



2024-2028 FINANCIAL PLAN

YOUR CITY, YOUR SAY





ABOUT THE FINANCIAL PLAN

The Financial Plan provides detailed funding requirements over the next five years and also serves as:

- A policy document that outlines the financial policies that guide the development of the plan;
- An operations guide that helps staff manage day-to-day operations by providing financial and policy information and by identifying financial and staffing resources available to provide services; and
- A communications device that gives readers a comprehensive look at the services provided by the City and related costs and revenues.

The financial summaries in this document detail the City's total budget for the fiscal year of 2024. This includes the addition of one-time expenses and decision packages endorsed by Council.

The subsequent years of 2025-2028 include a base budget that reflects the revenue and expense requirements for maintaining current service levels (including inflationary costs) as provided in 2024, as well as any known changes due to growth and/or service level changes approved by Council.

The development timeline was as follows:

- **June - October 2023** - Capital budget submissions, development of base operating budget, identify service area priorities.
- **October - December 2023** – Finalize business plans and open deliberation of proposed Capital plan and operating budget.
- **January 2024** - Public consultation on draft Financial Plan.
- **May 2024** - Council approves Financial Plan Bylaw and Tax Rates Bylaw.

For more information about the City of Port Coquitlam's budget process and timelines, see Appendix B: Financial Plan Development and Timetable or visit portcoquitlam.ca/budget.

TABLE OF CONTENTS

City Snapshot	4
Organizational Chart	5
Community Budget Priorities	6

FINANCIAL PLAN OVERVIEW

2024 Budget Message	10
2024 Budgeted Service Enhancements	13
Impact to Residential Properties	14
Summary of Cost Drivers	15
Property Tax Cost Driver Details	16
Water Levy Cost Driver Details	21
Sewer Levy Cost Driver Details	24
Solid Waste/Organics Levy Cost Driver Details	27
Fund Structure & Financial Position	29
Financial Summary	30

REVENUES

Revenues Overview	32
Taxation and Other Levies	33
Utility Charges	35
Sale of Services	36
Permits & Licences	37
Investment Income	38
Contributions	39
Penalties & Fines	40
Other Revenue	41

EXPENSES

Expenses Overview	43
Payroll	44
Contracted & Other Services	47
Materials & Supplies	48
Interest & Bank Charges	49
Telephone, Utilities & Rent	50
Insurance & Claims	51
Other Personnel Costs	52
Grants & Financial Assistance	53

FUNDING SOURCES

Funding Sources	55
Reserves	56
Accumulated Surplus	62

DEPARTMENT BUSINESS PLANS

Business Plan Overview	64
Office of the Chief Administrative Officer	65
Community Safety & Corporate Services	67
Development Services	89
Engineering & Public Works	104
Finance	135
Fire & Emergency Services	139
General Government – Common Services	142
Recreation	144
RCMP	163

CAPITAL PLAN

2024-2025 Capital Plan Overview	167
Capital Program Highlights	168
Capital Program Overview	169
Operating Impact of Capital Expenditures	171
Neighbourhood Rehabilitation	172

APPENDICES

A: Financial Management Policy	174
B: Financial Plan Development and Timetable	180

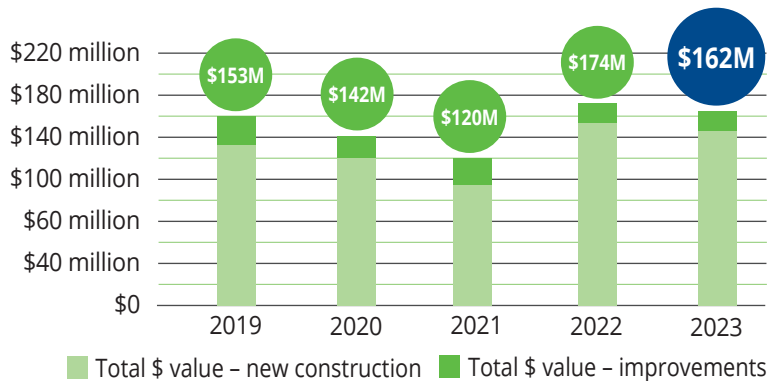
CITY SNAPSHOT

The hometown of Canadian hero Terry Fox, Port Coquitlam has earned national recognition for being a livable city and is known for its amazing festivals, affordability, accessible location, extensive parks and trail network, family-oriented services, small-town community spirit, charming historic downtown and business-friendly approach.

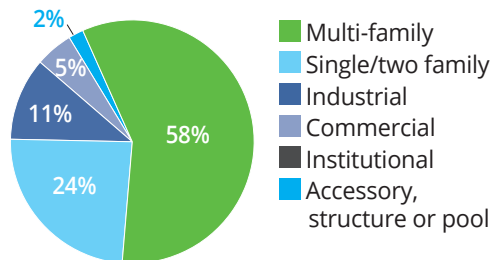
29.16
sq km
total land
area

271
hectares
parks &
trails

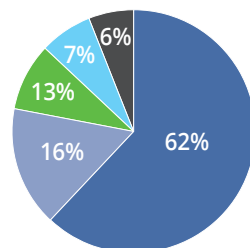
CONSTRUCTION VALUE



NEW 2023 \$110 MILLION

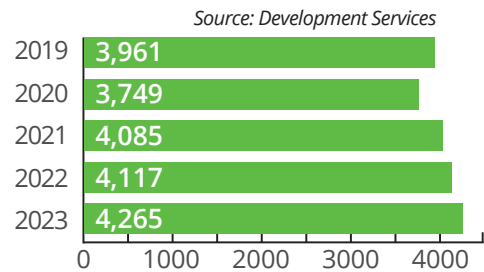


IMPROVEMENTS 2023 \$52 MILLION



BUSINESSES

Business Licences



Common Business Types (2023)*

- 21% out-of-town contractors
- 19.7% general
- 18.7% home-based
- 8.6% professional services
- 7.5% manufacturers
- 7.1% intermunicipal licence
- 4.1% retail
- 3.5% restaurant

* Not all licence types are listed

4,265
businesses

RESIDENTS



91% Canadian citizens
34% Born outside of Canada
62% English is mother tongue



2.6 Average # persons/household
77% Homes are owned
90% Same address 1 year ago
63% Same address 5 years ago



58% Some post-secondary education (ages 15+)



\$102,000 Median household income*
68% Employed (ages 15+)

Source: Statistics Canada - 2021 Census

* from 2020



61,498
people*

Age Distribution*

Ages	Identified as Male*	Identified as Female*	PoCo %	B.C. %
All	30,310	31,185	100%	100%
0-14 yrs	4,940	4,685	16%	14%
15-24 yrs	3,665	3,355	11%	11%
25-44 yrs	8,510	8,560	28%	28%
45-64 yrs	8,780	9,355	29%	27%
65+ yrs	4,425	5,235	16%	20%

* Source: Statistics Canada - 2021 Census.

23,671
private
dwellings*

Age distribution based on published totals for males and females. The census at the time did not capture those who identified as other than male or female.

ORGANIZATIONAL CHART



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER



Rob Bremner, MSc
Chief Administrative Officer



Karen Grommada, CPA, CMA
Deputy Chief
Administrative Officer



COMMUNITY SAFETY & CORPORATE SERVICES

Dominic Long
Director


Divisions: Bylaw Services, Communications & Admin Services, Community Policing, Corporate Office, Human Resources, Information Services

DEVELOPMENT SERVICES



Bruce Irvine, BA, BSc., MSc., RPP
Director

Divisions: Building, Development Engineering, Planning



ENGINEERING & PUBLIC WORKS

Joshua Frederick, M.A.Sc., P.Eng
Director

Divisions: Administration, Capital Projects, Infrastructure Planning, Public Works (incl. streets, parks, environment, fleet, solid waste, sewer, water and drainage utilities)

FINANCE



Jeff Lovell, CPA, CA
Director

Divisions: Common Services, Finance Services (incl. purchasing, accounting, financial planning, payroll, revenue services)




FIRE & EMERGENCY SERVICES

Blake Clarkson
Fire Chief/City Emergency Coordinator

Divisions: Administration, Emergency Preparedness, Fire Suppression, Training, Protective Services & Public Education

RECREATION




Glenn Mitzel
Director

Divisions: Administration, Cultural Development & Community Services, Facility Services, Recreation Services

Municipal Auditors
KPMG LLP

Bankers
Toronto Dominion Bank

RCMP



Darren Carr
Inspector
Acting Officer-in-Charge

Contracted service

COMMUNITY BUDGET PRIORITIES

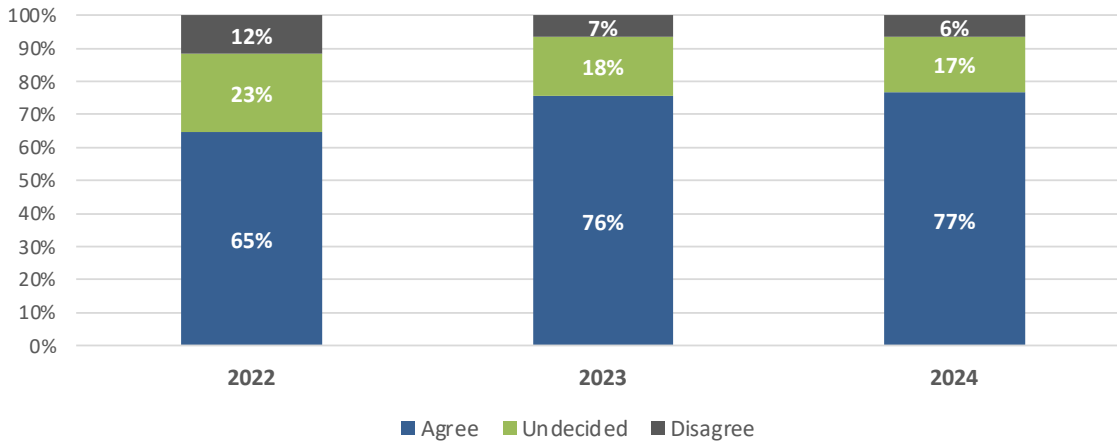
In January 2024, the City mailed the 2023 Budget at a Glance brochure and survey to every home and business and provided additional information online to encourage public feedback on the 2024 budget and current City services.

For the second year, the City received a record number of responses (1,524) to the print and online survey, up from 1,446 the previous year. These themes emerged:

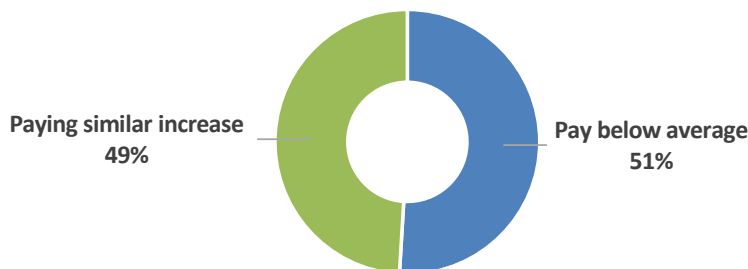
- 77 per cent agreed they receive good value for their tax dollars, up one per cent from 2023, along with a record low of six per cent who disagreed.
- Services with the highest satisfaction were fire services; parks and trails; festivals and special events; garbage, recycling and green cart; recreation and culture; City cleanliness and attractiveness; utilities; and business licensing/services.
- Most improved services from 2023 were festivals and special events, and City cleanliness and attractiveness.
- The top three areas identified for enhancements, even if it resulted in higher taxes, were road maintenance, recreation programs and active transportation infrastructure.
- There was an even split between residents who preferred to pay lower property taxes than other cities, and those comfortable with paying a similar increase to others.
- 77 per cent were satisfied with the budget information they received, up two per cent from 2023, and a historically low three per cent were dissatisfied.

SELECTED RESULTS FROM BUDGET 2024 SURVEY

Question: Do you feel that you get good value for your tax dollars in Port Coquitlam?



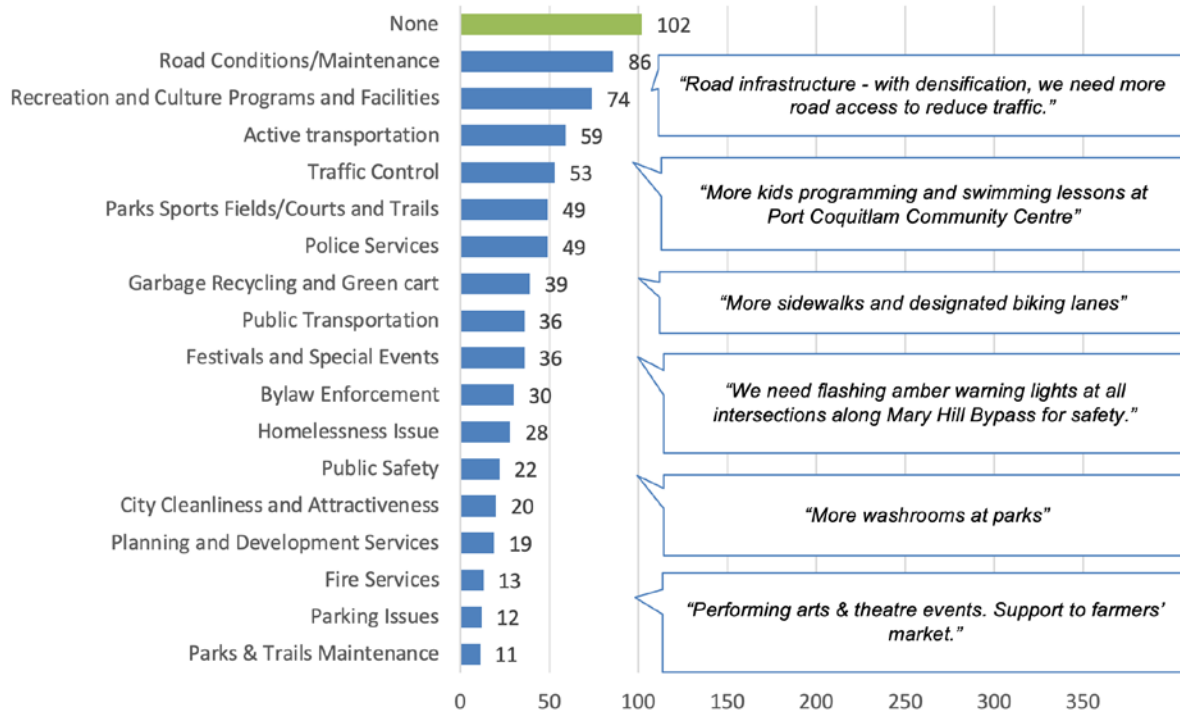
Question: Would you prefer to pay similar property tax increases to the region in order to maintain or enhance service to meet needs and offset rising costs, or continue to have taxes below the regional average while keeping new spending low and continuing to find efficiencies and savings where possible?



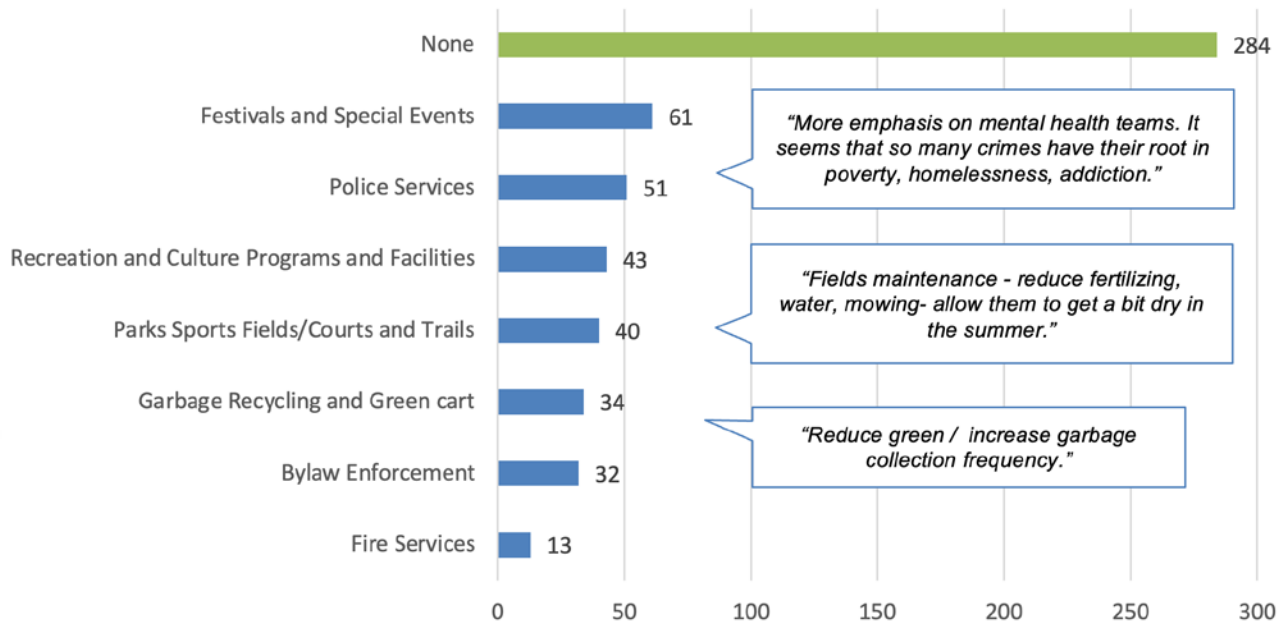
COMMUNITY BUDGET PRIORITIES

SELECTED RESULTS FROM BUDGET 2024 SURVEY

Question: *What service would you pay higher taxes to improve?*



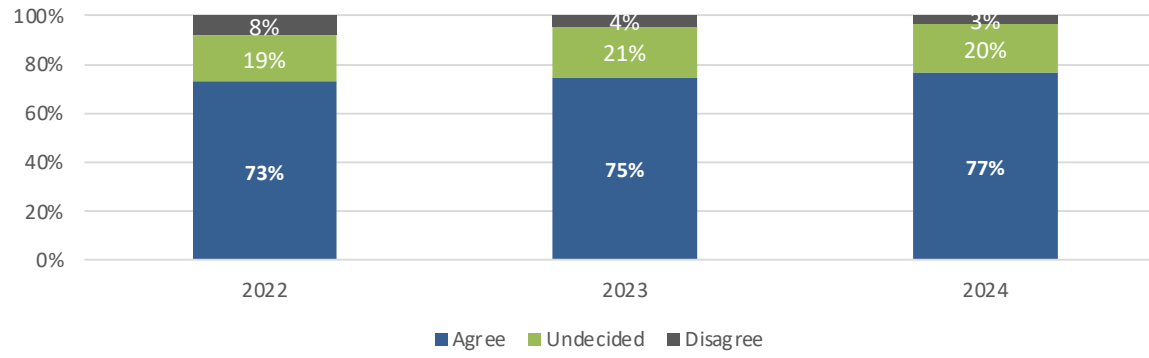
Question: *What service would you trade for lower taxes?*



COMMUNITY BUDGET PRIORITIES

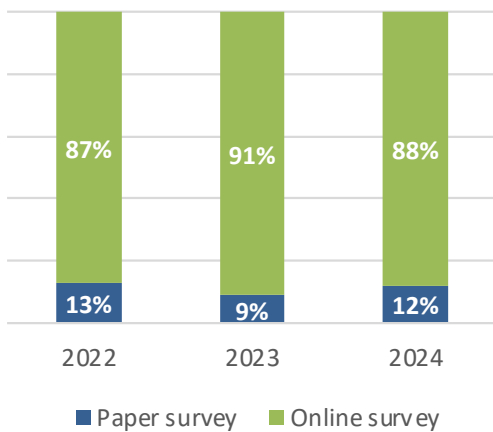
SELECTED RESULTS FROM BUDGET 2024 SURVEY

Question: Are you satisfied with the budget information available to you this year?

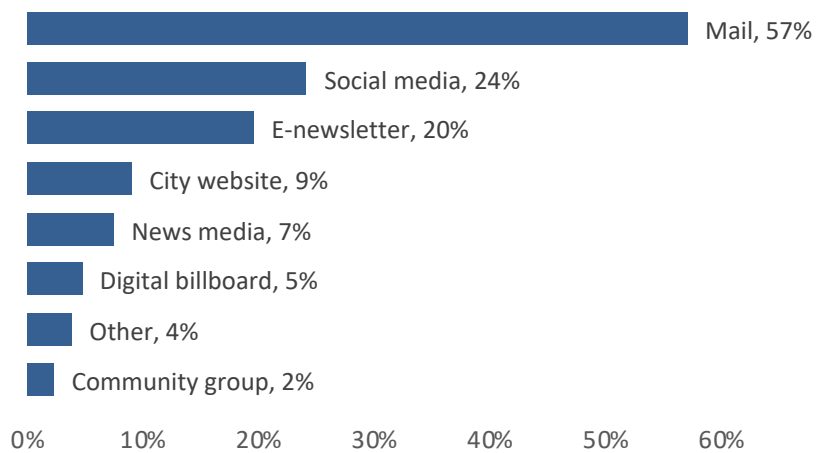


Budget communications and responses:

% of Responses by Type



How Respondents Learned of the Survey





2024-2028 FINANCIAL PLAN

FINANCIAL PLAN OVERVIEW



2024 BUDGET MESSAGE

This document contains the City of Port Coquitlam’s 2024 budget, which reflects Council’s desire for the City to run as efficiently as possible to both meet community needs and address the public’s appetite for low municipal taxes.

Factors that influenced the development of the 2024 budget are outlined below.

STRATEGIC DIRECTION

Council Priorities 2023-2026

In 2023, the City Council elected in fall 2022 finalized a new set of priorities to guide the City’s budget and service delivery from 2023 to 2026 – translating into budgeted activities with tangible results.

The priorities are informed by community feedback including the Mayor’s Citizen Advisory Roundtable, as well as research, best practices, annual budgets and various long-term planning documents.

The six priorities are described below.



PLANNING FOR A LIVABLE, FUN AND VIBRANT CITY

Goal: A safe, clean and fun city that meets community needs, keeps residents safe, enriches quality of life and provides opportunities to connect and celebrate.

How We Will Get There:

- **Community planning:** Holistic, thoughtful planning that addresses community needs and priorities.
- **Arts, culture and festivals:** Animating public spaces, supporting a vibrant cultural scene and fostering community spirit.
- **Including everybody:** Ensuring City programs, services, facilities and amenities are inclusive and accessible to all.
- **Sport and recreation amenities:** Making the City a B.C. leader for sports and recreation amenities.
- **Public safety:** Protecting the public and ensuring citizens feel safe at home and around the City.

ENHANCING ENVIRONMENTAL SUSTAINABILITY

Goal: A healthy environment and sustainable service-delivery amid a changing climate.

How We Will Get There:

- **Planning for sustainability:** Incorporating environmental sustainability in City planning, and making conscious and strategic choices to shape a resilient and thriving future. This includes energy-efficient civic buildings and vehicles, and public amenities that promote sustainable transportation options.
- **Adapting to climate change:** Identifying the impacts of climate change and mitigating the impact on City services and the community.
- **Stewardship:** Protecting the City’s natural areas, watercourses and trees.

SUPPORTING A THRIVING ECONOMY

Goal: A community that helps businesses thrive, encourages job creation and attracts investment.

How We Will Get There:

- **Helping businesses thrive:** Supporting existing businesses, including reducing red tape and seeking opportunities to showcase what local businesses have to offer.
- **Supporting job creation:** Attracting businesses and jobs by streamlining approval processes, ensuring access to affordable commercial and industrial spaces, supporting digital infrastructure, and facilitating services that attract skilled workers and employers, such as child care.
- **Investing in the community:** Making strategic improvements to civic infrastructure in order to enhance services to existing residents, attract new investment, and encourage people to visit, shop and gather.

2024 BUDGET MESSAGE

Council Priorities (cont.)



STRIVING FOR ORGANIZATIONAL EXCELLENCE

Goal: A resilient, welcoming organization providing services that meet current and future community needs.

How We Will Get There:

- **Resilience:** Being adaptable, encouraging innovation, developing partnerships and strengthening the City workforce to help navigate unforeseen circumstances and ensure our services can continually address the community's evolving needs, both today and tomorrow.
- **Welcoming culture:** Striving to be an open, inclusive entity that values diversity, hears every voice and welcomes different perspectives, while fostering a culture of learning and growth.
- **Continual improvement:** Continuously working to be more responsive, efficient and effective in our operations and delivery of services to the community.
- **Investing in our people:** Supporting staff professional development and building in-house capacity as part of succession planning.



IMPROVING TRANSPORTATION AND MOBILITY

Goal: A transportation network that provides safe, effective options for getting around the City.

How We Will Get There:

- **Transportation planning:** Planning for a vibrant and accessible community with a comprehensive network that facilitates the movement of people and goods and prioritizes safety, efficiency and sustainability. This includes working with partners on cross-jurisdictional issues.
- **Sustainable travel:** Encouraging active transportation, including walking, cycling, transit and e-mobility, including investments in pedestrian safety, traffic calming and the trail and multi-use path network.
- **Infrastructure investments:** Maintaining existing transportation infrastructure such as roads, lanes and sidewalks, and investing in other improvements to maintain safety and function.



MANAGING CITY FINANCES AND ASSETS RESPONSIBLY

Goal: Long-term value for tax dollars through sound management of finances and assets.

How We Will Get There:

- **Focus on affordability:** Continually seeking out alternative revenue sources, grants, cost-sharing opportunities and operational efficiencies to reduce the burden on taxpayers.
- **Leverage land assets:** Acquiring and leveraging strategic City land holdings for the maximum community benefit.
- **Long-term planning:** Developing plans to anticipate long-term future operating and capital needs and account for them in the budget process.
- **Asset management:** Maintaining and upgrading City infrastructure and other assets to ensure continual function and safety.
- **Accountability:** Keeping the public updated with budget and financial information and seeking input during each budget process.

Progress reporting on these priorities can be found in the City of Port Coquitlam's Annual Report, at portcoquitlam.ca/annualreport.

[More factors >](#)

2024 BUDGET MESSAGE

ADDITIONAL FACTORS INFLUENCING THE 2024 BUDGET

Adjustments to Maintain Existing Services

The City faced cost pressures on several fronts to maintain 2023 service levels for 2024. These pressures include:

- Increased staffing costs for CUPE, IAFF, and Exempt based on current projected labour contracts
- Inflationary cost pressures to various contracted services, software, materials and supplies

Staff also perform ongoing reviews of the budget to identify potential areas for efficiencies or savings and align budgets with historical trends. For example, in the current year, the following budgets were increased:

- Increased revenue due to update to the Fee Schedule for Parks & Recreation

Adjustments for External Service-delivery Partners

Increased costs for third party service providers for the provision of police services, library services, water, and sewer disposal.

Adjustments to Fund Long Term Infrastructure Replacement

The 2024 operating budget also includes a levy of an additional 0.5% (\$393,600) in taxes for infrastructure replacement.

FUTURE OUTLOOK

The City will continue to face a number of challenges in the future, including ongoing economic uncertainty and supply chain challenges and the ongoing need to provide sufficient funding to maintain and replace the City's infrastructure and facilities. City funds are also required to support the delivery of multi-faceted municipal services to address community needs both now and in the years ahead. This includes activities supporting economic development and community well-being, such as improvements to civic spaces and streets in downtown Port Coquitlam.

Port Coquitlam has adopted a proactive and financially prudent strategy of saving for the future replacement of infrastructure assets – including roads, buildings and equipment – while establishing plans and practices to maximize their lifespan (e.g. preventative maintenance).

As we look to the future, the challenge ahead is to navigate ongoing global and economic uncertainties while continuing to save for future infrastructure replacement, keep taxes affordable and fund other emerging community needs. The City will continue to put in place measures to mitigate these pressures by continuing to seek efficiencies, focus on grant-seeking and maximizing savings where available.

2024 BUDGETED SERVICE ENHANCEMENTS

The following information was provided in the City's 2024 budget public outreach materials.

2024 OPERATING BUDGET

The budget pays for a wide variety of City services. The 2024 draft budget is affected by a number of factors, including costs beyond the City's control such as labour contracts, inflation, rising costs from external service providers, and new responsibilities from provincial accessibility and housing legislation.

\$134.4M
2024 DRAFT
OPERATING
BUDGET

Service Level Changes

Service enhancements proposed for 2024 are focused on priority services and needs.

Most of the service enhancement costs are to be offset by savings, fees and other revenue. As a result, the taxation impact from service enhancements proposed for 2024 is 0.53% for the average home.

Tactics to reduce the tax impact for 2024 also included deferring non-critical items, selective use of reserves and surplus, and leveraging of grant funding.



Improving safety, including a new firefighter and 1.5 bylaw officers



Support for housing, including resources to speed up application processing



Improving waste services, such as formalizing large item pickup in 2024 and glass pickup in 2025



Enhancing programs and maintenance at Recreation Centres and support for recreation access



Enhancing special events including the opening of the upgraded Leigh Square and other City/community events



Continuing to set aside funds to maintain and replace civic buildings, utilities, roads and other infrastructure

2024 CAPITAL PROJECTS

The City's annual budget also allocates funding for capital improvements. Here are some of the projects rolling out in 2024. For information on current projects, visit portcoquitlam.ca/capitalprojects.

\$33M
2024
CAPITAL
BUDGET



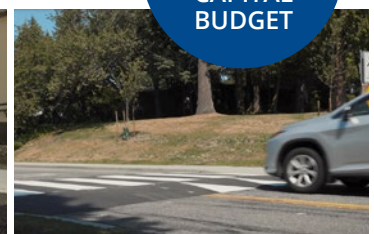
Completion of Leigh Square upgrades



Start of construction on Gates Park soccer hub



Neighbourhood road paving and utility upgrades



Sidewalks, pedestrian safety, and traffic calming



Official Community Plan resources to enhance housing



Challenging 6.5-km loop trail in Mary Hill area



Upgrades to Routley Wading Pool



Upgrades to Maple Creek drainage

IMPACT TO RESIDENTIAL PROPERTIES

The following table outlines the impact of the 2024 operating budget on an average residential property (2023 assessed value was \$1,078,237), broken down by property tax, water, sewer, and solid waste levy.

Impact of Budget to Average Home (Includes both Single-Family and Multi-Family Dwellings)

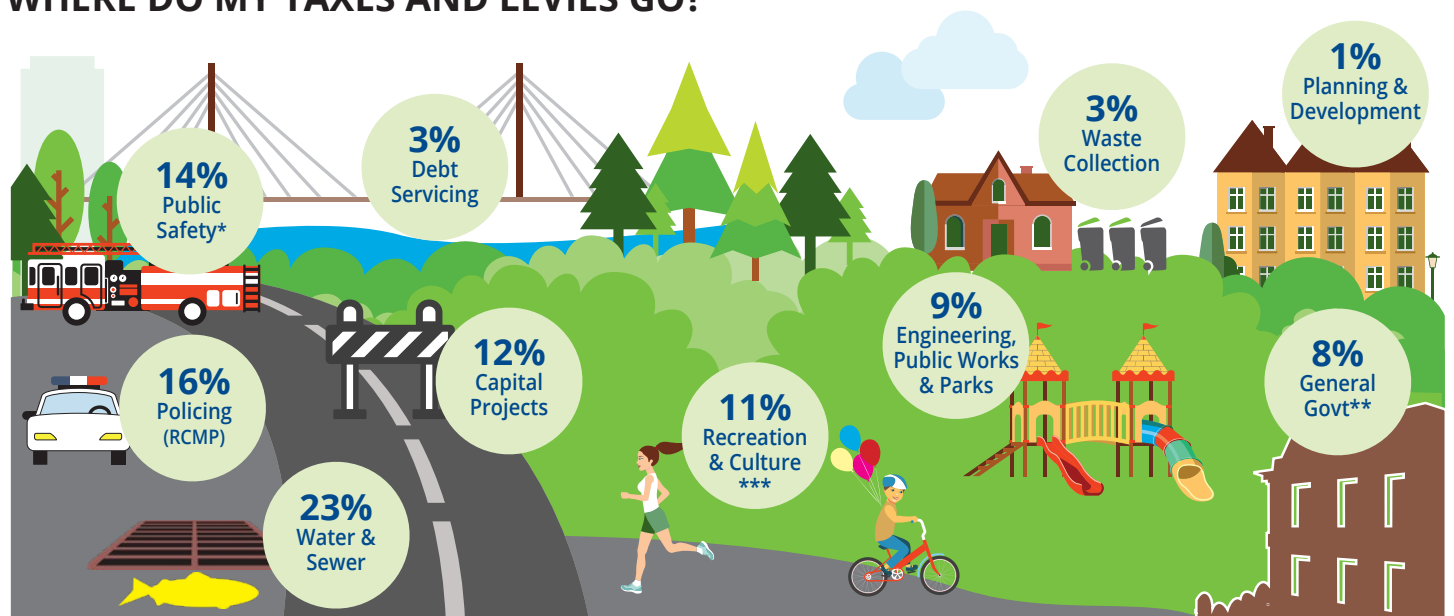
	2023	2024	Average Home \$ Change	Average Home % Change
Property Tax*	\$2,104.50	\$2,238.78	\$117.39	5.58%
Water	\$471.19	\$485.14	\$13.95	2.96%
Sewer	\$350.21	\$401.71	\$51.50	14.71%
Solid Waste	\$247.34	\$310.01	\$62.67	25.34%

* Includes the Decision Packages below.

Decision Packages (Property Tax)	Amount	Average Home \$ Impact	Average Home % Impact
Additional Resources	\$152,000	\$4.06	0.19%
Access Support	52,000	1.39	0.07%
Special Events	87,300	2.33	0.11%
TOTAL	\$291,300	\$7.79	0.37%

The following information was also provided in the City's 2024 budget public outreach materials.

WHERE DO MY TAXES AND LEVIES GO?



* Includes Fire, Bylaw Enforcement, Community Policing ** Includes Finance, HR, IT, Corporate Office, Licensing *** Includes library

SUMMARY OF COST DRIVERS

There were several factors that drove the changes to the property tax, water, sewer, and solid waste levies. These changes can be broken down into the following categories:

- **Adjustments to maintain existing services:** These factors relate to increases/decreases to the budget in order to keep services at their approved levels.
- **Adjustments from external service delivery partners:** The City works with a number of third parties for the provision of major services such as policing, library, waste disposal, etc. In these cases, costs are often established through contract, legislation or other agreements and the City has minimal say in the cost for these services.
- **Adjustments to fund future infrastructure:** These factors relate to increases/decreases to the budget in order to fund infrastructure replacement. The most common adjustment in this area is the annual 1% increase in taxes that has been raised to fund long term infrastructure replacement. For 2024, this increase has been reduced to a 0.5% increase in taxes.

The following tables show the net changes in property tax, water, sewer, and solid waste levy based on each cost driver category. For each category, the corresponding impact to an average residential property is also listed. Additional information detailing each driver is available in subsequent sections of this document.

COST DRIVERS	Amount	Average Home \$ Impact	Average Home % Impact
Property Tax Cost Drivers			
Adjustments to maintain existing services	\$2,746,900	\$73.45	3.49%
Adjustments from external service delivery partners	1,708,500	45.68	2.17%
Adjustments to fund future Infrastructure replacement	393,600	10.52	0.50%
Revenue from new development	(750,000)	(20.05)	-0.95%
Total Base Budget	\$4,099,000	\$109.60	5.21%
<i>Approved Decision Packages</i>	291,300	7.79	0.37%
TOTAL	\$4,390,300	\$117.39	5.58%
Water Levy Cost Drivers			
Adjustments to maintain existing services	\$130,300	\$4.40	0.93%
Adjustments from external service delivery partners	849,400	28.69	6.09%
Adjustments to fund future Infrastructure replacement	139,500	4.71	1.00%
Contribution from Water Stabilization Reserve	(535,000)	(18.07)	-3.84%
Revenue from new development	(171,000)	(5.78)	-1.23%
TOTAL	\$413,200	\$13.95	2.96%
Sewer Levy Cost Drivers			
Adjustments to maintain existing services	\$36,800	\$1.29	0.37%
Adjustments from external service delivery partners	1,663,100	58.24	16.63%
Adjustments to fund future Infrastructure replacement	100,000	3.50	1.00%
Contribution from Sewer Stabilization Reserve	(200,000)	(7.00)	-2.00%
Revenue from new development	(129,000)	(4.51)	-1.29%
TOTAL	\$1,470,900	\$51.50	14.71%
Solid Waste Cost Drivers			
Adjustments to maintain existing services	\$785,200	\$56.13	22.69%
Adjustments from external service delivery partners	91,500	6.54	2.64%
TOTAL	\$876,700	\$62.67	25.34%

PROPERTY TAX COST DRIVER DETAILS

Budgeted taxation revenue for 2024 is increasing by \$4,390,300 or 5.58%. As with prior years, a portion of the increase is going to be offset by growth in new development meaning the overall tax impact to an existing average residential property (2023 assessed value \$1,078,237) will be \$117.39.

As taxation and utility levies fund any City expenses not covered by other revenue sources, any changes to expenses or other revenue sources typically correspond to a matching change in taxes or utility levies. The main cost driver categories from the previous section are shown once again in the table below and are further broken down in the subcategories based on the impact that changes in revenues and expenses have on the City's taxation requirements.

The impact to the average residential property is also shown to better illustrate how changes to the operating budget affect the taxpayer.

Property Tax Cost Drivers	Amount	Average Home (AH) \$ Impact	Average Home (AH) % Impact
Adjustments to maintain existing services	\$2,746,900	\$73.45	3.49%
Adjustments from external service delivery partners	1,708,500	45.68	2.17%
Adjustments to fund future Infrastructure replacement	393,600	10.52	0.50%
Revenue from new development	(750,000)	(20.05)	-0.95%
Approved Decision Packages	291,300	7.79	0.37%
TOTAL	\$4,390,300	\$117.39	5.58%

ADJUSTMENTS TO MAINTAIN EXISTING SERVICES

These reflect adjustments to the budget to maintain services at their 2023 levels.

Item	Amount	AH \$ Impact	AH % Impact
Labour contracts / policies	\$2,515,000	\$67.24	3.20%
Inflationary adjustment / policies	364,800	9.75	0.46%
Operating cost of capital	44,100	1.18	0.06%
Other departmental adjustments	(177,000)	(4.73)	-0.22%
TOTAL	\$2,746,900	\$73.45	3.49%

Labour Contracts/Policies

Labour cost increases are primarily driven by increases to rates established through collective agreements or council policy and the employer share of benefits (Municipal Pension Plan, Work Safe BC benefits, extended health, EI/ CPP, etc.). The following table shows the dollar impact funded by taxation for labour increases and benefit adjustments.

Item	Amount	AH \$ Impact	AH % Impact
CUPE	\$1,260,000	\$33.69	1.60%
IAFF*	877,200	23.45	1.11%
Exempt	377,800	10.10	0.48%
TOTAL LABOUR	\$2,515,000	\$67.24	3.20%

*See below table for details of other payroll adjustments included in IAFF incorporated in the balances above.

Area	Description	Amount
IAFF	True-Up for 2 Firefighters Approved in 2023	\$148,800
IAFF	Firefighter Stat Pay Adjustment	9,600
IAFF	Firefighter Gratuity Pay Adjustment	22,000
IAFF	Firefighter Sick Pay Adjustment	120,000
TOTAL PAYROLL ADJUSTMENTS		\$300,400

PROPERTY TAX COST DRIVER DETAILS

Inflationary Adjustments/Policies

Inflationary adjustments are driven by relevant forecasting sources. The following table shows the dollar impact funded by taxation for inflationary adjustments.

Category	Basis	Amount	AH \$ Impact	AH % Impact
Contracted Services	Stats Canada CPI (3.6%)	\$167,000	\$4.47	0.21%
Fuel	Fuel Variance (25%)	86,800	2.32	0.11%
Natural Gas	Submission to BC Utilities Commission (4.5%)	16,200	0.43	0.02%
Electricity	Submission to BC Utilities Commission (2.7%)	34,800	0.93	0.04%
Insurance	Brokerage Estimate	60,000	1.60	0.08%
TOTAL		\$364,800	\$9.75	0.46%

Operating Cost of Capital

When additional assets are added to the City either through capital projects or developer contributions, there can be a corresponding increase in the annual cost to maintain and rehabilitate the assets. In certain cases, there can also be cost savings due to new technology or reduced maintenance requirements. In accordance with Council policy, operating costs for contracted services are added to the operating budget in the year the capital asset enters into service. Materials, supplies, labour and equipment are added to the operating budget only once the need is demonstrated. The following table outlines the items composing the 2024 budget adjustment.

Item	Amount	AH \$ Impact	AH % Impact
IT Software - Annual license fees for website	\$42,000	\$1.12	0.05%
Council Chambers – AV Upgrades	2,100	0.06	0.01%
TOTAL	\$44,100	\$1.18	0.06%

Other Departmental Adjustments

As part of the budgeting process, departments were asked to identify budget items that needed adjustment in order to maintain the same or equivalent level of service as 2023, in addition to any adjustments to align the budgets with prior year actuals or future year estimates. In the past, Recycling was funded by Taxation. Starting in 2024, Recycling is funded by the Solid Waste levy.

Department	Item	Amount	AH \$ Impact	AH % Impact
Revenue				
General/Common Services	Reductions to Grant-in-Lieu	\$155,100	\$4.15	0.20%
Recreation	Estimated increase in revenue based on update to fee schedule	(81,000)	(2.17)	-0.10%
Recreation	Free admission at Centennial and Robert Hope pools	23,800	0.64	0.03%
Engineering & Public Works	Recycling transferred to Solid Waste	550,000	14.71	0.70%
Engineering & Public Works	Estimated increase in revenue based on update to fee schedule	(11,000)	(0.29)	-0.01%
Expenses				
Community Safety & Corporate Services (CSCS)	Animal Control Services	17,000	0.45	0.02%
CSCS	Enterprise Application Support	30,000	0.80	0.04%
CSCS	Peripheral Computer Equipment	10,000	0.27	0.01%
Fire Services	E-Comm and Dispatch Services	21,600	0.58	0.03%
Engineering & Public Works	Software licensing	20,000	0.53	0.03%
Engineering & Public Works	Recycling transferred to Solid Waste	(930,200)	(24.87)	-1.18%
Engineering & Public Works	Storm Sewer Video Inspection	17,000	0.45	0.02%
Engineering & Public Works	Tipping Fees for Glass Collection and Illegal Dumping	10,000	0.27	0.01%
Various	Other adjustments	26,800	0.72	0.03%
Engineering & Public Works	Internal allocations to water, sewer and solid waste	(36,100)	(0.97)	-0.05%
	TOTAL ADJUSTMENTS	(\$177,000)	(\$4.73)	-0.22%

PROPERTY TAX COST DRIVER DETAILS

ADJUSTMENTS FROM EXTERNAL SERVICE-DELIVERY PARTNERS

The City has entered into agreements with the Province of British Columbia for the provision of policing services, and the Fraser Valley Regional Library for the provision of library services. Impacts to taxation are driven by contractual increases for the provision of these services and fall outside of the direct control of the City unless a different service level is agreed to.

Item	Amount	AH \$ Impact	AH % Impact
RCMP Contract	\$1,589,500	\$42.50	2.02%
Fraser Valley Regional Library Contract	119,000	3.18	0.15%
TOTAL	\$1,708,500	\$45.68	2.17%

RCMP

The City participates in a cost share agreement with the City of Coquitlam for the provision of RCMP services. Costs are shared based on a formula which considers both the distribution of population (based on the last census) and police activity within the two cities. The two components of the RCMP budget are for the police contract which is paid to the Government of Canada, and the public safety building which is paid to the City of Coquitlam.

The following table shows the changes in cost for both.

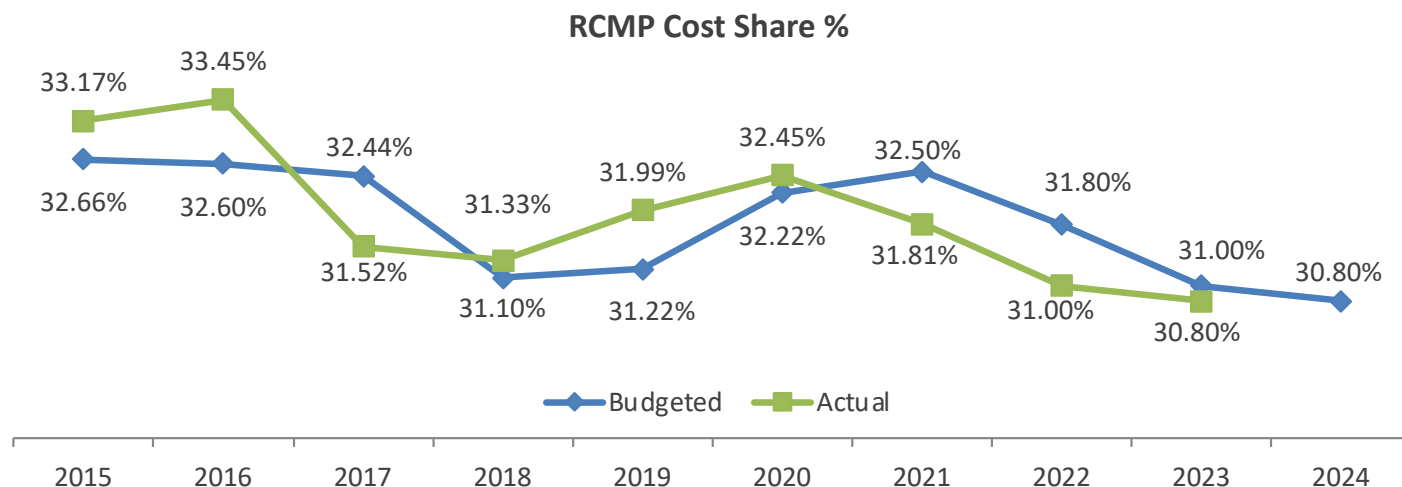
Group	2023	2024	Change
RCMP Contract	\$43,186,100	\$47,733,100	\$4,547,000
Public Safety Building	10,130,600	10,516,500	385,900
Budgeted Cost Share Percentage	31.0%	30.8%	(0.2%)
PoCo Share of Costs	\$16,528,200	\$17,940,900	\$1,412,700
Non-Shared Costs (Specialized Regional Services)	1,576,800	1,753,600	176,800
Total of Shared and Non-Shared Costs	\$18,105,000	\$19,694,500	\$1,589,500
FUNDING:			
Funding from RCMP Operating Reserve	425,900	425,900	-
Funding from Taxation	17,679,100	19,268,600	1,589,500
TOTAL	\$18,105,000	\$19,694,500	\$1,589,500

The primary cost drivers for the increases to the RCMP contract and the Public Safety Building are contractual increases in regular pay and overtime, as well as inflationary increases.

The City's portion of shared costs is budgeted to decrease from 31.0% in 2023 to 30.8% in 2024 based on the decrease in Port Coquitlam's share of police activity as noted in the 2023 2nd trimester statistics. For 2024, the 0.2% change in the cost share translates to a ~\$115,000 impact to the City budget.

[More >](#)

PROPERTY TAX COST DRIVER DETAILS



Historically, the RCMP has been unable to fill all their budgeted positions, resulting in annual surpluses which were transferred to an operating reserve to fund future RCMP expenses. In 2023, the City forecasts a surplus in the RCMP budget adding to the available operating reserve and has therefore utilized a transfer of \$300,000 from the RCMP Reserve to help offset the budget increase proposed for 2024.

OPERATING RESERVE CONTINUITY – RCMP	Dec 31, 2023 Ending Balance	2024 Projected Contributions	2024 Operating / DP / One-time	Dec 31, 2024 Estimated Ending Balance	2025 Projected Contributions	2025 Operating / DP / One-time	Dec 31, 2025 Estimated Ending Balance
RCMP	\$2,204,280	\$108,707*	(\$499,384)	\$1,813,603	\$80,732	(\$499,529)	\$1,394,806

*Estimate based on forecast

Fraser Valley Regional Library

The City has a contract with the Fraser Valley Regional Library to operate the Terry Fox Library. In October 2023, the Library Board discussed the proposed FVRL 2024 budget. The budget represents a \$119,000, (0.15%) increase to the City's budget. The increase is attributable to the following:

The increase is attributable to the following:

- Base Budget increase of 5.36%,
 - Includes an increase in materials purchases that is partially funded by a 2023 Provincial Government Enhancement Grant
- Administration Centre capital maintenance – 0.06%
- Total increase of 5.42% to the FVRL budget



PROPERTY TAX COST DRIVER DETAILS

ADJUSTMENT TO FUND INFRASTRUCTURE REPLACEMENT

The City has contributed into the Long-Term Infrastructure Reserve each year since 2010. Every year, an additional 1% of the prior year's budgeted taxation and utility revenue is added to the annual contribution amount. For 2024, the increase to the annual contribution amount has been reduced to 0.5%.

At times, a portion of the reserve balance has been drawn from these reserves to fund the City's capital program (for example \$11.9M from the general long-term reserve was used to fund construction of the Port Coquitlam Community Centre, an additional allocation from the reserve of \$4.4M has been budgeted annually from 2017-2025 to fund various infrastructure replacement projects). With the anticipated completion of the asset management plan, a long-term capital plan will be developed to plan for the future contributions and spending of these reserves.

IMPACT ON TAXATION REVENUE FROM NEW DEVELOPMENT

Taxation revenue from new development is primarily generated from new construction completed in the prior year but can also be attributable to renovations or property usage change. Historically, tax revenue generated from growth has been used to help offset tax increases for the rest of the community in addition to the costs and additional services related to new development. BC Assessment provides the City with figures which are used to estimate revenues. BC Assessment's current estimate for the City's growth in 2024 is \$750,000.



WATER LEVY COST DRIVER DETAILS

The water levy for 2024 is increasing by \$413,200 or 2.96%.

As taxation and utility levies fund any City expenses not covered by other revenue sources, any changes to expenses or other revenue sources typically correspond to a matching change in taxes or utility levies. The main cost driver categories from the previous section are shown once again in the table below and are further broken down in the subcategories based on the impact that changes in revenues and expenses have on the City's taxation and levy requirements.

The impact to the average residential property is also shown to better illustrate how changes to the operating budget affect the taxpayer.

WATER LEVY COST DRIVERS	Amount	Average Home (AH) \$ Impact	Average Home (AH) % Impact
Adjustments to maintain existing services	\$130,300	\$4.40	0.93%
Adjustments from external service delivery partners	849,400	28.69	6.09%
Adjustments to fund future Infrastructure replacement	139,500	4.71	1.00%
Contribution from Water Stabilization Reserve	(535,000)	(18.07)	-3.84%
Revenue from new development	(171,000)	(5.78)	-1.23%
TOTAL	\$413,200	\$13.95	2.96%

ADJUSTMENTS TO MAINTAIN CITY SERVICES

These reflect adjustments to the budget to maintain services at their 2023 levels and total \$130,300 which translates to a 0.93% increase to the water levy. For 2024, the adjustments relate to estimates for labour increases, inflationary adjustments and other departmental adjustments. Further explanation of these items is provided in the paragraphs that follow.

Item	Amount	AH \$ Impact	AH % Impact
Labour contracts / policies	\$34,000	\$1.15	0.24%
Inflationary adjustment / policies	14,900	0.50	0.11%
Other departmental adjustments	81,400	2.75	0.58%
TOTAL	\$130,300	\$4.40	0.93%

Labour Contracts/Policies

Labour cost increases are primarily driven by rates established through collective agreements or council policy. Other factors such as changes to the employer share of benefit costs (Municipal Pension Plan, Workers Compensation Benefits, extended health, EI/ CPP, etc.) had a minor impact on the budget for 2024 and related predominantly to adjustments to benefit averages based on historical trend of usage.

The following table shows the dollar impact funded by the water levy for labour increases and benefit adjustments.

Group	Amount	AH \$ Impact	AH % Impact
CUPE	\$26,300	\$0.89	0.11%
Exempt	7,700	0.26	0.06%
TOTAL	\$34,000	\$1.15	0.24%

WATER LEVY COST DRIVER DETAILS

Inflationary Adjustments/Policies

Inflationary adjustments are driven by relevant forecasting sources. The following table shows the dollar impact funded by water levy for inflationary adjustments.

Category	Amount	Average Home (AH) \$ Impact	Average Home (AH) % Impact
Contracted Services (3.6%)	\$5,500	\$0.19	0.04%
Fuel (25%)	8,300	0.27	0.06%
Electricity (2.7%)	1,100	0.04	0.01%
TOTAL	\$14,900	\$0.50	0.11%

Other Departmental Adjustments

As part of the budgeting process, departments were asked to identify budget items that needed adjustment in order to maintain the same or equivalent level of service as 2023, in addition to any adjustments to align the budgets with prior year actuals or future year estimates.

Item	Amount	AH \$ Impact	AH % Impact
Intro of environmental reporting and maintenance of watermain repair service level	\$37,600	\$1.27	0.26%
Maintenance of water service repair service level	35,600	1.20	0.26%
Other adjustments	5,900	0.20	0.04%
Equipment internal recoveries allocated to water	2,300	0.08	0.02%
TOTAL	\$81,400	\$2.75	0.58%

Internal charges help distribute the increased cost of operations to their appropriate areas. The adjustment of \$2,300 is to align the budget for internal fleet/equipment charges to the historical trend as internal equipment usage has been higher than budgeted for the water utility compared to the prior year.

ADJUSTMENTS TO CONTRACT AMOUNTS FOR EXTERNAL SERVICE-DELIVERY PARTNERS

The City purchases water in bulk from Metro Vancouver and pays a monthly amount based on the cubic metres delivered to the City. In October 2023 Metro Vancouver's board approved an estimated budget of \$9.3M to water billing (10.0% rate increase year over year) resulting in an overall increase of \$849,400 (6.09%) to Port Coquitlam's budget.

