



Committee of the Whole (Administration and Finance) **Agenda**

The agenda for the **Committee of the Whole (Administration and Finance Committee - Budget)** meeting to be held in the **Conference Room** of the Municipal Hall, 8645 Stave Lake Street, Mission, British Columbia on Thursday, June 21, 2012, commencing at 10:00 a.m.

1. CALL TO ORDER

2. ADOPTION OF AGENDA

3. NEW BUSINESS

(a) Strategic Direction for the Provisional 2013 Budget

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(b) Revision of Council's Goals and Objectives

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4. ADJOURNMENT



Finance Department Staff Report to Council

File Category: FIN.BUD.DOM
File Folder: 2013 Budget

DATE: June 21, 2012
TO: Mayor and Council
FROM: Kris Boland, Deputy Director of Finance
SUBJECT: **Strategic Direction for the Provisional 2013 Budget**
ATTACHMENT: Appendix A – General Operating Fund Budget Summary

RECOMMENDATION:

That Council provide direction to staff regarding the provisional 2013 budget, in terms of a preliminary targeted property tax increase.

PURPOSE:

The purpose of this report is to brief Council as to the current status of the provisional 2013 budget, and seek direction in terms of a preliminary targeted property tax increase.

BACKGROUND:

One of Council's objectives, pertaining to financial sustainability, is to have the budget approved by mid-December each year. In the past, Council has generally approved the budget four to five months later than this, closer to the legislated deadline in May. Given this accelerated time-line for preparing the budget, it's important to high-light the cost and revenue information that is currently not known in terms of the impact on the 2013 budget, which includes but is not limited to:

1. Outcomes from the Core Services Review;
2. RCMP contract;
3. Transit service;
4. Library service;
5. New construction revenue; and,
6. Impact of the new statutory holiday coming into effect in 2013.

Some of this information will become available as we work through the budget process over the coming months, and can be incorporated into the budget discussions. However, some of the information will likely not be finalized in time to meet Council's deadline of passing the budget by mid-December. Certain estimates will be required and an operating contingency may be needed in the 2013 budget to accommodate some of these unknown budget impacts.

DISCUSSION AND ANALYSIS:

The attached Appendix A – General Operating Fund Budget Summary, provides a detailed snap-shot of where the provisional 2013 budget currently stands. A summary of the general operating fund budget status from Appendix A follows:

| Description | Budget Impact ^(A) | Related Tax Increase |
|---|------------------------------|----------------------|
| Maintain existing services | \$ 1,586,333 | 5.98% |
| Council approved increases | 120,000 | 0.45% |
| New construction revenue estimate | (300,000) | -1.13% |
| Provision for inflation | 100,006 | 0.38% |
| Increase reserve transfers | 290,139 | 1.09% |
| Total | \$ 1,796,478 | 6.77% |
| <i>(A) - certain items are currently based on estimates</i> | | |
| Estimated impact on the average home: | \$ 117.02 | |
| A 1% increase in taxes generates: | \$ 265,288 | |

This list is preliminary in nature, and includes budget impacts identified in previous years, as well as new information that has since come to light. However, departments have not completed their detailed budgeting exercise for 2013, so it is very likely that other budget impacts will be identified in the near future. Regardless, staff feels it is prudent to gain an understanding of Council's desire for the overall strategic direction of the 2013 budget, within the context of the current status of the budget, as this will assist departments as they prepare their detailed 2013 budgets.

COUNCIL GOALS/OBJECTIVES:

This report is related one of Council's objectives regarding financial sustainability, namely to have the annual budget approved by December of the preceding year. In the interest of time to achieve that objective, staff are requesting direction from Council that will guide departments in preparing their 2013 budgets.

FINANCIAL IMPLICATIONS:

There are no financial implications associated with this report.

COMMUNICATION:

No communication action is required at this time.

SUMMARY AND CONCLUSION:

This report provides the current status of the 2013 provisional budget, in order to seek Council's strategic direction for the desired outcome of the 2013 budget. This direction will assist staff in meeting Council's objective to approve the 2013 budget by December 2012.

