

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



Working Together for Results

**2012 Business Plan
Office of the CAO**



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Executive Summary

The City of Pitt Meadows is a thriving Metro Vancouver community with a unique urban and rural land mix. Pitt Meadows strives to accommodate growth in a manner which respects its agricultural land base and unique “small town” attributes while at the same time leveraging its strategic locational advantages. Though a relatively small community, Pitt Meadows accommodates regionally significant business development, transportation infrastructure including an airport and growth pressures typically associated with much larger centers. The City is well prepared to address the resulting pressures of growth in numerous ways, including:

- Ongoing strategic & business planning
- Updated land use, sustainability and other corporate strategies
- The Pitt Meadows Economic Development Corporation
- Targeted transportation improvements
- Continued development of recreation and community facilities
- Ongoing improvements to corporate business systems
- A results orientated and adaptable service delivery culture

In 2012, the City will continue to experience growth including approved residential densification projects in the Meadowvale and Harris Road areas, expansion of the Golden Ears Business Park, the planned completion of the Osprey Village Commercial area and continued development of community facilities. The City will also be addressing future development projects for City owned land in South Bonson and the North Lougheed area. The new Pitt Meadows library, Wesbrooke seniors centre and arena renovations are all scheduled for completion in 2012.

Strategic issues for 2012 include:

TRANSPORTATION

- Lougheed/Harris intersection and Lougheed Connector

DEVELOPMENT

- North Lougheed Land Use Plan
- Sale/development approvals for City property in South Bonson
- Osprey Village commercial area
- Civic Centre initiatives
- Airport growth and development

COMMUNITY SERVICES

- Completion of community facilities
 - Library
 - Seniors Centre
 - Arena renovations
- McMyn Neighbourhood Park completion
- Caretaker residence at South Bonson Athletic Park
- Arts and culture initiatives
- Solid waste strategies

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PUBLIC SAFETY

- Emergency preparedness joint exercise
- RCMP Contract
- Community Policing Office improvements
- Fire Department practice facilities
- IAFF Collective Agreement

GOVERNANCE

- Council Orientation
- Council Strategic Plan
- Long-term fiscal planning
- Communication initiatives
- Strategic partnerships/relationships
 - Pitt Meadows Economic Development Corporation
 - Pitt Meadows Regional Airport
 - Parks and Recreation Commission
 - Metro Vancouver
 - Translink
 - Maple Ridge
 - Katzie First Nation
 - School District
 - Chamber of Commerce
 - Service delivery partners (arena, seniors, library, etc)
 - Fee for Service Agreements
- Administrative improvement initiatives

Strategic Plan Alignment

TRANSPORTATION

- Work cooperatively with Translink and the Ministry of Transportation to achieve an integrated and improved multi-modal transportation system
- Pursue strategic transportation improvements which benefit 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

- Seek to maintain a compact urban area and a sustainable agricultural land base
- Emphasize urban design, smart growth, and environmental sensitivity in the quality of the built environment
- Place emphasis on the development of the City's non-residential tax base
- Create a vibrant Civic Centre

COMMUNITY SERVICES

- Provide a range of community facilities and services for sports, recreation and the social enrichment of all ages
- Promote arts and culture, festivals and community development
- Seek community sustainability through the reduction of solid waste, water and energy consumption

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PUBLIC SAFETY

- Provide for the effective and efficient delivery of police and fire services
- Maintain an effective emergency and disaster planning capability
- Protect the integrity of our domestic water system

GOVERNANCE

- Annually review the City's Strategic Plan, service area business plans and priorities
- Pursue long term fiscal sustainability initiatives including a diversified tax base, partnerships and strategic planning for future capital projects
- Develop corporate capacity to address the growing service delivery needs of the organization and community
- Pursue excellence and best practices in what we do
- Place priority on green strategies
- Emphasize transparent and consultative governance

