

**City of Pitt Meadows
Pitt Meadows, British Columbia, Canada**



Working Together for Results

**2010 Business Plan
Office of the CAO**



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Executive Summary – Office of the CAO

The City of Pitt Meadows is located in the rapidly growing Northeast Sector of Metro Vancouver. Notwithstanding the current economic climate, the City is poised for significant new growth as a result of the opening of the new Golden Ears and Pitt River Bridges.

The City has been preparing for the resulting pressures of growth in numerous ways, including:

- Ongoing strategic and business planning
- Adoption of a new Official Community Plan
- Establishment of a new economic development corporation
- Construction of, and planning for, strategic transportation improvements
- Development of numerous community facilities
- Development of corporate capacity to address the emerging service needs of residents and businesses

In 2010, the City of Pitt Meadows will maintain and enhance, where possible, service delivery. Business plans prepared for all departments outline specific initiatives to achieve Council priorities and corporate objectives. As per the strategic plan, these include:

TRANSPORTATION

- Lougheed Corridor improvements

DEVELOPMENT

- New economic development function
- Growth of new business/commercial areas

COMMUNITY SERVICE

- Civic Centre projects
- South Bonson Community Centre Completion
- Artificial Turf Field Completion
- Arena Renovation

ENVIRONMENT

- Development and implementation of green strategies

RELATIONSHIPS AND PARTNERSHIPS

- Parks and Leisure Services Master Plan
- Fire Rescue Services Master Plan
- Pitt Meadows Airport
- RCMP in Pitt Meadows
- Council strategic and business planning continuity
- Corporate development

