



City of
Pitt Meadows
THE *Natural* PLACE






CORPORATE — BUSINESS PLAN

2018



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PROPOSED CORPORATE BUSINESS PLAN

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 **CORPORATE BUSINESS PLAN**. This Plan outlines the key initiatives and respective departmental budgets for the upcoming year, as well as 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 residents. 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.

2. FOUNDATION

The following guiding principles have helped to structure and direct this year's business planning, to ensure our continued alignment with the needs of our citizens and the priorities of City Council.

OUR VISION

Pitt Meadows - the "Natural Place". A community of great natural beauty, proud of its heritage, with an enhanced quality of life and a progressive, sustainable future.

OUR MISSION

To protect and enhance the quality of life for our community and the unique environment of our area through effective and responsible leadership and community consultation.

OUR CORE VALUES

LEADERSHIP

OPENNESS & RESPONSIVENESS

SERVICE EXCELLENCE

ACCOUNTABILITY

RESPECT & INTEGRITY

EXECUTIVE SUMMARY



2015 - 2018 CORPORATE STRATEGIC PLAN

Following the Local Government Election held in November 2014, Council approved its 4-year **Corporate Strategic Plan**. This Plan remains at the heart of all City decision-making to ensure we achieve the goals and objectives of Council.

CORPORATE EXCELLENCE

The City will work to maintain the public's trust through inclusive, transparent and fair decision-making, responsible financial management, quality service delivery and effective communications.

Create a culture that is responsive and focused on customer service across the organization

Be open, transparent & accountable in all our activities

Engage stakeholders in meaningful dialogue

Ensure we are properly structured and resourced to meet the community's needs

Strive to maintain appropriate balance of taxes and service levels

ECONOMIC PROSPERITY

The City will work towards developing appropriate mechanisms to facilitate long-term community prosperity.

Provide business friendly customer service

Be consistent in our decision making

Consider business interests in policy development

Support the development of a viable agricultural industry

COMMUNITY LIVABILITY

The City will work to foster a resilient, safe, healthy, inclusive community for the well-being of our residents.

Improve opportunities for residents to gather and connect

Provide and encourage a community conducive to safe, healthy living

Promote the conservation and enhancement of our natural environment

Encourage diversity in the range and mix of housing types

Provide high quality public safety services and programs

TRANSPORTATION & INFRASTRUCTURE

The City will work to ensure that the roads, facilities, and systems that keep the city functional and people moving are well maintained & meet the core needs of our residents.

Proactively plan for the replacement of our infrastructure

Determine levels of service and properly fund

Build capacity in our community by supporting initiatives that support sustainability

Diversify the methods by which people can get in, around, and out of the community

EXECUTIVE SUMMARY

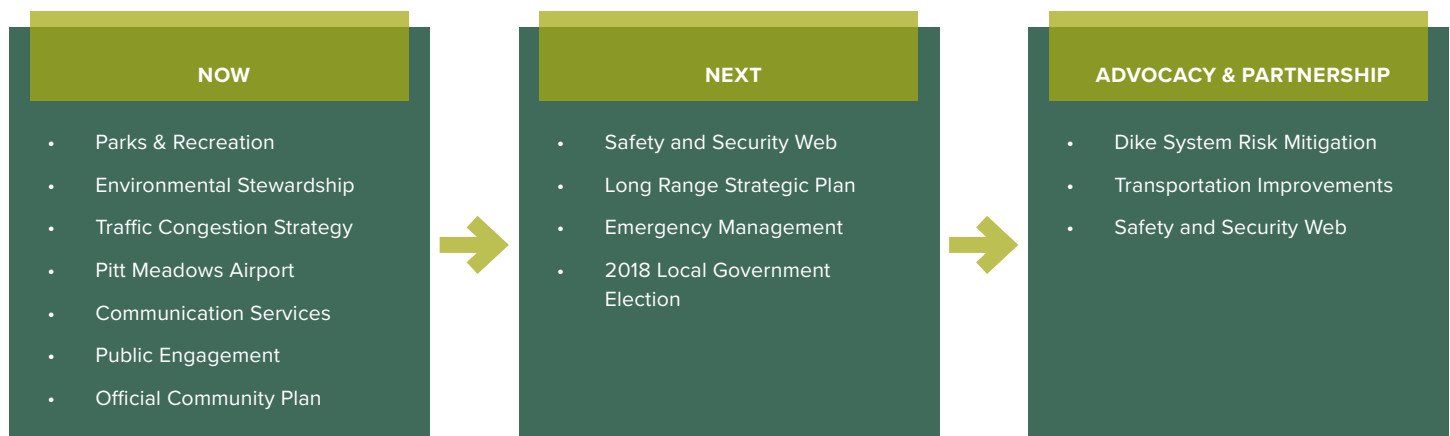


STRATEGIC PRIORITIES

Council's quarterly Strategic Priorities Chart translates the Strategic Plan into actionable goals and initiatives that direct and guide City work throughout the year. This Chart is updated quarterly to reflect priority revisions and accomplishments. You can find these strategic priority charts on the website at

www.pittmeadows.bc.ca/EN/main/cityhall/corporate-strategic-plan.html

The current Strategic Priorities Chart (Q4/2017) identifies the following priorities and categories:



EXECUTIVE SUMMARY



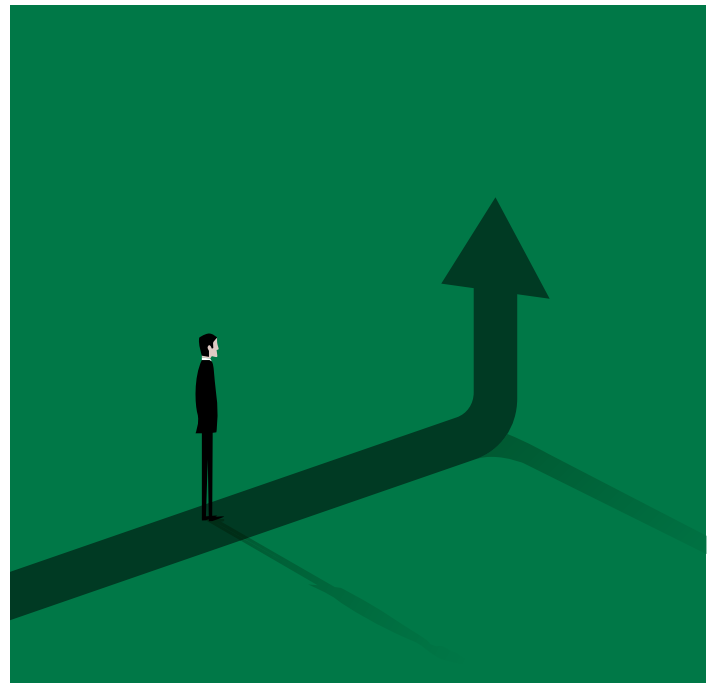
3. COMMUNITY CONTEXT

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

- **KATZIE FIRST NATION.** The City of Pitt Meadows acknowledges their presence on the traditional unceded territory of Katzie First Nation.
- **LAND AREA.** Pitt Meadows has a land area of 85.38 square kilometres.*
- **AGRICULTURAL LAND.** 86 percent of Pitt Meadows land falls within the Agricultural Land Reserve. Agriculture remains the predominant land use within our community.
- **FLOODPLAIN.** Over 95 percent of Pitt Meadows land base lies within the floodplain for the Fraser River and, to a smaller degree, the Pitt River.
- **POPULATION.** The City of Pitt Meadows provides core services, facilities, safety and infrastructure to a population of approximately 18,573 citizens.*
- **GROWTH.** The City's population grew by 4.7 percent 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 percent. The regional average growth rate was 6.5 percent from 2011 to 2016.*
- **HOUSING.** There has been a 7.1 percent increase in homes from 2011 to 2016, for a total of 7,194 homes. We have a population density of 214.7 persons per square kilometre, compared to the regional average (Metro Vancouver) of 854.6 persons per square kilometre.*

- **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%).*
- **AGE DEMOGRAPHICS.** 17 percent of the population is under the age of 15; 67 percent is working age (15-64); and 16 percent 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.*

*2016 Statistics Canada Census



EXECUTIVE SUMMARY

4. KEY CHALLENGES

Some of the challenges that the municipality faced when deliberating on budget and business plans this year included:

- **AGING INFRASTRUCTURE.** Increasing costs for replacement and renewal of aging City infrastructure.
- **INCREASING COSTS.** Increasing cost of regional and other level government services; also increasing labour costs and payroll deductions for EI, CPP and Pension Plan.
- **TRANSFER OF RESPONSIBILITY.** Changes in legislation, new mandates, and a reduction of service by other levels of government requires municipalities to do more or change the way services are delivered while trying to minimize the tax burden and workload.
- **ENVIRONMENTAL AWARENESS.** Increasing importance and related costs of environmental stewardship.
- **STRICTER FEDERAL AND PROVINCIAL LEGISLATION** requiring more municipal stewardship and reporting.
- **INCREASING DEMAND FOR SERVICES.** There are challenges associated with providing services to an increasing population and infrastructure inventory, along with increased citizen expectations regarding delivery of services, with minimal change to resources.
- **PUBLIC CONCERNS & INQUIRIES.** Customer service is a priority for the City. Supporting the public is a significant function of our work that is not documented in the work program, but requires allocation of staff time.

- **RESIDENT AND BUSINESS DEMANDS TO LIMIT PROPERTY TAX INCREASES.**
- **AGING WORKFORCE.** Internal recruitment and retention challenges have increased due to an aging workforce and competitive job market.
- **INTERNAL SALARY COMPRESSION** between IAFF staff members, fire chiefs and, in turn, exempt staff.
- **KEY PARTNERSHIPS.** Continued importance of developing and nurturing partnerships with key stakeholders such as community citizens, community business partners, Katzie First Nation, senior government agencies and service delivery partners are a priority for the City. This requires allocation of staff time throughout the year.
- **LONG TERM STRATEGIC PLAN.** Without the presence of a Long Term Strategic Plan that provides vision to the development and sustainability of our community over the next 20-40 years, the City lacks an enduring framework to assess development activities that extend past a 4-year Council term.

EXECUTIVE SUMMARY



5. BUSINESS PLAN COMPONENTS

The Proposed Corporate Business Plan is organized and broken out 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, you'll find the following information:

- 1. SERVICES OVERVIEW.** High level description of department, divisions, and services/programming provided.
- 2. STAFFING COMPLEMENT.** Organizational chart outlining the positions within the department, including total FTE (full time equivalents).
- 3. AT A GLANCE.** Key facts and statistics relevant to that specific portion of the business plan.
- 4. 2017 ACHIEVEMENTS.** High level review of key successes over the past year.
- 5. KEY CHALLENGES FOR 2018.** Trends and challenges considered when deliberating on key initiatives for the coming year.
- 6. KEY INITIATIVES FOR 2018.** Short description of priority initiatives for 2018, with a forecasted date of completion by fiscal quarter.
- 7. BUDGET.** Proposed 2018 operating and capital budgets for that department.
- 8. 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 SUMMARY



MESSAGE FROM THE CAO

I am immensely proud of the quality and quantity of work accomplished by our City Staff. They are a dedicated team who go above and beyond, on a daily basis, to meet and exceed the needs and expectations of our residents. They cover the gamut from city planning, procurement and legislative support to landscaping, dike maintenance and emergency services...and everything in between! Thank you for your hard work, diligence, persistence, creative problem solving and commitment to this community.

Thank you to City Council for your ongoing leadership and vision. Your effective governance and stewardship of our community and its resources is clearly evident in the continued growth and success of our City.

Thank you also to the engaged and passionate citizens of Pitt Meadows. We appreciate your hard work on our council-appointed committees, your volunteer hours, your involvement at weekly Council meetings, your visits and inquiries at City Hall, and your ongoing constructive feedback. Together, we are growing a community that will be stronger, safer, healthier and more vibrant in the years to come.

Sincerely,

A handwritten signature in blue ink, appearing to read "Mark Roberts".

Mark Roberts, CAO

EXECUTIVE BUDGET SUMMARY

2018 PROPOSED BUDGET SUMMARY

The annual budget is an estimate of anticipated revenues and expenses required to provide municipal services for a specific fiscal year and forecasts the financial requirements of activities and events to be carried out by municipal staff and 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 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

Covers expenses for general government related to the day to day operations of the City including:

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

It also provides annual reserve provisions for the maintenance, upgrade and replacement of the City's

roads, facilities and other infrastructure needed to deliver these services.

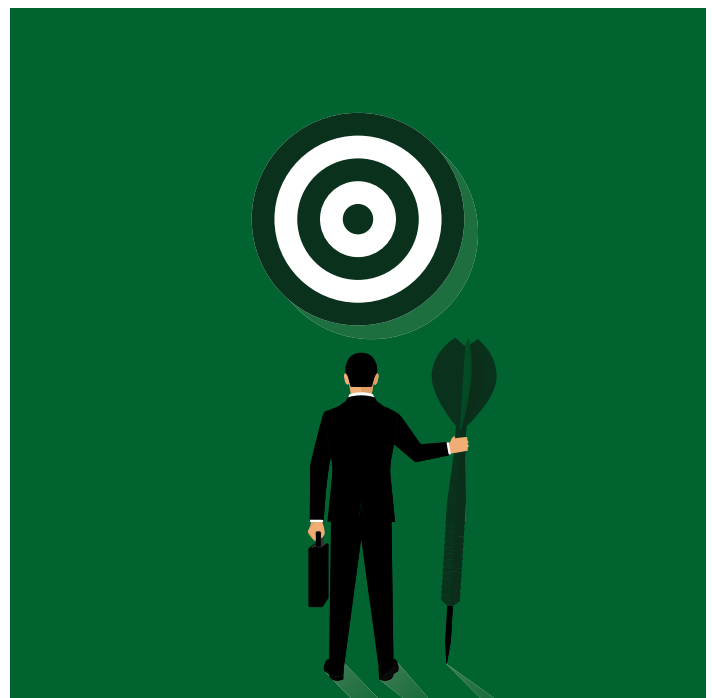
UTILITY FUNDS (WATER, SEWER, SOLID WASTE & STORM DRAINAGE)

Cover expenses related to essential and priority services including: the provision of safe drinking water, sewage collection, solid waste and storm drainage, each of which contains operating and capital costs to achieve sustainable service delivery models.

ALL FUNDS COMBINED

The City of Pitt Meadows 2018 budget has capital and operating costs of approximating \$47.2 million, comprised of:

- \$27.7 million for general operations;
- \$9.4 million for utility operations;
- \$10.1 million for capital projects.

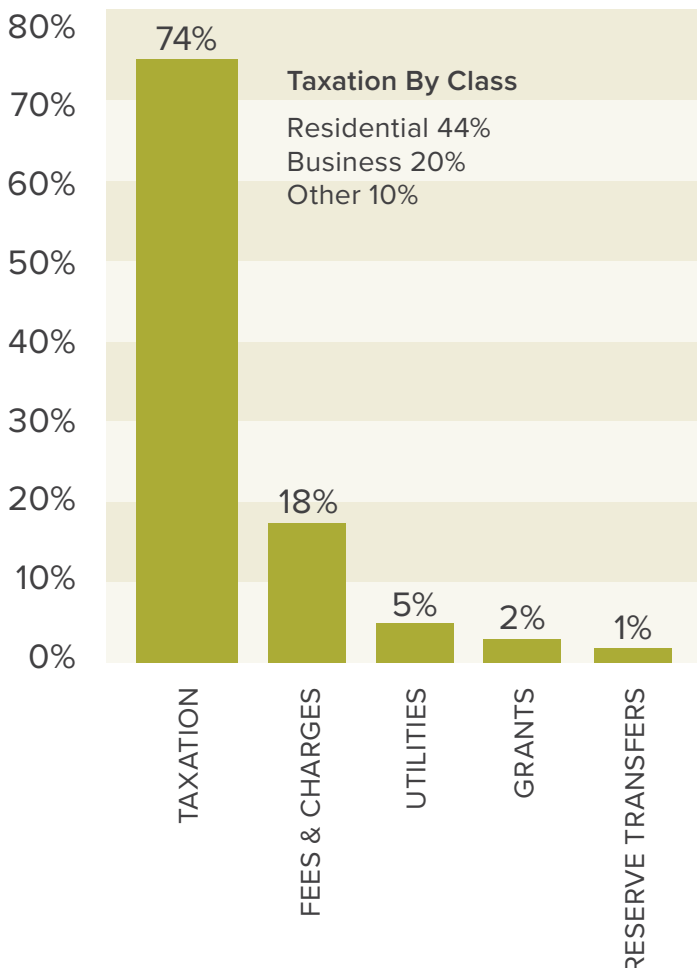


GENERAL FUND SUMMARY

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.

2018 OPERATING BUDGET REVENUE SOURCES - \$27.7 MILLION



PROPERTY TAXATION

Property taxation comprises a significant portion (74%) 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 2018, a 1% property tax increase (for all classes) raises approximately \$192,000.

Growth in property tax revenue from new development (referred to as non-market change) in 2018 is preliminarily estimated at \$200,000. This is a conservative estimate with more certain information available in January for subsequent budget deliberations with a final amount known early April 2018.

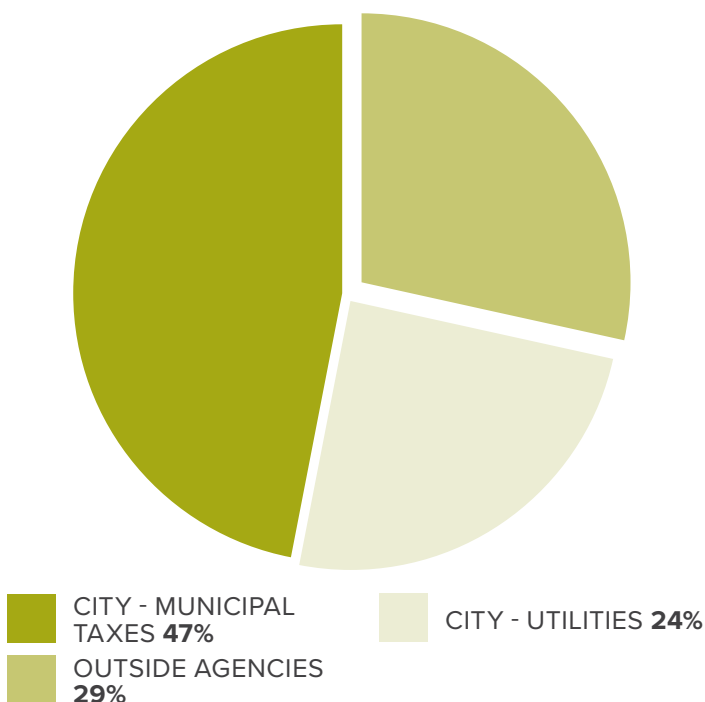
The outcome of pending property assessment appeals with the BC Assessment Authority is outside of the City's control. Any appeals, if successful, may result in supplementary rolls throughout the year which could reduce future taxation revenue. In 2018, there are outstanding appeals that may adversely affect the \$200,000 estimate for growth in property tax revenue from new development, depending on the outcome and the timing of when the appeals are finalized.

The 2018 budget includes a proposed general tax increase of 3.38% or \$66 to the average assessed single family home in Pitt Meadows.

GENERAL FUND SUMMARY

TAXATION BREAKDOWN

It is important to note that the City collects from taxpayers on behalf of Outside Agencies, including the Province on behalf of the School Board, Metro Vancouver, the 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 other fees and 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 2018 are anticipated to drop off due to lower development activity, to a sustainable level of approximately \$100,000 commencing in 2022. 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 2018 to 2021 are proposed to be transferred to the new 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 City to phase-in taxation to ultimately replace development revenues over a seven year time horizon.

EXPENSES

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

As a result of adopting a zero-based budget approach that involved rebuilding budgets from the ground up and sound rationale for all budget increases, all City Departments have limited their total net budget request to a combined 0.86% tax increase or \$17 to the average assessed single family home.

Council approved initiatives related to funding for the Art Gallery, Seniors Centre and Community Partnerships resulting in an increase of 0.40% or \$8 to the average assessed single family home.

GENERAL FUND SUMMARY

EXPENSES (CONTINUED)

The City's two Service Delivery Partners, Fraser Valley Regional Library and Police Services, have requested a combined increase of 0.52% or \$10 to the average assessed single family home.

To help the City pay for its operating and capital investments, the 2018 proposed budget is delivering a 3.38% municipal property tax increase: 1.38% to pay for ongoing operational costs in the provision of services; 0.40% to pay for Council approved initiatives; 1% for major building replacement savings; and 0.60% for reserve savings to take care of existing City infrastructure.

A homeowner with a single-family detached home with a market value assessment of \$674,000 (based on 2017 assessments) will see an increase in municipal property taxes by approximately \$66 annually.

The year over year comparison shows an overall increase of \$648,500 or 3.38% in base budget expenditures. The negative numbers in the following table represent a reduction to taxes, whereas positive numbers mean an increase to taxes. The drivers of the 3.38% tax increase are summarized below:

DESCRIPTION	AMOUNT	TAX \$	TAX %
TAXES FROM NEW DEVELOPMENT - GROWTH	(\$200,000)	(\$20.44)	-1.04%
PENDING PROPERTY TAX APPEALS	15,700	1.60	0.08%
CORPORATE FINANCE REVENUE & EXPENSE CHANGES	27,600	2.83	0.14%
BUILDING REPLACEMENT RESERVE	192,000	19.62	1.00%
OTHER CAPITAL RESERVE CHANGES	115,000	11.75	0.60%
CORPORATE FINANCES SUBTOTAL	150,300	15.36	0.78%
COUNCIL APPROVED INITIATIVES	75,500	7.72	0.40%
DEPARTMENT REVENUE CHANGES	(85,700)	(8.75)	-0.44%
SALARIES & BENEFITS	260,000	26.57	1.35%
OTHER EXPENSES	148,700	15.18	0.77%
CITY DEPARTMENTS SUBTOTAL	398,500	40.72	2.08%
LIBRARY	19,400	1.98	0.10%
POLICE - RCMP	80,300	8.21	0.42%
SERVICE DELIVERY PARTNERS SUBTOTAL	99,700	10.19	0.52%
TOTAL	\$648,500	\$66.27	3.38%

GENERAL FUND SUMMARY



DEPARTMENT EXPENSES

Combined, City departments have an additional tax fund request of \$398,500 which equates to a 2.08% or \$41 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 system, human resources, and materials.

The total requested increase in 2018 is \$19,400 equating to a 0.10% or \$2 property tax increase to the average assessed single family home.

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

POLICE SERVICES

The budget for Police Services, including the RCMP Contract and Housing and Support Services provided by the City of Maple Ridge, has increased for 2018 by \$80,300 equating to a 0.42% or \$8 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 will provide funding for one-time operating and capital costs.

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 creating 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 \$150,300 or 0.78% tax increase for Corporate Finance are summarized below:

GENERAL FUND SUMMARY

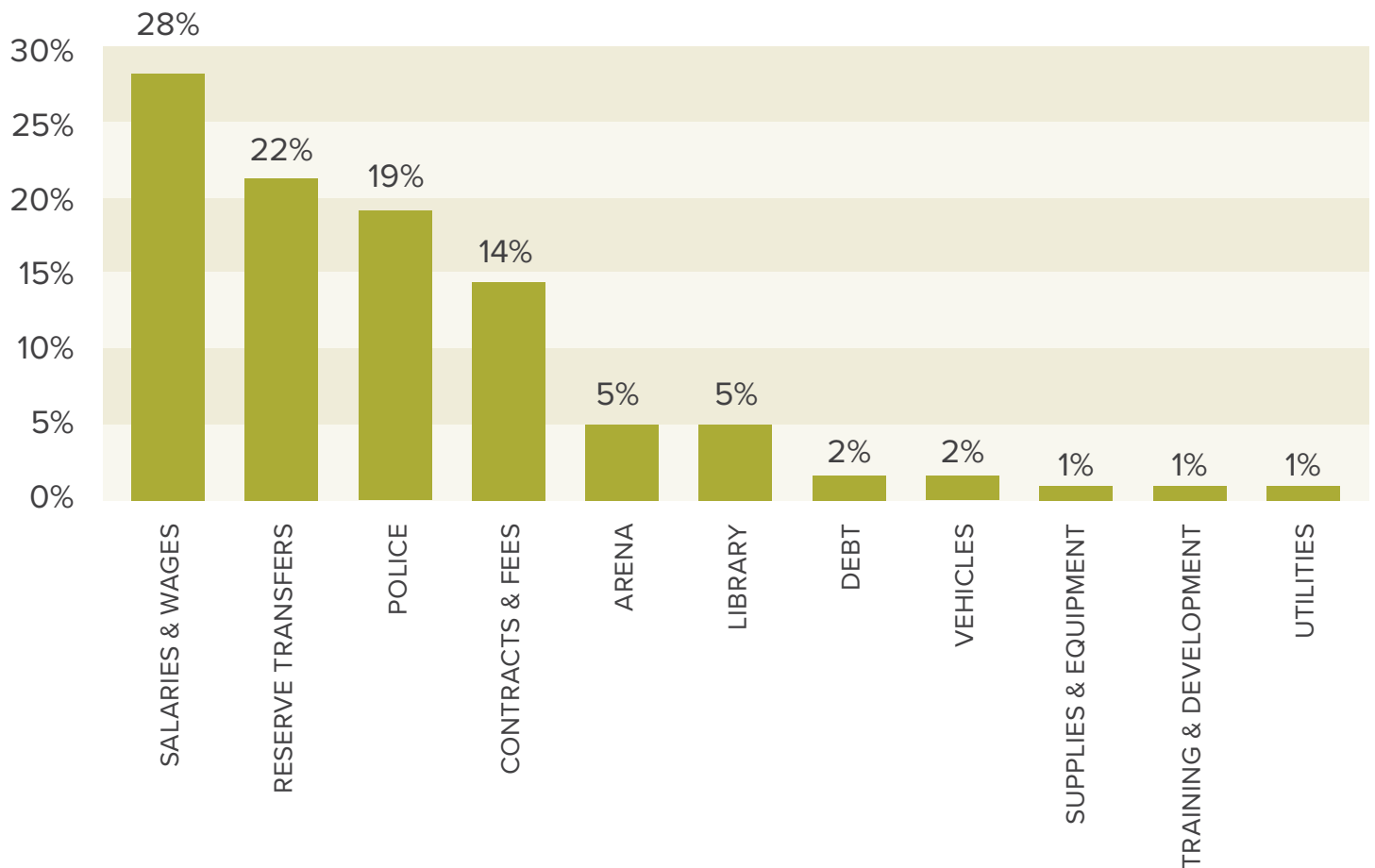
DESCRIPTION	AMOUNT	TAX \$	TAX %
GROWTH:			
TAXES FROM NEW DEVELOPMENT	(\$200,000)	(\$20.44)	-1.04%
PENDING PROPERTY TAX APPEALS	15,700	1.60	0.08%
SUBTOTAL	(\$184,300)	(\$18.84)	-0.96%
REVENUE, EXPENSES, OPERATING RESERVE:			
ADMIN ALLOCATION TO UTILITIES	(8,300)	(0.85)	-0.04%
TRAFFIC FINES AND SMALL COMMUNITY GRANT	15,000	1.53	0.08%
OPERATING RESERVE	32,000	3.27	0.17%
OTHER	(11,100)	(1.12)	-0.07%
SUBTOTAL	\$27,600	\$2.83	0.14%
CAPITAL RESERVES:			
BUILDING REPLACEMENT	192,000	19.62	1.00%
LIFECYCLE	15,000	1.53	0.08%
EQUIPMENT REPLACEMENT	80,000	8.18	0.42%
TRANSPORTATION	20,000	2.04	0.10%
SUBTOTAL	\$307,000	\$31.37	1.60%
TOTAL CORPORATE FINANCE	\$150,300	\$15.36	0.78%

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

GENERAL FUND SUMMARY

HOW THE CITY SPENDS ITS MONEY

GENERAL FUND EXPENSES - \$27.7 MILLION



GENERAL FUND SUMMARY

FIVE YEAR BUDGET SUMMARY GENERAL OPERATING FUND

	2017 BUDGET	2018 PROPOSED	2019 PROPOSED	2020 PROPOSED	2021 PROPOSED	2022 PROPOSED
REVENUES:						
TAXATION	19,363,600	20,295,100	21,205,300	22,033,400	22,839,100	23,614,600
GRANTS	661,100	564,000	552,600	541,200	539,800	538,400
FEES, LICENCES, CHARGES & PERMITS	5,125,900	5,015,300	4,726,300	4,964,900	4,862,900	4,849,400
TRANSFERS FROM UTILITIES	1,449,900	1,459,000	1,471,100	1,482,300	1,494,200	1,506,200
TRANSFERS FROM RESERVES	484,400	330,500	281,400	310,400	237,200	257,200
	27,084,900	27,663,900	28,236,700	29,332,200	29,973,200	30,765,800
EXPENSES:						
CITY DEPARTMENTS:						
CONTRACTS & FEES	4,027,100	3,953,700	4,031,200	4,085,400	4,079,000	4,182,800
SALARIES & WAGES	7,263,700	7,508,900	7,743,900	7,982,600	8,274,600	8,447,400
SUPPLIES & EQUIPMENT	358,800	371,700	398,100	403,600	406,900	416,800
TRAINING & DEVELOPMENT	346,300	350,700	341,400	340,800	345,700	349,700
UTILITIES	345,700	381,300	389,500	396,700	408,100	414,500
VEHICLES & EQUIPMENT	420,300	422,700	428,800	434,400	440,500	445,900
DEBT SERVICE	557,300	554,200	551,200	547,500	544,30	541,400
	13,319,200	13,543,200	13,884,100	14,191,000	14,499,100	14,798,500
SERVICE DELIVERY PARTNERS:						
ARENA	1,330,200	1,347,400	1,387,800	1,429,500	1,472,300	1,516,500
LIBRARY	1,256,200	1,275,600	1,313,600	1,352,700	1,392,900	1,434,500
POLICE SERVICES	5,190,100	5,311,700	5,446,100	5,636,500	5,699,000	5,804,400
	7,776,500	7,934,700	8,147,500	8,418,700	8,564,200	8,755,400
RESERVE PROVISIONS	5,989,200	6,186,000	6,205,100	6,722,500	6,909,900	7,211,900
BALANCED	-	-	-	-	-	-
IMPACT ON AVERAGE HOME		\$66				

GENERAL FUND SUMMARY

BUDGET RISKS

With the preparation of the budget each year, there are risks with respect to the estimates made and the assumptions. Some of the more significant risks included in the 2018 budget are as follows:

- Position vacancy allowances have been made for RCMP and internal staff based on historical patterns experienced. With respect to vacancies, these are short term for reasons such as maternity/paternity time and medical leave. The 2018 budget includes the internal position vacancy budget of \$120,000.
- **RISK** - These vacancies and under spends may not materialize resulting in potential for over spends. Often position vacancies must be backfilled to maintain service levels and to avoid unmanageable staff work load.
- 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 City's Surplus Policy has set the targeted reserve balance at 5% of net general expenditures or approximately \$1 million.
- **RISK** - The projected balance for the Operating Reserve is below the recommended balance should a major emergency event occur. As a result, alternate funding sources would need to be reassigned for this purpose which will displace other capital priorities.



GENERAL FUND SUMMARY

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.

CATEGORY	DEPARTMENT	RANK*	DESCRIPTION	ONETIME BUDGET	ONGOING BUDGET	SF %	SF \$
2018 YEAR							
OPERATING	LIBRARY	1	SUMMER SUNDAY OPENINGS	-	6,700	0.04%	\$0.68
CAPITAL	ENGINEERING & OPERATIONS	1	PROJECT ENGINEER – CAPITAL PROJECTS (WATER & TRANSPORTATION RESERVES)	114,000	-	-	-
	CAO	2	LONG TERM STRATEGIC PLAN (GENERAL OPERATING RESERVE)	40,000	-	-	-
	ENGINEERING & OPERATIONS	3	SHORELINE PARK RIPARIAN AREA MANAGEMENT (FUTURE CAPITAL RESERVE)	100,000	5,000	0.03%	\$0.51
	CORPORATE SERVICES	4	MEADOWS ROOM STREAMING (EQUIPMENT REPLACEMENT RESERVE)	42,000	-	-	-
2019 YEAR							
OPERATING	POLICE	1	ADDITIONAL RCMP REGULAR MEMBER (AND FURTHER INCREASING BY 1 MEMBER 2021, 2023, 2025)	-	166,000	0.86%	\$17

*Project Rank: 1=Imperative (Must Do); 2=Essential (Should Do); 3=Important (Could Do); 4=Desirable (Other Year)

GENERAL FUND SUMMARY



TAX RATE MULTIPLIERS

Much focus is placed on the multiplier between the Class 6 (business) and Class 1 (residential). 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 governments 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 2017, the multiplier is 3.39 to 1. The 2018 multiplier will be determined when the tax rates are set in May 2018 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 consumer price index (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, factors not found in 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 following statistics are more relevant:

- The municipal price index forecasted by the City of Edmonton for 2018 is 2.73%.
- The Vancouver 2017 first quarter non-residential building construction price index provided by Statistics Canada is 6.1%.

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.

2018 PROPOSED UTILITY BUDGET SUMMARIES

utilities

This section describes the major opportunities, challenges and budgets that are associated with delivering each of the City's utilities: 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.

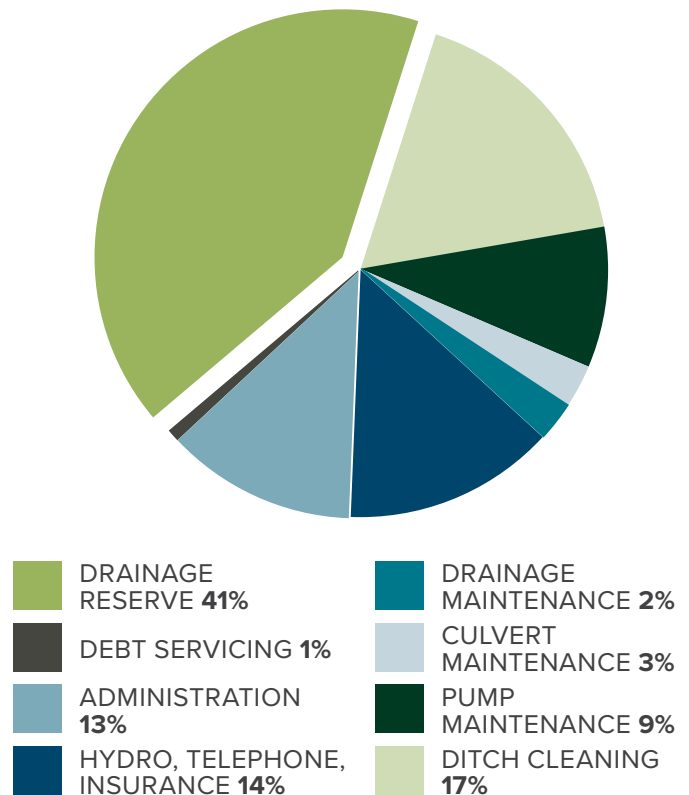
Key costs in the utility include: ditch cleaning, maintenance of culverts, storm sewers and pumps, hydro costs and capital reserve provisions for replacement of infrastructure, in particular pumps and pump stations.

The drainage utility budget includes a contribution to the Drainage Capital Reserve in 2018 of \$800,000, a \$40,000 increase over 2017. The recently completed asset management plan has identified an estimated annual replacement value target of \$1,400,000. Although this is substantially higher than the annual funding, the reserve has already seen substantial improvement since its inception in 2009. The 5-year financial plan continues to increase the drainage reserve contribution by \$40,000 each year to attain the replacement value in a reasonable time frame. Condition assessments for drainage assets will be conducted in 2018 in order to refine the targeted annual replacement value.

The drainage utility has an increased allocation of \$2,000 for administration support costs regarding time and materials spent for this utility. Insurance costs have decreased by \$900 and Hydro costs have increased \$7,000.

The rate increase for 2018 is 4.0% for the levy. The mill rate revenue is increasing by estimated growth revenue therefore the mill rate is not increasing. The rate increase is driven particularly by the reserve contribution needed for aging infrastructure. This results in a \$2 increase to the average single family taxpayer or \$1 on the average multi-family home.

DRAINAGE FUND EXPENSES



2018 PROPOSED UTILITY BUDGET SUMMARIES

utilities

FIVE YEAR BUDGET SUMMARY DRAINAGE UTILITY OPERATING FUND

	2017 BUDGET	2018 PROPOSED	2019 PROPOSED	2020 PROPOSED	2021 PROPOSED	2022 PROPOSED
REVENUES:						
DRAINAGE LEVIES	1,087,000	1,131,600	1,160,000	1,191,900	1,225,200	1,257,600
DRAINAGE MILL RATE	706,700	715,000	731,100	753,700	776,000	799,300
MAPLE RIDGE FOR AREA 3	127,600	128,900	130,600	132,400	134,200	136,000
	1,921,300	1,975,500	2,021,700	2,078,000	2,135,400	2,192,900
EXPENSES:						
ADMINISTRATION	252,700	254,700	257,600	260,600	263,600	266,600
INSURANCE	30,900	30,000	30,600	31,200	31,800	32,400
TELEPHONE	600	600	600	600	600	600
HYDRO	240,000	247,000	254,000	261,000	269,000	277,000
DITCH CLEANING	342,000	344,000	345,000	346,000	347,000	348,000
CULVERT MAINTENANCE	55,200	55,600	56,000	56,400	56,800	57,200
DRAINAGE MAINTENANCE	47,500	47,500	48,000	48,500	49,000	49,500
PUMPS/BARSCREENS	184,600	186,200	189,900	193,700	197,600	201,600
DEBT SERVICING	7,800	9,900	-	-	-	-
	1,161,300	1,175,500	1,181,700	1,198,000	1,215,400	1,232,900
RESERVE SAVINGS	760,000	800,000	840,000	880,000	920,000	960,000
TOTAL EXPENDITURES & RESERVES	1,921,300	1,957,500	2,021,700	2,078,000	2,135,400	2,192,900
BALANCE	-	-	-	-	-	-
INCREASE IN BUDGETED EXPENDITURES		2.8%	2.3%	2.8%	2.8%	2.7%
RESIDENTIAL	LEVY	2	1	1	1	1
SINGLE FAMILY RATE	MILL RATE	0	2	3	2	3
ADJUSTMENT	TOTAL	2	3	4	3	4

2018 PROPOSED UTILITY BUDGET SUMMARIES

utilities

SANITARY SEWER UTILITY

The Greater Vancouver Sewer and Drainage District (GVS&DD) charge for sewer treatment makes up 60% of the City's sewage operating budget (including reserve provisions), therefore it is the primary cost driver for the sewer utility.

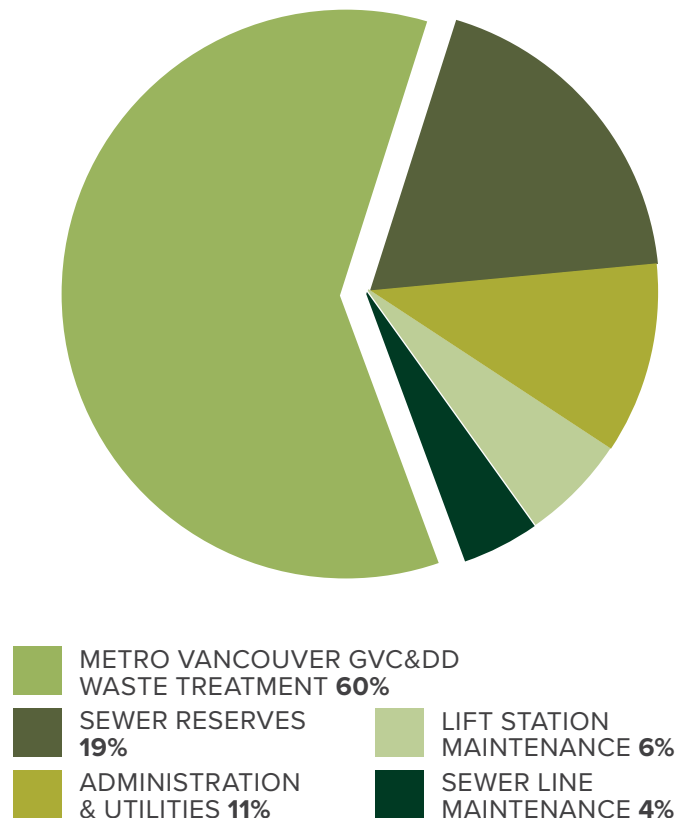
Similar to the Water Utility, the GVS&DD has adopted a "pay as you go" approach which directs capital costs to municipalities as the costs are incurred. The key GVS&DD capital cost drivers are: new sewers, pump stations and treatment plant expansion driven by growth; system maintenance; infrastructure upgrades; and sustainability related projects. The GVS&DD increase amounts to \$41,400.

The sewer utility budget includes a contribution to the Sewer Capital Reserve in 2018 of \$428,000 which represents a \$20,000 increase over 2017. The comprehensive sewer asset management plan provided to Council in May 2015 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 contributions by \$20,000 each year over a ten year period commencing in 2016.

Net remaining increased operating costs attributed primarily to lift station maintenance and administration amount to \$5,800.

The 2018 budget reflects an increase in the single family and multi-family annual fee from \$303 to \$311.

SEWER FUND EXPENSES



2018 PROPOSED UTILITY BUDGET SUMMARIES

utilities

FIVE YEAR BUDGET SUMMARY SEWER UTILITY OPERATING FUND

	2017 BUDGET	2018 PROPOSED	2019 PROPOSED	2020 PROPOSED	2021 PROPOSED	2022 PROPOSED
REVENUES:						
LEVY	2,204,400	2,271,600	2,487,400	2,677,300	2,873,800	3,008,800
KATZIE	20,000	20,000	20,000	20,000	20,000	20,000
	2,224,400	2,291,600	2,507,400	2,697,300	2,893,800	3,028,800
EXPENSES:						
ADMINISTRATION	219,200	222,100	225,000	228,000	231,000	234,000
INSURANCE	4,200	4,200	4,300	4,400	4,500	4,600
HYDRO	18,000	18,400	18,800	19,200	19,600	20,000
SEWER LIFT STATION MAINTENANCE	133,500	135,500	137,500	139,600	141,600	143,700
SEWER LINES MAINTENANCE	97,000	97,500	98,000	98,500	99,000	99,500
GVSDD TREATMENT CHARGE	1,344,500	1,385,900	1,575,800	1,739,600	1,910,100	2,019,000
	1,816,400	1,863,600	2,059,400	2,229,300	2,405,800	2,520,800
RESERVE SAVINGS	408,000	428,000	448,000	468,000	488,000	508,000
TOTAL EXPENDITURES & RESERVES	2,224,400	2,291,600	2,507,400	2,697,300	2,893,800	3,028,800
BALANCE	-	-	-	-	-	-
INCREASE IN BUDGETED EXPENDITURES		3.0%	9.4%	7.6%	7.3%	4.7%
RATE ADJUSTMENT						
SINGLE FAMILY FLAT RATE		\$8	\$30	\$26	\$27	\$19
MULTI-FAMILY FLAT RATE		\$8	\$30	\$26	\$27	\$19

2018 PROPOSED UTILITY BUDGET SUMMARIES

utilities

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 collection services and the garbage and green waste tipping fees. The garbage and green waste collection contract accounts for 56% of the solid waste budget.

In response to a large number of public odour complaints, Metro Vancouver issued air quality and odour reduction requirements to the City's (and other municipalities) organics processing service provider, Harvest Fraser Richmond Organics, resulting in an increase in the cost of green waste. This has created an estimated budget increase of \$58,600 which is being phased in over three years with funding from the Solid Waste Reserve.

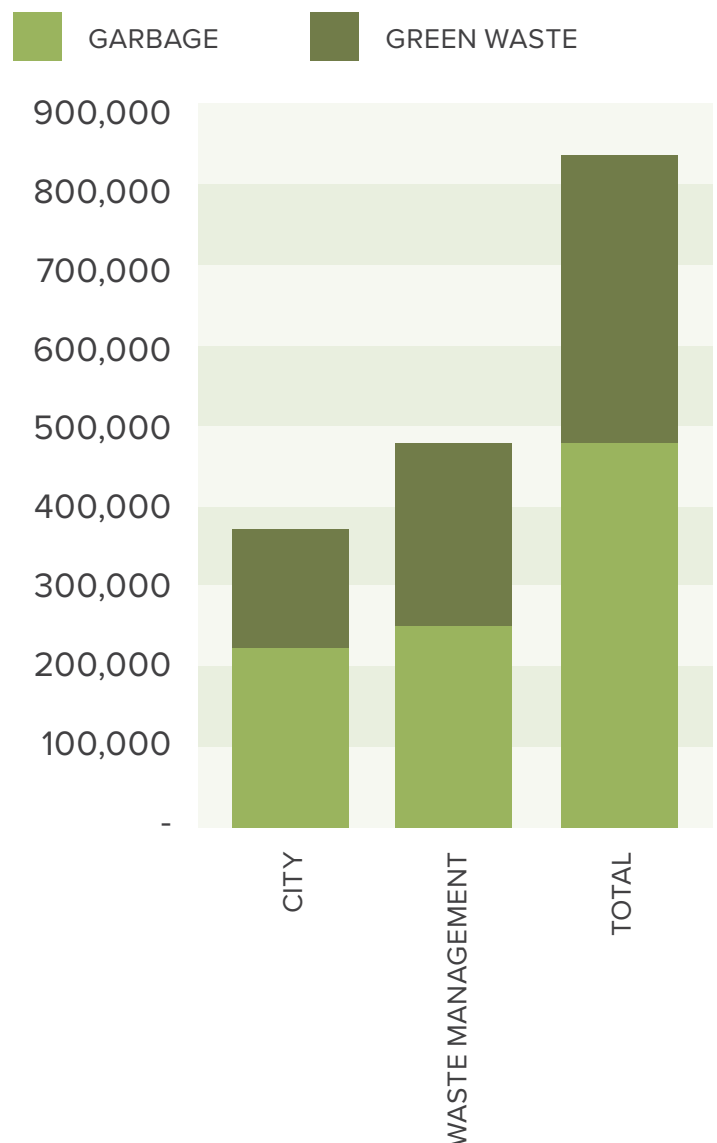
The garbage and green waste collection contract with Waste Management is estimated to increase \$10,800 related to adjustments in the consumer price index and the number of service units.

Additionally, administration support costs, garbage container, education and green waste tipping fee budgets were reviewed and adjusted resulting in a net budget increase of \$5,700.

When taken together, all of these budget adjustments result in an increase to the single family and multi-family homes as follows:

- Single family home increased from \$158 to \$160.
- Multi-family home with centralized green waste collection no change from \$13.

SOLID WASTE EXPENSES



2018 PROPOSED UTILITY BUDGET SUMMARIES

utilities

FIVE YEAR BUDGET SUMMARY SOLID WASTE OPERATING

	2017 BUDGET	2018 PROPOSED	2019 PROPOSED	2020 PROPOSED	2021 PROPOSED	2022 PROPOSED
REVENUES:						
USER FEES	772,200	784,800	826,300	867,700	879,100	890,700
GARBAGE TICKETS	12,000	13,000	13,000	13,000	13,000	13,000
MISCELLANEOUS	-	1,500	1,500	1,500	1,500	1,500
	784,200	799,300	840,800	882,200	893,600	905,200
EXPENSES:						
ADMINISTRATION	43,400	44,100	44,700	45,300	45,900	46,600
GARBAGE CURBSIDE	216,000	223,900	225,300	226,700	228,100	229,500
GARBAGE TIPPING FEES	120,000	125,400	127,800	130,200	132,500	134,900
GARBAGE ADDITIONAL CANS	8,100	8,100	8,200	8,300	8,400	8,500
GREEN WASTE CURBSIDE	253,000	255,900	260,800	265,700	270,600	275,500
GREEN WASTE TIPPING FEES	137,700	196,300	198,300	200,200	202,200	204,200
EDUCATION	4,000	3,800	3,900	4,000	4,100	4,200
MISCELLANEOUS	2,000	1,800	1,800	1,800	1,800	1,800
	784,200	859,300	870,800	882,200	893,600	905,200
RESERVE TRANSFERS	-	(60,000)	(30,000)	-	-	-
NET EXPENDITURES & RESERVE TRANSFERS	784,200	799,300	840,800	882,200	893,600	905,200
BALANCE	-	-	-	-	-	-
INCREASE IN NET EXPENDITURES		1.9%	5.2%	4.9%	1.3%	1.3%
RATE ADJUSTMENT						
SINGLE FAMILY GARBAGE AND GREEN WASTE		\$2	\$8	\$8	\$2	\$2
MULTI-FAMILY CURBSIDE GARBAGE AND GREEN WASTE		\$2	\$8	\$8	\$2	\$2
MULTI-FAMILY CURBSIDE GREEN WASTE		\$2	\$4	\$4	\$1	\$1
MULTI-FAMILY CENTRAL COLLECTION GREEN WASTE		\$0	\$1	\$1	\$0	\$0
MULTI-FAMILY CURBSIDE GARBAGE, CENTRAL GREEN WASTE		\$1	\$5	\$5	\$1	\$1
MOBILE HOME PARK		\$2	\$4	\$4	\$1	\$1

2018 PROPOSED UTILITY BUDGET SUMMARIES

utilities

WATER UTILITY

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

To improve equity within the system, the City has adopted the approach of charging metered users:

- A per connection fee which is a basic charge to cover costs of billing, maintenance of meters, water lines, PRV stations and saving for future capital replacement (these costs exist even if the customer uses no water); plus
- 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 4.5% from 67 cents per cubic meter to 70 cents per cubic meter which has been reflected in the 2018 metered revenue budget.

In 2018, the City is increasing the 2017 single family and multi-family water flat fees in order to provide savings for future capital replacement of water infrastructure. The contribution to the Water Capital Reserve Fund in 2018 increased \$20,000 from \$1,205,000 in 2017 to \$1,225,000. The increased contribution to reserve is 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 recommendations from the recently completed asset management plans is the next major step towards addressing the funding gap. Condition assessments for water assets will be conducted in 2018 in order to refine the targeted annual replacement value which is currently identified as \$1.5 million with a recommendation of achieving the target

within a 15 year period.

Water supply costs from the Greater Vancouver Water District (GVWD) make up 56% of the water operating budget (including reserve provisions). Therefore, it is the primary driver of the costs associated with this fund. The GVWD is continuing with the pay-as-you-go philosophy that directs capital costs to municipalities as the costs are incurred. Key GVWD capital cost drivers are: growth related infrastructure projects, system maintenance projects, resilience projects, infrastructure upgrade projects and sustainability opportunity related projects.

