Special Finance Committee
October 16-17, 2025
On-Table Items

Item Type	Date	Item No.	Item Name	Page Number(s)	Reason For On-Table Distribution
Presentation	October 16, 2025	4.1	Draft 2026-2030 Five-Year Financial Plan – Day 1	2-113	Received after agenda publication
Presentation	October 17, 2025	4.1	Draft 2026-2030 Five-Year Financial Plan – Day 2	114-245	Received after agenda publication

2026-2030 Five-Year Financial Plan

Budget Workshop # 1

Financial Services Division – October 16, 2025

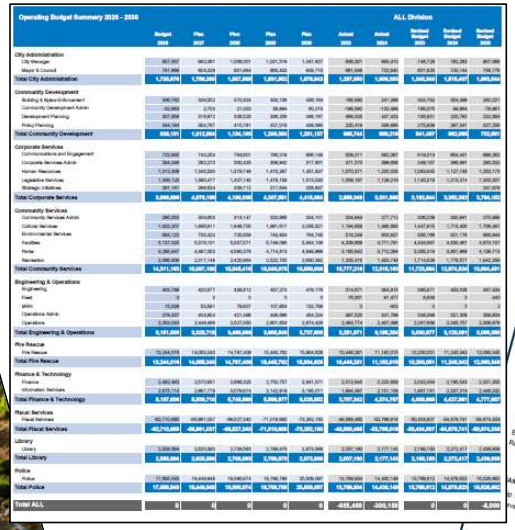
Agenda

Agenda

1. Financial Overview
2. 2026-2030 Summary
   - Operating Budget
   - Capital Budget
   - Utility Budget
   - Community Satisfaction Survey
3. Department Presentations
4. Summary & Next Steps
5. Closed Discussion

Message from the *City Manager*

Framing remarks on draft 2026 Budget



Financial Overview

Financial Planning Process – Service Mandate

1 Essential services

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

- Police
- Fire
- Water
- Sewer
- Garbage and Recycling
- Roads

2 Priority services

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

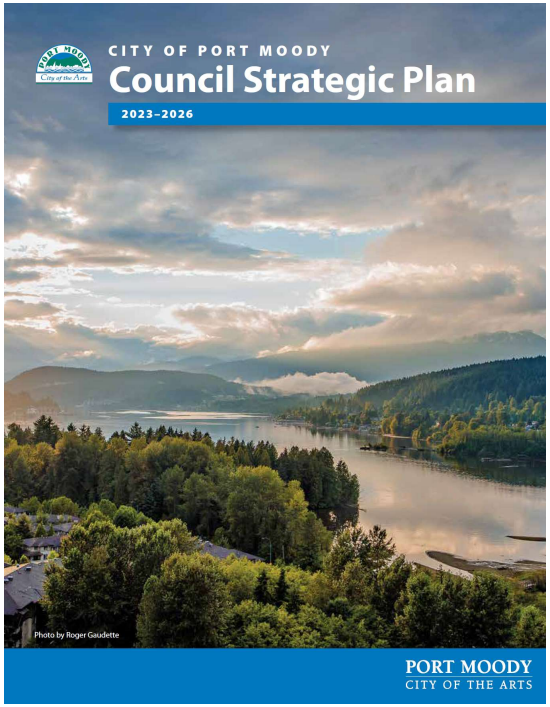
- Planning
- Parks
- Recreation
- Library
- Environment
- Bylaw Enforcement
- Licensing & Permitting
- Arts, Culture, Heritage

3 Support services

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

- Administration
- Finance
- Payroll
- Legislative Services
- Communications
- Information Technology
- Tax Collection
- Human Resources

Financial Planning Process - Council Strategic Plan Alignment



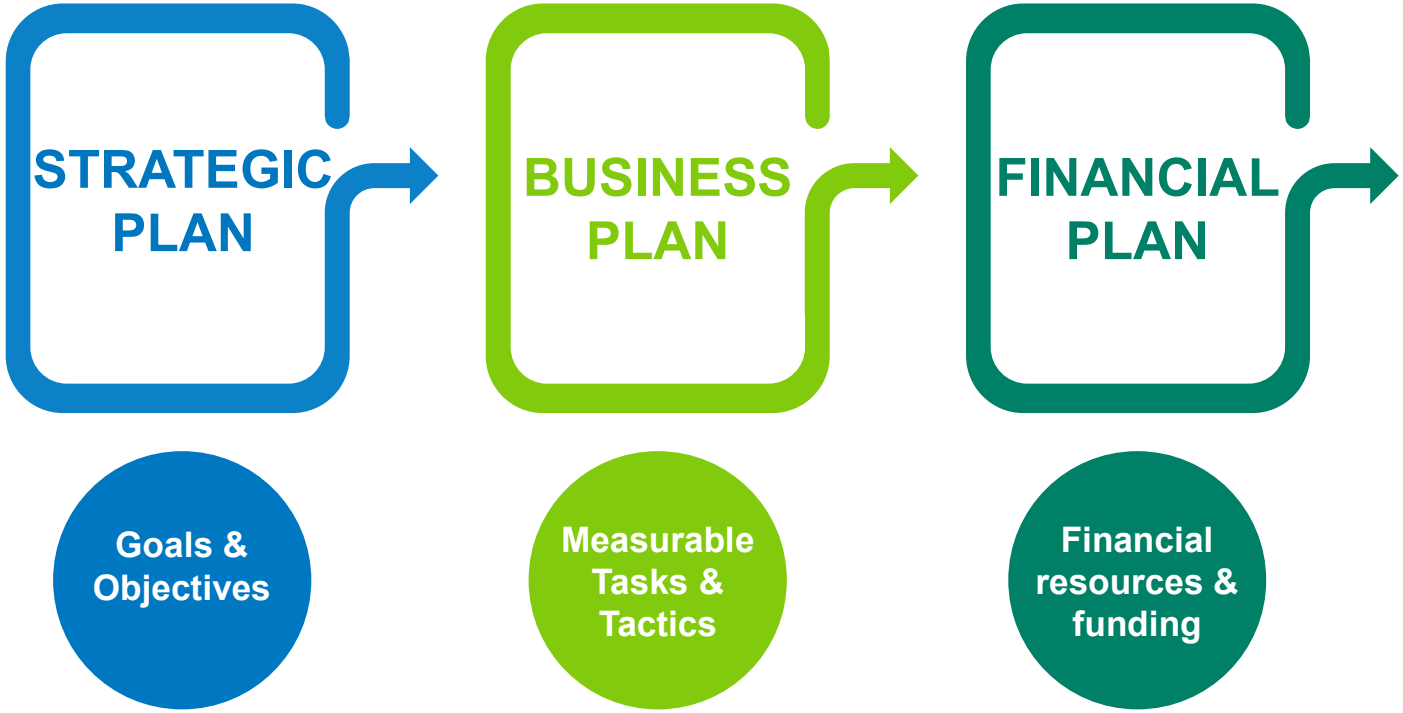
Council Strategic Plan

The 2026-2030 Five-Year Financial Plan should be aligned with the 2023-2026 Council Strategic Plan. The strategic plan provides a framework for the decisions Council will make and guides our approach for delivering services to our community. The plan identifies four strategic priorities with specific goals and objectives that we will pursue to make our vision for Port Moody a reality.

The Four Strategic Priorities are:

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

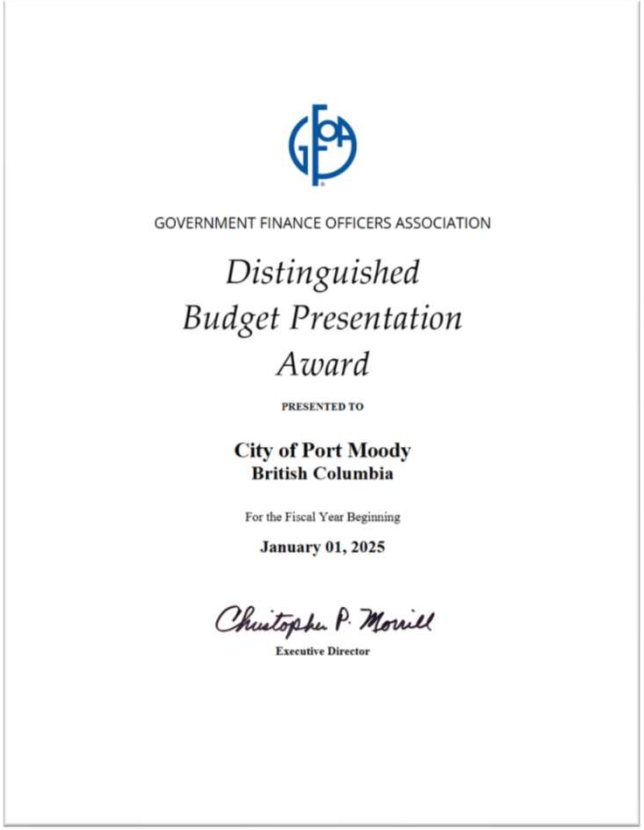
Financial Planning Process – Allocating Resources/Funding



Workshop Purpose

- Introduce the staff summitted DRAFT 2026 Operating Budget
- Opportunity for Departments to communicate budget drivers and associated service levels for 2026
- Opportunity to provide an update on the budget process including challenges and opportunities ahead of the first public budget deliberation and the budget consultation
- Intent is to obtain Finance Committee direction on an acceptable DRAFT tax rate increase to present to the public for comment and consultation (further deliberations following public feedback)

GFOA's Distinguished Budget Presentation Award - 2025



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Port Moody
British Columbia

For the Fiscal Year Beginning

January 01, 2025

Christopher P. Morrill
Executive Director

Special Recognition: Strategic Goals & Strategies

To earn recognition, must excel as a policy document, financial plan, operations guide, and communication tool

Financial Planning Process - Timeline

Define	Budget Guidelines – May 2025
Compile	Staff drafting budgets – May through July 2025
Review	Finance and ELT – August through September 2025
Present	Finance Committee Workshops - October 2025
Evaluate	Finance Committee - October through December 2025
Adopt	Provisional Approval - December 2025

Purpose

THAT the report dated October 16, 2025, from the Finance and Technology Department – Financial Services Division regarding 2026-2030 Draft Five Year Financial Plan be received for information;

AND THAT a draft budget increase of $_____ be used in further budget deliberations including the 2026 Budget Consultation.

2026-2030 Summary

Financial Planning Process – *Considerations & Challenges*

What's driving the Budget?

City councils are under increasing pressure to expand and enhance the services they provide.

Key factors influencing budget demands include:

- **Population Growth**
  More people, locally and regionally, mean a greater demand on infrastructure, facilities, equipment, and staffing to maintain service levels.

- **Population Diversity**
  A diverse population requires a broader range of programs and services to meet varied community needs.

- **Increased Activity**
  Higher community engagement across all age groups places additional demand on public services and amenities.

Service Cost Challenges

Higher Labour Costs
(EI, CPP, Pension Plan)

Downloading
(federal and provincial Governments)

Reduced Grants
(federal, provincial grants)

US Tariffs
(tariffs imposed on Canadian goods by the U.S. is driving costs for imported materials)

Stricter Sr. Gov't Legislation
(requires more stewardship and reporting)

Information Demand
(increased demand due to Internet and social media Trends)

Security Concerns
(guards, cameras, monitoring software, insurance, cyber threats)

Property Tax Class Capping
(provincial mill rate caps on port and other Industries)

Asset Renewal
(capital renewal costs on critical infrastructure, facilities, and equipment)

Budget Approach

Staff are initially presenting the "**Base Budget**" for the City and the Port Moody Police Board

- what staff and Boards feel is needed to maintain existing 2025 levels of service in 2026 and move the City forward

The budget separates out the increases for the Capital Asset Levy (1%) and the increase for the Climate Action Reserve levy (1%). This is in addition to the Base Budget.

Service Impacts (new or unfunded services) have been included for the Committee's consideration

- service impacts are in addition to the base budget

The budget document includes the Base Budget, increases to the levies, and the Service Impacts

Budget Approach

Provisional Budget Approval - December 2, 2025 Meeting

- Finance Committee will have received:
  - Budget overview and drivers
  - Detailed department presentations
  - Results of the Community Satisfaction Survey
  - Results of the Budget Consultation
- Future updates to be based on:
  - Significant changes in estimates or assumptions
  - Year-End results
  - Updated roll information from BC Assessment including non-market change (growth)

Budget Approach

Budget vs. Actuals

The budget is an *estimate* of the dollars required to provide particular level of service to the community

It is also required to establish the property tax rates (mill rates)

Variances must be analyzed to fully understand their long-term impacts

- This is most commonly achieved through the zero-based budgeting process

Disclaimer - Budget dollars and Tax Rate increase

A number of factors impact the **Property Tax Rate Increase,** and the **Average Property tax dollar increase** across the City

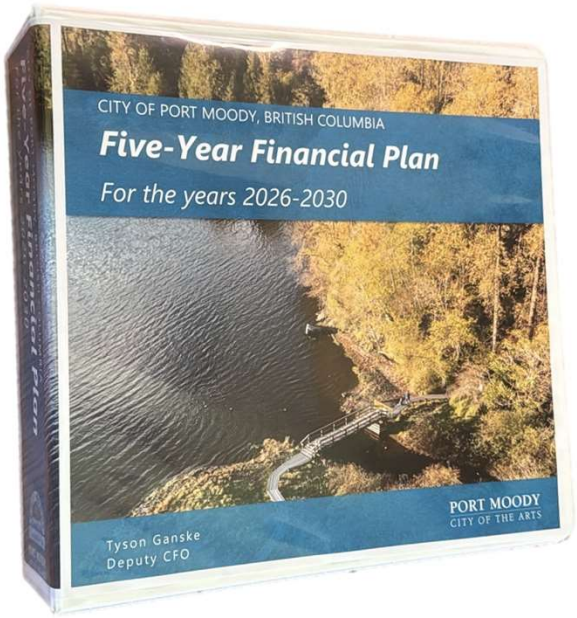
- these include, but are not limited to:
  - the budget increase
  - growth and non-market change as determined by BC Assessment, and the property tax classes in which growth has occurred
  - the distribution of the assessed values amongst the property tax classes – and how these have changed (shifted) over the prior year
  - change in the average assessed values for each property class

For these reasons, staff have included a **Total Budget Increase** for the 2026 Financial Plan and a **2026 Estimated Property Tax Increase**

The **2026 Estimated Property Tax Increase** will be updated as new information is available, however it may change independently of changes to the 2026 Financial Plan (budget)

Budget Documents

Budget Binder

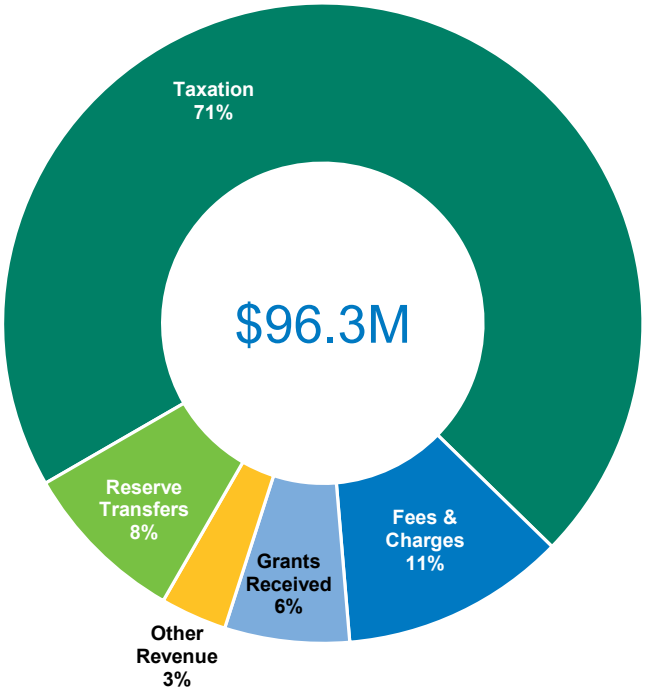


Budget PDF

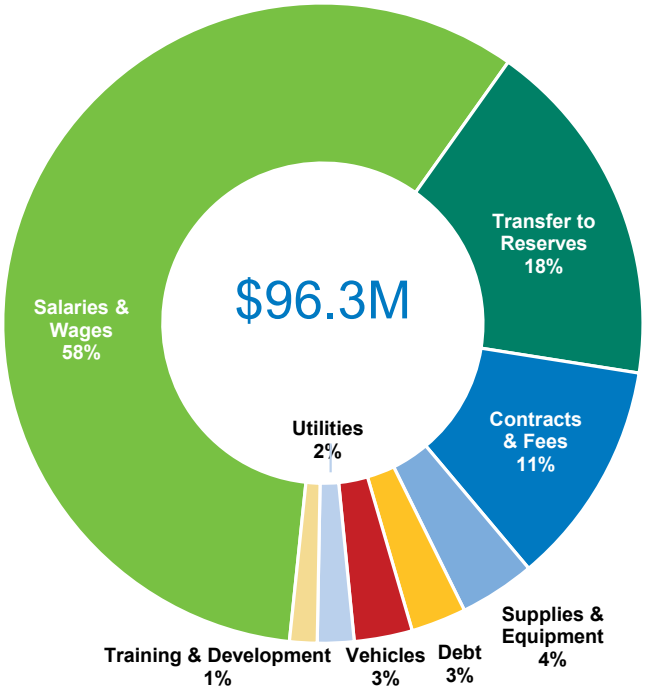
2026 Operating Budget

2026 Operating Budget Summary

Sources of money*



Uses of money*

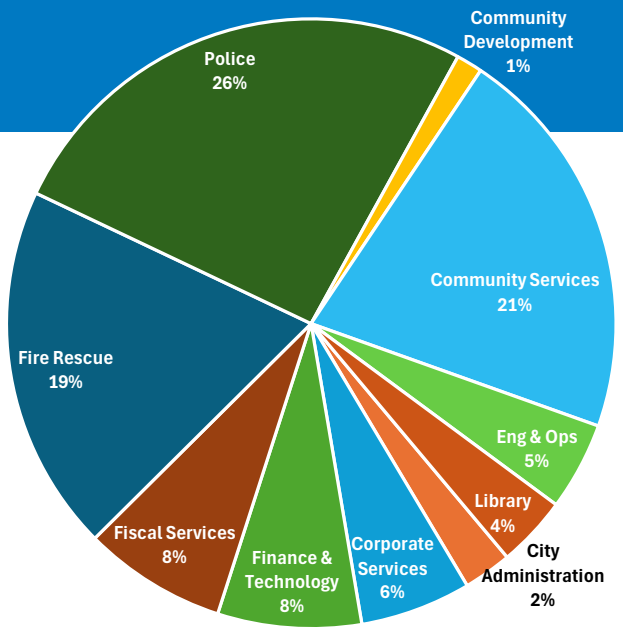


*General Fund Budget (excluding Utility Budgets)

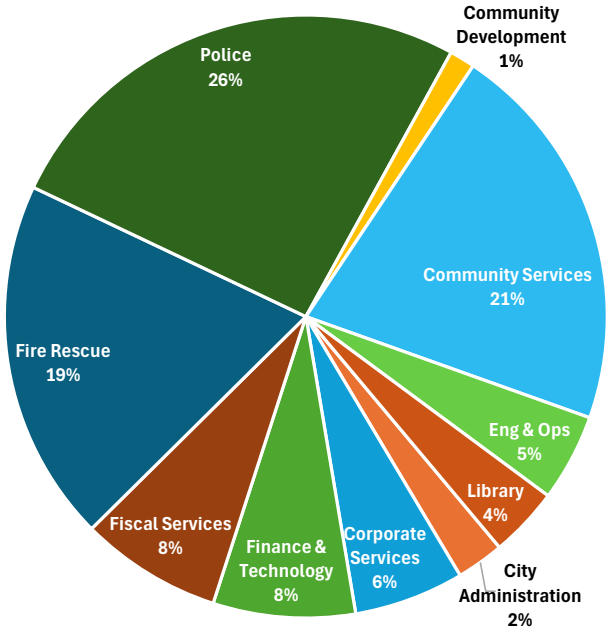
2026 Operating Budget Summary

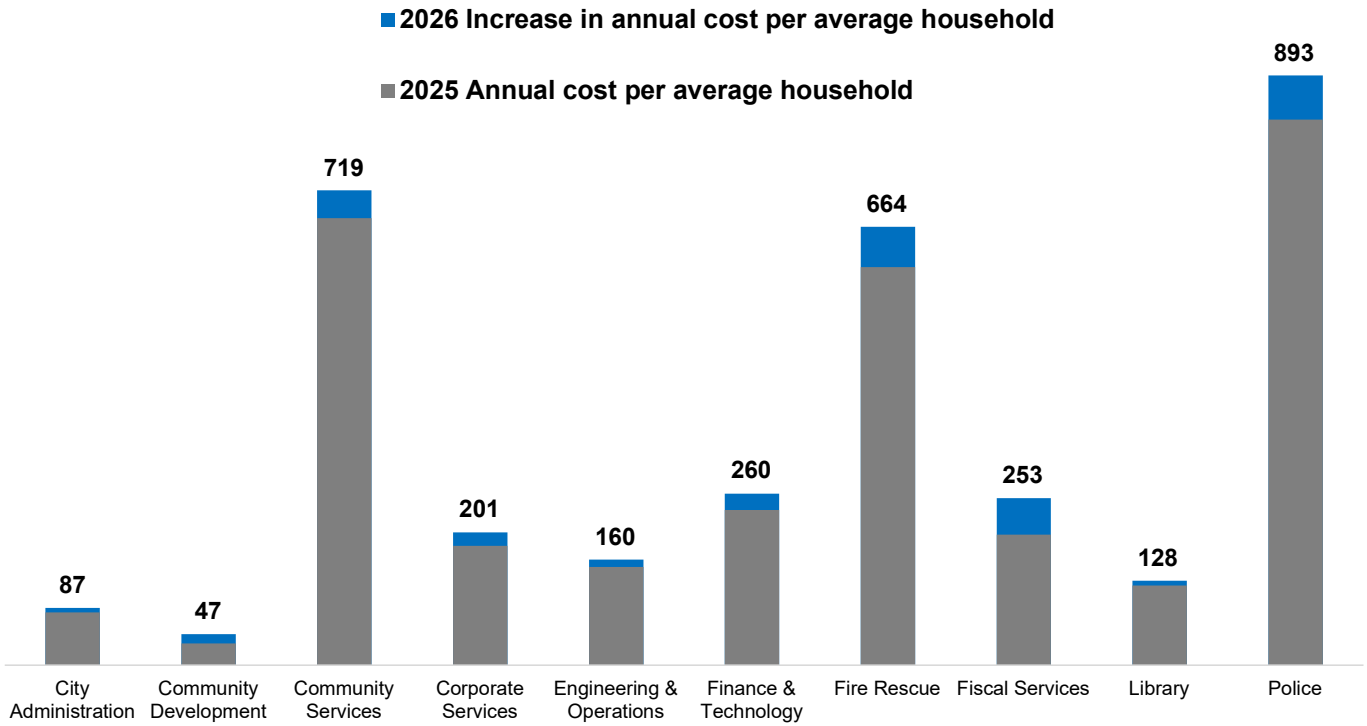
	2025	2026	2027	2028	2029	2030
Corporate Administration						
City Administration	1,663,844	1,738,676	1,786,390	1,857,885	1,931,952	1,981,068
Corporate Services	3,784,152	4,012,679	4,122,193	4,237,440	4,356,378	4,466,246
Finance & Technology	4,777,687	5,190,716	5,573,477	5,775,042	5,927,622	6,059,468
Fiscal Services	3,190,022	5,020,308	6,314,857	7,716,008	9,167,724	10,645,106
Total Corporate Administration	**13,415,704**	**15,961,379**	**17,796,917**	**19,586,376**	**21,383,675**	**23,151,887**
Community Safety						
Fire Rescue	12,088,345	13,244,012	14,055,340	14,787,409	15,445,762	15,904,626
Police	16,526,662	17,805,814	18,606,064	19,251,571	19,952,712	20,680,826
Total Community Safety	**28,615,008**	**31,049,826**	**32,661,405**	**34,038,980**	**35,398,473**	**36,585,452**
Community Development	**732,861**	**936,181**	**1,022,994**	**1,144,193**	**1,216,354**	**1,291,137**
Community Services	**13,604,491**	**14,330,162**	**15,108,388**	**15,566,616**	**16,067,275**	**16,578,136**
Engineering & Operations	**3,056,358**	**3,186,808**	**3,363,718**	**3,501,966**	**3,640,549**	**3,772,605**
Library	**2,439,939**	**2,558,694**	**2,625,580**	**2,708,563**	**2,789,978**	**2,873,569**
Property Taxation for City Services	**61,864,361**	**68,023,051**	**72,579,001**	**76,546,694**	**80,496,304**	**84,252,787**

Property Taxation Impact (%)	**5.97%**	**9.95%**	**6.70%**	**5.47%**	**5.16%**	**4.67%**
1% equivalent dollar amount ($)	584,000	619,000	680,000	726,000	765,000	805,000



2026 Operating Budget Summary





PORT MOODY
CITY OF THE ARTS

* Based on the 2025 average residential assessed value of $1,291,000

2026 Budget Drivers

2026 Operating Budget Drivers - Base

	Budget Driver	2026 Amount	Est. Tax Increase(%)	
1	Revenue Increases	(841,000)	-1.36%	Proposed revenue increase including Pay Parking, Permit and Licensing fees, Program and User Fees (Recreation), Grants, etc.
2	Salary, Wages, and Benefits	2,060,000	3.33%	Follows regional patterns beyond the City's control; required for employee retention and workforce stability
3	Operating Expenses	974,000	1.57%	Inflationary related increases (i.e. materials, supplies, contractors, insurance, etc.)
4	Operating and Capital Reserves	361,000	0.58%	Net transfers to and from reserves. Tied to increase in revenues noted above. Funds future expenses due to timing differences between receipt of revenues and labour/operating expenses (Development Processing Reserve, MRN, etc.)
5	Accumulated Surplus Funding	695,000	1.12%	A one-time allocation to reduce tax impact in 2025, shifting the tax impact to 2026
6	**Sub Total - City**	**3,249,000**	**5.25%**	**Required to maintain existing 2025 levels of service**
7	Port Moody Police Department	**1,279,000**	**2.07%**	As submitted by the Port Moody Police Board
8	**Sub Total - City and Police**	**4,528,000**	**7.32%**	**Base Operating Increase**

2026 Operating Budget Drivers - Base

Budget Driver		2026 Amount	Est. Tax Increase(%)	
8	**Sub Total - City and Police**	**4,528,000**	**7.32%**	**Base Operating Increase**
9	Capital Asset Levy	619,000	1.00%	To fund renewal and replacement of existing capital assets
10	Climate Action Implementation Reserve Levy	619,000	1.00%	To fund the goals and initiatives outlined in the City of Port Moody Climate Action Plan and reduce the City's greenhouse gas (GHG) emissions – Strategic Plan Goal
11	**Sub Total - Before New Service Impact**	**5,766,000**	**9.32%**	

2026 Operating Budget Drivers – Service Impacts

Service Impact

12.01	City Manager	32,000	0.05%	Staff Engagement Event
12.02	Mayor & Council	2,000	0.00%	Taste of Tri-Cities Chamber events
12.03	Cultural Services	5,000	0.01%	Extra request for National Indigenous Day event
12.04	Cultural Services	10,000	0.02%	TRC Event (Blanket Ceremony)
12.05	Parks	13,500	0.02%	Operating Impact on capital projects
12.06	Strategic Initiative	6,000	0.01%	Honorarium Practices for Indigenous Engagement
12.07	Operations	35,000	0.06%	Operating Impact on capital projects
12.08	Information System	15,000	0.02%	Cybersecurity risk monitoring, phased in 2 yrs
12.09	Information System	7,500	0.01%	Operating Impact on capital projects
12.10	Fire	266,818	0.43%	Two New Fire fighters
12	**Total**	**392,818**	**0.63%**	

2026 Operating Budget Drivers – Summary

	Budget Driver	2026 Amount	Est. Tax Increase(%)	
6	**Sub Total - City**	**3,249,000**	**5.25%**	**Required to maintain existing 2025 levels of service**
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11	**Sub Total - Before New Service Impact**	**5,766,000**	**9.32%**	
12	Service Impact	393,000	0.63%	New funding to address emerging issues and considerations
13	**2026 Financial Plan - Total Budget Increase**	**6,159,000**	**9.95%**	

2026 Estimate Property Tax Increase

2026 Total Property Tax - *Estimate*

Charge Type	Average Residential Property*		
	Amount ($)	Increase (%)	Increase ($)
General Government	2,161	211	6.8%
Port Moody Police	893	67	2.2%
Asset Renewal Levy	312	31	1.0%
MTP Levy - Capital	19	0	0.0%
Fire Hall #1 Replacement Levy	27	0	0.0%
Total - Proposed Property Tax & Levies	**3,412**	**309**	**10.0%**
Storm Drainage	140	8	0.2%
Total - Proposed Property Tax, Levies, & Drainage	**$ 3,552**	**$ 317**	**9.8%**

2026 Tax Increase for Avg Residential*
$6.1 / week

*Based on the 2025 average residential assessed value of $1,291,000

2026 Total Property Tax - *Estimate*

Residential - Class 1 Based on estimated 9.95% tax increase	Median $1,021,000	Strata $893,000	Single Family $1,900,000
General Municipal	$ 1,709	$ 1,495	$ 3,180
Police	$ 706	$ 618	$ 1,314
General Municipal & Police	**$ 2,415**	**$ 2,113**	**$ 4,494**
Asset Levy	$ 247	$ 216	$ 459
Master Transportation	$ 15	$ 13	$ 28
FireHall	$ 21	$ 19	$ 40
Total Before Storm	**$ 2,698**	**$ 2,361**	**$ 5,021**
Storm Drainage	$ 111	$ 97	$ 207
Total - Proposed Property Tax, Levies, & Drainage	**$ 2,809**	**$ 2,458**	**$ 5,228**
Increase over prior year	$ 250	$ 219	$ 467

$21 per month

$18 per month

$39 per month

Standard Household Costs – City vs. Non-City Services

Municipal Services

Funded through Property Tax (Including Service Impacts)

$297 per month*

General Government

$71

Emergency Services

$130

Library

$11

Storm Drainage

$12

Parks, Culture, & Recreation

$60

Roads

$13

Private Household Services

$772 per month

Hydro

$105

Natural Gas

$112

Auto Insurance

$150

Mobile Phone

$85

Internet & Entertainment

$170

Home Insurance

$150

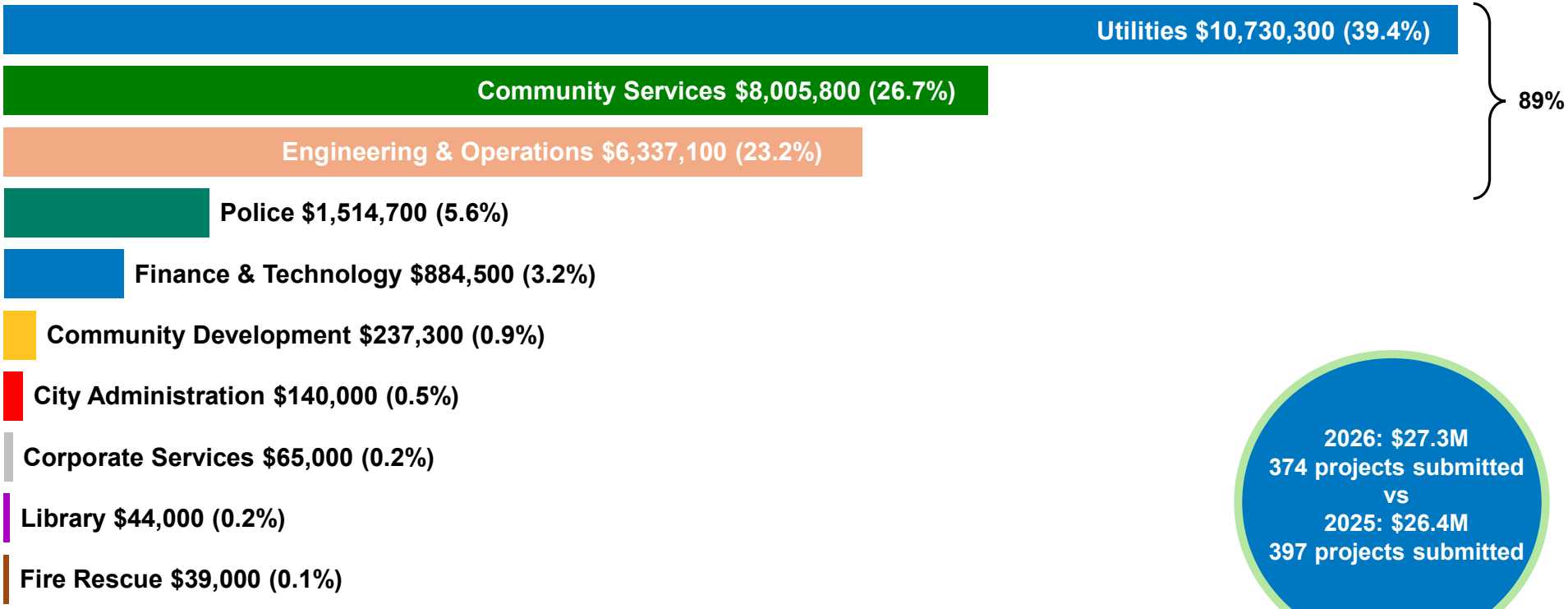
*Based on the 2025 Average residential assessed value of $1,291,000
*Disclaimer - figures are rounded

Capital Budget Summary

2026 - 2030 Capital Budget – Departmental Summary

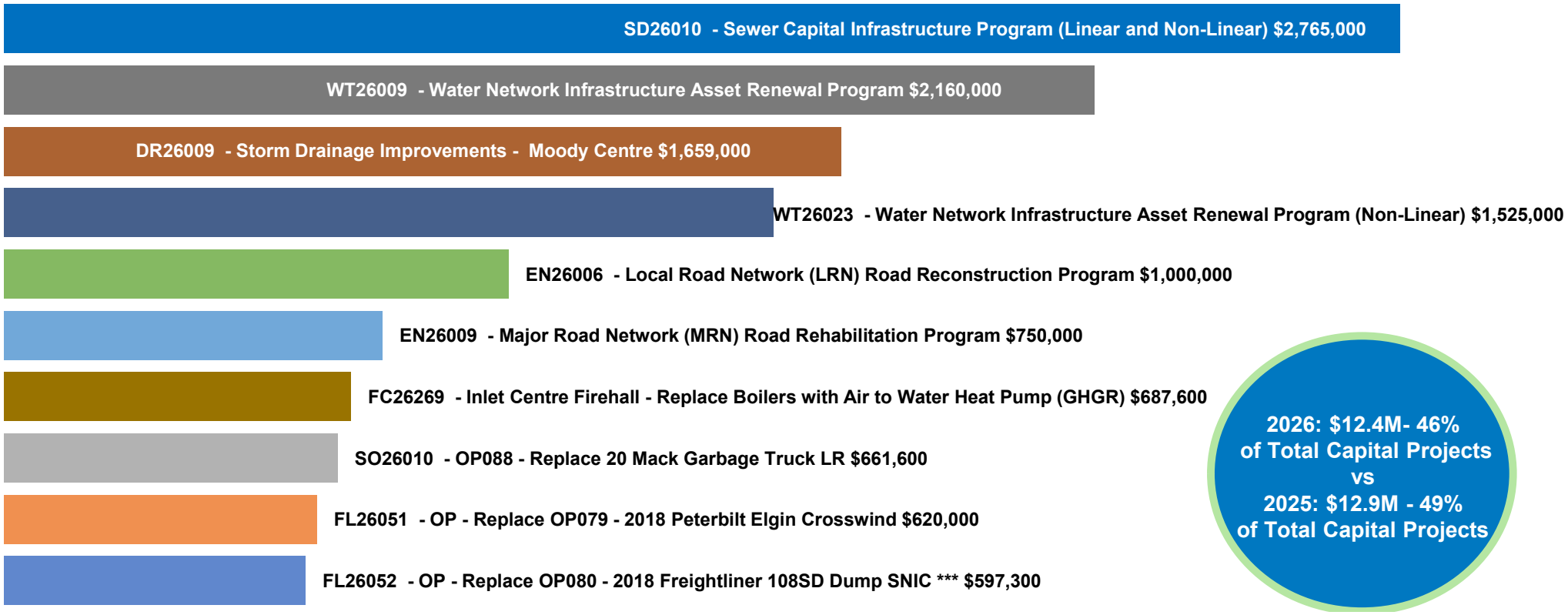
Department	Total Project Count	2026	2027	2028	2029	2030
City Administration	2	140,000	150,000	125,000	125,000	125,000
Community Development	9	237,300	71,800	12,500	12,500	
Community Services	150	7,265,300	5,466,100	3,886,800	5,730,300	1,867,400
Corporate Services	4	65,000	15,000	15,000		
Engineering & Operations	129	6,337,100	10,764,300	3,515,500	4,721,900	3,248,900
Finance & Technology	21	884,500	281,000	205,000	1,080,000	150,000
Fire Rescue	3	39,000	120,000			
Library	1	44,000				
Police	38	1,514,700	353,100	244,000	792,900	805,500
Utilities	27	10,730,300	5,334,600	6,016,100	3,790,000	3,742,800
	374	27,257,200	22,555,900	14,019,900	16,252,600	9,939,600

2026 Capital Budget – Departmental Summary



2026: $27.3M
374 projects submitted
vs
2025: $26.4M
397 projects submitted

2026 Capital Budget – Top 10 (by dollar)

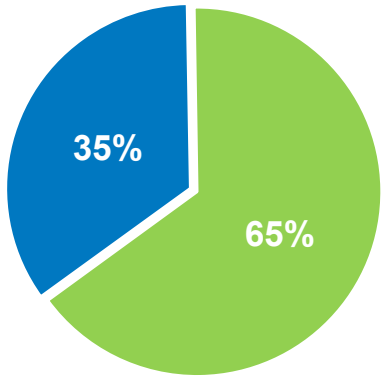


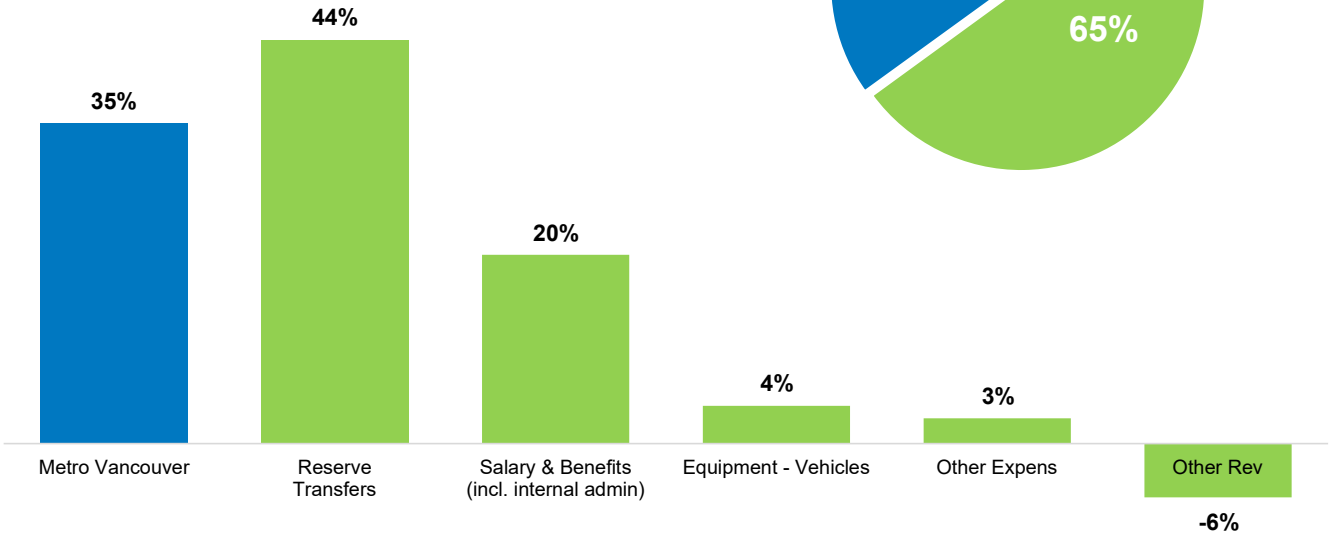
2026: $12.4M- 46%
of Total Capital Projects
vs
2025: $12.9M - 49%
of Total Capital Projects

Utility Budget Summary

2026 Utility Budgets – Key Drivers (incl. Drainage)

Major Drivers (incl. Drainage)	$
Metro Vancouver	595,000
Reserve Transfers	750,000
Salary & Benefits (including internal admin)	351,000
Equipment - Vehicles	70,000
Other Expense	47,000
Other Revenue	-100,000





2026 Utility Budget – Rates by Housing Type

Total Utility (Single-Family)	2025	2026	Change $	Change %
Water	$ 643	$ 709	$ 66	10.26%
Sewer	$ 637	$ 679	$ 42	6.59%
Garbage	$ 137	$ 144	$ 7	5.11%
Recycling	$ 59	$ 61	$ 2	3.39%
Glass	$ 15	$ 16	$ 1	6.67%
Green Waste	$ 292	$ 299	$ 7	2.40%
Total before Drainage	**$ 1,783**	**$ 1,908**	**$ 125**	**7.01%**

Total Utility (Townhouse)	2025	2026	Change $	Change %
Water	$ 602	$ 664	$ 62	10.30%
Sewer	$ 601	$ 640	$ 39	6.49%
Garbage	$ 137	$ 144	$ 7	5.11%
Recycling	$ 59	$ 61	$ 2	3.39%
Glass	$ 15	$ 16	$ 1	6.67%
Green Waste	$ 292	$ 299	$ 7	2.40%
Total before Drainage	**$ 1,706**	**$ 1,824**	**$ 118**	**6.92%**

Total Utility (Condo)	2025	2026	Change $	Change %
Water	$ 403	$ 445	$ 42	10.42%
Sewer	$ 403	$ 429	$ 26	6.45%
Garbage	$ 137	$ 144	$ 7	5.11%
Recycling	$ 59	$ 61	$ 2	3.39%
Glass	$ 15	$ 16	$ 1	6.67%
Green Waste	$ 292	$ 299	$ 7	2.40%
Total before Drainage	**$ 1,309**	**$ 1,394**	**$ 85**	**6.49%**

2026 Total Property Charges - *Estimate*

Charge Type	Average Residential Property *		
	Amount ($)	*Increase ($)*	*Increase (%)*
General Government	2,161	214	6.9%
Port Moody Police	893	64	2.1%
Asset Renewal Levy	312	31	1.0%
Master Transportation Levy	19	0	0.0%
Fire Hall #1 Replacement Levy	27	0	0.0%
Proposed Property Tax & Levies Total	**3,412**	**309**	**10.0%**
Storm Drainage	**140**	**8**	**0.2%**
Proposed Property Tax, Levies & Drainage Total	**$ 3,552**	**$ 317**	**9.8%**
User Fee Utilities (Single Family Dwelling)	**1,908**	**125**	**7.0%**
2026 Total Property Charges	**$ 5,460**	**$ 442**	**8.8%**

2026 Total Increase for Avg Residential*
$8.5 / week

*Based on the 2025 Average residential assessed value of $1.29M

Community Satisfaction Survey

2024 COMMUNITY SATISFACTION SURVEY

Final Report

September 23, 2024

© Ipsos | City of Port Moody 2024 Community Satisfaction Survey | September 2024

2024 Community Satisfaction Survey

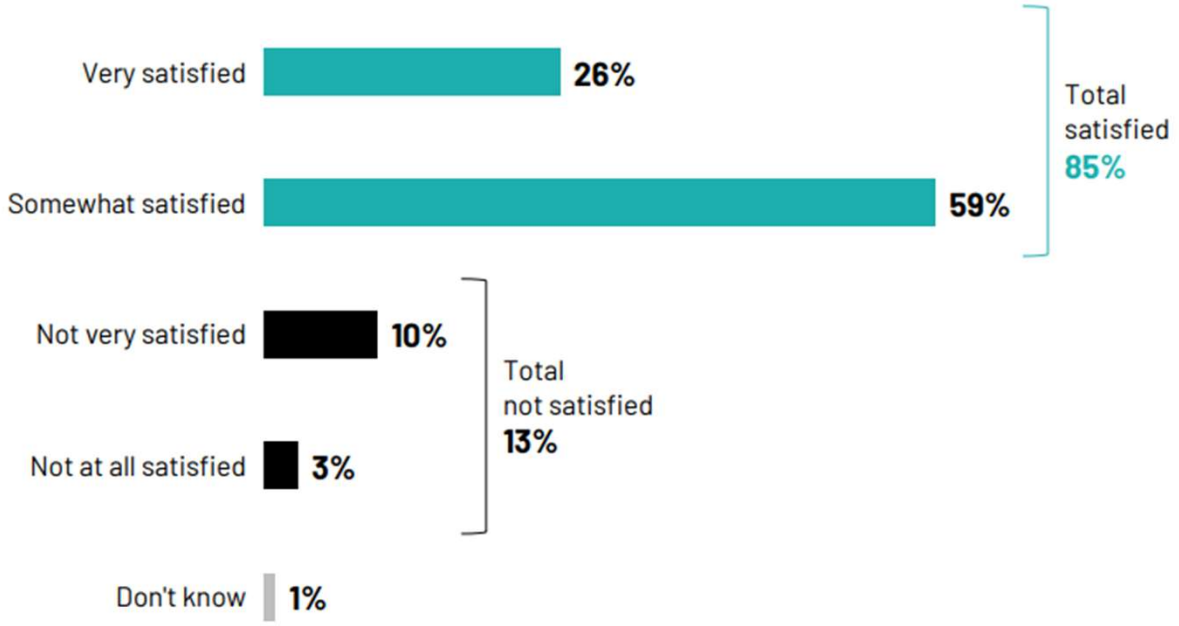
FINANCIAL PLANNING

- Two-thirds of residents say they receive good value for the taxes and utility fees they pay to the City.
- Residents would like to see improvements in recreation services, specifically swimming pools and parks/green space/trails.
- Residents are divided on the approach the City should take to balancing service levels and tax rates.
- Residents suggest a variety of non-taxation revenue generating ideas, with parking meters/paid parking mentioned the most frequently overall.

