The agenda for the Freestanding Committee of the Whole (Corporate Administration & Finance Committee - Budget) meeting to be held in the Council Chambers of the Municipal Hall, 8645 Stave Lake Street, Mission, British Columbia on Tuesday, October 29, 2019, commencing at 2:00 p.m.

1. CALL TO ORDER

2. ADOPTION OF AGENDA

3. CORPORATE ADMINISTRATION & FINANCE

   (a) Continuation - General Operating Fund Draft Budget Status
   
   Recommendation: Council consider and resolve:
   
   That the draft General Operating Financial Plan and the proposed tax levy increase of 3.48% for 2020 be presented for feedback at the November 4, 2019 public budget consultation meeting.

   (b) Continuation - Spending Packages for 2020 Draft General Fund Operating Budget
   
   Recommendation: That Council consider and identify for staff which spending packages submitted, along with the impact of the District’s budget, to present, for input, at the Public Consultation portion of the November 4, 2019 Regular Council meeting.

4. ADJOURNMENT
DATE: October 23, 2019
TO: Chief Administrative Officer
FROM: Kerri Onken, Deputy Treasurer/Collector
SUBJECT: 2020 General Operating Fund Draft Budget Status

RECOMMENDATION: Council consider and resolve:

1. That the 2020 draft General Operating Financial Plan and the proposed tax levy increase of 3.48% for 2020 be presented for input during the public budget consultation portion of the November 4, 2019 Regular Council Meeting, and

2. That the Master Plan for Transportation for $150,000 be added to the General Fund 2020 Capital Plan and be presented for input during the public budget consultation portion of the November 4, 2019 Regular Council Meeting.

PURPOSE:

This report provides an update of the status of the 2020 draft operating budget for the general operating fund, in preparation for the public budget consultation portion of the November 4, 2019 Regular Council Meeting.

DISCUSSION AND ANALYSIS:

General Operating Budget

At the Freestanding Committee of the Whole meeting on September 18, 2019, staff reported to Council on the status of the 2020 General Operating Fund Budget. Appendix A of that report showed the net proposed change to the budget as at September 18 to be $1,268,102, requiring a 3.81% property tax increase to provide for the service increases previously approved by Council and to maintain existing service levels throughout the rest of the organization.

This increase of 3.81%, would have an impact of approximately $77.16 for the average assessed home in Mission.

<table>
<thead>
<tr>
<th>Budget Changes to Maintain Existing Services</th>
<th>Budget Dollars</th>
<th>Potential Tax Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Increases</td>
<td>-260,619</td>
<td>-0.78%</td>
</tr>
<tr>
<td>Expenditure/Transfer to Reserve Changes</td>
<td>1,660,659</td>
<td>4.99%</td>
</tr>
<tr>
<td>Subtotal - To Maintain Existing Services</td>
<td>$ 1,400,040</td>
<td>4.20%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Budget Increases Approved by Council for New Initiatives or Increasing Service Levels</th>
<th>Budget Dollars</th>
<th>Potential Tax Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>BC Transit - increased service levels</td>
<td>115,362</td>
<td>0.35%</td>
</tr>
<tr>
<td>2nd half of 3rd Lifeguard on duty Spending Package</td>
<td>44,700</td>
<td>0.13%</td>
</tr>
<tr>
<td>Visitor Information Centre - Rent</td>
<td>8,000</td>
<td>0.02%</td>
</tr>
<tr>
<td>Subtotal - New Initiatives or Increased Service Levels</td>
<td>$ 168,062</td>
<td>0.50%</td>
</tr>
<tr>
<td>New construction/development revenue estimate (NCR)</td>
<td>-300,000</td>
<td>-0.91%</td>
</tr>
<tr>
<td>Subtotal - New Construction/Development Revenue</td>
<td>$ -300,000</td>
<td>-0.90%</td>
</tr>
</tbody>
</table>

| Current status of General Operating Fund Budget                                     | $ 1,268,102    | 3.81%                |
Since the September 18, 2019 meeting, staff have received the three-year budget projections for the Transit operating agreement (2020/2021 to 2023/2024 fiscal periods). In addition to projecting higher revenue for 2020, Mission’s share of the hourly costs, which is prorated based on the number of hours transit operates in both communities, had dropped slightly after both Mission and Abbotsford increased services starting in 2020. This has resulted in a reduction of $107,666 to the District’s budget which represents a 0.32% decrease to property taxes.


<table>
<thead>
<tr>
<th>Current status of General Operating Fund Budget</th>
<th>Potential Tax Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>As presented at September 18, 2019 Budget Meeting</td>
<td>3.81%</td>
</tr>
<tr>
<td>Revised BC Transit 3 Year Forecast</td>
<td></td>
</tr>
<tr>
<td>Subtotal - Core Budget Revisions/Updates</td>
<td>-0.32%</td>
</tr>
<tr>
<td>As presented at October 23, 2019 Budget Meeting</td>
<td>3.48%</td>
</tr>
</tbody>
</table>

There are four issues for Council’s consideration that are currently outstanding and that have budget implications:

1. **Spending Packages**
   There are 16 spending packages totaling $1,697,150 submitted for Council’s consideration. These are listed in a separate report on today’s agenda for discussion with Council.

