

Business Plan 2020

City of Pitt Meadows

City of Pitt Meadows
THE *Natural* PLACE



Executive Summary

1. PURPOSE

Each fall, the City of Pitt Meadows carefully deliberates on community programming, services goals, and allocation of resources for the coming year. This process of prudently weighing the needs and requests of the community, and ensuring service levels fit within the budget, results in the **City's Proposed Corporate Business Plan**. This Plan is presented to Council for their review and deliberation, and represents Staff's best recommendations for key initiatives, respective budgets by department, and the five-year financial plan for the City.

The annual planning process allows the City to ensure that its work is continually aligned with Council's strategic priorities, achievable within the annual budget, and responsive to the needs of its citizens. The Plan also operates as a guide to ensure the City stays on track and within budget, and as a reporting and communication tool between the City and its citizens, fostering transparency and fiscal accountability.

When deliberating business plans and budgets, Council must constantly weigh different community needs, recognizing that increases in service levels must be matched by corresponding revenues. The City strives to strike an appropriate balance between responding to requests for service, minimizing tax increases, and providing for sustainable long-term investment in our infrastructure. The ultimate goal of this process is always to be cognizant of the longterm viability of the community, to spend tax dollars wisely, and to maintain the quality of life for all of our citizens.

2. STRATEGIC PLANNING

The Pitt Meadows 2019 – 2022 Strategic Plan is goal-oriented and includes the City's vision, mission, values and strategic goals. This plan is the foundation for all other long-range planning for Pitt Meadows. The Strategic Plan includes the following components:

VISION

Pitt Meadows Proud.

MISSION

To maintain a friendly, safe and healthy community that values people, honours heritage — where all citizens are welcomed and growth is balanced with the protection of our natural place and quality of life.

GOVERNANCE VALUES

- Trust
- Respectful and accountable leadership
- Community pride and spirit
- Excellence in service
- Environmental stewardship
- Courage

STRATEGIC PRIORITIES

Pitt Meadows has identified five key priorities to support its vision:

1. **Principled Governance**
2. **Balanced Economic Prosperity**
3. **Community Spirit and Wellbeing**
4. **Transportation and Infrastructure Initiatives**
5. **Corporate Excellence**

3. COMMUNITY PROFILE

The following data provide some context and illustrate the unique characteristics of our City that are taken into consideration during the business planning process:

Population

The City of Pitt Meadows provides core services, facilities, safety, and infrastructure to a population of approximately 19,772 citizens.

Population Growth

The City's population grew by 4.7% in the last five years (2011-2016). This is down from the previous five year census period (2006 to 2011) when the growth rate was 13.5%. The regional average (Metro Vancouver) growth rate was 6.5% from 2011 to 2016.*

Household Composition

When compared with the regional data, Pitt Meadows has a larger share of one family households (67%) than the regional average (57%) and lower share of single person households (23%) than the regional average (29%).*

Housing

There has been a 7.1% increase in homes from 2011 to 2016, for a total of 7,194 homes. We have a population density of 214.7 persons per km^2, compared to the regional average (Metro Vancouver) of 854.6 persons per km^2.*

Age Demographics

17% of the population is under the age of 15; 67% is working age (15-64); and 16% is over the age of 65. The over-65 population share is increasing (up from 12% in 2011), indicating a need for planning amenities, resources, housing stock, and transportation for an aging population.*

Agricultural Land

78% of Pitt Meadows land falls within the Agricultural Land Reserve. Agriculture remains the predominant land use within our community.

Floodplain

Over 95% of Pitt Meadows land base lies within the floodplain for the Fraser River and, to a smaller degree, the Pitt River.

Katzie First Nation

The City of Pitt Meadows acknowledges their presence on the traditional territory of Katzie First Nation.

Land Area

Pitt Meadows has a land area of 85.38 square kilometres.*

*2016 Statistics Canada Census

4. PROPOSED CORPORATE BUSINESS PLAN

The Proposed Corporate Business Plan is organized by City department. This allows you to see how the budget and priorities align with various aspects of the organization and specific services and programs. Within each department's business plan is the following information:

SERVICES OVERVIEW

High level description of departments, divisions, and services/programming provided.

STAFFING COMPLEMENT

Organizational chart outlining the positions within the department, including total FTE (full time equivalents).

2019 ACHIEVEMENTS

2019 achievements for all departments have been centralized under Tab 2 and aligned with the City's Strategic Plan.

DEFERRED PROJECTS

2019 Business Plan initiatives that were deferred due to a revision of strategic priorities mid-year or other reasons as noted.

KEY CHALLENGES FOR 2020

Key Challenges for 2020 are listed in the Office of the CAO section for all departments with the exception of the RCMP and the Library.

KEY INITIATIVES FOR 2020

Short description of priority initiatives for 2020, with a forecasted date of completion by fiscal quarter.

BUDGET

Proposed 2020 operating and capital budgets for that department.

DECISION PACKAGES

Decision packages accompany any business plan involving a service level increase that requires additional funding in any year of the five-year financial plan, providing Council with the necessary information to make an informed decision.



Executive Budget Summary

2020 PROPOSED BUDGET AT A GLANCE

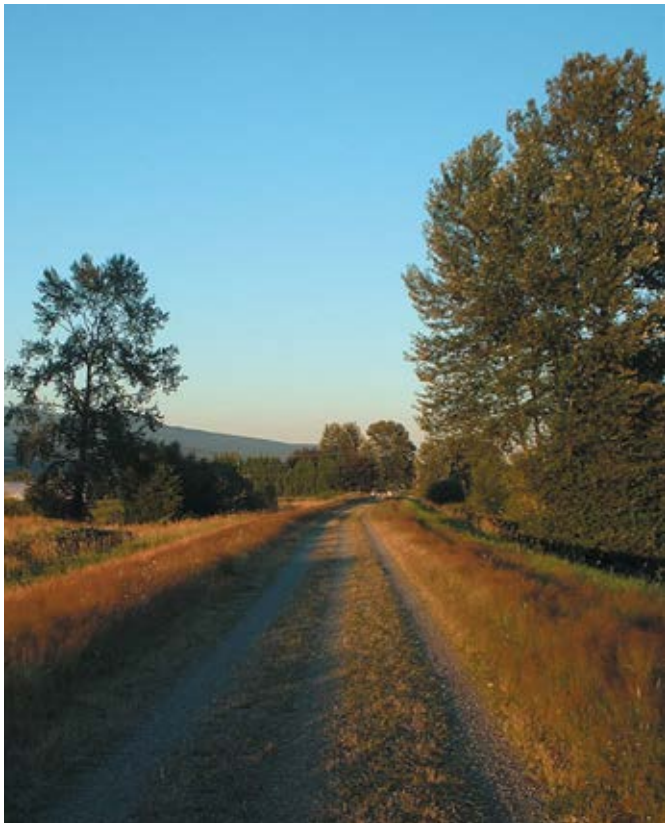
The City of Pitt Meadows 2020 budget looks to balance competing priorities while continuing to provide the high-quality services our citizens have come to expect.

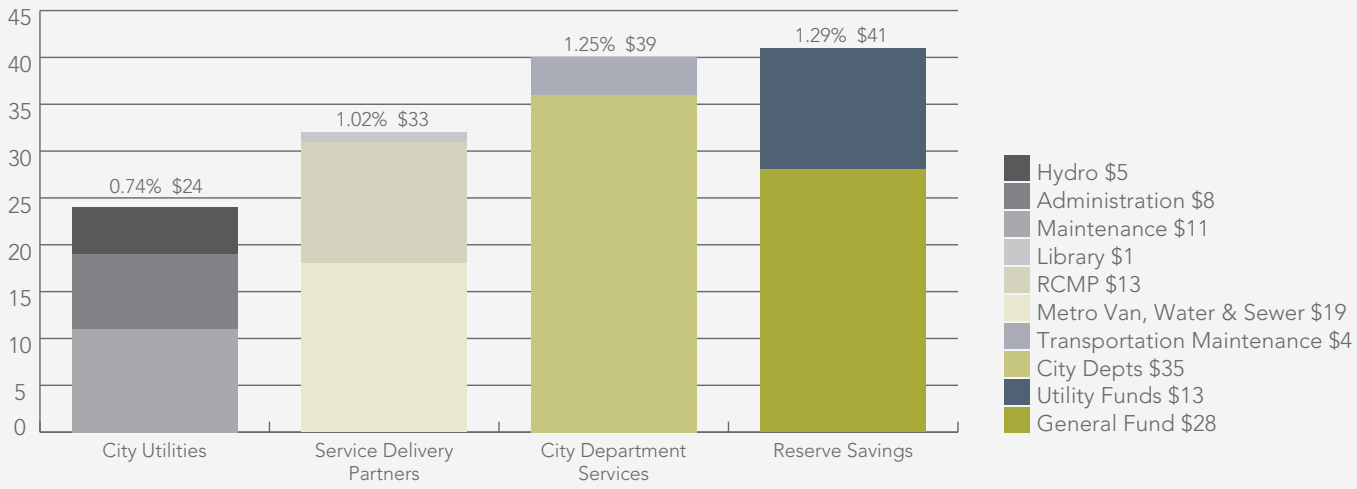
Council's 2019-2022 Strategic Plan guides City priorities and identifies the actions to achieve these over four years. The budget allocates funding for the priorities set out by Council in the Strategic Plan.

The 2020 proposed budget consists of capital and operating costs of approximately $57 million, comprised of:

- $30 million for general operations
- $10.8 million for utility operations; and
- $16.1 million for capital projects

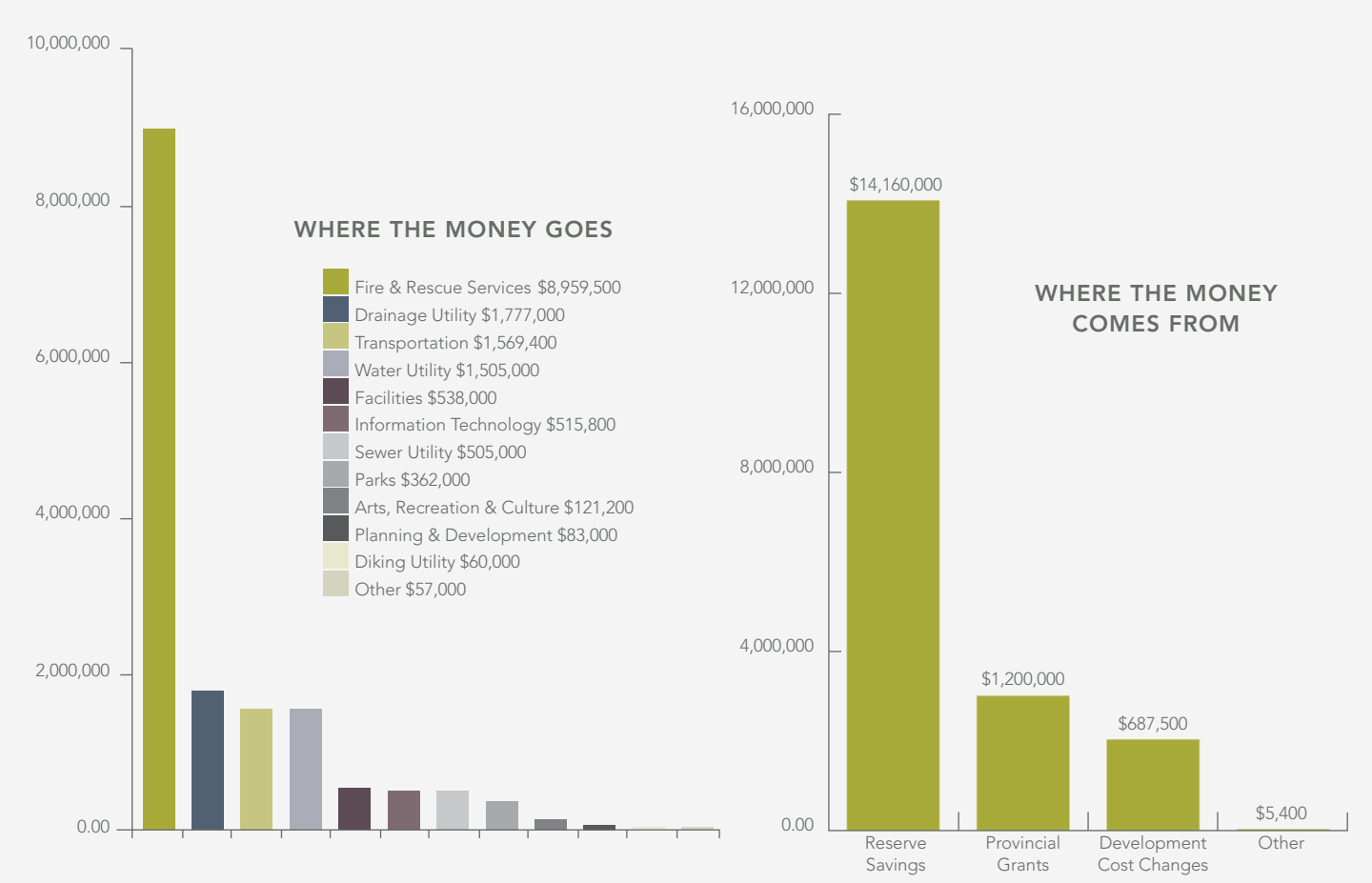
The proposed combined property tax and utilities increase of 4.30% or $137 for the average single family property is comprised of the following key budget drivers:





The annual property tax notice includes collections for federal and provincial agencies. These values are excluded in the above table since their availability is in the spring of each year.

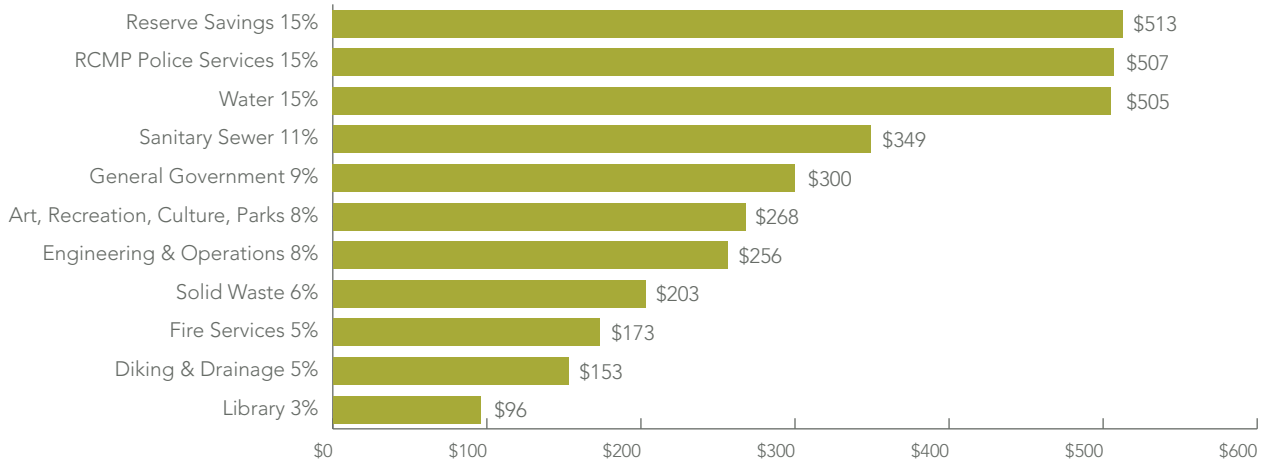
2020 CAPITAL PLAN SUMMARY – $16.1 MILLION



YOUR PROPERTY TAXES AT WORK

SERVICES PROVIDED

Wondering where your money goes when you pay your property taxes? From water and sewer to saving for future upgrades and replacement of infrastructure, your money goes toward providing a variety of services and amenities for a livable community. The following graphic shows how every dollar of municipal property tax collected by the City of Pitt Meadows is allocated to the various services the City provides:



Proposed annual costs of $3,323 per average single-family household in 2020 are based on the average 2019 assessment of approximately $802,139.

About the City Budget

The City's budget is a financial plan that describes how much money the City will bring in and spend. It determines the level of service provided to Pitt Meadows residents and guides decisions on what City infrastructure – roads, buildings and utility – will be purchased, built and repaired.

OPERATING BUDGET

The operating budget includes daily or regular expenses to keep things running smoothly. This includes garbage collection, clean water and the maintenance of facilities like the recreation centre. The operating budget is the largest portion of the City's budget and is determined based on what it will cost to continue existing City services and programs at service levels set by Council.

CAPITAL BUDGET

Capital expenses are one-time purchases or upgrades as an investment for the future – things like road improvements, park upgrades or equipment needed to maintain roads or respond to emergencies. The capital budget includes large capital projects such as bridge, pump station and water main replacements. Other factors include:

- Safety considerations (eg. traffic calming and cross walks)
- Replacement costs
- Age and condition of current City assets
- Maintenance history
- Risk assessment (what are the possible risks if this asset was to fail)
- Coordination with other capital projects (a stormwater main replacement might trigger updated curbs and sidewalks so that a road is only dug up once), and
- Future capacity needs.

When creating new assets, staff and Council will also consider what the annual operating and maintenance costs will be.

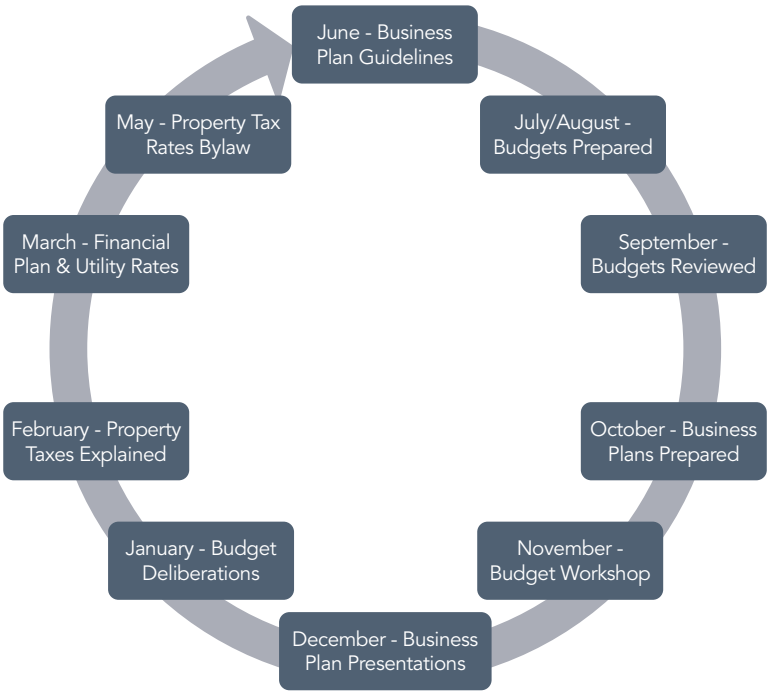
If a capital project that is underway is not completed in a given year, it is automatically rolled over into the work plan for the following year.

CITY BUDGET APPROVAL PROCESS

Although the Community Charter imposes annual budget deadlines, the City's budget process is a continuous cycle. The budget is prepared, reviewed, debated, changed and approved by the departmental managers, senior leadership team, and City Council.

Each year City staff put forward a preliminary budget. The Mayor and City Council, with input from Pitt Meadows residents and business, then make decisions about the City's services, programs and infrastructure and approve the City's final budget. All budget workshops, presentations and deliberations are open to the public.

TIMELINES FOR THE 2020 BUDGET



2020 PROPOSED BUDGET SUMMARY

The annual budget is determined based on what it will cost to continue existing City services and programs at service levels set by Council.

Each year, the City strives to balance the needs of the municipality while mitigating the impact on the tax levy. This is achieved by examining expenditures for sustainable savings and identifying opportunities to enhance other sources of revenue, such as assessment increases from growth, fees and charges, reserves, and provincial and federal funding. These other types of funding are applied first, leaving the remainder of funding required from property taxes to balance the budget. The City has five separate funds – a General Fund and four Utility Funds (Water, Sewer, Solid Waste and Storm Drainage) – that contain operating and capital budgets needed to deliver various services to the community.

GENERAL FUND

The General Fund covers expenses for general government related to the day-to-day operations of the City including:

- Essential services such as police, fire, water, roads, and emergency planning,
- Priority services such as parks, recreation, library, bylaw enforcement, licensing, culture, planning, and environmental stewardship, and
- Support services such as communications, human resources, payroll, finance, administration, legislative services, information technology, and facilities.

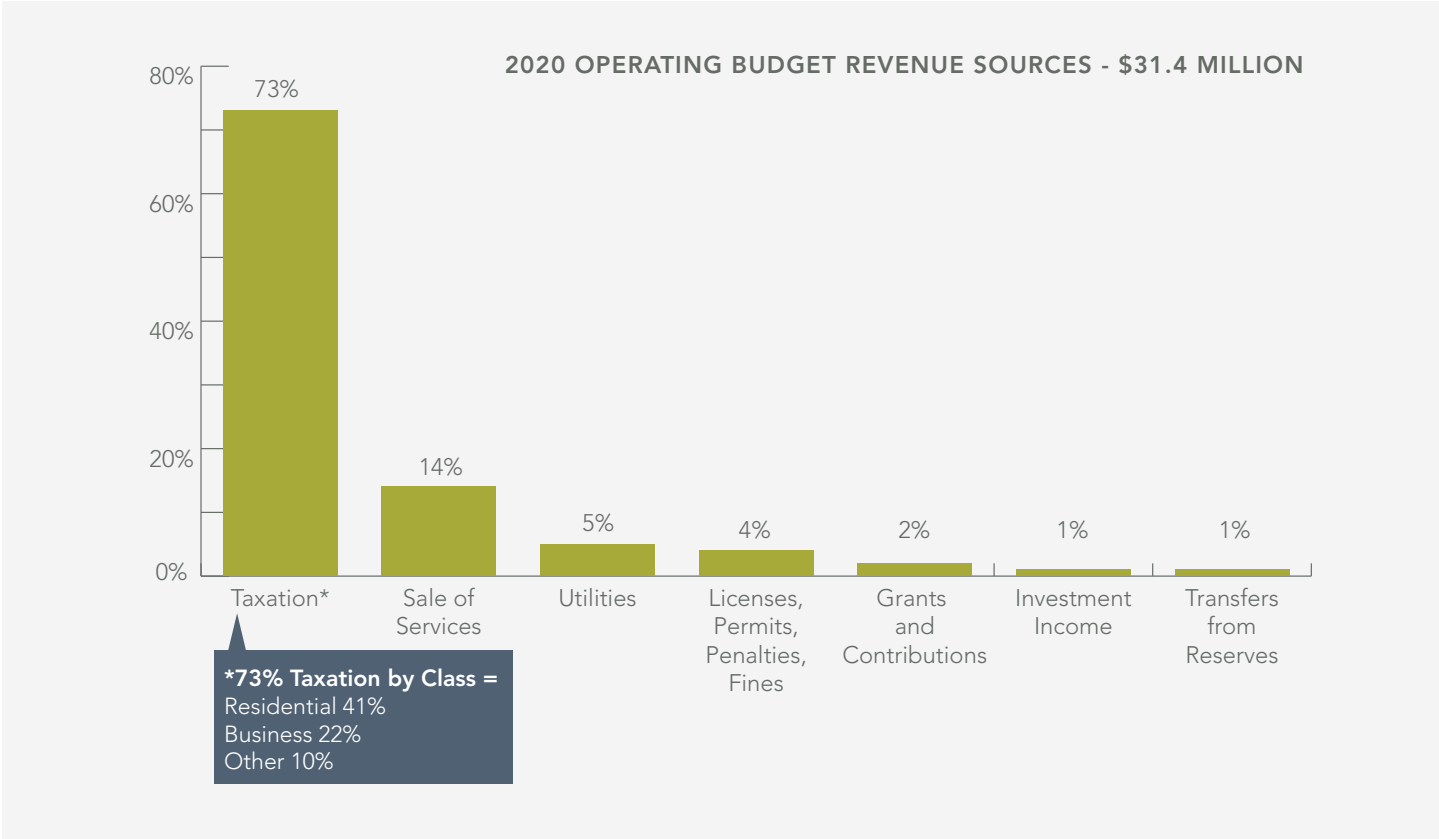
The General Fund also provides annual reserve savings for the maintenance, upgrade, and replacement of the City's roads, facilities, and other infrastructure needed to deliver these services.

UTILITY FUNDS (WATER, SEWER, SOLID WASTE & STORM DRAINAGE)

Utility Funds cover expenses related to essential and priority services. These include: the provision of safe drinking water, sewage collection, solid waste/ green waste collection, and storm drainage; each of which contains operating and capital costs to achieve sustainable service delivery models.



General Fund Summary



REVENUES

The most important driver of City revenue is economic activity which affects the number of taxable properties, influences construction activity-related fees and charges, and impacts demands for City services.

PROPERTY TAXATION

Property taxation comprises a significant portion (73%) of the City's operating revenues.

Property taxes are calculated in two steps. The BC Assessment Authority determines the total assessed value of properties within the City, and the City calculates a factor called the mill rate which is applied to the assessed values in order to generate enough revenues to balance the budget.

The amount the City needs to collect in taxes doesn't change if housing values go up or down. As values rise, the mill rate will go down to compensate (and vice versa). What does affect a property's tax increase is how the change in assessed value compares to the average change across the City. The average change across the City becomes available when the BC Assessment Revised Property Roll is issued in the spring. For 2020, a 1% property tax increase (for all classes) raises approximately $218,000.

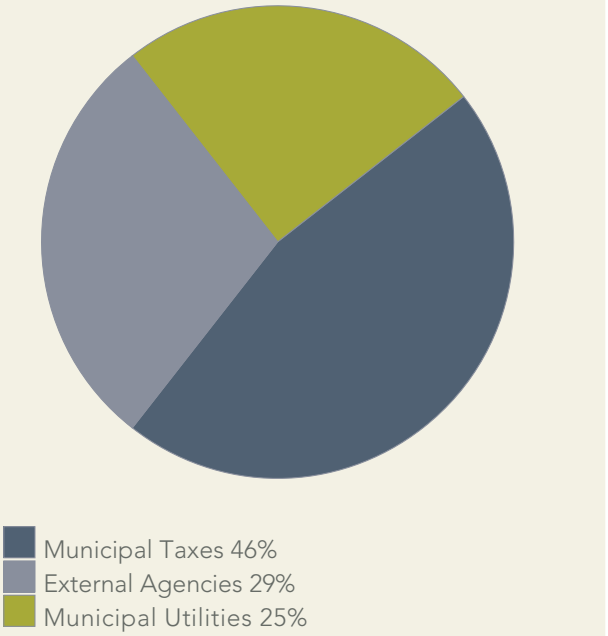
Growth in property tax revenue from new development (referred to as non-market change) in 2020 is preliminarily estimated at $165,000. This is a conservative general estimate with more certain information available in January for subsequent budget deliberations and a final amount known by early April 2020.

The outcome of pending property assessment appeals with the BC Assessment Authority is outside of the City's control. Any appeals, if successful, may result in supplementary rolls throughout the year which could reduce future taxation revenue. There are outstanding appeals in 2020 that may adversely affect the $165,000 estimate for growth in property tax revenue from new development, depending on the outcome and the timing of when the appeals are finalized.

The 2020 budget includes a proposed general tax increase of 3.98% or $81 to the average assessed single-family home.

TAXATION BREAKDOWN

The City collects from taxpayers on behalf of outside agencies, including: the Province for the School Board, Metro Vancouver, Municipal Finance Authority, BC Assessment Authority, and TransLink – the Regional Transportation Authority.



NON-TAXATION REVENUE

Eighteen percent (18%) of the City's operating revenue is generated from sale of services and fees & charges, largely associated with arena operating revenues and development activity. As with most municipalities, the City budgets development-related revenues conservatively as they are recognized as being an unstable source of funding.

Forecasted development revenues beyond 2020 are anticipated to drop off to a sustainable level of approximately $100,000 commencing in 2025. In order to smooth out the impact that future lower revenues will have on taxation, the Development Revenue Stabilization Reserve was created in 2016. Surplus revenues forecasted for 2020 to 2024 are proposed to be transferred to the reserve. In the years where development activity drops off, transfers from the reserve would be used to smooth out the impact to taxation. This approach will avoid future tax spikes and will permit the phase-in of taxation to ultimately replace development revenues over a seven-year period.

EXPENSES

The General Fund operating budget deals with recurring and ongoing costs of providing services. These services include road maintenance, snow removal operations, fire and emergency response services, park maintenance, recreation programming and facility operations, development approvals, subdivision control, bylaw enforcement and library services. This also includes financial planning measures such as debt and annual reserve savings for general infrastructure replacement and capital projects.

As a result of adopting a combined zero-based budget and activity-based budget approach (analyzing historical expenditures, adjusting for financial patterns, inflation, projected revenue estimates, savings opportunities and any Council-directed budget adjustments), City departments have limited their total net budget request to a combined 1.36% tax increase or $28 to the average assessed single family home.

Council-approved initiatives related to increased funding for the museum, Arts Council, Community Service Awards and the Council Remuneration Citizen Task Force recommendations resulted in an increase of 0.52% or $11 to the average assessed single family home.

The City's two service delivery partners - Fraser Valley Regional Library and Police - have requested a combined increase of 0.71% or $14 to the average assessed single family home.

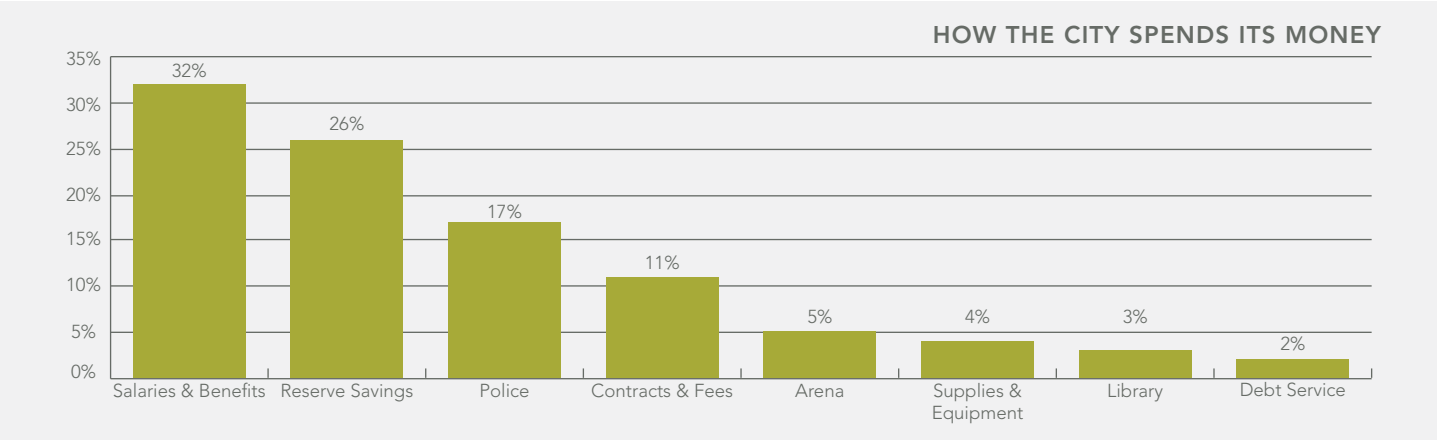
In summary, to help the City pay for its operating and capital investments, the 2020 proposed budget is delivering a 3.98% property tax increase: 2.46% to pay

for ongoing operational costs in the provision of services; 0.13% to pay for Council approved initiatives, 1% for major building replacement savings; and 0.39% for reserve savings to take care of existing infrastructure.

