

# Staff Report to Council

Office of the CAO

FILE: 01-0620-03/20

REPORT DATE: November 09, 2020      MEETING DATE: November 23, 2020  
TO: Mayor and Council  
FROM: Mark Roberts, Chief Administrative Officer  
SUBJECT: 2021 Business Plan - Office of the City Council and Office of the  
Chief Administrative Officer

CHIEF ADMINISTRATIVE OFFICER REVIEW/APPROVAL:



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RECOMMENDATION(S): THAT Council:

- A. Receive for information the Council and CAO 2021 Draft Business Plan and Staff Report as presented at the November 23, 2020 meeting of Council; OR
- B. Other.

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## EXECUTIVE SUMMARY

Each fall, the City of Pitt Meadows carefully deliberates on community programming, services goals, and allocation of resources for the coming year. This process of prudently weighing the needs and requests of the community, and ensuring the financial plan supports the desired service levels, results in the City's Proposed Corporate Business Plan. This Plan is presented to Council for their review and deliberation, and represents Staff's best recommendations for key initiatives, respective budgets by department, and the five-year financial plan for the City.

The annual planning process allows the City to ensure that its work is continually aligned with Council's strategic priorities, achievable within the annual budget, and responsive to the needs of its citizens. The Plan also operates as a guide to ensure the City stays on track and within budget, and as a reporting and communication tool between the City and its citizens, fostering transparency and fiscal accountability.

When deliberating business plans and budgets, Council must constantly weigh different community needs, recognizing that increases in service levels must be matched by corresponding revenues. The City strives to strike an appropriate balance between responding to requests for service, minimizing tax increases, and providing for sustainable long-term investment in our infrastructure. The ultimate goal of this process is always to be cognizant of the long-term viability of the community, to spend tax dollars wisely, and to maintain the quality of life for all of our citizens.

## DIVISION OVERVIEW

### CITY COUNCIL

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, service levels for the benefit of the community and provides direction to the CAO. Council is also responsible for ensuring that the policies they have established are implemented and administered effectively, efficiently, and fairly.

