

Staff Report to Council

Planning & Development

FILE: 01-0620-03/22

REPORT DATE: November 14, 2022 **MEETING DATE:** November 28, 2022
TO: Mayor and Council
FROM: Angie Lucas, Director of Planning & Development
SUBJECT: **2023 Business Plan - Planning & Development**

CHIEF ADMINISTRATIVE OFFICER REVIEW/APPROVAL:



RECOMMENDATION(S):

THAT Council:

- A. Receive for information the Planning & Development 2023 Draft Business Plan and Staff Report as presented at the November 28, 2022 meeting of Council; OR
- B. Other.

PURPOSE

To present the 2023 Draft Business Plan for Planning and Development.

Information Report Decision Report Direction Report

DISCUSSION

DEPARTMENT OVERVIEW

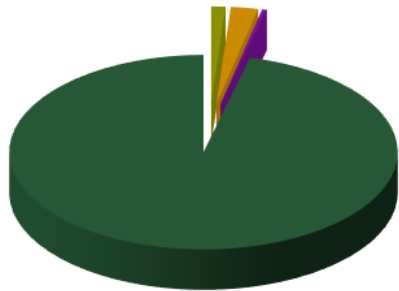
The Planning and Development Department provides a range of services relating to land development directed by the Official Community Plan (OCP) and Council's Strategic Plan. The department strives to build a sustainable community, connects people through public spaces, develops neighbourhoods that foster our small-town character and achieves a sense of connection. It also works to protect the environment by integrating environmental protection into planning to ensure the City is compliant with regulations and is considered a municipal leader.

The department provides community and development planning, economic development planning and support, agricultural planning and support, building permits and inspections, bylaw enforcement and community outreach, business licensing and inspections, dog licenses and control, environmental planning and protection, cross-connection control, committee and advisory board technical support, planning and development administration and information services.