Item	Amount	AH \$ Impact	AH % Impact
Water Levy Increase	\$849,400	\$28.69	6.09%

WATER LEVY COST DRIVER DETAILS

ADJUSTMENT TO FUND INFRASTRUCTURE REPLACEMENT

The City has contributed into the Long-Term Infrastructure Reserve each year since 2010. Every year, an additional 1% of the prior year's budgeted taxation and utility revenue is added to the annual contribution amount. The City had not increased contributions to long term utility reserves from 2018-2022, however contributions resumed with the 2023 Operating Budget as the City has experienced a growth in its capital programs as well as several inflationary cost pressures.

At times, a portion of the reserve balance has been drawn from these reserves to fund the City's capital program (for example an additional allocation from the reserve of \$892K has been budgeted annually from 2017-2025 to fund various infrastructure replacement projects). With the anticipated completion of the asset management plan, a long-term capital plan will be developed to plan for the future contributions and spending of these reserves.

CONTRIBUTION FROM WATER STABILIZATION RESERVE

The water stabilization reserve was established to lessen the impact on property owners of rate increases for water purchases from Metro Vancouver. For 2024, it is proposed to withdraw \$535,000 from the water stabilization reserve to reduce the rate increase to property owners by 3.84%.

IMPACT ON WATER LEVY REVENUE FROM NEW DEVELOPMENT

Water levy revenue from new development is primarily generated from new construction completed in the prior year but can also be attributable to renovations or property usage change. Historically, water levy revenue generated from growth has been used to help offset water levy tax increases for the rest of the community in addition to the costs and additional services related to new development. The current estimate for the City's growth in sewer levies for 2024 is \$171,000.



SEWER LEVY COST DRIVER DETAILS

The sewer levy for 2024 is increasing by \$1,470,900 or 14.71%.

As taxation and utility levies fund any City expenses not covered by other revenue sources, any changes to expenses or other revenue sources typically correspond to a matching change in taxes or utility levies. The main cost driver categories from the previous section are shown once again in the table below and are further broken down in the subcategories based on the impact that changes in revenues and expenses have on the City's taxation and levy requirements.

The impact to the average residential property is also shown to better illustrate how changes to the operating budget affect the taxpayer.

SEWER LEVY COST DRIVERS	Amount	Average Home (AH) \$ Impact	Average Home (AH) % Impact
Adjustments to maintain existing services	\$36,800	\$1.29	0.37%
Adjustments from external service delivery partners	1,663,100	58.24	16.63%
Adjustments to fund future Infrastructure replacement	100,000	3.50	1.00%
Contribution from Sewer Stabilization Reserve	(200,000)	(7.00)	-2.00%
Revenue from new development	(129,000)	(4.53)	-1.29%
TOTAL	\$1,470,900	\$51.51	14.71%

ADJUSTMENTS TO MAINTAIN CITY SERVICES

These reflect adjustments to the budget to maintain services at their 2023 levels and total \$36,800 which translates to a 0.37% increase to the sewer levy. For 2024, the adjustments relate to estimates for labour increases, inflationary adjustments and other departmental adjustments such as internal equipment charges. Further explanation of these items is provided in the paragraphs that follow.

Item	Amount	AH \$ Impact	AH % Impact
Labour contracts / policies	\$13,700	\$0.48	0.14%
Inflationary adjustment / policies	21,000	0.74	0.21%
Other departmental adjustments	2,100	0.07	0.02%
TOTAL	\$36,800	\$1.29	0.37%

Labour Contracts/Policies

Labour cost increases are primarily driven by rates established through collective agreements or council policy.

Other factors such as changes to the employer share of benefit costs (Municipal Pension Plan, Workers Compensation Benefits, extended health, EI/CPP, etc.) had a minor impact on the budget for 2024 and related predominantly to adjustments to benefit averages based on historical trend of usage.

The following table shows the dollar impact funded by the sewer levy for labour increases and benefit adjustments.

Group	Amount	AH \$ Impact	AH % Impact
CUPE	\$8,800	\$0.31	0.09%
Exempt	4,900	0.17	0.05%
TOTAL	\$13,700	\$0.48	0.14%

SEWER LEVY COST DRIVER DETAILS

Inflationary Adjustments/Policies

Inflationary adjustments are driven by relevant forecasting sources. The following table shows the dollar impact funded by the sewer levy for inflationary adjustments.

Category	Basis	% Increase	Amount	Average Home (AH) \$ Impact	Average Home (AH) % Impact
Contracted Services	Stats Canada CPI	3.6%	\$11,500	\$0.40	0.12%
Fuel	Variance	25.0%	7,600	0.27	0.08%
Electricity	Utility Board Submission	2.7%	1,900	0.07	0.02%
TOTAL			\$21,000	\$0.74	0.21%

Other Departmental Adjustments

As part of the budgeting process, departments were asked to identify budget items that needed adjustment in order to maintain the same or equivalent level of service as 2023, in addition to any adjustments to align the budgets with prior year actuals or future year estimates.

Item	Amount	AH \$ Impact	AH % Impact
Equipment internal recoveries allocated to sewer	\$2,100	\$0.07	0.02%
TOTAL	\$2,100	\$0.07	0.02%

Internal charges help distribute the increased cost of operations to their appropriate areas. The adjustment of \$2,100 is to align the budget for internal fleet/equipment charges to the historical trend as internal equipment usage has been higher than budgeted for the sewer utility compared to the prior year.

ADJUSTMENTS TO CONTRACT AMOUNTS FOR EXTERNAL SERVICE-DELIVERY PARTNERS

The City is part of the Fraser Sewerage Area of the Greater Vancouver Sewage and Drainage District (Metro Vancouver) and pays an annual fee to Metro Vancouver for processing of liquid waste. Liquid waste charges are based on historical usage and adjusted for future estimated growth.

In October 2023 Metro Vancouver's board approved an estimated budget of \$8.0M to sewer billing (26.1% rate increase year over year) resulting in an overall increase of \$1,663,100 (16.63%) to Port Coquitlam's budget.

Item	Amount	AH \$ Impact	AH % Impact
Sewer Levy Increase	\$1,663,100	\$58.24	16.63%

SEWER LEVY COST DRIVER DETAILS

ADJUSTMENT TO FUND INFRASTRUCTURE REPLACEMENT

The City has contributed into the Long-Term Infrastructure Reserve each year since 2010. Every year, an additional 1% of the prior year's budgeted taxation and utility revenue is added to the annual contribution amount. The City had not increased contributions to long term utility reserves from 2018-2022, however contributions resumed with the 2023 Operating Budget as the City has experienced a growth in its capital programs as well as several inflationary cost pressures.

At times, a portion of the reserve balance has been drawn from these reserves to fund the City's capital program (for example an additional allocation from the reserve of \$669K has been budgeted annually from 2017-2025 to fund various infrastructure replacement projects). With the anticipated completion of the asset management plan, a long-term capital plan will be developed to plan for the future contributions and spending of these reserves.

CONTRIBUTION FROM SEWER STABILIZATION RESERVE

The sewer stabilization reserve was established to lessen the impact on property owners of rate increases for sewer processing by from Metro Vancouver. For 2024, it is proposed to withdraw \$200,000 from the sewer stabilization reserve to reduce the rate increase to property owners by 2%.

IMPACT ON SEWER LEVY REVENUE FROM NEW DEVELOPMENT

Sewer levy revenue from new development is primarily generated from new construction completed in the prior year but can also be attributable to renovations or property usage change. Historically, sewer levy revenue generated from growth has been used to help offset sewer levy tax increases for the rest of the community in addition to the costs and additional services related to new development. The current estimate for the City's growth in water levies for 2024 is \$129,000.



SOLID WASTE/ORGANICS LEVY COST DRIVER DETAILS

The solid waste levy for 2024 is increasing by \$876,700 or 25.34%.

As taxation and utility levies fund any City expenses not covered by other revenue sources, any changes to expenses or other revenue sources typically correspond to a matching change in taxes or utility levies. The main cost driver categories from the previous section are shown once again in the table below and are further broken down in the subcategories based on the impact that changes in revenues and expenses have on the City's taxation and levy requirements.

SOLID WASTE LEVY COST DRIVERS	Amount	Average Home (AH) \$ Impact	Average Home (AH) % Impact
Adjustments to maintain existing services	\$785,200	\$56.13	22.69%
Adjustments for major external service providers	91,500	6.54	2.64%
TOTAL	\$876,700	\$62.67	25.34%

ADJUSTMENTS TO MAINTAIN CITY SERVICES

These reflect adjustments to the budget to maintain services at their 2023 levels and total \$785,200 which translates to a 22.69% increase to the solid waste levy. For 2024, the adjustments relate to estimates for labour increases, inflationary adjustments and other departmental adjustments.

Further explanation of these items is provided in the paragraphs that follow.

Item	Amount	AH \$ Impact	AH % Impact
Labour contracts / policies	\$34,900	\$2.49	1.01%
Inflationary adjustment / policies	60,200	4.30	1.74%
Other departmental adjustments	690,100	49.33	19.95%
TOTAL	\$785,200	\$56.13	22.69%

Labour Contracts/Policies

Labour cost increases are primarily driven by rates established through collective agreements or council policy.

Other factors such as changes to the employer share of benefit costs (Municipal Pension Plan, Workers Compensation Benefits, extended health, EI/ CPP, etc.) had a minor impact on the budget for 2024 and related predominantly to adjustments to benefit averages based on historical trend of usage.

The following table shows the dollar impact funded by the levy for labour increases and benefit adjustments.

Group	Amount	AH \$ Impact	AH % Impact
CUPE	\$30,300	\$2.17	0.88%
Exempt	4,600	0.33	0.13%
TOTAL	\$34,900	\$2.49	1.01%

SOLID WASTE/ORGANICS LEVY COST DRIVER DETAILS

Inflationary Adjustments/Policies

Inflationary adjustments are driven by relevant forecasting sources. The following table shows the dollar impact funded by the solid waste levy for inflationary adjustments.

Category	Basis	% Increase	Amount	Average Home (AH) \$ Impact	Average Home (AH) % Impact
Contracted Services	Stats Canada CPI	3.6%	\$2,700	\$0.19	0.08%
Fuel	Variance	25.0%	57,500	4.11	1.66%
TOTAL			\$60,200	\$4.30	1.74%

Other Departmental Adjustments

Internal equipment charges relate to adjustments in the solid waste fund operations to align with actual use of equipment. Increased costs related to the solid waste vehicles and equipment has resulted in an increase of \$15,700 being allocated to the solid waste utility. This allocation is offset by a reduction to general fund operating expenses (and therefore property tax). In the past, Recycling was funded by Taxation. Starting in 2024, Recycling is funded by the Solid Waste levy.

Item		Amount	AH \$ Impact	AH % Impact
Internal allocations		\$15,700	\$1.12	0.45%
Community Calendar	Printing costs	25,000	1.79	0.72%
Large Item Pickup	Payroll and fleet costs	269,200	19.24	7.78%
Recycling	Net transfer from Taxation to Solid Waste levy	380,200	27.18	10.99%
TOTAL		\$690,100	\$49.33	19.25%

ADJUSTMENTS TO CONTRACT AMOUNTS FOR EXTERNAL SERVICE-DELIVERY PARTNERS

The two main contracts are tipping charges for disposal of solid waste (Metro Vancouver), and processing charges for disposal of organics (outside contractor).

Category	Amount	AH \$ Impact	AH % Impact
Tipping fees (Metro Vancouver)	\$41,300	\$2.95	1.19%
Organics disposal	50,200	3.59	1.45%
TOTAL	\$91,500	\$6.54	2.64%

FUND STRUCTURE & FINANCIAL POSITION

FUND STRUCTURE

The City's Financial Plan and Financial Statements are consolidated and include the accounts of all funds in the City. Inter-fund transactions and balances are eliminated from the financial statements but are included as internal recoveries between departments for budgeting purposes.

A fund is a fiscal entity of balanced accounts used by governments to control common financial activities.

General Fund

The General Fund is the primary operating fund used to manage a majority of the City's financial resources and obligations. Some of the services that are provided from this fund include policing; fire services; recreation programs and facilities; and solid waste.

Water Fund

The Water Utility is a user pay utility that supplies water services to the properties in the City and is funded from user fees.

Sewer Fund

This is also a user pay utility that provides sanitary sewer services to properties and is funded from user fees.

FINANCIAL POSITION (RESERVES AND SURPLUS)

The City has Reserve Funds (Statutory Reserves) that are authorized by the *Community Charter* and/or City bylaw. The purpose of setting aside reserves is to provide funding for various anticipated future expenditures to ensure sufficient funds are available when required and where possible to avoid the need to incur debt.

Statutory Reserves may only be used as authorized by the *Community Charter* and the related Council Bylaw. City reserves are further detailed on the next page.

Surplus funds are the result of past budget surpluses (i.e. where actual revenues have been in excess of actual expenditures) and may be used for any municipal capital or operating purpose as authorized by Council. Currently, the City uses its surplus to finance operations prior to tax and utility collections and, based on availability, to fund one-time operating and capital items.



FINANCIAL SUMMARY

The following table provides a summary of the City's 2024 approved operating budget. Additional details on revenues and expenses are provided in the revenue, expenses, and business plan sections of this document.

Revenues

Item	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Taxation and other levies	\$80,734,100	\$85,749,700	\$5,015,600	6.21%	\$80,686,387
Utility charges	27,449,800	30,241,400	2,791,600	10.17%	28,058,738
Sale of services	8,179,084	8,332,600	153,516	1.88%	8,665,900
Permits and licences	3,060,912	3,702,600	641,688	20.96%	3,350,667
Investment income	2,878,300	2,878,300	-	0.00%	10,384,569
Contributions	2,102,700	2,102,700	-	0.00%	2,619,756
Penalties and fines	544,000	704,000	160,000	29.41%	1,209,027
Other revenue	450,600	453,800	3,200	0.71%	716,925
TOTAL REVENUES	\$125,399,495	\$134,165,100	\$8,765,605	6.99%	\$135,691,968

Expenses

Item	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Payroll expense	\$48,934,300	\$53,283,400	\$4,349,100	8.89%	\$49,638,736
Contracted and other services	44,425,600	48,867,600	4,442,000	10.00%	44,856,280
Materials and supplies	3,927,500	4,141,300	213,800	5.44%	5,064,597
Interest and bank charges	1,956,100	1,956,100	-	0.00%	2,052,436
Telephone, utilities, and rent	2,016,200	2,088,100	71,900	3.57%	2,150,588
Insurance and claims	1,051,700	1,111,700	60,000	5.71%	1,023,206
Other personnel costs	866,800	868,600	1,800	0.21%	827,134
Grants and financial assistance	224,000	224,000	-	0.00%	153,750
TOTAL EXPENSES	\$103,402,200	\$112,540,800	\$9,138,600	8.84%	\$105,766,727



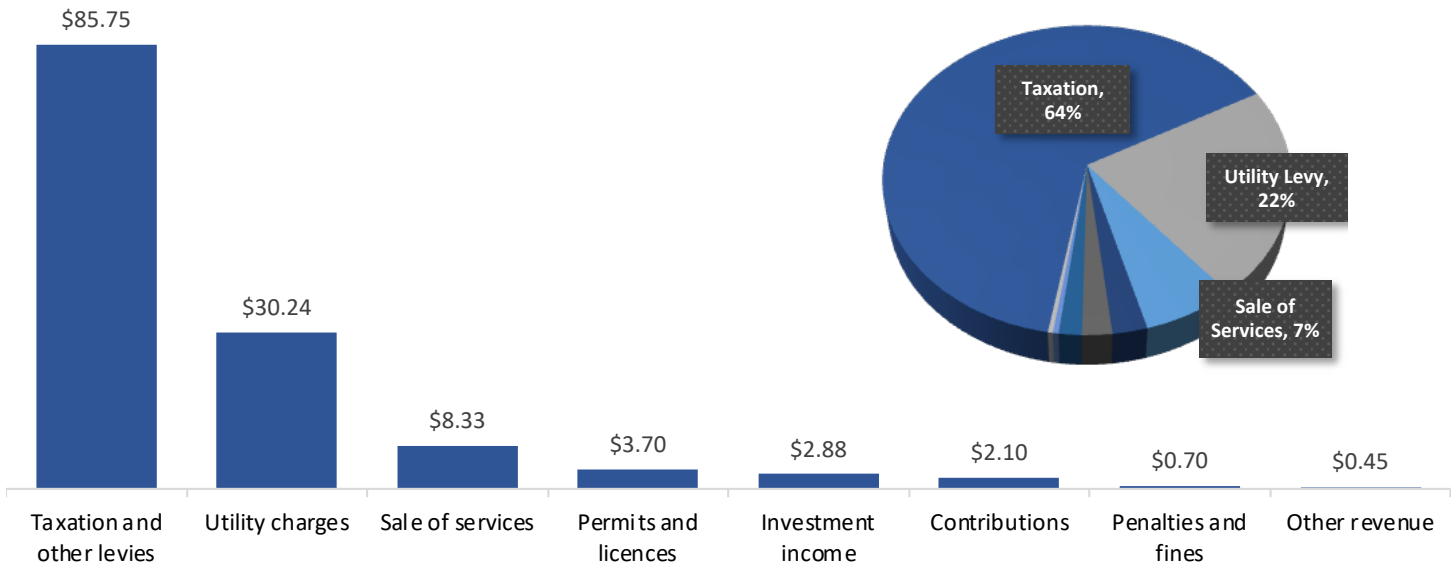
2024-2028 FINANCIAL PLAN

REVENUES



REVENUES OVERVIEW

2024 Operating Budget - Revenues (In Millions)



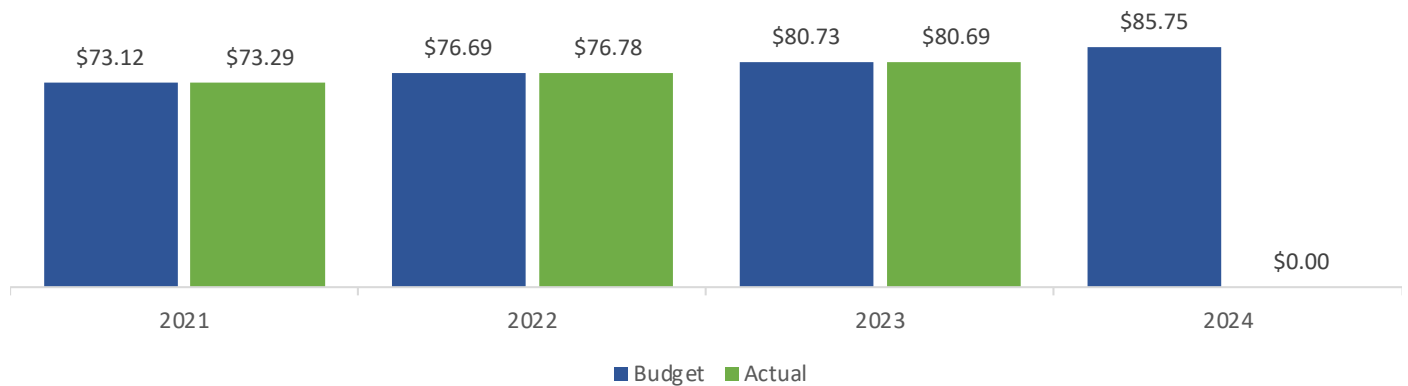
The following section of the budget document provides details on the City's operating revenue budget broken down by revenue category (excluding reserve transfers). As can be seen from the graph above, taxation and other levies account for 64% of the City's total budget operating revenues, while utility charges account for a further 22%.

REVENUES	2023 Budget	2024 Budget	Changes for 2024	% Change	2023 Actuals
Taxation and other levies	\$80,734,100	\$85,749,700	\$5,015,600	6.21%	\$80,686,387
Utility charges	27,449,800	30,241,400	2,791,600	10.17%	28,058,738
Sale of services	8,179,084	8,332,600	153,516	1.88%	8,665,900
Permits and licences	3,060,912	3,702,600	641,688	20.96%	3,350,667
Investment income	2,878,300	2,878,300	-	0.00%	10,384,569
Contributions	2,102,700	2,102,700	-	0.00%	2,619,756
Penalties and fines	544,000	704,000	160,000	29.41%	1,209,027
Other revenue	450,600	453,800	3,200	0.71%	716,925
TOTAL REVENUES	\$125,399,495	\$134,165,100	\$8,765,605	6.99%	\$135,691,968

TAXATION AND OTHER LEVIES

Taxation and other levies represent revenues derived from properties. Apart from property taxation and payments in lieu of taxes both of which are considered general revenue, the remaining items are levied to fund specific items. Further details on each revenue line is available in the pages that follow.

Taxation & Other Levies Revenues (in Millions)



REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Property Taxation	\$78,740,200	\$83,910,900	\$5,170,700	6.57%	\$78,631,177
Payments in Lieu of Taxes	1,824,600	1,669,500	-155,100	-8.50%	1,878,777
Business Improvement Levy	167,500	167,500	-	0.00%	167,480
Local Improvement Levies	1,800	1,800	-	0.00%	8,953
TOTAL TAXATION AND OTHER LEVIES	\$80,734,100	\$85,749,700	\$5,015,600	6.21%	\$80,686,387

PROPERTY TAXATION

Property taxes are the City's principal source of revenue, financing most of the services provided by the City. Every property owner in the province must pay property taxes based on the assessed value of their property, unless the property is specifically exempted by provincial statute or has been granted a Council approved permissive exemption.

Statutory exemptions are listed in the *Community Charter*. These properties include, but are not limited to:

- Schools and universities
- Places of public worship
- Hospitals

Under the *Community Charter*, the City may grant permissive tax exemptions which exempt certain properties from taxation for a specified period.

TAXATION AND OTHER LEVIES

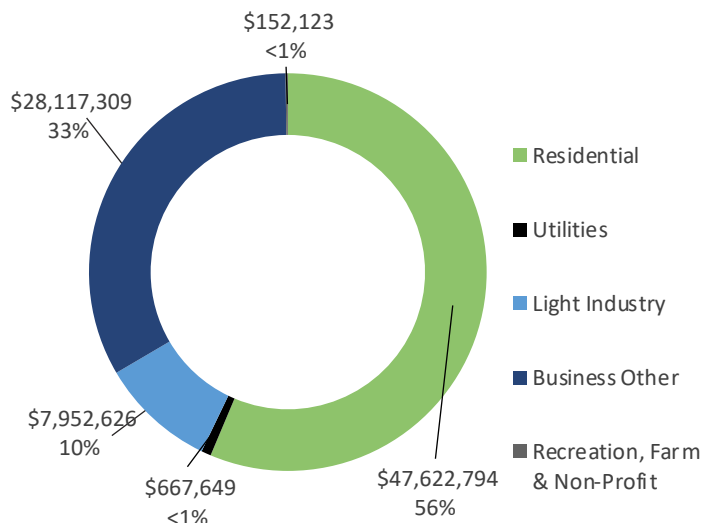
The valuation of property within the City is determined by BC Assessment, a provincial Crown Corporation that classifies and assesses the value of all real property in British Columbia.

There are eight property classes:

- Residential
- Utilities
- Major Industrial
- Light Industrial
- Business Other
- Managed Forest Land
- Recreation Property, Non-profit Organizations
- Farm Land

Budgeted taxation revenue for 2024 has increased by \$5,025,600 or 6.21%. As taxation funds most of the City's expenses, any changes to those expenses typically correspond to a matching change in taxes. The increase in property taxation for 2024 can be broken down into the following drivers.

2024 Estimated Property Tax Revenue By Class



PAYMENTS IN LIEU OF TAXES

The City receives payments in lieu of property taxes from:

- Properties owned by the Federal or Provincial Governments or their agencies
- Private utilities operating within Port Coquitlam at the rate of 1% of the utility's prior year earned revenue within the City.

BUSINESS IMPROVEMENT LEVY (2021-2025)

From 2021 to 2024 the City will provide \$186,089 in annual funding to the Business Improvement Association. Of this amount, \$167,480 is recovered from commercial property owners within the Downtown Business Improvement Area through the business improvement levy. The remaining \$18,609 is the City's contribution to the Business Improvement Association, funded from property taxes. In 2025 the amount recovered from commercial property owners within the Downtown Business Improvement Area will increase to \$189,811 and the City's contribution will increase to \$18,981.

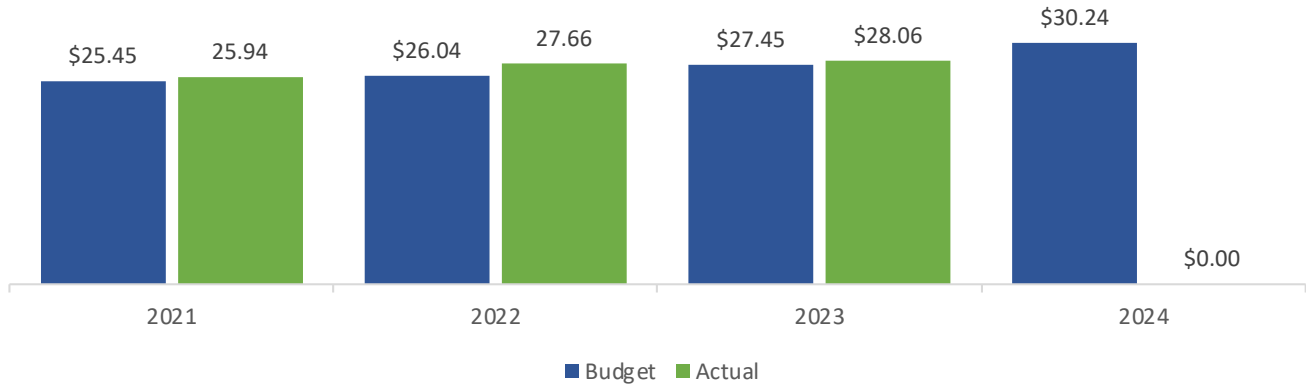
LOCAL IMPROVEMENT LEVIES

Local improvement levies are a property value tax levied over a "sub-area" of a municipality (e.g. a neighbourhood within a municipality). The levies fund local improvement projects (for example, lane renewal, sidewalk reconstruction, streetscape improvements and paving of gravel lanes) that can be initiated either by the City or property owners. The full cost is amortized over a local serviceable lifetime, which varies based on the type of local improvement (usually between 5-20 years), with the payments added to property taxes. Current local improvements include two road and drainage improvements, a lane improvement, and a levy for boulevard maintenance that will be charged in perpetuity.

UTILITY CHARGES

Utility charges represent flat and variable user rates charged for the provision of water, sewer and solid waste services. The recycling portion of solid waste services is funded through a combination of taxation revenue and revenues from Recycle BC and has not been included in the amounts reported below. Revenues from Recycle BC are listed under sale of services.

Utility Levy Revenue (in Millions)



REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Water Levy	\$14,080,200	\$14,664,400	\$584,200	4.15%	\$14,350,632
Sewer Levy	9,909,400	11,509,300	1,599,900	16.15%	10,126,043
Solid Waste / Organics Levy	3,460,200	4,067,700	607,500	17.56%	3,582,063
TOTAL UTILITY CHARGES	\$27,449,800	\$30,241,400	\$2,791,600	10.17%	\$28,058,738

Water and Sewer levy increases are primarily driven by Metro Vancouver rate increases. The Solid Waste levy increase is driven by the addition of recycling and large item pickup, as well as by Metro Vancouver rate increases.

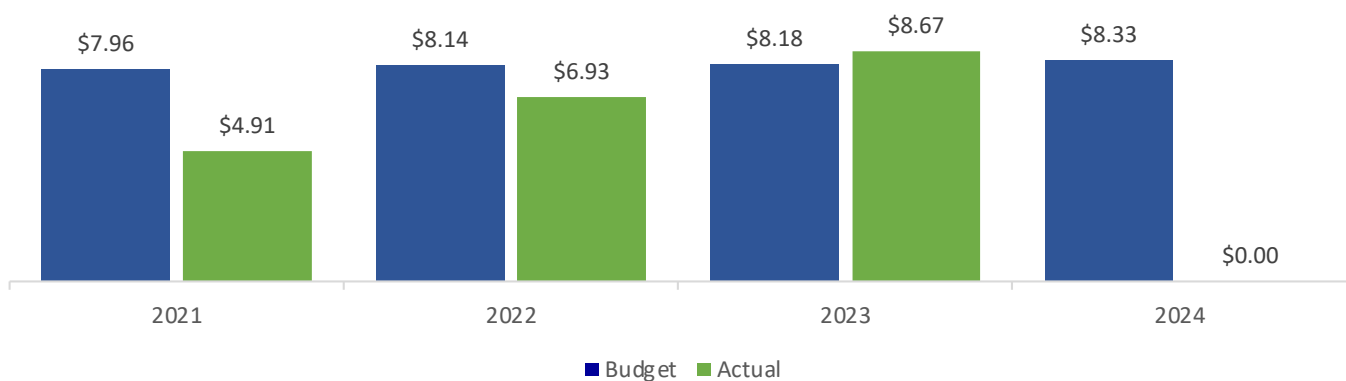
SALE OF SERVICES

Sale of services represents user fees charged for various municipal services. In accordance with the Community Charter, where the service is nondiscretionary, the fees charged must be reflective of the cost of providing the service with no expectation of generating a surplus.

Additionally, the City's Financial Management Policy states that user fees will be set to recover the full cost of services except where Council determines that a subsidy is in the interest of the public. When determining whether a subsidy is in the public interest Council considers the following factors:

- Who benefits from the service
- Whether the level of demand for a service will support full cost recovery
- What prices others are charging for a similar service
- Whether the customer can pay for the service
- Whether it is practical for the City to collect fees for the service

Sales Of Service Revenue (in Millions)



REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Recreation	\$5,338,284	\$5,434,000	\$95,716	1.79%	\$5,533,386
Engineering & Public Works	2,013,700	2,071,500	57,800	2.87%	2,079,314
General Government - Common Services	474,100	474,100	-	0.00%	562,798
Finance	176,500	176,500	-	0.00%	166,771
Development Services	124,000	124,000	-	0.00%	249,970
Fire & Emergency Services	24,500	24,500	-	0.00%	30,762
RCMP	20,400	20,400	-	0.00%	25,112
Community Safety & Corporate Support	7,600	7,600	-	0.00%	17,788
TOTAL SALE OF SERVICES	\$8,179,084	\$8,332,600	\$153,516	1.88%	\$8,665,900

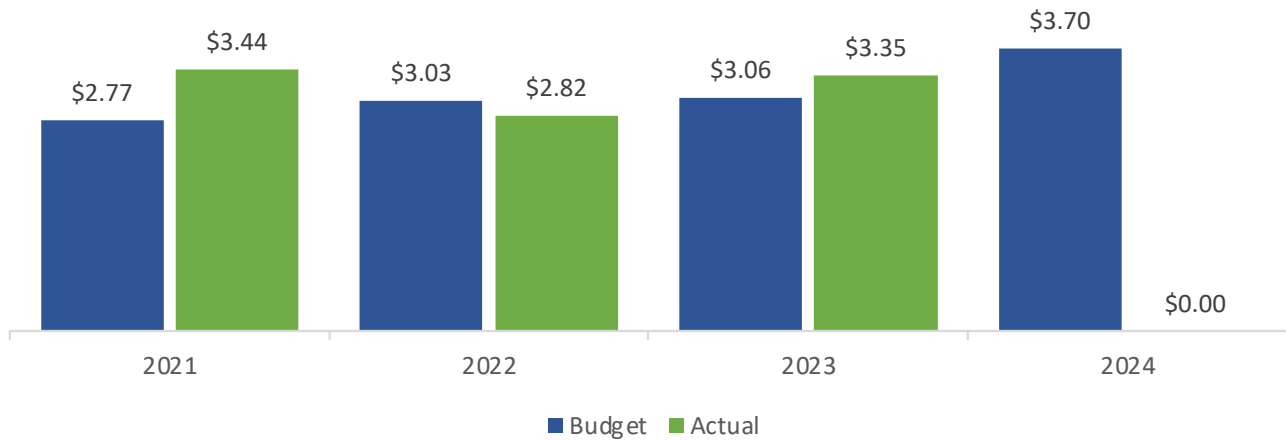
The increase in sale of services revenue is attributable to the addition of drop in revenue, program revenue and sales revenue in Recreation in line with historical trends, an update to the Parks & Recreation fees schedule, and increased revenue from private water and sewer connections (accompanied by an offsetting increase in expenses).

PERMITS & LICENCES

Development activities include revenue for building and development permits and can fluctuate year to year depending on the level of development that occurs in the City. The Department carries forward revenue received in the latter part of the year as it relates to work that will be done in the following year.

Business/dog licensing are amounts collected annually; this revenue remains relatively stable year over year. Other revenue encompasses all other types of permits and licenses (fireworks, cemetery, tree cutting, etc.).

Permits & Licenses Revenue (in Millions)



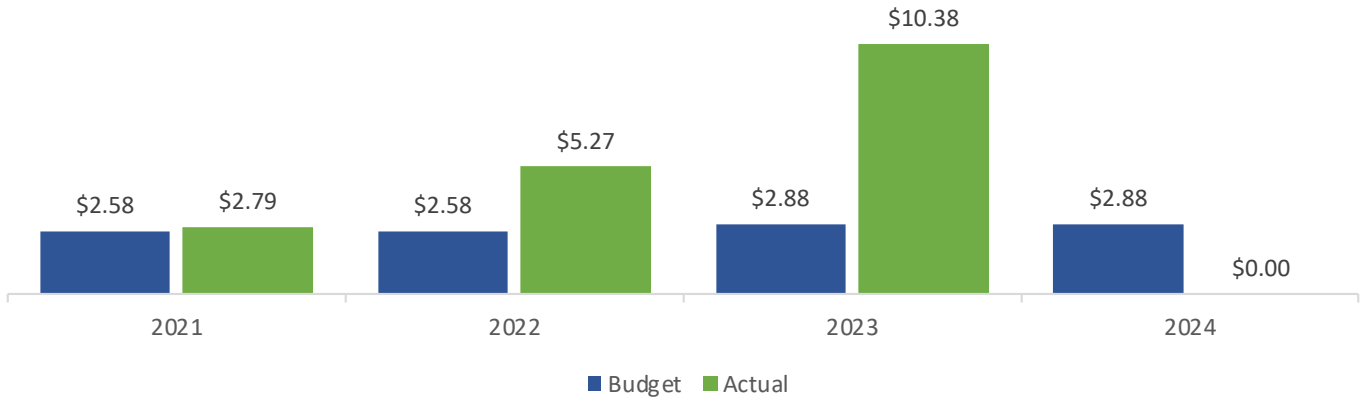
REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Development activities	\$1,767,975	\$2,435,700	\$667,725	37.77%	\$1,915,063
Business licensing	935,000	935,000	-	0.00%	1,126,182
Dog licensing	206,000	206,000	-	0.00%	190,667
Other	151,937	125,900	(26,037)	-17.14%	118,755
TOTAL PERMITS AND LICENCES	\$3,060,912	\$3,702,600	\$641,688	20.96%	\$3,350,667

The increase in development revenue is as a result of increased development activities and rate increases.

INVESTMENT INCOME

Interest income is earned primarily from interest on investments (95%) with the remainder (5%) comprised of interest charged on late payments. For investments, the City pools its available cash from various funds and invests in financial instruments in accordance with the City's Financial Management Policy.

Investment Income (in Millions)



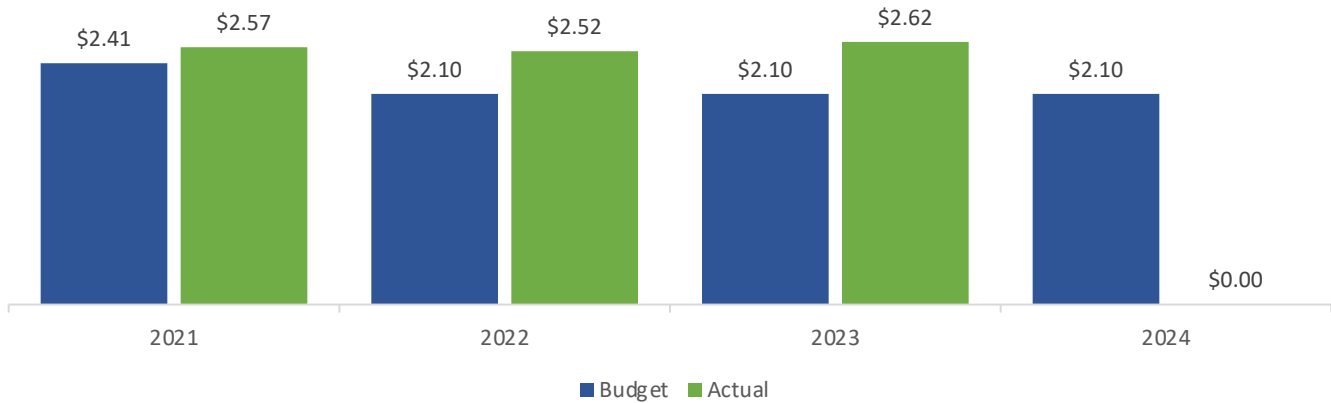
REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Return on investment	\$2,813,300	\$2,813,300	\$-	0%	\$10,207,641
Interest on late payments	65,000	65,000	-	0%	176,928
TOTAL INVESTMENT INCOME	\$2,878,300	\$2,878,300	\$-	0%	\$10,384,569

There is no change to the budget for investment income.

CONTRIBUTIONS

Contribution revenue includes grants and cost sharing agreements with third parties as well as donations. Funding for grants is only included in the budget to the extent that the funding has been confirmed.

Contributions Revenue (in Millions)



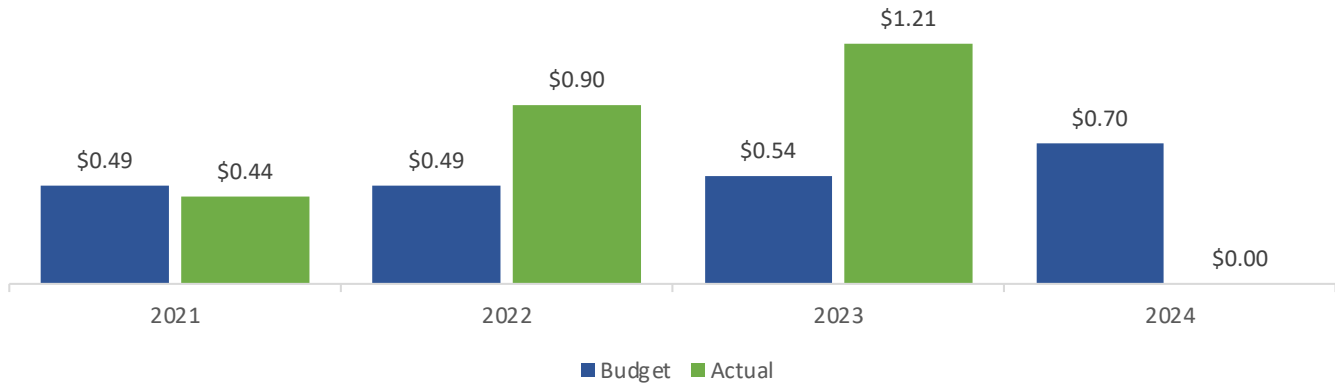
REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Translink Operations, Maintenance and Rehabilitation Funding	\$1,160,000	\$1,160,000	\$-	0%	\$1,204,000
Traffic Fine Revenue Sharing	640,000	640,000	-	0%	600,000
Federal Gas Tax	241,200	241,200	-	0%	497,270
Other Grants	57,000	57,000	-	0%	57,000
Donations	4,500	4,500	-	0%	7,150
Other	-	-	-	N/A	254,336
TOTAL CONTRIBUTIONS	\$2,102,700	\$2,102,700	\$-	0%	\$2,619,756

There is no change in contribution revenue.

PENALTIES & FINES

Penalties represent amounts charged for late payment of tax and utility bills. Fines for infractions represent amounts charged through bylaw enforcement notices, tickets and other enforcement methods.

Penalties & Fines Revenue (in Millions)



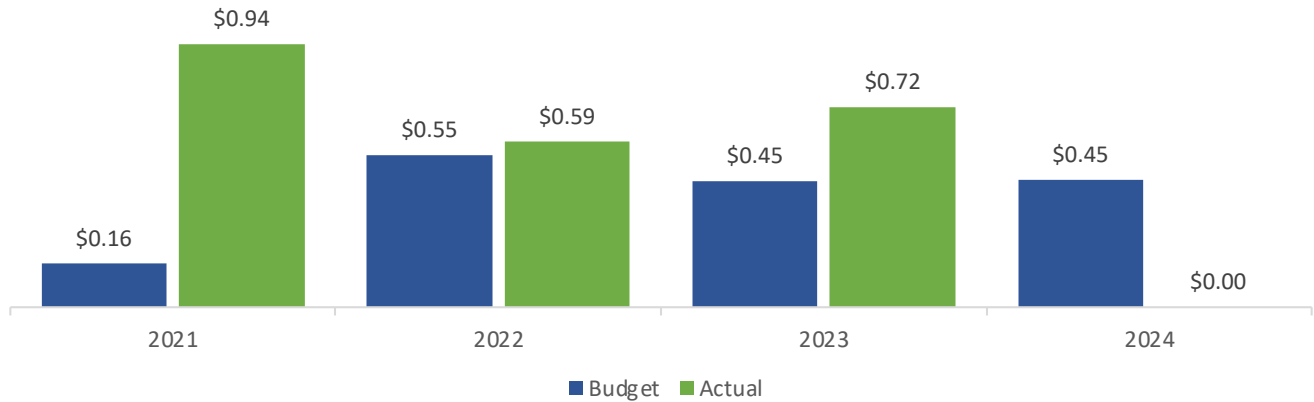
REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Tax penalties for late payment	\$320,000	\$320,000	\$-	0.00%	\$583,282
Utility penalties for late payment	143,000	143,000	-	0.00%	167,339
Fines for infractions	81,000	241,000	160,000	197.53%	458,406
TOTAL PENALTIES AND FINES	\$544,000	\$704,000	\$160,000	29.41%	\$1,209,027

The increase in penalties and fines is due to the addition of 1.5 Bylaw Officers supported by the historical revenue trend.

OTHER REVENUE

Other revenue represents miscellaneous revenues that do not meet the definitions of any other revenue category. These include cost recoveries charged back to third parties and amounts collected for specific reserves (ex: payments received from developers in lieu of parkland or in lieu of parking). While cost recovery revenue helps to offset operating costs and reduce property taxation requirements, revenues collected for specific reserves do not have an impact on taxation.

Other Revenue (in Millions)



REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Other Revenue	\$450,600	\$453,800	\$3,200	0.71%	\$716,925
TOTAL OTHER REVENUE	\$450,600	\$453,800	3,200	0.71%	\$716,925

The increased revenue is related to adjustments to the budget for private water and sewer connections.

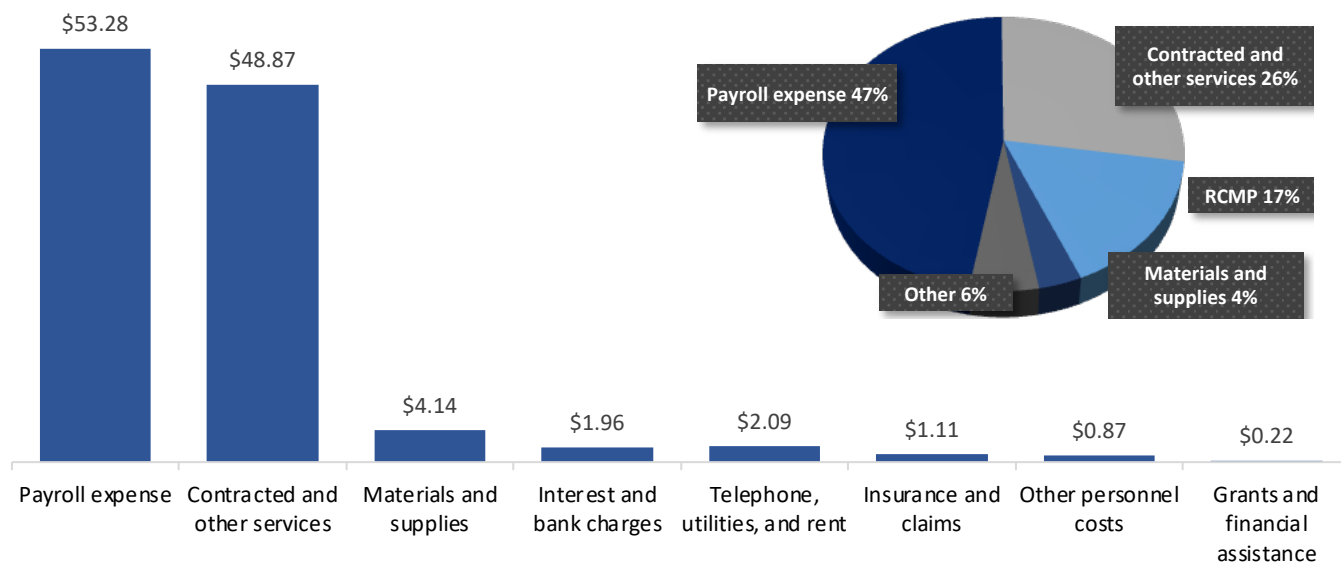


2024-2028 FINANCIAL PLAN EXPENSES



EXPENSES OVERVIEW

2024 Operating Budget - Expenses (In Millions)



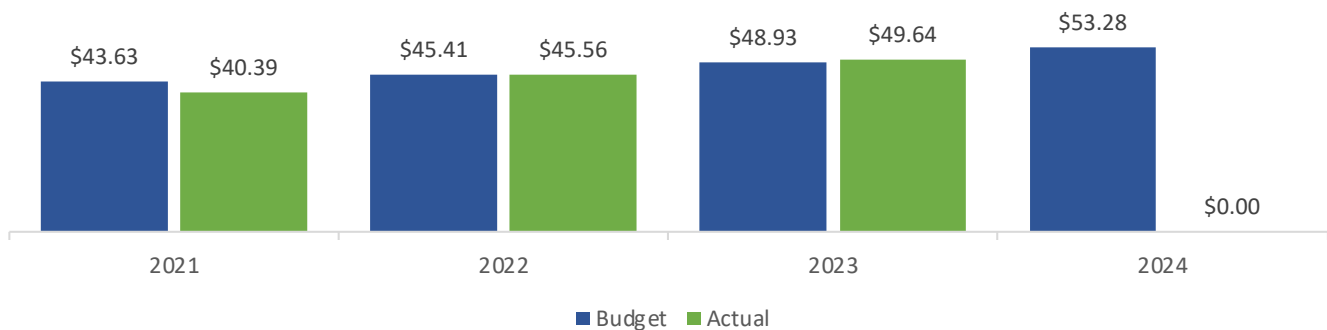
The following section of the budget document provides details on the City's operating expense budget broken down by expense category (excluding reserve transfers). As can be seen from the graph above, payroll accounts for 47% of the City's total budgeted operating expenses, contracted services accounts for a further 43% including RCMP. The expense line for contracted services is mainly composed of payments for: RCMP services, Metro Vancouver bulk water fees, Metro Vancouver sewage disposal fees, FVRL Library Services, Metro Vancouver garbage tipping fees, and organics tipping fees.

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Payroll expense	\$48,934,300	\$53,283,400	\$4,349,100	8.89%	\$49,638,736
Contracted and other services	44,425,600	48,867,600	4,442,000	10.00%	44,856,280
Materials and supplies	3,927,500	4,141,300	213,800	5.44%	5,064,597
Interest and bank charges	1,956,100	1,956,100	-	0.00%	2,052,436
Telephone, utilities, and rent	2,016,200	2,088,100	71,900	3.57%	2,150,588
Insurance and claims	1,051,700	1,111,700	60,000	5.71%	1,023,206
Other personnel costs	866,800	868,600	1,800	0.21%	827,134
Grants and financial assistance	224,000	224,000	-	0.00%	153,750
TOTAL EXPENSES	\$103,402,200	\$112,540,800	\$9,138,600	8.84%	\$105,766,727

PAYROLL

Payroll expenses include salaries, wages and the employer portion of benefits (Canada Pension Plan, Employment Insurance, Employer Health Tax, Municipal Pension Plan, Workers Compensation, Extended Health and Dental, Life Insurance, etc.).

Payroll Expenses (in Millions)



EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
General Government - Common Services	\$941,700	\$2,545,000	\$1,603,300	170.26%	\$1,010,337
Community Safety & Corporate Services	5,024,500	5,447,600	423,100	8.42%	4,698,313
Finance	2,716,000	2,806,500	90,500	3.33%	2,564,747
Office of the CAO	339,700	625,300	285,600	84.07%	620,310
Development Services	3,576,800	4,457,900	881,100	24.63%	3,325,667
Fire & Emergency Services	13,619,700	14,297,000	677,300	4.97%	14,482,050
Recreation	11,010,800	11,237,100	226,300	2.06%	11,354,647
Engineering & Public Works	11,705,100	11,867,000	161,900	1.38%	11,582,665
TOTAL PAYROLL EXPENSE	\$48,934,300	\$53,283,400	\$4,349,100	8.89%	\$49,638,736

Changes for 2024 relate to contractual increases for CUPE, IAFF and adjustments to benefits to reflect changes in rates for WCB, EI, CPP. Additional increases relate to an inflationary adjustment to exempt rates, the addition of Large Item pickup to Solid Waste, and the addition of several positions in Development Services approved to be added in 2024. The Development Services positions are offset by permit revenue for development activities.

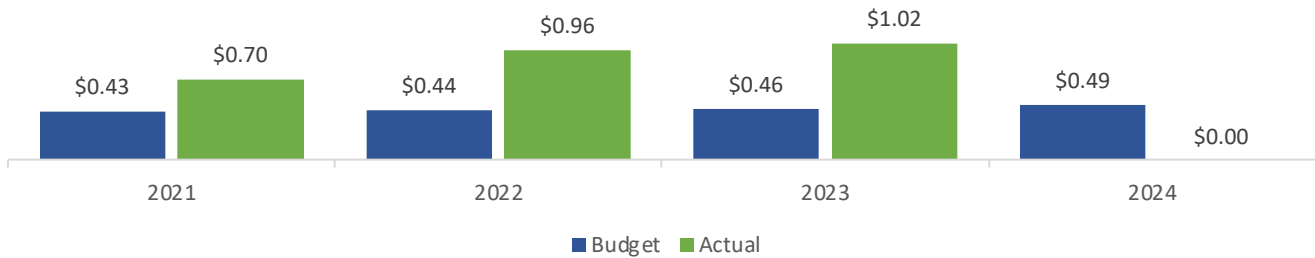
PAYROLL

Overtime Stats

The following chart and table provide budget and actuals for overtime costs by Department. In cases where overtime actuals are higher than budget, it is mainly due to reactionary work associated with after-hours issues and callouts (snow clearing, facility issues, etc.). Standby pay is not included in the amounts reported.

Increases in budgets for 2024 reflect adjustments to align overtime budgets to actual historical costs.

Overtime (Budget & Actuals) (in Millions)

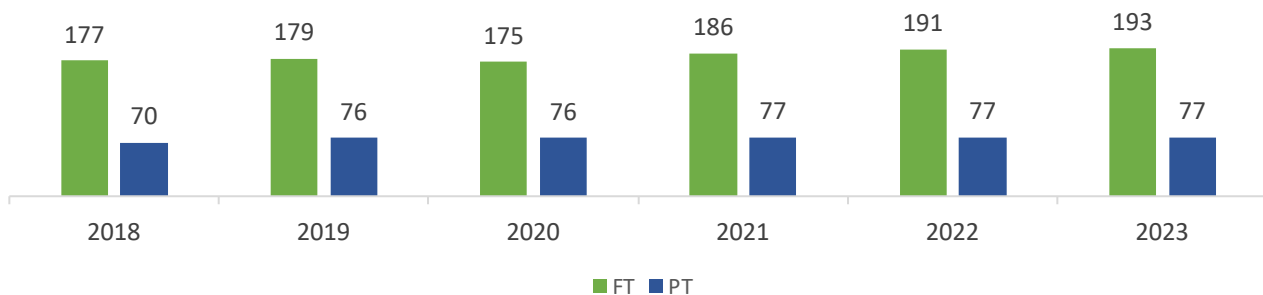


EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Community Safety & Corporate Services	\$31,700	\$31,700	\$-	0.00%	\$57,345
Development Services	5,900	5,900	-	0.00%	9,136
Engineering & Public Works	270,150	276,450	6,300	2.33%	523,635
Finance	15,000	15,000	-	0.00%	19,054
Fire & Emergency Services	96,900	105,700	8,800	9.08%	185,368
General Government - Common Services	9,500	23,600	14,100	148.42%	7,177
Office of the CAO	1,500	1,500	-	0.00%	644
Recreation	25,000	25,400	400	1.60%	215,100
TOTAL OVERTIME EXPENSE	\$455,650	\$485,250	\$29,600	6.50%	\$1,017,458

Employee Count and Casual Hours

The following charts show historical employee counts for full-time, part-time, and casual hours.

