative funding strategy for major projects uses a mix of **City reserves and debt**, supplemented by provincial/federal grants and development charges, following the City's Long-Range Financial Strategy.

**Capital Planning:** The City's capital planning process ensures that limited funding is allocated to projects that deliver the greatest community benefit while maintaining alignment with Council's strategic priorities. Funding for capital projects is contingent on the availability of funding sources and the competitiveness of each request relative to other needs. Departments prioritize projects based on clear criteria: high-priority projects address public health and safety concerns, meet legislative or regulatory requirements, manage critical existing assets, or advance Council's strategic objectives; medium-priority projects enhance existing assets, improve cost efficiency, generate revenue, replace assets at end of life, or reduce future maintenance costs; and low-priority projects provide new services or infrastructure, respond to deficiencies identified in studies, or address anticipated future needs. In accordance with the City's Public Art Policy (18-7940-01), major capital projects—defined as those with construction budgets of \$3 million or more—include a 1% allocation for project-specific artwork. Capital projects for the maintenance and replacement of existing assets are grouped into six capital programs, with Council allocating funding for each program based on the Asset Management Investment Plan (AMIP) to ensure stable, predictable investment. Departments are responsible for managing and ranking their project submissions within the allocated funding, applying the AMIP, the ranking criteria, risk assessments, and other relevant factors. Projects that cannot be accommodated due to funding limitations are tracked for consideration in future capital plans, ensuring that evolving needs are documented and assessed over time.

**Reserves and Levies:** Beyond the capital asset levy, Port Moody maintains specialized reserves (e.g. for Facilities, Engineering, Parks). Funds collected from Development Cost Charges (DCCs) and Amenity Cost Charges (ACCs), which growth pays for – will be applied to offset growth-related infrastructure costs where eligible. The plan ensures that operating revenues or surpluses are strategically allocated to reserves each year for future capital needs.

**Cost Pressures:** Persistent inflation has increased project costs substantially. The City explicitly accounts for market cost escalation in its budgets. High inflation has driven up costs for construction, materials, vehicles and contracts. Where possible, contracts are structured with escalation clauses or bulk procurement to mitigate volatility, and the plan includes contingency allowances to cover tendering delays or scope changes.

**Financial Prudence:** Throughout, the plan reflects Port Moody's conservative fiscal principles. Each project is reviewed for necessity and timing; some are phased to spread costs. Each year, capital spending is adjusted to align with available funding and community priorities. City staff will continue to report publicly on capital spending and adjust the plan as grants or economic conditions change.



## Community Input and Governance

The 2025–2029 Capital Plan is underpinned by extensive community engagement and Council oversight. Port Moody uses its **Engage Port Moody** platform to solicit public feedback on the budget and capital projects. Staff presented the draft budget and project proposals in open Finance Committee sessions and held community surveys (e.g., Oct–Nov 2024) to gather input on service levels and spending priorities. The approved capital program reflects this feedback, with adjustments made in areas of strong public interest (such as parks and safety). In all cases, projects were scored against the Council Strategic Plan objectives (e.g. sustainable services, healthy community, resilient environment) to ensure alignment. City auditors and the Finance Committee review the plan annually, and any significant changes (new projects or funding shifts) are returned to Council for approval before the budget is finalized.

## Looking Ahead

In summary, the 2025–2029 Capital Plan outlines over \$83.1 million in proposed infrastructure investment, carefully balanced with Port Moody’s financial capacity and strategic goals. It is guided by the City’s core fiscal principles, including maintaining infrastructure, planning for asset renewal, and using reserves and debt judiciously, while responding to community needs and long-term sustainability targets. By emphasizing public safety, service quality, and environmental resilience, the Plan positions Port Moody to meet future growth and adapt to evolving provincial directives. Staff will report annually on progress and will update the plan (within the five-year framework) as priorities, technology, and funding opportunities emerge.

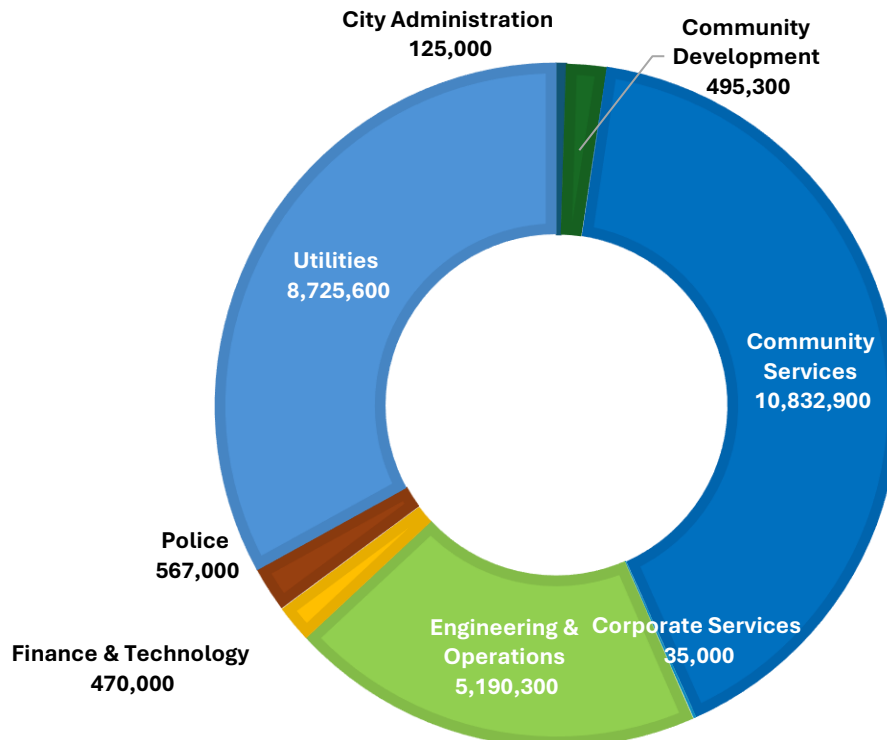


# Port Moody Capital Plan

## Capital Project by Department

Department	Total Project Count	2025	2026	2027	2028	2029
City Administration	1	125,000	125,000	150,000	125,000	125,000
Community Development	14	495,300	86,300	64,300	5,000	5,000
Community Services	197	10,832,900	5,485,500	4,765,500	3,648,000	2,688,000
Corporate Services	1	35,000				
Engineering & Operations	109	5,190,300	5,522,200	6,827,000	3,129,400	4,312,600
Finance & Technology	14	470,000	251,000	20,000	555,000	220,000
Fire Rescue	1		30,000			
Police	32	567,000	869,200	231,700	290,100	818,800
Utilities	28	8,725,600	5,568,200	3,072,300	4,865,900	2,887,800
	397	26,441,100	17,937,400	15,130,800	12,618,400	11,057,200

### 2025 Capital Project by Department



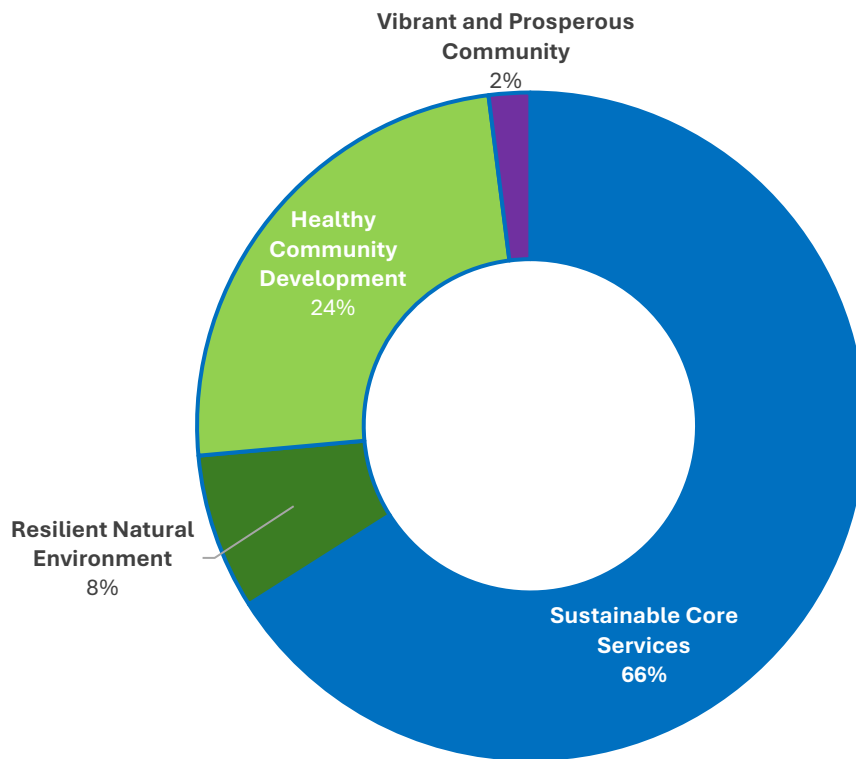


# Port Moody Capital Plan

## Strategic Plan Priorities

Focus Area	2025	2026	2027	2028	2029
Sustainable Core Services	17,452,500	14,718,600	12,074,000	11,023,900	9,837,700
Resilient Natural Environment	2,000,200	1,096,000	626,000	498,000	463,000
Healthy Community Development	6,457,800	1,917,800	2,270,800	1,056,500	716,500
Vibrant and Prosperous Community	530,600	205,000	160,000	40,000	40,000
<b>Total - City</b>	<b>26,441,100</b>	<b>17,937,400</b>	<b>15,130,800</b>	<b>12,618,400</b>	<b>11,057,200</b>

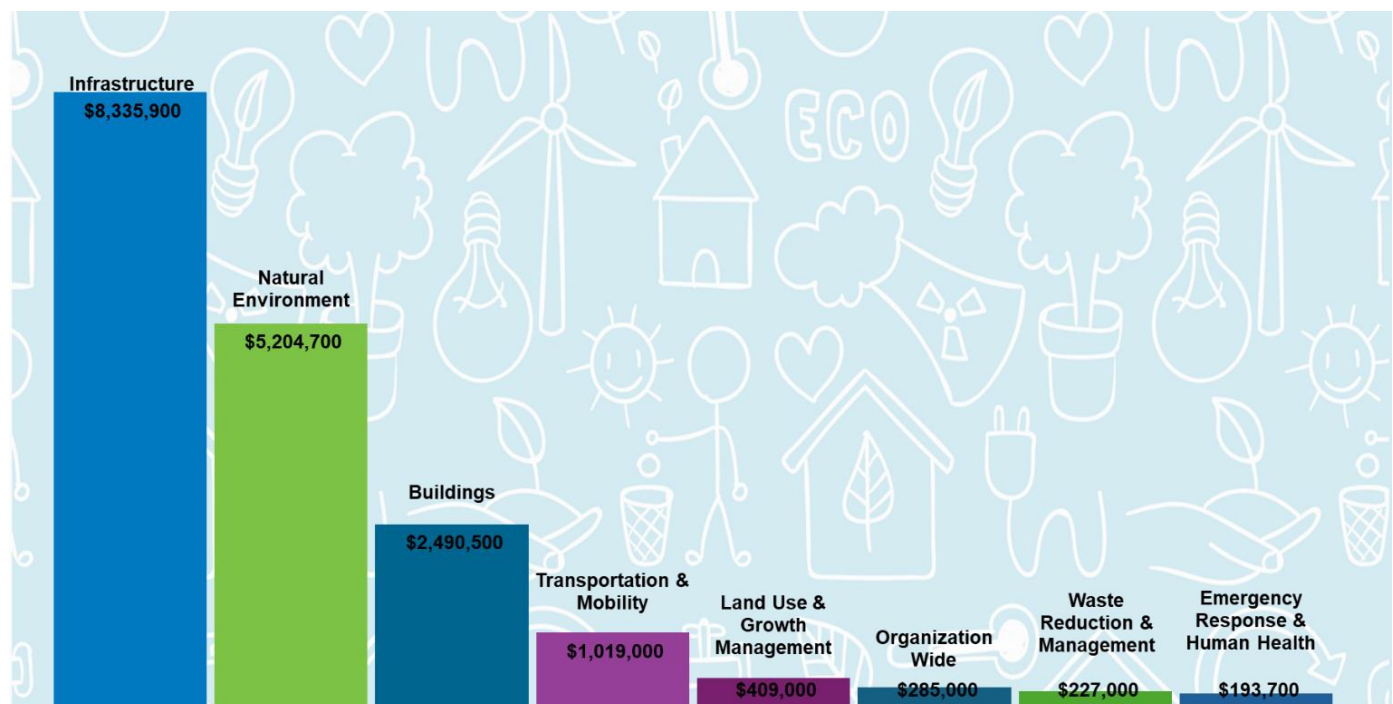
### 2025 Capital Project by Strategic Plan Priorities



# Port Moody Capital Plan

## Climate Action Related Projects

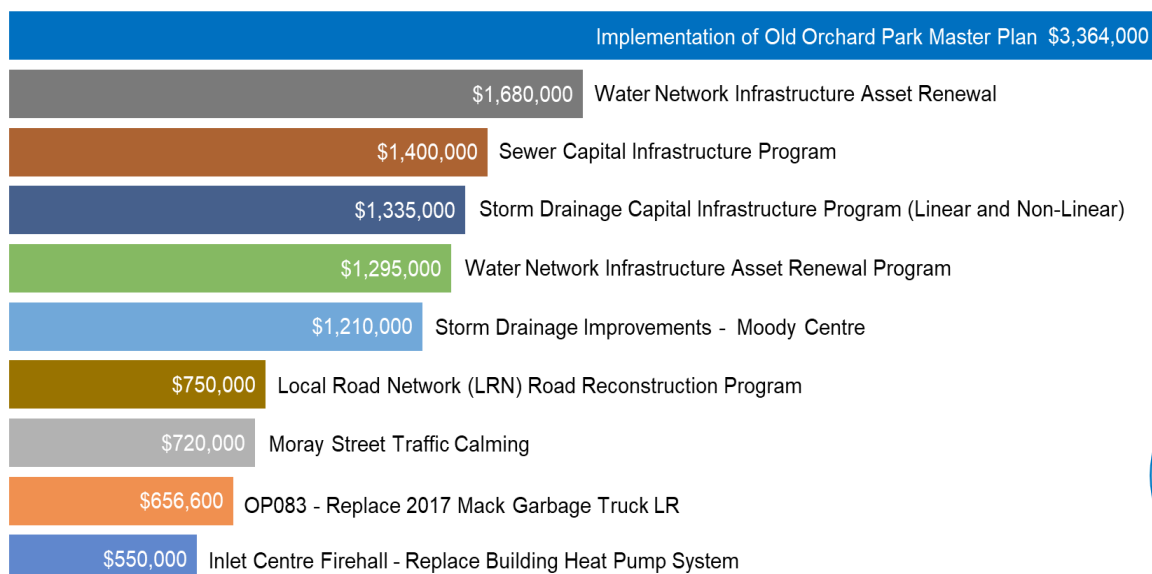
Focus Area	2025	2026	2027	2028	2029
<b>Buildings</b>	2,490,500	1,211,500	2,209,500	1,001,000	710,000
<b>Emergency Response &amp; Human Health</b>	193,700	44,300	114,300	150,000	127,000
<b>Infrastructure</b>	8,335,900	4,626,100	2,980,000	5,001,000	2,576,600
<b>Land Use &amp; Growth Management</b>	409,000				
<b>Natural Environment</b>	5,204,700	1,126,000	1,421,000	613,000	453,000
<b>Organization Wide</b>	285,000				
<b>Transportation &amp; Mobility</b>	1,019,000	2,713,600	1,828,700	1,409,300	1,792,100
<b>Waste Reduction &amp; Management</b>	227,000	199,600	202,300	205,000	207,800
<b>Total</b>	<b>18,164,800</b>	<b>9,921,100</b>	<b>8,755,800</b>	<b>8,379,300</b>	<b>5,866,500</b>



# TOP 10 Projects

The table highlights the top 10 capital projects for 2025, providing key information for each initiative.

Project ID	Project Name	Climate Action Plan	Priority	2025	Percentage of Total Projects
PK25145	Implementation of Old Orchard Park Master Plan	Natural Environment	3. High	3,364,000	13%
WT25023	Water Network Infrastructure Asset Renewal Program (Non-Linear)	Infrastructure	3. High	1,680,000	6%
SD25010	Sewer Capital Infrastructure Program (Linear and Non-Linear)	Infrastructure	3. High	1,400,000	5%
DR25007	Storm Drainage Capital Infrastructure Program (Linear and Non-Linear)	Infrastructure	3. High	1,335,000	5%
WT25009	Water Network Infrastructure Asset Renewal Program	Infrastructure	3. High	1,295,000	5%
DR25009	Storm Drainage Improvements - Moody Centre	Infrastructure	3. High	1,210,000	5%
EN25006	Local Road Network (LRN) Road Reconstruction Program	Not Applicable	3. High	750,000	3%
EN25044	Moray Street Traffic Calming	Not Applicable	3. High	720,000	3%
SO25006	OP083 - Replace 2017 Mack Garbage Truck LR	Not Applicable	1. Pre-Approved	656,600	2%
FC25246	Inlet Centre Firehall - Replace Building Heat Pump System	Buildings	3. High	550,000	2%
Total - Top 10 Projects (by dollar)				\$ 12,960,600	49%



**\$13M - 49%**  
of Total  
Capital  
Projects

## Top 10 Project Highlights

### *Project 1: Implementation of Old Orchard Park Master Plan*

The implementation of Old Orchard Park Master Plan is a high-priority initiative aimed at replacing aging infrastructure and enhancing community amenities. With Council approval targeted by the end of 2024 and a separate detailed design budget secured for 2024, supplemental funding may be required in 2025. The project responds to public feedback calling for accessible pathways, new playground and picnic facilities, and barrier-free washrooms, and it will be integrated with the House Post project. Additionally, environmental enhancements are proposed to stabilize the shoreline and improve climate resilience at the beach. This comprehensive renewal will create a modern, inclusive, and sustainable community park. The budget for the project is \$3,364,000.



### *Project 2: Water Network Infrastructure Asset Renewal Program (Non-Linear) Storm*

The City's non-linear drinking water infrastructure renewal sub-program includes the planned rehabilitation and replacement of two critical pressure-reducing valve (PRV) stations—located at Dewdney Trunk Road and Guildford Way in 2025. These centralized facilities manage pressure between Metro Vancouver's high-pressure bulk supply and the municipal distribution system, improving control of overflows, enabling effective firefighting capacity, and reducing nighttime pressures to extend main lifespan. As part of a broader five-year capital planning strategy, the City has identified six aging PRV stations in need of upgrades, and this initial phase is budgeted at an estimated \$910,000 for Dewdney Trunk Road and \$770,000 for Guildford Way. Once complete, the upgrades will establish separate, more efficient pressure zones and better integrate with Metro Vancouver's transmission network of reservoirs, pump stations, and water mains that deliver treated drinking water to member municipalities.



### *Project 3: Sewer Capital Infrastructure Program (Linear and Non-Linear)*

This program funds capital maintenance and rehabilitation of sanitary sewer infrastructure, including \$75,000 annually for system replacements, computer model updates, and emergency repairs. It prioritizes end-of-life renewals, capacity upgrades, and inflow and infiltration improvements to meet Metro Vancouver requirements, with funding aligned to the five-year financial plan. For 2025, key projects include \$150,000 for upgrading the Ioco Road Cleansing Pump Station, \$2.1 million to replace the failing sanitary sewer main at the Civic Centre campus with phased construction over two years, and \$75,000 for a study of the Turner Creek Drive and Parkglen Place sewer main to address high-velocity flow issues.

### *Project 4: Storm Drainage Capital Infrastructure Program (Linear and Non-Linear)*

This program supports capital maintenance, condition assessments, modeling, emergency repairs, and planning for both linear and non-linear storm sewer assets to ensure system reliability and regulatory compliance. In 2025, key initiatives include: a \$1.2 million rerouting of the Moody Centre storm sewer main along Henry and St. Andrews Streets to improve access and reduce reliance on trenchless methods; and a \$60,000 culvert assessment on Bedwell Bay Road to identify rehabilitation needs. These projects enhance long-term resilience and align with regional drainage strategies.



### *Project 5: Water Network Infrastructure Asset Renewal Program*

This program funds capital maintenance, modeling, emergency investigations, and planning for both linear (watermains) and non-linear (reservoirs, pump stations, valves) drinking water infrastructure to ensure reliability, capacity, and resilience. In 2025, key initiatives include: a \$895,000 rehabilitation of the Seaforth Way watermain in Seaview to address frequent breaks; a \$250,000 Ballantrae Court loop connection to the Glenayre trunk to eliminate dead ends and improve water quality; and a \$50,000 feasibility study for decommissioning the April Road pump station in response to updated population forecasts under provincial Bill 44.

### *Project 6: Storm Drainage Improvements - Moody Centre*

The water network infrastructure asset renewal program will deliver projects to maintain or improve the integrity of the City's drinking water system, including water system rehabilitation, watermain replacements aligned with asset management plans, and upgrades to non-linear assets such as reservoirs, PRVs, and pump stations. It will also fund infrastructure improvements identified in the 2019 Moody Centre Drainage Study, which addressed the area's limited storm drainage capacity and developed a master servicing plan to guide storm main construction and prioritize work. A near-term plan is underway to accommodate overland flow paths and basements, with approximately \$6 million in servicing over five years, mostly through developments, and \$1.2 million budgeted in 2025 as Year 2 of the City's capital plan.



### *Project 7: Local Road Network (LRN) Road Reconstruction Program*

This program funds annual road reconstruction work primarily for the Local Road Network (LRN), while the Major Road Network (MRN) is funded separately. Implementation is guided by road assessments and supplemented by Engineering & Operations staff evaluations, with paving priority in coordination with utility upgrades and development projects that contribute to road improvements. A minimum of \$750,000 annually is needed to maintain local roads, and, subject to budget availability, the next priorities are Falcon Drive (Noons Creek to the Coquitlam border), Seaforth Way, and Hope Street (Douglas to Albert).

### *Project 8: Moray Street Traffic Calming*



This project will implement permanent traffic calming measures along Moray Street, following the successful 2022 pilot project that demonstrated reduced vehicle speeds along this key collector route between Port Moody and Coquitlam. Council reviewed the positive results in June 2023, and detailed design work began in 2024. Temporary delineators will be maintained and repaired as needed until the permanent infrastructure is constructed in 2025, with a budget of \$720,000.

Photo by Mario Bartel, Tri - City News

### *Project 9: OP083 - Replace 2017 Mack Garbage Truck LR*

The City has approved the replacement of the 2017 Mack Garbage Truck (LJ4472) as part of its adherence to the Vehicle and Equipment Policy (11-2130-2021-01), which emphasizes maintaining equipment to ensure safety and reliability. This decision was formalized by Council in the Finance Committee meeting on April 16, 2024 (FC24/023). To reflect current market conditions and ongoing supply chain challenges stemming from the COVID-19 pandemic, the replacement cost has been adjusted by 10% annually, including Provincial Sales Tax (PST). The new vehicle is expected to be delivered in 2025, aligning with the City's strategic planning and budgeting processes, with a 2025 budget of \$656,000.

### *Project 10: Inlet Centre Firehall - Replace Building Heat Pump System*

The Inlet Centre Fire Hall's current heat pump system has experienced numerous failures and costly repairs over the past three years, indicating the need for replacement. The existing system is difficult to repair and contains obsolete components. This project aims to replace the current system with a more reliable and efficient solution. The first year will focus on engineering design and tender development, while the second year will involve implementation of the new system. The Inlet Centre Fire Hall is a critical facility for the City's operations, and ensuring a reliable heating and cooling system is essential for its functionality. The budget for the project is \$550,000 in 2025.

# Port Moody Capital Plan

## Project Funding by Reserves for Years 2025 - 2029

Reserves	2025	2026	2027	2028	2029
Asset Reserve - Equipment - City	851,800	678,800	175,000	167,500	333,500
Asset Reserve - Equipment - Police	213,900	449,300	165,500	216,600	235,400
Asset Reserve - Facilities Maintenance	2,552,800	1,858,500	1,994,000	2,359,000	1,697,000
Asset Reserve - Parks	475,500	1,113,000	1,338,000	830,000	490,000
Asset Reserve - Transportation	1,885,000	2,230,000	1,880,000	1,520,000	1,570,000
Asset Reserve - Unallocated	1,148,000	268,500	686,000	33,500	38,500
Art Works Reserve	50,000				
Climate Action Implementation Reserve	645,400	1,089,500	994,000	197,000	303,000
Community Amenity Contribution	2,687,000	305,000			
Debt				500,000	
Density Bonus	1,882,000	100,000	100,000		
Development Process Reserve	560,000	90,000	50,000		
Engineering - Development Process Reserve	15,000				
Future Operating	86,400				
Grants	417,500	90,000	1,875,000		
Master Transportation Plan	55,000	55,000	55,000	55,000	55,000
MRN General Rehab Reserve	25,000	25,000	25,000	25,000	25,000
MRN Pavement Rehab Reserve	160,000	150,000	475,000	100,000	100,000
New Initiatives Reserve	670,000	332,700	257,500	232,500	192,500
DCC Parks	470,000				
Affordable Housing Reserve	102,000				
OHS Reserve	38,000				
Local Government Climate Action Program	56,300	26,300	14,300	5,000	5,000
Public Art Reserve	10,000		10,000		10,000
SideWalk Reserve	10,000				
Equipment Replacement Reserve Fund	2,376,600	3,854,700	1,904,500	1,539,300	3,060,300
Drainage Capital Reserve	3,101,200	1,725,500	1,778,500	1,734,500	348,500
Sanitation Utility Reserve	211,400	106,200	90,500	90,500	90,500
Sewer Capital Reserve	2,329,900	1,600,700	960,000	1,710,000	1,750,000
Water Capital Reserve	3,355,400	1,788,700	303,000	1,303,000	753,000
<b>Total Project Funding</b>	<b>26,441,100</b>	<b>17,937,400</b>	<b>15,130,800</b>	<b>12,618,400</b>	<b>11,057,200</b>

# Port Moody Capital Plan

## Reserve Ending Balances for Years 2025 - 2029

	2025	2026	2027	2028	2029
Asset Reserve - Equipment - City	-767,950	-977,910	-635,419	-236,102	48,259
Asset Reserve - Equipment - Police	-120,458	-292,501	-167,318	-80,237	1,736
Asset Reserve - Facilities Maintenance	-708,028	-559,525	-345,451	-286,741	656,248
Asset Reserve - Parks	47,674	-186,340	-557,699	-327,148	341,001
Asset Reserve - Transportation	-2,279,709	-2,134,163	-1,399,082	-53,485	1,502,718
Asset Reserve - Unallocated	-1,724,295	-1,464,309	-1,552,742	-913,382	-207,603
Art Works Reserve	413,739	289,697	147,802	1,951	-152,141
Climate Action Implementation Reserve	-1,682,800	-1,975,300	-1,562,300	277,700	2,661,700
Community Amenity Contribution	2,556,000	2,251,000	2,251,000	2,251,000	2,251,000
Density Bonus	856,509	1,101,190	1,345,871	1,690,552	2,035,233
Development Process Reserve	4,403,263	4,269,452	4,099,641	3,881,897	3,563,317
Engineering - Development Process Reserve	540,433	712,684	886,634	1,062,300	1,239,444
Future Operating	1,321,176	1,197,510	1,246,450	1,304,152	1,409,073
Master Transportation Plan	78,125	84,253	85,386	81,233	71,636
MRN General Rehab Reserve	-1,144,926	-1,169,926	-1,194,926	-1,219,926	-1,244,926
MRN Pavement Rehab Reserve	-556,169	36,312	308,605	959,278	1,613,415
New Initiatives Reserve	-740,853	-523,247	-213,136	139,167	548,751
DCC Parks	5,488,019	5,488,019	5,488,019	5,488,019	5,488,019
Affordable Housing Reserve	1,288,323	1,001,710	706,498	402,430	89,240
OHS Reserve	362,026	374,085	386,145	398,204	410,263
Local Government Climate Action Program	132,552	-38,189	343,970	321,750	299,013
Public Art Reserve	258,950	258,950	248,950	248,950	238,950
SideWalk Reserve	132,957	132,957	132,957	132,957	132,957
Equipment Replacement Reserve Fund	4,898,672	3,300,986	3,796,460	4,764,150	4,296,407
Drainage Capital Reserve	728,650	621,851	624,280	849,467	2,661,302
Sanitation Utility Reserve	322,724	294,649	282,144	269,461	268,903
Sewer Capital Reserve	-3,159,829	-2,368,071	-691,937	497,896	1,940,172
Water Capital Reserve	-4,928,117	-4,750,660	-2,895,515	-1,837,063	0



A full-page background image showing a sunset over a body of water. The sky is filled with vibrant orange, red, and blue clouds. The sun is low on the horizon, casting a warm glow across the water. In the background, dark silhouettes of mountains and forests are visible. The foreground shows dark, wet rocks and pebbles along the shoreline, reflecting the colors of the sunset.

# *Section VII* **Appendices**

# 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 capital asset or increase the capacity, efficiency, span of life, or economy of operating an existing capital 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.

**Capital reserve:**

**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

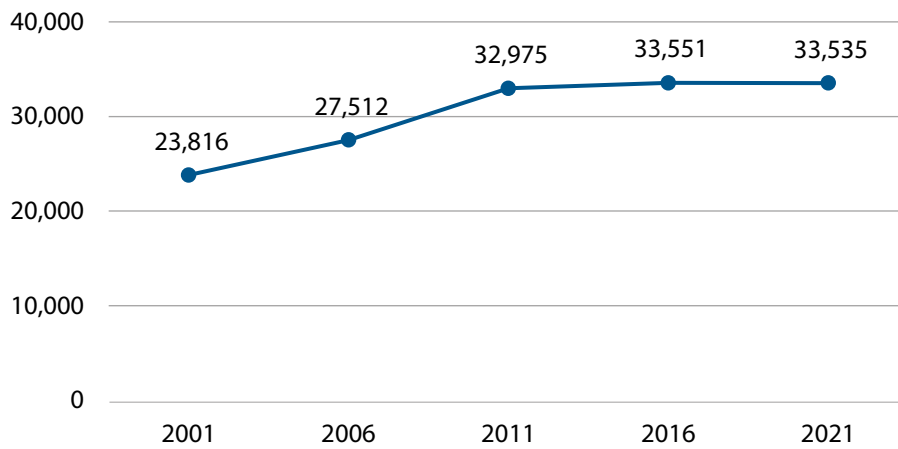
**Sanitary sewer:** The sewage system that carries substances requiring sanitation treatment.