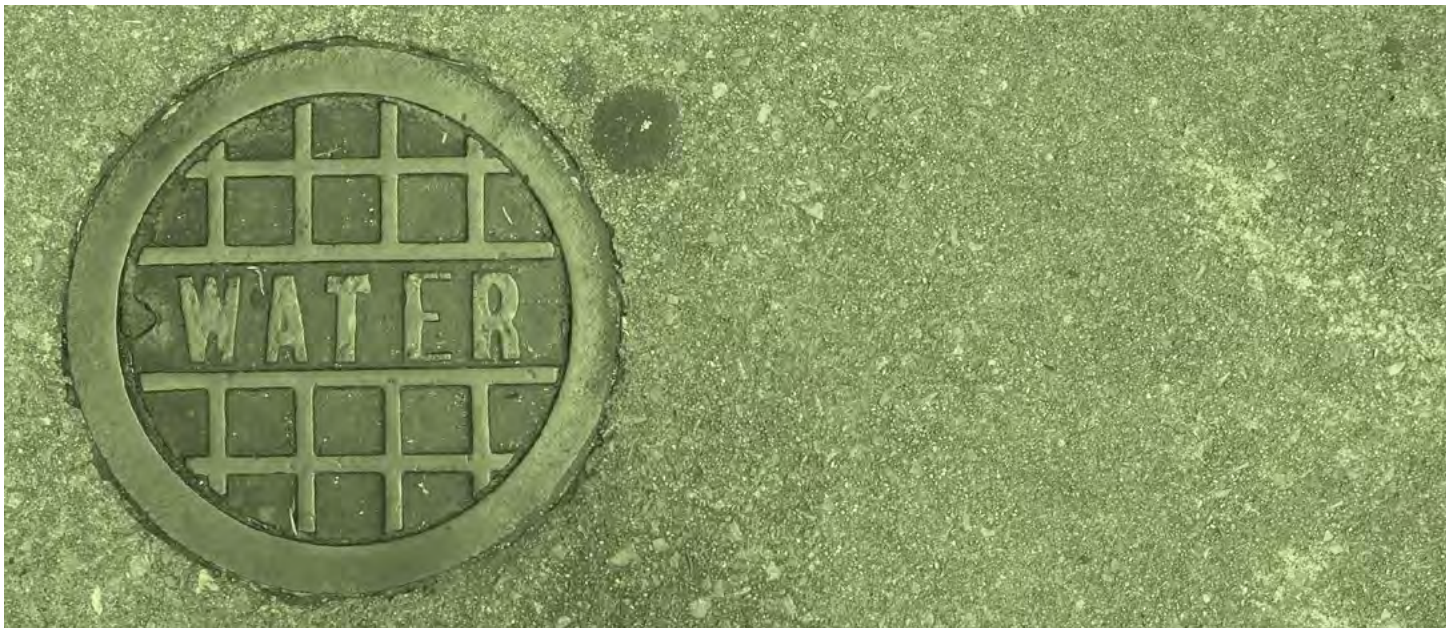
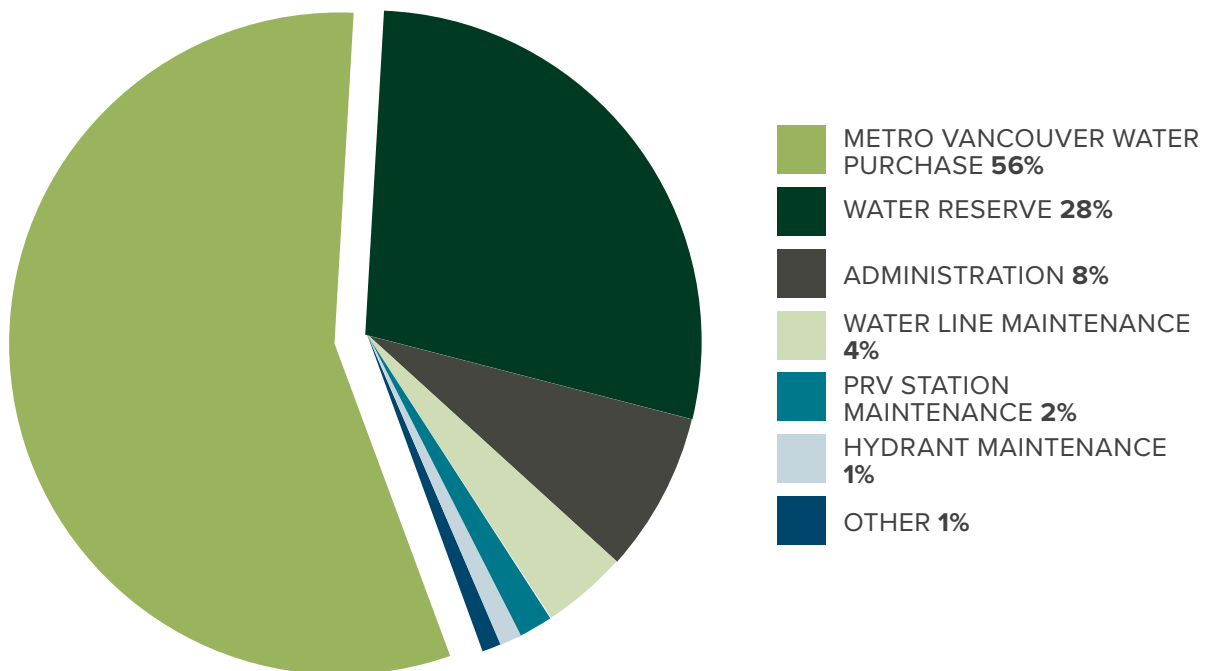
The 2018 budget reflects an increase in the single family flat fee from \$442 to \$453, the multi-family flat fee from \$337 to \$345, and the connection charge for metered customers from \$255 to \$258. Volume usage by metered customers will be charged the GVWD blended rate of 70 cents per cubic meter.



2018 PROPOSED UTILITY BUDGET SUMMARIES

utilities

WATER FUND EXPENSES



2018 PROPOSED UTILITY BUDGET SUMMARIES

utilities

FIVE YEAR BUDGET SUMMARY WATER UTILITY OPERATING FUND

	2017 BUDGET	2018 PROPOSED	2019 PROPOSED	2020 PROPOSED	2021 PROPOSED	2022 PROPOSED
REVENUES:						
FLAT	2,820,400	2,898,000	3,015,700	3,170,400	3,339,300	3,512,400
METERED	1,338,100	1,409,000	1,475,100	1,557,000	1,642,500	1,733,600
OTHER	18,900	41,400	42,400	43,400	44,400	45,400
	4,177,400	4,348,400	4,533,200	4,770,800	5,026,200	5,291,400
EXPENSES:						
ADMINISTRATION	332,800	336,400	340,800	345,300	349,800	354,400
INSURANCE	1,600	1,700	1,800	1,800	1,800	1,800
HYDRO	7,000	7,100	7,200	7,300	7,400	7,500
PRV STATION MAINTENANCE	66,000	67,100	67,100	67,800	68,500	69,200
WATER LINE MAINTENANCE	182,100	183,400	184,300	185,200	186,100	187,000
METERS - READING & MAINTENANCE	31,000	30,800	30,900	31,000	31,100	31,200
HYDRANT MAINTENANCE	43,400	43,800	44,200	44,600	45,000	45,400
GVWD WATER PURCHASE	2,308,500	2,453,100	2,571,900	2,742,800	2,931,500	3,129,900
	2,972,400	3,123,400	3,248,200	3,425,800	3,621,200	3,826,400
RESERVE SAVINGS	1,205,000	1,225,000	1,285,000	1,345,000	1,405,000	1,465,000
TOTAL EXPENDITURES & RESERVES	4,177,400	4,348,400	4,533,200	4,770,800	5,026,200	5,291,400
BALANCE	-	-	-	-	-	-
INCREASE IN BUDGETED EXPENDITURES		4.1%	4.2%	5.2%	5.4%	5.3%
RATE ADJUSTMENT						
SINGLE FAMILY FLAT RATE		\$11	\$19	\$25	\$27	\$28
MULTI-FAMILY FLAT RATE		\$8	\$15	\$19	\$20	\$21
METERED BASE RATE		\$3	\$9	\$9	\$9	\$9
METERED RATE (SAME AS GVWD)		\$.0300	\$.0413	\$.0571	\$.0615	\$.0679

2018 PROPOSED BUDGET SUMMARY

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/FUNDING	2018 ANNUAL FUNDING	2018 TAX INCREASE (DECREASE)
GENERAL CAPITAL: MAINTENANCE		
ARENA	80,000	-
DIKING	162,000	-
LIFECYCLE - GENERAL	681,000	15,000
SOUTH BONSON AMENITY	10,000	-
TOTAL MAINTENANCE	933,000	15,000
GENERAL CAPITAL: REPLACEMENT		
EQUIPMENT REPLACEMENT	460,000	50,000
VEHICLE REPLACEMENT	360,000	30,000
LIFECYCLE - BUILDING REPLACEMENT	1,336,000	192,000
MINOR CAPITAL (TURF USER FEE)	56,000	-
ROAD USE LEVIES (ESTIMATE)	425,000	-
TRANSLINK MRN	135,000	-
TRANSPORTATION	1,170,000	20,000
SUBTOTAL	3,942,000	292,000
UTILITY CAPITAL: REPLACEMENT		
DRAINAGE	800,000	40,000
SEWER	428,000	20,000
WATER	1,225,000	20,000
SUBTOTAL	2,453,000	80,000
TOTAL REPLACEMENT	6,395,000	372,000
STRATEGIC ASSETS		
DEVELOPMENT COST CHARGES (DCCS - ESTIMATE)	290,000	-
FUTURE CAPITAL	575,000	-
GAS TAX (GRANT)	111,000	-
TOTAL STRATEGIC ASSETS	976,000	-
TOTAL	8,304,000	387,000

2018 PROPOSED BUDGET SUMMARY

WHAT ARE WE SAVING? (CONTINUED)

The estimated total original cost of the City's assets/ infrastructure, including utilities, is \$249 million. The recently completed Asset Management Plan suggests targeted annual replacement savings of \$10.9 million compared to the 2018 annual funding of \$6.4 million, leaving an annual funding shortfall of \$4.5 million. This represents a significant infrastructure funding deficit. As asset condition assessments are completed for the City's asset groups, this amount will become a more refined number.

The deficit will continue to accumulate until such time as the annual reserve funding matches the annual replacement cost and the funding level is sufficient to fund the past accumulated deficit. It is important to note that this is an international issue that faces all municipalities.

That being said, a mitigating step Council may want to consider is:

- After the Future Capital Reserve balance recovers in 2020, consider re-directing the remaining funds and annual levy of \$575,000 to fund the eventual replacement of existing infrastructure. 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 funding gap that currently exists.

WHAT ARE WE SAVING FOR?

2018 – 2022 CAPITAL PROGRAM : ALL FUNDS

The capital budget deals with the non-recurring costs of projects and construction, as well as the purchase of tangible capital assets. These include items such as the 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 2018 has a budget of approximately \$10.1 million of which approximately \$7.3 million relates to maintenance and replacement of transportation & utility infrastructure, and \$1.7 million relates to facilities, parks & recreation.

The capital program for the subsequent four years of the 5-year plan is as follows:

- 2019 \$7.4 million
- 2020 \$13.9 million
- 2021 \$8.9 million
- 2022 \$8.5 million

These values exclude potential 2017 approved projects that may be carried forward in order to continue and complete the work, such as the \$6.975 million Area 4 pump station.

2018 KEY PROJECTS

Some of the more significant projects proposed for 2018 include:

- Katzie Slough Bridge Replacement \$1,330,000
- Kennedy Drainage Pump Replacement \$880,000
- Sharpe Rd AC Watermain Replacement \$560,000
- Sewer Pipe Rehabilitation \$300,000
- Thompson Rd Repave \$500,000
- Hammond Rd Overlay Bonson to Katzie \$370,000
- Firehall Building Replacement (2017 to 2021) \$10,000,000

2018 PROPOSED BUDGET SUMMARY

FIVE YEAR CAPITAL PLAN

	2018	2019	2020	2021	2022
DEPARTMENT:					
CAO OFFICE	132,500	72,500	50,000	-	20,000
COMMUNITY SERVICES	1,704,500	1,979,000	8,228,000	3,675,000	4,530,900
CORPORATE SERVICES	653,100	310,200	195,700	357,200	403,600
ENGINEERING & OPERATIONS	7,324,500	4,997,500	4,350,000	4,430,000	3,335,000
FINANCIAL SERVICES	-	-	110,000	-	-
FIRE & RESCUE SERVICES	334,000	37,000	929,000	409,300	250,800
	10,148,600	7,396,200	13,862,700	8,871,500	8,540,300
FUNDING SOURCE:					
ARENA CAPITAL RESERVE FUND	185,000	195,000	205,000	215,000	225,000
CARBON NEUTRALITY RESERVE FUND	20,000	15,000	15,000	15,000	15,000
DEVELOPMENT COST CHARGES	5,000	175,900	5,000	7,400	3,388,750
DIKING RESERVE FUND	69,600	54,600	54,600	54,600	54,600
DRAINAGE RESERVE FUND	975,850	639,850	500,400	997,500	659,400
EQUIPMENT REPLACEMENT RESERVE FUND	1,214,400	419,000	1,353,200	1,162,500	1,172,900
FUTURE CAPITAL RESERVE FUND	262,500	29,000	5,000	105,000	30,600
GRANTS	735,000	-	10,000	75,000	10,000
LIFECYCLE RESERVE FUND	1,119,000	1,488,000	7,880,000	3,202,000	513,000
MINOR CAPITAL RESERVE FUND	17,000	17,000	17,000	19,000	619,000
OPERATING RESERVE FUND	353,200	92,200	32,500	43,000	12,500
SANITARY SEWER RESERVE FUND	475,000	195,000	325,000	25,000	325,000
SOLID WASTE RESERVE	7,500	-	5,000	5,000	5,000
SOUTH BONSON AMENITY RESERVE FUND	10,000	10,000	10,000	10,000	10,000
THIRD PARTY CONTRIBUTIONS	179,550	115,650	90,000	85,500	81,000
TRANSPORTATION INFRASTRUCTURE RESERVE	2,835,000	2,520,000	1,775,000	1,850,000	838,550
WATERWORKS CAPITAL RESERVE FUND	1,685,000	1,430,000	1,580,000	1,000,000	580,000
	10,148,600	7,396,200	13,862,700	8,871,500	8,540,300

2018 PROPOSED BUDGET SUMMARY

OVERALL TAXPAYER IMPACT

The following table summarizes the 2018 property tax and utility fee increase for the average assessed single family home, as described in this budget overview document. It is important to note that when taken together, the budget includes a \$66 increase for property tax and \$23 for utilities in relation to the average home assessed at \$673,925.

As an alternative for Council consideration, the building replacement reserve savings could be reduced from 1% to 0.5% or from \$192,000 to \$96,000. This would result in a proposed tax increase of 2.88%.

However, reducing the building replacement reserve savings will create a shortfall of \$96,000 each year thereafter unless the difference is made up by a higher tax increase in a subsequent year or other funding is allocated for this purpose. Over a five year period, the difference amounts to \$480,000. A possible solution to make up for the \$480,000 difference is to designate all, or a portion of, the annual gas tax grant revenue towards building replacement funding. The gas tax reserve has accumulated a balance of \$423,000 and will continue to accumulate approximately \$111,000 per year based on the current agreement which has a term ending the year 2024.

AVERAGE SINGLE FAMILY DWELLING ASSESSED AT \$673,925

BUSINESS UNIT	2017 BUDGET	PROPOSED			ALTERNATIVE		
		2018 BUDGET	VARIANCE \$	USER FEE/TAX IMPACT	2018 BUDGET	VARIANCE \$	USER FEE/TAX IMPACT
CORPORATE FINANCE	(254)	(270)	(16)	-0.82%	(270)	(16)	(0.82%)
RESERVE SAVINGS	408	419	11	0.60%	419	11	0.60%
BUILDING REPLACEMENT RESERVE SAVINGS	123	143	20	1.00%	133	10	0.50%
CITY DEPARTMENTS	1,008	1,049	41	2.08%	1,049	41	2.08%
LIBRARY	135	137	2	0.10%	137	2	0.10%
POLICE - RCMP	542	550	8	0.42%	550	8	0.42%
SUBTOTAL - BEFORE UTILITIES	1,962	2,028	66	3.38%	2,018	56	2.88%
STORM DRAINAGE (MILL RATE)	79	79	0	0%	79	0	0%
USER FEES (DIKING, DRAINAGE, SOLID WASTE, WATER, SEWER)	967	990	23	2.38%	990	23	2.38%
TOTAL PROPERTY CHARGES AVERAGE SINGLE FAMILY	3,008	3,097	89	2.96%	3,087	79	2.65%

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

2018 PROPOSED BUDGET SUMMARY

AVERAGE SINGLE FAMILY DWELLING ASSESSED AT \$673,925 (CONTINUED)

Achieving the 'Proposed' combined \$89 property tax and utilities increase in 2018 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 last year 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 the most significant factor in the \$23 increase for utilities and represents \$31 of the \$66 property tax portion of the increase.

The 'Alternative' of reducing the building replacement reserve savings by 0.50% would result in reducing the combined property tax and utilities increase to \$79 instead of \$89.

AVERAGE MULTI FAMILY DWELLING ASSESSED AT \$351,214

The next table summarizes the 2018 property tax and utility fee increase for the average assessed multi-family home of approximately \$351,214 that receives centralized green waste collection. The 'Proposed' combined property tax and utilities increase would be \$52. The 'Alternative' of reducing the building replacement reserve savings by 0.50% would result in reducing the combined property tax and utilities increase to \$47 instead of \$52.

BUSINESS UNIT	2017 BUDGET	PROPOSED			ALTERNATIVE		
		2018 BUDGET	VARIANCE	\$ USER FEE/TAX IMPACT	2018 BUDGET	VARIANCE	\$ USER FEE/TAX IMPACT
CORPORATE FINANCE	(132)	(139)	(7)	-0.82%	-139	-7	-0.82%
RESERVE SAVINGS	213	219	6	0.60%	219	6	0.60%
BUILDING REPLACEMENT RESERVE SAVINGS	64	74	10	1.00%	69	5	0.50%
CITY DEPARTMENTS	525	546	21	2.08%	546	21	2.08%
LIBRARY	70	71	1	0.10%	71	1	0.10%
POLICE - RCMP	282	286	4	0.42%	286	4	0.42%
SUBTOTAL - BEFORE UTILITIES	1,022	1,057	35	3.38%	1,052	30	2.88%
STORM DRAINAGE (MILL RATE)	41	41	0	0%	41	0	0%
USER FEES (DIKING, DRAINAGE, SOLID WASTE, WATER, SEWER)	692	709	17	2.46%	709	17	2.46%
TOTAL PROPERTY CHARGES AVERAGE SINGLE FAMILY	1,755	1,807	52	2.96%	1,802	47	2.68%

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

2018 PROPOSED BUDGET SUMMARY

AVERAGE MULTI FAMILY DWELLING ASSESSED AT \$351,214 (CONTINUED)

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 2.96%.

FUTURE YEARS - AVERAGE SINGLE FAMILY DWELLING ASSESSED AT \$673,925

The next table provides the proposed 2018 tax and utility increase for the average assessed single family home of \$673,925. The 2019 to 2022 figures are estimates. 2019 will be finalized next year.

TAXATION						USER FEE UTILITIES					
YEAR	CORPORATE FINANCE	CAPITAL RESERVES	CITY DEPTS	SERVICE DELIVERY PARTNERS	SUBTOTAL TAX	STORM DRAINAGE	SEWER	WATER	SOLID WASTE	SUBTOTAL UTILITIES	TOTAL WITH UTILITIES
2018	-16	31	41	10	66	2	8	11	2	23	89
2019	-16	31	40	9	64	3	30	19	8	60	124
2020	-16	31	36	8	59	4	26	25	8	63	122
2021	-16	32	35	8	59	3	27	27	2	59	118
2022	-17	32	34	9	58	4	19	28	2	53	111
AVERAGE	-16	31	37	9	61	3	23	22	4	52	113

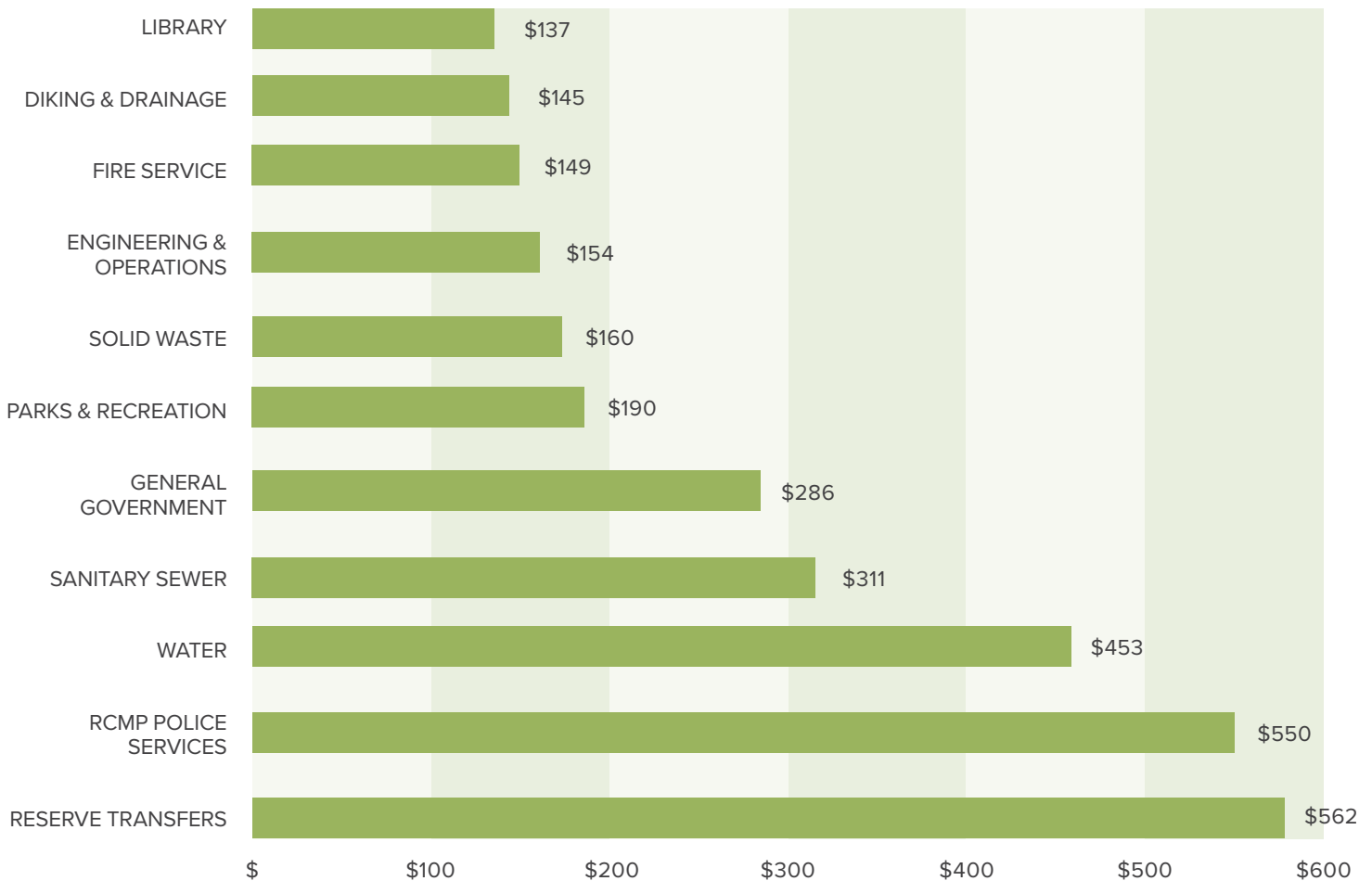
Note: The Sewer and Water amounts are primarily attributed to the forecasted Metro Vancouver increases in sewer treatment and water supply costs.

2018 PROPOSED BUDGET SUMMARY

YOUR PROPERTY TAXES AT WORK

SERVICES PROVIDED

Wondering where your money goes when you pay your property taxes? From water and sewer to reserves 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 \$1 of municipal property tax collected by the City of Pitt Meadows is allocated to the various services the City provides.



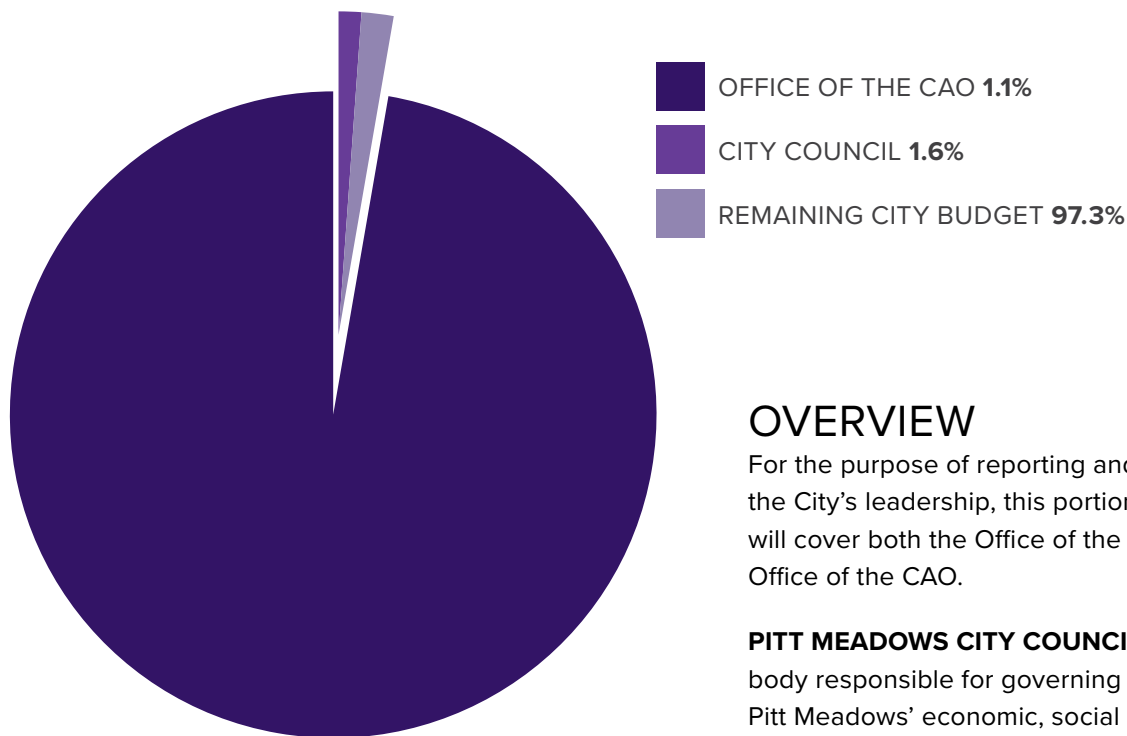
City of Pitt Meadows proposed annual costs per average single family household in 2018 is based on the average 2017 assessment of approximately \$673,925.



DEPARTMENT BUSINESS PLANS

OFFICE OF THE CAO

DEPARTMENT'S SHARE OF CITY BUDGET



OVERVIEW

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.

PITT MEADOWS CITY COUNCIL is the local elected body responsible for governing our city and stewarding Pitt Meadows' economic, social and environmental well-being. Council's main responsibilities include establishing policies, bylaws and strategic priorities that benefit the city, and prioritizing the establishment of programs and services that are fiscally responsible and maximize overall value for community members.

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 to Council, and ensuring policies and bylaws are enforced.

Operating Budget: \$ 537,400
(Council - \$312,600;
CAO - \$224,800)

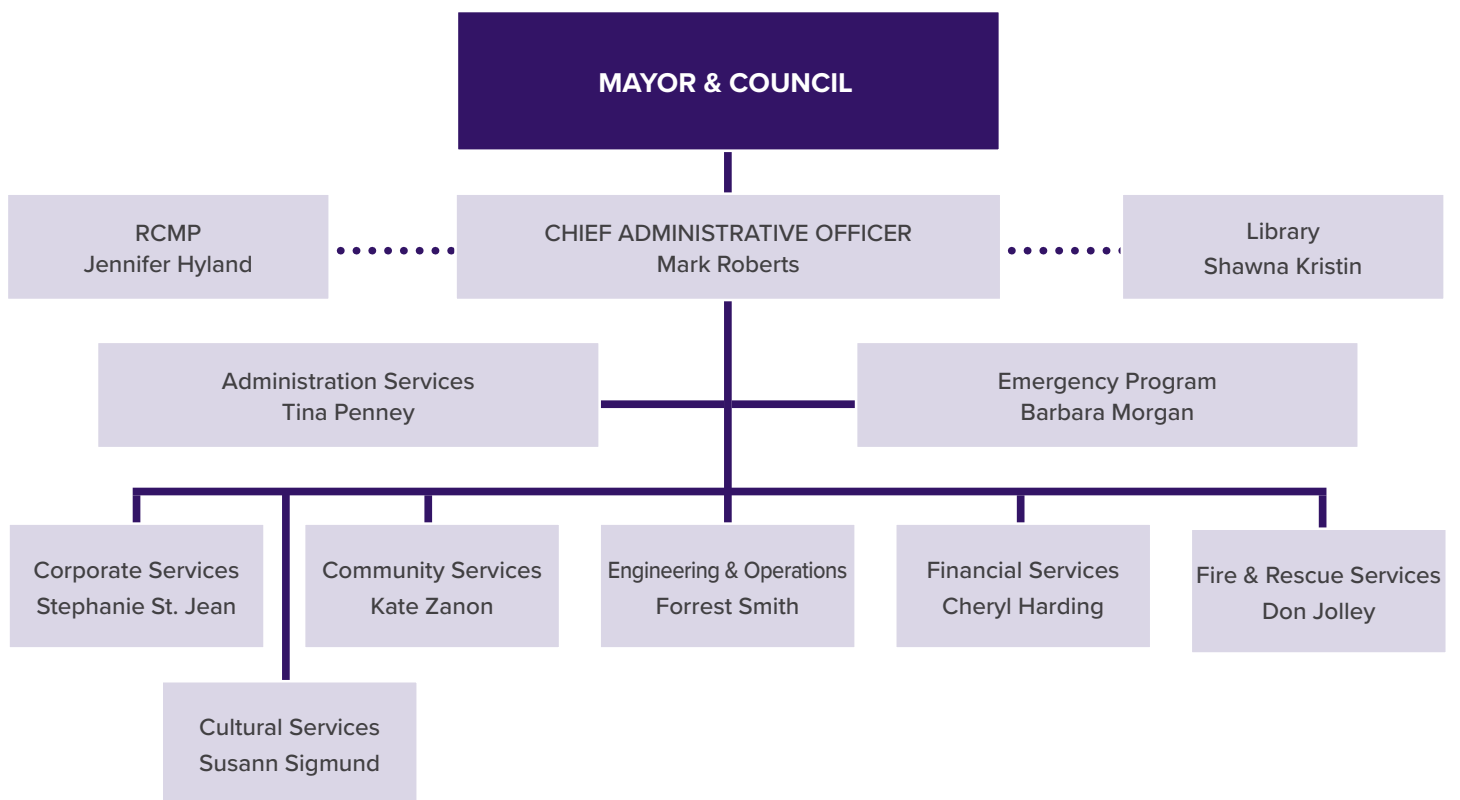
Capital Budget: \$ 40,000

Staffing Complement: 1.0 FTE (Full-Time Equivalent)

Supports Strategic Focus Areas:
Corporate Excellence,
Transportation & Infrastructure,
Economic Prosperity,
Community Livability

OFFICE OF THE CAO

ORGANIZATIONAL STRUCTURE



2017 ACHIEVEMENTS

CITY COUNCIL

- **GOVERNMENT & EXTERNAL RELATIONS.** Mayor and Council continue to liaise and lobby on behalf of the City regarding key concerns and priorities with senior government agencies and other important stakeholders, including:

- Agricultural Land Commission
- CP Rail
- City of Langley
- City of Maple Ridge
- Dan Ruimy, MP Pitt Meadows-Maple Ridge
- Greater Vancouver Gateway Council
- Lisa Beare, MLA, Pitt Meadows-Maple Ridge
- Metro Vancouver Regional District
- Ministry of Indigenous Relations & Reconciliation
- Ministry of Tourism, Arts & Culture
- Ministry of Transportation and Infrastructure
- Port Metro Vancouver
- Translink
- Township of Langley
- Transport Canada

- **UNION OF BC MUNICIPALITIES (UBCM).** Mayor & Council met with two Ministers and a senior government agency at UBCM's annual convention:

- Aboriginal Relations and Reconciliation
- Tourism, Arts & Culture
- Senior members of the RCMP

- **COMMITTEES.** Council members have been appointed seats on more than 20 external committees and boards. These appointments

provide Council the opportunity to elevate and highlight the needs and challenges faced by the City of Pitt Meadows by engaging in conversations and problem solving with these prominent stakeholder groups:

- Alouette River Management Society
- Emergency Program Liaison Committee
- Fraser Basin Council Integrated Flood Hazard Management Committee
- Fraser Health Municipal Government Advisory Council
- Fraser Valley Regional Library Board
- Joint Police Liaison Committee
- Lower Mainland Local Government Association Flood Control and River Management Committee
- Maple Ridge/Pitt Meadows Agricultural Association
- Maple Ridge/Pitt Meadows Chamber of Commerce
- Maple Ridge/Pitt Meadows Community Services Council
- Maple Ridge/Pitt Meadows Youth Centre Society
- Metro Vancouver – Aboriginal Relations Committee
- Metro Vancouver – Board of Directors
- Metro Vancouver – Mayors Committee
- Metro Vancouver – Regional Parks Committee
- Metro Vancouver – Utilities Committee
- Municipal Advisory Committee on Accessibility & Inclusiveness
- Pitt Meadows Airport Board of Directors
- Pitt Meadows Day Society
- Pitt Meadows Heritage and Museum Society

OFFICE OF THE CAO



- Ridge Meadows Seniors Society
- Translink – Mayors Council on Regional Transportation
- UBC Malcolm Knapp Research Forest Community Advisory Board
- United Way of the Lower Mainland
- **KATZIE FIRST NATION.** The City of Pitt Meadows acknowledges the aboriginal history of their lands and their presence on the traditional, unceded territory of Katzie First Nation. A collaborative relationship with Katzie First Nation, with a proactive focus on addressing joint challenges, is a priority for City Council. The City of Pitt Meadows and Katzie First Nation collaborated on the following initiatives this past year:

- Community forum to identify resources, services and strategies to help create a safer community environment as it relates to: traffic safety; mental health & addictions; housing; youth/schools; seniors services; and a strong economy.
- Information session to discuss increased truck traffic in the South Bonson area, resulting issues, and possible solutions.
- Joint opposition of the federal Sheridan Hill Mining Application which proposed a new quarry site on land considered sacred by the Katzie First Nation, as well as important recreational and agricultural land for the City. Ultimately, the application was canceled.
- **PITT MEADOWS AIRPORT.** A new governance structure was established for the Pitt Meadows Airport in partnership with the City of Maple Ridge. A strategic framework outlining their vision, mission and goals has been drafted and is currently under review before final approval.
- **FLOOD MANAGEMENT STRATEGY.** In May, City Councillors traveled to Ottawa with Dan Ruimy,

MP for Pitt Meadows-Maple Ridge, to advocate for continued federal government support toward the development of a region-wide flood management strategy. With the vast majority of Pitt Meadows land located in a floodplain, flood mitigation continues to be a high priority for our community.

- **COUNCIL'S ACTION LIST.** Of the 55 priority initiatives identified by Council at the start of their term, 84% have been completed:

ACTIONS COMPLETED	PERCENTAGE COMPLETION					TOTAL
	100%	>75%	>35%	>0%	ONGOING	
QUANTITY	46	3	1	4	1	55
PERCENTAGE	84	5	2	7	2	100

- Continued focus on, and commitment to, the following priorities:
 - **TRANSPORTATION** – working with senior government agencies to improve internal transportation networks and services, and external connectivity for goods, people and services produced in Pitt Meadows;
 - **TAXATION** – working to keep the taxes the best value in the region – a combination of cost and quality of services;
 - **TRANSPARENCY** – working on the Open Government review and the new Civic Engagement policy;
 - **TEAMWORK** – working on strengthening the relationships with all of the stakeholders whose support and resources are critical to the future of Pitt Meadows.
- **CAO PERFORMANCE REVIEW.** Worked through a comprehensive CAO review using many of the new tools in the new policy. These will be completely in place and resourced for the CAO review to occur early in 2018.

OFFICE OF THE CAO

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- **ORGANIZATIONAL CHANGE.** To better support the priorities of Council and manage the workload of various departments, both the Emergency Program and Cultural Services divisions were moved from Community Services to report directly to the Office of the CAO. The CAO provided guidance and operational support during this transition and the initial implementation of these services.
- **GOVERNMENT RELATIONS.** Participation on regional advisory committees, including:
 - Regional Administrators Advisory Committee (Metro Vancouver Regional District)
 - Regional Emergency Advisory Group (Integrated Partnership for Regional Emergency Management in Metro Vancouver)
- **COMMITTEES.** Oversight of several council-appointed advisory committees which provide feedback and recommendations to Council on key issues for Pitt Meadows (agendas and minutes available online at <http://www.pittmeadows.bc.ca/EN/main/cityhall/39971.html>):
 - Active Transportation Advisory Committee
 - Advisory Design Panel
 - Agricultural Advisory Committee
 - Pitt Meadows Airport Advisory Committee
 - Board of Variance
 - Rail Community Advisory Panel
 - Municipal Advisory Committee on Accessibility and Inclusiveness (in partnership with City of Maple Ridge)
- **KEY INITIATIVES.** Provided oversight to the following key initiatives identified as priorities by Council (please see respective business plans for details on each project):
 - Airport Governance (Community Services)
 - Civic & Volunteer Engagement Process (Corporate Services, Cultural Services)
 - Communication Service Area Review (Corporate Services)
 - Community Grant Opportunities (Cultural Services; Operations & Engineering; Community Services)
 - Environmental Stewardship (Operations & Engineering)
 - Housing Action Plan (Community Services)
 - Living Wage (Corporate Services)
 - Parks & Recreation (Community Services)
 - Safety and Security Web (Corporate Services; Community Services)
 - South Harris Development (Community Services)
 - Software Improvements and Wifi Access (Corporate Services)
 - External Financial Statement Audit (Financial Services)
 - Asset Management Planning (Financial Services)

OFFICE OF THE CAO



KEY INITIATIVES 2018

DIVISION	INITIATIVE	TARGET
OFFICE OF THE CAO	CORPORATE LEADERSHIP TEAM. Continue to build a Corporate Leadership Team that has a strong working relationship with Council.	ONGOING
	CORPORATE STRATEGIC PLAN. Continue to advance and implement the goals of the City's Corporate Strategic Plan.	ONGOING
	CORPORATE REPORTING. Continue to monitor, communicate and report on Council's Strategic Plan and Department Business Plans, and how they correspond to the City's goals and objectives.	ONGOING
	ORGANIZATIONAL CAPACITY. Build organizational capacity by growing our people and facilitating the development of their skills, knowledge and abilities.	ONGOING
	GOVERNMENT RELATIONS. Continue to building relationships with regional partners and stakeholders, with continued focus on the Ministry of Transportation & Infrastructure.	ONGOING
	LONG TERM STRATEGIC PLAN. Develop a long term community strategy that combines financial forecasting with financial/asset management strategies to ensure long term sustainability for the City.	Q1-Q4
	SAFETY & SECURITY WEB. Begin a multi-year process of implementing the strategies and actions identified through the 'Safety & Security Web' community workshops; initial step will be the formation of advisory committees to help inform the process.	Q1-Q4
CROSS-DEPARTMENTAL LEADERSHIP	KEY DEPARTMENTAL INITIATIVES (see departmental business plans)	

OFFICE OF THE CAO

PROPOSED OPERATING BUDGETS City Council

	2017 APPROVED BUDGET	2018 PROPOSED BUDGET	2018 PROPOSED CHANGES		2019 PROPOSED BUDGET	2020 PROPOSED BUDGET	2021 PROPOSED BUDGET	2022 PROPOSED BUDGET
EXPENSES								
INDEMNITY & BENEFITS	\$250,100	\$253,800	\$3,700	1.5%	\$259,300	\$264,600	\$270,100	\$275,500
CONFERENCES & MEETINGS	27,300	27,200	(100)	-0.4%	27,200	27,200	27,200	27,200
MEMBERSHIPS	13,800	14,600	800	5.8%	14,600	14,600	14,600	14,600
MUNICIPAL BUSINESS	5,200	5,200	-	0.0%	5,200	5,200	5,200	5,200
PHONES & DEVICES	4,600	4,700	100	2.2%	4,800	4,900	5,000	5,100
COMMUNITY RELATIONS	9,100	6,000	(3,100)	-34.1%	6,100	6,200	6,300	6,400
OTHER	1,200	1,100	(100)	-8.3%	1,100	1,200	1,200	1,200
	311,300	312,600	1,300	0.4%	318,300	323,900	329,600	335,200
NET OPERATING EXPENSES	311,300	312,600	1,300	0.4%	318,300	323,900	329,600	335,200

KEY BUDGET CHANGES FOR 2018:

SALARY AND BENEFITS	3,700
ADVERTISING, MARKETING, PROMOTIONAL	(3,100)
OTHER	700
CHANGE IN NET OPERATING EXPENSES	\$1,300

* Council approved initiatives - Dec 6, 2016/Mar 21, 2017/Jul 25, 2017 respectively

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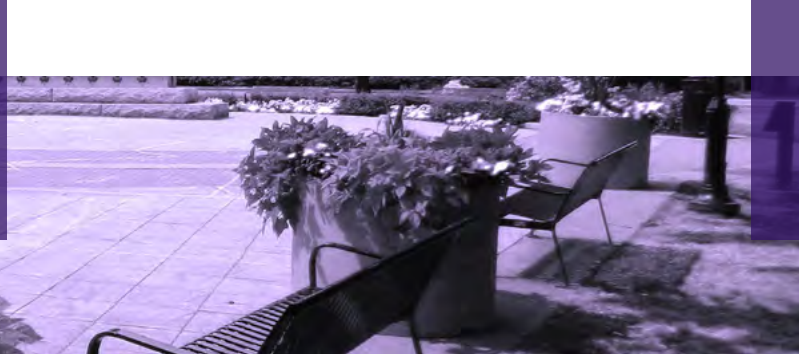
PROPOSED OPERATING BUDGETS Office of CAO

	2017 APPROVED BUDGET	2018 PROPOSED BUDGET	2018 PROPOSED CHANGES	2019 PROPOSED BUDGET	2020 PROPOSED BUDGET	2021 PROPOSED BUDGET	2022 PROPOSED BUDGET
EXPENSES							
OFFICE OF THE CAO	\$223,700	\$224,800	\$1,100 0.5%	\$230,300	\$233,600	\$236,900	\$240,300
	223,700	224,800	1,100 0.5%	230,300	233,600	236,900	240,300
NET OPERATING EXPENSES	\$223,700	\$224,800	\$1,100 0.5%	\$230,300	\$233,600	\$236,900	\$240,300

KEY BUDGET CHANGES FOR 2018:	
SALARY AND BENEFITS	5,400
PROFESSIONAL DEVELOPMENT	(4,100)
OTHER	(200)
CHANGE IN NET OPERATING EXPENSES	\$1,100

* Council approved initiatives - Dec 6, 2016/Mar 21, 2017/Jul 25, 2017 respectively

OFFICE OF THE CAO



PROPOSED CAPITAL BUDGETS

DEPARTMENT	PROJECT #	PRIORITY	2018	2019	2020	2021	2022	TOTAL
CAO OFFICE - CAO								
LONG RANGE STRATEGIC PLAN 18 DP	18-CA-004	2	40,000					40,000
STRATEGIC PLANNING SOFTWARE	18-IT-099	3		50,000	25,000			75,000
CAO OFFICE CAO TOTAL			40,000	50,000	25,000			115,000
GRAND TOTAL			40,000	50,000	25,000			115,000

Project Priority Column: 1=Imperative (Must Do); 2=Essential (Should Do); 3=Important (Could Do); 4=Desirable (Other Year)



OFFICE OF THE CAO

DECISION PACKAGE Long Term Strategic Plan

Department/Division:	Office of the CAO
Submitted by:	Mark Roberts, CAO
Estimated Capital Cost:	\$40,000
Estimated Annual Operating Costs:	One time: \$ 40,000 Ongoing: \$None

DESCRIPTION

At the beginning of their term in 2014, City Council established the Corporate Strategic Plan. This framework helps to guide the City's short term corporate decision-making, corporate work plan, annual budgets, and five year financial plan implementation processes. Without the presence of a longer term plan, however, that provides vision for the development and sustainability of our community over the next 20-40 years, the City lacks the enduring framework necessary to adequately assess development activity and its long range impact on our community.

A Long Term Strategic Plan (LTSP) is a critical tool for prudent, sustainable development. With a LTSP, Council has a reference document against which decisions are made and against which progress can be measured, far past Council's 4-year term. The LTSP enables planners and decisions-makers to advocate against short-term gains if it is likely to act against long-term sustainability, and similarly, anticipate longer-term development needs in an integrated framework.

Developing a LTSP requires significant community engagement to ensure the needs of the community are clearly heard and incorporated into the long range plan. The City will optimize civic engagement and the solicitation of feedback by coordinating the development of the LTSP in tandem with other short-term and mid-term planning

projects. This collaborative planning strategy will ensure optimal use and implementation of citizen feedback and staff resources. Examples of planning projects and engagement opportunities that will be used to inform the LTSP include:

- Arts, Culture, Heritage Strategic Plan
- Bonson Road Truck Traffic Working Group
- Cultural Round Tables
- Dike Use Policy
- Environmental Inventory & Management Strategy
- Facilities Assessment Implementation Plan
- Horticulture Strategic Plan
- Integrated Water management Master Plan
- Local Government Election
- Official Community Plan
- Parks & Recreation Master Plan
- Safety and Security Web
- Transportation Plan

RECOMMENDATION

THAT Council:

- A. Direct staff to proceed with the development of a Long Term Strategic Plan in tandem with other 2018 approved civic engagement and planning projects.

FINANCIAL IMPLICATIONS

The estimated overall budget is \$40,000, as follows:

1. Phase One: In-House Capacity Building, Process Familiarization and Initial Planning - \$10,000
2. Phase Two: Community Engagement: Public Input - \$20,000
3. Phase Three: Synthesis of Planning and Action - \$10,000

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THE END RESULT WOULD BE:

1. A clear Long Term Strategic Plan; and
2. A strategy for putting that plan into action.

DISCUSSION

The development and implementation of a LTSP will take up to two years to become fully entrenched in our government and community, and to dovetail with our Official Community Plan implementation. A distinct cultural shift will need to occur in corporate planning and communications, which will take some time.

Streamlining the process and developing the LTSP in tandem with other civic engagement and planning projects will save tax dollars. Engagement initiatives will do 'double duty' in informing both short-term and long-term planning. Council's long term vision will also help to ensure the short-term and mid-term plans are properly aligned for a sustainable future.

A LTSP is a key element in how a municipal government effectively manages and leads its community. Its development and ongoing adjustment allows the municipal government to focus its limited resources on those things that will provide the greatest benefit to the community over the long-term, manage community expectations in a responsive and realistic way, and remain accountable for the decisions that it makes on behalf of its citizens.

It is important to recognize, however, that a LTSP is only effective if it remains flexible, is reviewed annually at the start of the City's annual planning cycle, and guides Council's decision-making and Administration's implementation of Council's decisions. A good plan is not one that is ever completely finished; it must be continually adjusted as the needs of the City change. A flexible LTSP also allows the local government to monitor its own management practices in order to ensure the City remains efficient, transparent, and consistent as it works towards the goals it has set.

PROCESS PHASE ONE - IN-HOUSE CAPACITY BUILDING, PROCESS FAMILIARIZATION AND INITIAL PLANNING

The process should begin with the hiring of a consultant who is versed in Corporate Strategic Planning. This consultant will provide guidance throughout the implementation. With a consultant in place, the internal planning can begin. The City must establish consensus on the high-level goals to be accomplished, why the organization wishes to accomplish those goals, and thereby determine the overall value of the LTSP to the City and the community. At the conclusion of this phase, everyone in the organization should feel empowered and confident in communicating these priorities and values to community members through consistent and key messaging.

PROCESS PHASE TWO - COMMUNITY ENGAGEMENT: PUBLIC INPUT

Phase Two will involve the establishment of an advisory team composed of individuals with relevant expertise (staff and consultant), who are also working on other planning projects. This advisory team would work with the City in developing the LTSP while also informing other short-term and mid-term planning projects. This collaborative and aligned approach optimizes the use of planning dollars associated with consultant fees and civic engagement, while also being mindful of the volunteers' time.

There are several options for how such information-gathering might occur, and this decision package recommends using all three while concurrently working with the processes being used in the other City projects:

1. SELF-SELECTION. This would be done using our own public engagement tools and those of the concurrent public engagement projects. Such tools include the City's website, on which surveys and information would be posted, and paper copies of surveys left at various City locations (City Hall, Recreation Centre, Library, etc). While

DECISION PACKAGE (CONTINUED) Long Term Strategic Plan

this will undoubtedly provide good information, the self-selection bias inherent to this process will limit the range of information provided.

2. STATISTICALLY-VALID COMMUNITY SURVEY. The City would hire, via a competitive process, a company that conducts statistically-valid surveys (such as Ipsos Reid or a commensurate organization). This approach is neutral and arms-length, and thus offers the possibility of soliciting more comprehensive and accurate public feedback. It also provides a good baseline against which to evaluate other information.

3. FOCUS GROUPS. This is a more informal method. We anticipate using something like the “World Café” engagement approach over a two-week timeframe, or the Modus Engagement template. The topics/ideas that would form the basis of the focus group discussions would be derived primarily, but not exclusively, from the input received from the self-selected submissions and the statistically valid public input.

PROCESS PHRASE THREE - SYNTHESIS OF PLANNING AND ACTION

When all of the raw material has been collected, we will be prepared to draft a more polished version of the LTSP. At this juncture, the strategic planning consultant, together with the Corporate Leadership Team, will collate the information and produce a formal draft of the LTSP that will incorporate relevant internal and external input. This draft Plan will form the basis of a workshop session with Council. At the conclusion of the workshop, we will have produced our two prioritized deliverables: the refined version of the LTSP and a high-level strategy for putting the Plan into action.

ALTERNATIVES

Abandon the idea of an LTSP in light of the number of other public engagement projects, if it is thought that blending these projects would not be helpful.

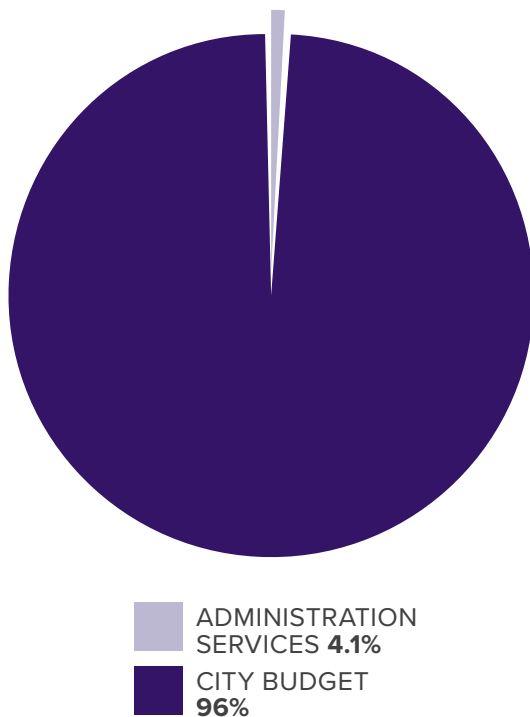
SUMMARY

The establishment of a Long Term Strategic Plan will empower the City to be a more effective steward of the community’s resources. The LTSP will lay the necessary strategic foundation to ensure that the decisions Council is making today will grow our community in a purposeful, strategic manner that favours long term sustainability.



