

OVERVIEW

INTRODUCTION

This budget document contains the 2021 proposed operating plan for the City. The 2021 proposed operating plan 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. For 2021, there are several factors that influenced the decisions made in the development of the budget, they are as follows:

Council Priorities

In 2019, Council set three strategic priorities to focus discretionary resources in order to more quickly advance those objectives. Clarity around priorities and commitment to them allow staff and Council to focus on these items and screen out requests that might divert energy and resources from the "plan". These three priorities are:

- Improving customer service
- Investing in our infrastructure
- Enhancing community safety

In addition, Council adopted an Action Plan, which clearly sets out specific actions they wish to achieve from 2020-2022 (the remainder of the term). These items are categorized in to six key focus areas as follows:

- Managing City Finances and Assets Responsibly
- Planning for the Future
- Creating a Vibrant Downtown
- Focusing on Safety
- Improving Transportation and Mobility
- Enhancing our Environment

Adjustments to Maintain Existing Services

The City faces cost pressures on several fronts to maintain services at their 2020 levels. These pressures include:

- Increased staffing costs for CUPE, IAFF based on current projected labour contracts. No increases have been considered for Exempt Staff or Council per direction from Committee of Council.
- Impacts of enhancements previously approved by Council in 2020 that take effect in 2021. To ease the financial impact of these enhancements on the 2020 tax rate a number of ongoing enhancements approved for 2020 were funded temporarily through accumulated surplus.
- Impacts of service level adjustments.

Staff also perform ongoing reviews of the budget to identify potential areas for efficiencies or savings and align budgets with historical trends. For the 2021 budget, this review resulted in some re-allocations of internal charges between tax and utility funded budgets.

Adjustments for External Service Delivery Partners

Increased costs for third party service providers for the provision of police services, library service, water, and sewer disposal. Of note, in previous year's the City has used the RCMP reserve to offset the tax impact of the police budget. For 2021 it is anticipated that the reserve will be close to fully depleted due to the recent settlement between the Province and the Government of Canada pertaining to RCMP members' entitlement to accumulate severance pay for voluntary resignations and retirements. Accordingly, this budget proposes a phased increase to shift funding away from the reserve and over to property taxes.

Adjustments to fund Infrastructure Replacement

The 2021 operating budget also includes a proposed levy of an additional 1% (\$685,000) in taxes for infrastructure replacement.

New Revenues From Development

Historically, tax revenue generated from growth has been used to help offset tax increases for the rest of the community in addition to the cost of additional services related to new development. Revenues from growth are down significantly in 2021 compared to 2020.

Proposed Enhancements

A small number of enhancements are proposed for 2021 based on third party requests, organizational needs, and council feedback. Given the financial pressures that the City is facing, staff are only recommending one-time funding (accumulated surplus) for projects which were funded in 2020 and staff believe have merit to continue in 2021, and no new or improved service levels aside from what have already been approved. Further information on proposed enhancements is available in the decision package section of this document.

Impact of COVID on the budget

The issues surrounding COVID-19 have been prominent around the world since earlier this year. Through 2020, the financial impacts of COVID-19 have largely been mitigated and managed by closing facilities and reducing expenses. The 3rd quarter variance report is being presented to Council in late November.

Although it is now clear that the pandemic will continue through to 2021 (and the impacts likely even longer), the 2021 budget has been prepared with normal levels of service. This was done as the actual impacts to the 2021 budget (both revenues and expenses) are extremely difficult to forecast and will be monitored similar to the 2020 impacts through the variance process.

On November 2, 2020, the provincial government advised that the city would be receiving a \$5,622,000 grant under the COVID-19 Safe Restart Grant for Local Governments. This funding is intended to be used to ensure local governments can continue to deliver the services people depend on in their communities. Over the coming months staff will be reviewing potential uses of these funds for Council to consider. It is anticipated that the funds will be utilized over time as required for things such as lost revenue, increased expenses, enhancements related to technology (moving online or e-services) or touchless facility infrastructure.

IMPACT TO RESIDENTIAL PROPERTIES

The following tables outline the impact of the proposed 2021 operating budget on an average residential property (2020 assessed value \$735,185), broken down by property tax, water, sewer, solid waste levy, and parcel tax.

For the base budget, the average residential property will see a total increase of \$75.70 (2.54%) across tax and utility bills.

When proposed enhancements/reductions are considered, the average residential property will see a total increase of \$70.58 (2.37%) across tax and utility bills.

Impact of Base Budget to Average Home

	2020	2021	\$ Change	% Change
Property Tax	1,932.43	2,004.72	72.29	3.74%
Water	464.99	474.30	9.31	2.00%
Sewer	339.08	345.87	6.79	2.00%
Solid Waste	218.76	231.07	12.31	5.63%
Parcel Tax	25.00	0.00	(25.00)	-100.0%
Total	\$2,980.26	\$3,055.96	\$75.70	2.54%

Impact to Average Home Inclusive of Recommended Enhancements

	2020	2021	\$ Change	% Change
Property Tax	1,932.43	1,999.61	67.17	3.48%
Water	464.99	474.30	9.31	2.00%
Sewer	339.08	345.87	6.79	2.00%
Solid Waste	218.76	231.07	12.31	5.63%
Parcel Tax	25.00	0.00	(25.00)	-100.0%
Total	\$2,980.26	\$3,050.83	\$70.58	2.37%

SUMMARY OF COST DRIVERS

There are several factors that drive the proposed changes to property tax, water, sewer, solid waste levy, and parcel tax. These changes can be broken down into four 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.
- **Rate stabilization measures:** These factors relate to changes to contributions/withdrawals from the City's utility rate stabilization reserves to reduce the overall impact of water and sewer levies.

The following tables show the net change in property tax; water; sewer; solid waste levy; and parcel tax 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.

Property Tax Cost Drivers

	Amount	AH Impact	AH%
Adjustments to maintain existing services	1,713,200	48.42	2.49%
Adjustments from external service delivery partners	713,400	20.17	1.04%
Adjustments to fund future Infrastructure replacement	685,000	19.36	1.00%
Revenue from new development	(554,000)	(15.66)	-0.79%
Total	\$2,557,600	\$72.29	3.74%

Water Levy Cost Drivers

	Amount	AH Impact	AH%
Adjustments to maintain existing services	(34,300)	(1.25)	-0.27%
Adjustments from external service delivery partners	320,800	11.74	2.52%
Rate stabilization measures	(32,300)	(1.18)	-0.25%
Total	\$254,200	\$9.31	2.00%

Sewer Levy Cost Drivers

	Amount	AH Impact	AH%
Adjustments to maintain existing services	(78,600)	(2.89)	-0.85%
Adjustments from external service delivery partners	301,200	11.10	3.27%
Rate stabilization measures	(38,600)	(1.42)	-0.42%
Total	\$184,000	\$6.79	2.00%

Solid Waste Cost Drivers

	Amount	AH Impact	AH%
Adjustments to maintain existing services	58,400	4.83	1.98%
Adjustments from external service delivery partners	90,520	7.48	3.07%
Total	\$148,920	\$12.31	5.05%

Parcel Tax Cost Drivers

	Amount	AH Impact	AH%
Adjustments to fund future Infrastructure replacement	\$(524,750)	\$(25.00)	N/A

PROPERTY TAX COST DRIVER DETAILS

Budgeted taxation revenue for 2021 is set to increase by \$3,111,600 or 4.6%. A portion of this increase is going to be borne exclusively by new development meaning the overall tax impact to an average residential property (2020 assessed value \$735,185) will be \$72.39 or 3.74%.

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.

	Amount	AH Impact	AH%
Adjustments to maintain existing services	1,713,200	48.42	2.49%
Adjustments from external service delivery partners	713,400	20.17	1.04%
Adjustments to fund future Infrastructure replacement	685,000	19.36	1.00%
Revenue from new development	(554,000)	(15.66)	-0.79%
Total	\$2,557,600	\$72.29	3.74%

ADJUSTMENTS TO MAINTAIN CITY SERVICES

These reflect adjustments to the budget to maintain services at their 2020 levels and total \$1,713,200 which translates to a 2.49% increase to taxation revenue. The table below outlines the various items making up the total.

Item	Amount	AH Impact	AH%
Labour contracts / policies	747,600	21.13	1.09%
Previously approved Council adjustments	809,900	22.88	1.18%
Operating cost of capital	(59,600)	(1.68)	-0.09%
Other departmental adjustments	215,300	6.09	0.31%
	\$1,713,200	\$48.42	2.49%

LABOUR CONTRACTS / POLICIES

Labour costs are normally driven primarily by rates established through collective agreements or council policy. The City's collective agreement with IAFF expired in 2019 and the agreement with CUPE expires in 2020. As such, an estimate has been used for the anticipated amount of the contract increases. At the July 14, 2020 Committee of Council meeting, Committee directed staff to use a 0% wage increase for members of Council and Exempt staff for the purpose of the 2021 draft operating budget deliberations, accordingly, no increase has been included in the proposed changes.

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 2021 and related predominantly to adjustments to benefit averages based on historical trend of usage.

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

Item	Amount	AH Impact	AH%
CUPE (estimated)	424,200	11.99	0.62%
IAFF (estimated)	265,800	7.51	0.39%
Benefits	57,600	1.63	0.08%
	\$747,600	\$21.13	1.09%

COUNCIL APPROVED ADJUSTMENTS

During the 2020 budget deliberations, Council/Committee approved the following enhancements which, to keep the tax rate low in 2020, were funded from accumulated surplus.

Item	Amount	AH Impact	AH%
2020 Enhancements	615,900	17.41	0.90%
2021 Service Level Adjustments	194,000	5.47	0.28%
	\$809,900	\$22.88	1.18%

2020 Enhancements

Item	Amount	AH Impact	AH%
Increased Bylaw Enforcement (approved April 7, 2020)	270,400	7.64	0.40%
New Manager of Information Services position (approved April 7, 2020)	164,400	4.65	0.24%
New Manager of Strategic Projects position (approved April 7, 2020, but proposed to be removed)	181,100	5.12	0.26%
	\$615,900	\$17.41	0.90%

2021 Service Level Adjustments

On June 9, 2020 Committee reviewed service levels and approved the following adjustments:

Item	Amount	AH Impact	AH%
Increased Snow Removal - Sanding and Plowing	85,000	2.40	0.12%
Decreased Perennial Beds Expenses	(8,000)	(0.23)	-0.01%
Decreased Parks Maintenance Litter & Garbage Expenses	(1,000)	(0.03)	0.00%
Increased Parks Maintenance Graffiti Expenses	4,000	0.11	0.01%
Increased Grass Cutting	39,000	1.10	0.05%
Decreased Park Inspection	(1,500)	(0.04)	0.00%
Increased Sport Court Maintenance	15,000	0.42	0.02%
Increased Sport Field Maintenance	11,500	0.33	0.02%
Increased Litter Collection	50,000	1.41	0.07%
	\$194,000	\$5.47	0.28%

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 is in service. Materials, supplies, labour and equipment charges are added to the operating budget only once the need is demonstrated. The following table outlines the items making up the budget adjustment.

Item	Amount	AH Impact	AH%
LED streetlight conversion savings	(40,000)	(1.13)	-0.06%
2263 McAllister - Net of lease revenues less operating costs	(24,000)	0.68	0.04%
2263 McAllister - Transfer of net lease revenues to Land Sale Reserve	24,000	(0.68)	-0.04%
2272 Leigh Square - Maintenance costs	1,000	0.03	0.00%
Net of revenues and expenses for PCCC Phase 2 Operations – CoC May 28, 2020	(178,100)	(5.03)	-0.26%
Removal of PCCC Phase 1 Operations funding from 2020 accumulated surplus	157,500	4.45	0.23%
	\$(59,600)	\$(1.68)	-0.09%

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 2020, in addition to any adjustments to align the budgets with prior year actuals or future year estimates.

	Item	Amount	AH Impact	AH%
Common Services	Increased insurance coverage and premium increases	110,000	3.11	0.16%
All	Net of adjustments to revenues / expenses based on historical trend and/or future projections	48,700	1.38	0.07%
All	Adjustment of internal equipment charges based on higher actual usage for tax funded services	53,400	1.51	0.08%
All	Net of position changes/reclassifications	3,200	0.09	0.00%
		\$215,300	\$6.09	0.31%

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%
RCMP Contract	675,600	19.10	0.99%
Fraser Valley Regional Library Contract	37,800	1.07	0.06%
	\$713,400	\$20.17	1.04%

RCMP

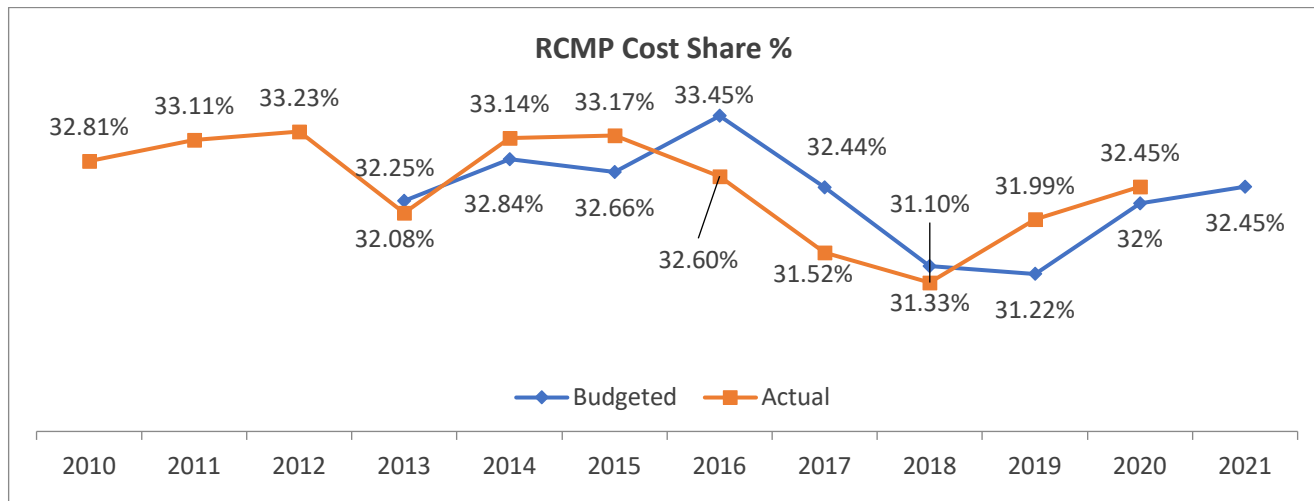
The City participates in a cost share agreement with the City of Coquitlam for the provision of RCMP services. Costs are shared based on a formula which considers both the distribution of population and police activity within the two cities. The two components of the RCMP budget are for the police contract 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	2020	2021	Change
RCMP Contract	36,562,562	36,882,500	319,938
Public Safety Building	9,397,200	9,576,300	179,100
Budgeted Cost Share Percentage	32.00%	32.45%	0.45%
Poco Share of Costs	\$14,707,100	\$15,075,900	\$369,400
Non-Shared Costs (Specialized Regional Services)	1,472,600	1,478,800	6,200
Total of Shared and Non-Shared Costs	\$16,179,700	\$16,554,700	\$375,600
Funding from RCMP Operating Reserve	(600,000)	(300,000)	300,000
Total Amount Required From Taxation	\$15,579,700	16,254,700	\$675,600

The primary cost drivers for the increase to the RCMP contract are increases in regular pay and overtime (estimated at 2.5%), and payment for Green Timbers. These increases are offset by decreases in division administration and national program costs.

The primary cost drivers for the increase to the Public Safety Building are for labour contract increases and inflation.

The City's portion of shared costs is budgeted to increase from 32% in 2020 to 32.45% based on the increase in Port Coquitlam's share of police activity as noted in the 2020 2nd trimester stats. As can be seen in the following chart, the cost share percentage can fluctuate year over year. For 2021, a 0.50% change in the cost share translates to a \$232,000 impact to the budget.



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. Because of these consistent surpluses mainly due to vacancies, since 2015 the City has funded a portion of the RCMP budget (\$600,000 in 2020) from the RCMP reserve so that the City was only collecting from taxation what it would reasonably require (and would only use the reserve funding if necessary).

In 2019, the City used \$400,000 of the budgeted \$600,000 from the reserve to fund RCMP operations. For 2020, it is anticipated that full \$1.8 million currently in the reserve will be required to offset operating costs (including an estimated \$1.2 million for the Province's settlement of the RCMP members' entitlement to accumulate severance pay for voluntary resignations and retirements)

As the RCMP reserve is forecasted to be fully depleted by the end of 2020, it is proposed that the \$600,000 in annual reserve offset is switched to taxes in a phased approach with \$300,000 being added to the budget for 2021. The remaining difference of \$300,000 will be funded from accumulated surplus if needed.

It is anticipated that the 2021 Canadian Census will have a downwards impact on the cost share formula given that Coquitlam's population has been growing faster than the City's. This census data will inform the 2022 budget and further assessment of phasing the reserve allocation will be undertaken at that time.

Fraser Valley Regional Library

The City has a contract with the Fraser Valley Regional Library to operate the Terry Fox Library. On December 9, 2020 the Library Board will vote on the FVRL 2021 budget. The proposed budget represents a \$37,800 increase to the City's budget. The increase is attributable to the following:

- Contract salary increases and estimated benefit increases (2%)
- General increase of 2% to operating expenses except for library material purchases
- Increase to library material purchases (4%) to offset impacts of the US dollar
- Additional staffing due to the layout of the new library.

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 has not increased contributions to long term utility reserves since 2018).

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 2017-2022 to fund various infrastructure replacement projects).

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. When compared to growth in the prior decade, overall growth in the City has been on a downward trend as the community increasingly sees redevelopments rather than new greenfield developments. While growth for 2020 was higher than the past few years due to a number of significant business/industrial developments on Kingsway and in the Dominion Triangle (\$1,057,208), it is projected that the growth will return to lower values. Below is BC Assessment's current estimate for the city's growth in 2021:

Line Item	Amount	AH Impact	AH%
Taxation revenue from new development	\$554,000	\$(15.66)	-0.79%

WATER LEVY COST DRIVER DETAILS

The proposed water levy for 2021 is projected to increase by \$254,200 or 2.00%.

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.

	Amount	AH Impact	AH%
Adjustments to maintain existing services	(34,300)	(1.25)	-0.27%
Adjustments from external service delivery partners	320,800	11.74	2.52%
Rate stabilization measures	(32,300)	(1.18)	-0.25%
Total	\$254,200	\$9.31	2.00%

ADJUSTMENT TO MAINTAIN CITY SERVICES

These reflect adjustments to the budget to maintain services at their 2020 levels and total \$(34,300) which translates to a 0.27% decrease to the water levy. For 2021, the adjustments relate to estimates for labour increases, and other departmental adjustments. Further explanation of these items is provided in the paragraphs that follow.

Item	Amount	AH Impact	AH%
Labour contracts / policies	11,100	0.41	0.09%
Other departmental adjustments	(45,400)	(1.66)	-0.36%
	\$(34,300)	\$(1.25)	-0.27%

LABOUR CONTRACTS / POLICIES

Labour costs are normally driven primarily by rates established through collective agreements or council policy. The City's collective agreement with CUPE expired in 2020 and is up for negotiation. As such an estimate has been used for the anticipated amount of the contract increase. At the July 14, 2020 Committee of Council meeting, Committee directed staff to use a 0% wage increase for members of Council and Exempt staff for the purpose of the 2021 draft operating budget deliberations, accordingly, no increase has been included the proposed changes.

Other factors such as changes to the employer share of benefit costs (MPP, WCB, extended health, EI/CPP, etc.) had a minor impact on the budget for 2021.

Group	2021 Amount
CUPE staff	\$11,100

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 2020, in addition to any adjustments to align the budgets with prior year actuals or future year estimates.

The adjustment of \$(45,400) is to align the budget for internal equipment charges to the historical trend as internal equipment usage has been lower than budgeted for water, sewer and solid waste utilities but higher for other areas of public works that are funded from taxation.

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.

On October 30, 2020 Metro Vancouver's board approved a 7.3% increase to peak water rates (from \$0.8899 per cubic metre up to \$0.9546 per cubic metre). No changes were made to the off-peak rate (\$0.7119 per cubic metre). In addition to an increase in rates, the City is also forecasting a 0.9% net increase in consumption (using a 5-year average) from 9.2 million cubic metres to 9.3 million cubic metres resulting in a overall increase of \$320,800 to the budget.

Item	Amount	AH Impact	AH%
Water Levy Increase	\$320,800	\$11.74	2.52%

RATE STABILIZATION MEASURES

In 2012 the City established a rate stabilization reserve to smooth future water rate increases. On an annual basis \$80,000 of the City's water levy has been allocated to the reserve. In 2019, Council endorsed guidelines outlining when to make contributions to the reserve (when the rate increase is below 2%) and when to withdraw from the reserve (when the rate increase is above 4.5%). As a result of these guidelines, in 2020 no contributions or withdrawals were made as the rate increase exceeded 2% but was below 4.5%.

Although the current guidelines would call for no contributions or withdrawals for the rate stabilization reserve as the rate would fall between 2 and 4.5%, given the overall position of the 2021 budget and the potential for continued financial pressures on residents as a result of COVID-19, staff recommend that the rate stabilization is used to offset the impact of the levy increase and reduce the water levy increase to 2%.

Item	Amount	AH Impact	AH%
Use of rate stabilization to reduce levy to 2.0%	\$(32,300)	\$(1.18)	-0.25%

SEWER LEVY COST DRIVER DETAILS

The proposed sewer levy for 2021 is projected to increase by \$184,000 or 2%. The factors contributing to this increase can be broken into the following categories:

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.

	Amount	AH Impact	AH%
Adjustments to maintain existing services	(78,600)	(2.89)	-0.85%
Adjustments from external service delivery partners	301,200	11.10	3.27%
Rate stabilization measures	(38,600)	(1.42)	-0.42%
Total	\$184,000	\$6.79	2.00%

ADJUSTMENTS TO MAINTAIN CITY SERVICES

These reflect adjustments to the budget to maintain services at their 2020 levels and total \$(78,600) which translates to a 0.85% decrease to the sewer levy. For 2021, the adjustments relate to estimates for labour increases, and other departmental adjustments. Further explanation of these items is provided in the paragraphs that follow.

Item	Amount	AH Impact	AH%
Labour contracts / policies	5,600	0.21	0.06%
Other departmental adjustments	(84,200)	(3.10)	-0.92%
	\$(78,600)	\$(2.89)	-0.85%

LABOUR CONTRACTS / POLICIES

Labour costs are normally driven primarily by rates established through collective agreements or council policy. The City's collective agreement with CUPE expired in 2020 and is up for negotiation. As such an estimate has been used for the anticipated amount of the contract increase. At the July 14, 2020 Committee of Council meeting, Committee directed staff to use a 0% wage increase for members of Council and Exempt staff for the purpose of the 2021 draft operating budget deliberations, accordingly, no increase has been included the proposed changes.

Other factors such as changes to the employer share of benefit costs (MPP, WCB, extended health, EI/CPP, etc.) had a minor impact on the budget for 2021.

Group	2021 Amount
CUPE staff	\$5,600

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 2020, in addition to any adjustments to align the budgets with prior year actuals or future year estimates.

The adjustment of \$(84,200) is to align the budget for internal equipment charges to the historical trend as internal equipment usage has been lower than budgeted for water, sewer and solid waste utilities but higher for other areas of public works that are funded from taxation.

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.

On October 30, 2020 Metro Vancouver's board approved a 5.3% increase in the Sewer levy (from \$5,658,700 up to \$5,959,900) resulting in a \$301,200 increase to the budget.

Item	Amount	AH Impact	AH%
Sewer Levy Increase	\$301,200	\$11.10	3.27%

RATE STABILIZATION MEASURES

In 2016 the City established a rate stabilization reserve to smooth future sewer rate increases. On an annual basis \$80,000 of the City's sewer levy has been allocated to the reserve. In 2019, Council endorsed guidelines outlining when to make contributions to the reserve (when the rate increase is below 2%) and when to withdraw from the reserve (when the rate increase is above 4.5%). As a result of these guidelines, in 2020 a contribution of \$28,600 was made as the rate increase was below 2%.

Although the current guidelines would call for no contributions or withdrawals for the rate stabilization reserve as the rate would fall between 2 and 4.5%, given the overall position of the 2021 budget and the potential for continued financial pressures on residents as a result of COVID-19, staff recommend that the rate stabilization is used to offset the impact of the levy increase and reduce the sewer levy increase to 2%.

Item	Amount	AH Impact	AH%
Removal of prior year rate contribution	(28,600)	-1.05	-0.31%
Use of Use Rate stabilization to reduce levy to 2.0%	(10,000)	-0.37	-0.11%
	(\$38,600)	(\$1.42)	-0.42%

SOLID WASTE/ORGANICS LEVY COST DRIVER DETAILS

The proposed water levy for 2021 is projected to increase by \$148,920 or 5.05%.

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.

ADJUSTMENTS TO MAINTAIN CITY SERVICES

These reflect adjustments to the budget to maintain services at their 2020 levels and total \$58,400 which translates to a 1.98% increase to the solid waste levy. For 2021, the adjustments relate to estimates for labour increases, and other departmental adjustments. Further explanation of these items is provided in the paragraphs that follow.

Item	Amount	AH Impact	AH%
Labour contracts / policies	9,700	0.80	0.33%
Other departmental adjustments	48,700	4.03	1.65%
	\$58,400	\$4.83	1.98%

LABOUR CONTRACTS / POLICIES

Labour costs are normally driven primarily by rates established through collective agreements or council policy. The City's collective agreement with CUPE expired in 2020 and is up for negotiation. As such an estimate has been used for the anticipated amount of the contract increase. At the July 14, 2020 Committee of Council meeting, Committee directed staff to use a 0% wage increase for members of Council and Exempt staff for the purpose of the 2021 draft operating budget deliberations, accordingly, no increase has been included the proposed changes.

Other factors such as changes to the employer share of benefit costs (MPP, WCB, extended health, EI/CPP, etc.) had a minor impact on the budget for 2021.

Group	2021 Amount
CUPE staff	\$9,700

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 2020, in addition to any adjustments to align the budgets with prior year actuals or future year estimates.

The adjustment of \$48,700 is to align the budget for internal equipment charges to the historical trend as internal equipment usage has been lower than budgeted for water, sewer and solid waste utilities but higher for other areas of public works that are funded from taxation.

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 (Convertus Canada).

On October 30, 2020 Metro Vancouver's board approved a 3.54% increase in the tipping fee for solid waste (from \$113 up to \$117) resulting in a \$20,000 increase to the budget.

The City's contract with Convertus also includes a 3% price escalation for 2021 from \$115.88/tonne to \$119.36/tonne. The City has also adjusted its annual tonnage forecast from 6,600 tonnes to 7,000 tonnes based on current trends. The changes result in a \$70,520 increase to the budget.

Item	Amount	AH Impact	AH%
Solid waste tipping fee increase (Metro Vancouver)	20,000	1.65	0.68%
Organics processing fee increase (Convertus Canada)	70,520	5.83	2.39%
	\$90,520	\$7.48	3.07%

FINANCIAL SUMMARY

The following table provides a summary of the City's proposed 2021 operating budget. Additional details on revenues and expenses are provided in the revenue, expenses, and business plan sections of this document.

Overall, budgeted revenues are anticipated to increase by \$3.9 million (3.5%) in part due to Phase 2 operations for the Port Coquitlam Community Centre (as seen in the increase to sales of services), but predominantly the increase pertains to taxes and levies and represents the additional revenues needed to be raised by the City to fund increased operating expenses, and reserve transfers.

Budgeted expenses are anticipated to increase by \$3.1 million (3.4%) and relate primarily to estimated contract increases for CUPE and IAFF, contract increases from external service providers, and Phase 2 operations for the Port Coquitlam Community Centre.

Budget use of other funds (reserve transfers and debt payments) are expected to increase by \$155 thousand (0.7%) driven by the 1% increase in General LTR contributions and offset by the elimination of the PCCC construction parcel tax and the elimination of the prior year transfer to the sewer rate stabilization reserve.

Budgeted sources of other funds (reserve transfers) are expected to decrease by \$694 thousand (61.7%) driven by a reduction in operating costs funded from accumulated surplus, a reduction to the amount of funding drawn from the RCMP reserve, offset by the use of water and sewer rate stabilization reserves.

Page	REVENUES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (To Oct 31)
22	Taxation and other levies	70,652,950	73,282,000	2,629,050	3.7%	70,065,314
25	Utility charges	24,860,500	25,447,600	587,100	2.4%	23,087,539
26	Sale of services	7,181,050	7,831,490	650,440	9.1%	3,099,406
28	Permits and licences	2,672,500	2,707,500	35,000	1.3%	3,003,107
29	Investment income	2,578,300	2,578,300	0	0.0%	3,727,184
29	Contributions	2,022,100	2,023,100	1,000	0.0%	1,217,825
31	Penalties and fines	494,000	494,000	0	0.0%	271,118
32	Other revenue	156,400	155,300	(1,100)	-0.7%	808,323
	TOTAL REVENUES	\$110,617,800	\$114,519,290	\$3,901,490	3.5%	\$105,279,816

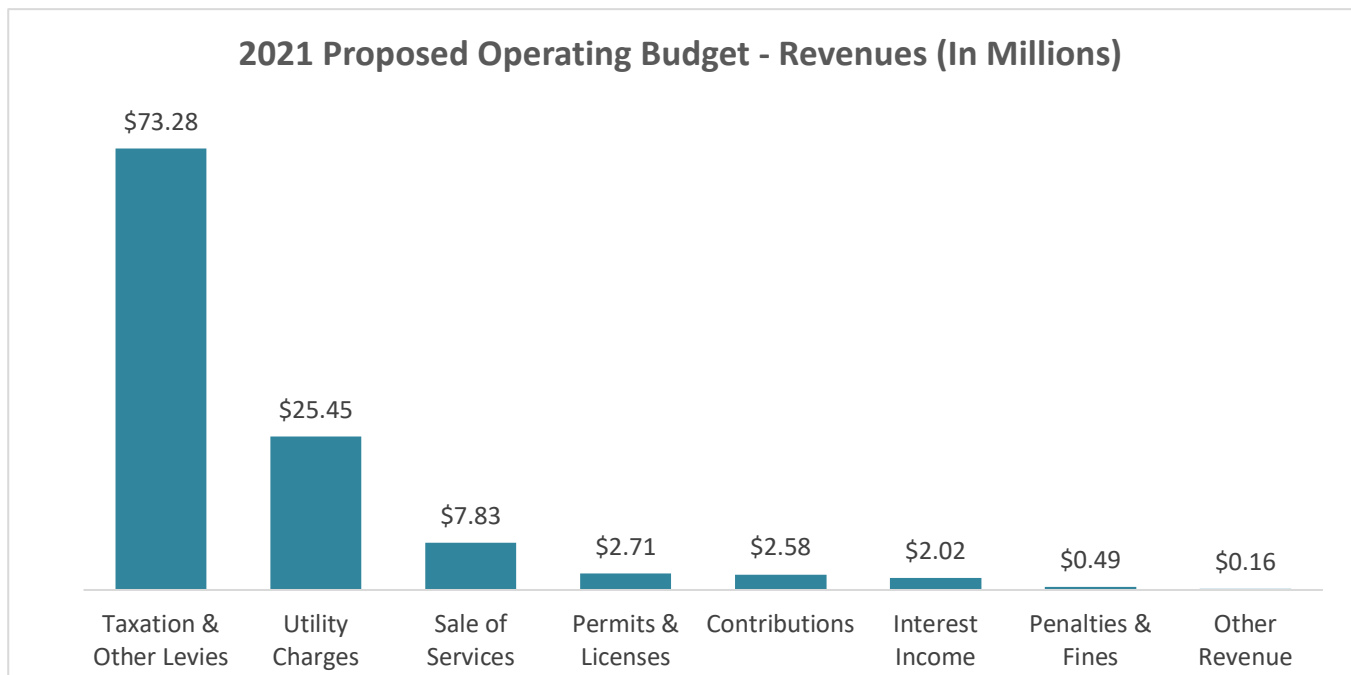
Page	EXPENSES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (To Oct 31)
34	Payroll expense	42,109,970	43,655,680	1,545,710	3.7%	30,771,630
38	Contracted and other services	38,734,450	\$40,037,270	1,302,820	3.4%	28,111,140
39	Materials and supplies	3,415,750	3,494,340	78,590	2.3%	2,775,900
40	Interest and bank charges	1,930,100	1,945,160	15,060	0.8%	1,604,760
41	Telephone, utilities, and rent	1,882,100	1,913,850	31,750	1.7%	1,063,100
42	Insurance and claims	939,800	1,057,400	117,600	12.5%	958,990
43	Other personnel costs	875,500	855,780	(19,720)	-2.3%	468,110
44	Grants and financial assistance	244,000	224,000	(20,000)	-8.2%	132,800
45	Internal charges (recoveries)	0	0	0	N/A	(51,105)
	TOTAL EXPENSES	\$90,131,670	\$93,183,480	\$3,051,810	3.4%	\$65,835,325
	ANNUAL SURPLUS	\$20,486,130	\$21,335,810	\$849,680	4.2%	\$39,444,491

OTHER USE OF FUNDS	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (To Oct 31*)
Transfers to Capital Reserves	15,234,455	15,498,300	263,845	1.7%	0
Transfers to PCCC Construction Reserve	764,695	0	(764,695)	-100.0%	0
Transfer to Long-Term Reserve	1,483,200	2,168,200	685,000	46.2%	0
Transfers to Other Reserves	1,058,850	1,058,850	0	0.0%	0
Transfers to Rate Stabilization Reserves	28,600	0	(28,600)	-100.0%	0
Payment of CMO Debt Principal	445,800	445,800	0	0.0%	0
Payment of PCCC Debt Principal	1,093,000	1,093,000	0	0.0%	0
Interest Income Transferred to Reserves	1,503,300	1,503,300	0	0.0%	0
TOTAL OTHER USE OF FUNDS	\$21,611,900	\$21,767,450	\$155,550	0.7%	\$0
ANNUAL SURPLUS AFTER OTHER USE OF FUNDS	(\$1,125,770)	(\$431,640)	\$694,131	-61.66%	\$39,444,491

OTHER SOURCE OF FUNDS	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (To Oct 31*)
Transfers from RCMP Reserves	600,000	300,000	(300,000)	-50.0%	0
Transfers from accumulated surplus	525,771	89,340	(436,437)	-83.0%	0
Use of Rate Stabilization Reserves	-	42,300	42,300	N/A	0
TOTAL OTHER SOURCE OF FUNDS	\$1,125,771	\$431,640	\$694,131	-61.7%	\$0
ANNUAL SURPLUS AFTER OTHER SOURCES OF FUNDS	\$0	\$0	\$0	0.0%	\$39,444,491

*Allocations for other use/sources of funds are done at the end of the year once all the final revenue and expense balances are known.

REVENUES



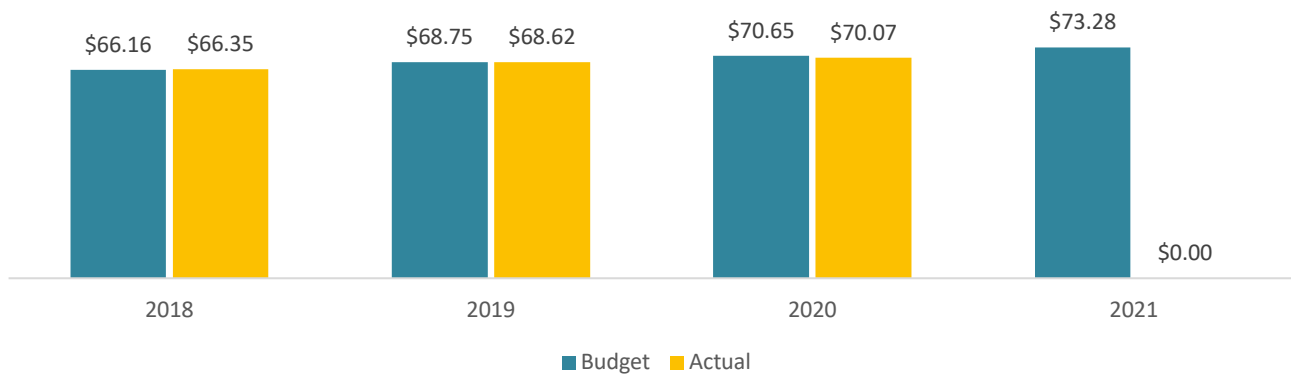
The following section of the budget document provides details on the City's proposed operating revenue budget broken down by revenue category (excluding reserve transfers). As can be seen from the graph above, taxation & other levies account for 65% of the City's total budget operating revenues, utility charges account for a further 22.5%.

Page	REVENUES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (To Oct 31)
22	Taxation and other levies	70,652,950	73,282,000	2,629,050	3.7%	70,065,314
25	Utility charges	24,860,500	25,447,600	587,100	2.4%	23,087,539
26	Sale of services	7,181,050	7,831,491	650,441	9.1%	3,099,406
28	Permits and licences	2,672,500	2,707,500	35,000	1.3%	3,003,107
29	Investment income	2,578,300	2,578,300	0	0.0%	3,727,184
29	Contributions	2,022,100	2,023,100	1,000	0.0%	1,217,825
31	Penalties and fines	494,000	494,000	0	0.0%	271,118
32	Other revenue	156,400	155,300	(1,100)	-0.7%	808,323
	TOTAL REVENUES	\$110,617,800	\$114,519,291	\$3,901,491	3.5%	\$105,279,816

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 Revenue (in Millions)



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Property Taxation	68,351,400	71,463,000	3,111,600	4.55%	68,458,262
Community Centre Parcel Tax	524,750	-	(524,750)	-100.0%	537,450
Payments in Lieu of Taxes	1,607,500	1,649,700	42,200	2.6%	889,402
Business Improvement Levy	167,500	167,500	-	0.0%	167,500
Local Improvement Levies	1,800	1,800	-	0.0%	12,700
	\$70,652,950	\$73,282,000	\$2,629,050	3.7%	\$70,065,314

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.

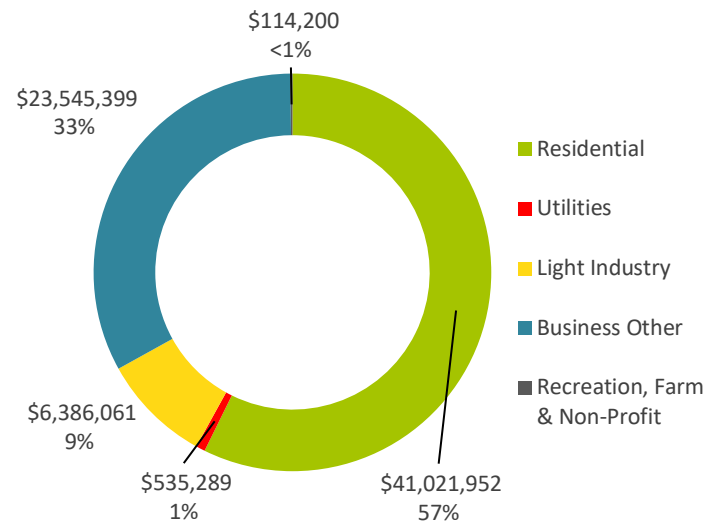
The valuation of property within the City is determined by BC Assessment, a provincial Crown Corporation that classifies and assesses the value of all real property in British Columbia.

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 2021 is set to increase by \$3,111,600 or 4.55%. 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 2021 can be broken down into the following drivers as represented in the table below.

2021 Estimated Property Tax Revenue By Class



COMMUNITY CENTRE PARCEL TAX (2017-2020)

As part of the new community centre funding strategy, a \$25 parcel tax was charged on each City property for the years 2017 through 2020, the charge is removed for 2021. The funds collected helped pay for the construction of the community centre. The parcel tax was a fixed amount and did not vary based on a property's assessed value.

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.

Revenue projections for Federal and Provincial properties (ex: courthouse, pretrial centre, etc.) and the ICBC property are expected to have a small increase in order to align the budget with what was received in 2020. For 2021, the 1% revenues earned in Port Coquitlam from Shaw Cablevision, Telus and Fortis are projected to remain flat, whereas the City has made a small adjustment to 1% revenues from Hydro based on 2020 actuals. A number of private utilities (e.g. cellular providers) who claim to be exempt from the 1% revenue tax, have entered the marketplace resulting in increased competition and a reduction in the 1% collected by the City from companies like Shaw and Telus. Overall, payment in lieu of taxes are expected to increase by \$42,200 as compared to 2020.

BUSINESS IMPROVEMENT (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.

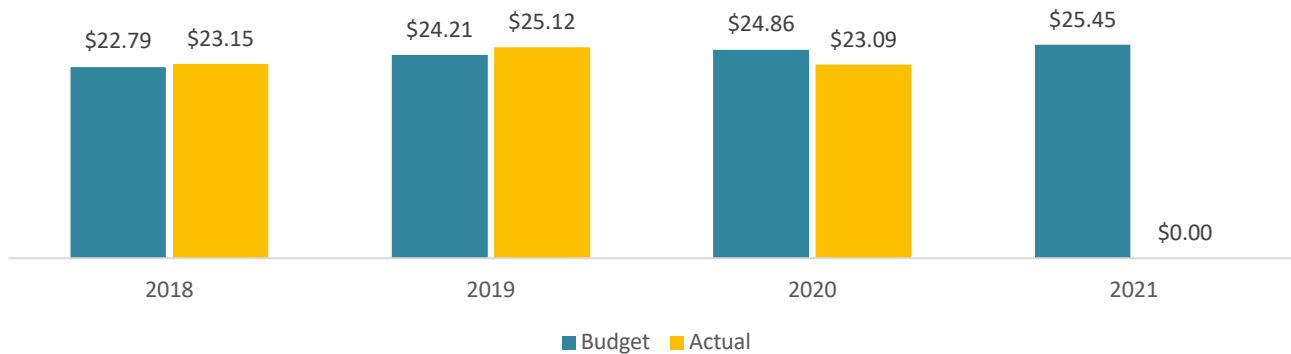
LOCAL IMPROVEMENT LEVIES

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)



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Water Levy	12,710,600	12,964,800	254,200	2.00%	11,681,044
Sewer Levy	9,201,100	9,385,100	184,000	2.00%	8,386,385
Solid Waste / Organics Levy	3,068,800	3,217,700	148,900	4.9%	3,136,841
Utility Discounts	(120,000)	(120,000)	0	0%	(116,731)
	\$24,860,500	\$25,447,600	\$587,100	2.40%	\$23,087,539

Proposed changes for 2021 relate to the increase required in each levy to offset changes in the operating budgets, not funded by other revenue streams. Additional details on the impact on levies to the average residential property is available in the overview section.

SALE OF SERVICES

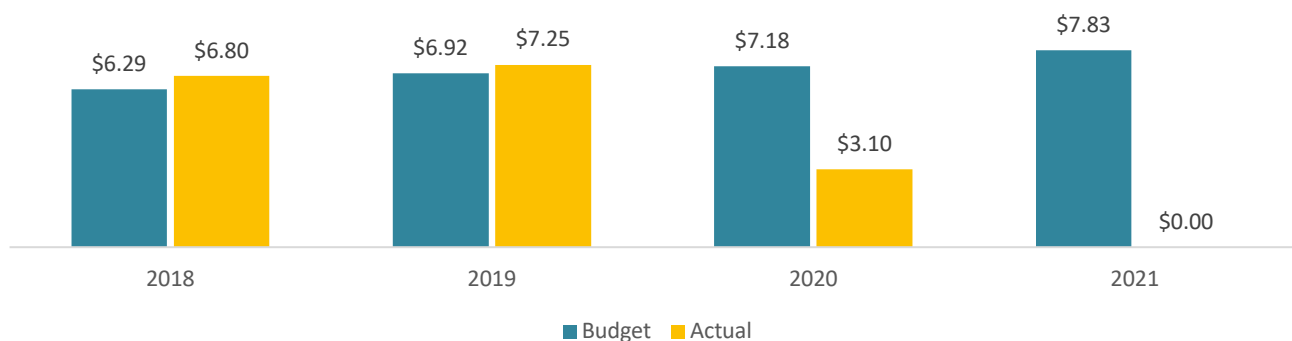
Sale of services represents user fees charged for various municipal services. In accordance with the Community Charter, where the service is nondiscretionary, the fees charged must be reflective of the cost of providing the service with no expectation of generating a surplus.

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
- Whether the fee will influence behaviour in the desired fashion

The full cost of services delivered includes all direct costs as well as a 15% allocation to represent indirect costs. The City's user fees are supported through the fees and charges bylaw.

Sale of Services Revenue (in Millions)



REVENUES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Recreation	4,274,600	4,922,041	647,441	15.1%	1,468,375
Engineering & Public Works	2,057,400	2,095,800	38,400	1.9%	1,041,963
General Government - Common Services	488,550	453,150	(35,400)	-7.2%	165,903
Finance	184,000	184,000	0	0.0%	134,761
Development Services	124,000	124,000	0	0.0%	225,999
Fire & Emergency Services	24,500	24,500	0	0.0%	42,885
RCMP	20,400	20,400	0	0.0%	16,260
Community Safety & Corporate Support	7,600	7,600	0	0.0%	3,260
	\$7,181,050	\$7,831,491	650,441	9.1%	\$3,099,406

The City has seen the largest impact on revenues from COVID-19 in the Sale of Services in 2020. As most revenues relate to recreation fees for program registration, drop-ins, and rentals and many of these programs were paused in response to the pandemic. In most cases, the reduction in 2020 revenues have had a proportional reduction in expenses.

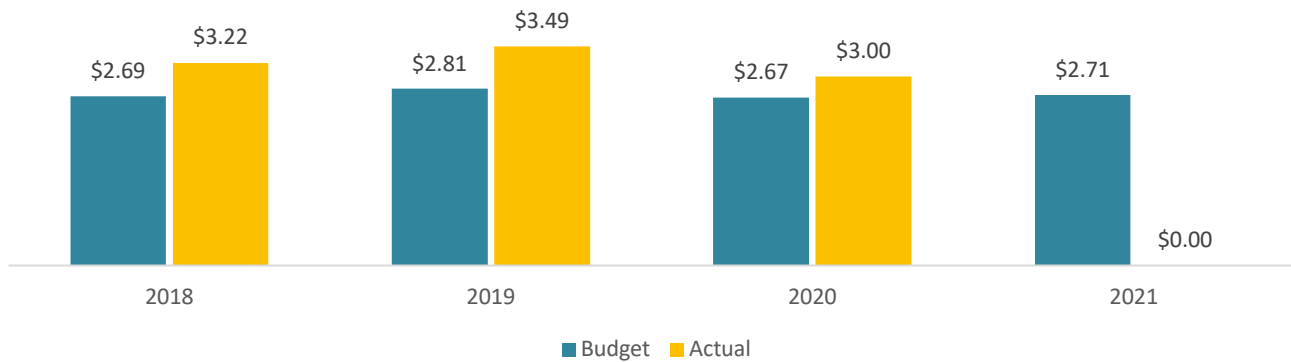
Proposed changes for 2021 relate to additional Recreation revenues as part of Port Coquitlam Centre Phase 2 operations, offset by a decrease in common services revenue for administration of the home owner grant program as this will be administered by the Province going forward. As noted in the overview section, these projected revenues do not account for COVID-19 impacts.