2024 Community Satisfaction Survey

Overall Satisfaction with City Services

- Overall satisfaction with City services is high.
- In total, 85% of residents say they are satisfied with the overall level and quality of services provided by the City (26% 'very satisfied', 59% 'somewhat satisfied').
- Total satisfied is higher among younger residents (93% of 18-34 years versus 82% of 35-54 years, 84% of 55+ years).

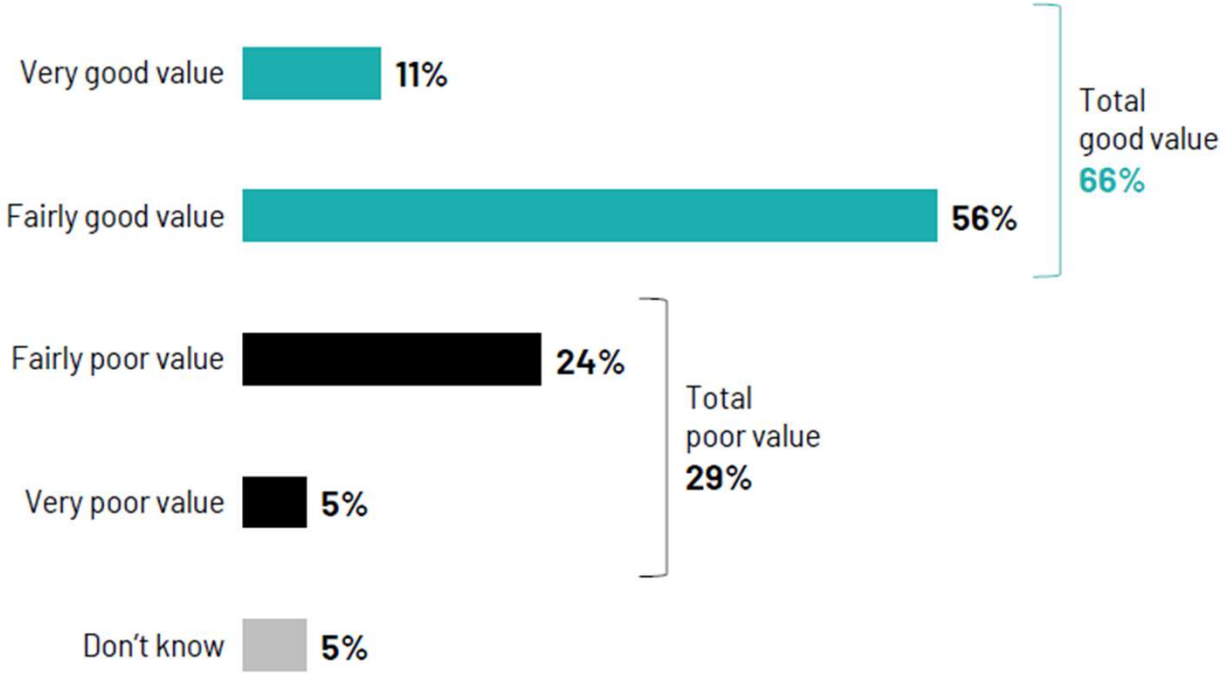


Source: Ipsos | City of Port Moody 2024 Community Satisfaction Survey | September 2024

2024 Community Satisfaction Survey

Value for Taxes and Utility Fees

- A majority (66%) of residents say they receive good value for their taxes and utility fees overall (11% 'very good value', 56% 'somewhat good value').
- However, nearly three-in-ten (29%) rate this poorly.
- Total poor value is higher among:
  - Men (33% versus 23% of women)
  - Those living in single detached houses (37% versus 23% of those living in other types of housing)
  - Homeowners (30% versus 20% of renters)

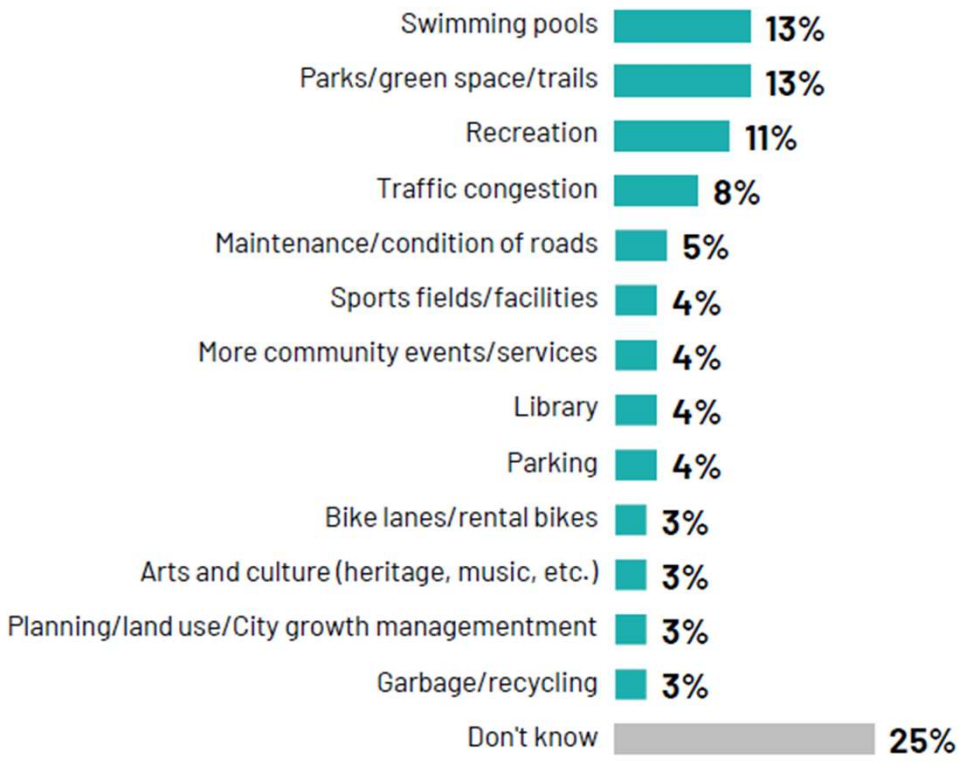


Source: Ipsos | City of Port Moody 2024 Community Satisfaction Survey | September 2024

2024 Community Satisfaction Survey

Suggestions for Service, Program, and Facility Improvements

- On an unprompted basis, the three most frequently mentioned suggestions for service, program, and facility improvements are all recreation-related, and include:
  - "Swimming pools" (13%)
  - "Parks/green space/trails" (13%)
  - "Recreation" (11%)
- Transportation is also a common theme, with 8% mentioning "traffic congestion" and 5% mentioning "maintenance/condition of roads".
- One-quarter (25%) are unable to identify any specific City services, programs, and facilities they would like to see improved.

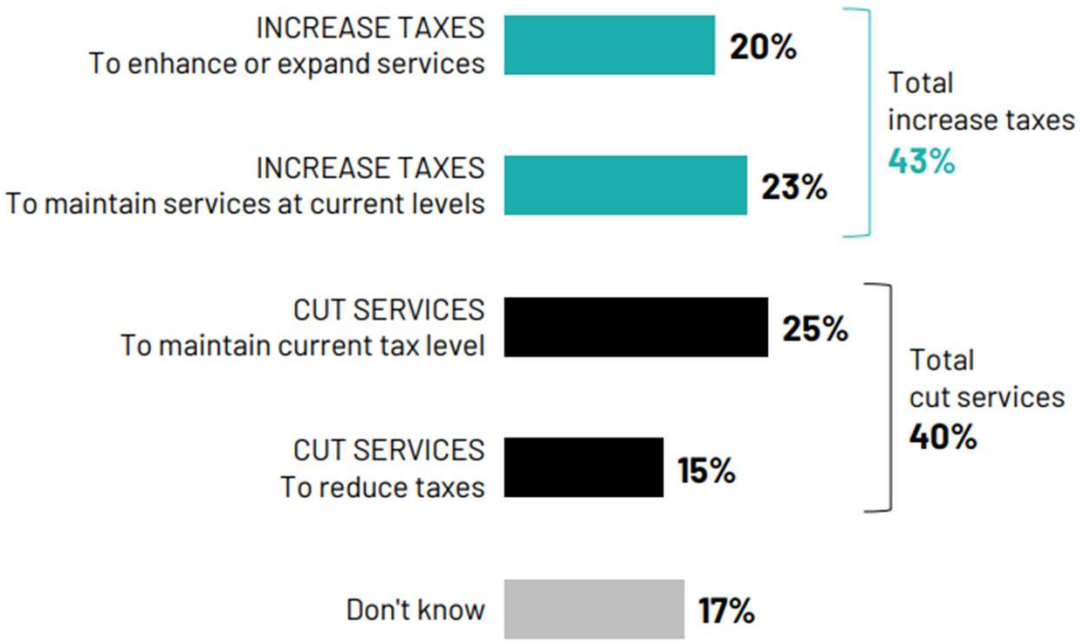


Source: Ipsos | City of Port Moody 2024 Community Satisfaction Survey | September 2024

2024 Community Satisfaction Survey

Balancing Service Levels and Tax Rates

- Residents are divided on the approach the City should take to balancing service levels and tax rates.
- In total, 43% say the City should increase taxes while 40% would prefer to see service cuts.
- The remaining 17% of residents are unsure which approach they would like the City to pursue.

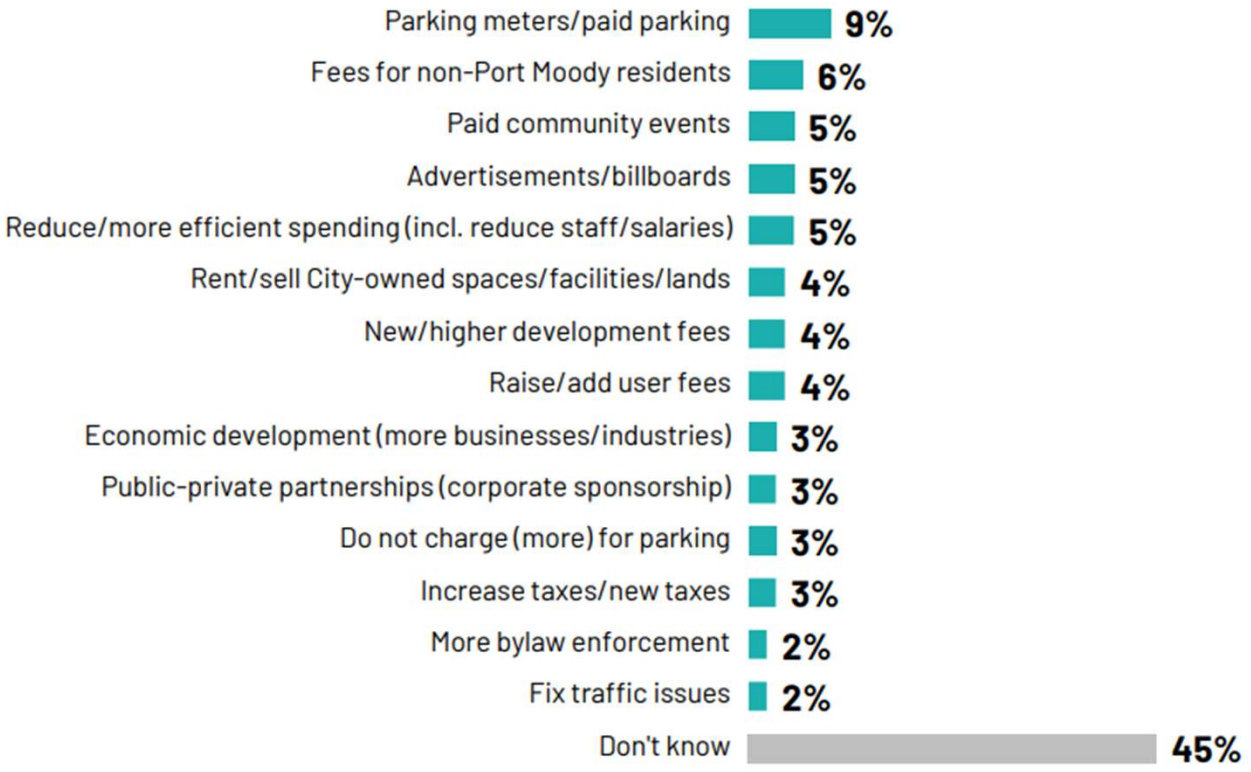


Source: Ipsos | City of Port Moody 2024 Community Satisfaction Survey | September 2024

2024 Community Satisfaction Survey

Suggestions for Non-Taxation Revenue Generating Ideas

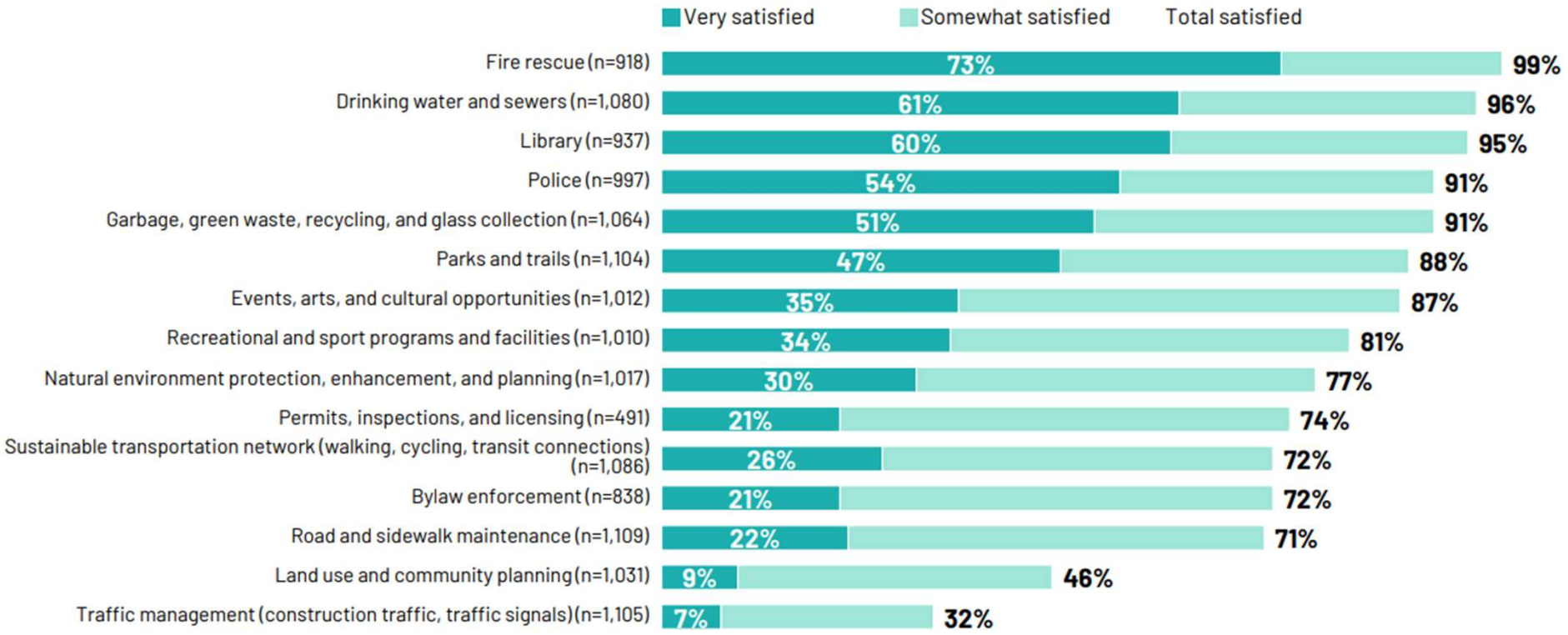
- Residents suggest a variety of non-taxation revenue generating ideas.
- The most frequently mentioned is "parking meters/paid parking" (9% coded open-ends).
- Other leading suggestions include:
  - "Fees for non-Port Moody residents" (6%)
  - "Paid community events" (5%)
  - "Advertisements/billboards" (5%)
  - "Reduce/more efficient spending (including reduce staff/salaries)" (5%)
- More than four-in-ten (45%) decline to offer any specific suggestions.



Source: Ipsos | City of Port Moody 2024 Community Satisfaction Survey | September 2024

2024 Community Satisfaction Survey

Satisfaction with Specific City Service Areas and Infrastructure

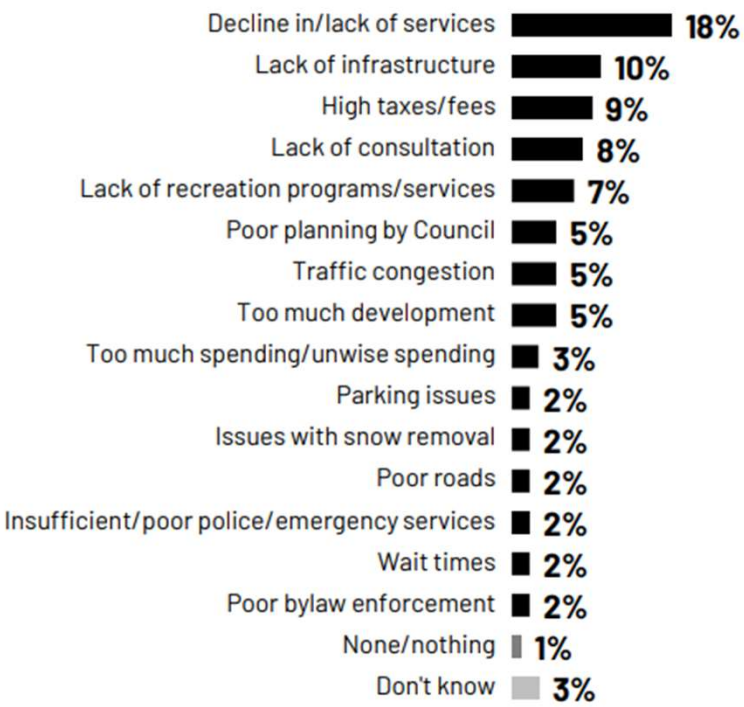


Source: Ipsos | City of Port Moody 2024 Community Satisfaction Survey | September 2024

2024 Community Satisfaction Survey

Reasons why Not Satisfied with City Services

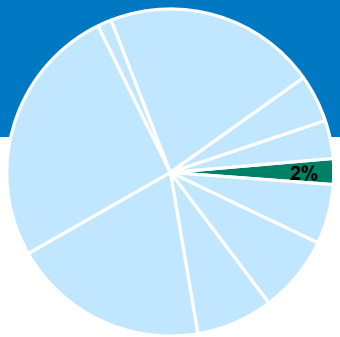
- Those saying they are not satisfied with the City's overall services most frequently attribute this to a perceived "decline in/lack of services" (18% coded open-ends).
- Other reasons include:
  - "Lack of infrastructure" (10%)
  - "High taxes/fees" (9%)
  - "Lack of consultation" (8%)
  - "Lack of recreation programs/services" (7%)



Source: Ipsos | City of Port Moody 2024 Community Satisfaction Survey | September 2024

Department Presentations

Department Summary – City Administration



City Administration	2024 Actual	2025 Adjusted Budget	2026 Draft Budget	$ Change over prior year	% Change over prior year	2026 Estimated Tax Impact
City Manager	883,413	907,068	957,007	49,939	5.51%	0.08%
Mayor & Council	722,940	756,776	781,669	24,893	3.29%	0.04%
	1,606,353	**1,663,844**	**1,738,676**	**74,833**	**4.50%**	**0.12%**

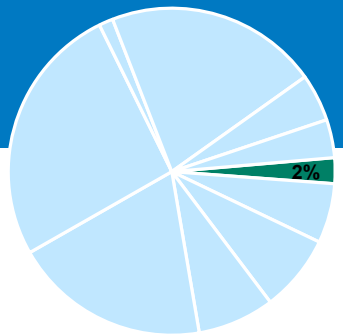
City Manager – Anna Mathewson

City Manager

- City Manager
- Executive Assistant to City Manager
- Executive Assistant to Mayor and Council

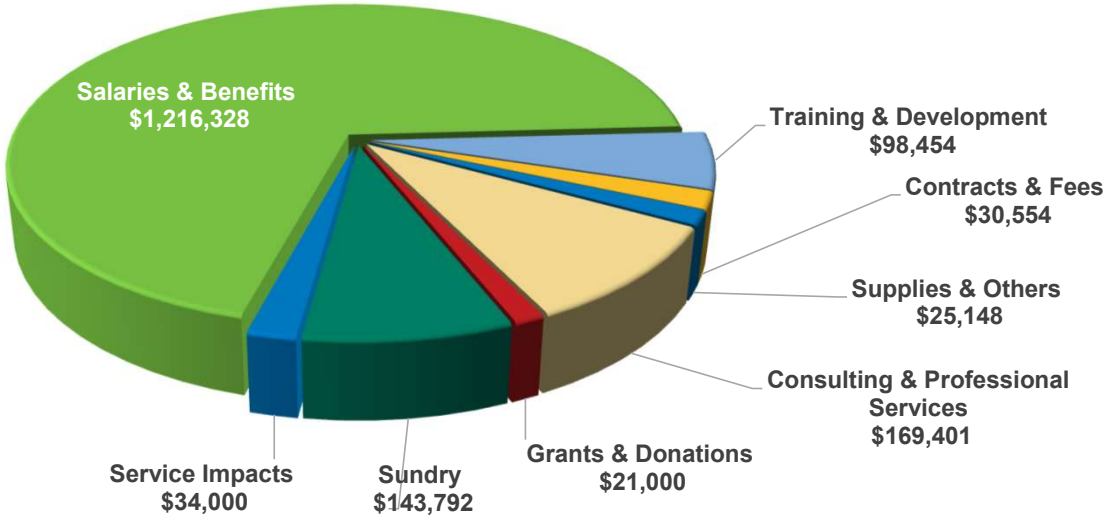
Mayor and Council

Department Summary – City Administration

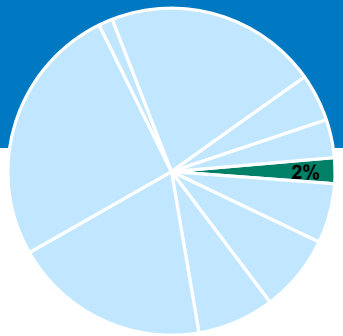


	2024 Actual	2024 Budget	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
City Administration	1,606,353	1,515,407	1,663,844	1,738,676	1,786,390	1,857,885	1,931,952	1,981,068

2026 Expenses



Department Summary – City Administration



	2024 Actual	2025 Adjusted Budget	2026 Draft Budget	$ Change over prior year	% Change over prior year	2026 Estimated Tax Impact
City Administration	**1,606,353**	**1,663,844**	**1,738,676**	**74,833**	**4.50%**	**0.12%**

Key Budget Drivers $74,833

Salary & Benefits (net) $12,000
- $12,000

Operating Expenses $29,000
- Consulting & Professional Services $23,000
- Other Expense $5,000
- Training & Dues $1,000

Service Impacts $34,000
- Staff Engagement Events $32,000
- Civic Functions $2,000

Department Summary - City Administration

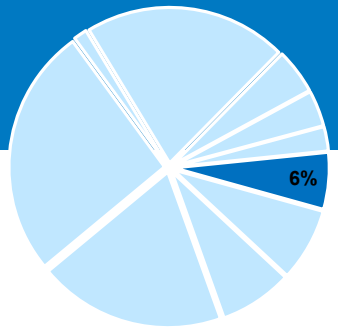
Operational Successes

- Enhanced Communication with Staff
- Continued Advancement of tracking and reporting on Strategic priorities
- Streamlining internal workflows and reducing redundancies

Operational Considerations

- Increasing Legal expenses (volume and complexity of matters)
- Effective Space planning for optimizing workflow and operation efficiency
- Fostering Employee Engagement and Creating Networking Opportunities for Staff

Department Summary – Corporate Services



	2024 Actual	2025 Adjusted Budget	2026 Draft Budget	$ Change over prior year	% Change over prior year	2026 Estimated Tax Impact
Corporate Services	**3,331,568**	**3,784,152**	**4,012,679**	**227,528**	**6.01%**	**0.37%**

G.M. Kate Zanon

Communications and Engagement

Media relations, public engagement, communications planning, issues response communications, publications, signage, event support, websites, social media

Human Resources

Labour Relations, Employee Relations, Occupational Health and Safety, Compensation and Benefits, Recruitment and Selection, Corporate Learning and Development, Organizational Development

Strategic Initiatives

Strategic planning, corporate planning, Truth and Reconciliation actions, accessibility initiatives, corporate project management and advising on corporate strategy, policies, procedures, process improvements and change management

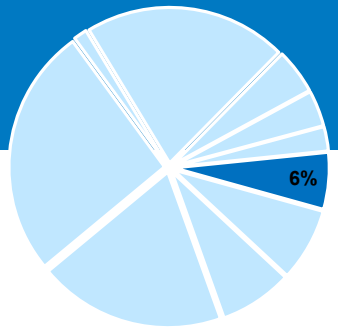
Legislative Services

Council Meetings, Records Management, Freedom of Information and Privacy Protection, Committee Support, Reception, Elections

Corporate Services Admin

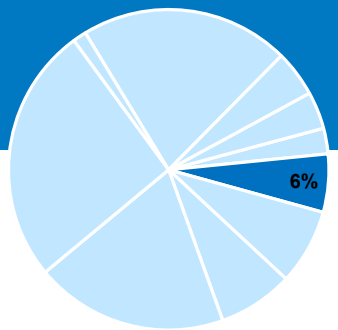
Council Strategic Planning, Cross-organizational and Integrated Projects, Business Planning, Organizational Systems, Policies, and Procedures, Administration and General Manager support

Department Summary – Corporate Services



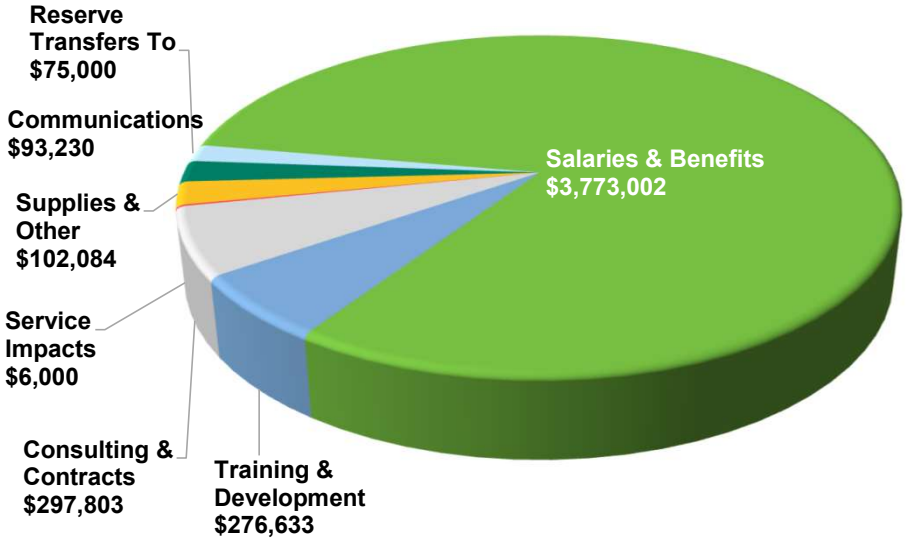
	2024 Actual	2025 Adjusted Budget	2026 Draft Budget	$ Change over prior year	% Change over prior year	2026 Estimated Tax Impact
Corporate Services						
Communications and Engagement	582,367	699,262	722,935	23,673	3.39%	0.04%
Corporate Services Admin	399,656	280,532	329,032	48,500	17.29%	0.08%
Human Resources	1,220,325	1,253,173	1,312,409	59,236	4.73%	0.10%
Legislative Services	1,129,219	1,303,307	1,356,123	52,816	4.05%	0.09%
Strategic Initiatives	0	247,879	291,181	43,302	17.47%	0.07%
	3,331,568	**3,784,152**	**4,012,679**	**227,528**	**6.01%**	**0.37%**

Department Summary – Corporate Services

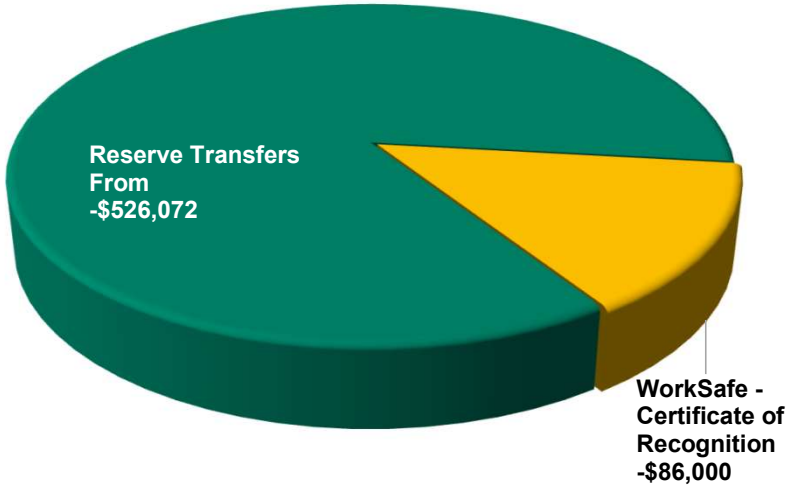


	2024 Actual	2024 Budget	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Corporate Services	3,331,568	3,382,382	3,784,152	4,012,679	4,122,193	4,237,440	4,356,378	4,466,246

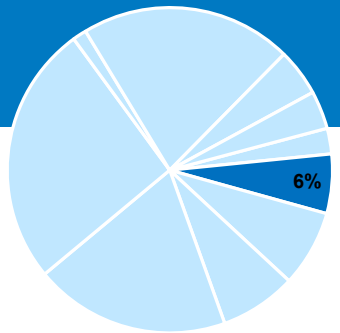
2026 Expenses



2026 Revenues



Department Summary – Corporate Services



	2024 Actual	2025 Adjusted Budget	2026 Draft Budget	$ Change over prior year	% Change over prior year	2026 Estimated Tax Impact
Corporate Services	**3,331,568**	**3,784,152**	**4,012,679**	**227,528**	**6.01%**	**0.37%**

Key Budget Drivers $227,528

Revenues ($35,000)
- WorkSafe Certificate of Recognition ($35,000)

Salary & Benefits (net) $244,000
- $244,000

Operating Expenses $19,000
- Consulting Services $9,000
- Training $5,000
- Other Expense $5,000

Service Impacts $6,000
- Honorarium Practices for Indigenous Engagement $6,000

Reserves ($7,000)
- OH&S / WCB $35,000
- Other Reserve ($42,000)

Department Summary – Corporate Services

Operational Successes

- Continued positive labour relations
- Implemented an enhanced Patron Code of Conduct Policy and related safety procedures
- Improved the return-to-work outcomes within the City's disability management
- Employee Recruitment
  - 2024 – 101 postings for 191 placements
  - 2025 (to date) – 100 postings for 192 placements
- Completed requirements to achieve compliance with the new Provincial Pay Transparency Reporting
- Updated the new staff on-boarding program
- Launched a new City website at portmoody.ca
- Provided dedicated communications and public engagement support for OCP 2050 update, Parkland Strategy, Mayor's Townhall on Park Expansion in Moody Centre, Kyle Centre Redevelopment, Car-Free Day, and multiple significant capital projects

Department Summary – Corporate Services

Operational Successes (Cont'd)

- Conducted an Employee Survey to reassess employee engagement levels and lay the groundwork for an update to our Organizational Development Plan
- Made progress on the Records Management Renewal Project through work on a suite of administrative policies, updating the Corporate File Plan, and starting the procurement for technology options
- Administered the Corporate Project Plan (63% completion of projects) and integrated several new projects into the Corporate Project Plan through the Strategic Priorities Intake Process
- Continued relationship development with Area Nations and hosted a community blanket exercise to commemorate the National Day for Truth and Reconciliation
- Facilitated Council procedures improvements such as notice of motion process improvements, Staff Council meeting preparation training, and written public input process
- Established the City website response packages for Freedom of Information requests
- Updated election related bylaws (will be completed by the end of 2025)

Department Summary – Corporate Services

Operational Considerations

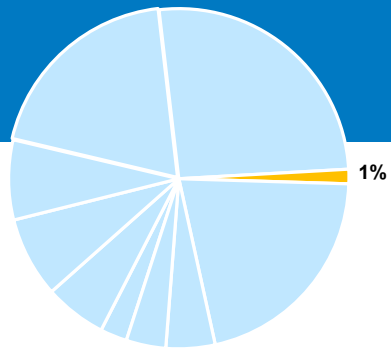
- Increase in recruitment requirements with challenges in attracting and retaining talent in this competitive job market
- Increase in complexity and volume of disability management cases
- Occupational health and safety support pressures and need to strengthen health and safety management systems
- Human resources staffing adjustments
- Increasing demand for both communications and engagement support (such as for provincial housing legislation, development applications, public notification, capital projects, events, enhanced level of public information on Council decisions, City work, and trending community topics, and social media moderation)
- General Local Election to be held in October 2026 – staffing and budgetary impacts

Department Summary – Corporate Services

Operational Considerations (Cont'd)

- Demand exceeding staffing capacity in the communications area – demands of project implementation and engagements competing with ongoing needs such as media inquiries, issues response communications, cadence and volume of Council Reports, and public notices
- Limited capacity to enhance employee health and safety prevention and to adapt quickly and seamlessly to new and changing WorkSafe legislation
- Several complex labour/employee relations matters
- Meeting demand for accessibility services and improvements
- Balancing project timelines and budgets with consultation processes with Area Nations
- Team and delivery impacts from vacancies
- Balance between operational and strategic work

Department Summary – Community Development



	2024 Actual	2025 Adjusted Budget	2026 Draft Budget	$ Change over prior year	% Change over prior year	2026 Estimated Tax Impact
Community Development						
Building, Bylaw & Licensing	241,398	262,021	306,792	44,771	17.09%	0.07%
Community Development Admin	-132,498	-78,981	-22,663	56,318	-71.31%	0.09%
Development Planning	437,422	222,563	307,858	85,295	38.32%	0.14%
Policy Planning	339,895	327,258	344,194	16,936	5.18%	0.03%
	886,216	**732,861**	**936,181**	**203,320**	**27.74%**	**0.33%**

G.M. Suzanne Smith

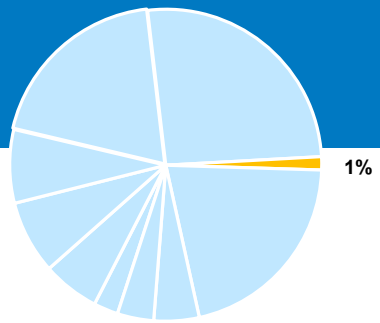
Building, Bylaws, and Licensing
Building permits, business licensing, bylaw enforcement

Development Planning
Development application processing

Policy Planning
Policy development, social planning, and climate action

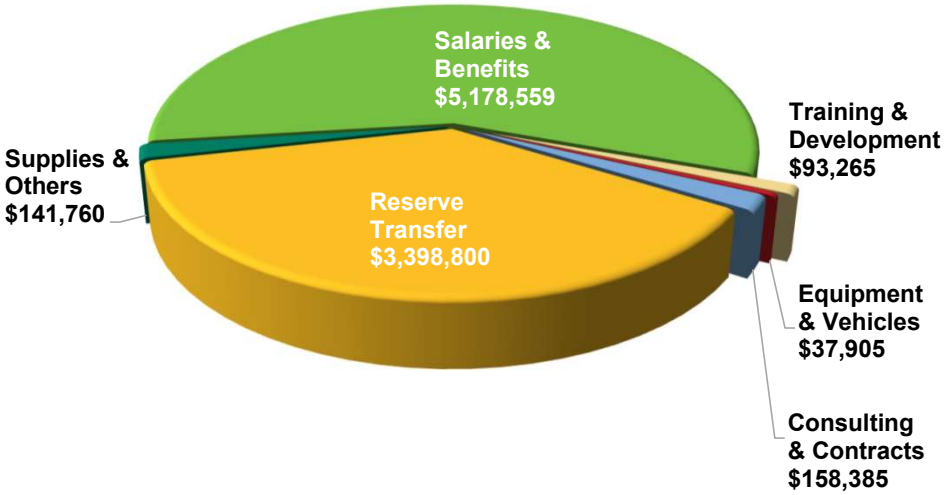
Community Development Admin
Department Administration, Economic Development

