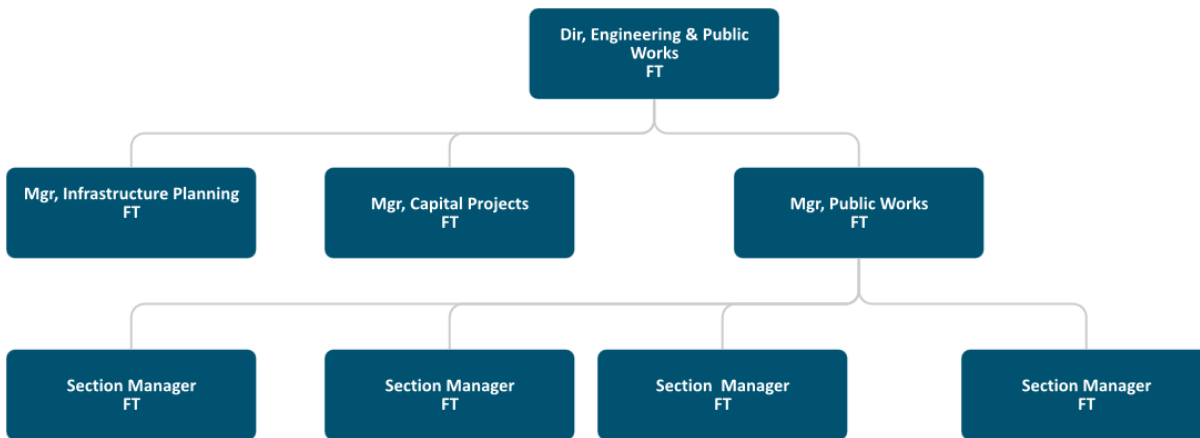


ENGINEERING & PUBLIC WORKS

FOCUS

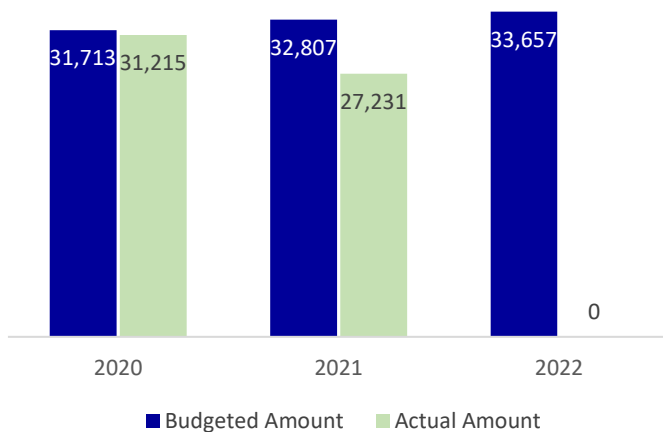
The Engineering & Public Works Department provides and maintains essential municipal services and infrastructure, including the transportation network, parks and trails, cemetery operations, vehicles, waste collection, and the sewer and water network

ORGANIZATIONAL STRUCTURE

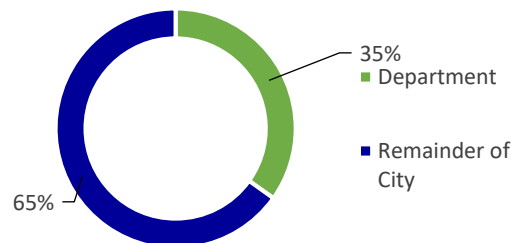


OPERATING BUDGET

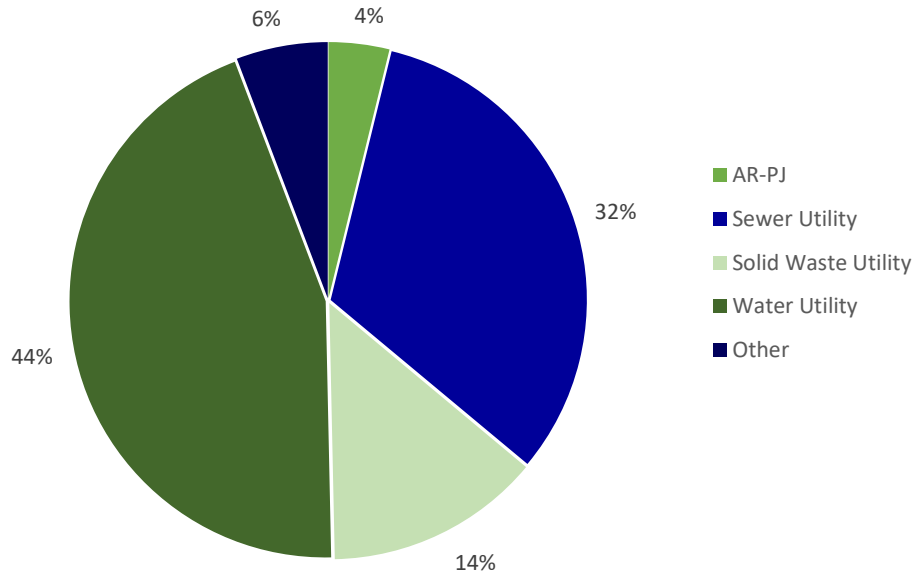
Operating Expenses (In Thousands)



Percent of City Expenses

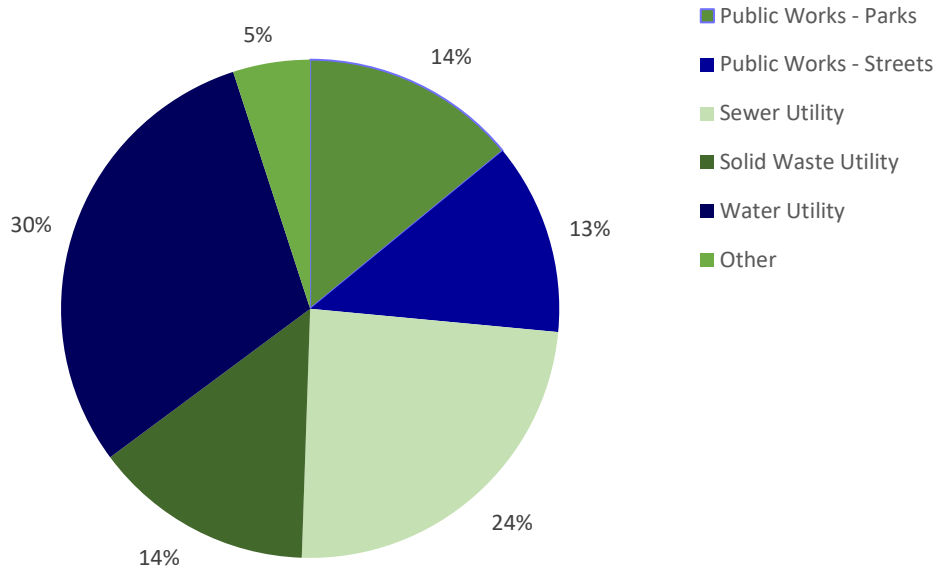


Department Revenues by Section



REVENUES	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
Utility charges	25,567,600	26,162,900	595,300	2.3%	24,109,787
Sale of services	2,095,800	2,001,100	(94,700)	-4.5%	1,181,426
Contributions	1,028,200	1,028,200	0	0.0%	368,684
Permits and licences	60,300	60,300	0	0.0%	55,850
Penalties and fines	143,000	143,000	0	0.0%	166,264
Other revenue	99,800	370,100	270,300	270.8%	405,688
Total	\$28,994,700	\$29,765,600	\$770,900	2.7%	\$26,287,699

Department Expenses by Section



EXPENSES	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
Payroll expense	10,737,000	10,884,700	147,700	1.4%	8,464,034
Other personnel costs	84,300	108,200	23,900	28.4%	100,135
Contracted and other services	17,522,700	18,160,700	638,000	3.6%	14,924,854
Materials and supplies	2,222,500	2,349,900	127,400	5.7%	1,805,636
Telephone, utilities and rent	631,900	641,300	9,400	1.5%	499,143
Interest and bank charges	4,300	4,300	0	0.0%	2,679
Insurance and claims	307,600	213,600	(94,000)	(30.6%)	162,263
Internal charges	1,296,700	1,293,900	(2,800)	(0.2%)	1,272,243
Total	\$32,807,000	\$33,656,600	\$849,600	2.6%	\$27,230,987