A homeowner with a single-family detached home with a market value assessment of $802,139 (based on 2019 assessments) will see an increase in municipal property taxes of approximately $81 annually.

The year over year comparison shows an overall increase of $868,300 or 3.98% in base budget expenditures. The drivers of the 3.98% tax increase are summarized below:

Description	Amount	Tax $	Tax %
Department Submissions	$296,700	$28	1.36%
Council Approved Initiatives	113,400	11	0.52%
Corporate Finance Reserve Savings	303,000	28	1.39%
Subtotal	**$713,100**	**$67**	**3.27%**
Library	14,600	1	0.07%
Police – RCMP	140,600	13	0.64%
Service Delivery Partners Subtotal	155,200	14	0.71%
Total	**$868,300**	**$81**	**3.98%**



DEPARTMENT EXPENSES

Combined, City departments have an additional tax fund request of $296,700 which equates to a 1.36% or $28 increase to the average assessed single family home. All departments went through a very rigorous budget review process and reduced expenses or increased revenues in a variety of areas to offset inflationary and contractual increases. Expenditure details have been provided in each Department Business Plan.

SERVICE DELIVERY PARTNERS

LIBRARY

The Library has been operating in its current location in the Solaris development since February 2012. Since that time, there has been growth in usage including circulation of materials, number and variety of programs offered, attendance at those programs and expansion of community partnerships. Library cost increases are related to Collective Agreement rate adjustments, information systems, human resources, and materials.

The total requested increase in 2020 is $14,600 equating to a 0.07% or $1 property tax increase to the average assessed single-family home.

Expenditure details have been provided in the Library Services Business Plan.

POLICE

The budget for Police Services, including the RCMP Contract and Housing and Support Services provided by the City of Maple Ridge, has increased for 2020 by $140,600 to a 0.64% or $13 property tax increase.

Based on an existing complement of 23 members, the RCMP's projected increase is driven significantly by member contractual pay increases, pension rate increases, costs of new training requirements, and housing and support services.

The RCMP is a federal organization and budgets are based on an April to March fiscal year. Municipalities must adjust these cost estimates to align with the January to December fiscal year used by local governments.

In adjusting the base RCMP costs to the City budget, adjustments have been made to allow for member vacancies based on historical averages. This is a budget risk as these vacancy patterns may not occur to the same extent in a given year. The Police reserve established in 2013, which receives 50% of Police Services annual operating surpluses, will mitigate the risk that vacancies do not materialize and provide funding for one-time operating and capital costs.

Depending on the Police Reserve and the City's General Fund Accumulated Surplus balances and competing funding priorities year-to-year, unallocated amounts may be transferred to the General Fund Accumulated Surplus in order to contribute to building the target balance established by the Surplus Policy which is 5% of net expenditures or approximately $1.1 million. This process will occur at the discretion of the Chief Financial Officer.

Expenditure details have been provided in the Police Services Business Plan.

CORPORATE FINANCE

Revenue and expense budgets belonging to Corporate Finance are not directly attributed to any one department. Rather, all or most departments will benefit by them or share in incurring the cost. The majority of budget items in the Corporate Finance area are budgets for reserve transfers, debt servicing costs, and taxation revenue which include taxes from new development or growth.

The cost drivers of the $158,900 or 0.73% tax increase for Corporate Finance are summarized below:

Description	Amount	Tax $	Tax %
Revenues and Expenses			
Taxes from New Development	($165,000)	($15)	-0.76%
2019 Additional Taxation from New Development	(24,000)	(2)	-0.11%
Pending Property Tax Appeals	30,000	3	0.14%
1% Utility Tax on Telephonic Service Revenue	(8,000)	(1)	-0.04%
Small Community Grant	6,000	1	0.03%
Other	16,900	2	0.08%
Subtotal	**($144,100)**	**($12)**	**-0.66%**
Reserve Savings			
Lifecycle General	15,000	1	0.07%
Equipment Replacement	50,000	4	0.23%
Building Replacement	218,000	20	1.00%
Transportation	20,000	2	0.09%
Capital Replacement Reserve Savings	**303,000**	**27**	**1.39%**
Net Corporate Finance	**$158,900**	**$15**	**0.73%**

The City's strategy has been to properly fund reserves for existing assets and infrastructure replacement and to avoid debt funding for this purpose wherever possible. In keeping with the philosophy that consumption of fixed assets and infrastructure represents an ongoing cost, the City has focused on providing consistent, structured, annual funding to infrastructure replacement and maintenance reserves.

PROPOSED CORPORATE FINANCE OPERATING BUDGET

	2019 ADOPTED BUDGET	2020 PROPOSED BUDGET	PROPOSED CHANGES FOR 2020		2021 PROPOSED BUDGET	2022 PROPOSED BUDGET	2023 PROPOSED BUDGET	2024 PROPOSED BUDGET
Revenue								
Taxation	$(20,924,300)	$(21,599,500)	$(675,200)	-3.2%	$(22,626,800)	$(23,598,900)	$(24,456,900)	$(25,371,000)
Taxation - Growth	(848,400)	(189,000)	659,400	77.7%	(150,000)	(150,000)	(150,000)	(150,000)
Grants	(472,000)	(466,000)	6,000	1.3%	(463,000)	(465,000)	(462,000)	(464,000)
Other Revenue	(864,500)	(1,055,800)	(191,300)	-22.1%	(1,065,800)	(1,076,100)	(1,086,400)	(1,096,900)
	$(23,109,200)	**$(23,310,300)**	**$(201,100)**	**-0.9%**	**$(24,305,600)**	**$(25,290,000)**	**$(26,155,300)**	**$(27,081,900)**
Expenses								
Expenses	433,000	490,000	57,000	13.2%	527,700	565,400	603,100	640,800
	$433,000	**$490,000**	**$57,000**	**13.2%**	**$527,700**	**$565,400**	**$603,100**	**$640,800**
Reserve Savings – Capital Maint.								
Insurance & Liability	10,000	10,000	-	0.0%	10,000	10,000	10,000	10,000
General Facilities	696,000	711,000	15,000	2.2%	726,000	741,000	756,000	771,000
South Bonson Amenity	10,000	10,000	-	0.0%	10,000	10,000	10,000	10,000
Arena Capital	80,000	80,000	-	0.0%	80,000	80,000	80,000	80,000
	$796,000	**$811,000**	**$15,000**	**1.9%**	**$826,000**	**$841,000**	**$856,000**	**$871,000**
Reserve Savings - Capital Repl.								
Major Buildings	1,545,000	1,763,000	218,000	14.1%	1,991,000	2,230,000	2,478,000	2,735,000
Equipment Repl.	510,000	560,000	50,000	9.8%	610,000	660,000	740,000	760,000
Transportation	1,190,000	1,210,000	20,000	1.7%	1,230,000	1,250,000	1,270,000	1,290,000
	$3,245,000	**$3,533,000**	**$288,000**	**8.9%**	**$3,831,000**	**$4,140,000**	**$4,488,000**	**$4,785,000**
Reserve Savings - Strategic Asset Reserves								
Future Capital	575,000	575,000	-	0.0%	575,000	575,000	575,000	575,000
Gas Tax	111,000	111,000	-	0.0%	111,000	116,000	116,000	121,000
	$686,000	**$686,000**	**-**	**0.0%**	**$686,000**	**$691,000**	**$691,000**	**$696,000**
Net Revenue	**$(17,949,200)**	**$(17,790,300)**	**$158,900**	**-0.9%**	**$(18,434,900)**	**$ (19,052,600)**	**$(19,517,200)**	**$(20,089,100)**
Key Budget Changes for 2020:								
Taxation Revenue from New Development			$(189,000)					
Risk to Roll - BC Assessment			30,000					
1% Utility Tax			(8,000)					
Small Community Grant			6,000					
Equipment Repl. Reserve Savings			50,000					
Building Repl. Reserve Savings			218,000					
Other Reserve Savings			35,000					
Other			16,900					
Change in Net Operating Expenses			**$158,900**					



FIVE YEAR BUDGET SUMMARY GENERAL OPERATING FUND BY TYPE

	2019 ADOPTED BUDGET	2020 PROPOSED BUDGET	PROPOSED CHANGES FOR 2020		2021 PROPOSED BUDGET	2022 PROPOSED BUDGET	2023 PROPOSED BUDGET	2024 PROPOSED BUDGET
Revenue								
Taxation	($22,078,700)	($22,102,500)	($23,800)	0.1%	($23,090,800)	($24,062,900)	($24,920,900)	($25,835,000)
Sale of Services	(3,779,800)	(4,424,400)	(644,600)	17.1%	(4,458,200)	(4,533,900)	(4,605,300)	(4,668,400)
Licenses, Permits, Penalties, Fines	(1,108,600)	(1,408,600)	(300,000)	27.1%	(846,800)	(758,800)	(508,800)	(357,800)
Investment Income	(465,000)	(465,000)	-	0.0%	(465,000)	(465,000)	(465,000)	(465,000)
Grants and Contributions	(553,500)	(539,900)	13,600	-2.5%	(538,600)	(542,300)	(541,000)	(544,700)
Transfers from Utilities	(1,326,900)	(1,443,200)	(116,300)	8.8%	(1,478,000)	(1,513,100)	(1,549,100)	(1,585,400)
Transfers from Reserves	(406,100)	(191,400)	214,700	-52.9%	(85,500)	(168,300)	(75,700)	(219,800)
	$(29,718,600)	**$(30,575,000)**	**$(856,400)**	**2.9%**	**$(30,962,900)**	**$(32,044,300)**	**$(32,665,800)**	**$(33,676,100)**
Expenses								
Salaries & Benefits	10,033,200	10,115,900	82,700	0.8%	10,373,000	10,672,600	10,920,300	11,178,500
Contracted Services	3,513,900	3,581,300	67,400	1.9%	3,643,100	3,778,300	3,789,700	3,861,400
Supplies & Equipment	1,169,500	1,181,000	11,500	1.0%	1,216,500	1,253,800	1,263,000	1,279,800
Debt Service	587,200	588,800	1,600	0.3%	586,700	584,600	582,400	580,300
	$15,303,800	**$15,467,000**	**$163,200**	**1.1%**	**$15,819,300**	**$16,289,300**	**$16,555,400**	**$16,900,000**
Service Delivery Partners								
Arena	1,342,400	1,414,100	71,700	5.3%	1,435,300	1,478,400	1,522,800	1,568,500
Library	1,003,700	1,018,300	14,600	1.5%	1,047,000	1,076,500	1,106,900	1,138,000
Police Services	5,265,700	5,401,200	135,500	2.6%	5,578,800	5,716,900	5,895,300	6,041,700
	7,611,800	7,833,600	221,800	2.9%	8,061,100	8,271,800	8,525,300	8,748,200
Reserve Provisions	6,803,000	8,142,700	1,339,700	19.7%	7,934,600	8,221,200	8,379,500	8,734,000
Proposed Budget Increase		**$868,300**	**$868,300**		**$852,100**	**$738,000**	**$794,100**	**$706,100**
% Tax Increase		3.98%			3.74%	3.10%	3.21%	2.76%
$ per Average Single Family		$81			$79	$68	$73	$64
$ per Average Multi Family		$52			$50	$43	$46	$41

FIVE YEAR BUDGET SUMMARY GENERAL OPERATING FUND BY DEPARTMENT

	2019 ADOPTED BUDGET	2020 PROPOSED BUDGET	PROPOSED CHANGES FOR 2020		2021 PROPOSED BUDGET	2022 PROPOSED BUDGET	2023 PROPOSED BUDGET	2024 PROPOSED BUDGET
Net Revenues & Expenses								
Council	$330,200	$434,000	$103,800	31.4%	$442,000	$451,000	$458,500	$466,800
Office of the CAO	249,300	273,100	23,800	9.5%	278,600	284,000	289,500	295,200
Administrative Services	750,800	793,500	42,700	5.7%	813,100	829,200	845,400	861,900
Emergency Planning	129,300	139,300	10,000	7.7%	142,300	145,500	148,600	151,900
Corporate Finance								
Taxation	(21,772,700)	(21,788,500)	(15,800)	0.1%	(22,776,800)	(23,748,900)	(24,606,900)	(25,521,000)
Corporate Finance	3,823,500	3,998,200	174,700	4.6%	4,341,900	4,696,300	5,089,700	5,431,900
Financial Services	660,400	690,600	30,200	4.6%	718,800	732,100	748,900	765,800
Corporate Services								
Human Resources	630,900	664,300	33,400	5.3%	680,300	695,200	709,900	725,100
Communications	352,700	363,300	10,600	3.0%	376,500	389,300	395,100	402,700
Information Technology	756,100	785,200	29,100	3.8%	821,000	835,800	849,400	859,400
Fire & Rescue Services	1,799,000	1,842,900	43,900	2.4%	1,919,200	1,973,400	2,027,200	2,082,900
Engineering & Operations								
Engineering	362,100	397,000	34,900	9.6%	407,300	418,900	426,300	435,500
Facilities	1,087,100	1,102,200	15,100	1.4%	1,136,200	1,155,500	1,171,200	1,191,100
Operations & Equipment	272,100	262,300	(9,800)	-3.6%	282,100	300,400	319,000	337,200
Transportation	916,900	968,200	51,300	5.6%	980,800	993,600	1,006,500	1,021,500
Diking	196,100	196,800	700	0.4%	198,800	200,900	203,100	205,300
Parks	1,049,800	1,065,000	15,200	1.4%	1,088,200	1,112,600	1,136,900	1,160,700
Community Services								
Bylaw Enforcement	155,400	166,700	11,300	7.3%	180,400	194,000	202,800	209,200
Development Services	467,000	490,000	23,000	4.9%	518,100	546,400	575,200	603,100
Environmental Stewardship	117,400	121,400	4,000	3.4%	123,200	125,000	126,800	128,700
Arts, Recreation, Culture	1,402,300	1,483,300	81,000	5.8%	1,554,300	1,614,400	1,668,800	1,711,500
Library	1,003,700	1,018,300	14,600	1.5%	1,047,000	1,076,500	1,106,900	1,138,000
Police Services	5,260,600	5,401,200	140,600	2.7%	5,578,800	5,716,900	5,895,300	6,041,700
Proposed Budget Increase		**$868,300**	**$868,300**	-	**$852,100**	**$738,000**	**$794,100**	**$706,100**
% Tax Increase		3.98%			3.74%	3.10%	3.21%	2.76%
$ per Average Single Family		$81			$79	$68	$73	$64
$ per Average Multi Family		$52			$50	$43	$46	$41

BUDGET RISKS

With the preparation of the budget each year, there are risks with respect to estimates and assumptions made. Some of the more significant risks included in the 2020 budget are as follows:

POSITION VACANCY

Allowances have been made for RCMP and internal staff based on historical patterns. With respect to vacancies, these are short term for reasons such as maternity/parental time and medical leave. The 2020 budget includes the internal position vacancy budget of $160,000.

RISK

These vacancies and under spends may not materialize resulting in potential for over spends. Often, position vacancies must be backfilled in order to maintain service levels and to avoid unmanageable staff work load.

OPERATING RESERVE

Annual surpluses are deposited to the Operating Reserve each year. The primary purpose of the Operating Reserve is to fund emergency events should they arise. A healthy reserve balance also provides funds for working capital purposes (i.e. provides for operating expenditures before property taxes and/or user fees are collected). The Surplus Policy has set the targeted reserve balance at 5% of net general expenditures or approximately $1.1 million, which is forcasted to be achieved by 2024.

RISK

Once the projected balance reaches the recomended balance if will be important to sustain it for funding should a a major emergency event occur. Otherwise, alternate funding sources would need to be reassigned for this purpose, which would displace other capital priorities.

SERVICE LEVEL CHANGES

Each year, the Corporate Leadership Team undertakes an internal review process to ensure services are in alignment with staff's interpretation of Council's strategic goals and objectives. As a result of this review, a number of incremental changes in service delivery or new capital infrastructure are provided as Decision Packages for any of the five years of the financial plan and are provided in the table below.

RANK	DEPARTMENT	DESCRIPTION	ONETIME BUDGET	ONGOING BUDGET	SF %	SF $
Operating						
1	Engineering & Operations	Part-time Maintenance Mechanic (0.50 FTE) (Operating Reserve)	$3,000	$52,900	0.24	4.93
2	Corporate Services	Payroll & Benefits Assistant (0.40 FTE)		$21,000	0.10	1.25
Capital Projects						
1	Engineering & Operations	Street Light LED Program - Annual Capital Project (Transportation Reserve)		$60,000		
2	Community Development	Environmental Inventory Management Strategy (Operating Reserve)	$30,000			
3	Engineering & Operations	193 St. Multi-use Path - Commence 2021 Dependent on Grants (1,662,500 Grants, 237.5K Transportation Reserve)	$1,900,000	$4,000	0.01	0.10

TAX RATE MULTIPLIERS

Much focus is placed on the multiplier between Class 6 (business) and Class 1 (residential) tax rates. The main factor impacting mill rates over the last few years has been the significant increase in market values, which the City adjusts for, on a class-by-class basis, prior to applying a tax rate increase. It is Council's prerogative to shift property taxation between classes by adjusting the mill rates, permitting relativity of taxes paid, subject to provincial municipal taxation rate caps.

Annual market adjustments in assessments, which vary between the classes, have the biggest impact on multipliers year-over-year.

Because of the difference in the mill rate and the difference in the number of folios in each class, adjusting the tax rate by 1% in Class 6 (business), for example, will not generate the same tax dollars as a 1% adjustment to Class 1 (residential).

The Community Charter requires local government to formulate a policy around taxation revenue and disclose this as part of the financial plan bylaw each year. The City will regularly review growth in the respective classes of the tax base and compare the City's tax ratio between residential property owners and business owners relative to other municipalities in Metro Vancouver. For 2019, the multiplier is 3.27 to 1. The 2020 multiplier will be determined when the tax rates are set in May 2020 after the assessment roll is issued by BC Assessment.

INFLATION

Municipal governments are under considerable pressure to relate their spending and taxation levels to the cost of inflation, yet each municipal government's experience with inflation can differ greatly from the national average. The most widely used measure of inflation in Canada is the CPI.

The CPI measures the price changes for common household purchases, such as food, shelter, clothing, household operations, and furnishings. These are items a municipal government typically does not purchase to provide programs and services to its citizens. Extending the use of CPI into discussions on an appropriate level of property tax or fee increases for a municipal government is problematic because the basket of goods that is consumed by a municipality as compared to an individual or household is different. The largest expenditures for government are labour, construction materials, and contractual services, which are factors not found in the CPI. As such, municipalities have their own spending patterns and cost profiles that differ from other economic sectors.

To better understand and communicate the true inflationary pressures on municipal budgets, the Vancouver 2019 Second Quarter Non-Residential Building Construction Price Index provided by Statistics Canada of 5.1% is more relevant.

Additionally, municipal costs, like many private company costs, will often increase by steps rather than gradual increases. For example, when the City reached 15,000 residents in 2010, the City became responsible for 90% of its policing costs rather than 70%, resulting in a sharp increase in costs in one year that did not correlate to CPI as compared to a gradual increase over many years.

Utility Budget Summaries

This section describes the major opportunities, challenges and benefits associated with the City's utilities delivery - Drainage, Sanitary Sewer, Solid Waste and Water.

DRAINAGE UTILITY

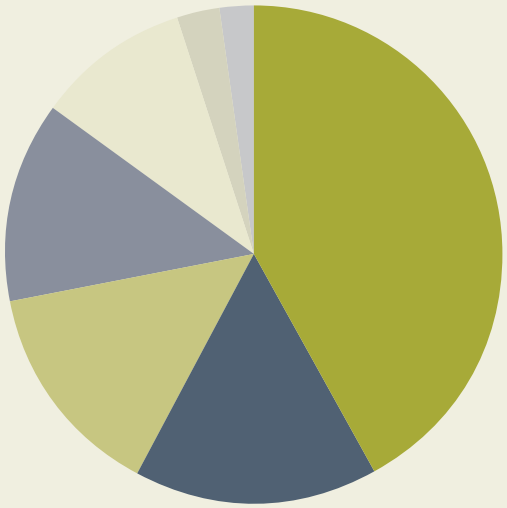
The drainage utility is funded by a variety of sources, but primarily from a levy established by bylaw and a separate charge (mill rate) based on assessed value.

Key costs in the utility include: ditch cleaning; maintenance of culverts, storm sewers and pumps; hydro costs; and capital reserve provisions for replacement of infrastructure, in particular pumps and pump stations.

The drainage utility budget includes Drainage Capital Reserve savings in 2020 of $880,000, a $40,000 increase over 2019. The City's Asset Management Plan has identified an estimated annual replacement savings target of $1.4 million. Although this is substantially higher than the annual funding, the reserve has already seen substantial improvement since its inception in 2009. The five year financial plan continues to increase the drainage reserve savings by $40,000 each year to attain the replacement value target in a reasonable time frame. Condition assessments for drainage assets will be conducted in 2021 in order to refine the targeted annual replacement savings after grant funding has been secured. Maple Ridge's contribution to the annual capital reserve savings is increasing by $10,800 to $71,200. This is tied to their proportionate share of Drainage Area 3 capital replacement savings.



DRAINAGE FUND EXPENSES



- Drainage Maintenance 2%
- Culvert Maintenance 3%
- Pump Maintenance 10%
- Administration 13%
- Hydro, Telephone, Insurance 14%
- Ditch Cleaning 16%
- Drainage Reserve 42%

The drainage utility has an increased allocation of $35,200 for administration support costs regarding time and materials spent for this utility. Hydro costs have increased by $45,900 due to increasing rates and usage.

The rate increase for 2020 is 6% for the levy and mill rate. The rate increase is driven particularly by the reserve savings needed for aging infrastructure as well as hydro costs in running the pump stations. This results in a $7 increase to the average single family taxpayer or $4 on the average multi-family home.

FIVE-YEAR BUDGET SUMMARY DRAINAGE UTILITY OPERATING FUND

	2019 BUDGET	2020 PROPOSED	2021 PROPOSED	2022 PROPOSED	2023 PROPOSED	2024 PROPOSED
Revenues						
Drainage Levies	$1,166,000	$1,244,900	$1,279,800	$1,317,800	$1,355,900	$1,394,300
Drainage Mill Rate	742,100	825,000	853,200	878,600	903,900	929,600
Maple Ridge for Area 3	176,100	199,500	212,900	226,300	239,800	253,200
	$2,084,200	**$2,269,400**	**$2,345,900**	**$2,422,700**	**$2,499,600**	**$2,577,100**
Expenses						
Administration	256,100	291,300	295,100	298,800	302,400	306,300
Insurance	30,600	27,600	27,700	27,800	27,900	28,500
Telephone	800	400	400	400	400	200
Hydro	248,100	294,000	301,900	309,800	317,700	325,600
Ditch Cleaning	350,500	374,400	382,700	391,000	399,300	407,700
Culvert Maintenance	57,200	62,900	64,000	65,100	66,300	67,500
Drainage Maintenance	48,100	51,800	52,400	53,000	53,600	54,200
Pumps/Barscreens	192,400	215,800	219,700	224,000	228,300	232,600
	$1,183,800	**$1,318,200**	**$1,343,900**	**$1,369,900**	**$1,395,900**	**$1,422,600**
Reserve Savings	900,400	951,200	1,002,000	1,052,800	1,103,700	1,154,500
Total Expenditures & Reserves	**$2,084,200**	**$2,269,400**	**$2,345,900**	**$2,422,700**	**$2,499,600**	**$2,577,100**
Balance	-	-	-	-	-	-
Increase in Budgeted Expenditures		8.9%	3.4%	3.3%	3.2%	3.1%

Residential Single Family Rate Adjustment	Levy	$3	$1	$2	$2	$2
	Mill Rate	$4	$3	$3	$3	$3
	Total	$7	$4	$5	$5	$5

SANITARY SEWER UTILITY

The Greater Vancouver Sewer and Drainage District (GVS&DD) charge for sewer treatment makes up 62% of the City's sewage operating budget (including reserve savings). Therefore it is the primary cost driver for the sewer utility. Additionally, the GVS&DD cost is forecasted to increase at an average annual rate of 12.8% over the next four years.

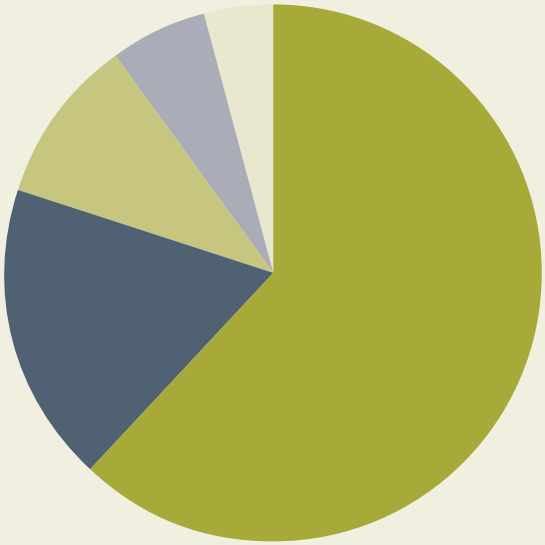
The GVS&DD has adopted an approach of increasing the annual capital reserve savings to reduce the future impact of debt servicing costs on ratepayers. The key GVS&DD cost drivers are:

- Increased debt servicing costs from the accelerating capital program,
- Increased annual capital reserve savings to support infrastructure investments required to meet service requirements and growth demands, and
- Waste water treatment plant design, expansion, and/or construction in Langley, the North Shore and Annacis Island.

The GVS&DD increase amounts to $73,300.



SEWER FUND EXPENSES



Sewer Line Maintenance 4%
Pump Station Maintenance 6%
Administration & Utilities 10%
Sewer Reserve Savings 18%
Metro Vancouver Sewage Treatment 62%

The sewer utility budget includes Sewer Capital Reserve savings of $468,000 in 2020 which represents a $20,000 increase over 2019. The City's comprehensive Sewer Asset Management Plan recommends an estimated annual replacement value of $575,000 as the target amount to provide sufficient funding for replacement of the City's sewer assets. As reported in the Asset Management Report, this is proposed to be achieved by increasing the savings contributions by $20,000 each year over a ten year period, commencing in 2016.

Net remaining operating costs increased overall by $38,900, attributed primarily to lift station maintenance.

The 2020 budget reflects an increase in the single-family and multi-family annual fee from $336 to $349.

FIVE YEAR BUDGET SUMMARY SEWER UTILITY OPERATING FUND

	2019 BUDGET	2020 PROPOSED	2021 PROPOSED	2022 PROPOSED	2023 PROPOSED	2024 PROPOSED
Revenues						
Levy	$2,454,500	$2,586,700	$2,842,300	$3,161,200	$3,478,000	$3,704,500
Katzie	20,000	22,200	22,200	22,200	22,200	22,200
	$2,474,500	**$2,608,900**	**$2,864,500**	**$3,183,400**	**$3,500,200**	**$3,726,700**
Expenditures						
Administration	227,900	239,800	243,700	247,600	251,600	255,600
Insurance	4,400	4,500	4,600	4,700	4,800	4,900
Hydro	18,400	20,200	20,600	21,000	21,400	21,800
Sewer Lift Station Maintenance	118,600	144,200	147,000	149,800	152,600	155,400
Sewer Lines Maintenance	101,400	103,100	105,100	107,300	109,400	111,500
GVS&DD Treatment Charge	1,555,800	1,629,100	1,855,500	2,145,000	2,432,400	2,629,500
	$2,026,500	**$2,140,900**	**$2,376,500**	**$2,675,400**	**$2,972,200**	**$3,178,700**
Reserve Savings	448,000	468,000	488,000	508,000	528,000	548,000
Total Expenditures & Reserves	**$2,474,500**	**$2,608,900**	**$2,864,500**	**$3,183,400**	**$3,500,200**	**$3,726,700**
Balance	-	-	-	-	-	-
Increase in Budgeted Expenditures		5.4%	9.8%	11.1%	10.0%	6.5%
Rate Adjustment						
Single-Family Flat Rate		$13	$34	$43	$43	$31
Multi-Family Flat Rate		$13	$34	$43	$43	$31

SOLID WASTE UTILITY

The cost of garbage and green waste services in Pitt Meadows is primarily determined by two factors: the contract cost of garbage and green waste collection services and the garbage and green waste tipping fees. The garbage and green waste collection contract accounts for 50% of the solid waste budget.

The garbage and green waste collection contract with Waste Management is estimated to increase $20,100 related to adjustments in the CPI and the number of service units.

Inflation and number of service units are the factors also contributing to an increase of $20,300 in the cost of processing green waste.

Net remaining operating costs increased by $4,100 for administration and other costs. When taken together, all of these budget adjustments result in an increase to the single family and multi-family homes as follows:

- Single family increased from $196 to $203
- Multi-family with centralized green waste collection remains unchanged at $20



FIVE YEAR BUDGET SUMMARY - SOLID WASTE OPERATING

	2019 BUDGET	2020 PROPOSED	2021 PROPOSED	2022 PROPOSED	2023 PROPOSED	2024 PROPOSED
Revenues						
User Fees	$978,700	$1,023,200	$1,036,300	$1,050,500	$1,064,700	$1,078,800
Garbage Tickets	14,000	14,000	14,000	14,000	14,000	14,000
Miscellaneous	2,000	2,300	2,300	2,300	2,300	2,300
	$994,700	**$1,039,500**	**$1,052,600**	**$1,066,800**	**$1,081,000**	**$1,095,100**
Expenditures						
Administration	45,100	53,000	54,000	55,000	56,000	57,000
Garbage Curbside	232,400	239,300	241,300	243,300	245,300	247,300
Garbage Tipping Fees	125,400	124,300	125,500	128,000	130,400	132,000
Garbage Supplies and Materials	10,000	10,100	10,200	10,300	10,400	10,500
Green Waste Curbside	265,500	276,000	278,000	280,000	282,000	284,000
Green Waste Tipping Fees	312,500	332,800	339,500	346,000	352,600	360,000
Advertising	3,800	4,000	4,100	4,200	4,300	4,300
	$994,700	**$1,039,500**	**$1,052,600**	**$1,066,800**	**$1,081,000**	**$1,095,100**
Balance	-	-	-	-	-	-
Increase in Budgeted Expenditures		4.5%	1.3%	1.3%	1.3%	1.3%

Rate Adjustments:					
Single-Family Garbage and Green Waste	$7	$3	$3	$3	$3
Multi-Family Curbside Garbage and Green Waste	$7	$3	$3	$3	$3
Multi-Family Curbside Green Waste	$5	$2	$2	$2	$2
Multi-Family Central Collection Green Waste	$0	$0	$0	$0	$0
Multi-Family Curbside Garbage, Central Green Waste	$2	$1	$1	$1	$1
Mobile Home Park	$5	$2	$2	$2	$2

WATER UTILITY

The key issues facing the water utility are the volume of water used and the equity in the rate mix between flat rate and volume based charges.

To create equity within the system, the City has adopted the approach of charging metered users as follows:

- A basic per connection fee covers costs of billing, maintenance of meters, waterlines, pressure reducing valve (PRV) stations, and saving for the future capital replacement (these costs exist even if the customer uses no water), and
- A consumption charge for the amount of water used at the blended rate the City pays the Greater Vancouver Water District (GVWD).

The flat fee incorporates the components of both the connection fee and the estimated consumption charge.

Metro Vancouver's drinking water blended rate rose by 5.4% from 74 cents per cubic meter to 78 cents per cubic meter, which has been reflected in the 2020 metered revenue budget.