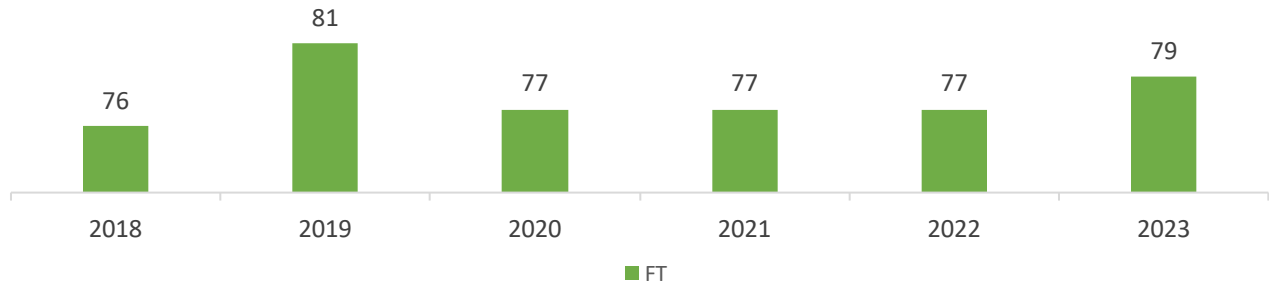
2018 - 2023 CUPE Full-Time and Part-Time Employee Count



PAYROLL

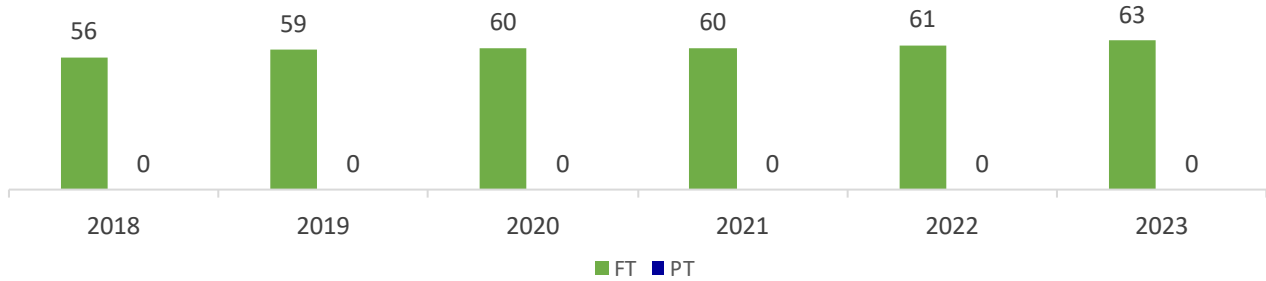
Employee Count and Casual Hours

2018 - 2023 IAFF Full-Time Employee Count

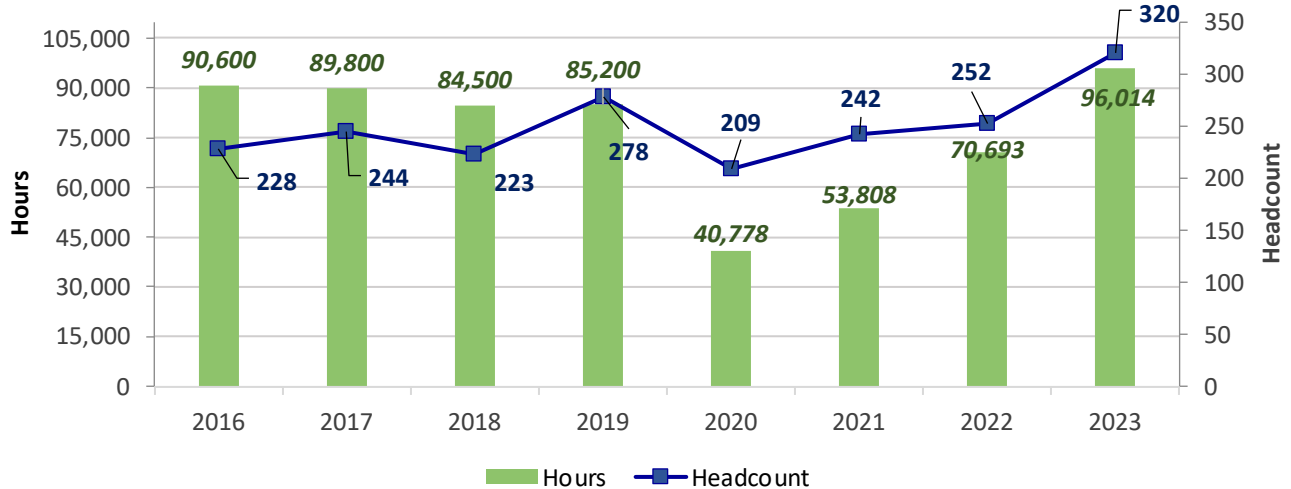


The increase is a result of two new firefighter positions approved by the Council in 2023.

2018 - 2023 Exempt Full-Time and Part-Time Employee Count



2018 -2023 CUPE Casual Hours

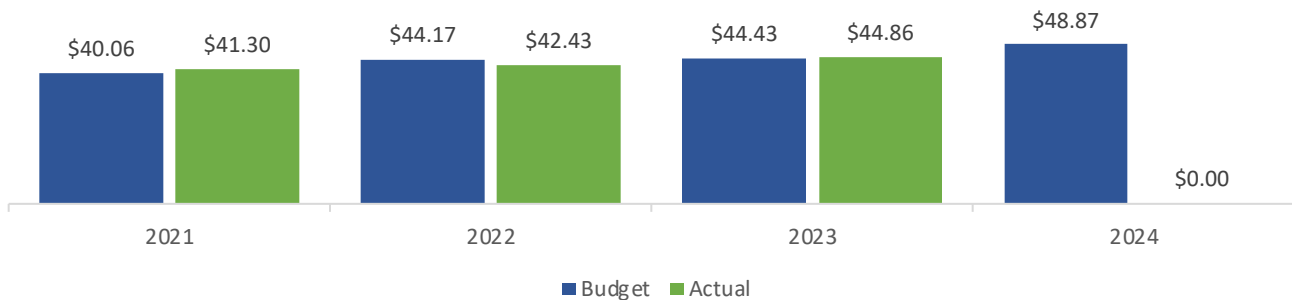


The City saw a decrease in 2020 in both casual hours and headcount in line with expectations due to the pandemic COVID-19. Casual hours have gradually increased since 2021 as operations gradually transition back to normal levels.

CONTRACTED & OTHER SERVICES

Contracted and other services relate to costs for work performed by a third party. Items within contracted and other services include: RCMP services (\$17.3 million), Metro Vancouver bulk water (\$7.9 million), Metro Vancouver sewage disposal fees (\$5.8 million), Fraser Valley Regional Library services (\$2.2 million), Convertus organics processing fees (\$1.3 million), Metro Vancouver garbage tipping fees (\$0.9 million), legal and audit fees, consulting costs, delivery fees, and advertising fees.

Contract & Other Service Expenses (in Millions)

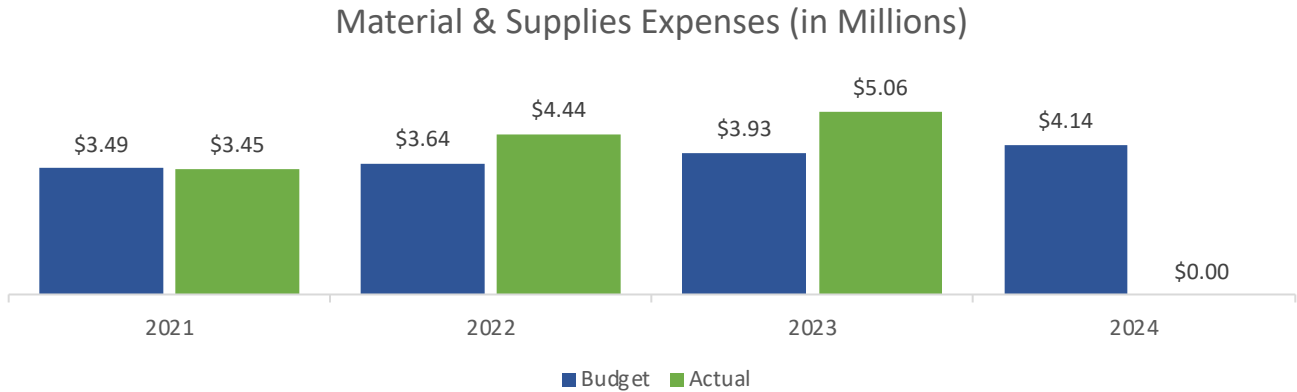


Changes for 2024 mainly relate to increases in Metro Vancouver fees for bulk water, sewage disposal and garbage disposal, increases in RCMP costs, increases in FVRL contract costs, increased software costs, increases in animal control costs and the addition of Large Item pickup.

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
General Government - Common Services	\$280,300	\$220,000	(\$60,300)	-21.51%	\$162,115
Community Safety & Corporate Services	1,464,500	1,608,500	144,000	9.83%	1,498,803
Finance	146,200	151,300	5,100	3.49%	141,579
Office of the CAO	10,800	11,200	400	3.70%	-
Development Services	319,100	323,700	4,600	1.44%	369,644
Fire & Emergency Services	505,700	527,700	22,000	4.35%	512,072
RCMP	18,105,000	19,694,500	1,589,500	8.78%	17,690,418
Recreation	4,325,200	4,226,200	(99,000)	-2.29%	4,821,668
Engineering & Public Works	19,268,800	22,104,500	2,835,700	14.72%	19,659,981
TOTAL CONTRACTED AND OTHER SERVICES	\$44,425,600	\$48,867,600	\$4,442,000	10.00%	\$44,856,280

MATERIALS & SUPPLIES

Materials and supplies include fuel, construction materials, office supplies and stock from the City's warehouse.



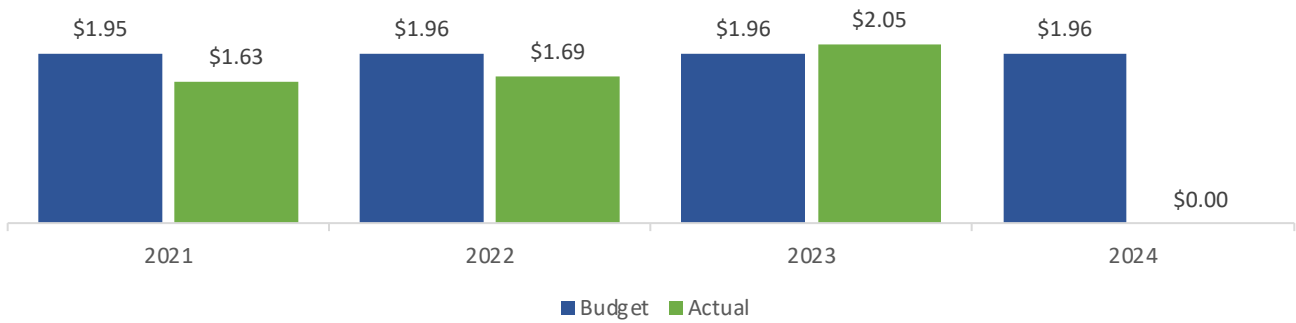
EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
General Government - Common Services	\$132,900	\$132,900	\$-	0.00%	\$119,901
Community Safety & Corporate Services	99,500	109,500	10,000	10.05%	101,633
Finance	17,500	17,500	-	0.00%	26,718
Office of the CAO	300	300	-	0.00%	663
Development Services	13,300	13,300	-	0.00%	17,842
Fire & Emergency Services	170,100	179,100	9,000	5.29%	174,853
Recreation	894,100	899,600	5,500	0.62%	1,065,634
Engineering & Public Works	2,599,800	2,789,100	189,300	7.28%	3,557,354
TOTAL MATERIALS AND SUPPLIES	\$3,927,500	\$4,141,300	\$213,800	5.44%	\$5,064,597

The increase is mainly due to increased material costs for winter season sanding and plowing. Other increases are due to increased costs for peripheral computer equipment and medical equipment supplies, plus the addition of Large Item pickup.

INTEREST & BANK CHARGES

Interest and bank charges relate to bank service fees and interest on long term debt for construction of the Coast Meridian Overpass and Port Coquitlam Community Centre.

Interest & Bank Charges Expenses (in Millions)



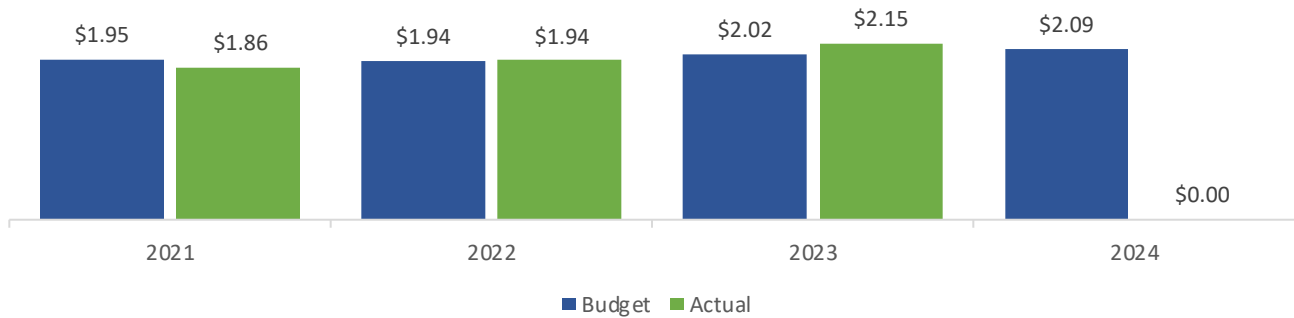
EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
General Government - Common Services	\$1,757,300	\$1,757,300	\$-	0.00%	\$1,753,107
Community Safety & Corporate Services	6,500	6,500	-	0.00%	19,476
Finance	-	-	-	0.00%	-2,839
Development Services	15,500	15,500	-	0.00%	14,396
Recreation	172,500	172,500	-	0.00%	260,943
Engineering & Public Works	4,300	4,300	-	0.00%	7,354
TOTAL INTEREST AND BANK CHARGES	\$1,956,100	\$1,956,100	\$-	0.00%	\$2,052,436

There was no change to the interest and bank charges expenses in 2024.

TELEPHONE, UTILITIES & RENT

Telephone, utilities and rent includes costs for telephones, internet, electricity, natural gas, and property leases.

Telephone, Utilities & Rent Expenses (in Millions)



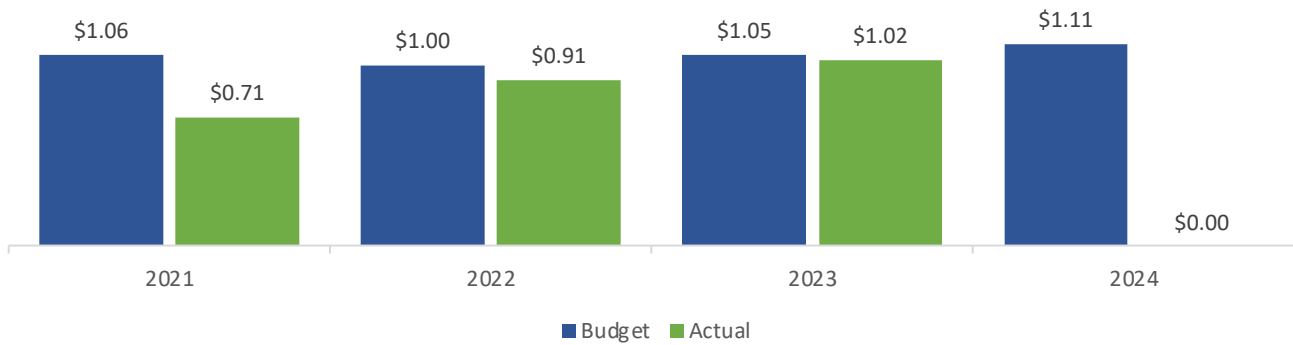
EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
General Government - Common Services	\$64,800	\$64,800	\$-	0.00%	\$33,792
Community Safety & Corporate Services	55,200	62,800	7,600	13.77%	64,203
Development Services	200	200	-	0.00%	695
Fire & Emergency Services	64,000	65,700	1,700	2.66%	64,860
Recreation	1,186,400	1,231,800	45,400	3.83%	1,368,401
Engineering & Public Works	645,600	662,800	17,200	2.66%	618,637
TOTAL TELEPHONE, UTILITIES AND RENT	\$2,016,200	\$2,088,100	71,900	3.57%	\$2,150,588

Changes for 2024 are due to inflationary increases to natural gas and electricity utilities impacting City facilities.

INSURANCE & CLAIMS

Insurance relates to the amounts paid by the City for property, vehicle, liability and other insurance. Claims relates to amounts paid by the City to settle claims that fall below the deductible limits as specified by the various insurance policies held by the City.

Insurance & Claims Expenses (in Millions)

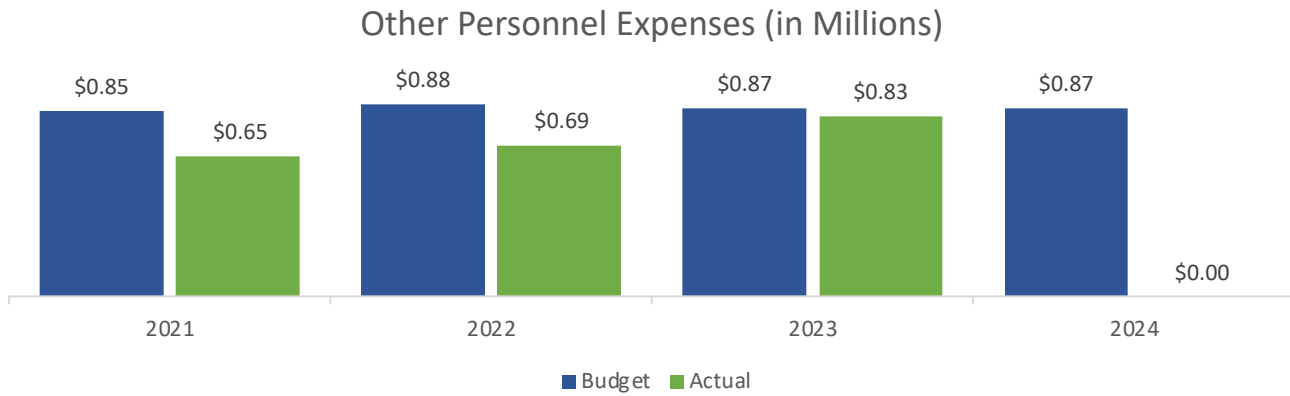


EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
General Government - Common Services	\$827,300	\$868,400	\$41,100	4.97%	\$784,985
Recreation	200	200	-	0.00%	4,817
Engineering & Public Works	224,200	243,100	18,900	8.43%	233,404
TOTAL INSURANCE AND CLAIMS	\$1,051,700	\$1,111,700	\$60,000	5.71%	\$1,023,206

The increase for 2024 relates to liability and property insurance increases as forecasted by the City's insurance provider, MIABC and forecasted fleet insurance increases from ICBC.

OTHER PERSONNEL COSTS

Other personnel costs include employee costs for courses and conferences, membership dues, mileage and other travel reimbursements, uniforms, phone allowances, and other miscellaneous employee costs.



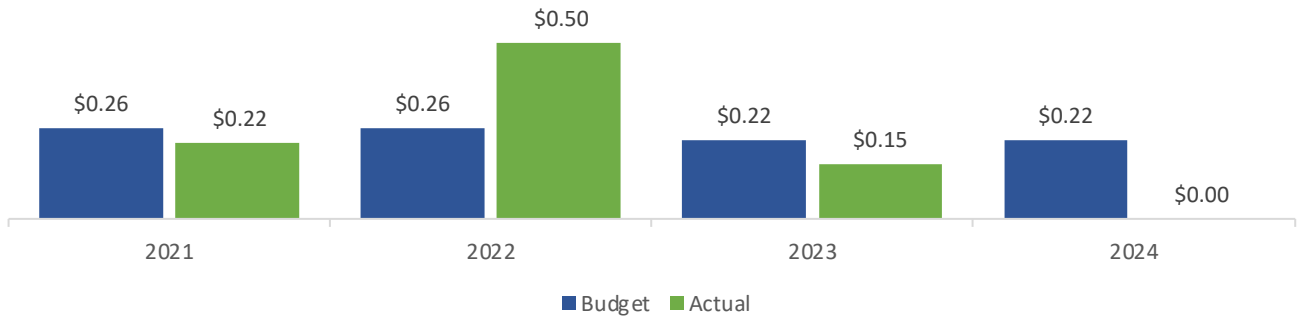
EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Community Safety & Corporate Services	\$337,600	\$337,600	\$-	0.00%	\$304,556
Finance	49,500	49,500	-	0.00%	37,474
Office of the CAO	12,200	14,000	1,800	14.75%	21,857
Development Services	62,800	62,800	-	0.00%	41,145
Fire & Emergency Services	197,700	197,700	-	0.00%	201,721
Recreation	98,800	98,800	-	0.00%	59,671
Engineering & Public Works	108,200	108,200	-	0.00%	160,710
TOTAL OTHER PERSONNEL COSTS	\$866,800	\$868,600	1,800	0.21%	\$827,134

The changes in 2024 is due to an adjustment for a phone allowance per policy.

GRANTS & FINANCIAL ASSISTANCE

Grants and financial assistance relate to funding provided by the City to third parties that are not considered a contracted service. These include payments to the Port Coquitlam Community Foundation, Port Coquitlam Heritage Society, the Port Coquitlam Sports Alliance, funds issued through the City's Community Capital Projects Matching Grant program and Community Cultural Development Investment program as well as other recreation subsidies.

Grant & Financial Assistance Expenses (in Millions)



EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Office of the CAO	\$-	\$-	\$-	N/A	\$1,000
Recreation	124,000	124,000	-	0%	137,750
Finance	100,000	100,000	-	0%	15,000
TOTAL GRANTS AND FINANCIAL ASSISTANCE	\$224,000	\$224,000	\$-	0%	\$153,750

There was no change to the financial assistance expense in 2024.



2024-2028 FINANCIAL PLAN

FUNDING SOURCES



FUNDING SOURCES

Various sources are used to fund the decision packages and capital items approved in the budget. The narrative below provides a description of these funding sources, their application, and any associated restrictions.

GRANTS

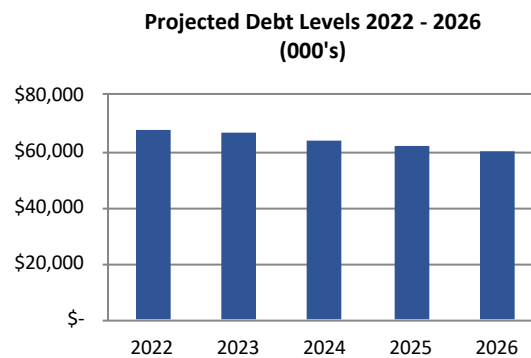
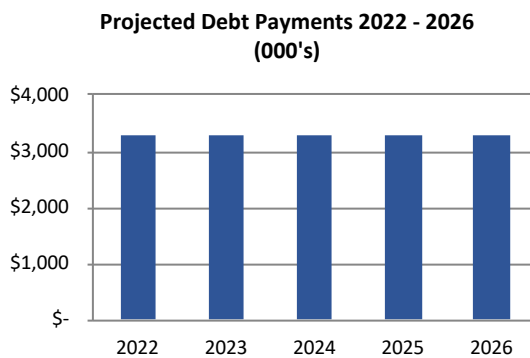
Grants are funds received from third parties to fund all or part of the cost of capital and operating projects. Where possible, the City tries to look for grants opportunities to offset costs. Grant amounts are only included in the budget if the grant is reasonably expected.

BORROWING

Under the City's Financial Management Policy, debt financing for capital expenditures will only be considered for projects whose costs exceed the funding sources available. The City's borrowing limit is governed by the Province through the Community Charter. The applicable regulations define the borrowing limit, based on the City's ability to repay principal and interest. The regulations state that, with the approval of the electorate, the annual debt payments can be as much as 25% of the City's ongoing revenues (2022-\$30.1 million, available limit \$15.9 million). Without elector approval the annual debt payments cannot exceed 5% of the City's ongoing revenues (2022-\$6.0 million, the city is beyond the available limit due to short term borrowing for the purchase of downtown lands).

Currently, the City has approximately \$66.5 million of long-term debt, and \$25.2 million in short-term debt outstanding related to borrowing for construction of the Coast Meridian Overpass (CMO), the Port Coquitlam Community Centre (PCCC) and purchase of downtown lands. The CMO debt will be fully repaid by 2039, the PCCC debt will be fully repaid by 2049 and short term debt is due by December 2028.

The following charts illustrate the projected tax funded debt levels and debt payments from 2022 to 2026.



RESERVES

The following tables show the projected reserve interest, contributions and withdrawals for 2022 to 2024.

	Dec 31, 2023 Ending Balance	2024 Contributions, Transfers & Interest	2024 Projects	Dec 31, 2024 Estimated Ending Balance	2025 Contributions, Transfers & Interest	2025 Projects	Dec 31, 2025 Estimated Ending Balance
Operating Reserves	3,744,381	170,307	(978,384)	2,936,304	141,632	(973,529)	2,104,407
Capital Reserves	32,332,089	15,838,600	(25,092,174)	23,078,515	15,772,000	(14,166,350)	24,684,165
Long Term Infrastructure Reserves	24,123,923	4,826,968	(1,200,000)	27,750,891	5,891,682	(3,775,000)	29,867,573
Other Reserves	9,049,820	1,296,400	(190,000)	10,156,220	1,301,300	(165,000)	11,292,520
Development Cost Charges	45,996,579	12,488,409	(2,897,981)	55,587,007	12,090,286	(5,220,650)	62,456,643
TOTAL	\$115,246,791	\$34,620,684	(\$30,358,539)	\$119,508,936	\$35,196,900	(\$24,300,529)	\$130,405,307

OPERATING RESERVES

The following reserves are funded from taxes and fees and are used for significant expenditures that occur every few years.

Reserve	Description
Election Reserve	Provides funding for the municipal elections. The City attempts to annualize the cost of the election by allocating an amount in each year to the reserve.
RCMP	Funded from prior year RCMP surplus to help offset contract costs and fund future year's RCMP if the RCMP fills all approved positions.
Water Rate Stabilization Reserve	Metro Vancouver has been forecasting an increase in rates, therefore funding is being set aside to lessen the impact on the increase when it occurs.
Sewer Rate Stabilization Reserve	Metro Vancouver has been forecasting an increase in rates, therefore funding is being set aside to lessen the impact on the increase when it occurs.

	Dec 31, 2023 Ending Balance	2024 Contributions, Transfers & Interest	2024 Projects	Dec 31, 2024 Estimated Ending Balance	2025 Contributions, Transfers & Interest	2025 Projects	Dec 31, 2025 Estimated Ending Balance
Election	\$83,998	\$23,300	\$-	\$107,298	\$23,800	\$-	\$131,098
RCMP	2,005,325	108,707	(499,384)	1,614,648	80,732	(494,529)	1,200,851
Water Rate Stabilization	1,162,594	26,900	(279,000)	910,494	26,000	(279,000)	657,494
Sewer Rate Stabilization	492,464	11,400	(200,000)	303,864	11,100	(200,000)	114,964
TOTAL	\$3,744,381	\$170,307	(\$978,384)	\$2,936,304	\$141,632	(\$973,529)	\$2,104,407

RESERVES

CAPITAL RESERVES

The following reserves are funded from taxes, levies and land/asset sales and are used to fund the city's capital program.

Reserve	Description
General Capital Reserve	All general capital funding is now directed here and is the primary funding source for all capital projects.
Cart Replacement Reserve	Provides funds for garbage, green & recycling cart replacement.
Equipment Replacement Reserve	Provides funds for vehicle & equipment replacement. The balance is required to adequately fund fleet replacements of existing vehicles.
Land Sale Reserve	This reserve is replenished from funds received from net lease revenue (revenue minus leasing expenses) and is used to fund land purchases, land servicing and other new infrastructure. Starting in 2017, the payback of past capital projects funded from the land sale reserve (\$1.8 million) has been repurposed to accommodate capital costs and additional operating and debt servicing costs for the community recreation complex. The result is that the land sale reserve is only being replenished from funds received from the sale of land or improvements.
Sewer Infrastructure Reserve	Provides funds for sewer infrastructure, projects, work or acquisition that is of a capital or special operating nature, including new or replacement infrastructure components, studies, major repairs and maintenance and other expenditures that are not part of regular operations.
Water Infrastructure Reserve	Provides funds for water infrastructure, projects, work or acquisition that is of a capital or special operating nature, including new or replacement infrastructure components, studies, major repairs and maintenance and other expenditures that are not part of regular operations.
Growing Communities Fund	In March 2023, the City received \$9,462,000 from the Province of B.C. relating to the Growing Communities Fund grant. The Growing Communities Fund grant is a one-time grant that can be used to address the City's infrastructure and amenity needs.

(Cont. = Contributions in the table below.)

	Dec 31, 2023 Ending Balance	2024 Cont., Transfers & Interest	2024 Projects	Amend- ment/ Addition	Dec 31, 2024 Estimated Ending Balance	2025 Cont., Transfers & Interest	2025 Projects	Dec 31, 2025 Estimated Ending Balance
Public Works Equipment Replacement	\$236,078	\$5,400	\$-	\$-	\$241,478	\$5,300	\$-	\$246,778
Vehicles & Equipment	2,079,097	1,294,500	(2,275,000)	(85,000)	1,013,597	1,269,400	(960,000)	1,322,997
Cart Replacement	1,254,886	149,000	(250,000)	-	1,153,886	145,100	(250,000)	1,048,986
Land Sale	3,326,828	150,000	-	-	3,476,828	149,200	-	3,626,028
Sewer Infrastructure	1,017,166	1,388,600	(1,535,000)	(1,112,333)	(241,567)	1,384,200	(730,000)	412,633
General Capital	2,712,053	9,527,200	(11,271,000)	(347,489)	620,764	9,493,000	(10,130,220)	(16,456)
Water Infrastructure	14,888,201	3,306,500	(2,349,000)	(140,352)	15,705,349	3,308,900	(2,096,130)	16,918,119
Community Centre	755,781	17,400	-	-	773,181	16,900	-	790,081
Growing Communities Fund	6,062,000	-	-	(5,727,000)	335,000	-	-	335,000
TOTAL	\$32,332,089	\$15,838,600	(\$17,680,000)	(\$7,412,174)	\$23,078,515	\$15,772,000	(\$14,166,350)	\$24,684,165

RESERVES

LONG-TERM INFRASTRUCTURE RESERVES

The following reserves are funded from taxes and utility fees and have been built up since 2010 to replace aging infrastructure. In 2024, consistent with prior years, the annual Long-Term Reserve contributions will be transferred to the Capital Reserves in order to complete the volume of work noted in the 2024-2025 capital plan.

An Asset Management Plan is being developed, which will help to determine future funding needs or uses for this reserve.

Reserve	Description
Long Term General Infrastructure Reserve	Balance is available for future general infrastructure replacement.
Long Term Water Infrastructure Reserve	Balance is available for future water infrastructure replacement.
Long Term Sewer Infrastructure Reserve	Balance is available for future sewer infrastructure replacement.

	Dec 31, 2023 Ending Balance	2024 Contributions, Transfers & Interest	2024 Projects	Dec 31, 2024 Estimated Ending Balance	2025 Contributions, Transfers & Interest	2025 Projects	Dec 31, 2025 Estimated Ending Balance
Long Term General Infrastructure	\$15,688,227	\$3,972,964	\$-	\$19,661,191	\$4,804,866	(\$3,775,000)	\$20,691,057
Long Term Sewer Infrastructure	3,619,233	354,468	(1,200,000)	2,773,701	444,790	-	3,218,491
Long Term Water Infrastructure	4,816,463	499,536	-	5,315,999	642,026	-	5,958,025
TOTAL	\$24,123,923	\$4,826,968	(\$1,200,000)	\$27,750,891	\$5,891,682	(\$3,775,000)	\$29,867,573

RESERVES

Historical Contributions to Long-Term Reserves

Year	Opening	Annual Allocation	Reallocate to General for Capital Plan	Other Transfers & PY Adj.	Interest	Estimated General Fund LTD Balance
LONG-TERM GENERAL INFRASTRUCTURE RESERVE						
2010	\$-	\$442,000	\$-	\$-	\$-	\$442,000
2011	442,000	914,000	-	-	12,721	1,368,721
2012	1,368,721	1,051,000	-	360,000	39,971	2,819,692
2013	2,819,692	1,566,000	-	-	72,954	4,458,646
2014	4,458,646	2,105,000	-	1,174,000	127,939	7,865,585
2015	7,865,585	2,651,000	-	1,260,000	197,404	11,973,989
2016	11,973,989	3,236,000	-	-	262,326	15,472,315
2017	15,472,315	3,830,700	(7,141,639)	-	268,046	12,429,422
2018	12,429,422	5,439,438	(13,042,161)	-	181,188	5,007,887
2019	5,007,887	5,091,700	(4,453,100)	(20,216)	146,166	5,772,437
2020	5,772,437	5,735,900	(5,486,592)	(576,829)	141,339	5,586,255
2021	5,586,255	6,420,900	(4,453,100)	2,753,600	89,347	10,397,002
2022	10,397,002	7,136,800	(4,453,100)	(776,093)	293,418	12,598,027
2023	12,598,027	7,885,600	(4,453,100)	(644,200)	301,900	15,688,227
2024	15,688,227	8,656,864	(4,453,100)	(644,200)	413,400	19,661,191
2025	19,661,191	9,451,266	(4,453,100)	(4,419,200)	450,900	20,691,057
LONG-TERM SEWER RESERVE						
2010	\$-	\$64,453	\$-	\$-	\$-	\$64,453
2011	64,453	134,000	-	-	2,466	200,919
2012	200,919	204,000	-	-	5,837	410,756
2013	410,756	278,300	-	-	11,136	700,192
2014	700,192	353,800	-	-	18,401	1,072,393
2015	1,072,393	430,800	-	303,000	28,930	1,835,123
2016	1,835,123	509,300	-	-	40,333	2,384,756
2017	2,384,756	587,100	(587,100)	-	46,264	2,431,020
2018	2,431,020	669,000	(669,000)	-	51,052	2,482,072
2019	2,482,072	754,700	(669,000)	--	69,410	2,637,182
2020	2,637,182	754,700	(669,000)	250,300	72,514	3,045,696
2021	3,045,696	754,700	(669,000)	462,400	46,235	3,640,031
2022	3,640,031	85,700	-	(462,400)	100,102	3,363,433
2023	3,363,433	850,300	(669,000)	-	74,500	3,619,233
2024	3,619,233	948,768	(669,000)	(1,200,000)	74,700	2,773,701
2025	2,773,701	1,050,190	(669,000)	-	63,600	3,218,491
LONG-TERM WATER RESERVE						
2010	\$-	\$73,516	\$-	\$-	\$-	\$73,516
2011	73,516	154,000	-	-	2,824	230,340
2012	230,340	244,000	-	-	6,790	481,130
2013	481,130	341,200	-	-	13,198	835,528
2014	835,528	447,900	-	-	22,227	1,305,655
2015	1,305,655	557,000	-	850,000	40,384	2,753,039
2016	2,753,039	669,500	-	-	59,595	3,482,134
2017	3,482,134	779,400	(779,400)	-	67,553	3,549,687
2018	3,549,687	779,400	(779,400)	-	74,544	3,624,231
2019	3,624,231	1,007,100	(892,400)	-	101,206	3,840,137
2020	3,840,137	1,007,100	(892,400)	-	98,217	4,053,054
2021	4,053,054	1,007,100	(892,400)	-	58,779	4,226,533
2022	4,226,533	114,700	-	-	130,230	4,471,463
2023	4,471,463	1,138,300	(892,400)	-	99,100	4,816,463
2024	4,816,463	1,273,436	(892,400)	-	118,500	5,315,999
2025	5,315,999	1,412,626	(892,400)	-	121,800	5,958,025

RESERVES

OTHER RESERVES

The following reserves are funded from fees, developers and other governments. Use of these reserves is restricted to the purpose of the reserve.

Reserve	Description
Cemetery Expansion Reserve	Funds collected through cemetery fees for the purpose of purchase or development of land or facilities for cemetery purposes in the future.
Community Amenities Reserve	Funds from application of the bonus density policy used to fund community amenities that are of a capital or special operating nature & that are not part of regular operations.
Downtown Projects Reserve	Funds received from 3 digital signs to be allocated to downtown projects as determined by Council from time to time.
Federal Gas Tax Reserve	Funding from the Federal Gas Tax program for local infrastructure needs. Recent uses have been for the community recreation complex, the McAllister Avenue Improvement Project, and the McAllister Avenue Pedestrian Bridge.
Roads (MRN) Reserve	Funds that are not expended in any given year from TransLink's funding agreement for the MRN roads. Funds are restricted for use only on MRN Roads.
Parking Reserve	Funds received from application of the cash-in-lieu of parking regulation that may be used to provide for parking improvements in the downtown.
Parkland Acquisition Reserve	Funds collected from developers in lieu of providing parkland.
Social Housing Reserve	Funds from application of the bonus density policy used to contribute to housing goals & objectives as determined by Council from time to time.
Transit Shelters Reserve	Funds received from Pattison transit shelters to build future transit shelters.
Trees Reserve	In 2019, Council amended its bylaws to allow owners to pay in lieu of providing a tree cover. Funds received from the application of the cash-in-lieu of tree regulation then may be used to provide for additional tree canopy in the future.

(Cont. = Contributions in the table below.)

	Dec 31, 2023 Ending Balance	2024 Cont., Transfers & Interest	2024 Projects	Amend- ment/ Addition	Dec 31, 2024 Estimated Ending Balance	2025 Cont., Transfers & Interest	2025 Projects	Dec 31, 2025 Estimated Ending Balance
Cemetery Expansion	\$145,654	\$3,300	\$-	\$-	\$148,954	\$3,200	\$-	\$152,154
Community Amenities	(202,406)	-	-	-	(202,406)	-	-	(202,406)
Federal Gas Tax	401,513	253,200	-	-	654,713	255,500	-	910,213
Parking	4,105,753	80,500	(140,000)	-	4,046,253	78,200	-	4,124,453
Roads (MRN)	795,050	494,300	-	-	1,289,350	498,900	-	1,788,250
Social Housing	131,151	3,000	-	-	134,151	2,900	-	137,051
Downtown Projects	525,511	339,200	-	-	864,711	342,100	-	1,206,811
Transit Shelters	110,609	52,600	(50,000)	-	113,209	52,500	(165,000)	709
Trees	116,356	2,700	-	-	119,056	2,600	-	121,656
Parkland Acquisition	2,920,629	67,600	-	-	2,988,229	65,400	-	3,053,629
TOTAL	\$9,049,820	\$1,296,400	(\$190,000)	\$-	\$10,156,220	\$1,301,300	(\$165,000)	\$11,292,520

RESERVES

DEVELOPMENT COST CHARGES

Development cost charges (DCC) are collected to assist local governments in paying the capital costs of certain services that are directly or indirectly affected by private development. DCC funds can only be spent on the specific projects set out and used to establish the DCC fees in the bylaw approved by the Provincial Government. The City is currently in the process of updating its DCC program.

	Dec 31, 2023 Ending Balance	2024 Contributions, Transfers & Interest	2024 Projects	Dec 31, 2024 Estimated Ending Balance	2025 Contributions, Transfers & Interest	2025 Projects	Dec 31, 2025 Estimated Ending Balance
DCC - Drainage	\$6,465,968	\$3,835,303	(\$25,000)	\$10,276,271	\$3,835,303	(\$4,657,280)	\$9,454,294
DCC - Parks - Area No. 1	6,571,172	406,004	(75,000)	6,902,176	406,004	-	7,308,180
DCC - Parks - Area No. 2	994,652	(34,630)	-	960,022	(34,630)	-	925,392
DCC - Roads	22,252,578	5,433,094	(555,000)	27,130,672	5,433,094	(406,000)	32,157,766
DCC - Sewer	366,719	1,465,067	(25,000)	1,806,786	1,465,067	(25,000)	3,246,853
DCC - Water	7,504,162	958,571	(155,981)	8,306,752	958,571	(87,370)	9,177,953
DCC - Interest - Parks	1,841,328	425,000	(2,062,000)	204,328	26,877	(45,000)	186,205
Total	\$45,996,579	\$12,488,409	(\$2,897,981)	\$55,587,007	\$12,090,286	(\$5,220,650)	\$62,456,643



ACCUMULATED SURPLUS

Annual surplus is defined as the revenues plus transfers in, minus expenditures and transfers out. Accumulated surplus, like its name suggests, represents the accumulation (or sum) of all previous annual surpluses. Accumulated surplus is made up of both cash and non-cash items.

Accumulated surplus arising from the general, water and sewer fund operations, do not have any restrictions and can be used to fund both capital and operating expenditures. In accordance with the City's surplus policy, accumulated surplus should be maintained at a minimum of 12% of the prior year's general property taxation revenue. Once the minimum balance is achieved, a minimum of 50% of the remaining current annual general fund surplus will be transferred to the Long-Term Replacement Infrastructure Reserve ("LTR"). While not specifically mentioned in the policy, water and sewer funds have historically been treated in the same manner.

(Cont. = Contributions in the table below.)

Surplus Policy

	Dec 31, 2022 Balance	Minimum Balance Required	Dec 31, 2022 Ending Balance	2023 Cont., Transfers & Interest	2023 Projects	Dec 31, 2023 Balance & Interest	2024 Cont., Transfers & Interest	2024 Projects	Dec 31, 2025 Estimated Ending Balance
General	\$8,680,251	(\$8,797,038)	(\$116,787)	\$-	(\$987,500)	(\$1,104,287)	\$-	(\$1,337,850)	(\$2,442,137)
Sewer	2,582,827	(1,139,612)	1,443,215	(434,661)	-	1,008,554	-	-	1,008,554
Water	354,240	(1,588,753)	(1,234,513)	-	-	(1,234,513)	-	-	(1,234,513)
TOTAL	\$11,617,318	(\$11,525,403)	\$91,915	(\$434,661)	(\$987,500)	(\$1,330,246)	\$0	(\$1,337,850)	(\$2,668,096)





2024-2028 FINANCIAL PLAN

**DEPARTMENT
BUSINESS PLANS**



BUSINESS PLAN OVERVIEW

Business plans provide information on each City Department, the services they provide, opportunities and challenges foreseen in the upcoming year, staffing and budgets required to fund operations, and indicators/measures to track performance.

The following table provides an overview of the components within the business plan and description of what information each component conveys.

Section	Description
Focus	How this department/division contributes to the City's vision of "a happy, vibrant, safe community of healthy engaged residents and thriving businesses supported by sustainable resources and services."
Environmental Scan	Identifies the internal and external influences that impact the department/division. The Factor lists the driver and the Impact outlines the implication and the "so what".
Organizational Structure	An organization chart is provided with a summary of the headcount broken down between exempt and unionized staff and the payroll component of the personnel budget attributable to each employee group. Employees who are shared between divisions are split based on the percentage of time that they work in each area.
Ongoing Operating Budget	The Ongoing Operating Budget section includes three components: <ul style="list-style-type: none"> • Chart of operating expense budgets with actuals for comparison • Chart of Ongoing Operating Budget as a percent of total departmental operating expenses across the city. • Detailed budgets for revenues, expenses and internal allocations with actuals for comparison. Of note: The net budget line on each detailed budget spreadsheet represents the amount of the Ongoing Operating Budget funded from general taxation/utility levies.
Breakdown of Budget Changes	This section provides an explanation of what items make up the change in each budget line from 2023 to 2024.
Measures and Indicators	This section provides metrics tracked by the department/division that provide further information on trends over the past five years.

Business Plan Table of Contents

OFFICE OF THE CAO	65	ENGINEERING & PUBLIC WORKS	104	GENERAL GOVERNMENT – COMMON SERVICES	142
COMMUNITY SAFETY & CORPORATE SERVICES	67	Administration	107	RECREATION	144
Bylaw	70	Infrastructure Planning	109	Administration	147
Communications	73	Capital Projects	112	Facility Services	150
Community Policing	76	Transportation	115	Cultural Development & Community Services	153
Human Resources	79	Public Works		Recreation Services	157
Information Services	82	Fleet Operations	118	Terry Fox Library	161
Legislative Services and Corporate Initiatives	85	Parks Services	120	RCMP	163
Mayor & Council	88	Solid Waste Operations	124		
DEVELOPMENT SERVICES	89	Streets Operations	127		
Administration	92	Utilities	130		
Building	94	FINANCE	135		
Development Engineering	98	FIRE & EMERGENCY SERVICES	139		
Planning	101				

OFFICE OF THE CAO

FOCUS

The Chief Administrative Officer (CAO) works with the Council to establish the City's vision, plans, and priorities. The CAO oversees the implementation of the vision, plans, and priorities by ensuring effective policies (including financial policies) are in place and adhered to and by providing leadership that enables an engaged and productive municipal workforce.



CHIEF ADMINISTRATIVE OFFICER

ORGANIZATIONAL STRUCTURE

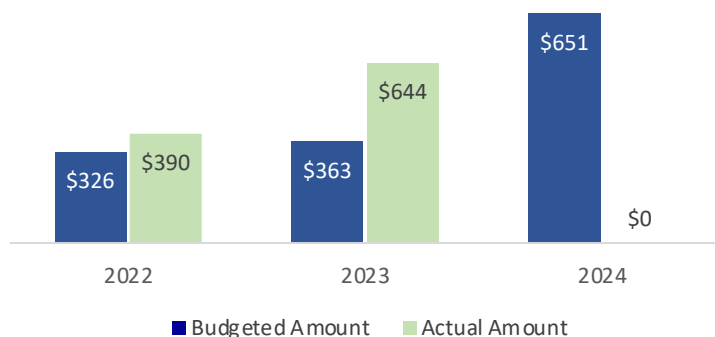


ENVIRONMENTAL SCAN

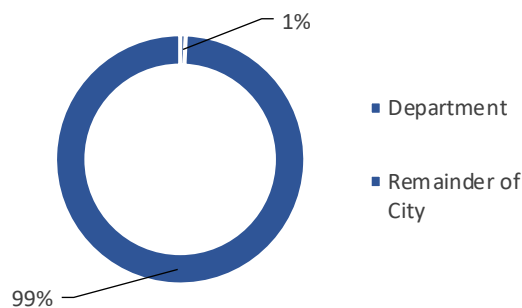
Factor	Impact
Recruitment/Retention	The migration of staff from the organization has slowed considerably. The local competition for talent is still very prominent for open exempt positions as well as specific skilled unionized positions. Recruiting and retention needs to be a priority for the organization to address.
Climate Resilience	Addressing the resilience of the organization as it relates to climate change needs to be considered as the City looks at its general operations as well as capital projects. Municipalities need long-term planning and partnerships with other levels of government to be sure they are positioned to react and manage to risks associated with climate change. Planning and partnerships will ensure the organization is resilient and able to deal with challenges that have never had to at this level of government.
Employee Well Being	The City will need to continue to strengthen its culture and show the value of all its employees. The City needs to continue to stay engaged with its employees and create a supportive environment to ensure their well-being. HR will continue to work on mental health and well-being initiatives throughout the organization.
Council Action Plan	The City has now completed its 2023-2026 council action plan. In early 2023 staff collaborated with the council to craft a new council action plan. The council action plan will remain a driving plan for staff and the allocation of time and resources. Staff will need to understand the resource challenges and plan accordingly, looking at the timelines to deliver the outcomes of the council action plan.
Community Safety	The revitalization of the downtown area remains a key work item for staff and council. The safety concerns in the downtown area remain an area of focus and the general safety of all individuals is of utmost importance and the organization needs to remain diligent in meeting this challenge head on. This community-wide concern will remain a key focus area for staff as all citizens should feel secure in the streets and in their homes

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of City Expenses



EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Office of the CAO	\$363,000	\$650,800	\$287,800	79.3%	\$643,830
TOTAL	\$363,000	\$650,800	\$287,800	79.3%	\$643,830

ALLOCATIONS (TO) / FROM RESERVES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Office of the CAO	\$-	\$275,700	\$275,700	N/A	\$-
TOTAL	\$-	\$275,700	\$275,700	N/A	\$-

NET REVENUE / (EXPENSES)	(\$363,000)	(\$375,100)	(\$12,100)	3.3%	(\$643,830)
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expenses
Payroll expense	Labour Increase - Exempt Staff	Benefit Increase	(\$5,000)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(18,000)
Payroll expense	Labour Increase - General	To Adjust 2024 Exempt Grid and Add New Position	2,800
Payroll expense	Departmental Ongoing Adjustment (No DP)	To Add Deputy CAO	(265,400)
Other personnel costs	Departmental Ongoing Adjustment (No DP)	Increase in phone allowance due to additional phone and change in policy	(1,800)
Contracted and other services	Contracted Services	Inflation	(400)
Transfer From Reserve	Departmental Ongoing Adjustment (No DP)	2024 Council Approved - To fund Deputy CAO from Downtown Projects Reserve	275,700
TOTAL			(\$12,100)

COMMUNITY SAFETY & CORPORATE SERVICES

FOCUS

Community Safety and Corporate Services brings together services and functions that support the organization as a whole and that promote and enhance community safety. The Department encompasses the following six divisions plus the budget for Mayor and Council:

- Bylaw Services
- Community Policing
- Communications
- Legislative Services
- Information Services
- Human Resources
- Mayor and Council

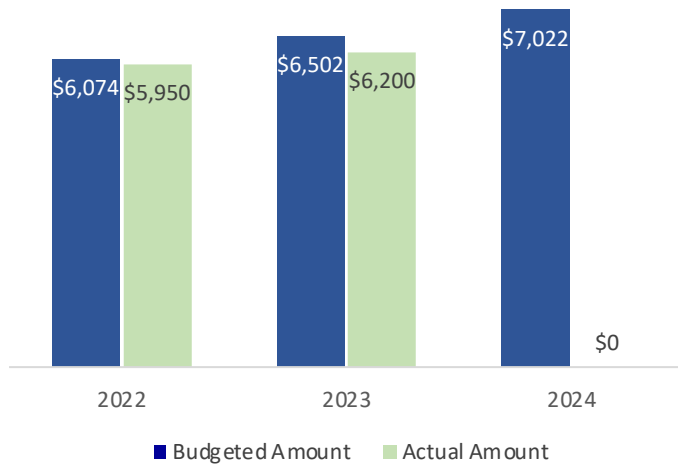


ORGANIZATIONAL STRUCTURE

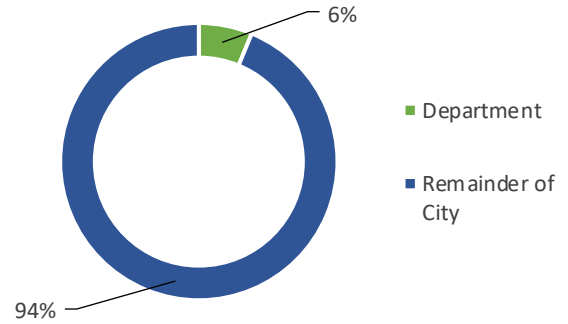


OPERATING BUDGET

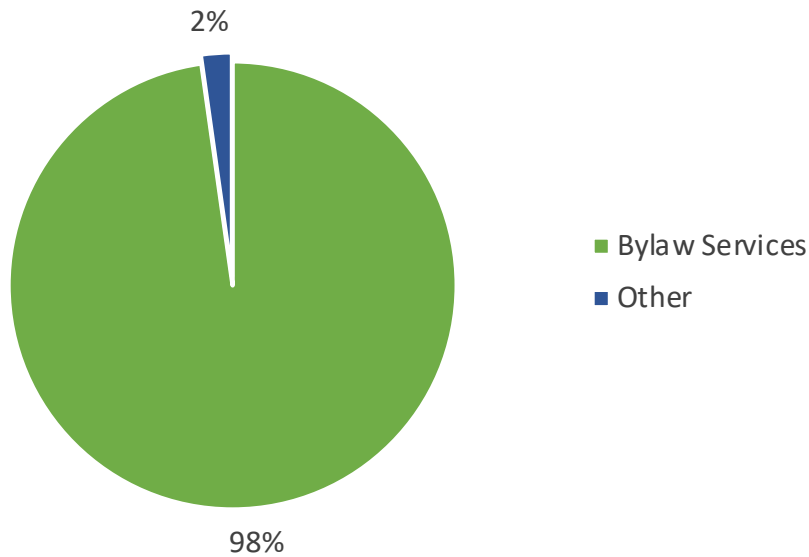
Operating Expenses (in Thousands)



Percent of City Expenses



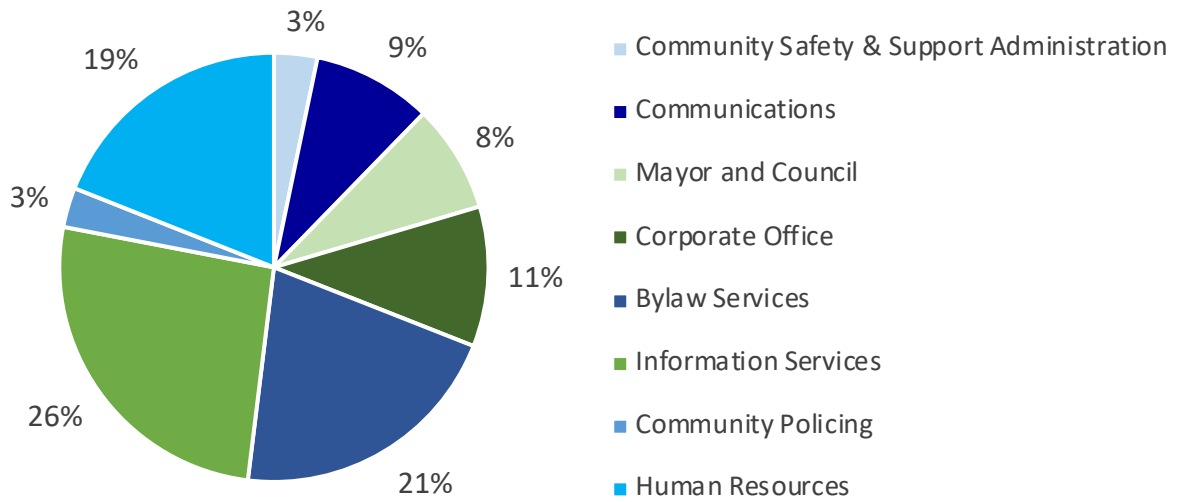
Department Revenue by Section



REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Bylaw Services	\$287,000	\$447,000	\$160,000	55.7%	\$665,110
Communications	7,600	7,600	-	0.0%	20,290
Community Policing	1,400	1,400	-	0.0%	2,000
Corporate Office	1,200	1,200	-	0.0%	5,650
TOTAL	\$297,200	\$457,200	\$160,000	53.8%	\$693,050

COMMUNITY SAFETY & CORPORATE SERVICES

Department Expenses by Section



EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Bylaw Services	\$1,317,700	\$1,472,300	\$154,600	11.7%	\$1,311,400
Communications	689,800	632,800	(57,000)	-8.3%	765,810
Community Policing	197,600	209,900	12,300	6.2%	249,140
Community Safety & Support Administration	221,800	229,500	7,700	3.5%	240,300
Corporate Office	693,200	741,100	47,900	6.9%	560,380
Human Resources	1,260,500	1,333,200	72,700	5.8%	1,061,300
Information Services	1,568,600	1,831,300	262,700	16.7%	1,425,890
Mayor and Council	552,400	571,900	19,500	3.5%	586,150
TOTAL	\$6,501,600	\$7,022,000	\$520,400	8.0%	\$6,200,370

NET REVENUE / (EXPENSES)	(\$6,204,400)	(\$6,564,800)	(\$360,400)	5.8%	(\$5,507,320)
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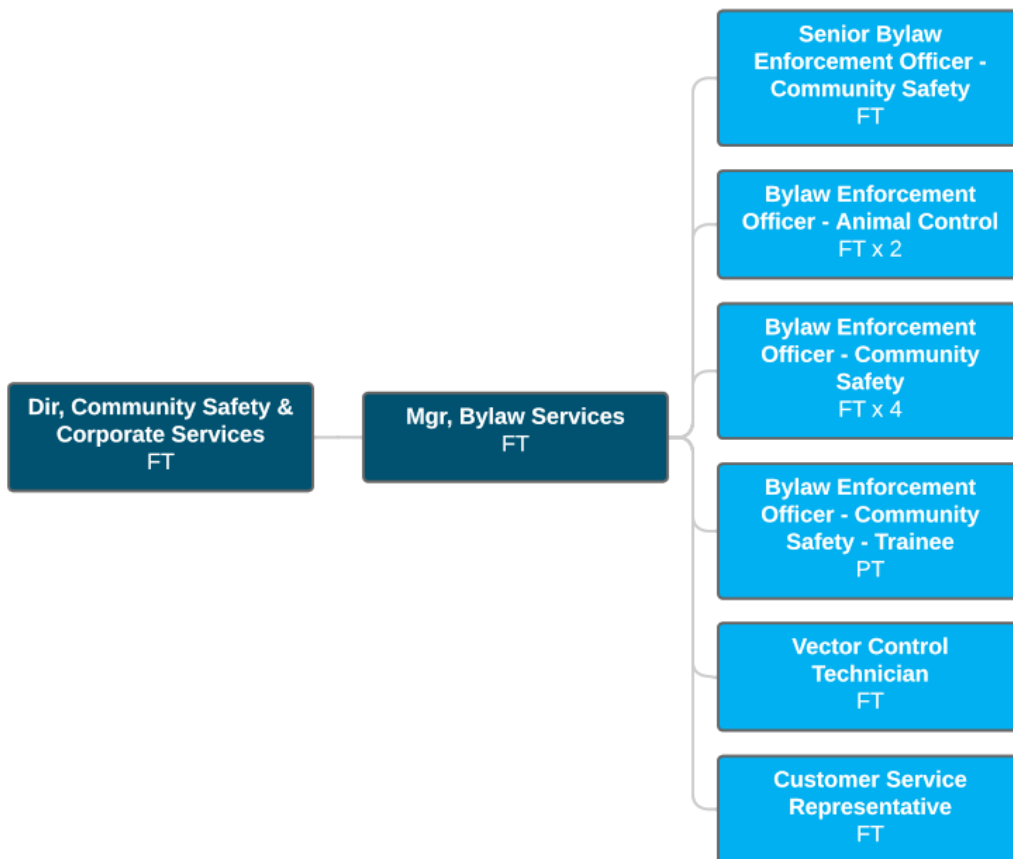
BYLAW SERVICES

FOCUS

The Bylaw Services Division maintains a safe, healthy, nuisance free community for residents and businesses by promoting public safety, education of bylaws, and conflict resolution. This is achieved through effective management of City operations in Bylaw Enforcement, Animal Control, and Vector Control. The Bylaw Division also manages the City's contract for animal shelter services and the residential Dog License Canvass.