ALLOCATIONS (TO) / FROM RESERVES	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
Transfer to Reserve	(6,360,500)	(6,360,500)	0	0.0%	0
Transfer from Reserve	42,300	0	(42,300)	(100.0%)	0
Transfer from Surplus	38,000	0	(38,000)	(100.0%)	0
Total	(\$6,280,200)	(\$6,360,500)	(\$80,300)	1.3%	\$0

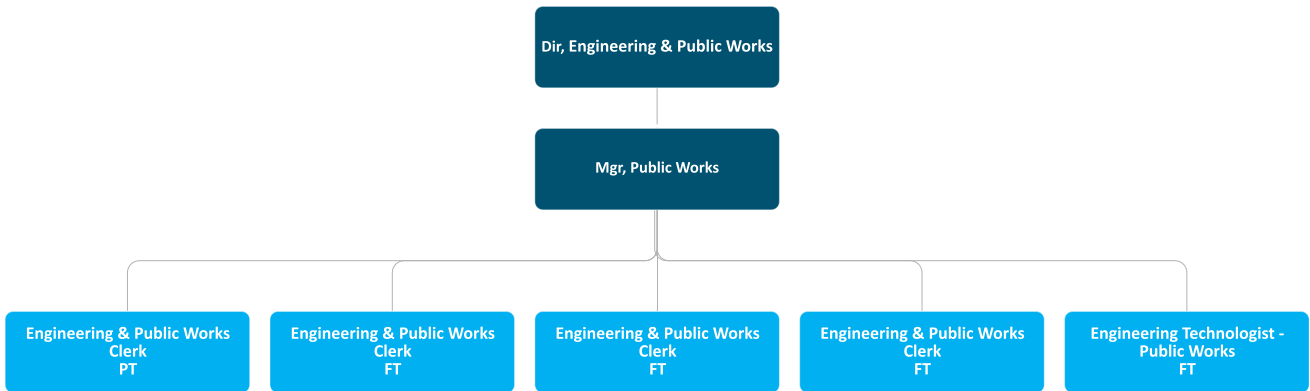
NET REVENUE / (EXPENSES)	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
	(\$10,092,500)	(\$10,251,500)	(\$159,000)	1.6%	(\$943,290)

ENGINEERING & PUBLIC WORKS ADMINISTRATION

FOCUS

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

ORGANIZATIONAL STRUCTURE

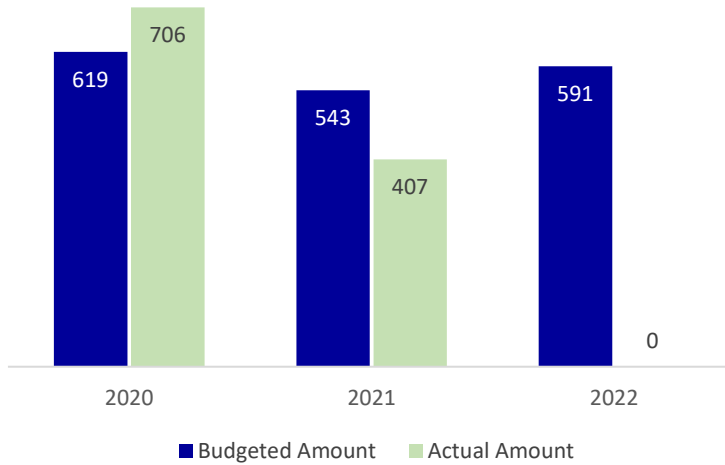


ENVIRONMENTAL SCAN

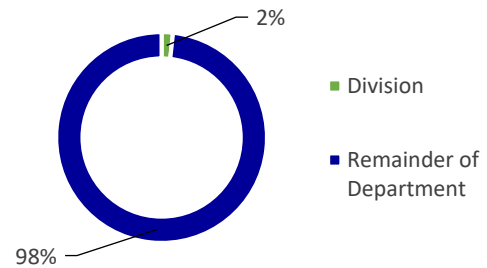
Factor	Impact
Core service delivery	There is ongoing pressure for new assets and services, but it is important for the City to focus on delivering basic core services first.
Climate change	Changing weather patterns associated with climate change will have impacts to municipal infrastructure and operations. Planning to reduce emissions and adapt to climate change is critical for long term service sustainability.
Customer service	Ensure we are providing exceptional customer experience through proactively streamlining processes, while educating and raising awareness with staff.
Corporate culture	Maintaining and supporting an engaged workforce is essential to service delivery. Implementing City-wide organizational culture initiatives to support employee engagement helps to deliver a high level of customer service and employee satisfaction.
Employee retention and attraction	Due to a shortage of qualified employees creative solutions are required to attract new employees and develop retention strategies such as increased employee engagement.

OPERATING BUDGET

Operating Expenses (In Thousands)



Percent of Department Expenses



REVENUES	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
Sale of services	0	0	0	N/A	2,550
Other revenue	0	0	0	N/A	74,940
Total	\$0	\$0	\$0	N/A	\$77,490

EXPENSES	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
Payroll expense	911,300	930,800	19,500	2.1%	731,720
Other personnel costs	11,800	37,000	25,200	213.6%	66,760
Contracted and other services	118,700	121,000	2,300	1.9%	117,590
Materials and supplies	13,400	13,400	0	0.0%	10,140
Telephone, utilities and rent	0	0	0	N/A	470
Internal charges	(512,200)	(511,600)	600	-0.1%	(519,380)
Total	\$543,000	\$590,600	\$47,600	8.8%	\$407,300

	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
NET REVENUE / (EXPENSES)	(\$543,000)	(\$590,600)	(\$47,600)	8.8%	(\$329,810)

BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Impact on Net Revenue/Expense
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(\$44,700)
Payroll expense	Budget Reallocation	Reclassification based on operations	25,200
Other personnel costs	Budget Reallocation	Reclassification based on operations	(25,200)
Contracted and other services	Contracted Services	Inflation 2.0%	(2,300)
Internal charges	Departmental Ongoing Adjustment	Adjustment for Internal Equipment allocation	(600)
Total			(\$47,600)

INDICATORS AND MEASURES

Indicator/Measure	2017	2018	2019	2020	2021 (Oct)
Engineering Administration Calls for Service	339	477	379	380	896

INFRASTRUCTURE PLANNING

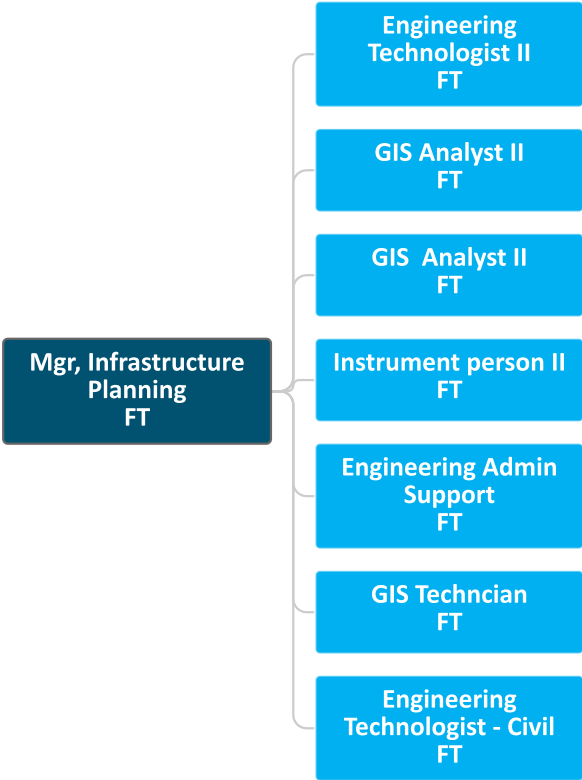
FOCUS

The Infrastructure Planning division is responsible for monitoring, managing, planning and improving the City’s infrastructure systems (roads, water, sewer, drainage). Staff 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 for 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 planning and collaborates frequently with the Public Works, Capital Projects, and Finance divisions 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, provincial and federal governments and the RCMP. This liaison function is fundamental to securing external grants and improving services that directly benefit residents, employees, and businesses.