**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.

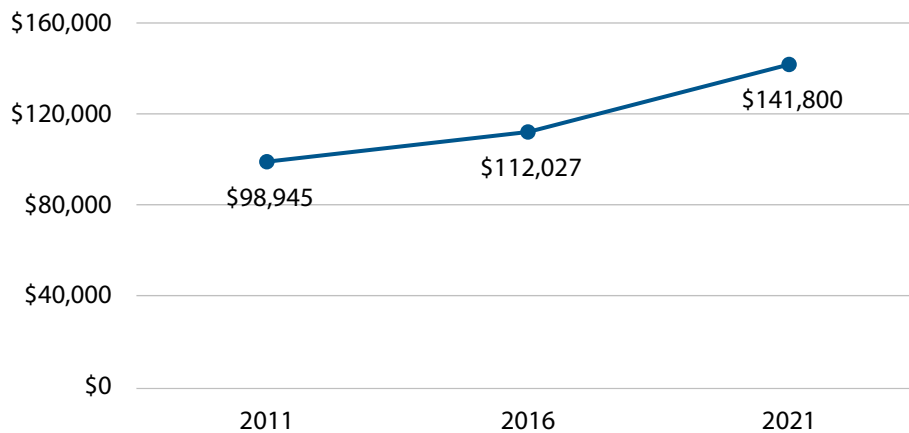
**Utility Operations:**

## Population, 2001–2021



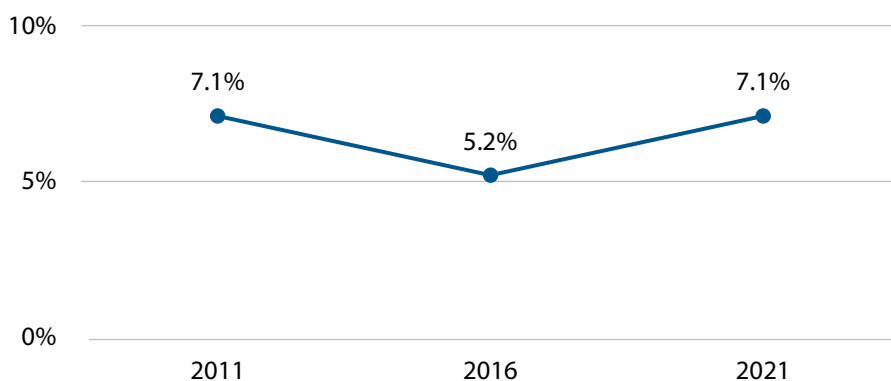
Source: Census of Population (statcan.gc.ca)

## Average Household Income, 2011–2021



Source: Census of Population (statcan.gc.ca)

## City of Port Moody Unemployment Rate, 2011–2021



Source: Census of Population (statcan.gc.ca)

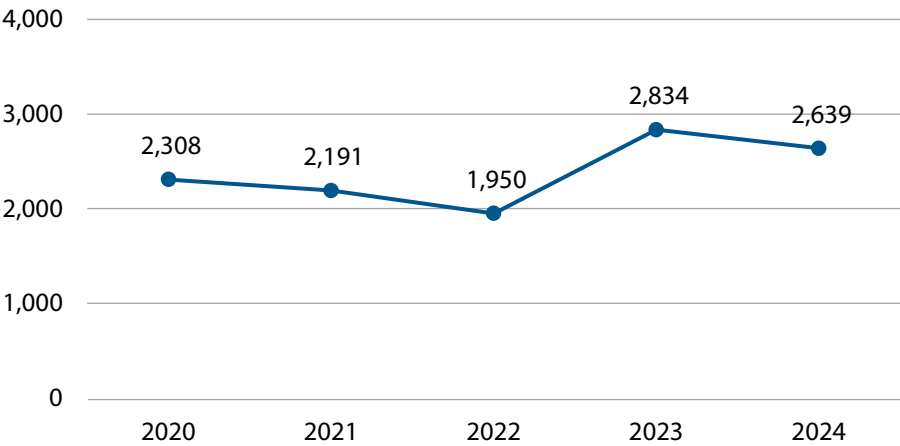
STATISTICAL ANALYSIS

2024 Major Employers in Port Moody

Employer	Industry
Fraser Health	Health
City of Port Moody	Local Government
School District 43	Education
Thrifty Foods	Retail Sales
Tru Earth	Warehouse/Retail Sales
Pacific Coast Terminal	Industrial
Meiga Supermarket	Retail Sales
Suncor	Industrial

Source: City of Port Moody Community Development Department

Business Licences, 2020–2024



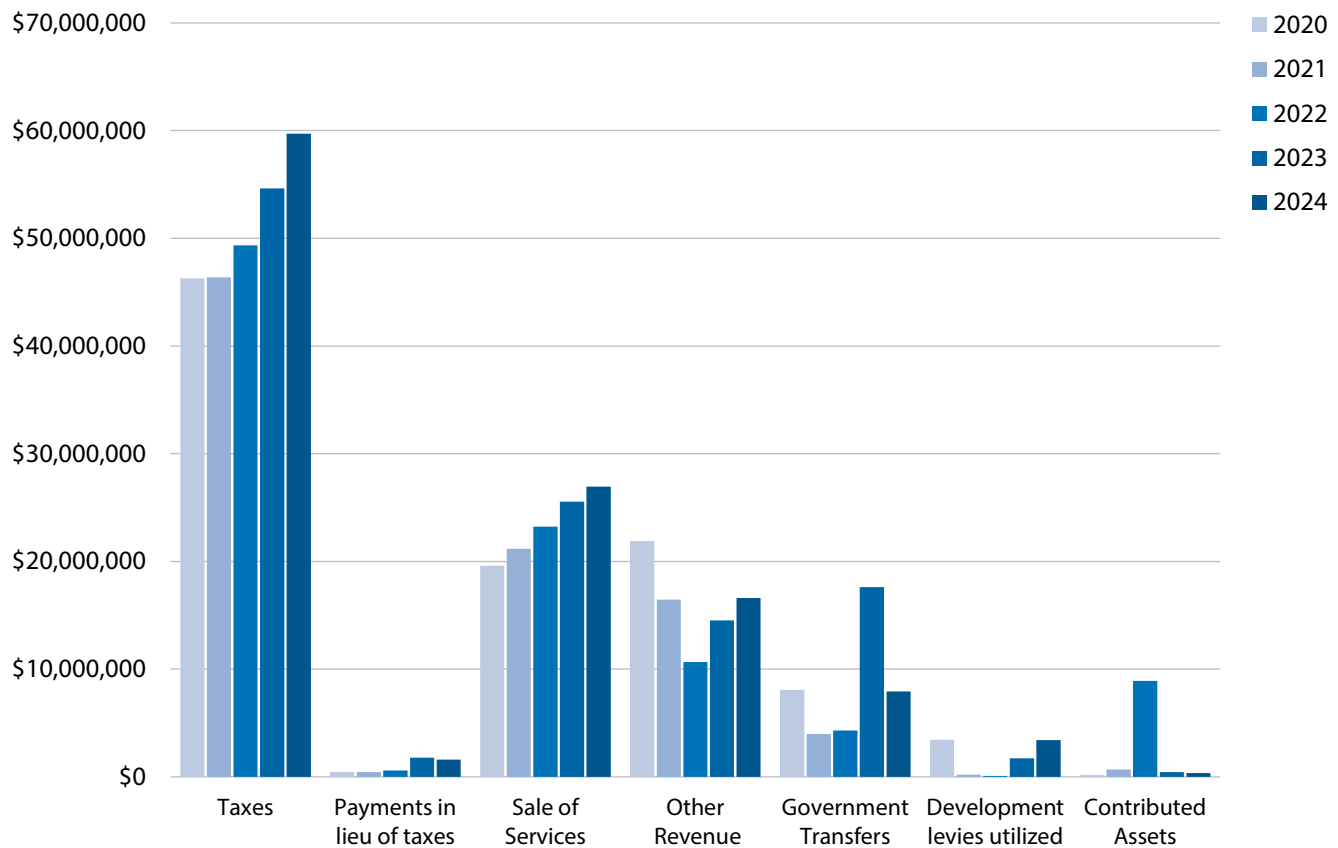
Source: City of Port Moody Community Development Department

Building Permit Values, 2020–2024 (in millions of dollars)

Year	Residential	Commercial	Industrial	Institutional	Total
2024	250.14	1.00	2.00	6.00	259.04
2023	181.99	1.93	0.00	22.45	206.47
2022	49.18	4.41	0.00	.275	53.97
2021	54.11	8.61	0.00	0.00	62.72
2020	205.14	1.63	0.00	19.48	226.25

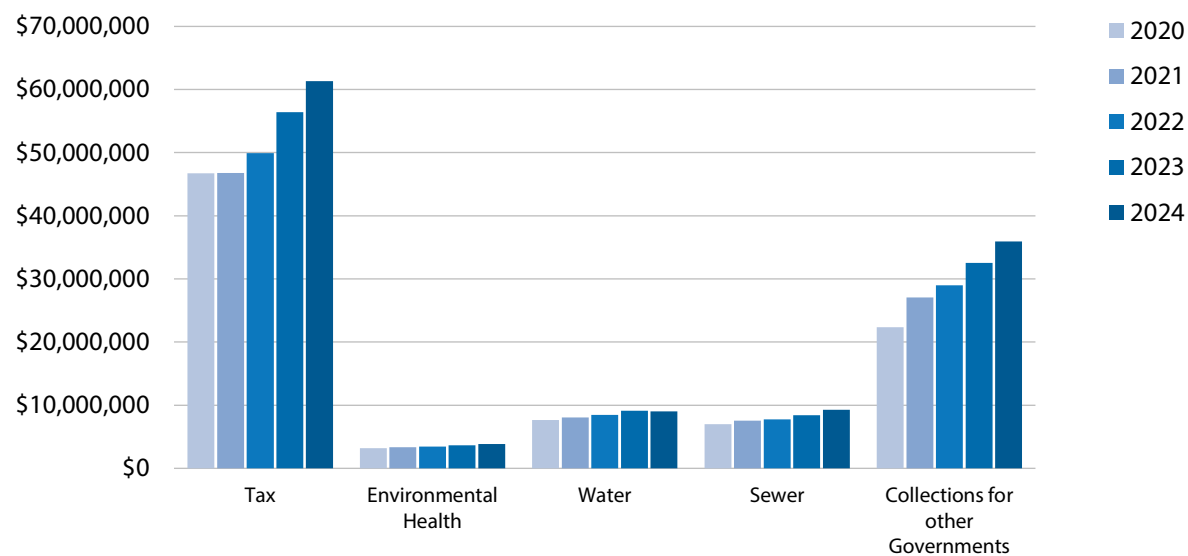
Source: City of Port Moody Community Development Department

## Revenues by Source, 2020–2024



Source: City of Port Moody Finance Division

## Property Tax Collections, Other Major Levies and Collections, 2020–2024



Source: City of Port Moody Finance Division



## STATISTICAL ANALYSIS

### 2024 Assessed Taxable Values (Includes Processed Supplementary Rolls and Port Credit)

Class	For General Purposes	% of Taxable Values	% of General Taxation
1 - Residential	\$ 17,015,711,318	87.88%	67.33%
2 - Utilities	5,395,875	0.03%	2.00%
3 - Supportive Housing	4	0.00%	0.00%
4 - Major Industrial	300,863,100	1.39%	11.23%
5 - Light Industrial	110,152,900	0.57%	1.53%
6 - Commercial	1,902,413,104	9.83%	17.79%
8 - Recreation	27,534,200	0.14%	0.13%
<b>Total</b>	<b>\$ 19,362,070,501</b>	<b>100.00%</b>	<b>100.00%</b>

Source: City of Port Moody Finance Division

### 2024 Mill Rates (per \$1,000 Assessed Taxable Values)

Class	Municipal	School*	TransLink	BCA	MFA	GVRD	Total
1 - Residential	2.38938	1.00570	0.27030	0.03470	0.00020	0.05803	<b>3.75831</b>
2 - Utilities	35.93629	12.11000	2.38120	0.43590	0.00070	0.20311	<b>51.06720</b>
3 - Supportive housing	2.38938	0.10000	-	-	0.00020	0.05803	<b>2.54761</b>
4 - Major Industrial	34.64706	1.36000	1.43230	0.43590	0.00070	0.19730	<b>38.07326</b>
5 - Light Industrial	8.91751	3.39000	0.67480	0.09630	0.00070	0.19730	<b>13.27661</b>
6 - Commercial	4.47685	3.39000	0.84340	0.09630	0.00050	0.14217	<b>8.94922</b>
7 - Managed Forest Land	7.16824	1.87000	-	0.22680	0.00060	0.17409	<b>9.43973</b>
8 - Recreation	2.01758	2.11000	0.18210	0.03470	0.00020	0.05803	<b>4.40261</b>
9 - Farm	2.38938	7.15000	0.32760	0.03470	0.00020	0.05803	<b>9.95991</b>

\*Basic school rate. Additional School tax on high valued properties is an additional 0.2% on the residential portion assessed between \$3 million and \$4 million, and 0.4% on the residential portion assessed over \$4 million.

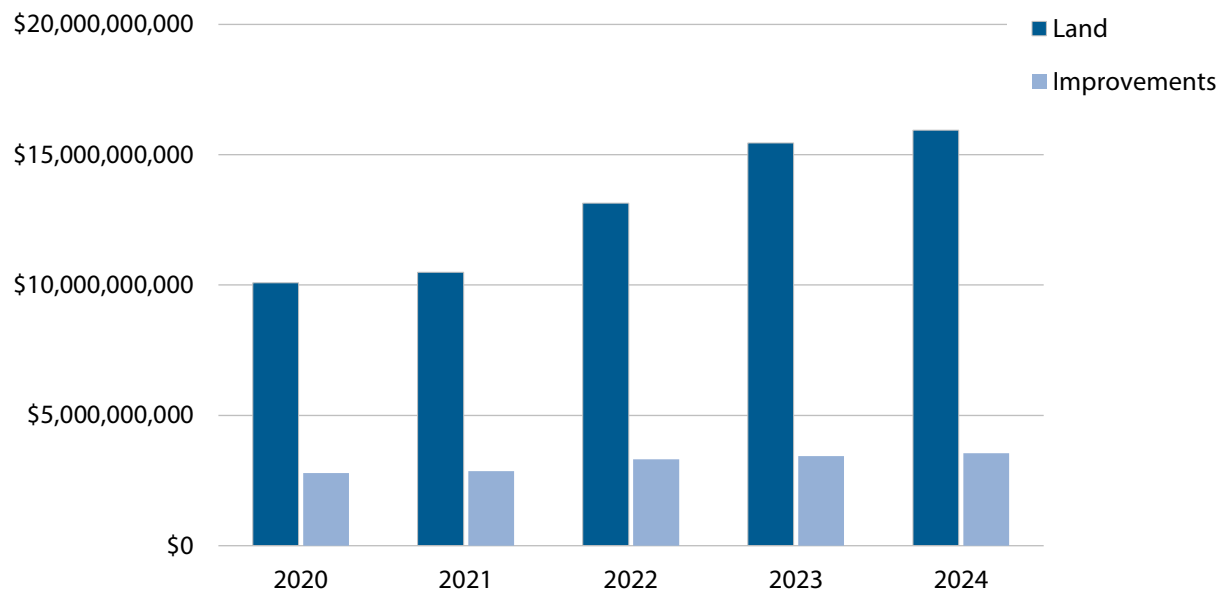
Source: City of Port Moody Finance Division

## Property Taxes Levied and Collected, 2020–2024

	2024	2023	2022	2021	2020
City of Port Moody	\$ 61,312,582	\$ 56,422,028	\$ 49,932,175	\$ 46,795,699	\$ 46,729,700
Collection for Other Taxing Authorities					
Province of BC - School Tax	\$ 26,860,504	\$ 25,043,273	\$ 22,284,264	\$ 20,787,547	\$ 16,422,007
Greater Vancouver Regional District	1,351,022	1,196,074	1,048,391	935,319	828,511
Greater Vancouver Transit Authority	6,793,973	5,395,490	4,864,670	4,584,993	4,335,074
BC Assessment Authority	929,205	873,842	785,932	744,787	747,236
Municipal Finance Authority	4,684	4,514	3,891	3,208	3,090
<b>Total Property Tax Levied</b>	<b>\$ 97,251,970</b>	<b>\$ 88,935,221</b>	<b>\$ 85,409,176</b>	<b>\$ 76,988,029</b>	<b>\$ 69,131,617</b>
<b>Total Current Year Property Taxes Collected</b>	<b>\$ 95,695,972</b>	<b>\$ 87,631,533</b>	<b>\$ 84,261,561</b>	<b>\$ 75,995,017</b>	<b>\$ 66,859,406</b>
<b>Percentage of Current Year Property Taxes Collected</b>	<b>98.40%</b>	<b>98.53%</b>	<b>98.66%</b>	<b>98.71%</b>	<b>96.71%</b>

Source: City of Port Moody Finance Division

## Assessed Values for General Municipal Purposes, 2020–2024



Source: City of Port Moody Finance Division

## STATISTICAL ANALYSIS

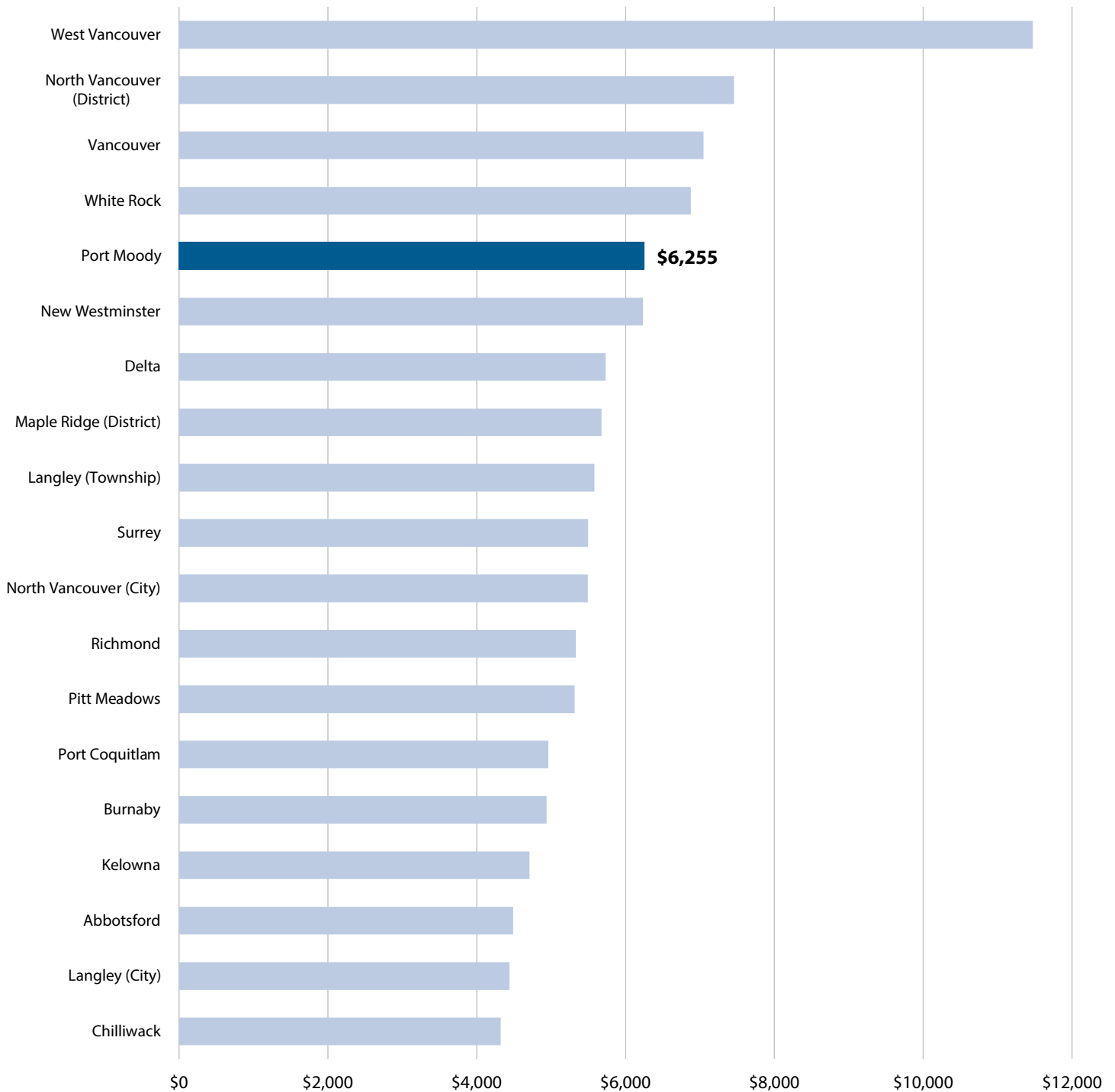
### *Composition of Tax Revenue and Assessment, 2010–2024*

Over the last fifteen years, the proportion of Port Moody's tax revenue from industrial and commercial activities has fluctuated between 31.01% and 35.63%, with an overall decrease from 32.54% in 2010 to 31.96% in 2024.

Tax Portion (Municipal Portion)				Assessments	
	Total Tax Revenue	Industrial & Commercial Tax Revenue (Class 4, 5 & 6)	% from Industrial & Commercial Revenue	Total	% from Industrial & Commercial Revenue (Class 4, 5 & 6)
Year	\$ Millions	\$ Millions	%	\$ Billions	%
2010	26.48	8.62	32.54%	6.09	8.58%
2011	27.84	9.02	32.39%	6.54	8.12%
2012	29.36	9.11	31.01%	6.72	8.16%
2013	30.84	9.76	31.64%	6.92	8.13%
2014	32.14	10.06	31.31%	7.00	8.14%
2015	34.23	10.65	31.10%	7.36	8.26%
2016	35.29	11.22	31.79%	8.41	8.57%
2017	38.61	13.16	34.08%	8.77	7.96%
2018	40.80	14.03	34.38%	10.74	8.80%
2019	43.99	15.67	35.63%	14.00	10.34%
2020	46.93	16.12	34.34%	14.96	11.62%
2021	47.13	15.30	32.47%	15.60	9.16%
2022	49.85	16.08	32.26%	17.50	10.64%
2023	55.30	17.90	32.37%	21.66	11.19%
<b>2024</b>	<b>60.12</b>	<b>19.21</b>	<b>31.96%</b>	<b>23.13</b>	<b>11.95%</b>

Source: City of Port Moody Finance Division

## 2024 Total Tax and Utility Charges for an Average Home\*



\* Includes collection of other government levies

Source: City of Port Moody Finance Division

## STATISTICAL ANALYSIS

### 2024 Principal Taxpayers in Port Moody

Registered Owner	Total Tax Levied in 2024*
SUNCOR ENERGY INC	\$ 9,884,351
IMPERIAL OIL LTD	2,396,275
PACIFIC COAST TERMINALS CO LTD	2,350,962 **
ONNI DEVELOPMENT (IOCO ROAD) CORP	1,366,403
MILL & TIMBER PRODUCTS LTD	1,161,018
POLYNT COATINGS CANADA LTD	1,131,655
BOSA DEVELOPMENT GROUP INC	697,090
OPENROAD AUTO GROUP LTD	660,345
INLET DISTRICT INVESTMENTS LTD	560,959
1030 CECILE DRIVE HOLDINGS LTD	512,739
1135653 BC LTD	365,037
DICK IRWIN LTD	337,976
CHOI, KEY-JOO / CHOI, YEONG-JA	318,556
R M BEREZAN & SON LTD	289,531
INLET GLEN APARTMENTS LIMITED	272,928
SPRING STREET HOLDINGS CORP	266,066
MOUNTAINVIEW COOPERATIVE HOUSING ASSOCIATION	265,600
RASTAD CONSTRUCTION LTD	247,944
NOORT INVESTMENTS LTD	244,869
ROCKY POINT JOINT VENTURE LTD	213,092
ARAGON (ST JOHNS) PROPERTIES LTD	206,924
1145446 B C LTD	204,409
WOODBIDGE LIVING (ST JOHNS) LTD	196,714
JOHN PAROLIN HOLDINGS LTD / WILLMS HOLDINGS LTD	190,668
ARAGON (CLARKE) PROPERTIES LTD	184,336

\*Includes amounts collected on behalf of other government authorities

\*\* Net of Port Competitiveness Grant

Source: City of Port Moody Finance Division



## 2024 Tax Exemptions Bylaw No. 3425

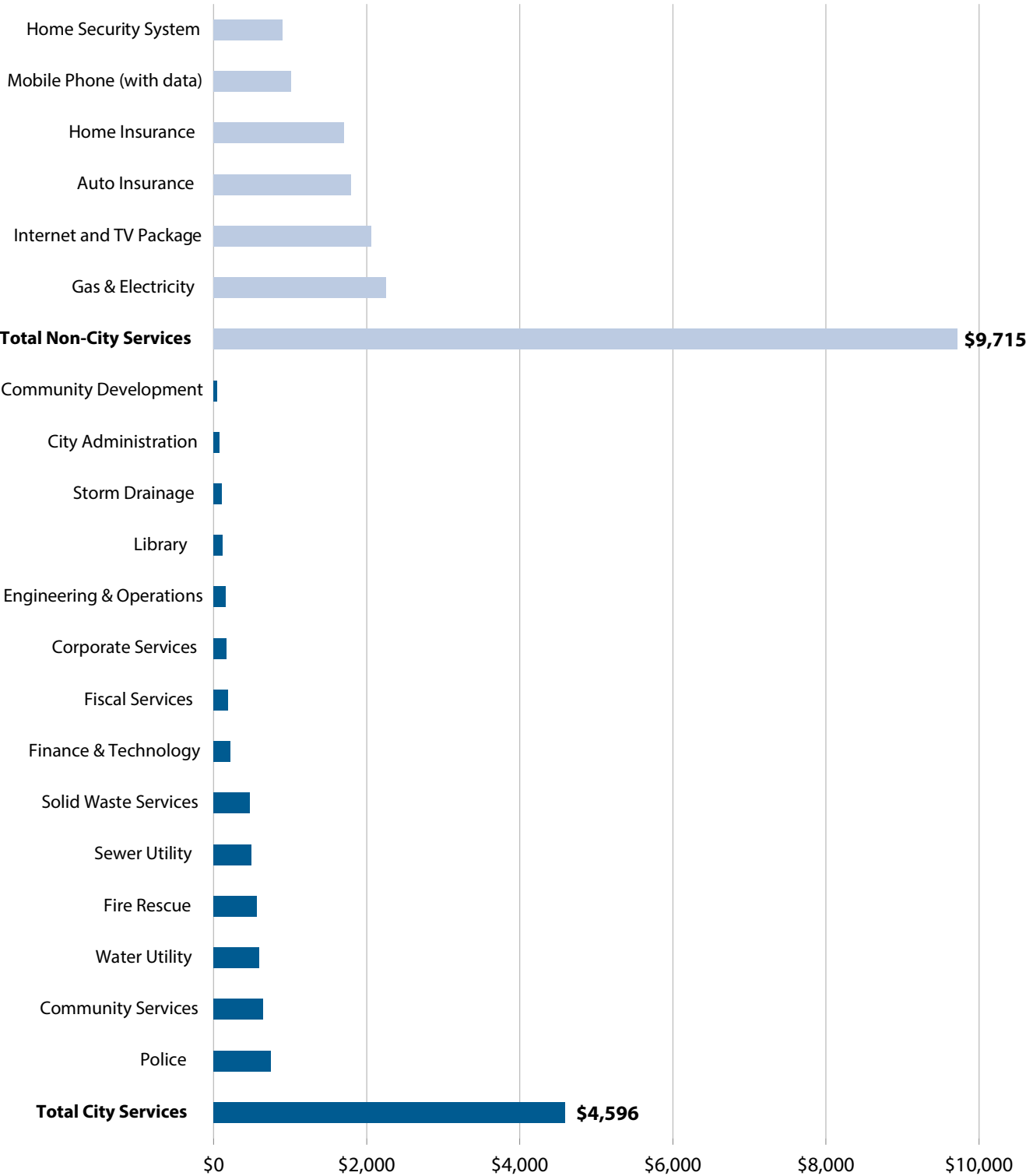
	Bylaw Ref	Folio #	Authority to Grant Exemption	Exempt Assessment	Class	Municipal Tax
<b>Statutory Exemptions</b>						
Mennonite Church	2.1.1	03161-000	Section 220 (1) (h)	4,040,000	8	\$ 7,992
Catholic Church	2.1.2	03350-002	Section 220 (1) (h)	663,000	8	1,312
United Church	2.1.3	04024-000	Section 220 (1) (h)	2,339,000	8	4,627
Anglican Church	2.1.4	04086-001	Section 220 (1) (h)	435,000	8	861
United Church	2.1.5	08958-002	Section 220 (1) (h)	421,900	8	835
Fraser Health Authority (Note 1)		16476-000	Section 220 (1) (j)	171,954,000	6	797,699
Total Statutory Exemptions						\$ 813,326
<b>Permissive Exemptions</b>						
Mennonite Church	2.1.1	03161-000	Section 224 (2) (f)	2,032,000	8	4,020
Catholic Church	2.1.2	03350-002	Section 224 (2) (f)	959,400	8	1,898
Anglican Church	2.1.4	04086-001	Section 224 (2) (f)	1,860,100	8	3,680
United Church	2.1.5	08958-002	Section 224 (2) (f)	1,219,000	8	2,412
Kinsight Community Society	2.1.6	02031-201	Section 224 (2) (a)	2	3	-
Kinsight Community Society	2.1.7	02031-234	Section 224 (2) (a)	2	3	-
Kinsight Community Society	2.1.8	02031-252	Section 224 (2) (a)	2	3	-
Kinsight Community Society	2.1.9	02031-303	Section 224 (2) (a)	2	3	-
Port Moody Ecological Society	2.1.10	02089-010	Section 224 (2) (a)	5,231,900	6	24,271
Port Moody Heritage Society	2.1.11	03053-000	Section 224 (2) (a)	2,667,000	6	12,372
Community Ventures Society	2.1.12	03138-015	Section 224 (2) (a)	1,251,000	6	5,803
Royal Canadian Legion Port Moody Branch No. 119	2.1.13	03152-501	Section 224 (2) (a)	4,889,000	6	22,680
Royal Canadian Legion Port Moody Branch No. 119	2.1.14	03152-501	Section 224 (2) (a)	49,300	8	98
Port Moody Arts Centre Society	2.1.15	03219-001	Section 224 (2) (a)	157,500	6	731
Port Moody Senior Housing Society	2.1.16	03351-000	Section 224 (2) (a)	14,058,000	1	32,887
Catalyst Community Developments Society and St. Andrews Port Moody Housing Society	2.1.17	04024-000	Section 224 (2) (a)	4,841,000	1	11,325
Catalyst Community Developments Society and St. Andrews Port Moody Housing Society	2.1.18	04024-000	Section 224 (2) (a)	8,948,000	6	41,510
Community Ventures Society	2.1.19	04027-000	Section 224 (2) (a)	2,421,700	6	11,234
House of Omeed	2.1.20	04063-000	Section 224 (2) (a)	1,452,000	6	6,736
City of Port Moody	2.1.21	08977-020	Section 224 (2) (i)	1,173,000	8	2,321
Association of Neighbourhood Houses of BC DBA Sasamat Outdoor Centre	2.1.22	16712-000	Section 224 (2) (a)	202,000	6	937
Association of Neighbourhood Houses of BC DBA Sasamat Outdoor Centre	2.1.23	16712-000	Section 224 (2) (a)	1,118,000	8	2,212
City of Port Moody	2.1.24	17000-003	Section 224 (2) (d)	220,000	6	1,021
City of Port Moody	2.1.25	17000-005	Section 224 (2) (d)	281,000	6	1,304
City of Port Moody	2.1.26	17000-011	Section 224 (2) (d)	550,000	6	2,551
City of Port Moody	2.1.27	09305-004	Section 224 (2) (d)	426,000	6	1,976
Total Permissive Exemptions						\$ 193,979
<b>Total Municipal Exemptions</b>						<b>\$ 1,007,305</b>

Note 1: Fraser Health Authority has no reference on the permissive exemption bylaw as there is no permissive exemption component related to this organization.