2. **Vehicle Rate Increases**
   A rate increase of 1% per year is proposed to generate sufficient revenue so that the Vehicle and Equipment Reserve Fund is not depleted over the next 20 years as currently projected. A 1% increase in these rates would impact the general operating fund by $19,500.

3. **Operating Cost of Unfunded Capital**
   Staff have proposed 9 capital projects from the unfunded capital list be moved the general operating capital plan. One of those projects will have a $2,000 operating impact.

4. **Back-Yard Fire Pit Registrations**
   Since moving from an annual registration program for back-yard fire pits, burning complaints have increased dramatically. There have been a number of fines issued to residents with fire pit permits who are burning incorrectly. With a move back to an annual registration program, Fire Rescue Services can re-educate permit holders on restrictions and what is allowed to be burned. Contact information will be updated annually so that messages such as burning bans or updates from the Province (such as the introduction of a new “Open Burning Smoke Control Regulation”) can reach all permit holders. This would also reduce residential burning complaints allowing fire crews to perform other duties. Moving to an annual registration program, the fee would be reduced from $40 to $20 per registration. The additional revenue would be $33,000.
General Capital Plan Budget

At the September 18, 2019 Freestanding Committee of the Whole, item (f) List of unfunded General Capital Projects report was discussed. One of the items on the unfunded list under the Engineering and Public Works section of Appendix A, was the Master Plan for Transportation every five years starting in 2021 for $150,000 request.

Master plans for the Water Utility, the Sanitary Sewer Utility, and the Drainage Utility will be starting soon with completion expected to be finalized sometime in the Fall of 2020. Staff feel it would be practical to have the master plan for transportation completed at the same time. With these major master plans completed at the same time, staff can start a major review and update of the District’s Development Cost Charges bylaw shortly thereafter.

Staff are recommending that the Master Plan for Transportation for $150,000 be added to the District’s 2020 Capital Plan with funding from the General Capital Fund Reserve.

Next Steps

The last item on this agenda is a verbal discussion to finalize the General Operating Budget for feedback at the November 4, 2019 Public Budget Consultation Meeting. Staff will have a spreadsheet with the current budget position of $1,160,436 (3.48%) up on the screen. As Council discusses the four items with budget implications mentioned above and any other budget issues, staff can make changes which will update the percentage increase and the property tax impact on an average home in Mission.

FINANCIAL IMPLICATIONS:

General Operating Fund

Based on the current status of the general fund operating budget, to provide for the service increases previously approved by Council and to maintain existing service levels throughout the rest of the organization a property tax increase of 3.48%, generating an additional $1,160,436, is required. This would increase the tax levy on the average home in Mission (assessed at $747,930) by $70.48.

Should Council approve all of the other items presented to them for their consideration an additional tax increase of 4.52% would be required, for a total increase of 8.0%. The impact on the average assessed home would be $162.01.

General Capital Plan

The request to fund the Master Plan for Transportation of $150,000 in 2020 will have no impact on the general operating budget. The funding source for this project would be the General Capital Reserve Fund (GCR). The current projections have the GCR with an uncommitted balance estimated at $853,954 in 2019, which leaves the fund well below the recommended $6 million level to deal with emergent issues.

Staff are currently undertaking the Fall Budget Review and will be starting the carry forward process for capital projects next month. As part of the process, staff will be looking at the scope and time lines of projects not yet started or in the initial planning stage, in order to reprioritize projects, modify scopes or find efficiencies, with the expectation of funding most, if not all, of the $150,000 from existing budgets.

I have reviewed the financial implications.
Doug Stewart, Director of Finance
COUNCIL GOALS and OBJECTIVES:
This report addresses the three specific goals under Council’s strategic focus area of Secure Finances, Assets and Infrastructure, and various goals under the strategic focus area of Organizational Excellence.

COMMUNICATION:
Highlights of the 2020 general operating budget along with the utility funds and capital budgets will be communicated to the public at the upcoming Public Budget Consultation presentation that is scheduled for the November 4, 2019 Regular Council Meeting.

SUMMARY AND CONCLUSION:
At the Freestanding Committee of the Whole meeting on September 18, 2019, staff reported to Council that the net proposed changes to the 2020 General Operating Fund budget totaled $1,268,102, or a 3.81% increase to property taxes to maintain existing service levels. Since then staff have received the three-year budget projections for the Transit operating agreement which is projecting a reduction of $107,666 to the District’s budget which represents a 0.32% decrease to property taxes.

There are four issues for Council’s consideration with budget impacts that are currently outstanding; spending package requests, vehicle rate increases, operating cost of unfunded capital, and back-yard fire pit registrations.

Staff are recommending that the Master Plan for Transportation for $150,000 be added to the District’s 2020 Capital Plan with funding from the General Capital Fund Reserve.

SIGNOFFS:

Kerri Onken, Deputy Treasurer/Collector

Reviewed by:
Doug Stewart, Director of Finance

Comment from Chief Administrative Officer:
DATE: October 23, 2019
TO: Chief Administrative Officer
FROM: Kerri Onken, Deputy Treasurer/Collector
SUBJECT: Spending Packages for 2020 Draft General Fund Operating Budget
ATTACHMENTS: Appendix A – Spending Packages Submitted – 2020 Budget Discussion Details

RECOMMENDATION: That Council consider and identify for staff which spending packages submitted, along with the impact of the District’s budget, to present, for input, at the Public Consultation portion of the November 4, 2019 Regular Council meeting.