Department Summary – Community Development

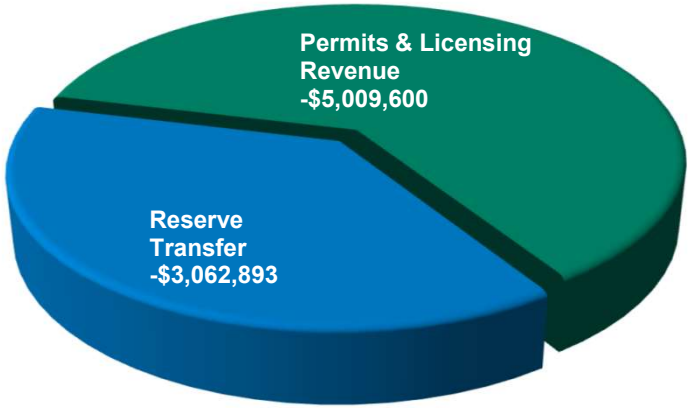


	2024 Actual	2024 Budget	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Community Development	886,216	962,095	732,861	936,181	1,022,994	1,144,193	1,216,354	1,291,137

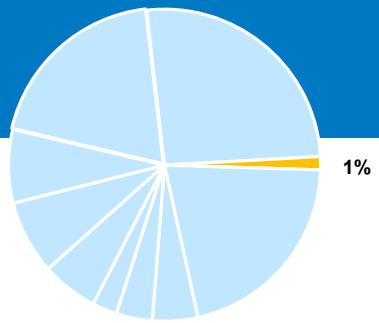
2026 Expenses



2026 Revenues



Department Summary – Community Development



	2024 Actual	2025 Adjusted Budget	2026 Draft Budget	$ Change over prior year	% Change over prior year	2026 Estimated Tax Impact
Community Development	**886,216**	**732,861**	**936,181**	**203,320**	**27.74%**	**0.33%**

Key Budget Drivers $203,320

Revenues Decrease $80,000
- Permits & Licensing $61,000
- Others $19,000

Salary & Benefits (net) $144,000
- Tax Funded $144,000
- Reserve/Project Funded $0 ($223,000)

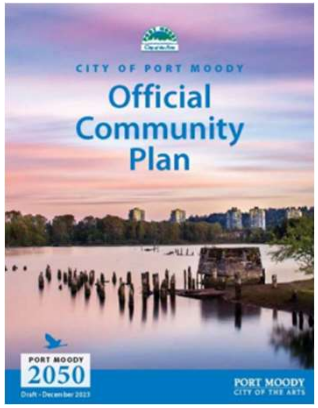
Operating Expenses $10,000
- Other Expense 9,000
- Training & Dues $1,000

Reserves ($31,000)
- Development Process Reserve ($26,000)
- Others ($5,000)

Department Summary – Community Development

Operational Successes

- Official Community Plan update – ongoing community engagement events, survey.
- Official Community Plan update – updating of policies to align with provincial housing legislation for Small Scale Multi-Unit Housing and Transit Oriented Areas.
- Year two complete - fulfilling the Housing Branch Ministerial Order Targets (established in Sept 2023)
- Council strategic plan projects highlights:
  - **Standards of Maintenance Bylaw** adoption (January 2025)
  - **OCP community engagement** (Spring 2025)
  - **Updated draft OCP document** (July 2025)
  - **Guide to Small-Scale Multi-Unit Housing** (July 2025)
  - Climate Action in action
    - **EV Charging Stations** in Civic Parking Lot (May 2025) *implementation support from Projects team
    - **E-mobility Program -** e-scooter and e-bike sharing program (August 2025) *implementation support from Projects team
    - **Zero Emissions Civic Building Policy** (September 2025) *with support from Projects team



Department Summary – Community Development

Operational Successes (Cont'd)

- Continued improvements in public access and reporting of information on Engage Port Moody
- Completed the options phase of the coastal flood management strategy with preparations underway for community engagement
- Facilitated complex planning and building applications, including Coronation Park Phase A text amendment for below market units now at 3rd reading, Public Hearing complete for PCI in Moody Centre, staff review of instream and recent applications ongoing
- Facilitated agreements with BC Hydro to increase the Port Moody electric vehicle charging network
- Implemented priority actions from the Development Procedures Approval Procedure Process review – more application touch points, updated internal communication processes, applicant guidelines

Department Summary – Community Development

Operational Considerations

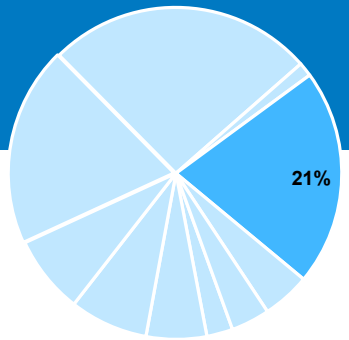
- Balancing standard requirements and processes where necessary to facilitate development application approvals in current challenging economic and industry climate.
- Increasing complexity of development requirements, impact on staff time, increased need for more specific expertise guidance, and interdepartmental coordination
- Strategically balancing (sometimes) competing policies and objectives based on neighbourhood priorities and not just responding on a case-by-case basis
- Staffing recruitment and retention
- Provincial Housing Bills and Housing Branch Ministerial Order Housing Targets (2023-2028)
- Supporting the creation of additional inclusionary housing, securing rental housing, increasing employment space, and adding more childcare spaces

Department Summary – Community Development

Operational Considerations (Cont'd)

- Engagement on and adoption of the Port Moody 2050, new Official Community Plan
- Continued implementation of Development Application process improvements
- Encouraging more park space and tree canopy through the Development Application process in Moody Centre
- Further neighbourhood planning in Moody Centre and the TOA neighbourhoods including South of St. John Street
- Long-term stable funding for climate action
- Prioritizing funding and implementation of actions identified in department master plans

Department Summary – Community Services



	2024 Actual	2025 Adjusted Budget	2026 Draft Budget	$ Change over prior year	% Change over prior year	2026 Estimated Tax Impact
Community Services	**12,315,163**	**13,604,491**	**14,330,162**	**725,671**	**5.33%**	**1.17%**

G.M. Julie Pavey-Tomlinson

Environmental Services
Environmental compliance, environmental planning, spill response, wildlife management, local environmental stewardship coordination, community environmental education and outreach, invasive species management and ecological restorations

Cultural Services
Art in public places, City and community events, Inlet theatre management, filming, artist's spaces, community organization support and partnerships

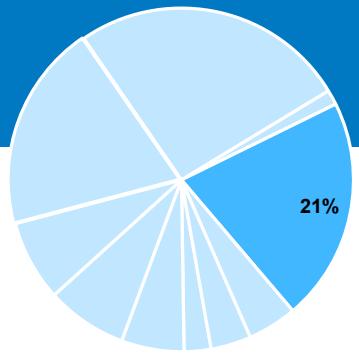
Parks
Parks administration and park planning, parks operations and maintenance, horticulture, urban forests, and trails

Facilities
Maintenance, operations, capital work for all municipal facilities

Recreation
Child, youth, adult, seniors and sports groups active living programming, neighbourhood recreation centres, arenas and pools, SD43 partnerships

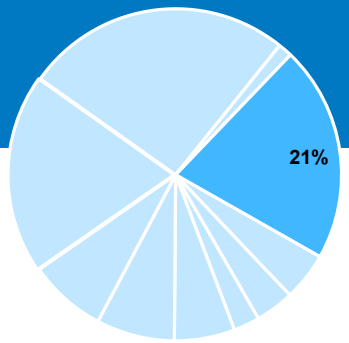
Community Services Admin
Departmental leadership, research and special projects, Emergency Social Services (ESS)

Department Summary – Community Services



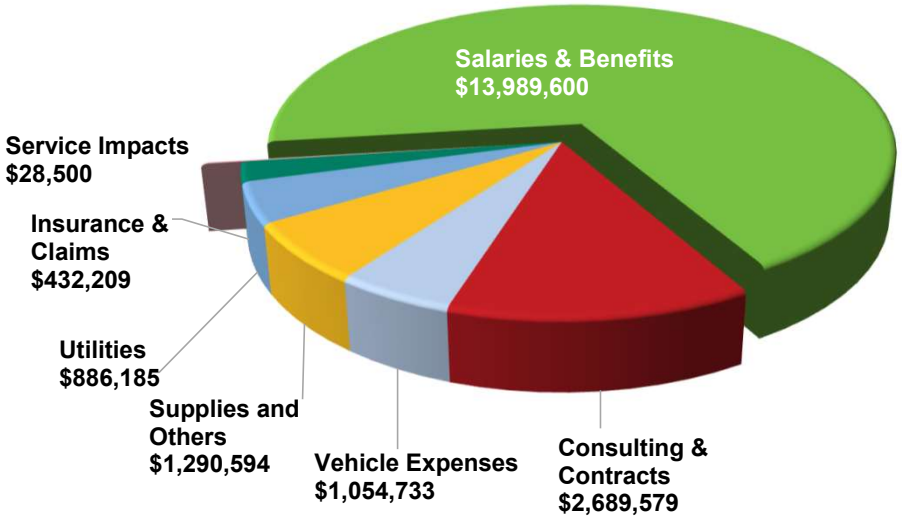
	2024 Actual	2025 Adjusted Budget	2026 Draft Budget	$ Change over prior year	% Change over prior year	2026 Estimated Tax Impact
Community Services						
Community Services Admin	277,712	275,888	300,553	24,665	8.94%	0.04%
Cultural Services	1,495,693	1,706,481	1,833,306	126,826	7.43%	0.20%
Environmental Services	603,927	666,944	683,122	16,178	2.43%	0.03%
Facilities	4,771,791	4,873,107	5,137,025	263,918	5.42%	0.43%
Parks	3,712,294	4,139,713	4,309,347	169,634	4.10%	0.27%
Recreation	1,453,748	1,942,359	2,066,809	124,450	6.41%	0.20%
	12,315,163	**13,604,491**	**14,330,162**	**725,671**	**5.33%**	**1.17%**

Department Summary – Community Services

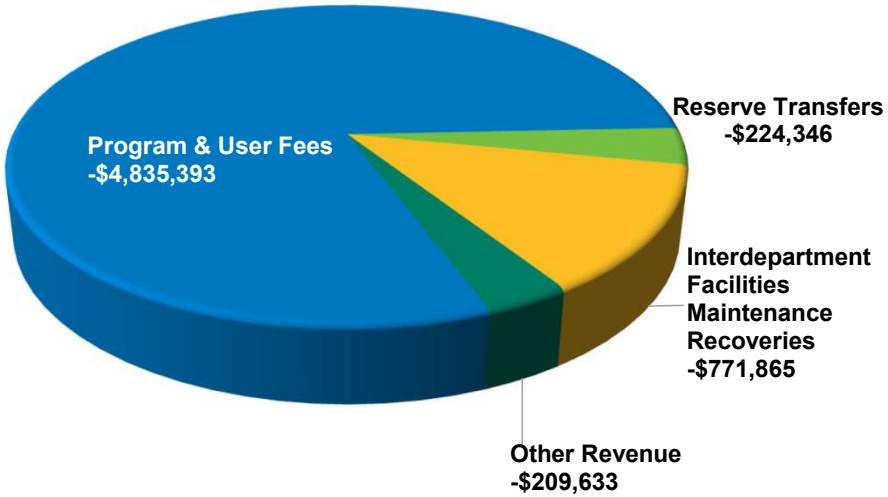


	2024 Actual	2024 Budget	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Community Services	12,315,163	12,874,524	13,604,491	14,330,162	15,108,388	15,566,616	16,067,275	16,578,136

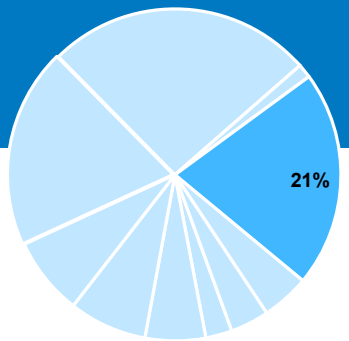
2026 Expenses



2026 Revenues



Department Summary – Community Services



	2024 Actual	2025 Adjusted Budget	2026 Draft Budget	$ Change over prior year	% Change over prior year	2026 Estimated Tax Impact
Community Services	**12,315,163**	**13,604,491**	**14,330,162**	**725,671**	**5.33%**	**1.17%**

Key Budget Drivers $725,671

Revenues ($321,000)
- Program & User Fees ($161,000)
- Lease and Rental ($123,000)
- Other Revenue ($37,000)

Salary & Benefits (net) $507,000
- Tax Funded $507,000
- Reserve/Project Funded $0 ($127,000)

Operating Expenses $414,000
- Contracted Services $289,000
- Equipment/Vehicle $75,000
- Insurance & Claims $40,000
- Other Expense $10,000

Reserves $97,000
- Other Reserve $80,000
- Transfer to Rocky Point Reserve $17,000

Service Impacts $28,500
- **Operating Impact on capital projects $13,500**
  - PK26103 Twin Creeks Playground
  - PK26172 Hett Creek Bridge
  - PK26147 PK Zero Mower
- TRC Event (Blanket Ceremony) $10,000
- Extra request for National Indigenous Day event $5,000

Department Summary – Community Services

Operational Successes

Enhanced Public Spaces and Infrastructure

- Completed and opened the Shoreline Boardwalk
- Renewed James Park: new staircase, restoration planting, and fencing
- Resurfaced sports courts at Port Moody Secondary (tennis and basketball) and Westhill (pickleball and basketball)
- Completed the Parkland Strategy and Trail Network Plan
- Completed the Old Orchard and Rocky Point Park Master Plans
- Launched the Bert Flinn Park dog off-leash pilot project
- Continued Pop-Up Parks at Queens St Plaza, Kyle Centre, and Pioneer Park
- Maintained treasured horticulture installations, including 3 eco-sculptures, 32 display beds and 131 planters city wide

Department Summary – Community Services

Operational Successes (Cont'd)

Expanded Community Access and Inclusion

- Delivered 2,550 recreation courses serving over 22,000 participants in 2024, with growing demand in 2025
- Supported children with diverse needs through the inclusion program
- Adapted recreation spaces to support shared youth/seniors lounge
- Completed public engagement for the Recreation Facilities Study, with over 1,200 community touchpoints
- Partnered with the Rick Hansen Foundation for accessibility audits

Department Summary – Community Services

Operational Successes (Cont'd)

Celebrating Culture and Community

- Delivered the first City-produced event for Indigenous People's Day
- Hosted major civic events: Cheer-at-the-Pier, CPKC Holiday Train, Canada Day activations
- Supported community festivals: Golden Spike Days, Ribfest, Inlet Regatta, Summer Sundays, Inlet Music Series
- Celebrated Car-Free-Days 2025 drawing over 18,000 attendees, engaging with local businesses, community groups and staff
- Delivered the Mayor's Youth Summit with over 100 registered youth
- Facilitated nearly 300 bookings at Inlet Theatre, with increased comedy and concert programming
- Continued the street banners program

Planted over 2200 trees in 2024 and set to surpass 2500 trees in 2025

Department Summary – Community Services

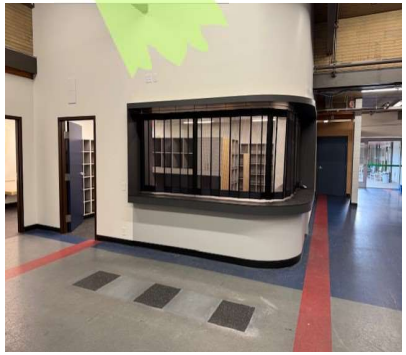
Operational Successes (Cont'd)

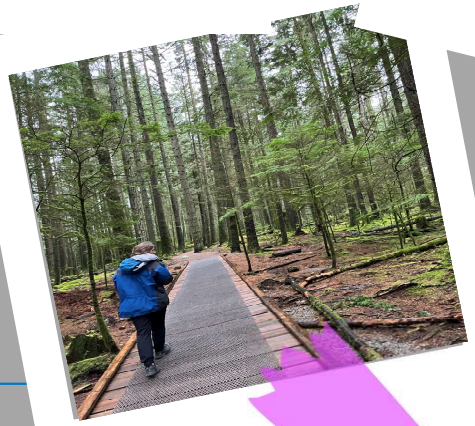
Environmental Leadership and Stewardship

- Implemented stewardship programming, ecological enhancement, and invasive species work
- Expanding wildlife education: including new signage and partnerships with schools and community groups
- Implementing the Urban Forest Management Strategy, including the Master Tree Planting Plan and developing a draft Tree Protection Bylaw
- Improved environmental protection through OCP policy implementation and rollout of the new Erosion and Sediment Control permit
- Completed Noons Creek mitigation and restoration work in response to the fall 2024 Bomb Cyclone event
- Completed Phase 1 of the Green Infrastructure Strategy
- Planted over 2,200 trees in 2024 and set to surpass 2,500 trees in 2025

Department Summary – Community Services

Department Summary – Community Services





Department Summary – Community Services

Department Summary – Community Services

Department Summary – Community Services

Operational Considerations

1. Financial and Strategic Coordination

- Cost escalation across operations and capital projects
- Need for ongoing collaboration with internal and external interest-holders

2. Service Delivery Pressures

- High public & community expectations for service levels
- Increasing volume and complexity of community requests
- Staffing a 7-day/week, 21-hour/day operation
- Ongoing need for volunteer support
- Growth in recreation programming and associated space demands
- Continued high use of trails and parks

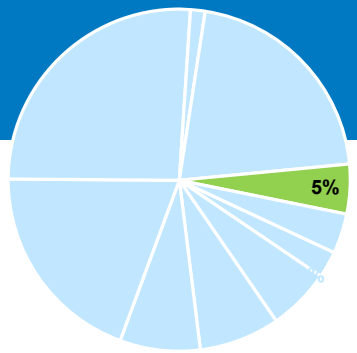
3. Workforce Sustainability

- Challenging recruitment and retention environment
- Forthcoming loss of staff continuity and institutional knowledge from retirements
- Need for succession planning
- Inadequate and undersized staff workspaces

4. Infrastructure and Environmental Resilience

- Aging infrastructure requiring increased repairs to maintain service levels
- Changes to Emergency Support Services program
- Accessibility requirements and evolving regulations
- Maintenance and monitoring of valuable natural assets
- Increasing maintenance for expanding tree canopy (e.g. leaf drop, pruning & hazard mitigation)
- Climate change impacts and responses

Department Summary – Engineering & Operations



	2024 Actual	2025 Adjusted Budget	2026 Draft Budget	$ Change over prior year	% Change over prior year	2026 Estimated Tax Impact
Engineering & Operations						
Engineering	354,915	387,334	403,789	16,455	4.25%	0.03%
Fleet	91,477	440	0	-440	-100.00%	0.00%
MRN	-402	2	15,539	15,537	863156.89%	0.03%
Operations	2,407,496	2,309,978	2,388,043	78,065	3.38%	0.13%
Operations Admin	341,798	358,604	379,437	20,833	5.81%	0.03%
	3,195,284	**3,056,358**	**3,186,808**	**130,450**	**4.27%**	**0.21%**

G.M. Jeff Moi

Infrastructure Engineering Services

Transportation, traffic management, engineering permitting, development review, asset management

Project Delivery Services

Capital project management, master transportation plan implementation, capital planning

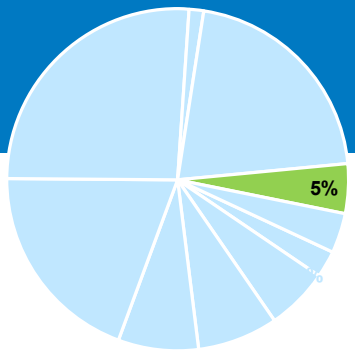
Operations

Roads and drainage maintenance, utilities maintenance, snow and ice control

Fleet, Shared Services, Administration

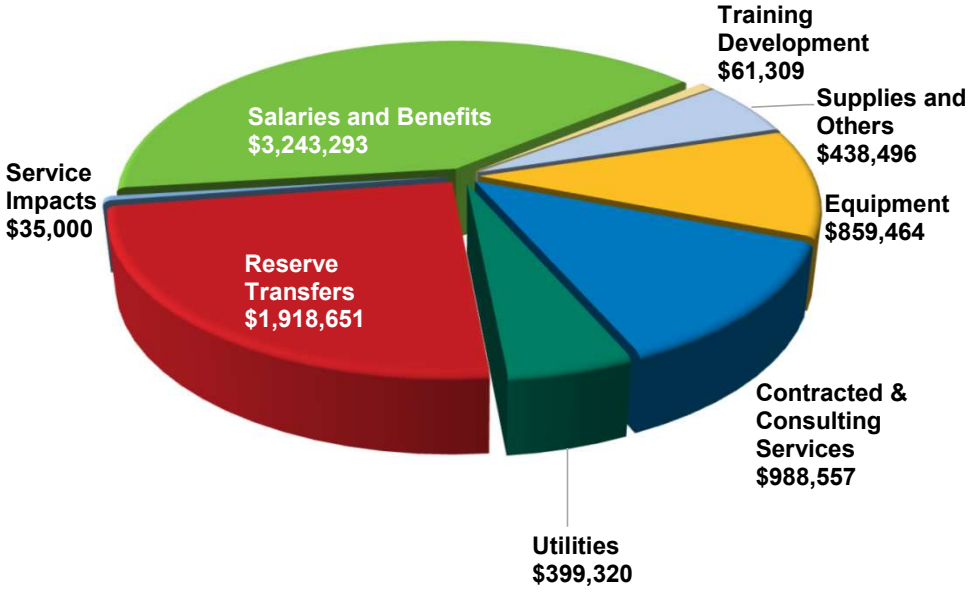
Fleet maintenance and management, works yard administration

Department Summary – Engineering & Operations

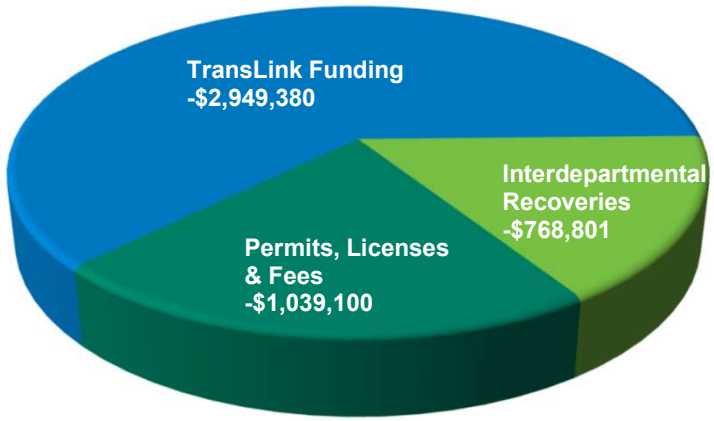


	2024 Actual	2024 Budget	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Engineering & Operations	3,195,284	3,120,091	3,056,358	3,186,808	3,363,718	3,501,966	3,640,549	3,772,605

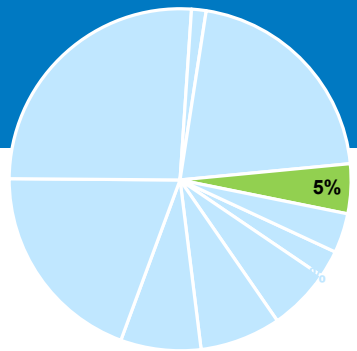
2026 Expenses



2026 Revenues



Department Summary – Engineering & Operations



	2024 Actual	2025 Adjusted Budget	2026 Draft Budget	$ Change over prior year	% Change over prior year	2026 Estimated Tax Impact
Engineering & Operations	**3,195,284**	**3,056,358**	**3,186,808**	**130,450**	**4.27%**	**0.21%**

Key Budget Drivers $130,450

Revenues ($291,000)
- Pay Parking ($248,000)
- TransLink Grant ($58,000)
- Permits and Licensing Fees $15,000 (Decrease)

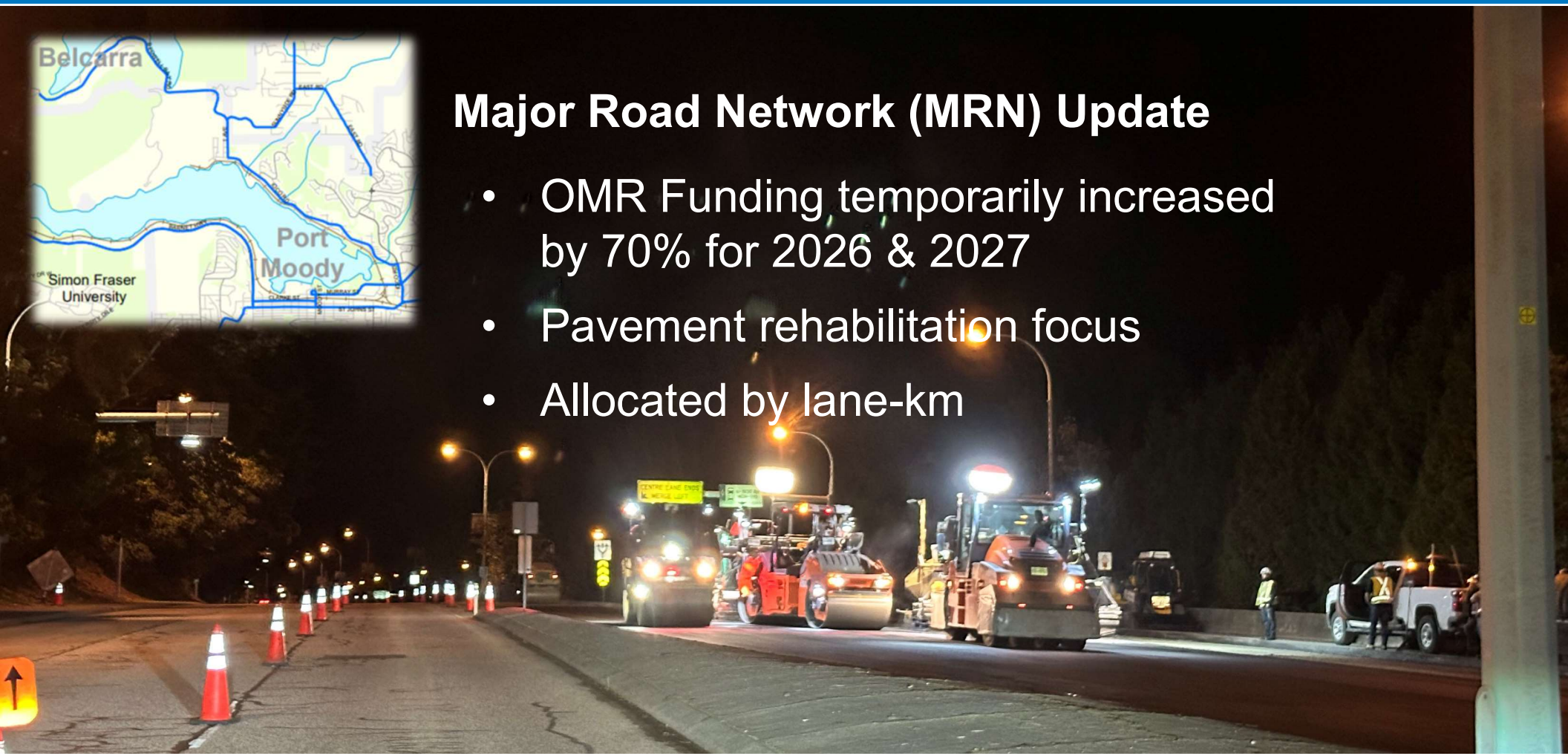
Salary & Benefits (net) $55,000
- Tax Funded $55,000
- Reserve/Project Funded $0 ($258,000)

Operating Expenses $102,000
- Contracted & Consulting $124,000
- Other $27,000
- Equipment/Vehicle ($49,000) (Decrease)

Reserves 230,000
- Pay Parking – Revenue Offset $196,000
- Other Reserve $34,000

Service Impacts $35,000
- Operating Impact for New Vehicle – Drainage Maintenance Vehicle (FL26147) $35,000

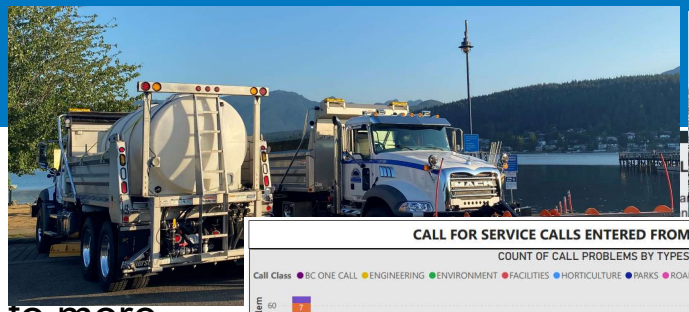
Department Summary – Engineering & Operations



Major Road Network (MRN) Update

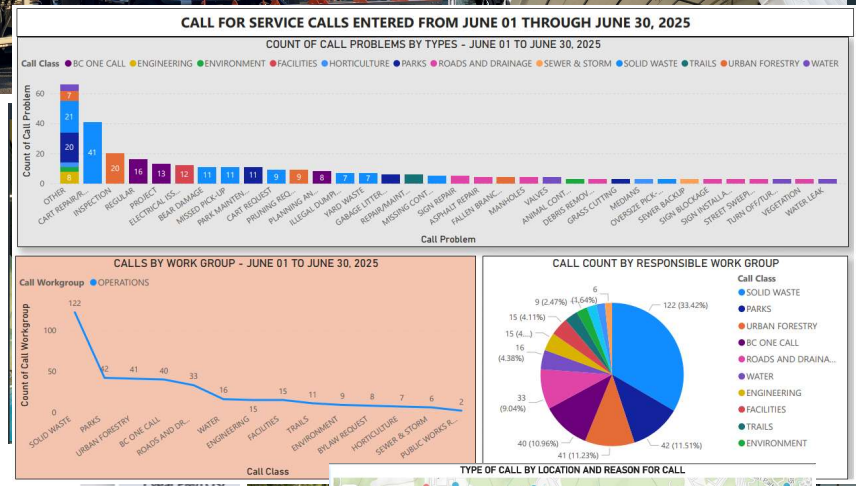
- OMR Funding temporarily increased by 70% for 2026 & 2027
- Pavement rehabilitation focus
- Allocated by lane-km

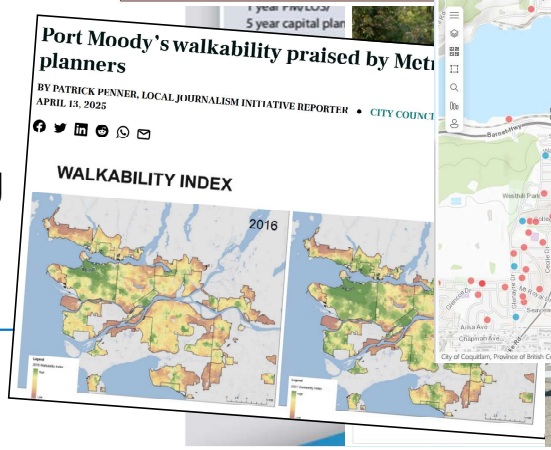
Department Summary – Engineering



Operational Successes

- Dedicated project delivery team expanding to more inter-departmental projects
- Increased transportation/traffic engineering services
- Focus on heavy equipment/fleet strategy (right equipment for the job, standardization, etc.)
- Expanding operational & customer service capabilities:
  - Dedicated water and sewer work groups, development of drainage group
  - Growing engineering technical strengths
  - Customer service, work process and tracking review/improvements initiative





Department Summary – Engineering & Operations

Operational Considerations

Year to year variations:

- Weather and seasonal demand fluctuation (ex. snow & ice, vegetation, rainstorms)
- Unexpected infrastructure issues (ex. watermain breaks, slope failures)

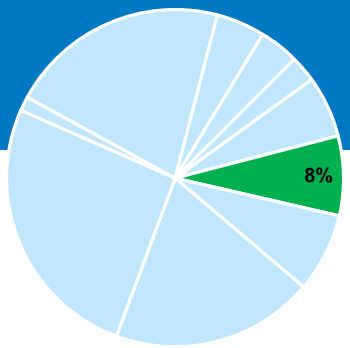
Infrastructure / asset management:

- Asset planning, documentation/records/work orders & coordination
- Aging infrastructure, sewer inflow & infiltration / wet weather pricing, drainage system
- Sidewalk condition deterioration
- Streetlight wire theft (2025)

Resourcing Challenges:

- Recruiting for skilled labour/trades – Mechanics, Equipment Operators
- Transportation funding for future projects

Department Summary – Finance & Technology



	2024 Actual	2025 Adjusted Budget	2026 Draft Budget	$ Change over prior year	% Change over prior year	2026 Estimated Tax Impact
Finance & Technology						
Finance	2,223,659	2,331,355	2,508,101	176,747	7.58%	0.29%
Information Services	2,151,108	2,446,332	2,682,614	236,282	9.66%	0.38%
	4,374,767	**4,777,687**	**5,190,716**	**413,029**	**8.64%**	**0.67%**

G.M. Paul Rockwood

Finance

Accounting, Financial Reporting, Payroll, Financial Planning, Property Taxation, Utility billings, Debt, Treasury (cash management)

Corporate Purchasing and Risk Management

Liability Insurance, Property Insurance, Fleet Insurance along with claims management

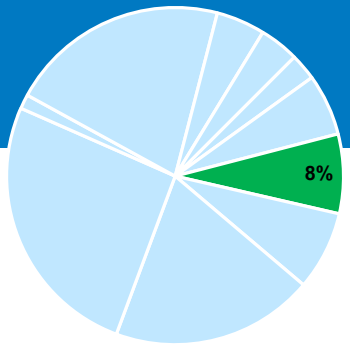
Land Management

Real Estate, Leases, Encroachments

Information Services

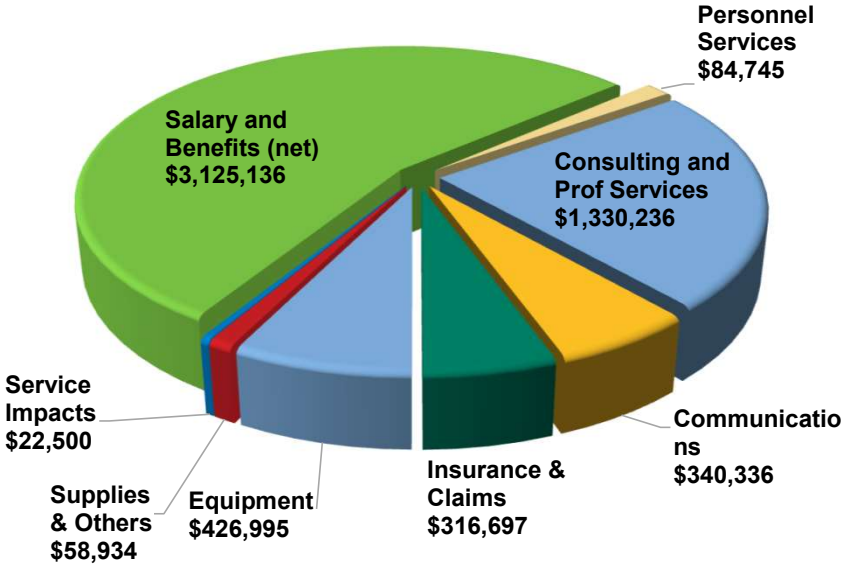
Systems, Applications, Software, GIS, Infrastructure, Fibre, Open Data, Personal Devices

Department Summary – Finance & Technology



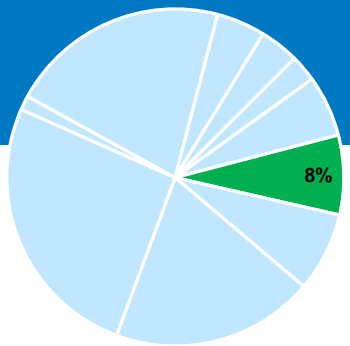
	2024 Actual	2024 Budget	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Finance & Technology	4,374,767	4,427,861	4,777,687	5,190,716	5,573,477	5,775,042	5,927,622	6,059,468

2026 Expenses



2026 Revenues

Department Summary – Finance & Technology



	2024 Actual	2025 Adjusted Budget	2026 Draft Budget	$ Change over prior year	% Change over prior year	2026 Estimated Tax Impact
Finance & Technology	**4,374,767**	**4,777,687**	**5,190,716**	**413,029**	**8.64%**	**0.67%**

Key Budget Drivers $413,029

Revenues ($5,000)
- ($5,000)

Salary & Benefits (net) $149,000
- Tax Funded $149,000
- Reserve/Project Funded $0 ($121,000)

Operating Expenses $214,000
- Professional Services $173,000
- Operating Expense $41,000

Reserves $33,000
- $33,000

Service Impacts $22,500
- Cybersecurity Risk Monitoring phased in 2 yrs $15,000
- Operating Impact for IS26034 - Community Case Mngt Pilot $7,500

Department Summary – Finance & Technology

Operational Successes

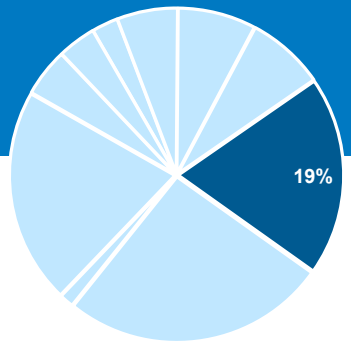
- Continue to modernized financial systems and processes (Prevero, Bids & Tenders, and Agresso)
- E-commerce – continued movement to electronic payments
- Continued adoption of digital engagement
- Continued to eliminate paper-based processes (BMO, A/P, Journal Entries)
- Upgrades to virtual and hybrid meetings (technology and meeting rooms)
- International recognition of financial reporting and budget information
- Mitigate ongoing cyber security risks
- Modernized software and technology (Office 365, Teams, Zoom, etc.)
- Maintained workforce mobility
- Completion of the Digital Strategy
- Enhanced system security and staff cyber awareness training

Department Summary – Finance & Technology

Operational Considerations

- Competition for professional staff
- Supporting hybrid work
- Increased demand/access/urgency for information (internal & external)
- Data storage/cloud computing costs
- I.S. required to provide 24/7 support
- Volatility/complexity of assessments, property valuations, and appeals
- Transition to Next Generation 911
- Cyber security/threats
- Ongoing senior government legislation and policy changes
- Complexity of payroll and benefits
- Rise in software maintenance costs
- Increased risks, claims, risk mitigation, and insurance costs

Department Summary – Fire Rescue



	2024 Actual	2025 Adjusted Budget	2026 Draft Budget	$ Change over prior year	% Change over prior year	2026 Estimated Tax Impact
Fire Rescue	**12,182,015**	**12,088,345**	**13,244,012**	**1,155,666**	**9.56%**	**1.87%**

Fire Chief Darcey O'Riordan

Operations

The Operations Division is responsible for fire suppression services, first responder medical services, rescue services, and life-safety response services

Training

The PMFR Training Division is responsible for the planning, development, delivery and evaluation of all training of Department

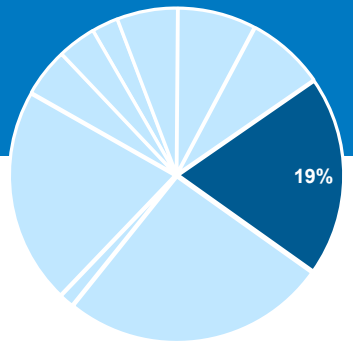
Community Safety

The Community Safety Division is responsible for all fire prevention services, life-safety educational programming, and community outreach initiatives

