

FINANCIAL PLAN 2026 – 2030

CITY OF PORT MOODY, BRITISH COLUMBIA

PORT MOODY
CITY OF THE ARTS

2026 - 2030 Financial Plan

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Section I
Introduction

Reader's Guide

Reader's Guide Summary

The City of Port Moody's Five-Year Financial Plan (2026-2030) is a roadmap for guiding financial decisions and operations. Recognized by the Government Finance Officers Association (GFOA) with a Distinguished Budget Presentation Award, it links strategic priorities with sound fiscal management to ensure sustainable services and community growth.

1. Introduction and Overview

Covers community context, governance, and services. The 2026 budget shows a $3.6 million increase over 2025, resulting in a 3.95% residential property tax rise (or 4.0% with Storm Drainage).

2. Strategic Framework

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

3. Financial Structure, Policy, and Process

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

4. Financial Summaries

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

5. Departmental and Program Information

Outlines departmental roles, priorities, and key initiatives that support Council's Strategic Plan. It highlights staffing, budget composition, and major cost drivers, along with notable changes and service impacts across departments.

6. Capital Budgeting

Allocates $27.0 million in 2026 capital investments within a $92.2 million five-year plan, funded by reserves, grants, development contributions, and debt. Focus areas include facilities, parks, transportation, and climate action, and features a "Top 10 projects" list.

7. Appendices

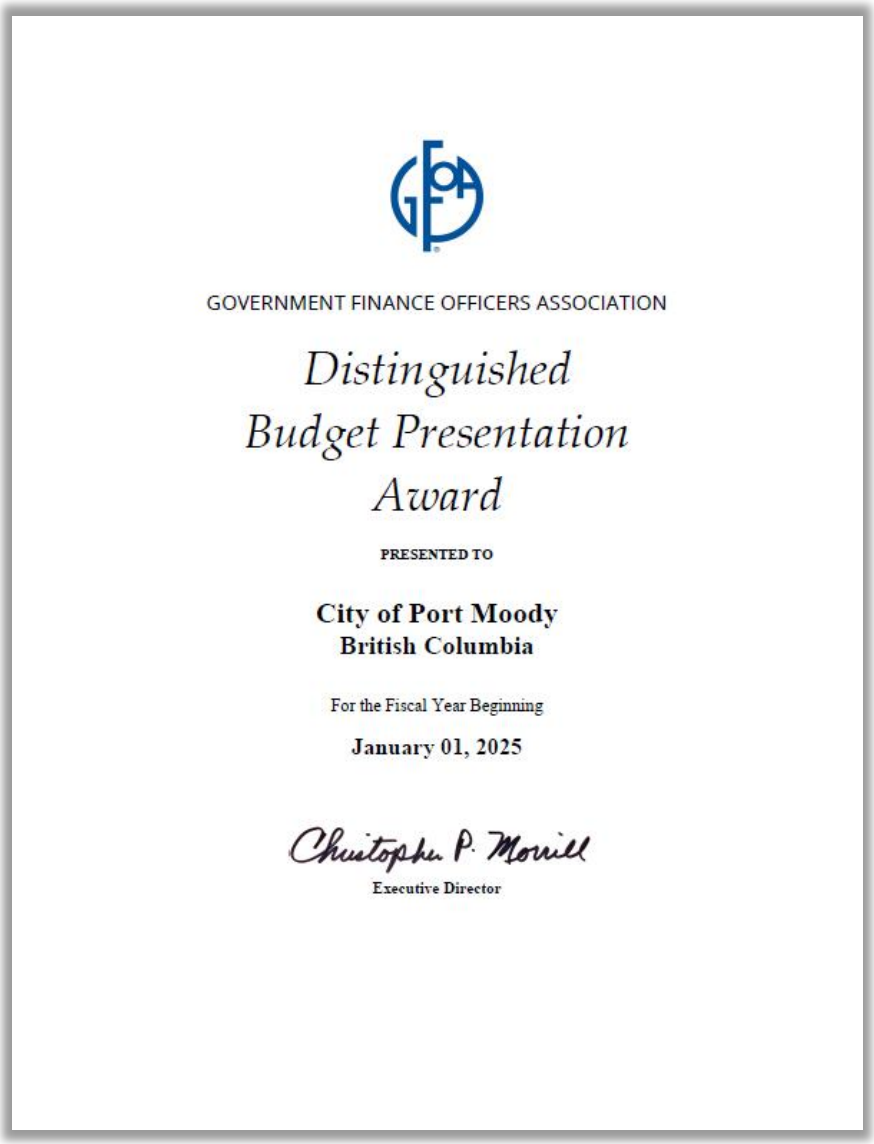
Includes reserve balance projections, utility rate schedules and the glossary of terms.

Distinguished Budget Presentation Award

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Port Moody, British Columbia, for its Annual Budget for the fiscal year beginning January 1, 2025.

To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to these standards. In addition to receiving the award, City of Port Moody also received special recognition in Strategic goals & strategies category this year.





MAYOR MEGHAN LAHTI

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

Vice-Chair: Strategic Priorities Committee, TransLink Mayors' Council Public Affairs and Governance Committee

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

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

E-Comm Appointed: Audit & Risk Committee



SAMANTHA AGTARAP

Chair: Finance Committee, IDEA Committee

Vice-Chair: Parks and Environment Committee, Transportation Committee, Public and Social Media Communications Guidelines Task Force

Representative: Tri-Cities Food Council

Alternate Representative: City/CPKC Community Advisory Panel, Metro Vancouver Board of Directors, Tri-Cities Homelessness and Housing Task Force

Metro Vancouver Appointed: Metro Vancouver Indigenous Relations Committee



DIANA DILWORTH

Chair: Seniors Focus Committee

Vice-Chair: Arts, Culture, and Heritage Committee, Finance Committee

Representative: Golden Spike Days Society

Alternate Representative: Port Moody Heritage Society, Tri-Cities Healthier Communities Partnership, Arts Centre Society

Liaison: Library Board

Alternate Liaison: Emergency Measures Policy and Planning Committee

3nd Voting Designate: Municipal Insurance Association of British Columbia



KYLA KNOWLES

Chair: Art, Culture, and Heritage Committee

Vice-Chair: City/CPKC Community Advisory Panel, Climate Action Committee

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

Alternate Representative: Tri-Cities Community Action Team

2nd Voting Designate: Municipal Insurance Association of British Columbia



AMY LUBIK

Chair: Climate Action Committee, Economic Development and Tourism Committee

Vice-Chair: City Initiatives and Planning Committee, IDEA Committee, Land Use Committee

Representative: Tri-Cities Homelessness and Housing Task Force, Fraser Health Partnership Accord



HAVEN LURBIECKI

Chair: Parks and Environment Committee, Transportation Committee, Public and Social Media Communications Guidelines Task Force

Vice-Chair: Seniors Focus Committee, Economic Development and Tourism Committee

Representative: Tri-Cities Community Action Team, Tri-Cities Healthier Communities Partnership

Alternate Representative: Library Board



CALLAN MORRISON

Chair: Land Use Committee, City Initiatives and Planning Committee

Alternate Representative: Youth Focus Committee, Tri-Cities Food Council

Voting Designate: Municipal Insurance Association of British Columbia

Message from the CFO



We carry out our business on the ancestral and unceded homelands of the kʷikʷəƛəm (Kwikwetlem), səlilwətaɬ (Tsleil-Waututh), xʷməθkʷəy̓əm (Musqueam), Sḵwx̱wú7mesh (Squamish), qʼicə̓y̓ (Katzie), qʼʷaːnˀƛʼənˀ (Kwantlen), qiqéyt (Qayqayt), and Stó:lō (Sto:lo) Peoples, and extend appreciation for the opportunity to work on this territory.

Municipalities are required to prepare an annual five-year financial plan and adopt tax rates in accordance with Section 165 of the Community Charter. This requirement encourages councils to think strategically and weigh the long-term implications of near-term decisions balancing immediate community needs against the sustained delivery of services and infrastructure for future generations.

Port Moody's 2026–2030 Financial Plan was shaped by that commitment to strategic foresight and responsible stewardship. As the city grows in complexity and community expectations evolve, financial sustainability remains a foundational principle guiding Council and staff. Our focus is on delivering meaningful value to taxpayers while preserving the fiscal health of Port Moody for years to come.

The 2026 Financial Plan reflects a total increase of $3.6 million over 2025, equivalent to a 3.95% property tax increase for residential properties. The plan preserves existing service levels as its baseline while introducing targeted enhancements to address growth pressures, legislative requirements, risk mitigation, and Council priorities.

The 2026 capital program totals $27 million, with $92 million committed over the full 2026–2030 period. These investments span climate action, parks and public spaces, transportation improvements, and essential asset replacement. Funding draws on City reserves and external sources, guided by fiscal discipline and a clear focus on long-term priorities.

In late 2025, the City undertook a meaningful public engagement through its online platform, engage.portmoody.ca. Participation grew by 23% over the prior year, with 321 survey responses offering valuable insight to inform Council's decisions. Results indicated that 44% of residents rated the value they receive for their taxes as good or excellent, while views varied on acceptable tax increases and desired service levels. This range of perspectives reflects the genuine complexity of the challenge: residents reasonably expect high-quality services while also seeking to limit the burden on household budgets. Bridging that gap requires ongoing dialogue, careful prioritization, and a willingness to make evidence-based decisions even when they are difficult.

Inflationary pressures, though somewhat moderated from recent years, continue to weigh on municipal operations. Rising costs in insurance, construction, wages, and software maintenance persist, while external factors, including U.S. tariffs, global supply chain disruptions, and climate-related weather events, introduce financial risks the City must proactively anticipate and manage. Collectively, these pressures mean that maintaining current service levels alone requires year-over-year investment, even before new initiatives are considered.

One of the most persistent challenges in municipal financial planning is striking the right balance between the services residents expect and the tax rates they can reasonably absorb. Port Moody's community values its parks, recreational facilities, public safety services, and the quality of its public spaces, yet sustaining and expanding these services in the face of rising costs requires difficult conversations about affordability and trade-offs. Council and staff take this tension seriously. Every budget decision involves weighing the immediate needs of residents against the financial realities of a growing city, and we remain committed to transparency about those choices.

A city's ability to deliver reliable, high-quality services is only as strong as the infrastructure that underpins them. Roads, water systems, stormwater networks, parks facilities, and civic buildings do not last indefinitely, they age, deteriorate, and eventually require renewal and replacement. Effective asset management means planning for that reality well in advance, rather than responding to failure after the fact. Port Moody has made meaningful progress in understanding the full lifecycle costs of its asset portfolio, and that work has made one thing clear: the gap between what we have historically invested in renewal and what is required to sustain our infrastructure is significant but manageable. The Asset Renewal Levy (the Levy) is the City's primary tool for closing that gap in a disciplined, incremental way. By increasing the Levy annually ($619,000 or approximately 1% of taxation in 2026) Council is ensuring that the cost of renewing critical infrastructure is shared equitably across generations of taxpayers, rather than deferred to a future point where the financial burden becomes acute and service disruptions become unavoidable.

Reducing or pausing the Levy, even in years where budget pressures are acute, would compound the infrastructure funding deficit and ultimately cost residents far more in future service disruptions. Continued investment through the Asset Renewal Levy is not a discretionary enhancement, it is a foundational commitment to the long-term livability and fiscal health of Port Moody. Without this asset funding critical infrastructure and providing uninterrupted service delivery are in jeopardy; the City takes this stewardship role over those critical assets very seriously.

Despite its identity as a vibrant regional destination, anchored by landmarks such as Rocky Point Park, the Shoreline Trail, the Boat launch, and Brewers Row, Port Moody faces a persistent fiscal imbalance. The City provides services that benefit visitors and residents from neighbouring municipalities without sufficient corresponding revenue to offset those costs. Provincial policies compound this challenge: the inequitable distribution of casino revenue and the tax capping of certain port properties under the Ports Property Tax Act Limits Port Moody's ability to fully share in regional economic prosperity. Addressing these structural imbalances is essential to ensuring that Port Moody residents are not disproportionately bearing the cost of services that benefit the broader region.

As Chief Financial Officer, I wish to express my sincere appreciation to the Mayor and Council, the Finance Committee, and the Police and Library Boards for their thoughtful leadership throughout this process. I also extend my gratitude to City staff for their diligence and careful analysis in bringing this Plan to life. The decisions reflected in this Financial Plan are not made lightly - they are the product of rigorous analysis, community input, and a genuine commitment to serving Port Moody responsibly. We remain steadfast in our commitment to financial accountability and to meeting the growing needs of the Port Moody community.

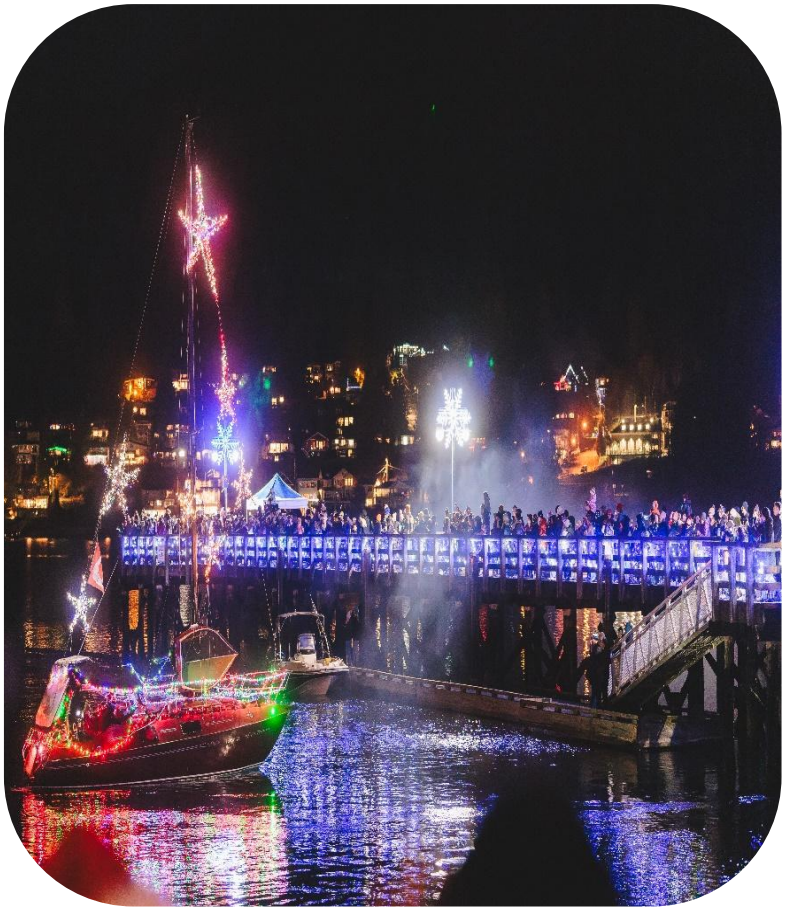


Paul Rockwood, CPA, CRM
General Manager, Finance and Technology Department
Chief Financial Officer


PORT MOODY








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Port Moody Overview

The City of Port Moody, located at the head of Burrard Inlet, was the original terminus of the Canadian Pacific Railway on the west coast of Canada, with the first passenger train arriving on July 4, 1886.

Port Moody was incorporated as a municipality in 1913 with a population of just several hundred and has grown to a current population of about 33,535, with much of the growth occurring in the past three decades. Port Moody was historically an industrial town because of its tidewater location and rail connections, with numerous sawmills, two oil refineries, a deep sea port terminal, a steel pipe plant, a chemical plant, and a BC Hydro facility that provides voltage support to the transmission and distribution system, dotting the waterfront.

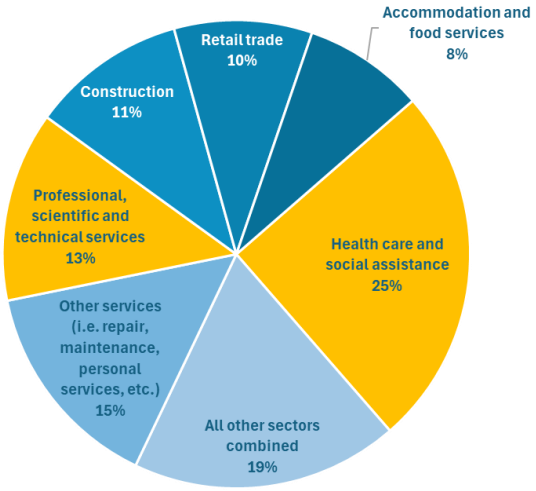
While heavy industry remains an important part of Port Moody's economy, the community has grown and changed significantly over the past century, with many new residents and businesses that have transformed the city from a mill town to a modern urban community. This transformation continues, with the Evergreen Rapid Transit Line completed in 2017 further enhancing economic opportunities for Port Moody, as well as making it an even more attractive community to live and work.



Key Business Sectors

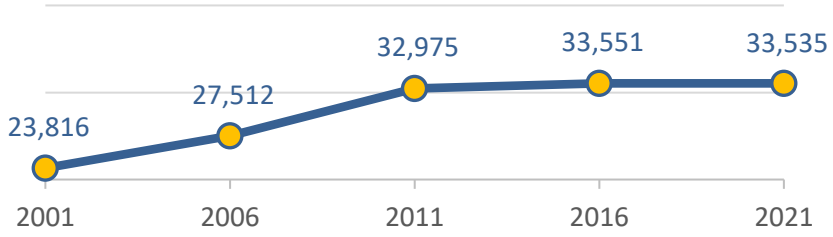
Key business sectors in Port Moody, as categorized by the North American Industry Classification System (NAICS 2024), include:

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

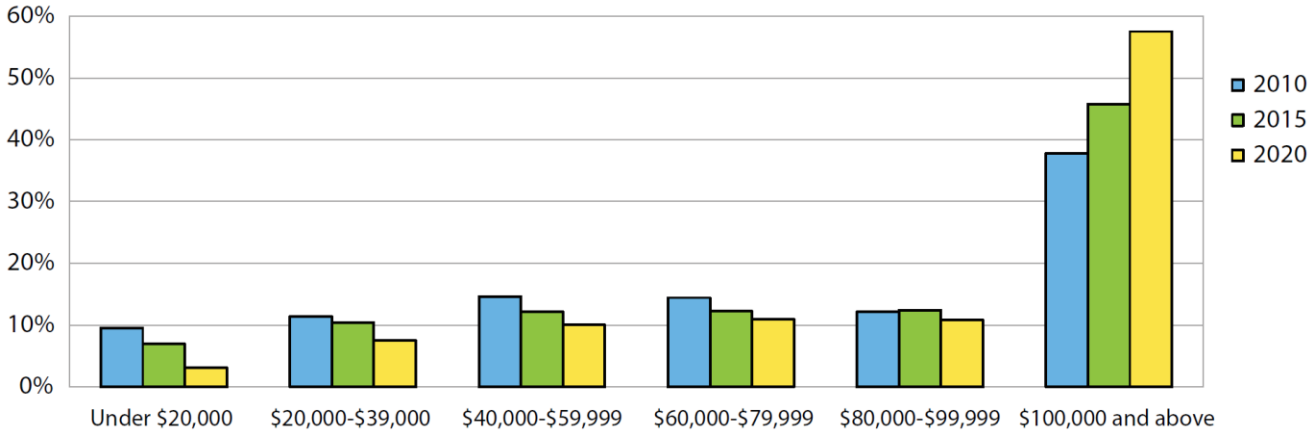


Demographics

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



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



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

2011	2016	2021
7.1%	5.2%	7.1%



Creating a Unique, Safe, and Vibrant Community

Like other cities, Port Moody is governed by provincial legislation called the *Community Charter* and the *Local Government Act*. This legislation directs city councils to provide services, laws, and other matters for community benefit. They also require city councils to promote the economic, social, and environmental well-being of the community.

City councils often interpret that legislation in similar ways for some basic services, but in very different ways for economic, social, and environmental services. Balancing the delivery of services with property taxes and user fees to meet community needs is the essence of the budget process required under the legislation. City councils rely on feedback from citizens to tell them when they are hitting the mark.

Economic, Social, and Environmental Well-being

The City meets its *Community Charter* requirement to foster the economic, social, and environmental well-being of the community by developing and following the Council Strategic Plan. The Strategic Plan is developed early in the mandate of a new council after each election. We report on goals and progress for the previous year in our Annual Report, published each June. In addition, Council creates, as required, committees, commissions, and task forces to coordinate and address specific needs of the community and make recommendations to Council.

The Council Strategic Plan is used to develop staff Business Plans to carry out the goals of the Strategic Plan and meet the needs of the community.

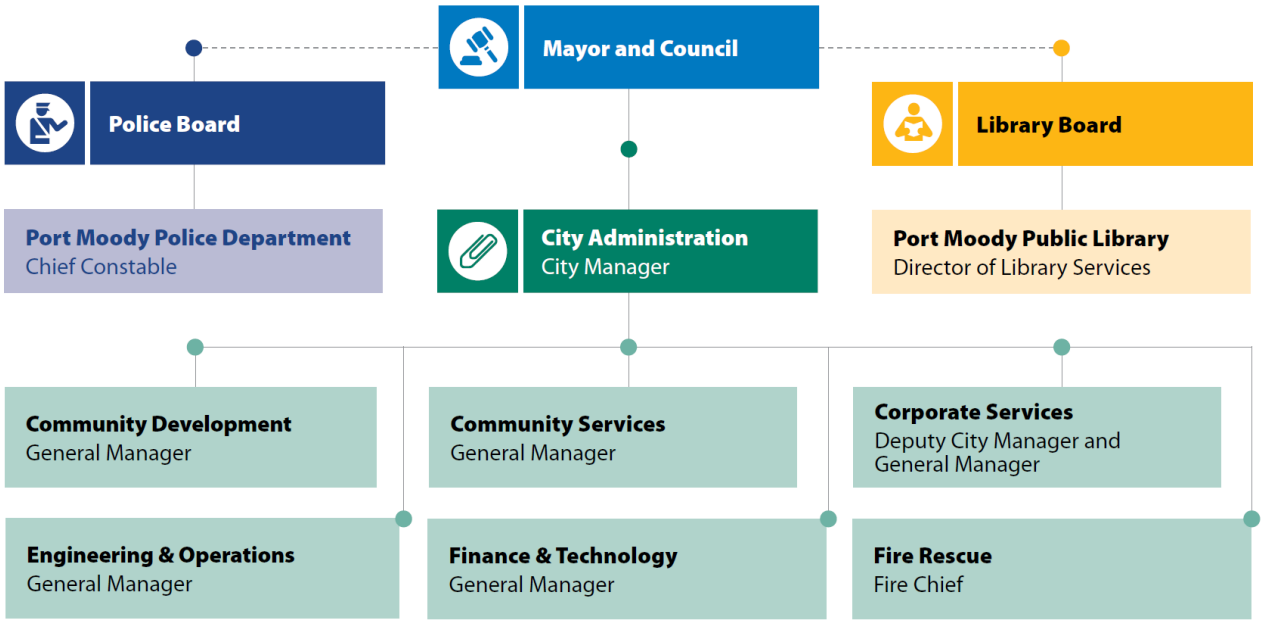
Our Financial Plan, commonly known as the budget, is the process of estimating the resources (funds, labour, materials, supplies, contractors) needed to complete the Business Plan within a given year, over a five-year planning horizon.

Your City Is a Service Industry

Essentially the City operates as a service industry. We incur capital costs to build or purchase assets (equipment, infrastructure, facilities) and incur operating costs (labour, materials, supplies) to operate and maintain the assets to deliver services. Increases in operating costs are what typically drive tax increases, but capital funds, which traditionally come from other governments or other funds (e.g. reserves), are now increasing coming from taxation.

Regarding tax increases, we often hear that the bulk of a city's costs are related to staff. That is as true for cities as it is for all service industries. When you deliver services, the bulk of your costs are the personnel costs. In a city, this includes police officers, firefighters, bylaw officers, librarians, parks workers, fitness instructors, lifeguards, skating instructors, road crews, and sewer and water crews. Staff costs make up 60% of total operating costs.

Organizational Structure



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

The Port Moody Police Board is responsible for providing oversight and governance to the Police Department in accordance and consistent with the Police Act. The Board is comprised of 7 members: the Mayor acts as the Board Chair; five members are appointed by the Province, and one member appointed by Council. The Board works with the Chief Constable and the Senior Management team to develop and approve the Department's Strategic Plan, Financial Plan and objectives and policies.

The Port Moody Public Library Board is a governance board which operates under the authority of the Library Act of British Columbia. The Library Board is made up of eight Port Moody residents appointed by Port Moody City Council for two-year terms. The Board also has one city councilor appointed for a one-year term. The Board is responsible for providing Library services and programs in Port Moody. Board members, also known as library trustees, establish the policies, goals, and objectives of the library. They also advocate for the Library in the greater community. Day-to-day operation of the Library is the responsibility of the Library Director and senior staff.

In addition, the City provides an operating grant to the Port Moody Arts Centre to deliver arts and culture programs and events; and to the Port Moody Station Museum to provide heritage and culture programs as well as the preservation and display of the history and heritage of Port Moody.

Governance Structure

Council Standing Committees

City Initiatives and Planning Committee

The City Initiatives and Planning Committee reviews, provides preliminary feedback and makes recommendations to Council regarding items in the early stages of development related to planning, housing, transportation, road and utility infrastructure, parks, City facilities, economic development, climate action and/or environment and provides feedback on other City initiatives.

Finance Committee

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

Governance and Legislation Committee

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

Strategic Priorities Committee

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



Advisory Bodies of Council and Task Forces

Arts, Culture, and Heritage Committee

The Arts, Culture, and Heritage Committee provides Council with advice and recommendations on issues related to Port Moody's arts, cultural, and heritage resources in an effort to align these important areas for the benefit of the City of the Arts.

Board of Variance

The Board of Variance consists of five members appointed by Council. They listen to public appeals about the strict application of certain local government provisions and regulations.

City/CPKC Community Advisory Panel

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

Climate Action Committee

The Climate Action Committee provides Council with advice and recommendations on ways in which the City can achieve carbon neutrality in corporate operations and community energy and emission programs for residents and businesses, specifically through the reduction of GHG emissions as detailed within the Committee's Terms of Reference, the Council Committee System Policy, and the Council Strategic Plan.

Economic Development and Tourism Committee

The Economic Development and Tourism Committee provides Council with advice and recommendations on strategic economic and tourism development directions and related matters within the Committee's Terms of Reference, the Council Committee System Policy, and the Council Strategic Plan.

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

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

Land Use Committee

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

Library Board

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

Parks and Environment Committee

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

Seniors Focus Committee

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

Transportation Committee

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

Youth Focus Committee

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



Services & Impacts

Port Moody City Council interprets the *Community Charter* mandate to provide services, laws, and other matters for the benefit of the community, in the following ways:

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

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

Priority Services - Service, facility, or activity of local government that is, or will be, at any time provided to enhance the prosperity and quality of life of the community.

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

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

- Administration, Finance, Human Resources, Payroll, Legislative Services, Information Technology, Tax Collection/Billing, Clerical, Communications



Service Impacts

For each service, Council has to consider the capital costs of any equipment, infrastructure, or facility that is needed to deliver the service. In addition to those capital start-up costs, Council must consider the ongoing operational and labour costs of providing that service, as well as the asset and infrastructure renewal and maintenance costs.

Regardless of the service, Council will hear from residents who support the service, those who feel we can do without it, and others who think that we should deliver the service at a lower or a higher level. So, the decision is not simply whether or not the City should deliver the service, but also what level of service is appropriate and sustainable.

What's Driving the Budget?

All city councils today face challenges to broaden and increase levels of services. The level, scope, and breadth of the services requested by taxpayers are the main budget cost drivers. These include:

Population Growth - requires more assets in the form of equipment, facilities, materials, supplies, and infrastructure, and more staff resources using those assets to deliver services.

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

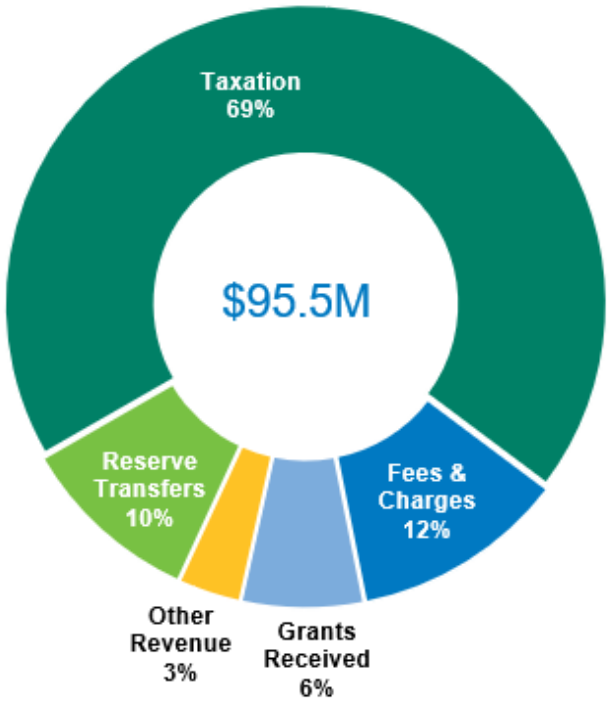
Increased Activity - increasingly, there are more people of all ages active in the community.

How Does the City Fund These Services?

The *Community Charter* gives the City the authority to levy taxes, user fees, and other revenues to generate enough revenues for funding the provision of services and community improvement programs.

Running a city is not cheap. Each year, Council debates long and hard on how much to raise taxes and user fees to cover increases in service costs. Taxation and utility user fees make up approximately 81% of our total revenues. Therefore, these property charges are an important annual Council consideration.

There is also a cost associated with not providing a service. For example, if the City did not provide easy and accessible garbage collection, garbage could become scattered around our city, becoming an eye-sore to the community and presenting costly health hazards. Lack of service, or low service, needs to be carefully considered as well.



Service Cost Challenges

Cities are also being challenged by rising costs from activities and events such as those listed below:

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

Where Do the Property Tax Charges Go?

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

Operating Budget

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

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

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

Capital Budget

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

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

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

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

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

2026 General Operating Fund Budget Highlights

The Five-Year Financial Plan, which allocates the funds and resources to complete the work plans and business plan tasks, is developed based on City Council's Strategic Plan, which sets the high-level goals and objectives for the community. The City of Port Moody's Long-Term Strategic Financial Framework, the Asset Management Investment Plan, the 2020 Climate Action Plan, and various master plans guide the financial planning process to ensure resources and infrastructure are properly funded and spent in a financially sustainable manner.

The process begins with Budget Guidelines approved by Council to guide staff in preparing a sustainable Financial Plan, which considers the following:

- The services and level of service residents expect;
- Revenue, including the relative level of taxation for residents;
- Business and diversification options;
- The level of taxation subsidies for programs;
- The level of funding for assets critical to deliver the services;

Delivering on Council's priorities, while making sure we are planning for a sustainable future for our city and its residents, is an annual challenge. Specific challenges include funding the replacement and maintenance of critical assets, recruiting skilled labour in a competitive employment market, incorporating new revenue opportunities under a limiting *Community Charter*, managing sustainable growth and development, and balancing the needs and wants of the community regarding the scope and breadth of services and/or the level of services delivered.

The 2026 Budget faces ongoing challenges despite easing inflation. Persistent cost pressures in areas like transportation, insurance, construction, and software maintenance remain a concern. Additionally, geopolitical conflict in the Middle East in early 2026 has introduced sharp volatility into the global energy market, causing gasoline prices to increase. Furthermore, U.S. tariffs on Canadian goods have seen a major shake-up. While the 10% tariff is temporary, it remains unpredictable. These factors have introduced uncertainty and potential risks, especially if they trigger higher inflation.

Operating Financial Plan

For the General Fund, the Financial Plan Bylaw includes a net budgetary increase of $3,639,000, which represents a 5.88% increase (3.95% estimated tax rate increase). The net increase is comprised of the following budget changes:

Revenue

Development and construction related application and permit revenues, grant revenues, and program and user fees are projected to increase by $2,250,000 (3.64%). A significant portion of these increases are offset by reserve transfers.

Salaries and Benefits

Salaries, wages, and benefits have increased by $2,122,000 (3.43%), reflecting estimated collective agreement adjustments for all bargaining units and management. This includes related overhead and benefit costs such as WorkSafeBC premiums, extended health benefits, employer contributions to the Canada Pension Plan (CPP), Employment Insurance (EI), and the Employer Health Tax. The second-year phase-in of a firefighter position adds approximately $136,000 to the overall cost. Utility recoveries reduce expenses by about $309,500, helping to offset the overall increase.

Salaries, wages, and benefits, with no tax impact, have increased by $710,000. This amount is fully funded through Development Reserves, external grants, and capital projects, therefore, does not affect property taxes.

Operating Expenses

Operating expenses are increasing by $667,000 (1.08%). This change reflects inflationary pressures and contractual increases across areas such as contracted services, professional services, supplies and materials, communications, equipment, and insurance. While a few cost categories, including E-Comm charges, internal garage charges, and utilities, show small decreases, the general trend reflects rising operating costs required to maintain service delivery.

Reserve Transfers

Transfers to (and from) reserves are increasing by $1,112,000 (1.80%). This includes contributions to revenue-offset reserves, funding for the Rocky Point Reserve, and transfers from Accumulated Surplus as a contingency for anticipated revenues that are currently under negotiation. These reserve movements correspond with increased development-related revenues and operational commitments.

Port Moody Police

The Port Moody Police Department’s provisional budget submission is anticipated to represent an increase of $1,153,000 (1.86%).

Capital Asset Levy

As noted in the 2026 Financial Plan Guidelines, the Capital Asset Levy has increased by an estimated 1% or $619,000. This is consistent with past practice and ensures that the Asset Reserve and associated capital envelopes have sufficient funds to renew and replace critical city infrastructure.

The total before new service and funding requirements to meet increasing service demand is a budget increase of $3,423,000 (5.53%).

New Positions and Services

Staff have submitted several new positions and new services that are required to meet ongoing service demands across the City. The 2026 Service impacts total $216,000 (0.35%)

New Positions

- Fire Rescue $136,000: Two new firefighter positions with July 1 start dates to support increased service demands resulting from community growth.

New Services

- Staff Engagement Initiatives $21,000: Funding to recognize employees and strengthen workplace culture;
- Capital Project Operating Impact $21,000: To address ongoing operating impacts arising from completed capital projects.
- Indigenous Relations & Conciliation Initiatives $21,000 total:
  - $10,000 for a TRC Blanket Ceremony to advance Truth and Reconciliation commitments;
  - $6,000 to provide culturally appropriate honoraria for Indigenous engagement;
  - $5,000 to support expanded National Indigenous Day programming.
- Cybersecurity Risk Monitoring $15,000: Year one of a two-year cybersecurity risk monitoring program to improve digital security;
- Taste of Tri-Cities Chamber Event $2,000: To support City participation and enhance community presence.

New Revenue

Growth or Non-Market Change (NMC) refers to increases in taxable property values that are not driven by market fluctuations, as determined by BC Assessment. The 2026 NMC is estimated at $1,200,000 based on the revised assessment roll received in March 2026, representing a modest increase from the preliminary estimate of $1,110,000 used during early budget discussions.

While NMC does not affect the City's planned budgeted expenses or the total revenue requirement, it does generate additional tax revenue from new development and improvements. This expanded tax base helps moderate tax increases for existing property owners by distributing the tax levy across a larger number of properties

Key Changes in 2026

Budget Driver

	Amount $	Est. Tax Increase %
Revenue Increases	-2,250,000	-3.64%
Salary, Wages, and Benefits	2,122,000	3.43%
Operating Expenses	667,000	1.08%
Operating and Capital Reserves	1,112,000	1.80%
Sub Total - City	**1,651,000**	**2.67%**
Port Moody Police Department	1,153,000	1.86%
Sub Total - City and Police	**2,804,000**	**4.53%**
Capital Asset Levy	619,000	1.00%
Sub Total - City, Police, Levies	**3,423,000**	**5.53%**
Service Impacts	216,000	0.35%
Sub Total - Service Impacts	**216,000**	**0.35%**
Non - Market Growth	-1,200,000	-1.94%
Sub Total - Non - Market Growth	**-1,200,000**	**-1.94%**
2026 Financial Plan - Total Budget Increase	**2,439,000**	**3.95%**

Budget Distribution

	2026 City Services ($)	Tax Distribution (%)	Average Household * Cost ($)	Increase from 2025 ($)
General Government Services				
City Administration	1,654,075	3%	80	-2
Corporate Services	4,014,323	6%	195	8
Finance & Technology	5,213,504	8%	253	17
Fiscal Services	2,838,146	4%	138	-20
Total General Government Services	**13,720,048**	**21%**	**666**	3
Community Safety				
Fire Rescue	13,121,371	20%	636	39
Police	17,679,916	27%	858	41
Total General Government Services	**30,801,287**	**47%**	**1,494**	80
Community Development	**896,504**	**1%**	**44**	8
Community Services	**14,311,677**	**22%**	**695**	22
Engineering & Operations	**3,200,415**	**5%**	**155**	4
Library	**2,573,076**	**4%**	**125**	4
Property Taxation for City Services	**65,503,007**	**100%**	**3,179**	**121**

* Based on the 2026 BC assessment revised roll, the average residential property is valued at $1.22M

2026 Utility Budget Highlights

Utility Services Overview

Supplying safe drinking water, ensuring the management of sanitary sewage and rainwater, and the delivery of solid waste collection are essential services provided by the City's Utilities. The City's water, sewer and drainage infrastructure has been designed and built over a period of more than 100 years. Today, the environment in which this infrastructure operates is rapidly changing. The City's infrastructure is aging and needs renewal, while pressures from population growth and climate change are generating an increasing need for services. Climate change is disproportionately affecting the City's water and wastewater services with extreme heat, storms and sea-level rise causing infrastructure damage, and exacerbating droughts, urban heat and flooding.

Community values and expectations regarding water quality, public safety, environmental protection, healthy ecosystems and livability are evolving. To maintain the Utilities' mandate of providing excellent water, sewer and drainage, and solid waste services to the public, it is critical to envision and plan for these services to be integrated, resourceful, equitable and resilient.

Pressures due to aging infrastructure, population growth, climate change and changing regulations require the utilities to plan and manage services in new ways. Water Utility operates a water distribution system supplied with high-quality drinking water from Metro Vancouver. Utility strives to maintain a high level of reliability and energy efficiency. The water distribution system, valued at an estimated replacement cost of $153 million, typically distributes more than 5 million cubic meters of water to customers each year and is made up of:

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

The Sewer Utility operates a wastewater collection system that conveys municipal and industrial wastewater to Metro Vancouver's wastewater treatment plants. The safe and efficient operation of our wastewater collection system protects public health, property, and the environment. The wastewater collection system, valued at an estimated replacement cost of $173 million, is made up of 4 lift stations and over 118 kilometers of underground pipes.

The Drainage Utility conveys rainfall runoff to the environment and prevents damage to property and infrastructure, with an estimated replacement cost of $157 million.

The Water, Sanitary Sewer, and Solid Waste utilities operate primarily on a 'user pay' basis through the collection of fees from the users. The fourth utility, storm drainage, is a service that is not directly attributed to a particular household and is therefore based on assessed value and collected through taxation, rather than through a user fee. Each of these utilities generates enough revenue to offset the expenditure and is financially self-balancing.

2026 Utility Budget

The Five-Year Financial Plan for the Utilities was prepared in accordance with the City's 2026 Financial Plan Guidelines. The plan sustains the current level of utility services from 2025 into 2026 and includes provisions for new services in 2026.

The 2026 utility budget totals $27,348,000, representing a $1,990,000 increase over the previous year. Key drivers of this increase include Metro Vancouver charges of $654,000, primarily related to regional water and sewer services. Additional contributors are allocations to capital reserves of $750,000, adjustments for salaries and benefits of $446,000, and operating expense changes of $105,000, covering vehicles, supplies, materials, and contracted services. Furthermore, $35,000 is specifically attributed to service enhancements associated with the operating cost of a new vehicle.

Reserve contributions remain a significant component of the plan, with transfers to capital reserves increasing across all utilities to support long-term infrastructure.

Rate Structure Based on Housing Type

Prior to 2022, all residents paid the same flat rate for water and sewer services regardless of housing type. In 2022, the city implemented a new tiered structure for water and sewer services, with different rates depending on housing type. This change was introduced by City Council with the goal of distributing costs in a more equitable way.

The tiered structure means some residents will pay less and some will pay more, depending on housing type. Although the number of people per household can vary, changes to rates were determined based on the estimated average number of occupants for each housing type.

Council also created a new, discounted classification for not-for-profit organizations (previously limited to churches) operating in Port Moody and set water and sewer rates for housing run by nongovernmental organizations to be in the lowest tier (along with secondary suites and laneway homes).

Projects in the Capital Plan are organized by departments. Each department contains a summary sheet and a full project listing. Projects are ranked with the criteria, as outlined in the 2026 Budget Guidelines, which were used to prioritize project submissions. This is consistent with previous years. Further details of the 2026-2030 Capital Plan are shown by Department and are categorized by their alignment to the four strategic priority areas in the Strategic Plan and prioritization.

Additional details on the Utilities and Utility billings can be found at

https://www.portmoody.ca/home-and-property/

Key Changes- Utilities in 2026

Utilities Budget Driver

Category	Solid Waste	Sanitary Sewer	Drainage	Water	Total
	$	$	$	$	$
Metro Vancouver Charges	15,780	304,553	9,413	324,475	**654,221**
Reserve Contributions	0	219,981	147,625	382,722	**750,328**
Service Impacts	0	0	35,000	0	**35,000**
Salary Adjustments	135,657	154,860	2,734	152,379	**445,630**
Operating Expenses	36,931	12,748	-11,342	66,659	**104,996**
2026 Utilities Total Budget Increase	**$188,368**	**$692,142**	**$183,430**	**$926,235**	**$1,990,175**

- Metro Vancouver charges increase by $654,000 (32.9%), primarily driving by rising costs for regional water and sewer services.
- Reserves Contributions rise by $750,000 (37.7%) to support long-term capital renewal and infrastructure needs across all utility services.
- Service enhancements total $35,000 (1.8%), including new staff and vehicles to improve operational capacity and maintenance levels.
- Salary and benefits will increase by $445,000 (22.4%), reflecting collective agreement adjustments and benefit cost growth.
- Operating expenses increase by $105,000 (5.2%):
    - Vehicles and equipment costs rise by $72,000 (3.6%), reflecting fuel, maintenance, and vehicle replacement costs.
    - Other operational costs (including insurance, contracted services, admin and miscellaneous) contribute the remaining $33,000 (1.6%) of the increase.

Average Single Family Dwelling



In 2026, the average municipal property taxes and utilities for a single-family home with a gross assessed value of $1.86M are estimated at $6928. This amount excludes taxes collected on behalf of other government agencies.

	2025 ($)	2026 ($)
Average Single Family Dwelling Value	**1,912,000**	**1,856,000**
Utilities		
Water Fees	643	698
Sewer Fees	637	673
Garbage Fees	137	144
Green Waste Fees	292	299
Glass Fees	15	16
Recycling Fees	59	62
Utilities Bill Subtotal	**1,783**	**1,892**
Property Tax		
General Municipal	2,884	2,999
Police	1,228	1,303
Asset Levy	416	458
Master Transportation	29	28
FireHall	40	40
Total Before Storm	**4,596**	**4,828**
Storm Drainage	196	208
Property Tax Subtotal	**4,791**	**5,036**
Total Collection for City Services	**6,574**	**6,928**

Average Strata/Multi-Family Dwelling



In 2026, the average municipal property taxes and utilities for a strata / multi-family home with gross assessed value of $0.83M are estimated at $3333. This amount excludes taxes collected on behalf of other government agencies.

	2025 ($)	2026 ($)
Average Strata/Multi-Family Dwelling Value	**893,000**	**832,000**
Utilities		
Water Fees	403	438
Sewer Fees	403	426
Garbage Fees	99	104
Green Waste Fees	59	60
Glass Fees	8	9
Recycling Fees	37	39
Utilities Bill Subtotal	**1,009**	**1,076**
Property Tax		
General Municipal	1,347	1,344
Police	573	584
Asset Levy	194	205
Master Transportation	13	13
FireHall	19	18
Total Before Storm	**2,146**	**2,164**
Storm Drainage	91	93
Property Tax Subtotal	**2,238**	**2,257**
Total Collection for City Services	**3,247**	**3,333**

2026 Capital Plan Highlights

Overview

The 2026 Capital Plan was first introduced to the Finance Committee at the October 16, 2025 budget workshop, and further discussed at the December 2, 2025 Finance Committee meeting prior to provisional approval on January 20, 2026.

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

Port Moody City Council has been very proactive and progressive in addressing this problem by implementing the Capital Asset Levy as a reliable and sustainable capital funding source and has historically increased the Asset Levy annually to address the capital funding gap. The asset levy will increase in 2026 and is proposed to increase annually throughout the Five-Year Financial Plan to provide a stable funding source for the ongoing renewal and replacement of critical municipal infrastructure.

Capital Project Summary

The Five-Year Capital Plan contains over $92.2 million in proposed projects for the years 2026 through 2030. 2026 has a total of $27.0 million project submissions from nearly all departments. Funding for the proposed projects comes from multiple City reserves and other external funding sources. Most City reserves are balanced for the Five-Year Financial Plan, although many have significant opening balance deficits and are not balanced until the later portion of the Five-Year Financial Plan.

The list of 2026 projects are diverse and includes the following areas:

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

Parks, Recreation, and Public Spaces: Projects aimed at maintaining or upgrading parks, playgrounds, recreation centers, and other public spaces.

Climate Action and Environmental Initiatives: Focuses on climate action plans, ecological restoration, stormwater management, and sustainability improvements.

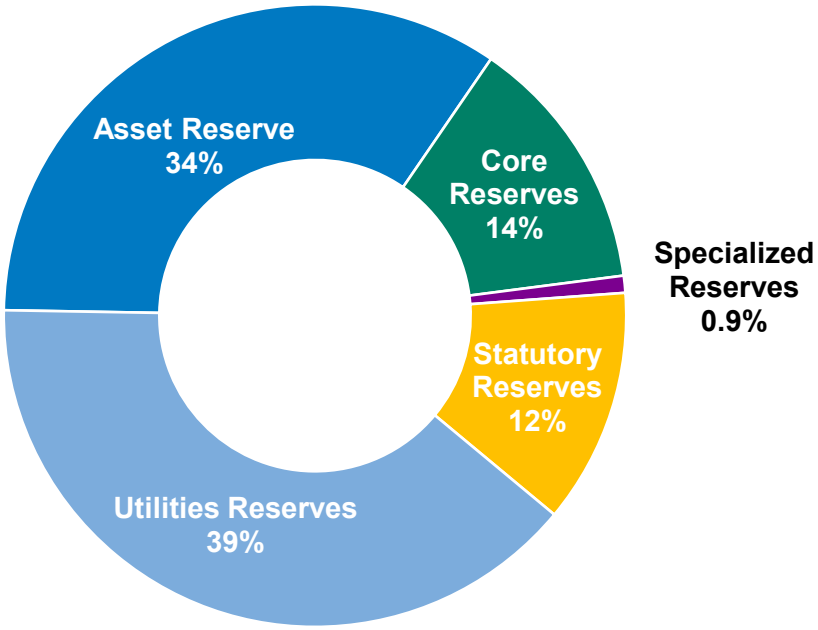
Asset and Equipment Replacement: Replacement and purchase of vehicles, computer equipment and technology, fitness equipment, furniture, and other City assets.

Roads, Transportation, and Traffic Management: Improvements and maintenance of road networks, traffic signals, and pedestrian safety.

Capital Funding Summary

Funding for the 2026 Capital Plan is proposed to come from multiple City reserves, and is presented in the table and chart below:

Capital Projects Funding by Reserve for 2026



Capital Projects Funding by Reserve for Years 2026 – 2030

Reserve Categories	2026	2027	2028	2029	2030
Asset Reserve	9,263,900	7,314,600	5,475,300	8,079,400	6,053,100
Core Reserves	3,614,300	6,368,700	864,200	1,318,900	365,500
Specialized Reserves	239,500	71,800	55,000	70,000	55,000
Statutory Reserves	3,297,900	3,488,700	1,667,100	3,336,800	1,618,300
Utilities Reserves	10,601,000	5,412,100	5,958,300	3,762,500	3,812,700
Total Project Funding	**27,016,600**	**22,655,900**	**14,019,900**	**16,567,600**	**11,904,600**

Key Assumptions

Economic Outlook

The City of Port Moody's 2026 capital planning environment is shaped by complex confluence of global geopolitical conflicts, supply chain pressures, unpredictable U.S, tariffs, and the Bank of Canada's shifting monetary policy. For the City, these compounding variables require active budget monitoring to safeguard multi-year operating and capital budgets.

Energy Volatility: Geopolitical conflict involving Iran in early 2026 has introduced sharp volatility into the global energy market, causing gasoline prices in Canada to increase by 28.6%. With an active municipal fleet of nearly 200 vehicles, ranging from emergency response to public works and parks maintenance, this rapid fluctuation presents an immediate risk to the city's operating budget. Because fuel is a non-discretionary utility required to keep vehicles on the road, it requires the City to maintain contingency reserve within the operating fund to absorb unexpected spikes without compromising community service delivery.

Supply Chain Pressure: The current supply chain shock stems primarily from the Middle Eastern conflict and the closure of the Strait of Hormuz. The war in Iran in 2026 has triggered global supply chain disruptions, creating a severe bottleneck for international trade. Due to this conflict, businesses are facing significantly higher operating and logistics costs. These disruptions will inevitably drive up the cost of municipal operations and complicate long-term capital planning.

Inflation Rates*:* Rising energy prices and ongoing supply chain pressures will push inflation higher. Particularly as the gasoline prices continue to climb. The longer the conflict persists in the Middle East, the more intense the inflationary pressure will become with global food prices already facing massive upward pressure. Council assumes that inflation will continue to exert upward pressure on municipal costs, particularly for labour contracts, materials, utilities, and contracted services. By incorporating a realistic inflation assumption, the City ensures sufficient budget buffers to deliver core services and maintain infrastructure without repeated budget revisions

U.S. Trade Policies Tariffs: U.S. trade policy with Canada has seen a major shakeup following a February 2026 Supreme Court ruling that struck down previous emergency tariffs. The U.S. has since implemented a new, temporary 10% global tariff, down from the 25% rate levied last year. While this reduction decreases the costs for imported materials compared to last year's peaks, offering some relief to construction and infrastructure projects, the new 10% tariff is temporary and remains subject to unpredictable increases by the U.S. administration. Consequently, Port Moody may need to regularly adjust the capital expenditure forecasts to accommodate this ongoing trade uncertainty.

Interest Rates: As of June 2026, the Bank of Canada maintained its benchmark interest rate at 2.25%, lower than the 2.75% in June 2025. Financial market participants originally anticipated further rate cuts during 2026. However, due to the conflict in Iran driving up energy costs and inflation, the Bank might increase interest rate rather than decrease them. This reflects the Bank's cautious approach to managing the economy amidst global uncertainty. For Port Moody, this volatility creates uncertainty regarding borrowing costs for capital projects. A rate increase would drive up debt servicing expenses, though it would simultaneously yield higher return on the City's short-term investments and reserve funds. To mitigate these impacts, Port Moody should proactively adapt its investment strategies and debt management plans.

Public Feedback

Public feedback plays a crucial role in shaping Port Moody's budget assumptions. In the 2026 engagement survey, 53% of residents indicated they would prefer to maintain current service level (35%) or enhance service level (18%) through tax increase, a 6% rise in from the previous year. Meanwhile, 45% of respondents did not want a tax increase compared with 52% last year. Guided by these insights, City Council balanced fiscal responsibility with public priorities. To align with residents' desire to preserve core services without creating an excessive financial burden, Council adjusted its approach by maintaining current service level, limiting new initiatives, and capping the final tax increase at 3.95%.

Capital Investment and Infrastructure

In 2026, Port Moody is allocating approximately $27 million to capital projects, marking a 2.2% increase from the previous year. These investments are essential for maintaining and enhancing the city's infrastructure, ensuring the delivery of core services such as transportation, utilities, and public facilities. The capital budget is primarily funded through reserves, development levies, and, when necessary, borrowing. To address funding shortfalls, the city has implemented an Asset Renewal Levy, which has been increasing annually to support infrastructure renewal and replacement. Despite these efforts, some reserves are projected to have deficits in the short term, highlighting the ongoing challenge of balancing infrastructure needs with financial sustainability.

Utility Costs

Utility expenses, encompassing water, sewer and waste management, represent essential services for municipalities. These costs are often subject to fluctuations due to factors such as regional infrastructure projects, regulatory changes, and market conditions. Utility fees are projected to rise by 6% in 2026. These increases are beyond the City's control but are necessary to support regional development. Further, Metro Vancouver is currently transitioning into a wet weather flow billing system which will increase their sanitary rates for Port Moody if Inflow and Infiltration is not managed and reduced.

Reserve Management and Financial Strategy

To mitigate tax impacts, the City has strategically utilized reserves and surplus funds to support key initiatives without compromising financial stability.

Population Growth

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



Section II
Strategic Framework

ABOUT THE *2023–2026* COUNCIL STRATEGIC PLAN:

Port Moody Council officially adopted their 2023–2026 Strategic Plan in March 2023. This strategic plan provides a framework for setting priorities and making decisions. It will guide Council and City staff over the next four years as they develop policies and deliver services to the community. Council and staff will focus on four strategic priority areas: sustainable core services, healthy community development, resilient natural environment, and vibrant and prosperous community.

portmoody.ca/stratplan



Port Moody Council Standing from left to right: Councillor Kyla Knowles, Councillor Haven Lurbiecki, Councillor Callan Morrison, Councillor Samantha Agtarap. Seated from left to right: Councillor Amy Lubik, Mayor Meghan Lahti, Councillor Diana Dilworth

VISION STATEMENT

Embracing nature and the arts; the most liveable city in the world

MISSION STATEMENT

To lead bold initiatives and provide our community with exceptional services and a sound financial future

STRATEGIC PRIORITY AREAS

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



Integrated Planning Framework

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

Strategic Plan:

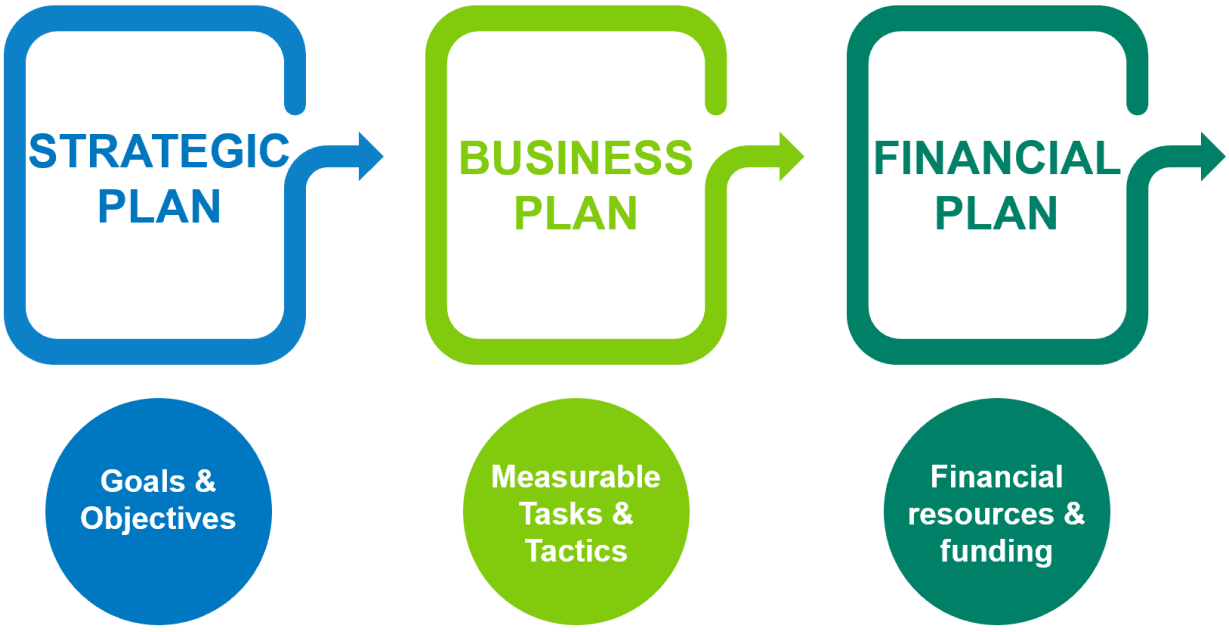
The Strategic Plan is the highest-level statement of the City's aspirations for the future. It is developed with a long time frame in mind and is updated every four years following the municipal election. The Strategic Plan articulates Port Moody's vision, mission, values and broad strategic goals. We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

Business Plan:

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

Financial Plan:

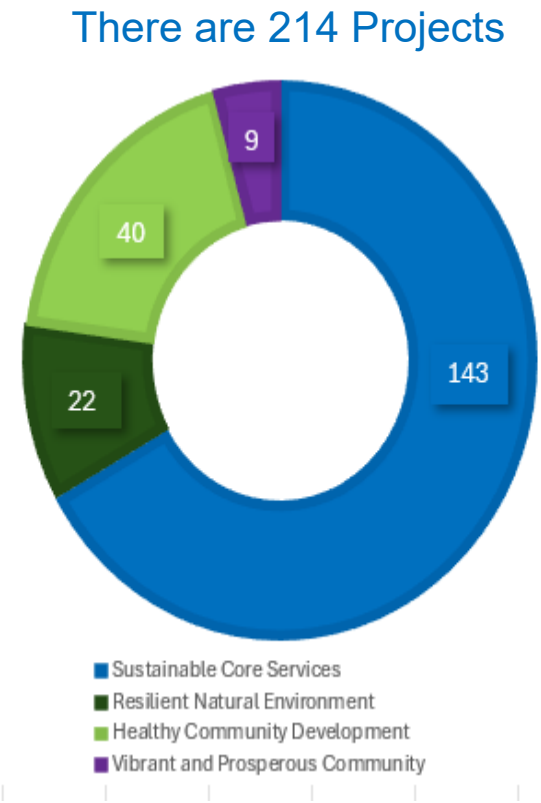
The Financial Plan outlines the financial resources needed to support the Strategic Plan, Business Plan and the City's operational business. Updated annually, the Financial Plan is a five-year plan that includes a budget for revenues, expenditures and capital projects



Business Planning

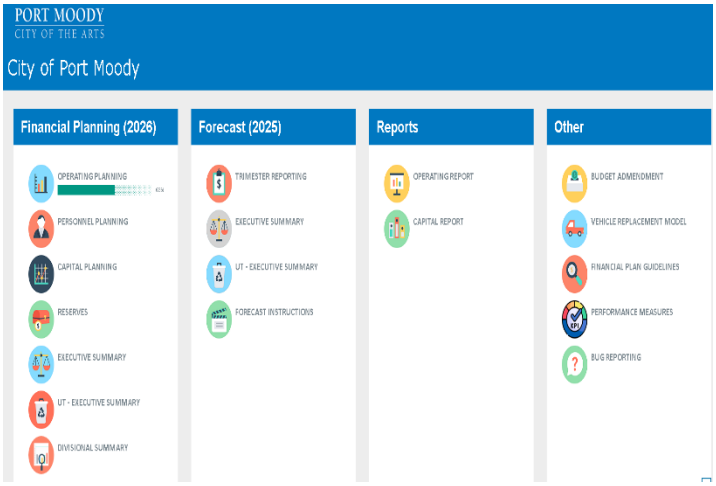
The Corporate Project Plan includes the projects currently on staff workplans that directly advance Council's vision, as laid out in the 2023-2026 Port Moody Council Strategic Plan. The Council Strategic Plan provides a framework for the decisions Council makes and guides our approach for delivering services to the community. In 2025 our Executive Team has worked with Senior Leadership Team members to create a Corporate Project Plan that aligns staff work plans with Council's priorities. As a staff team we looked at each strategic priority area, goal, and objective, and identified new or existing projects that are in alignment. Since then, the Corporate Project Plan has changed as numerous projects have been completed by staff and new projects have been identified either by staff or Council.

The implementation of Corporate Project Plan projects is being monitored and tracked using Envisio software. Envisio is a software that monitors the progress made towards Council's Strategic Plan. This program utilizes a dashboard that provides a wealth of performance data information to accurately show whether the City is on track to achieve these goals. Tracking progress towards objectives is critical to strategic planning as the City has relevant information to gauge what is working and where there are opportunities for improvement to create a more effective strategy moving forward. With citizens calling for more transparency, governments have a responsibility to make key data readily accessible and Envisio provides this important functionality.





Strategic Planning Tools and Resources

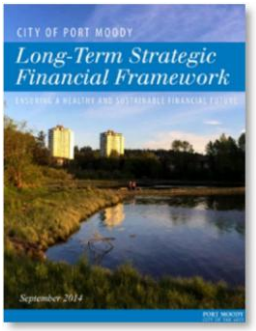


Budget Software: The City has developed a modern and sophisticated budget software module that provides a powerful set of analytic tools for departments to prepare and enter their budgets. The software allows departments to see past budget information year over year, drill down into actual line item transactions, perform what if analysis, graph data and trend lines, and view a variety of real time financial date and information. This tool has been critical in providing departments with a user-friendly tool that allows them to house all their budget related data that was traditionally captured on a variety of spreadsheets and other mediums

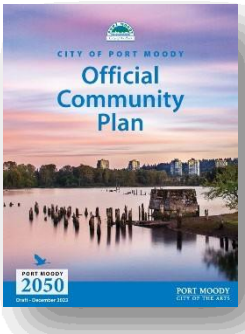


Financial Plan Guidelines: Financial Plan Guidelines are approved by the Finance Committee and distributed to staff annually prior to beginning budget preparations in the summer. These provide helpful information as well as summarized Council directions to staff as they begin to draft their budgets.

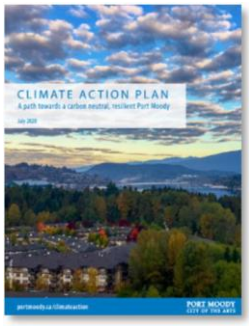
Long Term Strategic Financial Framework: While the Strategic Plan sets out the goals and objectives of Council, Council acknowledges they cannot be achieved at all costs. Financial sustainability is a primary goal of City Council, and City Council recognizes that its goals and objectives must be balanced with its ability to pay, and the impact they will have on the long-term financial sustainability of the City. The City's LTSFF is a reference document that ensures the City of Port Moody is well managed, affordable, and sustainable. It is the responsibility of Council and management to assure the community that the City is in, and remains in, sound financial condition for current and future generations. To that end, a sound administrative and financial framework of principles and guidelines needs to be developed to provide stewardship over critical assets and resources. The LTSFF identifies the principles, strategies, and models that Council has determined the City will need to keep on track towards financial sustainability. The LTSFF is a dynamic document that is reviewed on a periodic basis to make sure the principles are consistent with current best practices.



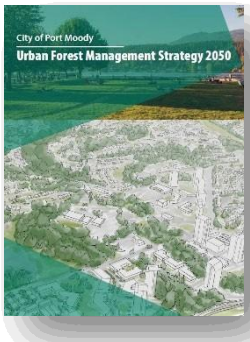
Official Community Plan: The Official Community Plan (OCP) provides overall goals, strategies, and visions for the community. It is intended to provide a degree of certainty for the future development of the community. In that sense, the OCP is source document utilized by staff to budget capital projects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



Climate Action Plan: Port Moody's Climate Action Plan is a community-wide plan that outlines actions to help the City and its residents adapt to climate change and reduce greenhouse gas emissions (GHGs) that contribute to the warming of the Earth. The Plan focuses on mitigation and adaptation. Mitigation – working to reduce or prevent the emission of GHGs – is an important part of responding to climate change. However, even if we significantly reduced GHG emissions overnight, the effects of climate change would continue to be felt by future generations for a long time to come. That is why our Climate Action Plan also focuses on adaptation measures, which will help us adjust to our new normal in Port Moody and reduce our vulnerability to the harmful effects of climate change.



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

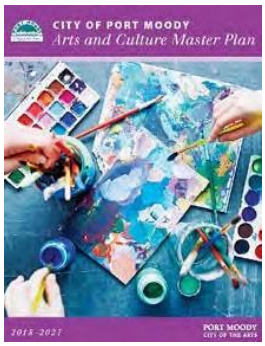


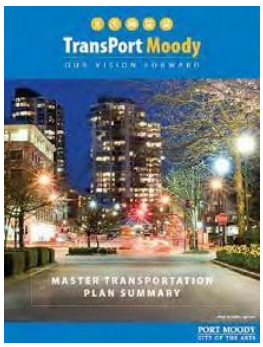
Tree Protection Bylaw Update: Responding to Port Moody's strong environmental stewardship values and the climate emergency, the City is reviewing its Tree Protection Bylaw to ensure it is aligned with best management practices and community values, as well as recommendations from the Urban Forest Management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

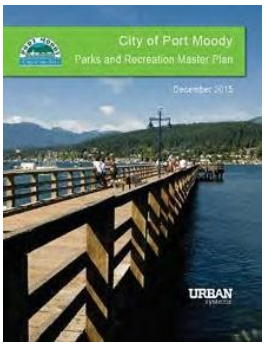
- to confirm community values, goals and concerns related to the management of trees in the private realm;
- to identify challenges and opportunities with the current bylaw and to review key directions; and
- to recommend bylaw updates reflecting Council direction, best management practices, municipal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



Master Plans: The City of Port Moody has a variety of master plans that help guide major initiatives. These documents, that provide a future vision for the city, are used in conjunction with Council's Strategic Plan, and the Corporate Project Plan, in the business planning and financial planning process. These include documents that guide transportation, parks, recreation planning and other major decisions of the City.







Considerations and challenges

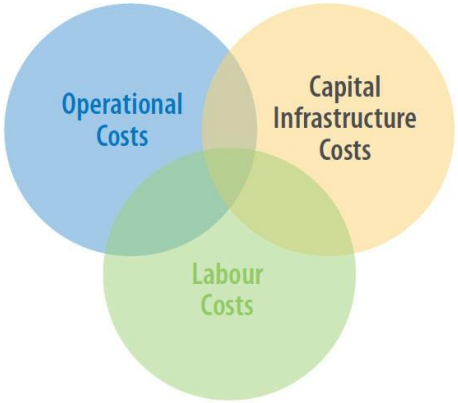
The City is being challenged by rising costs from activities and events such as those listed below:

Community Health and Social Issues

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

Responding to Extreme Events (Expected to Continue)

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



Increased Costs of Doing Business

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

Historical Revenue Losses

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

Regional Destination

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

Regional Growth

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

HOW WE MET OUR STRATEGIC PRIORITIES *in 2025*

Sustainable Core Services

Strategic Goal	Objectives
Prioritize core services	• Align service levels and financial planning • Enhance and standardize customer service approach • Support emergency preparedness and plan for business continuity

What we achieved in 2025:

- Completed the Website Renewal project by delivering a refreshed City website, portmoody.ca, which improves customer service through improved navigation, content organization, functionality, and accessibility.
- Completed the Digital Strategy, establishing a four-year roadmap to guide the delivery of digital services for staff, residents, and businesses. The strategy assessed current capabilities, captured stakeholder aspirations, and provided a holistic plan to improve digital service delivery.
- Completed the 2025 Fire Rescue Master Plan and adopted the associated Fire Master Plan Policy, which sets guidelines on the provision of fire prevention, fire inspection, fire suppression, rescue, and medical response services.

Strategic Goal	Objectives
Ensure financial sustainability	• Increase and diversify revenues • Develop a strategy for future uses of City lands • Plan for asset lifecycle and renewal costs

What we achieved in 2025:

- Completed the Revenue Diversification Strategy, identifying opportunities to expand and enhance revenue streams while mitigating risks, supporting long-term financial stability and reduced reliance on a single source of funding.
- Initiated the development of an updated Asset Management Investment Plan with the completion of a gap analysis of the City's asset management data.
- Conducted staff and Council workshops for the development of a long-term roadmap for delivering major civic and community facilities.

Strategic Goal	Objectives
Lead with good governance	• Strategically focus public engagement opportunities and ensure public information is accessible • Ensure effective Council and organizational governance • Maintain and improve the efficiency of City processes

What we achieved in 2025:

- Published the City's first annual Pay Transparency Report in accordance with the Pay Transparency Act. The report analyzes the City's pay data to identify and address any gender-based wage gaps.
- Conducted public engagement for four major initiatives: Port Moody 2050 OCP; Mayor's Town Hall on Parkland Expansion in Moody Centre; Kyle Centre Redevelopment (Phase 1); and 2026 Budget Consultation.
- Established Information Services Governance Committee to provide strategic direction and oversight on investments in new technology services.

Healthy Community Development

Strategic Goal	Objectives
Create complete and connected communities through balanced growth	• Prioritize transit-oriented development and diverse and equitable housing options • Improve neighbourhood connections and identify unique neighbourhood needs, including commercial/retail services • Implement best practices that result in growth that is consistent with community needs

What we achieved in 2025:

- Developed the Minimum Maintenance Standards for Rental Housing bylaw, establishing minimum building standards to ensure the quality, safety, and livability of all residential rental units, including apartments, rented condos, secondary suites, laneway housing, and unauthorized suites.
- Collected input from community members on proposed updates to Port Moody's Official Community Plan (OCP) from in-person and online engagement activities including open houses, information sessions, a survey, and formal feedback sessions.

Strategic Goal	Objectives
Provide safe, efficient, and accessible transportation options	• Embrace a multi-modal approach for mobility • Provide safe and comfortable transportation options for all ages and abilities • Strategically plan for the City's transportation networks

What we achieved in 2025:

- As part of Phase 1 of the Climate Action Plan, updated the Master Transportation Plan to include a core set of transportation actions aligned with City and provincial GHG reduction targets.
- Updated two traffic signals to have accessible pedestrian signals; added advanced video detection at two intersections to improve traffic operations; upgraded street lighting at two intersections to improve safety; and added traffic and road monitoring cameras at three intersections.
- Launched two-year contract with Lime to provide community access to shared electric scooters and electric bicycles through installation of forty-six parking locations across the City.
- Completed public engagement and the design for one year traffic calming pilot to be implemented on upper Noons Creek Drive.

Strategic Goal	Objectives
Enhance community wellbeing	• Facilitate community well-being through programs and long-term planning • Provide recreation services and access to indoor and outdoor amenities for all ages and abilities • Incorporate our values, including diversity, equity, inclusion, Truth and Reconciliation, and climate action, into our policies, plans, and initiatives

What we achieved in 2025:

- Activated additional park spaces with seasonal pop up parks across the city to enhance community gathering opportunities and encourage outdoor recreation.
- Completed Phase 1 of Civic Facility Accessibility Improvements, implementing upgrades at the Civic Complex, Recreation Complex, and Arts Centre based on the 2022 accessibility assessment to enhance access for all community members.
- Completed the Youth Needs Assessment, integrating findings from the 2022 youth survey and the Mayor's Youth Summit to update priorities and identify areas for future action. The assessment will guide recreational programming and inform ongoing youth-focused initiatives.
- Completed the Mayor's Invitational Youth Summit initiative, with the final report presented to Council in February 2025. The summit gathered youth perspectives on social connections, mental health and wellness, and climate justice, informing City initiatives and programs.

Resilient Natural Environment

Strategic Goal	Objectives
Protect, integrate, and enhance our natural assets	• Protect and enhance natural waterways and the public foreshore • Expand the City's green infrastructure • Strengthen the City's urban forest

What we achieved in 2025:

- Completed the Shoreline Trail Boardwalk Replacement, delivering a redesigned structure that provides inclusive, climate-resilient public access to a popular waterfront view corridor and helps to protect a critical ecosystem area for fish, birds, and other wildlife.
- Planted 3,909 new trees within our urban forest and gave away 375 free, ready-to-plant trees to residents.

Strategic Goal	Objectives
Advance climate change mitigation and adaptation	• Prioritize implementation of climate action initiatives • Plan for extreme weather, coastal flooding, and sea level rise • Collaborate on regional initiatives

What we achieved in 2025:

- As part of Phase 2 of the Climate Action Plan, advanced the Zero Emissions Municipal Building Policy to guide GHG reduction retrofits and renovations for City-owned facilities. The policy integrates future climate data into building design to support long-term resilience and emission reduction goals.
- Launched substantive webpage updates on emergency planning and preparedness, including hazards related to extreme weather.
- Initiated technical mapping to inform the development of a Coastal Flood Management Strategy, which will assess and respond to coastal flooding, coastal squeeze, shoreline erosion, and inundation.
- Completed a business case analysis for a potential neighbourhood energy utility.

