



2013-2017 City of Port Coquitlam Financial Plan

AS AMENDED ON MAY 14, 2013

Table of Contents

Introduction

City Profile	1
Reader's Guide	6

Financial Plan Overview

Regulatory Requirements	8
Plan Highlights	8
Expenditure Levels	10
Tax Impact	11
Financial Position (Reserves and Surplus)	12
Future Outlook	14

Revenues

2013 Revenues	18
Property Tax	18
User Fees	20
Interest Income	21
Grants in Lieu of Taxes	22

Savings and Service Level Changes

Overview	24
Service Improvements	24
Savings & Efficiencies	25
Service Level Changes	26

Department Business Plans

Introduction	28
Administrative services	32
Corporate Services	40
Development Services	48
Engineering & Operations	56
Fire & Emergency Services	66
Parks & Recreation	72
Police	84
Water Utility	91
Sewer Utility	97

2013-2017 Capital Program

Introduction	104
Financial Summaries	105
Infrastructure Categories	107
Funding	109
Operating Impacts of the Capital Program	110
Project Details by Department	111

Appendices

Appendix A – Financial Plan Guidelines	144
Appendix B – Financial Plan Development and Timetable	145
Appendix C – Financial Plan Management Policy	146
Appendix D – Corporate Strategic Plan	151
Appendix E – Organization and Committee Structure	155
Appendix F – Organization Chart and Staffing Levels	156
Appendix G – Municipal Funds	157
Appendix H – General Statistics	158
Appendix I – Glossary	159

City Profile



A vibrant community of more than 59,000 people, Port Coquitlam boasts a picturesque natural setting, a strategic location, progressive business opportunities, small-town spirit and a dedication to healthy living that offers an exceptional living and working environment for people of all ages and lifestyles.

Over the last several years, the City has been bustling with new commercial, institutional, industrial and residential developments, much of which are close to our downtown core or in new growth areas such as the Dominion Triangle. To meet the needs of our residents, the City is undertaking improvements to infrastructure, transportation and other services, including the Coast Meridian Overpass.

Incorporated as a municipality in 1913, Port Coquitlam strives to be a complete community that balances social, environmental and economic values while fulfilling the priorities set by our citizens. We are fond of saying that Port Coquitlam enjoys small-town spirit and big-city connections, and for good reason. We believe our engaged and active citizens make our community a better place to live, work and play, and we provide and support a wide variety of opportunities for citizen involvement.

Port Coquitlam is centrally located in the Lower Mainland, with easy access to Vancouver via road, transit and commuter rail links. This accessibility, combined with the availability of affordable industrial, commercial and residential properties and our continued focus on economic growth, has drawn a large number of progressive enterprises to the community.

Port Coquitlam is also a desirable and safe place to live and raise a family. Our residents have access to more than 266 hectares of parkland and an extensive system of outdoor trails perfect for cycling, hiking and leisurely walks.

A variety of housing choices, quality schools, health care facilities, shopping, recreation and arts facilities, and places of worship round out this warm and caring community.

History

The City of Port Coquitlam has a vivid and interesting history. Before the arrival of the early European settlers around the 1860s, the area now known as Port Coquitlam was primarily a First Nations village at the mouth of the Coquitlam River, whose name is derived from 'kwikwetlem', an aboriginal word meaning salmon. The Coquitlam River was famous for its hordes of the Pacific Coast fish.

Bounded to the south by the Fraser River, east by the Pitt River, west by the Coquitlam River and north by the Coast Mountains, Port Coquitlam's geographic location was one of the main factors leading to its incorporation in 1913.

Access to the waterways, proximity to Vancouver, and the availability of level land for workshops and yards attracted the Canadian Pacific Railway (CPR), which moved its freight operations from Vancouver to the Coquitlam area in 1911. At that time there were actually two Coquitlams, a rural municipality of 64 square miles and a new industrial area surrounding the CPR Pacific Coast Terminal.

It was this industrial area that was incorporated as the City of Port Coquitlam on March 7, 1913 with visions of a brilliant and busy future for the new city. Promoters and speculators visualized a great port city serviced by the mighty Fraser River. Port Coquitlam never grew as quickly as they imagined it would, but because of its natural beauty and charm attracted many residents and businesses.

Shortly after its incorporation, Port Coquitlam faced a series of devastating challenges, including a deadly influenza epidemic and financial depression following World War I. Then in 1920, half of the fledgling City's downtown was destroyed by a fire. In 1921 severe flooding of the Coquitlam River left half the City under water and literally tore buildings off their foundations.

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City Profile

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The end of World War II was the beginning of changes in the City of Port Coquitlam. Prior to and during the Second World War, the bulk of the population was engaged in railway work or was employed by the Essondale Provincial Mental Hospital located southwest of the City. In the early 1950s, a number of major industries located in Port Coquitlam bringing new economic prosperity and further residential growth. Since 1988 industrial development has continued to grow as manufacturing and high-tech firms have moved into the City's many industrial parks.

The population picture is steadily changing in Port Coquitlam. At the time of incorporation in 1913, there were approximately 2,000 residents. After an influenza epidemic in 1918 at the end of World War I, there were approximately 1,500 people residing in the area. In 1952, there were approximately 3,000 people and in 1960, the population was around 8,400. Today, the population is over 59,000.

Points of Interest

Less than an hour's drive from downtown Vancouver, Port Coquitlam's small-town vibe feels like it's miles away.

Escape from the bustle on the Traboulay PoCo Trail - the pride of Port Coquitlam's extensive trail network and one of the community's premier attractions. Visitors and locals use this 25-kilometre loop trail to exercise in lovely natural surroundings or to simply get around. Walk or cycle the flat 10-kilometre stretch along the Fraser and Pitt rivers, enjoying stunning views of farmland and mountains along the way. View the many bird species in the wetlands of Colony Farm and DeBoville Slough. You'll see the best of the community along the trail, which traverses forest and creek, meadow and marsh, riverfront and urban development.

From many places in Port Coquitlam you'll encounter amazing vistas of the three rivers on its borders: the mighty Fraser, the meandering Coquitlam and the scenic Pitt. They represent the gamut of B.C.'s river heritage, from working rivers to spawning grounds, from recreational spots to transportation routes. Port Coquitlam enjoys these natural features throughout the year and honours them at the Rivers & Trails Festival held on BC Rivers Day each September.

Another hallmark of September is the annual Terry Fox Hometown Run. In 1980, 21-year-old Terry Fox captured the imagination of our nation with his courageous Marathon of Hope. The seeds of that journey were planted in Port Coquitlam, where Terry was raised.



Each September, the community of Port Coquitlam comes together to host the Terry Fox Hometown Run and join the rest of the world in celebrating the incredible legacy of our hometown hero.

Port Coquitlam residents love to celebrate throughout the year! The annual May Day festival – a local tradition since 1923 – demonstrates the deep-rooted community spirit that makes Port Coquitlam such a special place to live, work and play.

In Port Coquitlam, small-town living doesn't mean living small. You'll find all the big-city services and amenities you need just a quick walk or drive away. But you'll also experience the kind of old-fashioned charm – from the people's neighbourliness to the City's historic downtown – that's rare in an urban environment.

City Profile

City Services

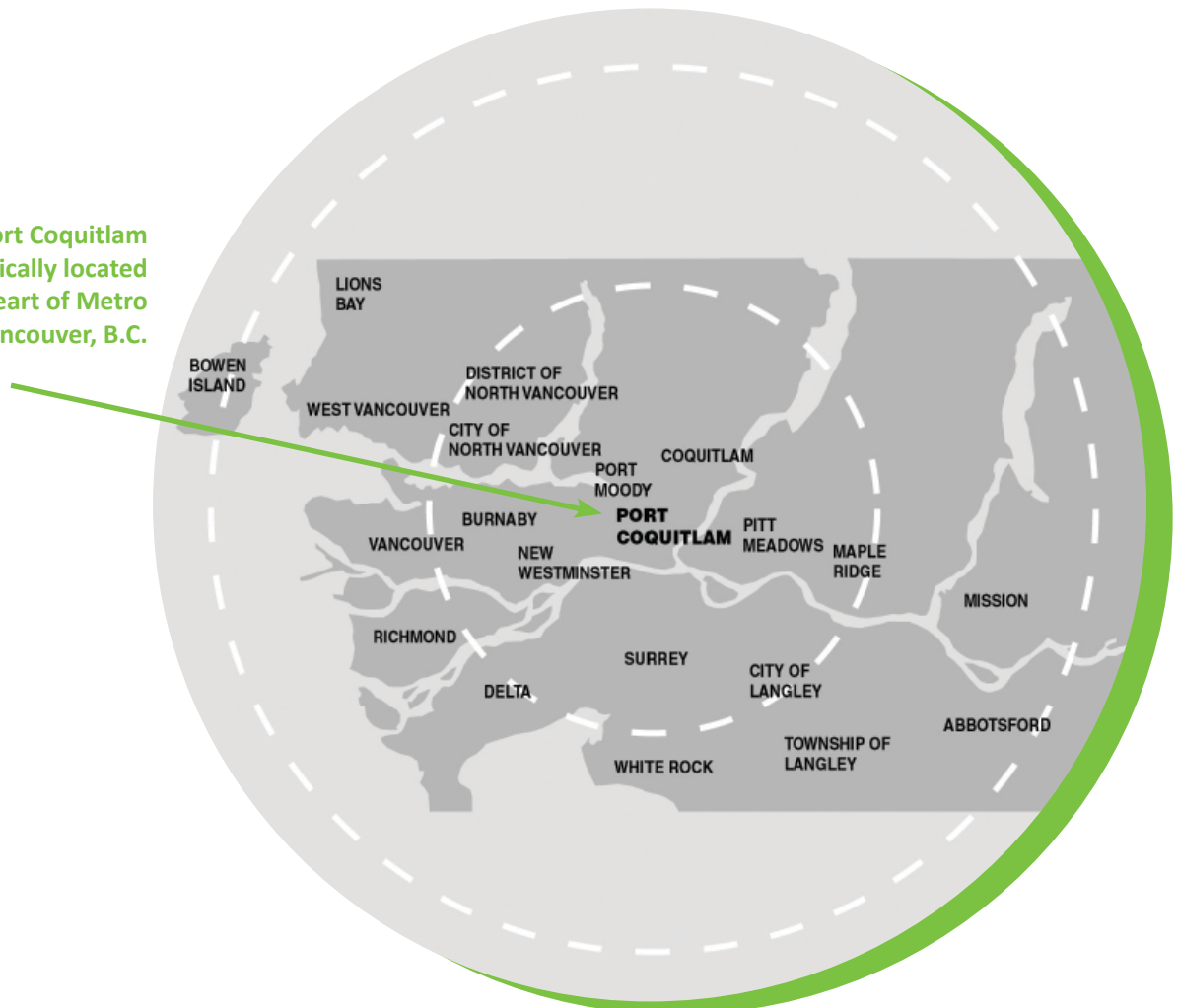
City Council is the legislative body that represents the citizens of Port Coquitlam, provides leadership and establishes policies and priorities for Port Coquitlam's municipal government. Council reviews and establishes budget levels for civic operations and capital expenditures.

Reporting directly to Council is the Chief Administrative Officer (CAO), the coordinating link between Council and staff.

The City's administration is organized into six departments, led by Directors that report to the CAO. City departments include Administrative Services, Corporate Services, Development Services, Engineering & Operations, Fire & Emergency Services, Parks & Recreation, with policing services provided by the RCMP Coquitlam detachment.



**The City of Port Coquitlam
is strategically located
in the heart of Metro
Vancouver, B.C.**



City Profile

Community Satisfaction

Every second year the City of Port Coquitlam performs a citizen satisfaction survey to evaluate the needs and expectations of members of the community. The purpose of this survey is to assist Council with budget decisions.

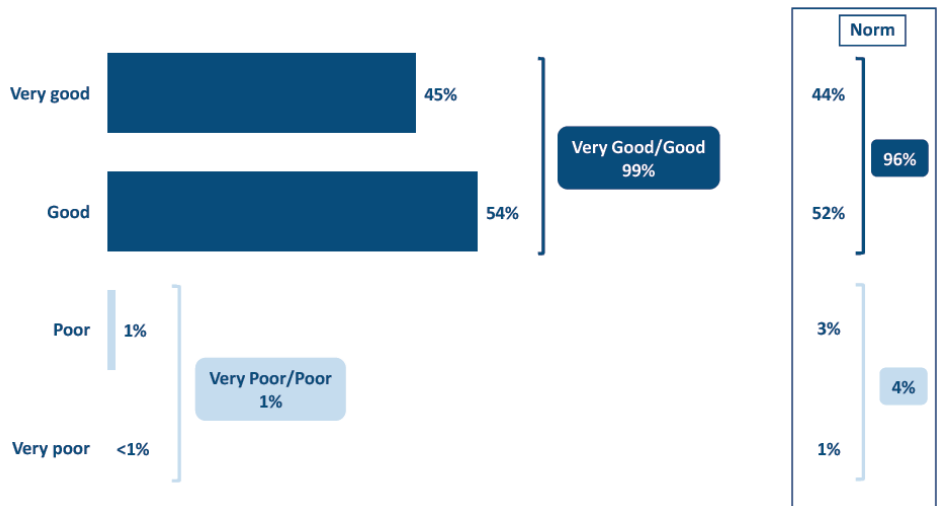
In September 2012, Ipsos Reid conducted a statistically valid survey involving telephone interviews with 400 randomly selected Port Coquitlam residents.

The survey results are considered accurate to within plus or minus 4.9 percentage points, 19 times out of 20.

In the survey, citizens demonstrated predominately positive views of the community and the City. Citizens say Port Coquitlam offers a good quality of life that has improved over the past three years. Furthermore, the majority are satisfied with the City’s use of municipal tax dollars. Perceptions of the City’s customer service and overall community safety are also positive. The data is compared with other cities in Metro Vancouver.

Overall Quality of Life

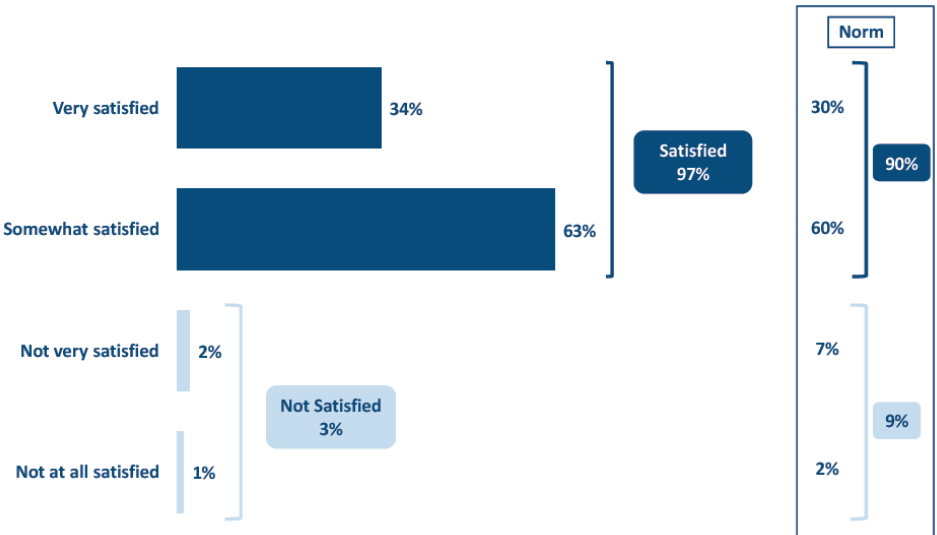
Virtually all (99%) of citizens rate the overall quality of life in Port Coquitlam positively. This includes 45% of citizens describing their community as “Very Good”.



(2012 Ipsos Reid)

Satisfaction with City Services

Citizens are satisfied with the overall level and quality of City services. Virtually all citizens are satisfied with the overall level and quality of services provided by the City of Port Coquitlam. Overall satisfaction with City services in Port Coquitlam is on par with what is typically seen in other Metro Vancouver municipalities.

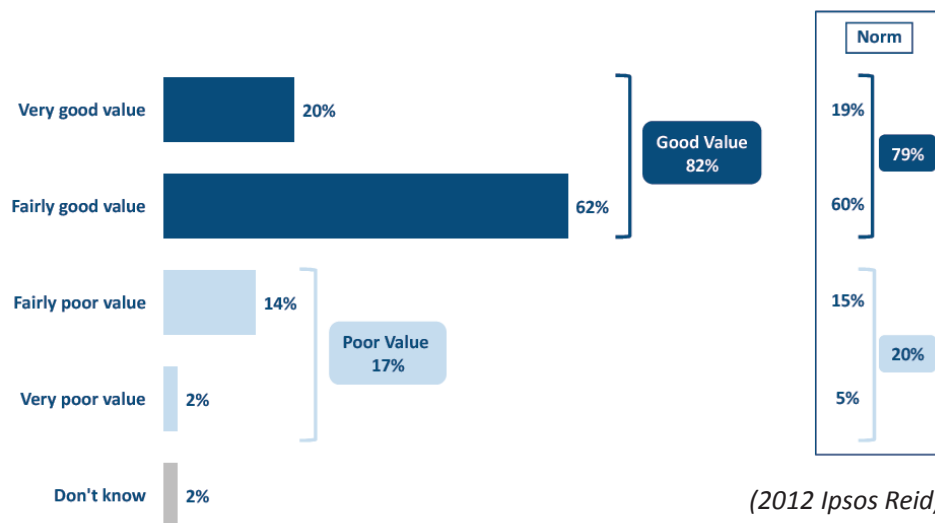


(2012 Ipsos Reid)

City Profile

Satisfaction with Value for Taxes

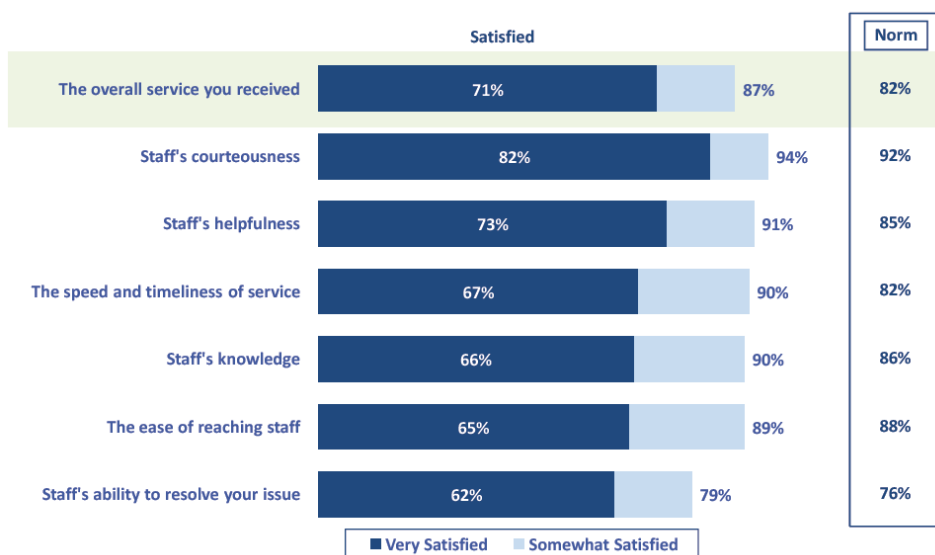
Citizens believe they receive good value for their municipal tax dollars. The majority of citizens say they receive good value for their municipal tax dollars. Perceptions of value for taxes in Port Coquitlam are not significantly different from what is typically seen in other Metro Vancouver municipalities.



Satisfaction with Customer Service

Citizens are satisfied with the service they receive when contacting the City. Among those making contact with the city in the last 12 months, nearly nine-in-ten are satisfied with the "overall service received". This is higher than what is typically seen in other Metro Vancouver municipalities.

Further analysis of customer service shows the Port Coquitlam residents are more satisfied with "staff's courteousness", "staff's helpfulness", "the speed and timeliness of service", "staff's knowledge", and "the ease of reaching staff".



Reader's Guide

The Reader's Guide is intended to provide the reader with a brief description of the contents of each major section of the document.

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

- A Policy Document, that outlines the financial policies (Appendix C) that guides the development of the plan;
- An Operations Guide, that helps staff manage day-to-day operations by providing financial and policy information and by identifying financial and staffing resources available to provide services; and
- A Communications Device, that gives all readers a comprehensive look at the services provided by the City and the costs and revenues related to those services.

The financial summaries within this document detail the department's total budget for the fiscal year of 2013. However, the subsequent years of 2014-2017 include only a "base". The base budget reflects revenue and expense changes to maintain the same levels of service level (including inflationary costs) as provided in 2013, as well as changes due to growth and changes due to service level changes or fee increases previously approved by Council.

Document Organization

The document is separated into six major sections. Explanations of each of these sections are as follows:

1. Overview

This section is intended to provide the reader with an understanding of the City's overall financial position and highlights cost drivers and issues with the proposed 2013 – 2017 Financial Plan.

2. Revenue

This section provides an overview of the sources of revenue for the City and policies around how the City acquires the funds needed to pay for the numerous services it provides.

3. Departmental Business Plans

This section includes Business Plans for each City department and the RCMP Detachment. The Business Plans contain information about the department its five-year financial plan and related strategies and goals for 2013. Financial information for major non-department budgets is also listed here.

4. Capital Program

This section contains a summary of all of the capital expenditures budgeted for the 2013-2017 period. Also included are individual project descriptions. Departments were asked to identify funding sources for these projects as well as include the ongoing operating costs.

5. Savings and Service Level Changes

This section contains a summary of all of the operating savings and service level changes which were adopted by Council for the 2013 fiscal year in order to balance rising costs with community priorities. Departments were asked to propose efficiencies that could be sustained over time.

6. Appendices

This section includes a variety of information that may be useful to Council or the public in assessing the financial plan proposal and/or understanding the City's financial situation, policy and practices.



Financial Plan Overview



2013-2017 Financial Plan

Financial Plan Overview

Corporate Goal

Port Coquitlam launched its new Corporate Strategic Plan on June 13, 2011. After much consultation with the community, Council was pleased to support a vision that would see the City progress for the next ten years. Vision 2020 is as follows:

**VISION
2020**
PORT COQUITLAM

Port Coquitlam is a happy, vibrant, safe community of healthy, engaged residents and thriving businesses supported by sustainable resources and services.

Sustainability of the City's finances will ensure the services enjoyed by the residents today will be there for future generations. Sustainability requires difficult decisions to balance current affordability with long term pressures. These decisions occur annually during the financial plan preparation process, budget deliberations, public consultation and final approval.

Regulatory Requirements

In accordance with the laws of British Columbia through the Community Charter, municipalities must prepare a five-year financial plan each year. These plans must be adopted by municipal Councils before May 15th and they are required to identify the proposed expenditures, funding sources, and transfers to or between funds.

The Community Charter also directs City Council to engage the public in a consultation process prior to adoption of the proposed financial plan.

For more details on the Financial Planning Process please consult Appendices A, B and C.

Budget Best Practices

The Government Finance Officers Association of the United States and Canada (GFOA) has established the Distinguished Budget Presentation Award to encourage governments to prepare budget documents of the highest quality to meet the needs of decision-makers and residents. Each budget document submitted is evaluated using a comprehensive evaluation checklist and those which are judged proficient receive the award (www.gfoa.org).



The City received the Distinguished Budget Presentation Award for the 2012-2016 Financial Plan for the 15th consecutive year. This award is valid for one year only.

The City believes our current budget process continues to conform to program requirements, and it is being submitted to GFOA to determine its eligibility for another award.

The 2013-2017 Financial Plan was prepared and based on the Financial Plan Guidelines, adopted by the Finance and Intergovernmental Committee (FIG) consisting of all members of City Council in July, 2011. The guidelines are set out in Appendix A and highlights of the Corporate Strategic Plan are identified in Appendix D. This document is the result of the initial planning process.

The Financial Plan Guidelines are that services provided and service levels remain consistent with 2012 and that service reductions be considered where reasonable, and that funding for the Capital Improvement Program continue at 2012 levels with an inflationary factor. Consideration for contributions to long term sustainability and funding of a growth reserve were also part of the guidelines.

Financial Plan Overview

Tax Increase Drivers

Items impacting the proposed tax and utility rate:

- Purchase of water supply and sewer discharge services from the Metro Vancouver resulted in an increase in water rates of 6.1% and an increase in sewer charges of 3.38%.
- Staff salary wages and benefits are currently under negotiation with International Association of Fire Fighters (IAFF) and Canadian Union of Public Employees (CUPE).
- Policing costs, including civilian support, are expected to increase by \$584,300 to maintain the current police service levels.
- Inflation is averaging at 2.1%.
- The City's 2013 capital program operating cost impact.

Council also set the following direction for 2013:

- That the primary focus of the 2013 Budget be on improving community safety through investment in protective services.
- That net cost increases for inflation, service level improvements, capital projects, and infrastructure requirements be funded from a balance of services level adjustments and rate increases, as communicated in the 2012 Ipsos Reid survey.
- That the capital program is comprised of infrastructure renewal and replacement projects in 2013 to reduce the growing infrastructure gap.
- That new and growth related capital projects be identified, evaluated, prioritized and considered for implementation in future years as funding sources are leveraged and secured.

Corporate Financial Goal

That the City work towards full annual funding of operations, maintenance, growth and asset depletion applying the following measures:

- Limit addition of new services or programs for the next five years.
- Apply only sustainable service and program cuts to reduce annual tax rate increases.
- Set funds aside for long term financial needs including the infrastructure gap, growth and opportunities.
- Pursue revenues to offset funding needs.
- Apply new revenues to reduce tax rates only if assured, sustainable, stable and incremental.
- Maintain transparency and accountability to the community by communicating developments with the strategy at each Committee and Council session on the budget.

That once the service levels are set, the budget contains the necessary inflationary increases to maintain the remaining services.

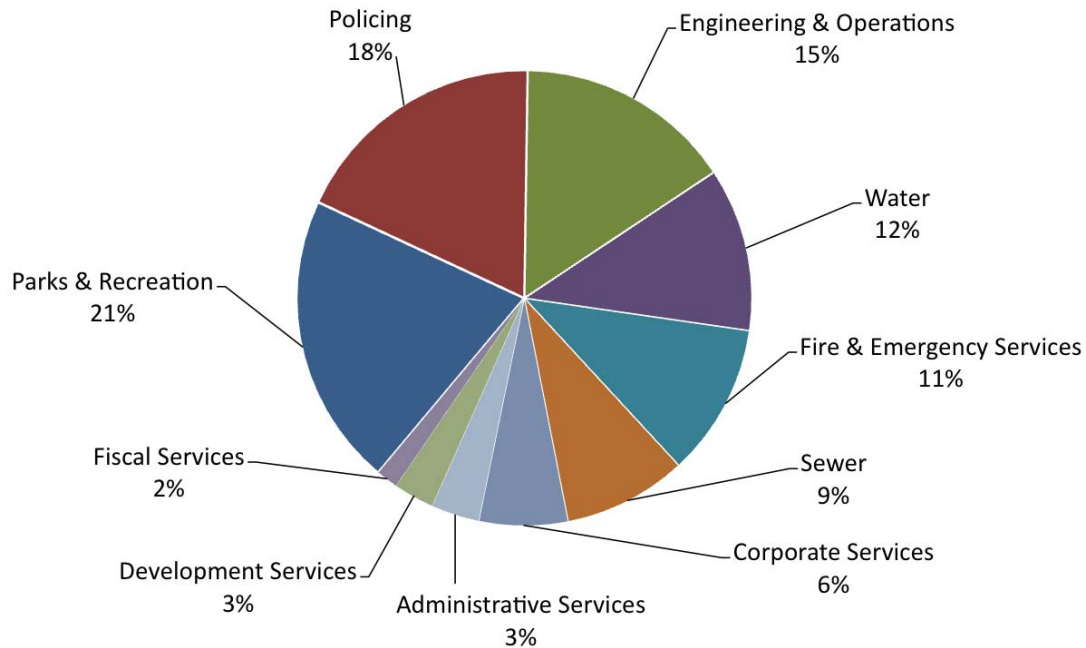
That the 2013 budget includes a plan to have future tax rates include funds for growth.



Financial Plan Overview

2013 Base Plan – Expenditure Levels

2013 Services Provided to the Community



The graph shows the City's ongoing expenditures for operating which are funded from ongoing revenue sources.

Ongoing Expenditures	2013	% of Total
Parks & Recreation	\$15,498,733	21%
Policing	13,626,600	18%
Engineering & Operations	11,500,700	15%
Water	8,635,300	12%
Fire & Emergency Services	8,072,600	11%
Sewer	6,543,400	9%
Corporate Services	4,694,967	6%
Administrative Services	2,565,000	3%
Development Services	2,161,900	3%
Fiscal Services	1,147,959	2%
TOTAL	\$74,447,159	100%

Financial Plan Overview

Tax Impact

The table below shows how the 2013 Financial Plan will affect the average Port Coquitlam home. The water, sewer and garbage levies are flat annual fees and will be the same for each single-family home. Townhouse and apartments have lower water and sewer rates than single-family dwellings, and they arrange their own garbage collection with private contractors.

For this presentation, the average home is the value of a "Representative House" in 2012, as defined by the Ministry of Community, Sport and Cultural Development. The total blended tax & utility rates for City purposes for the average residential home are expected to cost approximately \$89 more than in 2012. This projection includes increases to property taxes, water rates, sewer rates, the solid waste levy (garbage/composting) and savings and service level changes outlined in section 5.

The projected impact of the plan on the average Townhouse is approximately \$74 more than in 2012 and approximately \$54 for an Apartment. These increases are based on the assumption that any tax or levy increase will be applied equally to all property classifications.

Utility User Fees

The 2013 Water and Sewer user fees are set and approved by Council including those relating to metered rates, and secondary suites, prior to the approval of the complete Financial Plan to meet billing deadlines in early 2013. When establishing these user fees, Council considers the City's Cost Recovery Policy. This policy states user fees are to be set to recover the full cost of services, except where Council determines a subsidy is in the general public interest. The cost recovery policy is detailed in Appendix C.

2013 Taxes & Utilities *

Average Single-family Dwelling Assessed at \$526,175

	2012	2013	\$ Change
Property Taxes	\$1,927.54	\$1,982.28	\$54.74
Water Levy	393.00	417.00	24.00
Sewer Levy	296.00	306.00	10.00
Solid Waste Levy	176.30	176.30	-
Total	\$2,792.84	\$2,881.58	\$88.74

Average Townhouse Assessed at \$385,444

	2012	2013	\$ Change
Property Taxes	\$1,517.82	\$1,560.93	\$43.11
Water Levy	369.00	391.00	22.00
Sewer Levy	278.00	287.00	9.00
Total	\$2,164.82	\$2,238.93	\$74.11

Average Apartment Assessed at \$230,706

	2012	2013	\$ Change
Property Taxes	\$890.60	\$915.89	\$25.29
Water Levy	351.00	371.00	20.00
Sewer Levy	263.00	272.00	9.00
Total	\$1,504.60	\$1,558.89	\$54.29

* As amended on May 14, 2013.

Financial Plan Overview

Fund Structure

General Fund

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

Water Fund

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

Sewer Fund

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

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

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

Financial Position (Reserves and Surplus)

The City has Reserve Funds (Statutory Reserves) that are authorized by the Community Charter and/or City bylaw. The purpose of setting aside reserves is to provide funding for various anticipated future expenditures to ensure sufficient funds are available when required and where possible to avoid the need to incur debt. Statutory Reserves may only be used as authorized by the Community Charter and the related Council Bylaw. City reserves are further detailed on the next page.

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



Financial Plan Overview

Restricted Reserves

A breakdown of the various City reserves and a brief description of their uses are contained in the following table:

	Actual Balance at 12/31/2011	Budgeted To (from) Reserve 2012	Budgeted Balance at 12/31/2012	Uses & Funding Source
Equipment	\$12,708,616	\$(1,531,237)	\$11,177,379	Subsidiary accounts maintained for Public Works, Parks, Fire equipment and Information Systems. Funds are used primarily for the purchase of replacement equipment with the exception of the IS portion which is available for new equipment and software.
Roads / Drainage	7,686,911	376,000	8,062,911	City portion of all Roads and Drainage projects. Funding source – primarily property taxation, also includes funding from TransLink for Major Road Network maintenance.
Land Sale	4,909,856	(345,910)	4,563,946	Funding for new capital works that exceed the limits prescribed in the City's Financial Policy for use of capital funding envelopes. Funding source - land sales and voluntary internal repayments.
Sewer	3,261,567	(330,000)	2,931,567	City portion of all Sewer projects. Funding source – utility fees.
Water	1,852,612	(572,000)	1,280,612	City portion of all Water projects. Funding source – utility fees.
Parking	1,568,179	177,786	1,745,965	Funding collected in the development process to provide for future parking.
Public Works Special	1,394,682	359,972	1,754,654	Interest earned on \$2 Million principal allocated for minor Public Works projects. Principal not available for use as per establishing bylaw.
Operating	1,384,275	428,261	1,812,536	Self-insurance re: extraordinary funds required for snow and ice removal, arts, heritage & culture, election and public safety costs
Recreation	1,067,903	(766,468)	301,435	City portion of all Parks and Recreation projects.
Public Safety Building	396,769	(336,400)	60,369	City portion for capital improvements to Public Safety Building.
Building Maintenance	297,273	(275,100)	22,173	Major maintenance type projects (such as roof replacement, HVAC systems) on all civic buildings. Reserve to be phased out, projects in this category to be funded from Recreation Reserve.
Environmental	181,311	(104,000)	77,311	For environmental projects.
Social Housing	129,751	-	129,751	Funding collected in the development process to provide for social housing needs.
Cemetery Expansion	81,773	(75,000)	6,773	Funding collected from cemetery sales to fund future cemetery expansion.
Community Amenities	59,248	17,900	77,148	Funding collected in the development process to provide for community amenities.
Total	\$36,980,726	\$(2,976,196)	\$34,004,530	

Financial Plan Overview

Future Outlook

The City will continue to face a number of challenges in the future, the most significant of which is to provide sufficient funding for maintaining and replacing the City's infrastructure and major assets. The "infrastructure gap" is the difference between the reserves set aside to fund maintenance and replacement and the current replacement cost of the depreciated portion of City assets. The City estimates the current infrastructure gap at \$330 million.

City Financial Health

The Corporate Strategic Plan's vision for the future is only possible if we leverage our strengths and address our challenges.

The City's major financial challenge is the infrastructure gap. This gap is not unique to our City, as many cities around the world have not set aside sufficient funds for replacement of infrastructure assets as they deplete. Recent news reports have highlighted cities that have seen failures of their bridges, tunnels, roads, facilities and water and sewer systems.

The City of Port Coquitlam has adopted a proactive and financially prudent strategy of funding long-term asset replacement to avoid the much higher costs of repairs, maintenance and replacement should funding be delayed and assets be replaced past the point of optimum renewal.

City funds are also required to support today's needs for our multi-faceted municipal services. Pressures from the community highlight the need for upgrades to existing facilities and expansion of services for growth.

The Corporate Financial Goal sets the City's financial direction of long-term financial sustainability.



The City has now dedicated funds for long-term needs and our reserves are building. In 2013, new projects address current community needs and the need for the City to remain current in its technology.

The City is committed to seeking revenue opportunities to reduce the tax impact on property owners. To that end, we have launched a Revenue Task Force that is anticipated to have a positive impact on revenues in 2014 and beyond.

Debt and Debt Limits

The maximum amount of debt which may be held by a municipality is restricted by its Liability Servicing Limit. This represents the cost of servicing debt throughout the year (including both interest and principal). The Liability Servicing Limit is set by the Community Charter and is defined as 25% of a municipality's controllable and sustainable revenues for the year.

For the City of Port Coquitlam, the Liability Servicing Limit for 2013 is \$21.1 million. The budgeted cost of debt interest and principal for 2013 is \$1.5 million.

The financial content in this document was prepared based on information available at the time of Financial Plan development and supported by management estimates. The Financial Plan is not audited.

The City prepares its Financial Plan consistent with Financial Statement Reporting.

Financial Plan Overview

Consolidated 2013-2017 Financial Plan – Amended *

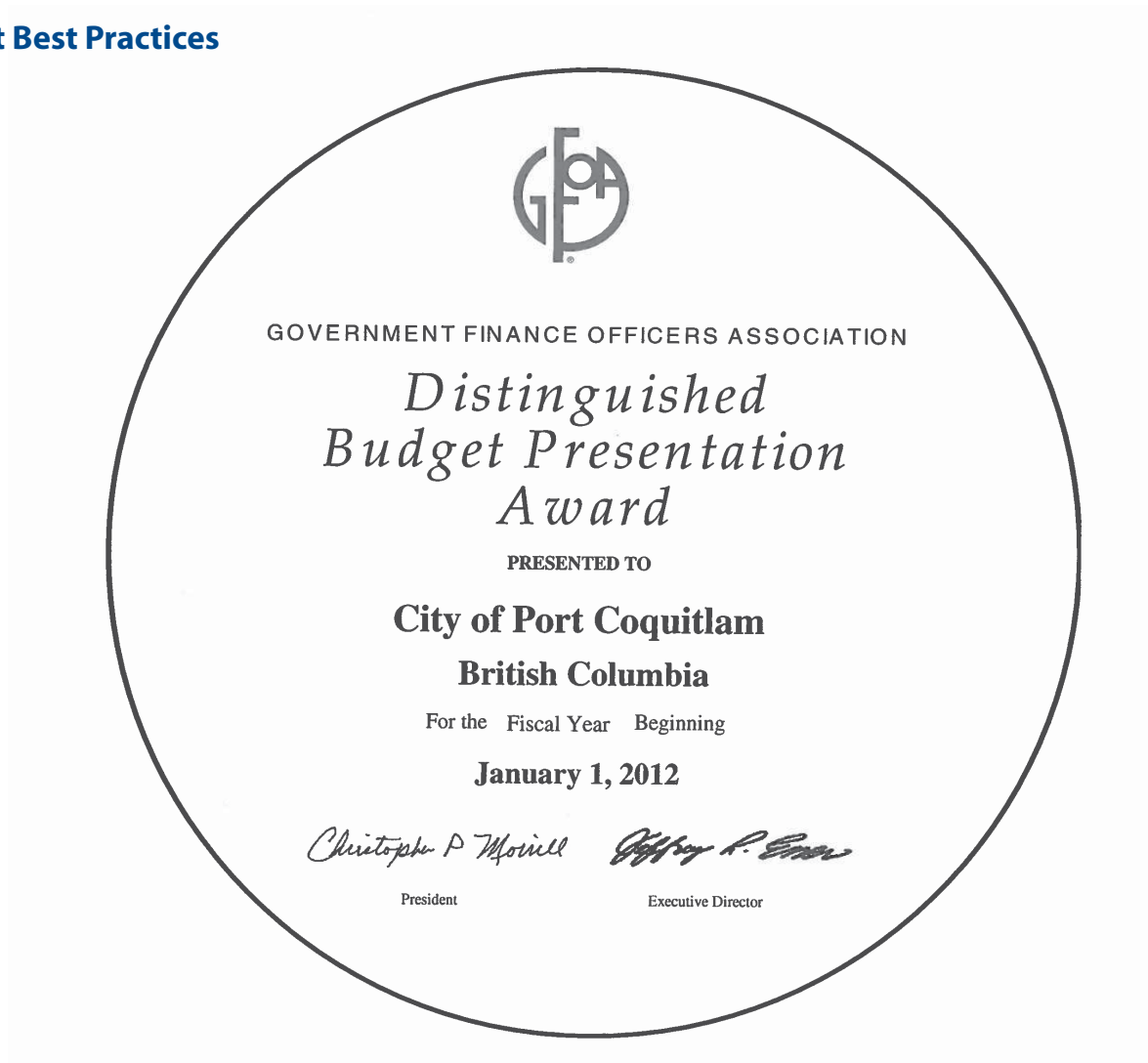
The amended 2013-2017 Financial Plan is summarized below. This presentation identifies all major revenues and expenses by operating Department.

	2012	2013	2014	2015	2016	2017
Revenues						
Taxation	\$(53,148,421)	\$(55,550,795)	\$(57,907,698)	\$(60,523,026)	\$(63,009,064)	\$(65,535,133)
Administrative Services	(70,800)	(54,100)	(54,641)	(55,187)	(55,739)	(56,297)
Corporate Services	(1,542,800)	(1,408,800)	(1,422,888)	(1,437,117)	(1,451,488)	(1,466,003)
Development Services	(944,700)	(947,700)	(957,177)	(966,749)	(976,416)	(986,180)
Engineering & Operations	(6,045,100)	(6,003,051)	(6,063,082)	(6,123,712)	(6,184,949)	(6,246,799)
Fire & Emergency Services	(16,500)	(16,500)	(16,500)	(16,500)	(16,500)	(16,500)
Parks & Recreation	(4,428,300)	(4,427,800)	(4,472,078)	(4,516,799)	(4,561,967)	(4,607,586)
Policing	(727,000)	(463,100)	(467,731)	(472,408)	(477,132)	(481,904)
Water	(9,720,400)	(10,385,049)	(10,895,500)	(11,596,500)	(12,262,100)	(13,030,200)
Sewer	(7,319,700)	(7,496,000)	(7,733,700)	(8,115,800)	(8,484,600)	(8,885,800)
Taxes, Penalties and Interest	(325,000)	(325,000)	(328,250)	(331,533)	(334,848)	(338,196)
Interest	(602,000)	(676,440)	(676,440)	(676,440)	(676,440)	(676,440)
Provincial Operating Grants	(55,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)
Miscellaneous Revenues	(79,500)	(44,500)	(44,500)	(44,500)	(44,500)	(44,500)
CIP Funding - Grants, DCC etc.	(7,310,172)	(2,156,240)	(878,440)	(2,995,040)	(1,620,840)	(1,344,840)
SP Funding - Grants, DCC etc.	(137,000)	-	-	-	-	-
Developers' contributions	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Total Revenues	\$(93,472,393)	\$(91,000,075)	\$(92,963,625)	\$(98,916,311)	\$(101,201,583)	\$(104,761,378)
Expenditures						
Administrative Services	\$2,531,303	\$2,565,000	\$2,618,865	\$2,673,861	\$2,730,012	\$2,787,343
Corporate Services	4,696,562	4,694,967	4,793,561	4,894,226	4,997,005	5,101,942
Development Services	2,161,896	2,161,900	2,207,300	2,253,653	2,300,980	2,349,300
Fire & Emergency Services	7,706,031	8,072,600	8,242,125	8,415,209	8,591,929	8,772,359
Policing	12,746,605	13,626,600	14,307,930	15,023,327	15,774,493	16,563,217
Parks & Recreation	15,224,489	15,498,733	15,963,695	16,442,606	16,935,884	17,443,961
Engineering & Operations	11,438,064	11,500,700	11,788,218	12,082,923	12,384,996	12,694,621
Water	8,106,800	8,635,300	9,242,800	10,011,600	10,537,300	10,958,300
Sewer	6,422,200	6,543,400	6,809,400	7,102,500	7,378,300	7,682,600
Fiscal Services	567,800	1,147,959	1,186,036	1,185,446	1,224,924	1,224,075
Amortization	13,000,000	12,500,000	12,500,000	12,500,000	12,500,000	12,500,000
Special Operating Projects in Process	1,927,600	-	-	-	-	-
Total Expenditures	\$86,529,350	\$86,947,159	\$89,659,930	\$92,585,351	\$95,355,823	\$98,077,718
Net Revenue (Expenditure)	\$6,943,043	\$4,052,916	\$3,303,695	\$6,330,960	\$5,845,760	\$6,683,660
Allocations From (To) Financial Equity						
Reserves	\$(2,976,197)	\$3,778,976	\$5,245,355	\$6,009,320	\$7,838,020	\$8,599,720
Capital expenditures	20,440,940	10,295,640	8,080,040	10,343,340	8,029,440	8,105,640
Capital Contributed by Developers	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Principal Repayment	1,478,300	1,478,300	1,478,300	1,478,300	1,478,300	1,478,300
Amortization	(13,000,000)	(12,500,000)	(12,500,000)	(12,500,000)	(12,500,000)	(12,500,000)
Financial Plan Balance	-	-	-	-	-	-

* As amended on May 14, 2013.

Financial Plan Overview

Budget Best Practices



The Government Finance Officers Association of the United States and Canada (GFOA) has established the Distinguished Budget Presentation Award to encourage governments to prepare budget documents of the highest quality to meet the needs of decision-makers and residents.

Each budget document submitted is evaluated using a comprehensive evaluation checklist and those which are judged proficient receive the award.

The City of Port Coquitlam received the Distinguished Budget Presentation Award for the 2012-2016 Financial Plan for the fifteenth consecutive year.

The City believes our budget process continues to conform to program requirements and will be submitting the current budget for consideration.

Revenues

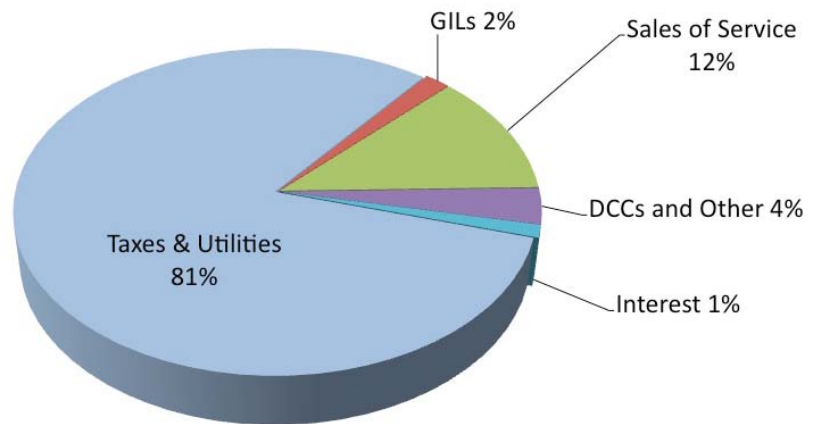


Revenues

The City receives revenue from several sources with the main contribution from property taxes and utility rates as shown below:

2013 Ongoing Revenue *

Taxes & Utilities	\$73,997,162
GILs (Grants in Lieu)	1,605,905
Sales of Service	11,025,251
DCCs (Developer Cost Charges) and Other Contributions	3,245,740
Interest	1,126,017
Total Ongoing Revenue	\$91,000,075



* As amended on May 14, 2013.

The Community Charter regulates property taxes. City policies guide how fees and charges are determined. City bylaws set the rates. The total of the on-going revenues includes staff recommended decision packages.

