



Special Council Agenda

The agenda for the **Special Meeting of Council (with the Economic Development Select Committee)** to be held in the **Conference Room** of the Municipal Hall, 8645 Stave Lake Street, Mission, British Columbia on Monday, October 24, 2016 commencing at 9:00 a.m.

1. CALL TO ORDER

2. ADOPTION OF AGENDA

3. NEW BUSINESS

(a) Annual Meeting with the Economic Development Select Committee (EDSC) Page 2

- i. Opening Remarks
- ii. EDSC Introductions
- iii. Background SWOT-L (Strengths, Weaknesses, Opportunities, Threats and Limitations)
- iv. Process Utilized
- v. Findings and Recommendations
- vi. Feedback and Discussion

4. ADJOURNMENT



Economic Development Department
Staff Report to Council

File: 0540-40-05

DATE: October 24, 2016
TO: Mayor and Council
FROM: Stacey Crawford, Economic Development Officer
SUBJECT: **Economic Development Select Committee Presentation to Council**
ATTACHMENT: **Appendix A – EDSC Aggregate Survey Results**

This report is provided for information purposes only. No staff recommendation accompanies this report and Council action is not required.

PURPOSE:

This report is to provide background information on the process and the supporting rationale undertaken by the Economic Development Select Committee (EDSC), to determine the recommended economic development priorities and recommendations to be presented to Council.

BACKGROUND:

The current EDSC members were appointed by Council in May 2016 to serve as an advisory body to Council, providing advice and guidance on the economic development function. While only together for a short period of time, the committee has worked quickly to develop recommendations. Since forming, they participated in a survey to help the group develop a stronger understanding of Mission's economic landscape, with a view to creating the future vision, objectives and strategies for economic growth in the community. The survey explored the strengths, weaknesses, opportunities, threats and limitations for consideration and also included questions around the community's economic growth potential and specific areas of focus.

Subsequent meetings allowed for further review and analysis of the results and the EDSC independently identified priorities and recommendations organized into short, medium and long term strategies which will be presented to Council for further dialogue and review at the Special Council meeting on October 24, 2016.

DISCUSSION AND ANALYSIS:

The following discussion and analysis items address the process followed to reach the submission of objectives and priorities. An in-depth presentation from the EDSC will cover this in greater detail.

1. Process

A total of 15 survey questions were co-prepared by the Economic Development Department and the Chair of the EDSC based on both standard economic development planning principles and current projects and goals/objectives identified for this department by Council. Each EDSC member was invited to complete the survey and the results were tabulated randomly to ensure anonymity. These are presented in Appendix A – EDSC Aggregate Survey Results.

Nine out of the ten EDSC members completed the survey; staff did not participate. Not all questions were responded to which created numerical differences. This did not appear to have a material effect on the emerging themes. All answers were reviewed by the committee, with agreed changes noted in Appendix A – EDSC Aggregate Survey Results.

2. Survey Results

The top three priorities identified were industrial land expansion, waterfront development and effective transportation. Other commonly reoccurring themes included Downtown revitalization, tourism, education/mentorship and the development of an economic development strategy.

From here, manageable short, medium and long term goals and objectives have been identified and will be covered off in more detail as part of the presentation to Council.

3. Meeting Agenda

The meeting will be hosted by the EDSC Chair, Rocky Blondin, and will have participation from other committee members that will add industry specific perspective on various topics.

COUNCIL GOALS/OBJECTIVES:

While the EDSC outcomes are aligned with Council's 2016 goals and objectives, the EDSC reached their conclusions independently. This provides strong validation of Council's own focus and provides a common platform for discussion around how to best achieve these objectives.

Specifically, the efforts of the EDSC support Strategic Plan Objective 4.2: Create a strategy and pre-development plan for waterfront; Objective 5.1: Develop an industrial and commercial land expansion strategy; Objective 5.2: Develop TOR and task-list for Economic Development; Objective 5.3: Develop District tourism strategy report card; and Objective 5.4: Develop a service-focused strategy to enhance reputation and attract investment and improve business retention.

FINANCIAL IMPLICATIONS:

There are no financial implications associated with this report.