Strategic Goal	Objectives
Enhance and expand parkland and open spaces	• Increase, expand, and enhance urban parks • Optimize park-user experiences • Increase and improve trails and open spaces

What we achieved in 2025:

- Completed the Council-endorsed Trail Network Plan, establishing a strategic framework for the City's trail system. The plan supports active recreation, sustainable transportation, and environmental protection, with recommendations to guide future implementation.
- Completed the Parkland Strategy, establishing a City-wide framework to guide future parkland acquisition. The strategy outlines broad objectives and priority actions, providing a foundation for detailed planning aligned with the Official Community Plan and Parks and Recreation Master Plan.

Vibrant and Prosperous Community

Strategic Goal	Objectives
Improve the local business climate	• Prioritize implementation of the Economic Development Master Plan • Focus on growth of priority business areas • Provide support and communication to businesses in redevelopment areas

What we achieved in 2025:

- Completed the Competitive Analysis and Target Identification project, supported in part by a CanExport grant, to assess the City's competitive advantages and identify priority industry sectors for targeted business recruitment to Port Moody.
- Hired an Arts and Business Specialist to pilot the functions of an arts and business council structure for one year, as recommended by the Arts and Business Council Project Task Force.

Strategic Goal	Objectives
Enhance vibrancy through placemaking, arts, culture, heritage, and tourism	• Develop a vision for the "City of the Arts" • Facilitate events and festivals in our community • Strengthen the vibrancy of our waterfront and main thoroughfares

What we achieved in 2025:

- Supported the In the Presence of Ancestors project and completed the installation of two of five house posts along the Shoreline Trail, with one house post installed on a viewing platform along the new Shoreline Trail Boardwalk.
- Planned and hosted a celebration for Indigenous Peoples Day at Rocky Point Park, including a learn-to-dance session, singing, drumming, an art activity, and bannock.

Strategic Goal	Objectives
Leverage public spaces	• Determine strategic direction for existing and future civic facilities • Determine direction for underutilized City lands • Enhance places where people naturally gather

What we achieved in 2025:

- Completed the Land Management Policy, providing refined strategies and guidance for the potential redevelopment of priority City-owned lands.
- Approved a capital project that will result in a conceptual design for a proposed new 30,000-square-foot community centre which, pending future funding, would replace the existing Kyle Centre

COMMUNITY *Impact*



Here's how we helped to make a difference in the community in 2025:

A more inclusive city

- Installed enhanced signage at the Civic Centre campus for improved visibility, accessibility, and wayfinding
- Added the Kanopy platform to the Library's streaming services to improve access to cultural and educational resources
- Added American Sign Language to the Mango Languages learning portal, available via the Library's website
- Provided recreation inclusion support to 25 participants during City summer camp programs



A greener city

- Planted 3,909 new trees within our urban forest and gave away 375 free, ready-to-plant trees to residents
- Restored 13,380 square metres of green space with 3,819 native trees, 6,790 shrubs, and 1,500 live stakes
- Engaged 250 volunteers who spent 826 hours participating in invasive species management and restoration programs



A greener future

- Facilitated BC Hydro's installation of new electric vehicle infrastructure at two civic hubs to increase access to fast chargers in Port Moody
- Launched e-scooter and e-bike sharing to increase access to greener travel options
- Completed a City-wide LED streetlight conversion strategy
- As part of the Climate Action Plan, updated the Master Transportation Plan to include a core set of transportation actions aligned with greenhouse gas reduction targets



Room to roam, today and tomorrow

- Opened the Shoreline Trail Boardwalk, a redesigned structure that provides inclusive, climate-resilient public access to a popular waterfront view corridor
- Adopted the Parkland Strategy to guide the planning, acquisition, enhancement, and connectivity of parkland through 2050
- Adopted the Trail Network Plan to guide decision-making as the City preserves and enhances trails over the next 30 years



Recreation for the mind and body

- Delivered over 2,506 recreation programs serving more than 20,787 participants, and supported over 273,323 drop-in visits at the Rec Complex
- Supported over 680 participants at our Play in our Parks program, a summer-time program with free sports, crafts, and games
- Opened the Youthful Lounge, a welcoming, accessible space where adults aged 60+ can relax, connect with others, and enjoy light activities
- Upgraded the Recreation Complex's weight room with new equipment and a refreshed layout, creating a more functional and inviting space



Arts and culture for the soul

- Unveiled a new augmented reality public art installation, by Jayeson Lyonns, to commemorate the 100th anniversary of the Ioco Townsite
- Administered the StreetArts Banner Program and installed banners created by community members and the artist Jordanna George
- Celebrated Culture Days with a 75-member community choir performance and a public art walk featuring work by Blake Williams



Opportunities to celebrate and connect

- Planned and hosted family-friendly activities and presented headline performer Streetheart in celebration of Canada Day
- Planned and hosted Car-Free Day, an annual community celebration filled with live music, delicious food, and activities for all ages
- Planned and hosted the City's Holiday Cheer at the Pier celebration, which kicks off the holiday season in Port Moody each year
- Planned and hosted a community event celebrating the CPKC Holiday Train's annual visit to Port Moody



Connection through engagement and support

- Conducted public engagement for four major City projects, providing opportunities for community members to learn and share their thoughts
- Administered the 2025 Community Grants Program and awarded grants to 18 community groups and individuals
- Launched a fire extinguisher training program for residents, students, and the local business community
- Partnered with SFU Language Lab, Westcoast Family Centres, and Kinsight to introduce caregivers to community resources for families with diverse needs
- Solicited community nominations for the 2025 Spike Business Awards and recognized the valuable contributions of our business community at a gala evening



Section III

Financial Structure, Policy, and Process

Funding Structures

The resources and operations for budgeting and accounting purposes are segregated into Operating and Capital Funds for General, Water, and Sewer & Drainage. Additionally, statutory Reserve Funds have been created for specific purposes as outlined in the *Community Charter*. The Sewer & Drainage Fund (Operating and Capital) relates only to the Sewer and Drainage Utility section. Similarly, the Water Fund (Operating and Capital) relates only to the Water Utility section. All other Departments are included in the General Fund.

Each fund contains capital and operating reserves, the majority of which are within the general fund. As noted, the city also operates statutory reserve funds for specific purposes as outlined in the *Community Charter*. The City's Funds and Reserves, which are established by Council, assist with long-term financial stability and financial planning. Adequate reserves provide financial flexibility, mitigate risks, weather uncertainties, and help ensure the ongoing viability and financial sustainability of the City. Reserves are also leveraged to enhance and sustain the City infrastructure and assist in supporting programs and community services.

Statutory Reserve Funds

Statutory Reserve Funds are segregated and restricted for a specific purpose. They represent monies set aside either by law of Council or by the requirement of provincial legislation. Interest earned on Reserve Funds is allocated to the specific Reserve Fund that earned it. Reserve Funds are primarily used to fund capital activities.

Community Charter	*City Bylaws*
Equipment Replacement Reserve	General Statutory Reserve
Land Sales Reserve	Heritage Reserve
Local Improvement Reserve	
Tax Sale Reserve	
Off Road Parking Reserve	

General Funds

The General Fund is the primary fund for most municipal services and departments. This fund has a number of sources – the largest of which is property taxation. This fund provides a number of services to the community including: Community Services, Corporate and Administrative Services, Engineering and Operations, Development Services, Park and Environmental Services, Fire Rescue, Police, and Library.

Non-Statutory Reserves are allocated at the discretion of Council, often as part of an overall strategy for funding programs and services. Reserves are an allocation of unappropriated net revenue. They are not associated with any specific asset. Interest earning on reserves is at the discretion of Council.

Reserve Accounts: These are appropriations of surplus earmarked for specific purposes such as dealing with operational variances, emergencies, or unknown or planned events. Reserve accounts are established by Council resolution or Bylaw.

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

Sewer & Drainage Utility Funds

The Sewer and Drainage Utility, which is self-funded and balanced, pays for allocated regional capital expenditures and usage fees to the Greater Vancouver Sewerage and Drainage District (GVS&DD) for sewerage transfer, treatment and the disposal of solid waste. The costs associated with the building and maintenance of local sewer and drainage infrastructure are also funded.

Sewer & Drainage Operating Fund	*Sewer & Drainage Capital Fund*
Insurance Reserve	Sewer Capital Reserve
	Drainage Capital Reserve

Water Utility Funds

The Water Utility, which is self-funded and balanced, covers costs associated with water purchases, maintenance and both regional and local capital infrastructure. The Greater Vancouver Water District (GVWD) is responsible for acquiring water, maintaining the supply, ensuring its quality and delivering it to the member municipalities for distribution by local systems.

Water Operating Fund	*Water Capital Fund*
Insurance Reserve	Water Capital Reserve
Price Stabilization Reserve	

Department Funds Matrix

The table illustrates how the City of Port Moody's organizational structure aligns with its financial structure by showing how each department and service area is funded across the General Fund, Utility Funds, and Capital Funds. Most departments, including Corporate Administration, Community Safety, and Library services, are primarily funded through the General Fund, which supports core municipal functions. Several departments, such as City Administration, Corporate Services, Finance & Technology, Community Development, Community Services, and Engineering & Operations also receive allocations/recoveries from the Utility Funds, reflecting internal cost sharing for services that support utility operations.

The Engineering & Operations, Community Development, and Community Services areas further connect to the Capital Funds, highlighting their role in delivering infrastructure projects. Utility services including Water, Sanitary Sewer, Solid Waste, and Drainage (Stormwater) are presented as distinct functional areas funded through the Utility Funds for operations and the Capital Funds for infrastructure investment.

Overall, the table demonstrates the integrated nature of service delivery, where certain departments operate across multiple funding sources and corporate services support both general and utility-funded activities through allocations.

Department	General Fund	Utility Funds *	Capital Funds
Corporate Administration			
City Administration	✓	✓ (allocations)	
Corporate Services	✓	✓ (allocations)	
Finance & Technology	✓	✓ (allocations)	✓
Fiscal Services	✓		
Total Corporate Administration			
Community Safety			
Fire Rescue	✓		
Police	✓		✓
Total Community Safety			✓
Community Development	✓	✓ (allocations)	✓
Community Services	✓	✓ (allocations)	✓
Engineering & Operations	✓	✓ (allocations)	✓
Library	✓		
Utilities (Functions)			
Water		✓	✓
Sanitary Sewer		✓	✓
Solid Waste		✓	✓
Drainage (Stormwater)		✓	✓

*(Water, Sanitary Sewer, Solid Waste, Drainage)



Financial Planning Process

Municipalities must annually prepare a five-year financial plan and adopt tax rates in accordance with the *Community Charter*. The five-year requirement encourages city councils to consider the long-term impact of current decisions. For example, for a proposed new service, councils must consider the impact of providing the service for years to come. When undertaking a capital project, they must consider the annual operating and maintenance costs and not only the initial capital cost.

City staff work on the budget year round, either drafting it, presenting it, amending it, or monitoring and reporting on it. The City does have a formal budget process that it follows, scheduling the different phases from the drafting of the budget, through deliberations by the Finance Committee, to public input, to approval by City Council, up to the setting of the tax rates to the final phase of billing and collecting the taxes.

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

Define
- Budget guidelines approval
- Packages distributed to departments

Compile
- Departments prepare Operating and Capital budgets
- Financial Planning staff review budgets with departments once submitted

Review
- Senior management team reviews department budgets in a full-day workshop

Present
- Department budget deliberations presented to Finance Committee in two full-day workshops

Evaluate
- Council considers public feedback

Adopt
- Provisional approval for Utility, Operating & Capital Budget
- Council adopts Financial Plan and Tax Rates Bylaw prior to May 15

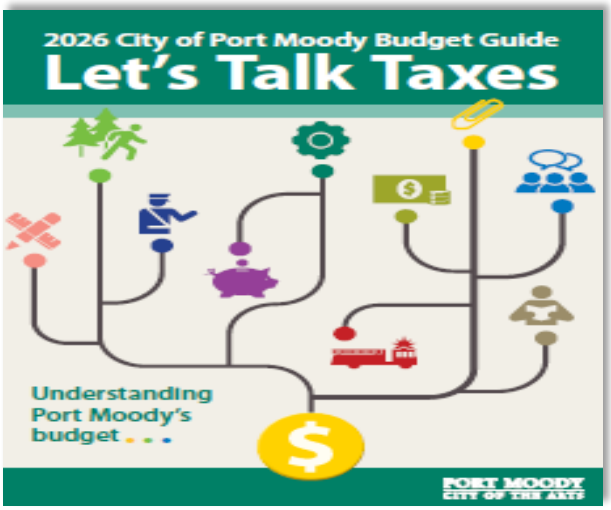
Why a five-year plan?

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

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

Let's Talk Taxes: Public Consultation

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



The 2026 Budget Consultation was facilitated through engage.portmoody.ca, the City's online engagement hub where participants registered to learn about the City's plans and projects, share ideas, and provide feedback. Between October 27 and November 16, 2025, participants had access to the annual budget survey, budget resource information, FAQs, and could pose questions and comments to staff.

Public engagement highlights from https://engage.portmoody.ca/2026-budget-consultation:

- 323 engaged participants contributed to one or more feedback tools
- 707 informed participants visited multiple project pages, contributed to a tool, or downloaded documents
- 1,009 aware visitors viewed this project page

A complete list of all survey results was included in the Report to Finance Committee dated November 18, 2025 regarding 2026 Budget Consultation Summary. These results were provided for Council to consider prior to the approval of Provisional 2026 – 2030 Financial Plan in January 2026.





44%

think they receive excellent (11%) or good(33%) value for City services and programs



53%

want to maintain (35%) or enhance (18%) service levels through a tax increase



45%

want to reduce (31%) or further reduce (14%) service levels to achieve a tax reduction



47%

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



Key Findings

- 44% of survey respondents indicated that they received good (32%) or very good (12%) value in relation to the taxes and utility fees that they pay.
- 53% of survey respondents wanted to maintain current service levels (35%) or enhance service levels (18%) through a 2026 tax increase.
- 45% of respondents did not want a 2026 tax increase. 31% preferred to reduce service levels to keep the tax rate the same as last year, and 14% wanted an even further reduction in services to reduce the tax rate.
- 47% of respondents said to leave subsidies and user fees the way they are (no change), while 35% wanted subsidies decreased, so users pay more than they do now, 9% wanted subsidies removed entirely, and 7% wanted to increase subsidies so users pay less than they do now.
- 54% of respondents mildly or strongly agree with the City exploring an expansion to the pay parking program; 35% mildly or strongly disagree.
- 57% of respondents mildly or strongly agree with the City considering options to expand the digital billboard program in Port Moody; 31% mildly or strongly disagree.

Pay Parking Program Expansion

A notable takeaway from the budget consultation is the community's openness to expanding the City's pay parking program, which was initially implemented at several locations in Port Moody in 2024. With most respondents (54%) expressing support for exploration, compared to 35% who disagreed, there is a clear mandate to further investigate additional pay parking options.

This feedback bridges both the quantitative results and the qualitative themes. As the City faces rising costs for infrastructure and core services, residents are actively encouraging the exploration of alternative revenue streams to reduce reliance on residential property taxation. Expanded pay parking, particularly around high-traffic areas, is viewed by many respondents as a dual-purpose tool. It provides a sustainable, user-based revenue source for the City while ensuring that non-residents and commuters from neighboring municipalities who utilize Port Moody's infrastructure contribute to its maintenance.

Guided by this public desire for more parking revenue, rather than expanding to new locations for the 2026 budget, Council focused on optimizing the existing pay parking program. This included updating the rates, extending the "on season" to run from April to September, and changing the daily start time to 9:00 a.m.



Qualitative Comments

Survey respondents were given an opportunity to provide additional qualitative comments about the 2026-2030 Budget. Themes that arose from those comments include:

Theme 1 – Many respondents expressed concern about rising taxation levels and emphasized the financial pressures households are facing. They encouraged the City to focus on cost containment, operational efficiencies, and prioritizing core municipal services while exploring innovative and collaborative ways to manage costs and limit tax increases. (mentions = 97)

Comments we heard around this theme sounded like:

1. “I would like to see council step back from any service directions that aren't core municipal priorities, and direct residents to speak with their MLA and MP about any gaps this reveals. Cities can't afford to take on housing, homelessness, social support, and emergency health services without additional tax tools.”

2. “The economics of today puts a huge pressure on family budget for basic necessities. Please keep the basics and cut back on ‘nice to have’ items.”

3. “Look at means to reduce duplication of efforts, increase use technology/automation and ways to increase employee’s productivity and efficiency.”

Theme 2 – Some respondents encouraged the City to explore new and diversified revenue sources to reduce reliance on property taxation. Suggestions included user fee adjustments, partnerships, economic development initiatives, parking fees, bylaw enforcement, addition of a casino, and business attraction. (mentions = 39)

Comments we heard around this theme sounded like:

1. “Instead of relying heavily on high-density residential development — especially towers of condos that many residents cannot afford or do not want — we should focus on attracting larger employers, light industrial, and commercial businesses. Other cities have successfully done this, bringing in sustainable revenue, creating local jobs, and strengthening their tax base. This kind of growth supports our services and helps balance the budget without placing the financial burden solely on residents.”

2. “You need to increase our economic opportunities. The loss of the recent industrial sites has decreased the ability of Port Moody to collect corporate taxes. The city should strongly consider other economic opportunities such as tourism. Building a hotel would be great for a variety of reasons: job creation; supports current businesses (i.e., restaurants and breweries and the parks); allows for local sport tournaments to have a place for people to stay, etc.”

3. “We should have a casino on the list of revenue sources. Significant pay parking at the Moody Centre TOD would cover both the park and TransLink, could be increased to $5/day and still be sustainable.”

Theme 3 – Some respondents identified traffic management as a key challenge, noting that existing congestion is worsening with regional growth. They recommended that the City review the timing and placement of signal operations, assess roadway capacity, and consider long-term solutions to better manage both local and through-traffic demands, especially in consideration of new developments. (mentions = 17)

Comments we heard around this theme sounded like:

1. "Traffic has become biggest issue – it is beginning to negatively impact quality of life. We have to accept that more Coquitlam traffic is coming whether we like it or not and much more must be done to improve the traffic situation. Recently added lights and traffic calming have made things worse – lights are too close together. More lights is NOT traffic improvement."

2. "Council continues to blame transitory commuters from the rest of the tri-cities for traffic congestion. Instead of expanding paid parking, I would like to see a non-PM resident commuter toll. If you are not a Port Moody resident and use Port Moody roads to transit through, then you pay a toll. This can spur the surrounding municipalities to work together to address 'bottle necking' throughout the tri-cities. A toll can also assist with revenue generation for the city and ease the burden on PM residents for rising road maintenance costs."

3. "As many others have stated previously, traffic along the main stretch of St. John's is horrid. I believe that an investment in traffic light operation & management would improve the issues we see here. Many traffic light cycles seem to be counter-intuitive to the flow of traffic & cause unnecessary delays & stoppages. Although difficult, expanding the roadway where possible would also help to alleviate pressure. I value the integration of public transit to reduce the community's dependence on vehicles, but many people simply use Port Moody as a thoroughfare. This causes much congestion which cannot be solved via walking/cycling/busses/SkyTrain."

Theme 4 – Some residents expressed concern that development is outpacing the City's infrastructure and amenities and questioned whether revenue from growth offsets its associated costs. They encouraged Council to use all available development financing tools to ensure growth helps fund required facilities, transportation upgrades, and community amenities rather than relying on taxpayers. (mentions = 17)

Comments we heard around this theme sounded like:

1. "As much as possible, development needs to pay for development. Please leverage all forms of financing growth tools to pay for civic infrastructure and amenities (ACC, DCC, works and service, transportation demand management, latecomer agreements, etc.) before deferring to tax increases and service reductions.

2. "Make all these developers pay for road enhancements, parks, sidewalks and bike lanes. And make them do it in area span around their lots. This would reduce the money needed to fund priority capital projects like road network enhancements in Port Moody city centre which are desperately needed, and also seeing a ton of very large developments underway."

3. "Not clear if new developments "pay their way". What is the true cost to the city of a high-rise vs a series of lower density buildings?"

Detailed Budget Timeline

2025 May

Budget Guidelines Approval

Budget packages distributed to departments

2025 Jun - Aug

Budgets prepared by departments

Financial Planning staff reviewed budgets with departments

2025 Sep - Oct

Draft budgets reviewed by Executive Leadership Team

Department budget Deliberations / Presentations to Finance Committee in two Full-Day Budget Workshops

2025 Nov

Budget Consultation and Engagement via Engage Port Moody

Budget Consultation results considered

Utility Budget Approval

2025 Dec

Budget Deliberation

2026 Jan

Tax Policy

Alternative Tax Collection Scheme

Provisional Capital and Operating Budget Approval

2026 Feb - Mar

Revised Roll Update

Bylaw Referrals

2026 Apr

Approval proposed Financial Plan & Tax Rates

First three readings - Financial Plan & Tax Rates Bylaw

2026 May

Adoption - Financial Plan & Tax Rates Bylaw

Basis of Budgeting

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

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

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



Financial Policies

When compiling the City of Port Moody's Five-Year Financial Plan, the following policies are used as a framework to ensure proper fiscal accountability and stewardship over the City's funds:

Budget Formulation & Control

Balanced Five-Year Budget

In compliance with Section 165 of the *Community Charter*, the City's Five-Year Financial Plan must be balanced. The total of proposed expenditures and transfers to other funds for a year must not exceed the total of proposed funding sources and transfers from other funds for the year. The budget of a City has the force of law and is a key component of compliance in the public sector. Budget comparisons are required to be presented in conjunction with the City's financial statements, and authority to spend is provided exclusively through the budget adopted by Council. The budget aligns spending with Council and community priorities to provide valued services and programs.

Public Consultation

In compliance with Section 166 of the *Community Charter*, the City's Five-Year Financial Plan must be available for public consultation prior to the plan being adopted. To meet this statutory requirement and capture meaningful community feedback, the city coordinates a multi-phased engagement process. Through the **"**Engage Port Moody" hub**,** the City collects community survey feedback to create "What We Hear" report for Council to consider before provisional financial plan approval. Ultimately, the final approval of the budget takes place in April, as the plan must be adopted by May 15 of each year.

Budget Amendment

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

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

Budget Expenditure Control

Because unforeseen factors can cause capital and operating projects to exceed approved budgets, this policy establishes rules to ensure that approval is obtained before financial commitment is made. Under this policy, General Managers hold ultimate accountability for keeping their departments within budget and cannot exceed budgets without following the established approval process. Concurrently, the Financial Services Division ensures corporate compliance with this policy by providing departments with monthly financial reports and updating Council quarterly on capital project progress.

Authorization procedure and thresholds:

Department-Level Approval: Before any financial commitments are made, the project manager must first obtain approval from their department's General Manager.

Finance Assessment: The department's General Manager submits a report to the General Manager of Finance and Technology. They will review funding availability and the Financial Plan Bylaw to determine if a budget transfer under this policy is permitted.

Escalation Threshold: If the General Manager of Finance and Technology determines the policy to apply, the transfer must be approved based on the following limits:

- **Up to $5,000:** Approved directly by the General Manager of Finance and Technology.
- **$5,001 to $10,000:** Escalated to the City Manager for approval.
- **Over $10,000:** Escalated to Council for advance approval via a departmental report.
- **Up to 25% Exception**: City Manager is authorized to approve a budget increase of up to 25% for capital projects funded by the Equipment Replacement Reserve.

Asset Management

Tangible Capital Asset Policy

Tangible capital assets are budgeted according to PSAB standards. As per the City's Tangible Capital Asset (TCA) Policy, tangible capital assets are non-financial assets with physical substance that:

- Are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets;
- Have useful economic lives extending beyond an accounting period;
- Are to be used on a continuing basis;
- Are not for sale in ordinary course operations.

Examples of TCAs at the City are:

- Fleet Vehicles
- Buildings & Office Furniture
- Roads
- Water and Sewer Infrastructure
- Computers and Telecommunications Equipment

The City of Port Moody is fortunate to have many natural assets that reduce the need for engineered infrastructure that would otherwise be required. This includes the numerous creeks, ditches, forests, wetlands, and coastal and riparian areas all of which contribute to storm water management. Canadian public sector accounting standards do not currently allow for the valuation and recording of such assets into the financial statements of the City. As such, these natural assets are not reported in the financial statements. Nevertheless, the City acknowledges the importance of these assets and the need to manage them in conjunction with engineered infrastructure.

Asset Management Plans

The City's Asset Management Investment Plans (AMIP) provide an integrated approach that combines planning, life cycle and risk analysis. Furthermore, AMIP includes financing principles to guide staff in managing infrastructure effectively and efficiently.

An effective asset management process enables the City of Port Moody to continuously deliver defined levels of service at an acceptable level of risk while managing the costs of owning, operating and maintaining infrastructure assets during their lifespan.

Natural Asset Policy

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

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

Treasury, Investments & Debt

Investment of Available Funds

The investment policy for the City provides the framework for investment portfolio management to City staff. This policy considers best practices in the industry and incorporates recommendations pursuant to the Government Finance Officers Association (GFOA).

It is the policy of the City to invest municipal funds in a manner that will provide the optimal blend of investment security and return, while meeting the daily cash flow demands of the City and complying with the statutory requirements of the *Community Charter*. These policy guidelines are applicable to all funds managed by the City. These funds are pooled and interest revenue is allocated on an annual basis.

Investments managed by the City invested in accordance with sound investment management principles contained with the policy and conform to Section 183 of the *Community Charter.*

Investments reflect a conservative philosophy based on three fundamental objectives, in the following order of priority:

Preservation of Capital: Investments shall be made to ensure the safety of the principal within the portfolio. This is accomplished by placement of funds with creditworthy institutions and through portfolio diversification. Portfolio diversification is necessary to minimize potential losses on individual securities and to maximize the yield from a combination of financial products.

Liquidity: The investment portfolio shall remain sufficiently liquid to meet all operating and capital requirements that may be reasonably anticipated.

Return on Investment/Yield: The investment portfolio shall be designed with the objective of maximizing market rate of return subject to the investment risk constraints and liquidity requirements of the City.

Socially Responsible Investing

It is widely acknowledged that the extraction and burning of fossil fuels contributes to atmospheric buildups of carbon dioxide, and as a result, the earth's temperatures have been slowly increasing to critical levels causing catastrophic climate changes. While there is global acceptance that industry and the economy should be moving away from reliance on fossil fuels to reduce carbon emissions into the atmosphere, the debate lies in the urgency, how the transitions should be managed, and where the pressures to reduce should be exerted. There is a widely held belief that finance can be a tool to combat climate change. Following along this line, the City decided in 2020 to exert financial pressure by diverting City investment funds away from companies that use those funds to finance the extraction and burning of fossil fuels.

Over the past two decades, an increasing number of investors have begun to consider non-financial criteria, such as social and environmental criteria, in making investment decisions labelled socially responsive investing (SRI). Various investors, with different motives, engage in SRI through distinct strategies. While the SRI movement is gaining momentum, the effects of SRI strategies have been difficult to identify and quantify. Currently, throughout the investment world, there is increased focus on improving and standardizing SRI "labels" to support transparency and consistent practices regarding investments labelled SRI. The intent is to reduce confusion, level the playing field, and avoid paying unnecessary premiums.

As a result of the current inconsistencies around evaluation criteria, rating agencies and the overall complexity around SRI, local governments looked to the Municipal Finance Authority (MFA) to develop a fossil fuel free fund that member municipalities could confidently invest in. The City, like other agencies, was willing to look beyond portfolio performance alone and adopt a policy that supports the divestment movement, helping steer the economy away from reliance on fossil fuels as a long-term financial strategy to protect the global environment. In 2020, the City amended its investment policy and invested a significant portion of the portfolio into the newly developed MFA fossil free fund.

Debt Management

The City recognizes that the foundation of any well-managed debt program is a comprehensive debt policy. Debt Management Policies set forth parameters for issuing debt and managing outstanding debt and provide guidance to decision makers regarding the timing and purposes for which debt may be issued and the types of debt and structural features that may be incorporated.



Section IV

Financial Summaries

Consolidated Budget Summary

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

	2026 Budget ($)	2027 Plan ($)	2028 Plan ($)	2029 Plan ($)	2030 Plan ($)
Revenues					
Taxes					
Real property	65,503,014	70,747,367	74,697,239	78,651,921	83,210,021
Tax Other	1,132,921	1,152,919	1,174,409	1,197,459	1,220,970
Private utility companies	370,379	370,379	370,379	370,379	370,379
	67,006,315	**72,270,665**	**76,242,027**	**80,219,759**	**84,801,370**
Payment in lieu of taxes	1,544,614	1,550,465	1,555,046	1,560,272	1,566,078
Sale of Services					
Environmental health services	4,212,553	4,335,951	4,446,433	4,551,855	4,620,048
Recreational and cultural services	4,861,203	4,817,510	4,898,418	4,985,556	5,071,859
Sewer utility fees and charges	12,313,700	13,035,038	14,156,528	15,310,870	16,861,038
Water utility fees and charges	10,346,797	10,948,723	11,604,593	12,252,513	12,961,628
Other revenue	7,988,513	8,222,104	8,236,686	8,250,014	8,263,023
Investment Income	952,000	952,000	952,000	952,000	952,000
Contributed tangible capital assets					
Government transfers	5,641,839	6,564,661	2,818,443	2,755,589	2,783,147
Private contributions	737,598				
Development levies utilized	3,435,467				
Total Revenues	**119,040,599**	**122,697,116**	**124,910,174**	**130,838,429**	**137,880,191**
Expenditures					
Operating Expenses	123,542,481	116,712,792	121,371,102	126,409,167	132,359,069
Total Expenditures	**123,542,481**	**116,712,792**	**121,371,102**	**126,409,167**	**132,359,069**
Surplus/(Deficit) Before Capital Expenditures	**(4,501,882)**	**5,984,324**	**3,539,072**	**4,429,261**	**5,521,123**
Transfers and Capital Expenditures					
Amortization	(13,443,410)	(14,787,752)	(16,266,527)	(17,893,179)	(19,682,497)
Capital Expenditures	76,416,397	19,860,500	11,467,100	14,138,300	9,585,700
Transfer from Reserves	(95,988,441)	(29,160,268)	(22,345,345)	(25,049,376)	(20,670,581)
Transfer to Reserves	27,370,859	29,043,646	29,673,374	32,205,793	35,261,627
Debt principal repayment	1,142,714	1,028,198	1,010,470	1,027,723	1,026,874
Total Transfers and Capital Expenditures	**(4,501,882)**	**5,984,324**	**3,539,072**	**4,429,261**	**5,521,123**
Balanced Budget	**0**	**0**	**0**	**0**	**0**

Statement of Operations

Years ended December 31

	2024 Actuals ($)	2024 Budget ($)	2025 Actuals ($)	2025 Budget ($)	2026 Budget ($)
Revenues					
Taxes					
Real property	58,213,841	58,375,257	61,864,448	61,864,360	65,503,014
Tax Other	1,105,524	1,011,539	1,140,969	1,050,892	1,132,921
Private utility companies	399,923	419,925	414,456	414,456	370,379
	59,719,288	**59,806,721**	**63,419,873**	**63,329,708**	**67,006,315**
Payment in lieu of taxes	1,593,294	1,714,978	743,791	1,585,168	1,544,614
Sale of Services					
Environmental health services	3,851,796	3,805,837	4,129,163	4,046,000	4,212,553
Recreational and cultural services	4,824,834	3,973,019	5,115,032	4,556,676	4,861,203
Sewer utility fees and charges	9,250,866	8,928,216	11,809,050	11,469,704	12,313,700
Water utility fees and charges	9,016,167	8,713,676	9,716,180	9,450,578	10,346,797
Other revenue	9,469,209	5,732,019	18,317,406	7,566,202	7,988,513
Investment Income	5,112,241	952,000	4,900,687	952,000	952,000
Contributed tangible capital assets	362,122				
Government transfers	7,913,660	8,053,491	5,355,828	5,518,333	5,641,839
Private contributions	2,034,463		661,839		737,598
Development levies utilized	3,399,883	2,284,962	3,253,694	5,464,996	3,435,467
Total Revenues	**116,547,823**	**103,964,919**	**127,422,543**	**113,939,365**	**119,040,599**
Expenses					
Corporate Administration	11,422,628	13,528,621	13,275,180	14,911,774	16,894,700
Community Development	5,060,505	6,377,652	5,292,801	7,027,058	6,994,912
Community Services	15,878,808	17,023,419	16,842,692	17,829,056	18,375,153
Engineering & Operations	12,245,917	12,756,968	12,877,598	14,320,760	14,881,047
Environment & Parks	6,358,350	6,740,487	7,027,750	7,741,070	9,658,576
Library	2,522,344	3,055,915	2,653,139	3,131,891	3,158,155
Police	15,029,759	15,965,258	16,352,993	17,449,575	18,577,978
Fire	11,742,443	12,031,031	12,483,387	12,808,945	13,740,154
Sewer & Drainage	7,657,057	8,833,506	9,770,129	11,095,481	11,664,834
Water	8,153,952	8,546,762	8,277,639	9,276,470	9,596,973
Total Expenses	**96,071,763**	**104,859,619**	**104,853,308**	**115,592,080**	**123,542,481**
Surplus Before Capital Expenditures	**20,476,060**	**(894,700)**	**22,569,235**	**(1,652,715)**	**(4,501,882)**
Accumulated Surplus, beginning of year	**787,143,738**	**787,143,738**	**807,619,798**	**807,619,798**	**830,189,033**
Accumulated Surplus, end of year	**807,619,798**	**786,249,038**	**830,189,033**	**805,967,083**	**825,687,151**

Statement of Operations

Years ended December 31

	2024 Actuals ($)	2024 Budget ($)	2025 Actuals ($)	2025 Budget ($)	2026 Budget ($)	2027 Plan ($)	2028 Plan ($)	2029 Plan ($)	2030 Plan ($)
Revenues									
Taxes									
Real property	58,213,841	58,375,257	61,864,448	61,864,360	65,503,014	70,747,367	74,697,239	78,651,921	83,210,021
Tax Other	1,105,524	1,011,539	1,140,969	1,050,892	1,132,921	1,152,919	1,174,409	1,197,459	1,220,970
Private utility companies	399,923	419,925	414,456	414,456	370,379	370,379	370,379	370,379	370,379
	59,719,288	**59,806,721**	**63,419,873**	**63,329,708**	**67,006,315**	**72,270,665**	**76,242,027**	**80,219,759**	**84,801,370**
Payment in lieu of taxes	1,593,294	1,714,978	743,791	1,585,168	1,544,614	1,550,465	1,555,046	1,560,272	1,566,078
Sale of Services									
Environmental health services	3,851,796	3,805,837	4,129,163	4,046,000	4,212,553	4,335,951	4,446,433	4,551,855	4,620,048
Recreational and cultural services	4,824,834	3,973,019	5,115,032	4,556,676	4,861,203	4,817,510	4,898,418	4,985,556	5,071,859
Sewer utility fees and charges	9,250,866	8,928,216	11,809,050	11,469,704	12,313,700	13,035,038	14,156,528	15,310,870	16,861,038
Water utility fees and charges	9,016,167	8,713,676	9,716,180	9,450,578	10,346,797	10,948,723	11,604,593	12,252,513	12,961,628
Other revenue	9,469,209	5,732,019	18,317,406	7,566,202	7,988,513	8,222,104	8,236,686	8,250,014	8,263,023
Investment Income	5,112,241	952,000	4,900,687	952,000	952,000	952,000	952,000	952,000	952,000
Contributed tangible capital assets	362,122								
Government transfers	7,913,660	8,053,491	5,355,828	5,518,333	5,641,839	6,564,661	2,818,443	2,755,589	2,783,147
Private contributions	2,034,463		661,839		737,598				
Development levies utilized	3,399,883	2,284,962	3,253,694	5,464,996	3,435,467				
Total Revenues	**116,547,823**	**103,964,919**	**127,422,543**	**113,939,365**	**119,040,599**	**122,697,116**	**124,910,174**	**130,838,429**	**137,880,191**
Expenses									
Corporate Administration	11,422,628	13,528,621	13,275,180	14,911,774	16,894,700	14,581,480	14,917,024	15,276,523	15,864,984
Community Development	5,060,505	6,377,652	5,292,801	7,027,058	6,994,912	5,887,415	5,859,668	6,031,613	6,196,825
Community Services	15,878,808	17,023,419	16,842,692	17,829,056	18,375,153	18,093,824	18,978,598	19,552,622	20,348,225
Engineering & Operations	12,245,917	12,756,968	12,877,598	14,320,760	14,881,047	13,450,549	14,113,759	14,919,582	15,726,195
Environment & Parks	6,358,350	6,740,487	7,027,750	7,741,070	9,658,576	7,973,906	8,103,028	8,474,929	8,854,362
Library	2,522,344	3,055,915	2,653,139	3,131,891	3,158,155	3,138,168	3,251,303	3,366,998	3,488,265
Police	15,029,759	15,965,258	16,352,993	17,449,575	18,577,978	18,992,402	19,596,089	20,287,000	21,128,141
Fire	11,742,443	12,031,031	12,483,387	12,808,945	13,740,154	14,240,080	15,023,163	15,773,547	16,554,896
Sewer & Drainage	7,657,057	8,833,506	9,770,129	11,095,481	11,664,834	10,878,381	11,731,958	12,631,688	13,757,942
Water	8,153,952	8,546,762	8,277,639	9,276,470	9,596,973	9,476,587	9,796,512	10,094,665	10,439,234
Total Expenses	**96,071,763**	**104,859,619**	**104,853,308**	**115,592,080**	**123,542,481**	**116,712,792**	**121,371,102**	**126,409,167**	**132,359,069**
Annual Surplus (Deficit)	**20,476,060**	**(894,700)**	**22,569,235**	**(1,652,715)**	**(4,501,882)**	**5,984,324**	**3,539,072**	**4,429,261**	**5,521,123**
Accumulated Surplus, beginning of year	**787,143,738**	**787,143,738**	**807,619,798**	**807,619,798**	**830,189,033**	**825,687,151**	**831,671,476**	**835,210,548**	**839,639,809**
Accumulated Surplus, end of year	**807,619,798**	**786,249,038**	**830,189,033**	**805,967,083**	**825,687,151**	**831,671,476**	**835,210,548**	**839,639,809**	**845,160,932**

Statement of Activities by Fund

2026 Budget

	General Fund	Sewer & Drainage Fund	Water Utilities
Revenues			
Taxes			
Real property	65,503,014		
Tax Other	1,132,921		
Private utility companies	370,379		
	67,006,315		
Payment in lieu of taxes	1,544,614		
Sale of Services			
Environmental health services	4,212,553		
Recreational and cultural services	4,861,203		
Sewer utility fees and charges		12,313,700	
Water utility fees and charges			10,346,797
Other revenue	7,920,285	34,759	33,469
Investment Income	712,000	120,000	120,000
Contributed tangible capital assets			
Government transfers	5,582,219	59,620	
Private contributions	737,598		
Development levies utilized	3,435,467		
Total Revenues	**96,012,253**	**12,528,080**	**10,500,266**
Expenses			
Corporate Administration	16,894,700		
Community Development	6,994,912		
Community Services	18,375,153		
Engineering & Operations	14,881,047		
Environment & Parks	9,658,576		
Library	3,158,155		
Police	18,577,978		
Fire	13,740,154		
Sewer & Drainage		11,664,834	
Water			9,596,973
Total Expenses	**102,280,674**	**11,664,834**	**9,596,973**
Surplus/(Deficit) Before Capital Expenditures	**(6,268,421)**	**863,245**	**903,293**
Amortization	(11,051,291)	(1,612,900)	(779,219)
Capital Expenditures	49,369,630	17,796,901	9,249,866
Transfer from Reserves	(65,036,754)	(20,628,780)	(10,322,907)
Transfer to Reserves	19,307,281	5,308,024	2,755,553
Debt principal repayment	1,142,714	0	0
Balanced Budget	**0**	**(0)**	**0**

Taxes Collected

	2025 Plan ($)	2026 Plan ($)
Municipal Levies	**64,499,961**	**68,320,727**
Other Governments		
School Base		
Additional School Tax		
Local School District	17,757,418	19,291,822
Provincial School	9,492,259	9,999,624
Total School Base	**27,249,677**	**29,291,445**
Hospital Base		
Greater Vancouver Regional District	1,418,704	1,300,240
Municipal Finance Authority	4,753	4,639
B.C Assessment Authority	967,040	1,009,644
Total Hospital Base	**2,390,496**	**2,314,523**
Transit Base		
Transit	163,282	8,580,372
TransLink	7,753,585	171,691
Total Transit Base	**7,916,867**	**8,752,063**
Total - Other Governments	**37,557,040**	**40,358,032**
Total Taxes Collected	**102,057,002**	**108,678,759**

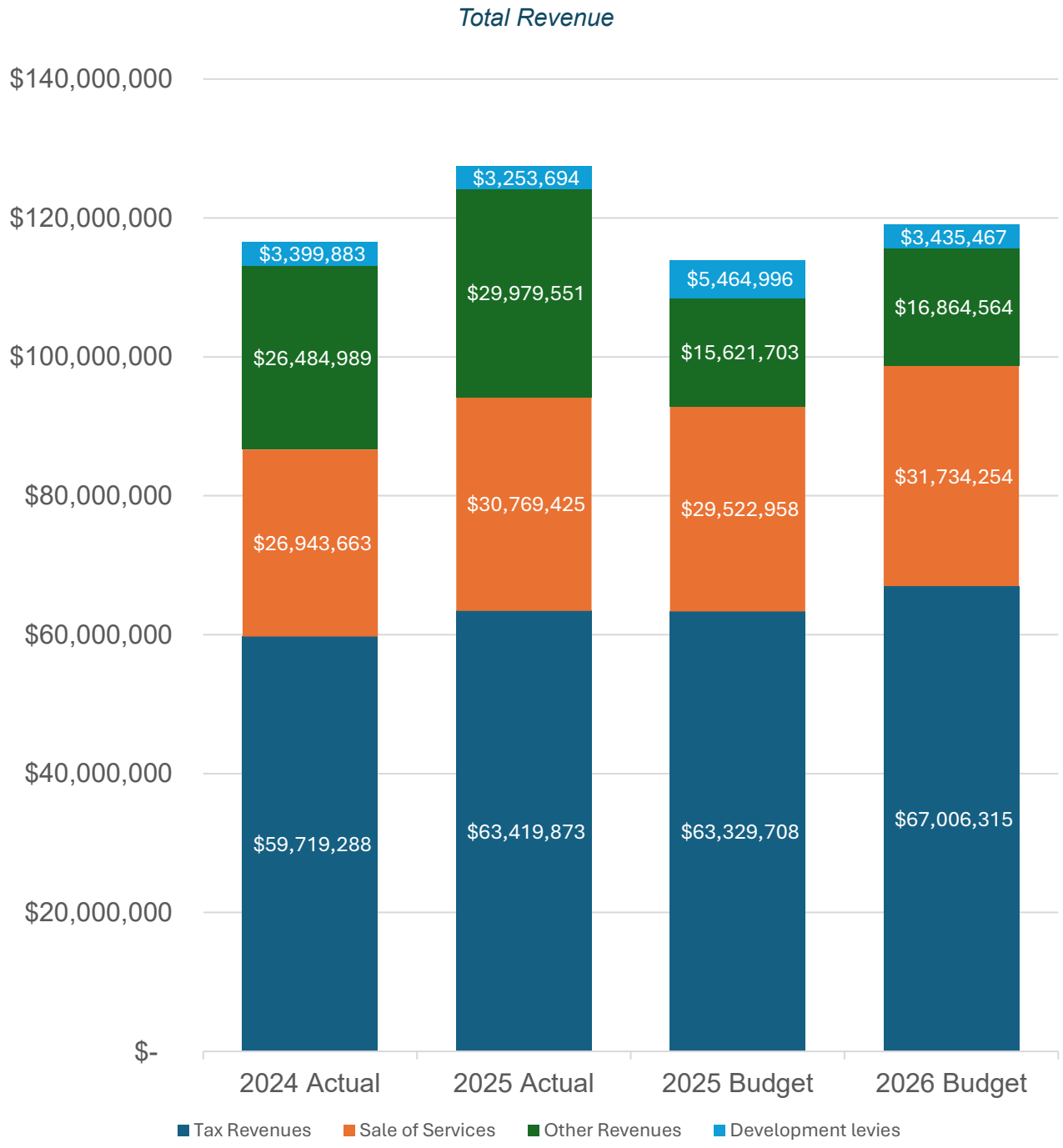
Tax Bylaw

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

	2026 Plan ($)	2027 Plan ($)	2028 Plan ($)	2029 Plan ($)	2030 Plan ($)
Revenues					
Taxation	67,006,315	72,270,665	76,242,027	80,219,759	84,801,370
Sales, Fees and User Charges	31,734,254	33,137,222	35,105,972	37,100,794	39,514,574
Other Revenue	16,864,564	17,289,229	13,562,176	13,517,875	13,564,247
Development Levies	3,435,467	0	0	0	0
	119,040,599	**122,697,116**	**124,910,174**	**130,838,429**	**137,880,191**
Expenses					
Operating Expenses	(123,542,481)	(116,712,792)	(121,371,102)	(126,409,168)	(132,359,069)
Surplus/(Defict)	**(4,501,882)**	**5,984,324**	**3,539,072**	**4,429,261**	**5,521,123**
Non-Cash Items					
Amortization	13,443,410	14,787,752	16,266,527	17,893,179	19,682,497
	13,443,410	**14,787,752**	**16,266,527**	**17,893,179**	**19,682,497**
Cash Items					
Capital Expenditures	(76,416,397)	(19,860,500)	(11,467,100)	(14,138,300)	(9,585,700)
Debt principal repayment	(1,142,714)	(1,028,198)	(1,010,470)	(1,027,723)	(1,026,874)
	(77,559,111)	**(20,888,698)**	**(12,477,570)**	**(15,166,023)**	**(10,612,574)**
Transfer from Reserves					
Accumulated Surplus	895,100	0	0	0	0
Equipment Replacement Reserve Fund	4,682,914	3,499,166	1,672,101	3,346,810	1,623,155
Land Sales Reserve Fund	347,342	250,000	250,000	250,000	250,000
Reserves/Funds	90,063,085	25,411,102	20,423,244	21,452,565	18,797,426
	95,988,441	**29,160,268**	**22,345,345**	**25,049,376**	**20,670,581**
Transfer to Reserves					
Equipment Replacement Reserve Fund	(2,224,572)	(2,404,275)	(2,527,091)	(2,620,732)	(2,674,910)
Reserves/Funds	(25,146,287)	(26,639,371)	(27,146,283)	(29,585,061)	(32,586,716)
	(27,370,859)	**(29,043,646)**	**(29,673,374)**	**(32,205,793)**	**(35,261,627)**
Balanced Budget	**0**	**0**	**0**	**0**	**0**

Revenues

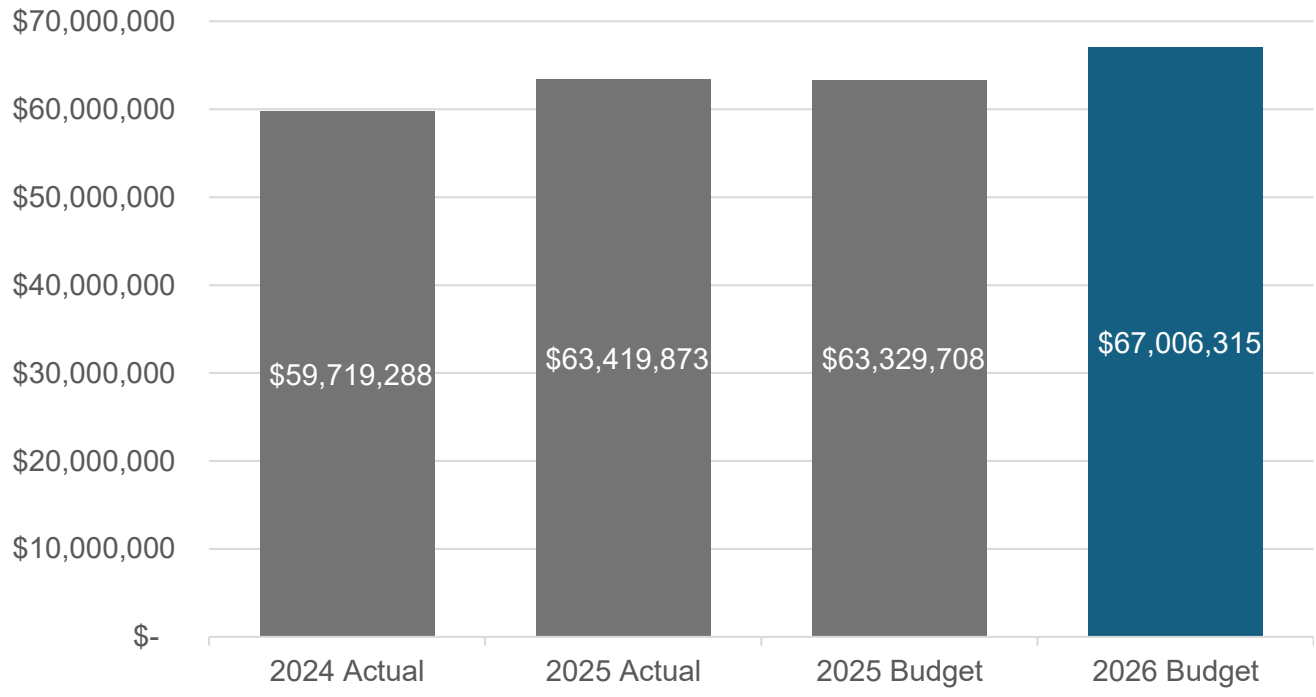
The City's total revenues come from multiple sources, with property taxation being the primary contributor. Property taxes are levied based on the assessed value of each property, unless exempt under provincial legislation or through a permissive tax exemption bylaw enacted by the City. Other sources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



Taxation

Taxation revenue is the largest source of revenue for the City and is levied based on the assessed value of each property. In the 2026–2030 Financial Plan, the City expects to receive taxation revenue of $65.5 million in 2026, increasing to $83.2 million by 2030. The 2026 Five-Year Financial Plan (General Operating Fund) represents a $3.6 million increase over 2025, comprised of a $2.4 million tax increase and $1.2 million in Non-Market Change revenue (growth). Included in taxation is the Asset Replacement Levy, which is based on a 1% property tax increase annually and is intended to fund the City's existing asset replacement needs.

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

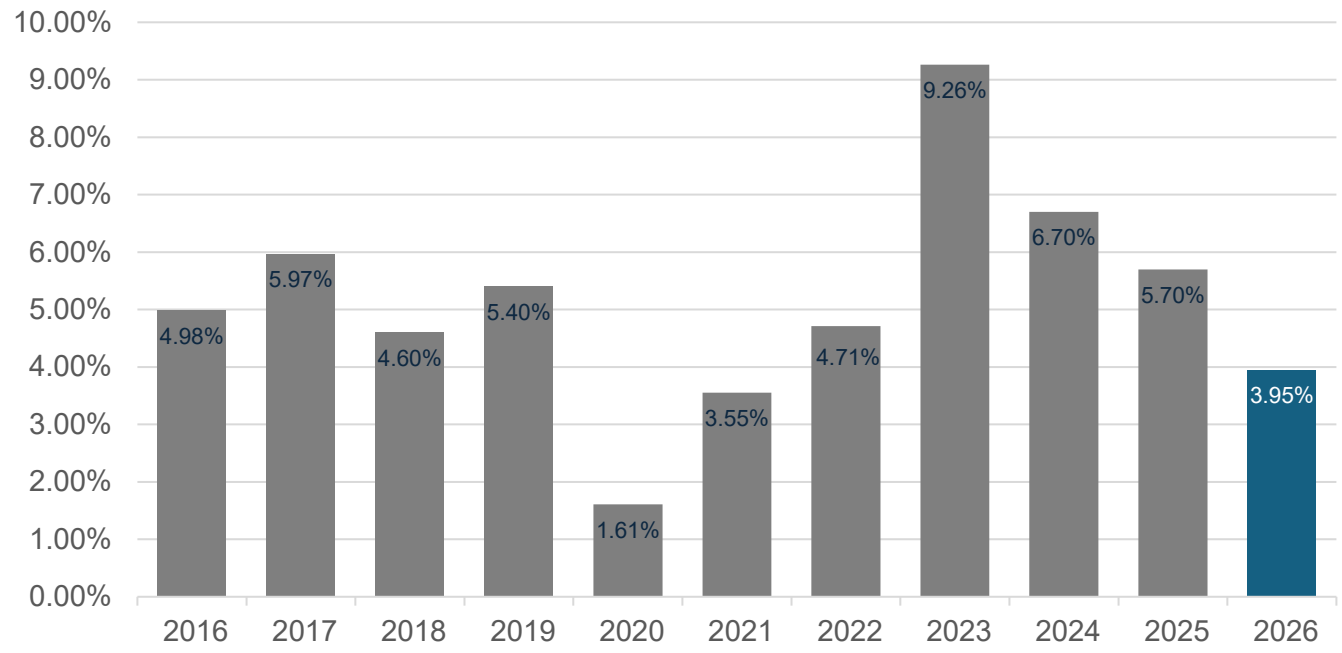


Property Tax and Other tax-related Revenue

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

Property Type	Class	Total Tax Levy 2024 Budget ($)	Total Tax Levy 2025 Budget ($)	Tax Increase 2026 Plan ($)	Tax Levy with Increase 2026 Plan ($)	Growth Revenue 2026 Plan ($)	Total Tax Levy 2026 Plan ($)
Residential	**1**	39,483,504	41,721,427	1,659,988	43,381,415	1,234,009	**44,615,424**
Utility	**2**	186,985	197,602	17,105	214,707	-58,527	**156,180**
Supportive Housing	**3**	0	0	0	0	0	**0**
Major Industry	**4**	7,453,525	7,901,448	338,566	8,240,015	38,340	**8,278,354**
Port	**4a**	1,363,286	1,449,700	91,334	1,541,035	0	**1,541,035**
Ports Growth	**4b**	609,798	572,879	-68,636	504,243	0	**504,243**
Light Industry	**5**	950,278	1,008,496	39,985	1,048,481	0	**1,048,481**
Business	**6**	8,274,410	8,882,385	267,720	9,150,105	45,498	**9,195,603**
Managed Forest Land	**7**	0	0	0	0	0	**0**
Recreation / Non-Profit	**8**	53,569	130,483	4,847	135,331	28,332	**163,663**
Farm	**9**	0	0	0	0	0	**0**
Total		**$ 58,375,355**	**$ 61,864,421**	$ 2,350,910	$ 64,215,331	$1,287,651	**$ 65,502,983**

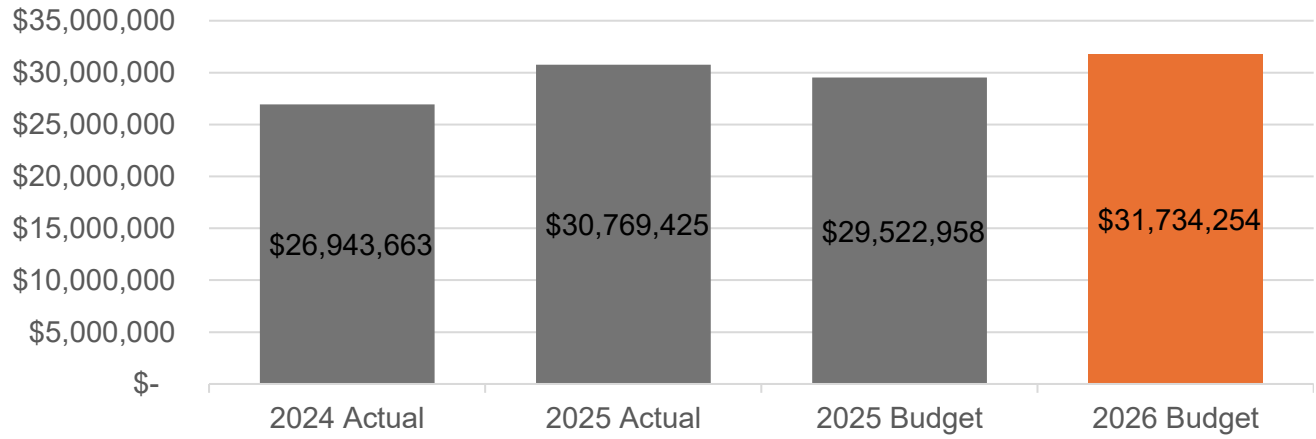
Property Tax Revenue



Tax Rate History

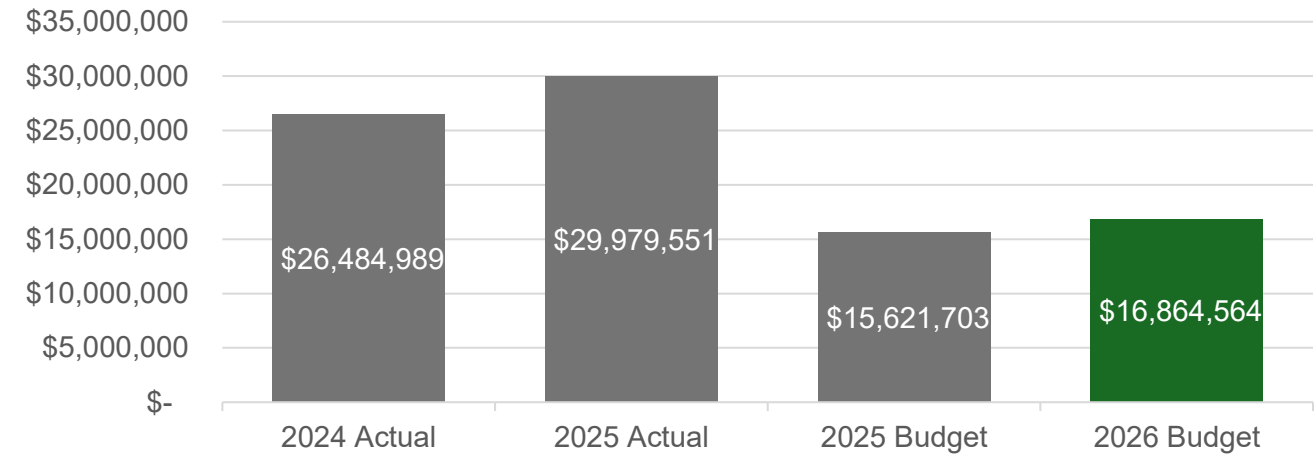
Sales of Services

Sale of Services accounts for a substantial portion of the City's non-tax revenue in the 2026 budget, totaling over $31.7 million. This includes $4.2 million from environmental health services such as garbage, recycling, and green waste collection. Recreational and cultural services are projected to generate $4.9 million through program fees and admissions. Utility fees represent the largest share, with Sewer & Drainage utility fees and charges estimated at $12.3 million and Water utility fees and charges at $10.3 million. These revenues help ensure the costs of providing essential services are fairly distributed among users and help reduce the City's reliance on property taxation.



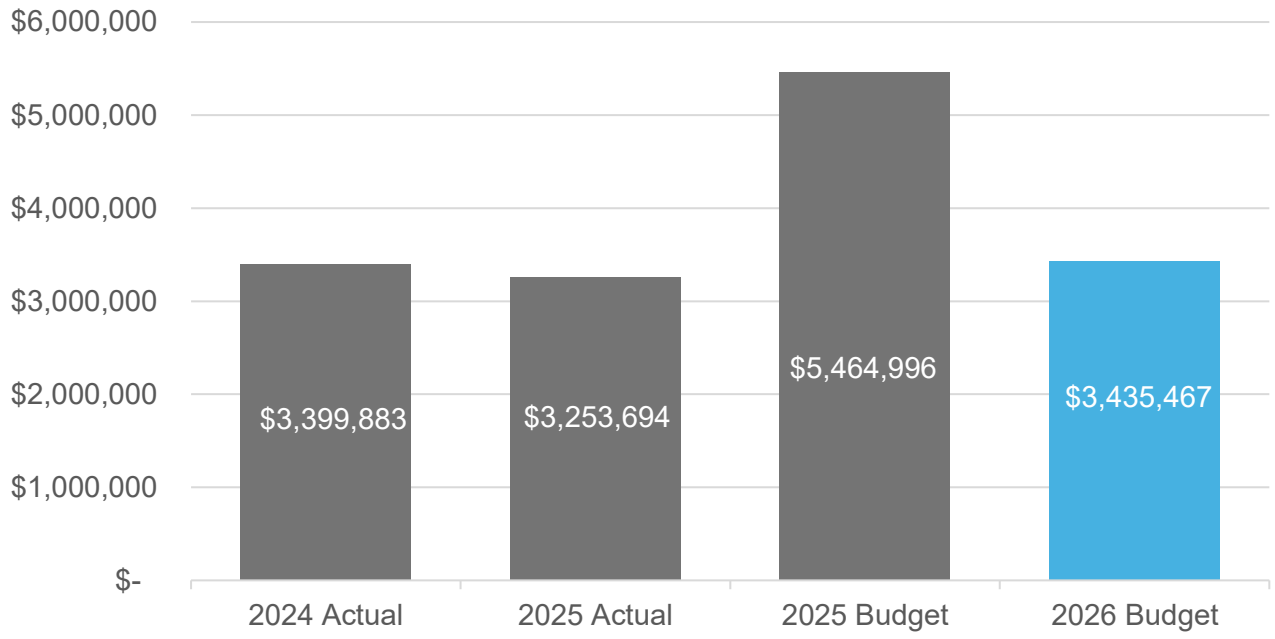
Other Revenues

The 2026 budget draws on a variety of revenue sources beyond taxation and user fees, supporting the City's diversified and sustainable financial foundation. Other revenue is estimated at $8.0 million and includes income from permits, licenses, fines, leases, service charges, and miscellaneous fees. Major contributors include business licenses, building and plumbing permits, recreation facility rentals, and development-related revenues such as application, review, and inspection fees. Additional revenue is generated through advertising (e.g., digital billboards) and pay parking. Investment income is projected at $1.0 million, reflecting returns on the City's reserves and surplus funds. Government transfers, estimated at $5.6 million, provide critical funding for both operating and capital initiatives. The City also receives private contributions of $0.7 million, typically tied to development and community partnerships. Collectively, these diverse revenue streams enhance the City's financial resilience and reduce reliance on property taxation.



Development Levies

Development levies are financial contributions collected from developers to help fund infrastructure and amenities needed to support growth. In the 2026 budget, approximately $3.4 million in development levy funding is planned, with the majority directed toward park development. These funds support the delivery of new or expanded public spaces in response to increased population and development activity. By applying development levies to growth-related projects, the City ensures that the cost of infrastructure is shared with those driving the demand, helping to lessen the financial impact on existing taxpayers.

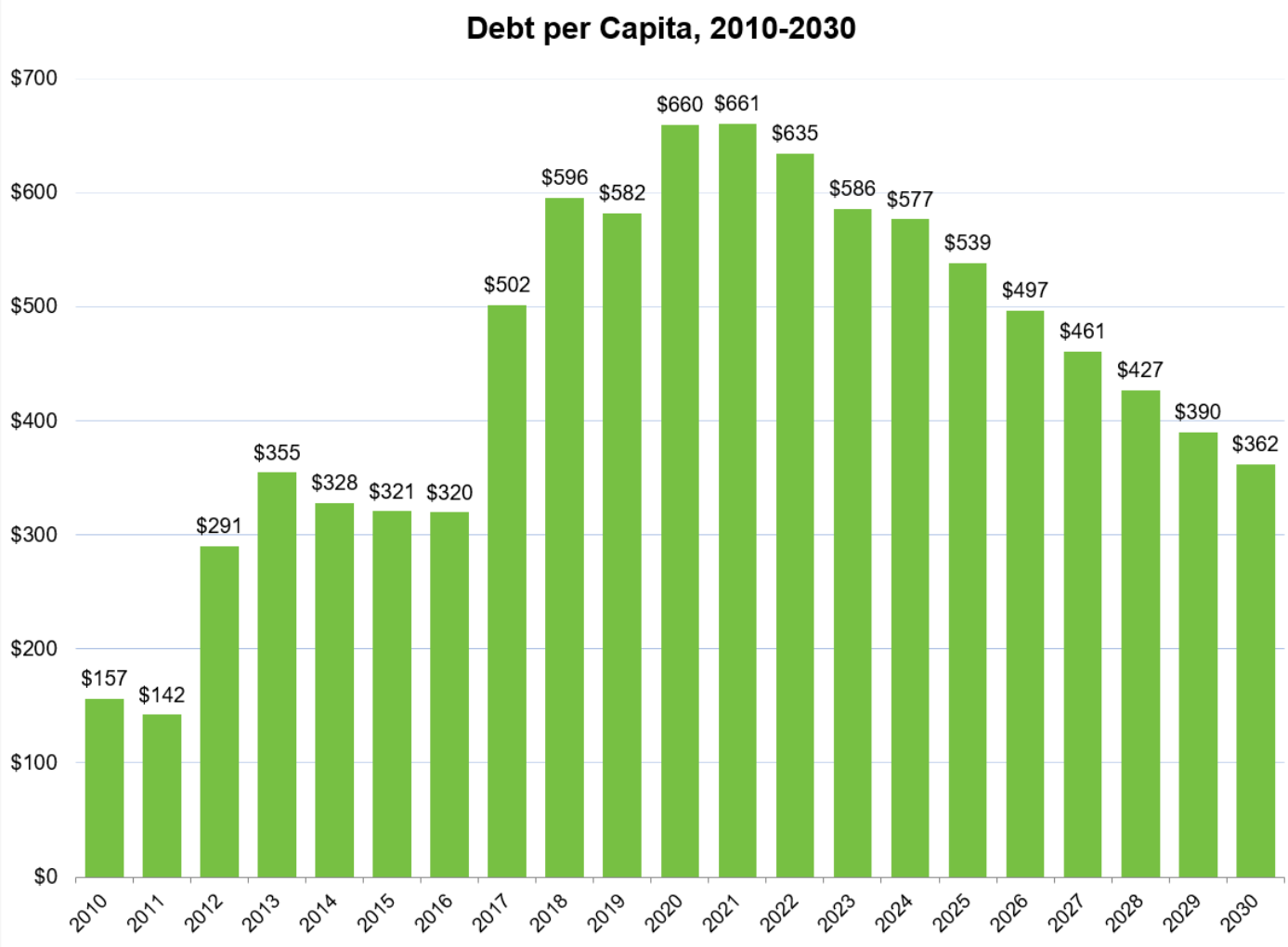


Debt

In addition to our cash, reserves, and the age and condition of our assets, a financial health analysis must consider our debt levels and debt capacity.

Local governments rarely amass the cash surpluses required to pay the significant cost of major capital projects and must periodically use debt markets to finance the infrastructure needed to continue to deliver critical services to the community. Debt is a recognized and accepted financing strategy, and an effective way of smoothing infrastructure costs over time so that all benefiting generations share costs equitably. Using debt to finance large capital projects allows those projects to proceed sooner, often allowing the local government to leverage the borrowed dollars against federal or provincial grant programs. Being a debt-free municipality is a lofty goal but, as good as it sounds, it is not good when viewed in the context of deteriorating infrastructure.

In BC, all long-term capital financing is required to be financed through the Municipal Finance Authority (MFA). The MFA was created in 1970 by the Province to pool the borrowing needs of all local governments in BC to provide the most competitive rates possible. The MFA's continued AAA credit rating means it is able to offer lending rates the private banking establishment has not been able to match. While the City continues to access debt to supplement its capital financing needs, the City retains a healthy debt capacity and debt-per-capita ratio.



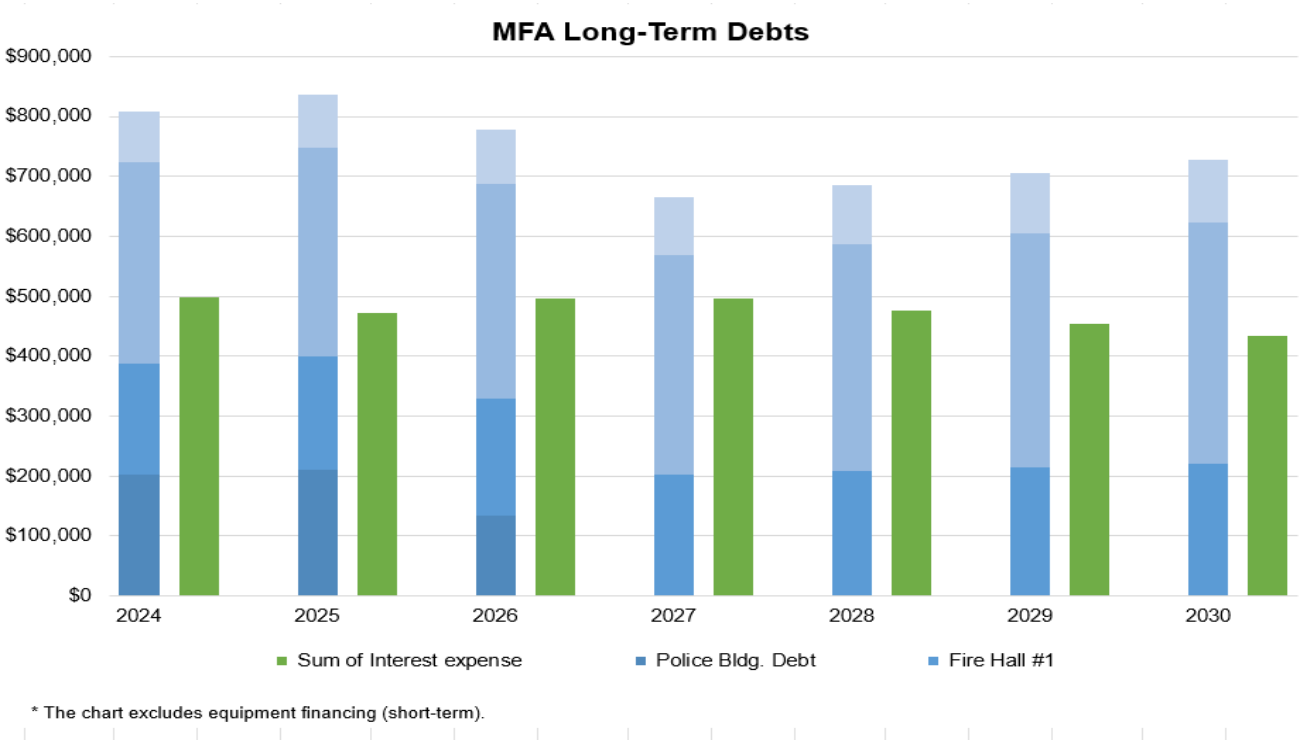
The City was virtually debt-free in 2004 and, in 2005, took on debt to expand and renovate the aging Recreation Complex. In 2006, the City again needed to borrow to replace the Police Building which had reached the end of its useful life.

In the April 16, 2011 referendum, the public approved borrowing up to $16 million to replace another aging building, Fire Hall #1. Borrowing to replace the fire hall was not a decision made lightly, as replacing a fire hall is considered a safety priority. To minimize the impact to taxpayers, Council capped the project at $11 million and the borrowing at $9 million and established a Fire Hall Replacement Levy to pay the debt. The City borrowed $6 million in 2012 and $3 million in 2013. The resulting debt rose to approximately $291 per capita in 2012, and increased to $355 per capita in 2013.

The debt issued in 2005 to renovate and expand the Recreation Complex was fully repaid in 2015. Likewise, the debt incurred to replace the Police Building will be fully repaid in 2026.

In 2016, the City repurposed the funding used to finance the 2005 debt to fund $10.5 million in debt for emergency and backlogged repairs to some critical City assets (e.g., City Hall, Recreation Complex, Port Moody Arts Centre). The repairs were identified by consultants and architects through facility condition assessments. By repurposing the 2005 debt funding, the City was able to avoid a tax increase to finance the debt (2017 and 2018).

Most recently, the City has used debt to finance the replacement of critical Fire Rescue apparatus. The City's ladder truck and a fire engine were replaced in 2020, a fire engine was replaced in 2022, and a fire rescue truck was replaced in 2023.



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

Under Community Charter section 174, municipalities may incur debt, to a maximum Liability Servicing Limit, calculated as 25% of annual municipal revenues that are considered controllable and sustainable (taxes, fees, and unconditional grants) less net taxation revenue from Class 4 properties (i.e., where Class 4 revenues are higher than the provincial average). In 2025, the City of Port Moody had a liability servicing limit of $100.1 million. For the 2026 financial planning period, the budgeted cost for principal and interest debt payments, including equipment financing in the general operating fund, is $2.4 million. This amount remains well below the allowable limit.