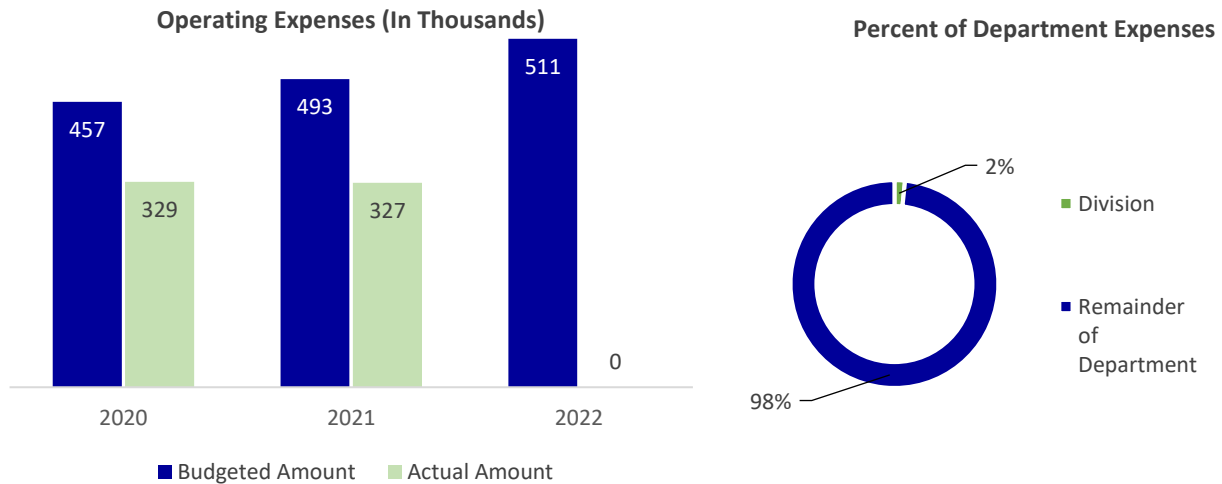
ORGANIZATIONAL STRUCTURE



ENVIRONMENTAL SCAN

Factor	Impact
Aging infrastructure	A budget focused on rehabilitation provides funding to take care of and replace the assets we already own. Development and implementation of asset management plans help to prioritize and allocate funding for long term sustainability.
Basic infrastructure	Funding for new assets is allocated carefully and focused on the provision of core infrastructure such as road paving, streetlights, sidewalks and utilities to address gaps and provide a basic level of service and safety.
Transportation and safety	Competing demands between motorists, cyclists and pedestrians, along with a desire to support active transportation choices are driving the need for more active transportation infrastructure, traffic calming and safety improvements.
Maturation	Since the establishment of the Infrastructure Planning division in 2017, a large number of policies, programs and procedures have been introduced to address outstanding needs. The works is now shifting to strategic utility and transportation planning to support larger projects and long-term needs.

OPERATING BUDGET



	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
REVENUES					
Sale of services	5,000	5,000	0	0.0%	7,080
Other revenue	2,000	2,000	0	0.0%	0
Total	\$7,000	\$7,000	\$0	0.0%	\$7,080

	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
EXPENSES					
Payroll expense	771,600	787,100	15,500	2.0%	629,320
Other personnel costs	13,100	11,600	(1,500)	-11.5%	9,720
Contracted and other services	74,600	79,100	4,500	6.0%	63,390
Materials and supplies	4,300	3,800	(500)	-11.6%	680
Telephone, utilities and rent	300	200	(100)	-33.3%	100
Internal charges	(371,200)	(371,200)	0	0.0%	(376,410)
Total	\$492,700	\$510,600	\$17,900	3.6%	\$326,800

	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
NET REVENUE / (EXPENSES)	(\$485,700)	(\$503,600)	(\$17,900)	3.7%	(\$319,730)

BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Impact on Net Revenue/Expense
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(\$15,500)
Other personnel costs	Departmental Ongoing Adjustment	Reduced based on historical trend	1,500
Contracted and other services	Contracted Services	Inflation 2.0%	(1,500)
Contracted and other services	Per Year Capital Operating Cost Increase	Annual Subscription cost for Survey GPS Unit	(3,000)
Materials and supplies	Departmental Ongoing Adjustment	Reduced based on historical trend	500
Telephone, utilities and rent	Departmental Ongoing Adjustment	Reduced based on historical trend	100
	Total		(\$17,900)

INDICATORS AND MEASURES

Indicator/Measure	2017	2018	2019	2020	2021 (Oct 1)
Value of external grants/partnerships	\$ 1.2M	\$ 2.3M	\$1.3M	\$4.2M	\$3.36M
Value of civil infrastructure projects (roads, utilities)	\$ 13.7M	\$ 15.8M	\$7.7M	\$12.2	\$15M
Value of active transportation, traffic calming, sidewalk and pedestrian safety projects	\$ 800,000	\$ 700,000	\$650,000	\$1M	\$1.53M
# of new/updated policies, plans, programs or contracts	5	4	8	12 in progress	3 completed. 12 in progress*
# of public inquiries (calls for service)	109	186	202	242	236

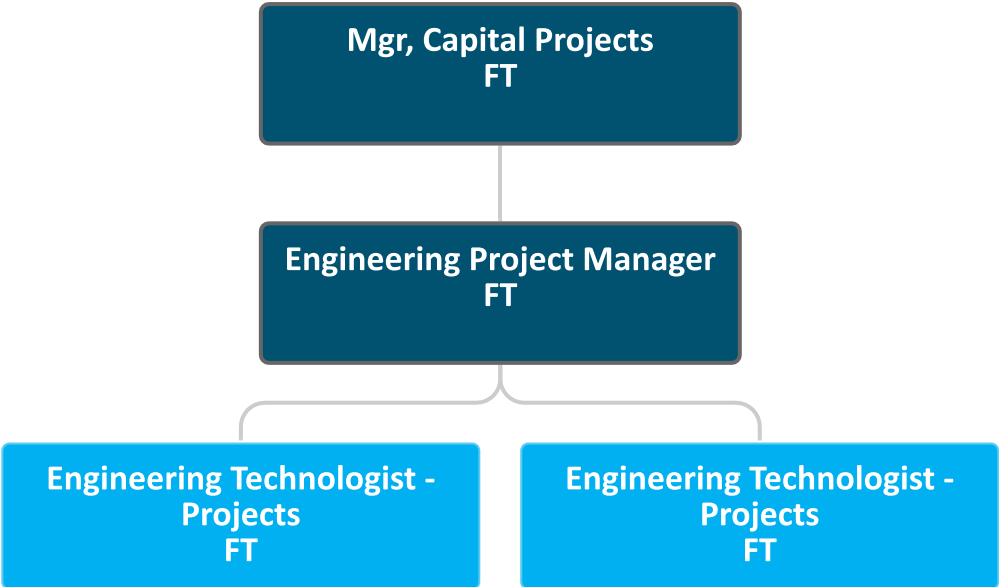
*Completed: Maple Creek IWMP, Traffic Impact Assessment Guidelines, PoCo Map 2. In progress: Asset Management Plans (8), Servicing Bylaw Update, DCC Bylaw Update, Master Transportation Plan, South PoCo IMWP.

CAPITAL PROJECTS

FOCUS

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

ORGANIZATIONAL STRUCTURE



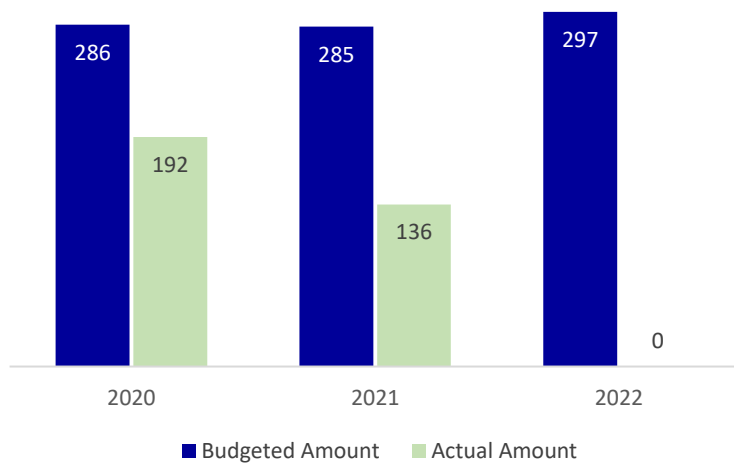
ENVIRONMENTAL SCAN

Factor	Impact
Regulatory changes	Changes to environmental regulatory processes have resulted in substantially longer wait times for receiving approvals related to work within or directly adjacent to streams. Accordingly, additional time has been allocated in project schedules for environmental permitting.
COVID-19 Impact	Applications reviewed by the Ministry of Forests, Lands, Natural Resource Operations and Rural Developments are backlogged as a result of Covid-19, which, in addition to

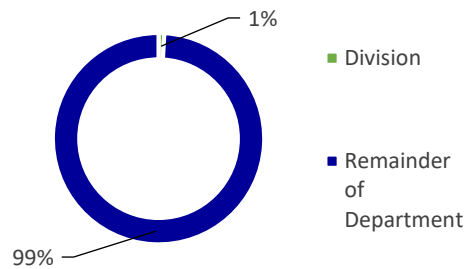
	regulatory changes, has further increased review times for approval to proceed with site investigations and construction. Lead times for material acquisition have also increased. Materials need to be ordered early on in the process to ensure availability for construction schedules. Alternatives with lesser lead time are being considered for some projects.
Public expectations	Staff strive to keep residents informed of construction work and designs underway for future construction. Additional communication efforts have been implemented resulting from COVID-19. With the increased size and interest in the capital program, staff endeavor to keep residents informed of the plans early in the design process, promoting the City's values, strategy and vision for implementation.
Experienced staff	Attracting and retaining experienced staff in a competitive market continues to be a challenge. Vacancies increase other staff workloads and reduce team efficiency. Opportunities to attract ideal candidates are under consideration.