ORGANIZATIONAL STRUCTURE

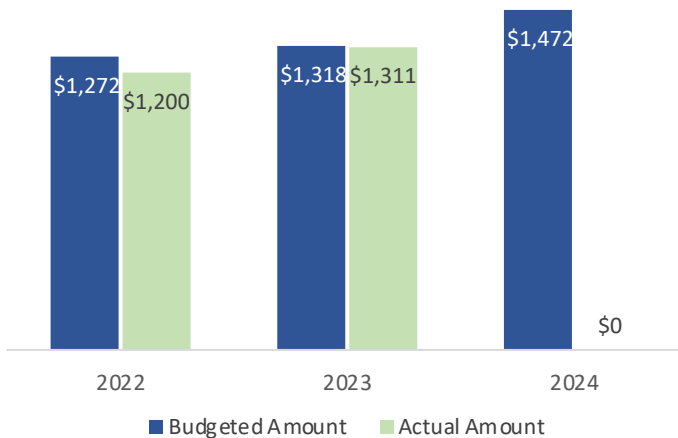


ENVIRONMENTAL SCAN

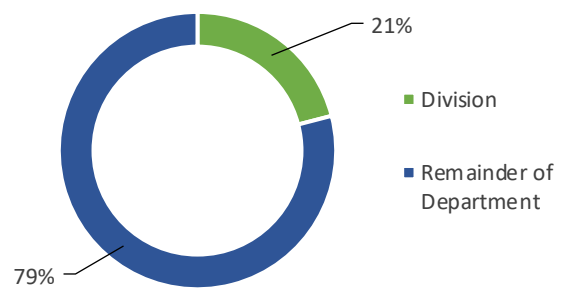
Factor	Impact
Social challenges	The Lower Mainland is amidst a housing crisis and an epidemic of drug and alcohol addiction, these factors result in a number of challenges in the community including people living rough, those impacting others enjoyment of public space due to drug induced psychosis and increased property crime. The presence of public safety teams plays a vital role in managing social challenges and reassuring residents.
Property standards	Amongst all the new developments are numerous older properties that are unkept or have fallen into disrepair. Many of these properties are owned by absent landlords or developers and are occasionally rented to problem tenants. Bylaws are proactively addressing property standards issues across the City which have been left unaddressed for many years. Vacant and abandoned properties are linked to increased rates of crime and declining property values.
Agricultural land	Bylaw Officers continue efforts to address the misuse of agriculture land which impacts long-term food security and provides essential environmental benefits. There are multiple properties in violation of numerous bylaws, and failing to respond to compliance orders. These files take up a considerable amount of time and resources and require a collaborative effort with other levels of government.
Community Growth	Calls for service continue to increase year-over-year as the City sees community growth and an increased understanding of how the City can manage public safety and social issues. Increased calls for service have resulted in an increase in fines issued as well as increased revenue.

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of Department Expenses



COMMUNITY SAFETY & CORPORATE SERVICES: BYLAW

REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Other revenue	\$-	\$-	\$-	N/A	\$4,670
Penalties and fines	81,000	241,000	160,000	197.5%	458,310
Permits and licences	206,000	206,000	0	0.0%	202,030
Sale of services	-	0	-	N/A	100
TOTAL	\$287,000	\$447,000	\$160,000	55.7%	\$665,110

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contracted and other services	\$198,100	\$222,200	\$24,100	12.2%	\$210,830
Interest and bank charges	6,500	6,500	-	0.0%	19,450
Internal charges	(67,400)	(104,100)	(36,700)	54.5%	(67,820)
Materials and supplies	23,700	23,700	-	0.0%	16,850
Other personnel costs	40,600	40,600	-	0.0%	17,000
Payroll expense	1,112,100	1,279,300	167,200	15.0%	1,107,350
Telephone, utilities and rent	4,100	4,100	-	0.0%	7,720
TOTAL	\$1,317,700	\$1,472,300	\$154,600	11.7%	\$1,311,380

NET REVENUE / (EXPENSES)	(\$1,030,700)	(\$1,025,300)	\$5,400	-0.5%	(\$646,290)
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expenses
Payroll expense	Labour Increase - Exempt Staff	Benefit Increase	(\$1,900)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(5,300)
Contracted and other services	Contracted Services	Inflation	(7,100)
Contracted and other services	Departmental Ongoing Adjustment (No DP)	Increase in contractual cost of animal control services	(17,000)
Internal charges	Departmental Ongoing Adjustment (No DP)	Update Internal Charge Allocation Solid Waste	43,100
Internal charges	Departmental Ongoing Adjustment (No DP)	Adjustment for Internal Equipment allocation	(6,400)
TOTAL			\$5,400

INDICATORS AND MEASURES

Indicator/Measure	2019	2020	2021	2022	2023*
Dog licences issued	3,975	4,136	4,336	4,658	4,644
Calls for service	3,272	3,534	3,986	4,539	3,524
Tickets issued	1,785	2,015	2,317	2,638	2,653

* Third Quarter

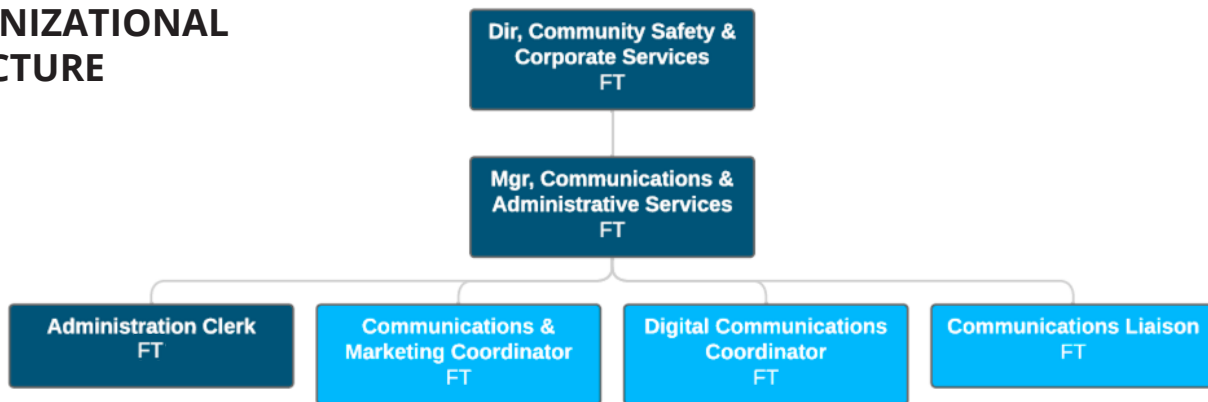
COMMUNICATIONS

FOCUS

The Communications Division provides timely and proactive information to the community to increase public awareness, participation and engagement in City programs, services and initiatives. This helps the City keep in touch with citizens' priorities and deliver services that meet community needs and ensure regulations are followed. The Division works with departments to manage their communications needs and oversees strategic communications planning, media relations, crisis communications/ issues management, public relations and marketing.



ORGANIZATIONAL STRUCTURE

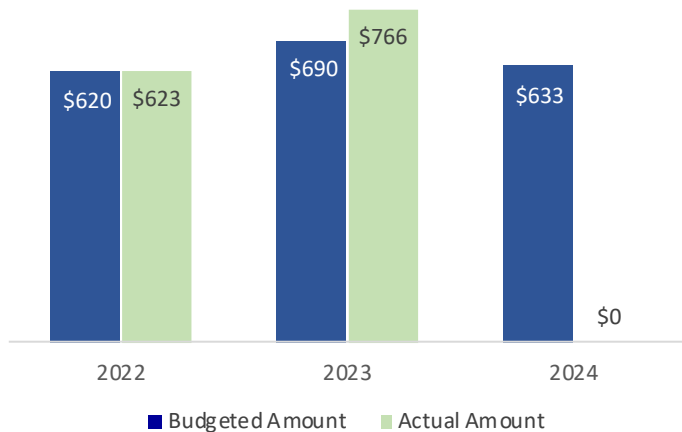


ENVIRONMENTAL SCAN

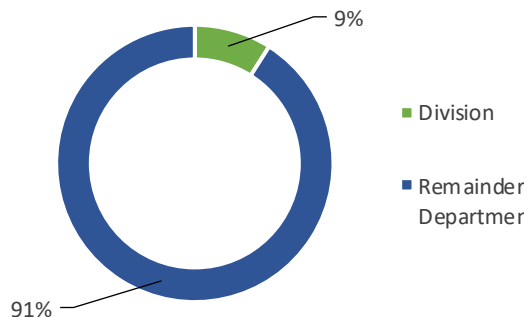
Factor	Impact
Emergency Response – Extreme Weather Communications	Staff resources needed to keep the community informed about the impacts of the recent extreme weather event which impact residents and City services.
Immediacy of information	Meeting public and media expectations for immediate information, in particular during non-business hours continues to be a challenge. Proactively identifying issues and responding to them in a timely manner reduces the likelihood of escalation.
Evolving online/social media trends	Monitoring special interest/neighbourhood groups, keeping tools up to date, best practices current, keeping responses timely and relevant, is consuming more and more staff resources. Actively pursuing new and innovative ways on social media by continuing to expand engagement with more people using these channels to stay informed, engage with each other, interact with the City and provide feedback on initiatives.
Interdepartmental communications and marketing support	The demand for communications and marketing support from all areas in the City continues to grow. There is a need to allocate resources accordingly to project work that best supports the overall communication and corporate needs. This often results in competing demands for timely information and overlapping deadlines.
Climate change	Changing weather patterns associated with climate change leads to an increased need for citizens and business to be kept informed and prepared for emergencies.
Online services	With the continuing advancement of digital media, more and more residents have moved towards doing business online through the City. The predominant form of providing information to the public is through various forms of digital communications and media. Working with all departments to look at ways to move all forms and applications online and what the impact may or may not be.

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of Department Expenses



REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Other revenue	\$-	\$-	\$-	N/A	\$5,000
Sale of services	7,600	7,600	-	0.0%	15,290
TOTAL	\$7,600	\$7,600	\$-	0.0%	\$20,290

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contracted and other services	\$61,800	\$64,100	\$2,300	3.7%	\$139,770
Interest and bank charges	-	-	-	N/A	20
Internal charges	(62,900)	(135,400)	(72,500)	115.3%	(63,030)
Materials and supplies	35,100	35,100	-	0.0%	23,070
Other personnel costs	8,200	8,200	-	0.0%	18,170
Payroll expense	647,600	660,800	13,200	2.0%	647,780
Telephone, utilities and rent	-	-	-	N/A	20
TOTAL	\$689,800	\$632,800	(\$57,000)	-8.3%	\$765,800

NET REVENUE / (EXPENSES)	(\$682,200)	(\$625,200)	\$57,000	-8.4%	(\$745,520)
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expenses
Payroll expense	Labour Increase - Exempt Staff	Benefit Increase	(3,300)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(9,900)
Contracted and other services	Contracted Services	Inflation	(2,300)
Internal charges	Departmental Ongoing Adjustment (No DP)	Update Internal Charge Allocation Solid Waste	72,500
TOTAL			\$57,000

INDICATORS AND MEASURES

Indicator/Measure	2019	2020	2021	2022	2023*
Media pickup rate	100%	100%	100%	100%	100%
# website visitors each year	586,672	640,989	592,228	594,072	443,727
Top 5 webpages visited**	Homepage Jobs Comm Ctrs Waste L. Guide	Homepage PCCC Jobs Waste HCRC	Homepage PCCC HCRC Recreation MyPoCo	Homepage PCCC Recreation HCRC MyPoCo	Homepage Canada Day PCCC Outdoor Pools Jobs
Duration of time spent on website	2:13 minute	2:13 minutes	2:02 minutes	1:59 minutes	1:09 minutes
# social media followers	23,920	29,555	35,176	39,375	40,067
Facebook	11,506	12,957	15,539	17,856	18,099
X (Twitter)	8,223	9,292	10,214	10,958	11,079
Instagram	4,191	7,306	9,423	10,561	10,889
GFOA Award for annual reporting	Yes	Yes	Yes	Yes	Yes
# of E-update newsletter subscribers	1,892	1,962	2,611	4,662	4,720
Action Requests Processed	199	318	195	193	70 AR, 7 non-AR
Council events supported	109	87	46	91	75

* Third Quarter

** HCRC = Hyde Creek Recreation Centre
 Waste = Waste Collection Schedule
 Comm Ctrs = Community Centres
 PCCC = Port Coquitlam Community Centre
 MyPoCo = MyPortCoquitlam
 L. Guide = Leisure Guide

COMMUNITY POLICING

FOCUS

The Community Policing Division, in partnership with the RCMP, promotes public safety and strengthens crime reduction in the City of Port Coquitlam. Two Community Police Offices provide service to the public: Coast Meridian (Northside) and Mary Hill (Southside). Community Policing is committed to community engagement through support, education, communication, and collaboration on crime prevention initiatives. Residents and businesses are supported through these programs:

- Anti-Graffiti Initiatives
- Auto Crime Programs
- Business Crime Prevention
- Community Outreach and Event Educational Booths
- Community Safety Patrol Ambassadors (Bike Patrol & Foot Patrol)
- Distracted Driving Awareness Campaigns (Cell Watch)
- Information Services and Referral Program (Front Counter Office Services)
- Property Crime Prevention Through Environmental Design (CPTED) Site Assessments
- Problem Oriented Policing Support
- Public Education and Social Media Campaigns
- Residential and business external camera registry (CCTV Registry)
- Road Safety (Speed Watch & Pedestrian Safety)
- Youth Junior Mountie Police Academy



ORGANIZATIONAL STRUCTURE

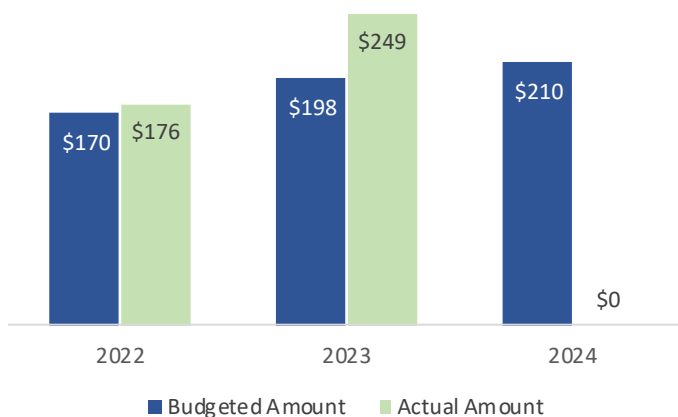


ENVIRONMENTAL SCAN

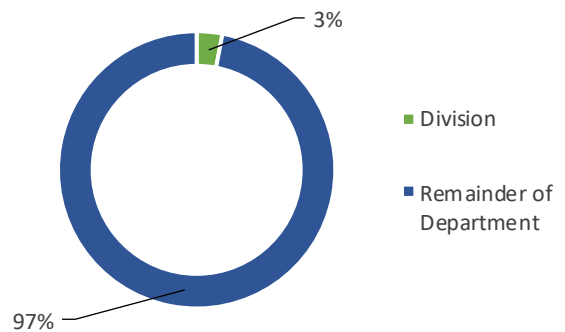
Factor	Impact
Property standards	Improving the quality of life and perceptions of crime has been in demand of the community policing staff for various stakeholders (i.e. Internal staff, City owned buildings, residents and businesses). Stakeholders have been looking towards Community Policing for preventative measures and seeking recommendations / best practices to protect property and increase community safety.
Social challenges	The Lower Mainland is in the midst a housing crisis and an epidemic of opioid addiction. Recently, the federal government has de-criminalized the possession of what was once considered to be hard drugs for personal consumption. This has resulted in a number of challenges in our community, including an increase of our street entrenched population and an increase in open drug consumption on our streets. Street entrenched related issues such as open drug consumption, drug induced psychosis and increases property crime can impact the public's enjoyment of public spaces. The presence of Crime Prevention through Environmental Design (CPTED) strategies and community police programs such as foot and bike patrol (working alongside police and bylaws) continue to play a vital role in providing resources to those in need and reassuring elements of public safety for Port Coquitlam residents.
Evolving online/social media trends	Dynamically creating inventive social media on community safety and crime prevention messaging should be the direction that this unit goes in order to stay connected with varying communities.
Volunteerism	<p>Volunteerism continues to be a challenge in the community. Clearances are taking longer than ever and therefore many volunteers are losing interest or are stuck in the external programs until they get their clearance. This means both Coast and Mary Hill office hours are inconsistent and are closed several times through the month.</p> <p>Community policing volunteers are considered to be preferred candidates for police recruiting agencies, due to their experience in working in the police environment and the skills they have developed while working as a volunteer. Consequently, as many of our community policing volunteers will complete their educational requirements and are hired on into careers in law enforcement and the criminal justice system. To address this issue Community Policing and the RCMP are recruiting, onboarding and training as many new community policing volunteers as possible.</p>

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of Department Expenses



COMMUNITY SAFETY & CORPORATE SERVICES: COMMUNITY POLICING

REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contributions	\$1,400	\$1,400	\$-	0.0%	\$2,000
TOTAL	\$1,400	\$1,400	\$0	0.0%	\$2,000

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contracted and other services	\$32,300	\$33,600	\$1,300	4.0%	\$22,060
Internal charges	-	-	-	N/A	100
Materials and supplies	9,100	9,100	-	0.0%	8,600
Other personnel costs	13,700	13,700	-	0.0%	1,230
Payroll expense	116,900	120,300	3,400	2.9%	186,820
Telephone, utilities and rent	25,600	33,200	7,600	29.7%	30,340
TOTAL	\$197,600	\$209,900	\$12,300	6.2%	\$249,150

NET REVENUE / (EXPENSES)	(\$196,200)	(\$208,500)	(\$12,300)	6.3%	(\$247,140)
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expenses
Payroll expense	Labour Increase - Exempt Staff	Benefit Increase	(\$1,200)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(2,200)
Contracted and other services	Contracted Services	Inflation	(1,300)
Telephone, utilities and rent	Departmental Ongoing Adjustment (No DP)	Special Levy and Strata Fee increase	(7,400)
Telephone, utilities and rent	Utilities and Fuel	Electricity and Natural Gas	(200)
Internal charges	Departmental Ongoing Adjustment (No DP)	Adjustment for Internal Equipment allocation	(6,400)
TOTAL			(\$12,300)

INDICATORS AND MEASURES

Indicator/Measure	2019	2020	2021	2022	2023*
Total Volunteer Hours	4,829	1,909	2,357	6,312	4,943
Total Volunteers	71	72	61	62	81
Front Counter Volunteer Interactions	3,887	508	846	1,345	3,280
Bike Patrol / Foot Patrol Volunteer Hours	627	407	905	2,083	1,224
Events / Meetings Hosted	95	22	95 (mostly online)	80 (mix of in person and online)	105
Events / Meetings Attended	102	45	118 (mostly online)	92 (mix of in person and online)	122
Cell Watch Hours	317	253	345	358	319
Distracted Driving	81/56,350 = 0.14%	35/29,110 =.12%	36/39,064 =.09%	71/ 58,759 = .12%	31/35,839 =.08%

* Third Quarter

HUMAN RESOURCES

FOCUS

The Division serves both internal and external customers by providing specialized advice and assistance in all facets of people management including recruitment, labour relations, occupational health and safety, staff training and development, benefit administration, wage and salary administration and many other areas that involve existing and prospective City employees. Human Resources is a strategic partner at the senior management table responsible for championing City initiatives that build on a positive and engaging organizational culture. By having a positive culture, employees are in the best position to provide excellent support and service to the citizens and the business community.



ORGANIZATIONAL STRUCTURE

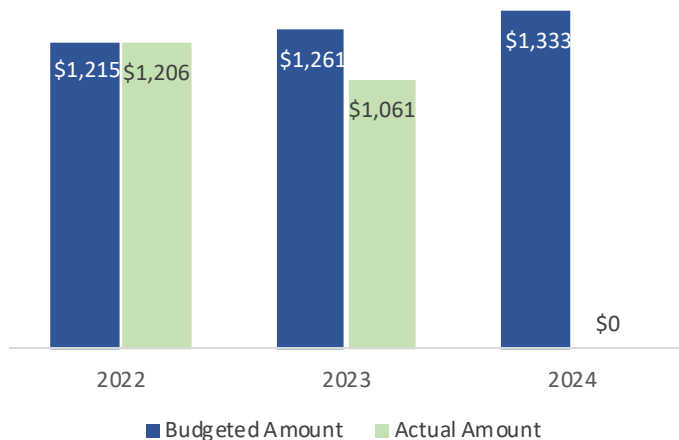


ENVIRONMENTAL SCAN

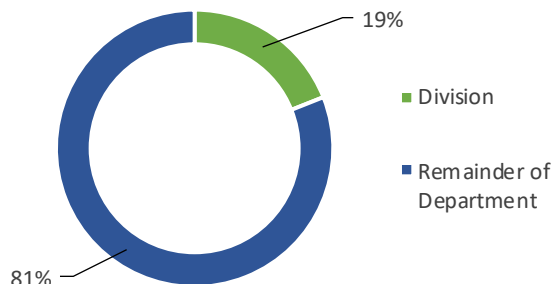
Factor	Impact
Labour market competitiveness	Post COVID-19 has seen a fundamental shift in the labour force and the labour market. This shift favours employees seeking job opportunities. Employees are demanding greater flexibility and opportunity. They prefer Work from Home arrangements, are less concerned with pay and more concerned with time off. Employers are required to be more flexible to attract and retain key positions, both unionized and excluded. Recent turnover of exempt staff and some key unionized positions is a symptom of these challenges.
Equity, diversity & inclusion	Increased awareness of and focus on social injustices in the last couple of years continues to highlight a need to implement Diversity Equity and Inclusion in the workplace. Additionally, new legislation is in place regarding Accessibility in the Workplace. This requires increased awareness and understanding of role requirements and the impact that equity, diversity and inclusion has in the workplace. It necessitates a re-examination of hiring strategy to ensure diverse talent is being attracted to opportunities. A new Accessibility Program was rolled out and Equity, Diversity and Inclusion language has been added to job postings.
Labour relations climate	Collective bargaining with the City's two unionized employee groups have put notable pressure on workload. The IAFF Collective Agreement has recently been completed and a draft Collective Agreement has been prepared. CUPE bargaining has commenced (with a protocol meeting and bargaining to continue in November and December).

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of Department Expenses



EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contracted and other services	\$128,200	\$132,800	\$4,600	3.6%	\$215,140
Internal charges	-	-	-	N/A	40
Materials and supplies	5,000	5,000	-	0.0%	13,720
Other personnel costs	178,000	178,000	-	0.0%	182,580
Payroll expense	948,900	1,017,000	68,100	7.2%	649,430
Telephone, utilities and rent	400	400	-	0.0%	390
TOTAL	\$1,260,500	\$1,333,200	\$72,700	5.8%	\$1,061,300
NET REVENUE / (EXPENSES)	(\$1,260,500)	(\$1,333,200)	(\$72,700)	5.8%	(\$1,061,300)

BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/ Expenses
Other personnel costs	Labour Increase - Exempt Staff	Benefit Increase	(\$8,700)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(26,300)
Payroll expense	Labour Increase - General	To Adjust 2024 Exempt Grid	(33,100)
Payroll expense	Contracted Services	Inflation	(4,600)
TOTAL			(\$72,700)

INDICATORS AND MEASURES

Indicator/Measure	2019	2020	2021	2022	2023*
# Postings	168	123	211	197	229
# External hires	133	50	65	146	121
# Internal appointments	72	48	117	56	192
# Grievances filed	1	8	4	7	10
# Grievances resolved	0	8	3	5	2
# Corrective actions	6	7	3	1	N/A
# Workplace incidents investigated	48	64	38	36	N/A
# WorkSafeBC time loss claims	16	21	15	43	18
Time loss workplace injury (days lost)	664	448	368	466	612
# No time loss workplace injury incidents	27	17	17	66	52
WorkSafeBC assessment per \$100 of payroll	\$2.08	\$2.19	\$2.60	\$2.92	\$3.19
Experience Rating Assessment (WorkSafeBC)	4.4%	7.9%	13.8%	13.8%	10.5%
Average unplanned absent days - Inside	12.6	6.8	5.5	7.4	7
Average unplanned absent days - Outside	21.5	23.5	19.6	15.2	14.9
Average unplanned absent days - Fire	6.6	9.0	9.2	17.5	6.5

* Third Quarter

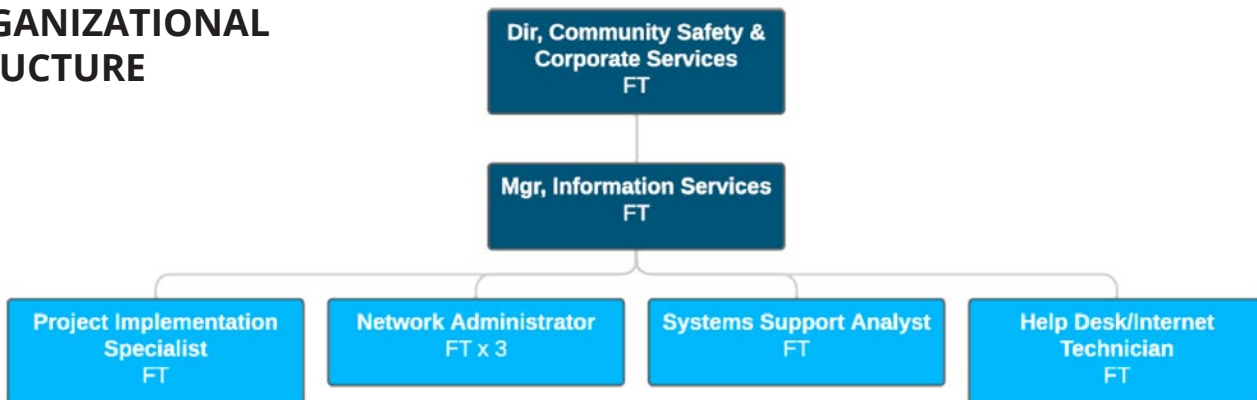
INFORMATION SERVICES

FOCUS

The Information Services Division provides the support and ongoing maintenance for the City's technology infrastructure including fibre optics, telephone systems, and all enterprise applications. The Division coordinates all activities and projects related to the City's systems, databases, websites and primary communication networks. The Division's services are focused on providing efficient and secure access to the information that internal staff need to complete their jobs as well as protecting City networks from external cyberthreats; this in turn allows the City staff to deliver consistent and exemplary services to the public.



ORGANIZATIONAL STRUCTURE

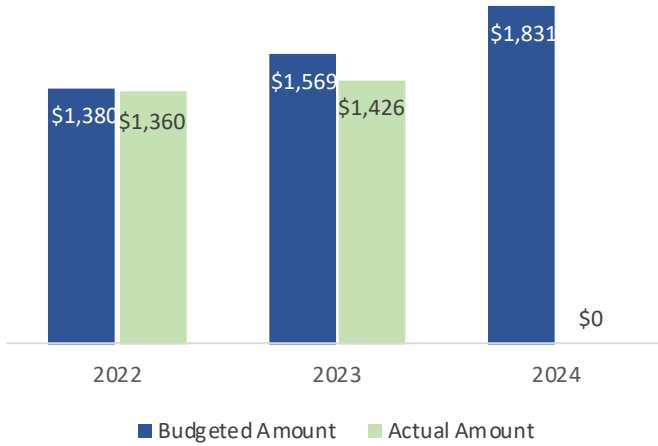


ENVIRONMENTAL SCAN

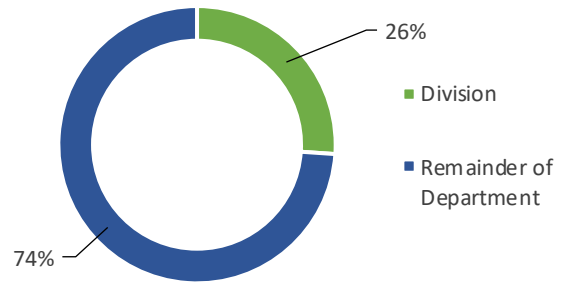
Factor	Impact
Cybersecurity	Cybersecurity is a complex and increasing threat for municipalities. Staying on top of these threats consumes the division resources as the team is continuously expanding their comprehensive defense for cyberattacks. The City's insurance provider performs an annual review of the City's cybersecurity toolset with new requirements being introduced each year resulting in a more fortified approach to the City's overall cybersecurity posture.
Cloud-based/ subscription computing	Major municipal information systems providers are continuing to migrate from on-premises installed systems to cloud-based subscription services. This shift has increased operating costs, as one-time capital purchases for software are being replaced with ongoing subscription fees.
Disaster recovery & business continuity	As technology systems become more foundational in the day-to-day business operations, the need to provide better redundancy for business continuity and disaster recovery becomes increasingly more critical.
Customer service	The public use of mobile computing and smart phones is continuously expanding, which in turn increases the expectations to provide municipal services through mobile platforms, as well as expanded availability of Wi-Fi networks.
Data-driven decision making	Cost pressures and workload have created the need for departments to find efficiencies. Business Intelligence support with Key Performance Indicators are becoming industry standards and are increasingly common for Cities to adopt.

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of Department Expenses



EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contracted and other services	\$819,900	\$921,400	\$101,500	12.4%	\$746,140
Internal charges	(241,700)	(222,400)	19,300	-8.0%	(241,700)
Materials and supplies	25,200	35,200	10,000	39.7%	38,520
Other personnel costs	31,200	31,200	-	0.0%	27,370
Payroll expense	910,100	1,042,000	131,900	14.5%	832,660
Telephone, utilities and rent	23,900	23,900	-	0.0%	22,890
TOTAL	\$1,568,600	\$1,831,300	\$262,700	16.7%	\$1,425,880
NET REVENUE / (EXPENSES)	(\$1,568,600)	(\$1,831,300)	(\$262,700)	16.7%	(\$1,425,890)

BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Payroll expense	Labour Increase - Exempt Staff	Benefit Increase	(\$1,600)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(5,300)
Payroll expense	Ongoing Enhancement (Council Approved)	2024 Council Approved Resources - To fund additional Project Implementation Specialist	(125,000)
Contracted and other services	Contracted Services	Inflation	(29,500)
Contracted and other services	Departmental Ongoing Adjustment (No DP)	Increase in cost of enterprise application support above general inflation	(30,000)
Contracted and other services	Ongoing Tied to Capital	Annual license fees for website	(42,000)
Materials and supplies	Departmental Ongoing Adjustment (No DP)	Increase in cost of peripheral computer equipment 5-15%	(10,000)
Internal charges	Departmental Ongoing Adjustment (No DP)	Update Internal Charge Allocation Solid Waste	(19,300)
TOTAL			(\$262,700)

INDICATORS AND MEASURES

Indicator/Measure	2019	2020	2021	2022	2023*
Internal Customers	651	651	651	683	698
Desktop Computers	322	322	365	327	297
Mobile Devices	296	296	309	290	256
System Servers	63	63	75	75	77
Wireless Access Points	n/a	n/a	81	99	111
Customer Support Requests	2,391	2,391	2,590	3,598	3,906
Cyberthreats Prevented	n/a	n/a	3,024	5,085	30,030

* Third Quarter

LEGISLATIVE SERVICES AND CORPORATE INITIATIVES

FOCUS

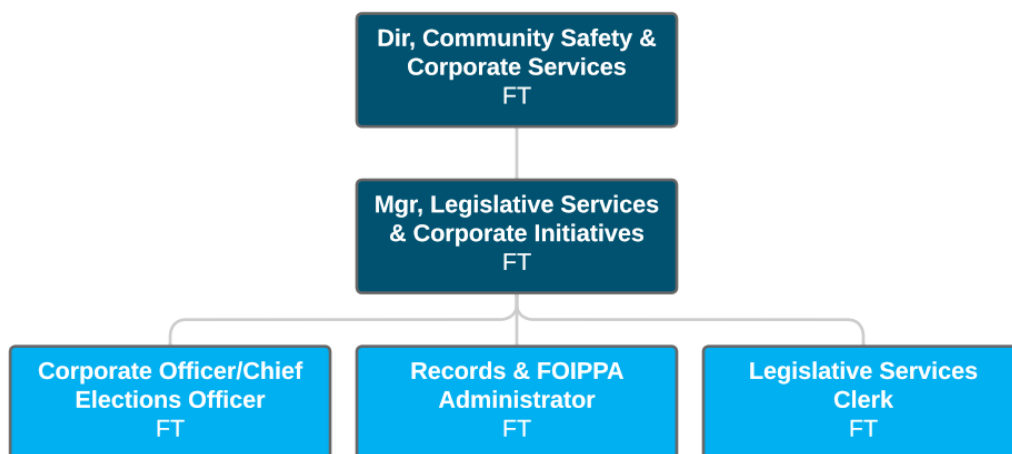
The Legislative Services and Corporate Initiatives Division is responsible for supporting all aspects of Council and Committee meetings, including creating agendas and recording minutes, updating all meeting information on the website, publishing all public notice requirements, handling all public requests to appear before Council, and supporting protocol ceremonies involving Council. It also manages the Board of Variance application process and meetings, in order to resolve zoning issues.

The responsibilities of the Division extend further into the supporting role of drafting, editing and coordinating corporate policies, bylaws and reports. In applicable years, the responsibility of administrating civic and school district elections and conducting public referenda also falls within this office.

The Division manages and preserves corporate records through a records management and retention program, and responds to all information requests and privacy administration under the *Freedom of Information and Protection of Privacy Act*.



ORGANIZATIONAL STRUCTURE

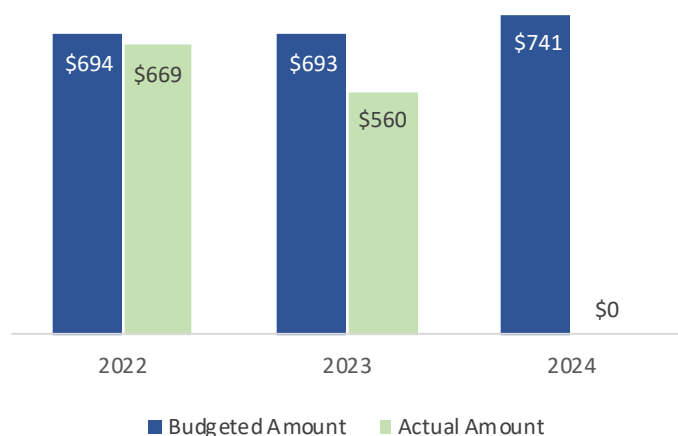


ENVIRONMENTAL SCAN

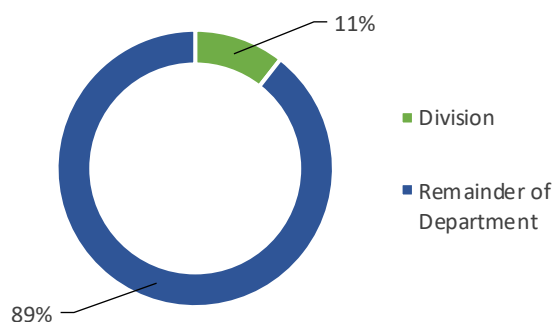
Factor	Impact
Council meeting support	Continue to implement tools through eScribe to enhance usability of agenda, minutes and video management software. Enhance the Council Chambers AV Systems to allow for hybrid meetings so that meeting participants can participate electronically if unable to attend in person.
Enhanced records management	As the City continues to grow and public expectations around transparency and access to information become more sophisticated, the need for a fully functional and easy to use corporate-wide electronic records management system is essential. This will ensure legislative compliance, create business efficiencies, and provide external customers with data related to City decisions.
Enhanced privacy requirements	A Corporate Privacy Program is required to meet new legislative requirements that came into effect in late 2021.
Legislative changes	The Province has and continues to introduce legislative changes that impact Council and City governance, privacy and information access, and elections. Examples of this include the Council Code of Conduct and recent updates to residential zoning and density requirements.
Land Management	The City continues to acquire property as part of the Downtown Action Plan. This has increased the number of commercial tenants leasing City owned property continues to increase, resulting in more attention required for lease administration.

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of Department Expenses



REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Permits and licences	\$1,200	\$1,200	\$-	0.0%	\$3,250
Sale of services	-	-	-	N/A	2,400
TOTAL	\$1,200	\$1,200	\$-	0.0%	\$5,650

COMMUNITY SAFETY & CORPORATE SERVICES: LEGISLATIVE SERVICES AND CORPORATE INITIATIVES

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contracted and other services	\$224,200	\$234,400	\$10,200	4.5%	\$164,450
Internal charges	(114,200)	(88,600)	25,600	-22.4%	(114,200)
Materials and supplies	1,100	1,100	-	0.0%	650
Other personnel costs	21,200	21,200	-	0.0%	17,060
Payroll expense	560,900	573,000	12,100	2.2%	491,420
Telephone, utilities and rent	-	-	-	N/A	1,000
TOTAL	\$693,200	\$741,100	\$47,900	6.9%	\$560,380
NET REVENUE / (EXPENSES)	(\$692,000)	(\$739,900)	(\$47,900)	6.9%	(\$554,730)

BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Payroll expense	Labour Increase - Exempt Staff	Benefit Increase	(\$3,500)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(8,600)
Internal charges	Departmental Ongoing Adjustment (No DP)	Update Internal Charge Allocation Solid Waste	(25,600)
Contracted and other services	Contracted Services	Inflation	(8,100)
Contracted and other services	Ongoing Tied to Capital	Council Chambers – AV Upgrades	(2,100)
TOTAL			(\$47,900)

INDICATORS AND MEASURES

Indicator/Measure	2019	2020	2021	2022	2023*
Electronic Agendas**	102	96	118	99	70
Bylaws processed	54	48	51	39	38
Freedom of Information Requests	57	82	69	44	39
Document storage (boxes)	594	694	510	469	472
Board of Variance Applications	5	4	10	10	15

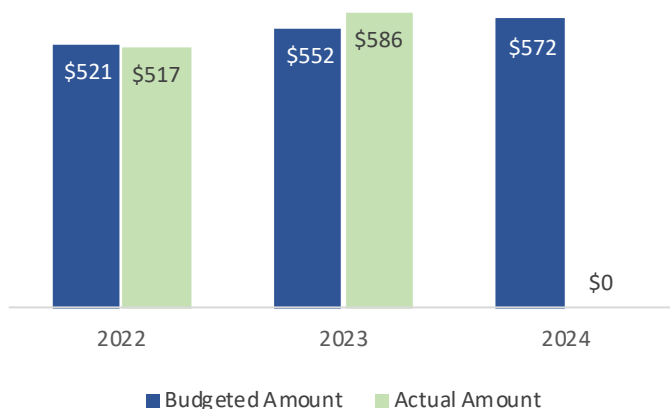
* Third Quarter

**Includes Regular Council, Special Council, Closed Council and Briefing. Does not include committees.

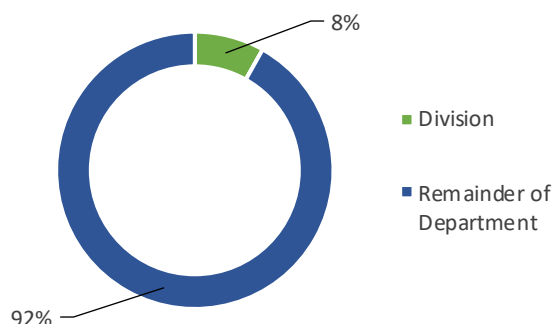
MAYOR & COUNCIL

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of Department Expenses



EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contracted and other services	\$-	\$-	\$-	N/A	\$400
Materials and supplies	300	300	-	0.0%	220
Other personnel costs	44,700	44,700	-	0.0%	39,860
Payroll expense	506,200	525,700	19,500	3.9%	543,810
Telephone, utilities and rent	1,200	1,200	-	0.0%	1,850
TOTAL	\$552,400	\$571,900	\$19,500	3.5%	\$586,140

NET REVENUE / (EXPENSES)	(\$552,400)	(\$571,900)	(\$19,500)	3.5%	(\$586,150)
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Payroll expense	Labour Increase - Exempt Staff	Benefit Increase	(\$3,700)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(15,800)
TOTAL			(\$19,500)

DEVELOPMENT SERVICES

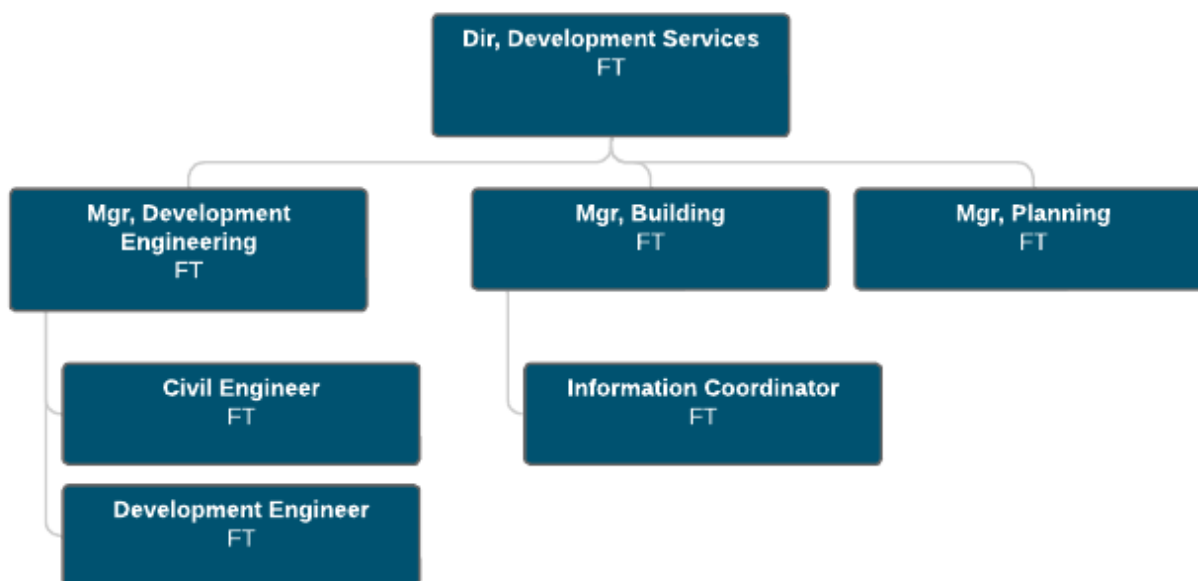
FOCUS

The Development Services Department ensures orderly and safe development within the City. Its administration directs the activities of the Department in keeping with the corporate direction, strategically oversees development processes, provides advice on sustainable land use and development, and guides decisions related to the use of City-owned lands. The Director is a member of Metro Vancouver's Regional Planning Advisory Committee and Technical Advisory Committee on Aboriginal Affairs.

The Department has three operating divisions: Planning, Building and Development Engineering.



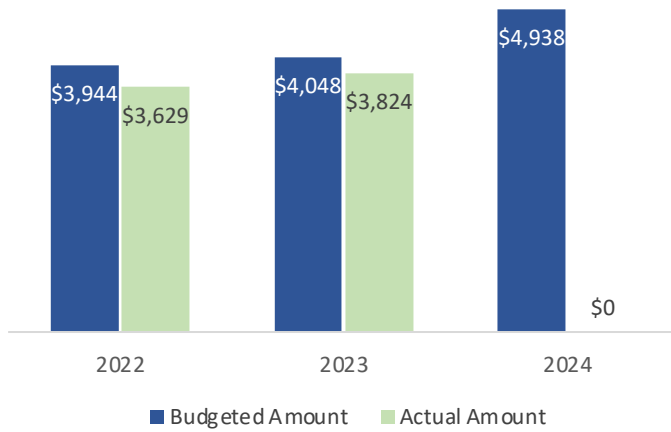
ORGANIZATIONAL STRUCTURE



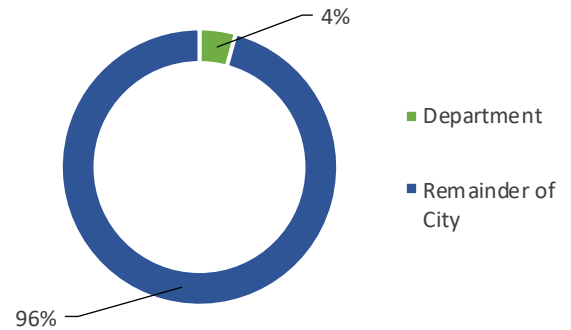
DEVELOPMENT SERVICES

OPERATING BUDGET

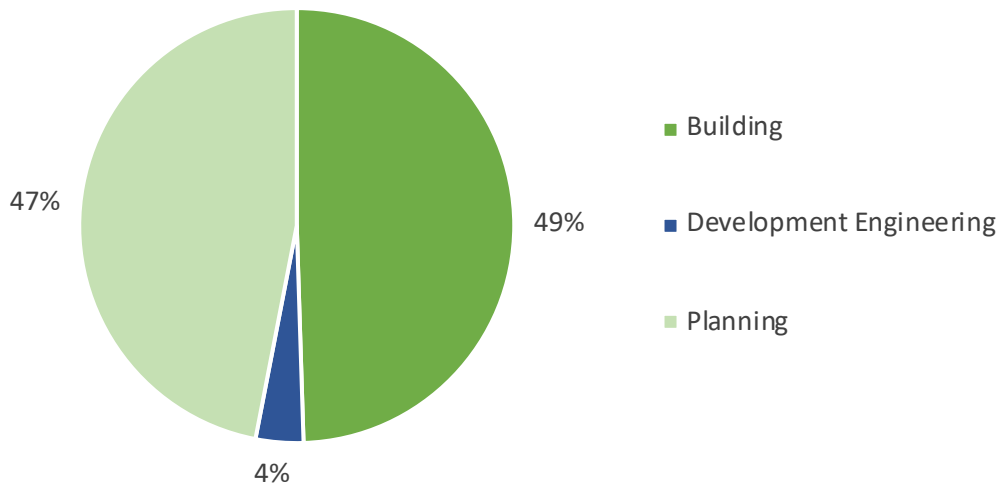
Operating Expenses (in Thousands)



Percent of City Expenses



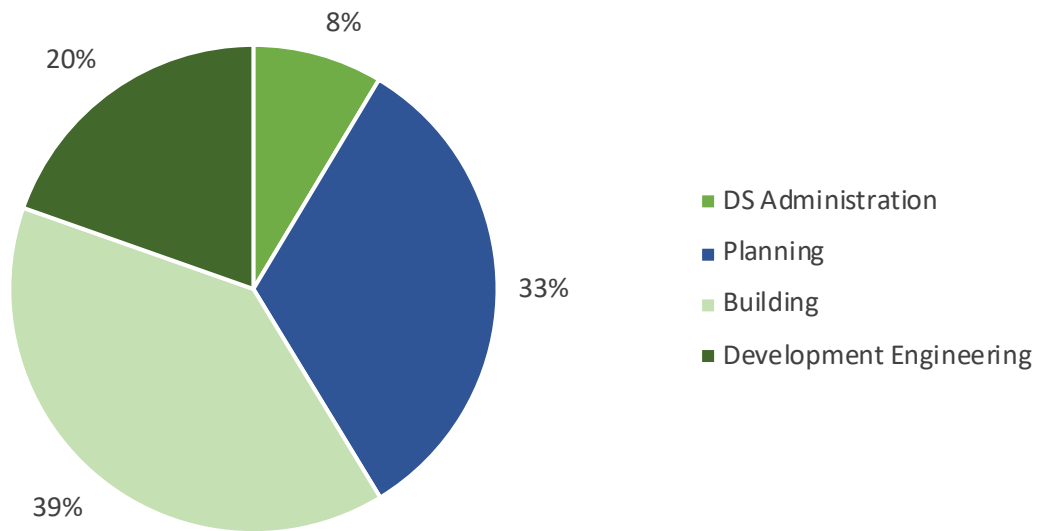
Department Revenue by Section



REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Building	\$1,574,000	\$1,815,300	\$241,300	15.3%	\$1,537,100
Development Engineering	130,000	130,000	-	0.0%	382,740
Planning	1,302,500	1,721,900	419,400	32.2%	1,564,450
TOTAL	\$3,006,500	\$3,667,200	\$660,700	22.0%	\$3,484,290

DEVELOPMENT SERVICES

Department Expenses by Section



EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
DS Administration	\$390,600	\$580,100	\$189,500	48.5%	\$455,400
Planning	1,129,800	1,558,900	429,100	38.0%	1,077,340
Building	1,611,400	1,863,800	252,400	15.7%	1,544,540
Development Engineering	915,800	934,700	18,900	2.1%	747,070
TOTAL	\$4,047,600	\$4,937,500	\$889,900	22.0%	\$3,824,350

ALLOCATIONS (TO) / FROM RESERVES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
DS Administration	\$-	(\$170,000)	(\$170,000)	N/A	\$-
Building	(270,000)	(270,000)	-	0.0%	(270,000)
TOTAL	(\$270,000)	(\$440,000)	(\$170,000)	63.0%	(\$270,000)

NET REVENUE / (EXPENSES)	(\$1,311,100)	(\$1,540,300)	(\$229,200)	17.5%	(\$610,050)
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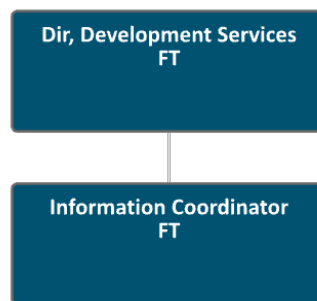
DEVELOPMENT SERVICES ADMINISTRATION

FOCUS

The Development Services Administration Division ensures the orderly and safe development of the City within the context of keeping an eye to the future. The Director of Development Services provides overall direction to the Planning, Building and Development Engineering Divisions and ensures the Department’s activities are in keeping with the corporate direction as defined by Council’s priorities and “One City.” The Director strategically oversees the development and regulatory processes, provides advice and direction on attaining sustainable land use and development, and guides decisions related to City-owned properties.



