

# Staff Report to Council

Office of the CAO

FILE: 01-0620-03/22

**REPORT DATE:** November 18, 2022      **MEETING DATE:** November 28, 2022  
**TO:** Mayor and Council  
**FROM:** Mark Roberts, Chief Administrative Officer  
**SUBJECT:** **2023 Business Plan - Offices of the City Council and Chief Administrative Officer**

**CHIEF ADMINISTRATIVE OFFICER REVIEW/APPROVAL:**



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**RECOMMENDATION(S):**

THAT Council:

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

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**PURPOSE**

To present the 2023 Draft Business Plan for Council and CAO.

Information Report       Decision Report       Direction Report

**DISCUSSION**

**EXECUTIVE SUMMARY**

Each fall, the City of Pitt Meadows carefully deliberates on community programming, service goals, and allocation of resources for the coming year. This process prudently weighs the needs and requests of the community, and ensures the financial plan supports the desired service levels, resulting 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 increase 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 long-term viability of the community and the services the City provides, to spend tax dollars wisely, and to maintain the quality of life for all of our citizens.

### **MESSAGE FROM THE CAO – Priorities & Challenges**

The proposed 2023 budget maintains all current levels of service, as well as provides a responsible number of initiatives designed to improve the quality of Pitt Meadows residents' lives and the sustainability of the City's infrastructure. It also accounts for the lasting impact as we continue to transition out of COVID-19, impacts such as: sustained inflationary pressure and changed customer attitudes towards services we provide. For example, some of our indoor recreation programs have not fully recovered in favour of higher utilization of our parks, dikes and outdoor amenities.

The proposed 2023 budget is very much in line with what Council approved in 2022 as part of the five-year budget, with some key changes that reflect the changed environment we continue to encounter. This has been another challenging year but one where we have continued to work together as an organization to identify solutions to service our community. The 2023 budget reflects that work.

Development of the draft financial plan began with assessments of the internal and external operating environments which provided context for the resulting budgets. The internal review began with Council's Strategic Plan with a focus of developing Business, Work and Financial Plans to support Council's Strategic initiatives. The external review assessed the economic climate and the continued impact from the COVID-19 pandemic.

While this proposed budget and the associated tax increase reflects maintaining existing service levels, the Fire Department (PMFRS) is one key exception. Due to significant high Paid-on-Call turnover, in the past few years, to other Metro Vancouver career Fire Departments our department is experiencing serious deficiencies with the current model. To alleviate the deficiencies, the City requires significant resource investment and associated tax increase to maintain service levels, to meet legislated requirements and to achieve best practices for the safety of our responders. The current model needs to shift away from heavy reliance on Paid-on-Call to a 24/7 career member contingency supplemented by Paid-on-Call support. This

fundamental shift is needed in order to be sustainable and meet the community's service expectations. A Decision Package will be proposed to Council to manage this deficiency and in staff's view, unlike recent years, an incremental approach will no longer suffice.

In keeping with the recently completed Parks, Recreation and Culture Master Plan, the budget also proposes a variety of Decision Packages that will enhance Harris Road Park and Pitt Meadows Athletic Field, reflecting residents increased preference for outside activities. The proposals involve studies to ascertain the community's desire for park improvements, likely resulting in opportunities for enhanced park and recreation experiences.

## **DEPARTMENT OR DIVISION OVERVIEW**

### **CITY COUNCIL**

Pitt Meadows City Council is the local elected body responsible for governing our City and stewarding Pitt Meadows' economic, social and environmental well-being. Ultimately accountable to its citizenry, Council's main responsibilities include establishing policies, bylaws, strategic priorities, service levels for the benefit of the community and provides direction to the Chief Administrative Officer (CAO). Council is also responsible for ensuring that the policies they have established are implemented and administered effectively, efficiently, and fairly.