Source: City of Port Moody Finance Division

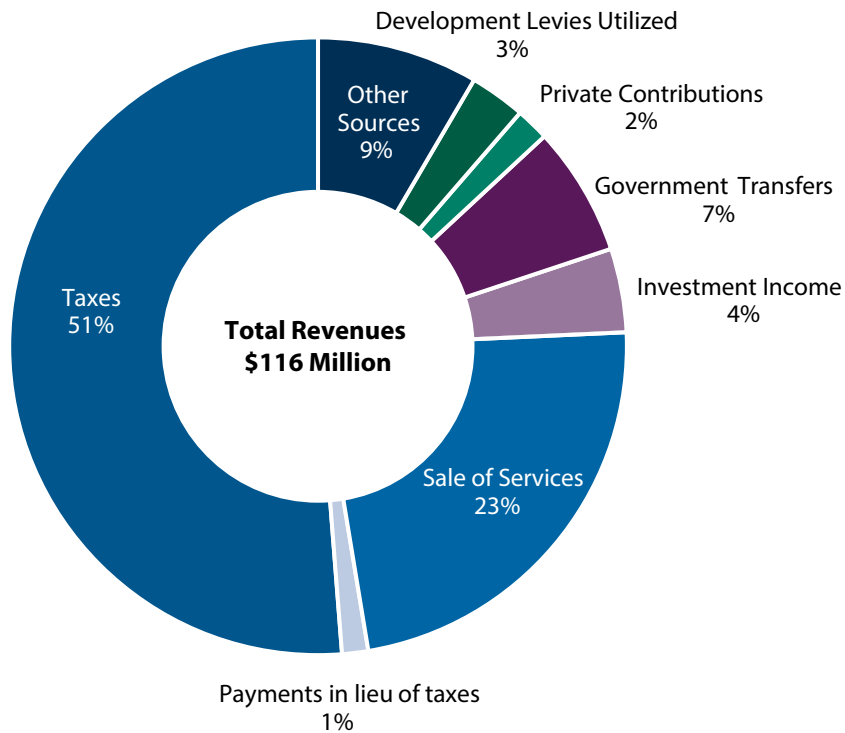
STATISTICAL ANALYSIS

2024 Standard Household Costs  
Comparing the average 2024 standard household costs to the budgeted cost of all City services



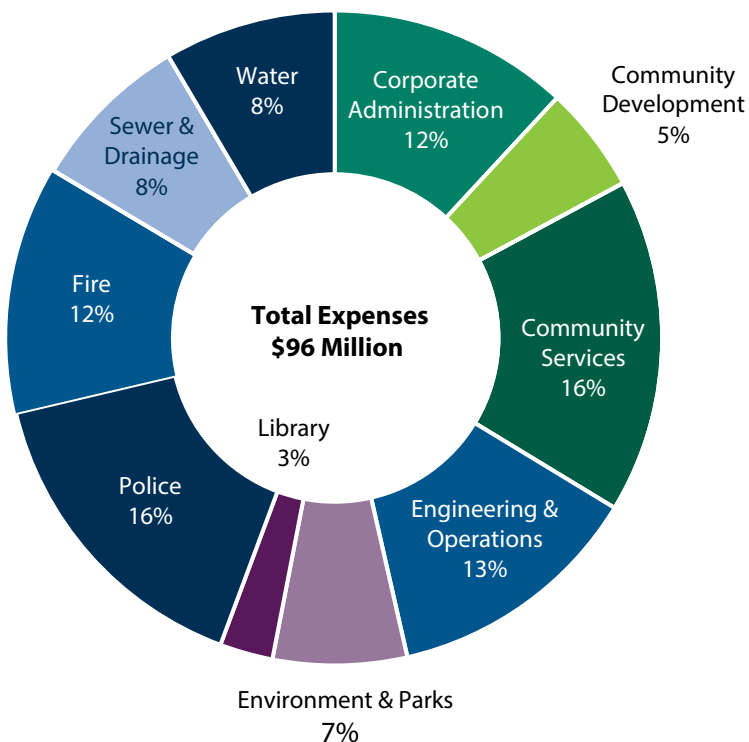
Source: City of Port Moody Finance Division \* Excludes collection of other government levies

## 2024 Total Revenues by Source



Source: City of Port Moody Finance Division

## 2024 Departmental Expenses



Source: City of Port Moody Finance Division

## STATISTICAL ANALYSIS

### *Revenues and Expenses by Function and Category, 2020–2024 (in thousands of dollars)*

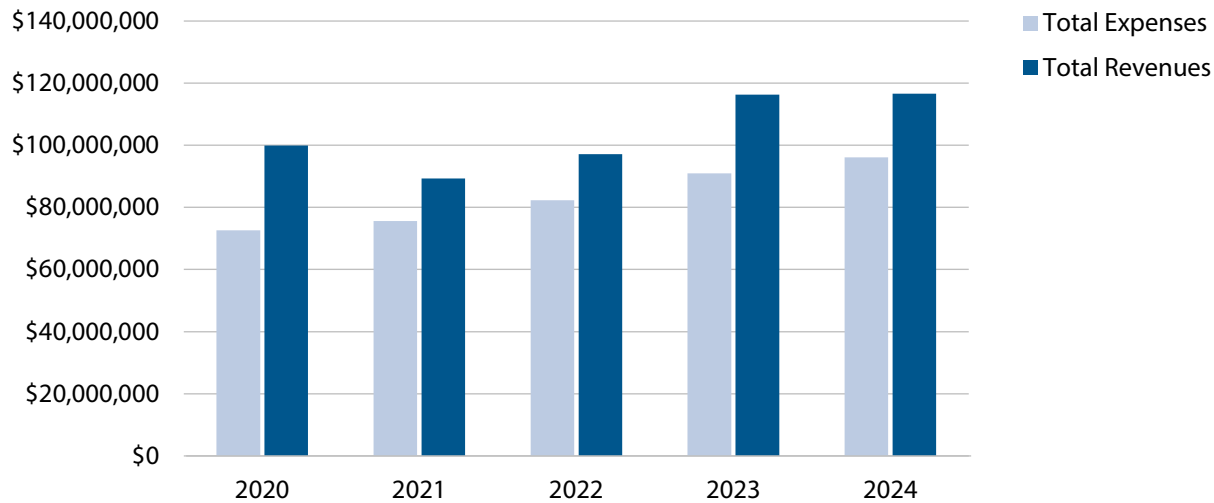
	2024	2023	2022	2021	2020
<b>Revenues</b>					
Taxes	\$ 59,719	\$ 54,644	\$ 49,339	\$ 46,361	\$ 46,293
Payments in lieu of taxes	1,593	1,778	593	435	438
Sale of Services	26,944	25,539	23,234	21,188	19,605
Other Revenue	16,616	14,526	10,672	16,452	21,890
Government Transfers	7,914	17,613	4,290	3,978	8,065
Development levies utilized	3,400	1,727	75	191	3,436
Contributed Assets	362	428	8,912	681	161
	<u>\$ 116,548</u>	<u>\$ 116,255</u>	<u>\$ 97,115</u>	<u>\$ 89,286</u>	<u>\$ 99,888</u>

<b>Expenses - By Department</b>					
Corporate Administration	\$ 11,423	\$ 11,083	\$ 10,576	\$ 8,869	\$ 9,142
Community Development	5,061	5,062	3,983	3,508	2,924
Community Services	15,879	14,493	12,889	11,658	10,942
Engineering & Operations	12,246	11,209	11,173	10,006	9,227
Environment & Parks	6,358	6,038	4,972	4,244	4,233
Library	2,522	2,341	2,227	2,114	2,087
Police	15,030	14,855	13,238	12,412	12,075
Fire	11,742	11,133	9,941	9,455	8,835
Sewer & Drainage	7,657	7,175	5,999	6,026	5,602
Water	8,154	7,546	7,308	7,354	7,512
Total Expenses	<u>\$ 96,072</u>	<u>\$ 90,935</u>	<u>\$ 82,306</u>	<u>\$ 75,646</u>	<u>\$ 74,599</u>

<b>Expenses - By Service Category</b>					
Salaries and Benefits	\$ 52,943	\$ 50,048	\$ 46,012	\$ 42,851	\$ 40,180
Goods and Services	30,656	29,075	25,596	22,262	22,456
Amortization	11,661	11,013	10,195	10,012	9,393
Debt Interest	812	799	503	521	550
	<u>\$ 96,072</u>	<u>\$ 90,935</u>	<u>\$ 82,306</u>	<u>\$ 75,646</u>	<u>\$ 72,579</u>
<b>Annual Surplus</b>					
	<u>\$ 20,476</u>	<u>\$ 25,320</u>	<u>\$ 14,809</u>	<u>\$ 13,640</u>	<u>\$ 25,289</u>

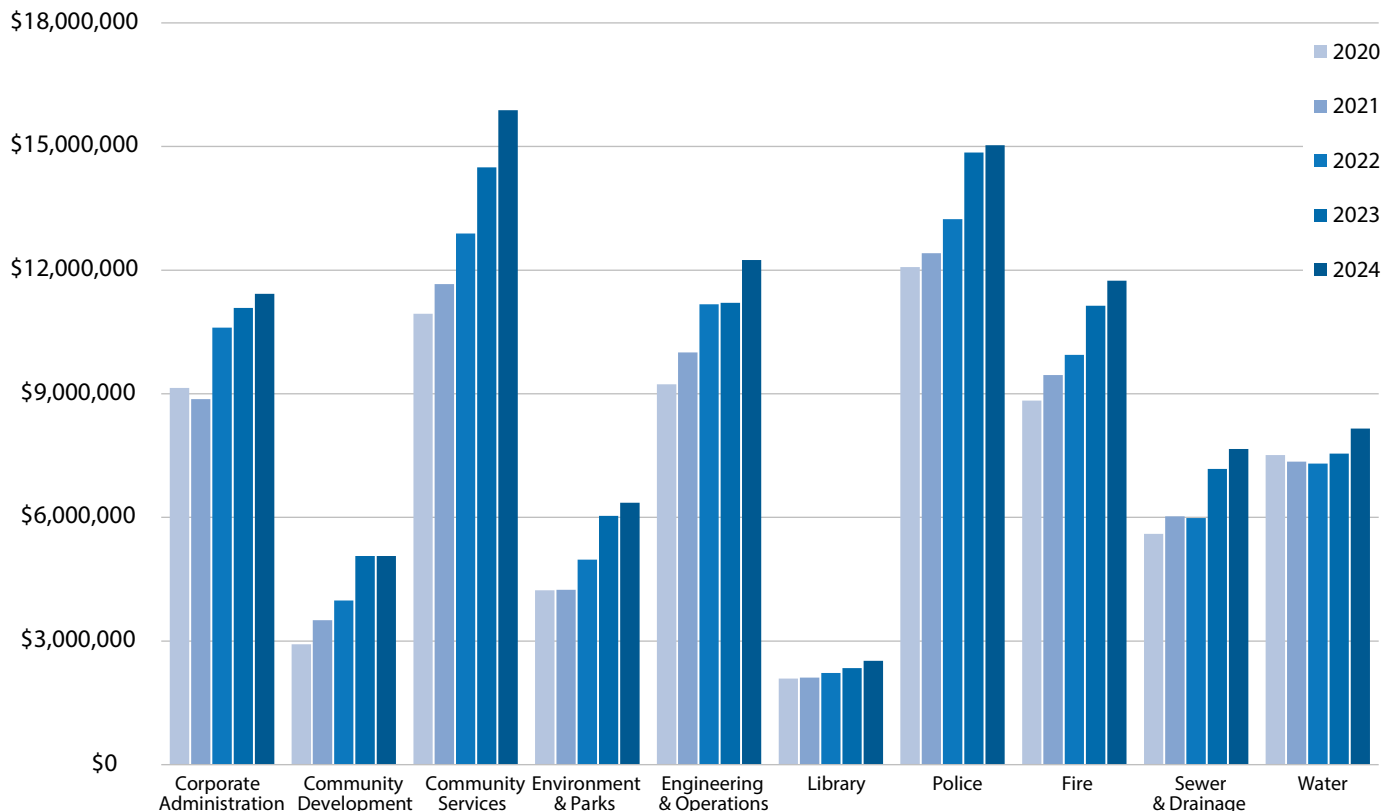
Source: City of Port Moody Finance Division

## Total Expenses and Total Revenues, 2020–2024



Source: City of Port Moody Finance Division

## Expenses by Function, 2020–2024

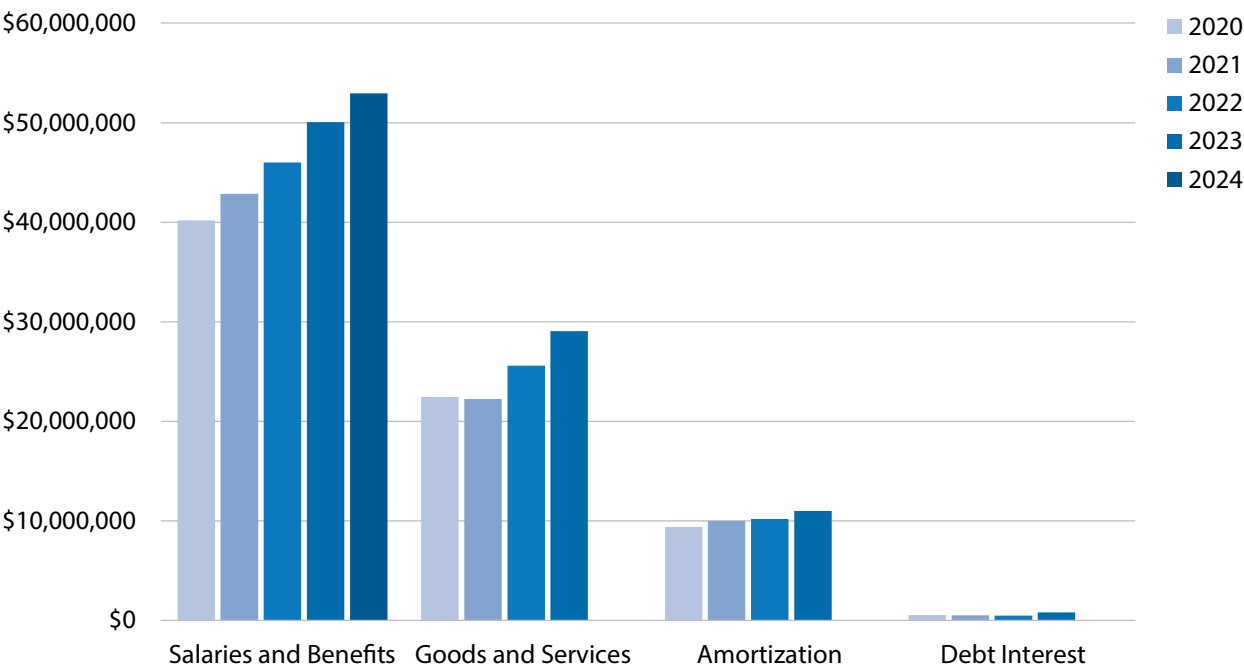


Source: City of Port Moody Finance Division



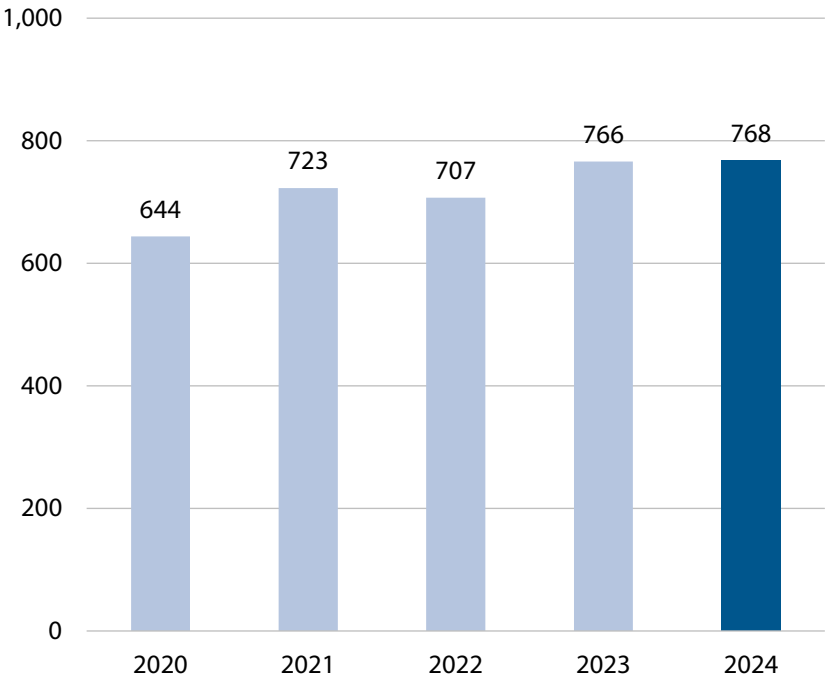
STATISTICAL ANALYSIS

Expenses by Category, 2020–2024



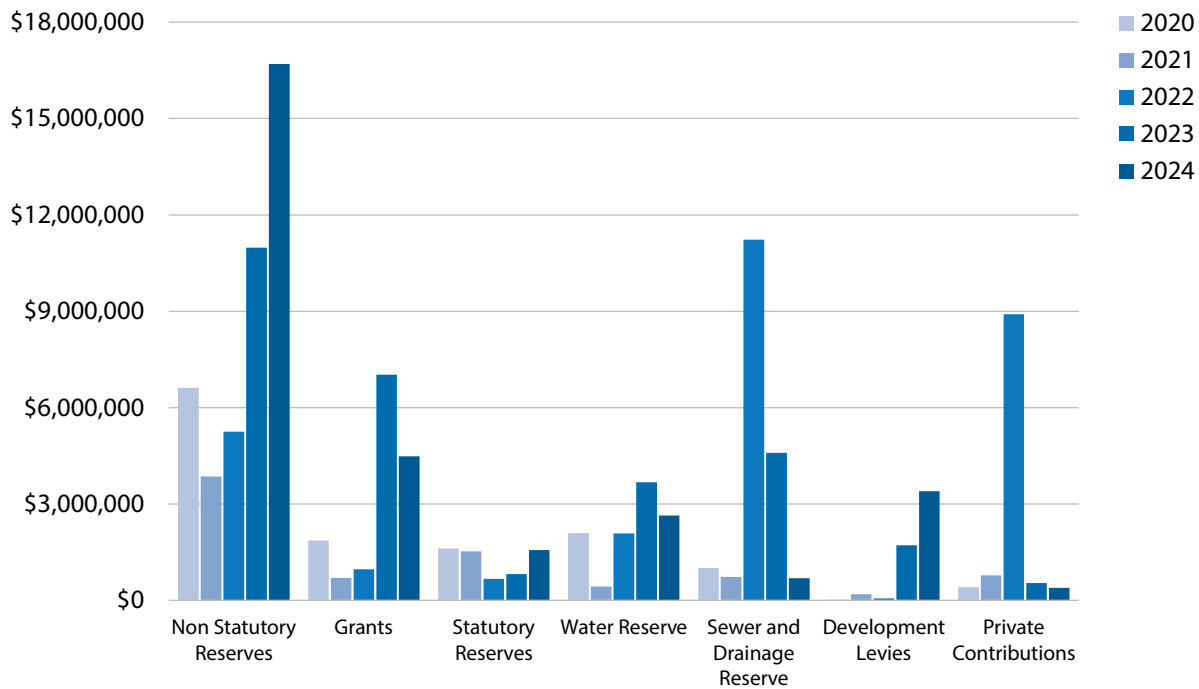
Source: City of Port Moody Finance Division

Number of City Employees, 2020–2024



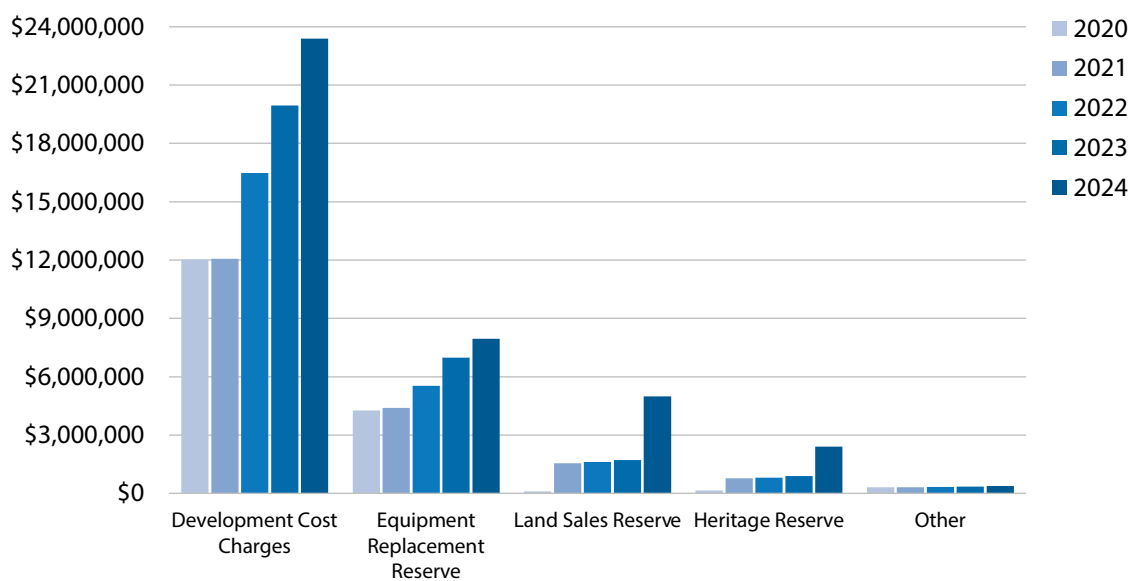
Source: City of Port Moody Human Resources Division

## Capital Expenses by Funding Source, 2020–2024



Source: City of Port Moody Finance Division

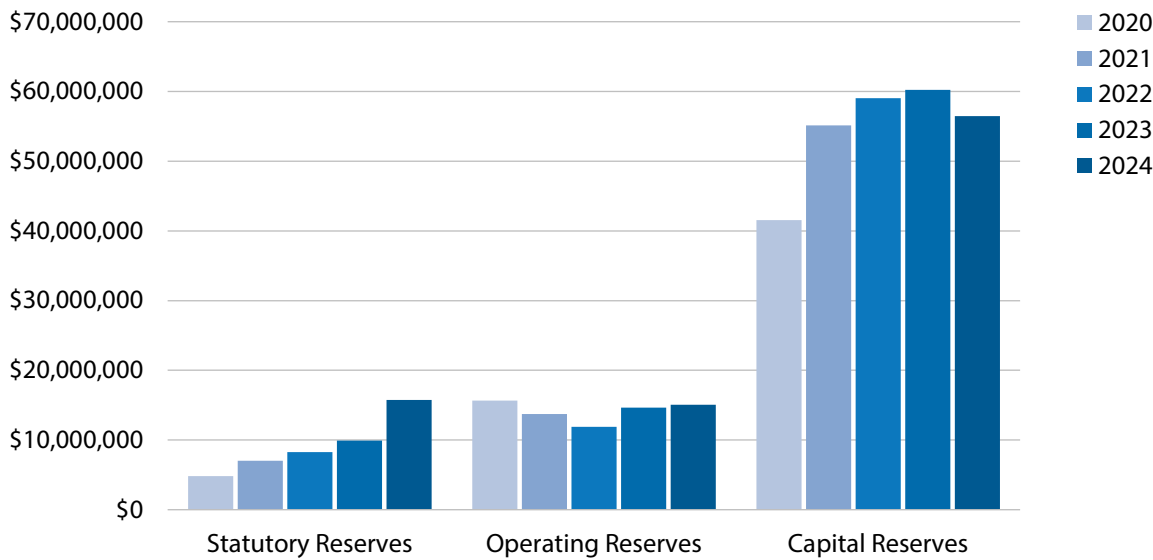
## Summary of Statutory Reserve Funds, 2020–2024



Source: City of Port Moody Finance Division

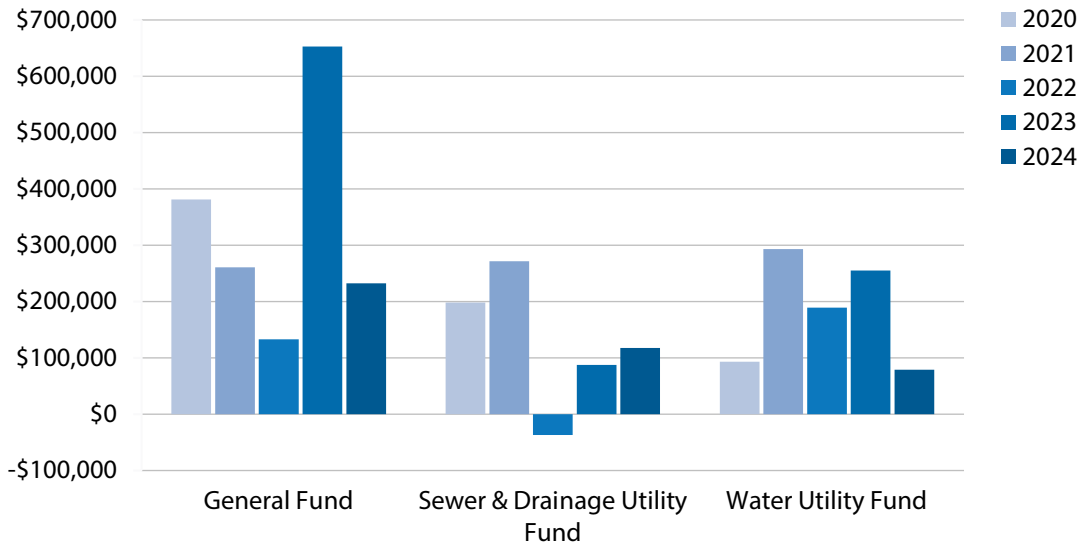
STATISTICAL ANALYSIS

Summary of Reserve Funds, 2020–2024



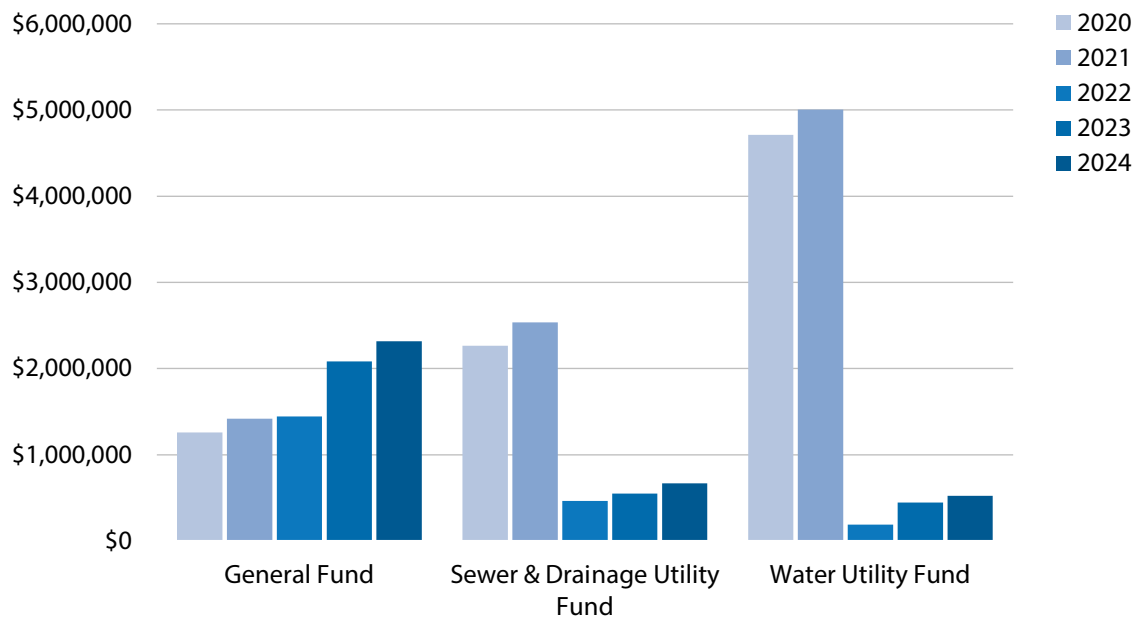
Source: City of Port Moody Finance Division

Annual Surplus by Fund, 2020–2024



Source: City of Port Moody Finance Division

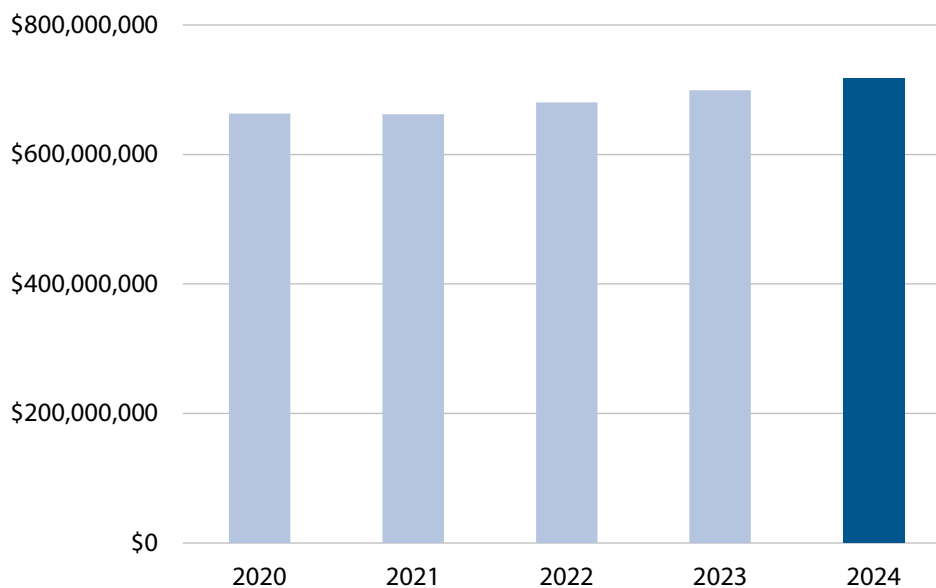
## Accumulated Surplus by Fund, 2020–2024



Note: The Water, Sewer and Drainage funds accumulated surplus decline in 2022 results from a significant transfer to the Water, Sewer and Drainage capital asset replacement reserves.

Source: City of Port Moody Finance Division

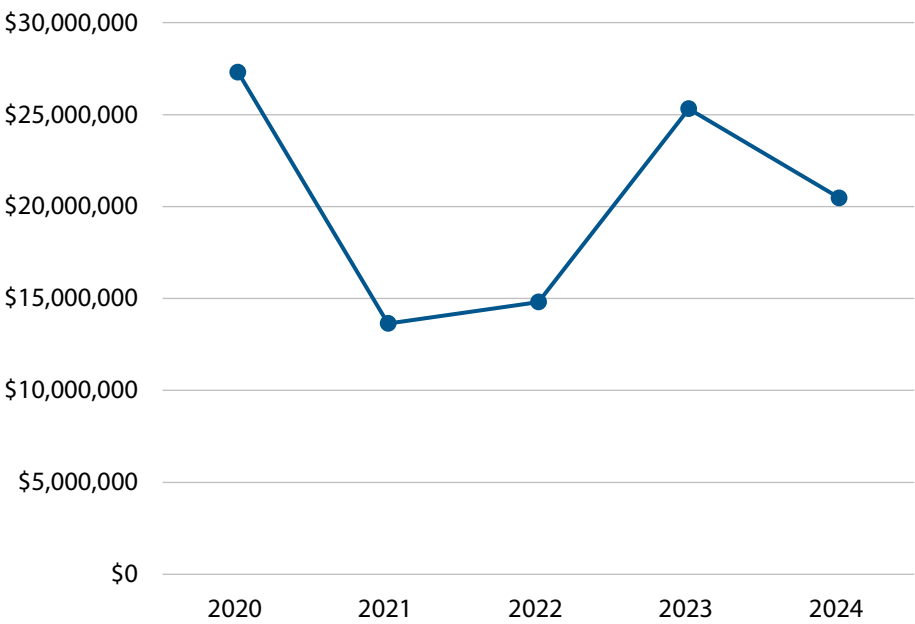
## Invested in Tangible Capital Assets, 2020–2024



Source: City of Port Moody Finance Division

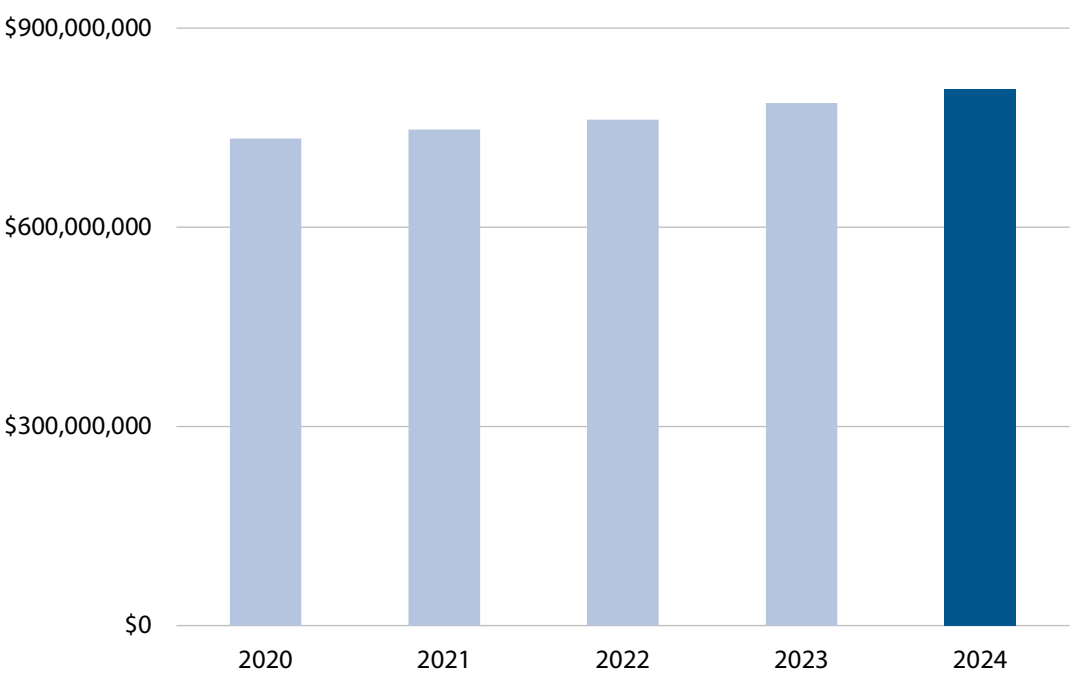
STATISTICAL ANALYSIS

Annual Surplus, 2020–2024



Source: City of Port Moody Finance Division

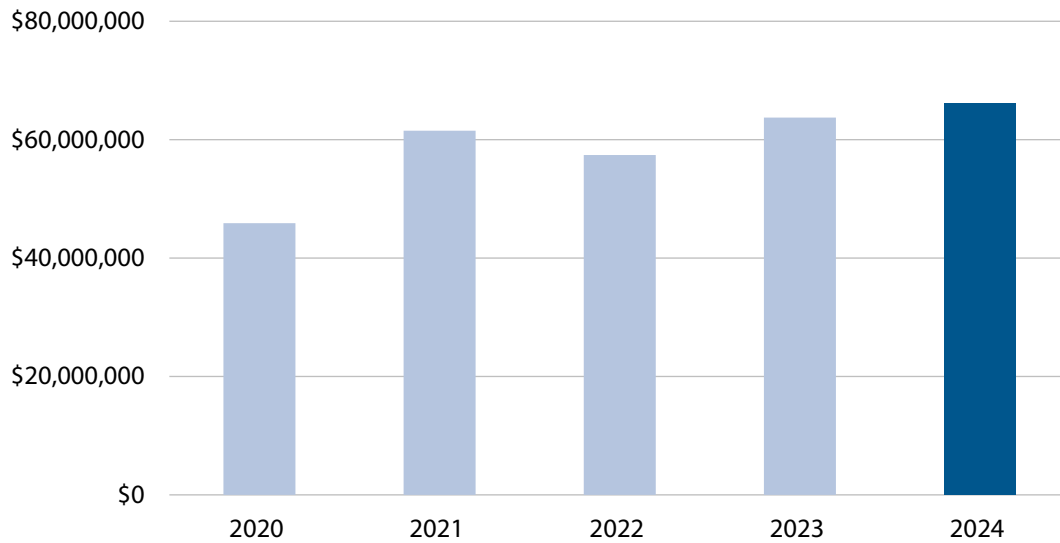
Accumulated Surplus, 2020–2024



Source: City of Port Moody Finance Division

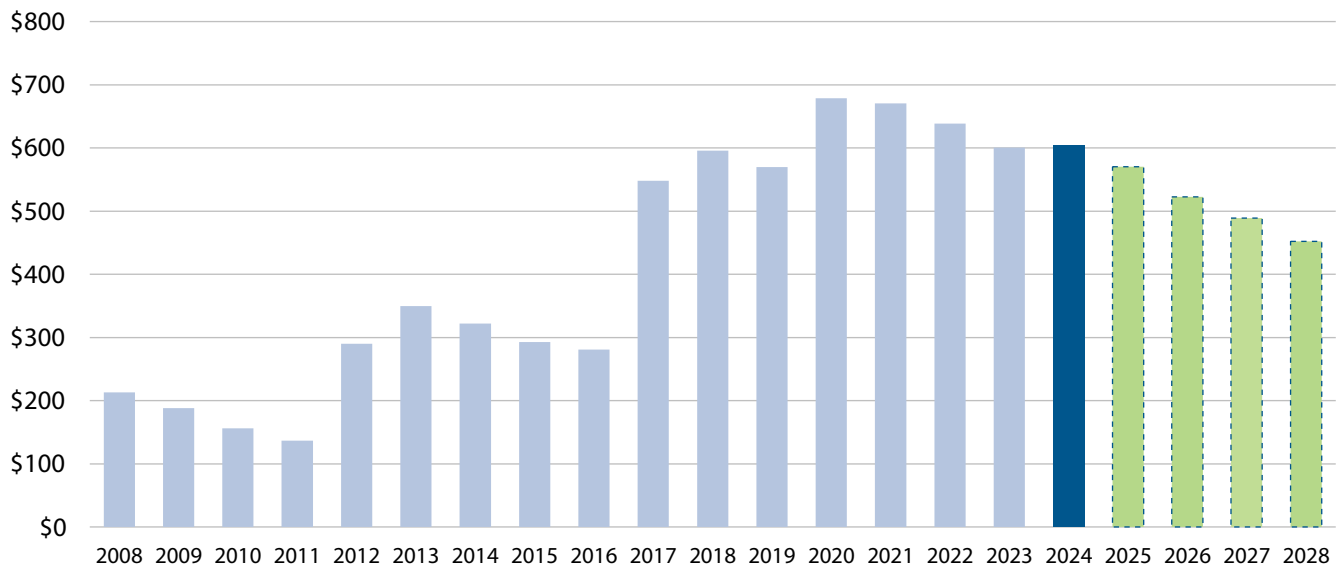


## Net Financial Assets (Net Debt), 2020–2024



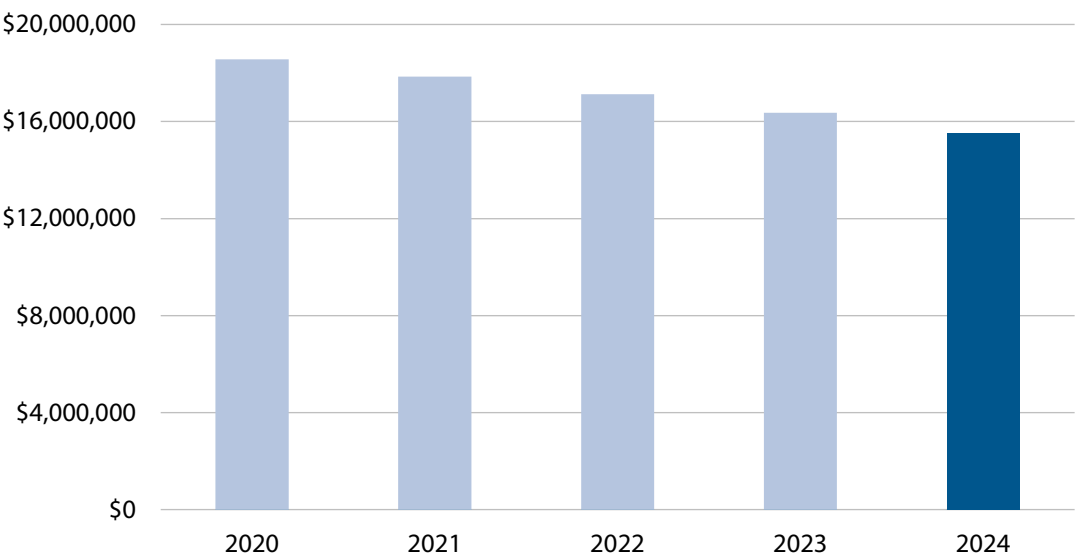
Source: City of Port Moody Finance Division