PERMITS & LICENSES

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)



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Development activities	1,475,000	1,475,000	0	0.0%	1,775,687
Business licensing	900,000	935,000	35,000	3.8%	959,280
Dog licensing	206,000	206,000	0	0.0%	177,038
Other	91,500	91,500	0	0.0%	91,102
	\$2,672,500	\$2,707,500	\$35,000	1.3%	\$3,003,107

Proposed changes for 2021 relate to adjustments to business license revenue based on historical trend.

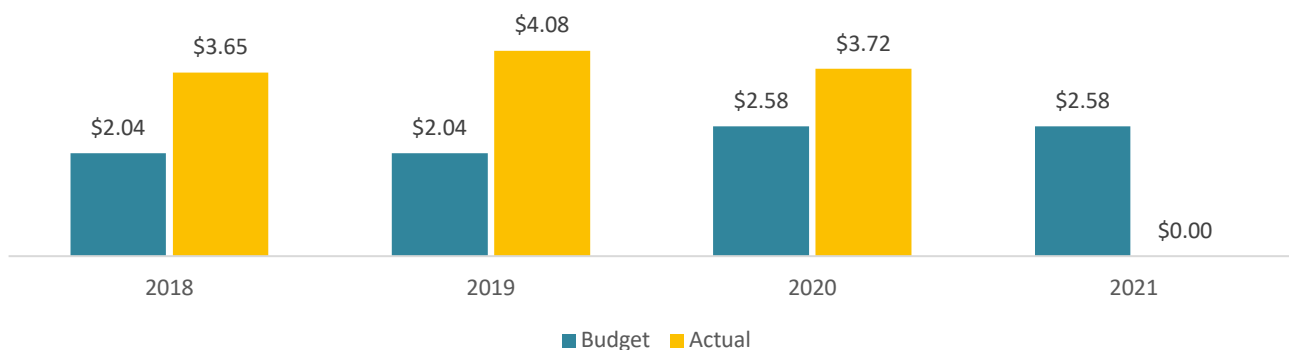
INTEREST INCOME

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.

In 2020, the City has averaged 2.70% return on investments to date. This is largely due to investments that were locked in for multi-year terms back when rates were higher. As these investments reach maturity, they are re-invested at the prevailing market rates which are much lower (0.5% to 1.5%). Current market forecasts indicate that rates will continue to be low through 2021 as the economy continues to be impacted by COVID.

As the City continues to deplete its surplus and reserve balances to tackle infrastructure backlogs through a larger capital program, it is anticipated that interest from investments will decrease (2021 onwards) resulting in less money available to fund existing services.

Interest Income Revenue (in Millions)



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Return on investment	2,513,300	2,513,300	-		3,682,018
Interest on late payments	65,000	65,000	-	-	45,166
	\$2,578,300	\$2,578,300	-	-	\$3,727,184

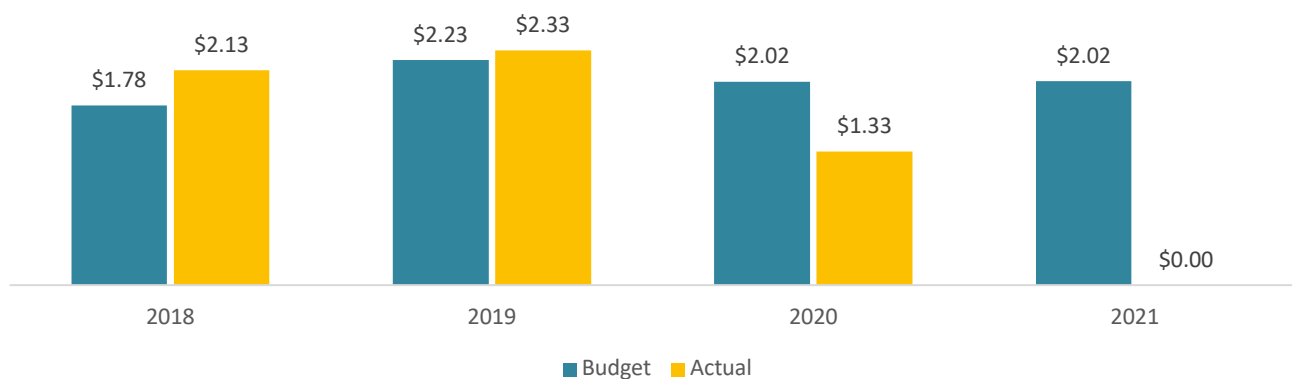
No changes are proposed for 2021.

Subsequent to passing the 2020 budget, as part of financial measures undertaken to mitigate the impact of COVID-19 on residents, Council approved an extension to the deadline for utility and tax payments to September 30 and Council also approved a reduction in the penalty amount from 10% to 5%. These measures are reflected in the reduced revenue showing in 2020 actuals.

CONTRIBUTIONS

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

Contributions Revenue (in Millions)



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
TransLink Operation, Maintenance and Rehabilitation Funding	1,028,200	1,028,200	0	0.0%	165,800
Traffic Fine Revenue Sharing	640,000	640,000	0	0.0%	678,772
Federal Gas Tax	230,500	230,500	0	0.0%	230,513
Provincial Carbon Tax	64,500	64,500	0	0.0%	0
Other Grants	54,400	55,400	1,000	1.8%	112,810
Donations	4,500	4,500	0	0.0%	29,930
	\$2,022,100	\$2,023,100	1,000	0.0%	\$1,217,825

Proposed changes for 2021 relate to an adjustment to other grants to align with historical trend.

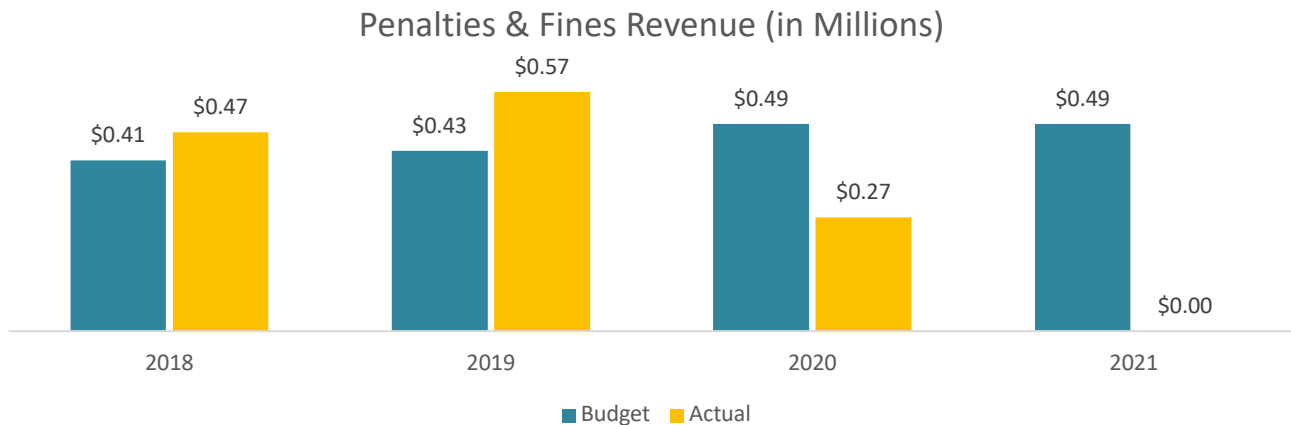
In 2020, as part of financial measures undertaken to mitigate the impact of COVID, TransLink announced to partner municipalities that it would only provide a portion of the 2020 MRN funding. No adjustment has been proposed to the budget for 2021 at this time, however there is some uncertainty around whether TransLink will resume funding at typical levels in 2021 and beyond.

Of the \$1,028,200 budgeted, \$557,700 is used to offset the City's annual operating costs with the remaining \$470,500 transferred to the MRN reserve for future use. In years where operating costs exceed the annual contribution the City can draw from the reserve to fund these excess costs.

Continued reduction in TransLink funding levels will result in less available in the reserve to fund future projects/operations and may ultimately require an increase in taxation to make up for lost funding.

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.



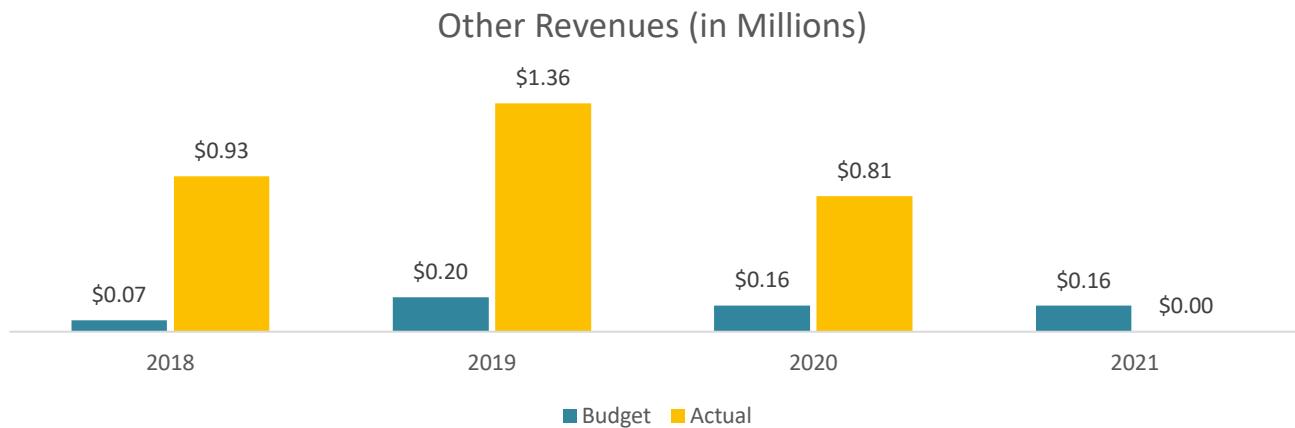
	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Tax Penalties for late payment	320,000	320,000	-	-	146,233
Utility Penalties for Late Payments	143,000	143,000	-	-	46,285
Fines for infractions	31,000	31,000	-	-	78,600
	\$494,000	\$494,000	\$-	0.0%	\$271,118

Subsequent to passing the 2020 budget, as part of financial measures undertaken to mitigate the impact of COVID-19 on residents, Council approved an extension to the deadline for utility and tax payments to September 30 and Council also approved a reduction in the penalty amount from 10% to 5%. These measures are reflected in the reduced revenue showing in 2020 actuals.

Staff continue to monitor and assess the impacts of COVID-10, however no changes to the budget are proposed for 2021 at this time.

OTHER REVENUES

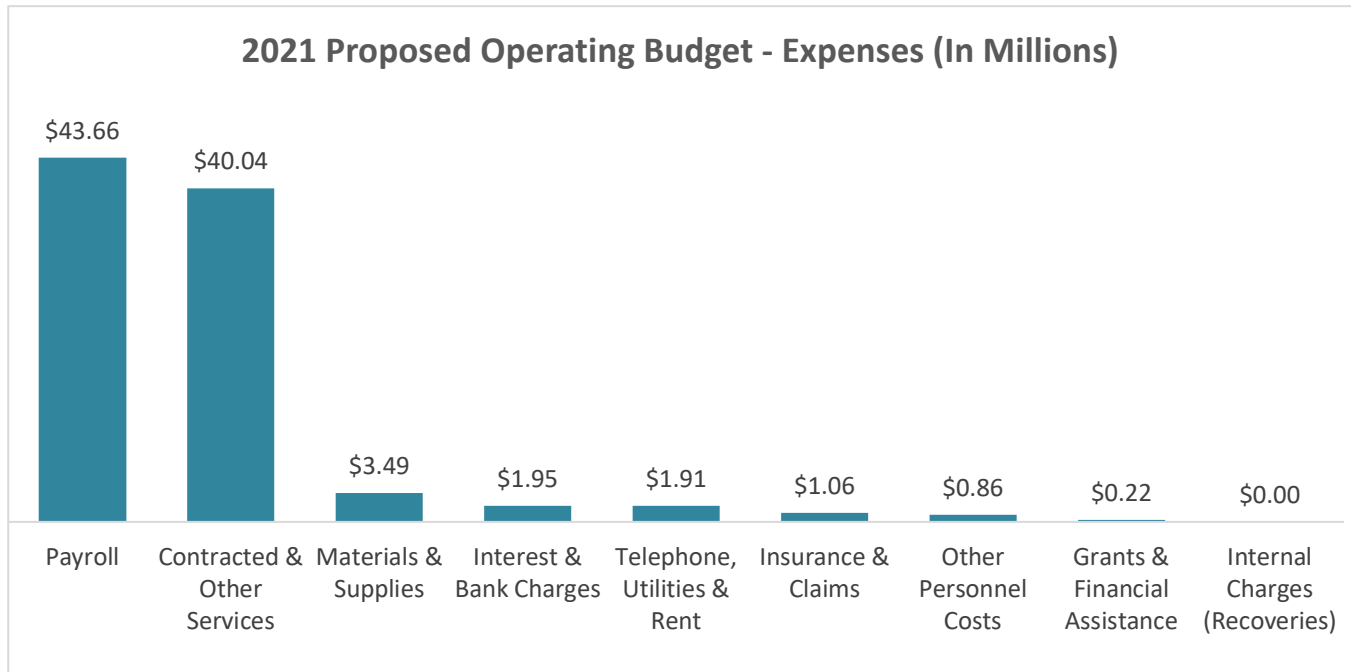
Other revenue represents miscellaneous revenues that do not meet the definitions of any other revenue category. These include cost recoveries charged back to third parties and amounts collected for specific reserves (ex: payments received from developers in lieu of parkland or in lieu of parking). While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



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Other Revenues	\$156,000	\$155,300	(\$1,100)	-0.7%	\$808,323

Proposed changes for 2021 relate to adjustments to cost recoveries for development construction because of decreased costs. The specific amounts making up the actual revenue for reserves significantly vary year to year and are therefore difficult to predict. As such, budget is predominantly related to cost recovery revenue.

EXPENSES



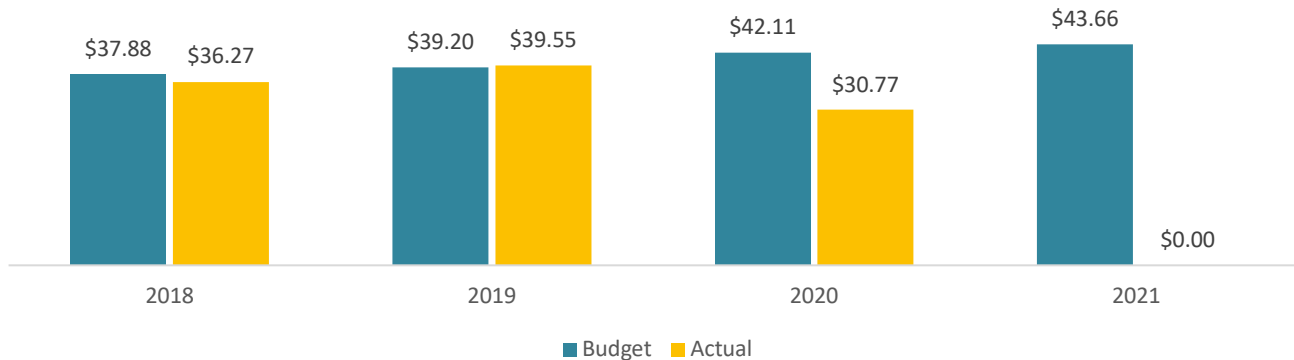
The following section of the budget document provides details on the City's proposed operating expense budget broken down by expense category (excluding reserve transfers). As can be seen from the graph above, payroll accounts for 46% of the City's total budgeted operating expenses, contracted services accounts for a further 44%. Within the line for contracted services payments for: RCMP services, Metro Vancouver bulk water fees, Metro Vancouver sewage disposal fees, FVRL Library Services, Metro Vancouver garbage tipping fees, and Convertus organics tipping fees make up most of the total. It should be noted that it will be difficult to compare the proposed 2021 budget to the 2020 actuals (to date) given the impacts of COVID-19 and the measures the City took to reduce expenses.

Page	EXPENSES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
34	Payroll expense	42,109,970	43,655,680	1,545,710	3.7%	30,771,630
38	Contracted and other services	38,734,450	40,037,270	1,302,820	3.4%	28,111,140
39	Materials and supplies	3,415,750	3,494,340	78,590	2.3%	2,775,900
40	Interest and bank charges	1,930,100	1,945,160	15,060	0.8%	1,604,760
41	Telephone, utilities, and rent	1,882,100	1,913,850	31,750	1.7%	1,063,100
42	Insurance and claims	939,800	1,057,400	117,600	12.5%	958,990
43	Other personnel costs	875,500	855,780	(19,720)	-2.3%	468,110
44	Grants and financial assistance	244,000	224,000	(20,000)	-8.2%	132,800
45	Internal charges (recoveries)	0	0	0	N/A	(51,105)
	Total	\$90,131,670	\$93,183,470	\$3,051,800	3.4%	\$65,835,325

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)



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
General Government - Common Services	115,600	115,600	0	0.0%	0
Community Safety & Corporate Support	3,294,120	3,533,850	239,730	7.3%	2,574,540
Finance	2,373,500	2,417,600	44,100	1.9%	1,859,500
Office of the CAO	389,800	468,200	78,400	20.1%	221,170
Human Resources	866,050	882,550	16,500	1.9%	663,070
Development Services	3,090,100	3,152,800	62,700	2.0%	2,420,810
Fire & Emergency Services	11,936,000	12,253,000	317,000	2.7%	9,780,160
Recreation	9,646,900	10,130,580	483,680	5.0%	5,044,500
Engineering & Public Works	10,397,900	10,701,500	303,600	2.9%	8,207,880
Total Payroll expense	\$42,109,970	\$43,655,680	\$1,545,710	3.7%	\$30,771,630

Proposed changes for 2021 relate to estimated contractual increases for CUPE, IAFF and adjustments to benefits to reflect changes in rates for WCB, EI, CPP. At the July 14, 2020 Committee of Council meeting, Committee directed staff to use a 0% wage increase for members of Council and Exempt staff for the purpose of the 2021 draft operating budget deliberations, accordingly, no increase has been included in the numbers above.

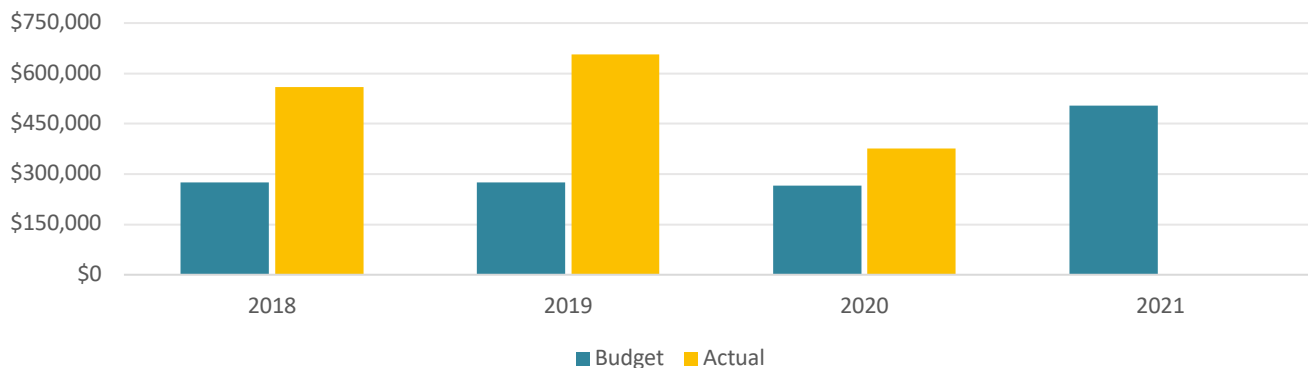
Other changes in payroll expenses relate to the following approved service level adjustments:

- Additional bylaw enforcement (approved April 7, 2020)
- Manager of Information Services (approved April 7, 2020)
- Manager of Strategic Projects (approved April 7, 2020). *Note, 2021 decision packages contain a recommended reduction package to eliminate funding for this position.*
- Various service level enhancements – litter, parks, snow clearing (approved June 9, 2020)
- Port Coquitlam Community Centre phase 2 operations

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.) and the use of overtime hours to address staffing shortages as a result of vacancies. Standby pay is not included in the amounts reported.

Overtime (Budget & Actuals)



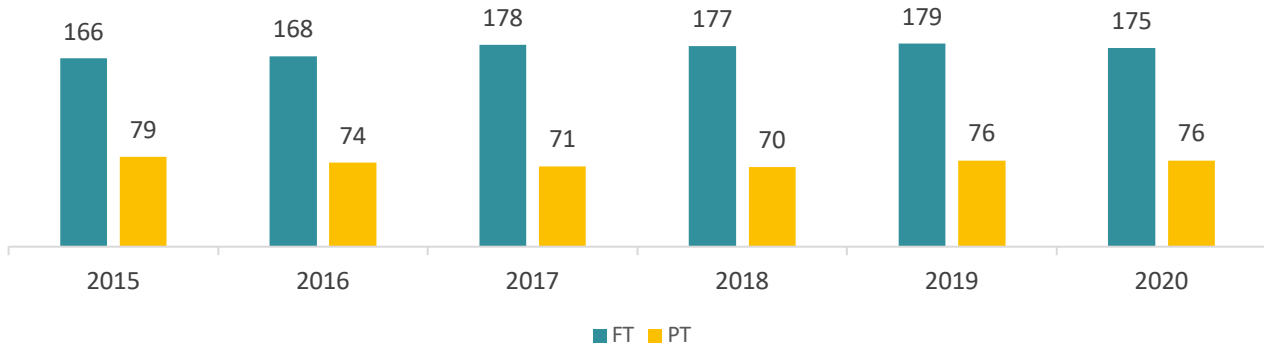
Increases in budgets for 2021 reflect adjustments to align overtime budgets to actual historical costs.

Department	2019 Budget	2019 Actuals	2020 Budget	2020 Actuals (To Oct 31)	2021 Budget
Community Safety & Corporate Support	18,700	44,644	26,400	23,110	27,000
Development Services	5,600	12,866	5,700	7,034	5,800
Engineering & Public Works	135,240	378,673	114,940	314,566	252,190
Finance	14,400	19,200	14,600	9,568	14,800
Fire & Emergency Services	77,100	70,708	79,000	91,665	80,900
Human Resources	1,500	2,100	1,500	2,510	1,500
Recreation	22,020	128,471	23,620	56,053	23,620
	\$274,560	\$656,662	\$265,760	\$504,506	\$405,810

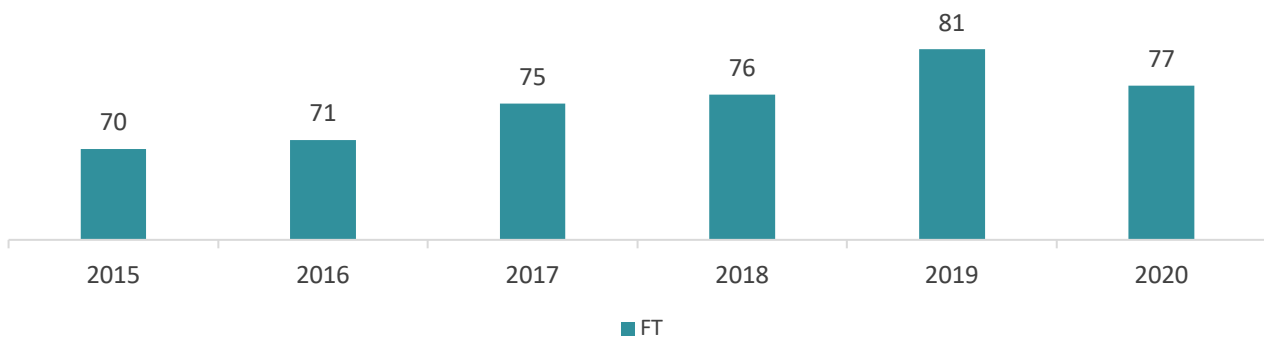
Employee Count and Casual Hours

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

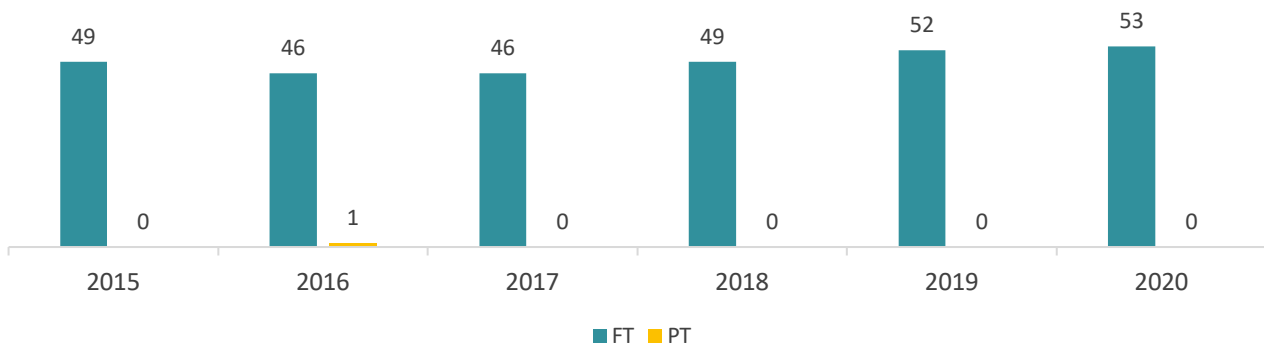
2015 - 2020 CUPE Full-Time and Part-Time Employee Count

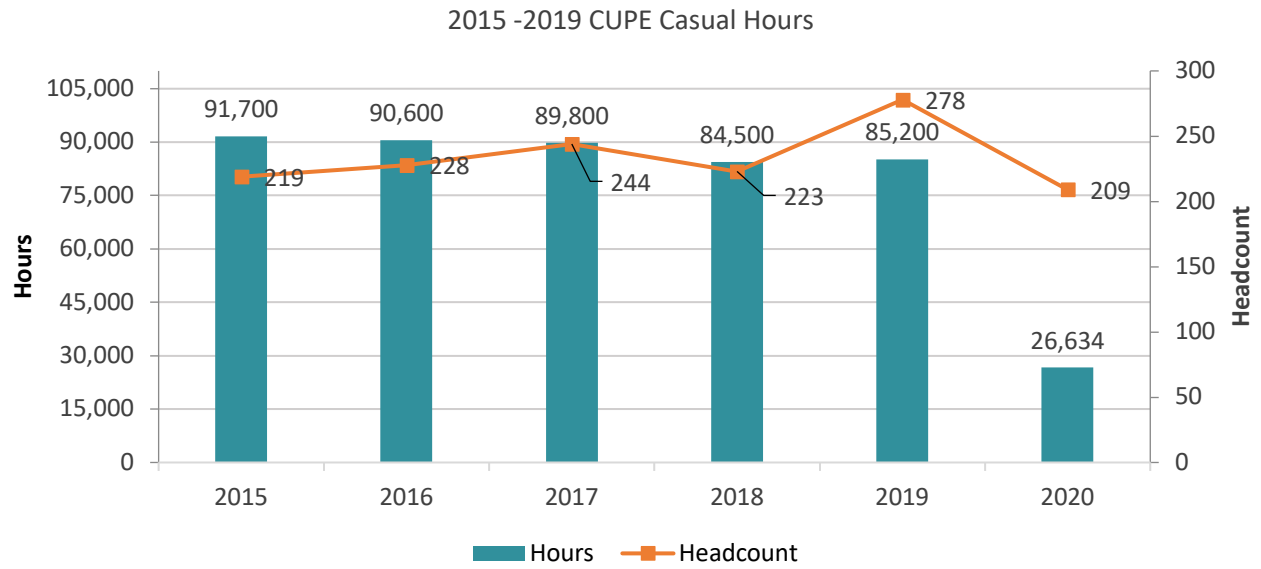


2015 - 2020 IAFF Full-Time Employee Count



2015 - 2020 Exempt Full-Time and Part-Time Employee Count

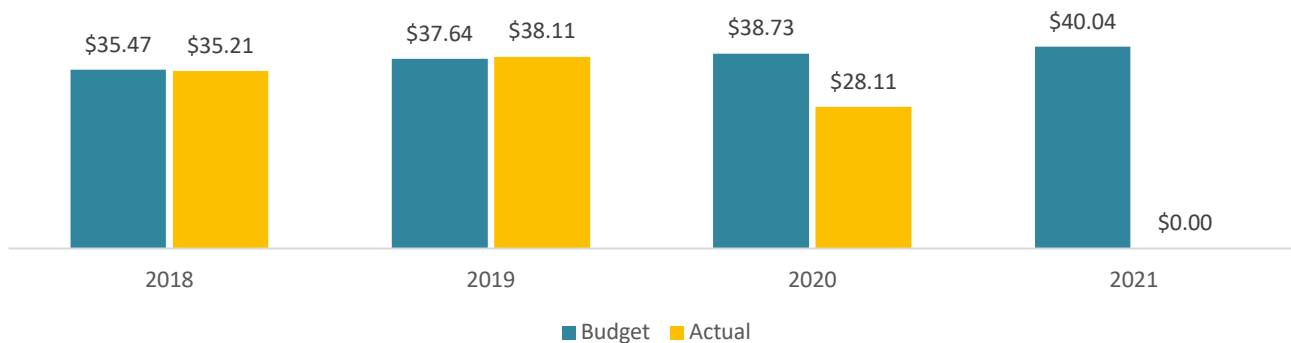




CONTRACTED & OTHER SERVICES

Contracted and other services relate to costs for work performed by a third party. Items within contracted and other services include: RCMP services (\$16.5 million), Metro Vancouver bulk water (\$7.6 million), Metro Vancouver sewage disposal fees (\$5.6 million), Fraser Valley Regional Library Services (\$2.1 million), Convertus organics processing fees (\$0.8 million), Metro Vancouver garbage tipping fees (\$0.6 million), legal and audit fees, consulting costs, delivery, and advertising fees, etc.

Contract & Other Services Expenses (in Millions)



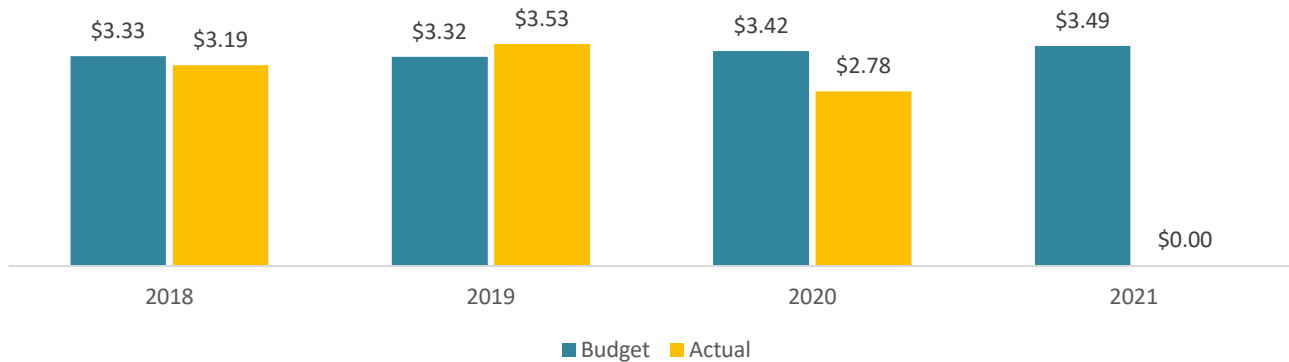
	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
General Government - Common Services	36,050	36,050	0	0.0%	69,220
Community Safety & Corporate Support	1,089,000	1,168,300	79,300	7.3%	882,100
Finance	143,600	143,600	0	0.0%	67,960
Office of the CAO	10,600	10,600	0	0.0%	0
Human Resources	125,800	125,800	0	0.0%	194,780
Development Services	315,700	315,700	0	0.0%	220,580
Fire & Emergency Services	441,100	449,100	8,000	1.8%	377,340
RCMP	16,179,700	16,555,300	375,600	2.3%	9,336,170
Recreation	3,624,100	3,722,640	98,540	2.7%	2,730,700
Engineering & Public Works	16,768,800	17,510,180	741,380	4.4%	14,232,290
Total Contracted and other services	\$38,734,450	\$40,037,270	\$1,302,820	3.4%	\$28,111,140

Proposed changes for 2021 relate to increases in Metro Vancouver fees for bulk water, sewage disposal and garbage disposal, increases in RCMP costs, Port Coquitlam Community Centre Phase 2 operations, increases in FVRL contract costs, increases to fire dispatch costs, and various reallocations between expense categories.

MATERIALS & SUPPLIES

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

Materials & Supplies Expenses (in Millions)



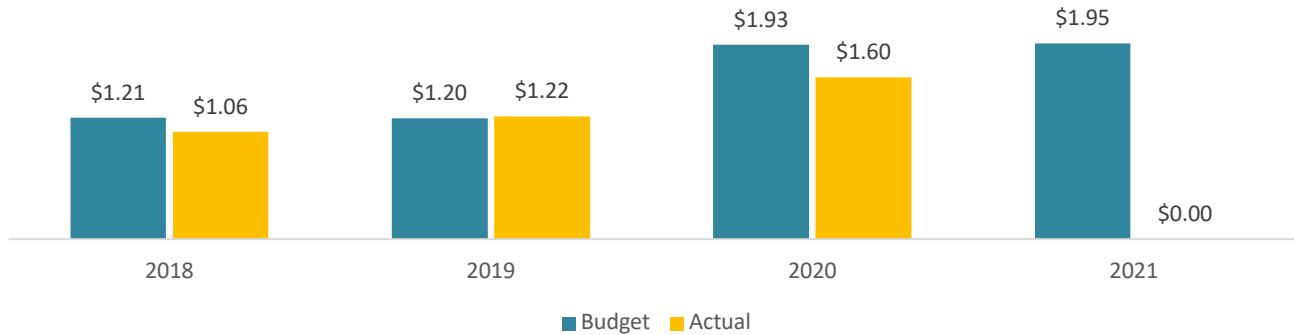
	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
General Government - Common Services	132,900	132,900	0	0.0%	97,000
Community Safety & Corporate Support	92,400	92,400	0	0.0%	39,870
Finance	19,500	17,500	(2,000)	-10.3%	36,700
Office of the CAO	300	300	0	0.0%	150
Human Resources	5,000	5,000	0	0.0%	7,380
Development Services	13,300	13,300	0	0.0%	6,530
Fire & Emergency Services	199,100	199,100	0	0.0%	130,030
RCMP	0	0	0	N/A	170
Recreation	779,650	814,440	34,790	4.5%	372,590
Engineering & Public Works	2,173,600	2,219,400	45,800	2.1%	2,085,480
Total Materials and supplies	\$3,415,750	\$3,494,340	\$78,590	2.3%	\$2,775,900

Proposed changes for 2021 relate to reallocations between expense categories, Port Coquitlam Community Centre Phase 2 operations, and adjustments to match historical trends.

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)



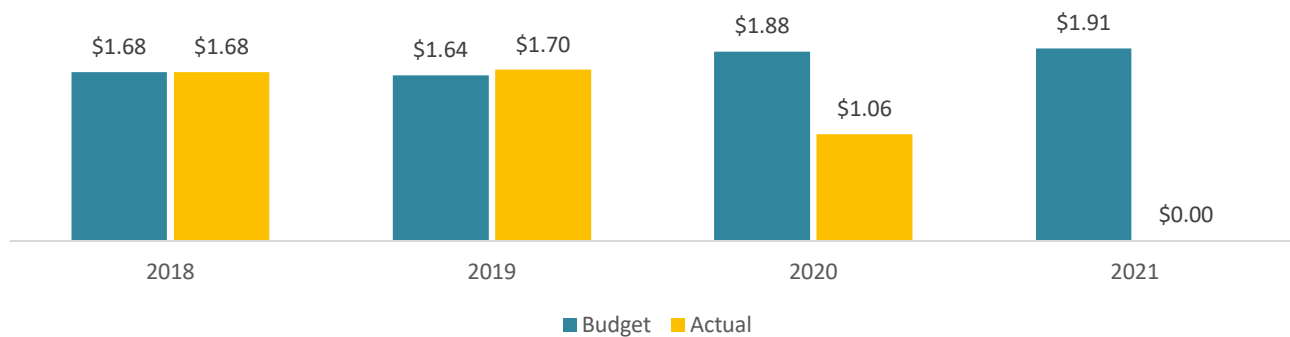
	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
General Government - Common Services	1,750,800	1,750,800	0	0.0%	1,513,820
Community Safety & Corporate Support	6,500	6,500	0	0.0%	9,240
Finance	0	0	0	N/A	3,710
Development Services	15,500	15,500	0	0.0%	10,390
Recreation	153,000	168,060	15,060	9.8%	65,670
Engineering & Public Works	4,300	4,300	0	0.0%	1,930
Total Interest and bank charges	\$1,930,100	\$1,945,160	\$15,060	0.8%	\$1,604,760

Proposed changes for 2021 relate to Port Coquitlam Community Centre Phase 2 operations

TELEPHONE, UTILITIES & RENT

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

Telephone, Utilities & Rent Expenses (in Millions)



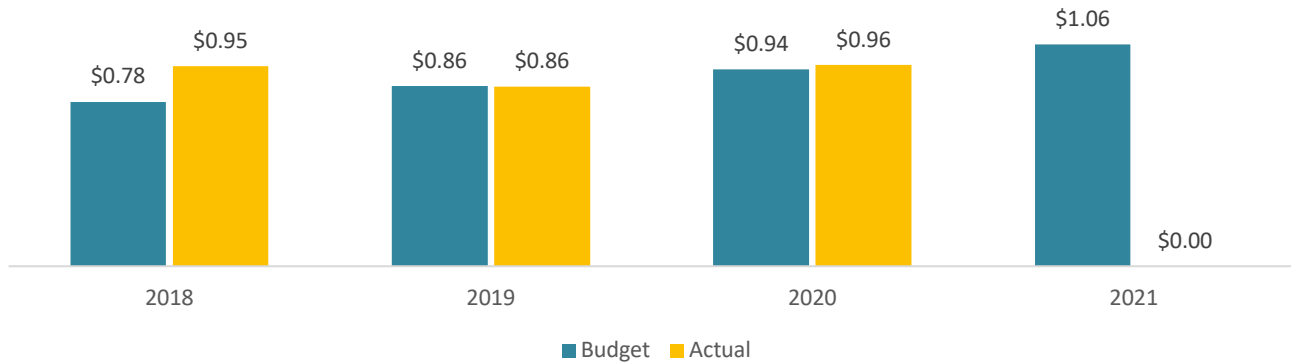
	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
General Government - Common Services	64,800	64,800	0	0.0%	39,610
Community Safety & Corporate Support	27,200	29,900	2,700	9.9%	17,960
Human Resources	400	400	0	0.0%	150
Development Services	200	200	0	0.0%	0
Fire & Emergency Services	61,000	61,000	0	0.0%	40,960
Recreation	1,061,600	1,125,650	64,050	6.0%	501,610
Engineering & Public Works	666,900	631,900	(35,000)	-5.2%	462,810
Total Telephone, utilities and rent	\$1,882,100	\$1,913,850	\$31,750	1.7%	\$1,063,100

Proposed changes for 2021 relate to Port Coquitlam Community Centre Phase 2 operations and reallocations between expense categories.

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)



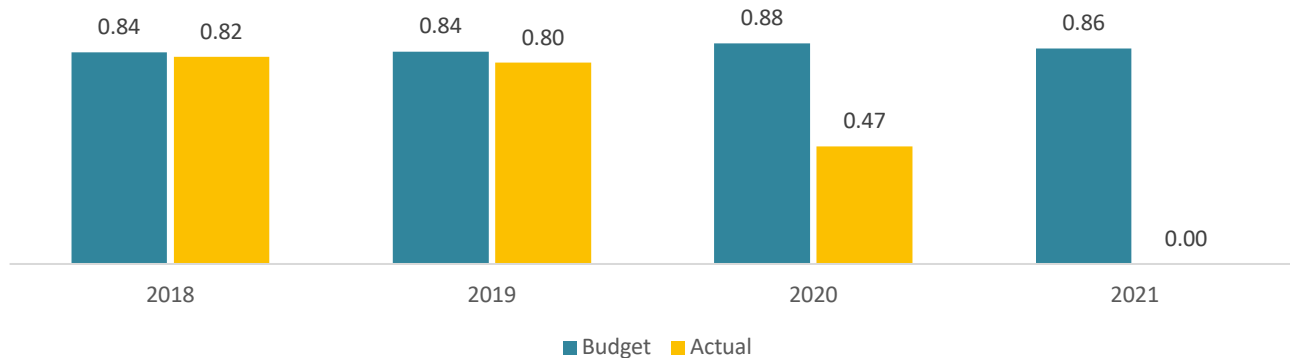
	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
General Government - Common Services	639,600	749,600	110,000	17.2%	639,580
Community Safety & Corporate Support	0	0	0	N/A	430
Recreation	200	200	0	0.0%	15,510
Engineering & Public Works	300,000	307,600	7,600	2.5%	303,470
Total Insurance and claims	\$939,800	\$1,057,400	\$117,600	12.5%	\$958,990

Proposed changes for 2021 relate to increased premiums, additional coverage for the Port Coquitlam Community Centre and the addition of cyber insurance.

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.

Other Personnel Expenses (in Millions)



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
General Government - Common Services	1,000	0	(1,000)	-100.0%	0
Community Safety & Corporate Support	179,250	183,700	4,450	2.5%	71,100
Finance	49,500	49,500	0	0.0%	19,070
Office of the CAO	14,450	15,700	1,250	8.7%	1,910
Human Resources	181,500	174,500	(7,000)	-3.9%	147,970
Development Services	64,000	61,400	(2,600)	-4.1%	18,550
Fire & Emergency Services	192,400	192,400	0	0.0%	133,310
Recreation	107,900	94,300	(13,600)	-12.6%	24,900
Engineering & Public Works	85,500	84,280	(1,220)	-1.4%	51,300
Total Other personnel costs	\$875,500	\$855,780	(\$19,720)	-2.3%	\$468,110

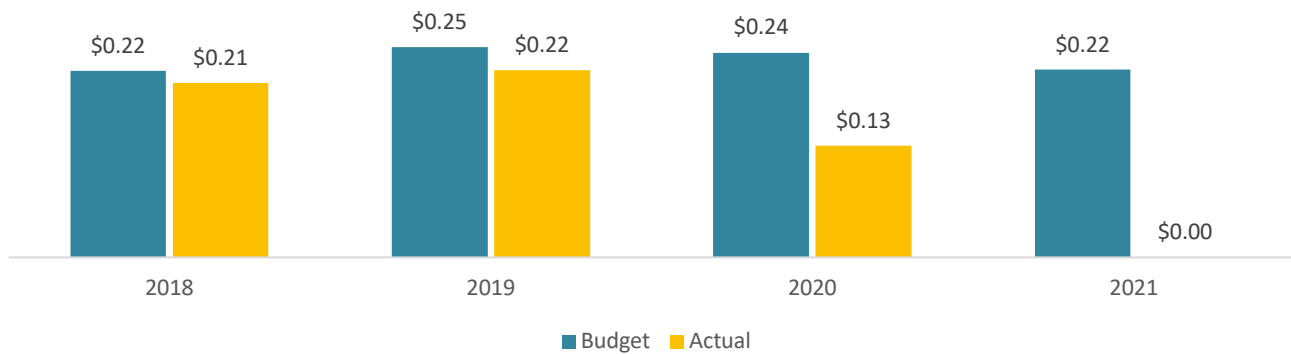
Proposed changes for 2021 relate to reallocation of budgets to other expense categories, reductions based on historical trends offset by an increase for the following service level adjustments:

- Additional bylaw enforcement (approved April 7, 2020)
- Manager of Strategic Projects (approved April 7, 2020)

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.

Grants & Financial Assistance Expenses (in Millions)



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Community Safety & Corporate Support	55,000	35,000	(20,000)	-36.4%	0
Recreation	189,000	189,000	0	0.0%	132,800
Total Grants and financial assistance	\$244,000	\$224,000	(\$20,000)	-8.2%	\$132,800

Proposed changes for 2021 relate to the discontinuation of the \$20,000 in annual supplemental funding for the Port Coquitlam Community Foundation which was approved for 2019 and 2020.

INTERNAL CHARGES (RECOVERIES)

Internal charges represent the re-allocation of costs between different areas of the City to more accurately reflect the cost of services provided. This is particularly important in services that are funded as a “user-pay” system such as water, sewer and solid waste.

	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Sep 30)
General Government - Common Services	(766,200)	(766,200)	-	-	(766,200)
Community Safety & Corporate Support	(502,400)	(500,000)	2,400	-0.5%	(533,191)
Finance	(249,200)	(249,200)	-	-	(250,190)
Human Resources	-	-	-	-	491
Development Services	55,100	55,100	-	-	41,309
Fire & Emergency Services	219,700	219,700	-	-	219,721
Recreation	(72,700)	(56,900)	15,800	-21.7%	(68,978)
Engineering & Public Works	1,315,700	1,297,500	(18,200)	-1.4%	1,305,933
Total Internal charges	\$0	\$0	\$0	-	(\$51,105)

Proposed changes for 2021 relate to allocation of additional equipment charges from fleet to bylaw and recreation to cover maintenance cost of equipment.

The table below, provides a breakdown of the allocation of fleet charges to the various sections within the City that use vehicles and equipment maintained by the fleet. The table also outlines the internal charges to water, sewer and solid waste for items such as Bylaw Enforcement, Billing, and Engineering administration. These internal charges are offset by recoveries in the various departments. Staff are currently undertaking a review of the internal charge allocation to water and sewer as part of the utility rate review project which is underway.

Department	Section	Equipment Allocation	Recovery From Water	Recovery From Sewer	Recovery From Solid Waste	Total
Community Safety & Corporate Support	Bylaw Services	79,000	60,600	60,600	38,800	239,000
	Communications	-	23,900	23,900	15,300	63,100
	Corporate Office	-	43,200	43,300	27,700	114,200
	Information Services	-	91,500	91,600	58,600	241,700
Development Services	Building	43,600	-	-	-	43,600
	Development Engineering	11,500	-	-	-	11,500
Engineering & Public Works	Development Construction	185,700	-	-	-	185,700
	Engineering - Infrastructure Planning	20,900	191,400	191,500	9,200	413,000

Department	Section	Equipment Allocation	Recovery From Water	Recovery From Sewer	Recovery From Solid Waste	Total
	Engineering - Projects	-	131,100	131,500	-	262,600
	Engineering & Public Works Administration	29,500	204,800	204,900	132,000	571,200
	Public Works - Drainage Utilities	96,900	-	-	-	96,900
	Public Works - Fleet	(2,750,400)	-	-	-	(2,750,400)
	Public Works - Parks	496,100	-	-	-	496,100
	Public Works - Streets	395,600	-	-	-	395,600
	Sewer Utility	68,400	-	(1,175,900)	-	(1,107,500)
	Solid Waste Utility	1,072,500	-	-	(555,800)	516,700
	Water Utility	191,400	(1,174,600)	-	-	(983,200)
Finance		4,100	95,900	96,000	61,400	257,400
Fire		700	-	-	-	700
General Government – Common Services			290,000	290,400	185,800	766,200
Recreation	Cultural Development & Community Services	2,600	-	-	-	2,600
	Facilities	51,900	42,200	42,200	27,000	163,300
		\$-	\$-	\$-	\$-	\$-

FUNDING SOURCES

Various sources are used to fund the decision packages and capital items proposed 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.