OPERATING BUDGET

Operating Expenses (In Thousands)



Percent of Department Expenses



EXPENSES	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
Payroll expense	536,000	548,600	12,600	2.4%	393,240
Other personnel costs	9,680	9,400	(280)	-2.9%	3,810
Contracted and other services	0	0	0	N/A	430
Materials and supplies	1,000	1,000	0	0.0%	20
Telephone, utilities and rent	600	600	0	0.0%	820
Internal charges	(262,600)	(262,600)	0	0.0%	(262,600)
Total	\$284,680	\$297,000	\$12,320	4.3%	\$135,720

	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
NET REVENUE / (EXPENSES)	(\$284,680)	(\$297,000)	(\$12,320)	4.3%	(\$135,720)

BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Impact on Net Revenue/Expense
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(\$12,600)
Other personnel costs	Departmental Ongoing Adjustment	Reduced based on historical trend	280
Total			(\$12,320)

INDICATORS AND MEASURES

Indicator/Measure	2017	2018	2019	2020	2021 (Oct 1)
# of Open Houses for Projects	4	5	3	0*	0*
Asphalt Rehabilitation (equivalent lane km)	2.8	19.9	10	9	10
Sewer Main Replacement (m)	0	935	1,075	709	493
Watermain Replacement (m)	2,009	5,861	1,075	2,550	1,752
Storm Replacement (m)	280	5,197	1,475	988	739
Storm Pump Station (ea)	0	1	0	2	0
Sanitary Lift Station Replacement (ea)	1	0	0	0	1
PRV Replacement (ea)	0	0	0	0	0
Water Pump Station Replacement (ea)	0	0	0	0	0
Sidewalk / Multi-Use Path installation (m)	2,400	3,225	1,105	1,690	2,870
Pedestrian Improvements (ea)	N/A	23	4	4	14
Traffic Calming Installations (ea)	2	2	2	3	53

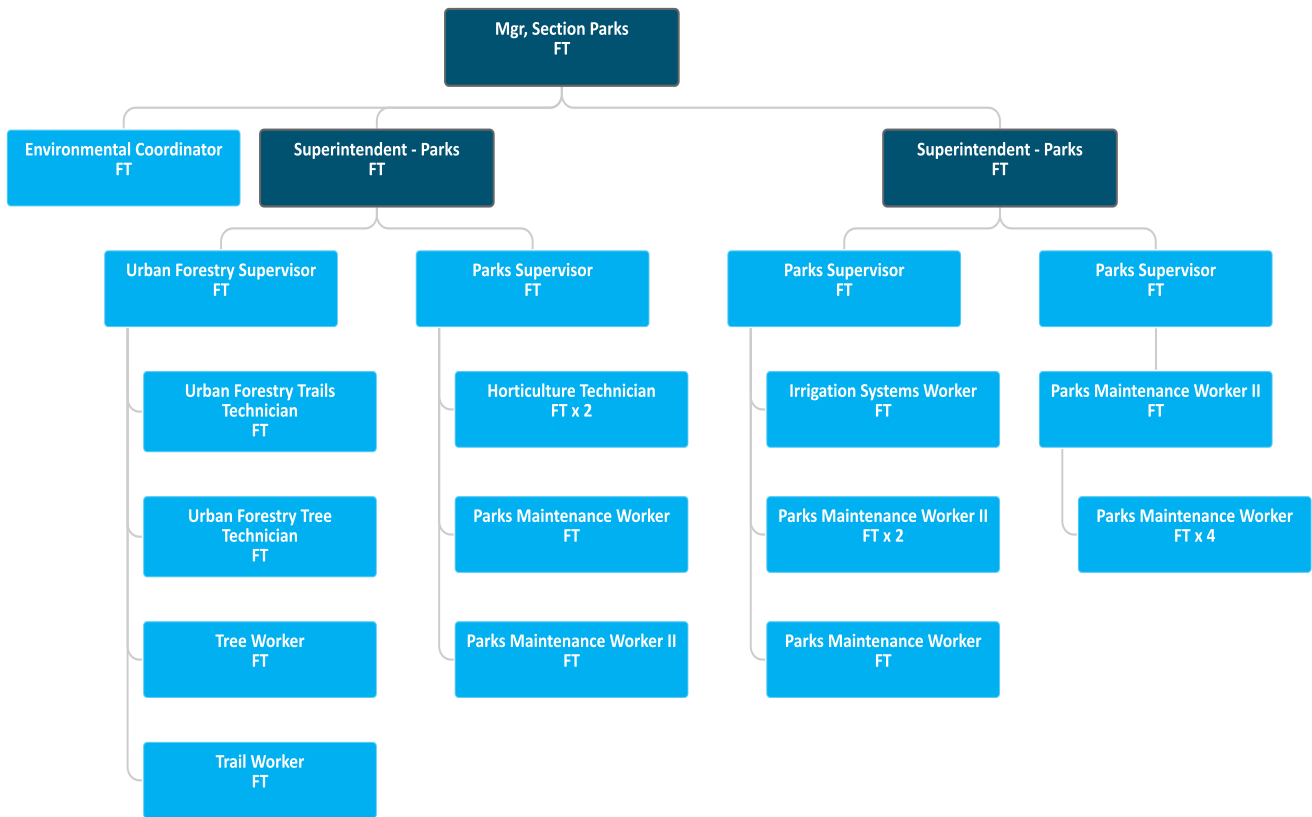
*In person public information sessions were not held on account of Covid-19. Information and engagement was provided via letters and website content

PARKS SERVICES

FOCUS

The Parks Division provides and maintains parks and open space to strengthen our community, provide a cleaner environment and make the city and neighborhoods more attractive places to live and work. In addition, the division provides cemetery operations, community engagement, 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

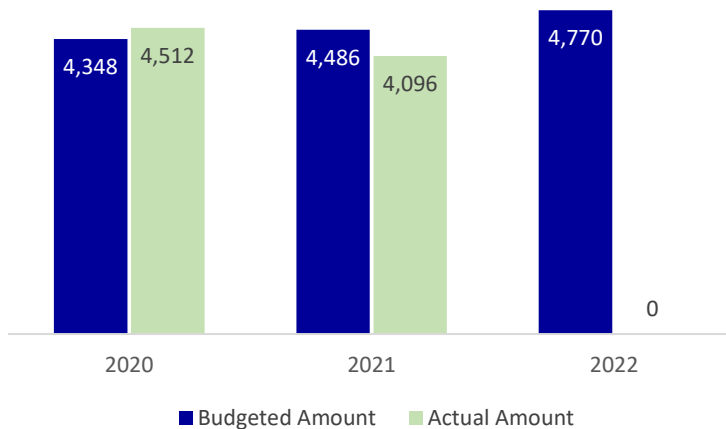


ENVIRONMENTAL SCAN

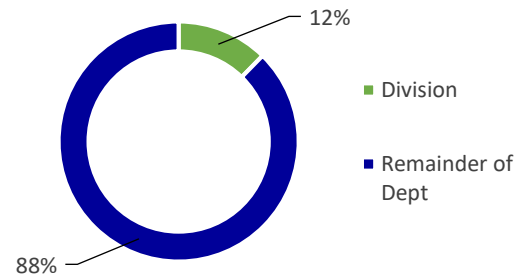
Factor	Impact
COVID-19	COVID-19 continues to impact the department as forecasting revenue and projecting Park use are challenges. Communal disease phobia has led to increase in litter in the Park as patrons are less likely to lift lids on waste containers which lead them to placing items around the containers. In addition, the volume of COVID-19 signage continues to 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 litter and janitorial services.
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 emergency responses, sea level and flood protection strategies.
Vulnerable populations	The Section continues to face challenges with inappropriate use of parks and facilities, vandalism, smoking, off-leash dogs, litter and sharps.
Tree canopy	Actions required to manage increased tree failures have resulted in incomplete cyclical pruning which has led to increased maintenance requirements.