## Debt Per Capita, 2008–2028



Source: City of Port Moody Finance Division

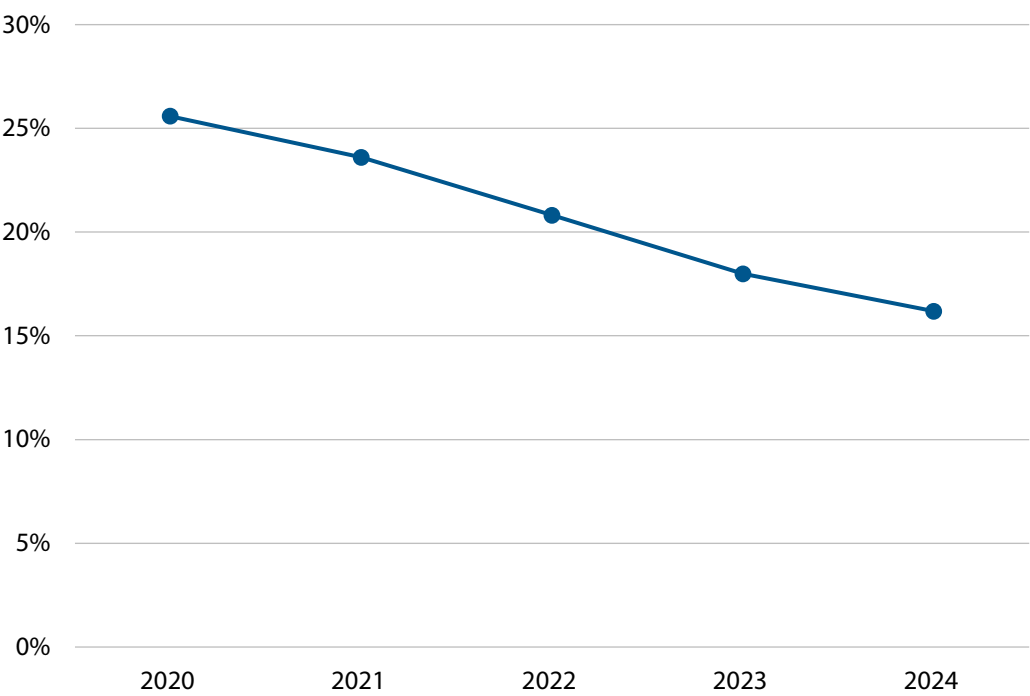
Bylaw Debt, 2020–2024



Note: The entire amount of the City's long-term debt is funded by property taxes.

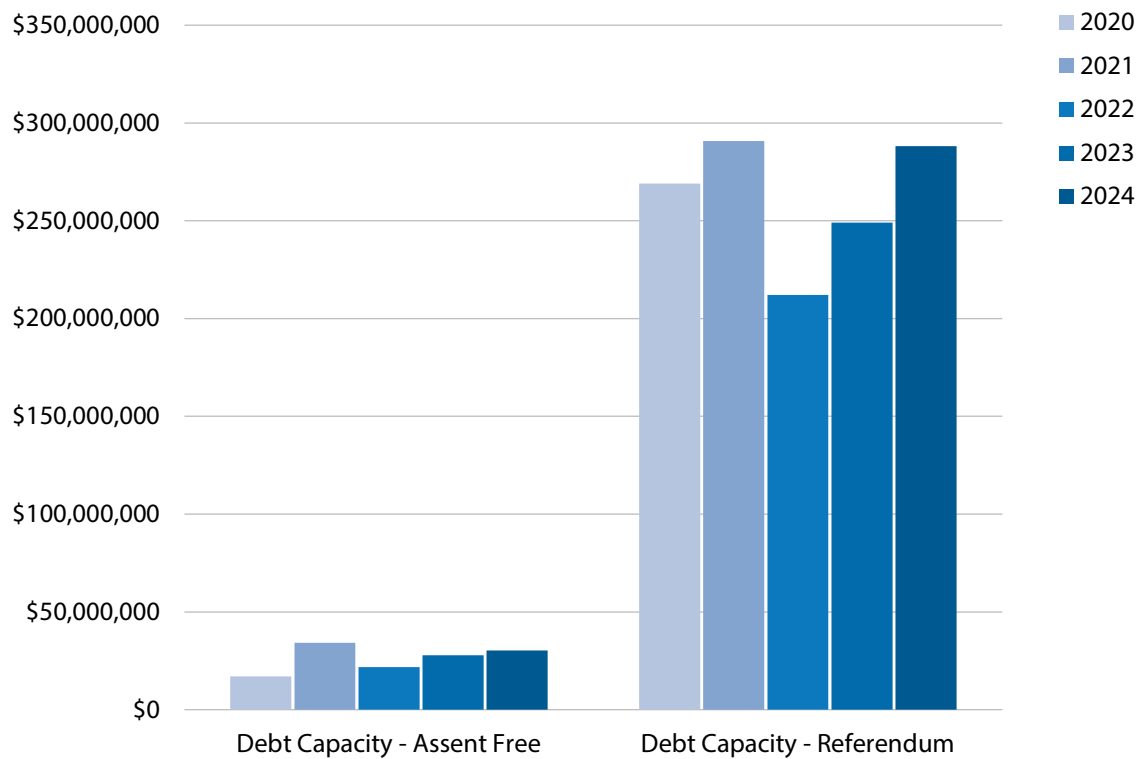
Source: City of Port Moody Finance Division

Long Term Debt to General Expenses, 2020–2024



Source: City of Port Moody Finance Division

*Legal Debt Limit, 2020–2024*



Note: Based on a 25 year borrowing term and Municipal Finance Authority's posted market rates.

Source: [City of Port Moody Finance Division](#)



# City of Port Moody

## Bylaw No. 3508

A Bylaw to establish the budget for the 2025-2029 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, 2025, No. 3508".

### 2. Repeal

- 2.1 City of Port Moody Financial Plan Bylaw, 2024, No. 3452 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, 2025; and
  - Schedule B – 2025 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 22<sup>nd</sup> day of April, 2025.

**Read a second time** this 22<sup>nd</sup> day of April, 2025.

**Read a third time** this 22<sup>nd</sup> day of April, 2025.

**Adopted** this 6<sup>th</sup> day of May, 2025.



M. Lahti  
Mayor



S. Lam  
Corporate Officer

# Schedule A to Bylaw No. 3508

## Financial Plan, 2025

	2025	2026	2027	2028	2029
<b>REVENUES</b>					
Taxation	\$ 63,329,708	\$ 68,400,964	\$ 72,021,173	\$ 75,590,358	\$ 79,085,276
Sales, Fees and User Charges	\$ 29,895,790	\$ 31,402,004	\$ 32,899,292	\$ 34,566,543	\$ 36,166,272
Other Revenue	\$ 15,248,870	\$ 12,551,898	\$ 14,887,735	\$ 12,459,344	\$ 12,501,022
Development Levies	\$ 5,464,996	\$ 0	\$ 0	\$ 0	\$ 0
	\$ 113,939,365	\$ 112,354,865	\$ 119,808,200	\$ 122,616,244	\$ 127,752,570
<b>EXPENSES</b>					
Operating Expenses	(115,592,080)	(110,463,624)	(114,530,288)	(118,961,447)	(123,497,102)
<b>SURPLUS/(DEFICIT)</b>	<b>(1,652,715)</b>	<b>\$ 1,891,242</b>	<b>\$ 5,277,911</b>	<b>\$ 3,654,797</b>	<b>\$ 4,255,468</b>
<b>NON-CASH ITEMS</b>					
Amortization	\$ 12,826,620	\$ 14,109,282	\$ 15,520,210	\$ 17,072,231	\$ 18,779,454
	\$ 12,826,620	\$ 14,109,282	\$ 15,520,210	\$ 17,072,231	\$ 18,779,454
<b>Cash Items</b>					
Capital Expenditures	(74,051,782)	(15,624,500)	(12,900,500)	(10,525,400)	(9,097,700)
Debt principle repayment	(1,081,381)	(1,074,386)	(975,500)	(1,023,100)	(1,043,869)
	(75,133,163)	(16,698,886)	(13,876,000)	(11,548,500)	(10,141,569)
<b>TRANSFERS FROM</b>					
Accumulated Surplus	\$ 695,100	\$ 0	\$ 0	\$ 0	\$ 0
Equip. Replace. Reserve Fund	\$ 4,400,753	\$ 3,866,264	\$ 1,910,214	\$ 1,543,918	\$ 3,069,481
Land Sales Reserve Fund	\$ 347,342	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Off Road Parking Fund	\$ 19,315	\$ 0	\$ 0	\$ 0	\$ 0
Reserves/Funds	\$ 82,965,138	\$ 21,837,603	\$ 18,691,072	\$ 18,350,557	\$ 15,317,651
	\$ 88,427,648	\$ 25,953,867	\$ 20,851,285	\$ 20,144,475	\$ 18,637,132
<b>TRANSFERS TO</b>					
Equip. Replace. Reserve Fund	(2,040,923)	(2,257,014)	(2,399,974)	(2,506,991)	(2,592,556)
Reserves/Funds	(22,427,467)	(22,998,491)	(25,373,433)	(26,816,012)	(28,937,929)
	(24,468,389)	(25,255,505)	(27,773,407)	(29,323,003)	(31,530,485)
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>



## **Schedule B to Bylaw No. 3508**

### **2025 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 has recognized that costs of some services could be more fairly recovered from user fees than property taxes, and has, where feasible and fair, shifted the financial burden of municipal services from property taxes to user fees. However, with respect to user fees, Council is also concerned that the overall interests of the community may not always be best served by these shifts. Savings transferred from taxpayers by shifting costs to users also shift a financial burden to some service users that cannot absorb the shifts which, in turn, reduces universal 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 has been careful when pursuing federal and provincial funds and other grant opportunities, taking into consideration the 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 land values by leveraging development opportunities to provide community amenities. Also, new developments generally should fund new increased infrastructure requirements.

**Objective:**

The 2025 Financial Plan includes the following distribution of revenue:

Table 1: Proportions of Total Revenue

Revenue Source	% Total Revenue
Municipal Taxation	55.6%
Fees and Charges	30.6%
External Grants	2.6%
Government Contributions	2.3%
Investment Revenue	0.8%
Payment in Lieu of Taxes	1.4%
Other	6.7%
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 (2025)

Property Class	% Property Tax
Residential (1)	67.44%
Utilities (2)	0.32%
Supportive Housing (3)	0.00%
Major Industry – Other (4)	12.78%
Major Industry – Ports (4)	2.28%
Major Industry – Ports (New Investments) (4)	0.98%
Light Industry (5)	1.63%
Business (6)	14.36%
Managed Forest Land (7)	0.00%
Recreation (8)	0.21%
Farm (9)	0.00%
TOTAL	100.00%

Table 3: Distribution of property tax mill rates (2025)

Property Class	Ratio
Residential (1)	1:1
Utilities (2)	14.67:1
Major Industry – Other (4)	14.64:1
Major Industry – Ports (4)	10.98:1
Major Industry – Ports (New Investments) (4)	8.98:1
Light Industry (5)	3.91:1
Business (6)	1.92:1
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 2025 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 2024, Council approved the list of permissive tax exemptions granted for the 2025 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 2025 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;
- 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
- The Trustees of Inlet United Church,
- The Owners, Strata plan EPS9182
- 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 \$207,078 for 2025. 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 2025 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 2025 taxation year.

**Objective:**

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



# City of Port Moody

## Drainage Rates 2025 - 2029

	BUD 2024			PLN 2025			PLN 2026			PLN 2027			PLN 2028			PLN 2029		
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Drainage	20,000	\$ 108	\$ 2,160,000	20,020	\$ 132	\$ 2,642,640	20,020	141	\$ 2,822,820	20,020	152	\$ 3,043,040	20,020	165	\$ 3,303,300	20,020	178	\$ 3,563,560
Based on 2024 roll values (\$1,270,000 avg.)								0			0			0			0	

Revenue Total	2,160,001	2,642,641	2,822,821	3,043,041	3,303,301	3,563,561
Per Operating Budget	2,161,267	2,635,389	2,828,627	3,046,032	3,296,389	3,560,853
\$ Change - Revenue		473,228	185,986	223,211	253,348	257,552
% Change - Revenue		21.91%	7.04%	7.91%	8.33%	7.80%
Rate Over/(Shortfall)	-1,266	7,252	-5,806	-2,991	6,912	2,708
\$1 of rate increase generates	20,001	20,021	20,021	20,021	20,021	20,021

Last Update 19 December 2024 10:31 a.m.

# City of Port Moody

## Garbage Rates 2025 - 2029

	BUD 2024			PLN 2025			PLN 2026			PLN 2027			PLN 2028			PLN 2029		
	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 Per Unit	4,912	\$ 129	\$ 633,648	4,813	137	\$ 659,381	4,813	142	\$ 683,446	4,813	146	\$ 702,698	4,813	150	\$ 721,950	4,813	153	\$ 736,389
Per SFD or 2 SFD Per Unit: (240L Cart)	1,861	\$ 222	\$ 413,142	1,946	236	\$ 459,256	1,946	245	\$ 476,770	1,946	252	\$ 490,392	1,946	258	\$ 502,068	1,946	264	\$ 513,744
Per Res MFD	0	\$ 129	\$ 0	0	137	\$ 0	0	142	\$ 0	0	146	\$ 0	0	150	\$ 0	0	153	\$ 0
Per ICI Premises: (120L Cart)	17	\$ 192	\$ 3,264	17	205	\$ 3,485	17	213	\$ 3,621	17	219	\$ 3,723	17	224	\$ 3,808	17	229	\$ 3,893
Per ICI Premises: (240L Cart)	69	\$ 335	\$ 23,115	71	357	\$ 25,347	71	370	\$ 26,270	71	380	\$ 26,980	71	390	\$ 27,690	71	399	\$ 28,329
Revenue Total			1,073,170			1,147,470			1,190,108			1,223,794			1,255,517			1,282,356
Per Operating Budget			1,071,356			1,149,880			1,189,780			1,223,302			1,254,447			1,284,062
\$ Change - Revenue						69,941			42,310			33,194			30,653			28,545
% Change - Revenue						6.52%			3.69%			2.79%			2.50%			2.27%
Rate Over/(Shortfall)			1,814			-2,410			328			492			1,070			-1,706
\$1 of rate increase generates			6,860			6,848			6,848			6,848			6,848			6,848

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# City of Port Moody

## Glass Rates 2025 - 2029

	BUD 2024			PLN 2025			PLN 2026			PLN 2027			PLN 2028			PLN 2029		
	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 Per U	4,845	\$ 13	\$ 62,985	4,810	15	\$ 72,150	4,810	15	\$ 72,150	4,810	15	\$ 72,150	4,810	16	\$ 76,960	4,810	17	\$ 81,770
Per MFD with Cart	1,678	\$ 13	\$ 21,814	1,700	15	\$ 25,500	1,700	15	\$ 25,500	1,700	15	\$ 25,500	1,700	16	\$ 27,200	1,700	17	\$ 28,900
Per MFD Centralized	5,671	\$ 7	\$ 39,697	5,671	8	\$ 45,368	5,671	8	\$ 45,368	5,671	8	\$ 45,368	5,671	8	\$ 45,368	5,671	8	\$ 45,368
Per ICI Premises: (240L Cart)	0	\$ 0	\$ 0	0	0	\$ 0	0	0	\$ 0	0	0	\$ 0	0	0	\$ 0	0	0	\$ 0
Per ICI Premises: (360L Cart)	0	\$ 0	\$ 0	0	0	\$ 0	0	0	\$ 0	0	0	\$ 0	0	0	\$ 0	0	0	\$ 0
Revenue Total			124,497			143,019			143,019			143,019			149,529			156,039
Per Operating Budget			125,766			138,802			143,221			147,187			151,071			154,899
\$ Change - Revenue						14,474			202			4,168			8,052			5,370
% Change - Revenue						11.63%			0.14%			2.91%			5.63%			3.59%
Rate Over/(Shortfall)			-1,269			4,217			-202			-4,168			-1,542			1,140
\$1 of rate increase generates			12,195			12,182			12,182			12,182			12,182			12,182

Last Update 19 December 2024 10:31 a.m.

# City of Port Moody

## Green Waste Rates 2025 - 2029

	BUD 2024			PLN 2025			PLN 2026			PLN 2027			PLN 2028			PLN 2029		
	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 Per Unit	4,845	\$ 277	\$ 1,342,065	4,810	292	\$ 1,404,520	4,810	302	\$ 1,452,620	4,810	310	\$ 1,491,100	4,810	317	\$ 1,524,770	4,810	324	\$ 1,558,440
Per MFD (with cart)	1,685	\$ 139	\$ 234,215	1,708	147	\$ 251,076	1,708	152	\$ 259,616	1,708	156	\$ 266,448	1,708	160	\$ 273,280	1,708	163	\$ 278,404
Per MFD Centralized*	925	\$ 56	\$ 51,800	955	59	\$ 56,345	955	61	\$ 58,255	955	63	\$ 60,165	955	64	\$ 61,120	955	65	\$ 62,075
Per ICI Premises: (240L Cart)	28	\$ 277	\$ 7,756	28	292	\$ 8,176	28	302	\$ 8,456	28	310	\$ 8,680	28	317	\$ 8,876	28	324	\$ 9,072
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	1,635,837	1,720,118	1,778,948	1,826,394	1,868,047	1,907,992
Per Operating Budget	1,637,251	1,721,737	1,779,308	1,825,626	1,867,541	1,906,646
\$ Change - Revenue		90,718	59,190	46,678	41,147	38,599
% Change - Revenue		5.55%	3.44%	2.62%	2.25%	2.07%
Rate Over/(Shortfall)	-1,414	-1,619	-360	768	506	1,346
\$1 of rate increase generates	7,484	7,502	7,502	7,502	7,502	7,502

Last Update 19 December 2024 10:31 a.m.

# City of Port Moody

## Recycling Rates 2025 - 2029

	BUD 2024			PLN 2025			PLN 2026			PLN 2027			PLN 2028			PLN 2029		
	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 Per Unit	4,846	\$ 53	\$ 256,838	4,811	59	\$ 283,849	4,811	63	\$ 303,093	4,811	66	\$ 317,526	4,811	69	\$ 331,959	4,811	71	\$ 341,581
Per MFD with Cart	1,677	\$ 53	\$ 88,881	1,699	59	\$ 100,241	1,699	63	\$ 107,037	1,699	66	\$ 112,134	1,699	69	\$ 117,231	1,699	71	\$ 120,629
Per MFD Centralized	5,671	\$ 33	\$ 187,143	5,671	37	\$ 209,827	5,671	39	\$ 221,169	5,671	41	\$ 232,511	5,671	43	\$ 243,853	5,671	45	\$ 255,195
Per ICI Premises: (240L Cart)	28	\$ 206	\$ 5,768	29	230	\$ 6,670	29	245	\$ 7,105	29	257	\$ 7,453	29	268	\$ 7,772	29	278	\$ 8,062
Per ICI Premises: (360L Cart)	90	\$ 307	\$ 27,630	88	342	\$ 30,096	88	364	\$ 32,032	88	382	\$ 33,616	88	399	\$ 35,112	88	413	\$ 36,344

Revenue Total	566,261	630,684	670,437	703,241	735,928	761,812
Per Operating Budget	565,919	630,036	670,852	703,911	733,959	762,061
\$ Change - Revenue		64,872	40,168	33,474	30,718	26,133
% Change - Revenue		11.46%	6.37%	4.99%	4.37%	3.55%
Rate Over/(Shortfall)	342	648	-415	-670	1,969	-249
\$1 of rate increase generates	12,313	12,299	12,299	12,299	12,299	12,299

Last Update 19 December 2024 10:31 a.m.



# City of Port Moody

## Sewer Rates 2025 - 2029

	BUD 2024			PLN 2025			PLN 2026			PLN 2027			PLN 2028			PLN 2029		
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Single Family	4,854	\$ 492	\$ 2,388,168	4,865	637	\$ 3,099,005	4,865	674	\$ 3,279,010	4,865	724	\$ 3,522,260	4,865	788	\$ 3,833,620	4,865	852	\$ 4,144,980
Townhouse	3,542	\$ 464	\$ 1,643,488	3,570	601	\$ 2,145,570	3,570	636	\$ 2,270,520	3,570	683	\$ 2,438,310	3,570	743	\$ 2,652,510	3,570	803	\$ 2,866,710
Condo	5,726	\$ 311	\$ 1,780,786	6,063	403	\$ 2,443,389	6,063	426	\$ 2,582,838	6,063	458	\$ 2,776,854	6,063	498	\$ 3,019,374	6,063	539	\$ 3,267,957
Laneway House	15	\$ 237	\$ 3,555	17	307	\$ 5,219	17	325	\$ 5,525	17	349	\$ 5,933	17	380	\$ 6,460	17	411	\$ 6,987
Secondary Suites	421	\$ 237	\$ 99,777	449	307	\$ 137,843	449	325	\$ 145,925	449	349	\$ 156,701	449	380	\$ 170,620	449	411	\$ 184,539
NFP Housing	129	\$ 237	\$ 30,573	129	307	\$ 39,603	129	325	\$ 41,925	129	349	\$ 45,021	129	380	\$ 49,020	129	411	\$ 53,019
Office	184	\$ 530	\$ 97,520	176	686	\$ 120,736	176	726	\$ 127,776	176	780	\$ 137,280	176	849	\$ 149,424	176	918	\$ 161,568
Restaurant	22	\$ 911	\$ 20,042	29	1,180	\$ 34,220	29	1,249	\$ 36,221	29	1,342	\$ 38,918	29	1,461	\$ 42,369	29	1,580	\$ 45,820
Service Stns (Garage)	6	\$ 911	\$ 5,466	11	1,180	\$ 12,980	11	1,249	\$ 13,739	11	1,342	\$ 14,762	11	1,461	\$ 16,071	11	1,580	\$ 17,380
Private Club	0	\$ 530	\$ 0	0	686	\$ 0	0	726	\$ 0	0	780	\$ 0	0	849	\$ 0	0	918	\$ 0
Not for Profit	7	\$ 530	\$ 3,710	6	686	\$ 4,116	6	726	\$ 4,356	6	780	\$ 4,680	6	849	\$ 5,094	6	918	\$ 5,508
Unclassified	14	\$ 530	\$ 7,420	13	686	\$ 8,918	13	726	\$ 9,438	13	780	\$ 10,140	13	849	\$ 11,037	13	918	\$ 11,934
Non-Port Moody Residential	50	\$ 289	\$ 14,450	50	374	\$ 18,700	50	396	\$ 19,800	50	426	\$ 21,300	50	464	\$ 23,200	50	502	\$ 25,100

Revenue Total	6,094,956	8,070,300	8,537,074	9,172,160	9,978,800	10,791,503
Per Operating Budget	6,079,949	8,029,315	8,540,469	9,174,656	9,982,703	10,790,483
\$ Change - Revenue		1,798,406	470,169	637,582	810,543	811,683
% Change - Revenue		29.51%	5.83%	7.47%	8.84%	8.13%
Rate Over/(Shortfall)	15,007	40,985	-3,395	-2,496	-3,903	1,020
\$1 of rate increase generates	14,971	15,379	15,379	15,379	15,379	15,379

Last Update 19 December 2024 10:31 a.m.

# City of Port Moody

## Water Rates 2025 - 2029

	BUD 2024			PLN 2025			PLN 2026			PLN 2027			PLN 2028			PLN 2029		
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Single Family	4,863	\$ 598	\$ 2,908,074	4,874	643	\$ 3,133,982	4,874	692	\$ 3,372,808	4,874	729	\$ 3,553,146	4,874	767	\$ 3,738,358	4,874	799	\$ 3,894,326
Townhouse	3,542	\$ 560	\$ 1,983,520	3,570	602	\$ 2,149,140	3,570	648	\$ 2,313,360	3,570	683	\$ 2,438,310	3,570	719	\$ 2,566,830	3,570	749	\$ 2,673,930
Condo	5,726	\$ 375	\$ 2,147,250	6,063	403	\$ 2,443,389	6,063	434	\$ 2,631,342	6,063	457	\$ 2,770,791	6,063	481	\$ 2,916,303	6,063	501	\$ 3,037,563
Laneway House	15	\$ 285	\$ 4,275	17	307	\$ 5,219	17	330	\$ 5,610	17	348	\$ 5,916	17	366	\$ 6,222	17	381	\$ 6,477
Secondary Suites	421	\$ 285	\$ 119,985	449	307	\$ 137,843	449	330	\$ 148,170	449	348	\$ 156,252	449	366	\$ 164,334	449	381	\$ 171,069
NFP Housing	129	\$ 285	\$ 36,765	129	307	\$ 39,603	129	330	\$ 42,570	129	348	\$ 44,892	129	366	\$ 47,214	129	381	\$ 49,149
Office	184	\$ 598	\$ 110,032	176	643	\$ 113,168	176	692	\$ 121,792	176	729	\$ 128,304	176	767	\$ 134,992	176	799	\$ 140,624
Restaurant	22	\$ 1,283	\$ 28,226	29	1,380	\$ 40,020	29	1,485	\$ 43,065	29	1,564	\$ 45,356	29	1,646	\$ 47,734	29	1,715	\$ 49,735
Service Stns (Garage)	6	\$ 1,283	\$ 7,698	11	1,380	\$ 15,180	11	1,485	\$ 16,335	11	1,564	\$ 17,204	11	1,646	\$ 18,106	11	1,715	\$ 18,865
Private Club	0	\$ 598	\$ 0	0	643	\$ 0	0	692	\$ 0	0	729	\$ 0	0	767	\$ 0	0	799	\$ 0
Not for Profit	7	\$ 322	\$ 2,254	6	346	\$ 2,076	6	372	\$ 2,232	6	392	\$ 2,352	6	412	\$ 2,472	6	429	\$ 2,574
Unclassified	14	\$ 598	\$ 8,372	13	643	\$ 8,359	13	692	\$ 8,996	13	729	\$ 9,477	13	767	\$ 9,971	13	799	\$ 10,387

Revenue Total	7,356,452	8,087,980	8,706,281	9,172,001	9,652,537	10,054,700
Per Operating Budget	7,355,176	8,079,078	8,701,616	9,170,906	9,651,518	10,057,811
\$ Change - Revenue		555,751	613,636	464,625	479,517	405,274
% Change - Revenue		7.55%	7.59%	5.34%	5.23%	4.20%
Rate Over/(Shortfall)	1,276	8,902	4,665	1,095	1,019	-3,111
\$1 of rate increase generates	14,930	15,338	15,338	15,338	15,338	15,338

Last Update 19 December 2024 10:31 a.m.

