



Strategic Priorities

STRATEGIC GOAL 1 - PRINCIPLED GOVERNANCE

STRATEGIC OUTCOME: Decisions made by Council will be approached in an open, respectful and balanced manner that promotes social, economic, and environmental health and prosperity for current and future generations.

WHAT WE SET OUT TO ACHIEVE	WHAT WE ACHIEVED
<p>COMMUNITY VOICE. Engage stakeholders in meaningful discussion around the current and future success and prosperity of Pitt Meadows.</p>	<ul style="list-style-type: none"> ✓ Adopted a new governance and committee structure, including the launch of the new Engagement & Priorities Committee. ✓ Executed and streamlined the annual recruitment process for all City committees, including the onboarding of new committee members. ✓ Ensured the smooth administration of City committee meetings including agendas and minutes for seven City committees. ✓ Developed a Committee Orientation Manual to ensure comprehensive and consistent training of all City committee members. ✓ Promoted two-way dialogue and translated complex issues into consumable information to enhance community participation at City engagement events. ✓ Developed and implemented engagement strategies and information materials for: <ul style="list-style-type: none"> • Renaming of the Engagement & Priorities Committee • Pitt Meadows Road and Rail Project, including underpass at Harris Rd. and overpass at Kennedy Rd. • Official Community Plan Review • North Lougheed Study Area • New Fire Hall, and • Fraser Way Roundabout updates.
<p>ADVOCACY. Actively advocate for issues of importance to our community.</p>	<ul style="list-style-type: none"> ✓ Advocated for improvements along the Lougheed Corridor with the Ministry of Transportation and Infrastructure, as well as secondary access for Katzie First Nation. ✓ At the 2019 Union of BC Municipalities Convention, met with the following ministries to advocate for the needs of Pitt Meadows: <ul style="list-style-type: none"> • Ministry of Agriculture for funding to support local farmers and to review new Agriculture Land Commission regulation; • Ministry of Public Safety and Solicitor General for British Columbia regarding the Ridge Meadows RCMP police review currently underway; • Ministry of Environment regarding the new Fisheries Act, and cannabis odour control and air quality; and • Ministry of Education to discuss schools in Pitt Meadows. ✓ Met with: <ul style="list-style-type: none"> • Ministry of Transportation and Infrastructure (MOTI), TransLink, Canadian Pacific and Greater Vancouver Gateway 2030 to advocate for the transportation needs and concerns regarding the



	<p>proposed transportation infrastructure projects</p> <ul style="list-style-type: none"> • TransLink on the implementation of the RapidBus service through Pitt Meadows and the update of the Area Transport Plan • Agricultural Land Commission regarding key initiatives including North Lougheed Study Area and cannabis production in the ALR and • Metro Vancouver Regional District and Fraser Basin Council to advocate for a collaborative regional flood management and dike management strategy. <p>✓ Significant effort advanced by Council and staff to enhance relationships with:</p> <ul style="list-style-type: none"> • Member of Parliament • Member of the Legislative Assembly • other Ministers and their staff • Maple Ridge Council • School District 42 • Metro Vancouver • TransLink • Vancouver Fraser Port Authority • Fraser Basin Council and • Agricultural Land Commission.
<p>KATZIE FIRST NATION. Prioritize and seek opportunities to strengthen and honour our relationship with Katzie First Nation.</p>	<p>✓ Held Council-to-Council meetings with Katzie First Nation to discuss issues of mutual interest and opportunities for collaboration including:</p> <ul style="list-style-type: none"> • secondary access to Katzie land. • introduction of Bonson Road truck levies; and • inclusion of Katzie First Nation language in park naming. <p>✓ The Human Resources department, in partnership with the Arts, Recreation and Culture department, participated in the Katzie First Nation Career Fair. Over 400 attendees learned about resume building and interviewing skills. Workshops were offered.</p> <p>✓ Participated in Katzie Days celebration and visited the Katzie Early Years Centre to teach fire safety to the children.</p>
<p>REGIONAL RELATIONSHIPS. Proactively connect, collaborate and build strong relationships with our regional partners.</p>	<p>✓ Held two joint Council-to-Council meetings with Maple Ridge to discuss issues of mutual interest and opportunities for collaboration.</p> <p>✓ Held a joint meeting with SD42 School Board to discuss issues of mutual interest and opportunities for collaboration.</p> <p>✓ Attended and participated in Regional Planning Advisory Committees and sub-committees at Metro Vancouver.</p> <p>✓ Pitt Meadows Fire and Rescue Services attended meetings with mutual aid partners and other emergency agencies.</p>