Emergency Management

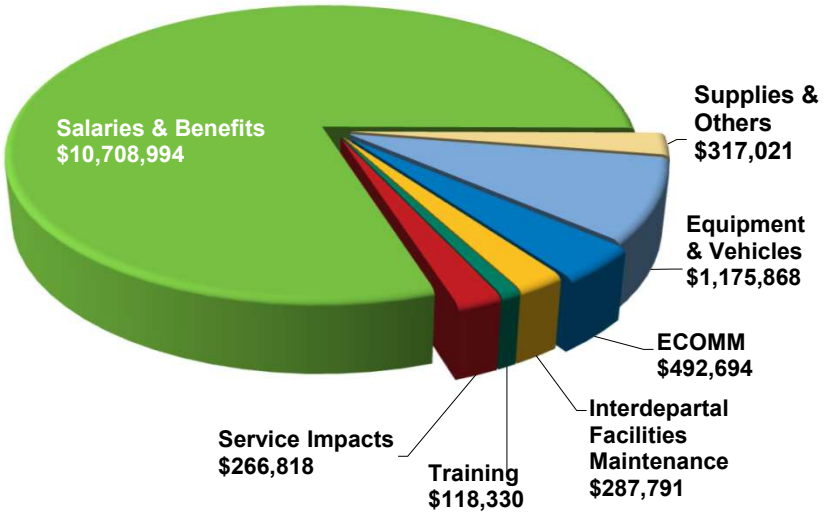
Planning for and managing a major emergency response, managing the City's Emergency Operations Centre, and managing a complete post-disaster recovery

Department Summary – Fire Rescue

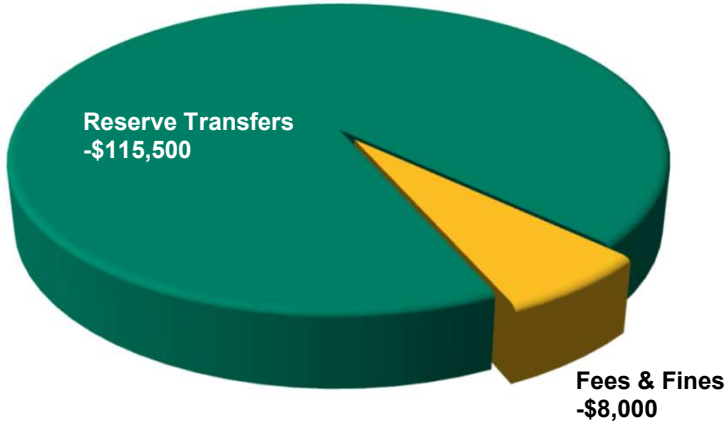


	2024 Actual	2024 Budget	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Fire Rescue	12,182,015	12,245,342	12,088,345	13,244,012	14,055,340	14,787,409	15,445,762	15,904,626

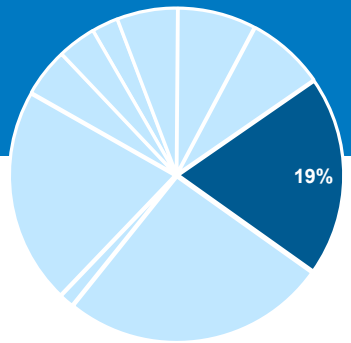
2026 Expenses



2026 Revenues



Department Summary – Fire Rescue



	2024 Actual	2025 Adjusted Budget	2026 Draft Budget	$ Change over prior year	% Change over prior year	2026 Estimated Tax Impact
Fire Rescue	**12,182,015**	**12,088,345**	**13,244,012**	**1,155,666**	**9.56%**	**1.87%**

Key Budget Drivers $1,155,666

Revenue ($7,000)
- ($7,000)

Salary & Benefits (net) $764,000
- $614,000
- Position phase – in $150,000

Operating Expense $132,000
- Vehicle/Equipment $46,000
- E-Comm Charges $35,000
- Interdepartmental Facilities Maintenance $34,000
- Other $17,000

Service Impacts $267,000
- Two New Firefighters $267,000

Department Summary – Fire Rescue

Operational Successes

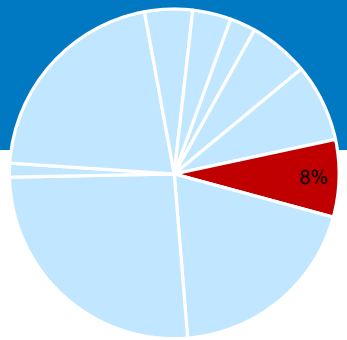
- Working with Ecomm to implement new Incident management system
- Crews completed industry skills training with PCT, BC Hydro and tower crane rescue
- Implementation of new fire extinguisher training program for grade 8 students
- Fire Safety training program with blowup “Firehouse” for kindergarten and Grade 1 students
- Chief Officer development program for succession planning
- Increased Emergency Management capacity (EOC, extreme weather events)

Department Summary – Fire Rescue

Operational Considerations

- Fire Master Plan Implementation – Legislation changes, staffing model
- Fire Prevention Division demand capacity - Community risk reduction
- Transitioned to 24 shift calendar for operations division
- Training & resourcing for evolving operational challenges (Wildfire interface response and high-rise fire response)

Department Summary – Fiscal Services



	2024 Actual	2025 Adjusted Budget	2026 Draft Budget	$ Change over prior year	% Change over prior year	2026 Estimated Tax Impact
Fiscal Services	**-53,798,816**	**-58,674,338**	**-63,002,743**	**-4,328,404**	**7.38%**	**-6.99%**

Fiscal Services – Corporate Department

Taxation – Revenue

Municipal Levy, Port Competitive Grant, GILs, PILTs, 1% in lieu (Utility Companies)

Corporate Revenues

Penalties, Interest, Investment Income

Reserve and Fund Transfers

Operating and Capital

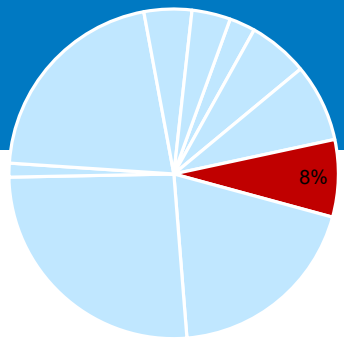
Corporate Expenses

Banking fees, Contingencies, Benefits, Actuarial Payroll Liabilities

Long Term Debt

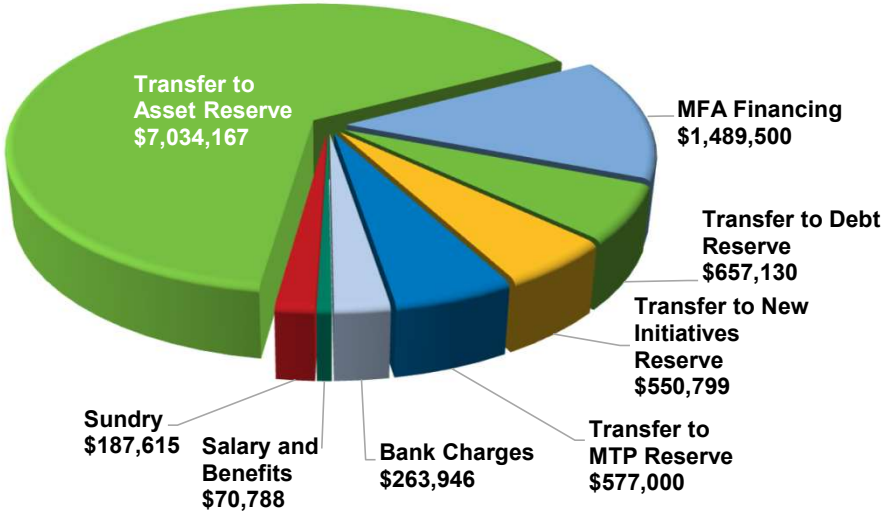
Principal and Interest

Department Summary – Fiscal Services

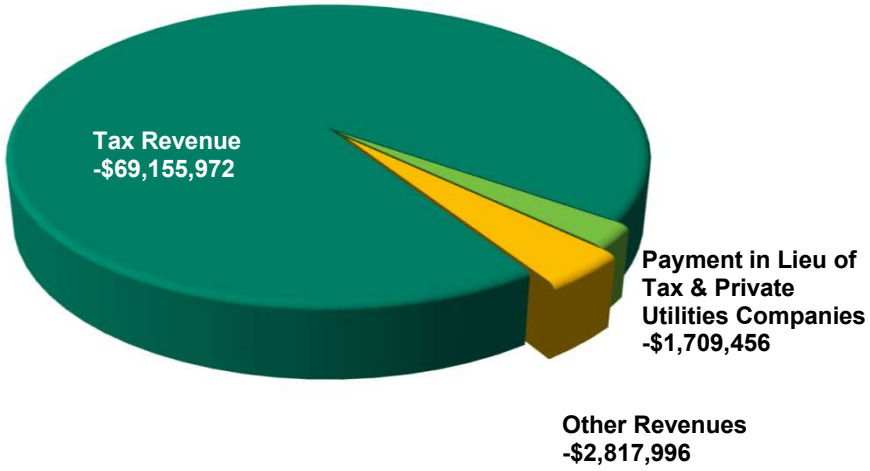


	2024 Actual	2024 Budget	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Fiscal Services	-53,798,816	-54,679,740	-58,674,338	-63,002,743	-66,264,144	-68,830,685	-71,328,580	-73,607,681

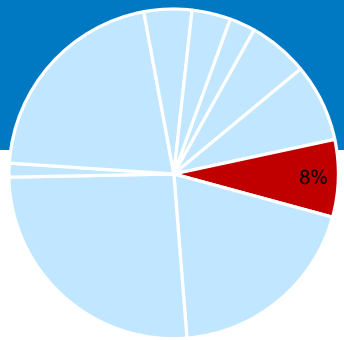
2026 Expenses



2026 Revenues



Department Summary – Fiscal Services



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Fiscal Services	**-53,798,816**	**-58,674,338**	**-63,002,743**	**-4,328,404**	**7.38%**	**-6.99%**

Key Budget Drivers -$4,178,138

Revenues ($145,000)
- Other Revenue ($76,000)
- Fines ($41,000)
- Grant ($28,000)

Salary & Benefits (net) $99,000
- $99,000

Operating Expenses $38,000
- Other Expense $38,000

Reserves $1,988,000
- Accumulated Surplus Funding $695,000
- Climate Action Implementation Reserve Levy $619,000
- Asset Renewal Levy $619,000
- Transfer to other reserves $55,000

New Tax Revenue ($6,159,000)
- Estimated Property Tax Increase ($6,159,000)

Summary & Next Steps

2026 Five Year Financial Plan – Budget Options

1 Generate non-tax revenues

- Explore other revenues
- Implement sensitive revenues
- Leverage developer contributions
- Leverage assets
- Increase user fees
- Special levies

2 Control expenditures

- Economies of scale
- Value
- Alternative service providers (e.g. contract out)
- Partnerships (e.g. public/ private partnerships called P3s)

3 Adjust services or service levels

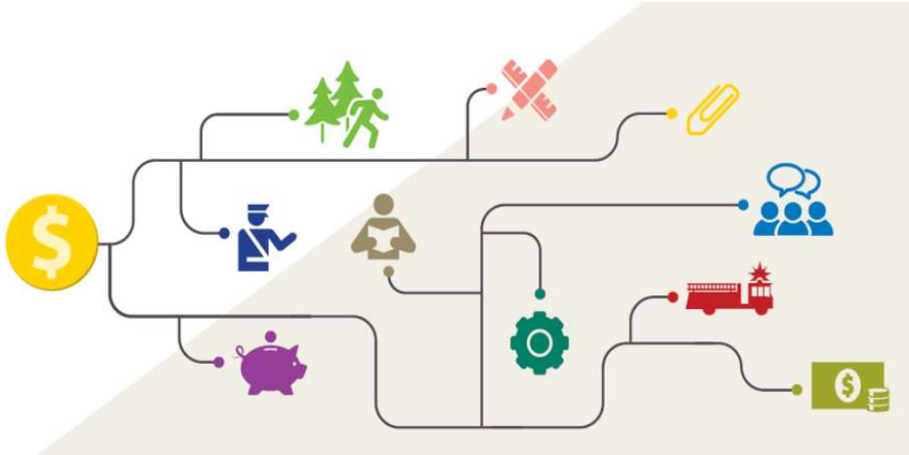
- Service level expectations
- Service adjustments
- Sustainable service
- Shared services (e.g. dog control)

2026 Public Budget Consultation – *engage.portmoody.ca*

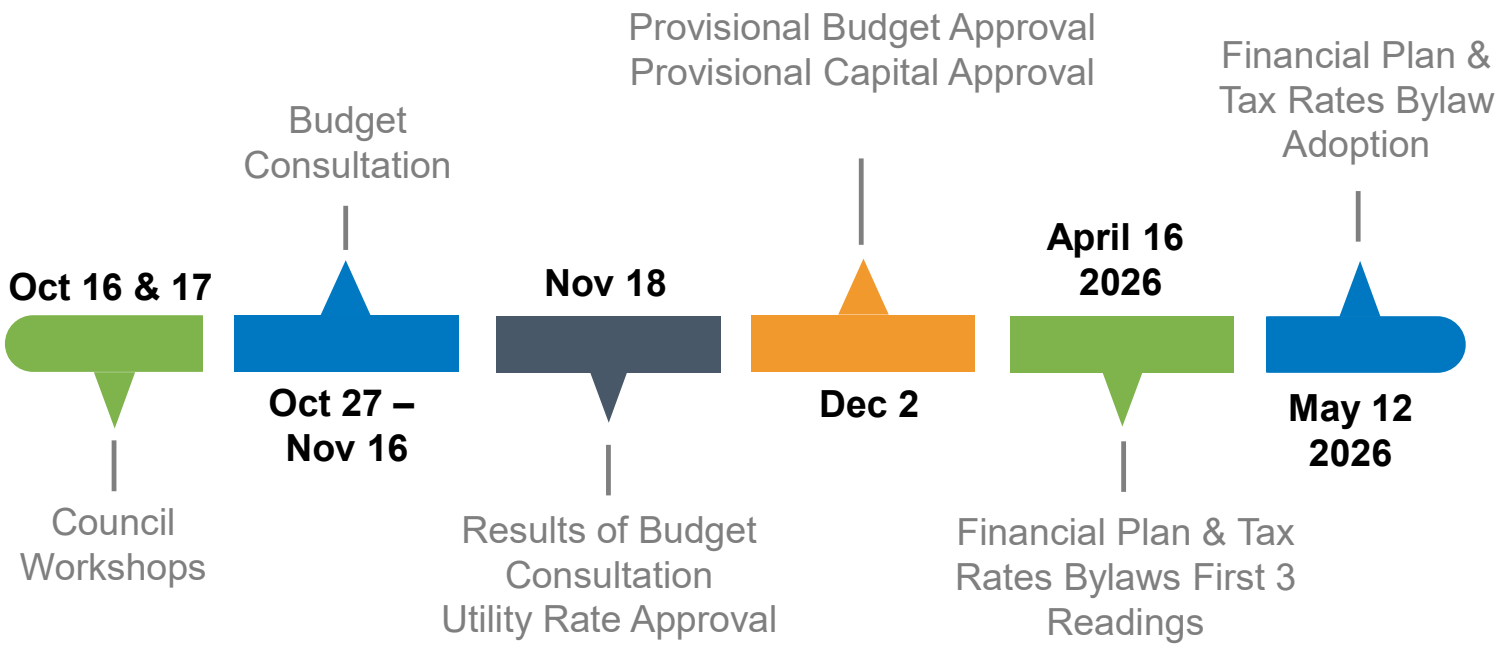
Consultation Tools

- Budget Guide – Let's Talk Taxes
- Draft Financial Plan
- Frequently asked questions (FAQs)
- Links to previous budget reports and presentations
- Q & A
- Budget Survey

October 2025



Next Steps – Budget Timeline



Closed Finance Committee

Summary & Next Steps

2026 Five Year Financial Plan – Workshop #2 – October 17th

1. Department Presentations (Cont'd)
   - Library Board
   - PMPD Board
2. Summary Recap
3. Capital Budget
   - Reserves
   - Projects
4. Utility Budgets
5. Conclusion/Next Steps

2026-2030 Five Year Financial Plan - Resolution

THAT the report dated October 16, 2025, from the Finance and Technology Department – Financial Services Division regarding 2026-2030 Draft Five Year Financial Plan be received for information;

AND THAT a draft budget increase of $_____ be used in further budget deliberations including the 2026 Budget Consultation.

2026-2030 Five Year Financial Plan

Thank You

Questions/Comments/Discussion

2026-2030 Five-Year Financial Plan

Budget Workshop # 2

Financial Services Division – October 17, 2025

Agenda

1. Department Presentations
   - Port Moody Police Board
   - Port Moody Library Board
2. Summary Recap
3. Capital Budget
   - Reserves
   - Projects
4. Utility Budgets
5. Conclusion/Next Steps

Board Presentations

Port Moody Police Board

PORT MOODY POLICE BOARD 2026 – 2030 PROVISIONAL BUDGET

17 OCTOBER 2025

Chief's Remarks

- The PMPD continues to enjoy incredible support from the community, the Board and Council.
- Residents enjoy excellent service levels that they have come to expect and rely upon. Port Moody enjoys a very safe community with very low Crime Severity Index scores as compared to most other metro Vancouver municipalities.
- We acknowledge that public safety is one of the largest financial items for the city.
- Pressure on police continues to grow. Social challenges, technology, legal changes, new provincial standards and overall complexity of crime increases demands.

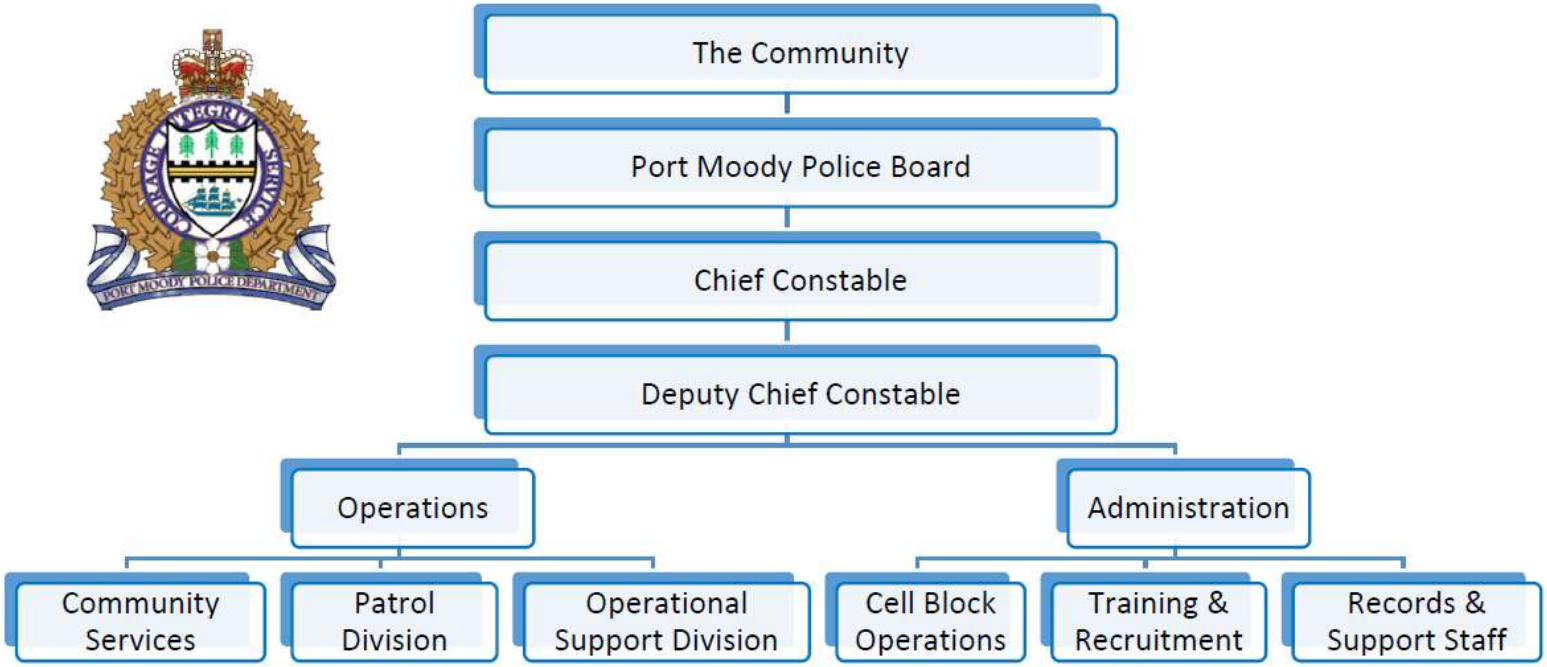
Strategic Plan

- Our strategic plan (2024-2026) was developed through engagement with community leaders, the public, the police board and our employees.

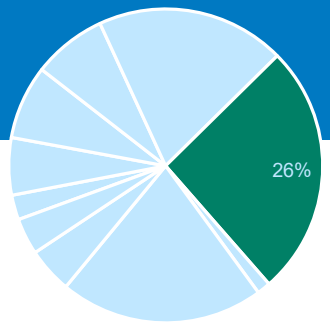
- Our strategic plan guides our external & internal direction and sets measurable goals for the department and community safety.

- Goal #1: Community Safety
- Goal #2: Supporting our employees
- Goal #3: Organizational modernization and readiness

Department Summary – Police



Department Summary – Police



	2024 Actual	2025 Adjusted Budget	2026 Draft Budget	$ Change over prior year	% Change over prior year	2026 Estimated Tax Impact
Police	**14,430,149**	**16,526,662**	**17,805,814**	**1,279,152**	**7.74%**	**2.07%**

Chief Constable - David Fleugel

Operations Division (Patrol)
- Crime prevention, enforcement of laws

Operations Division (Road Safety)
- Enforcement, education and engineering

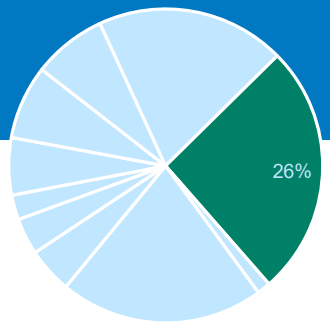
Operations Support
- Mental health, youth, major crime & community action team, Crime analyst, victim services and community volunteers

Administration Division
- Training, recruitment, policy, cell block, exhibits, vehicle fleet, file record, front counter, transcription, court liaison, IT, finance & freedom of information

Integrated Teams
- Specialized regional units for Homicide (IHIT), Police Dog (PDS), Emergency Response Team (ERT) & Forensic Identification (IFIS)

Secondments
- Regional Gang Enforcement, Organized Crime, and Integrated Road Safety regional team

Department Summary – Police



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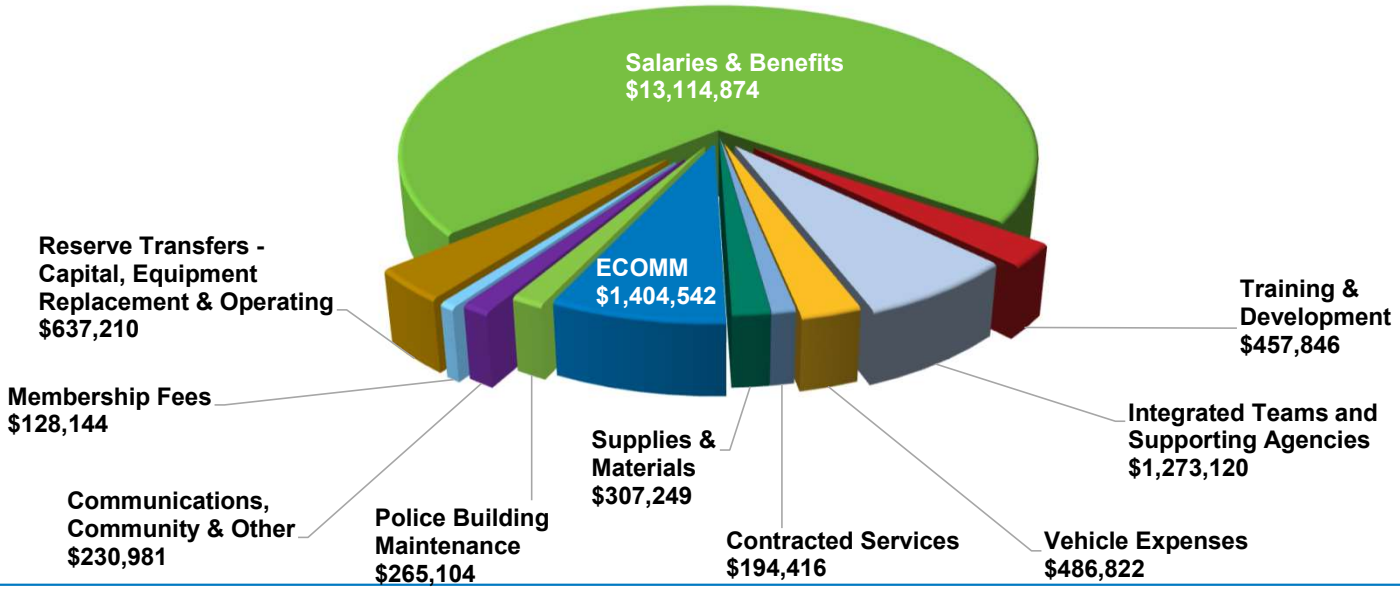
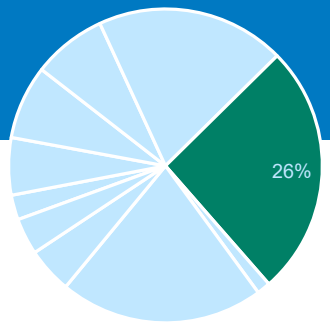
Police	14,430,149	14,879,623	16,526,662	17,805,814	18,606,064	19,251,571	19,952,711	20,680,826

2026 Expenses



Department Summary – Police



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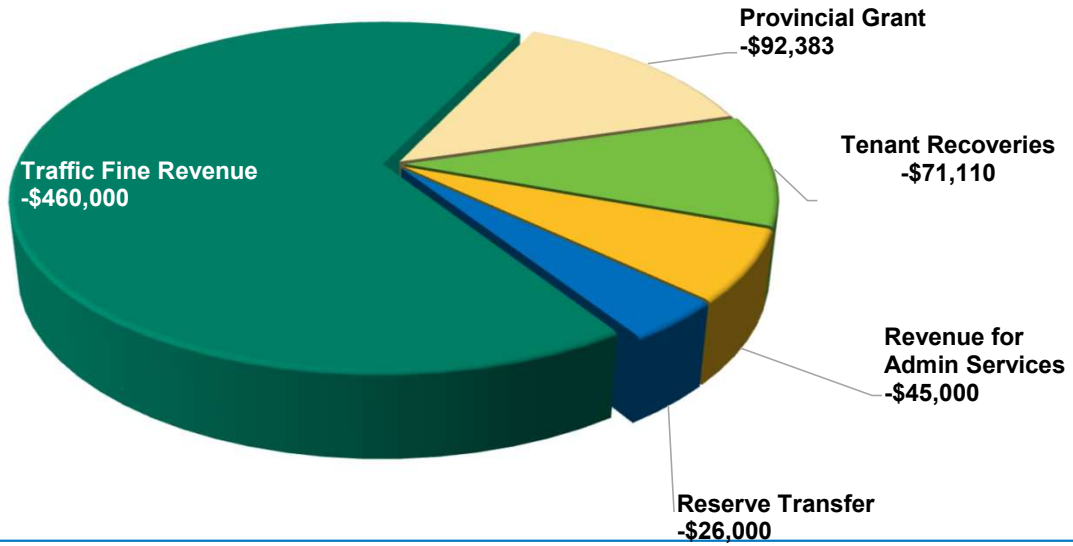
2026 Revenues



Department Summary – Police

Operational Successes

- Regional Integrated Collision Investigation Team
- Organizational review – civilian positions
- Continued low Crime Severity Index (CSI)
- Comprehensive recruiting strategy
- Applied for Canada's Top 100 Employer competition
- Constable Zacharias – prestigious award

Operational Considerations

- Recruitment & retention pressure
- ECOMM costs and capacity
- Body worn cameras
- FIFA 2026
- Prosecution disclosure expectations

PORT MOODY POLICE BOARD

Role of the Board

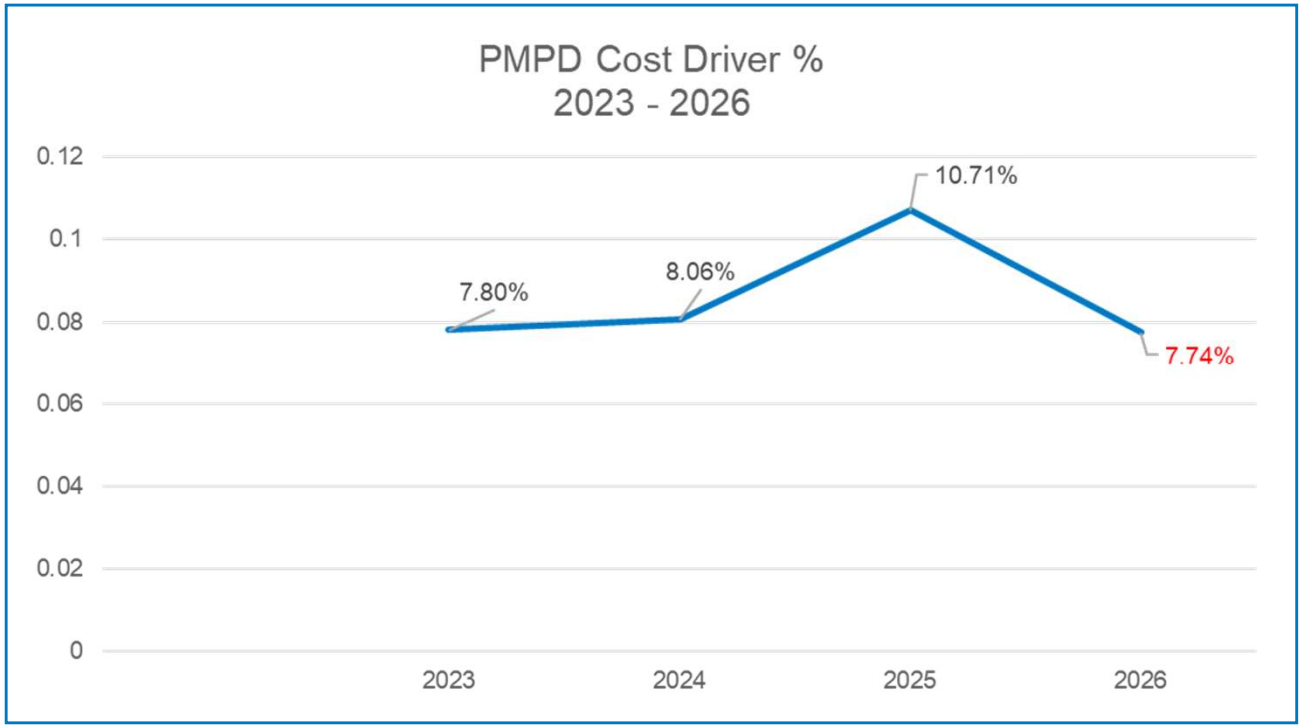
Role of the Police Board

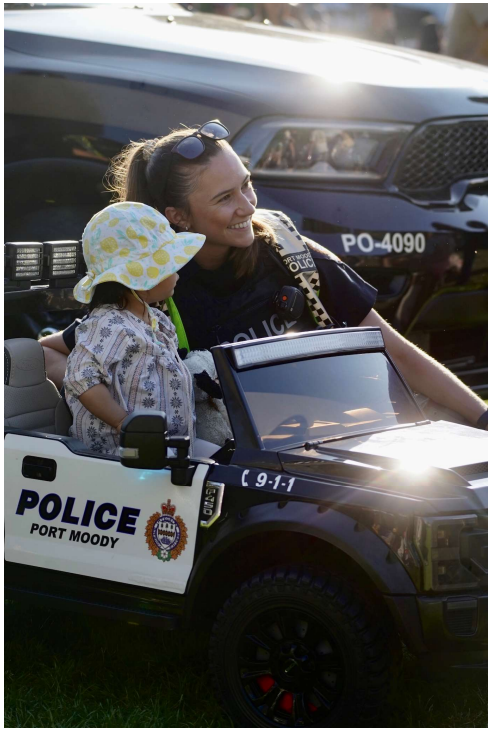
- Role of municipal police boards legislated by the *BC Police Act*
- Board must prepare and submit a provisional budget to council for the following year by November 30
- Changes to the budget must be submitted by March 1
- The Director of the Police Services Branch resolves cases where council does not concur with a budgetary item

2026 - 2030 OPERATING AND CAPITAL PLAN

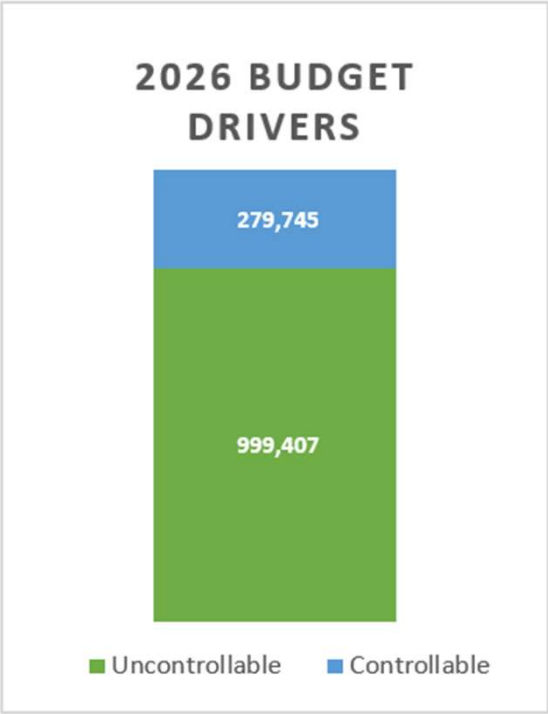
Financial Plan

PMPD Budget cost driver trend: 2023 - 2026





2026 Budget Cost Drivers

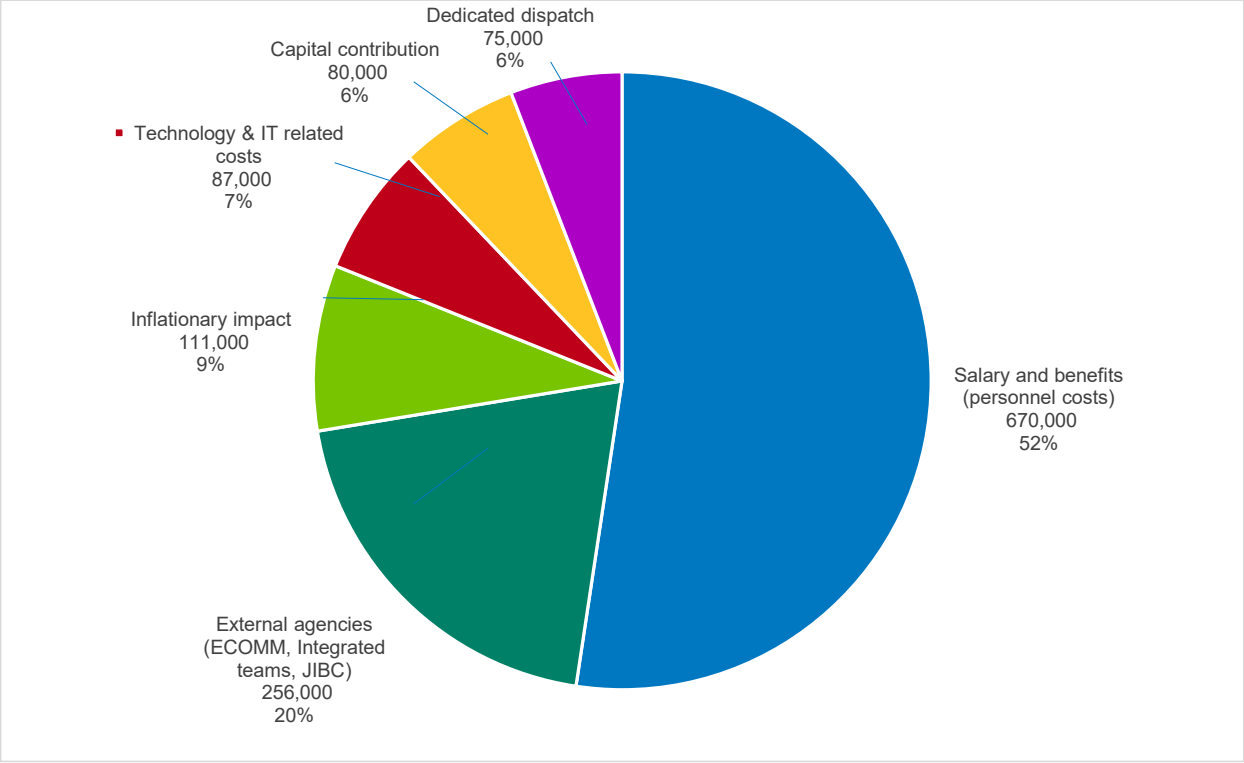


- Uncontrollable Costs
  - Contract agreements
  - Inflationary drivers
  - Government mandates
- Controllable Costs
  - IT risks
  - Organizational effectiveness & investigation costs
  - Capital contributions

PMPD 2026 Budget
2026: $17.8M
2025: $16.5M
Increase: $1.28M (7.74%)

2025 Budget increase 10.71%
2024 Budget increase 8.06%
2023 Budget increase 7.80%

2026 Budget Cost Drivers



PMPD 2026 Budget
2026: $17.8M
2025: $16.5M
Increase: $1.28M (7.74%)

2025 Budget increase 10.71%
2024 Budget increase 8.06%
2023 Budget increase 7.80%

2026 Budget – Limiting Budget Impact for New Initiatives

Strategic budget solutions incorporated in 2026 Budget:

- PMPD Re-organization
- Police Radio Dispatch Capacity
- Capital Contribution

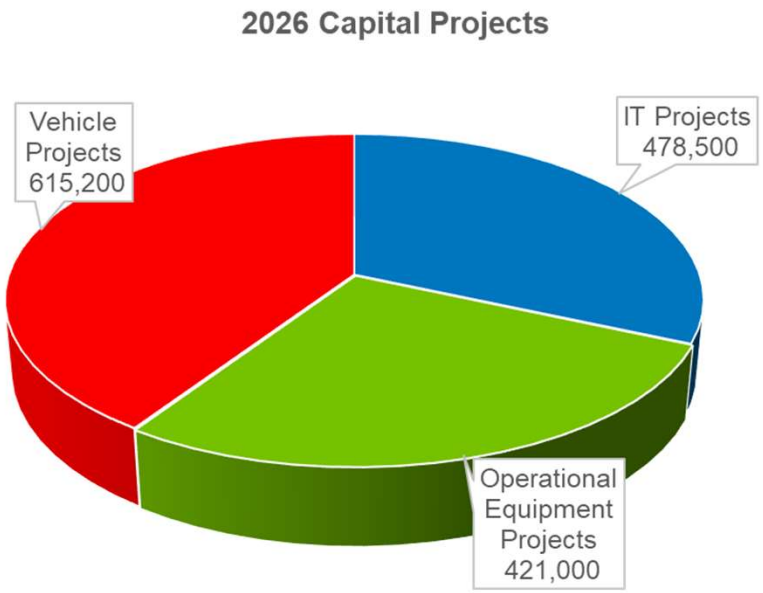
Capital Project Funding

Capital is funded through two reserves:

- Equipment Replacement Reserve – this reserve funds vehicle purchases. The reserve is funded through annual contributions from the PMPD Operating budget.
- Capital Asset Reserve – this reserve funds all capital items (except for vehicles). This reserve is now funded through annual contributions from the PMPD Operating budget (prior to 2025 it was funded through the Capital Asset levy).

2026 Capital Plan

Division	Total 2026 Projects	2026	2027	2028	2029	2030
Police	16	$1,514,700	$353,100	$244,000	$792,900	$805,500



IT Projects
- examples include replacement projects for server equipment, building video recording system & computers

Operational Equipment Projects
- examples include body worn cameras (NEW) and replacement projects for impaired driving detection devices & DNA exhibit drying locker

Vehicle Projects
- 4 replacement operational vehicles & Community safety trailer (NEW and is funded by Provincial grant)

Other Financial Items

- **Surplus**

  Typically each year the Police Board makes strategic requests once the surplus is confirmed. The Police Board intends to request to utilize a portion of the surplus for funding specific reserves and strategic projects. The projected surplus for 2025 is currently forecast at approximately $750,000.

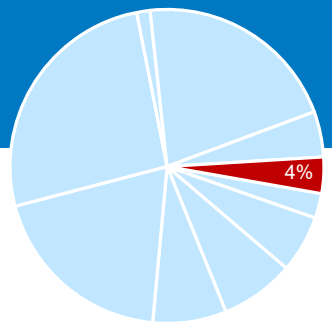
- **Carry-Forwards**

  Each year the Police Board requests a number of carry forward items due to unfinished projects. It is expected that there will be a small number of carry-forward requests.