Debt Service Payment

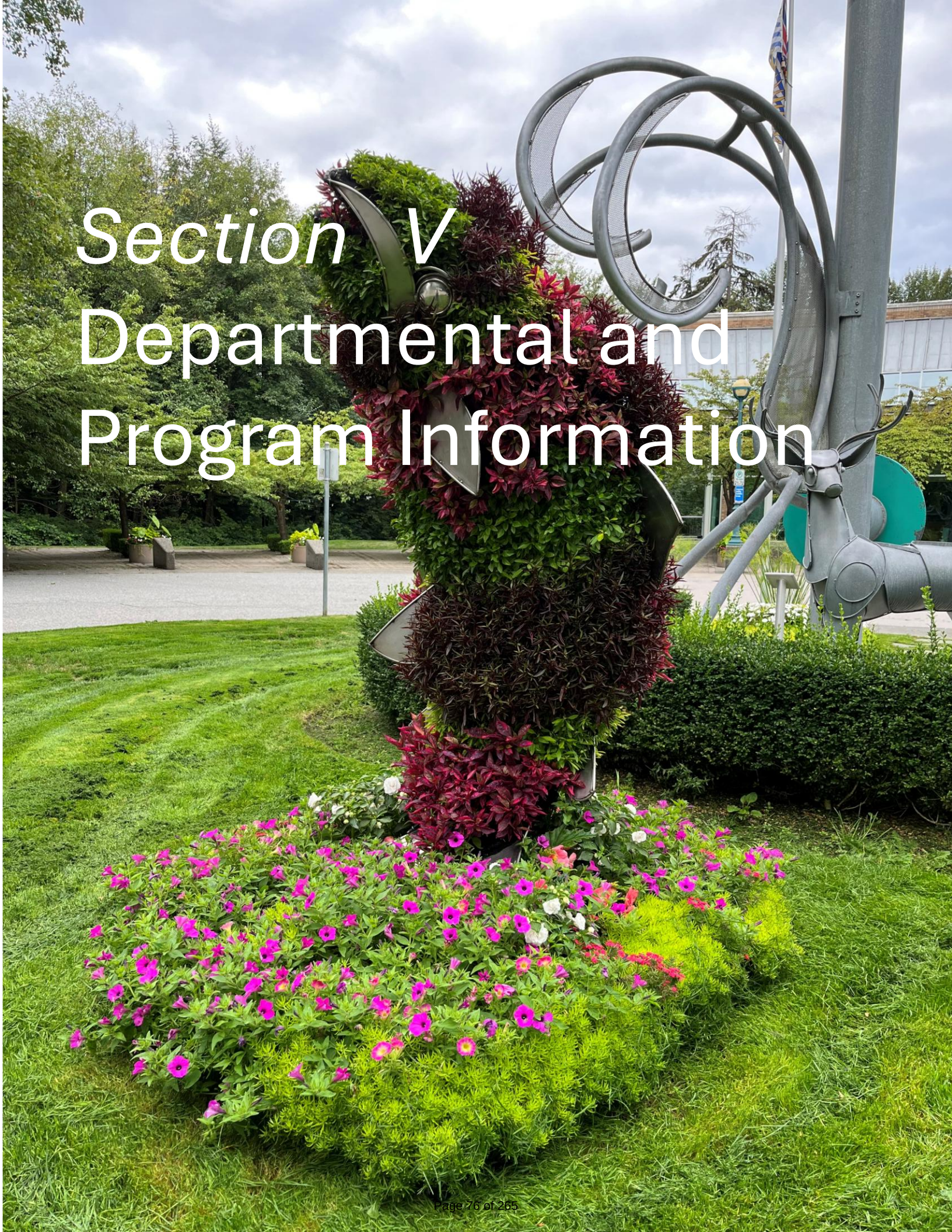
The City's debt service schedule summarizes annual principal and interest payments for all existing debt, including long-term debt and equipment financing, over the five-year period. Total debt service is projected to decline from approximately $1.86 million in 2026 to $1.41 million in 2030, reflecting ongoing repayment and lower interest costs. Long-term debt remains stable and supports major infrastructure such as fire halls and capital remedial works. This summary excludes capital leases (non-MFA) and FCM Green Infrastructure funding.

Equipment financing, primarily for fire vehicles, declines more rapidly as several financing agreements are fully repaid by 2030. Overall, the schedule demonstrates a manageable and declining debt burden within the City's financial capacity.

CONSOLIDATED DEBT SERVICE			
Year	Principal ($)	Interest ($)	Total Debt Service ($)
2026	1,154,748	705,818	1,860,565
2027	1,073,701	692,659	1,766,360
2028	1,051,966	658,456	1,710,422
2029	1,052,584	625,278	1,677,862
2030	886,081	520,190	1,406,271

LONG-TERM DEBT			
Year	Principal ($)	Interest ($)	Total ($)
2026	778,765	496,600	1,275,366
2027	664,251	496,599	1,160,850
2028	685,198	475,653	1,160,850
2029	705,967	454,883	1,160,850
2030	727,654	433,196	1,160,850

EQUIPMENT FINANCING			
Year	Principal ($)	Interest ($)	Total ($)
2026	375,982	209,217	585,200
2027	409,450	196,059	605,509
2028	366,768	182,803	549,571
2029	346,617	170,395	517,012
2030	158,427	86,994	245,421



Section V
Departmental and Program Information

City Operating Plan Workforces

2026 Budgeted Full Time Equivalents Changes - Overview

The City's operating workforce is measured in Full-Time Equivalents (FTEs). The 2026 Financial Plan includes a total of 459.23 FTEs, encompassing Regular Full-Time (RFT), Regular Part-Time (RPT), Temporary Full-Time (TFT), and Auxiliary (AUX) positions. This reflects a net increase of 5.45

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

	2024 Plan	2025 Plan	2026 Plan	2026 Change	Note
General Fund					
Corporate Administration	53.65	57.03	58.21	1.18	1
Community Development	32.07	36.63	37.33	0.70	2
Community Services	103.16	107.08	107.38	0.30	3
Engineering & Operations (including Solid Waste)	50.96	54.23	52.63	(1.60)	4
Environment & Parks	28.23	29.90	31.62	1.72	5
Library	19.20	19.59	19.45	(0.14)	6
Police	72.96	73.31	72.75	(0.56)	7
Fire	54.00	55.00	57.00	2.00	8
General Fund Total	**414.23**	**432.77**	**436.37**	**3.60**	
Utility Fund					
Sewer & Drainage	9.44	10.52	12.37	1.85	9
Water	6.60	6.49	6.49	0.00	
Utility Fund Total	**16.04**	**17.01**	**18.86**	**1.85**	
Total General Fund & Utility Fund	**430.27**	**449.78**	**455.23**	**5.45**	

Explanations for the notes:

1.	**Corporate Administration**	Corporate Administration remains stable with a slight net increase of approximately 1.18 FTEs. A new Communications & Engagement Advisor (+1.00 FTE), funded through reserves and projects, enhances engagement capacity. This increase is partially offset by a reduction to the Manager of Indigenous Relations (-0.61 FTE) (reserve funded). In Finance, the addition of a Senior Buyer (+1.00 FTE) is fully offset through project funding. Overall, changes reflect a continued shift toward strategic and specialized roles
2.	**Community Development**	Community Development staffing changes are primarily driven by internal reallocations, resulting in a net increase of 0.70 FTEs. In Development Planning, a Senior Planner (+1.00 FTE) is added (reserve funded), partially offset by a reduction in auxiliary support (-0.30 FTE), reflecting a shift toward more senior capacity to support development activity and project demands.
3.	**Community Services**	Community Services experiences an overall net increase of 0.30 FTEs, driven by targeted changes within Recreation, including the addition of Recreation Leader 2 (+1.00 FTE), offset by reductions in part-time roles such as Recreation Leader 2 (RPT) (-0.81 FTE) and minor adjustments to Recreation Attendant (RPT) (-0.05 FTE). Overall, these changes reflect rebalancing of staffing resources toward full-time and coordination capacity to support program delivery needs.
4.	**Engineering & Operations** **(including Solid Waste)**	Engineering and Operations remains largely stable, with a net decrease of approximately 1.6 FTEs, reflecting increased use of offsets and project funding. Key changes include partial offsets across Engineering roles, particularly Engineering Technologists, Project Engineers, and the Transportation Technician and the addition of a Purchasing Coordinator (+1.00 FTE) funded through non-tax sources. Additionally, two Operations Maintenance Worker positions (-2.00 FTEs) previously intercompany charged have been realigned to the Drainage division, improving cost allocation accuracy. Overall, these adjustments support more efficient, project aligned resourcing while maintaining core service delivery.
5.	**Environment & Parks**	Environment and Parks experiences an overall net increase of approximately 1.72 FTEs, driven by targeted adjustments across both Environmental Services and Parks. In Environmental Services, modest increases (+0.16 FTE) are tied to temporary restoration labour positions. In Parks, changes include the addition of an Arborist (+1.00 FTE, reserve funded) and the conversion and reclassification of several temporary and seasonal roles, partially offset by reductions in select temporary positions. Overall, these changes reflect a shift toward enhanced operational capacity and better alignment of field resources.
6.	**Library**	Library services experience a slight net decrease of approximately 0.14 FTEs, driven by minor rebalancing across part-time circulation and shelver roles to better align front-line staffing.
7.	**Police**	Police services experience a slight net decrease of 0.56 FTEs, reflecting internal adjustments including increases in IT capacity (+1.33 FTE) offset by reductions in support roles such as Front Counter Clerk (RPT) and Police Support Services Clerk, while maintaining frontline service levels.
8.	**Fire**	Fire Rescue is adding 2.0 FTE for a new Firefighter, reflecting ongoing implementation of master planning for emergency services.
9.	**Sewer & Drainage**	The overall FTE change reflects a net increase of 1.85, primarily driven by minor adjustments related to the shared Labourer position between the Operations and Drainage divisions. Additionally, as mentioned above in item number 4, there is a realignment of two Operations Maintenance Worker positions within Operations to improve cost allocation and better align resources with service delivery needs.
10.	**Water**	No Change

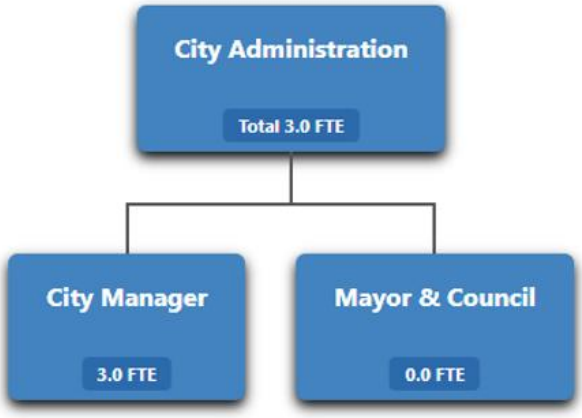
City Administration

2026 - 2030 Operating Budget

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City Administration

The City Administration Department includes the City Manager Division and the Mayor and Council Divisions.



The City Manager's Office serves Council directly and acts as the primary liaison between staff, City Council, and the Mayor's Office. The City Manager's role is to put Council's priorities into action, guide staff as they provide professional advice and recommendations to Council on items for decision and ensure that a high level of customer service is maintained for the citizens of Port Moody. This includes leading the implementation of Council's Strategic Plan, policies, and decisions.

Port Moody Council is comprised of the Mayor and six councillors. Elected by residents, Mayor and Council drive the vision of the City through their Strategic Plan, public consultation, policies, and bylaws.



Department Priorities and Key Initiatives

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

Council's Vision: Embracing nature and the arts; the most liveable city in the world.

Council Mission: To lead bold initiatives and provide our community with exceptional services and a sound financial future.

Strategic Priorities:

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

The City Manager provides professional advice for timely, responsive, effective, and efficient City operations. Office staff provide administrative support to Mayor and Council in the execution of their duties by managing correspondence, budgeting for expenses, and assisting with arrangements for meetings and public engagements.

Budget Highlights

The 2026 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes the Mayor, six Councillors, and 3 FTE employees.

Labour Costs, including **Recoveries**, represent 67.9% of the operating budget at $ 1,175,000. Recoveries consist of transfers from the four Utilities for the various services provided by the employees of the City Administration department.

Sundry (Miscellaneous and Contingency) expenses are $165,000, representing 9.5% of the total operating budget. This includes a $41,000 Council contingency and a $15,000 City Manager contingency which are used to fund various unplanned items throughout the year.

Consulting and Professional Services (including Legal Services), net of a $75,000 reserve transfer into the department's budget, total $161,000, and represent 9.3% of the annual operating budget. This amount includes the corporate (city-wide) budgets for general legal counsel.

Personnel Services (training, development, conferences, professional dues, etc.) expenses are $76,000 and represent approximately 4.4% of operating budget expenses. This includes Council's budget for conferences (LMLGA, UBCM, FCM) which was reduced by $20,000 from 2025, as well as the corporate annual membership dues for FCM, LMLGA, and UBCM.

Contracted Services expenses are $31,000 or 1.8% of the total operating budget and include the annual Tri-Cities Chamber of Commerce membership.

Supplies and Others total $26,000 (1.5%), and include Insurance, Leases, Communications, Supplies & Materials.

Grants and **Donations** of $21,000 (1.2%) are used for the City's community grants program and discretionary donations authorized by the Mayor.

City Administration - Budget Summary	Plan 2026	Plan 2027	Plan 2028	Plan 2029	Plan 2030
Revenues	**-75,000**	**-75,000**	**-50,000**	**-25,000**	**-1**
Tsf from reserves-capital	-75,000	-75,000	-50,000	-25,000	-1
Expenses	**1,729,075**	**1,775,983**	**1,822,220**	**1,871,022**	**1,894,865**
Salary and Benefits	1,310,798	1,352,082	1,394,309	1,438,013	1,462,346
Personnel Services	76,454	78,907	79,647	81,351	82,370
Contracted Services	30,554	30,708	30,874	31,051	31,232
Consulting and Prof Services	236,401	241,261	246,239	251,337	251,760
Communications	600	600	600	600	600
Insurance & Claims	1,066	1,086	1,106	1,128	1,151
Equipment under $5,000	1,050	1,050	1,050	1,050	1,050
Supplies & Materials	22,432	22,721	23,024	23,341	23,503
Sundry	164,792	165,688	166,651	167,684	168,737
Grants & Donations	21,000	21,000	21,000	21,000	21,000
Recoveries	-136,071	-139,121	-142,280	-145,534	-148,885
Total	**$ 1,654,075**	**$ 1,700,983**	**$ 1,772,220**	**$ 1,846,022**	**$ 1,894,864**



Notable Changes

The net decrease of $10,000 to the City Administration budget is primarily driven by:

Salary Adjustments decrease by $29,000, as cost increases to wages and benefits are more than offset by higher recoveries from Utilities.

Operating Expenses decrease by $4,000, as a $21,000 reduction in Council conference costs is partially offset by an increase of $13,000 in legal services and a $3,000 increase in miscellaneous expenses.

Service Impacts include $21,000 for staff engagement initiatives and $2,000 for City participation in the Taste of Tri-Cities Chamber event.

City Administration - Budget Drivers	Plan 2026	Estimated Tax Impact
Salary Adjustments	**-29,178**	**0.0%**
Salary & Wages	15,020	0.0%
Overhead and Benefits	13,838	0.0%
Recoveries - Utilities	-58,036	-0.1%
Operating Expenses	**-3,592**	**0.0%**
Personnel - Training, Prof. Dues	-21,054	0.0%
Contracted Services	970	0.0%
Professional Services	12,708	0.0%
Supplies and Materials	1,033	0.0%
Insurance and Claims	15	0.0%
Misc/other	2,736	0.0%
Service Impacts City	**23,000**	**0.0%**
Business/Special Events	21,000	0.0%
Taste of Tri-Cities Chamber events	2,000	0.0%
Total	**-9,770**	**0.0%**

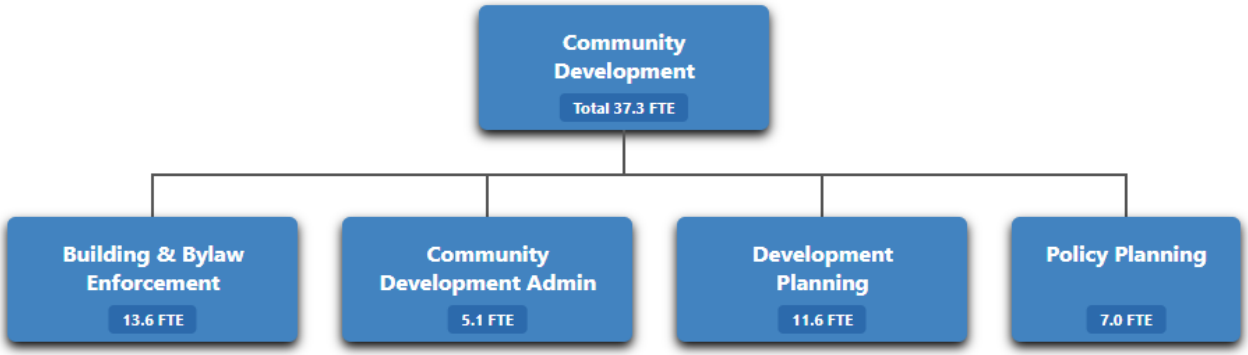
Community Development

2026 - 2030 Operating Budget

PORT MOODY
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Community Development

The Community Development Department is comprised of the following Divisions:



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

Both planning and building applications have been increasing in complexity and magnitude. The Provincial Housing Bills and Housing Action reporting have further increased both the complexity and magnitude of new work as have related, required updates to Density Bonus, Inclusionary Zoning and Amenity Cost Charge bylaws and programs. To support these applications and initiatives more staff time, specialty knowledge and capacity will continue to be required to maintain the service levels established by Council. Staff are actively adjusting needs within available funding to minimize the financial impact.

The last three years have witnessed the completion of many plans that will guide departmental work for the next several years including the Official Community Plan update Port Moody 2050. Key plans that have led to priorities in the department's 2026 work plan include the Economic Development Master Plan, Climate Ready Homes and Buildings Plan, Extreme Weather Resilience Plan, and the Moody Centre Transit-Oriented Development Area Guidance Framework for Official Community Plan Amendment and Rezoning Applications.

Building & Bylaw

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

Building Officials review, evaluate, and determine the suitability of construction projects for compliance with applicable legislation and expected levels of life safety for all alterations and new construction for all building types under the BC Building Code. Building officials review building, plumbing and sprinkler permit applications and perform on-site inspections.

Bylaw Enforcement staff undertake activities to achieve compliance with City bylaws including animal control, investigating bylaw infraction issues, and working closely with the Port Moody Police Department, Port Moody Fire Rescue, health agencies, and property owners to keep the community safe.

Community Development Administration

Community Development Administration is responsible for the leadership of the Community Development Department supporting the Policy Planning, Development Planning, and Building & Bylaws Divisions. The division also leads the City's Economic Development Initiatives and facilitates the business licensing of commercial businesses, residential units, and dogs. Community Development Administration consists of 5.1 FTEs and consists of the following service areas:

Administration (General Manager) supports the greater needs of the department; provides leadership for the team; liaison to the City Manager's Office, Mayor and Council; and oversees the implementation of the City's Official Community Plan and other department guiding documents and policies.

Economic Development, responsible for promoting the City as an investment opportunity and seeking out investment initiatives; supporting the Department on development applications with a lens of business and employment needs; developing policies and procedures, including incentives to promote the City as a business and investment location; building relationships with possible investors and economic development bodies and liaising with local businesses.

Licensing staff facilitate the issuance and renewal of all licences required by the City, including Business Licences and Dog Licences. The work of the department ranges from the everyday administration of building and other permits, as well as business, and other licences to the enforcement of City bylaws.

Customer Service, the first point of contact for the second floor of City Hall, assisting walk-in and phone customers with their inquiries; for more complex inquiries, staff ensure the customer is directed to the best team member to provide assistance.

Development Planning

The division provides a coordinated one-stop service for development related applications. Staff in this group provide professional land use and development planning services that facilitate all municipal development approval processes from the conceptual stage through Council's consideration, detailed design, and subdivision approvals. They also support advisory committees related to development planning projects. The Division consists of approximately 11.6 FTEs. The Development Planning Division comprises the following service areas:

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

Property Inquiry is a primary customer service function of the division. Staff support applicants, homeowners, and interested residents by providing information about allowed land uses and the requirements for potential new development applications.

Policy Planning

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

Policy Planning takes the lead in researching and writing policies, updating related bylaws amending the zoning bylaw and Official Community Plan as required, and leading engagement projects for the Community Development Department. This service ensures new policies are coordinated with existing policies, considering legal requirements as well as committee and public input.

Social Planning is a large service area that can support various social support functions. The social planning work is predominantly focused on affordable housing as that is the primary funding source for this area. This service area also provides limited support for childcare, poverty reduction, seniors' needs, food security, and community health initiatives.

Sustainability and Energy Coordination is primarily focused on implementing the City's Climate Action Plan. This is a substantial endeavour with ambitious targets to reduce greenhouse gas emissions. This role includes leading projects, supporting other departments with their climate action related projects, and providing overall oversight of the implementation of the Climate Action Plan.



Department Priorities and Key Initiatives

The four Divisions in the department are leading the following priorities and initiatives in 2026:

- Updating of the City's Official Community Plan, Port Moody 2050.
- Incorporating of Small-Scale Multi-Unit Housing (SSMUH) and Transit Oriented Areas (TOA) Housing designations in the OCP.
- Implementing additional measures related to the Provincial Housing Bills, including:
    - Updating the City's Density Bonus provisions in the Zoning Bylaw and Inclusionary Zoning Policy.
    - Updating the City's amenity contribution requirements with the introduction of an Amenity Cost Charge and updated Development Cost Charges.
- Implementing the newly adopted Tree Protection Bylaw.
- Implementing the Economic Development Master Plan.
- Implementing the Housing Action Plan.
- Year-5 implementation of the Climate Action Plan and Climate Refresh.
- Supporting the creation of additional affordable housing, employment, parks and daycare spaces.
- Facilitating the review and consideration of several large development applications in targeted areas of the community.
- Expanding engagement platform, 'Engage Port Moody' to include more development project applications and the monitoring of housing units.



Budget Highlights

Revenues consisting of planning permits, building permit fees, business licence revenues, other licences, and other contributions result in a budgeted revenue of $5,010,000.

Transfers from Reserve including transfers from operating and capital reserves tied to positions, result in a budgeted revenue of $3,134,000.

Labour, including Recoveries, continues to be the most significant cost for the department at $5,217,000. Recoveries consist of transfers from utilities for the various services provided by the employees of the department.

Transfer to Reserves is the second most significant expense at $3,399,000 and marks a transfer of revenue to the Development Processing Reserve, which is used to recover most of the staff cost of the development review process (planners, building officials, and some engineering and parks/environment staff).

Operating Expenses, including Supplies and Materials, Equipment, Lease & Rentals, Communication, Insurance, and Miscellaneous, account for $179,000 of the budgeted operating expenses.

Contracted and Consulting Services expenses represent $152,000 of the total budget.

Training and Development expenses represent $93,.000 of the budgeted operating expenses.

Community Development - Budget Summary	Plan 2026	Plan 2027	Plan 2028	Plan 2029	Plan 2030
Revenues	**-8,143,915**	**-8,169,092**	**-8,074,722**	**-8,167,639**	**-8,262,624**
Other Revenue	-208,500	-208,500	-208,500	-208,500	-208,500
Rev-own sources-licenses	-4,801,100	-4,804,681	-4,808,115	-4,810,999	-4,813,249
Transfer from other govt-capital other	-50,000	-50,000			
Tsf from reserves-operating	-2,791,455	-2,804,033	-2,747,172	-2,827,878	-2,911,004
Tsf from reserves-capital	-292,860	-301,878	-310,935	-320,263	-329,871
Expenses	**9,040,420**	**9,151,793**	**9,176,589**	**9,340,603**	**9,509,273**
Salary and Benefits	5,317,801	5,427,036	5,450,065	5,613,057	5,780,939
Personnel Services	93,265	94,311	95,829	96,918	98,030
Contracted Services	21,600	21,600	21,600	21,600	21,600
Consulting and Prof Services	130,488	131,367	132,312	133,326	134,361
Communications	16,035	16,346	16,677	17,031	17,393
Equipment under $5,000	37,385	39,942	41,769	43,264	44,563
Supplies & Materials	30,067	30,293	30,321	30,352	30,383
Sundry	95,658	95,873	96,103	96,350	96,602
Recoveries	-100,679	-103,774	-106,887	-110,094	-113,397
Tsf to reserves-operating	3,398,800	3,398,800	3,398,800	3,398,800	3,398,800
Total	**$ 896,504**	**$ 982,701**	**$ 1,101,867**	**$ 1,172,964**	**$ 1,246,649**

Notable Changes

The net increase of $164,000 to the Community Development budget is primarily driven by:

Revenues decrease by $80,000 mainly due to a decrease in development and construction related application and permit revenue.

Salary Adjustments increase by $206,000, reflecting projected contractual obligations and cost-of-living adjustments for staff.

Operating Expenses increase by $3,000, which includes $14,000 increase in contracted services and $1,000 increase in training and development, offset by a $7,000 decrease in professional service and a $4,500 decrease in supplies and material.

Reserve Transfers decrease by $125,000, primarily due to lower development–related revenue.

Community Development - Budget Drivers	Plan 2026	Estimated Tax Impact
Revenue Changes	**80,200**	**0.1%**
Misc/Other Revenues	18,900	0.0%
Permits and Licensing Fees	61,300	0.1%
Salary Adjustments	**205,500**	**0.3%**
Salary & Wages	123,380	0.2%
Overhead and Benefits	85,921	0.1%
Recoveries - Utilities	-3,801	0.0%
Operating Expenses	**3,341**	**0.0%**
Personnel - Training, Prof. Dues	947	0.0%
Contracted Services	13,893	0.0%
Professional Services	-7,049	0.0%
Communications	472	0.0%
Supplies and Materials	-4,559	0.0%
Misc/other	-363	0.0%
Reserve Changes	**-125,395**	**-0.2%**
Transfer from/to Reserves	-125,395	-0.2%
Total	**$ 163,646**	**0.3%**

Department Performance Measures

Community Development

MEASURES IN SUPPORT OF 2023-2026 COUNCIL STRATEGIC PLAN

	2023 Actual	2024 Actual	2025 Actual	2026 Target	Long-Term Target	LT Target Year
Sustainable Core Services						
# Building inspections conducted	1,493	1,360	2,239	1,300	**1,600**	**2030**
# Building permits issued	311	215	135	130	**200**	**2030**
# Business licenses issued	2,833	2,984	3,027	3,100	**3,520**	**2030**
# Dog licenses issued	2,215	2,269	2,761	2,800	**3,080**	**2030**
Healthy Community Development						
# Planning and development-related land use applications processed	78	79	53	66	**100**	**2030**
# Electric vehicle charging sessions facilitated	15,943	17,131	31,978	36,000	**40,000**	**2030**
# Unique vehicles using charging stations	2,759	3,421	14,731	15,500	**16,000**	**2030**
Energy dispensed at EV Charging stations (MWh)	155	221	227	230	**250**	**2030**

VIEW THE 2023-2026 COUNCIL STRATEGIC PLAN AT PORTMOODY.CA/STRATEGICPLAN

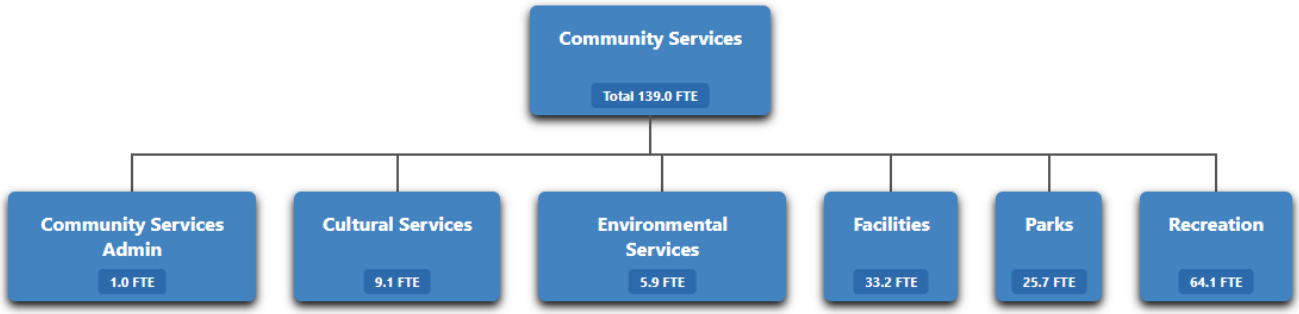
Community Services

2026 - 2030 Operating Budget

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Community Services

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



Community Services Administration

Community Services Administration Division is responsible for leadership of the Community Services Department, supporting and promoting the Cultural Services, Environmental Services, Facilities, Parks, and Recreation Divisions. Community Services with Port Moody Fire and Rescue Emergency Management also provides leadership to the City's Emergency Support Services (ESS) Program. Community Services Administration consist of 1 FTE. The Community Services Administration Division consists of the following service areas:

Administration (General Manager), supports the greater needs of the Department, provides leadership for the team, and is the team liaison to the City Manager's Office and Mayor and Council.

Emergency Support Services provides leadership for the City's Emergency Support Services Program. Community Services Department supported by Emergency Management is currently providing ESS for all levels of activations.

Cultural Services

The Cultural Services Division is responsible for the leadership and support of arts, heritage and culture in the City. The primary goals of the Division are to support and respond to opportunities for arts, culture, heritage initiatives. Cultural Services oversees cultural planning, filming, the operation of the Inlet Theatre and Galleria, city event production and community-led events permits. The core Cultural Services staffing includes staff in regular and part-time positions equalling 7 FTEs. A pool of auxiliary staff rounds out the team to 9.1 FTE by supporting theatre rentals, filming and special events. The Cultural Services Division consists of the following service areas:

Inlet Theatre and Galleria Operations, responsible for ensuring excellent customer service and experiences for residents and other clients using and experiencing events at the Inlet Theatre and in the Galleria. This team supports rental events with production and Front of House staff and coordinates exhibits in the Galleria.

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

Art in Public Spaces, responsible for facilitating and maintaining public art throughout Port Moody. Support is provided to City, community and developer-initiated pieces as well as both permanent and ephemeral installations.

Street Banners, responsible for the StreetArts Banner Program, which includes artist banners, student and community designed banners. Each set of banners is displayed up for two years, which results in new artist banners every two years and student and community designed banners every two years.

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

City-produced Events include public and invitation-only events as well as event coordination support to open-houses, town hall meetings, openings, and staff events.

Community Event permits and support, responsible for supporting community event organizers by assisting with navigating event planning, grant applications and event logistics. Assistance is also provided on the day of the event. Events range from smaller one day events to multiday festivals occurring in various locations such as parks and parking lots. Support to the Port Moody Farmers Market and other unique uses of public spaces is provided.

Filming, responsible for facilitating permits for the motion picture industry activities in the City. This work requires coordination across all City departments, as well as with residents/neighbourhoods, businesses and industry representatives.

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



Environmental Services

Environmental Services is a small division with 4 regular full-time staff, 2 temporary full-time staff who are shared with Urban Forestry, and 2 summer students, who are responsible for providing environmental leadership, expertise and direction across City departments. The division strives to maintain and enhance a strong environmental ethic City-wide through the provision of up-to-date environmental best practices, principles, processes and research. The Environmental Services Division has responsibility for:

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

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

Spill Response, Fisheries and Wildlife Management, and Local Environmental Stewardship Coordination, responsible for the provision of technical expertise towards water quality monitoring including regional Monitoring and Adaptive Management Framework, spill response, erosion and sediment control monitoring, the development and implementation of wildlife management plans (e.g., Goose Management, Heron Management Guidelines, Bear Management Strategy and Beaver Management Plan), biodiversity requirements and coordination of updates with local environmental stewardship representatives. The Division addresses environmental emergency response, wildlife rescue requests and information regarding City policies.

Community Environmental Education and Outreach, responsible for the delivery of environmental education and outreach programming throughout the year, including the development of new tools and programs. This includes an annual Bear Essentials program to reduce human-bear conflict, Bear Essentials and other wildlife information (such as reduction of bear attractants, bat and bird friendly guidelines), the implementation of the City Nature Challenge, Earth Day programs, and attendance at City and Community events (e.g., Fingerling Festival, Canada Day and Ribfest) as well as pop up education events in City parks. Access to environmental information is also provided on the City website, through social media, advertising and other messaging.

Invasive Species Management and Ecological Restoration, responsible for implementation of an invasive species management and restoration program on targeted species that pose ecological, human health and safety or infrastructure risks to the City (such as Giant hogweed, Japanese knotweed, Spartina, ivy, blackberry and chafer beetle). Community invasive plant pulls and native restoration plantings are coordinated throughout the year and a consultant is hired annually to support the control of Japanese knotweed on City lands.

Facilities

The Facilities Division is responsible for the short and long-term maintenance of all City buildings. The team addresses not only immediate needs, but the asset management and life cycle replacement planning to maintain the City's assets and optimize the life cycle of these assets. The City has 22 assets that this team oversees. Facilities staffing includes regular and auxiliary staff totalling approximately 40 people, equating to approximately 33.2 FTEs. The Facilities Division consists of the following service areas:

Janitorial Services, responsible for routine daily cleaning as well as seasonal deep cleaning in all City buildings. Services provided by this team are for 20 hours per day, seven days a week. This team also looks after the City's pest control prevention and requirements.

Recreation Support Services, supports the services offered in the City's community centres and recreation buildings ensuring arenas and pools are properly serviced and maintained and program equipment requirements are in place. Members of this team are working 21 hours a day, 7 days a week.

Facilities Maintenance includes the City's trades' professionals: carpenters and plumbers. They are responsible for minor repairs, maintenance and upgrades for City facilities and parks infrastructure. Due to the overall volume of work in this service area this team also oversees a significant amount of maintenance and small capital works completed by contractors.

Major Repairs and Capital, includes maintaining an annual and long-range capital plan of repairs on all City buildings and asset management planning. This work also includes responding to repairs that are emergency in nature outside of the capital plan. The work in this area is completed primarily by the Division Manager with the support of the Supervisors.



Parks

The Parks Division, supported by Environmental Services, provides services that support the protection of the natural environment and public enjoyment of over 349 hectares of parks and green spaces. The Division is focused on providing outdoor recreation and park amenities, excellent customer service to the residents of our City and park visitors, implementing a number of strategic and master plans including the Parks and Recreation Master Plan and providing good stewardship of the City's parks assets including natural assets as the land manager. This is accomplished by providing long-term park planning, maintenance work, capital construction projects, and support for special events, risk management inspections and mitigation, as well as administrative support. Parks staffing includes 16 regular full-time employees, plus approximately 20 auxiliary and seasonal staff totalling approximately 25.7FTE. The Parks Division consists of:

Parks Administration and Park Planning, responsible for the development of detailed strategic planning documents such as Park Master Plans and Asset Management Plans for the City including input into the City's annual Five-Year Financial Plan; the assisting in the implementation of park related plans such as the Urban Forest Management Plan and Climate Action Plan; oversight for the implementation of approved park strategic plans such as the Parks and Recreation Master Plan, the Old Orchard Master plan, the Rocky Point Master Plan; and providing advice to other departments such as Planning and Development for park-related considerations.

Parks Operations and Maintenance, responsible for the operations and maintenance of over 30 parks which include City Parks, Community Parks, Neighbourhood Parks, and Natural Areas. This includes sports fields, sports courts and tennis courts, skate park, Bike Trials Park, dog off-leash parks, water spray parks and playgrounds as well as litter pickup and recycling, signage and wayfinding, and washrooms in park buildings. Waterfront parks include marine recreation amenities with swimming beach, piers and floats to support swimming, power boating, kayaking, and rowing, sailing and other water-based activities. Parks provide support for Cultural Services for special events and runs/rides in partnership with community groups. The work also includes irrigation, turf maintenance and grass-cutting for parks.

Horticulture, responsible for the installation and maintenance of landscape areas including civic facilities, parks, plazas, traffic islands, walkways and boulevards. Horticulture strives to create a sense of pride and community identity through beautification and to support green infrastructure and climate resilient landscaping practices, through the planning and maintenance of raingardens, bioswales and supporting habitat restoration and invasive removal projects.

Urban Forestry, responsible for urban forest management which includes technical support for other departments, tree inspections and removal of hazardous trees, replanting and maintenance of new trees, street tree maintenance of over 5500 street trees, and emergency response in storm events. Responsible for developing the Urban Forest Strategy and overseeing the Tree Bylaw. This team provides technical support to Planning and Development including bylaws, permitting, and development review.

Trails, responsible for implementing the Trail Network Plan consisting of 56 kilometres of trails and pathways which provide connectivity throughout the City. Trails staff inspect and maintain numerous boardwalks, bridges and staircases throughout the City's Park system, and facilitate the management of the trail assets to maximize the value of this critical infrastructure and ensure they provide long-term benefits. This team supports the collection of data with trail counters as well as wayfinding, signage, and universal access. Trails work on several projects each year in partnerships with community groups.

Recreation

The Recreation Division is responsible for planning and delivery of programs and experiences for all age groups and demographics in Port Moody. The goal of recreation programming is to provide a diverse range of opportunities to encourage all Port Moody residents to engage in healthy and active lifestyle. The Recreation Division also coordinates the City's facility bookings. Recreation staffing includes regular, auxiliary and seasonal staff totalling approximately 300 people, equating to 64.1 FTE. The Recreation Division consists of the following service areas:

Programming, responsible for planning and delivering registered and drop-in programs across the City. Recreation programming is intended to encourage active living and introduce people to new activities. The range of programming includes pre-natal, pre-school, children, youth, adult, senior, special interest, sport and exercise, healthy living, after-school, seasonal camps, outdoor learning, cooking, youth centre services, and skating and swimming.

Inclusion Services, responsible for reducing barriers to participation and supporting access to recreation programs for individuals who require additional support. This service area promotes inclusive and welcoming recreation experiences across all programs and facilities.

Customer Services, responsible for ensuring program and community centre participants receive excellent and consistent service when registering and checking in for activities. This team fields many inquiries and is often the face of the City to many of our residents.

Marketing, responsible for promoting recreation programs and activities, program marketing materials, and communication on digital platforms.

Facility Bookings, responsible for overseeing the booking of all City facilities and park amenities. This team supports booking of picnic shelters through large event planning such as weddings.



Department Priorities and Key Initiatives

Community Services is moving into an implementation focused phase, concentrating on completing the priorities and outcomes established under the 2023–2026 Council Strategic Plan while maintaining service stability. The Department continues to manage increasing pressures from sustained growth in parks and recreation demand, aging infrastructure, evolving community needs, and climate-related impacts.

Key priorities include:

- Delivering and closing out Priority 1 projects.
- Advancing accessibility improvements through the Rick Hansen Foundation Accessibility Certification program.
- Implementing civic complex placemaking initiatives.
- Maintaining Emergency Support Services (ESS) readiness through ongoing training, evaluation, and program refinement.

This approach ensures that prior strategic commitments are realized, core services remain reliable, and the City is well positioned for the next strategic planning cycle.

Cultural Services continues to face capacity constraints amid sustained growth in demand for events and cultural programming. In 2026, the focus is on implementation and service stabilization.

Key priorities include:

- Reviewing and streamlining event structures and application processes.
- Completing the Sponsorship, Advertising, Naming and Donation (SANd) framework.
- Advancing the Urban Edge initiative and updating operational agreements with community stakeholders.

This work will support clearer processes, stronger partnerships, improved cost recovery, and the continued reinforcement of Port Moody's identity as the City of the Arts within existing resource levels.

Environment staff continue to respond to increased demand for public education, bylaw enforcement, and complex development applications, while supporting OCP implementation, Parks planning, and First Nations engagement. In 2026, the focus is on developing an Invasive Species Management Strategy, implementing full erosion and sediment control requirements under the Stream and Drainage Bylaw and finalizing updates to contaminated sites processes.

Key priorities include:

- Advancing climate resilience, restoration, Bear Smart, Bat Friendly and Pollinator Steward Certification programs.
- Implementing a green infrastructure program to mitigate environmental risk, reduce long-term maintenance costs, and support sustainable growth.
- Emphasizing risk management through targeted education and enforcement.

With increased outreach focused on priority areas to improve compliance, protect natural assets, and achieve long-term environmental outcomes within existing resources.

Facilities continue to manage high demand, aging building systems, regional staffing shortages, and ongoing funding constraints, with frequent breakdowns and rising repair costs underscoring the need for strategic investment. In 2026, the focus is on implementation, asset stabilization, and workforce sustainability. Building on the 2025 facility condition assessment update, the Division is further supported by additional analysis of existing aquatic facilities

Key priorities include:

- Realigning capital projects to better support asset classes and service programs
- Advancing renewal planning, and completing key retrofits at the Civic Centre, including washroom upgrades.
- Coordinating with Engineering will support efficient capital delivery, alongside making progress on Public Works Yard planning and accessibility improvements.
- Advancing succession planning and internal development programs to address recruitment, retention, and knowledge transfer.

Sustainability, security enhancements, and Rick Hansen Foundation Accessibility Certification remain core priorities to reduce long-term risk and support reliable service delivery.

Parks continue to manage increased usage, growing maintenance pressures, and rising expectations for park amenities and access. In 2026, the focus is on completing approved capital programs, strengthening asset management practices, and implementing key strategies that support service stability and long-term risk mitigation.

Key priorities include:

- Advancing parkland acquisition strategies, integrating the Kyle Park expansion with the Kyle Centre Redevelopment,
- Initiating the Old Orchard Park Master Plan implementation and implementing the Urban Forest Management Strategy and Tree Bylaw.
- Completing the People, Dogs and Public Places initiative, including the delivery of the pilot loop trail at Bert Flinn Park.
- Addressing park amenity gaps through an expanded sports courts program, playground and spray park upgrades, and targeted improvements in marine park areas. I

Investments in asset data, condition assessments, and renewal planning will support informed decision making, reduce lifecycle risk, and ensure parks infrastructure continues to meet community needs within available resources.

Recreation continues to experience strong demand for children's programming, resulting in waitlists despite priority registration for residents, alongside ongoing staffing pressures and infrastructure limitations. In 2026, the Division's focus is on completing key planning and engagement initiatives to support long-term service stability and informed investment.

Key Priorities include:

- Completing Recreation Facilities Study, which reviews existing recreation infrastructure and identifies future needs;
- Progressing on the Kyle Centre Redevelopment; and scoping work for the next Parks and Recreation Master Plan update.
- Hosting the 2026 Mayor's Youth Summit with a focus on mental health and wellness
- Updating the Leisure Access Pass program to improve equity and access, while further enhancing inclusion services.
- Implementing new performance tracking to support evidence-based decision-making and the effective use of resources.

Budget Highlights

Program and User Fees are budgeted at $4,861,000, with the primary source being Recreation and Cultural Services.

Other Revenues, totaling $210,000, are primarily from Parks services. The department also receives annual grant funding and transfers from reserves to support operations.

Interdepartmental Facilities Maintenance Recoveries total $772,000. The Facilities Division provides services to various departments and will be reimbursed through internal recoveries from those departments.

Salaries and Benefits, net of transfer, salaries and benefits account for the majority of operating expenses at $14,018,000, representing 69.8% of the total.

Consulting and Contract Services represent 13.4% of operating expenses at $2,687,000. This includes City events, community event grants, and contracts with PoMoArts and the Port Moody Heritage Society under Cultural Services.

Supplies and Others represent 6.6% of the budget, or $1,317,000. This includes supplies and materials, departmental training and development, sundry expenses, communications, grants and donations, and lease and rental.

Vehicle Expenses make up 5.2% of the budget, totaling $1,050,000, mainly for vehicle cost incurred by the Parks and Facilities Divisions.

Utilities total $886,000 (4.4%) and cover natural gas and electricity costs across all civic facilities and parks.

Insurance and Claims are primarily related to Facilities. This category accounts for 2% of the budget or $412,000.



Community Services - Budget Summary	Plan 2026	Plan 2027	Plan 2028	Plan 2029	Plan 2030
Revenues	**-5,762,260**	**-5,734,264**	**-5,840,529**	**-5,945,716**	**-6,058,723**
Recreation and Cultural Services	-4,861,203	-4,817,510	-4,898,418	-4,985,556	-5,071,859
Other Revenue	-159,633	-161,514	-163,521	-165,660	-167,857
Rev-own sources-licenses	-50,000	-50,000	-50,000	-50,000	-50,000
Tsf from reserves-operating	-485,449	-494,232	-512,752	-523,686	-543,070
Tsf from reserves-capital	-205,975	-211,008	-215,838	-220,813	-225,937
Expenses	**20,073,937**	**20,809,093**	**21,375,134**	**21,981,934**	**22,606,738**
Salary and Benefits	14,018,473	14,464,200	14,896,688	15,337,559	15,793,120
Personnel Services	84,070	85,183	86,324	87,549	88,804
Contracted Services	2,564,234	2,754,596	2,783,771	2,855,976	2,926,574
Consulting and Prof Services	123,437	125,396	127,500	129,775	131,958
Utilities	886,185	919,824	955,319	992,205	1,029,496
Communications	72,973	75,039	77,277	79,745	81,602
Insurance & Claims	412,209	438,442	461,096	484,887	509,872
Lease & Rentals	8,200	8,383	8,579	8,788	9,003
Equipment under $5,000	1,049,771	1,101,026	1,141,516	1,177,529	1,207,457
Supplies & Materials	807,580	820,763	852,631	869,537	905,954
Sundry	272,172	278,939	284,577	290,631	296,819
Grants & Donations	71,600	51,600	51,600	51,600	51,600
Recoveries	-771,963	-811,926	-845,229	-881,194	-918,715
Tsf to reserves-operating	139,924	143,827	139,737	143,644	139,547
Tsf to reserves-capital	335,073	353,803	353,748	353,703	353,648
Total	**$ 14,311,677**	**$ 15,074,830**	**$ 15,534,606**	**$ 16,036,218**	**$ 16,548,015**

Notable Changes

The net increase of $707,000 to the Community Services budget is primarily driven by:

Revenues increase by $346,000, with recreation revenues rising to reflect the projected fee increases and continued growth in the recreation sector.

Salary and Benefits increase by $561,000. This is related to ongoing adjustments to staffing levels due to increasing programming and services, as well as estimated contractual and cost-of-living increases for CUPE and exempt employees.

Operating Expenses reflect a net increase of $371,000, which includes increases in contract and consulting services, vehicle expenses, supplies and materials, and insurance and claims, net of interdepartmental facilities maintenance.

Services Impacts reflect a total of $28,500, which includes $15,000 for community events and $13,500 for ongoing operating impacts arising from capital projects.

Community Services - Budget Drivers	Plan 2026	Estimated Tax Impact
Revenue Changes	**-346,464**	**-0.6%**
Misc/Other Revenues	-24,095	0.0%
Grant	4	0.0%
Lease and Rental	-148,504	-0.2%
Permits and Licensing Fees	-12,616	0.0%
Program and User Fees	-161,253	-0.3%
Salary Adjustments	**560,921**	**0.9%**
Salary & Wages	357,694	0.6%
Overhead and Benefits	203,952	0.3%
Recoveries - Utilities	-725	0.0%
Salary Adjustments - Offset	**1**	**0.0%**
Salary and Benefits	96,021	0.2%
Transfer from Reserves/Revenues	-96,020	-0.2%
Operating Expenses	**370,722**	**0.6%**
Personnel - Training, Prof. Dues	6,701	0.0%
Contracted Services	276,596	0.4%
Professional Services	23,060	0.0%
Communications	1,691	0.0%
Supplies and Materials	37,776	0.1%
Insurance and Claims	20,401	0.0%
Misc/other	6,037	0.0%
Equipment/Vehicle	61,879	0.1%
Interdepartmental Facilities Maintenance	-62,444	-0.1%
Utilities (i.e Hydro & Gas)	-975	0.0%
Reserve Changes	**93,506**	**0.2%**
Transfer from/to Reserves	76,572	0.1%
Transfer to Rocky Point Reserve	16,934	0.0%
Service Impacts City	**28,500**	**0.0%**
Extra request for National Indigenous Day event	5,000	0.0%
TRC Event (Blanket Ceremony)	10,000	0.0%
Operating Impact on capital projects	13,500	0.0%
Total	**$ 707,186**	**1.1%**

Department Performance Measures

Community Services

MEASURES IN SUPPORT OF 2023-2026 COUNCIL STRATEGIC PLAN

	2023 Actual	2024 Actual	2025 Actual	2026 Target	Long-Term Target	LT Target Year
Sustainable Core Services						
# Hours booked at Inlet Theatre	1,324	1,775	2,275	2,000	**2,200**	**n/a**
# Rentals	190	255	280	260	**260**	**n/a**
# Playground safety inspections conducted	290	264	264	264	**n/a**	**n/a**
# Service calls processed (i.e. bears, invasive species, parks, trails, trees, and etc.)	1,884	1,387	1,383	1,232	**n/a**	**n/a**
Healthy Community Development						
# Children facilitated in summer camp programs	1,995	1,824	2,401	2,450	**2,500**	**2027**
# Courses/programs delivered	2,502	2,475	2,493	2,490	**2,550**	**2027**
# Registrants in programs	20,344	21,400	20,787	21,500	**22,500**	**2027**
# Volunteer hours contributed for City events at recreation centres	2,778	3,712	3,524	3,600	**4,000**	**2028**
# of scans/drop-in visits at Port Moody Recreation Complex	233,177	268,157	246,625	250,000	**285,000**	**2028**
Resilient Natural Environment						
# Reports of environmental and pollution incidents	64	54	25	20	**Decrease**	**Ongoing**
# Trees planted in parks and streets	1,118	2,249	3,909	2,500	**Increase**	**Ongoing**
# Volunteer hours contributed for environment and parks events	760	778	827	850	**Increase**	**Ongoing**
Dog waste diversion in parks (kgs)	54,000	56,000	54,100	n/a	**n/a**	**Ongoing**

VIEW THE 2023-2026 COUNCIL STRATEGIC PLAN AT PORTMOODY.CA/STRATEGICPLAN

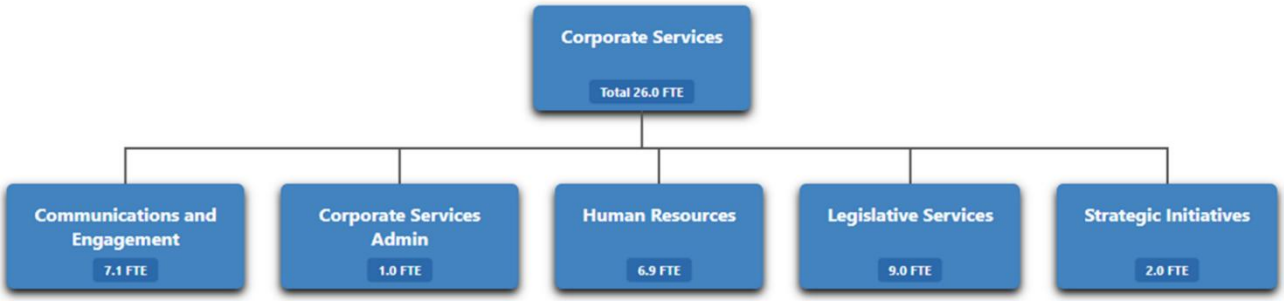
Corporate Services

2026 - 2030 Operating Budget

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Corporate Services

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



Human Resources

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

Human Resources is a support department that is focused on providing exceptional customer service to the community and to the organization. Our focus is to ensure that we are an attractive employer, a developed and effective organization, and that the employment experience is excellent through developing, facilitating, and providing services and support that enhance opportunities to grow.

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

In 2026, Human Resources will advance key organizational development plan initiatives, negotiations of collective agreements, enhancements to the City's career portal, implementation of employee engagement initiatives, continued advancement of Diversity, Equity Inclusion and Accessibility initiatives, and enhanced mental health and wellness support. The Division will continue to develop strategies to compete in a challenging and dynamic labour market.

Legislative Services

The Legislative Services Division manages and provides advice on all governance matters relating to Council and committee business including elections. The Division also manages official corporate records, information requests (including Freedom of Information request), privacy matters, legal agreements, policies, and Council meetings.

The Legislative Services Division provides Council support and meeting administration to legislated council meetings and the City's Advisory Bodies of Council. The Division is responsible for managing and maintaining City records and oversees all elements of the City's Freedom of Information and Privacy compliance and initiatives, oversees corporate and administrative policy maintenance, and ensures appropriate legislative processes are being adhered to. The Division provides operational support services including reception and mail services.

A significant project for this Division in 2026 is overseeing and administering all aspects of the municipal election. In addition to the election, Legislative Services will continue to prioritize guidance and support to Council, external, and internal stakeholders, progress the Records Management Renewal Project with a new file structure and records management tools. The Division will also continue to support the City's transparency by managing the Freedom of Information and Protection of Privacy through the development and maintenance of their relative policies.

Communications and Engagement

The Communications and Engagement Division is responsible for providing transparent, timely and accurate communications that provide public awareness of City initiatives, programs, and operations, and for creating opportunities for authentic, responsive, and meaningful community engagement. The Division provides strategic communications and public engagement leadership, guidance, and planning; develops communication plans, writes, edits, designs, and publishes communication materials, designs and prints city-wide signage; coordinates photography, and is responsible for maintaining the City's brand. The Division supports planning, promotion, and execution of public engagement initiatives, including leading the biennial Community Satisfaction Survey.

The Division manages the City's digital communication platforms including the City's public facing website at portmoody.ca, the public engagement hub at engage.portmoody.ca, the staff intranet, City social media channels, and City advertising on the Pattison digital billboard. The Division leads media relations, including writing and issuing all media releases and coordinating responses to operational media inquiries. The Division supports city events, supports issues response, and fills the Information Officer role in the EOC.

In 2026, the Communications and Engagement Division continues to provide corporate-wide support and leadership for increased activity related to public engagement and several key strategic projects, including the local general municipal elections. The Division will continue to provide dedicated communications and engagement support to both development planning and engineering, continue an internal communications project, start phase 2 updates to the City's website, and focus efforts on phasing in enhanced communications on trending topics, expanding Council highlights, and increased output of general City news.

Corporate Services Administration

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

Strategic Initiatives

The Strategic Initiatives Division leads the City's strategic and corporate planning functions, Truth and Reconciliation initiatives, the inclusion, diversity, equity, and accessibility (IDEA) portfolio, and manages cross-organizational initiatives. The division also provides advisory support on organizational strategy, policies, procedures, process improvements, and change management.

Key initiatives planned for 2026 include the preparation for a new Council Strategic Plan, enhancing the corporate planning processes, developing and refining corporate performance measures, advancing work related to IDEA priorities, and strengthening Indigenous Relations. The Division will continue providing leadership for major cross-departmental initiatives such as the records renewal project, customer service improvements, accessibility working group, and the renewal of the Organizational Development Plan. The Division will also support the new senior management team working groups related to business planning, guiding the renewal of the achievement planning process, and helping to establish greater organizational focus and alignment across departments.

The City's Indigenous Relations section, established in 2024, is dedicated to fostering meaningful, respectful, and enduring relationships with Indigenous Peoples whose lands, waters, and cultural heritage connect with the area now known as Port Moody. In 2026, Truth and Reconciliation work will continue to emphasize relationship-building, strengthening referral and engagement processes, facilitating cultural awareness and learning opportunities for staff, and exploring pathways that support collaboration, shared understanding, and long-term partnerships.

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





*B*udget Highlights

Other Revenue represents anticipated revenue from the WorkSafeBC Certificate of Recognition (COR) program. This revenue totals of $86,000 is substantially transferred to the Occupational Health and Safety Reserve.

Reserve Transfers In represent $529,000 coming into the department's budget to support a range of staffing and strategic initiatives. Included is funding from the Growing Community Fund for Indigenous Relations initiatives, funding from the Development Processing Reserve for human resources support, and development-focused communication support, funding from capital projects to support communications and engagement work for identified projects, funding from the Municipal Election Reserve to conduct the 2026 election, and funding to conduct the biannual community satisfaction survey.

Salaries and Benefits represent the workforce costs for this team. As Corporate Services is an organizational service-based department, labour is the most significant cost, representing $3,786,000 (81.8%) net of recoveries of $317,000, which consists of transfers from the four utilities for the various services provided to their respective utility areas by the Corporate Services Department.

Consulting and Contracts Expenses, budgeted at $296,000 (6.4%), represent legal fees, extraordinary disability management/other HR specific specialized advice, software maintenance and upgrades, the biannual Community Satisfaction Survey, and photography or other communications consulting.

Personnel Expenses represent corporate training, learning contracts, rewards and recognition, Occupational Health & Safety programs, recruitment and selection, and Staff civic functions. The Personnel Expenses budget totals $277,000 (6%).

Supplies and Other Expenses represent all other miscellaneous department costs. Included in this budget are supplies and materials, vehicle expenses, leases and rentals, and other sundry expenses. The Other Expenses budget is $102,000 (2.2%).

Communication Expenses represent expenses related to hosting Engage Port Moody, printing costs and distribution for publications (Utility Newsletter, Tax Newsletter, Focus Newsletter, Calendar, and Annual Report). The Communication budget is $93,000 (2,0%). Also included in this budget are costs related to advertising including print ads and social media ads, and photography.

Reserve Transfers Out represent transfers or expenses to other reserves. The majority of this expense is a transfer to the Occupational Health and Safety Reserve, totalling $75,000 (1.6%).

Corporate Services - Budget Summary	Plan 2026	Plan 2027	Plan 2028	Plan 2029	Plan 2030
Revenues	**-615,023**	**-426,784**	**-457,182**	**-445,745**	**-607,531**
Other Revenue	-86,000	-86,000	-86,000	-86,000	-86,000
Tsf from reserves-operating	-455,005	-340,784	-371,182	-359,745	-521,531
Tsf from reserves-capital	-74,018				
Expenses	**4,629,346**	**4,550,592**	**4,695,789**	**4,803,556**	**5,075,485**
Salary and Benefits	4,103,288	4,077,815	4,195,327	4,316,364	4,500,259
Personnel Services	276,633	280,138	284,729	289,653	295,081
Contracted Services	22,353	21,990	22,408	22,856	24,313
Consulting and Prof Services	273,755	239,974	289,045	254,692	304,838
Communications	93,230	72,285	73,595	74,999	101,430
Equipment under $5,000	59,532	849	884	922	80,961
Supplies & Materials	38,702	34,189	34,586	35,110	40,545
Sundry	3,850	3,850	3,850	3,850	3,850
Recoveries	-316,997	-325,166	-333,617	-342,352	-350,792
Tsf to reserves-operating	75,000	144,668	124,983	147,462	75,000
Total	**$ 4,014,323**	**$ 4,123,808**	**$ 4,238,607**	**$ 4,357,811**	**$ 4,467,954**

Notable Changes

The net increase of $230,000 to the Corporate Services budget is primarily driven by:

Revenues increase by $35,000 due to a reward from the WorkSafeBC Certificate of Recognition (COR) program.

Salary and Benefit increase by $258,000, which covers general increases to salary costs as well as an increase in staff resources in communications to support public engagements and other directives.

Operating Expenses increase by $12,000, which includes funding for the 2026 Municipal election. This also supports professional and legal services related to user needs, averaged over the past three years.

Service Impacts increase by $6,000 to provide culturally appropriate honoraria for Indigenous engagement.

Corporate Services - Budget Drivers	Plan 2026	Estimated Tax Impact
Revenue Changes	**-35,000**	**-0.1%**
Misc/Other Revenues	-35,000	-0.1%
Salary Adjustments	**258,085**	**0.4%**
Salary & Wages	189,170	0.3%
Overhead and Benefits	104,474	0.2%
Recoveries - Utilities	-35,559	-0.1%
Salary Adjustments - Offset	**-2**	**0.0%**
Salary and Benefits	51,152	0.1%
Transfer from Reserves/Revenues	58,395	0.1%
Project Offset	-109,549	-0.2%
Operating Expenses	**11,833**	**0.0%**
Personnel - Training, Prof. Dues	5,244	0.0%
Contracted Services	2,141	0.0%
Professional Services	1,687	0.0%
Communications	170	0.0%
Supplies and Materials	1,541	0.0%
Misc/other	1,050	0.0%
Reserve Changes	**-10,753**	**0.0%**
Transfer to Reserve - Revenue Offset	35,000	0.1%
Transfer from/to Reserves	-45,753	-0.1%
Service Impacts City	**6,000**	**0.0%**
Honorarium Practices for Indigenous Engagement	6,000	0.0%
Total	**$ 230,163**	**0.4%**

Department Performance Measures

Corporate Services

MEASURES IN SUPPORT OF 2023-2026 COUNCIL STRATEGIC PLAN

	2023 Actual	2024 Actual	2025 Actual	2026 Target	Long-Term Target	LT Target Year
Sustainable Core Services						
# City website page views	2.49M	3.2M	n/a	n/a	n/a	n/a
# Human Resources Information data changes processed	1,112	1,098	1,056	n/a	n/a	n/a
# Recruitment and selection processes managed	132	126	102	n/a	n/a	n/a
# Social media engagement (Facebook, Twitter and Instagram)	30,194	31,700	33,722	n/a	n/a	n/a
MarCom Award Honouring Excellence in Communications	1	3	2	n/a	n/a	n/a
# OHS Workshops	13	22	17	n/a	n/a	n/a
Public engagement initiatives and participants	9/3500	11/4,000	6/4200	n/a	n/a	n/a
FOI's processed	39	34	76	n/a	n/a	n/a
% Citizen satisfaction rate regarding level of quality of services	n/a	85%	n/a	n/a	n/a	n/a
Successful recipient of COR Audit	✓	✓	✓	✓	n/a	ongoing
# Meetings clerked	239	217	260	n/a	n/a	n/a
# Bylaws processed	53	47	37	n/a	n/a	n/a
# Phone calls routed through reception	8,866	7,112	5,995	n/a	n/a	n/a
# Emails routed through reception	760	464	475	n/a	n/a	n/a
Public input written submissions	n/a	108	243	n/a	n/a	n/a

VIEW THE 2023-2026 COUNCIL STRATEGIC PLAN AT PORTMOODY.CA/STRATEGICPLAN

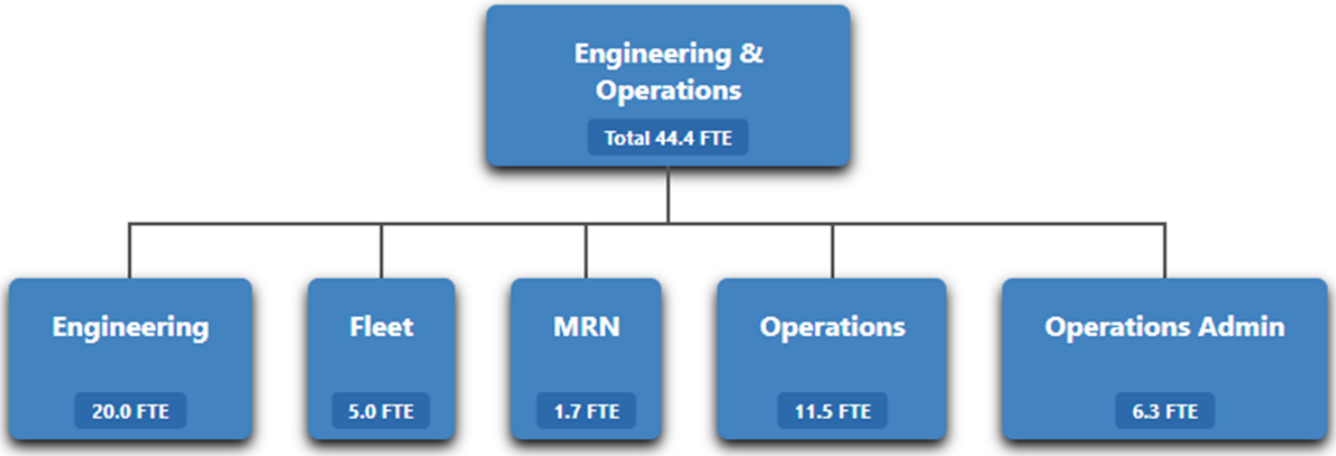
Engineering & Operations

2026 - 2030 Operating Budget

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Engineering & Operations

The Engineering & Operations Department is responsible for operating, maintaining, planning, designing, and constructing the City's public works assets. This includes all City roads, sidewalks, bridges, streetlights, traffic signals, road signs, water mains, sewer mains, and storm water infrastructure. The department is also responsible for the City's fleet administration services.



Engineering Division

The Engineering Division includes 20 FTE positions, although approximately 11 of these are primarily funded through capital projects and 3 are primarily funded by development reserves. The Engineering Division consists of:

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

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

Infrastructure Engineering Services' key focus is on providing transportation engineering and planning, development review. Project Delivery services' key focus is on capital and special project implementation for a variety of divisions and departments including Engineering, Operations, Sewer, Drainage, Water, Facilities, and Parks.

Through the Master Transportation Plan (MTP) adopted in 2017 and its Climate Action Plan focused update in 2025, the department has also been implementing a series of key capital transportation projects to improve transportation choices, safety, and efficiency in Port Moody to work towards future targets to increase the use of sustainable transportation methods (walking, cycling, and transit), reduce reliance on automobiles for trips, and improve safety.

For 2026, Highway Use Permit fees are being increased, particularly for longer duration permits, to help discourage long, ongoing, street and traffic impacts while adding to the division's revenue.

Fleet Division

The Fleet Division is responsible for the maintenance and repairs for the City's Vehicle and Equipment Fleet. Additionally, they are involved in all corporate fleet / vehicle replacements except for purchases of police vehicles. Fleet currently has 5 FTE is a full cost recovery division – all expenses are recovered through internal charges to other divisions for the services received.

Major Road Network (MRN) Division

The Major Road Network (MRN) Division consists of all areas of City covered by the MRN Agreement with TransLink. The TransLink MRN Agreement provides annual funding for operations, maintenance and rehabilitation based on the number of lane kilometers of the MRN road network. The City has 70.3 lane kilometers in the MRN road network. For 2026 and 2027, TransLink temporarily increased MRN funding to help fund pavement rehabilitation backlogs via a 70% increase in the pavement rehabilitation specific funding stream. At this time, the additional funding is continuing to be distributed based on each municipalities MRN lane kilometers. As such, TransLink funding is estimated at $2.915 million (70.3 lane kms at approximately $24,880/lane-km plus a temporary 70% ($1.2M) increase from 2025 funding levels). Around $1.5M of this funding will be dedicated to the capital reserve for pavement rehabilitation and $400,000 is earmarked for transfer to the capital reserve for general rehabilitation in 2026.

For 2026, 1.7 FTE are assigned to the MRN division.

In recent years, OMR funds have not been keeping up with the City's annual MRN operational costs and long-term capital rehabilitation needs. The 2026 and 2026 OMR funding increase, based on TransLink review with municipal consultation is a welcomed, albeit temporary, change to help address this funding issue.

Operations Administration Division

The Operations Administration Division consists of administration relating to Solid Waste and Recycling, fleet maintenance, Roads and drainage maintenance, utilities maintenance, and snow and ice control. This division includes 5.3 FTE plus one temporary FTE funded from capital to improve work order and data collection/retention processes.

Operations Division

The Operations Division is primarily responsible for the City's street network and infrastructure, including pavement, sidewalks, street lighting, traffic signals, road markings, street cleaning, and snow removal.

In 2026, the Operations Division has 11.5 FTE. A small number of temporary staff are also hired each year to support seasonal work such as street network grass cutting and snow and ice response.

Department Action Plan

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

We are professionals and experts who are stewards of the City's infrastructure.

We use evidence-based decision making and optimize the use of our resources to deliver exceptional services to our customers that are safe, reliable, sustainable, and that give the best long-term value to the community.

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

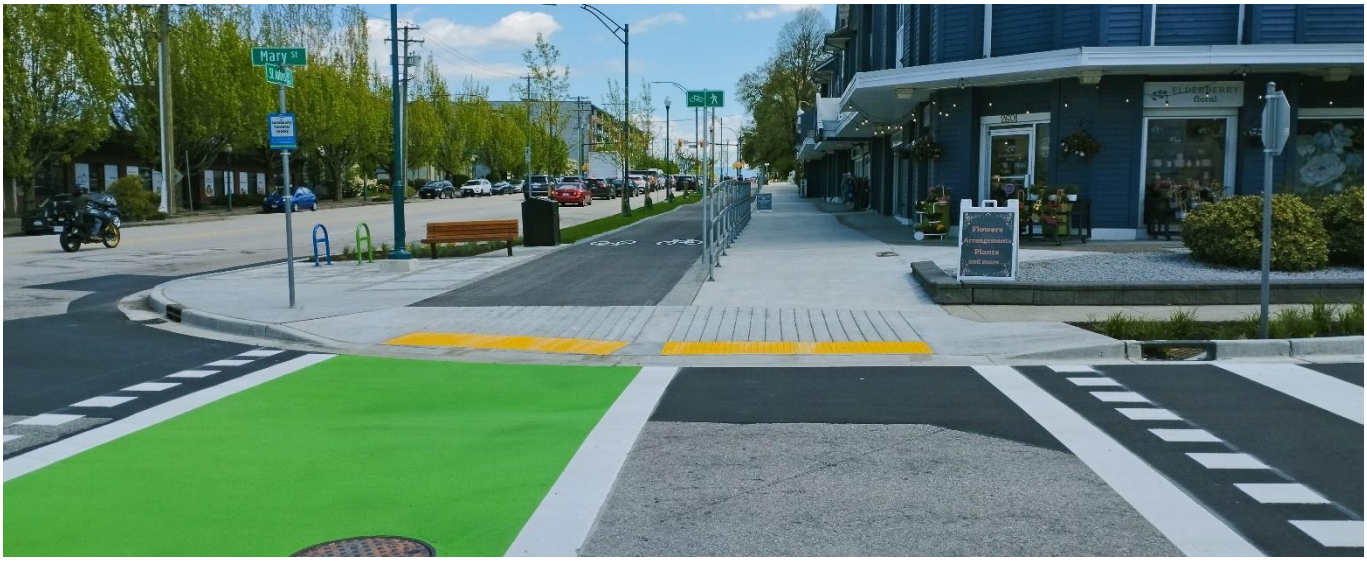
- ***Establish improved asset and maintenance management practices*** – by working to ensure robust, resilient, and coordinated 1-, 5-, and 30-years asset management plans are in place; securing appropriate funding for sustainability of infrastructure assets; and reviewing and refining processes and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



For 2026, the department will be undertaking several priorities and key initiatives that support the CSP. A full summary of projects is included in the 2026 Capital Plan, with some highlights included below:

- The design to complete a deck rehabilitation and seismic retrofit of the Barnet CPKC overpass (EN26033) is included in 2026 with a construction budget proposed in 2027.
- The Pedestrian Walkaways/Accessibility Capital Program (EN26037) was initiated in 2023 and will continue for 2026. This annual program supports rehabilitation of deteriorated sections of sidewalk and walkways and adds or upgrades curb ramps to provide an improved level of accessibility for pedestrians. For 2026, the funding was temporarily increased from $100,000 to $275,000 to support further sidewalk improvements along Klahanie Drie.
- A traffic, bike, and pedestrian data collection program was introduced for 2026 (EN26063) to support annual data collection that supports traffic management, safety evaluation, and tracking progress towards Master Transportation Plan goals.
- The School Traffic Safety Initiative (EN26021) is on its final year of a 7-year program targeting completion of a school travel planning study and infrastructure review, along with some small-scale improvements where required, at each elementary school in Port Moody.
- The annual Neighbourhood Traffic Calming Program (EN26031) and Traffic Safety Speed Humps Program (EN26043) supports completion of around one traffic calming initiative per year and multiple speed hump installations on neighbourhood streets as prioritized by the Transportation Committee.
- A new drainage maintenance vehicle is identified to support the enhancement of services in the City's drainage utility (FL26108).
- Work will begin on the third year of the Moody Centre Storm Drainage Improvements program (DR26009) which is a 5-year program to improve storm drainage capacity and resiliency in Moody Centre. This project is informed by the Moody Centre Drainage Study completed in 2019.

Annually, the Engineering & Operations Department implements several infrastructure renewal and rehabilitation projects including LRN and MRN paving; watermain, sanitary sewer, and drainage infrastructure construction; sidewalk, streetlight, bridge upgrades and maintenance; and City fleet replacements. These projects are planned and implemented via the program budgets summarized in the 2026 Capital Plan.



Budget Highlights

Licenses Revenues of $439,000 and **Other Revenues** of $685,000 are related to off-site engineering fees (development driven), anchor encroachment fees, highway use permit activity, pay parking, and multi-family parking permit fees. Pay parking was implemented at several locations in Port Moody in 2024 and these revenue estimates have been updated based on actual results through the first year of implementation.

Government Transfers totaling $3,016,000 include $2,949,000 related to the funding agreement with TransLink for the MRN road network and $67,000 from a temporary BC Hydro grant to support the City's energy management work (related to the Climate Action Plan related).

Transfer from Reserves of $528,000 and $191,000 primarily provide funding from the City reserves for staff costs related to development related work. Transfers to these reserves are tied to budgeted revenues for off-site engineering fees (development driven) and anchor encroachment fees, providing future funding for the staff related costs of those development driven activities.

