



2017 CORPORATE
BUSINESS PLAN



CITY OF
Pitt Meadows
The *Natural* Place

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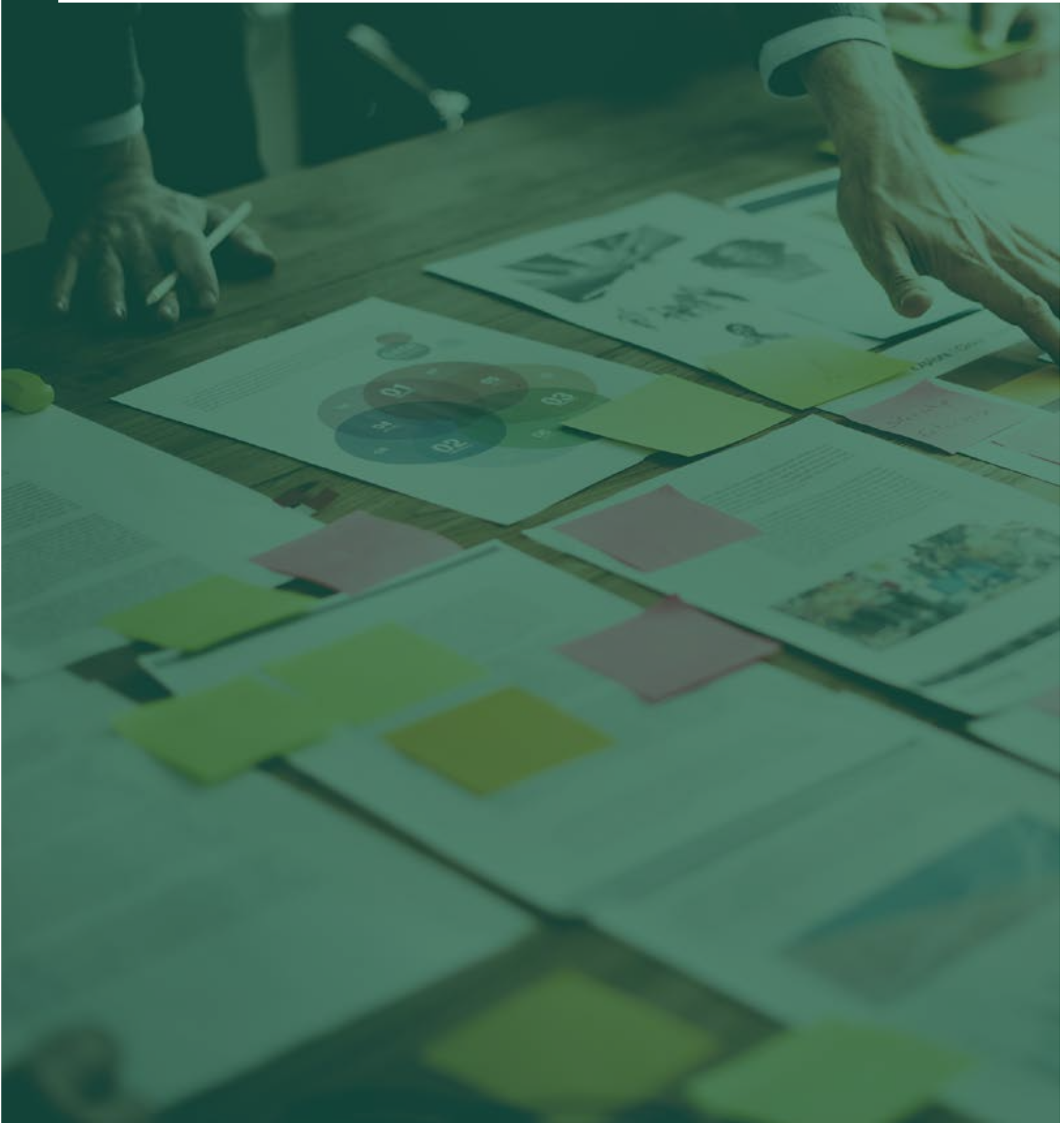
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PROPOSED CORPORATE BUSINESS PLAN





The proposed 2017-2021 Corporate Business Plan and budget builds on the City's long-term plan to improve the quality of life for all of our citizens by renewing our capital infrastructure, focusing on providing excellent core services, and maintaining a healthy, safe and prosperous community.

Our business planning process connects Council's vision for the community with budgets and work plans in order to ensure a consistent strategic direction. This process also guides the City's decisions regarding the allocation of resources to Pitt Meadows programs and services. A solid business plan is integral to the effective provision of programs and services, because it ensures such program provision offers value for money and remains responsive to citizens' needs. This is an increasingly challenging task in a growing community that is subject to increased transferring of service responsibility from senior governments.

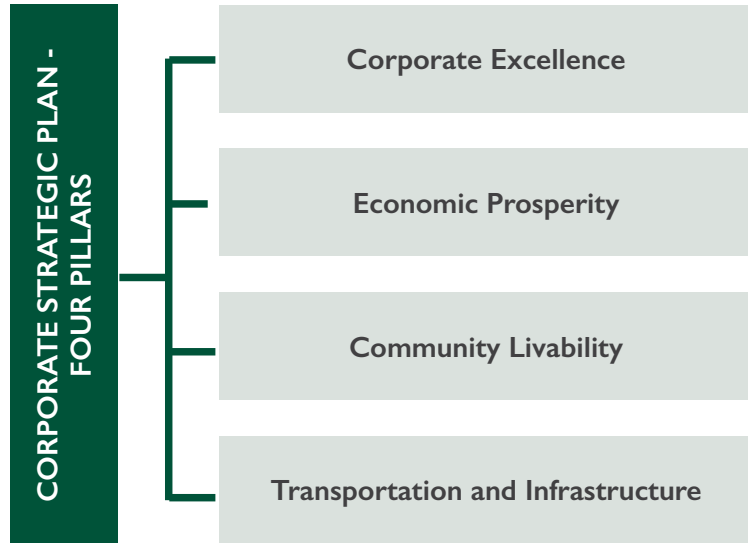
When deliberating the business plan and budget, Council must constantly weigh different community needs. Increases in service levels must be matched by corresponding revenues and every year difficult decisions have to be made regarding which initiatives to fund, what the appropriate service levels should be, and how to decide upon the City's future business planning direction. The ultimate goal of this process is to ensure the long-term viability of the community, to spend tax dollars wisely, and to maintain a high quality of life for all of our residents. Sound fiscal judgement is required in order to maintain good service levels within the funding parameters that Council has approved. To find the balance between spending and saving in the 2017 budget process, staff at all organizational levels were recruited to offer their perspective and contribute to the City's discussions on this issue. Our challenge still remains to invest and deliver on our aspirations and our vision for a growing and vibrant community.



■ THE 2015-2018
CORPORATE
STRATEGIC PLAN:
GUIDING THE
BUSINESS PLAN
AND ALIGNING OUR
PRIORITIES

Provincial legislation requires Council to provide services, laws, and initiatives for the community's benefit, and also to provide responsible financial management of the community's assets and resources. Strategically planning the delivery of community services is essential to the sustainable allocation of our limited resources.

Immediately following the Local Government Election held in November 2014, Council approved its Corporate Strategic Plan, which officially established a culture of continuous improvement within the organization. This Plan is designed to facilitate effective decision-making in order to meet the City's goals and objectives. As such, Council's Corporate Strategic Plan is at the heart of the 2017-2021 Corporate Business Plan development. By adhering to its four principle pillars of Corporate Excellence, Economic Prosperity, Community Livability, and Transportation & Infrastructure, the Strategic Plan continues to shape our priorities for the spending of taxpayer dollars.



- Through Corporate Excellence we maintain the public's trust by way of inclusive, transparent and fair decision making, responsible financial management, quality service delivery, and effective communications.
- The goal of Economic Prosperity ensures that we prioritize initiatives that offer long-term, sustainable benefits to the community.
- Community Livability is about fostering safe, healthy, inclusive community for the well-being of our residents.
- Prioritizing Transportation & Infrastructure will ensure that the roads, facilities and systems that keep the City functional are well-maintained and meet the core needs of our community.

To supplement the Strategic Plan, Council also provides more specific guidance by developing a working list of strategic priorities for the organization. This list is updated throughout the fiscal year as priorities are revised. For the 2016-2017 term, Council identified the following strategic priorities:

- Parks & Recreation: Implementation of Transition Plan and new Service Model, including a review of the community's Signature Events and its Arts Leadership Programs
- South Harris Development: the consideration of a business park is ongoing
- Airport: establish a solid board structure and form a Future Vision and Community Advisory Committee.
- Complete the Communication and Civic Engagement Service Area Review and implement the approved strategies
- Refine, establish, and implement the Civic and Volunteer Engagement Process
- Living Wage concept, undertake a review and determine suitability for our Community
- Traffic Congestion Strategy to address the CPR tracks and the Lougheed Highway Corridor
- Ongoing Implementation of Housing Action Plan
- Safety & Security Web Strategy (transients, addiction and mental health issues awareness)
- Explore and progress on suitable Community Grant opportunities

EXECUTIVE SUMMARY

The dovetailing of Council's Strategic Planning with its practical priorities guides us in the development of annual business plans and budgets that will shape the City's program and service delivery in 2017.



THE ROLE OF THE BUSINESS PLAN

While the Corporate Strategic Plan guides the City's long-term direction, the Business Plan does so in the short- and medium-term. The Business Planning process engages Council, the Corporate leadership team, management, and staff in establishing operational priorities that are:

- Driven by the objectives of the strategic plan;
- Responsive to the expectation of the community;
- Achievable; and
- Financially sustainable over the long term.

With these priorities in place, the organization as a whole will be able to make progress on its strategic objectives as well as maintain and continuously improve the city's core services.

The Business Plan guides the City in responsibly maintaining the balance between expenditures and revenue. By law, a municipality cannot spend more funds than it takes in and the City doesn't have the financial resources or the organizational capacity to do everything at once. Although this requires difficult choices to be made, it also presents an opportunity for the organization to become more resilient, to improve, and to find unique solutions in the interests of financial efficiency.



2017 PROPOSED BUSINESS PLAN AND BUDGET APPROACH

The Business Plan and Budget have been fully integrated in order to ensure that the City's fiscal situation is as transparent as possible. It is imperative that the public sees clearly how their tax dollars are being spent and what programs and services are being funded. This transparency ensures financial accountability and sustainability.

At a high level, the proposed Business Plan offers a balance between citizens' service expectations and fiscal responsibility. At a departmental level, the Plan specifically identifies the achievements, key challenges, and major initiatives planned within each Department (CAO and Administration, Finance, Community Services, Engineering and Operations, and Corporate Services), as well as the City's major Service Delivery Partners (the RCMP, the Fraser Valley Regional Library, and the Nustadia Arena).

The conservative approach to budget planning for 2017 reflects Council's emphasis on cost containment together with modest short-term growth. The following principles guided the development of the 2017 business plans and budgets:

- Business Plans must be aligned with the Corporate Strategic Plan
- Base budgets should maintain existing service levels
- Cost increases in excess of inflation are to be estimated and highlighted to Council
- New or enhanced service levels are to be presented separately from the base budget as "Decision Packages" that require Council's consideration
- Consideration of onetime expense costs related to new positions or increased service levels are to be included
- Capital planning will balance the need for replacement against available funding and the reserve's long-term health
- Increased annual provisions to reserves will continue to ensure stable and adequate infrastructure, facilities and equipment replacement
- Only conservative and sustainable revenues will be incorporated into the budget
- Taxation revenue from growth (assessment from new construction) will be allocated as follows:
 - To offset operating costs related to growth
 - To fund growth-related projects; and
 - To fund long-term strategies identified by Council
- The use of debt as a funding source will be used when no other funding source is available and only with Council approval

SIGNIFICANT ISSUES AND TRENDS AFFECTING THE ORGANIZATION

Significant issues and financial pressures that need to be addressed in the 2017 budget:

- Growth and the demand for services;
- Independent service model for Parks and Leisure Services;
- The current economic climate and the pressure to do more with less;
- Increased costs for replacement and renewal of aging City infrastructure;
- Higher labour costs and payroll deduction for EI, CPP and Pension Plan;
- Remaining environmentally responsible (greenhouse gas and waste reductions);
- Stricter federal and provincial legislation that requires more training, stewardship and reporting;
- Increasing demand for information due to internet/social media;
- Increased transfer of responsibility from federal and provincial governments, such as hazardous spill response, invasive plant control, and social services;
- Long-term goal to reduce reliance on residential property taxes;
- Very lean organizational structure that is reliant on several service delivery partners;
- Aging workforce and competitive job market are beginning to create internal recruitment and retention challenges;
- Increasing costs of regional and other government services.

2016 EXECUTIVE SUMMARY OF ACHIEVEMENTS

City staff takes pride in presenting the broad range of achievements accomplished during 2016. The work done by the City's great team of employees demonstrates a high level of customer service and innovation, fiscal wisdom in optimizing taxpayer dollars, and an ongoing motivation to improve the organization and what it offers to the community. Individual departmental reports will expand upon their activities in more detail, but this brief executive summary highlights some of the accomplishments this year.

The Office of the CAO, together with Administration Services, connects Council to City Hall. With an understanding of Council's priorities, the Office of the CAO guides, and is in turn supported by, the City's five departments. The achievements made over the past twelve months were the result of collaboration and cooperation between departments and under Council's direction.

The CAO's Office initiated some key organizational and staffing changes during 2016 that increased services to our community while offering cost savings. The City now has its own independent Parks & Recreation divisions which cost the City no more than would be paid to Maple Ridge. With independent park and recreation services, we are better able to focus on the needs of Pitt Meadows alone. This organizational restructuring enabled the City to allocate more resources to ensuring effective public communication and a healthy workplace. The ongoing hard work of our staff ensured that this process was completed smoothly and efficiently, and that the Recreation Family Centre Grand Opening was successful.

This year also saw departmental collaboration in the improvement of Pitt Meadows' environmental and social stewardship. As part of our commitment to sustainable practices and mindful conservation, we negotiated a new fiscally- and environmentally-responsible contract for garbage, recycling, and green-waste. The City's appointment of an Environmental Stewardship Officer this year certainly supports these goals as well. In terms of social stewardship, the CAO's Office has worked with other departments to establish healthy and beneficial agreements with City employees and community partners. For example, a newly-developed communication protocol with the Katzie First Nation was jointly agreed upon, an Exempt Staff agreement was improved and revised, and we are working to engage the public and the City of Maple Ridge in establishing a shared vision for the governance of the Airport Society. Maintaining such positive civic engagements is one of Council's priorities.

Pitt Meadows is a growing city. The Office of the CAO is aware that Pitt Meadows' developing business community and increasing population require careful management in order to ensure that the community thrives rather than withers under the pressure of growth. The Community Services and Engineering & Operations Departments, with the support of Finance and under the CAO's guidance, have accomplished much this year by prioritizing initiatives that will help the City efficiently negotiate these changing needs. Informative outreach events such as the "Development 101" workshop and the Business Readiness Forum were offered in order to provide practical information for the public about issues relating to development and business in Pitt Meadows. Policies and bylaws have been introduced to address public concerns and meet provincial mandates, such as new regulations regarding alcohol sales in grocery stores, tightened and specified dog bylaws, a new policy and bylaw for local filming, and updated regulations for garden suites. By keeping local policies and bylaws up to date and practical, we can help to ensure that community growth is a positive experience rather than a stressful one.



As the grass-roots level of government that is the closest to the people, the municipality carries the fundamental responsibility of responding to the evolving needs of the City's infrastructure. In 2016 the City's Engineering and Operations workforce diligently completed projects that increased physical accessibility and safety within the community. For example, they repaved five key roadway sections; installed trail head bollards in order to provide open access to green space, extended the Harris Road sidewalk and connected it to the Airport trail, and reworked 14 sidewalk curb access spots. Similarly, the essential service of the City's Fire Department also benefits and protects our citizens. In 2016 eight new firefighters were introduced into the City's team, new provincial training requirements were embraced and through intense training realized, the firefighting team continued ongoing preventative public education and, as always, the firefighters raised thousands of dollars shared throughout our local charities.

In addition to these outward-looking initiatives, the City has also been improving efficiency within the organization. The Finance Department has made great strides in the complex process of implementing an improved municipal billing system that offers electronic billing options. Phase I of the implementation is complete and Phase II is underway. Other departments, including the RCMP, Library, Fire, and others, have retained new employees, offered further training opportunities for staff, and introduced technological upgrades, all with the goal of improving organizational efficiency and service delivery to the community.

Overall, the Office of the CAO is pleased to see the great progress that the City has made over the past year, and congratulates each department on the work their staff has done to make Pitt Meadows a city that supports community partnerships, employee wellness, and public outreach. In the following pages you will find more detail regarding departmental activities and achievements during 2016. City staff should be proud of their accomplishments and their role in supporting Council.



2017 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 forecast the financial requirements of activities and events to be carried out by municipal staff and Council.

Each year, the municipality 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;
- Priority services such as: parks, recreation, library, bylaw enforcement, licensing, arts, culture, heritage, planning, garbage, and environmental/sustainability management;
- 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)

Covers 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 2017 budget has capital and operating costs approximating \$42.6 million comprised of:

- \$26.3 million for general government operations
- \$9.1 million for utility operations
- \$7.2 million for capital projects

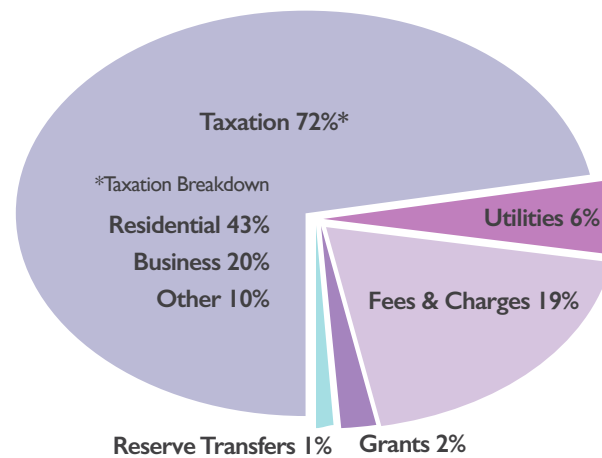
GENERAL FUND SUMMARY



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.

2017 OPERATING BUDGET REVENUE SOURCES



REVENUES \$26 MILLION

Property taxation comprises a significant portion (72% of the City's operating revenues). Property taxes are calculated in two steps. The BC Assessment Authority calculates the total assessed value of properties within the City, and the City determines a factor called the mill rate which is applied to the assessed values in order to generate enough revenues to balance the budget. For 2017, a 1% property tax increase (for all classes) raises approximately \$177,000. Growth in property tax revenue from new development (referred to as non-market change) in 2017 is preliminarily estimated at \$300,000. This is a conservative estimate with more certain information available in December for subsequent budget deliberations with a final amount known early April 2017.

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 2017, there are outstanding appeals that may adversely affect the \$300,000 estimate for growth in property tax revenue from new development, depending on the outcome and the timing for when the appeals are finalized.

The 2017 budget includes a proposed general tax increase of 2.76% or \$50.93 to the average assessed single family home in Pitt Meadows.

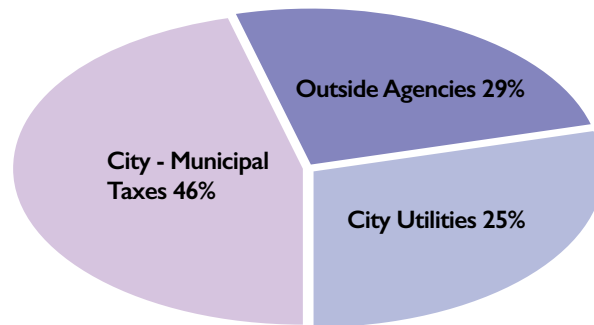
PROPERTY TAXATION



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

Nineteen percent (19%) of the City's operating revenue is generated from other fees and charges, largely associated with 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 2017 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 2016 to 2020 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.

TRANSFER FROM RESERVES

Since 2009, a \$200,000 transfer from the Operating Reserve has been budgeted to compensate for the reduction in building permit revenue that occurred in 2009 as a result of a downturn in the economy. Due to the volatility of development revenues and the heavy reliance on annual surpluses to fund this transfer, the 2014 Business Plan identified the fact that this is not a sustainable budget practice and the need to eliminate the reserve subsidy as quickly as possible. With this in mind, the 2015 and 2016 5-year financial plans reduced the \$200,000 by \$175,000. The 2017 5-year financial plan proposes to eliminate the remaining \$25,000 so that the reliance on this transfer is eliminated and the Operating Reserve can begin rebuilding to an acceptable level.

A number of years ago when the City began receiving money from TransLink for the purpose of funding major roads (Old Dewdney Trunk Road), there were three budgets that must self-balance amongst them to zero so that they do not impact taxation:

- The first budget is to recognize the revenue received from TransLink;
- The second budget is to recognize the operating and maintenance expense which offsets a portion of the revenue received; and
- The third budget is to transfer to a reserve the difference between the TransLink revenue and Old Dewdney Trunk Road operating and maintenance budget. This step was not recorded which resulted in creating an incorrect tax savings at the time of \$53,000 and continued each year thereafter until 2016.
- To move towards correcting the situation a \$10,000 tax impact was recorded in 2016 and the balance of \$43,000 is proposed to be eliminated in 2017.

Other amounts are drawn in from the Operating Reserve on an as needed basis, for various projects and programs that are of a one-time nature or have been carried forward from a prior year.



GENERAL FUND SUMMARY

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 budget request to a combined 1.80% tax increase or \$33.27 to the average assessed single family home.

The City's two Service Delivery Partners: Fraser Valley Regional Library and Police have requested a combined increase of 0.92% or \$17.01 to the average assessed single family home.

In 2016 the City transitioned from a joint Parks & Leisure Services model to an independent Parks & Recreation model. A 2014 consultant report indicated an independent service model would result in an increase of \$1 million to the City. The 2017 budget delivers a budget no more than that which was planned in 2016 under the joint model thereby providing a new independent Parks & Recreation Services department at no additional cost over the joint model offered previously.

To help the City pay for its operating and capital investments, the 2017 proposed budget is delivering a 2.76% municipal property tax increase; 1.08% to pay for ongoing operational costs in the provision of services, 1% for major building replacement savings and 0.68% for reserve savings to take care of existing City infrastructure.

A homeowner with a single-family detached home with a market value assessment of \$510,000 (based on 2016 assessments) will see an increase in municipal property taxes by approximately \$50.93 annually.

The year over year comparison shows an overall increase of \$488,900 or 2.76% 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 2.76% tax increase are summarized below:

Description	Amount \$	Tax \$	Tax %
Taxes from New Development - Growth	(\$356,800)	(\$37.18)	(2.01%)
Pending Property Tax Appeals	32,000	3.33	0.18%
Corporate Revenue & Expense Changes	33,300	3.47	0.19%
Operating Reserve Changes	25,000	2.60	0.14%
Capital Reserve Changes	272,700	28.41	1.54%
Corporate Finances Subtotal	6,200	0.65	0.04%
Parks & Recreation	79,000	8.23	0.45%
Department Revenue Changes	(73,800)	(7.69)	(0.42%)
Operating Reserve Changes	130,100	13.55	0.74%
Salaries & Benefits	134,000	13.96	0.75%
Other Expenses	50,100	5.22	0.28%
City Departments Subtotal	319,400	33.27	1.80%
Library	58,800	6.12	0.33%
Police – RCMP	104,500	10.89	0.59%
Service Delivery Partners Subtotal	163,300	17.01	0.92%
Total	\$488,900	\$50.93	2.76%



GENERAL FUND SUMMARY

CITY DEPARTMENT EXPENSES

Combined, City departments have an additional tax fund request of \$319,400 which equates to a 1.80% of \$33.27 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 related to collective agreement rate adjustments, information system, human resources, and materials.

The total requested increase in 2017 is \$58,800 equating to a 0.33% or \$6.12 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 2017 by \$104,500 equating to a 0.59% of \$10.89 property tax increase. The RCMP Contract was increased by \$65,200, while the Housing and Support Services budget was increased by \$29,300 and \$10,000 in DNA analysis costs have been allocated to the City from the federal government.

Based on an existing complement of 22 members, the RCMP projected increase is driven significantly by member contractual pay increases, pension rate increases, costs of new training requirements and housing & 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.

GENERAL FUND SUMMARY

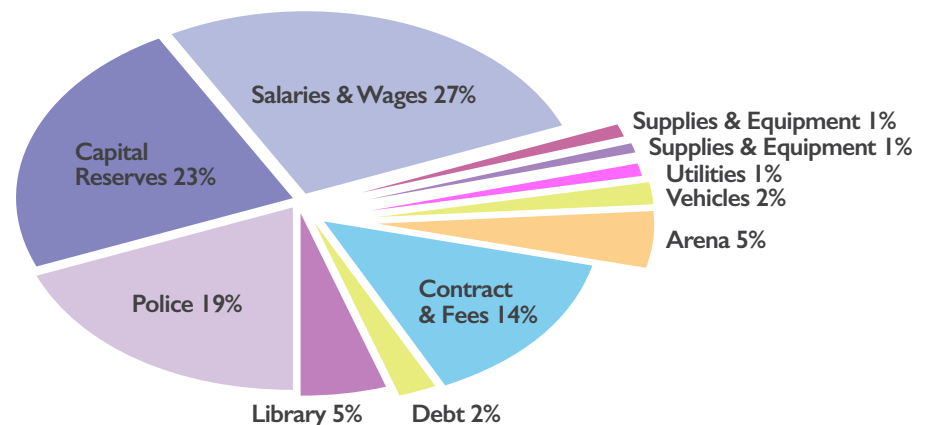
The cost drivers of the \$6,200 or 0.04% tax increase for Corporate Finance are summarized below:

Description	Amount \$	Tax \$	Tax %
GROWTH:			
Taxes from New Development (2017)	(\$300,000)	(\$31.25)	(1.69%)
Taxes from New Development (2016)	(56,800)	(5.91)	(0.32%)
Taxes from New Development (Appeals)	32,000	3.33	0.18%
Subtotal	(\$324,800)	(\$33.83)	(1.83%)
REVENUE & EXPENSES:			
Administration Allocation to Utilities	(12,000)	(1.25)	(0.07%)
Position Vacancy Savings	40,000	4.17	0.23%
Other	5,300	0.55	0.03%
Subtotal	\$33,300	\$3.47	0.19%
OPERATING RESERVES:			
Development Revenue Subsidy	\$25,000	\$2.60	0.14%
CAPITAL RESERVES:			
Building Replacement	177,000	18.44	1.00%
Life cycle	15,000	1.56	0.08%
Equipment Replacement	80,700	8.41	0.46%
Subtotal	\$272,700	\$28.41	1.54%
TOTAL CORPORATE FINANCE	\$6,200	\$0.65	0.04%

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.

HOW THE CITY SPENDS ITS MONEY

General Fund Expenses



GENERAL FUND SUMMARY

FIVE YEAR BUDGET SUMMARY: GENERAL OPERATING FUND

	2016 Budget	2017 Proposed	2018 Proposed	2019 Proposed	2020 Proposed	2021 Proposed
Revenues:						
Taxation	\$ 18,295,500	\$ 18,988,900	\$ 19,780,600	\$ 20,584,300	\$ 21,426,200	\$ 22,254,500
Grants	562,600	570,800	577,400	578,000	578,600	579,200
Fees, Licences, Charges & Permits	4,532,200	5,054,800	4,924,100	4,897,400	4,878,000	4,832,100
Transfers from Utilities	1,417,700	1,449,900	1,464,800	1,479,700	1,490,800	1,506,000
Transfers from Reserves	328,500	220,800	259,100	274,600	312,700	238,600
	25,136,500	26,285,200	27,006,000	27,814,000	28,686,300	29,410,400
Expenses:						
CITY DEPARTMENTS:						
Contracts & Fees	2,405,400	3,723,500	3,758,600	3,843,100	3,918,300	3,951,800
Salaries & Wages	5,198,200	7,059,200	7,288,900	7,511,900	7,708,400	7,900,900
Supplies & Equipment	204,300	373,500	410,700	382,600	383,200	389,200
Training & Development	330,900	329,500	332,100	360,800	336,900	339,500
Utilities	239,300	238,000	243,500	249,400	254,300	259,800
Vehicles & Equipment	462,700	453,800	460,700	465,400	469,100	474,800
Debt Service	560,400	557,300	554,200	551,200	547,800	544,700
	9,401,200	12,734,800	13,048,700	13,364,400	13,618,000	13,860,700
SERVICE DELIVERY PARTNERS:						
Arena	1,306,700	1,280,200	1,318,900	1,358,600	1,399,400	1,441,300
Library	1,202,500	1,261,300	1,286,500	1,312,200	1,338,400	1,365,200
Police Services	4,913,100	5,033,700	5,264,900	5,432,000	5,709,200	5,861,900
Parks and Leisure Services	2,345,800	-	-	-	-	-
	9,768,100	7,575,200	7,870,300	8,102,800	8,447,000	8,668,400
Reserve Provisions	5,967,200	5,975,200	6,087,000	6,346,800	6,621,300	6,881,300
Balanced	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Impact on Average Home		\$51				

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 2017 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 2017 proposed budget reduces the internal position vacancy budget from \$160,000 to \$120,000 in recognition of the difficulty to meet the budget because staff backfill is needed when positions become vacant.

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.

- A \$200,000 Operating Reserve transfer was previously budgeted to accommodate a reduction in building permit revenue that occurred in 2009, rather than using property taxation as a sustainable funding source. This transfer continued each year until being reduced to \$50,000 in 2015 and \$25,000 in 2016. The 2017 budget proposes to reduce this transfer to \$0.

Due to the volatility of development revenues and the reliance on surpluses to fund this transfer, this is not a sustainable budget practice and needs to be eliminated to also avoid over-utilizing the Operating Reserve. Reserves should be used to fund one-time initiatives rather than supplementing the on-going operating budget each year.

Risk - Future annual surpluses may not be sufficient to absorb this cost. Also, the Operating Reserve balance is being diminished due to this poor budgeting practice.

- Based on current projections, development revenues are anticipated to decline over the next few years from in excess of \$600,000 to \$100,000 by year 2022. Even though long-term views of development revenue activity indicate they may rebound, a prudent budget practice is to consider the likeliest outcome for the five year window of the financial plan. Since sustainable revenues are estimated to be \$100,000 within the 5 year financial plan, the City must transition from relying on development revenues to incorporating taxation.

To assist with the transition, a Development Revenue Stabilization Reserve was established in 2016 to utilize excess revenues that are expected over the next couple of years to phase-in taxation over the subsequent years when it is expected development revenue will noticeably decline.

Risk - If we do not properly plan for this outcome, residences will experience a significant tax increase during the years when development activity is low. This will create financial hardship for some taxpayers who are not able to easily absorb a significant cost increase.

- 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 general guideline, provided by auditors, suggests the reserve balance should be approximately 15% of taxation revenue or \$2.7 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

- The annual TransLink funding covers the cost to operate, maintain and rehabilitate the City's major road network (MRN) and any unspent funds must be deposited to a designated MRN reserve. This practice ensures the TransLink funding is not allocated to any other purpose than MRN activities.

Prior to 2015, the MRN transfer to a designated reserve was not budgeted even though the actual transfer was made in accordance with the TransLink agreement. So, in effect, the annual operating surpluses, if any, absorb this unbudgeted transfer. The 2016 budget incorporated an MRN Rehabilitation Reserve transfer and reduced the \$53,000 Operating Reserve transfer subsidy by \$10,000. The 2017 proposed budget eliminates the remaining \$43,000 subsidy.

Risk - The unbudgeted transfer to a designated MRN reserve causes the Operating Reserve to be drawn down to an insufficient projected balance that is well below the recommended amount in the event of an emergency and as needed for working capital purposes.

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.

2017 Business Plan – Decision Packages

Category	Department	Rank	Description	Onetime Budget	Ongoing Budget	SF %	SF \$
Operating	Community Services	1	Emergency Management Co-ordinator 0.6 FTE	7,000	37,200	0.21%	3.87
	Community Services	2	Bylaw Enforcement Officer 0.6 FTE	2,000	47,800	0.27%	4.98
	Police Services	3	Police Member 1 FTE \$166,000 (*)	-	166,000	0.94%	17.33
	Fire Services	4	Fill FST Vacation Shifts with POC Firefighters	-	10,000	0.06%	1.11
Capital	Community Services	1	Works Yard Office Expansion 2017 (Funding Source: Future Capital Reserve)	340,000	-	-	-
	Community Services		Works Yard Parks Equipment & Storage Structure	100,000	-	-	-
	Fire Services / Comm Services	2	Main Fire Hall Replacement 2017 – 2021 (Funding Source: Building Replacement Reserve)	10,000,000	-	-	-

(*) Alternatively, Police member budget of \$166,000 may be phased in to Taxation through the RCMP Reserve evenly over 3 years; Reserve funding Year 1 67% \$111,000, Year 2 33% \$55,000, Year 3 0% \$0.

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.

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 say 1% in class 6 (business) 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 2016, the multiplier is 2.93 to 1. The 2017 multiplier will be determined when the tax rates are set in May 2017 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 2017 is 2.55%
- The Vancouver 2016 third quarter construction price index provided by Statistics Canada is 3.2%

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.



2017 PROPOSED UTILITY BUDGET SUMMARIES



This section describes the major opportunities, challenges and budget that are associated with delivering each of the City's utilities: Water, Sewer, Solid Waste and Drainage.

■ 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 3% from 65 cents per cubic meter to 67 cents per cubic meter which has been reflected in the 2017 metered revenue budget.

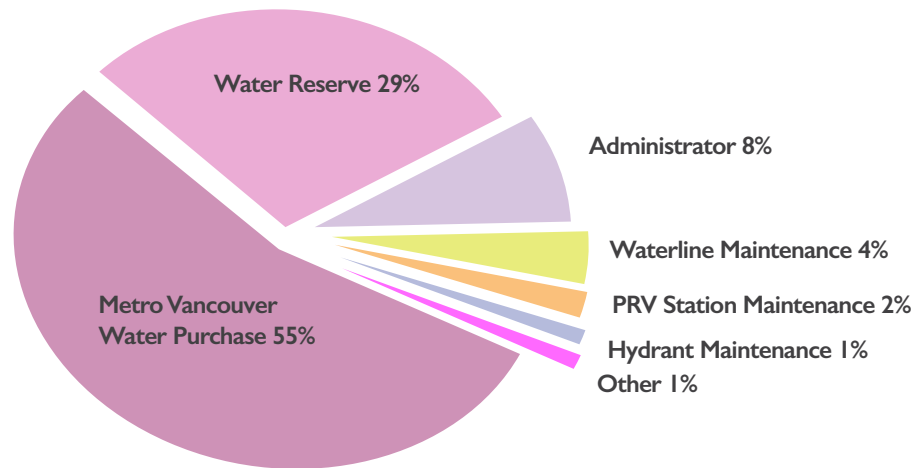
In 2017, the City is increasing the 2016 single family and multi-family water flat fees and the metered flat amount per connection in order to provide savings for future capital replacement of water infrastructure. The contribution to the Water Capital Reserve Fund in 2017 increased \$65,000 from \$1,140,000 in 2016 to \$1,205,000. 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. Completion of the asset management plan later this year will further define the funding gap value. Each year in which the funding gap exists contributes to the growing value of the backlog or accumulated infrastructure funding shortfall.

Water supply costs from the Greater Vancouver Water District (GVWD) make up 55% 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 adopted in 2015 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 2017 budget reflects an increase in the single family flat fee from \$431 to \$442, the multi-family flat fee from \$329 to \$337 and the connection charge for metered customers from \$250 to \$255. Volume usage by metered customers will be charged the GVWD blended rate of 67 cents per cubic meter.

2017 PROPOSED UTILITY BUDGET SUMMARIES

WATER FUND EXPENSES



FIVE YEAR BUDGET SUMMARY: WATER UTILITY OPERATING FUND

	2016 Budget	2017 Proposed	2018 Proposed	2019 Proposed	2020 Proposed	2021 Proposed
Revenue:						
Flat	\$ 2,738,000	\$ 2,820,400	\$ 2,837,700	\$ 2,856,800	\$ 2,882,000	\$ 2,893,800
Metered	1,365,800	1,338,100	1,338,100	1,338,100	1,338,100	1,338,100
Other	21,000	18,900	21,000	21,000	21,000	21,000
	4,124,800	4,177,400	4,196,800	4,215,900	4,241,100	4,252,900
Expenditures:						
Administration	328,600	332,800	337,200	341,600	346,100	350,600
Insurance	1,700	1,600	1,600	1,600	1,600	1,600
Hydro	7,000	7,000	7,100	7,200	7,300	7,400
PRV Station Maintenance	66,000	66,000	66,400	67,100	67,800	68,500
Water Line Maintenance	182,100	182,100	182,400	182,700	183,000	183,300
Meters - Reading & Maintenance	31,000	31,000	31,100	31,200	31,300	31,400
Hydrant Maintenance	43,400	43,400	43,800	44,200	44,600	45,000
GVWD Water Purchase	2,325,000	2,308,500	2,322,200	2,335,300	2,354,400	2,360,100
	2,984,800	2,972,400	2,991,800	3,010,900	3,036,100	3,047,900
Reserve Provisions	1,140,000	1,205,000	1,205,000	1,205,000	1,205,000	1,205,000
Total Expenditures	4,124,800	4,177,400	4,196,800	4,215,900	4,241,100	4,252,900
Balanced	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Increase in Budgeted Expenditures (before reserves) -0.4% 0.7% 0.6% 0.8% 0.4%

Rate Adjustment:					
Single Family Flat Rate	\$11	\$2	\$2	\$3	\$1
Multi-Family Flat Rate	\$8	\$1	\$2	\$2	\$1
Metered Base Rate	\$5	\$1	\$1	\$2	\$1
Metered Rate (Same as GVWD)	\$0.0200	\$0.0127	\$0.0130	\$0.0132	\$0.0135

2017 PROPOSED UTILITY BUDGET SUMMARIES

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 \$161,000.