FISCAL SUSTAINABILITY

- Long term fiscal strategies
- Short term fiscal opportunities

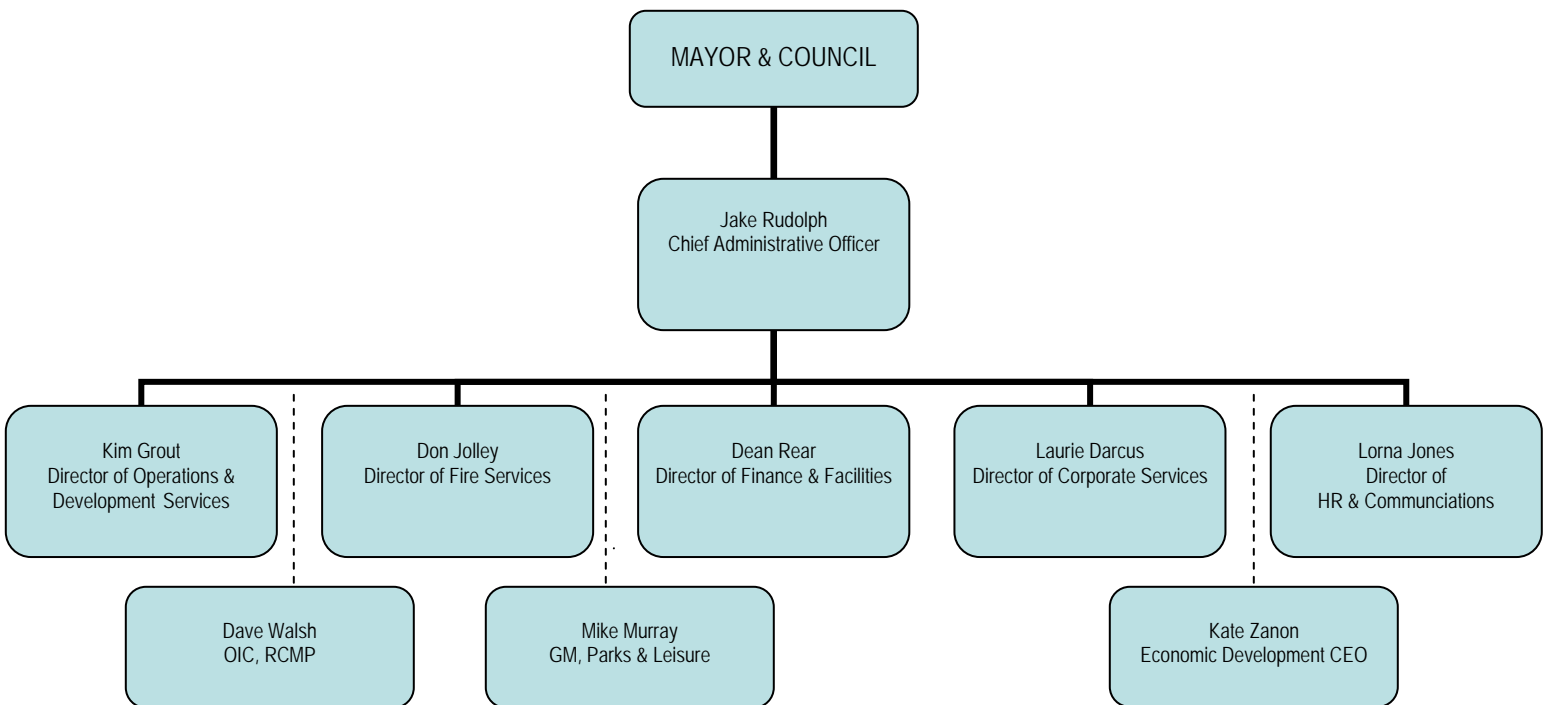
Office of the CAO

Introduction

The role of the Chief Administrative Officer is to provide sound and timely advice to Council on matters of community and strategic significance; to ensure the effective and efficient implementation of Council policies; and to provide corporate leadership in the administration of the day-to-day affairs of the organization. The Office of the Chief Administrative Officer is also lead liaison with a variety of stakeholder organizations.

Department Services

- Provision of on-going advice to Council
- Implementation of Council policies
- Corporate leadership and overall managerial responsibility for all departments
- Liaison with community organizations, other municipalities, Katzie First Nation, Metro Vancouver, TransLink and Provincial and Federal agencies and departments
- Promotion of the City through economic development and other initiatives
- Provide for overall emergency planning and preparedness



Strategic Plan Alignment

TRANSPORTATION – *Getting around*

- Work cooperatively with TransLink and the Ministry of Transportation to achieve an integrated and improved multi-modal transportation system
- Pursue strategic transportation improvements which improve the movement of goods and people, promote the use of alternate modes of travel, encourage economic development and complement the objectives of the Official Community Plan

DEVELOPMENT – *Shaping tomorrow today*

- Develop the City's non residential tax base
- Support and work cooperatively with the new Economic Development Corporation
- Create a business friendly corporate culture and reputation
- Recognize the Official Community Plan as the guiding framework for the physical development of the City
- Emphasize urban design, Smart Growth and environmental sensitivity in the quality of the built environment
- Seek to maintain a strong, sustainable agricultural community and land base

COMMUNITY SERVICES – *Creating community*

- Provide for the effective and efficient delivery of police and fire services
- Maintain an effective emergency and disaster planning capability
- Provide a range of community facilities for sports, recreation, culture and social engagement
- Seek to facilitate festivals and community events
- Create a vibrant Civic Centre

NATURAL ENVIRONMENT – *Being responsible and resourceful*

- Adopt and implement corporate sustainability strategies
- Adopt and implement a community sustainability strategy
- Adhere to the spirit of "Pitt Meadows The Natural Place"

RELATIONSHIPS/PARTNERSHIPS – *Working together*

- Encourage public participation in Council decision-making
- Emphasize effective communications and open, accountable and accessible local government
- Maintain a customer focus in the delivery of municipal services
- Seek partnerships and good working relationships with the Provincial and Federal governments, Metro Vancouver, the Katzie First Nation, Maple Ridge and others to achieve community and corporate goals