COMMUNICATION:

No communication action is required.

SUMMARY AND CONCLUSION:

The survey and subsequent recommendations were developed by the EDSC to provide forward-looking advice to Council on the vision, objectives and strategies to support economic growth in the community. The top priorities have now been identified and will form the key topics to be covered in greater detail during the EDSC presentation. This time will also offer the opportunity for open discussion with Council to determine if these are shared goals and objectives moving forward.

SIGN-OFFS:



Stacey Crawford, Economic Development Officer

Comment from Chief Administrative Officer:

Reviewed



Economic Development Select Committee Aggregate Survey Responses

Question 1

Respondent Name

Question 2

Strengths – List up to five unique strengths that our community can build on for economic development and growth:

<ul style="list-style-type: none"> • Cost of doing business • Cost of living • Regional airport • Close proximity and access to major markets • Quality of life 	<ul style="list-style-type: none"> • Affordable land/housing • Recreational land • Small business friendly • On the Fraser River (transportation/recreation/waterfront property)
<ul style="list-style-type: none"> • Proximity to Vancouver with small town benefits • Outside of GVRD • Lifestyle and affordability • Supporting services and businesses • Proximity to international airports 	<ul style="list-style-type: none"> • Proximity to Vancouver • Proximity to nature (mountains, water, outdoors) • Transport (only if West Coast Express could be optimized) • Small town atmosphere
<ul style="list-style-type: none"> • Available land • Affordable housing costs • Community facilities • Attractive opportunities for retail development 	<ul style="list-style-type: none"> • West Coast Express • Lower housing costs • Green spaces
<ul style="list-style-type: none"> • Beautiful natural environment • Low housing costs • Entrepreneurial spirit • Strong arts & culture community • Transit link to Vancouver (West Coast Express) 	<ul style="list-style-type: none"> • Outdoors - close to lakes, forest, river, mountains • Rail - Transportation • Affordable housing • Waterfront • Historical Downtown
<ul style="list-style-type: none"> • Willing dynamic Mayor and Council interested in development/services • Economic Development Committee very supportive with leadership, vision and willingness to give a helping hand • The seed of every segment of business in waiting to be watered so it can spring into new life and blossom in to a beautiful life giving economic service to the community of Mission • Beautiful for situation, location and opportunity • Economic time clock is on our city 	<p>STRENGTHS - TOP THEMES:</p> <ol style="list-style-type: none"> 1. Affordability/cost of housing 2. Lifestyle 3. West Coast Express 4. Business friendly environment 5. Proximity to Vancouver



Economic Development Select Committee Aggregate Survey Responses

Discussion and amendments to Q2 Strengths, at the EDSC Meeting on September 13, 2016:

Change the order of the Top Themes:

1. Affordability/cost of housing
2. Lifestyle
3. Business Friendly Environment
4. West Coast Express
5. Proximity to Vancouver

Key discussion points:

Lifestyle:

- Local service
- Recreation
- Small town
- Own a home
- No congestion
- Good amenities

Business Friendly:

- Permits/no red tape/easy
- Change in attitude – very positive and friendly
- Public are welcoming
- Positive for development community.

West Cost Express:

- Generational
- Retail benefits
- Employment opportunities.

Economic Development Select Committee Aggregate Survey Responses

Question 3

Weaknesses – List up to five weaknesses that pose a barrier to economic development in Mission:

<ul style="list-style-type: none"> • No strategy for connectivity and high speed internet • Resources and funding for economic development • Need a Corporation to drive economic development (too much politics) • Needs a face lift • Too small - not enough population base 	<ul style="list-style-type: none"> • Not remaining unified in vision and purpose • Lacking an attractive down town core • Needing more services within the City • Too many vacant business building • In order to attract people to shop in Mission, too few shopping opportunities
<ul style="list-style-type: none"> • Size ED budget as compared to other communities • Politics (too much politics involved decision making) • As a result of politics decision making too slow • No Vision as to what Mission is or should be. • If there is a Vision then it is not shared with the community 	<ul style="list-style-type: none"> • strong public education system • transportation corridor • public transportation that runs East-West • workforce training
<ul style="list-style-type: none"> • Tough Geography • Distance from HWY 1 • Poor access/traffic planning #7 and bridge • Lack of plan for development 	<ul style="list-style-type: none"> • Tired downtown - social issues • Lack of strong identity • Lack of momentum in a particular industry (strong cluster) • Employment opportunities • Transit link to Vancouver only serves commuters
<ul style="list-style-type: none"> • Lack of core economic activity and employment • Development of actionable plans • Infrastructure - traffic both on the roads and digitally 	<ul style="list-style-type: none"> • Permit times • Red tape for commercial business • Workforce quality
<ul style="list-style-type: none"> • Lack of industrial zones and properties • Skilled labour drain to larger centres • Distance to freeway • Distance from port • Complex government consultations with First Nations 	<p>WEAKNESSES - TOP THEMES:</p> <ol style="list-style-type: none"> 1. Vision/Strategy 2. Skilled labour/employment opps. 3. Infrastructure/transportation 4. Industrial land 5. Resources/funding



Economic Development Select Committee Aggregate Survey Responses

Discussion and amendments to Q3 Weaknesses, at the EDSC Meeting on September 13, 2016:

Key discussion points:

Vision:

- Waterfront
- Continuity/momentum
- Align with Council
- Economic Development Corporation
- Communication

Resources/Funding:

- Required to move forward
- Will come once there is buy-in

Transportation:

- Constraints due to geography (river, mountains)
- Congestion
- First Ave main route
- Community wide planning required

Economic Development Select Committee Aggregate Survey Responses

Question 4

Opportunities – List up to five opportunities Mission is uniquely positioned to take advantage of:

<ul style="list-style-type: none"> • Land development • Quality of life • Waterfront • Historic setting and Downtown • Clean industrialization 	<ul style="list-style-type: none"> • The river: transport, pleasure and development residential/commercial) • Proximity to Vancouver and potential rapid transit
<ul style="list-style-type: none"> • Waterfront re-development; because development is starting from ground zero the redevelopment can be planned as a high density commercial/residential centre which in turn gives a better tax base and unitizes transportation services more effectively. • Further develop transportation system using the highway, rail and water (Fraser River) • Developing a world class 12000 acre, 4 seasons play land • Develop senior citizens retirement facilities • Investigate and pursue the construction of a Fraser North East College 	<ul style="list-style-type: none"> • Affordable housing to attract GVRD residents • GVRD taxes on foreign home purchases don't apply to Mission • Access to all forms of transportation including waterways • Access to forestry and forestry residuals • Local skills training organizations
<ul style="list-style-type: none"> • Stave Lake Recreational Area • SRC Tec opportunities • Waterfront • UFV campus expansion 	<ul style="list-style-type: none"> • Exploiting Community Forest for peripheral opportunities (beyond logging) • Changing perception of Mission (no longer a remote outpost) • On-shoring of small, specialty manufacturing • Small, agile community able to pivot to a new plan
<ul style="list-style-type: none"> • Stave West Recreation Area • Development of Hemlock Valley Resort • Affordable land for residential and commercial 	<ul style="list-style-type: none"> • Current real estate boom • Potential industrial lands • Waterfront development • Innovation hub - SRCTec • Outdoor destination - hiking, camping, fishing, quad biking, etc.
<ul style="list-style-type: none"> • Waterfront • Outdoor destinations • Historical Downtown 	<p>OPPORTUNITIES - TOP THEMES:</p> <ol style="list-style-type: none"> 1. Outdoor recreation/Stave West 2. Waterfront 3. Real estate/land development 4. Transportation 5. Educational/mentorship

Economic Development Select Committee Aggregate Survey Responses

	opportunities (inc. SRCTec)
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Discussion and amendments to Q4 Opportunities, at the EDSC Meeting on September 13, 2016:

Key discussion points:

Primary business/industry:

- Should the focus be on a primary industry/resource or both?
- Outdoor recreation – service industry

Education:

- Enables many of the other themes
- Linked to labour market
- Little access to extended/post-secondary education in Mission
- Create entrepreneurs – create a culture to develop ideas
- We have the key ingredients
- Regional Industry – agriculture, manufacturing and aerospace
- Business support

Economic Development Select Committee Aggregate Survey Responses

Question 5

Threats – List up to five local, regional or global threats that could negatively impact the efforts to achieve economic growth in our community:

<ul style="list-style-type: none"> • Provincial regulations and red-tape • The value of the Canadian dollar • Decrease in property values in Metro Vancouver 	<ul style="list-style-type: none"> • Rising sea levels.
<ul style="list-style-type: none"> • Hope, BC • Rising housing costs (regional) • Competition from other business-hungry cities (Chilliwack and Abbotsford) 	<ul style="list-style-type: none"> • Flooding • Available ready to build industrial , commercial and residential land • Earthquake preparedness • Global Warming preparedness
<ul style="list-style-type: none"> • Competition for business development from other similar communities • Loss of youth to larger centres • Decline in storefront shopping • Inability to move lands from ALR to industrial • Rise in land values due to BC tax on GVRD residential foreign investment 	<ul style="list-style-type: none"> • Interest rates going up!
<ul style="list-style-type: none"> • Strict ALC response to getting land out of ALR • High infrastructure cost to incent development • Decline in salmon/sturgeon fishery • High crime and social issues • Competition from neighbouring communities 	<ul style="list-style-type: none"> • Commodity prices – exports
<ul style="list-style-type: none"> • Housing slow down • Foreign housing tax • Lumber tariffs • Poor CDN dollar 	<p>THREATS - TOP THEMES:</p> <ol style="list-style-type: none"> 1. Property/land values 2. Competition from other communities 3. Canadian dollar/commodity prices 4. ALR/ land availability 5. Flooding



Economic Development Select Committee Aggregate Survey Responses

Discussion and amendments to Q5 Threats, at the EDSC Meeting on September 13, 2016:

Change in order of top themes:

1. ALR/Land availability
2. Flooding
3. Property/land values
4. Competition from other communities
5. Canadian dollar/Commodity values

Economic Development Select Committee Aggregate Survey Responses

Question 6

Limitations – List up to five limitations impacting our ability to achieve our economic development objectives:

<ul style="list-style-type: none"> • Community managed forest • Unique tourism products (river and trails) • High livability relative to the region • Small town feel 	<ul style="list-style-type: none"> • Funding • Lack of vision • Inability to communicate vision to community • Infighting
<ul style="list-style-type: none"> • Communications with stakeholders • Roadblocks through Mayor and Council • Working with School District and UFV 	<ul style="list-style-type: none"> • Industrial land
<ul style="list-style-type: none"> • Road infrastructure • Land availability • Manufacturing availability • Rail access • Population base • 	<ul style="list-style-type: none"> • District staff to work on projects • District money to purchase additional land
<ul style="list-style-type: none"> • Critical mass to drive and sustain businesses • Lack of resources to incent development • Unified vision - being pulled in too many directions • Economic horsepower • Rigidity in the West Coast Express operation 	<ul style="list-style-type: none"> • Need to completely overcome past perception of Mission in general • Need to completely overcome past perception that Mission did not want diversified industrial development • Need to completely overcome past perception that Mission wanted to maintain the “status quo” • The face of Mission presents itself as not looking after the under privileged citizens in the City. They may not be receiving the help they need. This promotes and fuels crime which is a concern to the general citizen and business community.
<ul style="list-style-type: none"> • Mayor and Council - need to make it a priority • Communication - showing developers we are open for business 	<p>LIMITATIONS - TOP THEMES:</p> <ol style="list-style-type: none"> 1. Municipal support/funding 2. Communication/vision 3. Population base 4. Land availability 5. Perception



Economic Development Select Committee Aggregate Survey Responses

Discussion and amendments to Q6 Limitations, after the EDSC Meeting on September 13, 2016:

Change in order of top themes:

1. Communication/vision
2. Municipal support/funding
3. Population base
4. Land availability
5. Perception

Key discussion points:

Population Base:

- Education
- Jobs
- Skilled workforce
- Age range

Economic Development Select Committee Aggregate Survey Responses

Question 7

What should the municipality do more of? Less of?