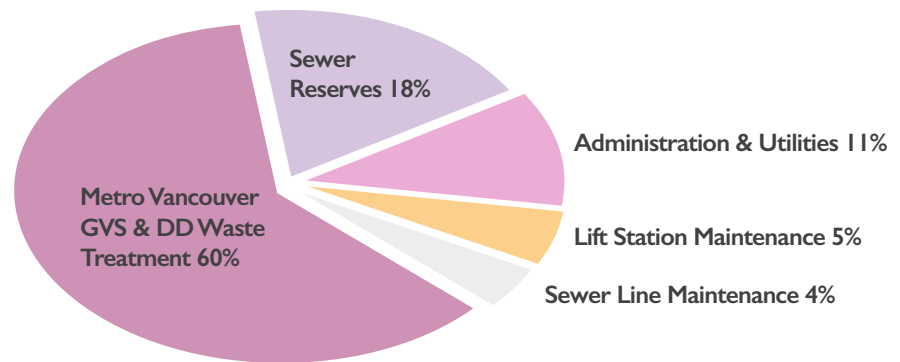
The sewer utility budget includes a contribution to the Sewer Capital Reserve in 2017 of \$408,000 which represents a \$20,000 increase over 2016. The comprehensive sewer asset management plan provided to Council in May 2015 recommends an estimated annual replacement value of \$575,000 as the target 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 amount to \$24,000.

The anticipated growth in 2017 of \$1,800 and the adjustment to the 2016 budgeted growth estimate of \$7,700 will provide \$9,500 in additional revenue in 2017.

The 2017 budget reflects an increase in the single family and multi-family annual fee from \$275 to \$303.

SEWER FUND EXPENSES



2017 PROPOSED UTILITY BUDGET SUMMARIES

FIVE YEAR BUDGET SUMMARY: SEWER UTILITY OPERATING FUND

	2016 Budget	2017 Proposed	2018 Proposed	2019 Proposed	2020 Proposed	2021 Proposed
Revenues:						
Levy	\$ 1,998,500	\$ 2,204,400	\$ 2,243,700	\$ 2,283,100	\$ 2,322,800	\$ 2,362,800
Katzie	19,500	20,000	20,000	20,000	20,000	20,000
	2,018,000	2,224,400	2,263,700	2,303,100	2,342,800	2,382,800
Expenditures:						
Administration	214,100	219,200	222,100	225,000	227,900	230,900
Insurance	4,000	4,200	4,300	4,400	4,500	4,600
Hydro	19,000	18,000	18,400	18,800	19,200	19,600
Sewer Lift Station Maintenance	112,000	133,500	135,500	137,500	139,600	141,700
Sewer Lines Maintenance	97,400	97,000	97,500	98,000	98,500	99,000
GVSDD Treatment Charge	1,183,500	1,344,500	1,357,900	1,371,400	1,385,100	1,399,000
	1,630,000	1,816,400	1,835,700	1,855,100	1,874,800	1,894,800
Reserve Provisions	388,000	408,000	428,000	448,000	468,000	488,000
Total Expenditures	2,018,000	2,224,400	2,263,700	2,303,100	2,342,800	2,382,800
Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Increase (decrease) in Budgeted Expenditures (before reserves) 11.4% 1.1% 1.1% 1.1% 1.1%

Rate Adjustment:

Single Family Flat Rate	\$28	\$5	\$5	\$5	\$5
Multi-Family Flat Rate	\$28	\$5	\$5	\$5	\$5

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 60% of the solid waste budget.

Council negotiated a new garbage and green waste collection contract with Waste Management effective November 1, 2016 at a cost savings along with inclusion of new services. Collection increased from four days per week to five days per week and automated curbside pickup by environmentally-friendly compressed natural gas (CNG) trucks was implemented. This results in a 2017 budget reduction of \$212,700.

Transfer of the recycling services to Multi-Materials BC (MMBC) shifted the costs from homeowners to product packaging producers eliminating the municipal subsidy and providing the opportunity to add glass collection service at no additional cost. This results in a 2017 budget reduction of \$214,300.

Additionally, administration support costs, garbage container, education and green waste tipping fee budgets were reviewed and adjusted resulting in a budget reduction of \$900.

2017 PROPOSED UTILITY BUDGET SUMMARIES

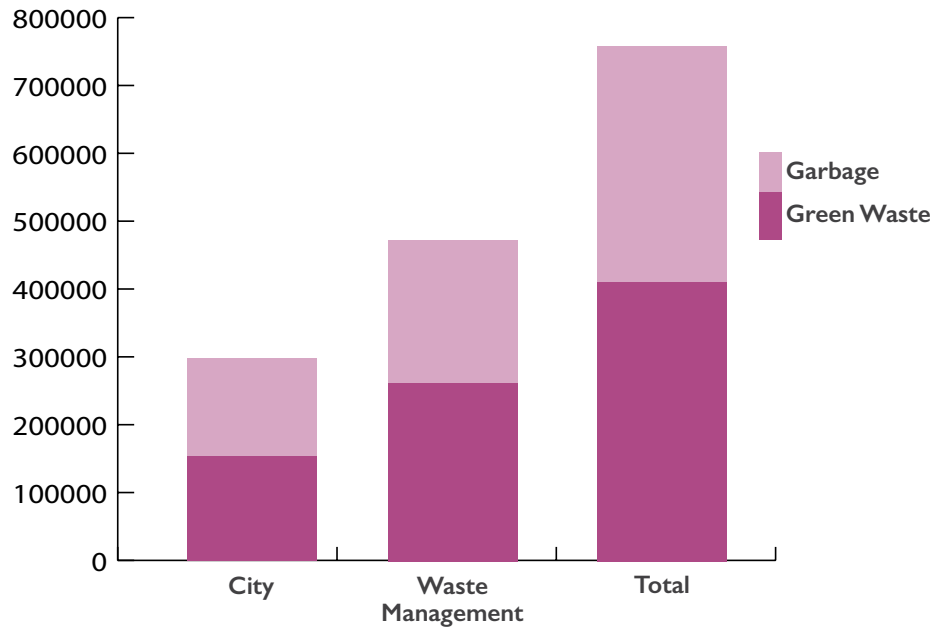
Solid Waste Reserve transfer of \$22,600 was eliminated creating a further budget reduction since this reserve is deemed adequate with a forecasted estimated 2016 balance of \$200,000 should it be needed to smooth out rates in the future.

When taken together, all of these budget adjustments result in a reduction to the single family and multi-family homes that receive garbage collection as follows:

- Single family home reduced from \$253 to \$158
- Multi-family home with curbside garbage collection reduced from \$253 to \$158

Multi-family homes with central garbage collection were fully subsidized for recycling services by the MMBC program. Therefore, the transfer of the recycling service to MMBC does not create a budget reduction to this service category and the related collection costs necessitate the fee increasing from \$10 to \$13.

SOLID WASTE EXPENSES



2017 PROPOSED UTILITY BUDGET SUMMARIES

FIVE YEAR BUDGET SUMMARY: SOLID WASTE OPERATING

	2016 Budget	2017 Proposed	2018 Proposed	2019 Proposed	2020 Proposed	2021 Proposed
Revenues:						
User Fees	\$ 1,222,700	\$ 772,200	\$ 779,200	\$ 786,200	\$ 793,200	\$ 800,200
Garbage Tickets	12,000	12,000	12,000	12,000	12,000	12,000
MMBC Recycling Incentive	200,100	-	-	-	-	-
	1,434,800	784,200	791,200	798,200	805,200	812,200
Expenditures:						
Administration	41,200	43,400	44,000	44,600	45,200	45,800
Recycling Curbside	414,400	-	-	-	-	-
Garbage Curbside	363,300	216,000	218,000	220,100	222,200	224,300
Garbage Tipping Fees	120,000	120,000	121,200	122,400	123,600	124,800
Garbage Additional Cans	8,000	8,100	8,200	8,300	8,400	8,500
Containers/Boxes/Bags	21,600	-	-	-	-	-
Green Waste Curbside	318,400	253,000	254,000	255,000	256,000	257,000
Green Waste Tipping Fees	115,700	137,700	140,000	142,000	144,000	146,000
Education	7,800	4,000	4,000	4,000	4,000	4,000
Miscellaneous	1,800	2,000	1,800	1,800	1,800	1,800
	1,412,200	784,200	791,200	798,200	805,200	812,200
Transfer to Rate Stabilization Reserve	22,600	-	-	-	-	-
Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Increase (decrease) in Total Budgeted Expenditures		-44.5%	0.9%	0.9%	0.9%	0.9%

Rate Adjustment:

Single Family (Garbage, Recycling, Green Waste)	-\$95	\$1	\$1	\$1	\$1
Multi-Family Curbside	-\$95	\$1	\$1	\$1	\$1
Multi-Family Curbside (no garbage)	-\$48	\$1	\$1	\$1	\$1
Multi-Family Central Collection	\$3	\$0	\$0	\$0	\$0
Mobile Home Park	-\$48	\$1	\$1	\$1	\$1

2017 PROPOSED UTILITY BUDGET SUMMARIES

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.

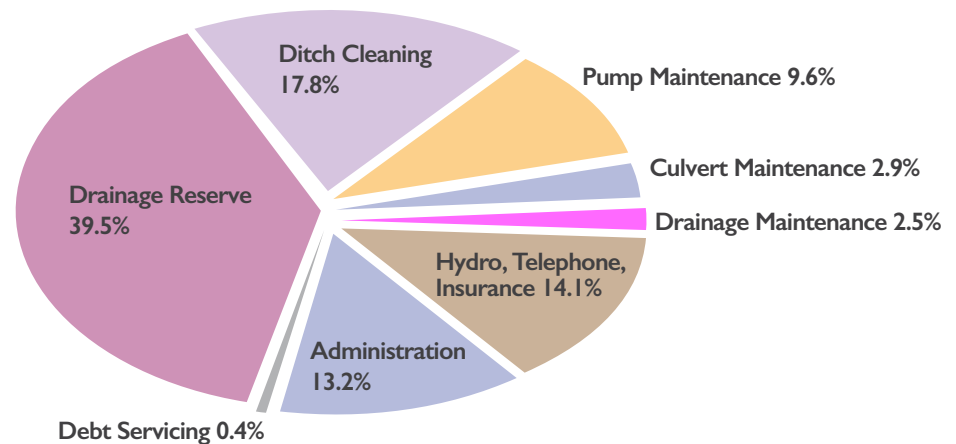
Key costs in the utility include: ditch cleaning, maintenance of culverts, storm sewers and pumps, hydro costs and capital reserve provisions for replacement of infrastructure, in particular pumps and pump stations.

The drainage utility budget includes a contribution to the Drainage Capital Reserve in 2017 of \$760,000, a \$100,000 increase over 2016. The estimated annual replacement value of \$1,400,000 is substantially higher than annual funding however, the reserve was only established in 2009 therefore substantial improvement has been made to the reserve provision in a short period of time. 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.

The drainage utility has an increased allocation of \$10,300 for administration support costs that better reflects time and materials spent for this utility. Insurance costs have increased by \$900 and Hydro costs have decreased \$4,600.

The rate increase for 2017 is 4.5% for the mill rate and 6.5% for the levy, particularly to address the increased reserve contribution needed for aging infrastructure. This results in a \$5 increase to the average single family taxpayer or \$3 on the average multi-family home.

DRAINAGE FUND EXPENSES



2017 PROPOSED UTILITY BUDGET SUMMARIES

FIVE YEAR BUDGET SUMMARY: DRAINAGE UTILITY OPERATING FUND

	2016 Budget	2017 Proposed	2018 Proposed	2019 Proposed	2020 Proposed	2021 Proposed
Revenues:						
Drainage Levies	\$ 1,019,900	\$ 1,087,000	\$ 1,144,365	\$ 1,284,721	\$ 1,313,506	\$ 1,343,452
Drainage Mill Rate	667,200	706,700	742,035	831,079	850,194	868,898
Maple Ridge for Area 3	127,000	127,600	128,500	129,700	130,600	131,600
	1,814,100	1,921,300	2,014,900	2,245,500	2,294,300	2,343,950
Expenses:						
Administration	242,400	252,700	255,600	258,500	261,500	264,500
Insurance	30,000	30,900	32,100	33,400	34,700	35,950
Telephone	600	600	600	600	600	600
Hydro	244,600	240,000	241,000	242,000	243,000	244,000
Ditch Cleaning	342,000	342,000	343,000	344,000	345,000	346,000
Culvert Maintenance	55,200	55,200	55,800	56,400	57,000	57,600
Drainage Maintenance	47,400	47,500	48,000	49,000	49,000	50,000
Pumps/ Barscreens	184,600	184,600	186,000	190,400	192,300	194,200
Debt Servicing	7,300	7,800	52,800	231,200	231,200	231,100
	1,154,100	1,161,300	1,214,900	1,405,500	1,414,300	1,423,950
Reserve Provisions	660,000	760,000	800,000	840,000	880,000	920,000
Balance	\$ -	\$ -	\$ -	\$ -	\$ 0	\$ 0
Increase in Budgeted Expenditures (before reserves)		0.6%	4.6%	15.7%	0.6%	0.7%
Residential Single Family Rate Adjustment						
Levy		\$2	\$2	\$6	\$1	\$1
Mill Rate		\$3	\$4	\$10	\$2	\$2
Total		\$5	\$6	\$16	\$3	\$3

2017 PROPOSED UTILITY BUDGET SUMMARIES

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	2017 Annual Funding	2017 Tax Increase (Decrease)
GENERAL CAPITAL: MAINTENANCE		
Arena	\$ 80,000	-
Diking	162,000	-
Life cycle - General	666,000	15,000
South Bonson Amenity (Including Development Fee)	10,000	-
TOTAL MAINTENANCE	\$ 918,000	\$ 15,000
GENERAL CAPITAL: REPLACEMENT		
Equipment Replacement	740,000	80,700
Life cycle - Building Replacement	1,144,000	177,000
Minor Capital (Turf User Fee)	56,000	-
Road Use Levies (Estimate)	425,000	-
TransLink MRN	138,400	4,000
Transportation	1,150,000	-
Subtotal	\$ 3,653,400	\$ 261,700
UTILITY CAPITAL: REPLACEMENT		
Drainage	760,000	100,000
Sewer	408,000	20,000
Water	1,205,000	65,000
Subtotal	\$ 2,373,000	\$ 185,000
TOTAL REPLACEMENT	\$ 6,026,400	\$ 446,700
STRATEGIC ASSETS		
Development Cost Charges (DCCs - estimate)	180,000	-
Future Capital	575,000	-
Gas Tax (Grant)	105,000	5,000
TOTAL STRATEGIC ASSETS	\$ 860,000	\$ 5,000
TOTAL	\$ 7,804,400	\$ 466,700



The estimated total original cost of the City's assets/infrastructure, including utilities is \$246 million. A conservative estimate for their annual replacement is \$10 million compared to the 2017 annual funding of \$6 million, leaving an annual funding shortfall of \$4 million. This represents a significant infrastructure funding deficit. As asset management plans are completed late 2016 or early 2017 for all the City's asset groups this amount will become a more refined number.

The deficit will continue to accumulate until such time 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?

2017 – 2021 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 2017 has a budget of approximately \$7.2 million of which approximately \$1.9 million relates to maintenance and replacement of utility infrastructure and \$2.2 million relates to transportation infrastructure.

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

- 2018 \$6.7 million
- 2019 \$6.6 million
- 2020 \$12.9 million
- 2021 \$10.3 million

2017 Key Projects

Some of the more significant projects proposed for 2017 include:

- | | |
|--|--------------|
| • Rannie Road Repave | \$575,000 |
| • Neaves Road Bike Lanes | \$300,000 |
| • Baynes Road Trash Rack System | \$325,000 |
| • Bonson PRV Replacement | \$310,000 |
| • Works Yard Office Expansion | \$340,000 |
| • Harris Road Water Play Park | \$325,000 |
| • Firehall Building Replacement (2017 to 2021) | \$10,000,000 |



2017 PROPOSED UTILITY BUDGET SUMMARIES

FIVE YEAR CAPITAL PLAN

	2017	2018	2019	2020	2021
Category					
Utility Infrastructure	\$ 1,901,000	\$ 2,565,000	\$ 2,047,500	\$ 2,491,300	\$ 2,300,000
Public Assets	1,954,600	1,217,200	1,210,400	8,688,700	3,193,800
Parks, Recreation, Culture	1,112,000	692,000	1,111,000	622,000	3,699,700
Transportation	2,235,000	2,198,000	2,280,000	1,050,000	1,130,000
	\$ 7,202,600	\$ 6,672,200	\$ 6,648,900	\$ 12,852,000	\$ 10,323,500
Funding Source					
Arena Capital Reserve Fund	\$ 175,000	\$ 185,000	\$ 195,000	\$ 205,000	\$ 215,000
Carbon Neutrality Reserve Fund	98,600	20,000	15,000	15,000	15,000
Development Cost Charges	315,400	5,000	848,900	330,200	2,418,200
Diking Reserve Fund	229,600	54,600	54,600	54,600	54,600
Drainage Reserve Fund	555,500	879,000	639,850	501,500	997,500
Equipment Replacement Reserve Fund	868,000	769,200	756,400	1,575,700	928,800
Grants	100,000	-	-	-	75,000
Future Capital Reserve Fund	820,500	-	1,500	-	303,900
Lifecycle Reserve Fund	680,000	755,000	1,155,000	7,490,000	2,980,000
Minor Capital Reserve Fund	15,000	15,000	15,000	15,000	15,000
Operating Reserve Fund	150,000	155,000	25,000	-	15,000
Sanitary Sewer Reserve Fund	25,000	325,000	25,000	325,000	25,000
South Bonson Amenity Reserve Fund	10,000	10,000	10,000	10,000	10,000
Third Party Contributions	30,235	176,400	115,650	90,000	85,500
Transportation Infrastructure Reserve	2,068,765	2,198,000	1,834,500	1,050,000	1,055,000
Waterworks Capital Reserve Fund	1,061,000	1,125,000	957,500	1,190,000	1,130,000
	\$ 7,202,600	\$ 6,672,200	\$ 6,648,900	\$ 12,852,000	\$ 10,323,500

2017 PROPOSED UTILITY BUDGET SUMMARIES

OVERALL TAXPAYER IMPACT

The following table summarizes the 2017 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 \$51 decrease for utilities and a \$51 property tax increase for an average assessed single family home of approximately \$510,000.

Business Unit	2016 Budget	2017 Budget	\$ Variance	User Fee/Tax Impact
Corporate Finance	(198)	(228)	(30)	-1.64%
Reserves	479	510	31	1.68%
City Departments	932	965	33	1.80%
Library	129	135	6	0.33%
Police - RCMP	515	526	11	0.59%
Subtotal - Before Utilities	1,857	1,908	51	2.76%
Storm Drainage (mill rate)	74	77	3	4.05%
User Fee Utilities (Drainage, Water, Sewer, Diking, Solid Waste)	1,020	966	(54)	-5.29%
Total Property Charges Average Single Family	2,951	2,951	(0)	0.00%

Achieving the \$51 tax increase in 2017 for an average assessed single family home 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.

Approximately 61% or \$31 of the \$51 tax increase to the average assessed single family home relates to providing savings for the maintenance and replacement of the City's infrastructure.

The proposed tax increase, including the operating and capital components, is needed to maintain the same services as last year and to continue to increase funding for the City's eventual asset replacement. The 2017 budget also delivers a budget which creates a new independent Parks & Recreation Services department at no additional cost than as previously budgeted under the joint model.

With respect to the \$51 decrease for the single family home for utilities, the most significant opportunity that facilitated this decrease was the savings from the new green waste and garbage collection contract along with the transfer of recycling collection service to Multi-Materials BC offset by increased savings for the City's utility asset replacement.

It is important to note that sustained low tax increases cannot continue indefinitely. Like last year, staff made every effort to closely review the budget to ensure the 2017 budget is sufficient to deliver the services expected by the community while simultaneously ensuring the budget does not contain surplus funds. Therefore, it is reasonable to expect that with normal cost escalations, future year utility budgets will need to be adjusted upwards.

The next table summarizes the 2017 property tax and utility fee increase for the average assessed multi-family home of approximately \$279,000 that receives central garbage and green waste collection.

This category of multi-family homes was previously fully subsidized for recycling services by the MMBC program. Therefore, the transfer of the recycling service to MMBC does not create a budget reduction and the related collection costs necessitate the fee increase shown.

2017 PROPOSED UTILITY BUDGET SUMMARIES

Business Unit	2016 Budget	2017 Budget	\$ Variance	User Fee/Tax Impact
Corporate Finance	(108)	(125)	(17)	-1.64%
Reserves	262	279	17	1.68%
City Departments	511	529	18	1.80%
Library	70	74	4	0.33%
Police - RCMP	282	288	6	0.59%
Subtotal - Before Utilities	1,017	1,045	28	2.76%
Storm Drainage (mill rate)	40	42	2	5.00%
User Fee Utilities (Drainage, Water, Sewer, Diking, Solid Waste)	652	692	40	6.13%
Total Property Charges Average Multi Family	1,709	1,779	70	4.09%

Single family homes and multi-family homes that receive central garbage collection and green waste services represent 81% of the total residential properties. Based on the proposed budget, they will receive a combined property tax and utility increase of either 0% or 4.09% respectively.

The next table provides the 2017 tax and utility increase for the average assessed single family home of \$510,000 for each year of the five year plan as well as the average for the five years.

Year	Taxation						User Fee Utilities					
	Corporate Finance	Operating Reserves	Capital Reserves	City Depts	Service Delivery Partners	Subtotal - Tax	Storm Drainage	Sewer	Water	Solid Waste	Subtotal - Utilities	Total with Utilities
2017	-\$ 15	-\$ 9	\$ 27	\$ 31	\$ 17	\$ 51	\$ 5	\$ 28	\$ 11	-\$ 95	-\$ 51	\$ -
2018	- 16	-	31	23	21	59	6	5	2	1	14	73
2019	- 15	-	31	26	17	59	16	5	2	1	24	83
2020	- 17	1	32	20	23	59	3	5	3	1	12	71
2021	- 16	-	32	21	25	62	3	5	1	1	10	72
Average	- 16	- 2	31	24	21	58	7	10	4	- 18	2	60



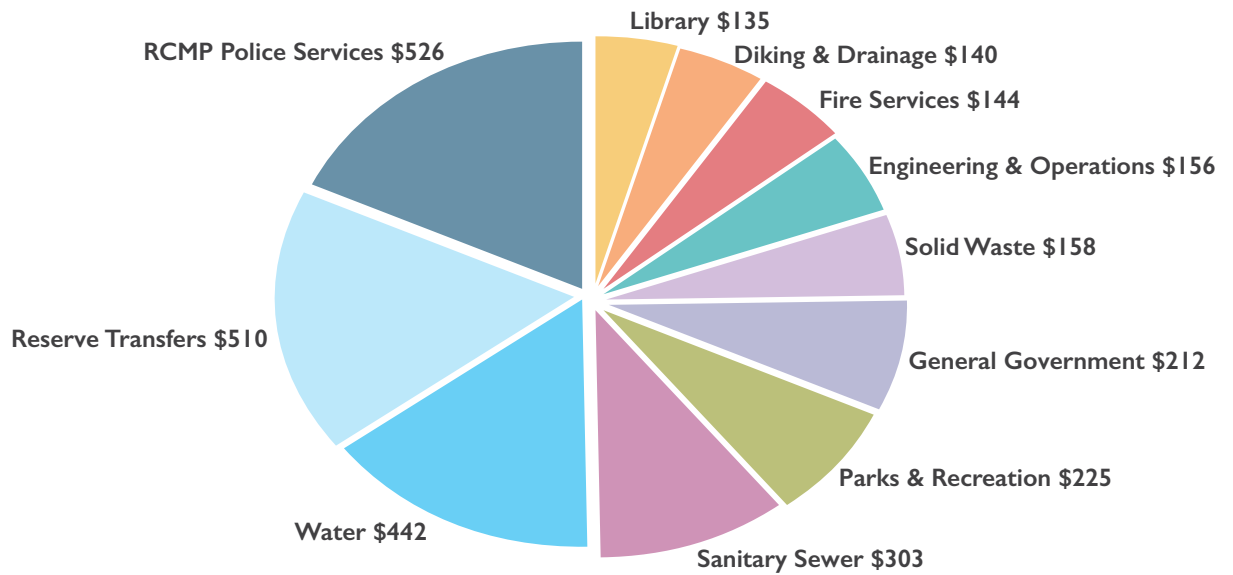
2017 PROPOSED UTILITY BUDGET SUMMARIES

YOUR PROPERTY TAXES AT WORK

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.

Where Your Tax Dollars Go

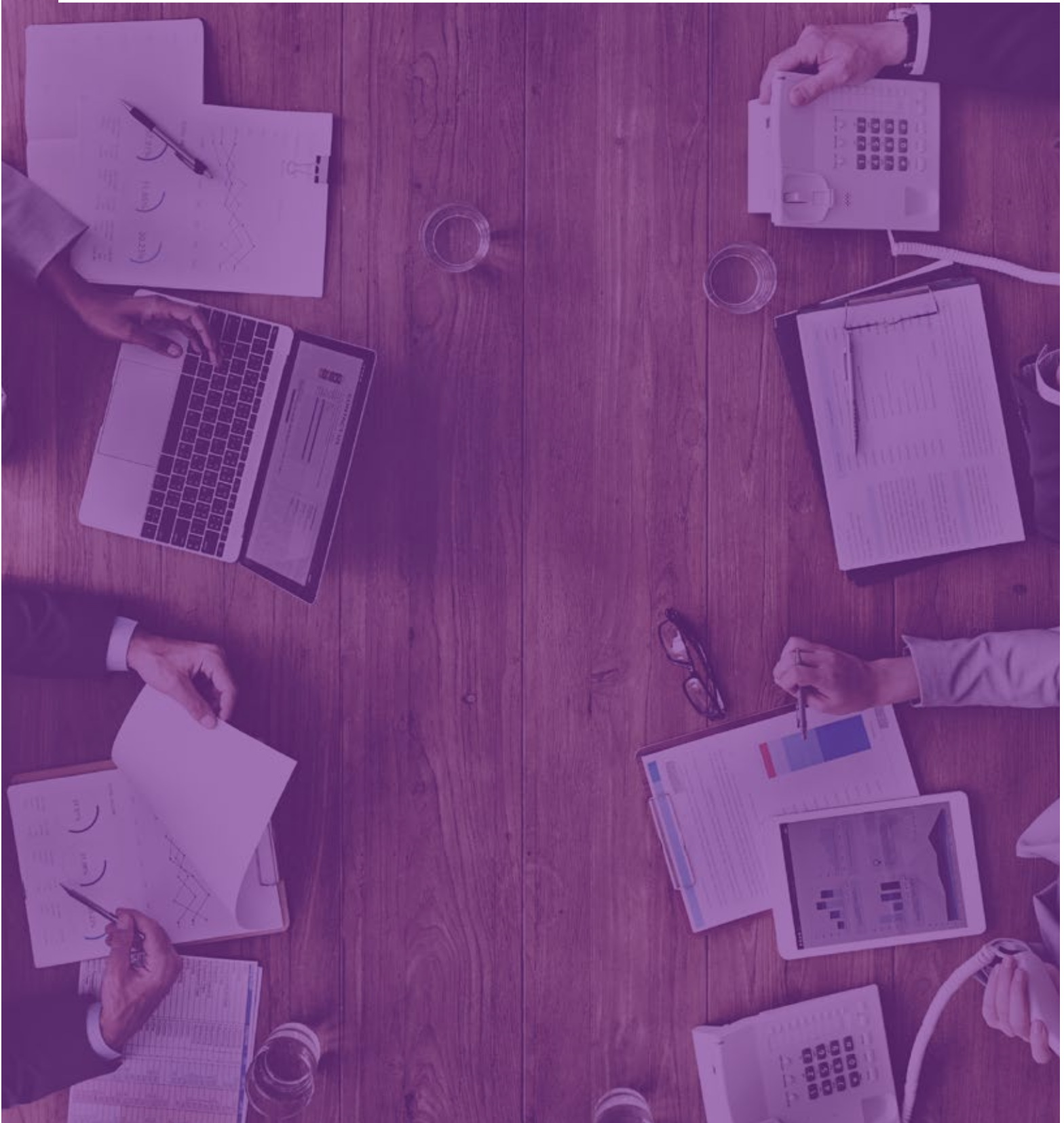
Wondering where your money goes when you pay your property taxes? From water and sewer to reserves for future upgrades and replacement of infrastructure, your money goes toward providing a variety of services and amenities for a livable community.



City of Pitt Meadows proposed annual costs per average single family household in 2017. Based on the average 2016 assessment of approximately \$510,000.



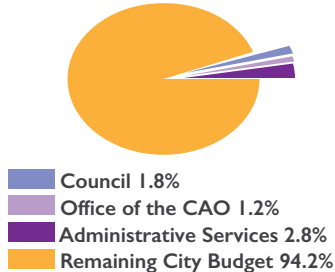
DEPARTMENT BUSINESS PLANS



CAO & ADMINISTRATION SERVICES



Department's Share of City Budget



Operating Budget:	\$1,074,100 (CAO/Admin \$748,000; Council \$326,100)
Capital Budget:	\$0
Staffing Complement	6.2 FTE (Full-time equivalent)
Supports Strategic Focus Areas:	Corporate Excellence; Economic Prosperity & Community Livability

OVERVIEW

The Office of the CAO and Administration Services business unit is comprised of Pitt Meadows City Council, the Office of the Chief Administrative Officer (CAO) and Administration Services.

Pitt Meadows City Council is responsible for good governance and setting policies that benefit the city. Council prioritizes the establishment of programs and services that use financial resources effectively in order to maximize overall value for citizens.

The CAO is responsible for the overall administration of municipal operations in accordance with the objectives, policies and plans approved by Council. The CAO directs, leads, and coordinates the activities of various City Departments, in conjunction with department heads, and liaises directly with key service delivery partners such as the RCMP, Fraser Valley Regional Library and Nustadia (arena contractor). The CAO promotes effective government relations, provides guidance and advice to Council regarding municipal operations, and is responsible for executing Council's decisions. The CAO is directly accountable to Mayor and Council.

The CAO directly oversees the following City Departments:

- Corporate Services
- Financial Services
- Engineering & Operations
- Community Services
- Fire & Rescue Services
- Administration Services (Corporate Officer)

CAO & ADMINISTRATION SERVICES

Although the other City departments work independently, the Office of the CAO and Administration Services are combined into one department. This preserves the natural flow of working together and enables us to more efficiently support Mayor and Council in their legislative function. Acts, Bylaws and Policies are the source of authority for both elected officials and staff. As such, the CAO, supported by the Corporate Officer, ensures Council and Administration have a clear understanding of their respective roles and responsibilities in the policy-making process. Working together under the accepted authority of the City's Bylaws and Policies, we can ensure optimum transparency and accountability, as well adherence to all legal guidelines.

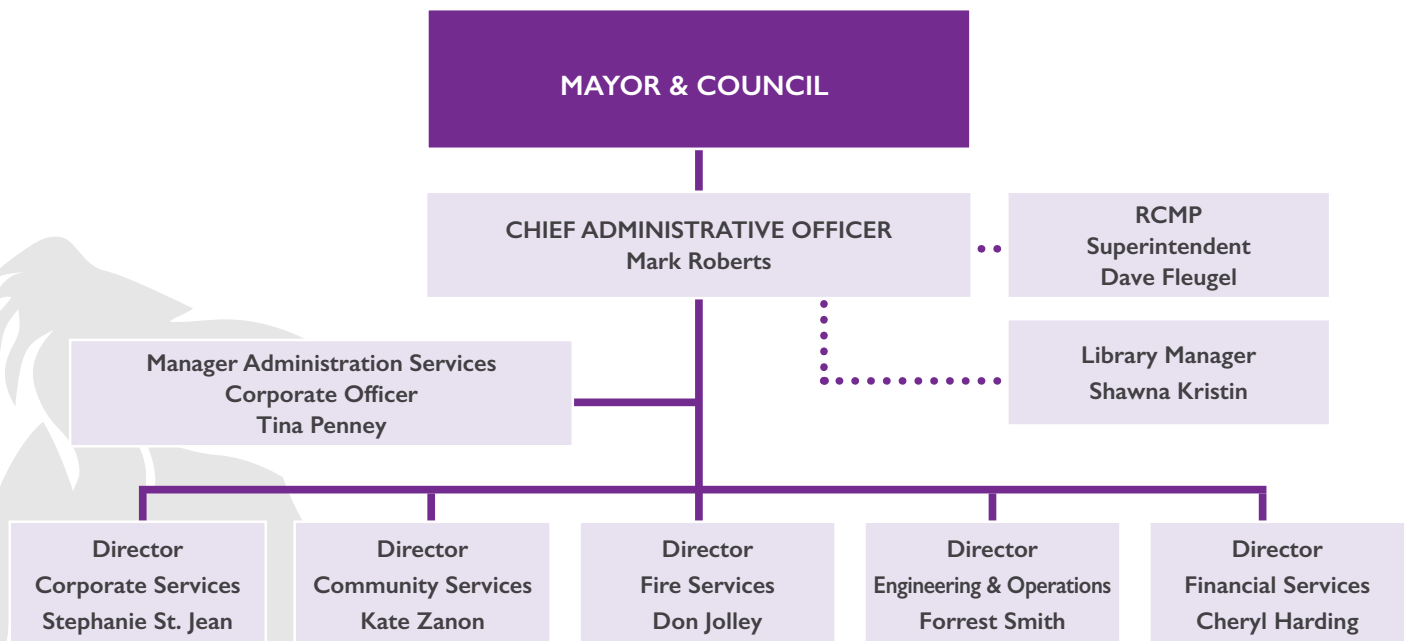
The civic activities of the Administration Services include the following duties:

- preparing and distributing agendas and minutes
- disseminating decisions made during Council meetings
- professionally managing the City's records
- responding to requests submitted under the Freedom of Information and Protection of Privacy Act
- assuring procedural fairness when Council sits in a quasi-judicial manner (such as public hearings)
- providing legislative, procedural and parliamentary advice to Mayor and Council, the administration, and the public, as requested
- administering local government and school trustee elections

Administration Services also provides professional expertise regarding the procurement of goods and services, contracts and risk management, legal services, customer services, executive secretarial services to the Mayor and CAO, and real estate and appraisal services.

STAFFING COMPLEMENT

Office of the CAO:

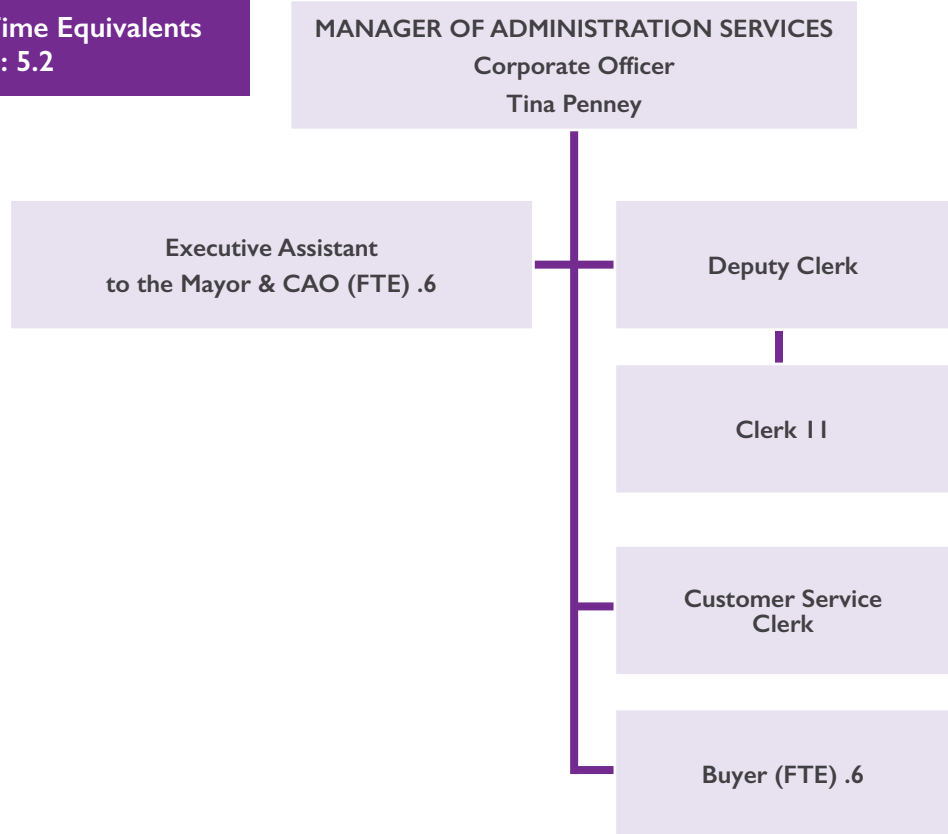


CAO & ADMINISTRATION SERVICES

STAFFING COMPLEMENT

Administration Services:

Full-Time Equivalents
(FTE): 5.2



■ AT A GLANCE

Pitt Meadows' Past

Pitt Meadows has a long history of aboriginal culture and settlement dating back at least one thousand years, but it was not until the 1870s that European settlers established Bonson's Landing, which was incorporated in 1914 and renamed Pitt Meadows. At this time, Pitt Meadows was an agricultural community made up of less than 250 people and its farms supplied Vancouver and New Westminster with produce and dairy products.

As transportation technology grew, so did the links between Pitt Meadows and its neighbouring municipalities. The construction of the Pitt River Bridge in 1957 and the Pitt Meadows Airport in 1963 strengthened Pitt Meadows' connections with the City of Vancouver and with the Greater Vancouver region more generally. In 1914 Pitt Meadows received its Letters Patent from the Province and the Lieutenant Governor and was formally named the Corporation of the District of Pitt Meadows. However, it was not until 1995 that Pitt Meadows officially became a member of Metro Vancouver, making it one of 21 municipalities in the Greater Vancouver Regional District. It was in this same year that Pitt Meadows was formally identified as a City.

With its rich history of agricultural production and its abundance of wetlands, wilderness, and wildlife, it was not surprising when Pitt Meadows acquired The Natural Place Official Mark from the Registrar of Trade-marks in spring of 2006.

Pitt Meadows' Present

Although Pitt Meadows has grown in its non-agricultural economy over the years and has a current growth-rate of 13.5%, marking it as a growing municipality within the GVRD, 86% of the City's landmass remains within the Agricultural Land Reserve. Pitt Meadows' agricultural lands include extensive large parcels producing cranberries, blueberries, horticultural products, and greenhouse crops, as well as land for grazing, dairy farming, and other farm activities.

Pitt Meadows' population is currently at 18,673 and is estimated to be 23,867 by 2042. We are seeing an expansion in the City's municipal workers and services as well, with a 45.9% increase in City employees over the past year. This is in large part due to the City's new independent provision of Parks and Recreation Services. The City now employs 89 permanent workers (64 full-time, 10 part-time, and 15 auxiliary).

