

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



**Working Together for Results**

**2012 Business Plan**  
**Corporate Services Department**



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## **Executive Summary**

### Significant issues

#### **Legislative**

The key issues facing legislative services are the increasing complexities and frequency of information requests and ensuring our bylaws and policies are up to date from a risk management perspective. Freedom of Information Requests continue to rise, and are quite complex and the new Privacy Commissioner is focused on extended concepts of “open government”. This forces the City of Pitt Meadows into better records standards for public access. In a time of “information explosion”, records are being produced at an alarming rate and the City needs to ensure control of these records for legislated retention requirements and public scrutiny.

For late 2011 and throughout 2012 a particular goal is to ensure full orientation of the newly elected Council. We will be assisting with the organization of workshops, providing Council with information about training opportunities, and creating a selection of relevant reference material for Council. In addition, we will help set up meetings between City Council and other local governments/agencies.

We are always looking for ways to become more efficient and effective in our processes so that our service to Council, staff and constituents reflects timely and relevant information and assistance. The web site continues to be a key source of information for the public, and staff time is required to build the web pages with relevant and timely information.

One of the roles of the Corporate Services department is to oversee procurement. The Trade Investment and Labour Mobility Agreement & New West Partnership Agreement affect purchasing processes by increasing the need for formal bidding, which puts pressure on our administrative processes.

#### **Technology & Business Analysis Support**

Many of the technology issues facing information services remain constant year to year. Information Services continually focuses on those issues which will maintain our “fast follower” approach ensuring the city’s technology will be reliable, cost effective, and user centric over the long term.

A key issue for all organizations is the rapidly changing technology – it is constant and significant. What are the rapid changes? New generation technologies that are necessary to implement, updated versions of software that need to be installed in order to receive the necessary support from the software companies, ever evolving security risks require improved mitigation strategies, and new technologies such as ‘cloud computing’ need to be explored. All of this results in an ongoing need for training and skills upgrades for IT staff to deal with rapid new technology changes

Our organization is so reliant now on technology that a Disaster Recovery plan was necessary. Now the goal will be to maintain and testing fail over protocols with changing infrastructure requirements. The IT Disaster Recovery Plan supports the overall Business Continuity planning being undertaken by the city.

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There is also an increasing demand for better information and productivity software applications to support evolving business processes which requires resourcing for implementation and ongoing support. Driving technology needs are business processes, and there is a recognized need to support departments with business process reviews and re-engineering to achieve Business Process Improvements and ensure technology choices complement and enhance the city's business.

Another issue is Space - the IT team is geographically divided at city hall impacting effective communication and coordination.

### **Sustainability**

The looming deadline for municipalities to be Carbon Neutral continues to be a discussion point. The City's Strategic Plan, Vision statement refers to a "sustainable community" that protects "its natural environment", and this is always the goal of the Green Leadership Team – to achieve long term sustainability and to ensure sustainability is a consideration of every decision made by all staff, and even Council. There is still a struggle to find resources (human and financial) to achieve all the goals we could be setting. It is still unclear what the Provincial requirements will be for municipalities to be Carbon Neutral as the Province unveils new plans each year. The question about carbon neutrality becomes – what and how do we get there? Will we be facing requirements to purchase carbon offsets, and could the focus be on identifying those projects that could directly benefit the City and reduce our carbon footprint?

The citizen satisfaction survey and the public consultation completed for the Community Energy and Greenhouse Gas Emissions Plan identified community expectations that the City become a leader in sustainability. It takes a full community to really make an impact and we will need to develop communications that will address important changes needed and get community members involved to meeting the Corporate and Community GHG and Emissions Reduction targets we have set.

### **Key Activities, Projects and Initiatives**

#### **Legislative**

- Arrange and coordinate Council Orientation
- Continue Ongoing Bylaw and Policy Review (Risk Management issue)
- Establish records management standards; establish template documents for all staff to use for consistency of records; test electronic records destruction according to records retention schedules; and renew document management training
- Update Web pages for Legislative Services with relevant and timely information
- Complete Team Charter

#### **Technology & Business Analysis Support**

- Infrastructure documentation in support of virtualization and disaster recovery and backup technologies
- Security Risk Assessment and Vulnerability Audit
- IT Strategic Planning – 5 year horizon
- Implement next phase of CartêGraph Asset Management (work management review, water, storm and sanitary)

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- Restructure of ITSC to IT Working Group
- Business Process Improvement and Application Strategy
- Implementation of Point to Multipoint wireless
- Windows 2007 desktop migration
- Paperless Agendas
- Training for new technologies

**Sustainability**

- Continue to promote and encourage Sustainability principles/policy throughout organization
- Continue to promote the Corporate and Community Energy and Green House Gas Emissions Strategies for implementation
- BC Hydro Workplace Conservation Awareness Campaign
- Engage community (Schools, Community Committee) – Earth Day, Earth Hour, Anti idling campaign
- Participate in Regional Initiatives
- Encourage Engagement of the building community (developers) for Green & LEED and other initiatives
- Apply for awards/grants
- Research Carbon Offset options that will benefit the City of Pitt Meadows

Decision Packages

**Capital**  
***Paperless Agenda implementation***                      ***\$15,000***

**Corporate Services Summary**

**Services - Legislative**

**Corporate Officer**

- Agendas, Minutes – coordination, proofing
- Ensure legislative requirements are being met
- Reading and recording at Council Meetings
- Council Liaison
- Oversee Freedom of Information and Protection of Privacy
- Commissioner for taking affidavits
- Develop Strategic Plan, Business Plan and Annual Budget

**Council & Executive Assistance**  
**Executive (CAO) Administrative Support**

- Bylaw and Policy process and record keeping
- Correspondence (incoming and outgoing)
- Agendas, Minutes – preparation
- Invitations, Calendar of Events
- Other Administrative requirements
- Economic Development Liaison to City

**Election Officer**

- Act as Chief Election Officer and oversee elections

**Records Management**

- Archives
- Paper and Electronic Records Management Systems
- Website Maintenance

**Contract Management**

- Maintaining Records, Negotiating Contracts
- Negotiating and renewing Leases/Licenses to Occupy Land Sales

**Purchasing**

- Oversee Purchasing Activities including Competitive Bids

**Liaison**

- Katzie First Nation
- Lower Mainland Treaty Advisory Committee – staff representative
- Member of Metro Vancouver Municipal Purchasing Group
- Member of Metro Vancouver Regional Clean Air Communications Team

**Services – Technology & Business Analysis Support**

**Planning & Management**

- Coordinate/facilitate IT Working Committee
- Develop IT Strategic Plan, Business Plan and Annual Budget
- Develop projects and project priorities – including Business Process Analysis
- Establish IT management standards and security policies
- Liaison with other City Committees and departments
- Liaison with other municipalities on IT applications
- Participation in systems associations, user groups, and vendor conferences