PURPOSE:
The purpose of this report is to seek direction as to which operating spending package requests submitted by departments, be presented at the Public Consultation portion of the November 4, 2019 Regular Council meeting. This report will come back to Council at the November 25, 2019 Freestanding Committee of the Whole – Final Budget Meeting (FSCW) with feedback and recommendations for Council’s consideration.

BACKGROUND:
A total of 19 operating spending packages were included in a report on the September 18, 2019 Freestanding Committee of the Whole meeting – 16 of which will impact the 2020 operating budget and three that will have an impact on the 2021 operating budget. This report provided preliminary information to Council on spending package requests to improve service deliveries, increase overall department efficiencies, and work towards Council’s strategic focus areas. Appendix A provides details of the spending packages submitted.

Six of the spending package applications will impact the administrative cost recovery the General Operating Fund charges to the utility funds and the Forestry Enterprise. These spending packages would increase the cost recovery by approximately $261,366 over two years as outlined in the charts below. This would reduce the total tax impact of the spending package requests in 2020 from $1,697,150 to $1,514,972 and reduce the tax requirement for the spending package requests in 2021 from $108,453 to $29,265.

DISCUSSION AND ANALYSIS:

Spending Package Ranking System

New for 2020, is a presentation of all requests by differing departments. In order to paint a fulsome picture of needs within the organization, Council should see every request. In this light, and to assist in Council’s decision making, each of the requests is ranked as determined by a set of criteria. The criteria are outlined below:

Criteria #1: Priority Class

Each request was given a weighted score based on a priority. These priorities are:

- Legal/Legislative Obligation – requests resulting from a legal or legislative requirement. As an example, this could be a result from changes to, or newly introduced new provincial legislation.
- Life Safety Concern – requests as a result of an identified life safety concern within the organization or district.
• Maintaining Existing Services – typically a result of increased workload due to growth of the community and to avoid decreasing service levels as a result of that growth.

• Efficiency Gains – requests to produce efficiencies within a department and may result in increased overall service to the public.

• Increased/New Service – typically a request for a new service or an increase in an existing service outside of any legislative or legal obligation.

• Community/Council request – one off requests by a community group or council that may not fit within the Council’s goals or objectives or are not within the departmental work plan

Criteria #2: Strategic Goal and Objectives

Each spending package is also measured against Council’s Strategic Goals and Priorities. Council has an adopted Strategic Plan to 2022; and while each of the spending packages are a result of that plan, some meet the goals and priorities more directly than others. This is reflected in the overall ranking of the individual spending package requests. Council’s stated Goals and Priorities are identified as one of six strategic focus areas:

1. Safe Community
2. Secure Finances, Assets, and infrastructure
3. Bold Economic Development
4. Engaged Community
5. Organizational Excellence
6. Great Liveable Complete Community

The ranking of the individual spending packages reflects Administration’s attempt to prioritize requests but does not reflect a final decision. Council may re-rank spending package requests at its discretion.

**Impact on Taxation**

New for the 2020 fiscal year, is a running total of tax impact from each spending package request as preliminarily ranked. This serves as a guide to quickly scan the cumulative total taxation impact of each request.

Chart 1 summarizes the 16 spending packages for 2020 in the order ranked from highest to lowest from the September 18, 2019 FSCW.

For clarity, this chart includes the potential administrative cost recovery, netted with the total expenses for a revised potential tax impact. If Council approves all 16 spending package requests, the impact on the 2020 budget, including the administrative cost recovery, would be $1,514,972, which would require a 4.55% property taxes increase in addition to the 3.48% increase identified in the 2020 General Operating Fund Draft Budget Status report on today’s agenda.