THANK-YOU

Port Moody Public Library Board

Department Summary – Library



	2024 Actual	2025 Adjusted Budget	2026 Draft Budget	$ Change over prior year	% Change over prior year	2026 Estimated Tax Impact
Library	**2,177,143**	**2,439,939**	**2,558,694**	**118,755**	**4.87%**	**0.19%**

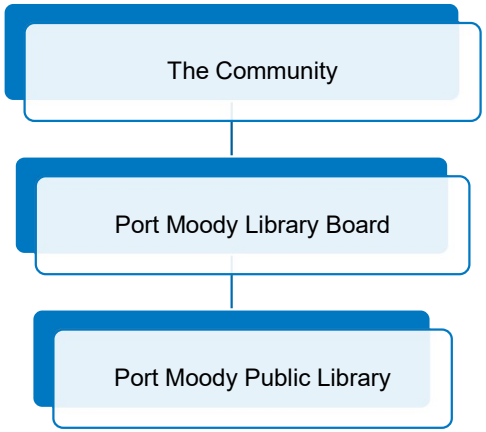
Library Director – Marc Saunders

Community Space
Study space, meeting room, play space

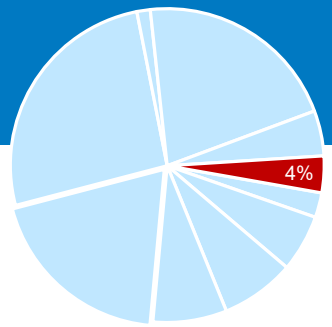
Programming
Children, Youth, Adult, Seniors

Lending
Physical, Digital

Information Assistance
Reference questions, instruction



Department Summary – Library



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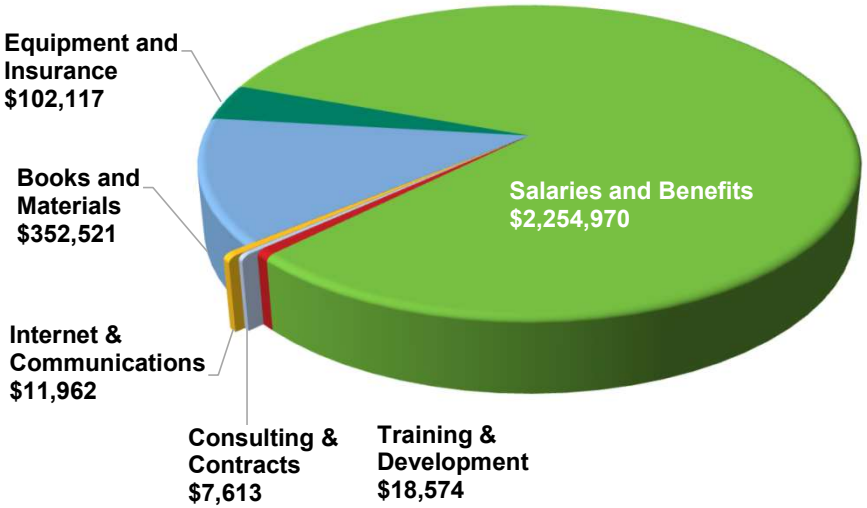
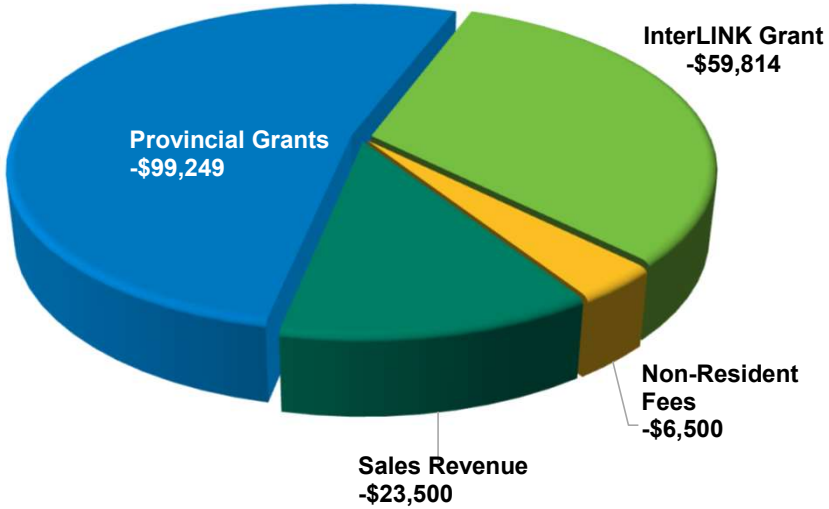
Library	2,177,143	2,272,417	2,439,939	2,558,694	2,625,580	2,708,563	2,789,978	2,873,569

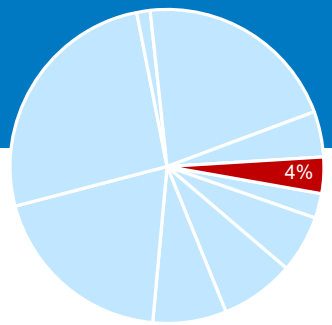
2026 Expenses



2026 Revenues



Department Summary – Library



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Library	**2,177,143**	**2,439,939**	**2,558,694**	**118,755**	**4.87%**	**0.19%**

Key Budget Drivers $118,755

Revenues $33,000 (Decrease)
- Elimination of Fines $40,000 (Decrease)
- Other ($7,000)

Salary & Benefits (net) $86,000
- $86,000

Operating Expense $15,000
- Books & Materials $8,000
- Insurance and Claims $5,000
- Other $2,000

Reserves ($16,000)
- ($16,000)

Department Summary – Library

Provincial Enhancement Grant

- 2024-2028 Strategic Plan
- Long-Range Planning
- Website Replacement (2025-2026)
- Enhanced Collection
  - Increased electronic resources
  - Created circulating Kobo Collection
  - Created circulating puzzle collection
  - Enhanced the Indigenous collection
- Migrated the Integrated Library System
- Improved accessibility
  - Information Desk
  - Signage
  - Audits
- Upgraded lighting in the Fireside Room
- Enhanced the ParkLane and “Talking” Rooms
- Expanded support for programming and outreach

Department Summary – Library

Operational Successes

- Overall Circulation increased by 9.4% for a total of 658,761 checkouts
- Total number of people coming into the library increased by 14.93% for a total of 314,369
- Total of 17,200 active cardholders, an increase of 9.4% over last year
- Total of 3,300 new library card registrations
- Programming success:
  - 1090 programs with over 28,769 attendees
  - High participation rate in Summer Reading Club (1,390 children, 127 Teens, 170 Adults)
  - Welcomed 7,276 Newcomer/English-Language-Learners to 230 programs, a 51% increase

Department Summary – Library

Operational Considerations

- Evolving Patron Needs and Staff Capacity
  - Challenging patron behaviour
  - Staff morale
  - Recruitment and retention
  - Auxiliary pool
- Collection Development
  - Increased demand for electronic resources
  - Increased expectations from residents
  - Managing the shift from physical to digital
  - Impact from AI
- Facility Limitations
  - Noise levels
  - Lack of quiet spaces
  - Meeting rooms
  - Need for flexible spaces
- Unpredictable Provincial Funding
  - Unchanged since 2009
  - Population continues to grow
  - No commitment to permanent increase
  - Library advocacy continues

Summary Recap

Summary – 2026 Budget Drivers

	Budget Driver	2026 Amount	Est. Tax Increase(%)	
1	Revenue Increases	(841,000)	-1.36%	Revenue increase including Pay Parking, Permit and Licensing fees, Program and User Fees (Recreation), Grants, etc.
2	Salary, Wages, and Benefits	2,060,000	3.33%	Follows regional patterns, required for employee retention and workforce stability
3	Operating Expenses	974,000	1.57%	Inflationary related increases (i.e. Materials, supplies, contractors, insurance, etc.)
4	Operating and Capital Reserves	361,000	0.58%	Net transfers to and from reserves. Tied to increase in revenues noted above. Funds future expenses due to timing differences between receipt of revenues and labour/operating expenses (Development Processing Reserve, MRN, etc.)
5	Accumulated Surplus Funding	695,000	1.12%	A one-time allocation to reduce tax impact in 2025, shifting the tax impact to 2026
6	**Sub Total - City**	**3,249,000**	**5.25%**	**Required to maintain existing 2025 levels of service**
7	Port Moody Police Department	**1,279,000**	**2.07%**	As submitted by the Port Moody Police Board
8	**Sub Total - City and Police**	**4,528,000**	**7.32%**	**Base Operating Increase**

Summary – 2026 Budget Drivers

	Budget Driver	2026 Amount	Est. Tax Increase(%)	
8	**Sub Total - City and Police**	**4,528,000**	**7.32%**	**Base Operating Increase**
9	Capital Asset Levy	619,000	1.00%	To fund renewal and replacement of existing capital assets
10	Climate Action Implementation Reserve Levy	619,000	1.00%	To fund the goals and initiatives outlined in the City of Port Moody Climate Action Plan and reduce the City's greenhouse gas (GHG) emissions
11	**Sub Total - Before New Service Impact**	**5,766,000**	**9.32%**	
12	Service Impact	393,000	0.63%	
13	**2026 Financial Plan - Total Budget Increase**	**6,159,000**	**9.95%**	

2026 Total Property Charges ~ *Estimate*

Charge Type	*Average Residential Property **		
	Amount ($)	*Increase ($)*	*Increase (%)*
General Government	2,161	214	6.9%
Port Moody Police	893	64	2.1%
Asset Renewal Levy	312	31	1.0%
Master Transportation Levy	19	0	0.0%
Fire Hall #1 Replacement Levy	27	0	0.0%
Proposed Property Tax & Levies Total	**3,412**	**309**	**10.0%**
Storm Drainage	**140**	**8**	**0.2%**
Proposed Property Tax, Levies & Drainage Total	**$ 3,552**	**$ 317**	**9.8%**
User Fee Utilities (Single Family Dwelling)	**1,908**	**125**	**7.0%**
2026 Total Property Charges	**$ 5,460**	**$ 442**	**8.8%**

* Based on the 2025 average residential assessed value of $1,291,000

2026 Total Property Charges ~ *Estimate*

Residential - Class 1 Based on estimated 9.95% tax increase	Median $1,021,000	Strata $893,000	Single Family $1,900,000
General Municipal	$ 1,709	$ 1,495	$ 3,180
Police	$ 706	$ 618	$ 1,314
General Municipal & Police	**$ 2,415**	**$ 2,113**	**$ 4,494**
Asset Levy	$ 247	$ 216	$ 459
Master Transportation	$ 15	$ 13	$ 28
FireHall	$ 21	$ 19	$ 40
Total Before Storm	**$ 2,698**	**$ 2,361**	**$ 5,021**
Storm Drainage	$ 111	$ 97	$ 207
Total - Proposed Property Tax, Levies, & Drainage	**$ 2,809**	**$ 2,458**	**$ 5,228**
Increase over prior year	$ 250	$ 219	$ 467

$21 per month

$18 per month

$39 per month

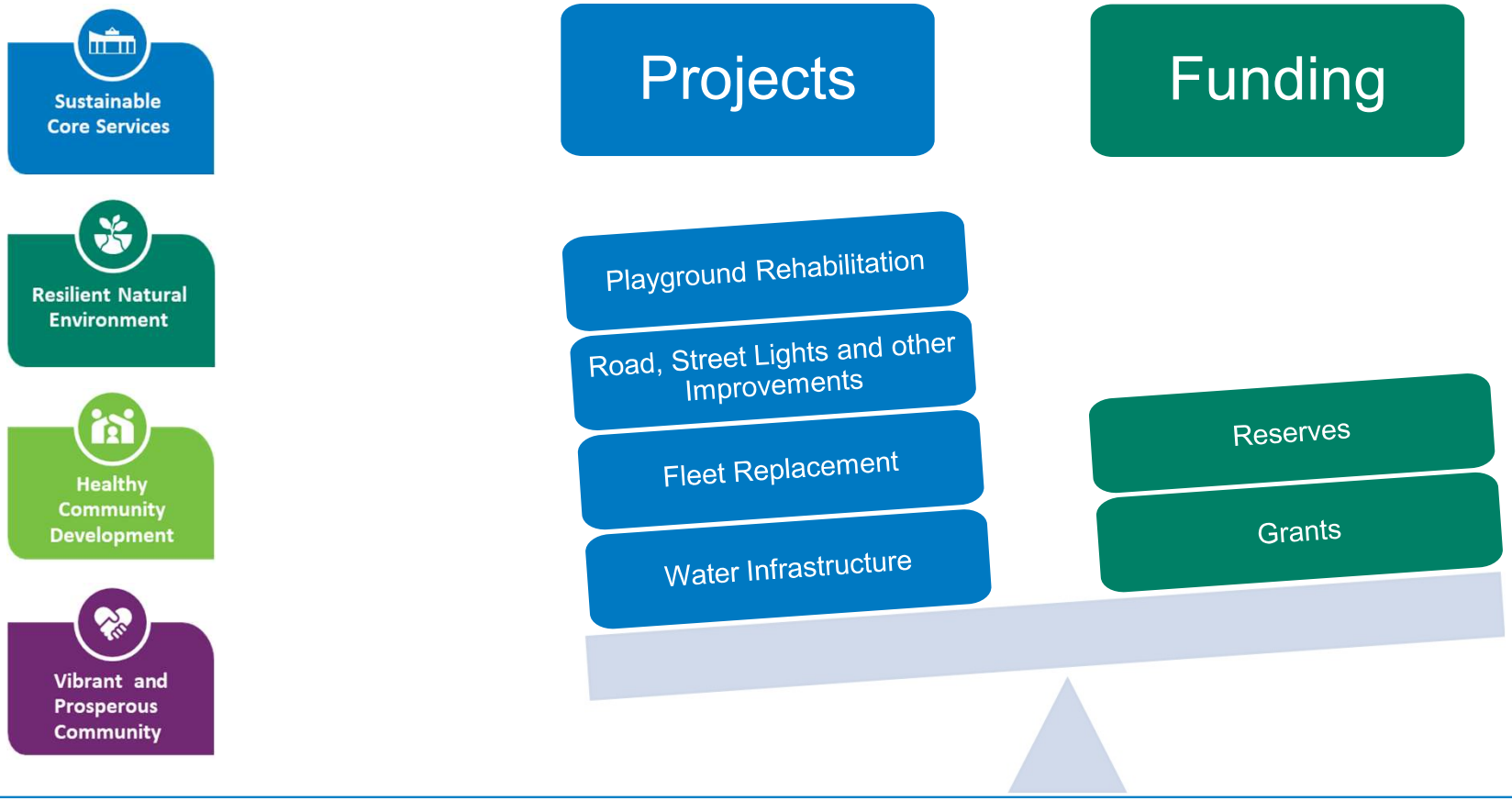
Capital Budget - Summary

Capital Budget – Prioritization

PRIORITIZATION

Council	High	Medim	Low
• Previously approved (through resolution) by Council	• Public health and life safety issues; • Legislation or regulation requirements; • Management of existing assets (extends useful life; deterioration; avoids expensive repairs; lessens emergency disruptions); or • Strategic priority of Council.	• Improves an existing asset; • Increases cost savings/revenues generated; • Equipment replacement at the end of its life cycle; or • Reduces future maintenance/repairs on recurring issues or long-standing deficiencies.	• New service/infrastructure; • Addresses deficiencies reported in commissioned studies and reports; or • Addresses future concerns.

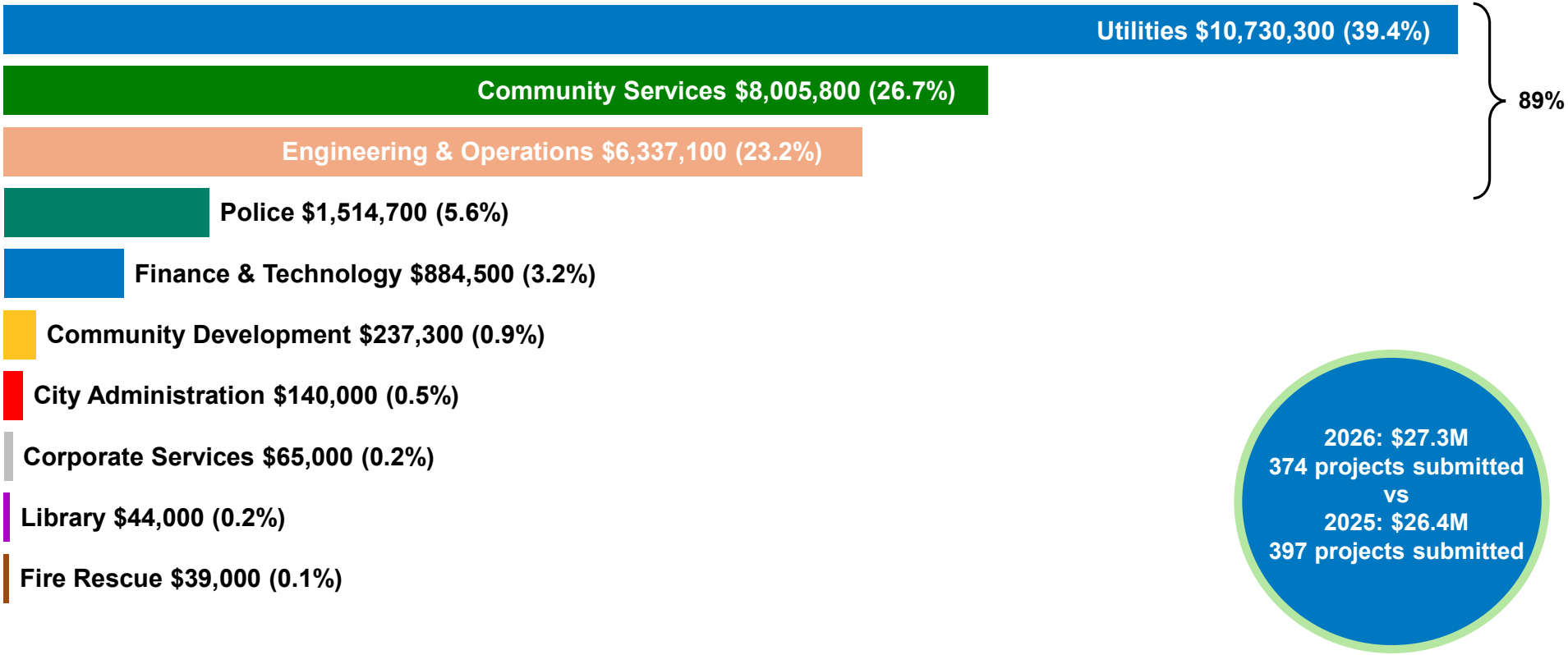
Capital Budget – Issues and Considerations



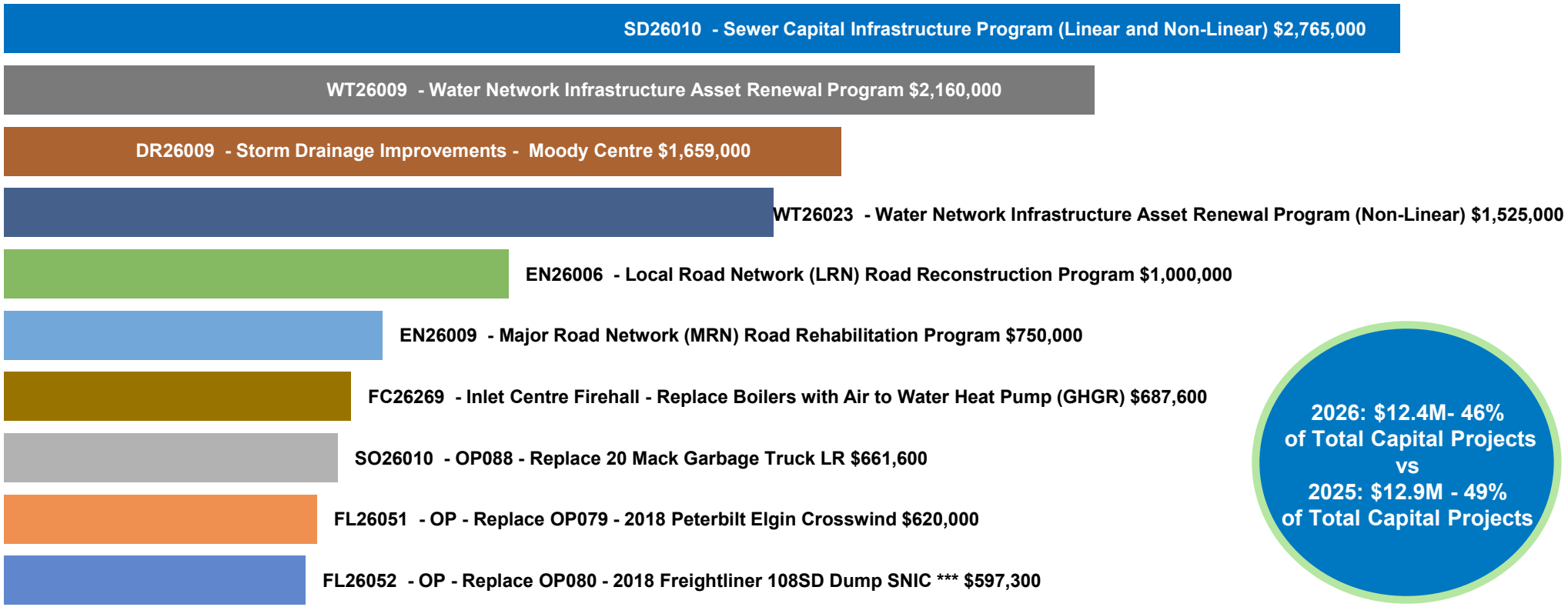
2026 - 2030 Capital Budget – Departmental Summary

Department	Total Project Count	2026	2027	2028	2029	2030
City Administration	2	140,000	150,000	125,000	125,000	125,000
Community Development	9	237,300	71,800	12,500	12,500	
Community Services	150	7,265,300	5,466,100	3,886,800	5,730,300	1,867,400
Corporate Services	4	65,000	15,000	15,000		
Engineering & Operations	129	6,337,100	10,764,300	3,515,500	4,721,900	3,248,900
Finance & Technology	21	884,500	281,000	205,000	1,080,000	150,000
Fire Rescue	3	39,000	120,000			
Library	1	44,000				
Police	38	1,514,700	353,100	244,000	792,900	805,500
Utilities	27	10,730,300	5,334,600	6,016,100	3,790,000	3,742,800
	374	27,257,200	22,555,900	14,019,900	16,252,600	9,939,600

2026 Capital Budget – Departmental Summary



2026 Capital Budget – Top 10 (by dollar)



2026: $12.4M- 46% of Total Capital Projects
vs
2025: $12.9M - 49% of Total Capital Projects

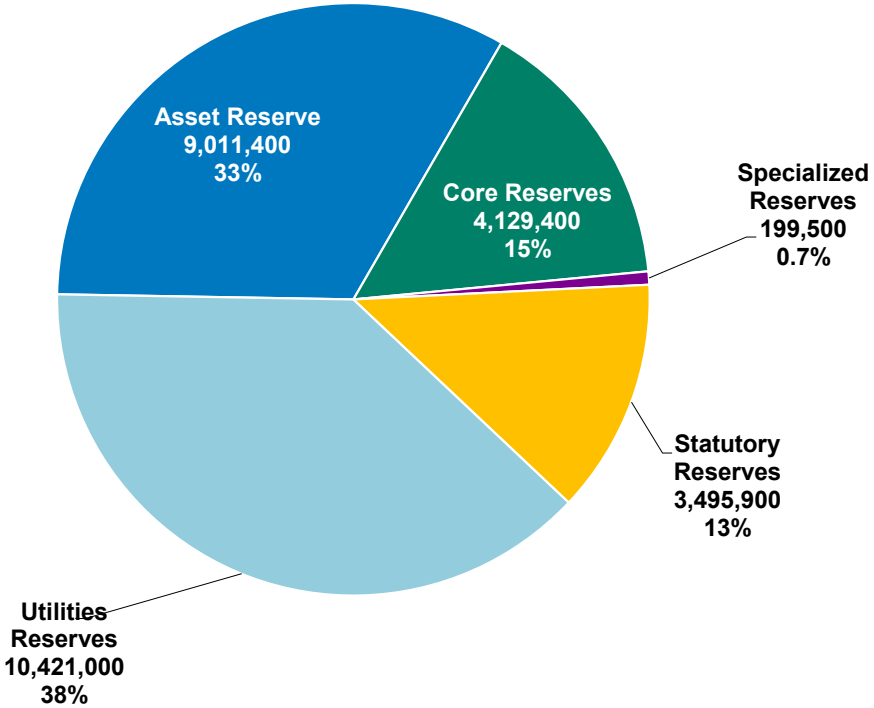
Capital Budget - Reserves

Reserves – Overview

- Reserve funds:
  - are set aside to fund future expenditures or unforeseen events
  - are controlled by legislation, established by bylaw or resolution
  - are mostly committed or designated (not available for discretionary spending)
  - allow municipalities to smooth out cyclical expenditures – annual transfers accumulate to fund future periodic projects
- Development levies are technically not reserve funds, but deferred revenues (liabilities) collected for specific future works
- Placing funds into reserves is a form of "pay-as-you-go (PAYG) financing where funds accumulate until sufficient to finance capital projects
  (versus "pay as you use" – PAYU debt financing)
- Reserve financing can be problematic as increasing construction costs can significantly outpace interest paid to funds held in reserves

Project Funding by Source

City Reserves	2026 Capital Budget	Percentage
Asset Reserve	9,011,400	33%
Core Reserves	4,129,400	15%
Specialized Reserves	199,500	1%
Statutory Reserves	3,495,900	13%
Utilities Reserves	10,421,000	38%
Total Capital Plan Submission	**27,257,200**	**100%**



Project Funding by Source (1 of 3)

Source	2026	2027	2028	2029	2030
Equipment - City	1,227,000	241,000	168,000	333,500	50,000
Equipment - Police	899,500	227,300	244,000	209,500	420,400
Facilities Maintenance	2,755,500	2,785,500	2,060,000	1,697,000	285,000
Parks	948,000	1,576,500	1,013,500	593,500	1,295,500
Transportation	2,715,000	2,085,000	1,795,000	1,845,000	1,835,000
Unallocated	466,400	259,300	154,800	3,040,900	157,200
Total Asset Reserve	**9,011,400**	**7,174,600**	**5,435,300**	**7,719,400**	**4,043,100**
Drainage Capital Reserve	2,776,200	1,951,600	2,207,800	922,000	962,200
Sanitation Utility Reserve	117,600	70,500	70,500	70,500	70,500
Sewer Capital Reserve	3,533,100	1,294,500	1,694,500	1,759,500	1,719,500
Water Capital Reserve	3,994,100	2,095,500	1,985,500	1,010,500	1,060,500
Total Utilities Reserves	**10,421,000**	**5,412,100**	**5,958,300**	**3,762,500**	**3,812,700**

Project Funding by Reserves (2 of 3)

Source	2026	2027	2028	2029	2030
Climate Action Implementation Reserve	2,226,400	1,076,200	246,700	346,400	98,500
Community Amenity Contribution	80,000	200,000	250,000	-	-
Debt	-	-	-	710,000	
Density Bonus	100,000	100,000	-	-	-
Development Process Reserve	198,000	50,000	-	-	-
Grants	-	2,050,000	90,000	-	-
Growing Communities Fund	10,000	-	-	-	-
Master Transportation Plan	55,000	55,000	55,000	55,000	55,000
MRN General Rehab Reserve	125,000	525,000	25,000	25,000	25,000
MRN Pavement Rehab Reserve	950,000	2,000,000	50,000	50,000	50,000
New Initiatives Reserve	385,000	352,500	187,500	177,500	182,000
Total Core Reserves	**4,129,400**	**6,408,700**	**904,200**	**1,363,900**	**410,500**

Project Funding by Source (3 of 3)

Source	2026	2027	2028	2029	2030
Affordable Housing Reserve	30,000	-	-	-	-
Library Reserve	44,000	-	-	-	-
Local Government Climate Action Program	29,300	14,300	5,000	5,000	
Pay Parking Reserve	16,000	5,000	5,000	5,000	5,000
Public Art Reserve	-	10,000	-	10,000	-
Urban Forest Reserve	37,500	42,500	45,000	50,000	50,000
Waste Management Operating Reserve	42,700	-	-	-	-
Total Specialized Reserves	**199,500**	**71,800**	**55,000**	**70,000**	**55,000**
Equipment Replacement Reserve Fund	3,495,900	3,488,700	1,667,100	3,336,800	1,618,300
Total Statutory Reserves	**3,495,900**	**3,488,700**	**1,667,100**	**3,336,800**	**1,618,300**

Summary – Reserve Transfers with Tax Impacts

Transfer to Reserves	2025	2026	Increase
Capital Asset Replacement	6,542,320	7,162,830	620,510
Master Transportation Plan	577,000	577,000	-
New Initiatives	534,272	550,799	16,527
Climate Action Implementation	582,000	1,201,000	619,000
Library	30,000	30,000	-
Equipment Replacement	2,040,922	2,228,328	187,406
Total - Reserve Transfers with Tax Impacts	**$10,163,361**	**$11,621,294**	**$1,457,933**

Asset Reserve

Asset Reserve

- Established to fund replacement and renewal of existing City infrastructure (excluding utilities)
- Annually funded through the Capital Asset Levy, by practice, frequently receives 75% of previous year's General Fund operating surplus
- Reserve balance presented reflects an increased annual contribution – equivalent to a 1% tax increase ($619,000 in 2026)
- Backlogged maintenance is still a challenge
- Reserve usage is cyclical and follows lifecycle replacement schedules, therefore some years show a surplus, while others have deficits

Asset Reserve

- Funding envelopes established in Asset Reserve
  - allocated to specific asset groups

    (*e.g.* transportation, facilities, parks, equipment)
  - allocation based on Asset Management Investment Plan (AMIP) methodology
  - departments responsible to live within their established envelope

    (sets service level)
  - Not all department have been able to submit a balanced envelope, but the reserve is balanced overall (audit requires the reserve to be balanced by the end of 5 year budget)

Asset Reserve

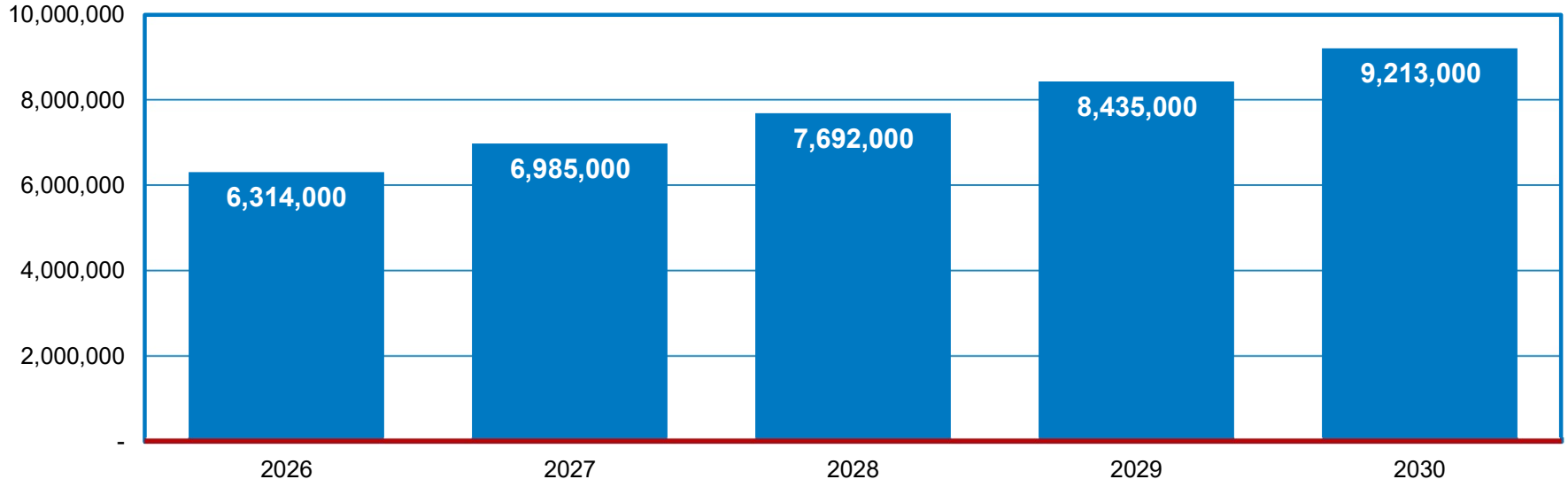
Capital Program - Asset Reserve

Asset Reserve Program Envelope	2026 Allocation	2027 Allocation	2028 Allocation	2029 Allocation	2030 Allocation
Equipment - City	465,527	514,967	567,137	621,891	679,222
Facilities	1,989,714	2,201,024	2,424,005	2,658,028	2,903,067
Parks	872,302	964,942	1,062,698	1,165,295	1,272,721
Transportation	2,355,173	2,605,295	2,869,232	3,146,238	3,436,285
Unallocated	631,413	698,470	769,230	843,495	921,255
Total	**$6,314,130**	**$6,984,697**	**$7,692,302**	**$8,434,947**	**$9,212,550**

Asset Reserve

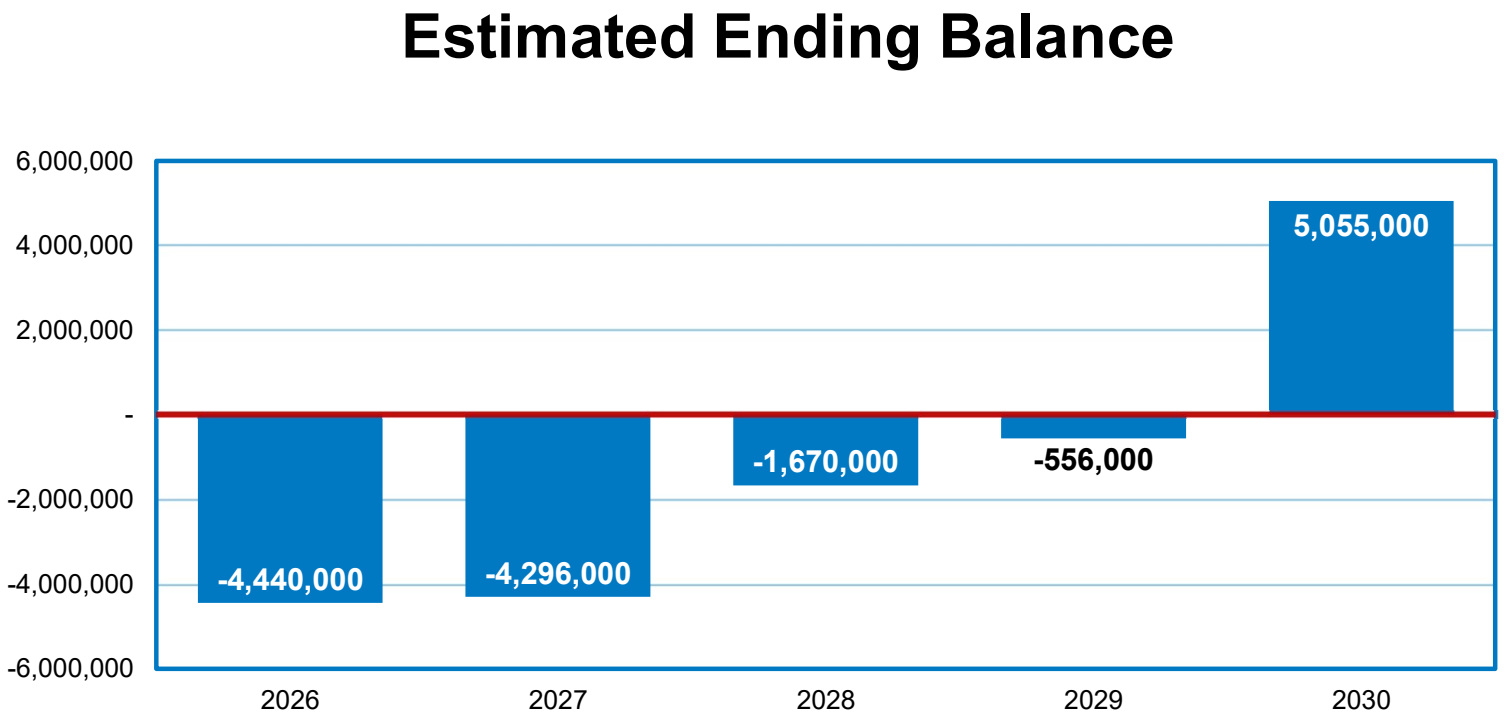
Annual Contributions

Asset Renewal Levy established in 2009
Funded through taxation

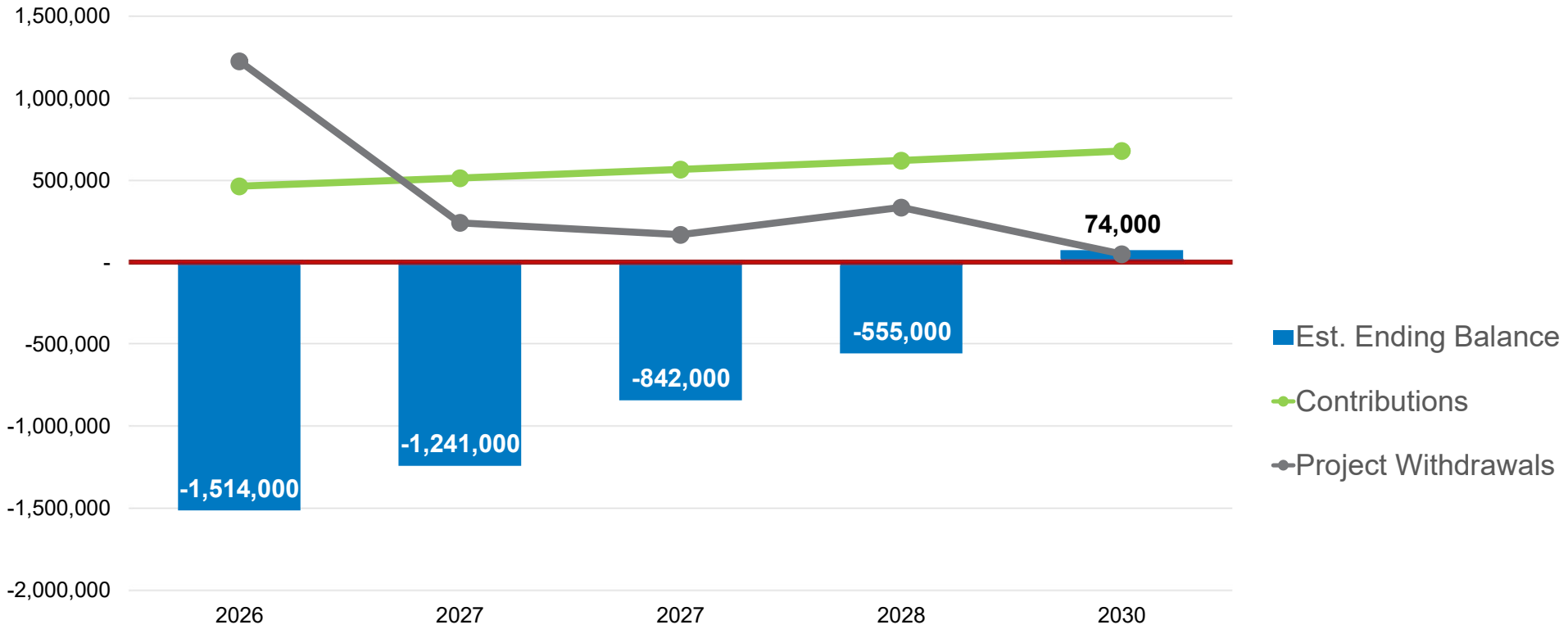


Generally budgeted at an annual increase equivalent to 1%, however historical reductions have a compounding effect and have led to funding deficiencies.