Salary and Benefits, net of recoveries of $1,829,000, are budgeted at $2,495,000 and represent a major driver of the department's operating budget. Recoveries consist of transfers from the four Utilities for the various services provided by the employees of the Engineering and Operations Division.

Transfers to Reserves including $1,652,000 for capital and $1,183,000 for operating, represent 35.2% of total budgeted operating expenses. Capital transfers are from the MRN, while operating transfers are tied to development related revenues.

Contracted & Consulting Services expenses are $988,000, representing 12.3% of the budgeted operating expenses.

Equipment represents $843,000 (10.5%) of the budgeted operating expenses and includes a significant portion of the City's fleet.

Supplies and Other Expenses represent $500,000 (6.2%) of the budgeted operating expenses. These include personnel services, communications, insurance and claims, leases and rentals, supplies and materials, and miscellaneous expenses.

Utilities expenses are $399,000, which include the cost of electricity for traffic signals and streetlights.

Engineering & Operations – Budget Summary	Plan 2026	Plan 2027	Plan 2028	Plan 2029	Plan 2030
Revenues	**-4,860,106**	**-4,848,055**	**-3,678,876**	**-3,735,516**	**-3,793,005**
Other Revenue	-685,000	-691,393	-697,978	-704,716	-711,205
Rev-own sources-licenses	-439,100	-439,100	-439,100	-439,100	-439,100
Transfer from other govt-capital other	-3,016,370	-2,976,380	-1,778,380	-1,805,380	-1,832,790
Tsf from reserves-operating	-528,235	-544,196	-560,522	-577,337	-594,658
Tsf from reserves-capital	-191,401	-196,986	-202,896	-208,983	-215,252
Expenses	**8,060,521**	**8,188,353**	**7,132,371**	**7,299,191**	**7,463,846**
Salary and Benefits	4,323,731	4,386,968	4,517,979	4,651,981	4,787,429
Personnel Services	61,309	62,091	62,922	63,803	64,602
Contracted Services	940,619	988,305	1,027,486	1,070,048	1,112,154
Consulting and Prof Services	47,438	47,844	116,718	118,544	120,356
Utilities	399,320	423,378	440,113	457,518	475,619
Communications	6,543	6,570	6,599	6,630	6,662
Insurance & Claims	75,213	78,974	82,923	87,069	89,261
Lease & Rentals	45,974	46,005	46,036	46,068	46,069
Equipment under $5,000	843,423	894,715	929,099	960,302	984,592
Supplies & Materials	308,616	314,533	321,213	327,972	334,355
Sundry	2,150	2,191	2,212	2,212	2,212
Recoveries	-1,828,947	-1,870,158	-1,985,446	-2,037,921	-2,088,178
Tsf to reserves-operating	1,183,190	1,188,235	1,193,450	1,198,782	1,203,865
Tsf to reserves-capital	1,651,942	1,618,702	371,066	346,183	324,848
Total	**$ 3,200,415**	**$ 3,340,298**	**$ 3,453,495**	**$ 3,563,675**	**$ 3,670,841**

Notable Changes

The net increase of $144,000 to the Engineering and Operations budget is primarily driven by:

Grants are projected to increase by $1,283,000 from 2025 via the increase in TransLink OMR funding. This increase is currently temporary and expected to be in place for 2026 and 2027.

Revenues are projected to increase by $118,000. This includes $83,000 from the new pay parking program based on its first-year implementation, and $35,000 from increases to certain highway use permit fees, alongside adjustments to development revenues.

Salary and Benefit adjustments (net of internal administration) total $75,000.

Operating Expenses increase by $85,000, primarily driven by increase in contracted services of $124,000, which is partially offset by a $47,000 increase in internal recoveries, while other operating expense make up the remaining $8,000

Reserve Transfers increase by $1,386,000. This is primarily related to the temporary 2026 and 2027 increase in TransLink OMR funding.

Engineering & Operations - Budget Drivers	Plan 2026	Estimated Tax Impact
Revenue Changes	**-1,401,587**	**-2.3%**
Grant	-1,283,204	-2.1%
Permits and Licensing Fees	-35,494	-0.1%
Pay Parking	-82,889	-0.1%
Salary Adjustments	**74,828**	**0.1%**
Salary & Wages	177,756	0.3%
Overhead and Benefits	17,697	0.0%
Recoveries - Utilities	-120,625	-0.2%
Operating Expenses	**85,280**	**0.1%**
Personnel - Training, Prof. Dues	9,510	0.0%
Contracted Services	124,094	0.2%
Professional Services	-207	0.0%
Communications	-381	0.0%
Supplies and Materials	-6,620	0.0%
Insurance and Claims	11,707	0.0%
Misc/other	185	0.0%
Equipment/Vehicle	-18,514	0.0%
Interdepartmental Facilities Maintenance	16,011	0.0%
Internal Garage Charges	-46,644	-0.1%
Utilities (i.e Hydro & Gas)	-5,024	0.0%
Internal Admin	1,163	0.0%
Reserve Changes	**1,385,537**	**2.2%**
Transfer to Reserve - Revenue Offset	147,979	0.2%
Transfer from/to Reserves	1,237,558	2.0%
Total	**$ 144,058**	**0.2%**

Department Performance Measures

Engineering and Operations

MEASURES IN SUPPORT OF 2023-2026 COUNCIL STRATEGIC PLAN

	2023 Actual	2024 Actual	2025 Actual	2026 Target	Long-Term Target	LT Target Year
Sustainable Core Services						
# Highway Use permits processed	180	194	185	180	**200**	**Ongoing**
$ Highway Use Permit fees collected	152,027	160,563	162,752	**n/a**	**n/a**	**n/a**
$ Offsite engineering review and monitoring fees collected	389,365	231,983	259,635	200,000	**200,000**	**Ongoing**
$ Onsite engineering review fees collected	6,601	0	9,821	n/a	**n/a**	**n/a**
# Multi-family parking permits issued	393	391	389	390	**<600**	**<600**
$ Multi-family parking permit fees collected	25,933	27,520	29,366	29,000	**n/a**	**n/a**
Customer Service Calls Processed	n/a	n/a	4,826	n/a	**n/a**	**n/a**
# Capital Projects Managed (in progress or completed)	96	117	125	108	**n/a**	**n/a**
$M Capital Projects Managed (in progress or completed)	$53.9M	$61.3M	$61.2M	$58M	**n/a**	**n/a**
Healthy Community Development						
$ Pay parking revenues collected (net)	n/a	80,726	535,000	535,000	**n/a**	**n/a**

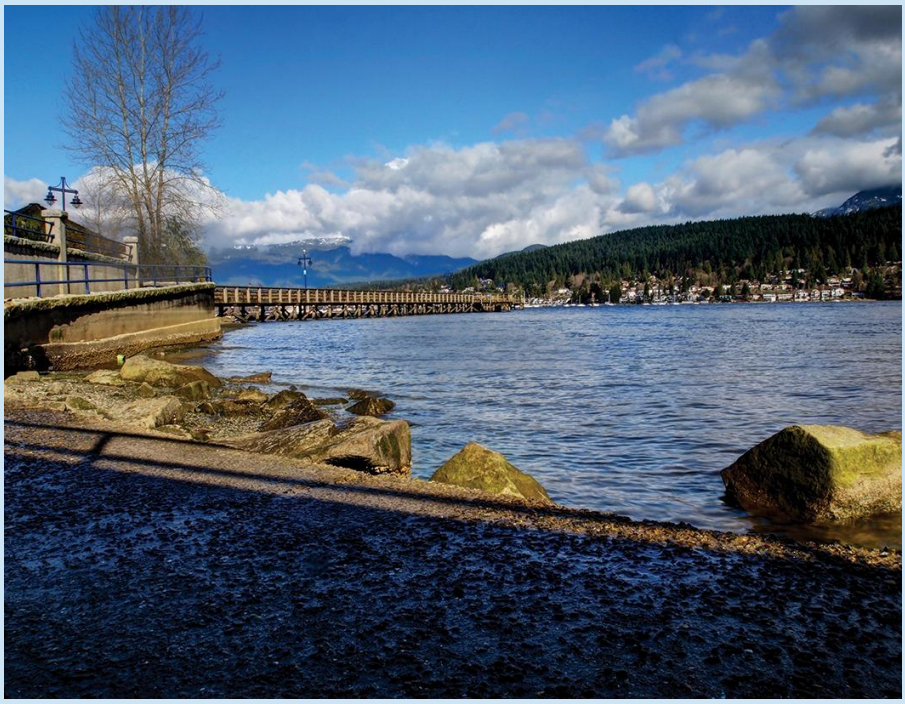
VIEW THE 2023-2026 COUNCIL STRATEGIC PLAN AT PORTMOODY.CA/STRATEGICPLAN

Department Performance Measures

Engineering and Operations

MEASURES IN SUPPORT OF 2023-2026 COUNCIL STRATEGIC PLAN

	2023 Actual	2024 Actual	2025 Actual	2026 Target	Long-Term Target	LT Target Year
Resilient Natural Environment						
Average solid waste diversion rate	73%	73%	72%	73%	**70%**	**Ongoing**
Tonnes of recycling, glass, green waste and garbage collected	6,328	6,253	6,342	6,300	**Reduce**	**Ongoing**
1,000m^3 of drinking water purchased from Metro Vancouver	5,090	5,140	4,620	4,600	**Reduce**	**Ongoing**



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Finance & Technology

2026 - 2030 Operating Budget

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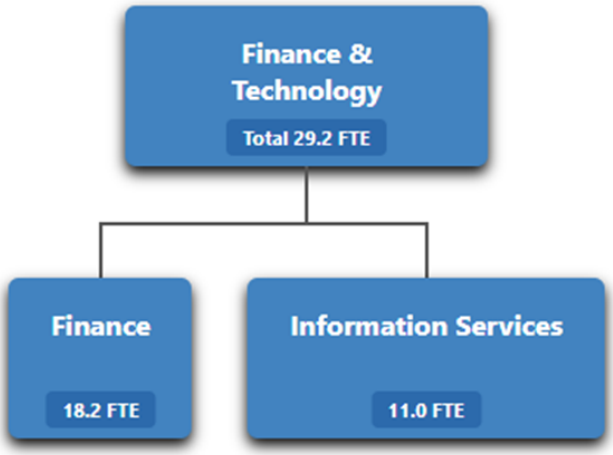
Finance & Technology

The Finance and Technology Department consists of two divisions; Finance and Information Services (I.S.), that work together to support the City's strategic priorities, operational effectiveness, and long-term organizational resilience.

The Finance Division is responsible for maintaining the City's financial integrity and supporting Council and senior leadership with reliable financial information and strategic advice. The division ensures strong fiscal stewardship through comprehensive long-term financial planning, development of the City's annual operating and capital budgets, and the administration of property taxation and utility billing functions. Core responsibilities also include treasury and cash management, payroll administration, procurement and contracting services, risk management, statutory financial reporting, and the implementation and monitoring of internal controls. Through these activities, the Finance Division promotes transparency, financial accountability, and the effective management of the City's financial resources.

The Information Services Division provides the technological foundation that supports service delivery across the organization. The division oversees the City's enterprise technology infrastructure and leads initiatives that advance digital transformation and operational efficiency. Key functions include the lifecycle management of hardware and software assets, administration and support of business applications, and the delivery of secure, reliable network and communications services. Cybersecurity remains a central priority, with robust practices such as firewalls, encryption protocols, malware protection, and continuous monitoring to safeguard City data and systems. The division also delivers technical support, training, and advisory services to employees, ensuring that staff have the tools and skills needed to work effectively in a rapidly evolving digital environment.

The Finance Division consists of:



Finance Division

Financial Planning, responsible for Financial Planning for the City including the City's annual Five-Year Financial Plan; the collection and management of all City revenues including property taxes billing and collection, annual residential utility (water, sewer, garbage/green waste) charges and metered utility billings; oversees the City's internal audit program; and is responsible for the Treasury function, which manages City investments.

Financial Reporting, responsible for the statutory reporting requirements of the City including the City's year-end Financial Statements and published Annual Report; internal financial reporting; and the accounts payable and accounts receivable functions including administration of the City's Purchase Card program.

Payroll, responsible for the accurate and timely preparation of employee pay in accordance with Federal and Provincial legislation, various collective agreements and City policies.

Purchasing, responsible for the responsible for the efficient and economical acquisition and payment of materials, supplies, equipment, rentals and services for the City's operations and programs.

Real Estate, responsible for facilitating the management of the City's land inventories to maximize the value of these critical assets. The City's land assets are non-renewable and require ongoing stewardship to ensure they provide long-term benefits.

Risk Management, responsible for risk assessments on City parks, facilities and infrastructure; manages property loss and damages claims; negotiates and renews vehicle, property, liability and volunteer insurance; and provides advice to departments to control.

Information Services Division

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

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

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

Department Priorities and Key Initiatives

Finance and Technology is an internal support department focused on providing leadership and excellent customer service to our external and internal client groups.

Finance deals with the public regarding property tax, utility billings, accounts payable and receivable, and property damage claims. We also assist internal client groups related to accounting, payroll, purchasing, risk, and budgeting support. Finance works towards ensuring the City has established effective internal controls to maintain the integrity of financial and accounting information, promoting accountability, and fraud prevention. We are continually striving to innovate and leverage technology to maximize performance and efficiency.

Information Services is focused on providing excellent customer service to our external and internal client groups. The division provides strategic and operational leadership into enterprise software systems that assist departments to make better decisions, solve complex problems and maximize resources. New and improved online services allow the public to access City resources 24 hours a day on their own schedule.

Budget Highlights

Revenues are budgeted at $108,000, comprising administrative fees, tax certificates, fees from banks and mortgage companies, and reserve transfers.

Reserve Transfers, totaling $419,000, include both operating and capital transfers. These are drawn from the COVID Restart Grant Reserve, Development Process Reserve, and the Unallocated Asset Replacement Reserve to support services provided by the I.S. Help Desk, Finance, and GIS teams.

Labour costs, net of recoveries, remain the largest expense at $3,151,000, representing 54.9% of the division's operating budget. Recoveries, totaling -$793,000, are credited back from the four Utilities for services provided by Finance and Technology staff.

Consulting and Professional Services account $1,352,000 (23.5%) of the operating budget and include funding for internal audits, actuarial services, external audit support, and critical software maintenance. Supported systems include server infrastructure, GIS, document and license management, land and maintenance management, financials, HR, and payroll.

Equipment and Leases represent $427,000 (7.4%) of the operating budget, covering leased computers and I.S. equipment maintenance.

Communications, at 5.9% or $340,000, include wired and cellular services, internet/data connectivity, and citywide advertising and postage for tax and utility purposes.

Insurance and Claims make up 5.5% of the operating budget $317,000, largely for liability insurance and damage claims.

Personnel Services, focused on training and development, are budgeted at $85,000, representing 1.5% of the operating budget.

Finance & Technology - Budget Summary	Plan 2026	Plan 2027	Plan 2028	Plan 2029	Plan 2030
Revenues	**-526,750**	**-418,245**	**-416,857**	**-420,578**	**-424,410**
Other Revenue	-108,000	-108,000	-108,000	-108,000	-108,000
Tsf from reserves-operating	-395,417	-291,912	-295,524	-299,245	-303,077
Tsf from reserves-capital	-23,333	-18,333	-13,333	-13,333	-13,333
Expenses	**5,740,254**	**6,016,995**	**6,216,463**	**6,373,530**	**6,509,999**
Salary and Benefits	3,943,331	4,117,634	4,240,836	4,367,741	4,498,453
Personnel Services	84,745	86,335	88,055	89,983	86,462
Consulting and Prof Services	1,351,736	1,448,208	1,491,794	1,518,536	1,521,123
Communications	340,336	343,981	351,607	354,541	360,042
Insurance & Claims	316,697	337,444	359,469	380,360	402,714
Equipment under $5,000	426,995	439,436	452,204	465,308	469,367
Supplies & Materials	21,648	21,922	23,794	22,527	22,801
Sundry	37,286	37,862	38,448	39,045	39,050
Recoveries	-792,521	-815,826	-839,744	-864,510	-890,013
Tsf to reserves-operating	10,000		10,000		
Total	**$ 5,213,504**	**$ 5,598,750**	**$ 5,799,606**	**$ 5,952,953**	**$ 6,085,589**

Notable Changes

The net increase of $436,000 to Finance & Technology operating budget is primarily driven by:

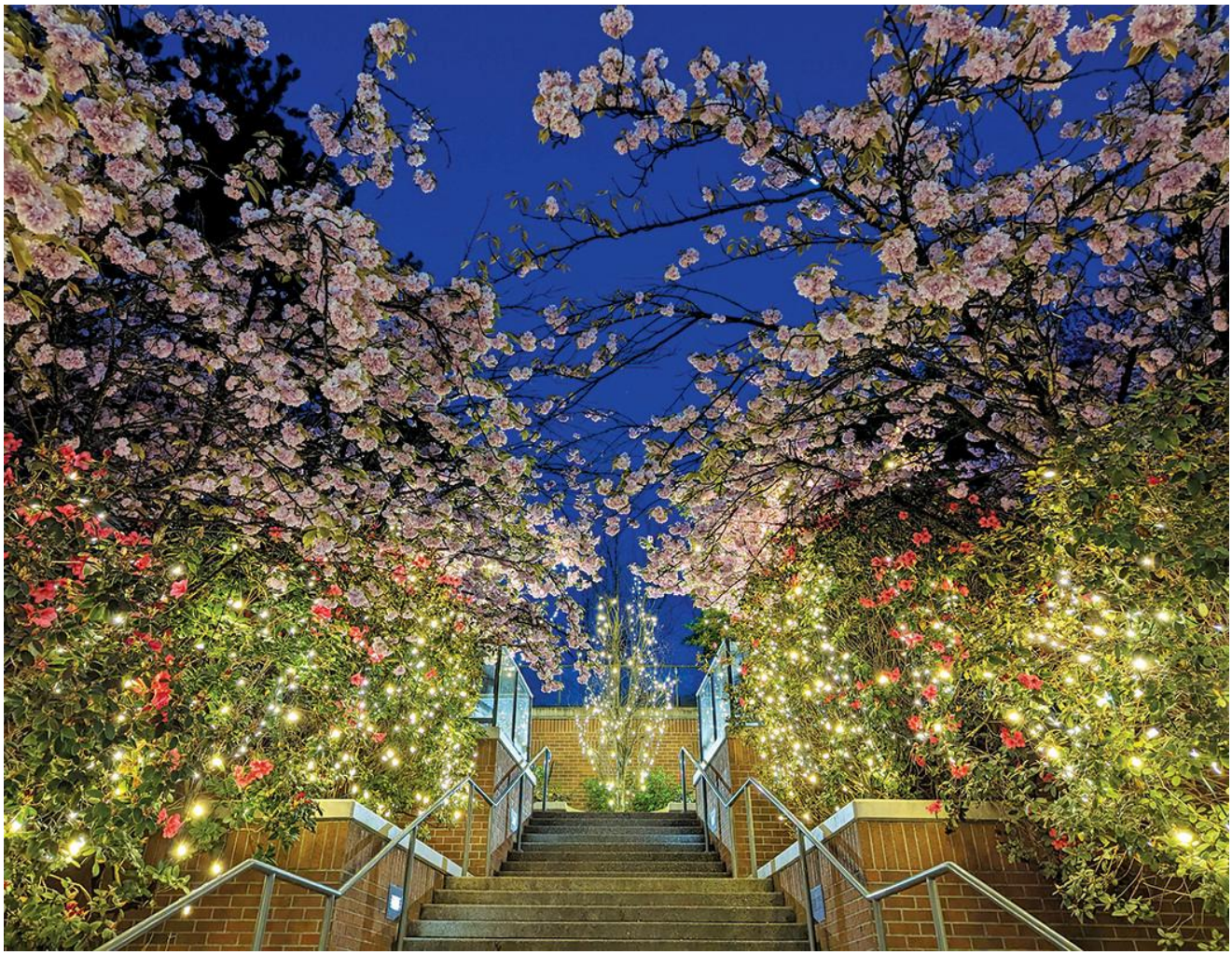
Salaries and Benefits rise by $175,000, primarily due to projected contractual obligations and cost-of-living adjustments for CUPE and exempt staff.

Professional Services increase by $172,000 due to the ERP cloud transition and other IS service providers.

Other Operating Expenses reflect a net increase of $41,000. This includes a $49,000 increase in communication services for internet access and cellular services, a $16,000 increase in contracted services and materials and $10,000 increase in miscellaneous costs. These are partially offset by $34,000 reduction in liability insurance and claims.

Reserve Transfers increase by $31,000.

Service Impacts include $15,000 for cybersecurity risk monitoring, phased in over two years, and $7,500 for the ongoing operating expenses related to the Community Case Management Pilot.



Finance & Technology - Budget Drivers	Plan 2026	Estimated Tax Impact
Revenue Changes	**-5,000**	**0.0%**
Misc/Other Revenues	-5,000	0.0%
Salary Adjustments	**174,526**	**0.3%**
Salary & Wages	173,763	0.3%
Overhead and Benefits	91,469	0.1%
Recoveries - Utilities	-90,706	-0.1%
Salary Adjustments - Offset	**-1**	**0.0%**
Salary and Benefits	111,685	0.2%
Project Offset	-111,686	-0.2%
Operating Expenses	**212,691**	**0.3%**
Personnel - Training, Prof. Dues	1,774	0.0%
Contracted Services	15,755	0.0%
Professional Services	171,911	0.3%
Communications	48,853	0.1%
Supplies and Materials	684	0.0%
Insurance and Claims	-34,115	-0.1%
Equipment/Vehicle	7,829	0.0%
Reserve Changes	**31,101**	**0.1%**
Transfer from/to Reserves	31,101	0.1%
Service Impacts City	**22,500**	**0.0%**
Cybersecurity risk monitoring, phased in 2 yrs	15,000	0.0%
Operating Impact on capital projects	7,500	0.0%
Total	**$ 435,817**	**0.7%**

Department Performance Measures

Finance and Technology

MEASURES IN SUPPORT OF 2023-2026 COUNCIL STRATEGIC PLAN

	2023 Actual	2024 Actual	2025 Actual	2026 Target	Long-Term Target	LT Target Year
Sustainable Core Services						
# Invoices processed	8,675	8,452	8,189	8,500	**n/a**	**n/a**
% Purchasing card transactions out of total purchases	3.4%	3.7%	4.7%	5%	**n/a**	**n/a**
# Insurance claims	21	25	29	n/a	**n/a**	**n/a**
# Formal tenders, request for proposals, request for standing offers, expression of interest and notice of intent calls processed	21	31	51	50	**n/a**	**n/a**
# Purchase requisitions and service contracts processed	247	183	293	250	**n/a**	**n/a**
# Property tax deferrals processed	799	823	824	n/a	**n/a**	**n/a**
% Current year taxes outstanding at December 31	5.3%	5.2%	5.3%	<5%	**<4%**	**n/a**
% Tax notices registered for electronic delivery	15%	18%	19%	20%	**50%**	**2035**
% Utility notices registered for electronic delivery	13%	16%	17%	20%	**50%**	**2035**
$ Cash and investment portfolio managed that met the City's capital financing and liquidity needs	129M	120M	141M	n/a	**n/a**	**n/a**
Average Server Uptime	99.9%	99.9%	99.9%	99.9%	**99.9%**	**99.9%**

VIEW THE 2023-2026 COUNCIL STRATEGIC PLAN AT PORTMOODY.CA/STRATEGICPLAN

Department Performance Measures

Finance and Technology

MEASURES IN SUPPORT OF 2023-2026 COUNCIL STRATEGIC PLAN

	2023 Actual	2024 Actual	2025 Actual	2026 Target	Long-Term Target	LT Target Year
Sustainable Core Services						
Canadian Award for Financial Reporting	✓	✓	✓	✓	✓	**Ongoing**
Distinguished Budget Presentation Award	✓	✓	✓	✓	✓	**Ongoing**
Budget Utilization Percentage	93.0%	91.6%	90.7%	>95%	**> 95%**	**> 95%**
Citywide Project Completion Rate	27.8%	27.0%	38.5%	40.0%	**50.0%**	**2040**



VIEW THE 2023-2026 COUNCIL STRATEGIC PLAN AT PORTMOODY.CA/STRATEGICPLAN

Fire Rescue

2026 - 2030 Operating Budget

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Fire Rescue

Port Moody Fire Rescue is a full-service fire rescue response agency with the responsibility to provide enhanced fire rescue response, fire prevention, fire and life safety education, fire investigation services, as well as oversee and administer the City of Port Moody Emergency program. With roots in the community since 1913, Port Moody Fire Rescue is composed of 53 career firefighters, 3 chief officers, 1 administrative assistant and stationed in two community Fire halls providing professional service 24 hours a day, 7 days a week.

Mission Statement

Port Moody Fire Rescue is dedicated to minimizing injury, property loss and environmental damage in our community in the event of fire, disaster, or another life-threatening incident. Through effective and timely response, prevention initiatives, progressive practices, education and training, Port Moody aspires to be amongst the safest communities in Canada.

Values

Trust: we value the trust of the community, and serve with honesty and compassion.

Service: We are dedicated to excellence in serving the community.

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

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



Response Model

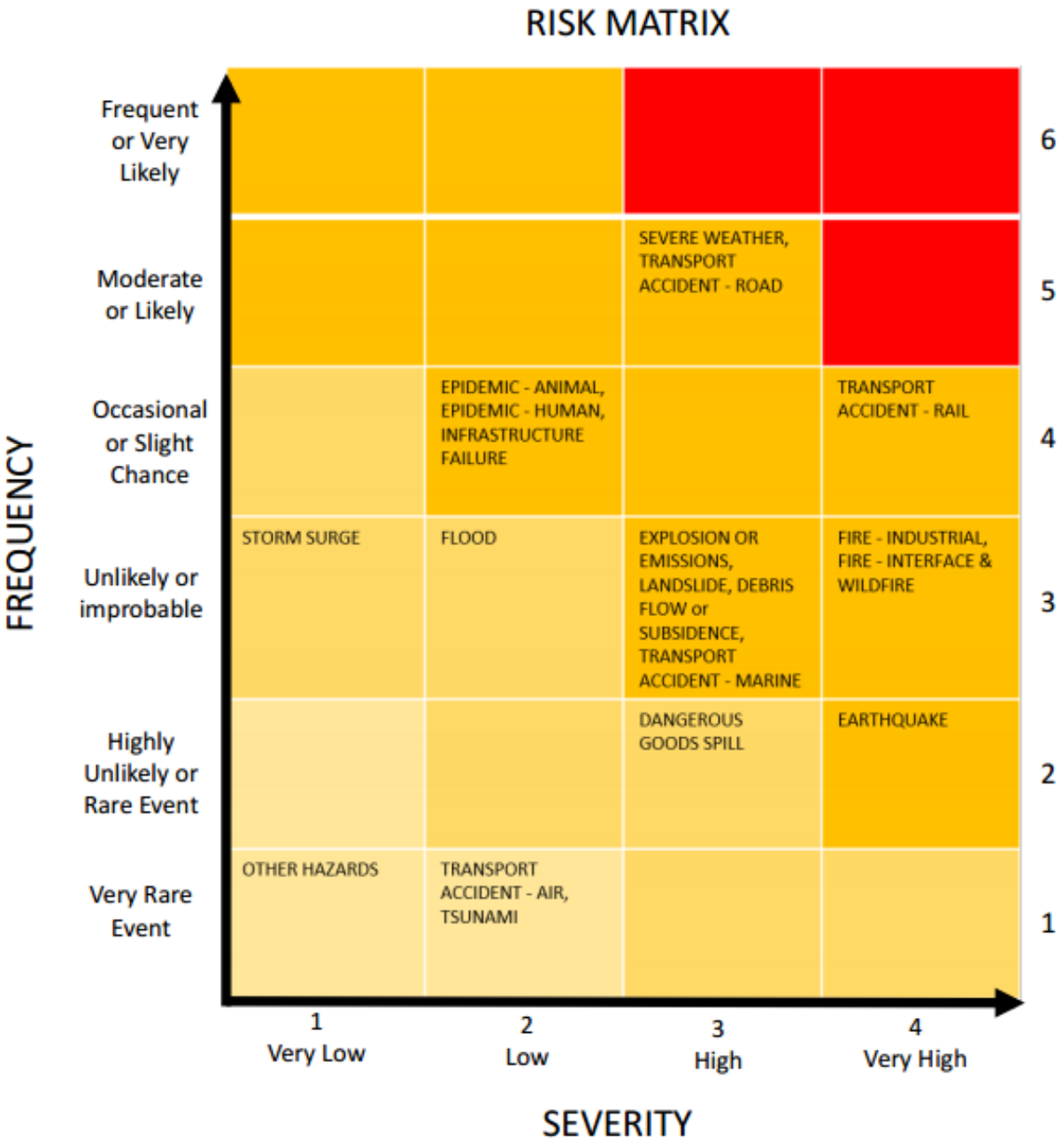
Port Moody Fire Rescue provides an all-hazards approach to its services. All-hazards response means that the Department will respond to all life safety incidents with our community. Port Moody Fire Rescue staff are all trained to BC-EMALB Emergency Medical Responder certification, with enhanced skills including AED operations, spinal immobilization, and others in a value-added support role for the pre-hospital emergency care model governed by BC Emergency Health Services. As well, PMFR provides specialized services in the areas of:

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

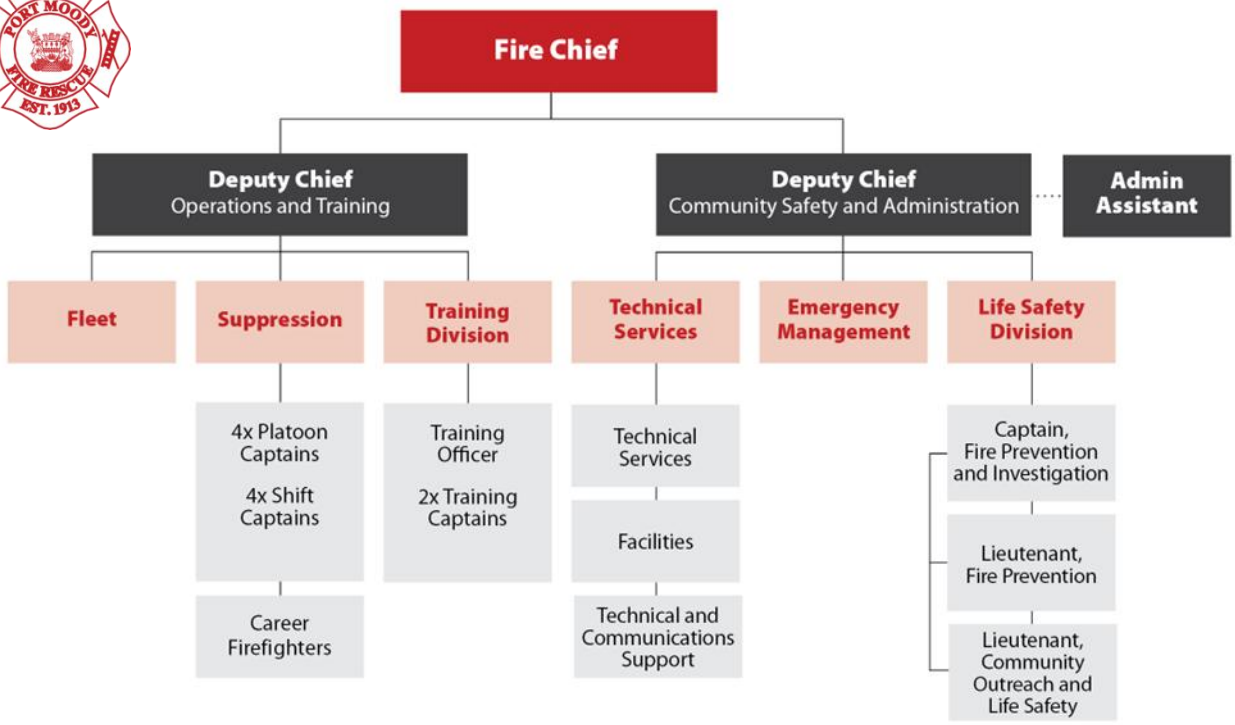
Port Moody Fire Rescue's staffing model has 2 NFPA compliant staffed engines on duty 24/7, one each at Inlet Centre and Glenayre Fire Halls. These engines, each staffed with 1 officer and 3 firefighters, provide the 1st-in response to all emergencies within our city. As well, PMFR utilizes an elevated alarm system to recall off-duty career firefighters to respond to major incidents, or simultaneous events.

Community Risk Model

Port Moody Fire Rescue follows a community risk model that evaluates several factors to determine response priorities. Factors include current available staffed apparatus, response times, geography, topography, building stock, demographics, local hazards, and critical infrastructure systems. PMFR provides response services to the Port of Vancouver facilities located locally, and heavy industry partners including Pacific Coast Terminals, Suncor, Imperial Oil, and the Canadian Pacific Railway.



Department Structure



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





Training Division, responsible for the planning, development, delivery, and evaluation of all Department staff training. Industry best practices, regulatory requirements, and operational needs all drive the scope of the training programs. In 2025, the PMFR Training Division facilitated the delivery of 6,335 hours of training.



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



Fire Prevention services include:

- Fire Investigation
- Regular fire safety inspections
- Problem premise inspections
- Institutional inspections
- Fire and building code interpretation and enforcement
- Liaising with our City Buildings and Bylaws Department

Community Outreach services include:

- Public education – Community and SD 43
- Fire extinguisher training
- Junior Firefighter academy – SD 43 program
- Firesmart education

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





Department Priorities and Key Initiatives

Port Moody Fire Rescue (PMFR) initiated a comprehensive Fire Service Master Plan review in 2022. The previous master plan review had been completed more than 20 years earlier, highlighting the need for a modern assessment aligned with current and future community needs. A third-party consultant conducted an in-depth review of all aspects of PMFR's service delivery and operations, resulting in an updated Fire Service Master Plan completed in 2025. The Master Plan provides strategic direction to guide PMFR's service delivery and operational priorities over the next two decades.

The Fire Service Master Plan review process assessed the department's current state and identified strategies to address future risks, service demands, and organizational needs. The review also supports informed decision-making related to efficient resource allocation and long-term sustainability. This work directly reflects Council's strategic initiatives related to community evolution and the delivery of exceptional services.

Council approved the Fire Service Master Plan in 2025. As part of the Master Plan implementation, Port Moody Fire Rescue included two new suppression firefighter positions in the 2026 operating budget. These positions build upon the earlier position requests identified in the approved 2022 implementation strategy.

The addition of two suppression firefighter positions will improve operational scheduling, reduce injury-related time loss, and lower overtime expenditures. Increased staffing will enhance fireground effectiveness, improve emergency response reliability, and further strengthen community safety. Implementation of these positions directly supports Council's strategic goal of enhancing community wellbeing.

In alignment with the Master Plan, Port Moody Fire Rescue continues to prioritize firefighter wellness. There has been an upward trend in non-physical, work-related injuries resulting in workplace absences. This shift is attributed to changes in WorkSafeBC legislation related to occupational stress injuries, as well as expanded education and advocacy regarding the psychological impacts of the fire service profession.

PMFR's ongoing commitment to wellness support includes expanded access to health screening and increased training for firefighter peer support and Critical Incident Stress Management (CISM) team members. These initiatives aim to improve early intervention, reduce long-term injury impacts, and support the overall health and resilience of firefighters. This focus on wellness directly aligns with Council's strategic objective of enhancing community wellbeing.

Budget Highlights

Salaries and Benefits represent the majority of the Fire Department's operating budget at $10,983,000, accounting for 82.7% of total expenditures. This includes wages, benefits, and associated payroll costs for fire services staff.

Equipment and Vehicles make up 8.8% of the budget, totaling $1,165,000. This category supports the purchase, maintenance, and replacement of fire apparatus, specialized equipment, and department vehicles.

E-Comm Services, at $306,000 or 2.3% of the budget, cover dispatch services and emergency communication support provided by E-Comm.

Supplies and Other Expenses are budgeted at $420,000, representing 3.2% of the operating budget. This category includes general operational materials, consulting, professional services, and contracted services.

Interdepartmental Facilities Maintenance accounts for $288,000 (2.2%) and reflects internal charges for building maintenance, utilities, and facility-related services.

Training, which supports ongoing professional development and certifications, is budgeted at $112,000 or 0.8% of the total.

Fire Rescue - Budget Summary	Plan 2026	Plan 2027	Plan 2028	Plan 2029	Plan 2030
Revenues	**-153,500**	**-85,020**	**-8,000**	**-8,000**	**-8,000**
Other Revenue	-8,000	-8,000	-8,000	-8,000	-8,000
Tsf from reserves-capital	-145,500	-77,020			
Expenses	**13,274,871**	**14,093,745**	**14,781,809**	**15,465,956**	**16,153,604**
Salary and Benefits	10,983,178	11,755,559	12,436,524	13,071,869	13,749,009
Personnel Services	112,118	114,137	116,305	118,631	121,004
Contracted Services	39,985	39,985	39,985	39,985	39,985
Consulting and Prof Services	101,555	104,062	106,735	109,583	112,508
Communications	26,691	27,157	27,660	28,199	28,749
Equipment under $5,000	575,356	589,393	603,477	617,996	625,683
Supplies & Materials	251,941	263,874	276,766	290,868	299,747
Gov't Payments	306,328	311,842	317,767	324,122	330,605
Sundry	589,933	590,112	548,086	544,454	514,640
Recoveries	287,787	297,624	308,505	320,248	331,675
Total	**$ 13,121,373**	**$ 14,008,725**	**$ 14,773,809**	**$ 15,457,956**	**$ 16,145,604**

Notable Changes

The net increase of $1,033,000 to the Fire Department budget is primarily driven by:

Salaries and Benefits (net) increase by $902,000. This is primarily due to general wage adjustments and benefit cost changes, as well as the full-year financial impact of two additional suppression firefighters added on July 1, 2025.

Interdepartmental Facilities Maintenance increase by $34,000, driven largely by rising costs for contracted building services and maintenance.

Supplies and Materials reflect an increase of $16,000 due to ongoing inflationary pressures.

E-Comm Dispatch Charges decrease by $54,000, reflecting a scaling down of the 911 levy as Transformation Plan improvements are successfully completed.

Service Impacts $136,000 has been added to support two new firefighter positions as part of the Master Plan implementation, scheduled to start after July 1, 2026. This partial-year cost reflects the mid-year onboarding, with full-year budget impacts anticipated in future years.

Fire Rescue - Budget Drivers	Plan 2026	Estimated Tax Impact
Revenue Changes	**-7,100**	**0.0%**
Misc/Other Revenues	-7,100	0.0%
Salary Adjustments	**901,993**	**1.5%**
Salary & Wages	491,379	0.8%
Overhead and Benefits	274,630	0.4%
2025 - Fire Fighter Position phase-in	135,984	0.2%
Operating Expenses	**2,151**	**0.0%**
Personnel - Training, Prof. Dues	1,750	0.0%
Professional Services	68	0.0%
Communications	-579	0.0%
Supplies and Materials	15,583	0.0%
Misc/other	148	0.0%
Equipment/Vehicle	1,056	0.0%
Interdepartmental Facilities Maintenance	34,040	0.1%
Internal Garage Charges	4,508	0.0%
E-COMM Charges	-54,423	-0.1%
Service Impacts City	**135,984**	**0.2%**
Two New Firefighters with July 1st start dates	135,984	0.2%
Total	**$ 1,033,028**	**1.7%**

Department Performance Measures

Fire Rescue

MEASURES IN SUPPORT OF 2023-2026 COUNCIL STRATEGIC PLAN

	2023 Actual	2024 Actual	2025 Actual	2026 Target	Long-Term Target	LT Target Year
Sustainable Core Services						
% Compliance for inspection program	71%	74%	77.5%	80%	**80%**	**2030**
Port Moody Fire Rescue Citizen satisfaction	97%	99%	99%	99%	**99%**	**2030**
Healthy Community Development						
# Critical life-saving interventions performed	18	17	13	18	**40**	**2030**
# Training hours firefighters participated in	6,105	6,155	6,335	6,500	**7,000**	**2030**
# Total emergency incidents PMFR crews responded to (Fire, medical motor vehicle, technical rescue, HAZ MAT incidents)	1,755	1,885	1,958	2,010	**2,200**	**2030**
# Premise fire inspections conducted (commercial / industrial / residential)	983	1,208	1,210	1,230	**1,300**	**2030**

VIEW THE 2023-2026 COUNCIL STRATEGIC PLAN AT PORTMOODY.CA/STRATEGICPLAN

Fiscal Services

2026 - 2030 Operating Budget

PORT MOODY
CITY OF THE ARTS

Fiscal Services

The Finance Service Department, which operates as an extension of the Finance Division, is used for financial planning and reporting for items that are corporate in nature. For revenues this includes property tax related revenue, investment income, lease and rental income, miscellaneous revenues and transfers from reserves and funds. For expenses this includes transfers to reserves (often offset with a revenue), debt financing (interest and principal), actuarial and general payroll liabilities and labour expenses, corporate bank charges, and minor miscellaneous and sundry expenses.

Consolidated Budget

Fiscal Services - Budget Summary	Plan 2026	Plan 2027	Plan 2028	Plan 2029	Plan 2030
Revenues	**-81,100,496**	**-86,892,645**	**-91,032,587**	**-98,652,915**	**-101,125,470**
Taxes-Real Property	-66,635,928	-71,900,287	-75,871,645	-79,849,380	-84,430,990
Taxes-Private Utility Companies	-370,379	-370,379	-370,379	-370,379	-370,379
Payments in Lieu of tax-federal	-61,000	-61,000	-61,000	-61,000	-61,000
Payments in Lieu of tax-provincial	-1,399,614	-1,405,465	-1,410,046	-1,415,272	-1,421,078
Payments in Lieu of tax-other	-84,000	-84,000	-84,000	-84,000	-84,000
Other Revenue	-1,202,167	-1,221,098	-1,221,418	-1,221,762	-1,222,112
Rev-own sources-investment income	-712,000	-712,000	-712,000	-712,000	-712,000
Transfer from other govt-prov'l unconditional		-545,233			
Transfer from other govt-prov'l conditional	-171,842	-171,842	-178,716	-178,716	-178,716
Transfer from funds	-498,865	-487,578	-487,414	-488,690	-486,598
Tsf from reserves-operating	-690,758	-690,436	-689,941	-689,896	-689,909
Tsf from reserves-capital	-8,378,844	-9,043,327	-9,746,028	-13,381,820	-11,268,689
Appropriation from surplus	-895,100	-200,000	-200,000	-200,000	-200,000
Expenses	**18,435,634**	**21,010,010**	**22,589,986**	**27,733,757**	**27,743,330**
Salary and Benefits	-153,842	-147,903	-167,266	-167,722	-165,566
Lease & Rentals	250,000	250,000	250,000	250,000	250,000
Sundry	1,916,878	1,820,406	1,829,841	1,839,890	1,850,213
Recoveries	-45,000	-45,000	-45,000	-45,000	-45,000
Tsf to reserves-operating	1,254,699	2,485,791	2,663,556	3,421,700	4,760,118
Tsf to reserves-capital	15,212,899	16,646,716	18,058,855	22,434,889	21,093,565
Total	**$ -62,664,862**	**$ -65,882,635**	**$ -68,442,602**	**$ -70,919,157**	**$ -73,382,140**

Notable Changes

The 2026 budget drivers of the $3,991,000 increase are primary driven by:

- **Tax revenues** increase by $2,439,000 to balance of the 2026 budget, along with $1,200,000 in tax base growth due to non-market change (NMC).
- **Revenue** increase by $568,0000, primarily attributable to the increase in Grant ($239,000) and a newly implemented pay parking program ($200,000).
- **Salaries and wages adjustment** total $126,000, which include contingencies, benefit adjustment, and actuarial estimate.
- **Reserve changes** show a net increase of $373,000, which include a $619,000 annual increase to the asset reserve, offset by a $200,000 transfer from the accumulated surplus. Other reserve transfers make up the remaining $46,000.

Fiscal Services - Budget Drivers	Plan 2026	Estimated Tax Impact
Revenue Changes	**-567,868**	**-0.9%**
Misc/Other Revenues	-49,272	-0.1%
Fines	-41,005	-0.1%
Grant	-38,144	-0.1%
BC Hydro Grant-in-Lieu (net)	-239,447	-0.4%
Pay Parking	-200,000	-0.3%
Salary Adjustments	**-125,740**	**-0.2%**
Salary & Wages	-137,404	-0.2%
Overhead and Benefits	11,664	0.0%
Operating Expenses	**-30,866**	**0.0%**
Misc/other	-30,866	0.0%
Reserve Changes	**372,599**	**0.6%**
Transfer from/to Reserves	-46,401	-0.1%
Accumulated Surplus Funding	-200,000	-0.3%
Annual Increase to Asset Reserve	619,000	1.0%
New Tax Revenue	**-3,638,647**	**-5.9%**
New Tax Revenue	-2,438,647	-3.9%
Growth (NWC)	-1,200,000	-1.9%
Total	**-3,990,522**	**-6.4%**

Library

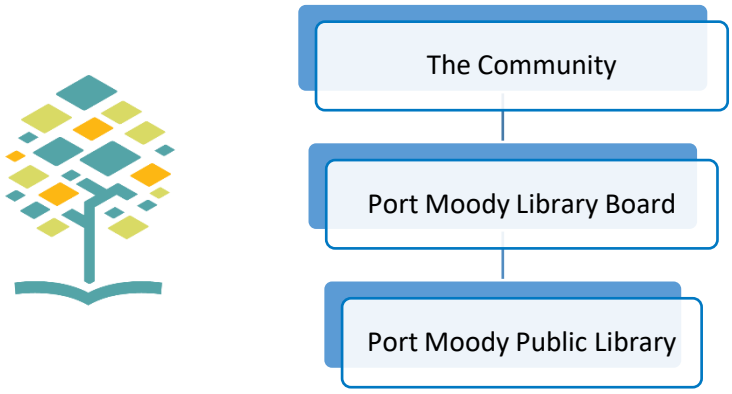
2026 - 2030 Operating Budget

PORT MOODY
CITY OF THE ARTS

Port Moody Public Library

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

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



Library services include:

- Diverse collections in multiple formats (print, digital, multimedia) serving a wide range of user needs.
- Free library cards for Port Moody residents.
- Comprehensive information services in person, by phone, and by email.
- Literacy programs for children, youth, and adults.
- Engaging programs and events for all ages.
- Comfortable lounge and study spaces.
- Free Wi-Fi and public internet access.
- Interlibrary loans and access to province-wide resources through provincial programs.





Department Priorities and Key Initiatives

Library staff and board continue to focus on providing excellent customer service and ensuring a safe, welcoming space that supports lifelong learning. Key initiatives for 2026 include:

- Advancing recommendations from the Library Facility Master Plan and Functional Program Reports endorsed by City Council.
- Developing a diversified fund development strategy to support new facilities.
- Developing a new library website and e-newsletter to enhance communication with residents.
- Reviewing options related to overdue fines.
- Upgrading the public internet computers and print station.
- Enhancing and refreshing the library's collections.



Multigenerational Library Use

Budget Highlights

The 2026 Financial Plan is similar to previous plans. The budget supports the areas discussed above and includes 19.45 FTE employees. There are no new services proposed for the 2026 Financial Plan.

Revenue is budgeted at $189,000, derived from reserve transfer and library services.

Labour is a significant cost for the division representing $2,269,000 (82.2%) of the total operating budget.

Supplies & Materials and Sundry, which include the overall cost for books, cataloguing and maintenance, represent $353,000 (12.8%) of the total operating budget.

Equipment (including Lease & Rentals) represents $87,000 (3.2%) of the total operating budget.

Personnel Services represent $19,000 (0.7%) of the total operating budget.

Library - Budget Summary	Plan 2026	Plan 2027	Plan 2028	Plan 2029	Plan 2030
Revenues	**-189,063**	**-189,063**	**-189,063**	**-189,063**	**-189,063**
Other Revenue	-30,000	-30,000	-30,000	-30,000	-30,000
Transfer from other govt-prov'l conditional	-99,249	-99,249	-99,249	-99,249	-99,249
Transfer from other govt-capital other	-59,814	-59,814	-59,814	-59,814	-59,814
Expenses	**2,762,139**	**2,830,760**	**2,913,154**	**2,995,035**	**3,079,105**
Salary and Benefits	2,269,352	2,332,648	2,402,628	2,474,706	2,548,948
Personnel Services	18,574	18,627	18,680	18,734	18,783
Contracted Services	7,513	7,643	8,863	9,100	9,300
Consulting and Prof Services	100	100	100	100	100
Communications	11,962	12,237	12,530	12,837	13,154
Insurance & Claims	15,000	15,590	16,209	16,860	17,543
Equipment under $5,000	87,117	83,112	84,822	86,201	87,460
Supplies & Materials	340,163	348,159	356,377	363,253	370,269
Sundry	12,358	12,644	12,945	13,243	13,549
Total	**$ 2,573,076**	**$ 2,641,697**	**$ 2,724,091**	**$ 2,805,972**	**$ 2,890,042**

Notable Changes

The net increase of $133, 000 to the library budget is primary driven by:

Revenue is expected to decline to $33,000 in 2026, primarily due to the anticipated elimination of late fines. This decrease will be partially offset by increases in revenue from printing and photocopying services.

Salaries and Benefits increase by $101,000. This increase is related to contractual obligations and cost of living increases for employees.

Operating Expenses increase by $16,000. This is largely driven by inflationary impacts on the collections budget and insurance premiums.

Library - Budget Drivers	Plan 2026	Estimated Tax Impact
Revenue Changes	**32,728**	**0.1%**
Misc/Other Revenues	32,728	0.1%
Salary Adjustments	**100,794**	**0.2%**
Salary & Wages	54,707	0.1%
Overhead and Benefits	46,087	0.1%
Operating Expenses	**15,563**	**0.0%**
Personnel - Training, Prof. Dues	1,840	0.0%
Contracted Services	798	0.0%
Professional Services	-50	0.0%
Communications	88	0.0%
Supplies and Materials	7,932	0.0%
Insurance and Claims	5,232	0.0%
Misc/other	1,310	0.0%
Equipment/Vehicle	-1,587	0.0%
Reserve Changes	**-15,950**	**0.0%**
Transfer from/to Reserves	-15,950	0.0%
Total	**$ 133,135**	**0.2%**

Department Performance Measures

Port Moody Public Library

MEASURES IN SUPPORT OF LIBRARY STRATEGIC DIRECTIONS

	2023 Actual	2024 Actual	2025 Actual	2026 Target	Long-Term Target	LT Target Year
Direction 1 – Enhance Library Spaces						
# In-person visits	273,522	314,369	326,964	330,000	**350,000**	**2029**
# Physical items circulated	490,187	522,335	501,315	525,000	**530,000**	**2029**
Direction 2 – Promote Community Bonds						
# of Program Participants	20,501	28,052	30,981	30,000	**35,000**	**2029**
# Active Library Members	15,718	17,205	18,148	19,000	**22,000**	**2029**
Direction 3 – Boost Digital Accessibility						
# Electronic check-outs	113,544	136,129	138,225	150,000	**170,000**	**2029**
# Website visits	177,721	176,728	194,261	200,000	**225,000**	**2029**







VIEW THE 2023-2026 COUNCIL STRATEGIC PLAN AT PORTMOODY.CA/STRATEGICPLAN

Port Moody Police

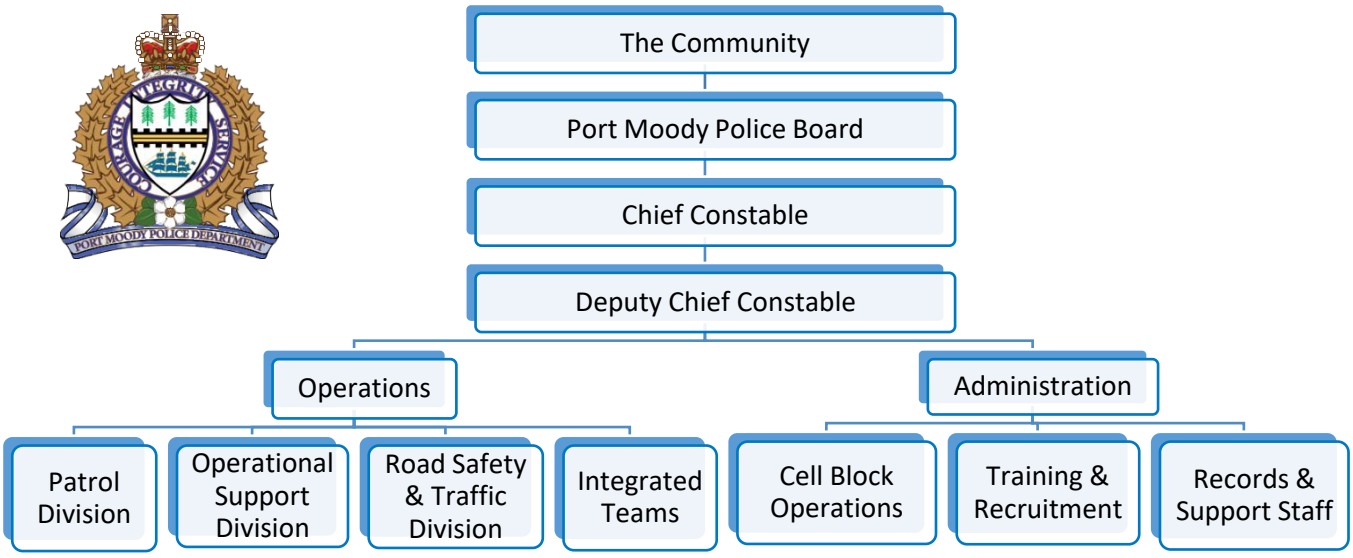
2026 - 2030 Operating Budget

PORT MOODY
CITY OF THE ARTS

Port Moody Police Department

The Port Moody Police department (PMPD) is established at 53 sworn police members and 19 civilian staff. The department also has several auxiliary civilian staff members and utilizes these employees in a part time capacity, as and when required, generally within the Administration Division.

The department is responsible for maintaining order, keeping the public peace, preventing crime, enforcing statutes, investigating provincial and federal laws and enforcing the criminal code of Canada. The department is governed by the Port Moody Police Board. The Police Board, in consultation with the Chief Constable, determines the priorities, goals and objectives of the department. The Police Board also approves all department policy and approves the budget for the PMPD.



The PMPD consists of the following divisions:

Operations (Patrol), responsible for preventing crime and enforcing laws and is the largest and most visible section of the department. Patrol officers work 24/7 and wear a standardized police uniform and drive fully marked police vehicles with some unmarked vehicles in the fleet. Patrol officers respond to every call for service and investigate complaints from the public.

Operations (Support Division), responsible for forming multi-disciplinary teams with police expertise in mental health, youth liaison, and community volunteer programs along with media liaison. The division includes uniformed officers in the Community Services Section (CSS), Major Crime Unit, Community Action Team, a Crime Analyst, and Victim Services.

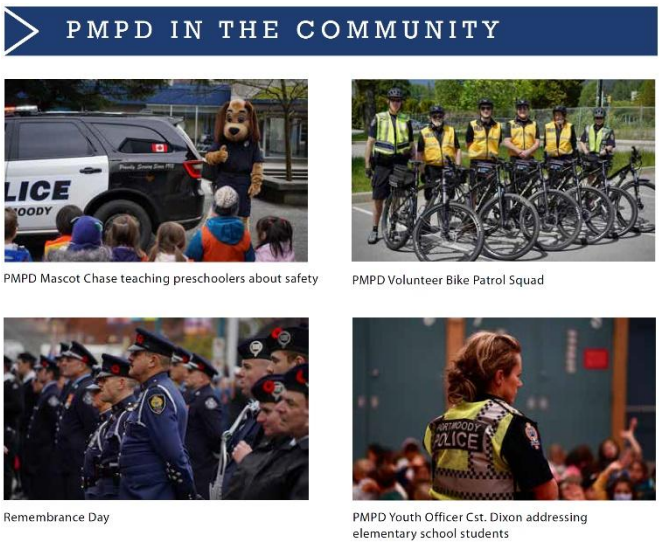
Operations (Road Safety Unit & Traffic Division), responsible for working with the community to identify problem areas to reduce harm and non-compliance to the Motor Vehicle Act. Members also work with Commercial Vehicle Safety Enforcement officers and the City of Port Moody Engineering department and City By-Law department on citizen complaints and design issues.

Integrated Teams, responsible for highly specialized policing duties. The PMPD participates in regional teams and have members embedded into the regional homicide team (IHIT), the regional police dog team (IPDS), the regional Emergency Response Team (ERT), the regional forensic identification service (IFIS) and the regional collision analysis and reconstruction service (ICARS).

These specialized teams operate throughout the metro Vancouver area. Many of the other independent municipal police agencies also second members to these teams and utilize their expertise when required.

Administration Division, responsible for supporting the entire department utilizing mainly civilian (CUPE) employees who work to manage the operation of the cell block, exhibits, vehicle fleet, file records, transcriptions of statements, court liaison, IT services, finance and human resources. Police members within Administration include Officers on the Senior Management Team along with training, recruitment, and policy coordination.

Department Priorities and Key Initiatives



PMPD Mascot Chase teaching preschoolers about safety

PMPD Volunteer Bike Patrol Squad

Remembrance Day

PMPD Youth Officer Cst. Dixon addressing elementary school students

The Port Moody Police are responsible for public safety within the City of Port Moody. The department's main priority is crime prevention, the detection and investigation of crime along with enforcement of the criminal and provincial law. The PMPD are heavily involved in responding to and assisting vulnerable populations within the city. Persons affected by untreated mental illness, missing persons, those affected by poverty and homelessness, along with substance use, continues to be complex work for police. Frequently, police interactions with these vulnerable sectors do not relate to any criminal investigation but are related to general social issues.

The PMPD are committed to reducing crime through targeted enforcement of prolific offenders. Police visibility is also a key initiative as it relates to patrols within our parks and at community events. Finally, road safety is also a key local priority for the PMPD. This includes the detection of impaired drivers involving alcohol or drugs along with the enforcement of by-laws and the Motor Vehicle Act.

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

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

Budget Highlights

The 2026-2030 Financial Plan includes the required expenditures to deliver the necessary programs and services to the community. The 2026 budget plan maintains the current level of service for policing in the city. The department faces cost pressures, the majority of which are nondiscretionary in nature.

Revenues include proceeds from traffic fines represent $460,000 (66.2%) of the total revenues.

Salaries and benefits represent a significant portion of the annual operating expenses at $13,141,000 (71.5% of total expenses). It includes the anticipated salaries and benefits as well as overtime costs for the police members and civilian staff.

Consulting and professional services are $2,213,000 (12.0% of total expenses), consist of quarterly E-Comm dispatch charges, integrated teams, internal audits, and other outsourced police services.

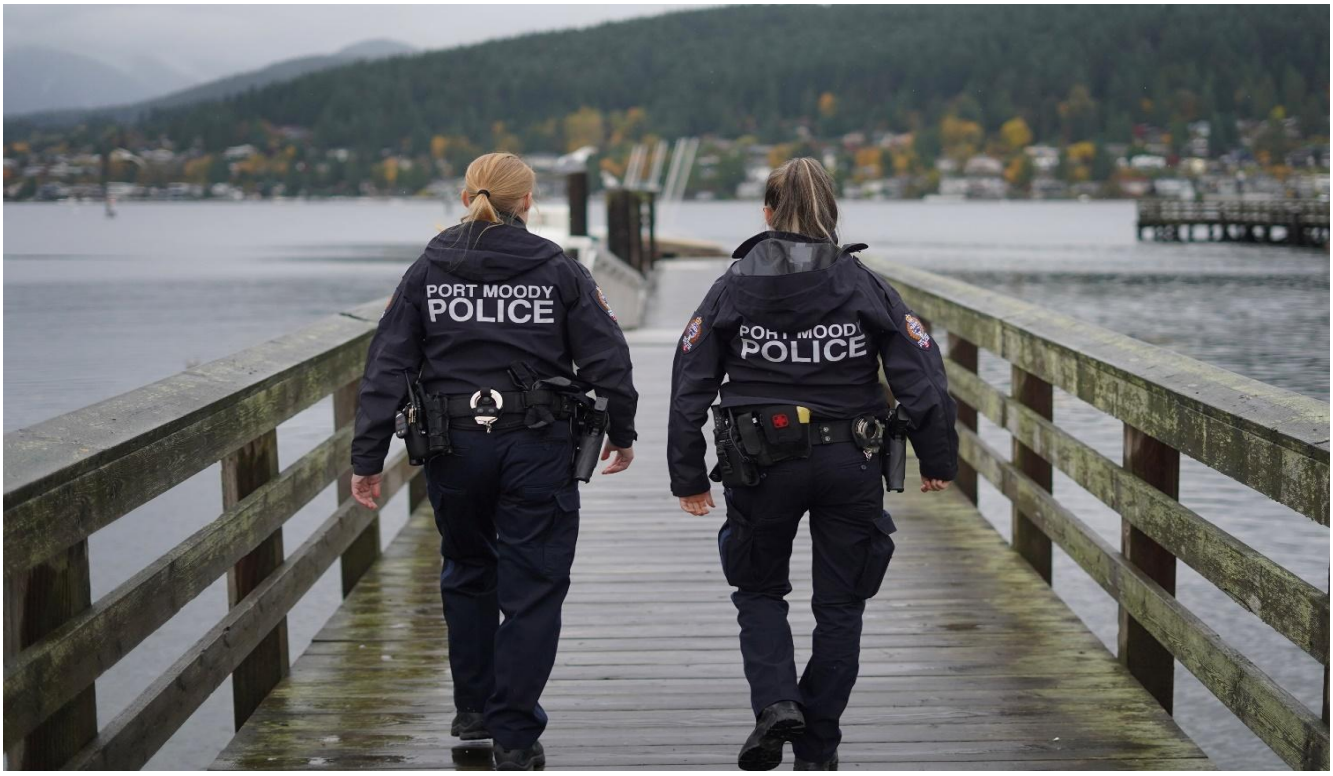
Equipment and vehicle expenses are $996,000 (5.4% of total expenses). This includes prime user fees and vehicle related costs which include transfers to the equipment replacement reserve for replacement of the fleet as well as maintenance, insurance, and lease costs.

Government payments are $327,000 (1.8% of total expenses) which relate to E-Comm for user fees for radio and equipment levy.

Recoveries are $290,000 (1.6% of total expenses) which consist of transfers to the Facilities department for building maintenance as well as to HR for personnel services.

All **remaining operating expenses** are $1,040,000 (5.7% of total expenses) which include training and development, firearms, uniforms, communications, janitorial as well as community.

Transfers to reserves at $366,000 (2.0% of total expenses) represents the transfers to both operating and capital reserves. Transfers to the equipment replacement reserve for replacement of the vehicle fleet are not included here as they are reflected instead in the Equipment and vehicle category.



Police - Budget Summary	Plan 2026	Plan 2027	Plan 2028	Plan 2029	Plan 2030
Revenues	**-694,493**	**-709,565**	**-674,774**	**-668,920**	**-707,999**
Front Counter Services & Recoveries	-116,110	-116,110	-116,110	-116,110	-116,110
Provincial Traffic Fines	-460,000	-460,000	-460,000	-460,000	-460,000
Provincial Grants	-92,383	-92,523	-92,664	-92,810	-92,957
Tsf from reserves-operating	-26,000	-40,932	-6,000		-38,932
Expenses	**18,374,409**	**19,120,408**	**19,719,075**	**20,394,506**	**21,140,581**
Salary and Benefits	13,141,791	13,625,870	14,034,647	14,484,236	14,948,083
Personnel Services	449,924	481,323	468,101	477,462	493,414
Contracted Services	84,905	86,564	88,255	89,980	91,741
Consulting and Prof Services	2,213,072	2,333,147	2,413,925	2,523,411	2,664,927
Communications	113,011	115,272	117,577	119,928	122,328
Equipment and Vehicle expenses	996,422	1,039,334	1,069,119	1,096,378	1,137,071
Supplies & Materials	274,076	288,569	285,163	290,872	296,696
Gov't Payments	327,335	356,795	388,907	423,908	462,060
Sundry	117,969	108,114	122,287	112,505	126,769
Recoveries	290,104	299,798	310,015	320,937	332,315
Tsf to reserves-operating	18,799	14,333	23,799	29,799	10,333
Tsf to reserves-capital	347,000	371,290	397,280	425,090	454,846
Total	**$ 17,679,916**	**$ 18,410,844**	**$ 19,044,300**	**$ 19,725,586**	**$ 20,432,582**

Notable Changes

The Department's 2026 Operating Budget, which represents the total all-in cost of policing in Port Moody, increased by $1,153,000 over the prior year, which has an estimated tax impact of 1.9%.

Salary represents the largest component reflecting the anticipated cost of living and benefit load for employment of our members and civilian staff. In addition, the higher cost of delivery of specialized policing services by the regional integrated teams along with higher IT software costs resulted in increased expenditures in professional services. Inflationary pressures, increased cost of new recruit training, funding of capital expenditures, together with cost to phase in an establishment of dedicated dispatch capacity with ECOMM also contributed to the overall increase in operating expense.

One notable remark is the Department's roll-out for the implementation of the body worn camera ("BWC") program, which is becoming more wide-spread and operational in many Canadian cities as the need for public trust, accountability and transparency continues to grow. The Department received overall positive feedback supporting the use of BWC technology for policing in Port Moody based on results of a municipal survey conducted in 2024. Recognizing the pressures and constraints facing the City, the Department has made changes within the organization, in order to self-fund a new civilian position required for the implementation of the BWC program without seeking additional funding from the City.

Police - Budget Drivers	Plan 2026	Estimated Tax Impact
Revenue Changes	**-11,137**	**0.0%**
Provincial Traffic Fines	-11,000	0.0%
Provincial Grants	-137	0.0%
Salary Adjustments	**722,270**	**1.2%**
Salary & Wages	522,070	0.8%
Overhead and Benefits	200,200	0.3%
Operating Expenses	**377,409**	**0.6%**
Personnel - Training, Prof. Dues	46,912	0.1%
Contracted Services	1,627	0.0%
Professional Services & Government payments (excluding ECOMM)	178,391	0.3%
Communications	12,022	0.0%
Supplies and Materials	12,451	0.0%
Sundry	11,496	0.0%
Equipment and Vehicle (excluding Internal Garage charges)	-7,725	0.0%
Interdepartmental Facilities Maintenance Recoveries	12,367	0.0%
Internal Garage Charges	20,472	0.0%
E-COMM Charges	89,396	0.1%
Reserve Changes	**60,315**	**0.1%**
Transfer from/to Reserves	60,315	0.1%
Service Impacts City	**4,400**	**0.0%**
Operating Impact on capital projects	4,400	0.0%
Total	**$ 1,153,257**	**1.9%**

Utility

2026 - 2030 Operating Budget

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Drainage

The Drainage reserve saw a significant increase in annual funding beginning in 2020 to balance the reserve and address the shortfall identified in the City's Asset Management Plan, which indicates that an annual investment of approximately $1,600,000 (based on 2013 figures) is required for storm drainage infrastructure replacement and maintenance.

The significant increase will allow for implementation in future years of the Moody Centre storm drainage improvements as identified in the Moody Centre Stormwater Management Servicing Plan and endorsed by Council on September 17, 2019 (*CW19/136*). This will also support anticipated future capital work as City Integrated Stormwater Management Plans for remaining watersheds are completed and as the City continues work towards a natural asset management program.

Consolidated Budget

Drainage - Budget Summary	Plan 2026	Plan 2027	Plan 2028	Plan 2029	Plan 2030
Revenues	**-2,886,913**	**-3,094,241**	**-3,355,518**	**-3,627,915**	**-3,959,441**
Other Revenue	-1,110	-1,248	-1,385	-1,355	-1,322
Sewer Utility Fees and Charges	-2,817,704	-3,027,518	-3,287,890	-3,564,174	-3,895,613
Transfer from other govt-capital other	-59,620	-59,620	-59,620	-59,620	-59,620
Tsf from reserves-capital	-8,479	-5,855	-6,623	-2,766	-2,887
Expenses	**2,886,913**	**3,094,241**	**3,355,518**	**3,627,915**	**3,959,441**
Salary and Benefits	411,350	424,456	436,995	449,724	463,027
Contracted Services	21,872	22,266	22,689	23,143	23,606
Insurance & Claims	8,667	9,100	9,555	10,033	10,534
Lease & Rentals	1,300	1,300	1,300	1,300	1,300
Equipment under $5,000	195,883	205,580	212,549	218,261	223,245
Supplies & Materials	28,050	28,595	29,181	29,807	30,448
Gov't Payments	576,808	599,880	660,468	719,910	814,938
Recoveries	10,629	10,944	11,267	11,590	11,938
Transfer to Funds	8,479	5,855	6,623	2,766	2,887
Tsf to reserves-capital	1,623,877	1,786,265	1,964,891	2,161,380	2,377,519
Total	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**



Notable Changes

Transfers to the Drainage Capital Reserve are increasing by $148,000, bringing the total to $1,624,000, a 10.0% increase from 2025. This reflects the need to bolster reserves to support capital replacement and renewal projects related to the City's drainage infrastructure.

Service Impacts of $35,000 is proposed for a drainage maintenance vehicle to support the creation of a dedicated drainage maintenance crew. This crew will provide preventative maintenance, inspections, and reactive maintenance work within ravines and other natural drainage areas and improve service delivery. This added capacity will also free up capacity within the Operations work group, where this work is currently directed, to increase road and active transportation network maintenance.

Metro Vancouver levies allocated to Drainage are expected to increase by $9,000 totaling $577,000, up 1.7% from 2025.

Annual (Flat Rate) Charges, as drainage services are funded through taxation, based on 2026 assessments from the BC Assessment Authority, average residential assessed values are projected to increase slightly. As a result, drainage rates for the average residential property are expected to rise from $130 in 2025 to $137 in 2026. This represents an increase of $7, or approximately 5.38%.

Drainage - Budget Drivers	Plan 2026
Revenue Changes Utilities	**-183,430**
Annual (Flat Rate) Charges	-183,430
Salary Adjustments Utilities	**2,734**
Salary and Wages	-84
Overhead and Benefits	2,490
Recoveries	328
Operating Expenses Utilities	**-11,342**
Insurance	413
Supplies and Materials	-5,768
Contracted Services	-2,992
Equipment - Vehicles	-2,990
Leases	-5
Metro Vancouver	**9,413**
Metro Vancouver	9,413
Reserve Changes Utilities	**147,625**
Capital Transfers	147,625
Service Impacts Utilities	**35,000**
Total	**$ 0**

Sanitary Sewer



Port Moody operates a fully separated sanitary sewer system. This system conveys sewage to Metro Vancouver pump stations and Metro Vancouver trunk mains with sewage ultimately treated at the Annacis Island Waste Water Treatment Plant.

As the City's sewer system ages, Inflow and Infiltration is becoming an increasingly important issue. Inflow and Infiltration occurs when stormwater, such as from surface and roof drainage, makes its way into the sanitary sewer system, increasing system flows which can cause capacity issues and excessive wastewater treatment.

Consequently, system monitoring, evaluation, and structural repairs remain an ongoing focus for sanitary sewer capital projects. Further, Metro Vancouver is currently transitioning into a wet weather flow billing system which will increase their sanitary rates for Port Moody if Inflow and Infiltration is not managed and reduced

Consolidated Budget

Sanitary Sewer - Budget Summary	Plan 2026	Plan 2027	Plan 2028	Plan 2029	Plan 2030
Revenues	**-9,683,032**	**-10,188,945**	**-11,052,440**	**-11,931,677**	**-13,151,409**
Other Revenue	-33,650	-34,497	-35,237	-35,750	-36,393
Sewer Utility Fees and Charges	-9,495,996	-10,007,520	-10,868,637	-11,746,697	-12,965,426
Rev-own sources-investment income	-120,000	-120,000	-120,000	-120,000	-120,000
Tsf from reserves-capital	-33,386	-26,928	-28,566	-29,231	-29,590
Expenses	**9,683,032**	**10,188,945**	**11,052,440**	**11,931,677**	**13,151,409**
Salary and Benefits	730,320	753,369	775,679	798,313	821,593
Personnel Services	4,741	4,827	4,918	5,017	5,117
Contracted Services	100,400	102,027	103,776	105,651	107,565
Consulting and Prof Services	7,517	7,563	7,611	7,664	7,718
Utilities	10,957	11,354	11,789	12,242	12,670
Communications	3,000	3,000	3,000	3,000	3,000
Insurance & Claims	83,405	88,177	93,272	98,711	104,517
Lease & Rentals	10,000	10,000	10,000	10,000	10,000
Equipment under $5,000	168,476	178,387	185,514	191,360	196,462
Supplies & Materials	48,486	49,342	50,263	51,250	52,257
Gov't Payments	5,033,626	5,234,900	5,763,354	6,281,821	7,110,637
Sundry	1,845	1,878	1,914	1,952	1,992
Recoveries	945,245	972,245	1,000,253	1,029,170	1,058,930
Transfer to Funds	115,227	110,111	113,155	114,792	116,142
Tsf to reserves-capital	2,419,786	2,661,764	2,927,941	3,220,735	3,542,808
Total	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

Notable Changes

Metro Vancouver Base Increase costs are projected to rise by $305,000, bringing the total to $5,034,000, representing a 6.4% increase. This reflects anticipated annual rate increases based on Metro Vancouver's preliminary budget information.