ADMINISTRATION

DEPARTMENT'S SHARE OF CITY BUDGET



Operating Budget: \$820,500

Capital Budget: \$0

Staffing Complement: 6.0 FTE (Full-Time Equivalent)

Supports Strategic Focus Areas:

Corporate Excellence
Economic Prosperity
Community Livability

OVERVIEW

Administration Services is responsible for the provision of legislative and administration services to Council and the CAO. The Manager serves as a member of the Corporate Leadership Team and, as such, is an advisor on Council/legislative matters, providing overall aid to the team. Administration Services responsibilities include:

- Freedom of Information and Protection of Privacy Act (FOIP);
- General local municipal and school board elections;
- Policy and Bylaw management;
- Procurement and contract management;
- Corporate records management;
- Corporate legal coordination and Municipal Insurance Association claims coordination;
- Customer service/City Hall reception;
- Council meeting agendas and minutes; and
- Executive assistance to the offices of the Mayor and CAO.

ADMINISTRATION

STAFFING COMPLEMENT





2017 ACHIEVEMENTS

- **COUNCIL MEETINGS.** Met weekly production and distribution deadlines for public and closed Council agendas in electronic and paper copy format.
- **FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY (FOIPOP).** Received and responded in a timely manner to 20 official Freedom of Information requests (at time of writing); assisted both the public and staff with understanding the legislation pertaining to FOIPOP; provided training to staff in both a structured fashion and on an “as needed” basis.
- **PROCUREMENT.**
 - Completed approximately 60 competitive bids;
 - Reviewed and refreshed procurement practices and procedures;
 - Supported all departments in best practices related to procurement;
 - Reviewed and updated the Corporate Contract registry consisting of leases, licences to occupy, purchase orders, service contracts, funding agreements and all other agreements;
 - Evolved to include providing support to City departments in relation to project management and assisting in the development of business cases;
 - Worked with other departments to strategize approaches to market and ensure stakeholder needs are met (i.e. department, taxpayers, and end users);
 - Realized savings as a result of this new position; examples include:
 - Multifunction Copiers/Printers – RFP 17-19; went out to BC Bid for the replacement of the multifunction equipment; budget for replacement was \$110,000; contract value awarded was \$53,734.00; savings achieved was \$56,266.00.
- **RECORDS MANAGEMENT.** Continued ongoing efforts pertaining to the appropriate retention, archiving, and disposal of City official records; reviewed 79 banker boxes of records from various City departments to determine proper records management of each record contained therein.
- **BYLAWS.** Worked closely with other departments on the development and readings of 31 City Bylaws.
- **PUBLIC HEARINGS.** Properly conducted several public hearings, meeting all legislative requirements, including the highly profiled “Onni” public hearing pertaining to rezoning applications wherein approximately 420 residents attended. Although public hearings are led by the Administration Services team, these hearings require the efforts of multiple divisions and are a cross-organizational achievement.
- **COUNCIL-APPOINTED COMMITTEES.** Continued the review of processes and procedures for council-appointed committees, with the key goals of consistency and transparency in their respective activities; refreshed 6 committee specific web pages for each Council appointed committee as well as standardized the process for notification and posting of all committee meetings, agendas and minutes.
- **CUSTOMER SERVICES.** Transitioned and incorporated the Customer Services division into the Administration Services function; delivered daily customer service to the public and internal stakeholders with a high level of professionalism,

ADMINISTRATION

2017 ACHIEVEMENTS (CONTINUED)

courtesy and transparency; re-established and promoted the use of the online “Community Calendar” including daily/weekly updates as required.

- **EXECUTIVE ASSISTANT.** Role and responsibilities of the Executive Assistant position were expanded to ensure that Mayor, Council, CAO and Corporate Leadership team are well supported.
- **CORPORATE OFFICER.** Provided ongoing advice, as needed, for legislative and other legal matters to Mayor, Council, Corporate Leadership Team and Staff.
- **LEGAL COORDINATION AND OVERSIGHT.** Managed Municipal Insurance Association of BC (MIABC) claims submitted to the City for investigation. Establishment of Casual Legal Program available via MIABC which enables reduced legal costs.



ADMINISTRATION

KEY CHALLENGES FOR 2018

- **COUNCIL AGENDAS/MINUTES VIS-À-VIS LOCAL GOVERNMENT AND SCHOOL BOARD ELECTIONS.** The primary key challenge for administration services in 2018 is shifting priorities to our core legislative functions given the pending general local municipal and school board elections.
- **INCREASING DEMAND FOR PROCUREMENT SERVICES.** Procurement is a new position developed in late 2016. Departments are now aware of, and rely on, procurement for its expertise and guidance. As more departments utilize Procurement services the biggest challenge will be to maintain the high level of service delivery with the one resource in place to provide those services.

KEY INITIATIVES 2018

DIVISION	INITIATIVE	TARGET
ADMINISTRATION SERVICES	LOCAL GOVERNMENT AND SCHOOL BOARD ELECTIONS. Prepare for and administer the upcoming elections in accordance with the Local Government Act and the School Act.	Q1-Q4
	COUNCIL AND COMMITTEE PROCESS AND PROCEDURES. Ongoing improvements with a focus to improve the alignment between Council and its Committees and vice versa.	Q1-Q4
	PROCUREMENT POLICY. Review policy; refresh or rewrite for 2018.	Q2
	CUSTOMER SERVICE/RESPONSE POLICY. Establish a policy that outlines roles, responsibilities and expectations pertaining to customer service and inquiry response rates, including continuing/monitoring effectiveness.	Q1
	E-MAIL RECORDS MANAGEMENT. Develop an administrative policy based on best practices pertaining to records management of official emails, including procedures and associated training for staff.	Q2
	DEVELOP A CITY-WIDE FEES AND CHARGES BYLAW. Establish a fees and charges bylaw by collating all present fees and charges that are provided elsewhere within city bylaws, Policies and Practices.	Q1-Q4
CROSS-DEPARTMENTAL COLLABORATION	LONG TERM STRATEGIC PLAN. Provide support and assistance to the CAO who is leading the project to establish a long term strategic plan.	Q1-Q4
	NEW BYLAWS. Provide support and assistance to the establishment of new City Bylaws; e.g. environmental amendments.	Q1-Q4
	SAFETY AND SECURITY WEB. Support and assist SSW actions as appropriate.	Q1-Q4

ADMINISTRATION

PROPOSED OPERATING BUDGET

	2017 APPROVED BUDGET	2018 PROPOSED BUDGET	2018 PROPOSED CHANGES		2019 PROPOSED BUDGET	2020 PROPOSED BUDGET	2021 PROPOSED BUDGET	2022 PROPOSED BUDGET
EXPENSES								
ADMINISTRATION SERVICES	\$808,400	\$820,500	\$12,100	1.5%	\$842,500	\$855,900	\$868,900	\$882,700
	808,400	820,500	12,100	1.5%	842,500	855,900	\$868,900	882,700
NET OPERATING EXPENSES	\$808,400	\$820,500	\$12,100	1.5%	\$842,500	\$855,900	\$868,900	\$882,700
KEY BUDGET CHANGES FOR 2018								
SALARY AND BENEFITS			17,700					
LIABILITY INSURANCE			(7,700)					
OTHER			2,100					
CHANGE IN NET OPERATING EXPENSES			\$12,100					

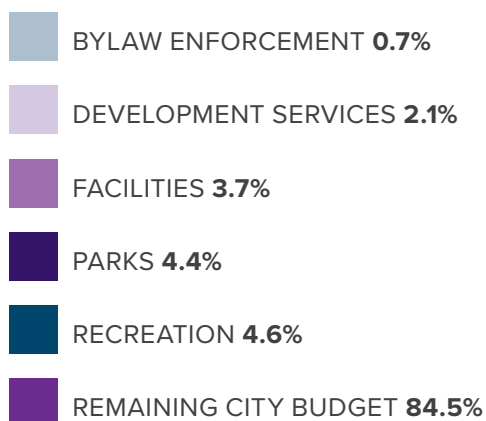
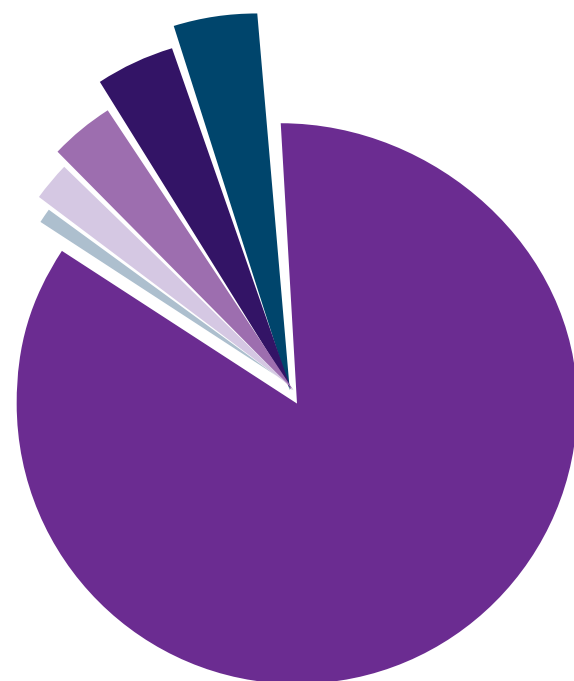
PROPOSED CAPITAL BUDGET

N/A

COMMUNITY SERVICES



DEPARTMENT'S SHARE OF CITY BUDGET



OVERVIEW

The Community Services Department consists of three distinct divisions:

1. DEVELOPMENT SERVICES
2. RECREATION
3. PARKS AND FACILITIES

The Community Services Department oversees all of the services pertaining to the delivery of services directly related to the community. The team provides direct customer service while balancing the efficient service alignment established by Council's direction. In addition, the team works strategically to ensure that services respond to defined community needs, and that business systems and policies support efficient service delivery, service quality and equitable access.

Operating Budget: \$ 6,417,700

Capital Budget: \$ 83,500
(Development Services)
\$ 90,000
(Recreation)
\$ 1,531,000
(Parks and Facilities)

Staffing Complement: 32.2 FTE (Full-Time Equivalent))

Supports Strategic Focus Areas:

Community Livability,
Transportation and Infrastructure
Economic Prosperity,
Corporate Excellence

COMMUNITY SERVICES

OVERVIEW (CONTINUED)

DEVELOPMENT SERVICES – provides guidance and services that achieve aspirations of sustainable growth set out in the Official Community Plan (OCP) and aligns the OCP with the expectations of Council and the Corporate Strategic Plan. The development services team creates, amends and oversees several Bylaws to realize Council's strategic direction.

SERVICES INCLUDE:

- Community Planning
- Short and Long Term Planning
- Planning and Development Administration and Information Services
- Subdivision Approval
- Rezoning, Development Permit and Variance Application Processing
- Building Permits and Inspections
- Cross Connection Control Program
- Licensing – Business and Pet
- Bylaw Enforcement
- Business Readiness Initiatives
- Advisory Committee Support – Advisory Design Panel, Agricultural Advisory, Board of Variance, Airport Advisory

RECREATION - offers a wide variety of social, cultural and recreational programming opportunities to residents across the community. Encouraging healthy lifestyles through creating opportunities for participation in sports and recreation for residents of all ages to become connected and engaged in the community.

Facilities include the Pitt Meadows Family Recreation Centre, South Bonson Community Centre, Heritage Hall, Harris Road Outdoor Pool and Spray Park and Pitt Meadows Arena among others. The division has an internal facility bookings area that manages the rental of these facilities with usage ranging from small meetings/gatherings, weddings, ice and field games, practices and regional sports tournaments.

Community partnerships are important to the recreation division. Partnerships with groups such as Ridge Meadows Seniors Society, Pitt Meadows Museum, the Fraser Valley Regional Library and numerous sport organizations help to create a network of services for the public to partake in.

SERVICES INCLUDE:

- Provision of sports and recreation programming for infants through seniors
- Provision of after school care and drop-in programs
- Operation of the Pitt Meadows Family Recreation Centre (PMFRC), South Bonson Community Centre (SBCC) and Pitt Meadows Heritage Hall
- Operation of a Community Drop in Youth Centre
- Operation of a modern state-of-the-art Fitness Centre and full size Gymnasium
- Facilitation of renting City buildings for events and activities
- Oversight of fields and ice rentals for regional sports organizations
- Liaison to the Pitt Meadows arena contract
- Liaison to the Ridge Meadows Seniors Society
- Community leadership in healthy living

COMMUNITY SERVICES



OVERVIEW (CONTINUED)

PARKS AND FACILITIES - Provides opportunities for residents of all ages to engage in passive and active recreational opportunities through a well-developed and well-used system of parks and facilities and connected greenways; which contribute to the overall community livability of Pitt Meadows.

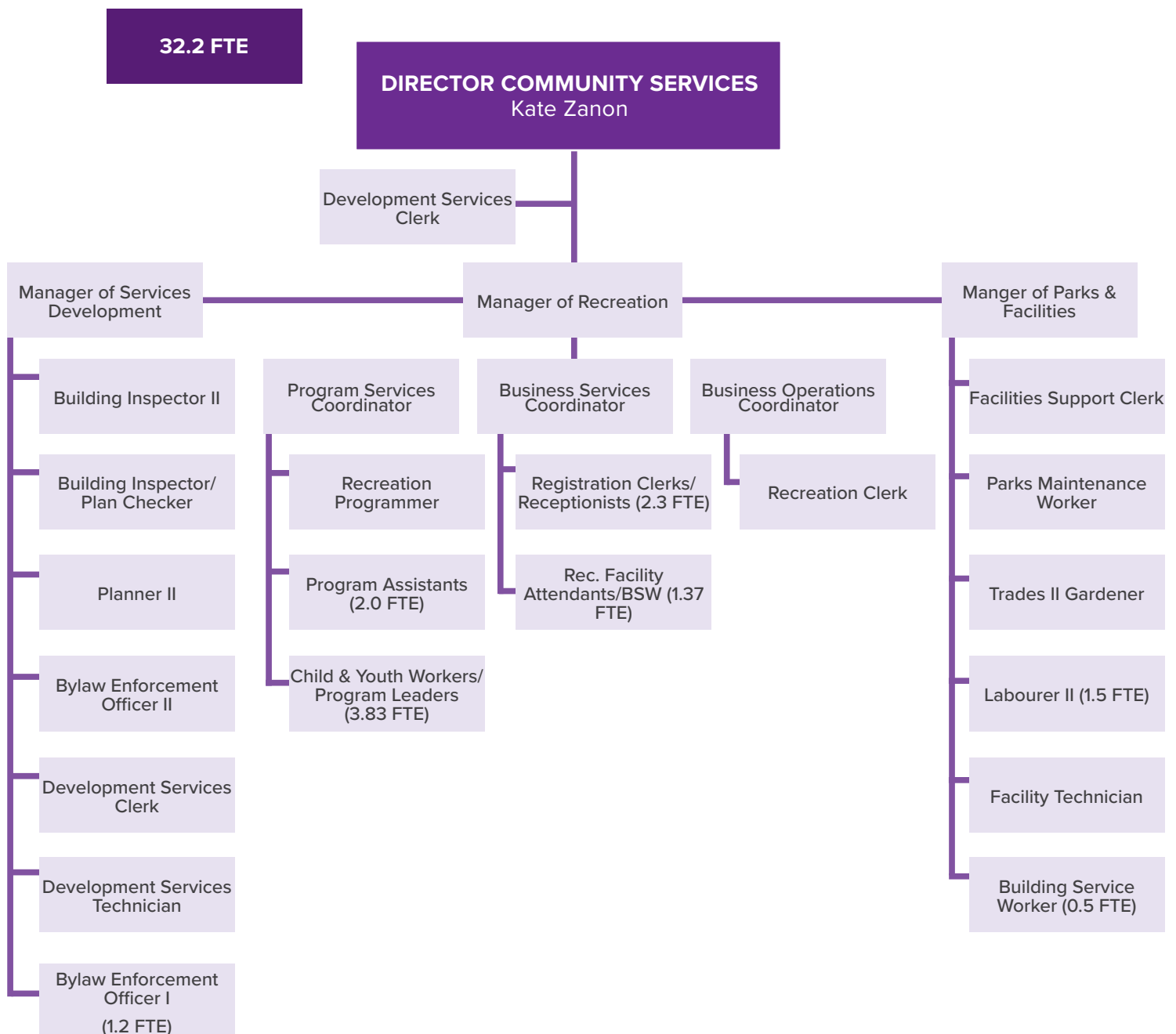
SERVICES INCLUDE:

- Oversight and maintenance of all City parks, sport fields, trails and facilities
- Coordination of the city's rental properties
- Park planning and development or redevelopment
- Support to the Community Garden
- Oversight of the long-term building planning and replacement program
- Horticultural services
- Sports field maintenance services
- Coordination of parks and facilities 10 year capital program
- Special events support services



COMMUNITY SERVICES

ORGANIZATIONAL STRUCTURE



COMMUNITY SERVICES

2017 ACHIEVEMENTS

DEVELOPMENT SERVICES

- **COMMUNITY AMENITY POLICY.** A new Council Policy was established requiring all successful residential rezoning applicants to pay an amenity fee per unit or lot to support community impacts such as affordable housing or community beautification.
- **DEVELOPMENT PROCEDURES BYLAW.** A new development procedures Bylaw was adopted which provided for additional notice and engagement opportunities through the development application process. It also streamlined application processes where appropriate.
- **DEVELOPMENT FEES BYLAW.** The development fees bylaw was amended to reflect changes to the Development Procedures Bylaw.
- **MACAI BYLAW.** A new Bylaw was passed updating the purpose and terms of reference for the joint Pitt Meadows and Maple Ridge Municipal Advisory Committee on Accessibility and Inclusiveness (MACAI).
- **HERITAGE HOUSING.** A discussion paper was presented identifying challenges and opportunities for heritage of significant housing stock in the City.
- **GOLDEN EARS BUSINESS PARK PROPOSED PHASE 3/4 APPLICATION.** A cross-organizational team brought new Bylaws forward for consideration of an Official Community Plan Amendment and two Zoning Bylaw Amendments (map and text). The Official Community Plan Amendment was adopted; the Zoning Amendments are at Third Reading. Presented new draft Design Guidelines to Council for the I-3 zone.
- **REVIEW OF FINES AND FEES.** Initial review was completed and presented to Council in the summer of 2017. This was a comprehensive review of fines associated with bylaw enforcement contraventions and fees for business licensing.
- **HOUSING IN THE AGRICULTURAL LAND RESERVE (ALR).** Presented a workshop on options to restrict the size of houses in the ALR and limiting accessory or secondary housing. The amendment bylaw was presented to Council in the fall of 2017.
- **AIRPORT ZONING.** A draft concept zoning bylaw was prepared and presented to Council in the fall of 2017. This bylaw allows for an expansion of uses at the airport to assist with economic development and to clarify permitted uses.
- **MEDICAL MARIJUANA PROCESSING.** A site specific zoning was approved for Golden Ears Business Park that would allow for the research and development of cannabis oil for medical purposes to be processed and developed.
- **OFFICIAL COMMUNITY PLAN UPDATE.** Staff began work on the Official Community Plan update and presented a report to Council in the late fall of 2017. The report identified the scope of the update including consultation, challenges and areas of improvement for the OCP.
- **TEMPEST IMPLEMENTATION.** Online Applications and renewals for pet licenses, calls for service tracking and business licensing processing were implemented.
- **INFILL HOUSING REVIEW.** Staff presented proposed Zoning, Official Community Plan policy and Development Permit Guideline changes based on the infill housing community consultation, Zoning changes were directed by Council with the policy work forwarded to the Official Community Plan update for further consultation.

COMMUNITY SERVICES

2017 ACHIEVEMENTS (CONTINUED)

- **REZONING APPLICATIONS.** Several rezoning applications were completed, including a 220 townhouse development, a car dealership, and a daycare facility
- **SAFETY AND SECURITY WEB.** With the support of a summer student, City Plans were reviewed for alignment with the Safety and Security Web actions identified. Staff have started mapping areas where City initiatives are already underway or already contemplated as well as identified topics for further exploration.

RECREATION - 2017 ACHIEVEMENTS

- **YOUTH CONSULTATION AND ENGAGEMENT.** Recreation staff visited Pitt Meadows Secondary School and all Pitt Meadows Elementary schools in June to promote summer programs and engage youth in feedback about what types of programs they would be interested in for the fall. Staff also reached out to youth around the community at the skate park and other gathering areas.
- **RECREATION ORIENTATION PROGRAM.** Over 100 grade 6 and 7 students from Davie Jones attended an orientation session at the Recreation Centre.
- **EXPANDED YOUTH PROGRAM.** The Youth Centre shifted operation to be more inclusive and has been re-named “the Lounge” with expanded hours starting after school, 3:00–9:00 pm. With these changes the Centre realized an increase in pre-teen attendance, with the most popular time being 3:00-7:00 pm, averaging 25-30 youth per day.
- **DAY CAMPS.** 16 different camps operated with high attendance, with focus areas ranging from sport to arts. Specialty camps like the Girls Power Camp and the Learn to Lead Camp were also introduced. With the funding received from the Ministry of Children and Families, a One-to-One Support Worker was hired ensuring that all programs were fully integrated to allow individuals with varying physical and behavioural abilities to participate.
- **OUTDOOR POOL OPERATION.** Parks and Recreation partnered with Recreation Excellence to operate the outdoor pool for the summer. All previous services were maintained including drop-in sessions, swimming lessons and rates.
- **TRY-IT SESSIONS.** A variety of free “try-it” sessions were offered to provide new opportunities for current customers to try something new and to attract new people to the recreation centre.
- **STAFF TRAINING.** All recreation staff received Pacific Sport and High Five training. These two highly recognized forms of training are the standard of excellence for program staff to provide quality programs to children.
- **FITNESS CENTRE EQUIPMENT REFRESH.** Based on customer feedback new equipment was purchased for the fitness centre including: Sci-fit, Chest press, Bench press, Leg press, Arm Curl machine, Single Cable machine, benches, bars and metal plate replacement and a second Stair Mill.
- **FIELD AND ICE ALLOCATION STRATEGY.** Field and ice user groups are regional sports organization serving both Pitt Meadows and Maple Ridge residents. Recreation staff from both cities jointly allocated these spaces ensuring fair and equitable access to Pitt Meadows residents.
- **PARK AND OPEN SPACE ACCESSIBILITY ASSESSMENT.** An Accessibility Assessment review of Parks and Open Space was performed over the

COMMUNITY SERVICES

2017 ACHIEVEMENTS (CONTINUED)

RECREATION - 2017 ACHIEVEMENTS CONTINUED

summer. This research will assist the Master Planning Process in 2018 to ensure that accessibility is included in future Park planning.

- **CONTRACTS AND AGREEMENTS.** A new fee for service agreement with the Ridge Meadows Seniors Society (RMSS) was negotiated. Under this new agreement RMSS has expanded the hours of operation to include evening programming one night a week and are hoping to expand this to a second night in 2018.
- **SOFTWARE IMPLEMENTATION.** A multi-module recreation software platform that integrates with existing city infrastructure was implemented in 2017. Numerous customer service improvements have been achieved in partnership with the vendor.
- **GRANT FUNDING.** A vital resource to the Recreation Division, many great programs and services begin with funding from grants that may not have otherwise been achievable. Five separate grants were received totalling almost \$65,000: Family Day Grant, After School Program Grant, Summer Employment Grant, Integrated Day Camp Grant and Active Community Grant.
- **PITT MEADOWS RECREATION GUIDE.** The first four editions of the Pitt Meadows Recreation Guide were published and digitally launched as an electronic version via the medium Flipping Book. Circulation of both print and digital mediums average 4000 copies per season.
- **ONLINE REGISTRATION SERVICES.** Staff engaged local residents by holding a contest to name the new online program registration website. Pittfitandfun.ca was launched on Pitt Meadows Day, providing

customers with 24/7 access to register for programs. Based on community feedback improvements keep being made to increase usability.

- **PROGRAM SATISFACTION SURVEYS.** A variety of program evaluations were completed throughout the year. For the Kids Gym program an Open House was held to attract new customers and receive program feedback. Based on the feedback the program was improved to have two streams.

PARKS AND FACILITIES – 2017 ACHIEVEMENTS

- **URBAN FORESTRY PROGRAM.** Established an urban forestry program that included a tree inventory and setting priorities for pruning, removal and replacement.
- **HOFFMAN PARK UPGRADES.** Hoffman Park is the City's natural forested park. Crews completed some necessary pruning and tree removal of unhealthy or wind hazard trees.
- **ASSET MANAGEMENT SYSTEM.** Implementation of Cartegraph OMS, the City's asset management software for both the parks and facilities teams. The OMS system allows the City to capture and manage maintenance and replacement of all City assets electronically.
- **GARBAGE CAN PLAN.** A plan was established for the siting (new and existing) and replacement of garbage cans in City parks.
- **SNOW AND ICE PRIORITY PLAN.** A snow and ice priority plan was created for City facilities, parks and trails. Some service level adjustments were proposed based on the snow/ice experience in winter 2016/2017.
- **SELF WATERING PLANTERS.** Self watering planters were installed around the municipal complex

COMMUNITY SERVICES



2017 ACHIEVEMENTS (CONTINUED)

- **TRAIL MAINTENANCE SERVICES.** Through an agreement with Fraser Regional Corrections brush was removed along Airport Way, Wildwood Trail, Harris Trail and CPR Trail. The Baynes trail was overhauled with both grading and new surfacing put in place.
- **LANDSCAPE RENOVATIONS.** Substantial landscape renovations were completed at Shoreline Park, Harris Road Traffic Island at 118B Street and at the Art Gallery.
- **TREE MAINTENANCE.** Agreements were made with four tree contractors to support timely removals and related services as required.
- **COMMUNITY GARDEN IMPROVEMENTS.** Drainage issues were addressed and resurfacing was completed at the Community Garden. These improvements have provided opportunities for further expansion.
- **CITY HALL WAYFINDING SIGNAGE.** Wayfinding signage at the entrance and around the municipal complex was installed to direct visitors to the various City buildings. This project is complemented with a new electronic sign that has been installed.
- **CITY HALL HORTICULTURE REFRESH.** A refresh to the horticulture around City Hall is underway. The team has opened up the landscaping with various tree and shrub removals. This improvement has opened up the view of the municipal buildings so the architecture can be appreciated and will add more colour and artistry to the flower beds.
- **SPECIAL EVENTS SUPPORT.** The facilities team supported various community and City events from preparing and dropping of the events trailer when requested to orchestrating large event set-up and take downs.
- **FACILITY ASSESSMENTS.** The facilities team began facility assessments of all municipal buildings. This work is multi-phased and will continue in 2018.
- **FACILITIES MAINTENANCE.** Provided increased on-site maintenance service for all City buildings including a new call for service system.



COMMUNITY SERVICES

KEY CHALLENGES FOR 2018

DEVELOPMENT SERVICES

- **LAND AVAILABILITY.** There is limited land for growth and development and the remaining land available for development or re-development is interspersed within existing built up lands. This type of development is proving more challenging than the historic greenfield development in Pitt Meadows. As a result a review of City policies is underway to find the desired balance between community growth and maintaining the community character.
- **DEVELOPMENT REVENUE.** Revenue generated from development and building permitting is cyclical and is driven by market conditions and only a few significant projects. As a result predicting revenues is challenging. As a means of addressing the cyclical nature of development revenue, the City has established a reserve fund to stabilize development revenue over the next ten years and phase in taxation to put less reliance on unsustainable, long-term development revenue.
- **LEGISLATIVE CHANGES, PROVINCIAL DOWNLOADS, EXPANDING REGIONAL MANDATES.** Changes in legislation, new mandates, and a reduction of service by other levels of government requires municipalities to do more or change the way services are delivered while trying to minimize the tax burden and workload. Current mandates the City is addressing are Medical Marihuana regulations and changes to the BC Building Act.
- **INCREASING DEMAND FOR SERVICES.** There are challenges associated with providing services to an increasing population and infrastructure inventory, along with increased citizen expectations regarding delivery of services, with minimal change to resources.
- **PUBLIC CONCERNS AND INQUIRIES.** Customer service is a priority for the City. Supporting the public is a significant function of our work that is not documented in the work program, but requires considerable allocation of staff time. Some of the areas of growing community concern include traffic calming, neighborhood development, and industrial development.
- **APPLICATION COMPLEXITY.** The nature of development in Pitt Meadows is shifting to predominantly infill development on parcels that have previously been developed. This results in an increased effort helping guide development through the complexity of developing in existing neighborhoods. Common issues voiced by the neighborhoods are increased vehicular traffic, parking, changing community character and neighborhood impact during construction.
- **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.
- **QUALITY OF LIFE.** Part of maintaining the high quality of life established for residents' means reviewing the benefits of routine maintenance and repair of our infrastructure, and bylaw establishment to support residents and businesses in maintaining their assets.
- **BYLAW ENFORCEMENT LIMITATIONS.** In 2017, complaints were received that required a greater technical analysis with respect to environmental conditions, with limited support from other levels of government to address the concerns. The municipality will need to establish increased

COMMUNITY SERVICES



KEY CHALLENGES FOR 2018 (CONTINUED)

partnerships and identify new measures to address these types of complaints.

- **HOMELESS POPULATIONS.** On a regional level, homeless populations have been increasing steadily. This is in part due to challenges with affordable housing and the on-going drug crisis. Local services located in our neighbouring municipality provide some support to Pitt Meadows. This is an issue that comes under the jurisdiction of senior and regional governments' authority, but is currently being downloaded to municipal governments, putting strain on local emergency services and City Bylaw Enforcement Officers.

RECREATION

- **DEMAND FOR SPORTS INFRASTRUCTURE.** Pitt Meadows and the region is growing and this has placed increased pressure on, and demand for, sports and recreation infrastructure such as sport fields, especially artificial turf fields and ice allocation. The City will need to continue to look for solutions both regionally and locally.
- **DEMAND FOR FACILITY INFRASTRUCTURE.** Recreation facilities are utilized to offer a wide variety of programs and services, as well many local organizations rent and lease space. There is a growing pressure for more programming and rentals during prime time windows with limited space. The City will need to look creatively on how to expand programming and rental options during key time frames while keeping facilities utilised during other time of the day.
- **PROGRAMMING FOR LIFESTYLE.** Regionally, recreation departments are growing programming to encourage a healthy lifestyle from infancy through to seniors. Programming that allows people to stay

active throughout their life despite obstacles such as busy schedules and mobility changes need to stay top of mind.

- **MULTI-GENERATIONAL PROGRAMMING.** In Pitt Meadows we are fortunate to have the Pitt Meadows Family Recreation Centre in such close proximity to the Pitt Meadows Senior's Centre. Relationships will need to be further developed in 2018 to identify cross-over programming that brings youth and seniors together for sharing, learning, activity and creativity.
- **NEIGHBORHOOD RECREATION OPPORTUNITIES.** One area of healthy living is bringing more recreation opportunities to the neighborhood level. These initiatives are no cost to residents and allow a broader spectrum of youth to participate in unstructured play. Regionally initiatives that should be considered in Pitt Meadows include ideas such as play boxes of equipment that can easily be unlocked when a resident wants to use it and mobile equipment to allow for pop up activities.
- **COMPLEXITY OF SOCIAL CHALLENGES.** There is an increase in the complexity of social issues that communities across Canada are facing associated with poverty, addiction, mental health and homelessness. Currently, all levels of government are shifting to re-align service delivery models to place a greater emphasis on prevention services which include municipal recreation as a tool. Pitt Meadows needs to examine our services to find new or low cost solutions to support this model.
- **PARTNERSHIPS.** Programming alignment between the City and School District calendar and curriculum needs to be a priority in 2018 with active living principles and community support requests to maximize the opportunities for safe, active and

COMMUNITY SERVICES

creative spaces for youth after school and during school breaks.

- **RECREATION MASTER PLAN.** Previously the recreation planning was incorporated into the Joint Services Master Plan for both the Cities of Maple Ridge and Pitt Meadows. Now that Pitt Meadows has established a separate program, long term recreational planning is a matter to address. A new Parks and Recreation Master Plan is needed.

PARKS AND FACILITIES

- **SPORTS FIELD CAPACITY.** Pitt Meadows hosted several baseball and soccer tournaments resulting in very positive feedback from both regular users of the facilities as well as visiting teams from other parts of the region. The soccer community has indicated that four new synthetic sports fields will be needed in order to meet the growing demand for registrations in this sport. Similar comments have also been received by other sports including rugby and lacrosse. Regionally more field space needs to be identified to allow local sports organizations to grow and remain competitive.
- **PARKS MASTER PLAN.** Previously parks planning were incorporated into the Joint Services Master Plan for both the Cities of Maple Ridge and Pitt Meadows. Now that Pitt Meadows has established a separate program, long term parks planning is a matter to address in the coming years. This plan would address the current and future needs
- **AGING INFRASTRUCTURE.** Long term capital planning to assess facilities and building replacement horizons needs more attention to strategize and budget for long-term replacement.
- **FUTURE PLANNING FOR PARKS AND RECREATION SPACES.** Presently there is very little direction in existing plans to either redesign existing park spaces or acquire new parks, playing fields and open spaces.

A closer looks needs to be taken to optimize current parks, playing fields and open spaces, and align these holdings with long-term community needs including potential future acquisitions.

- **COMMUNITY GROWTH.** The growing population has placed increasing pressure on, and demand for, sports and recreation infrastructure such as sports fields, courts and recreation spaces.
- **ASSET MAINTENANCE.** City parks and green space assets have been maintained on a lean budget. It will be important to learn more about community interests with respect to active, passive and display spaces to align service levels and staffing to future direction.
- **INVASIVE SPECIES.** Invasive species management continues to be a regional challenge. Of particular concern in Pitt Meadows is Japanese Knotweed. The public is looking for more resources to address invasive species on private property. Staff is working to build a map of invasive species. Invasive species management is an area that should be considered for more regional dialogue.
- **TREE MANAGEMENT.** Trees both on public and private property have been of increasing concern over the past several years. The City fields many questions around when trees need to be maintained, replaced or can be all together removed. In addition, while trees can add to the unique character of the community they can also cause infrastructure damage and or hazards such as sidewalk panel upheaval. As a result a review of City policies around trees and tree management is needed.
- **EXTREME WEATHER EVENTS.** Weather events such as drought, wind storms and prolonged snow and ice events are occurring more frequently. Monitoring and planning for any impacts on the planted inventory and staff resources should remain as a focus.
- **HORTICULTURE.** 2017 started an evaluation of City horticulture work and beautification of public spaces.

COMMUNITY SERVICES



KEY CHALLENGES FOR 2018 (CONTINUED)

There is currently very little direction on this service yet it is one key element that makes Pitt Meadows unique. A horticulture strategic plan will be developed in 2018, providing direction and establishing the standard of service.

- **SNOW AND ICE POLICY.** After the large snow fall accumulations during the 2016/2017 winter, Council has directed staff to review the Snow and Ice Removal Policy and recommend service level changes. Optional changes will be presented to Council late in 2017.

CROSS – DEPARTMENTAL

- **COMMITMENT TO SUSTAINABILITY.** The City has sustainability goals, but tight budgets have limited resource allocation to sustainability efforts such as focussing on actions outlined in the Community Greenhouse Gas Reduction Plan and the Community Sustainability Plans. The City meets all its mandated responsibilities often resulting in mandates leading our efforts rather than supporting our efforts. Further discussion on sustainability goals and activities in Pitt Meadows is needed.
- **OPEN GOVERNMENT AND ENGAGEMENT.** In 2017 staff worked closely with a consultant to learn more about strategies and practices for Pitt Meadows to engage the public on a variety of topics of interest. 2018 budgets and work plans reflect new engagement activities. Engagement needs to take into consideration the issue, the breadth of community interest and the time line available and therefore a fluid process that allows for adjustments along the way is critical to success.



COMMUNITY SERVICES

KEY INITIATIVES 2018

DIVISION	INITIATIVE	TARGET
DEVELOPMENT SERVICES	OFFICIAL COMMUNITY PLAN (OCP). Local Governments are required to consider OCP updates. 2018 Starts an 18 month to 2 year community plan to look at community growth and planning for the next 10- 15 years.	Q1-4
	MARIJUANA REGULATIONS. Preparation for the changes to Federal regulations effective July 2018 and application to local Bylaws.	Q1-2
	HOME OCCUPATION REVIEW. A review of the current regulations and permitted uses with recommendations for bylaw amendments.	Q1-Q2
	LOCAL AREA PLAN FOR AIRPORT LANDS. Completion of work started in 2017 to better align City regulations and airport land use initiatives.	Q1-Q4
	ANNUAL ZONING BYLAW/FEEs UPDATE. On occasion errors and omissions within the Zoning Bylaw are identified. Associated fees update often accompanies this review.	Q4
	INFILL HOUSING REVIEW INITIAL IMPLEMENTATION. For the past two years infill housing has been reviewed and preliminary recommendations have been made. Further consultation and analysis needs to continue in 2018.	Q1
	HOUSING ACTION PLAN. The Housing Action Plan, which includes affordable housing considerations, was completed in 2013. The plan identified several policy statements for consideration with the OCP process.	Q1-Q4
	SMOKING IN PUBLIC PLACES REGULATIONS. Review of smoking regulations in public spaces with respect to e-cigarettes and marijuana with recommendations for Bylaw amendments.	Q2-Q3
	BYLAW ENFORCEMENT AND LICENSING FEES AND CHARGES. Continuation of work started in 2017 to further look into the legislated options for the structure and fining capabilities of municipal governments.	Q1-Q2
	AIRPORT AUDITS. Creation of an audit team consisting of Fire, Building, Licensing, Bylaw Enforcement to create an audit schedule to assess all businesses, tenants and lease holder spaces at the Pitt Meadows Regional Airport (YPK) with respect to Bylaw compliance. Consultation is planned to assist with establishing a process to address bylaw infractions.	Q1-Q4
	DEVELOPMENT PROCESS INFORMATION. Enhance communication on the development process, development applications and outline where opportunities exist for the public to engage.	Q2
	BILLING, PERMITTING LICENSING AND TAXATION SYSTEM (BLITS). Phase 3 implementation of the Tempest system for development services planning and building processes.	Q1-Q4

COMMUNITY SERVICES

KEY INITIATIVES 2018 (CONTINUED)

DIVISION	INITIATIVE	TARGET
RECREATION	ENGAGING YOUTH. Investigation into creating a Youth Council.	Q2
	EXPANDED CHILDREN/YOUTH PROGRAMMING. Enhance partnerships with School District 42 Community Connections to expand programming into the school	Q3
	NEIGHBOURHOOD CHAMPIONS PROGRAM IMPLEMENTATION. Through the Active Communities Grant Initiative implement more opportunities for active opportunities in the South Bonson area.	Q1-Q3
	FEES AND CHARGES REVIEW. A full market analysis of admission, membership and rental fees should be completed every second year to ensure that rates remain competitive. Incorporation of these fees and charges into the overall City Fees and Charges Bylaw.	Q1
	CONTRACTS AND SERVICE AGREEMENTS. Multiple contracts and service agreements expire in 2018 that will be reviewed, amended and/or go out for tender. These contracts include; Group Fitness Services, Fitness Equipment Maintenance, Museum and Heritage Services, Vending Services, Lease Space at PMFRC, concessions Services at Pitt Meadows Athletic Park.	Q3-Q4
	NEIGHBORHOOD RECREATION OPPORTUNITIES. Installation of neighborhood park play boxes for community use. Further exploration of transportable recreation products such as the pop up skate park.	Q2-Q3
	PLANNING OF PMFRC OUTDOOR SURFACE AREA. The open space to the east of the PMFRC needs to go through a planning exercise to maximize use of the space for the various interested user groups. (Carry forward from 2017)	Q1-Q2
	SPORT & PHYSICAL ACTIVITY STRATEGY. Review of the strategy prepared under joint services and integrate where applicable into the Parks and Recreation Master Plan process.	Q2-Q3
	FACILITY BOOKINGS PROCESS REVIEW. A review of the current facilities booking system to find efficiencies, improved customer service and streamlined procedures to meet community, programming and event needs.	Q3-Q4
	PARKS AND RECREATION MASTER PLAN. Initiate a one year to 18 month long process to create a Pitt Meadows Parks and Recreation Master Plan.	Q1

COMMUNITY SERVICES

KEY INITIATIVES 2018 (CONTINUED)

DIVISION	INITIATIVE	TARGET
PARKS & FACILITIES	COMPLETION OF CITY FACILITIES ASSESSMENTS. Finish work slated for 2017 to assess the condition of all City facilities.	Q1
	FACILITIES STRATEGIC PLAN. Following on the completion of the facilities assessments a strategic plan will be created to plan for the long-term use and maintenance of City facilities.	Q2
	FACILITIES ASSESSMENT IMPLEMENTATION PLAN. Following the completion of the Facilities Assessment and Strategic Plan an implementation plan will be established better defining long term use maintenance needs, capital planning and use opportunities.	Q3-Q4
	HERITAGE HALL UPGRADES. Start of two year Pitt Meadows Heritage Hall mechanical and exterior rehabilitation.	Q2-Q3
	SOUTH BONSON COMMUNITY CENTRE BUILDING UPGRADES. Replacement of South Bonson Community Centre mechanical equipment.	Q3
	MCLEAN PARK ADDITIONAL PLAY EQUIPMENT. Addition of play equipment for primary and preschool age children.	Q2-Q3
	HORTICULTURE STRATEGIC PLAN. A plan for all civic plant and garden spaces throughout the community. A tree policy review will also be considered within this plan.	Q3-Q4
	TREE REPLACEMENT PROGRAM. A review of the City Tree Replacement Policy and establish a long-term park and street trees program for trees reaching end of life and/or causing infrastructure damage.	Q1-Q4
	ROBINSON PROPERTY PLANNING. As part of the Parks and Recreation Master Plan process planning for the Robinson property is needed to determine a vision for this property.	Q3-Q4
	REVIEW OF DEVELOPMENT LANDSCAPE GUIDELINES. In partnership with the Development Services and Environmental Stewardship teams review and propose amendments to the development landscape guidelines.	Q3-Q4
	SERVICE DELIVERY REVIEWS. Review of various parks services for efficiencies, cost savings or potential increased services.	Q1-Q4
	PARKS AND RECREATION MASTER PLAN. Initiate a one year to 18 month long process to create a Pitt Meadows Parks and Recreation Master Plan.	Q1-Q4

COMMUNITY SERVICES

KEY INITIATIVES 2018 (CONTINUED)

DIVISION	INITIATIVE	TARGET
CROSS – DEPARTMENTAL COLLABORATION	SAFETY AND SECURITY WEB (SSW) - CITY. Propose a multi-year implementation plan of SSW actions items addressed in existing City plans	Q2
	SAFETY AND SECURITY WEB (SSW) - COMMUNITY. Support existing committees to tackle SSW actions as appropriate; bring SSW actions to existing community partner and to discuss and strategize at their network tables.	Q1
	LONG-TERM STRATEGIC PLAN. Start of a two year community process to complete a cross organization plan integrated into the various engagement initiatives and planning efforts through the City departments culminating in a 25 year strategic vision for the community.	Q1-Q4
	ADOPT-A-TRAIL PROGRAM. Support the engineering and sustainability team with introducing an Adopt-A-Trail program in Pitt Meadows.	Q1-Q4
	FILM PERMITTING/ADMINISTRATIVE POLICY. Support the Cultural Services Team with updating the film policy and developing an Administrative Procedure to streamline practices.	Q1-Q2
	NEW CITY WEBSITE. Support the creation of the City's new website through creating department information and establishing on-line service and resource requirements.	Q1-Q3
	REVIEW HIGHWAY AND TRAFFIC BYLAW. Include in the Highway and Traffic Bylaw update a review City recreational vehicle parking regulations including policies and best practices discussion with recommendations for Bylaw amendments.	Q2-Q3
	MAIN FIREHALL REPLACEMENT. Support the fire department in the architectural design for the main firehall replacement.	Q2-Q3
CROSS DEPARTMENT LEADERSHIP	TRUTH AND RECONCILIATION. Work with Katzie First Nation to raise the awareness of the Truth and Reconciliation Call to Actions. Work within the organization and within the community on raising the consciousness of Pitt Meadows.	Q1-Q4
	AIRPORT GOVERNANCE. Continue to provide support as the Airport Board refines the Strategic Vision and Framework and updates the Master Plan.	Q1-Q4
	GRANTS. Continue to facilitate the grants opportunities monthly updates.	Q1-Q4

COMMUNITY SERVICES

PROPOSED OPERATING BUDGET Community Services Financial Summary

	2017 APPROVED BUDGET	2018 PROPOSED BUDGET	2018 PROPOSED CHANGES	2019 PROPOSED BUDGET	2020 PROPOSED BUDGET	2021 PROPOSED BUDGET	2022 PROPOSED BUDGET
REVENUE							
BYLAW ENFORCEMENT	\$(67,300)	\$(69,300)	\$(2,000) -3.0%	\$(69,300)	\$(69,300)	\$(71,300)	\$(71,300)
DEVELOPMENT SERVICES	(1,022,500)	(841,600)	180,900 17.7%	(498,600)	(691,600)	(544,600)	(471,600)
FACILITIES	(324,500)	(367,200)	(42,700) -13.2%	(362,800)	(365,100)	(367,500)	(384,800)
PARKS	(71,200)	(71,200)	- 0.0%	(71,200)	(71,200)	(71,200)	(71,200)
RECREATION	(502,300)	(506,100)	(3,800) -0.8%	(506,100)	(506,100)	(506,100)	(506,100)
ARENA PARTNER	(1,410,200)	(1,490,100)	(79,900) -5.7%	(1,534,800)	(1,580,900)	(1,628,200)	(1,677,100)
	(3,398,000)	(3,345,500)	52,500 1.5%	(3,042,800)	(3,284,200)	(3,188,900)	(3,182,100)
EXPENSES							
BYLAW ENFORCEMENT	213,600	216,100	2,500 1.2%	228,100	235,800	239,100	242,700
DEVELOPMENT SERVICES	1,450,100	1,253,900	(196,200) -13.5%	955,100	1,180,700	1,064,100	1,018,600
FACILITIES	1,055,200	1,100,800	45,600 4.3%	1,120,400	1,139,500	1,166,700	1,186,300
PARKS	866,900	943,900	77,000 8.9%	988,500	1,005,300	1,018,100	1,035,600
RECREATION	1,309,600	1,412,900	103,300 7.9%	1,445,500	1,465,800	1,486,800	1,507,400
ARENA PARTNER	1,360,200	1,427,500	67,300 4.9%	1,470,300	1,514,500	1,559,800	1,606,700
ARENA PARTNER SURPLUS TO ARENA RESERVE	50,000	62,600	12,600 25.2%	64,500	66,400	68,400	70,400
	6,305,600	6,417,700	112,100 1.8%	6,272,400	6,608,000	6,603,000	6,667,700
NET OPERATING EXPENSES	\$2,907,600	\$3,072,200	\$164,600 5.7%	\$3,229,600	\$3,323,800	\$3,414,100	\$3,485,600

COMMUNITY SERVICES

PROPOSED OPERATING BUDGET (CONTINUED) Community Services Financial Summary

KEY BUDGET CHANGES FOR 2018:

REVENUES & RESERVE TRANSFERS	
DOG LICENSES, FINES, AND MISC. FEES	(4,500)
BUSINESS LICENSES AND PENALTIES	(19,000)
BILLBOARD REVENUES	(42,700)
EXPENSES	
SALARY AND BENEFITS	85,800
APPRAISALS, MOSQUITO CONTROL	(5,700)
INCLEMENT WEATHER MAINTENANCE	35,000
ART GALLERY *	1,800
SBCC JANITORIAL SUPPORT FOR EVENTS	15,000
JANITORIAL SUPPLIES	10,500
REPAIR AND MAINTENANCE	21,000
HYDRO	17,600
SENIOR SOCIETY AGREEMENT *	30,000
MUSEUM FEE FOR SERVICE	13,600
FITNESS PROGRAMMING AND SUPPLIES CONTRACT	5,000
OTHER	1,200
CHANGE IN NET OPERATING EXPENSES	\$164,600

* COUNCIL APPROVED INITIATIVES - JULY 25, 2017 / MAR 28, 2017

COMMUNITY SERVICES



PROPOSED CAPITAL BUDGET Projects By Department

DEPARTMENT	Project #	Priority	2018	2019	2020	2021	2022	TOTAL
COMM SVCS - COMMUNITY DEV								
OFFICIAL COMMUNITY PLAN 92-8600 DP 2018	17-DE-017N	2	65,000	10,000	10,000	10,000		95,000
FEES, CHARGES AND FINES REVIEW 92-8602	17-DE-020N	2	8,000					8,000
SAFETY & SECURITY WEB	18-DE-022	2	10,500					10,500
COMM SVCS - COMMUNITY DEV TOTAL			83,500	10,000	10,000	10,000		113,500
COMM SVCS - RECREATION								
RECREATION MISC EQUIPMENT 02-2-91-8500	08-RE-001	2	85,000	89,000	93,000	93,000	97,000	457,000
SENIORS CENTRE EQUIPMENT REPLACEMENT 02-2-91-8938	14-RE-068N	3	5,000	3,000	3,000	3,000	4,000	18,000
COMM SVCS - RECREATION TOTAL			90,000	92,000	96,000	96,000	101,000	475,000
GRAND TOTAL			173,500	102,000	106,000	106,000	101,000	588,500

Project Priority Column: 1=Imperative (Must Do); 2=Essential (Should Do); 3=Important (Could Do); 4=Desirable (Other Year)

FOR PARKS & FACILITIES CAPITAL BUDGET,
Please see 'City Infrastructure – Capital Plan' (section 13).

COMMUNITY SERVICES

DECISION PACKAGE: Shoreline Park Riparian Area Management

Department/Division:	Community Services
Submitted by:	Kate Zanon
Estimated Capital Cost:	\$100,000
Estimated Annual Operating Costs:	Ongoing: \$5,000 +Community

DESCRIPTION

In 2016, management of the riparian area along the shoreline adjacent to Osprey Village surfaced as a service that was not being routinely provided under joint services and that was resulting in large sections of over growth of invasive species. Invasive species choke out the native species, impact viewsapes of the shoreline and don't support the principles behind a riparian area. A shoreline restoration project will cover the river bank area running from the City property boundary to the east along the length of the shoreline to the start of the Pitt River Greenway. The work will entail removal of invasive species, river bank restoration, natural habitat restoration and additional low maintenance landscaping and tree planting. This service was not provided under joint services and is not currently being completed by the City Parks team.

RECOMMENDATION

THAT Council:

- A. Direct Staff to prepare a strategy for the removal of invasive species at Shoreline Park; and
- B. Direct Staff to develop a cleanup and maintenance program for the Shoreline Park area.