<p>FISCAL STEWARDSHIP AND ACCOUNTABILITY. Strive to maintain an informed balance between taxation levels and the delivery of quality City services.</p>	<ul style="list-style-type: none"> ✓ Created cost and production efficiencies of print material in Arts, Recreation and Culture. ✓ Increased revenue in both the Pitt Meadows Art Gallery and Film Permitting service areas. ✓ Obtained federal grants for day camps, leisure access support workers and fitness attendants. ✓ Maintained paid-on-call (POC) firefighter based response model. ✓ Received the GFOA Financial Report Award.
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STRATEGIC GOAL 2 - BALANCED ECONOMIC PROSPERITY

STRATEGIC OUTCOME: The City will develop appropriate mechanisms to facilitate long-term community prosperity and employment opportunities, and ensure that the unique identity and integrity of the community are always considered as we strive for a thriving economy.

WHAT WE SET OUT TO ACHIEVE	WHAT WE ACHIEVED
<p>BUSINESS VITALITY. Foster a vibrant and diverse economy where local businesses thrive.</p>	<ul style="list-style-type: none"> ✓ Worked to ensure business licence occupancy inspections are conducted in a timely manner.
<p>AGRICULTURE. Support and advocate for the continued viability of our agricultural industry.</p>	<ul style="list-style-type: none"> ✓ Worked closely with the Agricultural Land Reserve to manage cannabis legalization and cultivation on ALR lands. ✓ Worked to inform the community of the new regulation changes with Bill-52 and how it affects them. ✓ Conducted site inspections of large scale agricultural operations throughout the City to ensure plant safety.
<p>AFFORDABILITY. Promote accessible and affordable transportation, daycare and housing opportunities to help families and businesses thrive.</p>	<ul style="list-style-type: none"> ✓ Started a community childcare needs assessment.
<p>EMPLOYMENT. Help residents improve their quality of life by encouraging and sustaining diverse, well-paying employment opportunities close to home.</p>	<ul style="list-style-type: none"> ✓ Implemented a recruitment program in collaboration with the JIBC to attract recent Fire Academy graduates. ✓ Recruited local POC firefighters.
<p>TOURISM. Develop tourism industry by attracting visitors and business to the City.</p>	<ul style="list-style-type: none"> ✓ Based on newly established Terms of Reference, a Tourism Committee will be formed in January 2020 to contemplate initiatives that will inform 2021 Business Planning.
<p>AIRPORT. Encourage economic development initiatives for the Pitt Meadows Regional Airport and strengthen its interface with the community.</p>	<ul style="list-style-type: none"> ✓ Utilized City communications channels to promote Pitt Meadows Regional Airport (YPK) information-sharing opportunities. ✓ Attended regular meetings with YPK executive, multi-agency training events and fire response/aircraft incident drills throughout the year. ✓ Worked with YPK manager on risk-reduction strategies.



STRATEGIC GOAL 3 - COMMUNITY SPIRIT AND WELLBEING

STRATEGIC OUTCOME: There is a strong sense of pride, place and belonging in the community.