Pitt Meadows also wishes to acknowledge the aboriginal history of these lands and foster positive relationships with the aboriginal peoples currently living here. To support these priorities, on January 27, 2016 there were three historic agreements signed between the Katzie First Nation and the City of Pitt Meadows. These agreements signified the mutual goodwill of both parties and emphasized the shared vision for cultural and environmental sustainability in our communities. The City anticipates a long and fruitful partnership with the Katzie First Nation in fulfilling this vision. The provincial and federal governments both recognized the Katzie and the City for their cooperation.



2016 ACHIEVEMENTS

Office of the CAO

- **Independent Parks & Recreation Department.** We completed the department's implementation while meeting Council's mandate to maintain an equivalent supply of programs and services. In doing so, we also adhered to Council's mandate to maintain the service cost to what we had been previously paying to Maple Ridge under the joint agreement.
- **Organizational Change.** The Office of the CAO re-organized staffing functions that incorporated the newly developed Parks and Recreation Department. The new organizational structure more efficiently aligns staff with Council's strategic priorities. Moreover, this restructuring made available nearly \$200,000 in corporate salary savings that were redistributed to Council and Administrative priorities such as Civic Engagement, Communications, and Human Resources. Civic engagement and communications are priorities that will promote the quality of life in the community by having the City and its citizens working together effectively. Human Resources is an administrative priority that will ensure corporate culture is strong so that we have a healthy and happy workplace that enhances the delivery of services to our community.
- **Airport Governance and Strategic Visioning.** A management consulting firm specializing in aviation was engaged to facilitate decision-making between the Cities of Pitt Meadows and Maple Ridge, which are co-members of the airport society. This process has resulted in the production of draft airport society constitution and bylaws that will guide the airport board governance structure.
- **South Harris Developments.** City staff, together with consultants, provided Council and the public with information and plans regarding the proposed Business Park in south Pitt Meadows (design elements, pedestrian safety, traffic patterns, transportation infrastructure needs and environmental considerations).
- **Exempt Staff Agreement.** We successfully revamped an exempt agreement that was approved by Council earlier this year. This agreement includes compensation philosophy, benefit parameters, performance development objectives, hours of work, and employment obligations.
- **Katzie First Nations Relations.** The City continued a rewarding process to establish strong relations with Katzie First Nations. Together with the Katzie First Nation, we finalized and endorsed our shared, newly developed communication protocol as well as our water, sewer and fire protection agreements.
- **Garbage, Green Waste & Recycling Service Improvements.** Under Council's guidance, we successfully negotiated a new contract for garbage and green waste collection at a significant cost savings. New services have been added, including automated pick-up serviced by environmentally-friendly compressed natural gas trucks, curbside glass collection, and the planned facilitation of a styrofoam collection event, making recycling more accessible for residents.
- **Municipal Revenue Billing System.** The City implemented Phase I of the Municipal Revenue Billing System, involving taxes and utility billing revenues that improved existing business processes and improved access to information. Under this new system, we also introduced on-line self-service capabilities.
- **Environmental & Sustainability Stewardship.** In 2016, we began delivery of a new service that will enable the responsible use and protection of Pitt Meadows' natural environment through conservation and sustainable practices. Such practices are ultimately intended to meet our collective responsibility to retain the quality and abundance of our land, air, water, and biodiversity.



- **Civic Engagement & Communications Service Area Review.** Our Communications Team worked with a consultant to review our civic engagement and communications protocols, processes and strategies in order to make recommendations for improvements. These recommendations will be finalized by January 2017. This service area review has involved staff input at all levels of the organization as well as many external community partners. The goal is to optimize both internal and external communications and significantly enhance civic engagement.
- **Fire Services Review.** The assessment of the sustainability and effectiveness of the City's current fire and rescue service model was completed, as well as identifying ways to improve performance, if necessary. During 2016, many of the recommendations have been completed or started.
- **CAO Recruitment.** Council, with the support of the Human Resources Department, completed a thorough recruitment process for the incumbent CAO.
- **Council's Action List.** Of the 55 action items tabled by Council for discussion/ consideration over the course of the Council term:

Completed	>75% Complete	>35% Complete	>0% Complete	Ongoing	Pending
68%	6%	4%	15%	7%	0%

- **Increased Budget Transparency & Approval of 2016 Business Plans & Budget.** In the interests of improving transparency, enhancing budget understanding, and refining decision-making processes, Council and the public now receive more detailed information regarding the budget.
- **Taxation Town Hall Meeting.** A town hall meeting was hosted to present the proposed 2016 budget and provide public with an opportunity to learn more about the budget and its cost drivers.
- **Government Relations & External Affairs.** The following partnerships and meetings remain an active part of the CAO's function:
 - Meetings with Ministers at UBCM
 - City of Pitt Meadows/Katzie First Nations Federation of Canadian Municipalities (FCM) Community Infrastructure Partnership Program
 - School Board/Pitt Meadows Council joint meeting to discuss subjects of common interest
 - Cities of Maple Ridge/Pitt Meadows Councils joint meeting to discuss subjects of common interest
 - Cities of Port Coquitlam/Pitt Meadows Councils joint meeting to discuss subjects of common interest
 - Presentations to numerous groups and agencies, including:
 - Urban Development Institute
 - Real Estate Board of Vancouver Municipal Update
 - Union of BC Municipalities
 - FCM Sustainability Communities Conference
 - Pitt Meadows Senior Secondary Outreach
 - Local Government Leadership Academy
 - Participation on a number of regional advisory committees, including:
 - Regional Administrators Advisory Committee
 - Metro Vancouver Treaty Advisory Committee
 - BC Emergency Health Services/ Regional Administrators Working Group
 - Regional Emergency Coordinators Committee/ & Integrated Regional Emergency Management Committee
 - TransLink



Administration Services

- **Council Procedure Bylaw Refresh.** In response to public comments, we researched, facilitated public consultation, and made recommendations regarding the efficiency and effectiveness of Council Meetings' question period. We also implemented additional bylaw changes regarding the order of business, adding a Celebration of Pitt Meadows category to agendas, allowing for substitutions to Acting Mayor Rotation, and entrenching regular weekly meetings into the bylaw. This process is not yet complete, but is expected to be by year-end.
- **Council Meeting Agendas and Records.** Administration manages the weekly publication of the Council agenda and recording of those meetings, including coordination of required follow-through work.
- **Public Hearings.** Our office successfully conducted the second "Sutton" public hearing in accordance with current legislation and assisted the public with this complicated process. Additional public hearings and public consultations were held throughout the past year.
- **Parliamentarian and Paralegal Advice.** We provided parliamentarian and paralegal advice to Mayor and Council and internal departments as required.
- **Council Correspondence.** Administration provided letters of support to a variety of groups, ensured proper circulation of correspondence, and arranged for announcements and delegations at Council Meetings.
- **Records Management.** The systematic control of the creation, maintenance, use and disposition of the City's records was ensured. This included the effective and proper documentation of Council motions, policies and bylaws.
- **Freedom of Information and Protection of Privacy.** We complied with provincial privacy legislation in responding to 14 requests. There was no need for any review by the FOI Commissioner. Staff were sent on two privacy legislation training workshops and regularly participated in meetings of the regional group for the sharing of ideas and experiences.
- **UBCM Convention and Minister Meeting.** Our office aided in the preparation for Council attendance at the provincial-wide local government meetings, including the meetings held with Provincial Ministers on areas of importance within Pitt Meadows.
- **E-Comm 911.** We worked with Council and E-Comm administration and Maple Ridge Staff to secure Councillor Bell as the joint Pitt Meadows/Maple Ridge E-Comm 911 representative. This appointment is in place until the next local election (October 2018).
- **Council Appointments.** Administration supported Council with appointments and properly published such information on the City's website and other means to inform the community of established Council appointed Committee and outside agency appointments.
- **Joint Council Meetings.** Our office arranged for joint Council meetings with the City of Maple Ridge, the City of Port Coquitlam, and the School District.
- **Airport Governance.** We supported the CAO and Council in their efforts to establish common ground with airport partners and determine the City's responsibilities as one of the Airport Society members. The City's Administration division has played an active, albeit background, role in supporting and facilitating Airport activities. This role includes the production of a press release and letters, AGM attendance, Steering Committee coordination and support, arrangements with consultants and City of Maple Ridge.



- **Procurement.** Administration provided support services to internal departments on a decentralized basis. In September a permanent part-time “Buyer” was added to our team. We are now initiating a centralized resource. We have standardized templates for approval, award, and agreements in sourcing goods and services. These actions are establishing steady procurement practices and will further help with minimizing the inherent risks with entering such agreements. As at Oct 31, 2016 twenty-one competitive bids were issued and a total value of \$4,199,845 purchase orders were issued.
- **Contract/Lease Management.** A staff committee began, and is continuing, to refresh the City’s contract management policies. Achieved to date is a listing of all contract and agreements together with expiration to assure conformity with the legal requirements.
- **Land Administration.** The significant achievement this term has been the efficient ongoing management of lease arrangements, the negotiation of renewed/new leases, and the proper indexing of these agreements. Real Estate and Appraisal Services have been minimal during the past year.
- **MIABC and Risk Management.** There are five open claims registered with the Municipal Insurance Association of BC (MIABC). During the past year, 11 claims were closed and three new claims received. Administration works closely with MIABC to ensure that risk management practices are in place and known throughout the organization. A specific Risk Management Control Survey on Harris Park, completed in October 2016, identified 16 recommendations for risk management tasks in that area.
- **Customer Services.** As part of changes made to the organization, Customer Services is now under the authority of Administration Services. This is intended to expand our cross-functional and collaborative style of operation.

■ KEY CHALLENGES FOR 2017

Office of the CAO

- **Aging infrastructure** and ability to finance its maintenance and replacement.
- **Taxation.** The City will endeavor to meet the challenge of developing an appropriate taxation model that will meet citizens’ needs for service delivery while not placing undue financial burden upon them.
- **Community growth and increasing demand for services and programs.** In particular, there is increased demand for social and environmental responsibility, readily accessible information through various sources, and improved and robust civic engagement processes.
- **Parks, recreation, arts, culture and heritage independent model.** Following the transition in 2016 to an independent service model, staff will need to closely monitor programs, services and budgets to ensure they continue to meet Council and the community’s expectations regarding value and uniqueness to Pitt Meadows.
- **Increasing cost of regional services** (i.e.; water, sewage treatment).
- **Reduced accessibility to federal and provincial grants.**
- **Downloading from federal and provincial agencies** such as hazardous spill response and social services and support.
- **Stricter federal and provincial legislation** requiring more stewardship and reporting (i.e.; work place safety, greenhouse gas reporting and asset management accountability requirements).
- **Internal salary compression** between IAFF staff members, fire chiefs and, in turn, exempt staff.
- **Higher labour costs and payroll deductions** for EI, CPP and Pension Plan.
- **The impact of traffic congestion.** In particular, Lougheed Highway corridor continues to be a concern, adversely affecting vehicle wait times at signalized intersections.



- **CP Rail train impacts** to the community with the primary concern involving long wait times at the Harris and Kennedy Road rail crossings and the corresponding negative affect to fire, police and ambulance emergency response.
- **Invasive plant management.** Invasive plants (i.e.; Japanese Knotweed, Giant Hogweed and Parrot Feather) that do not occur naturally in ecosystems within Pitt Meadows pose a threat to our native environment and its biodiversity. Eradication of these species will take many years, and will require consistent monitoring by City crews, continued work with the Metro Vancouver Invasive Plant Council, along with coordinated efforts amongst neighbouring municipalities.
- **Managing the increasing complexity/multi-jurisdictional nature of crime** as a result of improved access to the region's northeast sector.
- **Recruitment and retention of knowledgeable and skilled labour force** including paid on-call volunteer firefighters.
- **IT business system processes** are to a large extent manual and consist of significant work-a-rounds to manage information and tasks that are not managed by our current antiquated business system software systems. Manual processes are costly, inefficient, prone to error, and delay timely data retrieval and reporting. We have implemented our new Revenue Billing System (Tempest), and we will need to commit to continued investment in new software solutions in order to optimize operational efficiency.
- **Government Relations & External Affairs.** There is a continuing need to develop and nurture partnerships with key service delivery partners.

Administration Services

- **Council Procedure Bylaw.** Once the amendments in progress are complete, we will determine if this bylaw properly interfaces with Council's needs.
- **Public Hearing for Golden Ears Business Park (GEBP).** In the event that Council advances the ONNI rezoning application for GEBP, we will be prepared to meet all legal obligations to ensure a seamless semi-judicial process.
- **Council Meeting Processes.** Administration will continue to streamline processes for the production and publication of weekly agenda and minutes, including timely access for the public.
- **Council Appointed Committees.** Administration will prepare to manage this decentralized important city function in order to ensure that governance best practices will be consistently applied.
- **Council Correspondence Policy** requires a review to confirm that it is meeting Council's and the public's needs.
- **Customer Services.** The Customer Services function (primarily the front counter area) must be disentangled from the Financial Services function and refocused on activities relevant to its name Customer Services. This will allow for cross-functional and collaborative style of operation within the customer service areas throughout the organization.
- **Freedom of Information and Protection of Privacy.** City staff make every effort to address FOI requests as soon as they are received; however, these staff are also responsible for the weekly production of Council meetings. Despite this and the compounding factor of the level of involvement in a typical request, every effort is made to complete FOI request prior to the 30-day legislated time-line. Furthermore, it is challenging to ensure that staff and the public understand what constitutes a formal request as opposed to information that would be readily available without such request.
- **Contract/Lease Management Agreements** require consistency and need to be well written in the unfortunate event of a conflict between the parties. This is largely a decentralized function that requires a home headquarters in order to successfully meet these challenges.



CAO & ADMINISTRATION SERVICES

- **Risk Management.** With a more optimal use of our procurement resources, together with those available at the Municipal Insurance Association relevant to risk management, we continue efforts to be cautious and preventative in contractual agreements and with anticipating the City's risk areas within our parks, infrastructure and facilities.
- **Land Administration** has been without a central location within the City administration. It is typical that the Administration division of the CAO's office would manage this most important function. In the forthcoming year we will need to reallocate some staff time, as required, for this responsibility.

KEY INITIATIVES 2017

Division	Initiative	Target
Office of the CAO	• 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
	• Guide the development of a long-term financial plan which combines financial forecasting with financial/asset management strategies to secure financial sustainability.	Ongoing
	• 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. There should be a continued focus on the Ministry of Transportation because of the need for improvement to the Lougheed Highway Corridor.	Ongoing
	• Civic Engagement & Communications Services Review. Develop an action plan for the recommendations put forward in the review. The final goal for the implementation of these recommendations is to improve government decision-making, make information for citizens easier to access, and offer more varied opportunities for citizens to contribute their views regarding matters that affect them. We also wish to ensure our internal and external communication processes are effective and efficient.	Q4
	• Environmental Stewardship Service Review. Initiate a review to ensure the City establishes best practices. The review would include: <ul style="list-style-type: none"> • Analysis of regulatory framework application during all permitting processes (development, zoning, building, soil, filming, building demolition) • Environmental inventory management • Review riparian areas regulation policies and procedures • Develop riparian area management plans • Invasive species management • Review the environmental fees and charges • Review stewardship policies/activities • Air quality • Waste management 	Q4



CAO & ADMINISTRATION SERVICES

Division	Initiative	Target
Office of the CAO (cont'd)	<ul style="list-style-type: none"> • Parks, Recreation, Arts, Culture & Heritage Independent Model. Review the 2016 independent service delivery model to ensure that the decisions, programs, and services fully align with Council's service level expectations and offer value to the community. As well, lead the signature events, arts leadership services, and volunteer engagement process reviews. 	Q4
	<ul style="list-style-type: none"> • Airport Governance and Visioning. Finalize the long-term governance, coordinate the strategic visioning and ensure land use is consistent with City bylaws and processes. 	Q2
Administration Services	<ul style="list-style-type: none"> • Airport Governance. Provide support to CAO in finalizing the Airport tasks. 	Q4
	<ul style="list-style-type: none"> • Council Procedure Bylaw. Complete amendments in progress and determine whether the refreshed bylaw meets Council needs. 	Q1
	<ul style="list-style-type: none"> • GEBP Public Hearing. In the event that a public hearing is required, lead the management of that process and ensure all legal requirements are properly met. 	TBD
	<ul style="list-style-type: none"> • Council Appointed Committees. Train staff and committee members in governance best practices in order to familiarize them with Council processes and proper decision-making and authorities. 	Q2
	<ul style="list-style-type: none"> • Council Correspondence Policy. Review the policy and either obtain Council's direction for change or affirm the existing one. 	Q1
	<ul style="list-style-type: none"> • Freedom of Information and Protection of Privacy. Hold training sessions for staff and Council for a better understanding of the purpose and application of this law. Ensure information available to the public is up-to-date and relevant for the public to access information. 	Q3
	<ul style="list-style-type: none"> • Procurement Function. Ensure, through a complete review of the city's procurement processes and procedures, that we receive the best possible price when aspects of quality, quantity, time and location are compared to promoting a fair and open competition, while minimizing risk exposure in to the City in all areas relating to our procurement function. 	Q3
	<ul style="list-style-type: none"> • Records Management. Establish and manage a successful organizational-wide records management program specific to our records classification system and, in partnership with our I.T. division, include such training in the "Document Management" software that electronically supports this information management 	Q2
	<ul style="list-style-type: none"> • Contract/Lease Management. Ensure consistency among all agreements, including the use of a management system that will track all agreements from their establishment to their disposal. 	Q2
	<ul style="list-style-type: none"> • Risk Management. Create a program for the ongoing identification of areas that require assessment, the undertaking of the assessment, and finally the completion of any resulting recommendations. Ensure proper and consistent use of templates for engaging into contractual agreements. 	Q4
	<ul style="list-style-type: none"> • Land Administration. Establish Land Administration function within the Administration division of CAO's office. 	Q1
<ul style="list-style-type: none"> • Refresh Council Agenda and Process. Work with the Mayor and CAO to assess the current Agenda process and determine possible refresh strategies for enhancing its efficiency. If these strategies are deemed useful, make recommendation to Council for changes. 	Q2	



CAO & ADMINISTRATION SERVICES

PROPOSED OPERATING BUDGET

Office of the CAO Financial Summary - 2017 thru 2021

	2016 Approved Budget	2017 Proposed Budget	Proposed for	Changes 2017	2018 Proposed Budget	2019 Proposed Budget	2020 Proposed Budget	2021 Proposed Budget
			\$	%				
Operating:								
Office of the CAO	\$220,442	\$226,600	\$6,158	2.8%	\$236,300	\$246,000	\$254,800	\$263,600
Administration Services	512,150	521,400	9,250	1.8%	539,000	556,200	570,100	584,900
Net Operating Expenses	\$732,592	\$748,000	\$15,408	2.1%	\$775,300	\$802,200	\$824,900	\$848,500

Key Budget Changes for 2017:

Salary and benefits	18,700
Other	(3,292)
Change in net operating expenses	15,408

Mayor and Council Financial Summary - 2017 thru 2021

	2016 Adopted Budget	2017 Proposed Budget	Proposed for	Changes 2017	2018 Proposed Budget	2019 Proposed Budget	2020 Proposed Budget	2021 Proposed Budget
			\$	%				
Operating:								
Indemnity & Benefits	\$240,900	\$250,100	\$9,200	3.8%	\$255,300	\$260,700	\$266,200	\$271,600
Conferences & Meetings	27,300	27,300	-	0.0%	27,300	27,300	27,300	27,300
Memberships	13,800	13,800	-	0.0%	13,800	13,800	13,800	13,800
Mayor & Council Education	-	-	-	0.0%	-	5,200	-	-
Municipal Business	5,200	5,200	-	0.0%	5,200	5,200	5,200	5,200
Phones & Devices	4,600	4,600	-	0.0%	4,700	4,800	4,900	5,000
Community Relations	9,100	9,100	-	0.0%	9,100	9,100	9,100	9,100
Election	-	-	-	0.0%	33,000	-	-	-
New Council Orientation - Term	-	-	-	0.0%	-	21,000	-	-
Other	1,200	1,200	-	0.0%	1,200	1,200	1,200	1,200
Transfer to Reserve	14,900	14,800	(100)	-0.7%	14,800	14,800	14,800	14,800
Transfer from Reserve	-	-	-	0.0%	(33,000)	(26,200)	-	-
Net Operating Expenses	\$317,000	\$326,100	\$9,100	2.9%	\$331,400	\$336,900	\$342,500	\$348,000

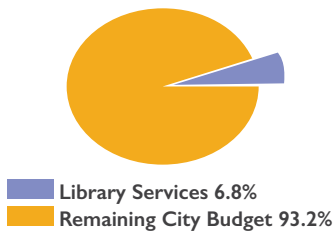
Key Budget Changes for 2017:

Salary and benefits	9,200
Other	(100)
Change in net operating expenses	9,100

LIBRARY SERVICES



Department's Share of City Budget



Operating Budget:	\$1,261,300
Capital Budget:	\$ N/A
Staffing Complement:	7.78 FTE (Full-time equivalent) includes 7.26 FTE staff filling existing positions and 0.52 FTE replacement staff filling vacancies due to sick, vacation and other paid leaves.
Supports Strategic Focus Areas:	Community Livability

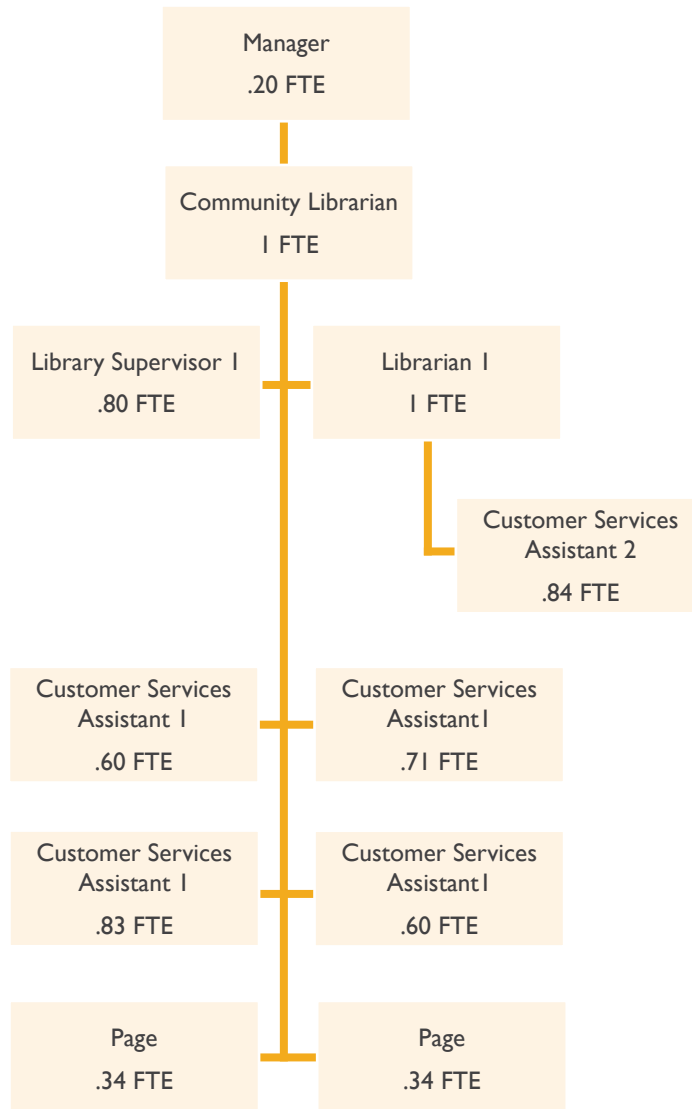
OVERVIEW

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, knowledgeable staff and inviting physical space. The Library provides free access to information, serves as a community hub for information and referral, and promotes literacy including digital literacy. 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.

The Library offers access to over one million items in its floating print collection, including books, large print items, magazines, newspapers, world language materials, DVDs, CDs, audio books and musical instruments. The FVRL website provides free access to eBooks, eAudiobooks, eMagazines, language learning tools, music, movies, classic TV, and databases for all ages.

Library programs and outreach encourage literacy, build engagement and meet the needs of the local population, from newborn babies to seniors, and from long-term residents to new Canadians. The Library values the community partnerships that it has formed with a variety of groups including SD42, Katzie First Nation, and many other organizations and businesses, and continues to establish new connections in order to reach more people and have a greater impact on the community. Planning is informed by the Library's involvement with community development committees such as Early Childhood Development, Middle Years Matters, Local Immigration Partnerships, Community Literacy and Katzie Health.

STAFFING COMPLEMENT



■ AT A GLANCE

- September to June - open 7 days a week (62 hours/week)
- July and August – open 6 days a week (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
- Chess table
- 9 regular employees and 2 student pages (7.78 FTE including 7.26 FTE staff filling existing positions and 0.52 FTE replacement staff)
- Access to FVRL's floating print collection of approximately one million items
- Collection size at the Library averages 30,000 items
- Access to FVRL's digital content, including eBooks and databases
- 40% of Pitt Meadows residents have a library card
- Number of holds requested (2015): 6,561
- Number of items circulated (2015): 133,723
- Percentage of items circulated through automated check system (2015): 55.3% check-out/ 85.3% check-in
- 353 programs offered with 9,662 people in attendance (2015) – a 12.2% increase in attendance since 2014
- 220 children's and teen's programs offered with 8,950 people in attendance (2015) – a 46.1% increase in attendance since 2014
- 114 adult programs offered with 693 people in attendance (2015)

■ 2016 ACHIEVEMENTS

- **Integrated Service – One Desk.** Permanent changes were made to create one service point for all customer needs. Integrated service provides a more cohesive experience for customers and creates staffing efficiencies.
- **Customer Service Training.** Recognizing that quality customer service is essential, FVRL embarked on a comprehensive staff-delivered customer service training program. At the end of 2016 all system staff, from student Pages to the Executive, were trained to deliver exceptional customer services.
- **Pitt Meadows Friends of the Library.** Our local Friends group supported the Library through fundraising initiatives, such as Shred-a-thon, book sale, and Quiz Night, and provided support at Library programs.
- **New Staff Workstations and Public Internet Terminals.** New computers and monitors replaced existing staff workstations at customer service points. Public internet terminals were upgraded to provide customers with a better experience, including faster response time to user inputs.
- **New Services and Collections.** In support of enhancing customer experiences and increasing customer engagement, the Library added the Lynda.com on-line learning service to the collection and introduced the Uke'n Play ukulele lending program,



KEY CHALLENGES FOR 2017

- **Staff Training and Development.** Respectful Workplace training and supervisory training will take place in the first half of 2017. At the same time, staff require ongoing education in areas such as new technologies in order to meet customer demand.
- **Technology.** A perpetual challenge for any public library is to remain up to date with swiftly evolving technology and to achieve this within existing budgets, both in terms of services available to customers and behind-the-scenes system hardware and software.
- **Collections.** Library-specific eBook publisher pricing models make it difficult for libraries to meet customer demand for eBooks without weakening other areas of their collections. Recent unfavourable exchange rates also limit the Library's buying power.
- **Community Outreach.** The Library will be strategic in developing new and continued partnerships in our community. The challenge is to balance this initiative with our in-library services and our current staffing complement.

KEY INITIATIVES 2017

Division	Initiative	Target
Library	• Support the creation and delivery of exceptional customer experiences.	Ongoing
	• Actively participate in the i(dea) Centre, a forum and tracking system for staff ideas that improve customer experiences.	Q1-Q2
	• Provide collections, services and a facility to enhance the customer experience and increase customer engagement.	Ongoing
	• Increase awareness and use of the Book a Librarian service.	Q1-2
	• Increase awareness of and build excitement about collections through the FVRL pod-casting initiative.	Q3-4
	• Support a sharing economy by introducing new learning opportunities with exciting new lending materials, such as our Uke 'n Play ukulele lending collection.	Q1-Q2
	• Offer services, collections and formats that align with current and anticipated trends.	Ongoing
	• Encourage STEAM (Science, Technology, Engineering, Art and Design, Math) programming and learning by developing new programs and opportunities.	Q1-2
	• Experiment with green screen technology to engage customers and increase library awareness.	Q2-4
	• Offer new technology based programs using technologies such as Sphero and MakeyMakey.	Q3-4
	• Work collaboratively with local government, community and other partners to identify local issues, needs and priorities and explore ways to work together.	Ongoing
	• Continue developing relationships with community partners.	Ongoing
	• Build a high-performing and engaged workforce.	Ongoing
	• Provide Supervisory training for all supervisors to help staff identify strengths and areas for improvement with respect to leadership, team, conflict-management and communication skills.	Q1
	• Provide Respectful Workplace training for all staff to help employees understand their rights and responsibilities in creating a respectful work environment.	Q1-Q2
	• Develop staff knowledge and comfort with new technologies that can be used in programming, such green screens, Sphero and MakeyMakey.	Q1-Q2
• Continue developing technological expertise of all staff with staff training opportunities.	Q3-4	



LIBRARY SERVICES

PROPOSED OPERATING BUDGET

Library Financial Summary - 2017 thru 2021

	2016 Approved Budget	2017 Proposed Budget	Proposed Changes for 2017		2018 Proposed Budget	2019 Proposed Budget	2020 Proposed Budget	2021 Proposed Budget
			\$	%				
Operating:								
Expenses								
FVRL Levy	953,000	992,300	39,300	4.1%	1,021,100	1,051,700	1,083,200	1,115,700
Lease/Strata	210,900	229,400	18,500	8.8%	234,000	238,700	243,500	248,400
Operating and Maintenance	38,600	39,600	1,000	2.6%	40,400	41,200	42,000	42,800
Net Operating Expenses	\$1,202,500	\$1,261,300	\$58,800	4.9%	\$1,295,500	\$1,331,600	\$1,368,700	\$1,406,900

Key Budget Changes for 2017:

Member assessment for salaries, benefits, materials	39,300
Leased premises strata fee	18,500
Other	1,000
Change in net operating expenses	58,800

FVRL UNFUNDED LIABILITY

An actuarial report completed in early 2016 valued FVRL post retirement and longer-term sick leave benefits payable about \$2M higher than previously valued. The actuarial report was the first detailed valuation of these obligations done by FVRL. If FVRL had been aware of the value of these obligations, FVRL would have charged Members for these expenses as they were earned by employees in past years. As this was not done, and these benefits will need to be paid out in future years, FVRL Board elected to require Members to fund their share of the \$2M (referred to as an unfunded liability) evenly over the next ten years. Ten years is the approximate time-period over which the benefits will be paid out to employees. Accordingly, each year, in addition to the regular Member Assessment, each member will be charged their 1/10 share of the Unfunded Liability, to the extent that it cannot be fully funded from the respective Members Municipal Salary and Benefit Reserve (Reserve). This Reserve is held by FVRL and is funded from a share (50%) of past salary and benefit budget surplus(es) for the respective Member's library branch(es); current estimated balance for Pitt Meadows is \$77,000. Pitt Meadows share of the \$2M Unfunded Liability is \$79,657 with \$7,966 (1/10th) to be paid to FVRL from 2017 to 2026 inclusive. In 2017, Pitt Meadows share will be fully funded from the Municipal Salary and Benefit Reserve.

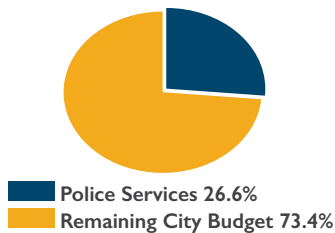
PROPOSED CAPITAL BUDGET

Category	Project #	Priority	2017	2018	2019	2020	2021	Total
Library	LI-001	3			240,000			240,000
Self Check-in Unit Replacement 02-292-9702								
Library Total					240,000			240,000

RCMP/POLICE SERVICES



Department's Share of City Budget



Operating Budget:	\$4,921,900
Capital Budget:	\$0
Staffing Complement:	22 Regular Members Housing & Support Agreement to cover 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 to increase public safety. In addition to reactive policing, by 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 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. The newly renovated Pitt Meadows Community Policing Office has traditionally offered local crime prevention services and now an increasing level of service. 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. They are: Increased Community Safety, Effective and Efficient Policing and Continuous Improvement. The detachment achieves their objectives through a variety of critical partnerships within the community and the citizens and also through a crime reduction strategy, community policing and crime prevention programs.

■ AT A GLANCE

Ongoing Deliverables

- Continued representation on the Records Management Committee. The representative will develop 'power user' level skills and provide training and hands-on assistance to department staff, as well as keep staff up to date on policies and procedures as they relate to records management.
- Regular updates to Mayor and Council both formal and informal.
- Detailed Financial Plan presentations to Mayor and Council.
- Prolific and Priority Offender Management to increase public safety.
- Joint Police Liaison Committee to discuss issues of strategic importance to both communities.
- Partner with ICBC for education awareness and enforcement projects.
- Leverage Civil Forfeiture legislation at every opportunity.
- Participate in gang reduction initiatives, including PTEP (Provincial Tactical Enforcement Priority).
- Provincial seasonal funding to enhance police initiatives in Provincial Parks, including marine waterways.
- Partner with Operation Rednose for accreditation, training and public safety.
- Deliver effective Community Policing programs such as Crime Free Multi Housing (CRMH), Speed Watch, Block Watch, Citizens on Patrol and Citizens Bike Patrol.
- Support fundraising efforts of Cops for Cancer and BC Law Enforcement Torch Run.

Found Milestones

- Bait Bike Program – bait bikes were utilized this calendar year in an effort to catch culprits committing bike thefts in our communities. Police were unsuccessful at apprehending a criminal using the bait bike.
- Hosted a Cyber-Bullying/On-Line Behaviour Community Forum – in partnership with the Youth Department during Youth Week, the RCMP jointly hosted a presentation by Jesse Miller to increase community knowledge and awareness.
- Clearance Rate Renewal Training – Training was provided to all RCMP personnel showing how clearance information is collected and how Statistics Canada reports and uses this information.
- Electronic Asset Management (WiseTrack) Improvements - The enhancements made ensure that movement of police equipment is seamlessly tracked in the main detachment building as well as the Randy Herman building and the Pitt Meadows Community Policing Office.
- Cadet Program Renewal – Revision and renewal of information packages received by new members has been completed, along with expanded rotation in internal sections and units to enhance a recruit's knowledge and understanding of how the detachment functions.
- Child Youth Advocacy Center MOU – This is a legally binding agreement between Community Services and the RCMP to have a collaborative relationship supporting child victims of crime.
- 2015 Community/Annual Report – a visual and informative report was created and released.



2016 ACHIEVEMENTS

Efficiencies and Effectiveness Highlights

- General Duty Shifting Analysis pilot has been completed and analysis of the data will be available early 2017
- Clearance Rate training for RCMP members to ensure that data information recorded is accurately represented in Statistics Canada data.
- Increased our Block Watch program to a total of 197 blocks by adding 8 new blocks in 2016.
- Increased Crime Free Multi-Housing program by adding 1 additional building bringing our total to 19 out of 36 buildings. We have an additional 4 buildings going through the certification process.
- Enhancements to the electronic asset tracking system that includes an expansion to the Randy Herman Building

Customer Service Highlights

- Revitalization of the Victim Services program to expand critical incident support to victims of crime. Enhancements include recruitment and training of a new volunteer base to provide 24/7 service to our communities.
- Planning the move to switch workspace locations with the By-Law Department in the Randy Herman Building. This will achieve increased efficiency including police having the ability to secure the 2nd floor, providing By-Laws with a “store front” operation which will be more accessible to the public, and increased municipal records storage.

Interdependencies

- Real-time Intelligence Center (RTIC) offering 24 hours/7 days per week coordination and information sharing to assist with multi-jurisdictional violent crime events.
- Independent Investigations Office of BC (IIO) provides civilian oversight to police interactions with the public.
- ECOMM delivers scalable complaint-taking and dispatch services to Ridge-Meadows RCMP in a consolidated fashion.
- Metro Vancouver Integrated Teams provide specialized policing services to our communities.
- Inter-agency working relationships with ICBC, School District No. 42, Ministry of Justice, Probation Services, Ministry of Children/Family Development, Provincial and Federal Corrections, Ridge-Meadows Mental Health, Ridge-Meadows Hospital, Maple Ridge Fire Rescue, Maple Ridge Bylaws, City of Pitt Meadows, Ridge-Meadows Community Services and BC Ambulance Services.



KEY CHALLENGES FOR 2017

- **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, legislative policies, social policies and technological advancements that, while extremely important, have had unintended consequences of substantially increasing the time and costs associated with investigating and clearing cases. Court decisions add to police investigative procedures and police must meet the strict procedural guidelines set by Crown Counsel, who approve a recommended charge. Today's laws are more complex and require significant additional education and training of police officers to enforce their numerous provisions. The introduction of new technology has had both positive and negative results.
- **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.
- **Legislative and Crown Requirements at a Higher Standard.** There is a need for an increase in both operating and administrative resource time allocations to prepare detailed court documentation, meet high standards of investigation, as well as maintain protocol for arrests.
- **Complexity of Information Technology.** Increases in the amount of time it takes to investigate due to technology. This can include seizure and processing of cell phones, tablets, computers and search of multi-social media networks. The impact of this reality is on the investigating member and can involve several specialized units.
- **Efficiency Reviews.** We continually engage in reviews that will increase value for dollar in all that we do. This includes everything from how we provide a service to prolonging computer/monitor lifespan. At every corner we look at the decisions in front of us and look for more efficiency and financial savings.
- **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. Ridge-Meadows is a front runner in the Lower Mainland with respect to working within social media and we utilize Facebook and Twitter to communicate information on a daily basis.