ORGANIZATIONAL STRUCTURE

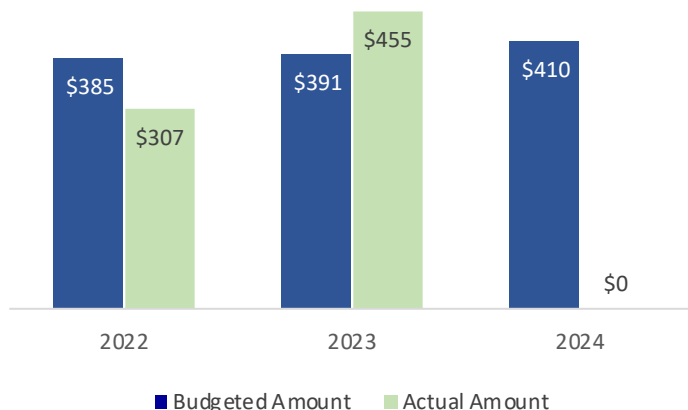


ENVIRONMENTAL SCAN

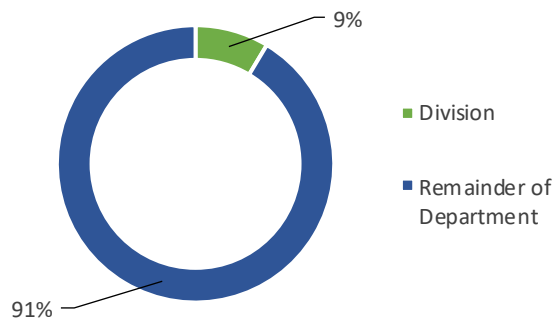
Factor	Impact
Council priorities and focus	Council has adopted an Action Plan and many of these items are connected to Development Services, including updating the OCP, downtown revitalization, property servicing and many others. Continued focus and appropriate resourcing will be important to complete the planned work.
Increasing demands for expanded municipal mandate	There is increased demand for the City to play a larger role in housing, supporting housing providers, and developing municipal policies and regulations. Providing services outside of the City’s mandate would have impacts to the City’s financial resources in the future.
Customer service	There is a growing demand for online applications and e-services resulting in more of the City’s permits being processed electronically. The enhanced technology simplifies the application process for customers as well as reduces staff time to process applications. A carbon footprint reduction is another benefit of a growing paperless application process.
Climate change	Changing weather patterns associated with climate change will have significant impacts to community infrastructure and operations. Plans to adapt to climate change will be critical for long term service sustainability.
Corporate culture	Particularly with the challenges of COVID-19, maintaining and supporting an engaged workforce is essential. Implementing City-wide organizational culture initiatives to increase employee engagement will ensure a high level of customer and employee satisfaction.
Increasingly high land values	High land values impact land use and development policies and regulations and challenge the City’s ability to effectively meet the housing demands and needs of the community as well as business vitality.

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of Department Expenses



EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Payroll expense	\$366,500	\$555,500	\$189,000	51.6%	\$386,060
Other personnel costs	8,600	8,600	-	0.0%	1,340
Contracted and other services	13,800	14,300	500	3.6%	67,140
Materials and supplies	1,700	1,700	-	0.0%	280
Telephone, utilities and rent	-	-	-	N/A	580
TOTAL	\$390,600	\$580,100	\$189,500	48.5%	\$455,400

ALLOCATIONS (TO) / FROM RESERVES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Development Services Administration	\$-	(\$170,000)	(\$170,000)	N/A	\$-
TOTAL	\$-	(\$170,000)	(\$170,000)	N/A	\$-

NET REVENUE / (EXPENSES)	(\$390,600)	(\$410,100)	(\$19,500)	5.0%	(\$455,400)
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Payroll expense	Labour Increase - Exempt Staff	Benefit Increase	(\$3,300)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(11,000)
Payroll expense	Labour Increase - General	To Adjust 2024 Exempt Grid	(4,700)
Payroll expense	Ongoing Enhancement (Council Approved)	2024 Council Approved Resources	(170,000)
Contracted and other services	Contracted Services	Inflation	(500)
Transfer From Reserve	Ongoing Enhancement (Council Approved)	2024 Council Approved Resources	170,000
TOTAL			(\$19,500)

BUILDING

FOCUS

The Building Division plays a key role in ensuring that the construction, alteration and maintenance of buildings and structures meet the development and building regulations found in City bylaws, Provincial Acts, Codes and National Standards. This work supports the City's vision by ensuring that buildings and building activities in the community are safe, healthy, sustainable and accessible.

The Division's staff work with members of the public and the business and development community to ensure both the goals of the builder/owner and the obligations of the City are met. Permits are issued after drawings and other required documents are determined to be acceptable for new construction including additions, alterations, mezzanines, swimming pools, retaining walls and decks; demolitions; repairs and upgrades; changes in use; plumbing, installation of sprinklers and water meters; and related works. Construction is inspected at appropriate stages or, for large projects, monitored to ensure works are in keeping with the permit. Follow-up and enforcement action assist property and business owners to understand and comply with building and licensing regulations.

The Source Control Program assists property and business owners to comply with regulations protecting water supply, sewer and drainage systems.



ORGANIZATIONAL STRUCTURE



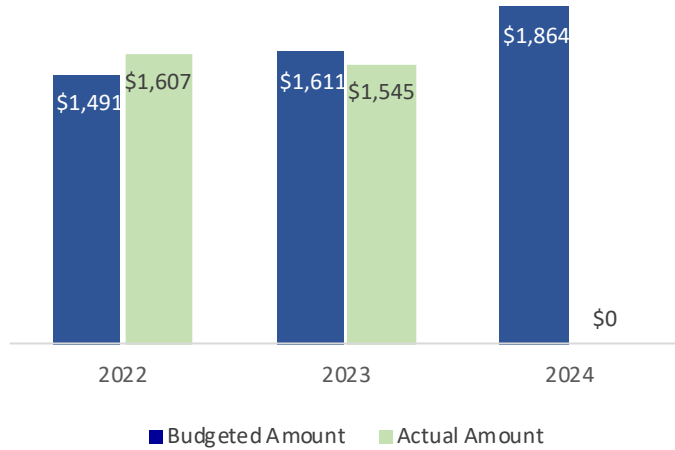
ENVIRONMENTAL SCAN

Factor	Impact
Demand and Complexity of Growth	The Building Division continues to be impacted by a high level of development interest along with the complexity of permit applications.
Customer service	There is a growing demand for online applications and e-services resulting in more of the City's permits being processed electronically. The enhanced technology simplifies the application process for customers as well as reduces staff time to process applications. A carbon footprint reduction is another benefit of a growing paperless application process.
Legislative/regulatory	It is necessary for Building Officials to keep up to date on training as codes and other regulations evolve. Changes approved previously for the Energy Step Code will impact staff as the construction community adjusts to the new regulations.

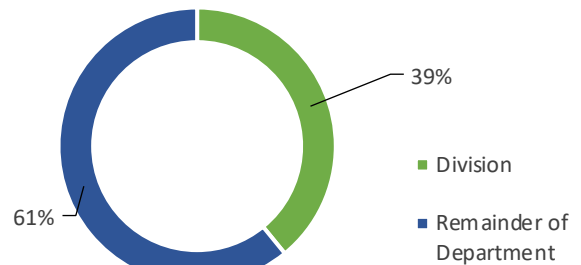
DEVELOPMENT SERVICES: BUILDING

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of Department Expenses



REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Other revenue	\$5,000	\$5,000	\$-	0.0%	17,350
Permits and licences	1,550,000	1,791,300	241,300	15.6%	1,494,120
Sale of services	19,000	19,000	-	0.0%	25,630
TOTAL	\$1,574,000	\$1,815,300	\$241,300	15.3%	\$1,537,100

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contracted and other services	\$11,900	\$12,300	\$400	3.4%	\$60,720
Interest and bank charges	15,000	15,000	-	0.0%	13,670
Internal charges	47,400	50,700	3,300	7.0%	43,480
Materials and supplies	5,200	5,200	-	0.0%	180
Other personnel costs	27,700	27,700	-	0.0%	27,090
Payroll expense	1,504,000	1,752,700	248,700	16.5%	1,399,400
Telephone, utilities and rent	200	200	-	0.0%	-
TOTAL	\$1,611,400	\$1,863,800	\$252,400	15.7%	\$1,544,540

ALLOCATIONS (TO) / FROM RESERVES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Transfer to Reserve	(\$270,000)	(\$270,000)	\$-	0.0%	(\$270,000)
TOTAL	(\$270,000)	(\$270,000)	\$-	0.0%	(\$270,000)

NET REVENUE / (EXPENSES)	(\$307,400)	(\$318,500)	(\$11,100)	3.6%	(\$277,440)
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Permits and licences	Ongoing Enhancement (Council Approved)	Council approved position 2023 (Building Official III, Plumbing Inspector II)	\$241,300
Payroll expense	Labour Increase - Exempt Staff	Benefit Increase	(1,700)
Payroll expense	Ongoing Enhancement (Council Approved)	Council approved position 2023 (Building Official III, Plumbing Inspector II)	(241,300)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(5,700)
Contracted and other services	Contracted Services	Inflation	(400)
Internal charges	Departmental Ongoing Adjustment (No DP)	Adjustment for Internal Equipment allocation	(3,300)
TOTAL			(\$11,100)

INDICATORS AND MEASURES

Indicator/Measure	2019	2020	2021	2022	2023*
All Permits Issued	644	547	642	580	492
Dwelling Units Constructed	143	401	353	517	77
Building Permit Review Times (weeks):					
New ICIM (large buildings)	12	12	12	12	12
New Houses	12	12	12	12	12
Alterations ICIM	12	12	12	8	8
Alterations Houses	12	12	12	8	8
Inspections (building, mechanical, business licence) within 24 hours	All	All	All	All	All
Construction Value of Issued Building Permits (Millions)	\$145M	\$142M	\$124M	\$ 174M	\$78M

* Third Quarter

DEVELOPMENT ENGINEERING

FOCUS

The Development Engineering Division helps build the community by functioning as the regulating and approving body for subdivision applications and development-related utility works. Management and application of various bylaws related to private land developments are also undertaken by the Division. The Division's role is to ensure that the development community provides off-site servicing required for their developments to the specifications and standards established by the City.

The customer service staff within the Division provides administrative support to both Development Engineering and Engineering and Public Works. This group serves the public and development community in the efficient processing of various engineering and development permits such as for soil deposit and removal, watering, and subdivision and site servicing requirements related to development, as well as garbage, flooding, watering and other Engineering inquiries.



ORGANIZATIONAL STRUCTURE

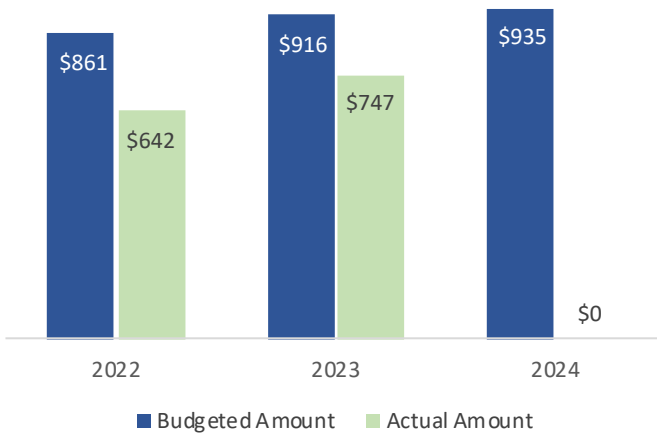


ENVIRONMENTAL SCAN

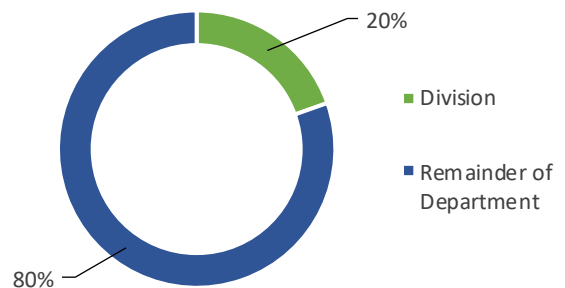
Factor	Impact
Inexperienced developers	Increasing inquiries from real estate agents, developers, homeowners as well as potential buyers, and inexperienced developers have been placing a strain on staff resources. Greater assistance is required to aid inexperienced developers to fulfill their development requirements.
Increasingly high land values	High land values impact land use and development policies and regulations and challenge the City's ability to effectively meet the housing demands and needs of the community as well as business vitality.
Professional Development	Ongoing training for Development Engineering staff is necessary to keep staff up to date with the increased complexity of servicing bylaws and standards as they evolve and change. As new policies and legislation are introduced the staff will be impacted as the development community adjusts to the new bylaws and standards.
Customer service	There is a growing demand for online applications and e-services resulting in more of the City's permits being processed electronically. The enhanced technology simplifies the application process for customers as well as reduces staff time to process applications. A carbon footprint reduction is another benefit of a growing paperless application process.

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of Department Expenses



DEVELOPMENT SERVICES: DEVELOPMENT ENGINEERING

REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Permits and licences	\$25,000	\$25,000	\$-	0.0%	\$161,860
Sale of services	105,000	105,000	-	0.0%	220,890
TOTAL	\$130,000	\$130,000	\$-	0.0%	\$382,750

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contracted and other services	\$39,000	\$40,400	\$1,400	3.6%	\$690
Internal charges	12,500	13,400	900	7.2%	11,460
Materials and supplies	400	400	-	0.0%	350
Other personnel costs	12,700	12,700	-	0.0%	5,790
Payroll expense	851,200	867,800	16,600	2.0%	728,670
Telephone, utilities and rent	-	-	-	N/A	110
TOTAL	\$915,800	\$934,700	\$18,900	2.1%	\$747,070

NET REVENUE / (EXPENSES)	(\$785,800)	(\$804,700)	(\$18,900)	2.4%	(\$364,320)
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Payroll expense	Labour Increase - Exempt Staff	Benefit Increase	(\$4,700)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(15,700)
Payroll expense	Labour Increase - General	To Adjust 2024 Exempt Grid	3,800
Contracted and other services	Contracted Services	Inflation	(1,400)
Internal charges	Departmental Ongoing Adjustment (No DP)	Adjustment for Internal Equipment allocation	(900)
TOTAL			(\$18,900)

INDICATORS AND MEASURES

Indicator/Measure	2019	2020	2021	2022	2023*
Number of Calls for Service (CFS) inquiries, complaints, requests recorded	1,311	825	916	990	770
Number of Permit Applications Reviewed	259	266	628	463	309
Percentage of Applications reviewed in less than 60 days	59%	33%	88%	73%	85%
Value of Works Processed	\$3.2M	\$3.7M	\$6.7M	\$8.6M	\$6.6M
Number of Calls for Service (CFS) Eng. files (MWP, FLM, RDC, HYD, FF, FW, SPR, MIS)	1,311	825	592	527	461

* Third Quarter

PLANNING

FOCUS

The Planning Division provides information, analysis and advice to Council, other departments and agencies, and the public on matters related to the planning and development of the City. In keeping with the Corporate Strategic Plan, Official Community Plan, and Metro Vancouver’s Regional Growth Strategy, the Division is concerned with factors important to the municipal quality of life through the integration of land use, economic development, environmental protection, transportation, heritage, social planning and community facilities and services. The Division’s primary role is to direct sustainable growth and development by setting appropriate policies and regulations to guide change, implementing effective development application processes and providing excellent customer service. Division staff also provides demographic information and analysis, assist with research requests related to municipal development, coordinate inter-departmental or multi-jurisdictional projects and serve in a liaison capacity with other agencies. The Division also includes business licensing and supports the business community through outreach and activities including an annual business celebration, business fair and patio program.



ORGANIZATIONAL STRUCTURE

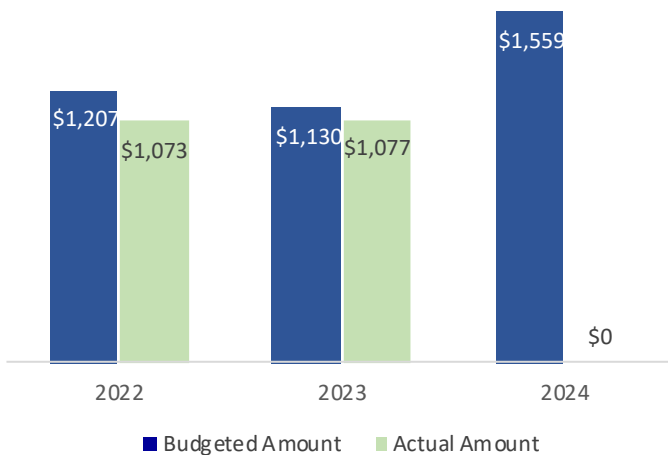


ENVIRONMENTAL SCAN

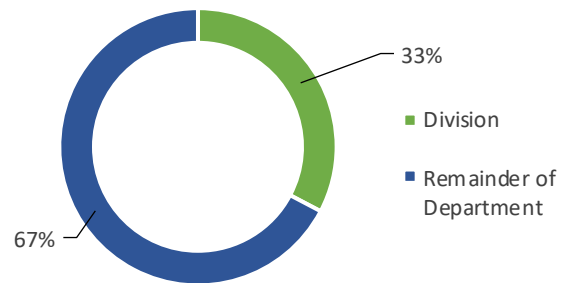
Factor	Impact
Demand and complexity of growth	The City is continuing to experience a high level of development interest, with increasingly complex proposals outside of existing policy or regulations. In addition, a great number of proposals meet the City's criteria for fast-tracked public interest applications and small development applications which require significant staff support.
Balancing complex and competing interests	The City is working to address significant social and environmental matters in its decisions and actions while balancing resident and business needs and responding to the direction and requirements of other government agencies.
Diverse and evolving community expectations	The positions and expectations held by long-established residents, new residents, developers and businesses on land use and development issues and expectations is increasingly diverse and varied. Expectations from the community for communication, consultation and public involvement is also changing with a greater demand for immediate and detailed responses, online platforms and real time information.
Increasingly high land values	High land values and constructions costs impact land use and development policies and regulations and challenge the City's ability to effectively meet community housing needs.
Supporting business growth and vitality	Many local businesses struggle to respond to ever changing market dynamics, and are still managing the impact of the COVID-19 pandemic. The City continues to look for new and innovative ways within its jurisdiction and mandate to support their continued growth and success.

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of Department Expenses



DEVELOPMENT SERVICES: PLANNING

REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Permits and licences	\$1,135,000	\$1,554,400	\$419,400	37.0%	\$1,393,520
Sale of services	-	-	-	N/A	3,450
Taxation and other levies	167,500	167,500	-	0.0%	167,480
TOTAL	\$1,302,500	\$1,721,900	\$419,400	32.2%	\$1,564,450

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contracted and other services	\$254,400	\$256,700	\$2,300	0.9%	\$241,100
Interest and bank charges	500	500	-	0.0%	720
Internal charges	-	-	-	N/A	30
Materials and supplies	6,000	6,000	-	0.0%	17,030
Other personnel costs	13,800	13,800	-	0.0%	6,920
Payroll expense	855,100	1,281,900	426,800	49.9%	811,540
TOTAL	\$1,129,800	\$1,558,900	\$429,100	38.0%	\$1,077,340

NET REVENUE / (EXPENSES)	\$172,700	\$163,000	(\$9,700)	-5.6%	\$487,110
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Permits and licences	Ongoing Enhancement (Council Approved)	Council approved position 2023	\$129,400
Payroll expense	Labour Increase - Exempt Staff	Benefit Increase	(1,700)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(5,700)
Payroll expense	Ongoing Enhancement (Council Approved)	Council approved position 2023 - Planner II	(129,400)
Contracted and other services	Contracted Services	Inflation	(2,300)
TOTAL			(\$9,700)

INDICATORS AND MEASURES

Indicator/Measure	2019	2020	2021	2022	2023*
Applications aligned with OCP goals	90%	100%	100%	90%	90%
New Applications	81	68	61	77	47
Benchmark DP application review time	7 months	7 months	5 months	7 months	8
Business Licences Issued	3,961	3,863	4,085	4,117	4,243

* Third Quarter

ENGINEERING & PUBLIC WORKS

FOCUS

The Engineering & Public Works Department provides and maintains essential municipal services and infrastructure, including the transportation network, parks and trails, cemetery operations, vehicles, waste collection, and the sewer and water network.

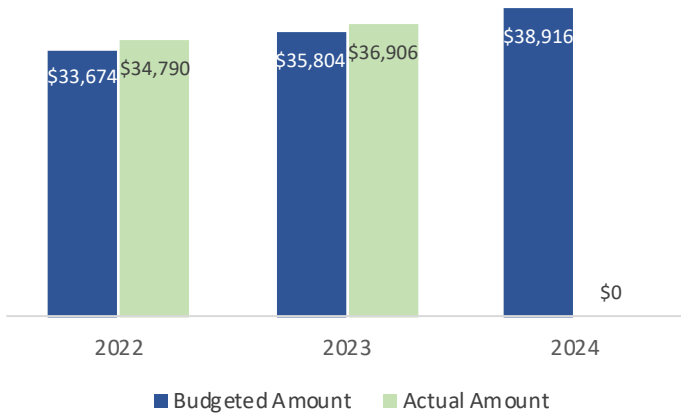


ORGANIZATIONAL STRUCTURE

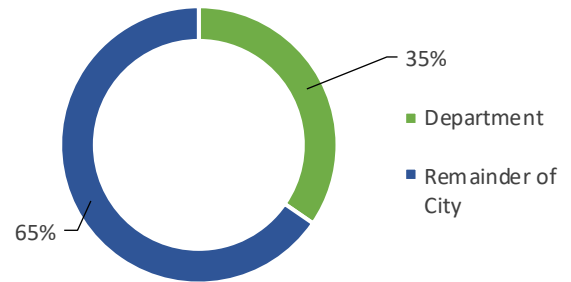


OPERATING BUDGET

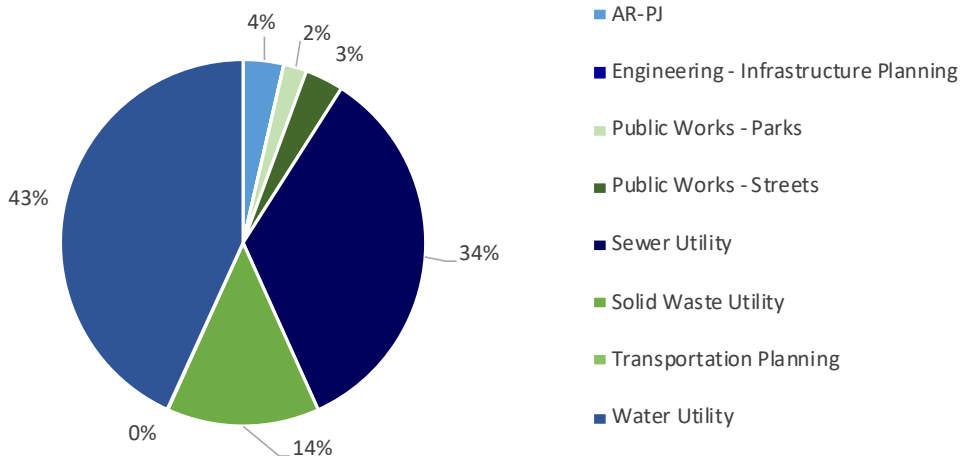
Operating Expenses (in Thousands)



Percent of City Expenses



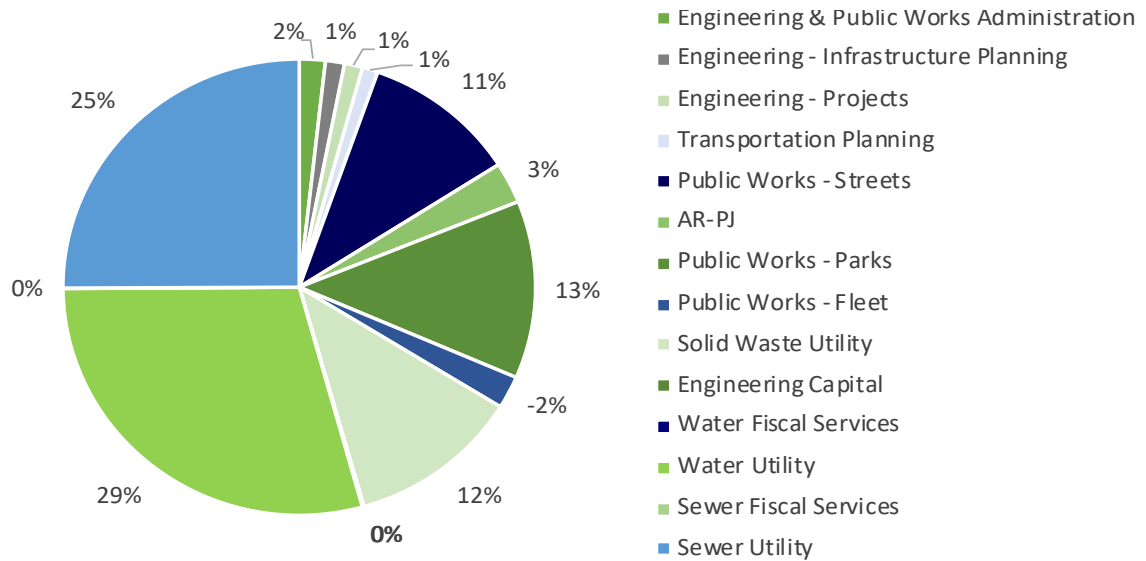
Department Revenue by Section



REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
AR-PJ	\$1,178,200	\$1,228,200	\$50,000	4.2%	\$1,200,150
Engineering - Infrastructure Planning	7,000	7,000	-	0.0%	4,650
Engineering & Public Works Administration	-	-	-	N/A	9,290
Engineering Capital	-	-	-	N/A	10,480
Public Works - Parks	686,600	697,600	11,000	1.6%	620,760
Public Works - Streets	1,163,300	1,163,300	-	0.0%	1,213,180
Sewer Utility	10,092,400	11,692,300	1,599,900	15.9%	10,319,110
Solid Waste Utility	4,015,500	4,623,000	607,500	15.1%	4,283,470
Transportation Planning	20,000	20,000	-	0.0%	29,200
Water Utility	14,178,900	14,763,100	584,200	4.1%	14,477,670
TOTAL	\$31,341,900	\$34,194,500	\$2,852,600	9.1%	\$32,167,960

ENGINEERING & PUBLIC WORKS

Department Expenses by Section



EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
AR-PJ	\$1,164,200	\$1,186,700	\$22,500	1.9%	\$1,171,010
Engineering - Infrastructure Planning	492,200	531,900	39,700	8.1%	462,590
Engineering - Projects	494,500	507,800	13,300	2.7%	409,770
Engineering & Public Works Administration	675,100	725,200	50,100	7.4%	1,215,070
Public Works - Fleet	(919,500)	(942,200)	(22,700)	2.5%	(367,540)
Public Works - Parks	5,053,400	5,141,800	88,400	1.7%	5,326,410
Public Works - Streets	4,209,400	4,314,600	105,200	2.5%	4,345,810
Sewer Fiscal Services	5,800	14,600	8,800	151.7%	-
Sewer Utility	8,534,300	10,225,400	1,691,100	19.8%	8,504,240
Solid Waste Utility	4,689,500	4,813,800	124,300	2.7%	4,452,830
Transportation Planning	424,700	436,800	12,100	2.8%	280,950
Water Fiscal Services	17,400	43,700	26,300	151.1%	-
Water Utility	10,962,700	11,916,100	953,400	8.7%	11,105,190
TOTAL	\$35,803,700	\$38,916,200	\$3,112,500	8.7%	\$36,906,330

ALLOCATIONS (TO) / FROM RESERVES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Engineering - Infrastructure Planning	\$-	\$207,700	\$207,700	N/A	\$-
Engineering - Projects	-	287,400	287,400	N/A	-
Public Works - Fleet	(1,245,700)	(1,245,700)	-	0.0%	(924,520)
Public Works - Streets	(533,000)	(533,000)	-	0.0%	(294,770)
Sewer Utility	(1,552,300)	(1,452,300)	100,000	-6.4%	(1,552,300)
Solid Waste Utility	(120,000)	(120,000)	-	0.0%	(120,000)
Transportation Planning	-	207,700	207,700	N/A	-
Water Utility	(3,198,800)	(2,803,300)	395,500	-12.4%	(3,198,800)
TOTAL	(\$6,649,800)	(\$5,451,500)	\$1,198,300	-18.0%	(\$6,090,390)

NET REVENUE / (EXPENSES)	(\$11,111,600)	(\$10,173,200)	\$938,400	-8.4%	(\$10,828,760)
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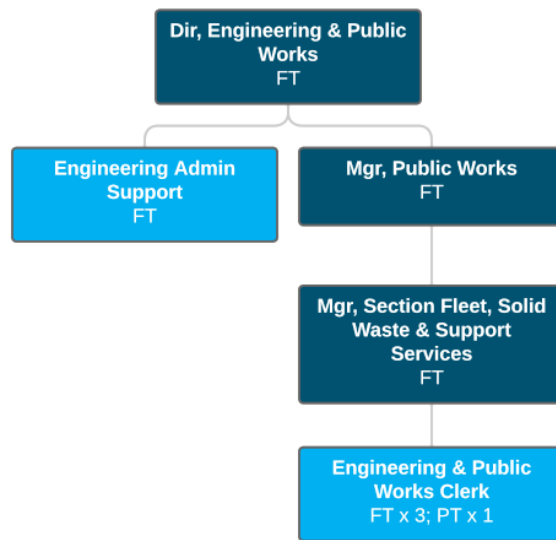
ENGINEERING & PUBLIC WORKS ADMINISTRATION

FOCUS

This area is responsible for overall management of the Department of Engineering & Public Works Department. The Infrastructure Planning, Capital Projects and Public Works divisions ensure the City's public infrastructure is planned, designed, constructed, operated and maintained to defined service levels and standards. Staff in this area also support the Council and participate in regional committees to coordinate work while sharing and learning from others.



ORGANIZATIONAL STRUCTURE

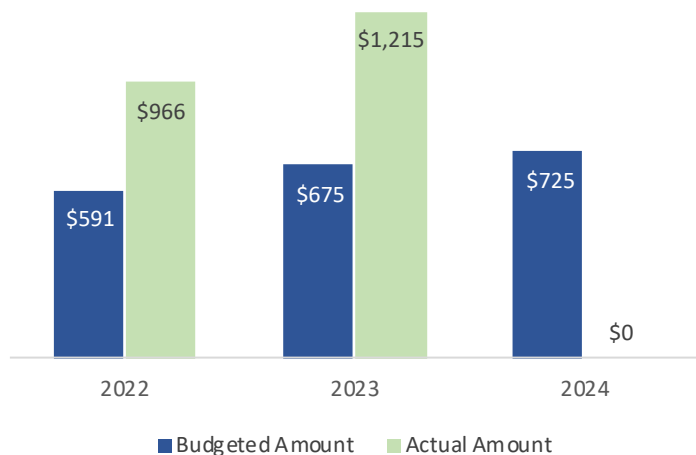


ENVIRONMENTAL SCAN

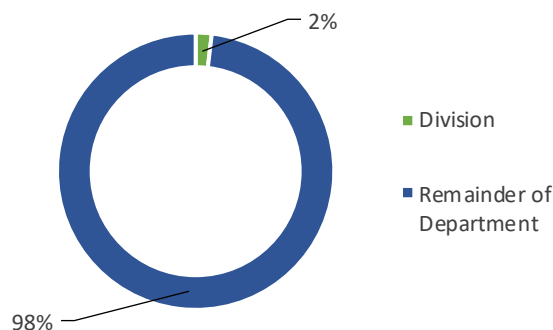
Factor	Impact
Core Service Delivery	There is ongoing pressure from the public for new infrastructure and services, however, it is important for the City to focus on delivering basic core services first. Staff and Council will need to continue to balance these priorities.
Climate Challenges	Changing weather patterns associated with climate change will have impacts to municipal infrastructure and operations. Planning to adapt to climate change is critical for long term service sustainability.
Customer Service	Ensuring the City is providing exceptional customer experience through proactively streamlining processes, while educating and raising awareness with staff.
Corporate Culture	Maintaining and supporting an engaged workforce is essential to service delivery. Implementing City-wide organizational culture initiatives to support employee engagement helps to deliver a high level of customer service and employee satisfaction.
Employee Retention and Attraction	Attracting and retaining experienced staff in a competitive market continues to be a challenge. Skill gap and lack of qualified applicants combined with a competitive job market has made it challenging to fill key positions. Vacancies increase other staff workloads and reduce team efficiency. The recruitment landscape is seeing the effects of an aging workforce, with labor statistics predicting that millennials will make up 75% of all workers by 2025.

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of Department Expenses



REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Sale of services	\$-	\$-	\$-	N/A	\$9,290
TOTAL	\$-	\$-	\$-	N/A	\$9,290

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contracted and other services	\$127,000	\$138,300	\$11,300	8.9%	\$109,480
Internal charges	(525,100)	(529,200)	(4,100)	0.8%	(526,000)
Materials and supplies	13,400	13,400	-	0.0%	40,140
Other personnel costs	37,000	37,000	-	0.0%	81,330
Payroll expense	1,022,800	1,065,700	42,900	4.2%	1,509,890
Telephone, utilities and rent	-	-	-	N/A	220
TOTAL	\$675,100	\$725,200	\$50,100	7.4%	\$1,215,060

NET REVENUE / (EXPENSES)	(\$675,100)	(\$725,200)	(\$50,100)	7.4%	(\$1,205,780)
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Payroll expense	Labour Increase - Exempt Staff	Benefit Increase	(\$3,800)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(13,600)
Payroll expense	Labour Increase - General	To Adjust Exempt Grid and Labour Correction	(25,500)
Contracted and other services	Contracted Services	Inflation	(4,000)
Contracted and other services	Departmental Ongoing Adjustment (No DP)	Contractual increase for Dispatch Services	(7,300)
Internal charges	Departmental Ongoing Adjustment (No DP)	Adjustment for Internal Equipment allocation	4,100
TOTAL			(\$50,100)

INFRASTRUCTURE PLANNING

FOCUS

The Infrastructure Planning Division is responsible for monitoring, managing, planning and improving the City's infrastructure systems (water, sewer, drainage, pavement). Staff develops long range plans for infrastructure improvements to support pavement rehabilitation and the safe provision of drinking water, sanitary, drainage and road pavement services. This Division is also responsible for the City's GIS and PoCoMAP systems.

The Infrastructure Planning Division is responsible for developing the City's capital program and leading the asset management program. Additionally, this Division supports and collaborates frequently with the Planning, Development Engineering, Public Works, Capital Projects, and Finance divisions on other work.

Staff in this area participate in utility regional committees and working groups. Staff also acts as the primary liaison with external agencies such as Metro Vancouver, and the provincial and federal governments. This liaison function is fundamental to securing external grants and improving services that directly benefit residents, employees, and businesses.



ORGANIZATIONAL STRUCTURE

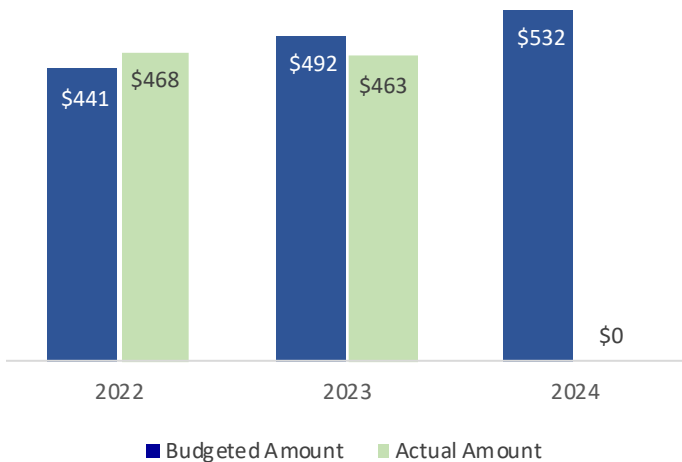


ENVIRONMENTAL SCAN

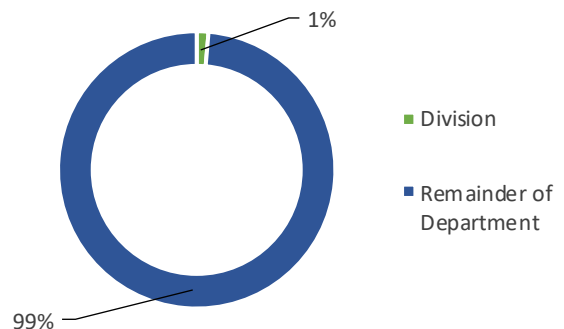
Factor	Impact
Aging infrastructure	The City owns and maintains significant aging assets and infrastructure which provide service to the residents of Port Coquitlam. As these assets and infrastructure age, additional maintenance is required and failure becomes more likely. City staff have drafted a budget focused on rehabilitation to take care of and replace the assets the City already owns. Development and implementation of asset management plans help to prioritize and allocate funding for long term sustainability.
Basic infrastructure	Funding for new assets is allocated carefully and focused on the provision of core infrastructure such as road paving, streetlights, sidewalks and utilities to address gaps and provide a basic level of service and safety. Updates to the Development Cost Charge Bylaw will help offset the costs of growth-related infrastructure and upgrade projects.
Development and Climate Change	Population growth and climate change goals are driving the need for updated design criteria and infrastructure. Such improvements help to provide adequate service capacity, flood protection, water conservation, and protection of the natural environment.
Maturation	The City has a number of outdated strategic utility and transportation plans. Work has shifted to address since the establishment of the Infrastructure Planning Division in 2017. A large number of policies, programs and procedures have been introduced to address outstanding needs.

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of Department Expenses



REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Other revenue	\$2,000	\$2,000	\$-	0.0%	\$-
Sale of services	5,000	5,000	-	0.0%	11,260
Taxation and other levies	-	-	-	N/A	(6,620)
TOTAL	\$7,000	\$7,000	\$-	0.0%	\$4,640

ENGINEERING & PUBLIC WORKS: INFRASTRUCTURE PLANNING

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contracted and other services	\$80,000	\$102,900	\$22,900	28.6%	\$103,310
Internal charges	(345,700)	(343,600)	2,100	-0.6%	(345,700)
Materials and supplies	3,300	3,300	-	0.0%	2,090
Other personnel costs	11,600	11,600	-	0.0%	9,730
Payroll expense	742,900	757,600	14,700	2.0%	692,650
Telephone, utilities and rent	100	100	-	0.0%	510
TOTAL	\$492,200	\$531,900	\$39,700	8.1%	\$462,590

ALLOCATIONS (TO) / FROM RESERVES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Transfer From Reserve	\$201,100	\$207,700	\$6,600	3.3%	\$-
TOTAL	\$201,100	\$207,700	\$6,600	3.3%	\$-

NET REVENUE / (EXPENSES)	(\$284,100)	(\$317,200)	(\$33,100)	11.7%	(\$457,940)
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Contracted and other services	Contracted Services	Inflation	(\$2,900)
Internal charges	Departmental Ongoing Adjustment (No DP)	Update Internal Charge Allocation Solid Waste	(2,100)
Transfer from Reserve	Labour Increase - General	Labour Funded by Capital - Mgr, Infrastructure Planning	6,600
Payroll expense	Labour Increase - General	Labour Funded by Capital	(14,700)
Contracted and other services	Departmental Ongoing Adjustment (No DP)	Increase in cost of application licenses above general inflation	(20,000)
TOTAL			(\$33,100)

INDICATORS AND MEASURES

Indicator/Measure	2019	2020	2021	2022	2023*
Value of external grants/partnerships	\$1.3M	\$4.2M	\$3.4M	\$6M	\$2.4M
Value of civil infrastructure projects (roads, utilities)	\$7.7M	\$12.2	\$15M	\$21.7M	\$15.6M
Value of active transportation, traffic calming, sidewalk and pedestrian safety projects	\$650K	\$1M	\$1.5M	\$1.8M	\$830k
# of new/updated policies, plans, programs or contracts	8	12 in progress	3 completed; 12 in progress	12 in progress	9 drafts completed; 3 in development**
# of public inquiries (calls for service)	202	242	309	174	129

* Third Quarter

** Drafts completed (9): Asset Management Plans (8), DCC Bylaw Update.

In progress (3): Master Transportation Plan, South PoCo IWMP, Servicing Bylaw.

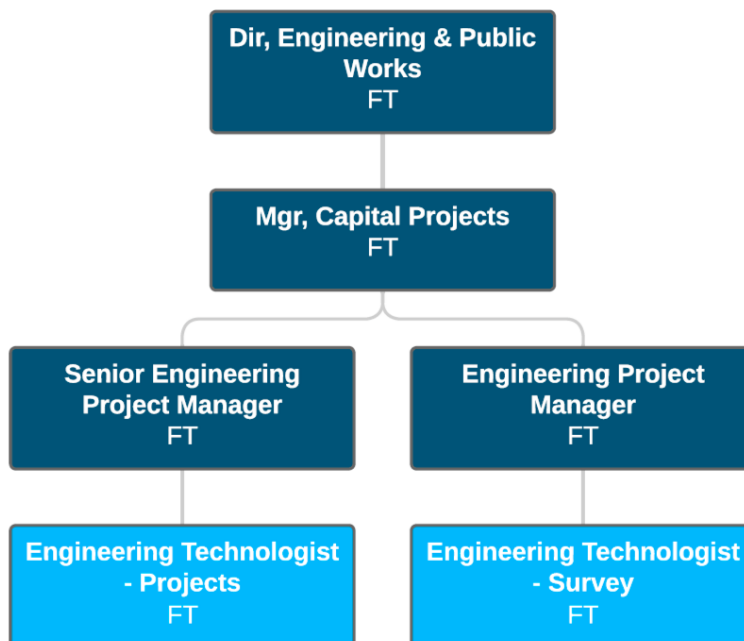
CAPITAL PROJECTS

FOCUS

The Capital Projects Division coordinates the design, construction and implementation of Capital Projects approved in the City's annual 5-year financial plan for road, water, sewer, drainage and parks infrastructure. The team also prepares construction estimates for future capital projects, maintains historical project costing information, and assists with the recording and valuation of fixed assets for road, water, sewer, drainage and parks infrastructure.



ORGANIZATIONAL STRUCTURE

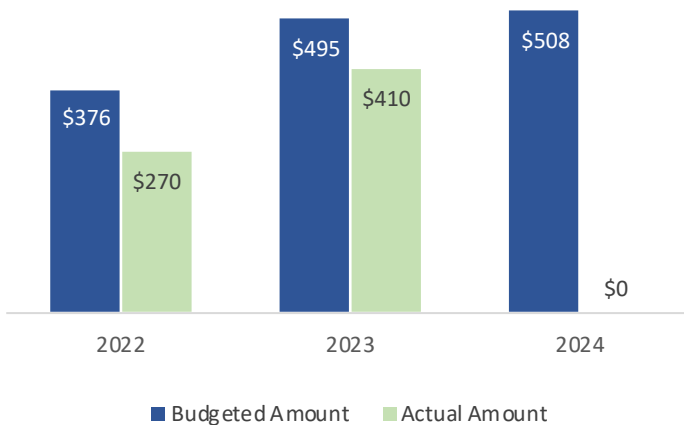


ENVIRONMENTAL SCAN

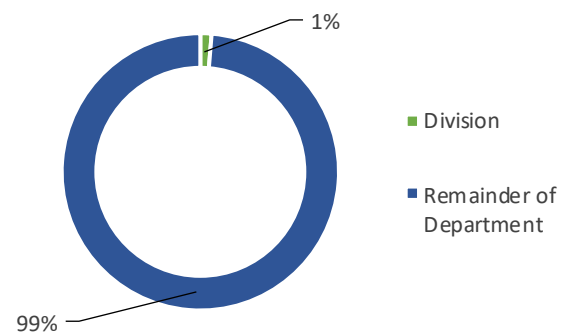
Factor	Impact
Regulatory changes	Changes to environmental regulatory processes have resulted in substantially longer wait times for receiving approvals related to work within or directly adjacent to streams. Accordingly, additional time has been allocated in project schedules for environmental permitting.
Provincial Impacts	Applications reviewed by the Ministry of Forests, Lands, Natural Resource Operations and Rural Developments continue to be backlogged, which, in addition to regulatory changes, has further increased review times for approval to proceed with site investigations and construction.
Supply Chain	Capital Projects relies heavily on goods and manufacturing materials which are transported by various methods. Lead times for material acquisition have increased. Materials need to be ordered early in the process to ensure availability for construction schedules. Alternatives with lesser lead times are being considered for some projects.
Public expectations	Staff strive to keep residents informed of construction work and designs underway for future construction. Additional communication efforts have been implemented to maximize engagement. With the increased size and interest in the capital program, staff endeavor to keep residents informed of the plans early in the design process, promoting the City's values, strategy and vision for implementation.
Experienced staff	Attracting and retaining experienced staff in a competitive market continues to be a challenge. Skill gap and lack of qualified applicants combined with a competitive job market has made it challenging to fill key positions. Vacancies increase other staff workloads and reduce team efficiency.

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of Department Expenses



EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contracted and other services	\$3,000	\$3,100	\$100	3.3%	\$6,640
Internal charges	(286,300)	(284,700)	1,600	-0.6%	(288,140)
Materials and supplies	1,500	1,500	-	0.0%	6,130
Other personnel costs	9,400	9,400	-	0.0%	7,040
Payroll expense	766,200	777,800	11,600	1.5%	677,040
Telephone, utilities and rent	700	700	-	0.0%	1,060
TOTAL	\$494,500	\$507,800	\$13,300	2.7%	\$409,770

ENGINEERING & PUBLIC WORKS: CAPITAL PROJECTS

ALLOCATIONS (TO) / FROM RESERVES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Transfer From Reserve	\$284,900	\$287,400	\$2,500	0.9%	\$-
TOTAL	\$284,900	\$287,400	\$2,500	0.9%	\$-

NET REVENUE / (EXPENSES)	(\$209,600)	(\$220,400)	(\$10,800)	5.2%	(\$409,770)
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Payroll expense	Labour Increase - Exempt Staff	Benefit Increase	(\$3,200)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(10,700)
Payroll expense	Labour Increase - General	Labour Funded by Capital	1,400
Payroll expense	Labour Increase - General	To Adjust 2024 Exempt Grid	900
Contracted and other services	Contracted Services	Inflation	(100)
Transfer from Reserve	Labour Increase - General	Labour Funded by Capital	2,500
Internal charges	Departmental Ongoing Adjustment (No DP)	Adjustment for Internal Equipment allocation	(1,600)
TOTAL			(\$10,800)

INDICATORS AND MEASURES

Indicator/Measure	2019	2020	2021	2022	2023*
# of Open Houses for Projects	3	0**	0**	0	0
Asphalt Rehabilitation (equivalent lane km)	10	9	10.52	3.75	4.0
Sewer Main Replacement (m)	1,075	709	493	30	570
Watermain Replacement (m)	1,075	2,550	1,762	616	497
Storm Replacement (m)	1,475	988	739	356	872
Storm Pump Station (ea.)	0	2	0	0	0
Sanitary Lift Station Replacement (ea.)	0	0	1	1	0
PRV Replacement (ea.)	0	0	0	0	1
Water Pump Station Replacement (ea.)	0	0	0	0	0
Sidewalk / Multi-Use Path installation (m)	1,105	1,690	3,058	2,674	342
Pedestrian Improvements (ea.)	4	4	14	8	16
Traffic Calming Installations (ea.)	2	3	55	9	22
Calls for Service Received	N/A	N/A	N/A	204	84
Calls for Service Received	N/A	N/A	N/A	204	84

* Third Quarter

** In person public information sessions were not held on account of COVID-19. Information and engagement via letters and website content

TRANSPORTATION

FOCUS

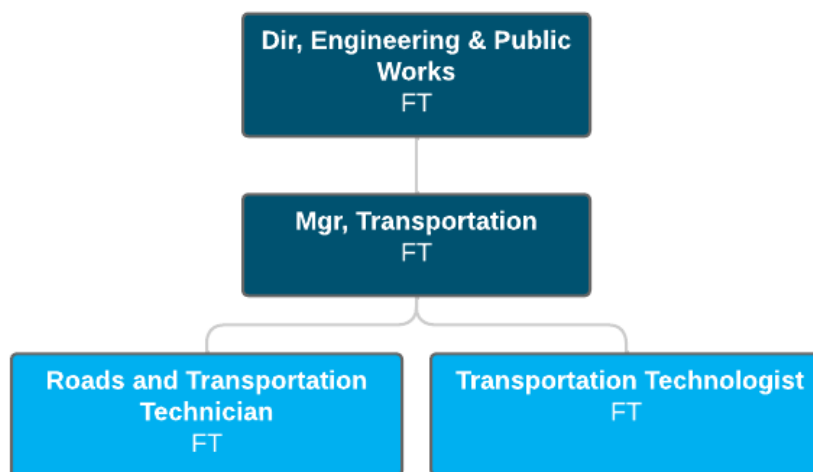
The Transportation Division is responsible for monitoring, managing, planning, and improving the City's transportation network. Staff implement improvements identified through the Master Transportation Plan through capital projects and in coordination with offsite requirements for development projects. The Division is also responsible for review and issuance of road closure permits, encroachment permits, Bylaw infraction letters, traffic studies, and transit shelters.

This division supports and collaborates with the Planning, Development Engineering, Public Works, Capital Projects, and Finance divisions on other work.

Staff in this area participate in regional committees and working groups. Staff acts as the primary liaison with external agencies such as TransLink, Coast Mountain Bus Company, Ministry of Transportation and Infrastructure, ICBC, provincial and federal governments, and the RCMP. This liaison function is fundamental to securing external grants and improving services that directly benefit residents, employees, and businesses.



ORGANIZATIONAL STRUCTURE

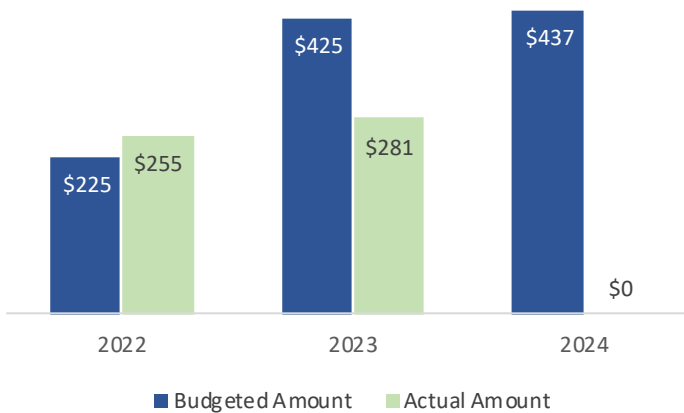


ENVIRONMENTAL SCAN

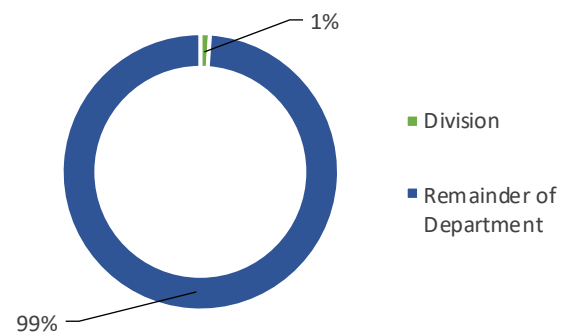
Factor	Impact
Development and Climate Change	Population growth is putting a strain on our existing transportation network. Increased traffic on the roads leads to gridlock during peak times and increasingly at other times of day, contributing to increase greenhouse gas production. Improving the active transportation network can help alleviate traffic on the roads and contribute to the City meeting climate change goals.
Complete Transportation Network	Residents' expectations have increased for pedestrian and cycling infrastructure that includes complete networks instead of discontinuous segments. Implementation of the Master Transportation Plan has a focus on filling in the gaps in the existing networks.
Public Expectations	The public places a high level of expectation with traffic calming and safety improvements. A lot of time is spent within the Division to review, assess, and provide thoughtful responses to residents, regardless of the outcome of their request.
Experienced Staff	Attracting experienced, qualified staff in a competitive market continues to be a challenge. Skill gap and lack of qualified applicants combined with a competitive job market has made it challenging to fill key positions. Vacancies increase other staff workloads and reduce team efficiency.
Experienced staff	Attracting and retaining experienced staff in a competitive market continues to be a challenge. Skill gap and lack of qualified applicants combined with a competitive job market has made it challenging to fill key positions. Vacancies increase other staff workloads and reduce team efficiency.