2011 Successes

TRANSPORTATION

- Lougheed Highway 3rd lane westbound
- Lougheed Highway sound fence
- Designated truck routes

DEVELOPMENT

- **Key Development projects:**
 - Golden Ears Business Park (Phase 1)
 - Cedar Downs residential (Phase 1)
 - South Bonson Community Centre
 - Wesbrooke seniors complex
 - Library Square
- **Developments proposed:**
 - Osprey Village Commercial
 - 12409 Harris Road (42 unit residential)
 - 12485 Harris Road (dentist office)
 - Composting facility Middleton Road
 - Meadow Gardens driving range
- **Strategies**
 - North Lougheed Land Use Study
 - Zoning Bylaw 2505
 - Secondary Suites Implementation Strategy
 - Regional Growth Strategy adoption

COMMUNITY SERVICES

- **Facilities:**
 - Harris Road outdoor pool repairs
 - Arena renovation and new operator
 - South Bonson Community Centre completion
 - Youth Action Park completion
 - Seniors Centre construction
 - Library construction

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COMMUNITY SERVICES Cont'd.

- Harris Road Park Master Plan adoption
- McMyn Neighbourhood Park Concept Plan adoption
- Public Art initiative
- Pitt Meadows Farmers Market

PUBLIC SAFETY

- **Fire Department**
 - Implementation of Paid on Call system
 - Integration of Fire Safety Technicians
 - New Administrative Assistant
- **Police**
 - New Lower Mainland Commander
 - Community Policing Office space planning
- **Public Works**
 - Water system initiatives
 - Drainage system improvements

GOVERNANCE

- Council Strategic Plan & “Top 5” Priorities
- Business Planning process
- **Strategies**
 - Regional Growth strategy (as it applies to Pitt Meadows)
 - Community Energy and Greenhouse Gas Emissions Plan
 - North Lougheed Land Use Plan
 - Secondary Suites Implementation Strategy
 - Emergency Preparedness Award
 - IT Disaster Recovery Plan
- **Policies and Bylaws:**
 - Council Procedure Bylaw
 - Zoning Bylaw
 - Pesticide Bylaw
 - Truck Route Designation Bylaw
 - Corporate Bylaw review process
 - Adaptable Housing Policy
 - Numerous Bylaw amendments
- **Events**
 - **Annual Events**
 - o Pitt Meadows Day, Canada Day, Remembrance Day, A Pitt Meadows Christmas
 - **Special Events**
 - o Spirit Square activities including Farmers Market
 - o South Bonson activities including the Official opening of South Bonson Community Centre
 - o Mayor’s Breakfast
 - o Retirement functions
 - o Numerous others

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- **Administration**
 - Business Process Improvements (IT systems, launch of business process review initiatives, various bylaw amendments, etc.)
 - Resource Management initiatives (South Bonson land sale, Coniagas land exchange, parking garage opening, IT initiatives, Osprey Village dock replacement, etc.)
 - Risk Management initiatives (IT, health & safety, fiscal procedures, policy reviews, etc.)
- **Human Resources**
 - Staff change (retirements, departures and recruitment, maternity leave)
 - Staff training and education (i.e.: time management, MATI)
 - Collective Bargaining and labour function
- **Communication/Engagement**
 - Social Media
 - Ambassador Program (PMEDC)
 - Special events
- **Relationships**
 - Arena Operator (Nustadia)
 - Seniors project (Wesbrooke)
 - Airport Society (member appointment process)
 - PMEDC (interim CEO)
 - Parks and Recreation (rollout of new facilities)
 - Community organizations initiatives

Significant Issues and Trends

TRANSPORTATION

The Lougheed Corridor is the community's principal transportation issue, with the ever growing traffic congestion on Highway 7 (Lougheed Highway). This section of Lougheed Highway is a key link in the provincial/regional highway system connecting the Golden Ears Bridge and Pitt River Bridge. Issues in this corridor include the Harris/Lougheed intersection, the future Lougheed Connector (a new road identified in the OCP) and the future prospect of rapid transit.