DEVELOPMENT COST CHARGES

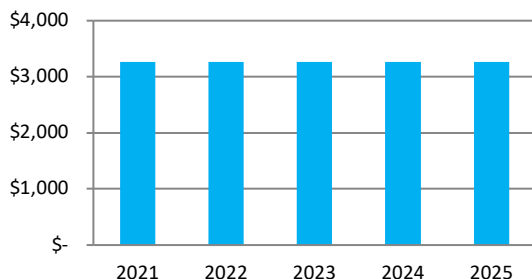
Development cost charges (DCC) are collected to assist local governments in paying the capital costs of certain services that are directly or indirectly affected by private development. DCC funds can only be spent on the specific projects set out and used to establish the DCC fees in the bylaw approved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

BORROWING

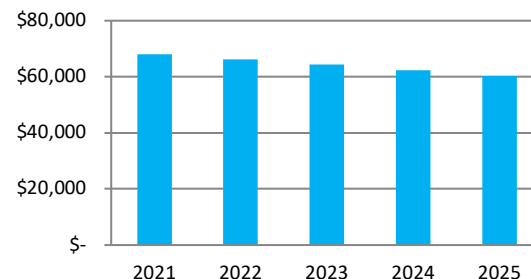
Under the City's Financial Management Policy, debt financing for capital expenditures will only be considered for projects whose costs exceed the annual capital funding envelope. The City's borrowing limit is governed by the Province through the *Community Charter*. The applicable regulations define 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 (2020-\$27.8 million, available limit \$24.1 million). Without elector approval the annual debt payments cannot exceed 5% of the City's ongoing revenues (2020-\$5.6 million, available limit \$2.33million).

Currently, the City has approximately \$69.9 million of long-term debt outstanding related to borrowing for construction of the Coast Meridian Overpass (CMO) and the Port Coquitlam Community Centre (PCCC). The CMO debt will be fully repaid by 2039 and the PCCC debt will be fully repaid by 2049. The following charts illustrate the projected debt levels and debt payments from 2021 to 2025.

Projected Debt Payments 2021 - 2025
(000's)



Projected Debt Levels 2021 - 2025
(000's)



RESERVES

The following tables show the projected reserve interest, contributions and withdrawals for 2020 to 2022:

		Dec 31, 2020 Estimated Ending Balance	2021 Interest & Contribution	2021 Projects & Transfers	Dec 31, 2021 Estimated Ending Balance	2022 Interest & Contribution	2022 Projects & Transfers	Dec 31, 2022 Estimated Ending Balance
48	Operating Reserves	2,533,492	209,313	(679,760)	2,063,045	207,368	(328,000)	1,942,413
49	Capital Reserves	32,435,608	15,774,440	(20,317,633)	27,892,415	15,484,019	(21,106,600)	22,269,834
50	Long Term Infrastructure Reserves	12,179,478	1,609,201	(642,000)	13,146,679	1,618,873	(642,000)	14,123,552
52	Other Reserves	9,459,053	1,145,660	(2,615,000)	7,989,713	1,142,340	(340,000)	8,792,053
53	Legacy Capital Reserves	2,177,566	12,434	(1,410,000)	780,000	0	(780,000)	0
	Total	\$58,785,197	\$18,751,048	(\$25,664,393)	\$51,871,852	\$18,452,600	(\$23,196,600)	\$47,127,852

OPERATING RESERVES

The following reserves are funded from taxes and fees and are used for: significant expenditures that occur every few years (i.e. election); contingency funds for specific purposes (snow & ice removal, self-insurance, RCMP, public safety initiatives, Canada Day, May Day); carry-over projects (arts & culture); rate stabilization (traffic fine revenue, sewer and water rate stabilization).

Reserve	Description
Election Reserve	Provides funding for the municipal and school board elections. The City attempts to annualize the cost of the election by allocating an amount in each year to the reserve.
Self-Insurance Reserve	Funds the potential net increased cost of any insurance claim due to the higher insurance deductible (\$250,000) to achieve reduced annual insurance premiums.
Public Safety Initiatives Reserve	Funds will cover costs related to potential legal challenges of actions under controlled substance bylaw inspections.
Snow & Ice Removal Reserve	Funds pay for the costs of snow & ice removal in bad winter years by setting aside snow & ice removal funds that are not expended in moderate years.
Canada Day Reserve	Created to support Canada Day activities in those years that fundraising efforts do not meet the required budget allocation.
May Day Reserve	Created to support May Day activities in those years that fundraising efforts do not meet the required budget allocation. In November 2020, Committee of Council directed staff to retire this reserve account and directed all remaining funds to the general capital reserve.
Arts & Culture Reserve	At the end of the year any unspent arts & culture funds are allocated to the reserve to be used for future activities: CCD Investment Grant, Public Art Replacement/Maintenance/Arts & Culture projects.
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.
RCMP Reserve	Funded from prior year RCMP surplus to help fund future year's RCMP if the RCMP fills all approved positions.

	Dec 31, 2020 Estimated Ending Balance	2021 Interest & Contributions	2021 Projects & Transfers	Dec 31, 2021 Estimated Ending Balance	2022 Interest & Contributions	2022 Projects & Transfers	Dec 31, 2022 Estimated Ending Balance
Art & Heritage*	256,898	3,102	(27,000)	233,000	0	(233,000)	0
Election	182,413	1,394	(86,000)	97,807	503	(95,000)	3,310
May Day/Canada Day*	5,260	0	(5,260)	0	0	0	0
Public Safety Initiatives*	100,000	0	(100,000)	0	0	0	0
RCMP	0	0	0	0	0	0	0
Self-Insurance*	460,000	0	(460,000)	0	0	0	0
Sewer Rate Stabilization	454,620	113,689	0	568,309	114,826	0	683,135
Snow & Ice Clearing*	1,500	0	(1,500)	0	0	0	0
Water Rate Stabilization	1,072,801	91,128	0	1,163,929	92,039	0	1,255,968
Total	\$2,533,492	\$209,313	-\$679,760	\$2,063,045	\$207,368	-\$328,000	\$1,942,413

*In November 2020, Committee of Council directed staff to retire this reserve account and directed all remaining funds to the general capital reserve.

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.
Community Recreation Complex Reserve	Tax levies and parcel tax contributions are put in this reserve to fund the community recreation complex. Once the community recreation complex project is complete in 2021, there will be no funds remaining.
Land Sale Reserve	The City's land sale reserve is used to fund land purchases, land servicing and other new infrastructure. Starting in 2017 the pay back of past capital projects funded from the land sale reserve (\$1.8 million) is being repurposed to accommodate capital costs and future additional operating and debt servicing costs of the community recreation complex. The result is that the land sale reserve will only be replenished from funds received from the sale of land or improvements.
Equipment Replacement Reserve	Provides funds for vehicle & equipment replacement The balance is required to adequately fund future fleet replacements as per the fleet CIA.
Cart Replacement Reserve	Provides funds for garbage, green & recycling cart replacement.
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.

Recent capital plans were very large relative to the annual contributions for these programs. This is a result of tackling many large infrastructure projects throughout the City, as well as undertaking large neighbourhood rehabilitation programs. This was only possible by re-allocating the annual Long Term Reserve contributions for immediate use.

	Dec 31, 2020 Estimated Ending Balance	2021 Interest & Contributions	2021 Projects & Transfers	Dec 31, 2021 Estimated Ending Balance	2022 Interest & Contributions	2022 Projects & Transfers	Dec 31, 2022 Estimated Ending Balance
Community Centre	91,541	915	\$ -	92,456	925	\$ -	93,381
General Capital	6,054,901	9,782,657	(12,313,467)	3,524,091	9,513,360	(12,902,434)	135,017
Land Sale	6,815,442	108,103	(2,000,000)	4,923,545	99,184	0	5,022,729
Sewer Infrastructure	5,632,267	1,430,419	(751,833)	6,310,853	1,412,954	(5,601,833)	2,121,974
Equipment Replacement	2,503,949	1,265,618	(2,270,000)	1,499,567	1,260,474	(1,290,000)	1,470,041
Cart Replacement	1,099,817	131,098	(100,000)	1,130,915	131,409	(100,000)	1,162,324
Water Infrastructure	10,237,691	3,055,630	(2,882,333)	10,410,988	3,065,713	(1,212,333)	12,264,368
Total	\$32,435,608	\$15,774,440	(\$20,317,633)	\$27,892,415	\$15,484,019	(\$21,106,600)	\$22,269,834

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 2021, consistent with 2018, 2019 and 2020, the annual Long-Term Reserve contributions will be transferred to the Capital Reserves in order to complete the volume of work noted in the 2020-2021 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, 2020 Estimated Ending Balance	2021 Interest & Contributions	2021 Projects & Transfers	Dec 31, 2021 Estimated Ending Balance	2022 Interest & Contributions	2022 Projects & Transfers	Dec 31, 2022 Estimated Ending Balance
Long Term General Infrastructure	5,435,984	1,340,364	(642,000)	6,134,348	1,347,347	(642,000)	6,839,695
Long Term Sewer Infrastructure	2,749,682	113,625	0	2,863,307	114,762	0	2,978,069
Long Term Water Infrastructure	3,993,812	155,212	0	4,149,024	156,764	0	4,305,788
Total	\$12,179,478	\$1,609,201	(\$642,000)	\$13,146,679	\$1,618,873	(\$642,000)	\$14,123,552

Historical contributions to the long-term reserves are outlined in the tables that follow.

Long Term General Infrastructure Reserve

Year	Estimated Annual 1% Increase	Total Annual Allocation	Annual Interest	Capital Project Spending	Reserve Balance
2010	\$ 442,000	\$ 442,000	\$ -	\$ -	442,000
2011	472,000	914,000	12,721	-	1,368,721
2012	137,000	1,051,000	39,970	-	2,459,692
50% of 2012 Surplus	-	360,000	-	-	2,819,692
2013	515,000	1,566,000	72,954	-	4,458,646
50% of 2013 Surplus	-	1,174,000	-	-	5,632,646
2014	539,000	2,105,000	127,940	-	7,865,586
50% of 2014 Surplus	-	1,260,000	-	-	9,125,586
2015	546,000	2,651,000	197,404	-	11,973,990
2016	585,000	3,236,000	262,325	-	15,472,314
2017*	-	-	268,047	3,310,939	12,429,423
2018*	-	-	181,188	7,602,724	5,007,887
2019*	638,600	638,600	146,167	20,216	5,772,438
2020*	644,200	1,282,800	55,763	1,675,017	5,435,984
2021*	644,200	1,282,800	57,564	642,000	6,134,348

* 2017-2018 Total annual allocations have been repurposed to fund the capital program. In 2020 and 2021 an additional \$642,000 is being transferred from the general long term reserve to the general capital reserve to fund the capital program.

Long Term Water Reserve

Year	Estimated Annual 1% Increase	Total Annual Allocation	Annual Interest	Capital Project Spending	Reserve Balance
2010	\$ 73,000	\$ 73,000	\$ -	\$ -	\$ 73,000
2011	81,000	154,000	3,340	-	230,340
2012	90,000	244,000	6,790	-	481,130
2013	97,200	341,200	13,198	-	835,528
2014	106,700	447,900	22,228	-	1,305,656
50% of 2014 Surplus	-	850,000	-	-	2,155,656
2015	109,100	557,000	40,384	-	2,753,040
2016	112,500	669,500	59,594	-	3,482,134
2017*	109,900	779,400	67,553	779,400	3,549,687
2018*	113,000	892,400	74,543	892,400	3,624,230
2019*	114,700	1,007,100	101,207	892,400	3,840,137
2020*	114,700	114,700	38,975	-	3,993,812
2021*	114,700	114,700	40,512	-	4,149,024

* 2017-2022 Total annual allocations have been repurposed to fund the capital program.

Long Term Sewer Reserve

Year	Estimated Annual 1% Increase	Total Annual Allocation	Annual Interest	Capital Project Spending	Reserve Balance
2010	\$ 64,000	\$ 64,000	\$ -	\$ -	\$ 64,000
2011	70,000	134,000	2,919	-	200,919
2012	70,000	204,000	5,837	-	410,756
2013	74,300	278,300	11,136	-	700,192
2014	75,500	353,800	18,401	-	1,072,393
50% of 2014 Surplus	-	303,000	-	-	1,375,393
2015	77,000	430,800	28,930	-	1,835,123
2016	78,500	509,300	40,333	-	2,384,756
2017*	77,800	587,100	46,264	587,100	2,431,020
2018*	81,900	669,000	51,051	669,000	2,482,071
2019*	85,700	754,700	69,410	669,000	2,637,181
2020*	85,700	85,700	26,800	-	2,749,681
2021*	85,700	85,700	27,925	-	2,863,306

* 2017-2022 Total annual allocations have been repurposed to fund the capital program.

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
Parkland Acquisition Reserve	Funds collected from developers in lieu of providing parkland.
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.
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.
Special Needs 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.
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. \$1 Million of this funding will be used to help fund the community recreation complex parking.
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.
Federal Gas Tax Reserve	Funding from the Federal Gas Tax program for local infrastructure needs. This was used for the community recreation complex. It is proposed that these funds be used for the McAllister Avenue Improvement Project in 2021.
Downtown Projects Reserve	Funds received from 3 digital signs to be allocated to downtown projects as determined by Council from time to time.
Transit Shelters Reserve	Funds received from Pattison transit shelters to build future transit shelters.

	Dec 31, 2020 Estimated Ending Balance	2021 Interest & Contribution	2021 Projects & Transfers	Dec 31, 2021 Estimated Ending Balance	2022 Interest & Contribution	2022 Projects & Transfer	Dec 31, 2022 Estimated Ending Balance
Cemetery Expansion	167,030	1,670	0	168,700	1,437	(50,000)	120,137
Community Amenities	434,574	2,346	(400,000)	36,920	369	0	37,289
Downtown Projects	941,852	304,919	(1,200,000)	46,771	301,968	0	348,739
Federal Gas Tax	760,604	234,434	(965,000)	30,038	230,753	(240,000)	500,791
(Road) MRN	1,568,054	488,533	0	2,056,587	493,418	0	2,550,005
Parking	2,573,694	33,626	0	2,607,320	33,962	0	2,641,282
Parkland Acquisition	2,470,365	24,704	0	2,495,069	24,951	0	2,520,020
Social Housing	470,044	4,700	0	474,744	4,747	0	479,491
Transit Shelters	71,812	50,718	(50,000)	72,530	50,725	(50,000)	73,255
Trees	1,024	10	0	1,034	10	0	1,044
Total	\$9,459,053	\$1,145,660	(\$2,615,000)	\$7,989,713	\$1,142,340	(\$340,000)	\$8,792,053

LEGACY CAPITAL RESERVES

The following reserves were previously funded by taxes, and will phased out as the city moves to having a general capital reserve. No further contributions will be made to these reserves, but as future capital programs are determined, these reserves will be drawn down.

Reserve	Description
Building Maintenance Reserve	Provides funds for building maintenance projects. Most funding will be used for the community recreation complex; the remainder is set aside for any maintenance required on the current recreation complex prior to the new facility being built. As the project is delayed there is expected to be maintenance required to keep the facilities operating in the meantime.
Environmental & Solid Waste Reserve	Provides funds for solid waste & environmental projects.
LED Replacement Reserve	Provides funds for LED traffic signal lens replacement.
Public Safety Building Reserve	Provides funds for the public safety buildings, including the community police offices and the Coquitlam RCMP building.
Roads & Drainage Reserve	Provides funds for roads & drainage infrastructure projects, work or acquisition including new or replacement infrastructure components, studies, major repairs & maintenance, & other expenditures that are not part of regular operations.
Parks & Recreation & Artificial Turf Field Reserve	Provides funds for parks and recreation infrastructure projects, work or acquisition including new or replacement infrastructure components, studies, major repairs & maintenance, & other expenditures that are not part of regular operations.

	Dec 31, 2020 Estimated Ending Balance	2021 Interest & Contribution	2021 Projects & Transfers	Dec 31, 2021 Estimated Ending Balance	2022 Interest & Contribution	2022 Projects & Transfers	Dec 31, 2022 Estimated Ending Balance
Building Maintenance	219,024	2,476	(106,500)	115,000	0	(115,000)	0
Environmental & Solid Waste	494,354	2,646	(482,000)	15,000	0	(15,000)	0
Information Systems	219,700	0	(219,700)	0	0	0	0
LED Replacement	318,000	0	(318,000)	0	0	0	0
Parks & Recreation	63,300	0	(63,300)	0	0	0	0
Public Safety Building	53,500	0	(53,500)	0	0	0	0
Roads & Drainage	131,000	0	(131,000)	0	0	0	0
Parks & Recreation + Artificial Field	678,688	7,312	(36,000)	650,000	0	(650,000)	0
Total	\$2,177,566	\$12,434	(\$1,410,000)	\$780,000	\$0	(\$780,000)	\$0

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 total) 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, the City earmarks a portion of the accumulated surplus (calculated as 12% of the prior year's taxation or utility revenues) as a contingency for emergency or extraordinary expenditures.

After taking into consideration the 2020 minimum balance requirements (General \$8,234,552; Water \$1,535,607; Sewer \$1,120,865), the remaining available funding is shown in the following table:

	Dec 31, 2020 Estimated Available Balance	2021 Transfers	2021 Projects	Dec 31, 2021 Estimated Available Balance	2022 Transfers	2022 Projects	Dec 31, 2022 Estimated Available Balance
General*	896,671	0	(687,400)	209,271	0	0	209,271
Sewer	803,889	0	0	803,889	0	0	803,889
Water	(97,124)	0	0	(97,124)	0	0	(97,124)
Total	\$1,603,436	\$0	(\$687,400)	\$916,036	\$0	\$0	\$916,036

*Balance excludes proposed operating decision packages funded from accumulated surplus as part of this document.

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.

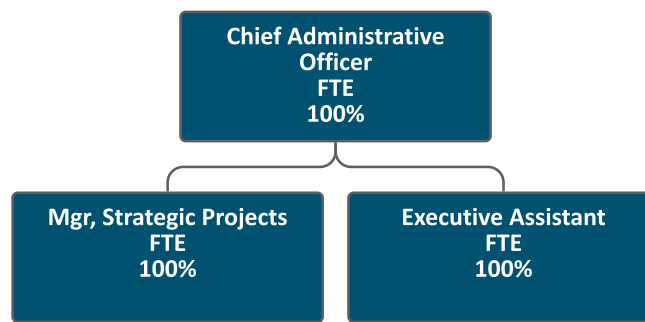
Section	Description
Focus	How this department/division contributes to the City's vision of "a happy, vibrant, safe community of healthy engaged residents and thriving businesses supported by sustainable resources and services"
Environmental Scan	Identifies the internal and external influences that impact the department/division. The Factor lists the driver and the implication outlines the impact 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"> • Graph of operating expense budgets with actuals for comparison • Graph 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. <p>Of note:</p> <p>The net budget line on each detailed budget spreadsheet represents the amount of the Ongoing Operating Budget funded from general taxation/utility levies</p> <p>2020 actuals represent year-to-date balances up to October 31, 2020. These amounts do not reflect transactions recorded as part of year-end adjustments to meet financial reporting requirements.</p>
Breakdown of Budget Changes	This section provides an explanation of what items make up the change in each budget line from 2020 to 2021.
Measures and Indicators	This section provides metrics tracked by the department/division that provide further information on trends over the past five years.

OFFICE OF THE CAO

FOCUS

The Chief Administrative Officer (CAO) works with 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.

ORGANIZATIONAL STRUCTURE

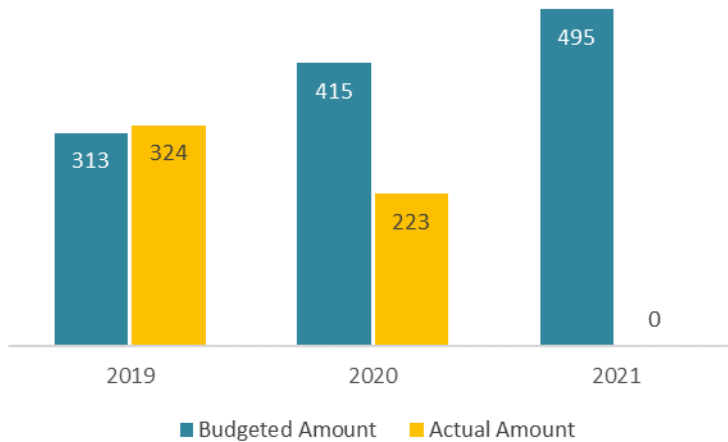


ENVIRONMENTAL SCAN

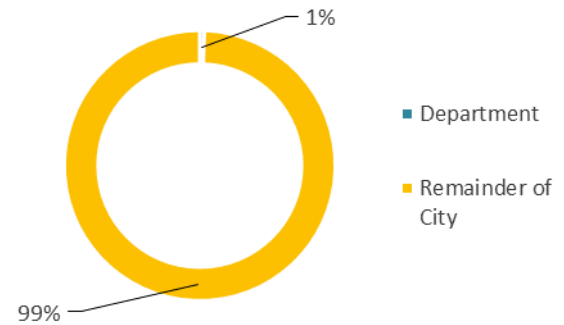
Factor	Impact
COVID-19	The COVID-19 pandemic has been an unprecedented event that has impacted every avenue of the City's operation. The health and safety of residents and staff will continue to be the City's top priority. Many of the City's programs and services have had to adapt to rapidly changing conditions, and the longer-term financial impacts are being felt across the world.
Employee well-being	The impacts of COVID-19 on staff have been tremendous and have contributed to a national theme of overall mental health challenges. Ensuring staff are engaged and maintaining morale through the pandemic and into recovery will be more challenging than ever.
Council priorities and focus	Council has adopted an aggressive Action Plan for 2020-2022. Continued focus will be important to complete the planned work.
Community safety	The community continues to express concerns relating to overall community safety, particularly in the downtown. Strategies and actions are being developed to address this priority and will require continued focus.
Climate change	Changing weather patterns associated with climate change will have significant impacts to municipal infrastructure and operations. Planning to reduce emissions, as well as adapt to climate change, will be critical for long term sustainability.

OPERATING BUDGET

Operating Expenses (In Thousands)



Percent of City Expenses



EXPENSES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Payroll expense	389,800	468,200	78,400	20.1%	221,167
Other personnel costs	14,450	15,700	1,250	8.7%	1,906
Contracted and other services	10,600	10,600	0	0.0%	0
Materials and supplies	300	300	0	0.0%	151
TOTAL	\$415,150	\$494,800	\$79,650	19.2%	\$223,224

ALLOCATIONS (TO) / FROM RESERVES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Transfer From Surplus	90,550	0	(90,550)	-100.0%	0
TOTAL	\$90,550	\$0	(\$90,550)	-100.0%	\$0

NET REVENUE / (EXPENSES)	(\$324,600)	(\$494,800)	(\$170,200)	52.4%	(\$223,224)
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BREAKDOWN OF BUDGET CHANGES

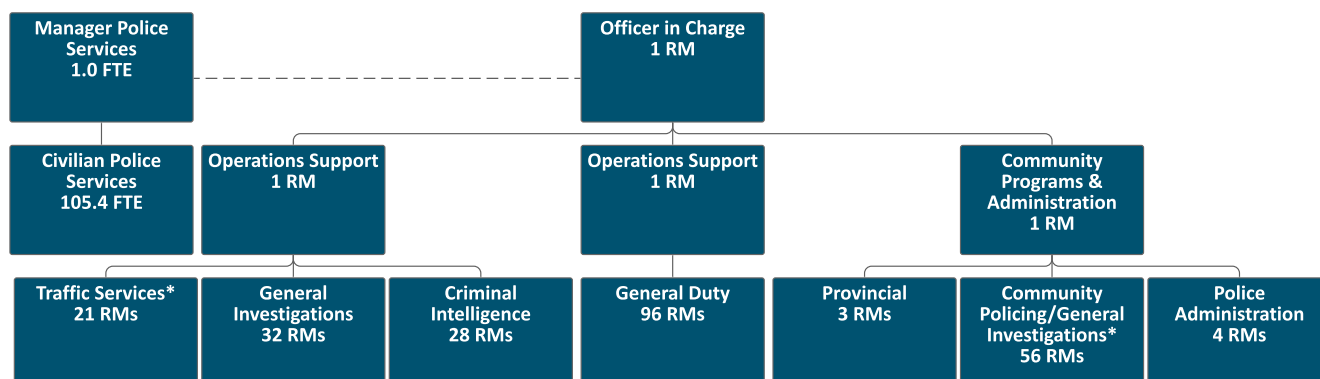
Line Item	Adjustment Category	Nature of Adjustment	Amount
Payroll expense	Labour / Benefits	Labour and benefits adjustments	10,400
Payroll expense	Council Approved Enhancement	Second half of funding for Manager of Strategic Projects – Approved CoC April 7, 2020	(88,800)
Other personnel costs	Departmental Adjustment	Reduction in meal expense	500
Other personnel costs	Council Approved Enhancement	Second half of funding for Manager of Strategic Projects – Approved CoC April 7, 2020	(1,750)
Transfer from Surplus	Council Approved Enhancement	Tax funding portion for Manager of Strategic Projects previously funded from accumulated surplus	(90,550)
Total			(\$170,200)

RCMP

FOCUS

The Coquitlam RCMP jurisdiction includes the communities of Anmore, Belcarra, Coquitlam and Port Coquitlam—a permanent resident population of more than 200,000 citizens augmented by the thousands who visit for work, education and recreation. 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.

ORGANIZATIONAL STRUCTURE

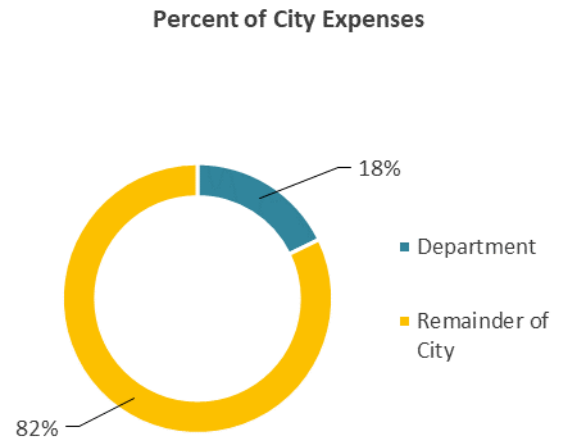
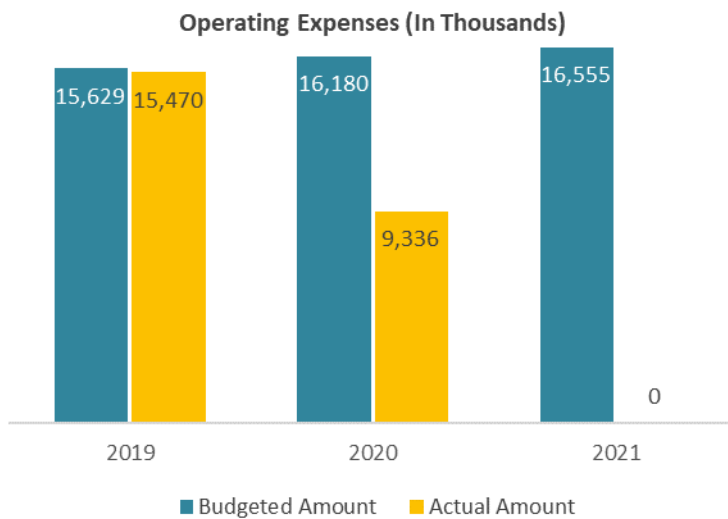


*1 member in Traffic Services and 1 member in Community Policing work exclusively for Coquitlam and are not part of shared costs with Port Coquitlam.

ENVIRONMENTAL SCAN

Factor	Impact
Unionization of RCMP	As the first collective agreement is negotiated, there are changes expected to operations, as well as financial implications.
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.
Employee retention and attraction	There continues to be a challenge with filling vacancies at the detachment which affects the service levels.
Police services review	The city is assessing different models for the delivery of police services which could impact whether the city continues to share a detachment with Coquitlam or pursues a different option. This decision may result in changes to operations and have financial impacts.

OPERATING BUDGET



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
REVENUES					
Sale of services	20,400	20,400	0	0.0%	16,260
Contributions	640,000	640,000	0	0.0%	678,770
Other revenue	0	0	0	N/A	2,470
TOTAL	\$660,400	\$660,400	\$0	0.0%	\$697,500

	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
EXPENSES					
Contracted Services	16,179,700	16,555,300	375,600	2.3%	9,336,347
TOTAL	\$16,179,700	\$16,555,300	\$375,600	2.3%	\$9,336,347

	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
ALLOCATIONS (TO) / FROM RESERVES					
Transfer From Reserve	600,000	300,000	(300,000)	-50.0%	0
TOTAL	\$600,000	\$300,000	(\$300,000)	-50.0%	\$0

NET REVENUE / (EXPENSES)	(\$14,919,300)	(\$15,594,900)	(\$675,600)	4.5%	(\$8,638,844)
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BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Contracted Services	External service partners	Increase in shared and non-shared contract costs	(375,600)
Allocation from reserve	External service partners	Phased reduction of reserve funding property tax offset	(300,000)
Total			(\$675,600)

INDICATORS AND MEASURES

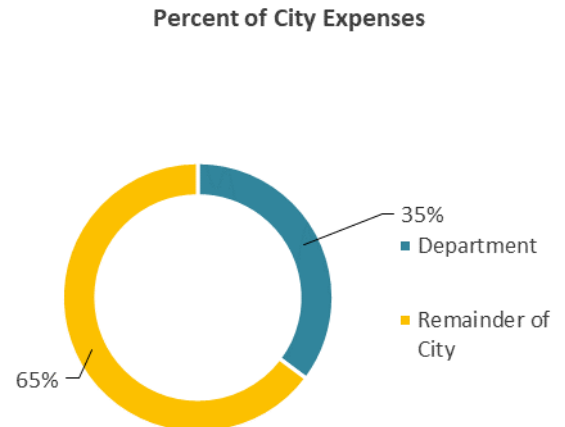
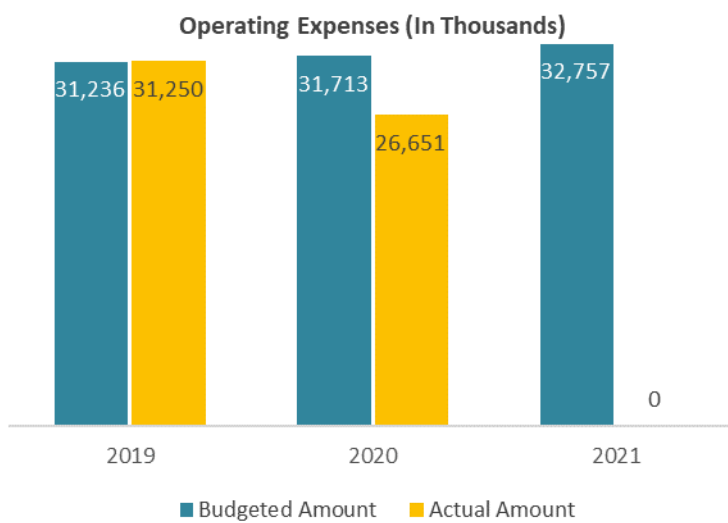
Indicator/Measure	2016 (Sep 30)	2017 (Sep 30)	2018 (Sep 30)	2019 (Sep 30)	2020 (Sep 30)
Injury/fatal collisions	101	85	83	45	56
Break & Enter (All)	284	273	190	231	257
Auto Theft (All)	883	778	539	522	431
Robbery (All)	30	30	Discontinued	Discontinued	Discontinued
Mental Health (All)	454	442	481	411	460
Speeding (All)	284	415	473	635	977

ENGINEERING & PUBLIC WORKS

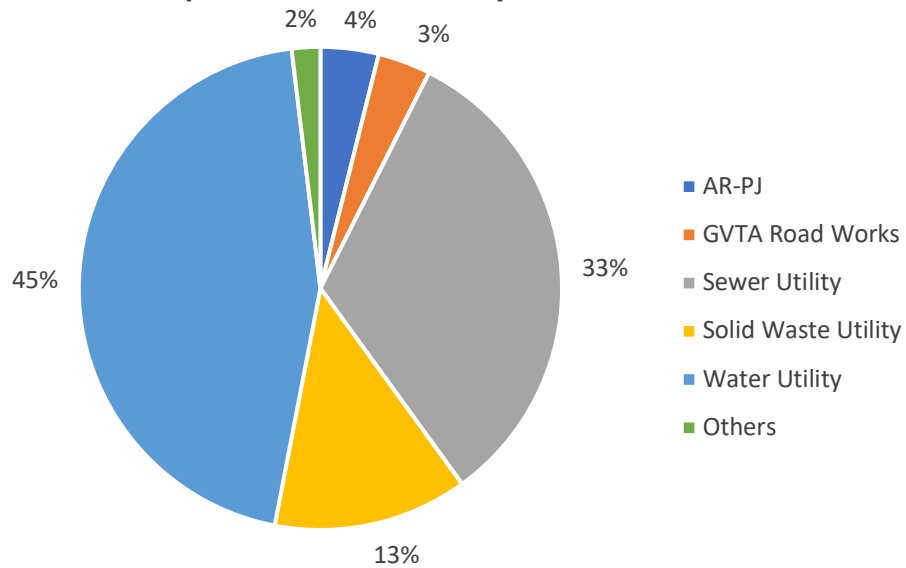
FOCUS

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.

OPERATING BUDGET

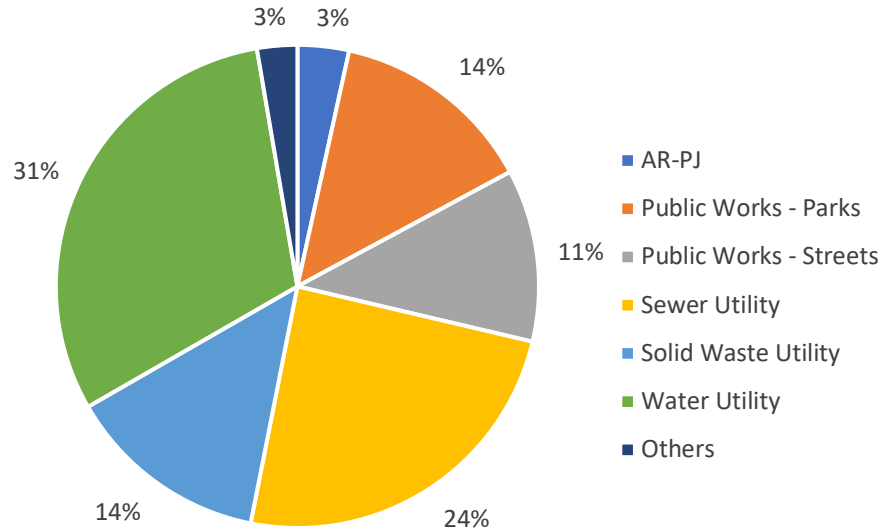


Department Revenues by Section



REVENUES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Engineering & Public Works Administration	0	0	0	N/A	2,560
Engineering - Infrastructure Planning	7,000	7,000	0	0.0%	6,200
Public Works - Parks	523,400	523,400	0	0.0%	480,650
Public Works - Streets	1,051,500	1,051,500	0	0.0%	193,310
Solid Waste Utility	3,624,100	3,773,000	148,900	4.1%	3,577,320
Water Utility	12,809,300	13,063,500	254,200	2.0%	11,735,880
Sewer Utility	9,264,100	9,448,100	184,000	2.0%	8,404,320
AR-PJ (Development Construction)	1,090,900	1,128,200	37,300	3.4%	141,170
TOTAL	\$28,370,300	\$28,994,700	\$624,400	2.2%	\$24,541,410

Department Expenses by Section



EXPENSES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Engineering & Public Works Administration	618,600	543,000	(75,600)	-12.2%	328,030
Engineering - Infrastructure Planning	456,700	492,700	36,000	7.9%	175,910
Engineering - Projects	286,300	284,680	(1,620)	-0.6%	96,140
Public Works - Parks	4,347,900	4,485,200	137,300	3.2%	3,696,440
Public Works - Streets	4,018,100	4,228,280	210,180	5.2%	3,235,730
Public Works - Fleet	(887,300)	(887,300)	0	0.0%	(321,830)
Solid Waste Utility	4,261,000	4,452,300	191,300	4.5%	3,405,180
Water Utility	9,741,700	10,028,200	286,500	2.9%	7,898,920
Sewer Utility	7,778,800	8,001,400	222,600	2.9%	7,261,750
AR-PJ (Development Construction)	1,090,900	1,128,200	37,300	3.4%	874,740
TOTAL	\$31,712,700	\$32,756,660	\$1,043,960	3.3%	\$26,651,010

ALLOCATIONS (TO) / FROM RESERVES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Public Works - Streets	(470,500)	(470,500)	0	0.0%	0
Public Works - Fleet	(1,245,700)	(1,245,700)	0	0.0%	0
Solid Waste Utility	(120,000)	(120,000)	0	0.0%	0
Water Utility	(3,067,600)	(3,035,300)	32,300	-1.1%	0
Sewer Utility	(1,485,300)	(1,446,700)	38,600	-2.6%	0
TOTAL	(\$6,389,100)	(\$6,318,200)	\$70,900	-1.1%	\$0

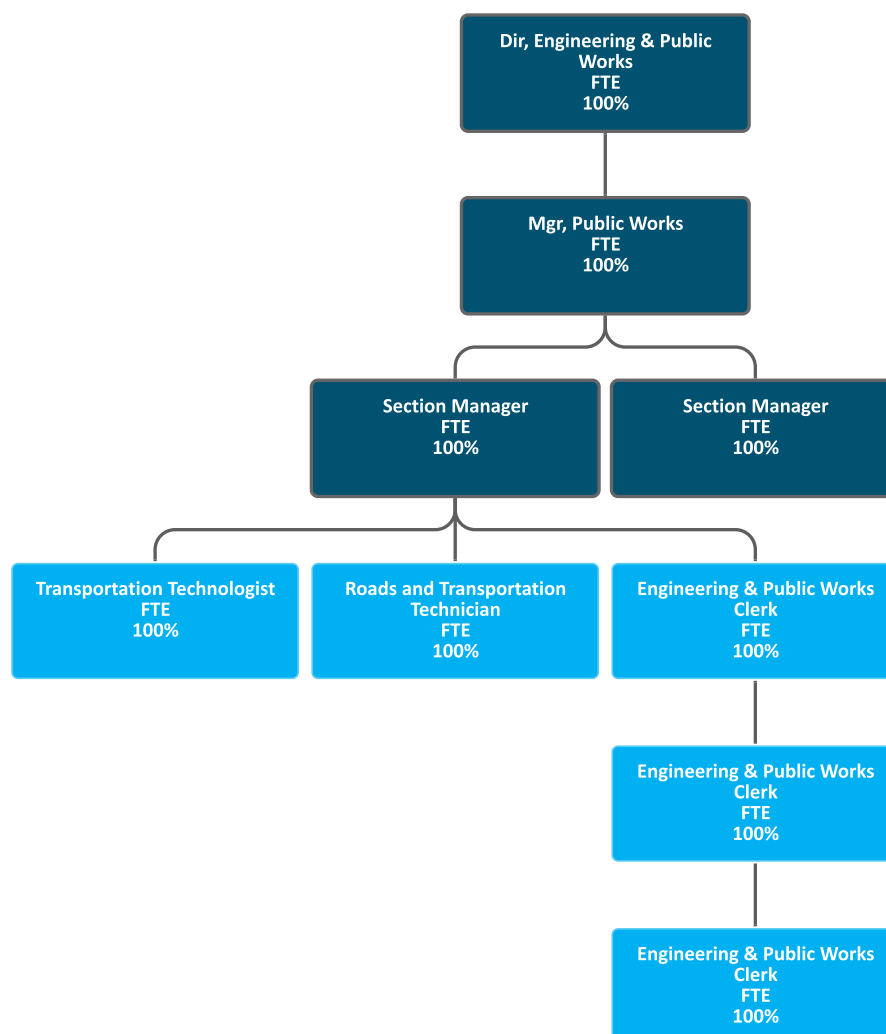
NET REVENUE / (EXPENSES)	(\$9,731,500)	(\$10,080,160)	(\$348,660)	3.6%	(\$2,109,100)
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ENGINEERING & PUBLIC WORKS ADMINISTRATION

FOCUS

This area is responsible for overall management of the Department of Engineering & Public Works. These divisions ensure the City's public infrastructure is designed, planned, operated and maintained to the highest standard given available resources. Staff in this area also support Council and participate in Regional Committees and working groups and provide corporate leadership.

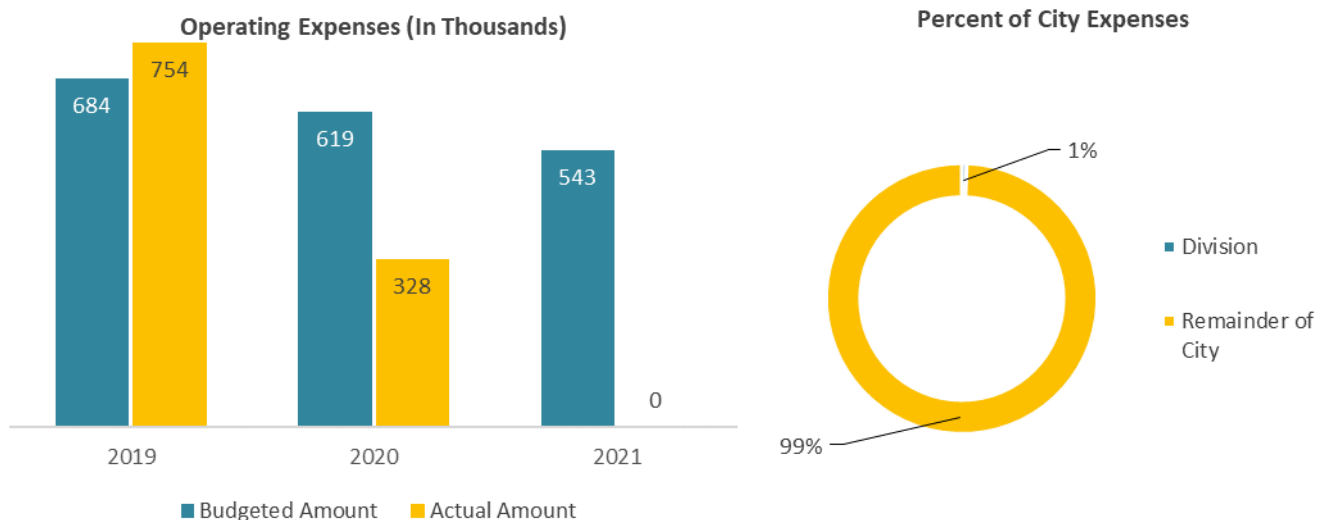
ORGANIZATIONAL STRUCTURE



ENVIRONMENTAL SCAN

Factor	Impact
COVID-19	Employing displaced staff from other departments has resulted in a need to be adaptable and flexible with a focus on training inexperienced staff to deliver service levels
Back to the basics	There is an increasing pressure to expand services and do more, but it is important that the City focus on delivering and meeting its basic core services
Aging Infrastructure	The City has significantly increased funding for replacement of existing infrastructure. Development and implementation of asset management plans are critical for long term sustainability.
Climate change	Changing weather patterns associated with climate change will have significant impacts to municipal infrastructure and operations. Emission reduction, as well as adaptation will be critical for long term service sustainability.
Customer service	Looking at ways to ensure we are providing exceptional customer experience through proactively streamlining process, educating and raising awareness with staff.
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 service and employee satisfaction.
Data driven decision making	Focused approach on data analysis to support transparent governance and sound financial decision making.

OPERATING BUDGET



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
REVENUES					
Sale of services	0	0	0	N/A	2,560
TOTAL	\$0	\$0	\$0	N/A	\$2,560
	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
EXPENSES					
Payroll expense	973,400	911,300	(62,100)	-6.4%	778,300
Other personnel costs	11,800	11,800	0	0.0%	17,990
Contracted and other services	118,700	118,700	0	0.0%	43,230
Materials and supplies	13,400	13,400	0	0.0%	12,150
Telephone, utilities and rent	0	0	0	N/A	(3,390)
Interest and bank charges	0	0	0	N/A	30
Internal charges	(498,700)	(512,200)	(13,500)	2.7%	(520,280)
TOTAL	\$618,600	\$543,000	(\$75,600)	-12.2%	\$328,030
NET REVENUE / (EXPENSES)	(\$618,600)	(\$543,000)	\$75,600	-12.2%	(\$325,470)

BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(6,500)
Payroll expense	Budget re-allocation	Reallocation of budget for Admin Support to Infrastructure Planning	68,600
Internal charges	Departmental Adjustment	Adjustment for Internal Equipment allocation	13,500
Total			\$75,600

INFRASTRUCTURE PLANNING

FOCUS

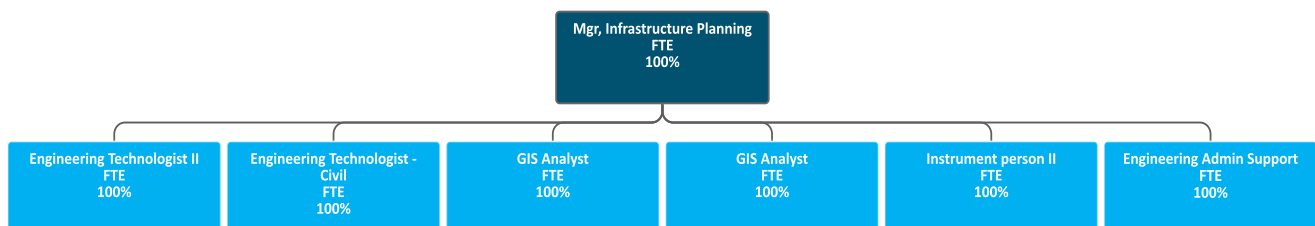
The Infrastructure Planning Division is responsible for utility planning, transportation planning, capital planning, asset management, GIS/PoCoMap, and surveying.

Staff is responsible for monitoring, managing, planning and improving the City's infrastructure systems (roads, water, sewer, drainage). Staff also develops long range plans for infrastructure improvements to support walking, cycling, transit, vehicle and goods movement, and the safe provision of drinking water, sanitary and drainage services. This division is also responsible for the City's GIS and PoCoMAP systems and providing land survey services to a variety of internal and external customers.