Chart 2, summarizes the remaining three spending packages with budget impacts starting in 2021 in the order ranked from highest to lowest from the September 18, 2019 FSCW. This chart also includes the potential administrative cost recovery, netted with the total expenses for a revised potential tax impact for one of the spending packages. If Council approves these spending package requests, the impact on the 2021 budget would total $29,265, which would have a 0.09% impact on property taxes in 2021.
<table>
<thead>
<tr>
<th>Reference to Appendix A</th>
<th>Department and Title of Initiative/Project Description</th>
<th>On-going Expense Requests</th>
<th>Increase in revenue</th>
<th>Administrative Cost Recovery</th>
<th>Net Impact on Taxes</th>
<th>Potential Tax Impact</th>
<th>Running Tax Impact</th>
<th>One-time Funding Requests Funding Source</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>Four fire fighters - 24 hours, 365 days</td>
<td>$631,000</td>
<td></td>
<td></td>
<td>$631,000</td>
<td>1.89%</td>
<td>1.89%</td>
<td>GCR</td>
<td>$10,000</td>
</tr>
<tr>
<td>1</td>
<td>Social Development Funds for Contract Work</td>
<td>$50,000</td>
<td></td>
<td></td>
<td>$50,000</td>
<td>0.15%</td>
<td>2.04%</td>
<td>$0</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Administrative Assistant - Economic Development Office</td>
<td>$102,805</td>
<td></td>
<td></td>
<td>$102,805</td>
<td>0.31%</td>
<td>2.35%</td>
<td>GCR</td>
<td>$3,000</td>
</tr>
<tr>
<td>4</td>
<td>Aquatic Staff – Head Lifeguard</td>
<td>$78,129</td>
<td></td>
<td></td>
<td>$78,129</td>
<td>0.23%</td>
<td>2.59%</td>
<td>GCR</td>
<td>$7,000</td>
</tr>
<tr>
<td>11</td>
<td>Human Resources - HR Advisor</td>
<td>$119,071</td>
<td>-$24,830</td>
<td></td>
<td>$94,241</td>
<td>0.28%</td>
<td>2.87%</td>
<td>GCR</td>
<td>$5,000</td>
</tr>
<tr>
<td>26</td>
<td>Business Analyst</td>
<td>$133,000</td>
<td>-$50,540</td>
<td></td>
<td>$82,460</td>
<td>0.25%</td>
<td>3.12%</td>
<td>GCR</td>
<td>$4,000</td>
</tr>
<tr>
<td>12</td>
<td>Part-time Administrative Clerk - Civic Engagement &amp; Corp Initiative</td>
<td>$40,279</td>
<td>-$15,306</td>
<td></td>
<td>$24,973</td>
<td>0.07%</td>
<td>3.19%</td>
<td>GCR</td>
<td>$3,000</td>
</tr>
<tr>
<td>14</td>
<td>Data Clerk - Maintaining Finance Service Levels</td>
<td>$74,200</td>
<td>-$20,000</td>
<td></td>
<td>-$25,474</td>
<td>0.09%</td>
<td>3.28%</td>
<td>GCR</td>
<td>$3,000</td>
</tr>
<tr>
<td>23</td>
<td>Plan Checker</td>
<td>$92,600</td>
<td></td>
<td></td>
<td>$92,600</td>
<td>0.28%</td>
<td>3.56%</td>
<td>GCR</td>
<td>$5,000</td>
</tr>
<tr>
<td>6</td>
<td>Part-time Administrative Assistant - Parks, Recreation &amp; Culture</td>
<td>$45,320</td>
<td></td>
<td></td>
<td>$45,320</td>
<td>0.14%</td>
<td>3.69%</td>
<td>GCR</td>
<td>$5,000</td>
</tr>
<tr>
<td>24</td>
<td>Parking Improvement Strategy</td>
<td>$48,000</td>
<td></td>
<td></td>
<td>$48,000</td>
<td>0.14%</td>
<td>3.84%</td>
<td>GCR</td>
<td>$110,000</td>
</tr>
<tr>
<td>19</td>
<td>Asset Data Collector</td>
<td>$90,429</td>
<td>-$66,028</td>
<td></td>
<td>$24,401</td>
<td>0.07%</td>
<td>3.91%</td>
<td>GCR</td>
<td>$5,000</td>
</tr>
<tr>
<td>3</td>
<td>Part-time Cultural Coordinator - potential to increase program revenues</td>
<td>$58,355 potential $5,000</td>
<td></td>
<td></td>
<td>$58,355</td>
<td>0.18%</td>
<td>4.09%</td>
<td>GCR</td>
<td>$5,000</td>
</tr>
<tr>
<td>13</td>
<td>Community Visioning, Brand &amp; Website Redevelopment (Funding of $77,000 in 2020 and $90,000 in 2021, for a total of $167,000)</td>
<td></td>
<td></td>
<td></td>
<td>$0</td>
<td>0.00%</td>
<td>4.09%</td>
<td>Internal Reserve</td>
<td>$77,000</td>
</tr>
<tr>
<td>18</td>
<td>Tourism Mission</td>
<td>$104,962</td>
<td></td>
<td></td>
<td>$104,962</td>
<td>0.32%</td>
<td>4.40%</td>
<td>GCR</td>
<td>$20,000</td>
</tr>
<tr>
<td>16</td>
<td>Increase to Victim Services Case Worker salaries and hours</td>
<td>$49,000</td>
<td></td>
<td></td>
<td>$49,000</td>
<td>0.15%</td>
<td>4.55%</td>
<td>$0</td>
<td></td>
</tr>
</tbody>
</table>

Blue Font - Non-staff related spending packages

<table>
<thead>
<tr>
<th></th>
<th>On-going Expense Requests</th>
<th>Increase in revenue</th>
<th>Administrative Cost Recovery</th>
<th>Net Impact on Taxes</th>
<th>Potential Tax Impact</th>
<th>Running Tax Impact</th>
<th>One-time Funding Requests Funding Source</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blue Font - Non-staff related spending packages</td>
<td>$1,717,150</td>
<td>-$20,000</td>
<td>-$182,178</td>
<td>$1,514,972</td>
<td>4.55%</td>
<td>Totals</td>
<td>$262,000</td>
<td></td>
</tr>
</tbody>
</table>
### 2020 One-Time Funding Summary