Within the community, the city has seen success with the promotion of bicycle lanes, trails and traffic calming. Pitt Meadows is a very walkable community and facilitating transportation alternatives to the automobile is a priority.

DEVELOPMENT

Three strategic development issues are currently the focus of City attention. The North Lougheed Land Use Study is reviewing future development options for the area east of Harris Road on the north side of the Lougheed Highway. This area is included in the urban growth boundary and has very high potential for tax and employment growth, particularly the area adjacent to the Lougheed Highway.

To date the following progress has been made:

1. North Lougheed Connector approved by Agricultural Land Commission (ALC)
2. Regional Growth Strategy designation as an urban growth/study area
3. Draft Land Use Study completion

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Future steps in the process include:

1. Receipt of ALC comments on draft land use plan
2. Council adoption of Land Use Plan
3. Metro Vancouver approval of Regional Growth Strategy Amendment
4. Council approval of a development application(s)
5. Funding agreement on necessary transportation improvements including the North Lougheed Connector

The second strategic development issue generally is the South Bonson area which includes the Golden Ears Business Park, Pitt Meadows Airport, Osprey Village commercial area and future residential development of City owned lands. The business parks and airport in this area are a regional asset with significant potential. In cooperation with the Economic Development Corporation, Airport Society and private sector partners, the City is pursuing high quality non-residential development in this area. Business development in the South Bonson area is a centrepiece in the City's long term fiscal strategy for a balanced tax base. Completion of the Osprey Commercial Village is anticipated in 2012. The sale and development approval process for City owned lands will be a significant issue for 2012.

The third strategic development issue is the emerging Civic Centre. The goal is to provide a vibrant community focal point providing a variety of municipal facilities including the new library and seniors centre, a District Police Office, a potential future indoor pool and other improvements.

COMMUNITY SERVICES

In addition to Civic Centre projects, the City is developing several other facilities including the recently completed artificial turf field, the arena renovation, the youth action facility at Harris Road Park and the new South Bonson Community Centre. The South Bonson area has a number of important community assets and future opportunities exist for trail development, waterfront facilities and activities.

Council approved the establishment of an arts and culture model as part of the 2011 business planning process and progress to animate the Civic Centre and South Bonson Riverfront Park are also a priority.

Solid Waste management is a significant regional issue which is driving the need for municipal strategies to reduce waste and contain costs. This is an important issue which requires community engagement and budgeting decisions.

PUBLIC SAFETY

The Police and Fire Services are vital core functions of the City. The City is considering the expansion of the Community Policing Office which will provide more opportunity to conduct police business in the community and enhance police presence.

The Fire and Rescue Service Department transitioned from a volunteer model to a paid on call (POC) model in 2011. The Fire Department will be entering into its second year of operation with the POC model in 2012 and will implement its first Collective Agreement.

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GOVERNANCE

The City has a sound governance structure adhering to annual strategic and business planning, corporate and fiscal policies and transparency. The 2012 Business Planning process includes long term capital plans and the development of strategies to achieve these plans will be a priority in the coming years.

The City also has a long history of service delivery through a lean organizational structure and partnerships. Service delivery partners include the Maple Ridge Parks and Recreation Department, RCMP, Fraser Valley Regional Library, Pitt Meadows Economic Development Corporation and various private sector service providers.

Pitt Meadows continues to develop its outreach capability through the establishment of a communications function. The City has moved into social media and will continue to seek opportunities for community engagement pursuant to Council goals and directives.

Administratively, the City is in a continuous mode of business process improvement with particular priority in its human resources. Technology is another critical resource which achieves efficiencies and effectiveness in asset management and business processes. Business improvement initiatives are being implemented in 2012 as outlined in the various business plans.