**Operating Budget:** \$469,200

**Capital Budget:** \$0

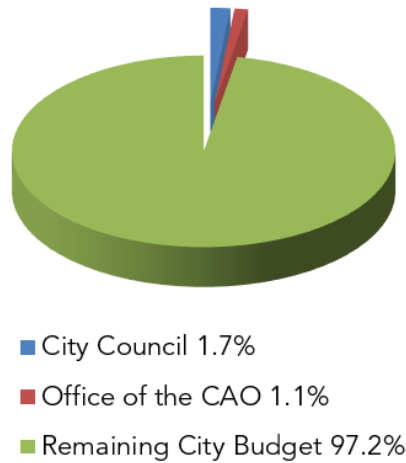
### **OFFICE OF THE CAO**

The 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 to Council, and ensuring policies and bylaws are enforced.

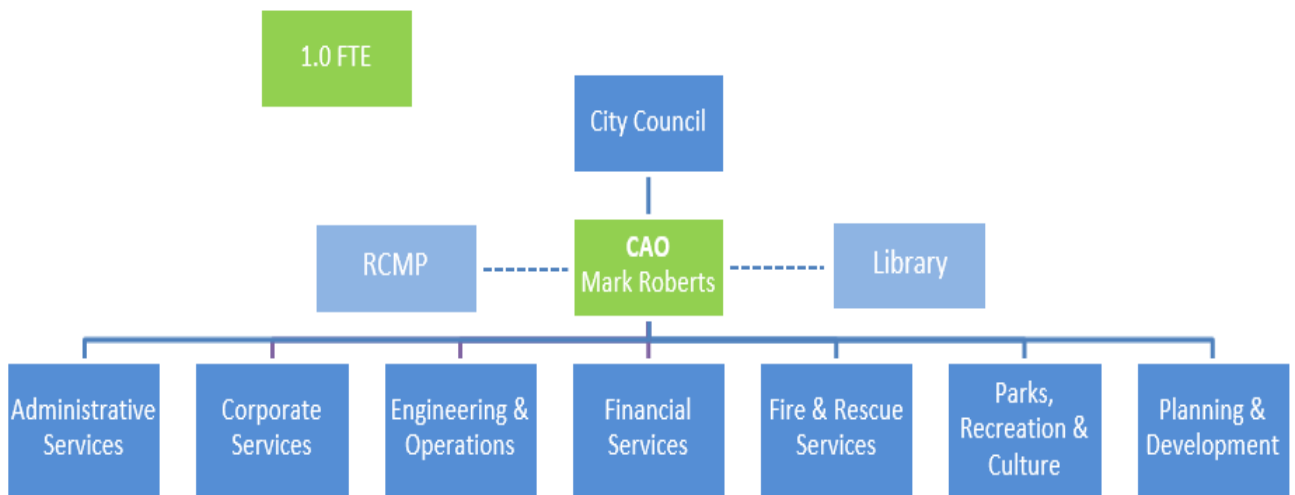
**Operating Budget:** \$320,800

**Capital Budget:** \$0

**% Share of overall City Budget:**



**Staff Complement**



**Forecasted position adjustments**

Although no position adjustments have been identified to directly support Council or the Office of the CAO, some individual department business plans have forecasted areas that may require additional resources in the future.

**Deferred Projects**

Identified by individual Department Business Plans

## 2022 Achievements

- **COMMUNITY SAFETY** (*Community Spirit and Wellbeing – Health and Safety*)

**POLICE SERVICES** Since the City received Provincial ministerial approval to transition to an autonomous RCMP detachment, much progress has been accomplished including:

- Increased the complement of members directly working from the Pitt Meadows Community Police Office from 11 to 17 members, including hiring the Staff Sergeant who oversees the detachment;
- Completed the conceptual design of the new detachment building;
- Nearly completed the detailed building design while working with the RCMP to ensure protocols, standards and security considerations have been met; and
- Completed the borrowing process to secure the primary funds needed to finance the building.

**FIRE & RESCUE SERVICES** Significant progression of construction on the new Fire Hall occurred, with expected move-in for early 2023.