# Port Moody Capital Plan

## Project Funding by Reserves for Years 2025 - 2029

Reserves	2025	2026	2027	2028	2029
Asset Reserve - Equipment - City	851,800	678,800	175,000	167,500	333,500
Asset Reserve - Equipment - Police	213,900	449,300	165,500	216,600	235,400
Asset Reserve - Facilities Maintenance	2,552,800	1,858,500	1,994,000	2,359,000	1,697,000
Asset Reserve - Parks	475,500	1,113,000	1,338,000	830,000	490,000
Asset Reserve - Transportation	1,885,000	2,230,000	1,880,000	1,520,000	1,570,000
Asset Reserve - Unallocated	1,148,000	268,500	686,000	33,500	38,500
Art Works Reserve	50,000				
Climate Action Implementation Reserve	645,400	1,089,500	994,000	197,000	303,000
Community Amenity Contribution	2,687,000	305,000			
Debt				500,000	
Density Bonus	1,882,000	100,000	100,000		
Development Process Reserve	560,000	90,000	50,000		
Engineering - Development Process Reserve	15,000				
Future Operating	86,400				
Grants	417,500	90,000	1,875,000		
Master Transportation Plan	55,000	55,000	55,000	55,000	55,000
MRN General Rehab Reserve	25,000	25,000	25,000	25,000	25,000
MRN Pavement Rehab Reserve	160,000	150,000	475,000	100,000	100,000
New Initiatives Reserve	670,000	332,700	257,500	232,500	192,500
DCC Parks	470,000				
Affordable Housing Reserve	102,000				
OHS Reserve	38,000				
Local Government Climate Action Program	56,300	26,300	14,300	5,000	5,000
Public Art Reserve	10,000		10,000		10,000
SideWalk Reserve	10,000				
Equipment Replacement Reserve Fund	2,376,600	3,854,700	1,904,500	1,539,300	3,060,300
Drainage Capital Reserve	3,101,200	1,725,500	1,778,500	1,734,500	348,500
Sanitation Utility Reserve	211,400	106,200	90,500	90,500	90,500
Sewer Capital Reserve	2,329,900	1,600,700	960,000	1,710,000	1,750,000
Water Capital Reserve	3,355,400	1,788,700	303,000	1,303,000	753,000
<b>Total Project Funding</b>	<b>26,441,100</b>	<b>17,937,400</b>	<b>15,130,800</b>	<b>12,618,400</b>	<b>11,057,200</b>

# Port Moody Capital Plan

## Reserve Ending Balances for Years 2025 - 2029

	2025	2026	2027	2028	2029
Asset Reserve - Equipment - City	-767,950	-977,910	-635,419	-236,102	48,259
Asset Reserve - Equipment - Police	-120,458	-292,501	-167,318	-80,237	1,736
Asset Reserve - Facilities Maintenance	-708,028	-559,525	-345,451	-286,741	656,248
Asset Reserve - Parks	47,674	-186,340	-557,699	-327,148	341,001
Asset Reserve - Transportation	-2,279,709	-2,134,163	-1,399,082	-53,485	1,502,718
Asset Reserve - Unallocated	-1,724,295	-1,464,309	-1,552,742	-913,382	-207,603
Art Works Reserve	413,739	289,697	147,802	1,951	-152,141
Climate Action Implementation Reserve	-1,682,800	-1,975,300	-1,562,300	277,700	2,661,700
Community Amenity Contribution	2,556,000	2,251,000	2,251,000	2,251,000	2,251,000
Density Bonus	856,509	1,101,190	1,345,871	1,690,552	2,035,233
Development Process Reserve	4,403,263	4,269,452	4,099,641	3,881,897	3,563,317
Engineering - Development Process Reserve	540,433	712,684	886,634	1,062,300	1,239,444
Future Operating	1,321,176	1,197,510	1,246,450	1,304,152	1,409,073
Master Transportation Plan	78,125	84,253	85,386	81,233	71,636
MRN General Rehab Reserve	-1,144,926	-1,169,926	-1,194,926	-1,219,926	-1,244,926
MRN Pavement Rehab Reserve	-556,169	36,312	308,605	959,278	1,613,415
New Initiatives Reserve	-740,853	-523,247	-213,136	139,167	548,751
DCC Parks	5,488,019	5,488,019	5,488,019	5,488,019	5,488,019
Affordable Housing Reserve	1,288,323	1,001,710	706,498	402,430	89,240
OHS Reserve	362,026	374,085	386,145	398,204	410,263
Local Government Climate Action Program	132,552	-38,189	343,970	321,750	299,013
Public Art Reserve	258,950	258,950	248,950	248,950	238,950
SideWalk Reserve	132,957	132,957	132,957	132,957	132,957
Equipment Replacement Reserve Fund	4,898,672	3,300,986	3,796,460	4,764,150	4,296,407
Drainage Capital Reserve	728,650	621,851	624,280	849,467	2,661,302
Sanitation Utility Reserve	322,724	294,649	282,144	269,461	268,903
Sewer Capital Reserve	-3,159,829	-2,368,071	-691,937	497,896	1,940,172
Water Capital Reserve	-4,928,117	-4,750,660	-2,895,515	-1,837,063	0

# ***Asset Reserve***

## ***2025 - 2029 Reserve Balances***

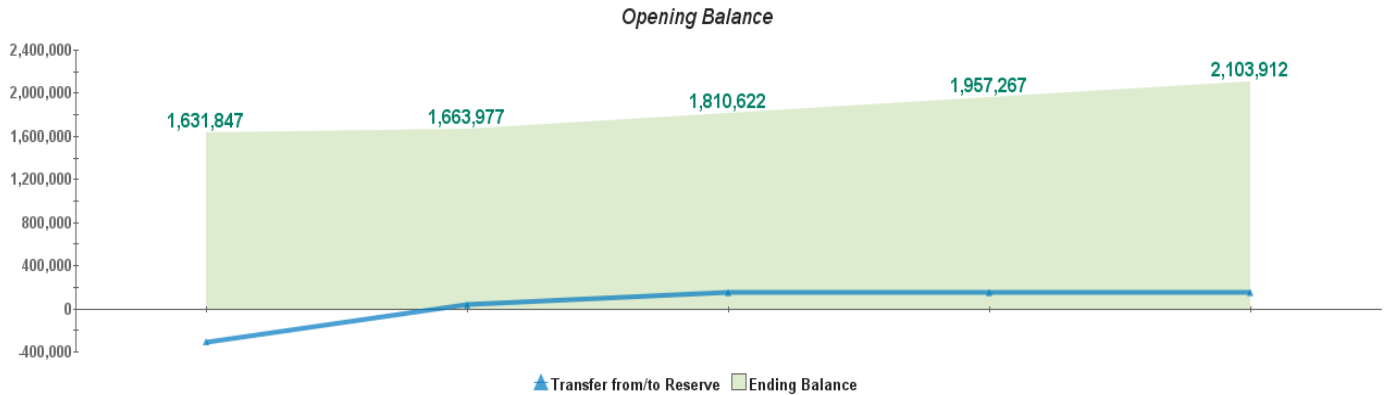
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# Port Moody Reserves for Years 2025 - 2029

Last Updated:

29. July 2025 7:53 p.m.

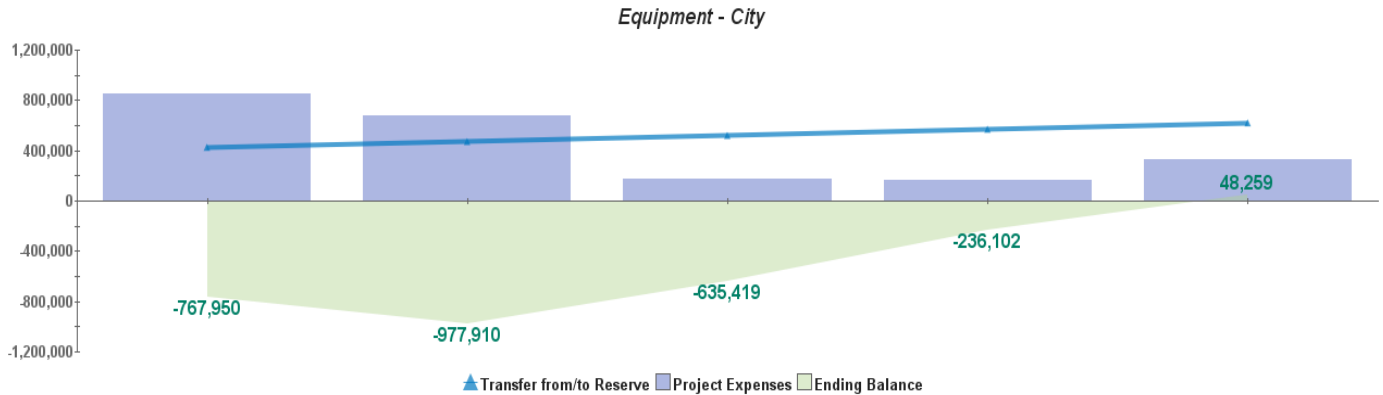


Opening Balance		2025	2026	2027	2028	2029
Opening Balance		1,941,846	1,631,847	1,663,977	1,810,622	1,957,267
1	Transfer to Reserve: (from Facilities)	62,553	62,997	63,336	63,680	64,030
2	Transfer to Reserve: (from Fiscal Services)	6,627,850	7,246,850	7,899,850	8,582,850	9,296,850
3	Transfer to Reserve: (from Recreation)	65,600	65,600	65,600	65,600	65,600
4	Transfer to Reserve: (from Solid Waste)	16,299	16,299	16,299	16,299	16,299
Total - Transfer To Opening Balance		6,772,302	7,391,746	8,045,085	8,728,429	9,442,779
1	Transfer from Reserve: (to Fiscal Services)	-7,082,302	-7,359,616	-7,898,440	-8,581,784	-9,296,134
Total - Transfer From Opening Balance		-7,082,302	-7,359,616	-7,898,440	-8,581,784	-9,296,134
Ending Balance		1,631,847	1,663,977	1,810,622	1,957,267	2,103,912

# Port Moody Reserves for Years 2025 - 2029

Last Updated:

29. July 2025 7:53 p.m.



Equipment - City			2025	2026	2027	2028	2029
Opening Balance			-339,778	-767,950	-977,910	-635,419	-236,102
1	Transfer to Reserve: (from Fiscal Services)		426,183	470,877	518,016	567,320	618,861
Total - Transfer To Equipment - City			426,183	470,877	518,016	567,320	618,861
1	Transfer from Reserve: (to Fiscal Services)		-2,555	-2,036	-525	-503	-1,001
Total - Transfer From Equipment - City			-2,555	-2,036	-525	-503	-1,001
1	CU25012: Theatre Seating and Drapery Cleaning (with application of fire retardant)	3. High					-14,000
2	CU25013: Replacement of Galleria Sound System	3. High	-15,000				
3	CU25018: Inlet Theatre Stage Repairs	4. Medium		-7,500			-7,500
4	CU25019: Replacement of Assisted Listening System	4. Medium	-6,000				
5	CU25002: Bistro Fridges - Bar and Commercial Catering	4. Medium		-10,000			
6	CU25020: Film Screen Replacement	4. Medium	-20,000				
7	CU25021: Replacement of Exterior Brovold Room Lighting Fixtures	4. Medium	-12,000				
8	CU25023: Theatre Drape Replacement	4. Medium			-45,000		
9	CU25025: Inlet Theatre Audio Console Replacement	4. Medium					-10,000
10	CU25026: Amplifier Replacement	4. Medium	-17,500				
11	CU25027: Wireless Microphone Replacement	4. Medium		-8,000			
12	CU25031: Lifecycle Replacement of Two Council Projectors	3. High			-30,000		
13	CU25032: Lifecycle Replacement Intelligent Lights in Theatre (x2)	4. Medium			-10,000		
14	CU25037: Inlet Theatre Fresnel and Leko Replacement	4. Medium				-35,000	
15	CU25038: Inlet Theatre Communications Equipment Lifecycle Replacement	3. High				-7,500	
16	CU25039: Inlet Theatre Speaker Lifecycle Replacement	3. High				-20,000	
17	CU25041: Replacement of Galleria Screens, Green Room Screen & Video Camera and Add Video Distribution	4. Medium					-12,000
18	CU25005: Film Projector Replacement	4. Medium	-48,000				
19	CU25006: Galleria Event Tables (6') and Benches	4. Medium		-10,500			
20	CU25009: Council Microphone System	3. High	-25,000				
21	FC25323: Facilities - Furniture Replacement	3. High	-100,000	-100,000	-50,000	-50,000	-50,000
22	RS25001: Recreation Complex Spin Bike Replacement	3. High	-100,000				
23	RS25010: Replace Tables and Chairs at Recreation Facilities	3. High	-38,600				
24	RS25012: Group Fitness Equipment	3. High	-23,500				
25	RS25013: Replace chairs at Recreation Complex	3. High		-36,800			
26	RS25002: Selectorized Weight Room Equipment Replacement	3. High	-200,000				
27	RS25003: Cardio Weight Room Equipment Replacement	3. High		-300,000			
28	RS25007: Skate Sharpener Replacement	3. High	-25,200				
29	RS25009: Replacement of Card Printers at Recreation Complex	3. High	-6,000				
30	OA25007: Fleet Consultant Services	3. High	-20,000		-20,000		-20,000

31	IS25001: Disk Array Replacement	3. High								-95,000
32	IS25010: Security Audit Follow-up	3. High								
33	IS25012: Council Mobile Device	2. Council								
34	IS25019: Plotter & Scanner Replacement	3. High								-40,000
35	IS25021: GIS Migration	3. High								
36	IS25023: Unit4 Migration to Cloud	3. High								
37	IS25003: Virtual Server Replacement	3. High								-85,000
38	IS25004: Backup Server Replacements	3. High								
39	IS25005: Orthophoto & LiDAR Mapping	3. High								
40	IS25006: Firewall Replacement	3. High								
Total - Project Funding From Equipment - City										
Ending Balance										

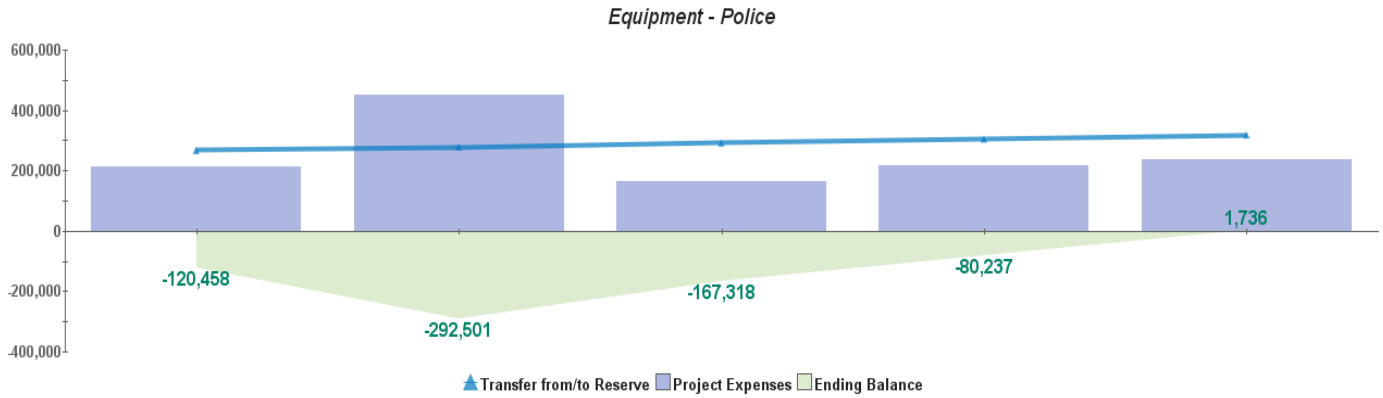
-851,800 -678,800 -175,000 -167,500 -333,500

-767,950 -977,910 -635,419 -236,102 48,259

# Port Moody Reserves for Years 2025 - 2029

Last Updated:

29. July 2025 7:53 p.m.

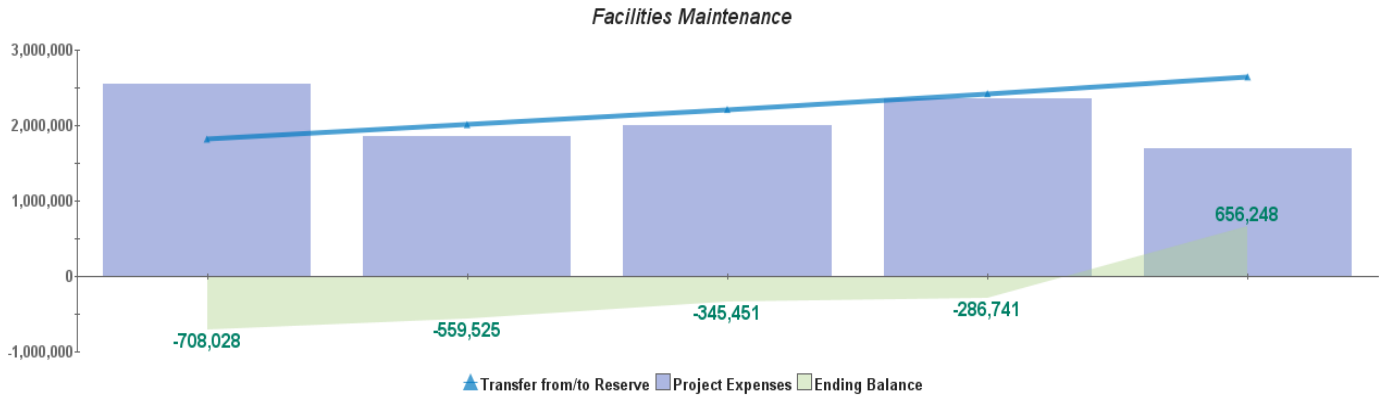


Equipment - Police			2025	2026	2027	2028	2029
Opening Balance			-172,599	-120,458	-292,501	-167,318	-80,237
1	Transfer to Reserve: (from Police)		266,683	278,605	291,179	304,331	318,079
Total - Transfer To Equipment - Police			266,683	278,605	291,179	304,331	318,079
1	Transfer from Reserve: (to Fiscal Services)		-642	-1,348	-497	-650	-706
Total - Transfer From Equipment - Police			-642	-1,348	-497	-650	-706
1	PD25001: Server Room Equipment and Licenses	3. High		-168,000			
2	PD25010: External Hard Armor	3. High	-48,000				-26,000
3	PD25011: Forensic Surveying Equipment (Collision)	3. High		-30,000			
4	PD25014: Approved Screening Devices	3. High					-8,500
5	PD25002: Network Infrastructure	3. High				-165,000	
6	PD25003: Police Building Video Recording System	3. High		-80,000			
7	PD25031: Server Room Equipment (Back Up Server)	3. High		-84,500			
8	PD25032: Software Upgrades - Office Suite	3. High	-48,000				
9	PD25033: Offline Back Up Solution	3. High	-45,000				
10	PD25036: Building WIFI	3. High					-60,000
11	PD25004: Computers - Desktops & Tablets	3. High	-54,900	-50,500	-50,700	-51,600	-54,900
12	PD25040: Intoxilyzer (Breath Alcohol Testers)	3. High			-19,800		
13	PD25041: Telephone System	3. High			-95,000		
14	PD25046: Radar Equipment	3. High					-22,000
15	PD25047: Website	3. High	-18,000				
16	PD25006: Photocopiers and Printers	3. High		-18,000			-18,000
17	PD25007: UPS Battery	3. High		-18,300			
18	PD25009: CEW (Less Lethal) Equipment	3. High					-46,000
Total - Project Funding From Equipment - Police			-213,900	-449,300	-165,500	-216,600	-235,400
Ending Balance			-120,458	-292,501	-167,318	-80,237	1,736

# Port Moody Reserves for Years 2025 - 2029















































Last Updated:

29. July 2025 7:53 p.m.



Facilities Maintenance			2025	2026	2027	2028	2029
Opening Balance			30,878	-708,028	-559,525	-345,451	-286,741
1	Transfer to Reserve: (from Fiscal Services)		1,821,552	2,012,578	2,214,056	2,424,787	2,645,080
Total - Transfer To Facilities Maintenance			1,821,552	2,012,578	2,214,056	2,424,787	2,645,080
1	Transfer from Reserve: (to Fiscal Services)		-7,658	-5,576	-5,982	-7,077	-5,091
Total - Transfer From Facilities Maintenance			-7,658	-5,576	-5,982	-7,077	-5,091
1	CU25028: Inlet Theatre Ceiling Tile Replacement	4. Medium	-100,000				
2	CU25029: Inlet Theatre Carpet Replacement	4. Medium	-13,500				
3	CU25044: POMO Museum - Roof Replacement	3. High			-50,000		
4	FC25010: Recreation Complex - Main Entrance Concrete Repairs	4. Medium			-100,000		
5	FC25105: Arts Centre - Condensing Units (GHGR)	3. High		-100,000			
6	FC25108: Civic Centre - Domestic Water Distribution System	4. Medium			-15,000	-150,000	
7	FC25112: Public Safety Building - Emergency Generator	3. High			-500,000		
8	FC25120: Recreation Complex - Gymnasium Wooden Walls Replacement	4. Medium	-95,000				
9	FC25121: Recreation Complex - Arena 1 Lobby Washrooms	4. Medium				-320,000	
10	FC25129: Glenayre Centre - Gas Furnace and DHW Heater Replacement with ASHP (GHGR)	4. Medium			-36,000		
11	FC25130: Inlet Centre Firehall - Exterior Assorted Life Cycle Maintenance	4. Medium			-150,000		
12	FC25131: Inlet Centre Firehall - FLS Systems Component Replacement	3. High		-30,000			
13	FC25136: Arts Centre - Interior Painting	4. Medium					-40,000
14	FC25137: Civic Centre - Carpet Replacement	3. High		-260,000			
15	FC25141: Civic Centre - Sumps and Pump Controls	3. High	-85,000				
16	FC25142: Facilities - Guard Rail Inspection	3. High	-60,000				
17	FC25143: Facilities - Hazardous Materials Inventory and Labelling in all Buildings	3. High	-50,000				
18	FC25160: Old Orchard Hall - HVAC Equipment Replacement - Heat Pump System (GHGR)	4. Medium				-175,000	
19	FC25170: Recreation Complex - Parking Lot Repairs and Repaving	4. Medium					-350,000
20	FC25172: Recreation Complex - Security Camera Improvements	4. Medium	-80,000				
21	FC25178: Rocky Point Pool - Condition Assessment	3. High	-50,000				
22	FC25179: Rocky Point Pool - Exhaust Fan Replacement	3. High	-10,000				
23	FC25018: Facilities - Parking Lot Line Repainting	4. Medium	-10,000	-10,000	-10,000	-10,000	-10,000
24	FC25192: Old Mill Boathouse - Interior Painting	4. Medium			-20,000		
25	FC25197: Civic Centre - Exterior Paver Ongoing Repairs	3. High	-25,000	-25,000	-25,000	-25,000	-25,000
26	FC25020: Civic Centre - Phase 2 Washroom Upgrades - Create Universal Accessible Washroom	3. High	-214,500				
27	FC25217: Recreation Complex - Arena 1 Dressing Rooms	3. High		-250,000	-241,000		
28	FC25219: Facilities - Security Upgrades	3. High	-60,000	-60,000			
29	FC25232: Arts Centre - Furnace and DHW Heaters Replacement (GHGR)	3. High		-33,000			
30	FC25246: Inlet Centre Firehall - Replace Building Heat Pump System	3. High	-550,000				

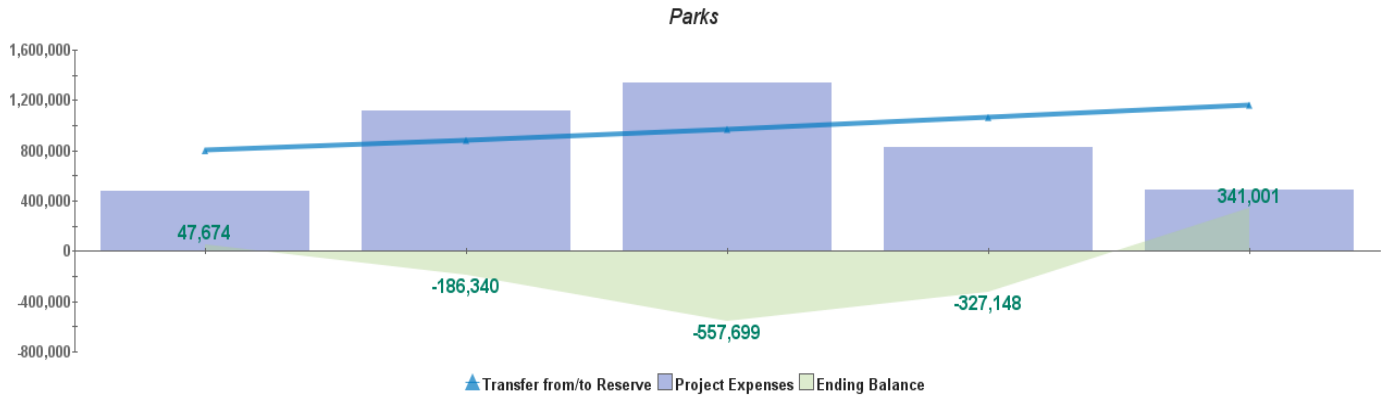


31	FC25251: Recreation Complex - Curling Rink Electrical Room Upgrade	4. Medium						-50,000	-300,000
32	FC25256: Arts Centre - Lighting Retrofit (GHGR)	3. High			-1,700				
33	FC25259: Rocky Point Pool - Lighting Retrofit (GHGR)	3. High			-2,500				
34	FC25266: Civic Centre - Replace Gas-fired RTUs with ASHP RTU (GHGR)	4. Medium							-64,000
35	FC25268: Inlet Centre Firehall - Replace DHW Heater with Heat Pump (GHGR)	4. Medium						-9,000	
36	FC25269: Inlet Centre Firehall - Replace Boilers with Air to Water Heat Pump (GHGR)	3. High			-23,800				
37	FC25275: Inlet Centre Firehall - CCTV Replacement	3. High			-50,000				
38	FC25276: Inlet Centre Firehall - Extricating Training Pad Oil Separator	3. High			-30,000				
39	FC25277: Recreation Complex - Arena 1 Lobby Upgrade	4. Medium						-320,000	
40	FC25028: Recreation Complex - Gymnasium Floor	4. Medium					-10,000	-100,000	
41	FC25282: Fire Hall 2 - Replace gas fired RTU with ASHP RTU (GHGR)	4. Medium							-69,000
42	FC25283: Fire Hall 2 - Replace DHW Heater with Heat Pump (GHGR)	4. Medium							-9,000
43	FC25284: Fire Hall 2 - Install Electric Infrared Heaters for Apparatus (GHGR)	4. Medium							-30,000
44	FC25292: Heritage Woods - CO2 DHW Heat Pump (GHGR)	3. High						-10,000	
45	FC25305: Public Safety Building - Replace Gas Fired Heat Reclaim Unit (GHGR)	3. High					-124,000		
46	FC25309: Artist Studios - Replace DHW Heater with ASHP (GHGR)	3. High					-9,000		
47	FC25321: Public Safety Building - Building Envelope Assessment	3. High			-50,000				
48	FC25326: Public Safety Building - Add Siding for the East Exterior Wall	3. High				-165,000			
49	FC25327: Civic Centre - Parkade Entrance Structural Reinforcement	3. High			-90,000				
50	FC25330: Old Orchard Hall - Kitchen and Storage Renovation	3. High				-40,000			
51	FC25331: Works Yard - Vehicle Shed Structural Reinforcement	3. High			-107,000				
52	FC25332: Recreation Complex - Arena 2 MP4 Reno	3. High			-50,000				
53	FC25333: Public Safety Building - Showers Renovation	3. High			-150,000				
54	FC25336: Westhill Pool - Condition Assessment	3. High			-50,000				
55	FC25337: Civic Centre - Entrance Glass Canopy Gutter Replacement	3. High				-250,000			
56	FC25338: Civic Centre - Washroom Upgrades	3. High			-72,000				
57	FC25341: Recreation Complex - UPS for Sound System	3. High							
58	FC25342: Westhill Pool - Tot Pool Repainting	3. High			-19,000				
59	FC25343: Rocky Point Pool - Tank Repainting	3. High			-58,000				
60	FC25346: Kyle Centre - Replace DHW Heater with Heat Pump (GHGR) - 2032	4. Medium							
61	FC25347: Carpenters Shop Needs Assessment	3. High			-15,000				
62	FC25037: Old Mill Boathouse - Condition Assessment	4. Medium				-50,000			
63	FC25038: Heritage Mountain Community Centre - Condition Assessment	3. High				-50,000			
64	FC25004: Arts Centre - Washroom Upgrades	4. Medium							-50,000
65	FC25051: Old Mill Boathouse - Fire Alarm and Sprinkler Systems Replacement	3. High				-60,000			
66	FC25056: Westhill Pool - Pool Water Drainage to Sanitary System	3. High				-50,000	-100,000	-800,000	
67	FC25058: Facilities - Unplanned Emergency Capital Repairs	3. High			-250,000	-250,000	-250,000	-250,000	-250,000
68	FC25062: Recreation Complex - Hot Tub and Steam Room Equipment Replacement	4. Medium				-100,000			
69	FC25065: Old Orchard Hall - Lighting Retrofit (GHGR)	3. High				-31,300			
70	FC25067: Public Safety Building - Painting	4. Medium				-40,000	-40,000	-40,000	
71	FC25007: Civic Centre - Emergency Generator Replacement	3. High							-500,000
72	FC25074: Old Mill Boathouse - HVAC Equipment Replacement (GHGR)	3. High					-89,000		
73	FC25079: Facilities - Envelope Condition Assessments	3. High						-100,000	
74	FC25081: Glenayre Centre - Drain Tile Rebuild	3. High					-225,000		
75	FC25085: Old Mill Boathouse - Showers Renovation	3. High			-35,000				
76	FC25092: Old Mill Boathouse - Exterior Repairs and Painting	4. Medium			-100,000				
Total - Project Funding From Facilities Maintenance					-2,552,800	-1,858,500	-1,994,000	-2,359,000	-1,697,000
Ending Balance					-708,028	-559,525	-345,451	-286,741	656,248




# Port Moody Reserves for Years 2025 - 2029

Last Updated:

29. July 2025 7:53 p.m.



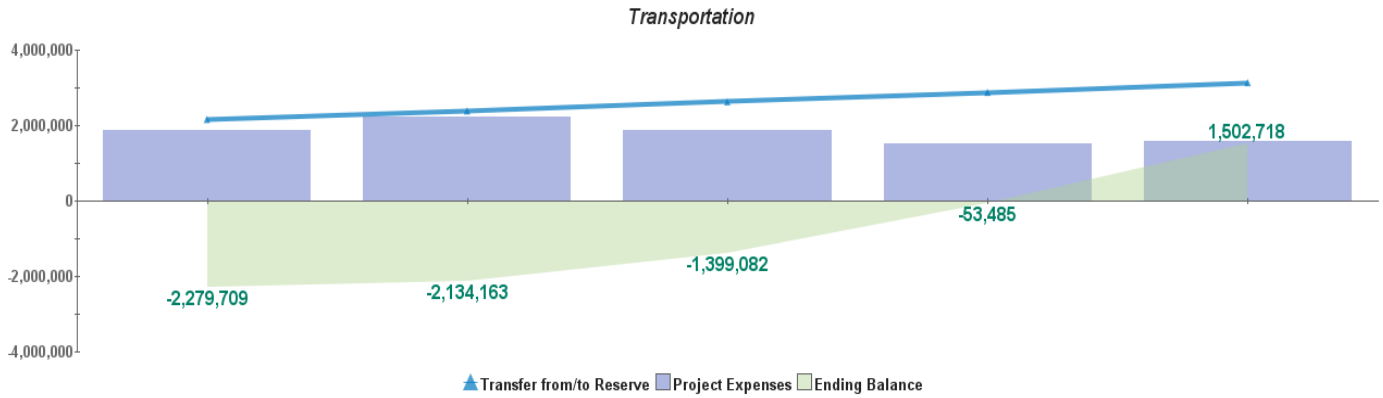
Parks			2025	2026	2027	2028	2029
Opening Balance			-273,979	47,674	-186,340	-557,699	-327,148
1	Transfer to Reserve: (from Fiscal Services)		798,579	882,326	970,655	1,063,041	1,159,618
Total - Transfer To Parks			798,579	882,326	970,655	1,063,041	1,159,618
1	Transfer from Reserve: (to Fiscal Services)		-1,427	-3,339	-4,014	-2,490	-1,470
Total - Transfer From Parks			-1,427	-3,339	-4,014	-2,490	-1,470
1	PK25010: Horticulture Vegetation Replacement Program - City Lands	3. High	-15,000	-20,000	-20,000	-20,000	-20,000
2	PK25102: Flavelle Park Playground Replacement	4. Medium			-95,000		
3	PK25109: Greenleaf Park - Playground Upgrade	4. Medium					
4	PK25119: Tree Planting Program - 2x Aux Staff	3. High	-58,000	-58,000	-58,000		
5	PK25012: Urban Forestry - Tree Removals/Mitigation for City Lands	3. High	-80,000	-85,000	-90,000	-95,000	-125,000
6	PK25121: Twin Creeks Park Pathway Resurfacing	5. Low					
7	PK25122: North Shore Community Park - Tennis Court Resurfacing and Line Painting	4. Medium			-35,000		
8	PK25123: Greenleaf Park Water Spray Feature Upgrade	4. Medium			-20,000		
9	PK25124: Heritage Mountain Park - Playground Upgrade	4. Medium				-130,000	
10	PK25126: North Shore Community Park - Staircase and Pathway Construction	3. High					-75,000
11	PK25127: Cedarwood Park - Redevelopment Plan - Construction	3. High			-765,000		
12	PK25129: Aspenwood Park - Staircase Replacement Trail to Field	4. Medium			-40,000		
13	PK25130: Aspenwood Park - Allen Block Retaining Wall Condition Assessment and Repairs	4. Medium			-15,000		
14	PK25131: Foxwood Park - Playground Upgrade and Surfacing	4. Medium					-55,000
15	PK25014: Goose Management Program	4. Medium	-10,000	-10,000	-10,000	-10,000	-10,000
16	PK25149: North Shore Community Park - ATF - Covered Storage -	4. Medium	-30,000				
17	PK25151: Rocky Point Park (North End West Pier) - Float Replacement	3. High	-40,000				
18	PK25152: Westhill Sports Field (East and West Lengths) - Fencing Replacement	4. Medium	-20,000				
19	PK25154: Old Mill Park - Viewing Platform Repairs	3. High	-32,500				
20	PK25158: Shoreline North - Infrastructure Repair and Replacement	4. Medium		-25,000			
21	PK25016: Heritage Mountain Grass Sportsfield Rehabilitation (Lifecycle Asset Management)	3. High		-730,000			
22	PK25163: Westhill - Replace Outdoor Fitness Equipment	4. Medium					
23	PK25017: Parks/Green Infrastructure - Planning/Asset Management Program	4. Medium	-45,000	-45,000	-45,000	-45,000	-45,000
24	PK25030: Fencing - Repair/Replacement of Fencing (Lifecycle Asset Management)	3. High	-20,000	-20,000	-20,000	-20,000	-20,000
25	PK25032: Annual Repairs for Pathways in Parks (Lifecycle Replacement)	3. High	-20,000	-25,000	-25,000	-25,000	-30,000
26	PK25004: Playground Equipment Repair	4. Medium	-20,000	-20,000	-20,000	-25,000	-25,000
27	PK25040: Cedarwood Park - Spray Park Replacement	4. Medium				-145,000	
28	PK25052: Park Signage Replacement	4. Medium	-6,500	-6,500	-6,500	-6,500	-6,500
29	PK25006: Chafer Beetle/Invasive Pests Management Program - City Lands	4. Medium	-7,500	-7,500	-7,500	-7,500	-7,500
30	PK25062: Street Tree Maintenance Program	4. Medium	-41,000	-41,000	-46,000	-46,000	-51,000























31	PK25074: Chip Kerr Park Redevelopment	3. High					-160,000	
32	PK25008: Rocky Point Park - Picnic Shelter Rehabilitation	4. Medium					-75,000	
33	PK25093: Irrigation Replacement - (Lifecycle Replacement)	3. High		-20,000	-20,000	-20,000	-20,000	-20,000
34	OA25009: Works Yard Improvements - Hard Surface Repairs and Maintenance	3. High		-10,000				
Total - Project Funding From Parks				-475,500	-1,113,000	-1,338,000	-830,000	-490,000
Ending Balance				47,674	-186,340	-557,699	-327,148	341,001

# Port Moody Reserves for Years 2025 - 2029

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29. July 2025 7:53 p.m.