KEY INITIATIVES 2017

Division	Initiative	Target
RCMP/Police Services Enhance Community Safety	• Work with School District 42 to create a community protocol around safe schools (VTRA)	Q3
	• Work with stakeholders to implement an integrated community standards enforcement team including Fire, TransLink and By-Laws to reduce incidents of homeless camps	Q1-Q4
	• Continued Road Safety focus: <ul style="list-style-type: none"> • Enforcement at high crash intersections • Focus on excessive speeding infractions • Develop a strategy to reduce traffic complaints 	Q1-Q4
	• Implement new Provincial standards relating to Missing Persons as outlined in new legislation (Missing Persons Act)	Q1-Q4
	• Deliver an inter-agency case assessment team (ICAT) to support victims in high risk domestic violence incidents	Q1-Q4
	• Develop a local strategy to increase knowledge of youth relating to drugs, on-line behaviour, new driver program and healthy choices.	Q1-Q4
RCMP/Police Services Effective & Efficient Performance	• Provide training and roll out of Narcan (Naloxone) to on-road resources to disperse in emergent situations	Q1
	• Ongoing training to promote employee awareness around health & safety responsibilities, including officer wellness and maintaining a respectful workplace	Q1-Q4
	• Informal sessions where the public is invited to discuss public safety issues with senior RCMP management	Q1-Q4
	• Work with community stakeholders to make improvements to current Court processes with the focus of better supporting marginalized and addicted clients	Q1-Q4
	• Develop a Detachment Communications Strategy to improve internal/external communication	Q2
	• Implement software upgrades to mobile data terminals (laptops in police cars) to provide officers with connectivity to email and internal RCMP desktop tools.	Q1
RCMP/Police Services Continuous Improvement	• Implementation of the RCMP Managerial Review (external audit) recommendations	Q2
	• Implementation of the Magor system between the CPO and the main detachment which will allow secure video/audio feed for briefings	Q2
	• Enhanced relationship with the Katzie (incremental package for 1 addition member)	Q1-Q4
	• Enhance the on-line interactive Crime Map to include crime prevention information (Block Watch & Crime-Free Multi-Housing buildings) as well as additional crime type information	Q2
	• Research feasibility and costs of implementing an Intranet for Ridge-Meadows RCMP Detachment	Q4
	• Implement AGLG recommendations to increase communication and transparency to local government by reporting regularly on HR, finance, public trust issues and cost drivers.	Q2
	• Work with Community Services to evolve the Youth Diversion program towards a Restorative Justice community healing model	Q2



PROPOSED OPERATING BUDGET

Police Services Financial Summary - 2017 thru 2021

	2016 Approved Budget	2017 Proposed Budget	Proposed Changes for 2017		2018 Proposed Budget	2019 Proposed Budget	2020 Proposed Budget	2021 Proposed Budget
			\$	%				
Operating:								
Expenses								
Policing - RCMP Contract	3,633,000	3,714,200	81,200	2.2%	3,807,200	3,909,800	4,012,300	4,124,900
Policing - Housing and Support	1,173,000	1,196,000	23,000	2.0%	1,288,000	1,326,000	1,432,100	1,546,700
Pitt Meadows CPO - Net	7,900	8,200	300	3.8%	8,500	8,700	8,900	9,100
Crime stoppers	3,500	3,500	-	0.0%	3,500	3,500	3,500	3,500
Net Operating Expenses	\$4,817,400	\$4,921,900	\$104,500	2.2%	\$5,107,200	\$5,248,000	\$5,456,800	\$5,684,200

Key Budget Changes for 2017:

Members' regular pay, overtime, pension costs	76,300						
Office administration, records management, facility rent	30,600						
Capital vehicle costs funded from reserve	(20,800)						
RCMP DNA analysis	10,000						
Integrated teams population & crime statistics adjustment	9,700						
Other	(1,300)						
Change in net operating expenses	104,500						

PROPOSED CAPITAL BUDGET

None.



DECISION PACKAGE A: RCMP REGULAR MEMBER

Department/Division:	Police Services
Submitted by:	Supt. David Fleugel

Description

The RCMP are requesting an additional regular member to bolster the resourcing levels. Currently the resourcing level for RCMP regular members is at twenty-two (22) and has been at this level for over 5 years.

Recommendation

That one (1) additional RCMP regular member be added to establishment.

Financial Implications:

One (1) Regular RCMP Member

Financial Impacts:					
Description of Costs for the Position	Operating		\$ 166,000	Capital	\$
Base Salary	X	Ongoing		One-time	
Employee Health and Other Benefits	X	Ongoing		One-time	
Employee Set-up (including computer, phone, supplies etc)		Ongoing		One-time	
Other (specify):	X	Ongoing		One-time	
Special Remarks: Costs include Div. Admin					

Discussion

Many external factors have changed such as the Golden Ears Bridge and the much anticipated Skytrain to Coquitlam. We know that crime has no geographical borders and Pitt Meadows is experiencing criminals moving through the area coming from Surrey, Langley, Maple Ridge and Coquitlam and it is time to bolster police resources.

Over and above these external factors, Pitt Meadows needs additional police attention and focus on traffic related issues, working with the City to make changes and improve performance. This focus will both decrease crashes at highly visible intersections, as well as help calm traffic pressures.

As well, the Katzie is an integral partner with the City of Pitt Meadows. Availability of a member's time to further build and enhance the relationship with the Katzie will have a positive impact in the community.

The City of Pitt Meadows is a community with a young demographic and the additional resource will be able to provide more youth support, both in the high school as well as inclusive of Katzie needs.

Pitt Meadows is changing on many fronts and it is important to keep stride with police resources. It is not recommended to fall behind appropriate police resourcing levels as it is difficult and costly to catch up.

Illustrative examples of work:

- Respond to police incidents
- Keep community safe
- Work on community policing initiatives

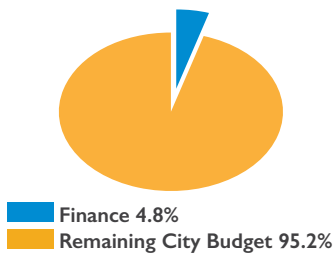
Alternatives

Council may decide not to bolster the establishment of police resources.





Department's Share of City Budget



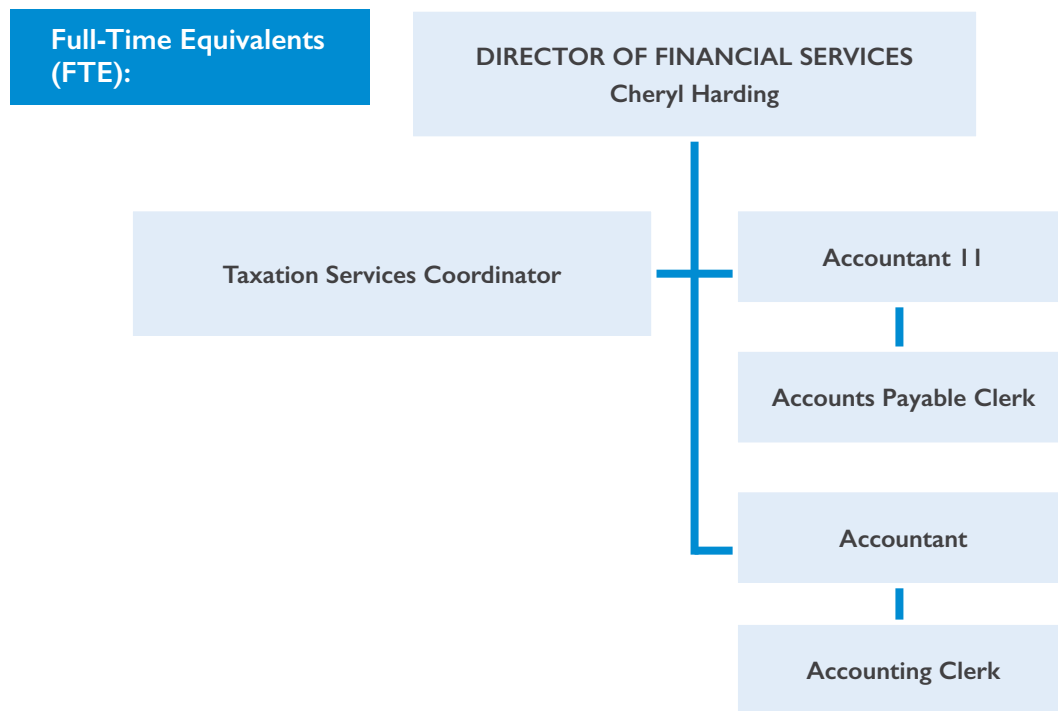
Operating Budget:	\$933,000
Capital Budget:	\$0
Staffing Complement:	5.6 FTE (Full-time equivalent)
Supports Strategic Focus Areas:	Corporate Excellence & Economic Prosperity

OVERVIEW

As an overall corporate support function, 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 \$210 million of financial and non-financial assets and \$30 million of annual operating costs. Key department functions that support the day to day operations of the City 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 year end, levying and collecting municipal taxes and utility fees and annual budget remain the core services of our annual cycle.

STAFFING COMPLEMENT



AT A GLANCE

The City's 2016 operating budget, including utilities and amortization is \$30 million.

- The City's 2015 debt servicing costs for principal and interest is \$741,000 compared to our legal service limit of nearly \$7.6 million. The debt per capita is \$364.
- The City manages approximately 22,000 assets valued at their original cost of \$246.5 million. They depreciate by approximately \$5.2 million each year.
- The 2016 annual transfer to reserves for the purpose of maintaining and replacing current infrastructure and providing for new infrastructure is \$5.8 million.
- The City's 2015 investment portfolio is valued at \$28.6 million and generated a 1.90% yield.

Indicator/Measure	2015	2014	2013
Number of tax folios	7,045	7,002	6,890
Number of folios claiming home owner grant	5,170	5,108	5,008
% of folios claiming electronic home owner grant	25.1%	23.2%	19.4%
Current year taxes outstanding	4.6%	4.2%	2.1%
\$ amount of accounts payable invoices	\$32.5M	\$35.3M	\$35.4M
Number of invoices processed (approx.)	3,900	4,500	4,000
% of invoice payments processed by electronic funds transfer	59%	52%	0%
\$ of purchasing card transactions	\$263K	\$304K	\$267K

- According to the BC Assessment Authority, the assessed value of all properties in Pitt Meadows is \$3.544 billion and municipal taxes collected is \$17.8 million, as depicted for each property class.

Class Description	2016 Net Taxable Values (\$)	2016 Revenues (\$)	2016 %	2015 %	2014 %
Residential	2,956,680,802	10,775,919	60.8	61.0	62.1
Utilities	6,673,480	238,466	1.4	1.4	1.4
Major Industry	3,567,000	131,677	0.7	0.8	0.8
Light Industry	51,933,700	810,155	4.6	4.7	4.8
Business & Other	473,447,378	5,061,579	28.4	27.9	26.7
Recreation/Non Profit	23,634,500	234,310	1.3	1.3	1.4
Farm	17,236,417	507,342	2.8	2.9	2.8
TOTALS	3,533,173,277	17,759,448	100.0	100.0	100.0

2016 ACHIEVEMENTS

- **Billing, Permitting, Licensing and Taxation System (BLITS).** The Financial Services Department was heavily involved in the first part of the year with the implementation of Phase I Land, Taxation and Utility Billing which will provide full integration to the land system supporting the Development Services activities. Participation in Phase II Business Licensing, Dog Licensing and Municipal Ticketing continued for the remainder of the year. BLITS provides for on-line services such as electronic property tax and utility billing, account inquiry, license registration and payment processing. As of October 2016 there are 792 on-line account registrants which includes a quantity of 148 selecting the electronic billing option.
- **Independent Parks & Recreation Division.** Supporting the independent Parks, Recreation & Cultural Services division through budget development, financial reporting, cash handling procedures, assistance in the registration system implementation, transfer of utility service accounts and increases in payment and banking transactions.
- **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 for the 2015 financial reporting year and was the outcome of the combined efforts of the Finance team and the Communications division.
- **Long Term Financial Planning.** Comprehensive asset management plans were developed in 2015 for Sewer Infrastructure and Buildings. Plans for the remaining asset groups are anticipated to be completed by the end of 2016.
- **Unqualified 2015 Audit Opinion.** In accordance with Canadian public sector accounting standards, the City received an unmodified audit report related to its 2015 Financial Statements, representing a culmination of significant effort to record, analyze and report financial activity and results for 2015. In addition, there were no management letter items identifying accounting control issues or inadequate practices.
- **Financial Reporting.** The Chart of Accounts re-structure project commenced in 2016 and will be completed in 2017. This will provide a foundation for more efficient meaningful management and financial reporting.

KEY CHALLENGES FOR 2017

- **Long Range Infrastructure Planning.** Globally, municipalities are facing significant infrastructure funding gaps where assets are being used up much quicker than they are being replaced as a result of funding limitations and lack of provincial and federal grants. Implementing the recommendations from the recently completed Asset Management Plans will be an important step towards addressing the funding gaps in managing the city's infrastructure.
- **On-line services.** Partner with Communications to continue to promote the use of tax and utility electronic billing and on-line inquiry and payment tools which will improve upon process efficiencies and customer access to City information.
- **System Changes.** Continue to develop and support enhanced financial functions within the Intelli-Leisure Recreation registration system and BLITS systems integration to the general financial system in order to improve reporting, billing and on-line customer service levels.

KEY INITIATIVES 2017

Division	Initiative	Target
Financial Services	• Debt Management Policy. Develop a debt management policy to provide guidance on the quality of decisions and goals regarding debt issuance practices which demonstrate the City's commitment to long-term capital and financial planning.	Q2
	• Surplus Policy. Develop a rationale and strategy for allocation of year-end operating budget surpluses.	Q2
	• Financial Reporting Award. Meet application requirements for the 2016 Financial Reporting Award	Q2
	• City's Chart of Accounts. Complete the re-development of the City's Chart of Accounts to provide a sound, methodical and efficient basis for effective financial and operational reporting.	Q2
	• Review Third Party Services for RFP's, Banking, Audit and Investment.	Q3
	• Vadim iCity Upgrade. In support of Vadim OPEN Time Capture and discontinuation of software support for older versions a significant upgrade of the City's General Financial System to 2.5 is required.	Q3
	• Financial Reporting. The implementation of the Chart of Accounts in the 2nd quarter of 2017 is the foundation to provide meaningful management reporting. We will endeavour to introduce new management reports that will permit better financial analysis and understanding.	Q4
	• Asset Management Plan Recommendations. Co-ordinate and address the recommendations from the recently completed Asset Management Plans.	Q4
	• 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



PROPOSED OPERATING BUDGET

Finance Financial Summary - 2017 thru 2021

	2016 Approved Budget	2017 Proposed Budget	Proposed Changes for 2017		2018 Proposed Budget	2019 Proposed Budget	2020 Proposed Budget	2021 Proposed Budget
			\$	%				
Operating:								
Revenue								
Finance Fees and Charges	(39,500)	(41,500)	(2,000)	-5.1%	(41,500)	(41,500)	(41,500)	(41,500)
Total Revenue	(39,500)	(41,500)	(2,000)	-5.1%	(41,500)	(41,500)	(41,500)	(41,500)
Expenses								
Finance	511,500	517,700	6,200	1.2%	538,300	560,200	576,800	588,600
Common Services	401,900	415,300	13,400	3.3%	428,400	441,600	454,800	458,100
Total Expenses	913,400	933,000	19,600	2.1%	966,700	1,001,800	1,031,600	1,046,700
Net Operating Expenses	\$873,900	\$891,500	\$17,600	2.0%	\$925,200	\$960,300	\$990,100	\$1,005,200

Key Budget Changes for 2017:

Revenues								
Tax Information Requests			(2,000)					
Expenses								
Salary and benefits			8,800					
Professional Development			(2,400)					
Legal services			10,000					
Photocopier Usage			3,500					
Inflation and other			(300)					
Change in Net Operating Expenses			17,600					

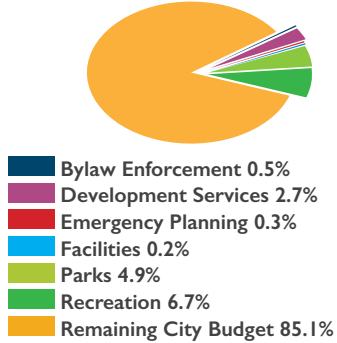
PROPOSED CAPITAL BUDGET

None.

COMMUNITY SERVICES



Department's Share of City Budget



Operating Budget:	\$5,714,300
Capital Budget:	\$1,987,000
Staffing Complement:	33.0 FTE (Full-time equivalent); 50 FTE Seasonal
Supports Strategic Focus Areas:	Community Livability, Transportation and Infrastructure, Economic Prosperity, and Corporate Excellence

OVERVIEW

The Community Services Department consists of six distinct divisions:

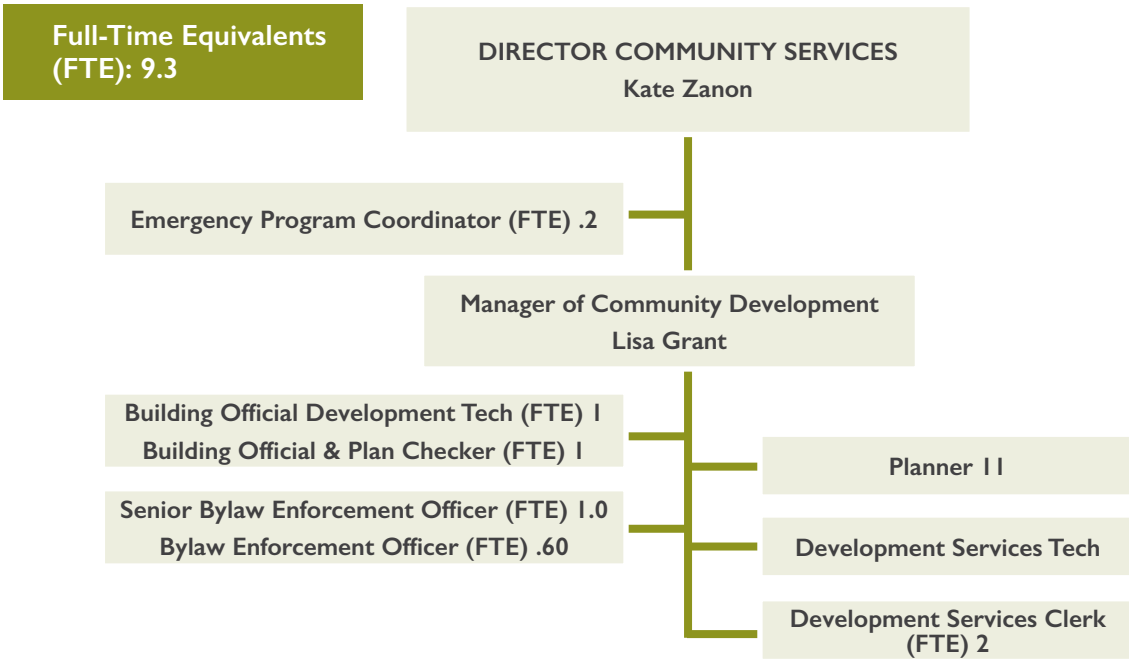
1. Development Services
2. Recreation
3. Parks and Facilities
4. Special Events
5. Arts, Culture and Heritage
6. Emergency Management

The Community Services Department oversees all of the services pertaining to the delivery of services directly to the community. The team provides direct customer service while balancing the efficient use of resources to the 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.

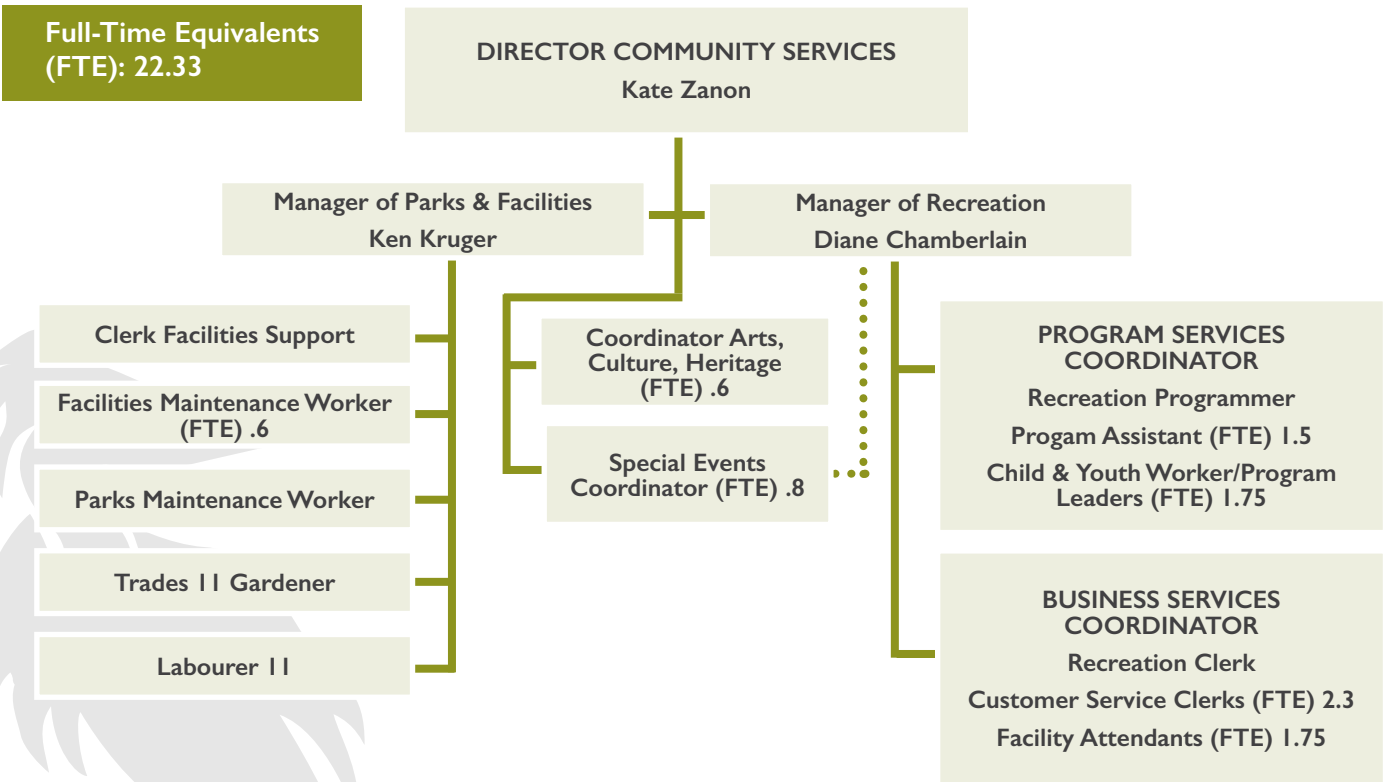


COMMUNITY SERVICES

COMMUNITY DEVELOPMENT



PARKS & RECREATION DEPARTMENT



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 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

Encourages healthy lifestyle through creating opportunities for participation in sports, recreation, arts, culture and heritage, for residents of all ages. Participates in regional networks to support user groups to create a healthy, connected, engaged and vibrant community.

Services Include:

- Provision of sports, recreation, arts, culture and heritage programming for infants through to seniors
- Operation of the Pitt Meadows Family Recreation Centre, South Bonson Community Centre and Pitt Meadows Heritage Hall
- Operation of a Community Drop In Youth Centre
- Facilitation of renting City buildings for events and activities
- Oversight of fields and ice rentals for regional user groups
- Liaison to the Pitt Meadows arena contract
- Provision of after school care and drop in programs
- Community leadership in healthy living

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, facilities and connected greenways which contributes to the overall community livability.

Services include:

- Oversight and maintenance of all City parks, 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

SPECIAL EVENTS

Provides opportunities for residents to connect, feel engaged and build community through national and local celebrations while promoting City events to the region; networks with interest groups to support events, encourage volunteerism and neighbourhood development.

- Oversight of the City's annual signature events
- Support to community initiated events and festivals
- Oversight of the Pitt Meadows volunteer program
- Support to City celebrations
- Creation and Implementation of a Special Events Program and Plan
- Oversight of the filming permits program
- Manage the City's Corporate events

ARTS, CULTURE AND HERITAGE

Promotes the value of arts, culture and heritage in everyday life by increasing awareness of opportunities to engage in events and activities, contribute to an overall sense of place and foster innovation and creativity.

Services include:

- Encouraging and supporting the inclusion of arts in special events, where appropriate
- Creating and supporting Arts in Public Places program
- Creating and supporting community arts, culture and heritage projects, events and programs
- Arts, Culture and Heritage leadership engagement and education
- Managing and maintaining of arts inventory
- Creating and implementing an Arts, Culture and Heritage master plan
- Promoting the City's participation in Arts and Culture

EMERGENCY MANAGEMENT

Ensures the City is prepared to manage both local and regional emergencies when the provision of City services is challenged from a natural or man-made event.

Services include:

- Oversight of the City's training and resources for emergency preparedness
- Oversight of the training, supplies and staffing of the City's emergency operations centre if it is activated
- Coordinating the emergency social services contract
- Providing education on emergency preparedness planning



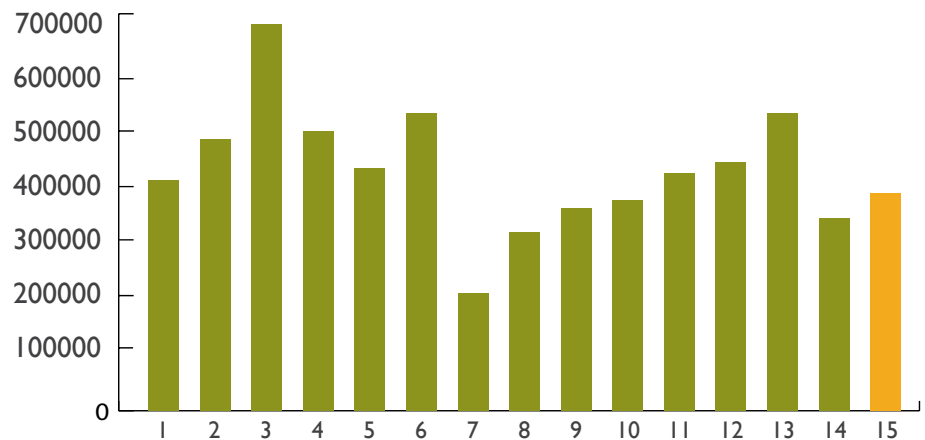
■ AT A GLANCE

- **Current Population.** Estimated at 18,673 residents
- **Total Number of Households.** Between the 2006 and 2011 Census periods, the total number of households in Pitt Meadows increased from 5,820 to 6,720 an increase of 13.5% in the five year period, making Pitt Meadows one of the top five fastest growing municipalities in Metro Vancouver.
- **One Family Households.** When compared with the regional data, Pitt Meadows has a larger share of one family households (74%) than the regional average (64%) and lower share of single person households (24%) than the regional average (29%).
- **Age Demographic.** 70% of the population in Pitt Meadows is of working age (14-65), 12% of the population is over the age of 65 and 18% of the population is under the age of 14. The demographics in Pitt Meadows are expected to shift with a significant increase in the population over the age of 65 requiring foresight into planning amenities, resources, housing stock and transportation needs in the future.
- **School Enrollment.** Pitt Meadows has four elementary schools and one high school. The current combined enrollment at these schools is 2,391 students.
- **Land Limitations.** There are 6,907 hectares of land in the Agricultural Land Reserve in Pitt Meadows, which is approximately 83% of the land base. Therefore a limited land base available for urban development results in limited opportunity for both residential and commercial/industrial growth. The City is meeting these challenges through focusing residential growth on infill and lot densification, and commercial growth on infill and redevelopment.
- **Housing Stock.** Housing stock in Pitt Meadows has grown by over 80% between 1991 and 2011, an approximate increase in 2,910 units. Through the same time period the number of multi-family units has increased by 280%, and there are more multi-family units than single-family homes in Pitt Meadows.
- **Business Growth.** There are approximately 976 licensed businesses in Pitt Meadows, which is consistent with the number of licenses issued in 2016



- **Cyclical Nature of Building Permit Revenue.** The construction industry is cyclical in nature and closely tied to the health of the economy. In Pitt Meadows, one large project can have a substantial impact on the permit revenue stream. In 2017 a significant increase in revenues are projected based on current development projects already underway and anticipated upcoming projects. In order to smooth out the impacts on taxation from lower permit revenues in the future a Development Revenue Stabilization Reserve has been established.

Building Permit Revenue



- **Building Permits.** As of October 31, 2016, 134 building permits were issued, including 42 Tenant Improvement building permits, and 1,060 building permit inspections were performed.
- **Bylaw Activity.** On average the Bylaw Office responds to 600 to 700 bylaw complaints/infractions a year.
- **Toilet Rebate Program.** The toilet rebate program began in May of 2012. Over four years approximately 102 rebates have been issued. In 2015, the program expanded from one toilet per household to allow two toilets per household.
 - Total rebates paid in 2012 (May – December) = 13
 - Total rebates paid in 2013 (January to October) = 37
 - Total rebates paid in 2014 (January – October) = 25
 - Total rebates paid in 2015 (January – October) = 33
 - Total rebates paid in 2016 (January – October) = 25
- **Bike Lanes and Trails.** Both bike lanes (31km) and off road multi-use trails (14.8 km) have been steadily increasing in Pitt Meadows.
- **Facilities.** 20 facilities including 6 heritage buildings
- **Parks.** 23 parks totalling 145 acres
- **Registered Programs.** 2,599 people participated in registered programs.
- **Registered Day Camps.** 1,145 children participated in day camp programs.
- **Pitt Meadows Family Recreation Centre.** 66,416 people paid admissions to use the Pitt Meadows Family Recreation Centre (both drop in and membership users)
- **Harris Road Outdoor Pool.** 4,748 people were admitted to the Harris Road outdoor pool in summer 2016.
- **Pitt Meadows Arena.** 4,456 people were admitted to the arena for drop in skating and activities.
- **Active Events Supported.** 13 community led activities were supported such as the Terry Fox run and Parkinson's Super Walk.
- **Grassroots Events Supported.** A total of eight grassroots events were supported such as Summer Serenade and Osprey Village Spring Fling.
- **Large Festivals and Events.** Five large festivals were supported such as Pitt Meadows Day and a Pitt Meadows Christmas.
- **Block Parties.** Supported six block parties with a total of 315 attendees.



2016 ACHIEVEMENTS

Development Services

- **Development 101 Workshop.** Staff in the Planning, Engineering and Building departments created a Development 101 workshop to assist both Council and the public in understanding the many phased of developing a property.
- **Infill Policy Review.** Identified as a 2016 priority project, several areas of improvement have been reviewed. These areas include parking, form and character of developments, which provided policies to achieve greater diversity of types of infill housing offered. Public consultation was completed in the 4th quarter of 2016 with completion anticipated in early 2017.
- **Golden Ears Business Park Phases 3 and 4 Rezoning Application.** Staff facilitated additional research requested by Council with respect to the Golden Ears Business Park application including working with a consultant on the creation of an Area Plan and Draft Design Guidelines for Development Permit Area #4.
- **Dog Control Bylaw No. 2735 (Dangerous Dogs).** The Dog Control Bylaw was amended to provide greater regulatory to deal with dog bites and other aggressive behaviour. The bylaw provides a framework for rehabilitation of dogs, increased fines and licensing fees, and measures for public notice.
- **Filming Policy Amendment and New Bylaw.** Extensive consultation was completed to better align the Filming Policy to meet community objectives and needs, identify regulatory measures to reduce impacts on neighbours while incorporating filming industry needs.
- **Business Readiness Forum.** An outreach event targeting existing and prospective business operators. Information about city services was provided and key staff was on hand to answer questions and provide information. A survey was conducted to better understand business needs.
- **Implementation of new Liquor Sales Regulations.** The Provincial Government released new regulations concerning the sale and consumption of alcohol. This included the ability for groceries stores to sell alcohol. The City adopted a new zoning regulation that restricted the sale of alcohol within 1km of an existing liquor store.
- **Garden Suite Regulations.** The City approved new updated regulations for garden suites to provide increased rental housing and alternative affordable housing options.
- **Sign Bylaw.** Council adopted a new sign bylaw updating to bring the Bylaw up to date with 2016 sign standards. Improved opportunities for businesses to promote events and activities are also included in the bylaw.
- **Land Acquisition Policy.** Prepared a land acquisition policy, adopted by Council, to guide requests and planning around potential community land acquisitions.
- **Small Lot Farming Review.** Reviewed the City's small lot farming area off of Kennedy Road with respect to viable farming options.
- **Intermunicipal Business License Program.** Initiated conversations with the Fraser Valley Intermunicipal Business License consortium (the City is a member) to explore expanding membership to all of Metro Vancouver.
- **Supported Public Consultation on Proposed Development Projects.** Residents have shown interest in a several industrial, commercial, and residential projects throughout the community this year. Staff worked to facilitate questions and answers on these projects as well as coordinate additional public input opportunities.
- **Dog Patrols on Dikes.** Saturday patrols by Bylaw Enforcement staff occurred through July and August as a means to educate the public to the City's dog control regulations.
- **Advisory Design Panel Terms of Reference.** The Advisory Design Panel (ADP) is an advisory body to Council on matters related to the evaluation of the design of developments within the municipality. Council reviewed the terms of reference and made several changes to the composition of the committee and the list of items the committee reviews to reflect current green building initiatives and sustainability.



Recreation

- **Pitt Meadows Parks and Recreation Department.** Developed and implemented a plan to exit the Joint Leisure Services Agreement by October 31, 2016 within the same service level parameters and on budget at \$2.5 million dollars.
- **KDH Consulting.** KDH Consulting Services was hired to prepare a new Parks and Recreation model and implementation plan. The plan included meetings with community stakeholders and a community public open house in March 2016.
- **Awards.** Maple Ridge Pitt Meadows Parks & Leisure Services won the 2016 Outstanding Business Partner award.
- **Age Friendly Communities Initiative.** Supported the implementation of the recommendations from the Age Friendly Communities Initiative Report. Received an award for the creation of this initiative.
- **Employee Wellness Program.** Collaboration with Human Resources to establish an employee wellness program.
- **Youth Programming.** Expanded hours of operation and facility access with a focus on pre-teens.
- **After School Programs.** As one of the first initiatives of the new Recreation team, the after school programs are currently being restructured and expanded to increase opportunities for access and participation.
- **Relationships with Community Organization.** Establishing new relationships with community organizations such as Ridge Meadows Seniors Society and the Museum Society.
- **Life Skills Programming.** The youth drop-in program at South Bonson Community Centre has received local food bank donations to support life skills cooking programming for youth.
- **Marketing Guide.** Transition to an independent Parks and Recreation marketing guide.
- **Policies, Contracts and Agreements.** Transitioned the Joint Commission Policies, Contracts and Agreements to as applicable.
- **Partnership with Vancouver Foundation.** Matching funds for neighbourhood block parties for locally focused projects such as garden restorations. A total of 11 residents accessed these funds for garden enhancement projects.

Parks & Facilities

- **Harris Park Pool.** Harris Road pool infiltration system upgrade was completed. These works also included boiler and surge tank upgrades.
- **Harris Road Park.** Installed low flow water devices at Harris Park washrooms.
- **New Flag Pole.** Installation of flag pole in Spirit Square dedicated to the Katzie First Nations flag.
- **Community Garden.** Completed the Community Garden expansion project, doubling the size of the garden.
- **Facilities Streamlining.** Streamlined all City owned facilities under one umbrella for management and maintenance consistency and for more strategic long term capital replacement planning.
- **Facilities Condition Assessment.** Started a condition assessment of municipal buildings. This project will continue in 2017, with an expanded scope to include all parks and recreation facilities.
- **Facilities Software Implementation.** In 2016, the process began to implement an asset tracking and maintenance software for facilities. This software implementation will continue in 2017.



Special Events

- **Culture Days.** The City's second year celebrating Culture Days included an expansion to a three day event celebrating many aspects of Arts and Culture in the community.
- **Community Events Calendar.** Established on-line Pitt Meadows Community Events Calendar
- **Parks and Recreation Department Grand Opening.** Launched the grand opening of the City's new Parks and Recreation department with festivities at the Pitt Meadows Family Recreation Centre.
- **Hired a Special Events Coordinator.** With the City's new parks and recreations service area the City has expanded the special events service with a designated Special Events Coordinator to support signature community events, volunteer led events and other community and neighborhood event initiatives.
- **Volunteers.** Began reaching out to community volunteers to learn more about their experience in the community and how to grow the volunteer spirit.
- **Volunteer Workshops.** Under the joint services three volunteer workshops were held: safe events, Ideas Expo and a festival review.
- **Remembrance Day.** Supported the Legion in planning and holding the City's Remembrance Day ceremony.

Arts, Culture & Heritage

- **Harris Road Park Community Art Project.** Refresh of Harris Road Park community art mural.
- **Unveiling of Two Community Art Projects.** Celebration of two community art projects: installation of the 1000 Cranes – Artwork that Empowers Community Art in Public Places Project led by artist Brad Dimwoodie at the Pitt Meadows Family Recreation Centre and unveiling of the Osprey Village Artist in Residence Reading Yurt by artist Rebecca Fischer, which will travel through the schools and library.
- **Hired an Arts, Culture and Heritage Coordinator.** In October 2016, the City hired our first Arts, Culture and Heritage Coordinator. The role will bring a new perspective on arts leadership and a more active role to encourage the experience and celebration of arts in the community.
- **Arts in Public Places Budget.** Through the 2016 business plan guidelines a new budget for art in the City was established as 1% of the total capital budget.
- **Art in Public Places on the Web.** A new section of the City's website that inventories and shares the stories of various art in public places projects in the community.



EMERGENCY MANAGEMENT

- **26 Weeks to Preparedness.** In an effort to increase awareness around emergency preparedness, a 26 week initiative was launched in January 2016. Training and information sessions were hosted for staff to ensure that adequate preparedness at their residences, and for the City.
- **EOC supply boxes.** Based on feedback from the August 2015 wind storm where the EOC was activated at a level one; all of the section boxed for the EOC were overhauled and refreshed with up to date call lists, forms and supplies. All planning and engineering maps were updated, printed and organized in the map rack.
- **Emergency Preparedness Week:** On May 5, 2016 the EOC was set up for activation readiness, along with samples of emergency food. Staff was invited to tour the EOC to see how the room would be set up during an activation. Information booklets were available for staff to take and review emergency planning with their families.

CROSS-ORGANIZATIONAL

- **Billing, Permitting, Licensing, and Taxation System.** The City has been operating on a financial system platform for all of its financial, tracking, permitting and billing needs for the past 15 years. As a result, development services data collection has been minimal, reporting options limited, and on-line customer service requests not available. In 2016, the City launched two of three phases of this new system with several new on-line tax and utility bills services at My.Pittmeadows.com, and the ability to purchase or renew dog and business licenses on-line.
- **Partnership and Relationship.** The partnership with Katzie First Nation, which began in 2014 through a federation of Canadian Municipalities grant, resulted in the signing of three agreements early in 2016, a communications protocol between our communities, and updated servicing agreements for water/waste water and fire services.
- **Pitt Meadows Regional Airport.** Worked with the City of Maple Ridge in understanding the role and structure of regional airports and drafted a revised Airport Security Constitution and Bylaws. Facilitated the creation of the Pitt Meadows Airport Advisory Committee.