- **OFFICIAL COMMUNITY PLAN** (*Principled Governance – Community Voice*)

After significant input by the community, local First Nations, and Council over the past four years, the OCP was adopted, providing visionary guidelines that form part of our strategic, budget and work plan priorities.

- **LOCAL GOVERNMENT ELECTION** (*Principled Governance – Community Voice ; Advocacy*)

Supported the Legislative Services team in successfully administering the 2022 local government election for City Council and School Trustees, which included 4 advance polls, 3 General Voting Day locations, mail ballot voting, swearing-in ceremony and inaugural meeting, along with a robust orientation program.

- **CP LOGISTICS PARK OPPOSITION STRATEGY** (*Principled Governance – Advocacy*)

Completion of a detailed review and response to CP's Environmental Effects Evaluation, including multiple third party reviews of various disciplines, as well as submission of opposition to the Canadian Transportation Agency, and sending communications seeking support from other regional stakeholders.

- **GRABENHORST PARKLAND** (*Community Spirit & Wellbeing – Natural Environment*)

The recent purchase of the Grabenhorst property provides an opportunity to expand on the parks inventory by providing residents more access to greenspace, place of remembrance, and quality gardens.

- **ADVISORY COMMITTEE** (*Principled Governance – Community Voice*)

A new Parks, Recreation and Culture Advisory Committee was formed that will focus on providing staff and Council with feedback on key topics, as well as supporting productive dialogue that can optimize parks, recreation and culture opportunities in the City.

- **COVID-19 MANAGEMENT** (*Corporate Excellence – Resources*)
  - Developed and implemented the COVID-19 vaccination policy for employees, along with a testing program and OHS protocols/plans;
  - Implemented a post-pandemic remote work arrangements policy;
  - Implemented control measures to ensure financial impacts were properly managed;
  - Amended programs to reflect new realities of customer demand.

### **Key Challenges for 2023**

- **PAID-ON-CALL TURNOVER**

Resignations continue to occur due to full-time opportunities presented within Metro Vancouver career fire departments, creating inexperience and causing strain on remaining employees and paid-on-call firefighters.

- **DE-INTEGRATION FROM RIDGE MEADOWS RCMP**

The transition to an autonomous detachment will be difficult to navigate as operations are separated, ensuring the transitional period delivers seamless service standards to both Cities.

- **AGING INFRASTRUCTURE**

Infrastructure is deteriorating faster than the current rate of replacement and necessary repair, creating resource and funding challenges. Until the recommended annual savings targets are achieved, internal borrowing from reserves and adherence to a prioritization process of capital expenditures will persist.

- **EMPLOYEE RETENTION**

Along with many other sectors, local governments are experiencing significant recruitment challenges for key positions, with no end in the foreseeable future. With the current record-high and widespread unmet labour demand, along with projected retirements, these translate into recruitment challenges and longer vacancy durations which adds stress to existing staff and may adversely impact City service delivery.

- **REPLACEMENT OF TAXATION GROWTH**

New taxation generated by the Golden Ears Business Park development is projected to end in 2024 with no significant new developments on the immediate horizon. This source of revenue provides taxation relief to taxpayers to fund service cost increases, creating an important need for the City to identify and expedite replacement taxation growth opportunities such as: Civic Centre revitalization and/or the North Loughheed Area Plan.

- **HOUSING AFFORDABILITY**

With limited land available for growth in Pitt Meadows, and recent housing price escalation that outpace salary growth in the region, there continues to be a reduction in housing affordability and the need to introduce new affordable housing options.