<ul style="list-style-type: none"> • More planning 	<ul style="list-style-type: none"> • More - focus on being an outdoor destination • Less - tackling projects that are beyond the scale of Mission
<ul style="list-style-type: none"> • The municipality should try and assist existing business with growth strategies instead of making it difficult to add buildings etc. to existing properties 	<ul style="list-style-type: none"> • More engaging developers • More involved with Waterfront
<p>Do more of:</p> <ul style="list-style-type: none"> • Provide clear leadership • Vision of what they see Mission looking like in 5-10 years, and set the example that the Community can follow of warmth, trust, honesty, integrity and open communication • Mayor, Council and Economic Development Committee continue to show interest in all businesses through the tours they've been conducting. 	<ul style="list-style-type: none"> • More social media presence. • More industrial land development. • More social programs. • More outreach to expanding business. • More interaction with neighbouring municipalities. • More information to existing stakeholders and businesses. • Not sure what less should be done, I haven't seen any overly adverse bureaucracies.
<ul style="list-style-type: none"> • Support entrepreneurs - these are the people who are going to do something! They are the big idea people, not necessarily the people that are going to run their business for 20 years. 	<ul style="list-style-type: none"> • More focus on less activities. • Less distribution of ideas and plans that don't get the luxury of focus. "Pick three things or less, get them done, gauge the results, pick three more."
<p>TOP THEMES - MORE:</p> <ol style="list-style-type: none"> 1. Leadership/vision/focus 2. Communication/engagement 3. Support for existing business 4. Planning 5. Partnerships 	<p>TOP THEMES - LESS:</p> <ol style="list-style-type: none"> 1. Focus on unrealistic projects

Economic Development Select Committee Aggregate Survey Responses

Question 8

Thinking back 5 to 10 years, what decisions do you wish were made at that time to better accommodate growth in Mission today?

<ul style="list-style-type: none"> Develop the Waterfront. I believe that the Waterfront development will attract many people to Mission 	<ul style="list-style-type: none"> Expansion of industrial lands and alignment with development considerations for waterfront without impacting industrial land base and water transportation.
<ul style="list-style-type: none"> Move ahead with Waterfront development Focus on 1 or 2 industry clusters 	<ul style="list-style-type: none"> Acquisition/assignment of industrial land for development.
<ul style="list-style-type: none"> Stave Lake should have been developed by now Some action on the Waterfront should have happened by now - it is fine that we do projects in tiny bits, but SOMETHING NEEDS TO HAPPEN, at least one thing within each Councils term. 	<ul style="list-style-type: none"> That the City Mayor and Council and Economic Development Departments would have had the attitude of the present day
<ul style="list-style-type: none"> Big picture planning for urban areas, commercial areas 	<p>PAST DECISIONS - TOP THEMES:</p> <ol style="list-style-type: none"> 1. Development of Waterfront 2. Industrial Land Acquisition 3. Support for existing business 4. Planning 5. Partnerships

Discussion and amendments to Q8 What decisions do you wish were made, at the EDSC Meeting on September 13, 2016:

Add to Top Themes:

6. Transportation

Economic Development Select Committee Aggregate Survey Responses

Question 9

What negative perceptions or assumptions do some people have about Mission?

<ul style="list-style-type: none"> Lack of cleanliness ...needs a fresh look 	<ul style="list-style-type: none"> Small town.
<ul style="list-style-type: none"> That Mission is not a Progressive "Open for Business City". 	<ul style="list-style-type: none"> That it is a remote outpost full of hillbillies and high crime. This is diminishing over time, but in the past telling people I lived in Mission resulted in a "Mission!? That is way out there..." "Stave Lake is a gong show". I couldn't refute the claims as there was no real identity for Mission other than what people perceived.
<ul style="list-style-type: none"> Accessibility, "redneck", limited services 	<ul style="list-style-type: none"> Dirty Homeless people Run down main street
<ul style="list-style-type: none"> Tired downtown - crime & social issues Hippy artsy town Industrial town on the river 	<ul style="list-style-type: none"> Hick town, unsophisticated Not ready for higher end amenities and services
<ul style="list-style-type: none"> People have an assumption that Mission is a poor uneducated town, which is not true 	<p>NEGATIVE PERCEPTIONS - TOP THEMES:</p> <ol style="list-style-type: none"> 1. Remote location & small town 2. Rundown community lacking in amenities and facilities. 3. High crime/social issues 4. Not progressive or open for business