KEY CHALLENGES FOR 2017

Development Services

- **Land Availability.** There is limited land for residential and commercial growth. Remaining land for development or re-development is interspersed within existing built up lands. This infill development is proving more challenging than the historic greenfield development. As a result, a review of City policies is needed to find the desired balance between community growth and maintaining the community character, and reaffirm the community vision.
- **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, the City is establishing a reserve fund to stabilize development revenue over the next ten years.
- **Short-Term Resource Needs.** Increased development has created increased demands in the building department that are exceeding current staffing levels. Staff is looking at strategies to address this short term need.
- **Legislative Changes, Provincial Downloads, Expanding Regional Mandates.** Changes in legislation, new mandates, and a service reduction 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. The City is currently addressing mandates such as medical marijuana regulations and changes to the BC Building Act.
- **Increasing Demand for Services.** There are ongoing challenges of servicing the needs of an increasing population and infrastructure inventory with minimal change to resources. Citizen expectations regarding the delivery of service are increasing, despite the pressure to reduce service costs.
- **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 areas of growing community concern include traffic calming, neighborhood development, and filming activities.
- **Resident Support.** Often, when a resident has a question or concern about their quality of life the first contact made is to City staff. Concerns regarding neighbouring activities, or even one's own activities, are often vetted through staff and resolved as required. Considerable time and effort is devoted to listening and providing general assistance to residents.
- **Application Complexity.** The nature of development is shifting to predominantly infill development on parcels that have previously been developed, requiring an increase in efforts spent to assist and guide 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 under served 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.** The City has 1.6 FTE Bylaw Enforcement Officers to perform all bylaw activities. This includes both proactive enforcement for parking and licensing as well as reactive enforcement responding to complaints. In 2016, a higher number of complaints required a greater technical analysis with respect to environmental conditions, with limited support from other levels of government to address the concerns.
- **Active Transportation.** The City has been working hard to increase bike lanes, adding cross walks adjacent to key trail connection, and upgrade sidewalks with a limited budget. An area of active transportation that needs further attention though is retrofitting neighbourhoods where sidewalk slopes, curb let downs and gates are not accessibility compliant, creating challenges for people who need mobility devices, use strollers, and cyclists.. The City has begun to inventory neighbourhoods for these concerns, however the cost and time to make these alterations will take many years. In the meantime, staff is creating a plan to commence alterations in our older neighborhoods on a proactive basis, and respond to resident's concerns in other areas.

Recreation

- **Demand for Sports Infrastructure.** Increased pressure on, and demand for, sports and recreation infrastructure such as sport fields, especially artificial turf fields and ice allocation, due to growth both in the City and the region. The City will need to continue to look for solutions both regionally and locally.
- **Programming Challenges.** Despite the City's robust and diverse program offering there is growing pressure for more programming during prime time windows, with limited space to expand programming needs. The City will need to look at how to expand programming options during key time frames while keeping facilities utilised during other times of the day.
- **Multi-Generational Activities.** Recreation departments are developing programs that encourage a healthy lifestyle from infancy through to seniors, enabling people to stay active throughout their life, despite obstacles such as busy schedules and mobility changes. This trend is one that the City needs to address.
- **Health and Wellness Programs.** Programming so often focuses on activity based programs that the importance of wellness education can be lost.
- **Planning for an Aging Population.** Planning for the growth senior citizen population, and increasing diversity in terms of age and needs, remains a priority. Recommendations from the Age Friendly Community engagement and planning process conducted in 2015 will assist with ensuring quality of life for our elder citizens.
- **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.
- **Recreation Master Plan.** The recreation planning was incorporated into the Joint Services Master Plan for both the Cities of Maple Ridge and Pitt Meadows. Now that the City has established a separate program, long term recreational planning is a matter to address in the coming years. This plan would address current and planning for future needs of recreation.



Parks

- **Sports Field Capacity.** The City hosted several baseball and soccer tournaments in 2015 resulting in very positive feedback from both regular users of the facilities as well as visiting teams from other parts of the region. Council has heard from the soccer community recently that up to 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 staff from other sports players, such as rugby and lacrosse, who feel they need more practice time allocations in order to remain competitive with other teams in the region.
- **Field Maintenance Strategy.** A one year agreement with the City of Maple Ridge for Sports Field Maintenance, with the option to renew this agreement for a second year, should the City deem this beneficial. Strategizing for the long-term field maintenance strategy is critical as the capital expenditures for specialty equipment for field maintenance is high and the number of hours of use for each piece of equipment is low.
- **Parks Master Plan.** Previously, parks planning was incorporated into the Joint Services Master Plan for both the Cities of Maple Ridge and Pitt Meadows. Now that the City is providing this service, a long term parks plan is a matter to address in the next few years.
- **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 look 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.** Increased calls by residents asking for additional information on how to deal with Japanese Knotweed on private property, and how to find a contractor who is qualified to complete pesticide applications. In other cases, citizens have been reporting Japanese Knotweed on public lands, which has been most helpful in compiling an inventory list for mapping.
- **Tree Management.** Trees, on both public and private property, have been an increasing concern of the past several years. The City fields many questions regarding when trees need to be maintained, replaced or removed. While trees can add to the unique character of the community, they can cause infrastructure damage and hazards such as sidewalk panel upheaval. A review of the City's tree management policies is needed.
- **Extreme Weather Events.** Events such as drought and the wind storm in 2015 may occur more often in the future. Monitoring and planning for staff resources and any impacts on the planted inventory should remain as a focus.



Special Events

- **Consumer Interest in Events.** Current consumer demands and trends are for authentic place based experiences in special events and programs. It will be important for the City to tie events our authentic experiences if we want to draw more regional attendees.
- **Event Competition.** The increasing number of events in the region creates competition to attract/increase attendance
- **The Pitt Meadows Brand.** A comprehensive review of all of the City's signature events will reaffirm what our brand is, and how events can maximize participation of community groups, volunteers and attendees.
- **Direct Model Approach.** A direct model approach to special events can lead to an increase in resource needs. A careful review of how to manage the need for increased support at events and maximize event potential while aligning with budget limitations.
- **Community Engagement.** Engagement strategy is needed to learn how to better support existing events and to learn about new event interests in the community.
- **Volunteers.** A re-focus on volunteerism is needed to broadening the opportunities for volunteers to participate, to bring resources to existing community volunteer leaders and to re-establish the volunteer identity.
- **Special Events.** Growing the spirit of the City and our brand through activities and events aimed at residents and visitors. Special events will focus on City led initiatives to deliver Council's goal to achieve community livability as well as economic prosperity by attracting visitors to our community.

Arts, Culture & Heritage

- **A strong arts and culture foundation** is an important contributor to social diversity and economic vitality. The creation of an arts and culture plan is recommended to move the development of arts and culture forward in a strategic manner that aligns with community priorities.
- **Artist Space.** There are only a few spaces in Pitt Meadows for artist 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 new local artists to grow.
- **No Dominant Arts and Culture Attraction.** There is no central feature, centre or space that attracts people outside the community to view and experience art and culture in the City, therefore a focus on capturing the arts and culture experience, composed of a several attractions, is needed.
- **Experiential Based Programs.** Similar to special events, trends indicate that people want to engage in arts, heritage and culture in a more personal, experiential way, rather than as an observer.
- **Connections to Funding and Resources.** Many artists and artists groups are working with limited funding and resources yet there are programs available that artists can access. There is a need to bridge this gap to connect the community with these resources.



Emergency Operations

- **Level of Preparedness.** The City has been providing emergency preparedness services for two years.
- **Extreme Weather Events** such as drought and windstorms may occur more often in the future. Monitoring and planning for any impacts on the city's infrastructure and staff resources should remain a focus.
- **Provincial Requirements.** The city is mandated by the Province to have an emergency preparedness program. With the current allocation of one day a week allocated towards the emergency preparedness initiative, the City is not making the necessary progress regarding staff, running emergency operations centre simulations, and providing information to the community at large on emergency preparedness.

Cross-Organizational

- **Commitment to Sustainability.** The City has sustainability goals, but tight budgets have limited resource allocation to sustainability efforts such as focusing 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 Initiatives.** The 2017 Operations and Development Services business plan does not contemplate projects and expenses related to open government initiatives. The decisions made with respect to actions, resources and service levels will dictate the resources needed by the Operations and Development Services Department.



COMMUNITY SERVICES

KEY INITIATIVES 2017

Division	Initiative	Target
Development Services	<ul style="list-style-type: none"> • Community Amenity Policy. This is a continuation of a 2016 project. The consultant will complete the assessment of a community amenity policy for affordable housing in 2017. 	Q1-Q2
	<ul style="list-style-type: none"> • RV Parking Review. As an on-going bylaw enforcement issue, a review of existing City Bylaws and policies and best practices will be completed. It is anticipated that zoning and other bylaw amendments may result from this work. 	Q1- Q2
	<ul style="list-style-type: none"> • Official Community Plan Update. Local governments are required to consider if their OCP requires an update. Pitt Meadow's OCP is scheduled for update in 2018. Work will begin on background papers and technical review in preparation for the large scale update in 2017. These reviews may include a land economic assessment, agricultural issues review, Metro Vancouver Food Systems Resolutions, and other issues as they arise. 	Q1-Q4
	<ul style="list-style-type: none"> • Business Licensing Bylaw Amendments. A housekeeping update to address minor amendments as required and to streamline the new business system on-line services. 	Q3
	<ul style="list-style-type: none"> • Annual Zoning Bylaw/Fees Update. On occasion, errors and omissions within the Zoning Bylaw are identified. Associated fees update often accompanies this review. 	Q4
	<ul style="list-style-type: none"> • Housing Action Plan Implementation. The City completed a housing action plan in 2013, but many of the implementation suggestions were not actioned. A review of the implementation options and baseline checks will provide critical background information to understand how our community can address affordable housing. 	Q3
	<ul style="list-style-type: none"> • Safety and Security Web Action Plan. The region has seen an increase in homelessness. An action plan will provide a clear role of agencies, senior government, and services available in the City and region. 	Q1-2
	<ul style="list-style-type: none"> • Secondary Housing in the ALR. In response to applications for second homes in the ALR, an update of zoning regulations is recommended. This will include a review of best practices and updating policies for acceptable agrologist reports. 	Q2
	<ul style="list-style-type: none"> • New Building Act. With the adoption of the new Building Act, the municipality needs to review City Bylaws to align with current regulations with the new Act as identified. 	Q1-Q4
	<ul style="list-style-type: none"> • E-Cigarette Ban Implementation. The City needs to align bylaws to reflect new regulations banning e-cigarettes in public spaces. 	Q1
	<ul style="list-style-type: none"> • Standards of Maintenance Bylaw Procedures. In 2015, the City adopted a Standards of Maintenance Bylaw. The City had one occurrence where we needed to act on this Bylaw in 2016, however staff discovered that further work is needed to create procedures on how the City will investigate and manage future occurrences. 	Q2-Q3
	<ul style="list-style-type: none"> • Local Area Plan for Airport Lands. All zoning at the airport is under one zone called airport. To better align City regulations and airport present and future land use initiatives, it is recommended that a comprehensive zoning review occur to better align intended uses with zoning regulations. Consideration for an area plan will be considered in this review through stakeholder engagement. 	Q2-Q4



COMMUNITY SERVICES

Division	Initiative	Target
Recreation	<ul style="list-style-type: none"> • Resident Satisfaction Survey. To receive feedback on programs and services a resident satisfaction survey will be initiated. This consultation will include program participants and user groups. 	Q1-Q4
	<ul style="list-style-type: none"> • On-line Services. The new recreation software will be rolled out in two phases. On-line membership sales, streamlining payment processing, facility bookings and on-line registration will be initiated in 2017. 	Q1-Q4
	<ul style="list-style-type: none"> • Expansion of Web Presence. Parks and Recreation information expansion on City website in correlation with communications refresh project. 	Q1-Q2
	<ul style="list-style-type: none"> • Fields and Ice Allocation Strategy. Under the joint services field and ice bookings for regional service groups was addressed through March 2017. In spring 2017, a new strategy will need to be developed prior to the 2017/2018 season allocations. 	Q2-Q3
	<ul style="list-style-type: none"> • Participation in BCRPA Study. The BC Recreation and Parks Association (BCRPA) has initiated a regional study to establish age group 55+ programming standards. The City has been invited to the table to participate in this study. 	Q1-Q4
	<ul style="list-style-type: none"> • Programming Gap Assessment. An assessment will be completed to identify age cohort gaps in the current program offerings to ensure that the City is reaching out to a broader spectrum of users. 	Q2-Q3
	<ul style="list-style-type: none"> • Programming Direction. Community consultation with respect to direct (City led) and participant (community led) driven programming options. 	Q2-Q3
	<ul style="list-style-type: none"> • Programming for Katzie First Nations. While Katzie First Nations have participated in joint services programming in the past, this effort will be to learn more about Katzie programming needs to see where the City could increase our offerings in alignment with their needs. 	Q3-Q4
	<ul style="list-style-type: none"> • Literacy & Physical Literacy Awareness Program. In partnership with the Fraser Valley Regional Library (FVRL), Ridge meadows Seniors Society (RMSS), PM Museum/Heritage Society, and School District 42 (SD 42) strategize how to grow literacy and physical literacy in the community. 	Q3-Q4
	<ul style="list-style-type: none"> • Facility Code of Conduct Policies and Procedures. A review of facility code of conduct procedures and policies as it relates to employees and the public. 	Q1
<ul style="list-style-type: none"> • Planning of PMFRC Outdoor Surface Area. The open space to the east of the Pitt Meadows Family Recreation Centre needs to go through a planning exercise to maximize use of the space for the various interested user groups. 	Q2-Q3	



COMMUNITY SERVICES

Division	Initiative	Target
Park and Facilities	<ul style="list-style-type: none"> • Memorial Bench Policy. The City has not allowed any additional memorial benches over the past few years. This policy needs to be reviewed and a memorial program be made available to the public again. 	Q1
	<ul style="list-style-type: none"> • Review of Development Landscape Guidelines. A review of the development landscape guidelines and standards, in partnership with development services, is needed to maximize landscape opportunities in small spaces. 	Q3
	<ul style="list-style-type: none"> • Tree Policy Review. A review of the trees standards both on private property and in City of Rights of Ways. 	Q1
	<ul style="list-style-type: none"> • Asset Management. A comprehensive review of facility assets to determine current conditions leading to a long-term asset replace plan. 	Q2-Q3
	<ul style="list-style-type: none"> • Robinson House/Property. Property planning for the land left by Wilma Robinson several years ago. 	Q3-Q4
	<ul style="list-style-type: none"> • Service Level Assessment. With the transition from the joint services model to a City-led parks model, a service level review will be completed to ensure that expectations match allocation of staff and resources. 	Q2-Q3
	<ul style="list-style-type: none"> • Civic Centre Digital Sign & Way Finding. Implementation of a previously approved project to install a new civic centre information sign on Harris Road and improve way finding in the municipal complex. 	Q1-Q2
	<ul style="list-style-type: none"> • Outdoor Pool. The City will need to determine how the Harris Road Park pool is going to be managed and operated. 	Q1-Q2
	<ul style="list-style-type: none"> • Cartegraph Implementation. In 2016 the City began implementation of Cartegraph, asset management software. The implementation of this software will be completed in 2017. 	
Special Events	<ul style="list-style-type: none"> • Events Environmental Scan. Conduct environmental scan for special events in the lower mainland to see what is occurring in surrounding communities. This will allow City events to compliment what is occurring regional instead of competing for the same participants. 	Q2
	<ul style="list-style-type: none"> • Special Events Community Engagement. Outreach to local event volunteers, organizers and the community at large to learn more about current and planned events in the City. 	Q1-Q2
	<ul style="list-style-type: none"> • Special Events Project Charters. Determine project charter for each special event to outline goals and objectives, identify stakeholders, determine roles and responsibilities, event protocols and create event sheets. 	Q1-Q4
	<ul style="list-style-type: none"> • Establish Event Classifications. Establishing a service model for the variety of City events will assist with budgeting and planning for staff resources to support the event needs of the community. 	Q1
	<ul style="list-style-type: none"> • Support Internal Events. Support internal department and organization events and celebrations. 	Q1-Q4
	<ul style="list-style-type: none"> • Establish Community Event Feedback Process. Establish a process to routinely receive feedback both event specific and in general. 	Q1
	<ul style="list-style-type: none"> • Transition Film Permitting. Transition management of the film permitting process from the engineering team. 	Q1
	<ul style="list-style-type: none"> • Establish a Pitt Meadows Volunteer Program. Work with the many volunteers and people interested in becoming a volunteer to establish the new Pitt Meadows Volunteer program including best practices, community volunteer manual and recognition program. 	Q1-Q2
	<ul style="list-style-type: none"> • Establish Opportunities for City Outreach at Events. Special events are a great forum to increase public communication from the City. Review opportunities to incorporate events into the corporate communications strategies. 	Q1-Q4



COMMUNITY SERVICES

Division	Initiative	Target
Arts Culture and Heritage	<ul style="list-style-type: none"> • Arts and Culture Plan. A strong arts and culture foundation is an important contributor to social diversity and economic vitality. The creation of an arts and cultural plan is recommended to move the development of arts and culture forward in a strategic manner that aligns with community priorities. 	Q1-Q3
	<ul style="list-style-type: none"> • Art in Public Places Policy and Administration Process. Develop a policy for art in public places projects including administration documents such as contracts, agreements, call for artists, and copyright provisions, etc. 	Q1
	<ul style="list-style-type: none"> • Art in Public Places Inventory. Establish an inventory of art in public places projects, including an assessment and development of a maintenance plan and budget to support these installations and projects. Add the inventory to the City's website. 	Q1
	<ul style="list-style-type: none"> • 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. 	Q2-3
	<ul style="list-style-type: none"> • Artist Network. Create a City directory of all artists and art groups in Pitt Meadows to expand the network and provide access to information, such as funding sources 	Q1
	<ul style="list-style-type: none"> • Special Events. Identify opportunities to integrate arts, culture and heritage components into new and existing special events. 	Q2
	<ul style="list-style-type: none"> • Arts, Culture and Heritage Events. Create and support new and existing community arts, culture and heritage projects, events and programs. 	Q1-Q4
	<ul style="list-style-type: none"> • City Street Banner Program. Create a policy and seasonal plan for the City's street banner program. Research the possibility and budget requirements of expanding the street banner program and include opportunities for local artists to participate in design. Policy consideration can also be extended to the hydro box wrap program. 	Q1-Q4
	<ul style="list-style-type: none"> • Canada 150 Mosaic Mural Project. Creation of an art in public place community project in honour of Canada's 150th birthday celebration. 	Q2-Q3 Q1-Q2
Emergency Management	<ul style="list-style-type: none"> • 26 Weeks of Preparedness. Complete the 26 weeks of preparedness staff program and add the program to the City website. 	Q1-Q2
	<ul style="list-style-type: none"> • Emergency Operations Centre. Ensure all supplies are in place for the emergency operations centre. 	
	<ul style="list-style-type: none"> • Training Opportunities. Promote opportunities for staff to attend on-line training offered by the Justice Institute and courses offered in neighboring communities by Emergency Management BC 	



COMMUNITY SERVICES

Division	Initiative	Target
Cross-Organizational	<ul style="list-style-type: none"> Streamlining Processes. Work with various City departments to stream line processes to support neighborhood events and engagement. 	Q1-Q3
	<ul style="list-style-type: none"> Billing, Permitting, Licensing and Taxation System. Phase 3 implementation of the Tempest system for development services planning and building processes. This new system ties all development applications to the property so that all the history on the property can be easily tracked. 	Q1-Q2
	<ul style="list-style-type: none"> Joint Educational Workshops. In partnership with other City Departments create a community workshop schedule to support events, arts, culture and heritage, communication and engagement. 	Q2 and Q4
	<ul style="list-style-type: none"> Committees. Review needs options for advisory committee support for various new functions of the City. 	Q3
	<ul style="list-style-type: none"> Communication and Engagement. In 2016, improved resident communication and engagement were identified as key opportunities. The community services team will be working with other City stakeholders to broaden these efforts through various channels. 	Q1-Q4
	<ul style="list-style-type: none"> Community Partnerships and Investment Program. Research options for a community partnership and investment program, such as the receiving and giving of grants. 	Q2-Q3
	<ul style="list-style-type: none"> Katzie First Nation. Staff will continue the work started in 2014 in looking for new areas of partnership with Katzie First Nation such as economic development, and culture and heritage events. 	Q1-Q4
	<ul style="list-style-type: none"> Airport Governance. The work started between the City and Maple Ridge in drafting a new Airport Society Constitution and Bylaws as well as Board of Directors appointments will continue in 2017. 	Q1-Q2
	<ul style="list-style-type: none"> Airport Advisory Committee. Support to the launch of the new airport advisory committee in 2017. 	Q1



COMMUNITY SERVICES

PROPOSED OPERATING BUDGET

Community Services Financial Summary - 2017 thru 2021

	2016 Approved Budget	2017 Proposed Budget	Proposed Changes for 2017		2018 Proposed Budget	2019 Proposed Budget	2020 Proposed Budget	2021 Proposed Budget
			\$	%				
Operating:								
Revenue (net of reserve transfers)								
Bylaw Enforcement	\$(59,500)	\$(67,300)	\$(7,800)	-13.1%	\$(67,300)	\$(67,300)	\$(67,300)	\$(67,300)
Development Services	(495,500)	(481,000)	14,500	2.9%	(468,300)	(452,500)	(436,100)	(419,100)
Facilities	(254,800)	(286,800)	(32,000)	-12.6%	(329,500)	(331,500)	(333,600)	(335,700)
Parks (I)	-	(76,700)	(76,700)	0.0%	(76,700)	(76,700)	(76,700)	(76,700)
Recreation (I)	-	(630,500)	(630,500)	0.0%	(598,500)	(598,500)	(598,500)	(598,500)
Arena Partner	(1,443,100)	(1,410,200)	32,900	2.3%	(1,453,100)	(1,496,800)	(1,541,700)	(1,588,000)
Total Revenue (net of reserve transfers)	(2,252,900)	(2,952,500)	(699,600)	-31.1%	(1,540,300)	(1,526,500)	(1,512,200)	(1,497,300)
Expenses								
Bylaw Enforcement	\$167,720	\$165,800	\$(1,920)	1.1%	\$171,100	\$174,600	\$176,800	\$179,700
Development Services	959,600	976,000	16,400	-1.7%	1,007,600	1,040,600	1,068,500	1,097,300
Emergency Planning	61,100	61,600	500	-0.8%	62,900	63,600	64,100	64,700
Facilities	243,050	246,600	3,550	-1.5%	250,400	254,400	257,700	261,100
Parks (I)	880,300	987,000	106,700	-12.1%	1,000,600	1,012,200	1,023,000	1,033,900
Recreation (I)	1,187,600	1,867,100	679,500	-57.2%	1,882,400	1,925,200	1,945,900	1,982,900
Arena Partner	1,392,600	1,360,200	(32,400)	2.3%	1,401,450	1,443,600	1,486,900	1,531,550
Arena Partner Surplus to Arena Reserve	50,500	50,000	(500)	1.0%	51,650	53,200	54,800	56,450
Total Expenses	4,942,470	5,714,300	771,830	-15.6%	5,828,100	5,967,400	6,077,700	6,207,600
Net Operating Expenses	\$2,689,570	\$2,761,800	\$72,230	-2.7%	\$4,287,800	\$4,440,900	\$4,565,500	\$4,710,300

Key Budget Changes for 2017:

Revenues & reserve transfers								
Development processing revenues			(31,000)					
Billboard revenues			(35,000)					
Dog licenses, fines, and misc. fees			(4,300)					
Business licenses and penalties			(3,500)					
License to occupy			2,000					
Development Revenue Stabilization Reserve			45,000					
Life cycle Reserve			2,100					
Expenses								
Salary and benefits			73,800					
Professional development			(1,700)					
Records management			(1,600)					
Pet shelter contract			1,000					
Emergency preparedness			3,900					
ESS admin support contract			(2,100)					
Other contracted services & supplies			24,400					
Inflationary and other adjustments			(770)					
Change in net operating expenses			72,230					

(I) 2016 net expenses only - Revenue vs Expense breakdown not available from Joint Leisure Services model

COMMUNITY SERVICES

PROPOSED CAPITAL BUDGET

Category	Project#	Priority	2017	2018	2019	2020	2021	Total
Art and Culture								
Arts and Culture Plan	RF-077	3	35,000					35,000
Arts and Special Events Start Up	RF-078	2	25,000	25,000				50,000
Arts and Culture Total			60,000	25,000				85,000
Development Services								
Official Community Plan	DE-017	2	25,000	65,000				90,000
Airport Planning	DE-019	2	10,000					10,000
Fees, Charges and Fines Review	DE-020	2	10,000					10,000
Development Services Total			45,000	65,000				110,000
Municipal Buildings								
City Facilities - Lifecycle Maint 02 292 9408	MB-083	3	100,000	100,000	100,000	100,000	100,000	500,000
City Hall - Roof Replacement 92-9433	MB-088	3				85,000		85,000
City Facilities - Condition Assessments 92-9435	MB-093	3	50,000					50,000
Works Yard Paving	MB-096	3	75,000					75,000
Works Yard Office Expansion	MB-097	2	340,000					340,000
Works Yard Mezzanine Racking	MB-098	2	50,000					50,000
City Facilities - Fire Safety Plans	MB-099	2	10,000					10,000
City Facilities - Hazardous Materials Survey	MB-100	2	5,000					5,000
Main Fire Hall - Replacement	MB-107	3	25,000	350,000	400,000	7,000,000	2,225,000	10,000,000
Parks Equipment Storage	MB-108	3	100,000					100,000
CIVIC Center Parking Lot Resurfacing MFS	RD-120	n/a	75,000					75,000
Municipal Buildings Total			830,000	450,000	500,000	7,185,000	2,325,000	11,290,000
Parks								
Parks Infrastructure 02-2-91-8901	PR-003	3	145,000	145,000	145,000	145,000	145,000	725,000
Harris Park Sports Field S Reno 02-2-91-8913 DP17	PR-033	3					350,000	350,000
PM Athletic Sports Field Reno. -91-8909	PR-049	3			350,000			350,000
Community Garden - Additional 02 291 9052 MAF	PR-059	3			150,000			150,000
Walking Trails - New 02-2-91-8962 MunAstFctr	PR-062	3	50,000					50,000
Parks - Minor Capital 02-2-91-9062	PR-074	3	15,000	15,000	15,000	15,000	15,000	75,000
Harris Road Water Play Park 02 291 8701	PR-075	2	325,000					325,000
Water Play Park-Rec Centre (MunAstFctr)	PR-076	n/a					400,000	400,000
Harris Park - power upgrade 02 291 8702	PR-079	3					25,000	25,000
Land Acquisition & Improvements (1.26ha) 1% MunAst	PR-081	3					943,000	943,000
Land Acquisition - 0.40 ha	PR-082	3					1,291,700	1,291,700
Park Signage	PR-089	3	40,000					40,000
Parks and Recreation Master Plan	RF-074	2	15,000	65,000				80,000
City Hall Horticulture Refresh	RF-075	3	25,000					25,000
Parks Total			615,000	225,000	660,000	160,000	3,169,700	4,829,700
Recreation Equipment								
Recreation Facilities Misc Equipment 02-2-91-8500	RF-001	2	69,000	65,000	62,000	64,000	66,000	326,000
PMFRC - Weight Room Equipment 02-2-91-8500	RF-013	2	16,000	16,000	20,000	20,000	20,000	92,000
PMFRC-Youth Centre/Sport Court Equip 02-2-91-8500	RF-041	3	5,000	1,000	2,000	1,000	2,000	11,000
Seniors Centre Equipment Replacement 02-2-91-8938	RF-068	3	2,000	5,000	2,000	2,000	2,000	13,000
Recreation Equipment Total			92,000	87,000	86,000	87,000	90,000	442,000
Recreation Facilities								
Arena Building & Equipment 02-2-91-8732	AR-100	2	175,000	185,000	195,000	205,000	215,000	975,000
Shade Structure - Harris Skate Park 1K	PR-078	2					55,000	55,000
Recreation Facility Maint (various accts) -8520	RF-069	3	170,000	170,000	170,000	170,000	170,000	850,000
Recreation Facilities Total			345,000	355,000	365,000	375,000	440,000	1,880,000
GRAND TOTAL			1,987,000	1,207,000	1,611,000	7,807,000	6,024,700	18,636,700

DECISION PACKAGE B: BYLAW ENFORCEMENT OFFICER – PART-TIME POSITION

Department/Division:	Community Services Department Development Services Division	
Submitted by:	Director of Community Services	
Estimated Capital Costs	\$0	
Estimated Operating Costs	One Time: \$2,000	On-going: \$47,816

Description

During Council's strategic planning in June 2015, an increase in Bylaw Enforcement staff was actioned by Council for consideration during the 2016 business planning. During the 2016 business planning, the position was strongly debated, but not authorized as Council wished the position to focus on evening and weekend coverage to support the new City Parks and Recreation service that was to begin in November 2016. With the new parks and recreation divisions in place, a Parks and Recreation Bylaw Enforcement Officer that is can work evenings and weekends is now a position that has been authorized.

Recommendation

Staff recommends an additional part-time 0.60 FTE (full-time equivalent) Parks and Recreation Bylaw Enforcement Officer position to support the City Bylaw Enforcement needs on evening and weekends.

Financial Implications:

Regular Full-Time Employee (21 hours/week) – CUPE

Financial Impacts:					
Description of Costs for the Position	Operating		\$ Amount	Capital	
					\$Amount
Base Salary	X	Ongoing	\$39,013	One-time	
Employee Health and Other Benefits	X	Ongoing	\$7,803	One-time	
Employee Set-up (including computer, phone, supplies, safety gear, clothing etc.)	X	One-time	\$2,000	One-time	
Other (specify): phone, safety gear, clothing	X	Ongoing	\$1,000	One-time	

Special Remarks: A Bylaw Enforcement employee typically would need access to a vehicle for patrols and investigations. The new Bylaw person will be able to use the existing Bylaw vehicle and bike as their shifts would rarely cross over with the other Bylaw staff.



Discussion

The current Bylaw Enforcement team consists of 1.6 FTE's. The primary goal of the bylaw enforcement team are to increase public safety within the municipality scope, uphold minimum community standards in the form of bylaws, reduce social nuisances and liability risks for tax payers, and ensure City agreements, permits, and process requirements are fulfilled.

The existing program allows for routine proactive enforcement, including parking, dog control, and other issues relating to the health and safety of the City's residents. Enforcement also occurs as a response to community complaints. In addition to bylaw enforcement, staff on this team also reviews business license applications.

The addition of another 0.6 FTE to the Bylaw Enforcement team could allow for evening and weekend coverage, as well as parks and recreation coverage to support this new in house City service. It is also anticipated that with an increase in Bylaw enforcement staff there would be an increased ability to conduct pro-active Bylaw Enforcement and provide increased support to the Environmental Stewardship Officer when investigating potential environmental infractions. Under the current system, there is a gap in enforcement outside of traditional business hours. Any call outs were undertaken on an ad hoc basis and required additional pay. Moving to a proactive approach staff will be able to enforce throughout the evenings and weekends while from a budgeting perspective a greater level of assurance for staffing costs.

Illustrative examples of work:

- Evening and weekend Bylaw Enforcement support.
- Specific support in enforcement in City parks, trails and on dikes.
- Assistance with security and loitering in and around park areas.
- Quicker response times for complaints and potential revenue generation (tickets).

Alternatives

Maintain the current FTE status quo. Staff will continue to prioritize enforcement response based on public safety considerations. Staff will respond to evening and weekend requests based on urgency with other on-call staff as requested and deemed as needing immediate attention.

Summary

Bylaw enforcement needs in the community are changing as the community develops. Additional staff time would allow for more hours of Bylaw Enforcement coverage, more proactive enforcement and better support to the city's parks and recreation enforcement needs.



DECISION PACKAGE C: EMERGENCY MANAGEMENT COORDINATOR – PART-TIME POSITION

Department/Division:	Community Services Department Emergency Operations Division	
Submitted by:	Director of Community Services	
Estimated Capital Costs	\$0	
Estimated Operating Costs	One Time: \$7,000	On-going: \$ 37,200

Description

The City currently has only 0.20 FTE (full-time equivalent) of staff time dedicated to emergency management services. With only one day a week of emergency management planning the City is not making any progress in improving our emergency preparedness nor is the City able to appropriately train and run exercises on the operation of an emergency operations centre (EOC).

Recommendation

Staff recommends a new part-time 0.60 FTE (full-time equivalent) Emergency Operations Coordinator position in place of the 0.20 FTE.

Financial Implications:

Regular Full-Time Employee (21 hours/week) – CUPE

Financial Impacts:						
Description of Costs for the Position	Operating		\$ Amount	Capital		\$ Amount
	X	Ongoing		X	One-time	
Base Salary	X	Ongoing	\$26,000		One-time	
Employee Health and Other Benefits	X	Ongoing	\$6,200		One-time	
Employee Set-up (including computer, phone, supplies, safety gear, clothing etc.)	X	One-time	\$1,000	X	One-time	\$6,000
Other (specify): phone, safety gear, increased organization training and practice exercises (prorated for half a year)	X	Ongoing	\$5,000		One-time	
Special Remarks: The City currently has an emergency management operating budget. The increase indicated above would be the additional support to running practice exercises of operating the Emergency Operations Centre.						



Discussion

The City is mandated by the Province to an emergency preparedness program and with the current allocation of only 1 day a week towards emergency management the City is not making progress in training staff, preparing and practicing the activation of an EOC and providing community leadership in emergency preparedness planning.

Illustrative examples of work:

- Establish a staff City staff training program to increase the knowledge base on how to open and operate an emergency operations centre.
- Create an annual exercise calendar to test the function of each section of the EOC and the full EOC on a routine basis.
- Participation in regional exercises to learn from other communities and improve the working relationship in the event of an actual EOC activation.
- Greater community outreach and education on preparedness.
- Creation of an EOC strategy.

Alternatives

Maintain the status quo of only 0.10 FTE for emergency management support. The City will not increase our preparedness, but will be able to continue to ensure all necessary supplies are in place to operate an emergency operations centre and that staff have access to training in other communities.

Summary

In order for the City to be adequately prepared for either a natural or man-made disaster the City needs to increase the staff time dedicated to training and exercising operations. Cities and staff are able to provide the greatest resources to the community when they are prepared.



DECISION PACKAGE D: PUBLIC WORKS YARD - BUILDING EXPANSION PROJECT

Department/Division:	Community Services Department Parks and Facilities Division	
Submitted by:	Director of Community Services	
Estimated Capital Costs	\$340,000	
Estimated Operating Costs	One Time: \$0	On-going: \$1,000

Description

Expansion of the building at the Public Works Yard to provide work space for staff in the Parks and Facilities Division.

Recommendation

Staff recommends expanding the building at the Public Works Yard to accommodate additional staff at this City building.

Financial Implications:

The cost of construction for an addition to the Public Works Yard building is estimated to be \$340,000. This construction cost estimate is to build approximately 1,000 square foot space that includes office space, team meeting space and renovating the woman's washroom to include lockers and a shower. The space allocation contemplates a modest amount of growth.

Discussion:

Staff indicated during the Parks and Recreation transition planning process that there would be an evaluation as to how and where it would be best to locate Parks staff. Since this preliminary discussion in spring 2016, the Division structure has also incorporated the Facilities team. Many synergies are being found between these two teams being in the same division. Over the past few months, Staff has been endeavouring to find a suitable home for this full division that would not only accommodate staff work space, but locate staff close to the tools and equipment needed to perform the job functions.

Existing City buildings are not sufficient to accommodate the new Parks and Facilities Division with sufficient space to house both staff and equipment at the same location therefore a permanent solution for this team is needed. Currently staff in the Parks and Facilities Division is located in the Annex building in the municipal complex. Vehicles and equipment for this team are located at the Public Works Yard and change room facilities are located at the Pitt Meadows Family Recreation Centre through use of the change room facilities in the building.

An optimal location for Parks and Facilities staff would be at the Public Works Yard as there are synergies that could be found between and with sharing equipment and resources between Parks and Operations staff. The challenge is the Public Works Yard building does not have sufficient space to locate staff in the Parks and Facilities Division within the current building footprint.

Alternatives

1. The Annex Building. Leave Parks and Facilities staff in their current location in the annex building at the City Hall complex. While the cost of staff working at this location is low (building operating costs), there are several inefficiencies as staff, their vehicles and equipment are all at different locations. In addition, end of the day clean up options would require use of the change room at the Pitt Meadows Family Recreation Centre. Alternate uses of this space have been considered by both staff and Council.



2. 12492 Harris Road. Locate staff in the City building at 12492 Harris Road, previously in the Visitor Information Centre. Similar to above, the cost of staff working at this location is low (building operating costs), but there are several inefficiencies as staff, their vehicles and equipment would be at different locations unless a space at Harris Road Park was determined as sufficient to build an equipment storage building. In addition, end of the day clean up options would require use of the change room at the Pitt Meadows Family Recreation Centre. This space could be considered for lease and generate income for the City.

3. Portable Building. Locate Parks and Facilities staff in a portable building unit at the Public Works Yard. The City could either rent or purchase a portable building. Typically these building provide a temporary solution and are not generally intended for a long term strategy. A portable building could accommodate office and meeting space as well as a restroom. The shower facilities in the main public works building would need to be used, and a remodel of the women's washroom to add showers and lockers would still be needed.

Summary

With the growth of in house City services all City office buildings have been reviewed with respect to both temporary and permanent configurations to accommodate staff and equipment. In evaluating options for the Parks and Facilities Division, remodelling the Public Works Yard building results in the greatest efficiencies for the following reasons: 1) staff and the equipment associated with performing the job function are at the same location, 2) synergies with the Operations Division are found and 3) although the initial overhead costs are higher than the alternatives over the long term both staff time costs and building operations costs are less.



DECISION PACKAGE E: PUBLIC WORKS YARD - PARKS EQUIPMENT AND STORAGE STRUCTURE

Department/Division:	Community Services Department Parks and Facilities Division	
Submitted by:	Director of Community Services	
Estimated Capital Costs	\$100,000	
Estimated Operating Costs	One Time: \$0	On-going: \$0

Description

The addition of a structure in the Public Works Yard to provide covered space for the storage of Parks and Facilities Division equipment.

Recommendation

Staff recommends the approval of funds to build a storage and equipment structure for the Parks and Facilities Division at the Public Works Yard.

Financial Implications:

An additional covered structure located in the Public Works Yard is anticipated to cost \$100,000.