## Key Initiatives 2023

Strategic Priority	Initiative
<p>Transportation and Infrastructure – Improved Transportation</p>	<p><b>TRANSPORTATION IMPROVEMENTS</b></p> <p><b>Road and Rail Improvements</b></p> <p>Ongoing planning, design and community engagement of the Harris Road Underpass with the Vancouver Port Authority/CP Rail, including the active transportation components, noise and vibration mitigation, relocation of the heritage buildings and any associated third party reviews.</p> <p><b>Lougheed Highway Corridor</b></p> <p>Ongoing planning and feasibility of transportation improvements along Lougheed Highway with the Ministry of Transportation and Infrastructure with particular focus on improvements to relieve congestion at the Lougheed Highway and Harris Road intersection.</p> <p><b>Golden Ears Business Park Offsite Improvements</b></p> <p>Coordination with the developer for ongoing design and implementation of various offsite improvements required by the development, including expansion of Airport Way, changes to Harris Road, Fraser Way and Bonson Road, associated drainage modifications, active transportation components and modifications to the Works Yard entrance.</p>
<p>Transportation and Infrastructure - Infrastructure</p>	<p><b>FACILITY INFRASTRUCTURE</b></p> <p><b>Firehall</b></p> <p>Complete construction of the new Fire Hall building that will adhere to WorkSafe requirements, post-disaster standards, and provide a state-of-the-art Emergency Operations Centre.</p> <p><b>New RCMP Building</b></p> <p>Finalize the design in 2023, tender in 2024, and start the multi-year construction of the new autonomous RCMP detachment, with completion expected in 2025.</p> <p><b>Art Gallery</b></p> <p>Relocate the existing Art Gallery to the Civic Centre, east of the Annex building, to benefit by the high pedestrian and vehicle activity in this area.</p>

Strategic Priority	Initiative
	<p><b>Washroom Facility</b> Demolition of the existing washroom and construct the new universal washroom building, including concession, at Harris Park.</p>
<p>Principled Governance – Advocacy</p>	<p><b>CP LOGISTICS PARK OPPOSITION</b></p> <p>Continued efforts in the review of CP’s proposed logistics park and associated studies from the City’s perspective to ensure various concerns are highlighted and considered further, with the goal to receive opposition support from the Federal Government.</p> <p>As well, advocate for appropriate health standards pertaining to exhaust emissions, providing an important mechanism for CP Rail accountability to make substantial improvements to protect public health.</p>
<p>Principled Governance – Community Voice</p> <p>Community Spirit and Wellbeing – Natural Environment</p>	<p><b>VISIONING AND FEASIBILITY STUDIES</b></p> <p><b>Pitt Meadows Family Recreation Centre</b> The study will identify high-level cost estimates, and will aid in space planning, preliminary design, prioritization and high level pricing estimates for the optimal layout for infrastructure improvements and best use of space for the facility.</p> <p><b>Aquatics Feasibility</b> The City expects to undertake an aquatics feasibility study as suggested through the PRC Master Plan.</p> <p><b>Harris Road Park Revisioning</b> The revisioning study will encompass space planning, preliminary design, prioritization and high level pricing estimates for the optimal layout for infrastructure improvements at Harris Road Park. The focus will be on spontaneous use, social gathering spaces, and passive recreation.</p> <p><b>Pitt Meadows Athletic Fields Revisioning</b> A variety of enhancements are being considered, including adjoining 8 acres of amenity lands to create a “sports hub” in one central location. This will also encompass space planning, preliminary design, prioritization, and high level pricing estimates for optimal layout.</p>



Strategic Priority	Initiative
	<p><b>Agricultural Plan</b> Review and update the City of Pitt Meadows Agricultural Plan, last completed in 2000, to ensure it meets community needs, addresses the farming community’s concerns pertaining to long-term viability, and includes current provincial legislation, as well as environment and economic development initiatives.</p>
<p>Principled Governance – Fiscal Stewardship and Accountability</p> <p>Balanced Economic Prosperity – Business Vitality</p>	<p><b>ECONOMIC OPPORTUNITIES</b></p> <p><b>Civic Centre Scoping Project</b> Develop a scoping document 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, and in accordance with the recently adopted OCP that envisions increased density along the Harris Road corridor.</p> <p><b>North Lougheed Area Plan</b> Seek direction from Council on next steps for continued preparation of the Plan while providing appropriate engagement with Katzie First Nation rightholders and other stakeholders.</p> <p><b>Economic Development Strategic Plan</b> Stemming from anticipated recommendations from the pending Economic Strategic Plan completion, promote economic development and business opportunities in the City through a variety of communication methods such as the website, digital signage, mapping, and online applications.</p>
<p>Corporate Excellence – Resources</p>	<p><b>RCMP TRANSITION</b> Provide oversight of the independent police services model including seamless member transition to Pitt Meadows, detachment construction, information technology requirements, and municipal employee transition involving collective agreement negotiations, recruitment, organizational structure development, onboarding, and assisting with current staff complement integration.</p>