FINANCIAL IMPLICATIONS:

Capital: \$100,000

Annual Operational Costs:

\$5,000 + Community Participation

DISCUSSION

The shoreline area along the river bank has had past restoration attempts that have not been kept up. Blackberry has taken over and there have been several past issues with vandalism to the landscape/habitat area, including mass clearing of all vegetation by some of the residential complexes. While mass clearing of riparian areas is not acceptable, residents are frustrated by the lack of oversight in this area. Past restoration attempts have found limited success as upkeep has not been planned.

This decision package proposes that Staff prepare a strategy for the removal of invasive species at Shoreline Park, followed by the development of a cleanup and maintenance program for the Shoreline Park area that allows for manageable future upkeep and improvement of the overall riparian area management and aesthetics.

The following resolution was passed by Council on September 20, 2016 with respect to this matter: THAT Council defer consideration of the unauthorized Shoreline Park Riparian Tree and Vegetation Removal until such time as the Parks and Recreation department have provided a strategy with respect to invasive species along the entire foreshore.

ALTERNATIVES

Try to do yearly blackberry removal and replace lost trees as identified. While the capital cost would be less, the annual maintenance costs would be greater.

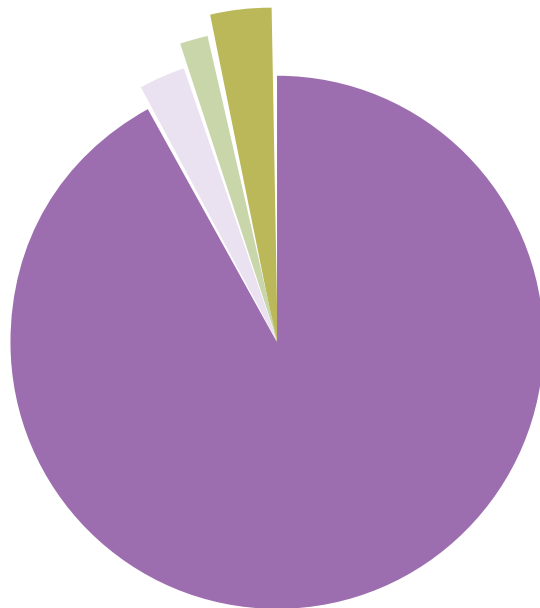
SUMMARY

This area receives high usage and this initiative would enhance the Osprey Village/ Shoreline Trail experience.

CORPORATE SERVICES



DEPARTMENT'S SHARE OF CITY BUDGET



Operating Budget: \$1,603,000
Capital Budget: \$653,000
Staffing Complement: 11.1 FTE (Full-Time Equivalent)
Supports Strategic Focus Areas:
Corporate Excellence and
Community Livability

OVERVIEW

Corporate Services provides integral support services in the areas of Information Technology, Communications, Human Resources and Payroll. The department is overseen by one Director.

INFORMATION TECHNOLOGY (IT)

IT provides leadership for the planning, development and management of the City's information technology systems. A team of 4 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, telephony and mobility.

COMMUNICATIONS

The Communications Division provides communications services 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 and that the attributes and level of engagement affects our quality of life. The department of 2.5 FTE is responsible for providing the Mayor and Council and City divisions with strategic and corporate communications and media relations support and strives to inform the community about City programs, services and emerging issues of interest. Communications also works to encourage civic participation in municipal government which, in turn, enhances community engagement and public consultation.

CORPORATE SERVICES

OVERVIEW (CONTINUED)

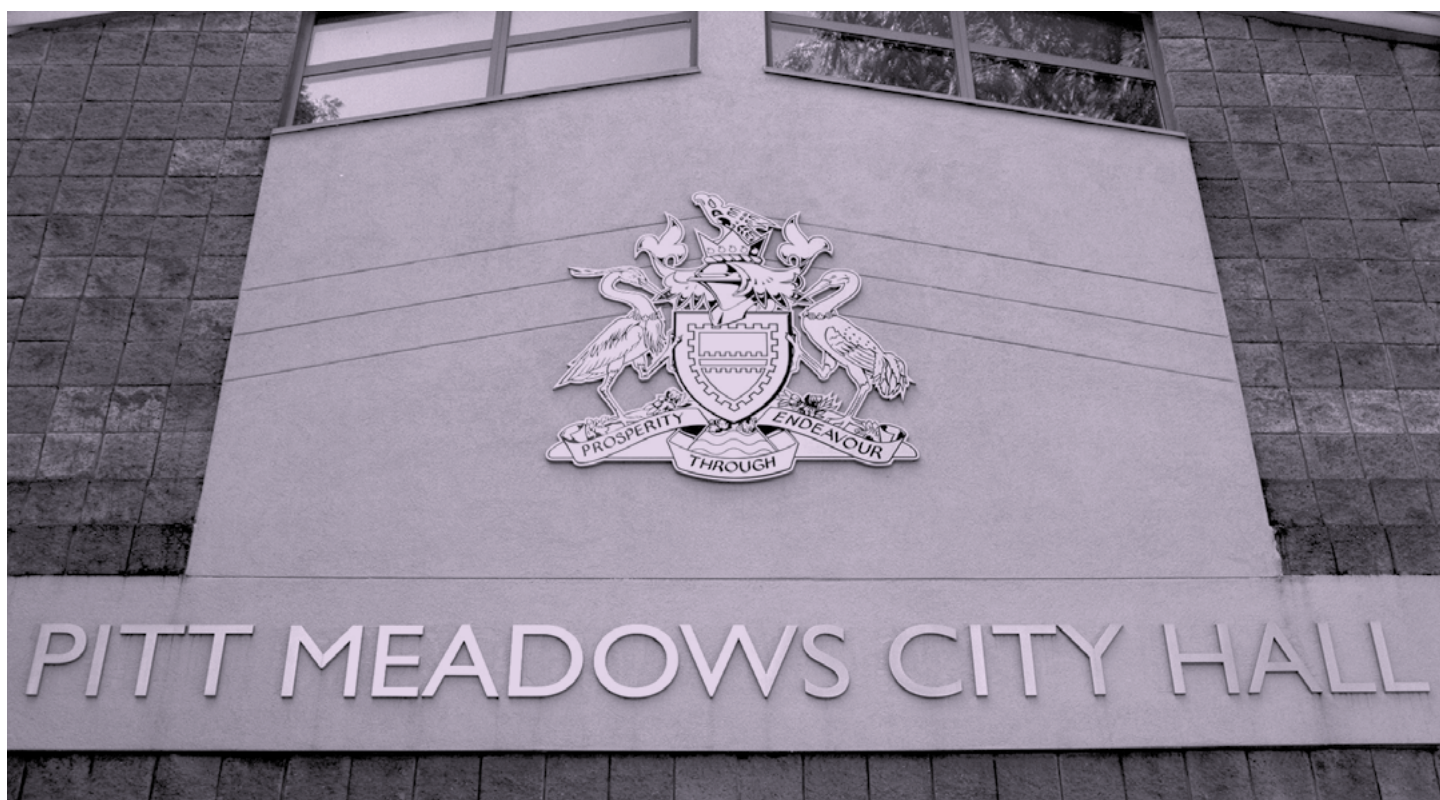
HUMAN RESOURCES AND OCCUPATIONAL HEALTH AND SAFETY

HR is a business partner with its corporate clients, consisting of 2 FTE, and ensures effective and progressive practices in support of a strong corporate culture. HR is responsible for building organizational capacity for collaborative and effective employees and labour relations, and develops and monitors corporate human resources policies and programs. HR's focus continues to be on strategic recruitment and retention activities. HR oversees Occupational Health and Safety which provides a broad range of occupational safety and environmental protection services including: Health and Safety Consultations program; health & safety program

development; safe work procedures; Hazardous Materials Safety/WHMIS; ensures regulatory compliance; conducts workplace inspections, evaluations and investigations; and provides training.

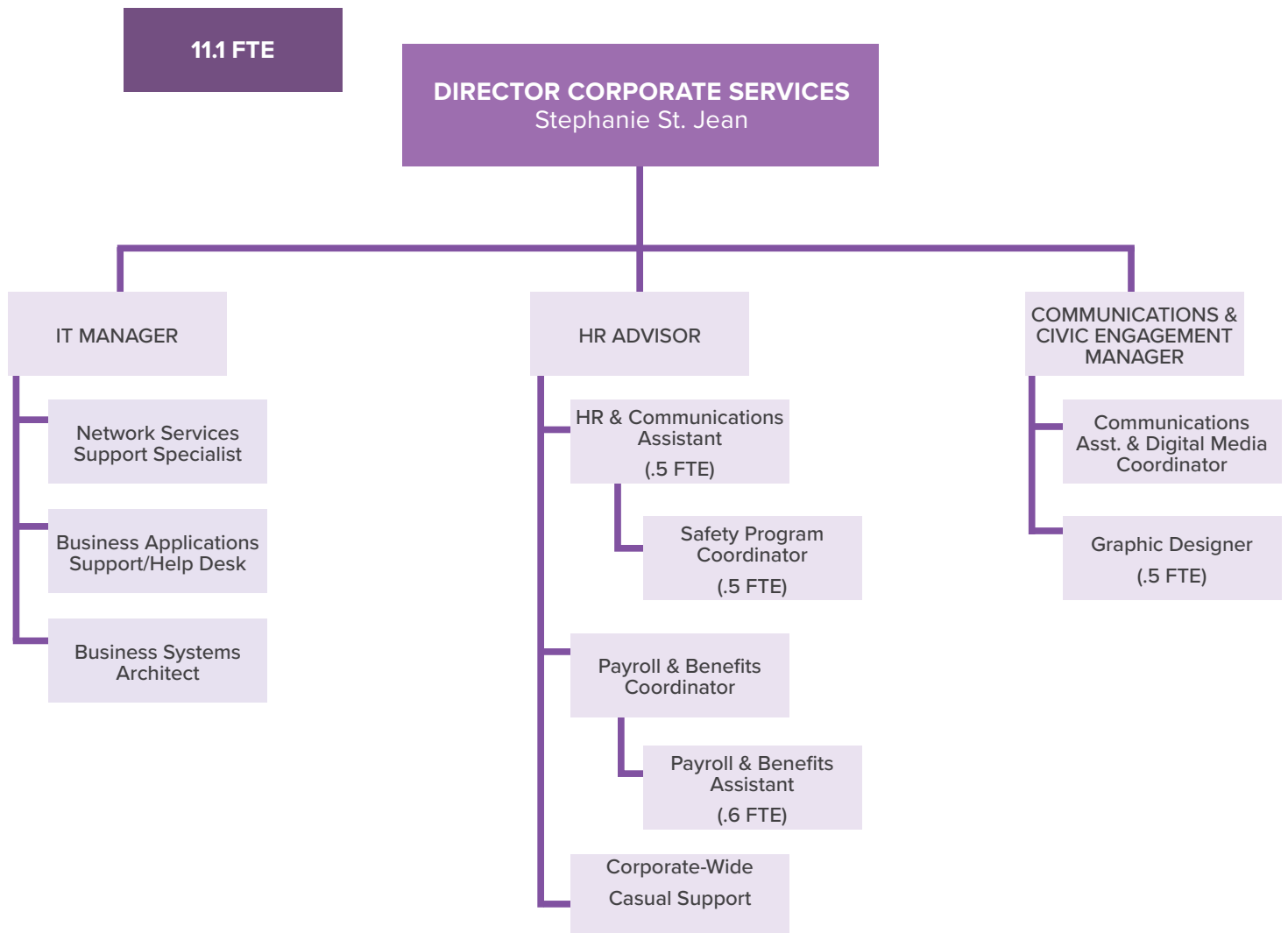
PAYROLL AND BENEFITS

The department of 1.6 FTE is responsible for the accurate and timely preparation and processing of biweekly and monthly payroll and benefits; where 31% of total operating budget is attributed to salaries, wages and benefits. It liaises with various service providers, government agencies, employee groups and senior officials, and ensures consistent application of policies and procedures, best practices and exceptional service.



CORPORATE SERVICES

STAFFING COMPLEMENT



CORPORATE SERVICES

2017 ACHIEVEMENTS

INFORMATION TECHNOLOGY SERVICES

- **SHAW GO WIFI.** Implemented an agreement with Shaw Communications to install, operate and maintain Shaw Go Wifi access points at City owned facilities.
- **TELUS WIFI.** Implemented an agreement with TELUS Corp to install, operate and maintain free public Wifi at two (2) City facilities.
- **SERVER REPLACEMENT.** Replaced 6 end-of-life enterprise servers and 2 large scale enterprise data storage devices.
- **PRINTER REPLACEMENT.** Replaced 10 end of life print devices, including 7 large scale Multi-functional peripheral (MFPs) devices, and on-boarded 80+ users onto these new devices.
- **CONTRACT NEGOTIATIONS.** Renegotiated the City's mobility, internet and Primary Rate Interface (PRI) service contracts resulting in 3 year savings of \$62K.
- **MOBILITY DEVICE REPLACEMENT.** Replaced and upgraded 62 mobility devices.
- **INTERNET SERVICE UPGRADE.** Upgraded the City's core internet service from 20mbps to 100 mbps.
- **EQUIPPING NEW STAFF.** Provisioned and configured IT desktop equipment and software for more than 15 new City staff.
- **TEMPEST UPGRADE.** Completed upgrade of the City's Taxation and Revenue Management software - Tempest 8 (a major enterprise software upgrade).
- **ICITY UPGRADE.** Completed upgrade of the City's core Financial software - iCity 2.5 (major enterprise software upgrade).
- **REC MANAGEMENT SOFTWARE.** Completed the integration of the Intelli Rec Management software into the Rec Services' business operations.
- **NEW WORK ORDER & ASSET MANAGEMENT SYSTEM.** Replaced the legacy Work Order and Asset Management system ("Nav") with a modern Operations Management System ("OMS") application (Cartegraph). Involved onboarding 5 departments and over 30 users and mobilized the Parks, Facilities and Public Works department with 7 new iPads. Provided more than 10 training sessions to OMS users training more than 25 users.
- **PREPARATIONS FOR NEW WEBSITE.** Provided key contributions in analysing, constructing requirements, and evaluating proponents for a new City website.
- **BILLING, LICENSING AND PERMITTING SYSTEM (BLITS).** Completed Phase 2 of the BLITS project, providing new back office systems for Taxation and Utility Billing along with additional on-line services; this provides residents and businesses access to their tax and utility accounts online at mypittmeadows.com.
- **CHART OF ACCOUNT RECODE PROJECT.** Completed the technology integration of the Chart of Account Recode project to enable the re-development of charts of accounts for the efficient and effective financial and operational reporting by the Financial Services division.
- **STAFFING.** Recruited two new IT staff members.

CORPORATE SERVICES



- **CITY CLIENT TECHNOLOGY STANDARD.** Completed and implemented the City Client Technology Standard to ensure deployment of standard supported technologies across work groups.

INFORMATION TECHNOLOGY SERVICES

- **CITY MOBILE CLIENT TECHNOLOGY POLICY.** Modernized and implemented the City Mobile Client Technology Policy to outline standardized, supported equipment and communication of data plans.
- **IT SUPPORT.** Attended to more than 1,200 individual IT support requests.
- **OTHER UPGRADES.** Completed numerous upgrades to core network, data, server and desktop infrastructure.
- **NEW SITE TECHNOLOGY.** Planned and provisioned technology at 2 new City locations enabling the Arts and Culture unit to re-locate and conduct City business.
- **UPGRADES INITIATED.** Initiated a major upgrade of the City's Enterprise Document and Records Management System, which is the City's document management system.
- **TECHNOLOGY DISASTER RECOVERY PLAN.** Successfully planned and tested the annual technology disaster recovery plan which involved simulating a failover scenario from the City's primary datacentre to its secondary location.

COMMUNICATIONS

- **CITIZEN'S COMMITTEE ON OPEN GOVERNMENT.** Completed implementation of the recommendations from the Citizen's Committee on Open Government.

- **COMMUNICATIONS SERVICE REVIEW.** Completed a Communications Service Review and implemented over 85% of the recommendations, including:

- Development of a Community Events Calendar, Connecting with Council, and What's New with Council Facebook and webpages;
- Enhanced design and editorial for quarterly reports to include topics of community interest;
- Expanded the promotion of City signature events;
- Hired a Communications and Engagement Manager as well as a graphic designer;
- Developed a broader colour palette and expanded brand guidelines.

- **SOCIAL MEDIA.** Expanded the use of social media to include Facebook Live promos of events, Council profiles and promotion of Mayor's outreach initiatives.
- **VIDEO VIGNETTES.** Managed the production of two video vignettes profiling City of Pitt Meadows in collaboration with Metro Vancouver: The vignettes showcase the City and its environmental Services and the partnership between the City and Katzie First Nation for delivery of utility and fire protection services and communications protocols.
- **NEW COMMUNICATIONS PROCESSES.** Integrated newly developed communications processes across City Departments, such as checklists for engagement initiatives, Council event templates and graphics standards.
- **CIVIC ENGAGEMENT POLICY.** Facilitated the development and implementation of a Civic Engagement Policy and Framework in collaboration with Modus Consulting. The new policy and framework assists City Staff in engaging citizens.

CORPORATE SERVICES

2017 ACHIEVEMENTS (CONTINUED)

in a consistent manner on various topics/initiatives to advise residents of decision making processes, gather input and to work with residents to meet municipal outcomes.

- **NEW WEBSITE.** Initiated planning and development of a new Corporate Website including stakeholder engagement, visioning and design.
- **CIVIC ENGAGEMENT.** Developed and executed civic engagement strategies for signature events and Safety Security Web (SSW). For the SSW, engaged the citizens of Pitt Meadows in dialogue to identify issues and gather information on how we can connect law enforcement with other non-police organizations to create a “safety and security web” of services to better connect and serve the community.
- **MEDIA TRAINING.** Organized media training for Council and Emergency Operations training for staff.
- **MEDIA RELATIONS.** Provided media relations and monitoring for City stories.
- **HOME SHOW.** Coordinated annual home show booth reaching 20,000 regional residents.

HUMAN RESOURCES

- **CONTRACT MANAGEMENT.** Commenced CUPE collective bargaining; provided research and recommendation to salary structure of exempt administrative Staff and Fire Services.
- **POLICY UPDATES.** Reviewed and updated the Employee Training and Development Policy, and Computer Loan Program.

- **PERFORMANCE REVIEW PROCESS.** Re-developed the management performance review process including criteria for band progression.
- **CAO PERFORMANCE REVIEW POLICY.** Oversaw the CAO performance review policy and procedure development.
- **ONLINE TRAINING.** Introduced online training courses including modules for Respectful Workplace Training, WHIMIS, and other skills development.
- **LIVING WAGE.** Achieved Living Wage status following careful research, analysis, development of an implementation plan and application to the LW campaign. The City’s policy and status ensures that all City Staff and all of the City’s service providers (both working on and off City premises) for a specified period of time earn, at a minimum, a living wage, as determined by the Living Wage Campaign.
- **HR PROCESSES.** Reviewed and revised several HR processes including criminal records checks, recruitment and orientation, and reclassifications.
- **RECRUITMENT.** Supported departments through growth; conducted over 52 recruitment and hiring processes, including 40 job postings.
- **EMPLOYEE ENGAGEMENT.** Engaged and collected input from City staff regarding “employee engagement” culminating in a set of employee-prioritized recommendations and an action plan.
- **TRAINING & DEVELOPMENT.** Delivered training and development in ergonomics, asbestos awareness, workplace inspections, incident investigations, health and safety committee training, working alone risk assessment, incident

CORPORATE SERVICES



investigations, respectful workplace, WHMIS 2015, Hazardous Materials and various professional e-conferences and workshops.

- **MUNICIPAL RELATIONS.** Developed stronger external relationships within the HR Municipal community through membership in HR Advisory Groups.
- **CASUAL POOL.** Created a Casual Administrative Pool to address fluctuations in work load within departments.
- **WORKPLACE CULTURE.** Achieved organizational participation in culture building initiatives including lunch time sports, employee recognition committee, spirit committee, employee wellness focus group, CUPE Annual Review focus group, and Operations Leadership Team.
- **SERVICE RECOGNITION.** Recognized employees through the annual service recognition and safety awards.

HUMAN RESOURCES

- **WHMIS.** Transitioned to new version of the Workplace Hazardous Materials Information System ('WHMIS 2015'), including new online training for staff and online safety data sheet management system.
- **RISK ASSESSMENTS.** Completed risk assessments on hazardous materials, working alone, heat stress, and violence in the workplace. The recommendations will be reviewed and incorporated into policy changes as required.

- **CONTRACTOR COORDINATION POLICY/ PROGRAM.** Completed review, update and roll out of Contractor Coordination Policy/Program. This program ensures all contractors are in compliance with WCB legislation and requirements before they are able to work for the City.
- **OHS GAP ANALYSIS.** Conducted occupational health and safety gap analysis for new Parks and Recreation divisions, by reviewing and comparing their processes against the City's processes and coordinating and supporting changes/upgrades.
- **NEW WORKER/YOUNG WORKER SAFETY INDUCTION PROGRAM.** Developed expanded New Worker/Young Worker Safety Induction Program. According to Worksafe, new or young (under the age of 25) employees are statistically the most at risk in the workplace. The program details what the responsibilities are for Health and Safety at all levels, what safety programs apply to new employees and what training they need to participate in, what to do in the case of safety concerns, WHMIS 2015, respect in the workplace, etc.
- **ERGONOMIC ASSESSMENTS.** Coordinated work station ergonomic assessments for staff; developed ergonomic specifications for procurement of office furniture.

CORPORATE SERVICES



KEY CHALLENGES FOR 2018

- **CHANGING WCB REGULATIONS.** Meeting the new and diverse standards requires ongoing education, documentation, review and revision to ensure compliance. Claims, disability and leave management is becoming increasingly complex, frequent and costly to employee health, benefit plans and WCB premiums.
- **THE NEW WORKFORCE.** Integrating and stabilizing new teams resulting from recent growth is a key area of focus for 2018. Recent growth has attributed to change in dynamics, leadership, direction and responsibilities. There will need to be a focus on team building, change management and more robust and better communicated processes and practices.
- **IT SECURITY.** Cybercrime poses a real and persistent threat to business and government. IT has provided some preventative measures to limit the possibility of cybercrime for the City, with the resources currently available to them. Additional and ongoing work is needed in the area of IT Security in order to adequately address and minimize the risk.
- **CAPACITY TO INNOVATE AND ENABLE CHANGE.** The growing need for information services at the City continues to increase demands on IT. This has resulted in a growing inventory of desktop computers and applications, servers, storage, network, telephony, enterprise and line of business systems and various technical integrations, all of which need to be supported on a daily basis. As this trend continues, IT will need to commit an increasing amount of resources to supporting these systems. This will result in reduced time

and opportunity to promote change and be more strategic and innovative in ways that support and enhance City business.

- **CITIZEN EXPECTATIONS.** Citizens are now more digitally enabled than ever and expect quicker and better ways to interact with government. There continues to be a massive shift toward digital channels and service delivery which continues to place pressure on IT, Communications and Human Resources to enable these services.
- **CIVIC ENGAGEMENT.** Understanding the expectations and issues of importance to citizens is a vital component to municipal government. The methods in which we engage citizens and our corporate processes supporting engagement will determine our success in reaching out and beginning a dialogue with the community as a whole. This new approach will place significant pressure on existing resources; the more robust the engagement, the more time, information, human and financial resources are required. Organizational capacity must be kept in mind during this process.

CORPORATE SERVICES

KEY INITIATIVES 2018

DIVISION	INITIATIVE	TARGET
HUMAN RESOURCES	EMPLOYEE POLICY REVIEWS. Respectful Workplace, Code of Conduct, and Employee Recognition policies; update as needed and provide training.	Q2-Q4
	EMPLOYEE DEVELOPMENT WORKSHOPS. Plan and oversee delivery of targeted employee development workshops.	Q2
	ORGANIZATIONAL WELLNESS STRATEGY. Develop strategy with targeted workshops and wellness opportunities for employees.	Q2
	EMPLOYEE RECOGNITION PROGRAM. Establish and provide leadership to a cross-functional working committee to oversee the development of effective employee recognition programming.	Q1-Q4
	WORKFORCE INTEGRATION. Develop and support strategies for cross-functional team opportunities.	Q1-Q4
	CUPE PERFORMANCE EVALUATION PROCESS. Work organization-wide to develop a meaningful and effective performance evaluation process for CUPE staff.	Q1
	NEW COLLECTIVE AGREEMENT. Upon ratification of newly negotiated collective agreement, communicate and implement the terms (retroactive payments, process changes etc.).	Q1-Q3
	WORKPLACE SAFETY. Develop and refine tracking and reporting of health and safety statistics with emphasis on resolution of and compliance with workplace inspections and investigations.	Q3
	RESPIRATOR PROGRAM. Develop program, including safe work procedures. This program ensures that respirators used by our workers provide effective protection against airborne contaminants in the workplace(s).	Q1
	RETURN TO WORK PROGRAM. Initiate development of Return to Work/ Stay and Work/Fit for Duty program and processes to assist with the successful return to work of employees who have been injured or ill.	Q2-Q3
COMMUNICATIONS	EXPLORE OPTIONS FOR A SUITABLE HRIS SYSTEM. An HRIS system unifies employee data and improves productivity related to payroll processing tasks and benefits administration.	Q3
	STAKEHOLDER ENGAGEMENT POLICY. Assist with implementation of the new stakeholder engagement policy and framework.	Q1
	COMMUNICATIONS SERVICES REVIEW. Complete remaining recommendations from the Communications Services Review.	Q1-Q2

CORPORATE SERVICES



KEY INITIATIVES 2018 (CONTINUED)

	IMPLEMENT NEW CITY WEBSITE and continue with content development.	Q2
	DEVELOP STANDARD GRAPHICS TEMPLATES and training for users.	Q4
	DEVELOP CRISIS COMMUNICATION PLAN. Framework, plan & policy for managing communications related to potential crises at any/all levels of the organization.	Q1-Q4
INFORMATION TECHNOLOGY	PC REPLACEMENT PROGRAM. Plan and implement the replacement of end of life desktop and laptop computers.	Q1
	CONDUCT AERIAL PHOTO RENEWAL for use in public and internal facing GIS-based systems.	Q2
	PLAN AND EXECUTE SERVER REFRESH PROGRAM.	Q2
	CARRY OUT VOIP TELEPHONE REPLACEMENT.	Q2-Q4
	PLAN AND IMPLEMENT TABLET REFRESH PROJECT.	Q1
	FIBRE CONNECTIVITY. Install a fibre optic pathway between the Public Works Yard and South Bonson Community Center.	Q2
	MOBILITY ENABLEMENT. Plan, develop and implement City Laptop and Mobility Enablement Project	Q2
	MEADOWS ROOM UPGRADE. Video streaming integration upgrade and installation.	Q3
	PLAN AND EXECUTE WINDOWS SERVER UPGRADE PROJECT.	Q3
	OMS. Complete OMS Software Stabilization and Optimization project. OMS (Operations Management System) is the City's enterprise Work Order and Asset Management software.	Q1-Q3
	CARRY OUT TEMPEST SOFTWARE IMPLEMENTATION. (Blits) Phase 3	Q1-Q4
CROSS-DEPARTMENTAL COLLABORATION	CIVIC ENGAGEMENT INITIATIVES. Support and deliver engagement initiatives, including: Long Term Strategic Plan; Official Community Plan update (Arts and Culture; Transportation, Development Lands; Infill Housing; Environmental Management Inventory; Dike Use Master Plan; Parks and Recreation Master Plan; Airport, Land Use and Zoning; Traffic Calming, Safety Security Web etc.).	Q1-Q4
	POLICY DEVELOPMENT. Work with respective departments to review, update and develop policies, including: Council Emergency Notification Policy; Public Use of Municipal Boards; and Cross Street Banners on Harris Road.	Q2

CORPORATE SERVICES

KEY INITIATIVES 2018 (CONTINUED)

	INTRANET SOFTWARE. In collaboration with IT and HR, explore available Intranet software options.	Q4
	HR/PAYROLL ONLINE SERVICE. HR to work with Communications to create an HR and Payroll online service for employees with access to forms, policies and general service information.	Q3-Q4

PROPOSED OPERATING BUDGET

Corporate Services Financial Summary

	2017 APPROVED BUDGET	2018 PROPOSED BUDGET	2018 PROPOSED CHANGES	2019 PROPOSED BUDGET	2020 PROPOSED BUDGET	2021 PROPOSED BUDGET	2022 PROPOSED BUDGET
EXPENSES							
HUMAN RESOURCES	\$557,700	\$562,600	\$4,900 0.9%	\$574,400	\$584,700	\$593,900	\$602,100
COMMUNICATIONS	314,700	319,900	5,200 1.7%	330,600	338,300	343,300	348,400
INFORMATION TECHNOLOGY	707,100	720,500	13,400 1.9%	749,700	766,000	775,300	784,700
	1,579,500	1,603,000	23,500 1.5%	1,654,700	1,689,000	1,712,500	1,735,200
NET OPERATING EXPENSES	\$1,579,500	\$1,603,000	\$23,500 1.5%	\$1,654,700	\$1,689,000	\$1,712,500	\$1,735,200
KEY BUDGET CHANGES FOR 2018:							
SALARY AND BENEFITS			18,600				
PROFESSIONAL DEVELOPMENT			2,000				
CORPORATE TRAINING			(3,000)				
CAO PERFORMANCE REVIEW CONSULTANT *			3,000				
MAIN SUPPORT SYSTEMS			3,800				
OTHER			(900)				
CHANGE IN NET OPERATING EXPENSES			\$23,500				

*Council approved initiative - Sept 12, 2017

CORPORATE SERVICES

PROPOSED CAPITAL BUDGET

DEPARTMENT	Project #	Priority	2018	2019	2020	2021	2022	TOTAL
CORP SVCS - COMMUNICATIONS								
WEBSITE REFRESH 02 292 9659	15-CM-092	3				50,000		50,000
CITY BANNER REPLACEMENT	18-CM-094	2	7,200	7,200				14,400
COMMUNICATIONS AND COMMUNITY ENGAGEMENT	18-CM-095	2	100,000	50,000				150,000
CITY WIDE TRADE SHOW DISPLAY	18-CM-096	2	3,200					3,200
CORP SVCS - COMMUNICATIONS TOTAL			110,400	57,200		50,000		217,600
CORP SVCS - HR								
HUMAN RESOURCE INFORMATION SYSTEM	18-HR-001	3	20,000					20,000
CORP SVCS - HR TOTAL			20,000					20,000
CORP SVCS - IT								
PC REPLACEMENT STRATEGY 02-2-92-9500	09-IT-001	2	15,000	130,000		32,000	15,000	192,000
MISC COMPUTER INFRASTRUCTURE PURCHASE 02-2-92-9587	09-IT-020	3	52,000	26,000	26,000	26,000	26,000	156,000
AERIAL PHOTO RENEWAL 02-2-92-9595	09-IT-039	3	10,000			11,000		21,000
SERVER/SAN REFRESH 02-2-92-9588	10-IT-021	1	10,000		6,000		291,600	307,600
WAN/LAN UPGRADE - POE SWITCHES 02-2-92-9501	11-IT-003	1			50,000	75,000	4,500	129,500
PRINTER & PERIPHERALS REPLACEMENT 02-2-92-9507	11-IT-005	2			20,000	88,000	15,000	123,000
SMART PHONE REPLACEMENT 02-2-92-9622	11-IT-052	3	1,500	1,500	13,000	1,500	1,500	19,000
EXTERNAL SECURITY AUDIT 02-2-92-9621	12-IT-050N	1	2,500	25,000	2,500	15,000	2,500	47,500
MEADOWS RM & CHAMBERS PROJ/ MONITORS 92-9630	12-IT-058	2	1,200		15,000			16,200

CORPORATE SERVICES

PROPOSED CAPITAL BUDGET (CONTINUED)

DEPARTMENT	Project #	Priority	2018	2019	2020	2021	2022	TOTAL
CORP SVCS - IT CONTINUED								
VOIP TELEPHONE SYSTEM 02-2-92-9633	13-T-062	1	100,000					100,000
UPS REPLACEMENT 02-2-92-9642	13-IT-075	1			20,000	2,500		22,500
GIS REFRESH 02-2-92-9540	13-IT-076	2	50,000					50,000
FIBER MAINTENANCE 02-2-92-9647	14-IT-082	1		2,500		10,000		12,500
FIRE APPARATUS RUGGEDIZED LAPTOPS 02-2-92-9649	14-IT-084	1	2,500			20,000	7,500	30,000
FORTINET FIREWALL APPLIANCE REPL 02-2-92-9643	15-IT-068	1					17,500	17,500
CORPORATE WIFI REPLACEMENT 02-2-92-9644	15-IT-074	2		8,000				8,000
TABLET REFRESH 02-2-92-9645	15-IT-077	2	2,000	2,000	2,000	15,000	2,000	23,000
SERVER/SAN WARRANTY CONTRACTS 02 292 9657	16-IT-101N	3			26,200	11,200	20,500	57,900
SBCC FIBRE CONNECTIVITY 02-2-92-9594 DP18	18-IT-073	2	125,000					125,000
CLT LAPTOP PURCHASE	18-IT-098	2	20,000					20,000
MEADOWS ROOM VIDEO TECHNOLOGY '18 DP	18-IT-100	3	42,000					42,000
MOBILE TICKETING 1K OPERATING COST	18-IT-101	3	13,900					13,900
CALLS FOR SERVICE - MOBILE 1K OPERATING COST	18-IT-102	3	9,400					9,400
INTRANET REFRESH 5K OPERATING COST	18-IT-103	3	45,000					45,000
CITEZAN SELF SERVICE & MOBILE APP	18-IT-105	3		50,000				50,000
WINDOWS SERVER UPGRADE 4K OPER COST	18-IT-106	1	20,700	8,000	15,000			43,700
CORP SVCS - IT TOTAL			522,700	253,000	195,700	307,200	403,600	1,682,200
GRAND TOTAL			653,100	310,200	195,700	357,200	403,600	1,919,800

Project Priority Column: 1=Imperative (Must Do); 2=Essential (Should Do); 3=Important (Could Do); 4=Desirable (Other Year)

CORPORATE SERVICES



DECISION PACKAGE: Meadows Room Video Technology

Department/Division:	Corporate Services – Information Technology Services
Submitted by:	Stephanie St. Jean
Estimated Capital Cost:	\$42,000
Estimated Annual Operating Costs:	One time: N/A Ongoing: N/A

DESCRIPTION

This project provides for the supply and installation of three HD cameras in the Meadows Room and integration with the existing AV room off of the main Council Chambers.

The Meadows Room would be set up as a ‘summed feed’ with Council Chambers (i.e. 4 camera feeds in total; 3 in the main Chambers and 1 in the Meadows Room).

RECOMMENDATION

THAT Council:

- A. Approve \$42,000 to carry technology installation in the Meadows room.

FINANCIAL IMPLICATIONS

\$42,000 one-time initial capital cost in 2018 and plan a replacement budget in 5 to 7 years (2025).

DISCUSSION

At a Regular Council meeting on March 28, 2017, Council directed staff to request funding in the 2018 Financial Planning process for \$42,000 one-time funding to carry out technology installation in the Meadows Room.

There are no hard maintenance costs, however the camera and other AV equipment need to be serviced when breaks occur and need to be replaced every 5-7 years.

Equipping the Meadows Room with video technology would allow for:

- Livestreaming from the Meadows Room for such things as CIC Workshops, video-conferencing and increased opportunity for Council interaction with Citizens;
- Increased usability of the room;
- Enhanced operations for emergency preparedness as it relates to the Emergency Operations Centre (EOC), which is set up in the Meadows Room during an emergency.

ALTERNATIVES

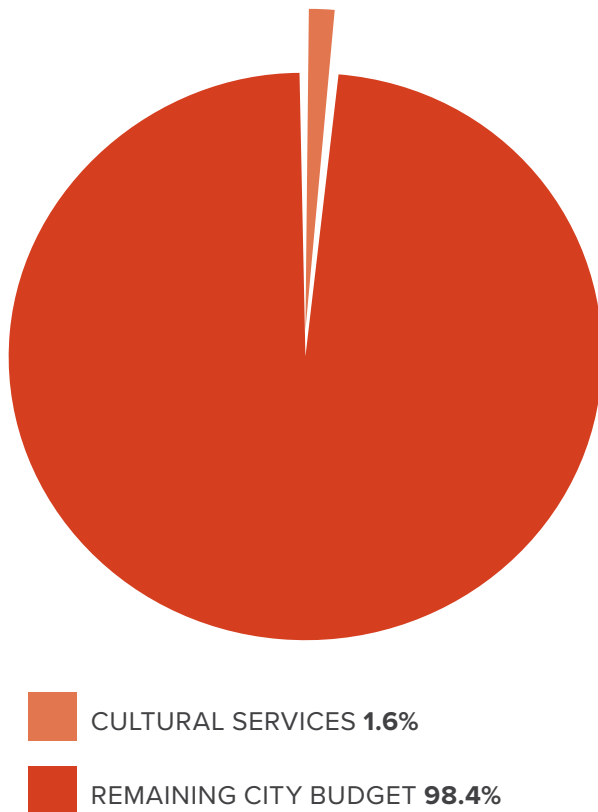
Defer the decision to approve the technology installation in the Meadows Room and continue with the status quo.

SUMMARY

The installation of video conferencing equipment in the Meadows Room will enhance the room’s usability, provide opportunity for increased communication with the public during various meetings and workshops, and provide additional communication opportunities for emergency preparedness training and the operation of the EOC.

CULTURAL SERVICES

DEPARTMENT'S SHARE OF CITY BUDGET



OVERVIEW

CULTURAL SERVICES enlivens and enhances the environment of the City through the integration of arts and cultural services in the community. Cultural Services provides support to the artist community, art groups and organizations by providing opportunities and increasing awareness for residents to engage in arts and cultural programs and activities. Cultural Services provides community spirit and celebration through the City's Signature events as well as other local and national events, encouraging volunteerism and networking, fostering an inclusive environment of innovation and creativity.

Operating Budget: \$ 314,400

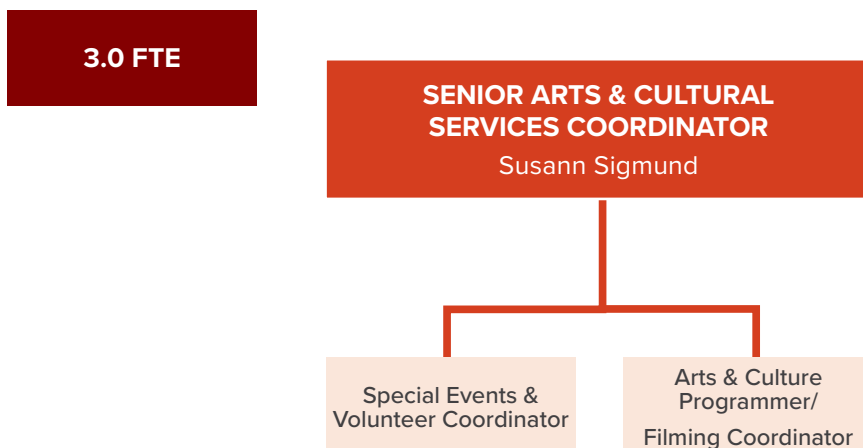
Capital Budget: \$ 92,500

Staffing Complement: 3.0 FTE (Full-Time Equivalent)

Supports Strategic Focus Areas:
Community Livability

CULTURAL SERVICES

STAFFING COMPLEMENT



2017 ACHIEVEMENTS

• SECURED STAFFING RESOURCES.

- **SENIOR ARTS AND CULTURAL SERVICES COORDINATOR.** Provides leadership and oversight to the Cultural Services team and initiatives. Oversees the Special Events and Volunteer Coordinator as well as the new Arts and Culture Programmer and Filming Coordinator.
- **ARTS & CULTURE PROGRAMMER/FILMING COORDINATOR.** Primary focus is on growing an independent arts programming service model in house to better support the needs of the community in this area. The combined position will also allow a consistent service model for the increased volume of filming in the City.
- **SPECIAL EVENTS AND VOLUNTEER COORDINATOR.** Coordinates the City's annual Signature Events and provides support to community initiated events and festivals. The combined position builds community involvement through volunteerism to better resource and support City events.

- **CULTURE DAYS.** The City's third year celebrating Culture days included a move in location to South Bonson Community Centre and collaboration with a group of volunteers from the Pitt Meadows Art Society and included a pop up art show, crafts for kids, and a Canada 150 community art project.
- **ARTISTS IN OUR PARKS.** Developed a new 'Artists in our Parks' program. The program encourages community building and enjoyment of local parks. Local artists are able to utilize select parks offering artistic events and exhibits. Artists are able to create and sell their works in the park.
- **VOLUNTEER MANAGEMENT SOFTWARE.** Purchased a new Volunteer Management Software Program enabling a more efficient volunteer application process and consistent information management across various divisions of the City. The new program will assist with tracking the number of volunteer hours and provides history for a volunteer recognition program.
- **REMEMBRANCE DAY.** Supported the Legion in planning and holding the City's Remembrance Day ceremony.



2017 ACHIEVEMENTS (CONTINUED)

- **HARRIS ROAD PARK COMMUNITY ART PROJECT.** Refresh of Harris Road Park community art mural.
- **CANADA 150 MURAL MOSAIC COMMUNITY ART PROJECT.** Received a \$15,000 grant from Heritage Canada to join the national mural project connecting over 150 cities and murals across Canada. When united, these individual murals form one gigantic Canada mural. More than 800 residents were involved in the project and helped to plan the mural and paint the individual tiles that make up the mural, which now hangs on the outside wall of City Hall. This art project creates a lasting legacy landmark piece of Canada's 150th anniversary.
- **CITY HALL FOYER GALLERY - COMMUNITY ART SPACE.** Celebrates arts and artists through quality experiences in a unique and inviting gallery space, creating an inclusive environment that enriches and encourages interaction in the community. It also exposes the public to art in a non-traditional environment. This new program enables emerging and established artists to gain exposure and experience the professional orchestration of an exhibition in a public environment.
- **PITT MEADOWS ART GALLERY.** Identified an underutilized facility and received Council approval for the City's first public Art Gallery. The Gallery will provide an opportunity for artists and the community to engage and connect with each other through art. The new space forges creative dialogue, brings attention to local art, and creates new opportunities for art, artists, artist groups and residents in our community.
- **CIVIC ENGAGEMENT.** Held stakeholder and community engagement workshops to learn about citizen expectations, needs and desires for community events, arts and culture programs and activities. The information garnered will guide future decisions regarding events and arts and cultural programming.
- **VOLUNTEER POLICY & PROGRAM.** Developed the City's first volunteer program and policy, providing opportunities for volunteers to give back to the community while developing their own skills and gaining and/or sharing valuable experience.
- **CANADA 150.** Held celebrations and projects in recognition of Canada's 150th birthday, including the My Canada/My Pitt Meadows Art Project, Interactive Multicultural Map, Heritage Moments at Council, Canada 150 for 150 Volunteer Challenge, Canada 150 Art Tree Project, and Canada 150 Mosaic Mural Community project.
- **BARD ON THE BANDSTAND.** The Emerald Pig Theatre Society presented 3 summer theatre evening performances to a crowd of over 380.
- **SUMMER SERENADE CONCERT SERIES.** Held 8 summer concerts in Spirit Square through July and August, more than doubling attendance from last year (2,215).
- **ARTS, CULTURE AND HERITAGE STRATEGIC PLAN.** Created draft of first ever Cultural Strategic Plan for the City of Pitt Meadows. The plan will map out Pitt Meadows arts and cultural assets and identify needs, opportunities, resources and priorities to help create strategies and action plans for the community to develop its cultural sector. The process allows the community to create a "Made in Pitt Meadows" cultural plan aligning with Council's direction.

CULTURAL SERVICES



KEY CHALLENGES FOR 2018

- **COMMUNITY ENGAGEMENT.** Ongoing community engagement is needed to learn how to better support existing arts and cultural events, activities and programs and to learn about new interests and expectations in the community. The cultural roundtable and community surveys will be an important resource to support this need.
- **VOLUNTEERS.** A growing trend of a lack of community volunteerism makes it difficult to adequately resource community activities and events. A re-focus on volunteerism including a new volunteer management software program is needed to broaden the opportunities for volunteers to participate.
- **SPECIAL EVENTS.** Increased support at events is required to meet the increasing expectations and demands of the community and maximize event potential. A careful review is needed in order to determine how to manage these needs while aligning with budget limitations. A comprehensive review process and the creation and implementation of a new Special Events Policy will assist in delivering Council's goal to achieve community livability as well as economic prosperity by attracting visitors to our community.
- **MARKETING.** A lack of resources for marketing events and arts and cultural programs results in less than desired participation from the community. Consistent brand messaging, tools and a review of all City events will be developed in order to create a fresh and attractive marketing strategy in order to reach a broader audience and attract more residents to City events and activities, maximizing the participation of community groups and volunteers.
- **A STRONG ARTS AND CULTURE FOUNDATION** is an important contributor to social diversity and economic vitality. The creation of the City's first Arts & Culture Strategic Plan is well underway to move the development of arts and culture forward in a strategic manner that aligns with community priorities. The City may be challenged to implement some of the recommendations of the Plan based on a lack of funding and resources. A staggered implementation and possible grants may assist with the implementation.
- **ARTIST SPACE.** There are only a few spaces in Pitt Meadows for artistic exhibit, studio or program space. A review of current spaces and options for additional space will be important to showcase local artists and provide opportunities for local artists to grow.
- **PROGRAMMING.** The City is beginning the process of building and growing its own arts programming after transitioning from The Act Arts Council who previously provided this service. Trends indicate that people want to engage in arts, heritage and culture in a more personal, experiential way, rather than as an observer. New programming opportunities will be developed to address this need.
- **FILM PERMITTING.** Increased filming in Pitt Meadows has stretched staff resources, taxed residents' patience, and has disrupted businesses. A review of the current policy and administrative processes planned for early 2018 may help to identify possible solutions and streamline work flows.

CULTURAL SERVICES



KEY INITIATIVES 2018

DIVISION	INITIATIVE	TARGET
CULTURAL SERVICES	SPECIAL EVENTS POLICY DEVELOPMENT. Conduct a review of current event processes, including booking, permit processing, determining roles and responsibilities and establishing a service model for a variety of City events; will assist in the development of partnership agreements outlining goals and objectives, identifying stakeholders and determining roles, responsibilities and event protocols.	Q1-Q2
	SPECIAL EVENTS MARKETING PLAN. Increase visibility and growth of City events through developing a City branded event marketing plan including a new social media strategy that is consistent across all City events.	Q1-Q4
	ARTS AND CULTURE STRATEGIC PLAN RECOMMENDATIONS. In order to move the development of arts and culture forward in a strategic manner that aligns with community priorities, begin the process of implementing the recommendations outlined in the Arts and Culture Strategic Plan.	Q1-Q4
	VOLUNTEER SOFTWARE PROGRAM. Implement the City's new Volunteer Management software program "Volunteer Impact" and work to build the City's base of volunteers by creating awareness and visibility of volunteer opportunities.	Q1-Q4
	DEVELOP A CITY WIDE RECOGNITION PROGRAM. Develop an annual recognition program for the community such as Volunteer of the Year, Citizen of the Year, Senior of the Year, Student of the Year, Artist of the Year, etc.	Q1-Q2
	ART IN PUBLIC PLACES POLICY AND ADMINISTRATION PROCESS. Develop a policy for Art in Public Places projects including administration documents (contracts, agreements, call for artists, copyright provisions, etc.), Assessment of Current Public Art, and the establishment of a maintenance plan and budget to support installations and projects.	Q2
	CULTURAL ROUND TABLES. Hold round-table discussions to develop and share ideas on the community's arts, culture and heritage vision, and what opportunities exist to grow arts and culture.	Q1-Q4
	ARTIST DIRECTORY. Create a City directory of all artists and arts and cultural groups in Pitt Meadows to expand networking opportunities and provide access to information, such as funding sources.	Q1-Q4
	CITY HYDRO BOX WRAP PROGRAM. As part of the Art in Public Places Program develop a plan to implement a beautification project for the City's hydro boxes in key areas, providing an opportunity for local artists to participate while deterring graffiti.	Q2-Q3
	COMMUNITY PARTNERSHIP & INVESTMENT PROGRAM. Develop a new program with community organizations creating partnerships, supporting events, programs or initiatives that benefit the community.	Q2-Q4
	ARTISTS IN OUR PARKS PROGRAM. Develop a marketing plan and signage for the newly created Artists in our Parks Program.	Q2
	CITY HALL FOYER GALLERY – COMMUNITY ART SPACE. Develop an annual exhibition and programming schedule and space rental policy for the new City Hall Foyer Gallery Community Art Space.	Q1-Q2

CULTURAL SERVICES



KEY INITIATIVES 2018 (CONTINUED)

DIVISION	INITIATIVE	TARGET
	PITT MEADOWS PUBLIC ART GALLERY. Develop an annual exhibition and programming schedule for the new Pitt Meadows Art Gallery including youth, children and seniors art shows. Katzie First Nation, photographers, artists groups and individual artists will all be invited to participate.	Q1-Q2
	ARTS PROGRAMMING. The City of Pitt Meadows has just taken back the task of arts programming from The Act Arts Council. Cultural Services will develop and build a brand new diverse arts and cultural programming initiative for the City. The new programming will focus on providing visual arts programs for adults, children and youth including investigating new programming opportunities within the community.	Q1-Q4
	FILM PERMITTING POLICY AND PROCESS REVIEW. Conduct a review of the current film permit application, internal processes and policy review, working cross organizationally with other departments involved in the process in order to achieve the best outcomes.	Q1
	CITY STREET BANNER PROGRAM. As part of the City's Art in Public Places – Community Art Program research the possibility and budget requirements for a banner program including opportunities for local artists to participate in the creation of and or/designs. Cultural Services would work cross-organizationally with Communications on this initiative.	Q1-Q4

CULTURAL SERVICES



PROPOSED OPERATING BUDGET

	2017 APPROVED BUDGET	2018 PROPOSED BUDGET	2018 PROPOSED CHANGES	2019 PROPOSED BUDGET	2020 PROPOSED BUDGET	2021 PROPOSED BUDGET	2022 PROPOSED BUDGET
EXPENSES							
CULTURAL SERVICES	\$234,700	\$314,400	\$79,700 34.0%	\$329,400	\$342,200	\$347,100	\$350,900
	234,700	314,400	79,700 34.0%	329,400	342,200	347,100	350,900
NET OPERATING EXPENSES	\$234,700	\$314,400	\$79,700 34.0%	\$329,400	\$342,200	\$347,100	\$350,900
KEY BUDGET CHANGES FOR 2018:							
SALARY AND BENEFITS			30,500				
COMMUNITY PARTNERSHIP INVESTMENT PROGRAM *			25,000				
PM DAY GRANT *			2,500				
ART GALLERY *			13,200				
MARKETING			5,000				
OTHER			3,500				
CHANGE IN NET OPERATING EXPENSES			\$79,700				

* COUNCIL APPROVED INITIATIVES - DEC 6, 2016/MAR 21, 2017/JUL 25, 2017 RESPECTIVELY

CULTURAL SERVICES



PROPOSED CAPITAL BUDGET

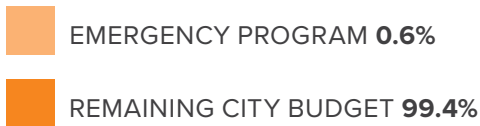
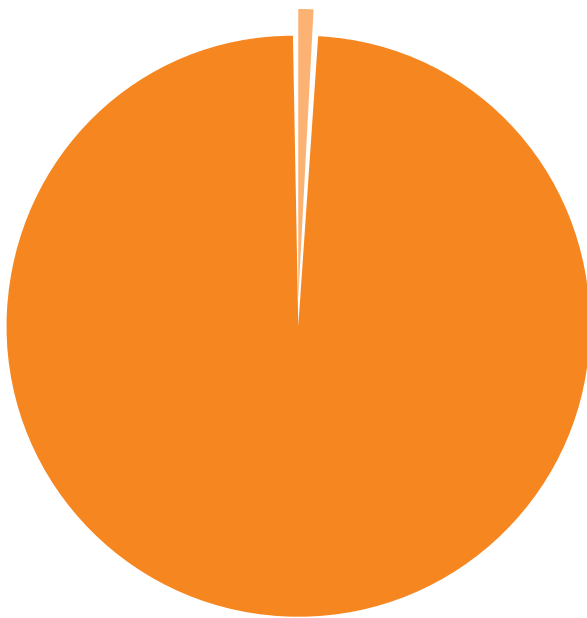
DEPARTMENT	Project #	Priority	2018	2019	2020	2021	2022	TOTAL
CAO OFFICE - CULTURAL SERVICES								
ARTS AND EVENTS START UP 02 291 8801	17-AC-078	2	25,000					25,000
COMMUNITY ART PROJECT	18-AC-083	3	20,000		20,000		20,000	60,000
SPECIAL EVENTS ACTIVITY SUPPLIES	18-AC-084	4		10,000	5,000			15,000
POTTERY KILN	18-AC-085	4		7,500				7,500
ART STORAGE AREA AND SUPPLIES	18-AC-086	3	10,000	5,000				15,000
OVERHEAD STREET BANNER	18-AC-087	2	17,500					17,500
LIGHTING AND SOUND SYSTEM	18-AC-088	3	10,000					10,000
CULTURE PLAN - YEAR 1	18-AC-089	2	10,000					10,000
CAO OFFICE - CULTURAL SERVICES TOTAL			92,500	22,500	25,000	20,000		160,000
GRAND TOTAL			92,500	22,500	25,000	20,000		160,000

Project Priority Column: 1=Imperative (Must Do); 2=Essential (Should Do); 3=Important (Could Do); 4=Desirable (Other Year)

EMERGENCY PROGRAM



DEPARTMENT'S SHARE OF CITY BUDGET



OVERVIEW

The Emergency Program ensures the City is prepared to manage both local and regional emergencies when the City's services are challenged from a natural or man-made disaster. Responsibilities of this program include: oversight of the City's training for emergency management and preparedness; oversight of supplies and staffing of the City's Emergency Operations Centre (EOC); coordinating the emergency social services team; and providing education to Staff and the community on emergency preparedness planning.