**Network and Operations**

- Networking assets: Local & Wide Area Networks to 4 sites-private fiber optic network to 3. Three internet connections protected by 4 Firewalls, with VPN connectivity, 11 switches with 412 ports, 5 wireless access points and 1 Telus Munilink router
- Disaster Recovery planning and implementation

**Support Services**

- Server hardware: application, data, and network servers
- Run network operating/business software, data storage; manage messaging systems
- Server design and management services
- Network design and management services
- Security services: User account management, virus protection, data backup/recovery physical security, heat alarms, uninterrupted power
- Supply, firewall/proxy server, and security policies
- Business applications including financial systems, City web site, file and directory access and related
- Maintenance and upgrade services
- Technical documentation: maintenance schedules/procedures
- Telecommunication Support: Voice over IP, Voice Mail, Blackberry devices and Cell phone management

**Client Services**

- Desktop hardware: PCs, monitors, laptops, printers, plotters, copiers, faxes
- Desktop applications: MS Office Suite, Adobe, Hummingbird DM and related software installs and configuration
- Client services including account creation and password management, help desk service, user training and education
- Maintenance of computer hardware inventory
- Maintenance of software license inventory
- Planning, Design and Implementation of business application software for all departments

**Peripheral Equipment**

- Oversee Replacement & Maintenance of Printers, Copiers, Facsimiles, Telephones, Mobile PDAs/Smartphones, Microfiche
- Other: Point Of Sale Machines

**Sustainability**

**Green Leadership Team** (2 Corporate Services staff serve as co-chairs).

As a relatively new service division the exact services that will be provided are still being developed and will morph over time as needs change, legislation is enacted and corporate capacity builds. For the past three years the Green Leadership Team and the chairs have been focused on implementing small programs to encourage sustainability at both a corporate and community level. Both the Corporate and Community Energy and Greenhouse Gas Emissions Plans have been adopted and progress has been made on implementing those plans. Moving forward, it is anticipated that the Sustainability division through the Green Leadership Team will provide the following services:

**Advocacy**

- Be the corporate advocate for thinking Sustainability and Green Policy development
- Research and analyze short and long term Sustainability goals for implementation in the City

**Coordination**

- Calculate and report on Carbon Emissions as required by the Province
- Coordinate the activities of a cross functional team
- Coordinate cross departmental initiatives and reporting
- Initiate new programs with the City and roll out to Departments
- Apply for and administer grants and incentive programs for Energy Efficiency, Energy Reductions, Green Programs and LEED initiatives
- Implementation of plans and strategies related to Sustainability

**Community Outreach**

- Provide outreach to Community Groups
- Promote programs in Schools
- Establish and maintain a Community Sustainability Committee
- Ensure the maintenance of the Green Web Site
- Produce content for the Green Section of City Talks

**Liaison**

- Liaise with other local and regional groups (e.g. BC Climate Smart Secretariat, Fraser Basin Council, Smart Growth BC, SolarBC, Regional Clean Air Communications Team, Vancouver Area Cycling Coalition, etc.)

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### **Strategic Plan Alignment**

#### **Transportation**

Goal – Develop a pedestrian and cyclist friendly City that reduces automobile dependency, mitigates pollution and congestion, and encourages an active lifestyle.

Priority: Enhance “active” transportation infrastructure.

Though not directly responsible for the infrastructure, through the Sustainability division alternate modes of transportation will be promoted among staff through initiatives such as RideShare Week and Bike to Work Week with incentives to participate. In 2011 the City was awarded the Vancouver Area Cycling Coalition’s “Bike to Work Week Municipal Challenge” – a competition between Pitt Meadows and Maple Ridge. This generated awareness for cycling to work. In 2012 we will continue to promote alternative modes of transportation.

The Green Leadership Team worked with Development Services and others to complete the Community Energy and Greenhouse Gas Emissions Plan. Within this plan are various actions to encourage alternative transportation options including but not limited to enhanced bicycle infrastructure; goals for encouraging added bus shelters in key multifamily locations; encourage pedestrian centered and transit oriented design in neighborhoods, car free days, etc.

Other programs will be investigated to encourage staff and citizens to get out of their cars and find alternate ways of completing errands and getting to work and school. Once staff start using alternative modes of transportation, additional parking will be available for visitors to our facilities.

An anti-idling campaign will be explored to reduce staff and citizen idling. Benefits will include reduced pollution and cost savings on fuel. To proceed with this initiative the Green Leadership Team will be looking to partner with other agencies that can provide manpower and other resources to set up, launch, and report the campaign.

Carpooling for business meetings is also encouraged to reduce carbon emissions and costs to the City for mileage, and we have seen success in this regard with employees carpooling when it makes sense.

#### **Development**

Goal – Encourage construction of a high quality and environmentally sustainable built environment.

Goal – Preservation of our agricultural lands and natural areas.

The Sustainability division/Green Leadership Team has and will be continuing to work with Development Services to promote green building standards and energy / GHG reduction throughout the community and in partnership with Smart Growth BC, Solar BC, Built Green BC and Community Action on Energy and Emissions (CAEE). The Community Energy and Greenhouse Gas Emissions Plan includes actions to promote Green building standards through further enhancement of the City’s Smart Growth Checklist. The Solar BC standards to make new homes ready for Solar Power are part of our building bylaw now. The Green Leadership Team provides research support for policies and processes that would support Smart Growth principles as well as legislative requirements for lowering greenhouse gas emissions.

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The Community Energy and Greenhouse Gas Emissions Plan, adopted by Council in 2011, includes many actions that will contribute to the preservation of the natural environment where a focus is on greenhouse gas reductions, energy conservation, solid waste reduction and transportation improvements that reduce single car occupancy.

#### **Community Services**

Goal – Develop and promote programs, practices and policies that assist the City and its citizens to reduce their ecological footprint.

The Sustainability division does and will continue to incorporate Sustainability practices into the organizational mindset and implement the programs and initiatives under the Corporate and Community GHG and Greenhouse Gas Emissions Plans in addition to other projects that support the overall strategy of reducing the ecological footprint of Pitt Meadows. The Green Leadership Team will endeavor to ensure Pitt Meadows is able to maintain a beautiful environment for both residents and visitors to enjoy. Examples might include waste reduction strategies, corporate facility energy reduction strategies (e.g. high efficiency IT equipment) and community engagement.

The Green Leadership Team will work with Development Services to find ways to incorporate LEED, Built Green BC (and similar energy reduction building practices) and Smart Growth principles into policy and building plans in Pitt Meadows. In addition, we will work with other departments such as Finance and Facilities to ensure LEED or similar standards are incorporated for City buildings when renovated or newly built.