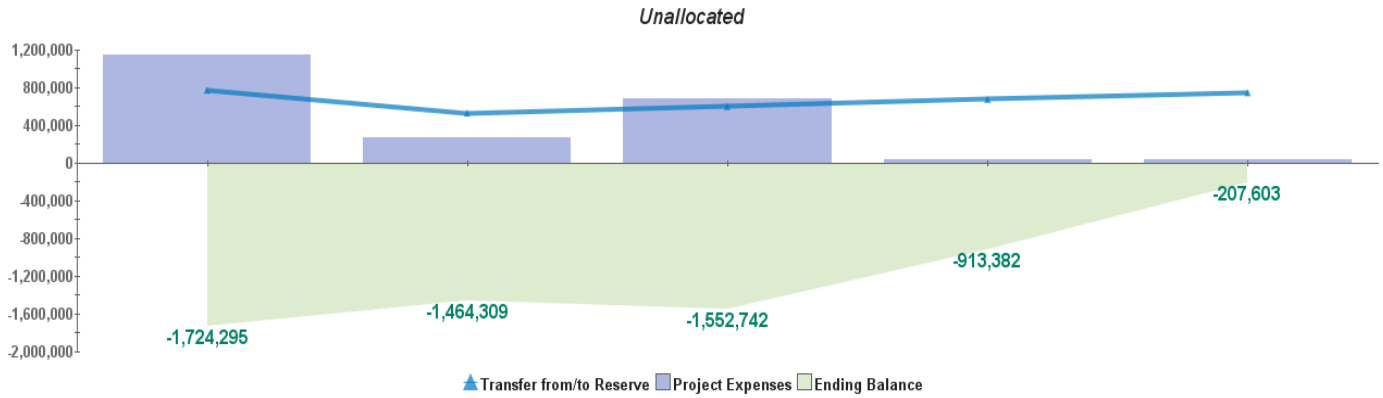


Transportation					2025	2026	2027	2028	2029
Opening Balance					-2,545,178	-2,279,709	-2,134,163	-1,399,082	-53,485
1	Transfer to Reserve: (from Fiscal Services)				2,156,124	2,382,236	2,620,720	2,870,157	3,130,912
Total - Transfer To Transportation					2,156,124	2,382,236	2,620,720	2,870,157	3,130,912
1	Transfer from Reserve: (to Fiscal Services)				-5,655	-6,690	-5,640	-4,560	-4,710
Total - Transfer From Transportation					-5,655	-6,690	-5,640	-4,560	-4,710
1	EN25001: Traffic Signal Asset Management Program	3. High			-160,000	-160,000	-160,000	-160,000	-160,000
2	EN25013: Electrical & Communications Infrastructure Improvements	3. High			-30,000	-30,000	-30,000	-30,000	-30,000
3	EN25015: Streetlight Improvement Program	3. High			-50,000		-50,000		-50,000
4	EN25021: School Traffic Safety Initiative	3. High			-50,000	-50,000			
5	EN25025: Traffic Signal New Infrastructure	3. High			-75,000	-75,000	-75,000	-75,000	-75,000
6	EN25026: Development Cost Charges (DCC) Program Update and Amenity Cost Charges (ACC) Program Inception	3. High			-15,000				
7	EN25003: Transit Infrastructure - Bus Stop Accessibility Improvements	3. High			-30,000	-30,000	-30,000	-30,000	-30,000
8	EN25031: Neighbourhood Traffic Calming Program	3. High			-60,000	-60,000	-60,000	-60,000	-60,000
9	EN25033: Barnet Highway CP Rail Overpass Deck Rehabilitation	4. Medium					-250,000		
10	EN25034: Klahanie Drive Sidewalk Replacement	3. High				-500,000			
11	EN25037: Pedestrian Walkways/Accessibility Capital Rehabilitation Program	3. High			-225,000	-75,000	-75,000	-75,000	-75,000
12	EN25004: Above-Ground Infrastructure - Planning/Asset Management	3. High			-75,000	-75,000	-75,000	-75,000	-75,000
13	EN25043: Traffic Safety Speed Humps Program	3. High			-40,000	-40,000	-40,000	-40,000	-40,000
14	EN25046: Prince & Union Boulevard Upgrade	4. Medium				-100,000			
15	EN25005: Engineering Project Management and Development Resource	3. High			-40,000	-40,000	-40,000	-40,000	-40,000
16	EN25053: Engineering & Operations Infrastructure Asset Life Cycle Program	3. High			-10,000	-10,000	-10,000	-10,000	-10,000
17	EN25054: Engineering & Operations Work Process / Work Control Program	3. High			-10,000	-10,000	-10,000	-10,000	-10,000
18	EN25055: St Johns Corridor Video Actuation Upgrade	3. High			-60,000	-60,000	-60,000		
19	EN25056: Traffic Signal Coordination	2. Council			-40,000	-40,000	-40,000	-40,000	-40,000
20	EN25057: Works Yard Conceptual Design	3. High			-40,000				
21	EN25006: Local Road Network (LRN) Road Reconstruction Program	3. High			-750,000	-750,000	-750,000	-750,000	-750,000
22	EN25007: Traffic Safety Initiatives	3. High			-75,000	-75,000	-75,000	-75,000	-75,000
23	EN25008: Bridge & Overpass Structures - Monitoring, Scoping, Assessment & Minor Repairs	3. High			-50,000	-50,000	-50,000	-50,000	-50,000
Total - Project Funding From Transportation					-1,885,000	-2,230,000	-1,880,000	-1,520,000	-1,570,000
Ending Balance					-2,279,709	-2,134,163	-1,399,082	-53,485	1,502,718

# Port Moody Reserves for Years 2025 - 2029

Last Updated:

29. July 2025 7:53 p.m.



Unallocated			2025	2026	2027	2028	2029
Opening Balance			-1,345,199	-1,724,295	-1,464,309	-1,552,742	-913,382
1	Transfer to Reserve: (from Fiscal Services)		800,680	552,625	617,958	686,293	757,728
Total - Transfer To Unallocated			800,680	552,625	617,958	686,293	757,728
1	Transfer from Reserve: (to Finance)		-15,000	-10,000	-5,000	0	
2	Transfer from Reserve: (to Fiscal Services)		-3,444	-806	-2,058	-101	-116
3	Transfer from Reserve: (to Information Services)		-13,333	-13,333	-13,333	-13,333	-13,333
Total - Transfer From Unallocated			-31,777	-24,139	-20,391	-13,434	-13,449
1	CU25045: POMO Museum Washroom	4. Medium		-75,000			
2	CU25046: POMO Museum Furnace Upgrade	3. High	-20,000				
3	ES25001: Spill Management	3. High	-2,500	-2,500	-2,500	-2,500	-2,500
4	ES25002: Fish Passage and Habitat Enhancement	3. High	-6,000	-6,000	-6,000	-6,000	-6,000
5	FC25172: Recreation Complex - Security Camera Improvements	4. Medium	-120,000				
6	FC25020: Civic Centre - Phase 2 Washroom Upgrades - Create Universal Accessible Washroom	3. High	-214,500				
7	FC25239: 3016 Murray Street - Building improvements for interim parks division use	3. High	-500,000				
8	FC25241: Facilities - Accessibility Improvements	3. High	-100,000	-100,000	-50,000		
9	FC25328: Civic Centre - City Hall Sign Replacement	3. High	-25,000				
10	FC25335: Public Safety Building - Accessibility Improvements	3. High	-50,000	-50,000			
11	PK25155: Urban Forestry - Tree Canopy Mapping Update with LIDAR Data	4. Medium	-25,000				
12	PK25159: Trails - Accessibility Improvements - Urban Nature Trails -	4. Medium	-15,000	-15,000	-15,000		
13	PK25023: Urban Forestry - Tree Replacement Program	2. Council	-20,000	-20,000	-25,000	-25,000	-30,000
14	OA25011: Works Yard Improvement - Electrical Distribution Updates	3. High			-587,500		
15	FI25001: Natural Asset Strategy - Strategic Actions	3. High	-50,000				
Total - Project Funding From Unallocated			-1,148,000	-268,500	-686,000	-33,500	-38,500
Ending Balance			-1,724,295	-1,464,309	-1,552,742	-913,382	-207,603



# ***Core Reserves***

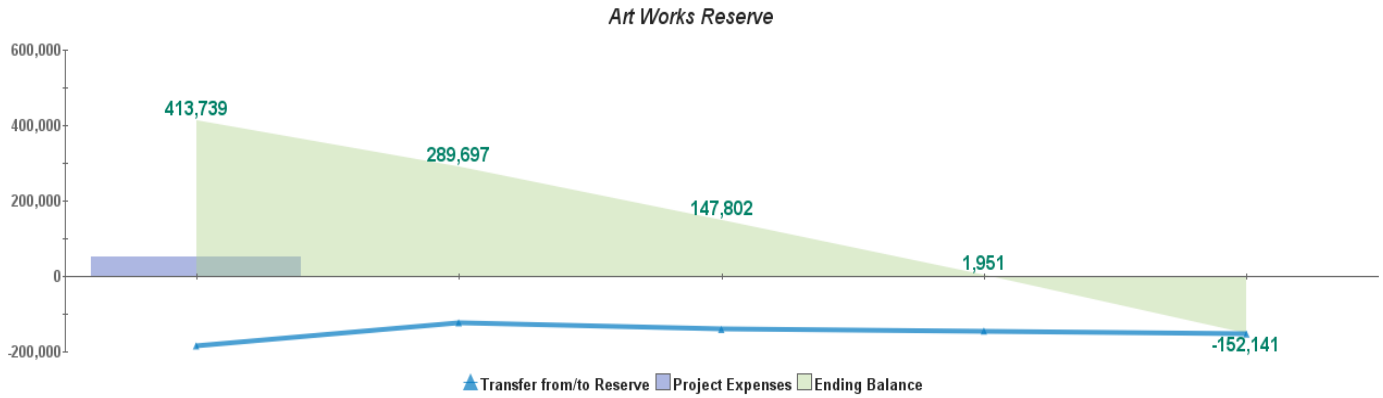
## **2025 - 2029 Reserve Balances**

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# Port Moody Reserves for Years 2025 - 2029

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29. July 2025 7:53 p.m.

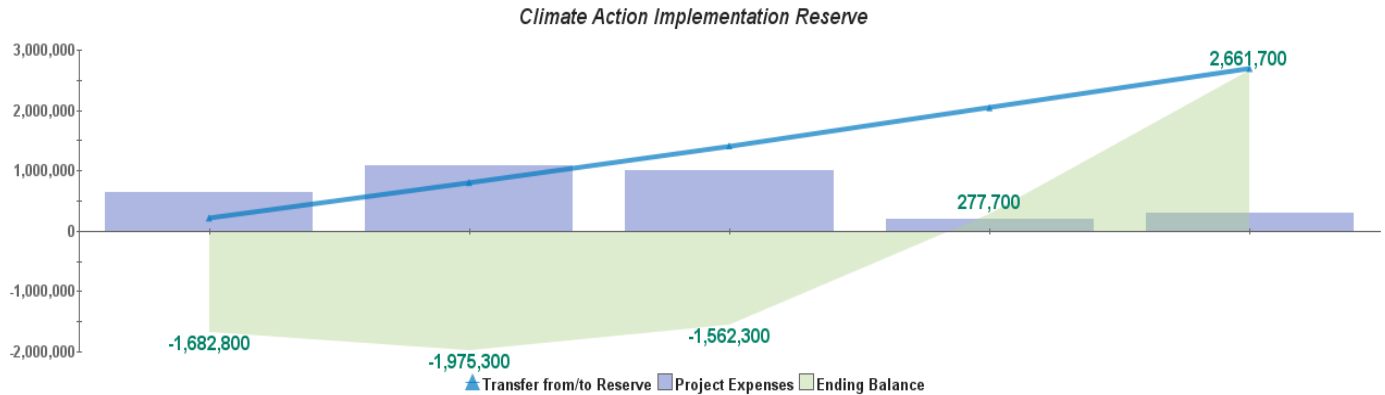
































Art Works Reserve		2025	2026	2027	2028	2029
Opening Balance		649,115	413,739	289,697	147,802	1,951
1	Transfer to Reserve: (from Fiscal Services)	69,131	60,224	46,998	47,809	44,478
Total - Transfer To Art Works Reserve		69,131	60,224	46,998	47,809	44,478
1	Transfer from Reserve: (to Cultural Services)	-179,507	-184,265	-188,893	-193,660	-198,570
2	Transfer from Reserve: (to Mayor & Council)	-75,000				
Total - Transfer From Art Works Reserve		-254,507	-184,265	-188,893	-193,660	-198,570
1	CU25043: City of the Arts Strategy	-50,000				
2	Council					
Total - Project Funding From Art Works Reserve		-50,000				
Ending Balance		413,739	289,697	147,802	1,951	-152,141















# Port Moody Reserves for Years 2025 - 2029

Last Updated:

29. July 2025 7:53 p.m.



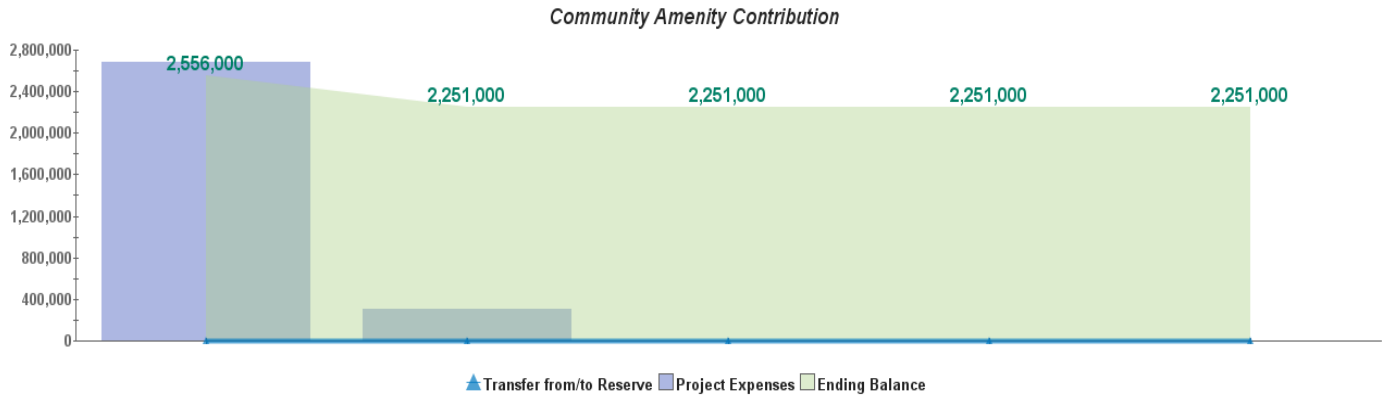
Climate Action Implementation Reserve					2025	2026	2027	2028	2029
Opening Balance					-1,246,400	-1,682,800	-1,975,300	-1,562,300	277,700
1	Transfer to Reserve: (from Fiscal Services)				582,000	1,170,000	1,780,000	2,410,000	3,060,000
Total - Transfer To Climate Action Implementation Reserve					582,000	1,170,000	1,780,000	2,410,000	3,060,000
1	Transfer from Reserve: (to Fiscal Services)				-373,000	-373,000	-373,000	-373,000	-373,000
Total - Transfer From Climate Action Implementation Reserve					-373,000	-373,000	-373,000	-373,000	-373,000
1	ES25012: CLIMATE ACTION PLAN - Ecological Restoration and Enhancement Projects	4. Medium			-45,000	-45,000	-45,000	-45,000	-45,000
2	ES25014: CLIMATE ACTION PLAN - Bat Habitat Enhancement at Old Mill Pond	5. Low			-10,000				
3	ES25015: CLIMATE ACTION PLAN - Tidal Park Protection and Restoration	3. High			-200,000	-225,000			
4	ES25018: CLIMATE ACTION PLAN: Develop and Update the Invasive Species Management Program	2. Council			-21,700				
5	ES25019: CLIMATE ACTION PLAN - Erosion and Sediment Control Audit	4. Medium			-15,000				
6	ES25020: CLIMATE ACTION PLAN - Natural Area Parks Protection in Wildfire Fuel Treatment Areas (with PMFR)	4. Medium			-50,000	-70,000			
7	ES25021: CLIMATE ACTION PLAN - Erosion and Revegetation Response	4. Medium			-15,000	-15,000			
8	ES25023: CLIMATE ACTION PLAN - Biodiversity Strategy	4. Medium					-150,000		
9	ES25006: CLIMATE ACTION PLAN - Ecological Restoration and Enhancement Projects - Lower Suter Brook Creek	4. Medium			-45,000	-10,000			
10	FC25129: Glenayre Centre - Gas Furnace and DHW Heater Replacement with ASHP (GHGR)	4. Medium					-36,000		
11	FC25160: Old Orchard Hall - HVAC Equipment Replacement - Heat Pump System (GHGR)	4. Medium					-30,000	-75,000	
12	FC25196: Recreation Complex - Lighting Retrofit (GHGR)	3. High				-165,000			
13	FC25232: Arts Centre - Furnace and DHW Heaters Replacement (GHGR)	3. High				-44,000			
14	FC25256: Arts Centre - Lighting Retrofit (GHGR)	3. High				-9,300			
15	FC25264: Recreation Complex - Arena 1 and Curling Lighting Retrofit (GHGR)	3. High				-175,000			
16	FC25266: Civic Centre - Replace Gas-fired RTUs with ASHP RTU (GHGR)	4. Medium						-30,000	-191,000
17	FC25268: Inlet Centre Firehall - Replace DHW Heater with Heat Pump (GHGR)	4. Medium						-29,000	
18	FC25269: Inlet Centre Firehall - Replace Boilers with Air to Water Heat Pump (GHGR)	3. High			-115,700				
19	FC25270: Inlet Centre Firehall - Lighting Retrofit (GHGR)	3. High				-42,000			
20	FC25273: Glenayre Centre - Lighting Retrofit (GHGR)	3. High				-4,000			
21	FC25280: Civic Centre - Lighting Retrofit (GHGR)	3. High				-75,000			
22	FC25282: Fire Hall 2 - Replace gas fired RTU with ASHP RTU (GHGR)	4. Medium							-24,000
23	FC25283: Fire Hall 2 - Replace DHW Heater with Heat Pump (GHGR)	4. Medium							-3,000
24	FC25284: Fire Hall 2 - Install Electric Infrared Heaters for Apparatus (GHGR)	4. Medium							-20,000
25	FC25285: Fire Hall 2 - Lighting Retrofit (GHGR)	3. High				-2,000			
26	FC25290: Heritage Mountain Community Centre - Lighting Retrofit (GHGR)	3. High				-13,000			
27	FC25291: Heritage Woods - Lighting Retrofit (GHGR)	3. High				-3,000			
28	FC25292: Heritage Woods - CO2 DHW Heat Pump (GHGR)	3. High						-18,000	
29	FC25295: Kyle Centre - Lighting Retrofit (GHGR)	3. High				-2,000			
30	FC25296: Old Mill Boathouse - Lighting Retrofit (GHGR)	3. High				-28,000			

31	FC25299: Old Orchard Hall Caretaker Residence - Lighting Retrofit (GHGR)	3. High			-1,000				
32	FC25305: Public Safety Building - Replace Gas Fired Heat Reclaim Unit (GHGR)	3. High				-100,000			
33	FC25308: Public Safety Building - Lighting Retrofit (GHGR)	3. High			-70,000				
34	FC25309: Artist Studios - Replace DHW Heater with ASHP (GHGR)	3. High				-11,000			
35	FC25310: Artist Studios - Lighting Retrofit (GHGR)	3. High			-5,000				
36	FC25312: Rocky Point PSB - Lighting Retrofit (GHGR)	3. High			-24,000				
37	FC25320: Facilities - Lighting Retrofit Feasibility Study (GHGR)	3. High		-48,000					
38	FC25334: Civic Centre - Install 4 Car Chargers for Fleet Vehicles	3. High		-60,000					
39	FC25344: Carpentry Shop - Lighting Retrofit (GHGR)	3. High			-28,500				
40	FC25346: Kyle Centre - Replace DHW Heater with Heat Pump (GHGR) - 2032	4. Medium							
41	FC25065: Old Orchard Hall - Lighting Retrofit (GHGR)	3. High			-18,700				
42	FC25074: Old Mill Boathouse - HVAC Equipment Replacement (GHGR)	3. High			-15,000	-42,000			
43	PK25139: Conversion of Existing Field Lights to LED Lighting - Trasolini Field	3. High				-200,000			
44	PK25140: Conversion of Existing Field Lights to LED Lighting - North Shore Community Park	3. High				-260,000			
45	PK25073: Easthill Park - Water Fountain	4. Medium				-40,000			
46	PK25078: Chestnut Way Park - Water Fountain	4. Medium				-30,000			
47	PK25099: Greenleaf Park - Water Fountain	4. Medium				-30,000			
48	OA25007: Fleet Consultant Services	3. High		-20,000		-20,000			-20,000
Total - Project Funding From Climate Action Implementation Reserve				-645,400	-1,089,500	-994,000	-197,000		-303,000
Ending Balance				-1,682,800	-1,975,300	-1,562,300	277,700		2,661,700

# Port Moody Reserves for Years 2025 - 2029

Last Updated:

29. July 2025 7:53 p.m.



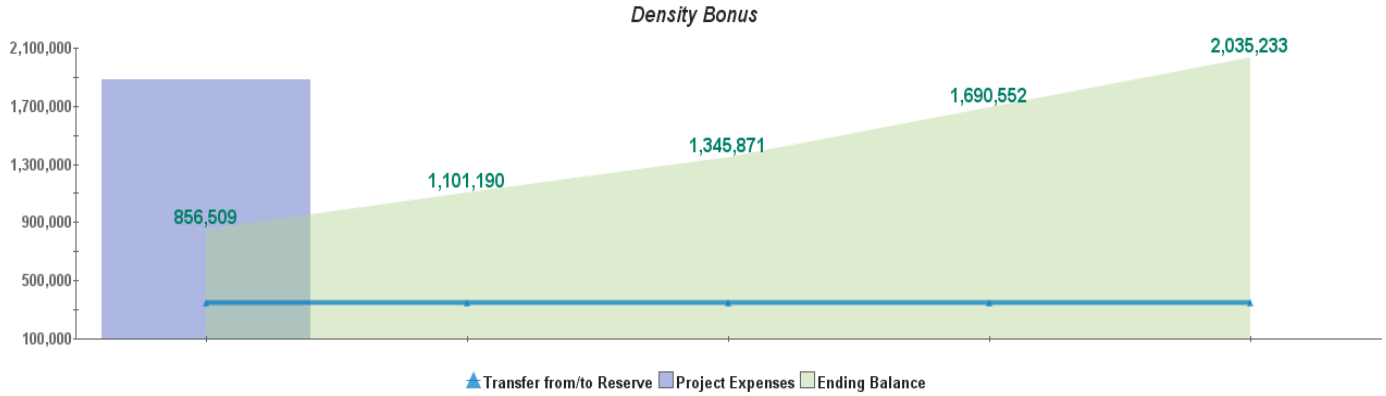
Community Amenity Contribution				2025	2026	2027	2028	2029
Opening Balance				5,243,000	2,556,000	2,251,000	2,251,000	2,251,000
1	ES25015: CLIMATE ACTION PLAN - Tidal Park Protection and Restoration	3. High		-200,000	-225,000			
2	PK25103: Twin Creeks - Natural Playground	5. Low			-80,000			
3	PK25138: Town Centre Park - Outdoor Fitness Equipment	3. High		-35,000				
4	PK25145: Implementation of Old Orchard Park Master Plan	3. High		-1,482,000				
5	PK25038: Playground Rehabilitation - Art Wilkinson Playground (Lifecycle Replacement and Expansion)	3. High		-250,000				
6	EN25044: Moray Street Traffic Calming	3. High		-720,000				
Total - Project Funding From Community Amenity Contribution				-2,687,000	-305,000			
Ending Balance				2,556,000	2,251,000	2,251,000	2,251,000	2,251,000



# Port Moody Reserves for Years 2025 - 2029

Last Updated:

29. July 2025 7:53 p.m.

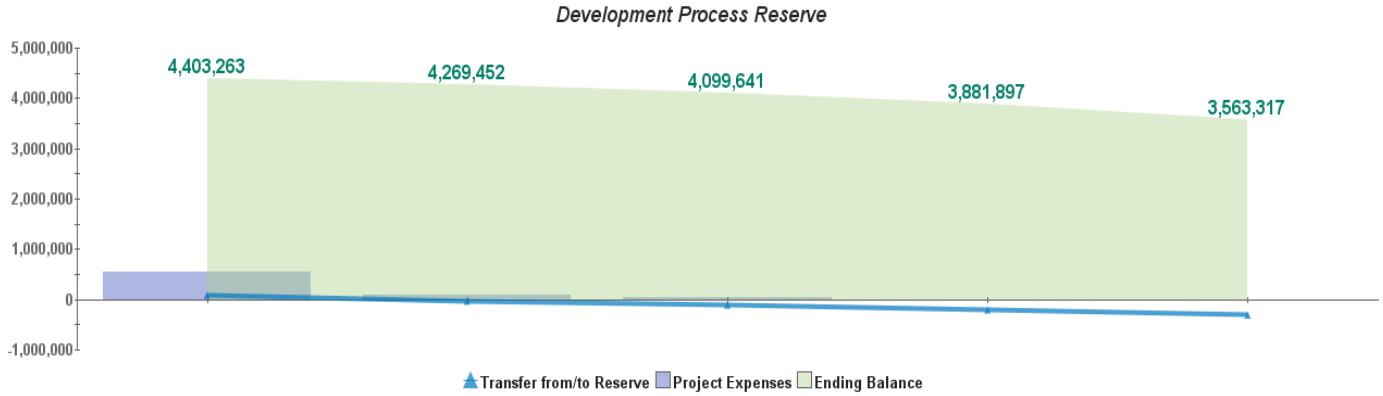


Density Bonus			2025	2026	2027	2028	2029
	Opening Balance		2,393,828	856,509	1,101,190	1,345,871	1,690,552
1	Transfer to Reserve: (from Fiscal Services)		344,681	344,681	344,681	344,681	344,681
	Total - Transfer To Density Bonus		344,681	344,681	344,681	344,681	344,681
1	CA25002: Civic Complex Exterior Upgrades and Enhancement (Phase II)	4. Medium	-400,000	-100,000	-100,000		
2	PK25145: Implementation of Old Orchard Park Master Plan	3. High	-1,482,000				
	Total - Project Funding From Density Bonus		-1,882,000	-100,000	-100,000		
Ending Balance			856,509	1,101,190	1,345,871	1,690,552	2,035,233

# Port Moody Reserves for Years 2025 - 2029

Last Updated:

29. July 2025 7:53 p.m.



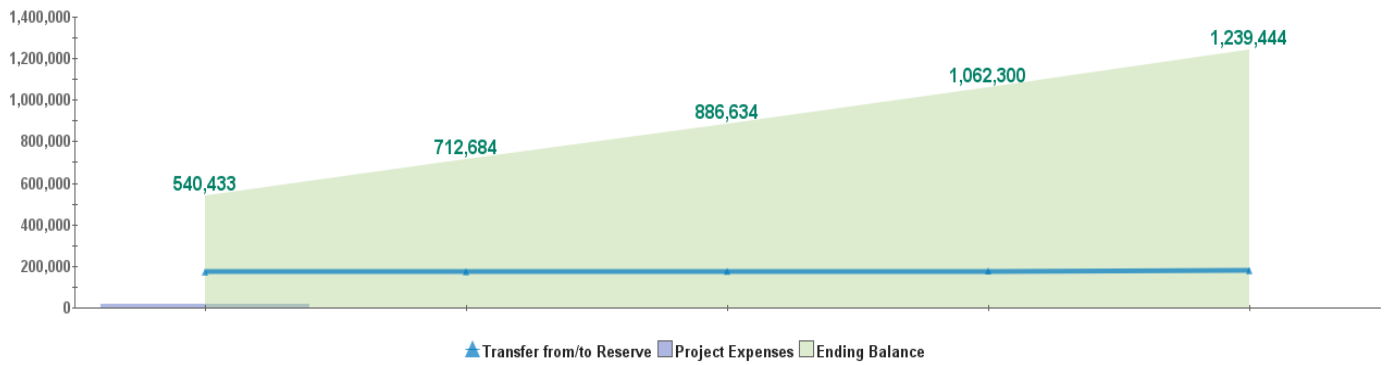
Development Process Reserve		2025	2026	2027	2028	2029
Opening Balance		4,890,053	4,403,263	4,269,452	4,099,641	3,881,897
1	Transfer to Reserve: (from Building & Bylaw Enforcement) Excess revenues - Building, Bylaw & Licensing	2,822,500	2,822,500	2,822,500	2,822,500	2,822,500
2	Transfer to Reserve: (from Development Planning) Excess revenues - Development Planning	574,300	552,300	552,300	552,300	552,300
Total - Transfer To Development Process Reserve		3,396,800	3,374,800	3,374,800	3,374,800	3,374,800
1	Transfer from Reserve: (to Building & Bylaw Enforcement) To fund positions - Building, Bylaw & Licensing	-577,305	-594,566	-612,017	-629,991	-648,504
2	Transfer from Reserve: (to Community Development Admin)	-108,998	-112,270	-96,607	-99,431	-102,339
3	Transfer from Reserve: (to Communications and Engagement) To fund positions - Communications Specialist	-71,893	-74,107	-76,331	-78,621	-80,979
4	Transfer from Reserve: (to Development Planning)	-1,269,880	-1,307,935	-1,346,019	-1,385,553	-1,426,273
5	Transfer from Reserve: (to Engineering) To fund positions - Engineering Services	-252,702	-260,489	-268,163	-276,208	-284,494
6	Transfer from Reserve: (to Environmental Services)	-269,844	-278,159	-286,350	-294,940	-303,789
7	Transfer from Reserve: (to Human Resources)	-152,592	-157,268	-161,831	-166,659	-171,632
8	Transfer from Reserve: (to Information Services) To fund Positions - Information Services including GIS	-283,664	-287,119	-290,587	-294,160	-297,840
9	Transfer from Reserve: (to Parks) To fund Positions - Urban Forestry	-49,813	-51,381	-52,934	-54,499	-56,074
10	Transfer from Reserve: (to Policy Planning) To fund positions - Policy Planning	-286,900	-295,317	-303,773	-312,484	-321,455
Total - Transfer From Development Process Reserve		-3,323,590	-3,418,611	-3,494,611	-3,592,544	-3,693,380
1	DP25001: Development Approval Process Improvements Implementation 4. Medium	-60,000	-60,000	-50,000		
2	PL25047: Encourage Townhouse Development 3. High	-70,000				
3	PL25048: Density Bonus Program Review 3. High	-40,000				
4	PL25049: View Protection Policy and Tools - Phase 2 3. High	-15,000				
5	PL25050: Sound Level Bylaw Update 2. Council	-30,000				
6	PL25053: Amenity Cost Charge Program 3. High	-120,000				
7	FD25017: Complex Building Firefighting Development Program 3. High		-30,000			
8	IS25022: Digital Plan Review Software 3. High	-225,000				
Total - Project Funding From Development Process Reserve		-560,000	-90,000	-50,000		
Ending Balance		4,403,263	4,269,452	4,099,641	3,881,897	3,563,317

# Port Moody Reserves for Years 2025 - 2029

Last Updated:

29. July 2025 7:53 p.m.

## Engineering - Development Process

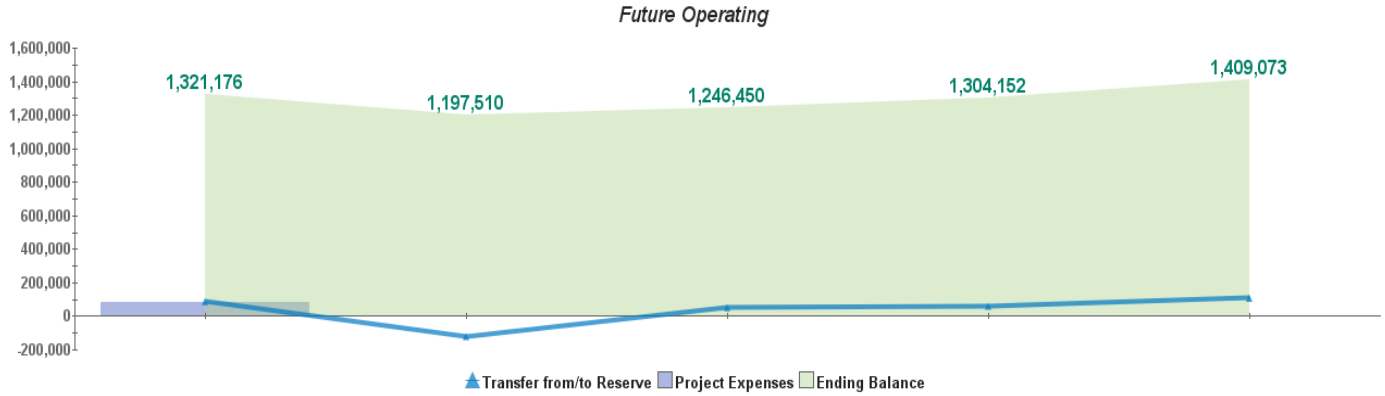


Engineering - Development Process		2025	2026	2027	2028	2029
Opening Balance		384,978	540,433	712,684	886,634	1,062,300
1	Transfer to Reserve: (from Engineering)	314,837	321,081	327,245	333,560	339,774
	Total - Transfer To Engineering - Development Process	314,837	321,081	327,245	333,560	339,774
1	Transfer from Reserve: (to Engineering)	-144,382	-148,830	-153,295	-157,894	-162,630
	Total - Transfer From Engineering - Development Process	-144,382	-148,830	-153,295	-157,894	-162,630
1	EN25026: Development Cost Charges (DCC) Program Update and Amenity Cost Charges (ACC) Program Inception	-15,000				
	Total - Project Funding From Engineering - Development Process	-15,000				
Ending Balance		540,433	712,684	886,634	1,062,300	1,239,444

# Port Moody Reserves for Years 2025 - 2029

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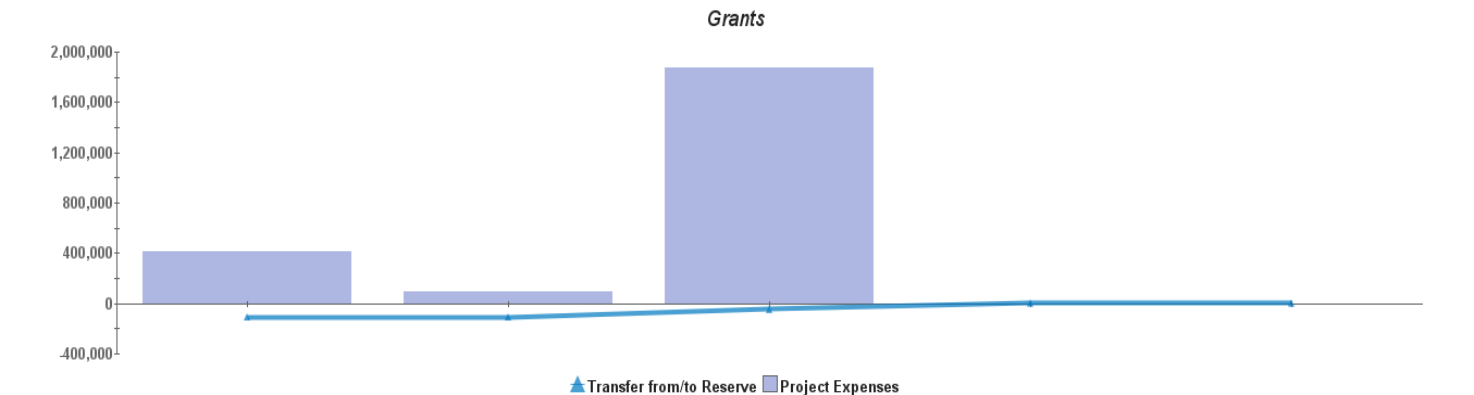
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Future Operating		2025	2026	2027	2028	2029
Opening Balance		1,322,516	1,321,176	1,197,510	1,246,450	1,304,152
1	Transfer to Reserve: (from Communications and Engagement)	20,200		20,606		21,020
2	Transfer to Reserve: (from Cultural Services)	4,000		4,000		4,000
3	Transfer to Reserve: (from Information Services)	0	10,000	0	10,000	0
4	Transfer to Reserve: (from Library)	950	0	950	950	0
5	Transfer to Reserve: (from Legislative Services)	47,109		49,983	50,983	52,002
6	Transfer to Reserve: (from Police)	26,466	18,799	14,333	23,799	29,799
Total - Transfer To Future Operating		98,725	28,799	89,872	85,732	106,821
1	Transfer from Reserve: (to Communications and Engagement)	0	-17,675	0	-18,030	0
2	Transfer from Reserve: (to Cultural Services)		-4,000		-4,000	
3	Transfer from Reserve: (to Library)	0	-1,900	0	0	-1,900
4	Transfer from Reserve: (to Legislative Services)		-102,890			
5	Transfer from Reserve: (to Police)	-13,665	-26,000	-40,932	-6,000	
Total - Transfer From Future Operating		-13,665	-152,465	-40,932	-28,030	-1,900
1	ES25013: Wildlife and Environment Student Outreach Program 4. Medium	-38,000				
2	FC25348: Facilities - Other Furniture Replacement 3. High	-48,400				
Total - Project Funding From Future Operating		-86,400				
Ending Balance		1,321,176	1,197,510	1,246,450	1,304,152	1,409,073

Port Moody Reserves for Years 2025 - 2029

Last Updated: 29. July 2025 7:53 p.m.