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of Department Expenses



REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Permits and licences	\$20,000	\$20,000	\$-	0.0%	\$29,200
TOTAL	\$20,000	\$20,000	\$-	0.0%	\$29,200

ENGINEERING & PUBLIC WORKS: TRANSPORTATION

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contracted and other services	\$-	\$-	\$-	N/A	\$-
Materials and supplies	3,000	3,000	-	0.0%	110
Other personnel costs	2,500	2,500	-	0.0%	4,850
Payroll expense	418,700	430,800	12,100	2.9%	275,930
Telephone, utilities and rent	500	500	-	0.0%	70
TOTAL	\$424,700	\$436,800	\$12,100	2.8%	\$280,960

ALLOCATIONS (TO) / FROM RESERVES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Transfer From Reserve	\$195,600	\$207,700	\$12,100	6.2%	\$-
TOTAL	\$195,600	\$207,700	\$12,100	6.2%	\$-

NET REVENUE / (EXPENSES)	(\$209,100)	(\$209,100)	\$-	0.0%	(\$251,750)
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Payroll expense	Labour Increase - General	Labour Funded by Capital - Transportation Manager	(\$12,100)
Transfer From Reserve	Labour Increase - General	Labour Funded by Capital - Transportation Manager	12,100
TOTAL			\$-

INDICATORS AND MEASURES

Indicator/Measure	2019	2020	2021	2022	2023*
Value of external grants/partnerships	N/A	N/A	N/A	N/A	\$2.4M
Value of active transportation, traffic calming, sidewalk and pedestrian safety projects	N/A	N/A	N/A	N/A	\$830k
# of public inquiries (calls for service)	N/A	N/A	N/A	N/A	400

* Third Quarter

PUBLIC WORKS – FLEET OPERATIONS

FOCUS

Fleet Operations includes procurement, maintenance and repair of equipment which is essential in the City's ability to provide the critical operations for our residents and businesses. Our Fleet includes public works, parks, recreation, engineering, bylaws and fire vehicles and small equipment. The City's Fleet totals 538 units which includes 178 vehicles including compact vehicles, pickups, dump trucks, backhoes, trailers, solid waste trucks and trailers. 360 units are identified as small equipment, and this includes mowers, blowers, chainsaws, trimmers, aerators, generators and pumps. Fleet performs annual maintenance and inspection of units, manages condition, performs reactive repairs and determines when replacement is required. As an internal service provider all charges for operating the fleet operation are incurred in this Section, and then distributed to the various Departments via monthly or hourly charge out rates to reflect the cost of operating those activities.



ORGANIZATIONAL STRUCTURE



ENVIRONMENTAL SCAN

Factor	Impact
Employee Retention and Attraction	The recruitment landscape continues to be a challenge. The ability to find skilled workers is extremely challenging. Currently Fleet has experienced difficulty in recruiting Trades. Staff continue to try different strategies to attract qualified candidates to these roles.
Data driven decision making	Cost pressures and workload have created the need to find efficiencies. Implementation of maintenance management software program to maximize useful life of fleet assets and ensure preventative maintenance regulatory requirements are met, and operational needs evaluated.
Currency	Weak Canadian dollar against U.S. currency increases capital costs for specialized equipment purchases.
Commodity pricing	Current instability in commodity markets may result in increased capital costs for specialized equipment and supplies.
Aging fleet	The City owns and maintains significant aging vehicles and equipment which provide service to the residents of Port Coquitlam. As these age, additional maintenance is required and failure becomes more likely along with lower salvage value, increased fuel and higher CO2 emissions.
Supply Chain	Division relies heavily on goods and manufacturing materials which are transported by various methods. Supply chain issues are affecting the Division in the following ways: <ul style="list-style-type: none"> • products are not as available as they normally are (fleet units require 16-24 months lead time) • it is taking longer to get items shipped • some products are costing more
Inflation	The cost of living has increased 24.67% since 2015 putting stress on the valuation of contracted services, supplies and materials which are required to support the maintenance, repair and procurement of goods and services needed for Fleet Operation.

OPERATING BUDGET

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contracted and other services	\$310,000	\$321,100	\$11,100	3.6%	\$290,700
Insurance and claims	224,200	243,100	18,900	8.4%	230,060
Internal charges	(3,181,400)	(3,396,300)	(214,900)	6.8%	(3,075,450)
Materials and supplies	1,015,000	1,175,200	160,200	15.8%	1,571,510
Other personnel costs	12,500	12,500	-	0.0%	1,500
Payroll expense	698,400	700,400	2,000	0.3%	612,320
Telephone, utilities and rent	1,800	1,800	-	0.0%	1,820
TOTAL	(\$919,500)	(\$942,200)	(\$22,700)	2.5%	(\$367,540)

ALLOCATIONS (TO) / FROM RESERVES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Transfer From Reserve	(\$1,245,700)	(\$1,245,700)	\$-	0.0%	(\$924,520)
TOTAL	(\$1,245,700)	(\$1,245,700)	\$-	0.0%	(\$924,520)

NET REVENUE / (EXPENSES)	(\$326,200)	(\$303,500)	\$22,700	-7.0%	(\$556,980)
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Payroll expense	Labour Increase - Exempt Staff	Benefit Increase	(\$500)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(1,500)
Contracted and other services	Contracted Services	Inflation	(11,100)
Materials and supplies	Utilities and Fuel	Fuel	(160,200)
Insurance and claims	Insurance	Inflation	(18,900)
Internal charges	Departmental Ongoing Adjustment (No DP)	Adjustment for Internal Equipment allocation	218,200
Internal charges	Departmental Ongoing Adjustment (No DP)	Revenue balancing for missing labour	(3,300)
TOTAL			\$22,700

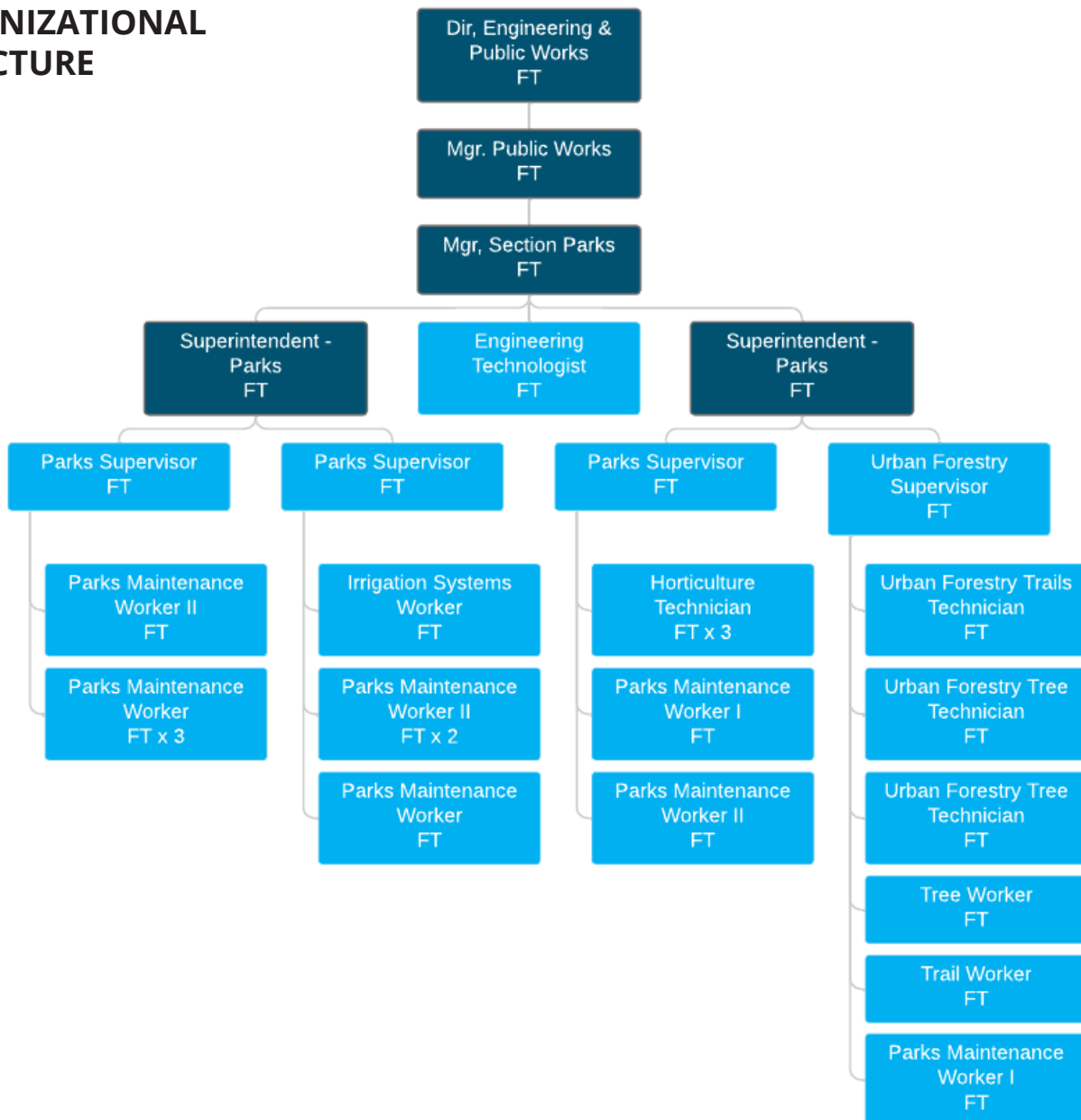
PUBLIC WORKS – PARKS SERVICES

FOCUS

The Parks Division provides and maintains parks and open space to strengthen the community, provide a cleaner environment and make the City and its neighborhoods a more attractive place to live and work. In addition, the Division provides cemetery operations, community engagement, a donation program (bench, table & tree), special events support and opportunities for learning, sport, fun and relaxation. These public spaces consist of numerous parks, trails, athletic fields, playgrounds, and ornamental and urban forestry areas.



ORGANIZATIONAL STRUCTURE

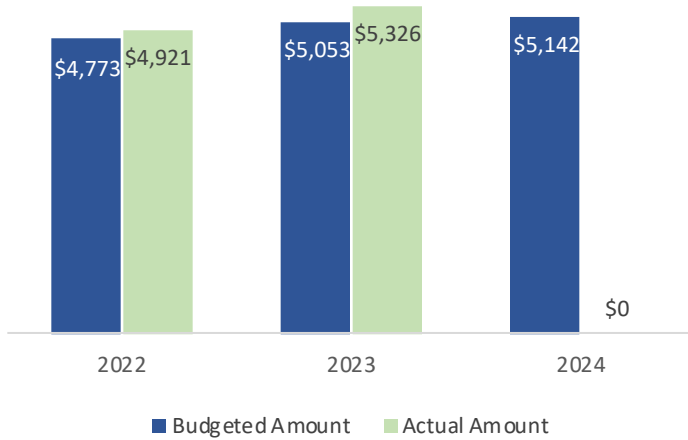


ENVIRONMENTAL SCAN

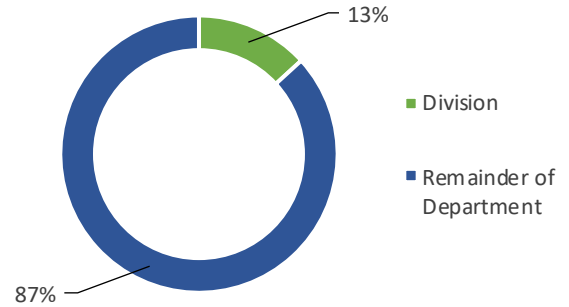
Factor	Impact
Increased Park use	Positive initiatives to engage the community, along with upgrades and replacements being completed to our park systems including playgrounds, sports fields, tree canopy and additional garden beds and planters being added around the City. These have increased the usage as well as beautified the City as a whole Staff continue to see an increase in litter/garbage and washroom use. Staff have also seen an increase in our vulnerable population which also impacts the same measures as the community usage.
Climate Challenges	Extreme weather events, changing climate patterns and invasive species are becoming more frequent causing stresses on available resources for scheduled maintenance activities. Changing weather patterns including heat, wind, snow, and rainfall events, require emergency responses, sea level and flood protection strategies.
Vulnerable populations	The Division continues to face challenges with inappropriate use of parks and facilities, vandalism, graffiti, smoking, off-leash dogs, litter, and sharps.
Tree canopy	There has been an increase in tree failures primarily related to climate change. An increase in administrative work related to tree bylaw implementation has impacted staff's ability to complete cyclical pruning which will result in increased future maintenance and decreased tree health. Staff continue to work on adding to the current tree population and have added additional resources to assist with meeting service levels.
Inflation	The cost of living has increased by 24.67% since 2015 putting stress on the valuation of contracted services, supplies, and materials which poses an impact on the ability to provide a high-level product for the patrons.
Supply Chain	The Division relies heavily on goods and manufacturing materials which are transported by various methods. Supply chain issues are affecting the Division in the following ways: <ul style="list-style-type: none"> • products are not as available as they normally are • it is taking longer to get items shipped • some products are costing more
Employee Retention and Attraction	Recruitment continues to be a challenge. The ability to find skilled workers externally points to the need to focus on developing people from inside the organization. This investment in our people has a return on investment as we are able to pivot quickly with in-house expertise and improve the Division's culture.

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of Department Expenses



REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contributions	\$-	\$-	\$-	N/A	\$26,520
Other revenue	-	-	-	N/A	6,810
Permits and licences	21,600	21,600	-	0.0%	12,250
Sale of services	665,000	676,000	11,000	1.7%	575,170
TOTAL	\$686,600	\$697,600	\$11,000	1.6%	\$620,750

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contracted and other services	\$633,800	\$656,600	\$22,800	3.6%	\$785,780
Insurance and claims	-	-	-	N/A	450
Interest and bank charges	4,300	4,300	-	0.0%	7,350
Internal charges	587,900	628,100	40,200	6.8%	497,320
Materials and supplies	519,300	520,300	1,000	0.2%	615,440
Other personnel costs	31,800	31,800	-	0.0%	28,820
Payroll expense	3,211,200	3,234,000	22,800	0.7%	3,326,120
Telephone, utilities and rent	65,100	66,700	1,600	2.5%	65,140
TOTAL	\$5,053,400	\$5,141,800	\$88,400	1.7%	\$5,326,420

NET REVENUE / (EXPENSES)	(\$4,366,800)	(\$4,444,200)	(\$77,400)	1.8%	(\$4,705,660)
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Sale of services	Departmental Ongoing Adjustment (No DP)	Revenue Increase - P&R Fees and Charges	\$11,000
Payroll expense	Labour Increase - Exempt Staff	Benefit Increase	(4,500)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(14,200)
Payroll expense	Labour Increase - General	To Adjust 2024 Exempt Grid	900
Payroll expense	Departmental Ongoing Adjustment (No DP)	Increase based on actual special event support	(5,000)
Contracted and other services	Contracted Services	Inflation	(22,800)
Materials and supplies	Departmental Ongoing Adjustment (No DP)	Increase based on actual special event support	(1,000)
Telephone, utilities and rent	Utilities and Fuel	Electricity and Natural Gas	(1,600)
Internal charges	Departmental Ongoing Adjustment (No DP)	Adjustment for Internal Equipment allocation	(40,200)
TOTAL			(\$77,400)

INDICATORS AND MEASURES

Indicator/Measure	2019	2020	2021	2022	2023*
# of Requests for Service by Area					
Bears in Park	10	4	33	25	14
Cemetery Maintenance	8	11	7	5	3
Graffiti	33	32	57	76	82
Invasive Species	20	29	39	36	23
Parks Related Inquiries	195	240	408	235	245
Streets/Garbage & Litter	35	33	75	72	58
Trails Maintenance	128	137	107	153	113
Trees Assessments	380	457	783	579	490
Total # of Requests for Service	1,035	1,199	1,780	1,366	1,028
# of Public Education Initiatives	17	N/A due to COVID-19	N/A due to COVID-19	15	40
# of Tree Permits	147	203	198	182	126
# of Special Events Supported	22	6	12	20	24

* Third Quarter

PUBLIC WORKS – SOLID WASTE OPERATIONS

FOCUS

The Solid Waste Section provides solid waste collection services for all single-family residential households and some multi-family residential and industrial, commercial, and institutional units across the City. Solid Waste services include curbside garbage, recycling, organics collection and glass collection from depot locations across the City. Also included in the Solid Waste Section is the ambassador who provide outreach and support to the community. As a result of the implementation of Continuous Improvement Assessment recommendations, Solid Waste is also responsible for public waste collection in various locations including the downtown core and bus shelters, as well as street sweeping operations.



ORGANIZATIONAL STRUCTURE

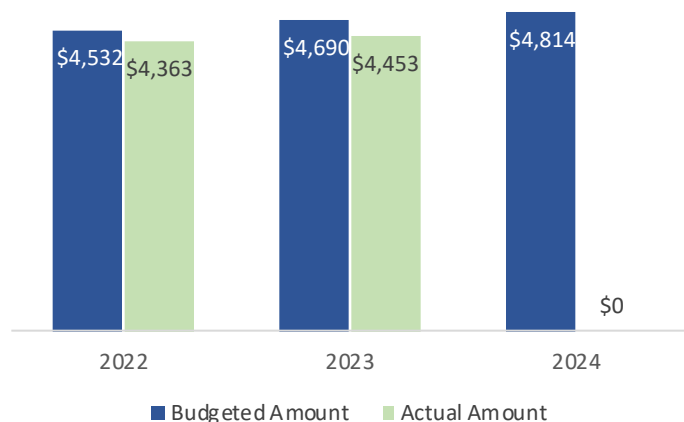


ENVIRONMENTAL SCAN

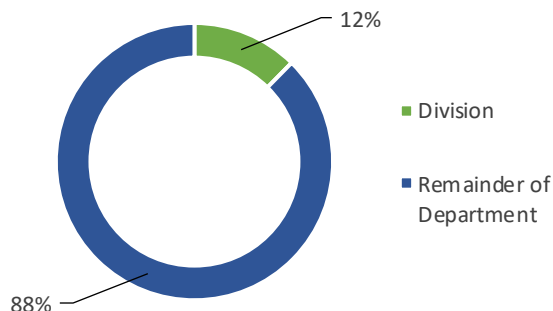
Factor	Impact
Regulatory requirements	Increased scrutiny by processors of contamination is resulting in the potential for higher costs. The expansion of the Extended Producer Responsibility (EPR) programs is resulting in increased regulation of products and stewardship. Increased outreach and education are required to achieve regional diversion goals.
Recycle B.C.	Recycle B.C. has issued service failure notices to local government contractors regarding contamination.
Organics processor	The contract with the City's current organics processor expires end of 2023. Due to procurement regulations the City will be required to go back out to market. The region is challenged with cost effective solutions as the regulatory policies continue to change to adapt to regional and marketplace challenges.
Customer Service	The public continues to express frustration with the recycling program mandated by other levels of government, which the City has limited control over.
Wildlife	Bears continue to be a nuisance for the community. The entire City is now impacted with interactions and significant time, cost and energy are allocated to education and awareness to minimize issues with cart damage and potential human bear conflict.

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of Department Expenses



REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Other revenue	\$-	\$-	\$-	N/A	\$4,570
Sale of services	555,300	555,300	-	0.0%	699,000
Utility charges	3,460,200	4,067,700	607,500	17.6%	3,579,900
TOTAL	\$4,015,500	\$4,623,000	\$607,500	15.1%	\$4,283,470

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contracted and other services	\$1,732,100	\$1,854,000	\$121,900	7.0%	\$1,555,770
Interest and bank charges	-	-	-	N/A	10
Internal charges	1,674,700	1,672,500	(2,200)	-0.1%	1,593,280
Materials and supplies	20,500	20,500	-	0.0%	34,860
Other personnel costs	2,600	2,600	-	0.0%	1,040
Payroll expense	1,259,600	1,264,200	4,600	0.4%	1,264,890
Telephone, utilities and rent	-	-	-	N/A	2,980
TOTAL	\$4,689,500	\$4,813,800	\$124,300	2.7%	\$4,452,830

ALLOCATIONS (TO) / FROM RESERVES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Transfer From Reserve	(\$120,000)	(\$120,000)	\$-	0.0%	(\$120,000)
TOTAL	(\$120,000)	(\$120,000)	\$-	0.0%	(\$120,000)

NET REVENUE / (EXPENSES)	(\$794,000)	(\$310,800)	\$483,200	-60.9%	(\$289,360)
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Utility charges	Revenue Balancing Requirements	Balancing Entry	\$388,300
Utility charges	Revenue Balancing Requirements	Recycling moved from Taxation to Solid Waste Levy	488,400
Payroll expense	Labour Increase - Exempt Staff	Benefit Increase	(1,100)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(3,500)
Contracted and other services	Contract Adjustment - Metro Vancouver Utilities	Tipping fee increase	(91,500)
Contracted and other services	Contracted Services	Inflation	(5,400)
Contracted and other services	Departmental Ongoing Adjustment (No DP)	Increase in printing costs for calendar, flip guide and insert	(25,000)
Internal charges	Departmental Ongoing Adjustment (No DP)	Update Internal Charge Allocation Solid Waste	79,000
Internal charges	Departmental Ongoing Adjustment (No DP)	Adjustment for Internal Equipment allocation	(76,800)
Various expenses	Ongoing Enhancement (Council Approved)	Large Item pickup	(269,200)
TOTAL			\$483,200

INDICATORS AND MEASURES

Indicator/Measure	2019	2020	2021	2022	2023*
Diversion Rate (%)	65.5%	66.1%	65.8%	65.8%	65%
Garbage kgs/customer	398	433.3	421.4	387.3	387.4
Green kgs/customer	528.1	616.3	591.4	541.1	504.4
Recycle kgs/customer	166.9	170	163.3	196.9	189.8
Total Solid Waste Calls for Service	2,146	4,352	3,742	4,602	3,228
Total Carts Tipped**	N/A	N/A	N/A	861,810	587,073
Route completion service success score**	N/A	N/A	N/A	99.9%	99.9%
Large Item Pickup CFS**	N/A	N/A	2,306	2,461	1,551
Large Item Pickup - Items removed**	N/A	N/A	4,722	4,016	3,257
Ambassador Cart Audits**	N/A	N/A	N/A	15,814	11,374
Violation Tags Issued**	N/A	N/A	N/A	3,268	2,822
Waste Cart Lock Audits**	N/A	N/A	N/A	1,754	1,598
Violation Tags Issued**	N/A	N/A	N/A	419	378
Bear Awareness brochures/letters issued**	N/A	N/A	N/A	998	1,876

* Third Quarter

** New indicators are being collected to help track various operations.

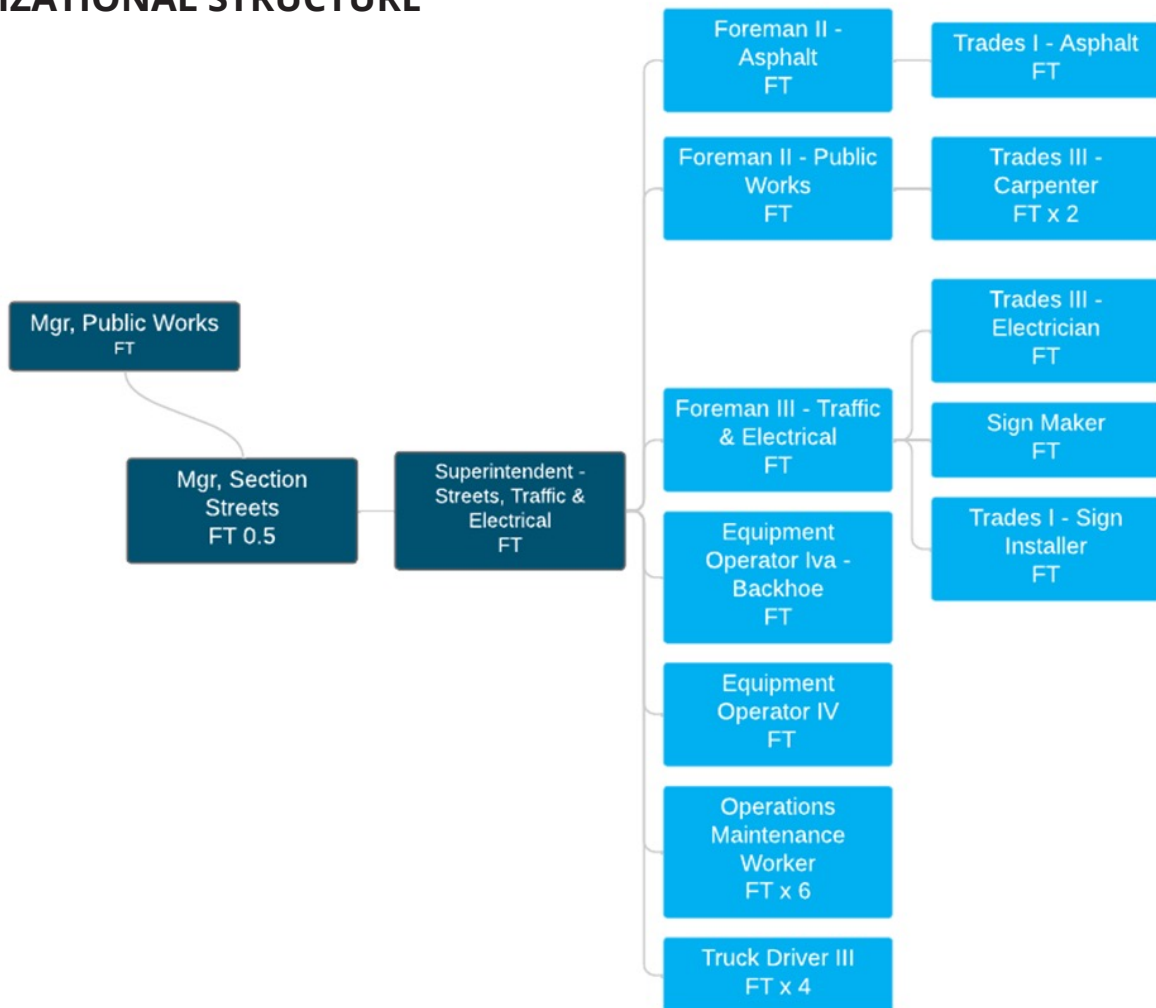
PUBLIC WORKS – STREETS OPERATIONS

FOCUS

Streets Operations plays a crucial role in maintaining the City's road network and transportation assets, ensuring that they meet community best practices. This involves delivering of maintenance activities, rehabilitation projects, and responding to emergent needs. The scope of their work includes flood control, ditch maintenance, streetlight and traffic signal upkeep, electrical services, road markings, sign installation, sidewalk maintenance, snow and ice control, pothole repair and larger asphalt rehabilitation projects. This Division is also tasked with maintaining the City's Major Road Network. They receive funding from TransLink for specific maintenance activities as well as capital renewal projects. By diligently managing the infrastructure and planning for its upkeep, Streets Operations effectively supports the smooth functioning of the City's road network and supporting assets.



ORGANIZATIONAL STRUCTURE

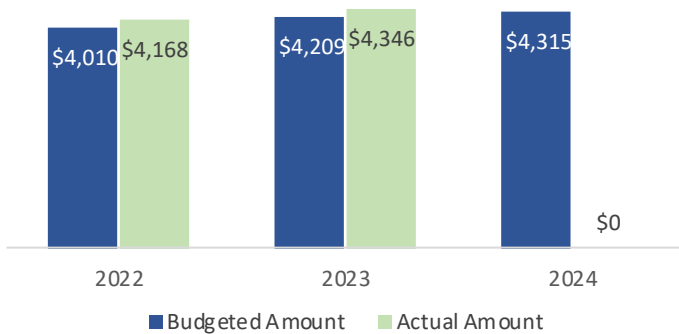


ENVIRONMENTAL SCAN

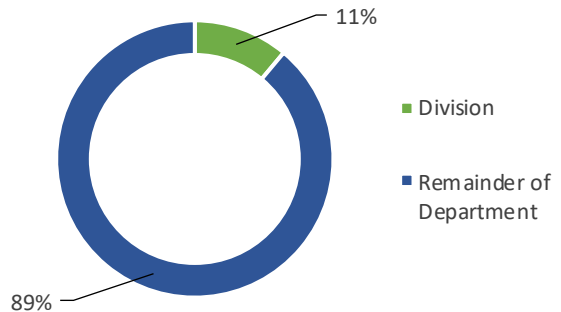
Factor	Impact
Climate challenges	Weather events are becoming extreme in nature and causing stresses on resources for planned or scheduled maintenance activities. Less predictable weather patterns including wind, snow and rainfall events are requiring emergency response and the rising sea levels are requiring more strategy around flood protection.
Aging infrastructure	The City is using forward thinking strategies to repair or rehabilitate some of the aging infrastructure. Innovative technologies like Artificial Intelligence are helping us quickly inspect the road network and respond with proactive repair strategies.
Inflation	The cost of living has increased 24.67% since 2015 putting stress on the procurement of materials and services to support the maintenance of the road network.
Supply Chain	This division relies heavily on goods and manufacturing materials which are transported by various methods. Supply chain issues are affecting the Division in the following ways: <ul style="list-style-type: none"> • products are not as available as they normally are • it is taking longer to get items shipped • some products are costing more
Employee Retention and Attraction	The recruitment landscape continues to change. The ability to find skilled workers externally is pointing to the need to focus on developing people from inside the organization. This investment in our people has a return on investment as we are able to pivot quickly with inhouse expertise and improve the division’s culture.

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of Department Expenses



REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contributions	\$1,160,000	\$1,160,000	\$-	0.0%	\$1,204,000
Sale of services	3,300	3,300	-	0.0%	9,180
TOTAL	\$1,163,300	\$1,163,300	\$-	0.0%	\$1,213,180

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contracted and other services	\$813,400	\$868,100	\$54,700	6.7%	\$1,088,530
Insurance and claims	-	-	-	N/A	400
Internal charges	476,600	509,400	32,800	6.9%	473,440
Materials and supplies	557,000	557,000	-	0.0%	655,230
Other personnel costs	800	800	-	0.0%	12,460
Payroll expense	1,902,800	1,908,400	5,600	0.3%	1,680,020
Telephone, utilities and rent	458,800	470,900	12,100	2.6%	435,740
TOTAL	\$4,209,400	\$4,314,600	\$105,200	2.5%	\$4,345,820

ENGINEERING & PUBLIC WORKS: STREETS OPERATIONS

ALLOCATIONS (TO) / FROM RESERVES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Transfer to Reserve	(\$550,000)	(\$550,000)	\$-	0.0%	(\$299,900)
Transfer From Reserve	17,000	17,000	-	0.0%	5,130
TOTAL	(\$533,000)	(\$533,000)	\$-	0.0%	(\$294,770)

NET REVENUE / (EXPENSES)	(\$3,579,100)	(\$3,684,300)	(\$105,200)	2.9%	(\$3,427,400)
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Payroll expense	Labour Increase - Exempt Staff	Benefit Increase	(\$1,500)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(5,000)
Payroll expense	Labour Increase - General	To Adjust 2024 Exempt Grid	900
Contracted and other services	Contract Adjustment - Metro Vancouver Utilities	Tipping fee increase of \$7/tonne, 1,429 Tonnes	(10,000)
Contracted and other services	Contracted Services	Inflation	(27,700)
Contracted and other services	Departmental Ongoing Adjustment (No DP)	Increase based on actual increased contractual and internal costs	(17,000)
Telephone, utilities and rent	Utilities and Fuel	Electricity	(12,100)
Internal charges	Departmental Ongoing Adjustment (No DP)	Adjustment for Internal Equipment allocation	(32,800)
TOTAL			(\$105,200)

INDICATORS AND MEASURES

Indicator/Measure	2019	2020	2021	2022	2023*
# of Illegal Dumping Requests Completed	253	464	493	286	204
Snow/Ice:					
# of Events	6	6	5	4	9
Response hours	2667	2242	3055	1607	2899.50
Mm of Precipitation	710	1,433	1160	747	817
Calls for Service:					
Street sweeping	59	59	99	65	36
Flooding/drainage	9	9	23	9	12
Pothole filling	99	99	136	192	90
Calls for Service:					
Crosswalks	28	32	12	4	5
Curb/sidewalk maintenance	134	137	124	114	70
Street signs	27	18	8	12	12
Traffic signs	117	87	82	87	49

* Third Quarter

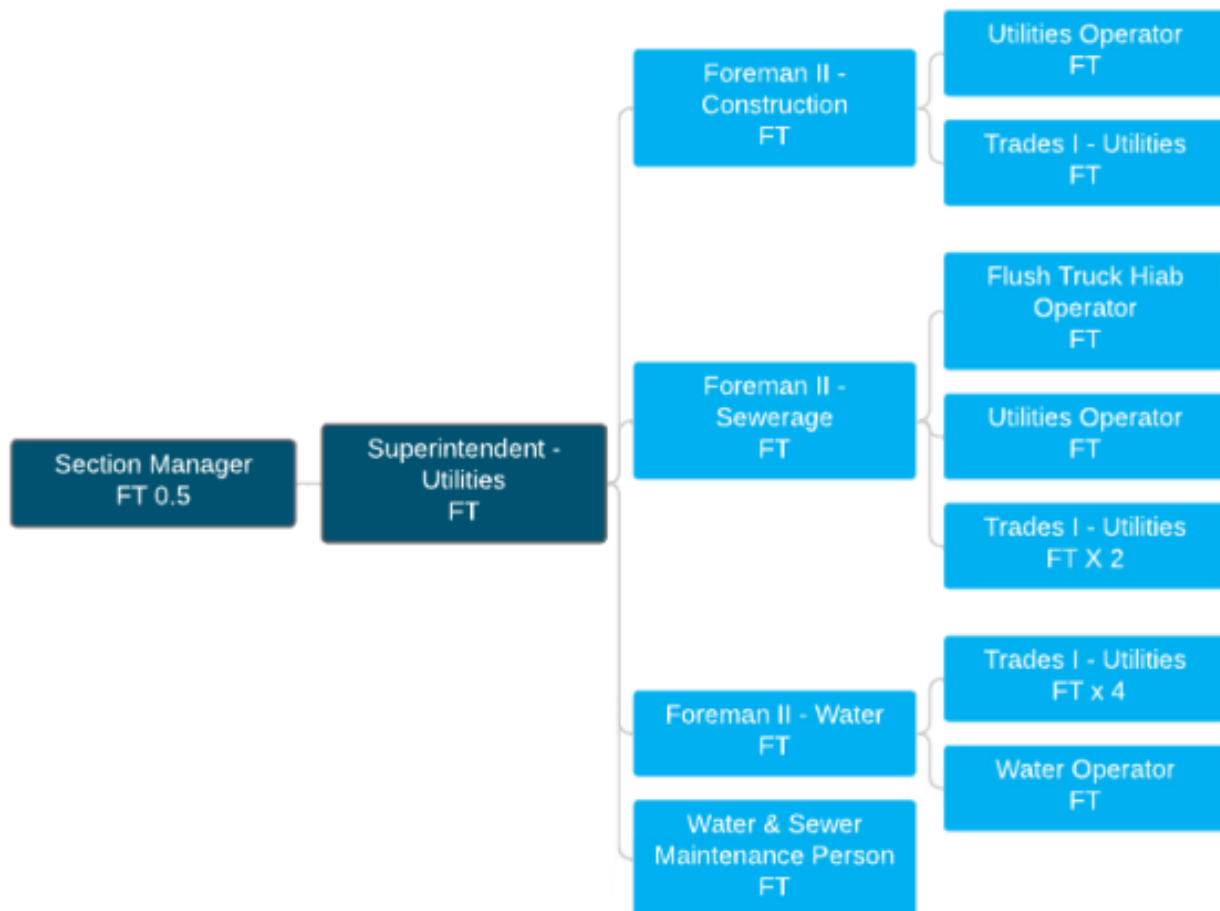
PUBLIC WORKS – UTILITIES

FOCUS

The Utilities Section of the City of Port Coquitlam is responsible for the maintenance and operation of water and sewer infrastructure. They purchase bulk treated water from the Greater Vancouver Water District and safely deliver around 10 million cubic meters of high-quality potable water annually to their approx. 25K customers. The employees in this department are involved in the maintenance, operation, and construction of a distribution system that ensures safe and reliable drinking water. They also ensure that adequate flows and pressures are maintained for the City's fire protection needs (subject to engineering constraints). In addition to water operations, they also handle sewer operations, which involves operating and maintaining the sewer infrastructure prior to passing flows to Greater Vancouver Sewerage and Drainage District.



ORGANIZATIONAL STRUCTURE

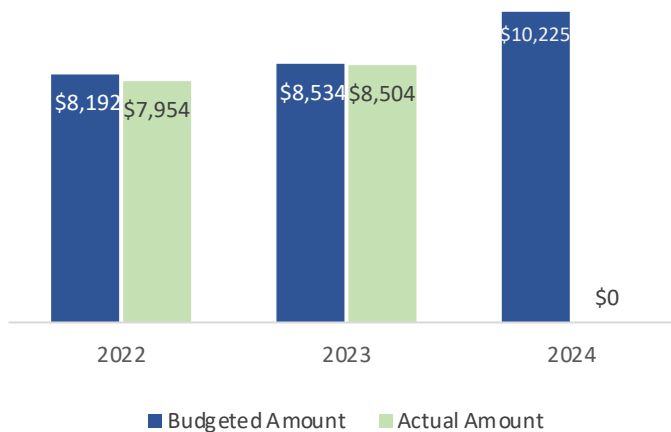


ENVIRONMENTAL SCAN

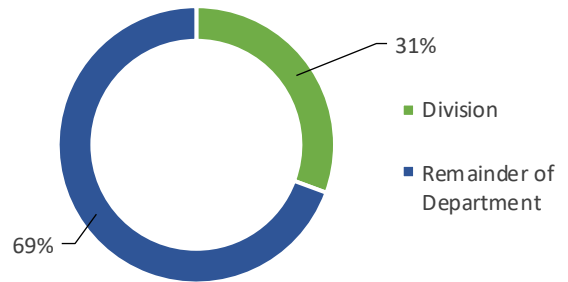
Factor	Impact
Climate challenges	Weather events are becoming extreme in nature and causing stresses on resources for planned or scheduled maintenance activities. Less predictable weather patterns including wind, snow and rainfall events can have an impact on Utilities Maintenance activities as the emergent needs of the moment become the priority. Preparation is key as the climate challenges present themselves.
Aging infrastructure	The division is working with Capital Projects and developing strategies to deal with aging infrastructure. Replacement of aging blow-offs, asbestos cement water mains and using innovative practises like relining are part of the approach.
Inflation	The cost of living has increased 24.67% since 2015 putting stress on the procurement of materials and services to support the maintenance of the road network.
Supply Chain	This division relies heavily on goods and manufacturing materials which are transported by various methods. Supply chain issues are affecting the Division in the following ways: <ul style="list-style-type: none"> • products are not as available as they normally are • it is taking longer to get items shipped • some products are costing more
Recruitment	The recruitment landscape continues to change. The ability to find skilled workers externally is pointing to the need to focus on developing people from inside the organization. This investment in our people has a return on investment as we are able to pivot quickly with inhouse expertise and improve the division's culture.

OPERATING BUDGET – WATER

Operating Expenses (in Thousands)



Percent of Department Expenses



REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Utility charges	\$14,062,800	\$14,620,700	\$557,900	4.0%	\$14,351,630
Permits and licences	18,700	18,700	-	0.0%	27,480
Penalties and fines	80,000	80,000	-	0.0%	99,000
Other revenue	-	-	-	N/A	920
TOTAL	\$14,161,500	\$14,719,400	\$557,900	3.9%	\$14,479,030

ENGINEERING & PUBLIC WORKS: UTILITIES

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Payroll expense	\$818,000	\$823,600	\$5,600	0.7%	\$805,240
Contracted and other services	8,635,100	9,542,600	907,500	10.5%	8,683,840
Internal charges	1,329,100	1,339,700	10,600	0.8%	1,327,590
Materials and supplies	136,900	165,000	28,100	20.5%	246,130
Other personnel costs	-	-	-	N/A	11,960
Telephone, utilities and rent	43,600	45,200	1,600	3.7%	30,420
TOTAL	\$10,962,700	\$11,916,100	\$953,400	8.7%	\$11,105,180

ALLOCATIONS (TO) / FROM RESERVES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Transfer to Reserve	\$(3,198,800)	\$(3,338,300)	\$(139,500)	4.4%	\$-
Transfer From Reserve	-	535,000	535,000	N/A	-
TOTAL	\$(3,198,800)	\$(2,803,300)	\$395,500	-12.4%	\$-

NET REVENUE / (EXPENSES)	\$-	\$-	\$-	0.00%	\$3,373,850
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BREAKDOWN OF BUDGET CHANGES – WATER

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Utility charges	Additional Revenues from Growth	Growth	\$171,000
Utility charges	Revenue Balancing Requirements	Balancing Entry	386,900
Payroll expense	Labour Increase - Exempt Staff	Benefit Increase	(2,000)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(5,700)
Payroll expense	Departmental Ongoing Adjustment (No DP)	Increase based on actuals	(5,600)
Payroll expense	Departmental Ongoing Adjustment (No DP)	New approach for fire hydrant painting	7,700
Contracted and other services	Contract Adjustment - Metro Vancouver Utilities	Proposed increase by Metro Vancouver 10.0% from prior year budget	(849,400)
Contracted and other services	Contracted Services	Inflation	(5,500)
Contracted and other services	Departmental Ongoing Adjustment (No DP)	Service Cost Increase (Service Level, traffic control servicing, contractor cost, etc.)	(52,600)
Materials and supplies	Departmental Ongoing Adjustment (No DP)	Add for backflow replacements	(28,100)
Telephone, utilities and rent	Departmental Ongoing Adjustment (No DP)	Phone & Electricity	(1,600)
Internal charges	Departmental Ongoing Adjustment (No DP)	Adjustment for Internal Equipment allocation	(10,600)
Transfer to Reserve	Long Term Infrastructure Reserve Levy	Additional 1% to LTR Water based on the 2023 Water levy	(139,500)
Transfer from Reserve	Departmental One-time Adjustment (No DP)	Contribution from Water Stabilization Reserve	535,000
TOTAL			\$-

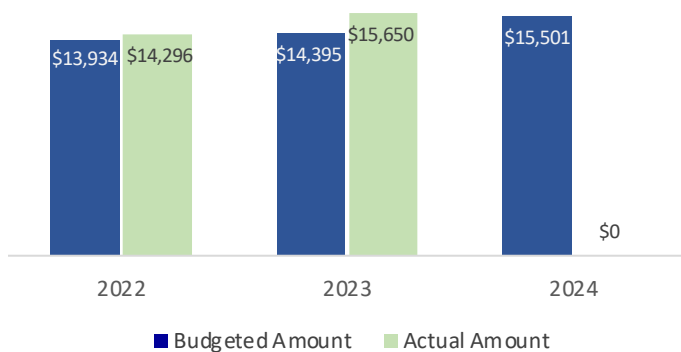
ENGINEERING & PUBLIC WORKS: UTILITIES

Indicator/Measure	2019	2020	2021	2022	2023*
Water Consumption (L/Capita Per Day)	401	423	476	454	445
# of Watermain Breaks/100 km of Length	12	2.38	11.40	7.62	4.29
Operating \$/100 km of Watermain Length	\$594K	\$633K	\$647K	\$655K	\$663K
Calls for Service:					
Water Quality	37	30	80	61	39
Water On/Off	90	103	133	187	65
Locate Service	33	56	52	49	33
Emergency Leak	110	39	61	36	7

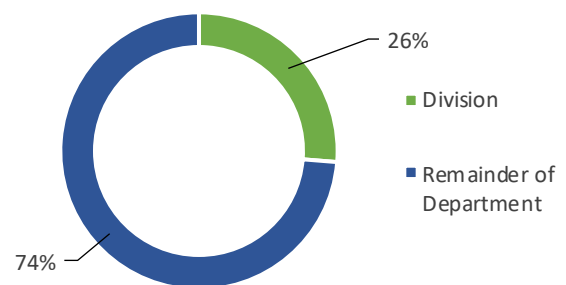
* Third Quarter

OPERATING BUDGET – SEWER

Operating Expenses (in Thousands)



Percent of Department Expenses



REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Penalties and fines	\$63,000	\$63,000	\$-	0.0%	\$68,700
Utility charges	10,023,600	11,614,700	1,591,100	15.9%	10,250,420
TOTAL	\$10,086,600	\$11,677,700	\$1,591,100	15.8%	\$10,319,120

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Payroll expense	\$347,500	\$352,400	\$4,900	1.4%	\$6,651,880
Other personnel costs	-	-	-	N/A	2,490
Contracted and other services	6,688,000	8,362,600	1,674,600	25.0%	1,292,180
Materials and supplies	106,800	106,800	=	0.0%	158,070
Telephone, utilities and rent	75,000	76,900	1,900	2.5%	2,000
Insurance and claims	-	-	-	N/A	316,950
Internal charges	1,317,000	1,326,700	9,700	0.7%	80,680
TOTAL	\$8,534,300	\$10,225,400	\$1,691,100	19.8%	\$8,504,250

ENGINEERING & PUBLIC WORKS: UTILITIES

ALLOCATIONS (TO) / FROM RESERVES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Transfer to Reserve	(\$1,552,300)	(\$1,652,300)	(\$100,000)	6.4%	(\$1,552,300)
Transfer From Reserve	--	200,000	200,000	N/A	-
TOTAL	(\$1,552,300)	(\$1,452,300)	\$100,000	-6.4%	(\$1,552,300)

NET REVENUE / (EXPENSES)	\$-	\$-	\$-	N/A	\$262,570
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BREAKDOWN OF BUDGET CHANGES – SEWER

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Utility charges	Additional Revenues from Growth	Growth	\$129,000
Utility charges	Revenue Balancing Requirements	Balancing Entry	1,462,100
Payroll expense	Labour Increase - Exempt Staff	Benefit Increase	(1,000)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(3,900)
Contracted and other services	Contract Adjustment - Metro Vancouver Utilities	Proposed increase by Metro Vancouver 26.1% from prior year budget	(1,663,100)
Contracted and other services	Contracted Services	Inflation	(11,500)
Telephone, utilities and rent	Utilities and Fuel	Electricity	(1,900)
Internal charges	Departmental Ongoing Adjustment (No DP)	Adjustment for Internal Equipment allocation	(9,700)
Transfer to Reserve	Long Term Infrastructure Reserve Levy	Additional 1% to LTR Sewer based on the 2022 Sewer levy	(100,000)
Transfer from Reserve	Departmental One-time Adjustment (No DP)	Contribution from Sewer Stabilization Reserve	200,000
TOTAL			\$-

INDICATORS AND MEASURES – SEWER

Indicator/Measure	2019	2020	2021	2022	2023*
Calls for Service:					
Sewer Blockages	55	54	63	89	36
Plugged Catch Basins	99	153	201	118	74
Flooding/Urgent	44	19	43	19	2
Manhole Lids Missing	5	8	14	7	8

* Third Quarter

FINANCE

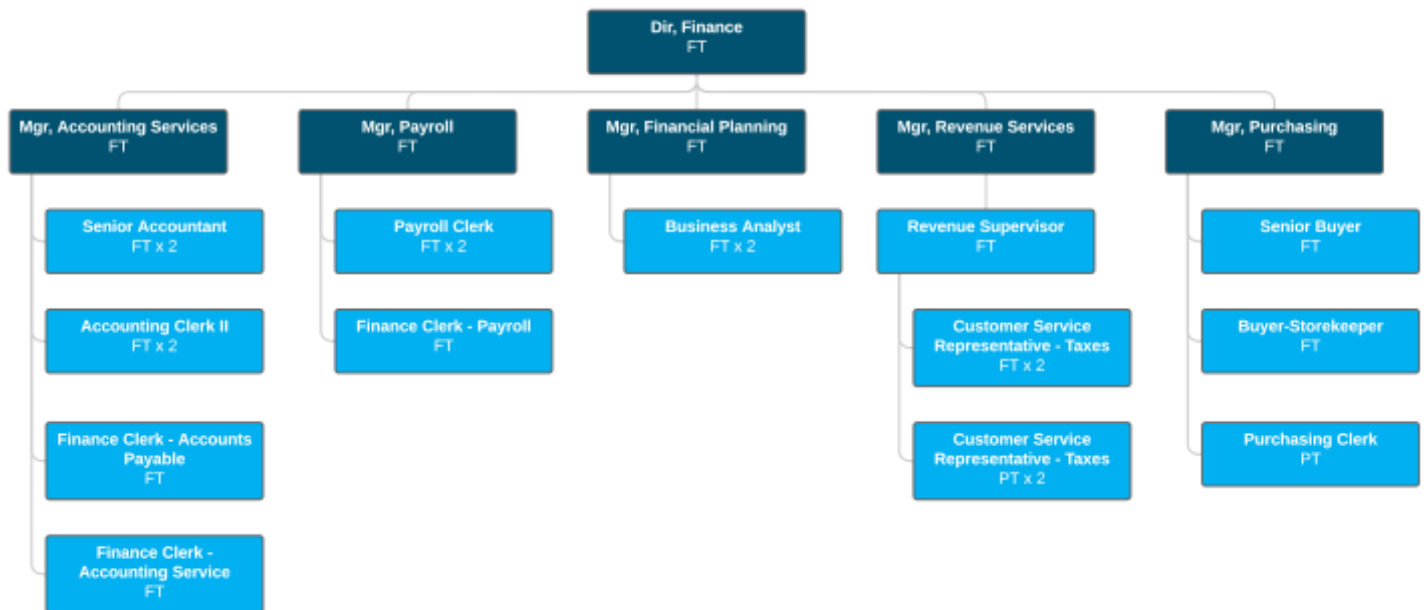
FOCUS

The Finance Department provides financial services to residents, City departments and City Council. The Department also supports the other City departments with the safeguarding and administration of the City's financial and non-financial assets and annual operating costs.

Key functions performed by the Department include corporate financial planning, capital planning and reporting, financial policy development and implementation, payroll services, ensuring prompt receipt and payment of City invoicing, strategic management of cash, investments and banking, levying and collecting municipal taxes and utility fees, risk management and insurance, and oversight of City procurement and inventory warehouse.



ORGANIZATIONAL STRUCTURE

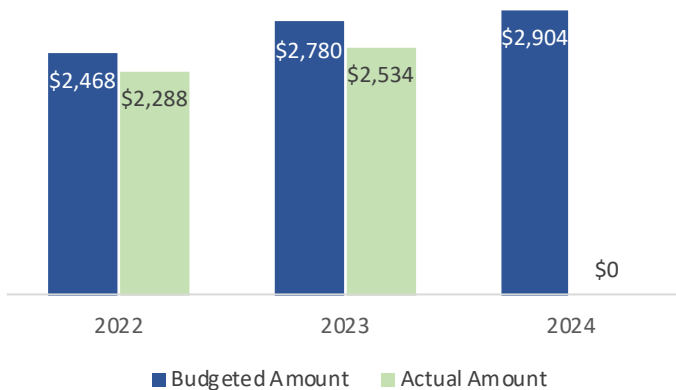


ENVIRONMENTAL SCAN

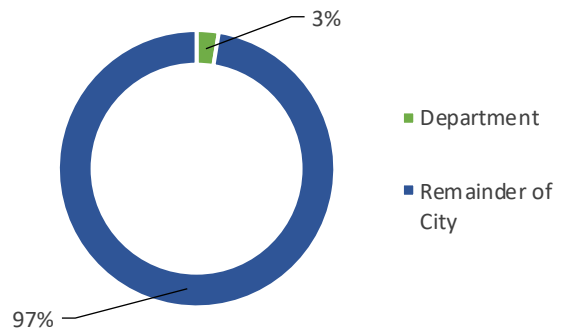
Factor	Impact
Customer Service	There is a growing demand for online services both to internal customers and to members of the community. The use of technology can simplify the application, payment and inquiry processes to which residents and staff rely.
Demand from taxpayers to keep low tax rates	The impacts of taxes on the City's taxpayers is of paramount concern. Staff and Council will continue to respond to resident's expectation to keep the tax rates low and keep the budgets to delivering the basics.
Supply Chain	The current economic environment has resulted in many supply chain and inflationary issues. These primarily manifest themselves as challenges to many of the City's operating departments, where support and financial guidance becomes crucial to the success of City services.
Capital Planning and Infrastructure	The City has significantly increased funding for maintenance and rehabilitation of existing infrastructure. In addition, emerging and future growth pressures are putting pressure on existing capital funding sources resulting in needs for updating and securing development supported funding streams for growth projects. Longer term infrastructure planning is critical for organizational sustainability, emphasizing the need for 10-year capital and asset management plans.
Complex Procurement	Cost pressures and workload have created pressure on departments to find savings from within and do more with less. Staff are increasingly using outside market procurement to get better pricing and more favorable contract terms. Purchasing supports most departments with complex procurement and guides departments through the process, keeping within policy and legislation.