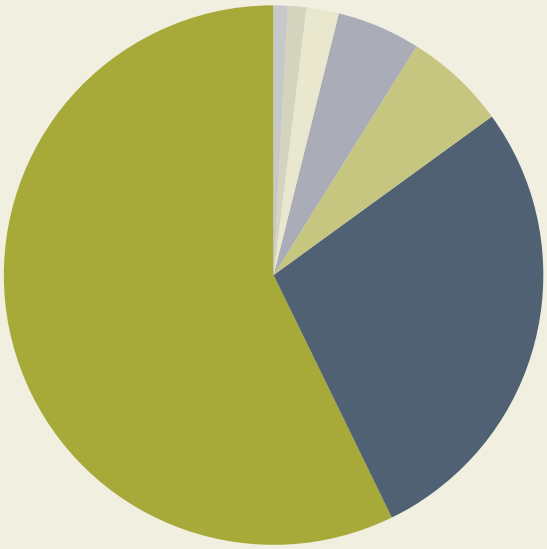
In 2020, the City is increasing the 2019 single-family and multi-family water flat fees in order to provide savings for future capital replacement of water infrastructure. The Water Capital Reserve savings increased by $60,000, from $1.285 million to $1.345 million. The increased reserve savings are intended to move towards narrowing the annual funding gap for water utility infrastructure in order to provide sufficient funding for the timely replacement of these City assets. Implementing the recommendation from the Asset Management Plan to acquire condition assessment data moves the City closer towards addressing the funding gap. Condition assessments for water assets are underway with completion expected in 2020. This data will be used to further refine the targeted annual replacement savings which is currently identified as $1.5 million with a recommendation of achieving the target over a 15-year period that commenced in 2018.

Water supply costs make up 57% of the water operating budget (including reserve savings) and results in increasing the 2020 budget by $113,200. Therefore, it is the primary driver of the costs associated with this fund. Additionally, the GVWD cost is forecasted to increase at an average annual rate of approximately 9% over the next four years. The GVWD collects drinking water from three protected mountain watersheds to serve the Metro Vancouver member municipalities including the City of Pitt Meadows. The system consists of six mountain storage lakes, five dams, two major water treatment facilities, over 500 km of large diameter transmission mains, 26 storage reservoirs, 19 pump stations, and eight rechlorination stations. The system treats and distributes an average of 1 billion litres of water per day.

The key GVWD cost drivers are attributed to increasing capital costs, debt service and capital savings to support infrastructure investments required to meet service requirements, growth demands and resilience upgrades.

Currently the City relies solely on Metro Vancouver's transmission water meters and is charged based on Volume-In versus Volume-Out of Pitt Meadows. As the City retrofits our pressure reducing valve stations (the point where water is drawn from the Metro Vancouver transmission line) new water meters are installed. These water meters will assist with verifying the accuracy of Metro Vancouver's water billings in the future.
The 2020 budget reflects an increase in the single-family flat fee from $476 to $505, the multi-family flat fee from $362 to $384, and the connection charge for metered customers from $287 to $303. Volume usage by metered customers will be charged the GVWD blended rate of 78 cents per cubic meter.

WATER FUND EXPENSES



FIVE YEAR BUDGET SUMMARY - WATER UTILITY OPERATING FUND

	2019 BUDGET	2020 PROPOSED	2021 PROPOSED	2022 PROPOSED	2023 PROPOSED	2024 PROPOSED
Revenue						
Flat	$3,048,000	$3,275,700	$3,352,800	$3,536,500	$3,742,500	$3,972,000
Metered	1,558,800	1,553,200	1,876,400	2,041,500	2,243,600	2,470,200
Other	25,400	31,500	31,500	31,500	31,500	31,500
	$4,632,200	**$4,860,400**	**$5,260,700**	**$5,609,500**	**$6,017,600**	**$6,473,700**
Expenditures						
Administration	343,400	368,200	374,200	380,300	386,400	392,600
Insurance	1,700	1,800	1,800	1,800	1,800	1,800
Hydro	7,100	7,300	7,400	7,500	7,600	7,700
PRV Servicing	74,400	66,800	67,900	69,000	70,100	71,200
Water Line Servicing	190,400	227,100	231,000	234,900	238,900	242,900
Meter Servicing	31,200	29,100	29,400	29,700	30,000	30,300
Hydrant Maintenance	45,700	48,600	49,400	50,200	51,000	51,800
GVWD Water Purchase	2,653,300	2,766,500	3,094,600	3,371,100	3,706,800	4,090,400
	$3,347,200	**$3,515,400**	**$3,855,700**	**$4,144,500**	**$4,492,600**	**$4,888,700**
Reserve Savings	1,285,000	1,345,000	1,405,000	1,465,000	1,525,000	1,585,000
Total Expenditures & Reserves	**$4,632,200**	**$4,860,400**	**$5,260,700**	**$5,609,500**	**$6,017,600**	**$6,473,700**
Balanced	-	-	-	-	-	-
Increase in Budgeted Expenditures		4.9%	8.2%	6.6%	7.3%	7.6%

Rate Adjustment						
Single Family Flat Rate		$29	$42	$36	$43	$48
Multi-Family Flat Rate		$22	$32	$28	$32	$36
Metered Base Rate		$16	$10	$10	$10	$10
Metered Rate (Same as GVWD)		$0.0400	$0.0476	$0.0728	$0.0891	$0.0999



Asset Management

Infrastructure remains a significant issue and investment is required to refurbish and renew aged roads, water and sewer pipes, facilities and other assets. Asset management planning is an on-going process that requires continuous review and improvement.

The City's Asset Management Plan identifies targeted annual replacement savings. In 2019 asset condition assessments were completed for road pavement and facilities which assists in further refining the target replacement savings values. As ongoing asset condition assessments are completed for the City's asset groups, the savings targets will continue to be updated.

INFRASTRUCTURE DEFICIT

Infrastructure deficit is a measure of the amount of infrastructure that has passed its theoretical service life but is still providing service to the community. The current estimate is $93 million worth of assets that have passed their service life and will require field investigation to determine if the asset needs to be replaced or not. The asset management team continues to work on refining this review process.

ASSET INFRASTRUCTURE FUNDING GAP

The estimated total original cost of the City's assets/ infrastructure is $262 million. The asset management annual replacement savings target has been updated to $9.9 million after incorporating condition assessment values for pavement and building categories which, when compared to the proposed 2020 annual funding of $6.8 million, leaves an annual funding shortfall of $3.1 million. This represents a significant infrastructure funding deficit, although the City has made progress each year in moving towards the savings target and continues to move in that direction by proposing an increase in asset replacement savings of $438,000 for 2020.

The funding gap will continue to accumulate until such time as the annual reserve savings matches the annual replacement cost savings target and the funding level is sufficient to fund the past accumulated deficit.

Mitigating steps towards addressing the funding gap are:

- Consider re-directing the remaining funds and annual levy of $575,000 to fund the external replacement of existing infrastructure, after the Future Capital Reserve balance recovers in 2022.
- Since the Future Capital Reserve is primarily used to fund strategic new infrastructure, the priority to fund existing infrastructure replacement likely has higher priority given the current funding gap.
- Continue to seek grant funding from senior levels of government.
- Debt funding - used strategically within best practices for responsible borrowing the City's debt capacity provides an option to renew our infrastructure. The City's debt capacity is currently $25 million asset free or $159 million referendum.



INFRASTRUCTURE FUNDING GAP BY ASSET CATEGORY

DESCRIPTION	BUILDINGS	FLEET & EQUIP	ROADS	DIKES	OTHER	LAND	DRAINAGE	SEWER	WATER	TOTAL
STATS (MILLIONS)										
Depreciated or Net Remaining Value	$18.3	$5.6	$22.7	$12.0	$15.1	$51.3	$20.6	$9.2	$21.6	$176.4
Original Value	34.7	13.5	46.6	12.0	20.9	51.3	32.5	14.9	35.5	261.9
Replacement Value	63.4	16.1	86.8	n/a	28.6	n/a	84.7	32.3	101.6	413.5
Capital Plan	8.5	1.5	1.6	n/a	0.7	n/a	1.8	0.5	1.5	16.1
Annual Usage (Depreciation)	1.2	0.7	1.3	n/a	0.7	n/a	0.6	0.2	0.6	5.3
FUNDING GAP (MILLIONS)										
Annual Replacements	1.9	1.5	2.3	n/a	0.8	n/a	1.4	0.5	1.5	9.9
Annual Asset Funding	1.8	1.0	1.2*	n/a	0.1	n/a	0.9	0.5	1.3	6.8
Annual Infrastructure Funding Gap	0.1	0.5	1.1	n/a	0.7	n/a	0.5	0	0.2	3.1

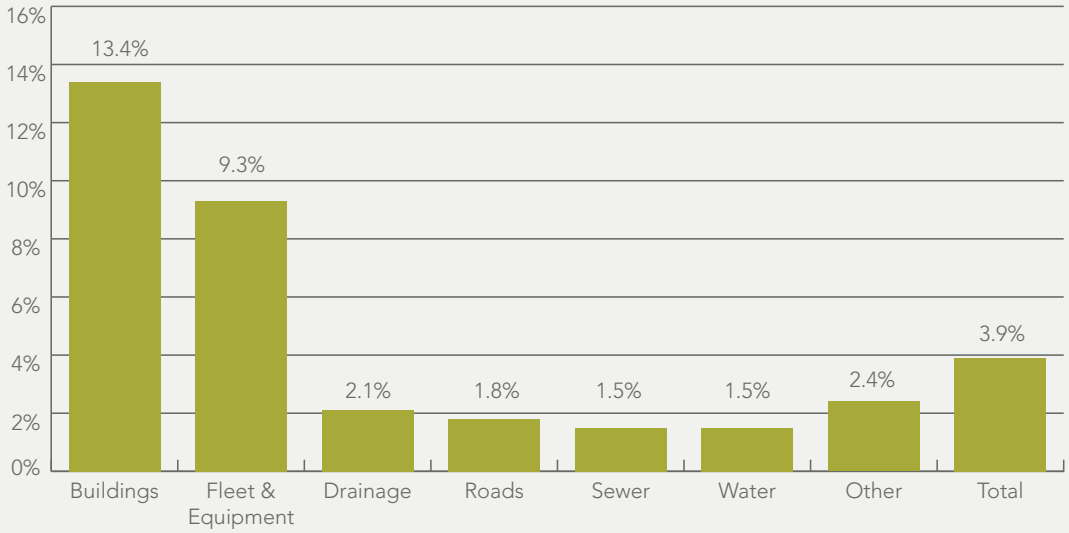
*Road use levies augment funding for designated roads only, 425K 2020 funding excluded from table.

INFRASTRUCTURE SUSTAINABILITY

- Asset management best practices suggest that 2% to 4% of the total value of an asset should be spent annually on capital expenditures to ensure sustainability of infrastructure assets. This percentage will fluctuate depending on the significance of a given project in proportion to the total.

- The City's 2020 plan in total is in line with these best practices with buildings being higher due to the replacement of the Fire Hall and fleet and equipment being higher due to the replacement of the Fire Services hub engine as depicted in the following table.

2020 CAPITAL BUDGET VS ASSET VALUES



RESERVE, SURPLUS AND DEFERRED REVENUE SUMMARY

The City of Pitt Meadows maintains various reserves (including deferred revenue). Generally capital projects are funded by these reserves to reduce volatility in taxation levels. Below is a summary of reserve and deferred revenue balance projections that result from the 2020 – 2024 financial plan.

	2020	2021	2022	2023	2024
Arena	$834,000	$949,000	$1,062,000	$1,172,000	$1,279,000
Art in Public Spaces	212,000	212,000	212,000	212,000	212,000
Community Amenity	5,170,000	5,184,000	5,279,000	5,374,000	5,469,000
Development Cost Charges	8,780,000	7,534,000	5,240,000	5,636,000	6,078,000
Diking	468,000	577,000	688,000	801,000	916,000
Drainage	1,000	433,000	-	1,000	233,000
Equipment Replacement	216,000	315,000	327,000	427,000	868,000
Future Capital	128,000	323,000	1,022,000	2,006,000	2,781,000
Lifecycle Buildings	80,000	95,000	107,000	78,000	2,505,000
Lifecycle General	705,000	30,000	295,000	71,000	335,000
Lifecycle Gas Tax	805,000	875,000	946,000	139,000	192,000
Minor Capital	445,000	16,000	78,000	156,000	245,000
Parkland Acquisition	265,000	290,000	315,000	341,000	368,000
Sanitary Sewer	2,667,000	850,000	1,893,000	3,245,000	3,463,000
South Bonson Amenity	342,000	307,000	275,000	245,000	218,000
Surplus (General Fund)	855,000	877,000	872,000	922,000	972,000
TransLink Major Road Network Grant	19,000	160,000	304,000	451,000	601,000
Transportation	857,000	91,000	837,000	1,023,000	1,000
Transportation Road Use Levies	1,559,000	993,000	362,000	1,689,000	794,000
Vehicle Replacement	61,000	47,000	47,000	48,000	49,000
Water	756,000	432,000	849,000	-	880,000
Total	**$25,225,000**	**$20,590,000**	**$21,010,000**	**$24,037,000**	**$28,459,000**



Capital Budget

WHAT ARE WE SAVING?

The following table summarizes the proposed savings, or allocation to reserves, consistent with the Strategic Plan goal to proactively plan for replacement of our infrastructure.

RESERVE SAVINGS	2020 ANNUAL FUNDING	2020 TAX INCREASE
General Capital: Maintenance		
Arena	$80,000	-
Diking	162,000	-
Lifecycle - General	711,000	15,000
South Bonson Amenity	10,000	-
Total Maintenance	**$963,000**	**$15,000**
General Capital: Replacement		
Equipment Replacement	560,000	50,000
Vehicle Replacement	420,000	30,000
Lifecycle - Major Buildings	1,763,000	218,000
Minor Capital (Turf User Fee)	56,000	-
Road Use Levies (Estimate)	425,000	-
Translink Major Road Network	155,000	-
Transportation	1,210,000	20,000
Subtotal	**$4,589,000**	**$318,000**
Utility Capital: Replacement		
Drainage	880,000	40,000
Sewer	468,000	20,000
Water	1,345,000	60,000
Subtotal	**$2,693,000**	**$120,000**
Total Replacement	**$7,282,000**	**$438,000**
Strategic Assets		
Development Cost Charges (DCCs - Estimate)	471,000	-
Future Capital	575,000	-
Gas Tax (Grant)	111,000	-
Total Strategic Assets	**$1,157,000**	**-**
Total	**$9,402,000**	**$453,000**

WHAT ARE WE SAVING FOR?

2020 – 2024 CAPITAL PROGRAM: ALL FUNDS

The capital budget deals with the non-recurring costs of projects and construction, as well as the purchase or construction of tangible capital assets. These include: purchase of fleet and equipment, information technology, the repair and construction of roads, bridges, sewer and water lines; and the construction of parks.

The City is continuing to develop funding plans for major infrastructure projects, not only resulting from growth, but also for maintenance and replacement due to aging. The proposed capital program for 2020 has a budget of approximately $16 million of which approximately $5.4 million relates to maintenance and replacement of transportation and utility infrastructure; and $10.6 million relates to facilities, equipment, fleet, parks, recreation and culture.

These values exclude potential 2019 approved projects that may be carried forward to 2020 in order to continue and complete the work, such as the Area 4 Pump Station replacement and the Fire Hall replacement projects.

2020 KEY PROJECTS

Some of the more significant projects proposed for 2020 include:

- Fire Hall Replacement - Year 2 of 3 $8 million.
- Fire Hub Mack Engine Replacement $900,000.
- Area 4 Pump Station Replacement - Final phase $730,000.
- Fenton Area 2 Drainage Pump replacement - Phase 1 $750,000.
- Harris Rd Pavement Rehabilitation (Hammond to Airport) $589,500.
- Old Dewdney Trunk Rd Pavement Rehab (Sharpe to Neaves) $350,000.
- Water Main Replacement - Bonson Rd North $425,000.
- Water Main Replacement - 192A, 192B, 116B $430,000; and
- PC Desktop Replacements $176,000.

FIVE-YEAR CAPITAL PLAN

	2020	2021	2022	2023	2024
DEPARTMENT					
CAO Office	-	$55,000	$47,000	-	-
Community Services					
Arts, Recreation & Culture	$121,200	124,300	128,400	132,500	136,600
Community Development	83,000	10,000	-	-	-
Environmental Stewardship	50,000	15,000	65,000	15,000	15,000
Corporate Services					
Communications	7,000	50,000	-	-	57,200
Information Technology	515,800	180,000	315,000	351,500	94,000
Engineering & Operations					
Facilities	538,000	563,000	560,000	1,455,000	595,000
Fleet & Equipment	-	340,000	430,000	450,000	430,000
Parks	362,000	1,931,000	381,000	726,000	210,000
Transportation	1,569,400	5,222,900	3,754,000	1,151,000	3,618,300
Utility - Diking	60,000	60,000	60,000	60,000	60,000
Utility - Drainage	1,777,000	843,700	1,900,000	1,292,000	905,000
Utility - Sanitary Sewer	505,000	25,000	325,000	65,000	325,000
Utility - Water	1,505,000	710,000	2,023,000	2,413,400	610,000
Fire & Rescue Services	$8,959,500	$6,648,300	$221,000	$130,500	$190,500
TOTAL	**$16,052,900**	**$16,778,200**	**$10,209,400**	**$8,241,900**	**$7,246,600**
FUNDING SOURCE					
Arena Capital Reserve Fund	205,000	215,000	225,000	235,000	245,000
Carbon Neutrality Reserve Fund	25,000	15,000	15,000	15,000	15,000
Community Amenity Reserve Fund	-	90,000	-	-	-
Development Cost Charges	687,500	1,872,300	2,772,100	44,800	5,000
Diking Reserve Fund	74,600	54,600	54,600	54,600	54,600
Drainage Reserve Fund	1,012,000	549,500	1,562,400	1,284,600	900,000
Equipment Replacement Reserve Fund	1,565,500	1,179,800	1,141,400	1,064,500	885,300
Future Capital Reserve Fund	3,000	70,000	6,500	-	-
Grants	1,200,000	285,000	-	-	-
Lifecycle Reserve Fund	8,626,000	7,698,800	520,000	1,930,000	577,000
Minor Capital Reserve Fund	17,000	629,000	19,000	19,000	21,000
Operating Reserve Fund	163,000	23,000	55,000	-	-
Sanitary Sewer Reserve Fund	505,000	25,000	325,000	65,000	325,000
South Bonson Amenity Reserve Fund	12,000	12,000	12,000	12,000	12,000
Third Party Contributions	5,400	1,430,400	5,400	5,400	5,400
Transportation Reserve Fund	446,900	1,918,800	1,473,000	1,098,600	3,591,300
Waterworks Reserve Fund	1,505,000	710,000	2,023,000	2,413,400	610,000
TOTAL	**$16,052,900**	**$16,778,200**	**$10,209,400**	**$8,241,900**	**$7,246,600**

OVERALL TAXPAYER IMPACT

The following table summarizes the 2020 property tax and utility fee increase for the average assessed single-family home. The budget includes an $81 increase for property tax and $56 for utilities based on the average 2019 assessment of approximately $802,139.

The "proposed" combined $137 property tax and utilities increase resulted from a diligent budget process that evaluated each expense for savings, a thorough review of revenues to find enhancements, and process reviews to maximize efficiencies where possible.

The proposed increase is needed to maintain the same services as in 2019 and to continue to increase funding for the City's eventual asset replacement. The provision of savings for the maintenance and replacement of the City's infrastructure is a significant factor in the $56 increase for utilities since it represents 23% or $13 of the utilities increases. Metro Vancouver water purchases and sewer treatment charges represent the most significant factor in the utilities increase at 33% or $19.

AVERAGE SINGLE-FAMILY DWELLING ASSESSED AT $802,139

DESCRIPTION	2019 BUDGET	2020 PROPOSED	VARIANCE $	USER FEE/ TAX IMPACT
Department Submissions	$958	$997	$39	1.88%
Corporate Finance Reserve Savings	485	513	28	1.39%
Subtotal	**$1,443**	**$1,510**	**$67**	**3.27%**
Library	95	96	1	0.07%
Police - RCMP	494	507	13	0.64%
Service Delivery Partners	**$589**	**$603**	**$14**	**0.71%**
Property Tax Subtotal	**$2,032**	**$2,113**	**$81**	**3.98%**
Storm Drainage (mill rate)	79	83	4	5.06%
User Fees (Diking, Drainage, Solid Waste, Water, Sewer)	1,075	1,127	52	4.84%
Total Property Charges	**$3,186**	**$3,323**	**$137**	**4.30%**

Note: Values represent the City's portion of taxes and utilities. The property tax bill will also include regional and provincial taxes.

AVERAGE MULTI-FAMILY DWELLING ASSESSED AT $510,744

The next table summarizes the 2020 property tax and utility fee increase for the average assessed multi-family home of approximately $510,744 that receives centralized green waste collection. The "proposed" combined property tax and utilities increase would be $91.

DESCRIPTION	2019 BUDGET	2020 PROPOSED	VARIANCE $	USER FEE/ TAX IMPACT
Department Submissions	$623	$648	$25	1.88%
Corporate Finance Reserve Savings	309	327	18	1.39%
Subtotal	**$932**	**$975**	**$43**	**3.27%**
Library	60	61	1	0.07%
Police - RCMP	301	309	8	0.64%
Service Delivery Partners	**$361**	**$370**	**$9**	**0.71%**
Property Tax Subtotal	**$1,293**	**$1,345**	**$52**	**3.98%**
Storm Drainage (Mill Rate)	50	53	3	6.00%
User Fees (Diking, Drainage, Solid Waste, Water, Sewer)	758	794	36	4.75%
Total Property Charges	**$2,101**	**$2,192**	**$91**	**4.33%**

Note: Values represent the City's portion of taxes and utilities. The property tax bill will also include regional and provincial taxes.

Single-family homes and multi-family homes that receive central green waste collection services represent 80% of the total residential properties. Based on the proposed budget, they will receive a combined property tax and utility increase of 4.30% or 4.33% respectively.

FUTURE YEARS - AVERAGE SINGLE-FAMILY DWELLING ASSESSED AT $802,139

The next table provides the proposed 2020 tax and utility increase for the average assessed single-family home as well as estimates for the years 2021 to 2024. The 2021 values will be finalized next year.

	TAXATION				USER FEE UTILITIES					
YEAR	CAPITAL RESERVES*	CITY DEPTS	SERVICE DELIVERY PARTNERS	SUBTOTAL TAX	STORM DRAINAGE	SEWER	WATER	SOLID WASTE	SUBTOTAL UTILITIES	TOTAL
2020	$28	$39	$14	$81	$7	$13	$29	$7	$56	$37
2021	$28	$36	$15	$79	$4	$34	$42	$3	$83	$162
2022	$28	$28	$12	$68	$5	$43	$36	$3	$87	$155
2023	$27	$30	$16	$73	$5	$43	$43	$3	$94	$167
2024	$26	$25	$13	$64	$5	$31	$48	$3	$87	$151
AVG	$27	$32	$14	$73	$5	$33	$39	$4	$81	$154

*Corporate Finance Reserve Savings

Note: The Sewer and Water values are primarily driven by the forecasted Metro Vancouver increases in sewer treatment and water supply costs.

Strategic Priorities

STRATEGIC GOAL 1 - PRINCIPLED GOVERNANCE	
STRATEGIC OUTCOME: Decisions made by Council will be approached in an open, respectful and balanced manner that promotes social, economic, and environmental health and prosperity for current and future generations.	
WHAT WE SET OUT TO ACHIEVE	**WHAT WE ACHIEVED**
COMMUNITY VOICE. Engage stakeholders in meaningful discussion around the current and future success and prosperity of Pitt Meadows.	✓Adopted a new governance and committee structure, including the launch of the new Engagement & Priorities Committee. ✓Executed and streamlined the annual recruitment process for all City committees, including the onboarding of new committee members. ✓Ensured the smooth administration of City committee meetings including agendas and minutes for seven City committees. ✓Developed a Committee Orientation Manual to ensure comprehensive and consistent training of all City committee members. ✓Promoted two-way dialogue and translated complex issues into consumable information to enhance community participation at City engagement events. ✓Developed and implemented engagement strategies and information materials for: • Renaming of the Engagement & Priorities Committee • Pitt Meadows Road and Rail Project, including underpass at Harris Rd. and overpass at Kennedy Rd. • Official Community Plan Review • North Lougheed Study Area • New Fire Hall, and • Fraser Way Roundabout updates.
ADVOCACY. Actively advocate for issues of importance to our community.	✓Advocated for improvements along the Lougheed Corridor with the Ministry of Transportation and Infrastructure, as well as secondary access for Katzie First Nation. ✓At the 2019 Union of BC Municipalities Convention, met with the following ministries to advocate for the needs of Pitt Meadows: • Ministry of Agriculture for funding to support local farmers and to review new Agriculture Land Commission regulation; • Ministry of Public Safety and Solicitor General for British Columbia regarding the Ridge Meadows RCMP police review currently underway; • Ministry of Environment regarding the new Fisheries Act, and cannabis odour control and air quality; and • Ministry of Education to discuss schools in Pitt Meadows. ✓Met with: • Ministry of Transportation and Infrastructure (MOTI), TransLink, Canadian Pacific and Greater Vancouver Gateway 2030 to advocate for the transportation needs and concerns regarding the

	proposed transportation infrastructure projects • TransLink on the implementation of the RapidBus service through Pitt Meadows and the update of the Area Transport Plan • Agricultural Land Commission regarding key initiatives including North Lougheed Study Area and cannabis production in the ALR and • Metro Vancouver Regional District and Fraser Basin Council to advocate for a collaborative regional flood management and dike management strategy. ✓Significant effort advanced by Council and staff to enhance relationships with: • Member of Parliament • Member of the Legislative Assembly • other Ministers and their staff • Maple Ridge Council • School District 42 • Metro Vancouver • TransLink • Vancouver Fraser Port Authority • Fraser Basin Council and • Agricultural Land Commission.
KATZIE FIRST NATION. Prioritize and seek opportunities to strengthen and honour our relationship with Katzie First Nation.	✓Held Council-to-Council meetings with Katzie First Nation to discuss issues of mutual interest and opportunities for collaboration including: • secondary access to Katzie land. • introduction of Bonson Road truck levies; and • inclusion of Katzie First Nation language in park naming. ✓The Human Resources department, in partnership with the Arts, Recreation and Culture department, participated in the Katzie First Nation Career Fair. Over 400 attendees learned about resume building and interviewing skills. Workshops were offered. ✓Participated in Katzie Days celebration and visited the Katzie Early Years Centre to teach fire safety to the children.
REGIONAL RELATIONSHIPS. Proactively connect, collaborate and build strong relationships with our regional partners.	✓Held two joint Council-to-Council meetings with Maple Ridge to discuss issues of mutual interest and opportunities for collaboration. ✓Held a joint meeting with SD42 School Board to discuss issues of mutual interest and opportunities for collaboration. ✓Attended and participated in Regional Planning Advisory Committees and sub-committees at Metro Vancouver. ✓Pitt Meadows Fire and Rescue Services attended meetings with mutual aid partners and other emergency agencies.

FISCAL STEWARDSHIP AND ACCOUNTABILITY. Strive to maintain an informed balance between taxation levels and the delivery of quality City services.	✓Created cost and production efficiencies of print material in Arts, Recreation and Culture. ✓Increased revenue in both the Pitt Meadows Art Gallery and Film Permitting service areas. ✓Obtained federal grants for day camps, leisure access support workers and fitness attendants. ✓Maintained paid-on-call (POC) firefighter based response model. ✓Received the GFOA Financial Report Award.

STRATEGIC GOAL 2 - BALANCED ECONOMIC PROSPERITY

STRATEGIC OUTCOME: The City will develop appropriate mechanisms to facilitate long-term community prosperity and employment opportunities, and ensure that the unique identity and integrity of the community are always considered as we strive for a thriving economy.

WHAT WE SET OUT TO ACHIEVE	WHAT WE ACHIEVED
BUSINESS VITALITY. Foster a vibrant and diverse economy where local businesses thrive.	✓Worked to ensure business licence occupancy inspections are conducted in a timely manner.
AGRICULTURE. Support and advocate for the continued viability of our agricultural industry.	✓Worked closely with the Agricultural Land Reserve to manage cannabis legalization and cultivation on ALR lands. ✓Worked to inform the community of the new regulation changes with Bill-52 and how it affects them. ✓Conducted site inspections of large scale agricultural operations throughout the City to ensure plant safety.
AFFORDABILITY. Promote accessible and affordable transportation, daycare and housing opportunities to help families and businesses thrive.	✓Started a community childcare needs assessment.
EMPLOYMENT. Help residents improve their quality of life by encouraging and sustaining diverse, well-paying employment opportunities close to home.	✓Implemented a recruitment program in collaboration with the JIBC to attract recent Fire Academy graduates. ✓Recruited local POC firefighters.
TOURISM. Develop tourism industry by attracting visitors and business to the City.	✓Based on newly established Terms of Reference, a Tourism Committee will be formed in January 2020 to contemplate initiatives that will inform 2021 Business Planning.
AIRPORT. Encourage economic development initiatives for the Pitt Meadows Regional Airport and strengthen its interface with the community.	✓Utilized City communications channels to promote Pitt Meadows Regional Airport (YPK) information-sharing opportunities. ✓Attended regular meetings with YPK executive, multi-agency training events and fire response/aircraft incident drills throughout the year. ✓Worked with YPK manager on risk-reduction strategies.

STRATEGIC GOAL 3 - COMMUNITY SPIRIT AND WELLBEING

STRATEGIC OUTCOME: There is a strong sense of pride, place and belonging in the community.

WHAT WE SET OUT TO ACHIEVE	WHAT WE ACHIEVED
PRIDE AND SPIRIT. Create opportunities through arts, culture, recreation and signature events for residents to gather, connect and experience the vibrancy and diversity of our City.	✓Launched a new Community Service Recognition Awards Program and a Community Awards Task Force. ✓Implemented the use of Facebook Live for announcements and promotions. ✓Invested and installed new playground equipment at MacLean Park. ✓Supported all City departments with communications and marketing including for Pitt Meadows Art Gallery and special events. ✓Installed rainbow bleachers on the sport court and construction of a community garden at Pitt Meadows Family Rec Centre to promote an inclusive environment. ✓Developed an Arts, Recreation and Culture interactive social media strategy to engage customers in upcoming events, feedback and program ideas/registration. ✓Enhanced and expanded Arts, Recreation and Culture programming in response to community needs and demographics. ✓Health program partnerships were launched with the introduction of free programs Choose to Move and Activage targeting inactive, older adults. ✓Focused the City's special events in three target areas: attendance, inclusiveness, and sustainability. Staff were able to achieve an overall participation increase in all special events, sign language interpreters supported varying abilities, and a goal of being Zero Waste, highlighting one relevant aspect per event. ✓Promoted fire safety and prevention initiatives within the community including event attendance at Pitt Meadows Day and the accompanying salmon barbeque. ✓The Pitt Meadows Fire and Rescue Services Members Association facilitated several charitable events including: • Movember • the Muscular Dystrophy Boot Drive, and • the Christmas Food & Toy Drive.
HEALTH AND SAFETY. Provide high-quality public health and safety programs and emergency preparedness.	✓Invested in additional information technology to improve Emergency Operations Centre (EOC) operations. ✓Completed a thorough review of the City's OHS programs and ensured compliance with WorkSafe BC guidelines and legislation. ✓Updated and improved the City's confined space program, including risk assessment and training. ✓Implemented Safe-work procedures for staff working alone including third party monitoring and dispatch.