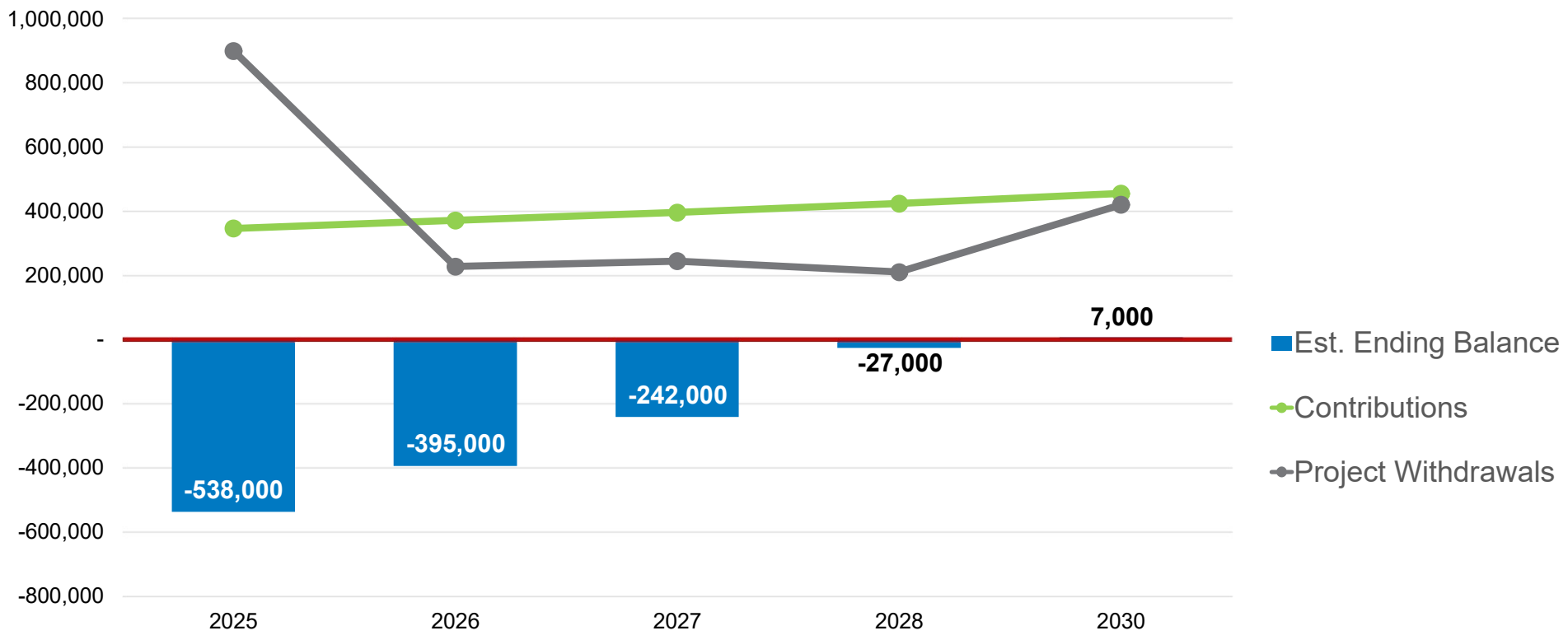
Asset Reserve – All Envelopes Combined



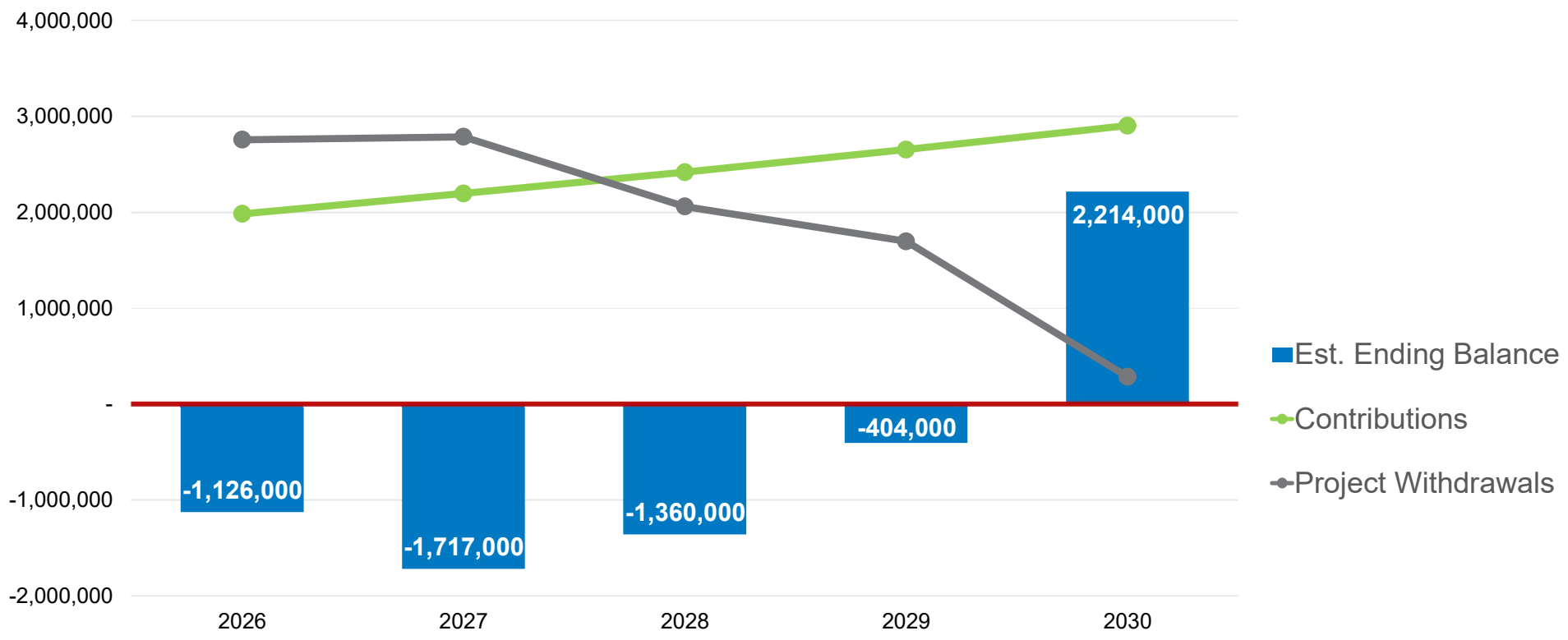
Asset Reserve – City Equipment



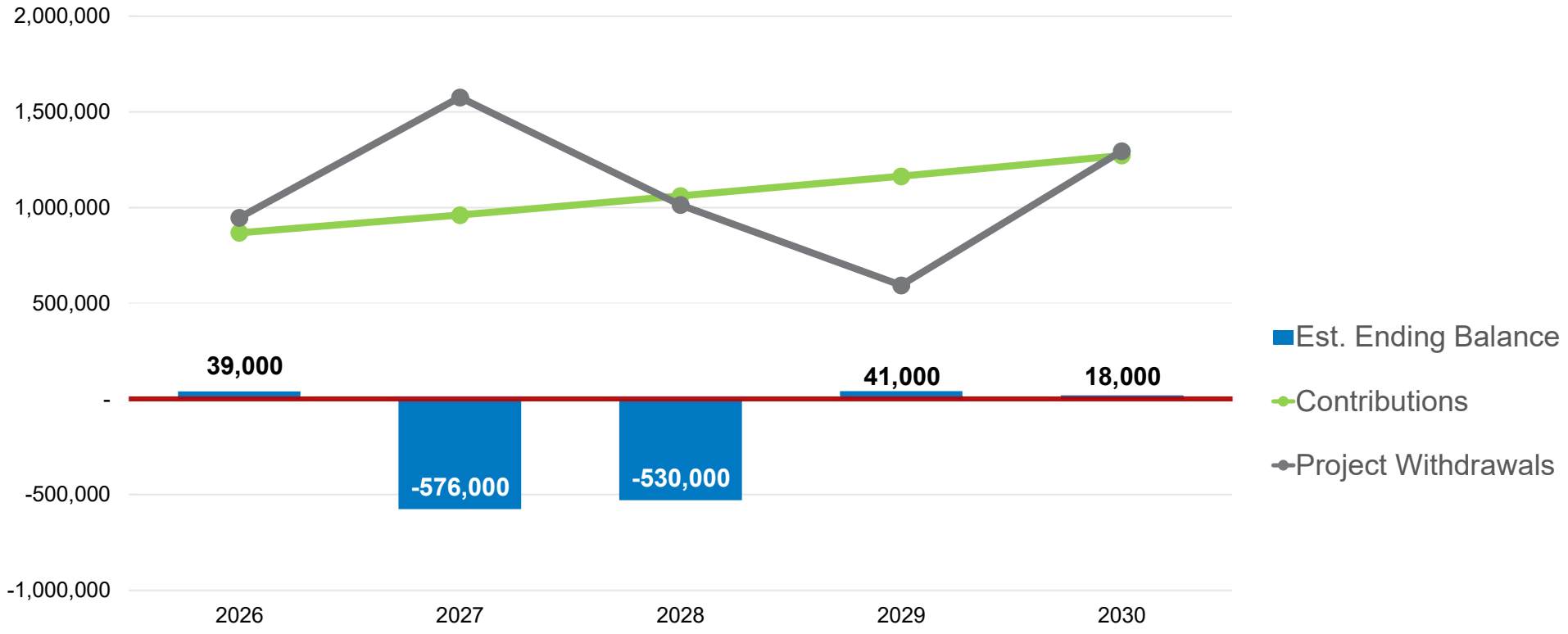
Asset Reserve – Police Equipment



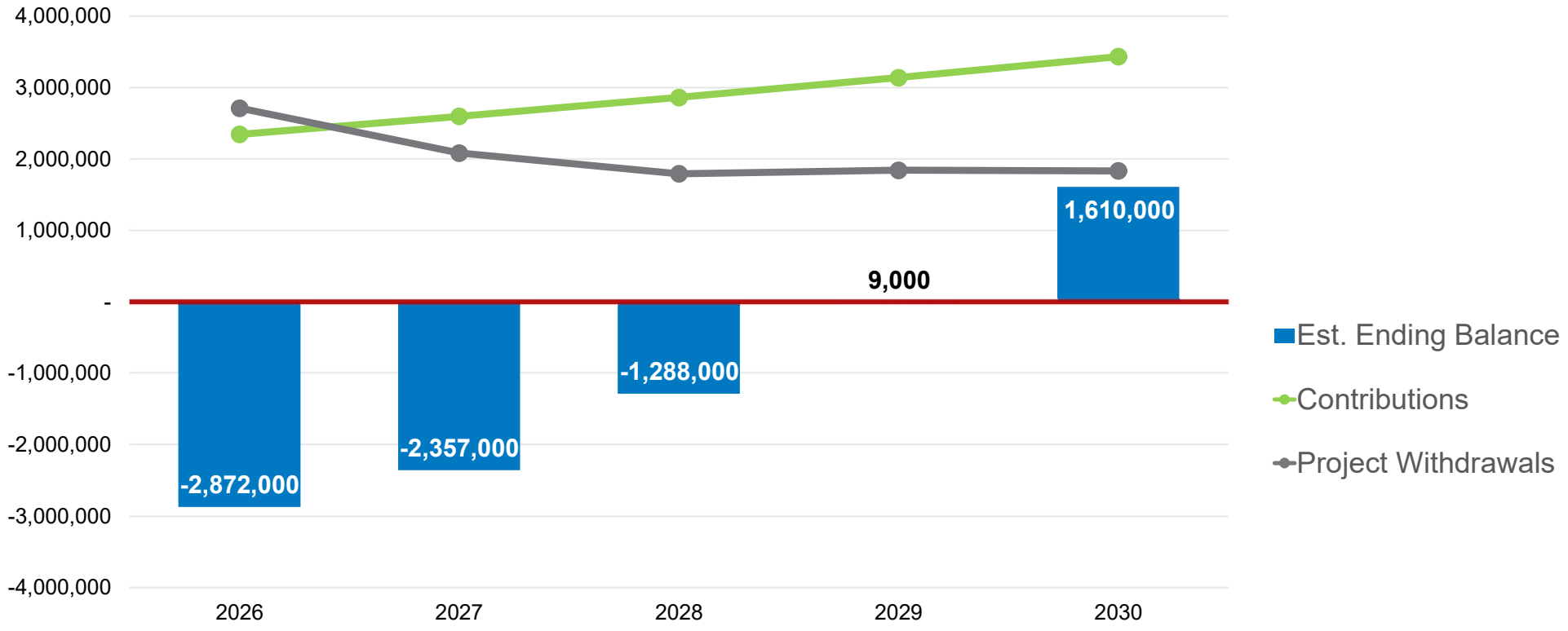
Asset Reserve – Facilities Maintenance



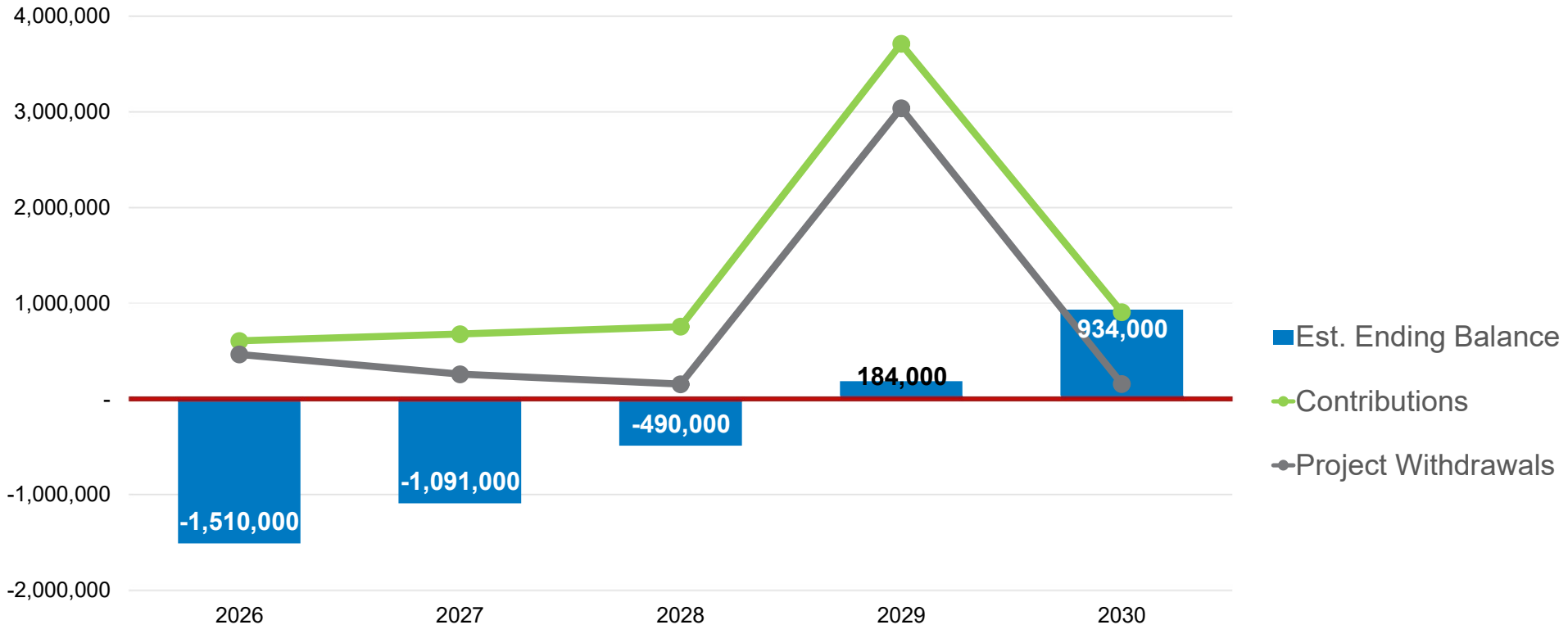
Asset Reserve – Parks



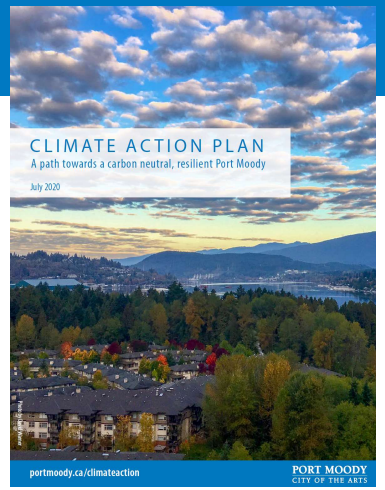
Asset Reserve - Transportation



Asset Reserve – Unallocated (miscellaneous/other)



Climate Action Reserves



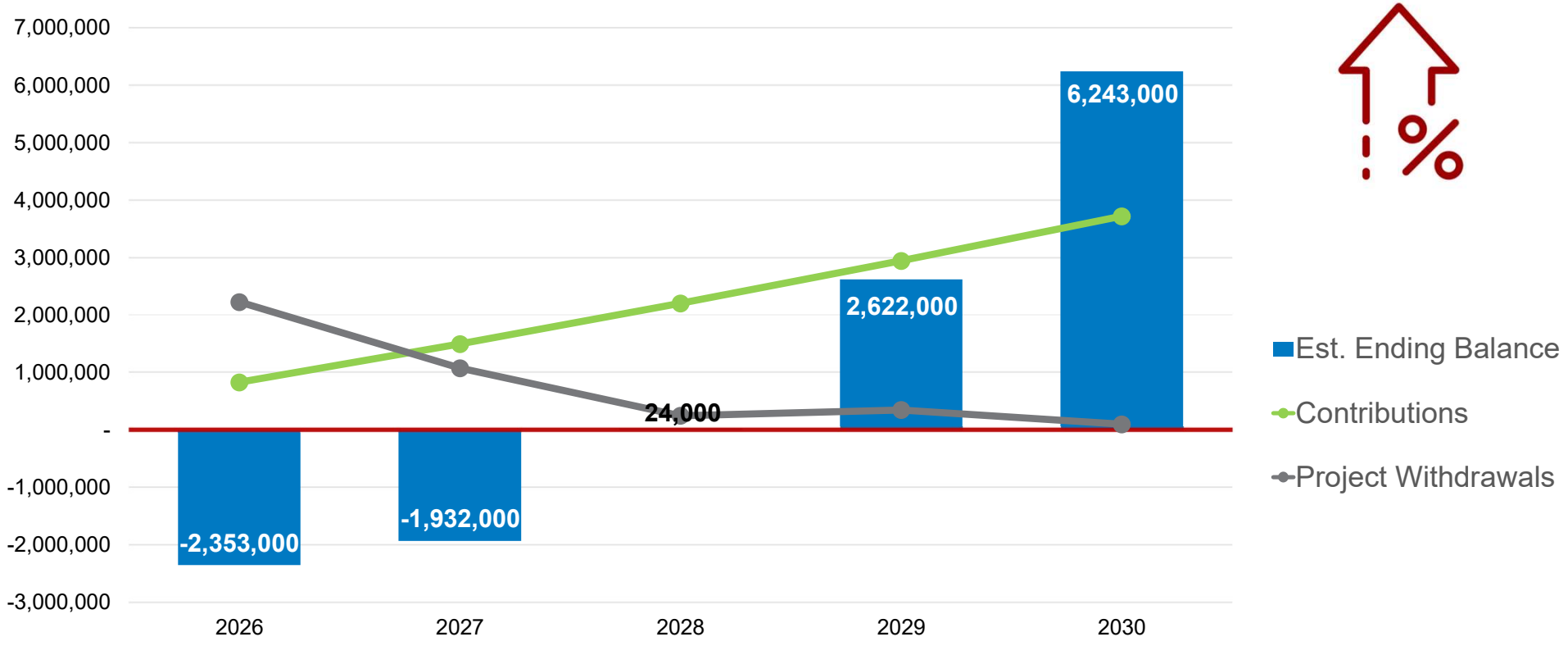
Climate Action Implementation Reserve

- Established (April 27, 2021) to fund future implementation phases of the Climate Action Plan.
- Historically received $50,000 transfer (funded from taxation)
- **Additional 1% tax increase transfers to this Reserve on annual basis** ($532,000 – 2024, $0 – 2025, proposed $619,000 in 2026)
- Can receive additional funding through climate action related grants (City savings are transferred into the Climate Action Implementation Reserve)

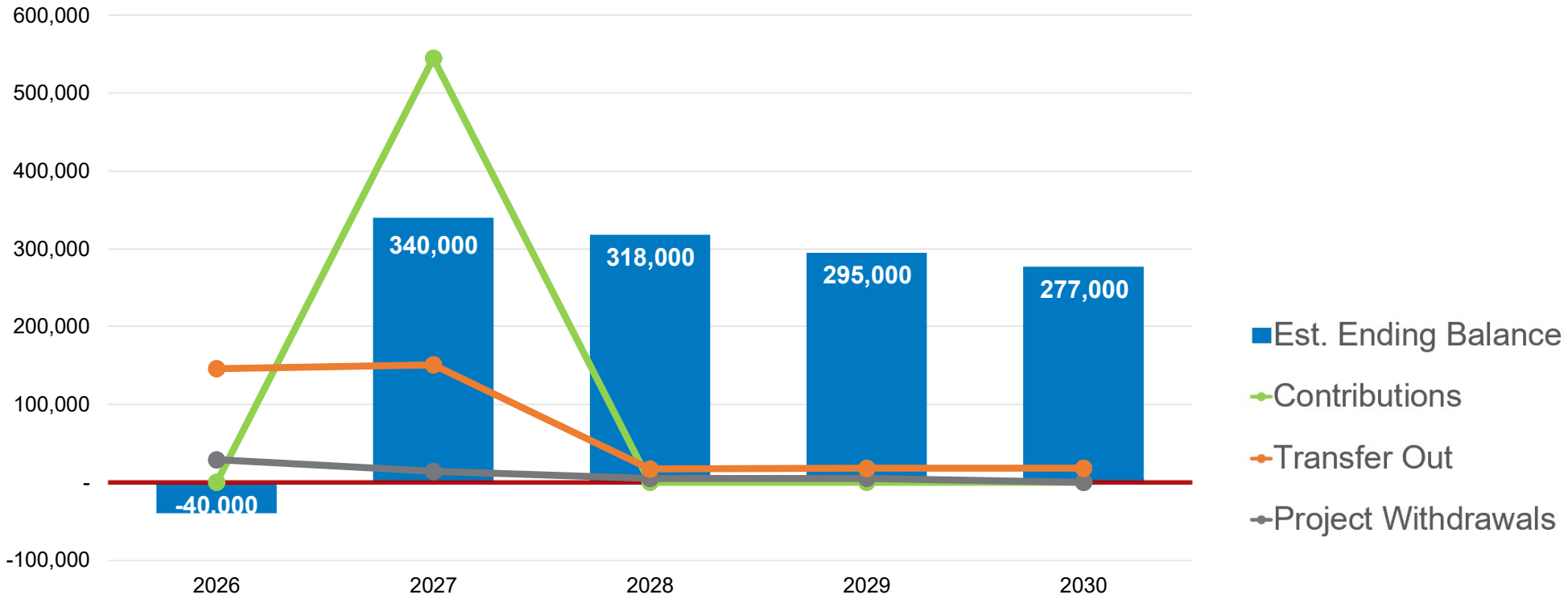
Local Government Climate Action Program (LGCAP) Reserve

- Formerly called CARIP reserve
- Provincial funding provided in 2024 for three years (front end loaded)
- Ongoing/sustainable funding could be in jeopardy with policy changes at senior levels of government

Climate Action Implementation Reserve (1% Annual Increase)



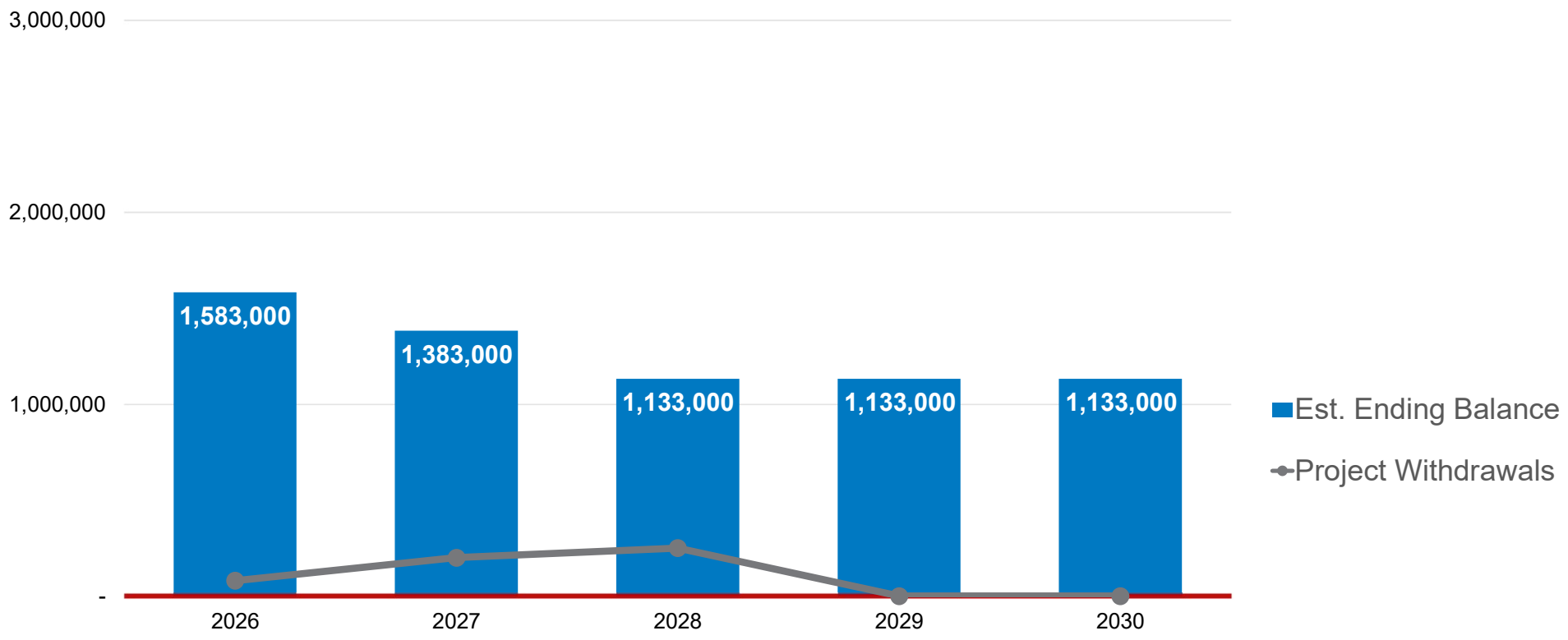
Local Government Climate Action Program Reserve



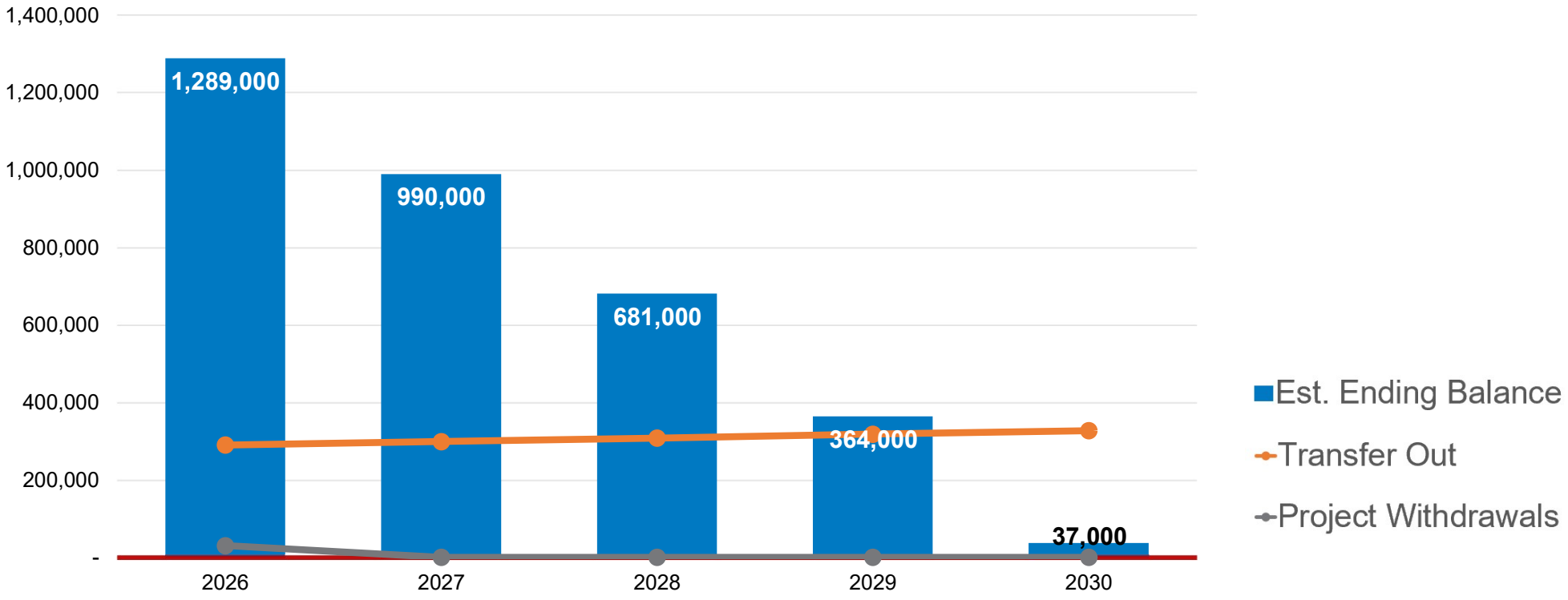
Community Amenity Contribution Reserve

- Community Amenity Contributions (CACs) allow the City to collect and pool funds from developers to build amenities that serve existing and new Port Moody residents
- Established by corporate policy (September 2017)
- $6.00 per 1.0ft^2 (to a maximum of $6,000 per unit) of new residential floor area being developed where a rezoning application has been made
- CAC's will be eliminated with the new provincial ACC program and expanded DCC program
- CACs and density bonuses allow for the funding of other public amenities deemed appropriate by Council, such as:
  - community facilities
  - environmental enhancements
  - streetscape and pedestrian improvements
  - affordable and special needs housing
  - parks and recreation facilities
  - public art
  - arts and cultural facilities
  - contributions to the affordable housing reserve fund

Community Amenity Contribution Reserve



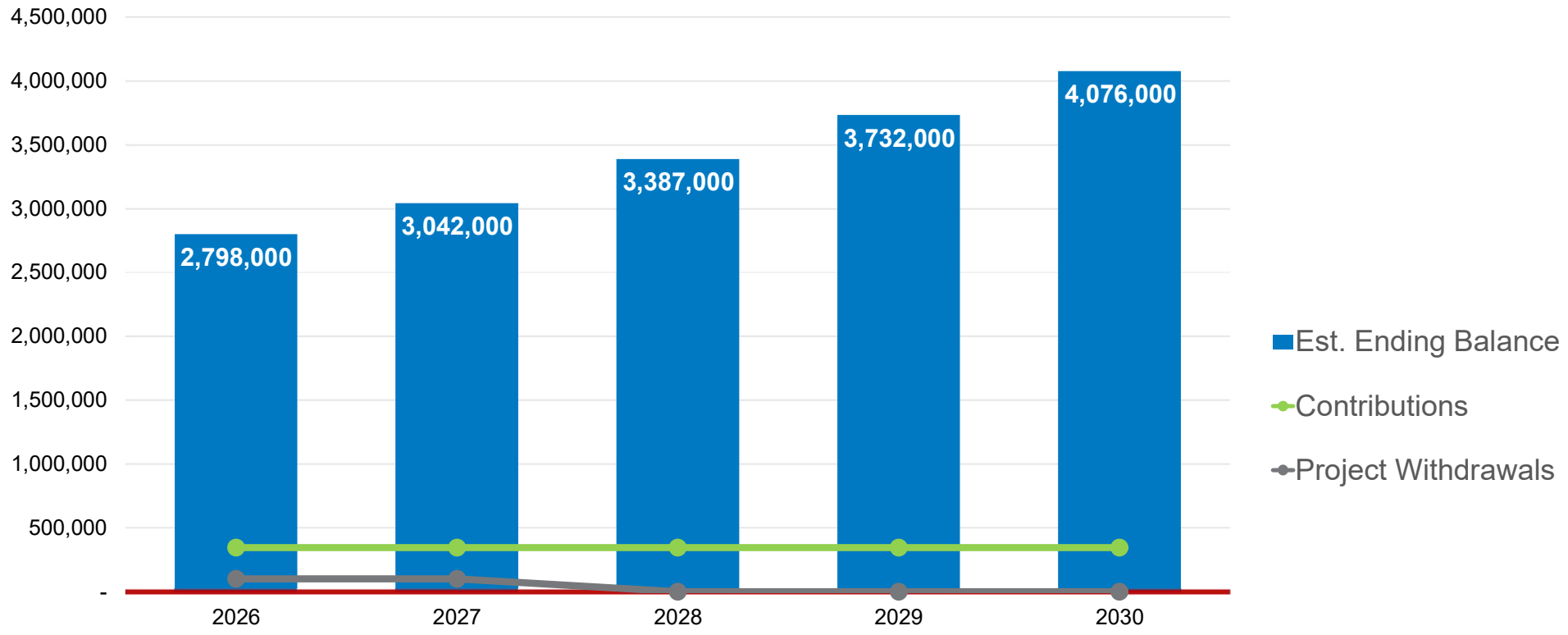
Affordable Housing Reserve



Density Bonus Reserve

- Established through Bylaw No. 3142 (April 2018)
- First funds received in 2020 (Onni Group – Suter Brook Development)
- This reserve has been used to fund the following projects:
  - $825,000 - Civic Complex Exterior Upgrades and Enhancement (multiple phases)
  - $1,875,000 - Inlet Trail - Boardwalk and Pedestrian Bridge Reconstruction (multiple phases)
  - $3,000,000 - Inlet Park Redevelopment
  - $4,015,000 - Shoreline Bike Path - Paving - north side of trail network in coordination with sanitary sewer
  - $1,485,000 - Implementation of Old Orchard Park Master Plan
- Council approved internal borrowing of $3.56 million from the Density Bonus Reserve for the MTP
- This reserve could be used to fund projects that do not have an identified funding source.

Density Bonus Reserve



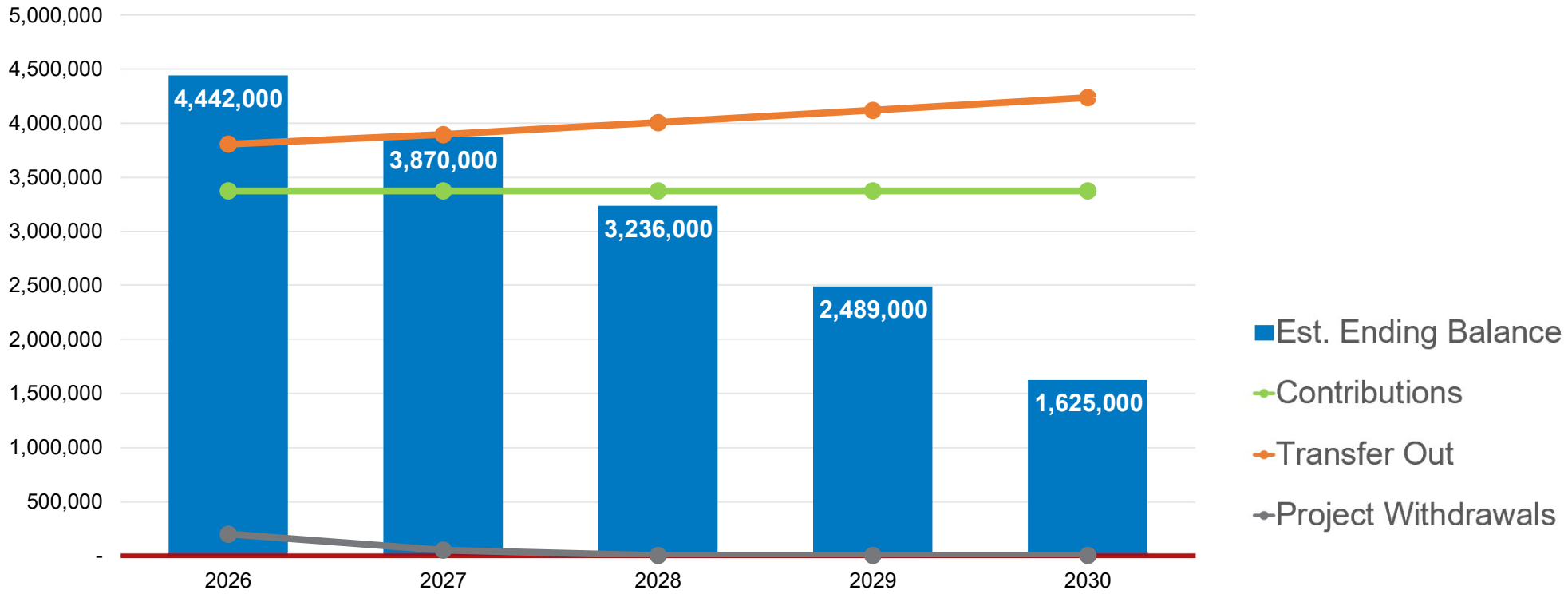
Development Process Reserve

- Established in 2002 and allows the City to smooth out responses, and to service the “peaks and valleys” associated with the level of development activity in the community
- Primarily used as an operating reserve
- The reserve recognizes the fact that staff effort to respond to development activity largely occurs well after the point when the city receives the development revenues
- Development related revenues in excess of the established base line revenues provide funding for the development impacted positions during periods when development revenues fall below the established base line revenue

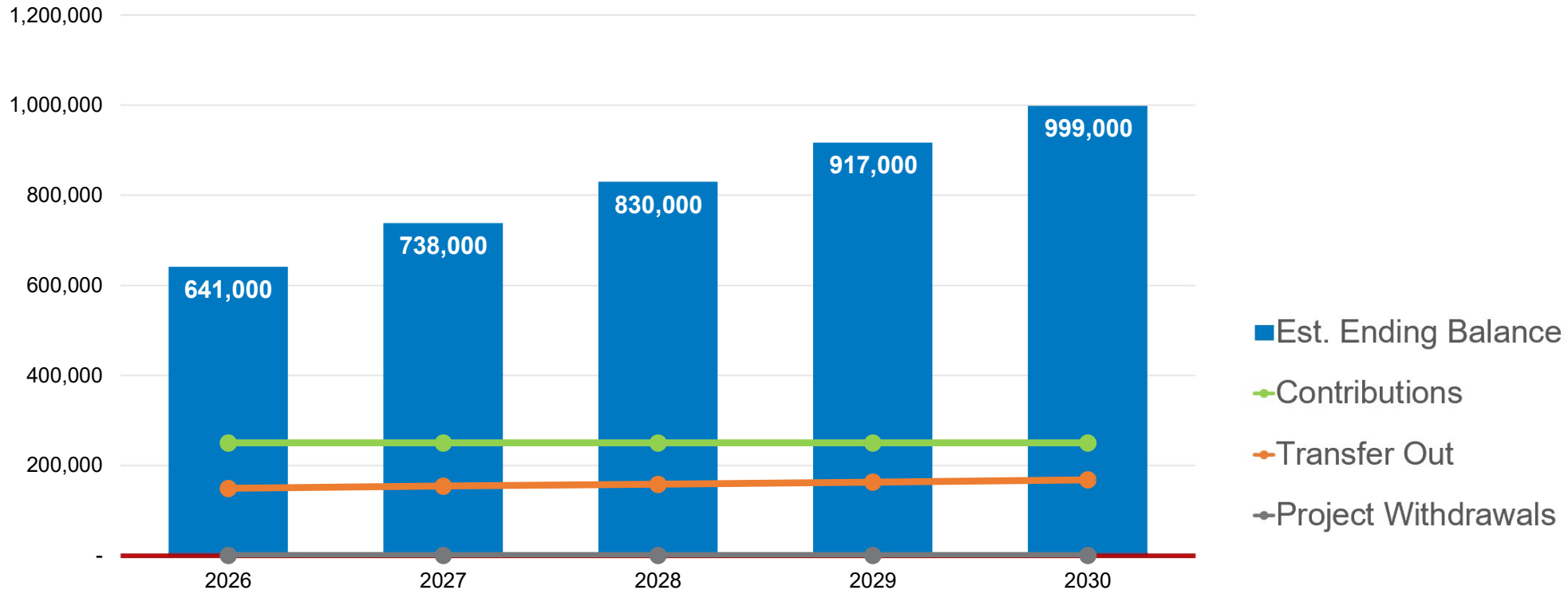
Development Process Reserve - Transfers

Division	2026	2027	2028	2029	2030
Building, Bylaw & Licensing	2,822,500	2,822,500	2,822,500	2,822,500	2,822,500
Development Planning	552,300	552,300	552,300	552,300	552,300
Total - Excess Revenue Transfer To Reserve	**3,374,800**	**3,374,800**	**3,374,800**	**3,374,800**	**3,374,800**
Building, Bylaw & Licensing	-596,072	-613,568	-631,939	-650,511	-669,640
Community Development Admin	-112,496	-96,807	-99,703	-102,620	-105,624
Communications Specialist	-132,800	-136,784	-140,949	-145,178	-149,533
Development Planning	-1,452,990	-1,495,733	-1,540,436	-1,585,803	-1,632,530
Engineering Services	-279,482	-287,867	-296,577	-305,475	-314,639
Environmental Services	-297,092	-306,004	-315,260	-324,717	-334,459
Human Resources Advisor	-167,332	-172,352	-177,522	-182,848	-188,333
Information Services including GIS	-287,318	-290,792	-294,467	-298,156	-301,956
Urban Forestry	-178,175	-184,304	-189,792	-195,456	-201,288
Policy Planning	-303,903	-312,617	-321,816	-331,067	-340,596
Total - Position Funding From Reserve	**-3,807,660**	**-3,896,828**	**-4,008,461**	**-4,121,830**	**-4,238,599**

Development Process Reserve



Engineering - Development Process Reserve



Equipment Replacement Reserve (ERR)

- Statutory reserve fund is fully funded (from taxation) and balanced
- Equipment replacement funding is provided through departmental operating budgets *(direct tax impact)*
- Equipment replacements are fully funded from the Reserve *(therefore do not have a direct tax impact when purchased)*
- Equipment replacements follow a balanced City-wide 25-year model