The Green Leadership Team does and will continue to reach out to engage the community in other ways such as the Great Canadian Shoreline Clean Up (Pitt Meadows was an award winner for 2010), Earth Hour (Pitt Meadows achieved the highest reduction of electrical energy use (-6%) in BC in 2011) and Earth Day. Pitt Meadows Secondary School has been engaged with the City in projects such as the City Hall composter and re-use of banners.

IT has made significant improvements to the City's IT infrastructure helping to reduce the City's ecological footprint. Moving from physical server technology to virtual server technology has a net effect of reducing energy consumption, and reducing our involvement of manufacture and disposal of physical servers. Energy efficient desktop and lap top computers were incorporated to reduce energy consumption, and this was supported with a staff behavior campaign to turn off monitors when not in use to further reduce our carbon footprint.

Goal – Strengthen the physical, social and cultural participation of citizens.

Greater participation of citizens has been evident through events such as Earth Hour and Great Canadian Shoreline Clean Up. The City had significant engagement of the community through the development of the Community Energy and Greenhouse Gas Emissions Plan, which indicates a desire of the community members to ensure Pitt Meadows maintains its "Natural Place" reputation.

The Green Leadership Team is also reaching out to the business community to encourage sustainable practices that will reduce the ecological footprint. The "Green Star" Business Awards was launched in late 2010 acknowledging the efforts of seven local businesses who are making a difference. 2012 will see the second round of "Green Star" Business Awards. In addition, the City has partnered with Metro Vancouver and Climate Smart BC to support local businesses who want to "go green".

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In 2011 the City of Pitt Meadows was selected by BC Hydro to participate in the Workplace Conservation Awareness program, fully funded by BC Hydro. This multi year plan will engage staff and promote energy conservation in the workplace, ultimately which will reduce energy costs for municipal operations.

#### **Public Safety**

*Goal – Maintain a comprehensive emergency preparedness program.*

A key focus for Technology staff this year was to build a disaster recovery plan and implement the system to ensure that the City will have the resources required to react in the case of an emergency. City owned fibre was installed last year that provides a secure, private network. The full connections made between City Hall and the Fire Hall in 2011 result in a “fail over” option – should the City Hall be damaged, or our main server room unavailable, access to key information systems will be distributed from the Fire Hall. A business continuity plan for information systems has been completed and will automate some of the fail over options, with business applications prioritized for efficient resurrection of business systems in the case of an emergency.

Technology staff have also been active in ensuring the right equipment is available to the Emergency Operations Centre so that should an activation occur, staff are able to complete the tasks required to protect people and property.

#### **Governance**

*Goal – Provide effective and efficient services that deliver the best value for money.*

The Corporate Services team is constantly looking for ways to improve efficiency and effectiveness. An example would be the implementation of the Consent Agenda – Council time is valuable and this new process allows Council to focus on the important decisions required in Council Meetings. Internally we will be looking to continue to enhance the policy review process and search for ways to generate paperless agendas that will work for Council and the public. Our goal is also to provide information in a timely and responsive manner through citizen, Council, other levels of government and staff requests, whether received informally or through the Freedom of Information and Protection of Privacy Act.

The Technology division has and will continue to find more efficient and effective means of delivery services to staff and external stakeholders. In 2010 the division reduced the server count and replaced the network with virtual servers reducing the physical footprint, reducing energy consumption and increasing resiliency through redundancy. This virtualization continues through 2011 where it was deemed beneficial.

A business process review took place that focused on a specific internal process. Staff went through each step and determined where there were redundancies or non-valued added steps. The process was redesigned resulting in a more effective and efficient business process that still addressed all the necessary requirements, but eliminated those steps that were not necessary. This will provide better service to our citizens and improve staff efficiency.

The new “Paid on Call” Fire Services model required a change to business processes. Internal expertise was used to build a process that, once again, produced an excellent result of an effective and efficient business application.

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#### *Goal – Achieve financial sustainability.*

Corporate Services is also responsible for large purchasing/procurement transactions. In each competitive bid, the goal is to obtain the best value for taxpayer dollars spent. Care is taken to address the specific needs of the organization related to cost as well as services and overall value. Bids may be evaluated not only on initial cost, but on service, full life cycle costs, disposal options, and 'added value' features that bidders may offer which provide better overall value for tax dollars expended.

The Director of Corporate Services has been involved in applying for multiple grants to offset municipal costs. In 2012 funds were received from BC Hydro and the Federation of Canadian Municipalities for sustainability projects with a focus to reduce energy consumption (reduced energy consumption will also result in long term savings).

#### *Goal – Engage citizens and community stakeholders.*

The launch of web streaming Council meetings was an attempt to engage local citizens and community stakeholders. In our third year now, we continue to witness access to the site, averaging approximately 34 hits to the web site per week, but reaching as high as 40 hits in one week. Providing the public an opportunity to access Council meetings at their convenience is an important goal in engagement and we will continue to promote the web streaming access to increase user access through the web site, facebook, City Talks and email trailers.

#### *Goal – Develop and retain a skilled workforce providing quality services.*

Every single employee of the Corporate Services division engaged in some form of work related education in 2011 to further their skills in delivery services. The indications are that this thirst for education will continue as several staff are working towards certifications such as the Local Government Certificate. Education helps to generate creative thinking in problem solving, teaches us better ways to do our jobs in a more effective and efficient manner, and provides individuals with an opportunity for growth that instills confidence and creates a powerful and pleasant work environment. In addition, through education we are less reliant on expensive outside consultants, especially within the Technology Division.

#### *Priority – Bolster relationships with all levels of government, Katzie First Nation, School District 42 and local businesses and stakeholder groups.*

The Legislative division is the City's liaison to the Lower Mainland Treaty Advisory Committee and the Katzie First Nation, and will continue dialogue and engagement with the Katzie as we work through the development of a new servicing agreement, with a goal to be signed in 2012. In 2012 the division hopes to help organize joint meetings between City Council and other local governments and appropriate agencies to help Council engage in dialogue of a regional nature.

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**2011 Successes**

**Legislative**

**From the 2011 Business Plan Actions:**

- Reviewed 300+ old bylaws, repealed as necessary (Risk Management)
- Initial Policy Review completed
- Set up new Archive Storage Area
- Ran successful 2011 Municipal Election, including active web site
- Made progress on Team Charter

**In addition to the 2011 Business Plan:**

- Worked with Council to review Procedure Bylaw and update meeting procedures
- Responded to twelve Freedom of Information requests
- Implemented “Consent Agenda” for efficiency
- Developed template documents for use by all departments for efficiency and standardization
- Organized and delivered document management training to employees.