Pitt Meadows is part of the Greater Vancouver region and is impacted by the regional initiatives of Metro Vancouver, Translink, the RCMP, etc. City representatives are actively engaged in these processes to ensure the interests of Pitt Meadows are understood and achieved. The City has autonomous authority over a range of municipal issues but is impacted by decisions of senior and regional governments, the economy, the environment, social change and a host of other issues. As a small city, Pitt Meadows has been well served by working cooperatively and collaboratively with its partners in both the public and private sectors to achieve its goals and provide the community its citizens seek.

Overview of 2012 Projects and Initiatives

PRIORITY	DELIVERABLE
TRANSPORTATION	
➤ Harris/Lougheed Intersection	<ul style="list-style-type: none"> • Senior government funding
➤ North Lougheed Connector	<ul style="list-style-type: none"> • Funding agreement in association with a future development application
DEVELOPMENT	
➤ North Lougheed Land Use Plan	<ul style="list-style-type: none"> • Council adoption of plan • Regional Growth Strategy amendment • Development application approval
➤ South Bonson	<ul style="list-style-type: none"> • Completion of Osprey Commercial Village • Sale and development approval of City owned lands • Continued development of Golden Ears Business Park (buildings 2 & 3)
➤ Civic Projects	<ul style="list-style-type: none"> • Opening of new library • Opening of new seniors centre • Completion of arena renovations • Renovations to existing library and Family Recreation Centre
COMMUNITY SERVICES Facilities (Operational)	
➤ Library	<ul style="list-style-type: none"> • Transition to new facility (Q1) • Reuse of existing library building
➤ Seniors Centre	<ul style="list-style-type: none"> • Transition to new facility (Q4) • Reuse of existing seniors' facility in Family Recreation Centre
➤ Arena	<ul style="list-style-type: none"> • First full year of operating post renovation (increase revenue)
➤ South Bonson Community Centre activities	<ul style="list-style-type: none"> • First full year of operating (evaluation)
➤ Pitt Meadows Family Recreation Centre	<ul style="list-style-type: none"> • Grant approved for 2012 improvements

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COMMUNITY SERVICES	
Parks	
➤ McMyn Neighbourhood Park	<ul style="list-style-type: none"> • Completion of park
➤ Osprey Riverfront Park	<ul style="list-style-type: none"> • Planning for park activities/improvements
➤ Wildwood trail extension	<ul style="list-style-type: none"> • Planning for trail extension to Bonson Road (project construction 2013)
➤ Arts & Culture	<ul style="list-style-type: none"> • Implementation of Public Art Committee
➤ Solid Waste	<ul style="list-style-type: none"> • Implementation of Council directed strategy
PUBLIC SAFETY	
➤ Fire & Rescue Service	<ul style="list-style-type: none"> • Implementation of practice facilities • IAFF Agreement
➤ Police Services	<ul style="list-style-type: none"> • Community Police Office expansion (2013) • New RCMP Contract/Agreement with Maple Ridge
➤ Emergency Preparedness	<ul style="list-style-type: none"> • Joint exercise (February) • Ongoing EOC training/preparedness • Participation in regional emergency planning initiatives (IPREM)
➤ Public Works	<ul style="list-style-type: none"> • Ongoing water system improvements • Drainage system improvements/maintenance
GOVERNANCE	
➤ Council Orientation	<ul style="list-style-type: none"> • Workshops (Q1)
➤ Council Strategic Plan	<ul style="list-style-type: none"> • Strategic Planning Retreat (Q1)
➤ Long Term Fiscal Planning	<ul style="list-style-type: none"> • Land sale decision • Debt servicing strategy
➤ Communications Initiatives	<ul style="list-style-type: none"> • Update of Website
➤ Green Strategies	<ul style="list-style-type: none"> • Ongoing energy efficiency and carbon footprint reduction initiatives
➤ Administrative Improvement Initiatives	<ul style="list-style-type: none"> • Update IT Strategy • Business Process reviews • Policy reviews • Various HR initiatives • Municipal space improvements

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GOVERNANCE Cont'd.