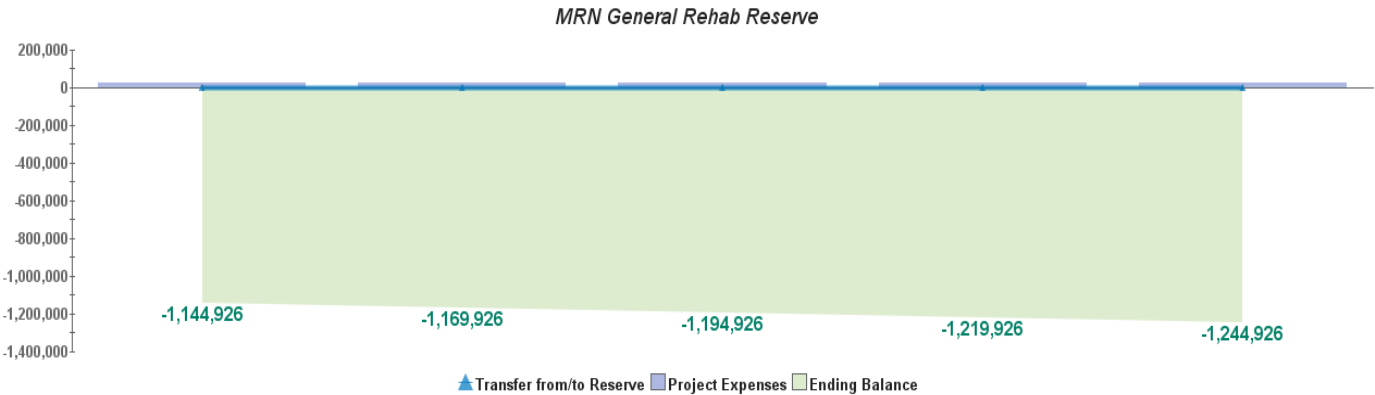


Grants			2025	2026	2027	2028	2029
Opening Balance			0	0	0	0	0
1	CD25015: Foreign Direct Investment Attraction	3. High	-12,500				
2	ES25006: CLIMATE ACTION PLAN - Ecological Restoration and Enhancement Projects - Lower Suter Brook Creek	4. Medium	-405,000	-90,000			
3	EN25033: Barnet Highway CP Rail Overpass Deck Rehabilitation	4. Medium			-1,875,000		
Total - Project Funding From Grants			-417,500	-90,000	-1,875,000		
Ending Balance			0	0	0	0	0



Port Moody Reserves for Years 2025 - 2029

Last Updated: 29. July 2025 7:53 p.m.



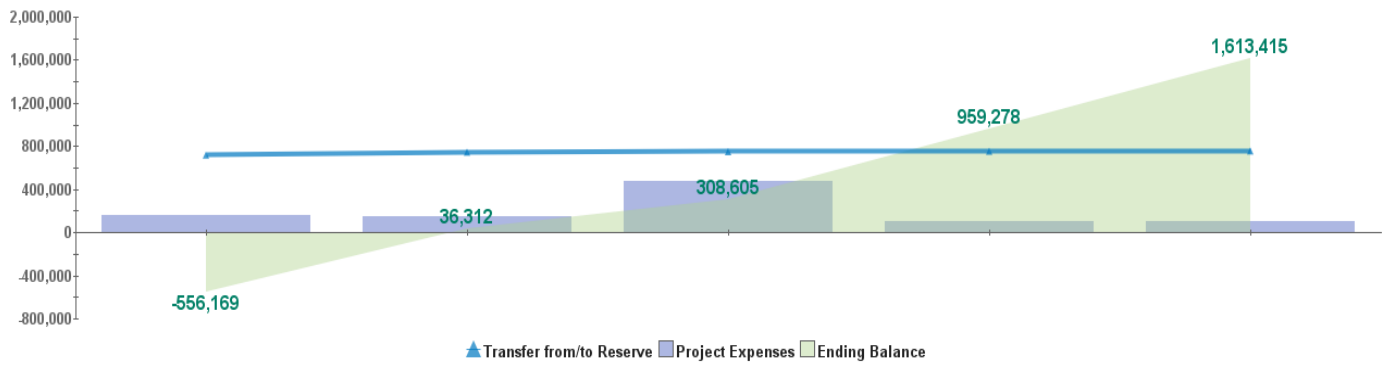
MRN General Rehab Reserve			2025	2026	2027	2028	2029
Opening Balance			-1,119,926	-1,144,926	-1,169,926	-1,194,926	-1,219,926
1	EN25037: Pedestrian Walkways/Accessibility Capital Rehabilitation Program	3. High	-25,000	-25,000	-25,000	-25,000	-25,000
Total - Project Funding From MRN General Rehab Reserve			-25,000	-25,000	-25,000	-25,000	-25,000
Ending Balance			-1,144,926	-1,169,926	-1,194,926	-1,219,926	-1,244,926




# Port Moody Reserves for Years 2025 - 2029

Last Updated:

29. July 2025 7:53 p.m.

MRN Pavement Rehab Reserve

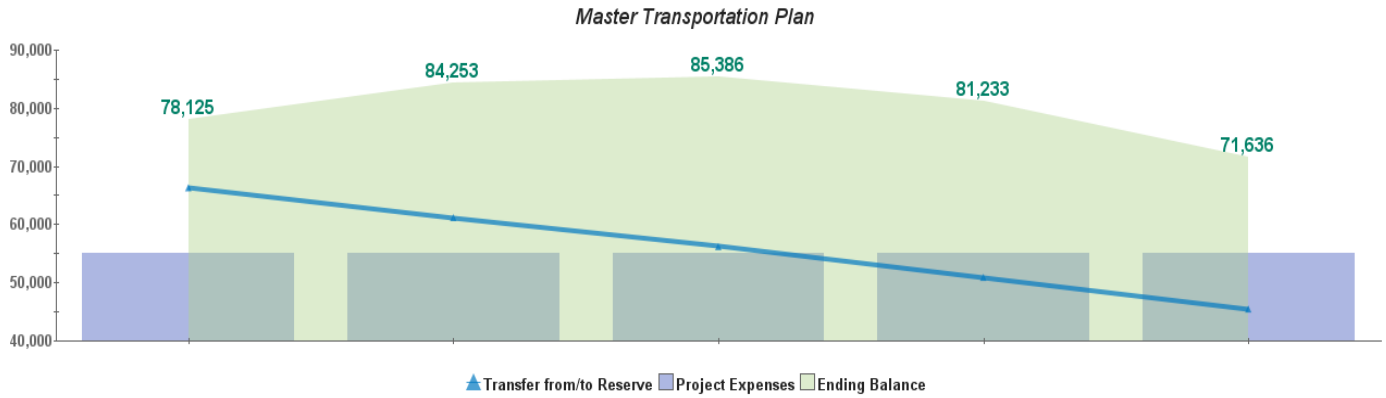


MRN Pavement Rehab Reserve				2025	2026	2027	2028	2029
	Opening Balance			-1,111,479	-556,169	36,312	308,605	959,278
1	Transfer to Reserve: (from MRN)			715,310	742,481	747,293	750,674	754,137
	Total - Transfer To MRN Pavement Rehab Reserve			715,310	742,481	747,293	750,674	754,137
1	EN25033: Barnet Highway CP Rail Overpass Deck Rehabilitation	4. Medium				-375,000		
2	EN25009: Major Road Network (MRN) Road Rehabilitation Program	3. High		-150,000	-150,000	-100,000	-100,000	-100,000
3	OA25009: Works Yard Improvements - Hard Surface Repairs and Maintenance	3. High		-10,000				
	Total - Project Funding From MRN Pavement Rehab Reserve			-160,000	-150,000	-475,000	-100,000	-100,000
Ending Balance				-556,169	36,312	308,605	959,278	1,613,415

# Port Moody Reserves for Years 2025 - 2029

Last Updated:

29. July 2025 7:53 p.m.

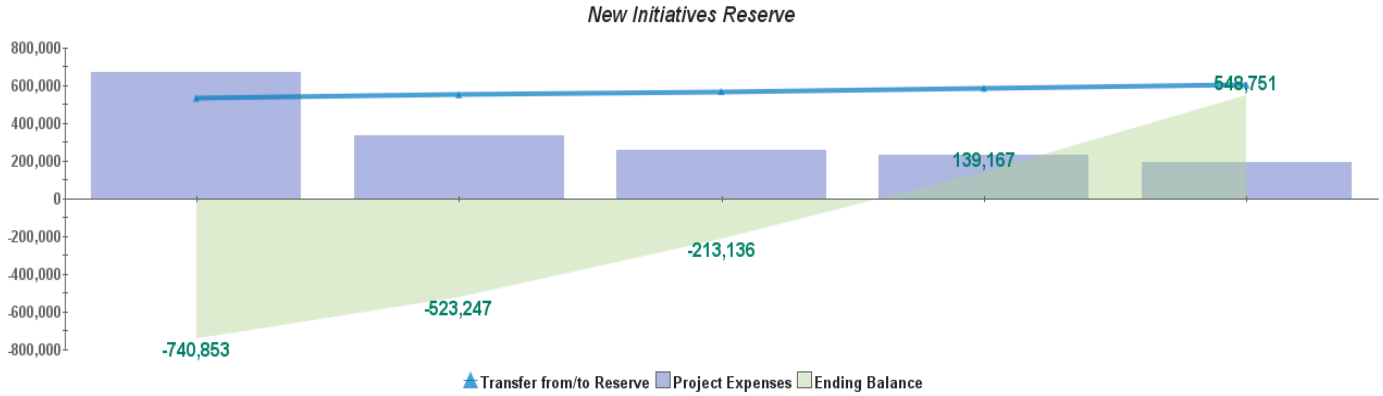


Master Transportation Plan		2025	2026	2027	2028	2029
Opening Balance		66,878	78,125	84,253	85,386	81,233
1	Transfer to Reserve: (from Fiscal Services)	577,000	577,000	577,000	577,000	577,000
Total - Transfer To Master Transportation Plan		577,000	577,000	577,000	577,000	577,000
1	Transfer from Reserve: (to Engineering)	-166,073	-171,191	-176,186	-181,472	-186,916
2	Transfer from Reserve: (to Fiscal Services)	-344,681	-344,681	-344,681	-344,681	-344,681
Total - Transfer From Master Transportation Plan		-510,754	-515,872	-520,867	-526,153	-531,597
1	EN25011: Transit Improvements Program 3. High	-30,000	-30,000	-30,000	-30,000	-30,000
2	EN25012: Bike and Pedestrian Improvement Program 3. High	-25,000	-25,000	-25,000	-25,000	-25,000
Total - Project Funding From Master Transportation Plan		-55,000	-55,000	-55,000	-55,000	-55,000
Ending Balance		78,125	84,253	85,386	81,233	71,636

# Port Moody Reserves for Years 2025 - 2029

Last Updated:

29. July 2025 7:53 p.m.



New Initiatives Reserve			2025	2026	2027	2028	2029
Opening Balance			-603,499	-740,853	-523,247	-213,136	139,167
1	Transfer to Reserve: (from Fiscal Services)		534,272	551,308	568,383	585,501	602,662
Total - Transfer To New Initiatives Reserve			534,272	551,308	568,383	585,501	602,662
1	Transfer from Reserve: (to Fiscal Services)		-1,626	-1,002	-773	-698	-578
Total - Transfer From New Initiatives Reserve			-1,626	-1,002	-773	-698	-578
1	CM25001: Council Strategic Plan Goals	3. High	-125,000	-125,000	-150,000	-125,000	-125,000
2	CD25015: Foreign Direct Investment Attraction	3. High	-12,500				
3	CD25017: Minimum Employment Standards	2. Council	-7,000				
4	CP25001: Departmental Business Plans & KPI Development	3. High	-35,000				
5	CA25007: Indigenous Relations Support Initiative	3. High	-128,000				
6	CU25033: Inaugural Council	2. Council		-10,000			
7	PK25118: Urban Forestry Student - Multi-year	3. High	-17,500	-17,500	-17,500	-17,500	-17,500
8	PK25150: Parks Moveable Furnishings	4. Medium	-20,000	-20,000	-20,000	-20,000	-20,000
9	PK25153: Pop Up Parks - Program Continuation and Expansion	5. Low	-30,000	-30,000	-30,000	-30,000	-30,000
10	PK25164: Outdoor Ping Pong Tables in Parks - Addition and Upgrades	5. Low	-25,000	-25,000			
11	PK25165: Archaeological Assessment, Referrals, and Monitoring	3. High	-230,000				
12	PK25070: Pop Up Parks	4. Medium	-40,000	-40,000	-40,000	-40,000	
13	RS25011: Port Moody Recreation Complex Digital Signage Displays	4. Medium		-20,200			
14	IS25008: Public Service Request App	4. Medium		-45,000			
Total - Project Funding From New Initiatives Reserve			-670,000	-332,700	-257,500	-232,500	-192,500
Ending Balance			-740,853	-523,247	-213,136	139,167	548,751

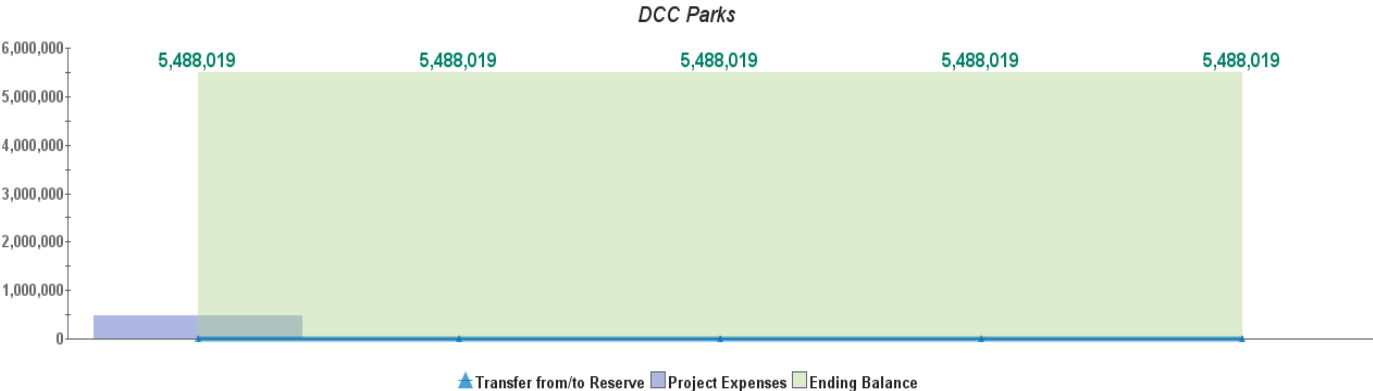


## ***2025 - 2029 Reserve Balances***

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# Port Moody Reserves for Years 2025 - 2029

Last Updated: 29. July 2025 7:53 p.m.



DCC Parks		2025	2026	2027	2028	2029
Opening Balance		5,958,019	5,488,019	5,488,019	5,488,019	5,488,019
1	PK25145: Implementation of Old Orchard Park Master Plan 3. High	-400,000				
2	PK25146: Rocky Point Park Detailed Design (subject to Rocky Point Park Master Plan and will be tailored to phased implementation) 2. Council	-70,000				
Total - Project Funding From DCC Parks		-470,000				
Ending Balance		5,488,019	5,488,019	5,488,019	5,488,019	5,488,019



# ***Specialized Reserves***

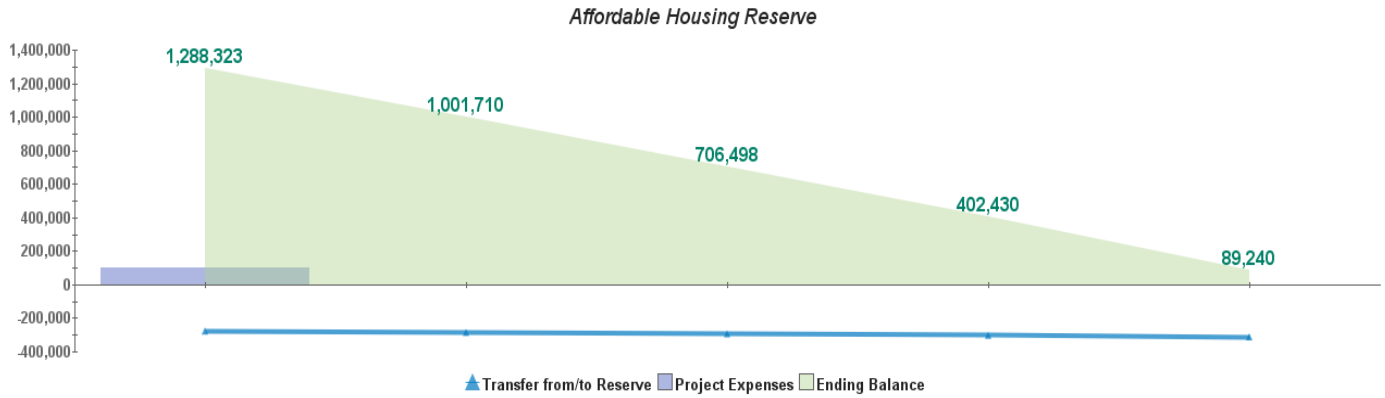
## **2025 - 2029 Reserve Balances**

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# Port Moody Reserves for Years 2025 - 2029

Last Updated:

29. July 2025 7:53 p.m.

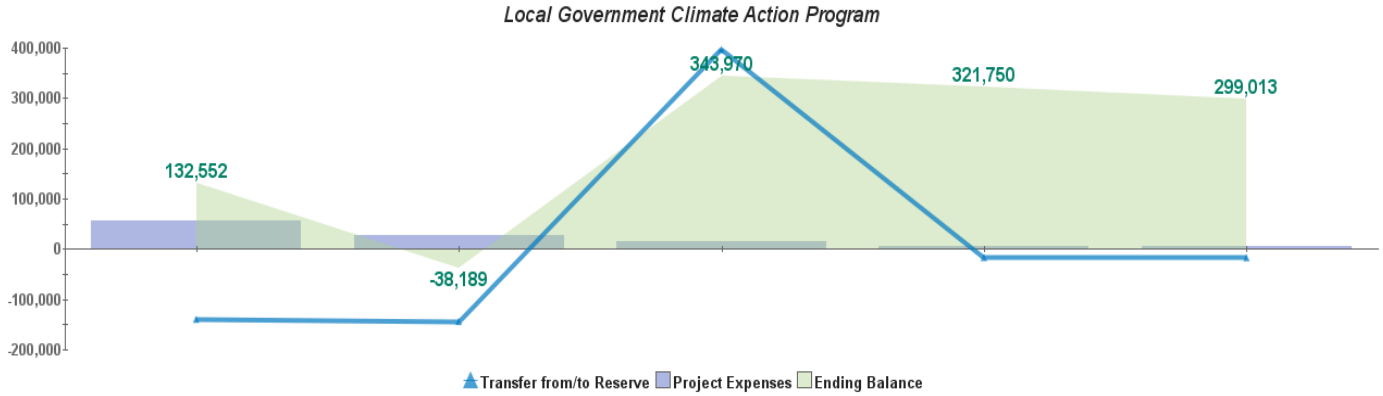


Affordable Housing Reserve		2025	2026	2027	2028	2029
Opening Balance		1,668,370	1,288,323	1,001,710	706,498	402,430
1	Transfer from Reserve: (to Policy Planning)	-278,047	-286,613	-295,212	-304,068	-313,190
Total - Transfer From Affordable Housing Reserve		-278,047	-286,613	-295,212	-304,068	-313,190
1	PL25045: Inclusionary Zoning Policy Review 3. High	-60,000				
2	PL25046: Tenant Relocation Policy Update 3. High	-35,000				
3	PL25052: Support for Tri Cities Housing and Homelessness Task Group 2. Council	-7,000				
Total - Project Funding From Affordable Housing Reserve		-102,000				
Ending Balance		1,288,323	1,001,710	706,498	402,430	89,240

# Port Moody Reserves for Years 2025 - 2029

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29. July 2025 7:53 p.m.

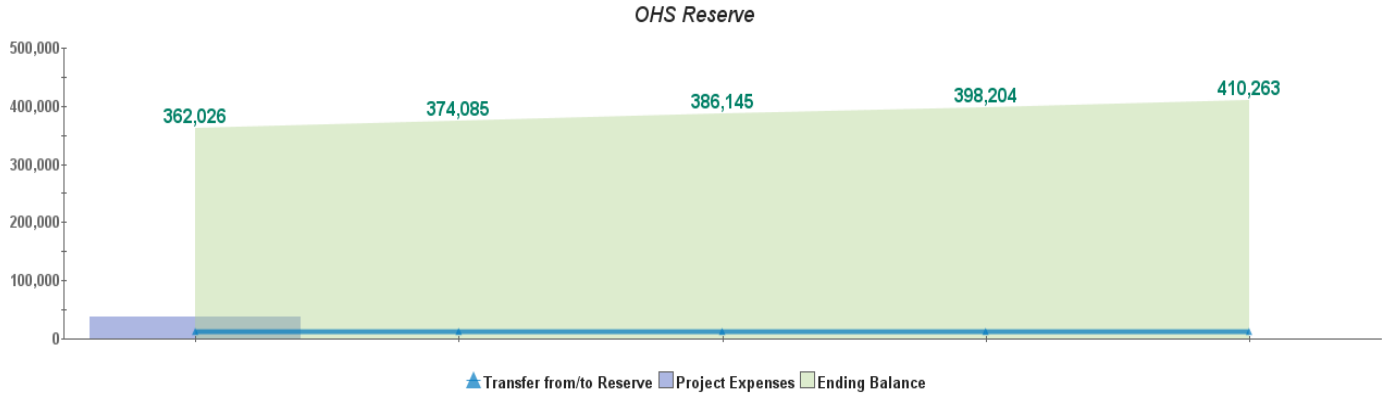


Local Government Climate Action Program		2025	2026	2027	2028	2029
Opening Balance		328,976	132,552	-38,189	343,970	321,750
1	Transfer to Reserve: (from Fiscal Services) Fiscal Services - Annual Funding	0	0	545,233	0	0
Total - Transfer To Local Government Climate Action Program		0	0	545,233	0	0
1	Transfer from Reserve: (to Community Development Admin)	-15,746	-16,232	-16,719	-17,220	-17,737
2	Transfer from Reserve: (to Policy Planning) Position Funding - Policy Planning	-124,377	-128,209	-132,056		
Total - Transfer From Local Government Climate Action Program		-140,124	-144,441	-148,774	-17,220	-17,737
1	PL25017: Community Education - Extreme Weather	-5,000	-5,000	-5,000	-5,000	-5,000
2	PL25031: Cool It! Climate Leadership Workshops	-9,300	-9,300	-9,300		
3	PL25036: Building Benchmark BC	-12,000	-12,000			
4	CA25006: Zero Waste Plan Implementation	-30,000				
Total - Project Funding From Local Government Climate Action Program		-56,300	-26,300	-14,300	-5,000	-5,000
Ending Balance		132,552	-38,189	343,970	321,750	299,013

# Port Moody Reserves for Years 2025 - 2029

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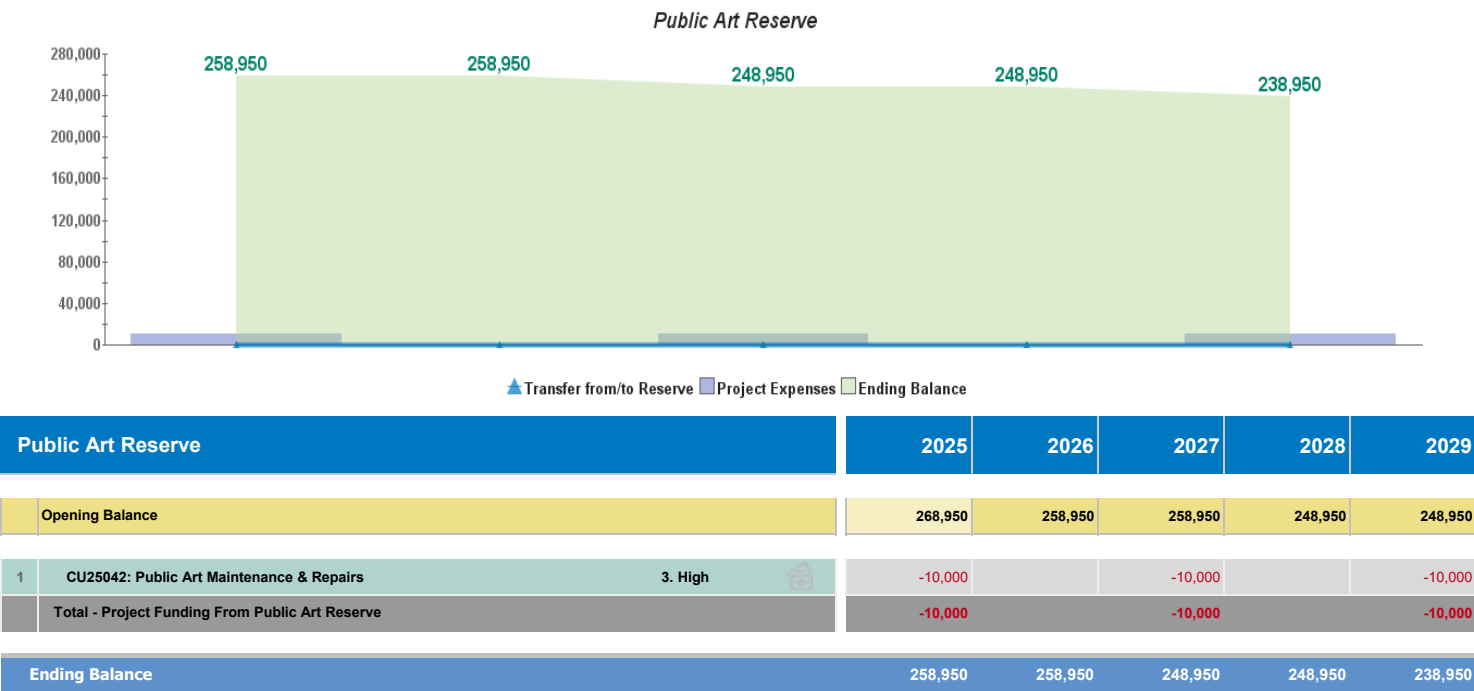
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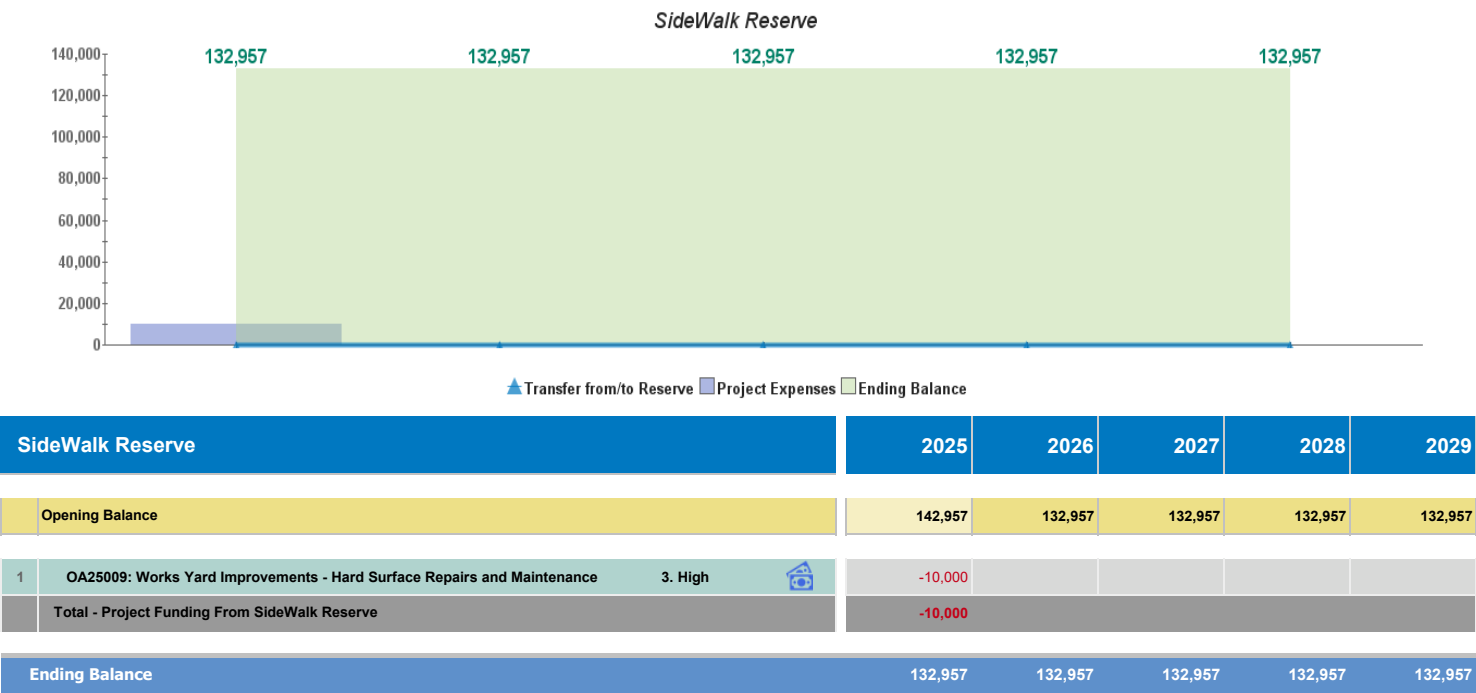


OHS Reserve		2025	2026	2027	2028	2029
Opening Balance		387,946	362,026	374,085	386,145	398,204
1	Transfer to Reserve: (from Human Resources)	40,000	40,000	40,000	40,000	40,000
Total - Transfer To OHS Reserve		40,000	40,000	40,000	40,000	40,000
1	Transfer from Reserve: (to Human Resources)	-27,920	-27,941	-27,941	-27,941	-27,941
Total - Transfer From OHS Reserve		-27,920	-27,941	-27,941	-27,941	-27,941
1	FC25348: Facilities - Other Furniture Replacement	-38,000				
Total - Project Funding From OHS Reserve		-38,000				
Ending Balance		362,026	374,085	386,145	398,204	410,263

Port Moody Reserves for Years 2025 - 2029

Last Updated: 29. July 2025 7:53 p.m.