FISCAL SUSTAINABILITY – *Strategic Investments*

- Pursue a diversified tax base and alternate sources of revenue
- Seek cost effective methods to improve the delivery of services
- Achieve long term fiscal sustainability through 5 and 10 year fiscal planning, appropriate funding of reserves and prudent management of land holdings

City of Pitt Meadows
2010 Business Plan – Office of the CAO

2009 Successes

TRANSPORTATION

- Golden Ears Bridge opens
 - Airport Way
 - Bus Service to Langley
 - Wildwood pedestrian trail
- Pitt River Bridge opens
- Katzie Slough Pedestrian Bridge
- Bus Way announced

ECONOMIC DEVELOPMENT

- CEO Hired
- Articles of Incorporation
- Board Recruitment

DEVELOPMENT

- Development Permit Guidelines/OCP update
- Zoning Bylaw review
- DCC Bylaw
- Key development projects
 - Solaris/parking garage
 - Airport projects (Max Craft, north side airpark)
- Key development proposals
 - Golden Ears Business park
 - Cedar Downs
 - Osprey village

PUBLIC SAFETY

Fire

- Fire Master Plan
- Bylaws (Burning, Protection and Safety)
- Agreements (Mutual Aid, Fire Dispatch, First Responder)

Police

- New Officer in Charge and CPO Corporal

Public Works

- Drainage Improvements, McKechnie Catchment Area
- Policy manual

Emergency Preparedness

- Pandemic Plan

LIVEABILITY

- **Community Facilities**
 - Civic Centre
 - South Bonson Community Centre
 - Artificial Turf Field
 - Arena
- Pitt Meadows Day and other events
- Pedestrian trails, bicycling and beautification initiatives.

GOVERNANCE

- Council
 - Orientation, strategic planning, workshops
 - Committee Roundtable
 - Communication initiatives (newsletter, Cityscapes, Online Council Streaming)
 - Community committees (arena, airport)
 - Meetings with Maple Ridge Council, School Board, Katzie Council, Airport Board
 - Economic Development Corporation
 - Master Plans (Parks, Fire)
 - Bylaws (Zoning, DCC, Fire Protection)
 - Policies (Revenue & Taxation, Media and Public Relations)
 - Agreements, (Surrey Dispatch, Mutual Aid, Solid Waste, Signs)
 - Business Systems (Tangible Capital Assets, Cartigraph)
 - Organizational Structure

Significant Issues and Trends

Pitt Meadows, like other municipalities, has the challenge of delivering a variety of local government services in an ever-changing environment and with increasing demands on limited financial resources. As part of Metro Vancouver, Pitt Meadows is also affected by the pressures of being in a major metropolitan area while striving to maintain its identity and character. The opening of the Golden Ears Bridge and new Pitt River Bridge has further accentuated these growth challenges.

With a growing population, the needs of the community continue to evolve. Through a strategic planning and business planning process, Council, line departments and partnering agencies are in a better position to plan for the future while addressing the needs of today.

The City of Pitt Meadows Corporate Strategic Plan has been prepared by Council who have determined priorities to be addressed in the business plans. The Strategic Plan is organized into six separate but integrated Focus Areas setting out community and corporate objectives. The priority issues for each of these Focus Areas are described as follows:

TRANSPORTATION

The Lougheed Corridor is the Community's principle transportation issue. An upgrade and ultimate grade separation at the Harris Road/Lougheed Highway intersection is the City's key transportation priority. Associated with this upgrade are third lane westbound and sound attenuation requirements. The City's Official Community Plan also recognizes the future construction of the Lougheed Connector to alleviate traffic on Old Dewdney Trunk Road.

DEVELOPMENT

The City has strategically identified future business park opportunities in the South Bonson area, including the Pitt Meadows Airport. The opening to the Golden Ears Bridge and Airport Way has created a significant new opportunity to diversify the City's tax base and create local job opportunities. This new tax growth will enable the City to provide many of its increasing service provision needs. To this end, the City has established a new economic development office.