**Technology & Business Analysis Support**

**From the 2011 Business Plan Actions:**

- Implemented Enterprise Standard Wireless
- Completed life cycle replacement of laptop computers
- Continued with server virtualization to reduce energy costs, increase efficiency and achieve ability to implement disaster recovery protocols
- Cartegraph asset management improvements: reporting and sign assets
- Parkade Closed Circuit Television (surveillance) including Pitt Meadows Family Recreation Centre switch from analogue to digital Video Surveillance
- Initial paperless agenda research
- Reviewed and reconfigured back up technologies
- Smart Phone replacement
- 40% complete on Win 2008 Server Upgrade. The balance of servers will be upgraded where there is an identified opportunity, need, or significant benefit
- SQL Server 2008 migration, where there was an identified opportunity, need or significant benefit
- Completed training plan for 2011 (virtual server management, SAN management, Microsoft Exchange 2010 and SQL 2008)

**In addition to the 2011 Business Plan:**

- Hired and oriented new Help Desk team member
- Restructured help desk for effectiveness
  - Replaced cumbersome helpdesk system with new no cost system – saving money and streamlining helpdesk process for users.
- Developed and implemented “Paid on Call” Business Application for Fire Services
- Completed Disaster Recovery fail over project
- Completed Automated Business Continuity in case of disaster
- Completed Team Charter
- Upgrade to Exchange 2010 and OWA 2010 with Active Sync to support new smartphones and completed Blackberry Server Upgrade

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- New Backup Fibre run to the Firehall for redundancy of systems in case of failure
- Antivirus review and replacement
- Provision of new SCADA enterprise class servers
- Started work with Ministry of Transportation/Translink for Greenwave Project along Harris Road
- Computer tablet deployment:
  - For Fire Chief and assistant Fire Chiefs providing significant cost savings over ‘toughbook’ laptop option and enhanced functionality
  - Trial deployment for Operations on call workers providing time savings and work efficiencies

### **Sustainability**

#### **From the 2011 Business Plan Actions:**

- Promote Sustainability principals/policies
  - Preparation and Council Adoption of the Community Energy and Greenhouse Gas Emissions Plan
  - Initiation of the BC Hydro Workplace Conservation Awareness Program (Survey, kick off event and first year planning)
  - Solar Hot Water Ready Building Regulation adopted
  - Adaptable Housing Requirements
  - Garden Suites and Secondary Suites included in new Zoning Bylaw for densification and to reduce carbon footprint
- Promote Community Carbon Reduction Strategy
  - Explored electric vehicle plug in station (BC Hydro limitations on resale)
  - Great Canadian Shoreline Clean Up
  - Earth Hour (City recognized as having the highest achievement of electrical savings in BC for 2011)
  - Promotion of Earth Day
- Engaged Primary Schools – play on waste reduction
- Participate in Regional Initiatives – attended meetings of the Regional Clean Air Communications Team
- Applied for two awards for Energy Efficient Buildings
- Researched carbon offset purchases to meet provincial requirements – new options now available, more research to be completed in 2012

#### **In addition to the 2011 Business Plan:**

- ‘Banner to Bag’ recycling through a program that engages at risk people in employment – recycled 100+ banners
- Going Green Business Awards
- Climate Smart Incentive program for businesses
- Implemented several actions of Corporate Energy and Greenhouse Gas Emissions Plan
  - Upgraded to energy efficient lighting in meeting room, exterior of City Hall (some)
  - Installed motion sensor in staff room to reduce energy consumption
  - Insulated hot water tank
  - Upgraded to energy efficient lighting at Fire Hall
- Participated in and promoted the opening of the South Bonson Community Centre – the City’s first LEED Gold building
- Sourced products with higher recycled content (e.g. pens)

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- Engineering switched to re-lining sanitary sewer pipes (versus replacement through open cut trenching). Savings for 1000 meters of pipe, we reduced emissions by 97.6 Tonnes (open cut emits 99.6 tonnes, liners installation emit 2 tonnes of CO<sup>2</sup>)
- Achieved water conservation and reduced heating costs at Harris Road Pool
- Energy star rated laptops purchased for life cycle replacement
- Motion sensor lights installed in meeting room, washrooms and staff room
- Continuing to purchase recycled only office paper (white – 100% recycled content, colours 30% recycled content) and was awarded “Green Office Hero” (saved 41 trees + 24 from shredding)
- Diverted over 500 litres of organic food waste from the solid waste stream into a compost
- Improvements to Arena will realize significant energy savings and cost reductions for energy – until construction is complete and we have similar years to compare, exact costs savings are not available, however other facilities that have undergone similar improvements have shown energy cost reductions
- Fire Chief vehicle replaced with more fuel efficient model
- Witnessing more participation in employee car pooling to meetings
- Received BC Hydro grants for Arena energy studies and upgrades (so far totaling \$57,000 )
- Energy Star appliances were purchased for the Fire Hall kitchen renovation
- Installed solar-powered speed reader signs (Engineering)
- Tested recycling container in lobby of City Hall
- Additional composters/rain barrels were subsidized for residents
- Promoted the Green Leadership Team and Green Web page with Facebook
- Promoted green incentives and programs through City Talks
- Assisted with developing Water Meter Brochure in relation to saving water and sustainability
- Research was completed related to recycling and garbage options for buildings and resident programs
- Installed high efficiency hand dryers as test (reduce paper waste, 4 year ROI)
- Mills stationery is a supplier partner which in addition to promoting recycled products, picking up our used products for recycling, incorporating social programs into their business, they have just introduced a carbon-free delivery program
- Works yard recycles scrap metal, wood pallets, used tires and oil
- Burning permit regulations have reduced number of burning incidents, improving air quality.
- Promoted Bike to Work Week, with incentives
- Won the Vancouver Area Cycling Coalition’s “Bike to Work Week Municipal Challenge” – a competition between Pitt Meadows and Maple Ridge

## **Significant Issues and Trends**

### **Legislative**

- Council Orientation workshops will begin soon after the election and Legislative Services will be working with the CAO to organize these important Council events. Council will be provided with relevant reference material compiled by Legislative Services that should benefit new Council, as well as returning Council members.
- Ensuring our bylaws and policies are up to date from a risk management perspective is an ongoing issue. In 2011 Legislative Services reviewed the oldest of the Pitt Meadows bylaws and identified those that needed to be repealed as they were not longer relevant. The problem with having irrelevant bylaws that are not enforced, or enforceable, is that it brings the entire bylaw catalogue into question. This ‘clean up’ of bylaws will continue into 2012 and beyond until we are up to date.
- A key issue facing legislative services are the increasing complexities and frequency of information requests. Requests are rising each year, however the more relevant issue is that the requests require more and more staff time as the information being requested is complex in nature. Under the Freedom of Information and Protection of Privacy Act, the City is required to made efforts to respond to all requests. People are often quite general in their request which requires staff to review multiple files and documentation to ensure the request is met. Though we attempt to encourage the requester to be specific, they often are unsure what exactly they are looking for and thus request a lot of material. In a time of “information explosion”, records are being produced at an alarming rate and the City needs to ensure control of these records for legislated retention requirements and public scrutiny. Since 2006, the City has created over 94,000 electronic documents and in addition we have documents given to us by others. Responding to some requests has been quite challenging. In addition, there is a need to protect privacy, so all documents are reviewed for personal information and information severed prior to release.
- Combine increasing requests for information with the new Privacy Commissioner who is focused on extended concepts of “open government” and the results are a need for the City of Pitt Meadows to build better records standards for public access. In 2012 the Records Management Committee will establish those standards and processes and roll the standards out to all staff to ensure compliance.
- The web site continues to be a key source of information for the public, and staff time is required to build the web pages with relevant and timely information. We often get a call from a citizen who is looking for information, and has already looked at the web site, so we need to ensure that people can intuitively access what information is of interest. People want to “self serve”, and the City should enable that option so that citizens can have access to information 24 X 7 X 365 days a week through our web.
- Legislation (Trade Investment and Labour Mobility Agreement and New West Partnership Agreement) increases not only the need for formal competitive bidding – which is a good thing, but it also requires additional administrative burdens which are challenging for a small municipality. We endeavor to gain efficiencies through standard documentation and templates to increase efficiencies in competitive bid processes.