Operating Budget: \$1,082,400

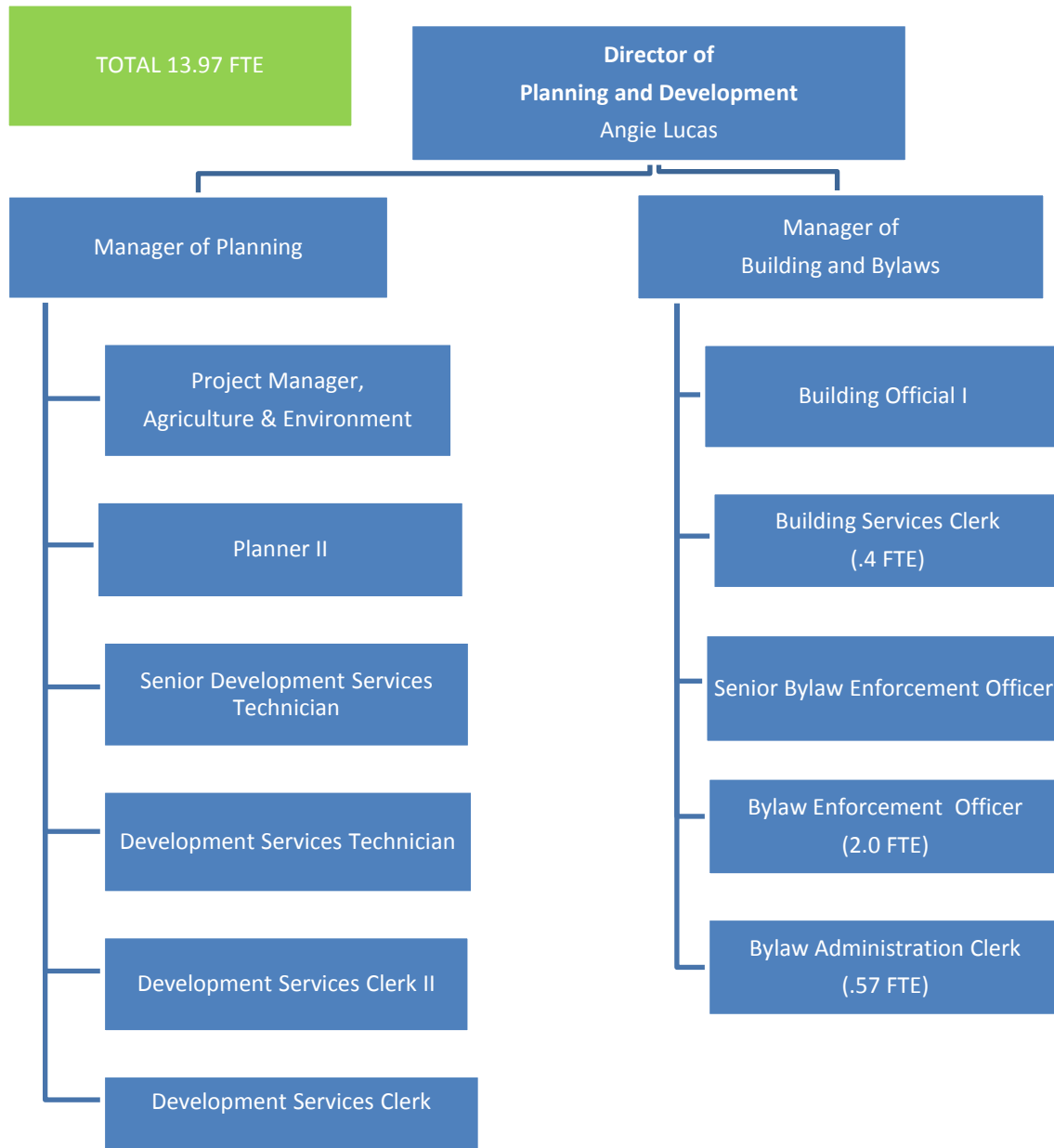
Capital Budget: \$130,000

% Share of overall City Budget:



- Bylaw Enforcement 1.2%
- Community Development 2.3%
- Environmental Stewardship 0.4%
- Remaining City Budget 96.2%

Staff Complement



Forecasted position adjustments

Social changes due to the pandemic have changed the nature of calls to the Bylaw department requiring greater analysis and staff commitment. Therefore, the Parking Bylaw Enforcement position has been changed to a Bylaw Enforcement Officer I position to provide the support the department needs for more varied work and a higher level of responsible duties.

During the height of COVID the Bylaw department hired two full time, time-durated Bylaw Enforcement Officers I supporting the department during the summer months to help patrol parks, dykes, parking areas and to provide additional bylaw support. Even after the COVID restrictions were lifted having the additional support during the summer months has been a

tremendous benefit not only for the department but also for the citizens of Pitt Meadows. Hiring new time-durated officers every year requires a great deal of training which adds a lot of stress to the department. Operationally it is more efficient for the Bylaw department to create a casual pool of experienced Bylaw officers, which reduces the need for repeated training and offers availability when needed. These officers will provide parking patrol on Saturdays and provide coverage on weekends and/or evenings as deemed necessary.

In addition, there has been an increase in the homeless population in Pitt Meadows which may require additional resources and/or Bylaw department restructuring to manage this emerging trend.

Deferred Projects

As a result of priorities that emerged throughout the year the following 2022 business plan initiatives were deferred:

- **URBAN FOREST STRATEGY.** This project was deferred to 2023 due to reduced staff resources. This initiative will commence in early 2023 once a consultant is retained to undertake the project. The preparation of a draft Tree Protection Bylaw will follow once the Urban Forest Strategy is near completion.
- **ZONING BYLAW REVIEW.** This project was deferred to 2023 as the OCP was not completed until the Fall of 2022. An OCP implementation framework and strategy is being prepared, which will include a review of the Zoning Bylaw, among others that will be reviewed. The comprehensive review of the Zoning Bylaw will start in early 2023.
- **HOME OCCUPATION REVIEW.** This project was not started in 2022 due to reduced staff resources and the review will now be part of the larger comprehensive Zoning Bylaw review to be undertaken in 2023, now that the OCP has been completed and approved.

2022 Achievements (Top 3)

- **CITY OF PITT MEADOWS OFFICIAL COMMUNITY PLAN ADOPTION.** Provides a guiding vision, goals, and objectives for the future management and evolution of the City. The new OCP is a product of significant input by the community, local First Nations, and Council over the past four years. Following a public hearing and granting of Third Reading in May, and approval of the City's Regional Context Statement by the Metro Vancouver Board in September, Council voted to adopt the new Official Community Plan. Strategic Priority: Principled Governance – Community Voice.
- **ENVIRONMENTAL INVENTORY AND MANAGEMENT STRATEGY.** Establishes a baseline inventory and health assessment of the City's natural assets, a review of the management framework, and provides recommendations for programs and initiatives to enhance and leverage those assets. The final report was received by Council in March and staff have begun looking at the feasibility of integrating the recommendations into

business planning. Strategic Priority: Community Spirit and Wellbeing – Natural Environment.