OPERATING BUDGET

Operating Expenses (In Thousands)



Percent of Department Expenses



	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
REVENUES					
Sale of services	501,800	665,000	163,200	32.5%	650,990
Contributions	0	0	0	N/A	34,270
Permits and licences	21,600	21,600	0	0.0%	9,850
Total	\$523,400	\$686,600	\$163,200	31.1%	\$695,110

	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
EXPENSES					
Payroll expense	2,976,000	3,028,100	52,100	1.8%	2,709,990
Other personnel costs	31,300	31,800	500	1.6%	9,860
Contracted and other services	539,600	670,000	130,400	24.2%	495,410
Materials and supplies	375,600	430,400	54,800	14.6%	385,310
Telephone, utilities and rent	63,400	64,100	700	1.1%	37,290
Interest and bank charges	4,300	4,300	0	0.0%	2,680
Insurance and claims	0	0	0	N/A	300
Internal charges	496,100	541,400	45,300	9.1%	455,130
Total	\$4,486,300	\$4,770,100	\$283,800	6.3%	\$4,095,970

	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
NET REVENUE / (EXPENSES)	(\$3,962,900)	(\$4,083,500)	(\$120,600)	3.0%	(\$3,400,870)

BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Impact on Net Revenue/Expense
Sale of services	Departmental Ongoing Adjustment	Cemetery adj to be more reflective of actuals – net zero impact	\$163,200
Payroll expense	Departmental Ongoing Adjustment	Cemetery adj to be more reflective of actuals – net zero impact	(72,100)
Other personnel costs	Departmental Ongoing Adjustment	Cemetery adj to be more reflective of actuals – net zero impact	(500)
Contracted and other services	Departmental Ongoing Adjustment	Cemetery adj to be more reflective of actuals – net zero impact	(44,500)
Materials and supplies	Departmental Ongoing Adjustment	Cemetery adj to be more reflective of actuals – net zero impact	(46,100)
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(63,800)
Contracted Services	Contracted Services	Inflation 2.0%	(10,800)
Internal charges	Ongoing Adjustment	Adjustment for Internal Equipment allocation	(45,300)
Telephone, utilities	Utilities and Fuel	Forecast rate increase	(700)
Payroll expense	Budget Reallocation		83,800
Contracted Services	Budget Reallocation	Reclassification based on operations	(75,100)
Materials and supplies	Budget Reallocation		(8,700)
Total			(\$120,600)

INDICATORS AND MEASURES

Indicator/Measure	2017	2018	2019	2020	2021 (Oct 1)
# of Requests for Service by area					
▪ Bears	13	3	10	4	15
▪ Cemetery	9	15	8	11	3
▪ Graffiti	11	26	33	32	41
▪ Invasive Species	18	35	20	29	39
▪ Parks	168	211	195	240	387
▪ Streets / Garbage & Litter	39	40	35	33	58
▪ Trails	46	57	128	137	149
▪ Trees	210	417	380	457	618
Total # of Requests for Service	713	1037	1035	1199	1456
# of Public Education Initiatives	7	5	17	N/A due to COVID	N/A due to COVID
# of Tree Permits	290	297	147	203	165
# of Special Events Supported	15	15	22	6	12

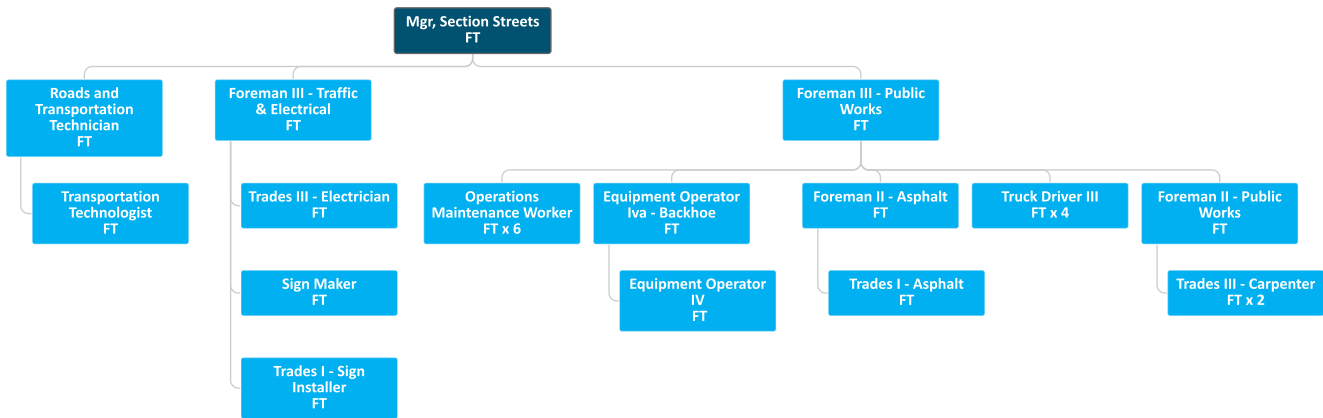
PUBLIC WORKS – STREETS OPERATIONS

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/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 responsible for maintenance of the City’s Major Road Network and receives funding from TransLink for certain maintenance activities, as well as capital renewal.

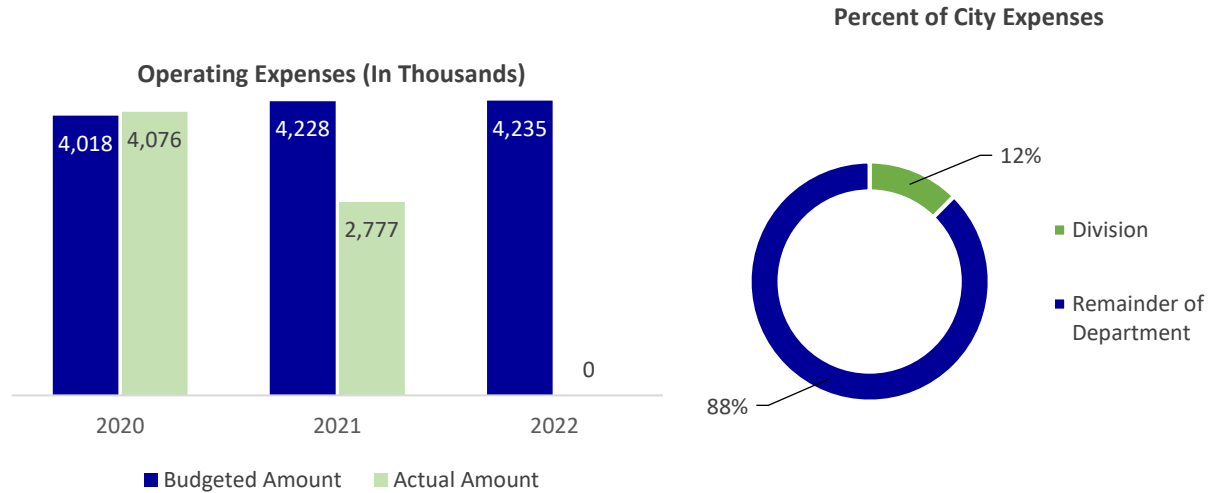
ORGANIZATIONAL STRUCTURE



ENVIRONMENTAL SCAN

Factor	Impact
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 rehabilitation of existing infrastructure. Implementation of asset management strategy is critical for long term sustainability.