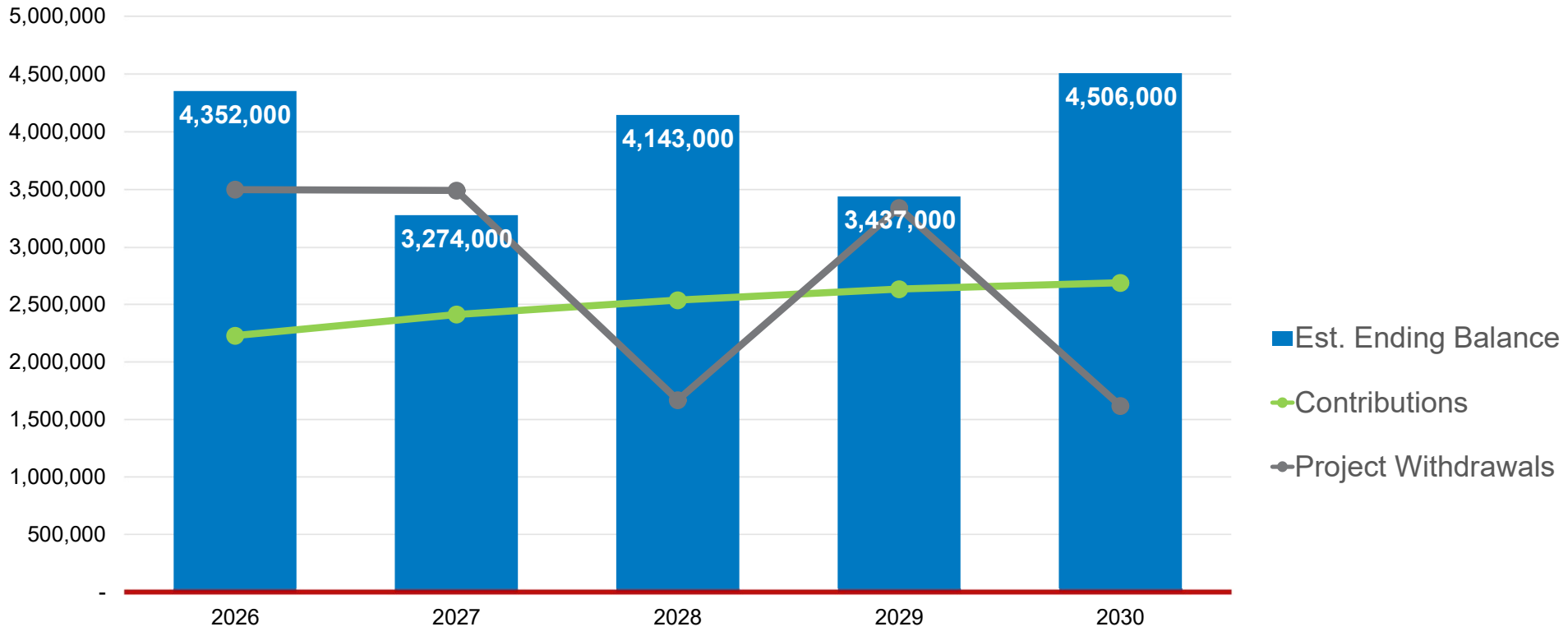
	2026	2027	2028	2029	2030
Project Totals	**3,495,900**	**3,488,700**	**1,667,100**	**3,336,800**	**1,618,300**

Equipment Replacement Reserve (ERR)

Operating Replacement Provisions	2026	2027	2028	2029	2030
Transfer to Reserve: (from Building, Bylaw & Licensing)	16,934	19,081	20,495	21,551	22,394
Transfer to Reserve: (from Cultural Services)	6,527	6,783	6,974	7,127	7,383
Transfer to Reserve: (from Engineering)	5,000	5,000	5,000	5,000	5,000
Transfer to Reserve: (from Facilities)	119,517	124,270	127,820	130,655	130,655
Transfer to Reserve: (from Fire Rescue)*	74,552	77,863	80,336	82,310	82,310
Transfer to Reserve: (from Operations)	716,616	785,679	831,169	865,147	892,277
Transfer to Reserve: (from Police)	271,411	295,001	311,188	323,526	333,497
Transfer to Reserve: (from Parks)	266,483	295,515	314,637	328,920	340,325
Transfer to Reserve: (from Solid Waste)	751,288	801,873	838,341	866,953	872,806
Total	**2,228,328**	**2,411,064**	**2,535,960**	**2,631,188**	**2,686,647**

*Heavy Duty Fire Rescue Apparatus is funded through long term debt (MFA Equipment Financing)

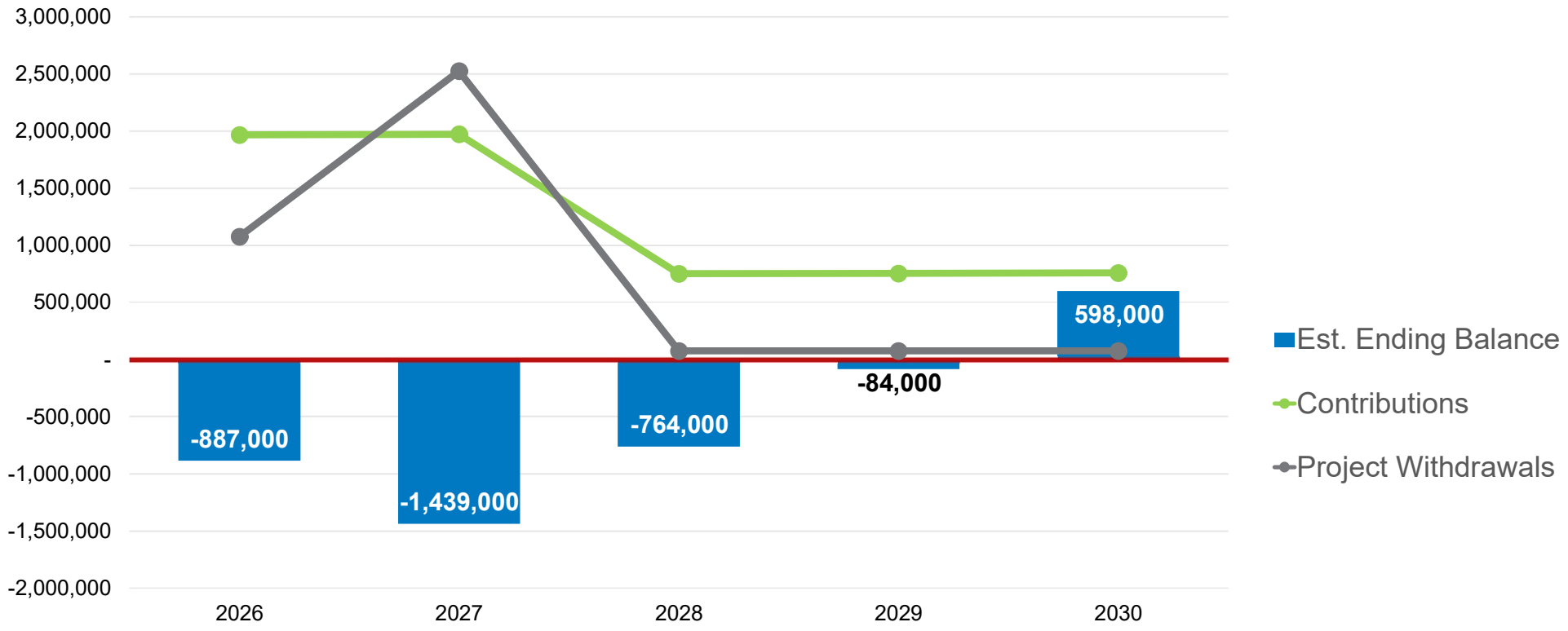
Equipment Replacement Reserve (ERR)



Major Road Network (MRN) Reserves

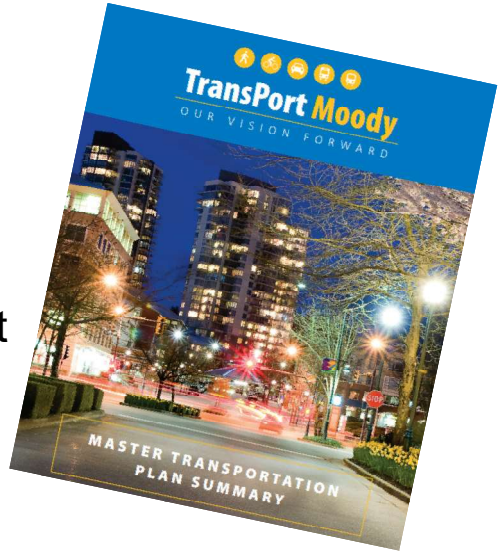
- The Translink MRN Agreement provides annual funding of approximately $24,500 per lane kilometer of the MRN road network
- The City has 70.3 lane kilometers in the MRN road network
- Total base 2026 Translink funding is estimated at $1.74 million
- 5/12s (42%) or $743,000 goes to the capital reserve for pavement rehabilitation
- $400,000 annual shift between MRN-General and MRN-Rehab to rebalance and eliminate deficit
- $1,225,000 in additional funding for 2026 and 2027 for capital improvements
- Projects are limited by the level of Translink funding
  (service level established regionally by Translink)
- This reserve is balanced over the five years of the Financial Plan

Major Road Network (MRN) Reserves

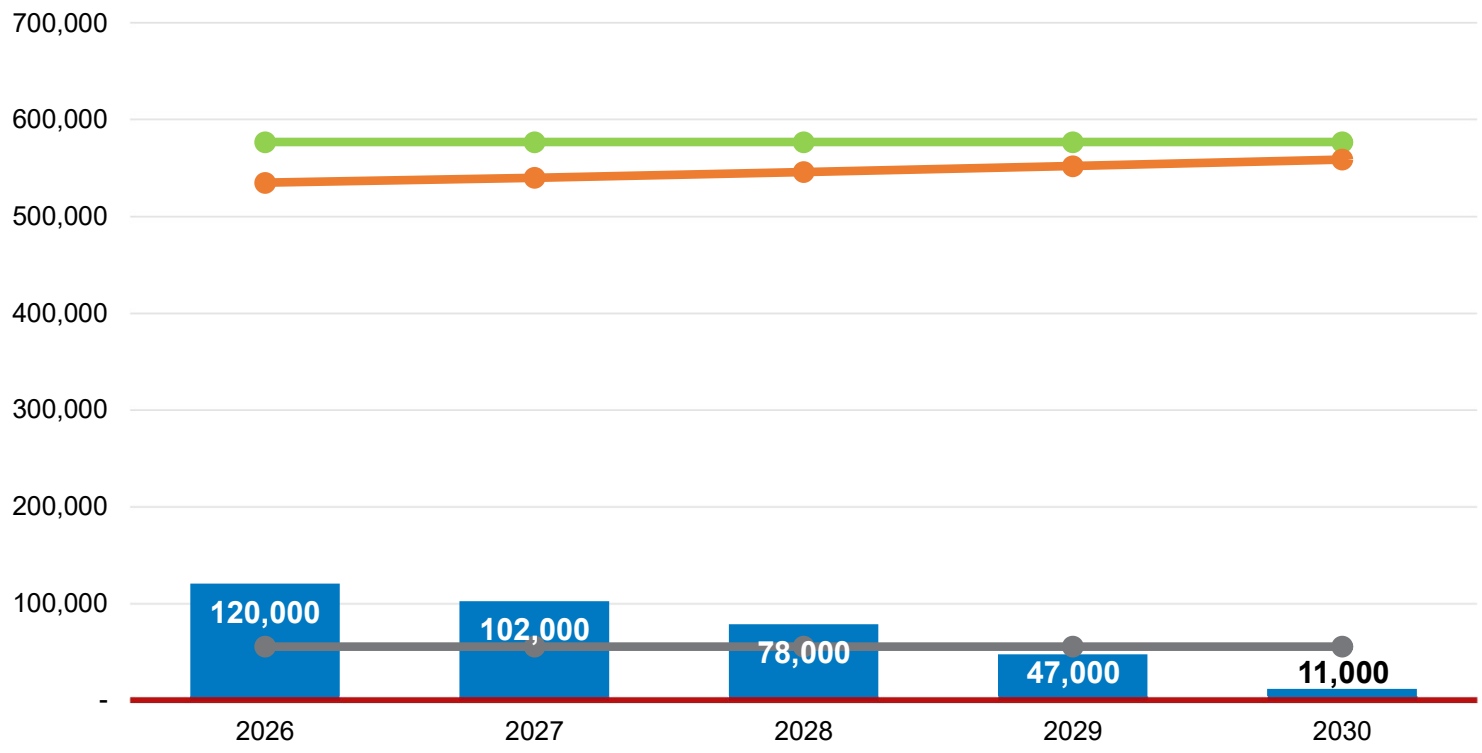


Master Transportation Plan (MTP) Reserve

- The MTP was endorsed by Council in March 2017
- Funding for the plan was approved as part of the 2018 Financial Plan which included the 1% MTP Levy ($386,000)
- An aggressive project timetable has been undertaken to achieve desired MTP targets (front end loaded)
- In 2021, Council approved internal borrowing of $3.56 million from the Density Bonus Reserve, to be repaid with interest over 12 years
- The reserve is no longer balanced, additional funding will be required as part of the Master Transportation Plan Review



Master Transportation Plan (MTP) Reserve



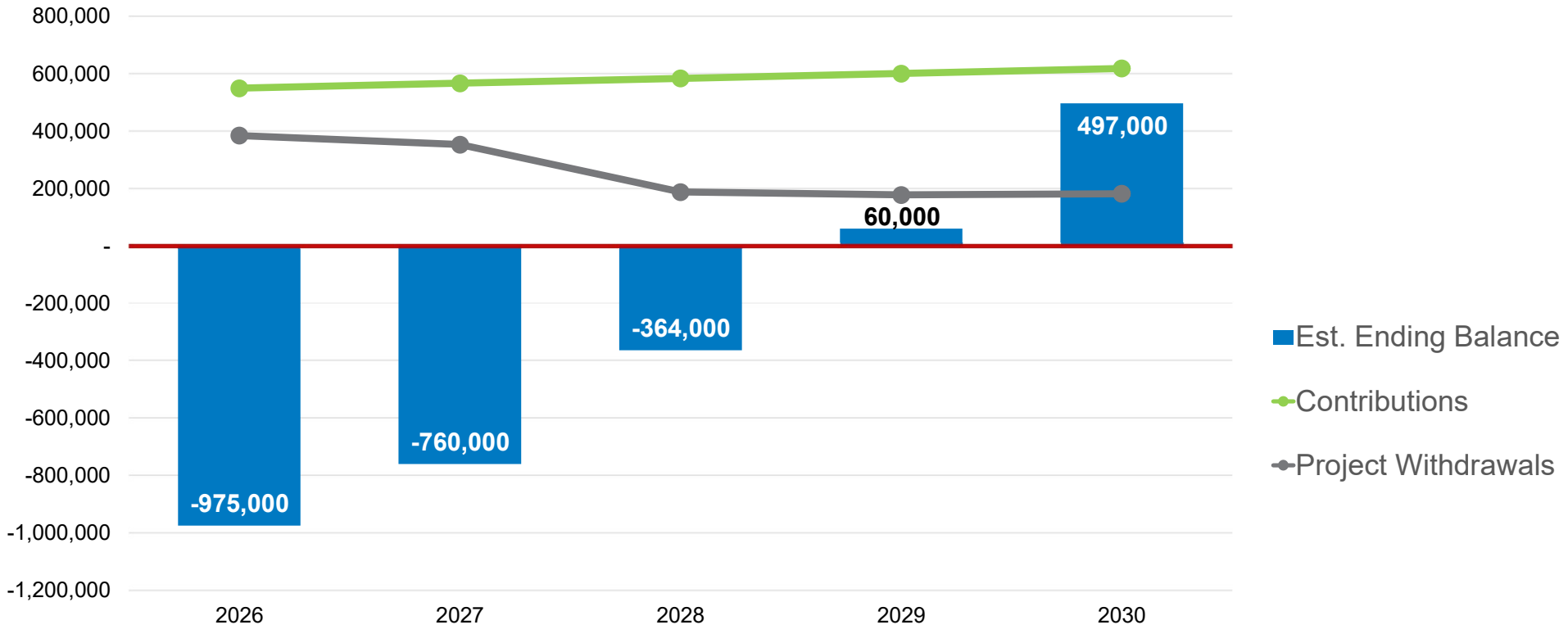
Funding Strategy required with MTP update

- Est. Ending Balance
- Contributions
- Transfer Out
- Project Withdrawals

New Initiatives Reserve

- Intended for new and strategic initiatives
- Includes projects in the Strategic Plan that require specific funding
- Projects are prioritized (Council, High, Medium, Low)
- Prior years overspending has passed a financial burden to today
- Total annual spend should be in line with the annual funding of $551,000 (**live within our means**)
- Funded by taxation with minor contributions from the Utilities

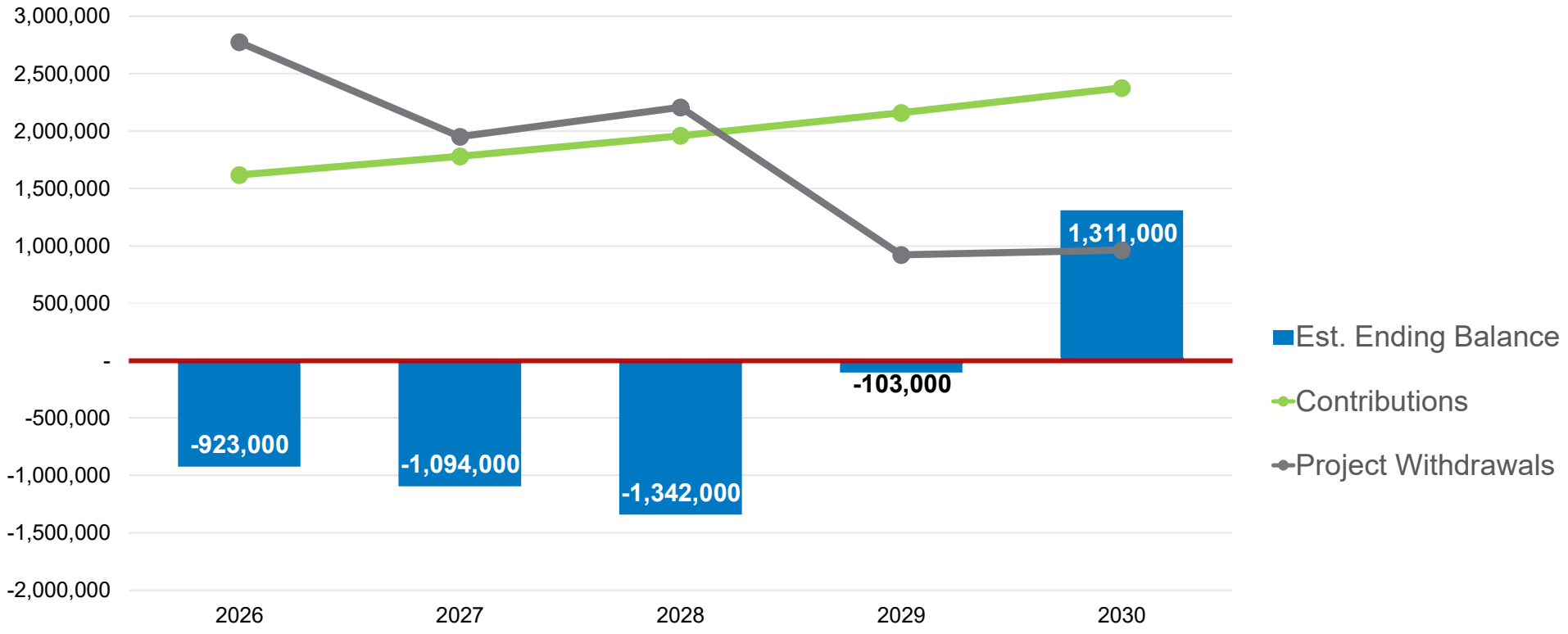
New Initiatives Reserve



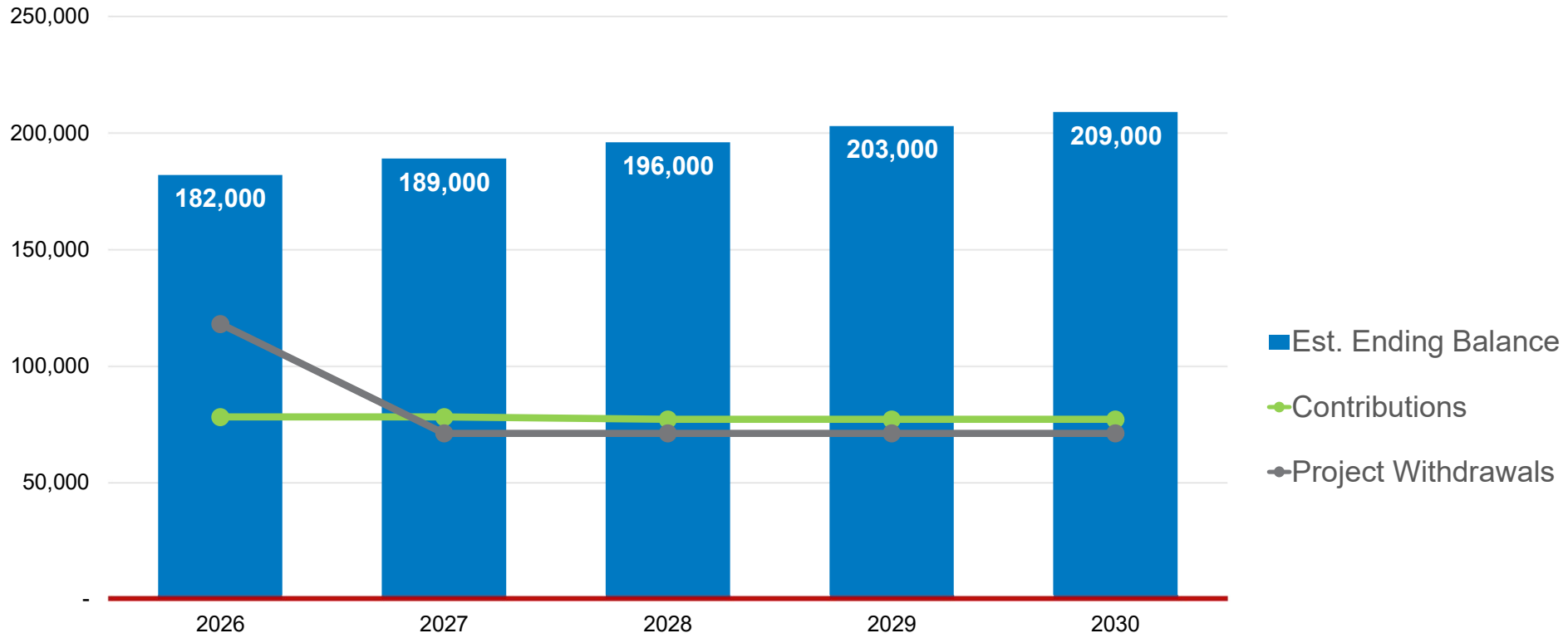
New Initiatives Reserve – Project Funding

Description	Priority	2026	2027	2028	2029	2030
CM26001: Council Strategic Plan Goals	3. High	125,000	150,000	125,000	125,000	125,000
CM26002: Inaugural Council Meeting	3. High	15,000	-	-	-	-
CU26033: Inaugural Council	2. Council	10,000	-	-	-	12,000
RS26018: Establish a Volunteer Program	3. High	95,000	95,000	-	-	-
PK26070: Pop Up Parks	4. Medium	40,000	40,000	40,000	45,000	45,000
IS26008: Public Service Request App	4. Medium	-	45,000	-	-	-
FI26002: Revised Conceptual Framework and F.S. Presentation	3. High	50,000	-	-	-	-
CD26018: Economic Development Work Plan	3. High	25,000	7,500	7,500	7,500	-
CO26002: Website Transition Project	4. Medium	10,000	-	-	-	-
SI26001: Customer Service Inquiries Assessment	3. High	15,000	15,000	15,000	-	-
Total Project Funding From New Initiatives Reserve		**385,000**	**352,500**	**187,500**	**177,500**	**182,000**

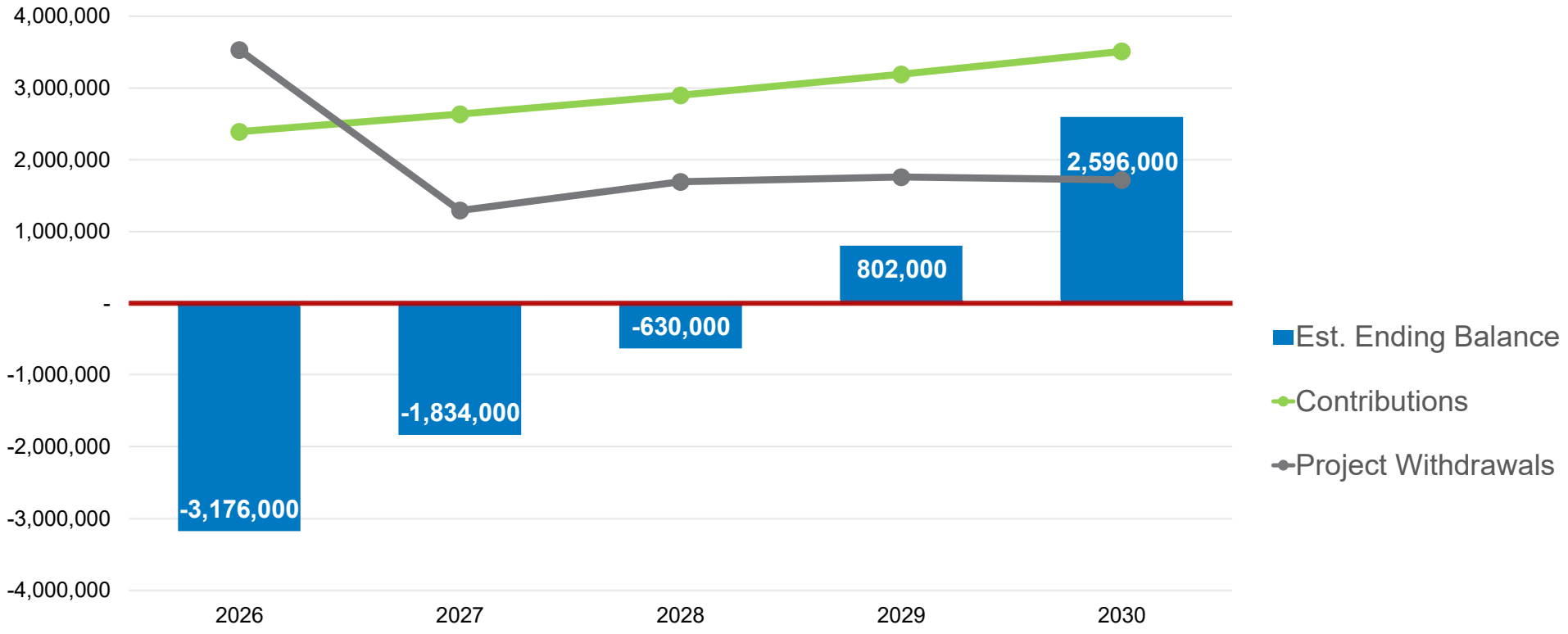
Utility Reserves - Drainage Capital Reserve



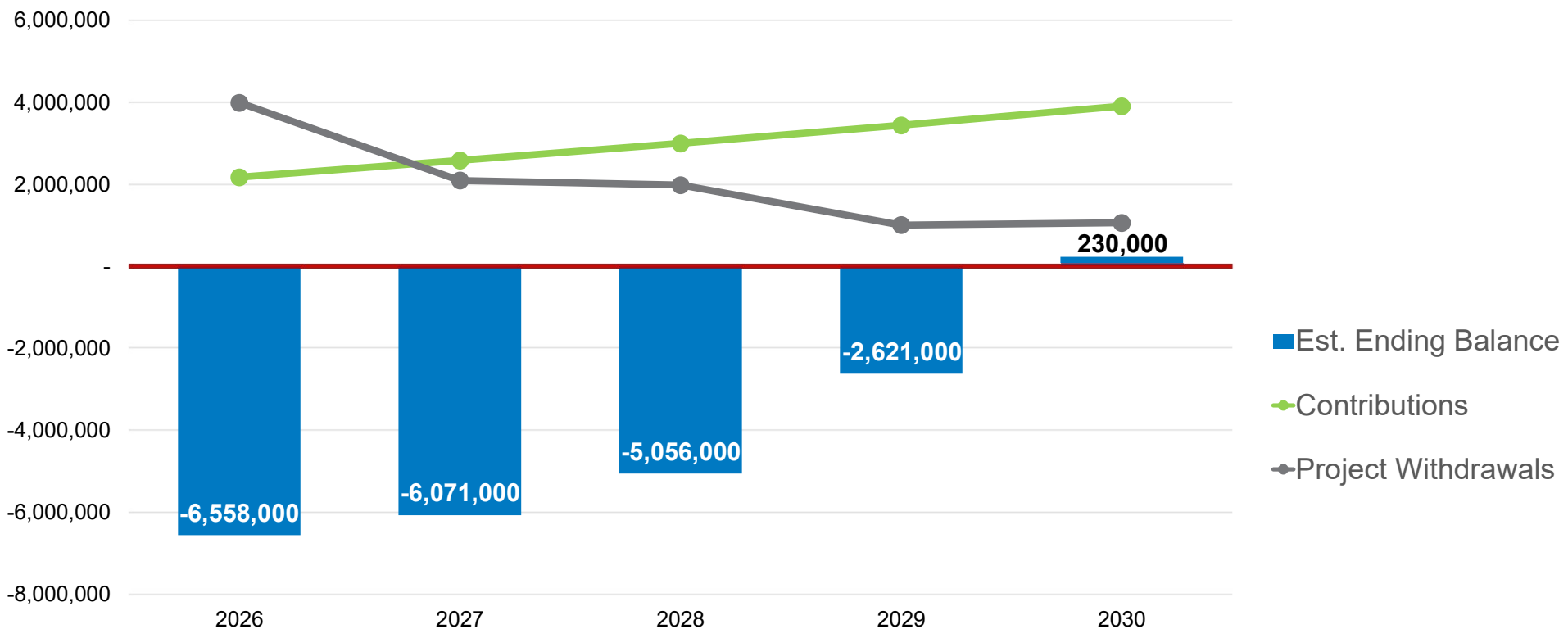
Utility Reserves - Sanitation Utility Reserve



Utility Reserves - Sewer Capital Reserve



Utility Reserves - Water Capital Reserve



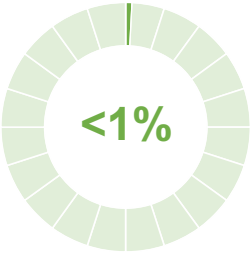
Capital Projects by Department

2026 - 2030 Capital Budget – Departmental Summary

Department	Total Project Count	2026	2027	2028	2029	2030
City Administration	2	140,000	150,000	125,000	125,000	125,000
Community Development	9	237,300	71,800	12,500	12,500	-
Community Services	150	7,265,300	5,466,100	3,886,800	5,730,300	1,867,400
Corporate Services	4	65,000	15,000	15,000	-	-
Engineering & Operations	119	6,337,100	10,764,300	3,515,500	4,721,900	3,248,900
Finance & Technology	21	884,500	281,000	205,000	1,080,000	150,000
Fire Rescue	3	39,000	120,000	-	-	-
Library	1	44,000	-	-	-	-
Police	38	1,514,700	353,100	244,000	792,900	805,500
Utilities	27	10,730,300	5,334,600	6,016,100	3,790,000	3,742,800
	374	27,257,200	22,555,900	14,019,900	16,252,600	9,939,600

2026-2030 Capital Projects by Department

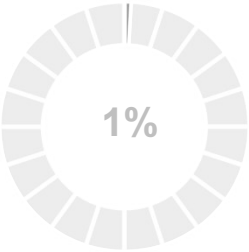
City Administration



Division	2026 Project Count	2026	2027	2028	2029	2030
City Manager	2	140,000	150,000	125,000	125,000	125,000
Mayor & Council	-	-	-	-	-	-
	2	140,000	150,000	125,000	125,000	125,000

2026-2030 Capital Projects by Department

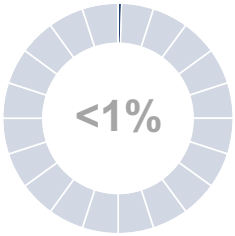
Community Development



Division	2026 Project Count	2026	2027	2028	2029	2030
Building & Bylaw Enforcement	-	-	-	-	-	-
Community Development Admin	1	25,000	7,500	7,500	7,500	-
Development Planning	1	60,000	50,000	-	-	-
Policy Planning	7	152,300	14,300	5,000	5,000	-
	9	237,300	71,800	12,500	12,500	

2026-2030 Capital Projects by Department

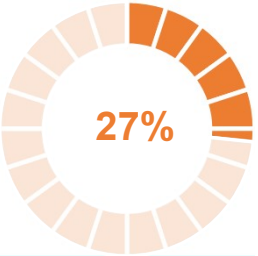
Corporate Services



Division	2026 Project Count	2026	2027	2028	2029	2030
Communications and Engagement	2	40,000	-	-	-	-
Corporate Services Admin	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-
Legislative Services	-	-	-	-	-	-
Strategic Initiatives	2	25,000	15,000	15,000	-	-
	4	65,000	15,000	15,000	-	-

2026-2030 Capital Projects by Department

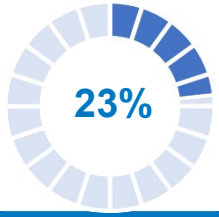
Community Services



Division	2026 Project Count	2026	2027	2028	2029	2030
Community Services Admin	1	100,000	100,000	-	-	-
Cultural Services	6	161,500	145,000	63,000	53,500	12,000
Environmental Services	8	221,600	430,100	428,300	83,300	89,900
Facilities	48	5,034,200	2,397,000	2,262,000	1,985,000	335,000
Parks	28	1,135,500	2,299,000	1,133,500	3,608,500	1,430,500
Recreation	6	612,500	95,000	-	-	-
	97	7,265,300	5,466,100	3,886,800	5,730,300	1,867,400

2026-2030 Capital Projects by Department

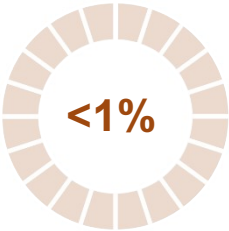
Engineering and Operations



Division	2026 Project Count	2026	2027	2028	2029	2030
Engineering	29	4,081,000	6,880,000	2,090,000	2,140,000	2,130,000
Fleet	16	2,216,100	3,256,800	1,425,500	2,541,900	1,118,900
MRN	-	-	-	-	-	-
Operations	-	-	-	-	-	-
Operations Admin	1	40,000	627,500	-	40,000	-
	46	6,337,100	10,764,300	3,515,500	4,721,900	3,248,900

2026-2030 Capital Projects by Department

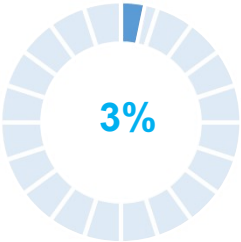
Fire Rescue



Division	2026 Project Count	2026	2027	2028	2029	2030
Fire Rescue	2	39,000	120,000	-	-	-
	2	39,000	120,000			

2026-2030 Capital Projects by Department

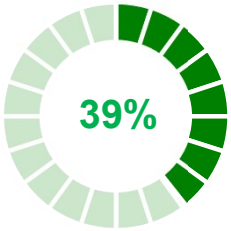
Finance and Technology



Division	2026 Project Count	2026	2027	2028	2029	2030
Finance	1	50,000	-	-	-	-
Information Services	13	834,500	281,000	205,000	1,080,000	150,000
	14	884,500	281,000	205,000	1,080,000	150,000

2026-2030 Capital Projects by Department

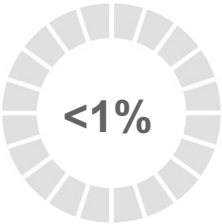
Utilities



Division	2026 Project Count	2026	2027	2028	2029	2030
Drainage	5	2,414,000	1,810,000	2,066,000	780,000	820,000
Sanitary Sewer	5	3,495,000	1,280,000	1,680,000	1,745,000	1,705,000
Solid Waste	6	881,300	179,600	315,100	285,000	187,800
Water	7	3,940,000	2,065,000	1,955,000	980,000	1,030,000
	23	10,730,300	5,334,600	6,016,100	3,790,000	3,742,800

2026-2030 Capital Projects by Department

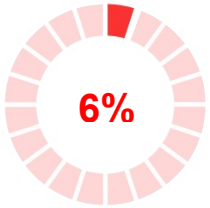
Library



Division	2026 Project Count	2026	2027	2028	2029	2030
Library	1	44,000	-	-	-	-
	1	44,000				

2026-2030 Capital Projects by Department

Police



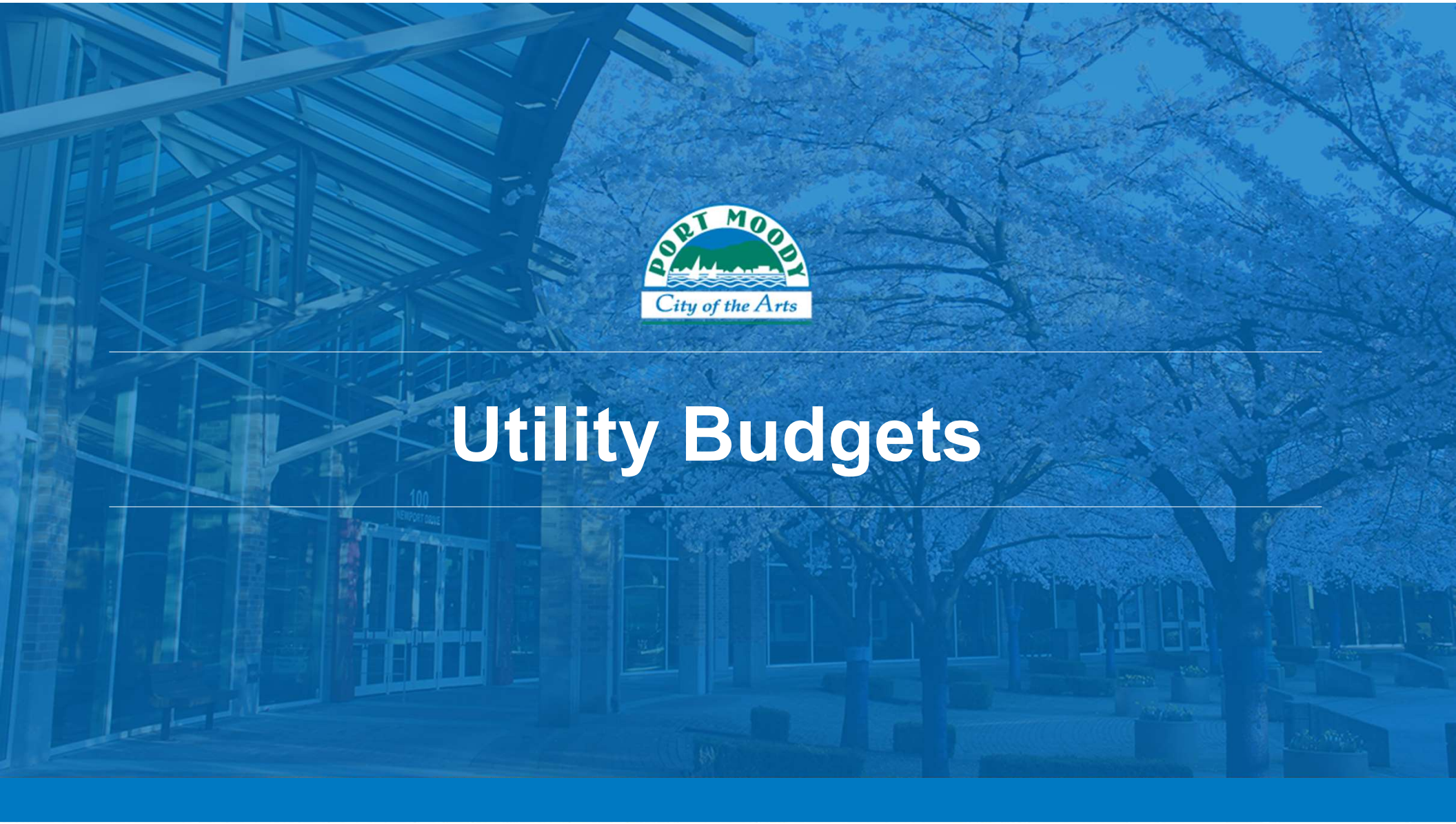
Division	2026 Project Count	2026	2027	2028	2029	2030
Police	16	1,514,700	353,100	244,000	792,900	805,500
	16	1,514,700	353,100	244,000	792,900	805,500