- **ECONOMIC DEVELOPMENT STRATEGY.** The preparation of the strategy was started in the spring of 2022 with the Economic Development Advisory Committee providing input and advice to the consultant and staff leading the project. The draft strategy will be presented to the EDAC members at their next meeting in early December 2022 and presented to Council in late December or early January 2023. Strategic Priority: Balanced Economic Prosperity – Business Vitality.

Key Challenges for 2023

- **INCREASING DEMAND FOR SERVICES, AND PUBLIC CONCERNS/INQUIRIES.** Customer service is a priority for the City. There are challenges associated with providing services to a growing population with increasing citizen expectations regarding the delivery of services. Supporting the public is a significant function of our work that is not documented in the work program but requires considerable staff time allocation, particularly in areas of growing community concern, such as bylaw enforcement, neighbourhood development and industrial development.
- **RETENTION OF STAFF.** Employee retention is the organizational goal of keeping employees and reducing turnover. Planning and Development services has seen a lot of staff turnover in the past few years which has added a great deal of repetitive onboarding, training time and stress to the department. Qualified planning, building and bylaw personnel are in high demand throughout British Columbia, presenting opportunities for healthier compensation, work-life-balance and career advancement. Providing a workplace offering compensation comparable to other municipalities, a healthy work-life-balance and career advancement is key for employee retention.
- **INFILL DEVELOPMENT, NEIGHBOURHOOD CHARACTER, AND HOUSING AFFORDABILITY.** There is limited land available for growth in Pitt Meadows and as housing price increases continue to outpace salary growth, there has been and continues to be, a reduction in housing affordability and a subsequent decrease in quality of life for some current residents in Pitt Meadows, and for future residents who may have difficulty finding homes at a price they can afford to rent or purchase while still meeting their additional individual and family overall needs. Infill development with a focus on an increasing number of smaller residential units is one approach to accommodating growth and increasing affordability; however, this form of growth affects the overall character of existing neighbourhoods, with increased densification, including more vehicles on the streets, more active transportation choices to be provided and an overall increase in municipal services required in these existing

neighbourhoods. The new OCP seeks to find the desired balance between provision of affordable and diverse housing options and maintaining the community character.

- **FUTURE GROWTH AND LAND AVAILABILITY.** As stated there is limited land available for growth and development in the City, which effects the long term future growth of the City to meet the comprehensive community needs of its current and future residents. There will be a decrease in taxation growth once the current developments overseen by ONNI are completed, unless new development projects are prioritized by Council. Less areas for future growth mean fewer opportunities for new businesses to start up or expand, less possibility for diversification in housing types, sizes, accessibility and affordability and a lack of developable land for new facilities including tertiary education centres, public buildings and facilities, parks and recreation areas.
- **CLIMATE CHANGE.** Increasingly adverse weather patterns have highlighted a need for the City to identify approaches and initiatives that increase the community’s resilience. Without planning for future conditions, community members and local businesses will be increasingly vulnerable to worsening conditions. The City’s completion of the Environmental Inventory and Management Strategy was a first step to understanding our current state but future planning work will be required to fill in the gaps in our understanding and identify a path to a resilient future.
- **FIRST NATIONS ENGAGEMENT AND RECONCILIATION.** Travelling a path of reconciliation will involve comprehensive discussions and reflection on processes and expectations. As the path reveals itself and decisions are made, the City’s development opportunities, procedures and processes may need to be continuously revised and adapted to suit the changing context.