Discussion:

The new City Parks and Facilities Division do not currently have a space to accommodate their equipment. Although the Public Works Yard is small, there is space to erect another storage structure in the yard to accommodate equipment associated with performing Parks functions. Important to the maintenance and lifecycle of the equipment is having a covered space to protect the equipment from the rainy weather experienced in Pitt Meadows for approximately eight months of the year. Ideally staff is located in close proximity to the equipment, but regardless this decision package should be considered outside of the Public Works Yard - Building Expansion decision package request.

Alternatives

1. Investigate Building a Structure at an Alternate Location. Building an equipment storage structure at an alternate location such as at or near one a City Parks i.e. Harris Road Park or the Pitt Meadows Athletic Park could be considered. However, as there are no secure locations at these sites, a fully enclosed structure would be needed to prevent potential theft and vandalism of the equipment..The plans associated with each of these parks do not contemplate an equipment storage structure so a planning exercise would be needed to determine if such a structure could be sited at either park and to ensure the structure would not interfere with any other future proposed or planned park improvements. The cost of building a fully enclosed structure would be in excess of the structure proposed in this decision package. Staff estimates the cost of a fully enclosed and secured structure would be approximately \$225,000.
2. Do Not Cover the Equipment. There is the option store equipment in the Public Works Yard uncovered. Considering the weather patterns in Pitt Meadows, with exposure to constant wet conditions for approximately eight months of the year, the life cycle of the equipment would be substantially reduced due to being stored in such wet conditions.

Summary

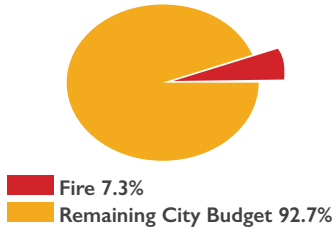
With the addition of the Parks Division into the City services sufficient covered and secure storage space will be needed for the associated equipment required to perform parks and the associated work in this division.



FIRE & RESCUE SERVICES



Department's Share of City Budget



Operating Budget:	\$1,427,800
Capital Budget:	\$92,800
Staffing Complement:	6.0 FTE (Full-time equivalent)
Supports Strategic Focus Areas:	Corporate Excellence, Community Livability

OVERVIEW

Fire and Rescue Service provides 911 emergency response and acts as a first point of contact with citizens and visitors for many incident types. 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. Direct contact and influence are provided to citizens and business through related bylaw enforcement, legislated fire safety inspections at public and commercial properties, during formal fire investigations, and within the pre-incident planning process.

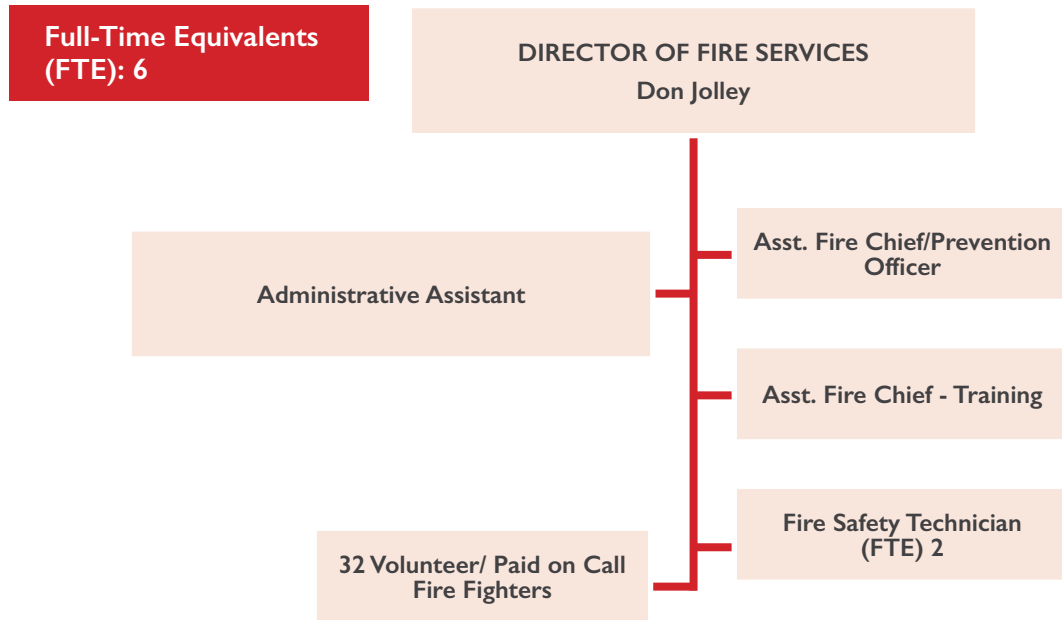
The core of the department is a highly dedicated and trained group of 30 paid on call volunteer firefighters. They perform all aspects of department operations related to fire suppression, medical response and rescue, as well as public education. The paid on call firefighters are supplemented by a career staffing contingent of 5 responsible for department management and supervision, inspections, training, public education and operational readiness. An administrative assistant provides technical and organizational support to all members of the department as well as other City programs.

Under Council direction, the fire & rescue service provides Full Service Operations Level response under the new Provincial Fire Training Standard ("the Playbook") but not advanced technical rescue or dangerous goods (Hazmat) response capability which are both provided when required through aid agreements with neighbouring large departments. The success of the current volunteer Paid on Call service delivery model is critical to the financial stability of the City. Continuous efforts are made to minimize unnecessary burdens on the volunteer membership and to support them with industry leading training, technology, equipment and procedures.

FIRE & RESCUE SERVICES

The department responds to incidents based upon the severity of the incident. For incidents requiring only 1-2 resources, only ½ of the department is called out. To facilitate this, the 30 members are divided into two “Platoons”. Each Platoon is on duty for these calls for a one week on/ one week off period. For more complex incidents, which occur at any time, the entire department is paged out (“All Call”). This format helps manage the time demands placed upon each member. Management also constantly assesses the incidents for trends, as well as more appropriate equipment and/or response procedures.

STAFFING COMPLIMENT



AT A GLANCE

As of October 31, 2016

- 35 personnel (career and paid on call volunteer) in the department workforce
- The average age of career employees is 46 years with an average of 17.7 years of service
- The average age of Paid on Call firefighters is 34.7 years with an average of 6.5 years of service
- Combined department knowledge base (in years of service): 288.8
- The department has responded to 473 incidents (no change from 2015)
- Of those responses, 200 (42%) were “platoon calls” and 273 (58%) were full department all calls
- There have been 302 training sessions for members
- There have been 527 inspections, and 29 re-inspections; project 650 for the entire year
- There have been 88 fire prevention and life safety education sessions
- The Fire & Rescue Services website has received 211,500. An increase of 100%+ from 2015

FIRE & RESCUE SERVICES

2016 ACHIEVEMENTS

- Implementation of majority of significant recommendations from the 2015 Fire Service Review
- Implementation of Recommendations from the POC Remuneration Review
- Renewed Service Agreement for Fire Protection to the Katzie First Nation
- Charitable activities raised many thousands of dollars for local charity and Muscular Dystrophy
- Expansion of Platoon Response model for incidents requiring single apparatus response
- Integration of 8 new recruit firefighters over the past 12 months
- Replacement of Assistant Chief – Training
- Replacement of Fire Safety Technician
- Establishment of Unwanted Fire Alarm Reduction Strategy
- Council Policy update for Service Level Establishment and Limitation Policy
- Implementation of new provincial Firefighter Training Playbook requirements
- Chief Officers continued service as elected executives of provincial associations

KEY CHALLENGES FOR 2017

- Discussions and agreement on an MOU with the Pitt Meadows Regional Airport for ongoing fire protection and building inspections by the City
- Assume responsibility for department radio repeater site in UBC Research Forest
- Continued implementation of Recommendations coming from the Fire & Rescue Service Review
- Initial research and analysis for major purchase of Self-Contained Breathing Apparatus (SCBA) replacement in 2018

KEY INITIATIVES 2017

Division	Initiative	Target
Administration	• Preliminary work on fire hall replacement project	Q1-2
	• Council Workshop on fire hall replacement project	Q1
	• Preparation for implementation of upcoming new provincial Fire Sprinkler Regulation	Q2-3
	• Development of an MOU with Pitt Meadows Regional Airport for continued provision of fire services	Q2
Training/ Operations	• Recruit and train up to 4 new recruit firefighters	Q1
	• Perform research in preparation for 2018 major replacement of SCBA equipment	Q3
Prevention	• Refresh Youth Academy programming and partnerships with Pitt Meadows Secondary School	Q4



FIRE & RESCUE SERVICES

PROPOSED OPERATING BUDGET

Fire and Rescue Services Financial Summary - 2017 thru 2021

	2016 Approved Budget	2017 Proposed Budget	Proposed Changes for 2017		2018 Proposed Budget	2019 Proposed Budget	2020 Proposed Budget	2021 Proposed Budget
Operating:			\$	%				
Revenue	\$(80,800)	\$(79,400)	\$1,400	1.7%	\$(80,000)	\$(80,000)	\$(80,000)	\$(80,000)
Expenses								
Administration & Operation Support	784,462	820,800	36,338	4.6%	863,600	891,600	916,800	942,300
Fire Prevention & Training	49,000	49,000	-	0.0%	49,200	49,400	49,600	49,800
Paid on Call System	340,805	362,800	21,995	6.5%	379,500	407,400	417,800	426,900
Apparatus & Equipment	104,100	125,000	20,900	20.1%	128,800	130,300	129,400	132,900
Facility Operations	67,600	70,200	2,600	3.8%	71,300	72,700	73,400	74,300
Total Expenses	1,345,967	1,427,800	81,833	6.1%	1,492,400	1,551,400	1,587,000	1,626,200
Net Operating Expenses	\$1,265,167	\$1,348,400	\$83,233	6.6%	\$1,412,400	\$1,471,400	\$1,507,000	\$1,546,200

Key Budget Changes for 2017:

Reserve funding for increased focus on POC training	10,000							
Reserve funding for radio tower emergency repair contingency	(15,000)							
Salary and benefits	37,700							
Paid on call incidents activity trending higher	10,800							
Paid on call 8 additional members	21,700							
Radio system - tower maintenance at UBC Research Forest	21,200							
Other	(3,167)							
Change in net operating expenses	83,233							

PROPOSED CAPITAL BUDGET

Category	Project#	Priority	2017	2018	2019	2020	2021	Total
Fire and Rescue								
Replacement - Hub FL80 Rescue 02-2-93-9919 F006	FS-016	2			350,000			350,000
Replacement - Dodge Dakota 02-2-93-9909	FS-017	3	65,000					65,000
Replacement - Hub Mack Engine 02-2-93-9922	FS-018	2				725,000		725,000
Replacement - Ford F350	FS-019	3					65,000	65,000
Replacement - SCBA Equipment 02-2-93-9923	FS-020	2		305,000				305,000
Firefighter Protective Clthg (Turn-Out Gear)-9915	FS-024	1	16,800	17,000	17,000	17,000	17,300	85,100
Minor Capital Tools & Equipment 02 293 9900	FS-025	2	11,000	12,000	10,000	12,000	12,000	57,000
Chief Vehicle Replacement - Ford Explorer 2011	FS-027	3					65,000	65,000
FH Meeting Room Furniture 02-2-93-9914	MB-053	3					10,000	10,000
Firehall Office Furniture Replacement 02-2-93-9914	MB-064	3		20,000				20,000
Fire and Rescue Total			92,800	354,000	377,000	754,000	169,300	1,747,100
GRAND TOTAL			92,800	354,000	377,000	754,000	169,300	1,747,100

FIRE & RESCUE SERVICES

DECISION PACKAGE F: FIRE STAFFING COVERAGE

Department/Division:	Fire & Rescue
Submitted by:	Don Jolley – Fire Chief

Description

This package is to address an existing tabled Council Motion (see below) to utilize Paid on Call (POC) firefighters to cover periods of 5 or more consecutive open shifts of career Fire Safety Technician (FST) staff.

Motion

“THEREFORE BE IT RESOLVED the position of the fire service technician in the City of Pitt Meadows Fire Department be provided with trained personnel to cover the incumbent in the position when that incumbent is on leave for 5 or more days.”

Recommendation

Fire & Rescue Service management does not recommend acceptance of the Motion by Council. The implementation of the Motion would generate numerous internal challenges related to filling of the shifts, qualifications, HR concerns, as well as ensuring equitable sharing of the opportunities. It would have little overall effect on general response times. Furthermore, it is anticipated, and has been observed and reported by neighbouring jurisdictions, that rapid transition to coverage of all open FST shifts is likely. Should this progress to coverage for all sick time, WorkSafeBC, short-term vacation leave, and training shifts it may prove untenable to schedule given our POC base. Lastly, the Motion provides for a level of service beyond that ever considered in the implementation of the FST program. Deviation from the current system would likely alter the foreseeable path of the PMFRS service delivery model in a significant and possibly rapid manner. Should Council vote to support the motion, they must do so with full awareness of the challenges identified within this report. The financial implications of the Motion, as specifically defined, are identified below. The addition of shorter period coverages would increase costs.

Financial Implications:

POC Coverage of FST leave periods of 5 or more days

Financial Impacts:					
Description of Costs for the Position	Operating		\$ Amount	Capital	
Cost per open shift	X	Ongoing	\$200-300	One-time	N/A
Number of identified shifts annually (averaged over past 3 years)	X	Ongoing	30-50	One-time	N/A
Total expected annual costs	X	Ongoing	\$10,000	One-time	N/A
Other (specify):	X	Ongoing	\$	One-time	N/A
Special Remarks: The budget would be highly variable and subject to numerous influences that could result in unknown decreases or increases (many described below). Costs for Worksafe and sick leave are not included as they are unpredictable in such a small staff sample size.					



Discussion

The Fire Safety Technician (FST) positions were introduced to Council in 2008 as a means of supporting the then volunteer firefighters by having the FST's perform the operational daily tasks that the volunteers neither wanted to perform, nor had the time to perform comprehensively (tool maintenance, gear cleaning, hose testing, fire prevention/education, truck cleaning & maintenance, etc).

The FST role is firmly established and documented in various locations. For example OG 2.05.08 & 5.01.11 (see attached) and the City's FST Employee Handbook (excerpt below) specifically describe that the FST's primary role is not response, and in fact they may likely not respond if otherwise engaged in official duties elsewhere. The original Council Reports requesting the FST staffing in 2008 and 2009 specifically describe these duties, as well as the specific reasons for identifying these staff members as Fire Safety Technicians (FST's) rather than the typical "Firefighter" nomenclature used in other jurisdictions. While they are fully trained and qualified firefighters, and are adjunct members of the POC system, their primary purposes are focused elsewhere. This is contrary to many other unionized career firefighting jurisdictions whose primary, and often sole role, is emergency response. This special designation speaks to the unique situation in Pitt Meadows as well as demonstrating strong support for the volunteer/POC firefighter model for primary service delivery at emergency incidents.

Employee Handbook - 2010

Emergency Response

Fire Safety Technicians will be required to attend all emergency incidents during their regular working hours, as available. Fire Suppression is not the primary function of this job but every effort should be made to attend incidents unless other activities which were previously committed to preclude such attendance

The specific set of responsibilities (prevention, education, maintenance) was in response to the specific needs at the time and is still completely relevant today. There has been numerous times where the FST's were not available and did not respond to calls. This did not impact service delivery to the public. The incumbents are very aware and understanding of this role and expectation.

Benefits of this Motion

Having two FST's present at all times may enable the department to more aggressively pursue proactive maintenance programs and education sessions. On the surface it would improve, at least for some POC's, their morale in that they would have access to full-time shifts, more income and potentially future job enhancement. It also marginally improves our response capability during FST work hours (business hours). This is an item that has been repeatedly requested by the POC members.

Question of this Motion

The proposed Motion specifically addresses absences of 5 days or more consecutively. The number of occurrences of this type annually for annual vacation, where coverage would be required, has been 3 or less every year since 2013. The FST's traditionally do not take the majority of their scheduled leave in 5 day "blocks". Other leaves of 5 or more days are rare, usually only arising from WorksafeBC injuries or significant illness. Therefore, is the Motion intent to rigorously restrict coverage to consecutive 5 day leave periods only, or is there recognition that further coverage expectations are anticipated?



General comments regarding this Motion

As mentioned above, when the two FST positions were originally created there was never an expectation that both would always be present; even for the majority of the time. Since the one FST has been operating as the Assistant Chief (started Oct 2015) we have either had only one, or neither, at work daily. Issues which have arisen where two staff is needed for safety or operational reasons have either been postponed or reallocated – none were mission critical in terms of delivery of emergency services. Over the previous years the department has regularly operated with a single FST, due to various reasons. Occasionally we operated without either one due to Worksafe/sickness combined with vacation.

When the two positions were created in 2009 and 2010 it was very clearly stated and understood that the primary roles for the FST's did not include emergency response. The primary roles were envisioned to be, and still are to this date, equipment maintenance, operational preparedness and fire & life safety education session delivery. Since call response is not their principle role they only respond if they are not otherwise engaged in performing their primary duties. The FST's supplement POC staffing mid-week when fewer POC's are available. The FST's will respond without POC's as a pair to medical calls or other minor calls if both are available. Since 2012 the FST's have responded alone to less than 7% of total calls. In the overall scope of operations, response times would be minimally affected if POC coverage for open FST shifts occurred. In order to achieve an appreciable response time improvement for medical calls there would need to be at least 2 full-time staff on duty 24/7 as most emergency responses occur outside business hours due to the fact that most Pitt Meadows citizens are absent during the business week. This increase in career staffing would cost approximately \$1 million more annually. Even with 2 FF's on duty, for all calls except medical the POC's are still critical for staffing and thus minimal, if any, improvements in response time would occur for the more significant calls we respond to. The current model provides very effective response times overall and the incident evidence supports that strongly.

In developing this Decision Package the fire and finance departments of the cities of Maple Ridge and Mission were consulted. Both of these communities do, or did, utilize POC members to cover open full-time shifts under special agreement with the IAFF. The two communities shared some consistencies – or inconsistencies as the case may be – both between the two jurisdictions but also between departments within each jurisdiction. It appears that IAFF Local 4810 in Pitt Meadows may be receptive to discussing the coverage issue but their formal acceptance and participation would be necessary to implement this Motion, or any other option, regardless of Council direction.



Departmental impact concerns related to the Motion

The impacts related to ensuring coverage for FST “vacation shifts” are numerous and require detail. Below is a brief description of each concern for management:

Extent of coverage: The proposed Motion calls for fill-in coverage for absences of 5 days or more consecutively. However, it should be anticipated that the POC’s, and even possibly the FST’s, will request that the coverage issue be quickly extended to other open shifts of less than 5 days. Certainly, both Maple Ridge and Mission - both much larger departments - tried with varying success to cover all open shifts.

The FST’s currently get 3-5 weeks vacation annually. Yet, historically each FST has taken fewer than 2 of those weeks in consecutive 5 day periods. Rather, they frequently take 1-2 day periods tied to weekends or Stat Holidays to get a more extended period. For each full week of coverage the additional cost to the department could be up to \$1500, using POC wages. Worksafe and sick time coverage for 5 day consecutive periods is infrequent. However, periods of 1-3 days for those and many other reasons are quite common.

Pay: It would need to be determined what wage the POC would receive to fill the FST shift. Would they receive their current POC wage rate or the FST rate? Mission and Maple Ridge have polar opposite views related to pay rate. Any resolve here has both budget and status implications. Other payroll and deduction questions exist and would need formalized answers. During the Council discussions surrounding the Fire Service Review and POC Remuneration the new POC wages were established to compensate for a lack of “in lieu” pay and are currently in the highest percentile province wide. The wages are also escalating at a rate not dissimilar to the IAFF wages.

Coverage: It is unlikely that the department can logistically ensure coverage of every open shift. Our POC staff all have, out of necessity, other careers which by and large require their presence during business hours; the same hours the FST’s work. There are a few POC’s with business hour availability, but in a given 5 day week we likely cannot guarantee full coverage, unless some POC’s took time off from their other employment to do the shift.

Status of worker: The City has a legal opinion that POC’s are not employees. It is supported fully by wording within the Employment Standards Act Interpretation Guidelines that states that the majority of the Act does not apply to auxiliary or volunteer firefighters. The question is: would that change if they performed a scheduled shift alongside a career employee? In this regard there is overt discrepancy between the cities of Maple Ridge and Mission and even between the internal departments of each City.

Qualifications: In the case of both Maple Ridge and Mission the requirement set by the IAFF union in their Letters of Understanding was that the fill-in firefighters must be equally qualified as the career members. They both experienced challenges meeting this requirement and in Maple Ridge’s case many shifts went unfilled by POC’s despite there being close to 75 POC’s to draw from. There are a significant number of members here in Pitt Meadows who do not currently meet the same qualifications as the FST’s.

Duties: An internal concern noted is that every time a new POC covers a shift a significant portion of the start of the shift will need to be dedicated to them getting oriented by the incumbent FST in what role they will play, the jobs they have assigned for the day, and also any specialized duties or functions not generally performed by the POC’s. There are numerous functions that the FST’s perform that the general POC membership does not. This will take time away from the daily duties. In the event of both FST’s being off this could have even more impact.



Morale and Future positions: One of the biggest recent concerns within the department membership has been the filling of the open FST position. It is of significant concern to the department management that this process always be fair. If there were numerous shifts being filled by a small number of available POC's they would naturally have an obvious or perceived advantage for future career positions. Generally those available are younger, inexperienced members without established careers. It could be anticipated that those POC's who do not have access to as many, or any, shifts (generally older, established members with dedicated career commitments) may come to resent those who do, or at least will feel that they may not have a fair opportunity at future positions because of it. Ultimately, it could become a disincentive for experienced POC's if they feel their tenure and ability is comparatively undervalued. This could negatively impact morale within the POC contingent and within the FST/POC relationship.

Training Expectations: Given an expectation of equal qualification to be eligible to fill an FST shift it is to be expected that there will be a pronounced increase in demands on the training division to speed up training to help members achieve their full qualifications. This would be a substantial and unplanned for challenge. We have a large number of newer or recruit members and are scheduling another recruitment for early spring. Thus it is likely unattainable for some time, if at all. Failing to meet these unrealistic demands/expectations will generate negative morale issues, and will impact our ability to equitably fill all the shifts with qualified personnel.

Summary

It is the opinion of the department management that the coverage of open FST shifts of 5 or more consecutive days is unnecessary to the operation and may initiate internal organizational and administrative challenges that do not currently exist. Further, the push to have all shifts covered, including short-term book offs for illness, could be swift. This phenomenon was seen in both Maple Ridge and Mission. As described above, the common historical practice of the FST's is to not take their allotted vacation time in full 5 day periods. Management supports this break up of leave time for many reasons. It is unlikely that this will change in the near future, if at all, with the current staffing model. Worksafe and long-term illnesses are infrequent and very hard to anticipate, thankfully. Unfortunately, use of short-term sick time is historically quite high. Maple Ridge and Mission both attempted to cover all shifts, with varying success, but neither is restricted to weekday business hour shifts only so they had open shifts available to meet all POC member work schedules.

The number of open shifts annually could be challenging to fill, especially if it extended beyond consecutive 5 day periods. Shift coverage could be very extended periods of weeks to months in the case of serious injury or illness. Since 2012 there have been over 100 "open" FST shifts due to illness/WCB alone. Combined with 3-5 weeks' vacation per FST, there have been over 280 open FST shifts since 2012. The number of absences for training is not large but 2-5 annually is realistic and none have ever been back-filled. If only vacation shifts were filled, the approximate cost would be \$10,000 annually. Additional costs for sickness, Worksafe or other reasons are very hard to quantify and highly variable between years; thus cost projections could be very inaccurate.

Concerns exist with regard to qualified personnel being available to fill all available shifts. Inequitable distribution of the shifts may likely lead to internal morale concerns and competition between POC's. Attempts to meet expectations will likely result in significant burden on training and admin staff to manage and achieve. The current system to not fill open FST shifts has worked well and resulted in few impacts related to the overall FST role (mostly reduced public education sessions and equipment testing).



As far as emergency response, the open positions minimally impact the departments operations which rely on POC's in all cases unless the FST's are available and together, for a medical call. From 2012 – 2016 (current) the FST's only responded to 167 calls by themselves out of over 2,500 department calls (under 7%). Almost all were medical in nature to support BC Ambulance.

By policy both FST's are not permitted to be off on vacation at the same time. However, there have been a number of times where one was on an extended sick time or Worksafe leave and the other was scheduled for vacation. As a result, we have previously operated without both FST's for periods of time, sometimes extended, during these periods.

For the above reasons, and notwithstanding its good intentions and intent, fire department management does not support the Motion.



FIRE & RESCUE SERVICES

DECISION PACKAGE G: FIRE HALL REPLACEMENT PLAN INITIATION

Department/Division:	Fire & Rescue Services		
Submitted by:	Don Jolley – Fire Chief		
Estimated Capital Cost:	\$25,000 for 2017		
Estimated Annual Operating Costs:	One time: \$	N/A	Ongoing: \$ N/A

Description

This decision package addresses development of a 5 year plan for replacement of the current fire hall facility. For 2017, staff is requesting that Council engage in a dedicated Council Workshop on the issue of fire hall replacement. Contingent to those discussions staff are requesting a capital budget allocation for a consultant driven conceptualization exercise to determine the space & function needs for the Pitt Meadows Fire & Rescue Service into the future. This exercise will culminate in a conceptual drawing of a facility which meets the size and function requirements determined.

Recommendation

THAT Council:

- A. That Council commit to a dedicated Council Workshop on Fire Hall replacement on January 31st (the fifth Tuesday). Alternatively, a substitute date within February would be acceptable.
- B. Tentatively authorize the \$25,000 capital budget to obtain a consultants conceptualization drawing identifying future requirements for a main firehall facility

Financial Implications:

Costs for the fire hall replacement plan in 2017 would be \$25,000 for the conceptualization exercise and drawing. Project costs have been preliminarily estimated and are detailed below, culminating in full replacement of the current facility by 2021 at an estimated completion cost of \$10 million.

2017 – Conceptualization design	\$25,000
2018 – Architectural design	\$350,000
2019 – Engineering design	\$400,000
2020 – Construction initiated	\$7,000,000
2021 – Project completion	\$2,225,000



Discussion

As far back as 2005 repeated consultant reviews and master plan exercises have identified the inadequacy of the current fire hall facility and recommended replacement or significant renovation. The current fire hall is 33 years old, has been partially seismically upgraded, and an addition was constructed. It was built for a very different complexity of fire services than what has evolved. It has served the fire and rescue service well under the volunteer, and now paid on call models. However, it is aging rapidly and the complexity and resource demands of the modern fire service have exceeded its capacity for growth. The facility has reached end of life with regard to space and safety and currently requires a number of significant upgrades to equipment such as apparatus bay heaters, overhead doors and roof.

The discussion around replacement of the fire hall must be done with full consideration of the impacts of the CP Rail crossing at Harris Rd and its impact on response of fire services to the north side of the community. This is a complex and potentially expensive concern that must be evaluated holistically as part of the future of the community as a whole, as well as the fire service model. If a free-flow crossing is not likely, the fire and rescue service will most certainly require two fire halls for the future.

In conjunction with the above concern regarding CP Rail, it is imperative that the correct location(s) be identified and secured for such facilities. Minimal nearby hazards, strong access and egress capacity, minimal neighbourhood impact, and a large property footprint are all necessary considerations. Unfortunately, the City has very little owned property that comes even close to meeting those minimal requirements. Realistically, there may well be a strong argument that the City will need to purchase land for any future fire hall facility as part of this exercise, which would likely increase costs.

Fire Hall facilities are required to be among the safest and most resilient buildings constructed. Seismic resilience, location, specialized function, and other requirements necessitate them costing significantly more than other municipal facilities as a rule. Within Pitt Meadows, the cost of a new fire hall has profound impact on the overall municipal financial position. Conversely however, those costs must be weighed against proper placement, design and functionality of continued, and future, provision of essential services.

Finally, consideration should be given during this process to determining if there are any opportunities to share a new facility with other “tenants” such as other City departments, police, ambulance, search and rescue, or private interests. Examples of these types of shared facilities do exist, though not common, and are well functioning.

Alternatives

Council can determine that the replacement of the fire hall is not a current priority or within the capacity of the City's current financial position. Alternative solutions, such as contracting out partial or full service to an adjoining jurisdiction fire service could be explored. A significant renovation could be attempted on the current facility/property to address some, but not all, of the present limitations. Finally, though not recommended at all, it is incumbent of staff to advise Council that provision of fire suppression services is not required by any provincial legislation.

Summary

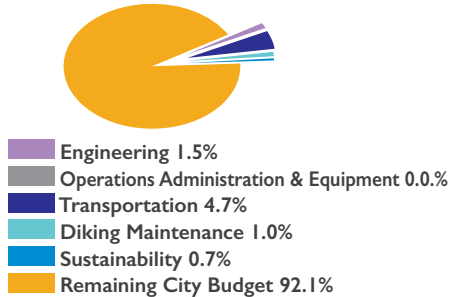
Staff is requesting that Council approve the request to hold a dedicated Council Workshop for fire hall replacement planning on January 31, 2017. Staff is also requesting that Council tentatively approve a \$25,000 capital budget in the 2017 Fire Service Business Plan to acquire a fire hall conceptualization drawing which would be undertaken subsequent to, and subject to, approval and direction coming from the workshop. Direction from Council, combined with fulsome and realistic research into the requirements for a replacement facility should be undertaken promptly as the current facility is aging rapidly and its functional life is nearing an end.



OPERATIONS & ENGINEERING - OPERATING



Department's Share of City Budget



Operating Budget:	\$2,870,350
Capital Budget:	\$4,599,600
Staffing Complement:	21.2 FTE (full-time equivalent) & 2.0 seasonal FTE
Supports Strategic Focus Areas:	Transportation and Infrastructure, Community Livability, Economic Prosperity, and Corporate Excellence

OVERVIEW

The Engineering and Operations department is comprised of two divisions.

Engineering Division

Responsible for the engineering design, planning, and construction of the City's infrastructure. Additionally, the engineering division is 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 thought of as 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, Safer City Committee, Active Transportation Committee
- Environmental Protection & Stewardship
- Sustainability



OPERATIONS & ENGINEERING - OPERATING

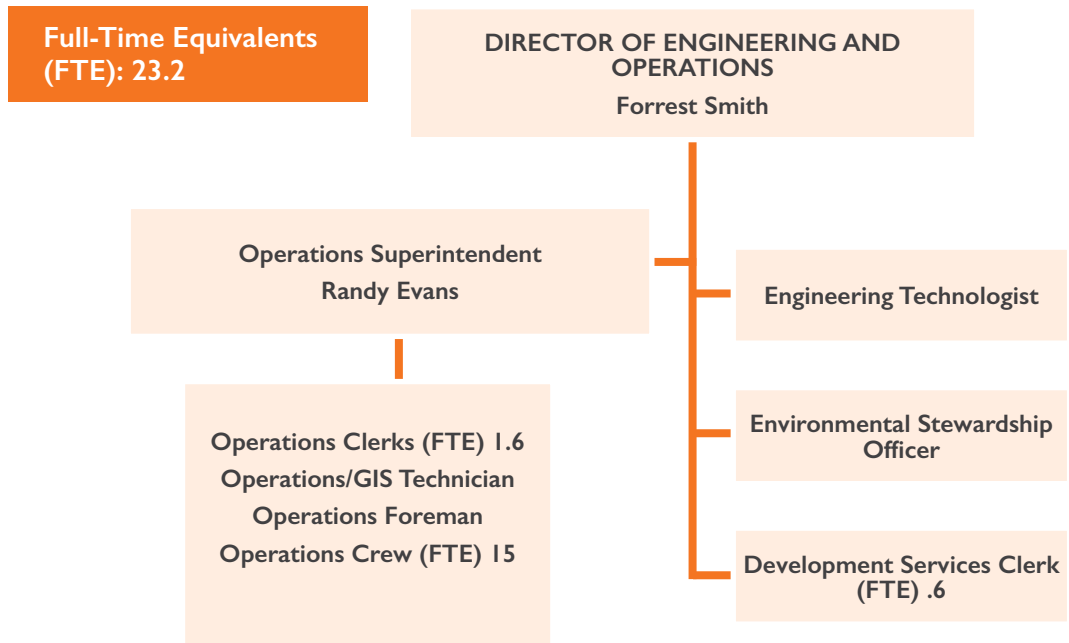
Operations Division

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



■ AT A GLANCE

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
- 3,945 service connections
- 989 water valves
- 720 water meters
- Water quality testing & meter reading

Diking System

- 60.9 km dikes

Sanitary Sewer System

- 48.5 km of sewer main
- 8 sewer lift stations
- 3,029 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
- 2,337 service connections
- 6 pump stations and 15 pumps
- 11 floodgates
- 740 culverts

Road Network

- 114.3 km of road
- 2,034 signs on 1,249 poles
- 1,009 streetlights
- 8 traffic signals
- 9 bridges
- 58.7 km of sidewalk
- 31 km of bike lane
- Solid waste receptacles and street amenities throughout the City



OPERATIONS & ENGINEERING - OPERATING

- The current population of Pitt Meadows is estimated at 18,673 residents.
- Between the 2006 and 2011 Census periods, the total number of households in Pitt Meadows increased from 5,820 to 6,720 which represents an increase of 13.5% making Pitt Meadows one of the top five fastest growing municipalities in Metro Vancouver during that time period.
- **Bike Lanes and Trails.** Both bike lanes (31km) and off road multi-use trails (14.8 km) have been steadily increasing in Pitt Meadows.
- **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 2015 reporting year, the City was awarded Level 3 recognition – “Achievement of Carbon Neutrality”.
- **Energy Conservation Initiatives.** Pitt Meadows partners with BC Hydro on a Workplace Conservation Awareness Program. The Public Works Yard, Pitt Meadows Family Recreation Centre and Fire Hall buildings have all participated in targeted reduction challenges and reduced energy consumption by 10-20%.
- **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.

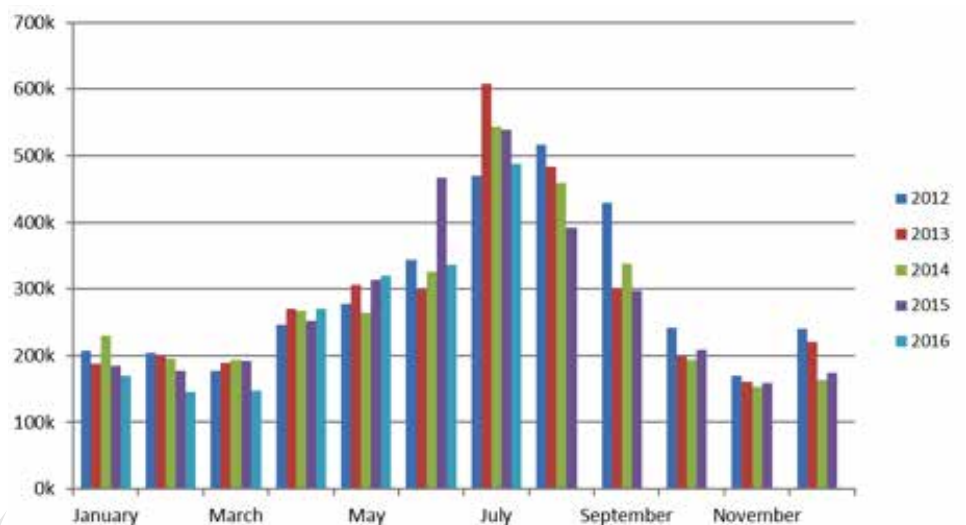
Year	Yearly GHG Savings (kg)	Yearly Energy Consumption (kWh)
2013	278	661
2014	254	606
2015	1177	2,803
2016 (up to Oct 31, 2016)	1422	3,385

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.

CONSUMPTION (M³)



- 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.
- In 2013, Pitt Meadows reached the highest water quality that we have ever reported. Increased temperatures in the past two years have resulted in a reduction in water quality in certain areas of the community. While our water quality continues to exceed standards staff is monitoring these key areas to determine what is contributing to these changes.
- To support water quality, Pitt Meadows established a cross-connection control program in 2010, ensuring the municipal water supply is not contaminated by inadvertent back flow into the system. While we have a good understanding of the back flow prevention status for industrial, commercial and institutional (ICI) properties, there was minimal documentation for agricultural properties. In 2014, this focus was placed on potentially severe risk agricultural properties. 2015 saw the completion of installing back flow prevention devices for the severe risk agricultural properties and the moderate risk properties were started.
- 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 ten years with an anticipated completion for replacement by 2025. 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.

Sanitary Sewer Utility

- The main purpose of the City's sanitary sewer system is the collection and routing of domestic and industrial sewage and waste waters 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.
- For the past five years it has cost the City approximately \$1,250,000 a year to treat the water sewage produced in Pitt Meadows. The past few years have seen a decrease in the costs to treat sewage costs bringing the average cost down to \$1,200,000. Despite growth this cost has remained stable and is starting to show a decline.
- 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. For this reason, the City adopted a regulation in 2013 requiring the inspection of private storm and sanitary mains in an effort to ensure that I & I doesn't become a problem as a result of broken or illegal connections on private property.
- 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 20 years. There remains approximately 16,500 linear meters of the original 20,285 linear meters of AC sewer pipe for replacement.

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% 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.)
- Despite on-going investments in the drainage system, its infrastructure continues to age faster than the City's current rate of replacement, which in turn drives up operating costs. One of the real challenges is the cost of upgrading and/or replacing infrastructure. As a result, many of the stations are operating well beyond the expected useful life to align with the infrastructure replacement/upgrade budget.
- Rising hydro costs continue 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. turning off the pumps at certain times of year and allowing gravity drainage through the flood gates to take over. Future upgrades to more efficient pumps should also help mitigate the increasing costs of hydro.