	✓Completed 32 out of 40 Emergency Program Assessment recommendations. ✓Completed a full Hazard, Risk and Vulnerability Assessment. ✓Implemented mini workshops to cover the aspects of the Neighbourhood Emergency Preparedness Program (NEPP). ✓Hosted the first half day workshops focused on Business Continuity, Business Analysis and Essential Services. ✓Hosted a variety of EOC, Incident Command (outside workers), Emergency Support Services (ESS) and one Elected Officials training session. ✓Purchased trailer and assembled supplies ready for set up of an ESS reception centre. ✓Updated Disaster Debris Management Plan to incorporate a regional perspective. ✓Activated the EOC for a winter storm. ✓Designed and assembled emergency preparedness kits. ✓Applied for and received $75,000 in grant funding related to volunteer recruitment and retention, awareness initiatives and evacuation route planning. ✓Increased summer bylaw enforcement coverage. ✓Conducted regular community fire safety training sessions including sessions at local schools and businesses on topics such as kitchen safety and proper use of fire extinguishers. ✓Provided Fire Hall tours for daycare and other community groups. ✓Hired two additional fire safety technicians to increase full-time staffing to seven-days-per-week coverage. ✓Added chest pain and ambulance delay calls to the Fire department's response model. ✓Selected the existing location for the new Fire Hall re-build and endorsed the Fire Hall conceptual design to include an Emergency Operations Centre. ✓Launched the Police Services Review with the City of Maple Ridge and the RCMP to examine service levels, deployment and policing models. ✓Worked to ensure that all fire safety requirements were met with respect to film production. ✓Championed and contributed towards RCMP modernization. ✓Actively supported diversity and inclusion through the development of inclusive leadership in the RCMP. ✓Supported and fostered a healthy workplace that recognizes the need for mental health wellness in its employees, training and programs to support employees and management. ✓Provided rigorous accountability by ensuring control measures in the exercise of budgetary responsibilities. ✓Provide RCMP uniform visibility and accessibility of officers to citizens. ✓Focused on road safety strategies and education for increased public safety. ✓Offered innovative and effective community policing programs.

WELLNESS. Provide and encourage a community conducive to healthy living.	✓Fire department developed new Critical Incident Stress Management Team, including training. ✓Provided library collections, services, and facilities to enhance the customer experience and increase customer engagement in the Library. ✓Developed Library programming and services that support digital literacy and Science, Technology, Engineering, the Arts and Mathematics (STEAM) learning. ✓Developed new technologies and software that align with Fraser Valley Regional Library's new digital strategy for children. ✓Reconfigured Library staffing complement to increase programming and outreach capacity. ✓Increased digital content offerings at the Library, including the addition of Kanopy and Acorn TV. ✓Increased Library bandwidth and customer Wi-Fi capacity with change to fibre optic data. ✓Upgraded self-check-out equipment at Library. ✓Introduced strategy for measuring outputs and impacts of Library Services to better inform decision making and resource allocation. ✓Replaced public computers and updated public software on Library computers. ✓Added to FVRL's physical lending collection, including non-traditional collections. ✓Launched Birdwatching Backpacks with high quality binoculars, as the newest addition to the FVRL Playground. The backpacks encourage biodiversity awareness through connections with nature and bird awareness. ✓Provided IT Department training in repairing and troubleshooting computers and other Library equipment for Library staff. ✓Pitt Meadows Friends of the Library continued volunteer work in support of Library initiatives. ✓Established The Playground as FVRL's mobile makerspace; delivering collections of curated STEAM technology to every FVRL Library via a centralized delivery service. ✓FVRL developed and launched a new intranet to facilitate efficient internal communications and provide a collaborative site for staff to engage in a team environment.
NATURAL ENVIRONMENT. Promote the conservation and enhancement of our natural environment for the benefit of current and future generations.	✓Cleaned ditches, sloughs and drainage network. ✓Highlighted and encouraged Zero Waste opportunities at special events. ✓Commenced the Environmental Inventory Management Strategy which reviews and assesses the City's natural assets including Invasive Species.
HOUSING DIVERSITY. Encourage diversity in housing types to foster an inclusive, affordable, multi-generational community.	✓Lifted indefinite deferral of the North Lougheed Study Area. Completed initial scoping work for development, secured confirmation from the Agricultural Land Commission on existing exclusion requirements for mixed zoning (residential and non-residential) and prepared draft land use/zoning options.

STRATEGIC GOAL 4 - TRANSPORTATION AND INFRASTRUCTURE INITIATIVES	
STRATEGIC OUTCOME: The City will ensure that the roads, facilities, and systems allow for innovation and transformation in the City.	
WHAT WE SET OUT TO ACHIEVE	**WHAT WE ACHIEVED**
INFRASTRUCTURE. Proactively plan for the replacement of our infrastructure.	✓Started negotiations on a new agreement for the existing cell tower located at the Fire Hall. ✓Supported the replacement of the City's audio visual and related systems. ✓Inspected the City's bridges to help refine our Asset Management Plan. ✓Commenced a water condition assessment in order to base the City's Asset Management Plan on actual condition, rather than age (ongoing). ✓South Bonson Community Centre: • projector replacement eliminating the use of disposable bulbs and improving lifespan, and • Chiller replacement ✓Heritage Hall: • Replaced 20+ year old hand dryers and soap dispensers to green, sustainable versions that reduce waste. These are hands-free to improve accessibility for all. • Replaced 250 chairs, and • Repainted the building and completed targeted restoration of the exterior facade. ✓Pitt Meadows Family Recreation Centre: • Air circulation fans were installed in the fitness centre to reduce the amount of air conditioning needed. • Men's showers were upgraded, flooring replaced and shower dividers were installed. • Installed climate blinds in the multipurpose room and lounge. • Installed Pickleball court lines in the gym. • Replaced basketball hoops; and • Built new staff offices within existing office footprint (spaces were subdivided) for new staff coming on board due to department restructure.
INVESTMENTS. Invest tax dollars to ensure the long-term viability and sustainability of our infrastructure.	✓Implemented measures to increase City defences against cyber threats, better protecting technology assets and City information. ✓Upgraded the control systems that manage physical access to City facilities. ✓Replaced and modernized internal and public facing Geographical Information Systems Software (GIS). ✓Replaced and modernized the City's landline telephone systems. ✓Implemented an HRIS system to assist with greater data management. ✓Upgraded the City's HVAC software system. ✓Upgraded the City's Operations Management System to provide additional capabilities and benefits in work and asset management programs.

	✓Expanded the City's digital video surveillance network to provide additional coverage across City facilities. ✓Upgraded and modernized server OS software that supports essential City systems such as taxation, payroll, revenue management, licensing and others. ✓Replaced the Katzie Slough Bridge and South Alouette Bridge. ✓Rehabilitated Bonson Rd south of Airport Way. ✓Continued replacement of the Pitt Polder Pump Station and associated dike works. ✓Replaced water mains along 119B Ave, 119 Ave, 118B Ave, S. Wildwood Cres and 188th (ongoing). ✓Replaced culverts at the end of their service life. ✓Carried out lifecycle replacement of HVAC equipment at the Pitt Meadows Family Recreation Centre. ✓Completed rehabilitation of the Harris Road Pool and Washhouse. ✓Repaired and upgraded minor park infrastructure. ✓Repaired and provided maintenance of the City's infrastructure (water, sewer, storm), facilities and fleet.
IMPROVED TRANSPORTATION. Reduce congestion throughout our City with improved infrastructure and access to affordable, alternative forms of transportation.	✓Collaborated with the Vancouver Fraser Port Authority and Canadian Pacific Rail on the Pitt Meadows Road and Rail Project, including an underpass at Harris Road and overpass at Kennedy Road. ✓Commenced detailed design of traffic improvements along Park Road from Harris Road to Lougheed Highway.
ACTIVE TRANSPORTATION. Encourage a livable, healthy and environmentally responsible community through the promotion of active modes of transportation.	✓Added a seat to the Active Transportation Advisory Committee for a community member with personal knowledge of accessibility issues, to enhance the committee's focus on improved accessibility and inclusivity. ✓Completed conceptual design of a multi-use path along 193 Street to promote safe, sustainable transportation for pedestrians and cyclists. ✓Completed conceptual design of connection from existing multi-use path south of Airport Way up to the Golden Ears roundabout. ✓Reviewed conceptual design options and community engagement on Fraser Way roundabout. ✓Commenced detailed design of bicycle push buttons, letdowns, crosswalks, advanced green at Harris Road/Ford Road as recommended by the Active Transportation Advisory Committee. ✓Repaired sidewalks throughout the community to improve safety and accessibility as recommended by the Active Transportation Advisory Committee. ✓Implemented new RapidBus stops along Lougheed Hwy, as well as the Pitt Meadows-Maple Ridge Area Transport Plan in cooperation with TransLink.

PREPAREDNESS. Continue to monitor and focus on dike infrastructure as we advocate for, and strengthen, partnerships with external agencies and governments to ensure our community is protected.	✓Secured $412,000 in National Disaster Mitigation Program funding to complete the Detailed Flood Mitigation Plan. ✓In cooperation with the Fraser Basin Council the City advocated with Metro Vancouver for a collaborative, regional approach to flood management and dike infrastructure improvements. ✓Conducted inspection, repairs and maintenance along the City's dike network. ✓Identified potential threats and potential liabilities in a report reflecting on the Fire Department's response capabilities.

STRATEGIC GOAL 5 - CORPORATE EXCELLENCE

STRATEGIC OUTCOME: The City will honour and respect the public's trust through open communication, inclusive and balanced decision-making, responsible financial management, and excellence in service.

WHAT WE SET OUT TO ACHIEVE	WHAT WE ACHIEVED
CORPORATE CULTURE. Recognize the integral role that every staff member, elected official and resident plays in, and their connection to, the success of our City.	✓Adopted a new Council Procedure bylaw that established rules of engagement for Council and City committees that reflects Council's commitment to respectful conduct in the workplace. ✓Delivered a comprehensive orientation program to the City's new Council members, ensuring Mayor and Council were well informed and prepared for their governance roles. ✓Conducted an employee engagement check-in to identify areas of focus and develop an action plan. ✓Facilitated the recruitment of Fire Services personnel (Chief, Deputy Chief, and IAFF members) including amendments to the IAFF Collective Agreement. ✓Executed an employee values and visioning exercise in alignment with Council's new strategic plan. ✓Group fitness instructors moved from contracted staff to City staff increasing their connectivity and loyalty to the City. ✓Provided educational opportunities for POC's, backfilling of Fire Safety Technician shifts and advancement into department roles including team lieutenant and training officer positions.
EMPLOYEE EXCELLENCE. Recognize the critical role of City staff in achieving corporate excellence, and prioritize the hiring, development and retention of key and exemplary employees.	✓Offered employee enrichment opportunities to build capacity, leadership, improved customer service, conflict resolution and safety orientation; supported several areas in team building initiatives. ✓Installed individual panic buttons for staff working at South Bonson Community Centre. ✓Established a Team Charter to articulate the rules of engagement and agreed upon standards for team interactions and communication. ✓Engaged an Independent Consultant to review the City's exempt total compensation relative to the market (i.e. comparison municipalities with similar positions) and to review the internal classification hierarchy (internal equity) of exempt positions. The Consultant recommended

	adjustments to the salary structure and other elements of compensation to ensure the positions are appropriately paid relative to market and each other. (The recommendation implemented was to reposition the value from the 25th percentile to the 50th percentile) and this adjustment equated to $97,000 for 23 exempt staff.
RESPONSIVE. Create a culture that is responsive and focused on excellence in customer service.	✓Published a *'Council Meetings At-a-Glance'* info sheet that included an explanation of how citizens can engage Council through Question & Comment Period and community engagement opportunities. ✓Implemented the Tempest Prospero software application resulting in numerous customer service improvements. ✓Updated Social Media and Website Guidelines to reflect modern day usage. ✓Expanded services online to give businesses, citizens and external partners more choice and flexibility in how they interact and do business with the City. ✓Transitioned the final pieces of the City's permitting processes onto the Tempest software system, which is now yielding new efficiencies and has expanded the breadth of online services. ✓Developed and implemented an Employee Drug and Alcohol Policy. ✓Updated the City's Respectful Workplace policy. ✓Implemented a new Parks Maintenance Policy that clearly defines the service levels and clarifies expectations. ✓Combined Arts, Recreation and Culture within existing financial resources to improve the customer experience and expand offerings that compliment and cross promote one another. The successful integration created daily cross-over between teams and functions, strengthening staff relationships and the delivery of services to the community including regular staff operational hours of South Bonson Community Centre.
ACCOUNTABILITY. Demonstrate open and honest accountability in all activities.	✓Responded to requests for access to City records under the Freedom of Information and Protection of Privacy Act, ensuring transparent and accountable access to records of a public body. ✓Identified 52 Council policies for review and amendment during the 2019-2022 Council term and provided Council and the community with an estimated timeline for each policy. ✓Adopted the 2019-2022 Corporate Strategic Plan that serves as a guiding framework for policies, budgets and decision-making over the next four years. ✓Coordinated the proactive release of: • Council agendas and minutes. • Committee meeting agendas and minutes. • Bylaws and policies; and • Annual and quarterly reports. ✓Modernized quarterly reports into a concise reader-friendly format published in the Maple Ridge-Pitt Meadows News.

	✓Implemented a new look and feel in monthly City Talks Quarterly Reports and Council News. ✓Greatly enhanced engagement with City social media posts. ✓Updated and improved the workplace inspection and incident investigation process and procedures. ✓Updated our Bylaw Officer Enforcement Policy to create transparency in the City's processes and reiterate that education takes priority over enforcement. ✓Evaluated controls over cash handling to ensure the City's funds are accounted for, an adequate separation of duties exists and funds are adequately safeguarded and deposited in a timely manner. ✓Commenced development of an RFP for the acquisition and replacement of an integrated budgeting system planned for 2020. ✓Reviewed, updated and/or reaffirmed existing financial policies.
RESOURCES. Structured to ensure there are adequate and suitable resources to respond to the needs of the community.	✓Service and partner contracts across all areas were standardized to ensure expectations and quality are consistent across all services. ✓Incorporated condition assessment data to the Asset Management database for City buildings and roads and updated targeted reserve savings values.



Office of the CAO



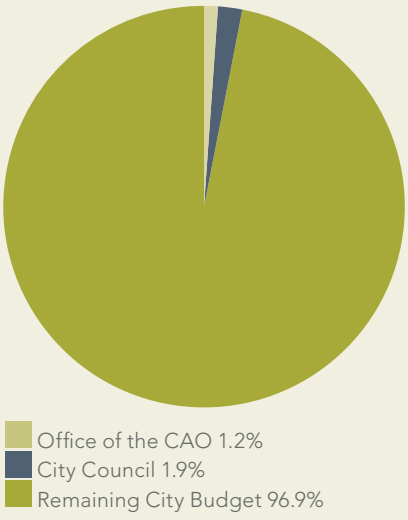
OPERATING BUDGET:
$707,100
($434,000 Council /
$273,100 CAO's Office)

CAPITAL BUDGET:
$0

STAFFING COMPLEMENT:
1.0 FTE (Full-time equivalent)

SUPPORTS STRATEGIC FOCUS AREAS:
Corporate Excellence, Transportation & Infrastructure, Economic Prosperity, Community Livability

DEPARTMENT'S SHARE OF CITY BUDGET



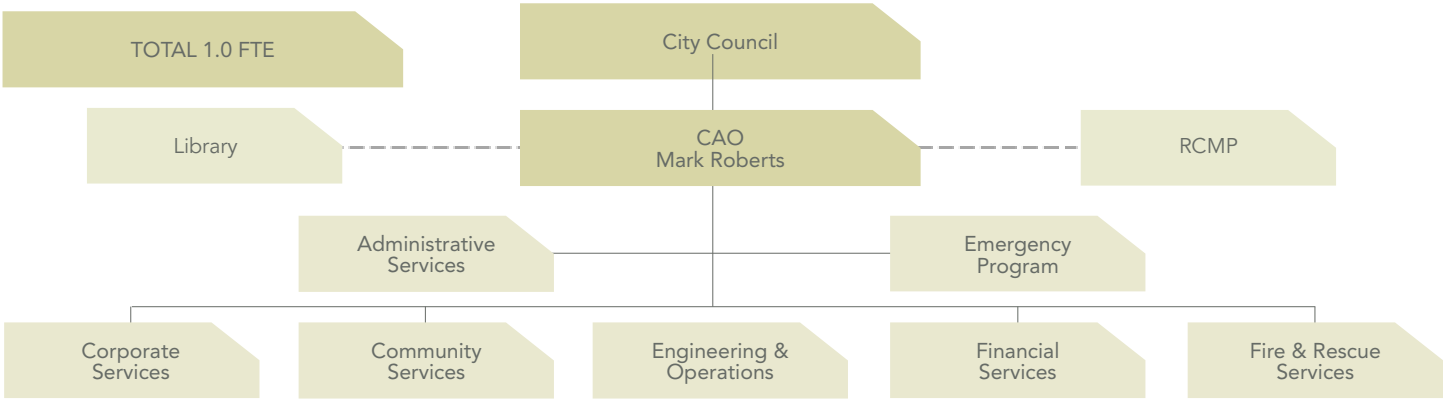
SOURCE: CITY OF PITT MEADOWS FINANCE DEPARTMENT

For the purpose of reporting and to provide context to the City's leadership, this portion of the business plan will cover both the Office of the City Council, and the Office of the CAO.

DIVISIONS:

- **Pitt Meadows City Council** is the local elected body responsible for governing our city and stewardship of Pitt Meadows' economic, social and environmental wellbeing. Ultimately accountable to its citizenry, Council's main responsibilities include establishing policies, bylaws, strategic priorities, and service levels for the benefit of the community. Council is also responsible for ensuring that the policies they have established are implemented and administered effectively, efficiently, and fairly.
- **The Chief Administrative Officer (CAO)** is appointed by, and is directly accountable to City Council. As the Council's only direct employee, the CAO is responsible for the day-to-day operations of the City and oversight of its corporate departments and divisions in accordance with the objectives, policies, and plans approved by Council. The CAO is also responsible for keeping Council up-to-date on corporate matters, providing guidance and advice, and ensuring policies and bylaws are enforced.

STAFFING COMPLEMENT



2020 KEY ORGANIZATIONAL CHALLENGES*

- **Aging Infrastructure.** Continued long range infrastructure planning and full-life cycle accounting is required to provide for the replacement of aging and deteriorating infrastructure, capacity for growth, and changing regulatory requirements. Infrastructure is deteriorating faster than the current rate of replacement and the historic lack of funding for sufficient repair and maintenance of City assets continues to create funding challenges.
- **Land Availability.** There is limited land for growth and development and the remaining land available is interspersed within existing built up lands.
- **Meeting Housing Needs.** Community demographics are changing, particularly regarding housing options. Affordable housing for single persons and low income seniors and families has been identified as underserved markets.
- **Physical Space.** City departments have space limitations that create challenges for meetings, equipment roll-outs, and future additional staffing.
- **Social Media.** The evolution and number of people using social media requires facilitation of quick responses as well as just-in-time moderation. With an increased number of engaged social media followers, there is a need for increased monitoring for adherence to our policy. There is also little or no means of correcting misinformation discussed in closed groups. As social media evolves, it is also challenging to ensure policies and guidelines stay current.
- **Recruitment and Retention.** Skills shortages have resulted in low numbers of qualified applicants, particularly in management positions where professional credentials are required. A strategic focus on HR planning, recruitment and retention initiatives is needed to maintain or increase the City's retention rate, mitigate risk, and ensure sound stewardship of services.
- **Volunteer Recruitment.** A lack of volunteers in the community is a growing trend which makes it difficult to adequately resource community activities and events. Staff continue to network with community groups and other municipalities to share ideas on ways to attract more volunteers, including those for the Emergency Support Services (ESS) program.
- **Succession Planning for Key Positions.** Particularly for positions where the incumbent is anticipated to retire in the near term (i.e. Deputy Fire Chief of Prevention and Manager of Parks & Operations).
- **Financial Reporting Changes.** Increasing financial and accounting regulations designed to increase the usefulness of the financial statements to users creates an ongoing impact on existing resources to respond to and incorporate these changes. These changes include: ongoing Public Sector Accounting Standards, Asset Reporting Obligation Standards requiring the recording of a liability-related to future costs of legal obligations associated with City assets.
- **Continued High Turnover of Paid-On-Call (POC) Firefighters.** Loss of POC members to career departments has resulted in continued recruitment and training of new recruits. This has proven to be extremely taxing on members' time, which drives up costs in all POC budget items, such as training.

*2020 Key Organizational Challenges Do Not Include RCMP or Library Services.

OFFICE OF THE CAO
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Corporate Excellence Accountability	**Policy and Bylaw Review.** Review and make recommendations for updates to Council policies and bylaws.	Q1 – Q4
Principled Governance – Community Voice	**Official Community Plan (OCP) Adoption and Implementation.** Staff will work with Council, the community, and external agencies to obtain approval of the OCP.	Q2
Balanced Economic Prosperity – Business Vitality	**North Lougheed Study Area.** Staff will submit an application to Metro Vancouver for an amendment to the Regional Growth Strategy. Staff to develop policies and design guidelines for the area.	Q2
Community Spirit and Wellbeing Health & Safety	**Public Safety Policing Review and Implementation.** Completion of policing services review and implementation of results.	Q4
Balanced Economic Prosperity Airport	**Airport.** Continued support of economic development initiatives for the Pitt Meadows Regional Airport and its interface with the community.	Q4
Transportation & Infrastructure Infrastructure and **Community Spirit and Wellbeing** Health & Safety	**Fire Hall Replacement.** Detailed design and start of construction of the new Fire Hall building and temporary relocation of Fire Department.	Q4
Transportation & Infrastructure Improved Transportation & Active Transportation	**Road and Rail Improvements.** Harris Road underpass and Kennedy Road overpass planning, design and community engagement.	Q1 – Q4
Principled Governance Fiscal Stewardship & Accountability	**Grant Management.** Oversight of grant application process; ensuring the City is leveraging all applicable grant opportunities.	Q4
Corporate Excellence Corporate Culture	**Corporate Leadership Team.** Continue to build a Corporate Leadership team that has a strong working relationship with Council.	Q4
Principled Governance Community Voice	**Operational Planning.** Continue to advance and implement the goals and priorities identified by Council through regular review and update of the Corporate Leadership Team operational priorities.	Q4

OFFICE OF THE CAO
KEY INITIATIVES 2020 CONT'D

STRATEGIC PRIORITY	INITIATIVE	TARGET
Corporate Excellence Responsive	**Corporate Recording.** Continue to monitor, communicate and report on Council's Strategic Plan and Department Business Plans.	Q4
Corporate Excellence Employee Excellence	**Organizational Capacity.** Build organizational capacity by growing our people and facilitating the development of their skills, knowledge and abilities.	Q4
Principled Governance Regional Relationships	**Government Relations.** Continue to build relationships with regional partners and stakeholders, with continued focus on the Ministry of Transportation & Infrastructure.	Q4

PROPOSED OPERATING BUDGET - COUNCIL

EXPENSES	2019 ADOPTED BUDGET	2020 PROPOSED BUDGET	PROPOSED CHANGES FOR 2020		2021 PROPOSED BUDGET	2022 PROPOSED BUDGET	2023 PROPOSED BUDGET	2024 PROPOSED BUDGET
Indemnity & Benefits	$269,800	$366,400	$96,600	35.8%	$373,700	$381,100	$388,500	$396,000
Conferences & Meetings	28,000	27,600	(400)	-1.4%	27,600	27,600	27,600	27,600
Memberships	15,500	15,700	200	1.3%	16,100	16,500	16,900	17,300
Municipal Business	5,200	5,200	-	0.0%	5,200	5,200	5,200	5,200
Phones & Devices	4,900	5,500	600	12.2%	5,600	5,700	5,800	5,900
Community Relations	6,100	12,900	6,800	111.5%	13,100	13,400	13,800	14,100
Other	700	700	-	0.0%	700	1,500	700	700
	330,200	434,000	103,800	31.4%	442,000	451,000	458,500	466,800
Net Operating Expenses	**$330,200**	**$434,000**	**$103,800**	**31.4%**	**$442,000**	**$451,000**	**$458,500**	**$466,800**

KEY BUDGET CHANGES FOR 2020:		
Indemnity & Benefits	7,600	
Council Remuneration Citizen Task Force Recommendation	89,000	COUNCIL APPROVED APRIL 2019
Community Service and Recognition Awards	6,800	COUNCIL APPROVED APRIL 2019
Other	400	
Change in Net Operating Expenses	**$103,800**	

PROPOSED OPERATING BUDGET - CAO'S OFFICE

EXPENSES	2019 ADOPTED BUDGET	2020 PROPOSED BUDGET	PROPOSED CHANGES FOR 2020		2021 PROPOSED BUDGET	2022 PROPOSED BUDGET	2023 PROPOSED BUDGET	2024 PROPOSED BUDGET
Office of the CAO	$249,300	$273,100	$23,800	9.5%	$278,600	$284,000	$289,500	$295,200
	249,300	273,100	23,800	9.5%	278,600	284,000	289,500	295,200
Net Operating Expenses	**$249,300**	**$273,100**	**$23,800**	**9.5%**	**$278,600**	**$284,000**	**$289,500**	**$295,200**

KEY BUDGET CHANGES FOR 2020:	
Salary and Benefits	23,700
Other	100
Change in Net Operating Expenses	**$23,800**

PROPOSED CAPITAL BUDGET

PROJECT #	PROJECT NAME	PRIORITY	2020	2021	2022	2023	2024	TOTAL
CAO Office - CAO								
18-IT-099	Strategic Planning Software 180013	3	-	$55,000	$25,000	-	-	$80,000
CAO Office - Administrative Total				**$55,000**	**$25,000**			**$80,000**



Administrative Services


Photo: Adam Breckels

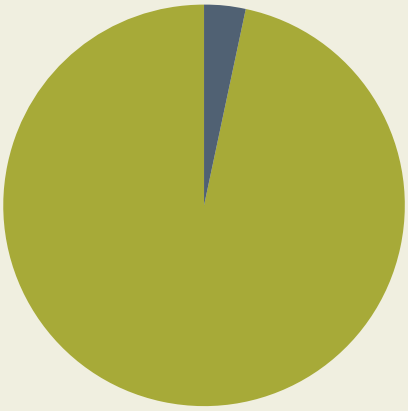
OPERATING BUDGET:
$793,500

CAPITAL BUDGET:
$0

STAFFING COMPLEMENT:
6.0 FTE (Full-time equivalent)

SUPPORTS STRATEGIC FOCUS AREAS:
Principled Governance, Corporate Excellence

DEPARTMENT'S SHARE OF CITY BUDGET



SOURCE: CITY OF PITT MEADOWS FINANCE DEPARTMENT

The Administrative Services Department provides legislative, administrative, and customer service to Council, City Committees, the Chief Administrative Officer, and the public. The department acts as a communication link between these stakeholder groups by providing access to information pertaining to Council and committee meetings and decisions, and City business and services.

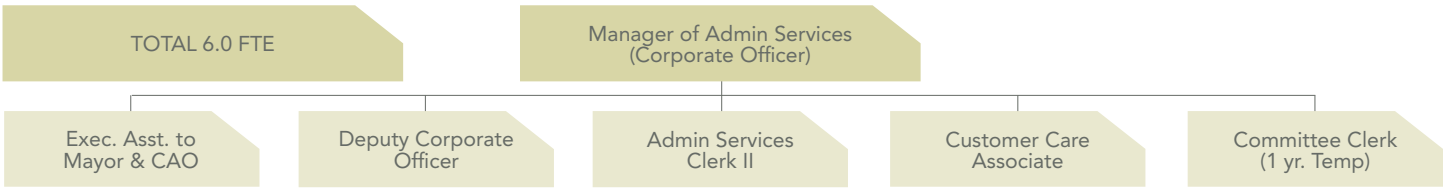
DIVISIONS:

- **Customer Service**
- **Executive Assistant to the Mayor & CAO**
- **Legislative Services**

ON A DAILY BASIS WE:

- Provide assistance and support to the public through the Customer Service counter and main phone line at City Hall.
- Provide administrative support to the Mayor, Council and the Chief Administrative Officer, including first point of contact for community members, scheduling, correspondence management, and project coordination.
- Prepare meeting agendas and minutes for Council and City Committee meetings.
- Ensure the smooth flow of all Council and City Committee meetings.
- Ensure the safe storage of, and public access to, all official records of the City including bylaws, policies, Council agendas and minutes, and other important documents.
- Manage the City's insurance and risk management program and related claims.
- Administer the Freedom of Information and Protection of Privacy Act on behalf of the City, and
- Conduct the local government election every four years.

STAFFING COMPLEMENT



DEFERRED PROJECTS

As a result of priorities that emerged throughout the year, the following 2019 business plan initiatives have been deferred:

- **Customer Service Policy.** The development of a customer service policy that outlines Council's expectations for service levels and delivery of services has been carried forward to 2020. This council policy will include the development of a customer service complaint process for tracking and resolving service issues.
- **Records Management Audit.** Review of current records management practices, including a gaps analysis and identification of objectives and strategies for improving the City's safekeeping of official records, will be carried forward to 2020.