WHAT WE SET OUT TO ACHIEVE	WHAT WE ACHIEVED
<p>PRIDE AND SPIRIT. Create opportunities through arts, culture, recreation and signature events for residents to gather, connect and experience the vibrancy and diversity of our City.</p>	<ul style="list-style-type: none"> ✓ Launched a new Community Service Recognition Awards Program and a Community Awards Task Force. ✓ Implemented the use of Facebook Live for announcements and promotions. ✓ Invested and installed new playground equipment at MacLean Park. ✓ Supported all City departments with communications and marketing including for Pitt Meadows Art Gallery and special events. ✓ Installed rainbow bleachers on the sport court and construction of a community garden at Pitt Meadows Family Rec Centre to promote an inclusive environment. ✓ Developed an Arts, Recreation and Culture interactive social media strategy to engage customers in upcoming events, feedback and program ideas/registration. ✓ Enhanced and expanded Arts, Recreation and Culture programming in response to community needs and demographics. ✓ Health program partnerships were launched with the introduction of free programs Choose to Move and ActiVage targeting inactive, older adults. ✓ Focused the City's special events in three target areas: attendance, inclusiveness, and sustainability. Staff were able to achieve an overall participation increase in all special events, sign language interpreters supported varying abilities, and a goal of being Zero Waste, highlighting one relevant aspect per event. ✓ Promoted fire safety and prevention initiatives within the community including event attendance at Pitt Meadows Day and the accompanying salmon barbeque. ✓ The Pitt Meadows Fire and Rescue Services Members Association facilitated several charitable events including: <ul style="list-style-type: none"> • Movember • the Muscular Dystrophy Boot Drive, and • the Christmas Food & Toy Drive.
<p>HEALTH AND SAFETY. Provide high-quality public health and safety programs and emergency preparedness.</p>	<ul style="list-style-type: none"> ✓ Invested in additional information technology to improve Emergency Operations Centre (EOC) operations. ✓ Completed a thorough review of the City's OHS programs and ensured compliance with WorkSafe BC guidelines and legislation. ✓ Updated and improved the City's confined space program, including risk assessment and training. ✓ Implemented Safe-work procedures for staff working alone including third party monitoring and dispatch.



- ✓ Completed 32 out of 40 Emergency Program Assessment recommendations.
- ✓ Completed a full Hazard, Risk and Vulnerability Assessment.
- ✓ Implemented mini workshops to cover the aspects of the Neighbourhood Emergency Preparedness Program (NEPP).
- ✓ Hosted the first half day workshops focused on Business Continuity, Business Analysis and Essential Services.
- ✓ Hosted a variety of EOC, Incident Command (outside workers), Emergency Support Services (ESS) and one Elected Officials training session.
- ✓ Purchased trailer and assembled supplies ready for set up of an ESS reception centre.
- ✓ Updated Disaster Debris Management Plan to incorporate a regional perspective.
- ✓ Activated the EOC for a winter storm.
- ✓ Designed and assembled emergency preparedness kits.
- ✓ Applied for and received \$75,000 in grant funding related to volunteer recruitment and retention, awareness initiatives and evacuation route planning.
- ✓ Increased summer bylaw enforcement coverage.
- ✓ Conducted regular community fire safety training sessions including sessions at local schools and businesses on topics such as kitchen safety and proper use of fire extinguishers.
- ✓ Provided Fire Hall tours for daycare and other community groups.
- ✓ Hired two additional fire safety technicians to increase full-time staffing to seven-days-per-week coverage.
- ✓ Added chest pain and ambulance delay calls to the Fire department's response model.
- ✓ Selected the existing location for the new Fire Hall re-build and endorsed the Fire Hall conceptual design to include an Emergency Operations Centre.
- ✓ Launched the Police Services Review with the City of Maple Ridge and the RCMP to examine service levels, deployment and policing models.
- ✓ Worked to ensure that all fire safety requirements were met with respect to film production.
- ✓ Championed and contributed towards RCMP modernization.
- ✓ Actively supported diversity and inclusion through the development of inclusive leadership in the RCMP.
- ✓ Supported and fostered a healthy workplace that recognizes the need for mental health wellness in its employees, training and programs to support employees and management.
- ✓ Provided rigorous accountability by ensuring control measures in the exercise of budgetary responsibilities.
- ✓ Provide RCMP uniform visibility and accessibility of officers to citizens.
- ✓ Focused on road safety strategies and education for increased public safety.
- ✓ Offered innovative and effective community policing programs.



