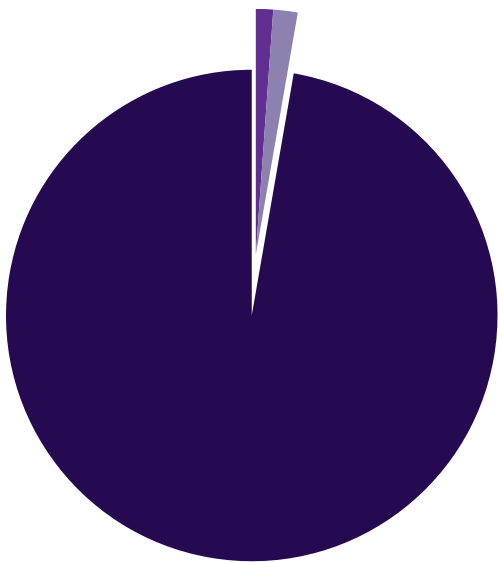




OFFICE OF THE CAO

Operating Budget:	\$ 647,700 (Council - \$325,600; CAO - \$322,100)
Capital Budget:	\$ 0
Staffing Complement:	2.0 FTE (Full-Time Equivalent)
Supports Strategic Focus Areas:	Corporate Excellence, Transportation & Infrastructure, Economic Prosperity, Community Livability

DEPARTMENT'S SHARE OF CITY BUDGET



- OFFICE OF THE CAO **1.5%**
- CITY COUNCIL **1.6%**
- REMAINING CITY BUDGET **96.9%**

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.

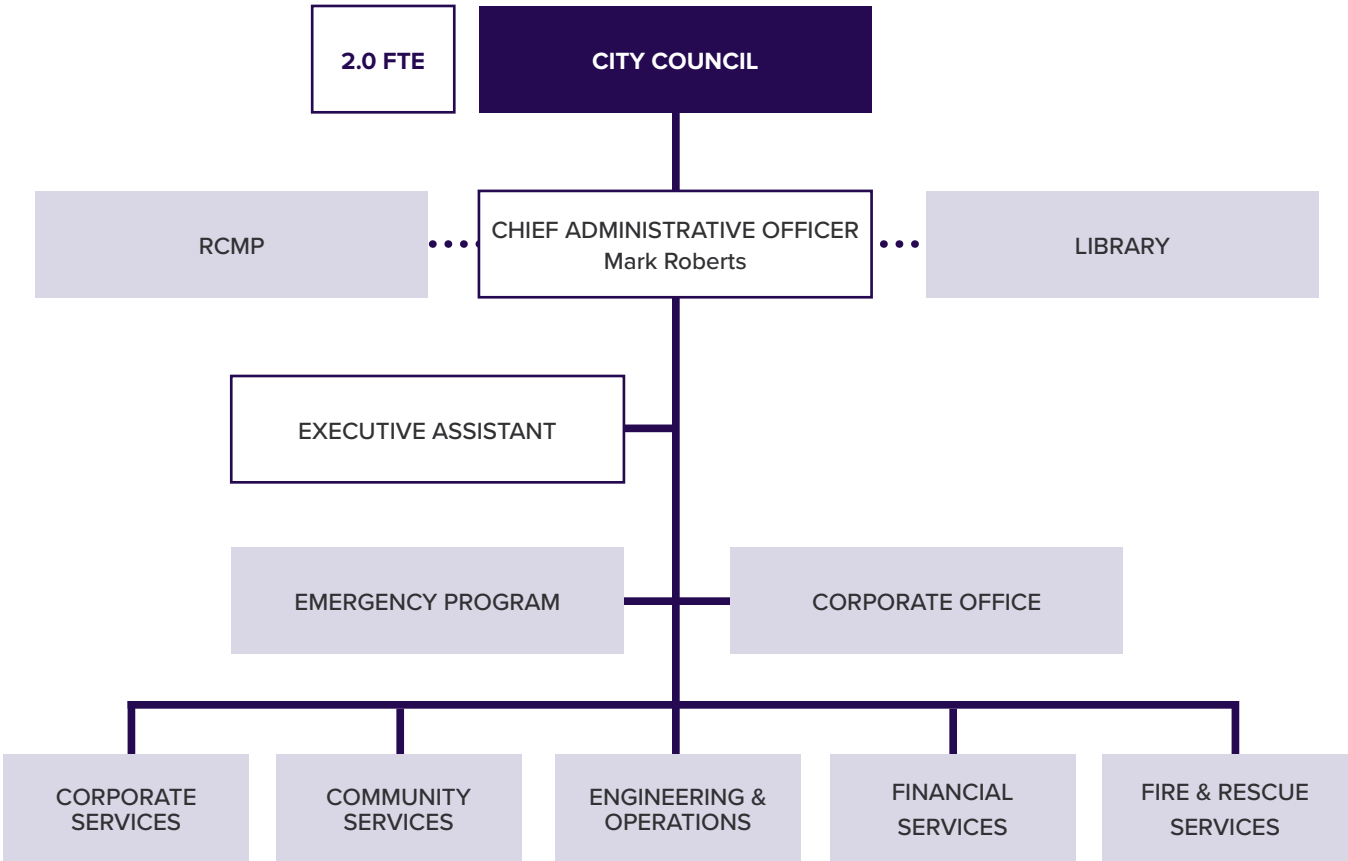
Pitt Meadows City Council is the local elected body responsible for governing our city and stewarding Pitt Meadows' economic, social and environmental well-being. Ultimately accountable to its citizenry, Council's main responsibilities include establishing policies, bylaws, strategic priorities, and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