Transfers to the Sewer Capital reserve increase by $220,000 to $2,420,000, which represents a 10.0% increase to the reserve contribution over 2025 and will be used to fund capital replacement and renewal projects related to the City's sewer infrastructure.

Salary and Wages increase by $155, 000 to $730,000, primarily due to projected contractual obligations and cost-of-living adjustments for employees.

Operating Expense increase by $13,000, mainly due to $10,000 increase in lease and $6,000 increase in insurance, offset by $3,000 decrease in utilities charges.

Metered Revenues increase by $305,000. For users whose sewage output is metered, volume is based on meter readings. For users whose sewage output is not metered, volume is deemed to be 80% of water consumed. Charges for sewage volume produced are proposed to increase from $3.79 per 100ft^3 to $4.01 to reflect the same increase as the proposed sewer annual flat fee.

Sanitary Sewer - Budget Drivers	Plan 2026
Revenue Changes Utilities	**-692,142**
Annual (Flat Rate) Charges	-677,142
Penalty Revenue	-5,000
Metered Charges	-10,000
Salary Adjustments Utilities	**154,860**
Salary and Wages	13,355
Overhead and Benefits	14,389
Recoveries	127,116
Operating Expenses Utilities	**12,748**
Insurance	5,756
Supplies and Materials	854
Misc./Other	1,167
Contracted Services	1,373
Equipment - Vehicles	-3,040
Personnel	70
Utilities	-3,282
Leases	9,850
Metro Vancouver	**304,553**
Metro Vancouver	304,553
Reserve Changes Utilities	**219,981**
Capital Transfers	219,981
Total	**$ 0**

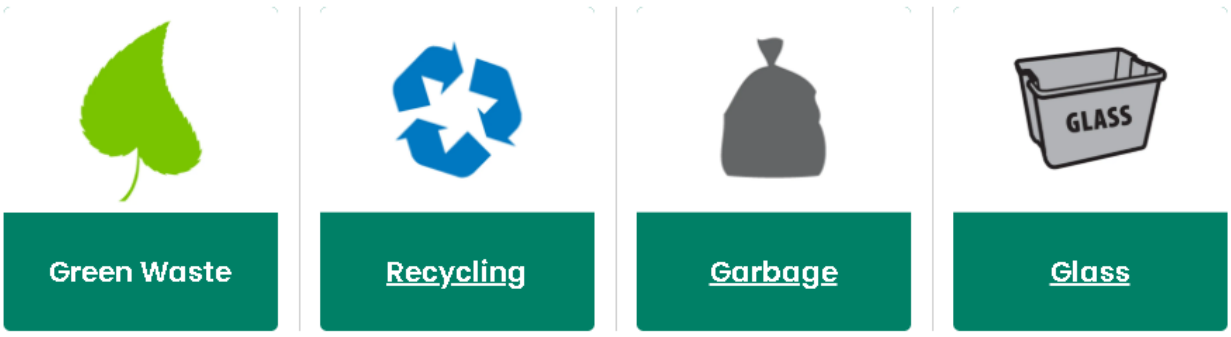
Solid Waste

The Solid Waste Utility is divided into Garbage, Recycling, Green Waste, and Glass. Each function is self-balancing (revenues and fees equal expenses) and has a separate rate. Overall, the Solid Waste fees are expected to increase $18 or 3.58% to $521 for 2026.

Currently, a major focus of the Solid Waste Utility is reducing the level of contamination in the recycled materials the City collects to more closely meet Recycle BC targets for single-stream processors.

Consolidated Budget

Solid Waste - Budget Summary	Plan 2026	Plan 2027	Plan 2028	Plan 2029	Plan 2030
Revenues	**-4,239,226**	**-4,363,417**	**-4,474,519**	**-4,580,168**	**-4,648,831**
Sale of services-environmental health	-4,212,553	-4,335,951	-4,446,433	-4,551,855	-4,620,048
Other Revenue	-26,673	-27,466	-28,086	-28,313	-28,783
Expenses	**4,239,226**	**4,363,417**	**4,474,519**	**4,580,168**	**4,648,831**
Salary and Benefits	925,678	955,086	983,485	1,012,301	1,041,941
Personnel Services	14,949	14,949	14,949	14,950	14,949
Contracted Services	544,800	544,800	544,800	544,800	544,800
Consulting and Prof Services	6,922	6,922	6,922	6,922	6,922
Communications	27,393	27,540	27,693	27,851	27,931
Insurance & Claims	20,025	21,427	22,927	24,532	26,249
Equipment under $5,000	1,371,784	1,436,438	1,487,733	1,531,907	1,537,759
Supplies & Materials	21,800	21,800	21,800	21,800	21,800
Gov't Payments	310,280	314,884	319,831	325,138	330,551
Sundry	45,000	45,000	45,000	45,000	45,000
Recoveries	834,082	858,058	882,865	908,454	934,415
Tsf to reserves-operating	10,000	10,000	10,000	10,000	10,000
Tsf to reserves-capital	106,514	106,514	106,514	106,514	106,514
Total	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**



Notable Changes

Salary and Wages are increasing by $136,000. This is primarily driven by projected increases in the cost of employee benefits and contracted salary increases.

Operating Expense increase by $37,000, which includes an $80,000 increase in vehicle charges offset by a $42,000 reduction in contracted services.

Vehicle Charges increase by 6.2% over 2025. This includes day-to-day operating expenses (fuel, insurance, maintenance) as well as the annual replacement provision. The Solid Waste vehicles are operated four to five days a week, up to ten hours per day. They travel throughout their collection routes within the City, an area with challenging terrain, as well as on the highway to deposit loads of refuse, organic waste, and recycling. Due to their regularly scheduled use and direct link to residential service levels, it is imperative that they function at full capacity.

Metro Vancouver garbage disposal costs are expected to increase by $16,000, bringing the total to $310,000, reflecting a 5.4% increase from 2025.

Solid Waste - Budget Drivers	Plan 2026
Revenue Changes Utilities	**-188,368**
Annual (Flat Rate) Charges	-153,285
Recycle BC	-35,088
Salary Adjustments Utilities	**135,657**
Salary and Wages	20,857
Overhead and Benefits	15,077
Recoveries	99,723
Operating Expenses Utilities	**36,931**
Communications	-2,566
Insurance	1,548
Contracted Services	-42,384
Equipment - Vehicles	80,333
Metro Vancouver	**15,780**
Metro Vancouver	15,780
Total	**0**

Water

The City operates a water system in accordance with the BC Drinking Water Protection Act. Our goal is to provide reliable and high-quality water, and we deliver approximately 5 million cubic metres of water per year to customers. In addition, the City supplies water to the Village of Anmore via the City's north shore reservoir and pump station system.



Consolidated Budget

Water - Budget Summary	Plan 2026	Plan 2027	Plan 2028	Plan 2029	Plan 2030
Revenues	**-10,539,132**	**-11,136,537**	**-11,793,331**	**-12,439,389**	**-13,149,860**
Other Revenue	-33,469	-34,496	-35,236	-35,749	-36,392
Water Utility Fees and Charges	-10,346,797	-10,948,723	-11,604,593	-12,252,513	-12,961,628
Rev-own sources-investment income	-120,000	-120,000	-120,000	-120,000	-120,000
Tsf from reserves-capital	-38,865	-33,318	-33,501	-31,127	-31,839
Expenses	**10,539,132**	**11,136,537**	**11,793,331**	**12,439,389**	**13,149,860**
Salary and Benefits	1,010,227	1,040,457	1,070,103	1,100,245	1,124,327
Personnel Services	8,152	8,299	8,457	8,626	8,799
Contracted Services	355,250	361,645	368,516	375,886	383,404
Consulting and Prof Services	41,730	41,730	41,730	41,730	41,731
Utilities	183,243	190,614	198,257	206,207	214,514
Communications	13,237	13,284	13,334	13,388	13,442
Insurance & Claims	110,958	117,158	123,751	130,764	138,225
Equipment under $5,000	232,564	246,333	256,229	264,341	271,417
Supplies & Materials	180,213	183,443	186,914	190,637	194,433
Gov't Payments	5,323,072	5,434,800	5,582,585	5,699,090	5,857,985
Sundry	1,430	1,430	1,430	1,430	1,430
Recoveries	753,844	775,258	797,358	820,188	843,678
Transfer to Funds	115,265	111,145	112,633	111,621	113,713
Tsf to reserves-capital	2,209,945	2,610,940	3,032,034	3,475,237	3,942,761
Total	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**

Notable Changes

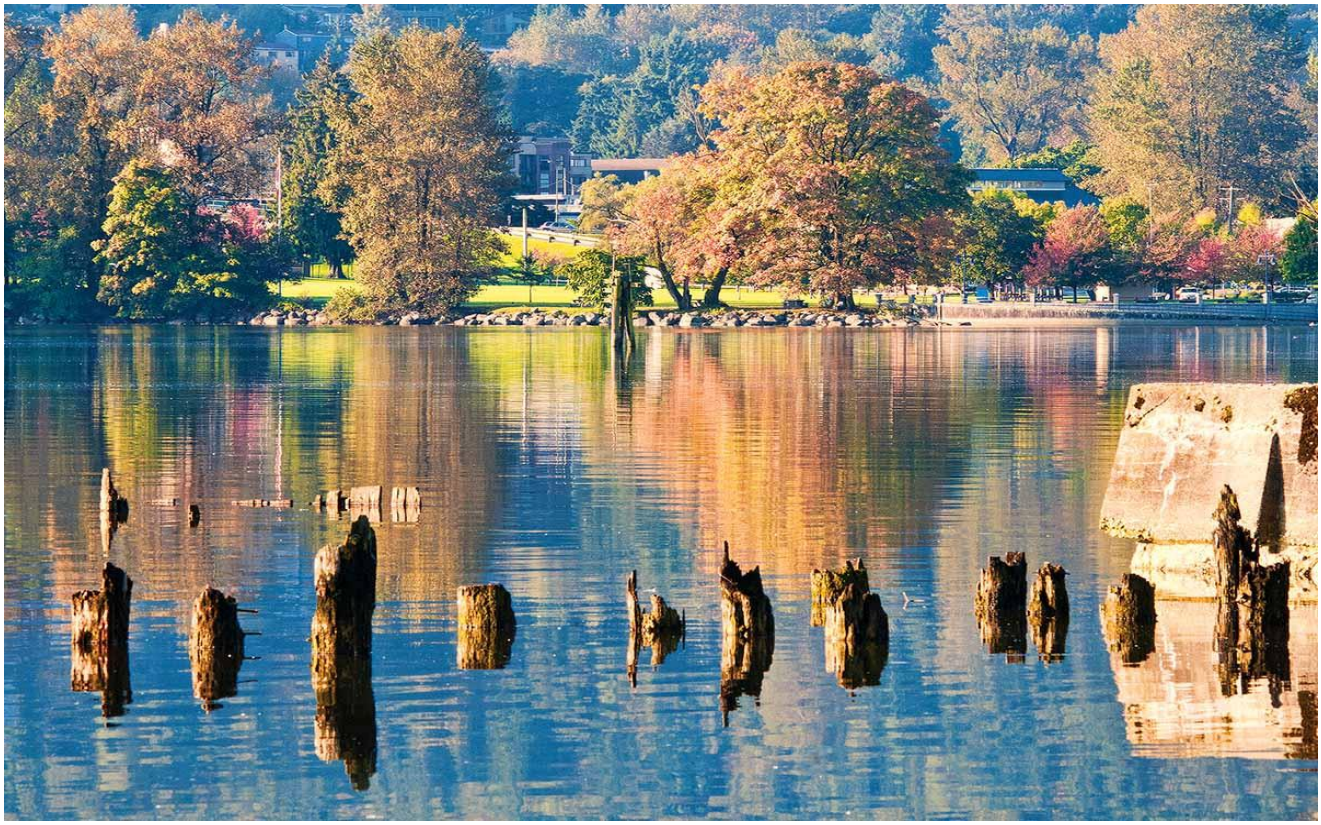
Transfers to the Water Capital Reserve are increasing by $383,000, bringing the total to $2,210,000. This represents a 20.9% increase over 2025. These transfers help support future capital projects and water infrastructure renewal, ensuring long-term sustainability for the water system.

Metro Vancouver water charges, levied by the Greater Vancouver Water District (GVWD), are estimated to rise by 6.5% or $324,000 for 2026.

Salary and Wages including benefits, are increasing by $152,000, primarily due to adjustments to the overhead and benefits.

Operating Expenses total $67,000. Several accounts have been adjusted through the 2026 budget process to better reflect future expense estimates. This has occurred throughout accounts and cost centres in the Water utility. These changes are summarized as operating expense changes on the utility executive summary.

Metered Revenues increase by $50,000. For users whose water service is metered, charges are proposed to increase by 8.5% rising from $3.51 to $3.81 per 100ft^3 to reflect the same increase as the proposed water annual flat fee.



Water - Budget Drivers	Plan 2026
Revenue Changes Utilities	**-926,235**
Annual (Flat Rate) Charges	-876,235
Metered Charges	-50,000
Salary Adjustments Utilities	**152,379**
Salary and Wages	33,060
Overhead and Benefits	17,862
Recoveries	101,457
Operating Expenses Utilities	**66,659**
Communications	38
Insurance	7,279
Equipment - Other	2,116
Supplies and Materials	5,435
Misc./Other	934
Contracted Services	48,322
Equipment - Vehicles	-4,245
Personnel	121
Utilities	6,659
Metro Vancouver	**324,475**
Metro Vancouver	324,475
Reserve Changes Utilities	**382,722**
Capital Transfers	382,722
Total	**$ 0**

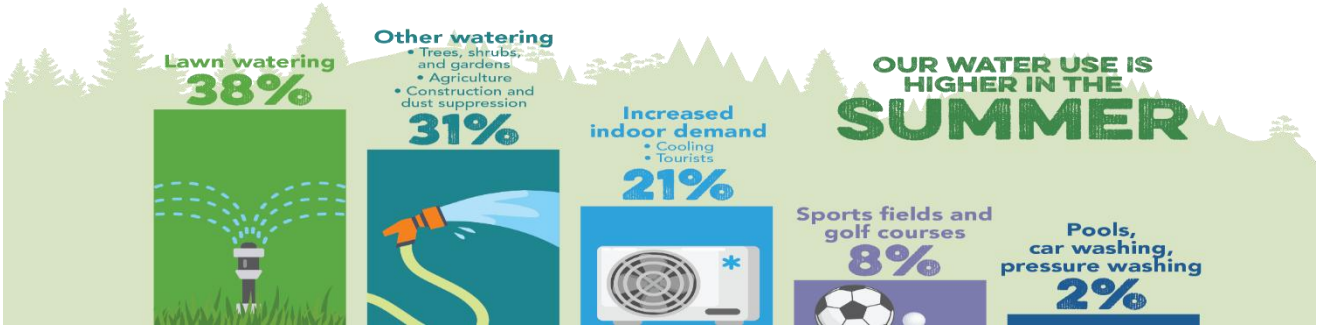


Image courtesy of Metro Vancouver



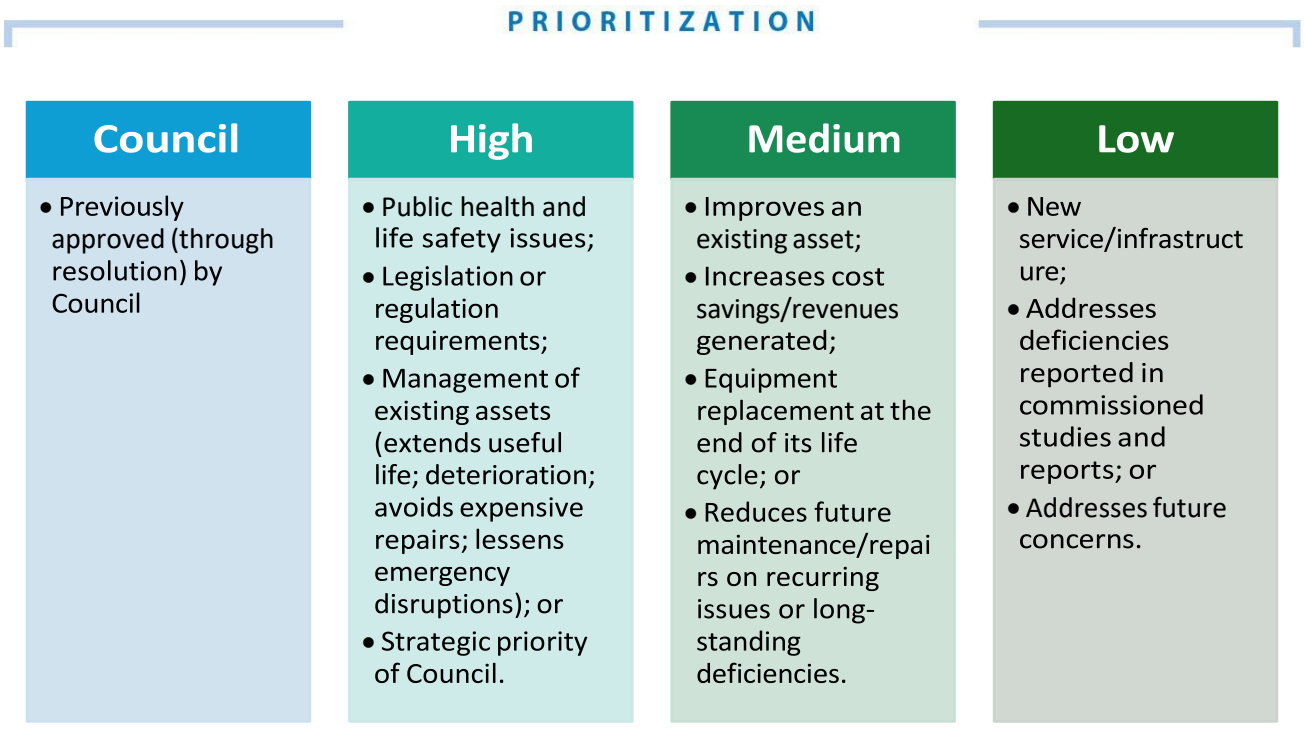
Section VI
Capital Budgeting

How to Read the Capital Plan?

The Capital Plan begins with an overview of Port Moody's 2026–2030 Capital Plan, a five-year strategy to renew infrastructure and advance climate goals through fiscally responsible, community-informed investments. It then summarizes the 2026 capital expenditures by departments and strategic priorities, followed by a highlight of the top 10 projects, which collectively represent 49% of the City's total capital budget. These projects are organized into eight focus areas aligned with the Climate Action Plan, a community-wide initiative aimed at enhancing the City's resilience to climate change and reducing greenhouse gas emissions.

The Plan also outlines a diversified funding strategy for 2026–2030, drawing from multiple sources to support continued investment in core services and infrastructure. Finally, it reviews the City's use of debt, emphasizing that debt is a vital financial tool that enables the City to deliver major infrastructure projects while maintaining essential services without overburdening taxpayers.





Capital Plan Overview

Port Moody 2026–2030 Capital Plan

Port Moody's 2026-2030 Capital Plan is built on strategic, long-term financial planning and reflects Council's priorities for sustainable infrastructure renewal and growth. By law, the City must adopt a five-year financial plan (Community Charter s.165) to encourage strategic decision-making. The capital budget funds large, multi-year projects to maintain, upgrade and replace core infrastructure and facilities, in alignment with Council's Strategic Plan and climate goals. Throughout the planning process, staff relied on public input and expert studies, and they framed projects within Council-endorsed frameworks like the Parkland Strategy and the Master Transportation Plan update (to integrate the 2020 Climate Action Plan targets). These plans along with community feedback guide capital investment choices to ensure transparency, public benefit and consistency with long-term objectives (e.g., healthy, connected communities and a resilient environment).

Capital Investment Priorities (2026–2030)

In 2026, the City continues to invest in essential infrastructure, public spaces, climate resilience, and service modernization.

City Facilities and Infrastructure Upgrades: In 2026, facility investments focus on major renewals and safety upgrades across civic buildings. Key work includes the Arena 1 Lobby Washrooms and Arena 1 Lobby Upgrade at the Recreation Complex, the Glenayre Centre Drain Tile Rebuild, the Civic Centre Lighting Retrofit, and ongoing Emergency Capital Repairs. The year also includes the Civic Centre Glass Canopy Gutter Replacement.

Parks, Recreation, and Public Spaces: Parks projects emphasize safe access, playground renewal, and the rehabilitation of aging infrastructure. Major initiatives include replacement of the Turner Creek Bridge and Hett Creek Bridge, installation of a Natural Playground Feature at Twin Creeks, upgrading the Easthill 2–5-year playground, resurfacing Pioneer Park pathways, and completing Shoreline North trail and boardwalk repairs.

Climate Action and Environmental Initiatives: Environmental work continues to advance the Climate Action Plan through ecosystem restoration and risk reduction. Top projects include Natural Area Protection in wildfire fuel treatment zones, Ecological Restoration and Enhancement, Targeted Knotweed Removal, Erosion and Sediment Control Audits, Erosion and Revegetation Response, and ongoing Fish Passage and Habitat Enhancement to protect sensitive waterways.

Roads, Transportation, and Traffic Management: Transportation improvements focus on rehabilitation, accessibility, and operational upgrades. Significant projects include the Local Road Network Reconstruction Program, Ioco Road MRN Rehabilitation, Pedestrian Walkways and Accessibility Rehabilitation, Barnet CPKC Overpass seismic and deck work, ongoing Traffic Signal Asset Management, and St. Johns Street video actuation upgrades.

Water, Sewer, and Drainage Utilities: Utilities work represents some of the City's largest infrastructure investments. Priority projects include the Sanitary Sewer Infrastructure Program, Water Network Renewal Program, Storm Drainage Infrastructure Program, and major Moody Centre drainage improvements. Additional key work includes upgrades to PRV stations and the Parkside Drive Trail Bridge Replacement, which protects a critical sanitary main.

Digital Transformation and Corporate Systems: Modernization efforts continue with the Records Management Renewal Project, implementation of the M365 Governance Pilot, and the Community Case Management Pilot to improve customer service. Supporting technology upgrades include the Firewall Replacement, ITIL Service Delivery Implementation, and Learning Management System Replacement.

Community, Emergency, and Strategic Initiatives: The City advances community engagement, emergency readiness, and long-term planning through the South of St. Johns Neighbourhood Plan engagement, Development Approval Process improvements, and the Economic Development Work Plan. Additional priorities include Truth and Reconciliation Phase 2, creation of a Community Emergency Response Team, and ongoing Extreme Weather Preparedness Education.

Financial Strategy and Funding

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

Capital Planning: The City's capital planning process ensures that limited funding is allocated to projects that deliver the greatest community benefit while maintaining alignment with Council's strategic priorities. Funding for capital projects is contingent on the availability of funding sources and the competitiveness of each request relative to other needs.

To ensure focus and consistency, departments prioritize projects based on clear criteria: high-priority projects address public health and safety concerns, meet legislative or regulatory requirements, manage critical existing assets, or advance Council's strategic objectives; medium-priority projects enhance existing assets, improve cost efficiency, generate revenue, replace assets at end of life, or reduce future maintenance costs; and low-priority projects provide new services or infrastructure, respond to deficiencies identified in studies, or address anticipated future needs.

For the maintenance and replacement of existing infrastructure, capital projects for the maintenance and replacement of existing assets are grouped into six capital programs, with Council allocating funding for each program based on the Asset Management Investment Plan (AMIP) to ensure stable, predictable investment. Departments are responsible for managing and ranking their project submissions within the allocated funding, applying the AMIP, the ranking criteria, risk assessments, and other relevant factors.

Finally, specific policies and tracking mechanisms ensure the city meets its broader obligations. In accordance with the City's Public Art Policy (18-7940-01), major capital projects defined as those with construction budgets of $3 million or more include a 1% allocation for project-specific artwork. Furthermore, any projects that cannot be accommodated due to funding limitations are tracked for consideration in future capital plans, ensuring that evolving needs are documented and assessed over time.

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

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

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

Community Input and Governance

The 2026–2030 Capital Plan is underpinned by extensive community engagement and Council oversight. Port Moody uses its Engage Port Moody platform to solicit public feedback on the budget and capital projects. Staff presented the draft budget and project proposals in open Finance Committee sessions and held community surveys to gather input on service levels and spending priorities. The approved capital program reflects this feedback, with adjustments made in areas of strong public interest (such as parks and safety). In all cases, projects were scored against the Council Strategic Plan objectives (e.g. sustainable services, healthy community, resilient environment) to ensure alignment. City auditors and the Finance Committee review the plan annually, and any significant changes (new projects or funding shifts) are returned to Council for approval before the budget is finalized.

Looking Ahead

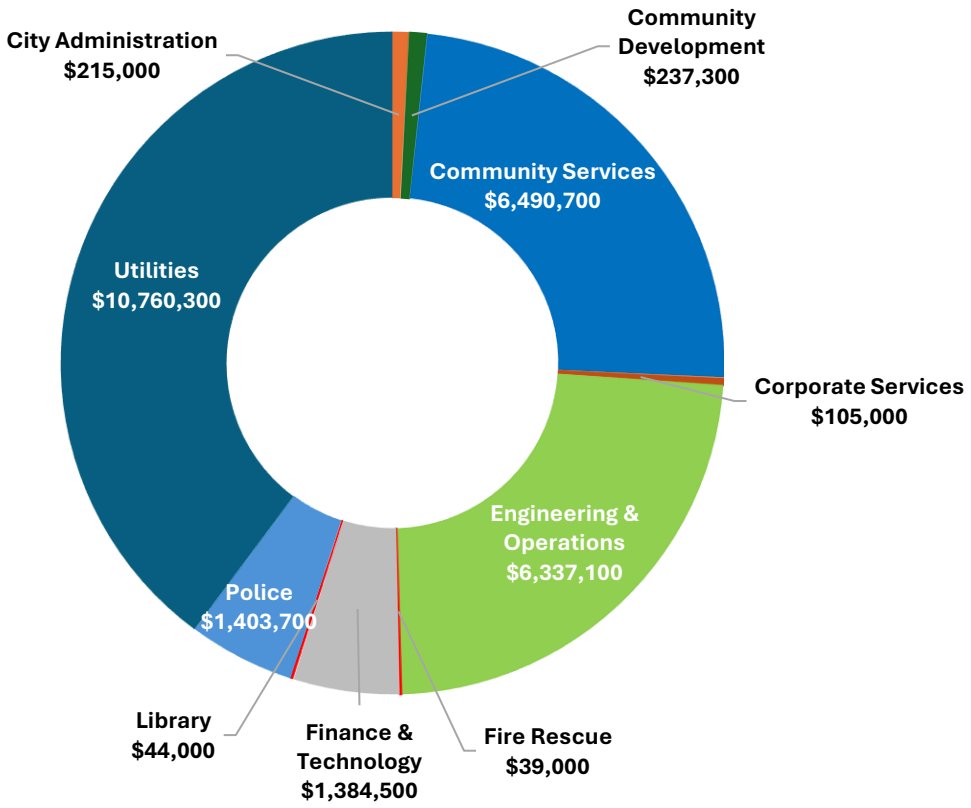
In summary, the 2026–2030 Capital Plan outlines over $92.2 million in proposed infrastructure investment, carefully balanced with Port Moody's financial capacity and strategic goals. It is guided by the City's core fiscal principles, including maintaining infrastructure, planning for asset renewal, and using reserves and debt judiciously, while responding to community needs and long-term sustainability targets. By emphasizing public safety, service quality, and environmental resilience, the Plan positions Port Moody to meet future growth and adapt to evolving provincial directives. Staff will report annually on progress and will update the plan (within the five-year framework) as priorities, technology, and funding opportunities emerge.

Port Moody Capital Plan

Capital Project by Department

Department	Total Project Count	2026	2027	2028	2029	2030
City Administration	2	215,000	150,000	125,000	125,000	125,000
Community Development	9	237,300	71,800	12,500	12,500	0
Community Services	148	6,490,700	5,566,100	3,886,800	6,045,300	3,832,400
Corporate Services	5	105,000	15,000	15,000	0	0
Engineering & Operations	119	6,337,100	10,764,300	3,515,500	4,721,900	3,248,900
Finance & Technology	23	1,384,500	281,000	205,000	1,080,000	150,000
Fire Rescue	3	39,000	120,000	0	0	0
Library	1	44,000	0	0	0	0
Police	38	1,403,700	353,100	244,000	792,900	805,500
Utilities	28	10,760,300	5,334,600	6,016,100	3,790,000	3,742,800
	376	27,016,600	22,655,900	14,019,900	16,567,600	11,904,600

2026 Capital Project by Department

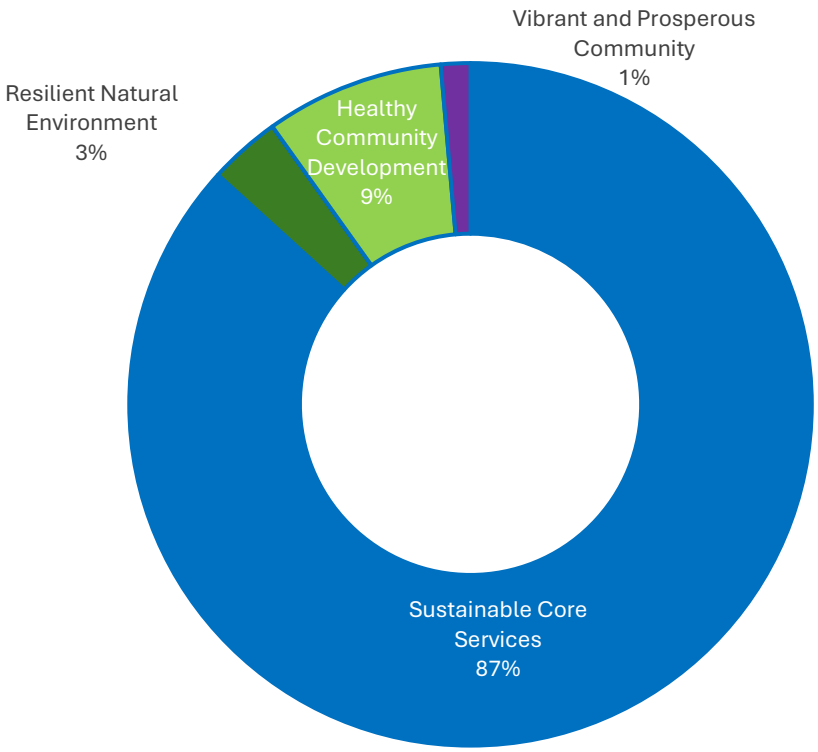


Port Moody Capital Plan

Strategic Plan Priorities

Focus Area	2026	2027	2028	2029	2030
Sustainable Core Services	23,433,000	18,855,000	11,810,600	12,228,300	9,809,200
Resilient Natural Environment	919,800	899,100	906,800	576,800	530,400
Healthy Community Development	2,286,800	2,644,300	1,265,000	3,725,000	1,535,000
Vibrant and Prosperous Community	377,000	257,500	37,500	37,500	30,000
Total - City	**27,016,600**	**22,655,900**	**14,019,900**	**16,567,600**	**11,904,600**

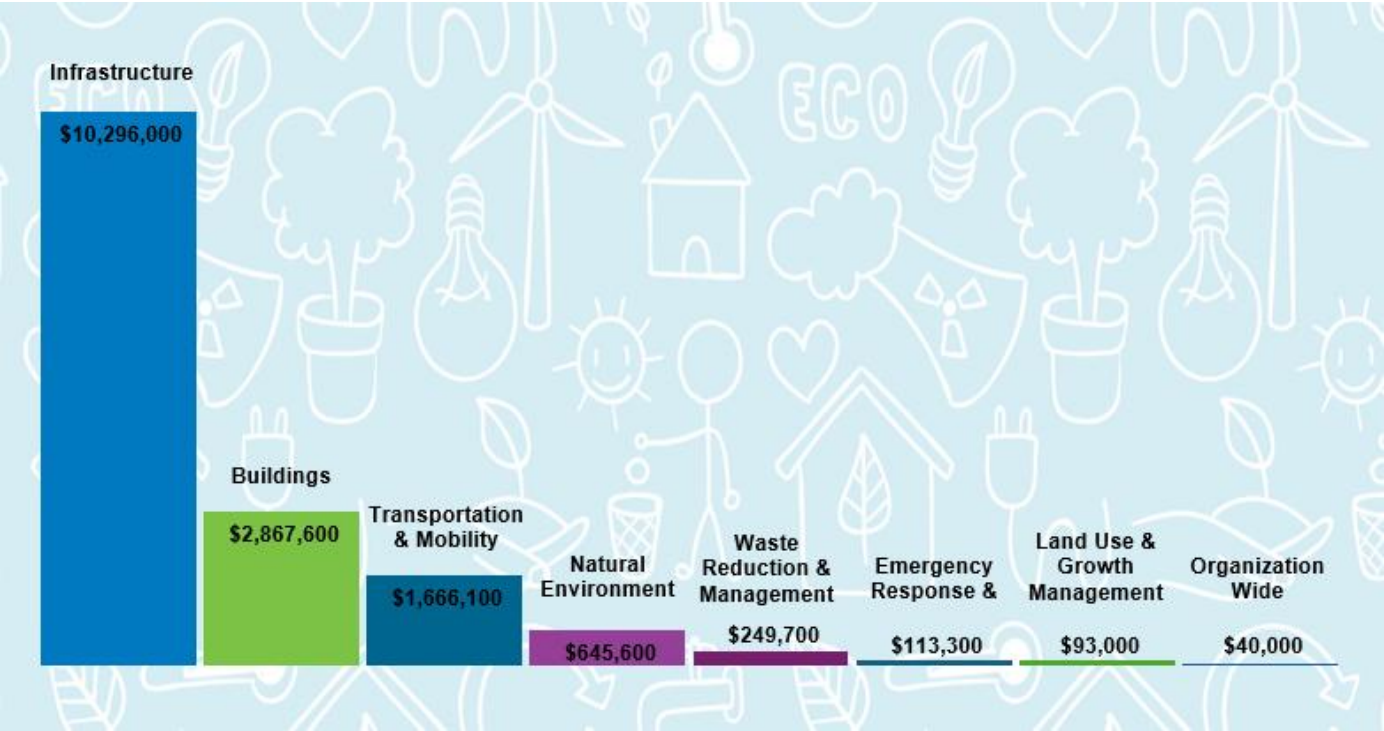
2026 Capital Project by Strategic Plan Priorities



Port Moody Capital Plan

Climate Action Related Projects

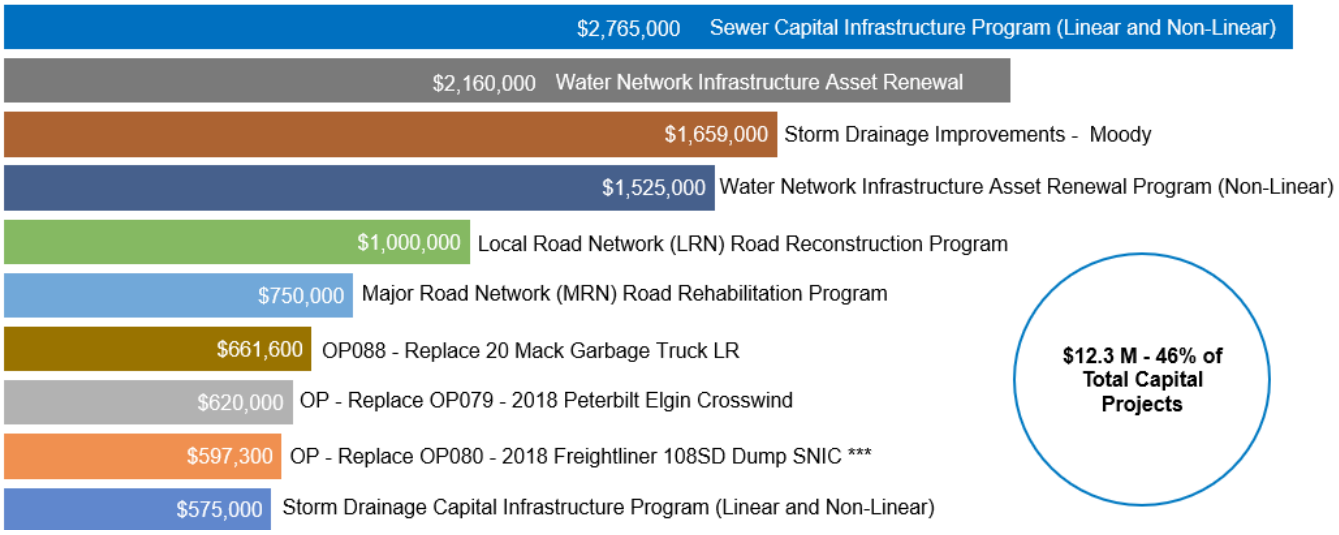
Focus Area	2026	2027	2028	2029	2030
Buildings	2,867,600	2,799,500	1,022,000	710,000	
Emergency Response & Human Health	113,300	164,300	40,000	162,000	248,700
Infrastructure	10,296,000	5,410,700	6,452,800	3,414,000	3,195,000
Land Use & Growth Management	93,000				
Natural Environment	645,600	1,824,100	876,800	551,800	565,400
Organization Wide	40,000				
Transportation & Mobility	1,666,100	3,055,300	1,291,500	2,013,900	1,005,200
Waste Reduction & Management	249,700	179,600	232,300	285,000	187,800
Total	**15,971,300**	**13,433,500**	**9,915,400**	**7,136,700**	**5,202,100**



TOP 10 Projects

The table highlights the top 10 capital projects for 2026, providing key information for each initiative.

Project ID	Project Name	Climate Action Plan	Priority	2026	Percentage of Total Projects
SD26010	Sewer Capital Infrastructure Program (Linear and Non-Linear)	Infrastructure	3. High	2,765,000	10%
WT26009	Water Network Infrastructure Asset Renewal Program	Infrastructure	3. High	2,160,000	8%
DR26009	Storm Drainage Improvements - Moody Centre	Infrastructure	3. High	1,659,000	6%
WT26023	Water Network Infrastructure Asset Renewal Program (Non-Linear)	Infrastructure	3. High	1,525,000	6%
EN26006	Local Road Network (LRN) Road Reconstruction Program	Not Applicable	3. High	1,000,000	4%
EN26009	Major Road Network (MRN) Road Rehabilitation Program	Not Applicable	3. High	750,000	3%
SO26010	OP088 - Replace 20 Mack Garbage Truck LR	Not Applicable	1. Pre-Approved	661,600	2%
FL26051	OP - Replace OP079 - 2018 Peterbilt Elgin Crosswind	Infrastructure	1. Pre-Approved	620,000	2%
FL26052	OP - Replace OP080 - 2018 Freightliner 108SD Dump SNIC ***	Transportation & Mobility	1. Pre-Approved	597,300	2%
DR26007	Storm Drainage Capital Infrastructure Program (Linear and Non-Linear)	Infrastructure	3. High	575,000	2%
Total - Top 10 Projects (by dollar)				**$12,312,900**	**46%**



Top 10 Project Highlights

Project 1: SD26010 - Sewer Capital Infrastructure Program (Linear and Non-Linear)

This program utilizes available capital from the 5-year financial plan to fund maintenance and rehabilitation projects for linear and non-linear sanitary sewer infrastructure, including an annual $75,000 allocation for asset replacement, computer model updates, and emergency repairs. By prioritizing inflow and infiltration improvements to meet Metro Vancouver requirements, the initiative ensures the collection system is consistently maintained, upgraded for capacity, and rehabilitated at the end of its service life.

Project 2: WT26009 - Water Network Infrastructure Asset Renewal Program

Funded through available capital in the 5-year financial plan, the water network infrastructure asset renewal program maintains and improves the City's drinking water system by supporting watermain replacements, large-scale facility upgrades, and an annual $100,000 allocation for emergency investigations and planning. Current priorities include an additional $3.07 million budget for the Ioco Road Utility Upgrade to fully replace 3.7 km of watermain with ductile iron, phased at $1.535 million annually across 2026 and 2027. Additionally, the program allocates funds for two major localized projects: a $1.395 million rehabilitation of the break-prone Seaforth Way watermain (requiring a $500,000 addition to its approved 2025 budget) and the $300,000 Ballantrae Court Watermain Loop, which requires a final $50,000 to eliminate a dead-end main by connecting it to the Glenayre trunk, thereby improving overall water quality and operational flexibility.

Project 3: DR26009 - Storm Drainage Improvements - Moody Centre

Addressing the limited storm drainage capacity highlighted in the 2019 Moody Centre Drainage Study, this project funds critical infrastructure improvements guided by a master servicing plan and a near-term strategy to manage overland flow paths and protect basements. Over a five-year period, these upgrades will be realized primarily alongside ongoing development, supplemented by approximately $6 million delivered directly through the City's capital plan. With detailed design work currently underway, 2026 marks Year 3 of the five-year funding plan and the scheduled commencement of construction.

Project 4: WT26023 - Water Network Infrastructure Asset Renewal Program (Non-Linear)

Funded through available capital in the 5-year financial plan, the non-linear water network infrastructure asset renewal sub-program maintains and improves the City's drinking water system by upgrading facilities such as reservoirs, pump stations, and Pressure Reducing Valve (PRV) stations. To optimize system pressure for normal operations, firefighting flows, and nighttime reductions that prolong watermain service life, the City is rehabilitating or adding six of its 16 PRV stations over five years. Following the 2025 implementations at the Dewdney Trunk Road and Guildford Way stations, the program will fund a new $700,000 PRV station in the College Park Way area in 2026, and allocate $2.5 million in 2027 to complete the final three stations in the Cecile, Angela, and Seaview neighborhoods.

Project 5: EN26006 - Local Road Network (LRN) Road Reconstruction Program

This annual road reconstruction program, operating independently from the Major Road Network budget, requires an estimated minimum of $750,000 per year to maintain the Local Road Network (LRN). Paving projects are selected based on engineering and staff assessments and are prioritized to coordinate with utility upgrades and development applications that offer contributed value for road improvements. Subject to budget availability, the program's next tentative priorities are Falcon Drive (from Noons Creek to the Coquitlam border) and McGill Drive.

Project 6: EN26009 - Major Road Network (MRN) Road Rehabilitation Program

Guided by consultants and staff assessments, this program budget funds annual road reconstruction on the Major Road Network (MRN), with the primary priority over the next five years being the 3.7 km Ioco Road corridor from First Avenue to Avalon Drive. As part of the broader Ioco Road Utility Upgrade project, this paving work requires an additional $1.7 million based on current design estimates, which will be phased over two to three years with $700,000 requested for 2026 and $1,000,000 for 2027. Additionally, following the 2024 completion of the Barnet Highway's westbound lanes, rehabilitation of the eastbound lanes has been deferred to a future date to balance the MRN Pavement Rehabilitation Reserve by the end of 2030 due to current budgetary constraints and pavement conditions.



Project 7: SO26010 - OP088 - Replace 20 Mack Garbage Truck LR

Scheduled per the vehicle replacement model, the planned replacement of unit OP088 (a 2020 Mack LR) aligns directly with the City's Vehicle and Equipment Policy (11-2130-2021-01). This initiative ensures ongoing safety and reliability through timely asset replacement, while incorporating continuous functionality reviews to guarantee that the new vehicle efficiently meets the specific operational needs of the user department.



Project 8: FL26051 - OP - Replace OP079 - 2018 Peterbilt Elgin Crosswind

The planned replacement of unit OP079, a 2018 Peterbilt Elgin Crosswind that has reached its end of life, was pre-approved in 2025 to accommodate procurement lead times. This initiative aligns with the City's Vehicle and Equipment Policy (11-2130-2021-01) by ensuring safety, reliability, and optimal replacement timing, while continuously reviewing unit functionality to guarantee the replacement efficiently meets the operational requirements of the user department.

*Project 9: FL26052 - OP - Replace OP080 - 2018 Freightliner 108SD Dump SNIC ****

Pre-approved by Council under the 2025–2029 Capital Plan, the planned replacement of unit OP080, a 2018 Freightliner 108SD Dump (SNIC) vehicle that has reached the end of its service life, aligns directly with the City's Vehicle and Equipment Policy (11-2130-2021-01). This initiative ensures ongoing safety and reliability through timely asset replacement, while incorporating continuous functionality reviews to guarantee the new unit efficiently meets the specific operational needs of the user department.

Project 10: DR26007 - Storm Drainage Capital Infrastructure Program (Linear and Non-Linear)

This program funds capital maintenance and rehabilitation for linear and non-linear storm sewer infrastructure including asset replacement, computer model updates, emergency repairs, and an annual $75,000 allocation for investigations and planning to ensure systems are maintained at end-of-life and coordinated with capacity upgrades like the Moody Centre Drainage plan. With average funding based on the City's Asset Management Investment Plan, current priorities include an additional $415,000 for the Ioco Road Utility Upgrade to construct a 2 km storm pipe, rehabilitate mains, and upgrade the Turner Creek culvert. Additionally, the program allocates $60,000 for a Stoney Creek Integrated Stormwater Management Plan (ISMP) partnership with the cities of Burnaby and Coquitlam, while preparing for a 2027 rollout of a North Shore culvert replacement program guided by recent ISMP recommendations.



Port Moody Capital Plan

Project Funding by Reserves for Years 2026 - 2030

Reserves	2026	2027	2028	2029	2030
Asset Reserve - Equipment - City	1,477,000	241,000	168,000	333,500	50,000
Asset Reserve - Equipment - Police	899,500	227,300	244,000	209,500	420,400
Asset Reserve - Facilities Maintenance	2,618,000	2,885,500	2,060,000	2,012,000	2,250,000
Asset Reserve - Parks	988,000	1,616,500	1,053,500	638,500	1,340,500
Asset Reserve - Transportation	2,715,000	2,085,000	1,795,000	1,845,000	1,835,000
Asset Reserve - Unallocated	566,400	259,300	154,800	3,040,900	157,200
Climate Action Implementation Reserve	1,676,300	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	420,000	312,500	147,500	132,500	137,000
Affordable Housing Reserve	30,000				
OHS Reserve	40,000				
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				
Equipment Replacement Reserve Fund	3,297,900	3,488,700	1,667,100	3,336,800	1,618,300
Drainage Capital Reserve	2,826,200	1,951,600	2,207,800	922,000	962,200
Sanitation Utility Reserve	147,600	70,500	70,500	70,500	70,500
Sewer Capital Reserve	3,583,100	1,294,500	1,694,500	1,759,500	1,719,500
Water Capital Reserve	4,044,100	2,095,500	1,985,500	1,010,500	1,060,500
Total Project Funding	**27,016,600**	**22,655,900**	**14,019,900**	**16,567,600**	**11,904,600**

Port Moody Capital Plan

Reserve Ending Balances for Years 2026 - 2030

Reserves	2026	2027	2028	2029	2030
Asset Reserve - Equipment - City	-1,766,727	-1,493,483	-1,094,850	-807,460	-178,388
Asset Reserve - Equipment - Police	-539,753	-396,445	-243,897	-28,935	4,249
Asset Reserve - Facilities Maintenance	-1,013,173	-1,706,006	-1,348,180	-708,188	-61,871
Asset Reserve - Parks	-389	-656,797	-650,759	-125,880	-197,680
Asset Reserve - Transportation	-2,963,519	-2,449,480	-1,380,633	-84,930	1,510,850
Asset Reserve - Unallocated	-1,612,612	-1,192,553	-591,920	73,219	823,469
Climate Action Implementation Reserve	-2,528,247	-2,726,447	-1,389,147	589,453	3,591,953
Community Amenity Contribution	1,582,830	1,382,830	1,132,830	1,132,830	1,132,830
Density Bonus	2,797,638	3,042,319	3,387,000	3,731,681	4,076,362
Development Process Reserve	4,410,722	3,844,225	3,217,862	2,478,365	1,622,343
Growing Communities Fund	231,096	231,096	231,096	231,096	231,096
Master Transportation Plan	118,961	99,293	73,716	42,053	4,120
MRN General Rehab Reserve	-962,061	-1,087,061	-712,061	-337,061	37,939
MRN Pavement Rehab Reserve	60,016	-421,282	-200,216	-4,033	170,815
New Initiatives Reserve	-971,370	-717,150	-280,437	188,465	670,039
Affordable Housing Reserve	1,286,305	984,427	673,492	353,229	23,359
OHS Reserve	338,541	384,103	429,666	475,228	520,791
Library Reserve	225,932	255,932	285,932	315,932	345,932
Local Government Climate Action Program	-41,324	337,489	315,077	292,142	818,903
Pay Parking Reserve	343,592	346,000	347,194	347,097	345,262
Public Art Reserve	264,550	254,550	254,550	244,550	244,550
Urban Forest Reserve	311,683	340,574	366,887	388,122	409,274
Waste Management Operating Reserve	146,951	146,951	146,951	146,951	146,951
Equipment Replacement Reserve Fund	4,545,821	3,461,396	4,321,386	3,605,319	4,661,929
Drainage Capital Reserve	-941,254	-1,112,444	-1,361,977	-125,362	1,287,070
Sanitation Utility Reserve	562,462	582,176	601,890	621,604	641,318
Sewer Capital Reserve	-3,231,754	-1,891,417	-686,542	745,462	2,539,180
Water Capital Reserve	-6,615,319	-6,133,197	-5,120,165	-2,686,555	163,867



Section VII
Appendices

Glossary of Terms

The following terms are defined specifically for use in the Strategic Plan, Business Plan and Five-Year Financial Plan for the City of Port Moody.

Accounting Principles: A set of generally accepted principles for administering accounting activities and regulating financial reporting.

Accrual Method Of Accounting: A method of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Audit: A professional examination of a company's financial statement by a professional accountant or group to determine that the statement has been presented fairly and prepared using Generally Accepted Accounting Principles (GAAP).

Aux: Auxiliary Employee

Balanced Budget: A budget in which revenues are equal to expenditures, and where no budget deficit or budget surplus exists.

Budget: A set of plans that quantitatively describe an entity's projected future operations. A budget is used as a yardstick against which to measure actual operating results, for the allocation of funding, and as a plan for future operations.

Budget Amendment: Significant amendments may be made to the approved Five-Year Financial Plan by completing and adopting a revised Five-Year Financial Plan. Changes to departmental operating budgets are at the discretion of the General Manager, provided these changes occur within the approved departmental budget. Any other changes must be approved by Council.

Budget Transfer: a project that has been budgeted for, but which is anticipated to exceed the approved budget.

Capital Assets: Assets of significant value and that have a useful life of greater than one year.

Capital Expenditures: Includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. It includes expenditures that result in the acquisition or addition of a capital asset or increase the capacity, efficiency, span of life, or economy of operating an existing capital asset.

Capital Plan: A comprehensive five-year corporate plan that identifies the proposed capital project expenditures and sources of financing for all departmental projects. Projects within the Capital Plan are ranked using Council's Strategic Plan to determine which will be funded. The 'funded' portion of the plan is accommodated within the given financial constraints and means of the City, and therefore, can be undertaken at the required time.

Capital Project: A project has a clearly defined start and end point related to the creation or improvement of infrastructure assets; it is not a repetitive activity.

Capital reserve:

Community Amenity Contribution (CACs): Community Amenity Contributions are in-kind or cash contributions provided by property developers when City Council grants development rights through rezoning.

The demand on City facilities increases with rezonings, because of new residents and employees in the area. To lessen the impact on the community CACs address this increased demand by adding and expanding City facilities.

Community Charter: The provincial legislation governing local governments. This legislation replaced the Local Government Act in 2003.

Council Strategic Plan: Provides a framework for the decisions Council will make and guides our approach for delivering services to our community

CUPE: Canadian Union of Public Employees.

Deficit: The excess of an entity's liabilities over its assets or excess of expenditures over revenues during a single accounting period.

Density Bonus: Density Bonuses offer a development project a level of density that surpasses the allowable Floor Area Ratio (FAR) in exchange for additional amenities needed by the community. It is essentially an exchange system that allows local governments to permit developers to build larger multi-family buildings in exchange for their contribution to amenities that benefit the community.

Development Cost Charges (DCCs): A fee imposed on new development to help fund growth-related infrastructure.

Expenditures: The cost of goods and services received for both the regular City operations and the Capital Plan.

Financial Plan: Provides the statutory approval to expend funds, once approved by City Council. Approval for the Five- Year Financial Plan is granted on an annual basis for operating purposes and for the life of capital projects beginning in the first year of the plan period.

FTE: Full-Time Equivalent staffing positions.

Fund: A fiscal entity of self-balancing accounts that are segregated for the purpose of providing a specific service or activity.

Fund Balance: The cumulative total of the fund's revenue, expenditures, debt payments, debt proceeds and inter-fund transfers.

GAAP: Generally Accepted Accounting Principles, which are the conventions, rules and procedures that define accepted accounting practices.

General Fund Activities: Departments that are funded wholly or in part through property taxes and user fees.

Grant: A financial contribution to or from governments and organizations.

GVS&DD: Greater Vancouver Sewer and Drainage District

GVWD: Greater Vancouver Water District

IAFF: International Association of Fire Fighters

Liability: A loan, expense, or any other form of claim on the assets of an entity that must be paid or otherwise honoured by that entity.

Metro Vancouver: (formerly GVRD) Metro Vancouver is a federation of 21 municipalities, one Electoral Area and one Treaty First Nation that collaboratively plans for and delivers regional-scale services such as drinking water, wastewater treatment and solid waste management.

Operating budget: A financial plan outlining projected revenue and expenditures for the on-going, day-to-day activities of an organization during a given fiscal period.

Over Budget: a project that has been budgeted for, but which is anticipated to exceed the approved budget.

PMPD: Port Moody Police Department

Process: Processes are the repetitive activities that take place throughout the organization: the tasks, responsibilities and day-to-day operations. Some are focused on customers, others are step-by-step practices towards specific outcomes and others are focused on internal operations.

PSAB: The Public Sector Accounting Board (PSAB) was created to serve the public interest by establishing accounting standards for the public sector. PSAB also provides guidance for financial and other performance information reported by the public sector.

RFP: Request for Proposal

RPT: Regular Part-Time Employee

Revenue: The money collected in exchange for providing a product or service.

Tax Levy: The total amount to be raised through property and business taxation for purposes specified in the annual operating budget.

Tax Rate: Municipal property tax revenue is calculated by applying the tax rate to the projected assessment base.

When calculating property tax, one mill is one thousandth of the assessment base. Additional property tax revenue is generated through an increase in the mill rate and/or growth in the assessment base.

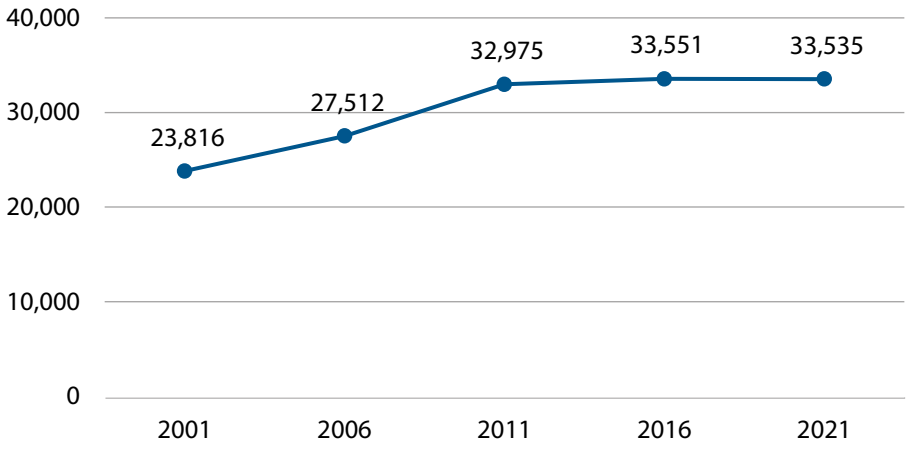
TFT: Temporary Full-Time Employee

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

Sustainability: In terms of community development, sustainability is that which meets the needs of the present without compromising the ability of future generations to meet their own needs

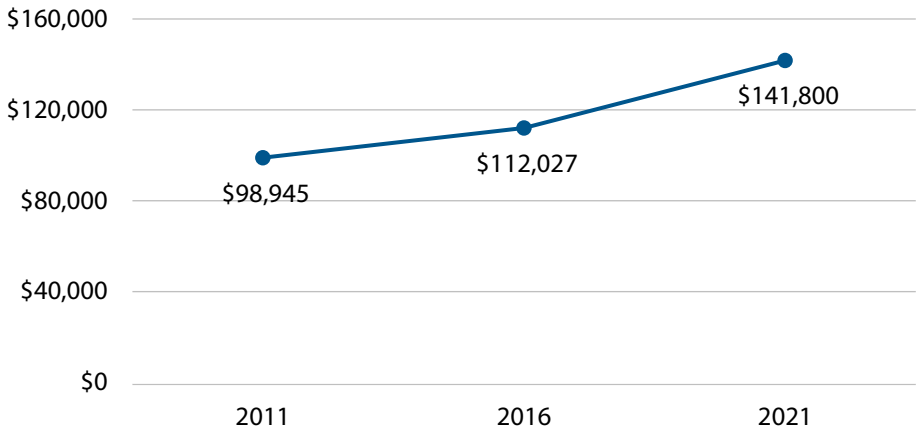
Utility Fee: This fee is a charge to recover the cost of providing solid waste, sanitary sewer, and water services.

Population, 2001–2021



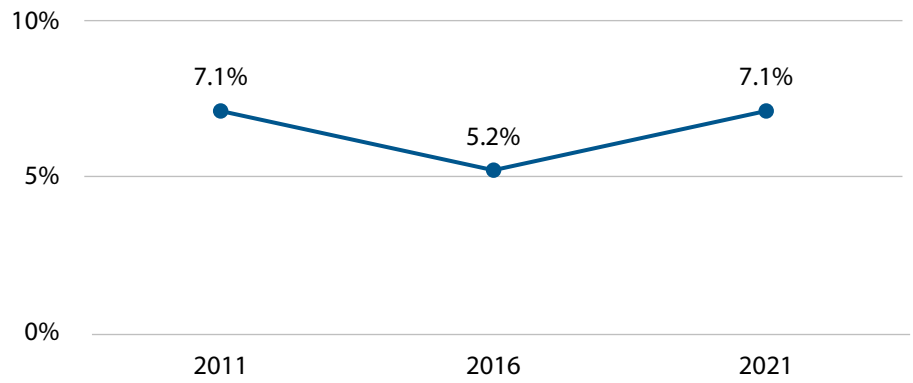
Source: Census of Population (statcan.gc.ca)

Average Household Income, 2011–2021



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

City of Port Moody Unemployment Rate, 2011–2021



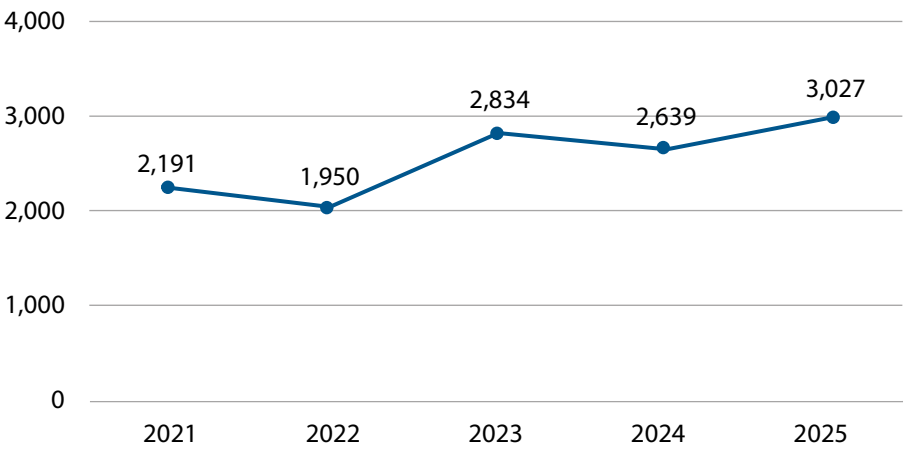
Source: Census of Population (statcan.gc.ca)

2025 Major Employers in Port Moody

Employer	Industry
Fraser Health	Heathcare
WorkSafeBC	Public Service
City of Port Moody	Local Government
School District 43	Education
Thrifty Foods	Retail Sales
Save On Foods	Retail Sales
Pacific Coast Terminal	Industrial
Suncor	Industrial

Source: City of Port Moody Community Development Department

Business Licences, 2021–2025



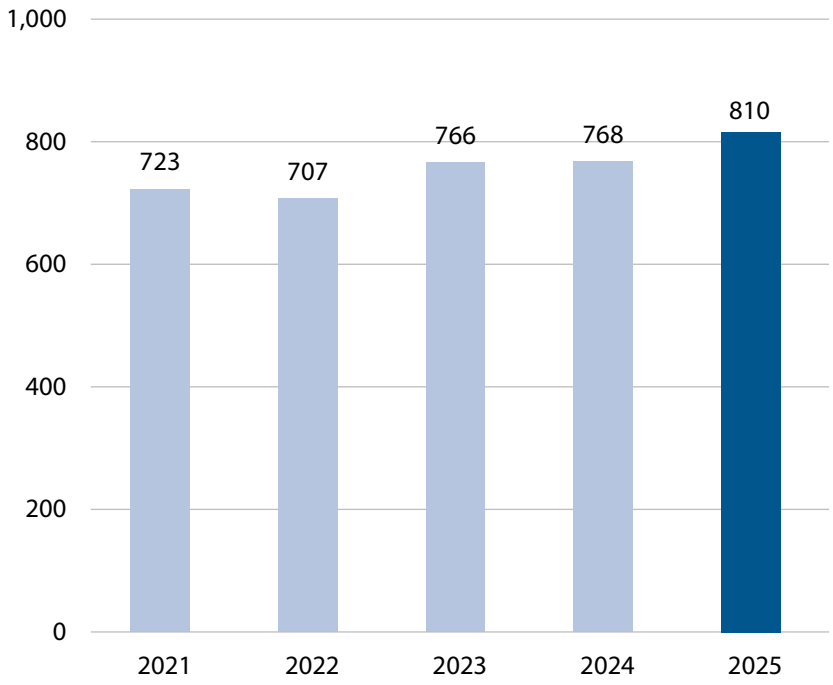
Source: City of Port Moody Community Development Department

Building Permit Values, 2021–2025 (in millions of dollars)

Year	Residential	Commercial	Industrial	Institutional	**Total**
2025	50.56	2.45	2.00	.560	**55.47**
2024	250.14	1.00	2.00	6.00	**259.04**
2023	181.99	1.93	0.00	22.45	**206.47**
2022	49.18	4.41	0.00	.275	**53.97**
2021	54.11	8.61	0.00	0.00	**62.72**

Source: City of Port Moody Community Development Department

Number of City Employees, 2021–2025



Source: City of Port Moody Human Resources Division

2025 Assessment Value and Municipal Taxes by Property Class (Based on Revised Roll)

Class		Assessed Values	% of Total Assessment	% of Total Municipal Taxation
1 - Residential	$	17,358,180,018	87.81%	67.01%
2 - Utilities		5,605,475	0.03%	0.96%
3 - Supportive Housing		4	0.00%	0.00%
4 - Major Industrial		306,302,700	1.55%	15.94%
5 - Light Industrial		107,382,800	0.54%	1.62%
6 - Business and Other		1,927,283,004	9.75%	14.27%
8 - Recreation and Non-Profit		63,970,600	0.32%	0.21%
Total	**$**	**19,768,724,601**	**100.00%**	**100.00%**

Source: City of Port Moody Finance Division

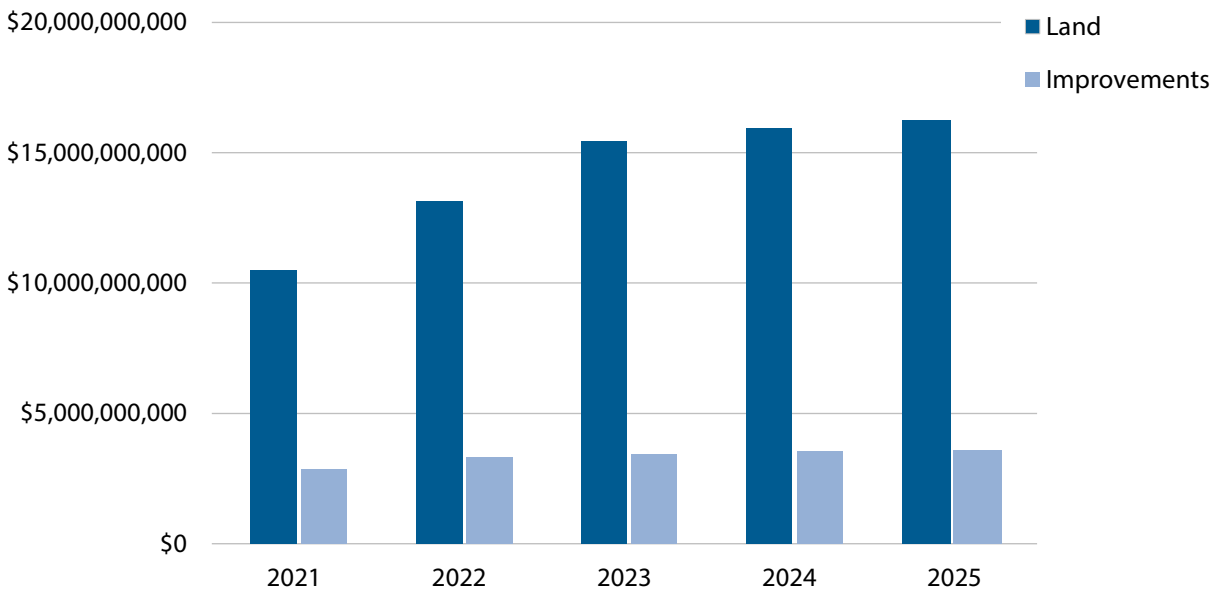
2025 Tax Rates by Propety Class (per $1,000 Assessed Taxable Values)

Class	Municipal	School*	TransLink	BCA	MFA	GVRD	**Total**
1 - Residential	2.50595	1.02300	0.31410	0.03570	0.00020	0.06005	**3.93900**
2 - Utilities	36.75325	11.74000	2.53560	0.42140	0.00070	0.21017	**51.66112**
3 - Supportive housing	2.50595	0.10000	-	-	0.00020	0.06005	**2.66620**
4 - Major Industrial	36.64698	1.42000	1.56130	0.42710	0.00070	0.20417	**40.26025**
5 - Light Industrial	9.79168	3.56000	0.77580	0.10040	0.00070	0.20417	**14.43275**
6 - Business	4.80509	3.56000	0.95180	0.10090	0.00050	0.14712	**9.56541**
7 - Managed Forest Land	7.51785	2.04000	-	0.24990	0.00060	0.18015	**9.98850**
8 - Recreation and Non-Profit	2.12663	2.13000	0.22590	0.03540	0.00020	0.06005	**4.57818**
9 - Farm	2.50595	7.05000	0.33810	0.03540	0.00020	0.06005	**9.98970**

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

Source: City of Port Moody Finance Division

Assessed Values for General Municipal Purposes, 2021–2025



Source: City of Port Moody Finance Division

2025 Major Property Tax Contributors

Registered Owner	Total Tax Levied in 2025*
SUNCOR ENERGY INC / SUNCOR ENERGY PRODUCTS PARTNERSHIP / PETRO CANADA	10,740,376
IMPERIAL OIL LTD	2,575,663
PACIFIC COAST TERMINALS CO LTD	2,436,183 **
ONNI DEVELOPMENT (IOCO ROAD) CORP /ONNI DEVELOPMENT (ST JOHNS STREET) CORP	1,652,357
POLYNT COATINGS CANADA LTD	1,227,696
MILL & TIMBER PRODUCTS LTD	1,078,807
BOSA DEVELOPMENT GROUP INC	744,666
OPENROAD AUTO GROUP LTD	710,586
1030 CECILE DRIVE HOLDINGS LTD	525,490
ANDREW PELLER LTD	525,332

*Includes amounts collected on behalf of other government authorities

** Net of Port Competitiveness Grant

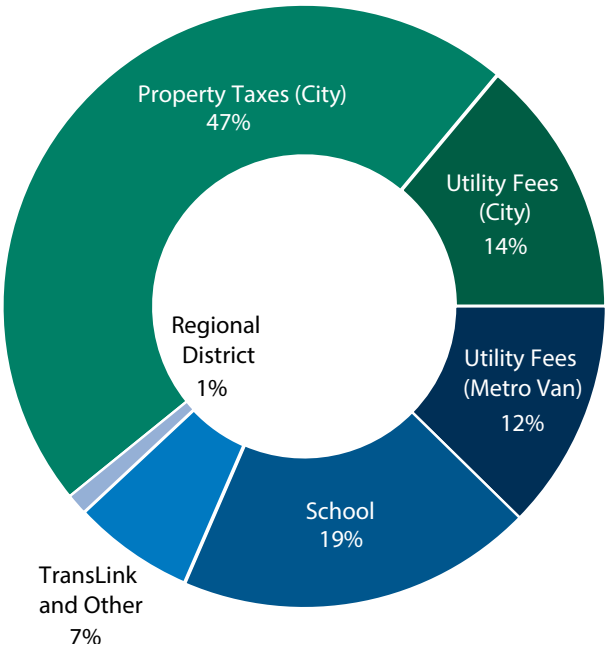
Source: City of Port Moody Finance Division

Property Taxes Levied and Collected, 2021–2025

	2021	2022	2023	2024	**2025**
City of Port Moody	$ 46,795,699	$ 49,932,175	$ 56,422,028	$ 61,312,582	**$ 64,163,664**
Collection for Other Taxing Authorities					
Province of BC - School Tax	$ 20,787,547	$ 22,284,264	$ 25,043,273	$ 26,860,504	**$ 27,040,491**
Greater Vancouver Regional District	935,319	1,048,391	1,196,074	1,351,022	**1,417,673**
Greater Vancouver Transit Authority	4,584,993	4,864,670	5,395,490	6,793,973	**7,911,392**
BC Assessment Authority	744,787	785,932	873,842	929,205	**966,337**
Municipal Finance Authority	3,208	3,891	4,514	4,684	**4,749**
Total Property Tax Levied	$ 76,988,029	$ 85,409,176	$ 88,935,221	$ 97,251,970	**$ 101,504,306**
Total Current Year Property Taxes Collected	$ 75,995,017	$ 84,261,561	$ 87,631,533	$ 95,695,972	**$ 99,748,658**
Percentage of Current Year Property Taxes Collected	98.71%	98.66%	98.53%	98.40%	**98.27%**

Source: City of Port Moody Finance Division

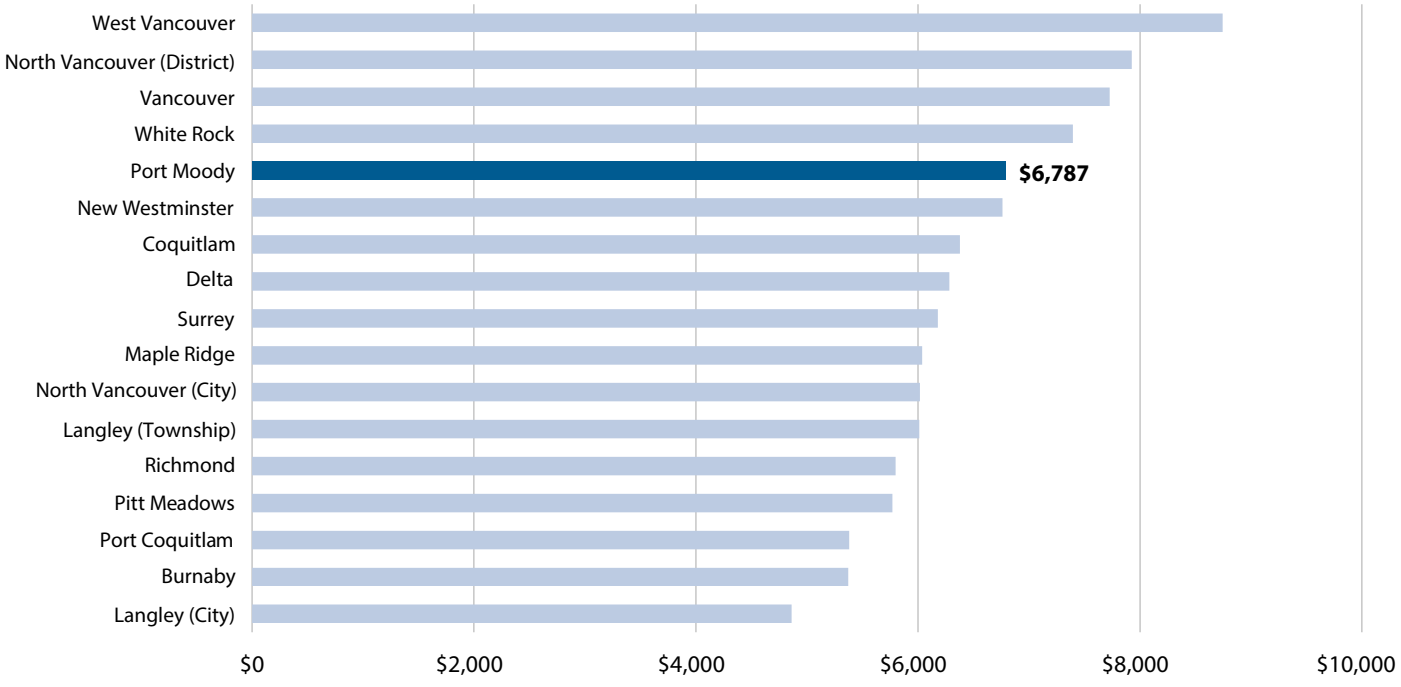
*2025 Breakdown of Total Residential Property Charges**