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of City Expenses



REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Accounting Services	\$40,000	\$40,000	\$-	0.0%	\$63,860
Purchasing & Stores	53,000	53,000	-	0.0%	46,910
Revenue Services	164,000	164,000	-	0.0%	131,760
TOTAL	\$257,000	\$257,000	\$-	0.0%	\$242,530

FINANCE

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Accounting Services	\$739,300	\$750,400	\$11,100	1.5%	\$684,140
Finance Administration	257,100	267,400	10,300	4.0%	252,960
Financial Planning & Systems	529,300	537,900	8,600	1.6%	429,980
Payroll Services	392,300	396,100	3,800	1.0%	402,950
Port Coquitlam Community Foundation - Financial Assistance and Grants	100,600	100,600	-	0.0%	-
Purchasing & Stores	461,400	516,800	55,400	12.0%	496,810
Revenue Services	300,400	334,500	34,100	11.4%	266,730
TOTAL	\$2,780,400	\$2,903,700	\$123,300	4.4%	\$2,533,570

ALLOCATIONS (TO) / FROM RESERVES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Accounting Services	\$113,300	108,800	(4,500)	-4.0%	\$-
TOTAL	\$113,300	\$108,800	(\$4,500)	-4.0%	\$-

NET REVENUE / (EXPENSES)	(\$2,410,100)	(\$2,537,900)	(\$127,800)	5.3%	(\$2,291,050)
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Payroll expense	Labour Increase - Exempt Staff	Benefit Increase	(\$9,400)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(32,200)
Payroll expense	Labour Increase - General	To Adjust 2024 OPN to CUPE and Exempt Grid	600
Payroll expense	Departmental Ongoing Adjustment (No DP)	To Change PT position to FT	(49,500)
Contracted and other services	Contracted Services	Inflation	(5,100)
Internal charges	Departmental Ongoing Adjustment (No DP)	Adjustment for Internal Equipment allocation	(300)
Internal charges	Departmental Ongoing Adjustment (No DP)	Update Internal Charge Allocation Solid Waste	(27,400)
Transfer From Reserve	Labour Increase - General	Labour Funded by Capital - Project Cost Analyst	(4,500)
TOTAL			(\$127,800)

INDICATORS AND MEASURES

Indicator/Measure	2019	2020	2021	2022	2023*
Current year taxes outstanding at December 31st	1.62%	1.44%	1.33%	1.44%	2.09%
# of active liability claims	73	79	83	67	45
# of liability claims reported	30	43	33	27	17
# of invoices processed	7,894	8,494	6,110	10,083	8352
Number of formal procurement solicitations posted onto BC Bid	22	23	24	22	20
Number of purchase orders	301	304	280	361	289

* Third Quarter

PORT COQUITLAM COMMUNITY FOUNDATION - FINANCIAL ASSISTANCE AND GRANTS

The Port Coquitlam Community Foundation (PCCF) was established by Mayor and Council in 2012 to raise, manage, and distribute funds for initiatives and programs that benefit Port Coquitlam citizens but are beyond the scope of local government. Mayor and Council are members of the Society and elect a Board of Directors. As a City-controlled entity, the City maintains responsibility of PCCF and consolidates the Society's financial statements with the City's.

The strength of the Foundation is that its board is comprised of a cross-section of elected community members who are able to fundraise and assist the community by accepting donations and legacy/ Estate gifts that can be directed to specific needs and organizations in the community. The City provides \$35,000 per year in ongoing funding to PCCF. Finance administration for PCCF is performed by the City's Finance Department. In 2022 Council approved the transfer of \$65,000 from the Recreation Community Cultural Development and community Capital Projects Matching Grant budget to PCCF for distribution to qualifying grant applicants.



The Port Coquitlam Community Foundation holds an annual Croquet for Community fundraiser.

FIRE & EMERGENCY SERVICES



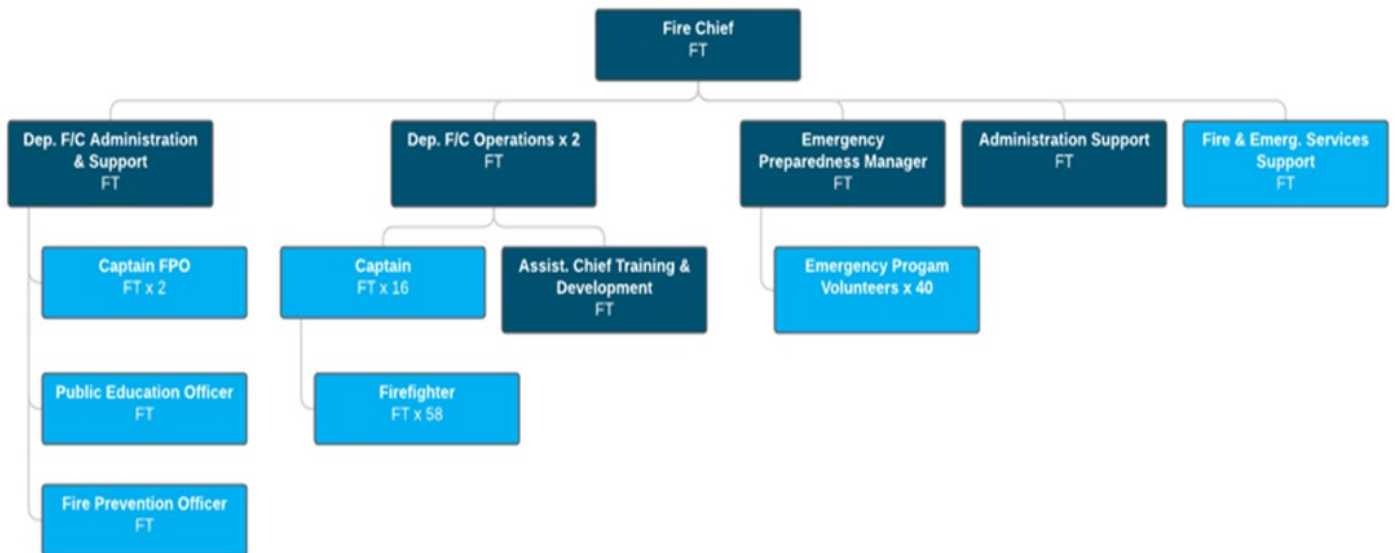
FOCUS

The mission of Port Coquitlam Fire & Emergency Services is to ensure all citizens, businesses and visitors to the City are safeguarded by efficient emergency response services, the promotion of health and wellness initiatives and disaster preparedness measures.

There are five divisions that make up the Department:

- Administration
- Protective Services & Public Education
- Fire Suppression
- Training
- Emergency Preparedness

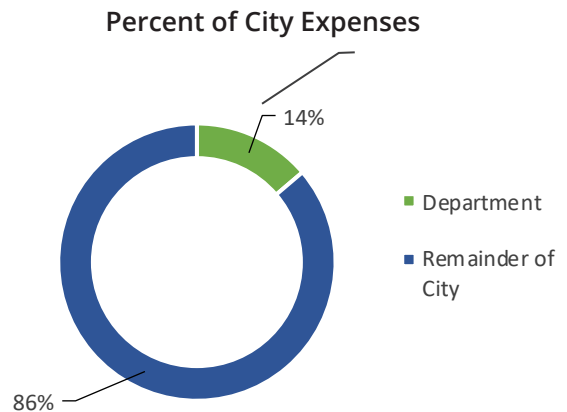
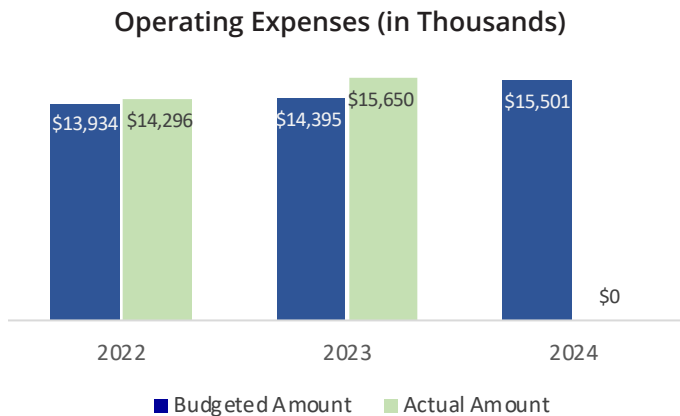
ORGANIZATIONAL STRUCTURE



ENVIRONMENTAL SCAN

Factor	Impact
Community Growth and Development	City wide growth continues to apply pressure on fire resources. New development, including densification and new large-scale industrial manufacturing, has a direct influence on emergency service requests, commercial building inspections and prevention initiatives.
Climate Change	The result of extreme weather patterns increases the risk of wildfires and flooding in the community, impacting residences, businesses, City infrastructure, local parks and forested areas.
Employee Well-being	Workplace stressors, including the impact of the Opioid epidemic, communicable diseases, and the increased demand for medical response continues to challenge the physical and mental well-being of fire response staff resulting in higher absence and work safe claims.
Aging Infrastructure	As facility infrastructure ages and employee diversity increases, life cycle maintenance activities become more prevalent. This requires proportionally more planning, monitoring and strategic resource allocation. Ongoing operational maintenance workload also increases as facilities age.
Community Resiliency	There are increased demands by citizens and businesses for education and training to ensure they are prepared and resilient for emergencies that impact the community.

OPERATING BUDGET



REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Fire Administration	\$8,000	\$8,000	\$-	0.0%	\$12,690
Emergency Preparedness	-	-	-	N/A	2,720
Fire Operations	-	-	-	N/A	12,340
Protective Services & Public Education	16,500	16,500	-	0.0%	17,430
TOTAL	\$24,500	\$24,500	\$-	0.0%	\$45,180

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Emergency Preparedness	\$66,400	\$67,500	\$1,100	1.7%	\$55,510
Fire Administration	670,500	685,700	15,200	2.3%	717,950
Fire Operations	12,730,200	13,778,700	1,048,500	8.2%	13,957,200
Protective Services & Public Education	928,100	969,300	41,200	4.4%	919,240
TOTAL	\$14,395,200	\$15,501,200	\$1,106,000	7.7%	\$15,649,900

NET REVENUE / (EXPENSES)	(\$14,370,700)	(\$15,476,700)	(\$1,106,000)	7.7%	(\$15,604,720)
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Payroll expense	Labour Increase - Exempt Staff	Benefit Increase	(\$11,700)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(40,300)
Payroll expense	Labour Increase - General	IAFF True Up of Positions Added in 2023	(148,800)
Payroll expense	Labour Increase - General	To Adjust 2024 Exempt Grid	8,000
Payroll expense	Labour Increase - IAFF	Benefit Increase	(139,000)
Payroll expense	Labour Increase - IAFF	IAFF Contractual Increase	(437,800)
Payroll expense	Departmental Ongoing Adjustment (No DP)	To adjust Gratuity Pay, Sick Pay and Stat Holiday	(151,600)
Payroll expense	Ongoing Enhancement (Council Approved)	2024 Council Approved Resources	(152,000)
Contracted and other services	Contracted Services	Inflation	(5,400)
Contracted and other services	Departmental Ongoing Adjustment (No DP)	Contractual increase for E-Comm and Dispatch Services	(21,600)
Materials and supplies	Departmental Ongoing Adjustment (No DP)	Increase in medical equipment supplies procured through Stores	(4,000)
Telephone, utilities and rent	Utilities and Fuel	Electricity and Natural Gas	(1,700)
Internal charges	Departmental Ongoing Adjustment (No DP)	Adjustment for Internal Equipment allocation	(100)
TOTAL			(\$1,106,000)

INDICATORS AND MEASURES

Indicator/Measure	2019	2020	2021	2022	2023*
# Students – Fire Prevention Week	4,860	4,800	2,720	4,860	N/A
# Residents – Hot Summer Nights	300	69	250	450	825
# Incidents	3,727	2,302	3,417	3,676	3,162
# Apparatus Responses	4,564	3,592	5,000	5,185	4,329
# Fires – Structure	66	56	60	52	46
Total Fire Call	208	160	240	195	189
# Medical Calls	1,698	1,012	1,972	2,183	1,984
# Fireworks Permits	24	38	27	20	8
% Compliance for Inspection Program	39%	34%	32%	42%	42%
Average suppression travel time (from fire station scene in minutes/seconds)	4:21	4:33	4:36	4:37	4:31

* Third Quarter

GENERAL GOVERNMENT – COMMON SERVICES

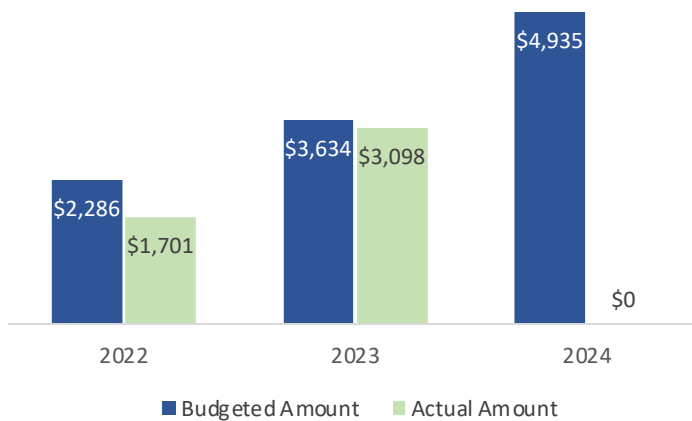
FOCUS

General government – Common Services does not represent any specific Department but rather the budgets for items that are common across the organization such as property taxes, utility charges, bank charges, insurance, investment income, labour contracts accrual and other vacancy offsets.

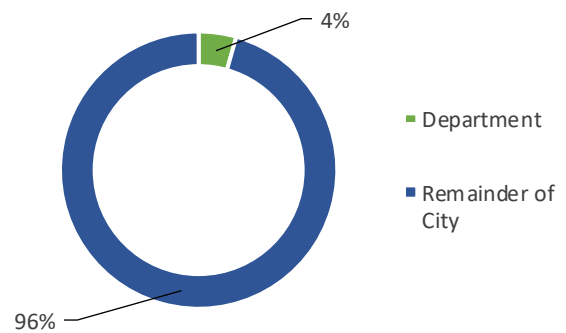


OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of City Expenses



REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Collections Other Jurisdictions	\$-	\$-	\$-	N/A	\$44,965,890
Government Grants	241,200	241,200	-	0.0%	497,270
Other Revenue	1,784,100	1,784,100	-	0.0%	4,563,920
Taxation	80,951,600	85,967,200	5,015,600	6.2%	81,279,120
Unallocated Charges	-	34,400	34,400	N/A	-
Utilities	(120,000)	(120,000)	-	0.0%	(124,370)
TOTAL	\$82,856,900	\$87,906,900	\$5,050,000	6.1%	\$131,181,830

GENERAL GOVERNMENT – COMMON SERVICES

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Common Services	\$2,216,400	\$2,377,200	\$160,800	7.3%	\$1,793,980
Taxation	10,000	10,000	-	0.0%	240,840
Unallocated Charges	1,407,600	2,547,500	1,139,900	81.0%	1,063,210
TOTAL	\$3,634,000	\$4,934,700	\$1,300,700	35.8%	\$3,098,030

ALLOCATIONS (TO) / FROM RESERVES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Government Grants	(\$241,200)	(\$241,200)	\$-	0.0%	(\$252,190)
Interfund Transfers	(12,897,700)	(13,291,300)	(393,600)	3.1%	(12,897,700)
Other Revenue	(395,400)	(395,400)	-	0.0%	(732,150)
Unallocated Charges	-	19,200	19,200	N/A	-
TOTAL	(\$13,534,300)	(\$13,908,700)	(\$374,400)	2.8%	(\$13,882,040)

NET REVENUE / (EXPENSES)	\$65,688,600	\$69,063,500	\$3,374,900	5.1%	\$114,376,330
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Taxation and other levies	Additional Revenues from Growth	Development Growth	\$750,000
Taxation and other levies	Departmental Ongoing Adjustment (No DP)	Adjustment for projected amount for 2024	(221,400)
Taxation and other levies	Departmental Ongoing Adjustment (No DP)	Adjustment for reported amount for 2024	66,300
Taxation and other levies	Revenue Balancing Requirements	Revenue Balancing	5,022,200
Taxation and other levies	Revenue Balancing Requirements	Revenue Balancing - Council Adjustments	(601,500)
Permits and licences	One-time Enhancement (Council Approved)	Council approved positions 2023	34,400
Payroll expense	Labour Increase - General	Benefit Increase	(235,200)
Payroll expense	Labour Increase - General	CUPE contractual estimate	(1,005,600)
Payroll expense	Labour Increase - General	Labour Funded by Capital	(21,600)
Payroll expense	Ongoing Enhancement (Council Approved)	2024 Council Approved Resources	55,000
Contracted and other services	Contracted Services	Inflation	(9,700)
Contracted and other services	Ongoing Enhancement (Council Approved)	2024 Council Approved Resources	70,000
Insurance and claims	Insurance	Rate increases (Property, Equipment, Marina)	(41,100)
Internal charges	Departmental Ongoing Adjustment (No DP)	Update Internal Charge Allocation Solid Waste	(112,500)
Transfer From Reserve	Labour Increase - General	Labour Funded by Capital	19,200
Transfer to Reserve	Long Term Infrastructure Reserve Levy	2024 Council Approved - Additional 0.5% to LTR General based on the 2023 Tax levy	(393,600)
TOTAL			\$3,374,900

RECREATION

FOCUS

The Recreation Department has four divisions: Administration, Recreation, Facility Services, and Cultural Development & Community Services. The Recreation Department's key roles are the delivery of recreation, sport, arts and cultural programs, events community services, and the operation of recreation facilities. The Department also ensures all City facilities are welcoming, inclusive, accessible, safe, well maintained, clean, secure, and operationally efficient through its preventative maintenance and energy management programs.

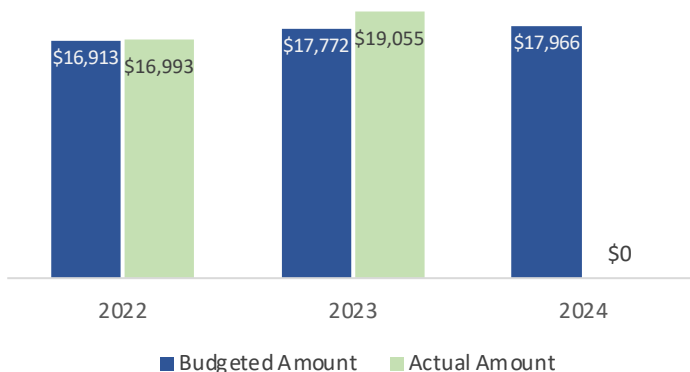
Being responsive to identified community needs requires a variety of approaches from direct provision of services to establishing partnerships that leverage collective expertise and resources. Through a community development and engagement approach, the Recreation Department fosters effective community partnerships and works with the community to build the capacity of citizens and community groups by facilitating sharing of information, expertise, and resources.

ORGANIZATIONAL STRUCTURE

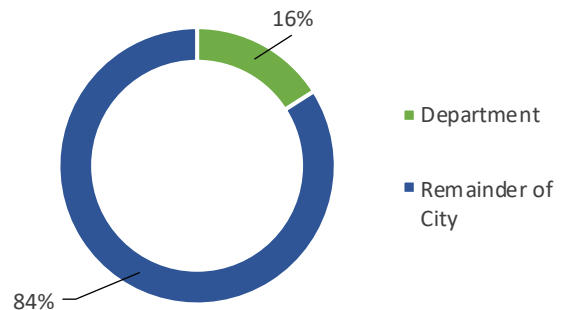


OPERATING BUDGET

Operating Expenses (in Thousands)

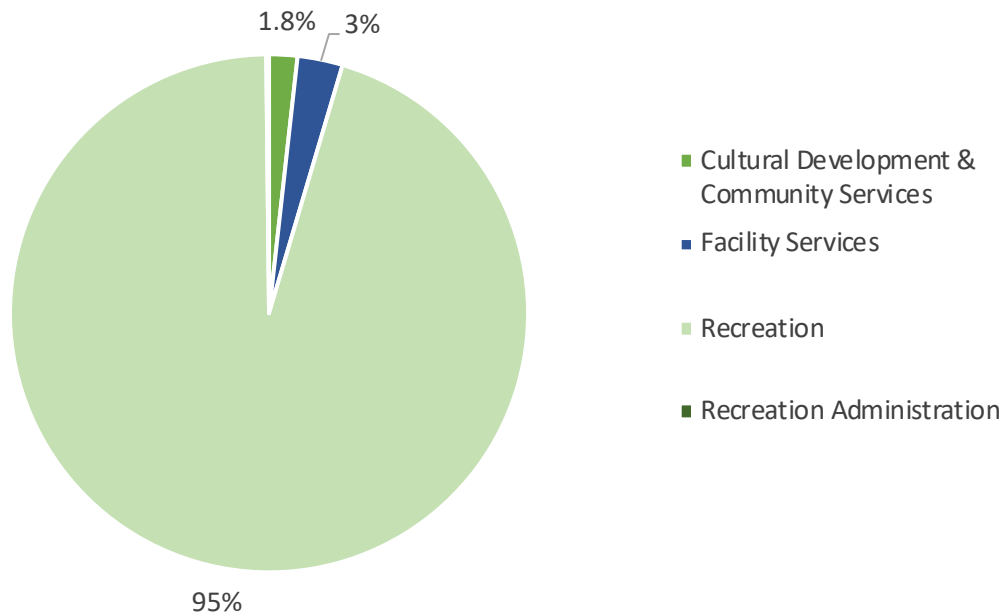


Percent of City Expenses



RECREATION

Department Revenue by Section

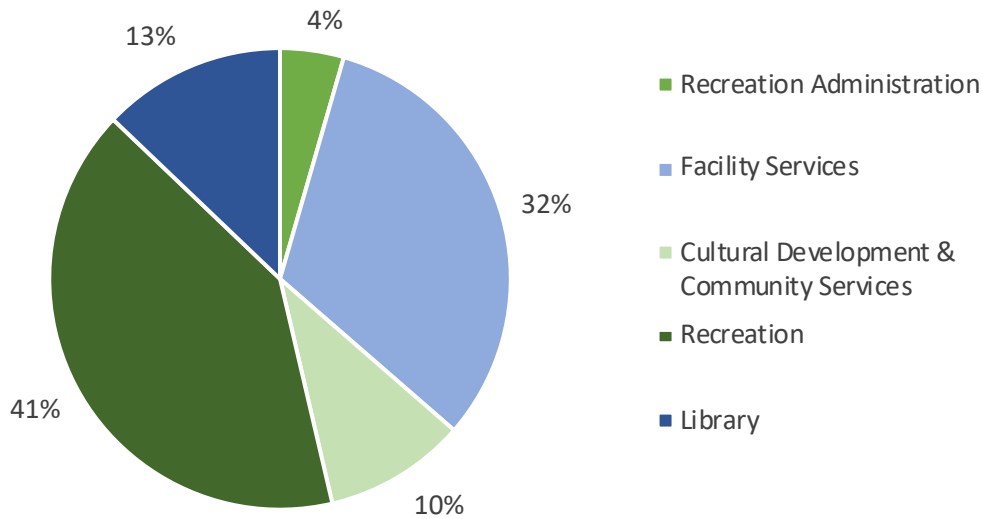


REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Cultural Development & Community Services	\$96,300	\$97,000	\$700	0.7%	\$324,770
Facility Services	142,000	155,000	13,000	9.2%	658,140
Recreation	5,026,700	5,232,700	206,000	4.1%	4,926,440
Recreation Administration	9,400	9,400	-	0.0%	15,960
TOTAL	\$5,274,400	\$5,494,100	\$219,700	4.2%	\$5,925,310



RECREATION

Department Expenses by Section



EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Cultural Development & Community Services	\$2,000,500	\$1,789,800	(\$210,700)	-10.5%	\$2,463,250
Facility Services	5,520,100	5,735,500	215,400	3.9%	6,482,990
Library	2,192,700	2,311,700	119,000	5.4%	2,192,710
Recreation	7,264,400	7,326,900	62,500	0.9%	7,203,360
Recreation Administration	794,000	802,500	8,500	1.1%	712,560
TOTAL	\$17,771,700	\$17,966,400	\$194,700	1.1%	\$19,054,870

ALLOCATIONS (TO) / FROM RESERVES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Cultural Development & Community Services	\$481,000	\$109,700	(\$371,300)	-77.2%	\$-
Facility Services	(25,600)	(25,600)	-	0.0%	(180,680)
TOTAL	\$455,400	\$84,100	(\$371,300)	-81.5%	(\$180,680)

NET REVENUE / (EXPENSES)	(\$12,041,900)	(\$12,388,200)	(\$346,300)	2.9%	(\$13,310,260)
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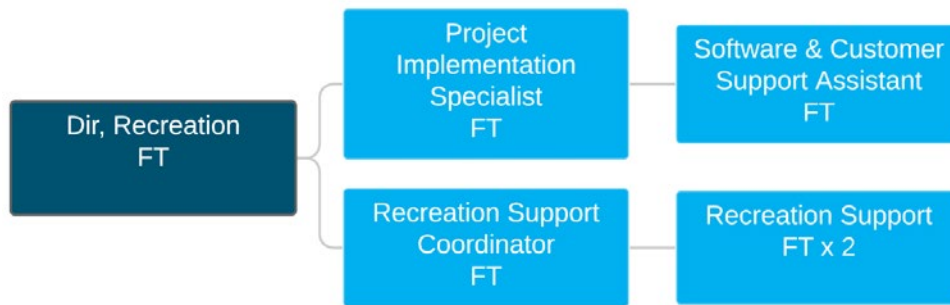
RECREATION ADMINISTRATION

FOCUS

This Division is responsible for overall management of the Department. The Administration Support staff provides analysis and support of business systems and operations, as well as direct customer service, troubleshooting and support for internal ActiveNet software users, coordination of on-demand work requests for facility maintenance, and facility booking services for community members and groups for the pools, arenas, multi-use rooms, parks and sports fields.



ORGANIZATIONAL STRUCTURE

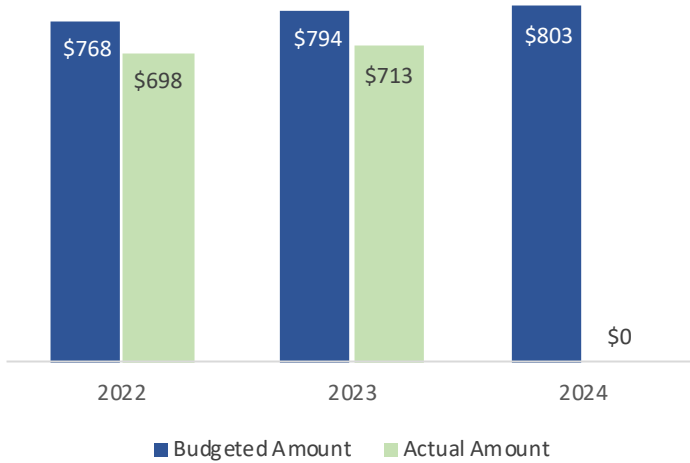


ENVIRONMENTAL SCAN

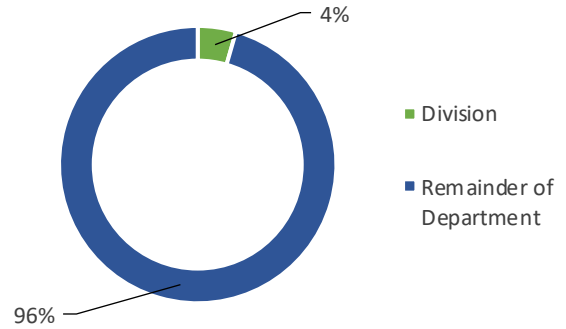
Factor	Impact
Public Expectations	As customer service expectations increase, enhancing customer service, simplifying online processes and building new tools to ensure customers have easy online access are critical. Staff are continuing to program information to manage customer accounts, to book facilities and to register for programs is a priority as the demand for these services continues to grow. The City continues to focus on inclusive customer service, refining these processes and creating positive experiences.
Accessibility and Inclusion	In support of the City's Accessibility Plan, removing barriers that limit full participation in programs and services continues to be a priority. Staff continue to research, develop, and implement new user-friendly online and in-person services and explore opportunities to further reduce barriers to participation through building relationships with community organizations, implementing facility accessibility features and researching best practices for equitable access to programs and services.
User Groups Experiences	User groups are valued partners in the usage of all recreation and parks facilities. All Recreation Department staff teams support and work collaboratively with a wide range of community and sport user groups to refine facility booking and allocation processes and to maintain and establish strong relationships.

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of Department Expenses



REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Sale of services	\$9,400	\$9,400	\$-	0.0%	\$15,960
TOTAL	\$9,400	\$9,400	\$-	0.0%	\$15,960

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Payroll expense	\$673,000	\$680,600	\$7,600	1.1%	\$646,550
Other personnel costs	51,800	51,800	-	0.0%	18,070
Contracted and other services	27,800	28,700	900	3.2%	18,560
Materials and supplies	20,200	20,200	-	0.0%	7,200
Telephone, utilities and rent	900	900	-	0.0%	1,190
Interest and bank charges	20,300	20,300	-	0.0%	21,000
TOTAL	\$794,000	\$802,500	\$8,500	1.1%	\$712,570

NET REVENUE / (EXPENSES)	(\$784,600)	(\$793,100)	(\$8,500)	1.1%	(\$696,600)
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Payroll expense	Labour Increase - Exempt Staff	Benefit Increase	(\$1,800)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(6,600)
Payroll expense	Labour Increase - General	Labour Correction	800
Contracted and other services	Contracted Services	Inflation	(900)
TOTAL			(\$8,500)

INDICATORS AND MEASURES

Indicator/Measure	2019	2020	2021	2022	2023*
# Online Facility Booking Inquiries	1,231	930	1,668	1,693	1,472
# Facility Booking Contracts Issued - Staff	946	547	1,043	1,313	1,163
# Facility Booking Contracts Issued - Online	N/A	N/A	N/A	639	1,878
# Customers/Organizations with Bookings	511	269	424	752	972

* Third Quarter

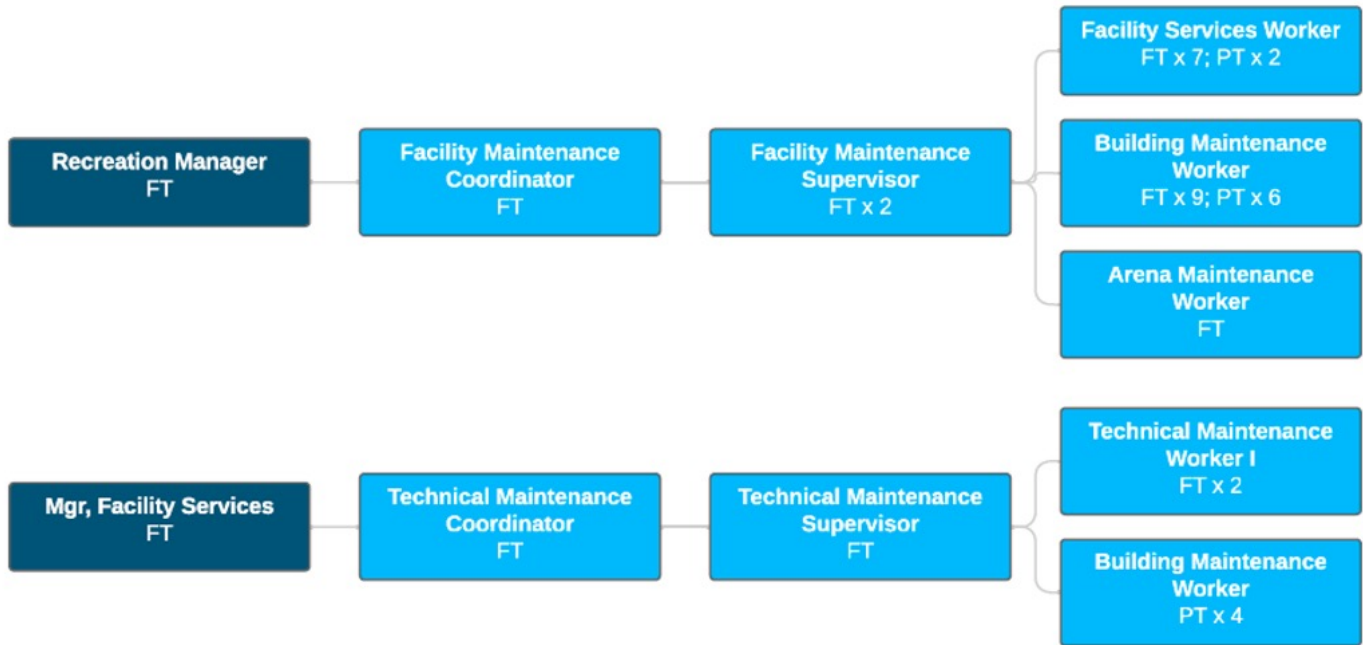
FACILITY SERVICES

FOCUS

The Facility Services Division ensures City facilities meet the needs and expectations of the public and staff. Through Life Cycle, Energy Management, and Asset Management Programs, this Division ensures a cost-effective approach to strategically planning building infrastructure renewal. It also monitors and administers the City's security program for buildings, recommending and implementing improvements as required. Project management services for facility renovations, in consultation with building users, are provided along with safe daily facility operation and maintenance (i.e. ice and pools) and janitorial services.



ORGANIZATIONAL STRUCTURE

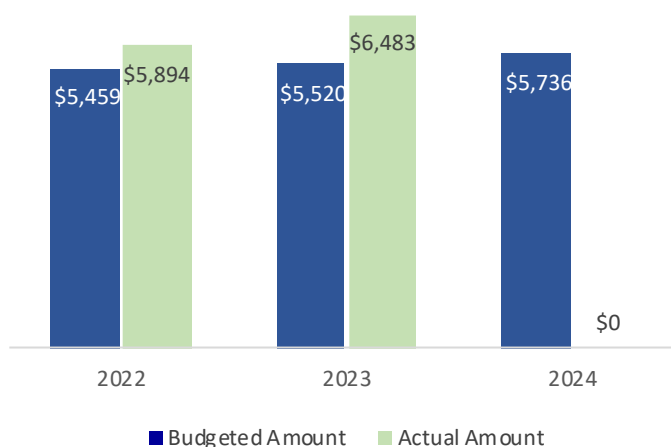


ENVIRONMENTAL SCAN

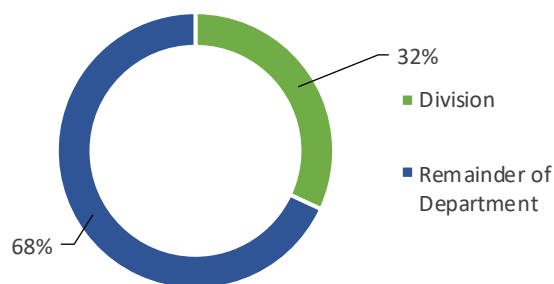
Factor	Impact
Aging infrastructure and Facility Maintenance	As older facility infrastructure ages, life cycle maintenance activities become more prevalent. This requires proportionally more planning, monitoring, and strategic resource allocation. Ongoing operational maintenance workload also increases as facilities age. Newer facility infrastructure experiences fewer aging pressures but require notable maintenance to ensure the facility is performing to its optimum level noting increased users.
Utility Costs	The upward pressure of electricity and natural gas prices and focus on curbing green-house gas emissions related to climate change are increasing the importance of the City's energy conservation and building performance initiatives.
Data Driven Decision-making	Cost pressures and workload have created the need to find efficiencies. Key performance indicators are required to ensure efficient facility operation and maintenance. Accurate metrics are necessary to inform a more proactive, preventative approach to facility maintenance ensuring preventative maintenance requirements are met, and operational needs evaluated.
Safe and Clean Facilities	Increased usage has put pressure on keeping our facilities safe, clean, and fun. This continues to be a priority through enhanced awareness, facility supervision and staff training on defusing difficult situations. As facility cleanliness is a high priority for facility patrons, we are looking to extend overnight cleaning hours, and create more accountability measures for facility cleaning to meet the service level needs of the community.
Facility Accessibility	Public expectations of a new and existing facilities have put pressure on building modifications such as: audio-visual upgrades of fire alarm systems, addition of accessible door continues to be researched and implemented to continue to enhance facility accessibility.

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of Department Expenses



REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contributions	\$-	\$-	\$-	N/A	\$89,930
Other revenue	-	-	-	N/A	59,870
Sale of services	142,000	155,000	13,000	9.2%	460,700
Taxation and other levies	-	-	-	N/A	45,480
Utility charges	-	-	-	N/A	2,160
TOTAL	\$142,000	\$155,000	\$13,000	9.2%	\$658,140

RECREATION: FACILITY SERVICES

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contracted and other services	\$874,200	\$905,100	\$30,900	3.5%	\$1,229,400
Insurance and claims	-	-	-	N/A	890
Interest and bank charges	-	-	-	N/A	3,040
Internal charges	(45,600)	(28,300)	17,300	-37.9%	(28,470)
Materials and supplies	399,100	399,100	-	0.0%	568,420
Other personnel costs	18,300	18,300	-	0.0%	10,490
Payroll expense	3,101,200	3,223,000	121,800	3.9%	3,343,800
Telephone, utilities and rent	1,172,900	1,218,300	45,400	3.9%	1,355,420
TOTAL	\$5,520,100	\$5,735,500	\$215,400	3.9%	\$6,482,990

ALLOCATIONS (TO) / FROM RESERVES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Transfer to Reserve	(\$25,600)	(\$25,600)	\$-	0.0%	(\$214,160)
Transfer From Reserve	-	-	-	N/A	33,480
TOTAL	(\$25,600)	(\$25,600)	\$0	0.0%	(\$180,680)

NET REVENUE / (EXPENSES)	(\$5,403,700)	(\$5,606,100)	(\$202,400)	3.7%	(\$6,005,530)
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Sale of services	Departmental Ongoing Adjustment (No DP)	Add contractual revenue received from Telus	\$3,000
Sale of services	Departmental Ongoing Adjustment (No DP)	Add fees received for EV charging station based on actuals	10,000
Payroll expense	Labour Increase - Exempt Staff	Benefit Increase	(3,000)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(9,900)
Payroll expense	Labour Increase - General	To Adjust 2024 Exempt Grid	1,600
Payroll expense	Ongoing Enhancement (Council Approved)	2024 Council Approved Resources - To fund additional Facility Maintenance Coordinator	(110,500)
Contracted and other services	Contracted Services	Inflation	(30,900)
Telephone, utilities and rent	Departmental Ongoing Adjustment (No DP)	Increase in strata fees	(10,000)
Telephone, utilities and rent	Utilities and Fuel	Electricity and Natural Gas	(35,400)
Internal charges	Departmental Ongoing Adjustment (No DP)	Update Internal Charge Allocation Solid Waste	(12,900)
Internal charges	Departmental Ongoing Adjustment (No DP)	Adjustment for Internal Equipment allocation	(4,400)
TOTAL			(\$202,400)

INDICATORS AND MEASURES

Indicator/Measure	2019	2020	2021	2022	2023*
Facility Service Requests	663	278 ¹	425	515	429
Preventative Maintenance Work Orders	2,826	3,211 ²	3,137	3125	2,227
# of Facility Life Cycle Operating Projects	26	33	25	27	23
Value of Facility Life Cycle Operating Projects	\$409,700 ³	\$270,650	\$191,750	\$253,120	212,281
# of Capital Infrastructure Projects	2	5	1	7	5
Value of Capital Infrastructure Projects	\$329,900	\$338,000	\$89,700	\$710,100	\$822,820

* Third Quarter

1 2020 Facility service requests decreased due to COVID-19

2 2020 Preventative maintenance work orders increased due to addition of the Port Coquitlam Community Centre.

3 2019 Value of facility life cycle projects higher due to carryover of unfinished projects from 2018.

CULTURAL DEVELOPMENT & COMMUNITY SERVICES

FOCUS

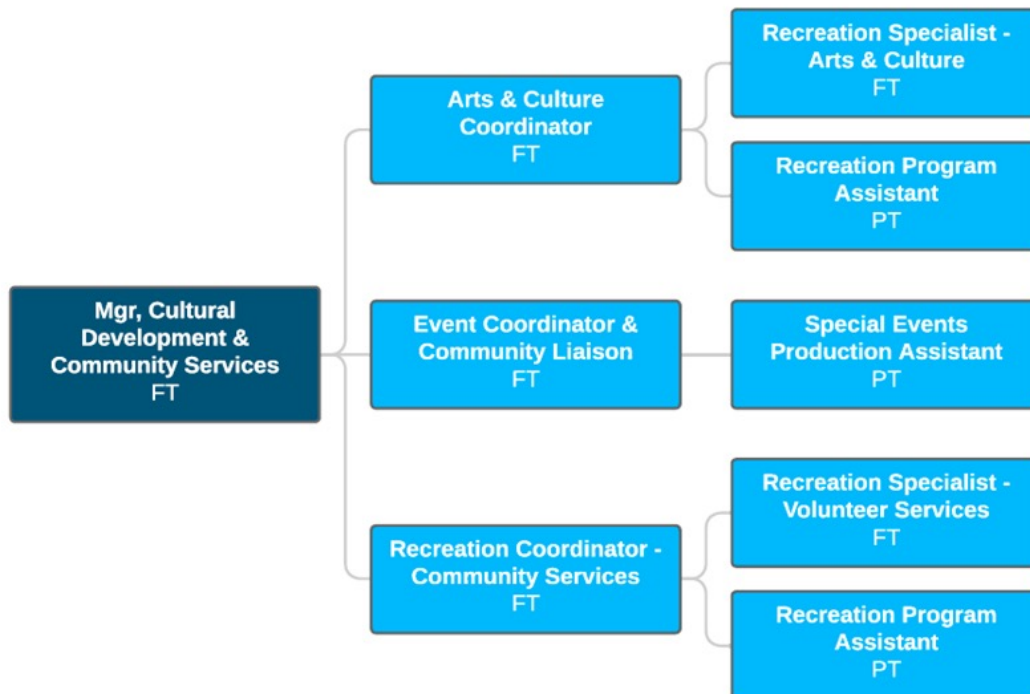
The Cultural Development and Community Services Division provides strategic direction, leadership and supervision for the following program and service areas: arts and culture, festivals, community events, City civic events, public art, volunteer services, neighbourhood development, access and inclusion, and community grants. This Division also acts as a resource and provides leadership for the Department’s marketing, advertising, and promotion initiatives.

The Division acts as a liaison and provides support to many cultural and community organizations including the Port Coquitlam Heritage and Cultural Society, the Terry Fox Library Port Coquitlam Arts Council and the Port Coquitlam Farmers Market. This Division is also the liaison for community event task forces, the Terry Fox Theatre, the Cultural Roundtable and the Equity Diversity and Inclusion Roundtable.



The Cultural Development and Community Services Division operates the Leigh Square facilities including the Gathering Place, Michael Wright Art Gallery, Outdoor Performance Stages and Outlet.

ORGANIZATIONAL STRUCTURE

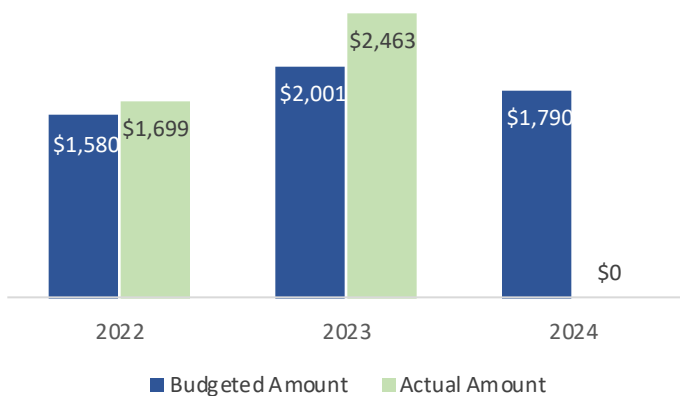


ENVIRONMENTAL SCAN

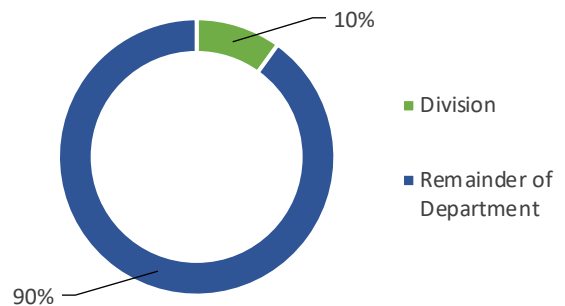
Factor	Impact
Community Engagement	Residents are increasingly seeking ways to be part of their community and to be socially responsible. Strong resident engagement in the Adopt a Street, Park or Trail (SPOT) Program is just one example of residents’ interest in playing an active role in their City. Staff are responding with a variety of opportunities for individuals and groups to be part of, contribute to and interact in their neighbourhood and community. This participation includes volunteer opportunities, roundtables, stewardship, arts engagement, and community initiatives. Volunteerism also focuses on creating social connections and engagement for seniors, in addition to providing leadership and training opportunities for youth.
Downtown Revitalization	Staff are responding to Council priorities by adding interactive, vibrant, and engaging events, exhibits, public art and murals to Downtown Port Coquitlam as part of the downtown revitalization projects. This includes celebrating the legacy of Terry Fox through the Inspiring Local Champions Exhibits and Terry Fox sculpture at the Port Coquitlam Community Centre.
Access and Inclusion	The City is committed to removing barriers and developing welcoming, inclusive, equitable and safe programs, services, and events. Implementation of the City’s first ever Accessibility Plan will begin in 2024. Staff are implementing actions to build on the City’s previous and ongoing work to identify, prevent and remove barriers to accessibility and inclusion. This work includes involving and listening to those with diverse abilities and lived experience through facilitation of the Mayor’s Equity, Diversity and Inclusion Roundtable, leading accessibility, and social inclusion initiatives in City facilities and at events, as well as, exploring community partnership opportunities and delivering program and services to further reduce barriers to participation.
Evolving Marketing and Promotional Trends	Staff need to share information and promotion of recreation services on a regular basis. With continuing advancements of online and digital communications through the City’s website, digital leisure guide and e-letters as well as engaging through social channels will be vital in order to respond to community timely needs and interests.

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of City Expenses



RECREATION: CULTURAL DEVELOPMENT & COMMUNITY SERVICES

REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contributions	\$12,700	\$12,700	\$-	0.0%	\$127,520
Other revenue	-	-	-	N/A	5,390
Sale of services	83,600	84,300	700	0.8%	191,860
TOTAL	\$96,300	\$97,000	\$700	0.7%	\$324,770

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contracted and other services	\$766,700	\$500,200	(\$266,500)	-34.8%	\$950,150
Grants and financial assistance	124,000	124,000	-	0.0%	137,750
Insurance and claims	200	200	-	0.0%	3,920
Interest and bank charges	4,700	4,700	-	0.0%	9,200
Internal charges	5,000	4,200	(800)	-16.0%	9,450
Materials and supplies	66,600	72,100	5,500	8.3%	111,280
Other personnel costs	5,200	5,200	-	0.0%	8,360
Payroll expense	1,027,500	1,078,600	51,100	5.0%	1,232,280
Telephone, utilities and rent	600	600	-	0.0%	850
TOTAL	\$2,000,500	\$1,789,800	(\$210,700)	-10.5%	\$2,463,240

ALLOCATIONS (TO) / FROM RESERVES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Transfer From Reserve	\$-	\$15,200	\$15,200	N/A	\$-
Transfer From Surplus	481,000	94,500	(386,500)	-80.4%	-
TOTAL	\$481,000	\$109,700	(\$371,300)	-77.2%	\$-

NET REVENUE / (EXPENSES)	(\$1,423,200)	(\$1,583,100)	(\$159,900)	11.2%	(\$2,138,480)
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Sale of services	Departmental Ongoing Adjustment (No DP)	Add revenue for increase to P&R Fees and Charges	\$700
Payroll expense	Labour Increase - Exempt Staff	Benefit Increase	(1,500)
Payroll expense	Labour Increase - Exempt Staff	Exempt Policy Increase	(4,900)
Payroll expense	Labour Increase - General	Labour Correction	(6,300)
Payroll expense	Labour Increase - General	To Adjust 2024 Exempt Grid	2,000
Contracted and other services	Contracted Services	Inflation	(10,300)
Internal charges	Departmental Ongoing Adjustment (No DP)	Adjustment for Internal Equipment allocation	(300)
Payroll expense	Departmental Adjustment (No DP)	2024 Council Approved Resources - To fund City Special Events, One Time Projects and Access Support	(138,000)
Contracted and other services	Departmental Adjustment (No DP)	2024 Council Approved Resources - To fund City Special Events and One Time Projects	(75,000)
Materials and supplies	Departmental Adjustment (No DP)	2024 Council Approved Resources - To fund City Special Events, One Time Projects and Access Support	(36,000)
Transfer From Reserve	Departmental One-time Adjustment (No DP)	2024 Council Approved Resources - To re-allocate funding for Events from other one-time projects	15,200
Transfer From Surplus	Departmental One-time Adjustment (No DP)	2024 Council Approved Resources - To re-allocate funding for Events from other one-time projects	94,500
TOTAL			(\$159,900)

INDICATORS AND MEASURES

Indicator/Measure	2019	2020	2021	2022	2023*
Cultural Development: Art and Culture, Special Events					
Arts & Culture Programs Offered	123	93	114	119	88
Arts & Culture Program Participants	1,094	349	742	1572	1405
Cultural Roundtable – number of artists, organizations and businesses participating	29	45	56	85	16
CCD Investment Grants - \$ Awarded	\$64,888	\$38,000	\$15,000	\$32,100	\$29,196
# CCD Investment Grants	12	5	6	5	7
# City Produced Festivals/Events	16	2	6	8	16
Estimated Attendees at City-Produced Festivals and Events	78,550	11,000+	6,000	30,000 +	60,000+
# of Community-led Festivals/Events Receiving City Support	18	1	1	13	12
Community Services: Volunteers Services, Neighbourhood Development, Access and Inclusion					
# Volunteers	469	192	222	294	260
# Total Volunteer Hours	12,822	3,519	4,292	7,352	5,468
% of Volunteers under 18 years of age	63%	44%	44%	43%	40%
% of Volunteers over the age 55	10%	18%	9%	19%	21%
Little Free Libraries	16	14	16	15	15
Block Parties	12	0	5	30	18
Adopt-a-Spot: streets, parks or trails adopted by volunteers	45	62	104	112	106
Community Capital Project Matching Grants - \$ Awarded	\$9,179	\$27,943	\$40,000	\$31,250	\$19,196
# Community Capital Project Matching Grants	3	5	8	4	4
Residents receiving recreation financial assistance	677	443	358	827	1,156
Individuals Supported 1:1 by Access and Inclusion Program	37	25	43	60	30

* Third Quarter

RECREATION SERVICES

FOCUS

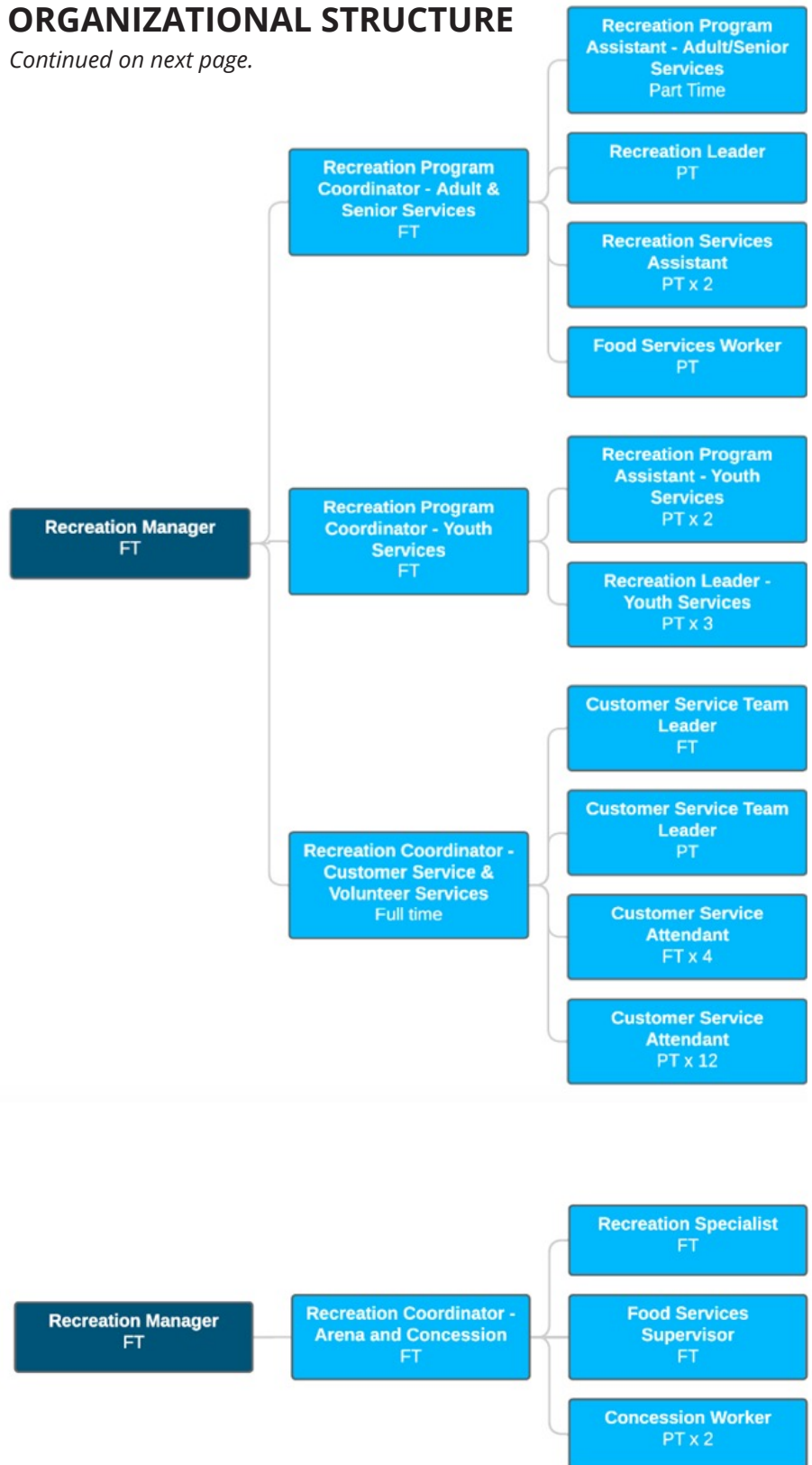
The Recreation Services Division provides a broad range of programs and services in the following areas: pre-school, children, youth, adult/ senior, aquatics, arenas, sport, fitness, and wellness. This Division is responsible for the day-to-day operation and programming of public recreation facilities including Hyde Creek Recreation Centre, Port Coquitlam Community Centre, Centennial Pool, Robert Hope Pool, Routley Wading Pool, Sun Valley Wading Pool/Spray Park, Railside Youth Park, and the Bike Skills Park.