Due to the over-arching impact of the Emergency Program on all aspects of City business, and its high priority for City Council, the Emergency Program Coordinator reports directly to the CAO.

Operating Budget: \$ 118,500

Capital Budget: \$ 0

Staffing Complement:

1.0 FTE (Full-Time
Equivalent)

Supports Strategic Focus Areas:

Corporate Excellence
Economic Prosperity
Community Livability

EMERGENCY PROGRAM



STAFFING COMPLEMENT

1.0FTE

COORDINATOR, EMERGENCY PROGRAM
Barbara Morgan

Currently, the Emergency Program Coordinator role is a .6 FTE position. In 2018, this position will move to 1.0 FTE. This will be a cost-neutral transition, as the increase in salary for the F/T Coordinator position will be offset by the yearly fees that will no longer be paid to the City of Maple Ridge for ESS management.

2017 ACHIEVEMENTS

- **EMERGENCY PROGRAM ASSESSMENT REPORT.** Completion of a thorough audit of the City's Emergency Program, including 39 recommendations for next steps in the continued development of a robust and responsive program.
- **SHAKEOUT BC.** Promoted the annual ShakeOut BC event, promoting earthquake awareness and preparedness as participants Drop, Cover and Hold On.
- **QUAKE COTTAGE.** In collaboration with the Insurance Bureau of Canada, hosted the Quake Cottage at the Pitt Meadows Family Rec Centre. The Quake Cottage is an earthquake simulator that provides community members the opportunity to learn about emergency preparedness and experience what a major earthquake would feel like.
- **TRAINING.** Arranged for operational staff training in the different sections of the BC Emergency Management System model (BCEMS).
- **EMERGENCY PREPAREDNESS.** Scheduled mandatory sessions for all staff, hosted several sessions at community strata and senior groups.

EMERGENCY PROGRAM



KEY CHALLENGES FOR 2018

- **2017 STAFFING VACANCY.** The Emergency Program Coordinator position was vacant for the first half of 2017, limiting program development and creating a backlog of training needs for 2018.
- **PROFILE.** Due to the part time nature of the Emergency Program Coordinator role, and the vacancy of the position until July 2017, the program has minimal internal and external profile. This has resulted in a lack of understanding of the importance and value of the Emergency Program. Elevating the profile of the program and supporting a culture shift around the importance of emergency preparedness will be a key goal for 2018.
- **EXTREME WEATHER.** As demonstrated in central BC this year with floods and fires, extreme weather patterns are becoming the norm. Therefore, the readiness of the Emergency Operations Centre, staff training, and community emergency preparedness needs to be addressed in 2018.
- **JOINT AGREEMENT.** The Joint Emergency Agreement between the City of Pitt Meadows and the City of Maple Ridge is outdated, using old terminology and poorly reflecting the current EOC roles and responsibilities, including parameters for the activation of a joint EOC. Without a refresh, this agreement could cause confusion and gaps in the provision of services in the event of an emergency.
- **MOVING ESS IN HOUSE.** To ensure high quality service delivery during emergency scenarios, the City will be moving the Emergency Social Services (ESS) Program in-house in 2018. Challenges associated with this transition period include staff and volunteer recruitment, training and the importance of the timely development of a service delivery strategy.
- **MUNICIPAL BYLAW.** The current Emergency Management Bylaw is in need of revision. Without a refresh and update, the bylaw could cause confusion and gaps in the provision of services in the event of an emergency.



EMERGENCY PROGRAM



KEY INITIATIVES 2018

DIVISION	Initiative	TARGET
EMERGENCY PROGRAM	EMERGENCY PROGRAM ASSESSMENT RECOMMENDATIONS. Begin implementation of 39 recommendations identified in the Emergency Program Assessment for the development of a robust and responsive Emergency Management Program.	Q1-Q4
	EMERGENCY SUPPORT/SOCIAL SERVICES (ESS): bring ESS program in-house; develop plan to deliver high quality model of service to Pitt Meadows citizens in the event of an emergency. Program to be managed jointly with the City of Maple Ridge, as per the Joint Agreement.	Q1
	VOLUNTEERS. Develop volunteer program and respective training to optimally staff the EOC and ESS programs.	Q1-Q4
	EMERGENCY MANAGEMENT COMMITTEE. Re-instate the meetings of the Staff Emergency Management Committee who are responsible for the direction of the program. Develop Terms of Reference for the committee.	Q1
	EMERGENCY PREPAREDNESS. Provide mandatory emergency preparedness sessions for Staff and Council. This will provide them with the tools to have a personal and family emergency kit and plan. Develop specific preparedness sessions with emphasis on seniors and the vulnerable population.	Q1
	JOINT AGREEMENT. Review, revise and sign updated Joint Agreement between the City of Pitt Meadows and the City of Maple Ridge outlining EOC roles and responsibilities, including parameters for activating a joint EOC.	Q1
	MUNICIPAL BYLAW. Review and revise Emergency Program bylaw to accommodate modern terminology and reflect current program structure.	Q2
	AMATEUR RADIO. Offer training to Staff to build some communication redundancy for the program.	Q3
	NEIGHBOURHOOD PREPAREDNESS. Develop neighbourhood program to encourage citizens and neighbourhoods to develop their own emergency strategies.	Q4
	TRAINING. Assign new roles and functions for staff and develop an in-house 'train the trainer' program.	Q4
CROSS-DEPARTMENTAL COLLABORATION	WEBSITE: Work with Information Services to update emergency preparedness materials on website.	Q2

EMERGENCY PROGRAM



PROPOSED OPERATING BUDGET

	2017 APPROVED BUDGET	2018 PROPOSED BUDGET	2018 PROPOSED CHANGES	2019 PROPOSED BUDGET	2020 PROPOSED BUDGET	2021 PROPOSED BUDGET	2022 PROPOSED BUDGET
EXPENSES							
EMERGENCY PLANNING	\$107,300	\$118,500	\$11,200 10.4%	\$120,200	\$122,300	\$124,300	\$126,500
	\$107,300	\$118,500	\$11,200 10.4%	\$120,200	\$122,300	\$124,300	\$126,500
NET OPERATING EXPENSES	\$107,300	\$118,500	\$11,200 10.4%	\$120,200	\$122,300	\$124,300	\$126,500
SALARY AND BENEFITS			6,700				
EMERGENCY SOCIAL SERVICES (ESS) CONTRACT			(26,300)				
EMERGENCY SOCIAL SERVICES (ESS) IN HOUSE			24,500				
OTHER			6,300				
CHANGE IN NET OPERATING EXPENSES			\$11,200				

KEY BUDGET CHANGES FOR 2018:	
SALARY AND BENEFITS	6,700
EMERGENCY SOCIAL SERVICES (ESS) CONTRACT	(26,300)
EMERGENCY SOCIAL SERVICES (ESS) IN HOUSE	24,500
OTHER	6,300
CHANGE IN NET OPERATING EXPENSES	\$11,200

PROPOSED CAPITAL BUDGET N/A

* Council approved initiatives - Dec 6, 2016/Mar 21, 2017/Jul 25, 2017 respectively

ENGINEERING & OPERATIONS

Operating Budget:

\$ 2,847,700

Capital Budget:

\$ 7,324,500

Staffing Complement:

23.2 FTE (Full-Time Equivalent)
+ 2 Seasonal Workers

Supports Strategic Focus Areas:

Corporate Excellence,
Economic Prosperity,
Community Livability
& Transportation and
Infrastructure

OVERVIEW

The Engineering & Operations Department is comprised of two divisions:

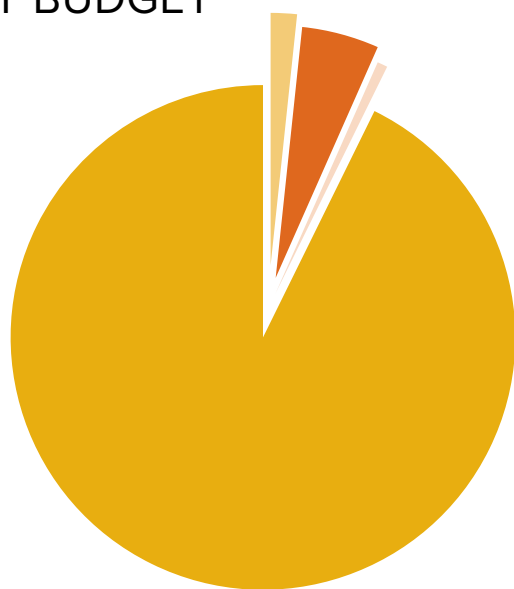
ENGINEERING DIVISION

Engineering is responsible for the engineering design, planning, and construction of the City's infrastructure. The engineering division is also an integral partner in reviewing construction applications and spearheads the environmental protection & stewardship programs to ensure the City of Pitt Meadows is not only compliant, but considered a municipal leader.

SERVICES INCLUDE:

- Engineering Information Services
- Infrastructure Renewal and Replacement
- Capital Infrastructure Planning and Construction Coordination
- Development Engineering
- Transportation Planning, Traffic Management, and Active Transportation
- Advisory Committee Support – Agricultural Advisory Committee, Active Transportation Committee, Rail Community Advisory Panel
- Environmental Protection & Stewardship
- Sustainability

DEPARTMENT'S SHARE OF CITY BUDGET



REMAINING CITY
BUDGET **92.7%**

OPERATIONS **5%**

ENGINEERING **1.7%**

ENVIRONMENTAL
STEWARDSHIP **.70%**

ENGINEERING & OPERATIONS

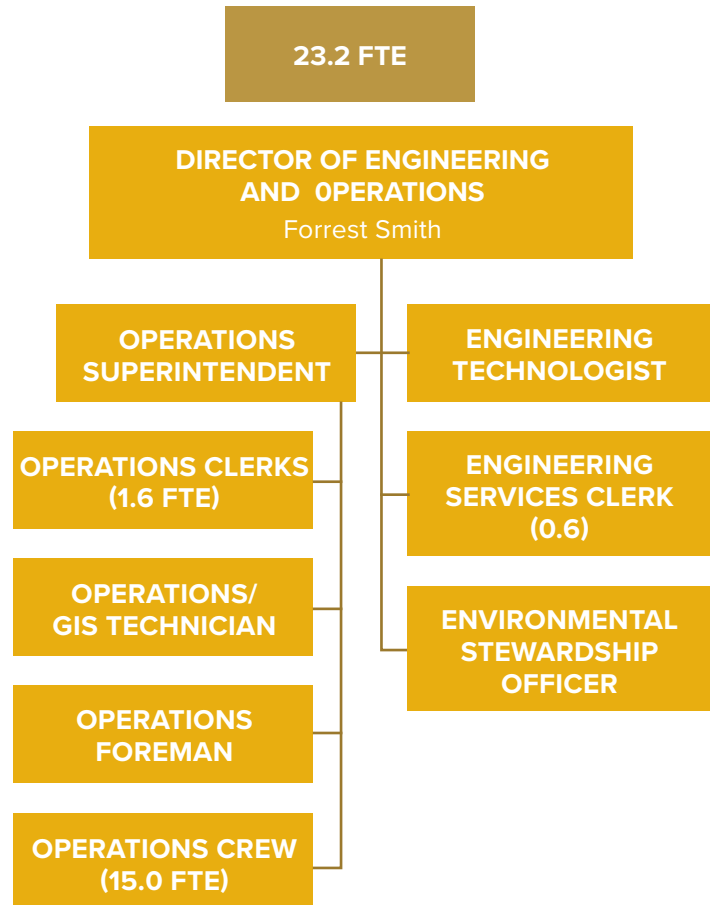
OPERATIONS DIVISION

The Operations Division ensures that the City's public infrastructure is operated, and maintained to the highest standard given available resources. This includes the managing and servicing of equipment and machinery as well as the maintenance of capital infrastructure.

SERVICES INCLUDE:

- Public Works Administration
- Drinking Water Quality and Distribution – testing and meter reading
- Waste Water Collection System
- Storm Drainage Management
- Solid Waste Collection – garbage and green waste
- Dike Maintenance
- Fleet and Equipment Infrastructure Renewal and Replacement
- Maintenance of Roads, Bridges and Sidewalks – including winter control and street sweeping
- Mosquito Control

STAFFING COMPLEMENT



ENGINEERING & OPERATIONS



AT A GLANCE

CITY INFRASTRUCTURE. The City maintains water, diking, sanitary sewer, storm drainage and road infrastructure as follows:

- **WATER UTILITY (DOMESTIC & FIRE PROTECTION)**

- 112.5 km of water main
- 6 PRV (pressure reducing valve) stations & 1 PB (pressure booster station)
- 481 hydrants
- 3,951 service connections
- 989 water valves
- 720 water meters
- Water quality testing & meter reading

- **DIKING SYSTEM**

- 0.9 km dikes

- **SANITARY SEWER SYSTEM**

- 48.5 km of sewer main
- 8 sewer lift stations
- 3,035 sanitary connections
- 697 sewer manholes
- 6 fixed generators, 1 portable generator
- 16 pumps and controls

- **STORM DRAINAGE SYSTEM**

- 176.7 km open drainage ditches (public land)
- 48.9 km storm sewer pipes
- 742 manholes

- 1,405 catch basins
- 2,343 service connections
- 6 pump stations and 15 pumps
- 11 floodgates
- 740 culverts

- **ROAD NETWORK**

- 114.7 km of road (149.9 lane km)
- 2,034 signs on 1,249 poles
- 1,009 streetlights
- 8 traffic signals
- 9 bridges
- 58.7 km of sidewalk
- 36 km of bike lane
- 14.8 km of off-road multi use trails
- Solid waste receptacles and street amenities throughout the City

CARBON NEUTRALITY. The City of Pitt Meadows has demonstrated a strong commitment to reducing greenhouse gas emissions within the community and corporate operations. Accordingly, for the 2016 reporting year, the City achieved Carbon Neutral status for its second year in a row.

ELECTRIC VEHICLE CHARGING STATION. In April 2013, The City installed its first electric vehicle charging station outside of City Hall. The station has seen dramatic increases in use that have corresponded to greenhouse gas (GHG) reductions for the community.

ENGINEERING & OPERATIONS



YEAR	YEARLY GHG SAVINGS (KG)	YEARLY ENERGY CONSUMPTION (KWH)
2013	278	661
2014	254	606
2015	1,177	2,803
2016	2,154	5,128
2017 (ESTIMATE)	5,600	13,300

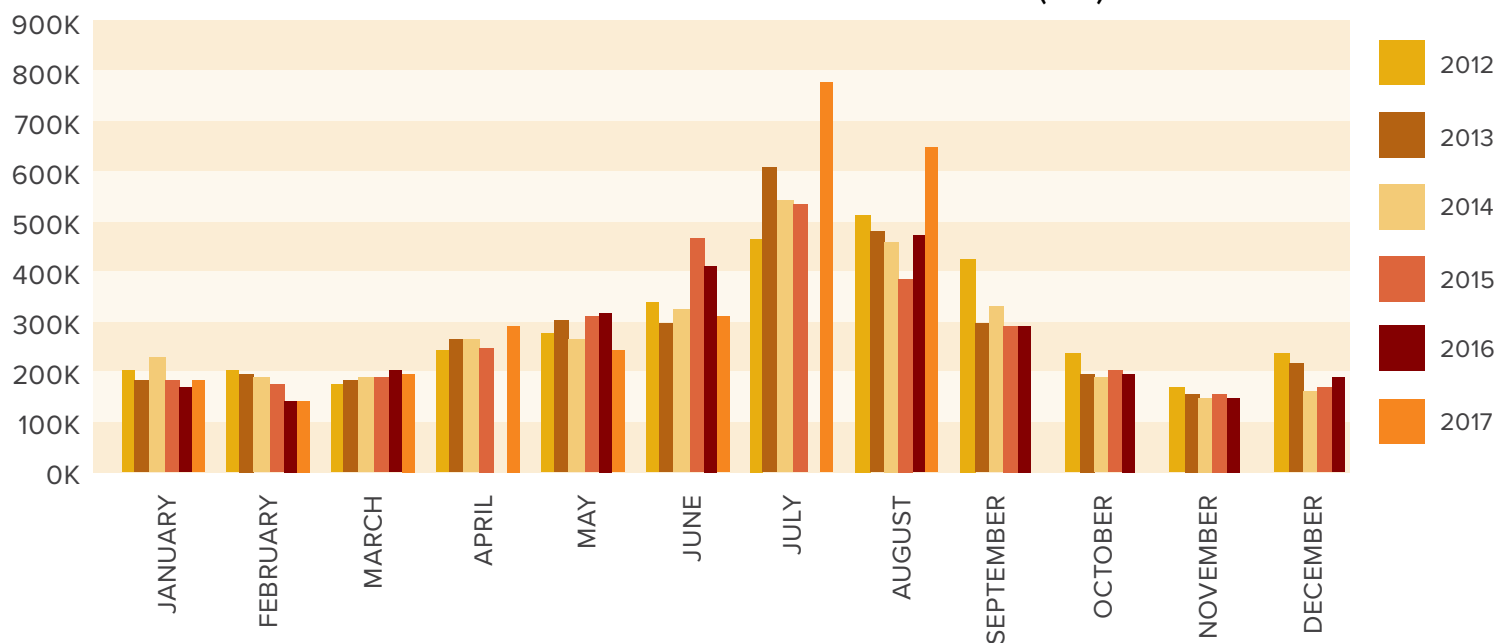


PUBLIC UTILITY INFRASTRUCTURE

WATER UTILITY

- Over the past five years the City on average has purchased approximately 3,400,000 cubic metres of water a year from Metro Vancouver. The cost to purchase this water is approximately \$2,200,000. The summer of 2017 saw a significant spike in water use. Staff are currently investigating this with Metro Vancouver.

ROLLING 5 YEAR WATER CONSUMPTION RECORDS (M³)





PUBLIC UTILITY INFRASTRUCTURE (CONTINUED)

- The City is responsible for the distribution and delivery of the water it purchases to households, businesses, institutions, and agricultural users. The provision of domestic water to agricultural users is unique and sets Pitt Meadows apart from the rest of Metro Vancouver. Over 55% of the City's water distribution system services the rural agricultural area. As a result, the City of Pitt Meadows is one of the largest per capita water users in Metro Vancouver.
- Pitt Meadows water quality is reported annually and all testing results are available on the City Website. In 2016, the City of Pitt Meadows water system met all regulatory requirements for drinking water quality as set out by the BC Drinking Water Protection Act. All water quality objectives suggested by Health Canada were also met:
 - Two chlorine residual tests fell below the minimum level of 0.2 ppm.
 - No samples tested positive for E. coli.
 - 100% of the samples had 0 Total Coliform per 100 mL.
 - The annual average Total Trihalomethane results ranged between 41 and 46 parts per billion (ppb), less than the Health Canada guidelines of 100 ppb.
 - The annual average Total Haloacetic acid results ranged from 47 to 55 ppb, less than Health Canada's guidelines of 80 ppb.
- The City continues to replace aged Asbestos Cement Water (AC) Mains and is replacing these mains with Ductile Iron (DI) pipe. This program

will be realized over the next twenty years with an anticipated completion for replacement by 2038. There remains approximately 14,600 meters (13.1 %) of AC pipe out of a total system of 111,200 metres of water main for replacement. This equates to a yearly replacement rate of 730m, equivalent to approximately \$875,000 per year (2017 dollars).

SANITARY SEWER UTILITY

- The main purpose of the City's sanitary sewer system is the collection and routing of domestic and industrial sewage and wastewaters to Metro Vancouver sewer trunk mains.
- All of the sewage and waste water from Pitt Meadows is treated at the Annacis Island Sewage Treatment Plant. The City is billed based on the volume of waste transferred to the Metro Vancouver system for treatment.
- The infiltration and inflow (I & I) of rain water into the sanitary sewer system during wet weather events can hydraulically overload the sanitary sewer collection pipes, lift stations and wastewater treatment plants. The City performs flow monitoring investigations to assess the impact of infiltration and inflow on the sewer system.
- The City is continually improving its sanitary infrastructure with upgrades to existing Sanitary Lift Stations and re-lining existing aged Asbestos Cement (AC) Pipes with Cured in Place Polyethylene (CIPP). This upgrade extends the life of the pipes by approximately 50 years and is a low carbon solution to maintain our system (alternate technique requires trench excavation and laying new pipe). Funding for this program is every second year and is estimated to be realized over 32 years with a completion date of 2050. There remains approximately 16,500 linear meters of the original 20,285 linear meters of AC sewer pipe for replacement. This equates

ENGINEERING & OPERATIONS

to a replacement rate of 1,050m every two years, equivalent to approximately \$300,000 (2017 dollars).

DRAINAGE UTILITY

- The entire drainage catchment includes 8,020 hectares of land with six pump stations in four of the drainage areas. 609 hectares of this catchment is in the City of Maple Ridge. 86 percent of the municipality's land base is located in the floodplain and is protected by 60.9 kilometres of dikes. Therefore, Pitt Meadows needs to continually move large volumes of water out of the community. (See the Pitt Meadows Catchment Area map at the end of this section)
- The rising cost of hydro continues to be a concern for the drainage utility with rate increases estimated to be 4-9% annually over the next few years. The Department continues to trial changes in the operation of the drainage system to reduce pump run times, i.e. maximising the gravity drainage through flood gates, fine tuning of variable drive pumps to operate at optimal efficiency and improve ditch conveyance capacity through regular cleaning. Future upgrades to more efficient pumps should also help mitigate the increasing costs of hydro.

- The City is responsible for the maintenance of 204 kilometres of key ditches. Not all key ditches are located within City rights of way which makes access a challenge. Maintaining improved water flow not only improves water conveyance but also improves the slough's ability to provide habitat for fish and other aquatic species.



HYDRO EXPENSES

2012	\$ 189,487
2013	\$ 181,812
2014	\$ 218,950
2015	\$ 230,150
2016	\$ 238,000
2017 (ESTIMATE)	\$ 260,000

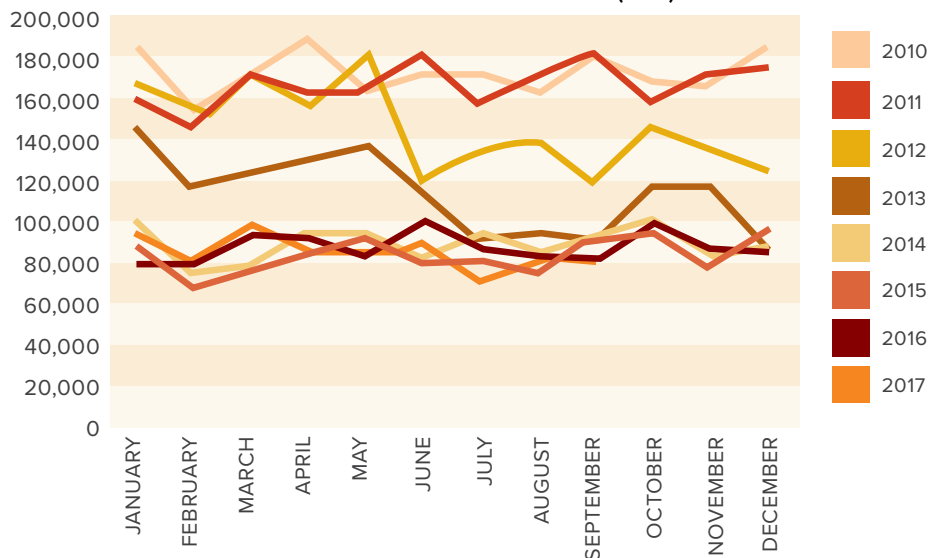
ENGINEERING & OPERATIONS

PUBLIC UTILITY INFRASTRUCTURE (CONTINUED)

SOLID WASTE UTILITY

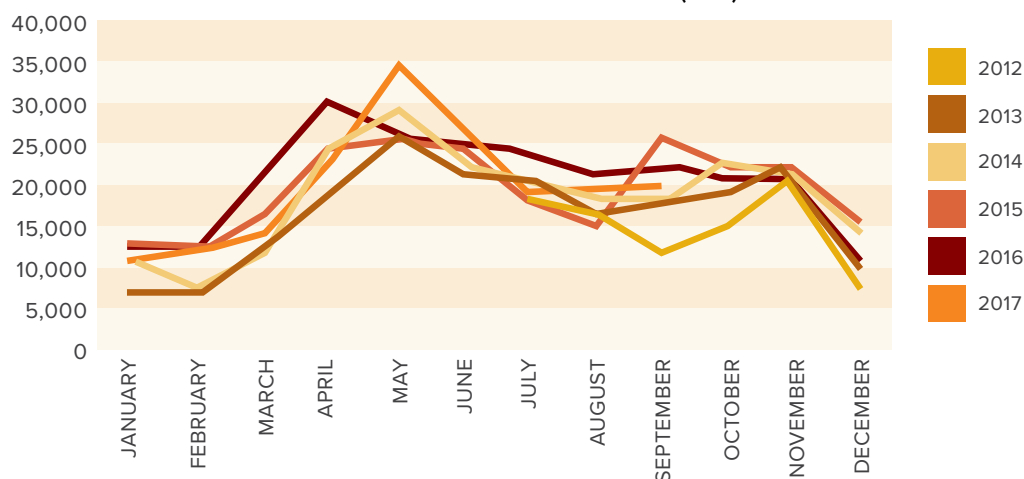
- In Metro Vancouver, solid waste collection is a municipal responsibility, and disposal is a regional responsibility.
- The costs to provide these services are primarily determined by two factors: (1) the volume and cost to dispose of garbage and organics at transfer station/disposal facilities, and (2) the contracted cost of third party collection services.

MONTHLY GARBAGE COLLECTION (KG)



Monthly Garbage Collection by Weight (kg)

MONTHLY GREEN WASTE COLLECTION (KG)



Monthly Green Waste Collection by Weight (kg)

ENGINEERING & OPERATIONS

- In July 2013 the City rolled out a green waste (food scraps & yard trimmings) collection program and as a result annual garbage volumes are declining and the volume of green waste collected has been increasing.

DIVERSION RATES	TONNES OF GARBAGE COLLECTED
2012 = 39%	2012 = 1,745 tonnes
2013 = 60%	2013 = 1,356 tonnes
2014 = 68%	2014 = 1,067 tonnes
2015 = 70%	2015 = 998 tonnes
2016 = 71%	2016 = 1,043 tonnes
2017 = 71%	2017 = 1,030 tonnes (estimate)

- In 2017, Metro Vancouver closely monitored the regional organics processing. In response to a large number of public odour complaints, Metro Vancouver has required air quality permits along with odour reduction requirements for some of the local processing facilities. In some instances these odour reduction requirements have limited processing capacity. Accordingly, organic processing costs are on the rise and in region processing capacity is challenged to meet the growing demands of this waste stream.
- In May 2011, the BC Recycling Regulation was amended to require producers to be responsible for the collection and recycling of packaging and printed paper. This amendment intended to shift financial and administrative responsibility for managing those materials from local government to producers. Businesses that sell packaged goods or supply printed paper to British Columbia residents are classed as stewards under the BC Recycling Regulation, making them legally and financially responsible for the costs of recycling the packaging and printed paper. Multi-Material British Columbia

(MMBC) took over this program in May of 2014. Since then, effective September 2016, Multi-Material BC (MMBC) assumed responsibility for residential recycling services in Pitt Meadows. In 2017 MMBC was rebranded as Recycle BC. Recycle BC has contracted Smithrite Disposal Ltd. to provide weekly pick up of residential recycling for residents living in single family homes, as well as townhouses and mobile homes that currently receive curbside blue box service. Residents retained their existing recycling level of service and benefited from additional curbside segregated glass collection. This transition resulted in an increased service level at a lower cost to the Citizens of Pitt Meadows.

2017 ACHIEVEMENTS

OPERATIONS AND ENGINEERING

- **TRANSITION TO CARTEGRAPH OPERATIONS MANAGEMENT SOFTWARE (OMS).** The Public Works department successfully transitioned to OMS, a high performance asset management software which provides tools for scheduling infrastructure repairs, tracking resources and managing work requests. This software utilizes mobile devices to share information directly with crews in the field and allows for instantaneous, GPS tracked data capture.
- **ACTIVE TRANSPORTATION.** Highlights include:
 - Reconfiguration of Bonson Road and 120B Avenue intersection to improve pedestrian crossing safety.
 - Reconfiguration of Ford Road and Baynes intersection to improve pedestrian crossing safety.
 - 6 trail head staggered fences were removed and replaced with bollards to improve

ENGINEERING & OPERATIONS

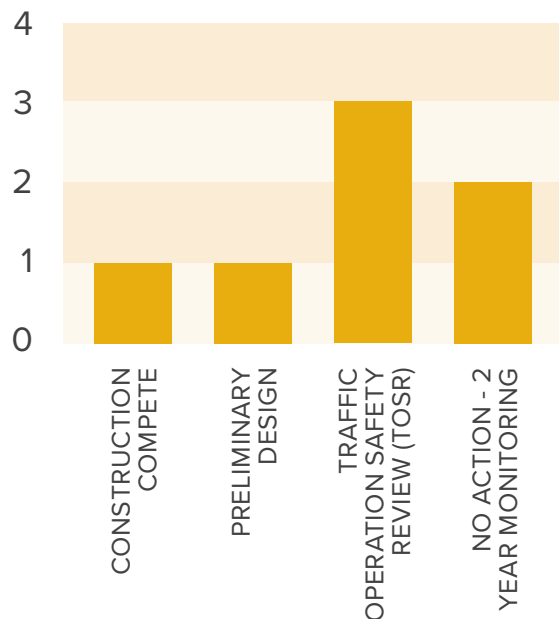


2017 ACHIEVEMENTS (CONTINUED)

accessibility between neighbourhoods.

- Facilitated Bike Awareness and Learn to Ride at Pitt Meadows Elementary, Davie Jones Elementary and Edith McDermott Elementary schools. (Highland Park completed the course in 2016)
- Flashing pedestrian crossing design for Airport Way at Southgate Road. (Will be installed winter of 2017)
- Bikeway design completed for 122 Avenue and 193 Street. Implementation to follow in the spring of 2018.
- **TRAFFIC CALMING POLICY.** A revised traffic calming policy was adopted in November 2016. Since then, staff have been working any requests received through the revised workflow. The status of all traffic calming statistics for the period of November 2016 to October 2017 are shown below:

TRAFFIC CALMING REQUESTS STATUS



- **MMBC TRANSITION.** Effective September 2016, Multi-Material BC (MMBC) assumed responsibility for residential recycling services in Pitt Meadows. In 2017 MMBC was rebranded as Recycle BC. Recycle BC has contracted Smithrite Disposal Ltd. to provide weekly pick up of residential recycling for residents living in single family homes, as well as townhouses and mobile homes that currently receive curbside blue box service. Residents retained their existing recycling level of service and benefited from additional curbside segregated glass collection. This transition resulted in an increased service level at a lower cost to the Citizens of Pitt Meadows.
- **SUPPORTED PUBLIC CONSULTATION ON PROPOSED DEVELOPMENT PROJECTS.** Staff worked to facilitate questions and answers on several industrial, commercial, and residential projects as well as coordinate additional public input opportunities.



ENGINEERING & OPERATIONS

- **IRRIGATION STUDY.** In 2016, the drainage system was successfully modelled to determine its capacity. Additional modelling is still required to determine the feasibility to bring water into the system for irrigation purposes and be able to move water out of the system sufficiently if inclement weather occurs. This work will be integrated into the 2018 Integrated Water Management Master Plan.
- **PHASE I FLOOD RISK ASSESSMENT APPLICATION SUBMISSION.** In 2016 the City prepared and submitted a comprehensive flood risk assessment application to Public Safety Canada's National Disaster Mitigation Program to inform flood risks. Grant funding for this project was received in 2017. The risk assessment serves as a foundational step in disaster mitigation and will identify flood hazards, potential impacts, and community and infrastructure vulnerabilities as well as the overall flood risk profile for the City. The assessment is scheduled to complete in the spring of 2018.
- **RAIL COMMUNITY ADVISORY PANEL (CAP).** In 2017, Staff established a Council-appointed Rail Community Advisory Panel that meets bi-annually to provide a forum for the exchange of information between the Canadian Pacific Railway and the City of Pitt Meadows. This committee includes representatives from Council, CP management, community members, and Pitt Meadows staff.
- **RAIL OBSTRUCTION ANALYSIS.** The engineering department performed rail obstruction counts to document impacts on vehicle traffic at the City's two grade crossings.
- **PAVEMENT MANAGEMENT STUDY.** An updated pavement management study was completed in 2017. This study will be used to plan future capital work improvements as pavement integrity is a

driving factor for scheduling a number of our capital investments. Additional information on this study is included in the Capital Section.

- **ENGINEERING CONSULTANT RFP PROCESS.** Staff issued an RFP for engineering services in 2017.
- **CAPITAL WORKS.** These achievements are highlighted in the Engineering and Operations Capital Assets Plan.

ENVIRONMENTAL PROTECTION AND STEWARDSHIP

- **BYLAW AND POLICY REVIEW.** A continued review with an environmental lens focusing on existing bylaws and policies is ongoing. Various bylaws and policies include Soil Deposit and Fill Removal Bylaw, Drainage System Protection Bylaw, Subdivision and Development Servicing Bylaw, Bylaw Notice Enforcement, Demolition application and Tree Preservation Policy.
- **COMMUNITY STEWARDSHIP AND ENGAGEMENT.** The City continues to strive towards building effective, mutually respectful working relationships with our community members. Examples of relationship building include supporting various Katzie First Nation initiatives such as the Katzie Slough Spring Reclamation Project. A Farmer to Farmer Forum on the Farmland Advantage Program hosted February 25, 2017 by Watershed Watch Salmon Society was supported by City staff through a presentation on the local context, potential challenges and demonstrating how this program may benefit our community. The Environmental Stewardship Officer continues to be a City of Pitt Meadows representative for various Metro Vancouver Regional District committees.

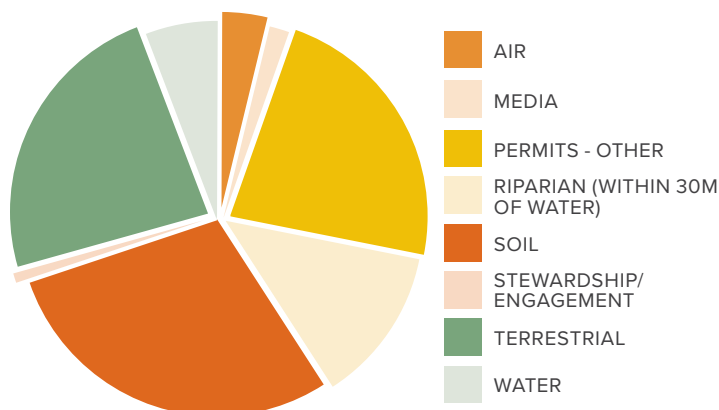


ENVIRONMENTAL PROTECTION AND STEWARDSHIP (CONTINUED)

- **DRAFT INTERIM RIPARIAN PROTECTION AND MANAGEMENT POLICY.** With in-house expertise now available on staff, gaps have been identified on the protection and management of provincially-regulated riparian areas. Accordingly, a draft interim policy addressing riparian protection and management within our community is under development and scheduled for Councils review in Q1 of 2018.
- **ENVIRONMENTAL COMPLIANCE AND ENFORCEMENT.** The Environmental Stewardship Officer position created in 2016 now provides the City with in-house, professional environmental expertise. Increased compliance and enforcement initiatives for the protection and management of air, soils and water on development sites and agricultural lands have contributed to increased land owner education and awareness, improved land management and accountability. Multi-level governmental cooperation and liaising have diversified community connections and increased the City's profile as a steward of environmental protection.
- **ENVIRONMENTAL MAPPING.** In 2016, the City created an environmental layer to update its Geographic Information Systems mapping application MapGuide for internal staff. This mapping layer better informs land use decision making processes. In 2017, staff included updates on various attributes such as invasive species management, Metro Vancouver's sensitive ecosystem inventory layer and soil/fill permits have been recently updated, with additional attributes and ongoing updates expected for the coming year.

- **IMPLEMENTATION OF TEMPEST.** The implementation of the second phase of Tempest, municipal management software, has been helpful in tracking environmental calls for service throughout much of 2017. Over 140 environmental calls for service were logged between November 1, 2016 and October 31, 2017.

ENVIRONMENTAL CALLS FOR SERVICE BY CATEGORY November 1, 2016 -October 31, 2017



- **INVASIVE SPECIES MITIGATION AND MONITORING.** Provincially regulated noxious weeds such as Japanese Knotweed and Hogweed are continually being treated bi-annually and monitored by a third party Qualified Professional. City staff and the public are instrumental in the management of invasive species by diligently reporting new location occurrences.
- **SOUTH BONSON INDUSTRIAL AND RESIDENTIAL DEVELOPMENT PROPOSALS.** Reviews of various environmental reports and plans have been completed and will continue for the project's duration. These reviews include Construction Environmental Management Plans, Erosion and Sediment Control Plans and other technical reports. To assist in monitoring these sites, the City has appointed a third-party, Independent QEP which

ENGINEERING & OPERATIONS

has been engaged since May 2016 to assist with technical report and plan reviews and conduct regular site audit inspections.

SUSTAINABILITY AND GREEN LEADERSHIP TEAM

- **CLIMATE ACTION.** The City of Pitt Meadows is pleased to have achieved carbon neutrality for its second year in a row in 2016. The City purchased a Greenhouse Gas (GHG) Emissions Inventory Report and Sustainability Management Program as a software-based service this year, making GHG emissions tracking and management more efficient. A GHG Emission Reduction Potentials Project was also undertaken in 2017 – this project explores meaningful and effective options customised for the City to help develop a strategy for local climate action initiatives. Ongoing LED light conversions throughout our facilities continued. The City of Pitt Meadows continues its commitment to reducing greenhouse gas emissions and achieving carbon neutrality and sustainability.
- **EARTH DAY.** Pitt Meadows celebrated Earth Day on April 22 with great success. For the first time, this year's event focused on a theme – riparian areas (the area of land directly connected to a stream ecosystem). The well-attended event saw over 500 elementary students and provided focused yet diverse eco- education and entertainment such as Alouette River Management Society (ARMS), local author Annette LeBox, Friends of Katzie Slough, Invasive Species Council of Metro Vancouver (ISCMV), Kanaka Education and Environmental Partnership Society (KEEPS), Pitt Meadows Library, Raptor Ridge, TaDaa Lady's EcoDome and Watershed Watch. Sustainable crafts were a big hit and our new Parks Department greeted our community with a free native plant and composted soil.

KEY CHALLENGES FOR 2018

- **DEVELOPMENT REVENUE.** Revenue generated from engineering services and permitting is cyclical and is driven by market conditions and only a few significant projects. As a result predicting revenues is challenging. A means of addressing the cyclical nature of development revenue the City is establishing a reserve fund to stabilize development revenue over the next ten years and to provide funding for staff resources.
- **RESOURCING REQUIREMENTS.** The complexity and volume of development has created increased demands in the engineering and environmental stewardship departments that are challenging current staffing levels.
- **INCREASING DEMAND FOR SERVICES.** There are challenges associated with providing services to an increasing population and infrastructure inventory, along with increased citizen expectations regarding delivery of services, with minimal change to resources.
- **PUBLIC CONCERNS AND INQUIRIES.** Customer service is a priority for the City. Supporting the public is a significant function of our work that is not documented in the work program, however, requires considerable allocation of staff time. Some of the areas of growing community concern include traffic calming, neighborhood development, and environmental protection.
- **ACTIVE TRANSPORTATION.** The City has been working hard to increase accessibility throughout our Community. An area of active transportation that needs continued attention is retrofitting neighborhoods where sidewalk slopes, curb let downs and gates are not accessibility compliant

ENGINEERING & OPERATIONS



KEY CHALLENGES FOR 2018 (CONTINUED)

and are creating challenges for people who need mobility devices, cyclists and strollers. In 2016, the Active Transportation Committee was able to retrofit 14 curb let downs, however, there is a large inventory of retrofits still required. The high cost of reworking this infrastructure will likely result in multi-year replacement program. In the mean time staff is creating a plan that proactively begins alterations along routes to schools and parks, while also responding to areas where residents are raising concerns.

- **TRAFFIC CALMING.** In recent years residents have been voicing increasing concerns with vehicular speeds and pedestrian safety in their neighborhoods. The City's Transportation Plan and Pedestrian and Cycling Master Plan address some of these concerns through suggested neighborhood improvements. The City has prioritised these improvements and begun implementation. Additionally, the revised traffic calming policy provides residents guidance on how to identify a concern within their community and provides them with a detailed work flow each traffic calming request follows.
- **DIKE INFRASTRUCTURE PLANNING.** Regional work has begun through the Fraser Basin Council to review Dikes in the Lower Mainland with respect to rising sea levels and seismic stability. As a result new standards are emerging that suggest not only increasing the height of dikes, but also the width and structural stability. In 2017 the City of Pitt Meadows initiated a study to review the current status of our dikes in comparison to provincial criteria and to complete a cost benefit analysis of performing upgrades. This work will aim to identify

most critical areas and provide the necessary background to lobby other levels of government for funding. The first phase of this work is expected to complete in spring of 2018.

- **CHANGING WEATHER PATTERNS.** Weather patterns and intensities are changing, resulting in increased storms, longer dryer summers and overall changing weather patterns. As a result, there is an impact on our infrastructure with respect to performance and maintenance needs.
- **COMPETING INTERESTS BETWEEN DRAINAGE AND IRRIGATION.** An Integrated Water Management Master Plan is required given the number of competing interests for water levels throughout the community including; irrigation, drainage, fish habitat, invasive species management, recreational, and provincially issued water licences.
- **MAINTAINING 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, in particular drainage, is deteriorating faster than the current rate of replacement and the historic lack of funding for sufficient repair and maintenance of these assets continues to create funding challenges. In 2018, the City of Pitt Meadows will perform current condition assessments on the drainage network and the water distribution network which will help refine the City's Asset Management Program.
- **DRAINAGE.** Ditch cleaning is on-going through both a rotation program as well as on an as-needed basis. The two prong approach ensures that all sloughs and ditches are assessed on a consistent rotation while at the same time responding to needs

ENGINEERING & OPERATIONS

in areas where water flow is impeded. Maintaining sloughs is important for ensuring water flow to pump stations during high water events. A spin off benefit to this program is improved habitat for fish.

- **VEGETATION MANAGEMENT.** Managing vegetation in the rural drainage system is physically demanding, labour intensive and time-consuming work that is made increasingly more difficult due to the presence of aquatic invasive species. Milfoil and Parrot Feather infestations in many areas of the system are driving up operating expenses related to bar screen cleaning and ditch maintenance. A newly identified species, Dotted Smart Weed is now also adding to the challenges of vegetation management. Vegetation is proposing two challenges for the City: growth is occurring faster than time and budgets to keep up with removal, and the increased long hot summers are accelerating plant growth. The City along with other Metro Vancouver municipalities are looking for creative solutions to manage this problem.
- **DRAINAGE PUMP STATIONS.** Pitt Meadows has six pump stations throughout the community. These six stations dramatically reduce the flooding events in Pitt Meadows. Many of these stations are aged infrastructure working on technology that is no longer used and difficult to find parts to complete maintenance and respond to repair needs. Where possible, stations are retrofitted to extend the life of the station. As well, new technology such as trash racks are also installed to improve the water flow and effectiveness of the stations. Even with the improvements being made to the system new infrastructure is required to ensure the drainage needs in Pitt Meadows are met.
- **INFILTRATION AND INFLOW.** The infiltration and inflow (I & I) of rain water into the sanitary sewer

system during wet weather events can hydraulically overload the sanitary sewer collection pipes, lift stations and wastewater treatment plants. This can lead to volume capacity concerns and treatment of additional waste.

- **ORGANICS BAN.** Metro Vancouver implemented a ban on all organic material in the garbage stream in 2015. The introduction of organics collection in Pitt Meadows in 2013 has made the transition easier for our community. Fines are now in effect for non-compliance, but to date Pitt Meadows has been successfully diverting our green waste out of the garbage stream. A large regional education campaign by Metro Vancouver has aided compliance. Continued local education is critical in maintaining the City's diversion and avoiding increased costs to the solid waste utility to pay for fines.
- **COMMITMENT TO SUSTAINABILITY.** The City has sustainability goals, however tight budgets have limited resource allocation to sustainability efforts such as focussing on actions outlined in the Community Greenhouse Gas Reduction Plan and the Community Sustainability Plans. The City meets all its mandated responsibilities often resulting in mandates leading our efforts rather than supporting our efforts. Further discussion within our community on environmental / sustainability values, goals, and actions in Pitt Meadows is needed to embark on a more proactive, rather than reactive, approach. The Environmental Inventory and Management Strategy will assist.
- **SNOW AND ICE POLICY.** After the large snow fall accumulations during the 2016/2017 winter, Council has directed staff to review the Snow and Ice Removal Policy and recommend service level changes. These changes will be considered by Council in November 2017.