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

Staff in this area participates in transportation and utility regional committees and working groups. Staff also acts as the primary liaison with external agencies such as TransLink, Coast Mountain Bus Company, Ministry of Transportation and Infrastructure, ICBC, Metro Vancouver, Government of Canada and the RCMP. This liaison function is fundamental to securing external grants and improving services that directly benefit residents, employees, and businesses.

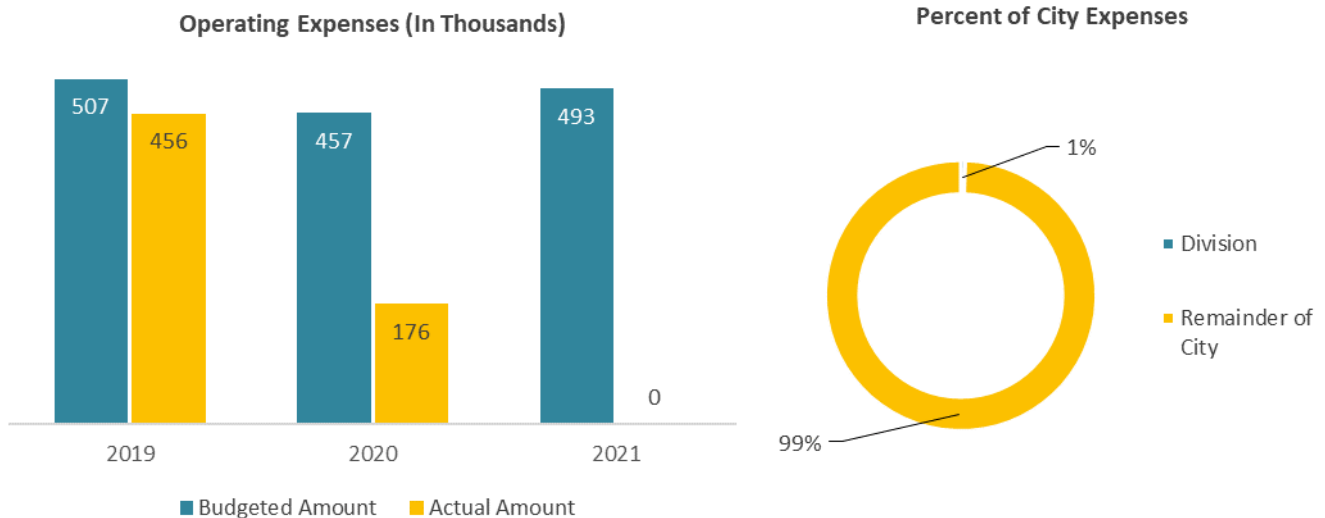
ORGANIZATIONAL STRUCTURE



ENVIRONMENTAL SCAN

Factor	Impact
Aging infrastructure	The City has significantly increased funding for replacement of existing infrastructure. Development and implementation of asset management plans are critical for long term sustainability.
Active transportation and safety	Competing demands between motorists, pedestrians and cyclists, along with a desire to support active transportation choices are driving the demand for more active transportation infrastructure, traffic calming, and safety improvements.
Division maturation	Since the establishment of the Infrastructure Planning division in 2017, a large backlog of policies, programs and procedures have been introduced to address immediate needs. The work is now shifting to strategic utility and transportation planning to support larger projects and longer-term objectives.

OPERATING BUDGET



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
REVENUES					
Sale of services	5,000	5,000	0	0.0%	6,200
Other revenue	2,000	2,000	0	0.0%	0
TOTAL	\$7,000	\$7,000	\$0	0.0%	\$6,200

EXPENSES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Payroll expense	735,600	771,600	36,000	4.9%	510,930
Other personnel costs	13,100	13,100	0	0.0%	2,310
Contracted and other services	74,600	74,600	0	0.0%	37,100
Materials and supplies	4,300	4,300	0	0.0%	1,950
Telephone, utilities and rent	300	300	0	0.0%	30
Internal charges	(371,200)	(371,200)	0	0.0%	(376,410)
TOTAL	\$456,700	\$492,700	\$36,000	7.9%	\$175,910

NET REVENUE / (EXPENSES)	(\$449,700)	(\$485,700)	(\$36,000)	8.0%	(\$169,710)
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BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(200)
Payroll expense	Labour Contract	Estimate of impact for CUPE contracts	11,800
Payroll expense	Departmental Adjustments	Impact of position reclassifications	(44,200)
Payroll expense	Budget re-allocation	Reallocation of budget for Admin Support from Engineering Administration	68,600
Total			\$36,000

INDICATORS AND MEASURES

Indicator/Measure	2016	2017	2018	2019	2020 (Sep 30)
Value of external grants/partnerships	\$ 855,231	\$ 1.2M	\$ 2.3M	\$1.3M	\$3.96M
Value of civil infrastructure projects (roads, utilities)	Data not available	\$ 13.7M	\$ 15.8M	\$7.7M	\$11.6
Value of active transportation, traffic calming, sidewalk and pedestrian safety projects	Data not available	\$ 800,000	\$ 700,000	\$650,000	\$1M
# of new/updated policies, plans, programs or contracts	Data not available	5	4	8	12 in progress*
# of public inquiries (calls for service)	Data not available	109	186	202	152

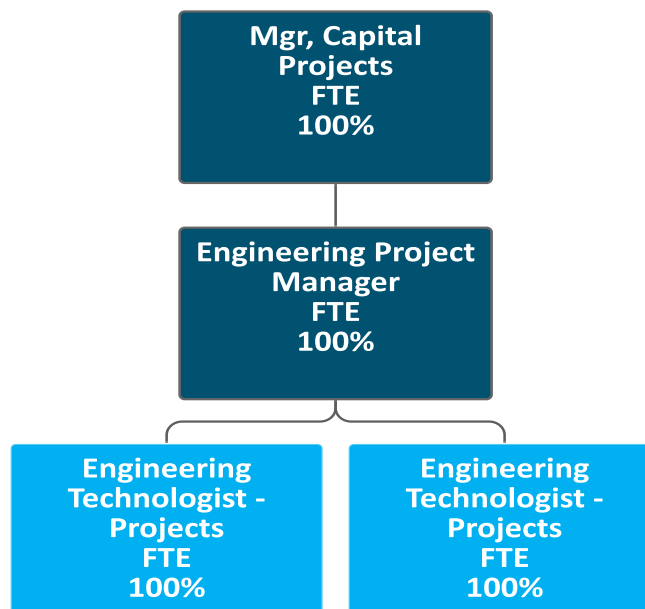
*Asset Management Plans (8), Servicing Bylaw, Master Transportation Plan, Maple Creek IWMP, PoCoMap 2

CAPITAL PROJECTS

FOCUS

The Capital Projects Team supports the community by designing and coordinating the development, implementation and completion of the 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

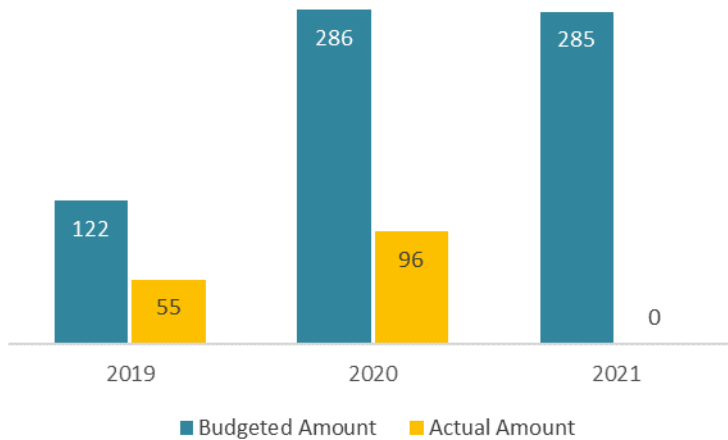


ENVIRONMENTAL SCAN

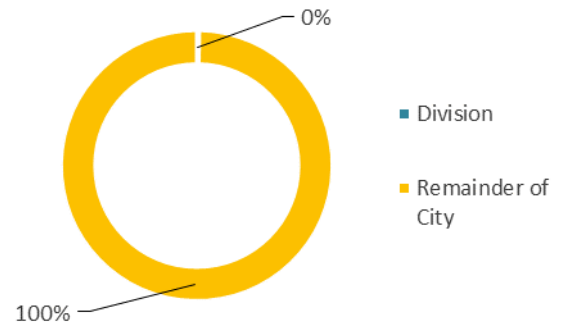
Factor	Impact
Changes in regulations	Recent changes to environmental regulatory processes have resulted in substantially longer wait times prior to receiving approvals related to work within or directly adjacent to streams. Furthermore, the cost to remove soil and deposit offsite is becoming considerably more expensive due to stricter requirements for testing and limited sites that can receive material excavated from capital projects. Accordingly, staff are building additional contingency into project schedules for environmental permitting and budgeting for soil removal accordingly.
COVID-19 impact on market conditions	Due to the pandemic, the cost of engineering design and construction is uncertain and there is a potential for delays in construction in the event contractors are unable to work and as a result of inefficiencies with less workers social distancing. Staff continues to monitor the market to ensure we are receiving best pricing and adjust contract language to account for COVID-19, ensuring risk related to potential delay is minimized and fairness between the City and the contractors.
Public expectations	The public is becoming increasingly interested in capital design and construction and therefore staff are preparing additional levels of public consultation in the form of interest surveys, additional information on the website and through social media. Staff are accounting for this additional consultation by engaging the community earlier in the design process.
Public consultation and health	Despite efforts preparing additional levels of public consultation for the community, it is challenging keeping residents fully informed and notified of the work recognizing that public safety and health is of paramount importance. Staff have implemented several strategies to keep the public informed of ongoing construction and future works, whilst minimizing contact or physical notices, reducing the chance of exposure. Staff are also looking at alternative technologies to connect with resident in new forms.

OPERATING BUDGET

Operating Expenses (In Thousands)



Percent of City Expenses



EXPENSES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Payroll expense	536,400	536,000	(400)	-0.1%	355,750
Other personnel costs	10,900	9,680	(1,220)	-11.2%	2,050
Materials and supplies	1,000	1,000	0	0.0%	790
Telephone, utilities and rent	600	600	0	0.0%	150
Internal charges	(262,600)	(262,600)	0	0.0%	(262,600)
TOTAL	\$286,300	\$284,680	(\$1,620)	-0.6%	\$96,140
NET REVENUE / (EXPENSES)	(\$286,300)	(\$284,680)	\$1,620	-0.6%	(\$96,140)

BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Payroll expense	Labour / Benefits	Labour and benefits adjustments	400
Other personnel costs	Departmental Adjustments	Net of adjustments to revenues / expenses based on historical trend and/or future projections	1,220
Total			\$1,620

INDICATORS AND MEASURES

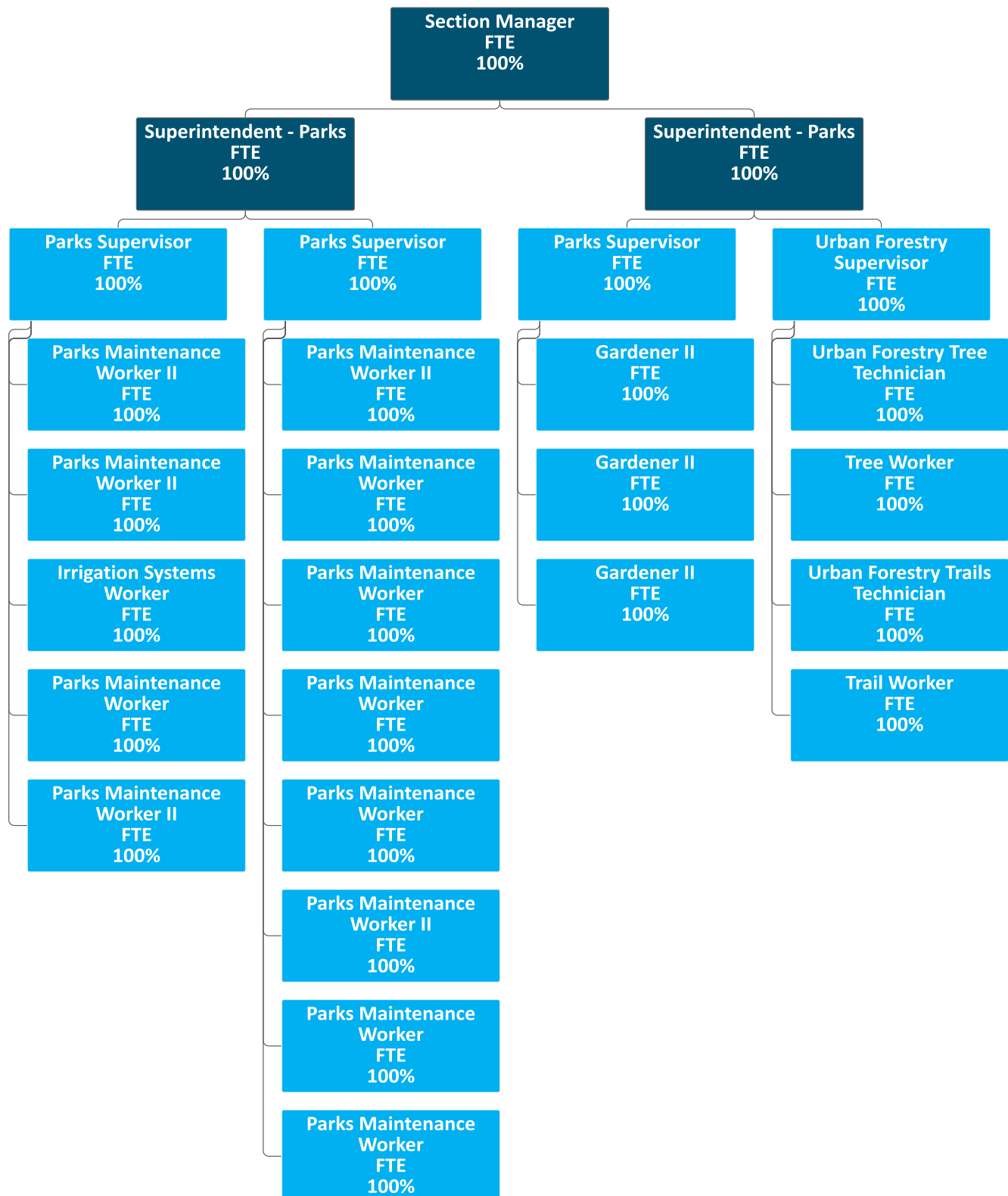
Indicator/Measure	2016	2017	2018	2019	2020 (Sep 30)
# of Open Houses for Projects	4	4	5	3	0
Asphalt Rehabilitation (equivalent lane km)	0.44	2.8	19.9	10	5.6
Sewer Main Replacement (m)	10	0	935	1,075	63
Watermain Replacement (m)	55	2,009	5,861	1,075	2,447
Storm Replacement (m)	100	280	5,197	1,475	338
Storm Pump Station (ea.)	0	0	1	0	0
Sanitary Lift Station Replacement (ea.)	0	1	0	0	0
PRV Replacement (ea.)	0	0	0	0	0
Water Pump Station Replacement (ea.)	0	0	0	0	0
Sidewalk / Multi-Use Path installation (m)	220	2,400	3,225	1,105	1,260
Pedestrian Improvements (ea.)	Data not available	Data not available	23	4	4
Traffic Calming Installations (ea.)	Data not available	2	2	2	3

PARKS SERVICES

FOCUS

The Parks Division provides and maintains parks and open space to strengthen the City's community connection, provide a clean environment and make the City and neighborhoods more attractive places to live and work. In addition, the Division provides cemetery operations, the 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, ornamental and urban forestry areas.

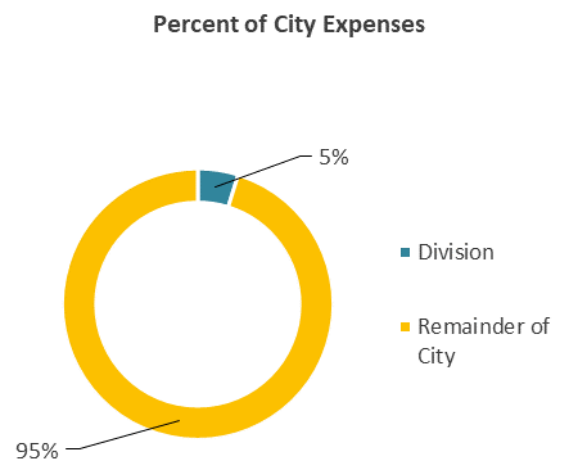
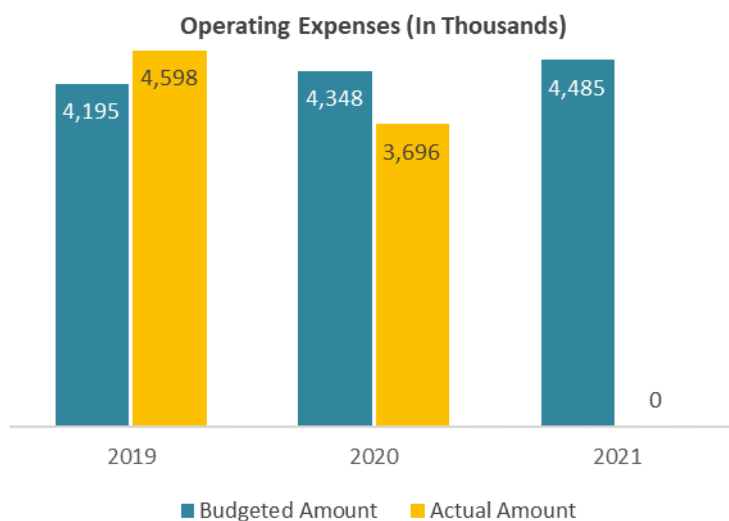
ORGANIZATIONAL STRUCTURE



ENVIRONMENTAL SCAN

Factor	Impact
COVID-19	Given the impacts of COVID-19 on other departments, the Parks section will continue to utilize other displaced workers to meet service levels. This requires additional training and flexibility for inexperienced staff. In addition, the volume of COVID-19 signage requirements place strain on the section.
Park use	Initiatives such as off-leash dog areas and alcohol consumption in the parks have increased park use resulting in increased waste and require internal reallocations to meet the demand.
Climate change	Extreme weather events and changing climate patterns are becoming more frequent causing stresses on available resources for scheduled maintenance activities. Changing weather patterns including wind, snow and rainfall events are requiring more frequent emergency responses.
Vulnerable populations	The Section continues to face challenges with inappropriate use of parks and facilities vandalism, smoking, off-leash dogs, litter and sharps.
Aging tree Canopy	Addition of trees has increased maintenance requirements resulting in falling behind in cyclical pruning resulting in tree failures. The 2021 budget has been adjusted to account for this increased demand.

OPERATING BUDGET



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
REVENUES					
Sale of services	501,800	501,800	0	0.0%	453,350
Contributions	0	0	0	N/A	26,950
Permits and licenses	21,600	21,600	0	0.0%	350
TOTAL	\$523,400	\$523,400	\$0	0.0%	\$480,650
EXPENSES					
	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Payroll expense	2,887,800	2,976,000	88,200	3.1%	2,443,280
Other personnel costs	31,300	31,300	0	0.0%	9,730
Contracted and other services	520,400	539,600	19,200	3.7%	426,670
Materials and supplies	374,500	374,500	0	0.0%	398,580
Telephone, utilities and rent	63,400	63,400	0	0.0%	31,390
Interest and bank charges	4,300	4,300	0	0.0%	1,900
Internal charges	466,200	496,100	29,900	6.4%	384,890
TOTAL	\$4,347,900	\$4,485,200	\$137,300	3.2%	\$3,696,440
NET REVENUE / (EXPENSES)	(\$3,824,500)	(\$3,961,800)	(\$137,300)	3.6%	(\$3,215,790)

BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(46,700)
Payroll expense	Departmental Adjustments	Net of adjustments to revenues / expenses based on historical trend and/or future projections	(1,700)
Payroll expense	Council Approved	Net impact of service level adjustments – approved June 9, 2020	(59,000)
Payroll expense	Budget reallocation	Transfer to contracted and other services	19,200
Contracted and other services	Budget reallocation	Transfer from payroll expenses	(19,200)
Internal charges	Departmental Adjustments	Adjustment of internal equipment charges based on higher actual usage for tax funded services	(29,900)
Total			(\$137,300)

INDICATORS AND MEASURES

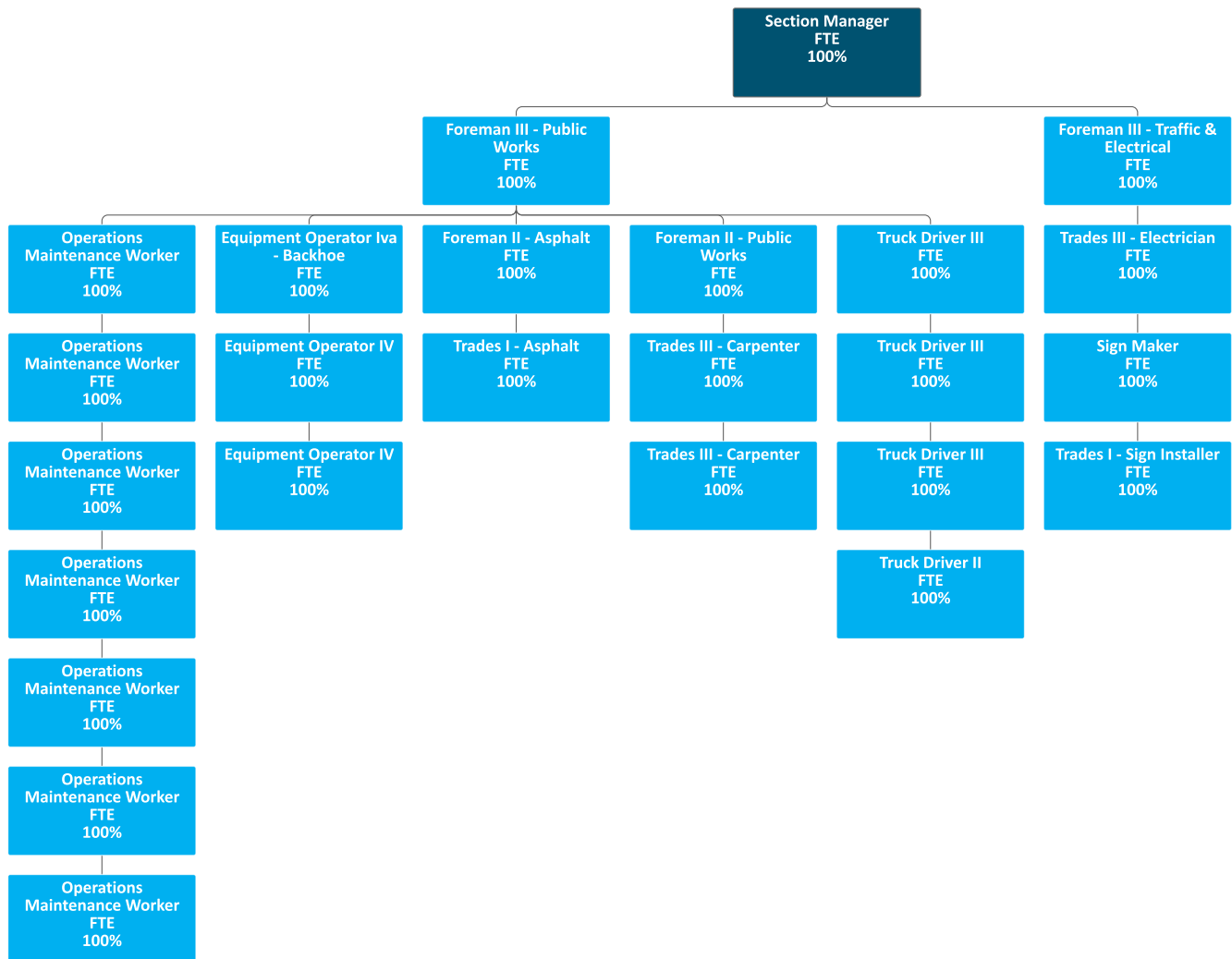
Indicator/Measure	2016	2017	2018	2019	2020 (Sep 30)
# of Requests for Service by area					
▪ Cemetery	7	9	15	8	10
▪ Graffiti	6	11	26	33	13
▪ Invasive Species	18	18	35	20	22
▪ Parks	226	168	211	195	108
▪ Streets / Garbage & Litter	20	39	40	35	34
▪ Trails	40	46	57	128	88
▪ Trees	438	210	417	380	241
Total # of Requests for Service	749	713	1037	1035	681
# of Tree Permits	278	290	297	147	92

PUBLIC WORKS – STREETS AND DRAINAGE OPERATIONS

FOCUS

Streets Operations ensures the road network and transportation facilities meet the expectations of the community through planned maintenance, rehabilitation and response to emergency needs. Flood control, ditch maintenance, street light and traffic signal maintenance, electrical services, road markings, sign installation, sidewalk maintenance and asphalt rehabilitation fall under the oversight of this work area.

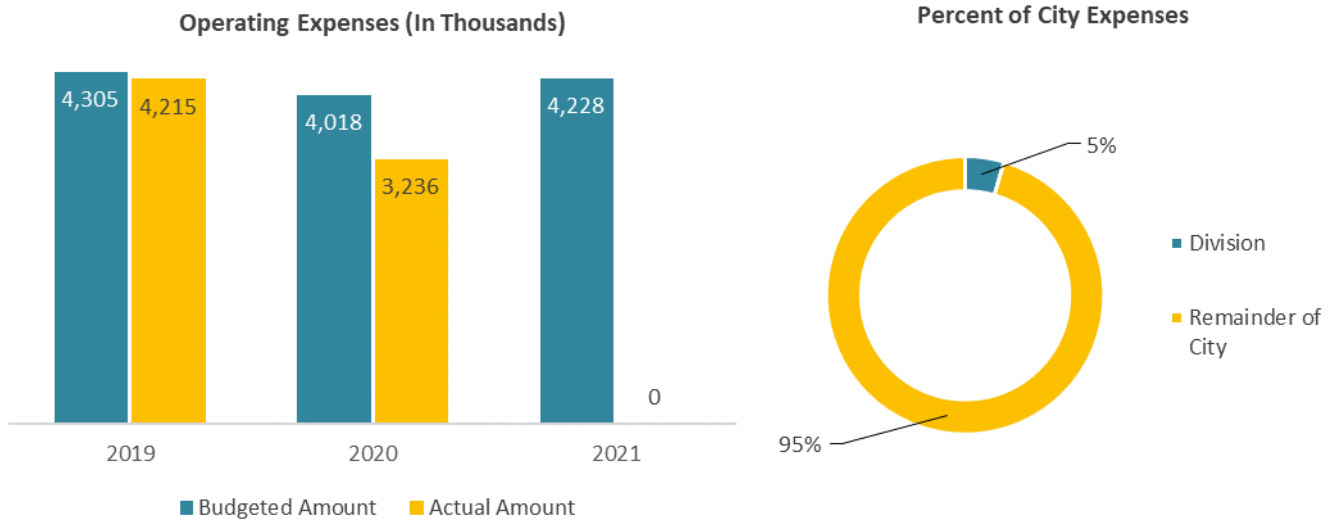
This Division is also responsible for maintenance of the City's Major Road Network and typically receives funding from TransLink for certain maintenance activities, as well as capital renewal.



ENVIRONMENTAL SCAN

Factor	Impact
COVID-19	As a result of COVID-19, TransLink has suspended OMR funding for MRN maintenance. At this point there is no indication as to when it will be reinstated.
Climate change	Extreme weather events are becoming more frequent causing stresses on available resources for planned or scheduled maintenance activities. Changing weather patterns including wind, snow and rainfall events requiring emergency response, sea level and flood protection strategies
Aging infrastructure	The City has significantly increased funding for capital rehabilitation of existing infrastructure. implementation of asset management strategy is critical for long term sustainability

OPERATING BUDGET – STREET OPERATIONS



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
REVENUES					
Sale of services	3,300	3,300	0	0.0%	2,430
Contributions	1,028,200	1,028,200	0	0.0%	165,800
Permits and licenses	20,000	20,000	0	0.0%	23,300
Other revenue	0	0	0	N/A	1,780
TOTAL	\$1,051,500	\$1,051,500	\$0	0.0%	\$193,310

EXPENSES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Payroll expense	1,897,100	2,025,800	128,700	6.8%	1,443,380
Other personnel costs	3,300	3,300	0	0.0%	1,990
Contracted and other services	683,700	693,480	9,780	1.4%	631,870
Materials and supplies	537,100	562,800	25,700	4.8%	452,460
Telephone, utilities and rent	480,400	450,400	(30,000)	-6.2%	353,660
Internal charges	416,500	492,500	76,000	18.2%	352,370
TOTAL	\$4,018,100	\$4,228,280	\$210,180	5.2%	\$3,235,730

ALLOCATIONS (TO) / FROM RESERVES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Transfer to Reserve	(470,500)	(470,500)	0	0.0%	0
TOTAL	(\$470,500)	(\$470,500)	\$0	0.0%	\$0

NET REVENUE / (EXPENSES)	(\$3,437,100)	(\$3,647,280)	(\$210,180)	6.1%	(\$3,042,420)
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BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(33,100)
Payroll expense	Departmental Adjustments	Adjustment to snow clearing budget to reflect historical trend	(50,400)
Payroll expense	Council Approved	Net impact of service level adjustments – approved June 9, 2020	(85,000)
Payroll expenses	Budget reallocation	Transfers to other budget lines	39,800
Contracted and other services	Departmental Adjustments	Adjustment to forecast for BC Hydro Coquitlam Lake reservoir water buffer fee	(5,680)
Contracted and other services	Budget reallocation	Transfers to other budget lines	(4,100)
Materials and supplies	Budget reallocation	Transfers from other budget lines	(25,700)
Telephone, utilities and rent	Operating cost of capital	LED streetlight conversion savings	40,000
Telephone, utilities and rent	Budget reallocation	Transfers from other budget lines	(10,000)
Internal charges	Departmental Adjustments	Adjustment of internal equipment charges based on higher actual usage for tax funded services	(76,000)
Total			\$(210,180)

INDICATORS AND MEASURES

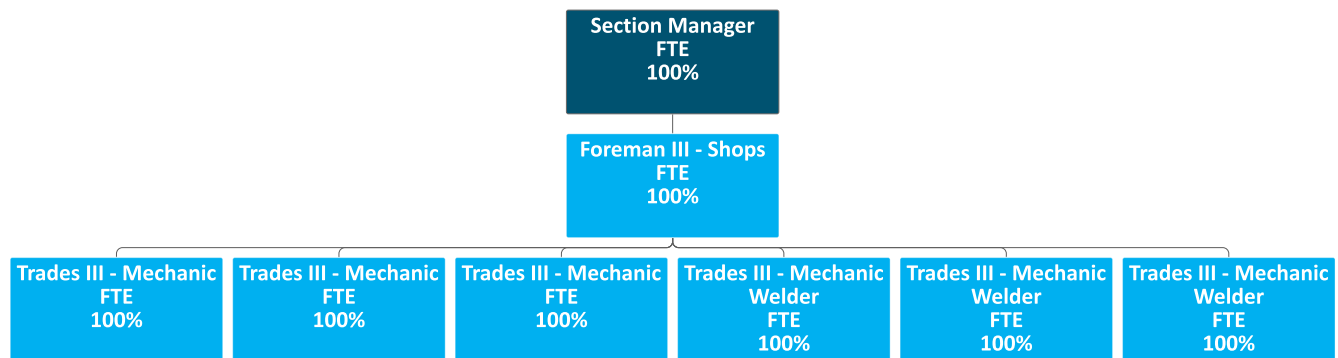
Indicator/Measure	2016	2017	2018	2019	2020 (Sep 30)
# of Illegal Dumping Requests Completed	262	258	338	253	257
Snow/Ice					
# of Events	7	1	7	6	13
cm of snow	28.4	4	49	36	85.5
Hours of Service	2,520	2,444	1,432	2667	3,237
Mm of Rainfall	1,667	1,241	1,514	710	410
Calls for Service:					
Street Sweeping	67	107	86	59	30
Flooding/Drainage	8	11	25	9	14
Illegal Dumping	234	264	363	253	257
Pothole Filling	109	242	164	99	136
Calls for Service:					
Cross Walks	39	41	74	28	12
Curb/Sidewalk Maintenance	62	88	91	134	80
Street Signs	21	21	20	27	12
Traffic Signs	151	176	139	117	49

PUBLIC WORKS – FLEET OPERATIONS

FOCUS

Fleet Operations provide fleet repair and welding services for the City, operating two shifts in efforts of minimizing downtime for the fleet. 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.

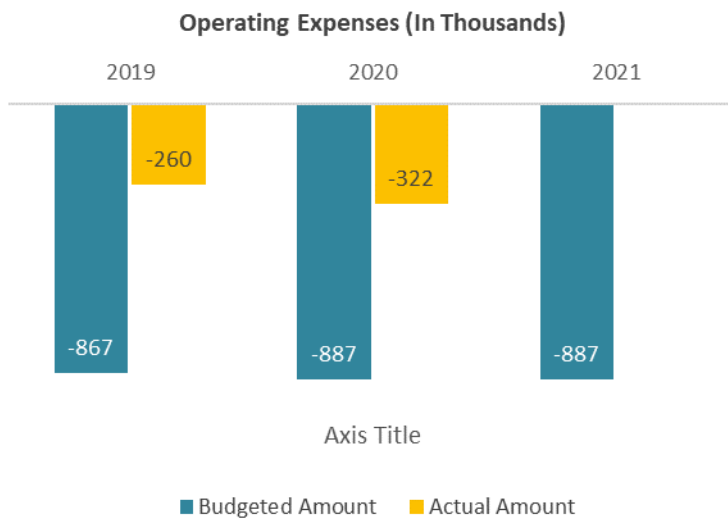
ORGANIZATIONAL STRUCTURE



ENVIRONMENTAL SCAN

Factor	Impact
COVID-19	Ability to purchase vehicles and obtain parts has been delayed due to the pandemic.
Data driven decision making	Implementation of maintenance management software program to maximize useful life of fleet and ensure preventative maintenance regulatory requirements are met.
Climate change	The City will be considering new targets for greenhouse gas emissions, which will require more efficient equipment and consideration of alternative fuel vehicles.
Aging Fleet	Increased maintenance, lower salvage value and potential failure, increased fuel consumption and higher CO2 emissions.

OPERATING BUDGET



EXPENSES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Payroll expense	649,100	663,400	14,300	2.2%	533,000
Other personnel costs	12,500	12,500	0	0.0%	13,080
Contracted and other services	281,000	281,000	0	0.0%	219,990
Materials and supplies	809,500	815,800	6,300	0.8%	894,660
Telephone, utilities and rent	1,800	1,800	0	0.0%	420
Insurance and claims	300,000	307,600	7,600	2.5%	303,470
Internal charges	(2,941,200)	(2,969,400)	(28,200)	1.0%	(2,286,450)
TOTAL	(\$887,300)	(\$887,300)	\$0	0.0%	(\$321,830)

ALLOCATIONS (TO) / FROM RESERVES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Transfer to Reserve	(1,245,700)	(1,245,700)	0	0.0%	0
TOTAL	(\$1,245,700)	(\$1,245,700)	\$0	0.0%	\$0

NET REVENUE / (EXPENSES)	(\$358,400)	(\$358,400)	\$0	0.0%	\$321,830
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BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Payroll expense	Labour / Benefits	Labour and benefits adjustments	11,400
Payroll expense	Council Approved Enhancement	Second half of funding for additional bylaw enforcement (vehicle) – Approved CoC April 7, 2020	2,900
Materials and supplies	Council Approved Enhancement	Second half of funding for additional bylaw enforcement (vehicle)– Approved CoC April 7, 2020	5,300
Materials and supplies	Operating cost of capital	Net of revenues and expenses for PCCC Phase 2 Operations (zamboni) – CoC May 28, 2020	1,000
Insurance and claims	Council Approved Enhancement	Second half of funding for additional bylaw enforcement (vehicle)– Approved CoC April 7, 2020	7,600
Internal charges	Departmental Adjustments	Adjustment of internal equipment charges based on higher actual usage	(11,400)
Internal charges	Council Approved Enhancement	Second half of funding for additional bylaw enforcement (vehicle) – Approved CoC April 7, 2020	(15,800)
Internal charges	Operating cost of capital	Allocation of Zamboni maintenance costs to Recreation PCCC Phase 2 Operations – CoC May 28, 2020	(1,000)
Total			\$0

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 ambassadors 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

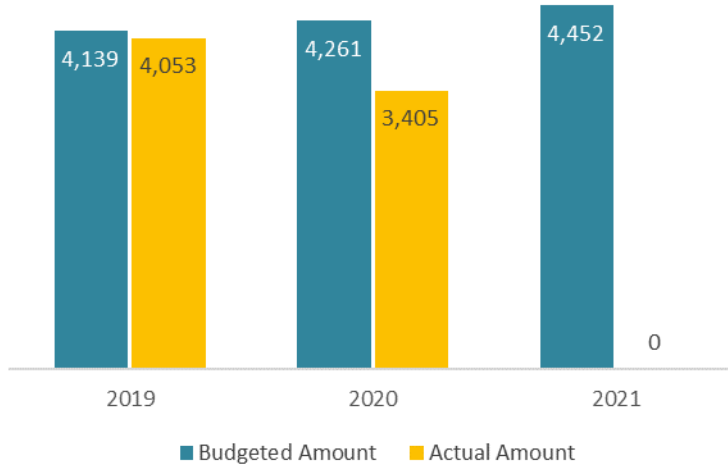


ENVIRONMENTAL SCAN

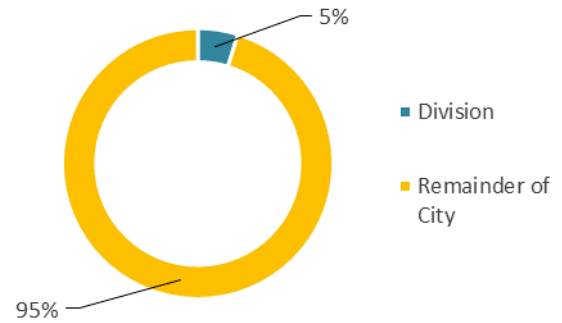
Factor	Impact
COVID-19	Pandemic has impacted global marketability of recycling products.
Regulatory requirements	Increased scrutiny by processors of contamination resulting in potential for higher costs. Expansion of Extended Producer Responsibility (EPR) programs resulting in increased regulation of products and stewardship. Increased outreach and education to achieve regional diversion goals.
Organics processor	The current 3-year contract with ReNewi expires December 31, 2021. Region is challenged with cost effective solutions as the regulatory policies continue to change to adapt to regional and market place challenges.
Customer service	The public continues to express frustration with the recycling program mandated by other levels of government.

OPERATING BUDGET

Operating Expenses (In Thousands)



Percent of City Expenses



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
REVENUES					
Utility charges	3,068,800	3,217,700	148,900	4.9%	3,136,840
Sale of services	555,300	555,300	0	0.0%	437,480
Other revenue	0	0	0	N/A	3,000
TOTAL	\$3,624,100	\$3,773,000	\$148,900	4.1%	\$3,577,320

	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
EXPENSES					
Payroll expense	1,110,700	1,203,800	93,100	8.4%	906,560
Other personnel costs	2,600	2,600	0	0.0%	730
Contracted and other services	1,529,600	1,608,100	78,500	5.1%	1,143,910
Materials and supplies	9,500	9,500	0	0.0%	6,810
Telephone, utilities and rent	0	0	0	N/A	190
Interest and bank charges	0	0	0	N/A	0
Internal charges	1,608,600	1,628,300	19,700	1.2%	1,346,980
TOTAL	\$4,261,000	\$4,452,300	\$191,300	4.5%	\$3,405,180

	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
ALLOCATIONS (TO) / FROM RESERVES					
Transfer to Reserve	(120,000)	(120,000)	0	0.0%	0
TOTAL	(\$120,000)	(\$120,000)	\$0	0.0%	\$0

NET REVENUE / (EXPENSES)	(\$756,900)	(\$799,300)	(\$42,400)	5.6%	\$172,140
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BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Utility Charges	Revenue requirements	Adjustments to rates for garbage and organics	148,900
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(21,600)
Payroll expense	Departmental Adjustments	Adjustment based on historical trend	(8,100)
Payroll expense	Council Approved	Net impact of service level adjustments – approved June 9, 2020	(50,000)
Payroll expense	Budget reallocation	Transfer from contracted and other services	(13,400)
Contract and other services	External service partners	Impact of increases from Metro Vancouver and Convertus	(90,500)
Contract and other services	Departmental Adjustments	Estimate of increase for City's share of the Coquitlam transfer station recycling depot	(1,400)
Contract and other services	Budget reallocation	Transfer to payroll expenses	13,400
Internal charges	Departmental Adjustments	Adjustment of internal equipment charges based on higher actual usage	(19,700)
			(42,400)

INDICATORS AND MEASURES

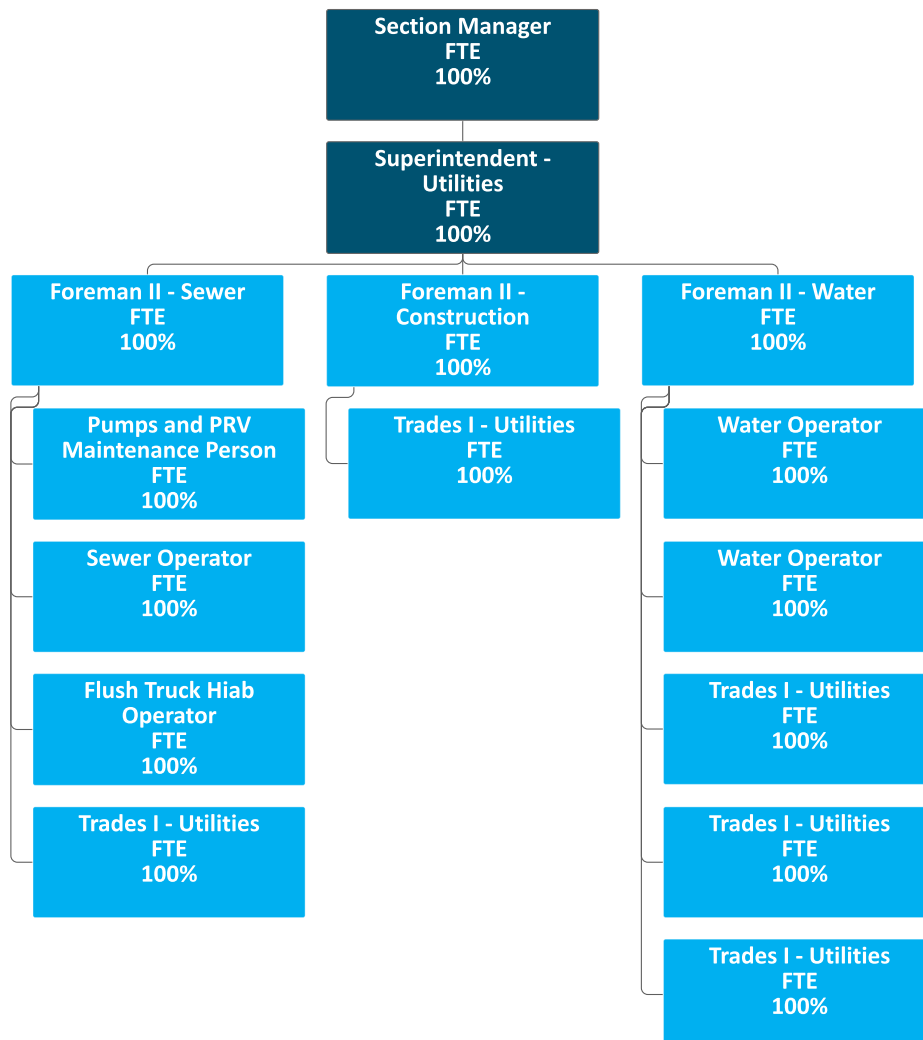
Indicator/Measure	2016	2017	2018	2019	2020 (Sep 30)
Diversion Rate (%)	66.9%	66.0%	66.0%	65.5%	66%
Solid Waste Calls for Service	1,940	2,104	2,353	2,146	3,122
Solid Waste (tonnage)	4,832	4,842	4,771	4,705	4,150
Recycling (tonnage)	3,014	2,899	2,811	2,626	2,129
Organics (tonnage)	6,785	6,448	6,329	6,267	6,082

PUBLIC WORKS – UTILITIES

FOCUS

The Utilities Section is comprised of Water and Sewer Operations. The City of Port Coquitlam purchases bulk treated water from the Metro Vancouver Regional District. Annually the Utilities section safely delivers approximately 9.2 million cubic meters of high-quality potable water to its 24,887 serviced customers within the City. Employees in the work area operate, maintain and construct a city-wide transmission and distribution system that delivers safe and reliable drinking water and ensures adequate flows and pressures are maintained for the City's fire protection needs. Sewer Operations provides an essential service for the collection and disposal of liquid wastewater. Employees in this work area operate, maintain and construct collection infrastructure that mitigates environmental impact as a result of blockages and overflows, and transfer of wastewater to treatment.