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.



OFFICE OF THE CAO

STAFFING COMPLEMENT





OFFICE OF THE CAO

2018 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. In 2018, City Council engaged:
 - **The Hon. Dan Ruimy, MP Pitt Meadows-Maple Ridge** re: cannabis cultivation and concerns pertaining to legalization; support and participation in community events; transportation discussions.
 - **The Hon. Lisa Beare, MLA, Pitt Meadows-Maple Ridge** re: support and participation in community events; transportation discussions
 - **Ministry of Agriculture** re: cannabis legalization and cultivation on ALR lands.
 - **Ministry of Transportation and Infrastructure** re: potential transportation infrastructure projects in and through Pitt Meadows.
 - **Gateway Transportation Collaboration Forum** re: potential transportation infrastructure projects in and through Pitt Meadows.
 - **Canadian Pacific (CP)** re: transportation, safety & noise concerns pertaining to the Intermodal yard and the crossings at Kennedy Rd. and Harris Rd.
 - **Metro Vancouver Regional District** re: advocating for Pitt Meadows at the regional district level.
 - **Ministry of Indigenous Relations & Reconciliation** re: strengthening the Pitt Meadows-Katzie First Nation relationship.
 - **TransLink** re: B-Line implementation and area transit plan for Pitt Meadows.
 - **Katzie First Nation Council** re: truck traffic concerns on South Bonson; shared community safety concerns; ongoing partnership opportunities & relationship building.
 - **Lower Mainland Local Government Association (LMLGA)** re: lobbying for support of resolution pertaining to disqualification of elected officials who are convicted of a serious criminal offence.
 - **Union of BC Municipalities (UBCM)** re: submission of resolution pertaining to the disqualification of elected officials who are convicted of a serious criminal offence; this resolution was passed at the UBCM Convention in September.
- **Boards & Committees.** Council holds liaison appointments on more than 20 committees and boards, providing opportunity for dialogue and problem solving on issues that are important to the Pitt Meadows Community. Council liaison appointments include:
 - Active Transportation Advisory Committee
 - Advisory Design Panel
 - Agricultural Advisory Committee
 - Alouette River Management Society
 - Bonson Road Truck Traffic Working Group
 - Chamber of Commerce serving Maple Ridge & Pitt Meadows
 - E-Comm Board of Directors
 - Fraser Health Municipal Regional Meetings (North Region)
 - Fraser Valley Regional Library Board
 - Joint Police Liaison Committee
 - Joint Program Committee for Integrated Flood Hazard Management – Fraser Basin Council