ADMINISTRATIVE SERVICES DIVISION

KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Corporate Excellence Responsive	**Customer Service Policy.** Develop a customer service policy that establishes a foundation for our customer service culture and the City's commitment to excellence in customer service, and identifies customer service standards and strategies.	Q1
Principled Governance Community Voice	**Tourism Committee.** Work with the CAO to establish a Tourism Advisory Committee to make recommendations on ways to grow tourism in Pitt Meadows. Develop Terms of Reference, recruit committee members, add the committee to the annual committee meeting schedule, and provide Committee Clerk support. May resource a consultant to inform the process and provide options regarding effective tourism models.	Q1
Corporate Excellence Responsive	**Tempest Calls for Service.** With the support of IT Services, develop an improved, digitized process for capturing customer service complaints to effectively track and resolve service issues.	Q2
Corporate Excellence Accountability	**Policy and Bylaw Review.** Review and make recommendations for updates to the following Council policies and bylaws: • Customer Service Policy • Oath of Office Bylaw • Risk Management Policy • Policy Administration and Evaluation Policy • Public Hearing Process and Statement Policy and • Council Appointments Policy	Q2
Principled Governance Community Voice	**City Committee Training Program.** Implement a training program for all City Committee volunteers, utilizing the newly developed Committee Orientation Manual; provide additional support and training for all committee chairs.	Q2

STRATEGIC PRIORITY	INITIATIVE	TARGET
Corporate Excellence Accountability	**Records Management Audit.** **A**. Perform a gap analysis on current City practices pertaining to the creation and maintenance of official records; identify objectives and strategies for improving the City's records management system, including policy updates and staff training. **B**. Begin implementation of recommended changes to the City's current records management system. Changes might include: new/amended policies and procedures; staff training; digitization of paper records; renaming of electronic files; etc.	Q2 Q3
Corporate Excellence Accountability	**FOI Training.** Develop and implement staff training pertaining to the administration of the Freedom of Information and Protection of Privacy Act, including: responsibilities of a public body; standard response processes for FOI requests; records management in light of FOI requests; protecting personal information; and implementing Privacy Impact Assessments for new City programs.	Q3
Corporate Excellence Resources	**Agenda Management Platform Review.** With the support of IT Services, complete a performance review of the City's current online meeting and agenda management tool; assess its effectiveness in addressing the City's requirements in regards to agenda preparation, records management, online engagement, and managing all stages of the Council meeting lifecycle; determine objectives and strategies for operational improvements in 2021.	Q3
Corporate Excellence Responsive	**Correspondence Management.** Review and assess current process for correspondence management for Mayor and Council; identify process improvements and implement accordingly; update the *'Correspondence Addressed to Mayor & Council'* Policy accordingly.	Q4

CROSS DEPARTMENTAL COLLABORATION
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Principled Governance Community Voice	**Official Community Plan.** Support the Community Development team with the adoption process of the OCP, including the required public hearing process.	Q2
Corporate Excellence Accountability	**Leases and Licenses to Occupy Policy.** In consultation with Finance, review the City's Leases and Licenses to Occupy Council Policy for recommended updates.	Q3
Corporate Excellence Accountability	**Board of Variance Bylaw.** Support the Community Development team with the review and amendment of the BOV bylaw to ensure best practices are being met.	Q3
Community Spirit and Wellbeing – Pride and Spirit	**Pitt Meadows Day Advisory Committee.** Support Parks, Recreation and Culture with the launch of a new advisory committee model for the delivery of the annual Pitt Meadows Day event.	Q1

PROPOSED OPERATING BUDGET

EXPENSES	2019 ADOPTED BUDGET	2020 PROPOSED BUDGET	PROPOSED CHANGES FOR 2020		2021 PROPOSED BUDGET	2022 PROPOSED BUDGET	2023 PROPOSED BUDGET	2024 PROPOSED BUDGET
Administrative Services	$750,800	$793,500	$42,700	5.7%	$813,100	$829,200	$845,400	$861,900
	750,800	793,500	42,700	5.7%	813,100	829,200	845,400	861,900
Net Operating Expenses	**$750,800**	**$793,500**	**$42,700**	**5.7%**	**$813,100**	**$829,200**	**$845,400**	**$861,900**

KEY BUDGET CHANGES FOR 2020:	
Salary and Benefits	41,900
Other	800
Change in Net Operating Expenses	**$42,700**

PROPOSED CAPITAL BUDGET

PROJECT #	PROJECT NAME	PRIORITY	2020	2021	2022	2023	2024	TOTAL
CAO Office - Administrative Services								
19-AS-001	Election Machines Replacement 190013	2	-	-	$22,000	-	-	$22,000
CAO Office - Administrative Total					**$22,000**			**$22,000**

Community Services



A wide range of City services are delivered by this department from arts and recreation programming to building inspections and land development.

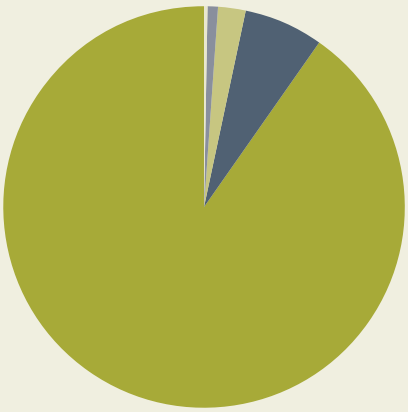
OPERATING BUDGET:
$2,261,400

CAPITAL BUDGET:
$254,000

STAFFING COMPLEMENT:
30.8 FTE (Full-time equivalent)

SUPPORTS STRATEGIC FOCUS AREAS:
Principled Governance, Balanced Economic Prosperity, Community Spirit & Wellbeing, Transportation & Infrastructure Initiatives, Corporate Excellence

DEPARTMENT'S SHARE OF CITY BUDGET



SOURCE: CITY OF PITT MEADOWS FINANCE DEPARTMENT

DIVISIONS:

- **Arts, Recreation & Culture** promotes social, cultural and recreational opportunities that improve community connectivity, quality of life and engagement. This division facilitates the availability of a wide variety of arts, social and recreational programming for the community and encourages healthy lifestyles that are rich in culture through creating opportunities for participation for all ages to become connected and engaged with their community. Community spirit and celebration is recognized through the City's Signature Events, as well as other local and national events. This is achieved through volunteerism, networking and fostering an inclusive environment.

ON A DAILY BASIS WE:

- Plan and manage arts, recreation, social and volunteer programs.
- Plan and execute special events and festivals.
- Manage the City's film permitting process and provide film liaison support.
- Manage the City's Art in Public Places Program.
- Oversee the volunteer-based Art Gallery including the programming of a diverse range of art exhibitions.
- Operate the Family Recreation Centre, inclusive of a state-of-the-art Fitness Centre, Gymnasium, and Community Drop in Youth Centre.
- Operate the South Bonson Community Centre.
- Facilitate rentals of City buildings, and
- Oversee fields and ice rentals for regional sports.

- **Community Development** provides a range of services relating to land development as directed by the Official Community Plan and Council's Strategic Plan. This division strives to build a community that is sustainable, connects people through public spaces, develops neighbourhoods that foster our small town character and achieves a sense of connection. It also works to protect the environment by integrating environmental protection into our planning to ensure the City is not only compliant but considered a municipal leader.

SERVICES INCLUDE:

- Community planning.
- Development planning.
- Building permits and inspections.
- Bylaw enforcement and community outreach.
- Online business services.
- Business licensing and inspections.
- Dog licences and control.
- Cross connection control.
- Committee and advisory boards technical support.
- Environmental planning and protection.
- Short and long term planning, and
- Planning and development administration and information services.

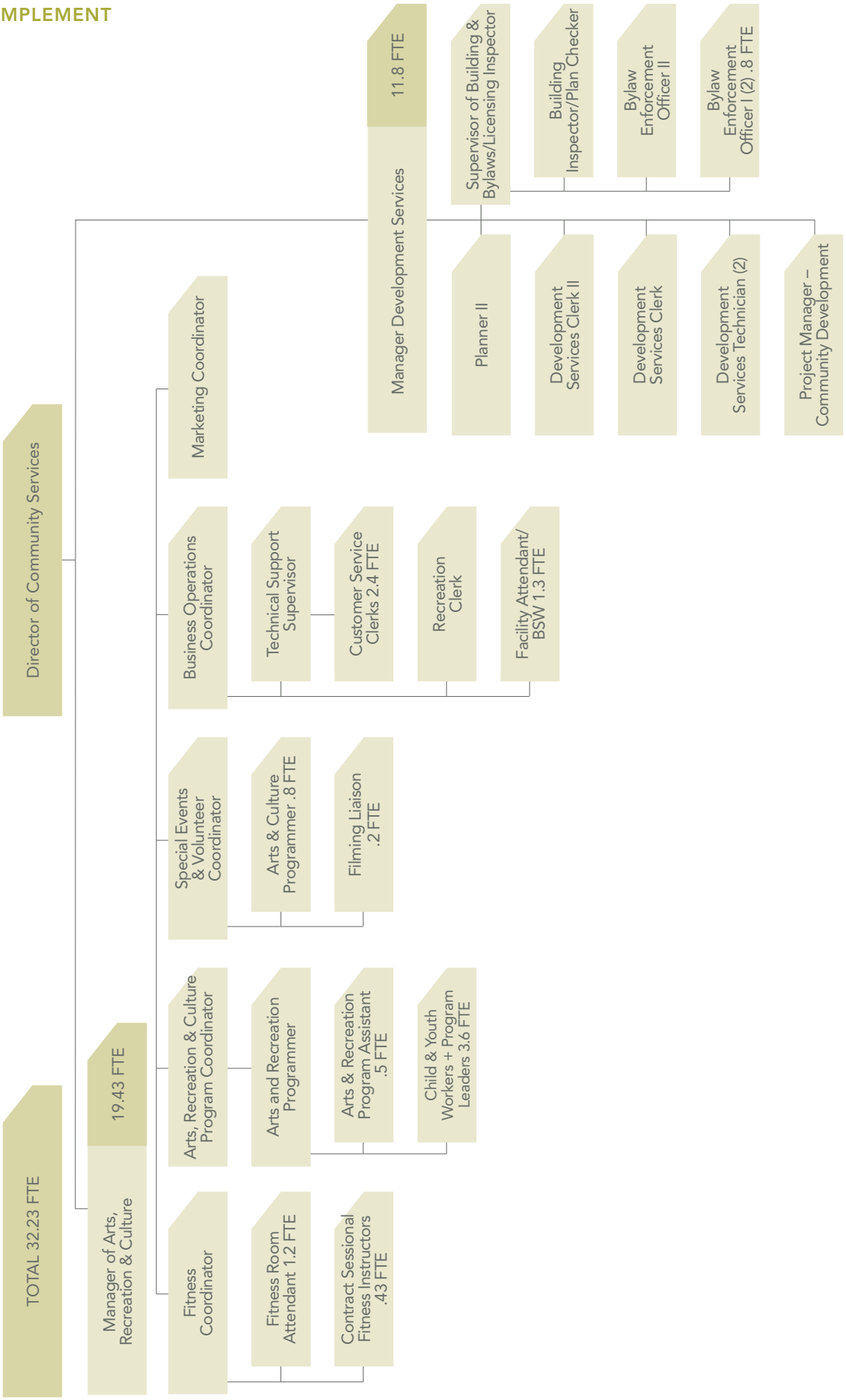
DEFERRED PROJECTS

As a result of priorities that emerged throughout the year the following 2019 business plan initiatives were deferred:

- **Parks & Recreation Master Plan.** Deferred to align with the Official Community Plan (OCP) process. The scoping process has been completed.
- **Arts and Culture Strategic Plan.** Deferred to combine with the Parks and Recreation Master Plan.
- **Film Permitting Review.** Deferred to 2020. Due to staffing changes.
- **Art in Public Places Review.** Deferred to 2020. Due to staffing changes.
- **Artist Directory.** Deferred to 2020. Due to staffing changes.
- **Home Occupation.** Deferred to 2020 due to priority changes.
- **Housing Action Plan.** Deferred to 2020-21 and will form part of the Official Community Plan implementation.
- **Development Permit Area – Riparian Area Regulation.** Deferred to 2020 to be included in the Official Community Plan update; and
- **Step Code/Building Code Implementation.** Deferred to 2020. Staff are in the process of completing a scoping report for Council's approval. It will be presented in Q1 of 2020.



STAFFING COMPLEMENT



ARTS, RECREATION AND CULTURE
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Corporate Excellence Pride and Spirit	**Pitt Meadows Day Advisory Committee.** Launch the new advisory committee model for the delivery of the annual Pitt Meadows Day event.	Q1
Community Spirit and Wellbeing Pride and Spirit	**BC Hydro Box Beautification Project.** Continue with beautifying the City's Hydro boxes in key locations. The project will help to deter graffiti and provide an opportunity for artists to participate and have their work displayed.	Q1
Community Spirit and Wellbeing Pride and Spirit	**Community Partnership & Investment Program.** Review the program to support community organizations to launch events, programs or initiatives that benefit the community.	Q1
Principled Governance Fiscal Stewardship and Accountability	**Fees and Charges Review.** Perform a full market analysis of admission, membership and rental fees to ensure fair and equitable access, while maintaining an informed balance between taxation levels and service delivery.	Q2
Community Spirit and Wellbeing Pride and Spirit	**Open Art Studio.** Investigate and if deemed sustainable, implement an open art studio opportunity where local artists can connect, create and share their passion for art.	Q2
Corporate Excellence Responsive	**Policy Review.** Perform a full review of the following policies: • Fees and Charges, • Facility Rental Fee Waiver, • Program and Admission Fee Subsidization, • Sport Field Closures, • Public Events Where Alcohol is Permitted, • Recreation Access, • Volunteer, • Arena Ice Allocation, • Facility Allocation, • Sports Field Allocation, • Fees and Charges for City Facilities to Raise Money for approved City Projects.	Q2
Corporate Excellence Responsive	**Film Permitting Review.** Perform a full review of the film permitting process to find efficiencies, streamline workflow and to plan for the increasing demands of applications.	Q2
Economic Prosperity Business Vitality	**Artist Directory.** Create a directory for artists and art groups in Pitt Meadows. This will provide a listing for residents and networking opportunities.	Q3
Corporate Excellence Resources	**Capital Program For the Art Gallery.** Develop a capital program for the Art Gallery to ensure the building and equipment needs are addressed.	Q3

ARTS, RECREATION AND CULTURE CONT'D
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Principled Governance Fiscal Stewardship and Accountability	**Contract and Service Agreements.** Several contracts and agreements will expire in 2020 and will require review. These include: • Ice Skating Instruction, • Vending Machine Services, • Integrated Child Services, and • Fitness Equipment Maintenance.	Q4
Community Spirit and Wellbeing Pride and Spirit	**Volunteer Program.** Volunteers are essential in creating a connected community. A review and implementation of a new recruitment, retention and appreciation program for volunteers is needed.	Q4
Corporate Excellence Responsive	**Community Needs Assessment For Program Delivery.** Full review and engagement of current offerings, potential future program concepts as well as date, time and fee discussions.	Q4
Principled Governance Community Voice	**Parks, Recreation and Culture Master Plan.** Previously Parks, Recreation and Culture planning was incorporated into the Joint Services Master Plan for both the City of Maple Ridge and City of Pitt Meadows. Now that Pitt Meadows has established an independent program, long term planning must meet current and future needs.	Q4
Principled Governance Community Voice	**Truth and Reconciliation.** Ongoing initiative to continue to foster a strong relationship with the Katzie First Nation. Ensure staff are trained in relationship, truth and reconciliation with indigenous peoples.	Q1- 4
Corporate Excellence Resources	**Scan Card Access For Rental Groups.** Implement scan card access for rental groups at the Heritage Hall and South Bonson Community Centre. This will eliminate key access and should reduce false alarm call outs.	Q3
Corporate Excellence Responsive	**Art in Public Places Review.** Develop a policy for Art in Public Places projects including contracts and agreements, call for artists, copyright provisions and a maintenance program plan.	Q3

CROSS DEPARTMENTAL COLLABORATION ARTS, RECREATION AND CULTURE
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Community Spirit and Wellbeing Health and Safety	**Emergency Social Services Training.** During an emergency, the Family Recreation Centre may become the location for Mass Care/Group Lodging. Over the next three years staff will be trained in: Group Lodging Foundations and Spontaneous Volunteer Management. This will include tabletop exercises.	Q4

COMMUNITY DEVELOPMENT
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Balanced Economic Prosperity Business Vitality	**Home Occupation Review.** A review of the current regulations and permitted uses with recommendations for bylaw amendments.	Q1
Corporate Excellence Resources	**Mobile Ticketing.** Implement a mobile ticketing system for the Bylaws division which will enable City Bylaw Officers to issue tickets in the field with direct, real-time integration into Tempest. Tickets will be available for online payment within a few minutes of issuance.	Q1
Principled Governance Community Voice	**Official Community Plan (OCP) Adoption.** Staff will work with Council, the community and external agencies to obtain approval of the draft OCP.	Q2
Transportation and Infrastructure Initiatives Investments	**North Lougheed Study Area.** Staff will work towards submitting an application to Metro Vancouver for a Regional Growth Strategy Amendment. In conjunction with this application staff will be developing policies and design guidelines.	Q2
Community Spirit and Wellbeing Natural Environment	**Tree Protection Bylaw.** Develop a bylaw that protects trees on public and private property.	Q2
Corporate Excellence Accountability	**Board of Variance Bylaw.** We have seen an uptake in Board of Variance applications. Staff will review the bylaw and ensure it is up to date.	Q3
Community Spirit and Wellbeing Housing Diversity	**Housing Action Plan.** In 2018, the provincial government passed a bill requiring local governments to complete a Housing Needs Assessment every three years. This will build on the Housing Action Plan. This plan will be required by 2021. This is the next step after the OCP update, population and housing projections is completed. This will form the baseline for the Housing Needs Assessment.	Q3
Community Spirit and Wellbeing Natural Environment	**Environmental Inventory and Management Strategy.** After the completion of the Environmental Inventory and Management Strategy, staff will implement appropriate recommendations from the report including invasive species management and species removal.	Q3
Corporate Excellence Accountability	**Bylaw Review.** Staff will devise a plan for the bylaws that need to be reviewed and updated. Some of these will be housekeeping items and others will be updating bylaws to align with best practices in enforcement.	Q4
Corporate Excellence Accountability	**Official Community Plan (OCP) Implementation.** Once adopted, staff will write a scoping report for the implementation of the OCP. This will provide next steps to Council and the community.	Q4

PROPOSED OPERATING BUDGET

	2019 ADOPTED BUDGET	2020 PROPOSED BUDGET	PROPOSED CHANGES FOR 2020		2021 PROPOSED BUDGET	2022 PROPOSED BUDGET	2023 PROPOSED BUDGET	2024 PROPOSED BUDGET
Revenue								
Bylaw Enforcement	$(76,300)	$(79,600)	$(3,300)	-4.3%	$(79,600)	$(79,600)	$(79,600)	$(79,600)
Community Development	(502,900)	(528,800)	(25,900)	-5.2%	(520,900)	(512,800)	(504,400)	(495,600)
Environmental Stewardship	(2,000)	(1,000)	1,000	50.0%	(1,000)	(1,000)	(1,000)	(1,000)
Arts, Recreation & Culture	(652,900)	(650,100)	2,800	0.4%	(650,100)	(650,100)	(650,100)	(650,100)
Arena Partner	(1,342,400)	(1,414,100)	(71,700)	-5.3%	(1,435,300)	(1,478,400)	(1,522,800)	(1,568,500)
	(2,576,500)	**(2,673,600)**	**(97,100)**	**-3.8%**	**(2,686,900)**	**(2,721,900)**	**(2,757,900)**	**(2,794,800)**
Expenses								
Bylaw Enforcement	231,700	246,300	14,600	6.3%	260,000	273,600	282,400	288,800
Community Development	969,900	1,018,800	48,900	5.0%	1,039,000	1,059,200	1,079,600	1,098,700
Environmental Stewardship	119,400	122,400	3,000	2.5%	124,200	126,000	127,800	129,700
Arts, Recreation & Culture	2,055,200	2,133,400	78,200	3.8%	2,204,400	2,264,500	2,318,900	2,361,600
Arena Partner	1,342,400	1,414,100	71,700	5.3%	1,435,300	1,478,400	1,522,800	1,568,500
	4,718,600	**4,935,000**	**216,400**	**4.6%**	**5,062,900**	**5,201,700**	**5,331,500**	**5,447,300**
Net Operating Expenses	**$2,142,100**	**$2,261,400**	**$119,300**	**5.6%**	**$2,376,000**	**$2,479,800**	**$2,573,600**	**$2,652,500**

KEY BUDGET CHANGES FOR 2020:	
Revenues	
Licenses, Fines, Fees	(36,300)
Building and Development Permits	(298,200)
Tfr to Development Revenue Stabilization Reserve	305,600
Tfr From Senior's Center Lease Reserve	20,000
Arena Revenue	(99,600)
Tfr to Arena Reserve	27,900
Expenses	
Salary and Benefits	109,000
Environmental Contracted Services	2,800
Pet Shelter Contract	2,000
Museum Fee for Service (Council Approval March 2019)	7,600
Arts Council Support (Council Approval July 2019)	10,000
Arena Operating Expenses	71,700
Other	(3,200)
Change in Net Operating Expenses	**$119,300**

PROPOSED CAPITAL BUDGET

PROJECT #	PROJECT NAME	PRIORITY	2020	2021	2022	2023	2024	TOTAL
Comm Svcs - Community Dev								
19-DE-001	North Lougheed Area Study 190076	2	$45,000	-	-	-	-	$45,000
20-DE-001	Agricultural Advisory Committee Project Funding	2	10,000	-	-	-	-	10,000
20-DE-003	Housing Needs Reports	2	-	$10,000	-	-	-	10,000
20-DE-006	Funding for 2nd bike and bike rack	1	3,000	-	-	-	-	3,000
Comm Svcs - Community Dev Total			**$58,000**	**$10,000**				**$68,000**
Comm Svcs - Env Stewardship								
17-ES-002	Environmental Consultants 170019	2	$10,000	$7,500	$7,500	$7,500	$7,500	$40,000
17-ES-004	Community Carbon Offset Project 170037	2	15,000	7,500	7,500	7,500	7,500	45,000
20-ES-001	Storm Drainage Study for Hammond	2	10,000	-	-	-	-	10,000
20-ES-002	Soil Removal and Deposit Bylaw Update	2	15,000	-	-	-	-	15,000
20-ES-003	Lower Katzie Slough Management Study	3	-	-	50,000	-	-	50,000
18-PK-094	Environmental Implementation (DP)	2	30,000	-	-	-	-	30,000
Comm Svcs - Env Stewardship Total			**$80,000**	**$15,000**	**$65,000**	**$15,000**	**$15,000**	**$190,000**
Comm Svcs - Recreation								
08-RE-001	Recreation Misc Equipment 000018	2	$91,000	$93,000	$96,000	$99,000	$102,000	$481,000
14-RE-068N	Seniors Centre Equipment Replacement 140034	3	3,200	3,300	3,400	3,500	3,600	17,000
20-REC-001	Fees and Charges Review	1	10,000	-	-	-	-	10,000
Comm Svcs - Recreation Total			**$104,200**	**$96,300**	**$99,400**	**$102,500**	**$105,600**	**$508,000**
Comm Svcs - Cultural Services								
17-AC-078	Cultural Services Equipment 170008	2	$27,000	$28,000	$29,000	$30,000	$31,000	$145,000
20-DE-004	Truth and Reconciliation	1	15,000	-	-	-	-	15,000
Comm Svcs - Cultural Services Total			**$42,000**	**$28,000**	**$29,000**	**$30,000**	**$31,000**	**$160,000**

Decision Package: **Environmental Strategy Implementation Plan**

DEPARTMENT/DIVISION:
Community Services

SUBMITTED BY:
Samantha Maki, Director of Engineering & Operations
Lisa Grant, Director of Community Services

ESTIMATED CAPITAL COST:
One time: $30,000

RECOMMENDATION

THAT Council:

A. Approve a one-time $30,000 Capital Project funded from the General Operating reserve for implementing the initial recommendations from the Environmental Inventory Management Strategy, which includes invasive species; OR
B. Other.

EXECUTIVE SUMMARY

The City will be completing an Environmental Inventory Management Strategy (EIMS) by mid-2020 and funding will be necessary in order to implement some of the initial recommendations.

BACKGROUND/DISCUSSION

The City held a Waterways Engagement and Priorities Council Meeting in June 2019 and gained valuable feedback from both the Agricultural and Environmental groups in the community. In order to continue to work towards addressing environmental impacts and invasive species, we need to better understand current conditions and measures we must prioritize.

The City is currently undertaking an Environmental Inventory Management Strategy to evaluate the current state and create a baseline of environmental attributes and ecosystem services (i.e. natural capital) within the City. The strategy will include:

- Inventory of the assets and assessment of the current state of the natural attributes.
- Stakeholder engagement to discuss the assets and what can be done to reduce the ecological footprint, enhance environmental protection and support the agricultural industry.
- Suggest environmental policies that will guide future development and new infrastructure projects; and
- Outline short, medium and long-term objectives and associated priorities.

Completion is expected in mid-2020 and funds will be needed to implement a portion of the more immediate recommendations.

With the adoption of the new Fisheries Act (Bill C-68), all fish are to be protected. What this means for invasive fish and how this will be managed will not be understood until at least 2020, but it is expected to impact City operations (ditch cleaning, pump stations, etc.). These impacts will likely have a financial implication and this project could help fund the modified operations, if needed.

This project aligns with Council's strategic plan of balanced economic prosperity and community well-being by promoting the conversation and enhancement of our natural environment and supporting the continued viability of our agricultural industry.

FINANCIAL IMPLICATIONS

	ONE-TIME		ONGOING	
COSTS	**CAPITAL**	**OPERATIONAL**	**CAPITAL**	**OPERATIONAL**
Invasive Species	$15,000			
Environmental Initiatives	$15,000			
Total Costs:	**$30,000**			

ALTERNATIVES

Alternatively, the Environmental Inventory Management Strategy project could be completed and staff could request associated funding when the report and detailed recommendations are presented to Council in mid-2020.

Corporate Services



Photo: Adam Brenkels

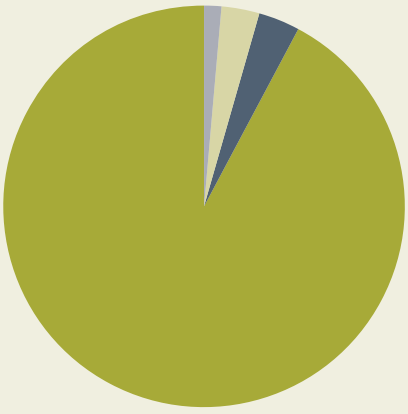
OPERATING BUDGET:
$1,812,800

CAPITAL BUDGET:
$522,800

STAFFING COMPLEMENT:
11.32 FTE (Full-time equivalent)

SUPPORTS STRATEGIC FOCUS AREAS:
Principled Governance, Balanced Economic Prosperity, Community Spirit and Wellbeing, Transportation & Infrastructure Initiatives, Corporate Excellence

DEPARTMENT'S SHARE OF CITY BUDGET



SOURCE: CITY OF PITT MEADOWS FINANCE DEPARTMENT

Corporate Services provides integral support services in the areas of Information Technology, Communications, Human Resources and Payroll.

DIVISIONS:

- **Information Technology (IT).** Provides leadership for the planning, development and management of the City's information technology systems. A team of four IT specialists partner with all City departments to deliver business IT solutions for City programs and services, managing the overall investment in IT and optimizing and ensuring alignment with business objectives. More specifically, IT oversees business system implementation, process engineering, technology planning and disaster recovery, as well as all things related to desktop computing, network, IT security, data & server infrastructure, print operations, telephone and mobility.
- **Communications.** Works to enhance public trust; translate comprehensive issues into understandable and useful information; engage the right people at the right time and place; navigate the world of divergent community views and promote two-way dialogue. It strives to ensure that the public, employees, media, and residents have a clear understanding of the City's policies, priorities and programs, while recognizing that effective civic engagement is a vital part to good governance. The department is responsible for strategic marketing, corporate communications and media relations. Services include: event support, photography, marketing and communications strategies and programs/campaigns, developing marketing collateral, issues management, website and social media administration, digital advertising oversight and report production.
- **Human Resources (HR) and Occupational Health & Safety.** HR supports a safe, healthy and engaged workforce through advisory services, and the development and implementation of programs and policies. HR encourages a positive workplace culture that enables the attraction and retention of the best talent available and supporting

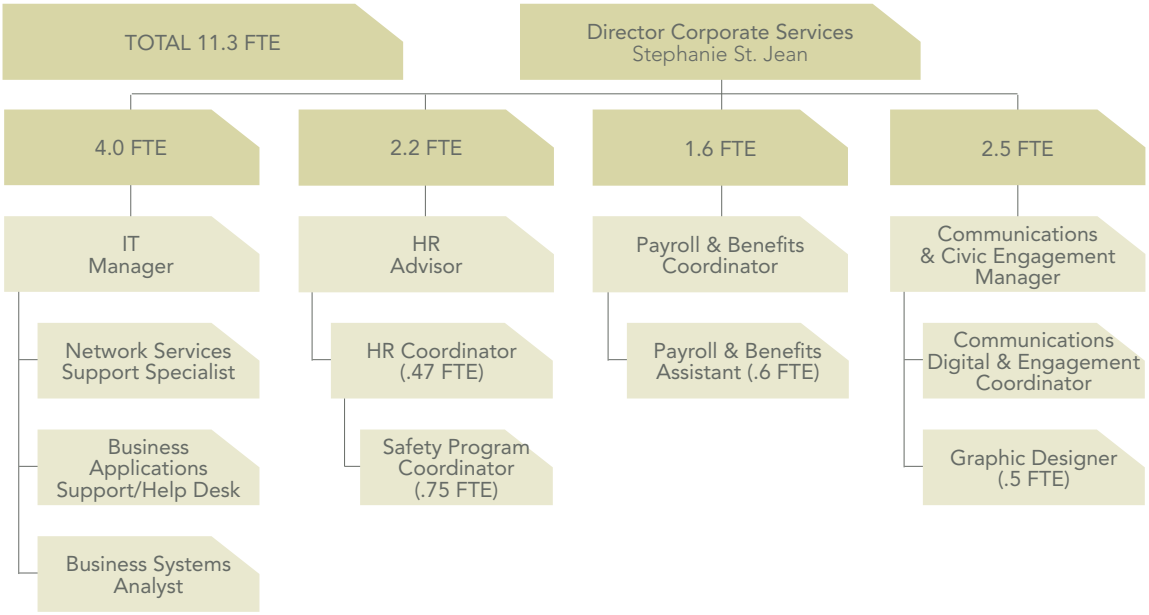
them as they meet and exceed expectations of residents and Council in the carrying out of all City business, services and roles. HR includes Occupational Health and Safety which provides a broad range of occupational safety and environmental protection services such as Health and Safety Consultations programs; health and safety program development; safe work procedures; Hazardous Materials Safety/WHMIS; ensures regulatory compliance; conducts workplace inspections, evaluations and investigations; and provides training.

- **Payroll and Benefits.** Responsible for the accurate and timely preparation and processing of biweekly and monthly payroll and benefits. It liaises with various service providers (e.g. benefits carriers, WCB, PensionsBC, etc.), government agencies, employee groups and senior officials, and ensures consistent application of policies and procedures, best practices and exceptional service.

ON A DAILY BASIS WE:

- Work internally with staff and externally with stakeholders to make information on City services, events or topics of public interest available and accessible via our website, social media, newsletters, news releases and other channels.
- Support City departments with their daily use of IT services and provide new and enhanced technology solutions that are cost-effective and focused on improving process and creating efficiency.
- Enhance and support the City's online portfolio of digital services.
- Offer guidance and advice on the best use of current and future technologies.
- Optimize the progression of an individual as they move through the employee life cycle from recruitment to retirement.
- Process the payroll and benefits for City administrators, and
- Provide advice to managers and supervisors to support effective communications and cooperation with their staff.

STAFFING COMPLEMENT



DEFERRED PROJECTS

As a result of priorities that emerged throughout the year the following 2019 business plan initiatives were deferred:

Information Technology (IT)

- **TEMPEST Enhancements**
  - o **eApply Fire Burn Permit** – Project is ongoing and will continue into 2020 because of unexpected technical challenges.
  - o **E-COMM Permitting** – More planning is needed. Deferred until 2020.
- **Customer Service Complaint System** – Deferred until 2020.
- **Audio/Video Infrastructure Replacements** – Deferred until 2020 due to unplanned maintenance priorities.
- **Recreation Software Point of Sale (POS) Terminal Integration** – Deferred until 2020 due to contractor scheduling issues; and
- **Annex Facility Switch Redundancy** – Deferred to 2020 to capitalize on efficiencies gained by coinciding with firewall replacement project.

Human Resources

- **Strategic HR Operations Planning process** – Added to 2020 key initiatives.