<p>WELLNESS. Provide and encourage a community conducive to healthy living.</p>	<ul style="list-style-type: none"> ✓ Fire department developed new Critical Incident Stress Management Team, including training. ✓ Provided library collections, services, and facilities to enhance the customer experience and increase customer engagement in the Library. ✓ Developed Library programming and services that support digital literacy and Science, Technology, Engineering, the Arts and Mathematics (STEAM) learning. ✓ Developed new technologies and software that align with Fraser Valley Regional Library's new digital strategy for children. ✓ Reconfigured Library staffing complement to increase programming and outreach capacity. ✓ Increased digital content offerings at the Library, including the addition of Kanopy and Acorn TV. ✓ Increased Library bandwidth and customer Wi-Fi capacity with change to fibre optic data. ✓ Upgraded self-check-out equipment at Library. ✓ Introduced strategy for measuring outputs and impacts of Library Services to better inform decision making and resource allocation. ✓ Replaced public computers and updated public software on Library computers. ✓ Added to FVRL's physical lending collection, including non-traditional collections. ✓ Launched Birdwatching Backpacks with high quality binoculars, as the newest addition to the FVRL Playground. The backpacks encourage biodiversity awareness through connections with nature and bird awareness. ✓ Provided IT Department training in repairing and troubleshooting computers and other Library equipment for Library staff. ✓ Pitt Meadows Friends of the Library continued volunteer work in support of Library initiatives. ✓ Established The Playground as FVRL's mobile makerspace; delivering collections of curated STEAM technology to every FVRL Library via a centralized delivery service. ✓ FVRL developed and launched a new intranet to facilitate efficient internal communications and provide a collaborative site for staff to engage in a team environment.
<p>NATURAL ENVIRONMENT. Promote the conservation and enhancement of our natural environment for the benefit of current and future generations.</p>	<ul style="list-style-type: none"> ✓ Cleaned ditches, sloughs and drainage network. ✓ Highlighted and encouraged Zero Waste opportunities at special events. ✓ Commenced the Environmental Inventory Management Strategy which reviews and assesses the City's natural assets including Invasive Species.
<p>HOUSING DIVERSITY. Encourage diversity in housing types to foster an inclusive, affordable, multi-generational community.</p>	<ul style="list-style-type: none"> ✓ Lifted indefinite deferral of the North Lougheed Study Area. Completed initial scoping work for development, secured confirmation from the Agricultural Land Commission on existing exclusion requirements for mixed zoning (residential and non-residential) and prepared draft land use/zoning options.



STRATEGIC GOAL 4 - TRANSPORTATION AND INFRASTRUCTURE INITIATIVES

STRATEGIC OUTCOME: The City will ensure that the roads, facilities, and systems allow for innovation and transformation in the City.

WHAT WE SET OUT TO ACHIEVE	WHAT WE ACHIEVED
<p>INFRASTRUCTURE. Proactively plan for the replacement of our infrastructure.</p>	<ul style="list-style-type: none"> ✓ Started negotiations on a new agreement for the existing cell tower located at the Fire Hall. ✓ Supported the replacement of the City's audio visual and related systems. ✓ Inspected the City's bridges to help refine our Asset Management Plan. ✓ Commenced a water condition assessment in order to base the City's Asset Management Plan on actual condition, rather than age (ongoing). ✓ South Bonson Community Centre: <ul style="list-style-type: none"> • projector replacement eliminating the use of disposable bulbs and improving lifespan, and • Chiller replacement ✓ Heritage Hall: <ul style="list-style-type: none"> • Replaced 20+ year old hand dryers and soap dispensers to green, sustainable versions that reduce waste. These are hands-free to improve accessibility for all. • Replaced 250 chairs, and • Repainted the building and completed targeted restoration of the exterior facade. ✓ Pitt Meadows Family Recreation Centre: <ul style="list-style-type: none"> • Air circulation fans were installed in the fitness centre to reduce the amount of air conditioning needed. • Men's showers were upgraded, flooring replaced and shower dividers were installed. • Installed climate blinds in the multipurpose room and lounge. • Installed Pickleball court lines in the gym. • Replaced basketball hoops; and • Built new staff offices within existing office footprint (spaces were subdivided) for new staff coming on board due to department restructure.
<p>INVESTMENTS. Invest tax dollars to ensure the long-term viability and sustainability of our infrastructure.</p>	<ul style="list-style-type: none"> ✓ Implemented measures to increase City defences against cyber threats, better protecting technology assets and City information. ✓ Upgraded the control systems that manage physical access to City facilities. ✓ Replaced and modernized internal and public facing Geographical Information Systems Software (GIS). ✓ Replaced and modernized the City's landline telephone systems. ✓ Implemented an HRIS system to assist with greater data management. ✓ Upgraded the City's HVAC software system. ✓ Upgraded the City's Operations Management System to provide additional capabilities and benefits in work and asset management programs.