➤ Strategic Partnerships/Relationships

Joint Meetings

- Maple Ridge Council
- Katzie First Nation Council
- School Board
- Pitt Meadows Regional Airport Board
- Chamber of Commerce Board

Service Delivery Partners

- Parks and Recreation
- RCMP
- Fraser Valley Regional Library
- Pitt Meadows Economic Development Corporation
- Nustadia Recreation Inc.(Arena Operator)
- Waste Service Inc.(Solid Waste Contract)
- Ridge Meadows Seniors Society/Allegro (Seniors Centre)
- ISL Engineering (Public Works Capital)
- Murdy McAllister (Legal)

Fee for Service Agreements

- Pitt Meadows Economic Development Corporation
- Pitt Meadows Day
- Ridge Meadows Youth Diversion
- MR-PM Agricultural Association
- Haney Farmers Market (2011)

Regional Organizations

- Metro Vancouver
- Translink
- Integrated Provincial Regional Emergency Management (IPREM)
- Metro Vancouver Port Authority

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Financial Highlights

Council Financial Summary

	2011		2012	2013	2014	2015	2016
	Projected	2011	2012	2013	2014	2015	2016
	Actual	Budget	Budget	Budget	Budget	Budget	Budget
Operating:							
Indemnity	\$ 217,000	\$ 216,903	\$ 217,611	\$ 226,277	\$ 230,801	\$ 235,417	\$ 240,124
Conferences & Meetings	17,000	27,030	27,570	28,121	28,775	29,256	29,841
Memberships	12,500	11,500	11,730	11,964	12,203	12,447	12,696
Elections	23,000	23,000	-	-	30,000	-	-
Mayor and Council Education - Term	2,000	20,000	21,000	-	-	21,000	-
Communications - Term	1,000	9,100	17,500	-	-	17,500	-
New Council Orientation	-	-	20,000	-	-	20,000	-
Other	4,000	6,120	6,242	6,367	6,404	6,624	6,756
	\$ 276,500	\$ 313,653	\$ 321,653	\$ 272,729	\$ 308,183	\$ 342,244	\$ 289,417
		\$ Change	\$ 8,000	\$ (48,924)	\$ 35,454	\$ 69,515	\$ (18,766)
		% Change	2.6%	-15.2%	13.0%	25.5%	-6.1%

Key Council Budget Changes for 2012:

Inflationary Adjustments	\$ 1,600
Election	(23,000)
Communications	8,400
Education	1,000
New Council Orientation	20,000
	\$ 8,000

****NOTE** - Election costs funded by Operating Reserve Fund with annual contributions.
- Education and Communication Budgets are Funded over the Term**

CAO Financial Summary

	2011		2012	2013	2014	2015	2016
	Projected	2011	2012	2013	2014	2015	2016
	Actual	Budget	Budget	Budget	Budget	Budget	Budget
Operating:							
Wages & Benefits *	\$ 240,000	\$ 241,396	\$ 239,763	\$ 244,557	\$ 249,448	\$ 254,438	\$ 259,527
Memberships, Conferences & Other	24,000	24,339	24,825	25,320	25,826	26,341	26,867
	\$ 264,000	\$ 265,735	\$ 264,588	\$ 269,877	\$ 275,274	\$ 280,779	\$ 286,394
		\$ Change	\$ (1,147)	\$ 5,289	\$ 5,397	\$ 5,505	\$ 5,615
		% Change	-0.4%	2.0%	2.0%	2.0%	2.0%

*- Includes 25% of Executive Assistant

Key CAO Budget Changes for 2012:

Elimination of Acting CAO Funding	\$ (877)	Due to introduction of D/CAO role
Reduced Benefit Estimate Based on Actual Experience	(3,851)	
Inflationary Adjustments	3,581	
	\$ (1,147)	