Property Tax

Property taxes are the City's main source of revenue, financing a majority of the services provided by the City. Every property owner in the province must pay property taxes based on the value of their property unless the property is specifically exempted by provincial statute. Statutory exemptions are listed in the Community Charter. These properties include, but are not limited to:

- schools and universities
- places of public worship
- hospitals

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

In British Columbia, there are eight property classes:

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

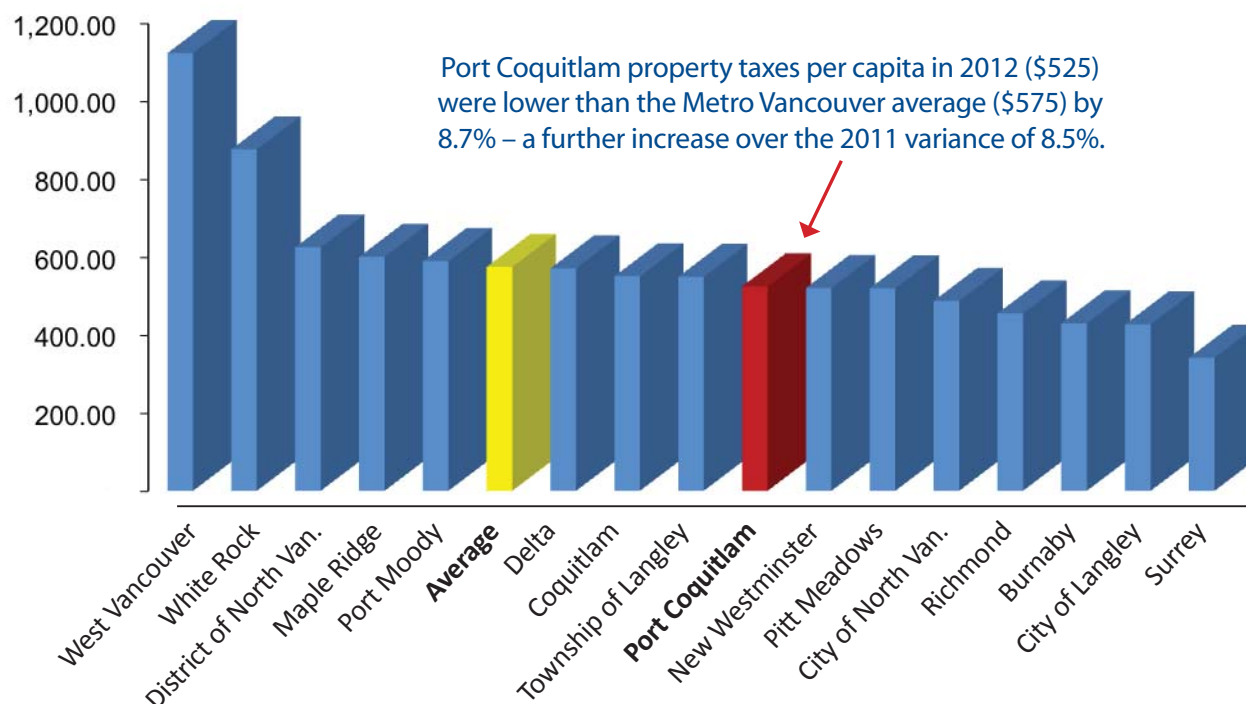
Under the Community Charter the City may grant permissive tax exemptions which exempt certain properties from taxation for a specified period of time. In Port Coquitlam, only non-profit organizations occupying municipal or school district property have been exempted by City Council policy. The exemption is included in Schedule C of the City's Financial Plan Bylaw.

City policy requires property taxes be competitive within the Metro Vancouver municipalities. When setting tax rates, Council considers:

- The amount of property taxes levied per capita,
- Tax and utility levies on a representative home, and
- The property classification's total assessed value and the amount of property taxes borne by that property classification.

Revenues

2012 Municipal Residential Property Taxes Per Capita *



* Information provided by the Ministry of Community, Sport & Cultural Development

Property Tax Distribution

The City may set different tax rates for each property classification to attain a reasonable tax distribution. In Port Coquitlam, the 2012 tax distribution policy resulted in residential property contributing 59% of the property taxes; and non-residential contributing 41% of the property taxes.

The average for Metro Vancouver municipalities is residential properties contributing approximately 62% of property taxes.

Rates for 2013 are yet to be set. The table below is based on 2012 Property Distribution Rates.

2012 Property Tax Distribution Rates

Assessment Class	Mill Rate
Residential	3.7129
Utility	40.0000
Supportive Housing	3.7129
Light Industrial	13.7077
Business	11.7941
Recreational / Non-profit	13.5686
Farm Land	22.7262



Revenues

User Fees

In accordance with the Community Charter, municipal governments set fees and charges by bylaw to cover reasonable costs of providing services to the public. The fees charged must be for the services delivered with no intention of generating a surplus.

The City's Cost Recovery Policy states that user fees will be set to recover the full cost of services except where City Council determines that a subsidy is in the general public interest. Council will consider the following factors when determining whether a subsidy is in the general public interest:

- Who benefits from the service? Services that benefit individuals will generally be subject to a high cost recovery while services that have a large public benefit will have a lower cost recovery.

- Will the level of demand for a service support full cost recovery?
- What prices are others charging for the services?
- How will the City collect fees charged for a service? In some cases it may be impractical for the City to implement fees, for example charging a fee for the use of the Traboulay PoCo Trail.
- Will the fee established influence behaviour in the desired fashion?
- Is the client able to pay for the service?

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

The City's user fees are supported by bylaws including the Sewer Rates Bylaw, Waterworks Regulation Bylaw, Solid Waste Bylaw, Fees and Charges Bylaw, Animal Control Bylaw, False Alarm Bylaw.

Summary of Fees

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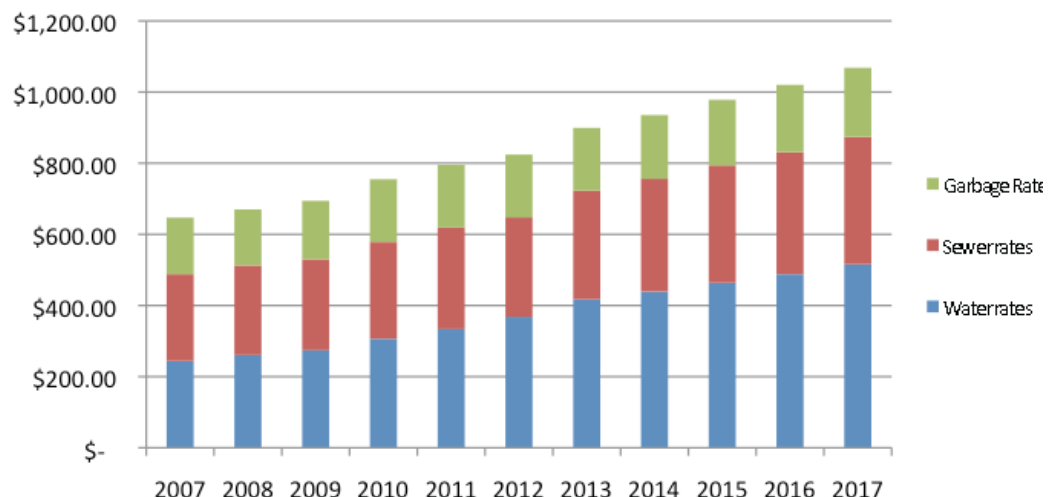
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Engineering	\$ 378	\$ 510	\$ 674	\$ 452	\$ 596	\$ 596	\$ 602	\$ 608	\$ 614	\$ 620	\$ 627
Water rates	6,164	6,777	7,650	8,158	9,003	9,720	10,385	10,969	11,670	12,335	13,103
Sewer rates	5,946	6,344	6,771	7,243	6,970	7,320	7,496	7,798	8,180	8,549	8,950
Refuge Collection	1,994	2,072	2,247	2,239	2,254	2,278	2,296	2,319	2,342	2,365	2,389
Parks & Recreation	3,460	3,680	3,989	4,102	4,273	4,428	4,428	4,472	4,517	4,562	4,608
Development Services	1,188	1,040	1,133	738	944	944	948	957	967	976	986
Corporate Services	1,338	1,348	1,455	1,520	1,457	1,473	1,409	1,423	1,437	1,451	1,466
Police	-	-	-	781	720	727	463	468	472	477	482
Fire	-	-	-	15	15	13	17	17	17	17	17
Divisions Total:	\$20,468	\$21,772	\$23,920	\$25,248	\$26,231	\$27,499	\$28,043	\$29,029	\$30,215	\$31,353	\$32,627

Single family home - utility fees

Water and sewer fees for multi-family units have grown at the same rate as single family.

Garbage collection is only provided to single family and duplex properties with business and townhouse/apartments receiving service from private contractors.

Recycling and green waste service is available to most residential properties.



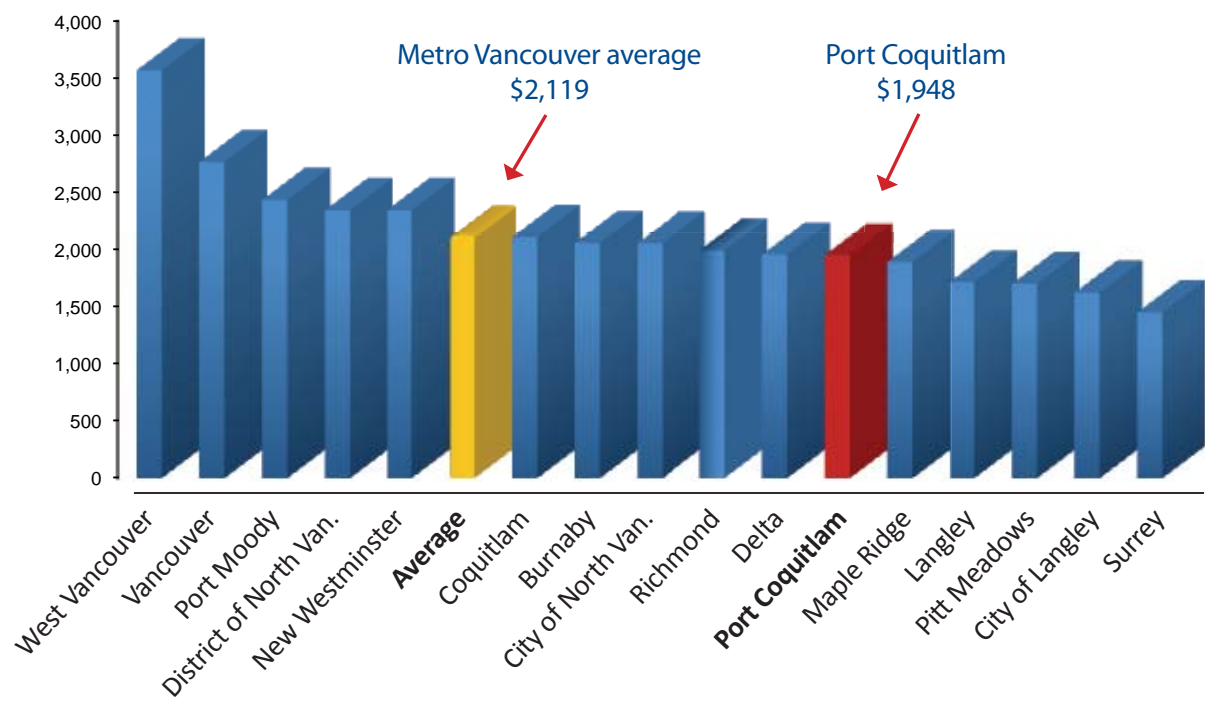
Revenues

Total City Revenues From a Representative House (2012)

Residential property taxes and utilities in Port Coquitlam are comparable with rates charged by Metro Vancouver communities as shown in the following table for an average single-family dwelling.

Port Coquitlam property taxes and utilities are less than the average within Metro Vancouver.

2012 Municipal Residential Property Taxes for Average Single Family Dwelling *



* Information provided by the Ministry of Community, Sport & Cultural Development

Interest Income

The City pools its available cash from various funds and invests in financial instruments in accordance with the City’s investment policy included in the City’s Financial Management Policy (Appendix C).

Interest income continues to remain below historical levels due to low market rates and lower reserve balances due to infrastructure borrowing. However, as the repayment of the Coast Meridian Overpass borrowings progresses, interest is expected to increase slightly in the near future.



Revenues

Grants in Lieu of Taxes

The City receives grants in lieu of property taxes from:

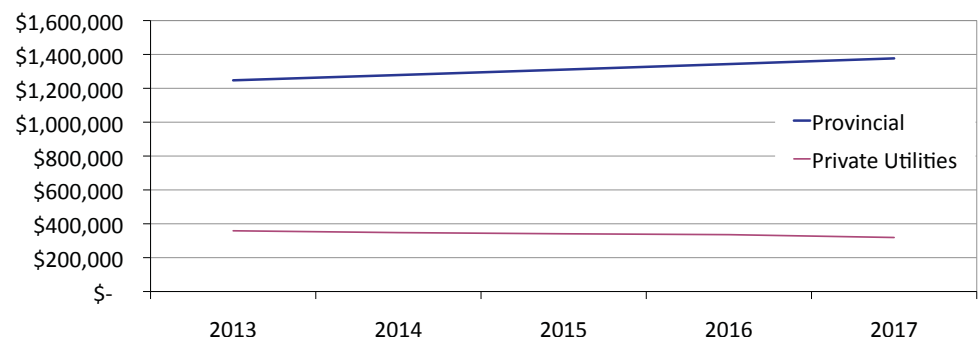
- Properties owned by the Federal or Provincial Governments or their Agencies.
- Private utilities operating within Port Coquitlam at the rate of 1% of the utilities revenue from within the City.

Estimates are based on expectations of the variables used to calculate the amount to be charged to these bodies.

There is an expected increase in grants in lieu from Provincial bodies as they are calculated using the tax rate changes for the general rates. In addition, there is an expected decline in private utilities company grants as they are based on reported revenue which has been declining in recent years due to increased competition in the private sector. Overall, the changes are expected to offset resulting in a static amount of grants in lieu for the next five year period.



Grants in Lieu of Taxes





Savings and Service Level Changes



2013-2017 Financial Plan

Overview

The 2013 budget was built on three main outcomes. The first was to invest in community safety by supporting additional firefighters and police officers.

The second was the need to maintain reasonable tax rate increases, and the third was the need to address the City's aging infrastructure.

	\$ Overall Increase/Decrease	\$/SFD Increase/Decrease	%/SFD Increase/Decrease
Inflationary	\$1,393,000	\$52.08	2.70%
Service improvements	617,666	23.14	1.20%
Savings and service level changes	(620,925)	(23.26)	(1.20)%
Subtotal	\$1,389,741	\$51.96	2.70%
Infrastructure replacement levy	515,000	19.29	1.00%
Total	\$1,904,741	\$71.25	3.70%

SFD = single family dwelling

Service Improvements

The following service improvements were introduced in the 2013 Budget:

	2013 cost	\$ cost /SFD	% cost/SFD
Fire suppression staffing – six additional firefighters to improve community safety	\$293,666	\$11.00	0.58%
Police officers – two new police officers to improve community safety	283,700	10.63	0.55%
Electronic mobile fire inspection system – to improve inspection efficiency and productivity	33,100	1.24	0.06%
Economic development – activities to support and promote local businesses	10,000	0.37	0.02%
Advertising and sponsorship sales	-2,800	-0.10	-0.01%
Total	\$617,666	\$23.14	1.20%

SFD = single family dwelling

Savings & Efficiencies

More than \$620,000 in savings and service level changes (see page 24) were adopted in order to balance rising costs with community priorities. Departments were asked to propose efficiencies that could be sustained over time.

Savings & Efficiencies	\$ Overall Increase/ Decrease	\$/SFD Increase/ Decrease	%/SFD Increase/ Decrease
Administration			
Corporate planning and team building	\$(5,000)	(0.19)	(0.01)%
CAO administration budget	(17,000)	(0.64)	(0.03)%
Disability management efficiencies	(8,500)	(0.32)	(0.02)%
Human Resources efficiencies	(33,000)	(1.25)	(0.06)%
Engineering & Operations			
Reduce homeless camp clean-up costs resulting from quicker response times	(1,400)	(0.05)	(0.00)%
Reduce replacement costs by using new technology for sidewalk repairs	(11,800)	(0.44)	(0.02)%
Reduce maintenance costs through use of asphalt millings for lanes	(2,000)	(0.07)	(0.00)%
Reduce hydro use from LED streetlights and traffic signals	(4,000)	(0.15)	(0.01)%
Reduce annual streetlight pole replacement through use of galvanized poles – longer lifespan	(26,900)	(1.01)	(0.04)%
Improve printing and reduce production costs through use of new sign plotter (printer)	(12,000)	(0.45)	(0.02)%
Reduce ditch cleaning expenses through use of strategic clean-out areas	(4,000)	(0.15)	(0.01)%
Reduce ditch maintenance from Broadway Street project	(3,000)	(0.11)	(0.01)%
Reduce barge ramp maintenance by paving	(12,700)	(0.48)	(0.02)%
Reduce barricade purchases	(3,000)	(0.11)	(0.01)%
Parks & Recreation			
Review City graffiti removal services/standards and issue a request for proposals to reduce costs	(30,000)	(1.12)	(0.05)%
Delete vacant part-time Active Living & Sport Rec Program Assistant position	(10,000)	(0.37)	(0.02)%
Install automated chemical dispensing system at recreation facilities	(4,000)	(0.15)	(0.01)%
Provide lifesaving course in-house	(10,000)	(0.37)	(0.02)%
Tender landscaping maintenance for Coast Meridian Overpass green spaces	(5,000)	(0.19)	(0.01)%
Adjust technical maintenance staff hours	(5,000)	(0.19)	(0.01)%
Reduce street tree watering from five days per week to three days per week in June, July and August	(9,000)	(0.34)	(0.02)%
Total	\$(217,300)	(8.15)	(0.40)%

Service Level Changes

Changes in service levels saved more than \$400,000 in 2013. The City recognizes that some of the proposed service level changes will have a visible impact on services to the community. However, these changes were required to reduce the increase in tax rates required to meet community needs.

Service Level Changes

	\$ Overall Increase/ Decrease	\$/SFD Increase/ Decrease	%/SFD Increase/ Decrease
Corporate Services			
Insurance for potential legal claims against the City	\$(25,000)	(0.94)	(0.05)%
Eliminate vector (pest) control services for private properties	(34,000)	(1.27)	(0.07)%
Development Services			
Reduce use of consultant expertise and analysis	(35,000)	(1.31)	(0.07)%
Engineering & Operations			
Extend street sign replacement from 7 to 8 years	(28,625)	(1.07)	(0.06)%
Change in annual funding for environmental projects	(80,000)	(3.00)	(0.15)%
Reduce annual funding for equipment fleet	(102,000)	(3.82)	(0.20)%
Parks & Recreation			
Increase maintenance fees for City-managed row housing to address shortfall in maintenance costs	(6,000)	(0.22)	(0.01)%
Reduce ball diamond grooming – twice/week to once/week	(23,000)	(0.86)	(0.04)%
Reduce maintenance staff hours at Port Coquitlam Recreation Complex	(20,000)	(0.75)	(0.04)%
Eliminate casual recreation leader staff hours for Snow Angels volunteer program	(3,000)	(0.11)	(0.01)%
Replace spring and summer contracted supervision of bike and skate parks with volunteers	(15,000)	(0.56)	(0.03)%
Reduce sick/holiday coverage in the administration section	(3,000)	(0.11)	(0.01)%
Reduction in Leisure Guide production/delivery	(13,000)	(0.49)	(0.03)%
Reduce weight room staffing at Hyde Creek Rec Centre by 15 hours per week (Monday-Friday, 8-10 am and 9-10 pm)	(16,000)	(0.60)	(0.03)%
Total	\$(403,625)	(14.44)	(0.80)%



Department Business Plans



2013-2017 Financial Plan

Department Business Plans

Introduction

A business plan is a document prepared for a department/ service area that describes its services and goals. As well, the plan identifies the specific strategies and activities to be undertaken in the coming year/cycle to meet the goals (and priorities), the allocation of resources (budget), and the measure(s) that will be used to indicate progress/ achievement.

A business plan is a way of communicating a department’s alignment to the Corporate Strategic Plan, and how its various service goals will be achieved within existing fiscal and other constraints. These plans are updated and approved by Council annually as part of the budget process.

How does the business plan relate to the annual Financial Plan (budget) process?

The business planning process and the related business plans augment the annual budget process and other plans. The Financial Plan provides details about the projected revenues and expenditures for the organization as a whole (as well as other related information).

The individual business plans provide the details of the services provided, the results to be achieved, and the specific financial needs of the department or service area within the Financial Plan. Not all of the City’s revenues and expenditures are included in a business plan as they may not relate to a specific department (e.g. municipal taxes, water and sewer levies, interest revenue etc.)

Department Business Plan Contents

- Department Overview
- Financial Plan Summary – Revenue & Expenditures
- Performance – 2012 Results and Measures
- 2013 Challenges
- 2013 Goals and Major Projects
- Organization Chart

City Departments / Service Areas:

Administrative Services	page 30
Corporate Services	page 38
Development Services	page 46
Engineering & Operations	page 54
Fire & Emergency Services	page 64
Parks & Recreation	page 70
Policing	page 82
Water	page 89
Sewer	page 95

Strategic Plan Outcomes

(see Appendix C for details):

1. Sustainable Future
2. Sense of Community
3. Economic Strength
4. Community Well-being
5. Strategic Service Delivery

Department Business Plans

2012 Results

The following results are organized based on the Corporate Strategic Plan outcome they achieve.

Sustainable Future

- Received first place best practices award from the Union of BC Municipalities for use of social media, an effective and cost-efficient communications tool, to connect with citizens.
- Began implementation of new Corporate Strategic Plan that was adopted in 2011 to guide future decisions and actions.
- Began implementation of Environmental Strategic Plan that was adopted in 2011 to ensure the environment is considered in future decisions.
- Engaged community in developing new Master Transportation Plan.
- Worked with stakeholders and City of Coquitlam on watershed management plan for Maple Creek.
- Partnered in TravelSmart program to promote sustainable transportation (e.g. carpooling, transit, cycling or walking).
- Set aside funds to replace aging infrastructure for third year.
- Established a Revenue Task Force of staff and Council to look into new sources of revenue.

Sense of Community

- Launched Adopt-a-SPOT (Street, Park or Trail) program that encourages residents to take ownership of their city by looking after a section of street, park or trail.
- Rejuvenated the volunteer Spirit Committee to plan for City's centennial activities in 2013.
- Engaged community in the countdown to the City's centennial in 2013.
- Partnered with SD43 to make after-school recreation programs more readily available by offering them at local schools.
- Supported development of Port Coquitlam Community Foundation to help build the community.
- Completed a Heritage Inventory as part of the Heritage Strategic Plan implementation.

Economic Strength

- Engaged businesses and worked to make Port Coquitlam a better place to do business through a business survey, a BizForum networking and input session, and the Mayor's Task Force on Business Development Opportunities.
- Facilitated construction of Fremont Connector to help improve access to the new Dominion Triangle commercial area and north Port Coquitlam.

- Coast Meridian Overpass was recognized across North America with National Recognition Award from American Council of Engineering Companies
- Issued Building Permits with high construction value of approximately \$100M.
- Introduced a inter-municipal business licence that allows mobile businesses, such as contractors, to apply for a single licence for the entire Tri-City region.

Community Well-being

- Opened live fire training facility to allow firefighters to get critical hands-on training in Port Coquitlam.
- Promoted waste diversion by engaging the community through a Waste-Loss Challenge contest.
- Installed three-bin waste-sorting stations at all City facilities to help keep food scraps and recyclables out of the landfill.
- Introduced a new way to handle bylaw ticket disputes that resolves conflicts out of the courts through a third-party adjudicator.
- Expanded recreational opportunities for residents with new artificial turf field and outdoor gym equipment at and near Gates Park.
- Renewed format of free community emergency preparedness courses to encourage more people to take this training.
- Improved road safety by doubling the enforcement of distracted drivers from 2011.
- Partnered with community to launch the 'I Am Someone' anti-bullying campaign to help address the negative effects of bullying on citizens' health and safety.

Strategic Service Delivery

- Received Government Finance Officers' Association Awards for the budget and financial plan.
- Began development of a Strategic Communications Plan to improve how the City communicates with residents.
- Surveyed residents and businesses on City service delivery, communications and transportation to ensure future decisions are aligned with community priorities.
- Started negotiations with IAFF (firefighters) and CUPE (City staff) collective agreements.
- Signed the Municipal Policing Unit Agreement for RCMP services and participated in study that looked at the viability of a regional police force.
- Completed a comprehensive Fire & Emergency Services operational review.
- Completed the draft 2013-17 Financial Plan.
- Hired a new Chief Administrative Officer who will lead the City in a progressive direction.

Department Business Plans

2013 Challenges

Challenges faced by the City of Port Coquitlam in 2013 are detailed below, along with the related Corporate Strategic Plan outcome.

Service Sustainability

To ensure the services of today are there for the communities of tomorrow, it's important to take a long-term approach to City finances. This is a challenge each year as community demands for current year services may exceed the ability to pay. (Sustainable Future)

Collective Bargaining

The City continuing contract negotiations in 2013 with its two unions, CUPE (City staff) and IAFF (firefighters). (Strategic Service Delivery)

Regulations and Off-loading and Down-loading

Ongoing downloading and offloading of services by senior levels of government become city service issues as the effects are felt by the community. These services include homelessness, roads, first response and provincial policing software, etc. In addition with an increasing number of regulatory requirements, there is a need for the City to meet training standards, evidence requirements and other requirements as set by legislation. (Sustainable Future)

Major Road Network

We are receiving inadequate funding from the South Coast BC Transportation Authority (TransLink) to operate, maintain and rehabilitate the Major Road Network (Lougheed Highway, Coast Meridian Road and Broadway Street). (Economic Strength)

Population Growth

Growth will add pressure on amenities, including the Port Coquitlam Recreation Complex for non-ice facilities such as fitness, leisure activities and design features for youth and older adults. This will also extend to the park/sport field areas which may require a redesign as multi-use spaces. (Outcome met: Sense of Community)

Aging Infrastructure

The City's infrastructure is aging and the cost to repair, maintain, renew and replace is growing. A significant number of facilities and linear assets are reaching the end of their useful life and funds are required to sustain current service delivery. (Sustainable Future)

Managing Expectations

We anticipate community demand for services is outgrowing the City's ability to deliver and meet these expectations. As well, significant program adjustments will be required to meet our changing demographics, especially for the area of "baby boomers" as they retire. (Sense of Community, Sustainable Future)

Staffing Plans

Recruiting, leadership training and development in anticipation of a significant number of simultaneous retirements. (Strategic Service Delivery)

Solid Waste Management

We must meet the City's commitments under the Regional Solid Waste Resource Management plan for residential, industrial, commercial and institutional (I.C.I.) initiatives. (Sustainable Future, Community Well-being)

Transparency and Communications

Increased public participation and interaction with social and online media (e.g. Facebook, Mayor's blog) requires additional staff resources to monitor and respond. We have also experienced an increase in number and size of Freedom of Information and Privacy Protection requests. (Strategic Service Delivery)

Department Business Plans

2013 Initiatives

The following planned City initiatives for 2013 are organized based on the Corporate Strategic Plan outcome they achieve.

Sustainable Future

- Complete and implement Master Transportation Plan to establish the future direction of road, pedestrian, cyclist and transit systems.
- Upgrade the City's financial systems and develop a plan for Information Services and technology in the future.
- Adopt a new Regional Context Statement to link the OCP to the plans for Metro Vancouver.
- Adopt green building policies and regulations to encourage more environmentally friendly development.

Sense of Community

- Engage the community in events and activities throughout the year celebrating the City's 100th birthday and its past, present and future.
- Support the Spirit Committee in planning and delivery of centennial events.
- Upgrade community recreation amenities such as tennis courts and the facilities at Lions Park.
- Launch a good neighbour program that encourages citizens to take a more active role in making their community a better place.

Economic Strength

- Act on findings of the Mayor's Task Force on Business Development Opportunities, including looking for ways to improve customer service.
- Investigate the land use implications of Lincoln rapid transit station on the Westwood neighbourhood.
- Explore opportunities for generating new revenue through the new Revenue Task Force.
- Explore ways to enhance pedestrian access through the Shaughnessy Street underpass.

Community Well-being

- Promote diversion through a "Biggest Waste Loser" contest and other initiatives.
- Introduce more than 40 three-bin waste-sorting stations in public locations throughout the community to promote diversion of food scraps and recycling away from the landfill.
- Add to the City's extensive trail network by building a trail connection on the west side of the Coquitlam River.
- Improve community safety by adding firefighting and RCMP staff and resources, and a new program to reduce the risk of fire and other hazards associated with medical marijuana grow operations.
- Study opportunities for expansion of Port Coquitlam Recreation Complex.

Strategic Service Delivery

- Update the City website and develop a content management strategy to ensure content is updated in a timely fashion.
- Complete and implement the Strategic Communications Plan to improve communications and information-sharing with the community and within the organization.
- Implement staff succession planning and professional development opportunities.
- Implement Council meeting webcasts to provide another opportunity for citizens to engage with their civic government.
- Launch an intranet site to promote information-sharing between staff and City departments.

ADMINISTRATIVE SERVICES

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

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Chief Administrative Officer
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CORPORATE OFFICE | HUMAN RESOURCES | COMMUNICATIONS & ADMINISTRATIVE SERVICES

Overview

Office of the Chief Administrative Officer (CAO)

The CAO executes policies and decisions of Council and directs and coordinates the activities of all City departments. The CAO conducts long-range and corporate planning for the organization and oversees the development and proper expenditure of the City's operating and capital budgets. The CAO leads the City's organizational improvement initiatives. Within the Office of the CAO, there are three Divisions, each headed by a senior manager: Corporate Office, Human Resources and Communications & Administrative Services.

Corporate Office Division

The Corporate Office manages the Council meeting process, assists Standing Committees, develops and maintains City bylaws, maintains and protects corporate records, and is the Designated Head for the *Freedom of Information and Protection and Privacy Act*. This division also manages the City land holdings, Board of Variance, Joint Family Court and Youth Justice Committee and Civic Elections.

Human Resources Division

Human Resources champions the City's initiatives to develop a positive and engaging organizational culture. It also provides specialized advice and assistance to internal and external customers, including City employees and the public. HR staff support City departments in recruitment, labour relations, occupational health and safety, human resource programs, training and development, benefit administration, wage and salary administration and other areas that involve employees.



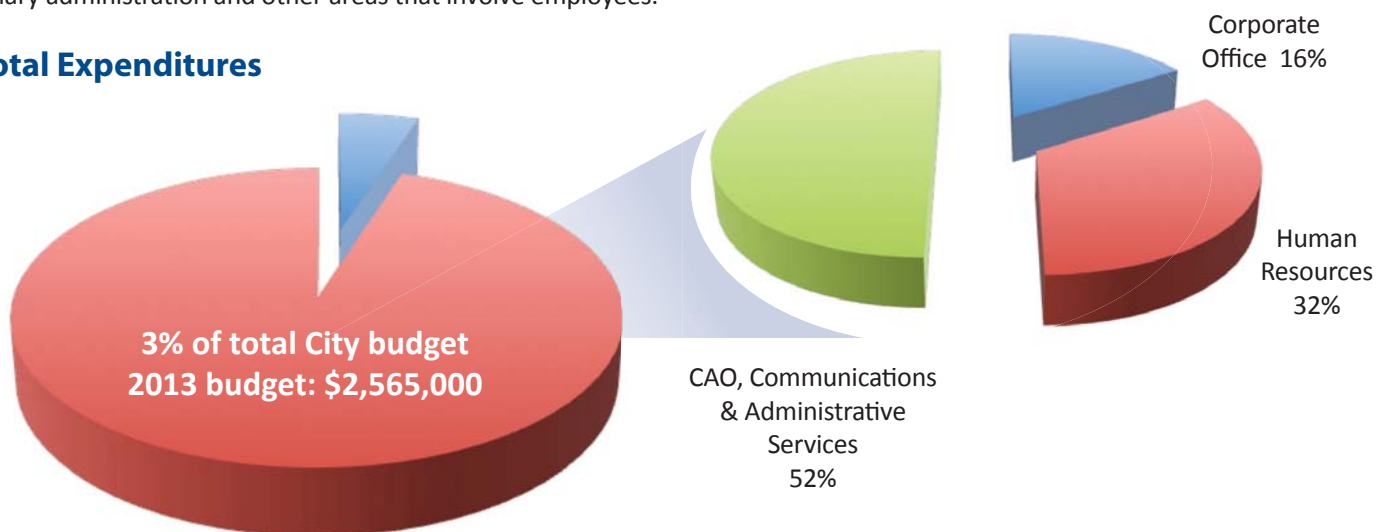
Communications & Administrative Services Division Administrative Services Section

Provides administrative support to the Office of the Mayor, City Councillors and the CAO to assist them in carrying out their duties.

Communications Section

Communications is responsible for all internal and external City communications. The section informs the public of City news via the media, the Community Calendar, electronic and print newsletters, social media and the City website, and provides support in issues management, media relations, marketing and communications to many parts of the City organization. The Communications team also provides reception services at City Hall and coordinates the dissemination of civic information via displays and kiosks at civic facilities and community events.

Total Expenditures



Administrative Services

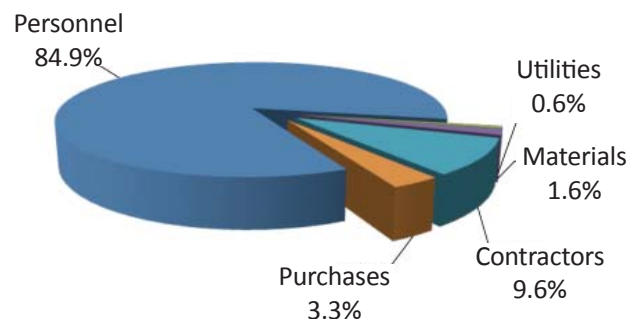
	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Revenues						
Communications & Admin	\$(3,500)	\$(43,500)	\$(43,935)	\$(44,374)	\$(44,818)	\$(45,266)
Human Resources	-	-	-	-	-	-
Corporate Office	(10,600)	(10,600)	(10,706)	(10,813)	(10,921)	(11,030)
Revenues Total:	\$(14,100)	\$(54,100)	\$(54,641)	\$(55,187)	\$(55,739)	\$(56,297)
Expenditures						
Communications & Admin	\$1,286,348	\$1,321,500	\$1,349,252	\$1,377,586	\$1,406,515	\$1,436,052
Human Resources	826,324	824,400	841,712	859,388	877,436	895,862
Corporate Office	418,630	419,100	427,901	436,887	446,062	455,429
Expenditures Total:	\$2,531,303	\$2,565,000	\$2,618,865	\$2,673,861	\$2,730,012	\$2,787,343
Net Operating Costs	\$2,517,203	\$2,510,900	\$2,564,224	\$2,618,674	\$2,674,273	\$2,731,046
\$ Change from previous year		(6,303)				
% Change		-0.25%				
Property Tax Impact		-0.01%				

	2012 FTE	2013 FTE	2014 FTE
Staffing Level			
Full-Time Equivalent Positions (FTE) at beginning of the year	15.55	15.55	15.55

Changes in net operating budget from 2012 are primarily due to:

		% change
Personnel	\$ (31,362)	-1.42%
Increase in Revenue	(40,000)	283.69%
Savings and Efficiencies	(9,300)	-0.37%
Business Case Assessor (Contractor)	70,000	2.77%
Inflation on Materials/Contractors	4,359	0.17%
	\$ (6,303)	

Expenditures by Type



Administrative Services

Performance

2012 Results

Office of the CAO

Long-serving CAO Tony Chong left the City in the spring. Parks and Recreation Director Barry Becker filled in during the recruiting period and the new CAO, John Leeburn, started in September. During this transition period, progress was made on many fronts including:

- Overseeing the launch, the work and the recommendations of the Mayor's Task Force on Business Opportunities
- Initiating and participating in the semi-annual Joint Tri-cities Council meetings
- Substantially revising the process followed by Council and staff to develop the 2013-2017 Financial Plan

Corporate Office

- Developed guidelines for email management and software business practices.
- Prepared agenda and minutes for 61 meetings.
- Managed 56 Freedom of Information requests.
- Managed 26 new and amending Bylaws.

Human Resources Division

- Commenced collective bargaining for a new collective agreement with CUPE, Local 498 and IAFF 1941.
- Conducted Fire Fighter recruitment.
- Developed and implemented online training in the area of Health and Safety and Respectful Workplace Policy.

- Health and Safety initiatives include development of the Driver's and Operators Instructional Manual, a Noise Conservation Program, production of Ergonomic videos and facilitated a RoadSafe BC/WorkSafe BC initiative.
- Maintained the Certificate of Recognition (COR) to enable the City to meet the highest WorkSafe BC certification and achieve cost savings in premiums.
- Utilized BCIT students to research and review the City's Attendance Management Program.

Communications Section

- Initiated development of City's first Strategic Communications Plan, including completion of a communications audit that involved extensive interviews, research and over 550 online survey responses.
- Provided communications strategy, planning and project management of various City initiatives, including initiating the City's centennial celebrations, Master Transportation Plan, flood preparedness, Waste-Loss Challenge and PoCo BizForum.
- Received first place in UBCM Community Excellence Awards in Best Practices – Social Media Category, recognizing the City's excellence and innovative use of social media.

Administrative Section

- Successfully organized Council participation in over 30 community and civic events.
- Successfully organized a Volunteer Recognition and Awards program recognizing 25 volunteers.

Indicators and Targets

	Division	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Targets
Workload						
# of Action Requests processed	C&A	100	120	100	121	100
# of Council Events supported	C&A	-	165	165	317	165
# of Bylaws processed	CO	45	40	40	26	40
# of Council or Committee meetings supported	CO	100	99	100	61	100
# of Freedom of Information Requests	CO	38	35	35	56	54
# of New (external) Hires	HR	-	41	42	65	42
# of Candidates Interviewed	HR	-	78	126	170	126
# of New Grievances	HR	-	21	20	11	20
Effectiveness						
GFOA Award for Annual Reporting	C&A	1	1	1	1	1
# of E-Update Newsletter Subscribers	C&A	1,000	1,140	1,200	1,390	1,500
# of Unique Website Visitors per Year	C&A	502,760	470,000	514,513	545,481	572,755
Media Pickup Rate	C&A	85%	85%	90%	90%	90%
# of Days from Job Posting to Start Date (average)	HR	60	60	50	50	50
Efficiency						
% - Average cost to hire as a % of salary	HR	0.7%	-	0.9%	-	-

Administrative Services

2013 Challenges

- We need to continue to find ways to maximize the productivity of our assets; both human and equipment/technology. The expectations and demands for service will continue to increase far beyond our ability to add resources to meet these demands.
- In the Administrative Services department these increasing demands include:
 - Ongoing downloading and offloading by senior levels of government
 - Council's increased participation in external boards and committees and attendance at community events
 - Public expectation and Council demand for enhanced and increased opportunities for citizen engagement
 - Increased public participation
 - Increase in number and size of Freedom of Information and Protection of Privacy requests.
- Implementation of the Records Management Retention and Destruction program for the larger departments.
- Changing an organizational culture that has existed for many years.
- Achieve the right balance between public demands for more and better services and the need to keep property tax increases to an affordable level.

2013 Goals and Major Projects

Office of the CAO

- Review the process followed to develop the 2013-2017 financial plan and make any recommended changes to improve the process for development of the 2014-2018 plan
- Oversee the implementation of the Council approved recommendations from the Business Development Opportunities Task Force.
- Lead the organization's identification of continuous improvement goals and support the actions that advance these goals
- Support the Human Resources division in their work to define the organization's leadership expectations and desired culture and their work to implement the programs/initiatives that advance these expectations
- Support the Human Resources division in their work to develop an effective succession planning program

Corporate Office

- Continue implementation of Records Management Software for Retention and Destruction (Engineering & Operations and Development Services departments).
- Introduction of email management.
- Review best practices for Council Agendas, including Reports to Council, with the objective of establishing a process that increases efficiency and accuracy and supports better decision-making.
- Provide internal staff training for Freedom of Information and Protection of Privacy and minute taking and agenda preparation.
- Installation of Audio/Visual equipment and implementation of webcasting of Council meetings.

Human Resources Division

- Develop and implement a new City-wide training program to support career development of City employees and organizational growth.
- Continue to provide high quality information, recommendations and advice to managers and supervisors on HR issues, employment law, statutory compliance, local collective agreements, and professional good practice.
- Define leadership goals and expectations throughout the organization and implement strategies to support leadership development.
- Develop and implement a succession planning program
- Complete collective bargaining for a new CUPE and IAFF collective agreements.
- Promote health and safety policies and programs to reduce workplace injuries and enhance the safety of employees.
- Enhance accessibility of HR related information to employees.
- Review disability claims management processes for increased efficiencies.

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Administrative Services

2013 Goals and Major Projects (cont.)

Administrative Section

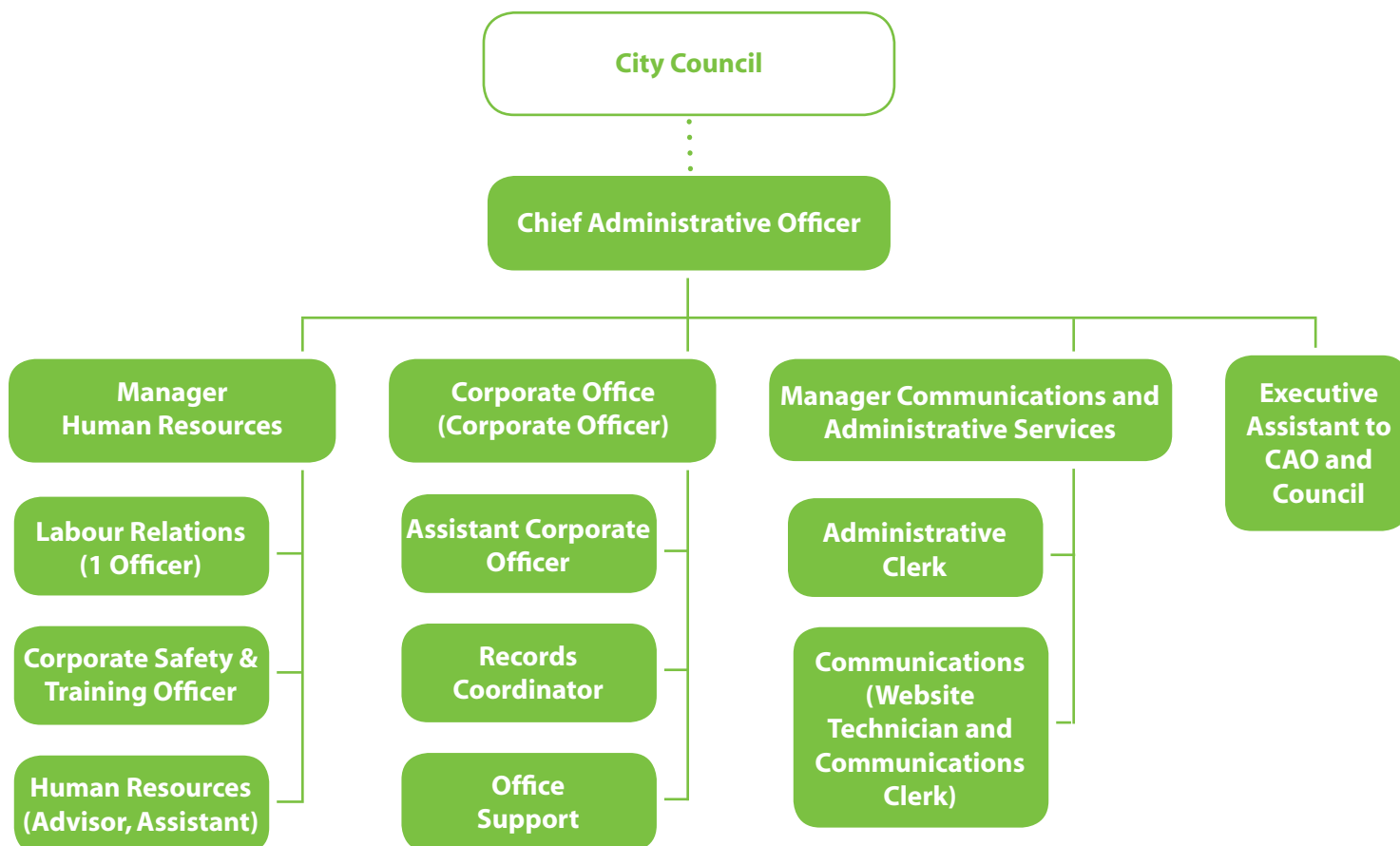
- Undertake a review of administrative support to Mayor and Council for efficiencies.
- Update and Maintain City's Stakeholders Contact Database.

Communications Section

- Finalize and implement the Communications Strategic Plan to develop a more strategic approach to Communications, including planning, assessment, refinement and development of key performance measures.
- Prioritize projects linked to Vision 2020 outcomes and strengthen City branding / identity.

- Create a consistent City-wide approach to stakeholder engagement, including developing a cross-departmental City Communications Working Group.
- Audit and update website content, and provide training and tools to ensure departments can manage their own content.
- Further develop social media channels to enhance two-way dialogue with the community.
- Develop a formal crisis communications plan.
- Develop an internal communications plan in consultation with Human Resources.

Organization Chart



	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Personnel & benefits	\$1,007,582	\$1,126,831	\$1,126,600	\$1,150,259	\$1,174,414	\$1,199,077	\$1,224,257
Utilities	7,951	10,610	10,800	11,027	11,258	11,495	11,736
Material & supplies	3,095	7,500	21,900	22,360	22,829	23,309	23,798
Contracted services	23,755	48,319	80,300	81,986	83,708	85,466	87,261
Purchases	54,435	93,088	81,900	83,620	85,376	87,169	88,999
Total expenditures	\$1,096,818	\$1,286,348	\$1,321,500	\$1,349,252	\$1,377,586	\$1,406,515	\$1,436,052
Revenues generated	(1,512)	(3,500)	(43,500)	(43,935)	(44,374)	(44,818)	(45,266)
Net Operating Costs	\$1,095,306	\$1,282,848	\$1,278,000	\$1,305,317	\$1,333,211	\$1,361,697	\$1,390,786
Staffing (FTEs)	6	6	6	6	6	6	6
Cost per capita	\$17.69	\$20.36	\$19.88	\$19.93	\$19.99	\$20.03	\$20.46

Description and Primary Activities

City Council, comprised of the Mayor and Councillors, is the legislative body that represents the citizens of Port Coquitlam and provides leadership, sets bylaws and establishes policies and priorities for Port Coquitlam's municipal government for the benefit of the City as a whole.