Hydro Expenses

2012 = \$189,487

2013 = \$181,812

2014 = \$218,950

2015 = \$230,150

2016 = \$238,000 (estimate)

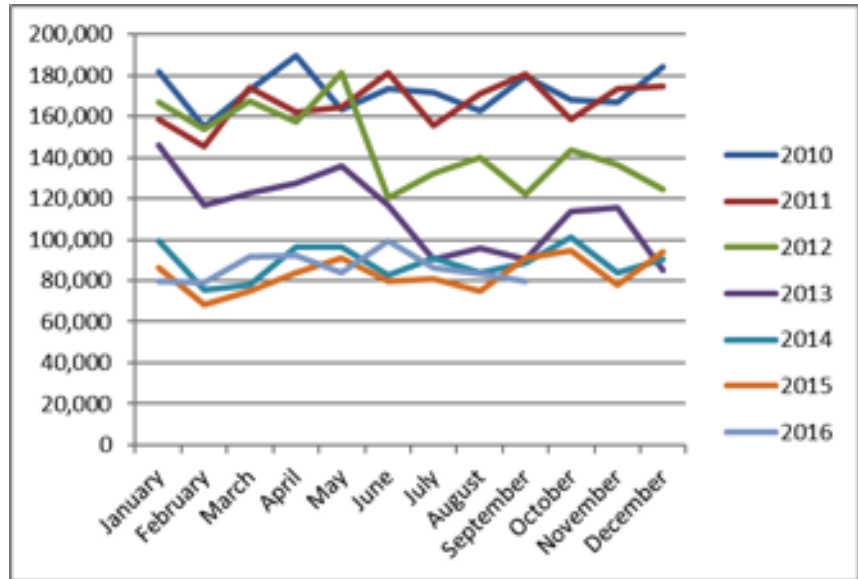
- The City is responsible for the maintenance of 204 kilometres of key ditches. Not all key ditches are located within City's rights of way which makes access a challenge. A three year program to clean Katzie Slough and improve the water conveyance in the slough ended in 2015. While conveyance has greatly improved from this cleaning program the weed problems still exist and cleaning will be required again to maintain the conveyance levels established. The Katzie Slough is the main drainage artery in Drainage Area No. 3. Maintaining improved water flow in this slough not only improves water conveyance, it also improves the slough's ability to provide habitat for fish and other aquatic species.



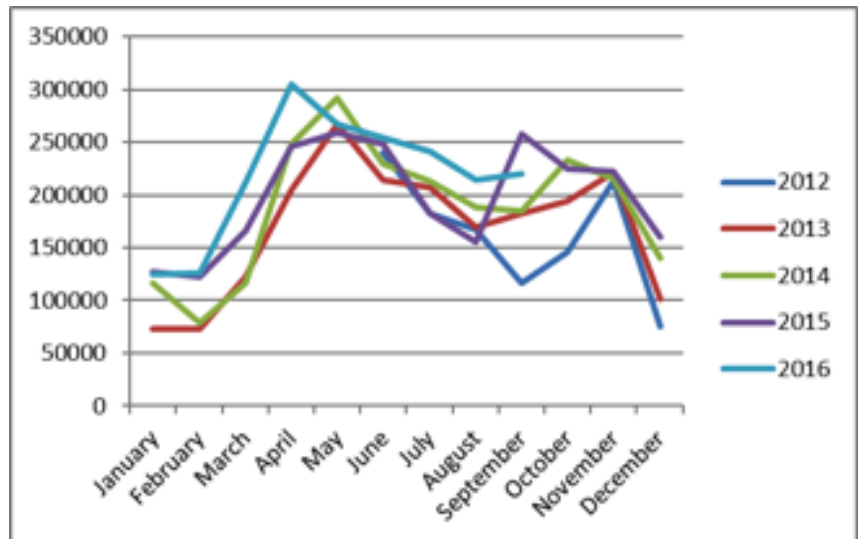


Solid Waste Utility

- 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.

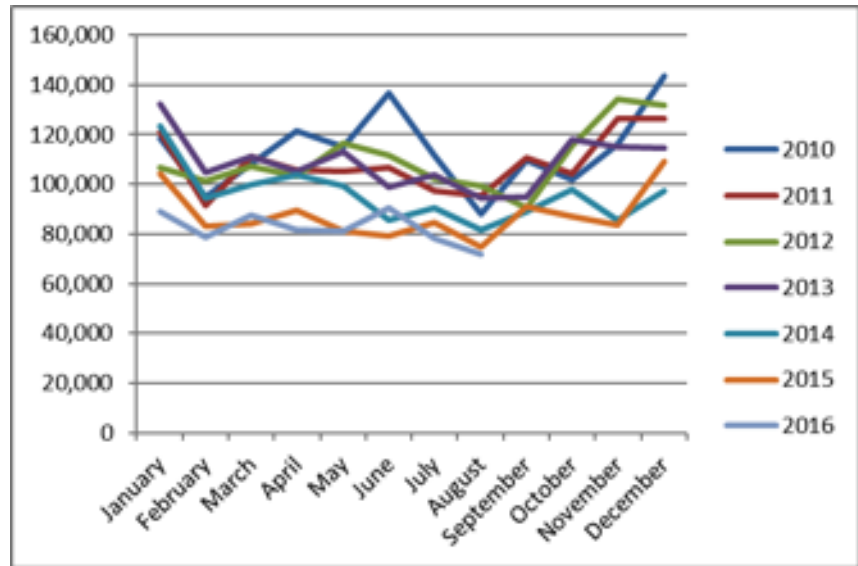


Annual Garbage Collection by Weight (kg)



Annual Green Waste Collection by Weight (kg)





Annual Recycling Collection by Weight (kg)

- 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. The City is exceeding the regional diversion rate efforts with the 2015 diversion rate equal to 70% and the 2016 diversion rate tracking to 72%. For comparison, Metro Vancouver established a goal of 70% diversion by 2015. The City will continue to strive for 100% diversion.

Diversion Rates

2012 = 65%
 2013 = 68%
 2014 = 73%
 2015 = 70%
 2016 = 72%

Tonnes of Garbage Collected

2012 = 1,745 tonnes
 2013 = 1,356 tonnes
 2014 = 1,067 tonnes
 2015 = 998 tonnes
 2016 = 1,033 tonnes (estimate)

- All of the regional diversion efforts have resulted in stabilizing solid waste removal costs. This trend is a shift from the steady increase that was being projected five years ago.
- 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. MMBC has contracted Smithrite Disposal Ltd. to provide weekly residential recycling pick up for residents living in single family and mobile homes and townhouses 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.

2016 ACHIEVEMENTS

Operations and Engineering

- **Active Transportation.**
 - 14 wheelchair letdowns were installed or replaced to improve accessibility throughout the City.
 - 5 trail head staggered fences were removed and replaced with bollards to improve accessibility to schools and parks
 - Facilitated Bike Awareness and Learn to Ride at Highland Park Elementary school
 - Harris Road sidewalk extension to Airport Trail (approximately 100m)
 - Cycling awareness and share the road signage installations
- **Public Consultation on Park Road and Somerset Drive.** In late 2014, concerns related to driveway ingress and egress, and traffic speeds were brought to staff's attention. Staff spent time with residents in the Park Road and Somerset Drive neighbourhood looking at options to improve various concerns at the intersection resulting in the removal of the curb extensions across Park Road, a new speed limit of 30 km/hr, painting of the cross walks with green high visibility paint, installation of flashing LED stop signs at Park and Bonson and the installation of three sets of speed cushions along Park Road. This implementation will be trialed for a one year period to determine the effectiveness of the traffic calming measures.
- **Policy Changes.** Council initiated changes to the Filming Policy and the Traffic Calming Policy. Both of these policy revisions included considerable public consultation processes in order to ensure all community interests were considered.
- **MMBC Transition.** Effective September 2016, Multi-Material BC (MMBC) assumed responsibility for residential recycling services in Pitt Meadows. MMBC 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 residents.
- **Supported Public Consultation on Proposed Development Projects.** Residents have shown interest in a several industrial, commercial, and residential projects throughout the community this year. Staff worked to facilitate questions and answers on these projects as well as coordinate additional public input opportunities.
- **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 sufficiently move water out of the system should inclement weather occur.
- **Drainage Area Four Upgrades.** A breach in the Area Four dike at the Pitt River was successfully repaired in 2016.
- **Phase I Flood Risk Assessment Application Submission.** The City prepared and submitted a comprehensive flood risk assessment application to Public Safety Canada's National Disaster Mitigation Program to inform flood risks. The proposed risk assessment, pending federal agency approval, 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.
- **Capital Works.** These achievements are highlighted in the Engineering and Operations Capital Assets Plan.

Environmental Protection and Stewardship

- **Environmental Stewardship Officer Recruitment.** This newly created position with the City was filled in April 2016. Various responsibilities include but are not limited to: policy and bylaw review, environmental review of development and soil/fill permit applications, processing soil/fill permit applications, conducting site inspections, coordinating environmental notifications and approvals, facilitating climate change initiatives, investigating environmental complaints, enforcing relevant bylaws, working with local stewardship groups/stakeholders and promoting environmental awareness throughout our community.
- **South Bonson Industrial and Residential Development Proposals.** Reviews of various environmental reports and plans are complete and will continue for the project's duration. These reviews include Construction Environmental Management Plans, Erosion and Sediment Control Plans and other technical reports. The City initiated an independent environmental review by a Qualified Environmental Professional (QEP), which was completed in March 2016. This process spearheaded an independent contaminated sites investigation in May 2016 and continues in the winter of 2016. To assist in monitoring these sites, the City has appointed a third-party, Independent QEP in May 2016 to assist with technical report and plan reviews and conduct regular site audit inspections.
- **Bylaw and Policy Review.** A review with an environmental lens focusing on existing bylaws and policies are currently underway. 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.
- **Invasive Species Mitigation and Monitoring.** Provincially regulated noxious weeds such as Japanese Knotweed are being treated bi-annually and monitored by a Qualified Professional.
- **Environmental Mapping.** The City created an environmental layer to update its Geographic Information Systems mapping application, MapGuide. This mapping layer better informs land use decision making processes. Various attributes such as fish and species at risk element occurrences and invasive species are currently included and made available to staff, with additional attributes and updates expected for the coming year.
- **Katzie First Nation's Eco-cultural Restoration Project Endorsement.** The City provided a Letter of Support to the Katzie First Nation for their multi-phased, multi-site Eco-cultural Restoration Project along the Alouette River. One site was completed last year (Hale Road), and two sites have been constructed this summer (east of Harris Road on both north and south foreshores), with a final site to be constructed in 2017 (Neaves Road). These legacy projects within the City of Pitt Meadows support ecological and cultural values by restoring wapato as a food source and enhancing habitat for species at risk.
- **Watershed Watch Salmon Society Funding Application Endorsement.** The City provided a Letter of Support to the Vancouver Foundation for Watershed Watch Salmon Society's funding application targeting select initiatives that advance policies and practices which address and respond to climate change and other key environmental issues.
- **Alouette River Management Society (ARMS) Funding Application Endorsement.** The City provided a Letter of Support for ARMS' funding applications to the BC Hydro Fish and Wildlife Compensation Program. This initiative involves a consortium effort with various agencies, the Katzie First Nation and other stakeholders to complete a fish passage feasibility study for the Alouette Dam at the headwaters of the Alouette River in Golden Ears Provincial Park.
- **Community Engagement.** The Environmental Stewardship Officer is a City of Pitt Meadows representative for various Metro Vancouver Regional District committees, including the Regional Planning Advisory Committee's - Environment Subcommittee, Regional Invasive Species Task Force, and the Regional Engineers Advisory Committee – Climate Protection Subcommittee.



Sustainability and Green Team

- **Carbon Neutrality.** The City of Pitt Meadows is pleased to have achieved carbon neutrality in 2015. The carbon neutral status achieved is primarily attributed to participation in regional initiatives in Metro Vancouver, specifically the Household Organic Waste Diversion and Vancouver Landfill Gas Capture Programs. Increased efficiencies occurred in select service areas such as solid waste management, fire and administration compared to that of 2014. The City of Pitt Meadows continues its commitment to reducing greenhouse gas emissions and achieving carbon neutrality and sustainability.
- **Earth Day.** Pitt Meadows celebrations are held annually on April 22. Celebrations this year included an event targeted towards youth ages 3-10 that featured entertainers, and interactive displays from organizations working in the community such as the Alouette River Management Society, Kanaka Education and Environmental Partnership Society, Return-It, Waste Management. The City gave out native plants to community members attending the event, and promoted a rain barrel program.
- **Workforce Conservation Awareness Campaigns.** The Green team successfully ran its fifth and final year of the workforce conservation awareness program with BC Hydro. Monthly energy conservation campaigns focused on energy reductions through reducing use of phantom power (turning off and /or unplugging devices not in use), using natural light and identification of daily acts that reduce energy use and waste (Recreation Centre energy reduction campaign; printing reduction).
- **Loblaw's Shoreline Cleanup.** City staff participated in Loblaw's Shoreline Cleanup event on August 12, 2016 along the Alouette River, east of Harris Road, clearing the shoreline of waste and recyclables.
- **Anti-idling Policy.** The City adopted an Anti-idling Policy aimed at its own fleet and encouraged anti-idling practices by community members.
- **Evaluation of Greenhouse Gas Emission Reduction Projects.** As a climate change initiative to reduce the City's greenhouse gas emissions, the city is engaging a Qualified Professional to evaluate the feasibility and potential of reduction option projects.

KEY CHALLENGES FOR 2017

- **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. As a means of addressing the cyclical nature, the City is establishing a reserve fund to stabilize development revenue over the next ten years.
- **Short-Term Resource Needs.** The complexity of recent development has created increased demands in the engineering and environmental stewardship departments that are exceeding current staffing levels. Staff is looking at strategies to address this short term need.
- **Increasing Demand for Services.** There are ongoing challenges of servicing the needs of an increasing population and infrastructure inventory with minimal change to resources. Citizen expectations regarding the delivery of service are increasing despite the pressure to reduce service costs.
- **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 environmental protection.
- **Resident Support.** Often, when a resident of Pitt Meadows has a question or concern about their quality of life the usual first contact made is to City staff. Concerns regarding neighbouring activities, or even one's own activities, are often vetted through staff and resolved as required. Considerable time and effort is devoted to listening and providing general assistance to residents.



- **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.
- **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 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. In 2016, the traffic calming policy was revised significantly after public consultation. This public consultation included input from experts in the traffic engineering sector, ICBC, RCMP, speed watch and city staff. Discussions centered on the three E's of traffic calming, Education, Engineering and Enforcement.
- **Dike Infrastructure Planning.** Regional work has begun to look at 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 will be initiating 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.
- **Changing Weather Patterns.** Weather patterns 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.
- **Drainage.** Ditch cleaning is on-going through both a rotation program as well as on an as-needed basis. The two pronged approach ensures that all sloughs and ditches are assessed on a consistent rotation while at the same time responding to needs 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, is looking for creative solutions to manage this problem.
- **Drainage Pump Stations** - Pitt Meadows has six pump stations throughout the community. These 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 have been 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 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 2013 has made the transition easier for our community. Fines are now in effect for non-compliance; to date Pitt Meadows has been successfully diverting our green waste out of the garbage stream. A large regional education campaign by Metro Vancouver is helping with 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, but tight budgets have limited resource allocation to sustainability efforts such as focusing on actions outlined in the Community Greenhouse Gas Reduction Plan and the Community Sustainability Plans. The City meets 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.



OPERATIONS & ENGINEERING - OPERATING

KEY INITIATIVES 2017

Division	Initiative	Target
Engineering	<ul style="list-style-type: none"> The previous Street Parking Strategy Review concluded in 2014. However, staff will be revisiting the idea of time durated parking restrictions in historical commuter parking locations. This review will include public consultation through surveys distributed to home owners and commuters. 	Q1
	<ul style="list-style-type: none"> In past years, Council has appointed a Rail Community Advisory Panel (CAP) that met bi-annually to provide a forum for the exchange of information between the Canadian Pacific Railway and the City of Pitt Meadows. This committee included representatives from Council, CP management, community members, and Pitt Meadows staff. This committee will be re-established for the exchange of information and the resolution of challenges. 	Q1
	<ul style="list-style-type: none"> The engineering department will perform rail obstruction counts to document impacts on vehicle traffic at the City's two grade crossings. 	Q3
	<ul style="list-style-type: none"> The City does not currently have a Driveway and Boulevard Replacement Policy to follow when these areas are disturbed for installation of new capital works or maintenance of existing infrastructure. This land is City owned, however, it is the frontage and access point for homes and storefronts. To date, crews have attempted to replace like for like when disturbances are required. 	Q2-Q3
	<ul style="list-style-type: none"> The previous Pavement Management Study was completed in 2012. Pavement integrity is a driving factor for scheduling a number of our capital investments. 	Q3
	<ul style="list-style-type: none"> In 2016, the Active Transportation Committee is looking at projects to enhance pedestrian safety and accessibility in various parts of the community. 	Q1-Q4
	<ul style="list-style-type: none"> Transportation Public Consultation. With both a regional highway and railroad tracks running through the community, outreach on transportation network options is planned to allow Council to better plan for the transportation needs of the community. 	Q1-Q2
	<ul style="list-style-type: none"> Staff to review the current engineering contract and determine a schedule for re-issuing an Engineering Consultant RFP. 	Q1-Q2
Operations	<ul style="list-style-type: none"> A review of the drainage system for 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. 	Q1-Q2
	<ul style="list-style-type: none"> An IWMP 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. 	Q1-Q4
	<ul style="list-style-type: none"> The Building Canada Community Fund opened up a second intake in spring 2016. The City submitted another application to support the replacement of this pump station and have not received word on grant allocations at this time. Alternatives are being reviewed simultaneously. 	Q1-Q4
	<ul style="list-style-type: none"> In 2017, there is no major slough cleaning planned. Cleaning in key ditches will continue as part of the annual maintenance program. 	Q1-Q4



OPERATIONS & ENGINEERING - OPERATING

Division	Initiative	Target
Environ- ment / Sustainability	• Continue the conversion of lights to LED bulbs as replacement is needed in City buildings.	Q1-Q4
	• Annual celebration of earth day with a community event that involves business and the community with a large component for youth.	Q1-Q4
	• Continue public outreach to educate the public on where they drop off unwanted items to be recycled for free or low cost. The campaign will focus on the top items that are being illegally dumped, and in reducing waste generations to landfills.	Q1-Q4
	• Bylaw and Policy Reviews / Development. A number of current policies and bylaws require review with a focus on environmental protection and sustainability, while others require development. These policies and bylaws include but are not limited to: The Soil Deposit and Fill Removal Bylaw, Subdivision and Development Servicing Bylaw, Pesticide Use Control Bylaw, Property Maintenance Bylaw, Riparian Management, Vegetation Management, Erosion and Settlement Control, Contaminated Sites, Air Quality.	
	• Community Outreach and Stewardship Events. Community education and participation are critical for enhancing ownership and protecting the City's natural features. Staff will organize opportunities to increase public involvement in this area and explore various funding opportunities to facilitate these outreach programs and events.	Q1-Q4
	• Farmland Advantage Forum. Farmer to farmer forum, with a focus on sustainable farming practices and stream side protection. Funding through the Investment Agriculture Foundation of BC and the Ministry of Agriculture is being explored to determine if a Pitt Meadows pilot project is possible.	Q2
	• Greenhouse Gas (GHG) Emissions Inventory Software. Software to track GHG emissions and calculate savings for reporting purposes.	Q1-Q4



OPERATIONS & ENGINEERING - OPERATING

PROPOSED OPERATING BUDGET

Engineering and Operations Financial Summary - 2017 thru 2021

	2016 Approved Budget	2017 Proposed Budget	Proposed Changes for 2017		2018 Proposed Budget	2019 Proposed Budget	2020 Proposed Budget	2021 Proposed Budget
			\$	%				
Operating:								
Revenue (net of reserve transfers)								
Engineering	(25,000)	(25,000)	-	0.0%	(22,500)	(22,500)	(22,500)	(22,500)
Operations Administration & Equipment	(583,500)	(593,650)	(10,150)	-1.7%	(597,650)	(601,650)	(601,650)	(605,650)
Transportation	(647,100)	(635,700)	11,400	1.8%	(638,500)	(641,300)	(644,100)	(647,000)
Diking Maintenance	(142,000)	(142,000)	-	0.0%	(142,000)	(142,000)	(142,000)	(142,000)
Sustainability	(16,000)	(17,000)	(1,000)	-6.3%	(17,000)	(17,000)	(17,000)	(17,000)
Total Revenue (net of reserve transfers)	(1,413,600)	(1,413,350)	250	0.0%	(1,417,650)	(1,424,450)	(1,427,250)	(1,434,150)
Expenses								
Engineering	290,600	298,100	7,500	2.6%	309,900	319,600	328,200	337,000
Operations Administration & Equipment	603,770	599,350	(4,420)	-0.7%	614,750	630,250	643,250	657,150
Transportation	1,468,500	1,500,600	32,100	2.2%	1,510,900	1,521,300	1,531,400	1,542,000
Diking Maintenance	333,800	333,800	-	0.0%	336,400	339,000	341,700	344,400
Sustainability	124,100	138,500	14,400	11.6%	145,700	147,900	149,700	151,500
Total Expenses	2,820,770	2,870,350	49,580	1.8%	2,917,650	2,958,050	2,994,250	3,032,050
Net Operating Expenses	\$1,407,170	\$1,457,000	\$49,830	3.5%	\$1,500,000	\$1,533,600	\$1,567,000	\$1,597,900

Key Budget Changes for 2017:

Revenues & reserve transfers

MRN reserve transfer	43,000						
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Expenses

Salary and benefits	25,300						
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Carbon offset purchases	9,000						
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Building maintenance	2,200						
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Equipment & fleet net (mtc., fuel, insurance, lease)	(11,820)						
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Operations administration & equipment charges to utilities	(20,150)						
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Inflationary and other adjustments	2,300						
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Change in Net Operating Expenses	\$49,830						
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OPERATIONS & ENGINEERING - CAPITAL



OVERVIEW

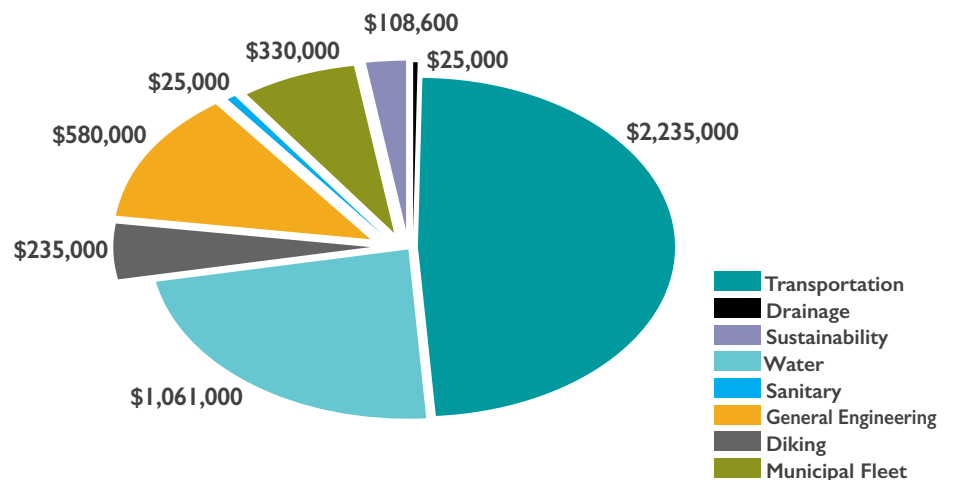
Each year the City partakes in a detailed capital planning process that forecasts the infrastructure needs over the next five, 10 and in some circumstances 40 years. All infrastructure is reviewed and prioritize based on asset age, condition, capacity, and identified corporate priorities. After Council 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

The 2017 Preliminary Capital Budget funding requirements amount to \$4,599,600
The individual project category requirements are as follows:

2017 ENGINEERING AND OPERATIONS CAPITAL FUNDING REQUIREMENTS PER DISCIPLINE



For 2017, 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.

2017 ENGINEERING AND OPERATIONS CAPITAL FUNDING SOURCES

Funding Source	Amount
DCC's	\$265,900
Grants	\$0
3rd Party Contributions	\$22,500
Reserves	\$4,311,200
Debts	0
Total	\$4,599,600

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 heading Life cycle schedules are dependent on routine maintenance schedules being followed and repairs being addressed as needed.

The proposed 2017 capital budget and the remaining 2017-2021 capital plan represents an investment of \$21.8 million in engineering and operations capital assets over this five-year period.

The current capital requirements exceed cash flow and grant opportunities, therefore unfunded projects have been pushed into later years so as not to exceed available and approved funding capacity. Projects could be realized earlier if funding or financing opportunities are realized.

Transportation

Transportation projects include: intersection control, sidewalks, street signs, 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 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.

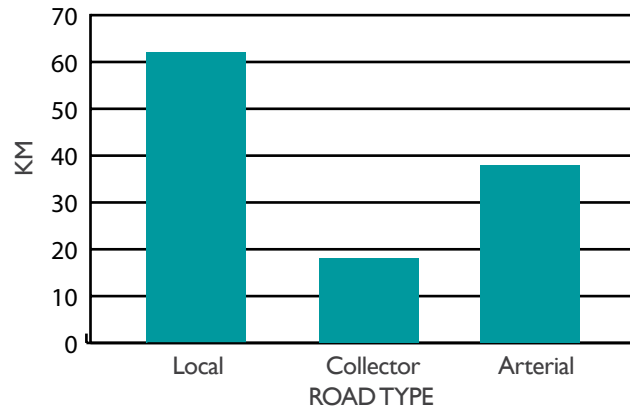
An investment of \$2,235,000 is required to fund the preliminary 2017 transportation projects.



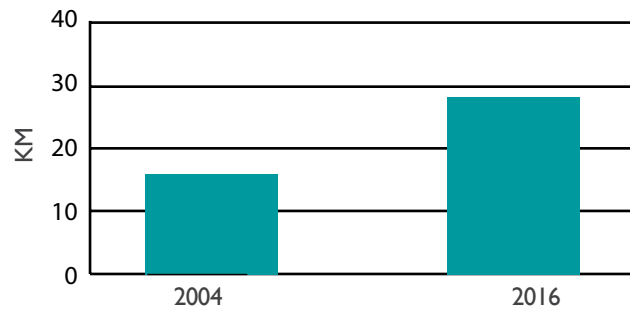
AT A GLANCE - TRANSPORTATION ASSET STATISTICS

- Total road lengths have increased 7.7% (7,750) since 2001.
- Bike road lane lengths have increased 28% since 2004.
- Off road Multi-use Trails have increased 95% since 2000; dikes are not included in this total.

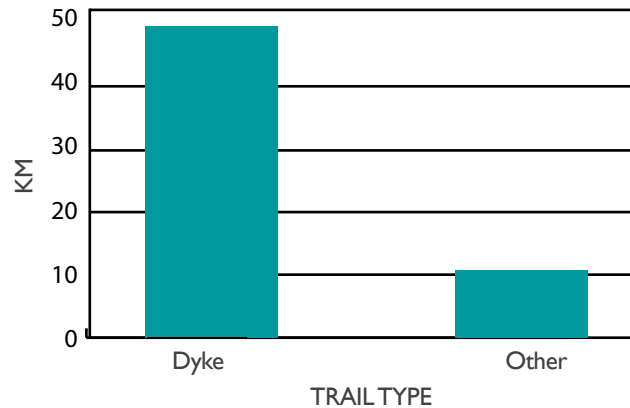
ROAD INVENTORY



BIKE LANES IN ROADWAY



OFF ROAD MULTI-USE TRAILS



OPERATIONS & ENGINEERING - CAPITAL

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

Current Assets	
Asset Category	Quantity
Roads	114.3 km
Bike lanes	31.0 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
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
	Roundabout	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	



2016 ACHIEVEMENTS - TRANSPORTATION

Repaving

- McNeil Road (Sheridan Drive to Neaves Road)
- Ford Road (Harris Road to 189B Street)
- Airport Way Road (Southgate to Bonson Road)
- Wildwood Crescent (Wildwood Crescent North, Wildwood Place, Wildcrest Avenue)
- Park Road @ Somerset Drive Intersection

Reconfigurations

- Wheelchair sidewalk letdowns reworked:
 - Park Rd & Oak Terrance (Northeast)
 - Park Rd & Oak Terrance (Northwest)
 - 119th Ave & 190A St (Northeast)
 - Park Rd & Sommerset Dr (Southeast)
 - Park Rd & Bonson Rd (Northeast)
 - Park Rd & Bonson Rd (Southeast)
 - Park Rd & McMyn Ave (Southwest)
 - Park Rd & 194A St (Southwest)
 - Park Rd & 194A St (Southeast)
 - Park Rd & McMyn Ave (Southeast)
 - Cusick Crescent @ 194A Ave (Southwest)
 - Bonson Rd & 117B St (Southwest)
 - Bonson Rd & 117B St (Northwest)
 - Bonson Rd & Hammond Rd (Southeast)
- Trailhead bollard replacements:
 - 18850 - 119b Ave
 - 12405 - 193b St
 - Somerset Dr and Park Rd
 - 19635 - Cedar Lane
 - 11606 - 196A St



KEY CHALLENGES FOR 2017 - TRANSPORTATION

Pavement Management. A pavement management survey is conducted every five years to determine if the City's asphalt repair program is keeping pace with asphalt degradation. The pavement management survey conducted in 2012 by third party consultants indicates that the current asphalt repair/replacement program is not keeping pace with the increasing number of asphalt failures that are occurring, in particular on rural roads and recommends the City consider increasing funding for road rehabilitation. A new Pavement Management survey is scheduled for 2017. This, along with the completion of a road asset management plan will provide essential information to the asset management system and assist in future capital planning efforts.

Pedestrian and Cycling Master Plan. The City has adopted a Pedestrian and Cycling Master Plan along with recommended improvements to the City's Active Transportation Infrastructure (sidewalks, pedestrian crossings, bike lanes and multi-purpose pathways). Currently funding is allocated for projects identified in the Plan. Council has approved funds for a 5-year period to allow projects to proceed. 2017 projects to be prioritized by the Active Transportation Committee in early 2017.

Traffic Patterns and Volumes. The two new bridges, Golden Ears (east side of the City) and Pitt River (west side of the City) have changed traffic patterns on City roads which is creating issues on those routes experiencing increased traffic volumes, future capacity requirements (road widening with additional lanes) and more complaints from adjacent residents. 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 transportation of goods through the Gateway network. The result is an effect on the Pitt Meadows rail and road networks as rail is expected to see higher volumes and longer trains in the future. Traffic calming on local roads within residential neighborhoods continues to provide challenges and requires education, engineering and enforcement.

KEY INITIATIVES FOR 2017 - TRANSPORTATION

2017 Proposed Projects	Value
Rannie Rd Repave	\$575,000
Bonson Road (North)	\$235,000
Arena parking Lot Repave	\$240,000
Neaves Road Bike Lanes	\$300,000
Katzie Slough Bridge Replacement (Design)	\$150,000
South Alouette Bridge Rehab	\$60,000* *remainder carried over from 2016
Miscellaneous Street Paving (locations based on Pavement Management Study)	\$300,000
Pavement Management Study	\$65,000



OPERATIONS & ENGINEERING - CAPITAL

DRAFT TRANSPORTATION CAPITAL PLAN FOR 2017

Category	Project#	Priority	2017	2018	2019	2020	2021	Total
Transportation								
Misc Road Asset Rehab 02-2-90-8158	RD-001	3	60,000	60,000	60,000	60,000	60,000	300,000
Rannie Road Repave 02 290 7777	RD-017	3	575,000					575,000
Thompson Road - Repave 02-2-90-8155	RD-019	3		350,000				350,000
Hammond Rd Overlay Bonson to Katzie 02-2-90-7744	RD-024	3		300,000				300,000
Active Transportation 02-2-90-7745	RD-028	3	100,000	100,000				200,000
Wildwood Cr Repave-Hammond to Bonson 02-2-90-8156	RD-034	3			250,000			250,000
McKechnie Rd Repave-ODT to Connecting 02-2-90-7739	RD-035	3			500,000			500,000
Ford Rd Repave-Woolridge to West End 02-2-90-7779	RD-042	3		248,000				248,000
Hale Rd Repave-Cranberry to Dyke 02 290 7713	RD-055	4				250,000		250,000
Ladner Rd Repave-Rannie to Middleton 02-2-90-7760	RD-061	3			300,000			300,000
Various Bridge Maintenance 02-2-90-7752	RD-062	3	125,000	20,000		20,000		165,000
Bonson Rd (North) Asphalt Lift 02-2-90-7735	RD-070	3	235,000					235,000
Fraser Way Upgrade 02-2-90-7767	RD-081	4			450,000			450,000
Katzie Slough Bridge - Harris Rd 02-2-90-7748	RD-084	3	150,000	700,000				850,000
Middleton Rd Repave 02-2-90-7774	RD-086	4				300,000		300,000
Miscellaneous Street Paving 02-2-90-8560	RD-090	3	300,000			0	0	300,000
Arena Parking Lot Repave 02-2-90-7763	RD-093	1	240,000					240,000
Advent Road Mill & Pave	RD-096	4					100,000	100,000
Park Road Repave	RD-097	3					450,000	450,000
Sidewalk Repair 02-2-90-7768	RD-099	1	20,000	20,000	20,000	20,000	20,000	100,000
Ladner Road Bridge 02-2-90-7765	RD-102	3		250,000	700,000			950,000
South Alouette Bridge Rehab 02 290 7782	RD-110	2	65,000					65,000
Harris Road Paving (urban area)	RD-111	3					150,000	150,000
McDonald/Patrick Road	RD-113	3					200,000	200,000
Pavement Management 02 290 7769	RD-115	3	65,000					65,000
Neaves Road Pavement Repair 02 290 7705	RD-116	2				400,000		400,000
Neaves Rd Bike Lanes 02 290 7783	RD-117	3	300,000	150,000				450,000
Harris Rd Between 2 Dewdney	RD-118	3					150,000	150,000
Transportation Total			2,235,000	2,198,000	2,280,000	1,050,000	1,130,000	8,893,000

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.

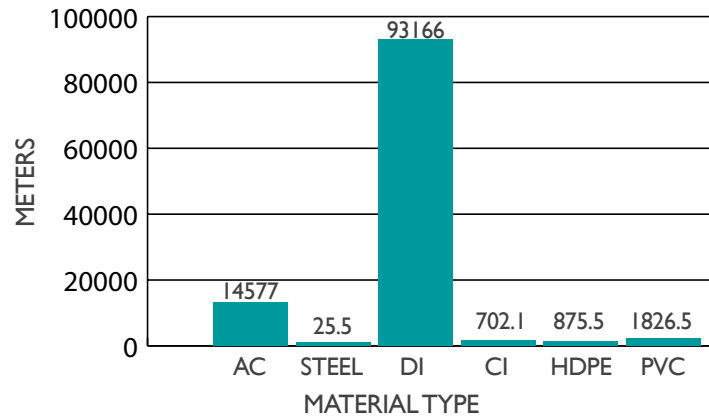
Depending on complexity, these projects may require multiple years to complete. Accordingly, projects may be segmented to match funding constraints. An investment of \$1,901,000 is required to fund the preliminary 2017 utility infrastructure projects.

AT A GLANCE - UTILITY INFRASTRUCTURE ASSET STATISTICS

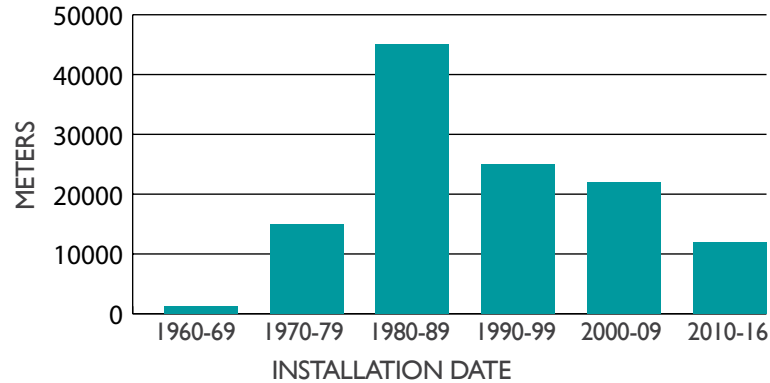
Water Distribution System

- 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



- Approximately 50% of the annual water capital budget is designated for the replacement of Asbestos Cement (AC) water mains with a target of 2025 for the replacement completion of all AC mains.
- The length of water main inventory has increased by 12% (or 13,164 metres) since 2001.
- 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	3,945

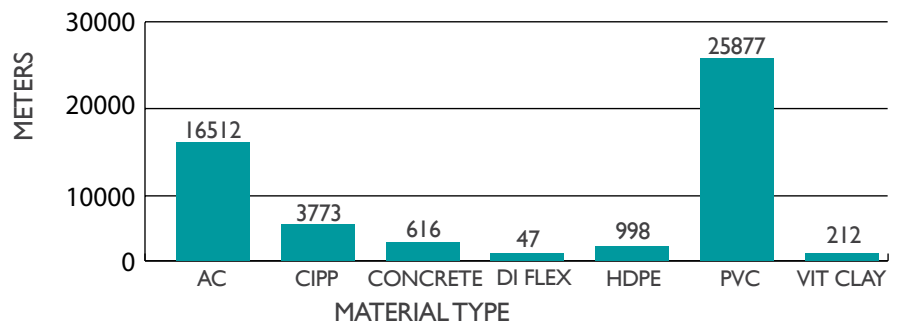
Sustainability (Life Cycle) Considerations

Asset Type	Asset Component	Useful Life
Water Network	Water Pipes	45 to 100
	Service Connections	50
	Booster Station	30
	Hydrant	50
	Water Meter	20
	PRV Station	50
	Water Valves	50

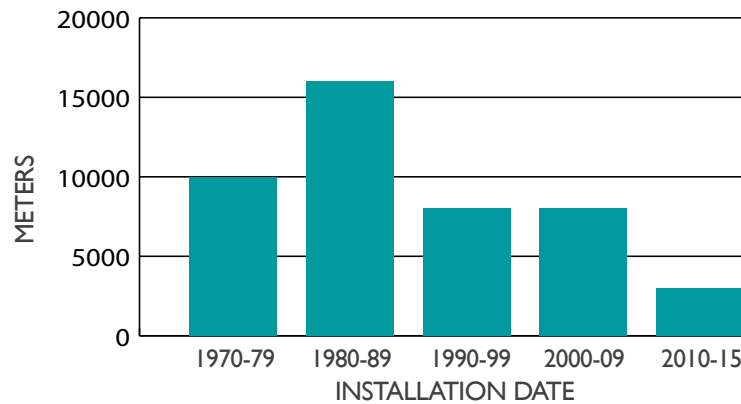
Sanitary Sewer System

- 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, B.C.
- The City has a long-term replacement plan for the conversion of Asbestos Concrete (AC) mains to PVC mains, and where possible, mains are re-lined with PVC to extend their useful life for an additional 50 years.
- Development activity provides for the installation, extension and or capacity upgrades of sanitary sewer mains, as required.