INFORMATION TECHNOLOGY

KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Corporate Excellence Resources	**PC Refresh.** Replace 100 end-of-life PCs. Upgrade endpoint OS to Windows 10 and productivity software to Office 2016. Develop and implement PC imaging processes and ensure compatibility with other software and integration points. Provide corporate wide training on Windows 10 and Office 2016.	Q2
Corporate Excellence Resources	**Leaf Switch Replacements.** Replace all network leaf switches at City Hall, Annex, PMFRC, Works Yard, Fire Hall and SBCC. Increase capacity on leaf switches to accommodate new headcount and office space requirements.	Q2
Corporate Excellence Resources	**VOIP Replacement and Unified Communications Rollout.** (Continued from 2019) Replace the City's core telephone systems and endpoints. Modernize all user tech and backend systems. Roll out unified communications features to end users including chat/messaging, presence, availability and others.	Q2
Corporate Excellence Resources	**Server Room HVAC Replacements.** Replace all HVAC units in main server room locations and IT closets. Network new devices so they can be monitored.	Q2
Corporate Excellence Resources	**Corporate Firewall Replacements.** Replace the City's two Enterprise Firewalls.	Q2
Corporate Excellence Resources	**Audio/Video Infrastructure Replacements.** Replace screen, projectors and TVs in the Council Chambers.	Q3
Corporate Excellence Resources	**Server Room Uninterrupted Power Supply (UPS) Replacements.** Replace and network all UPS devices and battery packs (x7) in server rooms across City facilities.	Q3
Corporate Excellence Resources	**Windows Server 2016 Upgrades.** Move core enterprise applications onto Windows Server 2016 and SQL Server 2016 platforms.	Q4

INFORMATION TECHNOLOGY CONT'D
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Corporate Excellence Resources	**IT Security Strategic Planning.** Plan how to best protect the City from cybercrime, and monitor, discover and respond to incidents. Begin to execute on that plan.	Q4
Corporate Excellence Resources	**Cloud Computing Strategic Planning.** Plan how, if, when the City should transition some IT services, systems, compute and/or data to Cloud locations. Identify priority areas and/or low-hanging fruit. Understand the benefits, constraints, challenges, costs and other aspects.	Q4
Corporate Excellence Resources	**Operations Management System Upgrade – x2.** Major release upgrades of the City's work order and asset management tracking software.	Q4

CROSS DEPARTMENTAL COLLABORATION INFORMATION TECHNOLOGY
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Corporate Excellence Resources	**Mobile Ticketing.** Implement the mobile ticketing Tempest software module which will enable in-field ticketing for City bylaw officers with real-time connectivity to back-office Tempest software.	Q1
Corporate Excellence Resources	**eApply Burn Permit.** (Continued from 2019). Implement the Tempest eApply module for the Fire Burn Permit so that citizens can obtain fire burn permits entirely online. Explore opportunities to bring other permitting processes online.	Q2
Corporate Excellence Resources	**Fire Hall Relocation.** Relocate all Fire Hall technology and networking to a temporary location TBD.	Q2
Corporate Excellence Responsive	**Budgeting Systems Software Implementation.** Work with the Finance department to implement budget management software and integrate that software into required financial systems.	Q2
Corporate Excellence Resources	**Agenda Management Platform Review.** Working with Administrative Services, complete a performance review of the City's current online meeting and agenda management tool; assess its effectiveness in addressing the City's requirements in regards to agenda preparation, records management, online engagement, and managing all stages of the Council meeting lifecycle; determine objectives and strategies for operational improvements in 2021.	Q3
Corporate Excellence Responsive	**Customer Service Complaint Tracking Software.** Utilize the Tempest software to digitize the tracking and response of customer service complaints and inquiries.	Q4

CORPORATE COMMUNICATIONS
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Corporate Excellence Accountability	**Website and Optimized Reporting.** Explore dynamic page capabilities for improved reporting e.g. OCP web interface.	Q1
Corporate Excellence Responsive	**Policy Revision/Development.** • Public Use of Municipal Billboards. • Cross Street Banners on Harris Road. • Media and Public Relations Communications; and • Social Media Usage.	Q2
Principled Governance Community Voice	**Civic Engagement.** • Create staff user guidelines for engagement software and user training. • Explore tools available to enhance public engagement experience and encourage participation.	Q3
Principled Governance Community Voice	**Elevate the City's Brand Identity.** • Audit City assets to ensure cohesive look and feel and proper use of logo. • Create roll-out plan of newly designed City Parks' signage. • Create and launch multi-phased community-pride building (i.e. Pitt Meadows Proud) communications campaign that includes video, collateral, swag etc.	Q4

CROSS-DEPARTMENTAL COLLABORATION CORPORATE COMMUNICATIONS
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Principled Governance Community Voice	**Official Community Plan (OCP).** Provide communications and engagement support throughout the OCP.	Q2
Corporate Excellence Employee Excellence	**Safety Culture Campaign.** Communications and Occupational Health and Safety to develop an internal marketing and communications plan to bolster existing OHS program communication and put safety top of mind of employees.	Q3
Principled Governance Community Voice	**Engagement Opportunities.** Work with various City departments to identify opportunities for community engagement. e.g. North Lougheed Study Area, new Fire Hall, Transportation projects, Parks, Recreation, Arts and Culture Master Plan, Tree Protection Bylaw etc.	Q4

HUMAN RESOURCES, OCCUPATIONAL HEALTH & SAFETY AND PAYROLL
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Corporate Excellence Resources	**Workplace Safety.** Improve reporting and investigation of near misses (occurrences that had potential to injure but did not); monitor OHS statistics and evaluate performance.	Q1
Corporate Excellence Resources	**Process Development.** Develop an internal illness and injury claims management strategy and process to streamline effort and reduce error/redundancies with the goal to lowering the City's WorkSafe experience rating.	Q1
Corporate Excellence Employee Excellence	**Foster Positive Organization Culture.** e.g. Implement recommendations from employee engagement review.	Q2
Corporate Excellence Employee Excellence	**Organizational Wellness Strategy.** Develop strategy with targeted workshops and wellness opportunities for staff.	Q2
Corporate Excellence Resources	**Hazard Identification and Risk Assessment.** Develop new key safe work procedures e.g. crawl spaces-confined space.	Q3
Corporate Excellence Employee Excellence	**Continue HRIS Integration.** Work to ensure optimal use of newly implemented HR Information System. Includes training and development of work processes.	Q3
Corporate Excellence Responsive	**Policy Revision/Development:** • Confined Space. • Global Health and Safety. • Respectful Workplace. • Contractor Coordination. • Training and Development; and • Whistleblower/Serious Complaints.	Q3
Corporate Excellence Resources	**Maintain PACE Compliance Action Framework.** For continuous improvement, specific focus on Biohazards program & Exposure Control Plan; Ergonomics program.	Q4
Corporate Excellence Employee Excellence	**Exception Reporting.** Conduct a review of time reporting practices of full time employees', technology compatibility and process to determine feasibility of moving to exception based reporting.	Q4

PROPOSED OPERATING BUDGET

	2019 ADOPTED BUDGET	2020 PROPOSED BUDGET	PROPOSED CHANGES FOR 2020		2021 PROPOSED BUDGET	2022 PROPOSED BUDGET	2023 PROPOSED BUDGET	2024 PROPOSED BUDGET
Expenses								
Human Resources	$630,900	$664,300	$33,400	5.3%	$680,300	$695,200	$709,900	$725,100
Communications	352,700	363,300	10,600	3.0%	376,500	389,300	395,100	402,700
Information Technology	756,100	785,200	29,100	3.8%	821,000	835,800	849,400	859,400
	1,739,700	1,812,800	73,100	4.2%	1,877,800	1,920,300	1,954,400	1,987,200
Net Operating Expenses	**$1,739,700**	**$1,812,800**	**$73,100**	**4.2%**	**$1,877,800**	**$1,920,300**	**$1,954,400**	**$1,987,200**

KEY BUDGET CHANGES FOR 2020:	
Salary and benefits	59,700
Main Support Systems	9,100
Other	4,300
Change in Net Operating Expenses	**$73,100**

PROPOSED CAPITAL BUDGET

PROJECT #	PROJECT NAME	PRIORITY	2020	2021	2022	2023	2024	TOTAL
Corp Svcs - Communications								
15-CM-092	Website Refresh 170015	3	-	$50,000	-	-	$50,000	$100,000
18-CM-094	City Banner Replacement 180014	2	-	-	-	-	7,200	7,200
20-CM-001	PMFRS to pittmeadows.ca	3	3,000	-	-	-	-	3,000
20-CM-004	Reception Area Photo Renewal	2	4,000	-	-	-	-	4,000
Corp Svcs - Communications Total			**$7,000**	**$50,000**			**$57,200**	**$114,200**

PROJECT #	PROJECT NAME	PRIORITY	2020	2021	2022	2023	2024	TOTAL
Corp Svcs - IT Total								
09-IT-001	PC Replacement - Desktops 990039	1	$176,000	-	-	-	-	$176,000
09-IT-020	Misc Computer Infrastructure Purchase 080020	3	55,000	$28,000	$28,000	$28,000	$28,000	167,000
10-IT-021	Server/SAN Refresh 080024	1	-	6,000	107,000	195,000	6,000	314,000
11-IT-003	WAN/LAN Upgrade - POE Switches 990040	1	70,000	75,000	-	-	-	145,000
11-IT-005	Printer & Peripherals Replacement 990046	2	-	-	125,000	30,000	-	155,000
11-IT-052	Smart Phone Replacement 110021	2	2,000	-	2,000	2,000	2,000	8,000
13-IT-075	UPS Replacement 130007	1	22,000	-	-	-	15,000	37,000
14-IT-082	Fiber Maintenance 150020	3	3,500	-	-	3,500	-	7,000
14-IT-084	Fire Apparatus Ruggedized Laptops 150002	1	-	-	20,000	-	10,000	30,000
15-IT-068	Fortinet Firewall Appliance Repl 150008	1	18,300	-	-	-	-	18,300
15-IT-074	Corporate WiFi Replacement 180016	2	-	-	-	-	15,000	15,000
15-IT-077	Tablet Refresh 150014	1	2,000	2,000	2,000	2,000	2,000	10,000
16-IT-101N	Server/SAN Warranty Contracts 170002	1	33,000	18,000	10,000	-	-	61,000
18-IS-100	Finance Budget System Software 180018	3	75,000	-	-	-	-	75,000
18-IT-106	Windows Server Upgrade 4K 180024	1	10,000	-	-	-	-	10,000
19-IT-001	PC Replacement - Laptops 190017	1	-	-	-	85,000	-	85,000
19-IT-002	AV Replacements 190018	2	8,000	-	15,000	-	-	23,000
19-IT-003	Tempest Improvements 190019	2	25,000	-	-	-	-	25,000
19-IT-008	Server Room AC Unit Replacement 190023	2	10,000	30,000	-	-	10,000	50,000
20-IT-001	PC Replacement - Monitors	1	6,000	6,000	6,000	6,000	6,000	30,000
20-IT-002	iPhone Refresh	2	-	15,000	-	-	-	15,000
Corp Svcs - IT Total			**$515,800**	**$180,000**	**$315,000**	**$351,500**	**$94,000**	**$1,456,300**

Decision Package:
Payroll and Benefits Resourcing

ROLE DESCRIPTION:
Full Time, Regular Payroll and Benefits Assistant, CUPE

DEPARTMENT/DIVISION:
Corporate Services – Payroll & Benefits

SUBMITTED BY:
Stephanie St. Jean, Director of Corporate Services

ESTIMATED CAPITAL COST:
n/a

ESTIMATED OPERATING COST:
Ongoing: $21,000

RECOMMENDATION

THAT Council:

A. Approve increasing the Payroll and Benefits Assistant position from .6 to 1.0 FTE in the amount of $21,000 including benefits; OR
B. Other.

EXECUTIVE SUMMARY

A number of changes such as: technology upgrades, increased staff levels, CRA reporting guidelines etc. have impacted the capacity of the Payroll and Benefits department. This decision package proposes increasing the regular FTE of the department in order to meet mandatory regular deadlines and those during heavy workload periods (i.e. year end, T4s, stat holidays, etc).

BACKGROUND/DISCUSSION

The Payroll & Benefits department ("PB") is currently staffed by 1.6 FTE.

The 0.6 FTE was added in 2016/17 when the independent Parks & Recreation model was implemented in Pitt Meadows resulting in FTE growth from 102 to 124 (22% increase).

Since 2016/17:

- The department experiences higher than anticipated administrative load. As in many Parks & Recreation departments, there are a high number of younger, transitioning workers (e.g. students) and seasonal employees which results in more administrative processing than regular FT employees.
- Recreation Services no longer uses a third party contractor to source fitness instructors; with this change, the payroll department now processes system set up and payment directly to Fitness Instructors within the City payroll system.
- City payroll increased from 124 to 155 (additional 25% increase) largely due to direct payment of Fitness Instructors and not including Paid on Call (POC) firefighters.
- POCs are nearing full complement (32 paid monthly). There is a new Collective Agreement provision to backfill IAFF members with POC members, which increases payroll complexity. Also, similar to Recreation, there are additional administrative requirements that accompany transitioning members (volunteers who leave for example, to FT employment with other City fire departments).
- Technology change (OMS) resulted in a significant precision to our asset management program and also an increase of employee job transactions requiring review by Payroll.
- Implementation of 4 on/4 off for IAFF is time consuming to monitor and reconcile.
- Manual calculations for staff turnover, salary continuances, and employee leaves without pay, garnishees and payouts have increased.
- Increase in concurrent employees, i.e. employees in multiple positions, requires manual management of benefits, salary, % in lieu, variances between each job, increments, and seniority, e.g. as it is managed differently per the Collective Agreement and by category Casual/Auxiliary to Time Durated.
- Overtime in the Coordinator role continues to occur - due to deadlines that cannot be avoided particularly during year end and T4 time. Overtime is an expensive payment approach; budget has not been allocated, resulting in other important initiatives such as staff training being displaced.

FINANCIAL IMPLICATIONS

	ONE-TIME		ONGOING	
COSTS	**CAPITAL**	**OPERATIONAL**	**CAPITAL**	**OPERATIONAL**
Base Salary				$16,380
Employee Health and Other Benefits				4,620
Employee Set-up (including computer, phone, supplies etc.)				
Total Costs:				**$21,000**

ALTERNATIVES

Work and deadlines need to be met therefore the alternative is to pay significant overtime rates which has the consequence of exceeding current budget, displacing other initiatives and placing a heavy burden on the 1.0 FTE and/or increasing the hours of the .6 FTE.

Emergency Program


Photo: Leslie Parnell

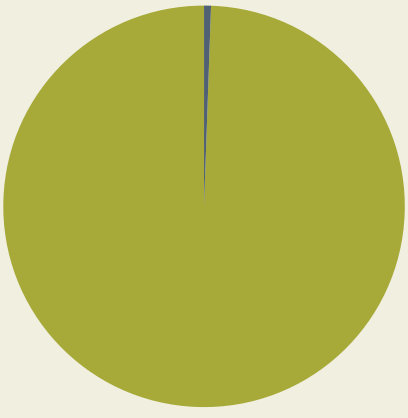
OPERATING BUDGET:
$139,300

CAPITAL BUDGET:
N/A

STAFFING COMPLEMENT:
1.0 FTE (Full-time equivalent)

SUPPORTS STRATEGIC FOCUS AREAS:
Community Spirit and Wellbeing

DEPARTMENT'S SHARE OF CITY BUDGET



SOURCE: CITY OF PITT MEADOWS FINANCE DEPARTMENT

The Emergency Program ensures that the City is prepared for, and able to manage, small and major catastrophic events, whether man made or natural disasters.

Responsibilities of this program include: the City's Emergency Management program; oversight of training, supplies and staffing of the City's Emergency Operations Centre; coordination of Emergency Support Services (ESS) training, supplies and volunteers team; providing education to staff and community on emergency preparedness. Due to the over-arching impact of the Emergency Program on all aspects of the City business and its high priority for Council, the Emergency Program Coordinator reports directly to the Chief Administrative Officer.

STAFFING COMPLEMENT

TOTAL 1.0 FTE	Coordinator, Emergency Program Barbara Morgan

DEFERRED PROJECTS

As a result of priorities that emerged throughout the year the following 2019 business plan initiatives were deferred:

Emergency Program

- Group Lodging Training. The Group Lodging Training with Recreation Staff was deferred to 2020.
- ESS Volunteer Retention Program. This was not implemented due to difficulty in hiring a contractor to facilitate the program. This project was deferred to 2020.

EMERGENCY PROGRAM
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Community Spirit & Wellbeing Health & Safety	**Emergency Support Services (ESS) Volunteers.** Develop an ESS recruitment & retention program.	Q1
Community Spirit & Wellbeing Health & Safety	**Evacuation Plan.** Update Evacuation Plan to accommodate new evacuation routes.	Q1
Community Spirit & Wellbeing Health & Safety	**Group Lodging Team.** Develop and facilitate group lodging training and team with Recreation staff.	Q2
Community Spirit & Wellbeing Health & Safety	**Staff Housing Plan.** Develop housing and feeding plan for EOC staff to implement in a disastrous event.	Q3
Community Spirit & Wellbeing Health & Safety	**Emergency Support Services (ESS) Training.** Develop ESS training to enhance the skills of volunteers. Training to include volunteer management during an event.	Q4
Community Spirit & Wellbeing Health & Safety	**Emergency Operations Centre (EOC) Training & Development.** Develop and facilitate nine sessions to enrich the skills of the EOC team. The focus will be readiness for the regional functional exercise in 2022. Continue to address new member`s training and team awareness.	Q4
Community Spirit & Wellbeing Health & Safety	**Regional Functional Exercise.** Participate regionally on committee for development of the regional exercise in 2022.	Q4
Community Spirit & Wellbeing Health & Safety	**Regional Emergency Program Coordinators**. Participate in regional initiatives and training.	Q4
Community Spirit & Wellbeing Health & Safety	**Integrated Partnership for Regional Emergency Management.** Participate in regional/provincial initiatives such as safe water, economics, roadways and disaster response routes.	Q4
Community Spirit & Wellbeing Health & Safety **Corporate Excellence** Resources	**Obtain Grants for:** • Emergency Operations Supplies. Identify and purchase supplies for new EOC such as desks, computers, stationery and cupboards. • ESS Group Lodging Supplies & Trailer. Purchase supplies such as: pillows, cots and blankets for group lodging. • Regional Evacuation Route Planning. Expand evacuation routes from a regional perspective; and • Structural Flood Mitigation. Fenton Road Pump Station and back-up generator.	Q4
Community Spirit & Wellbeing Health & Safety	**Business Continuity.** Continue through the process of determining essential services and business analysis. This is a three year project.	Q4

PROPOSED OPERATING BUDGET

	2019 ADOPTED BUDGET	2020 PROPOSED BUDGET	PROPOSED CHANGES FOR 2020		2021 PROPOSED BUDGET	2022 PROPOSED BUDGET	2023 PROPOSED BUDGET	2024 PROPOSED BUDGET
Expenses								
Emergency Program	$129,300	$139,300	$10,000	7.7%	$142,300	$145,500	$148,600	$151,900
	129,300	139,300	10,000	7.7%	142,300	145,500	148,600	151,900
Net Operating Expenses	**$129,300**	**$139,300**	**$10,000**	**7.7%**	**$142,300**	**$145,500**	**$148,600**	**$151,900**

KEY BUDGET CHANGES FOR 2020:	
Salary and Benefits	8,300
Professional Development	1,000
Other	700
Change in Net Operating Expenses	**$10,000**



Engineering & Operations

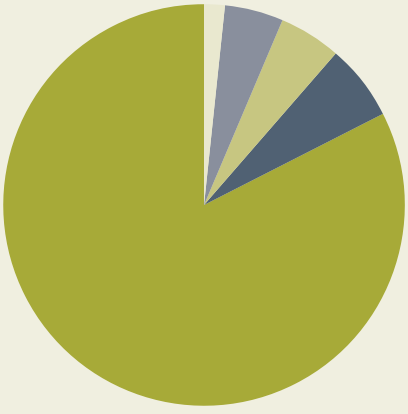
OPERATING BUDGET:
$3,991,500

CAPITAL BUDGET:
$6,286,400

STAFFING COMPLEMENT:
34.1 FTE (Full-time equivalent)

SUPPORTS STRATEGIC FOCUS AREAS:
Community Spirit and Wellbeing, Transportation & Infrastructure Initiatives, Corporate Excellence

DEPARTMENT'S SHARE OF CITY BUDGET



SOURCE: CITY OF PITT MEADOWS FINANCE DEPARTMENT

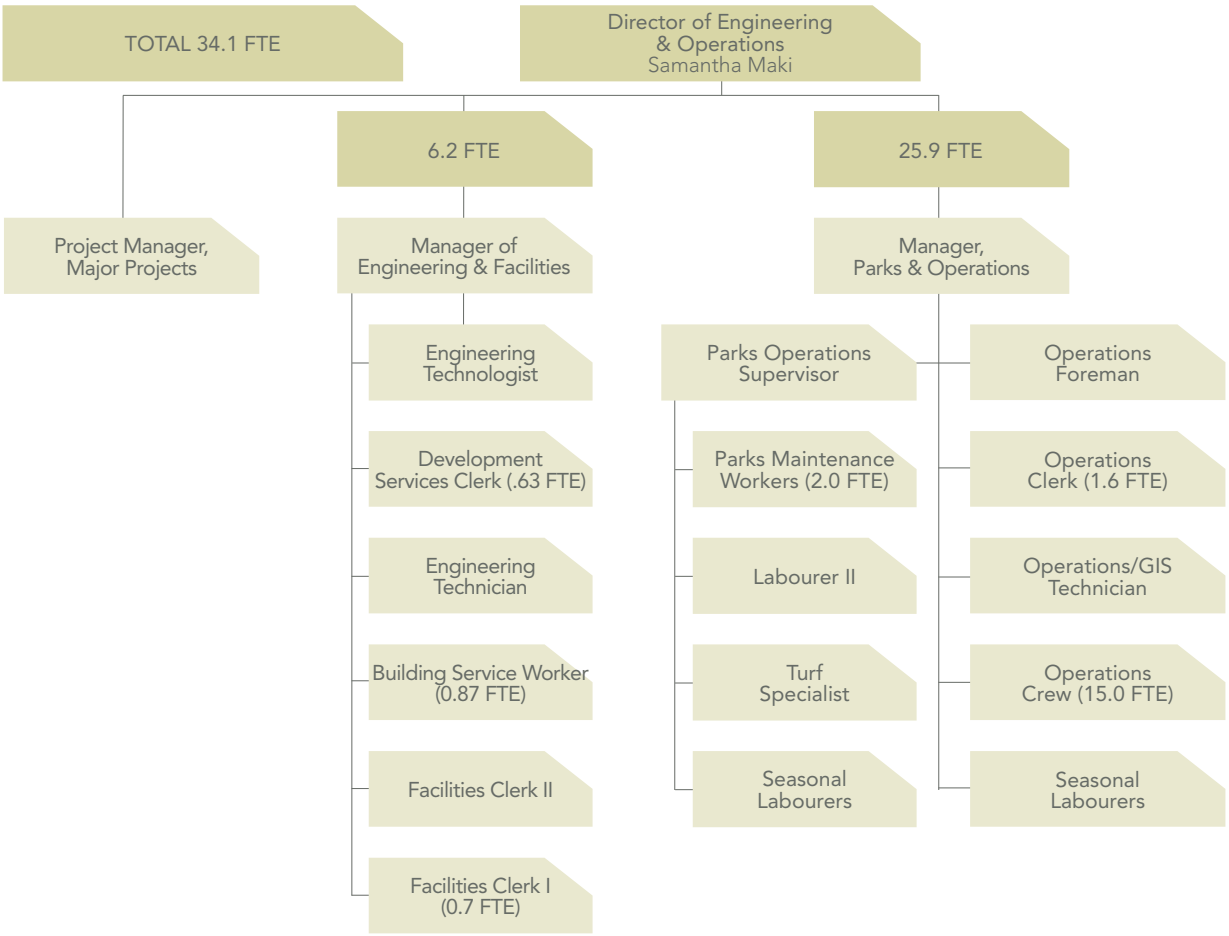


The Engineering and Operations Department provides and maintains essential municipal services and infrastructure, including the transportation network, City buildings, parks and trails, fleet, sewer and water systems.

DIVISIONS:
- **Engineering**
- **Operations (Public Works)**
- **Parks**
- **Facilities**

ON A DAILY BASIS WE:
- Plan and manage City infrastructure projects, including repair, renewal and replacement.
- Operate and maintain the City's transportation network, including: roads, bridges and sidewalks.
- Review engineering aspects of development applications.
- Provide water, sewer and drainage services.
- Oversee dike maintenance and flood mitigation measures.
- Maintain fleet and equipment infrastructure.
- Oversee the maintenance and repair of City facilities, and
- Maintain the City's parks, sports fields, trails and open spaces.

STAFFING COMPLEMENT



DEFERRED PROJECTS

As a result of priorities that emerged throughout the year, the following 2019 business plan initiatives were deferred:

Engineering

- **Ladner Road Bridge Replacement.** Design completed and tender commenced in 2019 and construction deferred to 2020.
- **Kennedy Road Paving Rehabilitation.** Work to be completed as part of Kennedy Road Overpass project, therefore City paving project cancelled.
- **Old Dewdney Trunk Road.** Repaving deferred to 2020 due to higher than anticipated construction costs.
- **McMyn Forcemain Extension.** Following preliminary design, project cancelled due to unfeasible connection to CP rail pump station.
- **Bonson Road Lift Station** – Motor Control Centre. Lifecycle replacement deferred to 2020 to include minor additional scope of work and addition of necessary budget.
- **Harris Road Banner Structural Replacement.** Cancelled due to further review of structure and determination that replacement was not required.
- **Harris Road Additional Banner Structure.** Cancelled due to higher than anticipated costs and feasibility of installation south of the tracks. Additional banner to be reviewed once the Harris Road Underpass project design has been finalized.

Operations

- **Drainage Condition Assessment.** Project deferred until grant funding opportunities arise.
- **Works Yard Office Expansion.** Scope assembled and quotes requested from consultants in order to review the existing layout and recommend options for improved space planning and/or renovations. Study expected to start in 2020 and implementation to follow.

Facilities

- **Cottonwood Park Septic Tank Replacement.** Design completed and contractor retained, but construction of septic field deferred to 2020 due to other priorities.

Parks

- **Shoreline Park Redesign.** Will be considered during the Parks, Recreation, Arts and Culture Master Plan process that will occur in 2020.

ENGINEERING
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Transportation and Infrastructure Investments and Preparedness	**Pitt Polder Pump Station Replacement.** Complete Pitt Polder Pump Station replacement and associated dike works.	Q2
Transportation and Infrastructure Infrastructure and Investments	**Capital Works — Repaving.** Repaving of the following locations: • Old Dewdney Trunk Road from McKechnie Rd to Hale Rd. • Harris Rd between the two Old Dewdney Trunk Roads; and • Harris Rd. south of Hammond Road to the base of the hill near the Airport trail.	Q3
Transportation and Infrastructure Investments	**Lougheed PRV Replacement.** Replacement of existing PRV station.	Q3
Transportation and Infrastructure Investments	**Bonson Road Lift Station.** Lifecycle replacement of lift station and installation of new generator.	Q3
Transportation and Infrastructure Investments	**Ladner Road Bridge Replacement.** Removal of the existing wood bridge and replacement with a new concrete bridge.	Q4
Transportation and Infrastructure Active Transportation	**Active Transportation.** Implementation of recommendations from the Active Transportation Advisory Committee to improve pedestrian and cyclist transportation within the community.	Q4
Transportation and Infrastructure Improved Transportation	**Traffic Calming Engagement and Implementation.** Detailed design and implementation of traffic calming improvements at: • 124th Ave/Harris Rd. • Traffic Operations Safety Review at 122nd Ave/Harris Rd and McMyn Ave from 191 St. to Harris Rd. • 124th Ave/192A Ave. • 192A Ave/Park Rd.	Q4

ENGINEERING CONT'D
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Transportation and Infrastructure Investments	**Capital Works – Water.** Replacement of existing water mains at the following locations: • Park Rd. service connection transfer between 193 St. and Bonson Road. • Bonson Road from Park Rd. to the rail crossing. • 300m at 116A. • 193A and 193 St. • 80m at 192A, and • 192B and 116B.	Q4
Transportation and Infrastructure Infrastructure	**Fire Hall Replacement.** Detailed design and start of construction of the new Fire Hall building and temporary relocation of the Fire Department.	Q4
Transportation and Infrastructure Improved Transportation & Active Transportation	**Road and Rail Improvements.** Ongoing planning, design and community engagement of the Harris Rd Underpass and Kennedy Rd Overpass project.	Q4
Transportation and Infrastructure Improved Transportation	**Traffic Improvements Along Lougheed Corridor.** Ongoing planning and feasibility of transportation improvements along Lougheed Highway with the Ministry of Transportation and Infrastructure.	Q4

OPERATIONS
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Transportation and Infrastructure Preparedness	**NDMP Detailed Flood Mitigation Plan.** Completion of detailed flood mitigation plan to establish a pro-active approach that will minimize the impacts to people, infrastructure and the environment.	Q2
Transportation and Infrastructure Infrastructure and Investments	**Inflow and Infiltration Monitoring.** To align with Metro Vancouver's I&I action plan, monitor the amount of inflow and infiltration in the City's sewer system.	Q2
Transportation and Infrastructure Investments and Preparedness	**Fenton Pump Replacement.** Replacement of two pumps at the end of their service life at the Fenton Pump Station and application for associated grant funding.	Q3
Transportation and Infrastructure Infrastructure	**Integrated Stormwater Management Plan Monitoring.** To align with Metro Vancouver's initiatives, monitoring of the City's storm system and associated reporting.	Q3

OPERATIONS CONT'D
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Corporate Excellence Responsive	**Policy Review.** Review and modification of operational policies including: • Garbage and Recycling Storage Space, • Snow and Ice, • Dike Bench, and • Temporary Use of Dikes.	Q3
Transportation and Infrastructure Investments	**Ditch and Slough Cleaning.** Ongoing cleaning cycle balanced against immediate needs and weather conditions.	Q3
Transportation and Infrastructure Infrastructure and Investments	**Sewer Pipe Rehabilitation.** Sewer pipe relining to extend the life of the City's sewer system.	Q4

FACILITIES
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Transportation and Infrastructure Investments	**Facilities Equipment Replacement.** Replacement of electrical and mechanical equipment throughout 20 facility buildings that are reaching the end of their service life.	Q3
Transportation and Infrastructure Investments	**Arena Building and Equipment Maintenance.** Ongoing repairs and maintenance of the arena, including replacement of the chiller and sand base in Volkswagen rink. Puck board upgrades, painting, shower/change room upgrades and flooring.	Q4
Transportation and Infrastructure Investments	**Recreation Facility Maintenance.** Ongoing repairs and maintenance of City buildings and annual shutdowns at Heritage Hall, South Bonson Community Centre and the Pitt Meadows Family Recreation Centre.	Q4

PARKS
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Community Spirit and Wellbeing Natural Environment	**Tree Preservation Policy Review.** Review and update existing tree preservation policy.	Q2
Transportation and Infrastructure Investments	**Pitt Meadows Athletic Park Sports Field Renovation.** Targeted repair of turf condition and drainage at sports fields 3 and 4.	Q3

PARKS CONT'D
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Community Spirit and Wellbeing Natural Environment	**Tree Replacement Program.** Completion of the City's tree replacement policy and start of implementation.	Q3
Transportation and Infrastructure Investments	**Parks Infrastructure.** Ongoing replacement and upgrades of minor parks infrastructure, including playground equipment and amenities.	Q4
Community Spirit and Wellbeing Natural Environment	**Horticulture Strategic Plan.** Ongoing review and plan of civic spaces.	Q4