The Chief Administrative Officer (CAO) executes policies and decisions of Council and directs and coordinates the activities of all City departments, including long-range and corporate planning for the organization. The CAO oversees the development and proper expenditure of the City's operating and capital budgets and ensures proper organizational management.

The Administrative section supports the activities of the Mayor and City Councillors, including providing administrative support to the Office of the Mayor and City Councillors to assist Council in carrying out their duties.

Council functions are legislatively mandated, as outlined in sections 114, 115 and 116 of the Community Charter. Section 118 of the Community Charter also mandates the number of Councillors required based on the City's population.

The Communications section is responsible for all internal and external City communications. The section informs the public of City news via the media, the Community Calendar, electronic and print newsletters, social media and the City website, and provides support in issues management, media relations, marketing and communications to many parts of the City organization. The Communications team also provides reception services at City Hall and coordinates the dissemination of civic information via displays and kiosks at civic facilities and community events.

Outputs and Outcomes

	2011	2012
# of Action Requests Processed	120 (+20%)	121
# of Events Supported	160	317
Media Releases	75	90
Media Pickup	90%	85%
Social Media Subscriptions	4,367	5,561
Update Newsletters	4	5
Unique Website Visitors	514,513	545,481



	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Personnel & benefits	\$620,590	\$687,757	\$656,600	\$670,389	\$684,467	\$698,841	\$713,516
Utilities	1,631	3,300	3,300	3,369	3,440	3,512	3,586
Material & supplies	3,214	11,900	12,100	12,354	12,614	12,878	13,149
Contracted services	95,482	122,367	151,400	154,579	157,826	161,140	164,524
Purchases	893	1,000	1,000	1,021	1,042	1,064	1,087
Total expenditures	\$721,810	\$826,324	\$824,400	\$841,712	\$859,388	\$877,436	\$895,862
Revenues generated	-	-	-	-	-	-	-
Net Operating Costs	\$721,810	\$826,324	\$824,400	\$841,712	\$859,388	\$877,436	\$895,862
Staffing (FTEs)	5.55	5.55	5.55	5.55	5.55	5.55	5.55
Cost per capita	\$11.66	\$13.12	\$12.82	\$12.85	\$12.88	\$12.91	\$13.18

Description and Primary Activities

The Human Resources Division (HR) provides specialized advice, assistance and support in all areas related to employee and/or labour relations including matters related to performance, collective agreement interpretations, recruitment and selection.

The HR Division plays an integral role in the collective bargaining process, including reviewing terms of the collective agreement, developing proposals and research function.

The Division is also responsible for the benefits administration for the corporation including ensuring the cost effectiveness and service effectiveness of the providers.

The HR department also oversees the Safety and Training function. Health and safety is a legislated requirement through Worksafe BC and other prevailing legislation such as the Motor Vehicle Act. The Corporate Safety and Training Officer (CSTO) provides specialized advice and assistance to management and staff in all areas of safety ensuring the City is in compliance with legislation and regulation. The CSTO assists with the development and implementation of corporate occupational health and safety policy and programs, conducts incident investigations, coordinates first aid attendants, supports the Joint Occupational Health and Safety Committee, facilitates mandatory training for City staff and conducts workplace/job site inspections to ensure compliance with safe work practices.

Outputs and Outcomes

	2011	2012
Vacancy Postings	76	100
Interviews conducted	126	170
External hires	42	65
Internal appointments	40	67
Grievances filed	20	11
Grievances resolved	7	28
Grievances outstanding	17	4
Corrective action	7	13
Workplace incidents investigated	17	30
Worksafe time loss claims	16	30
Days lost	130	135
No time loss incidents	91	90
Mandatory safety training	23	17



	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Personnel & benefits	\$360,657	\$396,573	\$396,600	\$404,929	\$413,432	\$422,114	\$430,979
Utilities	427	400	400	408	417	426	435
Material & supplies	3,454	6,300	6,400	6,534	6,672	6,812	6,955
Contracted services	8,192	13,200	13,500	13,784	14,073	14,368	14,670
Purchases	1,719	2,157	2,200	2,246	2,293	2,342	2,391
Total expenditures	\$374,449	\$418,630	\$419,100	\$427,901	\$436,887	\$446,062	\$455,429
Revenues generated	(10,725)	(10,600)	(10,600)	(10,706)	(10,813)	(10,921)	(11,030)
Net Operating Costs	\$363,724	\$408,030	\$408,500	\$417,195	\$426,074	\$435,140	\$444,399
Staffing (FTEs)	4	4	4	4	4	4	4
Cost per capita	\$5.88	\$6.48	\$6.35	\$6.37	\$6.39	\$6.40	\$6.54

Description and Primary Activities

Supports and manages the Council meeting process; develops, processes and maintains City bylaws; maintains and protects corporate records; considers and facilitates access to corporate information and deals with related privacy issues. This division also manages the City land holdings, Board of Variance and Civic Elections.

Outputs and Outcomes

	2011	2012
# of Bylaws Processed	40	26
# of Council & Committee meetings supported	100	61
# of FOI Requests Processed	54	56



CORPORATE SERVICES

Mindy Smith
Director of Corporate Services
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FINANCE | INFORMATION SERVICES | BYLAW SERVICES

Overview

The Corporate Services Department supports the City's Vision 2020 by providing financial and technological support for the services enjoyed by the community today and expected to continue into the future. The department further ensures the safety of the community through protection of life and property in its delivery of bylaw enforcement services and as the principal police contact with the RCMP.

The Corporate Services Department advises on corporate direction in the areas of finance, information systems and bylaw enforcement. The department provides support to other departments; liaises with intergovernmental organizations; complies with senior government policies and legislation; and interacts with the public.

Services provided by the department include:

Finance

Financial leadership and strategy, policy and bylaw development; financial reporting; financial planning; billings and collections; purchasing and risk management; payroll; accounts payable; accounts receivable; internal audit and other financial functions.

Information Services

IS leadership and strategy, network systems, operational software; backup & security, personal computers, e-mail, internet, telephone and other software and hardware services.



Bylaw Services

Bylaw enforcement leadership and strategy; bylaw enforcement; business licenses; animal control, vector control, community policing administration and related services.

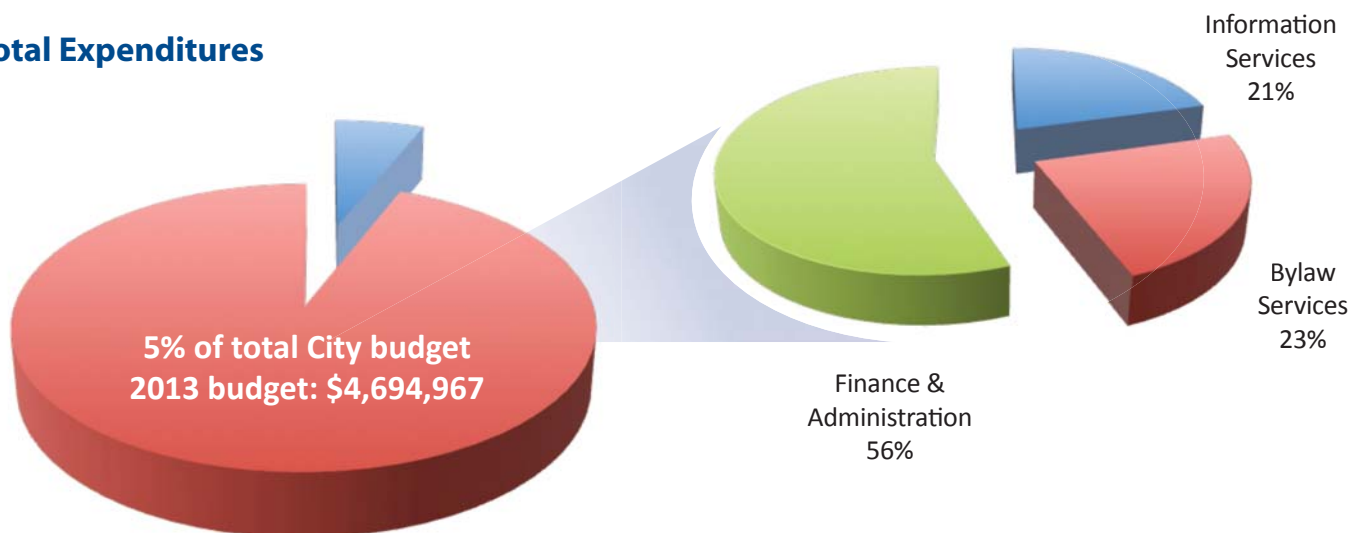
Police Liaison

Principle Police Contact with Royal Canadian Mounted Police.

Common Office Service

Office equipment, insurance, various corporate contracts and other common services.

Total Expenditures



Corporate Services

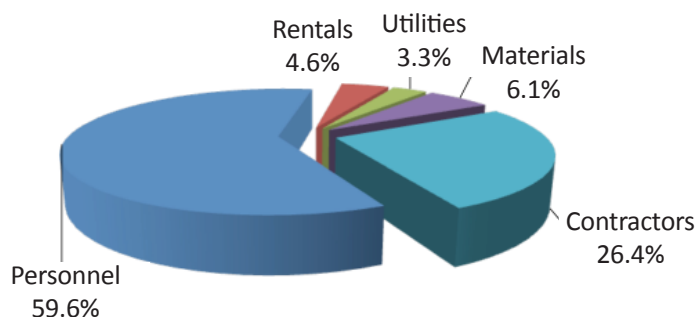
	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Revenues						
Finance	\$(320,100)	\$(323,200)	\$(326,432)	\$(329,696)	\$(332,993)	\$(336,323)
Bylaw Services	(1,279,400)	(1,085,600)	(1,096,456)	(1,107,421)	(1,118,495)	(1,129,680)
Revenues Total:	\$(1,599,500)	\$(1,408,800)	\$(1,422,888)	\$(1,437,117)	\$(1,451,488)	\$(1,466,003)
Expenditures						
Finance	\$2,620,473	\$2,627,667	\$2,682,848	\$2,739,188	\$2,796,711	\$2,855,442
Information Services	895,565	982,800	1,003,439	1,024,511	1,046,026	1,067,992
Bylaw Services	1,180,523	1,084,500	1,107,275	1,130,527	1,154,268	1,178,508
Expenditures Total:	\$4,696,561	\$4,694,967	\$4,793,561	\$4,894,226	\$4,997,005	\$5,101,942
Net Operating Costs	\$3,097,061	\$3,286,167	\$3,370,673	\$3,457,109	\$3,545,517	\$3,635,939
\$ Change from previous year		165,706				
% Change		7.83%				
Property Tax Impact		0.32%				

	2012 FTE	2013 FTE	2014 FTE
Staffing Level			
Full-Time Equivalent Positions (FTE) at beginning of the year	36.5	36.5	36.5

Changes in net operating budget from 2012 are primarily due to:

		% change
Personnel	\$42,842	1.26%
Revenue	190,700	-11.92%
Savings and Efficiencies	(59,000)	-0.37%
Other (net)	(8,836)	-0.19%
	<u>\$165,706</u>	

Expenditures by Type



Corporate Services

Performance

2012 Results

Finance

- Received a clean audit report following implementation of a major change in local government accounting recommendations and retirements of several senior finance staff.
- Received the Government Finance Officers Association's Distinguished Budget Presentation Award and Award for Financial Reporting.
- Redeveloped the Financial Planning process for greater scrutiny by elected officials.

Bylaw Services

- Generated additional revenue and collection in the areas of dog canvassing, summons for payment hearings, two-tier municipal ticketing, and unlicensed businesses application fees.
- Commenced implementation of a Bylaw Notice Enforcement System.
- Assumed administrative responsibility for the Community Policing Station with the challenge of maintaining effective services with loss of support from the Community Response Team.
- Liaised with the Tri-Cities and provincial authorities to develop an inter-municipal business license program. Received approval at Council.



Information Services

- Upgraded the operating system and the Office suite of products on each City computer.
- Continued development of virtualized servers. This includes making the best use of existing server hardware by extending the reach and number of servers.
- Maintained a high level of relevancy and technical knowledge in the Division.

Police Liaison

- Worked with BC local governments and the Minister of Justice and Attorney General to address issues with the Municipal Policing Unit Agreement that led to signing of the 20-year agreement.
- Developed a study on alternative policing service models in cooperation with five Lower Mainland local governments.

Indicators and Targets

	Division	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Target
Workload						
# of Business License issued	Bylaw	2,629	2,637	3,117	3,204	3,300
# of Invoices processed	Fin	10,453	10,353	11,612	11,686	11,600
# of Purchasing Card transactions	Fin	7,374	7,854	7,800	8,112	8,400
# of Desktop computer supported	IS	234	249	240	262	265
Effectiveness						
Mean closure time of bylaw enforcement case	Bylaw	13	13	12	12	12
% of Payroll deposits issued on time	Fin	100%	100%	100%	100%	100%
% of Service requests closed within 1 working day	IS	60%	72%	60%	59%	70%

Corporate Services

2013 Challenges

Finance Division

- Improving the City's finances and preparing for future financial pressures.
- Maintaining efficient and effective operations by continual review and updates to financial processes and systems.
- Complying with changing legislation.
- Providing for increasing demands in service.

Bylaw and Licensing Division

- Maintaining community compliance with existing bylaws while minimizing challenges.
- Managing conflicts between dog owners and complaining public inclusive of barking dogs, dog bites, dogs off leash, etc.

- Managing the chronic issue of homeless in City parks and public spaces.
- Switching priorities as the community evolves and demands change.

Information Services

- Maintaining current with technological advancements and assessing the merits of new products in a changing technological environment.
- Keeping the City's many diverse systems up to current releases while maintaining security standards.
- Integrating computer systems with mobile devices.

2013 Goals and Major Projects

Finance Division

- Implement two new Enterprise Resource Planning (ERP) systems.
- Update the DCC Bylaw along with the Financial, Purchasing and Reserve Policies.
- Apply the FIG Committee's Corporate Financial Goal to City budgets and operations.
- Continue to qualify for the Government Finance Officers Association's Distinguished Budget Presentation Award and Award for Financial Reporting.
- Maintain a high level of financial stewardship and operational efficiency.

Bylaw Services

- Conduct a comprehensive review of Bylaw Enforcement Policies for strategic bylaw enforcement
- Review Animal Control Bylaw and Animal Shelter Contract.
- Implement Bylaw Notice Enforcement system for issuing and hearing parking tickets.
- Implement the Inter-municipal business licence program.
- Maintain vigilance in City parks and public spaces to address safety and perception of safety.

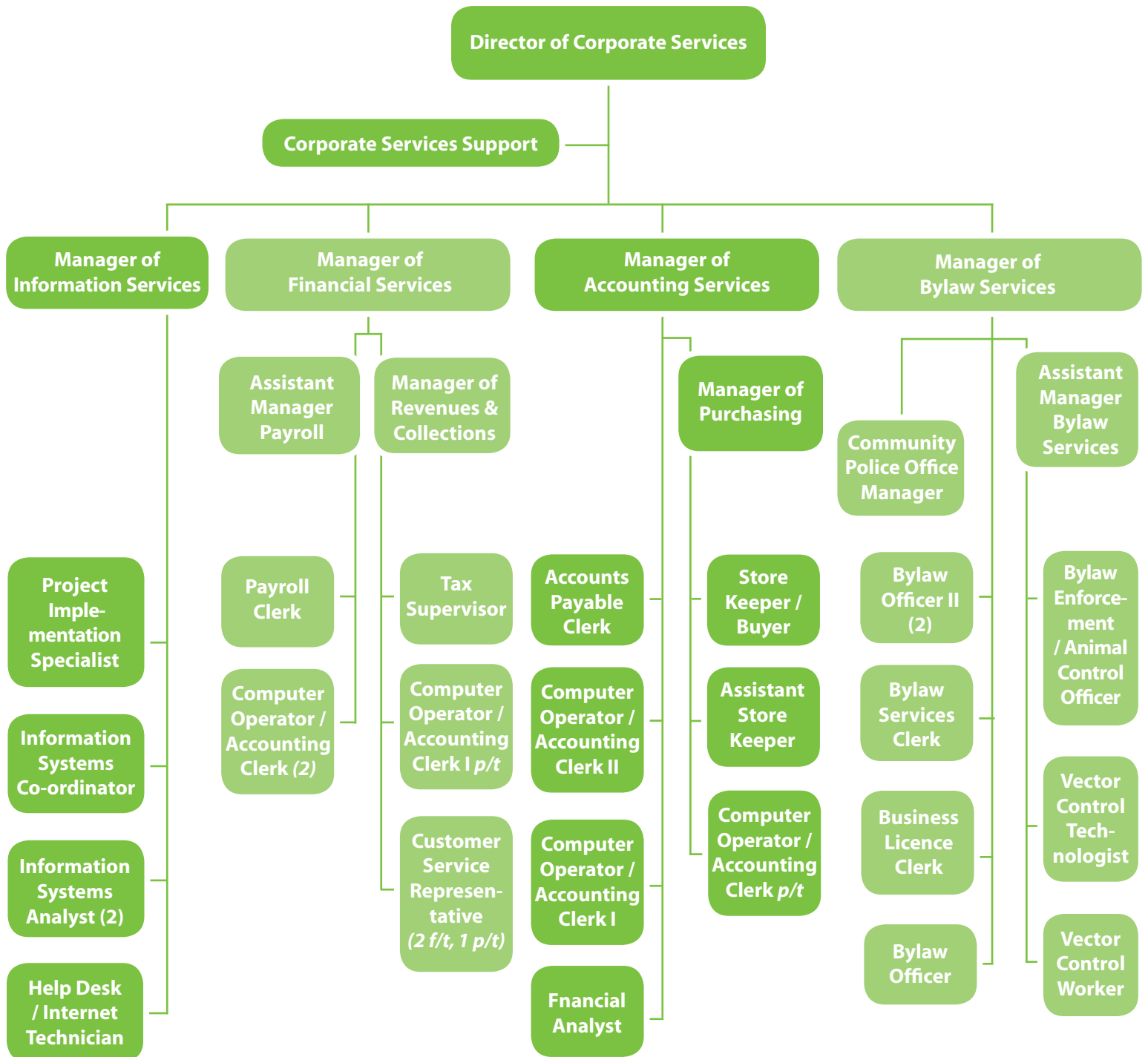
Information Services

- Develop a IS Strategic Plan that includes the City's strategy for cloud computing, mobile devices and upcoming technological advancements.
- Support implementation of a new ERP system.
- Continue to develop virtualized servers. This includes making the best use of existing server hardware by extending the reach and number of servers.
- Maintain a high level of relevancy and technical knowledge in the Division.



Corporate Services

Organization Chart



	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Personnel & benefits	\$1,810,414	\$1,937,665	\$1,966,167	\$2,007,457	\$2,049,613	\$2,092,655	\$2,136,601
Equipment	233,674	217,600	222,100	226,764	231,526	236,388	241,352
Utilities	152,877	178,116	181,800	185,618	189,516	193,496	197,559
Material & supplies	159,122	179,146	182,900	186,741	190,662	194,666	198,754
Contracted services	539,081	1,130,646	1,139,600	1,163,532	1,187,966	1,212,913	1,238,384
Purchases	(1,001,769)	(1,022,700)	(1,064,900)	(1,087,263)	(1,110,095)	(1,133,407)	(1,157,209)
Total expenditures	\$1,893,399	\$2,620,473	\$2,627,667	\$2,682,848	\$2,739,188	\$2,796,711	\$2,855,442
Revenues generated	(295,463)	(320,100)	(323,200)	(326,432)	(329,696)	(332,993)	(336,323)
Net Operating Costs	\$1,597,936	\$2,300,373	\$2,304,467	\$2,356,416	\$2,409,491	\$2,463,717	\$2,519,118
Staffing (FTEs)	20.5	20.5	19.5	19.5	19.5	19.5	19.5
Cost per capita	\$25.81	\$37.41	\$35.84	\$35.98	\$36.12	\$36.24	\$37.06

Description and Primary Activities

Administration:

- Provides support services to all City departments.
- Oversees Finance, Information Services and Bylaw Services.
- Provides overall management of departmental operations.
- Ensures policies, programs, and other directions of Council and CMT are implemented.
- Principal Police Contact with the RCMP (separate budget).

Finance:

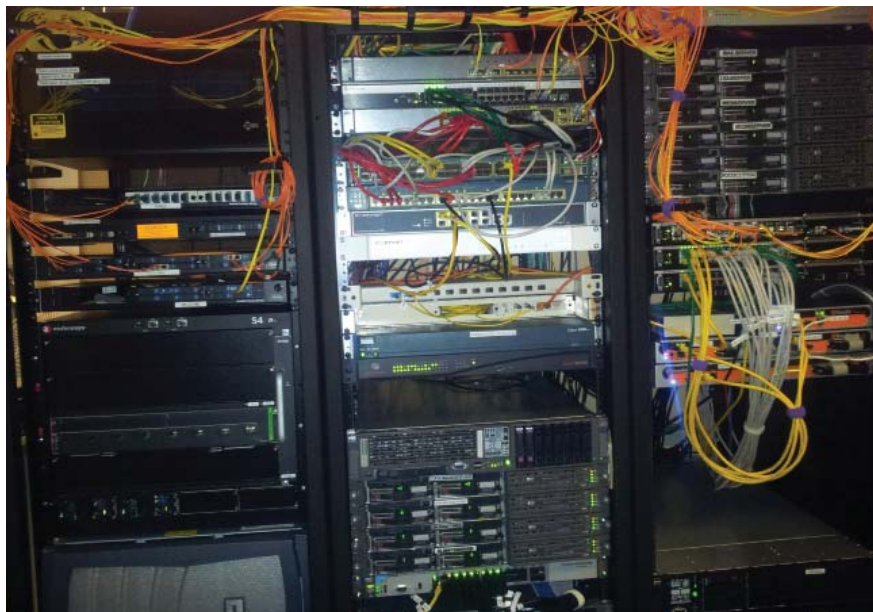
- Provides financial services to citizens, City departments and City Council.
- Services include tax and utility billing and collection, accounts payable, maintaining internal control systems, financial planning, purchasing, risk management, payroll, investment management and financial reporting.
- The Division also processes special levy waivers (Homeowner Grants, Low Income Senior Citizen Discounts, and Secondary Suite Waivers).



	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Personnel & benefits	\$481,838	\$504,565	\$596,800	\$609,333	\$622,129	\$635,193	\$648,533
Utilities	2,473	1,600	2,800	2,859	2,919	2,980	3,043
Material & supplies	52,579	137,900	134,600	137,427	140,313	143,259	146,268
Contracted services	211,688	251,500	248,600	253,821	259,151	264,593	270,149
Total expenditures	\$748,578	\$895,565	\$982,800	\$1,003,439	\$1,024,511	\$1,046,026	\$1,067,992
Revenues generated	-	-	-	-	-	-	-
Net Operating Costs	\$748,578	\$895,565	\$982,800	\$1,003,439	\$1,024,511	\$1,046,026	\$1,067,992
Staffing (FTEs)	5	5	6	6	6	6	6
Cost per capita	\$12.09	\$14.22	\$15.28	\$15.32	\$15.36	\$15.39	\$15.71

Description and Primary Activities

- Provision and maintenance of corporate-wide and department information systems including: networks, system back-up and security, personal computers, various software and systems, e-mail, internet access and the corporate website.
- Provision of technical tools to the organization for facilitation of management decisions and business process improvements that increase productivity; and responding to both internal and external information requests.



	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Personnel & benefits	\$766,900	\$947,195	\$869,300	\$887,555	\$906,194	\$925,224	\$944,654
Equipment	26,947	41,650	42,500	43,393	44,304	45,234	46,184
Utilities	3,691	5,400	5,600	5,718	5,838	5,960	6,085
Material & supplies	22,659	54,700	33,300	33,999	34,713	35,442	36,187
Contracted services	184,987	128,378	130,500	133,241	136,039	138,895	141,812
Purchases	1,904	3,200	3,300	3,369	3,440	3,512	3,586
Total expenditures	\$1,007,088	\$1,180,523	\$1,084,500	\$1,107,275	\$1,130,527	\$1,154,268	\$1,178,508
Revenues generated	(1,210,615)	(1,279,400)	(1,085,600)	(1,096,456)	(1,107,421)	(1,118,495)	(1,129,680)
Net Operating Costs	\$(203,527)	\$(98,877)	\$(1,100)	\$10,819	\$23,107	\$35,774	\$48,828
Staffing (FTEs)	11	11	11	11	11	11	11
Cost per capita	(\$3.29)	(\$1.57)	(\$0.02)	\$0.17	\$0.35	\$0.53	\$0.72

Description and Primary Activities

Bylaw Enforcement:

- Researching and investigating bylaw complaints and business licence activities, and provide leadership and support for various proactive bylaw enforcement actions.
- Authority to regulate and charge the businesses operating in the City is provided in Division 9 of the Community Charter.
- Authority to enforce bylaws is provided in Part 8 of the Community Charter.

Vector control:

- Manages the vector control program, for providing environmentally sound pest management.
- Provides assistance to the health authorities, bylaw enforcement officers, parks personnel, engineering staff, municipal councils, and regional authorities on pest management issues.
- Active pest management programs for pests that affect health on public land.



Animal Control

- Researching & investigating animal control complaints; providing shelter service; ensuring bylaw compliance.
- Authority to regulate animal activity in the City in accordance with Division 6 of the Community Charter & the Animal Control bylaw.

Outputs and Outcomes

	2011	2012
Business Licences	2751	2800
Bus Licence revenue	775K	790K
Bylaw cases	900	1000
Parking cases	574	700
Animal cases	656	700

DEVELOPMENT SERVICES

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PLANNING | BUILDING

Overview

Development Services serves Council and its Committees, residents, businesses, property owners, builders, design professionals, other Departments, senior levels of government, and community groups.

Administration

- Directs the activities of the Department
- Strategically manages development processes
- Provides advice in accordance with the Corporate Strategic Plan to create and implement sustainable, integrated land use and development policies and regulations
- Represents the City in liaison and consultative capacities
- Guides decisions related to sale and acquisition of municipally-owned lands

Planning Division

- Promotes a healthy, sustainable community
- Processes land use applications within the context of the Regional Growth Strategy and Official Community Plan
- Working with the community and Council, develops and communicates planning and social planning policies and land use regulations
- Reviews business, signage, liquor licence, subdivision, and watercourse applications

Economic Development Function

- Promotes strengthening of commercial, industrial and agricultural businesses and land use

- Maintains and communicates demographic, land use and development data
- Liaises with the BIA & Chamber of Commerce

Social Planning Function

- Addresses housing needs, homelessness issues and the special requirements of children, seniors, and persons with disabilities by guiding applicants and serving as an advocate

Heritage Planning Function

- Develops policy, maintains and communicates information on the City's heritage, and liaises with the Port Coquitlam Heritage and Cultural Society

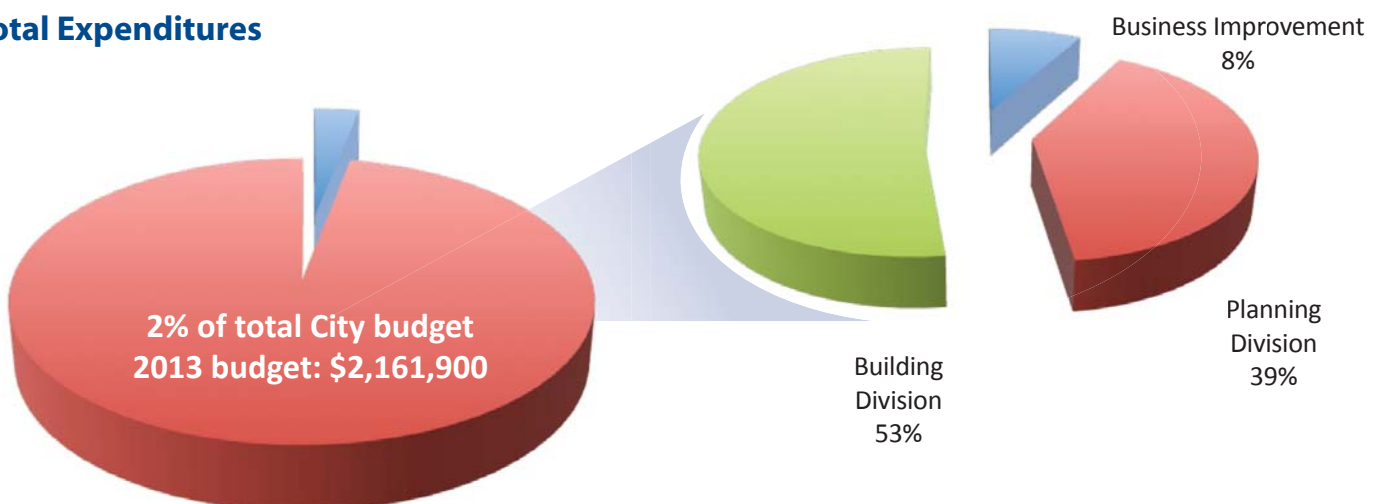
Building Division

- Promotes a safe, sustainable built environment
- Reviews permit applications and conducts inspections within a framework of municipal policies and land use regulations and the BC Building Code
- Maintains and communicates information on regulations and practices to meet public safety, health, energy reduction, water efficiency and accessibility requirements in buildings
- Reviews business licence and land use applications; enforces land use regulations

Plumbing Section Function

- Provides plan review and plumbing inspection functions
- Reviews, inspects, enforces cross-connection, grease and oil interceptor regulations

Total Expenditures



Development Services

	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Revenues						
Planning Division	\$(100,000)	\$(100,000)	\$(101,000)	\$(102,010)	\$(103,030)	\$(104,060)
Building Division	(693,000)	(693,000)	(699,930)	(706,929)	(713,999)	(721,139)
Business Improvement	(151,700)	(154,700)	(156,247)	(157,809)	(159,388)	(160,981)
Revenues Total:	\$(944,700)	\$(947,700)	\$(957,177)	\$(966,749)	\$(976,416)	\$(986,180)
Expenditures						
Planning Division	\$850,829	\$848,964	\$866,792	\$884,995	\$903,580	\$922,555
Building Division	1,138,252	1,141,027	1,164,989	1,189,453	1,214,432	1,239,935
Business Improvement	172,815	171,909	175,519	179,205	182,968	186,811
Expenditures Total:	\$2,161,896	\$2,161,900	\$2,207,300	\$2,253,653	\$2,300,980	\$2,349,300
Net Operating Costs	\$1,217,196	\$1,214,200	\$1,250,123	\$1,286,904	\$1,324,564	\$1,363,120
\$ Change from previous year		(2,996)				
% Change		-0.25%				
Property Tax Impact		-0.01%				

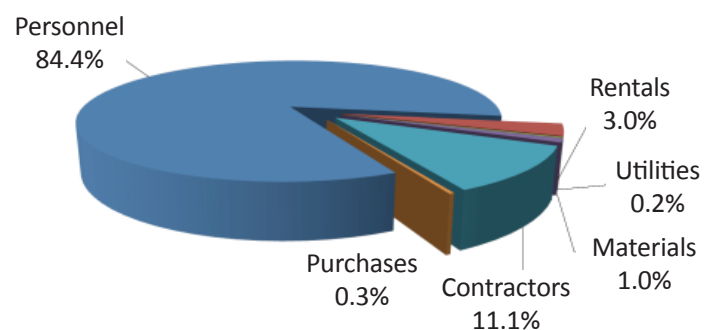
	2012 FTE	2013 FTE	2014 FTE
Staffing Level			
Full-Time Equivalent Positions (FTE) at beginning of the year	17.5	17.5	17.5

Changes in net operating budget from 2012 are primarily due to:

		% change
Personnel	\$39,872	2.23%
Change in Revenue	(3,000)	0.32%
Savings and Efficiencies	(25,000)	-1.16%
Net Other	(14,868)	-0.69%
	<u>\$(2,996)</u>	



Expenditures by Type



Development Services

Performance

2012 Results

- Continued to process a high volume of development and building permit applications (construction value estimated to be almost \$100M), conduct inspections and ensure compliance.
- Major development projects in 2012 included:
 - Fremont Village – Onni’s continued construction of commercial premises
 - Rivers Edge Business Park – Conwest’s industrial area subdivision and developments
 - Dominion Riverfront Neighbourhood – Mosaic’s townhouses and apartments
 - Lougheed Highway – Platform’s rezoning for highway commercial centre
 - Pitt River Middle School and James Park Elementary School construction
 - Apartments in and adjacent to the Downtown including 115 units in two buildings at Burleigh/Chine (“Riverwalk”); a 48-unit, 5-storey building on Kelly Avenue; a 14-unit, 5-storey building at Maple/Whyte; and, a 44-unit building on Fraser (“Residences on Shaughnessy”)
 - Townhouses adjacent to Dominion Avenue, Prairie Avenue and Salisbury Avenue
- Trained staff in evaluation and application of recent amendments to the BC Building and Plumbing Codes. Participated in changes to regulations including adaptable housing, subdivision servicing, soil deposit and removal and development cost charge bylaw reviews.



- “Melissa Park” renovation for a community society and Heritage Revitalization Agreement.
- Initiated a review of the City’s land strategy and management; implemented purchase and sale requirements associated with sale of the Wilson Avenue property.
- Took a leadership role in the work of the Mayor’s Task Force on Business Development Opportunities, including preparation of a technical background report, overseeing the work of consultants and managing public input including a Business Forum.
- Drafted a Regional Context Statement to implement the Regional Growth Strategy with specific attention to assessing impacts of transit services and meeting varied housing needs.

Indicators and Targets

	Division	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Targets
Workload						
# of Building Permits issued	Building	215	290	263	382	200
# of Residential units constructed	Building	107	413	109	380	250
Effectiveness						
% applications aligned with OCP goals	Planning	100%	100%	90%	90%	100%
% of building inspections and site visit within 24 hours of request	Building	99%	99%	99%	99%	99%
Efficiency						
Average weeks to issue building permit for a single dwelling	Building	8.6 weeks	10.6 weeks	13 weeks	12.2 weeks	6 weeks
Average weeks to provide inspections for business licence application	Building	3 weeks	2 weeks	2 weeks	2 weeks	1 weeks
% of staff attending training or conference	All	90%	100%	90%	100%	100%

Development Services

2013 Challenges

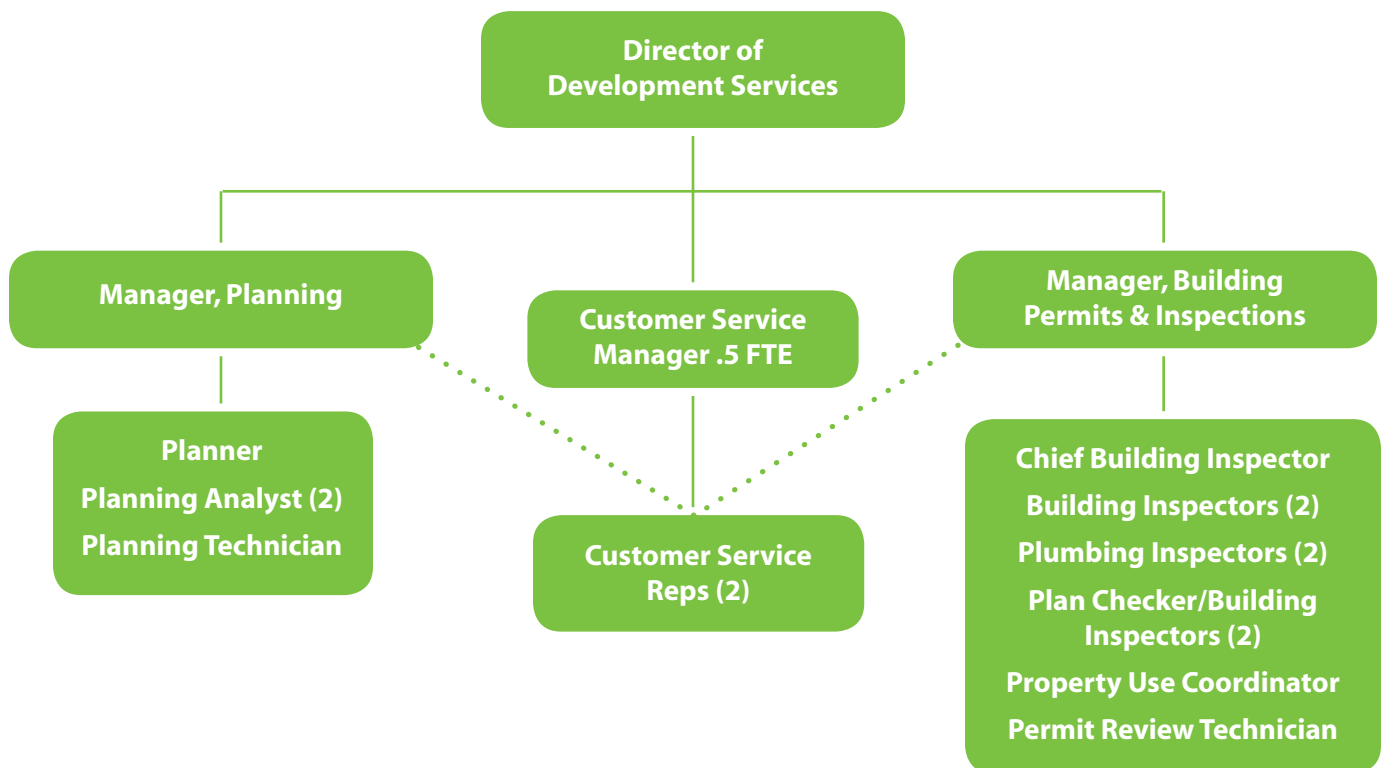
- Guiding change and direction to address local environmental, social and economic issues within the constraints of the City's mandate and resources
- Determining if the City can be expected to meet the employment and population targets set out in the Regional Growth Strategy given transit limitations and regional growth patterns
- Developing a meaningful housing action plan to address community needs within a context of high land and infrastructure costs and retention of established neighbourhood qualities
- Establishing the direction the City will take in its economic development function

2013 Goals and Major Projects

- Maintain highest Departmental priority to expediting building and development permit application reviews and completing inspections in timely manner.
- Adopt a new Regional Context Statement to comply with requirements of Metro Vancouver's Regional Growth Strategy; represent the City on the Regional Planning Advisory Committee and its subcommittees.
- Develop a comprehensive housing strategy to inform the Housing Action Plan, including neighbourhood consultation (as endorsed by the Social Inclusion Committee June 21, 2012). Participate in pilot project initiated by Metro Vancouver to develop affordable housing performance measures.
- Implement the recommendations of the Business Development Opportunities Task Force as applicable to Development Services, including strengthening economic development support, recognizing Port Coquitlam businesses, enhancing customer services and communications, and streamlining development procedures.
- Review and amend land use policies applicable to lands close to the new Evergreen Line transit stations.
- Update environmental policies and regulations to promote energy and water conservation, stormwater management, construction material recycling and noise attenuation for new buildings and developments including replacement of the sustainability checklist.
- Amend parking regulations to balance requirements with demand, allow for shared spaces and expand areas eligible for cash-in-lieu
- Continue to work on a team basis with:
 - Engineering and Operations to coordinate land development and customer services, complete the Maple Creek Integrated Stormwater Management Plan, provide input to the Master Transportation Plan and regional transportation planning, and update the subdivision bylaw;
 - Parks and Recreation to facilitate tree retention, assess development options for parks, comprehensively plan for civic facilities, promote public art, and participate in Centennial celebrations;
 - the Corporate Management Team to develop a comprehensive land policy;
 - Bylaw Services to streamline business licence processes;
 - the Corporate Officer to ensure consistency and clarity in the City's regulations;
 - Communications to enhance public awareness of building and planning processes.
- Undertake policy reviews as required to meet corporate priorities and emerging issues on a timely basis such as medicinal grow-ops and beekeeping regulations.
- Resolve implementation and development issues as they arise such as work without permit, bylaw interpretations and business licence approvals, group occupancies.
- Coordinate municipal consultation with the Kwikwetlem First Nation to address mutual issues; represent City at Metro Vancouver's Technical Advisory Committee on Aboriginal Affairs
- Provide liaison with the Port Coquitlam Business Improvement Association, Tri-City Chamber of Commerce, Port Metro Vancouver, Regional Building Inspectors.
- Review policies and regulations impacting lands within the Agricultural Land Reserve, subject to resources.
- Implement recommendations of the Heritage Strategic Plan and Heritage Inventory as endorsed by Council.
- Promote staff training to enhance customer services, expand capacity and improve efficiencies.
- Put into effect mobile technology and on-line inspection processes.
- Provide for enhanced records management including laserfiche, scanned drawings, and enhanced capacity for onsite electronic and online communications.

Development Services

Organization Chart



	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Personnel & benefits	\$695,086	\$731,012	\$769,884	\$786,052	\$802,559	\$819,412	\$836,620
Equipment	-	-	-	-	-	-	-
Utilities	1,710	1,130	1,153	1,177	1,202	1,227	1,253
Material & supplies	4,189	9,700	9,903	10,111	10,323	10,540	10,761
Contracted services	73,248	102,518	61,418	62,708	64,025	65,369	66,742
Purchases	7,953	6,470	6,606	6,745	6,886	7,031	7,179
Total expenditures	\$782,186	\$850,829	\$848,964	\$866,792	\$884,995	\$903,580	\$922,555
Revenues generated	(266,221)	(100,000)	(100,000)	(101,000)	(102,010)	(103,030)	(104,060)
Net Operating Costs	\$515,965	\$750,829	\$748,964	\$765,792	\$782,985	\$800,550	\$818,495
Staffing (FTEs)	7.5	7.5	7.5	7.5	7.5	7.5	7.5
Cost per capita	\$8.34	\$11.92	\$11.65	\$11.69	\$11.74	\$11.78	\$12.04

Description and Primary Activities

Administration: Director of Development Services, Manager Customer Services (shared with Engineering & Operations):

- Leadership, management and coordination of the Development Services Department
- Planning: provide strategic direction, education and advice to Council and the community in matters relating to Planning including land use and development, urban design, heritage, social planning, policy formation, environmental protection, regional growth, demographics and community sustainability.

Planning function

- Legally mandated by the *Local Government Act* and the *Community Charter*, which work together to regulate and dictate the manner in which the municipality controls land use and development.
- The varied work of Planning Division staff is set within corporate objectives including the development of a complete community.

Social planning function

- Operates within a mandate of advocacy and communications.

Economic planning function

- Supports the Business Improvement Area and municipal land development
- The Department provides support to City Council and the Smart Growth Committee



	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Personnel & benefits	\$1,048,173	\$1,053,726	\$1,054,726	\$1,076,875	\$1,099,490	\$1,122,579	\$1,146,153
Equipment	47,460	63,879	65,221	66,591	67,989	69,417	70,875
Utilities	3,354	3,800	3,880	3,961	4,045	4,130	4,216
Material & supplies	4,756	10,823	11,050	11,282	11,519	11,761	12,008
Contracted services	5,651	6,024	6,150	6,279	6,411	6,546	6,683
Purchases	346	-	-	-	-	-	-
Total expenditures	\$1,109,740	\$1,138,252	\$1,141,027	\$1,164,989	\$1,189,453	\$1,214,432	\$1,239,935
Revenues generated	(942,735)	(693,000)	(693,000)	(699,930)	(706,929)	(713,999)	(721,139)
Net Operating Costs	\$167,005	\$445,252	\$448,027	\$465,059	\$482,524	\$500,433	\$518,796
Staffing (FTEs)	10	10	10	10	10	10	10
Cost per capita	\$2.70	\$7.07	\$6.97	\$7.10	\$7.23	\$7.36	\$7.63

Description and Primary Activities

- Administer the City's Building and Plumbing Bylaw 3710 which sets administrative requirements for permits and inspection and provides enhanced sprinkler system requirements, water meter standards, and source control requirements. Issue plumbing and sprinkler permits, inspect buildings for new construction, alterations, water meters, source control program including backflow equipment and annual testing for water main protection, food service grease protection for sewer protection and oil interceptor for river and creek protection.
- Provide customers (designers, contractors, developers, residents, the public, business owners, realtors, bankers and property owners) with brochures, staff assistance and access to existing permits and inspection records regarding building regulations, permits, inspections and occupancy for new buildings, retaining walls, swimming pools, demolition additions, alterations, business licence changes, change of use work without permits, safety upgrades for existing premises, and sprinkler system upgrades as required.
- Inform Council of safe and sustainable construction and alteration practices for the use of buildings and other structures and ensure current regulations are in accordance with the *Local Government Act* and *Community Charter*.



- Provide direction and support in assisting residents and businesses in obtaining compliance with building regulations related to permits, building inspections, plumbing inspections, source control, and enforcement.
- Liaise with other City Departments, the Provincial Government, Fraser Health, BC Safety Authority, Home Protection Office, Architectural Institute, Assoc. of Professional Engineers, BC Assessment Authority
- Monitor construction site safety; assist neighbours impacted by adjacent projects.
- Inspect water meters on a cost recovery basis.

	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Contracted services	\$165,240	\$172,815	\$171,909	\$175,519	\$179,205	\$182,968	\$186,811
Total expenditures	\$165,240	\$172,815	\$171,909	\$175,519	\$179,205	\$182,968	\$186,811
Revenues generated	(147,719)	(151,700)	(154,700)	(156,247)	(157,809)	(159,388)	(160,981)
Net Operating Costs	\$17,521	\$21,115	\$17,209	\$19,272	\$21,396	\$23,581	\$25,829
Staffing (FTEs)	0	0	0	0	0	0	0
Cost per capita	\$0.28	\$0.34	\$0.27	\$0.29	\$0.32	\$0.35	\$0.38

Description and Primary Activities

This program collects funds that are remitted to the the Port Coquitlam Business Improvement Association (the Association). The Association is mandated with executing the Business Promotion Scheme for Downtown Port Coquitlam.