<table>
<thead>
<tr>
<th>Department and Title of Initiative/Project Description</th>
<th>On-going Expense Requests</th>
<th>Increase in revenue</th>
<th>Administrative Cost Recovery</th>
<th>Net Impact of Taxes</th>
<th>Potential Tax Impact</th>
<th>Running Tax Impact</th>
<th>One-time Funding Requests Funding Source</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban Forestry Strategy + Public Tree Management Guidebook</td>
<td></td>
<td></td>
<td></td>
<td>$0</td>
<td>0.00%</td>
<td>0.00%</td>
<td>Forestry Reserve</td>
<td>$72,000</td>
</tr>
<tr>
<td>Environmental Technician - Tree Retention with Partial Funding from Tree Cutting Permit Fee in 2021</td>
<td>$108,453</td>
<td>In year 2 - $25,000</td>
<td>-$79,188</td>
<td>$29,265</td>
<td>0.09%</td>
<td>0.09%</td>
<td>GCR</td>
<td>$5,000</td>
</tr>
<tr>
<td>Community Visioning, Brand &amp; Website Redevelopment ($77,000 in 2020 and $90,000 in 2021, for a total of $167,000)</td>
<td></td>
<td></td>
<td></td>
<td>$0</td>
<td>0.00%</td>
<td>0.09%</td>
<td>Internal Reserve</td>
<td>$90,000</td>
</tr>
</tbody>
</table>

| Total                                                                 | $108,453                  | $0                  | -$79,188                      | $29,265            | 0.09%               | Totals             | $167,000 |

### 2021 One-Time Funding Summary

<table>
<thead>
<tr>
<th>Department and Title of Initiative/Project Description</th>
<th>Funding Source</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>GCR</td>
<td>$5,000</td>
<td></td>
</tr>
<tr>
<td>Forestry Reserve</td>
<td>$72,000</td>
<td></td>
</tr>
<tr>
<td>Internal Reserve</td>
<td>$90,000</td>
<td></td>
</tr>
</tbody>
</table>

| Total                                                                 | $167,000 |
It should be noted that the first spending package in Chart 1 for $631,000 to fund the 4 full-time career firefighters is based on all four new hires being paid as 4th year firefighters. If this spending package is approved, the new hires would most likely come from the current paid on-call complement, reducing the impact on the 2020 budget to $457,500. Ultimately, the impact of these additional firefighters will be $631,000 (plus any negotiated IAFF wage increases) over the next 3 budget years.

FINANCIAL IMPLICATIONS:
The financial implications will depend on which, if any, spending packages are ultimately approved by Council for inclusion in the 2020 General operating budget. If Council approves all 16 spending package requests, the impact on the 2020 tax requirement, after considering the administrative cost recovery, would total $1,514,972. This will require a 4.55% increase in addition to the 3.48% increase mentioned in the 2020 General Operating Fund Draft Budget Status report on today’s agenda.

COUNCIL GOALS and OBJECTIVES:
This report addresses the three specific goals under Council’s strategic focus area of Secure Finances, Assets and Infrastructure, and various goals under the strategic focus area of Organizational Excellence.

COMMUNICATION:
Highlights of the District’s financial plan will be communicated at the upcoming public budget consultation report at the November 4, 2019 Regular Council Meeting.

SUMMARY AND CONCLUSION:
The purpose of this report is to request which operating spending package requests submitted by departments, be presented at the Public Consultation portion of the November 4, 2019 Regular Council meeting. 16 operating spending packages were included in a report on the September 18, 2019 Freestanding Committee of the Whole meeting that will impact the 2020 operating budget along with a further three spending packages with impacts on the 2021 operating budget. Six of the spending package applications will impact the administrative cost recovery the General Operating Fund charges to the utility funds and the Forestry Enterprise.

Chart 1 of the report summarizes the 16 spending packages for 2020 in the order ranked from highest to lowest from the September 18, 2019 FSCW. For clarity, this chart includes the potential administrative cost recovery for a revised potential tax impact for those five spending packages.

Chart 2, summarizes the remaining three spending packages with budget impacts starting in 2021 in the order ranked from highest to lowest from the September 18, 2019 FSCW and also includes the potential administrative cost recovery for a revised potential tax impact for 2021.

This report will come back to Council at the November 25, 2019 FSCW with feedback from the public and recommendations for Council’s consideration. Staff are requesting which, if any, of the spending packages should be presented at the Public Consultation portion at the November 4, 2019 Regular Council meeting.

SIGN-OFFS:

Kerri Onken, Deputy Treasurer/Collector

Barclay Pitkethly, Deputy Chief Administrative Officer

Comment from Chief Administrative Officer:
## 2020 Spending Packages

### 1. Social Development Funds for Contract Work
- **Reference Number:** 1
- **Department and Title of Initiative/Project Description:** Social Development Funds for Contract Work
- **One-time Funding Requests**
  - **Funding Source:** GCR
  - **Value:** $50,000
- **On-going Expense Requests**
  - **GCR:** $50,000
- **Increase in revenue**
  - **Administrative Cost Recovery:** $50,000
- **Net Impact of Taxes**
  - **Potential Tax Impact:** 0.15%
- **Priority Class:** Maintain Existing Service
- **Strategic Goals and Objectives:**
  - **Secure Finances, Assets & Infrastructure:**
  - **Safe Community:**
  - **Bold Economic Development:**
  - **Great Liveable Community:**
  - **Engaged Community:**
  - **Organizational Excellence:**

**Request for increased budget for projects, consultation, and community forums.**

The Social Development budget has not changed in over 10 years while the position itself and the work it is trying to accomplish has changed dramatically. Contract funds would enhance capacity to achieve Council priorities.