	<ul style="list-style-type: none"> ✓ Expanded the City's digital video surveillance network to provide additional coverage across City facilities. ✓ Upgraded and modernized server OS software that supports essential City systems such as taxation, payroll, revenue management, licensing and others. ✓ Replaced the Katzie Slough Bridge and South Alouette Bridge. ✓ Rehabilitated Bonson Rd south of Airport Way. ✓ Continued replacement of the Pitt Polder Pump Station and associated dike works. ✓ Replaced water mains along 119B Ave, 119 Ave, 118B Ave, S. Wildwood Cres and 188th (ongoing). ✓ Replaced culverts at the end of their service life. ✓ Carried out lifecycle replacement of HVAC equipment at the Pitt Meadows Family Recreation Centre. ✓ Completed rehabilitation of the Harris Road Pool and Washhouse. ✓ Repaired and upgraded minor park infrastructure. ✓ Repaired and provided maintenance of the City's infrastructure (water, sewer, storm), facilities and fleet.
<p>IMPROVED TRANSPORTATION. Reduce congestion throughout our City with improved infrastructure and access to affordable, alternative forms of transportation.</p>	<ul style="list-style-type: none"> ✓ Collaborated with the Vancouver Fraser Port Authority and Canadian Pacific Rail on the Pitt Meadows Road and Rail Project, including an underpass at Harris Road and overpass at Kennedy Road. ✓ Commenced detailed design of traffic improvements along Park Road from Harris Road to Lougheed Highway.
<p>ACTIVE TRANSPORTATION. Encourage a livable, healthy and environmentally responsible community through the promotion of active modes of transportation.</p>	<ul style="list-style-type: none"> ✓ Added a seat to the Active Transportation Advisory Committee for a community member with personal knowledge of accessibility issues, to enhance the committee's focus on improved accessibility and inclusivity. ✓ Completed conceptual design of a multi-use path along 193 Street to promote safe, sustainable transportation for pedestrians and cyclists. ✓ Completed conceptual design of connection from existing multi-use path south of Airport Way up to the Golden Ears roundabout. ✓ Reviewed conceptual design options and community engagement on Fraser Way roundabout. ✓ Commenced detailed design of bicycle push buttons, letdowns, crosswalks, advanced green at Harris Road/Ford Road as recommended by the Active Transportation Advisory Committee. ✓ Repaired sidewalks throughout the community to improve safety and accessibility as recommended by the Active Transportation Advisory Committee. ✓ Implemented new RapidBus stops along Lougheed Hwy, as well as the Pitt Meadows-Maple Ridge Area Transport Plan in cooperation with TransLink.



<p>PREPAREDNESS. Continue to monitor and focus on dike infrastructure as we advocate for, and strengthen, partnerships with external agencies and governments to ensure our community is protected.</p>	<ul style="list-style-type: none"> ✓ Secured \$412,000 in National Disaster Mitigation Program funding to complete the Detailed Flood Mitigation Plan. ✓ In cooperation with the Fraser Basin Council the City advocated with Metro Vancouver for a collaborative, regional approach to flood management and dike infrastructure improvements. ✓ Conducted inspection, repairs and maintenance along the City's dike network. ✓ Identified potential threats and potential liabilities in a report reflecting on the Fire Department's response capabilities.
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STRATEGIC GOAL 5 - CORPORATE EXCELLENCE

STRATEGIC OUTCOME: The City will honour and respect the public's trust through open communication, inclusive and balanced decision-making, responsible financial management, and excellence in service.

WHAT WE SET OUT TO ACHIEVE	WHAT WE ACHIEVED
<p>CORPORATE CULTURE. Recognize the integral role that every staff member, elected official and resident plays in, and their connection to, the success of our City.</p>	<ul style="list-style-type: none"> ✓ Adopted a new Council Procedure bylaw that established rules of engagement for Council and City committees that reflects Council's commitment to respectful conduct in the workplace. ✓ Delivered a comprehensive orientation program to the City's new Council members, ensuring Mayor and Council were well informed and prepared for their governance roles. ✓ Conducted an employee engagement check-in to identify areas of focus and develop an action plan. ✓ Facilitated the recruitment of Fire Services personnel (Chief, Deputy Chief, and IAFF members) including amendments to the IAFF Collective Agreement. ✓ Executed an employee values and visioning exercise in alignment with Council's new strategic plan. ✓ Group fitness instructors moved from contracted staff to City staff increasing their connectivity and loyalty to the City. ✓ Provided educational opportunities for POC's, backfilling of Fire Safety Technician shifts and advancement into department roles including team lieutenant and training officer positions.
<p>EMPLOYEE EXCELLENCE. Recognize the critical role of City staff in achieving corporate excellence, and prioritize the hiring, development and retention of key and exemplary employees.</p>	<ul style="list-style-type: none"> ✓ Offered employee enrichment opportunities to build capacity, leadership, improved customer service, conflict resolution and safety orientation; supported several areas in team building initiatives. ✓ Installed individual panic buttons for staff working at South Bonson Community Centre. ✓ Established a Team Charter to articulate the rules of engagement and agreed upon standards for team interactions and communication. ✓ Engaged an Independent Consultant to review the City's exempt total compensation relative to the market (i.e. comparison municipalities with similar positions) and to review the internal classification hierarchy (internal equity) of exempt positions. The Consultant recommended