The mandate is as follows:

- To restore the Downtown's traditional role as the focus for the community;
- To create a positive image for Downtown Port Coquitlam, by emphasizing its "small town" character and uniqueness;
- To promote the Downtown as a whole, through collective advertising and special events;
- To create a pleasant and welcoming atmosphere in the Downtown area;
- To work towards traffic, parking, and transit improvements;
- To undertake research and develop a marketing strategy for Downtown businesses;
- To build upon Port Coquitlam's heritage in developing a theme for physical revitalization.



ENGINEERING & OPERATIONS

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ENGINEERING SERVICES | TRANSPORTATION & DRAINAGE | SOLID WASTE & RECYCLING

Overview

Engineering & Operations provides and maintains a number of essential municipal services and infrastructure including transportation, roads & drainage, environmental protection, solid waste collection, management of the City's fleet, and related engineering services including PoCoMAP and liaising with other levels of government, consultants, contractors, staff, special interest groups and the public.

Engineering Services

- Review and process development proposals, subdivision applications, building permit applications, encroachment agreements, right-of-way agreements, restrictive covenant agreements, DCC fees, the Local Area Service Program, Highway Encroachment Agreements, Highway Use Permits, and Request for Services.
- Establish off-site requirements with developers.
- Records management including filing and tracking of applications and permits.
- Process Soil for Removal and Deposit Permit requests, Borehole Drilling applications, Metro Vancouver Waste Discharge Permit applications, Contaminated Site Profiles and advice for Watercourse Development Permits.
- Provides customer services including application/ payment processing and information requests.
- Prepare and manage the Operating and Capital Budgets for the Engineering & Operations Department.
- Prepare and manage the City's long range infrastructure programs and plans.
- Administer and manage the delivery of the Engineering & Operations capital projects including the Road Rehabilitation Program.
- Maintenance / repair of the City's fleet and equipment.
- Procurement of the Engineering, Bylaw and Building Services Fleet.
- Administer the City's fuel dispensing system.
- Manage the City's GIS system (PoCoMAP) to provide the public and staff with maps and related information and as a municipal infrastructure tangible assets management tool.
- Provide engineering survey services to internal departments (except legal surveys).
- This area of the department is also responsible for the department's IT management which is done in conjunction with the City's IT division.



Transportation & Drainage Services

- Manage transportation and traffic on City streets including traffic signal design reviews, pedestrian safety measures, review and approval of traffic control requests for temporary street and lane closures related to construction and other events, curb-side regulations, turning movement regulations, truck route regulations, traffic calming plans, traffic mitigation, and data collection on pedestrians, cyclists and traffic.
- Develop, monitor and manage long term plans for major streets, commuter routes and drainage systems.
- Respond to customer requests for traffic safety.
- Provide maintenance and repair services for the roads network throughout the city.
- Construction of roadways and drainage improvement projects.
- Operate, maintain, repair, service and replace storm drainage systems.

Continued on next page

Engineering & Operations

Transportation & Drainage Services (cont.)

- In-stream works including applications and plans for work in fish-sensitive water courses.
- Maintain and repair the City's Pitt River and Coquitlam River dyking systems.
- Provide street sweeping, dust control, boulevard and lane maintenance.
- Provide street lighting, and traffic and pedestrian signal maintenance.
- Manufacture and install street signage, road markings, utility kiosk wraps, banners and other graphic materials.
- Undertake vandalism repairs, graffiti removal and litter collection.
- Provide repairs to City sidewalks, curbs and bicycle paths.
- Provide emergency operational services to protect the City's infrastructure including snow clearing and flooding issues.

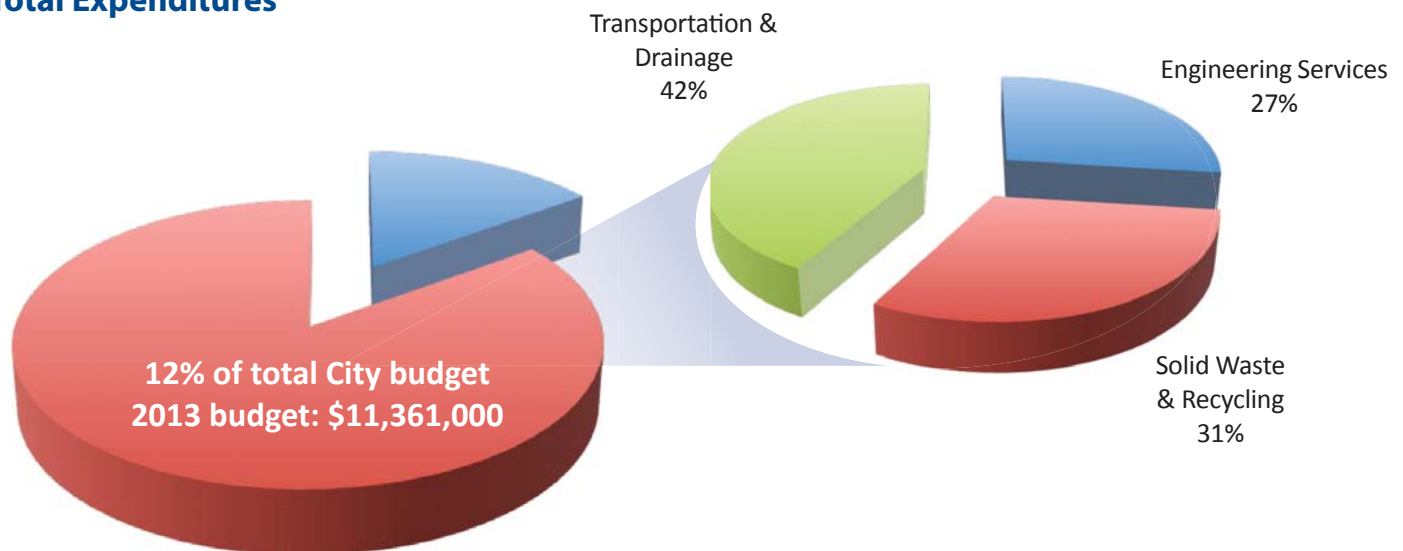
Solid Waste & Recycling Services

- Provide Solid Waste Collection Services to over 12,000 customers.
- Administer, supervise, promote and support the solid waste (i.e. garbage, recycling and green waste) collection activities.



- Develop new solid waste programs to meet environmental goals.
- Manage the City's inventory of solid waste carts.
- Lead Waste Loss Challenge with Communications Department.

Total Expenditures



Engineering & Operations

	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Revenues						
Engineering Services	\$(3,071,300)	\$(3,105,151)	\$(3,136,203)	\$(3,167,565)	\$(3,199,240)	\$(3,231,233)
Transportation & Drainage	(595,500)	(602,100)	(608,121)	(614,202)	(620,344)	(626,548)
Solid Waste & Recycling	(2,378,300)	(2,295,800)	(2,318,758)	(2,341,946)	(2,365,365)	(2,389,019)
Revenues Total:	\$(6,045,100)	\$(6,003,051)	\$(6,063,082)	\$(6,123,712)	\$(6,184,949)	\$(6,246,799)
Expenditures						
Engineering Services	\$3,148,152	\$3,051,463	\$3,127,750	\$3,205,943	\$3,286,092	\$3,368,244
Transportation & Drainage	4,797,491	4,760,792	4,879,812	5,001,807	5,126,852	5,255,024
Solid Waste & Recycling	3,492,421	3,548,745	3,637,464	3,728,400	3,821,610	3,917,150
Expenditures Total:	\$11,438,064	\$11,361,000	\$11,645,025	\$11,936,151	\$12,234,554	\$12,540,418
Net Operating Costs	\$5,392,964	\$5,357,949	\$5,581,943	\$5,812,438	\$6,049,605	\$6,293,619
\$ Change from previous year		(35,015)				
% Change		-0.65%				
Property Tax Impact		-0.07%				

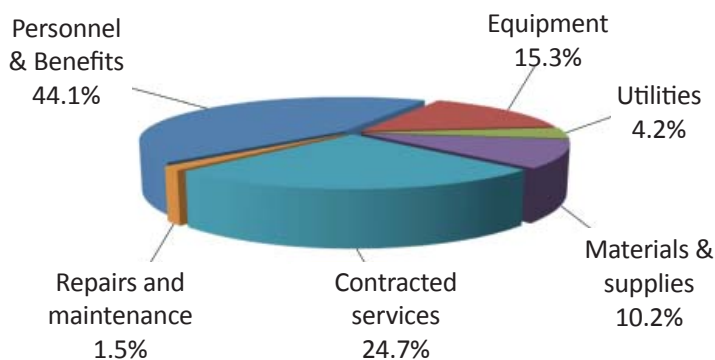
	2011 Budget	2012 Budget	2013 Budget
Staffing Level			
Full-Time Equivalent Positions (FTE) at beginning of the year	48.0	48.0	48.0

Changes in net operating budget from 2012 are primarily due to:

		% change
Inflation of Materials/Contracts	\$32,361	0.28%
Change in Revenue	42,049	-0.70%
Savings and Efficiencies	(109,425)	-0.96%
	(35,015)	



Expenditures by Type



Engineering & Operations

Performance

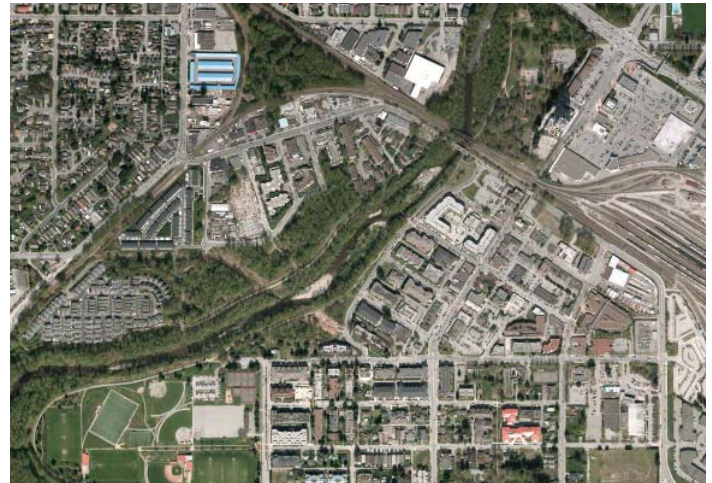
2012 Results

Infrastructure Planning, Development, Environmental Protection and Customer Services

- Developed and implemented Monitoring Well Permit program.
- Implementing the City's Environmental Strategic Plan.
- Participated in regional EV station feasibility project and Packaging and Printed Paper Stewardship Plan.
- Supported Earth Hour, the City-wide Garage Sale, the Hyde Creek Salmon Festival, the Coquitlam River Watershed Roundtable, and other community environmental initiatives and events (SP#4).
- Approved first air space Parcel strata lot development within the City (SP#1).
- Reviewing and updating of the City's Subdivision Serving Bylaw to include specifications for LED lighting for streets and parking lots, storm water source control, and streamlining of the subdivision/development permit review process (SP#1, SP#5).
- Participated in the Mayor's Task Force on Business Development Process Review.
- Re-organized section to improve coordination of approval and inspections.
- Working with other departments to update the subdivision Bylaw.
- Provide support services for 6 Environmental Enhancement Committee meetings and 11 Transportation Solutions & Operations Committee meetings.
- Initiated Records Management System.
- Reviewed the Land Development software, which is to track and manage land development, subdivision, and related permit applications to provide improved customer service and internal staff efficiency (SP#5).

Transportation & Traffic

- Updating the Master Transportation Plan (SP#3, SP#5).
- Implemented a bicycle activated signal at Coast Meridian Road at Patricia (SP#1).
- Partnered with ICBC's 2012 Road Improvement Program for a number of traffic safety improvements (SP#4).
- Implemented City-owned bus shelter program and installed 3 new shelters.
- Completed construction of the Broadway Street Reconstruction Project storm water detention system (SP#1, SP#3).
- Facilitated construction of the Fremont Connector between the Pitt River Interchange and Dominion Avenue (SP#3).



Engineering Projects & Budgets

- Resurfaced a number of City streets including: (SP#1)
 - Lougheed Highway (between Westwood Street and Coquitlam River)
 - Rehabilitated water, sewer and roads for the following streets:
 - Celeste Crescent
 - Delia Drive
 - Cedar Drive (Chelsea Avenue to Victoria Drive)
- Completed the upgrading of the Cedar Creek stormwater pump station (SP#4).
- Updated the City's aerial photography and integrated the acquired data into PoCoMAP, the City's GIS (SP#5).
- Implemented PoCoMAP 2010.
- Followed up the successful to remote access pilot study to PoCoMAP for updating of infrastructure maintenance data with two additional field stations (SP#1, SP#4).
- Continued development of processes and implementation procedures to enable the City to meet PSAB 3150 reporting requirements for the roads & drainage tangible assets (SP#5).

Roads & Drainage

- Responded to 2012 freshet levels with daily inspections.
- Resurfaced a number of gravel lanes with asphalt millings (ground recycled pavement) to reduce dust and pot holes at a significantly lower cost than paving (SP#1).
- Completed 2012 drainage improvements and pump station improvements (SP#1).

Continued on next page

Engineering & Operations

Performance

Roads & Drainage (cont.)

- Continued to review and refine tangible asset processes and procedures (PSAB 3150), administrative cost allocations, and performance measures in conjunction with Finance (SP#5).
- Implement operating and maintenance policies and practices for the new Coast Meridian Overpass, and reconstructed Broadway Street (SP#1).
- Completed the 2012 stream maintenance program.
- Completed the 2012 video inspection program of the storm sewer system.

Common Services

- Worked with schools to increase School District #43 customers for Blue Cart (Recycling) and Green Cart (Food scraps and Food-soiled Papers) collection to reduce food waste in local schools in conjunction with (SP#2). In 2012, Riverside, the first secondary school joined the program.
- Developed criteria, solicited proposals and awarded purchase of 6 new solid waste collection vehicles.
- Provided extended green waste pickup.
- Analyse and developing strategy for increasing customers for the Multi-Family Residential Organics Collection Program to increase garbage diversion rates, reduce energy consumption, and reduce greenhouse gas emissions (SP#2).



- Upgrade Cedar Creek Pump Station to include a new motor c/w variable speed utilizing more efficient power (600 volt).
- Implemented programming changes at Harbour Pump Station to improve energy efficiency (SP#4).
- Conducted energy awareness driver training.
- Installed new pilot overhead lit sign at Shaughnessy Street at Lougheed Highway and at Coast Meridian Road at Patricia Avenue with the Transportation & Traffic Division.

Indicators and Targets

Workload

	2011 Actual	2012 Actual	2013* Target
km of bicycle lanes	68.4	70.4	71.6
km of general purpose roadways	412.5	419.0	419.3

Effectiveness

Garbage reduction (% of total collected)	38%	37%	37%
Recycling (% of total collected)	25%	24%	23%
Yard and Kitchen (% of total collected)	37%	39%	40%
Vehicle accident City-wide injury - per thousand	12.77%	12.77%	12.39%
Vehicle accident City-wide fatality - per thousand	0%	0%	0%

Efficiency

\$ lane-km roads & drainage	13,144	14,208	12,861
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* does not include labour cost increases

Engineering & Operations

2013 Challenges

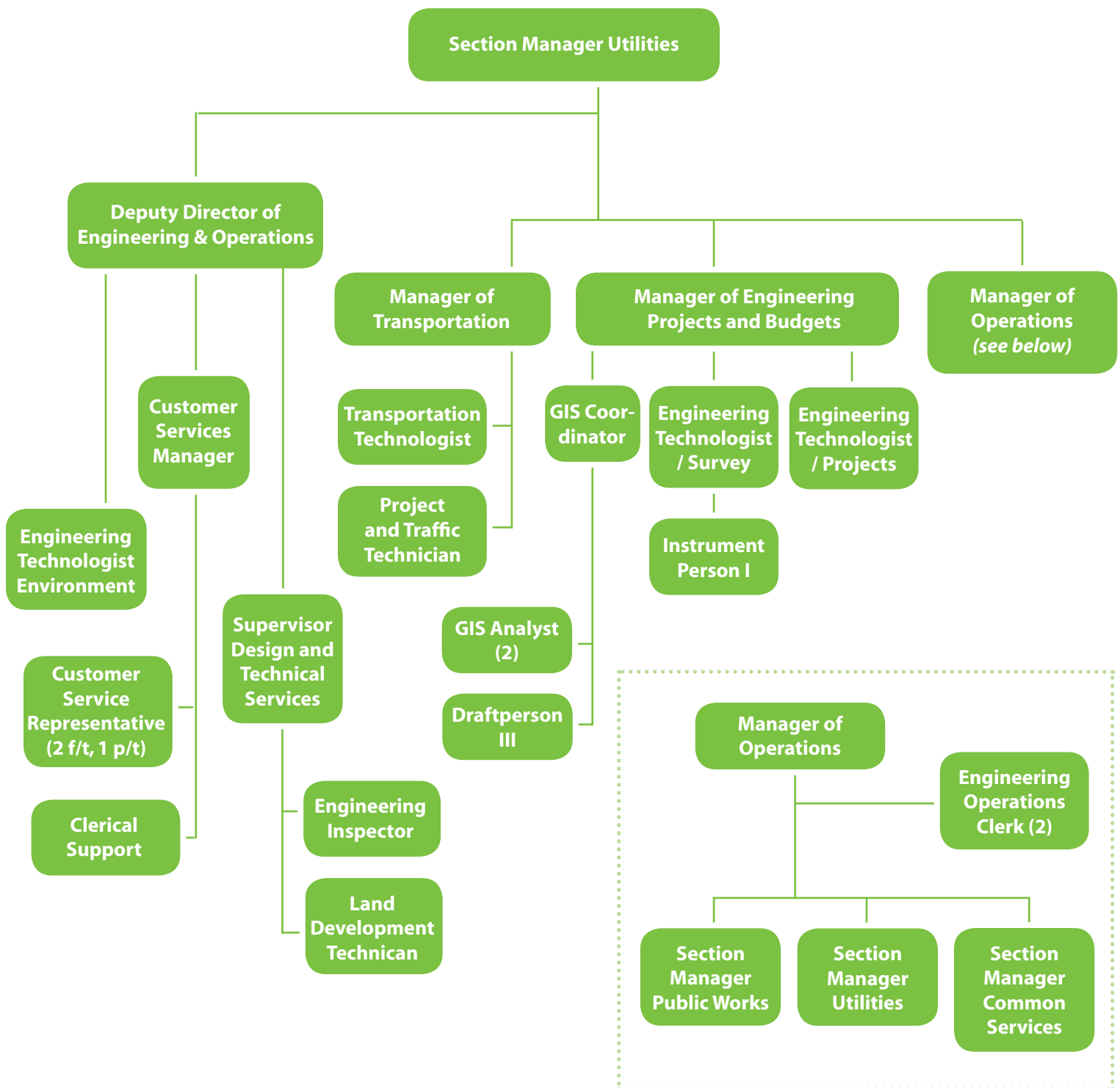
- The loss of a senior manager for a significant part of 2012 continues to be a challenge for the department in managing its work program and goals. Work has been reallocated to mitigate the loss, and efforts have been appreciated.
- Longer project timelines are needed to complete designs, obtain approvals, particularly for environmental approvals, negotiate the acquisition of private lands, and reach agreement on expensive compensation packages.
- Changing customer and industry expectations.
- Meeting the City's commitments under the Regional Solid Waste Resource Management plan for residential, industrial, commercial and institutional (I.C.I.) initiatives.
- Insufficient capital and operating funding to meet the growing needs and demands of the community.
- Limited data and resources for more detailed condition assessment for the timely upgrading and replacement of infrastructure based on lifecycle costing principles.
- Increasing work load demands require additional staff in Operations and the GIS Mapping section to support tangible asset management and condition reporting requirements (PSAB 3150).
- Continuing challenge to hire and retain qualified replacement staffing for new and vacant positions.
- The Province has indicated that the EOCP regulations for qualified Wastewater will be in effect in 2013.

2013 Goals and Major Projects

- Implement new streamlined process for development applications.
- Continue providing support services for the Environmental Enhancement Committee and the Transportation Solutions & Operations Committee (SP#5).
- Complete implementation of document and records management within the Department (SP#5).
- Complete the integrated watershed management plan study for Maple Creek including detailed design of the Maple Creek storm water pump station (SG#4).
- Implement Environmental Strategic Plan programs and projects (SP#5).
- Continue to support Development Services in the development and adoption of a floodplain bylaw with flood construction levels for development (SG#4).
- Improve customer service to Development Community by reviewing and updating application information packages.
- Review development plans for Engineering requirements including 4 phased strata developments and 2 high-rise developments.
- Finalize recommendations to changes to Subdivision Control Bylaw for submission to Council.
- Complete DCC Bylaw changes for submission by Finance Department.
- Support Development Services Department for KFN Servicing inquiries.
- Complete the Master Transportation Plan Update and related public communications program (SG#2).
- Obtain Council approval for the Kingsway Avenue Mixed Use Trail between Wilson Avenue and Broadway Street. (SG #1).
- Develop an Intelligent Transportation System strategy (SG#1).
- Continue to promote completion of the Evergreen Line Rapid Transit Project including extension to downtown Port Coquitlam (SG#1).
- Complete the annual Road Rehabilitation & Capital Works Program to resurface roadways, and upgrade underground utilities on a number of City streets (SG#1, SP#4).
- Participate in the upgrade of the City's Financial System.
- Continue to review and refine tangible asset processes and procedures (PSAB 3150), administrative cost allocations, and performance measures in conjunction with Finance (SP#5).
- Examine the use of in-house project management staff to reduce consulting service costs.
- Continue program to resurface gravel lanes with asphalt millings (ground recycled pavement) to reduce dust and pot holes at a significantly lower cost than paving (SP#1).
- Continue 2013 stream maintenance program.
- Continue 2013 video inspection program of the storm sewer system.
- Continue to improve Solid Waste Collection services to increase diversion rates. (SP#4).
- Integrate new solid waste vehicles into the Fleet.
- Expand the School District green and blue cart program into remaining schools (SP#4).

Engineering & Operations

Organization Chart



	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Personnel & benefits	\$3,019,490	\$3,219,252	\$3,219,263	\$3,299,745	\$3,382,238	\$3,466,794	\$3,553,464
Equipment	78,234	6,300	52,400	53,710	55,053	56,429	57,840
Utilities	6,521	-	2,500	2,563	2,627	2,692	2,760
Material & supplies	686,826	693,400	658,800	675,270	692,152	709,456	727,192
Contracted services	321,763	206,400	210,500	215,763	221,157	226,685	232,353
Repairs & maintenance	-	269,800	179,900	184,398	189,007	193,733	198,576
Purchases	(1,062,303)	(1,247,000)	(1,271,900)	(1,303,698)	(1,336,290)	(1,369,697)	(1,403,940)
Total expenditures	\$3,050,531	\$3,148,152	\$3,051,463	\$3,127,750	\$3,205,943	\$3,286,092	\$3,368,244
Revenues generated	(3,402,162)	(3,071,300)	(3,105,151)	(3,136,203)	(3,167,565)	(3,199,240)	(3,231,233)
Net Operating Costs	\$(351,631)	\$76,852	\$(53,688)	\$(8,453)	\$38,379	\$86,852	\$137,012
Staffing (FTEs)	16.50	16.50	16.50	16.50	16.50	16.50	16.50
Cost per capita	(\$5.68)	\$1.22	(\$0.83)	(\$0.13)	\$0.58	\$1.28	\$2.02

Description and Primary Activities

Provision of Engineering Services at City Annex & Operation Centre including Customer Services, Transportation Services, Land Development Services, Management of Road & Drainage infrastructure, PoCoMAP, Budgeting, and all general Administrative Services for the Department. Services include:

- Support Council & Committees
- Corporate & Engineering Assignments and Reporting
- Engineering Permits
- Customer Services (Front Counter, Phone, Email)
- Inspections & Release of Funds
- Subdivision, Development Permit, Building Permit Reviews
- DCC Administration and Requests for Information
- Transportation Planning
- Capital & Operating Projects & Road Rehabilitation Program
- Traffic Management
- Road & Drainage Operations & Maintenance Management
- City Fleet & Garage Operation
- Asset Management & Reporting



- Budget & Business Planning
- GIS (PoCoMAP), Drafting & Survey services
- Employee services
- Staff training & development
- Customer Requests for Service
- General Office Administration and Clerical Support

Outputs and Outcomes

	2011	2012
Cost per capita	\$2.77	\$1.22
Cost per Lane-Kilometre of Roadway	\$8,370.28	\$8,078.40

	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Personnel & benefits	\$1,264,112	\$1,468,491	\$1,428,935	\$1,464,658	\$1,501,275	\$1,538,807	\$1,577,277
Equipment	435,615	697,450	699,370	716,854	734,776	753,145	771,974
Utilities	424,914	493,525	499,400	511,885	524,682	537,799	551,244
Material & supplies	457,275	520,425	503,870	516,467	529,378	542,613	556,178
Contracted services	1,157,712	1,617,600	1,629,217	1,669,947	1,711,696	1,754,489	1,798,351
Total expenditures	\$3,739,628	\$4,797,491	\$4,760,792	\$4,879,812	\$5,001,807	\$5,126,852	\$5,255,024
Revenues generated	(595,865)	(595,500)	(602,100)	(608,121)	(614,202)	(620,344)	(626,548)
Net Operating Costs	\$3,143,763	\$4,201,991	\$4,158,692	\$4,271,691	\$4,387,605	\$4,506,508	\$4,628,476
Staffing (FTEs)	17.50	17.50	17.50	17.50	17.50	17.50	17.50
Cost per capita	\$50.79	\$66.70	\$64.68	\$65.22	\$65.78	\$66.29	\$68.09

Description and Primary Activities

The City's road and drainage systems are an essential service provided by the City to its residents and businesses. This service provides for the operation & maintenance of the City's Transportation Network for vehicular, cyclist, and pedestrians; provides for the collection and disposal of stormwater & erosion control; and, related engineering services including liaising with other levels of government, consultants, contractors, staff, special interest groups and the public.

Services include:

- Road Network operation, maintenance & repair including street lighting, traffic signal operation, street sweeping, snow & ice removal, signage, graffiti removal, and sidewalk, walkway & bicycle routes
- A Road Network Rehabilitation program.
- Storm Sewer System Operation, Maintenance & Repair including catch basins, and water course/ditches and Emergency Services.



- Stormwater Lift Station & Emergency Generator Operation, Maintenance & Repair.
- Implementation of components of Metro Vancouver's Integrated Liquid Waste & Resource Management Plan.

Outputs and Outcomes

	2011	2012
Cost per capita for road maintenance	\$61	\$58.83
Cost per Lane-Kilometre for drainage maintenance	\$5,515.61	\$5,611.59

	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Personnel & benefits	\$588,222	\$679,174	\$679,200	\$696,180	\$713,585	\$731,424	\$749,710
Equipment	1,024,116	1,077,583	1,099,100	1,126,578	1,154,742	1,183,610	1,213,201
Utilities	-	-	-	-	-	-	-
Material & supplies	138,621	60,900	62,245	63,801	65,396	67,031	68,707
Contracted services	885,508	1,120,764	1,143,100	1,171,678	1,200,969	1,230,994	1,261,769
Purchases	539,400	554,000	565,100	579,228	593,708	608,551	623,765
Total expenditures	\$3,175,867	\$3,492,421	\$3,548,745	\$3,637,464	\$3,728,400	\$3,821,610	\$3,917,150
Revenues generated	(2,541,460)	(2,378,300)	(2,295,800)	(2,318,758)	(2,341,946)	(2,365,365)	(2,389,019)
Net Operating Costs	\$634,407	\$1,114,121	\$1,252,945	\$1,318,706	\$1,386,455	\$1,456,245	\$1,528,132
Staffing (FTEs)	14	14	14	14	14	14	14
Cost per capita	\$10.25	\$17.68	\$19.49	\$20.13	\$20.79	\$21.42	\$22.48

Description and Primary Activities

The City's environmental protection service is an essential service provided by the City to its residents and businesses. This service includes the collection, processing & disposal of garbage, recycling & compost materials, hazardous wastes, and soils; provides resources for environmental programs and streamkeeper groups; and, related engineering services including liaising with other levels of government, consultants, contractors, staff, special interest groups and the public.

Services include:

- Collection & disposal of solid waste materials based on the principles of reduce, reuse & recycle.
- Development & implementation of new solid waste reduction & collection programs.
- Implementation of components of Metro Vancouver's Integrated Solid Waste & Resource Management Plan.
- Development & implementation of the City's Environmental Strategic Plan.
- Management & Administration of the environmental protection services including Planning, Budgeting, Asset



Management & Reporting, Capital Programs, Land Development & Building Permit Reviews, Inspections, GIS Mapping & Survey, Record Keeping, Customer Services (Front Counter, Phone, Email), Requests for Service, and General Office Administration and Clerical Support.

Outputs and Outcomes

	2011	2012
Garbage Volume	4,650	4,230
Recycling Volume	3,530	3,530
Green Waste Volume	5,920	6,350

FIRE & EMERGENCY SERVICES

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FIRE PROTECTIVE SERVICES | EMERGENCY SERVICES

Overview

Since 1913, Port Coquitlam Fire & Emergency Services has provided emergency response to our community to ensure a safe place for its citizen's to live, work, and play. These services provide for the preservation of life, property and the environment, and are essential to the City's strategic goal of community well-being.

The role of the Department has evolved since its inception. It is not only responsible for fire response, but response to rescues and other emergency situations including medical and environmental disasters, as well as fire prevention, public education and support to several community events.

There are four different divisions within the Department: Administration, Suppression and Operations, Fire Protective Services & Public Education and Emergency Preparedness.

Fire Protective Services

- Provides a high level of life safety and fire protection services for businesses and residents
- Conducts Code and Bylaw enforcement by upgrading existing non-conforming buildings and administering the Fire Inspection Program
- Responsible for Fire Investigation Service/Requirements

Administration

- Plans, organizes and directs the Department's other divisions, and coordinates all matters related to staffing, human resources, budgets and personnel matters.

Public Education

- Coordinates and delivers a variety of public education and awareness programs to the citizens of Port Coquitlam

Emergency Preparedness (EP)

- Develops and implements the City's EP Plan
- Oversees the City Emergency Operations Centre and trains/exercises City Staff
- Delivers a variety of public EP courses and public education and awareness sessions.
- Secures and trains a large contingent of volunteers
- Acquires and maintains EP equipment and is responsible for the communications profile

Emergency Services

Suppression Operations

This Division coordinates all Fire Personnel and emergency response related activities. It is divided into two branches:

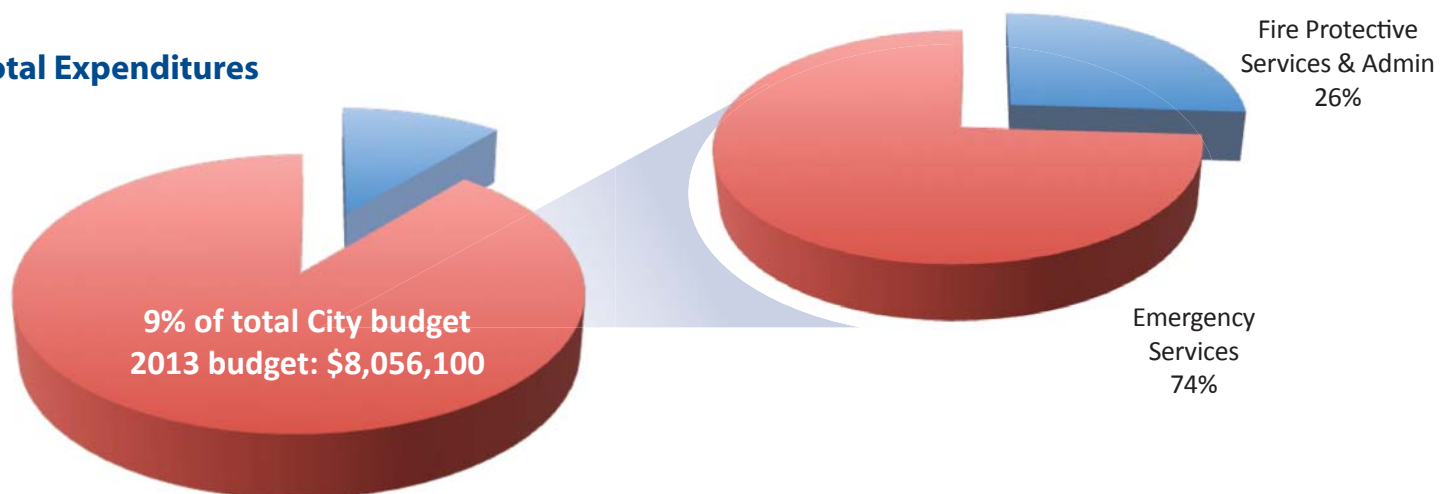
Facilities and Training

- Ensures the training requirements and all certifications and operational standards are met
- Ensures the operation and maintenance of facilities
- Responsible for staff development

Operations and Fleet

- Responsible for the operation and maintenance of the Department's fleet and equipment
- Provides the oversight for the contracted dispatch services and communications
- Ensures the securing of Department resources

Total Expenditures



Fire & Emergency Services

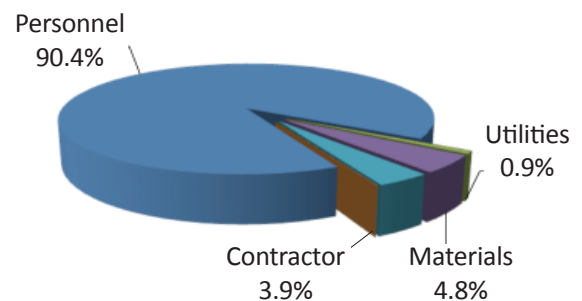
	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Revenues						
Fire Protective Services & Admin	\$(16,500)	\$(16,500)	\$(16,500)	\$(16,500)	\$(16,500)	\$(16,500)
Emergency Services	-	-	-	-	-	-
Revenues Total:	\$(16,500)	\$(16,500)	\$(16,500)	\$(16,500)	\$(16,500)	\$(16,500)
Expenditures						
Fire Protective Services & Admin	\$2,012,863	\$2,071,582	\$2,115,085	\$2,159,502	\$2,204,852	\$2,251,153
Emergency Services	5,693,168	6,001,018	6,127,039	6,255,707	6,387,077	6,521,206
Expenditures Total:	\$7,706,031	\$8,072,600	\$8,242,125	\$8,415,209	\$8,591,929	\$8,772,359
Net Operating Costs	\$7,689,531	\$8,056,100	\$8,225,625	\$8,398,709	\$8,575,429	\$8,755,859
\$ Change from previous year		366,569				
% Change		4.77%				
Property Tax Impact		0.71%				

	2012 FTE	2013 FTE	2014 FTE
Staffing Level			
Full-Time Equivalent Positions (FTE) at beginning of the year	65.0	71.0	75.0

Changes in net operating budget from 2012 are primarily due to:

		% change
Personnel	\$11,973	0.17%
Inflation of Materials/Contractors	27,830	3.94%
Service Enhancements	326,766	4.24%
	\$366,569	

Expenditures by Type



Fire & Emergency Services

Performance

2012 Results

- The Department, in the capacity as the lead agency, assisted to develop and coordinate the City's Environmental Spill Response Plan.
- Department Staff completed a comprehensive Operational Review of the Department to provide vision and direction for the Department and City over the next decade.
- The Department took the lead in developing a Tri-Cities Fire Department High Rise Response Committee, which developed a cooperative response strategy for High Rise emergencies in any of the Tri-Cities municipalities.
- The Training Division developed a comprehensive High-rise strategy, secured necessary specialized equipment and ensured training of all Port Coquitlam Senior Staff.
- Completed the Live Burn Building project and development of Operational Guidelines for its use and possible rental as a revenue source.
- Under the Guidance of the Emergency Preparedness Officer, the Dept. completed the update of the Emergency Operations Centre (EOC) including radios and equipment stores as well as training of all City EOC staff.
- The Department partnered with the Canadian Red Cross to become a registered Training Partner to ensure enhanced First Responder Training to our Firefighters.
- Completion of the Mobile Computer Aided Dispatch Program to ensure more efficient dispatch information and safety protocols to support emergencies incidents.



- Developed a GIS Mapping Program for Fires in coordination with Port Coquitlam RCMP.
- Worked cooperatively with Fire Union Local 1941 to ensure the Department's members' attendance at many fundraising and valuable community events in our City.
- Completed the recruitment, training, and integration of four new Firefighter recruits in May of 2012.

Indicators

	2009 Actual	2010 Actual	2011 Actual	2012 Actual
# of Students - Fire Prevention Week	4,176	4,376	4,553	5,573
# of Residents - Hot Summer Nights	282	285	305	916
# of Incidents	2,915	2,892	3,179	3,346
# of Fires - Structure	59	44	61	57
# of Medical Calls	1,479	1,480	1,882	1,915
# of Firework Permits	59	60	60	56
Effectiveness				
% of Compliance for Inspection Program	53%	48%	48%	53%
Efficiency				
Average Suppression Turnout Time from being	1 min 47 sec	1 min 41 sec	1 min 43 sec	1 min 26 sec
Average Suppression Travel Time from Fire Station	5 min 51 sec	5 min 34 sec	5 min 35 sec	5 min 38 sec
% of staff attending training or conference	90%	100%	90%	100%

Status up to September 30

Fire & Emergency Services

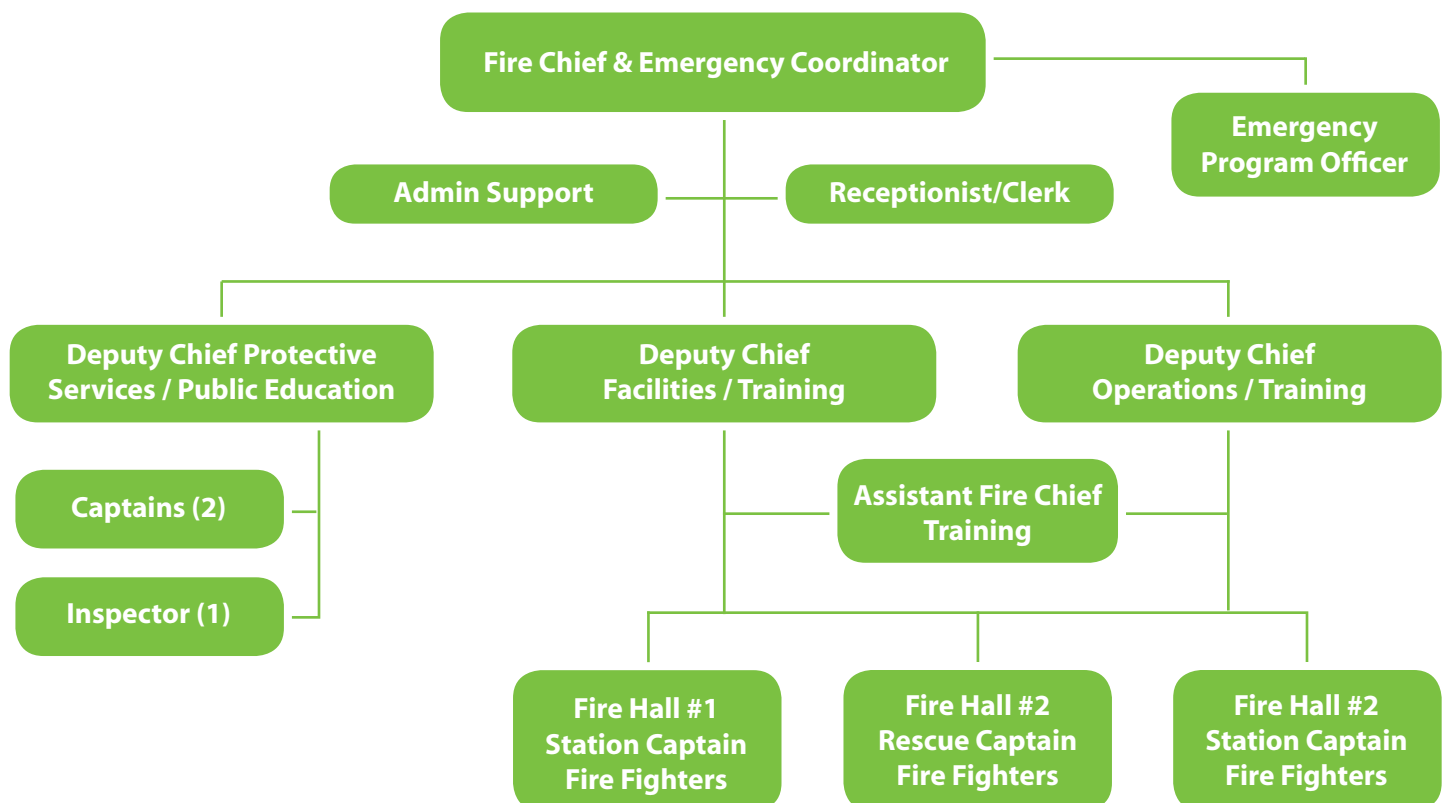
2013 Challenges

- Maintaining current service and staffing levels when faced with an increasing volume of response, investigations, and community activities and ever increasing density and diverse buildings within the community such as high rises and big box stores.
- Ensuring the required operation and maintenance of aging facilities and equipment within a fixed budget.
- Developing a comprehensive plan for Capital Replacement of some aging Department Fleet while ensuring fiscal concerns are addressed.
- Continuing to meet the consistent increases in training requirements and required standards and certifications.
- Ensuring sufficient staff levels to avoid large overtime costs, while continuing to address the Employee Attendance, Safety and Return to Work Programs.
- Address the outdated recruitment and diversity program for the hiring of new firefighters within current workloads and funding.
- Meeting the needs and training of a large volunteer base in the emergency preparedness program.

2013 Goals and Major Projects

- Ongoing work to ensure the implementation of the Operational Review recommendations.
- To develop and implement a yearly training schedule.
- Review and develop new recruitment guidelines and testing processes to ensure that current practices and diversity expectations are met.
- Continued training and staff development to ensure further Emergency Operations Centre efficiency.
- Implement restructured Capital Plan for fleet apparatus to ensure sustainability is ongoing.
- Development of new resource allocation codes to ensure more efficient response to emergencies.
- Look to methodologies to provide updated maintenance support for #2 Firehall.
- Develop a new succession planning training model.

Organization Chart



	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Personnel & benefits	\$1,233,700	\$1,411,963	\$1,411,963	\$1,441,614	\$1,471,888	\$1,502,798	\$1,534,357
Equipment	1,218	-	-	-	-	-	-
Utilities	70,546	63,200	64,527	65,882	67,266	68,678	70,120
Material & supplies	157,964	254,400	325,109	331,936	338,907	346,024	353,291
Contracted services	268,582	254,200	266,920	272,525	278,248	284,092	290,057
Purchases	3,407	29,100	3,063	3,127	3,193	3,260	3,329
Total expenditures	\$1,735,417	\$2,012,863	\$2,071,582	\$2,115,085	\$2,159,502	\$2,204,852	\$2,251,153
Revenues generated	(58,735)	(16,500)	(16,500)	(16,500)	(16,500)	(16,500)	(16,500)
Net Operating Costs	\$1,676,682	\$1,996,363	\$2,055,082	\$2,098,585	\$2,143,002	\$2,188,352	\$2,234,653
Staffing (FTEs)	11	11	11	11	11	11	11
Cost per capita	\$27.09	\$31.69	\$31.96	\$32.04	\$32.13	\$32.19	\$32.87

Description and Primary Activities

The Fire Protective Services and Administration division covers all non-suppression fire and emergency prevention and response services in the City. It carries out the following activities:

- Provides a high level of life safety and fire protection for businesses and residents.
- Conducts Code and Bylaw enforcement.
- Upgrade existing non-conforming buildings.
- Administrates the Fire Inspection Program
- Conducts fire investigations.
- In conjunction with other City divisions, assists in the Public Safety Inspection Team program.
- Coordinates and delivers a variety of public education and awareness programs to citizens.
- Ensures that the two Fire Hall facilities are well maintained and resources are secured.
- Operates the Fire Operations and Dispatch Division provides and maintains on-going communication resources for both emergency and non-emergencies.



- Develops and manages the City's Emergency Response Program.
- Responsible for procurement and maintenance of emergency and non-emergency services and for maintaining fleet and equipment.

Outputs and Outcomes

	2011	2012		2011	2012
Accident Investigations	19	18	Public Educations Events	45	51
Fire Fighter Recruitment	0	5	Fire Works Permits	60	56
Total Training Hours	6,522	10,020	Burning Permits	7	4
Fire Prevention Inspections	1,832	1,853	Total Volunteer Hours	235	243
			Community Training to # of Residents	213	568

	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Personnel & benefits	\$5,911,720	\$5,587,868	\$5,893,507	\$6,017,271	\$6,143,633	\$6,272,650	\$6,404,375
Material & supplies	65,339	61,200	62,485	63,797	65,137	66,505	67,901
Contracted services	33,391	44,100	45,026	45,972	46,937	47,923	48,929
Total expenditures	\$6,010,450	\$5,693,168	\$6,001,018	\$6,127,039	\$6,255,707	\$6,387,077	\$6,521,206
Revenues generated	-	-	-	-	-	-	-
Net Operating Costs	\$6,010,450	\$5,693,168	\$6,001,018	\$6,127,039	\$6,255,707	\$6,387,077	\$6,521,206
Staffing (FTEs)	54	54	60	64	64	64	64
Cost per capita	\$97.10	\$90.37	\$93.33	\$93.54	\$93.79	\$93.96	\$95.93

Description and Primary Activities

The Emergency Services Division is responsible for the delivery of responses including:

- Alarms
- Brush/Grass Fires
- Burning Complaints (illegal burning)
- Carbon Monoxide Alarms
- Hazmat, Medicals
- Gas Leaks
- Police Assists
- Motor Vehicle Incidents
- Structure Fires

This division also carries out general inspections such as:

- Apartments
- Commercial Occupancies
- Industrial
- Institutional
- Manufacturing

- Retail Occupancies
- Schools
- Townhouses

Other general activities on a daily, monthly bi-monthly and annual basis include but are not limited to:

- Cleaning and preventative maintenance
- Maintaining fleet and equipment
- Providing annual testing programs
- Acceptance testing and approval of new apparatus and equipment
- Maintaining specialized equipment [SCBA]
- Pump certification
- Station Maintenance
- Pre-Fire Planning

Mandate: In accordance with the National Fire Protection Association standards, WCB requirements.