OFFICE OF THE CAO

- o LMLGA Flood Control and River Management Committee
 - o Maple Ridge/Pitt Meadows Agricultural Association
 - o Maple Ridge/Pitt Meadows Community Services Council
 - o Maple Ridge/Pitt Meadows Youth Centre Society
 - o Metro Vancouver Regional District – Board of Directors
 - o Metro Vancouver Regional District – Aboriginal Relations Committee
 - o Metro Vancouver Regional District – Regional Parks Committee
 - o Metro Vancouver Regional District – Utilities Committee
 - o Municipal Advisory Committee on Accessibility & Inclusiveness
 - o Pitt Meadows Airport Advisory Committee
 - o Pitt Meadows Airport Society Board of Directors
 - o Pitt Meadows Day Society
 - o Pitt Meadows Heritage and Museum Society
 - o Rail Community Advisory Panel
 - o Ridge Meadows Seniors Society
 - o Mayors' Council on Regional Transportation
 - o UBC Malcolm Knapp Research Forest Community Advisory Board
 - o 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 territory of the Katzie First Nation (KFN). A collaborative relationship with KFN is a priority for City Council, with a proactive focus on addressing joint challenges. This past year, the City worked with KFN on the establishment of the Bonson Road Truck Traffic Working Group. Consisting of members from both communities, the Working Group discusses issues, activities and solutions to safety and noise concerns associated with the increased truck traffic on South Bonson.
 - **Pitt Meadows Airport Society (PMAS).** The PMAS Board of Directors approved a new strategic framework for the airport and began work on an airport master plan to guide economic development over the coming years. The Board led a successful recruitment process for a new Airport Manager, welcoming Guy Miller to the team.
 - **Cannabis Forum.** Council directed staff to begin planning a City-hosted forum on the challenges associated with the legalization of cannabis, such as health and safety concerns, odor issues, impairment and enforcement challenges, and expenses related to cannabis administration. Elected Officials and senior staff from local communities (Metro Vancouver and Fraser Valley), as well as other key stakeholders, will be invited to discuss a coordinated approach to addressing and mitigating regional concerns. Based on the interest from other communities, staff will report back to council in early Q1 of 2019 on the status of the forum. The forum is outlined in the 2019 Key Initiatives for Community Services (as lead for the event) and is anticipated to take place in Q2/3.
 - **Council's Action List.** Of the 55 priority initiatives identified by Council at the start of their term in 2014, 88% have been completed, with the remaining 7 initiatives well underway.



OFFICE OF THE CAO

- **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** – committed to open governance and the recently approved 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.
- **A New Council.** The 2018 civic election resulted in significant changes for City Council, including five new councillors and a new Mayor. At the time of writing, preparations were being made for the inaugural meeting (November 6, 2018) and the implementation of a comprehensive council orientation plan.

OFFICE OF THE CAO

- **Organizational Structure.** The structure of the organization is regularly monitored to ensure optimal alignment with, and support of, Council's priorities and the evolving needs of the organization. This past year, the CAO approved and oversaw the following organizational changes and recruitments:
 - The Parks and Operations divisions were re-aligned under the leadership of the new Manager of Parks & Operations, leveraging the natural synergies between these two teams;

- The Parks Operations Supervisor position was created to oversee and coordinate the Parks projects and operations;
- An additional full time Labourer was added to the Parks team to help maintain service levels;
- The vacant Director of Community Services role was successfully filled;
- Cultural Services was re-aligned under the umbrella of Community Services upon appointment of the new Director; and
- A supervisory role for Building and Bylaw Enforcement was created to enhance the services we provide to Pitt Meadows residents.

- **Leadership Development.** Supported the launch of a 3-part Leadership Development series for managers, supervisors, and other key staff. This program provides an in-house professional development opportunity for the City's leadership, contributes to a healthy workplace culture, and is a component of an overall retention strategy that is being developed by HR. Session 1 of this series was held in October, with the next two sessions planned for Q1 and Q2 in 2019.
- **Government Relations.** The CAO regularly participated on Metro Vancouver advisory committees, including:
 - **Regional Administrators Advisory Committee (RAAC)** – provides an opportunity to elevate and highlight the needs and challenges faced by the City of Pitt Meadows;
 - **Regional Emergency Advisory Group** - an integrated partnership for regional emergency management in Metro Vancouver; and
 - **Labour Relations Function Oversight Committee** - provides leadership on matters pertaining to labour relations, collective bargaining, and human resources management.



OFFICE OF THE CAO

- o **Lougheed Highway Corridor B-Line Steering Committee** - consists of CAO's/GM's of the 4 municipalities along the Lougheed B-Line corridor (Coquitlam, Port Coquitlam, Pitt Meadows & Maple Ridge), meeting at key project milestones to provide strategic direction and ensure concurrence among all project partners.
- **Committees.** Provided oversight to several council-appointed advisory committees which provide feedback and recommendations to Council on key issues for Pitt Meadows:
 - o Active Transportation Advisory Committee
 - o Advisory Design Panel
 - o Agricultural Advisory Committee
 - o Board of Variance
 - o Bonson Road Truck Traffic Working Group
 - o Pitt Meadows Airport Advisory Committee
 - o Rail Community Advisory Panel