	<p>adjustments to the salary structure and other elements of compensation to ensure the positions are appropriately paid relative to market and each other. (The recommendation implemented was to reposition the value from the 25th percentile to the 50th percentile) and this adjustment equated to \$97,000 for 23 exempt staff.</p>
<p>RESPONSIVE. Create a culture that is responsive and focused on excellence in customer service.</p>	<ul style="list-style-type: none"> ✓ Published a 'Council Meetings At-a-Glance' info sheet that included an explanation of how citizens can engage Council through Question & Comment Period and community engagement opportunities. ✓ Implemented the Tempest Prospero software application resulting in numerous customer service improvements. ✓ Updated Social Media and Website Guidelines to reflect modern day usage. ✓ Expanded services online to give businesses, citizens and external partners more choice and flexibility in how they interact and do business with the City. ✓ Transitioned the final pieces of the City's permitting processes onto the Tempest software system, which is now yielding new efficiencies and has expanded the breadth of online services. ✓ Developed and implemented an Employee Drug and Alcohol Policy. ✓ Updated the City's Respectful Workplace policy. ✓ Implemented a new Parks Maintenance Policy that clearly defines the service levels and clarifies expectations. ✓ Combined Arts, Recreation and Culture within existing financial resources to improve the customer experience and expand offerings that compliment and cross promote one another. The successful integration created daily cross-over between teams and functions, strengthening staff relationships and the delivery of services to the community including regular staff operational hours of South Bonson Community Centre.
<p>ACCOUNTABILITY. Demonstrate open and honest accountability in all activities.</p>	<ul style="list-style-type: none"> ✓ Responded to requests for access to City records under the Freedom of Information and Protection of Privacy Act, ensuring transparent and accountable access to records of a public body. ✓ Identified 52 Council policies for review and amendment during the 2019-2022 Council term and provided Council and the community with an estimated timeline for each policy. ✓ Adopted the 2019-2022 Corporate Strategic Plan that serves as a guiding framework for policies, budgets and decision-making over the next four years. ✓ Coordinated the proactive release of: <ul style="list-style-type: none"> • Council agendas and minutes. • Committee meeting agendas and minutes. • Bylaws and policies; and • Annual and quarterly reports. ✓ Modernized quarterly reports into a concise reader-friendly format published in the Maple Ridge-Pitt Meadows News.



	<ul style="list-style-type: none">✓ Implemented a new look and feel in monthly City Talks Quarterly Reports and Council News.✓ Greatly enhanced engagement with City social media posts.✓ Updated and improved the workplace inspection and incident investigation process and procedures.✓ Updated our Bylaw Officer Enforcement Policy to create transparency in the City's processes and reiterate that education takes priority over enforcement.✓ Evaluated controls over cash handling to ensure the City's funds are accounted for, an adequate separation of duties exists and funds are adequately safeguarded and deposited in a timely manner.✓ Commenced development of an RFP for the acquisition and replacement of an integrated budgeting system planned for 2020.✓ Reviewed, updated and/or reaffirmed existing financial policies.
<p>RESOURCES. Structured to ensure there are adequate and suitable resources to respond to the needs of the community.</p>	<ul style="list-style-type: none">✓ Service and partner contracts across all areas were standardized to ensure expectations and quality are consistent across all services.✓ Incorporated condition assessment data to the Asset Management database for City buildings and roads and updated targeted reserve savings values.