OPERATING BUDGET



	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
REVENUES					
Sale of services	3,300	3,300	0	0.0%	4,980
Contributions	1,028,200	1,028,200	0	0.0%	334,500
Permits and licences	20,000	20,000	0	0.0%	24,900
Total	\$1,051,500	\$1,051,500	\$0	0.0%	\$364,380

	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
EXPENSES					
Payroll expense	2,025,800	2,056,100	30,300	1.5%	1,411,380
Other personnel costs	3,300	3,300	0	0.0%	5,130
Contracted and other services	693,480	704,100	10,620	1.5%	433,770
Materials and supplies	562,800	577,800	15,000	2.7%	248,810
Telephone, utilities and rent	450,400	457,900	7,500	1.7%	372,910
Internal charges	492,500	435,500	(57,000)	-11.6%	305,200
Total	\$4,228,280	\$4,234,700	\$6,420	0.2%	\$2,777,200

	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
ALLOCATIONS (TO) / FROM RESERVES					
Transfer to Reserve	(470,500)	(470,500)	0	0.0%	0
Total	(\$470,500)	(\$470,500)	\$0	0.0%	\$0

	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
NET REVENUE / (EXPENSES)	(\$3,647,280)	(\$3,653,700)	(\$6,420)	0.2%	(\$2,412,810)

BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Impact on Net Revenue/Expense
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(\$42,800)
Contracted and other services	Contracted Services	Inflation 2.0%	(12,600)
Contracted and other services	Utilities and Fuel	Electricity 1.16% forecast rate increase	(520)
Telephone, utilities and rent	Departmental Ongoing Adjustment	Adjustment based on historical trend	(2,500)
Telephone, utilities and rent	Utilities and Fuel	Electricity 1.16% forecast rate increase	(5,000)
Internal charges	Departmental Ongoing Adjustment	Adjustment for Internal Equipment allocation	57,000
Payroll expense	Budget Reallocation	Reclassification based on operations	12,500
Materials and supplies	Budget Reallocation	Reclassification based on operations	(15,000)
Contracted and other services	Budget Reallocation	Reclassification based on operations	2,500
Total			(\$6,420)

INDICATORS AND MEASURES

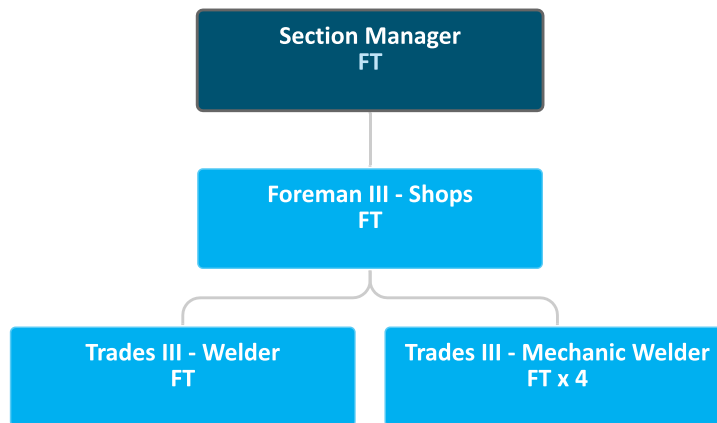
Indicator/Measure	2017	2018	2019	2020	2021 (Oct 1)
# of Illegal Dumping Requests Completed	258	338	253	464	430
Snow/Ice					
# of Events	1	7	6	6	4
mm of snow	4	49	36	45	12
Hours of Service	2,444	1,432	2667	2242	1110
Mm of Rainfall	1,241	1,514	710	1,433	1,030
Calls for Service:					
Street Sweeping	107	86	59	64	64
Flooding/Drainage	11	25	9	22	9
Illegal Dumping	264	363	253	464	430
Pothole Filling	242	164	99	176	90
Calls for Service:					
Cross Walks	41	74	28	32	16
Curb/Sidewalk Maintenance	88	91	134	137	105
Street Signs	21	20	27	18	7
Traffic Signs	176	139	117	87	65

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

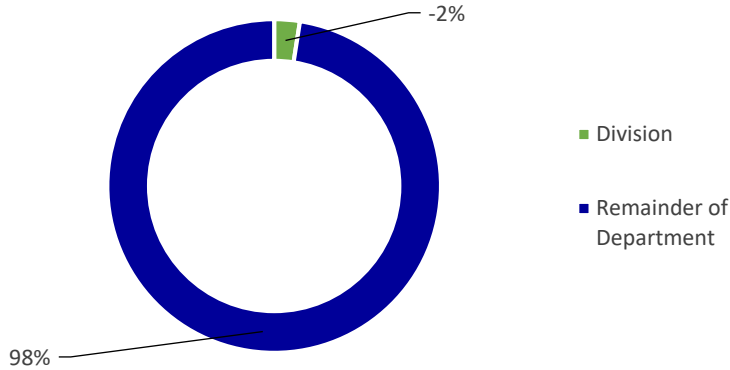


ENVIRONMENTAL SCAN

Factor	Impact
COVID-19	Ability to purchase vehicles and obtain parts has been delayed due to the pandemic. Semi conductor shortage has had impact to the industry which has led to significant delays on vehicle replacement.
Data driven decision making	Implementation of maintenance management software program to maximize useful life of fleet and ensure preventative maintenance regulatory requirements are met, and operational needs evaluated.
Climate change	With the development of the Climate Action Plan underway, the city will be considering new targets for greenhouse gas emissions, which will require more efficient equipment and consideration of alternative fuel vehicles.
Currency	Weak Canadian dollar against U.S. currency increases capital costs for equipment purchases.
Commodity pricing	Current instability in commodity markets may result in increased capital costs for equipment.
Aging fleet	Increased maintenance, lower salvage value and potential failure, increased fuel and higher CO2 emissions.

OPERATING BUDGET

Percent of Department Expenses



EXPENSES	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
Payroll expense	663,400	684,100	20,700	3.1%	493,820
Other personnel costs	12,500	12,500	0	0.0%	3,520
Contracted and other services	281,000	286,600	5,600	2.0%	222,030
Materials and supplies	817,800	838,200	20,400	2.5%	774,370
Telephone, utilities and rent	1,800	1,800	0	0.0%	1,130
Insurance and claims	307,600	213,600	(94,000)	-30.6%	161,960
Internal charges	(2,972,200)	(2,924,100)	48,100	-1.6%	(2,514,550)
Total	(\$888,100)	(\$887,300)	\$800	-0.1%	(\$857,720)

ALLOCATIONS (TO) / FROM RESERVES	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
Transfer to Reserve	(1,245,700)	(1,245,700)	0	0.0%	0
Total	(\$1,245,700)	(\$1,245,700)	\$0	0.0%	\$0

	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
NET REVENUE / (EXPENSES)	(\$357,600)	(\$358,400)	(\$800)	0.2%	\$857,720

BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Impact on Net Revenue/Expense
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(\$20,700)
Contracted and other services	Contracted Services	Inflation 2.0%	(5,600)
Materials and supplies	Utilities and Fuel	Fuel 4.19% forecast rate increase	(20,400)
Insurance and claims	Insurance	Reduction in Enhanced Care premium	94,000
Internal charges	Departmental Ongoing Adjustment	Adjustment for Internal Equipment allocation	(48,100)
		Total	(\$800)

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.

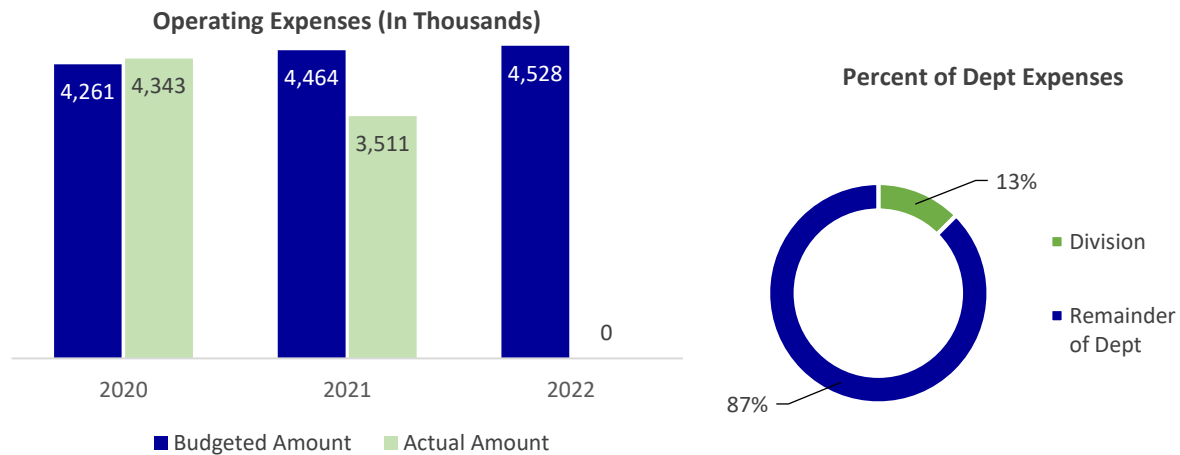
ORGANIZATIONAL STRUCTURE



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.
Recycle B.C.	Market challenges driven by China's National Sword Program has increased scrutiny for 3% contamination threshold, thus driving potential for contamination fines. City has been issued notice they have 1 year to reduce contamination rate or penalties will be issued. Penalties consist of fines of \$5,000 a load up to \$120,000 the first year continuing to grow to a maximum of \$480,000 annually by year 4.
Organics processor	The contract with Convertus has been extended for 2 years however the 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, which the City has limited control over.