ORGANIZATIONAL STRUCTURE

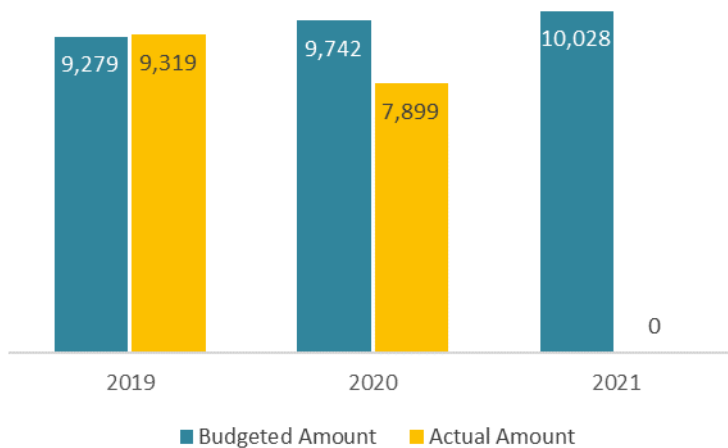


ENVIRONMENTAL SCAN

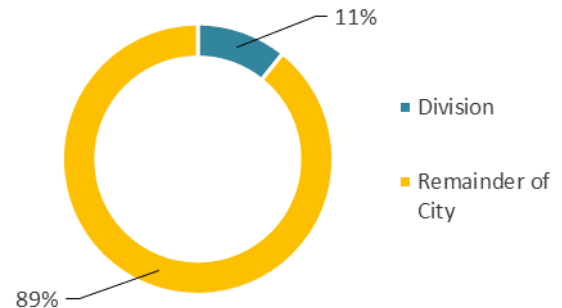
Factor	Impact
Regulatory requirements	Environmental Operator Certificate Program that regulates Utility Operators has created a shortage of qualified operators both internally and externally. These requirements had created a need to focus on internal solutions such as increased training
Employee retention and attraction	Due to shortage of qualified operators looking at creative solutions to attract new employees and develop retention strategies such as increased employee engagement.
Climate change	Changing weather patterns leading to the need for more water conservation initiatives

OPERATING BUDGET - WATER

Operating Expenses (In Thousands)



Percent of City Expenses



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
REVENUES					
Utility charges	12,710,600	12,964,800	254,200	2.0%	11,681,040
Permits and licenses	18,700	18,700	0	0.0%	13,350
Penalties and fines	80,000	80,000	0	0.0%	45,730
Other revenue	0	0	0	N/A	(4,240)
TOTAL	\$12,809,300	\$13,063,500	\$254,200	2.0%	\$11,735,880

EXPENSES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Payroll expense	786,000	776,400	(9,600)	-1.2%	691,340
Other personnel costs	0	0	0	N/A	2,960
Contracted and other services	7,377,500	7,705,200	327,700	4.4%	5,745,070
Materials and supplies	124,400	138,200	13,800	11.1%	131,880
Telephone, utilities and rent	42,400	42,400	0	0.0%	20,980
Internal charges	1,411,400	1,366,000	(45,400)	-3.2%	1,306,690
TOTAL	\$9,741,700	\$10,028,200	\$286,500	2.9%	\$7,898,920

ALLOCATIONS (TO) / FROM RESERVES:	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Transfer to Reserve	(3,067,600)	(3,067,600)	0	0.0%	0
Transfer From Reserve	0	32,300	32,300	N/A	0
TOTAL	(\$3,067,600)	(\$3,035,300)	\$32,300	-1.1%	\$0

NET REVENUE / (EXPENSES)	\$0	\$0	\$0	N/A	\$3,836,960
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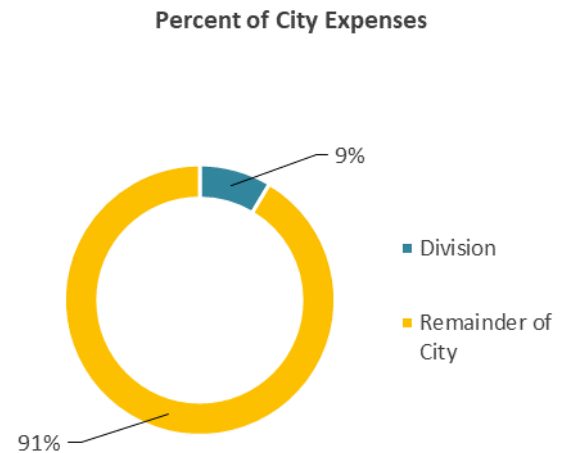
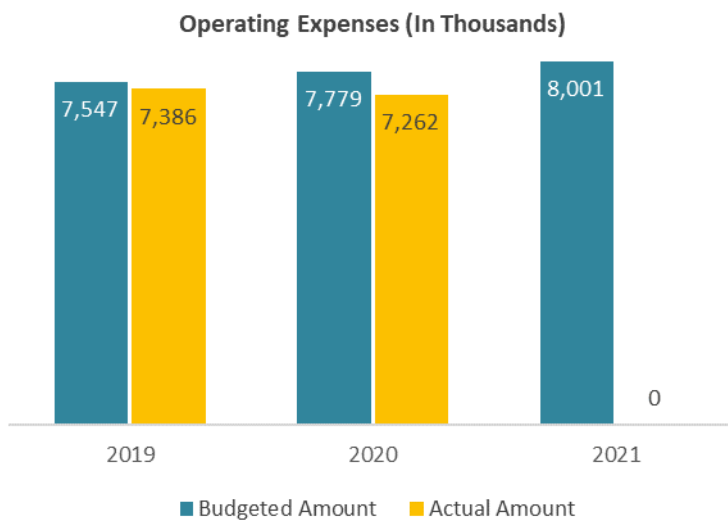
BREAKDOWN OF BUDGET CHANGES - WATER

Line Item	Adjustment Category	Nature of Adjustment	Amount
Utility Charges	Revenue requirements	Adjustment to water rates	254,200
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(11,100)
Payroll expense	Budget reallocation	Transfer to other budget lines	20,700
Contracted and other services	External service partners	Impact of increases from Metro Vancouver	(320,800)
Contracted and other services	Budget reallocation	Transfer from payroll expense	(6,900)
Materials and supplies	Budget reallocation	Transfer from payroll expense	(13,800)
Internal charges	Departmental Adjustments	Adjustment of internal equipment charges based on higher actual usage for tax funded services	45,400
Transfer From Reserve	Rate Stabilization Measures	Use of reserve to reduce levy to 2%	32,300
Total			\$0

INDICATORS AND MEASURES - WATER

Indicator/Measure	2016	2017	2018	2019	2020 (Sep 30)
Water Consumption (L/Capita Per Day)	410	424	436	401	399
# of Watermain Breaks/100 km of Length	7.5	5.56	3.33	12	3
Calls for Service:					
Water Quality	29	28	47	37	21
Water On/Off	88	59	85	90	62
Locate Service	49	51	54	33	38
Emergency Leak	84	74	72	110	71

OPERATING BUDGET - SEWER



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
REVENUES					
Utility charges	9,201,100	9,385,100	184,000	2.0%	8,386,390
Permits and licenses	0	0	0	N/A	17,370
Penalties and fines	63,000	63,000	0	0.0%	560
TOTAL	\$9,264,100	\$9,448,100	\$184,000	2.0%	\$8,404,320

EXPENSES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Payroll expense	353,700	359,300	5,600	1.6%	186,210
Other personnel costs	0	0	0	N/A	340
Contracted and other services	5,941,800	6,248,000	306,200	5.2%	5,764,700
Materials and supplies	76,800	76,800	0	0.0%	29,470
Telephone, utilities and rent	78,000	73,000	(5,000)	-6.4%	59,380
Internal charges	1,328,500	1,244,300	(84,200)	-6.3%	1,221,650
TOTAL	\$7,778,800	\$8,001,400	\$222,600	2.9%	\$7,261,750

ALLOCATIONS (TO) / FROM RESERVES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Transfer to Reserve	(1,485,300)	(1,456,700)	28,600	-1.9%	0
Transfer from Reserve	0	10,000	10,000	N/A	0
TOTAL	(\$1,485,300)	(\$1,446,700)	\$38,600	-2.6%	\$0

NET REVENUE / (EXPENSES)	\$0	\$0	\$0	N/A	\$1,142,570
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BREAKDOWN OF BUDGET CHANGES – SEWER

Line Item	Adjustment Category	Nature of Adjustment	Amount
Utility Charges	Revenue requirements	Adjustment to sewer rates	184,000
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(5,600)
Contracted and other services	External service partners	Impact of increases from Metro Vancouver	(301,200)
Contracted and other services	Budget reallocation	Transfer from materials and supplies	(5,000)
Materials and supplies	Budget reallocation	Transfer to contracted and other services	5,000
Internal charges	Departmental Adjustments	Adjustment of internal equipment charges based on higher actual usage for tax funded services	84,200
Transfer to Reserve	Rate Stabilization Measures	Remove prior year rate stabilization contribution	28,600
Transfer From Reserve	Rate Stabilization Measures	Use of reserve to reduce levy to 2%	10,000
Total			\$0

INDICATORS AND MEASURES - SEWER

Indicator/Measure	2016	2017	2018	2019	2020 (Sep 30)
Calls for Service:					
Sewer Blockages	42	32	68	55	25
Plugged Catch Basins	97	126	135	99	80
Flooding/Urgent	12	31	21	44	66
Manhole Lids Missing	8	10	9	5	6

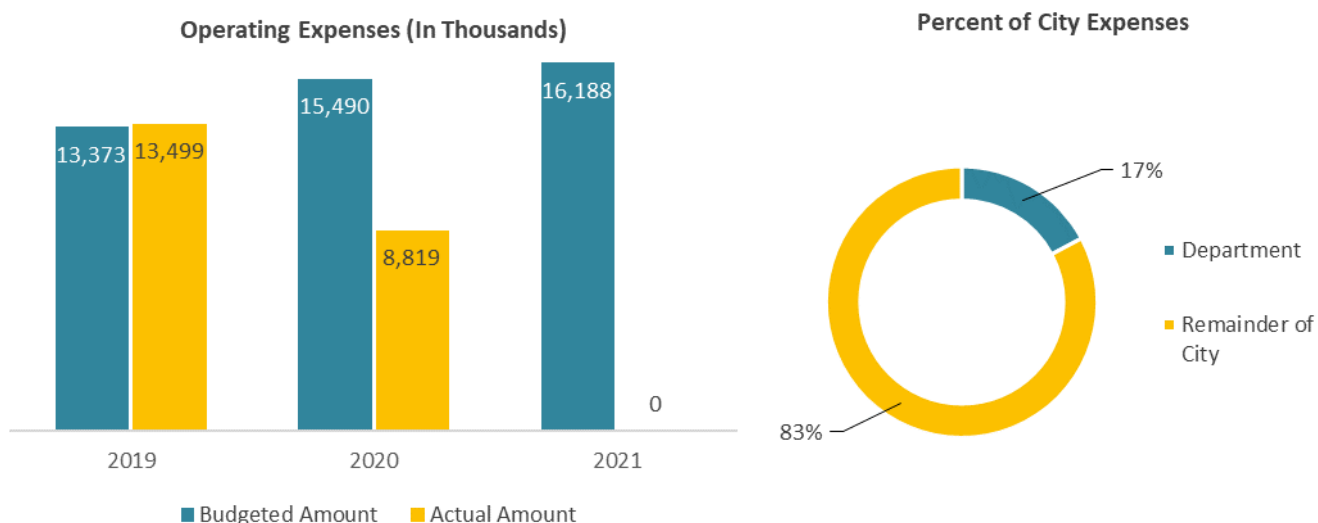
RECREATION

FOCUS

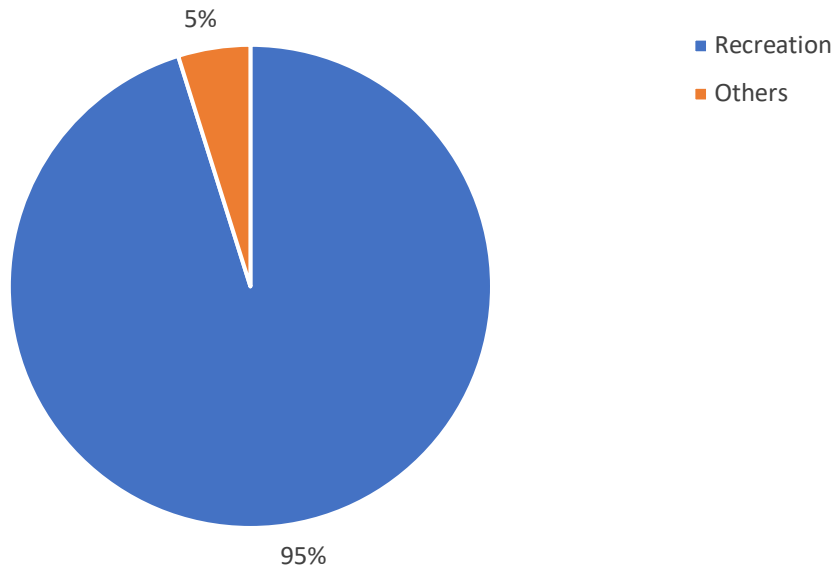
The Recreation Department has four Divisions: Administration, Recreation, Facilities and Cultural Development and Community Services. The Department's key roles are the delivery of recreation, sport, arts and cultural programs, events and community services; rentals of City recreation spaces including parks and sports fields; and the operation of recreation facilities. The Department also ensures City facilities are well maintained, clean, safe, 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 Department fosters effective community partnerships and works with the community to build the capacity of citizens and community groups by facilitating sharing of information and resources.

OPERATING BUDGET

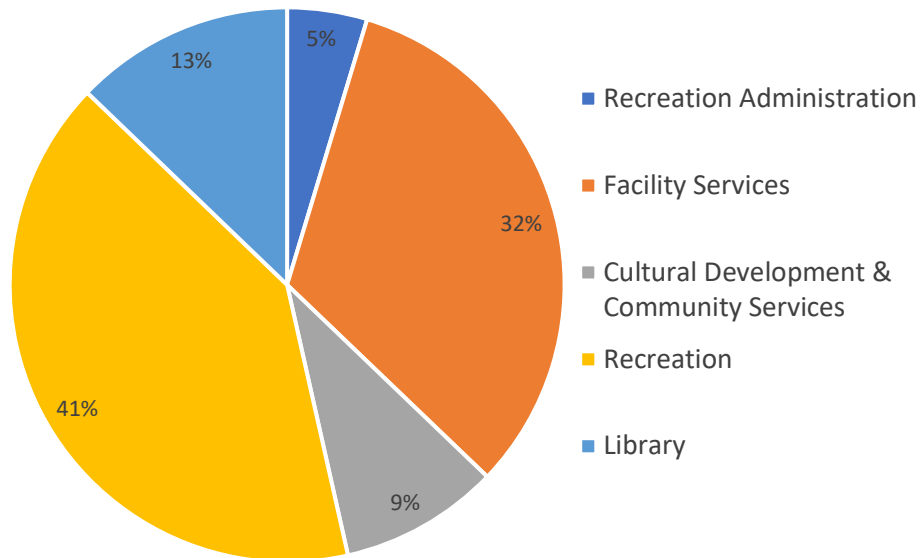


Department Revenues by Section



REVENUES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Recreation Administration	6,000	6,000	0	0.0%	2,410
Facility Services	56,400	86,400	30,000	53.2%	76,978
Cultural Development & Community Services	148,500	148,500	0	0.0%	54,952
Recreation	4,122,600	4,740,040	617,440	15.0%	1,447,712
TOTAL	\$4,333,500	\$4,980,940	\$647,440	14.9%	\$1,582,052

Expenses By Section



EXPENSES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Recreation Administration	746,300	755,000	8,700	1.2%	409,990
Facility Services	4,967,800	5,261,040	293,240	5.9%	2,814,460
Cultural Development & Community Services	1,492,200	1,507,540	15,340	1.0%	777,402
Terry Fox Library	2,036,100	2,073,900	37,800	1.9%	2,036,047
Recreation	6,247,250	6,590,480	343,230	5.5%	2,781,415
TOTAL	\$15,489,650	\$16,187,960	\$698,310	4.5%	\$8,819,314

ALLOCATIONS (TO) / FROM RESERVES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Facility Services	(49,700)	(73,700)	(24,000)	48.3%	0
Recreation	157,500	0	(157,500)	-100.0%	0
Total Recreation Allocations	\$107,800	(\$73,700)	(\$181,500)	-168.4%	\$0

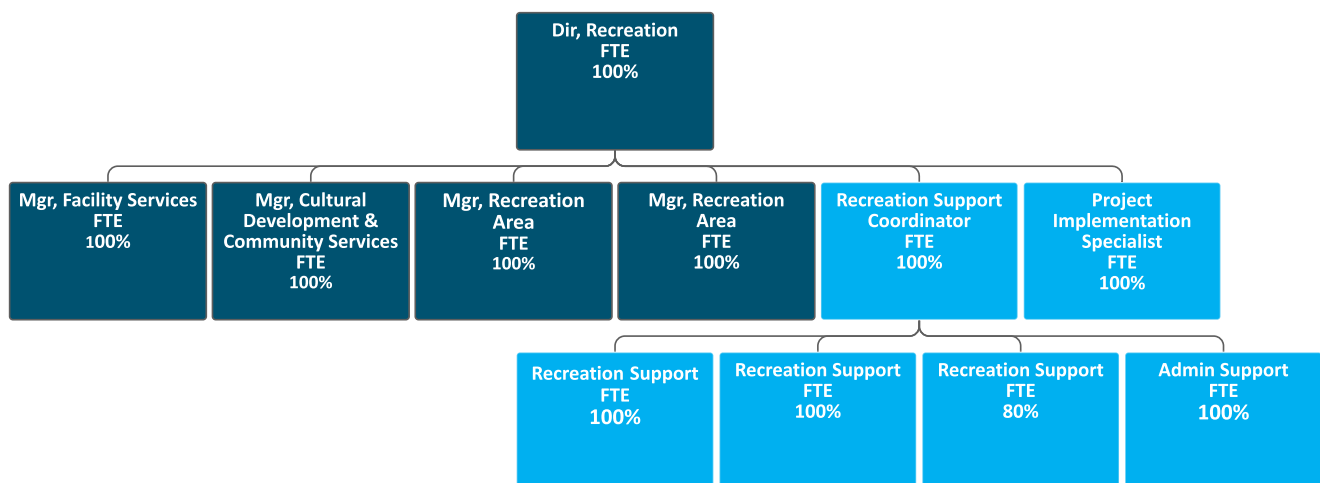
NET REVENUE / (EXPENSES)	(\$11,048,350)	(\$11,280,720)	(\$232,370)	2.1%	(\$7,237,262)
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RECREATION ADMINISTRATION

FOCUS

This Division is responsible for overall management of the Department. Analysis and support of business systems and operations are provided by the Project Implementation Specialist. The Admin Support staff team provides direct customer service, troubleshooting and support for internal Active Net 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

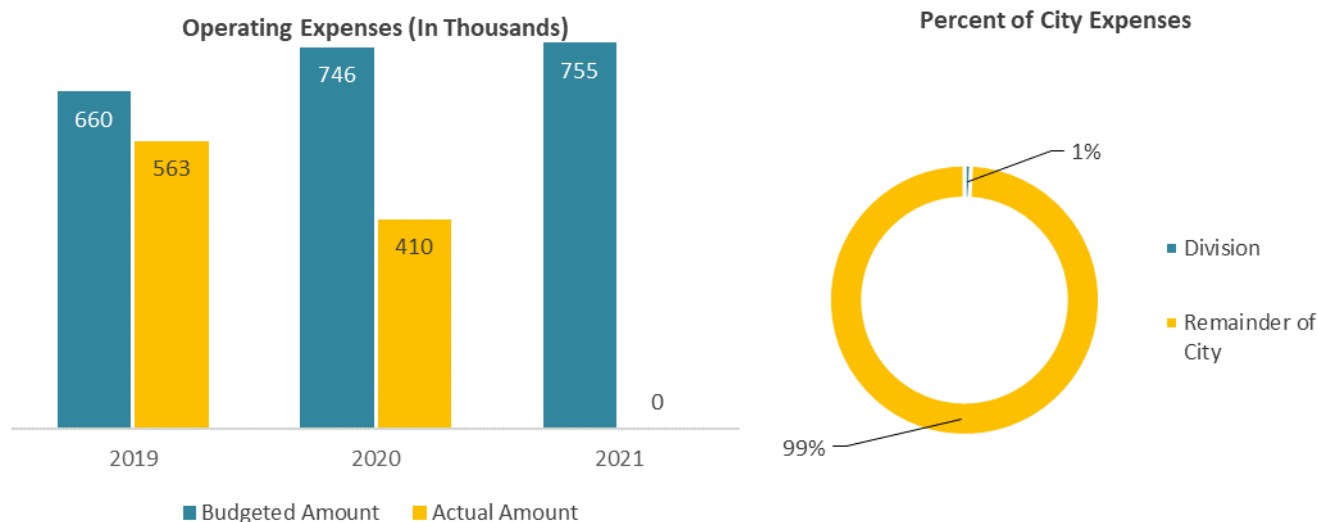


ENVIRONMENTAL SCAN

Factor	Impact
COVID-19	Many services, programs and facilities were closed at the start of the COVID-19 pandemic. Since that time, as services are gradually re-introduced, staff are continually adapting to guidelines and new information provided by the health authorities. Participation is very limited and the experience for customers and user groups has changed. This has a significant impact on revenues and as a result staffing levels and other operational measures have been reduced to ensure services can be sustained within existing budgets.
Operating the new Community Centre	Opening a new facility of this size requires an ongoing investment in staff hiring and training, system and program development, marketing and promotion, customer service and user group support through phase two construction, and in preparation

Factor	Impact
	for full operation upon completion.
Customer service	As urban communities become increasingly diverse, recreation services/facilities must respond to a broader range of needs and interests. Internal and external communications and processes must adapt to advances in technology with a focus on improving customer service, expanding online service options and enhancing operational efficiency.
Healthy child & youth development	Supporting today's busy families and providing opportunities for everyone to recreate together is essential. Effective collaboration/integration with the sport and education sectors to reduce sedentary living, promote healthy social relationships, support physical literacy and provide a continuum of social, sport and physical activity opportunities, specifically targeting children and youth, is vital to promote lifelong healthy living.
Supporting vulnerable populations	Inclusive and accessible recreation programs and services are critical supports for healthy families as well as seniors and vulnerable populations. The department is continuously building new partnerships, seeking grant opportunities and assessing current program and service delivery, as well as enhancing facility accessibility, with the goal of increasing inclusion and accessibility.
Data driven decision making	Staff assess and adapt processes to ensure the accurate collection of data and ability to report key performance indicators to support transparent governance and decision making.
Employee retention and attraction	Recruitment is focused on hiring employees that share the organization's purpose and values, and building strong supervisory and management teams dedicated to improving department culture and employee satisfaction and retention.

OPERATING BUDGET



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
REVENUES					
Sale of services	6,000	6,000	0		2,410
TOTAL	\$6,000	\$6,000	\$0		\$2,410
	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
EXPENSES					
Payroll expense	629,700	638,400	8,700	1.4%	376,910
Other personnel costs	51,300	51,300	0	0.0%	11,100
Contracted and other services	27,300	27,300	0	0.0%	1,320
Materials and supplies	20,200	20,200	0	0.0%	4,390
Telephone, utilities and rent	900	900	0	0.0%	680
Interest and bank charges	16,900	16,900	0	0.0%	15,590
TOTAL	\$746,300	\$755,000	\$8,700	1.2%	\$409,990
NET REVENUE / (EXPENSES)	(\$740,300)	(\$749,000)	(\$8,700)	1.2%	(\$407,580)

BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(8,700)
Total			\$(8,700)

INDICATORS AND MEASURES

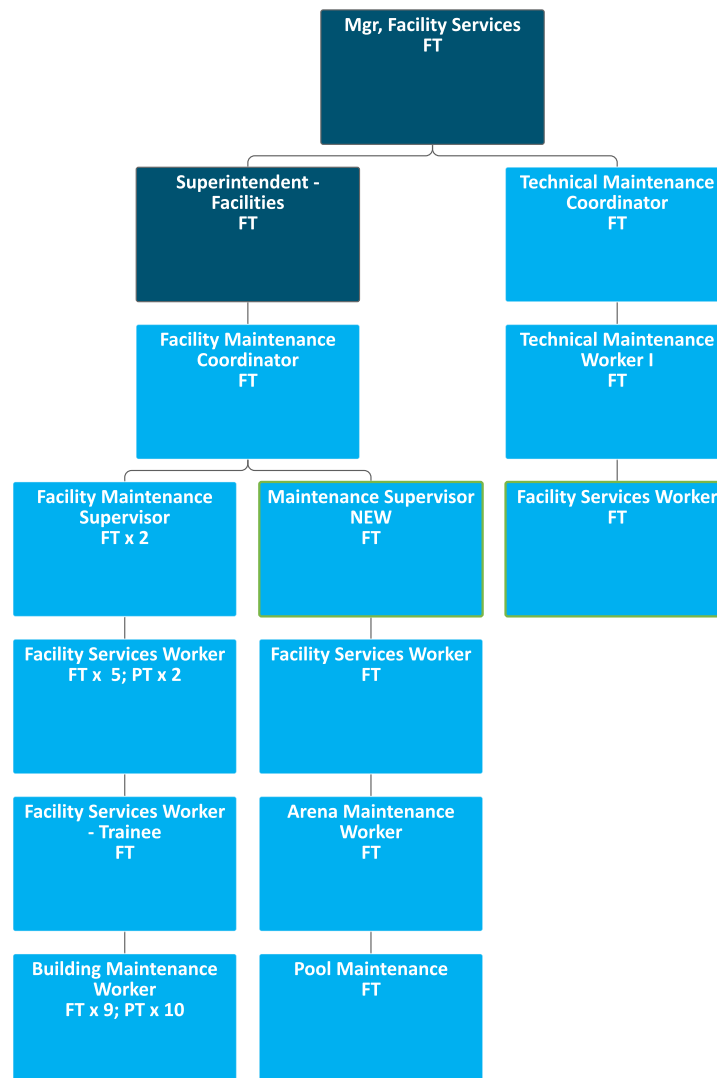
Indicator/Measure	2016	2017	2018	2019	2020 (Sep 30)
# Facility Booking Contracts Requested	N/A	574	1,364	1,326	855
# Facility Booking Contracts Issued	1,114	1,056	1,071	966	429
# Customers/Organizations with Bookings	533	482	532	520	240

FACILITY SERVICES

FOCUS

The Facility Services Division ensures City facilities meet the needs and expectations of 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 and implementing opportunities for operational efficiencies. 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 daily facility operation and janitorial services.

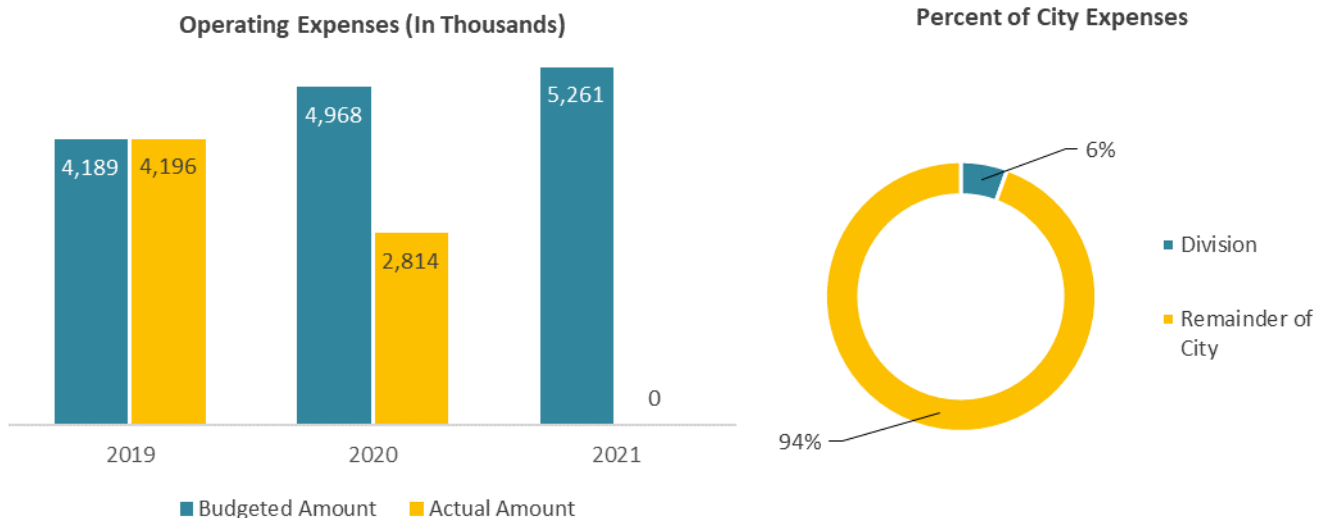
ORGANIZATIONAL STRUCTURE



ENVIRONMENTAL SCAN

Factor	Impact
Operating the new Community Centre	Operating a large new facility requires significant efforts, including staff training on new systems and equipment, creating standard operating procedures, developing maintenance and cleaning schedules, and working with the contractor to address warranty and deficiency issues as well as ongoing building support through the phase two construction.
Aging infrastructure	As 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.
Climate change	The upward pressure of electricity and natural gas prices and focus on curbing greenhouse gas emissions related to climate change are increasing the importance of the City's energy conservation and building performance initiatives.
Data driven decision-making	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.
Employee retention and attraction	The skill set required for technical and operational maintenance staff is expansive and varied. The City is experiencing difficulty in hiring qualified staff; which is a concern as senior staff near retirement and opportunities in other organizations draw away staff. The City has recently introduced new initiatives to enhance culture and employee satisfaction and retention which includes a focus on recruiting employees that share the organization's purpose and values.

OPERATING BUDGET



REVENUES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Sale of services	56,400	86,400	30,000	53.2%	67,995
Contributions	0	0	0		8,983
TOTAL	\$56,400	\$86,400	\$30,000	53.2%	\$76,978

EXPENSES	2020 Budget	2021 Budget	\$ Change	% Change	2020 YTD
Payroll expense	2,763,450	2,917,220	153,770	5.6%	1,638,590
Other personnel costs	31,300	17,500	(13,800)	-44.1%	3,510
Contracted and other services	839,200	886,040	46,840	5.6%	501,590
Materials and supplies	375,250	397,640	22,390	6.0%	245,170
Telephone, utilities and rent	1,038,100	1,102,150	64,050	6.2%	495,570
Internal charges	(79,500)	(59,500)	20,000	-25.2%	(69,970)
TOTAL	\$4,967,800	\$5,261,050	\$293,250	5.9%	\$2,814,460

ALLOCATIONS (TO) / FROM RESERVES	2020 Budget	2021 Budget	\$ Change	% Change	2020 YTD
Transfer to Reserve	(49,700)	(73,700)	(24,000)	48.3%	0
TOTAL	(\$49,700)	(\$73,700)	(\$24,000)	48.3%	\$0

NET REVENUE / (EXPENSES)	(\$4,961,100)	(\$5,248,350)	(\$287,250)	5.8%	(\$2,737,482)
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BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Sale of Services	Operating Cost of Capital	Lease revenue for 2263 McAllister Ave	30,000
Payroll expense	Operating Cost of Capital	Maintenance costs for 2263 McAllister Ave	(1,000)
Payroll expense	Operating Cost of Capital	Phase 2 of PCCC operations	(90,800)
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(54,050)
Payroll expense	Budget Reallocation	Transfer of budget from other lines	(7,920)
Other personnel costs	Budget Reallocation	Transfer of budget to other lines	13,800
Contracted and other services	Operating Cost of Capital	Phase 2 of PCCC operations	(31,900)
Contracted and other services	Operating Cost of Capital	Maintenance costs for 2263 McAllister Ave	(6,000)
Contracted and other services	Budget Reallocation	Transfer of budget from other lines	(8,940)
Materials and supplies	Operating Cost of Capital	Phase 2 of PCCC operations	(24,400)
Materials and supplies	Budget Reallocation	Transfer of budget to other lines	2,010
Telephone, utilities and rent	Operating Cost of Capital	Phase 2 of PCCC operations	(65,100)

Line Item	Adjustment Category	Nature of Adjustment	Amount
Telephone, utilities and rent	Budget Reallocation	Transfer of budget to other lines	1,050
Internal charges	Operating Cost of Capita	Phase 2 of PCCC operations	(1,000)
Internal charges	Departmental Adjustments	Adjustment of internal equipment charges based on higher actual usage for tax funded services	(19,000)
Transfer to Reserves	Operating Cost of Capita	Transfer net portion of 2263 McAllister lease revenue to Land Sale Reserve	(24,000)
Total			(\$287,250)

INDICATORS AND MEASURES

Indicator/Measure	2016	2017	2018	2019	2020 (Sep 30)
Electricity Savings (%)	9.2%	7.80%	11.9%	14.7%	26.0%
Natural Gas Savings (%)	-1.1%	10.00%	12.1%	18.4%	21.5%
Facility Service Requests	250	443	659	663	247
Preventative Maintenance Work Orders	2,026	3,462	2649	2826	2203 *

*No Preventative Maintenance Work Orders were issued in September since previous month work orders were still open.

CULTURAL DEVELOPMENT & COMMUNITY SERVICES

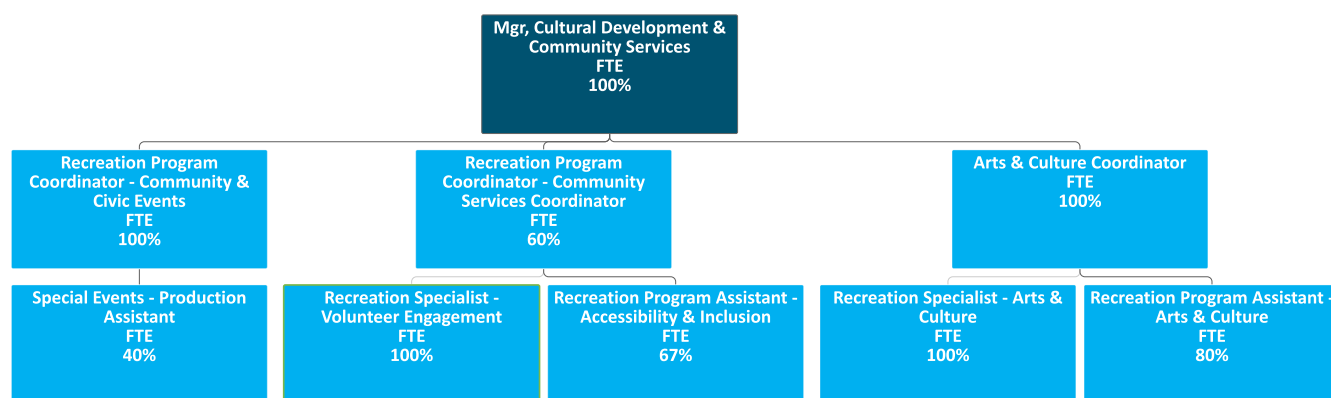
FOCUS

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, and access and inclusion.

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 manages community, arts, culture and heritage grants and is also the liaison for community event task forces, the Terry Fox Theatre, the Cultural Roundtable and the newly formed 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. This Division acts as a resource and provides leadership for the Department's marketing initiatives and delivers effective advertising and promotion of the arts and culture programs, festivals and events.

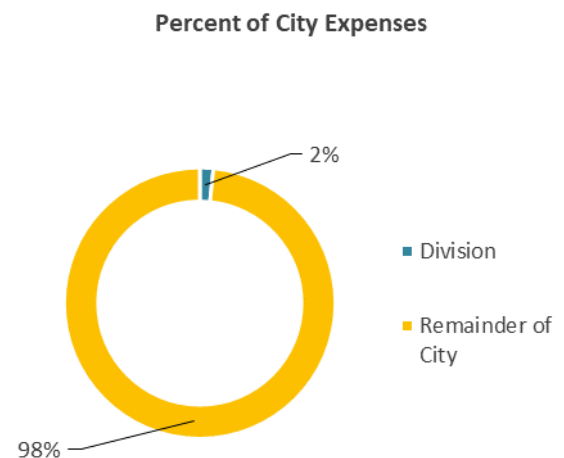
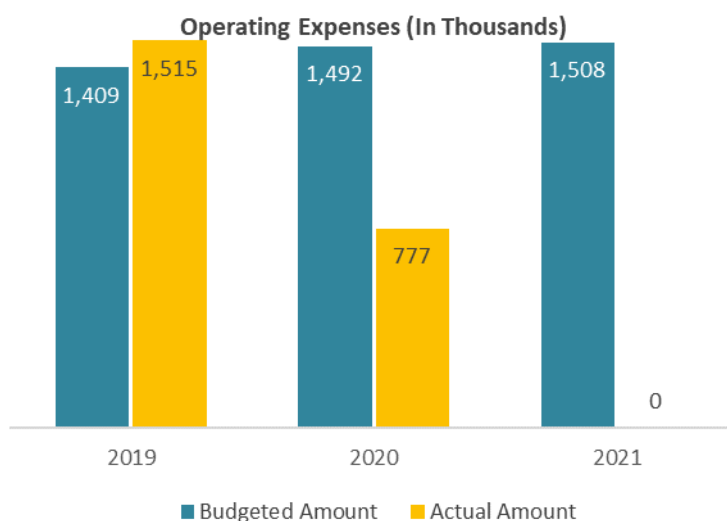
ORGANIZATIONAL STRUCTURE



ENVIRONMENTAL SCAN

Factor	Impact
COVID-19	Responding to Public Health Authority direction and adapting programs, services and events to continue to promote community connections, support community members and safely provide a modest selection of arts, culture and community services.
Community engagement	Residents are seeking ways to be part of their community. Staff are responding with a variety of opportunities for individual and groups to contribute to and interact in their neighbourhood and community. This includes volunteer opportunities, roundtables, stewardship, arts engagement and community initiatives.
Leadership in equity and access	Responding to increased demand for equitable opportunities to access programs, services and events. Examples include the Farmers Market Nutrition Coupon Program, Financial Assistance and enhanced accessibility features at the new Port Coquitlam Community Centre.
Community demand for events and festivals	The City's community festivals, performing arts, and cultural events are increasingly capturing the public interest. The department works closely with local community and sport organizations to build capacity and support an increasing number and variety of events, festivals and tournaments.
Development of downtown including new Port Coquitlam Community Centre	Developing plans for community engagement and public art to correspond with the developments in Downtown Port Coquitlam. This includes decommissioning some existing public art and developing plans for new public art reflecting the community vision in the Cultural Plan - to celebrate our unique small-town charm and weave culture into our active, outdoor lifestyles.
Customer Service	Residents are increasingly relying on social media for information on Arts, Culture and Recreation programs, services and events.

OPERATING BUDGET



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
REVENUES					
Sale of services	135,800	135,800	0	0.0%	14,130
Contributions	12,700	12,700	0	0.0%	40,472
Penalties and fines	0	0	0	N/A	350
TOTAL	\$148,500	\$148,500	\$0	0.0%	\$54,952

	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
EXPENSES					
Payroll expense	939,700	958,640	18,940	2.0%	504,937
Other personnel costs	3,400	3,600	200	5.9%	1,678
Contracted and other services	268,900	269,500	600	0.2%	99,124
Materials and supplies	78,900	78,700	(200)	-0.3%	36,310
Telephone, utilities and rent	600	600	0	0.0%	129
Interest and bank charges	4,700	4,700	0	0.0%	1,469
Insurance and claims	200	200	0	0.0%	0
Grants and financial assistance	189,000	189,000	0	0.0%	132,795
Internal charges	6,800	2,600	(4,200)	-61.8%	960
TOTAL	\$1,492,200	\$1,507,540	\$15,340	1.0%	\$777,402

NET REVENUE / (EXPENSES)	(\$1,343,700)	(\$1,359,040)	(\$15,340)	1.1%	(\$722,450)
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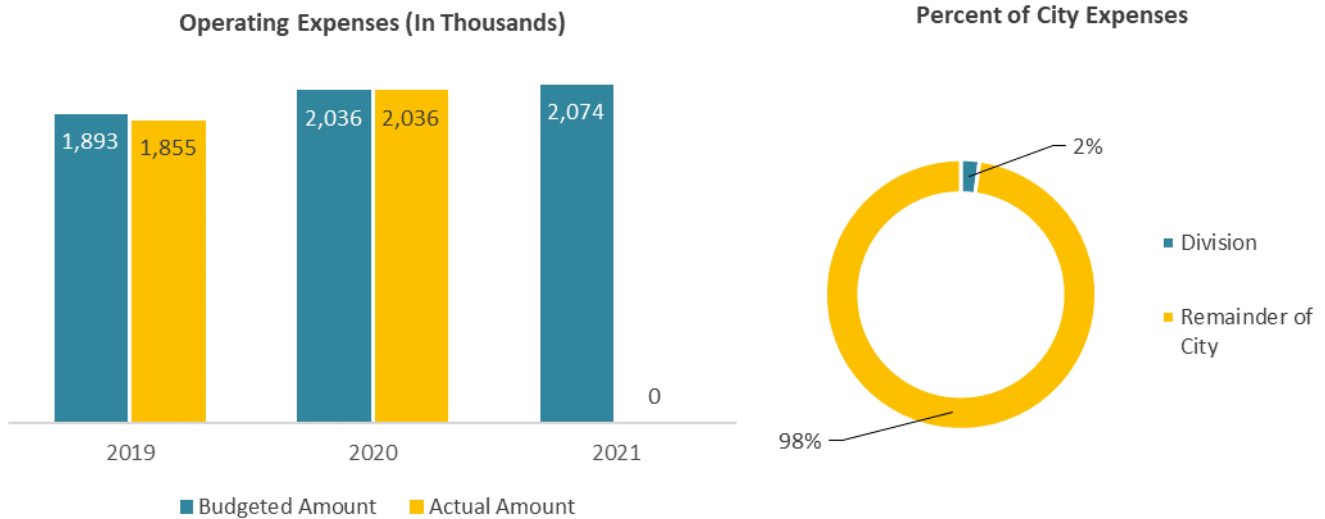
BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(18,940)
Other personnel costs	Budget Reallocation	Transfer of budget from other lines	(200)
Contracted and other services	Budget Reallocation	Transfer of budget from other lines	(600)
Materials and supplies	Budget Reallocation	Transfer of budget to other lines	200
Internal charges	Departmental Adjustments	Adjustment of internal equipment charges based on usage	4,200
Total			(\$15,340)

INDICATORS AND MEASURES

Indicator/Measure	2016	2017	2018	2019	2020 (Sep 30)
Self-Help Matching Grants - \$ Awarded	\$ 6,717	\$ 15,000	\$ 21,150	\$9,179	\$27,943
# Self-Help Matching Grants	3	2	3	3	5
CCD Investment Grants - \$ Awarded	\$ 35,000	\$ 39,000	\$69,810	\$64,888	\$33,000
# CCD Investment Grants	5	8	14	12	4
# City Produced Festivals/Events	Data Not Available	Data Not Available	12	16	3
Estimated Attendees at City Produced Festivals and Events	Data Not Available	Data Not Available	65,988	78,550	11,000+ online engagements and 29 in person
# of Community Festivals/Events Receiving City Support	Data Not Available	Data Not Available	13	18	1 due to Covid-19
# Volunteers	472	498	446	469	186
# Total Volunteer Hours	10,070	11,074	9,438	12,822	3,025
% of Volunteers under 18 years of Age	56%	55%	55%	63%	46%
% of Volunteers over the Age 55	7%	6%	8%	10%	27%
Jump Start Funding Applied to Recreation Program Fees	\$3,870	\$4,055	\$4,437	\$6,571	\$3,060
# Leisure Buddy Program – Requests	53	43	36	46	51
# Leisure Buddy Program – Filled	53	29	28	39	25
Arts & Culture Programs Offered	193	164	140	154	39
Arts & Culture Program Participants	784	684	830	963	283
Financial Assistance Program \$ Applied to Recreation Program Fees	\$ 26,662	\$ 24,929	\$ 22,650	\$19,782	\$8,046
# Financial Assistance Customers	386	348	327	283	151
Adopted Streets, Parks and Trails	39	42	40	45	56
Little Free Libraries	7	9	13	16	16
Block Parties	16	20	22	12	0
Cultural Roundtable – average participants per session	Data Not Available	36	37	29	26

OPERATING BUDGET – TERRY FOX LIBRARY



EXPENSES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Contracted and other services	2,036,100	2,073,900	37,800	1.9%	2,036,047
NET REVENUE / (EXPENSES)	(\$2,036,100)	(\$2,073,900)	(\$37,800)	1.9%	(\$2,036,047)

BREAKDOWN OF BUDGET CHANGES – TERRY FOX LIBRARY

Line Item	Adjustment Category	Nature of Adjustment	Amount
Contracted and other services	External service partners	Estimate of FVRL budget increase	(37,800)
Total			(\$37,800)

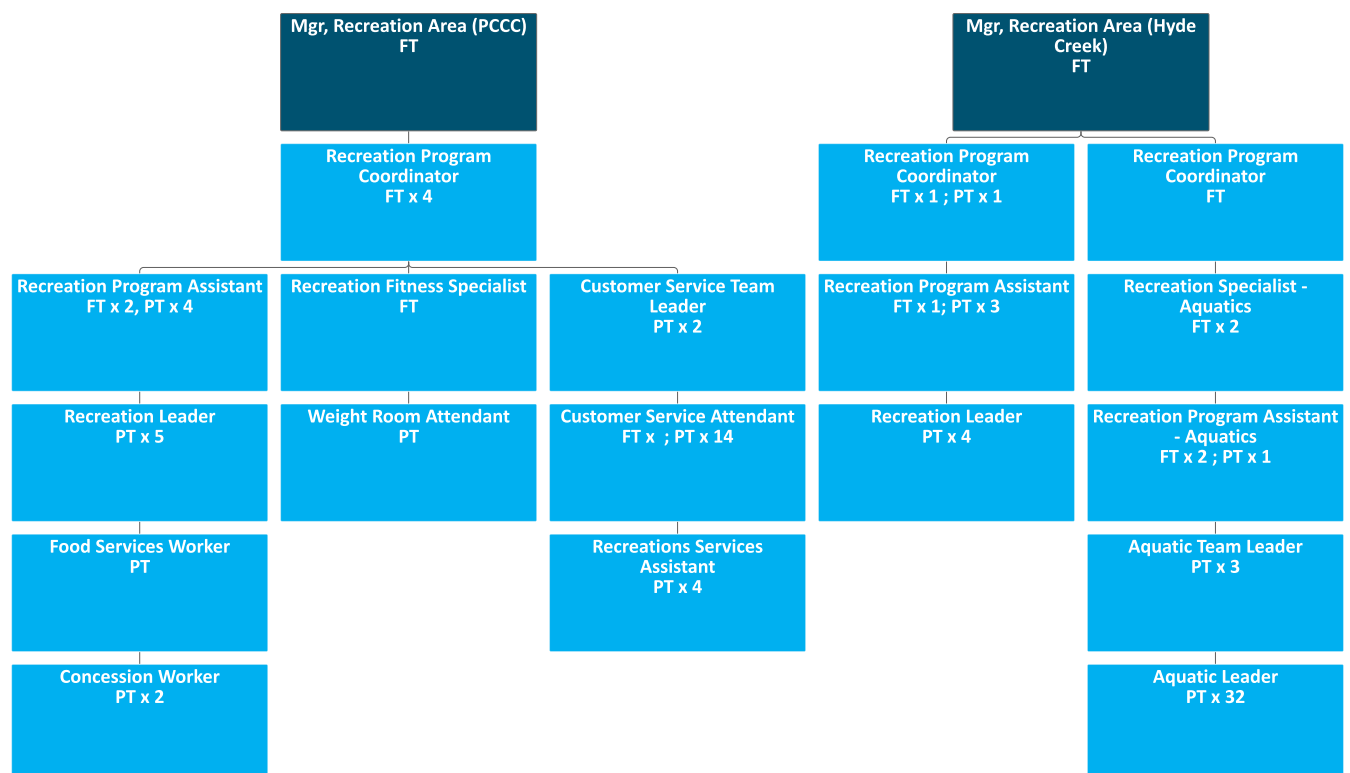
RECREATION SERVICES

FOCUS

The Recreation Services Division provides a broad range of programs and services in the following areas: pre-school, children, youth, adult/senior, sport, aquatics, arenas, and 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 including the Canuck Autism Network and local businesses such as Kids First Physio. The Division works on collaborative initiatives with Fraser Health Authority, School District 43, Ministry of Children and Families and other social service organizations.