### **Technology & Business Analysis Support**

Many of the technology issues facing information services remain constant year to year. Information Services continually focuses on those issues which will maintain our “fast follower” approach ensuring the city’s technology will be reliable, cost effective, and user centric over the long term.

- Technology change is fast, constant and significant. Even as a “fast follower” it can be difficult to keep up. In 2010 the City began implementation of virtual technologies to take advantage of lower operating costs and the ability to build redundancy into our business applications. The next generation of virtual server and storage technologies is already upon us. It seems like Windows 7 just came out and now it has been announced that Windows 8 will be released in 2012 – The city still resides on Windows XP. There are major version upgrades by Microsoft to all products; Server OS, Database and Productivity suites. We have to catch up if we expect to continue to be supported by Microsoft. Cloud Services (outsourcing of data storage) continue to gain a foothold as mainstream IT solutions, a path we have not embarked on as yet.
- As mentioned, a main focus in 2011 was to establish a Disaster Recovery plan for business system applications, and to implement a solution, which has occurred. Now the goal will be to continue maintaining and testing the fail over protocols with changing underlying infrastructure requirements.
- With technology changing so quickly, there are increased security risks and the department must ensure mitigation strategies are in place to protect our data. In 2012 there is a plan to complete an external security audit, where an outside agency will poke at our security systems for IT to find weaknesses and holes, finally making recommendations for any changes.
- With increasing internal requests for business application systems, resourcing has become an issue. There is a demand for better information and productivity software applications to support evolving business processes. IT reduced help desk hours in 2010 to cut costs, but now demand is increasing and we must look for ways to ensure our clients are getting the service they need to serve the citizens.
- The creation of a Business Analyst position was recommended in the 2007 IT Strategy. This position has been filled, and the City will be taking advantage of those skills to engage in Business Process Improvement. There is a recognized need to support departments with business process reviews and re-engineering to ensure more effective and efficient processes.
- Space is an issue. The IT team is geographically divided at city hall impacting effective communication and coordination.
- There is a need for ongoing need training and skills upgrades for IT staff to deal with all of the rapid new technology changes. Without staff training, the City would be relying on expensive consultants and contractors to meet our goals.

### **Sustainability**

The looming deadline for municipalities to be Carbon Neutral continues to be a discussion point. The City's Strategic Plan, Vision statement refers to a "sustainable community" that protects "its natural environment", and this is always the goal of the Green Leadership Team – to achieve long term sustainability and to ensure sustainability is a consideration of every decision made by all staff, and even Council. There is still a struggle to find resources (human and financial) to achieve all the goals we could be setting. Specific issues include:

- Provincial Requirements for municipalities to be Carbon Neutral – what and how do we get there? Each year the Provincial Climate Smart Secretariat makes adjustments to the requirements for municipalities to achieve Carbon Neutrality. At the 2011 UBCM Convention, new options for meeting Carbon Neutrality were unveiled. Now municipal staff will be attempting to determine the best option for Pitt Meadows that will achieve the highest benefit to the community while keeping costs under control.

The 2009 Citizen Satisfaction Survey reported that approximately 90% of those polled expect the City of Pitt Meadows to be a leader in sustainability, and 86% believe the City is doing a good, or very good job of protecting the environment. We can do better.

The consultation process completed for the Community Energy and Greenhouse Gas Emissions Plan identified community expectations that mirrored the Citizen Satisfaction Survey results. Becoming sustainable and reducing carbon emissions will require more than just City efforts so efforts are necessary to get out communications about how citizens and businesses can make a difference in their community, and there is a need to get community members directly involved to gain buy in, acceptance, and to understand how best to meet those goals set out in the Corporate and Community Energy and GHG and Emissions Plans which set specific reduction targets.

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**Performance Measures**

<b>Measure</b>	<b>Benchmark</b>	<b>Past Performance</b>	<b>2011 Performance</b>	<b>Management Initiatives</b>
Help Desk Response Time	Reduce Average response time by 50 % by 20__	2010 Issues Logged = 892  Average Response Time= 4hrs  Average Resolution Time=.5 hrs	2011 Issues Logged = 637  Average Response Time = 6 hrs  Average Resolution Time = 1 hr	Increased staff training for software applications  Established a meaningful mechanism to track response times, and implemented new help desk process
Green Strategies	Reduce Corporate Carbon Emissions by 200 tonnes CO <sub>2</sub> by 2015  Reduce projected Community Carbon Emissions by 13% by 2017 (target = 77,322 tonnes)	Corporate Emissions (2008 )= 1,110 tonnes Projected for 2018= 1196 tonnes  Community Emissions (2007) = 88,567 Projected out to 2017 with no strategy implementation = 93,551	Current (2008) Emissions 1,110 tonnes  Community Emissions (2007) = 88,567	Implement the Green Strategies within the Corporate and Community GHG and Greenhouse Gas Emissions Reduction plans (note that calculations of emissions will occur every 3 – 5 years with 2013 set as next inventory).
Public Access to Council Meetings via Web Streaming	Minimum 1500 hits per year on web streaming site	2009 = 959  2010 = 1509	2011 = 1700 (projected based on use to date)	Continue to promote web streaming through email tags, letters, online promotions, and direct communication.