Operating Budget: \$423,000

Capital Budget: \$0

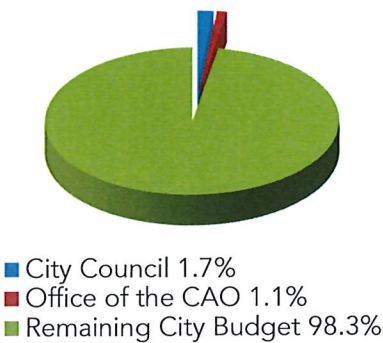
### OFFICE OF THE CAO

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

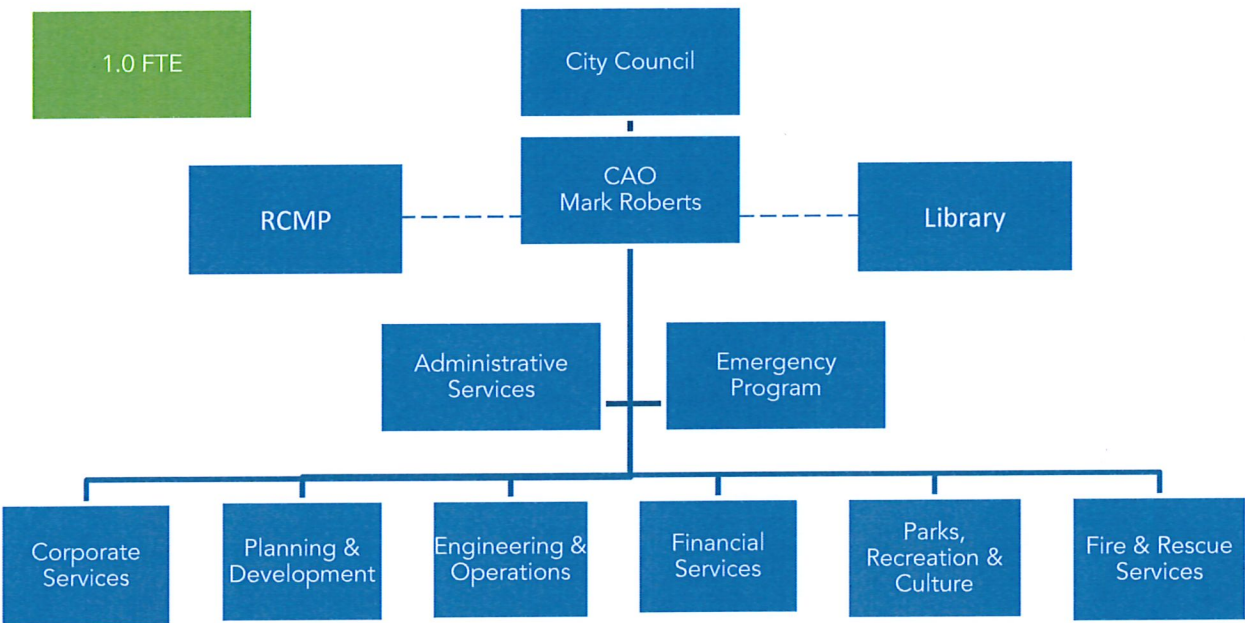
Operating Budget: \$270,700

Capital Budget: \$0

% Share of overall City Budget:



Staff Complement



## Deferred Projects

Identified by individual Division Business Plans.

## 2020 Achievements

- **COVID-19:** Approval of both the closure of City facilities along with the reopening of these facilities, realignment of staff work priorities, adherence to Public Health orders and ensured the health and safety of employees and the public. As well, maintained essential services within the City's financial capacity, despite significant revenue decline and increased pandemic related costs. (Principled Governance, Balanced Economic Prosperity, Corporate Excellence and Community Spirit & Wellbeing).
- **EMERGENCY OPERATIONS CENTRE:** Activated the EOC and served as the EOC Director to ensure City service levels, public/employee safety and financial health were achieved. Ensured the City followed the Provincial Health Officer Orders and guidelines effectively and efficiently. (Community Spirit and Wellbeing – Health and Safety).
- **AUTONOMOUS RCMP POLICE SERVICES:** Guided the consultative process to inform Council around the options and advantages of an autonomous police detachment and initiated the necessary steps to obtain imminent Ministerial approval. (Community Spirit and Wellbeing – Health and Safety).
- **FIRE SERVICES REVIEW:** In consultation with the Fire Chief, provided oversight of a comprehensive Fire Services Review that identified several key recommendations to ensure sustainable service delivery of the Paid-on-Call model that prioritizes public, Chief Officer and firefighter safety. (Community Spirit and Wellbeing – Health and Safety).
- **FIRE HALL REPLACEMENT:** Oversight of the Fire Hall replacement project to ensure functional design, construction timeline and financial objectives are achieved. (Transportation and Infrastructure – Infrastructure).

## Key Organizational Challenges for 2021

- **FIRE SERVICES PAID-ON-CALL MODEL:** The Fire Services Review will address the risks, optimize public safety, improve current service levels and address historic and anticipated community growth. Significant turnover of POC staff has trended over several years and this situation has become very concerning from a risk management perspective. Should Council approve the recommendations in the Fire Services Review, their implementation will need to be prioritized and swiftly put in place.

- **COVID-19 PANDEMIC:** The pandemic is worsening and will continue to require close monitoring by the Emergency Operations Centre as well as the Corporate Leadership Team. The City will need to be flexible and dynamic, likely over the course of 2021, to manage City services, while ensuring prioritization of public safety in the most efficient way.
- **AGING 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.
- **RECRUITMENT & RETENTION:** Skills shortages continue to result in low numbers of qualified applicants, particularly in management positions where professional credentials are required. Strategic focus on recruitment and retention initiatives are important to increase the City's retention rate, mitigate risk, and ensure sound stewardship of services.

#### Key Initiatives 2021

Strategic Priority	Initiative	Target Completion
Community Spirit and Wellbeing – Health and Safety	<b>EOC COVID-19 MANAGEMENT.</b> As the pandemic continues throughout 2021, continue to review statistics, possible changes in Public Health Orders, as well as directions from the Public Health Officer and Fraser Health.	Q1 – Q4
Community Spirit and Wellbeing – Health and Safety	<b>FIRE SERVICES REVIEW RECOMMENDATIONS.</b> Should Council approve recommendations from their review, provide guidance for their implementation.	Q4
Community Spirit and Wellbeing – Health and Safety; Transportation and Infrastructure	<b>AUTONOMOUS RCMP DETACHMENT MODEL.</b> Ministerial approval for the City of Pitt Meadows to have its own autonomous detachment is likely imminent. At that time, City staff will work closely with the RCMP, City of Maple Ridge, and Katzie First Nation to develop a smooth transition.	Q1 – Q4
Transportation and Infrastructure	<b>FIRE HALL REPLACEMENT.</b> Provide direction, oversight and advice for the construction of the new Fire Hall.	Q1 – Q4