CROSS DEPARTMENTAL COLLABORATION, PARKS
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Community Spirit and Wellbeing – Pride and Spirit	**Parks, Recreation, Arts and Culture Master Plan.** Develop a master plan that reviews existing conditions, identifies gaps and needs and prioritizes recommendations of the City's Parks, Recreation, Arts and Cultural services/ programs.	Q4

PROPOSED OPERATING BUDGET

	2019 ADOPTED BUDGET	2020 PROPOSED BUDGET	PROPOSED CHANGES FOR 2020		2021 PROPOSED BUDGET	2022 PROPOSED BUDGET	2023 PROPOSED BUDGET	2024 PROPOSED BUDGET
Revenue								
Engineering	$(34,500)	$(25,300)	$9,200	26.7%	$(25,800)	$(25,800)	$(25,800)	$(25,800)
Facilities	(335,200)	(343,700)	(8,500)	-2.5%	(348,100)	(368,400)	(385,200)	(395,200)
Operations Administration & Equipment	(261,500)	(246,700)	14,800	5.7%	(251,300)	(255,800)	(260,400)	(265,000)
Transportation	(75,500)	(69,100)	6,400	8.5%	(70,800)	(72,500)	(74,200)	(75,900)
Diking Maintenance	(150,100)	(150,000)	100	0.1%	(150,000)	(150,000)	(150,000)	(150,000)
Parks	(71,200)	(72,200)	(1,000)	-1.4%	(72,200)	(72,200)	(72,200)	(72,200)
	(928,000)	**(907,000)**	**21,000**	**2.3%**	**(918,200)**	**(944,700)**	**(967,800)**	**(984,100)**
Expenses								
Engineering	396,600	422,300	25,700	6.5%	433,100	444,700	452,100	461,300
Facilities	1,422,300	1,445,900	23,600	1.7%	1,484,300	1,523,900	1,556,400	1,586,300
Operations Administration & Equipment	533,600	509,000	(24,600)	-4.6%	533,400	556,200	579,400	602,200
Transportation	992,400	1,037,300	44,900	4.5%	1,051,600	1,066,100	1,080,700	1,097,400
Diking Maintenance	346,200	346,800	600	0.2%	348,800	350,900	353,100	355,300
Parks	1,121,000	1,137,200	16,200	1.4%	1,160,400	1,184,800	1,209,100	1,232,900
	4,812,100	**4,898,500**	**86,400**	**1.8%**	**5,011,600**	**5,126,600**	**5,230,800**	**5,335,400**
Net Operating Expenses	**$3,884,100**	**$3,991,500**	**$107,400**	**2.8%**	**$4,093,400**	**$4,181,900**	**$4,263,000**	**$4,351,300**

KEY BUDGET CHANGES FOR 2020:	
Revenues	
UBCM Commercial Vehicle License Program Cancelled	5,000
Expenses	
Salary and benefits	73,900
Administration Charges to Utilities	(43,900)
Repairs and Maintenance - Facilities	2,900
Telephone and Communication Equipment	2,100
Property Insurance	2,400
Hydro & Natural Gas	(3,100)
Equipment and Fleet	20,500
Street Lights, Amenities, Road Maintenance	41,100
Dike Maintenance	600
Other	5,900
Change in Net Operating Expenses	**$107,400**

PROPOSED CAPITAL BUDGET

PROJECT #	PROJECT NAME	PRIORITY	2020	2021	2022	2023	2024	TOTAL
Eng & Ops - Facilities								
13-AR-100	Arena Building & Equipment 120005	2	$205,000	$215,000	225,000	235,000	$245,000	$1,125,000
13-FA-069	Recreation Facility Maint (various accts) 990028	3	155,000	155,000	155,000	160,000	160,000	785,000
15-FA-083	City Facilities - Lifecycle Maint 150004	3	135,000	135,000	135,000	140,000	140,000	685,000
16-FA-092	City Facilities-Indoor Air Quality Survey 160023	3	3,000	-	5,000	-	5,000	13,000
17-FA-099N	City Facilities - Fire Safety Plans 170031	2	-	12,000	-	-	-	12,000
17-FA-100	City Facilities - Hazardous Materials Survey170013	2	-	6,000	-	-	-	6,000
19-FA-005	Rec Center Roof Replacement 190056	3	-	-	-	875,000	-	875,000
19-FA-006	Facilities Elec & Mech Equip Replacement 190055	3	40,000	40,000	40,000	45,000	45,000	210,000
Eng & Ops - Facilities Total			**$538,000**	**$563,000**	**$560,000**	**$1,455,000**	**$595,000**	**$3,711,000**
Eng & Ops - Fleet & Equipment								
15-FE-048	2006 Bobcat Replacement M068 180045	3	-	$150,000	-	-	-	$150,000
15-FE-052	Pickup Repl 2010 1/2 Ton M178 180046	3	-	50,000	-	-	-	50,000
15-FE-056	Ton Pickup Repl 2010 1/2 Ton M150 180049	3	-	50,000	-	-	-	50,000
15-FE-061	Ride On Roller(Repl M290) 180052	3	-	70,000	-	-	-	70,000
15-FE-062	Trailtech Trailer (Repl M306) 180053	3	-	20,000	-	-	-	20,000
15-FE-066	2010 Service Van Replacement M179 180055	3	-	-	150,000	-	-	150,000
15-FE-067	'16 Tractor Replacement MF-051 (M082) 180056	3	-	-	280,000	-	-	280,000
16-FE-059	2013 Backhoe Replacement M072	3	-	-	-	-	$180,000	180,000
18-FE-074	2011 Tandem Dump Truck M157 190061	2	-	-	-	$225,000	-	225,000
18-FE-075	Front Mount Plow M158 190062	2	-	-	-	25,000	-	25,000
18-FE-076	Underbody Plow M159 190063	2	-	-	-	20,000	-	20,000
18-FE-077	Slide in Sander M160 190064	2	-	-	-	25,000	-	25,000

PROJECT #	PROJECT NAME	PRIORITY	2020	2021	2022	2023	2024	TOTAL
Eng & Ops - Fleet & Equipment Cont'd								
18-FE-078	Anti Icing System M401 190065	2	-	-	-	$35,000	-	$35,000
18-FE-079	Sewer Service Truck	1	-	-	-	-	125,000	125,000
18-FE-080	Crewcab Dump Truck M182	2	-	-	-	-	125,000	125,000
18-FE-081	Trailer Genset M303 190066	2	-	-	-	55,000	-	55,000
18-FE-091	3/4 Ton Service Truck M181 190040	2	-	-	-	65,000	-	65,000
Eng & Ops - Fleet & Equipment Total			**$ -**	**$340,000**	**$430,000**	**$450,000**	**$430,000**	**$1,650,000**
Eng & Ops - Transp/Eng								
09-IT-039	Aerial Photo Renewal 090029	3	-	$11,000	-	-	$12,000	$23,000
09-TR-001	Misc Road Asset Rehab 130001	3	60,000	60,000	60,000	60,000	60,000	300,000
09-TR-002	Misc Roads - Improvements 990013	3	10,000	10,000	10,000	10,000	10,000	50,000
09-TR-024	Hammond Rd Overlay Bonson to Katzie 080004	3	-	-	-	-	360,000	360,000
09-TR-028	Active Transportation 080012	3	100,000	100,000	100,000	100,000	100,000	500,000
09-TR-062	Various Bridge Maintenance 090025	3	20,000	-	20,000	-	20,000	60,000
12-TR-099	Sidewalk Repair 120026	1	20,000	20,000	20,000	20,000	20,000	100,000
15-TR-035	McKechnie Rd Repave-ODT to Connecting 040010	2	-	900,000	-	-	-	900,000
15-TR-086	Middleton Rd Repave 180039	3	-	-	-	358,000	-	358,000
15-TR-096	Advent Road Mill & Pave 180040	3	-	-	-	133,000	-	$133,000
15-TR-097	Park Road Repave 180041	3	-	-	-	-	362,900	362,900
16-TR-111	Harris Road Paving (urban area) 180042	3	-	-	-	-	887,000	887,000
16-TR-115	Pavement Management 120018	3	-	-	75,000	-	-	75,000
16-TR-116	Neaves Road Pavement Repair 060005	2	25,000	-	720,000	-	200,000	945,000
16-TR-117	Neaves Rd Bike Lanes 160012	4	-	-	350,000	-	350,000	700,000
16-TR-118	Harris Rd Between 2 Dewdneys 180044	3	150,000	-	-	-	-	150,000
18-TR-001	Traffic Calming Engagement & Implementation 180007	3	85,000	50,000	50,000	50,000	50,000	285,000

PROJECT #	PROJECT NAME	PRIORITY	2020	2021	2022	2023	2024	TOTAL
18-TR-003	ODTR - Sharpe to Neaves - 3 phases 180008	2	$350,000	-	-	-	-	$350,000
19-TR-001	Hammond Road Paving (Harris to Blakley) 190028	3	-	443,000	-	-	-	443,000
19-TR-002	5-Year Bridge Inspection 190029	1	-	-	-	-	$40,000	40,000
19-TR-004	Woolridge Pavement Rehab.	3	-	-	-	-	1,086,400	1,086,400
19-TR-007	188 Street South of Advent Rd 190031	3	-	-	-	220,000	-	220,000
19-TR-016	DCC MJT2 - Harris Road (Hammond to Airport) 190033	3	589,500	-	1,210,500	-	-	1,800,000
19-TR-021	DCC MNT1 - McMyn Rd Sidewalk 190034	3	40,500	-	-	-	-	40,500
19-TR-022	DCC MNT2 - 19089 Advent Rd Sidewalk 190035	3	-	21,900	-	-	-	21,900
19-TR-024	DCC MNT4 & MNT5 - Fraser Way Ped/Parking 190036	3	-		1,078,500	-	-	1,078,500
19-TR-026	DCC MNT7 - 191 St Sidewalk South of McMyn 190037	3	59,400		-	-	-	59,400
19-TR-032	DCC MJT23 - Airport Way at Baynes Road 190038	3	-		-	140,000	-	140,000
19-TR-033	DCC MJT24 - Fraser Dike Road Extension 190039	3	-	1,572,000	-	-	-	1,572,000
20-TR-002	Street Light LED Program (DP)	3	60,000	60,000	60,000	60,000	60,000	300,000
20-TR-003	New 193rd Multi-Use Path-50%-TransLink-25% BikeBC- (DP)	n/a	-	1,900,000	-	-	-	1,900,000
20-TR-005	Airport Way Multi-Use Path - Targeted Improvements	3	-	75,000	-	-	-	75,000
Eng & Ops - Transp/Eng Total			**$1,569,400**	**$5,222,900**	**$3,754,000**	**$1,151,000**	**$3,618,300**	**$15,315,600**
Eng & Ops - Utility - Diking								
09-DK-001	Dike Topping & Misc Repairs 090028	3	$60,000	$60,000	$60,000	$60,000	$60,000	$300,000
Eng & Ops - Utility - Diking Total			**$60,000**	**$60,000**	**$60,000**	**$60,000**	**$60,000**	**$300,000**

PROJECT #	PROJECT NAME	PRIORITY	2020	2021	2022	2023	2024	TOTAL
Eng & Ops - Utility - Drainage								
09-DS-001	Storm Misc. Repairs 090027	3	$40,000	40,000	$40,000	$20,000	$20,000	$160,000
09-DS-012	All Pumpstations-Refurbish/Repair 990071	3	20,000	20,000	20,000	20,000	20,000	100,000
09-DS-015	Culvert Replacements 070002	2	100,000	144,000	100,000	150,000	100,000	594,000
09-DS-024	Pitt Polder Pump Stn-Area 4 010011	2	730,000	-	-	-	-	730,000
11-DS-038	Trash Rack Systems 110017	3	-	-	-	635,000	765,000	1,400,000
13-DS-036	Major Slough Cleaning 130009	2	100,000	-	-	-	-	100,000
15-DS-019	Drainage Pump Repl-Kennedy A3 990073	3	-	-	900,000	450,000	-	1,350,000
15-DS-022	Drng Pump Lifecycle Repl - FentonArea2 180072	3	750,000	350,000	-	-	-	1,100,000
16-DS-044	Integ Strm Wtr Mgmt Pln (ISMP) Monitoring 160036	3	17,000	-	-	17,000	-	34,000
18-DS-005	DCC ST7 - Fraser Way Storm System 190047	4	-	289,700	-	-	-	289,700
19-DS-001	Drainage Scada Replacement 190048	n/a	20,000	-	-	-	-	20,000
19-DS-009	DCC ST10 - Baynes P/S Upgrade 190050	3	-	-	840,000	-	-	840,000
Eng & Ops - Utility - Drainage Total			**$1,777,000**	**$843,700**	**$1,900,000**	**$1,292,000**	**$905,000**	**$6,717,700**
Eng & Ops - Utility - Sewer								
09-SS-001	Sewer Misc. Repairs 990084	3	$15,000	$15,000	$15,000	$15,000	$15,000	$75,000
09-SS-023	Sewer Pipe Rehabilitation 090016	2	300,000	-	300,000	-	300,000	900,000
10-SS-024	SCADA Upgrades 100014	3	10,000	10,000	10,000	10,000	10,000	50,000
18-SS-037	Hammond SLS Pump Replacement 190046	3	-	-	-	40,000	-	40,000
19-SS-002	MCC - Bonson Road Lift Station 190009	3	130,000	-	-	-	-	130,000
20-SS-001	Inflow & Infiltration (I&I) Monitoring	2	50,000	-	-	-	-	50,000
Eng & Ops - Utility - Sewer Total			**$505,000**	**$25,000**	**$325,000**	**$65,000**	**$325,000**	**$1,245,000**

PROJECT #	PROJECT NAME	PRIORITY	2020	2021	2022	2023	2024	TOTAL
Eng & Ops - Utility - Water								
09-WS-001	Various Water Rehab 990077	3	$30,000	$30,000	$30,000	$30,000	$30,000	$150,000
15-WS-047	AC Rep. - 117 Ave 180057	3	-	380,000	-	-	-	380,000
15-WS-048	AC Rep. - 194A, 194B, 195A 180058	3	-	-	450,000	-	-	450,000
15-WS-054	AC Rep. - 195B St, 119A Ave, 120B Ave 180060	3	-		-	684,000	-	684,000
15-WS-065	AC Rep. - 115A Ave, 197A St, 197B St 180062	3	-	-	-	596,400	-	596,400
15-WS-067	Park Road Water Service Transfers 180063	4	250,000	-	-	-	-	250,000
15-WS-076	CI Rep. - Bonson Rd (North) 180064	3	425,000	-	-	-	-	425,000
16-WS-079	AC Rep. - 188A St, 188B St, 119B Ave 180065	3	-	-	595,000	-	-	595,000
16-WS-080	AC Rep. - 120 Ave, 120B Ave, 189A St 190067	3	-	-	-	445,000	-	445,000
16-WS-081	AC Rep. - 189B St, 120B Ave, 190 St	3	-	-	-	-	580,000	580,000
17-WS-084	AC Rep. - 116A, 193A, 193 190068	3	350,000	-	-	-	-	350,000
18-WS-002	CI Rep. - Bonson Rd (South) & 117A 190069	3	-	-	-	658,000	-	658,000
18-WS-003	Scada Improvements 190070	3	20,000	-	-	-	-	20,000
19-WS-005	AC Rep. - 192A St, 192B St., 116B Ave 190042	3	430,000	-	-	-	-	430,000
19-WS-006	AC Rep. - 196A, 116B Ave 190043	3	-	-	384,000	-	-	384,000
19-WS-007	AC Rep. - 116A Ave, 114B Ave, 198 St 190044	3	-	-	564,000	-	-	564,000
19-WS-014	DCC W4 - Fraser Dike Road Main Extension 190045	3	-	300,000	-	-	-	300,000
Eng & Ops - Utility - Water Total			**$1,505,000**	**$710,000**	**$2,023,000**	**$2,413,400**	**$610,000**	**$7,261,400**

Eng & Ops - Parks								
10-PK-003	Parks Infrastructure 990031	3	$150,000	$150,000	$150,000	$155,000	$155,000	$760,000
10-PK-033	Harris Park Sports Field S Reno 990033	3	-	450,000	-	-	-	450,000
14-PK-074	Parks - Minor Capital - User Grps 150026	3	17,000	19,000	19,000	19,000	21,000	95,000
15-PK-049	PM Athletic Sports Field Reno. 090006	3	100,000	400,000	-	-	-	500,000
15-PK-055	Sport Field Renovation - N Bonson Park 190071	3	-	-	-	410,000	-	410,000
15-PK-059	Community Garden - Additional MAF 000008	4	-	-	175,000	-	-	175,000
16-FA-079	Harris Park - power upgrade 180075	3	-	70,000	-	-	-	70,000
17-PK-074	Parks and Recreation Master Plan 170034	2	30,000	-	-	-	-	30,000
17-PK-088	PMSS Turf Field Surface Replmnt 180078	2	-	700,000	-	-	-	700,000
18-ES-006	Expanded Waste Stream Bins180079	2	5,000	5,000	5,000	-	-	15,000
18-PK-091	Park Playground Upgr/ Replmnt 180081	1	-	105,000	-	110,000	-	215,000
18-PK-093	Tree Replacement Program 180002	2	30,000	32,000	32,000	32,000	34,000	160,000
Eng & Ops - Parks Total			**$332,000**	**$1,931,000**	**$381,000**	**$726,000**	**$210,000**	**$3,580,000**

Decision Package:
Part-time Maintenance Mechanic I

ROLE DESCRIPTION:
Permanent, Part-Time; 20 hours/ week; CUPE

DEPARTMENT/DIVISION:
Engineering and Operations

SUBMITTED BY:
Samantha Maki, Director of Engineering & Operations

ESTIMATED OPERATING COST:
One-time: $3,000
Ongoing: $52,900

RECOMMENDATION

THAT Council:

A. Review and approve a new permanent, part-time mechanic position for an annual $52,900 to assist with maintaining the City's growing fleet and associated equipment, specifically during the winter season to ensure safety of our community; AND
B. Review and approve a one-time operational cost of $3,000 to set-up the new employee; OR
C. Other.

EXECUTIVE SUMMARY

The City's fleet continues to grow and the required maintenance and repairs exceed the workload of one mechanic.

In 2015, the City started operating its own Parks and Recreation services, after many years under a joint-service model with Maple Ridge. This change required the City to start acquiring new Parks fleet and equipment. With the additional fleet, new requirements from the inspection program, unexpected issues, expiring of warranty periods, extreme wear during the winter season and ongoing repairs/maintenance, an additional resource would allow the fleet services to better meet expectations and help prevent unnecessary repair work.

BACKGROUND/DISCUSSION

Currently, the City has 105 units distributed among the Operations (73), Fire (9) and Parks (23) fleet and equipment. The Parks units have been added to the fleet inventory over the last 3 years, since the joint Parks and Recreation model with Maple Ridge ended. 39 of the units are on a four month service rotation and 16 vehicles are currently a part of the mandatory CVIP inspection program (fire trucks, operation vehicles, trailers, etc.). New inspection requirements will cause seven more units to be added to the inspection list. Equipment modifications are frequently required, but often delayed due to higher priority work.

In preparation for the winter season, the winter fleet is commissioned and any necessary repairs are completed to ensure the City is ready to undertake winter operations (brining, salting, snow removal, etc.). Winter operations are particularly hard on the equipment, which creates more maintenance/repair items. Any delay in maintenance/repairs would impact the safety of our roads and sidewalks.

Time to address unexpected maintenance/repair items is not currently allotted for and when an issue arises, scheduled work is often re-prioritized/ deferred to minimize the impact on staff and associated operations.

Up to this point, much of the newer equipment has been covered under the warranty period and provided some relief to the mechanic. Many of the warranty periods end in 2019 and additional efforts to maintain/repair that equipment is expected.

Some specialty work, currently budgeted for would still be required, however with an additional resource the overall cost to contract out would be reduced.

FINANCIAL IMPLICATIONS

	ONE-TIME		ONGOING	
COSTS	**CAPITAL**	**OPERATIONAL**	**CAPITAL**	**OPERATIONAL**
Base Salary				$42,600
Employee Health and Other Benefits				$10,300
Employee Set-up (including computer, phone, supplies etc.)		$3,000		
Total Costs:		**$3,000**		**$52,900**

ALTERNATIVES

Alternatively, our current mechanic will continue to maintain and re-prioritize work on the City's fleet as needed, but maintenance and repairs of certain vehicles will need to be contracted out at a higher hourly rate more often and some of the annual scheduled/preventative maintenance work will need to be deferred.

It may be challenging to obtain a mechanic for only part-time work and if the recruitment team is unsuccessful, the additional funds would be used to cover the overages of contracting some work out.

Decision Package:
Street Light LED Program

DEPARTMENT/DIVISION:
Engineering and Operations

SUBMITTED BY:
Samantha Maki, Director of Engineering & Operations

ESTIMATED CAPITAL COST:
Ongoing: $60,000

RECOMMENDATION

THAT Council:

A. Review and approve an annual Street Light LED Program for $60,000 funded from the General Transportation Reserve for replacing the City's street lights with new LED lights, which are more energy efficient, require less maintenance and last significantly longer; OR
B. Other.

EXECUTIVE SUMMARY

A Street Light LED Program is recommended in order to replace all the existing High Pressure Sodium (HPS) street lights with energy efficient, Light-Emitting Diode (LED) lights.

The new LED lights have a higher upfront cost, but last up to four times longer, and require less energy and maintenance. With annual savings in energy and maintenance costs, the program will cover the upfront cost over time.

Many municipalities have undertaken this type of initiative including Surrey, Victoria, Kelowna and Vancouver.

BACKGROUND/DISCUSSION

The City owns approximately 1030 street lights. 136 street lights have already been converted to LED. Currently, when an existing light fails or requires significant repair, it is replaced with an LED light. This replacement program is quite slow and only allows for replacement of a few lights per year.

Although the upfront unit cost for LED lights is more than double the HGL lights, LEDs typically last four times longer, require less maintenance and use less energy. Street lights account for a significant portion of the City's electricity bills and with new LEDs, the operational costs (energy and maintenance) will decrease and the savings will eventually cover the upfront cost.

General benefits of using LEDs are outlined below:

- The lights don't burn out or fail, but instead they slowly dim over time.
- They generate less heat and use considerably less energy than high pressure sodium lights; they are more sustainable.
- Decreased operating and maintenance costs (less components, more robust).
- Longer lifespan (100,000 hrs) of 15-20 years as opposed to five years with HPS.
- Higher quality lighting, which improves clarity, focus, visibility, safety and security, and
- Focused and directional, which reduces amount of wasted light/pollution.

This aligns with Council's strategic plan by proactively planning for the replacement of our infrastructure and ensuring the long-term viability and sustainability. This also aligns with the City's Subdivision and Development Servicing Bylaw No.2266, which requires all new developments to install LED street lights.

FINANCIAL IMPLICATIONS

	ONE-TIME		ONGOING	
COSTS	**CAPITAL**	**OPERATIONAL**	**CAPITAL**	**OPERATIONAL**
Equipment (Approx. 100 lights per year)			$50,000	
Installation (Each year)			$10,000	
Total Costs Each Year:			**$60,000**	
Total Cost (9 years):			**$540,000**	

Special Remarks: Grant funding will be explored in order to minimize impacts on the City's reserves. In previous years, there were multiple grant opportunities to fund capital projects that support energy efficiency (BC Hydro Power Smart Rebate Program, Provincial Clean Energy Leadership Program). Future funding opportunities are not yet known, but will be explored annually. If grant funding is acquired, the program could be implemented faster without an additional burden on the City's reserves.

ALTERNATIVES

Alternatively, the program could be implemented over a long period of time in order to have less of an impact on the City's reserves.

Ideally, the program would be implemented over a period shorter than the nine years proposed (2020-2028); however, the reserve balances cannot accommodate a faster timeline.

Decision Package:
193rd Street Multi-Use Path

DEPARTMENT/DIVISION:
Engineering and Operations

SUBMITTED BY:
Samantha Maki, Director of Engineering & Operations

ESTIMATED CAPITAL COST:
One time: $1,900,000
Ongoing: $4,000

RECOMMENDATION

THAT Council:

A. Review and approve the 193rd Multi-Use Path for $1,900,000 funded by TransLink Grants ($1,425,000), Provincial Grants ($237,500) and the Transportation General Reserve ($237,500); AND
B. Approve an annual budget of $4,000 for ongoing maintenance of the multi-use path; OR
C. Other.

EXECUTIVE SUMMARY

The Active Transportation Advisory Committee recommends installing a multi-use path along 193rd Street, which would provide safer transportation for pedestrians and cyclists as an alternative to the heavy traffic along Harris Road and connect into the City's bike network. The existing roadway along 193rd Street is rather wide and could accommodate the multi-use path. Funding for the majority of the project is available through TransLink's Walking Infrastructure to Transit (WITT) and Bicycle Infrastructure Capital Cost Sharing (BICCS) programs. Funding is also available through BikeBC and it can be combined with our funding programs.

BACKGROUND/DISCUSSION

In 2018, the Active Transportation Advisory Committee recommended installation of an asphalt path adjacent to the existing sidewalk along 193rd Street to separate modes of transportation and promote safe, sustainable transportation for pedestrians and cyclists.

The conceptual design was completed in 2019 and is currently under review. Originally, staff anticipated a bike path being added alongside the existing sidewalk; however, that would not meet today's standard for a multi-use path. Instead, a 'complete street' would be implemented by narrowing the roadway and creating a 3.9m wide multi-use path (Refer to Figure 1). The scope of work would extend down both sides of the street from 122A Avenue near the Fire Hall/West Coast Express to 119 Avenue (Refer to Figure 2). Shared roadway markings would be added along 119 Avenue in order to connect the path to Harris Road and Blakely Road. As part of the project, a raised intersection at Ford Road and 193 Street would be explored. In order to be eligible to the funding programs, specific criteria must be achieved through design, which generally include proximity to urban centre, comfort (all ages or most), safety, connectivity and amenities.

The proposed multi-use path would not be impacted by the pending Harris Road underpass project and connectivity to Harris Road would be further explored as part of the detailed design.

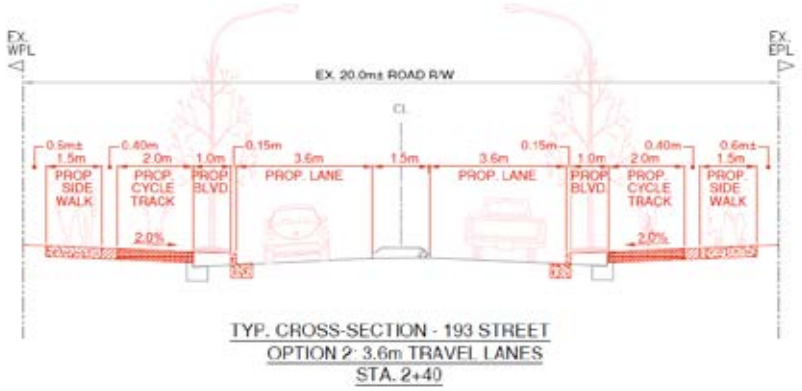


FIGURE 1 – COMPLETE STREET CROSS-SECTION



FIGURE 2 – MULTI-USE PATH AT 122A AVENUE

Staff did consider the condition of the existing paving and water main in the area. Sections of the roadway are not currently planned for replacement, but should be repaved within the next 5 years. The existing water main does not need replacement within the foreseeable future. The proposed concept would eliminate parking on the east end of 122A Avenue, which would affect the neighboring businesses and residents. The boulevard in front of the residential area on 122A Avenue would also be impacted. For this reason, engagement with those directly impacted would be conducted prior to implementation.

This aligns with Council's Active Transportation strategic goal to encourage a livable and healthy community through the promotion of active modes of transportation.

FINANCIAL IMPLICATIONS

	ONE-TIME		ONGOING	
COSTS	**CAPITAL**	**OPERATIONAL**	**CAPITAL**	**OPERATIONAL**
Construction	$1,750,000			
Consulting	$150,000			
Maintenance				$1,500
Total Costs:	**$1,900,000**			**$1,500**

Special Remarks: Grant funding from TransLink's WITTs and BICCSs programs and BikeBC could cover up to $1,662,500.

ALTERNATIVES

The scope of work could be reduced or postponed to future years; however, funding for multi-use paths is available annually through TransLink and the City could take advantage of this funding opportunity to improve access within the community in 2021.



Financial Services



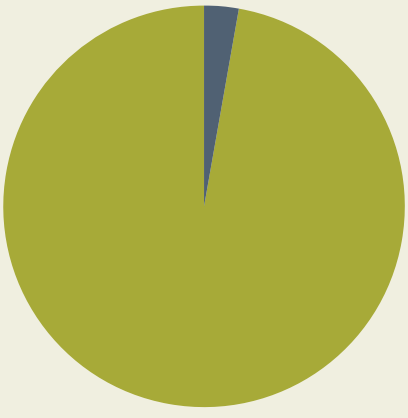
OPERATING BUDGET:
$690,600

CAPITAL BUDGET:
$0

STAFFING COMPLEMENT:
7 FTE (Full-time equivalent)

SUPPORTS STRATEGIC FOCUS AREAS:
Corporate Excellence
Principled Governance
Transportation and Infrastructure Initiatives

DEPARTMENT'S SHARE OF CITY BUDGET



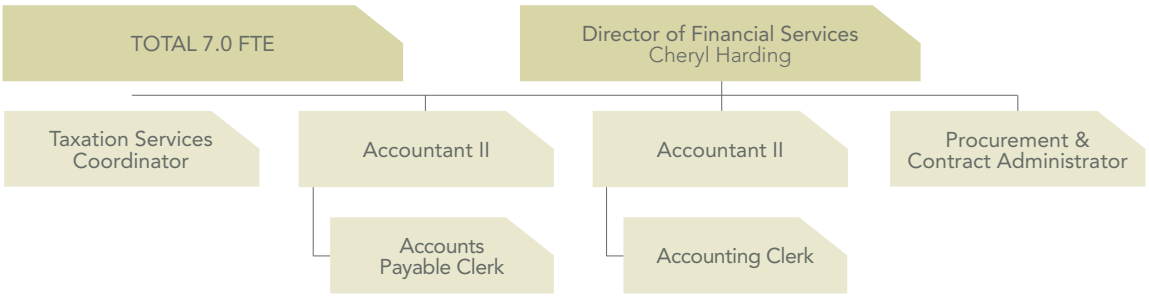
SOURCE: CITY OF PITT MEADOWS FINANCE DEPARTMENT

Financial Services provides inter-departmental support and public interfaces that promote the effective, efficient and transparent operation of the City. We provide financial services to Council, departments and citizens. This involves the safeguarding and administration of the City's $228 million of financial and non-financial assets and $40 million of annual operating costs (includes operating expenses, debt servicing and reserve savings).

Key department functions include: the provision of accounting; financial policy development and implementation; banking and investments; budget and business planning; debt management; long-term financial planning; procurement of goods & services; and processing of accounts payable and receivable. Completion of the financial yearend, levying and collecting municipal taxes and utility fees, and annual budget remain the core components of our annual cycle. Finance is also responsible for the external annual reporting of financial activities to the province.