### 3. Part-time Cultural Coordinator - potential to increase program revenues
- **Reference Number:** 3
- **Department and Title of Initiative/Project Description:** Part-time Cultural Coordinator - potential to increase program revenues
- **One-time Funding Requests**
  - **Funding Source:** GCR
  - **Value:** $5,000
  - **Value:** $58,355
- **Net Impact of Taxes**
  - **Potential Tax Impact:** 0.18%
- **Priority Class:** Increased/New Service Levels
- **Strategic Goals and Objectives:**
  - **Secure Finances, Assets & Infrastructure:**
  - **Safe Community:**
  - **Bold Economic Development:**
  - **Great Liveable Community:**
  - **Engaged Community:**
  - **Organizational Excellence:**

**Request for an increase to the budget to address and further develop arts and culture initiatives such as public art development, maintenance and promotion, work with the arts and culture community, grow the Culture Kids program, work with the existing Program Coordinators as it relates to Arts and Culture and assume the lead on PRC Department marketing work including the Leisure Guide, social media, website and sponsorships.**

Aquatic Staff – Head Lifeguard

- **Reference Number:** 4
- **Department and Title of Initiative/Project Description:** Aquatic Staff – Head Lifeguard
- **One-time Funding Requests**
  - **Funding Source:** GCR
  - **Value:** $7,000
  - **Value:** $78,129
- **Net Impact of Taxes**
  - **Potential Tax Impact:** 0.23%
- **Priority Class:** Maintain Existing Service
- **Strategic Goals and Objectives:**
  - **Secure Finances, Assets & Infrastructure:**
  - **Safe Community:**
  - **Bold Economic Development:**
  - **Great Liveable Community:**
  - **Engaged Community:**
  - **Organizational Excellence:**

**Request for an increase to the budget to enable the position of Administrative Assistant.**

The position will increase public safety in the pool, address gaps in aquatic operation supervision, improve swim lesson delivery and management, and support staff training. Registration in swim lessons has increased 33% in the last 5 years and additional support for instructors is needed.

### 6. Part-time Administrative Assistant - Parks, Recreation & Culture
- **Reference Number:** 6
- **Department and Title of Initiative/Project Description:** Part-time Administrative Assistant - Parks, Recreation & Culture
- **One-time Funding Requests**
  - **Funding Source:** GCR
  - **Value:** $5,000
  - **Value:** $45,320
- **Net Impact of Taxes**
  - **Potential Tax Impact:** 0.14%
- **Priority Class:** Increased/New Service Levels
- **Strategic Goals and Objectives:**
  - **Secure Finances, Assets & Infrastructure:**
  - **Safe Community:**
  - **Bold Economic Development:**
  - **Great Liveable Community:**
  - **Engaged Community:**
  - **Organizational Excellence:**

**Request for an increase to the budget to enable the position of Administrative Assistant.**

### 8. Four fire fighters - 24 hours, 365 days
- **Reference Number:** 8
- **Department and Title of Initiative/Project Description:** Four fire fighters - 24 hours, 365 days
- **One-time Funding Requests**
  - **Funding Source:** GCR
  - **Value:** $10,000
  - **Value:** $611,000
- **Net Impact of Taxes**
  - **Potential Tax Impact:** 1.89%
- **Priority Class:** Life Safety Concern
- **Strategic Goals and Objectives:**
  - **Secure Finances, Assets & Infrastructure:**
  - **Safe Community:**
  - **Bold Economic Development:**
  - **Great Liveable Community:**
  - **Engaged Community:**
  - **Organizational Excellence:**

**Increase the budget to hire 4 new fire fighters.**

WorksafeBC requires that a minimum of four firefighters be on scene before entry into a hazardous environment can be initiated. Mission Fire Rescue currently has three full-time firefighters on duty 24 hrs a day 365 days a year. The fourth firefighter currently arriving will be either the Duty Chief or a firefighter from the first arriving paid on call truck to arrive at the incident. Waiting for the Duty Chief or a paid on call truck to arrive at the incident presents delays in performing rescue activities at either a structure fire or other hazardous event where an immediate rescue is required. Having four full time firefighters on duty will improve response capabilities allowing the MFRS to include target hazards such as responding to a rescue situation involving an ammonia leak at the arena.

Assistant Fire Chiefs will be able to dedicate more time to fire safety education in the community, enforcing fire prevention bylaws, emergency management, and emergency preparedness.

$631,000 represents 4 FTE at the top end of the payscale. Strong probability these employees will start at the bottom of the scale which will reduce the $631,000 to $457,500 in the first year. An increase of $47,300 in 2021 will be required with an increase of $63,100 in both 2022 & 2023 as they reach the top end.