OPERATING BUDGET



	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
REVENUES					
Utility charges	3,217,700	3,329,500	111,800	3.5%	3,315,790
Sale of services	555,300	555,300	0	0.0%	369,050
Other revenue	0	0	0	N/A	3,000
Total	\$3,773,000	\$3,884,800	\$111,800	3.0%	\$3,687,840

	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
EXPENSES					
Payroll expense	1,212,600	1,232,600	20,000	1.6%	932,390
Other personnel costs	2,600	2,600	0	0.0%	220
Contracted and other services	1,609,300	1,695,700	86,400	5.4%	1,103,090
Materials and supplies	9,500	18,500	9,000	94.7%	11,290
Telephone, utilities and rent	0	0	0	N/A	960
Interest and bank charges	0	0	0	N/A	0
Internal charges	1,630,300	1,578,800	(51,500)	(3.2%)	1,463,180
Total	\$4,464,300	\$4,528,200	\$63,900	1.4%	\$3,511,130

	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
ALLOCATIONS (TO) / FROM RESERVES					
Transfer to Reserve	(120,000)	(120,000)	0	0.0%	0
Total	(\$120,000)	(\$120,000)	\$0	0.0%	\$0

	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
NET REVENUE / (EXPENSES)	(\$811,300)	(\$763,400)	\$47,900	(5.9%)	\$176,710

BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Impact on Net Revenue/Expense
Utility charges	Revenue Requirements	Increase in levy for garbage and organics	\$111,800
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(17,000)
Contracted and other services	Contract Adjustment - Metro Vancouver Utilities	Metro Vancouver Tipping Fee increase (est)	(57,000)
Contracted and other services	Contract Adjustment - Utilities	Green Waste Tipping Fee increase (est)	(66,800)
Contracted and other services	Contracted Services	Inflation 2.0%	(2,900)
Contracted and other services	Departmental Ongoing Adjustment	Coquitlam transfer station - costs now included in regional garbage tipping fee	28,300
Internal charges	Departmental Ongoing Adjustment	Adjustment for Internal Equipment allocation	51,500
Contracted and other services	Budget Reallocation	Reclassification based on operations	12,000
Materials and supplies	Budget Reallocation	Reclassification based on operations	(9,000)
Payroll expense	Budget Reallocation	Reclassification based on operations	(3,000)
	Total		47,900

INDICATORS AND MEASURES

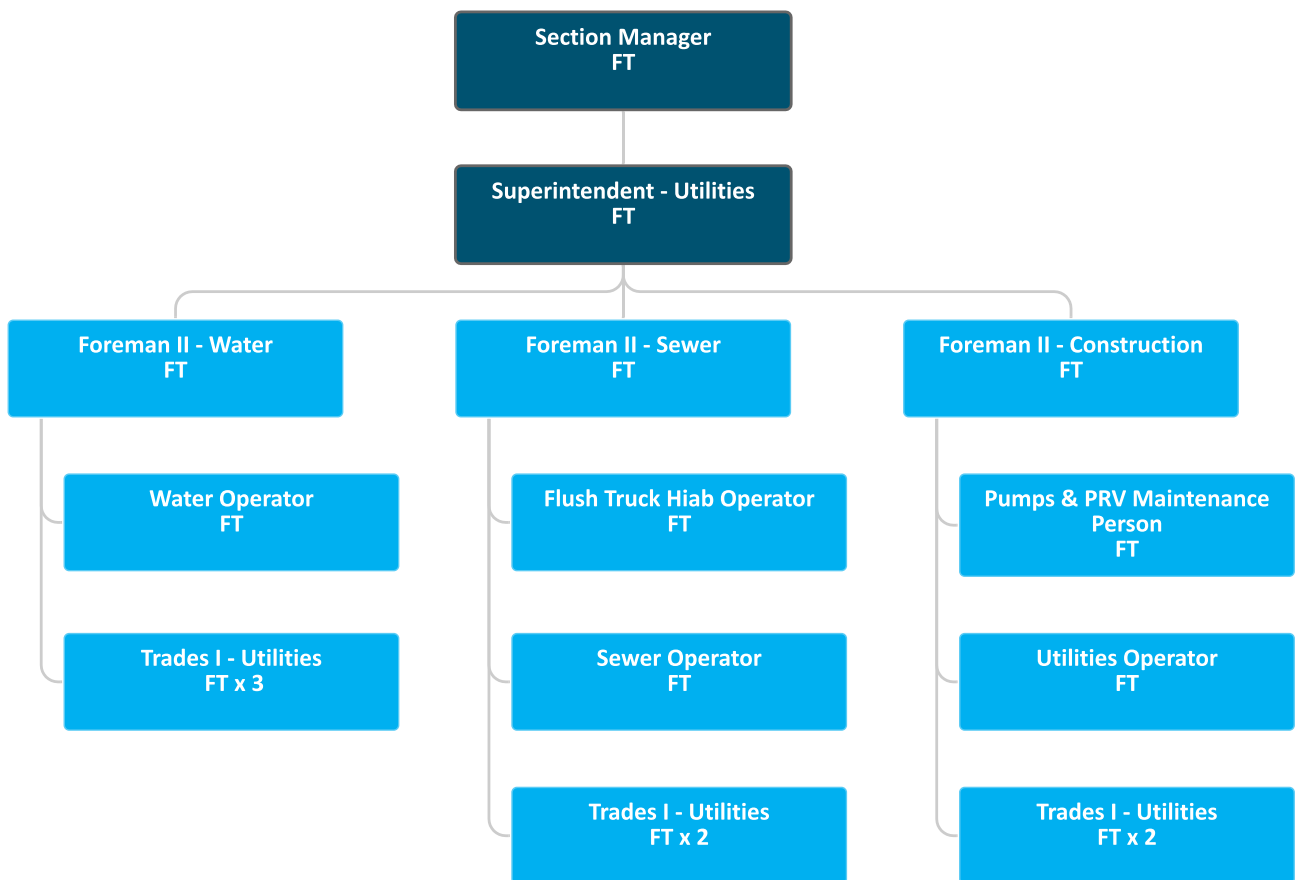
Indicator/Measure	2017	2018	2019	2020	2021 (Oct 1)
Diversion Rate (%)	66.0%	66.0%	65.5%	66.1%	64.2%
Solid Waste Calls for Service	2,104	2,353	2,146	4,352	2,313

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.

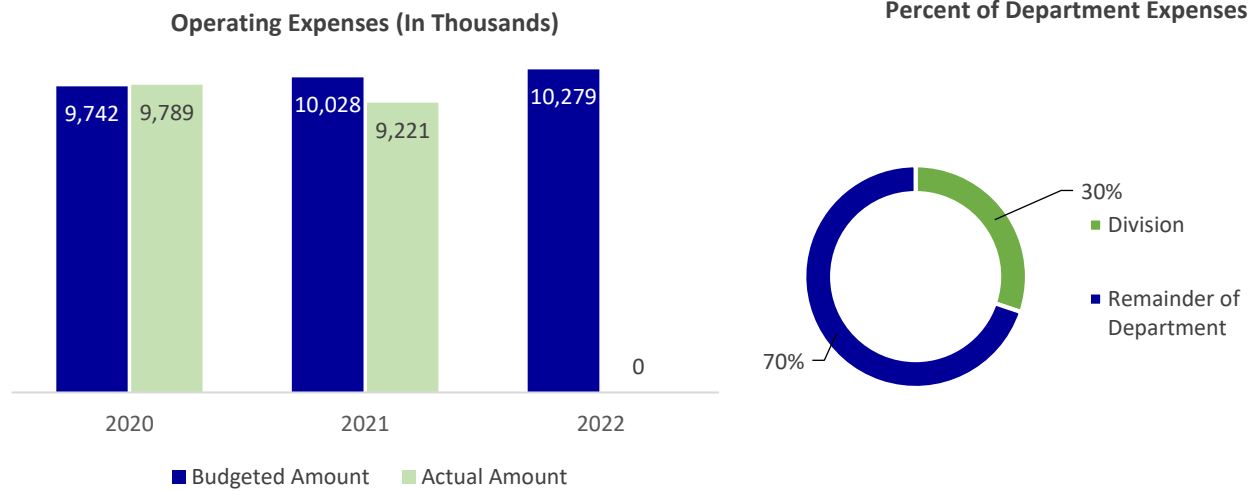
ORGANIZATIONAL STRUCTURE



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 there is a requirement to look 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 that are mandated by Metro Vancouver.
Aging infrastructure	The City has significantly increased funding for rehabilitation of existing infrastructure. Implementation of asset management strategy is critical for long term sustainability.