COMMUNITY SERVICES

The City is undertaking a number of community facilities to better serve its citizens. These include facilities in its Civic Centre, the South Bonson Community Centre, Pitt Meadows Secondary Turf Field and a significant investment in the Pitt Meadows Arena. Issues to address in 2010 include the future use of the existing library, potential improvement to the Pitt Meadows Family Recreation Centre, Municipal Hall and future Fire Hall requirements.

ENVIRONMENT

The City of Pitt Meadows has committed to the Climate Action Charter and will be pursuing corporate and community sustainability initiatives. The new South Bonson Community Centre will be LEED Gold certified. In addition, the City will be undertaking a community engagement process to address solid waste and increase recycling in the community.

RELATIONSHIPS/PARTNERSHIPS

The City has a history of service delivery through partnerships. Several of these relationships have strategic reviews underway. These include the Parks and Recreation Master Plan, Fire and Rescue Services Master Plan, and the RCMP master agreement and potential Community Policing Office expansion. In addition relationships with the Airport Society and new Economic Development Corporation will be a priority in 2010.

FISCAL SUSTAINABILITY

The City is well positioned to achieve long term fiscal stability through good land use planning, future non-residential tax growth and prudent stewardship of fiscal resources. However, fiscal challenges do exist for the City with the current economic climate and new debt servicing costs. The City is actively seeking creative and transparent financial strategies such as the drainage utility, potential protective services levy, appropriate reserve allocations and strategic non-market growth to achieve long term financial targets.

Annual Department Plans

2010 Projects and Initiatives

OVERARCHING FOCUS OF THE CAO

- Strategic priorities of Council and the Corporation
- Effective Corporate Governance
- Corporate Leadership

Priority	Deliverable
TRANSPORTATION	
Lougheed Highway	<ul style="list-style-type: none"> • Government agreement for Harris/Lougheed intersection and other Lougheed Highway improvements
Lougheed Connector	<ul style="list-style-type: none"> • Progress in achieving construction of new road
DEVELOPMENT	
Economic Development Corporation	<ul style="list-style-type: none"> • Offices established at Visitor Information Centre • Corporation Board appointed and operational • Completion of 2010 work plan
South Bonson Business Areas	<ul style="list-style-type: none"> • Airport Support Lands sale and development strategy • Golden Ears Business Park commences • Community Centre and updated Village Plan
North Lougheed Business Area	<ul style="list-style-type: none"> • Approval of land use plan • Satisfactory Regional Growth Strategy • Development application
COMMUNITY SERVICES	
Civic Centre	<ul style="list-style-type: none"> • Completion of parking garage • Completion of detailed planning for new library • Completion of planning for future use of existing library building • Determination of future improvements to Family Recreation Centre and Municipal Hall • Resolution of seniors issue • Enhanced utilization of Spirit Square
South Bonson Community Centre	<ul style="list-style-type: none"> • 75% completion in 2010
Artificial Turf Field	<ul style="list-style-type: none"> • Completion Summer 2010
Arena	<ul style="list-style-type: none"> • Phase1 renovations • New operator selected
ENVIRONMENT	
Green Strategies	<ul style="list-style-type: none"> • Official Community Plan amendments • Solid Waste Community Engagement Program • Facility energy upgrades (eg: Arena) • New Hybrid vehicles