Key Initiatives 2023

Strategic Priority	Initiatives
Principled Governance – Community Voice	ALC REGULATION UPDATES. As new Provincial regulations are introduced (e.g., cannabis farm-gate sales, exclusion applications having to be submitted by local government etc), the City will review relevant policies and bylaws for updates as necessary and as directed by Council and ensure that Council are aware of the costs and staff time involved with the implementation of the new legislation.
Community Spirit and Wellbeing – Housing Diversity	HOUSING NEEDS ASSESSMENT UPDATE. The recent housing needs assessment was based on 2016 census data in order to be completed within the Province’s required timeframe. With the subsequent release of the 2021 census data, the City will update the analysis and findings of the housing needs

Strategic Priority	Initiatives
	assessment. The revised findings will inform updates to the OCP and other housing-related plans, policies, and bylaws.
Community Spirit and Wellbeing - Natural Environment	ENVIRONMENTAL INVENTORY AND MANAGEMENT STRATEGY IMPLEMENTATION PLAN. Staff have begun identifying how the recommendations from the EIMS can be implemented to improve the City’s management of our shared natural assets.
Community Spirit and Wellbeing - Wellness	ACCESSIBLE BRITISH COLUMBIA ACT. Recent Provincial legislation requires the City to establish an Accessibility Committee and create a Plan to provide ongoing awareness and provide feedback on improving the accessibility of municipal services, facilities, plans, policies, and bylaws. A number of City staff and departments will be involved in the setting up of the Committee and creating the Plan.
Principled Governance – Community Voice	ZONING BYLAW UPDATE. Following adoption of the OCP, staff will review the Zoning Bylaw and related bylaws for compliance with the new OCP. This review will involve engagement with the community on relevant matters to inform the recommendations to Council.
Principled Governance – Community Voice	LAND USE CONTRACT REVIEW. Land Use Contracts are set up to expire in 2024. Staff will undertake a review of the underlying zoning to ensure it aligns with the active land uses currently taking place in the land use contract areas of the City.
Principled Governance – Fiscal Stewardship and Accountability	DEVELOPMENT APPLICATION FEE BYLAW REVIEW. Staff will conduct a review of the development application fee bylaw to ensure the fees are current and appropriate.
Community Spirit and Wellbeing – Health and Safety	BUILDING BYLAW UPDATE. An update to the Building Bylaw is necessary to include provisions for the collection of security deposits, update regulations regarding retaining walls, provisional occupancy, adding fees for work without a building permit and other minor amendments.
Community Spirit and Wellbeing – Health and Safety	NOISE BYLAW REVIEW. Staff will conduct a review of the noise bylaw to improve clarity and consistency and help prevent nuisance in the community.

Strategic Priority	Initiatives
Community Spirit and Wellbeing – Health and Safety	COUNCIL POLICY CO14 COMPLAINTS AND BYLAW ENFORCEMENT REVIEW AND REVISION. Include additional best practices and improve clarity to the public around bylaw enforcement.
Community Spirit and Wellbeing – Health and Safety	BYLAW NOTICE ENFORCEMENT BYLAW No. 2439, 2009 REVIEW. Ensure all fines are adequate.
Community Spirit and Wellbeing – Natural Environment	URBAN FOREST STRATEGY. Develop a long-term strategic plan that guides the community on how to protect and manage trees on public and private property. This will be followed by the preparation of a Tree Protection Bylaw which will coordinate with the Urban Forest Strategy.
Balanced Economic Prosperity - Agriculture	AGRICULTURAL PLAN. Review and update the City of Pitt Meadows Agricultural Plan (2000) to ensure that it meets the needs of the community and includes up to date information with regards to provincial legislation, the environment and economic development initiatives.
Principled Governance – Fiscal Stewardship and Accountability	CIVIC CENTRE SCOPING PROJECT. Hire a consultant to carry out a scoping project to determine the requirements, needs, opportunities and tasks involved in creating a Civic Centre Plan to enable the redevelopment of the area under a sustainable framework.
Balanced Economic Prosperity – Business Vitality	NORTH LOUGHEED AREA PLAN. Provide updates to Council on this project and seek direction on next steps for continued preparation of the Plan.
Balanced Economic Prosperity – Business Vitality	ECONOMIC DEVELOPMENT INITIATIVES. Promote economic development and business opportunities in the City through a variety of communication methods such as the website, digital signage, mapping, online applications etc.
Principled Governance – Community Voice	DEVELOPMENT PERMIT DELEGATION BYLAW REVIEW. Review the development permit delegation bylaw for consistency with the new Official Community Plan and recent legislation changes.