Principled Governance – Community Voice	<b>TRUTH AND RECONCILIATION.</b> Develop a Corporate Culture that better understands the cultural sensitivities of the Katzie First Nation that will strengthen our relationship by being one of trust and respect.	Q1 – Q4
Principled Governance – Fiscal Stewardship and Accountability; Transportation and Infrastructure	<b>MAJOR PROJECTS.</b> Provide oversight and guidance to staff for important City initiatives including: <ul style="list-style-type: none"> <li>o Development/implementation of the North Lougheed Area Plan;</li> <li>o Road and Rail Improvements;</li> <li>o Adoption and implementation of the OCP.</li> </ul>	Q1 – Q4
Balanced Economic Prosperity	<b>AIRPORT.</b> Continue to be an active Director of the Airport Board and member of the Airport Executive Committee, to ensure the airport's delivery of an important regional/community benefit and its long-term financial sustainability.	Q1 – Q4
Principled Governance – Fiscal Stewardship and Accountability	<b>GRANT MANAGEMENT.</b> Review the grant application process to ensure the City is leveraging grant opportunities as they arise.	Q1 – Q4
Principled Governance – Regional Relationships	<b>FOSTER RELATIONSHIPS.</b> Continue to build strong relationships with Council, the Corporate Leadership Team, regional partners and stakeholders.	Q1 – Q4

## 1. PROPOSED OPERATING BUDGET

### COUNCIL BUDGET

	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes for 2021		2022 Proposed Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget
Expenses								
Indemnity & Benefits	\$ 355,400	\$ 355,400	\$ -	0.0%	\$ 355,400	\$ 355,400	\$ 355,400	\$ 355,400
Conferences & Meetings	27,600	27,600	-	0.0%	27,600	27,600	27,600	27,600
Memberships	15,700	15,700	-	0.0%	15,700	15,700	15,700	15,700
Municipal Business	5,200	5,200	-	0.0%	5,200	5,200	5,200	5,200
Phones & Devices	5,500	5,500	-	0.0%	5,500	5,500	5,500	5,500
Community Relations	12,900	12,900	-	0.0%	12,900	12,900	12,900	12,900
Other	700	700	-	0.0%	700	700	700	700
	423,000	423,000	-	0.0%	423,000	423,000	423,000	423,000
Net Operating Expenses	\$ 423,000	\$ 423,000	\$ -	0.0%	\$ 423,000	\$ 423,000	\$ 423,000	\$ 423,000
Key Budget Changes for 2021:								
No Change								
Change in Net Operating Expenses			\$ -					

### CAO BUDGET

	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes for 2021		2022 Proposed Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget
Expenses								
Office of the CAO	\$ 268,400	\$ 270,700	\$ 2,300	0.9%	\$ 270,700	\$ 270,700	\$ 270,700	\$ 270,700
	268,400	270,700	2,300	0.9%	270,700	270,700	270,700	270,700
Net Operating Expenses	\$ 268,400	\$ 270,700	\$ 2,300	0.9%	\$ 270,700	\$ 270,700	\$ 270,700	\$ 270,700
Key Budget Changes for 2021:								
Salary and Benefits			2,300					
Change in Net Operating Expenses			\$ 2,300					

## 2. PROPOSED CAPITAL BUDGET

None.

## 3. DECISION PACKAGE(S)

None.

## PUBLIC PARTICIPATION

☒ Inform    ☐ Consult    ☐ Involve    ☐ Collaborate    ☐ Empower

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## KATZIE FIRST NATION CONSIDERATIONS

Referral    ☐ Yes    ☐ No

All City of Pitt Meadows Business Plans have been contemplated in relation to Katzie First Nation, with collaboration to occur with a variety of City initiatives.

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## SIGN-OFFS

Written by:

Reviewed by:

Kerrie Dykeman, Executive Assistant to Mark Roberts, Chief Administrative Officer  
Mayor and CAO

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## ATTACHMENT(S):

None.