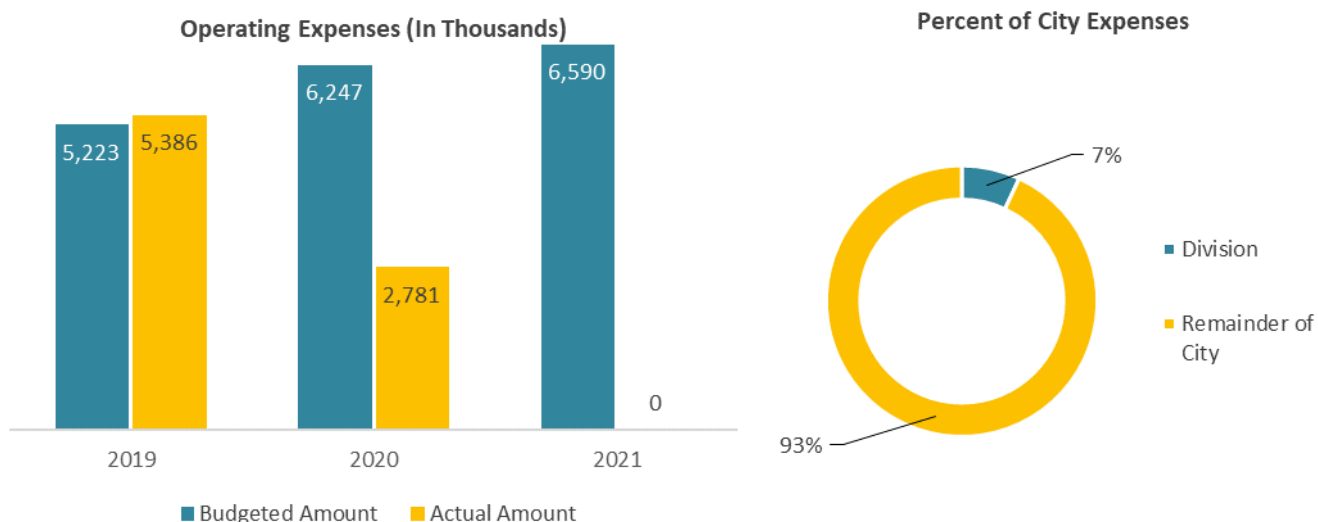
ORGANIZATIONAL STRUCTURE



ENVIRONMENTAL SCAN

Factor	Impact
COVID-19	Recreation programs create community connections and opportunities for people to build relationships with others. With the discontinuation of many services and programs during the COVID-19 pandemic, connecting with participants and community stakeholders has been challenging. Finding creative solutions and new ways to offer programming and services will continue to be a critical component of supporting a healthy community into 2021.
Communication and technology	Internal and external communication is adapting to advances in technology and software. To provide easier registration processes, online tools and resources are continually assessed and enhanced.
Isolation for seniors	With the COVID-19 pandemic many programs for seniors were cancelled. Staff will continue to creatively support seniors in the community and find new ways to safely reintroduce programs, in collaboration with the Wilson Seniors Advisory Board.
Physical fitness and activity	It is increasingly important for the recreation department to collaborate with sport organizations, schools, health authorities and other community agencies to broadly promote physical literacy and support active lifestyles.
Inclusion	Inclusive recreation opportunities are a critical support for vulnerable individuals and families. Staff continue to build new and strengthen existing community partnerships with organizations supporting inclusion, and seek grant funding opportunities to better meet the needs of all people living in the community.

OPERATING BUDGET



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
REVENUES					
Sale of services	4,076,400	4,693,840	617,440	15.1%	1,383,840
Contributions	46,200	46,200	0	0.0%	63,872
TOTAL	\$4,122,600	\$4,740,040	\$617,440	15.0%	\$1,447,712
EXPENSES					
Payroll expense	5,314,050	5,616,325	302,275	5.7%	2,524,070
Other personnel costs	21,900	21,900	0	0.0%	8,608
Contracted and other services	452,600	465,900	13,300	2.9%	92,621
Materials and supplies	305,300	317,900	12,600	4.1%	86,726
Telephone, utilities and rent	22,000	22,000	0	0.0%	5,227
Interest and bank charges	131,400	146,460	15,060	11.5%	48,613
Insurance and claims	0	0	0	N/A	15,514
Internal charges	0	0	0	N/A	36
TOTAL	\$6,247,250	\$6,590,485	\$343,235	5.5%	\$2,781,415
ALLOCATIONS (TO) / FROM RESERVES					
Transfer From Surplus	157,500	0	(157,500)	-100.0%	0
TOTAL	\$157,500	\$0	(\$157,500)	-100.0%	\$0
NET REVENUE / (EXPENSES)	(\$1,967,150)	(\$1,850,445)	\$116,705	-5.9%	(\$1,333,703)

BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Sale of Services	Operating Cost of Capital	Phase 2 of PCCC operations	617,440
Payroll expense	Operating Cost of Capital	Phase 2 of PCCC operations	(164,005)
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(138,270)
Contracted and other services	Operating Cost of Capital	Phase 2 of PCCC operations	(13,300)
Materials and supplies	Operating Cost of Capital	Phase 2 of PCCC operations	(12,600)
Interest and bank charges	Operating Cost of Capital	Phase 2 of PCCC operations	(15,060)
Transfer to Reserves	Operating Cost of Capital	Remove funding from Accumulated Surplus for Phase 1 of PCCC operations	(157,500)
Total			\$116,705

INDICATORS AND MEASURES

	2016	2017	2018	2019	2020 (Sep 30)
# Payments Processed - Total	\$ 3,644,726	\$ 3,715,703	\$ 3,754,615	\$4,134,437	\$1,409,412
# Payments Processed – Online	23%	25%	28%	28%	31%
# Programs Offered	5,640	5,927	5,995	5,919	1,561
# Program Hours	33,324	31,537	30,179	29,052	8,463
# Total Program Registrations	28,527	26,806	26,470	26,390	7,701
# Registrations by Residents	67%	65%	64%	65%	69%
# Individuals Registered in Programs	9,971	10,112	10,317	10,562	5,477
# Drop-in Participants - Total	133,098	133,938	146,090	143,340*	49,673
# Drop-in Participants – RH Pool	5,076	6,759	5,632	4,015	6,808
# Drop-in Participants – CE Pool	3,058	3,068	3,668	4,339	9,681
# Pass Scans - Total	136,796	135,058	139,481	142,495*	44,767
# Active Pass Holders - Total	5,718	5,778	5,776	6,385	5,576

- *2019 pass scans increased and drop in participation decreased with the introduction of the One City Pass and opening of the new Port Coquitlam Community Centre
- Facilities closed as of March 14th due to COVID 19
- Summer programs moved from drop in to pre-registration only
- Port Coquitlam residents were given priority registration for aquatic and summer day camp programs
- All passes and memberships were placed on hold due to COVID-19

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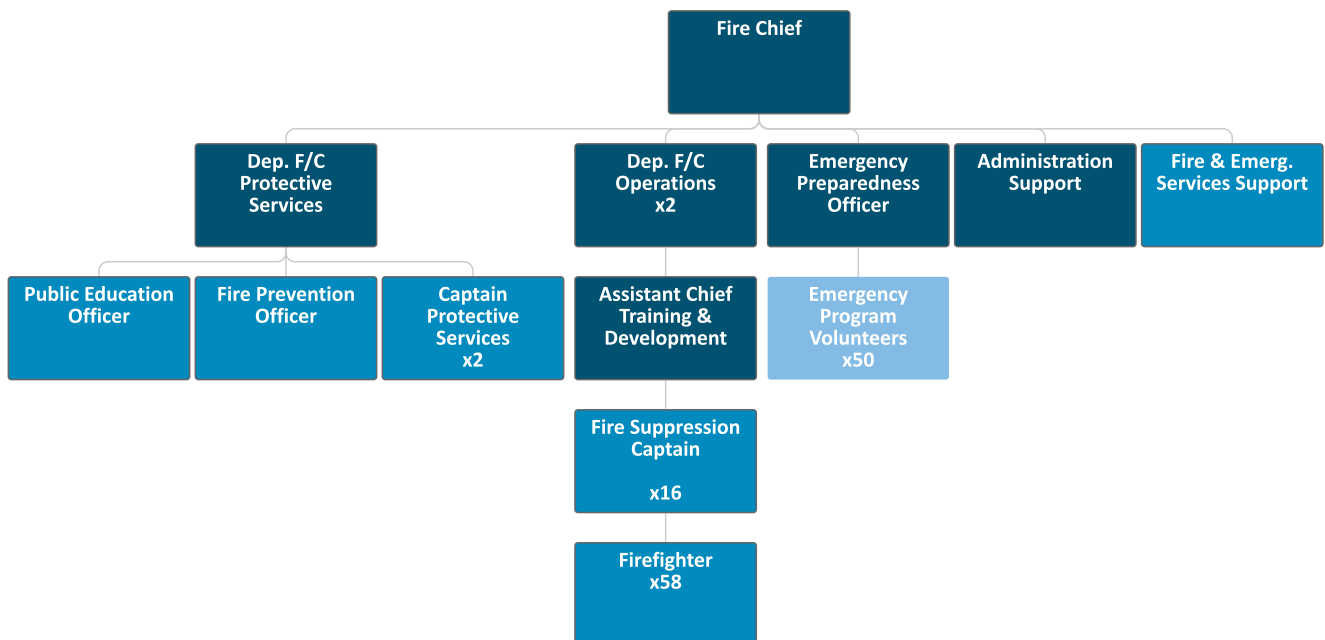
FIRE & EMERGENCY SERVICES

FOCUS

The mission of Port Coquitlam Fire & Emergency Services is to ensure all citizens, businesses and visitors to our 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

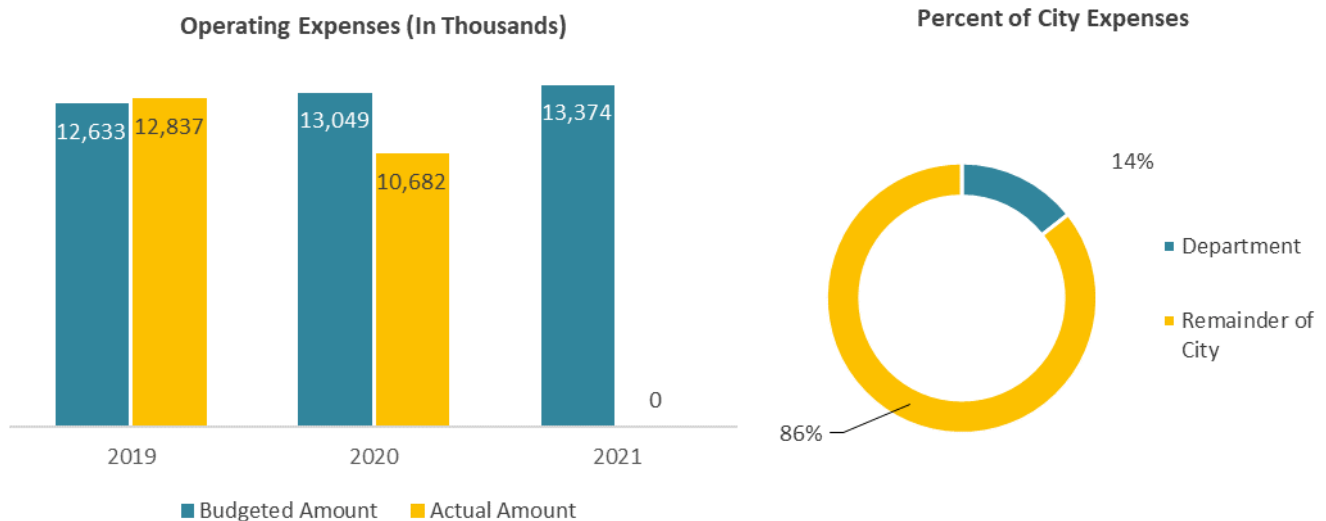
ORGANIZATIONAL STRUCTURE



ENVIRONMENTAL SCAN

Factor	Impact
Growth and development	City wide growth through enhanced development continues to apply pressure on fire resources. 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 may increase the risk of wildland fires impacting local parks and forests.
Employee well-being	The threat of COVID-19 continues to challenge the physical and mental well-being of fire response staff. Securing PPE supply chains, maintaining workplace morale, and preparing for accidental exposures may impact the operational effectiveness of the Fire Division.
Aging infrastructure	Updates and infrastructure replacement are required due to long life cycles, diversity evolution and deterioration requiring more maintenance and care.
Community safety	There is increased awareness and demands by citizens and business to be prepared for emergencies, and recognition that this is integral to the resilience of the Community.

OPERATING BUDGET



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
REVENUES					
Sale of services	24,500	24,500	0	0.0%	42,885
Permits and licences	0	0	0	N/A	1,730
Other revenue	0	0	0	N/A	(392)
TOTAL	\$24,500	\$24,500	\$0	0.0%	\$44,223

	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
EXPENSES					
Payroll expense	11,936,000	12,253,000	317,000	2.7%	9,780,161
Other personnel costs	192,400	192,400	0	0.0%	133,308
Contracted and other services	441,100	449,100	8,000	1.8%	377,336
Materials and supplies	199,100	199,100	0	0.0%	130,028
Telephone, utilities and rent	61,000	61,000	0	0.0%	40,959
Internal charges	219,700	219,700	0	0.0%	219,721
TOTAL	\$13,049,300	\$13,374,300	\$325,000	2.5%	\$10,681,513

NET REVENUE / (EXPENSES)	(\$13,024,800)	(\$13,349,800)	(\$325,000)	2.5%	(\$10,637,290)
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BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(317,000)
Contracted and other services	Departmental Adjustments	Increase in dispatch contract cost	(8,000)
			(\$325,000)

INDICATORS AND MEASURES

Indicator/Measure	2016	2017	2018	2019	2020 (Sep 30)
# Students – Fire Prevention Week	4,678	4,727	4,843	4,860	4200
# Residents – Hot Summer Nights	626	385	427	300	69
# Incidents	4,014	4,052	3,709	3,727	1,276
# Apparatus Responses	3,379	4,405	3,877	4,564	2,118
# Fires – Structure	60	73	66	66	26
Total Fire Call	149	207	220	208	80
# Medical Calls	2,241	2,034	1,607	1,698	538
# Fireworks Permits	28	29	27	24	0
% Compliance for Inspection Program	45%	48%	46%	39%	36%
Average suppression travel time (from fire station scene in minutes/seconds)	6:23	4:19	4:16	4:21	4:28

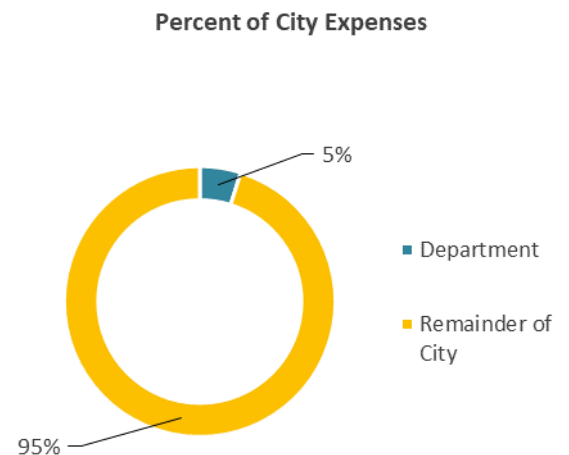
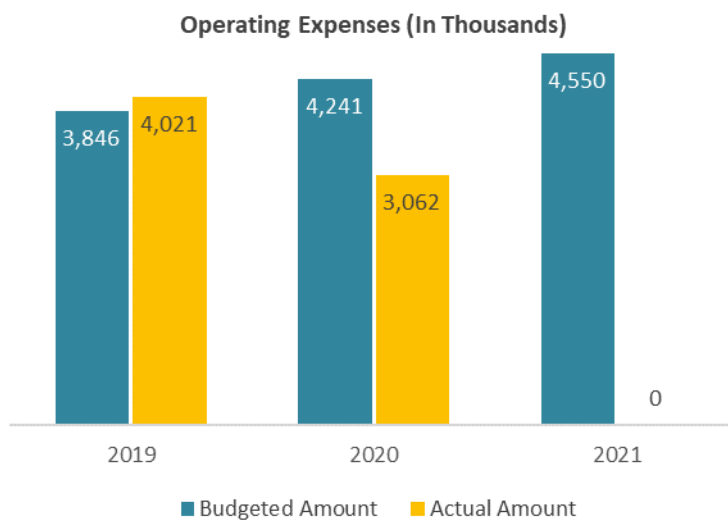
COMMUNITY SAFETY & CORPORATE SUPPORT

FOCUS

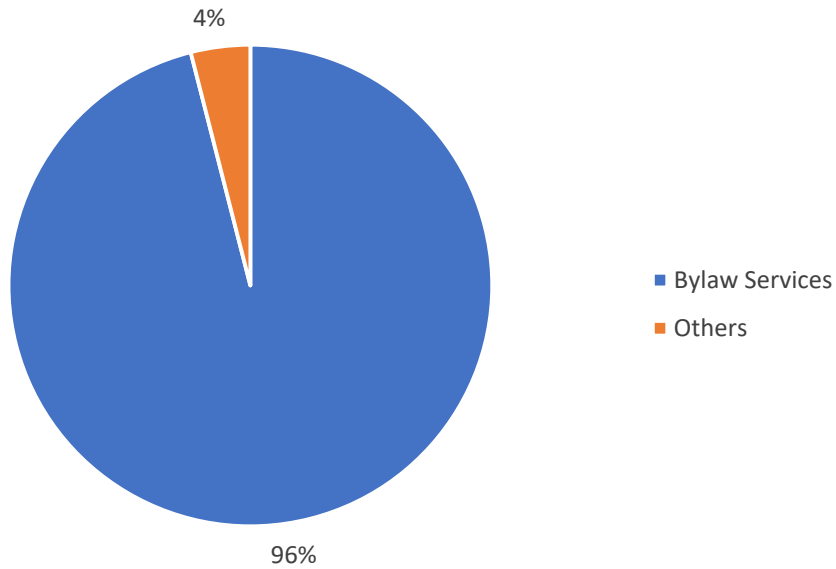
Corporate Support brings together services and functions that support the organization as a whole. The department encompasses the following five divisions plus the budget for Mayor and Council:

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

OPERATING BUDGET

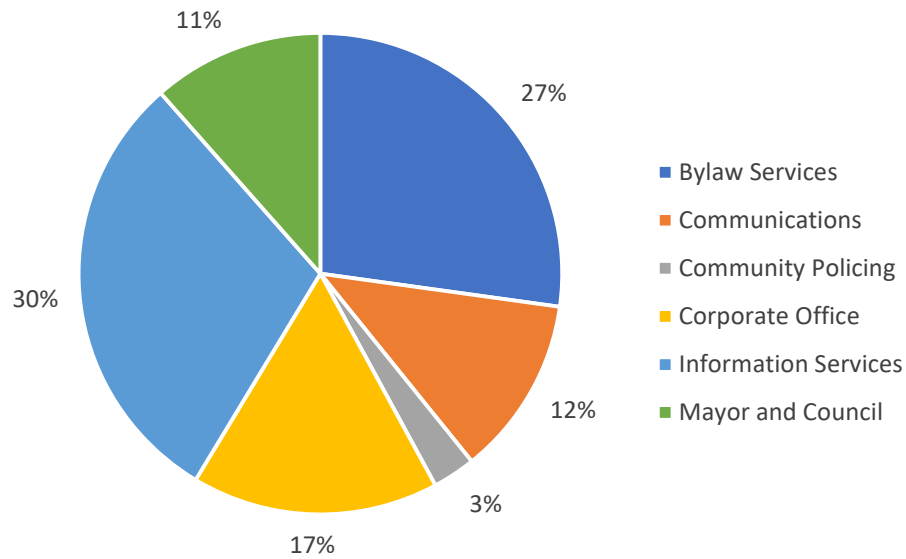


Department Revenues by Section



REVENUES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Bylaw Services	237,000	237,000	0	0.0%	262,250
Communications	7,600	7,600	0	0.0%	1,080
Community Policing	0	1,000	1,000	N/A	0
Corporate Office	1,200	1,200	0	0.0%	2,620
TOTAL	\$245,800	\$246,800	\$1,000	0.4%	\$265,950

Department Expenses by Section



EXPENSES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Bylaw Services	1,095,650	1,237,400	141,750	12.9%	694,880
Communications	562,020	547,450	(14,570)	-2.6%	432,830
Community Policing	127,600	130,800	3,200	2.5%	82,280
Corporate Office	688,600	751,700	63,100	9.2%	533,070
Information Services	1,261,500	1,359,500	98,000	7.8%	917,010
Mayor and Council	505,700	522,800	17,100	3.4%	401,970
TOTAL	\$4,241,070	\$4,549,650	\$308,580	7.3%	\$3,062,040

ALLOCATIONS (TO) / FROM RESERVES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Bylaw Services	138,250	0	(138,250)	-100.0%	0
Communications	20,870	0	(20,870)	-100.0%	0
Corporate Office	20,000	75,000	55,000	275.0%	0
Information Services	82,200	0	(82,200)	-100.0%	0
TOTAL	\$261,320	\$75,000	(\$186,320)	-71.3%	\$0

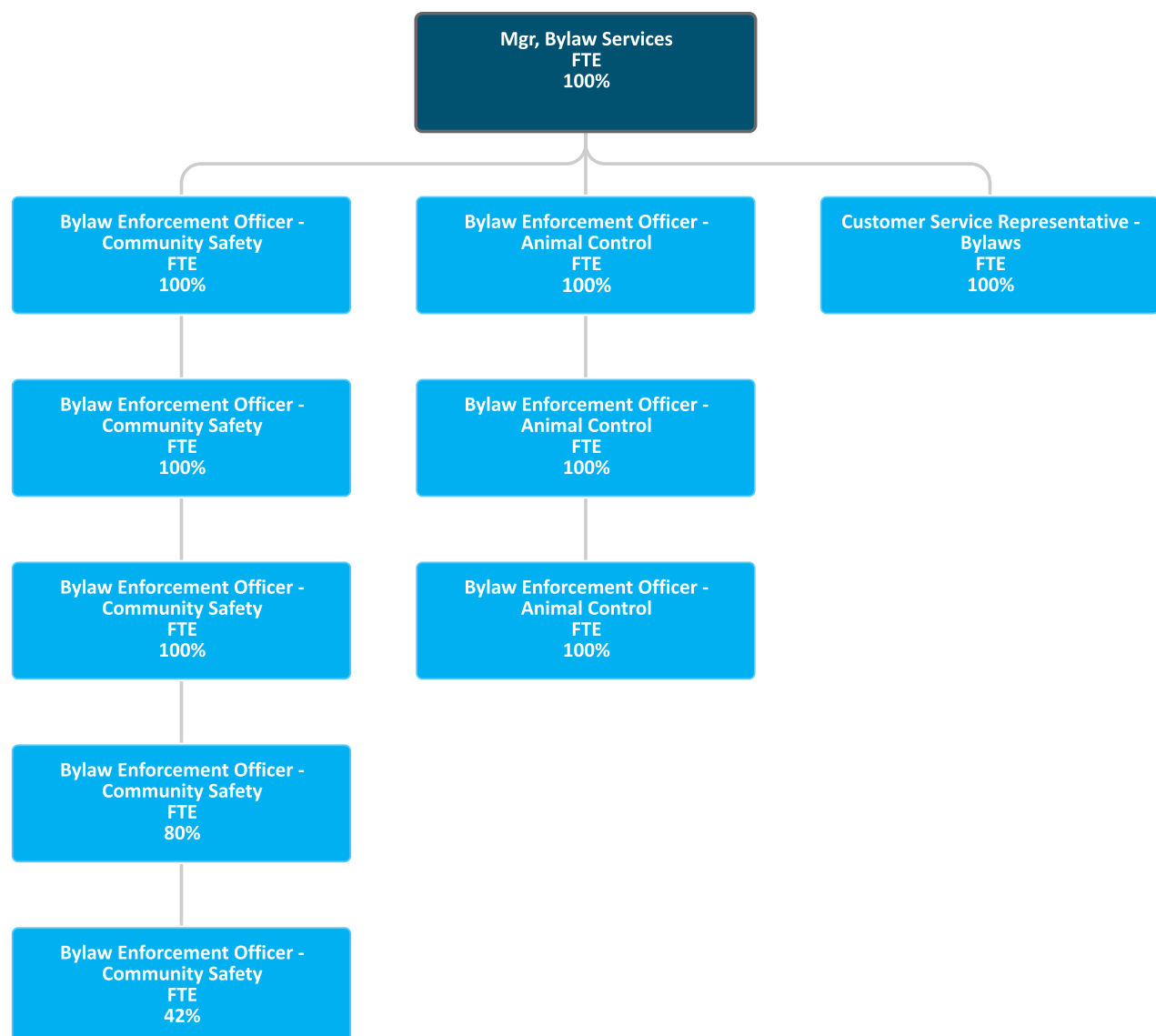
NET REVENUE / (EXPENSES)	(\$3,733,950)	(\$4,227,850)	(\$493,900)	13.2%	(\$2,796,090)
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BYLAW

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.

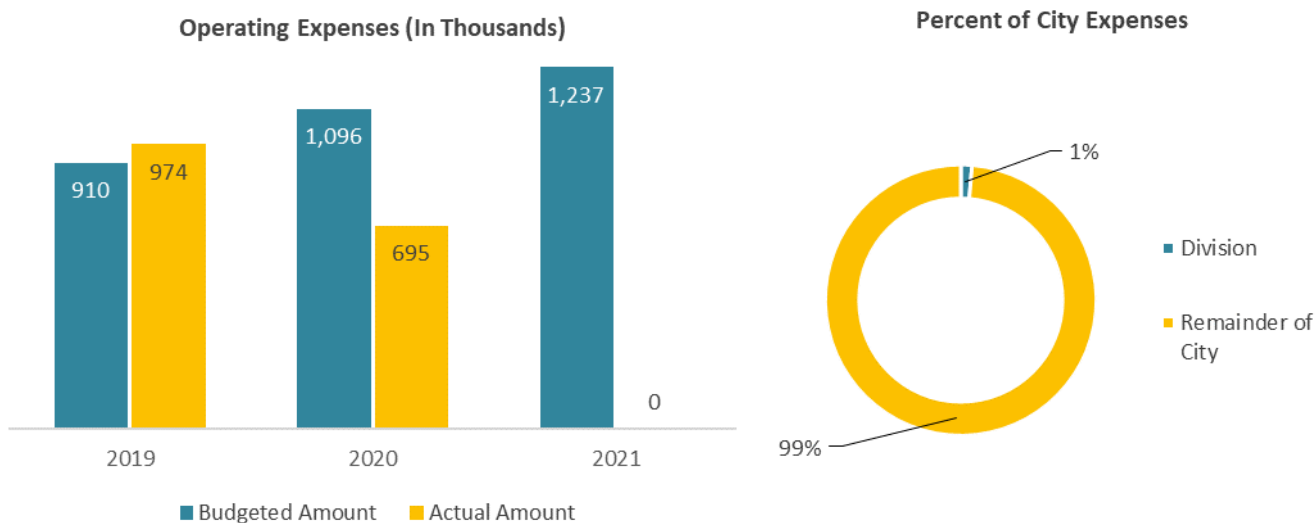
ORGANIZATIONAL STRUCTURE



ENVIRONMENTAL SCAN

Factor	Impact
COVID-19	Increased demand to educate, enforce and collaborate with other external agencies to gain compliance with measures introduced by the province.
Community safety	The community continues to express concerns relating to overall community safety, particularly in the downtown. Increased presence of the department will play a critical role in addressing these concerns, and addressing this priority.
Vulnerable population	Homeless camps continue to be a major challenge for the City. Significant resources are required to monitor issues and build relations in order to gain compliance and find alternative solutions to community concerns.
Increased presence	As the community spends more time outdoors, there is an increased demand for more proactive enforcement of the City's bylaws, particularly in the downtown, for things such as smoking, off-leash dogs, etc.

OPERATING BUDGET



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
REVENUE					
Sale of services	0	0	0	N/A	240
Contributions	0	0	0	N/A	180
Permits and licenses	206,000	206,000	0	0.0%	177,040
Penalties and fines	31,000	31,000	0	0.0%	78,500
Other revenue	0	0	0	N/A	6,290
TOTAL	\$237,000	\$237,000	\$0	0.0%	\$262,250

EXPENSE	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Payroll expense	914,400	1,049,300	134,900	14.8%	625,550
Other personnel costs	36,150	40,600	4,450	12.3%	10,860
Contracted and other services	194,200	194,200	0	0.0%	152,060
Materials and supplies	23,700	23,700	0	0.0%	10,380
Telephone, utilities and rent	4,100	4,100	0	0.0%	670
Interest and bank charges	6,500	6,500	0	0.0%	9,240
Insurance and claims	0	0	0	N/A	430
Internal charges	(83,400)	(81,000)	2,400	-2.9%	(114,310)
TOTAL	\$1,095,650	\$1,237,400	\$141,750	12.9%	\$694,880

ALLOCATIONS (TO) / FROM RESERVES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Transfer to Surplus	138,250	0	(138,250)	-100.0%	0
TOTAL	\$138,250	\$0	(\$138,250)	-100.0%	\$0

NET REVENUE / (EXPENSES)	(\$720,400)	(\$1,000,400)	(\$280,000)	38.9%	(\$432,630)
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BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(23,000)
Payroll expenses	Council Approved Enhancement	Second half of funding for additional bylaw enforcement– Approved CoC April 7, 2020	(111,900)
Other personnel costs	Council Approved Enhancement	Second half of funding for additional bylaw enforcement– Approved CoC April 7, 2020	(4,450)
Internal charges	Departmental Adjustment	Adjustment for Internal Equipment allocation	13,400
Internal charges	Council Approved Enhancement	Second half of funding for additional bylaw enforcement– Approved CoC April 7, 2020	(15,800)
Transfer from Surplus	Council Approved Enhancement	Tax funding for 2020 portion of additional bylaw enforcement previously funded from accumulated surplus	(138,250)
Total			(\$280,000)

INDICATORS AND MEASURES

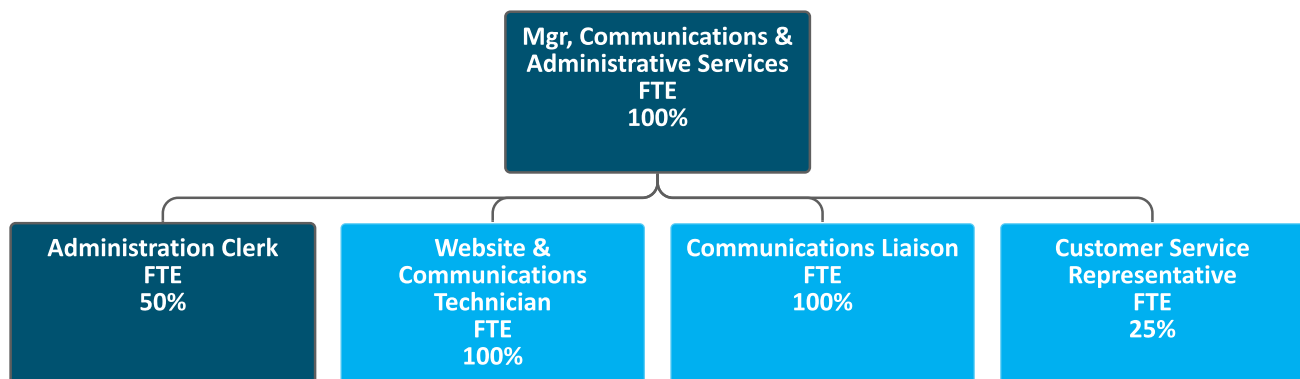
Indicator/Measure	2016	2017	2018	2019	2020 (Sep 30)
Dog licences issued	5,153	4,756	4,621	3,975	4226
Calls for service	2,792	2,351	2,460	3,272	2,470
Tickets issued	1,018	1,213	1,141	1,785	1,309

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 the community's 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

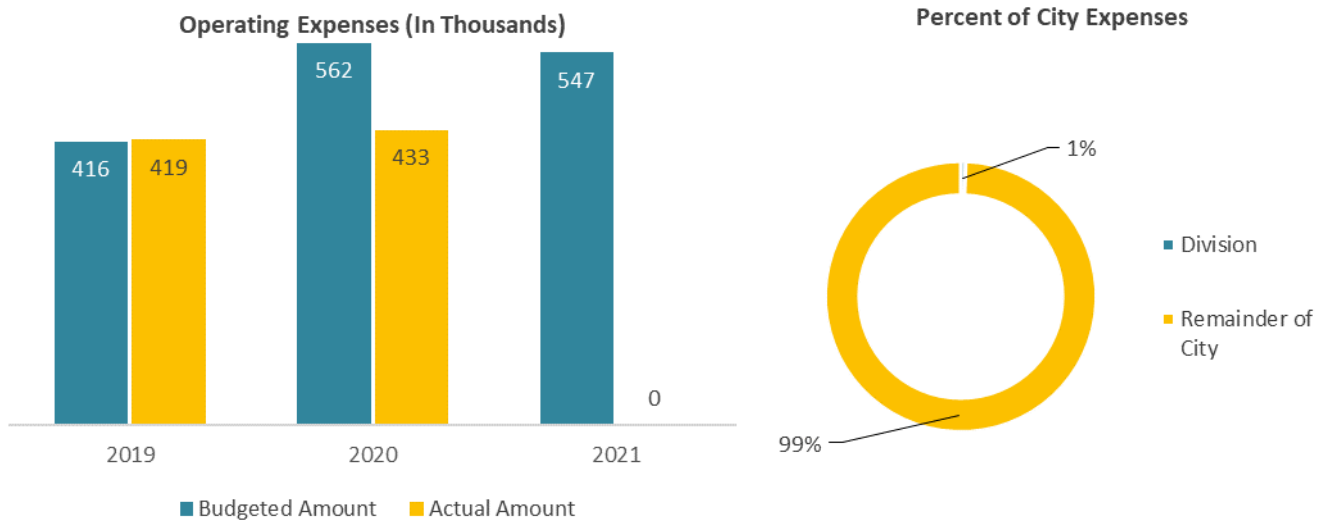


ENVIRONMENTAL SCAN

Factor	Impact
COVID-19	Dedicated staff time will be needed to keep the community informed about the impact of the pandemic to City services as well as latest health information and protocols.
Immediacy of Information	Meeting public and media expectations for immediate information, in particular responding during non-business hours continues to be a challenge. As reporters are often meeting tighter deadlines, there is a growing risk of misinformation.
Evolving online/social media trends	Social media continues to expand with more people using these channels to stay informed, engage with each other, interact with City and provide feedback on initiatives. Monitoring special interest/neighbourhood chats, keeping tools up to date, best practices current, responses timely and relevant, is consuming more and more staff resources.
Changing digital technology	The Division monitors new and changing technologies used to engage residents, determine the cost/benefit of each solution, and best incorporate their use. The growing trend is for use of mobile Apps and engagement platforms.

Factor	Impact
Interdepartmental communications and marketing support	The demand for communications and marketing support from all areas in the City continues to grow in particular with impact of COVID-19 pandemic and residents not able to visit facilities and limited customer service. This often results in competing demands for timely information and overlapping deadlines.
Changing demographics	As the community becomes increasingly diverse, the City's communications methods will need to adapt to a broader range of needs and interests.
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.

OPERATING BUDGET



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
REVENUES					
Sale of services	7,600	7,600	0	0.0%	1,080
TOTAL	\$7,600	\$7,600	\$0	0.0%	\$1,080

	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
EXPENSES					
Payroll expense	521,720	507,150	(14,570)	-2.8%	432,280
Other personnel costs	7,800	7,800	0	0.0%	2,190
Contracted and other services	60,500	60,500	0	0.0%	52,340
Materials and supplies	35,100	35,100	0	0.0%	9,000
Telephone, utilities and rent	0	0	0	N/A	20
Internal charges	(63,100)	(63,100)	0	0.0%	(63,000)
TOTAL	\$562,020	\$547,450	(\$14,570)	-2.6%	\$432,830

ALLOCATIONS (TO) / FROM RESERVES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Transfer From Surplus	20,870	0	(20,870)	-100.0%	0
TOTAL	\$20,870	\$0	(\$20,870)	-100.0%	\$0
NET REVENUE / (EXPENSES)	(\$533,550)	(\$539,850)	(\$6,300)	1.2%	(\$431,750)

BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(5,800)
Payroll expense	Departmental Adjustment	Impact of position reclassifications	(500)
Payroll expense	Council Enhancement	End of six-month one-time funding from 2020 for Marketing Coordinator	20,870
Transfer from Surplus	Council Enhancement	End of six-month one-time funding from 2020 for Marketing Coordinator	(20,870)
Total			(\$6,300)

INDICATORS AND MEASURES

Indicator/Measure	2016	2017	2018	2019	2020 (Sep 30)
Media pickup rate	90%	100%	100%	100%	100%
# website visitors each year	632,670	670,215	800,456	586,672	1,340,882
Top 5 webpages visited	Data not available	Data not available	Home page, Jobs, Hyde Creek Centre, Waste Collection Schedule, Leisure Guide	Home page, Jobs, Community Centres, Waste Collection Schedule, Leisure Guide	Home Page Jobs Community Centre E-Home Owner Grant Recreation
Duration of time spent on website	Data not available	Data not available	2.17 minutes	2:13 minutes	1:15 minutes
# of social media followers (Facebook, Twitter)	11,779	14,827	18,225 (FB: 10,492 TW: 7,733)	19,729 (FB: 11,506 TW: 8,223)	21,990 (FB: 12,813 TW – 9177)
# of Instagram followers	514	1,362	2,786	4,191	6,954
GFOA Award for annual reporting	Yes	Yes	Yes	Yes	Yes
# of E-update newsletter subscribers	2,167	2,086	1,871	1,892	2025
Action Requests Processed	100	95	121	199	254
Council events supported	242	201	220	109	84

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
- Auto Crime Programs
- Bike Patrol
- Distracted Driving (Cell Watch)
- Community Event Educational Booths
- Foot Patrols
- Front Counter Office Services
- Property Crime Prevention Through Environmental Design (CPTED) Site Assessments
- Problem Oriented Policing Support
- Public Education Campaigns
- Youth Junior Mountie Police Academy

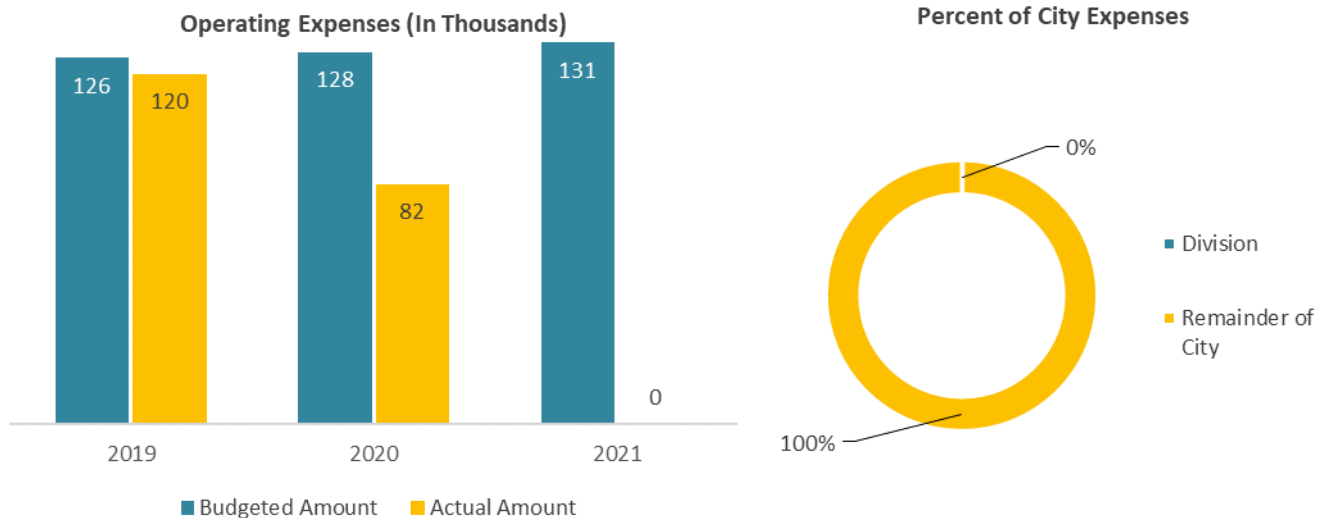
ORGANIZATIONAL STRUCTURE



ENVIRONMENTAL SCAN

Factor	Impact
Police review	The outcome of the police model review will have an impact on the future direction for the City's community policing efforts.
Volunteer retention and recruitment	The stations are largely staffed by volunteers, and the ability to provide service is highly dependent on a limited volunteer base. The City will need to be more creative in recruitment and placement for volunteers, while continuing to provide the meaningful and skill building opportunities that are essential for volunteer community policing offices.
Community safety	Public expectations related to accountability, transparency and accessibility of their police service have been climbing over the past few years. The community continues to express concerns relating to community safety, particularly in the downtown. Community Policing programs and services play an important role in addressing concerns and proving reassurance to the public.
Data tracking/performance management	Effective data management is fundamental to modern day community policing. Accurate recording of metrics such as community engagement levels, calls for service and hotspot tracking allows for more accurate deployment, monitoring of satisfaction (safety levels) and volunteer participation.

OPERATING BUDGET



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
REVENUES					
Contributions	0	1,000	1,000	N/A	0
TOTAL	\$0	\$1,000	\$1,000	N/A	\$0

	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
EXPENSES					
Payroll expense	91,100	94,300	3,200	3.5%	76,080
Other personnel costs	13,800	13,800	0	0.0%	100
Contracted and other services	15,000	15,000	0	0.0%	3,170
Materials and supplies	7,000	7,000	0	0.0%	2,740
Telephone, utilities and rent	700	700	0	0.0%	180
Internal charges	0	0	0	N/A	10
TOTAL	\$127,600	\$130,800	\$3,200	2.5%	\$82,280

NET REVENUE / (EXPENSES)	(\$127,600)	(\$129,800)	(\$2,200)	1.7%	(\$82,280)
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BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Contributions	Departmental Adjustment	Anticipated Hydro grant funding	1,000
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(3,200)
Total			(\$2,200)

INDICATORS AND MEASURES

Indicator/Measure	2016	2017	2018	2019	2020 (Sep 30)
Total Volunteer Hours	6,619	6,235	5,958	5,206	1,259
Total Volunteers	91	80	81	73	78
Front Counter Volunteer Interactions	5342	4,004	2,732	3297	969
Bike Patrol / Foot Patrol Volunteer Hours	453	622	500	720.17	144
Events / Meetings Hosted	47	82	97	101	87
Events / Meetings Attended	28	100	98	122	51
Cell Watch Hours	22	90	269	353	102
Distracted Driving	No Data	155/20,729 = 0.007%	101/34,335 = 0.002%	97/6384= 0.001%	6/12309 = .0004%

*2020 hours affected by covid restrictions and events adjusted to online meetings

CORPORATE OFFICE

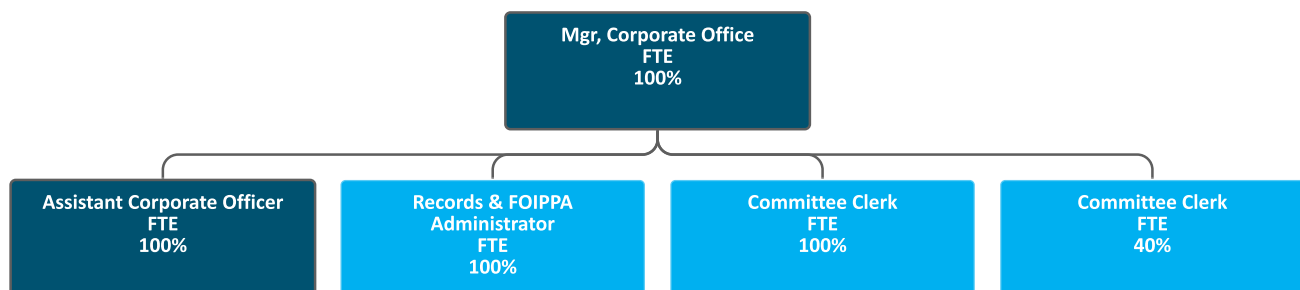
FOCUS

The Corporate Office 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 office 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



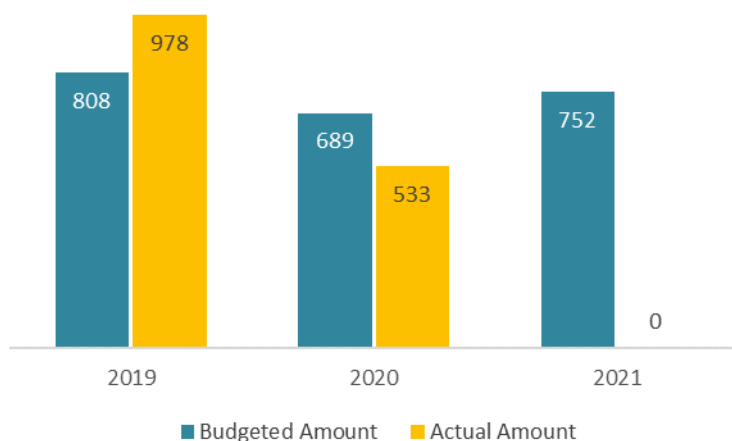
ENVIRONMENTAL SCAN

Factor	Impact
COVID-19	Changing health & meeting protocols, as dictated by the Province, require additional technology & processes, as meeting locations range from in-person (with appropriate physical distancing) to online platforms.
Customer service	The number and scope of freedom of information remains unpredictable and although the City does not receive a large number of requests, individual requests can require substantial time and effort to process.
Privacy impact assessments	Privacy Impact Assessments for all data processes and computer systems are being

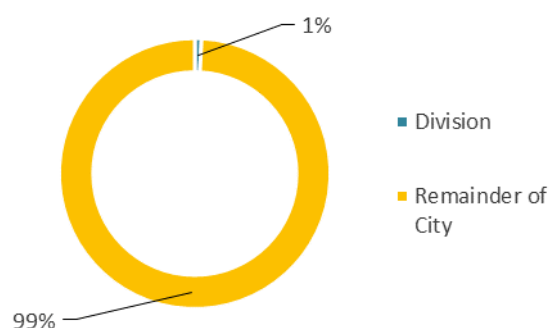
Factor	Impact
	rolled out through the organization in response to the Ministry of Citizen Service requirements for increased security and privacy of citizen data.
Legal requirements	City growth and maintenance require an ongoing range of legal services to bring issues to resolution as they arise. With several litigations currently unresolved, the timelines, and anticipated legal budgets, to address these cases remains difficult to predict.