OPERATING BUDGET – WATER



	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
REVENUES					
Utility charges	12,964,800	13,248,000	283,200	2.2%	12,110,920
Sale of services	0	0	0	N/A	(2,180)
Permits and licences	18,700	18,700	0	0.0%	21,600
Penalties and fines	80,000	80,000	0	0.0%	96,980
Other revenue	0	0	0	N/A	700
Total	\$13,063,500	\$13,346,700	\$283,200	2.2%	\$12,228,020

	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
EXPENSES					
Payroll expense	776,400	796,100	19,700	2.5%	656,830
Other personnel costs	0	0	0	N/A	1,140
Contracted and other services	7,705,200	7,986,000	280,800	3.6%	7,170,210
Materials and supplies	138,200	136,900	(1,300)	-0.9%	75,990
Telephone, utilities and rent	42,400	42,900	500	1.2%	26,070
Internal charges	1,366,000	1,317,200	(48,800)	-3.6%	1,291,090
Total	\$10,028,200	\$10,279,100	\$250,900	2.5%	\$9,221,330

	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
ALLOCATIONS (TO) / FROM RESERVES					
Transfer to Reserve	(3,067,600)	(3,067,600)	0	0.0%	0
Transfer from Reserve	32,300	0	(32,300)	-100.0%	0
Total	(\$3,035,300)	(\$3,067,600)	(\$32,300)	1.1%	\$0

	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
NET REVENUE / (EXPENSES)	\$0	\$0	\$0	N/A	\$3,006,690

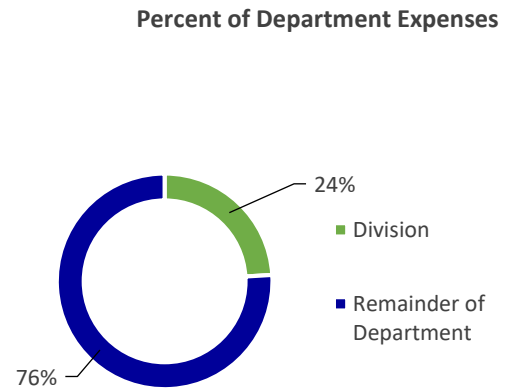
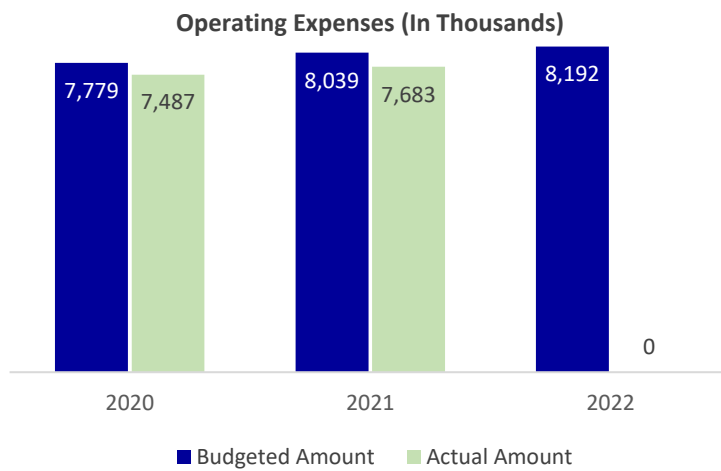
BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Impact on Net Revenue/Expense
Utility charges	Revenue Requirements	Increase to water levy	\$283,200
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(20,200)
Contracted and other services	Contract Adjustment - Metro Vancouver	Proposed increase by Metro Vancouver 1.9% from prior year budget	(277,300)
Contracted and other services	Utilities		
Contracted and other services	Contracted Services	Inflation 2.0%	(2,200)
Internal charges	Departmental Ongoing Adjustment	Adjustment for Internal Equipment allocation	48,800
Transfer to Reserve	Removes Rolls Over Carried Forward Project	Replacing pumps at Nacht Sanitary and Dominion Sanitary, 3 pumps total (Finance ticket 3941)	(32,300)
Total			\$0

INDICATORS AND MEASURES - WATER

Indicator/Measure	2017	2018	2019	2020	2021 (Oct 1)
Water Consumption (L/Capita Per Day)	424	436	401*	423	512* up to Aug 3
# of Watermain Breaks/100 km of Length	5.56	3.33	12	2.38	0.95
\$ of capital reinvestment	\$ 1.1 M	\$ 4.2 M	\$ 0.6 M	\$2.6M	\$2.0M
Operating \$/100 km of Watermain length	\$ 563 K	\$ 582 K	\$ 594 K	\$633 K	\$617 K
Calls for Service:					
Water Quality	28	47	37	30	71
Water On/Off	59	85	90	103	91
Locate Service	51	54	33	56	39
Emergency Leak	74	72	110	39	52

OPERATING BUDGET – SEWER



REVENUES	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
Utility charges	9,385,100	9,585,400	200,300	2.1%	8,693,460
Penalties and fines	63,000	63,000	0	0.0%	68,650
Total	\$9,448,100	\$9,648,400	\$200,300	2.1%	\$8,762,110

EXPENSES	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
Payroll expense	385,970	333,400	(52,570)	-13.6%	213,750
Other personnel costs	0	0	0	N/A	380
Contracted and other services	6,259,330	6,371,800	112,470	1.8%	6,053,880
Materials and supplies	76,800	106,800	30,000	39.1%	75,200
Telephone, utilities and rent	73,000	73,800	800	1.1%	59,410
Internal charges	1,244,300	1,305,900	61,600	5.0%	1,280,040
Total	\$8,039,400	\$8,191,700	\$152,300	1.9%	\$7,682,660

ALLOCATIONS (TO) / FROM RESERVES	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
Transfer to Reserve	(1,456,700)	(1,456,700)	0	0.0%	0
Transfer from Reserve	10,000	0	(10,000)	-100.0%	0
Transfer from Surplus	38,000	0	(38,000)	-100.0%	0
Total	(\$1,408,700)	(\$1,456,700)	(\$48,000)	3.4%	\$0

	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
NET REVENUE / (EXPENSES)	\$0	\$0	\$0	N/A	\$1,079,460

BREAKDOWN OF CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Impact on Net Revenue/Expense
Utility charges	Revenue Requirements	Increase to sewer rates	\$200,300
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(6,600)
Contracted and other services	Contract Adjustment - Metro Vancouver Utilities	Proposed increase by Metro Vancouver	(115,700)
Contracted services	Contracted Services	Inflation 2.0%	(5,600)
Telephone, utilities	Utilities and Fuel	Electricity 1.16% forecast rate increase	(800)
Internal charges	Ongoing Adjustment	Adjustment for Internal Equipment allocation	(61,600)
Transfer from Reserve	Removes Departmental One-time Adjustment	One time use of sewer rate stabilization to reduce 2021 rate increase to 2.0%	(10,000)
Transfer from Surplus	Remove 2020 Project	Replacing pumps at Nacht Sanitary and Dominion Sanitary, 3 pumps total 2020 project completed in 2021	(38,000)

Payroll expense	Remove 2020 Project	Replacing pumps at Nacht Sanitary and Dominion Sanitary, 3 pumps total 2020 project completed in 2021	26,671
Contracted and other services	Remove 2020 Project	Replacing pumps at Nacht Sanitary and Dominion Sanitary, 3 pumps total 2020 project completed in 2021	11,329
Contracted and other services	Budget Reallocation	Reclassification based on operations	(2,500)
Materials and supplies	Budget Reallocation	Reclassification based on operations	(30,000)
Payroll expense	Budget Reallocation	Reclassification based on operations	32,500
Total			\$0

INDICATORS AND MEASURES - SEWER

Indicator/Measure	2017	2018	2019	2020	2021 (Oct 1)
# of Connections with Sanitary Flooding/1000 Service Connections	1.0	1.1	1.0	.38	.46
Calls for Service:					
Sewer Blockages	32	68	55	54	52
Plugged Catch Basins	126	135	99	153	88
Flooding/Urgent	31	21	44	19	9
Manhole Lids Missing	10	9	5	8	9