PROPOSED OPERATING BUDGET

	2022 Adopted Budget	2023 Proposed Budget	Proposed Changes for 2023		2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget
Revenue								
Bylaw Enforcement	\$ (326,300)	\$ (322,500)	\$ 3,800	1.2%	\$ (318,000)	\$ (311,000)	\$ (312,600)	\$ (317,000)
Planning & Development	(294,100)	(294,600)	(500)	-0.2%	(295,100)	(297,800)	(291,700)	(282,700)
Environmental Stewardship	(1,000)	-	1,000	100.0%	-	-	-	-
	(621,400)	(617,100)	4,300	0.7%	(613,100)	(608,800)	(604,300)	(599,700)
Expenses								
Bylaw Enforcement	620,000	656,300	36,300	5.9%	684,800	710,500	729,400	745,700
Planning & Development	910,900	933,400	22,500	2.5%	970,200	1,001,600	1,027,400	1,052,000
Environmental Stewardship	107,200	109,800	2,600	2.4%	111,600	113,300	114,900	116,600
	1,638,100	1,699,500	61,400	3.7%	1,766,600	1,825,400	1,871,700	1,914,300
Net Operating Expenses	\$ 1,016,700	\$ 1,082,400	\$ 65,700	6.5%	\$ 1,153,500	\$ 1,216,600	\$ 1,267,400	\$ 1,314,600
Key Budget Changes for 2023:								
Revenues								
Building and Development Permits			389,000					
Tfr to Development Revenue Stabilization Reserve			(385,000)					
Expenses								
Salary and Benefits			44,600					
Professional Development			7,100					
Fleet			6,500					
Other			3,500					
Change in Net Operating Expenses			\$ 65,700					

PROPOSED CAPITAL BUDGET

Division	Project	2023	2024	2025	2026	2027	Total
DV551 - PLANNING AND DEVELOPMENT							
	230012 - AGRICULTURAL PLAN	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000
	230013 - ZONING BYLAW REVIEW AND	15,000	-	-	-	-	15,000
	230021 - CIVIC CENTRE PLAN SCOPING	20,000	-	-	-	-	20,000
	DV551 - PLANNING AND DEVELOPMENT Total	\$ 115,000	\$ -	\$ -	\$ -	\$ -	\$ 115,000
DV552 - ENVIRONMENTAL STEWARDSHIP							
	170019 - ENVIRONMENTAL	\$ 7,500	\$ 7,500	\$ 7,500	\$ -	\$ -	\$ 22,500
	170037 - COMMUNITY CARBON OFFSET PROJ #17-ES-004	7,500	7,500	7,500	-	-	22,500
	180082 - INVASIVE SPECIES MGMNT	-	20,000	-	-	-	20,000
	230014 - CLIMATE ADAPTATION PLAN	-	100,000	-	-	-	100,000
	DV552 - ENVIRONMENTAL STEWARDSHIP Total	\$ 15,000	\$ 135,000	\$ 15,000	\$ -	\$ -	\$ 165,000

DECISION PACKAGE(S)

1. See Attachment A: Agricultural Plan
2. See Attachment B: Civic Centre Scoping Project

PUBLIC PARTICIPATION

Inform Consult Involve Collaborate Empower

KATZIE FIRST NATION CONSIDERATIONS

Referral Yes No

This report does not require referral to Katize First Nation, however ongoing collaboration with Katize First Nation will allow the City to obtain valuable feedback on many initiatives.

SIGN-OFFS

Written by:

Angie Lucas,
Director Planning and Development

Reviewed by:

Mark Roberts,
Chief Administrative Officer

ATTACHMENT(S):

- A. Decision Package: Planning and Development Agricultural Plan
- B. Decision Package: Planning and Development Civic Centre Scoping Project

DECISION PACKAGE: Planning and Development Agricultural Plan

Department/Division	Planning and Development	
Submitted by	Angie Lucas	
Estimated Capital Cost	One time: \$80,000	Ongoing: \$
Estimated Operating Cost	One time: \$	Ongoing: \$

Recommendation

THAT Council:

- A. Approve an \$80,000 expenditure from the Operating Reserve to hire a consultant to review and update the City of Pitt Meadows Agricultural Plan starting in 2023; OR
- B. Other.

Executive Summary

The Agricultural Plan, titled the “The District of Pitt Meadows Agricultural Plan” was created in May 2000 and while it contains some very good information and a list of recommendations created at that time, it has not been updated to include changes in legislation, regulations and policy direction from the federal, provincial and municipal perspectives, and the recommendations have not been reviewed to determine if they have been implemented and can be removed, or that they need a review to see if they are relevant or that new recommendations are needed.