OPERATING BUDGET

Operating Expenses (In Thousands)



Percent of City Expenses



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
REVENUES					
Sale of services	0	0	0	N/A	1,940
Permits and licences	1,200	1,200	0	0.0%	680
TOTAL	\$1,200	\$1,200	\$0	0.0%	\$2,620

	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
EXPENSE					
Payroll expense	496,100	504,200	8,100	1.6%	400,440
Other personnel costs	54,400	54,400	0	0.0%	35,190
Contracted and other services	196,200	271,200	75,000	38.2%	206,330
Materials and supplies	1,100	1,100	0	0.0%	5,310
Grants and financial assistance	55,000	35,000	(20,000)	-36.4%	0
Internal charges	(114,200)	(114,200)	0	0.0%	(114,200)
TOTAL	\$688,600	\$751,700	\$63,100	9.2%	\$533,070

ALLOCATIONS (TO) / FROM RESERVES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Transfer From Surplus	20,000	75,000	55,000	275.0%	0
TOTAL	\$20,000	\$75,000	\$55,000	275.0%	\$0

NET REVENUE / (EXPENSES)	(\$667,400)	(\$675,500)	(\$8,100)	1.2%	(\$530,450)
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BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(4,900)
Payroll expense	Departmental Adjustment	Impact of position reclassifications	(3,200)
Contracted and other services	Departmental One-time Adjustment	One-time legal costs	(75,000)
Grants and financial assistance	Council Approved Enhancement	End of additional PoCo Community Foundation Funding for 2019, 2020 – Approved CoC February 12, 2019	20,000
Transfer from Surplus	Departmental One-time Adjustment	Accumulated Surplus funding for one-time legal costs	75,000
Transfer from Surplus	Council Approved Enhancement	End of additional PoCo Community Foundation Funding for 2019, 2020 – Approved CoC February 12, 2019	(20,000)
Total			(\$8,100)

INDICATORS AND MEASURES

Indicator/Measure	2016	2017	2018	2019	2020 (Sep 30)
Electronic Agendas	1191	1192	86	102	74
Bylaws processed	42	42	52	54	42
Freedom of Information Requests	48	48	53	57	69
Document storage (boxes)	759	759	623	594	571
Board of Variance Applications	7	7	8	5	2

¹ Includes Regular Council, Special Council, Closed Council and Briefing. Does not include committees.

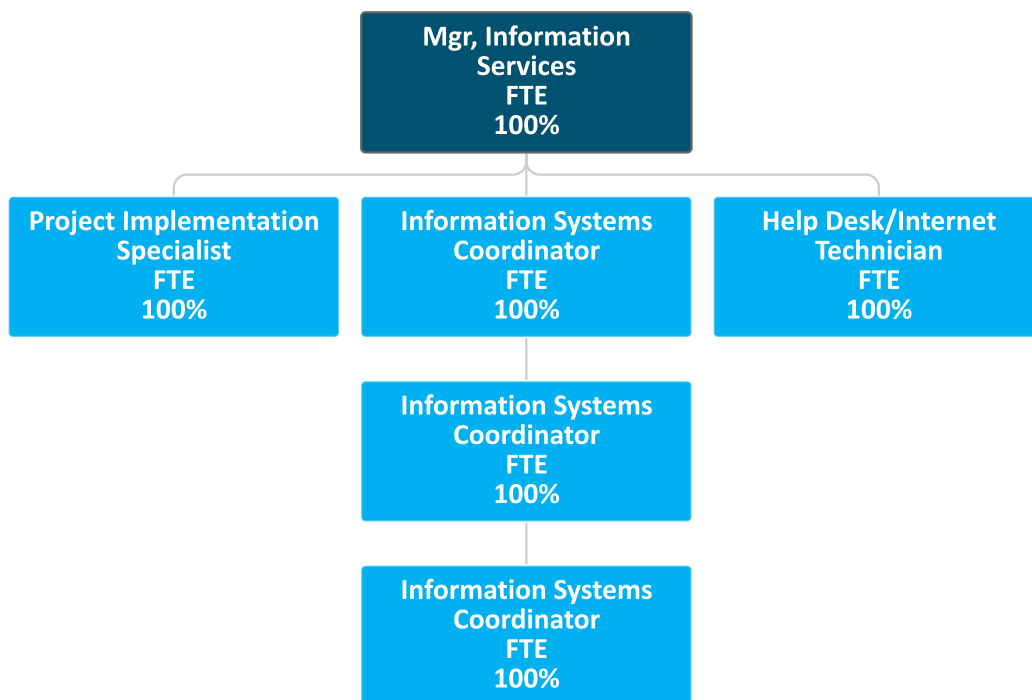
² Includes Regular Council, Special Council, Closed Council and Briefing. Does not include committees.

INFORMATION SERVICES

FOCUS

The Information Services Division provides the support and ongoing maintenance for both the computer systems and telephone systems for the City. The Division coordinates all the various activities that keep the City's computers running and communications working. The Division's services are mainly focused on providing efficient and secure access to the information that internal staff need to complete their jobs; this in turn allows the City staff to deliver exemplary services to the public.

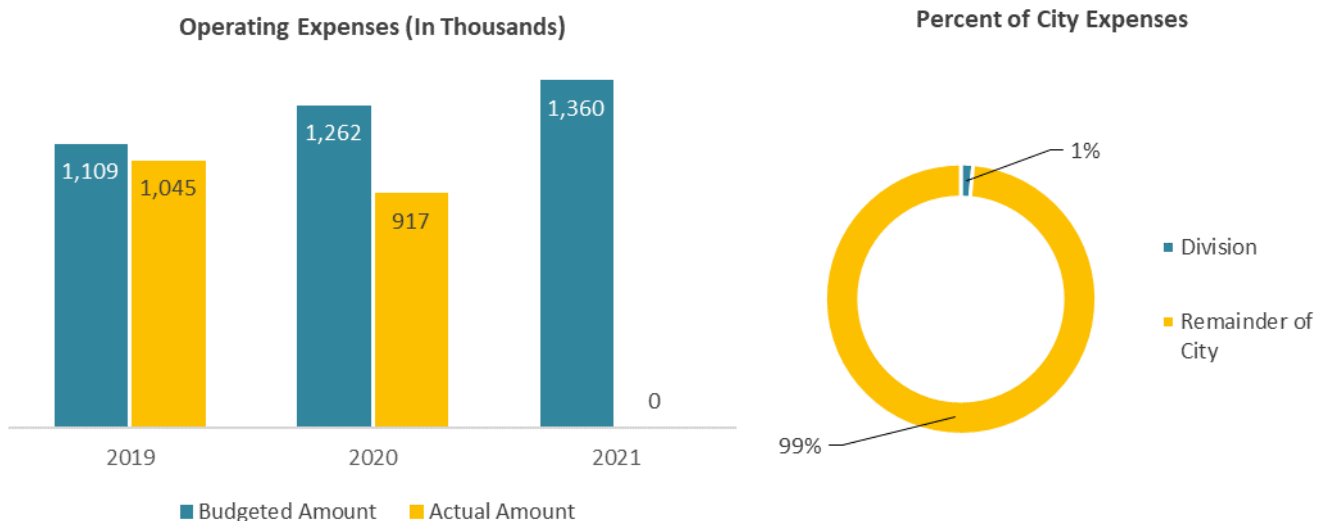
ORGANIZATIONAL STRUCTURE



ENVIRONMENTAL SCAN

Factor	Impact
COVID-19	Dedicated staff time, additional software licenses and mobile devices will be needed to allow staff to continue to provide city services from remote locations while supporting social distancing and a healthy workplace.
Security focus	Security enhancements are continuing to consume Division resources as there are many rapidly developing issues to deal with. This includes having a comprehensive defense for cyber attacks.
Customer service	The public is expanding their use of mobile computing and smart phones and are expecting municipal service applications, Wi-Fi connectivity, and increased service hours and responsiveness.
Data driven decision making	Business Intelligence support with Key Performance Indicators are becoming industry standards and are increasingly common for cities to adopt.
Cloud/subscription-based computing	Consolidation of major municipal information systems providers. Additionally, the move from on-premise installed software to cloud-based subscription services has reduced choice and increased operating costs, as capital purchases for software are replaced with ongoing subscription fees.

OPERATING BUDGET



EXPENSES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Payroll expense	811,300	902,300	91,000	11.2%	656,360
Other personnel costs	22,400	22,400	0	0.0%	4,920
Contracted and other services	623,100	627,400	4,300	0.7%	468,210
Materials and supplies	25,200	25,200	0	0.0%	12,440
Telephone, utilities and rent	21,200	23,900	2,700	12.7%	16,780
Internal charges	(241,700)	(241,700)	0	0.0%	(241,700)
TOTAL	\$1,261,500	\$1,359,500	\$98,000	7.8%	\$917,010

ALLOCATIONS (TO) / FROM RESERVES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Transfer From Surplus	82,200	0	(82,200)	-100.0%	0
TOTAL	\$82,200	\$0	(\$82,200)	-100.0%	\$0

NET REVENUE / (EXPENSES)	(\$1,179,300)	(\$1,359,500)	(\$180,200)	15.3%	(\$917,010)
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BREAKDOWN OF BUDGET CHANGES

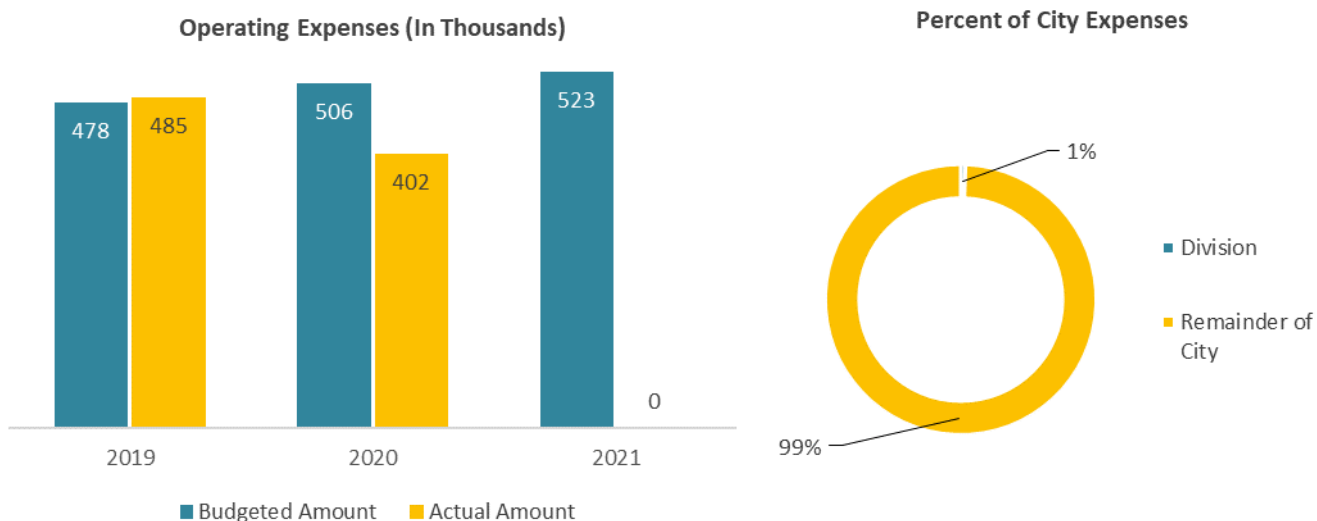
Line Item	Adjustment Category	Nature of Adjustment	Amount
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(8,800)
Payroll expense	Council Approved Enhancement	Second half of funding for Manager of IS – Approved CoC Closed April 7, 2020	(82,200)
Contracted and other services	Budget re-allocation	Re-allocation to telephone, utilities and rent	(2,700)
Contracted and other services	Budget re-allocation	Re-allocation of budget from HR	(7,000)
Telephone, utilities and rent	Budget re-allocation	Re-allocation from contracted services	2,700
Transfer From Surplus	Council Approved Enhancement	Tax funding for 2020 portion of Manager of IS previously funded from accumulated surplus	(82,200)
Total			(\$180,200)

INDICATORS AND MEASURES

Indicator/Measure	2016	2017	2018	2019	2020 (Sep 30)
Internal Customers	391	417	504	651	652
Desktop Computers	267	276	272	322	332
Mobile Devices	Data Not Available	Data Not Available	Data Not Available	Data Not Available	180
System Servers	64	65	63	63	73
Customer Support Requests	1,982	1,977	2,450	2,391	1,803

MAYOR & COUNCIL

OPERATING BUDGET



EXPENSES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Payroll expense	459,500	476,600	17,100	3.7%	383,830
Other personnel costs	44,700	44,700	0	0.0%	17,830
Materials and supplies	300	300	0	0.0%	0
Telephone, utilities and rent	1,200	1,200	0	0.0%	310
TOTAL	\$505,700	\$522,800	\$17,100	3.4%	\$401,970

NET REVENUE / (EXPENSES)	(\$505,700)	(\$522,800)	(\$17,100)	3.4%	(\$401,970)
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BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(17,100)
Total			(\$17,100)

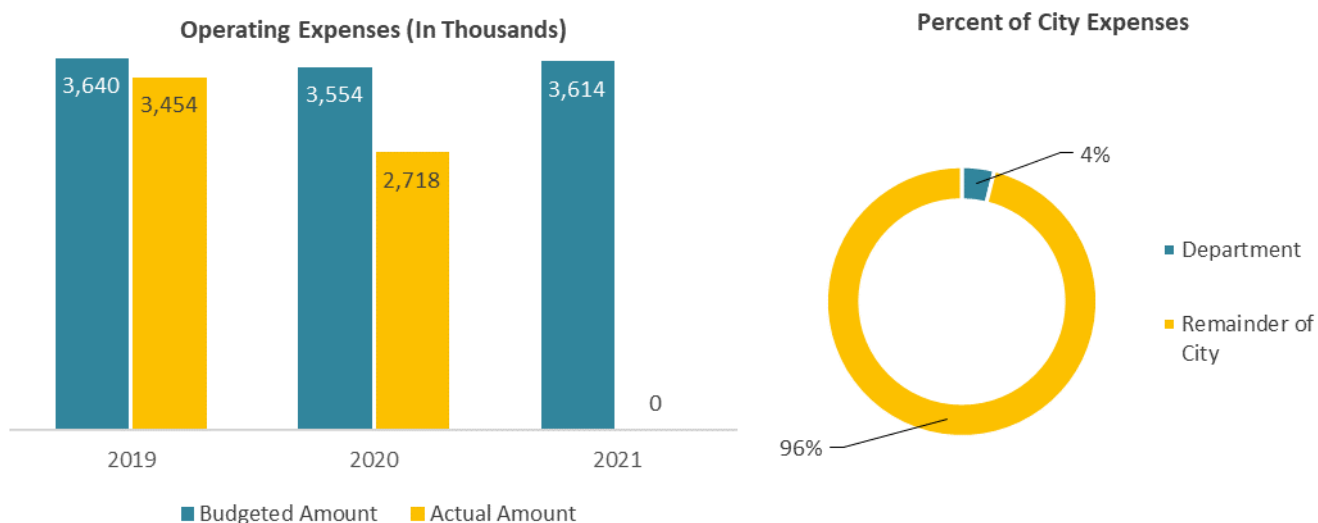
DEVELOPMENT SERVICES

FOCUS

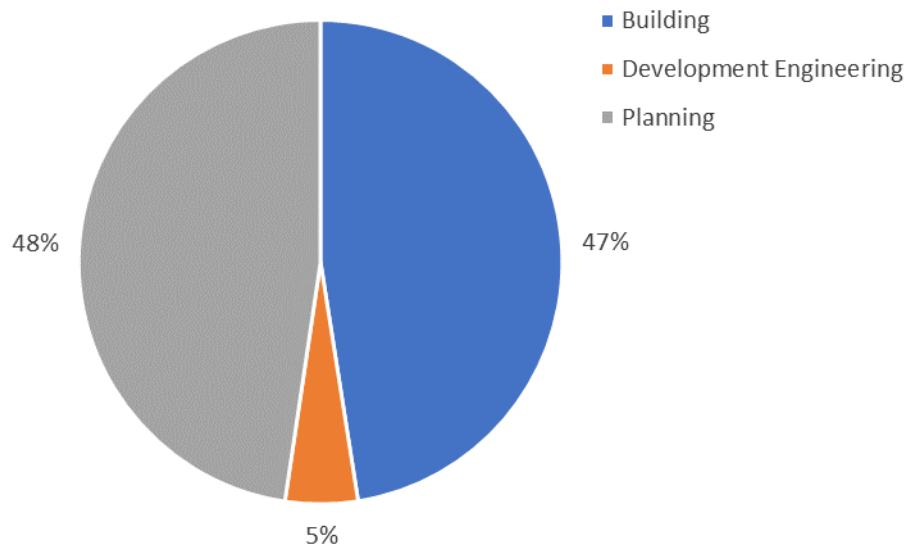
The Development Services Department ensures orderly and safe development within the City. Its administration directs the activities of the Department in keeping with the corporate direction, strategically oversees development processes, provides advice on sustainable land use and development, and guides decisions related to the use of City-owned lands. The Director serves as the City's liaison with the Kwikwetlem First Nation and 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.

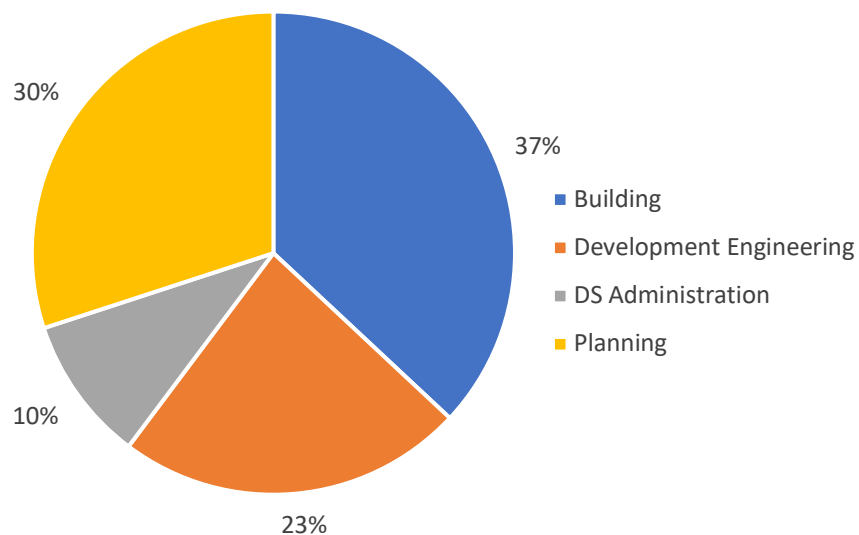
OPERATING BUDGET



Department Revenues by Section



Department Expenses by Section



REVENUES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Building	1,274,000	1,274,000	0	0.0%	1,553,910
Planning	1,267,500	1,302,500	35,000	2.8%	1,323,070
Development Engineering	130,000	130,000	0	0.0%	260,220
TOTAL	\$2,671,500	\$2,706,500	\$35,000	1.3%	\$3,137,200

EXPENSES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
DS Administration	353,800	352,000	(1,800)	-0.5%	270,510
Building	1,319,500	1,335,900	16,400	1.2%	1,065,500
Planning	1,076,900	1,085,100	8,200	0.8%	812,810
Development Engineering	803,700	841,000	37,300	4.6%	569,360
TOTAL	\$3,553,900	\$3,614,000	\$60,100	1.7%	\$2,718,180

ALLOCATIONS (TO) / FROM RESERVE	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Building	(270,000)	(270,000)	0	0.0%	0
TOTAL	(\$270,000)	(\$270,000)	\$0	0.0%	\$0

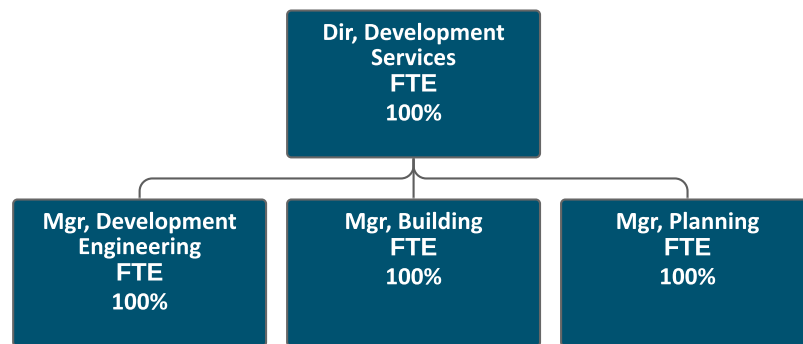
NET REVENUE / (EXPENSES)	(\$1,152,400)	(\$1,177,500)	(\$25,100)	2.2%	\$419,030
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DEVELOPMENT SERVICES ADMINISTRATION

FOCUS

The Development Services Department ensures orderly and safe development of the City within a 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

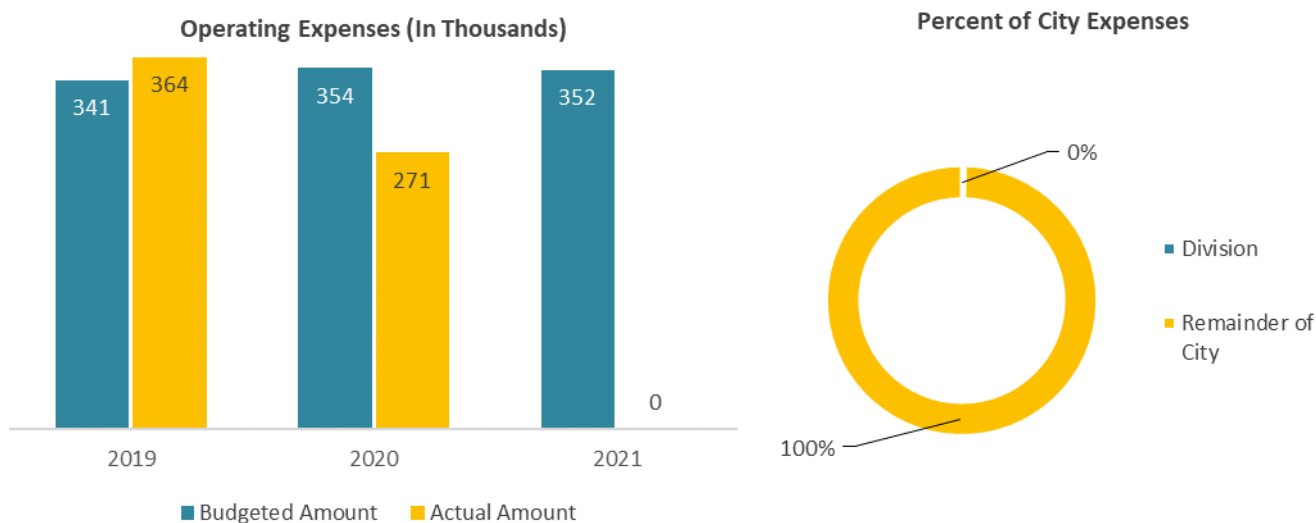


ENVIRONMENTAL SCAN

Factor	Impact
Council priorities and focus	Council has adopted an Action Plan for 2020-22, and many of these items are connected to Development Services, including updating the OCP, downtown revitalization, and 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. Planning to reduce emissions, as

Factor	Impact
	well as 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 service and employee satisfaction.

OPERATING BUDGET



EXPENSES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Payroll expense	326,900	328,100	1,200	0.4%	269,110
Other personnel costs	11,600	8,600	(3,000)	-25.9%	1,340
Contracted and other services	13,600	13,600	0	0.0%	0
Materials and supplies	1,700	1,700	0	0.0%	60
TOTAL	\$353,800	\$352,000	(\$1,800)	-0.5%	\$270,510

NET REVENUE / (EXPENSES)	(\$353,800)	(\$352,000)	\$1,800	-0.5%	(\$270,510)
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BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(1,200)
Other personnel costs	Departmental Adjustment	Elimination of vehicle allowance	3,000
Total			\$1,800

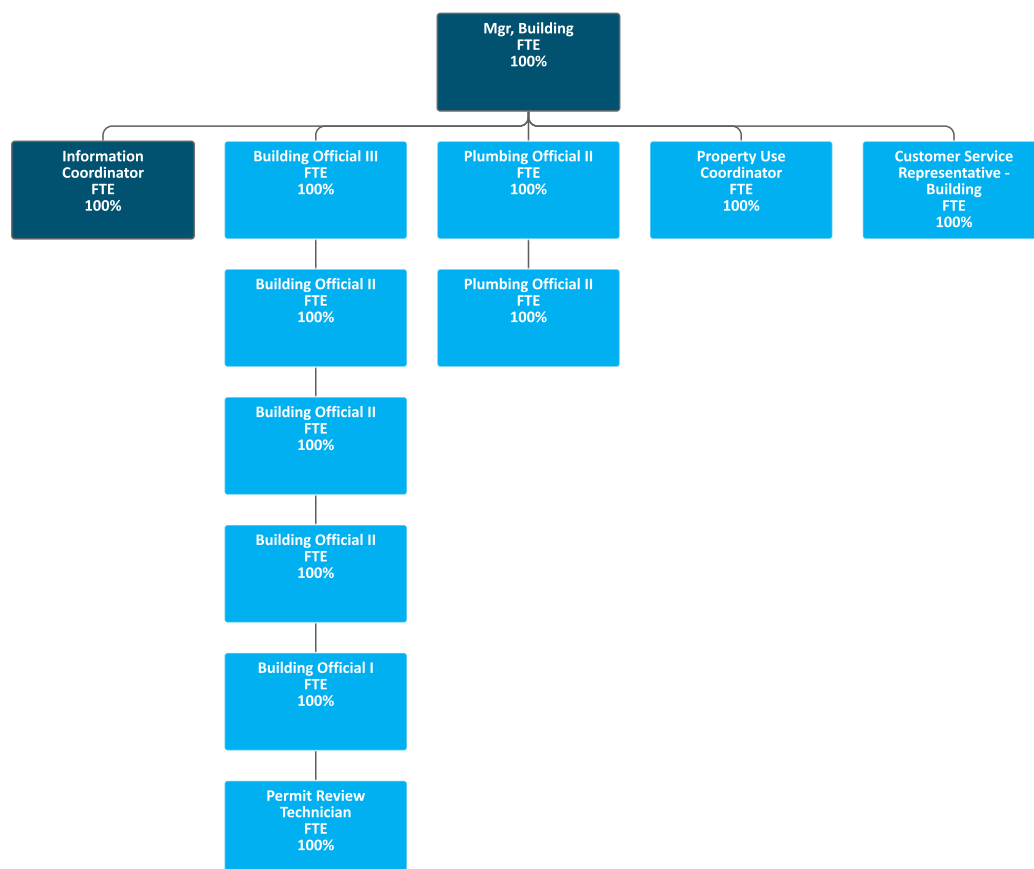
BUILDING

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 our 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 assists 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.

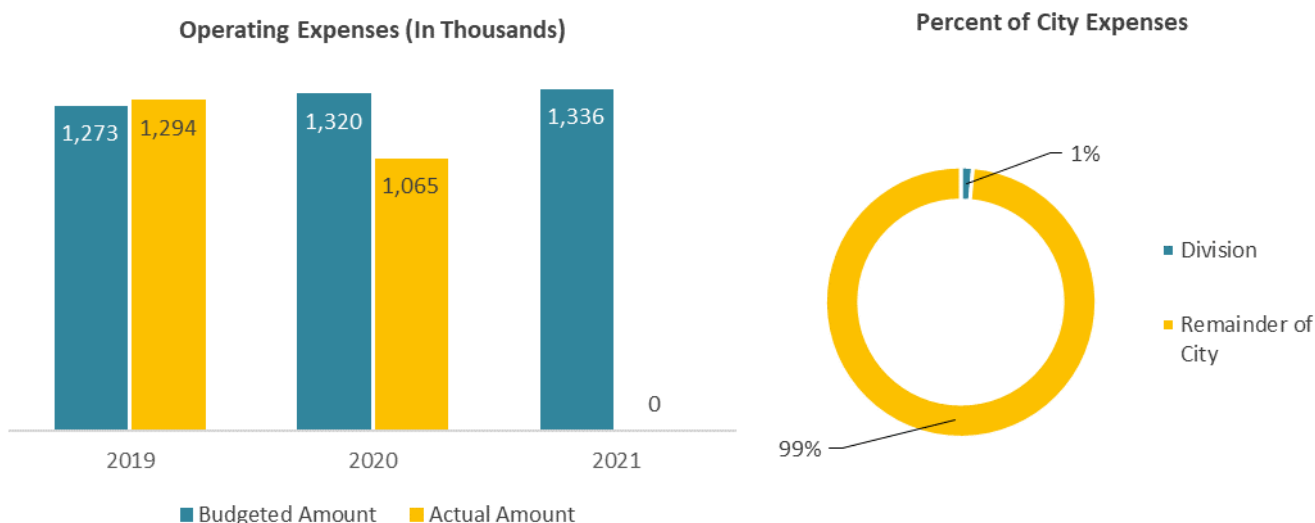
ORGANIZATIONAL STRUCTURE



ENVIRONMENTAL SCAN

Factor	Impact
COVID-19	It is uncertain what the impacts of COVID-19 will be on future development application volume and revenues.
Customer service	Preparation is underway to implement the first phase of online permit applications in early 2021 in response to the growing demand to have more access to online applications and electronic services. The enhanced technology will simplify the application process for customers as well as reduce staff time to process applications

OPERATING BUDGET



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
REVENUES					
Sale of services	19,000	19,000	0	0.0%	21,330
Permits and licences	1,250,000	1,250,000	0	0.0%	1,526,380
Penalties and fines	0	0	0	N/A	100
Other revenue	5,000	5,000	0	0.0%	6,100
TOTAL	\$1,274,000	\$1,274,000	\$0	0.0%	\$1,553,910

EXPENSES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Payroll expense	1,216,100	1,232,500	16,400	1.3%	1,001,780
Other personnel costs	27,700	27,700	0	0.0%	12,040
Contracted and other services	11,700	11,700	0	0.0%	5,960
Materials and supplies	5,200	5,200	0	0.0%	3,180
Telephone, utilities and rent	200	200	0	0.0%	0
Interest and bank charges	15,000	15,000	0	0.0%	9,850
Internal charges	43,600	43,600	0	0.0%	32,690
TOTAL	\$1,319,500	\$1,335,900	\$16,400	1.2%	\$1,065,500

ALLOCATIONS (TO) / FROM ACCUMULATES SURPLUS	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Transfer to Reserve	(270,000)	(270,000)	0	0.0%	0
TOTAL	(\$270,000)	(\$270,000)	\$0	0.0%	\$0

NET REVENUE / (EXPENSES)	(\$315,500)	(\$331,900)	(\$16,400)	5.2%	\$488,410
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BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(16,400)
		Total	(\$16,400)

INDICATORS AND MEASURES

Indicator/Measure	2016	2017	2018	2019	2020 (Sep 30)
All Permits Issued	714	794	843	644	424
Dwelling Units Constructed	590	246	485	143	144
Building Permit Review times (weeks):					
New ICIM (Large Buildings)	12	12	12	12	8
New Houses	4	4	12	12	8
Alterations ICIM	4	4	12	12	4
Alterations Houses	2	2	12	12	4
Inspections (building, mechanical, business licence) within 24 hours	All	All	All	All	All
Construction Value of Issued Building Permits (Millions)*	\$155	\$117*	\$138	\$145	\$87

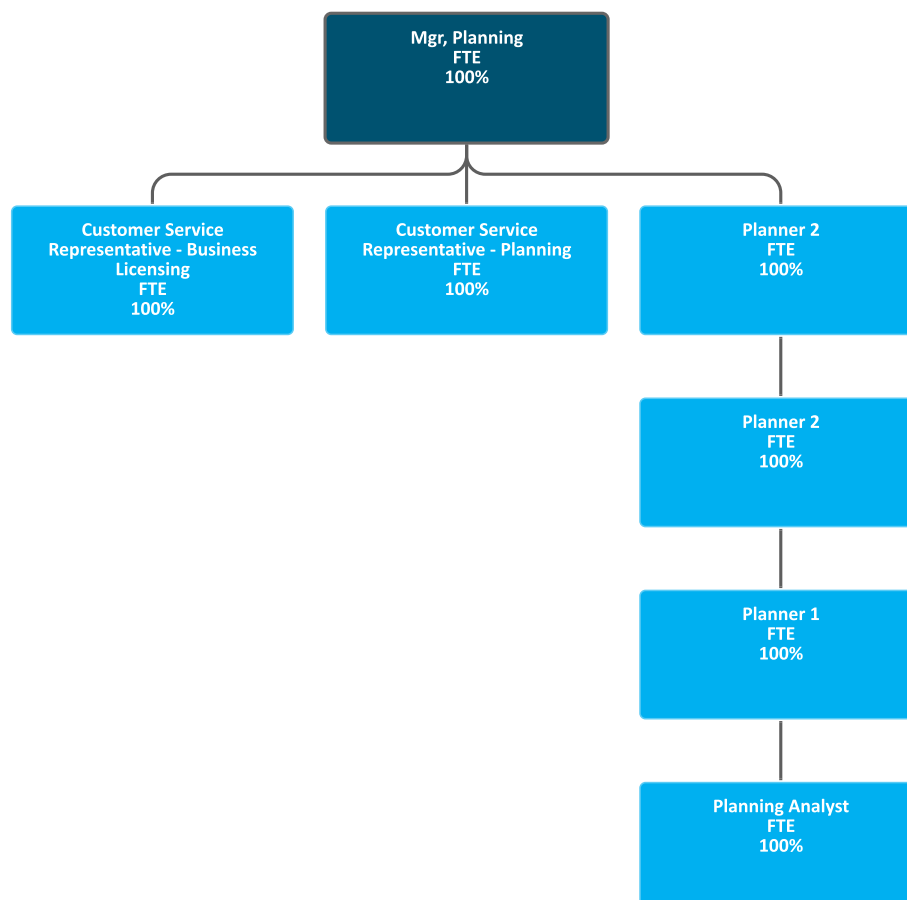
*This total excludes the Port Coquitlam Community Center building permit (\$102M construction value)

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 and business fair.

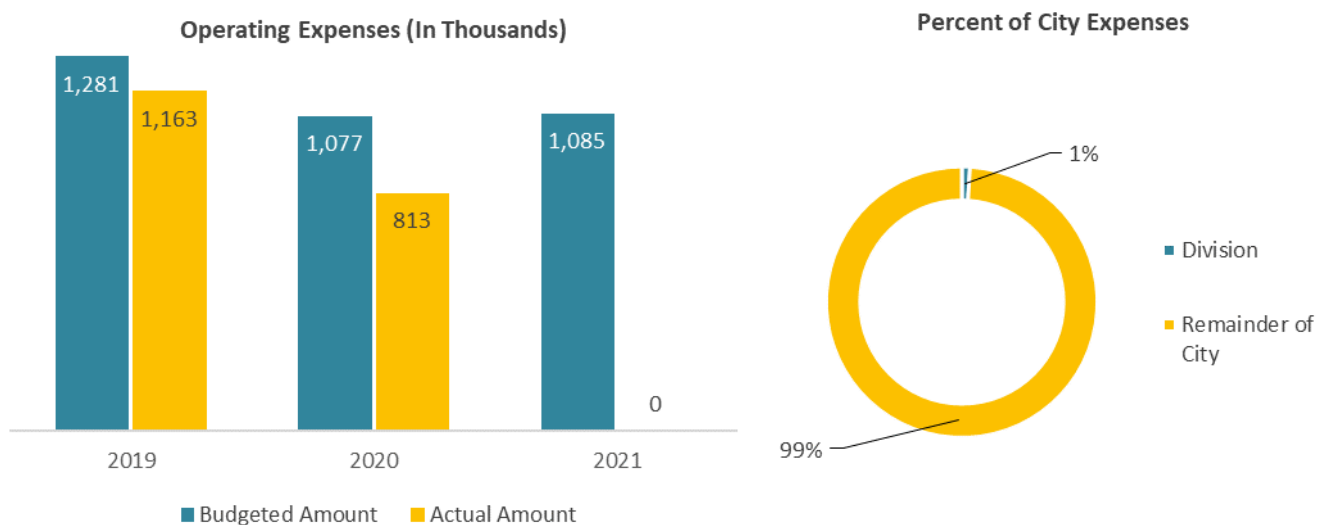
ORGANIZATIONAL STRUCTURE



ENVIRONMENTAL SCAN

Factor	Impact
Demand and complexity of growth	The City is still experiencing a high level of development interest, with increasingly complex proposals, those which are outside of existing policy or regulations and a greater number of proposals meeting the City's criteria for fast-tracked public interest applications. There also continues to be significant interest in development of City-owned lands, particularly in the Downtown.
Evolving expectations for customer service	Expectations from the community for communication, consultation and public involvement is changing with a greater demand for immediate and detailed responses, online platforms and real time information. Staff have had to find new ways of providing a high level of customer service while maintaining COVID-19 distancing requirements.
Diversity of 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.
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.
Supporting business growth and vitality	Many local businesses struggle to respond to ever changing market dynamics, and have been severely impacted by COVID-19. The City is looking for new and innovative ways within our jurisdiction and mandate to support their continued growth and success.

OPERATING BUDGET



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
REVENUES					
Taxation and other levies	167,500	167,500	0	0.0%	167,500
Sale of services	0	0	0	N/A	(1,430)
Permits and licences	1,100,000	1,135,000	35,000	3.2%	1,157,000
TOTAL	\$1,267,500	\$1,302,500	\$35,000	2.8%	\$1,323,070
	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
EXPENSES					
Payroll expense	805,800	814,000	8,200	1.0%	592,930
Other personnel costs	12,400	12,400	0	0.0%	1,890
Contracted and other services	252,200	252,200	0	0.0%	214,620
Materials and supplies	6,000	6,000	0	0.0%	2,830
Interest and bank charges	500	500	0	0.0%	540
TOTAL	\$1,076,900	\$1,085,100	\$8,200	0.8%	\$812,810
NET REVENUE / (EXPENSES)	\$190,600	\$217,400	\$26,800	14.1%	\$510,260

BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Permits and licences	Departmental Adjustment	Increase in Business License revenue	35,000
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(8,200)
Total			(\$26,800)

INDICATORS AND MEASURES

Indicator/Measure	2016	2017	2018	2019	2020 (Sep 30)
Applications aligned with OCP goals	100%	90%	90%	90%	90%
New Applications	50	70	79	81	46
Benchmark DP application review time	5 months	6 months	6 months	7 months	7 months
Business Licences Issued	3581	3734	3769	3961	3725

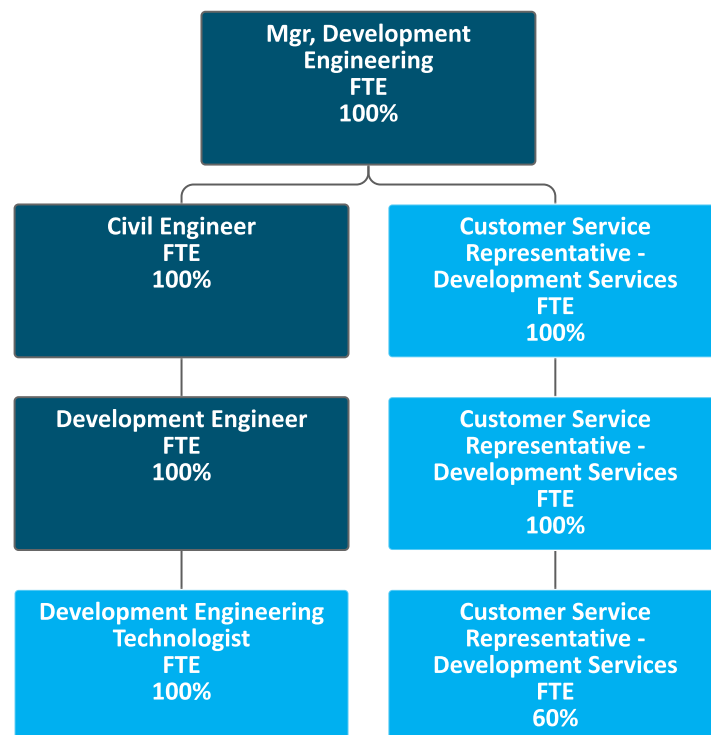
DEVELOPMENT ENGINEERING

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.

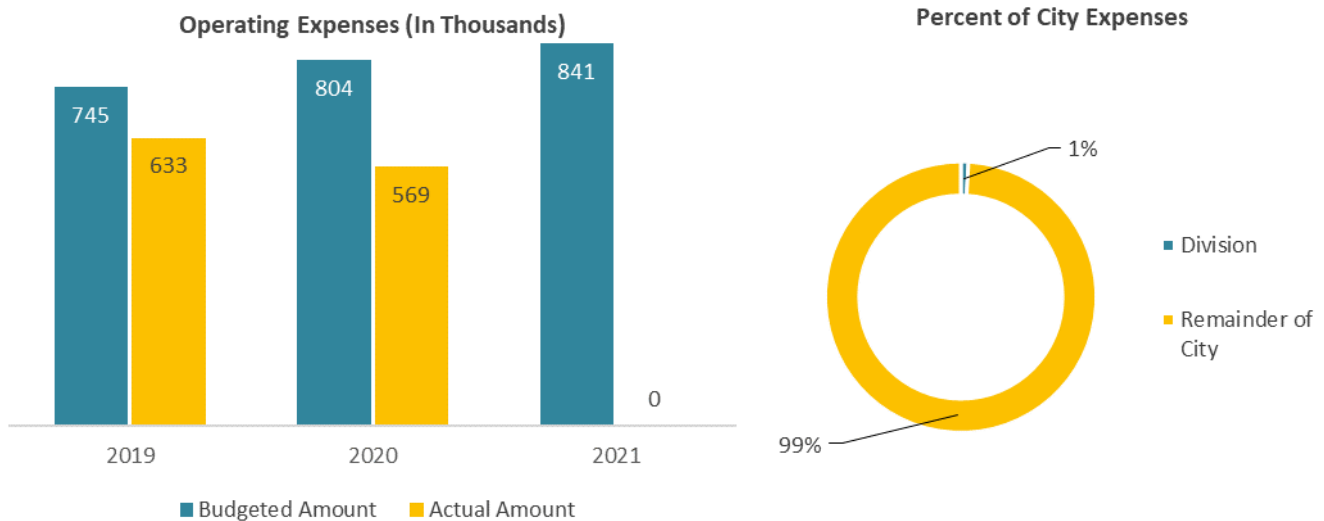
ORGANIZATIONAL STRUCTURE



ENVIRONMENTAL SCAN

Factor	Impact
COVID-19	Some developers have been negatively impacted by COVID-19 while others are proceeding with development cautiously. The City is looking for new and innovative ways to support their development for continued growth and success.
Inexperienced Developers	Increased inquiries from real estate agents, developers, home owners as well as potential buyers. In addition, inexperienced developers have been placing a strain on staff resources as we need to educate and assist them in fulfilling their development requirements.
Legislative/Regulatory	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 procedures are introduced our staff will be impacted as our development community adjusts to the new bylaws and standards.

OPERATING BUDGET



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
REVENUES					
Sale of services	105,000	105,000	0	0.0%	206,100
Permits and licences	25,000	25,000	0	0.0%	51,580
Other revenue	0	0	0	N/A	2,540
Total Revenues	\$130,000	\$130,000	\$0	0.0%	\$260,220

EXPENSES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Payroll expense	741,300	778,200	36,900	5.0%	557,000
Other personnel costs	12,300	12,700	400	3.3%	3,280
Contracted and other services	38,200	38,200	0	0.0%	0
Materials and supplies	400	400	0	0.0%	470
Internal charges	11,500	11,500	0	0.0%	8,610
NET OPERATING BUDGET	\$803,700	\$841,000	\$37,300	4.6%	\$569,360

NET REVENUE / (EXPENSES)	(\$673,700)	(\$711,000)	(\$37,300)	5.5%	(\$309,140)
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BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Payroll expense	Labour Benefits	Adjustment of benefits based on historical usage	\$(2,400)
Payroll expense	Labour Contract	Estimate of impact for CUPE contracts	5,800
Payroll expense	Departmental Adjustment	Impact of position reclassifications and transfers	33,500
Other personnel costs	Departmental Adjustment	Membership fees for new technologist	400
Total			\$37,300

INDICATORS AND MEASURES

Indicator/Measure	2016	2017	2018	2019	2020 (Sep 30)
Number of Calls for Service (CFS) inquiries, complaints, requests recorded	n/a	1,028	1,311	825	445
Number of Permit Applications Reviewed	219	266	259	266	177
Percentage of Applications reviewed in less than 60 days	81%	77%	59%	33%	94%
Value of Works Processed	\$5.3M	\$5.5M	\$3.2M	\$3.7M	\$2.5M

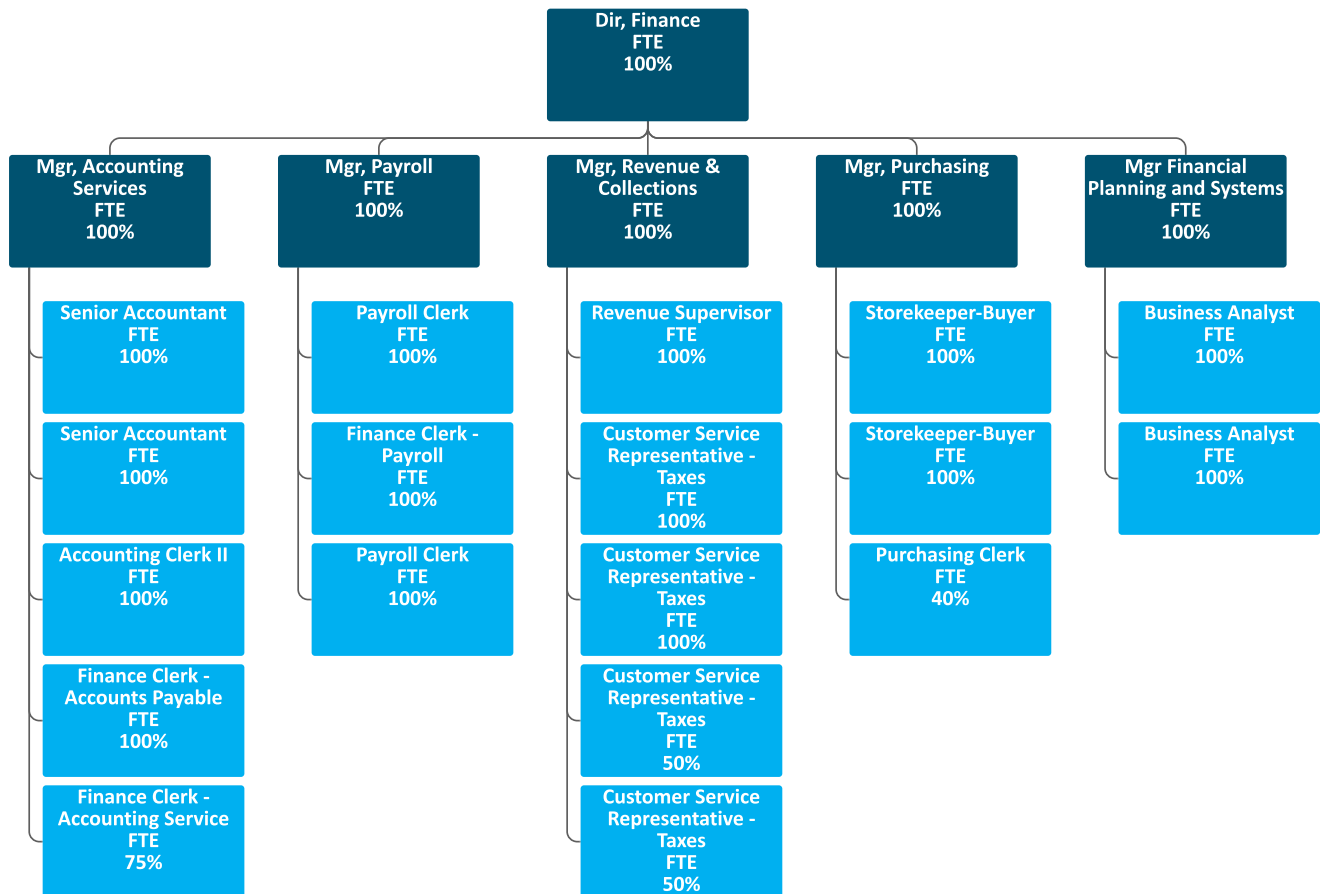
FINANCE

FOCUS

The Finance Department provides financial services to citizens, City departments and City Council. The department also supports the other City departments with the safeguarding and administration of the City's \$700 million of financial and non-financial assets and \$107 million of annual operating costs.