ENGINEERING & OPERATIONS



KEY INITIATIVES 2018

DIVISION	INITIATIVE	TARGET
ENGINEERING	UPDATE THE TRAFFIC CALMING POLICY. Staff will return to Council with proposed changes to streamline the policy process based on feedback received thus far.	Q2
	REVIEW THE HIGHWAY AND TRAFFIC BYLAW. Review the bylaw to include additional language addressing on-street container storage, clarity regarding parking restrictions and when Highway Use Permits are required.	Q2-Q3
	BONSON ROAD TRUCK TRAFFIC WORKING GROUP. Establish a working group inclusive of both communities (City of Pitt Meadows and the Katzie First Nation) to guide any potential improvements along Bonson Road, including the consideration of a truck levy.	Q1
OPERATIONS	NDMP PHASE 1 FLOOD RISK ASSESSMENT. Complete flood risk assessment	Q1-Q2
	INTEGRATED WATER MANAGEMENT MASTER PLAN (IWMMP). An IWMMP is required given the number of competing interests for water levels throughout the community including; irrigation, drainage, fish habitat, invasive species management, recreational, and provincially issued water licences. This initiative will require a large amount of research and extensive community consultation.	Q3-Q4
	DITCH AND SLOUGH CLEANING. This work is scheduled as an ongoing 4 year cycle balanced against immediate needs and weather conditions.	Q2-Q3
	ASSET CONDITION ASSESSMENTS. In 2017 drainage condition assessments and potable water supply condition assessments will be completed. These condition assessments will help refine the City's asset management plan.	Q2-Q3
	NDMP PHASE 2 FLOOD MAPPING. Apply for 2018 flood mapping funding.	Q3-Q4
	DIKE USE POLICY. Implement community engagement strategy to facilitate the creation of a dike use policy outlining permitted activities on the dike network.	Q2-Q3
ENVIRONMENT / SUSTAINABILITY	ZERO WASTE CAMPAIGN. This GLT-focused approach for 2018 on environmental sustainability involves maximizing education, outreach and action opportunities. Special events and an active social media campaign centered around this theme are planned.	Q1-Q4
	ADOPT A TRAIL PROGRAM. In partnership with the Alouette River Management Society (ARMS), the City plans to implement this stewardship initiative which involves collecting litter on a regular basis throughout our community. The program will initially be offered as an Adopt a Trail program with opportunity for expansion into Adopt a Stream and Adopt a Block programs.	Q1-Q4
	RIPARIAN PLANTING & MAINTENANCE EVENT. This initiative is aimed at working with community groups and individuals to ecologically benefit a select area along Katzie Slough.	Q3

ENGINEERING & OPERATIONS



DIVISION	INITIATIVE	TARGET
	CONTINUED BYLAW AND POLICY UPDATES. Ongoing review and updates to various bylaw and policy frameworks are expected with an environmental lens, including the OCP review starting in 2018.	Q1-Q4
	EARTH DAY. The annual celebration of Earth Day 2018 will focus on Zero Waste. Engaging activities and entertainment for preschool and elementary school-aged children are aimed at promoting Zero Waste initiatives and behaviours within our community.	Q2
	ENVIRONMENTAL INVENTORY & MANAGEMENT STRATEGY. The City is undertaking this initiative to account for its environmental assets and develop strategies to manage these assets. A significant public consultation process is planned to help guide and provide direction for our community in the management of our natural resources.	Q1-Q4
	ENVIRONMENTAL SERVICE AREA REVIEW. An Environmental Service Area Review was initiated in 2017. The report is expected to finalize in Q2 2018 with implementation of recommendations through Q3 and Q4.	Q1-Q4
CROSS ORGANIZATIONAL	OCP REVIEW. Support the Community Services staff with the Official Community Plan review	Q1-Q4
	TREE REPLACEMENT PROGRAM. Assist the Parks Department with their review of the tree replacement policy.	Q1-Q4
	REVIEW OF DEVELOPMENT LANDSCAPE GUIDELINES.	Q3-Q4
	SAFETY & SECURITY WEB. Support discussions regarding Traffic Safety.	Q1-Q4
	WEBSITE REFRESH. Provide updated information to ensure the website has relevant public facing content.	Q2
	BILLING, PERMITTING, LICENSING & TAXATION SYSTEM (BLITS) PHASE 3. Provide support to Prospero implementation.	Q2-Q4

ENGINEERING & OPERATIONS



PROPOSED OPERATING BUDGET

	2017 APPROVED BUDGET	2018 PROPOSED BUDGET	2018 PROPOSED CHANGES	2019 PROPOSED BUDGET	2020 PROPOSED BUDGET	2021 PROPOSED BUDGET	2022 PROPOSED BUDGET
REVENUE							
ENGINEERING	(25,000)	(37,500)	(12,500) -50.0%	(37,500)	(37,500)	(37,500)	(37,500)
OPERATIONS ADMINISTRATION & EQUIPMENT	(593,650)	(593,700)	(50) 0.0%	(594,900)	(594,900)	(595,600)	(596,200)
TRANSPORTATION	(635,700)	(607,100)	28,600 4.5%	(609,900)	(612,700)	(615,600)	(618,500)
DIKING MAINTENANCE	(149,100)	(149,100)	- 0.0%	(149,100)	(149,100)	(149,100)	(149,100)
SUSTAINABILITY	(17,000)	(17,000)	- 0.0%	(17,000)	(17,000)	(17,000)	(17,000)
	(1,420,450)	(1,404,400)	16,050 1.1%	(1,408,400)	(1,411,200)	(1,414,800)	(1,418,300)
EXPENSES							
ENGINEERING	353,400	369,900	16,500 4.7%	380,300	386,400	392,500	398,600
OPERATIONS ADMINISTRATION & EQUIPMENT	503,850	511,900	8,050 1.6%	522,600	532,100	539,600	547,000
TRANSPORTATION	1,500,600	1,485,100	(15,500) -1.0%	1,504,200	1,523,200	1,542,700	1,562,400
DIKING MAINTENANCE	333,800	333,800	- 0.0%	334,800	335,800	336,800	337,800
SUSTAINABILITY	138,500	147,000	8,500 6.1%	149,100	150,700	152,200	154,000
	2,830,150	2,847,700	17,550 0.6%	2,891,000	2,928,200	2,963,800	2,999,800
NET OPERATING EXPENSES	\$1,409,700	\$1,443,300	\$33,600 2.4%	\$1,482,600	\$1,517,000	\$1,549,000	\$1,581,500

ENGINEERING & OPERATIONS



KEY BUDGET CHANGES FOR 2018:

SALARY AND BENEFITS	34,900
PERMIT AND OTHER REVENUE	(12,500)
ROAD MAINTENANCE	7,100
STREET LIGHTS AND AMENITIES	3,400
OTHER	700
CHANGE IN NET OPERATING EXPENSES	\$33,600

PROPOSED CAPITAL BUDGET

Please see City Infrastructure Capital Plan Section.



ENGINEERING & OPERATIONS

STAFFING DECISION PACKAGE Project Engineer Decision Package

Department/Division: Department of Engineering and Operations

Submitted by: Forrest Smith

DESCRIPTION

The Engineering department is responsible for:

- Public engineering inquiries (road, traffic calming, stormwater, sewer, accessibility)
- Infrastructure renewal and replacement planning
- Master planning (Master Transportation Plan, Integrated Water Management Master Plan, Pedestrian and Cycling Master Plan and Pavement Management Plan)
- Capital works:
 - proactively planning for infrastructure replacement
 - design reviews
 - construction monitoring
 - construction contractor risk management
- Grant applications
- Review of development applications and building permits
- Special event reviews

- Provide assistance to a number of committees including: Safer City, Agricultural Advisory Committee, Active Transportation Advisory Committee and the CP Rail Advisory Panel

This workload is currently managed by one full time Engineering Technologist and a Director (with additional responsibilities of environment and public works). In order to minimize risk and maintain services levels, Staff suggest a Project Engineer be hired on an 18 month trial period through capital works funding. This position would be responsible for the planning and delivery of all engineering and operations capital works projects.

Funding for the 18 month Project Engineer position is included within the current capital works budget before Council for consideration. No additional funding requirements are anticipated; there will be no taxation impact in 2018.

Following this trial period, and upon further assessment of the position, if Staff identify value in making this position permanent, they may submit a business case to the CAO to make the position permanent, outlining a phase-in taxation plan for the 2019 five-year financial plan.

RECOMMENDATION

THAT Council:

- Approve the hiring of a Project Engineer for an 18 month contract, with possibility for extending of the role pending CAO review and approval of future business case submission.

ENGINEERING & OPERATIONS



FINANCIAL IMPLICATIONS:

Exempt Employee (37.5 hours/week)

FINANCIAL IMPACTS

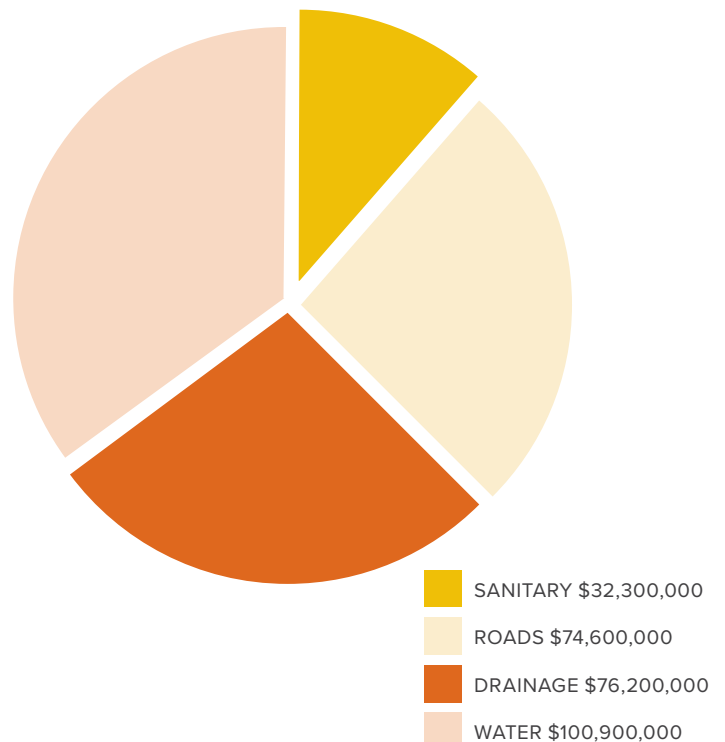
DESCRIPTION OF ANNUAL COSTS FOR THE POSITION	CAPITAL	\$ AMOUNT
BASE SALARY	ONE-TIME	\$96,000
EMPLOYEE HEALTH AND OTHER BENEFITS	ONE-TIME	\$19,200
EMPLOYEE SET-UP (INCLUDING COMPUTER, PHONE, SUPPLIES ETC.)	ONE-TIME	\$5,000
OTHER (SPECIFY):	ONE-TIME	\$
SPECIAL REMARKS: AMOUNT REFLECTS ANNUAL SALARY/BENEFITS		

DISCUSSION

Currently these tasks are managed by the Director of Engineering and Operations. However, given the sustained increase in scope and quantity of capital works projects, there are many instances where the tasks require greater effort than can be afforded. Investing the money in a position which can provide oversight throughout the entire process will undoubtedly provide future dollar savings to the City.

Below is a chart illustrating the total value of infrastructure the proposed candidate would manage in regards to infrastructure replacement planning.

INFRASTRUCTURE VALUE



ENGINEERING & OPERATIONS



The table below includes the scope of 2018 Capital Works which will be managed or supported by the proposed position:

DEPARTMENT	CAPITAL WORKS DOLLAR VALUE
ASSET CONDITION ASSESSMENTS	\$225,000
ROADWORKS INFRASTRUCTURE REPLACEMENT	\$3,500,000
DIKING MASTER PLAN	\$175,000
DRAINAGE INFRASTRUCTURE REPLACEMENT	\$7,800,000
SEWER INFRASTRUCTURE REPLACEMENT	\$475,000
WATER INFRASTRUCTURE REPLACEMENT	\$2,265,000
FIRE HALL REPLACEMENT	\$350,000
TOTAL	\$14,790,000

The above totals include 2017 carry over budgets for work not yet completed.

The Project Engineer position is 1.16% of the planned infrastructure costs, however will be responsible for:

- asset management
- managing infrastructure condition assessments
- grant applications
- proactively planning for infrastructure replacement
- design coordination / design review
- construction monitoring
- construction contractor risk management

ALTERNATIVES

Without a Project Engineer position, staff will continue to perform these duties on a risk based approach. Given that the current tasks are mostly managed by the Director, it may mean decreasing the Director's availability for other business needs of the community.

SUMMARY

It is anticipated that accurate and timely decisions in heavy construction of this magnitude, in partnership with the position's ability to write grant applications, will offset the costs of this position. With the scope of capital works projects increasing over previous years, a dedicated employee will also help the City manage project delivery and help minimize any City risk.

Operating Budget: \$ 574,000

Capital Budget: \$0

Staffing Complement: 5.6 FTE (Full-time equivalent)

Supports Strategic Focus Areas:

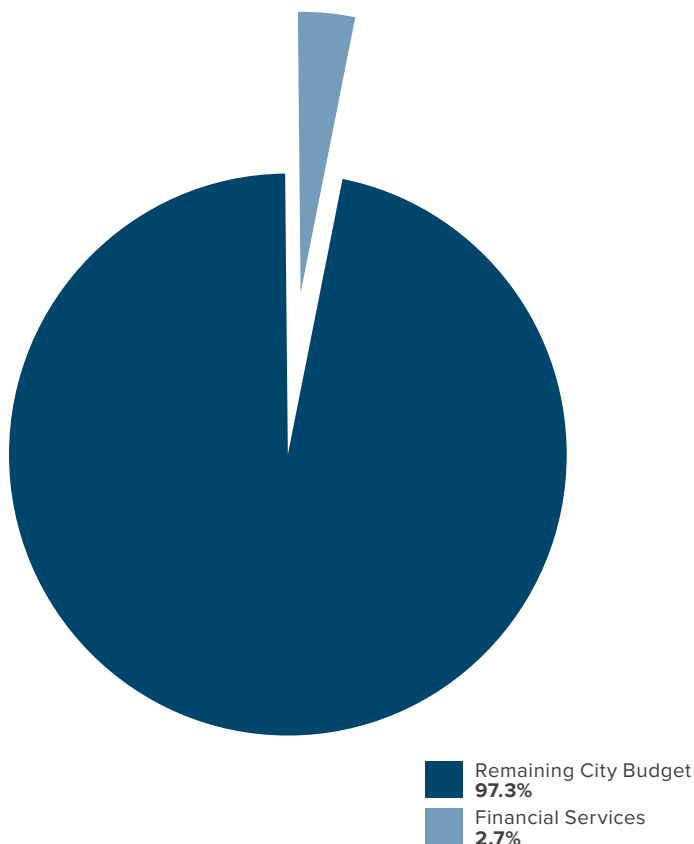
- Corporate Excellence & Economic Prosperity

OVERVIEW

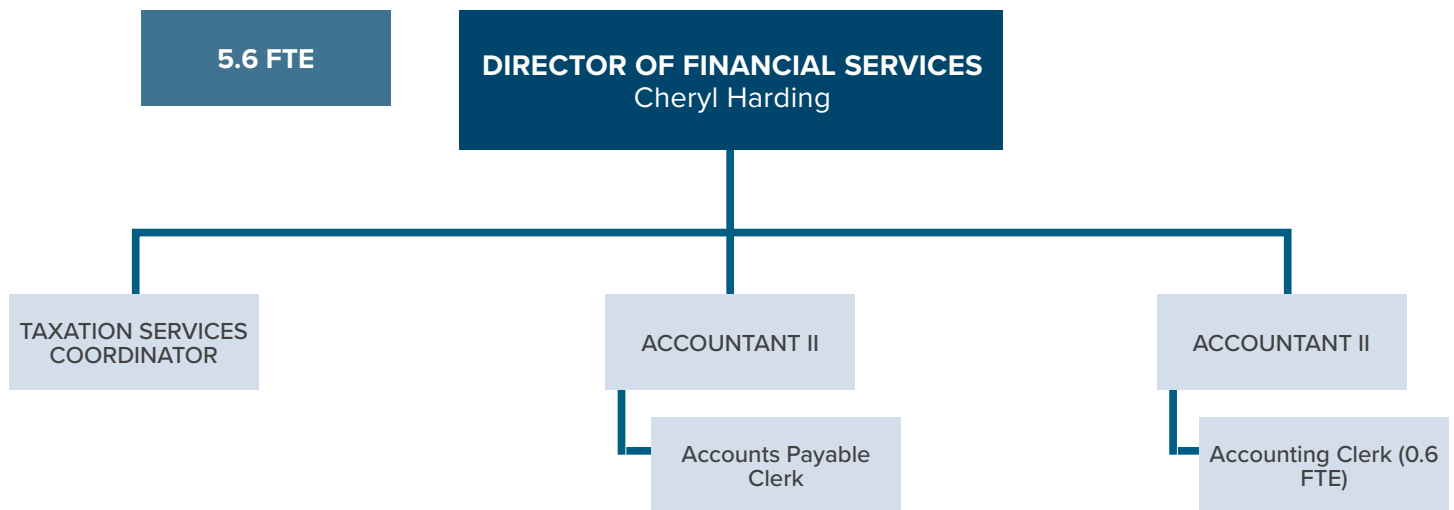
Financial Services provides inter-departmental support and public interfaces that promote the effective, efficient and transparent operation of the City.

Our department provides financial services to City Council, City departments and citizens which involves the safeguarding and administration of the City's \$215 million of financial and non-financial assets and \$34 million of annual operating costs (includes operating expenses, debt servicing and reserve savings). Key department functions that support the day to day operations include: the provision of accounting, financial policy development and implementation, banking & investments, budget & business planning, debt management, long-term financial planning, 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.

DEPARTMENT'S SHARE OF CITY BUDGET



STAFFING COMPLEMENT



AT A GLANCE

INDICATOR/MEASURE	2016	2015	2014	2013
NUMBER OF TAX FOLIOS	7,238	7,045	7,002	6,890
NUMBER OF FOLIOS CLAIMING HOME OWNER GRANT	5,384	5,170	5,108	5,008
% OF FOLIOS CLAIMING ELECTRONIC HOME OWNER GRANT	29%	25.1%	23.2%	19.4%
CURRENT YEAR TAXES OUTSTANDING	1.9%	2.2%	2.0%	2.9%
\$ AMOUNT OF ACCOUNTS PAYABLE (AP) INVOICES	\$32.8M	\$32.5M	\$35.3M	\$35.4M
NUMBER OF INVOICES PROCESSED (APPROX.)	3,900	3,900	4,500	4,000
% OF A/P PAYMENTS PROCESSED BY ELECTRONIC FUNDS TRANSFER	54%	46%	16%	2%
\$ OF PURCHASING CARD TRANSACTIONS	\$310K	\$263K	\$304k	\$267

2017 ACHIEVEMENTS

- **DEBT MANAGEMENT POLICY.** Created a more robust policy to provide guidance on the quality of decisions and goals regarding debt issuance practices demonstrating the City's commitment to long-term capital and financial planning.
- **SURPLUS POLICY.** Established a formal policy on the appropriate level of accumulated operating budget surplus for purposes of mitigating current and future risks such as revenue shortfalls and unanticipated expenditures in order to protect taxpayers and employees from unexpected changes in financial condition.
- **GOVERNMENT FINANCE OFFICERS CANADIAN AWARD FOR FINANCIAL REPORTING.** This award was received in recognition of going beyond the minimum requirements of generally accepted accounting principles as set by the Public Sector Accounting Board for the Canadian Institute of Chartered Accountants and was the outcome of the combined efforts of the Finance team and the Communications division.
- **CITY'S CHART OF ACCOUNTS.** Re-development of the City's chart of accounts is expected to be completed by the end of 2017. The new structure will provide a sound, methodical and efficient basis for effective financial and operational reporting.
- **BANKING, AUDIT AND INVESTMENT SERVICES.** RFP process was conducted for these third party services resulting in either budget savings or re-affirming the quality service of current providers.
- **VADIM ICITY UPGRADE.** A significant upgrade to the general financial system was completed in the early part of the year through the combined efforts of the Finance and IT teams.

- **ASSET MANAGEMENT PLANS (AMPS).** Completion of AMPS for all asset categories was completed through the combined efforts of all City departments.
- **UNQUALIFIED 2016 AUDIT OPINION.** The City received an unmodified audit report related to its 2016 financial statements, representing a culmination of significant effort to record, analyze and report financial activity and results for 2016.

KEY CHALLENGES FOR 2018

- **LONG RANGE INFRASTRUCTURE PLANNING.** Implementing recommendations from the recently completed Asset Management Plans is the next major step towards addressing the funding gaps in managing the city's infrastructure



KEY INITIATIVES 2018

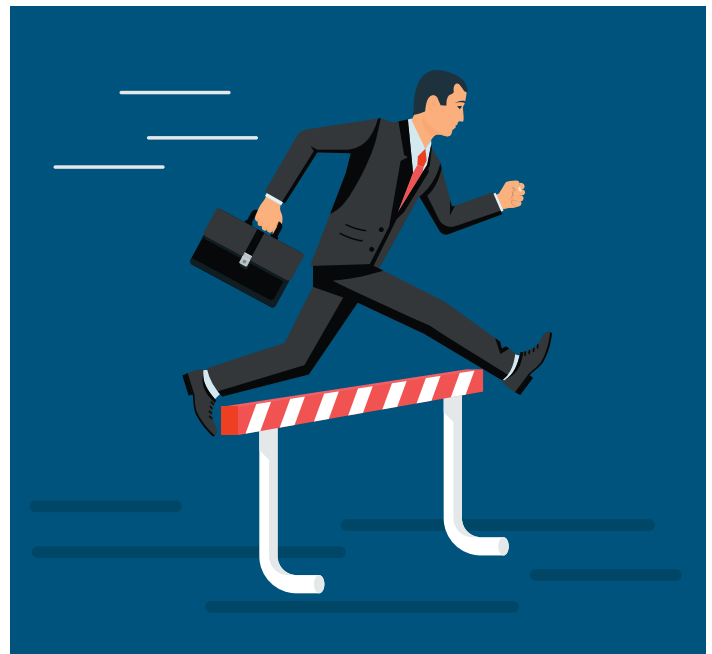
DIVISION	INITIATIVE	TARGET
FINANCIAL SERVICES	PURCHASE CARD UPGRADE. The City's online purchase card program will be upgraded to provide access to workflow management, enhanced reporting and more intuitive navigation.	Q1
	FINANCIAL REPORTING. Improve iCity management reports utilizing scheduling, emailing and linking features where possible. Provide budget managers training and self-serve access affording them the tools to more efficiently monitor and manage their budget activity.	Q2
	CASH HANDLING AUDIT. Evaluate controls over cash handling to ensure the City's funds are accounted for, an adequate separation of duties exists and that funds are adequately safeguarded and deposited in a timely manner.	Q3
	ASSET CONDITION ASSESSMENT DATA. Incorporate condition assessment data to Asset Management database and update targeted reserve savings values for the Roads asset category and other categories as they become available.	Q3
	ASSET MANAGEMENT POLICY. Develop a policy that articulates Council's commitment to asset management which includes policy statements to guide staff in carrying out the City's business strategies, plans and activities. The policy is intended to clearly outline integration of asset management within the City to ensure it is co-ordinated, cost-effective and organizationally sustainable.	Q4
	SYSTEM CHANGES. Develop enhanced reporting tools for management of budget activities resulting from significant software system changes over the last two years.	Q1-Q4
	PROCEDURAL DOCUMENTATION. Develop or update existing documentation reflecting current processes, particularly those affected by recent system implementations such as Tempest and OMS to provide a sufficient reference tool for staff.	Q1-Q4
CROSS DEPARTMENTAL COLLABORATION	BILLING, PERMITTING, LICENSING & TAXATION SYSTEM (BLITS) PHASE 3. Provide financial process support to Community Services and Information Services in the implementation of the Municipal Permit and Prospero portion of this 3 phase project.	Q2
	SAFETY AND SECURITY WEB (SSW). Support existing committees to tackle SSW actions as appropriate; bring SSW actions to existing community partnerships and to discuss and strategize at their network tables.	Q1-Q4
	LONG TERM STRATEGIC PLAN. Start of a two year process to complete a cross organization plan integrated into the various engagement initiatives and planning efforts through the City departments culminating in a 25 year strategic vision for the community.	Q1-Q4
	WEBSITE UPDATE. Update the Financial Services section of the newly refreshed website.	Q3

PROPOSED OPERATING BUDGET

	2017 APPROVED BUDGET	2018 PROPOSED BUDGET	2018 PROPOSED CHANGES	2019 PROPOSED BUDGET	2020 PROPOSED BUDGET	2021 PROPOSED BUDGET	2022 PROPOSED BUDGET
REVENUE							
FINANCE FEES AND CHARGES	\$(41,500)	\$(43,500)	\$(2,000) -4.8%	\$(43,500)	\$(43,500)	\$(43,500)	\$(43,500)
	\$(41,500)	\$(43,500)	\$(2,000) -4.8%	\$(43,500)	\$(43,500)	\$(43,500)	\$(43,500)
EXPENSES							
FINANCIAL SERVICES	567,200	574,000	6,800 1.2%	593,000	601,800	610,400	619,400
	567,200	574,000	6,800 1.2%	593,000	601,800	610,400	619,400
NET OPERATING EXPENSES	\$525,700	\$530,500	\$4,800 0.9%	\$549,500	\$558,300	\$566,900	\$575,900

KEY BUDGET CHANGES FOR 2018:

SALARY AND BENEFITS	21,800
PROFESSIONAL DEVELOPMENT	(1,000)
AUDIT FEES	(14,000)
OTHER	(2,000)
CHANGE IN NET OPERATING EXPENSES	\$4,800



PROPOSED CAPITAL BUDGET

DEPARTMENT	PROJECT #	PRIORITY	2018	2019	2020	2021	2022	TOTAL
FINANCIAL SERVICES								
FINANCE BUDGET SYSTEM SOFTWARE \$6K	18-IS-100	3			110,000			110,000
FINANCIAL SERVICES TOTAL					110,000			110,000
GRAND TOTAL					110,000			110,000

Project Priority Column: 1=Imperative (Must Do); 2=Essential (Should Do); 3=Important (Could Do); 4=Desirable (Other Year)



FIRE & RESCUE SERVICES

Operating Budget: \$1,472,400
Capital Budget: \$334,000
Staffing Complement: 6.0 FTE (Full-time equivalent)
Supports Strategic Focus Areas:
Corporate Excellence and
Community Livability

readiness. An administrative assistant provides technical and organizational support to all members of the department as well as other City programs.

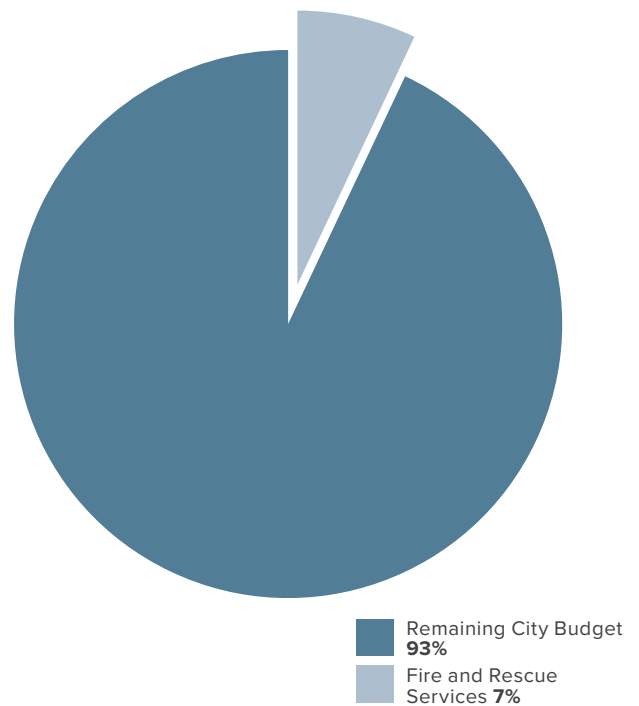
Specialized advanced technical rescue and dangerous goods (Hazmat) response are both provided, when required, through aid agreements with contractors and neighbouring large departments. The success of the current POC volunteer service delivery model is critical to the financial stability of the City and continuous efforts are made to minimize any unnecessary burdens on the POC membership and to support them with industry leading training, technology, equipment and procedures.

OVERVIEW

Fire and Rescue Services provides incident response at the Full Service Operations Level under the Provincial Fire Training Standard (“the Playbook”) 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. Staff ensure safety for citizens and business through bylaw enforcement, during legislated fire safety inspections at public and commercial properties, during formal fire investigations, and within the pre-incident planning process.

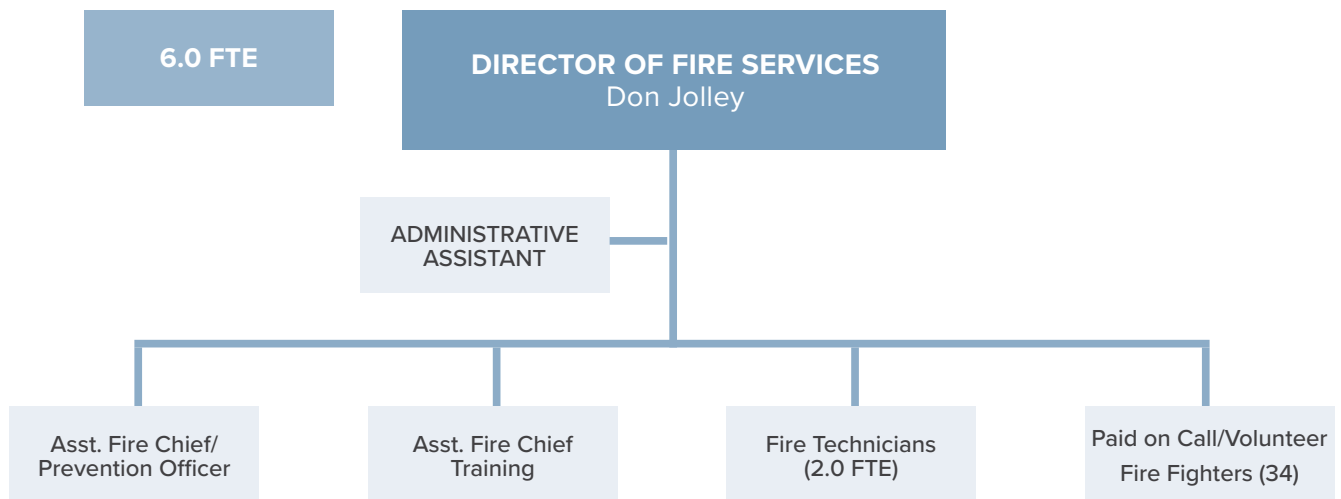
The current core of the department is a highly dedicated and trained group of 34 paid on call (POC) volunteer firefighters set up under two operational Platoons. They perform all aspects of department operations related to fire suppression, medical response and rescue, as well as public education. The POC firefighters are supplemented by a small career staffing contingent of 5 responsible for department leadership, administration, inspections, training, public education/leadership, and operational

DEPARTMENT'S SHARE OF CITY BUDGET



FIRE & RESCUE SERVICES

STAFFING COMPLEMENT



FIRE & RESCUE SERVICES

AT A GLANCE

As of October 31, 2017:

- **SCOPE.** Fire & Rescue Services protects over 18,500 citizens, as well as visitors, and nearly \$6 Billion in public and private property within the 86+ square km community from the single Firehall on 122A Ave.
- **STAFFING RESOURCES.** 40 personnel (6 career and 34 paid on call volunteer) in the total department workforce.
- **INCIDENTS & RESPONSES.** The department has responded to 465 total incidents as of October 31st (similar to 2015 & 2016).
 - Of the total responses, 52% were “platoon calls” (only required limited resources due to the nature of the call). The remaining 48% of incident types currently receive a full department “all call” response.
 - Of the total responses, 11% resulted in the call being either unfounded or crews being cancelled prior to arrival.
 - 85% of all incidents occur in the urban area.
- **RESPONSE TIMES.**
 - The average response time for all incidents within the urban area = 8min 15secs.
 - The average response time for all incidents within the entire community = 9min 7secs.
 - The average response time to reported structure fires in the urban area = 6min 16secs.
- **TYPES OF CALLS.**
 - 14% decrease in false alarm calls since implementation of False Alarm Reduction Strategy.
 - 9% increase in medical call responses at request of BC Ambulance Service since 2015.
 - 20% overall decrease in MVA's since 2015, although Lougheed Hwy MVA's appear to be increasing.
- **TRAINING.**
 - There have been 216 firefighter training sessions on a wide variety of subjects.
 - Each firefighter, on average, has completed over 130 hours of training time in 2017.
- **INSPECTIONS.** There have been 564 fire inspections, and 33 re-inspections.
- **COMMUNITY EDUCATION.** There have been 95 fire prevention or life safety education sessions delivered.
- **BURN PERMITS.** There have been 30 burn permits issued and 27 burning complaints received.

FIRE & RESCUE SERVICES

2017 ACHIEVEMENTS

ADMINISTRATION/OPERATIONS

- **PRE-INCIDENT PLAN REVIEWS AND UPDATES.** Chief Perrie and our Admin Asst Sandie Mallan completed the full review and updating of 101 pre-incident plans in 2017. This is a remarkable number and displays significant commitment to the safety of our firefighters and the community
- **REDUCTION IN FALSE ALARM CALLS.** The department instituted a new False Alarm Reduction Strategy in spring 2017. Stats thus far demonstrate reductions in both calls and enforcement required for false alarm incidents when compared to prior to the implementation.
- **FILM PERMIT INSPECTIONS.** Instituted site visits for all film permit applications where hazardous activities may be occurring or traffic flow patterns are a concern.

PREVENTION

- **FIRE SAFETY INSPECTIONS.** The department will once again complete over 600 inspections of local businesses and multi-family occupancies. This is an excellent number and exemplifies our commitment to community and public safety.
- **SCHOOL AND COMMUNITY EDUCATION SESSIONS.** To date over 80 sessions have been completed at schools, with community groups and in the Youth Academy by the Fire Safety Technicians (FST's). It is projected that over 100 will be completed by year-end.

- **CITY STAFF TRAINING.** Seven (7) members of City staff enthusiastically attended fire extinguisher training at the fire training grounds this spring/summer. In addition fire drills were conducted at the City Hall and Public Works yard.

TRAINING

- **CERTIFICATION OF FIREFIGHTERS.** The department has begun transition to the College of the Rockies for provision of certification of firefighters after completion of the in-house Playbook Full-Service Competency Level.
- **INTEGRATED NEW MEMBERS.** As is annually the case, a new recruit class was initiated. Additionally, three former members returned in 2017 to the department.
- **PLAYBOOK COMPLIANCE.** Chief Larsson and Admin Asst Sandie Mallan have worked very hard to update our instructional materials to full compliance with the BC Firefighter Training Playbook at the Full-Service Competency Level.
- **ADVANCED TRAINING.** Members attended Fire Officer, Hazardous Materials and Large Animal Rescue courses, amongst others. Four members also attended the BC Fire Training Officer Conference in Kelowna.

FIRE & RESCUE SERVICES

KEY CHALLENGES FOR 2018

- **DECLINING PAID ON CALL FIREFIGHTER PARTICIPATION DURING EARLY MORNING AND BUSINESS HOURS.** There has been a trend of decreasing POC attendance during early morning and business hour periods in the past 2-3 years, and especially in 2017. This is occurring despite a significant increase in POC numbers in past 24 months. Recruiting solutions will be reviewed in 2018 to ensure appropriate firefighter turnout for responses.
- **YPK BUILDING AND LAND USE.** Work with other City staff to implement Council approved process regarding acceptable hangar/land uses in conjunction with applicable code and bylaw compliance. Numerous City departments, as required, will be involved as well as YPK staff. Potential for contractor involvement to be considered as required.
- **LARGE INCREASE IN FIRE INSPECTIONS IN COMMUNITY.** Phase 2 of ONNI in South Harris, as well as new direction regarding application of local bylaw and provincial codes at YPK will present a big challenge for provision of legislated fire inspections. Solutions will be reviewed in 2018.
- **DETERMINATION OF SITE FOR NEW FIREHALL FACILITY.** Critical decision for City to ensure appropriate and effective fire & rescue operations for next 30+ years.
- **FUTURE CAREER STAFF TURN-OVER.** Departure or retirement of at least 2 Chief Officers are expected within 12-36 months. Transition plans need to be considered by HR, CAO and Fire. If desired by the City, succession planning should commence early in 2018.

- **INSTRUCTOR PROGRAMS.** Experiencing increased issues in identifying, certifying and retaining Instructors (especially First Responder). With increased POC numbers, obtaining and retaining skilled instructors in multiple disciplines is essential.



FIRE & RESCUE SERVICES

KEY INITIATIVES 2018

DIVISION	INITIATIVE	TARGET
ADMINISTRATION	<ul style="list-style-type: none"> Determine methodologies to mitigate declining POC turn-out Research future radio system options Next phase of fire hall replacement program – architectural design Plan for replacement of 2 career chiefs within 36 months. 	Q1 Q2 Q2-Q3
TRAINING	<ul style="list-style-type: none"> Complete transition to College of the Rockies for Firefighter Certification Program Integrate 4 new recruits that started October 3rd 2017 	Q1 Q1-Q4
PREVENTION	<ul style="list-style-type: none"> Determine contractor and/or other options for projected increase in inspection and enforcement activities at YPK. No capacity departmentally to undertake this change in one year. Prioritization of inspections city-wide will need to occur in 2018 while solutions for full bylaw compliance in future is developed Determine how to integrate numerous new complex inspections at ONNI Phase 2 into department inspection program 	Q1-Q2
OPERATIONS	<ul style="list-style-type: none"> Undertake replacement of all Self-Contained Breathing Apparatus equipment (SCBA) as per capital replacement schedule 	Q2-Q3



FIRE & RESCUE SERVICES

PROPOSED OPERATING BUDGET

	2017 APPROVED BUDGET	2018 PROPOSED BUDGET	2018 PROPOSED CHANGES		2019 PROPOSED BUDGET	2020 PROPOSED BUDGET	2021 PROPOSED BUDGET	2022 PROPOSED BUDGET
REVENUE								
	\$(81,500)	\$(80,500)	\$1,000	1.2%	\$(80,100)	\$(80,100)	\$(80,100)	\$(80,100)
EXPENSES								
ADMINISTRATION & OPERATION SUPPORT	866,700	901,900	35,200	4.1%	924,400	946,200	969,100	991,900
FIRE PREVENTION & TRAINING	49,000	52,000	3,000	6.1%	52,800	53,600	54,400	55,200
PAID ON CALL SYSTEM	377,300	405,400	28,100	7.4%	410,800	422,700	429,200	441,200
APPARATUS & EQUIPMENT	113,800	113,100	(700)	-0.6%	117,800	121,300	123,300	129,700
	1,406,800	1,472,400	65,600	4.7%	1,505,800	1,543,800	1,576,000	1,618,000
NET OPERATING EXPENSES	\$1,325,300	\$1,391,900	\$66,600	5.0%	\$1,425,700	\$1,463,700	\$1,495,900	\$1,537,900

KEY BUDGET CHANGES FOR 2018:

SALARY AND BENEFITS	34,900
ALL POC ACTIVITIES MAINTAINING OR TRENDING UPWARD (INCIDENTS, TRAINING, OTHER)	10,000
INCREASING COSTS ASSOCIATED WITH INCREASING MEMBERSHIP	23,000
OTHER	(1,300)
CHANGE IN NET OPERATING EXPENSES	\$66,600

FIRE & RESCUE SERVICES

PROPOSED CAPITAL BUDGET

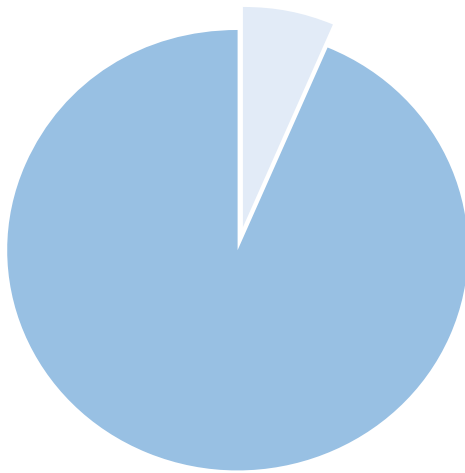
DEPARTMENT	PROJECT #	PRIORITY	2018	2019	2020	2021	2022	TOTAL
FIRE & RESCUE SERVICES								
REPLACEMENT - HUB FL80 RESCUE 02-2-93-9919 F006	15-FS-016	3				350,000		350,000
REPLACEMENT - HUB MACK ENGINE 02-2-93-9922	15-FS-018	1			900,000			900,000
REPLACEMENT - FORD F350 93-9927	15-FS-019	2					85,000	85,000
REPLACEMENT - SCBA EQUIPMENT 02-2-93-9923	15-FS-020	1	305,000					305,000
FH MEETING ROOM FURNITURE 02-2-93-9914	15-FS-053	4				10,000		10,000
FIREHALL OFFICE FURNITURE REPLACEMENT 02-2-93-9914	15-FS-064	4				20,000		20,000
FIREFIGHTER PROTECTIVE CLTHG (TURN-OUT GEAR)-9915	16-FS-024	1	17,000	17,000	17,000	17,300	17,300	85,600
MINOR CAPITAL TOOLS & EQUIPMENT 02 293 9900	16-FS-025	2	12,000	12,000	12,000	12,000	12,500	60,500
CHIEF VEHICLE REPL - FORD EXPLORER 2011 93-9904	16-FS-027	3					65,000	65,000
FIRE TRAINING GROUND UPGRADE/RETROFIT	16-FS-038	2		8,000				8,000
REPLACEMENT - WILDLAND FF SKID FOR SQUAD 1	17-FS-032	3					50,000	50,000
REPLACEMENT - UTILITY SKID FOR SQUAD 1	17-FS-033	3					10,000	10,000
REPLACEMENT - SKID LOADER TROLLEY UNIT FOR SQUAD 1	17-FS-034	4					11,000	11,000
FIRE & RESCUE SERVICES TOTAL			334,000	37,000	929,000	409,300	250,800	1,960,100
GRAND TOTAL			334,000	37,000	929,000	409,300	250,800	1,960,100

Project Priority Column: 1=Imperative (Must Do); 2=Essential (Should Do); 3=Important (Could Do); 4=Desirable (Other Year)

LIBRARY SERVICES



DEPARTMENT'S SHARE OF CITY BUDGET



LIBRARY **6.4%**



REMAINING CITY BUDGET **93.6%**

OVERVIEW

The Pitt Meadows Public Library, a member of the Fraser Valley Regional Library (FVRL), enriches the lives of Pitt Meadows residents and enhances the well-being of the community as a whole. It contributes towards a resilient and healthy community through its quality services and programs, extensive collection, community partnerships and inviting physical space. The Library provides free access to information, promotes literacy and serves as a community hub for information and referral. It provides 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.

Operating Budget: \$1,275,600

Capital Budget: \$ 0

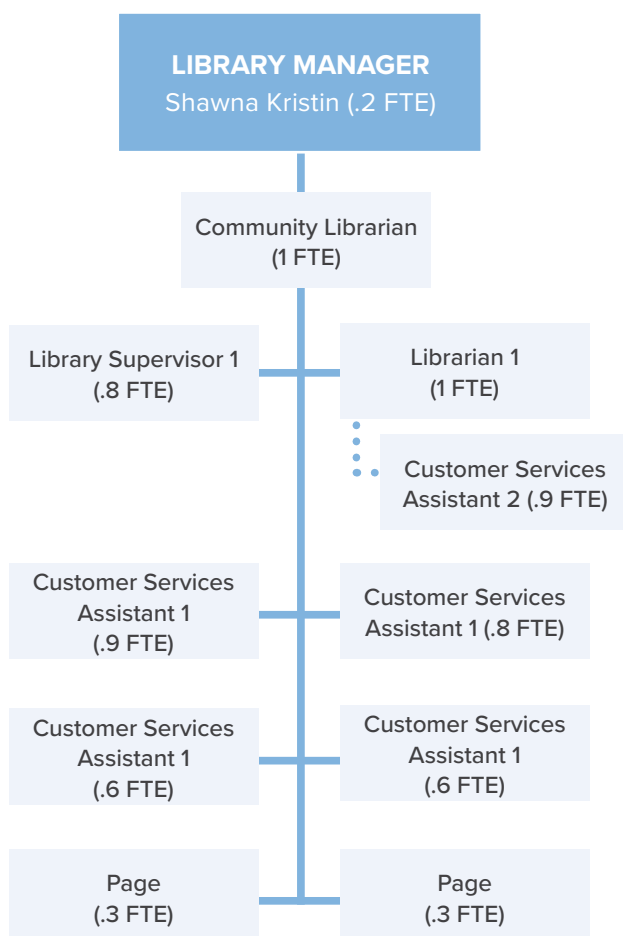
Staffing Complement: 7.5 FTE (Full-Time Equivalent)

Supports Strategic Focus Areas:
Community Livability

LIBRARY SERVICES

STAFFING COMPLEMENT

7.5 FTE



AT A GLANCE

- Open 7 days a week September – June (62 hours/ week) / 6 days a week July – August (58 hours/week)
- 12,272 square feet
- Computer lab, meeting room and study spaces
- 10 Internet stations, 2 hybrid word processor/ Internet stations and 6 library catalogue/Internet stations
- Printer, colour copier and scanner
- Wi-Fi
- Self-serve book return and check out
- 9 regular employees and 2 student pages (7.8 FTE including 7.5 FTE staff filling existing positions and 0.3 FTE replacement staff filling vacancies due to sick, vacation and other paid leaves.)
- Access to FVRL's floating collection of approximately 1 million items including books, large print items, magazines, newspapers, world language materials, DVDs, CDs, audiobooks, musical instruments and robots
- Collection size at Pitt Meadows Public Library averages 30,000 items
- Access to FVRL's digital content, including free access to eBooks, eAudiobooks, eMagazines, language learning tools, music, movies, classic TV and databases for all ages.
- 44% of Pitt Meadows residents are active library customers
- Number of holds requested (2016): 6,088
- Number of items circulated (2016): 121,668

LIBRARY SERVICES

- Percentage of items circulated through automated check system (2016): 54.5% check-out/ 83.7% check-in
- 288 programs offered with 9,279 people in attendance (2016)
- 191 children's and teen programs offered with 6,551 people in attendance (2016)
- 97 adult programs offered with 2,728 people in attendance (2016).

2017 ACHIEVEMENTS

- **I(IDEA) CENTRE.** An idea management system created by FVRL staff to help us hear more clearly what our customers want.
- **SUPERVISORY TRAINING.** All supervisors completed training to help them identify strengths and areas for improvement with respect to leadership, team, conflict-management and communication skills.
- **RESPECTFUL WORKPLACE TRAINING.** All staff completed training to help them understand their rights and responsibilities in creating a respectful work environment.
- **NEW SERVICES AND COLLECTIONS.** Many new services focused on STEAM (Science, Technology, Engineering, Art and Design, Math) programming and learning, critical literacies for all Pitt Meadows residents. In support of enhancing customer experiences and increasing customer engagement, the Library also added new lending collections and in-library experiences to the FVRL Playground.
- **BOOK A LIBRARIAN.** Staff increased awareness and use of the Book a Librarian Service. All FVRL libraries, including Pitt Meadows Public Library, now offer this personalized service to customers on technology and devices, exploring print and digital collections, to maximize their library experience.
- **PITT MEADOWS FRIENDS OF THE LIBRARY.** Our local Friends group supported the Library through fundraising initiatives, such as Shred-a-thon, booksale, and Quiz Night, and provided support at the Library.

KEY CHALLENGES FOR 2018

- **NEW TECHNOLOGIES.** Increased demand for new technologies by customers requires increased staff knowledge. We are challenged to meet these dynamic customer demands within existing budgets and staffing models.
- **COLLECTIONS.** There is growing pressure from customers for a larger and increasingly diverse collection with additional children's materials, new technologies, increased online tools and print materials. It is challenging to meet these customer needs with the same collections budget and recent unfavourable exchange rates that limit the Library's buying power.
- **PROGRAMMING AND OUTREACH.** Customers are requesting more library programs and outreach services that encourage 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.

LIBRARY SERVICES

KEY INITIATIVES 2018

DIVISION	INITIATIVE	TARGET
LIBRARY	PROVIDE COLLECTIONS , services, and a facility to enhance the customer experience and increase customer engagement.	ONGOING
	INCREASE AWARENESS of and build excitement about collections through the FVRL podcasting initiative and readers' advisory Services.	Q1-Q2
	SUPPORT RESIDENTS to create, launch and promote their own eBooks.	Q1-Q2
	SUPPORT A SHARING ECONOMY WITH THE PLAYGROUND AT FVRL , including new lending collections and in-library experiences.	ONGOING
	IDENTIFY AND EXPLORE NON-TRADITIONAL LIBRARY COLLECTIONS AND EXPERIENCES.	Q2-Q4
	ENCOURAGE STEAM (Science, Technology, Engineering, Art and Design, Math) programming and learning through programs and opportunities.	Q1-Q2
	DEVELOP STAFF KNOWLEDGE AND COMFORT WITH NEW TECHNOLOGIES for use in programming, such as Sphero Sprk+, makey makey, green screens and virtual reality.	Q1-Q2
	OFFER NEW TECHNOLOGY BASED PROGRAMS using technologies such as Sphero Sprk+, makey makey, green screens and virtual reality.	Q3-Q4
	CREATE A DIGITAL LIBRARY CARD and evaluate the online customer journey.	Q3-Q4
	BUILD A STRONG PARTNERSHIP INFRASTRUCTURE.	Q1-Q2
	SUPPORT COMMUNITY PARTNERSHIPS.	ONGOING
	EVALUATE AND IMPROVE INTERNAL COMMUNICATIONS.	Q1-Q3
	PROMOTE AN ENVIRONMENT THAT SUPPORTS STAFF IN DOING THEIR BEST WORK.	ONGOING
	INCREASE PUBLIC AWARENESS AND DELIGHT WITH OUR SERVICES.	Q2-Q3
	ENHANCE THE REPUTATION OF FVRL AND THE VALUE LIBRARIES.	Q2-Q3

LIBRARY SERVICES

PROPOSED OPERATING BUDGET

	2017 APPROVED BUDGET	2018 PROPOSED BUDGET	2018 PROPOSED CHANGES	2019 PROPOSED BUDGET	2020 PROPOSED BUDGET	2021 PROPOSED BUDGET	2022 PROPOSED BUDGET
EXPENSES							
FVRL LEVY	\$987,200	\$999,600	\$12,400 1.3%	\$1,029,800	\$1,060,900	\$1,092,900	\$1,125,900
LEASE/STRATA	229,400	\$236,600	7,200 3.1%	243,700	251,000	258,500	266,300
OPERATING AND MAINTENANCE	39,600	39,400	(200) -0.5%	40,100	40,800	41,500	42,300
	1,256,200	1,275,600	19,400 1.5%	1,313,600	1,352,700	1,392,900	1,434,500
NET OPERATING EXPENSES	\$1,256,200	\$1,275,600	\$19,400 1.5%	\$1,313,600	\$1,352,700	\$1,392,900	\$1,434,500
KEY BUDGET CHANGES FOR 2018:							
MEMBER ASSESSMENT FOR SALARIES, BENEFITS, MATERIALS			12,400				
LEASE			7,200				
OTHER			(200)				
CHANGE IN NET OPERATING EXPENSES			\$19,400				

PROPOSED CAPITAL BUDGET

N/A

LIBRARY SERVICES



DECISION PACKAGE: Sunday Library Openings, Summer Months

Department/Division:	Library
Submitted by:	Shawna Kristin, Library Manager
Estimated Capital Cost:	\$0
Estimated Annual Operating Costs:	One time: \$0 Ongoing: FVRL Costs: \$5,700 staffing plus \$1,000 janitorial City of Pitt Meadows Costs: Various incremental building costs such as utilities, security, etc.

DESCRIPTION

Currently, the Pitt Meadows Library is closed to the public on Sundays outside of the regular school year. The Sunday closures encompass about ten (10) Sundays each summer (early July to after the September labour day weekend – “summer months”). During the rest of the year, the Library is open on Sundays from 1:00pm to 5:00pm.

This decision package proposal is to open the Library to the public over the summer months, from 1:00pm to 5:00pm.*

RECOMMENDATION

THAT Council:

- A. Advise FVRL that they want to proceed with opening the Pitt Meadow Library on Sundays over the summer months, effective for fiscal 2018 onward, for a 2018 cost of \$6,700.

FINANCIAL IMPLICATIONS

Fiscal implications:

- An increase in the FVRL Member Assessment for fiscal 2018 of \$6,700 for staffing and janitorial. Future year's costs would be actual costs incurred, with an expected annual increase of about 2%.
- Various incremental building costs including utilities, security etc., paid for directly by the City of Pitt Meadows.

DISCUSSION

A review of FVRL library opening hours identified four libraries that currently close on Sundays for part of the fiscal year. In consideration that Sundays are generally popular with the public, the respective size and location of these libraries, the relatively nominal cost, and other factors, FVRL staff developed proposals for the respective Members as part of their 2018 budget process.

Sundays are popular with the public and are one of the most popular days at the library, especially when libraries are located near other public or recreational/leisure facilities that are open on Sundays. The summer months are generally the busiest months at the library.

Currently, of FVRL's 25 libraries:

- Eight smaller libraries are not open on Sundays during the entire fiscal year;
- In 2017 and previous years, four were closed on a select number of Sundays (mostly over the summer months);**
- Of these four, as at the date of this writing the three other members (Hope, Maple Ridge, Port Coquitlam) have resolved to open on Sundays for the full fiscal year* beginning in 2018.

LIBRARY SERVICES

- Beginning in 2018, the libraries on either side of Pitt Meadows (Maple Ridge and Port Coquitlam) will be open on Sundays year round*.
- Neighboring libraries in Coquitlam and Port Moody are open on Sundays year round.

ALTERNATIVES

Remain closed on Sundays over the summer months.

SUMMARY

Opening on Sundays over the summer months will be well received by the public, and offer a more consistent service-level to most other urban public libraries in the lower mainland.