* Includes property taxes (including amounts collected on behalf of other government authorities) and utility fees on an average residential property

Source: City of Port Moody Finance Division

2025 Total Residential Property Charges for an Average Home across Metro Vancouver*



* Includes property taxes (including amounts collected on behalf of other government authorities) and utility fees on an average residential property

Source: City of Port Moody Finance Division

2026 Tax Exemptions Bylaw No. 3518

Churches and Hospitals	Bylaw Ref	Folio #	Authority to Grant Exemption	Exempt Assessment	Class	Municipal Tax
Mennonite Church (Port Moody Pacific Grace MB Church)	2.1.1	03161-000	Section 220 (1) (h)	4,150,000	8	$ 10,597
Catholic Church	2.1.2	03350-002	Section 220 (1) (h)	691,000	8	1,764
United Church (Inlet United Church)	2.1.3	04024-001	Section 220 (1) (h)	3,157,000	8	8,061
Anglican Church (St John the Apostle Church)	2.1.4	04086-001	Section 220 (1) (h)	448,000	8	1,144
United Church (Inlet United Church)	2.1.5	08958-002	Section 220 (1) (h)	416,200	8	1,063
Fraser Health Authority (Note 1)		16476-000	Section 220 (1) (j)	162,059,000	6	900,718
				Total Statutory Exemptions		923,347
Churches and Hospitals						
Mennonite Church (Port Moody Pacific Grace MB Church)	2.1.1	03161-000	Section 224 (2) (f)	1,798,000	8	4,591
Catholic Church	2.1.2	03350-002	Section 224 (2) (f)	990,200	8	2,528
Anglican Church (St John the Apostle Church)	2.1.4	04086-001	Section 224 (2) (f)	1,874,100	8	4,785
United Church	2.1.5	08958-002	Section 224 (2) (f)	1,202,800	8	3,071
				Total Statutory Exemptions		14,975
Other						
Kinsight Community Society	2.1.6	02031-201	Section 224 (2) (a)	2	3	-
Kinsight Community Society	2.1.7	02031-234	Section 224 (2) (a)	2	3	-
Kinsight Community Society	2.1.8	02031-252	Section 224 (2) (a)	2	3	-
Kinsight Community Society	2.1.9	02031-303	Section 224 (2) (a)	2	3	-
Port Moody Ecological Society	2.1.10	02089-010	Section 224 (2) (a)	4,535,500	6	25,208
Port Moody Heritage Society	2.1.11	03053-000	Section 224 (2) (a)	2,730,000	6	15,173
Community Ventures Society	2.1.12	03138-014	Section 224 (2) (a)	629,000	6	3,496
Community Ventures Society	2.1.13	03138-015	Section 224 (2) (a)	1,307,000	6	7,264
Royal Canadian Legion Port Moody Branch No. 119	2.1.14	03152-501	Section 224 (2) (a)	5,591,000	6	31,075
Royal Canadian Legion Port Moody Branch No. 119	2.1.14	03152-501	Section 224 (2) (a)	56,400	8	144
Port Moody Arts Centre Society	2.1.15	03219-001	Section 224 (2) (a)	144,300	6	802
The Trustees of Inlet United Church, The Owners, Strata plan EPS9182, St. Andrews Port Moody Housing Society, Kinsight	2.1.16	04024-000	Section 224 (2) (a)	1,257,000	6	6,986
Kinsight Community Society	2.1.17	04024-002	Section 224 (2) (a)	9,573,000	6	44,801
St. Andrew's Port Moody Housing Society	2.1.18	04024-003	Section 224 (2) (a)	3,054,000	1	8,783
Catalyst Community Developments Society	2.1.19	04025-106	Section 224 (2) (a)	4,758,000	1	13,684
Community Ventures Society	2.1.20	04027-000	Section 224 (2) (a)	2,764,000	6	15,362
House of Omeed	2.1.21	04063-000	Section 224 (2) (a)	1,291,000	6	7,175
City of Port Moody	2.1.22	08977-020	Section 224 (2) (i)	1,115,000	8	2,847
City of Port Moody (YMCA lease)	2.1.23	09305-004	Section 224 (2) (d)	407,000	6	2,262
City of Port Moody (YMCA lease)	2.1.23	09305-004	Section 224 (2) (d)	15,227,000	8	38,882
Association of Neighbourhood Houses of BC DBA Sasamat Outdoor Centre	2.1.24	16712-000	Section 224 (2) (a)	203,000	6	1,128
Association of Neighbourhood Houses of BC DBA Sasamat Outdoor Centre	2.1.24	16712-000	Section 224 (2) (a)	1,063,000	8	2,714
City of Port Moody	2.1.25	17000-003	Section 224 (2) (d)	260,000	6	1,445
City of Port Moody	2.1.26	17000-005	Section 224 (2) (d)	331,000	6	1,840
City of Port Moody	2.1.27	17000-011	Section 224 (2) (d)	572,000	6	3,179
					Subtotal Other	234,250
					Total Municipal Exemptions	**$ 1,172,572**

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

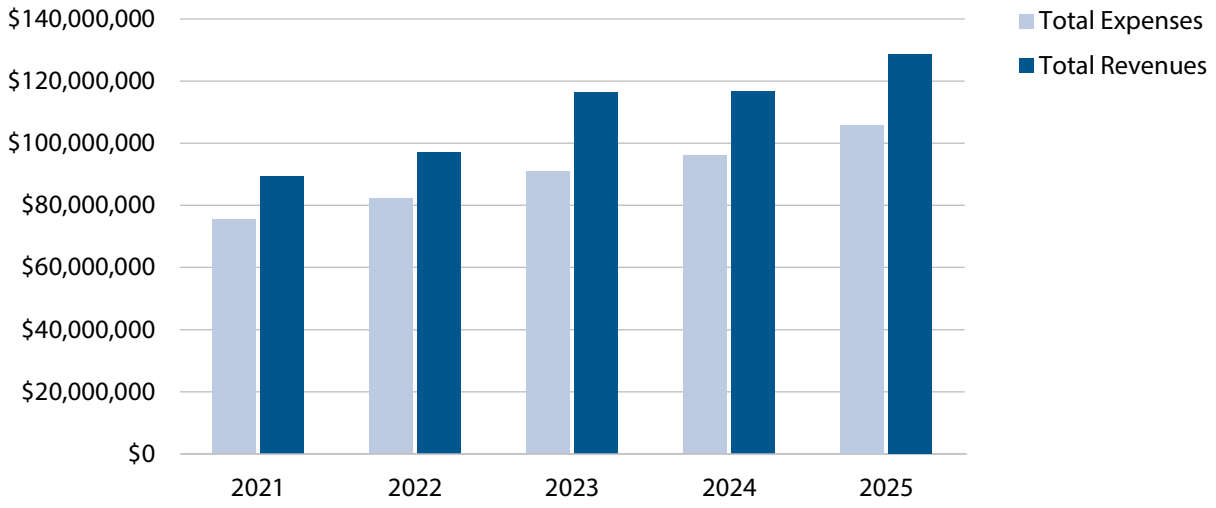
Source: City of Port Moody Finance Division

Revenues and Expenses by Function and Category, 2021-2025 (in thousands of dollars)

	2021	2022	2023	2024	2025
Revenues					
Taxes	46,360,798	49,338,928	54,643,858	59,719,288	63,419,873
Payments in lieu of taxes	434,901	593,247	1,778,170	1,593,294	743,791
Sale of services	21,149,903	23,233,830	25,538,725	26,943,663	30,769,425
Other revenue	7,582,604	7,323,220	12,191,528	14,328,566	23,218,093
Government transfers	3,978,011	4,289,615	17,612,782	7,913,660	5,355,828
Development levies utilized	191,109	74,671	1,727,452	3,399,883	3,253,694
Private contributions	9,589,063	12,261,063	2,762,589	2,396,585	661,839
Total revenues	89,286,389	97,114,574	116,255,104	116,294,939	127,422,543
Expenses by Function					
Corporate Administration	8,869,248	10,575,756	11,083,161	11,422,628	13,275,178
Community Development	3,507,567	3,983,288	5,061,754	5,045,973	5,292,801
Community Services	11,658,023	12,889,485	14,493,105	15,878,808	16,842,692
Engineering & Operations	10,005,490	11,172,514	11,209,162	12,212,329	12,877,598
Environment & Parks	4,243,906	4,971,604	6,038,255	6,219,760	7,027,750
Library	2,114,221	2,226,974	2,340,612	2,522,344	2,653,139
Police	12,411,756	13,237,915	14,855,271	15,029,759	16,352,993
Fire	9,454,982	9,941,519	11,132,841	11,700,470	12,483,387
Sewer & Drainage	6,026,398	5,999,066	7,175,024	7,635,626	9,770,129
Water	7,354,525	7,307,825	7,546,141	8,151,185	8,277,639
Total Expenses	75,646,116	82,305,946	90,935,326	95,818,882	104,853,306
Expenses by Category					
Salaries and benefits	42,851,280	46,011,661	50,047,696	52,942,685	59,008,072
Goods and services	22,219,934	25,498,280	29,075,533	30,403,334	32,933,432
Amortization	10,012,087	10,195,566	11,013,338	11,660,563	12,221,282
Debt interest	562,815	600,439	798,759	812,300	690,520
	75,646,116	82,305,946	90,935,326	95,818,882	104,853,306
Annual Surplus	13,640,273	14,808,628	25,319,778	20,476,057	22,569,237

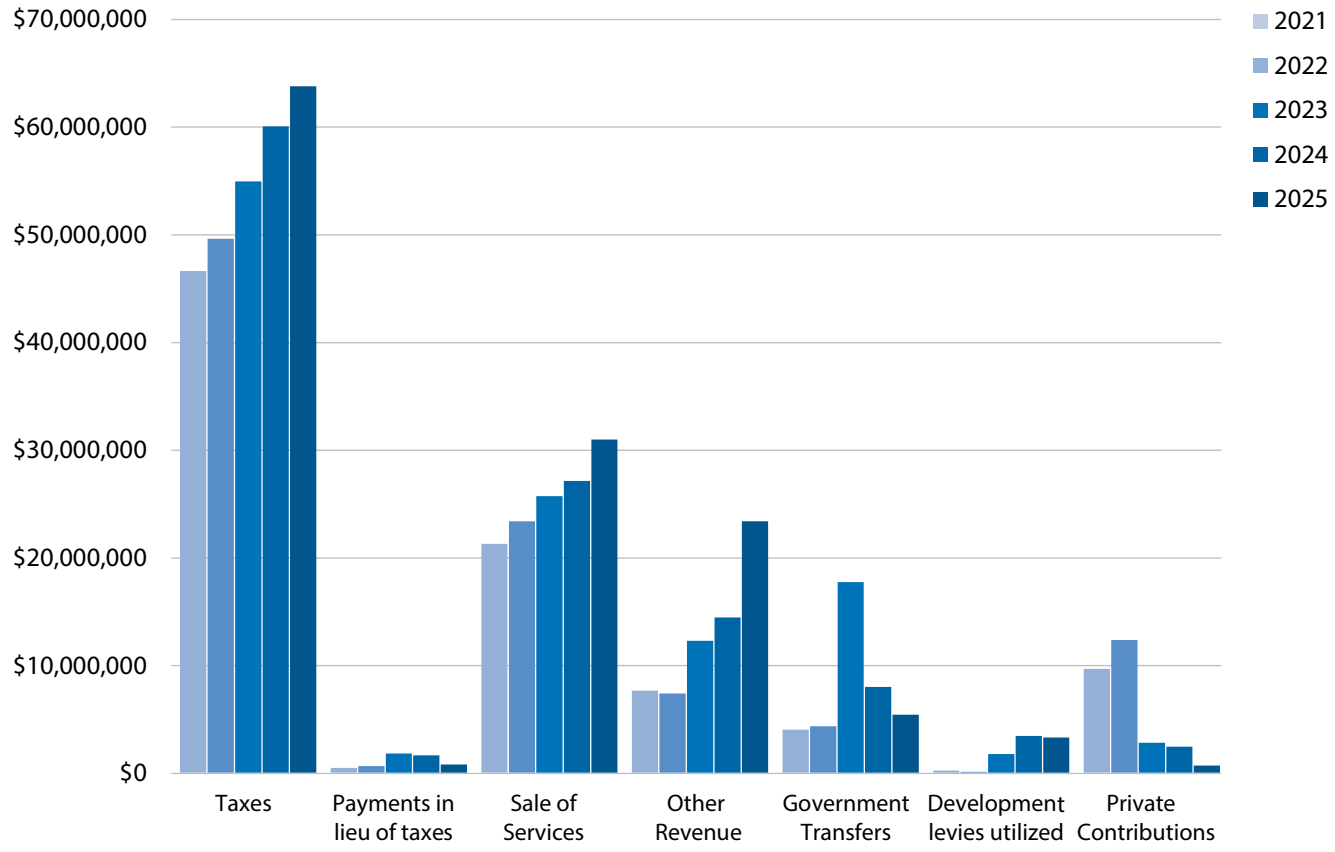
Source: City of Port Moody Finance Division

Total Revenues and Expenses, 2021–2025



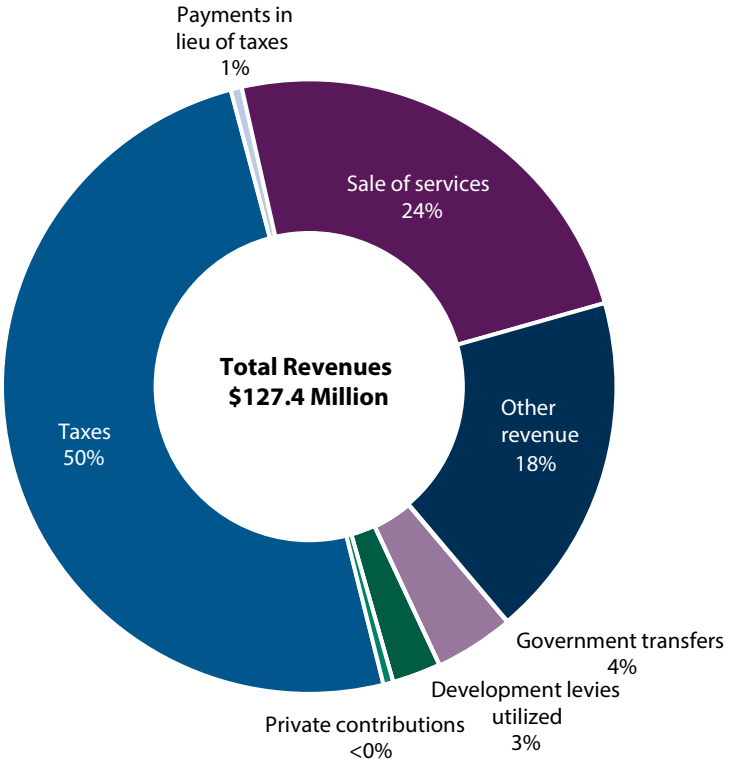
Source: City of Port Moody Finance Division

Revenues by Source, 2021–2025



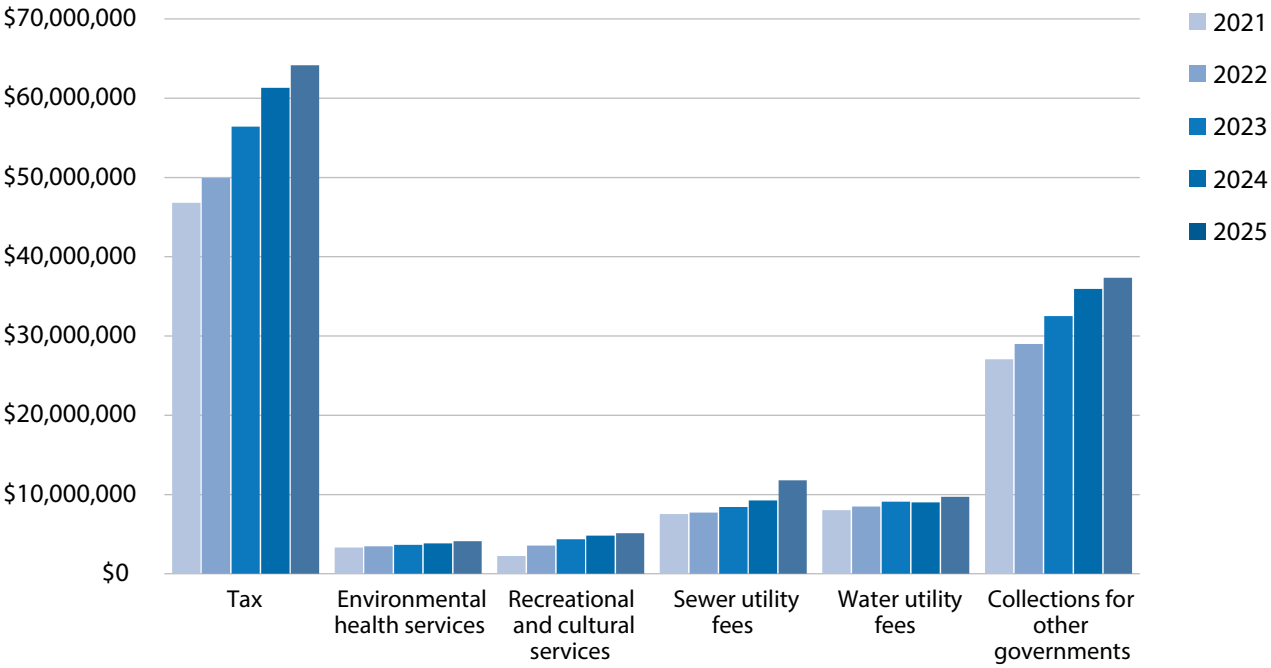
Source: City of Port Moody Finance Division

2025 Total Revenues by Source



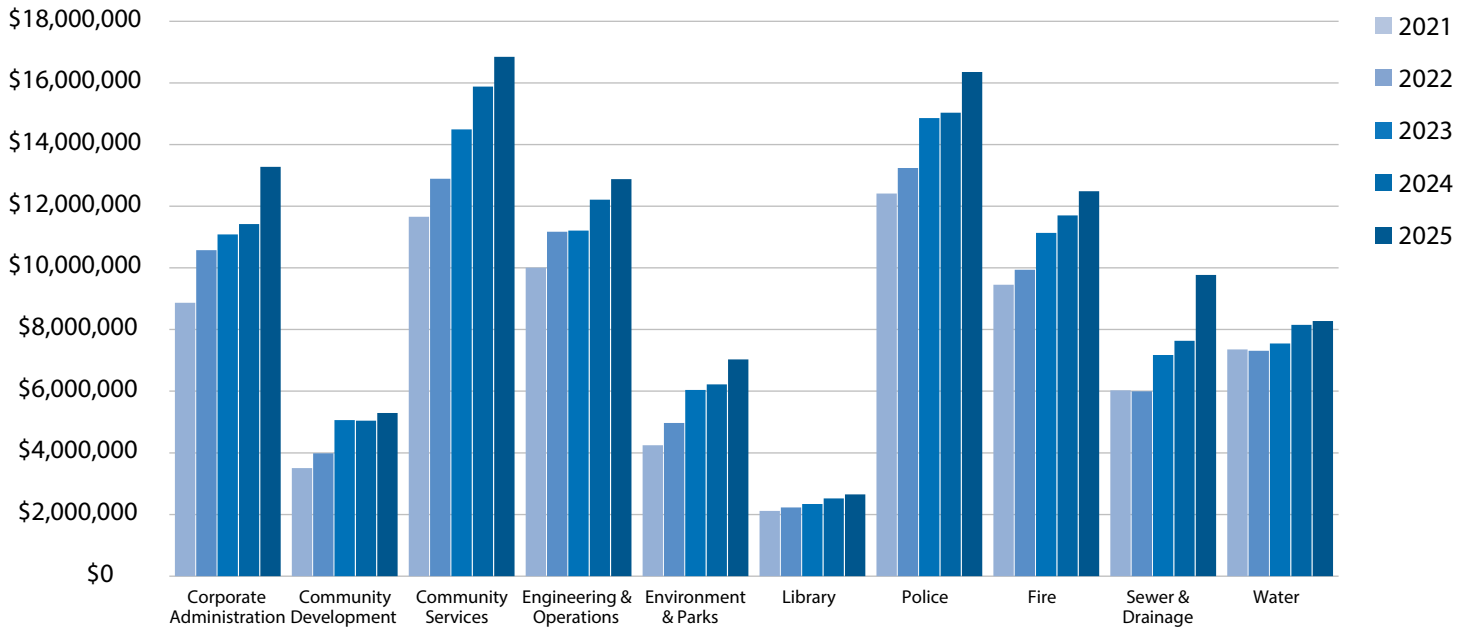
Source: City of Port Moody Finance Division

Property Tax Collections, Other Major Levies and Collections, 2021–2025



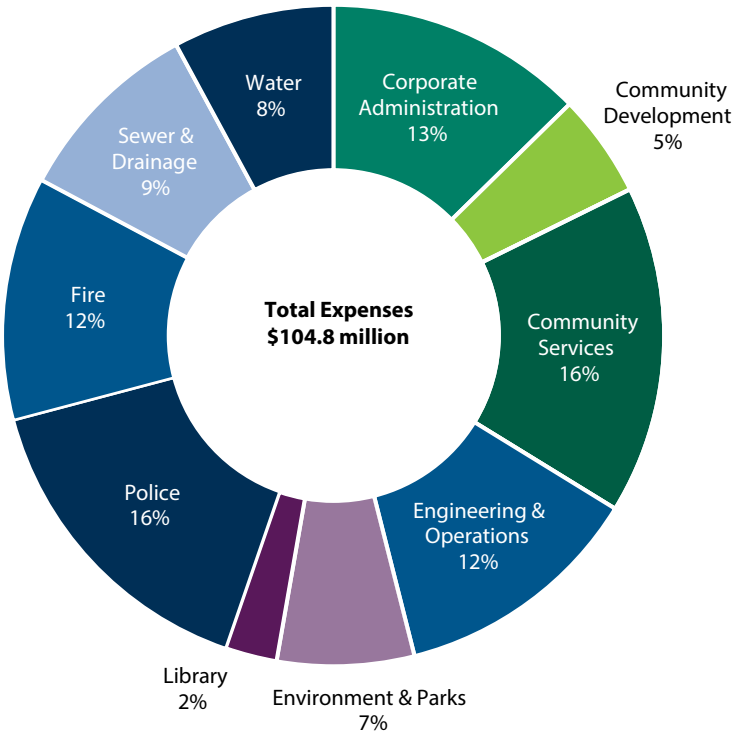
Source: City of Port Moody Finance Division

Expenses by Function, 2021–2025



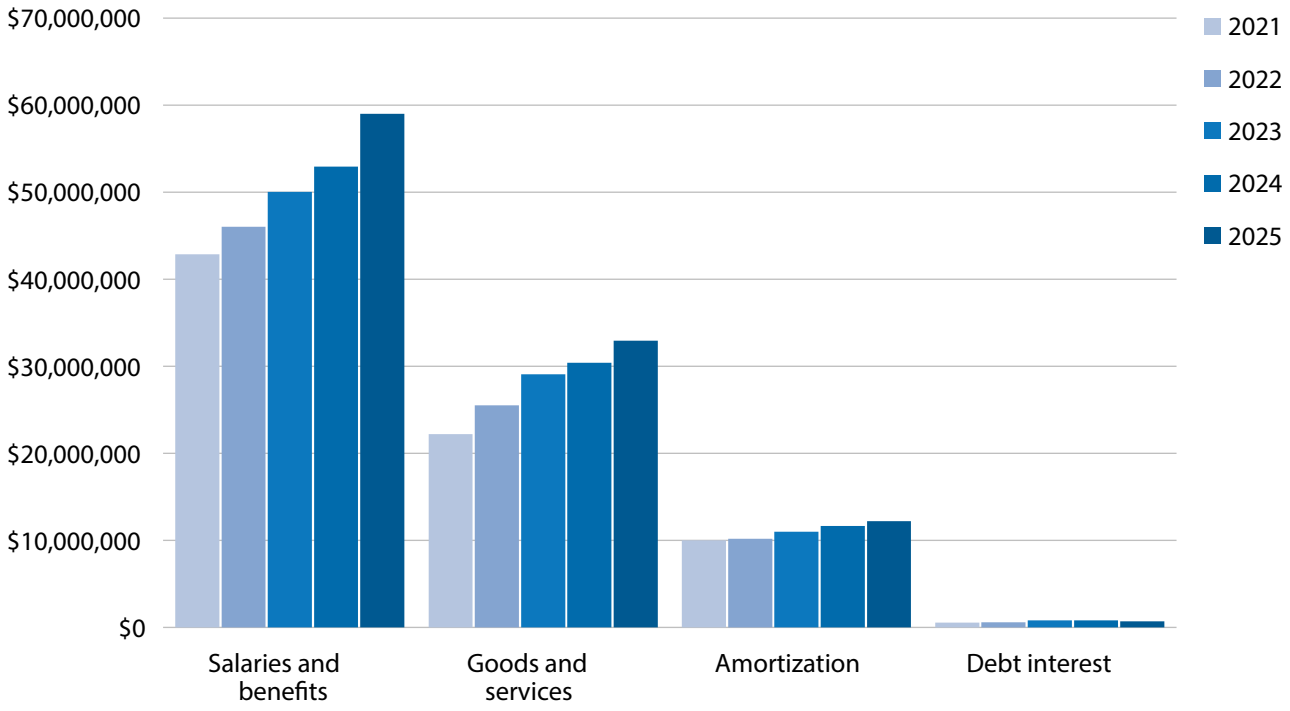
Source: City of Port Moody Finance Division

2025 Total Expenses by Function



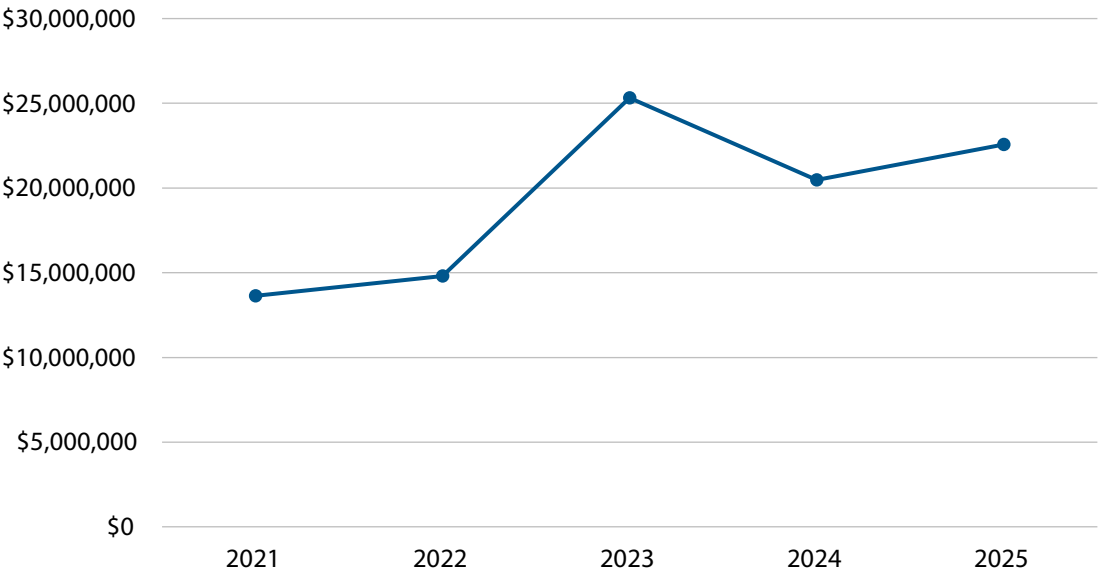
Source: City of Port Moody Finance Division

Expenses by Category, 2021–2025



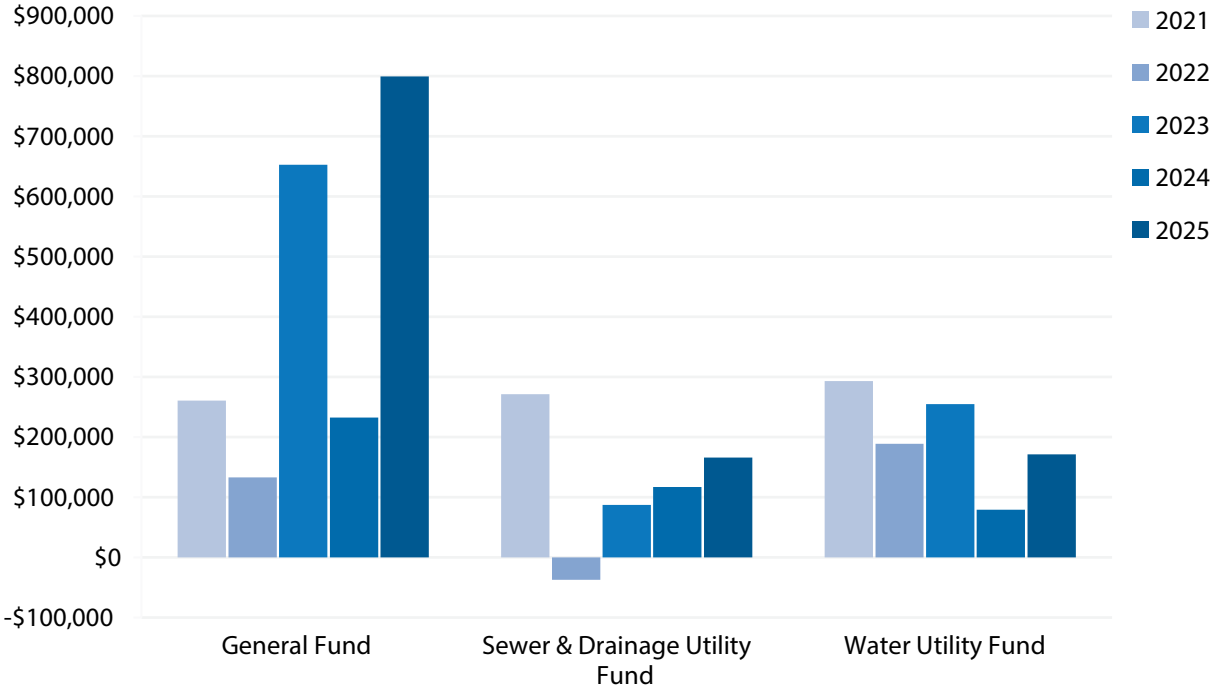
Source: City of Port Moody Finance Division

Annual Surplus, 2021–2025



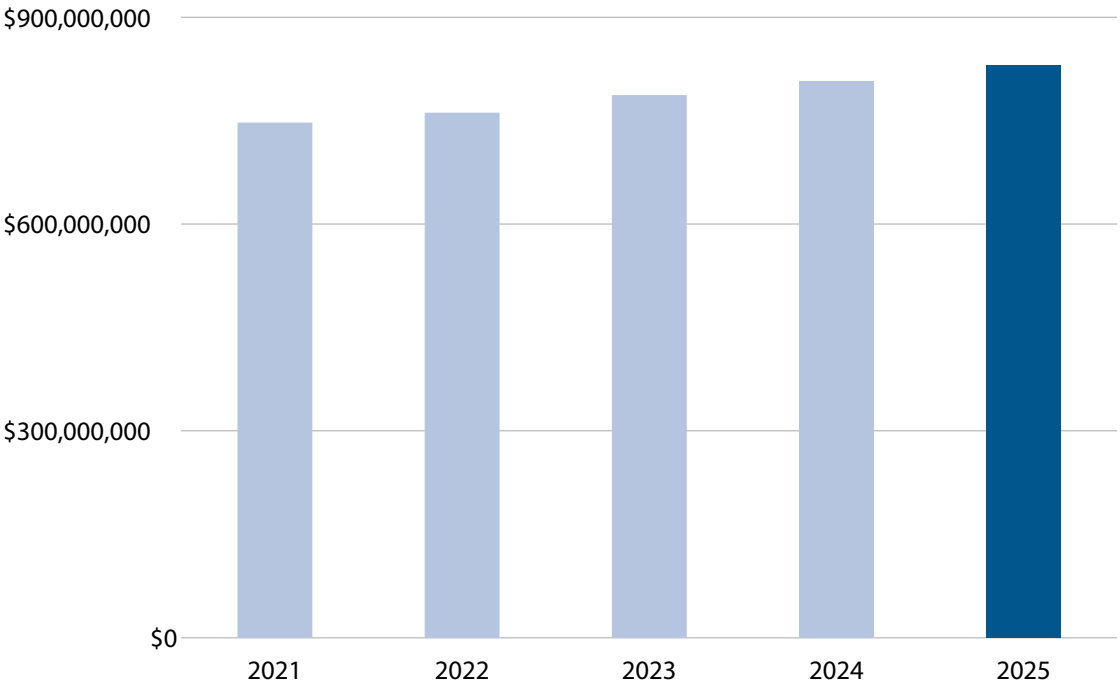
Source: City of Port Moody Finance Division

Annual Surplus by Fund, 2021–2025



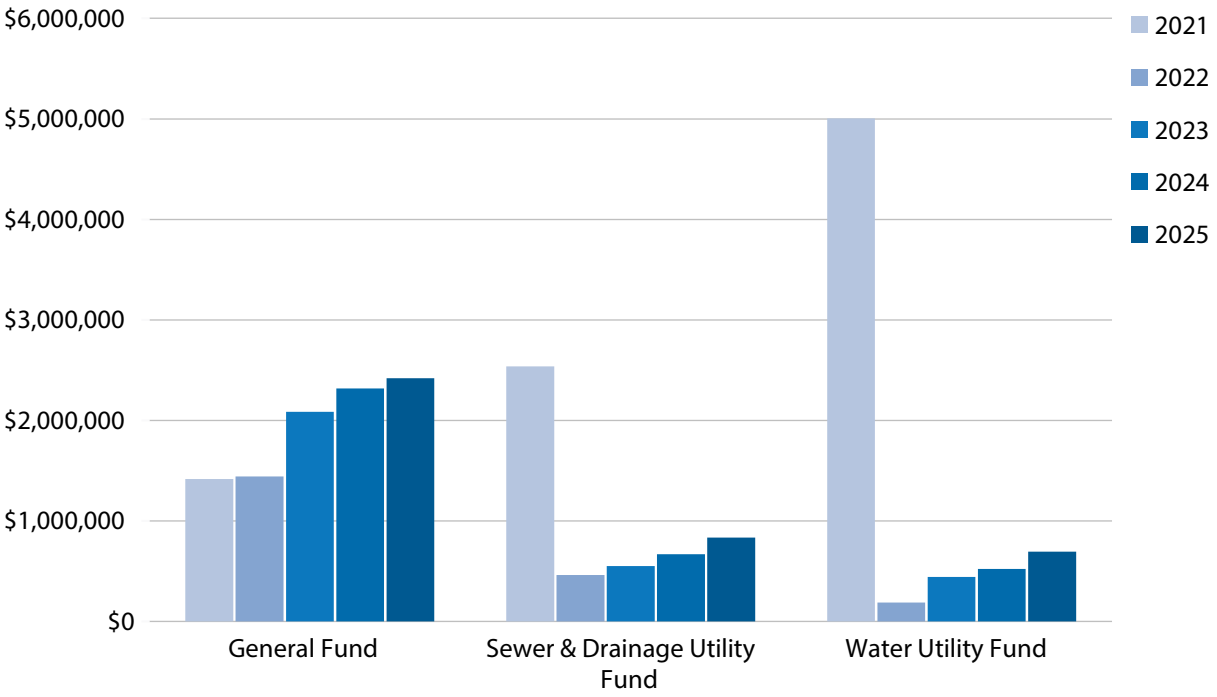
Source: City of Port Moody Finance Division

Accumulated Surplus, 2021–2025



Source: City of Port Moody Finance Division

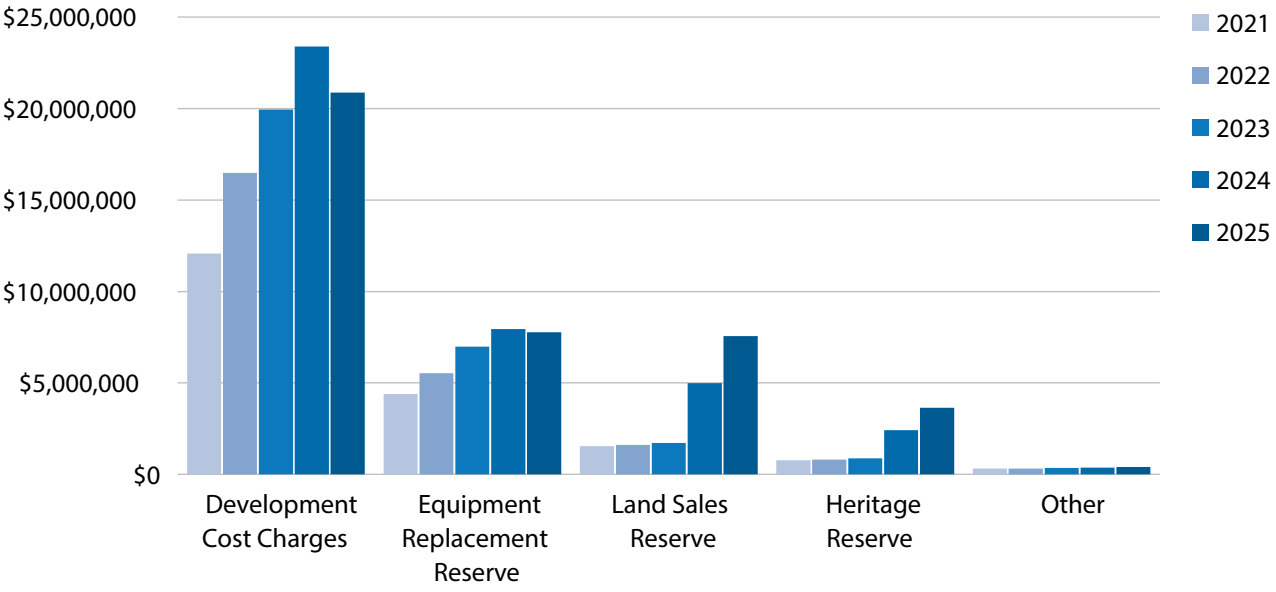
Accumulated Surplus by Fund, 2021–2025



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

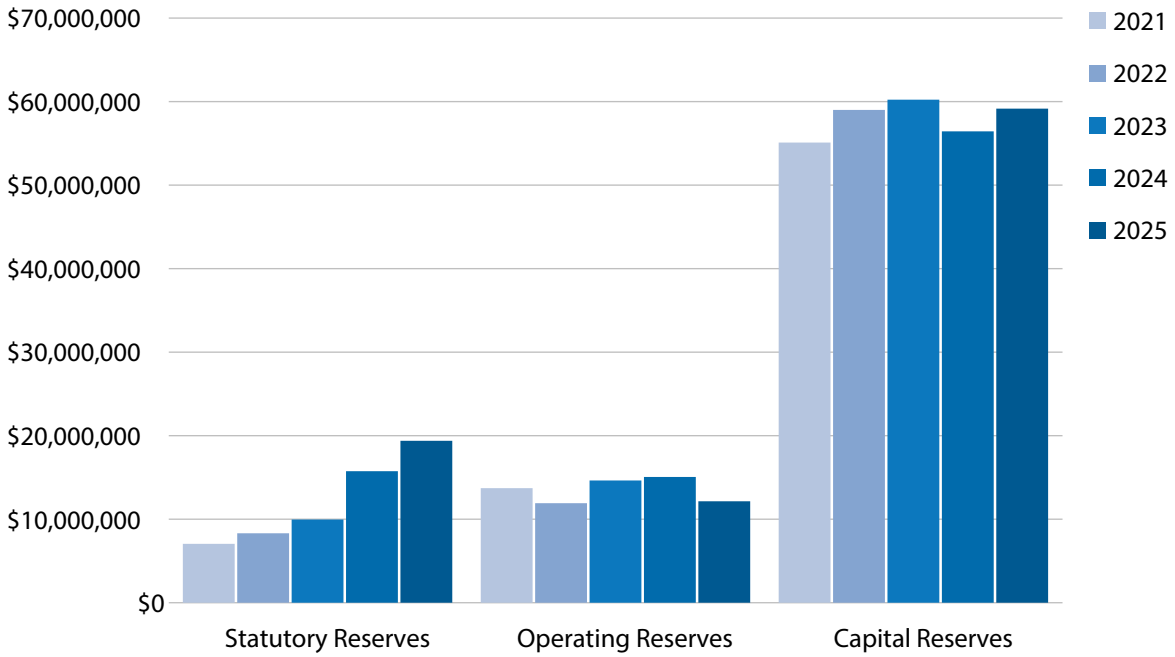
Source: City of Port Moody Finance Division

Summary of Statutory Reserve Funds, 2021–2025



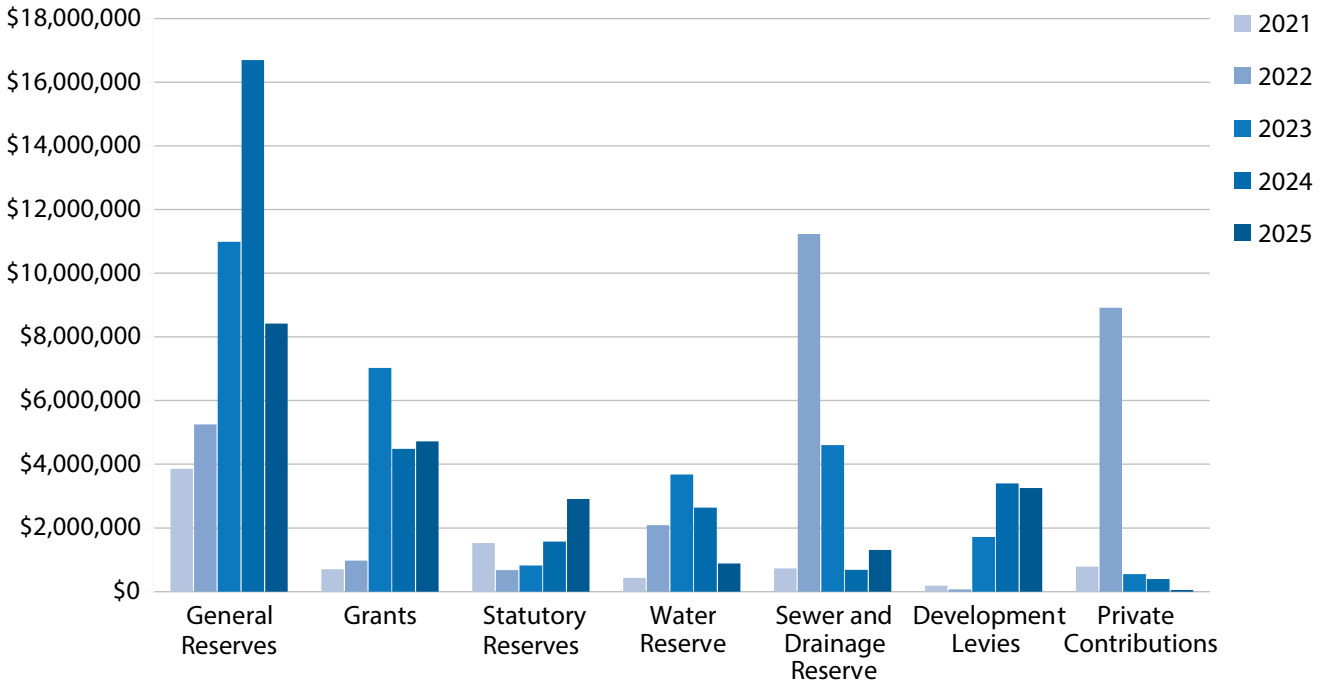
Source: City of Port Moody Finance Division

Summary of Reserve Funds, 2021–2025



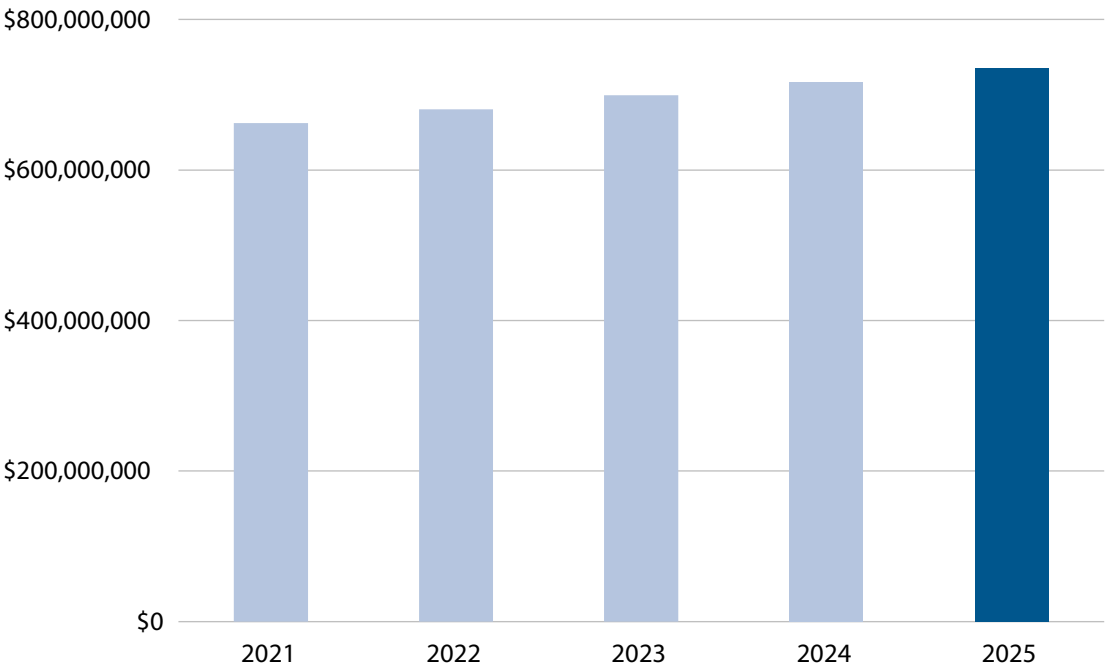
Source: City of Port Moody Finance Division

Capital Expenses by Funding Source, 2021–2025



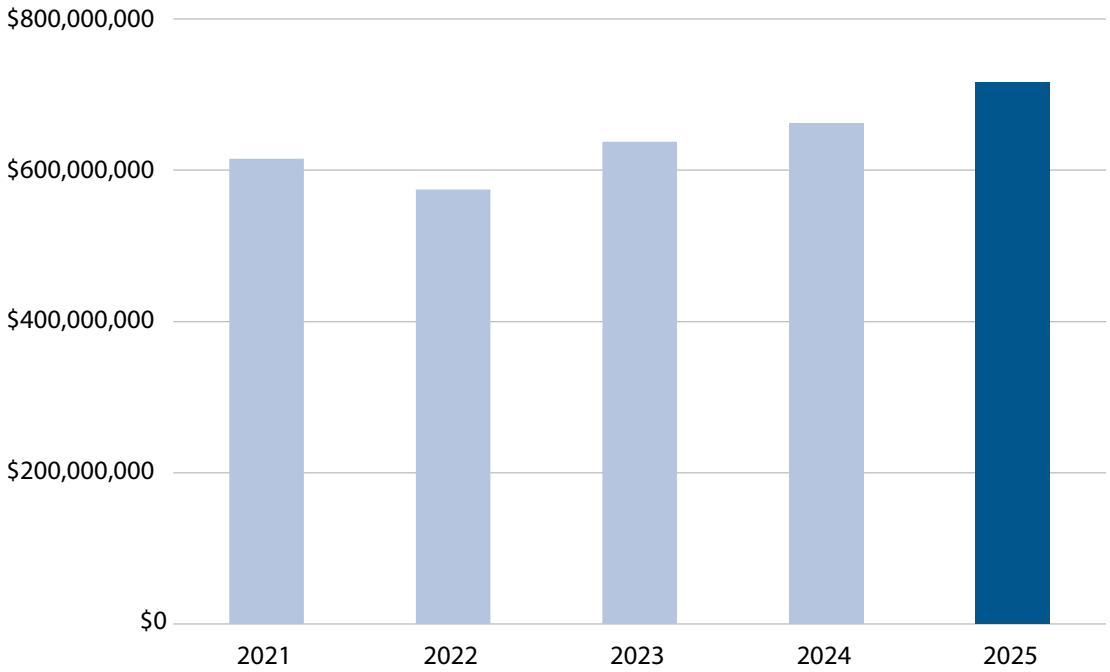
Source: City of Port Moody Finance Division

Invested in Tangible Capital Assets, 2021–2025



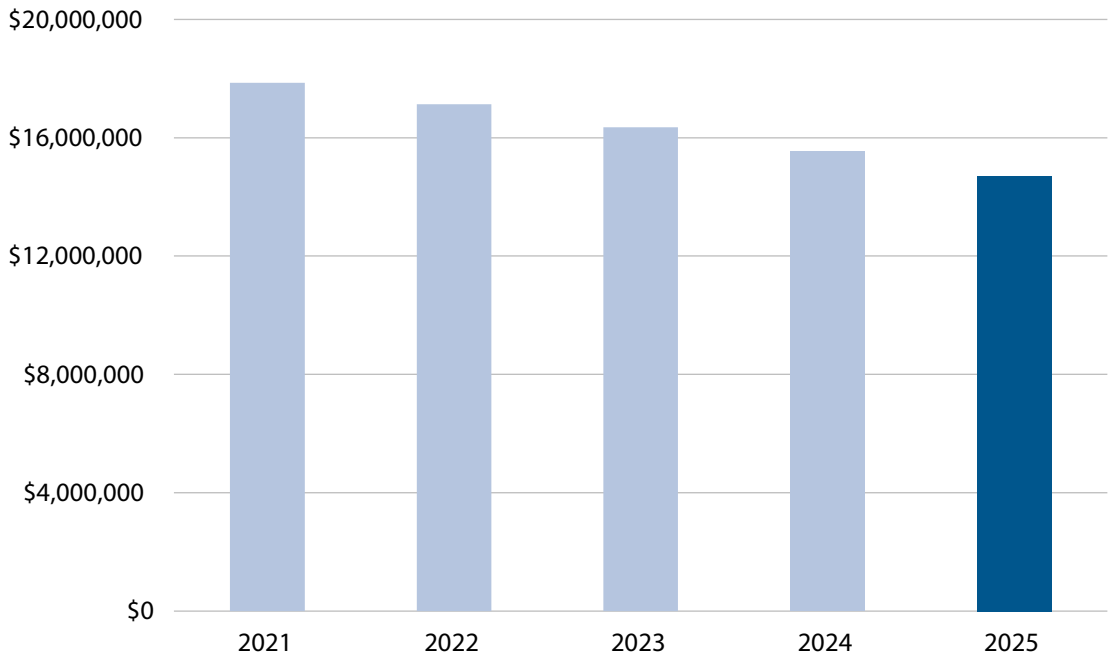
Source: City of Port Moody Finance Division

Net Financial Assets, 2021–2025



Source: City of Port Moody Finance Division

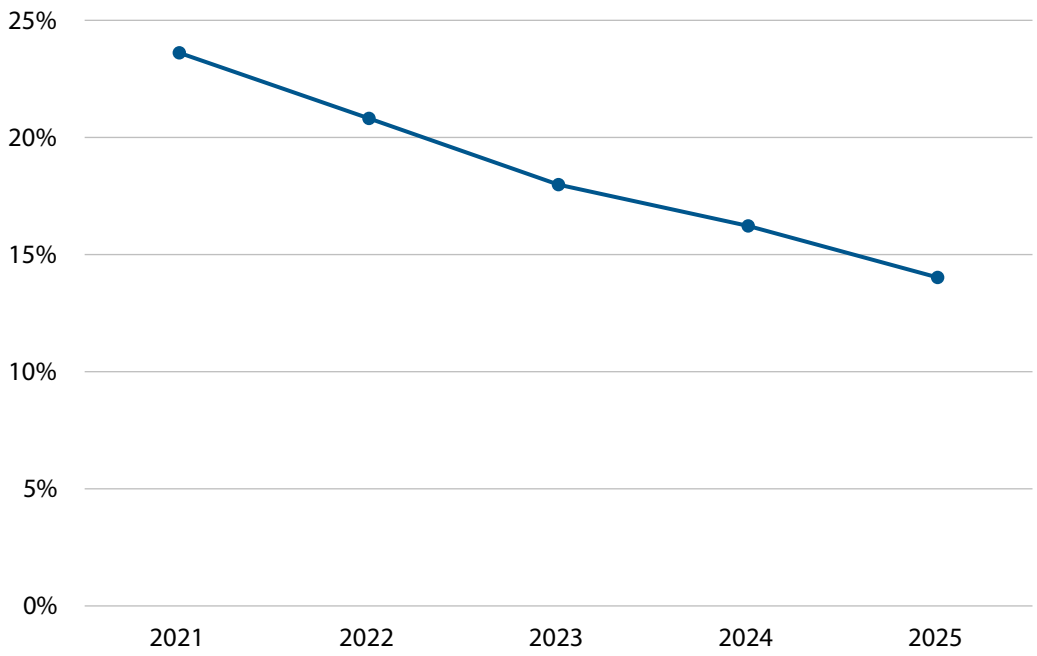
Bylaw Debt, 2021–2025



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

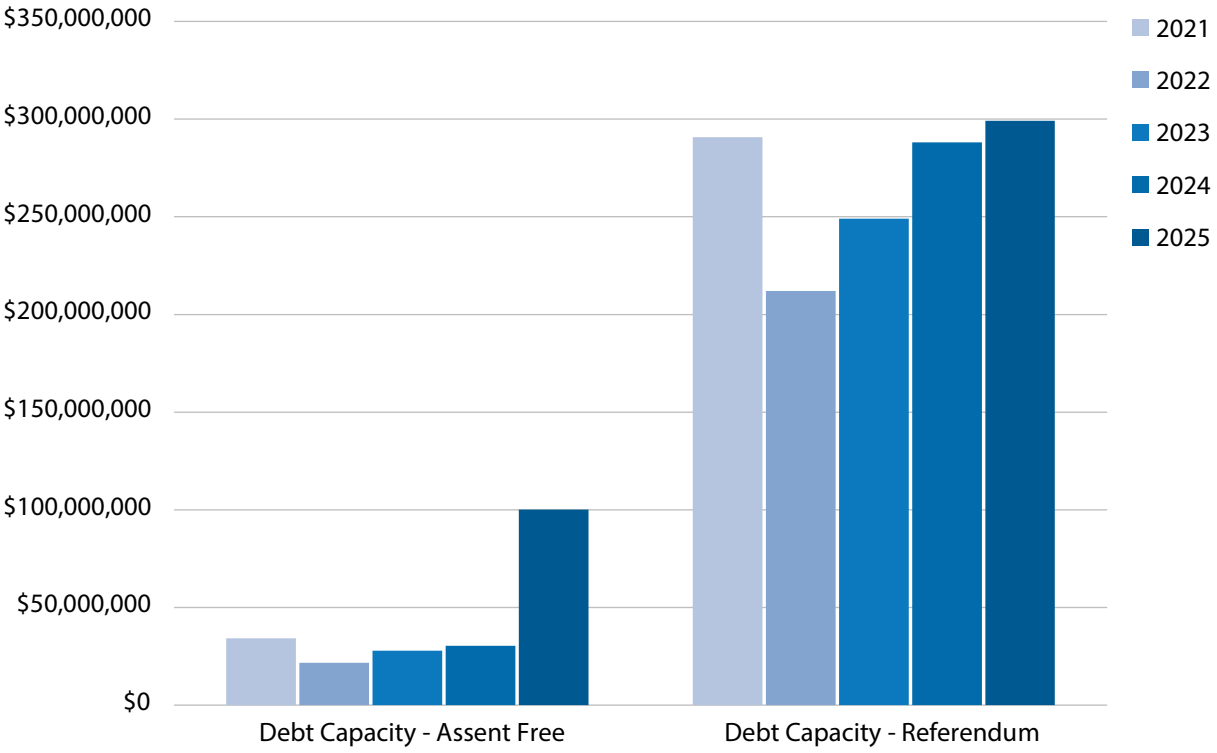
Source: City of Port Moody Finance Division

Bylaw Debt to General Expenses, 2021–2025



Source: City of Port Moody Finance Division

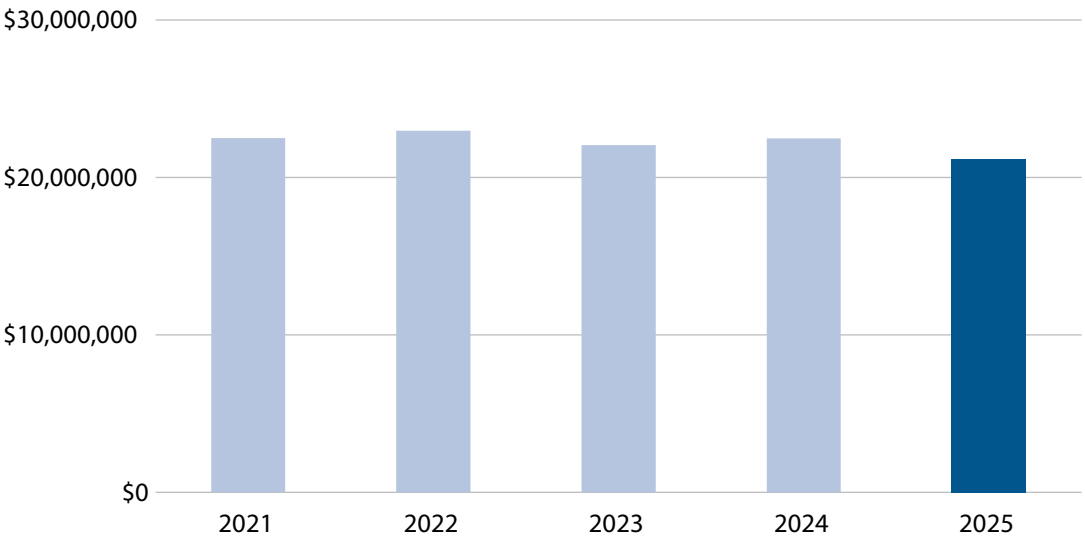
Legal Debt Limit, 2021–2025



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

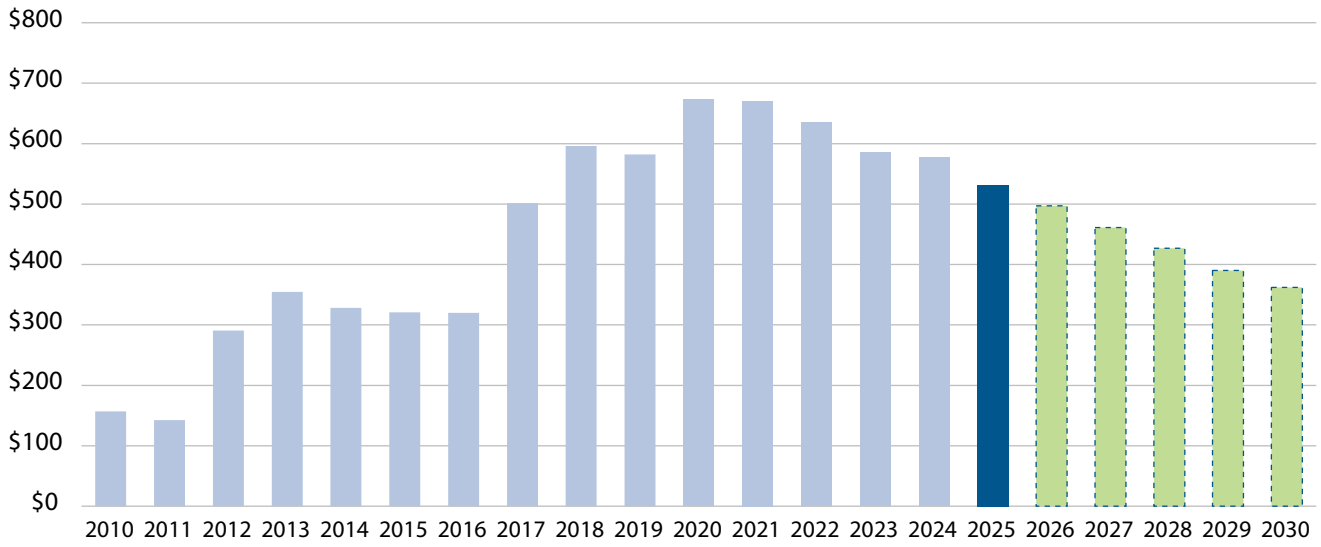
Source: City of Port Moody Finance Division

Total Debt, 2021–2025



Source: City of Port Moody Finance Division

Debt Per Capita, 2010–2030



* Figures for future years are projections derived from current debt forecasts and population estimates. These figures are subject to revision based on changes in demographic trends, borrowing activity, and broader economic conditions.

Source: City of Port Moody Finance Division

City of Port Moody

Bylaw No. 3540

A Bylaw to establish the budget for the 2026-2030 Five-Year Financial Plan.

The Council of the City of Port Moody enacts as follows:

1. Citation

1.1 This Bylaw may be cited as "City of Port Moody Financial Plan Bylaw, 2026, No. 3540".

2. Repeal

2.1 City of Port Moody Financial Plan Bylaw, 2025, No. 3508 and all amendments thereto are hereby repealed.

3. Attachments and Schedules

3.1 The following schedules are attached to and form part of this Bylaw:

- Schedule A – Financial Plan, 2026; and
- Schedule B – 2026 Revenue Policy Disclosure – Policies and Objectives.

4. Severability

4.1 If a portion of this Bylaw is found invalid by a court, it will be severed, and the remainder of the Bylaw will remain in effect.

Read a first time this 28th day of April, 2026.

Read a second time this 28th day of April, 2026.

Read a third time this 28th day of April, 2026.

Adopted this 12th day of May, 2026.

I hereby certify that the above is a certified true copy of Bylaw No. 3540 of the City of Port Moody

S. Lam
Corporate Officer

M. Lahti
Mayor

S. Lam
Corporate Officer

Schedule A to Bylaw No. 3540

Financial Plan, 2026

	2026	2027	2028	2029	2030
REVENUES					
Taxation	$ 67,006,315	$ 72,270,665	$ 76,242,027	$ 80,219,759	$ 84,801,370
Sales, Fees and User Charges	$ 31,734,254	$ 33,137,222	$ 35,105,972	$ 37,100,794	$ 39,514,574
Other Revenue	$ 16,864,564	$ 17,289,229	$ 13,562,176	$ 13,517,875	$ 13,564,247
Development Levies	$ 3,435,487	$ 0	$ 0	$ 0	$ 0
	$ 119,040,599	$ 122,697,116	$ 124,910,174	$ 130,838,429	$ 137,880,191
EXPENSES					
Operating Expenses	($ 123,542,481)	($ 116,712,792)	($ 121,371,102)	($ 126,409,168)	($ 132,359,069)
SURPLUS/(DEFICIT)	($ 4,501,882)	$ 5,984,324	$ 3,539,072	$ 4,429,261	$ 5,521,123
NON-CASH ITEMS					
Amortization	$ 13,443,410	$ 14,787,752	$ 16,266,527	$ 17,893,179	$ 19,682,497
	$ 13,443,410	$ 14,787,752	$ 16,266,527	$ 17,893,179	$ 19,682,497
Cash Items					
Capital Expenditures	($ 76,416,397)	($ 19,860,500)	($ 11,467,100)	($ 14,138,300)	($ 9,585,700)
Debt principal repayment	($ 1,142,714)	($ 1,028,198)	($ 1,010,470)	($ 1,027,723)	($ 1,026,874)
	($ 77,559,111)	($ 20,888,698)	($ 12,477,570)	($ 15,166,023)	($ 10,612,574)
TRANSFERS FROM					
Accumulated Surplus	$ 895,100	$ 0	$ 0	$ 0	$ 0
Equip. Replace. Reserve Fund	$ 4,682,914	$ 3,499,166	$ 1,672,101	$ 3,346,810	$ 1,623,155
Land Sales Reserve Fund	$ 347,342	$ 250,000	$ 250,000	$ 250,000	$ 250,000
Reserves/Funds	$ 90,063,085	$ 25,411,102	$ 20,423,244	$ 21,452,565	$ 18,797,426
	$ 95,988,441	$ 29,160,268	$ 22,345,345	$ 25,049,376	$ 20,670,581
TRANSFERS TO					
Equip. Replace. Reserve Fund	($ 2,224,572)	($ 2,404,275)	($ 2,527,091)	($ 2,620,732)	($ 2,674,910)
Reserves/Funds	($ 25,146,287)	($ 26,639,371)	($ 27,146,283)	($ 29,585,061)	($ 32,586,716)
	($ 27,370,859)	($ 29,043,646)	($ 29,673,374)	($ 32,205,793)	($ 35,261,627)
TOTAL	$ 0	$ 0	$ 0	$ 0	$ 0

Schedule B to Bylaw No. 3540

2026 Revenue Policy Disclosure – Policies and Objectives

Requirement: The proportion of total revenue proposed to come from each funding source
The City receives revenue from various funding sources. The greatest proportion of revenue generated by the City is from property taxes. Property taxes are a stable and consistent revenue source for many services, including protective, community, and transportation services that would be complicated to fund on a user-pay basis. For this reason, property taxation will continue to be the City's major source of revenue.

The second largest revenue source is user fees and charges. User fees are applied to City services such as water, sewer, garbage, and recycling as a means of fairly apportioning the value of that service to those who use the service.

Council has been committed to developing a sustainable infrastructure replacement plan by moving towards a pay-as-you-go strategy for infrastructure replacement. This is put into practice through the process of transferring a portion of tax revenues to the Asset Reserve. These funds are then set aside for use as capital funding in recognition that other more historical capital revenue sources, such as land sales, are finite capital funding sources and are not as available in the future.

Policy:
Council is committed to reducing taxation in favour of the following practices:

- fees and charges are reviewed annually to maximize the revenues from services and also to ensure that they are in line with the market rates for similar services or programs;
- costs for services can be recovered from general taxation or charged specifically to the users of the services. Council has recognized that costs of some services could be more fairly recovered from user fees than property taxes, and has, where feasible and fair, shifted the financial burden of municipal services from property taxes to user fees. However, with respect to user fees, Council is also concerned that the overall interests of the community may not always be best served by these shifts. Savings transferred from taxpayers by shifting costs to users also shift a financial burden to some service users that cannot absorb the shifts which, in turn, reduces universal access to services;
- senior government and other agency grant opportunities are applied for and leveraged wherever possible as an external source of revenue to supplement scarce capital and operating property taxation revenues. However, Council has been careful when pursuing federal and provincial funds and other grant opportunities, taking into consideration the full-cost implications. The City's Long-Term Strategic Financial Framework, a document designed to steer the City towards financial sustainability, states that the City will not rely on grant funding and will only pursue grants that align with established community priorities;

- when certain and applicable City land parcels have been identified for development, leasing opportunities rather than straight land sales are a consideration as ownership of City land inventories can be retained while still generating ongoing and sustainable lease, tax, and utility revenue streams, thereby reducing property taxation. Alternatively, the City could maintain those City land inventories through land swaps or land sales and repurchase of other strategic land parcels, when contemplating land development opportunities of City lands; and
- wherever possible, the City maximizes land values by leveraging development opportunities to provide community amenities. Also, new developments generally should fund new increased infrastructure requirements.

Objective:
The 2026 Financial Plan includes the following distribution of revenue:

Table 1: Proportions of Total Revenue

Revenue Source	% Total Revenue
Municipal Taxation	56.3%
Fees and Charges	31.0%
External Grants	1.5%
Government Contributions	3.3%
Investment Revenue	0.8%
Payment in Lieu of Taxes	1.3%
Other	5.8%
TOTAL	100.0%

Requirement: The distribution of property taxes among the property classes
The City has delineated six property tax classes within the City, with separate rates levying taxes to six different types of property. Class 4 Major Industry has three rates, two of which are set by the Province to cap certain port properties to encourage new investments in those properties. The City's tax rate ratios are relatively consistent over the years except for classes where external forces, such as provincial capping and assessment calculation practices, are mandated by the Province.

Table 2 provides the distribution of property tax revenue among the property classes. Table 3 provides the comparison of the mill rates among the property taxes.

Table 2: Distribution of property tax revenue among the property classes (2026)

Property Class	% Property Tax
Residential (1)	68.11
Utilities (2)	0.24
Supportive Housing (3)	0.00
Major Industry – Other (4)	12.64
Major Industry – Ports (4)	2.35
Major Industry – Ports (New Investments) (4)	0.77
Light Industry (5)	1.60
Business (6)	14.04
Managed Forest Land (7)	0.00
Recreation (8)	0.25
Farm (9)	0.00
TOTAL	100.00

Table 3: Distribution of property tax mill rates (2026)

Property Class	Ratio
Residential (1)	1:1
Utilities (2)	14.74:1
Major Industry – Other (4)	15.76:1
Major Industry – Ports (4)	10.13:1
Major Industry – Ports (New Investments) (4)	8.29:1
Light Industry (5)	4.22:1
Business (6)	1.93:1
Recreation (8)	0.88:1

Policy:

Taxation versus Services Consumed

Property taxation is an *ad valorem* tax system, which means that taxes are based on the assessed value of real property (land and improvements). Therefore, the City does not relate the amount of the tax levied on each individual property with the amount of service the City provides each property. Similarly, the City does not levy its taxes based on the number of occupants in a household using services as taxes are not user fees. Further to this, Council commits to ongoing reviews with the objective of establishing a tax policy that best distributes property taxes among the property classes.

Tax Class Capping

Council is concerned with the distribution of property taxes for classes where provincial capping has been legislated. Provincial tax rate capping can affect the equity of the allocation due to the capping being only applied to certain properties within the class:

- the *Ports Property Tax Act* – 2004 restricts the municipal tax rates to $27.50 per $1,000 of assessment value. Eligible new construction relating to port properties is taxed at $22.50 per $1,000 of assessment value. The Province provides an annual grant to the City to assist in offsetting the cap, but since the grant is indexed to inflation and the tax increase may be higher, other taxpayers within the class are allocated the variance;

- Class 2 Utilities with respect to the *Local Government Act 329/96* is capped at the greater of $40 or 3.28 times Class 6 Business/Other; and
- Bill 42 (Bill 42 – *2018 Assessment Amendment Act*, 2018) has a significant impact on the City's autonomy over property taxation. The introduction of Bill 42 held a certain property valuation to current use rather than the highest and best use as is the case for all other properties. The restriction on this property resulted in all other properties paying more tax to compensate for this reduction in property value.

Allocating the Tax Burden

After the provincial restrictions or capping of tax rates are met, the tax rates for the remaining classes are established by adding the Council approved tax increase to distribute the tax burden as equitably as possible across all tax classes, using a fixed share approach. Port Moody reviews its tax rates and the revenue derived from the different property tax classes periodically, and strives to keep the tax rates comparable to neighbouring jurisdictions. As mentioned, Council's policy is to allocate the tax increase equitably to each of the different tax classes recognizing that all tax classes have their own financial challenges.

The impact to tax rates can appear inequitable in some classes even though the tax dollars paid rise more equitably. The reason some tax rates rise more while other tax rates remain more constant is due to the fact that the assessed values, on which the tax rates are based to generate the required revenues, can move in different directions by class as well. When assessed values move in opposite directions for certain classes, the tax rates also need to move in step to keep the tax dollars paid equitable. Over time, tax rates moving in opposite directions to adjust for assessed values moving in opposite directions create significant variances in the tax rates between the classes. The only equity Council can achieve, without purposely directing tax shifts, is to try to keep the percentage increases to the tax dollars paid as equitable as possible.