**Annual Department Plans**

**2012 Projects and Initiatives**

**Legislative**

<b>Governance</b>	<b>Who</b>	<b>When</b>
<b>1. Action: Council Orientation</b>		
<b>Goal: Provide Council with effective orientation sessions and resources</b>		
<b>Outcome or Measure: Year one orientation complete</b>		
<u>Milestones</u>		
a. Organize orientation sessions & resources	JR/KW/LD	1Q-4Q
b. Review with Council for effectiveness	LD/	4Q
<b>2. Action: Ongoing Bylaw Review (Risk Management issue)</b>		
<b>Goal: Up to date bylaws that meet legislated requirements and are applicable</b>		
<b>Outcome or Measure: 100 Bylaws reviewed.</b>		
<u>Milestones</u>		
a. Select and review oldest bylaws	LK/LD	1Q-4Q
b. Update or repeal bylaws as necessary	LK/LD	1Q-4Q
<b>3. Action: Continued Policy Review</b>		
<b>Goal: Have all policies up to date and applicable</b>		
<b>Outcome or Measure: All policies up to date</b>		
<u>Milestones</u>		
a. Define policies that are out of date	KW	1Q
b. Work with departments to make current or repeal	KW/LD et.al	2Q-4Q
<b>4. Action: Set up new archive storage</b>		
<b>Goal: Appropriate Storage Room for Records in Seniors' Housing Complex</b>		
<b>Outcome or Measure: Records Storage Room is open and usable.</b>		
<u>Milestones</u>		
a. Obtain access to room	LK/PR/LD	3Q
b. Fit out room with shelving	LD	3Q
c. Set up second storage location in electronic files	LK/PR	4Q
d. Move boxes from existing 2 locations to new Archive	LK/PR	1Q
<b>5. Action: Implement new LGMA Records Management Standards</b>		
<b>Goal: Ensure records meet the statutory requirements and best practices</b>		
<b>Outcome or Measure: Standards set, communicated and implemented</b>		
<u>Milestones</u>		
a. Set up resurrected records management committee	LD/Rec Mgt	1Q
b. Review updated LGMA Records Management Manual and define corporate goals	Committee	1Q
c. Establish new standards and document	Committee	2Q
d. Establish template documents for all staff to use for consistency of records	LD/PR	3Q
e. Test electronic records destruction according to records retention schedules	LD/PR/DP (consultant)	4Q
f. Renew document management training	Committee	2Q
g. Communicate to all staff	Committee	3Q

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<b>6. Action:</b> Complete Team Charter		
<b>Goal:</b> Have an adopted Team Charter produced by the Legislative Services Team		
<b>Outcome or Measure:</b> Team Charter		
<u>Milestones</u>		
a. Reconvene group for further discussions	LD + team	1Q
b. Complete the Team Charter Requirements and Adopt	LD + team	1Q-2Q
c. Celebrate the success	LD + team	2Q

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**Technology & Business Analysis Support**

<b>Governance</b>	<b>Who</b>	<b>When</b>
<b>1. Action: IT Strategy</b>		
<b>Goal:</b> Determine future goals for IT infrastructure and Business Applications		
<b>Outcome or Measure:</b> An IT Strategy for implementation		
a. Research options	DP/LD	2Q
b. Obtain quotes from vendors	DP/LD	2Q
c. Work with consultant to research and complete IT Strategy	DP/MB	3Q
d. Present to Corporate Leadership Team	DP/LD	3Q
e. Establish Implementation Plan	DP/LD +consultant	3Q
<b>2. Action: Business Process Reviews</b>		
<b>Goal:</b> Identify and implement more effective and efficient ways of doing business		
<b>Outcome or Measure:</b> More effective and efficient business processes		
<u>Milestones</u>		
a. Identify key business processes for review	DP/CLT	1Q
b. Map current processes	DP/depts	1Q – 4Q
c. Recommend improvements to dept heads	DP/dept dir	1Q – 4Q
d. Implement changes as approved	DP/depts.	1Q – 4Q
<b>3. Action: Data Switch Replacement</b>		
<b>Goal:</b> Replace end of life equipment		
<b>Outcome or Measure:</b> Resilient and effective communications systems		
<u>Milestones</u>		
a. Research options	MB	1Q-2Q
b. Obtain quotes from vendors	MB & DP	2Q
c. Install and implement	MB	2Q
<b>4. Action: Scada Enterprise Migration</b>		
<b>Goal:</b> Enterprise standard Scada systems		
<b>Outcome or Measure:</b> New upgraded Scada system that is more reliable and provides additional options that allow for more efficient resource allocation		
<u>Milestones (Where appropriate)</u>		
a. Research Architecture Options	DP & MB	Q-2Q
b. Obtain Quotes from Consultants	DP	2Q
c. Engage Consultant to define final Architecture.	DP	2Q
d. Obtain quotes from Hardware vendors	DP	2Q
e. Install and implement	MB +	3Q
f. Test & go live	Vendor DP +MB + Vendor	3Q

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(Technology Services continued)

<b>5. Action: Website Refresh and Intranet Update</b>		
<b>Goal:</b> Make website and intranet current and engaging for visitors to sites		
<b>Outcome or Measure:</b> Updated Website and Intranet that is inviting and user friendly		
<u>Milestones</u>		
a. Work with Website team and consultant to identify improvements/decide on option to update Intranet	DP/Web team	2Q
b. Provide IT support as required	DP/MB/SJ	2Q – 3Q
<b>6. Action: Implement next phase of CartêGraph Asset Management</b>		
<b>Goal:</b> Upgrade Work Management & implement Water, Storm & Sanitary		
<b>Outcome or Measure:</b> Streamlining of activity based work management to work order based system improving reporting and reduce activity coding requirement. operational implementation of Water, Storm and Sanitary assets enabling maintenance scheduling and cost history reporting improving overall asset management and life cycle planning		
<u>Milestones</u>		
a. Update Project Charter	DP	1Q
b. Redesign current activity based work management system	DP	1Q – 2Q
c. Implement re-design Work Management	DP	2Q
d. Design & implement Water Asset Management process	DP	2Q
e. Design & implement Storm Asset Management process	DP	2Q-3Q
f. Design & implement Sanitary Asset Management process	DP	3Q – 4Q
<b>7. Action: EDocs 5.3 Upgrade</b>		
<b>Goal:</b> Up to date document management software		
<b>Outcome or Measure:</b> EDocs 5.3 installed and training complete		
<u>Milestones</u>		
a. Acquire software upgrade	DP	1Q
b. Install and test	Contractor	1Q
c. Launch updated software application	DP/SJ	2Q
d. Train staff	DP/SJ Contractor	2Q-3Q
<b>8. Action: Paperless Agendas Implementation</b>		
<b>Goal:</b> Determine best solution for going paperless with Council Agendas		
<b>Outcome or Measure:</b> Research complete and decision for moving forward.		
<u>Milestones</u>		
a. Research Options	DP + MB	2Q – 3Q
b. Develop Proof of concept	MB	3Q
c. Review Options with Council and define next steps	DP + MB	3Q

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(Technology Services continued)