*as presented by PMPD Board Friday, October 17, 2025

2026 Capital Budget – Next Steps

• **Capital Deliberation and Follow-up (if required)**	Finance Committee November 18, 2025
• **Provisional Capital Plan Approval**	Finance Committee December 2, 2025
• **Projects Live**	January 1, 2026

- **Council can delay approval of specific projects for further deliberations**



Utility Budgets

2026 Utility Budgets - Overview

- Engineering & Operations and Financial Services have prepared the provisional budgets based on the most recent information available
- Intent is to walk the Committee through the proposed utility budgets and fee changes and obtain approval for inclusion in the 2026 Fees Bylaw
- Staff will present the Provisional Utility Budget for approval with MV updates at the November 18, 2025, Finance Committee meeting
- The Financial Plan Bylaw is scheduled for the April 16, 2026 Regular Council Meeting for first three readings with the adoption scheduled for May 12, 2026
- Staff have not received DRAFT 2026 budget figures from Metro Vancouver. These should be available on October 20, 2026

2026 Utility Budgets – Funds

- City provides 4 utility services
- 3 funded by user fees; 1 by taxation
  - Water – user fee
  - Sewer (Sanitary) – user fee
  - Solid Waste – Garbage, Recycling, Glass and Green Waste – user fee
  - Drainage (Storm) – taxation
- User fees versus taxation (private vs. public goods)
  - Where the service is direct to a household and the service can be priced as a “private” good, the appropriate charge is **USER FEE**.
  - Where the service is delivered more to a broader area and the service needs to be priced as a “public good”, the appropriate charge is **TAXATION**.
- Utilities are for the most part “regionalized”
  - Significant costs passed from Metro Vancouver (dams, filtration plants, pipes, etc.)
  - Local government costs include workers/infrastructure within city boundaries
- Self Balancing Funds (capital and operating costs = revenues)

Utility Budget – Summary

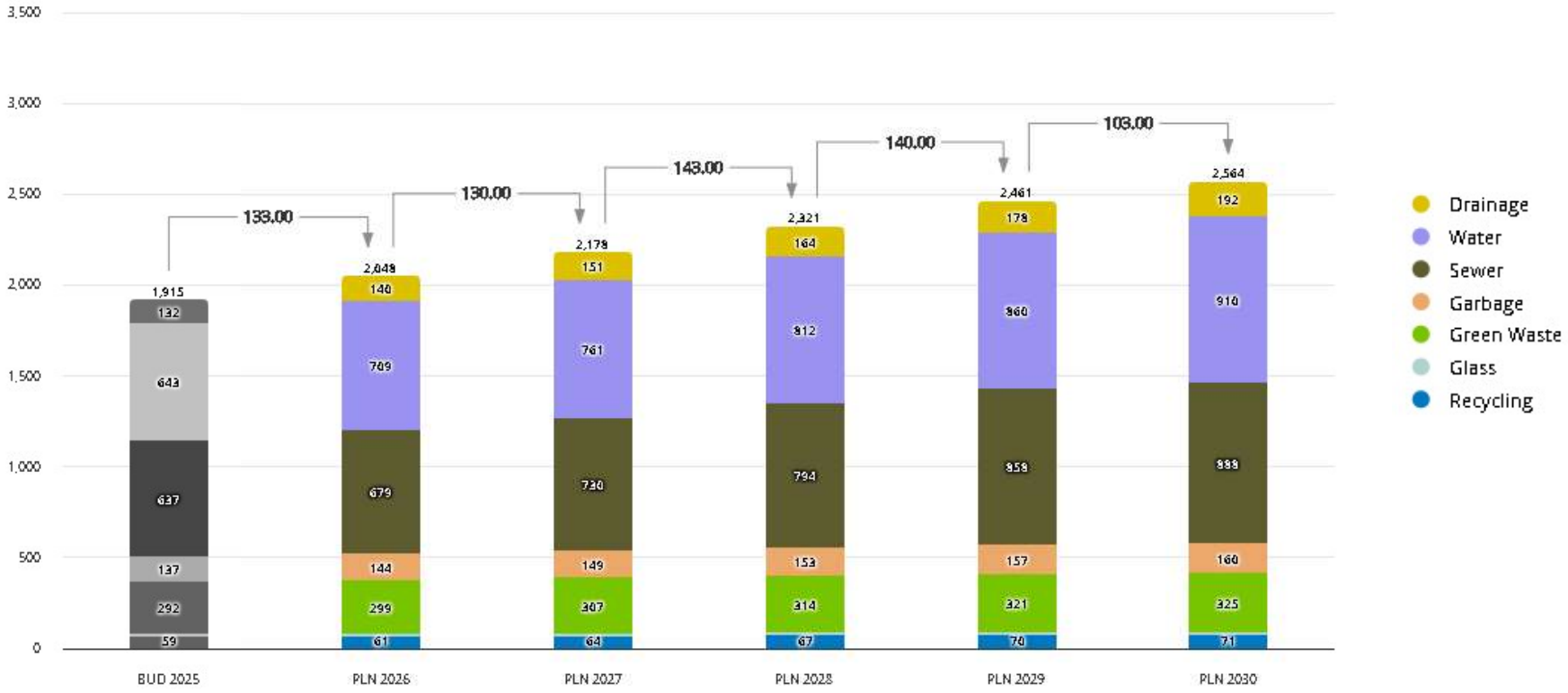
2026-2030 Utility Budgets – 5 Year Rate Comparison

Total Utility (Single-Family)	2025	2026	2027	2028	2029	2030
Water	$ 643	$ 709	$ 761	$ 812	$ 860	$ 910
Sewer	$ 637	$ 679	$ 730	$ 794	$ 858	$ 888
Garbage	$ 137	$ 144	$ 149	$ 153	$ 157	$ 160
Recycling	$ 59	$ 61	$ 64	$ 67	$ 70	$ 71
Glass	$ 15	$ 16	$ 16	$ 17	$ 17	$ 18
Green Waste	$ 292	$ 299	$ 307	$ 314	$ 321	$ 325
Total	$ 1,783	**$ 1,908**	$ 2,027	$ 2,157	$ 2,283	$ 2,372
Increase over prior year	$ 221	$ 125	$ 119	$ 130	$ 126	$ 89
Variance %	14.15%	**7.01%**	6.24%	6.41%	5.84%	3.90%

Total utility charges for Single-Family including Drainage are as follows:

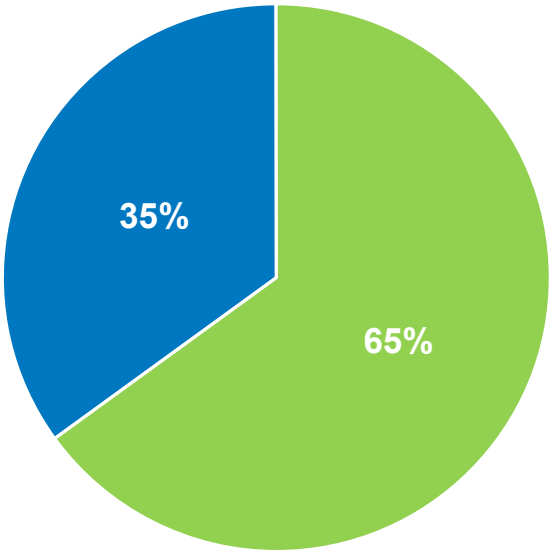
Drainage	$ 132	$ 140	$ 151	$ 164	$ 178	$ 192
Total Including Drainage	$ 1,915	**$ 2,048**	$ 2,178	$ 2,321	$ 2,461	$ 2,564
Increase Including Drainage	$ 245	$ 133	$ 130	$ 143	$ 140	$ 103
Variance %	14.67%	**6.95%**	6.35%	6.57%	6.03%	4.19%

2026-2030 Utility Budgets – 5 Year Rate Comparison (SFD)



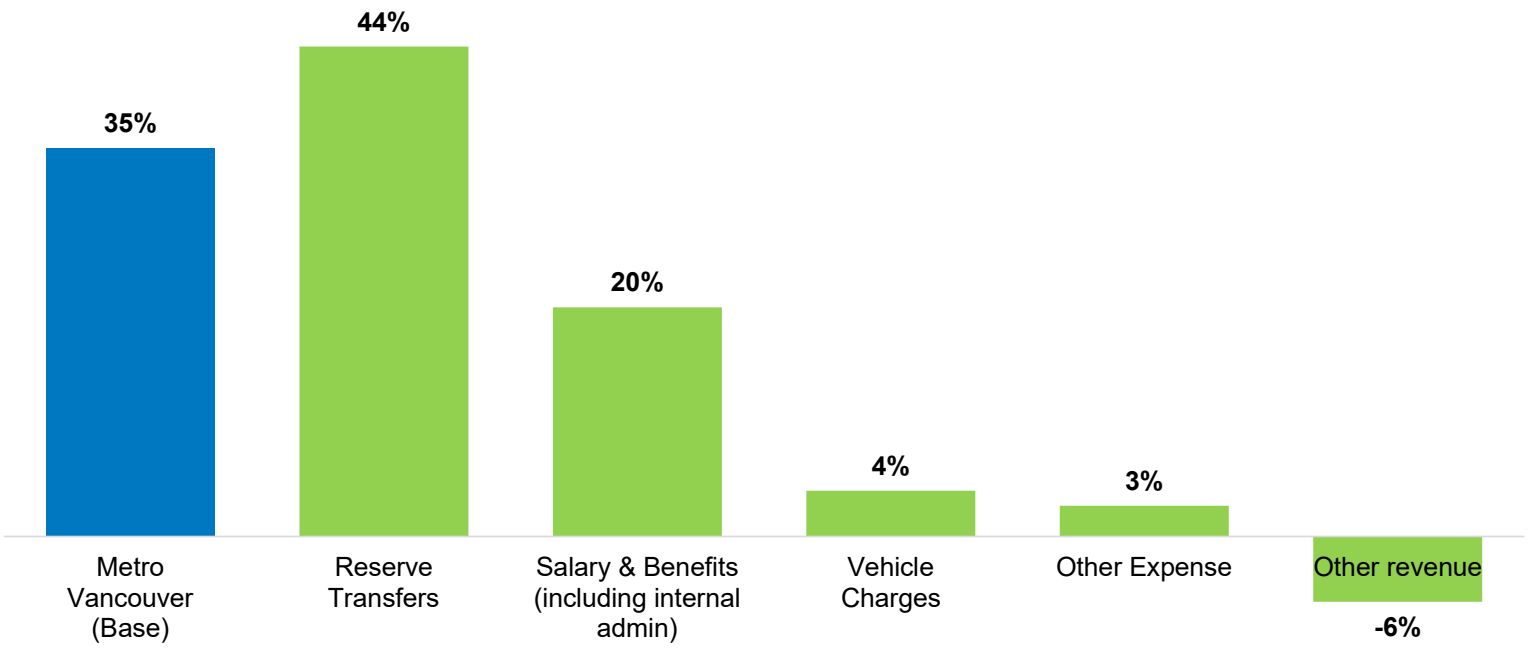
2026 Utility Budgets – Key Drivers (incl. Drainage)

2026 Utility Drivers (including Drainage)			
Metro Vancouver - Base	595,000	**35%**	**Metro Vancouver 35%**
Reserve Changes	750,000	44%	**City 65%**
Salary & Benefits (including Internal Admin)	351,000	20%	
Equipment - Vehicles	70,000	4%	
Other Expense	47,000	3%	
Other Revenue	-100,000	-6%	
Total Proposed Increase over 2025	**$1,713,000**	**100%**	



Metro Vancouver City

2026 Utility Budgets – Key Drivers (incl. Drainage)



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City Metro Vancouver

2026 Utility Budgets

Water

- Water meter pilot underway (currently all ICI is metered, some multi-family and single family have meters or setters but are billed on fixed rates)

Sewer

- Metro Vancouver 10-year transition to wet weather pricing underway
- I&I initiatives in implementation in several neighbourhoods
- Increased sewer crew capabilities/capacity for detecting and responding to I&I, lift station preventative maintenance
- Sewer & Drainage Regulation Bylaw is in update to support better I&I response/prevention

Drainage

- Enhancement of drainage utility programs in progress
- Staff have proposed a vehicle to support dedicated drainage crew
- Metro Vancouver undertaking a review of the Chines drainage area

Solid Waste & Recycling

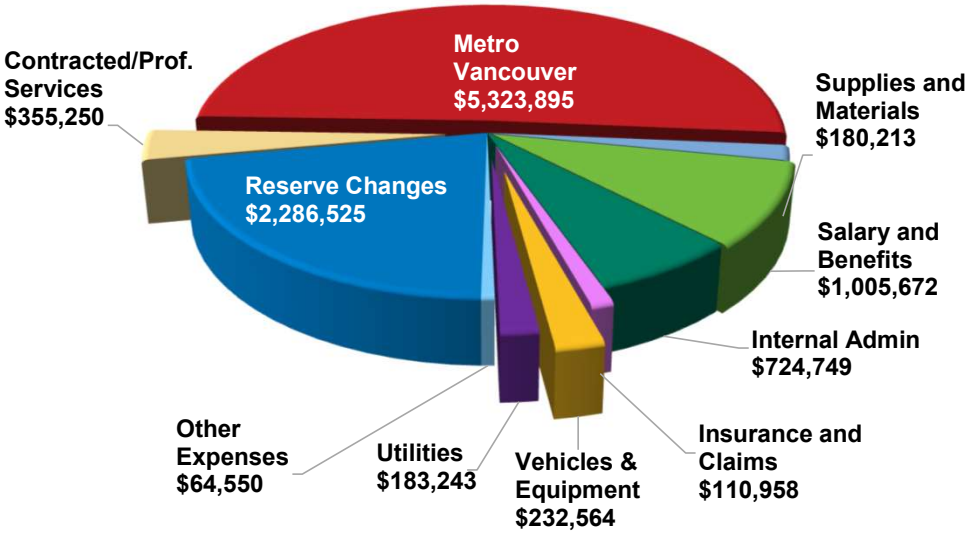
- Positive progress on recycling contamination rates, but continued effort required
- 1-year TFT technician position proposed in capital plan to support technical & administrative resource needs

Water Division

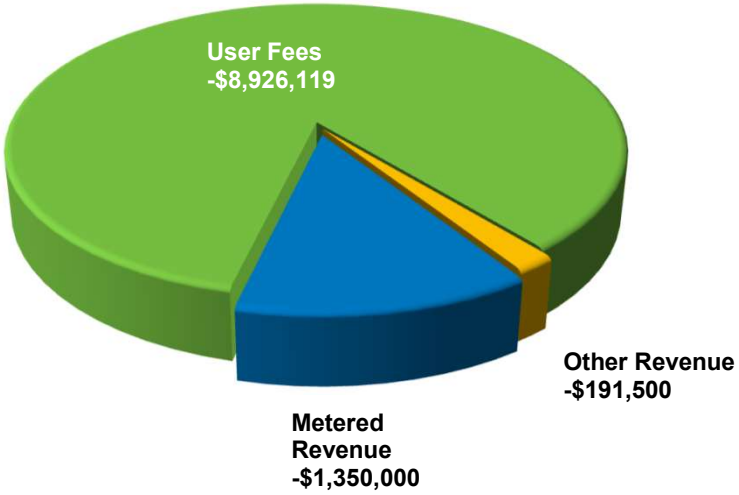
Utilities Summary – Water

	2024 Budget	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Revenues	-8,872,594	-9,610,253	-10,499,539	-11,145,474	-11,788,680	-12,391,994	-13,016,722
Expenses	8,872,594	9,610,253	10,499,539	11,145,474	11,788,680	12,391,994	13,016,722
Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**

2026 Expenses



2026 Revenues



Utilities Summary – Water

Key Budget Drivers

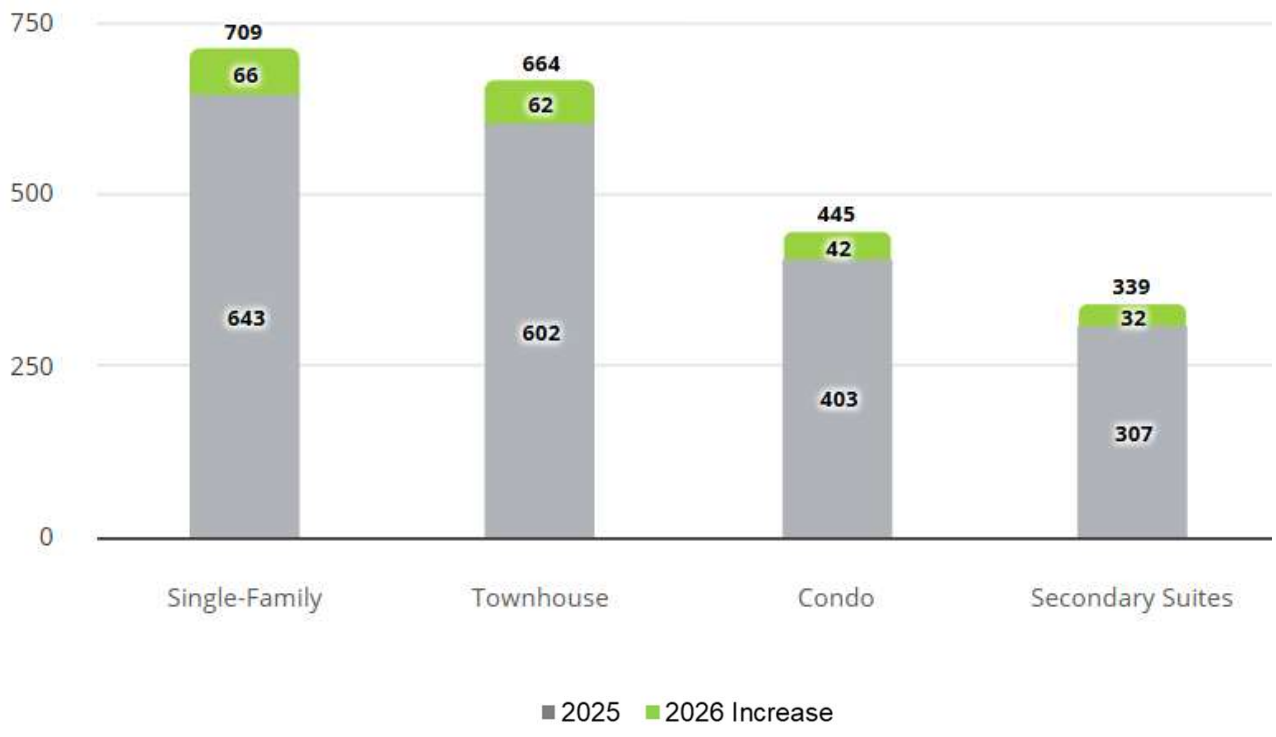
Revenues ($897,000)
- User Fees ($847,000)
- Metered Revenue ($50,000)

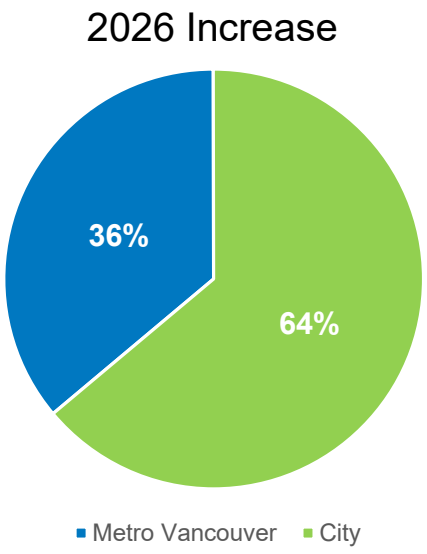
Salary & Benefits (net) $119,000
- Salary & Benefits $46,400
- Internal Admin $72,400

Operating Expenses $395,000
- Metro Vancouver $325,000
- Contracted/Prof. Services $48,000
- Other Expense $22,000

Reserves $383,000
- Water Reserve $383,000

2026 Water Utility Budgets – Rate by Housing Type



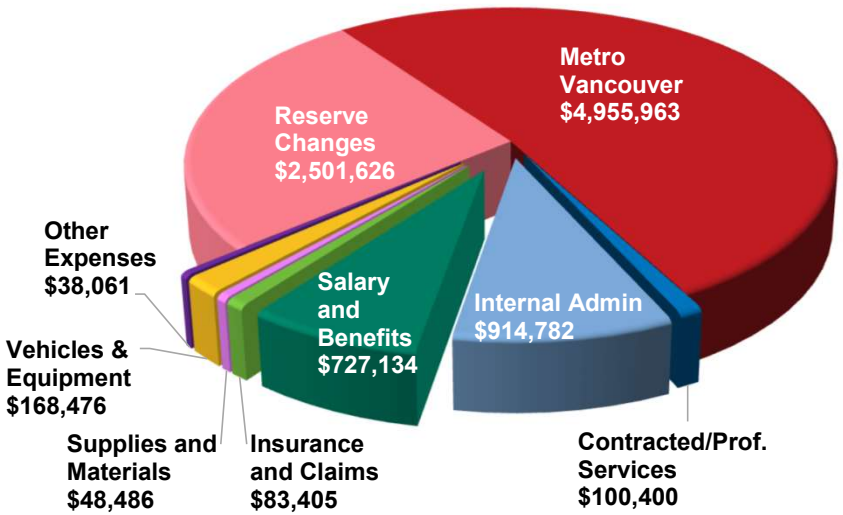


Sewer Division

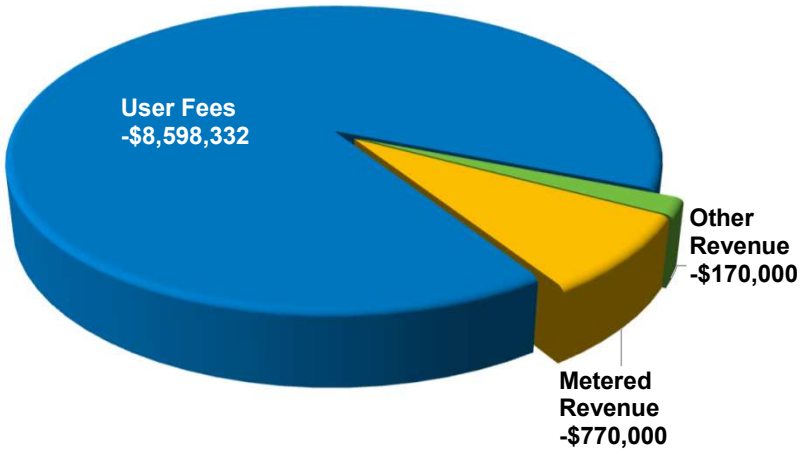
Utilities Summary – Sanitary Sewer

	2024 Budget	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Revenues	-6,924,054	-8,986,726	-9,565,772	-10,206,397	-11,022,706	-11,838,426	-12,228,887
Expenses	6,924,054	8,986,726	9,565,772	10,206,397	11,022,706	11,838,426	12,228,887
Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**

2026 Expenses



2026 Revenues



Utilities Summary – Sanitary Sewer

Key Budget Drivers

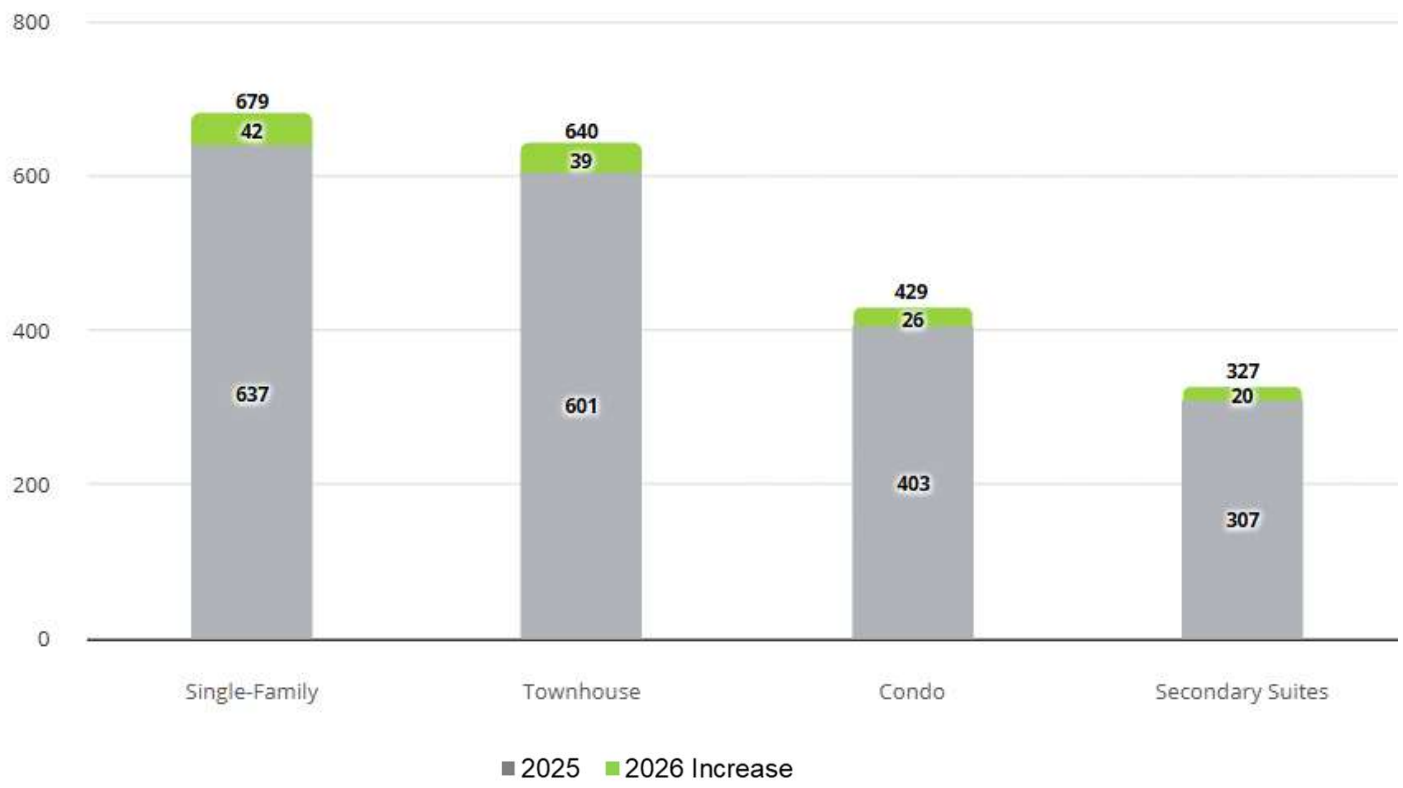
Revenues ($584,000)
- User Fees ($569,000)
- Metered Revenue ($10,000)
- Other Revenue ($5,000)

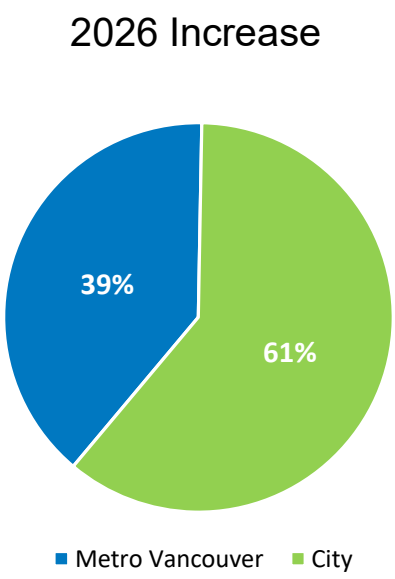
Salary & Benefits (net) $121,000
- Salary & Benefits $24,600
- Internal Admin $96,700

Operating Expenses $243,000
- Metro Vancouver $227,000
- Lease $10,000
- Other Expense $6,000

Reserves $220,000
- Sewer Reserve $220,000

2026 Sewer Utility Budgets – Rate by Housing Type





Metered Rates - Water & Sewer Divisions

2026 Utility Budgets – Metered Rates

Metered Water Utility Rate

- Metered revenue has been increased to $1,350,000 for 2026, from $1,300,000 in 2025
- Charges are proposed to increase by 10.42% from $3.51 per 100ft^3 to $3.87 (equal to flat rate increase)

Metered Sewer Utility Rate

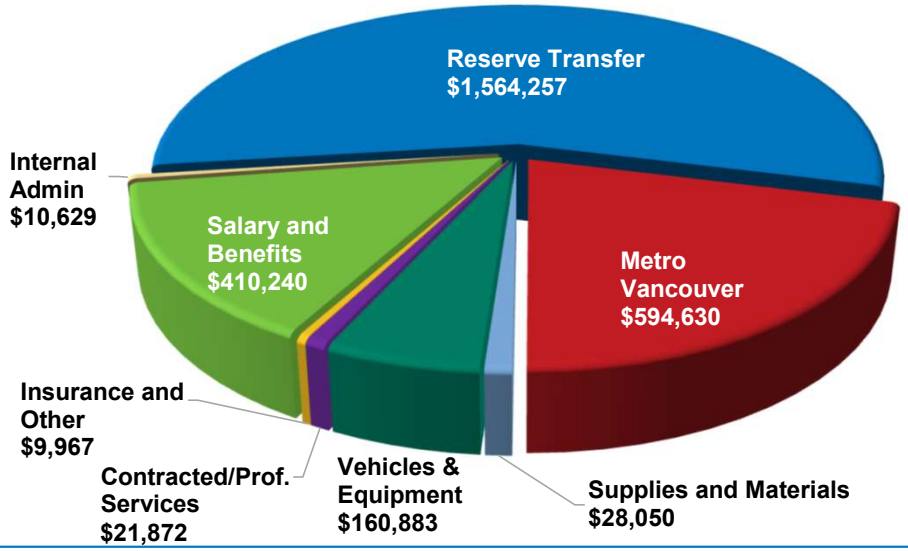
- Metered revenue has been increased to $770,000 for 2026, from $760,000 in 2025
- Charges are proposed to increase by 6.59% from $3.79 per 100ft^3 to $4.04 (equal to flat rate increase)

Drainage Division

Utilities Summary – Drainage

	2024 Budget	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Revenues	-2,229,047	-2,704,313	-2,865,323	-3,092,063	-3,349,453	-3,616,820	-3,907,915
Expenses	2,229,047	2,704,313	2,865,323	3,092,063	3,349,453	3,616,820	3,907,915
Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**

2026 Expenses



2026 Revenues

Utilities Summary – Drainage

Key Budget Drivers

Revenues ($165,000)
- User Fees ($165,000)

Salary & Benefits (net) $2,000
- Salary & Benefits $2,000

Operating Expenses $15,000
- Metro Vancouver $27,000
- Supplies and Materials ($6,000) (Decrease)
- Vehicles & Equipment ($3,000) (Decrease)
- Contracted/Prof. Services ($3,000) (Decrease)

Reserves $148,000
- Drainage Reserve $148,000

2026-2030 Drainage Utility Budgets – Residential Rate

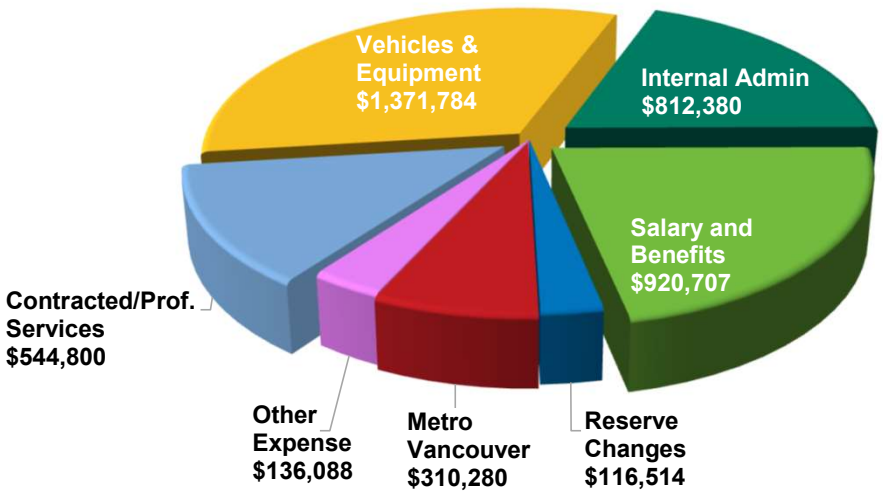
Drainage (Residential)	Rate ($)	Change ($)	Change (%)
BUD 2024	$108		
BUD 2025	$132	$24	22.22%
PLN 2026	$140	$8	6.06%
PLN 2027	$151	$11	7.86%
PLN 2028	$164	$13	8.61%
PLN 2029	$178	$14	8.54%
PLN 2030	$192	$14	7.87%

Solid Waste Division

Utilities Summary – Solid Waste

	2024 Budget	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
Revenues	-3,826,442	-4,050,851	-4,212,553	-4,335,951	-4,446,433	-4,551,855	-4,620,048
Expenses	3,826,442	4,050,851	4,212,553	4,335,951	4,446,433	4,551,855	4,620,048
Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**

2026 Expenses



2026 Revenues

Utilities Summary – Solid Waste

Key Budget Drivers

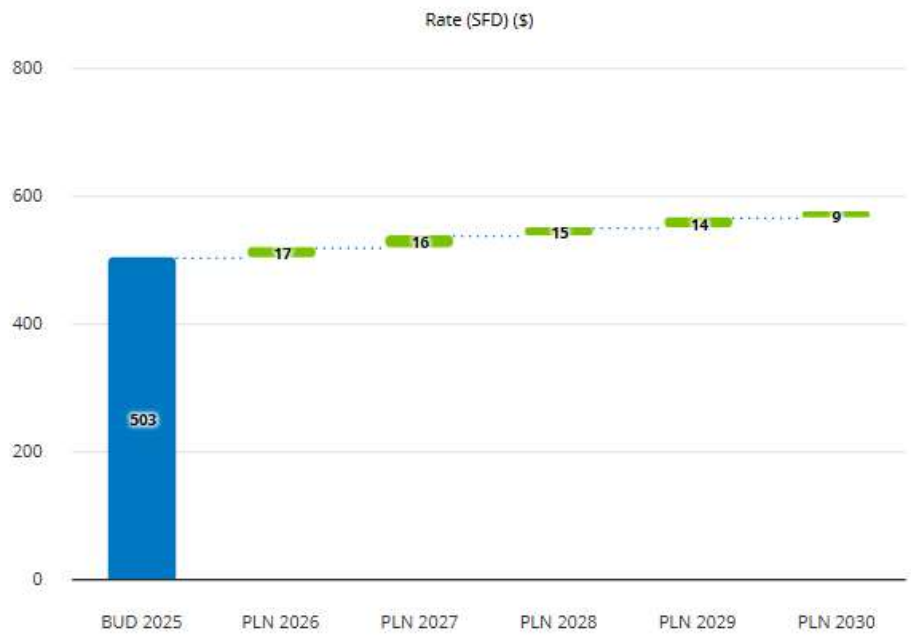
Revenues ($167,000)
- User Fees ($167,000)

Salary & Benefits (net) $109,000
- Salary & Benefits $31,000
- Internal Admin $78,000

Operating Expenses $58,000
- Vehicle & Equipment $80,000
- Metro Vancouver $16,000
- Other Expense $4,000
- Contracted/Prof. Services ($42,000) (Decrease)

2026-2030 Solid Waste Utility – Rate Breakdown

Solid Waste (Single-Family)	2025	2026	2027	2028	2029	2030
Garbage	$ 137	$ 144	$ 149	$ 153	$ 157	$ 160
Recycling	$ 59	$ 61	$ 64	$ 67	$ 70	$ 71
Glass	$ 15	$ 16	$ 16	$ 17	$ 17	$ 18
Green Waste	$ 292	$ 299	$ 307	$ 314	$ 321	$ 325
Total	**$ 503**	**$ 520**	**$ 536**	**$ 551**	**$ 565**	**$ 574**
Increase over prior year	$ 31	$ 17	$ 16	$ 15	$ 14	$ 9
Variance %	**6.57%**	**3.38%**	**3.08%**	**2.80%**	**2.54%**	**1.59%**



Recycling Waste Management Programming Reserve

- Reserve created in 2015 to address any contamination penalties levied by Recycle BC
  - Currently working with Recycle BC to improve performance and avoid future penalties
- Unspent funds used:
  - to expand recycling program
  - for education and promotion of the recycling program
- Recycling related bonuses/incentives deposited to reserve*
  - 2025 Service Level Failures (Penalties) = 3 x $3,750 = $11,250

	2025	2026	2027	2028	2029	2030
Opening Balance	$385,057	$403,604	$415,630	$427,657	$439,685	$451,714
Reserve transfers	10,000	10,000	10,000	10,000	10,000	10,000
Bonus/Incentive (Recycle BC)*	6,522	-	-	-	-	-
Transfer from Reserve	-	-	-	-	-	-
Ending Balance	**$403,604**	**$415,630**	**$427,657**	**$439,685**	**$451,714**	**$463,744**

2026 Utility Budgets – Next Steps

1. **Fees Bylaw First 3 Readings –** Council (Wednesday) November 12, 2025

2. **Provisional Utility Budget Approval** – Finance Committee November 18, 2025

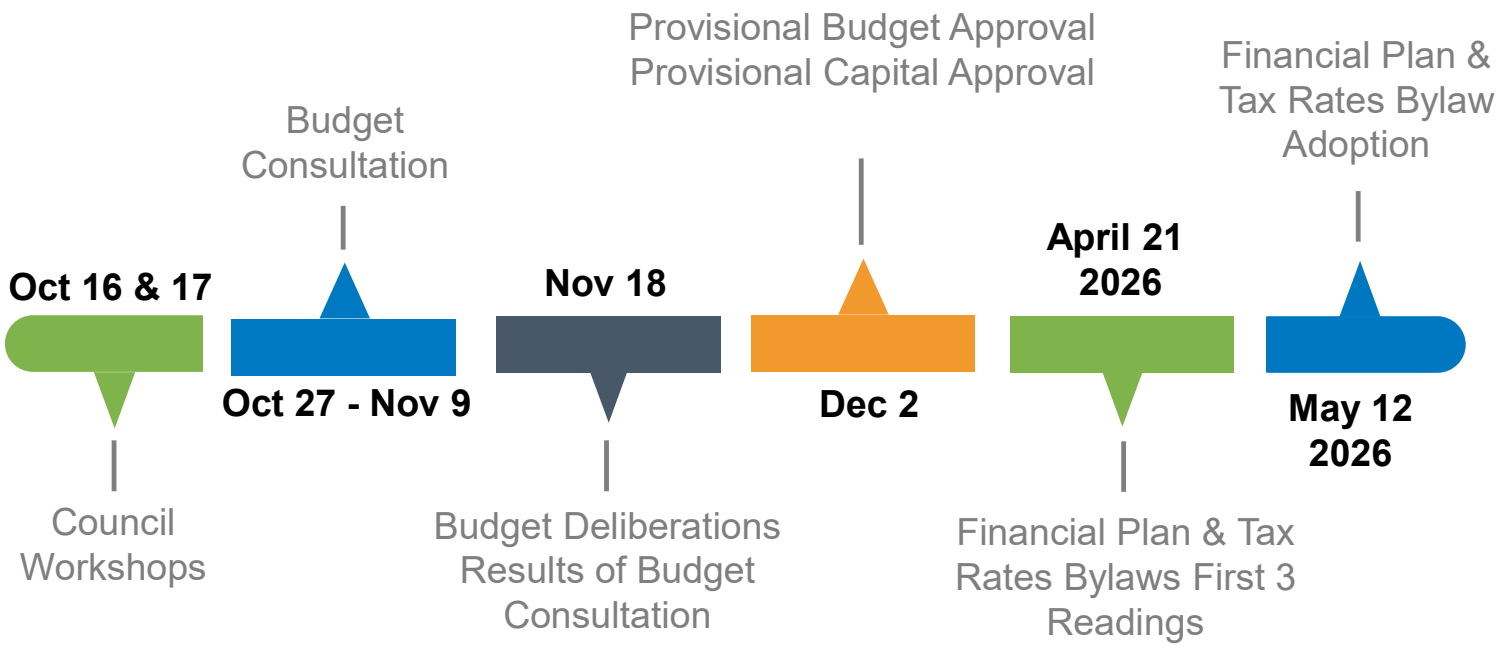
3. **Fees Bylaw Adoption** – Council (Tuesday) November 25, 2025

4. **Utility billing** – Annual Utility bills are mailed in late January,
   Due February 28, 2026

5. **Utility Budget Approval –** As part of the 2026-2030 Five-Year Financial Plan

Conclusion/Next Steps

Next Steps – Budget Timeline



2026-2030 Five Year Financial Plan - Resolution

THAT the report dated October 16, 2025, from the Finance and Technology Department – Financial Services Division regarding 2026-2030 Draft Five-Year Financial Plan be received for information;

AND THAT a draft budget increase of $_____ (____%) (including estimated growth factor) be used in further budget deliberations including the 2026 Budget Consultation;

AND THAT the proposed 2026 fees for the Water, Sewer, and Solid Waste Utilities be included in the 2026 Fees Bylaw with revised Metro Vancouver charges incorporated once available.

2026-2030 Five Year Financial Plan

Questions/Comments/Discussion