Objective:

The 2026 Financial Plan includes minor changes in the distribution of property taxes among the property classes. Council's informal policy is to spread the tax burden equitably to each taxpayer in each class.

Requirement: The use of permissive and revitalization tax exemptions

Section 224 of the *Community Charter* provides Council with the authority to grant permissive property tax exemptions on land or improvements.

In 2025, Council approved the list of permissive tax exemptions granted for the 2026 taxation year and the estimated amount of tax revenue foregone. The list demonstrates the policy of Council that permissive exemptions are granted to not-for-profit institutions, including religious, historical, and cultural institutions that form a valuable part of our community.

The City provided 2026 permissive tax exemptions to:

- Anglican Church;
- Association of Neighbourhood Houses of BC DBA Sasamat Outdoor Centre;
- Catalyst Community Developments Society
- Catholic Church;
- City of Port Moody;
- City of Port Moody/YMCA;
- Community Ventures Society;
- House of Omeed;
- Kinsight Community Society;
- Mennonite Church;
- Port Moody Arts Centre Society;
- Port Moody Ecological Society;
- Port Moody Heritage Society;
- Royal Canadian Legion Port Moody Branch No. 119;
- St. Andrews Port Moody Housing Society;
- The Owners Strata plan EPS9182;
- The Trustees of Inlet United Church; and
- United Church.

In accordance with the *Community Charter*, notice to adopt the bylaws must be published, and the bylaws adopted by October 31st of each year.

Civic tax revenue foregone as a result of the permissive tax exemptions for charitable organizations is estimated to be $237,824 for 2026. Per section 227 of the *Community Charter*, notice of this exemption was given to the public. Per section 98(2) of the *Community Charter*, this amount of foregone revenue will be disclosed in the City of Port Moody 2026 Annual Report.

Policy:

Permissive Tax Exemptions

Council is committed to the continued support of local organizations for permissive tax exemptions since the organizations provide value to the community that, in Council's view, should be supported by taxpayers.

Revitalization Tax Exemptions

Section 226 of the *Community Charter* provides Council with the authority to grant revitalization property tax exemptions on land or improvements to encourage revitalizations within the municipality. The City has not entered into any Heritage Revitalization agreements that pertain to the 2026 taxation year.

Objective:

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

Utilities Rate Summary

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City of Port Moody

Drainage Rates 2026 - 2030

	BUD 2025			PLN 2026			PLN 2027			PLN 2028			PLN 2029			PLN 2030		
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Single Family	20,020	$ 130	$ 2,602,600	20,600	137	$ 2,822,200	20,600	147	$ 3,028,200	20,600	160	$ 3,296,000	20,600	173	$ 3,563,800	20,600	189	$ 3,893,400
Based on 2026 roll values ($1,222,000 avg.)																		
Revenue Total			2,602,601			2,822,201			3,028,201			3,296,001			3,563,801			3,893,401
Per Operating Budget			2,635,389			2,817,704			3,027,518			3,287,890			3,564,174			3,895,613
$ Change - Revenue						139,703			205,317			259,689			268,173			331,812
% Change - Revenue						5.37%			7.28%			8.58%			8.14%			9.31%
Rate Over/(Shortfall)			-32,788			4,497			683			8,111			-373			-2,212
$1 of rate increase generates			20,021			20,601			20,601			20,601			20,601			20,601

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City of Port Moody

Garbage Rates 2026 - 2030

	BUD 2025			PLN 2026			PLN 2027			PLN 2028			PLN 2029			PLN 2030		
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Per Single Family or Two Family Dwelling Per Ui	4,755	$ 137	$ 651,435	4,706	144	$ 677,664	4,706	149	$ 701,194	4,706	153	$ 720,018	4,706	157	$ 738,842	4,706	160	$ 752,960
Per SFD or 2 SFD Per Unit: (240L Cart)	1,971	$ 236	$ 465,156	2,013	248	$ 499,224	2,013	256	$ 515,328	2,013	262	$ 527,406	2,013	268	$ 539,484	2,013	273	$ 549,549
Per Res MFD (TO BE REMOVED IN 2027)	29	$ 99	$ 2,871	29	104	$ 3,016	29	107	$ 3,103	29	110	$ 3,190	29	113	$ 3,277	29	115	$ 3,335
Per ICI Premises: (120L Cart)	14	$ 205	$ 2,870	14	216	$ 3,024	14	223	$ 3,122	14	228	$ 3,192	14	233	$ 3,262	14	237	$ 3,318
Per ICI Premises: (240L Cart)	72	$ 357	$ 25,704	72	376	$ 27,072	72	388	$ 27,936	72	397	$ 28,584	72	406	$ 29,232	72	414	$ 29,808

Revenue Total	1,148,037	1,210,001	1,250,684	1,282,391	1,314,098	1,338,971
Per Operating Budget	1,149,880	1,210,728	1,248,102	1,281,025	1,312,444	1,339,025
$ Change - Revenue		59,492	38,101	30,341	30,053	24,927
% Change - Revenue		5.18%	3.15%	2.43%	2.34%	1.90%
Rate Over/(Shortfall)	-1,843	-727	2,582	1,366	1,654	-54
$1 of rate increase generates	6,842	6,835	6,835	6,835	6,835	6,835

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City of Port Moody

Glass Rates 2026 - 2030

	BUD 2025			PLN 2026			PLN 2027			PLN 2028			PLN 2029			PLN 2030		
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Per Single Family or Two Family Dwelling Per Ui	4,781	$ 15	$ 71,715	4,776	16	$ 76,416	4,776	16	$ 76,416	4,776	17	$ 81,192	4,776	17	$ 81,192	4,776	18	$ 85,968
Per MFD with Cart	1,696	$ 15	$ 25,440	1,700	16	$ 27,200	1,700	16	$ 27,200	1,700	17	$ 28,900	1,700	17	$ 28,900	1,700	18	$ 30,600
Per MFD Centralized	5,671	$ 8	$ 45,368	5,636	9	$ 50,724	5,636	9	$ 50,724	5,636	9	$ 50,724	5,636	9	$ 50,724	5,636	9	$ 50,724
Per ICI Premises: (240L Cart)																		
Per ICI Premises: (360L Cart)																		
Revenue Total			142,524			154,341			154,341			160,817			160,817			167,293
Per Operating Budget			138,802			152,152			156,439			160,514			164,628			167,797
$ Change - Revenue						9,923			2,098			6,173			3,811			6,980
% Change - Revenue						6.96%			1.36%			4.00%			2.37%			4.34%
Rate Over/(Shortfall)			3,722			2,189			-2,098			303			-3,811			-504
$1 of rate increase generates			12,149			12,113			12,113			12,113			12,113			12,113

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City of Port Moody

Green Waste Rates 2026 - 2030

	BUD 2025			PLN 2026			PLN 2027			PLN 2028			PLN 2029			PLN 2030		
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Per Single Family or Two Family Dwelling Per Ui	4,781	$ 292	$ 1,396,052	4,776	299	$ 1,428,024	4,776	307	$ 1,466,232	4,776	315	$ 1,504,440	4,776	322	$ 1,537,872	4,776	326	$ 1,556,976
Per MFD (with cart)	1,704	$ 147	$ 250,488	1,708	151	$ 257,908	1,708	155	$ 264,740	1,708	159	$ 271,572	1,708	162	$ 276,696	1,708	164	$ 280,112
Per MFD Centralized*	955	$ 59	$ 56,345	949	60	$ 56,940	949	62	$ 58,838	949	64	$ 60,736	949	65	$ 61,685	949	66	$ 62,634
Per ICI Premises: (240L Cart)	28	$ 292	$ 8,176	29	299	$ 8,671	29	307	$ 8,903	29	315	$ 9,135	29	322	$ 9,338	29	326	$ 9,454
Per ICI Premises: (360L Cart) (REMOVE IN 2027)	10	$ 146	$ 1,460	10	150	$ 1,500	10	154	$ 1,540	10	158	$ 1,580	10	161	$ 1,610	10	163	$ 1,630

Revenue Total	1,712,522	1,753,044	1,800,254	1,847,464	1,887,202	1,910,807
Per Operating Budget	1,721,738	1,754,388	1,802,222	1,845,137	1,885,914	1,907,973
$ Change - Revenue		42,800	49,178	44,883	38,450	20,771
% Change - Revenue		2.50%	2.81%	2.49%	2.08%	1.10%
Rate Over/(Shortfall)	-9,216	-1,344	-1,968	2,327	1,288	2,834
$1 of rate increase generates	7,479	7,473	7,473	7,473	7,473	7,473

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City of Port Moody

Recycling Rates 2026 - 2030

	BUD 2025			PLN 2026			PLN 2027			PLN 2028			PLN 2029			PLN 2030		
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Per Single Family or Two Family Dwelling Per Ui	4,782	$ 59	$ 282,138	4,778	62	$ 296,236	4,778	65	$ 310,570	4,778	68	$ 324,904	4,778	70	$ 334,460	4,778	72	$ 344,016
Per MFD with Cart	1,695	$ 59	$ 100,005	1,698	62	$ 105,276	1,698	65	$ 110,370	1,698	68	$ 115,464	1,698	70	$ 118,860	1,698	72	$ 122,256
Per MFD Centralized	5,671	$ 37	$ 209,827	5,636	39	$ 219,804	5,636	41	$ 231,076	5,636	43	$ 242,348	5,636	44	$ 247,984	5,636	45	$ 253,620
Per ICI Premises: (240L Cart)	26	$ 230	$ 5,980	25	240	$ 6,000	25	251	$ 6,275	25	261	$ 6,525	25	270	$ 6,750	25	278	$ 6,950
Per ICI Premises: (360L Cart)	89	$ 342	$ 30,438	87	358	$ 31,146	87	374	$ 32,538	87	389	$ 33,843	87	403	$ 35,061	87	415	$ 36,105

Revenue Total	628,389	658,463	690,830	723,085	743,116	762,948
Per Operating Budget	630,036	654,653	688,557	719,126	748,237	764,621
$ Change - Revenue		28,532	30,094	28,296	25,152	21,505
% Change - Revenue		4.54%	4.57%	4.10%	3.48%	2.89%
Rate Over/(Shortfall)	-1,647	3,810	2,273	3,959	-5,121	-1,673
$1 of rate increase generates	12,264	12,225	12,225	12,225	12,225	12,225

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City of Port Moody

Sewer Rates 2026 - 2030

	BUD 2025			PLN 2026			PLN 2027			PLN 2028			PLN 2029			PLN 2030		
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Single Family	4,865	$ 637	$ 3,099,005	4,858	673	$ 3,269,434	4,858	712	$ 3,458,896	4,858	779	$ 3,784,382	4,858	847	$ 4,114,726	4,858	942	$ 4,576,236
Townhouse	3,570	$ 601	$ 2,145,570	3,529	635	$ 2,240,915	3,529	672	$ 2,371,488	3,529	735	$ 2,593,815	3,529	799	$ 2,819,671	3,529	888	$ 3,133,752
Condo	6,063	$ 403	$ 2,443,389	6,476	426	$ 2,758,776	6,476	451	$ 2,920,676	6,476	493	$ 3,192,668	6,476	536	$ 3,471,136	6,476	596	$ 3,859,696
Laneway House	17	$ 307	$ 5,219	17	325	$ 5,525	17	344	$ 5,848	17	376	$ 6,392	17	409	$ 6,953	17	455	$ 7,735
Secondary Suites	449	$ 307	$ 137,843	448	325	$ 145,600	448	344	$ 154,112	448	376	$ 168,448	448	409	$ 183,232	448	455	$ 203,840
NFP Housing	129	$ 307	$ 39,603	129	325	$ 41,925	129	344	$ 44,376	129	376	$ 48,504	129	409	$ 52,761	129	455	$ 58,695
Office	176	$ 686	$ 120,736	180	725	$ 130,500	180	767	$ 138,060	180	839	$ 151,020	180	913	$ 164,340	180	1,015	$ 182,700
Restaurant	29	$ 1,180	$ 34,220	31	1,248	$ 38,688	31	1,321	$ 40,951	31	1,445	$ 44,795	31	1,572	$ 48,732	31	1,748	$ 54,188
Service Stns (Garage)	11	$ 1,180	$ 12,980	12	1,248	$ 14,976	12	1,321	$ 15,852	12	1,445	$ 17,340	12	1,572	$ 18,864	12	1,748	$ 20,976
Private Club	0	$ 686	$ 0	0	725	$ 0	0	767	$ 0	0	839	$ 0	0	913	$ 0	0	1,015	$ 0
Not for Profit	6	$ 686	$ 4,116	6	725	$ 4,350	6	767	$ 4,602	6	839	$ 5,034	6	913	$ 5,478	6	1,015	$ 6,090
Unclassified	13	$ 686	$ 8,918	13	725	$ 9,425	13	767	$ 9,971	13	839	$ 10,907	13	913	$ 11,869	13	1,015	$ 13,195
Non-Port Moody Residential	50	$ 374	$ 18,700	50	395	$ 19,750	50	418	$ 20,900	50	457	$ 22,850	50	497	$ 24,850	50	553	$ 27,650

Revenue Total	8,070,300	8,679,865	9,185,733	10,046,156	10,922,613	12,144,754
Per Operating Budget	8,029,316	8,675,996	9,187,520	10,048,637	10,926,697	12,145,426
$ Change - Revenue		462,380	507,655	862,904	880,541	1,222,813
% Change - Revenue		5.73%	5.85%	9.39%	8.76%	11.20%
Rate Over/(Shortfall)	40,985	3,869	-1,787	-2,481	-4,084	-672
$1 of rate increase generates	15,379	15,750	15,750	15,750	15,750	15,750

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City of Port Moody

Water Rates 2026 - 2030

	BUD 2025			PLN 2026			PLN 2027			PLN 2028			PLN 2029			PLN 2030		
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Single Family	4,874	$ 643	$ 3,133,982	4,867	698	$ 3,397,166	4,867	744	$ 3,621,048	4,867	795	$ 3,869,265	4,867	845	$ 4,112,615	4,867	900	$ 4,380,300
Townhouse	3,570	$ 602	$ 2,149,140	3,529	654	$ 2,307,966	3,529	697	$ 2,459,713	3,529	745	$ 2,629,105	3,529	792	$ 2,794,968	3,529	844	$ 2,978,476
Condo	6,063	$ 403	$ 2,443,389	6,476	438	$ 2,836,488	6,476	467	$ 3,024,292	6,476	499	$ 3,231,524	6,476	531	$ 3,438,756	6,476	566	$ 3,665,416
Laneway House	17	$ 307	$ 5,219	17	333	$ 5,661	17	355	$ 6,035	17	379	$ 6,443	17	403	$ 6,851	17	429	$ 7,293
Secondary Suites	449	$ 307	$ 137,843	448	333	$ 149,184	448	355	$ 159,040	448	379	$ 169,792	448	403	$ 180,544	448	429	$ 192,192
NFP Housing	129	$ 307	$ 39,603	129	333	$ 42,957	129	355	$ 45,795	129	379	$ 48,891	129	403	$ 51,987	129	429	$ 55,341
Office	176	$ 643	$ 113,168	180	698	$ 125,640	180	744	$ 133,920	180	795	$ 143,100	180	845	$ 152,100	180	900	$ 162,000
Restaurant	29	$ 1,380	$ 40,020	31	1,498	$ 46,438	31	1,596	$ 49,476	31	1,705	$ 52,855	31	1,813	$ 56,203	31	1,932	$ 59,892
Service Stns (Garage)	11	$ 1,380	$ 15,180	12	1,498	$ 17,976	12	1,596	$ 19,152	12	1,705	$ 20,460	12	1,813	$ 21,756	12	1,932	$ 23,184
Private Club	0																	
Not for Profit	6	$ 346	$ 2,076	6	376	$ 2,256	6	401	$ 2,406	6	428	$ 2,568	6	455	$ 2,730	6	485	$ 2,910
Unclassified	13	$ 643	$ 8,359	13	698	$ 9,074	13	744	$ 9,672	13	795	$ 10,335	13	845	$ 10,985	13	900	$ 11,700

Revenue Total	8,087,980	8,940,807	9,530,550	10,184,339	10,829,496	11,538,705
Per Operating Budget	8,079,078	8,925,297	9,527,223	10,183,093	10,831,013	11,540,128
$ Change - Revenue		693,656	586,416	652,543	646,674	710,632
% Change - Revenue		8.58%	6.56%	6.85%	6.35%	6.56%
Rate Over/(Shortfall)	8,902	15,510	3,327	1,246	-1,517	-1,423
$1 of rate increase generates	15,338	15,709	15,709	15,709	15,709	15,709

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Reserve Summaries

PORT MOODY
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Port Moody Capital Plan

Project Funding by Reserves for Years 2026 - 2030

Reserves	2026	2027	2028	2029	2030
Asset Reserve - Equipment - City	1,477,000	241,000	168,000	333,500	50,000
Asset Reserve - Equipment - Police	899,500	227,300	244,000	209,500	420,400
Asset Reserve - Facilities Maintenance	2,618,000	2,885,500	2,060,000	2,012,000	2,250,000
Asset Reserve - Parks	988,000	1,616,500	1,053,500	638,500	1,340,500
Asset Reserve - Transportation	2,715,000	2,085,000	1,795,000	1,845,000	1,835,000
Asset Reserve - Unallocated	566,400	259,300	154,800	3,040,900	157,200
Climate Action Implementation Reserve	1,676,300	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	420,000	312,500	147,500	132,500	137,000
Affordable Housing Reserve	30,000				
OHS Reserve	40,000				
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				
Equipment Replacement Reserve Fund	3,297,900	3,488,700	1,667,100	3,336,800	1,618,300
Drainage Capital Reserve	2,826,200	1,951,600	2,207,800	922,000	962,200
Sanitation Utility Reserve	147,600	70,500	70,500	70,500	70,500
Sewer Capital Reserve	3,583,100	1,294,500	1,694,500	1,759,500	1,719,500
Water Capital Reserve	4,044,100	2,095,500	1,985,500	1,010,500	1,060,500
Total Project Funding	**27,016,600**	**22,655,900**	**14,019,900**	**16,567,600**	**11,904,600**

Port Moody Capital Plan

Reserve Ending Balances for Years 2026 - 2030

Reserves	2026	2027	2028	2029	2030
Asset Reserve - Equipment - City	-1,766,727	-1,493,483	-1,094,850	-807,460	-178,388
Asset Reserve - Equipment - Police	-539,753	-396,445	-243,897	-28,935	4,249
Asset Reserve - Facilities Maintenance	-1,013,173	-1,706,006	-1,348,180	-708,188	-61,871
Asset Reserve - Parks	-389	-656,797	-650,759	-125,880	-197,680
Asset Reserve - Transportation	-2,963,519	-2,449,480	-1,380,633	-84,930	1,510,850
Asset Reserve - Unallocated	-1,612,612	-1,192,553	-591,920	73,219	823,469
Climate Action Implementation Reserve	-2,528,247	-2,726,447	-1,389,147	589,453	3,591,953
Community Amenity Contribution	1,582,830	1,382,830	1,132,830	1,132,830	1,132,830
Density Bonus	2,797,638	3,042,319	3,387,000	3,731,681	4,076,362
Development Process Reserve	4,410,722	3,844,225	3,217,862	2,478,365	1,622,343
Growing Communities Fund	231,096	231,096	231,096	231,096	231,096
Master Transportation Plan	118,961	99,293	73,716	42,053	4,120
MRN General Rehab Reserve	-962,061	-1,087,061	-712,061	-337,061	37,939
MRN Pavement Rehab Reserve	60,016	-421,282	-200,216	-4,033	170,815
New Initiatives Reserve	-971,370	-717,150	-280,437	188,465	670,039
Affordable Housing Reserve	1,286,305	984,427	673,492	353,229	23,359
OHS Reserve	338,541	384,103	429,666	475,228	520,791
Library Reserve	225,932	255,932	285,932	315,932	345,932
Local Government Climate Action Program	-41,324	337,489	315,077	292,142	818,903
Pay Parking Reserve	343,592	346,000	347,194	347,097	345,262
Public Art Reserve	264,550	254,550	254,550	244,550	244,550
Urban Forest Reserve	311,683	340,574	366,887	388,122	409,274
Waste Management Operating Reserve	146,951	146,951	146,951	146,951	146,951
Equipment Replacement Reserve Fund	4,545,821	3,461,396	4,321,386	3,605,319	4,661,929
Drainage Capital Reserve	-941,254	-1,112,444	-1,361,977	-125,362	1,287,070
Sanitation Utility Reserve	562,462	582,176	601,890	621,604	641,318
Sewer Capital Reserve	-3,231,754	-1,891,417	-686,542	745,462	2,539,180
Water Capital Reserve	-6,615,319	-6,133,197	-5,120,165	-2,686,555	163,867

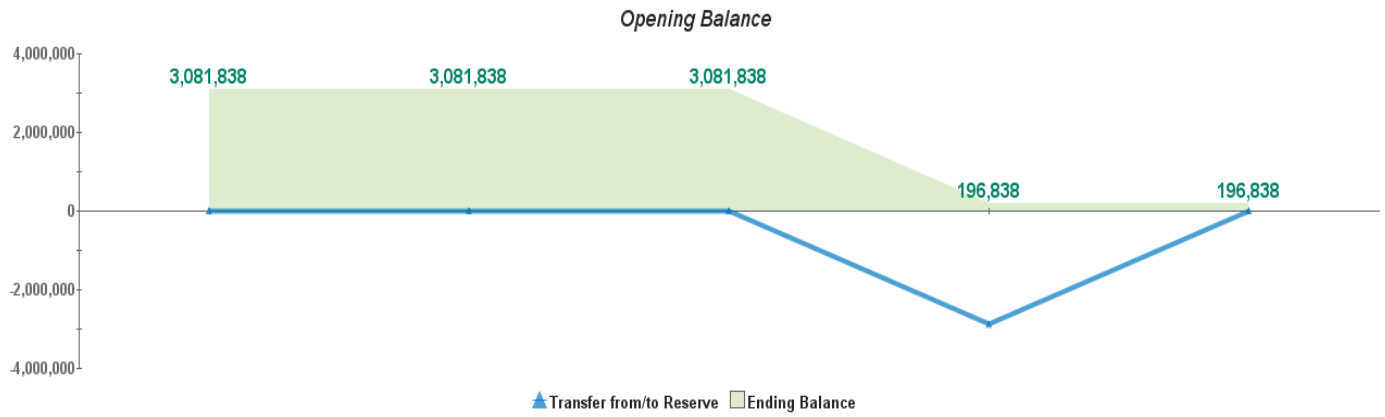
Asset Reserve

2026 - 2030 Reserve Balances

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Port Moody Reserves for Years 2026 - 2030

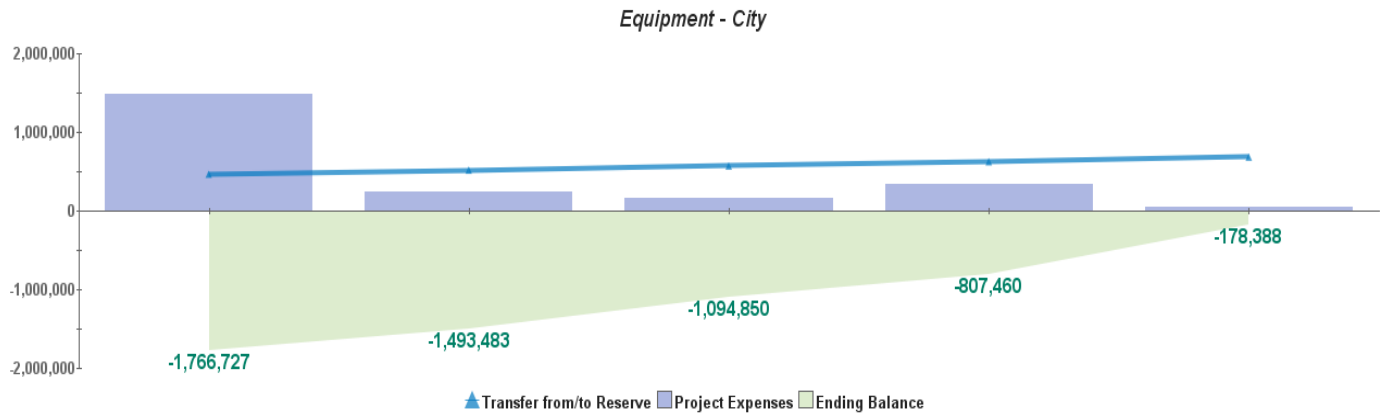
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	Opening Balance	2026	2027	2028	2029	2030
	Opening Balance	**3,081,838**	**3,081,838**	**3,081,838**	**3,081,838**	**196,838**
1	**Transfer to Reserve: (from Facilities)**	63,063	63,630	64,235	64,880	65,541
2	**Transfer to Reserve: (from Fiscal Services)**	7,034,167	7,704,167	8,411,167	9,153,167	9,930,109
3	**Transfer to Reserve: (from Recreation)**	65,600	65,600	65,600	65,600	65,600
4	**Transfer to Reserve: (from Solid Waste)**	16,300	16,300	16,300	16,300	16,300
	Total - Transfer To Opening Balance	**7,179,130**	**7,849,697**	**8,557,302**	**9,299,947**	**10,077,550**
1	**Transfer from Reserve: (to Fiscal Services)**	-7,179,130	-7,849,697	-8,557,302	-12,184,947	-10,077,550
	Total - Transfer From Opening Balance	**-7,179,130**	**-7,849,697**	**-8,557,302**	**-12,184,947**	**-10,077,550**
	Ending Balance	**3,081,838**	**3,081,838**	**3,081,838**	**196,838**	**196,838**

Port Moody Reserves for Years 2026 - 2030

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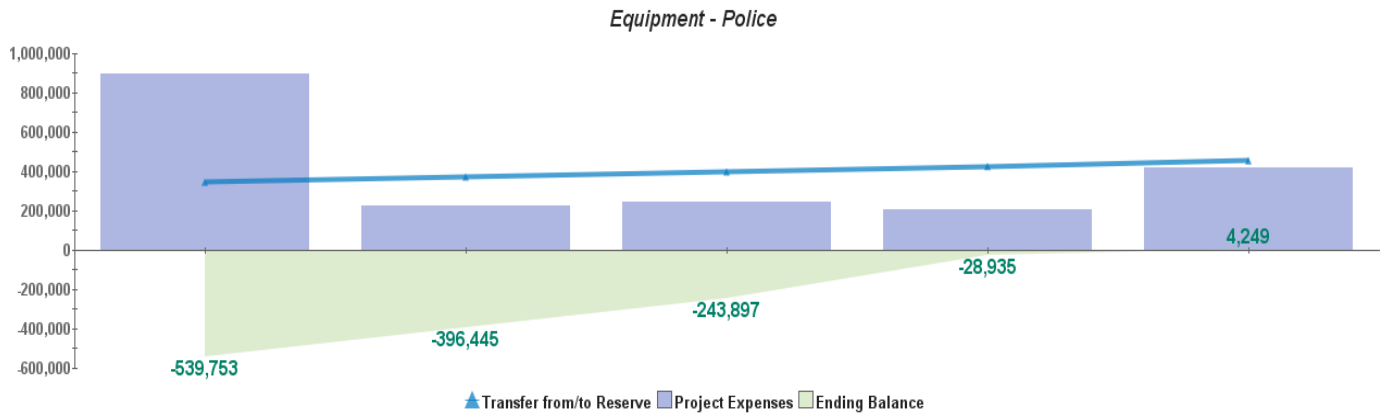


Equipment - City			2026	2027	2028	2029	2030
	Opening Balance		-750,823	-1,766,727	-1,493,483	-1,094,850	-807,460
1	Transfer to Reserve: (from Fiscal Services)		465,527	514,967	567,137	621,891	679,222
	Total - Transfer To Equipment - City		465,527	514,967	567,137	621,891	679,222
1	Transfer from Reserve: (to Fiscal Services)		-4,431	-723	-504	-1,001	-150
	Total - Transfer From Equipment - City		-4,431	-723	-504	-1,001	-150
1	CU26012: Theatre Seating and Drapery Cleaning (with application of fire retardant)	3. High				-14,000	
2	CU26018: Inlet Theatre Stage Repairs	4. Medium	-7,500			-7,500	
3	CU26002: Bistro Fridges - Bar and Commercial Catering	4. Medium	-10,000				
4	CU26023: Theatre Drape Replacement	4. Medium		-45,000			
5	CU26025: Inlet Theatre Audio Console Replacement	4. Medium				-10,000	
6	CU26027: Wireless Microphone Replacement	4. Medium			-10,000		
7	CU26031: Lifecycle Replacement of Two Council Projectors	3. High		-30,000			
8	CU26032: Lifecycle Replacement Intelligent Lights in Theatre (x2)	4. Medium		-10,000			
9	CU26037: Inlet Theatre Fresnel and Leko Replacement	4. Medium			-35,000		
10	CU26038: Inlet Theatre Communications Equipment Lifecycle Replacement	3. High			-7,500		
11	CU26039: Inlet Theatre Speaker Lifecycle Replacement	3. High	-20,000				
12	CU26041: Replacement of Galleria Screens, Green Room Screen & Video Camera and Add Video Distribution	4. Medium				-12,000	
13	CU26006: Galleria Event Tables (6') and Benches	4. Medium			-10,500		
14	FC26323: Facilities - Furniture Replacement	3. High	-100,000	-50,000	-50,000	-50,000	-50,000
15	RS26013: Replace chairs at Recreation Complex	3. High	-45,000				
16	RS26003: Cardio Weight Room Equipment Replacement	3. High	-360,000				
17	OA26007: Fleet Consultant Services	3. High		-20,000		-20,000	
18	IS26001: Disk Array Replacement	3. High				-95,000	
19	IS26010: Security Audit Follow-up	3. High		-66,000			
20	IS26012: Council Mobile Device	2. Council	-25,000				
21	IS26019: Plotter & Scanner Replacement	3. High				-40,000	
22	IS26024: Brovold Room Display Replacement	3. High	-18,000				
23	IS26025: Inlet Centre Fire Hall AV Upgrades	3. High	-41,000				
24	IS26026: M365 Governance Framework and Pilot	3. High	-108,500				
25	IS26027: ITIL Service Delivery	3. High	-70,000				
26	IS26028: Service Performance and Accountability Framework	3. High	-29,000				
27	IS26029: Learning Management System (LMS) Replacement	3. High	-65,000				
28	IS26003: Virtual Server Replacement	3. High				-85,000	

Equipment - City			2026	2027	2028	2029	2030
29	IS26030: Applicant Tracking System (ATS) Replacement	3. High	-50,000				
30	IS26032: Parkview AV Upgrades	3. High	-23,000				
31	IS26034: Community Case Management Pilot	3. High	-110,000				
32	IS26035: Records Management Renewal Project	3. High	-250,000				
33	IS26004: Backup Server Replacements	3. High	-55,000		-55,000		
34	IS26005: Orthophoto & LiDAR Mapping	3. High		-20,000			
35	IS26006: Firewall Replacement	3. High	-90,000				
	Total - Project Funding From Equipment - City		-1,477,000	-241,000	-168,000	-333,500	-50,000
	Ending Balance		-1,766,727	-1,493,483	-1,094,850	-807,460	-178,388

Port Moody Reserves for Years 2026 - 2030

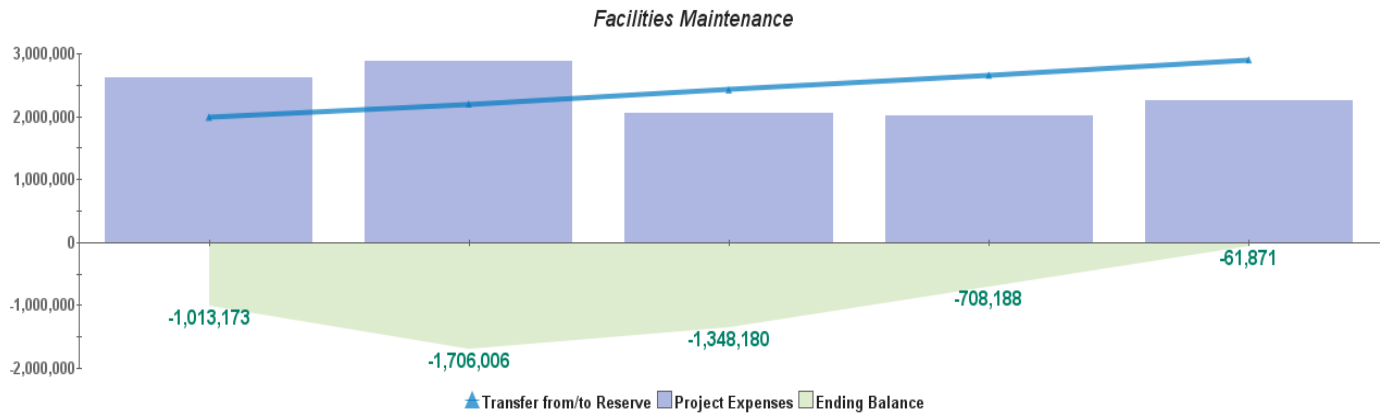
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Equipment - Police			2026	2027	2028	2029	2030
	Opening Balance		15,446	-539,753	-396,445	-243,897	-28,935
1	Transfer to Reserve: (from Police)		347,000	371,290	397,280	425,090	454,846
	Total - Transfer To Equipment - Police		347,000	371,290	397,280	425,090	454,846
1	Transfer from Reserve: (to Fiscal Services)		-2,699	-682	-732	-629	-1,261
	Total - Transfer From Equipment - Police		-2,699	-682	-732	-629	-1,261
1	PD26001: Server Room Equipment and Licenses	3. High	-168,000				
2	PD26010: External Hard Armor	3. High	-35,000			-10,500	
3	PD26011: Forensic Surveying Equipment (Collision)	3. High		-40,000			
4	PD26014: Approved Screening Devices	3. High	-8,500				
5	PD26002: Network Infrastructure	3. High			-165,000		
6	PD26003: Police Building Video Recording System	3. High	-135,000				
7	PD26031: Server Room Equipment (Back Up Server)	3. High	-84,500				
8	PD26032: Software Upgrades - Office Suite	3. High					-48,000
9	PD26033: Offline Back Up Solution	3. High					-45,000
10	PD26036: Building WiFi	3. High				-60,000	
11	PD26004: Computers - Desktops & Tablets	3. High	-53,000	-55,000	-64,000	-60,000	-53,000
12	PD26040: Intoxilyzer (Breath Alcohol Testers)	3. High		-22,300			
13	PD26041: Telephone System	3. High		-95,000			
14	PD26042: Livescan Civilian Fingerprinting	3. High					-32,000
15	PD26046: Radar Equipment	3. High					-22,000
16	PD26049: Body Worn Camera Equipment	3. High	-346,100				
17	PD26005: MDT's - Police Laptops	3. High					-147,000
18	PD26051: Air Purifying Respirator	3. High					-42,000
19	PD26052: DNA Exhibit Drying Lockers	3. High	-16,400				-16,400
20	PD26053: Furniture replacement - police building furniture and workstations	3. High	-15,000	-15,000	-15,000	-15,000	-15,000
21	PD26006: Photocopiers and Printers	3. High	-18,000			-18,000	
22	PD26007: UPS Battery	3. High	-20,000				
23	PD26009: CEW (Less Lethal) Equipment	3. High				-46,000	
	Total - Project Funding From Equipment - Police		-899,500	-227,300	-244,000	-209,500	-420,400
	Ending Balance		-539,753	-396,445	-243,897	-28,935	4,249

Port Moody Reserves for Years 2026 - 2030

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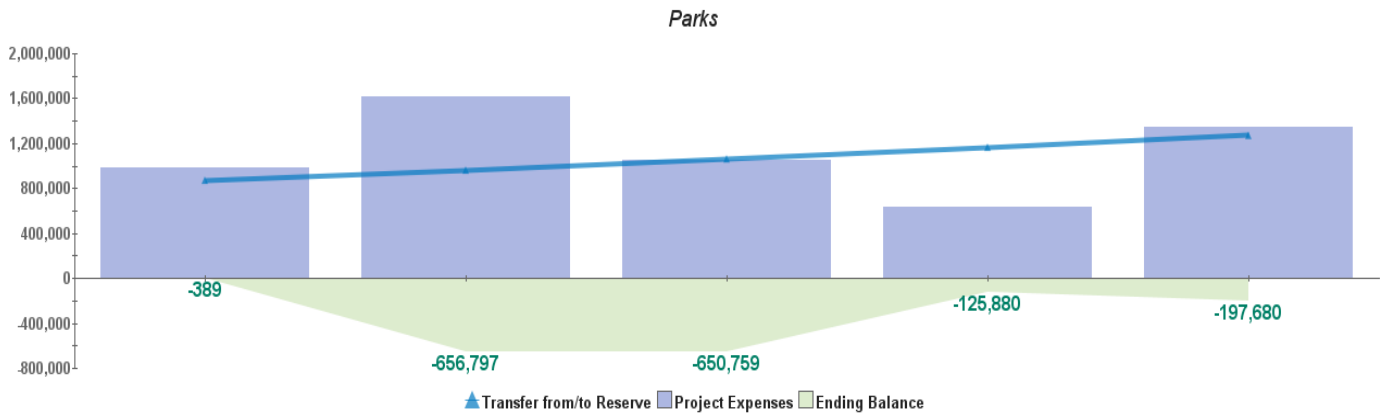


Facilities Maintenance			2026	2027	2028	2029	2030
	Opening Balance		-377,034	-1,013,173	-1,706,006	-1,348,180	-708,188
1	Transfer to Reserve: (from Fiscal Services)		1,989,714	2,201,024	2,424,005	2,658,028	2,903,067
	Total - Transfer To Facilities Maintenance		1,989,714	2,201,024	2,424,005	2,658,028	2,903,067
1	Transfer from Reserve: (to Fiscal Services)		-7,854	-8,357	-6,180	-6,036	-6,750
	Total - Transfer From Facilities Maintenance		-7,854	-8,357	-6,180	-6,036	-6,750
1	FC26010: Recreation Complex - Main Entrance Concrete Repairs	4. Medium		-100,000			
2	FC26105: Arts Centre - Condensing Units (GHGR)	3. High	-100,000				
3	FC26108: Civic Centre - Domestic Water Distribution System	4. Medium		-15,000	-150,000		
4	FC26112: Public Safety Building - Emergency Generator	3. High		-500,000			
5	FC26121: Recreation Complex - Arena 1 Lobby Washrooms	3. High	-425,000				
6	FC26129: Glenayre Centre - Gas Furnace and DHW Heater Replacement with ASHP (GHGR)	4. Medium		-36,000			
7	FC26130: Inlet Centre Firehall - Exterior Assorted Life Cycle Maintenance	4. Medium		-150,000			
8	FC26131: Inlet Centre Firehall - FLS Systems Component Replacement	3. High	-30,000				
9	FC26136: Arts Centre - Interior Painting	4. Medium				-40,000	
10	FC26137: Civic Centre - Carpet Replacement 2nd floor	3. High		-260,000			
11	FC26160: Old Orchard Hall - HVAC Equipment Replacement - Heat Pump System (GHGR)	4. Medium			-175,000		
12	FC26170: Recreation Complex - Parking Lot Repairs and Repaving	4. Medium				-350,000	
13	FC26018: Facilities - Parking Lot Line Repainting	4. Medium	-10,000	-10,000	-10,000	-10,000	-10,000
14	FC26192: Old Mill Boathouse - Interior Painting	4. Medium		-20,000			
15	FC26197: Civic Centre - Exterior Paver Ongoing Repairs	3. High	-25,000	-25,000	-25,000	-25,000	-25,000
16	FC26217: Recreation Complex - Arena 1 Dressing Rooms	3. High		-340,000	-341,000		
17	FC26219: Facilities - Security Upgrades	3. High	-75,000				
18	FC26232: Arts Centre - Furnace and DHW Heaters Replacement (GHGR)	3. High	-33,000				
19	FC26251: Recreation Complex - Curling Rink Electrical Room Upgrade	4. Medium			-50,000	-300,000	
20	FC26266: Civic Centre - Replace Gas-fired RTUs with ASHP RTU (GHGR)	4. Medium				-64,000	
21	FC26268: Inlet Centre Firehall - Replace DHW Heater with Heat Pump (GHGR)	4. Medium			-9,000		
22	FC26277: Recreation Complex - Arena 1 Lobby Upgrade	3. High	-420,000				
23	FC26028: Recreation Complex - Gymnasium Floor	4. Medium		-10,000	-100,000		
24	FC26282: Fire Hall 2 - Replace gas fired RTU with ASHP RTU (GHGR)	4. Medium				-69,000	
25	FC26283: Fire Hall 2 - Replace DHW Heater with Heat Pump (GHGR)	4. Medium				-9,000	
26	FC26284: Fire Hall 2 - Install Electric Infrared Heaters for Apparatus (GHGR)	4. Medium				-30,000	
27	FC26292: Heritage Woods - CO2 DHW Heat Pump (GHGR)	3. High			-10,000		
28	FC26305: Public Safety Building - Replace Gas Fired Heat Reclaim Unit (GHGR)	3. High		-124,000			

Facilities Maintenance			2026	2027	2028	2029	2030
29	FC26309: Artist Studios - Replace DHW Heater with ASHP (GHGR)	3. High		-9,000			
30	FC26326: Public Safety Building - Add Siding for the East Exterior Wall	3. High	-165,000				
31	FC26330: Old Orchard Hall - Kitchen and Storage Renovation	3. High	-75,000				
32	FC26337: Civic Centre - Entrance Glass Canopy Gutter Replacement	3. High	-250,000				
33	FC26348: Recreation Complex - Arena 2 Score Clock Replacement	4. Medium		-100,000			
34	FC26349: Recreation Complex - Benches for Arena1, Arena2 and Curling Lobbies	3. High	-80,000				
35	FC26352: Civic Centre - CCTV Upgrade	3. High	-50,000				
36	FC26353: Future Facilities Capital Renewal (2026-2030)	3. High				-315,000	-1,965,000
37	FC26037: Old Mill Boathouse - Condition Assessment	4. Medium	-50,000				
38	FC26038: Heritage Mountain Community Centre - Condition Assessment	3. High	-50,000				
39	FC26004: Arts Centre - Washroom Upgrades	4. Medium				-50,000	
40	FC26051: Old Mill Boathouse - Fire Alarm and Sprinkler Systems Replacement	3. High	-60,000				
41	FC26056: Westhill Pool - Pool Water Drainage to Sanitary System	3. High	-50,000	-100,000	-800,000		
42	FC26058: Facilities - Unplanned Emergency Capital Repairs	3. High	-250,000	-250,000	-250,000	-250,000	-250,000
43	FC26062: Recreation Complex - Hot Tub and Steam Room Equipment Replacement	4. Medium	-100,000				
44	FC26067: Public Safety Building - Painting	4. Medium	-40,000	-40,000	-40,000		
45	FC26007: Civic Centre - Emergency Generator Replacement	3. High				-500,000	
46	FC26074: Old Mill Boathouse - HVAC Equipment Replacement (GHGR)	3. High		-89,000			
47	FC26079: Facilities - Envelope Condition Assessments	3. High			-100,000		
48	FC26081: Glenayre Centre - Drain Tile Rebuild	3. High	-280,000				
49	OA26011: Works Yard Improvement - Electrical Distribution Updates	3. High		-587,500			
50	FD26018: Fire Station 2 Replacement Study	3. High		-120,000			
	Total - Project Funding From Facilities Maintenance		-2,618,000	-2,885,500	-2,060,000	-2,012,000	-2,250,000
	Ending Balance		**-1,013,173**	**-1,706,006**	**-1,348,180**	**-708,188**	**-61,871**

Port Moody Reserves for Years 2026 - 2030

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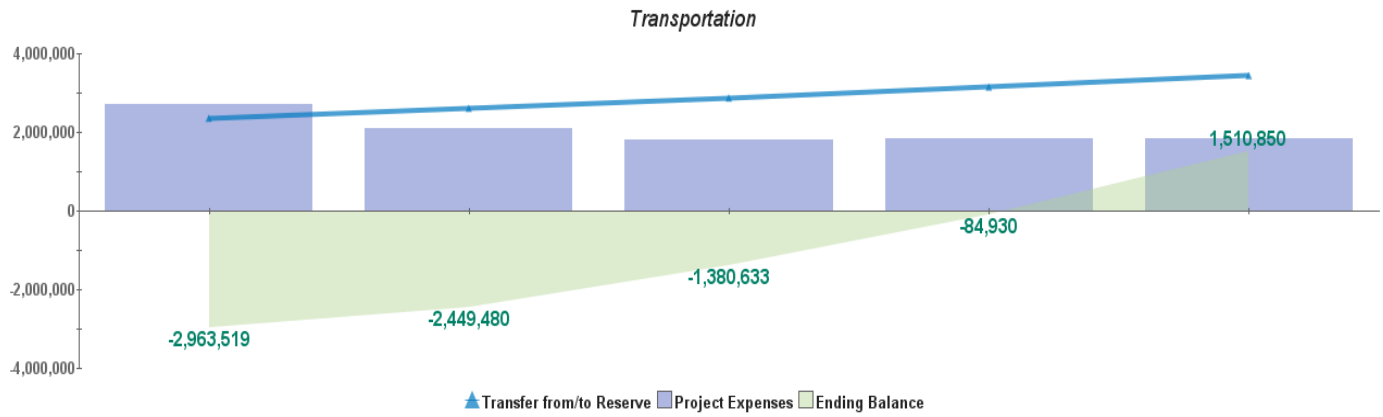


	Parks		2026	2027	2028	2029	2030
	Opening Balance		118,273	-389	-656,797	-650,759	-125,880
1	Transfer to Reserve: (from Fiscal Services)		872,302	964,942	1,062,698	1,165,295	1,272,721
	Total - Transfer To Parks		872,302	964,942	1,062,698	1,165,295	1,272,721
1	Transfer from Reserve: (to Fiscal Services)		-2,964	-4,850	-3,161	-1,916	-4,022
	Total - Transfer From Parks		-2,964	-4,850	-3,161	-1,916	-4,022
1	PK26010: Horticulture Vegetation Replacement Program - City Lands	3. High	-20,000	-20,000	-20,000	-20,000	-20,000
2	PK26102: Upgrade Playground - Flavelle Park Playground	4. Medium			-190,000		
3	PK26109: Upgrade Playground - Greenleaf Park	4. Medium					
4	PK26119: Urban Forestry Tree Planting Program - 2x Aux Staff	3. High	-58,000	-58,000	-60,000	-60,000	-62,000
5	PK26012: Urban Forestry - Tree Removals/Mitigation for City Lands	3. High	-85,000	-90,000	-95,000	-100,000	-105,000
6	PK26121: Upgrade - Twin Creeks Park Pathway Resurfacing	5. Low					
7	PK26122: North Shore Community Park - Tennis Court Resurfacing and Line Painting	4. Medium		-35,000			
8	PK26124: Upgrade Playground - Heritage Mountain Park	4. Medium			-240,000		
9	PK26126: Addition of Staircase and Pathway Construction - North Shore Community Park	3. High				-75,000	
10	PK26127: Redevelopment - Cedarwood Park - Construction	3. High		-765,000			
11	PK26129: Replace Aspenwood Park Trail to Field	4. Medium		-40,000			
12	PK26130: Condition Assessment and Minor Repairs Aspenwood Park - Allen Block Retaining Wall	4. Medium		-15,000			
13	PK26131: Upgrade Foxwood Park - Playground and Surfacing	4. Medium					
14	PK26014: Goose Management Program	4. Medium	-10,000	-10,000	-10,000	-10,000	-10,000
15	PK26150: Parks Moveable Furnishings Program	5. Low	-15,000	-15,000	-15,000	-15,000	-15,000
16	PK26153: Pop Up Parks - Winter Program	5. Low	-20,000	-20,000	-20,000	-20,000	-20,000
17	PK26158: Infrastructure Repair and Replacement - Shoreline North	4. Medium	-25,000				
18	PK26159: Accessibility Improvements Program - Trails - Urban Nature Trails	4. Medium	-15,000	-15,000	-15,000	-15,000	-15,000
19	PK26016: Lifecycle Replacement - Heritage Mountain Grass Sportsfield Rehabilitation	4. Medium					-730,000
20	PK26163: Replace - Westhill Park - Outdoor Fitness Equipment	4. Medium					-40,000
21	PK26167: Replace Turner Creek Bridge - Old Mill Park	3. High	-156,500				
22	PK26169: Improvements - Seaview Park	5. Low		-35,000			
23	PK26017: Parks/Green Infrastructure - Planning/Asset Management Program	4. Medium	-45,000	-45,000	-45,000	-45,000	-45,000
24	PK26170: Upgrade Playground - Easthill park 2-5 year	4. Medium	-55,000				
25	PK26171: Upgrade and Repair Sports Court Resurfacing / Line Marking Program	4. Medium	-10,000	-10,000	-10,000	-10,000	-10,000
26	PK26172: Replace Hett Creek Bridge at Wilkes Creek Trail	3. High	-170,000				
27	PK26174: Replace Pioneer Park - Gazebo Structure	5. Low			-80,000		
28	PK26176: Preventative Maintenance - Sports Fields - Drainage Flushing	3. High	-35,000	-35,000	-35,000	-35,000	-35,000

Parks			2026	2027	2028	2029	2030
29	PK26177: Above-Ground Infrastructure - Planning / Technical Assessment / Asset Management	3. High	-30,000	-30,000	-30,000	-30,000	-30,000
30	PK26030: Lifecycle Replacement - Fencing - Repair/Replacement of Fencing Program	3. High	-20,000	-20,000	-20,000	-20,000	-20,000
31	PK26032: Lifecycle Replacement - Annual Repairs for Pathways in Parks Program	3. High	-25,000	-25,000	-25,000	-30,000	-30,000
32	PK26004: Playground and Sports Equipment Repair Program	4. Medium	-20,000	-20,000	-20,000	-20,000	-20,000
33	PK26052: Park Signage Replacement Program	4. Medium	-10,000	-10,000	-10,000	-10,000	-10,000
34	PK26006: Chafer Beetle/Invasive Pests Management Program - City Lands	4. Medium	-7,500	-7,500	-7,500	-7,500	-7,500
35	PK26062: Street Tree Maintenance Program	4. Medium	-41,000	-46,000	-46,000	-51,000	-51,000
36	PK26070: Pop Up Parks	4. Medium	-40,000	-40,000	-40,000	-45,000	-45,000
37	PK26074: Redevelopment Chip Kerr Park - minor upgrades	3. High		-190,000			
38	PK26077: Upgrade - Pioneer Park Pathways - Resurfacing	5. Low	-55,000				
39	PK26093: Lifecycle Replacement - Irrigation Replacement and Repair Program	3. High	-20,000	-20,000	-20,000	-20,000	-20,000
	Total - Project Funding From Parks		-988,000	-1,616,500	-1,053,500	-638,500	-1,340,500
	Ending Balance		-389	-656,797	-650,759	-125,880	-197,680

Port Moody Reserves for Years 2026 - 2030

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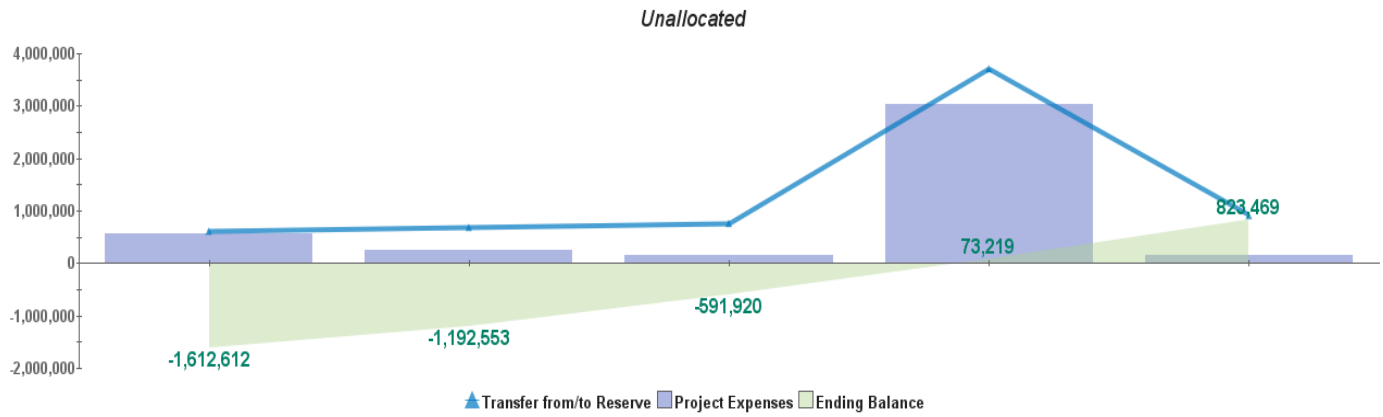


Transportation			2026	2027	2028	2029	2030
	Opening Balance		-2,595,548	-2,963,519	-2,449,480	-1,380,633	-84,930
1	Transfer to Reserve: (from Fiscal Services)		2,355,173	2,605,295	2,869,232	3,146,238	3,436,285
	Total - Transfer To Transportation		2,355,173	2,605,295	2,869,232	3,146,238	3,436,285
1	Transfer from Reserve: (to Fiscal Services)		-8,145	-6,255	-5,385	-5,535	-5,505
	Total - Transfer From Transportation		-8,145	-6,255	-5,385	-5,535	-5,505
1	EN26001: Traffic Signal Asset Management Program	3. High	-160,000	-160,000	-160,000	-160,000	-160,000
2	EN26013: Electrical & Communications Infrastructure Improvements	3. High	-30,000	-30,000	-30,000	-30,000	-30,000
3	EN26015: Streetlight Improvement Program	3. High		-50,000		-50,000	
4	EN26021: School Traffic Safety Initiative	3. High	-50,000				
5	EN26025: Traffic Signal New Infrastructure	3. High	-75,000	-75,000	-75,000	-75,000	-75,000
6	EN26026: Development Cost Charges (DCC) Program Update and Amenity Cost Charges (ACC) Program Inception	3. High	-15,000				
7	EN26003: Transit Infrastructure - Bus Stop Accessibility Improvements	3. High	-30,000	-30,000	-30,000	-30,000	-30,000
8	EN26031: Neighbourhood Traffic Calming Program	3. High	-100,000	-100,000	-100,000	-100,000	-100,000
9	EN26033: Barnet CPKC Overpass Seismic Retrofit and Deck Rehabilitation	3. High	-100,000	-150,000			
10	EN26037: Pedestrian Walkways/Accessibility Capital Rehabilitation Program	3. High	-250,000	-75,000	-75,000	-75,000	-75,000
11	EN26004: Above-Ground Infrastructure - Planning/Asset Management	3. High	-75,000	-75,000	-75,000	-75,000	-75,000
12	EN26043: Traffic Safety Speed Humps Program	3. High	-40,000	-40,000	-40,000	-40,000	-40,000
13	EN26046: Prince & Union Boulevard Upgrade	4. Medium	-100,000				
14	EN26005: Engineering Project Management and Development Resource	3. High	-40,000	-40,000	-40,000	-40,000	-40,000
15	EN26053: Engineering & Operations Infrastructure Asset Life Cycle Program	3. High	-10,000	-10,000	-10,000	-10,000	-10,000
16	EN26054: Engineering & Operations Work Process / Work Control Program	3. High	-10,000	-10,000	-10,000	-10,000	-10,000
17	EN26055: St Johns Corridor Video Actuation Upgrade	3. High	-90,000	-90,000			
18	EN26056: Traffic Signal Coordination	2. Council	-40,000				-40,000
19	EN26006: Local Road Network (LRN) Road Reconstruction Program	3. High	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000
20	EN26060: Road Safety Assessment	3. High	-50,000				
21	EN26061: Seaforth and Seaview Multi-Use Path	4. Medium	-100,000				
22	EN26062: Master Transportation Plan Implementation and Funding Strategy	3. High	-75,000				
23	EN26063: Traffic/Bike/Pedestrian Data Collection Program	4. Medium	-25,000	-25,000	-25,000	-25,000	-25,000
24	EN26064: Moody & Clarke Staircase Rehabilitation	3. High	-100,000				
25	EN26007: Traffic Safety Initiatives	3. High	-100,000	-75,000	-75,000	-75,000	-75,000
26	EN26008: Bridge & Overpass Structures - Monitoring, Scoping, Assessment & Minor Repairs	3. High	-50,000	-50,000	-50,000	-50,000	-50,000
	Total - Project Funding From Transportation		-2,715,000	-2,085,000	-1,795,000	-1,845,000	-1,835,000

Transportation	2026	2027	2028	2029	2030
Ending Balance	-2,963,519	-2,449,480	-1,380,633	-84,930	1,510,850

Port Moody Reserves for Years 2026 - 2030

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Unallocated			2026	2027	2028	2029	2030
	Opening Balance		-1,652,593	-1,612,612	-1,192,553	-591,920	73,219
1	Transfer to Reserve: (from Fiscal Services)		631,413	698,470	769,230	3,728,495	921,255
	Total - Transfer To Unallocated		631,413	698,470	769,230	3,728,495	921,255
1	Transfer from Reserve: (to Finance)		-10,000	-5,000	0		
2	Transfer from Reserve: (to Fiscal Services)		-1,699	-778	-464	-9,123	-472
3	Transfer from Reserve: (to Information Services)		-13,333	-13,333	-13,333	-13,333	-13,333
	Total - Transfer From Unallocated		-25,032	-19,111	-13,797	-22,456	-13,805
1	CU26044: POMO Museum - Roof Replacement	5. Low		-50,000			
2	CU26045: POMO Museum Washroom	5. Low	-75,000				
3	CU26049: POMO Museum - Venosta Rail Car heat pump and air circulation system	5. Low	-39,000				
4	ES26001: Spill Management	3. High	-2,500	-2,600	-2,800	-3,000	-3,200
5	ES26013: Wildlife and Environment Student Outreach Program	4. Medium	-38,600				
6	ES26002: Fish Passage and Habitat Enhancement	3. High	-6,000	-6,000	-6,000	-6,000	-6,000
7	ES26004: Targeted Knotweed Removal	3. High	-20,300	-15,700	-11,000	-11,900	-13,000
8	FC26241: Facilities - Accessibility Improvements	3. High	-100,000	-50,000			
9	FC26335: Public Safety Building - Accessibility Improvements	3. High	-50,000				
10	PK26173: Lifecycle Replacement - Artificial Turf Fields - North Shore Community Park / Heritage Woods	4. Medium				-1,340,000	
11	PK26175: Lifecycle Replacement Program - Running Track - North Shore Community Park / Heritage Woods	4. Medium				-1,545,000	
12	FI26003: Asset Management Process Improvements	3. High	-100,000				
13	IS26033: Digital Strategy - Next Steps	3. High	-135,000	-135,000	-135,000	-135,000	-135,000
	Total - Project Funding From Unallocated		-566,400	-259,300	-154,800	-3,040,900	-157,200
	Ending Balance		-1,612,612	-1,192,553	-591,920	73,219	823,469

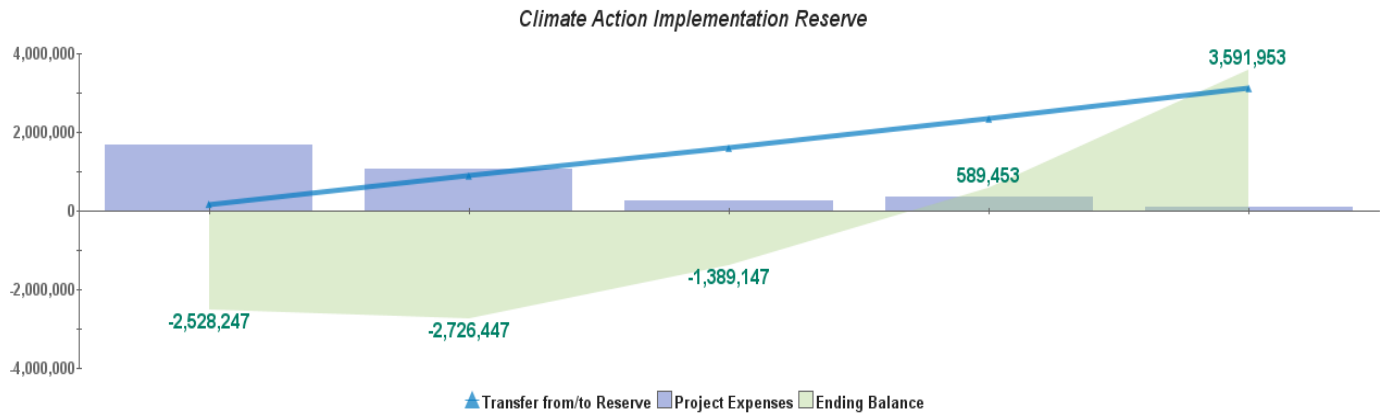
Core Reserves

2026 - 2030 Reserve Balances

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Port Moody Reserves for Years 2026 - 2030

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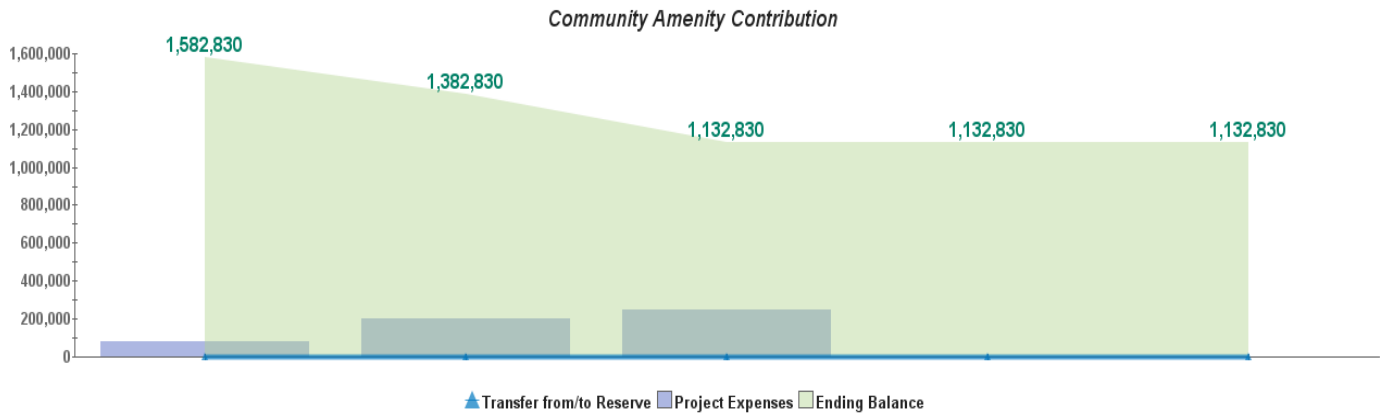


	Climate Action Implementation Reserve		2026	2027	2028	2029	2030
	Opening Balance		**-1,011,000**	**-2,528,247**	**-2,726,447**	**-1,389,147**	**589,453**
1	**Transfer to Reserve: (from Fiscal Services)**		582,000	1,251,000	1,957,000	2,698,000	3,474,000
	Total - Transfer To Climate Action Implementation Reserve		**582,000**	**1,251,000**	**1,957,000**	**2,698,000**	**3,474,000**
1	**Transfer from Reserve: (to Fiscal Services)**		-373,000	-373,000	-373,000	-373,000	-373,000
2	**Transfer from Reserve: (to Policy Planning)**		-49,947				
	Total - Transfer From Climate Action Implementation Reserve		**-422,947**	**-373,000**	**-373,000**	**-373,000**	**-373,000**
1	**ES26012: CLIMATE ACTION PLAN - Ecological Restoration and Enhancement Projects**	**4. Medium**	-45,700	-47,200	-49,700	-53,400	-58,500
2	**ES26019: CLIMATE ACTION PLAN - Erosion and Sediment Control Audit**	**4. Medium**	-15,000				
3	**ES26020: CLIMATE ACTION PLAN - Natural Area Parks Protection in Wildfire Fuel Treatment Areas (with PMFR)**	**4. Medium**	-70,000				
4	**ES26021: CLIMATE ACTION PLAN - Erosion and Revegetation Response**	**4. Medium**	-15,000				
5	**ES26023: CLIMATE ACTION PLAN - Biodiversity Strategy**	**4. Medium**		-150,000			
6	**ES26006: CLIMATE ACTION PLAN - Ecological Restoration and Enhancement Projects - Lower Suter Brook Creek**	**4. Medium**			-10,000		
7	**FC26129: Glenayre Centre - Gas Furnace and DHW Heater Replacement with ASHP (GHGR)**	**4. Medium**		-36,000			
8	**FC26160: Old Orchard Hall - HVAC Equipment Replacement - Heat Pump System (GHGR)**	**4. Medium**		-30,000	-75,000		
9	**FC26196: Recreation Complex - Lighting Retrofit (GHGR)**	**3. High**	-165,000				
10	**FC26232: Arts Centre - Furnace and DHW Heaters Replacement (GHGR)**	**3. High**	-44,000				
11	**FC26256: Arts Centre - Lighting Retrofit (GHGR)**	**3. High**	-56,500				
12	**FC26259: Rocky Point Pool - Lighting Retrofit (GHGR)**	**3. High**	-12,200				
13	**FC26264: Recreation Complex - Arena 1 and Curling Lighting Retrofit (GHGR)**	**3. High**	-318,000				
14	**FC26266: Civic Centre - Replace Gas-fired RTUs with ASHP RTU (GHGR)**	**4. Medium**			-30,000	-191,000	
15	**FC26268: Inlet Centre Firehall - Replace DHW Heater with Heat Pump (GHGR)**	**4. Medium**			-29,000		
16	**FC26270: Inlet Centre Firehall - Lighting Retrofit (GHGR)**	**3. High**	-118,000				
17	**FC26273: Glenayre Centre - Lighting Retrofit (GHGR)**	**3. High**	-30,000				
18	**FC26280: Civic Centre - Lighting Retrofit (GHGR)**	**3. High**	-249,000				
19	**FC26282: Fire Hall 2 - Replace gas fired RTU with ASHP RTU (GHGR)**	**4. Medium**				-24,000	
20	**FC26283: Fire Hall 2 - Replace DHW Heater with Heat Pump (GHGR)**	**4. Medium**				-3,000	
21	**FC26284: Fire Hall 2 - Install Electric Infrared Heaters for Apparatus (GHGR)**	**4. Medium**				-20,000	
22	**FC26285: Fire Hall 2 - Lighting Retrofit (GHGR)**	**3. High**	-16,500				
23	**FC26290: Heritage Mountain Community Centre - Lighting Retrofit (GHGR)**	**3. High**	-38,500				
24	**FC26291: Heritage Woods - Lighting Retrofit (GHGR)**	**3. High**	-9,500				
25	**FC26292: Heritage Woods - CO2 DHW Heat Pump (GHGR)**	**3. High**			-18,000		
26	**FC26296: Old Mill Boathouse - Lighting Retrofit (GHGR)**	**3. High**	-34,500				
27	**FC26299: Old Orchard Hall Caretaker Residence - Lighting Retrofit (GHGR)**	**3. High**	-500				

Climate Action Implementation Reserve			2026	2027	2028	2029	2030
28	FC26305: Public Safety Building - Replace Gas Fired Heat Reclaim Unit (GHGR)	3. High		-100,000			
29	FC26308: Public Safety Building - Lighting Retrofit (GHGR)	3. High	-150,500				
30	FC26309: Artist Studios - Replace DHW Heater with ASHP (GHGR)	3. High		-11,000			
31	FC26310: Artist Studios - Lighting Retrofit (GHGR)	3. High	-6,400				
32	FC26312: Rocky Point PSB - Lighting Retrofit (GHGR)	3. High	-20,500				
33	FC26319: Works Yard - Lighting Retrofit (GHGR)	3. High	-50,500				
34	FC26344: Carpentry Shop - Lighting Retrofit (GHGR)	3. High	-17,000				
35	FC26350: 3016 Murray Bldg - Lighting retrofit (GHR)	3. High	-22,500				
36	FC26351: Westhill Pool - Lighting Retrofit (GHGR)	3. High	-40,000				
37	FC26065: Old Orchard Hall - Lighting Retrofit (GHGR)	3. High	-27,000				
38	FC26074: Old Mill Boathouse - HVAC Equipment Replacement (GHGR)	3. High	-15,000	-42,000			
39	PK26140: Conversion of Existing Field Lights to LED Lighting Program - North Shore Community Park / Trasolini	3. High		-610,000			
40	PK26078: Lifecycle Replacement - Water Fountains, Misting stations, Water features Program	4. Medium	-30,000	-30,000	-35,000	-35,000	-40,000
41	FL26147: NEW - PK - E Zero Turn Mower **	3. High	-50,000				
42	OA26007: Fleet Consultant Services	3. High		-20,000		-20,000	
43	FD26019: Community Emergency Response Team	3. High	-9,000				
	Total - Project Funding From Climate Action Implementation Reserve		-1,676,300	-1,076,200	-246,700	-346,400	-98,500
	Ending Balance		-2,528,247	-2,726,447	-1,389,147	589,453	3,591,953

Port Moody Reserves for Years 2026 - 2030

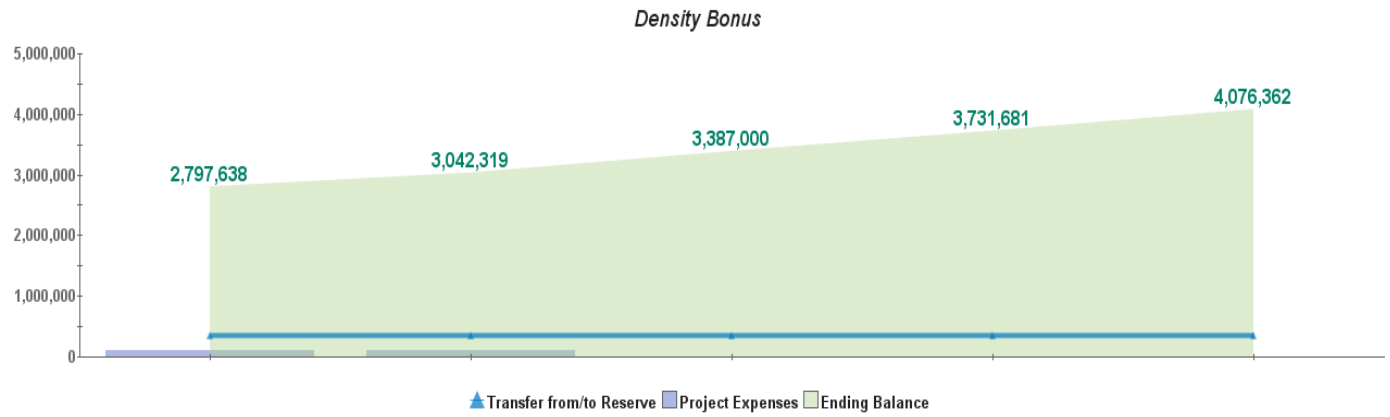
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Community Amenity Contribution			2026	2027	2028	2029	2030
	Opening Balance		1,662,830	1,582,830	1,382,830	1,132,830	1,132,830
1	ES26015: CLIMATE ACTION PLAN - Tidal Park Protection and Restoration	3. High		-200,000	-250,000		
2	PK26103: Addition - Twin Creeks - Natural Playground Feature	5. Low	-80,000				
	Total - Project Funding From Community Amenity Contribution		-80,000	-200,000	-250,000		
	Ending Balance		1,582,830	1,382,830	1,132,830	1,132,830	1,132,830

Port Moody Reserves for Years 2026 - 2030

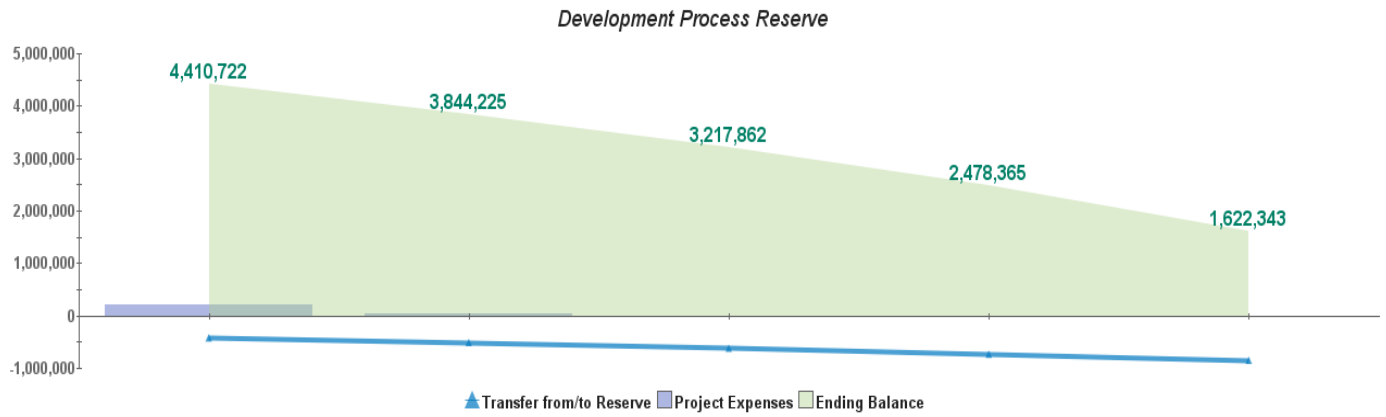
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Density Bonus			2026	2027	2028	2029	2030
	Opening Balance		2,552,957	2,797,638	3,042,319	3,387,000	3,731,681
1	Transfer to Reserve: (from Fiscal Services)		344,681	344,681	344,681	344,681	344,681
	Total - Transfer To Density Bonus		344,681	344,681	344,681	344,681	344,681
1	CA26002: Civic Complex Exterior Upgrades and Enhancement (Phase II)	4. Medium	-100,000	-100,000			
	Total - Project Funding From Density Bonus		-100,000	-100,000			
	Ending Balance		2,797,638	3,042,319	3,387,000	3,731,681	4,076,362