In addition, this Division works in partnership with and provides support to multiple community organizations and groups including: the Wilson Centre Seniors Advisory Board, Port Coquitlam Sports Alliance Society and several non-profit organizations. The Division also collaborates with Fraser Health Authority, School District 43, Ministry of Children and Families and other social service organizations.

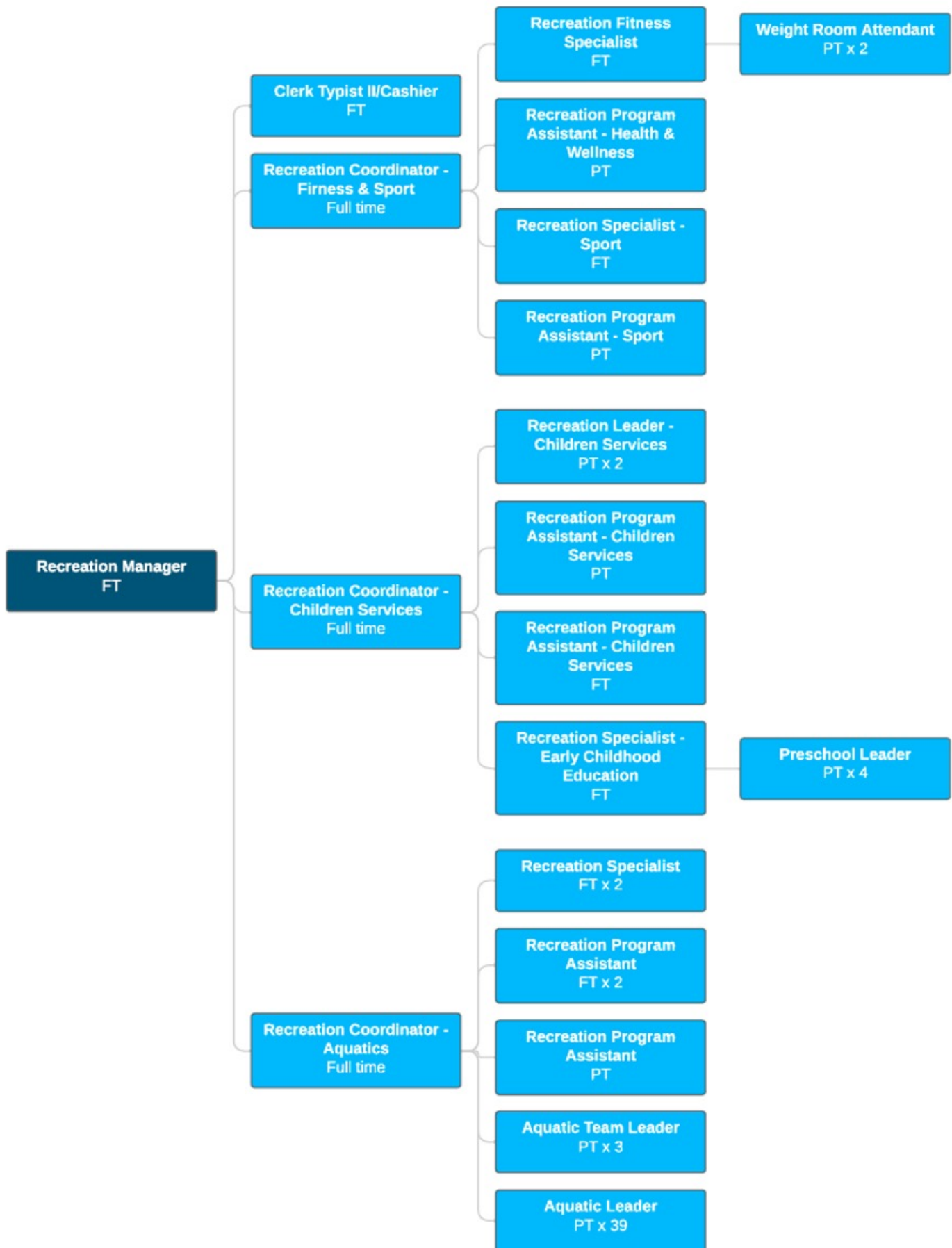


ORGANIZATIONAL STRUCTURE

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RECREATION: RECREATION SERVICES

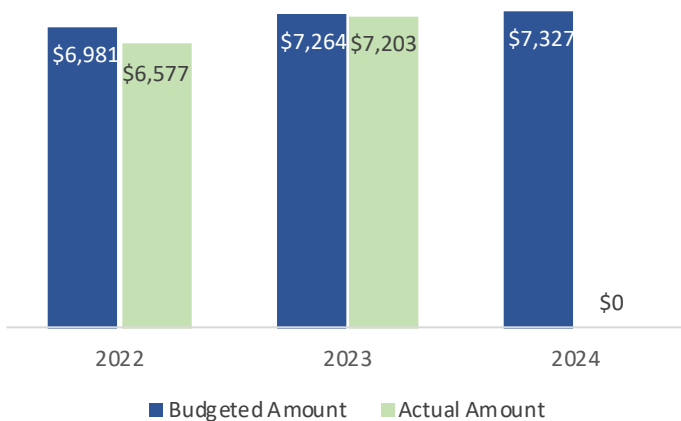


ENVIRONMENTAL SCAN

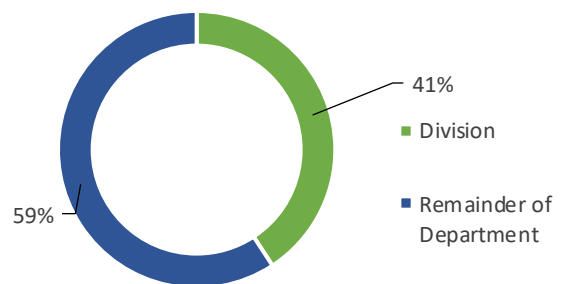
Factor	Impact
Communication and Technology Enhancements	In addition to providing excellent customer service, staff are focused on improving the customers online viewing and registration experience, data collection mechanisms and reporting processes through hardware and software integration. Staff are focused on improving the customers experience through enhancing communication strategies to share current updates and program information.
Citizen Health and Well-being	Physical activity, mental health and social inclusion continue to be a priority for residents in our community. In 2024, the Recreation Division anticipates continued growth with a diverse population in registered and drop-in programs and services. Staff will continue to collaborate with community sport organizations, schools and other community agencies who are working to enhance wellness, physical literacy, promote activity for life, and sporting events.
Access and Inclusion	Inclusive recreation opportunities are critical for individuals and families facing barriers to participation. The Recreation Department is building new partnerships, strengthening ongoing relationships with organizations supporting inclusion, and seeking grant funding to better meet the needs of all people living in the community. Staff will continue to build on providing safe, clean, and welcoming facilities for staff and the community.
Employee Recruitment and Retention	Building staff teams will continue to be a focus in 2024. Staff are committed to providing excellent customer service and contributing to a positive work culture. Recruitment is focused on hiring new employees to support program demands and who also share the organization’s purpose and values and have a keen interest in a career with the City. Supervisory staff continue to focus on training, working collaboratively, integrating the many new employees hired in 2023 into the recreation staff team to ensure positive work experiences, culture, and to build strong teams.
Youth Recreation Opportunities	The City continues to find opportunities to support youth in the community. Providing safe places and accessible recreation programs, creates opportunities for youth to feel engaged, foster personal growth, and contribute to building social and emotional connections. These programs are in collaboration with the school district and other community agencies, focusing on ages 11-18. To better understand youth challenges, programs are driven by youth interest, community need and research to ensure youth feel connected to the community.

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of Department Expenses



RECREATION: RECREATION SERVICES

REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contributions	\$47,400	\$47,400	\$-	0.0%	\$76,480
Penalties and fines	-	-	-	N/A	90
Sale of services	4,979,300	5,185,300	206,000	4.1%	4,849,860
TOTAL	\$5,026,700	\$5,232,700	\$206,000	4.1%	\$4,926,430

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contracted and other services	\$463,800	\$480,500	\$16,700	3.6%	\$430,840
Interest and bank charges	147,500	147,500	-	0.0%	227,700
Internal charges	300	300	-	0.0%	380
Materials and supplies	408,200	408,200	-	0.0%	378,730
Other personnel costs	23,500	23,500	-	0.0%	22,760
Payroll expense	6,209,100	6,254,900	45,800	0.7%	6,132,010
Telephone, utilities and rent	12,000	12,000	-	0.0%	10,940
TOTAL	\$7,264,400	\$7,326,900	\$62,500	0.9%	\$7,203,360

NET REVENUE / (EXPENSES)	(\$2,237,700)	(\$2,094,200)	\$143,500	-6.4%	(\$2,276,930)
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BREAKDOWN OF BUDGET CHANGES

Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Departmental Ongoing Adjustment (No DP)	Revenue Increase - P&R Fees and Charges	\$80,300
Departmental Ongoing Adjustment (No DP)	Removal of drop-in revenue as admission is now free	(23,800)
Labour Increase - Exempt Staff	Benefit Increase	(3,000)
Labour Increase - Exempt Staff	Exempt Policy Increase	(9,800)
Labour Increase - General	To adjust 2024 Exempt Grid and Labour Correction	6,000
Ongoing Enhancement (Council Approved)	2024 Council Approved Resources	110,500
Contracted Services	Inflation	(16,700)
	TOTAL	\$143,500

INDICATORS AND MEASURES

Indicator/Measure	2019	2020	2021	2022	2023*
\$ Payments for Fees & Services - Total	\$4,134,437	\$1,754,290	\$3,002,139	\$4,307,142	\$4,036,068
% Payments Processed - Online	28%	32%	41%	30%	34%
# Programs Offered	5,919	1,865	2,209	2,802	2,570
# Registrations in Programs	24,819	8,870	12,213	18,818	19,420
# Drop-in Participants - Total	125,508	65,075	190,354	322,340	12,258
One City Passes Activated	7,741	3,327	6,873	9,444	6,876

* Third Quarter

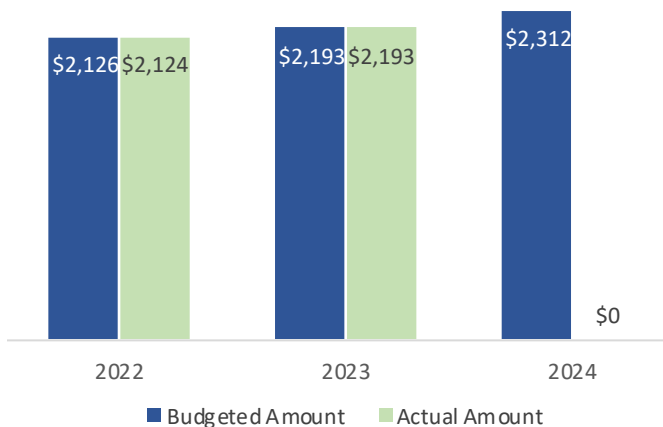
TERRY FOX LIBRARY

ENVIRONMENTAL SCAN

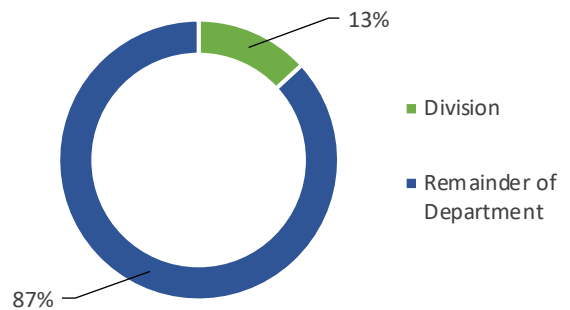
Factor	Impact
Community Engagement	The Terry Fox Library inspires and engages community members through in person, online, and passive programs, library tours, school visits, and programs in partnership with the City and other local organizations. The library has a very balanced approach in offering programs for people of all ages from all walks of life. Through its early literacy programs, it enhances children's reading and social skills while providing their parents the opportunities to meet each other and make new friends. 'Reading Buddies' is a great program for teens and kids. The STEAM (Science, Technology, Engineering, Arts and Mathematics), colouring and crafts, games, Ukulele, and Book Club programs enhance social connectedness. Programs like the English Practice Group help newcomers improve their communication skills while preparing them to find a job and settle in a new environment. During summer 2023, hundreds of children, teens, and adults signed up for the Summer Reading Club and enjoyed reading, participating in activities, and attending SRC special programs.
Community Need for Welcoming Spaces and Resources	The library is a welcoming and inclusive place that offers space for studying and meetings, a large collection of materials, digital resources, high-speed Internet, and knowledgeable staff for assistance. Access to public computers and other technology allows all community members to pursue dreams, find jobs, and explore interests.

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of Department Expenses



EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Contracted and other services	\$2,192,700	\$2,311,700	\$119,000	5.4%	\$2,192,710
TOTAL	\$2,192,700	\$2,311,700	\$119,000	5.4%	\$2,192,710

NET REVENUE / (EXPENSES)	(\$2,192,700)	(\$2,311,700)	(\$119,000)	5.4%	(\$2,192,710)
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Contracted and other services	Contract Adjustment - Fraser Valley Regional Library	Proposed increase by FVRL (Option 2)	(\$119,000)
TOTAL			(\$119,000)

INDICATORS AND MEASURES

Indicator/Measure	2019	2020	2021	2022	2023*
Number of Programs (including on-line)	677	165	122	263	363
Program Attendance (including online)	22,953	3,746	5,171	12,322	15,917
Book/Material Checkouts	233,211	142,817	195,212	230,585	161,664
New Library Card Registration at Terry Fox Library	2,859	1,101	1,999	2,966	2,203

* Third Quarter



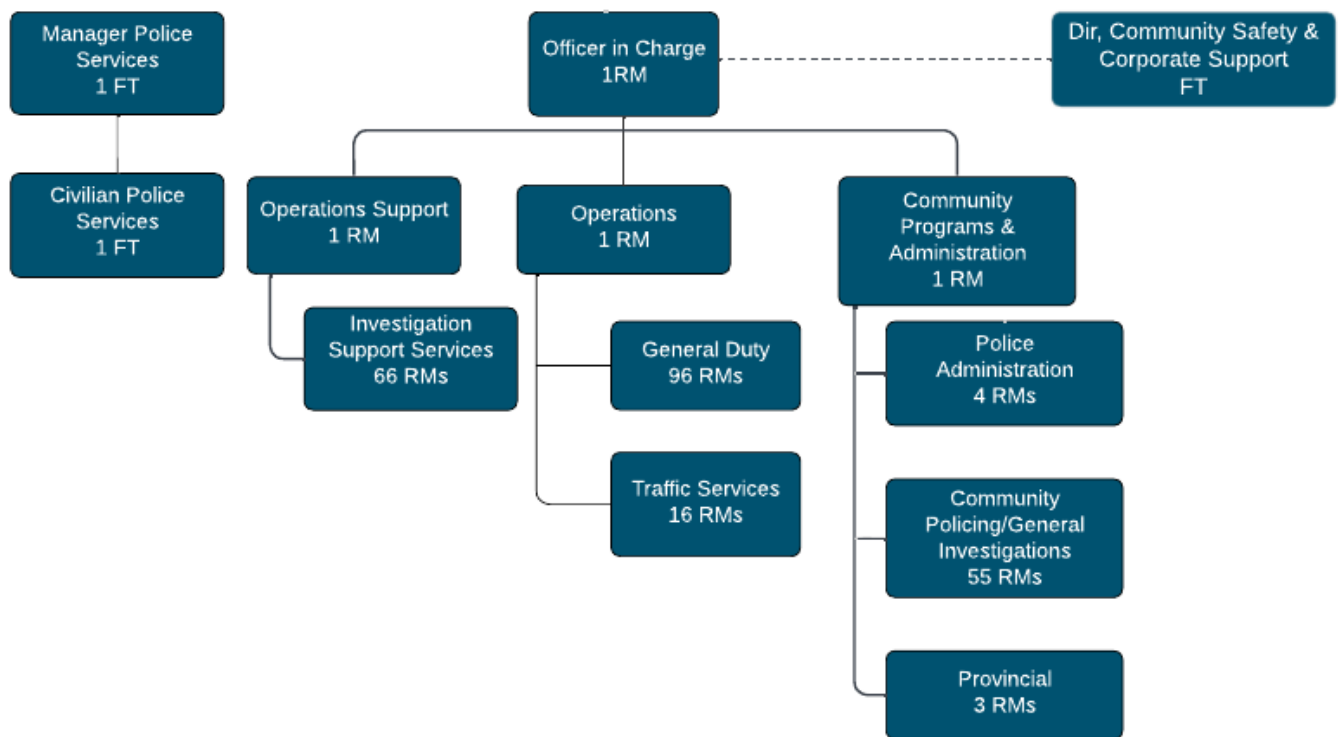
RCMP

FOCUS

The Coquitlam RCMP jurisdiction includes the City of Port Coquitlam, City of Coquitlam and communities of Anmore, Belcarra, and k̓w̓ik̓w̓əłəm First Nation. From 24/7 response-to-calls and criminal investigations to proactive initiatives focused on preventing crime, engaging citizens and supporting victims and witnesses, the Coquitlam RCMP team works hard to make Port Coquitlam a happy, vibrant, safe community of engaged residents and thriving businesses. The detachment contract strength is 246 members (5 Coquitlam only), and after RCMP and City Vacancy adjustments are applied, the total funded members is 228. There are 70 members for Port Coquitlam and 158 Members for Coquitlam. Of the 158 Coquitlam members, 5 are Coquitlam-only and are not part of the integrated cost-share model. In addition, 3 members in the detachment are provincially funded to provide policing for the communities of Anmore, Belcarra and k̓w̓ik̓w̓əłəm (Kwikwetlem) First Nation.



ORGANIZATIONAL STRUCTURE

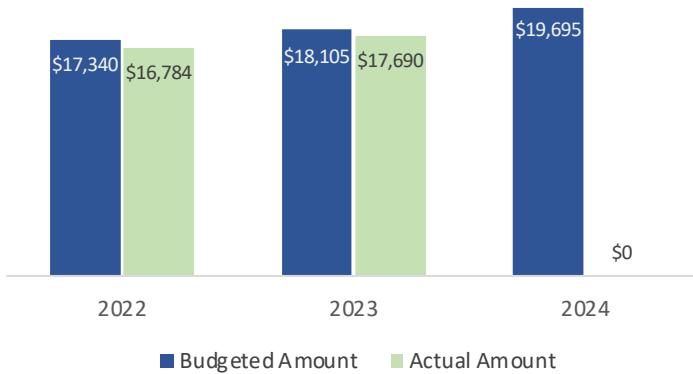


ENVIRONMENTAL SCAN

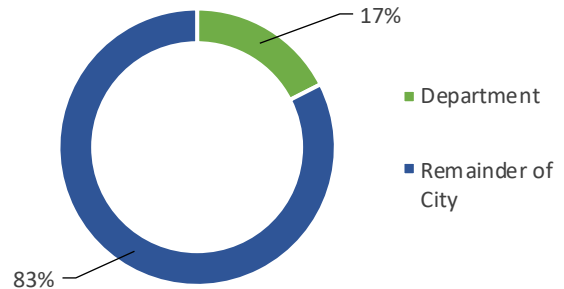
Factor	Impact
Union Contract Negotiation	The RCMP member collective agreement expired as of April 2023 and negotiations are underway. There will be financial impacts associated with the negotiation of a new collective agreement.
Surrey's change to a Municipal Police Force	Impacts related to this change are undetermined at this time but expected to have an impact on the Lower Mainland detachments. Specifically, there will be a financial impact with regards costs for Divisional Administration, which are costs incurred by E-Division and allocated to each detachment for Core Administration, Special Leave, and Health Services.
Employee Retention and Attraction	There continues to be a challenge with filling vacancies at the detachment, which may eventually begin to impact service levels.

OPERATING BUDGET

Operating Expenses (in Thousands)



Percent of City Expenses



REVENUES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Police Services	\$660,400	\$660,400	\$-	0.0%	\$625,110
TOTAL	\$660,400	\$660,400	\$-	0.0%	\$625,110

EXPENSES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Police Services	\$18,105,000	\$19,694,500	\$1,589,500	8.8%	\$17,690,420
TOTAL	\$18,105,000	\$19,694,500	\$1,589,500	8.8%	\$17,690,420

ALLOCATIONS (TO) / FROM RESERVES	2023 Budget	2024 Budget	\$ Change	% Change	2023 Actuals
Police Services	\$425,900	\$425,900	\$-	0.0%	\$-
TOTAL	\$425,900	\$425,900	\$-	0.0%	\$-

NET REVENUE / (EXPENSES)	(\$17,018,700)	(\$18,608,200)	(\$1,589,500)	9.3%	(\$17,065,310)
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BREAKDOWN OF BUDGET CHANGES

Line item	Adjustment Category	Nature of Adjustment	Net Impact to Revenue/Expense
Contracted and other services	Contract Adjustment - RCMP Contract	Add DNA Analysis and Crime stoppers	(\$36,200)
Contracted and other services	Contract Adjustment - RCMP Contract	Increase in Integrated Teams	(140,600)
Contracted and other services	Contract Adjustment - RCMP Contract	Increase in Public Safety Building Contract	(98,600)
Contracted and other services	Contract Adjustment - RCMP Contract	Increase in RCMP Contract	(1,314,100)
TOTAL			(\$1,589,500)

INDICATORS AND MEASURES

Indicator/Measure	2019	2020	2021	2022	2023*
Calls for Service	13,182	12,046	11,960	10,935	8,269
Police Files	13,046	12,004	11,885	10,890	8,427
Persons Offences	616	600	598	671	505
Property Offences	2,350	2,045	1,827	1,843	1,375
MH Related Files	574	625	760	729	651
Traffic Violation Tickets	2,295	1,740	2,745	2,191	3,193

* Third Quarter





2024-2028 FINANCIAL PLAN

CAPITAL PLAN

OVERVIEW



2024-2025 CAPITAL PLAN OVERVIEW

INTRODUCTION

This section of the budget document contains the approved capital plan. The development of the capital plan is guided by multiple sources including:

- Council’s Action Plan
- Resident feedback through the budget survey and other channels
- Staff input
- City policies for Financial Management and Operating Costs of Capital.

The 2024-2025 capital plan continues investment in the renewal of the City’s core infrastructure.

A focus on “Getting the Basics Right” addresses infrastructure gaps with improvements to parks, sidewalks, intersections, streetlights, lanes, pedestrian safety and traffic calming.

Also included are City requested hardware & software, fleet and other related equipment.



PLAN DEVELOPMENT

The development of this plan required extensive coordination with all City departments. The process to develop the plan started at the end of 2022 with approval of the 2023-2024 capital plan and one-time decision packages. Since approval of the plan, new information has become available requiring amendments to 2024. In other cases, time-sensitive needs have also arisen requiring new project additions to the 2024 portion of the plan.

Please see page 2 for the development timeline.



CAPITAL PROGRAM HIGHLIGHTS



Infrastructure is one of the City's top three priorities and the 2024-2025 budget continues to reflect this priority.

Building on recent plans, the 2024-2025 plan has a continued focus on renewal of our core infrastructure while new expenditures align with "Getting the Basics Right" and address infrastructure gaps with improvements to parks, sidewalks, intersections, streetlights, lanes, pedestrian safety and traffic calming.

Highlights of the 2025 capital program:

- \$14M for Maple Drainage Pump Station
- \$10M for road paving and utility replacements (water, sewer, drainage)
- \$3.4M Kingsway Avenue road Improvements
- \$660k for fleet replacement
- \$400k for a traffic signal – Nicola at Hawkins
- \$350k for Sun Valley Pool rehabilitation
- \$260k for trail network expansion and upgrades
- \$210k for park playground Improvements

Highlights of additions and amendments to the 2024 capital program:

- \$4.4M for Gates Park development
- \$800K for Handley Sanitary Pump Station
- \$410K for sidewalks and pedestrian safety
- \$300K for Dominion Sanitary Pump Station
- \$295K for Official Community Plan update
- \$270K for Fremont Drainage Channel
- \$100K for Routley Pool rehabilitation
- \$75K for Parks DCC/Masterplan update



CAPITAL PROGRAM OVERVIEW

CATEGORIES

Capital projects have been consolidated and sorted into three main categories:

- 1. NEIGHBOURHOOD INFRASTRUCTURE REHABILITATION** – This category is intended to fund the replacement or renewal of existing civil infrastructure, including roads, water, sewer, storm, and associated pump stations and culverts.
- 2. OTHER REHABILITATION** – This category is intended to fund all other capital renewal and replacement, prioritized corporately (such as facilities, parks, recreation, software etc.).
- 3. NEW** – This category is for new assets, and in the long term will include previously unfunded capital projects.

This format is intended to highlight and draw attention to what the City is doing to maintain existing assets and reduce the city's infrastructure backlog (categories 1 and 2), compared to new initiatives (category 3). Prioritization of categories 1 and 2 is consistent with the policies in the city's Official Community Plan. Where there are overlaps, projects have been sorted to the most appropriate category.

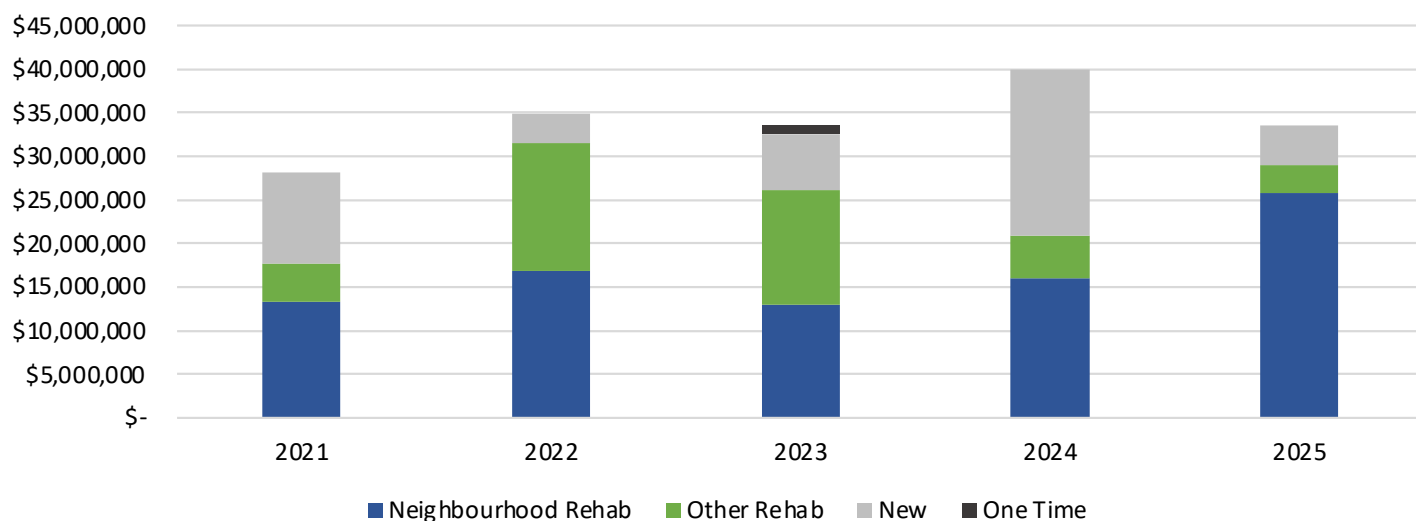
FINANCIAL SUMMARY

The following table and graph show the total capital expenditures by capital program category for the 2024-2025 capital plan with 2023 included for comparative purposes. Capital projects are funded by various means including grants, development cost charges, reserves, and accumulated surplus; the amount of funding from each source is listed in the table below.

	2023	2024	2025
Capital Program Categories			
Neighbourhood Rehabilitation	\$16,615,000	\$14,357,000	\$25,718,500
Other Rehabilitation	5,922,600	4,710,000	3,324,000
New	1,897,000	10,242,384	4,501,000
Amendments & Additions	7,952,425	10,350,155	-
One Time Requests	1,094,000	237,850	-
TOTAL CAPITAL EXPENDITURES	\$33,481,025	\$39,897,389	\$33,543,500
Capital Funding Sources			
Accumulated Surplus	\$987,500	\$1,337,850	\$-
Cost Sharing Agreements	60,000	602,000	75,000
Debt/Borrowing	-	-	-
Developer Contributions	795,000	1,000,000	500,000
Development Cost Charges (DCC's)	2,724,729	2,897,981	5,220,650
Grants (Translink/ICBC)	5,859,000	7,503,000	9,641,500
Reserves	23,054,796	26,556,558	18,106,350
Reserves	\$33,481,025	\$39,897,389	\$33,543,500
TOTAL CAPITAL FUNDING SOURCES	\$34,869,700	\$35,192,700	\$29,407,300

CAPITAL PROGRAM OVERVIEW

Capital Expenditures per Category 2021-2025



Over the last few years, the amount of funding coming out of the City’s reserves to fund the capital program has exceeded the annual contributions into the reserves. To supplement the base amount of capital funding, the City has applied the following strategies:

- **Repurposing debt servicing savings on re-financing of Coast Meridian Overpass (CMO) debt:** The debt for the CMO reached its 10 year mark and was re-financed in accordance with the terms of borrowing. The initial debt was issued at a rate of 4.13%, whereas the new debt was issued at a rate of 2.25%. The difference in interest rate has resulted in a reduction of annual interest payments from \$1,032,500 to \$562,500 resulting in savings of \$470,000. These savings have been repurposed to fund capital in the current plan.
- **Repurposing debt servicing savings on issuance of Port Coquitlam Community Centre (PCCC) debt:** The budget for the PCCC was approved in 2015 and included borrowing of \$52 million at an estimated rate of 3.75% which was the prevailing interest rate at the time the budget was set. The actual rate in effect at the time of borrowing (fall of 2019) was 2.24%, resulting in a reduction in the annual debt servicing payments from the initial budget of \$3,043,000 to \$2,257,000, a savings of \$786,000 which have been repurposed to fund capital in the current plan.

While these measures have allowed the City to undertake a larger volume of work, they are meant to be short term in nature. As recent capital plans have largely depleted available reserve balances, future plans will need to be scaled down in scope, or additional sources of funds will be required. The funding sources section of this document provides additional information on reserve forecasts.

OPERATING IMPACT OF CAPITAL EXPENDITURES

In past years, the estimated impact to the operating budget due to the capital program was included in the draft operating budget once the asset came online. On May 22, 2018, Council adopted a new policy which directs how operating costs resulting from capital are to be handled in the operating budget. This policy directs that staff:

- Continue to provide estimates of future operating costs as part of capital deliberations for decision-making purposes;
- Include only estimated contracted services costs in the operating budget the year the asset comes online; and
- Incorporate material, supplies, labour and/or equipment charges into the operating budget, only once the need can be demonstrated (e.g., the budget for the service level is exceeded); except as identified on a case-by-case basis through the capital budget, in which case the total estimated operating impact would be added in the year the asset comes online.

In accordance with the revised policy, the estimated operating impacts from the program are shown on the following table. However, these will not be automatically incorporated into the operating budget, except as outlined in the above policy.

PROJECT	TYPE	2024 ADDITIONS & AMENDMENTS	2025
Downtown Compact Sweeper	Insurance , fuel, maintenance and parts	\$-	\$47,000
Indoor Facility Artificial Turf - Arena 1	Biannual installation and removal	5,000	-
Irrigation Expansion (2024-2026)	More efficient use of water	(6,000)	(6,000)
Records & Document Management System	Annual Licensing Fees	-	45,000
Tree Canopy Blitz	Watering and maintenance	-	50,000
AMOUNT TO BE ADDED AS ALLOWED BY POLICY		(\$1,000)	\$136,000

NEIGHBOURHOOD REHABILITATION

The City is split into 'neighbourhoods' to create an efficient and cost-effective construction program. Required underground infrastructure improvements are completed in conjunction with the road rehabilitation projects for cost efficiency and construction coordination, as well as to avoid cutting up new pavement. Recommendations for replacement of underground infrastructure are based on the condition and capacity requirements. Projects approved in each year are based on budgetary limitations and analysis by the Engineering department.

The 2024 Neighbourhood Rehabilitation program includes \$14.4M in capital projects. Projects proposed in each year are based on budgetary limitations and analysis by the Engineering department. The 2024 plan was prepared with a consideration of arterial, collector, local roads and paved lanes. Pavement condition data has been used to determine existing pavement condition and inform project priorities. Critical capacity and critical condition utilities have also been reviewed and prioritized.

In response to council and resident feedback, a refined approach was introduced in 2020 for the consideration of new infrastructure in the neighbourhood rehabilitation program. The addition of new infrastructure must be considered carefully, as expenditures on new assets can quickly deplete the rehabilitation budget, thus reducing the amount of that work that can be completed throughout a neighbourhood in any given year. New assets represent both an upfront capital cost and costs to maintain and replace over time. However, consideration should be given to where it makes sense to add new infrastructure with the rehabilitation program. The following approach is used for the consideration of new assets in the neighbourhood rehabilitation program:

Any infrastructure upgrades which been identified as a priority project in another approved capital program will be included in the scope (e.g. sidewalks, traffic calming, pedestrian safety, streetlights). All extruded asphalt or concrete curbs will be upgraded to concrete curb and gutter. New curbs will be added to a street if there is an existing storm sewer system in place to provide road drainage, as they can be added for an incremental cost.



Storm sewer upgrades represent substantial additional costs and will typically be evaluated independently with respect to service levels and outstanding issues. Where drainage service is currently being provided satisfactorily, storm sewer upgrades will be deferred for future consideration. Exceptions for new storm sewers will be considered for consistency within a neighbourhood, or where there are existing drainage issues such as flooding, road width constraints, safety concerns or resident complaints.



2024-2028 FINANCIAL PLAN

APPENDICES



A: FINANCIAL MANAGEMENT POLICY

Purpose: To establish the framework for the overall fiscal management of the City to support the appropriate, legal and prudent use of municipal funds to the benefit of the City and its residents.

Policy:

1. DEFINITIONS

Base Budget – means those revenues and expenses necessary to maintain the same level of service as in the prior year adjusted:

- For inflationary and growth impacts;
- By deleting non-recurring, or one-time, expenses and/or revenues;
- By including the full year effects of service changes approved in the prior year, but only in place for part of that year; and
- By including the effects of service/revenue changes already approved by the Finance and Intergovernmental Committee.

Budget – A plan of financial operation comprised of estimated expenditures for a given period and the proposed means of financing the expenditures.

Financial Plan – Same meaning as Budget.

Fund – a separate accounting entity.

Surplus – Annual Operating – the amount by which revenues exceeds expenditures in a calendar year.

Surplus – Accumulated - the current balance of surplus funds retained by the City, which remain undesignated.

2. ACCOUNTING

- a. The City will follow Canadian generally accepted accounting principles as prescribed by the Public Sector Accounting Board (“PSAB”) of the Canadian Institute of Chartered Accountants.
- b. The City will have the following Funds to represent operating and capital activities:
 - General Fund
 - Water Utility Fund
 - Sewer Utility Fund

3. FINANCIAL PLAN

General

- a. The City's Financial Plan will support and be aligned with the City's Corporate Strategic Plan
- b. The Financial Plan will establish the level of services to be provided. Each Department of the City will continue to periodically examine its methods for program delivery. Changes which would improve productivity, lower costs, improve services, enhance job knowledge and employee safety and further communication with the public, will be implemented when practical.

- c. The Financial Plan must be balanced. This means that the total of the proposed expenditures and transfers to other funds must not exceed the total of the proposed funding sources (revenues plus transfers from reserves or surplus).
- d. The City will encourage public participation in the Financial Plan development or amendment process.
- e. The City will invest in employees and provide resources to maximize their productivity.
- f. The City will develop and pursue new and creative partnerships with government, community institutions (churches, schools), and community groups, as well as, private and non- profit organizations to enhance service to the community.

Calendar

The Finance Division shall present a Financial Plan Calendar to the Finance and Intergovernmental Committee for approval at the start of the Financial Plan development process.

Guidelines

The Finance and Intergovernmental Committee will, based on preliminary budget estimates, provide a guideline or parameters for development of the Financial Plan including an indication of the desired service levels, Council priorities and property tax/utility rate change that would be acceptable.

Development & Document

Department Heads are responsible for:

- Providing base budget estimates for the succeeding calendar year based on anticipated cost increase factors provided by Finance or as identified by the Department.
- Providing Financial Plan information in the required format.
- Providing information in accordance with the approved Financial Plan calendar.
- Providing Decision Packages either enhancing or reducing the current level of service. Keeping in mind that:
 - All funding requests will be made through the budget process.
 - To the extent feasible, personnel cost reductions will be achieved through attrition.

Continued on next page

3. FINANCIAL PLAN (cont.)

Development & Document (cont.)

The Finance Division is responsible for coordinating all aspects of the Financial Plan process, analyzing department budget information, preparing non-departmental revenue estimates, assembling the budget document and assisting Departments Heads in identifying budget problems and formulating solutions and alternatives.

Capital Improvement Program

- a. The Finance Division will coordinate development of a five-year plan for capital improvements and update it annually.
- b. The City will make all capital improvements in accordance with the adopted Capital Improvement Program.
- c. Repealed. See Policy 7.22 Operating Costs of Capital.
- d. The City will strive to maintain all its assets at a level adequate to protect the City's capital investment and minimize future maintenance and replacement costs.
- e. Infrastructure (capital requirements) of the City are divided into the following asset categories:
 - Roadways & Drainage
 - Water Distribution System
 - Sanitary Sewerage System
 - Civic Buildings (including Recreation Centres)
 - Equipment including computers and information systems
 - Recreation and Minor Buildings
 - Other
- f. The City has established annual allocations from general revenue (referred to as capital funding envelopes) to provide funding for capital works. Capital funding envelopes are established for all major infrastructure categories and for some sub-categories. These funding envelopes are expected to fund all of the capital requirements (new and replacement) for each area except:
 - Bridges, overpasses and underpasses
 - Parks and Recreation new facilities costing over \$500,000
 - Major renovation or new construction of Civic Buildings.

The annual capital funding envelope allocation is either spent in the year (on respective capital projects) or is transferred to a reserve to be used in a future year for the same purpose. Since capital expenditures fluctuate from year to year, the use of funding envelopes is intended to smooth, or annualize, the cost of capital expenditures.

Carry forward budgets

Funding for approved one-time operating or capital projects will be carried forward to the following years Financial Plan under the following conditions:

- The project or purchase has been started, and
- Only the net unspent amount will be automatically carried forward.

Unspent operating funds will not be carried forward without specific approval of the Chief Administrative Officer.

Monitoring

Department Heads have primary responsibility for monitoring their department's financial performance.

The Finance Division will submit a quarterly Financial Report to the Finance and Intergovernmental Committee as soon as practicable following June 30th, September 30th and December 31st providing at a minimum:

- an analysis of budgeted versus actual/projected revenues and expenditures;
- a review of capital works focusing on projects/items budgeted to cost greater than \$100,000 including an indication of whether or not the project is proceeding according to schedule.

Changes

Department Head Authority

Departments Heads may move operating budget amounts from any line item to any other line item within their departmental operating budget provided:

- That the bottom line (revenues minus expenditures) for their department is not adversely impacted, and
- Budgets are not used for items which otherwise would have been required to be submitted as a budget enhancement, and
- Budgets must remain within the same Fund, and
- Monies remaining at the completion of a special project or one-time funding project are not re-allocated, and
- Department Heads are responsible for obtaining approval from the Finance and Intergovernmental Committee if any service objectives might not be achieved as a result of budget transfers.

Department Heads may transfer capital budget amounts from any line item to any line item within their departmental capital budget providing:

- The project/item proposed is an appropriate use of the monies to be transferred
- That budgets remain within the same Fund.

Continued on next page

3. FINANCIAL PLAN (cont.)

Changes (cont.)

City Administrative Officer Authority

Approval of the City Administrative Officer is required for all inter-departmental operating or capital budget transfers.

Finance and Intergovernmental Committee Authority

Approval of the Finance and Intergovernmental Committee is required on transfers between operating and capital budgets or between Funds.

Council Approval

A bylaw amendment requiring Council approval is necessary to authorize budget changes/transfers that result in an overall increase in City operating and/or capital expenditures.

4. REVENUE

- a. The City will review fees/charges, at a minimum on a biennial basis, to ensure that they keep pace with changes in the cost-of-living, as well as, changes in the methods or levels of service delivery. See section 5 for cost recovery requirements.
- b. The City will encourage the use of alternate revenue sources instead of property taxes.
- c. General Revenues will not be dedicated for specific purposes, unless required by law or generally accepted accounting practices (GAAP).

5. COST RECOVERY

User fees will be set to recover the full cost of services except where the Finance and Intergovernmental Committee determines that a subsidy is in the general public interest. The following factors will be considered when determining whether a subsidy is in the general public interest:

- Who benefits from the service? Services that benefit individuals will generally be subject to a higher cost recovery while services that have a large public benefit will have a lower cost recovery.
- Will the level of demand for a service support full cost recovery?
- What prices are others charging for the services?
- How will the City collect fees charged for a service? In some cases it may be impractical for the City to implement fees, as they may be too costly to administer, for example charging a fee for the use of the Traboulay PoCo Trail.
- Will the fee established influence behaviour in the desired fashion?
- Is the client able to pay for the service?

Full cost includes all direct costs (labour, materials, transportation, facilities and services) and a 15% administrative surcharge.

6. CASH MANAGEMENT/INVESTMENTS

- a. The City will select its official banking institution through a formal bidding process in order to provide the City with the most comprehensive, flexible, and cost-effective banking services.
- b. The City will promptly deposit all funds received.
- c. The City's cash may be invested in any of the securities identified as eligible investments in the *Community Charter*.
- d. The City will strive to maximize the return on its investment portfolio with the primary objective of safety and liquidity.
- e. All investments, except deposits into the Municipal Finance Authority (MFA) pooled funds, shall be made through an informal bidding process. The informal bidding process involves the City contacting investment dealers and obtaining verbal quotations and placement of the investment based upon the verbal quotations received.
- f. The City will follow an aggressive, but sensitive policy, of collecting all moneys due the City to the extent that the collection efforts are cost effective.

7. DEBT FINANCING

Debt financing for capital expenditures will only be considered for expenditures larger than those covered within a department's capital funding envelope.

Debt financing for operating costs will not be considered, except for temporary short-term borrowing that may be required from time-to-time for cash flow reasons only, to finance operations prior to the annual property tax and levies being collected.

8. SURPLUS

The *Community Charter* does not allow municipalities to budget for an operating deficit (i.e. where expenditures exceed funding sources). To ensure this situation does not occur, revenue projections are conservative and authorized expenditures are closely monitored. The combination of conservative revenue projections and controlled expenditures should produce a modest annual operating surplus and will avoid incurring an operating deficit.

Use of Accumulated Surplus

Accumulated surplus is retained:

- to reduce the need to borrow temporarily early in the year before major revenues from annual property tax and utility bills are received; and
- to provide funding in an emergency (e.g. major flooding, earthquake, etc.).

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8. SURPLUS (cont.)

Use of Accumulated Surplus (cont.)

To ensure the Accumulated Surplus is maintained at a reasonable level, the balance in the accumulated surplus account should be approximately 10% of the annual operating budget.

Example:

Total annual expenditures	\$110,000,000
Less capital expenditures	\$59,000,000
Equals total operating budget	\$51,000,000
Guideline Maximum Accumulated Surplus	\$5,100,000

Accumulated Surplus funds may be used for:

- capital expenditures or to increase reserves
- contingencies for items that may arise but are not known at the time the annual operating budget was developed
- pay off capital debt, including internal borrowings
- stabilize City property tax and utility rate increases
- other items, as City Council deems appropriate.

Staff will facilitate Council’s review of the amount of Accumulated Surplus in the General, Water and Sewer Funds on an annual basis.

9. RESERVES

Purpose of Reserves

The purpose of setting aside reserves is to:

- Provide a source of funds for future capital expenditures.
- Provide a source of funding for areas of expenditure that fluctuate significantly from year to year (equipment replacement, special building maintenance, etc.).
- Protect the City from uncontrollable or unexpected increases in expenditures or unforeseen reductions in revenues, or a combination of the two.
- Provide for working capital to ensure sufficient cash flow to meet the City’s needs throughout the year.

Judiciously guarded reserves provide Council with an opportunity to fund unusual one-time costs and provide increased flexibility to off-set unplanned expenditures or revenue shortfalls.

The City’s reserve funds are all statutory reserves; they are authorized either by the *Community Charter* and/or by City bylaw.

Capital Reserve

In 2005, the City established a new “Capital Reserve” (Bylaw 3496) encompassing many of the former non-statutory capital reserves that were held by the City. The intention is to retain subsidiary reserves within the broad title of “Capital Reserve” for the following areas:

- Equipment Replacement with additional subsidiary accounts for:
 - Public Works
 - Parks
 - Fire
 - Information Systems
- Roads and Drainage with additional subsidiary accounts for:
 - Downtown Parking
 - GVTA Roads
- Water Utility
- Sewer Utility
- Recreation and minor civic buildings
- Environmental Capital
- Public Safety Building (Police Detachment)

Extraordinary Building Maintenance Reserve Fund

Authorized in 1991 by Bylaw # 2618. The purpose of this fund is to provide for timely maintenance of all City buildings. Funds for normal/routine building maintenance are included in the City’s operating budget. Included in the annual operating budget is the appropriation of funds to be added to the reserve with the main purpose to annualize the cost of extraordinary (non-routine) building maintenance.

It is anticipated that funds in this reserve will be completely used in 2006/07. Funding for future requirements within this area is included in the annual Recreation and Minor Civic Buildings Capital Funding Envelope.

Public Works Special Capital Expenditure Reserve Fund

Authorized in 1990 by bylaw # 2497. This reserve was established with a balance of \$2 million with the bylaw requirement being that the interest on the fund balance would be used to provide capital funding for local road works or local storm sewer works. Council established the fund as they observed that small local projects could not compete in the annual budget process against the larger arterial or collector road projects so this funding source for smaller local works was established.

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9. RESERVES (cont.)

Land Sales Reserve

The *Community Charter* (section 188.(2)(e)) requires that proceeds of the sale of properties be deposited into a reserve and that the funds be used for reducing debt or for a capital purpose. Annually the net proceeds (sales revenue less cost of sales) from the sale of City land are added to this reserve.

Expenditures, other than land servicing or land purchases, from this reserve are repaid to the reserve, without interest, over the life of the asset purchased. The addition of the annual repayment into the Financial Plan may be phased-in over a maximum of three years.

Major Transportation Infrastructure Reserve

Authorized in 2001 by bylaw 3298. This reserve was established to accumulate funds for projects identified in the City's Major Transportation Plan.

It is anticipated that funds in this reserve will be completely used on the Coast Meridian Overpass project.

Development Cost Charge (DCC) Reserves

Authorized by the Local Government Act and various City bylaws. The purpose of the DCC reserves is to fund the cost of expanding City infrastructure to accommodate growth. The Public Sector Accounting Board requires that these reserves be shown on financial statements as deferred revenue rather than reserve funds.

Operating Expense Reserve

In 2005, the City established a new "Operating Reserve" (Bylaw 3497) encompassing many of the former non-statutory reserves that were held by the City.

The intention is to retain subsidiary reserves within the broad title of "Operating Expense Reserve" for the following areas:

- **Tax Stabilization** – The purpose of this reserve is, at the discretion of the Finance and Intergovernmental Committee, to moderate property levy fluctuations. Subject to approval of the Finance and Intergovernmental Committee, 15% of the annual surplus will be allocated to this reserve if the reserve balance is below the targeted balance of 2.5% of tax and utility levies.
- **Self Insurance** - The intent is to use the funds to assist in covering any self-insured costs incurred above the (\$250,000) insurance deductible.

- **Snow and Ice Removal** - The purpose of this reserve is to set aside funds in moderate winters to assist with the costs of snow and ice removal in bad winter years. This is accomplished by including an amount in the annual operating budget each year for snow and ice removal. At the end of the year any monies remaining are allocated to the reserve; if additional funds are required then reserve funds are transferred to assist the operating budget with the costs.
- **Canada/May Day** - May Day and Canada Day are events run by volunteer Committees. Part of that Committee's mandate is to seek out donations to support the events. In years when the Committee successfully exceeds their budgeted fund raising needs, funds are added to the reserve to be drawn down in years when the Committee does not successfully meet their fund raising budget.
- **Arts Heritage and Culture** - The City provides funding in the annual budget to support local arts, heritage and cultural activities. At the end of the year any unspent funds are allocated to the reserve to be used for future activities in those areas.
- **Election** - There is an election every three years. The City attempts to annualize the cost of the election by allocating an amount in each year to the reserve.

Related Policies:

Sections of this policy reference Operating Costs of Capital Policy 7.22.

Responsibility:

1. FINANCE DIVISION

Finance staff will facilitate an annual review of this policy and related reserve and surplus balances with the Committee of Council.

See also Policy 10.01 Policy Maintenance and Development.

END OF POLICY

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FINANCIAL MANAGEMENT POLICY (CONT.)

RECORD OF AMENDMENTS:

Policy	Issue date	Reviewed	Replaced	Re-issue Date
7.01 Conditions for using debt		2005-12-08	7.16	2006-01-04
7.04.01 Budget		2005-12-08	7.16	2006-01-04
7.05.01 Capital Improvement Program		2005-12-08	7.16	2006-01-04
7.11 Cash Management/Investment		2005-12-08	7.16	2006-01-04
7.15 Surplus		2005-12-08	7.16	2006-01-04
7.22 Reserves		2005-12-08	7.16	2006-01-04
7.17 Reserves		2005-12-08	7.16	2006-01-04
7.16 Financial Management	2005-12-08	2006-03-27	7.16.01	2006-04-07
7.16.01 Financial Management	2006-04-07	2007-11	7.16.02	2007-11-30
7.16.02 Financial Management. Updated Capital Improvement Program, Section C, as per policy 7.22 and formatting.	2018-06-11	2018-05-21	7.16.02	2018-06-11



B: FINANCIAL PLAN DEVELOPMENT AND TIMETABLE

Legislative Requirements

The Community Charter of British Columbia requires that the City prepare a five-year Financial Plan. This provincial legislation requires that the City undertake a public consultation process prior to adopting or amending the Financial Plan. The Financial Plan and any necessary revisions thereto must be authorized by bylaw.

Annual City Process

The Financial Plan content and direction is guided by the City's Strategic Direction (page 10). Additional direction is provided by the development of specific business planning and budget guidelines for the current year. These guidelines identify how the base budget will be calculated, specific service area priorities and parameters for taxation and levy increases for the five-year financial cycle. Public consultation conducted at the end of the prior year budget process is used to identify issues and desires from the public relative to the upcoming financial planning cycle.

As a result of public consultation, Council may provide additional direction to staff for the preparation of the Financial Plan. Between November and December, in the year prior to the first year of the Plan, City staff complete a staff proposed Financial Plan for presentation to Council. Council subsequently considers the staff plan, amends it as required, and adopts the modified plan, by bylaw, early in the first year of the Plan. Once approved, the tax rate bylaw is prepared and is adopted by April or May in the first year of the Plan when tax assessed values for the year are finalized.

Public Consultation

The public process related to the 2024-2028 Financial Plan was conducted in December 2023 and January 2024. Consultation was done through several methods:

- Business plans and budget details were made public on the City of Port Coquitlam website.
- Open deliberation sessions were held on operating and capital budgets.
- A Budget at a Glance brochure was mailed to every property in the City of Port Coquitlam, which included a budget feedback survey. The budget feedback could also be submitted online. Invitations to complete the survey were advertised through various media.

The budget feedback survey provides a forum for residents to offer their ideas on how the City can optimize service delivery, and/or generate new revenues. Suggestions or ideas that fell within the scope of what the City provides are reviewed and considered for within the Budget Process. The results of the 2024 survey were presented to Committee of Council in February 2024.

Financial Plan Timetable

June - July

- Call for capital plan submissions for management review and approval

August - September

- Roll over the prior year operating budget and create current year base operating budget based on current year budget guidelines

October - December

- Finalize department operating adjustments based on service area priorities and finalize business planning section of operating budget document

December (Capital)

- Open deliberation sessions held on proposed capital plan
- Council directs staff to proceed with capital plan

December (Operating)

- Open deliberation sessions held on proposed operating budget
- Council approves new rate schedules for Waterworks and Sewer Regulation Bylaws
- Council authorizes staff to issue the draft operating budget for public consultation

January

- Draft Financial Plan presented to public for comment through budget survey

February

- Results of public input presented to Committee of Council

April - May

- Council approves Financial Plan Bylaw (Operating and Capital)
- Council approves Tax Rates Bylaw and new rate schedule for Solid Waste Bylaw





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