<b>9. Action: External Security Audit</b>		
<b>Goal:</b> Ensure our network is secure to protect municipal information		
<b>Outcome or Measure:</b> Suitably secure network to industry best practice		
<u>Milestones</u>		
a. Obtain Quotes from Consultants	DP	2Q
b. Engage Consultant to conduct Audit	DP	2Q
c. Analyze results & develop remediation plan	DP + MB	2Q
d. Implement recommendations	MB	2Q
<b>10. Action: GIS System to Virtual</b>		
<b>Goal:</b> Migrate the GIS system to the Virtual Server Network for security and disaster recovery		
<b>Outcome or Measure:</b> GIS on Virtual Server Network		
<u>Milestones</u>		
a. Prepare GIS for updates and migration	MB/GG	1Q
b. Virtualize GIS	MB/GG	1Q
c. Test and document	MB/GG	1Q
<b>11. Action: Server End of Life Replacements</b>		
<b>Goal:</b> Keep IT infrastructure up to date to avoid failures and downtime		
<b>Outcome or Measure:</b> End of life servers replaced with upgrades		
<u>Milestones</u>		
a. Determine servers to be upgraded	MB	1Q
b. Obtain quotes and place order	MB	1Q
c. Configure and Install replacement servers	MB	1Q
d. Test and document	MB	1Q
<b>12. Action: Win 2008 Server Upgrade where appropriate</b>		
<b>Goal:</b> Replace remaining aging Win 2003 server operating systems with Win 2008 where deemed appropriate and applicable		
<b>Outcome or Measure:</b> Win 2008 upgrade for those remaining servers deemed appropriate		
<u>Milestones (Where appropriate)</u>		
a. Migrate all Servers	MB	1Q – 4Q
<b>13. Action: Remaining SQL Server 2008 migration as required</b>		
<b>Goal:</b> Replace remaining aging SQL Server 2005 database engine with current SQL Server 2008 where it is deemed appropriate and applicable		
<b>Outcome or Measure:</b> Migration to SQL Server 2008 for those servers deemed appropriate and applicable		
<u>Milestones (Where appropriate)</u>		
a. Migrate SQL Servers when deemed appropriate	DP + MB	1Q – 4Q
<b>14. Action: Windows 2007 migration</b>		
<b>Goal:</b> Replacing aging Win XP desktop operating system with current Win 7 os		
<b>Outcome or Measure:</b> Completed desktop migration to Win 7		
<u>Milestones (Where appropriate)</u>		
a. Complete Win 7 image build and testing	SJ + MB	1Q
b. Migrate all desktops to Win 7	SJ	1Q

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(Technology Services continued)

<b>15. Action: CartêGraph Application &amp; iBolt Integration Upgrade</b>		
<b>Goal:</b> Upgrade Cartegraph from v7 to v8.3 and iBolt v2.5 to v3.2		
<b>Outcome or Measure:</b> Completed upgrade providing new CartêGraph features and improved financial integration stability between CartêGraph and iCity financials		
<u>Milestones</u>		
a. Define project with vendor (Pacific Alliance Technologies)	DP + vendor	1Q
b. Implement CartêGraph and iBolt upgrades to test	DP + vendor	1Q
c. Test Implement CartêGraph and iBolt upgrades	DP/Finance	1Q
d. Sign off from finance	DP/Finance	1Q
e. Migrate to production	DP	2Q
f. Rollout and Training	DP	2Q
<b>16. Action: Point to Multipoint Wireless Infrastructure Base</b>		
<b>Goal:</b> Provide Wireless Capabilities for: Operations (SCADA systems), Pitt Meadows Economic Development Corporation, Parks & Leisure Services, etc.		
<b>Outcome or Measure:</b> Point to Multipoint Wireless Base installed that will allow multiple business system applications to communicate remotely through robust wireless connections		
<u>Milestones</u>		
a. Assess Options	DP/MB	2Q
b. Obtain quotes and order equipment	MB	3Q
c. Install & Test	MB	3Q
d. Add network and business application traffic as applicable	DP/MB	As requested
<b>17. Action: Training for new technologies</b>		
<b>Goal:</b> Ensure IT staff technical skills keep up with the pace of technology changes		
<b>Outcome or Measure:</b> Completed training for Virtual server management, SAN management, Microsoft Exchange 2010 and SQL 2008		
<u>Milestones</u> (Where appropriate)		
a. Research and register for available training	DP + MB	1Q – 2Q
b. Attend training	DP + MB	2Q – 4 Q

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**Sustainability**

\*note GLT = Green Leadership Team

<b>1. Action:</b> Promote Sustainability principles/policy throughout organization		
<b>Goal:</b> Corporate policies and practices include a foundation of Sustainability		
<b>Outcome or Measure:</b> A greater corporate conscience and philosophy that considers green and other sustainable ideals in every day transactions		
<u>Milestones</u>		
a. Review policies and practices to encourage sustainable philosophies	GLT	Ongoing
b. Highlight and celebrate sustainable thinking and initiatives	GLT	Ongoing
c. BC Hydro Workplace Conservation Awareness Program – continuation from 2011	GLT	1Q-4Q
d. Banners to Bags – repurpose old banners	JR/PR	2Q
e. Identify suppliers and contractors that support sustainability initiatives in alignment with the City's goals	CLT	Ongoing
<b>2. Action:</b> Promote Community Carbon Reduction Strategy from Community Energy and Greenhouse Gas Emissions Plan		
<b>Goal:</b> Community Carbon Reduction Initiatives		
<b>Outcome or Measure:</b> Community Carbon Reduction initiatives implemented and communicated		
<u>Milestones</u>		
a. Become a member of the Community Action and Energy and Emissions (CAEE)	LD	1Q
b. Set CAEE targets for existing community buildings (electrical, mechanical, plumbing)	GLT	2Q
c. Request that Council encourage senior government to adopt tailpipe emissions standards	GLT	2Q
d. Support the implementation of new federal diesel fuel and heating oil standards	GLT	2Q
e. Pursue external funding for anti idling campaign	GLT	2Q
g. Shoreline Clean Up; Earth Hour (with other community partners); Earth Day (with other community partners)	GLT & partners	1Q-3Q
<b>3. Action:</b> Promote Composters and Rain barrels to Residents		
<b>Goal:</b> Sell 20 Composters and 10 Rain Barrels minimum in 2012		
<b>Outcome or Measure:</b> More residents composting/collecting rain water		
<u>Milestones</u>		
a. Plan launch for Earth Day	GLT	1Q
b. Place Order with supplier	JR/PR	1Q-2Q
c. Launch program through Earth Day and follow up at Home Show	GLT	2Q
<b>4. Action:</b> Participate in Regional Initiatives		
<b>Goal:</b> Awareness and participation in regional initiatives		
<b>Outcome or Measure:</b> City of Pitt Meadows recognized as a leader in pursuing sustainable practices within the region		

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(Sustainability continued)