- **Key Initiatives.** Provided oversight to the following key initiatives identified as priorities by Council (please see respective business plans for details on each project):
 - o Airport governance & land use planning (Community Services)
 - o Committee structure & governance review (Corporate Office)
 - o 2018 civic election (Corporate Office)
 - o Expansion of Emergency Program (Emergency Program)
 - o Community consultation re: potential transportation infrastructure projects (Community Services/Engineering & Operations)
 - o Cannabis regulations (Community Services)

• **Grant Management.** The City was awarded nearly \$1.5M in grant funding, including:

FOR	FROM	AMOUNT
RECREATION SPACES	BC RECREATION & PARKS ASSN	\$300
FAMILY DAY ACTIVITIES	BC RECREATION & PARKS ASSN	2,000
HARRIS PARK COMMUNITY RE-GREENING PROJECT	BC HYDRO	4,000
INTEGRATED SUMMER PROGRAMS – DAY CAMPS	PROVINCIAL GOVERNMENT	9,063
ENVIRONMENTAL INVENTORY MANAGEMENT STRATEGY	PROVINCIAL GOVERNMENT	10,000
TRAFFIC OPERATIONAL & SAFETY REVIEW	ICBC	15,440
BEAUTIFICATION OF BC HYDRO BOXES	BC HYDRO	20,700
SUMMER DAY CAMPS	FEDERAL GOVERNMENT	21,134
EMERGENCY SOCIAL SERVICES MOBILE UNIT & PERSONNEL TRAINING	UNION OF BC MUNICIPALITIES	24,000
EMERGENCY OPERATIONS CENTRE EQUIPMENT	UNION OF BC MUNICIPALITIES	25,000
GAS TAX AGREEMENT COMMUNITY WORKS FUND – TCA EXPENDITURES	UNION OF BC MUNICIPALITIES	110,819
SMALL COMMUNITY GRANT	PROVINCIAL GOVERNMENT	158,177
TRAFFIC FINE REVENUE GRANT	PROVINCIAL GOVERNMENT	203,510
MAJOR ROAD NETWORK MAINTENANCE	TRANSLINK	204,000
FLOOD PROTECTION - PUMP STATION BACKUP GENERATORS	UNION OF BC MUNICIPALITIES	678,200
	2018 TOTAL:	\$1,486,343

OFFICE OF THE CAO

DEFERRED PROJECTS

- **Long Term Strategic Plan.** The LTSP will be a long-term community strategy that combines financial forecasting with financial/asset management strategies to ensure long term sustainability for the City. In an effort to optimize civic engagement, the LTSP will be developed in tandem with other approved civic engagement and planning projects, such as the Official Community Plan, Environmental Inventory & Management Strategy, Parks & Rec Master Plan, and Transportation Plan. A gaps analysis on the aforementioned planning initiatives will also help to inform the breadth of the LTSP to ensure it covers all remaining aspects of community planning for the City. As a result, the LTSP will be deferred until the more specialized planning strategies are complete.



KEY CHALLENGES FOR 2019

- **Council Orientation.** With a new Mayor and five new council members, it will be important for the CAO to direct time, attention, and resources toward Council onboarding to ensure a fulsome orientation. This will be critical to ensure that Council is well prepared to address the current needs and issues of the City.
- **Strategic Planning.** The new Council will engage in visioning and strategic planning to 'set the course' for their four-year term. This may require a readjustment of operational priorities, current workloads, and organizational structure.
- **Staff Retention.** In British Columbia, the increase in job vacancies, significant rise in housing prices and cost of living, and the unique characteristics of the Millennial employee group has resulted in difficulty attracting and retaining highly-qualified, mid to senior managers with relevant municipal experience. Although Pitt Meadows' retention data compares well to neighbouring communities, it would be prudent to explore, and implement where possible, strategic initiatives specific to recruitment and retention. The Human Resources department, along with the Corporate Leadership Team, will examine various program possibilities in 2019 aimed to attract and retain our talent.