Outputs and Outcomes

	2011	2012
# of Incidents	3,163	3,346
# of Fires - Total	135	110
# of Fires - Structure	60	43
# of Medical Calls	1,741	1,763
# of Company Inspections	793	788



PARKS & RECREATION

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RECREATION | PARKS & FACILITIES | PARKS PLANNING & DESIGN

Overview

Recreation Services

- Facility operation including the Hyde Creek Recreation Centre, Leigh Square Community Arts Village, Port Coquitlam Recreation Complex, Wilson Seniors Centre, Terry Fox Library, outdoor pools, learner pools, outdoor green gym and youth skate/bike parks.
- Specialized programming in aquatics, skating, sports and fitness, active living, arts and culture, general programming for children, youth, adults and seniors of all abilities.
- Coordination of volunteer management and civic events.
- Supporting emergency social services.
- Inspiring community development - a process of creating opportunities for supporting the growth of individuals' abilities to inspire leadership to increasing a community's collective capacity to address issues and ultimately results in a healthier and more resilient community.
- Manage leasehold contracts (ie. physiotherapy, retail, massage therapy and food services).
- Facility/park bookings and cash management.
- Provide excellent customer service to local residents.

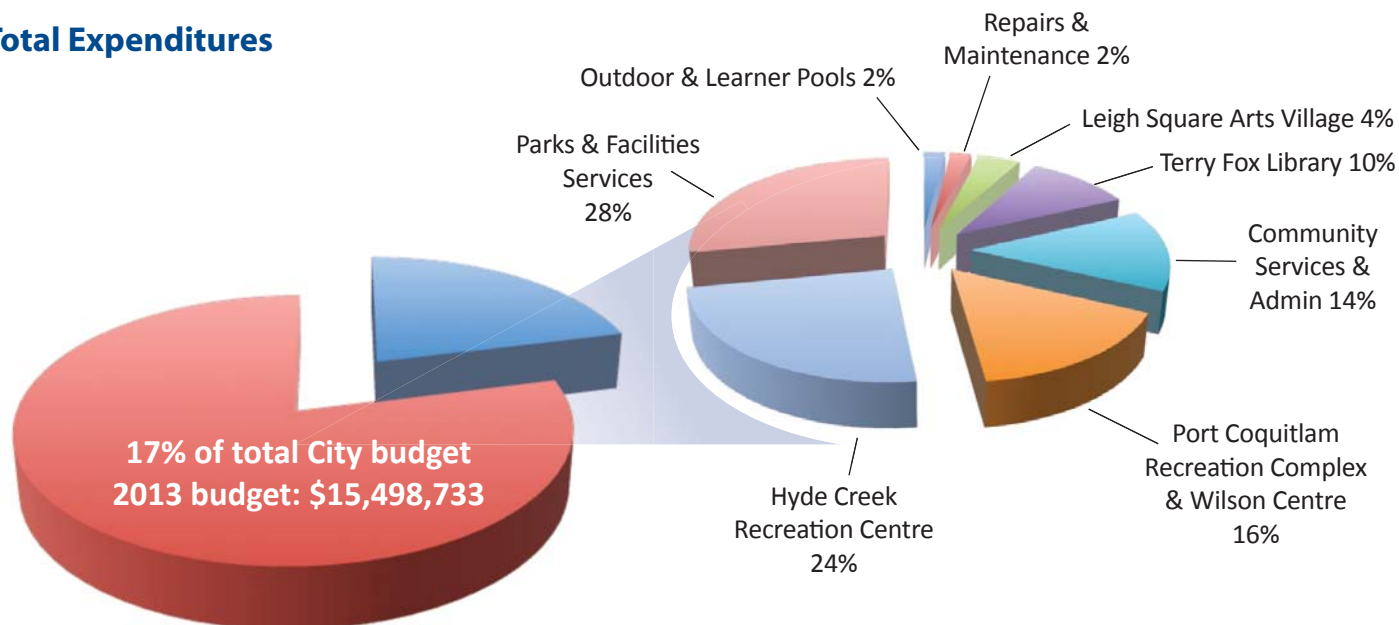
Parks & Facility Services

- The Parks Section is responsible for numerous parks, trails, athletic fields, playgrounds, ornamental and urban forestry areas, cemetery operations along with support of the various civic events hosted by the City.
- The Facilities Services Section is responsible for the implementation of the City's facilities Life Cycle Program, the Department's Asset Management Program and energy management and support to other departments to assist in the operation and repair of their facilities. The coordination of designated renovations and construction projects is a mandate of this Section and includes project management staff/services.

Parks Planning & Design

- Planning and design of the open space systems, as a whole and project management for implementation of larger park projects.
- Coordination of the Department's related capital program, parkland acquisition and environmental considerations related to parks.

Total Expenditures



Parks & Recreation

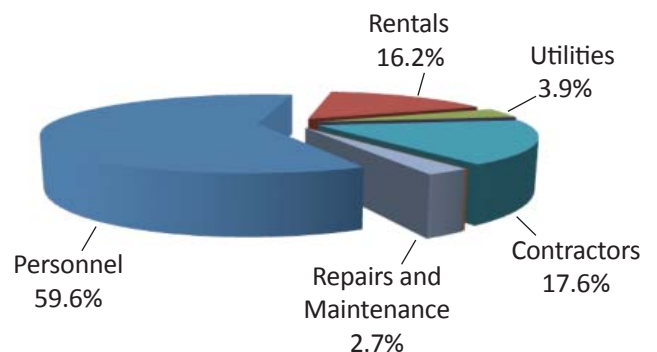
	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Revenues						
Community Services & Admin	\$(199,900)	\$(198,700)	\$(200,687)	\$(202,694)	\$(204,721)	\$(206,768)
Parks & Facilities Services	(921,100)	(933,200)	(942,532)	(951,957)	(961,477)	(971,092)
PoCo Rec & Wilson Centre	(1,223,700)	(1,196,600)	(1,208,566)	(1,220,652)	(1,232,858)	(1,245,187)
Hyde Creek Recreation Centre	(1,928,200)	(1,975,200)	(1,994,952)	(2,014,902)	(2,035,051)	(2,055,401)
Leigh Square Arts Village	(78,500)	(65,000)	(65,650)	(66,307)	(66,970)	(67,639)
Outdoor & Learner Pools	(76,900)	(59,100)	(59,691)	(60,288)	(60,891)	(61,500)
Revenues Total:	\$(4,428,300)	\$(4,427,800)	\$(4,472,078)	\$(4,516,799)	\$(4,561,967)	\$(4,607,586)
Expenditures						
Community Services & Admin	\$2,148,236	\$2,177,833	\$2,243,168	\$2,310,463	\$2,379,777	\$2,451,170
Parks & Facilities Services	4,243,270	4,354,400	4,485,032	4,619,583	4,758,170	4,900,916
PoCo Rec & Wilson Centre	2,469,802	2,491,600	2,566,348	2,643,338	2,722,639	2,804,318
Hyde Creek Recreation Centre	3,649,321	3,674,200	3,784,426	3,897,959	4,014,898	4,135,344
Terry Fox Library	1,537,700	1,587,700	1,635,331	1,684,391	1,734,923	1,786,970
Leigh Square Arts Village	570,275	516,600	532,098	548,061	564,503	581,438
Outdoor & Learner Pools	269,386	263,300	271,199	279,335	287,715	296,346
Repairs & Maintenance	336,500	433,100	446,093	459,476	473,260	487,458
Expenditures Total:	\$15,224,489	\$15,498,733	\$15,963,695	\$16,442,606	\$16,935,884	\$17,443,961
Net Operating Costs	\$10,796,189	\$11,070,933	\$11,491,617	\$11,925,807	\$12,373,917	\$12,836,374
\$ Change from previous year		274,744				
% Change		2.54%				
Property Tax Impact		0.53%				

	2012 FTE	2013 FTE	2014 FTE
Staffing Level			
Full-Time Equivalent Positions (FTE) at beginning of the year	125.46	125.46	125.46

Changes in net operating budget from 2012 are primarily due to:

		% change
Personnel	\$151,501	1.60%
Inflation of Materials/Contracts	194,810	3.59%
Change in Revenue	500	-0.01%
Change in Repairs and Maintenance	96,600	28.71%
Savings and Efficiencies	(168,667)	-1.56%
	\$274,744	

Expenditures by Type



Parks & Recreation

Performance

2012 Results

- Public Art Program approved by City Council (Strategic Outcome: Sense of Community).
- Implemented a number of “source separation” projects/initiatives at recreation facilities, special events and parks operation including bear-proof garbage cans and review litter pick-up operations (Strategic Outcome: Community Well-Being).
- Completed numerous accessibility and mobility enhancement projects to improve access and inclusiveness at trails, parks and recreation facilities. (Strategic Outcome: Community Well-Being).
- Upgraded Traboulay PoCo Trail infrastructure including repair paved portions due to damage by tree roots, along with additional outdoor gym opportunities to downtown portion of Trail (Strategic Outcome: Community Well-Being).
- Finalized construction of Evergreen Park’s sand based field and washroom facility (Strategic Outcome: Sense of Community).
- Implemented a web-based sport field updates and closure status program (Strategic Outcome: Community Well-Being).
- Partnered with BC Hydro to upgrade the Port Coquitlam Recreation Complex arena lighting, plant room controls and upgraded lighting in both Fire Hall’s truck bays (Strategic Outcome: Sustainable Future and Economic Strength).
- Added a second artificial turf field at Gates Park with funding assistance from Port Coquitlam Euro-Rite FC Soccer Association (Strategic Outcome: Sense of Community).
- Researched and implemented an Adopt-A-Spot (street, park or trail) Program including the establishment of marketing tools (Strategic Outcome: Community Well-Being).
- Implemented a Workplace Energy Conservation Program, the City was recognized for a 290,000kwh reduction by our partner BC Hydro (Strategic Outcome: Sustainable Future and Economic Strength).
- Developed a Corporate Strategic Energy Management Plan for all civic facilities (Strategic Outcome: Sustainable Future).
- Signed partnership agreements with Port Coquitlam Sports Alliance Society and Port Coquitlam Heritage and Cultural Society (Strategic Outcome: Sense of Community).

Indicators and Targets

	2010 Actual	2011 Actual	2012 Estimate	2013 Targets
Workload				
# of requests for service received in Parks	480	644	473	466
# of public education initiatives	5	4	2	2
# of false alarms at City facilities	105	11	14	13
Stats				
# of participants (drop-in and registered programs)	459,520	516,905	592,600	594,000
# of food service units sold	69,760	65,940	66,000	67,000
# of active volunteer hours	10,300	13,687	11,700	13,000
# of customer service hours	17,800	20,261	22,000	22,000
# of TicketMaster (tickets sold & picked up)	15,000	18,024	15,735	17,000
# of online registrations	5,910	6,676	7,500	7,800
# of swim lesson participants	9,120	8,468	9,300	9,500
Measures				
Growth in children services afterschool programming	267%	17%	10.0%	10%
# of youth led activities in the community	44	48	51	52

Parks & Recreation

2013 Challenges

- Inactivity and obesity are considered to be at an epidemic level. Partnerships and strategic approaches with schools, health services and the private sector will be required to meet this issue in a long term effective manner.
- Population growth will place added pressure on amenities in particular at the Port Coquitlam Recreation Complex for non-ice facilities such as fitness, leisure activities and design features for youth and older adults. This will also extend the park/sport field areas which will have to be redesigned as multi-use spaces.
- There is an aging infrastructure (75% in arenas in BC are 25 years or older, 91% of outdoor pools and 50% of indoor pools are 25 years or older). These facilities are reaching an age where there will be major work/cost to upgrade or replace within the next ten years.
- Community demand for services is outgrowing the City's ability to deliver and meet these expectations. As well, significant program adjustments will be required to meet our changing demographics especially for the area of "baby boomers" as they retire.

2013 Goals and Major Projects



- To draft a Facility Services Emergency Plan to cover natural and man-made disaster preparations (Strategic Outcome: Strategic Service Delivery).
- To review the option of switching manual lights to motion sensor activated lighting in park washrooms and explore green initiatives for funding (Strategic Outcome: Sustainable Future).

Parks Services

- To update Parks Bylaw signage to provide modern/simple consolidated messaging and placement (Strategic Outcome: Community Well-Being).
- To research and perform trial pilot projects involving biological fertilizers for sport turf areas (Strategic Outcome: Sustainable Future).
- To create subdivision design guidelines for development and tree selection and complete Tree Removal Bylaw amendments (Strategic Outcome: Sustainable Future).
- To review design and installation procedures to secure wire and metal products throughout City properties (Strategic Outcome: Economic Strength and Strategic Service Delivery).
- To provide plant education identification opportunities through PoCo Map and Terry Fox Library initiatives (Strategic Outcome: Sense of Community).
- To create a City-wide inventory of invasive species and a Best Management Practices/Control Strategy (Strategic Outcome: Community Well-Being and Sustainable Future).
- To develop and implement a European Chaffer Beetle Control Strategy (Strategic Outcome: Community Well-Being and Sustainable Future).
- To create a Donation Bench Placement Strategy (Strategic Outcome: Community Well-Being and Sense of Community).

Facility Services

- To implement a recreation facility check-in process for internal and external staff, contractors and visitors (Strategic Outcome: Strategic Service Delivery).
- To create an employee facility operation security orientation programs (Strategic Outcome: Strategic Service Delivery).
- To implement a Life Cycle Database Monitoring report into the capital program and facilities maintenance schedule (Strategic Outcomes: Economic Strength and Strategic Service Delivery).
- To establish a work queue for Facility Services, in cooperation with the Information Services Division (Strategic Outcome: Strategic Service Delivery).
- To refine PMXpert information to include all facilities maintained by the City (Strategic Outcomes: Economic Strength and Strategic Service Delivery).

Continued on next page

Parks & Recreation

2013 Goals and Major Projects (cont.)

Recreation Services

- To implement environmental/green initiatives for recreation programs and services (Strategic Outcome: Sustainable Future).
- To promote awareness of obesity risk and develop initiatives to positively promote active lifestyles (Strategic Outcome: Sense of Community).
- To build on the success of afterschool programs by enhancing existing programs and exploring additional partnership opportunities to deliver new initiatives (Strategic Outcome: Sense of Community).
- To explore a framework and delivery approach for engaging neighbourhoods to build community capacity and leadership (Strategic Outcome: Sense of Community).
- To formalize, support and explore initiatives that promote the development of community capacity and leadership in local recreation organizations (Strategic Outcome: Sense of Community).
- To support the community with the planning and delivery of the year-long Centennial Celebration (Strategic Outcome: Sense of Community).



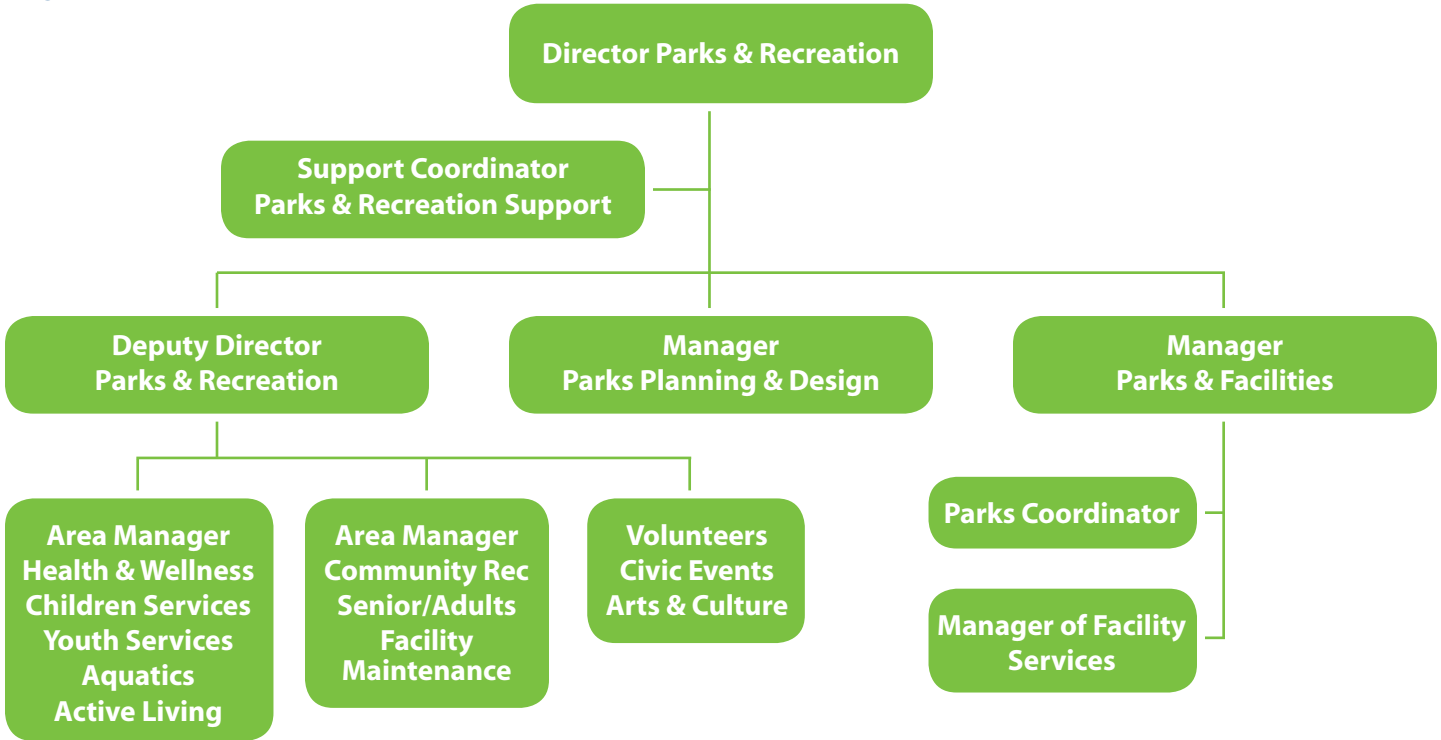
Parks Planning & Design

- To finalize the Parks DCC Bylaw update and move forward to have the Bylaw adopted by Council (Strategic Outcome: Sustainable Future).
- To expand the Cemetery based on current demand/space (Strategic Outcome: Sense of Community).
- To conduct a Shaughnessy Park Development Study (Strategic Outcome: Community Well-Being).
- To explore the feasibility of a covered lacrosse box – location / design / cost / partnerships / grants (Strategic Outcome: Sense of Community).

Parks and Recreation Administration

- Develop a conceptual design vision and economic analysis for the expansion of the Port Coquitlam Recreation Complex, including the Wilson Centre for seniors (Strategic Outcome: Sense of Community).

Organization Chart



	2012 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Personnel & benefits	\$1,465,400	\$1,495,436	\$1,553,933	\$1,600,551	\$1,648,568	\$1,698,025	\$1,748,965
Equipment	39,058	52,400	54,100	55,723	57,395	59,117	60,890
Utilities	5,564	7,100	7,500	7,725	7,957	8,195	8,441
Material & supplies	177,006	209,500	189,900	195,597	201,465	207,509	213,734
Contracted services	208,270	372,500	372,400	383,572	395,079	406,932	419,139
Purchases	11,591	11,300	0	0	0	0	0
Total expenditures	\$1,906,889	\$2,148,236	\$2,177,833	\$2,243,168	\$2,310,463	\$2,379,777	\$2,451,170
Revenues generated	(201,629)	(199,900)	(198,700)	(200,687)	(202,694)	(204,721)	(206,768)
Net Operating Costs	\$1,705,260	\$1,948,336	\$1,979,133	\$2,042,481	\$2,107,769	\$2,175,056	\$2,244,402
Staffing (FTEs)	16.43	16.43	16.43	16.43	16.43	16.43	16.43
Cost per capita	\$27.55	\$30.93	\$30.78	\$31.18	\$31.60	\$32.00	\$33.02

Description and Primary Activities

- Leadership, management and coordination of the Parks and Recreation Department
- Customer service including registrations, field bookings and facility rentals, etc
- Financial planning and management, coordinating cash handling, etc
- Department training and conferences
- Department marketing and promotion of programs and services
- Support the Healthy Community Committee and Council
- Clerical support for the Department's management team, three Coordinators and numerous staff work groups (i.e. Marketing, Customer Service and Technology Work Groups)
- Provide services, programs and support to persons with special requirements
- Provide support to volunteers and operate a City-wide volunteer management program
- Provide for financial support for individuals with financial hardships
- Provide staff and support services to a wide scope of community events such as; Spirit Week, May Day, Canada Day, Terry Fox Home Town Run, Salmon Festival and the BIA Car Show
- Provide for a wide scope of community programs to a broad spectrum of age groups such as youth, children, preschool, seniors, adults, along with the promotion of community health and wellness through participation in programs or events

Outputs and Outcomes

	2011	2012		2011	2012
Total Drop-in Attendance	479,398	518,300	Program Registrations	1,800	1,973
Registrations	26,396	29,490	Registered Volunteers	333	333
Event Attendance	62,928	45,640	Volunteer Hours	11,118	11,118
Online Registrations	6,676	6,702	Leisure Buddy Filled/Requests	58/61	58/62
# of Comm Events	9	9	# of People Accessing FA*	446	658
# of Participants	40,380	33,385	Value of Annual FA*	22,335	24,561
Community Program hrs	4,000	4,379			
Program Admissions	4,900	6,671			

* F.A. = Financial Assistance

	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Personnel & benefits	\$2,347,441	\$2,642,237	\$2,738,900	\$2,821,067	\$2,905,699	\$2,992,870	\$3,082,656
Equipment	486,703	478,200	492,900	507,687	522,918	538,605	554,763
Utilities	174,357	182,300	182,700	188,181	193,826	199,641	205,630
Material & supplies	472,544	547,633	568,300	585,349	602,909	620,997	639,627
Contracted services	617,248	392,900	371,600	382,748	394,230	406,057	418,239
Purchases	671	-	-	-	-	-	-
Total expenditures	\$4,098,964	\$4,243,270	\$4,354,400	\$4,485,032	\$4,619,583	\$4,758,170	\$4,900,916
Revenues generated	(921,073)	(921,100)	(933,200)	(942,532)	(951,957)	(961,477)	(971,092)
Net Operating Costs	\$3,177,891	\$3,322,170	\$3,421,200	\$3,542,500	\$3,667,626	\$3,796,694	\$3,929,824
Staffing (FTEs)	28.01	28.01	28.01	28.01	28.01	28.01	28.01
Cost per capita	\$51.34	\$52.73	\$53.21	\$54.08	\$54.99	\$55.85	\$57.81

Description and Primary Activities

Parks Services

- Maintain 271 hectares of parkland/natural areas (47 parksites, 22 playgrounds, 43 sport fields, 17 tennis courts, 10 sport courts, 2 skate/bike parks and 3 lacrosse boxes)
- Provide social benefits to the community through affordable, accessible outdoor park/open space, ensuring efficient and effective coordination of services to meet public/user expectations while limiting liability
- Service areas: horticulture (floral displays, boulevards/ medians, facility and park grounds, visual amenities), mowing (grass cutting of fields, parks, facilities, medians, road allowances, winter leaf/debris collection), park maintenance (garbage, litter collection, security, homeless coordination and special event assistance), sports fields (management of sport/park facilities through turf, court and irrigation maintenance), urban forestry and trails (environmental protection, tree planting, maintenance) and cemetery (burials, cremations, public consultations)

Facility Services

- Provide facility management to 31 civic buildings
- Manage life-cycle planning, asset management programs and energy conservation directives for city buildings
- Provide facility customer service for internal staff and external

Outputs and Outcomes

	2011	2012
# of street trees planted	86	85
# of special events supported	9	9
# of partnerships with SD#43 (EDP field, Birchland School playground)	2	2



	2012 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Personnel & benefits	\$1,685,536	\$1,761,102	\$1,787,700	\$1,841,331	\$1,896,571	\$1,953,468	\$2,012,072
Equipment	704,432	650,000	665,200	685,156	705,711	726,882	748,688
Utilities	150,853	192,500	192,000	197,760	203,693	209,804	216,098
Material & supplies	(446,998)	(321,200)	(346,400)	(356,792)	(367,496)	(378,521)	(389,876)
Contracted services	182,929	187,400	193,100	198,893	204,860	211,006	217,336
Purchases	822	-	-	-	-	-	-
Total expenditures	\$2,277,574	\$2,469,802	\$2,491,600	\$2,566,348	\$2,643,338	\$2,722,639	\$2,804,318
Revenues generated	(1,163,541)	(1,223,700)	(1,196,600)	(1,208,566)	(1,220,652)	(1,232,858)	(1,245,187)
Net Operating Costs	\$1,114,033	\$1,246,102	\$1,295,000	\$1,357,782	\$1,422,687	\$1,489,780	\$1,559,131
Staffing (FTEs)	26.45	26.45	26.45	26.45	26.45	26.45	26.45
Cost per capita	\$18.00	\$19.78	\$20.14	\$20.73	\$21.33	\$21.91	\$22.94

Description and Primary Activities

- Complex consists of two arena floor surfaces, a large multi-purpose hall, youth centre, program room, dressing rooms, community sport offices, concession and home to the Wilson Seniors Centre
- Cater to the community and a variety of user groups, with the majority stakeholder being minor sport
- Provide program registration, answer customer inquiries and process admissions for various activities
- Provide affordable skating lessons, drop-in skating (ice/dry floor), various recreational programs for all ages, skate sharpening and equipment rentals
- Provide a variety of affordable, healthy food choices for patrons
- Clerical support for the Complex
- Provide new experiences for patrons to engage in physical, social and emotional wellness opportunities
- Provide general custodial care and facility maintenance/repairs
- Provide space for community room rentals
- Provide leadership/programs in dealing with at-risk youth and provide a safe place for youth to visit

Wilson Centre Activities:

- Provide a meaningful social benefit to the community by providing accessible, affordable services and programs for older adults to improve their quality of life, independence, health and wellness
- Provides an opportunity for people to participate on a variety of levels which provides for a social benefit by keeping individuals in their homes and can assist in reducing health care costs
- Assist and support outreach services and support groups
- Provide various drop-in and registered programs, special events, social activities, volunteer opportunities
- Provide general facility maintenance and custodial care
- Offer a variety of food services including daily lunches, evening dinners and catering events
- Provide administrative support to the Community Volunteer Services for seniors programs

Outputs and Outcomes

	2011	2012		2011	2012
Poco Rec Complex	6,141	6,114	Wilson Centre	2,436	2,453
Hours of Operation	54,699	56,632	Hours of Operation	3,126	5,296
Admissions	3,794	3,769	Registrations	34,071	34,372
Registrations	4,520	4,711	Admissions	11,548	13,448
Customer Service Hours	65,814	62,180	Lunches Sold	1046	1,124
Food Service Transactions	40,380	33,385	Memberships	22,335	24,561

	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Personnel & benefits	\$2,697,677	\$2,899,921	\$2,944,400	\$3,032,732	\$3,123,714	\$3,217,425	\$3,313,948
Equipment	777,035	1,178,100	1,173,400	1,208,602	1,244,860	1,282,206	1,320,672
Utilities	172,510	167,500	167,200	172,216	177,382	182,704	188,185
Material & supplies	(426,428)	(891,000)	(896,100)	(922,983)	(950,672)	(979,193)	(1,008,568)
Contracted services	383,429	294,800	285,300	293,859	302,675	311,755	321,108
Purchases	1,362	-	-	-	-	-	-
Total expenditures	\$3,605,585	\$3,649,321	\$3,674,200	\$3,784,426	\$3,897,959	\$4,014,898	\$4,135,344
Revenues generated	(1,637,757)	(1,928,200)	(1,975,200)	(1,994,952)	(2,014,902)	(2,035,051)	(2,055,401)
Net Operating Costs	\$1,967,828	\$1,721,121	\$1,699,000	\$1,789,474	\$1,883,057	\$1,979,847	\$2,079,943
Staffing (FTEs)	45.18	45.18	45.18	45.18	45.18	45.18	45.18
Cost per capita	\$31.79	\$27.32	\$26.42	\$27.32	\$28.23	\$29.12	\$30.60

Description and Primary Activities

- 55,000 square foot community centre offering aquatics, gymnasium, healthy resource centre, sports hall, program rooms, weight/fitness spaces, personal training studio, playschool rooms, youth centre, playground and leasehold spaces (physiotherapy, massage therapy and food servery)
- Support the overall operation of the complex including user groups, leasehold agreements, and customer service providing residents and businesses support for inquiries, registrations and processing drop-in admissions
- Provide general facility maintenance, custodial care and repairs
- Provide dryland fitness training, weight room services, drop-in and registered sport programs including aquatic leadership programs
- Provide recreational general interest programs for the whole community to engage in healthy living activities
- Provide social, physical and cognitive opportunities for children to participate in a variety of recreational pursuits in a safe environment
- Provide leadership/programs to deal with at-risk youth and provide a safe place for youth to visit
- Provide space for community room rentals
- Provide program registration, answer customer inquiries and process admissions for various activities
- Provide a variety of affordable healthy food choices for patrons
- Clerical support for the centre

Outputs and Outcomes

	2011	2012
Hours of Operation	4,953	5,134
Registrations	14,916	16,366
Admissions	355,417	373,323
Customer Service Hours	10,381	11,299



	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Personnel & benefits	\$17,511	\$24,100	\$22,700	\$23,381	\$24,082	\$24,805	\$25,549
Equipment	1,231	3,900	3,900	4,017	4,138	4,262	4,389
Utilities	17,897	19,700	19,700	20,291	20,900	21,527	22,173
Material & supplies	1,911	-	-	-	-	-	-
Contracted services	1,426,018	1,490,000	1,541,400	1,587,642	1,635,271	1,684,329	1,734,859
Total expenditures	\$1,464,568	\$1,537,700	\$1,587,700	\$1,635,331	\$1,684,391	\$1,734,923	\$1,786,970
Revenues generated	-	-	-	-	-	-	-
Net Operating Costs	\$1,464,568	\$1,537,700	\$1,587,700	\$1,635,331	\$1,684,391	\$1,734,923	\$1,786,970
Staffing (FTEs)	0.28	0.28	0.28	0.28	0.28	0.28	0.28
Cost per capita	\$23.66	\$24.41	\$24.69	\$24.97	\$25.25	\$25.52	\$26.29

Description and Primary Activities

- Provide access to information through a variety of programs and resources (books, audio tapes, movies and music) that are geared for all ages
- Connect people to the world of information and ideas
- Provide general facility maintenance with adherence to safety, healthy and regulatory controls
- Provide outreach programs, services and literacy initiatives



Outputs and Outcomes

	2011	2012
Hours of Operation	3,116	3,116
Items Borrowed	423,198	398,484
Library Visits	198,644	197,290
PoCo Residents with Cards	17,548	17,039
Programs Presented	374	476
Program Attendance	13,471	16,372
Reference Questions	16,457	16,372
Staff Hours	23,140	23,140



	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Personnel & benefits	\$357,924	\$429,175	\$394,600	\$406,438	\$418,631	\$431,190	\$444,126
Equipment	132,636	201,400	176,700	182,001	187,461	193,085	198,877
Utilities	29,402	34,000	34,400	35,432	36,495	37,590	38,718
Material & supplies	(131,592)	(187,100)	(168,500)	(173,555)	(178,762)	(184,124)	(189,648)
Contracted services	49,405	92,800	79,400	81,782	84,235	86,763	89,365
Purchases	444	-	-	-	-	-	-
Total expenditures	\$438,219	\$570,275	\$516,600	\$532,098	\$548,061	\$564,503	\$581,438
Revenues generated	(60,631)	(78,500)	(65,000)	(65,650)	(66,307)	(66,970)	(67,639)
Net Operating Costs	\$377,588	\$491,775	\$451,600	\$466,448	\$481,754	\$497,533	\$513,799
Staffing (FTEs)	6.28	6.28	6.28	6.28	6.28	6.28	6.28
Cost per capita	\$6.10	\$7.81	\$7.02	\$7.12	\$7.22	\$7.32	\$7.56

Description and Primary Activities

- Coordinate the development and delivery of arts/ culture related programming and services in the community
- Open 7 days a week, the customer service function includes registration, information, and Ticketmaster sales
- Works with a variety of community organizations including "Friends of Leigh Square" and the Port Coquitlam Business Improvement Association, etc
- Facilitating and operating Leigh Square's amenities including the Bandshell, Sculpture Yard, Gathering Place and Outlet
- Maintenance, custodial care and security of aforementioned amenities
- Delivery and facilitation of programs and services in the Arts Village and off-site locations
- Works with Community Cultural Development Committee to fulfill the vision of the Cultural Policy and Plan
- Provide program registration, answer customer inquiries and process admissions for various activities
- Provide space for community room rentals

Outputs and Outcomes

	2011	2012
Hours of Operation	5,766	5,694
Registrations	446	1,101
Admissions	15,114	24,310
Customer Service Hours	5,359	5,367
Ticketmaster Transactions	18,024	15,735



	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Personnel & benefits	\$188,714	\$205,486	\$201,000	\$207,030	\$213,241	\$219,638	\$226,227
Equipment	32,218	53,500	53,600	55,208	56,864	58,570	60,327
Utilities	29,895	28,700	28,700	29,561	30,448	31,361	32,302
Material & supplies	(26,665)	(26,200)	(27,900)	(28,737)	(29,599)	(30,487)	(31,402)
Contracted services	9,077	7,900	7,900	8,137	8,381	8,633	8,892
Total expenditures	\$233,239	\$269,386	\$263,300	\$271,199	\$279,335	\$287,715	\$296,346
Revenues generated	(49,854)	(76,900)	(59,100)	(59,691)	(60,288)	(60,891)	(61,499)
Net Operating Costs	\$183,385	\$192,486	\$204,200	\$211,508	\$219,047	\$226,824	\$234,847
Staffing (FTEs)	2.83	2.83	2.83	2.83	2.83	2.83	2.83
Cost per capita	\$2.96	\$3.06	\$3.18	\$3.23	\$3.28	\$3.34	\$3.45

Description and Primary Activities

- Two outdoor pools and two learner pools provide recreational swimming opportunities for patrons and swim clubs/teams
- Drop-in and registered swim programs including aquatic leadership programs
- Provide rental opportunities for public usage
- Low cost opportunities for family orientated activities (free admission to learner pools)
- Provide general facility maintenance and custodial care to all outdoor pools and the surrounding areas
- Provide building management, risk assessments, preventative maintenance and repairs

Outputs and Outcomes

	2011	2012
Hours of Operation (outdoor)	1,064	1011
Registrations	400	326
Admissions	10,000	10,025
Hours of Operation (learner)	1093	1226
Admissions	10,000	12,268



POLICING

Claude Wilcott
Officer in Charge
Main Detachment Office
2986 Guildford Way, Coquitlam



PUBLIC SAFETY BUILDING | POLICE CONTRACT

Overview

The Coquitlam RCMP team serves a jurisdiction that includes the villages of Anmore and Belcarra as well as the cities of Coquitlam and Port Coquitlam—a permanent resident population of more than 185,000 people that is augmented by the thousands who visit our area every day for business and recreation.

Our operations and our decisions are guided by a service delivery model that uses three inter-related approaches to policing and public safety—strategic/proactive, regional/integrated, reactive/response-oriented—to help us achieve our strategic outcomes of creating safe, secure communities; building a strong organization; and practicing strategic service delivery.

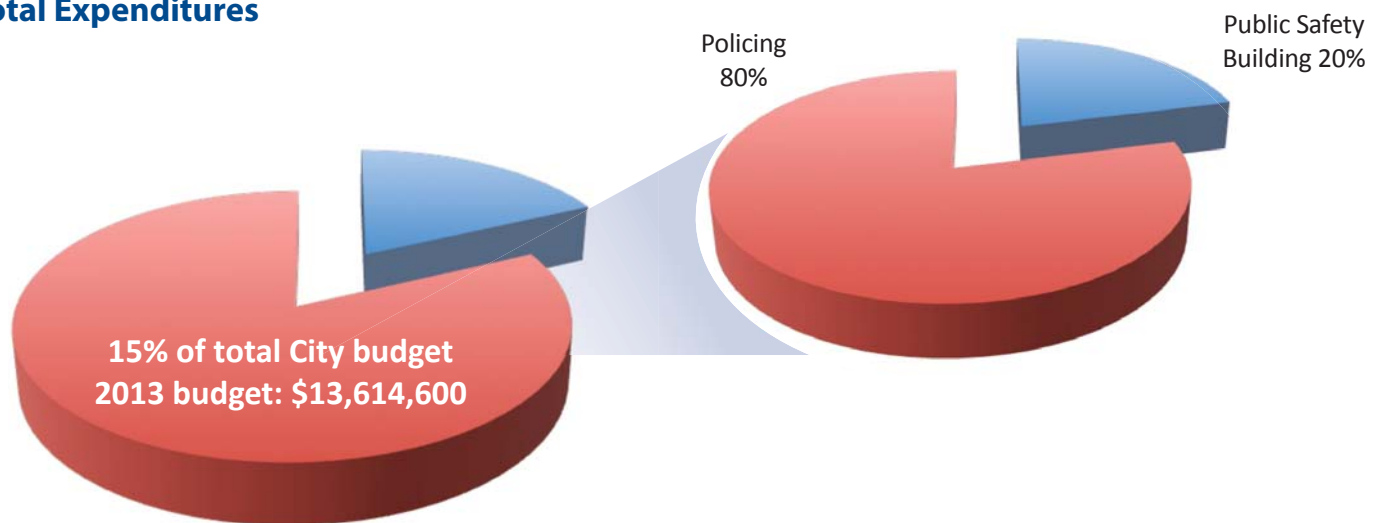
From 24/7 emergency response and criminal investigations; to crime reduction, community engagement and partnerships our team is always working to become more effective and deliver top quality police services that help make Port Coquitlam a happy, vibrant, safe community of engaged residents and thriving businesses.

In 2012, the Coquitlam RCMP consisted of 211 regular members (RMs), 98.33 FTE municipal employees (MEs) and



more than a thousand volunteers all working under the direction of an integrated leadership team comprised of senior RCMP officers and civilian managers. It also provides funding for Lower Mainland District Integrated Services such as Integrated Forensic Identification Services (IFIS), Integrated Police Dog Service (IPDS) and Integrated Collision Analysis and Reconstruction Service (ICARS).

Total Expenditures



Policing

	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Revenues						
Policing	\$(727,000)	\$(463,100)	\$(467,731)	\$(472,408)	\$(477,132)	\$(481,904)
Revenues Total:	\$(727,000)	\$(463,100)	\$(467,731)	\$(472,408)	\$(477,132)	\$(481,904)
Expenditures						
Public Safety Building	\$2,491,000	\$2,714,500	\$2,850,225	\$2,992,736	\$3,142,373	\$3,299,492
Policing	10,255,605	10,900,100	11,445,105	12,017,360	12,618,228	13,249,140
Expenditures Total:	\$12,746,605	\$13,614,600	\$14,295,330	\$15,010,097	\$15,760,601	\$16,548,631
Net Operating Costs	\$12,019,605	\$13,151,500	\$13,827,599	\$14,537,688	\$15,283,469	\$16,066,728
\$ Change from previous year		1,131,895				
% Change		9.42%				
Property Tax Impact		2.20%				

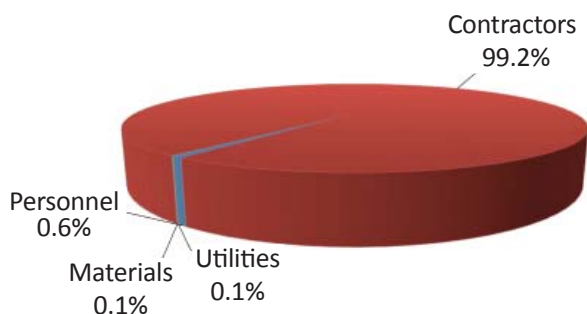
	2012 FTE	2013 FTE	2014 FTE
Staffing Level			
Full-Time Equivalent Positions (FTE) at beginning of the year			
- RCMP Officers funded	63	65	65
- Civilian Support staff	32.3	32.3	32.3

Changes in net operating budget from 2012 are primarily due to:

		% change
Inflation of Materials/Contracts	\$584,295	3.59%
Change in Revenue	263,900	-36.30%
Service Enhancements	283,700	2.23%
	\$1,131,895	



Expenditures by Type



Policing

Performance

2012 Results

- **Strong organization > Strengthen supervision:** Our Operational Communications Centre (OCC) management team designed and implemented a Quality Assurance Review (QAR) to ensure the public is receiving top quality service when reporting crime and suspicious activity. The QAR revealed that the OCC team is working at 94% accuracy and helped identify areas for staff training and development in 2013.
- **Strong organization > Strengthen employee engagement:** We have developed an internal survey program to gather feedback and increase consultation with staff. Implementation will begin in T-3 and continue throughout 2013.
- **Safe, secure communities > Reduce collisions:** We increased enforcement of distracted driving legislation by more than 100% over 2011 levels. However, enforcement of impaired driving decreased province-wide as well as locally due to the revocation of the Immediate Roadside Prohibition (IRP) program in December 2011. The IRP program was re-introduced in June 2012 and enforcement levels are rebounding. Injury and fatal collisions are up slightly over 2011, however, collisions related to alcohol and/or drug impairment are down.
- **Safe, secure communities > Reduce crime:** Within the City of Port Coquitlam, Break & Enter Business activity was more than 14% lower than 2011 levels. However, activity in all other crime reduction signal crimes in Port Coquitlam was higher than 2011 levels: Robbery (+52%), Break & Enter Residence (+44%), Break & Enter Other (+42%), Theft of Vehicle (+34%), Theft from Vehicle (+11%). (Note: YTD as of September 30, 2012)
- **Strategic service delivery > Strengthen client service:** We have developed an external survey program to gather feedback from the general public, Front Counter customers, contract partners and community stakeholders. Implementation of the survey plan will begin in T-3 and continue throughout 2013.
- **Strategic service delivery > Strengthen community engagement:** In Spring 2012 we began development of a detachment social media strategy. We began implementing the strategy in April. As of fall 2012, the @cqrcmp handle on Twitter had more than 1,100 followers and a Klout score in the mid-50s. The Communications & Public Affairs Team is currently working on establishing goals, initiatives and metrics for 2013.

Indicators

Crime Rate

	2008 Actual	2009 Actual	2010 Actual	2011 Actual
Port Coquitlam	79	67	68	66
Metro Van Municipalities > 15,000	86	81	75	71
BC Municipalities > 15,000 population	95	90	84	73

Total Criminal Code Offenses

Port Coquitlam	4,383	3,796	3,909	3,807
Metro Van Municipalities > 15,000	193,105	186,055	177,002	168,513
BC Municipalities > 15,000 population	323,114	313,897	296,946	281,334

Case Load per Officer

Port Coquitlam	68	60	58	57
Metro Van Municipalities > 15,000	57	53	50	47
BC Municipalities > 15,000 population	64	60	56	53

Cost per Capita

Port Coquitlam	\$171	\$168	\$181	\$194
Metro Van Municipalities > 15,000	\$235	\$245	\$251	\$261
BC Municipalities > 15,000 population	\$229	\$239	\$245	\$240

Population: Officer

Port Coquitlam	869	896	857	839
Metro Van Municipalities > 15,000	669	654	667	669
BC Municipalities > 15,000 population	672	664	668	724

Policing

2013 Challenges

- Adapting to provincial legislative and regulatory changes (e.g., those introduced in 2012 by the new Independent Investigations Office, and those that will be forthcoming from the final report from the Missing Women Commission of Inquiry, which is due November 2012) requires additional resources to support new accountability processes, operational and office equipment as well as the training and supervision needed for successful and sustainable implementation.
- Providing a seamless police service to four communities while balancing the priorities and expectations of two municipal contract partners.
- Managing the impacts of RCMP policies & decisions. For instance, incorporating E Division and Treasury Board policies with respect to social media, website accessibility and public opinion research into our plans to enhance community engagement, stakeholder relations and client services.
- In response to three years of minimal and uncoordinated increases in civilian and police resources, we have had to shift resources away from the “strategic & proactive” area of the comprehensive service delivery model to support core policing services in the “reactive & response-oriented” area. The impact of that shift can be seen in the 2012 Results section under “Safe Secure Communities > Reduce Crime”. If the resource trend continues, we expect the future outcomes to include further increases in calls for service and criminal activity in the city of Port Coquitlam, a loss of the gains achieved through the Crime Reduction Strategy and, eventually, an increase in the city’s crime rate.