Discussion and amendments to Q9 Negative Perceptions, at the EDSC Meeting on September 13, 2016:

Add to Top Themes:

5. Open for Business

Discussion Points:

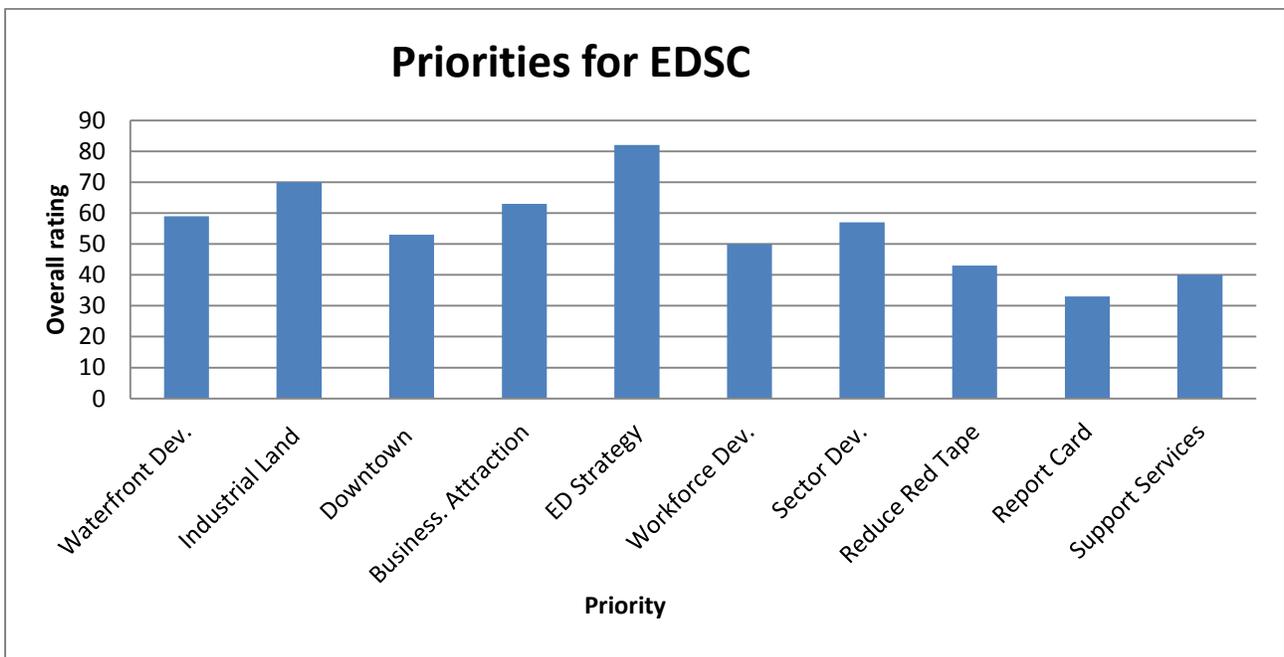
Economic Development Select Committee Aggregate Survey Responses

Open for Business:

- External perception for those who do not own/operate a business in Mission
- Signage
- Brand identity
- Entrance way

Question 10

Rank in order of importance what you believe to be the most important priorities of the EDSC:



RATING:	PRIORITY:
1.	Economic Development Strategy
2.	Industrial Land Expansion
3.	Business Attraction
4.	Waterfront Redevelopment
5.	Sector Development
6.	Downtown Revitalization
7.	Workforce Development
8.	Streamline District Development Policies and Regulations/Red Tape
9.	Business Support Services to Entrepreneurs and Small Business
10.	Developer Report Card on Developing Mission



Economic Development Select Committee Aggregate Survey Responses

Discussion and amendments to Q10 Priority ranking, at the EDSC Meeting on September 13, 2016:

Further consultation/facilitation required for this.