Port Moody Reserves for Years 2026 - 2030

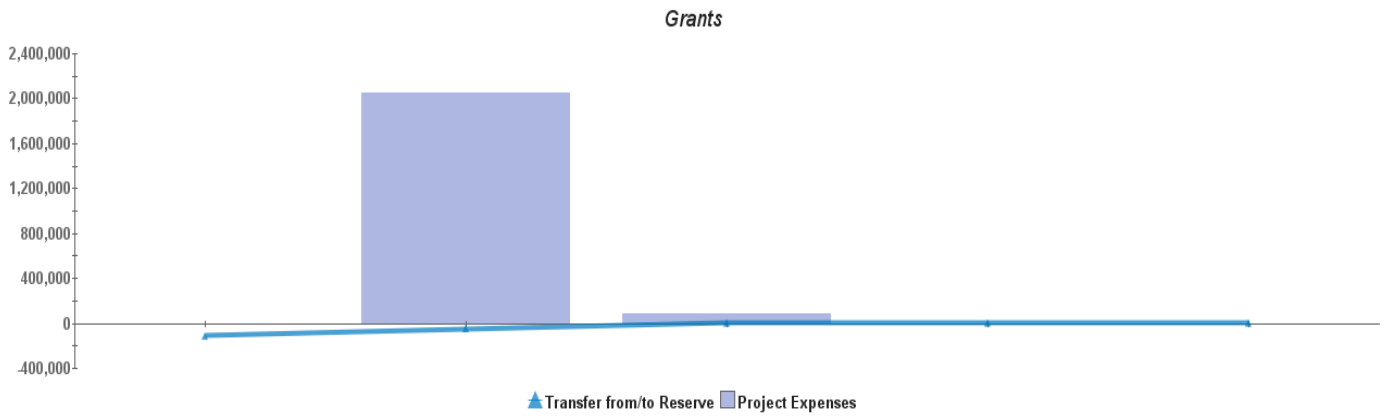
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Development Process Reserve			2026	2027	2028	2029	2030
	Opening Balance		5,035,717	4,410,722	3,844,225	3,217,862	2,478,365
1	Transfer to Reserve: (from Building & Bylaw Enforcement) Excess revenues - Building, Bylaw & Licensing		2,822,500	2,822,500	2,822,500	2,822,500	2,822,500
2	Transfer to Reserve: (from Development Planning) Excess revenues - Development Planning		552,300	552,300	552,300	552,300	552,300
	Total - Transfer To Development Process Reserve		3,374,800	3,374,800	3,374,800	3,374,800	3,374,800
1	Transfer from Reserve: (to Building & Bylaw Enforcement) To fund positions - Building, Bylaw & Licensing		-599,694	-617,638	-635,781	-654,468	-673,716
2	Transfer from Reserve: (to Community Development Admin) To fund positions - Community Developement Adm		-113,341	-97,578	-100,431	-103,370	-106,396
3	Transfer from Reserve: (to Communications and Engagement) To fund positions - Communications Specialist		-133,863	-137,891	-142,028	-146,289	-150,677
4	Transfer from Reserve: (to Development Planning) To fund positions - Development Planning		-1,462,990	-1,506,350	-1,550,694	-1,596,368	-1,643,413
5	Transfer from Reserve: (to Engineering) To fund positions - Engineering Services		-281,624	-289,989	-298,689	-307,649	-316,879
6	Transfer from Reserve: (to Environmental Services) To fund positions - Environmental Services		-299,356	-308,239	-317,486	-327,011	-336,821
7	Transfer from Reserve: (to Human Resources) To fund positions - Human Resources Advisor		-168,537	-173,455	-178,659	-184,019	-189,539
8	Transfer from Reserve: (to Information Services) To fund Positions - Information Services including GIS		-288,314	-291,912	-295,524	-299,245	-303,077
9	Transfer from Reserve: (to Parks) To fund Positions - Urban Forestry		-147,855	-153,024	-157,597	-162,279	-167,098
10	Transfer from Reserve: (to Policy Planning) To fund positions - Policy Planning		-306,220	-315,221	-324,275	-333,600	-343,205
	Total - Transfer From Development Process Reserve		-3,801,795	-3,891,297	-4,001,164	-4,114,297	-4,230,821
1	DP26001: Development Approval Process Improvements Implementation	4. Medium	-60,000	-50,000			
2	PL26055: South of St Johns St Neighbourhood Plan - Engagement	3. High	-60,000				
3	PL26056: Social Infrastructure Plan Scoping	4. Medium	-30,000				
4	PL26057: UBC Planning Studio Project	4. Medium	-3,000				
5	CO26003: KMPG implementation / Customer Service Improvement communications	3. High	-15,000				
6	FD26017: Complex Building Firefighting Development Program	3. High	-30,000				
	Total - Project Funding From Development Process Reserve		-198,000	-50,000			
	Ending Balance		4,410,722	3,844,225	3,217,862	2,478,365	1,622,343

Port Moody Reserves for Years 2026 - 2030

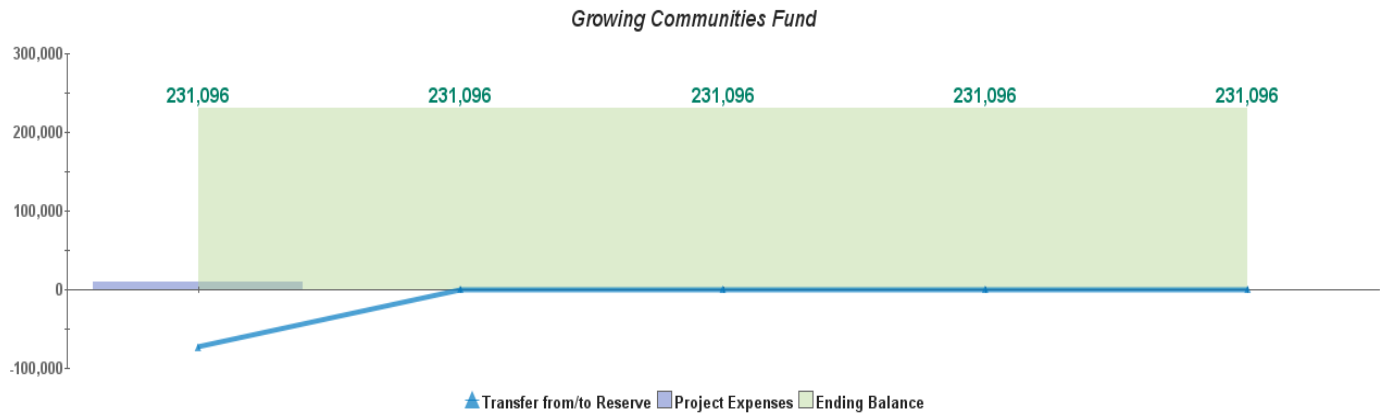
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Grants			2026	2027	2028	2029	2030
	Opening Balance		0	0	0	0	0
1	ES26006: CLIMATE ACTION PLAN - Ecological Restoration and Enhancement Projects - Lower Suter Brook Creek	4. Medium			-90,000		
2	EN26033: Barnet CPKC Overpass Seismic Retrofit and Deck Rehabilitation	3. High		-2,050,000			
	Total - Project Funding From Grants			-2,050,000	-90,000		
	Ending Balance		0	0	0	0	0

Port Moody Reserves for Years 2026 - 2030

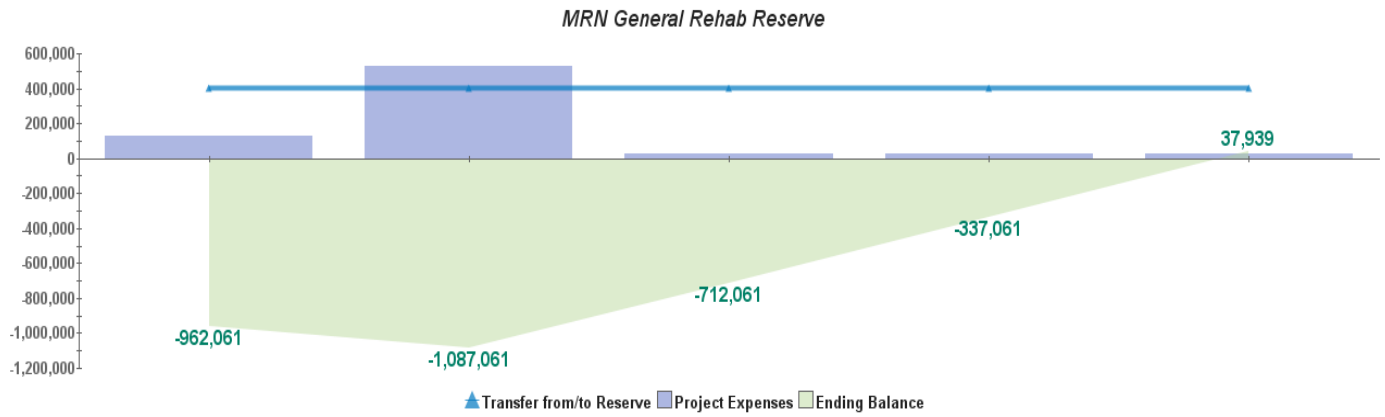
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Growing Communities Fund			2026	2027	2028	2029	2030
	Opening Balance		315,113	231,096	231,096	231,096	231,096
1	Transfer from Reserve: (to Strategic Initiatives)		-74,018				
	Total - Transfer From Growing Communities Fund		-74,018				
1	SI26004: Truth and Reconciliation Framework	3. High	-10,000				
	Total - Project Funding From Growing Communities Fund		-10,000				
	Ending Balance		231,096	231,096	231,096	231,096	231,096

Port Moody Reserves for Years 2026 - 2030

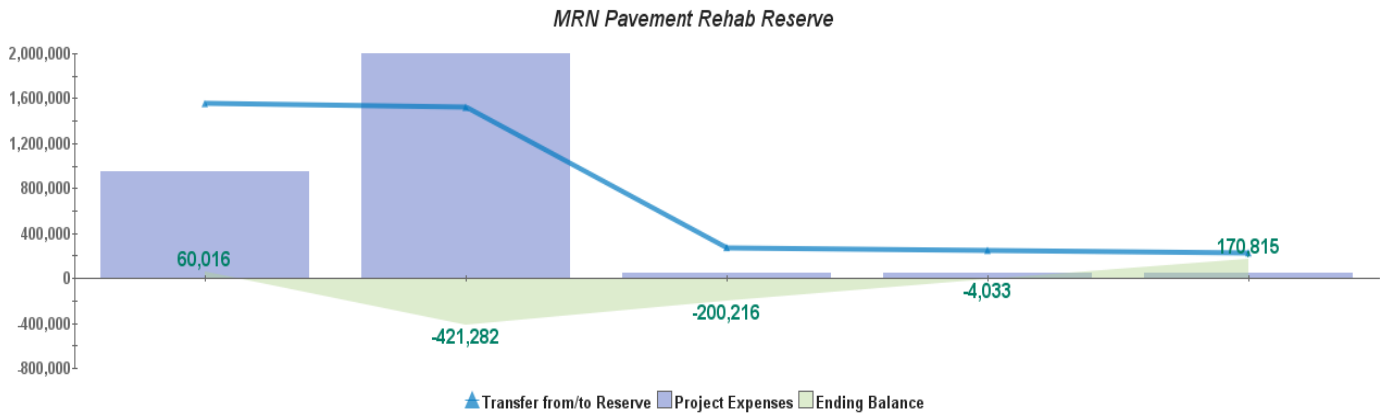
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MRN General Rehab Reserve			2026	2027	2028	2029	2030
	Opening Balance		-1,237,061	-962,061	-1,087,061	-712,061	-337,061
1	Transfer to Reserve: (from MRN)		400,000	400,000	400,000	400,000	400,000
	Total - Transfer To MRN General Rehab Reserve		400,000	400,000	400,000	400,000	400,000
1	EN26033: Barnet CPKC Overpass Seismic Retrofit and Deck Rehabilitation	3. High	-100,000	-500,000			
2	EN26037: Pedestrian Walkways/Accessibility Capital Rehabilitation Program	3. High	-25,000	-25,000	-25,000	-25,000	-25,000
	Total - Project Funding From MRN General Rehab Reserve		-125,000	-525,000	-25,000	-25,000	-25,000
	Ending Balance		-962,061	-1,087,061	-712,061	-337,061	37,939

Port Moody Reserves for Years 2026 - 2030

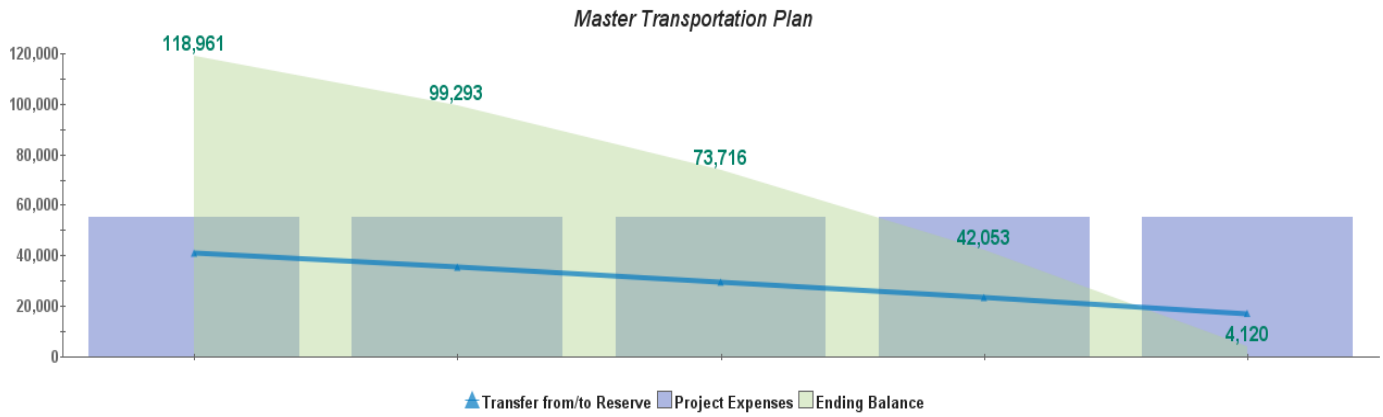
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MRN Pavement Rehab Reserve			2026	2027	2028	2029	2030
	Opening Balance		-541,926	60,016	-421,282	-200,216	-4,033
1	Transfer to Reserve: (from MRN)		1,551,942	1,518,702	271,066	246,183	224,848
	Total - Transfer To MRN Pavement Rehab Reserve		1,551,942	1,518,702	271,066	246,183	224,848
1	EN26033: Barnet CPKC Overpass Seismic Retrofit and Deck Rehabilitation	3. High	-200,000	-1,000,000			
2	EN26009: Major Road Network (MRN) Road Rehabilitation Program	3. High	-750,000	-1,000,000	-50,000	-50,000	-50,000
	Total - Project Funding From MRN Pavement Rehab Reserve		-950,000	-2,000,000	-50,000	-50,000	-50,000
	Ending Balance		60,016	-421,282	-200,216	-4,033	170,815

Port Moody Reserves for Years 2026 - 2030

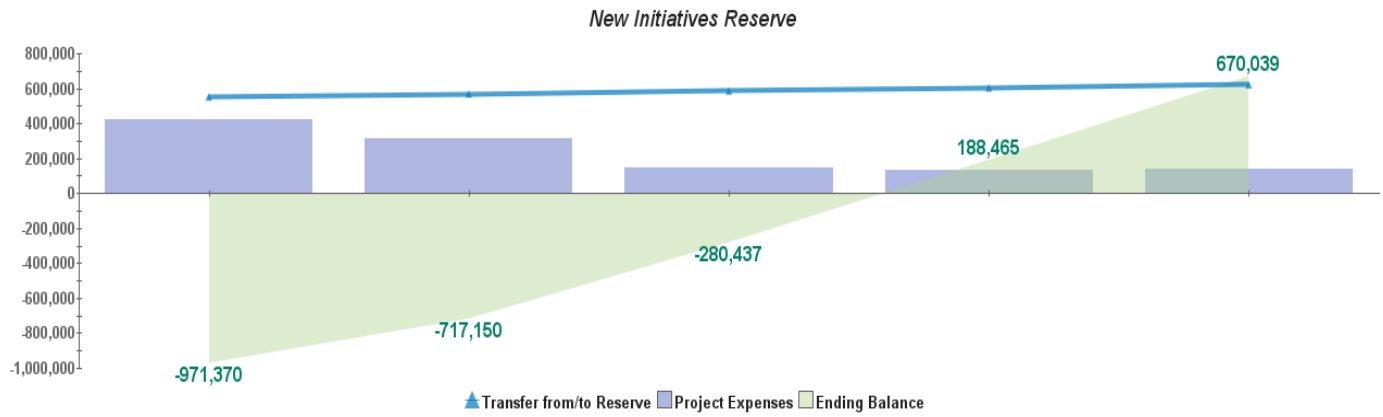
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Master Transportation Plan			2026	2027	2028	2029	2030
	Opening Balance		133,043	118,961	99,293	73,716	42,053
1	Transfer to Reserve: (from Fiscal Services)		577,000	577,000	577,000	577,000	577,000
	Total - Transfer To Master Transportation Plan		577,000	577,000	577,000	577,000	577,000
1	Transfer from Reserve: (to Engineering)		-191,401	-196,986	-202,896	-208,983	-215,252
2	Transfer from Reserve: (to Fiscal Services)		-344,681	-344,681	-344,681	-344,681	-344,681
	Total - Transfer From Master Transportation Plan		-536,082	-541,667	-547,577	-553,664	-559,933
1	EN26011: Transit Improvements Program	3. High	-30,000	-30,000	-30,000	-30,000	-30,000
2	EN26012: Bike and Pedestrian Improvement Program	3. High	-25,000	-25,000	-25,000	-25,000	-25,000
	Total - Project Funding From Master Transportation Plan		-55,000	-55,000	-55,000	-55,000	-55,000
	Ending Balance		118,961	99,293	73,716	42,053	4,120

Port Moody Reserves for Years 2026 - 2030

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New Initiatives Reserve			2026	2027	2028	2029	2030
	Opening Balance		-1,100,909	-971,370	-717,150	-280,437	188,465
1	Transfer to Reserve: (from Fiscal Services)		550,799	567,658	584,656	601,800	618,985
	Total - Transfer To New Initiatives Reserve		550,799	567,658	584,656	601,800	618,985
1	Transfer from Reserve: (to Fiscal Services)		-1,260	-938	-443	-398	-411
	Total - Transfer From New Initiatives Reserve		-1,260	-938	-443	-398	-411
1	CM26001: Council Strategic Plan Goals	3. High	-200,000	-150,000	-125,000	-125,000	-125,000
2	CM26002: Inaugural Council Meeting	3. High	-15,000				
3	CD26018: Economic Development Work Plan	3. High	-25,000	-7,500	-7,500	-7,500	
4	CO26002: Website Transition Project	4. Medium	-10,000				
5	SI26001: Customer Service Inquiries Assessment	4. Medium	-15,000	-15,000	-15,000		
6	CU26033: Inaugural Council	2. Council	-10,000				-12,000
7	RS26018: Establish a Volunteer Program	3. High	-95,000	-95,000			
8	FI26002: Revised Conceptual Framework and Financial Statements Presentation	3. High	-50,000				
9	IS26008: Public Service Request App	4. Medium		-45,000			
	Total - Project Funding From New Initiatives Reserve		-420,000	-312,500	-147,500	-132,500	-137,000
	Ending Balance		-971,370	-717,150	-280,437	188,465	670,039

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2026 - 2030 Reserve Balances

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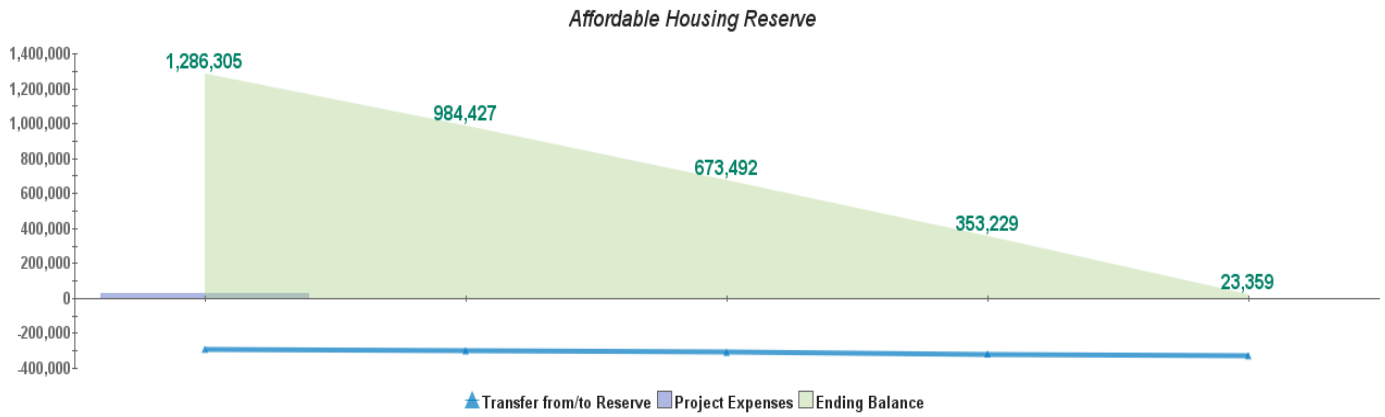
Specialized Reserves

2026 - 2030 Reserve Balances

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Port Moody Reserves for Years 2026 - 2030

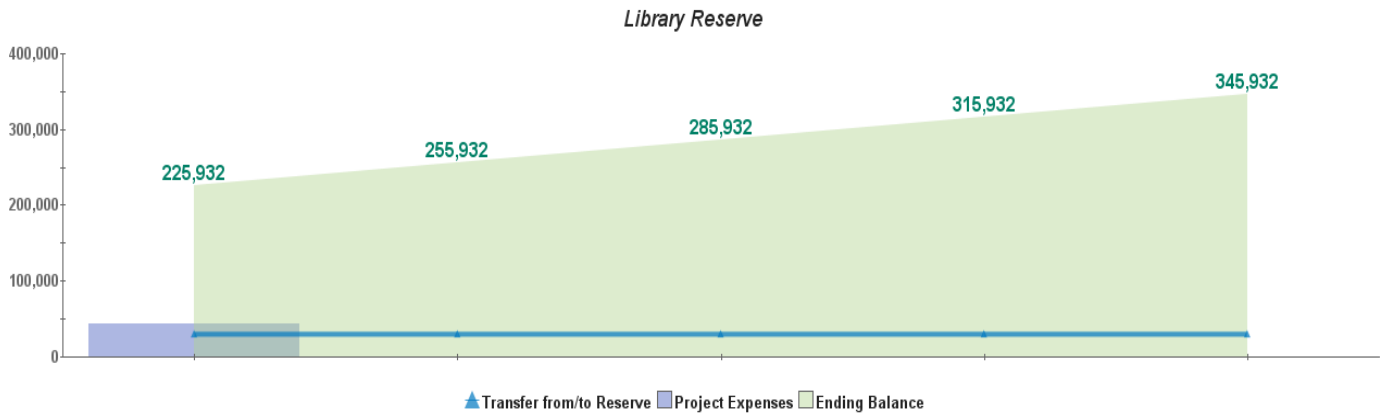
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Affordable Housing Reserve			2026	2027	2028	2029	2030
	Opening Balance		1,609,165	1,286,305	984,427	673,492	353,229
1	Transfer from Reserve: (to Policy Planning)		-292,860	-301,878	-310,935	-320,263	-329,871
	Total - Transfer From Affordable Housing Reserve		-292,860	-301,878	-310,935	-320,263	-329,871
1	PL26054: Housing Accelerator Fund Application Support	3. High	-30,000				
	Total - Project Funding From Affordable Housing Reserve		-30,000				
	Ending Balance		1,286,305	984,427	673,492	353,229	23,359

Port Moody Reserves for Years 2026 - 2030

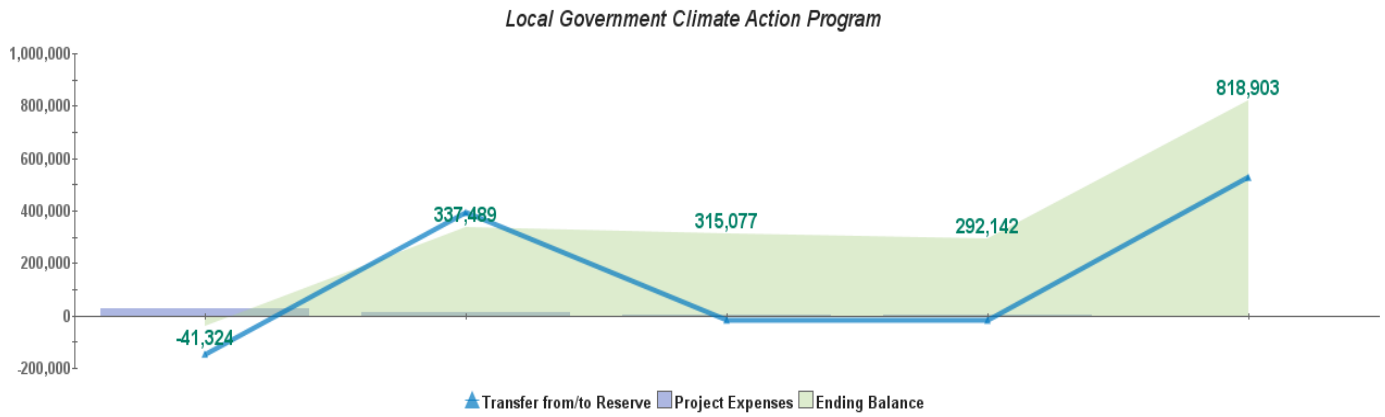
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Library Reserve			2026	2027	2028	2029	2030
	Opening Balance		239,932	225,932	255,932	285,932	315,932
1	Transfer to Reserve: (from Fiscal Services)		30,000	30,000	30,000	30,000	30,000
	Total - Transfer To Library Reserve		30,000	30,000	30,000	30,000	30,000
1	LI26001: Replacement of public and staff computers	3. High	-44,000				
	Total - Project Funding From Library Reserve		-44,000				
	Ending Balance		225,932	255,932	285,932	315,932	345,932

Port Moody Reserves for Years 2026 - 2030

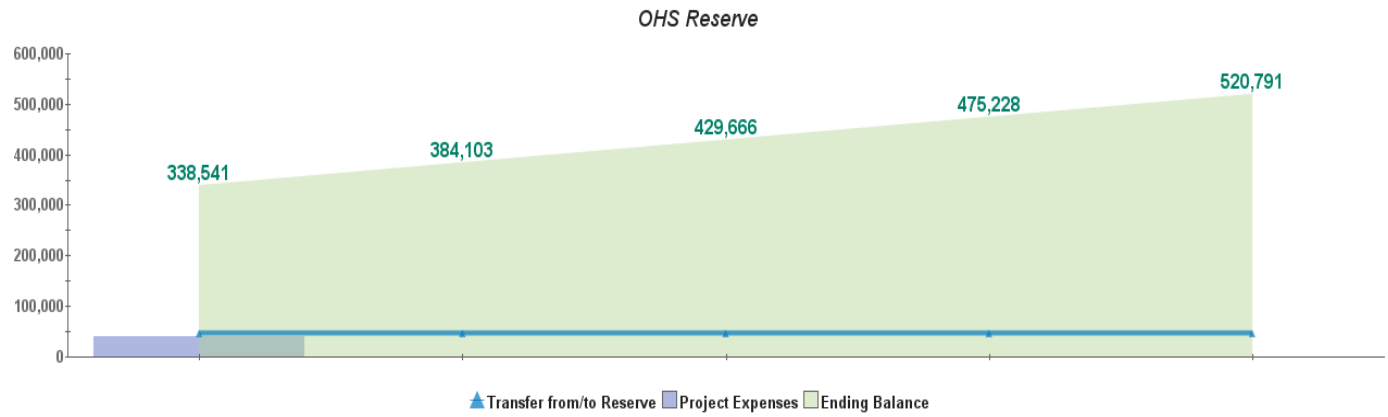
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Local Government Climate Action Program			2026	2027	2028	2029	2030
	Opening Balance		135,552	-41,324	337,489	315,077	292,142
1	Transfer to Reserve: (from Fiscal Services) Fiscal Services - Annual Funding		0	545,233	0	0	545,233
	Total - Transfer To Local Government Climate Action Program		0	545,233	0	0	545,233
1	Transfer from Reserve: (to Community Development Admin)		-16,400	-16,905	-17,412	-17,934	-18,472
2	Transfer from Reserve: (to Policy Planning) Position Funding - Policy Planning		-131,176	-135,216			
	Total - Transfer From Local Government Climate Action Program		-147,576	-152,120	-17,412	-17,934	-18,472
1	PL26017: Community Education - Extreme Weather	2. Council	-5,000	-5,000	-5,000	-5,000	
2	PL26031: Cool It! Climate Leadership Workshops	3. High	-9,300	-9,300			
3	PL26036: Building Benchmark BC	2. Council	-15,000				
	Total - Project Funding From Local Government Climate Action Program		-29,300	-14,300	-5,000	-5,000	
	Ending Balance		-41,324	337,489	315,077	292,142	818,903

Port Moody Reserves for Years 2026 - 2030

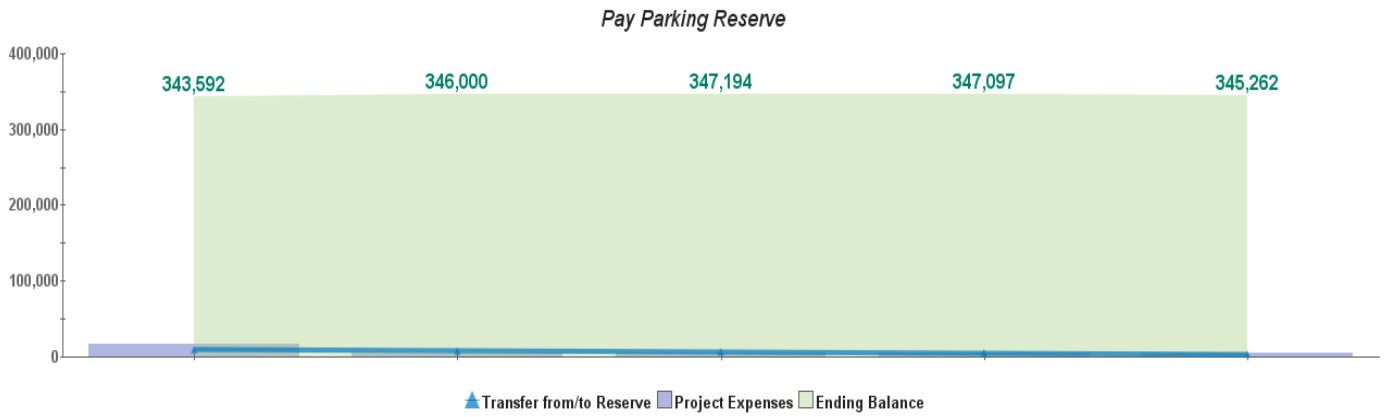
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OHS Reserve			2026	2027	2028	2029	2030
	Opening Balance		332,956	338,541	384,103	429,666	475,228
1	Transfer to Reserve: (from Human Resources)		75,000	75,000	75,000	75,000	75,000
	Total - Transfer To OHS Reserve		75,000	75,000	75,000	75,000	75,000
1	Transfer from Reserve: (to Human Resources)		-29,416	-29,438	-29,438	-29,438	-29,438
	Total - Transfer From OHS Reserve		-29,416	-29,438	-29,438	-29,438	-29,438
1	HR26001: OH&S Program	3. High	-40,000				
	Total - Project Funding From OHS Reserve		-40,000				
	Ending Balance		338,541	384,103	429,666	475,228	520,791

Port Moody Reserves for Years 2026 - 2030

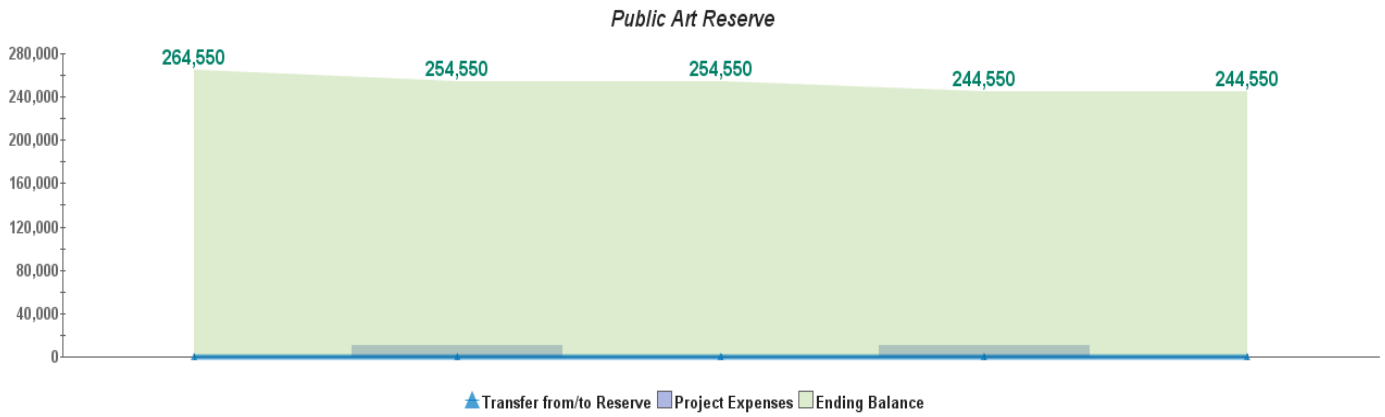
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Pay Parking Reserve			2026	2027	2028	2029	2030
	Opening Balance		350,823	343,592	346,000	347,194	347,097
1	Transfer to Reserve: (from Engineering)		533,190	538,235	543,450	548,782	553,865
	Total - Transfer To Pay Parking Reserve		533,190	538,235	543,450	548,782	553,865
1	Transfer from Reserve: (to Building & Bylaw Enforcement)		-111,686	-115,126	-118,579	-122,137	-125,801
2	Transfer from Reserve: (to Engineering)		-96,238	-99,203	-102,179	-105,244	-108,402
3	Transfer from Reserve: (to Fiscal Services)		-316,498	-316,498	-316,498	-316,498	-316,498
	Total - Transfer From Pay Parking Reserve		-524,422	-530,826	-537,256	-543,879	-550,700
1	EN26059: Parking Management Program	4. Medium	-16,000	-5,000	-5,000	-5,000	-5,000
	Total - Project Funding From Pay Parking Reserve		-16,000	-5,000	-5,000	-5,000	-5,000
	Ending Balance		343,592	346,000	347,194	347,097	345,262

Port Moody Reserves for Years 2026 - 2030

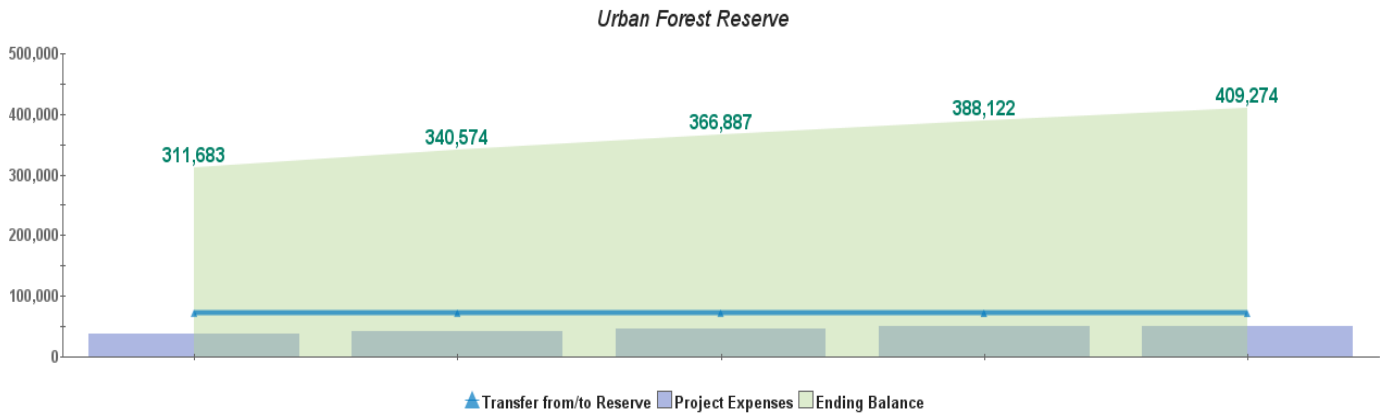
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Public Art Reserve			2026	2027	2028	2029	2030
	Opening Balance		264,550	264,550	254,550	254,550	244,550
1	CU26042: Public Art Maintenance & Repairs	3. High		-10,000		-10,000	
	Total - Project Funding From Public Art Reserve			-10,000		-10,000	
	Ending Balance		264,550	254,550	254,550	244,550	244,550

Port Moody Reserves for Years 2026 - 2030

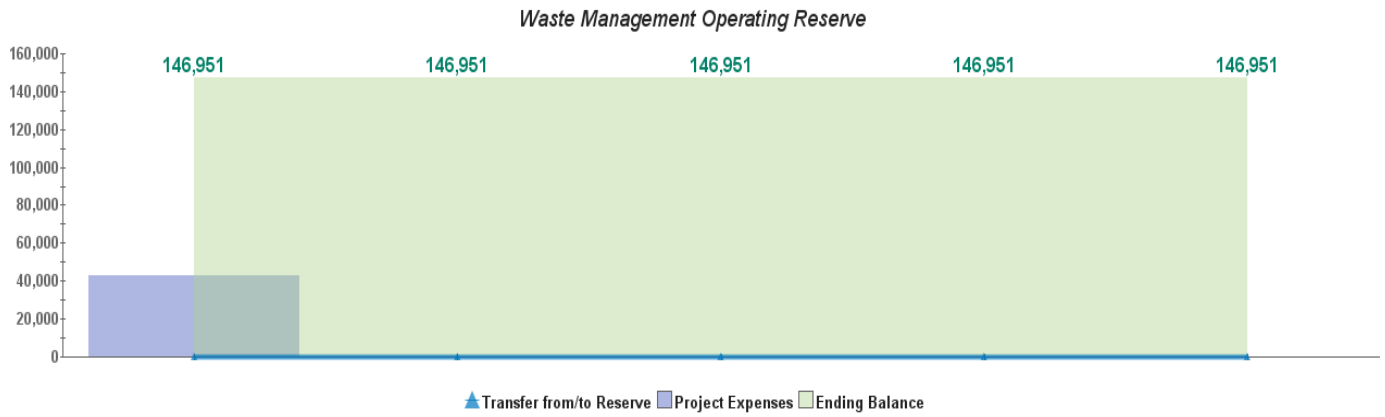
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Urban Forest Reserve			2026	2027	2028	2029	2030
	Opening Balance		277,709	311,683	340,574	366,887	388,122
1	Transfer to Reserve: (from Development Planning)		24,000	24,000	24,000	24,000	24,000
2	Transfer to Reserve: (from Parks)		47,475	47,390	47,313	47,235	47,152
	Total - Transfer To Urban Forest Reserve		71,475	71,390	71,313	71,235	71,152
1	PK26118: Urban Forestry Student - Multi-year	3. High	-17,500	-17,500	-20,000	-20,000	-20,000
2	PK26023: Urban Forestry - Tree Replacement Program	2. Council	-20,000	-25,000	-25,000	-30,000	-30,000
	Total - Project Funding From Urban Forest Reserve		-37,500	-42,500	-45,000	-50,000	-50,000
	Ending Balance		311,683	340,574	366,887	388,122	409,274

Port Moody Reserves for Years 2026 - 2030

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Waste Management Operating Reserve			2026	2027	2028	2029	2030
	Opening Balance		189,651	146,951	146,951	146,951	146,951
1	SO26018: Solid Waste & Recycling Technician (TFT)	3. High	-42,700				
	Total - Project Funding From Waste Management Operating Reserve		-42,700				
	Ending Balance		146,951	146,951	146,951	146,951	146,951

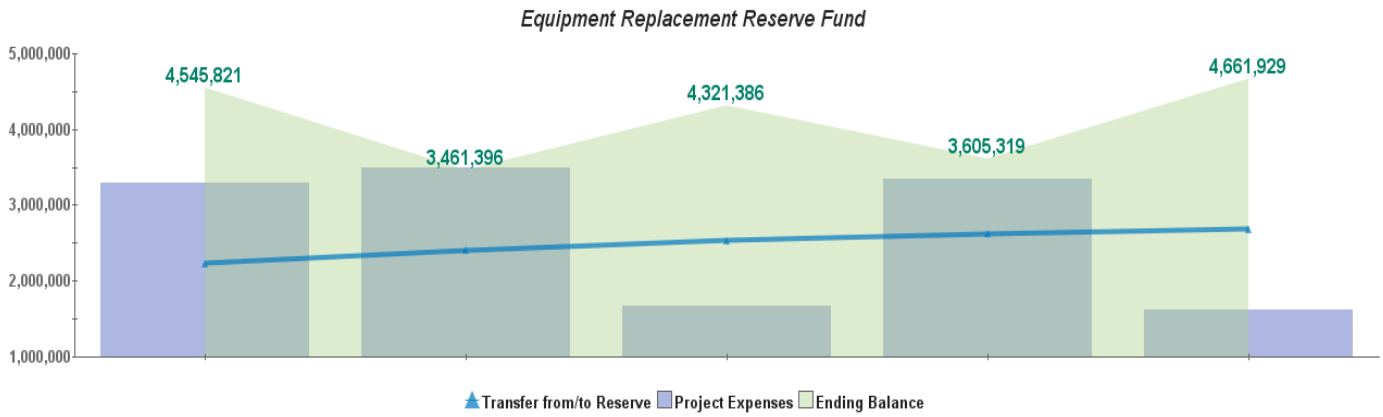
Statutory Reserves

2026 - 2030 Reserve Balances

PORT MOODY
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Port Moody Reserves for Years 2026 - 2030

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Equipment Replacement Reserve Fund			2026	2027	2028	2029	2030
	Opening Balance		5,619,148	4,545,821	3,461,396	4,321,386	3,605,319
1	Transfer to Reserve: (from Building & Bylaw Enforcement)		16,934	19,081	20,495	21,551	22,394
2	Transfer to Reserve: (from Cultural Services)		6,527	6,783	6,974	7,127	7,383
3	Transfer to Reserve: (from Engineering)		5,000	5,000	5,000	5,000	5,000
4	Transfer to Reserve: (from Facilities)		119,517	124,270	127,820	130,655	130,655
5	Transfer to Reserve: (from Fire Rescue)		74,552	77,863	80,336	82,310	82,310
6	Transfer to Reserve: (from Operations)		716,616	785,679	831,169	865,147	892,277
7	Transfer to Reserve: (from Police)		267,655	288,212	302,319	313,070	321,760
8	Transfer to Reserve: (from Parks)		266,483	295,515	314,637	328,920	340,325
9	Transfer to Reserve: (from Solid Waste)		751,288	801,873	838,341	866,953	872,806
	Total - Transfer To Equipment Replacement Reserve Fund		2,224,572	2,404,275	2,527,091	2,620,732	2,674,910
1	RS26015: Large Gymnasium Mats for the Port Moody Recreation Complex	3. High	-45,000				
2	RS26016: Replacement of Ice Skate Rental Inventory	3. High	-17,500				
3	FL26010: OP - Replace OP099L - 2011 Ingersol Lightsource Trailer	3. High		-37,700			
4	FL26103: FC - FC074A - Buyout Lease for 2022 PHEV Ford Escape **	3. High					-58,000
5	FL26011: OP - Replace OP99F - 2012 Atlas Copco Air Compressor Trailer 8643IC	3. High		-29,100			
6	FL26115: FC - Replace FC065 2017 Zamboni	3. High				-232,000	
7	FL26116: FC - Replace FC073 2019 Ford Ranger	3. High				-79,200	
8	FL26117: OP - Replace OP072 2017 F550 Fleet Service Truck	3. High				-147,100	
9	FL26118: OP - Replace OP0102 2021 F600 4x4 Regular Cab Dump	3. High				-198,000	
10	FL26119: OP - Replace OP103 2021 Caterpillar 420XE Backhoe SNIC	3. High				-309,000	
11	FL26120: OP - Replace OP99O Safepace Cruiser LT Trailer - Speed Readerboard	3. High				-29,000	
12	FL26121: PK - Replace PK104 2019 Ford Ranger **	3. High				-73,500	
13	FL26122: PK - Replace PK109 2023 Kubota RTV1100C SNIC	3. High				-67,900	
14	FL26123: FD - Replace FR024 2019 Ford Explorer Interceptor **	3. High				-90,500	
15	FL26124: FD - Replace FR029 2021 Polaris Ranger 1000	3. High				-31,500	
16	FL26128: OP - Replace OP089 2022 MACK Granite Tandem Dump SNIC	3. High				-584,500	
17	FL26129: OP - Replace OP090 MACK Granite Single Dump SNIC	3. High				-501,700	
18	FL26130: FC - Replace FC072 2020 Ford Transit Van **	3. High					-104,300
19	FL26131: FC - Replace RS062 2020 Ford Ranger ** ***	3. High					-81,200
20	FL26133: OP - Replace OP112 2020 Ford Transit AWD	3. High					-98,600
21	FL26134: OP - OP084 - Replace OP084 16 New Holland T5 115HP	3. High					-259,600
22	FL26135: OP - Replace OP102 - 2021 F600 4x4 Regular Cab Dump SNIC	3. High				-198,000	
23	FL26136: OP - Replace OP99L - 2011 Ingersol Lightsource Trailer	3. High		-37,700			

	Equipment Replacement Reserve Fund		2026	2027	2028	2029	2030
24	FL26137: PK - Replace PK082 2020 Might E Truck **	3. High					-75,300
25	FL26138: PK - Replace PK083 2020 Ford Ranger Crew Cab **	3. High					-75,300
26	FL26139: PK - Replace PK102 Double-A 14K Dump Trailer	3. High					-27,900
27	FL26140: PK - Replace PK106 2024 Woods Batwing Turf Mower	3. High					-53,300
28	FL26141: PK - Replace PK111 Kubotas RTV1100C SNIC	3. High					-69,600
29	FL26142: PK - Replace PK112 Kubotas VS400 Spreader Attachement SNIC	3. High					-7,100
30	FL26144: FD - Replace FR027 2020 Ford F350 Crew Cab	3. High					-115,900
31	FL26145: FD - Replace FR028 2020 Ford Expedition **	3. High					-92,800
32	FL26149: FC - FC065 - Zamboni Battery Replacement	3. High	-30,000				
33	FL26015: OP - Replace OP40A - 2013 Flatbed (Flushing) Trailer	3. High		-19,400			
34	FL26151: NEW - FL - Garage improvements - Fleet Auxiliary Building	3. High			-200,000		
35	FL26152: NEW - FL - Fleet Management Information System (FMIS) and Telematics	3. High	-70,000	-70,000			
36	FL26153: FC - FC069 - Zamboni Battery Replacement	3. High	-30,000				
37	FL26154: FL - Key Management System	3. High	-40,000				
38	FL26016: OP - Replace OP056 - 2014 Cargo Express Trailer (Civil Construction)	3. High		-29,200			
39	FL26023: PK - Replace PK017 - 2008 Agri-Metal Tuff Vac Sweeper Attachment	3. High		-37,700			
40	FL26034: PK - Replace PK069 - 17 F550 Dump	3. High		-204,600			
41	FL26037: OP - Replace OP074 - 17 Cat 430F2 Backhoe Loader SNIC	3. High		-296,500			
42	FL26004: FD - Replace FR014 - 09 Wells Cargo Trailer	3. High		-29,300			
43	FL26042: OP - Replace OP104 - 2021 Big Tex Tandem Trailer SNIC	3. High		-11,900			
44	FL26046: OP - Replace OP034 - 2009 Trailtech Tilt Trailer	3. High		-27,600			
45	FL26047: OP - Replace OP059 - 16 F150 4x4 Super Cab	3. High	-94,500				
46	FL26048: OP - Replace OP060 - 16 Ford Transit 350 Van	3. High	-105,100				
47	FL26049: OP - Replace OP062 - 14 Clarke 5,000lbs Forklift	3. High		-43,100			
48	FL26050: OP - Replace OP068 - 16 Ford F150 Super Cab 4x4 **	3. High	-84,100				
49	FL26051: OP - Replace OP079 - 2018 Peterbilt Elgin Crosswind	1. Pre-Approved	-620,000				
50	FL26052: OP - Replace OP080 - 2018 Freightliner 108SD Dump SNIC ***	1. Pre-Approved	-597,300				
51	FL26053: OP - Replace OP100 - 2020 F550 Bucket Truck	3. High		-193,800			
52	FL26054: OP - Replace OP099M - 2013 Kohler Mobile Generator ***	3. High		-126,100			
53	FL26055: PK - Replace PK065A - 2016 Ford F150 Super Cab	3. High	-80,800				
54	FL26057: PK - Replace PK084 2019 Ferris FB2000	3. High	-18,300				
55	FL26058: PK - Replace PKM002 - Redexim Overseeder	3. High	-26,200				
56	FL26060: FD - Replace FR019 - 11 Wells Cargo Trailer	3. High		-21,500			
57	FL26061: FD - Replace FR022 - 16 Ford F550 Hooklift	3. High		-193,800			
58	FL26062: FC - Replace FC063 - 17 Ford F150 Super Cab 4x4 **	3. High		-134,600			
59	FL26063: FC - Replace FC064 - 17 Ford Transit Van **	3. High		-134,600			
60	FL26064: FC - Replace FC067 - 2017 Ford Transit Connect **	3. High		-86,200			
61	FL26065: FD - Replace FR023 - 2017 Ford Explorer Interceptor **	3. High		-86,200			
62	FL26067: PK - Replace PK078 - 2019 Redexim Level Spike 2200	3. High		-22,000			
63	FL26068: PK - Replace PK079 - 2019 Redexim Verti Groom 2000	3. High		-16,600			
64	FL26069: PK - Replace PK087 - 2021 John Deere 1575 Terrain Cut SNIC	3. High		-71,700			
65	FL26070: PK - Replace PK088 - 2021 Snake River Trailer	3. High		-10,800			
66	FL26071: OP - Replace OP106 - 2021 John Deere W61R Mower	3. High		-16,200			
67	FL26072: OP - Replace OP091 - 2017 Ford F350 Super Cab	3. High		-97,000			
68	FL26073: OP - Replace OP073 - 17 Ford F150 Super CrewPU 4WD ***	3. High	-86,200				
69	FL26074: OP - Replace OP078 - 17 Ford F350 Super Cab 4x4 ***	3. High		-97,000			
70	FL26075: OP - Replace OP086 - 2020 Freightliner 114SD VACTOR	1. Pre-Approved		-1,003,100			
71	FL26076: OP - Replace OP105 - 2021 John Deere 1575 Terrain Cut SNIC	3. High		-71,800			
72	FL26082: BL - Replace PL004 - 2018 Ford Transit Connect **	3. High			-66,200		
73	FL26083: CU - Replace CU001 - 07 Dodge Caravan **	3. High	-83,600				
74	FL26084: EN - Replace EN001 - 2018 Ford Escape	3. High			-55,100		

Equipment Replacement Reserve Fund			2026	2027	2028	2029	2030
75	FL26085: FC - Replace FC066 - 2018 Ford F150	3. High			-93,800		
76	FL26086: OP - Replace OP066 - 16 Mercedes Sprinter 3500	3. High			-113,200		
77	FL26087: OP - Replace OP067 - 16 Mercedes Sprinter 3500	3. High			-132,000		
78	FL26088: OP - Replace OP069 - 16 Wachs Valve Exercising Trailer	3. High			-113,200		
79	FL26089: OP - Replace OP081 - 2018 Ford Escape	3. High			-66,200		
80	FL26090: OP - Replace OP082 - 17 Cat 914M Loader SNIC	3. High			-198,600		
81	FL26091: OP - Replace OP99P - 2018 Ver-Mac Sign Trailer	3. High			-33,900		
82	FL26092: OP - Replace OP113 - 2018 F150 Crew Cab	3. High			-77,300		
83	FL26093: PK - Replace PK073 - 2018 Ford F150 Super Cab **	3. High			-82,800		
84	FL26094: PK - Replace PK074 - 2018 F150 Super Cab **	3. High			-82,800		
85	FL26095: PK - Replace PK076 - 2018 F150 Super Cab **	3. High			-77,300		
86	FL26096: PK - Replace PK093 - 2022 Cormidi C13.85 Dumper	3. High			-33,100		
87	PD26018: Replace PO086Y27 Dodge Durango	3. High	-120,600				
88	PD26019: Replace PO087Y30 Ford Explorer	3. High					-133,100
89	PD26020: Replace PO089Y29 Dodge Durango	3. High				-129,900	
90	PD26021: Replace PO091Y30 Ford Explorer	3. High					-133,100
91	PD26022: Replace PO092Y29 Dodge Durango	3. High				-129,900	
92	PD26023: Replace PO093Y29 Ford Explorer Hybrid	3. High				-129,900	
93	PD26025: Replace PO101Y30 Ford F150 Truck	3. High					-118,900
94	PD26028: Replace PO105Y29 Ford Explorer Hybrid	3. High				-129,900	
95	PD26029: Replace PO112Y26 Honda Accord	3. High		-59,600			
96	PD26030: Replace PO095Y26 Chevrolet Tahoe	3. High	-120,600				
97	PD26037: Replace PO103Y26 Dodge Charger	3. High	-120,600				
98	PD26038: Replace PO082Y26 Training Vehicle	3. High	-120,600				
99	PD26039: Replace PO098Y27 Victim Services Van	3. High		-66,200			
100	PD26048: Replace PO097Y29 Toyota RAV4	3. High				-63,800	
101	PD26050: Community Safety Trailer	3. High	-21,800				
102	SO26010: OP088 - Replace 20 Mack Garbage Truck LR	1. Pre-Approved	-661,600				
103	SO26016: OP087 - Replace 2018 Ford F150 Super Cab	3. High			-82,800		
104	SO26019: SO - OP109 Automated Arm Replacement	3. High			-50,000		
105	SO26002: Cart Replacement Plan	3. High	-103,500	-106,100	-108,800	-111,500	-114,300
106	SO26020: SO - OP116 Automated Arm Replacement	3. High				-50,000	
107	SO26021: SO - OP117 Automated Arm Replacement	3. High				-50,000	
	Total - Project Funding From Equipment Replacement Reserve Fund		-3,297,900	-3,488,700	-1,667,100	-3,336,800	-1,618,300
	Ending Balance		4,545,821	3,461,396	4,321,386	3,605,319	4,661,929

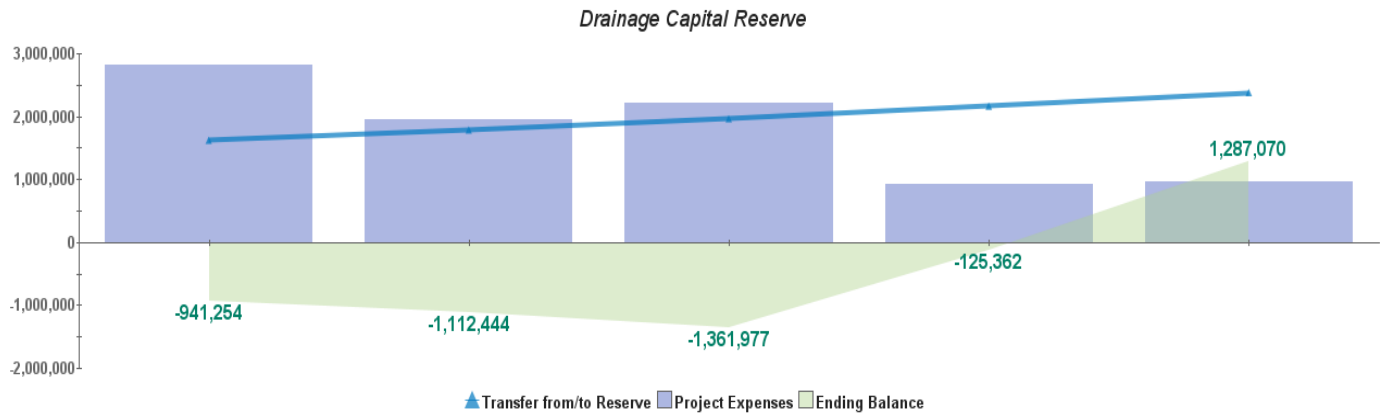
Utilities Reserves

2026 - 2030 Reserve Balances

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Port Moody Reserves for Years 2026 - 2030

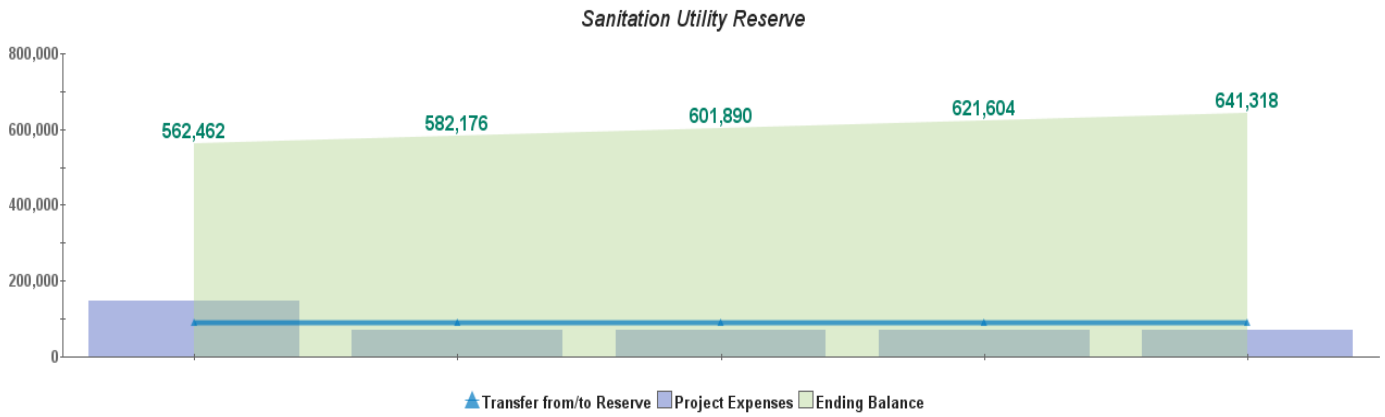
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Drainage Capital Reserve			2026	2027	2028	2029	2030
	Opening Balance		269,548	-941,254	-1,112,444	-1,361,977	-125,362
1	Transfer to Reserve: (from Drainage)		1,623,877	1,786,265	1,964,891	2,161,380	2,377,519
	Total - Transfer To Drainage Capital Reserve		1,623,877	1,786,265	1,964,891	2,161,380	2,377,519
1	Transfer from Reserve: (to Drainage)		-8,479	-5,855	-6,623	-2,766	-2,887
	Total - Transfer From Drainage Capital Reserve		-8,479	-5,855	-6,623	-2,766	-2,887
1	ES26001: Spill Management	3. High	-2,500	-2,600	-2,800	-3,000	-3,200
2	ES26002: Fish Passage and Habitat Enhancement	3. High	-6,000	-6,000	-6,000	-6,000	-6,000
3	EN26026: Development Cost Charges (DCC) Program Update and Amenity Cost Charges (ACC) Program Inception	3. High	-15,000				
4	EN26005: Engineering Project Management and Development Resource	3. High	-40,000	-40,000	-40,000	-40,000	-40,000
5	FL26108: OP- New Vehicle - F550 Extended cab - Drainage Maintenance Vehicle ***	3. High	-200,000				
6	OA26013: Public Works Customer Service Delivery Improvements	3. High	-5,700				
7	FI26003: Asset Management Process Improvements	3. High	-50,000				
8	IS26033: Digital Strategy - Next Steps	3. High	-3,000	-3,000	-3,000	-3,000	-3,000
9	DR26017: Ravine Assessment Program - North Shore	3. High	-60,000	-60,000	-60,000	-60,000	
10	DR26004: Environmental Investigation & Response - Drainage Systems	3. High	-45,000	-45,000	-45,000	-45,000	-45,000
11	DR26007: Storm Drainage Capital Infrastructure Program (Linear and Non-Linear)	3. High	-575,000	-200,000	-500,000	-600,000	-700,000
12	DR26008: Stream Water Quality Monitoring Program (AMF)	3. High	-75,000	-75,000	-75,000	-75,000	-75,000
13	DR26009: Storm Drainage Improvements - Moody Centre	3. High	-1,659,000	-1,430,000	-1,386,000		
14	SD26007: CCTV Inspection/GPS Locate Program	3. High	-70,000	-70,000	-70,000	-70,000	-70,000
15	WT26013: Utility Rights of Way (Review/Assessment)	4. Medium	-20,000	-20,000	-20,000	-20,000	-20,000
	Total - Project Funding From Drainage Capital Reserve		-2,826,200	-1,951,600	-2,207,800	-922,000	-962,200
	Ending Balance		-941,254	-1,112,444	-1,361,977	-125,362	1,287,070

Port Moody Reserves for Years 2026 - 2030

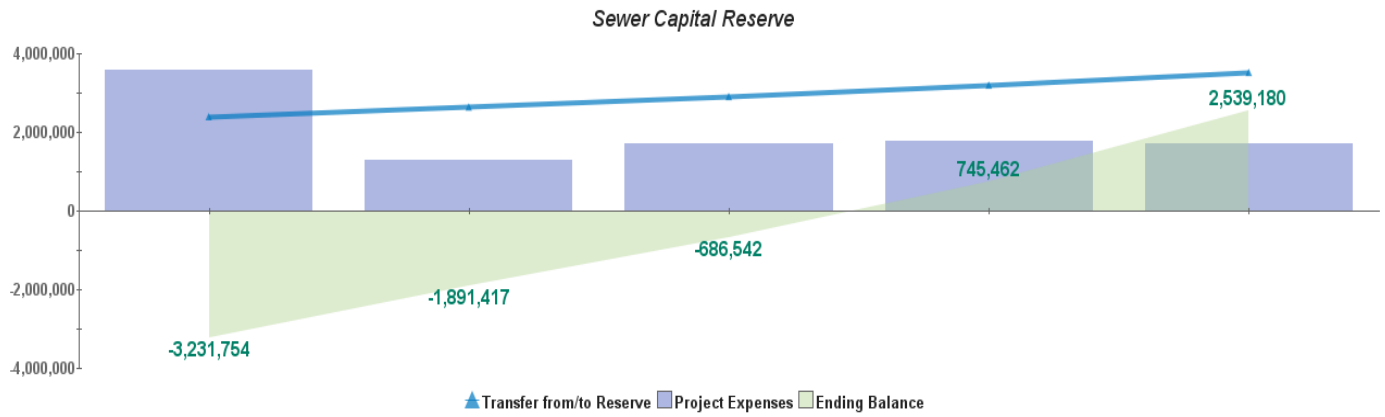
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Sanitation Utility Reserve			2026	2027	2028	2029	2030
	Opening Balance		619,848	562,462	582,176	601,890	621,604
1	Transfer to Reserve: (from Solid Waste)		90,214	90,214	90,214	90,214	90,214
	Total - Transfer To Sanitation Utility Reserve		90,214	90,214	90,214	90,214	90,214
1	CO26003: KMPG implementation / Customer Service Improvement communications	3. High	-15,000				
2	EN26026: Development Cost Charges (DCC) Program Update and Amenity Cost Charges (ACC) Program Inception	3. High	-15,000				
3	OA26013: Public Works Customer Service Delivery Improvements	3. High	-17,100				
4	SO26001: Solid Waste Coordinator Resource Materials and Outreach Tools	3. High	-5,500	-5,500	-5,500	-5,500	-5,500
5	SO26015: Curbside Recycling Monitoring & Audits	3. High	-10,000	-40,000	-40,000	-40,000	-40,000
6	SO26017: Solid Waste & Recycling Technical Policy Support	3. High	-10,000	-25,000	-25,000	-25,000	-25,000
7	SO26018: Solid Waste & Recycling Technician (TFT)	3. High	-45,000				
8	SO26022: Bear Patrols	3. High	-30,000				
	Total - Project Funding From Sanitation Utility Reserve		-147,600	-70,500	-70,500	-70,500	-70,500
	Ending Balance		562,462	582,176	601,890	621,604	641,318

Port Moody Reserves for Years 2026 - 2030

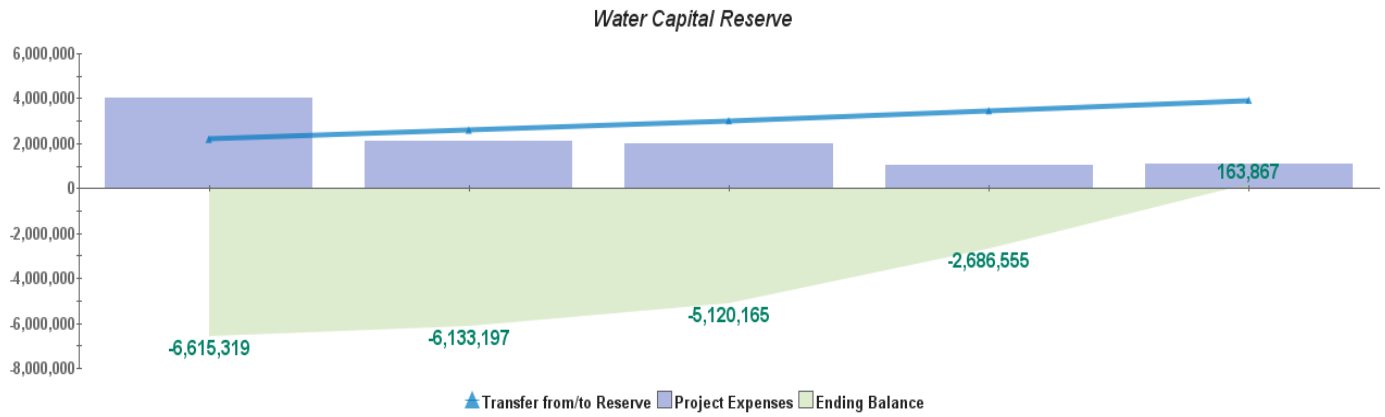
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Sewer Capital Reserve			2026	2027	2028	2029	2030
	Opening Balance		-2,035,053	-3,231,754	-1,891,417	-686,542	745,462
1	Transfer to Reserve: (from Sanitary Sewer)		2,419,786	2,661,764	2,927,941	3,220,735	3,542,808
	Total - Transfer To Sewer Capital Reserve		2,419,786	2,661,764	2,927,941	3,220,735	3,542,808
1	Transfer from Reserve: (to Sanitary Sewer)		-33,386	-26,928	-28,566	-29,231	-29,590
	Total - Transfer From Sewer Capital Reserve		-33,386	-26,928	-28,566	-29,231	-29,590
1	EN26026: Development Cost Charges (DCC) Program Update and Amenity Cost Charges (ACC) Program Inception	3. High	-15,000				
2	EN26005: Engineering Project Management and Development Resource	3. High	-40,000	-40,000	-40,000	-40,000	-40,000
3	EN26053: Engineering & Operations Infrastructure Asset Life Cycle Program	3. High	-10,000	-10,000	-10,000	-10,000	-10,000
4	EN26054: Engineering & Operations Work Process / Work Control Program	3. High	-10,000	-10,000	-10,000	-10,000	-10,000
5	OA26013: Public Works Customer Service Delivery Improvements	3. High	-8,600				
6	FI26003: Asset Management Process Improvements	3. High	-50,000				
7	IS26033: Digital Strategy - Next Steps	3. High	-4,500	-4,500	-4,500	-4,500	-4,500
8	SD26010: Sewer Capital Infrastructure Program (Linear and Non-Linear)	3. High	-2,765,000	-1,075,000	-1,475,000	-1,500,000	-1,500,000
9	SD26011: Parkside Drive Trail Bridge Replacement	4. Medium	-525,000				
10	SD26018: City Sanitary Model Maintenance Updates	4. Medium	-25,000	-25,000	-25,000	-25,000	-25,000
11	SD26004: Sanitary Sewer Flow Monitoring Program	3. High	-40,000	-40,000	-40,000	-80,000	-40,000
12	SD26007: CCTV Inspection/GPS Locate Program	3. High	-70,000	-70,000	-70,000	-70,000	-70,000
13	WT26013: Utility Rights of Way (Review/Assessment)	4. Medium	-20,000	-20,000	-20,000	-20,000	-20,000
	Total - Project Funding From Sewer Capital Reserve		-3,583,100	-1,294,500	-1,694,500	-1,759,500	-1,719,500
	Ending Balance		-3,231,754	-1,891,417	-686,542	745,462	2,539,180

Port Moody Reserves for Years 2026 - 2030

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Water Capital Reserve			2026	2027	2028	2029	2030
	Opening Balance		-4,742,299	-6,615,319	-6,133,197	-5,120,165	-2,686,555
1	Transfer to Reserve: (from Water)		2,209,945	2,610,940	3,032,034	3,475,237	3,942,761
	Total - Transfer To Water Capital Reserve		2,209,945	2,610,940	3,032,034	3,475,237	3,942,761
1	Transfer from Reserve: (to Water)		-38,865	-33,318	-33,501	-31,127	-31,839
	Total - Transfer From Water Capital Reserve		-38,865	-33,318	-33,501	-31,127	-31,839
1	EN26026: Development Cost Charges (DCC) Program Update and Amenity Cost Charges (ACC) Program Inception	3. High	-15,000				
2	EN26005: Engineering Project Management and Development Resource	3. High	-40,000	-40,000	-40,000	-40,000	-40,000
3	EN26053: Engineering & Operations Infrastructure Asset Life Cycle Program	3. High	-10,000	-10,000	-10,000	-10,000	-10,000
4	EN26054: Engineering & Operations Work Process / Work Control Program	3. High	-10,000	-10,000	-10,000	-10,000	-10,000
5	OA26013: Public Works Customer Service Delivery Improvements	3. High	-8,600				
6	FI26003: Asset Management Process Improvements	3. High	-50,000				
7	IS26033: Digital Strategy - Next Steps	3. High	-7,500	-7,500	-7,500	-7,500	-7,500
8	SO26001: Solid Waste Coordinator Resource Materials and Outreach Tools	3. High	-3,000	-3,000	-3,000	-3,000	-3,000
9	WT26011: Water System Operational Improvements Program	4. Medium	-100,000	-100,000	-100,000	-100,000	-100,000
10	WT26013: Utility Rights of Way (Review/Assessment)	4. Medium	-20,000	-20,000	-20,000	-20,000	-20,000
11	WT26022: City Water Model Maintenance Updates	4. Medium	-15,000	-15,000	-15,000	-15,000	-15,000
12	WT26023: Water Network Infrastructure Asset Renewal Program (Non-Linear)	3. High	-1,525,000	-250,000	-1,675,000	-250,000	-250,000
13	WT26025: Water Metering Implementation Strategy	4. Medium	-50,000				
14	WT26008: Cross Connection Control Program Maintenance	3. High	-30,000	-30,000	-30,000	-30,000	-30,000
15	WT26009: Water Network Infrastructure Asset Renewal Program	3. High	-2,160,000	-1,610,000	-75,000	-525,000	-575,000
	Total - Project Funding From Water Capital Reserve		-4,044,100	-2,095,500	-1,985,500	-1,010,500	-1,060,500
	Ending Balance		-6,615,319	-6,133,197	-5,120,165	-2,686,555	163,867

CONTACT *Information*

MAYOR AND COUNCIL

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

EXECUTIVE LEADERSHIP

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

FACILITIES

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

COMMUNITY FACILITIES

Rental enquiries 604.469.4552

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

This list is current as of May 14, 2026

PORT MOODY
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