*Exceptions being Sundays that fall on a long-weekend (i.e. when there is an adjacent statutory holiday); on these Sundays the Library is closed.

**FVRL has made a proposal to these libraries to open on the currently closed Sundays beginning in fiscal 2018.



RCMP POLICE SERVICES



Operating Budget: \$5,150,800

Capital Budget: \$0

Staffing Complement: 23 Regular Members
Housing & Support Agreement
covers support services staff

Supports Strategic Focus Areas:
Community Livability

OVERVIEW

Police Services, provided by the RCMP, delivers a wide range of policing services to Pitt Meadows and the Katzie First Nation to increase public safety. In addition to responding to calls for service, RCMP work pro-actively and collaboratively with both internal and external stakeholders to meet community needs, increase public safety, and prevent crime. Police Services civilian staff are in place via a housing and support agreement with Maple Ridge to provide support services to police officers, as well as client services to the public, community partners and outside agencies.

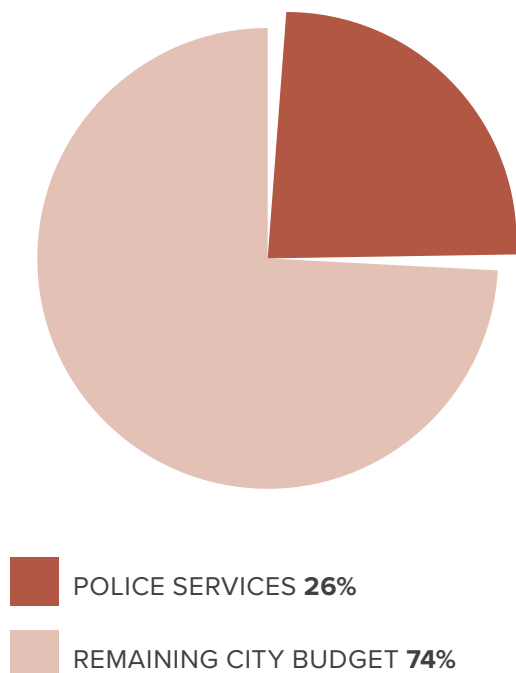
The RCMP is contracted, through the Provincial Government by the City of Pitt Meadows to provide these services. The main hub of operations, Ridge Meadows Detachment, is located in the City of Maple Ridge and a start/stop service is offered from the Pitt Meadows Community Policing Officer (CPO) which provides an increased level of service to the city. Policing is further enhanced with specialized services in the form of Regional Integrated Teams such as Integrated Homicide Investigation Team (IHIT), Integrated Forensic Identification Section (IFIS), Integrated Police Dog Service (IPDS), Integrated Collision Analyst Reconstruction Section (ICARS), Lower Mainland Emergency Response Team (LMDERT)

The Ridge Meadows RCMP's strategic priorities are based on three broad focus areas:

- 1. COMMUNITY SAFETY**
- 2. EFFECTIVE & EFFICIENT POLICING**
- 3. COMMUNICATIONS & PUBLIC RELATIONS.**

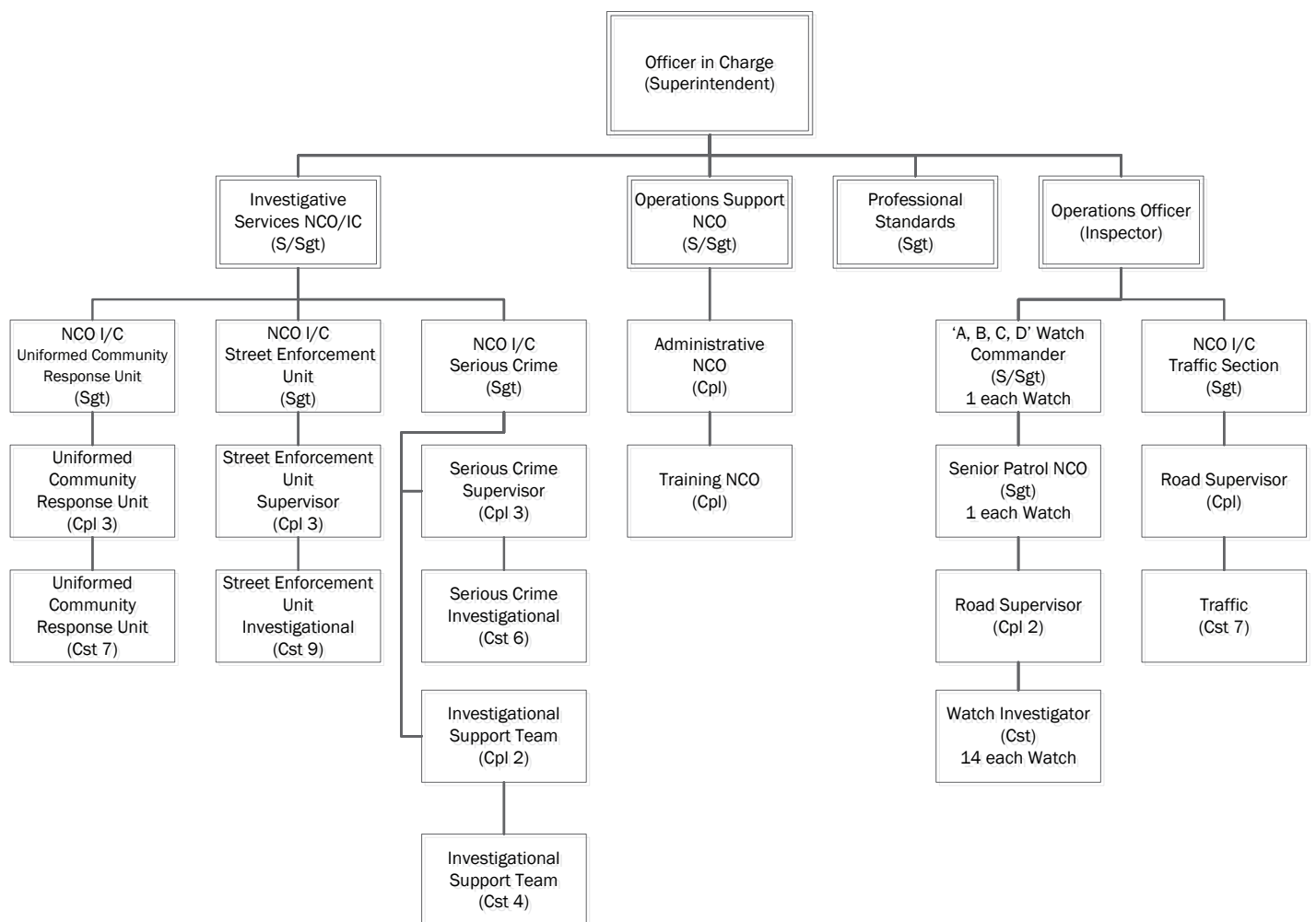
The detachment achieves their objectives through a variety of critical partnerships within the community and through a crime reduction strategies, community policing and crime prevention programs.

SHARE OF CITY'S BUDGET



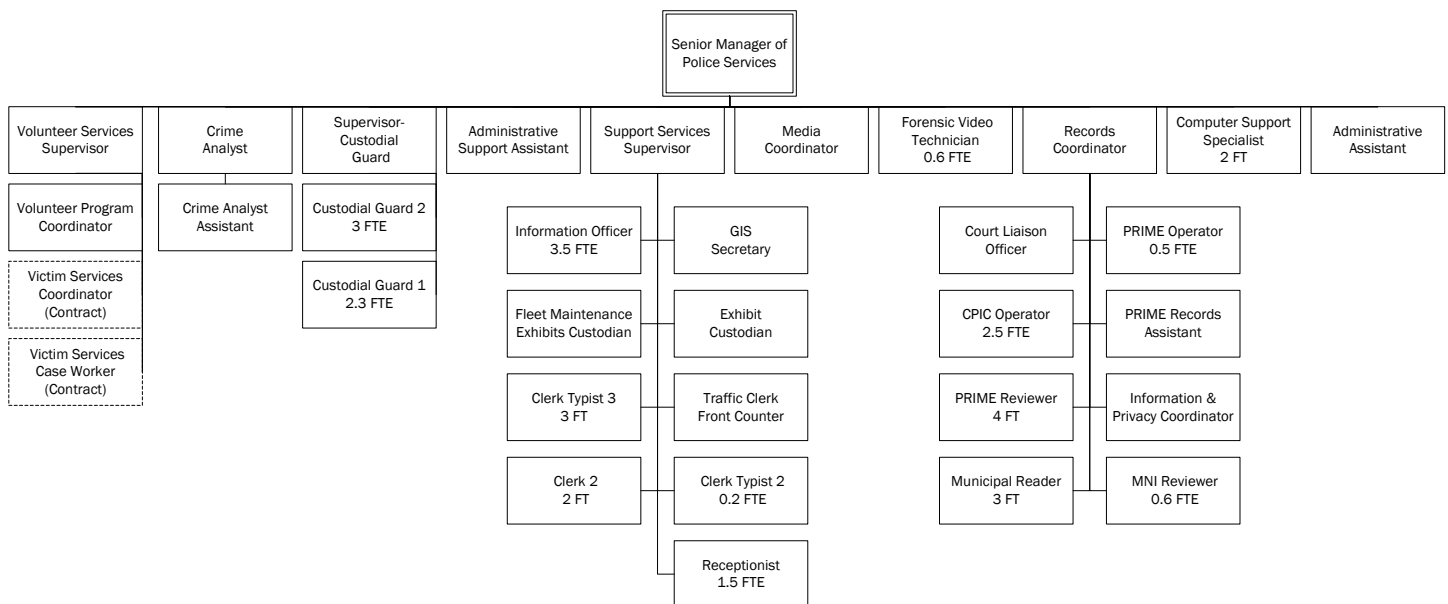
RCMP POLICE SERVICES

RIDGE MEADOWS RCMP DETACHMENT STAFFING COMPLEMENT



RCMP POLICE SERVICES

RIDGE MEADOWS RCMP DETACHMENT STAFFING COMPLEMENT (CONTINUED)



RCMP POLICE SERVICES

AT A GLANCE

ONGOING DELIVERABLES

From Senior Management:

1. Increase personal connection to the community
2. Be accountability to the community
3. Provide innovative vision and leadership to the detachment

From Uniformed Policing Units:

1. Provide exemplary first response to our communities
2. Increase uniform visibility and accessibility of officers for our citizens
3. Enhance road safety strategies for increased public safety

From Plainclothes Policing Units:

1. Serious Crime investigational excellence and conduct
2. Street Enforcement Unit (SEU) targeting of high risk offenders who are active in our communities
3. Enhance public safety and partnerships via Uniformed Community Response Unit (UCRU) collaboration and engagement

From Police Support Services Staff:

1. Deliver quality administrative support to police officers and excellence in customer service
2. Provide specialized support services to police such as communications & crime analysis
3. Offer innovative and effective community policing programs

FOUND MILESTONES

- Hosting the RCMP Musical Ride
- Logan Lay - Chief for a Day video release
- Officer In Charge Bi-Weekly reporting to Mayor and Council.
- Investigational successes in serious high risk files (attempt murder charges)
- Pink Shirt Day Video release
- Restructuring of pro-active police work (Operations Strategy Sessions)
- Uniformed Community Response Unit (UCRU) restructure
- Revised job descriptions for volunteer programs & activities
- On-line subscription to Block Watch Newsletters
- 2016 Community Report

RCMP POLICE SERVICES



2017 ACHIEVEMENTS

- **VTRA IMPLEMENTATION** – work with School District #42 to create a community protocol around safe schools.
- **ROAD SAFETY** - focus on:
 - Enforcement at high crash intersections
 - Excessive speeding infractions
 - Strategy to reduce traffic complaints
- **MISSING PERSONS** – implement new Provincial standards per legislation (Missing Persons Act)
- **ICAT** – deliver an inter-agency case assessment team to support victims in high risk domestic violence incidents
- **YOUTH SAFETY INITIATIVES** – develop a local strategy to increase knowledge of youth relating to drugs, on-line behaviour, new driver program and healthy choices
- **NARCAN TRAINING** – provide training and roll-out of Narcan (Naloxone) to on-road resources to disperse in emergent situations
- **DETACHMENT COMMUNICATIONS STRATEGY** – development of a strategy to improve internal/external communication
- **MOBILE DATA TERMINALS (LAPTOPS IN POLICE CARS)** – Implement software upgrades to provide officers with connectivity to email and use internal RCMP desktop tools
- **“E” DIVISION RCMP MANAGERIAL REVIEW** – An external audit was completed and recommendations adopted
- **MAGOR SYSTEM** – A secure video/audio feed is in place for Watch briefings between the main detachment and the Community Policing Office (CPO) which enables officers to start/stop at the CPO
- **CRIME MAP ENHANCEMENT** – Block Watch blocks and Crime Free Multi-Housing buildings are now visible on the Crime Map
- **AGLG REPORTING** – the City receives a quarterly report on RCMP HR, finance, public trust and cost drivers
- **KATZIE** – enhanced relationship with a designated member assignment
- **SCHOOL ENGAGEMENT STRATEGY** - proactive police engagement by assigning two RCMP members to every school.

RCMP POLICE SERVICES



KEY CHALLENGES FOR 2018

- **MULTI-JURISDICTIONAL NATURE OF CRIME.**

With increased access to our community through enhanced infrastructure such as the Golden Ears Bridge and the imminent Skytrain Evergreen Line to Coquitlam, 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.

- **COMPLEXITY OF POLICING.** The capacity of police officers to deliver police services has been greatly affected by court decisions (such as police disclosure requirements), legislative policies, social policies and technological advancements which have increased the time and costs associated with completing the required work. Today's laws are more complex and require significant additional education and training of police officers and the fact is that investigations may need to involve several specialized units depending on the complexity of the file.

- **SOCIAL IMPACTS.** Impacts to social services levels are greatly affecting police. The increases of drug addiction, untreated mentally ill and poverty are creating huge volumes of work for police and unnecessary negative pressure with the perception of crime in the community. Police are not able, nor do they have the resources, tools or training to deal with the social ills of our society, however many citizens have no alternative but to call the only service who is available 24/7.
- **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 them via cell phones and tablets; however police must balance these expectations with oversight of risk to harming an investigation and privacy laws.

RCMP POLICE SERVICES



KEY INITIATIVES 2018

FOCUS AREA	INITIATIVE	TARGET
COMMUNITY SAFETY	1. ROAD SAFETY <ul style="list-style-type: none"> i) Increase excessive speed enforcement ii) Increase impaired driving charges iii) Work with ICBC partnership to focus on: <ul style="list-style-type: none"> A) Distracted driving enforcement B) Seatbelt checks C) Young driver's education D) Commercial vehicle inspections iv) Work with the city on road design issues 	Q1-Q4
	2. HIGH RISK OFFENDERS <ul style="list-style-type: none"> i) Perform targeted drug enforcement projects ii) Perform targeted property enforcement projects iii) Perform internet investigations 	Q1-Q4
	3. POLICE RESPONSE TO SOCIAL ISSUES <ul style="list-style-type: none"> i) Mental health response & strategies for immediate support ii) Focus on response to youth issues utilizing supporting community options iii) Actively respond to human displacement issues to minimize effects to businesses and the public 	Q1-Q4
	4. UNIFORMED POLICE RESPONSE <ul style="list-style-type: none"> i) Implementation of the new Youth Engagement Strategy to increase connection & understanding of police ii) Increase visibility of police iii) Police walks through local bar and pub establishments iv) Increased school zone presence v) Increased road blocks 	Q1-Q4
	5. SUPPORT THE CITY'S COMMUNITY SAFETY PLAN <ul style="list-style-type: none"> i) Attend community forums as a partner and stakeholder ii) Provide feedback 	Q1-Q4
EFFECTIVE & EFFICIENT POLICING	1. CONTINUOUS IMPROVEMENT <ul style="list-style-type: none"> i) Complete ongoing mandatory and formalized police officer training ii) Provide informal training at Briefings iii) Revitalize Block Watch program (recruiting, training, newsletter) 	Q1-Q4

RCMP POLICE SERVICES



FOCUS AREA	INITIATIVE	TARGET
EFFECTIVE & EFFICIENT POLICING CONTINUED	2. FISCAL RESPONSIBILITY i) fund operational projects using alternative revenue sources ii) meet both RCMP “post” budget and city budget guidelines and budget allocations	Q1-Q4
	3. LONG-TERM PLANNING i) Plan for police and support services growth ii) identify facility requirements for growth iii) identify specialized team requirement	Q3
COMMUNICATIONS & PUBLIC RELATIONS	1. EXTERNAL COMMUNICATIONS STRATEGIES i) Increase Social Media usage ii) Release leadership messaging “From the Desk” stories to the public iii) Enhance the Crime Map to include “shade in” Block Watch covered areas	Q1-Q4 Q1-Q4 Q3
	2 INTERNAL COMMUNICATIONS STRATEGIES i) Increase usage of employee TV (ETV) for in-house messaging ii) Officer in Charge weekly Friday messaging to members iii) Create and implement an “after hours” media strategy to enhance social media messaging in real time for the public	Q1-Q4 Q2 Q3
	3. ENGAGE WITH KATZIE FIRST NATIONS iv) Consideration to attend as a partner in community events, such as Pulling Together and the Katzie Youth Event v) Presence at Band Council meetings when requested by Chief Miller	Q1-Q4

RCMP POLICE SERVICES

PROPOSED OPERATING BUDGET

	2017 APPROVED BUDGET	2018 PROPOSED BUDGET	2018 PROPOSED CHANGES	2019 PROPOSED BUDGET	2020 PROPOSED BUDGET	2021 PROPOSED BUDGET	2022 PROPOSED BUDGET
EXPENSES							
RCMP CONTRACT	\$3,878,600	\$3,936,300	\$57,700 1.5%	\$4,021,500	\$4,119,700	\$4,226,200	\$4,333,100
HOUSING AND SUPPORT	1,188,400	1,211,000	22,600 1.9%	1,236,000	1,263,000	1,291,000	1,320,000
CRIMESTOPPERS	3,500	3,500	- 0.0%	3,500	3,500	3,500	3,500
	5,070,500	5,150,800	80,300 1.6%	5,261,000	5,386,200	5,520,700	5,656,600
NET OPERATING EXPENSES	\$5,070,500	\$5,150,800	\$80,300 1.6%	\$5,261,000	\$5,386,200	\$5,520,700	\$5,656,600
KEY BUDGET CHANGES FOR 2018:							
MEMBERS' REGULAR PAY, OVERTIME, PENSION COSTS			25,600				
INTEGRATED TEAMS POPULATION & CRIME STATISTICS ADJUSTMENT			32,100				
OFFICE ADMINISTRATION, RECORDS MANAGEMENT, FACILITY RENT			22,600				
CHANGE IN NET OPERATING EXPENSES			\$80,300				

PROPOSED CAPITAL BUDGET

N/A

RCMP POLICE SERVICES



STAFFING DECISION PACKAGE – RCMP Regular Member Budgeting

Department/Division: RCMP

Submitted by: Supt. Jennifer Hyland

DESCRIPTION

The RCMP request that Mayor and Council consider building in police officer resourcing into the overall contract services costs and financial plan.

Police are asking for Mayor and Council's support in committing to a more strategic way to increase resourcing levels, rather than on a year to year basis. This concept is quite successful in Maple Ridge and it takes away the temptation of delays and the problems that are associated with not keeping pace with growth and needs relating to public safety.

FINANCIAL IMPLICATIONS:

One (1) Regular RCMP Member

RECOMMENDATION

THAT Council consider a model that provides anticipated growth. One (1) RCMP Regular Member position to be built into the overall contract costs every second year for the next 7 years, starting in 2019:

2019 – One (1) Regular Member

2021 – One (1) Regular Member

2023 – One (1) Regular Member

2025 – One (1) Regular Member

FINANCIAL IMPACTS:

DESCRIPTION OF COSTS FOR THE POSITION	OPERATING	\$166,000 IN 2019, 2021, 2023, & 2025
SPECIAL REMARKS: COSTS INCLUDE DIV. ADMIN		

RCMP POLICE SERVICES



STAFFING DECISION PACKAGE RCMP Regular Member Budgeting CONTINUED

DISCUSSION

This region is changing and it is important to keep up to external factor impacts. We know that crime has no geographical borders and Pitt Meadows has and will continue to experience transient crime with criminals coming from Surrey, Langley, Maple Ridge and Coquitlam with accessibility from the bridges and Coquitlam Skytrain.

In previous years, Ridge-Meadows RCMP has experienced the effects of not keeping pace with police officer growth. The confidence of the public is thwarted and criminals target communities that are easier to commit crimes in. These are not the realities we want for our citizens and community. Throughout the Lower Mainland, other jurisdictions know this, so it is with due diligence that we recommend that the City of Pitt Meadows consider a more strategic approach to increasing police resources.

ILLUSTRATIVE EXAMPLES OF WORK:

- First Response
- Community Safety
- Pro-Active Policing
- Road Safety

ALTERNATIVES

- Continue to consider requests on a year to year basis, with no strategic plan
- Council may decide to take the risk and not to commit to a planned approach
- Council may decide not to bolster establishment of police resources, or even decrease these levels

SUMMARY

The community is part of a region and we know that the region is finding strategic ways to deal with the ever-changing landscape of external factors we are faced with in today's world. Pitt Meadows is not immune to what is happening in the region and as a partner we want to respectfully engage in a more formal and committed way to prepare our police operation for both the current and future needs of our citizens.

RCMP POLICE SERVICES

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 about 20% of the overall costs for support. RCMP have put forward 3 incremental packages to Maple Ridge for 2.5 civilian positions in 2018, but at the time of submission of this business plan we were not aware if these requests will be supported by Maple Ridge.

The positions requested are:

1. EXECUTIVE ASSISTANT (1.0 FTE) \$95,000 (BURDENED)

Currently the Officer in Charge and the Operations Officer manage full time both their administrative and police operations. There is no designated assistant to address the significant amount of administrative and coordination work that is required of both the Officer in Charge and Operations Officer in a detachment this size. A comparison of all other RCMP detachments in the area and municipal police forces reveals that all other forces with the same work load and responsibilities have from 1 to 3 positions to support the administration of the executive functions. This support allows both the Officer In Charge and Operations Officer to focus on their core functions in the detachment, the community and in the larger policing environment.

2. FLEET COORDINATOR (0.5 FTE) \$37,000 (BURDENED)

Currently we have one (1) position that is split between Exhibits and Fleet work and this package would allow the Fleet Coordinator role to become full-time and the .5 part of the current position to provide support to the full-time Exhibits Coordinator position. This position

has been a split role since inception in 2007 (10 years) and volumes of workload have expanded.

3. DISCLOSURE COORDINATOR (1.0 FTE) \$70,000 (BURDENED)

As per the MOU on disclosure between the Provincial Prosecution Service and Police in BC, the onerous task of providing complete, thorough and indexed electronic disclosure packages to the Court is a legal requirement fundamental to the justice system. This work is currently being performed at our local detachment by police investigators. The work has now become cumbersome to complete and can ultimately lead to jeopardy of court cases if not performed within legislated timelines. The increased use of judicial authorizations, lengthy strategic interviews, extensive witness and video canvassing bolstered by judicial requirements for police officers to maintain detailed records and notebook entries have added a significant cost in satisfying court disclosure requirements. Disclosure duties can be performed by a support staff role which would free up police officers' time to focus on the more complex level of work they are paid to perform. Most other police agencies have already converted this task to the support services side of the house as it is more cost effective and time efficient for a municipal employee to do.

Incremental Requests Total:	\$202,000
Pitt Meadows Share:	\$ 40,400



DEPARTMENT CAPITAL PLANS

CITY INFRASTRUCTURE CAPITAL PLAN

OVERVIEW

The City Infrastructure Capital Plan provides an overview of the following City assets:

1. ENGINEERING AND OPERATIONS

- Transportation
- Water
- Diking
- Drainage
- Sanitary
- Municipal Fleet
- Environmental Protection / Sustainability
- General Engineering

2. PARKS AND FACILITIES

- Facilities
- Parks

Transportation, Water, Diking, Drainage, Sanitary, Municipal Fleet, Environmental Protection/Sustainability and General Engineering are managed by the Engineering and Operations Department and the Facilities and Parks are managed by the Community Services Department.

Each of these teams annually reviews the maintenance and lifecycle needs of each of these assets and aligns these needs with the funding sources available. Following is a discussion on each of these assets that includes the following:

- Asset Overview
- At a Glance Asset Statistics
- Sustainability (Life Cycle) Considerations
- 2017 Achievements
- Key Challenges
- Key Initiatives for 2018
- Draft Capital Plan for 2018



ENGINEERING & OPERATIONS CAPITAL PLAN

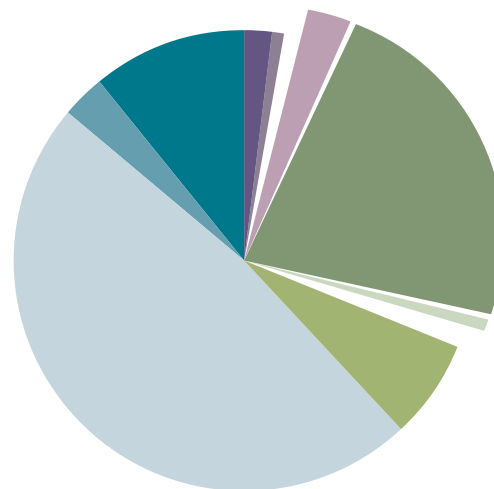
Operating Budget: \$ 2,847,700

Capital Budget: \$ 7,324,500

Staffing Complement: 23.2 FTE (Full-Time Equivalent)
+ 2 seasonal workers

Supports Strategic Focus Areas:
Corporate Excellence
Economic Prosperity
Community Livability &
Transportation and Infrastructure

The 2018 Preliminary Capital Budget funding requirements amount to \$7,324,500. The individual project category requirements are as follows:



OVERVIEW

Each year, the City partakes in a detailed capital planning process that forecasts the infrastructure needs over the next five, ten and, in some circumstances, up to 50 years. All infrastructures are reviewed and prioritized based on asset age, condition, capacity, and identified corporate priorities. After Council has reviewed and approved the five-year capital plan, budgets are generated to ensure that all encompassing costs of all planned future infrastructure upgrades are anticipated and accounted for

The major groups or categories for the Engineering and Operations capital plan and budget are:

- Transportation
- Water
- Diking
- Drainage
- Sanitary
- Municipal Fleet
- Environmental Protection / Sustainability
- General Engineering

ENGINEERING & OPERATIONS CAPITAL PLAN

OVERVIEW (CONTINUED)

For 2018, the majority of the engineering and operations funding will come from the City's Capital Reserve Fund with smaller contributions from DCC's and third party contributors.

Further information for each of the major asset categories above are detailed within this report. Each subsequent section provides further detail on the overall asset category, its condition, proposed projects and allocated budget. Water, drainage, and sanitary have been combined under the Utility header. Lifecycle schedules are dependent on routine maintenance schedules being followed and repairs being addressed as needed.

The proposed 2018 capital budget and the remaining 2019-2022 capital plan represents an investment of \$24.4 million in engineering and operations capital assets over this five-year period.

The current Capital requirements exceed reserve funding availability and grant opportunities; therefore, unfunded projects have been deferred into later years.

2018 CAPITAL ASSETS PLAN TRANSPORTATION

Transportation projects include: intersection control, sidewalks, bus stops, roadways and bridges. Projects in this category include the design, maintenance, construction and purchase of these assets to keep them functional and in a good state of repair in order to maintain an appropriate level of service to our residents.

The Engineering and Operations divisions are responsible for these assets. The Engineering division collates these corporate projects and helps prioritize them based on criteria that include the age and condition of the assets, their forecasted level of service, any health or safety risks and the availability of funds. When a project is identified as a priority and is approved by Council, the engineering division assumes responsibility for managing the design, construction and acquisition of these assets through a third party engineering contractor.

An investment of \$3,495,000 is required to fund the preliminary 2018 transportation projects.



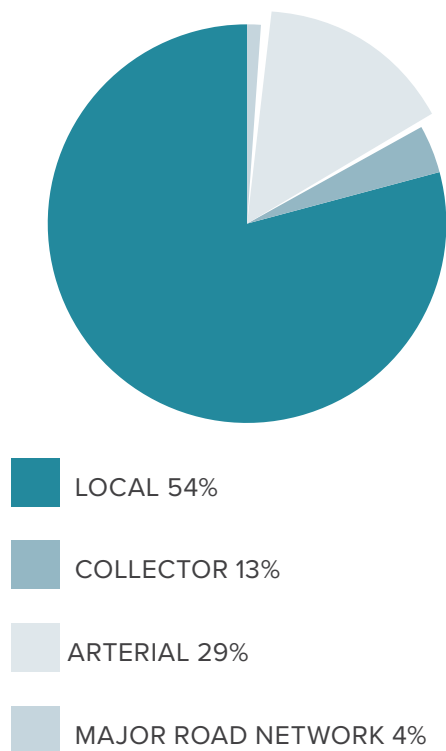
ENGINEERING & OPERATIONS CAPITAL PLAN

AT A GLANCE

Transportation Asset Statistics

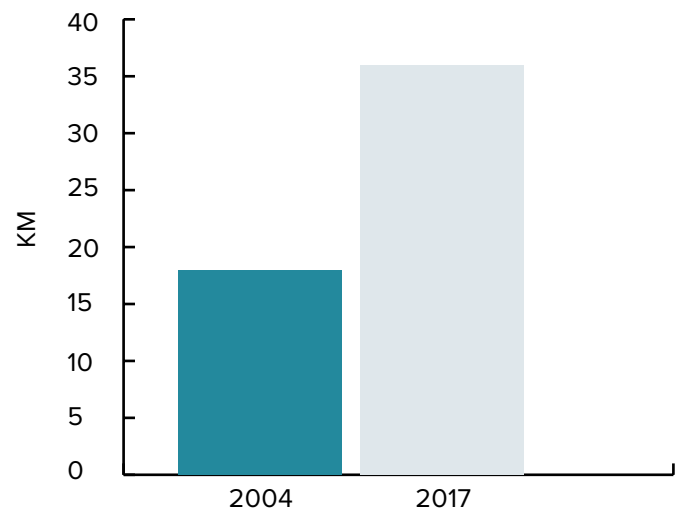
The City of Pitt Meadows operates and maintains 115km of road equivalent to 150 lane kilometers. These road segments are categorized into the following road types:

ROAD CLASSIFICATION PERCENTAGE

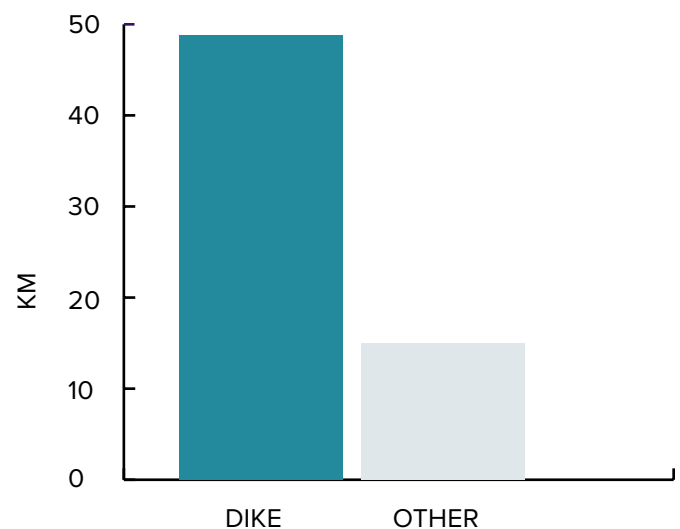


The road network also includes bike lanes and multi-use trails as per the charts below. The Communities' active transportation vision has led to a significant increase in pedestrian and cycling routes throughout the community.

ROAD CLASSIFICATION PERCENTAGE



OFF ROAD MULTI-USE TRAILS



The current estimated replacement value for the City's transportation infrastructure assets is \$74,600,000.

ENGINEERING & OPERATIONS CAPITAL PLAN

CURRENT ASSETS

ASSET CATEGORY	QUANTITY
ROADS	114.7 KM
BIKE LANES	36.0 KM
*BRIDGES	9
**OFF ROAD TRAILS/PATHS	15.0 KM
TRAFFIC CONTROL SIGNALS	8
STREET LIGHTS	1,009
SIDEWALKS	58.7 KM
TRAFFIC SIGNS	2,034 SIGNS ON 1,249 POLES

*Includes All Vehicle Bridges, CP Pedestrian Overpass & Heron Pedestrian Bridge. **Not Including Dikes

SUSTAINABILITY (LIFE CYCLE) CONSIDERATIONS

ASSET TYPE	ASSET COMPONENT	USEFUL LIFE IN YEARS
ROAD NETWORK	WOODEN BRIDGE	40
	CONCRETE BRIDGE	100
	CURB AND GUTTER	25 TO 50
	RAIL CROSSING	15
	ROAD BASE	50 TO 75
	ROAD SURFACE -ASPHALT	20
	ROUNDBABOUT	50
	SIDEWALK -CONCRETE	23 TO 50
	SIDEWALK -BRICK	50
	SIDEWALK -ASPHALT	50
	MAIN STREETLIGHTS	40 TO 50
	STREETLIGHTS -LED HEAD	10
	STREETLIGHTS -PARKING LOT LIGHTS	47 TO 50
	STREETLIGHTS -SHORT POST TOP	47 TO 50
	STREETLIGHTS -BEVEL TOP BOLLARD	50
	STREETLIGHTS -CONTROL BOX	50
	CROSSWALK SIGNALS	25
	TRAFFIC SIGNALS	25

ENGINEERING & OPERATIONS CAPITAL PLAN

2017 ACHIEVEMENTS TRANSPORTATION

• Paving

- Rannie Road Rehabilitation (McNeil Road to Sturgeon Slough)
- Neaves Road Bike Lanes (Old Dewdney Trunk Road to South Alouette Bridge)
- Bonson Road (Hammond to 120B Ave)
- Baynes Road (Airport Way to Airport Trail)
- Hammond Road @ Blakely Road (Intersection)

• Pedestrian Improvements

- Wheelchair sidewalk letdowns reworked:
 - 116B Ave & 195A St (SW)
 - 116B Ave & 195A St (SE)
 - 116A Ave & 196A St (SW)
 - 116A Ave & 196A St (SE)
 - 116A Ave & 196B St (SW)
 - 116A Ave & 196B St (SE)
 - 116A Ave & 197B St (SW)
 - 116A Ave & 197B St (SE)
 - 116A Ave & 198 St (SW)
 - 116A Ave & 198 St (SE)
- Trailhead bollard replacements:
 - 11744 Harris Road
 - 11737 192A Street
 - 12175 193A Street (193st access)
 - 12175 193A Street (193Ast access)
 - 19771 Sunset Lane
 - 19770 Honeydew Drive



ENGINEERING & OPERATIONS CAPITAL PLAN

KEY CHALLENGES FOR 2018 TRANSPORTATION

Pavement Management

Pavement management studies are conducted every five years to determine if the City's asphalt repair program is keeping pace with asphalt degradation. This work consists of two distinct tasks; a pavement condition assessment and a pavement management strategy.

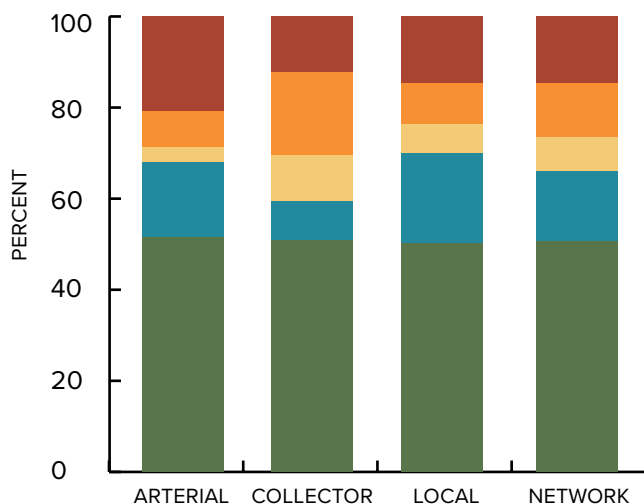
In 2017, a pavement condition assessment and a pavement management strategy was completed which can be referenced to the previous 2012 study to recognize trends. Since 2012, road construction budgets have been allocated 80 percent to collector and arterial roads and 20 percent to local roads. The graphs below illustrate the corresponding pavement condition changes with arterial and collector roads improving and local roads deteriorating.

Additionally, throughout the 2016/2017 winter, the road network experienced numerous freeze thaw cycles and snow related damage. As a result, emergency pavement repair costs and line painting costs are greater than previous years.

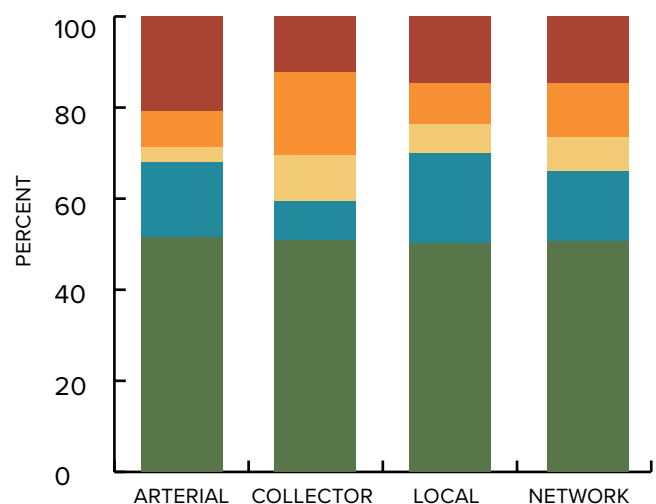
The 2017 study suggests that in order to maintain the current average pavement conditions a budget of \$1,200,000 per year (2017 dollars) is required. Alternatively, in order to improve the current average pavement conditions, a capital budget of \$1,300,000 per year (2017 dollars) is required. Staff have currently budgeted an average of \$1,400,000 over the next 5 years for pavement rehabilitation.

In 2018, Staff will review the recent pavement management strategy against the five-year capital plan to determine if project priorities should be adjusted based on the recent condition assessments.

2011 PAVEMENT CONDITION



2017 PAVEMENT CONDITION



GOOD SATISFACTORY FAIR POOR VERY POOR

ENGINEERING & OPERATIONS CAPITAL PLAN

Pedestrian and Cycling Master Plan

In 2012, the City completed and Council adopted a Pedestrian and Cycling Master Plan which included recommended improvements to the City's active transportation infrastructure (sidewalks, pedestrian crossings, bike lanes and multi-purpose pathways). In 2015, Council approved 4 years of funding for plan implementation concluding in 2018. In 2019, a decision package will be presented to Council to consider ongoing funding requirements for active transportation projects. Upcoming 2018 projects will be prioritized by the Active Transportation Committee in the spring.



Traffic Patterns and Volumes

Removing the toll structure on the Golden Ears and Port Mann bridges has resulted in commuting traffic pattern changes. The magnitude of these changes and the impact upon our community require further observations.

East/west traffic volumes through Pitt Meadows are increasing as development continues in the communities to our east and these volumes will continue to increase in future years. This increase will continue to put pressure on the City's corridors, as traffic will seek alternate east/west routes other than the Lougheed Highway.

There is continued Provincial focus on the regional transportation of goods through the Gateway network. Accordingly, the Pitt Meadows rail and road networks are expected to see higher volumes and longer trains in the future.

Speeding concerns within local residential neighborhoods continues to provide challenges and requires education, engineering and enforcement. When warranted, the City's recently revised traffic calming policy has provided a process to prioritize these requests.

KEY INITIATIVES FOR 2018 – TRANSPORTATION

2018 PROPOSED PROJECTS	VALUE
HAMMOND ROAD OVERLAY (BONSON ROAD TO KATZIE SLOUGH)	\$370,000
THOMPSON ROAD REPAVE	\$500,000
FORD ROAD REPAVE (WOOLRIDGE TO WEST EXTENT)	\$275,000
KATZIE SLOUGH BRIDGE REPLACEMENT	\$1,330,000
SOUTH ALOUETTE BRIDGE REHAB	\$383,000*
LADNER ROAD BRIDGE DESIGN	\$100,000
OLD DEWDNEY TRUNK PAVEMENT REHABILITATION (SHARPE ROAD TO HALE ROAD)	\$660,000

*budget carried over from 2017

ENGINEERING & OPERATIONS CAPITAL PLAN

DRAFT TRANSPORTATION CAPITAL PLAN 2018

DEPARTMENT	PROJECT #	PRIORITY	2018	2019	2020	2021	2022	TOTAL
ENG & OPS - TRANSPORTATION								
MISC ROAD ASSET REHAB 02-2-90-8158	09-TR-001	3	60,000	60,000	60,000	60,000	60,000	300,000
MISC ROADS - IMPROVEMENTS 02-2-90-7700	09-TR-002	3	10,000	10,000	10,000	10,000	10,000	50,000
HAMMOND RD OVERLAY BONSON TO KATZIE 02-2-90-7744	09-TR-024	3	370,000					370,000
ACTIVE TRANSPORTATION 02-2-90-7745	09-TR-028	3	100,000					100,000
VARIOUS BRIDGE MAINTENANCE 02-2-90-7752	09-TR-062	3	20,000		20,000		20,000	60,000
SIDEWALK REPAIR 02-2-90-7768	12-TR-099	1	20,000	20,000	20,000	20,000	20,000	100,000
THOMPSON ROAD - REPAVE 02-2-90-8155	15-TR-019	3	500,000					500,000
WILDWOOD CR REPAVE-HAMMOND TO BONSON 02-2-90-8156	15-TR-034	3		420,000	275,000			695,000
MCKECHNIE RD REPAVE-ODT TO CONNECTING 02-2-90-7739	15-TR-035	3		500,000				500,000
FORD RD REPAVE-WOOLRIDGE TO WEST END 02-2-90-7779	15-TR-042	3	275,000					275,000

Project Priority Column: 1=Imperative (Must Do); 2=Essential (Should Do); 3=Important (Could Do); 4=Desirable (Other Year)

ENGINEERING & OPERATIONS CAPITAL PLAN

DRAFT TRANSPORTATION CAPITAL PLAN 2018 (CONTINUED)

DEPARTMENT	PROJECT #	PRIORITY	2018	2019	2020	2021	2022	TOTAL
HALE RD REPAVE-CRANBERRY TO DYKE 02 290 7713B39	15-TR-055	4			250,000		250,000	500,000
LADNER RD REPAVE-RANNIE TO MIDDLETON 02-2-90-7760	15-TR-061	3		410,000				410,000
FRASER WAY UPGRADE 02-2-90-7767	15-TR-081	4					355,000	355,000
KATZIE SLOUGH BRIDGE - HARRIS RD 02-2-90-7748	15-TR-084	3	1,330,000					1,330,000
MIDDLETON RD REPAVE 02-2-90-7774	15-TR-086	4			300,000			300,000
ADVENT ROAD MILL & PAVE 90-7784	15-TR-096	4				100,000		100,000
ADVENT ROAD MILL & PAVE 90-7784	15-TR-096	4				100,000		100,000
LADNER ROAD BRIDGE 02-2-90-7765	15-TR-102	3	100,000	1,050,000				1,150,000
HARRIS ROAD PAVING (URBAN AREA) 90-7786	16-TR-111	3				825,000		825,000
MCDONALD/ PATRICK ROAD 90-7787	16-TR-113	3				260,000		260,000
PAVEMENT MANAGEMENT 02 290 7769	16-TR-115	3					75,000	75,000
NEAVES ROAD PAVEMENT REPAIR 02 290 7705	16-TR-116	2			440,000			440,000

Project Priority Column: 1=Imperative (Must Do); 2=Essential (Should Do); 3=Important (Could Do); 4=Desirable (Other Year)

ENGINEERING & OPERATIONS CAPITAL PLAN

DRAFT **TRANSPORTATION** CAPITAL PLAN 2018 (CONTINUED)

DEPARTMENT	PROJECT #	PRIORITY	2018	2019	2020	2021	2022	TOTAL
NEAVES RD BIKE LANES 02 290 7783	16-TR-117	3			350,000		350,000	700,000
HARRIS RD BETWEEN 2 DEWDNEYS 90-7788	16-TR-118	3				150,000		150,000
TRAFFIC CALMING ENGAGEMENT & IMPLEMENTATION	18-TR-001	n/a	50,000	50,000	50,000	50,000	50,000	250,000
SHARPE TO HALE RD - OLD DTR - 2 PHASES	18-TR-003	2	660,000					660,000
ENG & OPS - TRANSPORTATION TOTAL			3,495,000	2,520,000	1,775,000	1,925,000	1,190,000	10,905,000

Project Priority Column: 1=Imperative (Must Do); 2=Essential (Should Do); 3=Important (Could Do); 4=Desirable (Other Year)



ENGINEERING & OPERATIONS CAPITAL PLAN

2018 CAPITAL ASSETS PLAN UTILITY INFRASTRUCTURE

Utility infrastructure projects include water and waste water systems (both sanitary and storm drainage). Projects in this category include the design, maintenance, construction and purchase of these assets to keep them functional and in a good state of repair in order to maintain an exceptional level of service to our residents.

The Engineering and Operations divisions are responsible for these assets. The engineering division collates these corporate projects and helps prioritize them based on criteria that include the age and condition of the assets, their forecasted level of service, any health or safety risks

and the availability of funds. When a project is identified as a priority and is approved by Council, the engineering division assumes responsibility for managing the design, construction and acquisition of these assets through a third party engineering contractor.

Depending on complexity, these projects may require multiple years to complete. Accordingly, projects may be segmented to match funding constraints.

An investment of \$3,155,000 is required to fund the preliminary 2018 utility infrastructure projects.



ENGINEERING & OPERATIONS CAPITAL PLAN

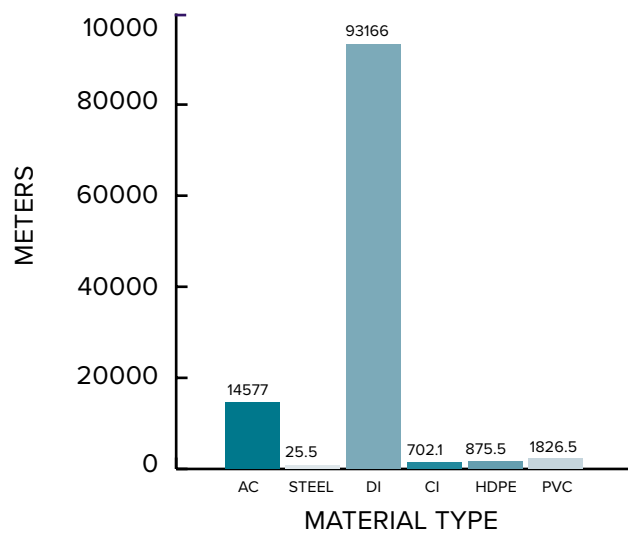
AT A GLANCE

Utility Infrastructure Asset Statistics

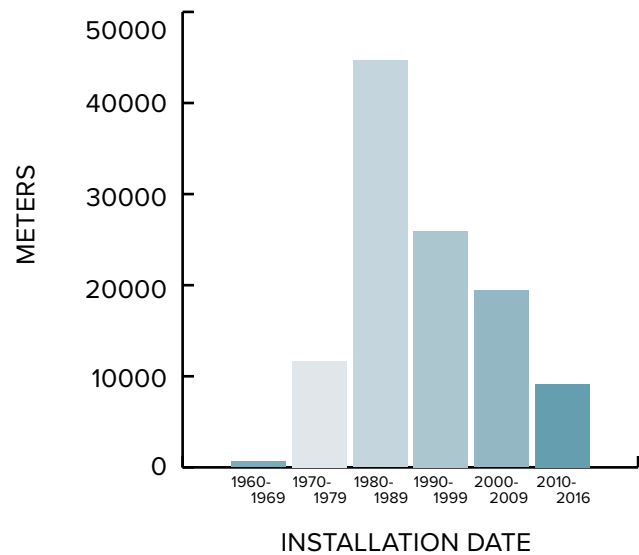
Water Distribution System

- The City purchases the water it distributes from Metro Vancouver and the City's trunk distribution system is constructed, maintained and upgraded under a Joint Supply Agreement with Metro Vancouver.
- A significant portion (80%) of the water distribution system is constructed of Ductile Iron pipe and is in good condition.

WATER SYSTEM INVENTORY



WATER SYSTEM AGE DISTRIBUTION



ENGINEERING & OPERATIONS CAPITAL PLAN

AT A GLANCE

Utility Infrastructure Asset Statistics

(CONTINUED)

The City continues to replace aged Asbestos Cement Water (AC) Mains and is replacing these mains with Ductile Iron (DI) pipe. This program will be realized over the next twenty years with an anticipated completion for replacement by 2038. There remains approximately 14,600 meters (13.1 %) of AC pipe out of a total system of 111,200 metres of water main for replacement. This equates to a yearly replacement rate of 730m, equivalent to approximately \$875,000 per year (2017 dollars). Staff have currently budgeted an average of \$1,000,000 over the next 5 years for AC pipe replacement.

The majority of the City of Pitt Meadows Asbestos Cement Water Mains were installed in the early 1970's with a life expectancy between 50 and 70 years. Studies have indicated that, in normal use, AC pipe does not pose a threat to public health. Replacing AC mains, however, prior to failure is important in order to prevent decaying AC mains. AC replacement by 2038 will ensure all AC pipe is replaced within its life expectancy.

- Estimated Replacement Value for the City's water distribution assets is \$100,900,000.

CURRENT ASSETS

ASSET CATEGORY	QUANTITY
WATER MAINS	112.5 KM
PRESSURE REDUCING STATIONS	6
BOOSTER STATION	1
FIRE HYDRANTS	481
VALVES	989
METERS	720
SERVICE CONNECTIONS	3,951

SUSTAINABILITY (LIFE CYCLE) CONSIDERATIONS

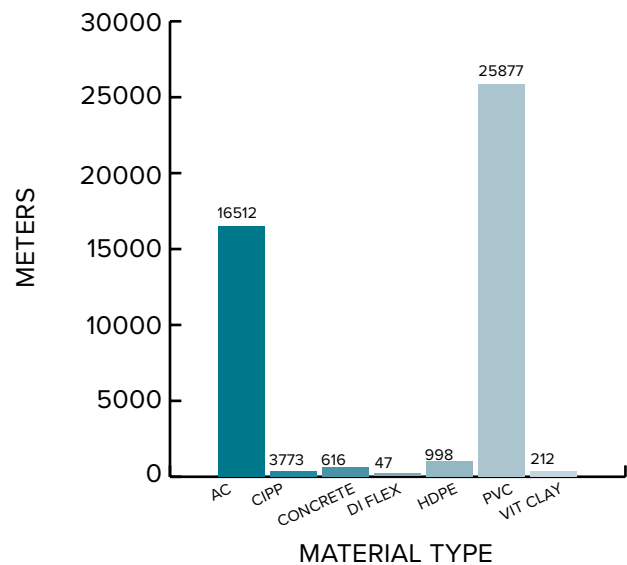
ASSET TYPE	ASSET COMPONENT	USEFUL LIFE (YEARS)
WATER NETWORK	WATER PIPES	45 to 100
	SERVICE CONNECTIONS	50
	BOOSTER STATION	30
	HYDRANT	50
	WATER METER	20
	PRV STATION	50
	WATER VALVES	50

ENGINEERING & OPERATIONS CAPITAL PLAN

Sanitary Sewer System

- The sanitary sewer collection system discharges to the Metro Vancouver Sanitary Sewer Collection pump station on Baynes Road on-route to the regional Annacis Island Sewerage Treatment Plant in Delta, BC.
- The City has a long-term replacement plan for the conversion of Asbestos Concrete (AC) mains to PVC mains, and where possible, mains are lined to extend their useful life for an additional 50 years. Trenchless technologies such as pipe lining can be a cost effective way of extending infrastructure useful life expectancies.
- Development activity provides for the installation, extension and or capacity upgrades of sanitary sewer mains, as required.
- Estimated Replacement Value for the City's sanitary sewer system assets is \$32,300,000.