Community Spirit and Wellbeing – Natural Environment	<p><b>ENVIRONMENTAL</b></p> <p><b>Urban Forestry Strategy</b> Develop a long-term strategic plan that guides the community on how to protect and manage trees on public and private property, followed by the preparation of a Tree Protection Bylaw.</p> <p><b>Environmental Inventory and Management Strategy</b> Prioritization and implementation of EIMS recommendations, which will improve the City’s management of our shared natural assets.</p> <p><b>Flood Management</b> Continue to advocate for regional, provincial and/or federal representation, funding and expertise to manage the City’s dike inventory, flood risk due to climate change, and acceptance to have regional flood management rather than adhoc local government involvement, recognizing existing practical and financial constraints.</p>
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**PROPOSED OPERATING BUDGET**

**COUNCIL BUDGET**

	2022 Adopted Budget	2023 Proposed Budget	Proposed Changes for 2023		2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget
<b>Expenses</b>								
Indemnity & Benefits	\$ 378,300	\$ 400,700	\$ 22,400	5.9%	\$ 410,700	\$ 420,900	\$ 431,100	\$ 442,600
Municipal Business	32,700	32,800	100	0.3%	32,900	32,900	33,000	33,000
Memberships	16,500	16,500	-	0.0%	16,800	17,100	17,400	17,700
Phones & Devices	5,500	5,500	-	0.0%	5,600	5,700	5,800	5,900
Community Relations	12,900	12,900	-	0.0%	12,900	12,900	12,900	12,900
Other	800	800	-	0.0%	900	900	1,000	1,000
	446,700	469,200	22,500	5.0%	479,800	490,400	501,200	513,100
<b>Net Operating Expenses</b>	<b>\$ 446,700</b>	<b>\$ 469,200</b>	<b>\$ 22,500</b>	<b>5.0%</b>	<b>\$ 479,800</b>	<b>\$ 490,400</b>	<b>\$ 501,200</b>	<b>\$ 513,100</b>
<b>Key Budget Changes for 2023:</b>								
Salaries and Benefits			22,400					
Other			100					
<b>Change in Net Operating Expenses</b>			<b>\$ 22,500</b>					

**CAO BUDGET**

	2022 Adopted Budget	2023 Proposed Budget	Proposed Changes for 2023		2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget
Expenses								
Office of the CAO	\$ 311,900	\$ 320,800	\$ 8,900	2.9%	\$ 328,700	\$ 336,300	\$ 344,000	\$ 351,900
	311,900	320,800	8,900	2.9%	328,700	336,300	344,000	351,900
<b>Net Operating Expenses</b>	<b>\$ 311,900</b>	<b>\$ 320,800</b>	<b>\$ 8,900</b>	<b>2.9%</b>	<b>\$ 328,700</b>	<b>\$ 336,300</b>	<b>\$ 344,000</b>	<b>\$ 351,900</b>
<b>Key Budget Changes for 2023:</b>								
Salary and Benefits			8,900					
<b>Change in Net Operating Expenses</b>			<b>\$ 8,900</b>					

**PROPOSED CAPITAL BUDGET**

None.

**DECISION PACKAGE(S)**

None.

**PUBLIC PARTICIPATION**

Inform     Consult     Involve     Collaborate     Empower

**KATZIE FIRST NATION CONSIDERATIONS**

Referral     Yes     No

**SIGN-OFFS**

**Written by:**

Kerrie Dykeman,  
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**Reviewed by:**

Mark Roberts,  
Chief Administrative Officer

**ATTACHMENT(S):**

None.