Discussion Points:

Report Card:

- Should this be sent out by EDSC or another municipal department?
- Consultation with Developers to ensure that relevant questions are asked.

Question 11

Are there other priorities that should be added to the previous list?

<ul style="list-style-type: none"> • Develop a written well defined (Open Door Policy) that defines the spirit and attitude of Mayor and Council, City Staff, Economic Development Office that local and industrial parties wishing to meet or relocate to Mission know what to expect, with the initial meeting, setting the general tone for an on-going Business Relationship. • Have a vision statement drawn up that gives hope to all residents and business owners in Mission. If business comes to Mission people will move to Mission for jobs. When the people come, services will come that the people need which in turn brings more business and the cycle repeats itself. 	<ul style="list-style-type: none"> • Utility development for new industrial areas • Rail spur development for industrial development
<ul style="list-style-type: none"> • Outdoor tourism destination 	<ul style="list-style-type: none"> • Tourism development. Developing and leveraging existing tourism products will be a revenue neutral investment for the city in a short period.

Economic Development Select Committee Aggregate Survey Responses

Question 12

If we could only do three things well over the next two years, what would they be?

<ul style="list-style-type: none"> • Meet with all Waterfront development land owners and together with them develop a common vision, how each piece of property fits into the whole plan and the necessity to work together as a team and not on an individual basis. • Clearly define all available industrial land identifying location, zoning, size of each property • Clearly define the future Highway 7 route through the City core West to East 	<ul style="list-style-type: none"> • Promote Mission • Develop new industrial lands • Increase skilled labour force
<ul style="list-style-type: none"> • Develop vision • Communicate vision to Community • Communicate vision to Investors 	<ul style="list-style-type: none"> • Leverage existing tourism products • Make a business friendly climate with places and infrastructure for businesses to use. • Enhance core economic businesses. (non-service and support business)
<ul style="list-style-type: none"> • Clear economic development vision/strategic direction • Get Waterfront development underway • Land some large employers in Mission 	<ul style="list-style-type: none"> • Downtown Revitalization • Waterfront Development • Stave Lake
<ul style="list-style-type: none"> • Comprehensive plan for Waterfront • Downtown plan • Traffic plan 	<ul style="list-style-type: none"> • Decrease permit times for new building • Reduce red tape for development regulations
	<p>TOP THEMES:</p> <ol style="list-style-type: none"> 1. Waterfront 2. Industrial land 3. Traffic plan 4. Vision/strategy 5. Tourism 6. Downtown



Economic Development Select Committee Aggregate Survey Responses

Discussion and amendments to Q12 Three things to do, at the EDSC Meeting on September 13, 2016:

Amendment to the Top Themes:

5. Tourism/Recreation

Discussion points:

- Look at short, medium and long-term goals (i.e. Tourism – short term)
- Requires further discussion once the Top 10 List is finalized.

Question 13

Are you interested in serving as Chair of the Economic Development Select Committee? (to June 30/17)

- We had two respondents express an interest in serving as Chair of the Economic Development Select Committee - Glen Sullivan and Rocky Blondin

Question 14

Are you interested in serving as Vice-Chair of the Economic Development Select Committee? (to June 30/17)

- We had two respondents express an interest in serving as Vice-Chair of the Economic Development Select Committee - Rocky Blondin and Glen Sullivan.

Discussion and amendments to Q3/14 EDSC positions, at the EDSC Meeting on September 13, 2016:

- **Rocky Blondin** – Chair
- **Glen Sullivan** – Vice-Chair

Question 15

Are there any other final thoughts or suggestions you would like to contribute?

<ul style="list-style-type: none"> • Why wait for spring, do it now! (we need to do something) 	
<ul style="list-style-type: none"> • Continue to build on the foundation you have laid with citizens and business people involvement. 	<ul style="list-style-type: none"> • I am not a permanent resident of Mission and believe the roles of Chair and Vice-Chair should be held by permanent residents. I also believe they should be held by business owners.