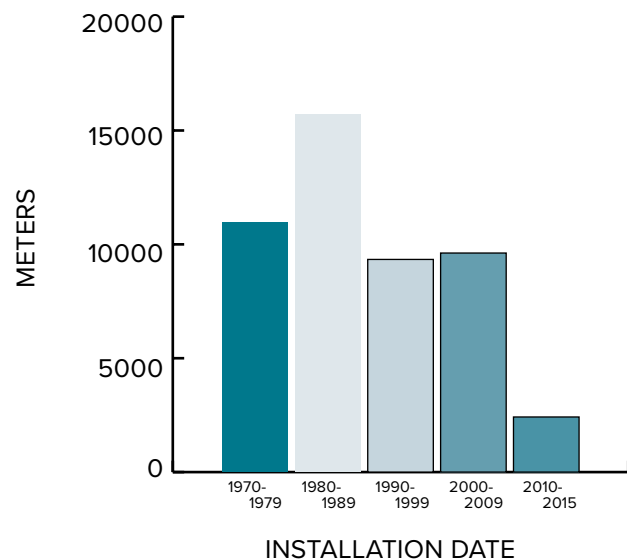
SANITARY SYSTEM INVENTORY



CURRENT ASSETS

ASSET CATEGORY	QUANTITY
SEWER MAINS	48.5 KM
SEWER LIFT STATIONS	8
PUMPS & CONTROLS	16
MANHOLES	697
GENERATOR	6 FIXED & 1 PORTABLE
SERVICE CONNECTIONS	3,035

SANITARY SYSTEM AGE DISTRIBUTION



ENGINEERING & OPERATIONS CAPITAL PLAN

SUSTAINABILITY (LIFE CYCLE) CONSIDERATIONS

ASSET TYPE	ASSET COMPONENT	USEFUL LIFE IN YEARS
SANITARY SEWER NETWORK	GAS MONITORS	10
	LIFT STATIONS	50
	MANHOLES	70
	SEWER MAIN -50 MM	80
	SEWER MAIN -100 MM	30 TO 80
	SEWER MAINS -150 MM	80
	SEWER MAINS -200 MM	30 TO 125
	SEWER MAINS -250 MM	30 TO 80
	SEWER MAINS -300 MM	30 TO 80
	SEWER MAINS -375 MM	30 TO 80
	SEWER MAINS -400 MM	30
	SEWER MAINS -450 MM	30 TO 80
	SEWER MAINS -500 MM	30 TO 80
	SEWER MAINS -525 MM	80
	SEWER MAINS -530 MM	80
	SEWER MAINS -675 MM	80
	SERVICE CONNECTIONS	50

Storm Drainage

- There are four separate municipal drainage systems in the City with a total of 204 km of ditches that require regular cleaning and maintenance.
- The ditch and culvert system was reviewed by a consultant in 2007 to determine existing and future capacities. Despite investment in drainage infrastructure in the short term, drainage infrastructure continues to age faster than the City's current rate of replacement. A condition assessment will be completed in 2018 to assist with asset management planning.
- The majority of the drainage pump stations were constructed in the early 1980's under the Agriculture and Rural Subsidiary Agreement (ARDSA) program and the pumps are now coming to the end of their life cycle and need replacement. This work has been underway since 2010.

ENGINEERING & OPERATIONS CAPITAL PLAN

Pump Stations

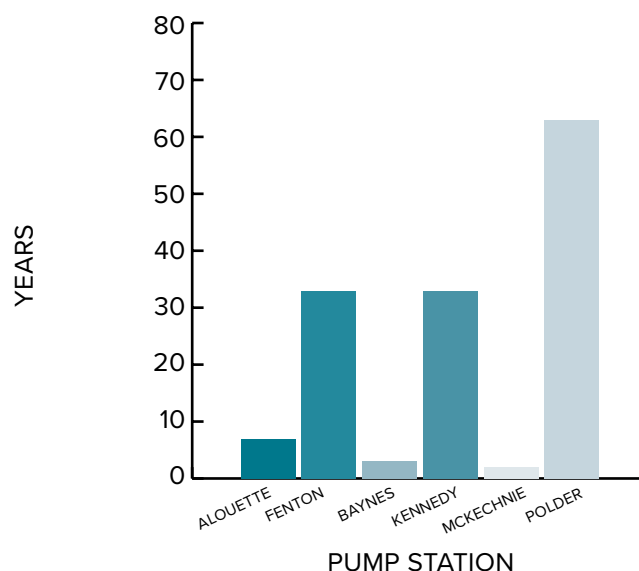
- The pumps in the Area #1 station (Alouette) were replaced in 2010 with a grant from the Emergency Flood Response Program.
- The pumps in the Area #2 and #3 (Fenton, Kennedy, McKechnie) are now being replaced, as funding is available.
- The pumps in the Baynes Road Pump Station were retrofit including new controls in 2014.
- The pump station in area #4 (Polder) was built in 1954 and requires replacement; parts are limited due to the age of the station. In 2017, the City was awarded a \$4.6 million grant through the Small Communities Fund to finance the critical upgrade of the Pitt Polder Pump Station. The City's reserves will fund the municipal portion or \$2.3 million of the project. The new pump station will meet the current Federal and Provincial standards for environmental safety and efficiency. The anticipated project completion date is spring of 2019.

The estimated Replacement Value for the City's drainage infrastructure assets is \$76,100,000.

CURRENT ASSETS

ASSET CATEGORY	QUANTITY
STORM MAINS	48.9 KM
SERVICE CONNECTIONS	2,343
CATCH BASINS	1,405
MANHOLES	720
PUMP STATION & FLOOD BOXES	6
PUMPS	15
CULVERTS	740
OPEN DITCHES (PUBLIC LAND)	176.7 KM
FLOODGATES	11

PUMP STATION YEARS OPERATIONAL SINCE RETROFIT



SUSTAINABILITY (LIFE CYCLE) CONSIDERATIONS

ASSET TYPE	ASSET COMPONENT	USEFUL LIFE IN YEARS
STORM SEWER (DRAINAGE) NETWORK	STORM PIPES	30 TO 80
	STORM SERVICE CONNECTIONS	50
	CULVERTS	30 TO 100
	CATCH BASINS	50
	FLOOD BOXES	50
	HEADWALL	70
	MANHOLES	70
	PUMP STATIONS (INCLUDES COMPONENTS)	50
	PUMP	35
	STORM INLET	50
	TRASH RACKS	30

ENGINEERING & OPERATIONS CAPITAL PLAN

2017 ACHIEVEMENTS UTILITIES

In 2017, the following three Utility Projects were tendered:

1. 332m of Waterline replacement on Wildwood Crescent
2. 630m of Waterline replacement on McKechnie Road
3. Harris Road culvert relocation / replacement at the Katzie Slough bridge

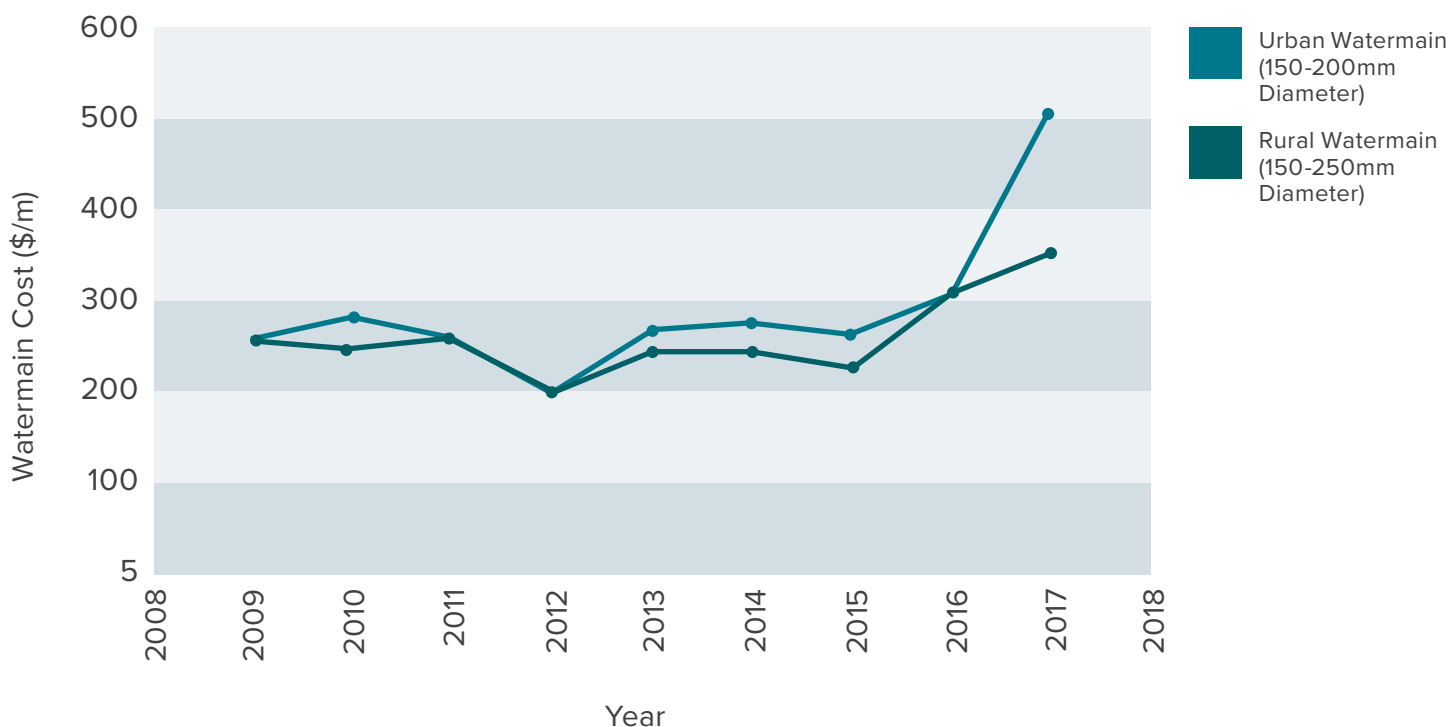
However, a market price increase was experienced far outside of the engineers estimate. This is demonstrated by the curve below:

It appears a number of the City's prequalified contractors have carried a significant amount of work over from the winter of 2016 snow storm and have priced the 2017 work accordingly. This resulted in a 64% increase in urban water main replacement and 14% increase in rural waterline replacement on a cost per meter analysis.

While all Capital infrastructure work is of high importance, given the pricing received, staff recommended that no contract be awarded due to budget constraints and the three Utility projects be deferred to 2018. At this time there are no known failures of the infrastructure in question.

While it is possible the market jump could be sustainable, it is also quite possible that as projects are completed and market saturation is reduced that pricing could revert back to historic norms.

COMPETITIVE TENDER WATERMAIN LOW BID COMPARISON



ENGINEERING & OPERATIONS CAPITAL PLAN

As for the culvert relocation on Harris Road, staff recommended to include this scope within a revised 2018 bridge replacement budget and to redistribute the 2017 culvert maintenance budget to fund a number of smaller failing culverts throughout the City.

KEY CHALLENGES FOR 2018 UTILITIES

Sustainable Funding

Obtaining sustainable funding for asset lifecycle and replacement purposes is a challenge for the City. Although the City continues its commitment to increase capital funding, there is a historical funding gap that forces the deferral of infrastructure work. This situation will continue until the annual funding gap matches the annual replacement value. The risk is an eventual increase in costs when assets fail.

Prices fluctuate with the economy, with the cost of fossil fuels influencing material, labour availability and construction costs. As this trend continues, estimating project costs is becoming increasingly difficult to budget to maintain current infrastructure replacement levels. Projects are often reviewed and reduced in scope to fall within the dedicated budget amount. As stated previously, in 2017, utility construction increased approximately 14% to 64% over previous years.

Despite investments in drainage, the City's storm drainage infrastructure, in particular pumps and culverts, continues to age faster than the City's current rate of replacement, which in turn drives up operating costs. The two biggest challenges in the utility are:

- Spreading the costs of upgrading and/or replacing infrastructure that is well beyond its expected useful life over the long term to manage costs and the risk associated with infrastructure failure; and

- Building up reserves to sustainable levels in order to reduce the City's reliance on borrowing and grants.
- An Integrated Stormwater Management Plan for the urban area, mandated by Metro Vancouver and the Province, was completed in 2015. This plan includes capital expenditures and highlights areas of immediate focus.

Environmental Protection

Environmental protection and fisheries mandates continue to challenge implementation of the City's ditch maintenance system and pump station upgrades.

There is an increased public interest in Katzie Slough. Volunteer groups have an interest in planting the foreshore in hopes of establishing additional habitat and introducing additional freshwater to the drainage system. This provides a unique challenge for the City managing the many competing interests. Accordingly staff is preparing an Integrated Water Management Master Plan to coordinate these efforts. This complex study was initiated in 2017 with an expected completion date of Q4 2019.

Water Distribution

The City is responsible for the delivery of potable water to a population of approximately 18,573, including agricultural water users. The provision of domestic water to agricultural users is unique to this region and sets Pitt Meadows apart from the rest of Metro Vancouver. Over 55% of the City's water distribution system services the rural area. As a result, the City of Pitt Meadows is one of the largest per capita water users in Metro Vancouver. Infrastructure demands in the rural area are driving significant upgrades in the water distribution system.

Sanitary Sewer System Maintenance

The City's sanitary sewer Asbestos Cement (AC) pipes have been reviewed for life cycle replacement and additional testing has been completed on extracted pipe sections to determine time frames for these replacements.

ENGINEERING & OPERATIONS CAPITAL PLAN

KEY CHALLENGES FOR 2018 – UTILITIES (CONTINUED)

A comprehensive rehabilitation schedule with estimated costs has been completed for a long-term replacement funding strategy. A strategy has been developed to re-line existing mains with poly vinyl chloride (PVC) material as an alternative to full replacement of the AC mains. To date the City has rehabilitated approximately 3,773 meters (19% of AC mains) by this method.

Lining existing aged Asbestos Cement (AC) Pipes with Cured in Place Polyethylene (CIPP) extends the life of the pipes by approximately 50 years and is a low carbon solution to maintain our system (alternate technique

requires trench excavation and laying new pipe). Funding for this program is every second year and is estimated to be realized over 32 years with a completion date of 2050. There remains approximately 16,500 linear meters of the original 20,285 linear meters of AC sewer pipe for replacement. This equates to a replacement rate of 1,050m every two years, equivalent to approximately \$300,000 (2017 dollars).

KEY INITIATIVES FOR 2018 – UTILITIES

STORM DRAINAGE PROJECTS		VALUE
CULVERT REPLACEMENTS		\$100,000
KENNEDY PUMP STATION - PUMP REPLACEMENT (2 YEAR PROJECT) *ADDITIONAL BUDGET REQUIRED IN 2019		\$880,000
SANITARY SEWER PROJECTS		VALUE
MISCELLANEOUS SEWER CURED IN PLACE POLYETHYLENE (CIPP) LINING		\$300,000
NORTH LOUGHEED LIFT STATION *REMAINING BUDGET CARRIED OVER FROM 2017		\$150,000
WATER PROJECTS		VALUE
AC REPLACEMENT ADVENT ROAD WEST OF 190A STREET		\$260,000
AC REPLACEMENT 194B STREET & 11B AVE		\$480,000
AC REPLACEMENT WILDWOOD CRESCENT *REMAINING BUDGET CARRIED OVER FROM 2017		\$90,000
AC REPLACEMENT MCKECHNIE ROAD MAIN *REMAINING BUDGET CARRIED OVER FROM 2017		\$205,000
AC REPLACEMENT SHARPE ROAD MAIN		\$560,000

ENGINEERING & OPERATIONS CAPITAL PLAN

DRAFT **UTILITY** CAPITAL PLAN FOR 2018

DEPARTMENT	PROJECT #	PRIORITY	2018	2019	2020	2021	2022	TOTAL
ENG & OPS - UTILITY - WATER								
VARIOUS WATER REHAB 06-2-94-8100	09-WS-001	3	30,000	30,000	30,000	30,000	30,000	150,000
VARIOUS WATER REHAB 06-2-94-8100	09-WS-001	3	30,000	30,000	30,000	30,000	30,000	150,000
AC REP. - 117 AVE	15-WS-047	3					550,000	550,000
AC REP. - 194A, 194B	15-WS-048	3			275,000			275,000
AC REP. - 195A ST, 195B ST, 117B AVE	15-WS-049	3			400,000			400,000
AC REP. - 194B ST, 118B AVE	15-WS-053	3	480,000					480,000
AC REP. - 195B ST, 119A AVE, 120B AVE	15-WS-054	3				570,000		570,000
AC - REP. - 119 AVE, 116A AVE	15-WS-057	3		250,000				250,000
AC REP. - WILDWOOD CRESCENT MAIN 06-2-94-8708	15-WS-058	3	90,000	200,000				290,000
AC REP. - MCKECHNIE ROAD MAIN 06-2-94-8137	15-WS-059	3	205,000					205,000
AC REP. - SHARPE ROAD MAIN 06-2-94-8716	15-WS-060	3	560,000					560,000
AC REP. - 115A AVE, 197A ST, 197B ST	15-WS-065	3			350,000			350,000
PARK ROAD WATER SERVICE TRANSFERS 06 294 8156	15-WS-067	4			150,000			150,000
CI REP. - BONSON RD	15-WS-076	3			375,000			375,000

Project Priority Column: 1=Imperative (Must Do); 2=Essential (Should Do); 3=Important (Could Do); 4=Desirable (Other Year)

ENGINEERING & OPERATIONS CAPITAL PLAN

DRAFT **UTILITY** CAPITAL PLAN FOR 2018

DEPARTMENT	PROJECT #	PRIORITY	2018	2019	2020	2021	2022	TOTAL
AC REP. - 188A ST, 188B ST, 119B AVE 06-294-8162	16-WS-079	3		550,000				550,000
AC REP. - 116A, 193, 193B	17-WS-084	3		400,000				400,000
PRV REPLACEMENT - LOUGHEED 94- 8720	17-WS-085	3				400,000		400,000
ENG & OPS - UTILITY - WATER TOTAL			1,625,000	1,430,000	1,580,000	1,000,000	580,000	6,215,000
ENG & OPS - UTILITY - SEWER								
SEWER MISC. REPAIRS 08-2-94- 8100	09-SS-001	3	15,000	15,000	15,000	15,000	15,000	75,000
SEWER PIPE REHABILITATION 08-2-94-8209	09-SS-023	2	300,000		300,000		300,000	900,000
SCADA UPGRADES 08-2-94-8211	10-SS-024	3	10,000	10,000	10,000	10,000	10,000	50,000
NORTH LOUGHEED LIFT STATION REPLACEMENT 08294 8009	16-SS-025	2	150,000					150,000
MCMYNN FORCEMAIN EXTENSION	18-SS-036	3		170,000				170,000
ENG & OPS - UTILITY - SEWER TOTAL			475,000	195,000	325,000	25,000	325,000	1,345,000
ENG & OPS - UTILITY - DRAINAGE								
STORM MISC. REPAIRS 04-2-94- 7105	09-DS-001	3	20,000	20,000	20,000	20,000	20,000	100,000

Project Priority Column: 1=Imperative (Must Do); 2=Essential (Should Do); 3=Important (Could Do); 4=Desirable (Other Year)

ENGINEERING & OPERATIONS CAPITAL PLAN

DEPARTMENT	PROJECT #	PRIORITY	2018	2019	2020	2021	2022	TOTAL
ALL PUMPSTATIONS-REFURBISH/REPAIR 04-2-94-8000	09-DS-012	3	20,000	20,000	20,000	20,000	20,000	100,000
CULVERT REPLACEMENTS 04-2-94-8009	09-DS-015	2	100,000	150,000	100,000	150,000	100,000	600,000
TRASH RACK SYSTEMS 04-2-94-8556	11-DS-038	3			350,000	350,000	350,000	1,050,000
MAJOR SLOUGH CLEANING 04-2-94-7116	13-DS-036	2		100,000	100,000			200,000
DRAINAGE PUMP REPL-KENNEDY A3 04-2-94-8005	15-DS-019	3	880,000	467,500				1,347,500
DRNG PUMP LIFECYCLE REPL - FENTONAREA2 04 294 8512	15-DS-022	3				545,000	250,000	795,000
FILL SITE REVIEW 04 294 8513	15-DS-043	2	35,000					35,000
ENG & OPS - UTILITY - DRAINAGE TOTAL			1,055,000	757,500	590,000	1,085,000	740,000	4,227,500

Project Priority Column: 1=Imperative (Must Do); 2=Essential (Should Do); 3=Important (Could Do); 4=Desirable (Other Year)

ENGINEERING & OPERATIONS CAPITAL PLAN

2018 CAPITAL ASSETS PLAN – MUNICIPAL FLEET AND EQUIPMENT, DIKES, ENGINEERING AND THE ENVIRONMENT (**PUBLIC ASSETS**)

These public asset projects include fleet and equipment, dikes, engineering and the environment. Projects in this category include the purchase, repair and replacement of these assets to keep them functional and in a good state of repair in order to maintain an appropriate level of service to our residents.

Municipal Fleet and Equipment, Dikes and the Environment require an investment of \$674,500 to fund these preliminary 2018 public asset projects.

AT A GLANCE PUBLIC ASSET STATISTICS

Public Works Fleet and Equipment

- Municipal equipment is utilized to perform a large number of maintenance, public works and development services functions.
- The City's fleet is used to maintain the water, sewer, drainage, roads, buildings and solid waste assets of the municipality and for bylaw enforcement, building inspection and fire to respond to emergencies.
- Estimated Replacement Value for the City's fleet and equipment is \$5,400,000

SUSTAINABILITY (LIFE CYCLE) CONSIDERATIONS

ASSET TYPE	ASSET COMPONENT	USEFUL LIFE IN YEARS
VEHICLES	DUMP TRUCK	10
	FIRE TRUCK	15 TO 20
	HEAVY DUTY VEHICLES	5 TO 15
	LIGHT DUTY VEHICLES	10
	SNOW PLOW	10
	TRAILER	10
	VEHICLE ATTACHMENT & PARTS	5 TO 20
	ZAMBONI	10

ENGINEERING & OPERATIONS CAPITAL PLAN

Diking System

- Pitt Meadows is a community bordering three major rivers (Fraser, Pitt and Alouette).
- Pitt Meadows has approximately 86% of its 9,516 hectares of land mass in the floodplain.
- Flood protection is provided by 61 km of dike systems across 4 separate diking and drainage areas.
- There are two types of Dikes in Pitt Meadows. Type 1 dikes are standard dikes built between 1977 and early 1989 and Type 2 Dikes are nonstandard agricultural dikes constructed/rebuilt between 1949 and 1950.
- Diking Area #2 and #3 dikes (type 1) were rebuilt in 1977 to 1989 and have an indeterminate lifespan. Operations have completed periodic gravel topping over the years. Recent toppings have improved the surface to accommodate pedestrian traffic.
- Diking Area #1 and #4 are agricultural standard dikes and has an indeterminate lifespan. Operations maintain the slopes by mowing and removal of any trees within the dike structure.
- New flood construction elevations recommended by Fraser River Basin Council will likely require all standard dikes to be raised. There is no timeline or dollar value determined at this time to perform this work. The City's flood risk assessment is scheduled to complete in Q1 of 2018 which will provide direction on the next steps.

CURRENT ASSETS

ASSET CATEGORY	QUANTITY
DIKE (TYPE 1)	30.5 KM
DIKE *(TYPE 2)	30.4 KM

*Agricultural dike (including Pitt Addington dike)

2017 ACHIEVEMENTS – PUBLIC ASSETS

Public Works Fleet and Equipment

- **Equipment Purchases.** In 2017, the following pieces of equipment were purchased:
 - Development Services Vehicle Replacement (Ford Escape)
 - Public Works Superintendent Vehicle (Ford F-150)
 - Dump Truck Replacement (Single Axle)
 - HIAB Truck Replacement

Diking

- **Irrigation Study.** In 2016, the drainage system was successfully modelled to determine its capacity. Additional modelling is still required to determine the feasibility to bring water into the system for irrigation purposes and be able to move water out of the system sufficiently if inclement weather occurs. Data from this study will be integrated into the 2018 Integrated Water Management Master Plan.

ENGINEERING & OPERATIONS CAPITAL PLAN

2017 ACHIEVEMENTS – PUBLIC ASSETS (CONTINUED)

- **National Disaster Management Program Funding.**

In 2017, the City of Pitt Meadows was awarded a grant of \$85,000 toward a Flood Hazard Risk Assessment project, under the National Disaster Mitigation Program (NDMP) established by the Government of Canada in partnership with the Province of BC. The project will enable the completion of a comprehensive risk assessment of flood related hazards in the city's floodplain and provide critical information for emergency planning and resource allocation.

The Flood Hazard Risk Assessment project will identify risks that directly affect land owned by the City, portions of land in the City of Maple Ridge, the Katzie First Nation, Metro Vancouver Regional District, the Province of British Columbia, and private landowners.

Using established risk assessment measures, the project will also estimate likelihood of flooding, consequences of flooding, as well as flood hazards, asset inventory, identify vulnerable populations, and dike structural and seismic hazards. The study is expected to complete in the spring of 2018.

Engineering & Environment

- **Achievements.** Included within the Operations and Engineering Operating Business Plan.

KEY INITIATIVES FOR 2018 – PUBLIC ASSETS

2018 PROPOSED PROJECTS	VALUE
¾ TON PICKUP REPLACEMENT	\$45,000
TANDEM AXLE DUMP TRUCK REPLACEMENT	\$295,000
SNOW BLOWER REPLACEMENT	\$12,000
DRAINAGE ASSET CONDITION ASSESSMENT	\$150,000
WATER ASSET CONDITION ASSESSMENT	\$75,000

ENGINEERING & OPERATIONS CAPITAL PLAN

DRAFT PUBLIC ASSETS CAPITAL PLAN FOR 2018

DEPARTMENT	PROJECT #	PRIORITY	2018	2019	2020	2021	2022	TOTAL
ENG & OPS - FLEET & EQUIPMENT								
2006 BOBCAT REPLACEMENT M068 02-2-90-8039	15-FE-048	3				145,000		145,000
PICKUP REPL 2010 1/2 TON M178 02-2-90-8058	15-FE-052	3				45,000		45,000
2007 3/4 TON PICKUP REPLACEMENT M194 -8060	15-FE-054	3	45,000					45,000
DUMP TRUCK M195 2007 TANDEM AXLE 02-290-8068	15-FE-055	3	295,000					295,000
TON PICKUP REPL 2010 1/2 TON M150 02-2-90-8060	15-FE-056	3				45,000		45,000
'97 TORO SNOWBLOWER REPL M395 02-2-90-8057	15-FE-058	3	12,000					12,000
PAINT SPRAYER M323 02-2-90-8023	15-FE-060	3	20,000					20,000
RIDE ON ROLLER(REPL M290) 02-2-90-8061	15-FE-061	3				65,000		65,000
TRAILTECH TRAILER (REPL M306) 290 8065	15-FE-062	3				15,000		15,000
TRAILTECH TRAILER (REPL M307) 90 8065	15-FE-063	3		20,000				20,000
2010 SERVICE VAN REPLACEMENT M179 90-8070	15-FE-066	3					145,000	145,000
'16 TRACTOR REPLACEMENT MF-051 (M082) 90-8071	15-FE-067	3					275,000	275,000
ENG & OPS - FLEET & EQUIPMENT TOTAL			372,000	20,000		315,000	420,000	1,127,000

Project Priority Column: 1=Imperative (Must Do); 2=Essential (Should Do); 3=Important (Could Do); 4=Desirable (Other Year)

ENGINEERING & OPERATIONS CAPITAL PLAN

DRAFT **PUBLIC ASSETS** CAPITAL PLAN FOR 2018 (CONTINUED)

DEPARTMENT	PROJECT #	PRIORITY	2018	2019	2020	2021	2022	TOTAL
ENG & OPS - UTILITY - DIKING								
DIKING - MISCELLANEOUS REPAIRS 02-2-90-8550	09-DK-001	3	30,000	30,000	30,000	30,000	30,000	150,000
DIKE TOPPING 02-2-90-8551	09-DK-005	3	30,000	30,000	30,000	30,000	30,000	150,000
ENG & OPS - UTILITY - DIKING TOTAL			60,000	60,000	60,000	60,000	60,000	300,000
ENG & OPS - ENGINEERING								
DRAINAGE ASSET CONDITION ASSESSMENT	18-EN-001	3	150,000					150,000
WATER ASSET CONDITION ASSESSMENT	18-EN-002	3	75,000					75,000
ENG & OPS - ENGINEERING TOTAL			225,000					225,000
ENG & OPS - ENV STEWARDSHIP								
ENVIRONMENTAL CONSULTANTS 92-9706	17-ES-002	2	5,000	10,000	10,000	10,000	10,000	45,000
COMMUNITY CARBON OFFSET PROJECT 92-9708	17-ES-004	2	5,000	5,000	5,000	5,000	5,000	25,000
EXPANDED WASTE STREAM BINS - 2020 DP?	18-ES-006	2	7,500		5,000	5,000	5,000	22,500
ENG & OPS - ENV STEWARDSHIP TOTAL			17,500	15,000	20,000	20,000	20,000	92,500

Project Priority Column: 1=Imperative (Must Do); 2=Essential (Should Do); 3=Important (Could Do); 4=Desirable (Other Year)

PARKS AND FACILITIES CAPITAL PLAN



OVERVIEW

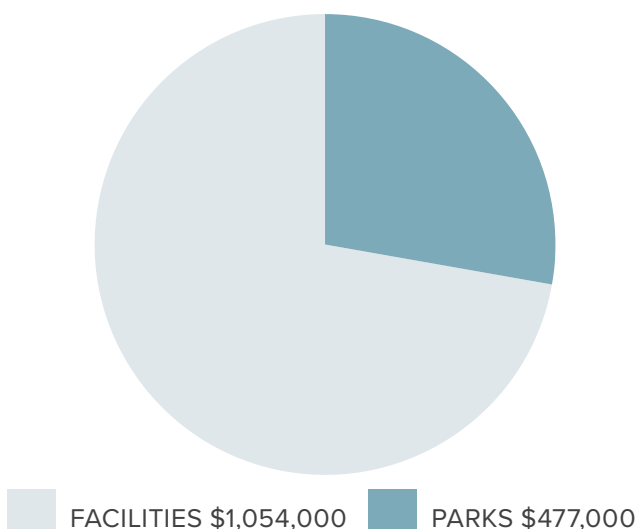
The Parks and Facilities Division is responsible for creating the five-year capital project plan based on approved master plans, emerging community needs and general asset upkeep. This is the first level of prioritization. Once a project is placed on the priority list and is approved by Council, the Division that made the initial project request assumes responsibility for managing the acquisition.

Capital projects are administered by managers for each of their corresponding areas of responsibility.

Parks projects include new park planning and construction, and trail construction. Staff in this area also administer the lifecycle repair and replacement of playgrounds, sports fields as well as a wide variety of other park amenity structures. Facilities projects include all building envelope improvements, lifecycle replacements and repairs.

The budget breakdown between the two divisions is as follows:

CAPITAL BUDGET \$ 1,531,000



For 2018, the majority of the Parks and Facilities capital funding will come from the City's Future Capital Reserve Fund, Lifecycle Reserve and Operating Reserve with smaller contributions from DCC's and third party contributors.

Following are further details on the overall asset category, its condition, proposed projects and allocated budget. Lifecycle schedules are dependent on routine maintenance schedules being followed and repairs being addressed as needed.

The proposed 2018 capital budget and the remaining 2019-2022 capital plan represents an investment of \$19.53 million in parks and facilities capital assets over this five-year period.

To ensure Capital requirements do not exceed cash flow and grant opportunities, projects have been allocated so as not to exceed available and approved funding capacity in any given year. Projects could be contemplated earlier if grant funding or financing opportunities are realized.



PARKS AND FACILITIES CAPITAL PLAN

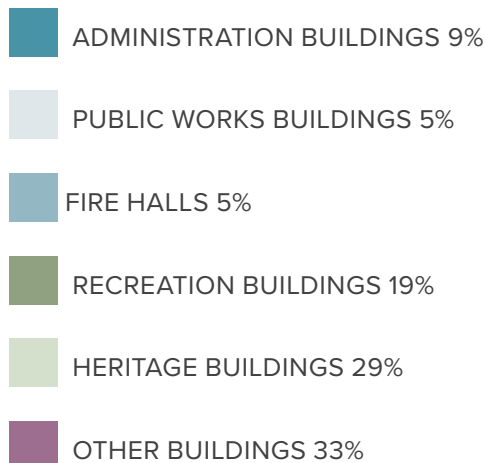
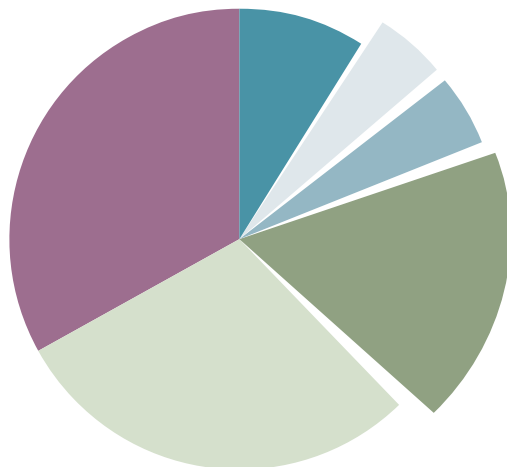


2018 CAPITAL ASSETS PLAN - FACILITIES

AT A GLANCE – Facilities Asset Statistics

The City of Pitt Meadows operates and maintains 20 buildings. These facilities are categorized into the following types:

TYPE OF FACILITIES



CURRENT FACILITY ASSETS

ASSET CATEGORY	QUANTITY
CITY ADMINISTRATION BUILDINGS	2
PUBLIC WORKS BUILDING	1
FIRE HALL	1
RECREATION AND CULTURE BUILDINGS	4
HERITAGE BUILDINGS	6
OTHER BUILDINGS	7

Municipal Facility Assets

- City Hall was built in the 1970's with major renovations/additions occurring in 1991 and 2005/06. Minor renovations were completed in 2014.
- The City Hall Annex was constructed in 1984 with renovations completed in 2013.
- The Public Works building and complex was constructed in 1984 with renovations and an expansion completed in 2015.
- The Fire Hall was constructed in 1983 with miscellaneous renovations and upgrades in recent years.
- The Pitt Meadows Family Recreation Centre was constructed in 2001 and remodeled in 2014.
- South Bonson Community Centre was constructed in 2011.
- The Pitt Meadows Arena was extensively renovated in 2012 and is operated by an independent entity.
- The Heritage Hall was built in the 1940's and has seen several renovations over the years.

PARKS AND FACILITIES CAPITAL PLAN



- The building at the corner of Harris Road and McMyn Road was formerly an addition to the old City Hall (pre-1984) and was moved to its present position in 1985. The building was a Visitor Centre for many years and this year has been renovated to become the City Art Gallery.
- The Masson House at the corner of Harris Road and 122nd Street was moved to its current location from the corner of Park and Bonson Roads. The house was extensively renovated and is now leased as a restaurant.
- The Struthers House on Harris Road has been upgraded after a fire destroyed most of the interior in 2009; it is now being leased as a music teaching facility.
- The Civic Centre Parkade adjacent to the Pitt Meadows Family Recreation Centre was built in 2011.
- The estimated replacement value for the City Buildings is \$70,000,000.

SUSTAINABILITY (LIFE CYCLE) CONSIDERATIONS FOR FACILITIES ASSETS

ASSET TYPE	ASSET COMPONENT	USEFUL LIFE IN YEARS
FACILITIES	BUILDINGS	
	BUILDING ENVELOPES	40-50
	ROOFS	30
	HVAC – HEATING, COOLING AND VENTILATION	15-30 (WITH SOUND MAINTENANCE PROCEDURES)
	PARKING LOTS	20-30

2017 ACHIEVEMENTS

- **Recreation Facilities**
 - LED light upgrade gymnasium
 - Gym painting
 - Renovation to the youth lounge
- **Heritage Buildings**
 - Painted the interior of building (both floors)
 - Refinished the floors

ARENA

- New bleachers in the Chrysler and Fiat rinks
- New players gates in the Fiat rink
- New players benches in the Volkswagen rink
- Front entrance safety railings
- New safety netting in all rinks
- LED light upgrade in Chrysler rink, entryway and foyer
- Painting
- **Other Buildings**
 - General maintenance of all facilities

PARKS AND FACILITIES CAPITAL PLAN



KEY CHALLENGES

Asset Replacement Planning. Asset Management Plans, including funding the replacement of the City facilities, was presented in 2017. Funding needs are being identified and attached to the asset accordingly, but the City will need to stay cognizant of the funding gap that currently exists.

Gender Neutral Change Rooms. The industry trend is moving away from male and female change room facilities in recreation centers, pools etc., and moving towards universal facilities that can accommodate all individuals and family structures. Pitt Meadows will need to begin planning for facility changes required to convert to this format.

Long-Range Facility Planning. The condition assessments started in 2017 will culminate in a long-range facilities plan to begin looking at the current and long-term needs of the City as well as the maintenance and replacements that may be required. This work is critical to ensure the City's facilities assets are optimized for use and future growth is planned to ensure operating needs are in place.

KEY INITIATIVES FOR 2018 – FACILITIES

2018 PROPOSED PROJECTS	VALUE
SOUTH BONSON HVAC	\$100,000
SPORT COURT REPAVING	\$60,000
ARENA - STANDS IN CHRYSLER RINK	\$80,000
HERITAGE HALL HVAC UPGRADES	\$50,000
FIRE HALL – REPLACEMENT PLANNING	\$350,000
FACILITIES STRATEGIC PLAN AND IMPLEMENTATION	\$70,000
GENERAL LIFECYCLE - FACILITIES	\$110,000



PARKS AND FACILITIES CAPITAL PLAN

Welcome to
WATERFRONT COMMONS PARK

DRAFT **FACILITIES** CAPITAL PLAN FOR 2018

DEPARTMENT	PROJECT #	PRIORITY	2018	2019	2020	2021	2022	TOTAL
COMM SVCS - FACILITIES								
ARENA BUILDING & EQUIPMENT 02-2-91-8732	13-AR-100	2	185,000	195,000	205,000	215,000	225,000	1,025,000
RECREATION FACILITY MAINT (VARIOUS ACCTS) -8520	13-FA-069	3	180,000	180,000	190,000	190,000	200,000	940,000
CITY FACILITIES - LIFECYCLE MAINT 02 292 9408	15-FA-083	3	110,000	110,000	115,000	115,000	120,000	570,000
CITY HALL - ROOF REPLACEMENT 92-9433	15-FA-088	3			95,000			95,000
HARRIS PARK - POWER UPGRADE 02 291 8702	16-FA-079	3				35,000		35,000
CITY FACILITIES-INDOOR AIR QUALITY SURVEY 92-9434	16-FA-092	3	9,000		10,000		11,000	30,000
CITY FACILITIES - FIRE SAFETY PLANS 92-9441	17-FA-099N	2				12,000		12,000
CITY FACILITIES - HAZARDOUS MATERIALS SURVEY -9442	17-FA-100	2				6,000		6,000
MAIN FIRE HALL - REPLACEMENT 92-9443	17-FA-107	3	350,000	400,000	7,000,000	2,225,000		9,975,000
GENDER NEUTRAL CHANGE ROOMS-REFURBISH FRC & POOL	18-FA-090	3		80,000	45,000			125,000
SOUTH BONSON HVAC-HEAT PUMPS	18-FA-091	1	100,000					100,000
HERITAGE HALL LIFE CYCLE EXTRA MAINTENANCE	18-FA-092	2	50,000	50,000				100,000
HARRIS ROAD PARK WASHROOM BLOCK HOUSE	18-FA-094	2			250,000			250,000
FACILITIES ASSESSMENT -IMPLEMENTATION	18-FA-109	2	50,000					50,000
FACILITIES STRATEGIC PLAN	18-FA-110	2	20,000					20,000
FURNITURE CONDITION ASSESSMENTS	18-FA-111	2			10,000			10,000
COMM SVCS - FACILITIES TOTAL			1,054,000	1,015,000	7,920,000	2,798,000	556,000	13,343,000

Project Priority Column: 1=Imperative (Must Do); 2=Essential (Should Do); 3=Important (Could Do); 4=Desirable (Other Year)

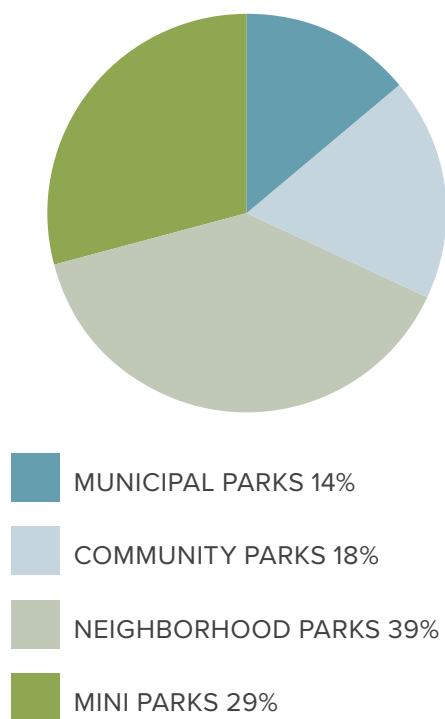
PARKS AND FACILITIES CAPITAL PLAN



2018 CAPITAL ASSETS PLAN - PARKS

AT A GLANCE – Parks Asset Statistics

The City of Pitt Meadows operates and maintains 28 parks. These Parks are categorized into the following types:



CURRENT DEVELOPED PARK ASSETS

ASSET CATEGORY	QUANTITY
MUNICIPAL PARKS	4
COMMUNITY PARKS	5
NEIGHBORHOOD PARKS	11
MINI PARKS	8

Municipal Parks Assets

- Municipal Parks are parks that meet community needs and can have both active areas and protected natural features. Municipal Parks also tend to draw people from outside the community to access the amenities at these parks. Parks in this category include:
 - Harris Landing (9.75 acres)
 - Cottonwood Park/BMX Track (4.08 acres)
 - Shoreline Park (1.74 acres)
 - Menzie's Crossing (1.67 acres)
- Community Parks are parks that are generally between 5 -15 acres, serve a variety of neighborhoods and have recreational facilities. These parks are intended to be a point of visual, social and physical focus for the community. Parks in this category include:
 - Harris Road (4.08 acres)
 - Hoffman (3.65 acres)
 - Pitt Meadows Athletic (15.07 acres)
 - Pitt Meadows Civic Centre/Spirit Square (2.94 acres)
 - Pitt Meadows Secondary (2.63)
- Neighborhood Parks are parks that are generally between 1.2 - 5 acres and often serve as a catchment area to an elementary school or in conjunction with an elementary school. These parks have playgrounds and open grassy areas. Parks in this category include:
 - Bonson (2.02 acres)
 - Eagle (0.83 acres)
 - Mitchell Road (2.85 acres)

PARKS AND FACILITIES CAPITAL PLAN



Municipal Parks Assets CONTINUED

- North Bonson (1.83 acres)
 - McLean (1.67 acres)
 - Somerset (1.33 acres)
 - Waterfront Commons (0.24 acres)
 - Davie Jones Elementary (1.88 acres)
 - Edith McDermott Elementary (1.80 acres)
 - Highland Park Elementary (1.33 acres)
 - Pitt Meadows Elementary (1.65 acres)
- Mini Parks are parks that are smaller than 1.2 acres. These parks provide gathering spaces and playgrounds for the local neighborhood. Parks in this category include:
 - Advent (0.13 acres)
 - Chestnut Crescent (0.38 acres)
 - Linden Grove (0.28 acres)
 - Lions Fun (0.17 acres)
 - Morningside East (0.05 acres)
 - Morningside West (0.02 acres)
 - North Commons (0.22 acres)
 - Shinglebolt (0.12 acres)
 - The City has 12.4 km of park trails. These trails provide opportunities for people to walk and bike around the community creating neighbourhood connections while enjoying the natural environment around Pitt Meadows. Trails include:
 - Wildwood Trail (1.6 km)
 - Baynes Road Trail (1.8 km)
 - Airport Trail (0.9 km)
 - Harris Road to Baynes Road
 - Fieldstone Walk/Arena Trail (0.9)
 - CPR Trail (2.5 km)
 - Harris Trail (1.2 km)
 - Airport Way Trail (0.7 km)
 - Bonson Road to Golden Ears Bridge
 - Fraser River Trail (1.8 km)
 - Bonons Road to Baynes Road
 - The City also has trails along the top of the dikes adding an additional 61 km of trails in the community.
 - The estimated replacement value for the City Parks System is \$8,000,000.



PARKS AND FACILITIES CAPITAL PLAN



SUSTAINABILITY (LIFE CYCLE) CONSIDERATIONS FOR PARKS ASSETS

ASSET TYPE	ASSET COMPONENT	USEFUL LIFE IN YEARS
PARKS	DIKES	INDEFINITELY (WITH SOUND MAINTENANCE PROCEDURES)
	PARKS	INDEFINITELY (WITH SOUND MAINTENANCE PROCEDURES)
	GREENSPACE	INDEFINITELY (WITH SOUND MAINTENANCE PROCEDURES)
	PLAYGROUND EQUIPMENT	20
	PARK FURNISHINGS (BENCHES, FENCES, PICNIC TABLES)	10
	OUTDOOR TENNIS, BASKETBALL AND SPORT COURTS	15
	GRASS SPORTS FIELDS	10-15
	ARTIFICIAL TURF FIELDS	10 (REPLACING THE TURF)
	TRAILS	15-20 (PAVING AND RE-GRADING)

2017 ACHIEVEMENTS

• Trails

- Signed an agreement for trail maintenance services
- Overhaul of Baynes Road trail with both grading and new surfacing
- Maintenance to the Airport Way, Wildwood, Harris and CPR trails

• Tree Maintenance

- Established an urban forestry program
- Trimmed and removed trees along the trail behind the Pitt Meadows Arena, as per Nav Canada specifications

• Horticulture

- Horticulture refresh of the civic centre complex
- Installation of self watering planters around the municipal complex
- Upgrades to landscaping at the Art Gallery and traffic island at 118B Street/Harris Road

• General Parks

- Complete upgrade of the Harris Road Splash Park
- Improvements to Hoffman Park

PARKS AND FACILITIES CAPITAL PLAN



KEY CHALLENGES

Updating Playground Infrastructure. The City playground infrastructure is aging. Although the play equipment is adequate, it has become outdated in many areas and does not provide the breadth of activity seen in many playgrounds around the region. A plan to begin upgrading City playground infrastructure is required.

Asset Upgrade and Replacement Planning. The City received an Asset Management Plan in 2017. The City has begun allocating funding accordingly for asset replacement, but will need to stay cognizant of the funding gap that currently exists.

Regional Changes to Inventory. There have been changes regionally to the parks infrastructure including pools, ice rinks, sports fields and other parks features. The City of Maple Ridge has undergone a process of determining their community's needs and determined that they will be installing more sports fields and another sheet of ice at the ice rink. Pitt Meadows will need to stay attuned to these changes to ensure our facilities continue to be utilized to their potential.

Long-Range Parks Planning. The City is about to embark on a new Parks and Recreation Master Plan. This work is critical in setting the direction for how the community would like to grow and evolve our parks assets.

KEY INITIATIVES FOR 2018 – PARKS

2018 PROPOSED PROJECTS	VALUE
PARKS START-UP CAPITAL – REMAINING EQUIPMENT PURCHASES (CARRY FORWARD)	\$676,000
PARKS AND RECREATION MASTER PLAN	\$65,000
HORTICULTURE STRATEGIC PLAN	\$15,000
TREE REPLACEMENT PROGRAM	\$30,000
GENERAL LIFECYCLE PARKS INFRASTRUCTURE	\$150,000
PARKS MINOR CAPITAL – USER GROUPS	\$17,000
IRRIGATION SYSTEM UPGRADES	\$50,000



PARKS AND FACILITIES CAPITAL PLAN



DRAFT PARKS CAPITAL PLAN FOR 2018

DEPARTMENT	Project #	Priority	2018	2019	2020	2021	2022	TOTAL
COMM SVCS - PARKS								
PARKS INFRASTRUCTURE 02-2-91-8901	10-PK-003	3	150,000	150,000	155,000	155,000	160,000	770,000
HARRIS PARK SPORTS FIELD S RENO 02-2-91- 8913	10-PK-033	3				390,000		390,000
PARKS - MINOR CAPITAL - USER GRPS 02-2-91-9062	14-PK-074	3	17,000	17,000	17,000	19,000	19,000	89,000
PM ATHLETIC SPORTS FIELD RENO. -91-8909	15-PK-049	3		390,000				390,000
COMMUNITY GARDEN - ADDITIONAL 02 291 9052 MAF	15-PK-059	3		175,000				175,000
LAND ACQUISITION & IMPROVEMENTS (1.26HA) 1% MUNAST	16-PK-081	3					1,771,200	1,771,200
LAND ACQUISITION - 0.40 HA, 1% MAF	16-PK-082	3					1,291,700	1,291,700
PARKS & REC STARTUP CAPITAL 02 291 9066	16-PK-085	2	50,000					50,000
PARKS AND RECREATION MASTER PLAN 91-8802	17-PK-074	2	65,000					65,000
SHADE STRUCTURE - HARRIS SKATE PARK 91-8704	17-PK-078	2				70,000		70,000
PMSS TURF FIELD SURFACE REPLACEMENT	17-PK-088	3					600,000	600,000
PARK PLAYGROUND UPGRADE/ REPLACEMENT	18-PK-091	1		100,000		105,000		205,000
HORTICULTURE STRATEGIC PLAN	18-PK-092	2	15,000					15,000
TREE REPLACEMENT PROGRAM	18-PK-093	2	30,000	30,000	30,000	32,000	32,000	154,000
SHORELINE PARK RIPARIAN AREA MGMT '18 DP	18-PK-094	2	100,000					100,000
IRRIGATION UPGRADES - CENTRAL SYSTEM	18-PK-095	n/a	50,000					50,000
COMM SVCS - PARKS TOTAL			477,000	862,000	202,000	771,000	3,873,900	6,185,900

Project Priority Column: 1=Imperative (Must Do); 2=Essential (Should Do); 3=Important (Could Do); 4=Desirable (Other Year)