# ***Statutory Reserves***

## **2025 - 2029 Reserve Balances**

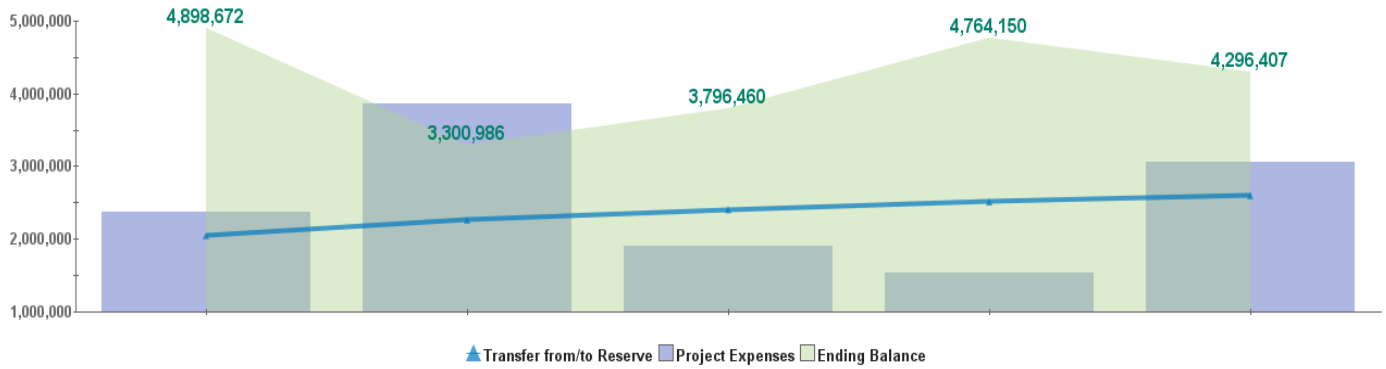
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# Port Moody Reserves for Years 2025 - 2029

Last Updated:

29. July 2025 7:53 p.m.

Equipment Replacement Reserve Fund



Equipment Replacement Reserve Fund			2025	2026	2027	2028	2029
Opening Balance			5,234,350	4,898,672	3,300,986	3,796,460	4,764,150
1	Transfer to Reserve: (from Building & Bylaw Enforcement)		15,231	17,765	19,435	20,682	21,677
2	Transfer to Reserve: (from Cultural Services)		6,139	6,527	6,783	6,974	7,127
3	Transfer to Reserve: (from Engineering)		5,000	5,000	5,000	5,000	5,000
4	Transfer to Reserve: (from Facilities)		112,301	119,517	124,270	127,820	130,655
5	Transfer to Reserve: (from Fire Rescue)		69,526	74,552	77,863	80,336	82,310
6	Transfer to Reserve: (from Operations)		661,797	738,317	788,718	826,364	856,423
7	Transfer to Reserve: (from Police)		242,203	264,876	280,434	292,293	301,877
8	Transfer to Reserve: (from Parks)		243,439	272,937	292,367	306,880	318,468
9	Transfer to Reserve: (from Solid Waste)		685,286	757,522	805,103	840,642	869,020
Total - Transfer To Equipment Replacement Reserve Fund			2,040,922	2,257,014	2,399,974	2,506,990	2,592,556
1	FC25204: Zamboni FC069 - Battery Replacement	3. High	-17,000				
2	FC25205: Zamboni FC065 - Battery Replacement	3. High		-17,000			
3	FL25010: OP - Replace OP099L - 2011 Ingersol Lightsource Trailer	3. High		-36,800			
4	FL25103: FC - FC074A - Buyout Lease for 2022 PHEV Ford Escape	3. High	-28,500				
5	FL25104: OP - OP050F - Buyout Lease for 2024 Ford F350	3. High	-68,500				
6	FL25105: PK - PK108 - Buyout lease for 2022 Hybrid Ford Escape	3. High	-35,000				
7	FL25106: PK - Purchase new F550 Hooklift Truck (Urban Forestry)	1. Pre-Approved	-175,000				
8	FL25107: OP - New Vehicle - Multi-use Mini-Sweeper	3. High	-320,000				
9	FL25011: OP - Replace OP99F - 2012 Atlas Copco Air Compressor Trailer 8643IC	3. High		-28,400			
10	FL25110: PK - PK071E - Buyout Lease for 2021 Ford F350	3. High	-35,000				
11	FL25115: FC - Replace FC065 2017 Zamboni	3. High					-231,900
12	FL25116: FC - Replace FC073 2019 Ford Ranger	3. High					-79,200
13	FL25117: OP - Replace OP072 2017 F550 Fleet Service Truck	3. High					-147,100
14	FL25118: OP - Replace OP0102 2021 F600 4x4 Regular Cab Dump	3. High					-198,000
15	FL25119: OP - Replace OP103 2021 Caterpillar 420XE Backhoe	3. High					-311,600
16	FL25120: OP - Replace OP990 Safespace Cruiser LT Trailer - Speed Readerboard	3. High					-28,300
17	FL25121: PK - Replace PK104 2019 Ford Ranger	3. High					-73,500
18	FL25122: PK - Replace PK109 2023 Kubota RTV1100C	3. High					-67,900
19	FL25123: FD - Replace FR024 2019 Ford Explorer Interceptor	3. High					-90,500
20	FL25124: FD - Replace FR029 2021 Polaris Ranger 1000	3. High					-31,500
21	FL25125: FD - Replace FR010 2003 Ford 550 Command Unit	3. High	-179,400				
22	FL25128: OP - Replace OP089 2022 MACK Granite Tandem Dump	3. High					-594,000
23	FL25129: OP - Replace OP090 MACK Granite Single Dump	3. High					-509,100
24	FL25015: OP - Replace OP40A - 2013 Flatbed (Flushing) Trailer	3. High		-18,500			
25	FL25016: OP - Replace OP056 - 2014 Cargo Express Trailer (Civil Construction)	3. High		-28,500			

26	FL25023: PK - Replace PK017 - 2008 Agri-Metal Tuff Vac Sweeper Attachment	3. High		-36,800			
27	FL25034: PK - Replace PK069 - 17 F550 Dump	3. High		-190,000			
28	FL25037: OP - Replace OP074 - 17 Cat 430F2 Backhoe Loader	3. High		-289,300			
29	FL25038: PK - Replace PK072 - 17 F550 Super Cab Dump	3. High		-205,000			
30	FL25039: OP - Replace OP070 - 17 Ford F550 Crew Cab Dump	3. High		-200,000			
31	FL25004: FD - Replace FR014 - 09 Wells Cargo Trailer	3. High		-28,600			
32	FL25042: OP - Replace OP104 - 2021 Big Tex Tandem Trailer	3. High			-11,800		
33	FL25046: OP - Replace OP034 - 2009 Trailtech Tilt Trailer	3. High			-26,900		
34	FL25047: OP - Replace OP059 - 16 F150 4x4 Super Cab	3. High		-89,300			
35	FL25048: OP - Replace OP060 - 16 Ford Transit 350 Van	3. High		-94,600			
36	FL25049: OP - Replace OP062 - 14 Clarke 5,000lbs Forklift	3. High		-42,000			
37	FL25050: OP - Replace OP068 - 16 Ford F150 Super Cab 4x4	3. High		-78,800			
38	FL25051: OP - Replace OP079 - 2018 Peterbilt Elgin Crosswind	3. High		-603,400			
39	FL25052: OP - Replace OP080 - 2018 Freightliner 108SD Dump	3. High		-472,800			
40	FL25053: OP - Replace OP100 - 2020 F550 Bucket Truck	3. High		-189,100			
41	FL25054: OP - Replace OP099M - 2013 Kohler Mobile Generator	3. High		-94,600			
42	FL25055: PK - Replace PK065A - 2016 Ford F150 Super Cab	3. High		-78,800			
43	FL25057: PK - Replace PK084 - 2019 Ferris FB2000	3. High		-18,400			
44	FL25058: PK - Replace PKM002 - Redexim Overseeder	3. High		-26,300			
45	FL25060: FD - Replace FR019 - 11 Wells Cargo Trailer	3. High		-21,000			
46	FL25061: FD - Replace FR022 - 16 Ford F550 Hooklift	3. High		-189,100			
47	FL25062: FC - Replace FC063 - 17 Ford F150 Super Cab 4x4	3. High			-91,500		
48	FL25063: FC - Replace FC064 - 17 Ford Transit Van	3. High			-96,900		
49	FL25064: FC - Replace FC067 - 2017 Ford Transit Connect	3. High			-70,000		
50	FL25065: FD - Replace FR023 - 2017 Ford Explorer Interceptor	3. High			-86,200		
51	FL25067: PK - Replace PK078 - 2019 Redexim Level Spike 2200	3. High			-21,500		
52	FL25068: PK - Replace PK079 - 2019 Redexim Verti Groom 2000	3. High			-16,200		
53	FL25069: PK - Replace PK087 - 2021 John Deere 1575 Terrain Cut	3. High			-70,000		
54	FL25070: PK - Replace PK088 - 2021 Snake River Trailer	3. High			-10,800		
55	FL25071: OP - Replace OP106 - 2021 John Deere W61R Mower	3. High			-16,200		
56	FL25072: OP - Replace OP091 - 2017 Ford F350 Super Cab	3. High			-96,900		
57	FL25073: OP - Replace OP073 - 17 Ford F150 Super CrewPU 4WD	3. High			-86,200		
58	FL25074: OP - Replace OP078 - 17 Ford F350 Super Cab 4x4	3. High			-96,900		
59	FL25075: OP - Replace OP086 - 2020 Freightliner 114SD VACTOR	3. High			-861,500		
60	FL25076: OP - Replace OP105 - 2021 John Deere 1575 Terrain Cut	3. High			-70,000		
61	FL25082: BL - Replace PL004 - 2018 Ford Transit Connect	3. High				-66,200	
62	FL25083: CU - Replace CU001 - 07 Dodge Caravan	3. High				-71,700	
63	FL25084: EN - Replace EN001 - 2018 Ford Escape	3. High				-55,200	
64	FL25085: FC - Replace FC066 - 2018 Ford F150	3. High				-93,800	
65	FL25086: OP - Replace OP066 - 16 Mercedes Sprinter 3500	3. High				-110,400	
66	FL25087: OP - Replace OP067 - 16 Mercedes Sprinter 3500	3. High				-110,400	
67	FL25088: OP - Replace OP069 - 16 Wachs Valve Exercising Trailer	3. High				-110,400	
68	FL25089: OP - Replace OP081 - 2018 Ford Escape	3. High				-66,200	
69	FL25090: OP - Replace OP082 - 17 Cat 914M Loader	3. High				-198,700	
70	FL25091: OP - Replace OP99P - 2018 Ver-Mac Sign Trailer	3. High				-33,100	
71	FL25092: OP - Replace OP113 - 2018 F150 Crew Cab	3. High				-77,300	
72	FL25093: PK - Replace PK073 - 2018 Ford F150 Super Cab	3. High				-82,800	
73	FL25094: PK - Replace PK074 - 2018 F150 Super Cab	3. High				-82,800	
74	FL25095: PK - Replace PK076 - 2018 F150 Super Cab	3. High				-77,300	
75	FL25096: PK - Replace PK093 - 2022 Cormidi C13.85 Dumper	3. High				-33,100	
76	PD25018: Replace PO086Y26 Dodge Durango	3. High		-120,600			
77	PD25019: Replace PO087Y25 Ford Explorer	3. High		-117,700			
78	PD25020: Replace PO089Y29 Dodge Durango	3. High					-129,900
79	PD25021: Replace PO091Y25 Ford Explorer	3. High		-117,700			
80	PD25022: Replace PO092Y29 Dodge Durango	3. High					-129,900

81	PD25023: Replace PO093Y29 Ford Explorer Hybrid	3. High							-129,900
82	PD25024: Replace PO100Y25 Dodge Charger	3. High							
83	PD25028: Replace PO105Y29 Ford Explorer Hybrid	3. High							-129,900
84	PD25029: Replace PO112Y26 Honda Accord	3. High							
85	PD25030: Replace PO095Y26 Chevrolet Tahoe	3. High							
86	PD25037: Replace PO103Y26 Dodge Charger	3. High							
87	PD25038: Replace PO082Y28 Prisoner Van	3. High							
88	PD25039: Replace PO098Y27 Victim Services Van	3. High							
89	PD25048: Replace PO097Y29 Toyota RAV4	3. High							
90	SO25010: OP088 - Replace 20 Mack Garbage Truck LR	1. Pre-Approved							
91	SO25016: OP087 - Replace 2018 Ford F150 Super Cab	3. High							
92	SO25002: Cart Replacement Plan	3. High							
93	SO25006: OP083 - Replace 2017 Mack Garbage Truck LR	1. Pre-Approved							
Total - Project Funding From Equipment Replacement Reserve Fund									
Ending Balance									

# ***Utilities Reserves***

## **2025 - 2029 Reserve Balances**

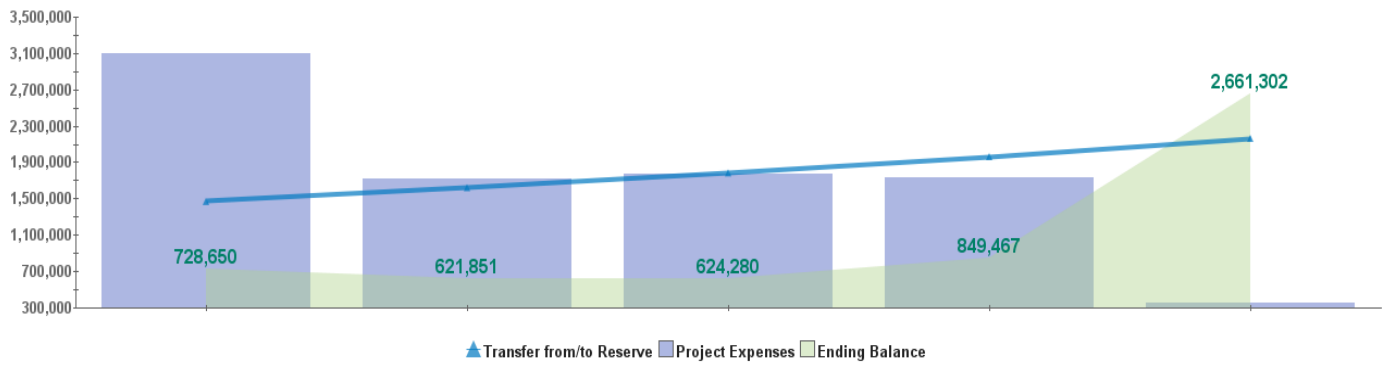
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# Port Moody Reserves for Years 2025 - 2029

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29. July 2025 7:53 p.m.

Drainage Capital Reserve



Drainage Capital Reserve				2025	2026	2027	2028	2029
Opening Balance				2,362,902	728,650	621,851	624,280	849,467
1	Transfer to Reserve: (from Drainage)			1,476,252	1,623,877	1,786,265	1,964,891	2,161,380
Total - Transfer To Drainage Capital Reserve				1,476,252	1,623,877	1,786,265	1,964,891	2,161,380
1	Transfer from Reserve: (to Drainage)			-9,304	-5,177	-5,336	-5,204	-1,046
Total - Transfer From Drainage Capital Reserve				-9,304	-5,177	-5,336	-5,204	-1,046
1	ES25001: Spill Management	3. High		-2,500	-2,500	-2,500	-2,500	-2,500
2	ES25002: Fish Passage and Habitat Enhancement	3. High		-6,000	-6,000	-6,000	-6,000	-6,000
3	EN25026: Development Cost Charges (DCC) Program Update and Amenity Cost Charges (ACC) Program Inception	3. High		-15,000				
4	EN25005: Engineering Project Management and Development Resource	3. High		-40,000	-40,000	-40,000	-40,000	-40,000
5	EN25057: Works Yard Conceptual Design	3. High		-75,000				
6	FL25108: OP- New Vehicle - F550 Extended cab - Drainage Maintenance Vehicle	3. High			-200,000			
7	OA25008: Public Works Customer Service Delivery Review	3. High		-5,700				
8	DR25017: Ravine Assessment Program - North Shore	3. High		-60,000				
9	DR25018: Drainage Utility Enhancement Implementation (SP2)	3. High		-152,000				
10	DR25004: Environmental Investigation & Response - Drainage Systems	3. High		-45,000	-45,000	-45,000	-45,000	-45,000
11	DR25007: Storm Drainage Capital Infrastructure Program (Linear and Non-Linear)	3. High		-1,335,000	-100,000	-100,000	-100,000	-100,000
12	DR25008: Stream Water Quality Monitoring Program (AMF)	3. High		-75,000	-75,000	-75,000	-75,000	-75,000
13	DR25009: Storm Drainage Improvements - Moody Centre	3. High		-1,210,000	-1,177,000	-1,430,000	-1,386,000	
14	SD25007: CCTV Inspection/GPS Locate Program	3. High		-60,000	-60,000	-60,000	-60,000	-60,000
15	WT25013: Utility Rights of Way (Review/Assessment)	4. Medium		-20,000	-20,000	-20,000	-20,000	-20,000
Total - Project Funding From Drainage Capital Reserve				-3,101,200	-1,725,500	-1,778,500	-1,734,500	-348,500
Ending Balance				728,650	621,851	624,280	849,467	2,661,302

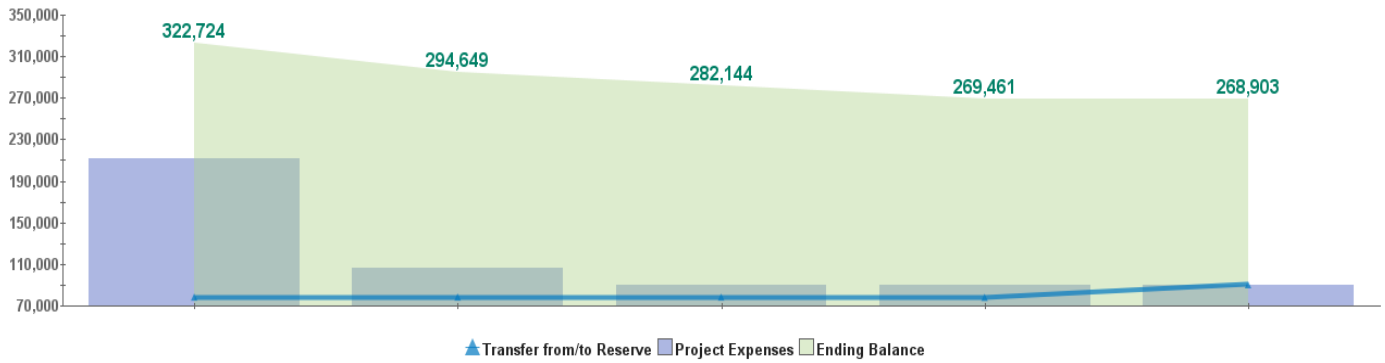













# Port Moody Reserves for Years 2025 - 2029

Last Updated:

29. July 2025 7:53 p.m.

## Sanitation Utility Reserve

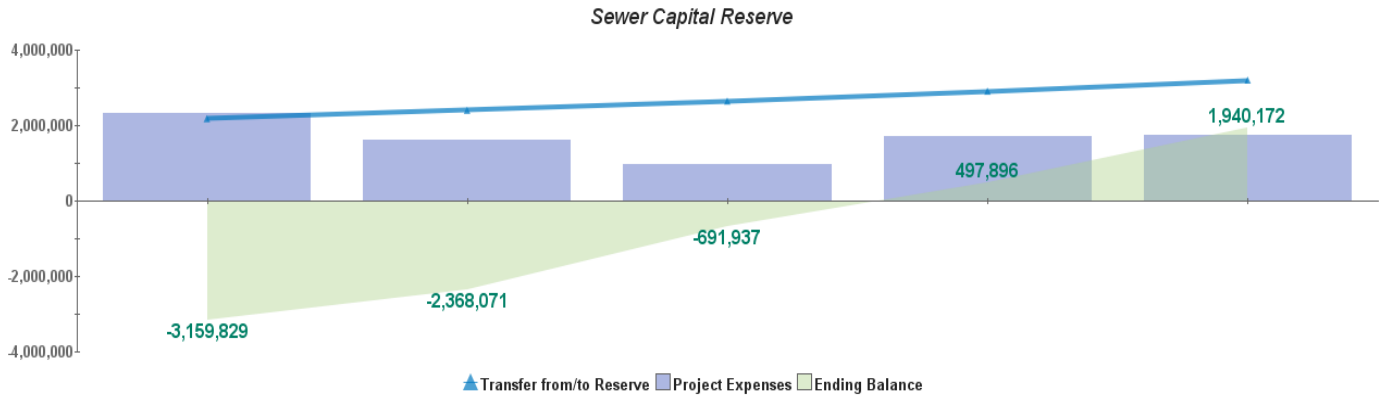



















Sanitation Utility Reserve				2025	2026	2027	2028	2029
Opening Balance				456,084	322,724	294,649	282,144	269,461
1	Transfer to Reserve: (from Solid Waste)			90,214	90,214	90,214	90,214	90,214
Total - Transfer To Sanitation Utility Reserve				90,214	90,214	90,214	90,214	90,214
1	Transfer from Reserve: (to Fiscal Services)			-12,174	-12,089	-12,219	-12,397	-272
Total - Transfer From Sanitation Utility Reserve				-12,174	-12,089	-12,219	-12,397	-272
1	EN25026: Development Cost Charges (DCC) Program Update and Amenity Cost Charges (ACC) Program Inception	3. High		-10,000				
2	EN25057: Works Yard Conceptual Design	3. High		-35,000				
3	OA25012: Office Improvements	3. High		-7,500				
4	OA25003: Work Control Technician	3. High		-31,300	-15,700			
5	OA25008: Public Works Customer Service Delivery Review	3. High		-17,100				
6	OA25009: Works Yard Improvements - Hard Surface Repairs and Maintenance	3. High		-20,000				
7	SO25001: Solid Waste Coordinator Resource Materials and Outreach Tools	3. High		-5,500	-5,500	-5,500	-5,500	-5,500
8	SO25015: Curbside Recycling Monitoring & Audits	3. High		-40,000	-40,000	-40,000	-40,000	-40,000
9	SO25017: Solid Waste & Recycling Technical Policy Support	3. High		-25,000	-25,000	-25,000	-25,000	-25,000
10	SO25003: Public Waste Receptacles	3. High		-10,000	-10,000	-10,000	-10,000	-10,000
11	SO25004: Centralized Recycling Day	3. High		-10,000	-10,000	-10,000	-10,000	-10,000
Total - Project Funding From Sanitation Utility Reserve				-211,400	-106,200	-90,500	-90,500	-90,500
Ending Balance				322,724	294,649	282,144	269,461	268,903

# Port Moody Reserves for Years 2025 - 2029

Last Updated:

29. July 2025 7:53 p.m.

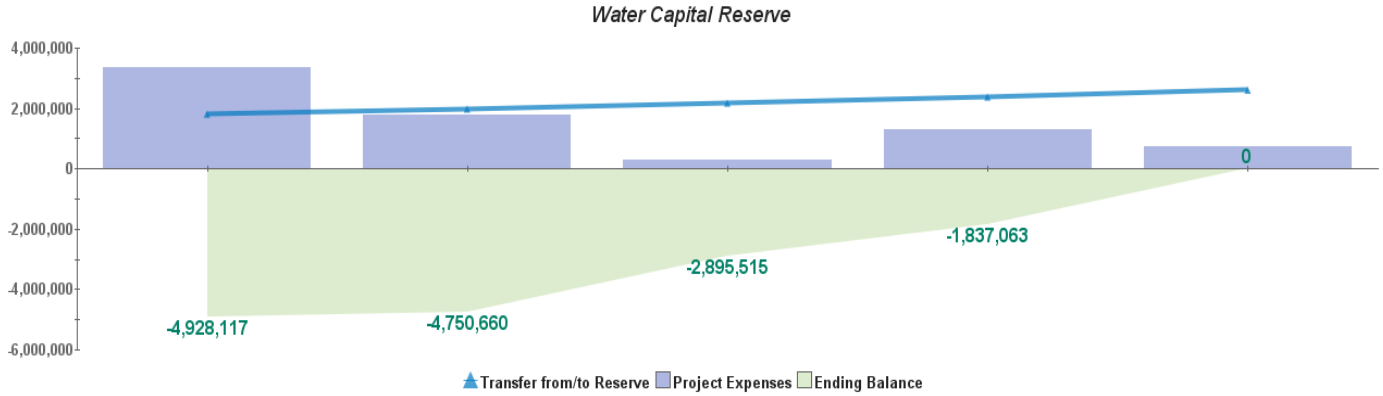


















Sewer Capital Reserve					2025	2026	2027	2028	2029
Opening Balance					-3,000,442	-3,159,829	-2,368,071	-691,937	497,896
1	Transfer to Reserve: (from Sanitary Sewer)				2,199,805	2,419,786	2,661,764	2,927,941	3,220,735
Total - Transfer To Sewer Capital Reserve					2,199,805	2,419,786	2,661,764	2,927,941	3,220,735
1	Transfer from Reserve: (to Sanitary Sewer)				-29,292	-27,328	-25,631	-28,108	-28,458
Total - Transfer From Sewer Capital Reserve					-29,292	-27,328	-25,631	-28,108	-28,458
1	EN25026: Development Cost Charges (DCC) Program Update and Amenity Cost Charges (ACC) Program Inception	3. High			-10,000				
2	EN25005: Engineering Project Management and Development Resource	3. High			-40,000	-40,000	-40,000	-40,000	-40,000
3	EN25053: Engineering & Operations Infrastructure Asset Life Cycle Program	3. High			-10,000	-10,000	-10,000	-10,000	-10,000
4	EN25054: Engineering & Operations Work Process / Work Control Program	3. High			-10,000	-10,000	-10,000	-10,000	-10,000
5	EN25057: Works Yard Conceptual Design	3. High			-75,000				
6	FL25109: OP - New Vehicle - 2025 Ford Transit 350 Sanitary Sewer Maintenance Vehicle	3. High			-175,000				
7	FL25111: OP - New Vehicle - 2025 Ford Transit 350 Sewer/Construction Vehicle	3. High			-175,000				
8	OA25003: Work Control Technician	3. High			-31,300	-15,700			
9	OA25008: Public Works Customer Service Delivery Review	3. High			-8,600				
10	OA25009: Works Yard Improvements - Hard Surface Repairs and Maintenance	3. High			-20,000				
11	SD25010: Sewer Capital Infrastructure Program (Linear and Non-Linear)	3. High			-1,400,000	-1,125,000	-750,000	-1,500,000	-1,500,000
12	SD25011: Parkside Drive Trail Bridge Replacement	4. Medium				-250,000			
13	SD25018: City Sanitary Model Maintenance Updates	4. Medium			-25,000	-25,000	-25,000	-25,000	-25,000
14	SD25019: Glenayre Sewer Rehabilitation (Inflow & Infiltration Mitigation)	3. High			-125,000				
15	SD25020: North Shore Sewer Rehabilitation (Inflow & Infiltration Mitigation)	3. High			-100,000				
16	SD25004: Sanitary Sewer Flow Monitoring Program	3. High			-40,000	-40,000	-40,000	-40,000	-80,000
17	SD25007: CCTV Inspection/GPS Locate Program	3. High			-65,000	-65,000	-65,000	-65,000	-65,000
18	WT25013: Utility Rights of Way (Review/Assessment)	4. Medium			-20,000	-20,000	-20,000	-20,000	-20,000
Total - Project Funding From Sewer Capital Reserve					-2,329,900	-1,600,700	-960,000	-1,710,000	-1,750,000
Ending Balance					-3,159,829	-2,368,071	-691,937	497,896	1,940,172

# Port Moody Reserves for Years 2025 - 2029

Last Updated:

29. July 2025 7:53 p.m.



Water Capital Reserve				2025	2026	2027	2028	2029
Opening Balance				-3,363,713	-4,928,117	-4,750,660	-2,895,515	-1,837,063
1	Transfer to Reserve: (from Water)			1,827,223	1,997,946	2,185,740	2,392,315	2,619,545
Total - Transfer To Water Capital Reserve				1,827,223	1,997,946	2,185,740	2,392,315	2,619,545
1	Transfer from Reserve: (to Water)			-36,227	-31,789	-27,596	-30,863	-29,482
Total - Transfer From Water Capital Reserve				-36,227	-31,789	-27,596	-30,863	-29,482
1	EN25026: Development Cost Charges (DCC) Program Update and Amenity Cost Charges (ACC) Program Inception	3. High		-10,000				
2	EN25005: Engineering Project Management and Development Resource	3. High		-40,000	-40,000	-40,000	-40,000	-40,000
3	EN25053: Engineering & Operations Infrastructure Asset Life Cycle Program	3. High		-10,000	-10,000	-10,000	-10,000	-10,000
4	EN25054: Engineering & Operations Work Process / Work Control Program	3. High		-10,000	-10,000	-10,000	-10,000	-10,000
5	EN25057: Works Yard Conceptual Design	3. High		-75,000				
6	OA25012: Office Improvements	3. High		-7,500				
7	OA25003: Work Control Technician	3. High		-31,300	-15,700			
8	OA25008: Public Works Customer Service Delivery Review	3. High		-8,600				
9	OA25009: Works Yard Improvements - Hard Surface Repairs and Maintenance	3. High		-20,000				
10	SO25001: Solid Waste Coordinator Resource Materials and Outreach Tools	3. High		-3,000	-3,000	-3,000	-3,000	-3,000
11	WT25011: Water System Operational Improvements Program	4. Medium		-100,000	-100,000	-100,000	-100,000	-100,000
12	WT25013: Utility Rights of Way (Review/Assessment)	4. Medium		-20,000	-20,000	-20,000	-20,000	-20,000
13	WT25022: City Water Model Maintenance Updates	4. Medium		-15,000	-15,000	-15,000	-15,000	-15,000
14	WT25023: Water Network Infrastructure Asset Renewal Program (Non-Linear)	3. High		-1,680,000	-1,470,000			
15	WT25008: Cross Connection Control Program Maintenance	3. High		-30,000	-30,000	-30,000	-30,000	-30,000
16	WT25009: Water Network Infrastructure Asset Renewal Program	3. High		-1,295,000	-75,000	-75,000	-1,075,000	-525,000
Total - Project Funding From Water Capital Reserve				-3,355,400	-1,788,700	-303,000	-1,303,000	-753,000
Ending Balance				-4,928,117	-4,750,660	-2,895,515	-1,837,063	0

## CONTACT *Information*

### MAYOR AND COUNCIL

General enquiries	604.469.4501
Mayor Meghan Lahti (direct line)	604.469.4515
Councillor Samantha Agtarap	604.469.4586
Councillor Diana Dilworth	604.469.4516
Councillor Kyla Knowles	604.469.4518
Councillor Amy Lubik	604.469.4584
Councillor Haven Lurbiecki	604.469.4585
Councillor Callan Morrison	604.469.4517

### EXECUTIVE LEADERSHIP

Anna Mathewson, City Manager	604.469.4519
Kate Zanon, Deputy City Manager and General Manager of Corporate Services	604.469.4595
David Fleugel, Chief Constable	604.461.3456
Jeff Moi, General Manager of Engineering and Operations	604.469.4700
Julie Pavey-Tomlinson, General Manager of Community Services	604.469.4570
Darcey O'Riordan, Fire Chief	604.469.4525
Paul Rockwood, General Manager of Finance and Technology	604.469.4504
Marc Saunders, Director of Library Services	604.469.4580
Suzanne Smith, General Manager of Community Development	604.469.4542

### FACILITIES

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

### COMMUNITY FACILITIES

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

This list is current as of May 30, 2025

Photo by Laura Davis

## PORT MOODY CITY OF THE ARTS

### City of Port Moody

#### Finance and Technology Department

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