<b>5. Action:</b> Encourage Engagement of the building community (developers) for Green & LEED and other initiatives as per Community Energy and Ghg Plan		
<b>Goal:</b> New developments include some form of green building standards and/or technology		
<b>Outcome or Measure:</b> Reduced carbon emissions from buildings		
<u>Milestones</u>		
a. Continue to review and update the Smart Growth Checklist for Development Applications (including CAEE standards and actions from Community Energy and Ghg Plan where applicable)	LD/DP/NC	1Q And ongoing
b. Track buildings that have included green building standards	GLT/DP/NC	Ongoing
<b>6. Action:</b> Anti Idling Campaign		
<b>Goal:</b> Reduce Greenhouse Gas Emissions		
<b>Outcome or Measure:</b> Corporate and Community Engagement in Reducing Greenhouse Gas Emissions		
<u>Milestones</u>		
a. Establish project charter	CLT/PR*	1Q
b. Develop Action Plan	LD/PR	2Q
c. Apply for student support to launch program	LD/PR/LJ	1Q-2Q
d. Launch Program	CLT	2Q-3Q
e. Analyze Success		4Q
<b>7. Action:</b> Apply for awards/grants		
<b>Goal:</b> Be recognized for our Sustainability Efforts and obtain external funding for Sustainability projects/initiatives		
<b>Outcome or Measure:</b> Be an award finalist/receive grants		
<u>Milestones</u>		
a. Review award and grant opportunities	LD/RJ/PR	Ongoing
b. Apply for award and grant opportunities	LD/RJ/PR	Ongoing
c. Celebrate and publicly communicate any awards/grants received	LD/PR/LJ	Ongoing
<b>8. Action:</b> Research Carbon Offset purchase options for 2012 Provincial requirements		
<b>Goal:</b> Determine best options for purchasing Carbon Offsets in 2012		
<b>Outcome or Measure:</b> Recommendation for Council approval prepared		
<u>Milestones</u>		
a. Review carbon offset purchase requirements based on City emissions	LD/PR	3Q
b. Review carbon offset purchase options or direct community actions that meet Provincial requirements	LD/PR	4Q
c. Prepare recommendation for Council considering in 2013	LD	4Q
d. Report to Province as per requirements	LD/PR	4Q

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**Financial Highlights**

**Financial Summary - Corporate Services**

	2011 Projected Actual	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget
<b>Operating:</b>							
Revenue							
Grants (Sustainability)	\$ (19,415)		\$ -	\$ -	\$ -	\$ -	\$ -
Revenue	(250)	-	-	-	-	-	-
Total Revenue	(19,665)	-	-	-	-	-	-
		<b>\$ Change</b>	\$ -	\$ -	\$ -	\$ -	\$ -
		<b>% Change</b>	-	-	-	-	-
Expenditures							
Legislative Services	351,000	351,548	358,290	365,456	372,768	380,221	387,438
Information Services	441,000	452,803	494,468	506,471	507,349	496,366	527,521
Sustainability	32,000	49,986	35,686	66,400	67,128	67,871	63,121
Total Expenditures	824,000	854,337	888,444	938,327	947,245	944,458	978,080
		<b>\$ Change</b>	\$ 34,107	\$ 49,883	\$ 8,918	\$ (2,787)	\$ 33,622
		<b>% Change</b>	4.0%	5.6%	1.0%	-0.3%	3.6%
<b>Net Operating Expenditures</b>	<b>\$ 804,335</b>	<b>\$ 854,337</b>	<b>\$ 888,444</b>	<b>\$ 938,327</b>	<b>\$ 947,245</b>	<b>\$ 944,458</b>	<b>\$ 978,080</b>
		<b>\$ Change</b>	\$ 34,107	\$ 49,883	\$ 8,918	\$ (2,787)	\$ 33,622
		<b>% Change</b>	4.0%	5.6%	1.0%	-0.3%	3.6%

**Key Budget Changes for 2012:**

Expenditures		
Inflationary Adjustments	\$ 3,707	
Financial & Software Maintenance	23,960	Software application upgrades
Records Management	6,540	Application system upgrade
IT Strategic Plan	15,000	
Sustainability Consulting	(15,100)	
Change in Net Operating Expenditures	\$ 34,107	

**Capital Budget**

The proposed capital budget for the Corporate Services department for 2012 is \$306,500 and is summarized in the Capital Assets Business Plan. Key highlights include:

- Outfitting the new archives storage for \$15,000 (carry forward from 2010)
- Upgrade and redevelopment of web site and Intranet for \$50,000
- Core Enterprise Business Application Review and Planning for \$30,000 (ongoing for 3-5 years)
- Ongoing implementation of Asset Management \$50,000 (long term project)

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- Replacement of end of life technology (POE Switches, Servers, Projectors) for \$72,500, (partial carry forward from 2010).
- Enhancement of Wireless Solutions for key business applications (e.g. Fire Department, Police, SCADA (Utility/Infrastructure Management Software, Community Centre connectivity, Pitt Meadows Economic Development Corporation, Public Wifi) for \$66,500 (partial carry forward from 2010)

Included in the following section are decision packages for the following new capital assets:

- Acquire technology for paperless agenda implementation for \$15,000

**Attachment A – Decision Package – Paperless Agenda**

Department/Division:	Corporate Services (Legislative and Technology)
Submitted by:	Laurie Darcus
Estimated Capital Cost:	\$ 15,0000
Estimated Operating Costs:	One time: \$ 15,000    Ongoing: \$ 2100 annually
CLT Recommendation:	Recommended by CLT
Staff Priority:	3

**Description**

Implementation of paperless agendas through tablet technology and electronic documents to reduce paper use and provide Council with a technology driven option.

**Financial Implications**

- Capital estimate = \$15,000  
    Funded through Future Capital Reserve Fund
- Ongoing costs = \$2100 annually for data plans  
    Funded through operating funds

**Discussion**

This decision package reflects the City of Pitt Meadows Strategic Plan Vision: “Pitt Meadows is a vibrant small city in a natural setting – a sustainable community that balances growth with the protection of its natural environment.”

By moving to electronic agendas we can reduce paper consumption by approximately 7,500 pages, showing a commitment to sustainability. In addition, the City will save on paper and printing costs resulting in an annual savings of over \$600, which will help offset the new annual costs of data plans. A paperless agenda process for Council will reduce wear and tear on the machines, increasing the life expectancy of the copier. There will be additional savings of labour time for printing and collating paper agenda copies.

Technology will also allow Council to review and “mark up” documents with comments that will allow easy access during Council meetings. With electronic documents, Council will also have the ability to “zoom” in images presented on detailed maps/plans, that when delivered in paper are static images as printed.

Council would also have the option of using this technology to manage agendas and documents related to their appointments to other agencies.

**Alternatives**

Continue printing hard copies of agendas for Council.

**Summary**

Staff recommend that Council consider the benefits of paperless agendas versus the costs of implementation and direct staff accordingly.