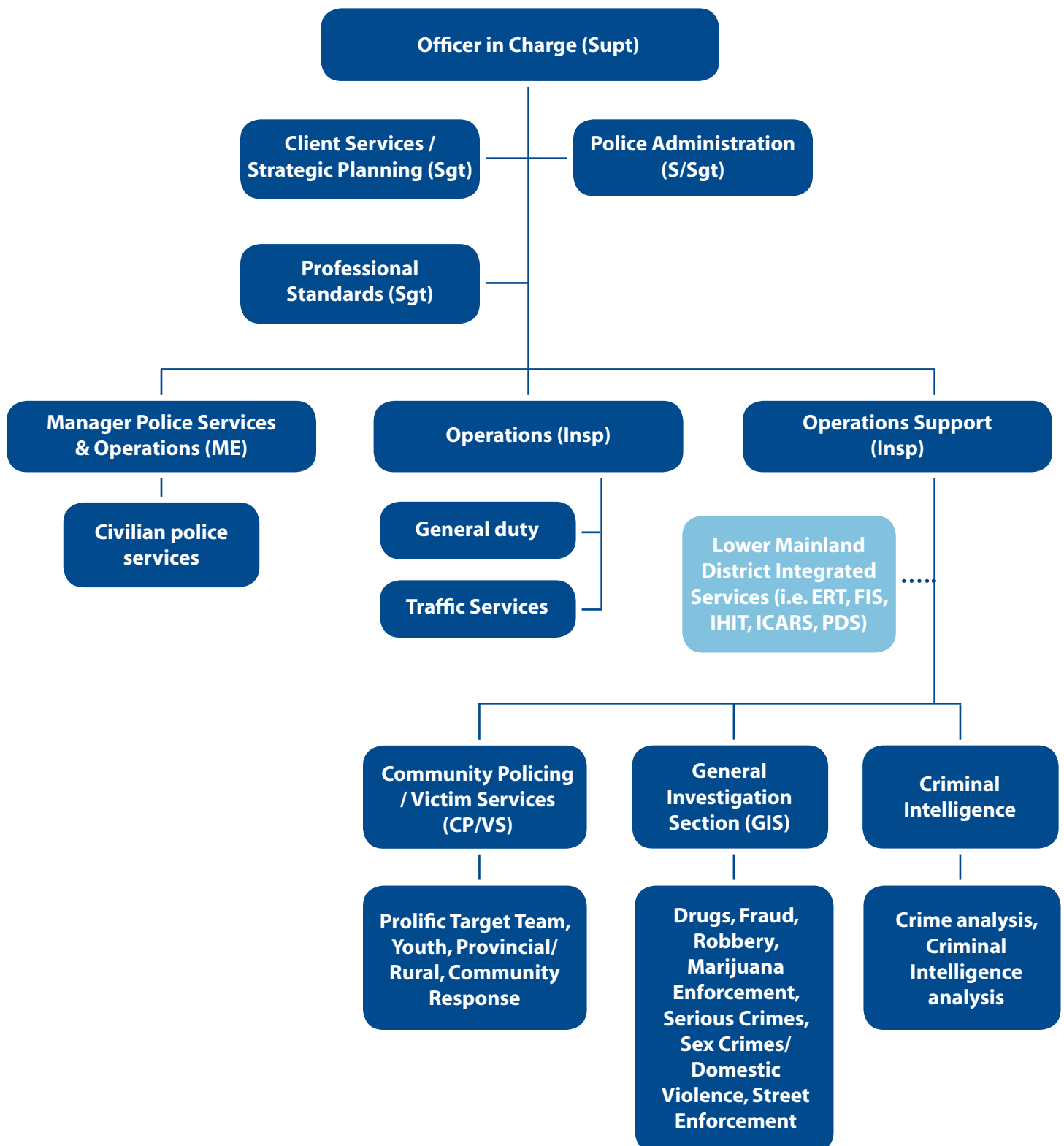
2013 Goals and Major Projects

- Reduce the resource impact of “non-crime” calls for service by implementing programs, partnerships and strategies to proactively address issues related to the Mental Health Act, graffiti vandalism, management of high risk youth and missing persons, and crime prevention for local business.
- Continue to reduce fatalities and injuries on local roads through enforcement and education campaigns targeting high frequency/high risk behaviours by drivers, pedestrians and other road users.
- Ensure the continued success of our Crime Reduction Strategy by updating our activity tracking mechanisms and our approach to offender management.
- Work with municipal contract partners in the cities of Coquitlam and Port Coquitlam to support the accountability and communications provisions of the RCMP contract signed in 2012.
- Enhance community engagement by implementing initiatives focused on public and stakeholder surveys, customer service feedback, volunteer management and expanding use of social media.
- Enhance call centre customer service, data quality and operational supervision by developing Quality Assurance Review processes for these areas.
- Develop a coordinated employee engagement strategy that includes awards and recognition, mandatory and optional staff development as well as robust feedback and consultation mechanisms.



Policing

Organization Chart



	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Contracted services	\$2,671,127	\$2,491,000	\$2,714,500	\$2,850,225	\$2,992,736	\$3,142,373	\$3,299,492
Total expenditures	\$2,671,127	\$2,491,000	\$2,714,500	\$2,850,225	\$2,992,736	\$3,142,373	\$3,299,492
Revenues generated	-	-	-	-	-	-	-
Net Operating Costs	\$2,671,127	\$2,491,000	\$2,714,500	\$2,850,225	\$2,992,736	\$3,142,373	\$3,299,492
Staffing (FTEs)	32.3	32.3	32.3	32.3	32.3	32.3	32.3
Cost per capita	\$43.15	\$39.54	\$42.22	\$43.51	\$44.87	\$46.22	\$48.54



Description and Primary Activities

The City incurs approximately one third of the operational costs for the Public Safety Building at 2986 Guildford Way, Coquitlam.

The Main Detachment Public Safety Building is reaching capacity and expansion or additional space in another location will be required as the city grows and more officers are required.

	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Personnel & benefits	\$74,809	\$79,100	\$80,600	\$84,630	\$88,862	\$93,305	\$97,970
Equipment	118	-	-	-	-	-	-
Utilities	6,898	11,500	11,700	12,285	12,899	13,544	14,221
Material & supplies	20,675	9,500	9,700	10,185	10,694	11,229	11,790
Contracted services	8,627,544	10,149,705	10,792,200	11,331,810	11,898,401	12,493,321	13,117,987
Purchases	2,614	5,800	5,900	6,195	6,505	6,830	7,171
Total expenditures	\$8,732,658	\$10,255,605	\$10,900,100	\$11,445,105	\$12,017,360	\$12,618,228	\$13,249,140
Revenues generated	(849,852)	(727,000)	(463,100)	(467,731)	(472,408)	(477,132)	(481,904)
Net Operating Costs	\$7,882,806	\$9,528,605	\$10,437,000	\$10,977,374	\$11,544,952	\$12,141,096	\$12,767,236
Staffing (FTEs)	63	63	65	65	65	65	65
Cost per capita	\$127.35	\$151.25	\$162.32	\$167.59	\$173.09	\$178.60	\$187.81

Description and Primary Activities

The City of Port Coquitlam contracts the Royal Canadian Mounted Police (RCMP) to provide police services through the Coquitlam RCMP detachment. The City shares municipal police services costs with the City of Coquitlam, resulting in savings for residents of both communities.

The detachment responds to many emergency situations, along with routine calls for service, and provides crime prevention programs with support from our many volunteers. The police officers and staff are dedicated to working with the City, community groups, businesses and individuals to ensure that residents of Coquitlam and Port Coquitlam enjoy safe homes and safe communities.

Community Police

The Coast Meridian Community Police Office is located at 3312 Coast Meridian Road and the Downtown Community Police Office is located at 2581 Mary Hill Road.

The Community Police Stations are part of the RCMP Community Police initiative in Port Coquitlam. Community Police Stations (CPS) enable the police to better serve their community and likewise enables the community to support their police services.



Staffed by community volunteers, the CPS brings the police to the community station where the public may go to address issues within the community. Persons attending the stations may receive assistance in reporting minor offences, assistance dealing with police members, or may obtain information relating to crime prevention and community police concerns. Community Police Offices do not provide emergency services.

WATER

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WATER UTILITY OPERATIONS

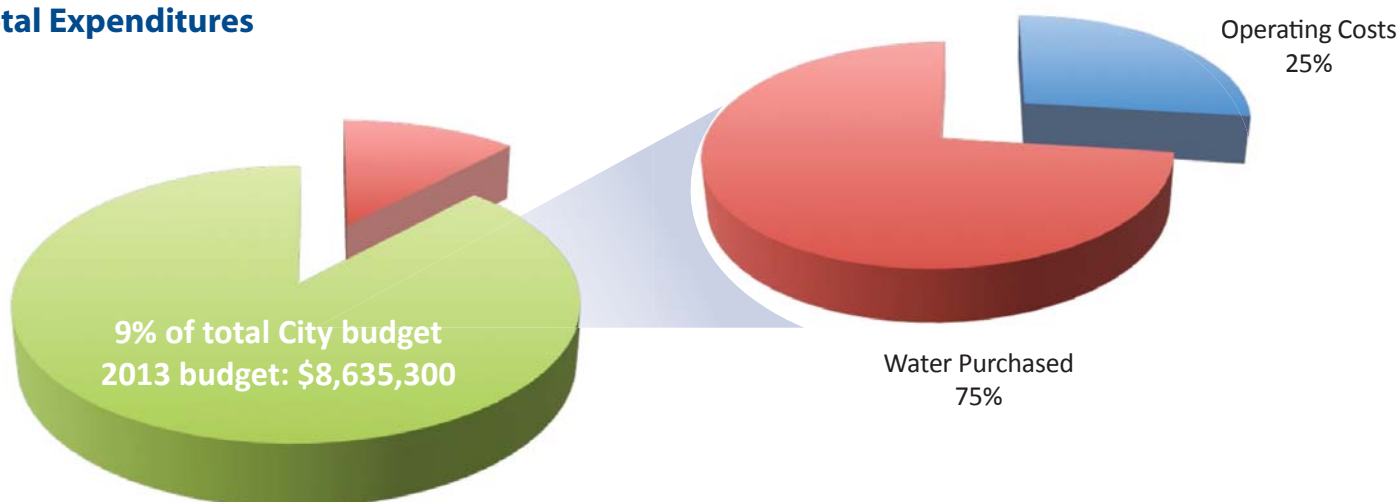
Overview

The Water Utility is an essential service that provides residents and businesses a supply of high quality, potable water, and at flows and pressures suitable for fire protection.

Services provided by the Engineering & Operations Department include:

- Review and process development proposals, subdivision applications, building permit applications, and related agreements, permits and fees, which affect the utility.
- Establish water servicing requirements with developers and determine water DCC fee charges.
- Deliver customer services for the Water Utility including processing applications/payments for Hydrant Use permits, and answering/addressing requests for services and queries from the public.
- Administer the utility's water conservation program, including bathroom fixture rebates.
- Lead and coordinate the City's implementation of its commitment to the Metro Vancouver Drinking Water Management Plan.
- Coordinate the preparation of the Operating Budget for the Water Utility, prepare the capital budget for the Water Utility and administer and manage the delivery of capital and DCC water projects.
- Develop and maintain PoCoMAP, the City's web-based, cross-platform GIS system, to provide the public with water system maps, service connection locations, unidirectional flushing and water pressure zone maps and related information, and as a water utility tangible assets management tool.
- Administer and maintain the City's water supply and distribution system model for long-term planning and upgrading purposes, and to assess the flows and pressures available for fire protection.
- Operate, maintain, repair, service and replace the water distribution system to maintain water quality, supply, water pressure, and fire flows.
- Perform unidirectional flushing of water mains, service fire hydrants and water valves, and make emergency repairs.
- Manage a water-leak/water-loss program to identify losses and undertake repairs or other maintenance.
- Operate, maintain and repair water pump stations including emergency generators, water pumps, pressure regulation and valve systems, and water meters for industrial, commercial and institutional users.
- Operate a water quality sampling program to ensure a high standard of water quality.
- Install services for residential, institutional and commercial customers.
- Install and maintain water meters for ICI customers.
- Complete and submit an annual water quality report to the Fraser Health Authority.

Total Expenditures



Water

	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Revenues						
Interest revenue	\$(63,200)	\$(63,873)	\$(64,600)	\$(65,300)	\$(66,000)	\$(66,700)
Utility Rate Levies	(9,657,200)	(10,321,176)	(10,830,900)	(11,531,200)	(12,196,100)	(12,963,500)
Revenues Total:	\$(9,720,400)	\$(10,385,049)	\$(10,895,500)	\$(11,596,500)	\$(12,262,100)	\$(13,030,200)
Expenditures						
Water Purchased	\$5,854,000	\$6,468,200	\$7,043,870	\$7,769,388	\$8,274,399	\$8,655,021
Water Utility operating costs	2,252,800	2,167,100	2,198,930	2,242,212	2,262,901	2,303,279
Expenditures Total:	\$8,106,800	\$8,635,300	\$9,242,800	\$10,011,600	\$10,537,300	\$10,958,300
Net Operating Costs	\$(1,613,600)	\$(1,749,749)	\$(1,652,700)	\$(1,584,900)	\$(1,724,800)	\$(2,071,900)
Capital Expenditures from current rates	1,613,600	1,749,749	1,652,700	1,584,900	1,724,800	2,071,900
Net Water Utility	\$-	\$-	\$-	\$-	\$-	\$-

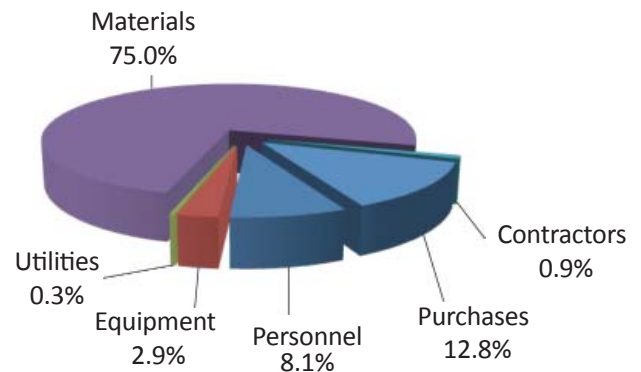
\$ Change from previous year	136,149
% Change	8.44%

	2011 FTE	2012 FTE	2013 FTE
Staffing Level			
Full-Time Equivalent Positions (FTE) at beginning of the year	12.5	12.5	12.5

Changes in net operating budget from 2012 are primarily due to:

		% change
Levy Increase	\$(663,976)	6.83%
Water Purchased	614,200	10.49%
Inflation of Materials/Personnel	185,925	2.29%
	<u>\$136,149</u>	

Expenditures by Type



Water

Performance

2012 Results

- Continued development and implementation of the Land Development software application to track and manage land development, subdivision, and related water system works, permits and applications to provide improved service and internal staff efficiency.
- Provided customer service to a number of customers and developers related to the Water Utility.
- Ongoing implementation of a digital Document and Records Management system within the Department.
- Continued the Bathroom Fixture Replacement Rebate Program to promote water conservation by retrofitting bathrooms to low-flow showerheads and low-flush toilets. Approximately 334 requests were received for the 2012 program.
- Continued development of processes and implementation procedures to enable the City to meet PSAB 3150 reporting requirements for the Water Utility's tangible assets.
- Continued development of processes and implementation procedures to enable the City to meet PSAB 3150 reporting requirements for the Sanitary Sewer Utility's tangible assets.
- Coordinated the preparation of the Operating Budgets for the Water Utility, and prepared the capital budget.
- Coordinated the design and construction of the following projects:
 - Delia Drive from Eastern Drive to Celeste Crescent
 - Celeste Crescent from Western Drive to Audrey Drive
 - Cedar Drive from Chelsea Avenue to Joseph Place
 - Lincoln Avenue from Cedar Drive west to Park (designed only for 2012)
 - Langan Avenue from Kingsway to Taylor Street
- Continued the water main upgrading program based on replacing aging asbestos cement and cast iron pipe materials, which are considered a high risk to cause significant property damage should a main break occur.

Water mains and service connections were replaced on:

- Delia Drive from Eastern Drive to Celeste Crescent
- Celeste Crescent from Western Drive to Audrey Drive
- Cedar Drive from Chelsea Avenue to Joseph Place
- Langan Avenue from Kingsway to Taylor Street
- Repaired the high pressure water main on Pooley Avenue.
- Continued the unidirectional water main flushing program to maintain water quality.
- Continued repairs to existing water mains and service connections as part of the Road Rehabilitation & Capital Works Program.
- Replaced two PRV stations at Westwood/Kitchener and Davies/Hastings.
- Installed a flow monitoring station at Coast Meridian/ Lougheed Highway and on Mason Avenue near Wellington Street to monitor water usage and purchases from Metro Vancouver.
- Installed one auto-flush valve in the Paula Place area to improve water quality.
- Continued the water audit/leak losses management program to reduce water system losses.
- Continued to review and refine tangible asset processes and procedures (PSAB 3150), administrative cost allocations, performance measures, and Water User Fees in conjunction with Finance.
- Implementing a phased, high-pressure water main construction program to ensure adequate fire suppression flows are maintained in the Mary Hill and Citadel Heights neighbourhoods.
- Reviewed the feasibility of an energy recovery system at the Coquitlam Avenue Pressure Reducing Station. The analysis identified a negative benefit/cost ratio.

Indicators and Targets

Efficiency

	2011 Actual	2012 Actual	2013 Target
City operating cost per km water utility	\$10,170	\$9,753	\$10,641*
Metro Vancouver water supply cost per capita	\$82.96	\$88.46	\$101.30*

*does not include labour cost increases

Water

2013 Challenges

- Constrained capital and operating funding to meet the needs and demands of the community, and for the timely upgrading and replacement of water supply infrastructure based on lifecycle costing principles.
- Long project timelines are needed to complete designs, obtain approvals, particularly for environmental approvals, negotiate the acquisition of private lands, and reach agreement on expensive compensation packages.
- Increasing work load demands in Operations and the GIS Mapping section to support tangible asset management and condition reporting requirements (PSAB 3150).
- There is a growing demand for technical expertise and work in a number of areas related to the Water Utility. This is a result of changing legislation and growing body of knowledge.
- Meeting the City's commitments under the Regional Drinking Water Management Plan including water conservation and improved water quality.
- Maintaining the affordability of Water Utility User Fees given that Metro Vancouver water treatment and supply costs are rising at a greater rate than the cost of living.

2013 Goals and Major Projects

- Continue development and implementation of the Land Development software application to track and manage land development, subdivision, and related water system works, permits and applications to provide improved service including a web-based information site for developers, builders and to improve internal staff efficiency.
- Continue implementation of a digital Document and Records Management system within the Department.
- Continue development and implementation of GIS data systems to permit City operations staff to view GIS infrastructure maps and data, and enter maintenance and asset condition information in the field to improve operational efficiency.
- Develop a data conversion interface between the City's Financial Modeling and GIS infrastructure systems to improve the reporting of the Water Utility's tangible assets.
- Complete with the Operations Division the 2013 water main upgrading program based on replacing aging asbestos cement and cast iron pipe materials, which are considered a high risk to cause significant property damage should a main break occur.
- Operate, maintain, repair, service, and replace the sanitary sewer system, including flushing of mains, repairing plugged services, locating and adjusting manholes, repairing and relining sanitary mains and service connections, and locating and examining sanitary inspection chambers.
- Complete and submit the 2012 Water Quality Report
- Complete the 2013 watermain flushing program.
- Complete the 2013 watermain leak detection program
- Assess water quality and improve one neighbourhood.
- Complete the 2013 unidirectional water main flushing program to maintain water quality.
- Continue repairs to existing water mains and service connections as part of the Road Rehabilitation & Capital Works Program.
- Complete the 2013 water audit/leak losses management program to reduce water system losses.
- Continue to review and refine tangible asset processes and procedures (PSAB 3150), administrative cost allocations, performance measures, and User Fee policies in conjunction with Finance.
- Continue the phased high-pressure water main construction program to ensure adequate fire suppression flows are maintained in the Mary Hill and Citadel Heights neighbourhoods.
- Continue improvements to the City's telemetry system.

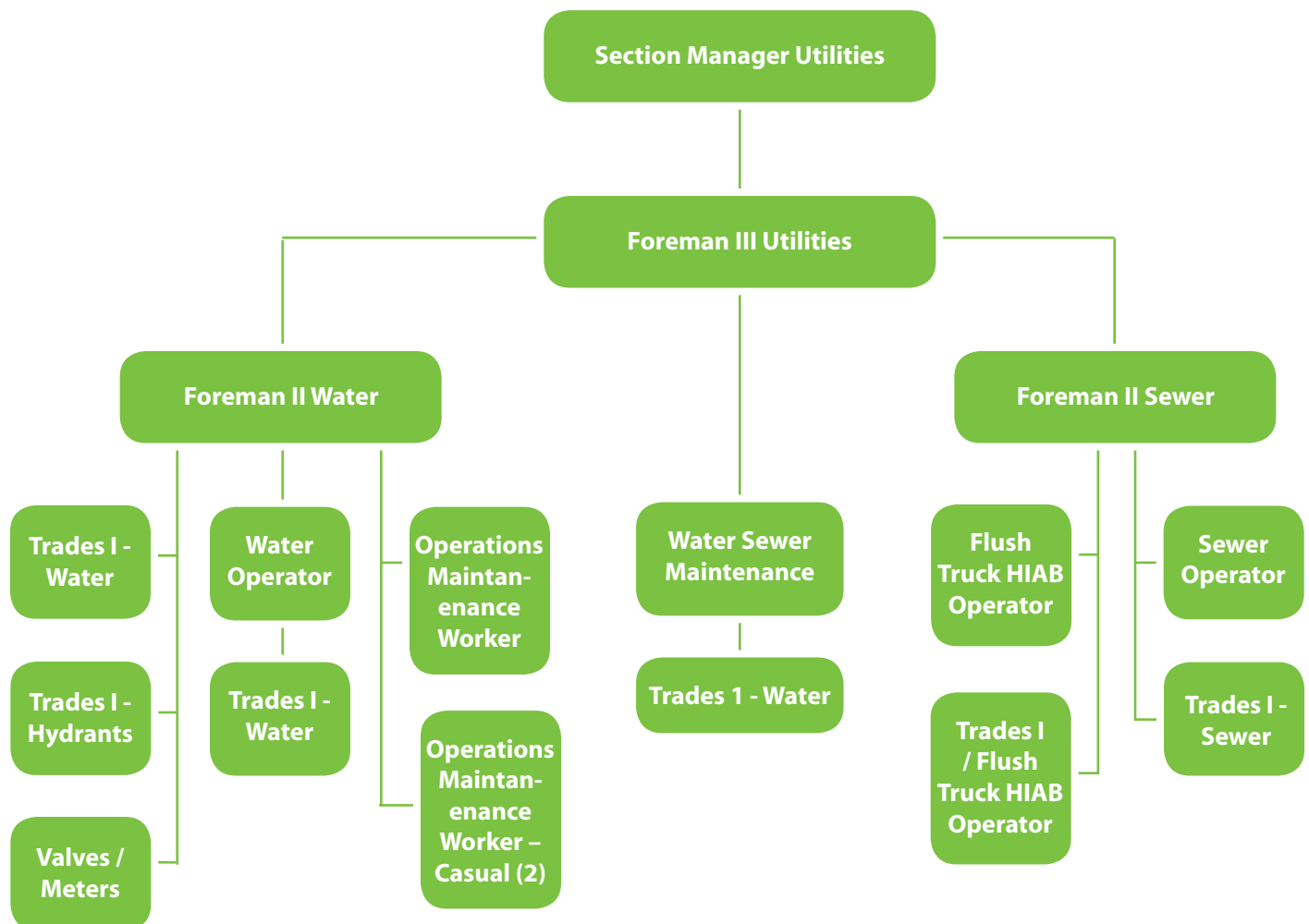
Water

2013 Interdepartmental Initiatives

- Drinking Water Cross Connection Control Program (Building Division)
- Rate setting and all Financial activities (Led by Finance Department)
- Coordination of Information Systems and integration of data acquisition systems (Information Services)



Organization Chart



	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Personnel & benefits	\$556,103	\$705,500	\$705,500	\$720,400	\$735,500	\$751,000	\$766,800
Equipment	181,846	242,500	247,700	253,000	258,300	263,700	269,200
Utilities	22,217	26,600	27,200	27,800	28,400	29,000	29,600
Material & supplies	5,235,050	6,022,300	6,464,300	7,027,200	7,735,600	8,230,000	8,603,700
Contracted services	122,939	20,800	78,700	79,100	94,600	80,100	80,600
Purchases	1,075,300	1,089,100	1,111,900	1,135,300	1,159,200	1,183,500	1,208,400
Total expenditures	\$7,193,455	\$8,106,800	\$8,635,300	\$9,242,800	\$10,011,600	\$10,537,300	\$10,958,300
Revenues generated	(9,151,909)	(9,720,400)	(10,385,049)	(10,895,500)	(11,596,500)	(12,262,100)	(13,030,200)
Net Operating Costs	\$(1,958,454)	\$(1,613,600)	\$(1,749,749)	\$(1,652,700)	\$(1,584,900)	\$(1,724,800)	\$(2,071,900)
Staffing (FTEs)	12.5	12.5	12.5	12.5	12.5	12.5	12.5
Cost per capita	(\$31.64)	(\$25.61)	(\$27.21)	(\$25.23)	(\$23.76)	(\$25.37)	(\$30.48)

Description and Primary Activities

The Water Utility is an essential service provided by the City to provide its residents and businesses with the supply of high-quality, potable water at flows and pressures suitable for residential and business usage, and for fire protection, and related engineering services including liaising with other levels of government, consultants, contractors, staff, special interest groups and the public.

Services include:

- Water system operation, maintenance and repair and emergency services.
- Treatment and supply of potable water (Metro Vancouver charge).

- Unidirectional water main flushing program (33% of system annually).
- Pump station and emergency generator operation, maintenance and repair.
- Implementation of municipal components of Metro Vancouver's Drinking Water Management Plan.
- Management and administration of the Water Utility including budgeting, asset management and reporting, capital programs, land development and building permit reviews, inspections, GIS mapping and survey, record keeping, customer services (front counter, phone, email), requests for service, and general office administration and clerical support.

Outputs and Outcomes

	2011	2012
Budgeted Cost per Capita for Water Purchase	\$125	\$129
Budgeted Cost per Metre for Main Maintenance	\$32,770	\$34,260



SEWER

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SEWER UTILITY OPERATIONS

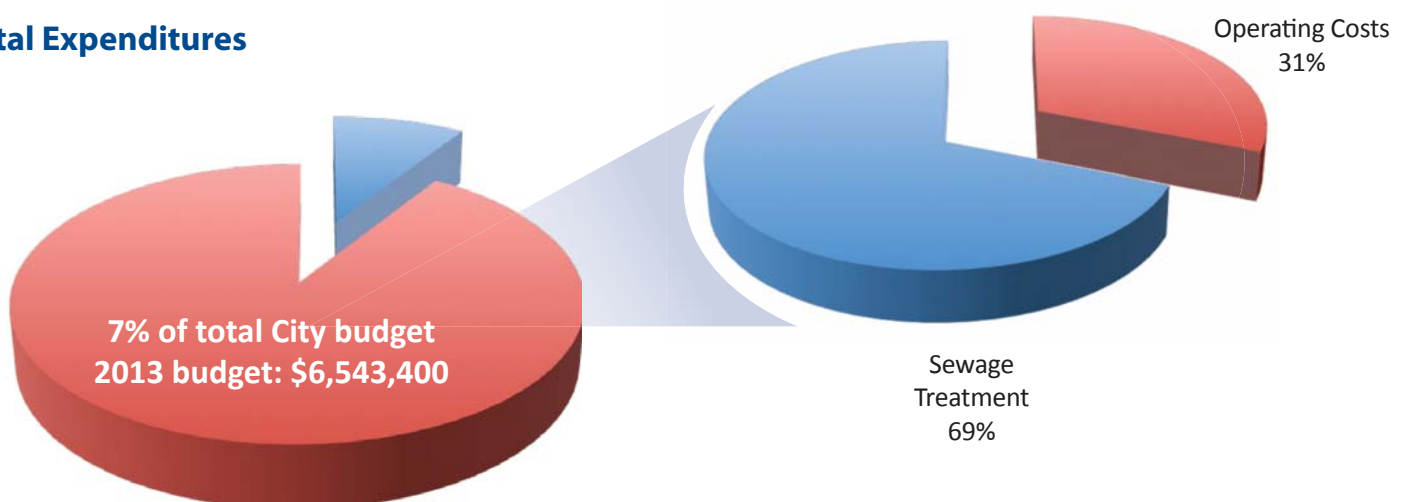
Overview

The Sanitary Sewer Utility is an essential service provided to residents and businesses for the collection and disposal of liquid wastes.

Services provided by the Engineering & Operations Department include:

- Review and process development proposals, subdivision applications, building permit applications, and related agreements, permits and fees, which affect the utility.
- Establish sanitary sewer servicing requirements with developers and determine sewer DCC fee charges.
- Administer and manage the delivery of customer services for the Sewer Utility including processing applications/ payments for Waste Discharge permits, and Requests for Services; answering queries at the Front Counter, and telephone & email requests from residents, builders, developers, contractors, and other interested citizens.
- Develop / maintain the City's sewage collection system model for long-term planning and upgrading purposes.
- Coordinate the preparation of the Operating Budget for the Sewer Utility, prepare the capital budget for the Sewer Utility and administer and manage the delivery of capital and DCC sewer projects.
- Complete the necessary reporting of the Sewer Utility to Metro Vancouver (including annual I/I reports).
- Work interdepartmentally to assess the flows to be discharged to the GVS&DD trunk sewage system and minimize costs.
- Manage the asset management system for the Sewer Utility and lead the I&I program.
- Develop and maintain PoCoMAP, the City's web-based, cross-platform GIS system, to provide the public with sanitary sewer system maps, service connection locations, sewer video maps, and related information, and as a sewer utility tangible assets management tool.
- Operate, maintain, repair, service, and replace the sanitary sewer system, including flushing of mains, repairing plugged services, locating and adjusting manholes, repairing and relining sanitary mains and service connections, and locating and examining sanitary inspection chambers.
- Perform video inspections and smoke detection of mains and service connections to determine conditions and identify deficiencies such as cross connections, groundwater infiltration and inflow blockages and breaks, and to complete emergency repairs as required.
- Operate, maintain and repair sewage lift stations including emergency generators, sewage pumps, mechanical and electrical controls, and telemetry communication systems.
- Install new services for residential, institutional and commercial customers.

Total Expenditures



Sewer

	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Revenues						
Interest revenue	\$(77,000)	\$(77,600)	\$(79,300)	\$(81,000)	\$(82,700)	\$(84,400)
Utility Rate Levies	(7,242,700)	(7,418,400)	(7,654,400)	(8,034,800)	(8,401,900)	(8,801,400)
Revenues Total:	\$(7,319,700)	\$(7,496,000)	\$(7,733,700)	\$(8,115,800)	\$(8,484,600)	\$(8,885,800)
Expenditures						
Sewage treatment charge	\$4,533,000	\$4,514,400	\$4,740,120	\$4,977,126	\$5,225,982	\$5,487,281
Sewer utility operating costs	1,889,200	2,029,000	2,069,280	2,125,374	2,152,318	2,195,319
Expenditures Total:	\$6,422,200	\$6,543,400	\$6,809,400	\$7,102,500	\$7,378,300	\$7,682,600
Net Operating Costs	\$(897,500)	\$(952,600)	\$(924,300)	\$(1,013,300)	\$(1,106,300)	\$(1,203,200)
Capital Expenditures from current rates	897,500	952,600	924,300	1,013,300	1,106,300	1,203,200
Net Sewer Utility	\$-	\$-	\$-	\$-	\$-	\$-

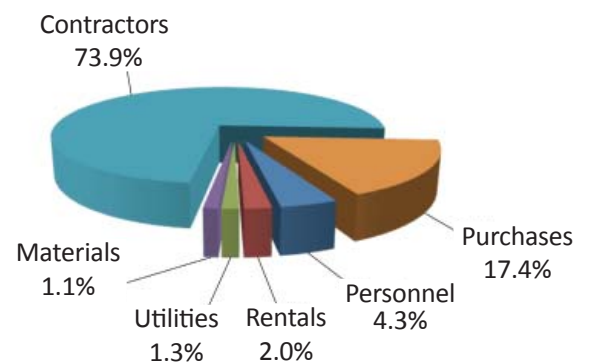
\$ Change from previous year	(55,100)
% Change	6.14%

	2011 FTE	2012 FTE	2013 FTE
Staffing Level			
Full-Time Equivalent Positions (FTE) at beginning of the year	12.5	12.5	12.5

Changes in net operating budget from 2012 are primarily due to:

		% change
Levy Increase	\$(176,300)	2.41%
Sewage Treatment Charge	(18,600)	-0.41%
Increase in Operating Costs	139,800	7.40%
	\$(55,100)	

Expenditures by Type



Sewer

Performance

2012 Results

- Continued development and implementation of the Land Development software application to track and manage land development, subdivision, and related water system works, permits and applications to provide improved service and internal staff efficiency.
- Provided customer service to a number of customers and developers related to the Sewer Utility.
- Ongoing implementation of a digital Document and Records Management system within the Department.
- Reviewed data needs for the development of a sewer model.
- Continued development of processes and implementation procedures to enable the City to meet PSAB 3150 reporting requirements for the Sewer Utility's tangible assets.
- Coordinated the preparation of the Operating Budgets for the Sewer Utility, and prepared the capital budget.
- Completed development of a new, improved sanitary service connection data collection and tracking system based on the City's PoCoMAP GIS.
- Continued development of processes and implementation procedures to enable the City to meet PSAB 3150 reporting requirements for the Sanitary Sewer Utility's tangible assets.
- Coordinated the repairs to the sewer mains and the upgrading of service connections on:
 - Delia Drive from Eastern Drive to Celeste Crescent
 - Celeste Crescent from Western Drive to Audrey Drive
- Completed 200 meters of sanitary main relining.
- Completed the retrofit of Kingsway Sanitary Lift Station with new motors, controllers and piping to ensure continued reliable operation, improve energy efficiency and to minimize operating costs.
- Implemented an update to the Bathroom Fixture Replacement Rebate Program to include a requirement for high-efficiency toilets with a maximum flush volume of 4.8 litres and a minimum waste removal threshold of 500 grams.
- Completed the 2012 sanitary sewer video inspection program to identify and repair failing sections of mains and service connections, which can result in groundwater contamination, and to detect groundwater infiltration and inflow.
- Completed the 2012 Sanitary Sewer Infiltration & Inflow (I&I) pilot study to determine the effectiveness of repair strategies in reducing groundwater contamination.
- Continued to review and refine tangible asset processes and procedures (PSAB 3150), administrative cost allocations, performance measures, and User Fee policies in conjunction with Finance.

Indicators and Targets

Efficiency

	2011 Actual	2012 Actual	2013 Target
City operating cost per km sanitary sewer utility	\$9,642	\$9,752	\$10,253*
Metro Vancouver sewage disposal cost per capita	\$71.76	\$73.84	\$ 72.81*

**does not include labour cost increases*

2013 Challenges

- Long project timelines are needed to complete designs, obtain approvals, particularly for environmental approvals, negotiate the acquisition of private lands, and reach agreement on expensive compensation packages.
- Increasing changes to legislation and technical analyses are requiring increased technical skill levels
- The Ministry has indicated that EOCP requirements for Operator Certified levels will be in place in late 2012.
- Meeting the City's commitments under the Regional Integrated Liquid Waste and Resource Management program including reducing infiltration and inflow on private properties, controlling contaminants at source, and addressing rising treatment costs as well as accommodating growth.
- Maintaining the affordability of Sewer Utility User Fees given that Metro Vancouver sewage treatment and disposal costs are rising at a greater rate than the cost of living.
- Constrained capital and operating funding to meet the needs and demands of the community, and for the timely upgrading and replacement of liquid wastes collection and disposal infrastructure based on lifecycle costing principles

2013 Goals and Major Projects

- Develop a calibrated computer model of the City's sanitary sewer system to ensure sufficient capacity for the future.
- Continue development and implementation of the Land Development software application to track and manage land development, subdivision, and related water system works, permits and applications to provide improved service including a web-based information site for developers, builders and to improve internal staff efficiency.
- Continue implementation of a digital Document and Records Management within the Department.
- Develop a data conversion interface between the City's Financial Modeling and GIS infrastructure systems to improve the reporting of the Sanitary Sewer Utility's tangible assets.
- Continue development and implementation of GIS data systems to permit City operations staff to view GIS infrastructure maps and data, and enter maintenance and asset condition information in the field to improve operational efficiency.
- Prepare and submit the 2012 I&I Report to Metro Vancouver.
- Complete the design and construction of the 2013 capital projects, including coordinating with the Operations Division.
- Complete the 2013 sanitary sewer video inspection program.
- Operate, maintain, repair, service, and replace the sanitary sewer system, including flushing of mains, repairing plugged services, locating and adjusting manholes, repairing and relining sanitary mains and service connections, and locating and examining sanitary inspection chambers.
- Upgrade sanitary sewage lift station (Halifax Pump Station) to ensure continued reliable operation, improve energy efficiency and to minimize operating costs.
- Complete 2013 annual Video Inspection program of sanitary sewer mains and service connections to detect groundwater infiltration and inflow, and complete repairs.
- Complete the 2013 Sanitary Sewer Infiltration & Inflow (I&I) pilot study to determine the effectiveness of repair strategies in reducing groundwater contamination.
- Continue to review and refine tangible asset processes and procedures (PSAB 3150), administrative cost allocations, performance measures, and User Fee policies in conjunction with Finance.
- Ensure that staff training requirements are met for the Ministry requirements.

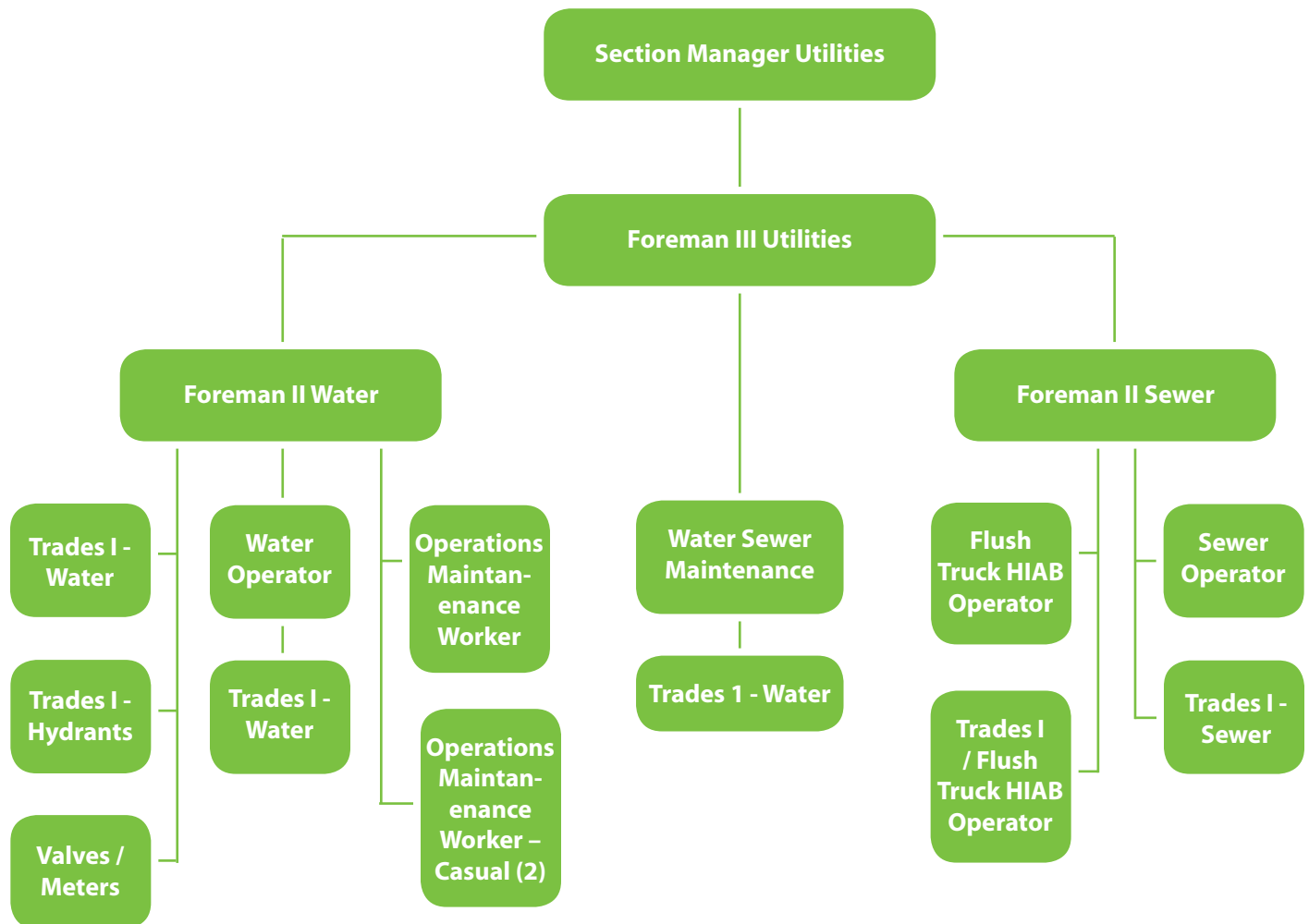
Sewer

2013 Interdepartmental Initiatives and Interdependencies

- Rate setting and all Financial activities (Led by Finance Department)
- Coordination of Information Systems and integration of data acquisition systems (Information Services)
- Source Control Program (Building Division)



Organization Chart



	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Expenditure Summary							
Personnel & benefits	\$249,224	\$275,100	\$275,100	\$280,800	\$286,700	\$292,700	\$298,900
Equipment	89,032	129,700	132,300	135,200	138,000	140,800	143,800
Utilities	49,728	81,600	83,200	85,000	86,800	88,600	90,500
Material & supplies	59,542	69,500	70,900	72,300	73,800	75,300	76,800
Contracted services	4,554,661	4,751,500	4,844,800	5,075,200	5,332,000	5,570,800	5,837,100
Purchases	1,075,300	1,114,800	1,137,100	1,160,900	1,185,200	1,210,100	1,235,500
Total expenditures	\$6,077,487	\$6,422,200	\$6,543,400	\$6,809,400	\$7,102,500	\$7,378,300	\$7,682,600
Revenues generated	(6,958,219)	(7,319,700)	(7,496,000)	(7,733,700)	(8,115,800)	(8,484,600)	(8,885,800)
Net Operating Costs	\$(880,732)	\$(897,500)	\$(952,600)	\$(924,300)	\$(1,013,300)	\$(1,106,300)	\$(1,203,200)
Staffing (FTEs)	12.5	12.5	12.5	12.5	12.5	12.5	12.5
Cost per capita	(14.23)	(14.25)	(14.81)	(14.11)	(15.19)	(16.27)	(17.70)

Description and Primary Activities

The Sewer Utility is an essential service provided by the City to its residents and businesses. This service provides for the collection and disposal of liquid wastes, and related engineering services including liaising with other levels of government, consultants, contractors, staff, special interest groups and the public

Services include:

- Sanitary Sewer System Operation, Maintenance and Repair and Emergency Services
- Treatment and Disposal of Sewage (Metro Vancouver charge)

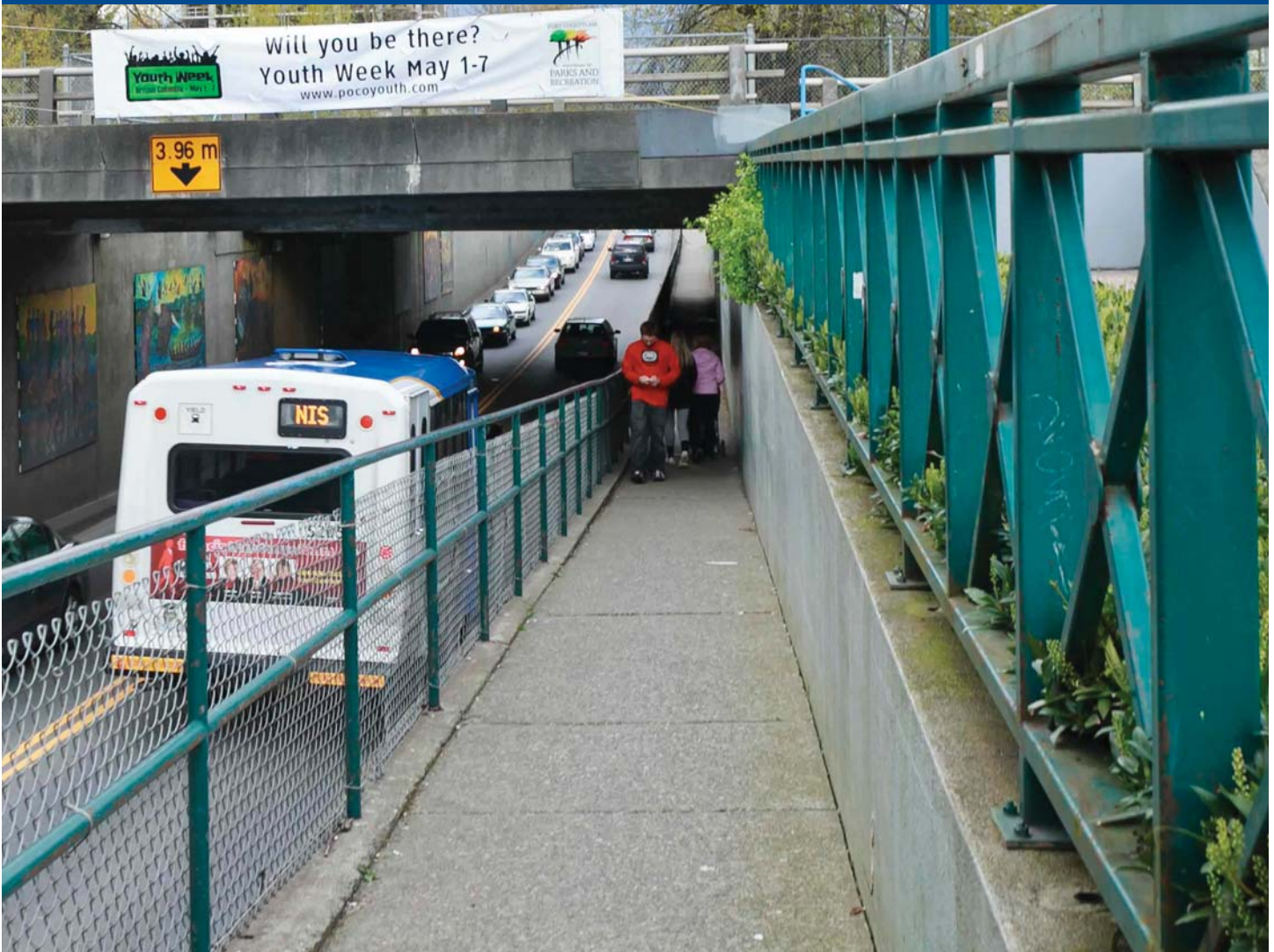
- Annual Sewer Main Inspection and Sewer Main Flushing Program (10% of system annually)
- Sewage Lift Station and Emergency Generator Operation, Maintenance & Repair
- Implementation of components of Metro Vancouver's Integrated Liquid Waste and Resource Management Plan
- Management & Administration of the Sewer Utility including Budgeting, Asset Management and Reporting, Capital Programs, Land Development and Building Permit Reviews, Inspections, GIS Mapping and Survey, Record Keeping, Customer Services (Front Counter, Phone, Email), Requests for Service, and General Office Administration and Clerical Support

Outputs and Outcomes

	2011	2012
Budgeted Cost per Capita for Sewage Disposal	\$102	\$102
Budgeted Cost per Metre for Sewer Maintenance	\$33,310	\$34,310



Capital Program



2013-2017 Capital Program

Introduction

The Capital Program provides for maintenance and replacement of existing capital assets, as well as construction of new public facilities and infrastructure as required within available funds.

The City has defined capital as asset projects owned by the City having useful lives greater than one year and meeting the threshold criteria shown below.

This schedule of capital projects was prepared in consideration of previous public input, the 2012 Financial Plan Guidelines (Appendix A), the 2000 Transportation Plan, the Strategic Plan, and the 2013 Departmental Business Plans. For each year, cost estimates and funding sources have been identified and listed by category of infrastructure and by project.