It is proposed that the Agricultural Plan 2000 be reviewed and updated with the support of a consultant to lead the project and undertake comprehensive engagement to gather input from the agricultural stakeholders and the Pitt Meadows community residents among others.

Background/Discussion

The Agricultural Plan is now 22 years old since it was first created and approved and now needs to be updated to include changes in legislation, regulations and policy that have been introduced since the Plan was approved. The recommendations within the Plan should be reviewed and updated if necessary and should be based on any new information that may be relevant, for example, the Plan does not include information on climate change and changing weather patterns and how that may impact the agricultural industry in the future.

The Agricultural Plan also needs to align with the new OCP with regards to urban and recreational growth pressures, new regional planning policies and economic changes and new opportunities which have occurred over the last 22 years, all of which can effect how agricultural lands are used and viewed.

For the Agricultural Plan to be useful and for ease of implementation it needs to be based on current relevant information and statistical data and to coordinate clearly with the current city, regional and provincial plans, and legislation and the general land use and various community documents.

Financial Implications

Costs	<u>One Time</u>		<u>Ongoing</u>	
	Capital	Operational	Capital	Operational
Consultant fees and Engagement costs	\$80,000	\$	\$	\$
Total Costs:	\$80,000	\$	\$	\$
Special Remarks: New Project Manager – Environment/Agriculture within Planning and Development Department would manage the project and consultant.				

Alternatives

Defer the funding of the review and update of the Agricultural Plan until 2024, for further discussion during the budget process at that time.

DECISION PACKAGE: Planning and Development Civic Centre Scoping Project

Department/Division	Planning and Development	
Submitted by	Angie Lucas	
Estimated Capital Cost	One time: \$20,000	Ongoing: \$
Estimated Operating Cost	One time: \$	Ongoing: \$

Recommendation

THAT Council:

- A. Approve a \$20,000 expenditure from the Operating Reserve to hire a consultant to carry out a scoping project to determine the requirements, needs opportunities and tasks involved in creating a Civic Centre Plan; OR
- B. Other.

Executive Summary

The Civic Centre area does not have a comprehensive Civic Centre Plan to guide future development of this important area. The Civic Centre area is experiencing many increasing pressures such as aging and undersized city facilities which cannot support staffing needs, parking constraints for the multiple and diverse users of the spaces, such as Spirit Square and Cenotaph, the Art Gallery and Family Recreation Centre, which will increase over time as the surrounding areas develop and more residents want to use the various facilities and outdoor public spaces.

The Civic Centre area has the potential for commercial and residential growth on vacant lands and redevelopment of under-developed lands but there are is no comprehensive plan in place to guide future development. In addition, the OCP envisions locating higher-density residential development along the the Harris Road corridor which will support the need for additional civic and commercial uses in this central hub area.

Background/Discussion

The lack of a comprehensive Civic Centre Plan reduces the potential for future growth and redevelopment of vacant and underutilized spaces, which causes issues for the future of not only city facility needs but also for possible new residential and commercial uses which may be developed on and near the site area.

Due to the complexities involved in anticipating future City facility requirements (e.g. future staffing numbers, space needs for offices, staff and public meeting spaces, recreation needs and spaces, accessibility and parking for both staff and the public etc. as part of the overall area planning process, an experienced consultant is needed to help prepare the scope of developing a new Civic Centre Plan to identify necessary studies, tasks and work plans, and when these would be required in the Plan creation process.

Once this information has been gathered staff will have a better understanding of budgeting and work plan requirements for future capital and budget planning, timelines etc.

The scoping project would also include the School District 42 land to ensure any future plans the District has for their site are incorporated into the information gathering. As well, consultation will occur with the residential/commercial development and vacant property to the north of the Civic Centre site to ascertain potential synergies for revitalization of the civic centre area.

It will be important for the City to invest in undertaking comprehensive planning for the Civic Centre area, in order to attract developers to follow suit and increase the density along Harris Road through redevelopment of privately owned land parcels, which are currently under developed.

Financial Implications

Costs	<u>One Time</u>		<u>Ongoing</u>	
	Capital	Operational	Capital	Operational
Consultant fees and Engagement costs	\$20,000	\$	\$	\$
Total Costs:	\$20,000	\$	\$	\$
Special Remarks: New Project Manager – Environment/Agriculture within Planning and Development Department would manage the project and consultant.				

Alternatives

Defer the funding of the Civic Centre Scoping Project until 2024, for further discussion during the budget process at that time.