Key functions performed by the department include corporate financial planning, budgeting and reporting, financial policy development and implementation, payroll services, processing accounts payable and receivable, management of investments and banking, levying and collecting municipal taxes and utility fees, risk management, oversight of City procurement, inventory and stores. The Director of Finance is the City Liaison for the Port Coquitlam Community Foundation, established by Council to provide avenues for channeling the benevolence, compassion, and generosity of Port Coquitlam citizens and stakeholders for the betterment of the community.

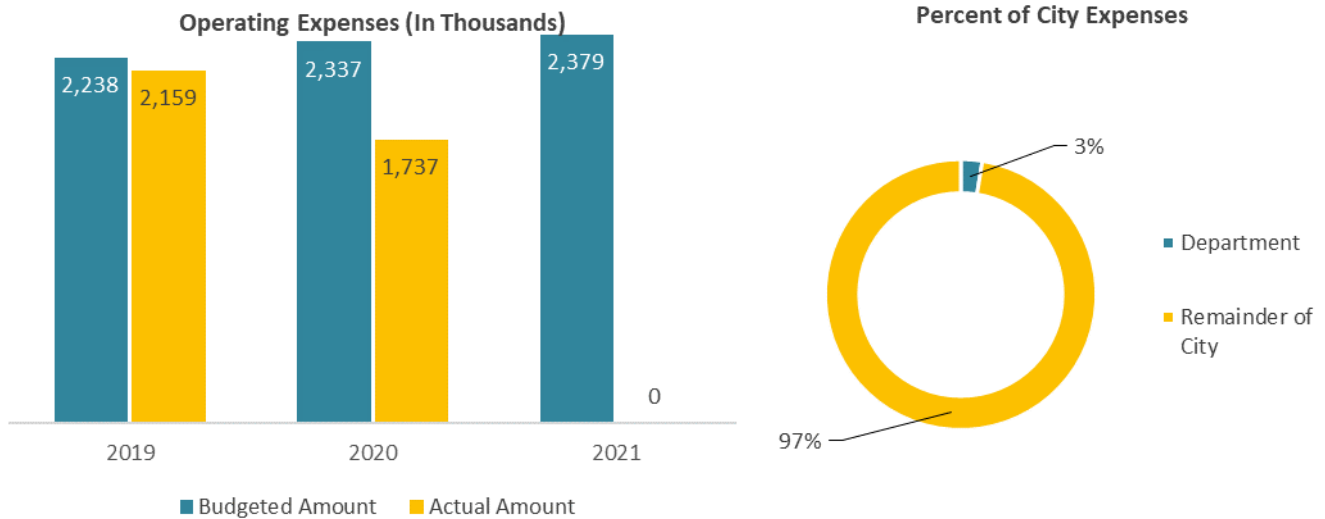
ORGANIZATIONAL STRUCTURE



ENVIRONMENTAL SCAN

Factor	Impact
COVID-19	<p>The COVID-19 pandemic has been an unprecedented event that has impacted how Finance has provided customer service to internal customers and the community. The transition to delivering service remotely, online, and via phone will continue to be a shift for both staff and customers in the future.</p> <p>It has also resulted in a significant increase in WorksafeBC requirements of Personal Protective Equipment and cleaning supplies. Purchasing and Stores continues to source these sometimes scarce supplies and ensure they meet the requirements of the health authorities.</p>
Demand from taxpayers to keep low tax rates	The COVID-19 pandemic has had significant impacts on the financial condition of the city's taxpayers, which will continue to drive the demand to keep the tax rates low and keep the budgets to delivering the basics.
Increasing demand from taxpayers for transparency	As taxpayers continue to be cynical about government spending, it is important that we ensure the public is aware of how their tax dollars are at work and the value they are getting by providing Council with more timely financial reporting.
Modernization	There continues to be a need to modernize and automate many of the processes in the department to create a more effective and efficient operation. This results in a shift from data entry requirements to higher level analytical and technical needs.
Aging Infrastructure	The City has significantly increased funding for maintenance and rehabilitation of existing infrastructure. Development and implementation of asset management is critical for long term sustainability.
Climate Change	Extreme weather events and changing climate patterns are becoming more frequent and have resulted in increased claims.
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 service and employee satisfaction.

OPERATING BUDGET



	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
REVENUES					
Sale of services	184,000	184,000	0	0.0%	134,762
Permits and licences	30,000	30,000	0	0.0%	32,638
Investment income	0	0	0	N/A	26
Other revenue	50,500	50,500	0	0.0%	40,686
TOTAL	\$264,500	\$264,500	\$0	0.0%	\$208,112

	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
EXPENSES					
Payroll expense	2,373,500	2,417,600	44,100	1.9%	1,859,497
Other personnel costs	49,500	49,500	0	0.0%	19,073
Contracted and other services	143,600	143,600	0	0.0%	67,960
Materials and supplies	19,500	17,500	(2,000)	-10.3%	36,699
Interest and bank charges	0	0	0	N/A	3,709
Internal charges	(249,200)	(249,200)	0	0.0%	(250,190)
TOTAL	\$2,336,900	\$2,379,000	\$42,100	1.8%	\$1,736,748

	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
ALLOCATIONS (TO) / FROM RESERVES					
Transfer From Surplus	16,400	14,400	(2,000)	-12.2%	0
TOTAL	\$16,400	\$14,400	(\$2,000)	-12.2%	\$0

NET REVENUE / (EXPENSES)	(\$2,056,000)	(\$2,100,100)	(\$44,100)	2.1%	(\$1,528,636)
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BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(33,900)
Payroll expense	Departmental Adjustment	Impact of position reclassifications	(10,200)
Materials and supplies	Council Approved Enhancement	Removal of one-time funding from Accumulated Surplus for Tax and Utility Collection Pilot	2,000
Transfer From Surplus	Council Approved Enhancement	Removal of one-time funding from Accumulated Surplus for Tax and Utility Collection Pilot	(2,000)
Total			(\$44,100)

INDICATORS AND MEASURES

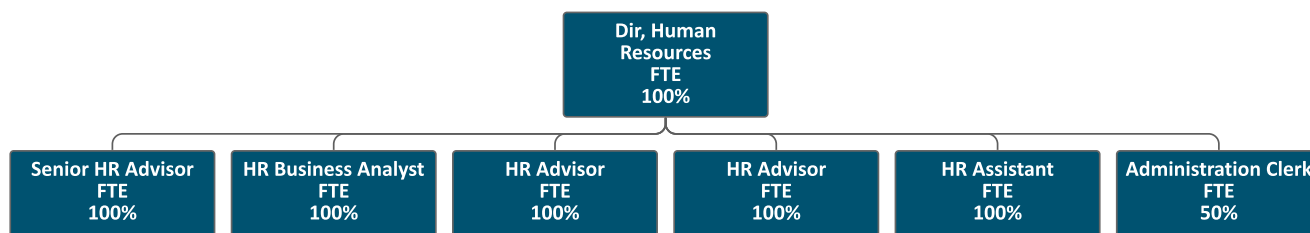
Indicator/Measure	2016	2017	2018	2019	2020 (Sep 30)
Current year taxes outstanding at December 31	1.24%	1.11%	1.12%	1.07%	3.08%
% of folios claiming electronic Homeowner Grant	55%	58%	61%	62.2%	74.7%
# of active liability claims	45	49	63	80	69
# of liability claims reported	20	33	37	36	34
# of active liability claims, lawyer assigned	12	13	12	13	13
# of invoices processed	9,924	9,207	9,487	9,803	6,350
# of off cycle payroll payments issued as percentage of total payments	.26%	.14%	.24%	.19%	.29%
Number of formal procurement solicitations posted onto BC Bid	24	32	21	22	21
\$ of purchasing card transactions as percentage of total purchases	2.0%	2.1%	2.0%	1.1%	1.0%
Number of purchase orders	124	162	215	304	224

HUMAN RESOURCES

FOCUS

The Department 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 our citizens and the business community.

ORGANIZATIONAL STRUCTURE



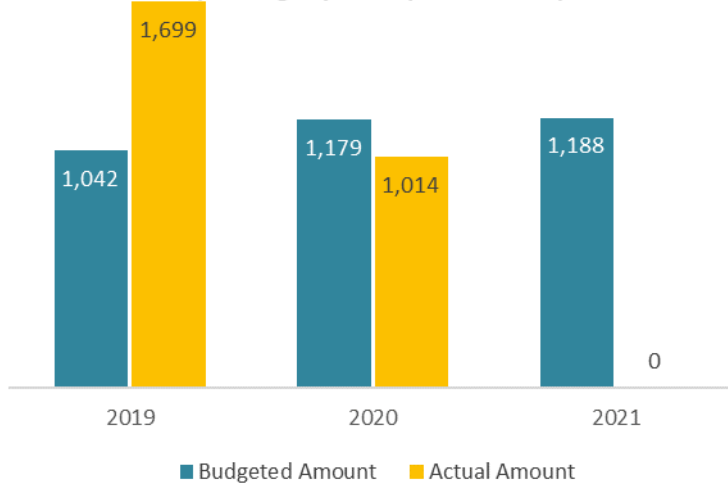
ENVIRONMENTAL SCAN

Factor	Impact
COVID-19	COVID-19 has had an impact on staffing. Local Government and government in general are seen as a safe harbour given the uncertain labour market. This has resulted in low turn over. The flip side however is staff who have been displaced due to the closure of our recreation facilities may be forced to find alternate employment and may not return to their pre-COVID-19 jobs.
Quality of candidates	With increased unemployment and the perceived security of public sector jobs in a time of economic uncertainty, we have seen more high-quality candidates apply for jobs with the City. It's too early to tell if this trend will continue however our recent recruitments have yielded very strong candidates.
Alternate work arrangements	Remote work has become far more prevalent as a tool to stop the spread of COVID-19. This trend is likely to continue post COVID. This is positive from an attraction and retention perspective however must be weighed against productivity and customer service. Technology has been instrumental in permitting this to occur.

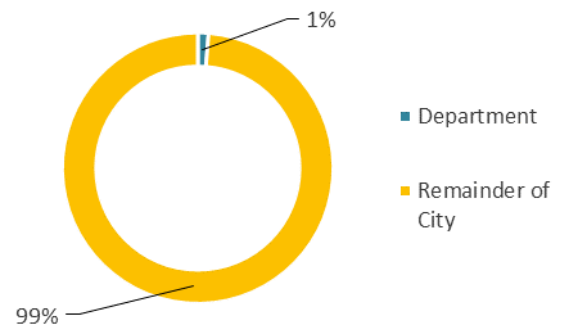
Factor	Impact
Absenteeism	Since the initial self-isolation due to international travel absenteeism increases, the inside workforce has seen significant reductions in absenteeism during COVID-19. This may be attributed to greater alternate work location options and less exposure to viruses and germs. The exception is some recreation divisions and public works which are trending higher than typical.
Salary negotiations	With COVID-19, economic indicators suggest low inflation, higher unemployment and significant lost GDP. This economic backdrop may have a positive impact on union wage increases. Further, given the uncertainty, collective agreements will likely be of short duration.

OPERATING BUDGET

Operating Expenses (In Thousands)



Percent of City Expenses



EXPENSES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Payroll expense	866,050	882,550	16,500	1.9%	663,074
Other personnel costs	181,500	174,500	(7,000)	-3.9%	147,971
Contracted and other services	125,800	125,800	0	0.0%	194,781
Materials and supplies	5,000	5,000	0	0.0%	7,378
Telephone, utilities and rent	400	400	0	0.0%	145
Internal charges	0	0	0	N/A	491
TOTAL	\$1,178,750	\$1,188,250	\$9,500	0.8%	\$1,013,840
NET REVENUE / (EXPENSES)	(\$1,178,750)	(\$1,188,250)	(\$9,500)	0.8%	(\$1,013,840)

BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(16,500)
Other personnel costs	Budget re-allocation	Re-allocation of budget to IS	7,000
Total			(\$9,500)

INDICATORS AND MEASURES

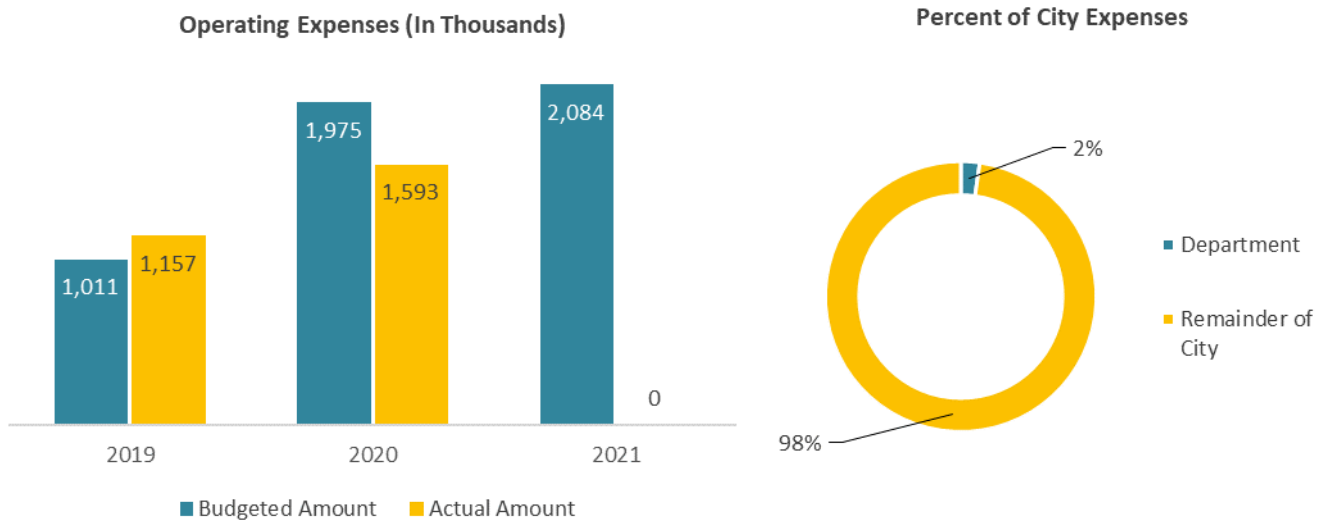
Indicator/Measure	2016	2017	2018	2019	2020 (Sep 30)
# Postings	124	150	179	222	92
# Applicants	3556	4662	5766	6206	2453
# External hires	24	91	90	56	42
# Internal appointments	93	80	112	105	29
# Grievances filed	18	6	32	2	8
# Grievances resolved	18	2	18	2	4
# Workplace Incidents Investigated	17	30	43	69	44
# WorkSafeBC time loss claims	10	21	19	22	9
Time loss workplace injury (days lost)	251	704	691	803	512
# No time loss workplace injury incidents	85	134	75	48	5
WorkSafeBC assessment per \$100 of payroll	\$2.50	\$2.59	\$1.91	\$2.19	\$2.36
Experience Rating Assessment (WorkSafeBC)	23.0%	27.5%	-0.3%	4.4%	18.7%
Average unplanned absent Days – Inside	12.1	12.8	14.8	8.8	4.75
Average unplanned absent Days - Outside	13.5	19.1	22.4	20.62	15.64
Average unplanned absent Days - Fire	7.6	9.1	14.6	8.39	5.59

GENERAL GOVERNMENT – COMMON SERVICES

FOCUS

General government – Common Services doesn't 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, severance and other retirement benefit costs, living wage, and vacancy offsets.

OPERATING BUDGET



REVENUES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Taxation and other levies	70,485,450	73,114,500	2,629,050	3.7%	82,675,601
Utility charges	(120,000)	(120,000)	0	0.0%	(116,731)
Sale of services	488,550	453,150	(35,400)	-7.2%	165,904
Contributions	295,000	295,000	0	0.0%	230,544
Permits and licences	0	0	0	N/A	1,693
Investment income	1,075,000	1,075,000	0	0.0%	3,727,160
Penalties and fines	320,000	320,000	0	0.0%	146,234
TOTAL	\$72,544,000	\$75,137,650	\$2,593,650	3.6%	\$86,830,405

EXPENSES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Payroll expense	115,600	115,600	0	0.0%	0
Other personnel costs	1,000	0	(1,000)	-100.0%	0
Contracted and other services	36,050	36,050	0	0.0%	69,220
Materials and supplies	132,900	132,900	0	0.0%	97,002
Telephone, utilities and rent	64,800	64,800	0	0.0%	39,606
Interest and bank charges	1,750,800	1,750,800	0	0.0%	1,513,818
Insurance and claims	639,600	749,600	110,000	17.2%	639,579
Internal charges	(766,200)	(766,200)	0	0.0%	(766,200)
TOTAL	\$1,974,550	\$2,083,550	\$109,000	5.5%	\$1,593,025

ALLOCATIONS (TO) / FROM RESERVES	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes For 2021	% Change	2020 Actuals (Oct 31)
Transfer to Reserve	(11,861,000)	(12,021,250)	(160,250)	1.4%	0
TOTAL	(\$11,861,000)	(\$12,021,250)	(\$160,250)	1.4%	\$0

NET REVENUE / (EXPENSES)	\$58,708,450	\$61,032,850	\$2,324,400	4.0%	\$85,237,380
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BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Taxation and other levies	Revenue requirements	Adjustment to property taxes	3,111,600
Taxation and other levies	Council Approved Enhancements	Removal of parcel tax (2017-2020)	(524,750)
Taxation and other levies	Departmental adjustments	Net of adjustments to revenues / expenses based on historical trend and/or future projections	42,200
Sale of services	Departmental adjustments	Net of adjustments to revenues / expenses based on historical trend and/or future projections	(35,400)
Other personnel costs	Departmental adjustments	Net of adjustments to revenues / expenses based on historical trend and/or future projections	1,000
Insurance and claims	Departmental adjustments	Increased insurance coverage and premium increases	(110,000)
Transfer to reserves	Infrastructure replacement	2021 1% LTR levy	(685,000)
Transfer to reserves	Council Approved Enhancements	Removal of parcel tax (2017-2020)	524,750
Total			\$2,324,400

DECISION PACKAGES

Decision packages are presented for ongoing service adjustments (either enhancements or reductions) requested by Council and staff and are funded either through property taxation or utility rates (water, sewer and solid waste). Given the financial pressures that the City is facing, staff are only recommending one-time funding for projects which were funded in 2020 and staff believe have merit to continue in 2021, and no new or improved service levels aside from what have already been approved.

Recommended Decision Packages

Page	Item	Funding Source	Amount
174	Communications Coordinator	Accumulated Surplus	75,000
176	Heritage and Cultural Society Funding	Accumulated Surplus	35,000
177	Lions Park Artist-in-Residence	Accumulated Surplus	7,000
178	Pollinator Gardens	N/A	N/A
SUBTOTAL			\$117,000
179	Strategic Project Manager	Taxes	(181,100)
TOTAL			\$(64,100)

Unfunded Decision Packages

Page	Item	Funding Source	Amount
180	Additional RCMP Members (Not Recommended)	Taxes	108,600
181	Bulky Item Collection (Not Recommended)	Taxes	193,000
183	Curbside Glass Collection (Not Recommended)	Accumulated Surplus & Taxes	469,500
185	Holiday Recycling Collection (Not Recommended)	Taxes	12,000
187	Menstrual Products in Civic Facilities (Not Recommended)	Accumulated Surplus & Taxes	22,000
188	Port Coquitlam Community Foundation Funding (Not Recommended)	Accumulated Surplus	45,000
189	Tri Cities Homelessness & Housing Task Group Funding (Not Recommended)	Taxes	8,300
TOTAL			\$858,400

COMMUNICATIONS COORDINATOR

Department	Community Safety & Corporate Support	Starting Quarter	2021 Q1
Project Manager	Manager, Communications & Administrative Services	Reference	

Estimate of Operating Costs	2021	2022	2023	2024	2025
Contracted Services	75,000	-	-	-	-
Total Operating Costs	\$75,000	-	-	-	-

Funding Sources	2021	2022	2023	2024	2025
Accumulated Surplus	75,000	-	-	-	-
Total Funding Sources	\$75,000	-	-	-	-

Project Description

In 2019, Council approved part-time funding for a Marketing Coordinator position as a pilot to assess the ongoing need for the position. The funding was used to hire a Marketing Coordinator for one-year, part-time term (Sept 2019 to May 2020).

Staff believe that the position was successful and demonstrated the need for an additional resource to meet the growing need for communications and marketing support from all Departments as well communicate Mayor/Council 'Getting the Basics Right' priorities.

The City's Communications Division is not able to meet the increased demand and department needs with its current communication specific staffing resources (two dedicated staff - one exempt Manager and one CUPE) especially during an emerging issue, crisis or emergency situation, such as the COVID-19 pandemic, when the Division is pulled in to provide support to departments, the CAO and Mayor/Council. The pandemic has proven the critical need to keep the community engaged.

During the one year trial, the Marketing Coordinator position was primarily only able to support the Recreation Department due to: part-time nature of the position, the priority to promote the new community centre, the need to implement the recreation marketing plan and consistent use of branding; as well as promoting the transition to online services during the onset of the COVID-19 pandemic. See some of the highlights of the successes below.

While a new staff position would be preferred, given the financial challenges associated with COVID-19, at this time it is recommended that additional one-time funding be provided to the department. This would also provide more flexibility to meet a variety of needs in the department, beyond what was provided by the marketing coordinator. This would include providing innovative and alternative ways to keep the community informed and engaged in service level changes during COVID-19 pandemic as well as support upcoming public engagement activities such as the Official Community Plan, Master Recreation Plans rollouts and enhanced marketing to promote the opening of the new amenities at the Port Coquitlam Community Centre starting in 2021.

Key support would be provided in the following areas:

- Developing communications strategies to increase awareness and participation in all city services.
- Providing graphics design, strategic communication planning, public engagement and writing support to all City departments.
- Ensuring consistent, professional branding and messaging for marketing of all city services.
- Enhancing partnerships and sponsorships.
- Engaging the community in city planning, activities, programs, events and services.
- Undertaking market research and recreation program registration data analysis.

Project Description

- Developing marketing and communication materials including advertising, digital media and print materials.
- Coordinating the production and distribution of print materials, including Leisure Guide and online resources.
- Providing issues management and crisis communications support to Division.

Highlights of the Marketing Coordinator position from 2019-20 included:

- Increased strategic marketing and professional branding for opening of new Community Centre.
- Increased marketing, digital communications and participation in various City events, including Canada Day, May Days and Summer, Fall/ Winter in the City festivities and arts/culture programming.
- Promotion of transition to online and virtual services and events during COVID-19 pandemic with targeted strategies to engage diverse user groups (youth, seniors and families).
- Increased revenue from ads in the Leisure Guide and sale of recreation passes.
- Improved public friendly recreation marketing materials including Leisure Guide as well as facility signage.
- Implementation of Recreation Marketing Plan with consistent and professional branding.
- Improved internal communications and coordination between recreation staff.

Department Heads recommend approval.

HERITAGE AND CULTURAL SOCIETY FUNDING

Department	Finance	Starting Quarter	2021 Q1
Project Manager	Director of Finance	Reference	

Estimate of Operating Costs	2021	2022	2023	2024	2025
Financial Assistance	35,000	-	-	-	-
Total Operating Costs	\$35,000	-	-	-	-

Funding Sources	2021	2022	2023	2024	2025
Accumulated Surplus	35,000	-	-	-	-
Total Funding Sources	\$35,000	-	-	-	-

Project Description

Port Coquitlam Heritage and Cultural Society is a volunteer-driven non-profit organization that operates Port Coquitlam's only museum and archives. The Society is dedicated to celebrating and preserving Port Coquitlam's diverse heritage and culture. Council approved \$35,000 in annual funding for 2019 and 2020. In addition, the Society was awarded a \$20,000 CCD operating grant in 2018, renewed for two additional years (2019 and 2020) for a total of \$55,000 annually.

City funding has provided the Society with the necessary financial stability to hire one full time staff person and leverage additional support from other levels of government. The City provides in-kind facility space for the PoCo Museum and Archives.

The Society's original request was for \$120,000 to build staff capacity. This request has been reduced to \$60,000 for 2021, considering the implications of the COVID-19 pandemic. The \$5,000 increase from previous years is due to the reduced funding opportunities during the pandemic. It is recommended that the \$20,000 from CCD funding be transferred to ongoing funding for the Port Coquitlam Heritage and Cultural Society, with an additional \$35,000 from accumulated surplus for 2021. A full transition to ongoing funding could be considered in 2022.

The Port Coquitlam Heritage and Cultural Society will be presenting to Council on November 10, 2020.

LIONS PARK ARTIST-IN-RESIDENCE

Department	Recreation	Starting Quarter	2021 Q2
Project Manager	Manager of Arts and Culture	Reference	

Estimate of Operating Costs	2021	2022	2023	2024	2025
Artist fee	4,800	-	-	-	-
Materials	400	-	-	-	-
Marketing	800	-	-	-	-
Program staff	1,000	-	-	-	-
Total Operating Costs	\$7,000	-	-	-	-

Funding Sources	2021	2022	2023	2024	2025
Accumulated Surplus	7,000	-	-	-	-
Total Funding Sources	\$7,000	-	-	-	-

Project Description

Brought forward by Councillor McCurrach

In 2020, Council supported a pilot program for a 6-month Artist-in-Residence in Lions Park, to engage visitors through art projects that connect residents with nature. The Parks department provided the former washroom as a fieldhouse base for the artist. Based on the success of the pilot project, staff are recommending an additional year for the Lions Park Artist-in-Residence as part of the City's regular Artist-in-Residence program.

The Artist-in-Residence program is a self-directed residency offering artists the opportunity to facilitate community-engaged projects and offer free workshops and outreach programs for the local community. The residency in Lions Park is a unique opportunity for artists who work with natural materials or environmental themes to be based in a City park and engage park visitors in their project.

From May to October 2020, Wen Wen (Cherry) Lu was the City of Port Coquitlam's Artist-in-Residence in Lions Park. During her residency, Cherry:

- Developed a dedicated website and blog with nearly 900 page views;
- Successfully engaged more than 60 community members in nine art-making workshops in the park;
- Built a series of art installations from the artworks, which were exhibited in the park (August 24-30);
- Collaborated with artists to develop a "pop up" dance performance, documented in photographs and video;
- Engaged residents in a weekly "Find me" game to find hidden artworks and share through social media;
- Delivered virtual artist talks through the Cultural Roundtable Network and Culture Days; [and](#)
- Created an on-line memoir at the end of the residency for community members to view and share.

The City's social media posts about Cherry's residency received approximately 400 engagements (396 likes, comments and shares on FB and Instagram).

The Lions Park Artist-in-Residence Program was the only live socially interactive arts programming offered by the City during the summer of 2020. Staff demonstrated that art in the park can run successfully and safely during a pandemic and recommend that this programming be offered for our residents, especially in 2021, to bring art to our residents to help them feel connected and healthy.

POLLINATOR GARDENS

Department	Engineering & Public Works	Starting Quarter	2021 Q2
Project Manager	Section Manager, Public Works	Reference	

Estimate of Operating Costs	2021	2022	2023	2024	2025
No change	-	-	-	-	-

Funding Sources	2021	2022	2023	2024	2025
No additional funding required	-	-	-	-	-

Project Description

This item was proposed by Councillor McCurrach in advance of the budget deliberations to increase pollinator gardens across the community.

Pollinator gardens:

- Provide flowers and shrubs that are in bloom from early spring through to fall to ensure continuous pollen and nectar sources.
- Incorporate native plants to encourage native bee populations.
- Are maintained in a way that minimizes harm to pollinators where possible. For example, mowing only at the end of the summer once pollinators have finished using the plants, and removing invasive species.
- Enhance pollinator habitat by planting flowers and shrubs that provide pollinators with nesting and overwintering sites.

In discussions with staff, the practices identified above are already in place to ensure planting beds managed by the City are bee friendly and considered pollinator gardens. In 2021, staff recommend ramping up communication efforts and providing additional signage throughout the community at pollinator garden locations to help educate the community.

Should Council wish to provide further pollinator garden opportunities one option would be to transform a portion of the Lougheed Highway boulevard into a natural planting. The reduced mowing schedule would offset the planting costs; however it is worth noting that Council recently approved an increase in mowing frequency for the Lougheed Highway boulevard to improve the visual appearance of the unkempt boulevard. Additional considerations could be given to other park locations where mowed areas could be transitioned into naturalized pollinator gardens. Potential locations include: Kroeker Park, Citadel Park, Settlers Park, Blakeburn Park, Castle Park, Birchwood Park and Wellington Park.

STRATEGIC PROJECT MANAGER

Department	Office of CAO	Starting Quarter	2021 Q1
Project Manager	CAO	Reference	

Estimate of Operating Costs	2021	2022	2023	2024	2025
Salary and benefits	(177,600)	-	-	-	-
Other Personnel Expenses	(3,500)	-	-	-	-
Total Operating Costs	\$(181,100)	-	-	-	-

Funding Sources	2021	2022	2023	2024	2025
Taxation	(181,100)	-	-	-	-
Total Funding Sources	\$(181,100)	-	-	-	-

Project Description

As part of the 2020 budget deliberations, staff recommended (and Council supported) the creation of a new management position to oversee two key areas. These two key areas included a number of projects (largely driven by Council's Action Plan), as well as supporting the City's land management activities including implementation of the downtown action plan. Recruitment for this position was initiated in 2020, however, a suitable applicant was not initially found, and given the financial pressures that the City faced due to COVID-19, the recruitment was placed on hold.

Given the financial pressures that the City will be facing in 2021, staff are now recommending that this position (and the funding for it) not be continued in 2021. The necessity for this role will be reviewed by the new CAO and may come back as a decision package in the future given emergent opportunities.

ADDITIONAL RCMP MEMBERS (NOT RECOMMENDED)

Department	Police Services	Starting Quarter	2021 Q1
Project Manager	RCMP Superintendent	Reference	

Estimate of Operating Costs	2021	2022	2023	2024	2025
2 Additional members	106,800	-	-	-	-
Total Operating Costs	\$106,800	-	-	-	-

Funding Sources	2021	2022	2023	2024	2025
Property Taxes	106,800	-	-	-	-
Total Funding Sources	\$106,800	-	-	-	-

Project Description

This is an outstanding request (carried forward from 2020) for two RCMP members to address community needs in relation to Traffic Services and Mental Health. This 2020 resource was approved by the City of Coquitlam, but since Port Coquitlam did not approve the additional officers, they are not shared and work only in the City of Coquitlam.

TRAFFIC SERVICES

Road safety is the number one traffic concern of residents and a priority for our detachment. Adding an additional member will build upon the success of our current team. Traffic Calls for Service (CFS) have increased over the past 5 years due to an increase in population and commuter traffic in our region. The community routinely rates road safety as a major concern. Challenges in this area include impaired operation of a motor vehicle, failure or refusal to provide a sample, dangerous operation of a motor vehicle & evading police.

Adding one Traffic member will allow for a better response to CFS, proactive enforcement (increased visibility) for high-risk drivers & strategic traffic initiatives. Working in conjunction with other traffic tools such as in-car radar, motorcycle radar, Officer Scarecrow and the Blackcat this new member will fit in to our strategy of more police presence along with more targeted proactive enforcement.

MENTAL HEALTH LIAISON UNIT (MHLU)

The RCMP MHLU is dedicated to responding to clients with mental health needs who have contact with police and require an emergency response. The unit works in partnership with various health and community agencies. Our mental health related calls for service have remained high and are expected to increase. The current unit consists of one Corporal and one Constable who currently manage the workload. Adding one MHLU member, who is a subject matter expert in this unit's mandate, will help alleviate the increase on General Duty calls, and provide an enhanced police response that is informed, effective and safe in situations involving significant mental health issues. This member will also provide for a dedicated resource for the Provincial Integrated Court initiative.

- 2020 Cost per Regular Member (RM) = \$164,300
- 2020 Cost for Two RMs = \$328,600
- Cost share = 32.45%
- (Coquitlam = \$221,800; Port Coquitlam = \$106,800)

Although Public Safety is a key priority for the City, this decision package is again recommended to be postponed at this time given that the City is undertaking a review of options for the delivery of police services.

BULKY ITEM COLLECTION (NOT RECOMMENDED)

Department	Engineering & Public Works	Starting Quarter	2021 Q1
Project Manager	Section Manager, Public Works	Reference	

Estimate of Operating Costs	2021	2022	2023	2024	2025
Contracted Services	98,000	-	-	-	-
Tipping Fee	70,000	-	-	-	-
Mattress Fee	15,000	-	-	-	-
Communications	10,000	-	-	-	-
Total Operating Costs	\$193,000	-	-	-	-

Funding Sources	2021	2022	2023	2024	2025
Property Taxes	193,000	-	-	-	-
Total Funding Sources	\$193,000	-	-	-	-

Project Description

This item was brought forward for consideration at the request of Mayor West.

Bulky item collection provides a service for residents who currently receive waste collection from the City to request pick up of large items that have reached the end of their useful life. Some examples of accepted items include furniture, small appliances, and electronics. Items such as hazardous waste, construction and demolition materials, and regular household waste are excluded. In the 2020 budget survey, large item pickup was requested 6 times.

It is proposed that the service level be one week of pick-up, twice per year in the spring and fall. Coinciding with Sort-it-Right week and National Waste Reduction Week.

Risks of this program include receiving more service requests than can be fulfilled in one week and the tonnage of material collected. Both could have significant impacts on the budgetary estimate for this program.

Diversion requirements require multiple types of trucks to complete this work. This means this work cannot be completed by City staff. An estimated daily fleet of 3 rear load packers, 3 flat deck trucks and 2 cube vans would be required in order to service residents for the one week pickup bi-annually. 14 workers would be required to fill the roles required to complete the assigned tasks. Costs would include contract services for equipment and workers, tipping fees for waste and fees for mattresses.

Rear Load Packer - \$200/hr (for collection of material to landfill)
3 units X 8hrs X 10 days = \$48,000

Flat Deck Trucks - \$125/hr (for collection of material to recycle)
3 units X 8hrs X 10 days = \$30,000

Cube Vans - \$125/hr (for collection of mattresses)
2 units X 8hrs X 10 days = \$20,000

Tipping Fees – estimate 600 tonnes of material collected:
600tne X \$113/tne (current tipping fee) = \$70,000

Mattress Fees – estimate collecting 1000 units:
1000ea X \$15/ea (mattress fee) = \$15,000

Project Description

Significant public outreach would be required to ensure residents only put out accepted items.

This initiative supports the City's goal of increasing waste diversion and has potential to reduce the amount of illegal dumping in the City.

Another option would be to offer pickup by appointment only. In this scenario, residents would provide details and photos of the material to be collected, which would be relayed to a contractor who would schedule a collection date. Each household could be permitted two collections per year and/or be restricted to a maximum number of household items. The cost for this option is difficult to estimate, however staff believe it would be inline with the pricing above while providing great flexibility for homeowners regarding pickup date.

Given the financial pressures facing the City, it is recommended this decision package be postponed to a future budget deliberation.

CURBSIDE GLASS COLLECTION (NOT RECOMMENDED)

Department	Engineering & Public Works	Starting Quarter	2022 Q1
Project Manager	Section Manager, Public Works	Reference	

Estimate of Operating Costs	2021	2022	2023	2024	2025
Personnel	-	81,000	-	-	-
Education/outreach	-	10,000	-	-	-
Bin maintenance	-	10,000	-	-	-
Equipment maintenance	-	13,500	-	-	-
Contracted services	-	15,000	-	-	-
Total Operating Costs	-	\$129,500	-	-	-

Funding Sources	2021	2022	2023	2024	2025
Property Taxes	-	129,500			
Total Funding Sources	-	\$129,500	-	-	-

One-Time Startup Costs

Estimate of Startup Costs	2021	2022	2023	2024	2025
Glass Bins	280,000	-	-	-	-
Equipment	60,000	-	-	-	-
Total Startup Costs	\$340,000	-	-	-	-

Funding Sources	2021	2022	2023	2024	2025
Accumulated Surplus	340,000	-	-	-	-
Total Funding Sources	\$340,000	-	-	-	-

Project Description

This item was brought forward for consideration at the request of Mayor West.

The City provides six community glass bins for residents to drop off non-deposit glass at various central locations around the City. The City currently spends \$28,900 to collect and recycle approximately 80 tonnes of glass annually.

A Curbside Glass Collection Program would include the collection of non-deposit glass from approximately 14,000 door-to-door locations (single-family, duplexes, townhouses with door-to-door pickup) once per month. Residents would be required to sort their glass into a 24L grey bin and place at the curbside on their designated glass collection day. Multi-family and ICI customers would not be included in the program. A brief survey of neighbouring municipalities estimates an approximate set-out rate of 41% for curbside glass collection.

The \$340,000 of capital required in year one would include costs to purchase and deliver the 24L grey bins and acquire one light-duty truck equipped with a dump box. An ongoing increase to the Solid Waste Utility Operating budget of \$129,500 would be required to perform the collection and disposal of curbside glass starting in 2022. It is assumed for the purpose of this decision package that the community glass bin program would continue alongside the curbside collection program.

It is expected the curbside collection program would begin January 1, 2022. The annual cost to provide the service would be \$131,500. Service would be provided monthly over a two-week period. The City is broken up into five zones. Each zone is

Project Description

then broken down into 6 routes. The crew would service 3 routes in each collection zone over a one-week period and completing the remaining three routes per zone the following week. A crew would consist of two Operations Maintenance Workers. They would rotate driving and swamping responsibilities.

It is expected that the total annual tonnage of collected glass will increase as the convenience of curbside collection will decrease the current contamination that exists in curbside recycling and garbage. Glass continues to be a significant challenge for the City's waste stream. Residents are frustrated with the lack of convenience when it comes to correctly diverting this material. In the 2020 budget survey, glass recycling was requested 49 times.

An environmental scan of the recycling industry shows an increase in producers using light-weight plastics in favour of glass, which could result in declining tonnages collected through a curbside program. It also assumes that residents will continue to take refundable glass to local depots and deposit only non-refundable glass in their curbside bins.

Given the financial pressures facing the City, it is recommended this decision package be postponed to a future budget deliberation.

HOLIDAY RECYCLING COLLECTION (NOT RECOMMENDED)

Department	Engineering & Public Works	Starting Quarter	2021 Q4
Project Manager	Section Manager, Public Works	Reference	

Estimate of Operating Costs	2021	2022	2023	2024	2025
Payroll Expense	8,800	-	-	-	-
Equipment	2,000	-	-	-	-
Communications	1,200	-	-	-	-
Total Operating Costs	\$12,000	-	-	-	-

Funding Sources	2021	2022	2023	2024	2025
Property Taxes	12,000	-	-	-	-
Total Funding Sources	\$12,000	-	-	-	-

Project Description

The City provides curbside recycling collection bi-weekly. Throughout the years, and particularly during COVID-19, staff have received requests to add additional residential recycling service during the holiday season. This request is driven by the increased volume of recyclable materials generated through the holiday season. In response, an additional pick up would provide a high level of customer convenience and service as well assist in promoting diversion of recyclable material to the correct waste stream.

Most residents are unable to clear out their gift wrapping, card board boxes and packing material with their regularly scheduled curbside service as the volume of this material exceeds the space available in the recycling cart. An additional collection would add convenience as residents would be able to have the material removed much quicker, therefore, reducing the time they would need to store it.

The current schedule for recycling collection prior and post Christmas:

Zone 3	Zone 4	Zone 5	Zone 1	Zone 2
Dec 11	Dec 14	Dec 15	Dec 16	Dec 17
Dec 29	Dec 30	Dec 31	Jan 4	Jan 5
Jan 13	Jan 14	Jan 15	Jan 19	Jan 20

The average weight collected each service over the last 3 years is 105 tonnes. The average weight collected the first service after Christmas over the last 3 years is 202 tonnes. This is an increase of 97 tonnes or almost double the weight collected on a regular week of servicing.

One option would be to add December 27 and December 28 as service days. Collection for Zones 3, 4 and half of 5 could happen on December 27 and the remainder of Zone 5 and Zones 1 and 2 on December 28. The staff payroll expense would be approximately \$8,800. These would be overtime shifts and the rate of pay would be double time. Equipment cost is for fuel and maintenance and the Communications cost is to cover messaging and a mailout to residents so they are aware of this additional service.

Currently residents whom do not have the volume in their recycling cart can take additional material to a recycling depot or to the Coquitlam Transfer Station. They also can bring any additional material to the tree chipping event the fire department organizes which occurs January 8 and 9 in 2021.

Project Description

If residents require additional recycling they may also request a larger cart for an annual charge of \$10 or an additional cart at the cost of \$20 for a 240L cart and \$30 for a 360L cart as per the Solid Waste Bylaw.

Given the financial pressures facing the City, it is recommended this decision package be postponed to a future budget deliberation.

MENSTRUAL PRODUCTS IN CIVIC FACILITIES (NOT RECOMMENDED)

Department	Recreation	Starting Quarter	2021 Q1
Project Manager		Reference	

Estimate of Operating Costs	2021	2022	2023	2024	2025
Supplies	8,800	-	-	-	-
Total Operating Costs	\$8,800	-	-	-	-

Funding Sources	2021	2022	2023	2024	2025
Property Taxes	8,800	-	-	-	-
Total Funding Sources	8,800	-	-	-	-

One-Time Startup Costs

Estimate of Operating Costs	2021	2022	2023	2024	2025
Dispensers	13,200	-	-	-	-
Total Startup Costs	\$13,200	-	-	-	-

Funding Sources	2021	2022	2023	2024	2025
Accumulated Surplus	13,200	-	-	-	-
Total Funding Sources	\$13,200	-	-	-	-

Project Description

Brought forward by Councillor McCurrach.

As directed by Committee on September 22, this decision package outlines the cost to install and stock free menstrual products in 12 civic facilities.

Menstruation products are a basic necessity. Menstruation related inequities impact individuals of all ages, particularly those living in poverty. A lack of access to effective menstrual products may limit an individual's participation in sport and activities, and beyond the practical challenges, can result in feelings of embarrassment, isolation or anxiety. Placing and stocking free menstrual product dispensers in City facilities will ensure that facility users have access to products without stigma or cost. Providing this service will help to address period poverty and support menstrual health.

Based on the feedback from the City of Coquitlam, City of Port Moody, other communities and public schools with similar services in place, the staff report presented to Committee on September 22, 2020 recommended including this opportunity to provide free vending dual-dispensers for tampons and pads in the City facilities most frequently visited by the public, as part of the 2021 budget deliberations. Staff had identified 12 of the City's facilities have these amenities, including outdoor pools, major parks, four community recreation facilities and City Hall. The remaining stand alone, unstaffed public facilities in City parks and two civic facilities that are used by staff only (Annex and Operations Yard) could be considered in the future. The initial purchase of 18 dispensers and one year of supplying products, and stocking and maintaining the dispensers was estimated to cost \$22,000.

Given the financial pressures facing the City and the limited usage of recreation facilities by the public through COVID-19, it is recommended this decision package be postponed to a future budget deliberation.

PORT COQUITLAM COMMUNITY FOUNDATION FUNDING (NOT RECOMMENDED)

Department	Finance	Starting Quarter	2021 Q1
Project Manager	Director of Finance	Reference	

Estimate of Operating Costs	2021	2022	2023	2024	2025
Financial Assistance	40,000	-	-	-	-
Total Operating Costs	\$40,000	-	-	-	-

Funding Sources	2021	2022	2023	2024	2025
Accumulated Surplus	40,000	-	-	-	-
Total Funding Sources	\$40,000	-	-	-	-

Project Description

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. Since its inception in 2012, the Foundation has granted in excess of \$460,000 to over 150 organizations or individuals in and serving the community of Port Coquitlam. The city provides \$35,000 per year in ongoing funding to PCCF. Council approved an additional \$20,000 in Accumulated Surplus funding for 2019 and 2020, for a total of \$55,000 annually, to hire an Executive Director to reduce the workload on city staff. Finance administration for PCCF is performed by the city's Finance Department.

PCCF is requesting a total of \$75,000 per annum for both 2021 and 2022 to sustain operations. Given the current financial environment, staff recommend that the \$35,000 in on going funding be maintained, but that the Foundation seek to offset any additional operating costs through sponsorships and donations, with the long-term goal to be self sufficient.

The Port Coquitlam Community Foundation will be presenting to Council on November 10, 2020.

TRI CITIES HOMELESSNESS & HOUSING TASK GROUP FUNDING (NOT RECOMMENDED)

Department	Finance	Starting Quarter	2021 Q1
Project Manager	Director of Finance	Reference	

Estimate of Operating Costs	2021	2022	2023	2024	2025
Financial Assistance	8,300	-	-	-	-
Total Operating Costs	\$8,300	-	-	-	-

Funding Sources	2021	2022	2023	2024	2025
Property Taxes	8,300	-	-	-	-
Total Funding Sources	\$8,300	-	-	-	-

Project Description

Tri-Cities Homelessness and Housing Task Group's mission is to provide leadership to create a continuum of housing and supports for those who are homeless or precariously housed in the Tri-Cities. The Task Group provides an opportunity for diverse stakeholders in the Tri-Cities community to have a collaborative approach and a credible collective voice to:

- Identify gaps and link efforts to address homelessness and housing need;
- Inform local and senior governments about community-specific needs and trends and provide feedback on their policies and action plans with respect to homelessness and housing affordability.

City funding provides support to pay a part-time Task Group Coordinator, cost-shared between Coquitlam, Port Coquitlam and Port Moody. This Task Group is not a registered society. Previously, Council has reviewed and approved funding on an annual basis: \$4,100 was approved in 2018, 2019 and 2020, funded from Accumulated Surplus.

The Task Group is requesting \$8,300 for 2021 and 2022.

It is not recommended to continue with this funding, as staff believe that this initiative would be more appropriately funded by the health authority or provincial government.

The Tri-Cities Homelessness & Housing Task Group will be presenting to Council on November 10, 2020.