Capital Requirements

The City's annual infrastructure funding gap is estimated at \$330 million and is growing by approximately \$5.6 million annually. The gap is the difference between the amount the City holds in reserves for infrastructure maintenance and replacement and the efficient amount required to fund these assets as they deplete without incurring debt.

The City also funds projects needed to address expansion requirements as the population grows and that leverages senior government funding when beneficial.

The 2013 Financial Plan guidelines (Appendix A) act as the guiding principles for the corporation and its departments when determining the priority given to necessary capital projects. The goals are that the City work towards full annual funding of operations, maintenance of assets and full life-cycle funding of City infrastructure.

City's Threshold Levels for Capitalization

Asset Category	Threshold
Land	Always capitalize
Land Improvements	\$20,000
Buildings	\$20,000
Building Improvements	\$20,000
Parks Infrastructure	\$20,000
Vehicles, Machinery & Equipment	\$10,000
IT Infrastructure	\$10,000
Water Infrastructure	\$10,000
Sewer & Drainage Infrastructure	\$10,000
Transportation Infrastructure	\$10,000
Construction in Progress	Always capitalize

Capital Expenditure Policy

Items that meet the criteria of capital will be capitalized and then amortized over the useful life of the asset.

Capital is defined as non-financial assets having 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; and
- Are not for sale in the ordinary course of operations.



2013-2017 Capital Program

Total Capital Expenditures by Category and Funding

	2013	2014	2015	2016	2017
CAPITAL PROJECTS					
Equipment	\$1,112,400	\$1,134,900	\$2,001,200	\$1,816,600	\$1,073,800
Transportation Infrastructure	3,245,000	2,430,000	5,105,000	2,030,000	2,180,000
Sanitary Infrastructure	465,300	455,300	440,300	455,300	455,300
Water Infrastructure	1,813,300	1,003,300	988,300	1,003,300	1,003,300
Information Technology Infrastructure	1,145,000	765,000	446,000	475,000	430,000
Parks Infrastructure	1,348,200	894,100	894,100	1,842,800	1,566,800
Buildings	186,500	186,500	186,500	186,500	186,500
Fire	760,000	991,000	62,000	-	990,000
Land	219,940	219,940	219,940	219,940	219,940
Total Capital Projects	\$10,295,640	\$8,080,040	\$10,343,340	\$8,029,440	\$8,105,640
FUNDING SOURCES					
Equipment Reserve - Public Works	\$921,300	\$943,800	\$1,810,100	\$1,625,500	\$882,700
Equipment Reserve - Parks	145,700	145,700	145,700	145,700	145,700
Equipment Reserve - Fire	760,000	991,000	62,000	-	990,000
Special Public Works Reserve	35,000	35,000	35,000	35,000	35,000
Future Capital Reserve- Engineering	1,185,000	1,113,700	1,672,100	920,000	1,070,000
Future Capital Reserve- Parks & Rec	482,300	562,300	562,300	562,300	562,300
Maintenance funds	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Building Maintenance Reserve	186,500	186,500	186,500	186,500	186,500
IT Infrastructure Reserve	1,145,000	765,000	446,000	475,000	430,000
Sewer Reserve	465,300	455,300	440,300	455,300	455,300
Water Reserve	1,813,300	1,003,300	988,300	1,003,300	1,003,300
<i>Subtotal Reserves</i>	<i>\$8,139,400</i>	<i>\$7,201,600</i>	<i>\$7,348,300</i>	<i>\$6,408,600</i>	<i>\$6,760,800</i>
Roads & Drainage DCCs	\$-	\$56,300	\$56,300	\$-	\$-
Parks DCC - Principal	821,940	545,419	545,419	1,431,050	1,204,374
DCC Interest	24,300	16,721	16,721	34,790	30,466
<i>Subtotal DCCs</i>	<i>846,240</i>	<i>618,440</i>	<i>618,440</i>	<i>1,465,840</i>	<i>1,234,840</i>
Cost Sharing	1,060,000	260,000	2,376,600	110,000	110,000
Donations	-	-	-	45,000	-
Grants	250,000	-	-	-	-
<i>Subtotal Cost Sharing/Donations</i>	<i>\$ 1,310,000</i>	<i>\$260,000</i>	<i>\$2,376,600</i>	<i>\$155,000</i>	<i>\$110,000</i>
Total Capital Funding	\$10,295,640	\$8,080,040	\$10,343,340	\$8,029,440	\$8,105,640

2013-2017 Capital Program

Detailed Listing for the Capital Program

Ref #		RP RN NEW*	2013	2014	2015	2016	2017
EQUIPMENT							
C-E01	Engineering & Operations Fleet Replacement	RP	\$921,300	\$943,800	\$1,810,100	\$1,625,500	\$882,700
C-E03	Special Public Works Reserve Projects	RP	35,000	35,000	35,000	35,000	35,000
C-P05	Equipment Replacement	RP	145,700	145,700	145,700	145,700	145,700
C-P06	Projects to be determined	RP	10,400	10,400	10,400	10,400	10,400
	<i>Equipment</i>		\$1,112,400	\$1,134,900	\$2,001,200	\$1,816,600	\$1,073,800
TRANSPORTATION INFRASTRUCTURE							
C-R01	Road Rehabilitation - Capital Improvements	RP	\$2,700,000	\$1,700,000	\$2,700,000	\$1,550,000	\$1,700,000
C-R02	Lane Improvement Program	RP	-	-	-	-	-
C-R03	Local Area Services Program	RN	-	-	-	-	-
C-R05	Traffic & Pedestrian Signal Improvements	RP	190,000	200,000	200,000	250,000	250,000
C-R06	Transportation Infrastructure upgrade	RN	200,000	200,000	200,000	200,000	200,000
C-R07	Shaughnessy Street Pedestrian/Cyclist Underpass	New	125,000	300,000	1,975,000	-	-
C-R24	Intersection Street Lighting Improvements	RN	30,000	30,000	30,000	30,000	30,000
	<i>Transportation Infrastructure</i>		\$3,245,000.0	\$2,430,000.0	\$5,105,000.0	\$2,030,000.0	\$2,180,000.0
SANITARY INFRASTRUCTURE							
C-E02	New Public Works Equipment	New	\$10,000	\$-	\$-	\$-	\$-
C-R03	Local Area Services Program	RN	-	30,000	-	30,000	-
C-S01	Sewer Main Repair at Various Locations	RN	150,000	125,300	140,300	125,300	150,000
C-S02	Sewer Pump Stations Upgrading Program	RN	305,300	300,000	300,000	300,000	305,300
	<i>Sanitary Infrastructure</i>		\$465,300	\$455,300	\$440,300	\$455,300	\$455,300
WATER INFRASTRUCTURE							
C-E02	New Public Works Equipment	New	\$10,000	\$-	\$-	\$-	\$-
C-R03	Local Area Services Program	RN	-	100,000	-	100,000	-
C-W01	Water Mains - Cast Iron and AC Replacements	RP	1,400,000	600,000	600,000	600,000	600,000
C-W02	High Pressure Water Main Construction	RN	403,300	303,300	388,300	303,300	403,300
	<i>Water Infrastructure</i>		\$1,813,300	\$1,003,300	\$988,300	\$1,003,300	\$1,003,300
INFORMATION TECHNOLOGY INFRASTRUCTURE							
C-T01	Servers	RN	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
C-T02	Personal Computers	RP	60,000	60,000	60,000	60,000	60,000
C-T03	Storage	RP	60,000	250,000	60,000	60,000	60,000
C-T04	Network	RP	50,000	50,000	50,000	50,000	50,000
C-T05	Fiber Optic Network	RP	100,000	50,000	50,000	50,000	50,000
C-T06	Software	RP	-	165,000	36,000	65,000	20,000
C-T07	Voice Over Internet Protocol	RP	10,000	10,000	10,000	10,000	10,000
C-T08	Terry Fox Library Wiring	RN	35,000	-	-	-	-
C-T09	Software Cayenta	RN	800,000	150,000	150,000	150,000	150,000
	<i>Information Technology Infrastructure</i>		\$1,145,000	\$765,000	\$446,000	\$475,000	\$430,000
PARKS INFRASTRUCTURE							
C-P01	Park & Playground Upgrades/Renewals	RN	\$371,700	\$264,300	\$264,300	\$1,012,300	\$925,300
C-P02	Athletic Field Upgrades	RN	845,000	498,300	498,300	699,000	510,000
C-P04	Trail Construction & Upgrades	RN	131,500	131,500	131,500	131,500	131,500
	<i>Parks Infrastructure</i>		\$1,348,200	\$894,100	\$894,100	\$1,842,800	\$1,566,800
BUILDINGS							
C-P08	Building Maintenance	RP	\$186,500	\$186,500	\$186,500	\$186,500	\$186,500
	<i>Buildings</i>		\$186,500	\$186,500	\$186,500	\$186,500	\$186,500
FIRE							
C-F01	Fleet replacement	RP	\$700,000	\$960,000	\$62,000	\$-	\$990,000
C-F02	Equipment	RP	60,000	31,000	-	-	-
	<i>Fire</i>		\$760,000	\$991,000	\$62,000	\$-	\$990,000
LAND							
C-P03	Total Land	New	\$219,940	\$219,940	\$219,940	\$219,940	\$219,940
	<i>Land</i>		\$219,940	\$219,940	\$219,940	\$219,940	\$219,940
Total Capital Projects			\$10,295,640	\$8,080,040	\$10,343,340	\$8,029,440	\$8,105,640

* **New** - Capital projects that result in new infrastructure added to the City's asset base.

RP - Capital projects that result in replacing existing infrastructure.

RN - Capital projects that result in both existing infrastructure being replaced and additional capacity/functionality added.

2013-2017 Capital Program

Infrastructure Categories

The City has the following infrastructure:

- 193 km of roadways
- 122 km of sidewalks
- 5 bridge structures
- 1 underpass
- 3007 street lights
- 42 traffic signals
- 29 footbridges
- 958 fire hydrants
- 271 hectares of nature/park
- 178 km of sanitary sewers
- 186 km of storm sewers
- 211 km of watermains
- 2 water pump stations
- 8 storm pump stations
- 16,432 water connections
- 5545 manholes
- 4482 catchbasins
- 47 park sites
- 22 playgrounds
- 43 sportsfields
- trail systems
- 27 sport and tennis courts
- 3 major recreation centres
- City Hall
- 2 Fire Halls
- Operations Centre
- Cemetery

In addition to the above assets there are parks playgrounds and buildings; four outdoor pools; a fleet of maintenance and operating vehicles & equipment; computer equipment; office furniture & equipment; plus a variety of other properties including one-third of the police building, police vehicles and equipment. The useful life of these assets varies from three years to more than seventy.

The City's infrastructure is segmented into the following asset categories:

- Land
- Land Improvements
- Buildings
- Vehicles, Machinery, Equipment
- Water Infrastructure
- Sanitary Infrastructure
- Drainage Infrastructure
- Transportation Infrastructure
- Parks Infrastructure



Category Descriptions

Land

Includes land purchased or acquired for parks and recreation, building sites, infrastructure (roads, dykes, bridges, etc) and other City purposes.

Land Improvements

Includes all long-term improvements to land including parking lots, dykes and environmental compensation works.

Buildings

The replacement cost of buildings owned by the City exceeds \$66 million. These buildings include City Hall, two Fire Halls, Port Coquitlam Recreation Complex, Hyde Creek Recreation Centre, Terry Fox Library, the Gathering Place, the Operations Centre, Simon Fraser Health Unit, the Outlet, the Annex and a number of smaller buildings.

The City uses the Land Sale Reserve as a funding source for the development of Civic Buildings. Expenditures funded from the Land Sale Reserve are repaid with an annual transfer from the general tax levy.

Vehicles, Machinery & Equipment

The City has a fleet of vehicles, shop and technology equipment that assists with delivery of city services to the community. More specifically the City has:

- Fire Equipment – “Quint” fire trucks, fire pumper trucks, a rescue truck and several smaller vehicles.
- Operations Equipment – automated garbage pickup vehicles, dump trucks, backhoes, step vans, welders, trailers, cars and pickups.
- Parks and Recreation Equipment – dump trucks, backhoes, mowers, ice machines and pickups.
- Information Systems Equipment and Software – includes over 200 PCs, servers, printers, storage units and other hardware, plus specialized software packages for municipalities.

The City's Financial Plan includes annual allocations to reserves for each of the equipment groups. Funds allocated to these reserves are from property taxes and utility user fees.

Continued on next page

2013-2017 Capital Program

Infrastructure Categories

Category Descriptions (cont.)

Water Infrastructure

The water distribution system has two components; the Metro Vancouver water system and the City's own distribution system. The City and other member municipalities pay for Metro Vancouver water system operations and capital works through levies imposed by the regional district.

While Metro Vancouver supplies the water, the City distributes it to users throughout the community. Key elements of the City's water distribution system are water mains, valves, hydrants, individual water service connections, water meters, pumping stations and instrumentation.

The initial installation of watermains was in the mid-1960s. With a 70 year projected life, the initial installation will be due for replacement in about 30 years.

To date, only a portion of the water infrastructure costs has been funded through City utility user fees. Funding for the initial water infrastructure systems was through either:

- Senior government grants, which are no longer available;
- City borrowing; and/or
- Property owner funding when new construction takes places.

Current and future infrastructure replacement is expected to be funded through user fees and other sources as they become available.

Sanitary Sewer Infrastructure

Metro Vancouver sewer system takes sewage collected through City sewer mains and transports it to their sewage treatment plant where contaminants are removed. The City pays Metro Vancouver for this service through a charge levied according to the volume of liquid waste Port Coquitlam delivers to the Metro Vancouver.

The City owns and operates the sewage collection system within Port Coquitlam using more than 170 km of sewer mains, ranging from 100 mm to 750 mm in diameter. The City has twenty-three sewage pump stations that keep the flow of sewage moving through the City's mains and into the Metro Vancouver system for treatment.



Similar to the water system, the initial installation of the sewer system was constructed in the mid-1960s. With a 70 year projected life, that initial installation will be due for replacement in about 30 years.

Funding for the replacement of sewer infrastructure is similar to the funding for water replacement and these works are paid using the City's annual sewer utility fees.

Transportation Infrastructure

This category includes road structures, bridges, an underpass, an overpass, sidewalks, bike networks, traffic calming works and traffic signals.

In Port Coquitlam Road Rehabilitation has historically been treated as an operating expenditure and it is not included within the Capital funding envelope.

The life span for Road capital works varies widely depending on asset type.

Drainage Infrastructure

The Drainage system consists of storm mains, individual service connections, eight pump stations, catch basins, culverts and manholes.

The Drainage system was initially built in the mid-1960s. With a 70 year projected life, the initial installations will be due for replacement in 30 years.

Parks Infrastructure

Assets in the Parks Infrastructure section include playground equipment, park fencing, tennis courts, sports fields, underground park sprinkler systems, outdoor pools, the Traboulay PoCo Trail, and other park assets.

2013-2017 Capital Program

Funding Envelopes

Funding envelopes are the annual property tax allocation to capital projects. Directors are responsible for managing the special operating and capital works within their departments. Reserves have been established for specified purposes to provide for longer term capital planning.

Summary Funding Envelopes:

Category	2013 CFE
Roads & Drainage	\$1,983,166
Parking Reserve	29,800
Recreation & Parks	552,989
Building Mtce Reserve	95,778
Artificial Field	84,840
Public Works Eq	955,700
Parks Eq	145,500
Fire Eq	372,600
IS Eq	621,200
General Gov't	5,300
Public Safety Building	33,600
Election	30,000
Water	1,082,303
Sewer	535,253
Total	<u>\$6,528,029</u>

Funding Envelopes are intended to fund all projects, including the City's share of Development Cost Charge projects, with the exception of:

- Major renovations, replacements, new additions to parks, recreation facilities and civic buildings; and
- Bridges, overpasses & underpasses.

Capital and Operating Reserves

The City maintains reserve funds with the objective of setting funds aside to contribute to future capital and special operating expenditures. City reserves include Roads and Drainage, Land Sales, Water, Sewer, Recreation, Equipment, Environment and the Public Safety Building.

Development Cost Charge Reserves

Development Cost Charges (DCCs) are funds acquired from special levies assessed to new developments. The purpose of DCCs is for new development to pay for city services relating to growth.

Debenture Debt Financing

The City currently has \$23.6 million in debt related to funding of the Coast Meridian Overpass Project. The debt incurred in 2010 had an amortization period of thirty years with an interest rate of 4.13%.



2013-2017 Capital Program

Operating Impacts of the Capital Program

When constructing capital projects, there is typically a small portion needed for annual maintenance of the new asset. Below are listings of the operating budget impacts for Capital as a result of the 2013-2017 Improvement Plan.



Ref.		2013	2014	2015	2016	2017
C-P06	Projects to be determined	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
C-R05	Traffic & Pedestrian Signal Improvements	2,200	2,200	2,200	2,200	2,200
Total Engineering		\$3,200	\$3,200	\$3,200	\$3,200	\$3,200
C-T08	Voice Over Internet Protocol	\$1,500	(\$3,250)	(\$3,250)	(\$3,250)	(\$3,250)
C-T09	Financial System Software	75,000	-	-	-	-
Total Corporate Services		\$76,500	(\$3,250)	(\$3,250)	(\$3,250)	(\$3,250)
C-P-01	Parks & Playground Upgrades	\$10,027	\$18,000	\$23,410	\$38,000	\$38,000
C-P-02	Athletic Field Upgrades	9,150	9,150	9,150	15,400	5,000
C-P-04	Trail Construction & Upgrades	5,890	8,890	17,500	5,890	5,890
Total Parks & Rec		\$25,067	\$36,040	\$50,060	\$59,290	\$48,890
Total Operating Impact of Capital		\$104,767	\$35,990	\$50,010	\$59,240	\$48,840

Reference # C-E01

Project: Engineering & Operations Fleet Replacement

	2013	2014	2015	2016	2017	Total
Capital Costs	\$921,300	\$943,800	\$1,810,100	\$1,625,500	\$882,700	\$6,183,400
Funding Sources:						
Public Works Equipment Reserve	921,300	943,800	1,810,100	1,625,500	882,700	6,183,400
Funding Total	\$921,300	\$943,800	\$1,810,100	\$1,625,500	\$882,700	\$6,183,400

Project Description & Estimated Benefits

The City's Operations section operates a City Fleet, which includes the renting, leasing, and ownership of the equipment and vehicles needed to undertake day-to-day operations in an efficient and effective manner. As the equipment and vehicles, which are owned by the City, become too expensive to maintain or become unreliable (and therefore, are not available when needed), these vehicles and equipment are replaced.

In 2013 the City will be extending the in-service life of the Fleet by approximately 2 years where practicable.

This extension will result in a reduction in the transfer to the Public Works Equipment Reserve by approximately \$102,000. The City will continue to monitor the in-service life of the Fleet and will make adjustments as needed.

The efficient, effective operation of the City's Fleet is an integral part of the City's Strategic Plan for a Sustainable Future.

2013-2017 Capital Program

ENGINEERING & OPERATIONS ENGINEERING SERVICES

Reference # **C-E02**

Project: **New Public Works Equipment**

	2013	2014	2015	2016	2017	Total
Capital Costs	\$20,000					\$20,000
Funding Sources:						
Sewer Reserve	10,000	-	-	-	-	10,000
Water Reserve	10,000	-	-	-	-	10,000
Funding Total	\$20,000					\$20,000

Project Description & Estimated Benefits

Specialized and small equipment, which is not available from the City Fleet, and which is needed for Operations to undertake day-to-day operations in an efficient and effective manner, must be replaced or purchased and added to the City's Equipment Replacement list.

For 2013, the City intends to purchase a SCADA monitoring system for the Broadway/Mary Hill Pressure Reducing Valve (PRV) station.

This will allow the City to monitor the volume of water passing through the PRV Station to make flow adjustments to improve the quality of water by reducing the amount of time that the water remains in the City's distribution mains.

This purchase meets the objectives of the City's Strategic Plan for Community Safety and a Sustainable Future.

2013-2017 Capital Program

ENGINEERING & OPERATIONS ENGINEERING SERVICES

Reference # **C-E03**

Project: **Special Public Works Reserve Projects**

	2013	2014	2015	2016	2017	Total
Capital Costs	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000
Funding Sources:						
Public Works Equipment Reserve	35,000	35,000	35,000	35,000	35,000	175,000
Funding Total	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000

Project Description & Estimated Benefits

The City receives a large number of requests from the public for traffic, road and drainage improvements throughout the year. To allow Council to address these concerns in a timely fashion, the interest earned from the Special Public Works Reserve is used to complete these improvements in the current year; otherwise, these projects would be delayed for consideration in a future-year capital budget.

Specific projects for road, and drainage capital improvements requested by residents, are considered and approved by the Transportation Solutions & Operations Committee throughout the year.

Projects requiring funding in excess of \$15,000 from the Special Public Works Reserve are referred to Council for approval.

The ability to react quickly to complete small infrastructure improvements in the current year is an essential part of basic services the City provides to its residents and businesses; and, it forms an integral part of the City's Strategic Plan to provide excellence in Strategic Service Delivery and a Sustainable Future.

Reference # C-R01

Project: Road Rehabilitation – Capital Improvements

	2013	2014	2015	2016	2017	Total
Capital Costs	\$2,700,000	\$1,700,000	\$2,700,000	\$1,550,000	\$1,700,000	\$10,350,000
Funding Sources:						
Future Capital Reserve	700,000	700,000	700,000	550,000	700,000	3,350,000
City/Regional Cost Sharing	1,000,000	-	1,000,000	-	-	2,000,000
Maintenance Funds	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Funding Total	\$2,700,000	\$1,700,000	\$2,700,000	\$1,550,000	\$1,700,000	\$10,350,000

Project Description & Estimated Benefits

This program allows the City to upgrade and/or replace underground utilities and service connections, widen existing pavement, and install standard curb & gutter, catch basins and sidewalks, or replace existing broken “spaghetti” curbing, on selected streets included in the Road Rehabilitation Program.

The program also allows the City to undertake utility and road improvements works in conjunction with new developments where the Developer is improving a portion of the street, and the City wishes to improve the remainder of the street or extend/upgrade existing underground utilities.

Engineering & Operations has received many requests from residents on streets, which are being repaved as part of the Road Rehabilitation program, to upgrade the street to full City standards including widen the pavement, and installing curb & gutter, catch basins, sidewalks, and improved street lighting, at the same time as the road paving work.

The cost of widening the street and installing curb & gutter, catch basins, sidewalk, street lighting, and fibre optics is less if undertaken in conjunction with the Road Rehabilitation program or with a Developer, and the life of the road pavement will be extended with curb & gutter and proper drainage.

This will maintain higher service levels for a longer period of time, and lower the City’s long-term operating and replacement costs.

In addition, undertaking the required works in a planned fashion minimizes the disruption to the neighbourhood residents and businesses, and to motorists and pedestrians.

Locations under consideration for the 2013 Road Rehabilitation Program include:

- Westwood Street from the Lougheed Highway south to Dewdney Trunk Road (50/50 cost sharing with the City of Coquitlam) (Coquitlam completed the design and repairs in 2012 and have scheduled the repaving work for 2013)
- Coast Meridian Road from Riverwood Drive to Grant Avenue (TransLink OMR funding)
- Bell Place, Eastern to End
- Carmen Place, Eastern to End
- Carol Place, Eastern to End
- Clematis Crescent - from Heather, east and north legs of Crescent
- St. Anne from Dorset north to Lincoln (pavement rehabilitation only)
- Pitt River Road - Shaughnessy east to McLean Avenue
- Lincoln Avenue from Cedar Drive west to the Hyde Creek Nature Reserve

The coordination of infrastructure upgrading projects is an integral component of the City’s Strategic Plan for a Sustainable Future.

Reference # C-R03

Project: Local Area Services Program

	2013	2014	2015	2016	2017	Total
Capital Costs	-	\$390,000	-	\$390,000	-	\$780,000
Sewer Reserve	-	30,000	-	30,000	-	60,000
Water Reserve	-	100,000	-	100,000	-	200,000
Future Capital Reserve	-	170,000	-	170,000	-	340,000
Public Cost Sharing/Donations	-	90,000	-	90,000	-	180,000
Funding Total	-	\$390,000	-	\$390,000	-	\$780,000

Project Description & Estimated Benefits

The Transportation Solutions & Operations Committee periodically receive requests for Local Area Services Projects (formerly Local Improvements) from residents who wish to improve their street and lane infrastructure. A Formal Petition must be received and validated before a proposed project can be undertaken. Funding from the Road Rehabilitation Program is used to upgrade the existing portion of the roadway, and water and sewer upgrading, where required, is funded from the respective Utilities.

In general, the scope of work for a Validated project includes the reconstruction the roadway, complete with installation of curb & gutter, a drainage system, and optionally a sidewalk and street lighting, while for lanes, the scope of work includes paving and installation of a drainage system.

This work is undertaken in conjunction with the Road Rehabilitation Program and with the water main

replacement and sanitary sewer main upgrading programs, where necessary, to limit the disruption of the neighbourhood to a single construction period.

One benefit of the Local Area Services program is that it allows residents to raise the City's priority for undertaking infrastructure improvements on their street; otherwise, given the long list of other similar requests, the improvements on their street may not be given a high enough priority for funding within the current 5-Year Capital Plan.

In 2011, a petition for a lane paving and drainage Local Area Service was circulated by a resident for the lane south of the 1900 Block Prairie Avenue.

This program supports the City's Strategic Plan objectives for a Sustainable Future, Economic Strength, Community Well-being, and Strategic Service Delivery.

Reference # C-R05

Project: Traffic & Pedestrian Signal Improvements

	2013	2014	2015	2016	2017	Total
Capital Costs	\$190,000	\$200,000	\$200,000	\$250,000	\$250,000	\$1,090,000
Funding Sources:						
Road DCC - Area No. 1	-	56,300	56,300	-	-	112,600
Future Capital Reserve	180,000	133,700	133,700	190,000	190,000	827,400
City/Regional Cost Sharing	10,000	10,000	10,000	60,000	60,000	150,000
Funding Total	\$190,000	\$200,000	\$200,000	\$250,000	\$250,000	\$1,090,000
Additional Operating Costs						
Personnel	900	900	900	900	900	4,500
Equipment	300	300	300	300	300	1,500
Utilities	-	-	-	-	-	-
Materials	400	400	400	400	400	2,000
Contracting	600	600	600	600	600	3,000
Total Operating Costs	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$11,000

Project Description & Estimated Benefits

The City's Master Transportation Plan provides for the development and improvement of intersections and pedestrian crossings at various locations throughout the City.

Specific intersections where and pedestrian safety may be improved with traffic and/or pedestrian signals, include:

- Shaughnessy Street at Fraser Avenue
- Mary Hill Road at McAllister Avenue (DCC)
- Eastern Drive at Western Drive (DCC)
- Kingsway Avenue at Langan Avenue
- Kingsway Avenue at the Port Coquitlam Transit Centre (Coast Mountain Bus Company)
- Citadel Drive at Confederation Drive

The City's Strategic Plan for Transportation includes improvements for road safety and the movement of pedestrians and vehicles. Most of the identified intersections are identified in the City's Master Transportation Plan and several are eligible for DCC funding.

The program meets the objectives of the City's Strategic Plan for a Sustainable Future, Community Well-being, and Strategic Service Delivery.

Reference # C-R06

Project: Transportation Infrastructure Upgrading Program

	2013	2014	2015	2016	2017	Total
Capital Costs	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Funding Sources:						
Future Capital Reserve	150,000	150,000	150,000	150,000	150,000	750,000
City/Regional Cost Sharing	50,000	50,000	50,000	50,000	50,000	250,000
Funding Total	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000

Project Description & Estimated Benefits

The City's Master Transportation Plan (currently being updated) provides for the development and improvement of the City's transportation network throughout the City.

This program provides for the upgrading/implementation of a wide range of transportation improvements including:

- cost sharing with ICBC for intersection improvements, and other road safety works
- upgrading traffic controllers with video camera and communication technology
- upgrading downtown pedestrian network and corridors consistent with plans
- upgrading pedestrian crosswalk signals with "count-down" and/or audible technology

- undertaking various road safety improvements such as pedestrian crossings with curb bulges
- and other related transportation improvement projects that have an estimated value of \$10,000 or greater.

This program provides for the upgrading/replacement of the City's transportation and traffic infrastructure based on a life-cycle costing basis, and also allows the City to address specific road safety improvements in a timely manner. Specific projects for 2013 and future years will be identified upon completion of the updating of the City's Master Transportation Plan in late 2012.

This program meets the objectives of the City's Strategic Plan for a Sustainable Future, Economic Strength, Community Well-being, and Strategic Service Delivery.

Reference # C-R07

Project: Shaughnessy Street Pedestrian/Cyclist Underpass

	2013	2014	2015	2016	2017	Total
Capital Costs	\$125,000	\$300,000	\$1,975,000	-	-	\$2,400,000
Funding Sources:						
Future Capital Reserve	125,000	100,000	658,400	-	-	883,400
Translink Grant	-	100,000	658,300	-	-	758,300
Provincial Grant	-	100,000	658,300	-	-	758,300
Funding Total	\$125,000	\$300,000	\$1,975,000	-	-	\$2,400,000
Additional Operating Costs						
Personnel	-	-	2,400	-	-	2,400
Equipment	-	-	200	-	-	200
Utilities	-	-	700	-	-	700
Materials	-	-	-	-	-	-
Contracting	-	-	1,200	-	-	1,200
Total Operating Costs	-	-	\$4,500	-	-	\$4,500

Project Description & Estimated Benefits

In the Shaughnessy corridor, north-south connections for pedestrians and cyclists across the CP Rail tracks, are limited to the Shaughnessy Street underpass, and the Troubouley-PoCo Trail underpass, both of which have limited capacity and usage issues. This project provides for the construction of a new mixed-use tunnel for pedestrians and cyclists adjacent to the existing Shaughnessy Street underpass. The proposed new tunnel facility would provide pedestrians and cyclists with a clear width of 4 meters, a clear height of 2.5 meters, LED lighting, and maintain existing cycling/ pedestrian grades.

A preliminary design would be completed in 2013 for use in a public consultation process, obtaining cost sharing grants, and entering into negotiations with CP Rail. Detailed design and tendering will commence in 2014 with construction scheduled for 2015.

The provision of a fully accessible connection for pedestrians and cyclists will accommodate existing demand, and will support increased growth in the both the Downtown area and the Shaughnessy Prairie neighbourhood area.

Reference # C-R11

Project: Maple Creek Pump Station Construction

	2013	2014	2015	2016	2017	Total
Capital Costs	-	-	\$2,500,000	-	-	\$2,500,000
Funding Sources:						
Drainage DCC - Area No. 1	-	-	184,500	-	-	184,500
Future Capital Reserve	-	-	1,815,500	-	-	1,815,500
City/Regional Cost Sharing	-	-	500,000	-	-	500,000
Funding Total	-	-	\$2,500,000	-	-	\$2,500,000
Additional Operating Costs						
Personnel	-	-	900	2,100	-	3,000
Equipment	-	-	300	800	-	1,100
Utilities	-	-	-	-	-	-
Materials	-	-	400	1,100	-	1,500
Contracting	-	-	600	1,300	-	1,900
Total Operating Costs	-	-	\$2,200	\$5,300	-	\$7,500

Project Description & Estimated Benefits

This project provides for the construction of a “fish-friendly” storm water pump station in Maple Creek to address problems with periodic localized flooding along the creek. Funding was approved in the 2008 Capital Budget to develop an integrated watershed management plan for Maple Creek, complete a detailed design, prepare construction drawings, and an updated cost estimate. This project is a continuation of the 1992 Maple Creek Drainage Study.

The City is negotiating with the City of Coquitlam for cost sharing with the current proposal being based on the catchment area and drainage volume contribution. The City is also pursuing Federal/Provincial grants.

Construction is planned for 2015 as the City will need to set aside funds for several years to ensure sufficient funds are available for construction.

This project would satisfy the GVS&DD requirement under their Liquid Waste Management Plan that the City complete integrated watershed management plans of all major watercourses within the City.

This project meets the objectives of the City’s Strategic Plan for a Sustainable Future, Economic Strength, Community Well-being, and Strategic Service Delivery.

Reference # C-R24

Project: Intersection Street Lighting Improvement Program

	2013	2014	2015	2016	2017	Total
Capital Costs	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
Funding Sources:						
Future Capital Reserve	30,000	30,000	30,000	30,000	30,000	150,000
Funding Total	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000

Project Description & Estimated Benefits

In 2011 at the request of Coast Mountain Bus Company, the Transportation Solutions & Operations Committee approved a project to improve the level of street lighting at the Kingsway Avenue/Wilson Avenue intersection, and on the approaches to this intersection, to improve road safety for pedestrians and motorists.

Due to funding constraints this project was phased over two years with phase one to improve the level of street lighting at the intersection being completed in 2011.

This project will complete the second phase of the project to improve the level of street lighting on the approaches to the Kingsway/Wilson intersection.

The ability to react quickly to complete small infrastructure improvements is an essential part of the basic services the City provides to its residents and businesses; and, it forms an integral part of the City's Strategic Plan to improve Transportation, Public Safety, and provide excellence in Strategic Service Delivery.

Reference # C-S01

Project: Sewer Main Repair at Various Locations

	2013	2014	2015	2016	2017	Total
Capital Costs	\$150,000	\$125,300	\$140,300	\$125,300	\$150,000	\$690,900
Funding Sources:						
Sewer Reserve	150,000	125,300	140,300	125,300	150,000	690,900
Funding Total	\$150,000	\$125,300	\$140,300	\$125,300	\$150,000	\$690,900

Project Description & Estimated Benefits

The City's video camera sewer inspection program covers approximately 10% of the City's sanitary sewage collection system network each year. The program, which looks for signs of structural failure, deteriorating condition of the sanitary sewer mains, pipe separation, and infiltration and inflow problems, is funded from a maintenance account.

This program provides for the repairs or replacement of the sanitary sewer mains where significant problems are identified.

In general, sanitary sewer mains installed at a shallow depth are replaced while mains installed at greater depth are re-lined if they have sufficient capacity or replaced using pipe-bursting technology if additional capacity is needed.

This program is a core component of the City's Strategic Plan for a Sustainable Future, Economic Strength, and Community Well-being.

Reference # C-S02

Project: Sewer Pump Station Upgrading Program

	2013	2014	2015	2016	2017	Total
Capital Costs	\$305,300	\$300,000	\$300,000	\$300,000	\$305,300	\$1,510,600
Funding Sources:						
Sewer Reserve	305,300	300,000	300,000	300,000	305,300	1,510,600
Funding Total	\$305,300	\$300,000	\$300,000	\$300,000	\$305,300	\$1,510,600

Project Description & Estimated Benefits

The life of a typical pump station is approximately 20 to 25 years. This program provides for the upgrading and refurbishing of one of the City's 21 sanitary pump stations each year.

Public Works has an ongoing program to upgrade and refurbish the City's sanitary pump stations. This upgrading/refurbishing allows for making structural changes to the pump station, and upgrading the

mechanical, electrical, security, and other systems to ensure the pump station operates efficiently with as little offline time as possible.

For 2012 the program includes the upgrading of the Halifax sanitary pump station.

This project meets the objectives of the City's Strategic Plan for a Sustainable Future, Economic Strength, and Community Well-being.

Reference # C-W01

Project: Water Mains – Cast Iron & AC Replacements

	2013	2014	2015	2016	2017	Total
Capital Costs	\$1,400,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,800,000
Funding Sources:						
Water Reserve	1,400,000	600,000	600,000	600,000	600,000	3,800,000
Funding Total	\$1,400,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,800,000

Project Description & Estimated Benefits

The program consists of upgrading or replacing older and under-sized asbestos cement (AC) and cast iron water mains as these mains typically fail with a catastrophic break that results in excessive damage to private and City property, with mains located on steep slopes or having a history of breaks, given priority.

In addition, the program includes the installation of new mains where the water distribution network needs additional connections to ensure adequate flow to maintain water quality and for fire protection.

This program would be undertaken in conjunction with the Pavement Rehabilitation Program, and other Capital projects, wherever possible.

Locations under consideration for upgrading/ replacement in 2013 include:

- Burns Road
- Bell Place from Eastern Drive to Cul-de-Sac
- Carmen Place from Eastern Drive to Cul-de-Sac
- Carol Place from Eastern Drive to Cul-de-Sac
- June Crescent from Elinor Crescent to Elinor Crescent
- Gloria Drive from Western Drive to Elinor Crescent
- Lincoln Avenue from Cedar Drive west to the Hyde Creek Nature Reserve

This project meets the objectives of the City's Strategic Plan for a Sustainable Future, Economic Strength, and Community Well-being.

Reference # C-W02

Project: High Pressure Water Main Construction

	2013	2014	2015	2016	2017	Total
Capital Costs	\$403,300	\$303,300	\$388,300	\$303,300	\$403,300	\$1,801,500
Funding Sources:						
Water Reserve	403,300	303,300	388,300	303,300	403,300	1,801,500
Funding Total	\$403,300	\$303,300	\$388,300	\$303,300	\$403,300	\$1,801,500

Project Description & Estimated Benefits

During the 2009 Water Model Calibration study, the City's consultant identified a concern regarding potential low water pressures in the Mary Hill and Citadel Heights neighbourhoods, which would limit water supply for fire suppression purposes. The consultant recommended installation of a new high pressure water main from the Metro Vancouver's water supply main in Lions Park to the City's Penny Lane pump station and to the existing high pressure main on Langan Avenue.

In addition, the existing high pressure main on Kingsway/Langan/Connaught has had several breaks, and needs to be replaced.

This project provides for the design and phased construction of new and replacement high pressure water mains to ensure reliable water supply to the Mary Hill and Citadel Heights neighbourhoods.

This project would be undertaken in conjunction with the Pavement Rehabilitation Program, and other Capital projects, wherever possible.

This project meets the objectives of the City's Strategic Plan for a Sustainable Future, Economic Strength, and Community Well-being.

Reference # C-T01

Project: Servers

	2013	2014	2015	2016	2017	Total
Capital Costs	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
Funding Sources:						
IS Capital Reserve	30,000	30,000	30,000	30,000	30,000	150,000
Funding Total	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000

Project Description & Estimated Benefits

Replacement funding for the City's servers. Over the last couple of years the City has dramatically reduced the number of physical servers in the Computer Room from more than 40 servers, down to 22 servers. Five of these servers run 36 Virtual computers in a shared configuration. A further 17 servers run a traditional single operating system application server.

The move to virtual servers will continue as the City consolidates the remaining machines into new shared units. Virtualization is reducing the overall requirement for hardware. Hence, the server allowance is decreasing (or holding steady). Operational costs are declining slightly and the promise of Cloud computing may reduce these costs further.

Servers need to be replaced as the equipment ages and becomes unsuitable for the task. The only alternatives to this are attempting to prolong the life of old equipment, stop doing the particular activity the server supports or outsourcing the function to a third party supplier who provides the servers through a remote server farm. It should be noted that the capital for servers varies from year to year with some years being slightly higher than the budget and some years being slightly lower. If servers can be recommissioned with a less demanding task then this is done, thus preserving the useful life of the server for an additional year or two. Unix servers have now been phased out of the City's systems.

We anticipate a small pool of 2 servers will allow the 6 servers in our DMZ to be virtualized in 2013.

Reference # C-T02

Project: Personal Computers

	2013	2014	2015	2016	2017	Total
Capital Costs	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
Funding Sources:						
IS Capital Reserve	60,000	60,000	60,000	60,000	60,000	300,000
Funding Total	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000

Project Description & Estimated Benefits

Replacement funding for the City's existing 350 PC's at \$1,000 each. Estimate a working life of 4 to 5 years per PC with approximately 60 PC's per year needing to be replaced.

It should be noted that the number of desktop computers goes up by approximately 10 each year.

We may need a slightly higher number of new computers in 2013 as the Windows 8 systems roll out (if we adopt it in 2013).

The emergence of tablet PC's and iPads may change these numbers. The useful life will also need to be determined as time goes on. I estimate that tablets will have a 2 to 3 year useful life.

Reference # C-T03

Project: Storage

	2013	2014	2015	2016	2017	Total
Capital Costs	\$60,000	\$250,000	\$60,000	\$60,000	\$60,000	\$490,000
Funding Sources:						
IS Capital Reserve	60,000	250,000	60,000	60,000	60,000	490,000
Funding Total	\$60,000	\$250,000	\$60,000	\$60,000	\$60,000	\$490,000

Project Description & Estimated Benefits

Replacement funding for the City's existing NetApp storage systems. Estimate a working life of 3 years for the disk storage (City's hard drives) at \$50,000 for each unit and tape backup unit \$30,000 (7 year life). Storage is one area which just seems to consistently go up. I have increased the yearly funding to reflect ever larger storage requirements.

Disk storage and information continues to grow each year. As the disks age and either fill up or fail, it becomes necessary to replace them and the infrastructure which connects them to our network.

A secondary backup site with lower capacity and speed is often the destination for the older equipment which helps fulfill the need for a disaster recovery site as well as squeezing the final value out of the equipment. If we fail to replace our disk storage we will have outages when disk drives fail and these outages typically effect the entire City.

The transition to remote storage (cloud) solutions is tentatively scheduled for 2014. More research on this item will need to take place before the costs and benefits are fully known.

Reference # **C-T04**

Project: **Network**

	2013	2014	2015	2016	2017	Total
Capital Costs	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Funding Sources:						
IS Capital Reserve	50,000	50,000	50,000	50,000	50,000	250,000
Funding Total	\$50,000	\$50,000	\$ 50,000	\$ 50,000	\$50,000	\$250,000

Project Description & Estimated Benefits

Replacement funding for the City's existing Networking equipment. Estimate a working life of 5 years for the network switches and routers. Fibre Optic WAN cable has an estimated life of 20 years.

Hyde Creek and Fire Hall #2 are now on the fiber optic backbone. 10GB backbones will be deployed in the next 2 years (up from 1GB). We are also expanding video solutions for security and traffic cameras.

Reference # C-T05

Project: Fiber Optic Network

	2013	2014	2015	2016	2017	Total
Capital Costs	\$100,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000
Funding Sources:						
IS Capital Reserve	100,000	50,000	50,000	50,000	50,000	300,000
Funding Total	\$100,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000

Project Description & Estimated Benefits

Allowance for extension of the fiber optic network along arterial roadways of \$50,000 a year. Money to continue North on Coast Meridian Road to Victoria Drive where the City can connect to the City of Coquitlam will be begun. Fiber lines will also be run to various pump stations at a rate of one or two a year.

The City needs to take advantage of opportunities to install fiber optic ductwork and cable when the costs are largely incremental due to significant road work. This is the only way the City will expand its network access and reliability. Also, if the City ever hopes to have a network such as the City of Coquitlam has with its QNet system then the City will have to develop the underlying structures.

Reference # **C-T06**

Project: **Software**

	2013	2014	2015	2016	2017	Total
Capital Costs	-	\$165,000	\$36,000	\$65,000	\$20,000	\$286,000
Funding Sources:						
IS Capital Reserve	-	165,000	36,000	65,000	20,000	286,000
Funding Total	-	\$165,000	\$36,000	\$65,000	\$20,000	\$286,000

Project Description & Estimated Benefits

Replacement funding for the City's existing software systems. As it is difficult to determine the exact timing of these upgrades to our major systems it is prudent to budget 50% of the purchase values every 5 years for these upgrades.

Major software systems need upgrades periodically.

These upgrades are largely driven by the supplying vendors who are responding to market pressure. It is important to keep relatively up to date so the systems are able to continue being supported. If an enterprise system fails then the entire function is down for the entire City.

Reference # **C-T07**

Project: **Voice Over Internet Protocol**

	2013	2014	2015	2016	2017	Total
Capital Costs	\$10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$50,000
Funding Sources:						
IS Capital Reserve	10,000	10,000	10,000	10,000	10,000	50,000
Funding Total	\$10,000	\$ 10,000	\$ 10,000	\$10,000	\$ 10,000	\$50,000

Project Description & Estimated Benefits

We have now entered the replacement and maintenance mode rather than the growth mode for our telephone systems.

We anticipate the VOIP systems coming off maintenance in mid 2013 when annual maintenance fees will apply going forward.

Reference # C-T08

Project: Terry Fox Library Wiring

	2013	2014	2015	2016	2017	Total
Capital Costs	\$35,000	-	-	-	-	\$35,000
Funding Sources:						
IS Capital Reserve	35,000	-	-	-	-	35,000
Funding Total	\$35,000	-	-	-	-	\$35,000
Additional Operating Costs						
Utilities	1,500	(3,250)	(3,250)	(3,250)	(3,250)	(11,500)
Total Operating Costs	\$1,500	\$(3,250)	\$ (3,250)	\$ (3,250)	\$ (3,250)	\$(11,500)

Project Description & Estimated Benefits

The wiring for telephones and computer networking is very old and barely functional. Because of the very constricted conduits, it is recommended to pull fiber optic lines through the conduits and run them to small internal wiring drops.

From there the connections should be wireless wherever possible. Costs: network switch \$5K, telephone switch \$5K, 20 wired drops \$4K, 3 wireless Access Points \$6K,

12 telephones \$5.4K, connecting the system to the City's fiber optic network is another \$9K. City Fiber optic conduit is just outside the building.

Telephone savings of approximately \$400/month or \$4,800 per year are possible. Possible savings from Internet also possible when FVRL renegotiates its Internet connection pricing in 2014. Licenses for telephones and Wireless Access Points \$1,500/year.

Reference # C-T09

Project: Financial System Software

	2013	2014	2015	2016	2017	Total
Capital Costs	\$800,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,400,000
Funding Sources:						
IS Capital Reserve	800,000	150,000	150,000	150,000	150,000	1,400,000
Funding Total	\$800,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,400,000
Additional Operating Costs						
Total Operating Costs	\$ 75,000	\$-	\$-	\$-	\$-	\$-

Project Description & Estimated Benefits

Users and technical experts in the city have identified a critical need to replace the City's current financial systems. The system is more than 25 years old, built on an old platform that does not integrate well with other city systems; and is not intuitive for easy learning and use.

The difficulties with integration along with a number of recent changes in city staff and changes in software choices for financial information has led to inconsistencies in financial data repositories and a fractured audit trail.

Considerable time is spent reconciling between systems; duplication of data entry; and accessing information.

The proposed decision package is expected to add modules to the recently purchased budgeting software and general ledger which will allow for seamless integration as a complete financial system inclusive of accounts payable, payroll, human resource module, procurement and job costing.