SANITARY SYSTEM INVENTORY



SANITARY SYSTEM AGE DISTRIBUTION



- The City replaced approximately 3,773 meters of sanitary sewer main since 2010 with cured in place polyethylene (CPP).
- The City's sanitary sewer inventory has increased 22.9% (11,129m) since 2001.
- Estimated Replacement Value for the City's sanitary sewer system assets is \$32,300,000

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	3,029

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	

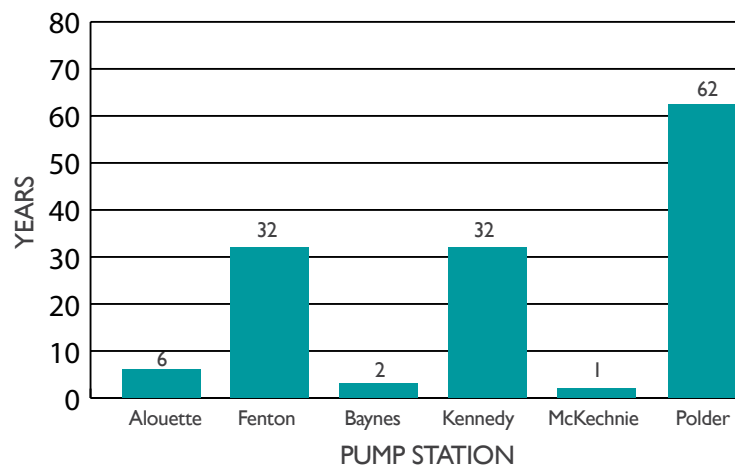


Storm Drainage

- In 2004, a Storm Sewer Audit was completed for the urban area piped system and the audit found the system to be in good shape with no major deficiencies identified.
- Development activity provides for extensions from trunk sewers.
- 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.
- 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.

Pump Stations

PUMP STATION YEARS OPERATIONAL SINCE RETROFIT



- The pumps in the Area #1 station were replaced in 2010 with a grant from the Emergency Flood Response Program.
- The pumps in the Area #2 and #3 are now being slowly 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 was built in 1954 and requires replacement; parts are limited due to the age of the station. The City continues to actively pursue grant opportunities for a full replacement of the station, at the same time the City is looking for a more cost effective replacement option.

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	2,337
Catch Basins	1,405
Manholes	720
Pump Station & Flood Boxes	6
Pumps	15
Culverts	740
Open Ditches (public land)	176.7 km
Floodgates	11

Sustainability (Life Cycle) Considerations

Asset Type	Asset Component	Useful Life
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	



2016 ACHIEVEMENTS - UTILITIES

Water main Replacement

- Wildwood Crescent North Main
- 117B Ave & 193A / 193B Street Mains
- 116B Ave & 192A & 192B Street Mains

Culvert Install / Replacement

- 11834 Baynes Road Culvert Replacement

Cranberry Sough

- Flood box repair

Sewer

- Cured in Place Pipe
(Blakley Road, 116B Avenue, 117 Ave, Bonson Road)

KEY INITIATIVES FOR 2017 - UTILITIES

Storm Drainage Projects	Value
Culvert Replacements	\$200,000
Pump Station Trash Rack System	\$235,000

Sanitary Sewer Projects	Value
Scada Upgrades	\$10,000

Water Projects	Value
Wildwood Crescent Main	\$290,000
McKechnie Road Main	\$285,000
Bonson PRV Replacement	\$310,000
Meadow Gardens PRV Replacement	\$130,000*
	*Remaining budget carried over from 2016



KEY CHALLENGES FOR 2017 – UTILITIES

Sustainable Funding. Obtaining sustainable funding for asset life cycle and replacement purposes is a challenge for the City. The steady pressure to reduce capital funding in order to balance cash flow forces the deferral of necessary infrastructure work. The risk is an eventual increase in costs in the future when assets fail.

Prices fluctuate with the economy, with the cost of fossil fuels influencing material, labour 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.

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:

- trying to spread the costs of upgrading and or replacing infrastructure that is well beyond its expected useful life out 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 suggesting the creation of an Integrated Water Management Master Plan to coordinate these efforts. Additionally, access is often via private property providing a challenge to this activity. A three-year cleaning of the Katzie slough of vegetation concluded in 2015. While the project has been successful in improving water conveyance, regrowth of invasive vegetation is occurring at a rate faster than anticipated.

Water Distribution. The City is responsible for the delivery of potable water to a population of approximately 18,673, 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. 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.



OPERATIONS & ENGINEERING - CAPITAL

DRAFT UTILITY CAPITAL PLAN FOR 2017

Category	Project#	Priority	2017	2018	2019	2020	2021	Total
Diking System								
Diking - Miscellaneous Repairs 02-2-90-8550	DD-001	3	30,000	30,000	30,000	30,000	30,000	150,000
Dike Topping 02-2-90-8551	DD-005	3	30,000	30,000	30,000	30,000	30,000	150,000
Dike Master Plan	DS-047	3	175,000					175,000
Diking System Total			235,000	60,000	60,000	60,000	60,000	475,000
Drainage System								
Storm Misc. Repairs 04-2-94-7105	DS-001	3	20,000	20,000	20,000	20,000	20,000	100,000
Meadow Gardens Storm Sewer 04-294-7111	DS-010	5				111,300		111,300
All Pumpstations - Refurbish 04-2-94-8000	DS-012	3	10,000	10,000	10,000	10,000	10,000	50,000
Culvert Replacements 04-2-94-8009	DS-015	2	200,000	100,000	150,000	100,000	150,000	700,000
Drainage Pumpstations - Misc. Repairs 04-2-94-8000	DS-017	3	10,000	10,000	10,000	10,000	10,000	50,000
Drainage Pump Repl-Kennedy A3 04-2-94-8005	DS-019	3		880,000	467,500			1,347,500
Drng Pump Lifecycle Repl - FentonArea2 04 294 8512	DS-022	3					545,000	545,000
Major Slough Cleaning 04-2-94-7116	DS-036	2			100,000	100,000		200,000
Trash Rack Systems 04-2-94-8556	DS-038	3	325,000			350,000	350,000	1,025,000
Fill Site Review 04 294 8513	DS-043	2		35,000				35,000
ISMP Monitoring 04-294-7120	DS-044	3	15,000					15,000
Drainage System Total			580,000	1,055,000	757,500	701,300	1,085,000	4,178,800
Engineering								
DCC Bylaw Review 02-290-7798	DE-001	2	25,000					25,000
Engineering Total			25,000					25,000
Sanitary Sewer System								
Sewer Misc. Repairs 08-2-94-8100	SS-001	3	15,000	15,000	15,000	15,000	15,000	75,000
Sewer Pipe Rehabilitation 08-2-94-8209	SS-023	2		300,000		300,000		600,000
SCADA Upgrades 08-2-94-8211	SS-024	3	10,000	10,000	10,000	10,000	10,000	50,000
Sanitary Sewer System Total			25,000	325,000	25,000	325,000	25,000	725,000
Water System								
Various Water Rehab 06-2-94-8100	WS-001	3	30,000	30,000	30,000	30,000	30,000	150,000
203 St. Watermain and PRV 06-2-94-8707 MAF	WS-039	3			250,000	500,000		750,000
194A and 194B Streets Mains 06-294-8164	WS-048	3				150,000		150,000
195A/195B Streets & 117B Avenue Mains 06-294-8160	WS-049	3				200,000		200,000
Advent Road West Main 06-2-94-8715	WS-052	3		200,000				200,000
194B Street and 118B Ave Mains 06-2-94-8711	WS-053	3		480,000				480,000
196B Street and 119A/120B Ave Mains	WS-054	3					300,000	300,000
119/119B and 116A Ave Mains 06 294 8155	WS-057	3			250,000			250,000
Wildwood Crescent Main 06-2-94-8708	WS-058	3	290,000					290,000
McKechnie Road Main 06-2-94-8137	WS-059	3	285,000					285,000
Sharpe Road Main 06-2-94-8716	WS-060	3		415,000				415,000
Park Road Water Service Transfers 06 294 8156	WS-067	4				150,000		150,000
Hale Road Watermain 06 294 8157	WS-070	3					400,000	400,000
PRV Replacement - Bonson PRV 06 294 8158	WS-074	3	310,000					310,000
PRV Repl - Meadow Gardens Way 06 294 8159	WS-075	3	130,000					130,000
South Bonson Watermain-Hammond to 116B	WS-076	3				375,000		375,000
188A/188B/119B Mains 06-294-8162	WS-079	3			275,000			275,000
116A/193/193B Water Main Replacement	WS-084	3			400,000			400,000
PRV Replacement - Lougheed	WS-085	3					400,000	400,000
PRV Confined Space Access	WS-086	3	16,000					16,000
Water System Total			1,061,000	1,125,000	1,205,000	1,405,000	1,130,000	5,926,000
GRAND TOTAL			4,619,600	4,908,000	4,362,500	4,054,300	3,845,000	21,789,400

MUNICIPAL FLEET AND EQUIPMENT, DIKES AND THE ENVIRONMENT (PUBLIC ASSETS)

These public asset projects include fleet and equipment, dikes, 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 exceptional level of service to our residents.

Municipal Fleet and Equipment, Dikes and the Environment require an investment of \$673,600 to fund these preliminary 2017 public asset projects.

AT A GLANCE - PUBLIC ASSET STATISTICS

Municipal 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 \$2,250,000 - \$2,550,000.

Current Assets	
Asset Category	Quantity
Works Vehicle Fleet	23
Works Equipment	37
Works Small Tools	42

Sustainability (Life Cycle) Considerations

- Major heavy duty equipment has an estimated service life of between 12 and 20 years
- Minor equipment and standard vehicles have an estimated service life of 10 years or less. (The majority of the fleet falls into the minor equipment category)



Diking System

- Pitt Meadows has approximately 86% of its 9,516 hectares of land mass in the floodplain.
- Pitt Meadows is a community bordering three major rivers (Fraser, Pitt and Alouette).
- Flood protection is provided by 61 km of dike systems across 4 separate diking and drainage areas. There is no plan at this time to raise the dikes to the new recommended standard.
- 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 topplings 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 require all standard dikes to be raised by 0.3 m to 0.9 m. There is no time line or dollar value determined at this time to raise the dikes.

Current Assets	
Asset Category	Quantity
Dike (type 1)	30.5 km
Dike *(type 2) *Agricultural dike (including Pitt Addington dike)	30.4 km

Environmental Protection / Environmental Stewardship

Current Assets	
Asset Category	Quantity
Vehicle	1 Ea.

2016 ACHIEVEMENTS – PUBLIC ASSETS

Municipal Fleet and Equipment

- Equipment Purchases. The following equipment was purchased:
- Tractor replacement for vegetation management
- Environmental Stewardship vehicle

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.
- Drainage Area Four Upgrades. A breach in the Area Four dike at the Pitt River was successfully repaired in 2016.

Environment

- Environmental Stewardship Officer Vehicle. In 2016, a vehicle for the environmental stewardship officer was procured. This vehicle will be utilized amongst the engineering division for site visits, inspections and attending regional meetings.



KEY CHALLENGES FOR 2017 – PUBLIC ASSETS

- **Capital Replacement Reserve.** Currently a dike assessment is underway by the Ministry of Forests, Lands, and Natural Resource Operations focusing on the effects rising sea levels will have on the seismic stability of BC dikes. Findings could result in considerable future capital expenditures.
- **Environmental Protection / Environmental Stewardship: Water Quality.** The City of Pitt Meadows has 204km of key ditches throughout the 8,020 hectares of land within its catchment. Streamside protection and erosion and settlement control play an integral role in the health of our watercourse network.
- **Potable Water for Irrigation.** While a number of farms have water licences issued by the Ministry of Environment for irrigation, there are still a number of farms using City supplied potable water. Using treated water for irrigation is not optimal, and is a large cost burden to the farmer. Increased water quality and quantity in the key ditch network would allow additional water use permits to be issued for irrigation supply. This would result in a lower cost to the farming community and would ensure fire protection pressures are maintained in the rural area and reserve the high quality treated water for drinking water purposes. Modelling in 2017 will allow us to understand what infrastructure upgrades are required to supply this water to the agricultural community.
- **Environmental Inventory and Management Strategy.** A formal environmental inventory to document and map fish, wildlife, vegetation and ecosystem attributes and assets within the City of Pitt Meadows is planned for the 2017 year to better inform decision-making related to environmental management and land use management initiatives. Additional inventory and subsequent monitoring opportunities will be explored with post-secondary institutions. A management strategy would follow the inventory effort.

KEY INITIATIVES FOR 2017 – PUBLIC ASSETS

2017 Proposed Projects	Value
Service Truck Replacement	\$90,000
Development Services Vehicle	\$35,000
Bucket Truck Replacement	\$150,000
Air Compressor	\$20,000
Superintendent Vehicle	\$35,000
Water Quality Monitoring Testing Equipment	\$10,000
Environmental Inventory and Management Strategy	\$50,000



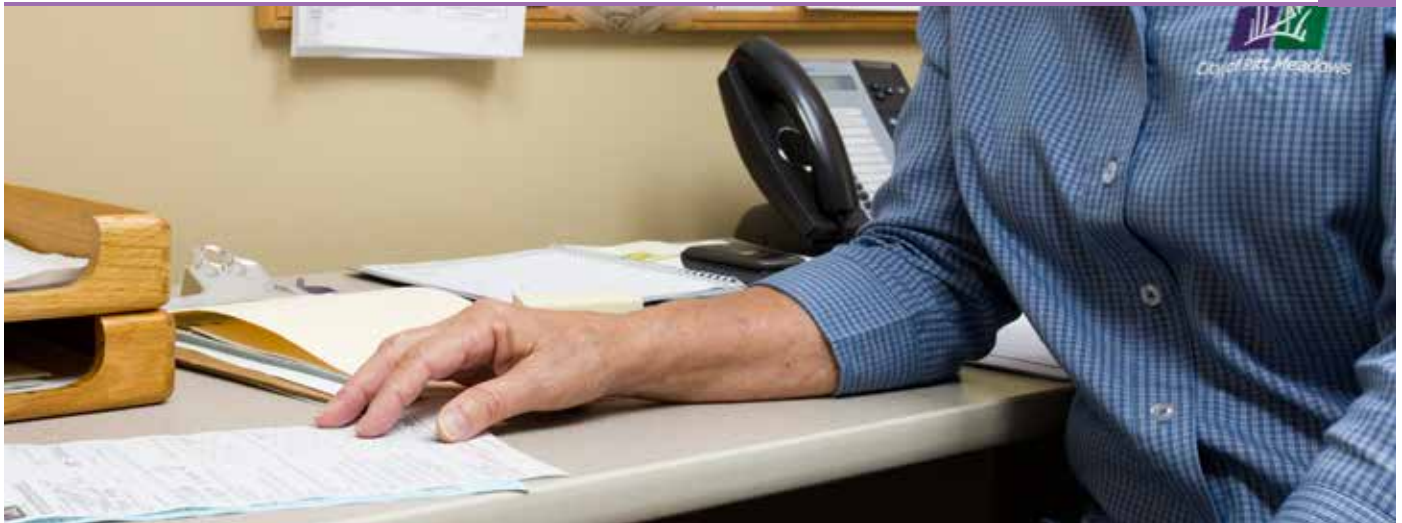
OPERATIONS & ENGINEERING - CAPITAL

DRAFT PUBLIC ASSETS CAPITAL PLAN FOR 2017

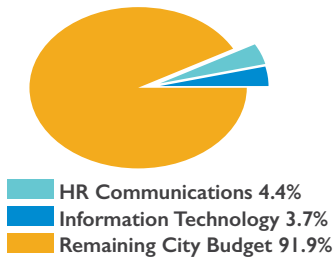
Category	Project#	Priority	2017	2018	2019	2020	2021	Total
Municipal Fleet and Equipment								
2006 Bobcat Replacement M068 02-2-90-8039	MF-048	3				145,000		145,000
2007 Service Truck Repl M192 02-2-90-8055	MF-049	3	90,000					90,000
'06 Development Services Vehicle DS03 02-2-90-8041	MF-050	3	35,000					35,000
Pickup Repl 2010 1/2 Ton M178 02-2-90-8058	MF-052	3				45,000		45,000
Bucket Truck Repl 2007 M193 02-2-90-8059	MF-053	3	150,000					150,000
2007 3/4 Ton Pickup Replacement M194 -8060	MF-054	3		45,000				45,000
Dump Truck M195 2007 Tandem Axle 02-290-8068	MF-055	3				255,000		255,000
Ton Pickup Repl 2010 1/2 Ton M150 02-2-90-8060	MF-056	3				45,000		45,000
'97 Toro Snowblower Repl M395 02-2-90-8057	MF-058	3				8,000		8,000
Paint Sprayer M323 02-2-90-8023	MF-060	3		20,000				20,000
Ride On Roller(Repl M290) 02-2-90-8061	MF-061	3		45,000				45,000
Trailtech Trailer (Repl M306) 290 8065	MF-062	3		15,000				15,000
Trailtech Trailer (Repl M307) 90 8065	MF-063	3			20,000			20,000
Air Compressor M321 02-2-90-8062	MF-064	3	20,000					20,000
2010 Service Van Replacement M179	MF-066	3					145,000	145,000
'16 Tractor Replacement MF-051 (M082)	MF-067	3					255,000	255,000
Utility Vehicle	MF-070	3	20,000					20,000
Superintendent Vehicle	MF-072	3	35,000					35,000
Municipal Fleet and Equipment Total			350,000	125,000	20,000	498,000	400,000	1,393,000
Sustainability								
Water Quality Monitoring and Testing Equipment	SU-001	3	10,000					10,000
Environmental Consultants	SU-002	2	35,000	15,000	10,000	10,000	10,000	80,000
Environmental Software	SU-003	4	3,600					3,600
Community Carbon Offset Project	SU-004	2	10,000	5,000	5,000	5,000	5,000	30,000
Environmental Inventory and Management Strategy	SU-005	3	50,000					50,000
Sustainability Total			108,600	20,000	15,000	15,000	15,000	173,600



CORPORATE SERVICES



Department's Share of City Budget



Operating Budget:	\$1,503,100
Capital Budget:	\$523,200
Staffing Complement:	13.0 employees (10.6 FTE) and one casual
Supports Strategic Focus Areas:	Corporate Excellence, 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)

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. IT manages the overall investment in IT, optimizing and ensuring alignment with business objectives. More specifically, IT oversees business system implementation and process engineering, technology planning, and all things related to the network, security, data storage and ongoing data management and disaster recovery. This means the servers where data and enterprise applications reside the networks through which you access data and the Internet; mobile communications, desktop PC's, print operations and end user support.

Communications

Serves to provide excellent communications services to ensure that the public, employees, media, and general audiences 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 FTE is responsible for providing strategic and corporate communications and media relations support to Council, committees, task forces, senior City staff and departments. The goal of the department is to assist the Mayor, Members of Council and City divisions to inform the public about City programs, services and emerging issues of interest and to encourage civic participation in municipal government and enhance community engagement and public consultation.

Services include:

- strategic marketing and communications planning
- visual standards
- advertising and media buys
- collateral production
- media relations and monitoring
- event promotion
- digital media outreach including social media
- website strategy, design and content
- image services including photography and videography

Human Resources (HR)

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.

Services include:

- workforce and succession planning
- organizational effectiveness
- organizational development and change management
- recruitment and talent management
- workplace wellness, employee assistance and return-to-work programs.
- compensation, management of HR data, reporting and complement management
- learning and leadership development

HR is also responsible to build organizational capacity for collaborative and effective employee and labour relations, and develop and monitor corporate human resources policies. HR oversees Occupational Health and Safety which provides a broad range of occupational safety and environmental protection services including:

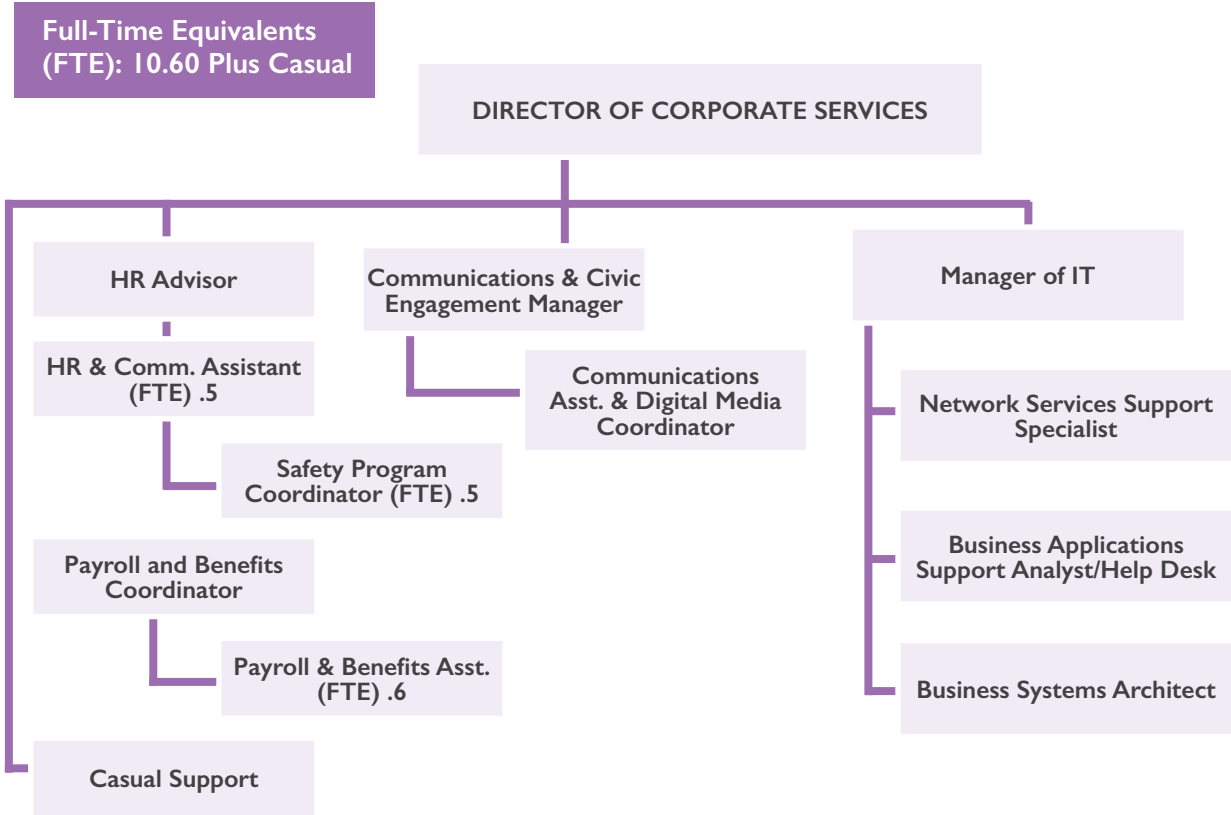
- health & safety consultations and inquiries
- safety program development, safe work procedure development
- Hazardous Material Safety/WHMIS
- liaison with regulatory agencies, workplace inspections & evaluations
- fire safety/warden program, accident & incident investigations
- safety training

Payroll and Benefits

Responsible for the accurate and timely preparation and processing of biweekly and monthly payroll and benefits. The department, consisting of 1.6 FTE, liaises with various service providers, government agencies, employee groups and senior officials, and ensures consistent application of policies and procedures, best practice and exceptional service.



STAFFING COMPLEMENT



■ AT A GLANCE

(As of October 31, 2016)

Information & Technology Services

- Logged 850 help desk tickets
- The Exchange email server handles 17,000 inbound emails per month
- IT manages 20.82 KM of private optic cabling connecting City Hall to the works yard, Annex, Pitt Meadows Family Recreation Center and Fire Hall
- The City maintains 7 Terabytes of data and it continues to grow each year. (1 Terabyte = 1,000,000 Mega Bytes)
- IT manages 120 desktop PC's and laptops, 15 print devices, 40 smart phones, 27 mobile tablets and approximately 80 IP phones
- IT manages and supports 5 core enterprise and line-of-business systems and over 15 desktop applications

Communications

- Website page views – 308,651
- Website users – 104,942
- Facebook likes – 1,995
- Facebook average reach per post – 991
- Twitter followers – 2,004
- Total Twitter engagement interactions in 2016 – 584
- Clicks on tweet links over 2016 – 539
- MyWaste app total downloads – 1,011
- City Talks E-newsletter distribution total subscribers – 126

Human Resources

- Total number of City employees is 89, an increase from 53 in 2015. Projected to be at 100 employees by December 31
- The average age of Pitt Meadows employees is 43.53 from 47.21 in 2015
- The average length of employee service is 6.01 down from 8.73 in 2015
- Combined corporate knowledge base (in years of service) is 481 down from 524 in 2015
- As of October 31 the HR department has managed 44 job postings; 39 external hires and 7 internal movements; 3 resignations; 2 retirements; 2 other
- Total number of WorkSafe reportable injuries is 7 (lost time) from 4 (lost time) in 2015
- WorkSafe premiums are \$1.85 per \$100 of payroll, which is consistent from 2015

Payroll

- 27% of the City's total operating budget is attributed to salaries, wages and benefits.



2016 ACHIEVEMENTS

Information Technology Services

- **Installed flat panel displays in Rivers room, Council overflow and the Community Policing Office**
- **Replaced several technologies per life cycle management plan** including a large format plotter and an upgrade of Storage Area Network (SAN)
- **Broadcast High Definition Camera System** for Council Chambers to allow high definition broadcast for both Shaw and through our web streaming service
- **Finalized an agreement with Shaw Communications** to install, operate and maintain Shaw Go Wifi access points at City owned facilities
- **Purchased and began phased implemented of new recreation services software.** The software launch POS admission sales, membership and facility bookings, program registration and the launch of on-line services
- **Completed Phase I BLiTS.** (Billing, Licensing and Permitting system) project; providing new back office systems for Taxation and Utility Billing along with a new on-line services portal providing residents and business access to their tax and utility accounts on-line at mypittmeadows.com. Within 6 months of launch, we surpassed the 10% goal of mypittmeadows.com user adoption
- **Provided a presentation on Business License eApply** to the Pitt Meadows business community at the South Bonson Community Centre
- **Upgraded to the latest Cartegraph OMS** version piloting Fleet & Facilities and migrate existing reports to OMS

Communications

- **Creation of new policies.** Staff created a Civic Recognition Policy to recognize citizen achievements, and a City sponsorship policy to examine other revenue source opportunities
- **Implemented over 80% of recommendations from Citizen's Committee on Open Government** including initiation of a full Civic Engagement and Communications Service Review
- **Supported and promoted Council activities** such as Business Readiness Forum, Coffee with Council, Mayor Chats, Taxation Workshop
- **Successfully delivered communications campaign** to support garbage and recycling program changes
- **Built Public Art inventory** on City website
- **Supported branding** and roll-out of City on-line services public awareness campaign
- **Supported, promoted, and coordinated photography** for special events
- **Provided media relations** and monitoring for City stories
- **Coordinated annual home show booth** reaching 20,000 regional residents
- **Supported Parks and Recreation transition** through communication and awareness campaign including press releases, advertising, site naming contest
- **Produced City reports** including annual, quarterly reports, business plans and newsletters

Payroll

- **Implemented terms and conditions** of the newly revised Exempt Staff Agreement
- **Provided seamless integration** of new Parks and Recreation department employees into payroll, benefits programs and plans



Human Resources

- **Contract management.** Successfully negotiated a Letter of Understanding with CUPE local 622 to ensure the flexibility for staffing of the new Parks and Recreation Departments; provided guidance and oversight to the hiring process of the Parks and Recreation Departments. Finalized and distributed terms and conditions for exempt staff; commenced bargaining preparations for CUPE negotiations; provided research and recommendation to salary structure of exempt administrative Staff and Fire Services.
- **Supported the development of the organizational structure** requirements to accommodate the addition of Parks and Recreations departments including but not limited to the new and revised positions of Buyer, Payroll and Benefits Assistant.
- **Reviewed and revised several HR processes** including criminal records checks, recruitment and orientation.
- **Recruitment.** Supported departments through growth; conducted over 44 recruitment and hiring processes; including six exempt management positions and CAO recruitment.
- **Sponsored an employee engagement study** to engage and collect input from City staff, including working to gain buy-in from staff to participate in the process. Recommendations will be reviewed and placed into 2017 work plans.
- **Succeeded in the reorganization** of the HR department to include the addition of Payroll and Benefits and supporting resources.
- **Delivered training and development** in ergonomics, workplace inspections, working alone risk assessment, incident investigations, WHMIS, Hazardous Materials and various professional e-conferences and workshops.
- **Organizational wellness.** Partnered with Recreation Services to offer fully subsidized recreation access to employees, reconvened the employee wellness committee and provided leadership to the planning and delivery of wellness initiatives menu.

KEY CHALLENGES FOR 2017

- **Staff Training and Development.** There are demands to keep up with technology, regulatory changes (i.e. ongoing certification demands in public works and parks and recreation, Work Safe compliance etc.) and essential skills. As well, with new leadership and staff and a focus on increasing engagement, training and development is cited as one of the most effective ways to ensure high performing teams, increased productivity and a positive culture.
- **Increasing labour costs.** The City's employee base has grown, more positions are requiring higher skills and people are seeking higher paid positions. With the cost of labour as the largest percentage of cost drivers, high negotiated or arbitrated settlements have a ratcheting effect on all labour costs. Recent settlements for Fire in the 20% range over 8 years will put further pressure on our other labour groups. CUPE negotiations are scheduled for 2017, along with renewal of employee benefits.
- **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.** New growth and some turnover have resulted in over 60% of City employees being new to the organization including close to 50% of the exempt group. These rates produce a change in dynamics, leadership, direction and responsibilities. Learning curves and the transition to new leadership are often the most profound because they impact the daily aspects of our work more quickly than other types of organizational change. There will need to be a focus on team building, change management and more robust and better communicated processes and practices.

- **Business Analytics (Big Data).** The stress placed on HR/IT and Communications and the entire organization continues to rise with higher expectations from citizens and more demands for open government and transparency. Readily accessible data is crucial to identify and analyze patterns to determine what has happened, and to make predictions for the future. Using business analytics and technology wisely fosters transparency and improves decision-making.
- **Limited resources.** Increased pressure to be more agile, flexible and customer focused while being a lean enterprise. Staff has wide breadths of responsibility and limited time for completion of significant projects. Small departments are challenged in the ability to fully automate many of the time consuming and labour intensive processes. Every function has implemented new processes and we now need to look at the big picture in terms of the employee journey. Many departments are using different technology/work flow and documentation to perform a task. Improving the employee experience in a challenging environment will drive engagement and retention.
- **Technology Changes.** Technological change is fast, constant and significant. Our data holdings are growing faster than ever before, challenging our IT staff to manage them, and the supporting infrastructure. Our citizens, businesses and staff expect current technologies to interact with the City and perform business functions. IT must balance the cost of change with user expectation and available resources.
- **Citizen Expectations.** Citizens are becoming more digitally enabled and expect quicker and better ways to interact with government. There will continue to be a shift toward digital channels and digital service delivery which will increase pressure on IT to enable these services.
- **IT Capacity to Innovate and Enable Change.** Further to the points above, the growing need for computer and information services continues to increase demands on IT infrastructure and resources. This has resulted in a growing inventory of IT assets including desktop computers and applications, displays, servers, storage, network, telephony, enterprise and LOB systems and various technical integrations. As this trend continues City IT will need to commit an increasing amount of its capacity to running the existing operation leaving little room to promote and enable change and innovation throughout the organization.
- **Recruiting and Retaining Employees.** Qualified talent is becoming harder to secure as we compete with both the private and public sector. Retaining and growing existing talent is easier and more cost effective than hiring new employees but often difficult if incentives such as flexibility and work/life balance are not there. Most employees make the decision to stay with an organization within their first six months on the job, so it is important to pay attention to the employee experience in that critical time. A focus on onboarding and other retention initiatives should be a priority.
- **City Website and the On-line Culture.** Our website continues to be a key source of information for the public; however, it is now nearing 10 years old, which is very old in the digital world. Although we are currently implementing on-line self-serve functions that residents are adopting and using through mypittmeadows.com, a new website, with user-friendly features and up-to-date content management functions, is needed to provide information more efficiently to the public, and provide staff with current functionality and tools to do so.
- **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. A strategic public engagement plan is required, which will require resources.



KEY INITIATIVES 2017

Division	Initiative	Target
Human Resources	• Enhance the new employee experience by developing an Onboarding/Orientation program based on best practiced and corporate culture	Q1
	• Conduct HR Information Systems (HRIS) needs assessment	Q2
	• Provide leadership to a Customer Service Standards review	Q2
	• Commence collective bargaining with CUPE staff, and work with CUPE to ensure union jobs meet current and future City needs	Q1-Q3
	• Conduct a review of HR policies and practices e.g. short-term disability and injury management; performance reviews publish HR forms and processes on Intranet	Q1-Q4
	• Implement recommendations from Employee Engagement review	Q1-Q4
	• Training and Development review including corporate wide training plan, policy review, budget and process tracking, review of forms	Q1-Q2
	• Transition our WHIMIS program (1988) to the globally harmonized system WHIMIS 2015 for compliance	Q1-Q3
	• Roll out of the Contractor Coordination policy including training to employees	Q1-Q3 Q1-Q3
	• Begin the development of an on-line catalogue of SDS (previously MSDS) sheets as a OCHS tool	Q3
• Conduct a gap analysis of Recreation and Parks OCHS policies and procedures	Q1-Q2	
Communications	• Develop and implement public engagement initiatives; work with staff to develop, implement and monitor processes designed to engage the public	Q1-Q4
	• Implement Council-approved recommendations from Communications Service review	Q1-Q4
	• Refresh annual Business Plan and quarterly reporting templates	Q1-Q3
	• Initiate planning and development of new website	Q2
	• Complete implementation of Open Government recommendations, review existing practices to ensure consistent evaluation	Q1
Information Technology	• Billing, Permitting, Licensing & Taxation System – BliTS Completion of full system implantation for Property Tax, Utility Billing, Cash Receipting, Business Licensing, Pet Licensing, Municipal Tickets and On-line functionality	Q4
	• Review and update mobile communications processes and policy	Q2
	• Relocation of Server Room to Public Works	Q1
	• Conduct rollout/upgrade of mobile technologies	Q1
	• Collaborate with Communications to refresh corporate website	Q2
Payroll	• Review payroll processes and reporting including special payments (i.e. advances).	Q1-Q3
	• Develop forms to be made available to staff on Intranet	Q2-Q4
	• Upon ratification, implementation of CUPE collective agreement terms (retroactive payments, change in processes etc.)	Q4



PROPOSED OPERATING BUDGET

Corporate Services Financial Summary - 2017 thru 2021

	2016 Approved Budget	2017 Proposed Budget	Proposed Changes for 2017		2018 Proposed Budget	2019 Proposed Budget	2020 Proposed Budget	2021 Proposed Budget
			\$	%				
Operating:								
Revenue								
Miscellaneous Revenue	\$(1,500)	\$(1,500)	\$-	0.0%	\$(1,500)	\$(1,500)	\$(1,500)	\$(1,500)
Total Revenue	(1,500)	(1,500)	-	0.0%	(1,500)	(1,500)	(1,500)	(1,500)
Expenses								
Human Resources	539,288	560,400	21,112	3.9%	571,700	582,400	590,800	599,600
Information Technology	634,800	683,600	48,800	7.7%	686,800	698,600	708,300	718,000
Communications & Advertising	256,980	259,100	2,120	0.8%	263,200	267,500	270,700	274,100
Total Expenses	1,431,068	1,503,100	72,032	5.0%	1,521,700	1,548,500	1,569,800	1,591,700
Net Operating Expenses	\$1,429,568	\$1,501,600	\$72,032	5.0%	\$1,520,200	\$1,547,000	\$1,568,300	\$1,590,200

Key Budget Changes for 2017:

Business analyst position reduced funding from reserve	45,000	- year 3 of 3 funding phase-in
Salary and benefits	15,100	
Corporate Events	6,750	
Professional development	5,500	
Hiring and labour issues due to increased in staff	4,500	
Telephone systems - consolidation to single controller	(3,000)	
Other	(1,818)	
Change in net operating expenses	72,032	

PROPOSED CAPITAL BUDGET

Category	Project#	Priority	2017	2018	2019	2020	2021	Total
Communications								
Website Refresh 02 292 9659	IS-092	3	125,000					125,000
Communications Total			125,000					125,000
Information Technology								
PC Replacement Strategy 02-2-92-9500	IS-001	2	32,000	15,000		77,000	32,000	156,000
WAN/LAN Upgrade - POE Switches 02-2-92-9501	IS-003	1				50,000	75,000	125,000
Printer & Peripherals Replacement 02-2-92-9507	IS-005	3	80,000	30,000		8,000	80,000	198,000
BPLITS (Billing,Permitting,Lic'g,Tax 02-2-92-9627	IS-012A	2	70,000					70,000
Misc Computer Infrastructure Purchase 02-2-92-9587	IS-020	3	22,000	22,000	22,000	22,000	22,000	110,000
Server/SAN Refresh 02-2-92-9588	IS-021	1	85,000	10,000		6,000		101,000
Aerial Photo Renewal 02-2-92-9595	IS-039	3		10,000				10,000
Paperless Agenda Implementation 02-2-92-9597	IS-043	2					10,000	10,000
External Security Audit 02-2-92-9621	IS-050	1	15,000		25,000		15,000	55,000
Smart Phone Replacement 02-2-92-9622	IS-052	3	7,000			7,000		14,000
Meadows Rm & Chambers Proj/Monitors 92-9630	IS-058	2	14,000	1,200		15,000		30,200
VoIP Telephone System 02-2-92-9633	IS-062	1		75,800				75,800
Corporate WiFi Replacement 02-2-92-9644	IS-074	2		8,000				8,000
UPS Replacement 02-2-92-9642	IS-075	1				20,000		20,000
GIS Refresh 02-2-92-9540	IS-076	3		25,000				25,000
Tablet Refresh 02-2-92-9645	IS-077	2	12,000	2,000	2,500	5,500		22,000
Fiber Maintenance 02-2-92-9647	IS-082	1					10,000	10,000
Fire Apparatus Ruggedized Laptops 02-2-92-9649	IS-084	1					20,000	20,000
Cartegraph Fleet & Facilities 2.5K -9661	IS-095	2	50,000					50,000
Server/SAN Warranty Contracts 02 292 9657	IS-101	3	11,200	4,200	8,900	26,200	20,500	71,000
Information Technology Total			398,200	203,200	58,400	236,700	284,500	1,181,000
GRAND TOTAL			523,200	203,200	58,400	236,700	284,500	1,306,000