**Should the 4 FTE start July 1st at the bottom of the pay scale:**

Year 1 $220,800
Year 2 $268,200
Year 3 $347,350
Year 4 $63,100
Year 5 $311,550

### 11. Human Resources - HR Advisor
- **Reference Number:** 11
- **Department and Title of Initiative/Project Description:** Human Resources - HR Advisor
- **One-time Funding Requests**
  - **Funding Source:** GCR
  - **Value:** $5,000
  - **Value:** $119,071
  - **Value:** $94,241
- **Net Impact of Taxes**
  - **Potential Tax Impact:** 0.28%
- **Priority Class:** Maintain Existing Service
- **Strategic Goals and Objectives:**
  - **Secure Finances, Assets & Infrastructure:**
  - **Safe Community:**
  - **Bold Economic Development:**
  - **Great Liveable Community:**
  - **Engaged Community:**
  - **Organizational Excellence:**

**Request for an increase to the budget for a new full-time HR Advisor position.**

As our municipality continues to grow, the stresses on the internal support departments, such as HR, IT, and payroll, also increase, but it is not visible to the outside community.

In addition to recruitment pressures, every new staff person added increases the workload in regards to benefits, employee relations, training, WorksafeBC, attendance management, labour relations, etc.

The significant workload from recruitment alone impacts the proactive work that HR still needs to be involved in, such as policy development and implementation, job description preparation, compensation reviews, organizational development, training, etc.
APPENDIX A
Spending Packages Submitted - 2020 Budget Discussion Details

<table>
<thead>
<tr>
<th>Reference Number</th>
<th>Department and Title of Initiative/Project Description</th>
<th>One-time Funding Requests</th>
<th>On-going Expense Requests</th>
<th>Increase in Revenue</th>
<th>Administrative Cost Recovery</th>
<th>Net Impact of Taxes</th>
<th>Potential Tax Impact</th>
<th>Priority Class</th>
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<th>Engaged Community</th>
<th>Organizational Excellence</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Part-time Administrative Clerk - Civic Engagement &amp; Corp Initiative</td>
<td>GCR $3,000</td>
<td>$40,279</td>
<td>-$15,306</td>
<td>$24,973</td>
<td>0.07%</td>
<td>Increased/New Service Levels</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
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<tr>
<td>13</td>
<td>Community Visioning, Brand &amp; Website Redevelopment ($77,000 in 2020 and $90,000 in 2021, for a total of $167,000)</td>
<td>Unknown</td>
<td>$77,000</td>
<td>$0</td>
<td>0.00%</td>
<td>Community / Council Requests</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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</tr>
<tr>
<td>14</td>
<td>Data Clerk - Maintaining Finance Service Levels</td>
<td>GCR $3,000</td>
<td>$49,000</td>
<td>$49,000</td>
<td>0.15%</td>
<td>Increased/New Service Levels</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>15</td>
<td>Increase to Victim Services Case Worker salaries and hours</td>
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<tr>
<td>16</td>
<td>Administrative Assistant - Economic Development Office</td>
<td>GCR $3,000</td>
<td>$102,805</td>
<td>$102,805</td>
<td>0.31%</td>
<td>Maintain Existing Service</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>17</td>
<td>Tourism Mission</td>
<td>GCR $20,000</td>
<td>$104,962</td>
<td>$104,962</td>
<td>0.32%</td>
<td>Increased/New Service Levels</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>18</td>
<td>Asset Data Collector</td>
<td>GCR $5,000</td>
<td>$90,429</td>
<td>-$66,028</td>
<td>$24,401</td>
<td>0.07%</td>
<td>Maintain Existing Service</td>
<td>X</td>
<td>X</td>
<td>X</td>
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</tbody>
</table>

Specifically tailored to support the Civic Engagement Manager in delivering on the goals and priority actions outlined in that plan while continuing and improving support for large-scale organizational initiatives underway such as the Mission Waterfront initiative, Southwest Mission, the Stave West Forest & Recreation Area project, and upcoming neighbourhood planning.

This allows for a series of public engagement sessions to be launched in partnership with community leaders, associations, and organizations to:

- Advance and deepen the community’s investment in the vision as set out in the Official Community Plan.
- Establish common understandings of what defines Mission as a municipality and community.
- Build partnerships and strengthen relationships with community organizations and stakeholders.
- Engage the public in defining a clear unique identity and positioning the municipality.

It also supports the development of a visual identity and creative platform (logo, colours, visual and standards and templates for publications, promotions, print and online materials) to guide all public communications for the municipality, and the initial phase of a comprehensive redevelopment of the municipal website.

Supports staff in delivering on Council’s Priority Action S.1, undertaking community engagement towards delivering Mission150.

This initiative is being requested in order to sustain the current service levels in the finance department. As a local government, Finance needs to be able to ensure compliance and accuracy for all financial transactions. Statutory reporting as well as annual audit requirements must maintain a high level of quality. Finance supports other departments, as the other departments work load increases so does Finances for example providing reporting support.

This will increase the number of hours and rate of pay in order to increase service levels.

Request for an increase in the budget for one full time employee. This position will focus on:

- Inspections to identify maintenance deficiencies with corrective action.
- Assist in preparing and maintaining a variety of data sources and reports related to work activities.
- Assist with implementation of, and ensure compliance to, departmental programs, such as health and safety, risk management, emergency preparedness, policies and procedures.