An increase in software maintenance of \$75,000 is expected above the current \$75,000 per year for the current system.

Reference # C-P01

Project: Park & Playground Upgrades and Renewals

	2013	2014	2015	2016	2017	Total
Capital Costs	\$371,700	\$264,300	\$264,300	\$1,012,300	\$925,300	\$2,837,900
Funding Sources:						
Future Capital - Recreation	171,700	171,700	171,700	171,700	171,700	858,500
Developer's contribution	-	-	-	45,000	-	45,000
P&R DCC - Interest	4,000	1,851	1,851	15,906	15,066	38,674
P&R DCC - Principal	196,000	90,749	90,749	779,694	738,534	1,895,726
Funding Total	\$371,700	\$264,300	\$264,300	\$1,012,300	\$925,300	\$2,837,900
Additional Operating Costs						
Personnel	3,172	13,000	15,000	25,000	25,000	81,172
Equipment	430	2,000	2,010	6,500	6,500	17,440
Materials	3,125	2,000	1,000	5,000	5,000	16,125
Contracting	3,300	1,000	5,400	1,500	1,500	12,700
Total Operating Costs	\$10,027	\$18,000	\$23,410	\$38,000	\$38,000	\$127,437

Project Description & Estimated Benefits

Lions Park - Rebuild main pathway, central plaza and upgrades playground - Phase 1

Upgrade the main pathway through Lions Park to connect the new picnic shelter, washroom and playground as per the 2010 Lions park master plan. This project will address significant increases in use due to nearby residential development.

The path will be widened and repave with seating opportunities and pre wiring for future lighting. The small plaza will connect the new washroom and picnic shelter (2012 funded) and the rebuilt play ground. Portions of the plaza area will incorporate the potential future water park.

Relates to the Corporate Strategic Plan Direction: Community Well-Being

Reference # C-P02

Project: Athletic Field Upgrades

	2013	2014	2015	2016	2017	Total
Capital Costs	\$845,000	\$498,300	\$498,300	\$699,000	\$510,000	\$3,050,600
Funding Sources:						
Future Capital - Recreation	175,000	255,000	255,000	255,000	255,000	1,195,000
P&R DCC - Interest	10,000	4570	4,570	8,584	5,100	32,824
P&R DCC - Principal	410,000	238,730	238,730	435,416	249,900	1,572,776
Grant Funding	250,000	-	-	-	-	250,000
Funding Total	\$845,000	\$498,300	\$498,300	\$699,000	\$510,000	\$3,050,600
Additional Operating Costs						
Personnel	2,950	2,950	2,950	6,000	-	14,850
Equipment	700	700	700	1,400	-	3,500
Utilities	500	500	500	1,000	-	2,500
Materials	3,000	3,000	3,000	3,000	2,500	14,500
Contracting	2,000	2,000	2,000	4,000	2,500	12,500
Total Operating Costs	\$9,150	\$9,150	\$9,150	\$15,400	\$5,000	\$47,850

Project Description & Estimated Benefits

Cedar Park and Evergreen Parks Ball Field Renovations:

Replace the aging backstops at these ball diamonds, re/re drainage and re/re playing surfaces to improve playability and meet increased user group demands on these fields. Additional work will be done to improve the parking lot drainage at Cedar Park - \$825,000.

Project Administration - \$20,000 - the DCC eligible portion of capital project management.

Note:

Grant funding is matching dollars requirement from the Community Infrastructure Improvement Fund (Federal Government).

Relates to the Corporate Strategic Plan Direction: Community Well-Being

Reference # **C-P03**

Project: **Land Acquisition**

	2013	2014	2015	2016	2017	Total
Capital Costs	\$219,940	\$219,940	\$219,940	\$219,940	\$219,940	\$1,099,700
Funding Sources:						
Future Capital - Recreation	24,600	24,600	24,600	24,600	24,600	123,000
P&R DCC - Principal	195,340	195,340	195,340	195,340	195,340	976,700
Funding Total	\$219,940	\$219,940	\$219,940	\$219,940	\$219,940	\$1,099,700

Project Description & Estimated Benefits

Acquisition of land for park purposes, either to preserve green space with the City or to provide for outdoor recreation. Project administration \$10,000.

Relates to the Corporate Strategic Plan Direction: Community Well-Being

Reference # C-P04

Project: Trail Construction and Upgrades

	2013	2014	2015	2016	2017	Total
Capital Costs	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$657,500
Funding Sources:						
Future Capital - Recreation	111,000	111,000	111,000	111,000	111,000	555,000
P&R DCC - Principal	20,200	20,200	20,200	20,200	20,200	101,000
P&R DCC - Interest	300	300	300	300	300	1,500
Funding Total	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$657,500
Additional Operating Costs						
Personnel	2,190	2,190	8,500	2,190	2,190	17,260
Equipment	700	700	2,000	700	700	4,800
Materials	2,000	4,000	5,000	2,000	2,000	15,000
Contracting	1,000	2,000	2,000	1,000	1,000	7,000
Total Operating Costs	\$5,890	\$8,890	\$17,500	\$5,890	\$5,890	\$44,060

Project Description & Estimated Benefits

Bear Proof Cans - continuation of replacing existing trash receptacles in parks with bear proof can to minimize bear / Park user conflicts and problems - \$30,000

Traboulay PoCo Trail asphalt repair - patching and repairing paved portion of Trail damaged by root growth, minimizing liability claims - \$39,000

Bollard and Gate Replacement - replacing aging bollards and Gates at Park entrances - \$10,000

West Side Coquitlam River Trail - upgrading and formalizing existing trail on west side of the Coquitlam River - \$46,000

Project Management - the DCC eligible portion of capital project management - \$6,500

Relates to the Corporate Strategic Plan Direction:
Community Well-Being

Reference # C-P05

Project: Equipment Replacement

	2013	2014	2015	2016	2017	Total
Capital Costs	\$145,700	\$145,700	\$145,700	\$145,700	\$145,700	\$728,500
Funding Sources:						
P&R Equipment Reserve (\$15,300 in Special Operating)	145,700	145,700	145,700	145,700	145,700	728,500
Funding Total	\$145,700	\$145,700	\$145,700	\$145,700	\$145,700	\$728,500

Project Description & Estimated Benefits

Equipment is replaced due to its life cycle age, increasing repair costs and to meet changing operational requirements due to increased user needs and demands. The funding of this type of equipment comes from internal rental charges collected for each piece of equipment to be replaced.

- Sportsfield Tractor - \$56,000
- 2 Park Grass Mowers - \$89,700

Relates to the Corporate Strategic Plan Direction:
Sustainable Future

Reference # C-P06

Project: Projects to be determined

	2013	2014	2015	2016	2017	Total
Capital Costs	\$10,400	\$10,400	\$10,400	\$10,400	\$10,400	\$52,000
Funding Sources:						
P&R DCC - Interest	10,000	10,000	10,000	10,000	10,000	50,000
P&R DCC - Principal	400	400	400	400	400	2,000
Funding Total	\$10,400	\$10,400	\$10,400	\$10,400	\$10,400	\$52,000
Additional Operating Costs	1,000	1,000	1,000	1,000	1,000	5,000
Total Operating Costs	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$5,000

Project Description & Estimated Benefits

These funds are to be available for unanticipated park related expenditures that arise during the year to allow the Department to respond to community needs in a timely manner.

Relates to the Corporate Strategic Plan Direction:
Community Well-Being

Reference # C-P08

Project: Building Maintenance

	2013	2014	2015	2016	2017	Total
Capital Costs	\$186,500	\$186,500	\$186,500	\$186,500	\$186,500	\$932,500
Funding Sources:						
Building Maintenance Reserve	186,500	186,500	186,500	186,500	186,500	932,500
Funding Total	\$186,500	\$186,500	\$186,500	\$186,500	\$186,500	\$932,500

Project Description & Estimated Benefits

Port Coquitlam Recreation Complex - Replace lower South roof and upper North roof as per life cycle inspections (leaking)- \$110,000

Hyde Creek Recreation Centre - replace Lap Pool's fan unit (maintenance issues) - \$76,500

The above is a life cycle project ensuring continual building operation and external/internal customer satisfaction. If not funded, infrastructure will not meet overall life expectancy.

Relates to the Corporate Strategic Plan Direction: Sustainable Future

2013-2017 Capital Program

FIRE & EMERGENCY SERVICES

Reference # **C-F01**

Project: **Fleet Replacement**

	2013	2014	2015	2016	2017	Total
Capital Costs	\$700,000	\$960,000	\$62,000	-	\$990,000	2,712,000
Funding Sources:						
Fire Equipment Reserve	700,000	960,000	62,000	-	990,000	2,712,000
Funding Total	\$700,000	\$960,000	\$62,000	-	\$990,000	\$2,712,000

Project Description & Estimated Benefits

Implications of denial would be that the Fire Department would not be equipped as required by the National Fire Protection Association (NFPA) and Insurance Underwriter's Standards.

These standards enable the Fire Service to maintain an adequate response to our citizens and to provide personal safety for our Fire Fighters.

This is for replacement of vehicles that have reached their life span replacement cycle and must be replaced for safety and repair and maintenance cost implications. (2013 - Engine #4; 2014 - Quint #2; 2015 - Quint #1)

2013-2017 Capital Program

FIRE & EMERGENCY SERVICES

Reference # **C-F02**
Project: **Equipment**

	2013	2014	2015	2016	2017	Total
Capital Costs	\$60,000	\$31,000	-	-	-	\$91,000
Funding Sources:						
Fire Equipment Reserve	60,000	31,000	-	-	-	91,000
Funding Total	\$60,000	\$31,000	-	-	-	\$91,000

Project Description & Estimated Benefits

Portable Radios (2013). The Fire Department radio communications system is crucial to operations while on scene of an emergency. It is a crucial tool to ensure efficiency and also the safety of our Firefighters. Implications of Denial would be that the Fire Department's ability to operate safely and efficiently at the scene of an emergency would be compromised. The average lifecycle of a portable radio is 10 years.

Jaws of Life (2014). Implications of denial would be that the Rescue Vehicle would not be equipped with reliable Jaws of Life (hydraulic tools). Typically the Jaws of Life have a 10 year replacement period , and not replacing would affect our ability to meet the required standard of response and put citizen safety at risk.

Appendices



Appendix A – Financial Plan Guidelines

Strategy

That the City work towards full annual funding of operations, maintenance, growth and asset depletion to achieve this long term goal: we will:

- Limit addition of new services or programs for the next five years
- Apply only sustainable service and program cuts to reduce annual tax rate increases
- Set funds aside for long term financial needs including the infrastructure gap, growth and opportunities
- Pursue revenues to offset funding needs
- Apply new revenues to reduce tax rates only if assured, sustainable, stable and incremental
- Maintain transparency and accountability to the community by communicating developments with the strategy at each Committee and Council session on the budget.

Services – City services provided to the community and the related service levels remain consistent with 2012. Through development of the budget, City staff remain diligent in considering efficiencies and service reductions where reasonable.

Capital Improvement Program – That funding for the Capital Improvement Program be at 2012 levels with an applied inflationary factor.

Sustainability – That a contribution be made towards long term financial sustainability and that funding of a growth reserve for future capital projects be considered.



Appendix B – Financial Plan Development and Timetable

Legislative Requirements

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

Annual City Process

The Financial Plan content and direction is guided by the City's Corporate Strategic Plan (Appendix D). Additional direction is provided by the development of annual Financial Plan Guidelines of City Council (Appendix A). These guidelines identify specific service area priorities and parameters for taxation and levy increases for the five-year financial cycle.

The Corporate Strategic Plan is commonly reviewed and updated each spring by Council and the annual Financial Plan Guidelines are established between June and July each year. Prior to approval of the Financial Plan Guidelines, the Finance & Intergovernmental Committee holds a public consultation session to identify issues and desires from the public relative to the upcoming financial planning cycle.

As a result of this consultation, the Committee may modify the proposed guidelines or provide additional direction to staff for the preparation of the Financial Plan. Between November and December, in the year prior to the first year of the Plan, City staff complete a staff proposed Financial Plan for presentation to Council. Council subsequently considers the staff plan, amends it as required, and adopts the modified plan, by bylaw, early in the first year of the Plan.

Once approved, the tax rate bylaw is prepared and is adopted by April or May in the first year of the Plan when tax assessed values for the year are finalized.

Public Consultation

The public process for developing the 2013-2017 Financial Plan began in February 2013, continued throughout the early spring, and concluded in March. Consultation was done via the distribution of a Budget Highlights booklet, a public input opportunity at a regular Council meeting as well as a public input opportunity at a Finance and Intergovernmental Committee meeting. Both of these meetings were advertised and open for the public to attend.

Additionally, the City conducted a statistically valid survey through Ipsos Reid in the fall of 2012. The results are available on the City's website.

The Budget Suggestion Box provides a forum for residents to offer their ideas on how the City can increase efficiencies, generate new revenues, and/or make effective changes to service delivery. Suggestions or ideas that fall within the scope of what the City provides were reviewed and considered for the 2013 Budget Process.

The Budget Suggestion Box can be found at www.portcoquitlam.ca/budget

Financial Plan Timetable

July

- Public consultation session held to provide City Council with input into the development of the five year Financial Plan.
- Finance & Intergovernmental Committee approved guidelines (Appendix A) for development of the Financial Plan.

September/November

- Departmental Financial Plans prepared and submitted.
- Corporate Management Team meetings held to review plans and prioritize Decision Packages.
- Council approves following year's Water and Sewer rates.

December

- Water and Sewer rates bylaws approved.
- Draft five-year Financial Plan completed and distributed to City Council.

January - April

- Public consultation sessions held & Financial Plan adopted by Council.

May

- Council approves Property Tax rate bylaw.

Appendix C – Financial Plan Management Policy

Purpose:

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

Policy:

1. Definitions

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

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

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

Financial Plan – Same meaning as Budget.

Fund – a separate accounting entity.

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

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

2. Accounting

- a. The City will follow Canadian generally accepted accounting principles as prescribed by the Public Sector Accounting Board (“PSAB”) of the Canadian Institute of Chartered Accountants.
- b. The City will have the following Funds to represent operating and capital activities:
 - *General Fund*
 - Receives property tax revenues, user fees and other sources of revenue to operate Administration, Corporate Services, Development Services, Engineering, Fire, Parks & Recreation and Policing.

- *Water Utility Fund*
 - Receives water user fees for the distribution of potable water throughout the community. Also provides reliable water sources for fire protection.
- *Sewer Utility Fund*
 - Receives sewer user fees from the community for the collection and disposal of liquid waste.

3. Financial Plan

General

- a. The City’s Financial Plan will support and be aligned with the City’s Corporate Strategic Plan.
- b. The Financial Plan will establish the level of services to be provided. Each Department of the City will continue to periodically examine its methods for program delivery. Changes which would improve productivity, lower costs, improve services, enhance job knowledge and employee safety and further communication with the public will be implemented when practical.
- c. The Financial Plan must be balanced. This means that the total of the proposed expenditures and transfers to other funds must not exceed the total of the proposed funding sources (revenues plus transfers from reserves or surplus).
- d. The City will encourage public participation in the Financial Plan development or amendment process.
- e. The City will invest in employees and provide resources to maximize their productivity.
- f. The City will develop and pursue new and creative partnerships with government, community institutions (churches, schools), and community groups, as well as, private and non-profit organizations to enhance service to the community.

Calendar

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

Strategy

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

Continued on next page

Appendix C – Financial Plan Management Policy

3. Financial Plan (cont)

Development & Document

Department Heads are responsible for:

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

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

Improvement Program

- a. The Finance Division will coordinate development of a five-year plan for capital improvements and update it annually.
- b. The City will make all capital improvements in accordance with the adopted Capital Improvement Program.
- c. Capital project proposals will include an estimate of the impact of the proposed works on the future operating budget. Once a proposal is approved, future-operating costs will be included in operating budget forecasts.
- d. The City will strive to maintain all its assets at a level adequate to protect the City's capital investment and minimize future maintenance and replacement costs.
- e. Infrastructure (capital requirements) of the City are divided into the following asset categories:
 - Roadways & Drainage
 - Water Distribution System
 - Sanitary Sewerage System
 - Civic Buildings (including Recreation Centres)
 - Equipment including computers and information systems
 - Recreation and Minor Buildings
 - Other

- f. The City has established annual allocations from general revenue (referred to as capital funding envelopes) to provide funding for capital works. Capital funding envelopes are established for all major infrastructure categories and for some sub-categories. These funding envelopes are expected to fund all of the capital requirements (new and replacement) for each area except:
 - Bridges, overpasses and underpasses
 - Parks and Recreation new facilities costing over \$500,000
 - Major renovation or new construction of Civic Buildings.

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

Carry forward budgets

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

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

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

Monitoring

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

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

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

Continued on next page

Appendix C – Financial Plan Management Policy

3. Financial Plan (cont)

Changes

Department Head Authority

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

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

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

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

Chief Administrative Officer Authority

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

Finance and Intergovernmental Committee Authority

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

Council Approval

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

4. Revenue

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

5. Cost Recovery

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

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

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

6. Cash Management / Investments

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

Continued on next page

Appendix C – Financial Plan Management Policy

7. Debt Financing

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

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

8. Surplus

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

Use of Accumulated Surplus

Accumulated surplus is retained:

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

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

Example:

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

Accumulated Surplus funds may be used for:

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

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

9. Reserves

Purpose of Reserves

The purpose of setting aside reserves is to:

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

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

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

Capital Reserve

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

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

Continued on next page

Appendix C – Financial Plan Management Policy

9. Reserves (cont)

Extraordinary Building Maintenance Reserve Fund

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

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

Public Works Special Capital Expenditure Reserve Fund

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

Land Sales Reserve

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

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

Major Transportation Infrastructure Reserve

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

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

Development Cost Charge (DCC) Reserves

Authorized by the Local Government Act and various City bylaws. The purpose of the DCC reserves is to fund the cost of expanding City infrastructure to accommodate growth. The Public Sector Accounting Board requires

that these reserves be shown on financial statements as deferred revenue rather than reserve funds.

Operating Expense Reserve

In 2005, the City established a new "Operating Reserve" (Bylaw 3497) encompassing many of the former non-statutory reserves held by the City. The intention is to retain subsidiary reserves within the broad title of "Operating Expense Reserve" for the following areas:

- **Tax Stabilization** – The purpose of this reserve is, at the discretion of the Finance and Intergovernmental Committee, to moderate property levy fluctuations. Subject to approval of the Finance and Intergovernmental Committee, 15% of the annual surplus will be allocated to this reserve if the reserve balance is below the targeted balance of 2.5% of tax and utility levies.
- **Self Insurance** - The intent is to use the funds to assist in covering any self-insured costs incurred above the (\$250,000) insurance deductible.
- **Snow and Ice Removal** - The purpose of this reserve is to set aside funds in moderate winters to assist with the costs of snow and ice removal in bad winter years. This is accomplished by including an amount in the annual operating budget each year for snow and ice removal. At the end of the year any monies remaining are allocated to the reserve; if additional funds are required, reserve funds are transferred to assist the operating budget with the costs.
- **Canada/May Day** - May Day and Canada Day are events run by volunteer Task Forces. Part of that Task Force's mandate is to seek out donations to support the events. In years when the Task Force successfully exceeds their budgeted fund raising needs, funds are added to the reserve to be drawn down in years when the Task Force does not successfully meet their fund raising budget.
- **Arts Heritage and Culture** - The City provides funding in the annual budget to support local arts, heritage and cultural activities. At the end of the year any unspent funds are allocated to the reserve to be used for future activities in those areas.
- **Election** - There is an election every three years. The City attempts to annualize the cost of the election by allocating an amount in each year to the reserve.

Responsibility:

Finance Division

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

Appendix D – Corporate Strategic Plan

Successful cities develop a vision of how they wish to look in the future. They determine community priorities. They align decisions and actions with supported and shared goals. And they adhere to a strategic plan that clearly defines the outcomes and directions that will lead to the Vision.

Much has changed in the world and much has been achieved in the City of Port Coquitlam since the development of our first Corporate Strategic Plan in 2002. To remain focused and relevant, our City developed a new Corporate Strategic Plan in 2011. Public consultation was the cornerstone of this process ensuring the new plan reflects community priorities.

The City of Port Coquitlam's new Corporate Strategic plan outlines the community's vision for the future and will guide the City's policy, operations and financial decisions through to 2020 as we work to achieve that Vision.

Vision 2020

Port Coquitlam is a happy, vibrant, safe community of healthy engaged residents and thriving businesses supported by sustainable resources and services.

Mission Statement

We strive to do it right by researching, planning, building and executing well-balanced solutions.

Principles

Community involvement, City support and external factors will contribute to the successful achievement of Vision 2020. The outcomes: a sustainable future; a sense of community; economic strength; community well-being; and strategic service delivery are the building blocks to help achieve our long term vision that was developed with corporate knowledge, technical expertise and community and stakeholder feedback.

The greatest challenge in the next number of years will be to maintain our existing City services for residents and businesses at the levels enjoyed today with a consistent level of resources. In addition, social matters such as affordable housing and the elderly are growing areas of concern. Globally, the uncertainty of the natural environment challenges our future.

Along with a very important role of ensuring the public is informed of municipal services and programs, Vision 2020 will guide the City in making balanced decisions based on the following principles:

- Municipal mandate of core service provision
- Benefits the community as a whole
- Legal obligations met and risks mitigated
- Cost effective decisions and actions

Strategic Outcomes

There are five Strategic Outcomes in the Corporate Strategic Plan that will help achieve a shared Vision.



Continued on next page

Appendix D – Corporate Strategic Plan

Strategic Outcomes

Sustainable Future

1. Develop plans and take action for the sustainability of the City's finances, environment and social resources.
2. Create a sustainable community
3. Leverage the City's relationship with local, regional, provincial and federal governments.
4. Develop a strong lobby for transit improvements.



INDICATOR	MEASURE
Financial Health	<ul style="list-style-type: none"> • Economic Strategic Plan: development, approval and execution • Financial Management Policy: development, approval and compliance • Investment Strategy: development, approval and compliance • Tracking and responding to increasing number of downloaded and offloaded responsibilities from senior levels of government.
Environmental Health	<ul style="list-style-type: none"> • Environmental Strategic Plan: compliance, meeting legislated targets • Number of initiatives adopted corporately and in the community • Effective lobbying resulting in transit improvements
Social Health	<ul style="list-style-type: none"> • Social Strategic Plan: development, approval and compliance • Official Community Plan and Regional Context Statement: updating
Sustainable Service	<ul style="list-style-type: none"> • Annual quantification of the infrastructure gap

Sense of Community

1. Support and plan for a connected, happy community.
2. Build community capacity by sustaining and strengthening volunteer involvement.
3. Promote an active, healthy community and appropriate models that benefit an individual's healthy living.
4. Plan to meet varied needs and encourage inclusiveness.



INDICATOR	MEASURE
Community Spirit	<ul style="list-style-type: none"> • Resident Satisfaction Survey • Events promoted e.g. May Day, Rivers and Trails Festival etc. • Volunteer involvement, event participation • Volunteer Recognition Event: attendees
Community Inclusiveness and Diversity	<ul style="list-style-type: none"> • Housing Strategy: development and approval • Level of rental housing stock • Number of participants in the leisure access programs
Community Health	<ul style="list-style-type: none"> • Number of recreation and park facilities, service standard • Number of new programs introduced to address demographic, technology, demand, and industry changes • Community Sport Strategy: endorsement • City Plans: revisiting and updating • Heritage Strategy: implementation • Feasibility study for recreation facilities: development

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Appendix D – Corporate Strategic Plan

Strategic Outcomes (cont.)

Economic Strength

1. Sustain employment by ensuring decisions are made to create, retain and enhance business.
2. Facilitate goods movement within and throughout the City.
3. Promote customer accessibility in business areas.
4. Promote retention and viability of the lands in the Agricultural Land Reserve (ALR).



INDICATOR	MEASURE
Business Strength and Viability	<ul style="list-style-type: none"> • Commercial assessments • Industrial assessments • Business licences
Goods Movement and Alternative Transportation	<ul style="list-style-type: none"> • Master Transportation Plan: updating and implementation • Number of kilometres added in the year: cyclist, pedestrian and transit routes • Number of transit users
Vehicle Accommodation	<ul style="list-style-type: none"> • Parking Study: completion and implementation
ALR Lands Retention and Viability	<ul style="list-style-type: none"> • Hectares ALR lands retained in City • Agricultural Strategy: development and approval

Community Well-being

1. Protect residents, businesses and property.
2. Provide City utility services to sustain the community's quality of life.
3. Value parks and natural areas.



INDICATOR	MEASURE
Fire Safety and Emergency Preparedness	<ul style="list-style-type: none"> • Number of fires in the year • Number of emergency response calls in the year • Number of participants in the Emergency Preparedness courses • Number of Emergency Operations Centre-trained staff and volunteers
Protection from Criminal Activity	<ul style="list-style-type: none"> • Number of crimes in the year; total, by criminal activity • Number of traffic fines and impaired drives apprehended
Parks and Natural Areas	<ul style="list-style-type: none"> • Open space, riparian areas: no net loss • Parkland per population
Water Diversion Rate	<ul style="list-style-type: none"> • Percentage of solid waste diverted from landfill
Water Usage	<ul style="list-style-type: none"> • Consumption volume per capita
Sewage Disposal	<ul style="list-style-type: none"> • Sewage volume per capita
Community Satisfaction	<ul style="list-style-type: none"> • Resident and Business Satisfaction Survey

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Appendix D – Corporate Strategic Plan

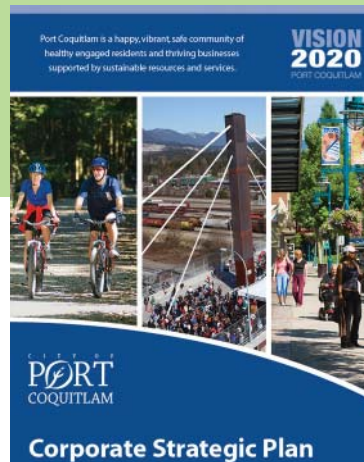
Strategic Outcomes (cont.)

Strategic Service Delivery

1. Continue to strengthen public confidence and trust in municipal service delivery.
2. Support a strong team environment inclusive of the public, city staff and elected officials.
3. Maintain a healthy work environment.



INDICATOR	MEASURE
Team Effectiveness	<ul style="list-style-type: none"> • Service benchmarks compared to regional municipalities • Resident and Business Satisfaction Survey
Staff Productivity	<ul style="list-style-type: none"> • Cost per unit work completed • Online staff survey
Transparency	<ul style="list-style-type: none"> • Corporate Communications Strategy: development and implementation
Healthy Work Environment	<ul style="list-style-type: none"> • Employee Wellness Initiative: development and implementation



To download a complete copy of the Corporate Strategic Plan, visit www.portcoquitlam.ca/vision2020

Appendix E – Organization and Committee Structure

The Port Coquitlam City Council is elected to serve as the governing body for the City's citizens. The Mayor and six Councillors are elected for three-year terms, which expire at the same time.

City Council appoints the Chief Administrative Officer who has the responsibility for administering all City functions. All City Directors and Department heads report to the Chief Administrative Officer. The Mayor appoints Standing Committees to handle a variety of related issues.

These committees and their areas of responsibility are:

Smart Growth Committee

This committee is responsible for integrating the social, economic and environmental interests of the City in developing and reviewing policies and programs to manage the physical change and growth of the City. It is responsible for reviewing matters related to community and economic development including building inspections, downtown revitalization, industrial and commercial promotion, the Official Community Plan, strata title subdivision, street naming, zoning, community health, access/mobility, homelessness, built heritage, multiculturalism, social planning and other issues. This committee also acts as the liaison with the Downtown Business Improvement Association and Chamber of Commerce.

Finance and Intergovernmental Committee

This Committee reviews all matters related to the overall administration of the City including finances, audits, human resources and relations with first nations and other government organizations, and climate change.

Community Safety Committee

The Community Safety Committee examines all matters related to fire, emergency measures and preparedness, bylaw enforcement, animal control, police operations and crime prevention.

Healthy Community Committee

Responsible for reviewing matters pertaining to achievement recognition, civic festivals, cultural events, recreation facility maintenance and life cycle improvements, leisure activities, open space and sport field planning and maintenance, cemetery operations, heritage programs, corporate energy conservation, and liaison with a wide scope of community based groups. The overall objectives of the Committee are to enhance Port Coquitlam's quality of life by nurturing the well being of its citizens, their communities and environments and to help the citizens grow and reach for their physical, social, emotional, spiritual and leadership potentials.

Transportation Solutions & Public Works Committee

Responsible for matters related to flood control, local improvement program, road improvements, sewer services, water services, traffic safety, transportation, and transit. This Committee is also responsible for composting, energy conservation, recycling, solid waste, watercourse stewardship and vector control.

Other Membership Boards or Commissions

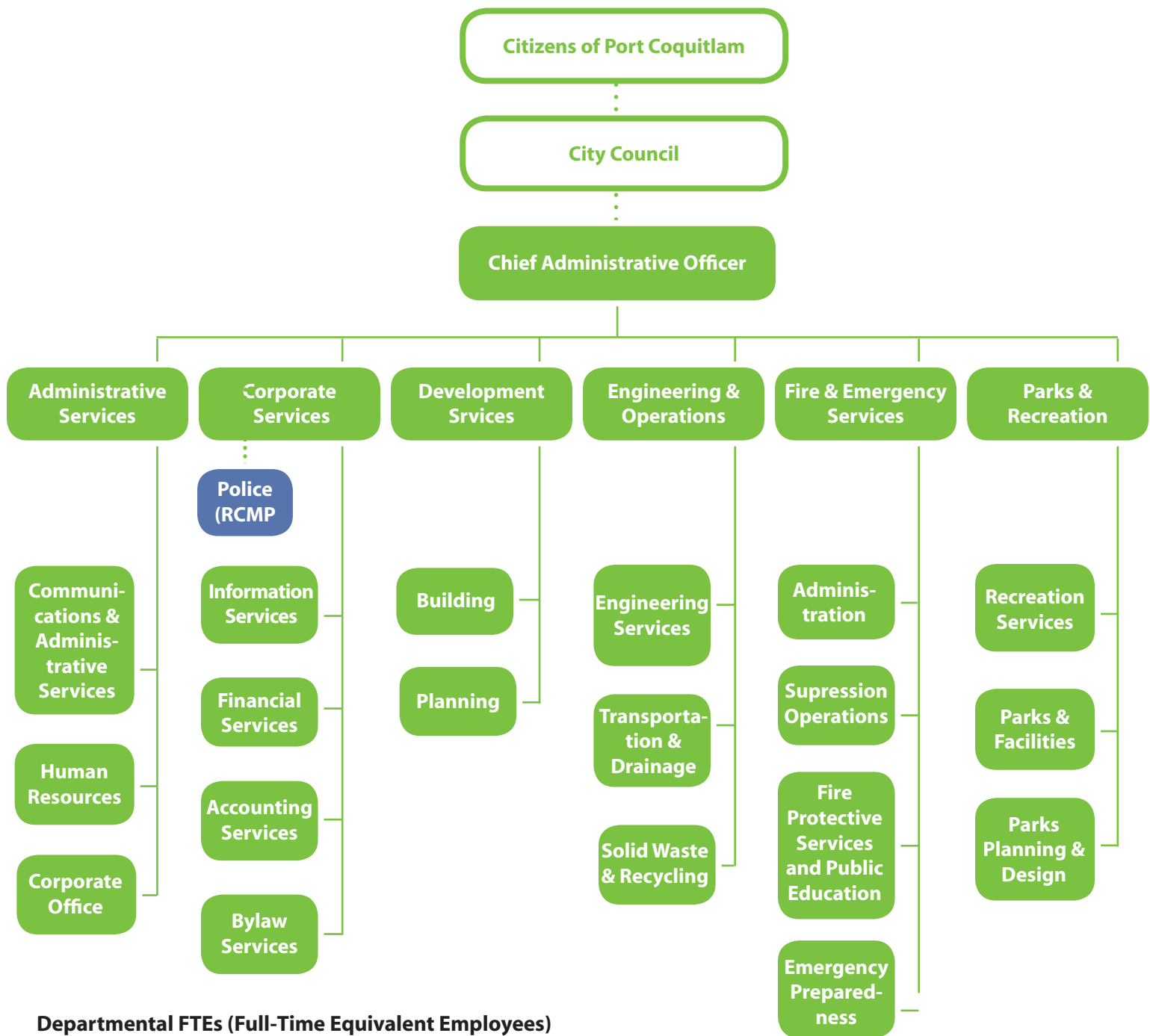
Metro Vancouver (Board of Directors); Fraser River Port Authority (Advisory Board); Fraser Valley Regional Library; Treaty Advisory Committee.

Local Boards, Commissions and Special Committees

Joint Family Court; Zoning Board of Variance; Port Coquitlam Spirit of BC Committee; Arts Connect; Municipal Awareness; Community Cultural Development Advisory Committee; School District #43 - Municipal Liaison; Canada Day; May Day Committee; Youth Advisory Committee.

Terms of reference and meeting schedules for the various committees can be found on the City's website at www.portcoquitlam.ca/council

Appendix F – Organization Chart and Staffing Levels



Departmental FTEs (Full-Time Equivalent Employees)

	2012	2013	2014	2015	2016	2017
Administrative Services	15.55	15.55	15.55	15.55	15.55	15.55
Corporate Services	36.50	36.50	36.50	36.50	36.50	36.50
Development Services	17.50	17.50	17.50	17.50	17.50	17.50
Engineering & Operations	73.00	73.00	73.00	73.00	73.00	73.00
Fire & Emergency Services	65.00	71.00	75.00	75.00	75.00	75.00
Parks & Recreation	125.46	125.46	125.46	125.46	125.46	125.46
Police Services	95.30	97.30	97.30	97.30	97.30	97.30
Total	428.31	436.31	440.31	440.31	440.31	440.31

Appendix G – Municipal Funds

General Operating Fund

This fund is the primary operating fund for most City activities.

Revenues include:

- Property taxation revenue
- Recreation user fees
- Senior government grants
- Development Cost Charges
- Garbage/Recycling fees
- Other user fees

Expenditures include:

- Administrative Services
- Corporate Services
- Development Services
- Fire and Emergency Services
- Policing
- Parks and Recreation
- Engineering and Operations
- Solid Waste Services
- Fiscal Services/Debt Repayment

General Capital Fund

Fixed assets including municipal buildings, recreation facilities, parks and road infrastructure along with their associated debt and depreciation.

Water Operating/Capital Fund

Revenues include Water user fees and contributions from developers which fund the operations and maintenance of the distribution system for potable water throughout the community. This includes the purchase of water from the Metro Vancouver Water District. This system also operates and maintains a reliable water source for fire protection.

Also contained in this fund are the fixed assets including water distribution infrastructure along with their associated debt and depreciation.

Sewer Operating/Capital Fund

Revenues include Sewer user fees and contributions from developers which fund the operations and maintenance of the collection system for liquid waste. This includes the purchase of liquid waste disposal services from the Metro Vancouver Sewerage & Drainage District.

Also contained in this fund are the fixed assets including sewer collection infrastructure along with their associated debt and depreciation.

Statutory Reserve Funds

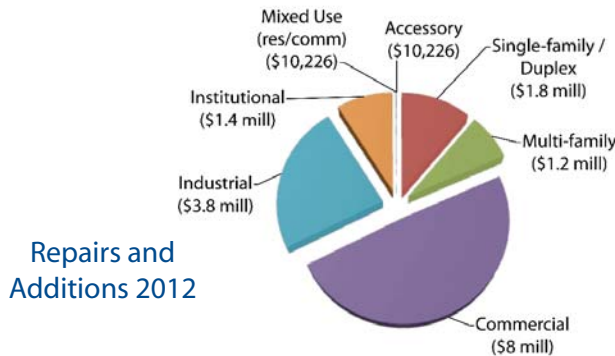
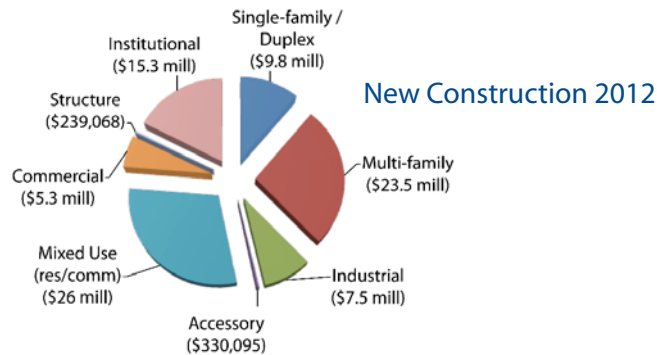
City Council must approve, by bylaw, any appropriations from these statutory funds. More detailed descriptions are provided in Appendix C.

Under most circumstances, withdrawals from the Land Sale Reserve Fund must be replenished.

Appendix H – General Statistics

Construction Value

YEAR	TOTAL \$ VALUE – NEW CONSTRUCTION	TOTAL \$ VALUE – REPAIRS AND ADDITIONS
2008	45,825,226	8,186,742
2009	35,862,119	16,685,521
2010	72,934,972	11,452,931
2011	39,475,621	17,294,098
2012	87,989,057	16,445,435



Population and Dwellings*

	PORT COQUITLAM	B.C.
Population in 2011	56,342	4,400,057
Population in 2006	52,687	4,113,487
2006 to 2011 population change (%)	6.9	7.0
Total private dwellings 2011	21,533	1,945,365
Total private dwellings 2006	19,689	1,788,474
Population density per sq. km 2011	1,931.3	4.8
Population density per sq. km 2006	1,826.4	4.4
Land area (square km)	29.17	922,509.29

* Source: Statistics Canada - 2006 and 2011 Census
Note: Census population estimates are not consistent with municipal and regional estimates.

Age Distribution*

AGES	PORT COQUITLAM		% DISTRIBUTION*	
	Male	Female	Port Coquitlam	B.C.
All	28,295	28,100	100%	100%
0-14	5,115	4,695	17.4	15.3
15-24	4,240	3,695	14.1	13.2
25-44	7,655	7,655	28	29
45-64	8,680	8,435	30.4	29
65+	2,605	3,135	10.1	13.5

* Distribution based on published totals, both sexes. Source: Statistics Canada - 2011 Census.

YEAR	LICENCES ISSUED
2008	2,621
2009	2,629
2010	2,904
2011	3,117
2012	3,204

Source: Bylaw & Licensing Division

TOP FIVE SECTORS:

- Home-based
- General
- General contractor (out of town)
- Manufacturing
- Professional person

Summary Statistics

Source: Statistics Canada - 2006 & 2011 Census

	PORT COQUITLAM	B.C.
Population, 2011	56,342	4,400,057
Total population 15 yrs & up	46,540	3,722,690
Never legally married (single)	13,135	1,014,270
Legally married (not separated)	23,835	1,832,605
Separated, still legally married	1,365	102,035
Divorced	2,785	246,515
Widowed	1,890	246,515
Total private dwellings occupied	20,650	1,764,635
Owned dwellings	14,900	1,145,050
Rented dwellings	3,805	493,995
Total no. of census families	15,510	1,238,155
Married-couple families	11,710	887,990
Common-law-couple families	1,765	160,360
Lone-parent families	2,685	189,805
Total private households	20,650	1,764,635
Couple (married or common-law) with children	8,205	431,135
Couple (married or common-law) without children	5,270	532,995
One-person households	4,535	498,925
Other household types	2,640	301,580
Average household size	2.7	2.5
Mother tongue: English only	38,575	3,062,430
Mother tongue: French only	595	57,280
Mother tongue: Other	16,725	1,236,500
Non-immigrants*	36,880	2,904,240
Immigrants*	14,750	1,119,215
Before 1991*	7,060	605,680
1991 to 2000*	5,645	335,695
2001 to 2006*	2,045	177,840
Non-permanent residents*	600	50,925
At same address 1 year ago*	45,225	3,348,275
At same address 5 years ago*	29,315	2,067,790
Aboriginal identity population*	905	196,070
Non-Aboriginal identity pop.	51,325	3,878,310
Median income*	\$28,403	\$24,867
Males*	\$37,758	\$31,598
Females*	\$21,407	\$19,997
Median income after tax*	\$25,679	\$22,785
Incidence, low-income*	15.4%	17.3%
Labour force (15+ yrs.)*	30,380	2,226,380
Employed*	28,905	2,092,770
Participation rate*	72.6%	65.6%
Employment rate*	69.1%	61.6%
Unemployment rate*	4.9%	6%
Education (15 yrs. & over)*	41,850	3,394,910
No certificate, diploma, degree*	7,260	675,345
High school graduate*	12,715	946,645
Trades certificate*	4,815	368,355
College diploma*	8,210	565,900
Some university*	2,295	184,395
University degree*	6,555	654,265

* Source: Statistics Canada - 2006 Census; 2011 Census data for these items not available at time of publication. Please note: not all subsets are listed for each category.

Appendix I – Glossary

Accounting Principles	A set of generally accepted principles for administering accounting activities and regulating financial reporting. These principles comply with Generally Accepted Accounting Principles for British Columbia municipalities.	ESS	Emergency Social Services.
Accrual Accounting	An accounting method where revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred.	Expenditures	The cost of goods and services received for both the regular City operations and the capital programs.
Assessed Value	The value calculated for each parcel of real property using appraisal criteria established by the B.C. Assessment Authority. Each property reflects market prices of the land and its improvements and recognizes any change of use. These values are the basis of levying property taxes.	Future Capital - Water Utility Reserve Fund	A reserve fund created by Council to ensure there is adequate monies for acquiring or constructing water utility capital assets.
Audit Committee	See “Finance and Intergovernmental Committee”	Financial Plan	Under Section 165 of the Community Charter, following public consultation, Council must adopt a five-year financial plan, by bylaw and before May 15 each year. The plan must identify proposed expenditures, funding sources and transfers between funds.
Balanced Budget	A balanced budget is where the revenues and other funding sources (reserves & surplus) equal the expenditures.	Finance and Intergovernmental Committee (F.I.G.)	A City appointed committee that includes all members of City Council.
B. C. Assessment Authority	This provincial agency, also known as the B.C.A.A., is assigned to appraise and evaluate all real property within British Columbia.	Folio	Any property deemed assessable for property tax purposes under the Provincial Assessment Act. It could be both a single legal parcel or a combination of properties with common characteristics.
B. C. Transit	The provincial agency responsible for operating public transit within British Columbia.	Fraser Valley Regional Library (FVRL)	A regional board which provides library services to the City and other member communities in the Fraser Valley.
CUPE	The Canadian Union of Public Employees.	F.T.E.	Full time equivalent staffing positions.
Debt Services	Annual principal and interest payments on contracted debt.	Fund	A fiscal entity of self balancing accounts used by governments to control common financial activities.
Development Cost Charges (DCC)	A fee imposed on new development to assist in the funding of future off site services (infrastructure) which is needed, in part, by that new development.	Greater Vancouver Sewage & Drainage District (GVSD)	See “Metro Vancouver Sewage & Drainage District”.
DFO	Federal Government - Department of Fisheries & Oceans.	Greater Vancouver Water District (GVWD)	See “Metro Vancouver Water District”.
E-Comm	An organization that provides emergency communication services for all public service agencies in southwestern British Columbia.	Fund Balance	The amount that assets exceed the liabilities in an operating, capital, reserve or trust fund.
		GAAP	An abbreviation for generally accepted accounting practices, the primary benchmarks used in accounting.
		GIS	An abbreviation for Geographical Information System.

Appendix I – Glossary

Grant	A financial contribution to or from governments.
Grants in lieu of taxes	Revenues received from senior governments and other organizations , which are exempt from property taxes.
Greater Vancouver Transportation Authority (GVTA)	The regional government agency, also known as “Trans Link”, responsible for Coordinating & operating public transit in the lower mainland of B.C.
Goals	Broad statements of direction. They identify ongoing community needs and the approach taken by the City and departments to manage or satisfy those needs.
ICBC	The Insurance Corporation of British Columbia is a Crown Corporation that provides basic and optional vehicle insurance, driver licensing services, and road safety programs to residents of the Province of British Columbia
Improvement Program (IP)	An annual program of capital and special operating expenditures. The program identifies the project and the source of funding.
MFD or M.F.D.	A multi-family residential housing unit.
Metro Vancouver Regional District	A regional district entity responsible for coordinating common and jointly funded regional member services. Was formerly the Greater Vancouver Regional District
Metro Vancouver Sewerage & Drainage District	A regional district entity responsible for coordinating common and jointly funded sewage district member services
Metro Vancouver Water District	A regional district entity responsible for coordinating common and jointly funded water district member services
M.I.A.B.C.	The Municipal Insurance Association of British Columbia.
MoT	The BC Ministry of Transportation.
MoWLP	The BC Ministry of Water Land and Air Pollution.
Municipal Act	Legislation of the province for administering and regulating the activities of municipalities in B.C.
Municipal Finance Authority (M.F.A.)	A provincial agency created to coordinate all of the long term borrowing requirements of British Columbia municipalities

Objective	Is a specific or well-defined task or target that is measurable and achievable within a set period of time.
Pay-as-you-go financing	A program for funding capital expenditures within the annual budget.
Program/ performance Indicators	Specific statistical data that provides quantitative and qualitative performance measurements.
PSAB	The Public Sector Accounting & Auditing Board of the Institute of Chartered Accountants
Reserves	Discretionary funds established to pay for specific projects.
Revenues	Sources of income received by the City. They include property taxes, fees, grants, permits and licenses, fines, grants, interest, etc.
R.C.M.P.	Royal Canadian Mounted Police.
School District #43	The local school board serving Port Coquitlam, Coquitlam and Port Moody.
Seniors Waivers	A reduction in utility fees for seniors over the age of 65.
SFD or S.F.D.	Abbreviation for single-family dwelling.
S.P.C.A.	Society for the Prevention of Cruelty to Animals.
Special Operating	Capital items that do not fit the PSAB definition of a capital asset but are not regular operating items. Also includes one-time operating items.
Tax Rates	The annual charges for levying property taxes to properties within the City. These rates are applied against each \$1,000 of assessed value.
U.B.C.M.	An organization of British Columbia municipalities which lobbies Federal and Provincial Governments to initiate legislative changes that will benefit the member communities.
Variances	Differences between actual revenues, expenditures, and performance indicators from those items targeted in the annual budget.
WIP or W.I.P.	An abbreviation for works in progress.
WCB	Workers’ Compensation Board is a provincial body that is responsible for administering Occupational Health & Safety Regulations.



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