OFFICE OF THE CAO

KEY INITIATIVES 2019

DIVISION	INITIATIVE	TARGET
OFFICE OF THE CAO	COUNCIL ORIENTATION. Ensure delivery of remaining components of council orientation plan	Q1
	COUNCIL STRATEGIC VISIONING. Support the new Council in a review of the City's vision, values & mission statement, and a refresh of Council's strategic priorities in an effort to guide the City's short term decision-making, corporate work plan, annual budgets, and five year financial plan implementation processes.	Q1-2
	LEADERSHIP DEVELOPMENT. Continuation of Leadership Development Series (sessions 2 and 3) for managers, supervisors and other key staff.	Q1-2
	CULTURAL VALUES EXERCISE. Flowing from Module 1 of the above Leadership Development series, the CAO has committed to ensuring the City engages in a facilitated process of identifying and defining a set of cultural values authored and endorsed by Staff.	Q1
	GRANT MANAGEMENT. Oversight of grant application process; ensuring the City is leveraging all applicable grant opportunities.	ONGOING
	CORPORATE LEADERSHIP TEAM. Continue to build a Corporate Leadership Team that has a strong working relationship with Council.	ONGOING
	OPERATIONAL PLANNING. Continue to advance and implement the goals and priorities identified by Council through regular review and update of CLT's operational priorities.	ONGOING
	CORPORATE REPORTING. Continue to monitor, communicate and report on Council's Strategic Plan and Department Business Plans.	ONGOING
	ORGANIZATIONAL CAPACITY. Build organizational capacity by growing our people and facilitating the development of their skills, knowledge and abilities.	ONGOING
	GOVERNMENT RELATIONS. Continue to building relationships with regional partners and stakeholders, with continued focus on the Ministry of Transportation & Infrastructure.	ONGOING
CROSS-DEPARTMENTAL LEADERSHIP	OVERSIGHT OF KEY DEPARTMENTAL INITIATIVES. See departmental business plans.	Q1-4

OFFICE OF THE CAO

PROPOSED OPERATING BUDGETS

CITY COUNCIL

	2018 ADOPTED BUDGET	2019 PROPOSED BUDGET	PROPOSED CHANGES FOR 2019		2020 PROPOSED BUDGET	2021 PROPOSED BUDGET	2022 PROPOSED BUDGET	2023 PROPOSED BUDGET
EXPENSES								
INDEMNITY & BENEFITS	\$253,800	\$265,200	\$11,400	4.5%	\$270,700	\$276,200	\$281,800	\$287,400
CONFERENCES & MEETINGS	28,000	28,000	-	0.0%	28,000	28,100	28,100	28,200
MEMBERSHIPS	14,600	15,500	900	6.2%	16,000	16,500	17,000	17,500
MUNICIPAL BUSINESS	5,200	5,200	-	0.0%	5,200	5,200	5,200	5,200
PHONES & DEVICES	4,700	4,900	200	4.3%	4,900	5,300	5,300	5,700
COMMUNITY RELATIONS	6,000	6,100	100	1.7%	6,200	6,300	6,400	6,500
OTHER	300	700	400	133.3%	700	700	700	700
	312,600	325,600	13,000	4.2%	331,700	338,300	344,500	351,200

NET OPERATING EXPENSES	\$312,600	\$325,600	\$13,000	4.2%	\$331,700	\$338,300	\$344,500	\$351,200
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KEY BUDGET CHANGES FOR 2019:	
SALARY AND BENEFITS	7,500
ELIMINATION OF GST REBATE ON COUNCIL REMUNERATION	3,900
OTHER	1,600
CHANGE IN NET OPERATING EXPENSES	\$13,000



OFFICE OF THE CAO

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	2018 ADOPTED BUDGET	2019 PROPOSED BUDGET	PROPOSED CHANGES FOR 2019		2020 PROPOSED BUDGET	2021 PROPOSED BUDGET	2022 PROPOSED BUDGET	2023 PROPOSED BUDGET
EXPENSES								
OFFICE OF THE CAO	\$302,800	\$322,100	\$19,300	6.4%	\$328,800	\$335,700	\$342,700	\$349,800
	302,800	322,100	19,300	6.4%	328,800	335,700	342,700	349,800

NET OPERATING EXPENSES	\$302,800	\$322,100	\$19,300	6.4%	\$328,800	\$335,700	\$342,700	\$349,800
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KEY BUDGET CHANGES FOR 2019:	
SALARY AND BENEFITS	19,400
OTHER	(100)
CHANGE IN NET OPERATING EXPENSES	\$19,300

PROPOSED CAPITAL BUDGET

DEPT NAME	PROJECT #	PROJECT NAME	PRIORITY	2019	2020	2021	2022	2023	TOTAL
CAO OFFICE - CAO	18-IT-099	STRATEGIC PLANNING SOFTWARE 180013	3		\$55,000	\$25,000			\$80,000
CAO OFFICE - CAO TOTAL					\$55,000	\$25,000			\$80,000

