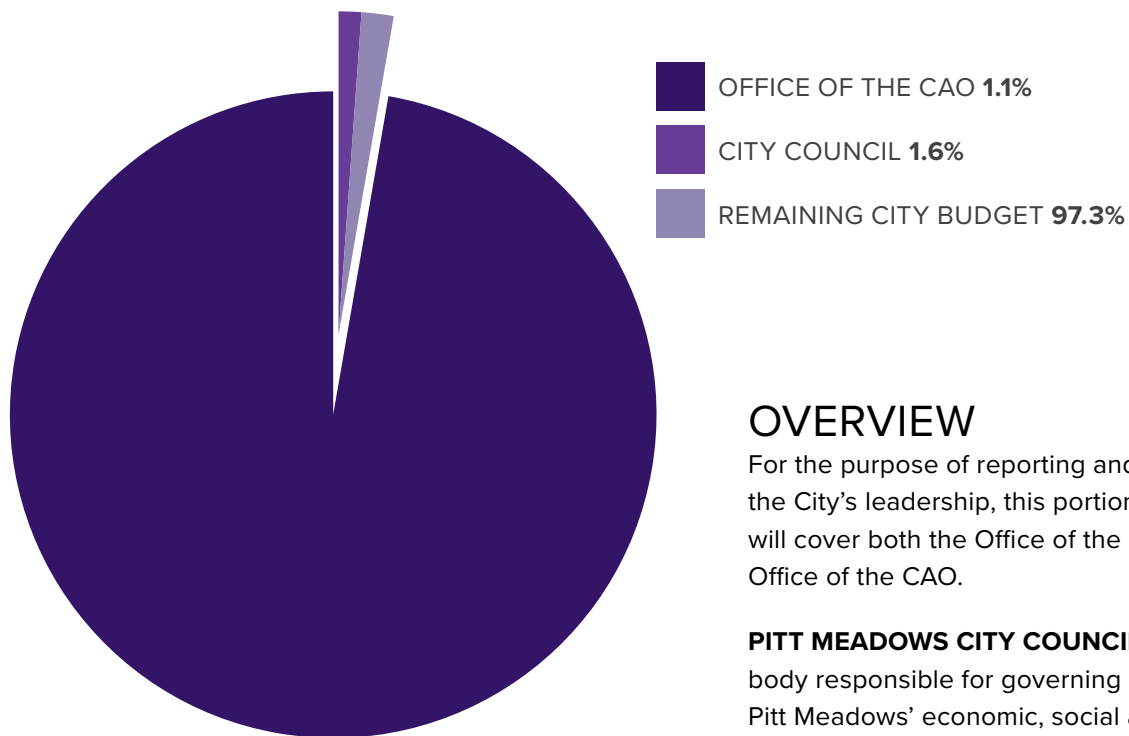


# OFFICE OF THE CAO

## DEPARTMENT'S SHARE OF CITY BUDGET



### OVERVIEW

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

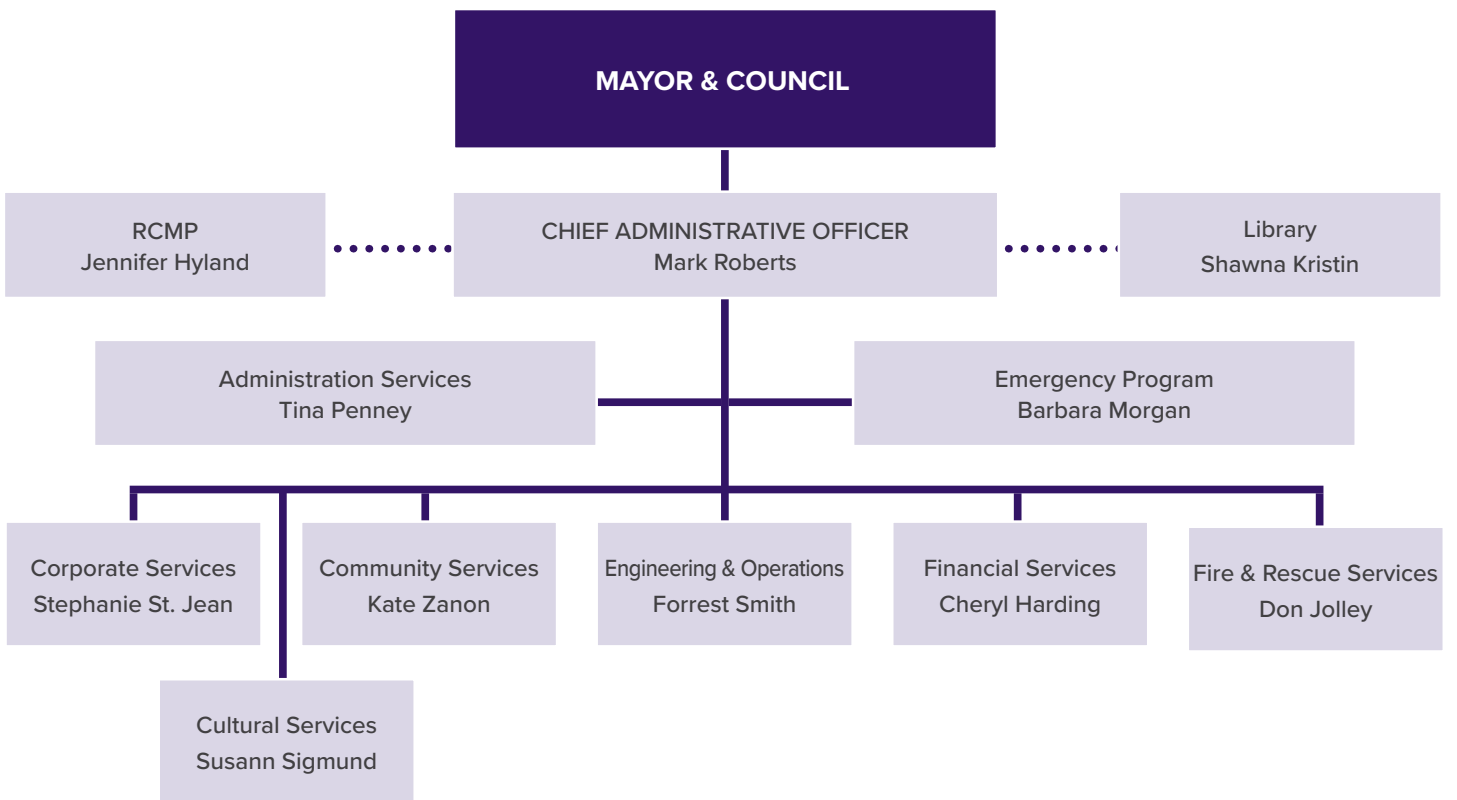
**PITT MEADOWS CITY COUNCIL** is the local elected body responsible for governing our city and stewarding Pitt Meadows' economic, social and environmental well-being. Council's main responsibilities include establishing policies, bylaws and strategic priorities that benefit the city, and prioritizing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