Annual Department Plans Continued

Priority	Deliverable
RELATIONSHIPS/PARTNERSHIPS	
Airport	<ul style="list-style-type: none"> • New development procedures • Taxation issue resolved • Governance structure review
Economic Development Corporation	<ul style="list-style-type: none"> • Working relationship with new corporation satisfactorily established
Parks and Leisure Services	<ul style="list-style-type: none"> • Adoption of Master Plan • Organizational update
Fire and Rescue Services	<ul style="list-style-type: none"> • Adoption of Master Plan • New agreement with volunteers
RCMP	<ul style="list-style-type: none"> • Service delivery review (Master Contract, CPO Review, Dispatch Services)
Katzie	<ul style="list-style-type: none"> • Treaty agreement • Service agreement for Certificate of Possession Lands
Joint Emergency Program	<ul style="list-style-type: none"> • Ongoing working relation with Maple Ridge for ESS and other joint priorities
Council	<ul style="list-style-type: none"> • Strategic plan update, quarterly and annual reporting, business plans • Ongoing support to Council • Positive relations with key organizations/agencies • Effective public engagement and communication strategies
Administration	<ul style="list-style-type: none"> • Effective leadership and support of our most valuable corporate resource – Staff • Organization improvement to business systems, technology, customer service
FISCAL STRATEGIES	
Operating Budgeting	<ul style="list-style-type: none"> • Medium/long-term fiscal strategies • Develop Protective Service Levy Concept • Reduce reliance on tax rate stabilization • Develop debt servicing strategy
Capital Budgeting	<ul style="list-style-type: none"> • Continue to seek funding partnerships, grants and developer contributions for capital projects • Five year capital budget which meets Council requirements

**City of Pitt Meadows
2010 Business Plan – Office of the CAO**

Financial Highlights

Office of the CAO Financial Summary

	2008						
	Projected						
	Actual	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
Operating:							
Wages & Benefits	\$ 202,000	\$ 209,787	\$ 231,456	\$ 240,714	\$ 246,732	\$ 251,667	\$ 256,701
Conferences & Other	13,000	23,960	23,960	24,441	24,929	25,426	25,934
	<u>\$ 215,000</u>	<u>\$ 233,747</u>	<u>\$ 255,416</u>	<u>\$ 265,155</u>	<u>\$ 271,661</u>	<u>\$ 277,093</u>	<u>\$ 282,635</u>
\$ Change from Prior		\$ 7,542	\$ 21,669	\$ 9,739	\$ 6,506	\$ 5,432	\$ 5,542
% Change from Prior		3.3%	9.3%	3.8%	2.5%	2.0%	2.0%

Key CAO Budget Changes:

Wages & Benefits	\$ 21,669	Includes \$15,292 for 25% of Executive Assistant
Net other adjustments	-	
	<u>\$ 21,669</u>	

Council Financial Summary

	2009						
	Projected						
	Actual	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
Operating:							
Indemnity	\$ 172,600	\$ 172,614	\$ 213,465	\$ 219,464	\$ 226,467	\$ 233,264	\$ 240,261
Conferences & Meetings	14,000	29,700	26,000	26,520	27,050	27,591	28,144
Memberships	10,700	10,300	10,300	10,506	10,706	10,930	11,149
Elections	-	-	-	23,000	-	-	24,000
Mayor and Council Education - Term	-	21,000	21,000	-	21,000	-	-
Communications - Term	3,000	12,100	9,100	-	12,100	-	-
New Council Orientation	7,600	5,000	-	-	5,000	-	-
Other	5,000	8,100	10,100	10,706	10,517	10,717	10,855
	<u>\$ 212,900</u>	<u>\$ 258,814</u>	<u>\$ 289,965</u>	<u>\$ 290,196</u>	<u>\$ 312,840</u>	<u>\$ 282,502</u>	<u>\$ 314,409</u>
\$ Change		\$ 26,819	\$ 31,151	\$ 231	\$ 22,644	\$ (30,338)	\$ 31,907
% Change		11.6%	12.0%	0.1%	7.8%	-9.7%	11.3%

Key Council Budget Changes:

Indemnity	\$ 40,851	Projection based on GVRD Salary Formula
Communications	(3,000)	Portion of term communications used
Orientation	(5,000)	
Net Other Minor Adjustments	(1,700)	
	<u>\$ 31,151</u>	