Infrastructure deficiencies will be noted immediately and corrective actions will be implemented in a timely fashion. Therefore extending the useful life of the assets, reducing the life cycle costs and minimizing liabilities.

The additional staff person will help ensure staff are not working alone in this remote location.
### APPENDIX A

**Spending Packages Submitted - 2020 Budget Discussion Details**

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</tr>
</thead>
<tbody>
<tr>
<td>23</td>
<td>Plan Checker</td>
<td>GCR $5,000</td>
<td>$92,600</td>
<td></td>
<td>$92,600</td>
<td>0.28%</td>
<td></td>
<td>Maintain Existing Service</td>
<td>x</td>
<td>x</td>
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<td></td>
<td>The new FTE Plan Checker position will complement the existing FTE Plan Checker (recently reclassified from a Plan Checking Assistant). The addition of a plan checker will allow the building division to adjust the building permit application intake process to add a plan checker to better screen applications before they are accepted for processing. Succession planning is important for the building inspection department as recruiting for those positions is becoming more difficult.</td>
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<tr>
<td>24</td>
<td>Parking Improvement Strategy (Capital replacement every 5 years)</td>
<td>GCR $110,000</td>
<td>$48,000</td>
<td></td>
<td>$48,000</td>
<td>0.14%</td>
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<td>Increased/New Service Levels</td>
<td>x</td>
<td>x</td>
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<td></td>
<td>Refer to closed Council report entitled: “Parking Enforcement Service Improvement”.</td>
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<tr>
<td>26</td>
<td>Business Analyst</td>
<td>GCR $4,000</td>
<td>$133,000</td>
<td>$-50,540</td>
<td>$82,460</td>
<td>0.25%</td>
<td></td>
<td>Efficiency Gain</td>
<td>x</td>
<td>x</td>
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<td></td>
<td>This position is integral to implementing the District’s Enterprise Application Strategy. They would be involved in the design or modification of business systems or IT systems, they interact with the business stakeholders and subject matter experts in order to understand their problems and needs.</td>
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<tr>
<td></td>
<td><strong>Total for 2020</strong></td>
<td><strong>$262,000</strong></td>
<td><strong>$1,717,150</strong></td>
<td><strong>-$20,000</strong></td>
<td><strong>-$182,178</strong></td>
<td><strong>$1,534,972</strong></td>
<td><strong>4.55%</strong></td>
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</tbody>
</table>

### 2021 Spending Packages

<table>
<thead>
<tr>
<th>Reference Number</th>
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<th>Increase in revenue</th>
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<th>Secure Finances, Assets &amp; Infrastructure</th>
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<th>Great Liveable Complete Community</th>
<th>Engaged Community</th>
<th>Organizational Excellence</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Urban Forestry Strategy + Public Tree Management Guidebook</td>
<td>Forestry Reserve $72,000</td>
<td>$0</td>
<td></td>
<td>0.00%</td>
<td>Efficiency Gain</td>
<td>x</td>
<td>x</td>
<td>x</td>
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<tr>
<td></td>
<td>Request for an increase to the budget to create an Urban Forest Strategy document that summarizes their city-wide approach to managing the urban forest. This would also include a guidebook to provide the specifications and procedure manual for Parks management activities for street and park trees.</td>
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<tr>
<td>22</td>
<td>Environmental Technician - Tree Retention with Partial Funding from Tree Cutting Permit Fee in 2021</td>
<td>GCR $5,000</td>
<td>$180,453</td>
<td>in year 2 - $25,000</td>
<td>-$79,188</td>
<td>$29,265</td>
<td>0.09%</td>
<td>Increased/New Service Levels</td>
<td>x</td>
<td>x</td>
<td>x</td>
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<td></td>
<td>This new full-time position will allow Environmental Services to address key environmental initiatives such as updating the Environmental Charter and development and implementation of a tree protection bylaw. If the tree protection bylaw is not approved then a part-time Environmental Technician is requested.</td>
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<tr>
<td>13</td>
<td>Community Visioning, Brand &amp; Website Redevelopment ($77,000 in 2020 and $90,000 in 2021, for a total of $167,000)</td>
<td>Unknown $90,000</td>
<td>$0</td>
<td></td>
<td>0.00%</td>
<td>Community / Council Requests</td>
<td>x</td>
<td>x</td>
<td>x</td>
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|                  | This allows for a series of public engagement sessions to be launched in partnership with community leaders, associations, and organizations to:  
  - Advance and deepen the community’s investment in the vision as set out in the Official Community Plan.  
  - Establish common understandings of what defines Mission as a municipality and community.  
  - Build partnerships and strengthen relationships with community organizations and stakeholders.  
  - Engage the public in defining a clear unique identity and position for the municipality.  
  It also supports the development of a visual identity and creative platform (logo, colours, visual and standards and templates for publications, promotions, print and online materials) to guide all public communications for the municipality, and the initial phase of a comprehensive redevelopment of the municipal website. Supports staff in delivering on Council’s Priority Action 5.1, undertaking community engagement towards delivering Vision150. |
|                  | **Total for 2021**                                    | **$167,000**              | **$180,453**              | **$0**              | **-$79,188**               | **$29,265**        | **0.09%**          |                           |                |                |                |                         |                   |                       |