**THE CHIEF ADMINISTRATIVE OFFICER (CAO)** is appointed by, and is directly accountable to, City Council. As the Council's only direct employee, the CAO is responsible for the day-to-day operations of the City and oversight of its corporate departments and divisions, in accordance with the objectives, policies and plans approved by Council. The CAO is also responsible for keeping Council up to date on corporate matters, providing guidance and advice to Council, and ensuring policies and bylaws are enforced.

<b>Operating Budget:</b>	\$ 537,400 (Council - \$312,600; CAO - \$224,800)
<b>Capital Budget:</b>	\$ 40,000
<b>Staffing Complement:</b>	1.0 FTE (Full-Time Equivalent)
<b>Supports Strategic Focus Areas:</b>	Corporate Excellence, Transportation & Infrastructure, Economic Prosperity, Community Livability

# OFFICE OF THE CAO

## ORGANIZATIONAL STRUCTURE



## 2017 ACHIEVEMENTS

### CITY COUNCIL

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

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

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

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

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

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

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

# OFFICE OF THE CAO



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

- Community forum to identify resources, services and strategies to help create a safer community environment as it relates to: traffic safety; mental health & addictions; housing; youth/schools; seniors services; and a strong economy.
- Information session to discuss increased truck traffic in the South Bonson area, resulting issues, and possible solutions.
- Joint opposition of the federal Sheridan Hill Mining Application which proposed a new quarry site on land considered sacred by the Katzie First Nation, as well as important recreational and agricultural land for the City. Ultimately, the application was canceled.

- **PITT MEADOWS AIRPORT.** A new governance structure was established for the Pitt Meadows Airport in partnership with the City of Maple Ridge. A strategic framework outlining their vision, mission and goals has been drafted and is currently under review before final approval.
- **FLOOD MANAGEMENT STRATEGY.** In May, City Councillors traveled to Ottawa with Dan Ruimy,

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

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

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

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



# OFFICE OF THE CAO

## OFFICE OF THE CAO

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

## KEY INITIATIVES 2018

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

# OFFICE OF THE CAO

## PROPOSED OPERATING BUDGETS City Council

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

<b>KEY BUDGET CHANGES FOR 2018:</b>	
SALARY AND BENEFITS	3,700
ADVERTISING, MARKETING, PROMOTIONAL	(3,100)
OTHER	700
<b>CHANGE IN NET OPERATING EXPENSES</b>	<b>\$1,300</b>

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

# OFFICE OF THE CAO

## PROPOSED OPERATING BUDGETS Office of CAO

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

### KEY BUDGET CHANGES FOR 2018:

SALARY AND BENEFITS	5,400
PROFESSIONAL DEVELOPMENT	(4,100)
OTHER	(200)
<b>CHANGE IN NET OPERATING EXPENSES</b>	<b>\$1,100</b>

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



# OFFICE OF THE CAO

## PROPOSED CAPITAL BUDGETS

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

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



# OFFICE OF THE CAO

## DECISION PACKAGE Long Term Strategic Plan

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

### DESCRIPTION

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

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

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

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

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

### RECOMMENDATION

#### THAT Council:

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

### FINANCIAL IMPLICATIONS

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

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

# OFFICE OF THE CAO

## THE END RESULT WOULD BE:

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

## DISCUSSION

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

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

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

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

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

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

## PROCESS PHASE TWO - COMMUNITY ENGAGEMENT: PUBLIC INPUT

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

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

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





## DECISION PACKAGE (CONTINUED) Long Term Strategic Plan

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

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

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

### PROCESS PHRASE THREE - SYNTHESIS OF PLANNING AND ACTION

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

### ALTERNATIVES

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

### SUMMARY

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