INDICATOR/MEASURE	2018	2017	2016	2015	2014
Number of tax folios	7,250	7,244	7,238	7,045	7,002
Number of folios claiming home owner grant (HOG)	5,399	5,422	5,384	5,170	5,108
% of folios claiming electronic HOG	40.0%	35.9%	29%	25.1%	23.2%
Tax deferment applications processed	256	232	159	n/a	n/a
Current year taxes outstanding	1.7%	1.9%	2.5%	2.2%	2.0%
RFPs, Tenders, REIs, etc.	40	51	16	n/a	n/a
$ Amount of accounts payable (AP) invoices	$36.1M	$29.9M	$32.8M	$32.5M	$35.3M
Number of AP invoices processed (approx.)	5,800	5,600	3,900	3,900	4,500
% of AP payments processed by electronic funds transfer	72%	72%	54%	46%	16%
$ of purchasing card transactions	464K	$444K	$310K	$263K	$304K
Number of banking deposits	4,235	4,014	2,216	1,771	n/a
Canadian Award for Financial Reporting	In progress	Y	Y	Y	Y

STAFFING COMPLEMENT



FINANCE
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Corporate Excellence Responsible Financial Management	**Contract Inventory.** Review, update and organize the contract files, contract listing and agreement status for accuracy and completeness.	Q2
Corporate Excellence Responsible Financial Management	**Budget Software Implementation.** Implement an integrated comprehensive multi-user budgeting system to support multi-year planning, forecasting and analysis.	Q3
Corporate Excellence Resources	**Asset Condition Assessment Data.** Incorporate water and drainage asset condition assessment data to the Asset Management database and update targeted reserve savings values.	Q4
Corporate Excellence Responsible Financial Management	**Asset Retirement Obligation.** In accordance with new legislation cities are required to record a liability related to the future costs of any legal obligation to be incurred at disposal of an asset. Some typical costs include asbestos removal and site restoration. This is anticipated to be a multi-year project commencing with development of the project plan in 2020 and a project completion date of December 31, 2022.	Q4

FINANCE CONT'D
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Principled Governance Fiscal Stewardship and Accountability	**Leases & Licenses Policy.** In consultation with Administrative Services, review this policy for recommended updates.	Q3

CROSS-DEPARTMENTAL COLLABORATION
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Corporate Excellence Responsible Financial Management	**Procurement for Fire Hall Construction and Fire Hub Mack Engine.** Sourcing, negotiation and selection of goods and services in delivering on these projects.	Q2 and Q4

PROPOSED OPERATING BUDGET

	2019 ADOPTED BUDGET	2020 PROPOSED BUDGET	PROPOSED CHANGES FOR 2020		2021 PROPOSED BUDGET	2022 PROPOSED BUDGET	2023 PROPOSED BUDGET	2024 PROPOSED BUDGET
Revenue								
Finance Fees and Charges	$(44,900)	$(45,600)	$(700)	-1.6%	$(45,900)	$(46,200)	$(46,500)	$(46,800)
	(44,900)	(45,600)	(700)	-1.6%	(45,900)	(46,200)	(46,500)	(46,800)
Expenses								
Financial Services	705,300	736,200	30,900	4.4%	764,700	778,300	795,400	812,600
	705,300	736,200	30,900	4.4%	764,700	778,300	795,400	812,600
Net Operating Expenses	**$660,400**	**$690,600**	**$30,200**	**4.6%**	**$718,800**	**$732,100**	**$748,900**	**$765,800**

KEY BUDGET CHANGES FOR 2020:	
Expenses	
Salary and benefits	28,700
Other	1,500
Change in Net Operating Expenses	**$30,200**



Fire & Rescue Services



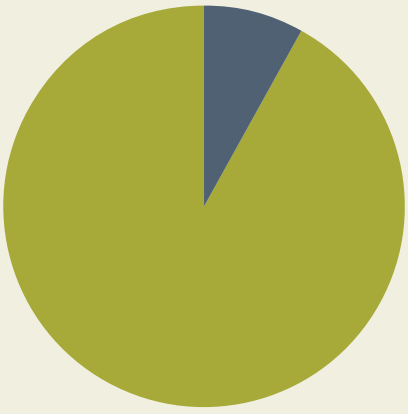
OPERATING BUDGET:
$1,842,900

CAPITAL BUDGET:
$8,959,500

STAFFING COMPLEMENT:
8.0 FTE (Full-time equivalent)

SUPPORTS STRATEGIC FOCUS AREAS:
Community Spirit and Wellbeing
Corporate Excellence
Transportation and Infrastructure Initiatives

DEPARTMENT'S SHARE OF CITY BUDGET



SOURCE: CITY OF PITT MEADOWS FINANCE DEPARTMENT

The Fire and Rescue Services provides incident response at the Full Service Operations Level under the direction of the Fire Chief and acts as a first point of contact with citizens and visitors for many public safety concerns.

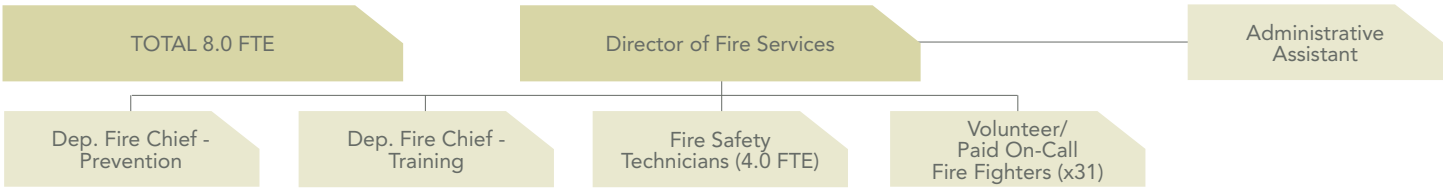
Fire & Life Safety Education sessions, directed at a wide variety of community demographic and social groups, provide valuable information and exposure to the dangers of fire and other hazards as well as methodologies to prevent or minimize damage and injury. Infant and child car seat inspections are conducted regularly in cooperation with the BCAA and the department's Prevention division regularly ensures safety for public and commercial properties through legislated and comprehensive fire safety inspections.

The current core of the department is a highly dedicated group of paid-on-call (POC) firefighters trained to Full Service/NFPA 1001 Level 2. Using the POC's and a core group of career firefighting staff, the department performs emergency response to fire suppression, medical response, rescue, and other emergency incidents as well as non-emergency services, including community service activities, inspections, training, public education, emergency management, and pre-incident planning. The POC Members' Association and IAFF also regularly participate in community events.

When required, specialized technical rescue and technician level dangerous goods (Hazmat) response is provided through aid agreements with contractors and larger neighbouring fire departments.

The success of the POC volunteer service delivery model is a priority for the City. Continuous efforts are made to minimize any unnecessary burdens on the POC membership by providing industry leading training, technology, equipment and procedures, and ensuring a small contingent of career staffing.

STAFFING COMPLEMENT



DEFERRED PROJECTS

As a result of priorities that emerged throughout the year the following 2019 business plan initiatives were deferred:

- **E-Comm Radio System for Fire Services.** Due to the high cost of the E-COMM model, this project has been deferred until 2021, at which time it will be re-evaluated in context with service reliability improvements and cost versus available funding. Inter-operability communications with mutual aid response partners will be considered when moving forward with this project in the future.
- **Paperless Fire Inspections.** Implementation of paperless fire inspections is dependent on the launch of a Mobile Inspection App. Our dispatch software host, Surrey Fire, has not yet provided an anticipated release date for this technology.

FIRE AND RESCUE ADMINISTRATION

KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Principled Governance Regional Relationships; Katzie First Nation	**Review and Renew Service Agreements** • POC Service Agreement • IAFF Collective Agreement • Mutual Aid Agreement • Katzie Service Agreement, and • YPK Agreement.	Q2
Transportation and Infrastructure Preparedness	**Internal Fire Service Review.** Looking at service levels and response capabilities.	Q2
Transportation and Infrastructure Infrastructure	**Fire Hall Replacement.** Detailed design and start of construction of the new Fire Hall building and temporary relocation of Fire Department.	Q4
Corporate Excellence Resources	**Advanced Training For Senior Members.** Develop and implement additional training and educational opportunities for senior paid-on-call firefighters in key disciplines.	Q4
Corporate Excellence Employee Excellence	**Replace Retiring Deputy Chief.**	Q4
Transportation and Infrastructure Preparedness	**Wildland Fire Risk and Community Education.** Community engagement and education about wildland fires and how to reduce the risks to home owners living near forested areas.	Q2

FIRE AND RESCUE OPERATIONS
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Corporate Excellence Resources	**Replace Engine 1-2**	Q4
Transportation and Infrastructure Preparedness	**Acquisition of Trailer.** Utilize funds obtained through provincial grant.	Q4
Corporate Excellence Resources	**eApply Burn Permit.** (Continued from 2019). Implement the Tempest eApply module for the Fire Burn Permit so that citizens can obtain fire burn permits entirely online. Explore opportunities to bring other permitting processes online.	Q2

CROSS-DEPARTMENTAL COLLABORATION
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Balance Economic Prosperity Business Vitality	**Conduct Review of Filming Permit Process.** Perform a full review of the film permitting process to find efficiencies, streamline workflow and to plan for the increasing demands of applications.	Q2

PROPOSED OPERATING BUDGET

	2019 ADOPTED BUDGET	2020 PROPOSED BUDGET	PROPOSED CHANGES FOR 2020		2021 PROPOSED BUDGET	2022 PROPOSED BUDGET	2023 PROPOSED BUDGET	2024 PROPOSED BUDGET
Revenue								
	$(83,500)	$(121,000)	$(37,500)	-44.9%	$(121,000)	$(121,000)	$(121,000)	$(121,000)
Expenses								
Administration & Operation Support	1,221,000	1,251,200	30,200	2.5%	1,307,000	1,339,500	1,372,700	1,406,700
Fire Prevention & Training	11,500	10,800	(700)	-6.1%	11,200	11,500	11,900	12,200
Paid on Call System	496,600	538,400	41,800	8.4%	550,000	561,700	573,300	585,000
Apparatus & Equipment	153,400	163,500	10,100	6.6%	172,000	181,700	190,300	200,000
	1,882,500	**1,963,900**	**81,400**	**4.3%**	**2,040,200**	**2,094,400**	**2,148,200**	**2,203,900**
Net Operating Expenses	**$1,799,000**	**$1,842,900**	**$43,900**	**2.4%**	**$1,919,200**	**$1,973,400**	**$2,027,200**	**$2,082,900**

KEY BUDGET CHANGES FOR 2020:	
Revenue - Rentals, Fines, Fire Protection Services	(37,500)
Salary and Benefits	27,500
POC Incidents	10,200
POC Training and Other Activities	29,800
Telephone and Communication Equipment	1,000
Equipment Replacement Savings	8,500
Other	4,400
Change in Net Operating Expenses	**$43,900**

PROPOSED CAPITAL BUDGET

PROJECT #	PROJECT NAME	PRIORITY	2020	2021	2022	2023	2024	TOTAL
Fire & Rescue Services								
15-FS-016	Replacement - Hub FL80 Rescue F006 180030	3	-	$350,000	-	-	-	$350,000
15-FS-018	Replacement - Hub Mack Engine 180031	1	$900,000	-	-	-	-	$900,000
15-FS-019	Replacement - Ford F350 180032	2	-	-	$85,000	-	-	$85,000
15-FS-053	FH Meeting Room Furniture 110014	4	-	-	10,000	-	-	$10,000
15-FS-064	Fire Hall Office Furniture Replacement 110014	4	-	-	20,000	-	-	$20,000
16-FS-024	Firefighter Protective Clthg (Turn-Out Gear)-090020	1	19,500	19,500	20,000	20,000	20,000	$99,000
16-FS-025	Minor Capital Tools & Equipment 990067	2	15,000	15,000	15,000	15,500	15,500	$76,000
16-FS-026	Vehicle Extrication & Rescue Equipment 190059	3	-	-	-	95,000	-	$95,000
16-FS-027	Chief Vehicle Repl - Ford Explorer 2011 010019	3	-	65,000	-	-	-	$65,000
16-FS-028	Chief Vehicle Replacement - Ford Explorer 2013	3	-	-	-	-	65,000	$65,000
16-FS-038	Fire Training Ground Upgrade/Retrofit 180034	2	-	-	-	-	25,000	$25,000
17-FA-107	Main Fire Hall - Replacement 170032	3	8,000,000	6,198,800	-	-	-	$14,198,800
17-FS-032	Replacement - Wildland FF Skid-Squad 1 180035	3	-	-	50,000	-	-	$50,000
17-FS-033	Replacement - Utility Skid for Squad 1 180036	3	-	-	10,000	-	-	$10,000
17-FS-034	Replmt-Skid Loader Trolley unit-Squad 1 180037	4	-	-	11,000	-	-	$11,000
19-FS-002	Duty Chief Vehicle Replacement -2013 Ford Explorer	3	-	-	-	-	65,000	$65,000
20-FS-001	Fire Support Trailer	3	25,000	-	-	-	-	$25,000
Fire & Rescue Services Total			**$8,959,500**	**$6,648,300**	**$221,000**	**$130,500**	**$190,500**	**$16,149,800**

Library Services



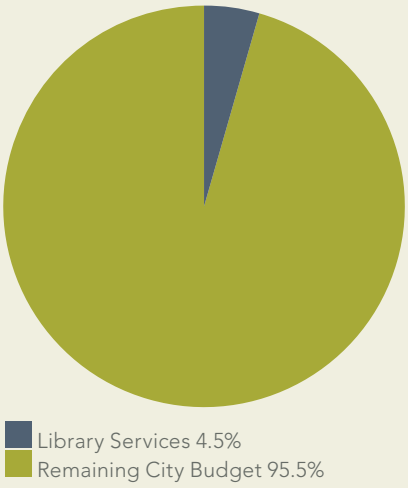
OPERATING BUDGET:
$1,018,300

CAPITAL BUDGET:
$0

STAFFING COMPLEMENT:
7.8 FTE

SUPPORTS STRATEGIC FOCUS AREAS:
Community Spirit and Wellbeing

DEPARTMENT'S SHARE OF CITY BUDGET



SOURCE: CITY OF PITT MEADOWS FINANCE DEPARTMENT

The Pitt Meadows Public Library, a member of the Fraser Valley Regional Library (FVRL), enriches the lives of Pitt Meadows residents and enhances the wellbeing of the community as a whole. It engages residents through its quality services and programs, extensive and diverse collections, community partnerships, and inviting physical space. The library provides free access to information, promotes literacies of all kinds, and serves as a community hub for information and referral. It offers a forum for the open exchange of opinions and ideas, acts as a centre of recreation, collaboration and learning, and provides opportunities for residents to gather and connect.

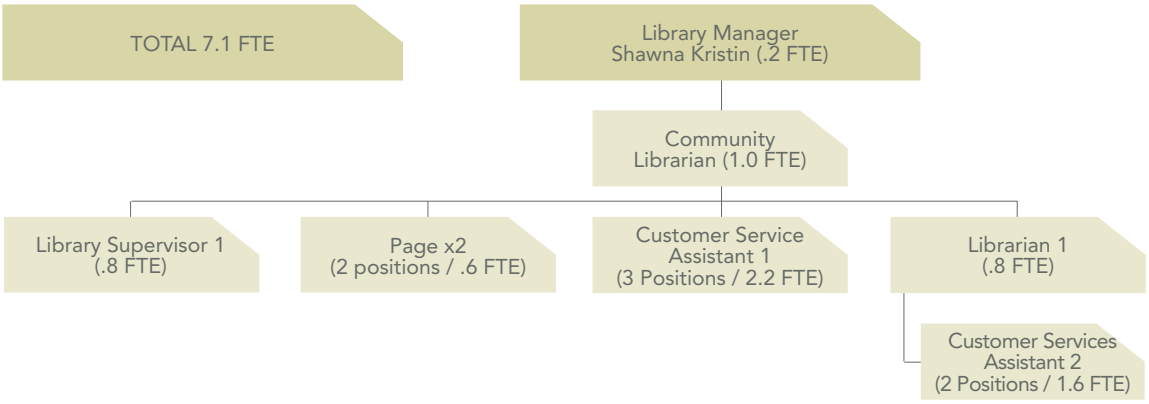
ON A DAILY BASIS WE:

- Provide library services to residents of the City of Pitt Meadows.
- Provide access to FVRL's collection of over one million items, including books, large print items, magazines, newspapers, world language materials, DVDs, CDs, audiobooks, digital content, musical instruments, telescopes, robots, and birding backpacks.
- Enhance digital access to those residents without a home computer.
- Ensure information needs are met through a well-planned and maintained collection and information services.
- Enable life-long learning goals of residents by providing access to learning databases; and
- Deliver innovative and sustainable programming for children, young adults and adults of all ages.

2020 LIBRARY KEY CHALLENGES*

- **Technology**. Technology presents an ongoing challenge for all libraries, both in terms of maintaining up-to-date equipment and software, and in providing library staff with the skills to support customers in using their own technologies. FVRL's robust collection of online resources and dedication to supporting digital literacy and STEAM (Science, Technology, Engineering, the Arts, and Mathematics) learning add value for residents, but also increase the aforementioned challenges.
- **Collections**. Customers are asking for larger and increasingly diverse collections including a wider variety of formats and online resources. It is challenging to meet these needs with unfavourable exchange rates resulting in diminished buying power coupled with library-specific eBook publisher pricing models.
- **Programming and Outreach.** Customers are requesting more library programs and outreach services that develop literacies, build community engagement, and meet the needs of the local population, from newborn babies to seniors, and from long-term residents to new Canadians. Successful efforts to attract and engage new and existing customers has further increased the demand for programming and outreach.

STAFFING COMPLEMENT



PROPOSED OPERATING BUDGET

	2019 ADOPTED BUDGET	2020 PROPOSED BUDGET	PROPOSED CHANGES FOR 2020		2021 PROPOSED BUDGET	2022 PROPOSED BUDGET	2023 PROPOSED BUDGET	2024 PROPOSED BUDGET
Expenses								
FVRL Library Services	$1,003,700	$1,018,300	$14,600	1.5%	$1,047,000	$1,076,500	$1,106,900	$1,138,000
	1,003,700	1,018,300	14,600	1.5%	1,047,000	1,076,500	1,106,900	1,138,000
Net Operating Expenses	**$1,003,700**	**$1,018,300**	**$14,600**	**1.5%**	**$1,047,000**	**$1,076,500**	**$1,106,900**	**$1,138,000**

KEY BUDGET CHANGES FOR 2020:	
Member assessment for salaries, benefits, materials	14,600
Change in Net Operating Expenses	**$14,600**

LIBRARY SERVICES
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Community Spirit and Wellbeing Wellness	**Customer Experience and Engagement.** Continue to provide collections, services, and facilities to enhance the customer experience and increase customer engagement.	Q1
Community Spirit and Wellbeing Wellness	**Digital Literacy/STEAM.** New programming to support digital literacy/STEAM learning.	Q1
Community Spirit and Wellbeing Wellness	**Programming Workshops.** Develop staff knowledge with mandatory workshops.	Q2
Community Spirit and Wellbeing Wellness	**Youth Digital Strategy.** Introduce new technologies and software that align with FVRL's digital strategy for children. Roll Launchpads out system-wide.	Q3
Community Spirit and Wellbeing Wellness	**Membership Drive.** Develop and launch library awareness campaign.	Q3
Community Spirit and Wellbeing Wellness	**Digital Library Card.** Gain better understanding of the digital customer journey and evaluate if a digital library card would improve customer experience.	Q4
Community Spirit and Wellbeing Wellness	**Non-Traditional Collections.** Add to FVRL's physical lending collection, including the Playground at FVRL.	Q4
Community Spirit and Wellbeing Wellness	**Children's Library Card.** Launch redesigned children's library card.	Q4



RCMP/Police Services



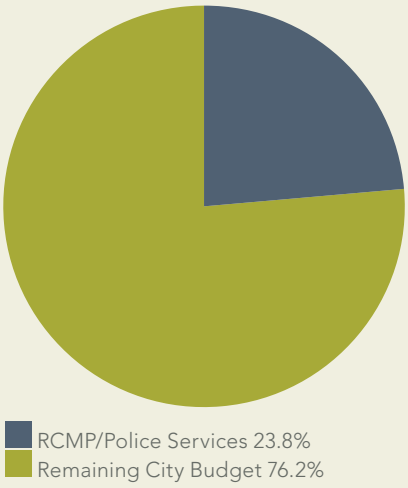
OPERATING BUDGET:
$5,401,200

CAPITAL BUDGET:
$0

STAFFING COMPLEMENT:
23 Regular RCMP Members

SUPPORTS STRATEGIC FOCUS AREAS:
Community Spirit and Wellbeing

DEPARTMENT'S SHARE OF CITY BUDGET



SOURCE: CITY OF PITT MEADOWS FINANCE DEPARTMENT

The Ridge Meadows RCMP's strategic priorities are based on three broad focus areas. They are Community Safety, Effective & Efficient Policing and Communications & Public Relations. The detachment achieves their objectives through a variety of critical partnerships within the community and the citizens and also through community policing and crime prevention programs. The Ridge Meadows RCMP Detachment is proud to provide policing services for Pitt Meadows, Maple Ridge and Katzie First Nation. The detachment is fully integrated between both cities and operates the hub of operations in Maple Ridge supplemented by a Community Police Office in Pitt Meadows.

The Ridge Meadows RCMP currently has 128 police officers in an integrated detachment, with 23 funded to Pitt Meadows, 102 assigned to Maple Ridge and 3 funded by the Province of BC. Pitt Meadows and Maple Ridge also contribute the equivalent of 12 members (2 Pitt Meadows and 10 Maple Ridge) in integrated specialized integrated teams, serving the Metro Vancouver area. 49.2 (FTE) City of Maple Ridge employees provide operational and administrative support for exhibits, prisoner guarding, client services, records management, crime analysis, court services, media relations, and fleet maintenance with the city paying for their portion via the Housing and Support Agreement. In addition, the detachment has a robust crime prevention unit with an active and dedicated volunteer base who are passionate about community and public safety. These volunteers are actively participating in programs such as Citizens on Patrol, Citizens Bike Patrol, Speed Watch and Block Watch.

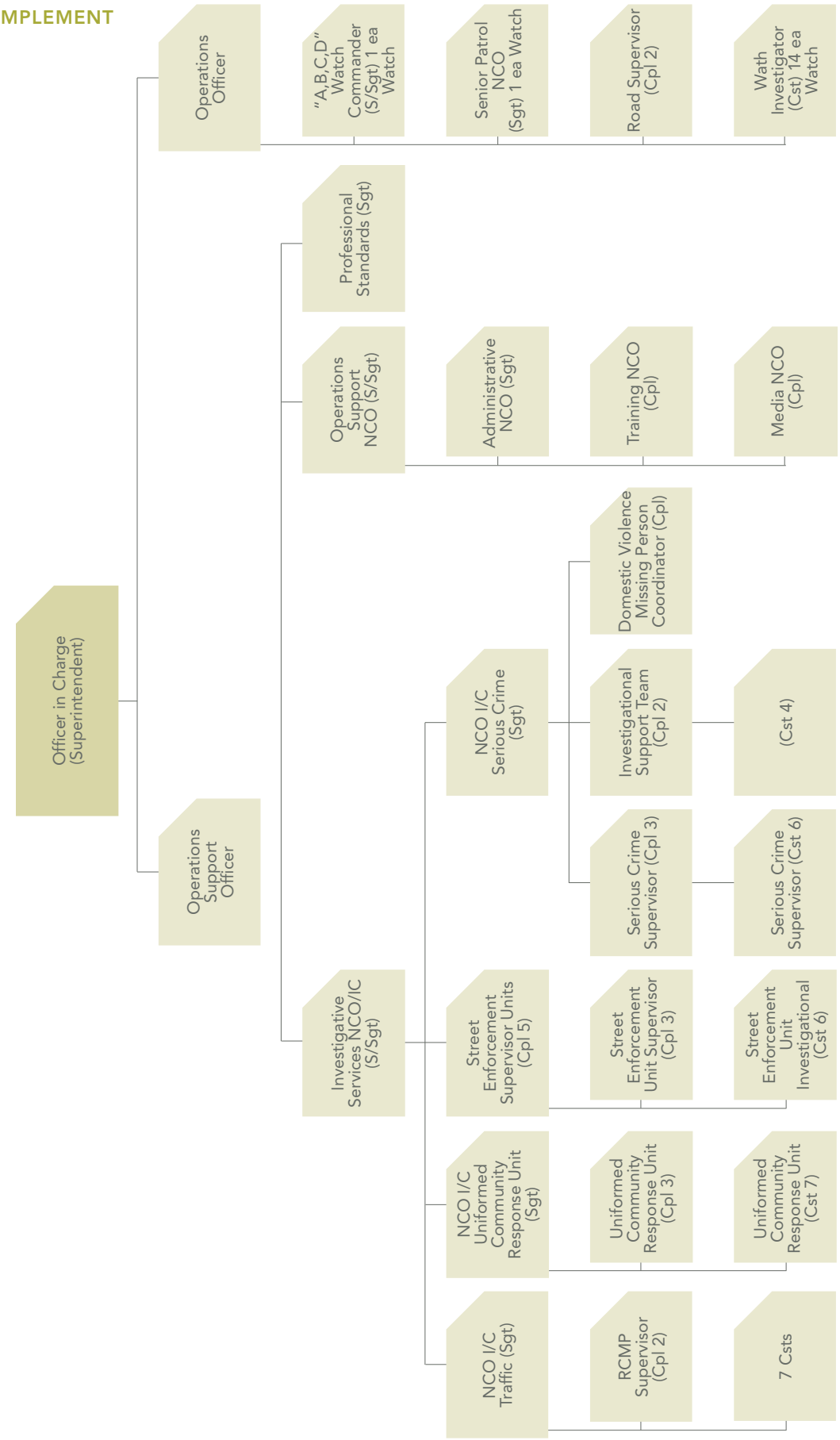
KEY CHALLENGES FOR 2020

- **Police Services Review.** A review of how police services are being deployed to both Maple Ridge and Pitt Meadows as a joint detachment is underway. The results of the review may have both organizational and financial considerations to work through.
- **Social Impacts.** Impacts to social service levels are greatly affecting police. The increase in drug addiction, untreated mental illness and poverty are creating huge volumes of work for police and unnecessary negative pressure with the perception of crime in the community.
- **Multi-Jurisdictional Nature of Crime.** With increased access to our community through infrastructure such as the Golden Ears Bridge, Pitt River Bridge and SkyTrain Evergreen Line, criminals and prolific offenders cross geographic lines to commit crime. Our Crime Analysts throughout the Lower Mainland monitor trends, profiles and modus operandi to jointly target offenders.
- **Changing Trends.** The demographic makeup of the community is starting to change and variations in crime trends, crime profile type and severity of criminal activity level will change along with it.
- **Perception of Crime.** Property crime and traffic issues are the most visible to our citizens. Police need to balance the perception of these types of crimes with the more serious and often less visible criminal element active within our community.
- **Instant Need for Communication from Police to the Public.** The expectation of immediate communication is a new horizon for police. The public's expectation is that this information will come directly to electronic devices, however police must balance these expectations with oversight of risk to harming an investigation and privacy laws.

RCMP/POLICE SERVICES
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Community Spirit and Wellbeing Health and Safety	**2020 Police Records Management Electronic Purge.** • 287,000 Ridge-Meadows Detachment files to be electronically purged in April as part of an "E" Division initiative. • File review checks for accurate scoring; and • Disposition of purged files.	Q2
Community Spirit and Wellbeing Health and Safety	**Crime Map Enhancement.** Offer alerts for the public on property crime incidents occurring in their neighbourhood.	Q2
Community Spirit and Wellbeing Health and Safety	**Diversity Awareness Training.** Mandated training to enhance regular member competence.	Q3
Community Spirit and Wellbeing Health and Safety	**Road Safety.** • Implement a road safety programming targeting distracted driving and excessive speeding. • Enhanced "Counter Attack" impaired driving enforcement campaign (provincial and municipal) utilize Speed Watch and reader boards to inform and educate the public; and • Target Airport Way, Bonson and Harris Roads for excessive speeding.	Q4
Community Spirit and Wellbeing Health and Safety	**High Risk Offender Targeting.** Target those offenders identified through intelligence who cause the greatest concern for community safety i.e. prolific property crime offenders and drug trafficking.	Q4

STAFFING COMPLEMENT



RCMP/POLICE SERVICES CONT'D
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Community Spirit and Wellbeing Health and Safety	**Prolific, Priority and Chronic Social Offender Management.** • Increase breach charges recommended to Crown Council for Domestic Violence Offender Management, and • Number of identified offenders police have intervened.	Q4
Community Spirit and Wellbeing Health and Safety	**Uniform Visibility.** • Pro-active patrols by uniformed members. • Community engagement with businesses and citizens. • Communication with City Bylaw Enforcement. • Enhanced enforcement and visibility in Harris Road Park. • Attendance at schools from front line and Uniformed Community Response Unit (UCRU) officers; and • Active participation in Crime Prevention programming on a regular basis.	Q4
Community Spirit and Wellbeing Health and Safety	**Public Safety Policing Review.** • Participate in the Police Services Review; and • Develop an implementation plan to support the results of the Police Services Review.	Q4
Community Spirit and Wellbeing Health and Safety	**Joint Projects with Stakeholders and Other Agencies.** • Work with City Bylaws on initiatives, • Joint projects with ICBC; and • Work with CP Police on rail line safety.	Q4
Community Spirit and Wellbeing Health and Safety	**Communication.** • Enhanced RCMP communication with Council, CAO, City Staff and community. • Enhanced relationship between RCMP and CAO/City Staff; and • Maintain robust media communications on police matters as well as educational messaging.	Q4
Community Spirit and Wellbeing Health and Safety	**Visibility.** • Use of bike patrol unit. • Regular communication and support with bylaws. • Attendance at community events; and • Use of Crime Prevention volunteers.	Q4

OTHER BUDGET IMPACTS

Potential Housing & Support Cost Increases

The responsibility of providing support staff to the policing operation rests with the City of Maple Ridge per the Housing & Support Agreement in place between the two cities. Pitt Meadows' share is approximately 20% of the overall costs for support. RCMP have put forward an incremental package to Maple Ridge for:

• One (1) Court Liaison in 2020	$92,000
• One (1) Watch Clerk in 2020	$78,000
2020 Total:	$170,000
Pitt Meadows Share:	$ 34,000

The above incremental requests have been submitted in the City of Maple Ridge's business plan process and have not yet been approved by Maple Ridge Mayor and Council. The Mayor and CAO of Pitt Meadows would like it noted that they do not support the incremental requests due to the in-progress Police Services Review and further discussions with the City of Maple Ridge would need to take place.

PROPOSED OPERATING BUDGET

	2019 ADOPTED BUDGET	2020 PROPOSED BUDGET	PROPOSED CHANGES FOR 2020		2021 PROPOSED BUDGET	2022 PROPOSED BUDGET	2023 PROPOSED BUDGET	2024 PROPOSED BUDGET
Expenses								
RCMP Contract	$4,046,100	$4,186,700	$140,600	3.5%	$4,306,900	$4,445,000	$4,592,400	$4,723,800
Housing and Support	1,211,000	1,211,000	-	0.0%	1,268,400	1,268,400	1,299,400	1,314,400
Crimestoppers	3,500	3,500	-	0.0%	3,500	3,500	3,500	3,500
	5,260,600	5,401,200	140,600	2.7%	5,578,800	5,716,900	5,895,300	6,041,700
Net Operating Expenses	**$5,260,600**	**$5,401,200**	**$140,600**	**2.7%**	**$5,578,800**	**$5,716,900**	**$5,895,300**	**$6,041,700**

KEY BUDGET CHANGES FOR 2020:	
Members' regular pay, overtime, pension costs	159,700
Integrated teams population & crime statistics adjustment	(19,100)
Change in Net Operating Expenses	**$140,600**