SIGN-OFFS:



Kris Boland, Deputy Director of Finance



Reviewed by:
Scott Ross, Accounting Supervisor

Comment by Chief Administrative Officer
Reviewed

General Operating Fund Budget Summary

| | | 2013 | |
|---|---|-------------------------------|----------------------|
| | | Forecast | |
| | | Budget Dollars ^(a) | Potential Tax Impact |
| Revenue Increases from Existing Services | | | |
| Fees and Charges | | | |
| Development fees | | \$ -1,812 | -0.01% |
| Business licence | | -4,000 | -0.02% |
| Building permits/Inspections | | -6,631 | -0.02% |
| Rental agreements | | -18,085 | -0.07% |
| | Subtotal for Fees and Charges | -30,528 | -0.12% |
| Grants in-lieu of taxes | | -20,386 | -0.08% |
| Investment income | | -28,384 | -0.11% |
| Traffic fine revenue | | -36,635 | -0.14% |
| Administrative cost recovery | | -92,232 | -0.34% |
| | Total Revenue Increases from Prior Year | \$ -208,165 | -0.79% |
| Expenditure Changes to Maintain Existing Services | | | |
| Expenditures with Contractual Obligations | | | |
| CUPE staff at 4% | | \$ 396,045 | 1.50% |
| RCMP contract and integrated police services | | 340,000 | 1.28% |
| West coast express train services and train bus | | 154,180 | 0.58% |
| Transit bus services | | 57,685 | 0.22% |
| Hydro rate increase | | 35,725 | 0.13% |
| Equipment replacement | | 5,610 | 0.02% |
| Animal control contract | | 4,536 | 0.02% |
| Fraser river heritage park | | 2,900 | 0.01% |
| Other expenditures decreases (<i>contracts, insurance, etc.</i>) | | -8,524 | -0.03% |
| | Subtotal Expenditures with Contractual Obligations | 988,157 | 3.73% |
| Expenditures Pending Council Decision | | | |
| Salary savings from vacant positions in 2012 | | 313,572 | 1.19% |
| Vacancy pattern with RCMP | | 150,000 | 0.57% |
| Funding formula for integrated teams | | 118,000 | 0.44% |
| Costs associated with capital projects and maintaining new infrastructure (<i>roads, parks, culverts, lights, fire hydrants etc.</i>) | | 114,220 | 0.43% |
| Exempt staff at 2% | | 75,030 | 0.28% |
| Increase for equipment rates at 2% | | 32,017 | 0.12% |
| Estimate for paid on-call firefighters | | 19,802 | 0.07% |
| Estimate for Council increase | | 7,500 | 0.03% |
| Reduce contingency back to \$100,000 balance | | -23,800 | -0.09% |
| | Subtotal Expenditures Pending Council Decision | 806,341 | 3.04% |
| | Total Expenditure Increases to Maintain Services | \$ 1,794,498 | 6.77% |
| | Net Changes to Maintain Existing Services | \$ 1,586,333 | 5.98% |
| Council Approved Increases Affecting 2013 | | | |
| Economic development office | | \$ 70,000 | 0.26% |
| Snow removal (2nd of 4 incremental increases) | | 50,000 | 0.19% |
| | Total Council Approved Increases | \$ 120,000 | 0.45% |
| New Construction Revenue, Inflation, Capital and Transfers | | | |
| New construction/development revenue estimate | | \$ -300,000 | -1.13% |
| Provision for inflation at 2% | | 100,006 | 0.38% |
| Incremental increase to capital reserve transfers | | 215,000 | 0.81% |
| Incremental increase to other reserve transfers | | 75,139 | 0.28% |
| | Total New Construction, Inflation, Capital and Transfers | \$ 90,145 | 0.34% |
| | General Operating Fund Base Budget | \$ 1,796,478 | 6.77% |

Estimated \$ Impact on Average Value Home - \$391,000 (2012)

\$ 117.02

1% increase in 2013 Taxes = \$ 265,288

(a) A negative (-) symbol represents higher revenue in the revenue section and a lower expense or a lower transfer in the expenditure section



Corporate Administration Staff Report to Council

File Category: ADM.GOA.DOM
File Folder: 2012-2014 Goals and Objectives

DATE: June 21, 2012
TO: Mayor and Council
FROM: Ken Bjorgaard, Chief Administrative Officer
SUBJECT: **Revision of Council's Goals and Objectives**
ATTACHMENT(S): Appendix A – List of Council's Current Goals and Objectives (with Comments and Suggested Changes)
 Appendix B – Council's Revised Goals and Objectives (Draft)
 Appendix C – District of Mission Priority Projects Over the Next Six Months
 Appendix D – Prioritized Action Items

RECOMMENDATION(S):

1. That Council approve revised goals and objectives and related action items; and
2. That Council prioritize the action items.

PURPOSE:

The purpose of this report is to have Council approve revised goals and objectives and related action items, and to then prioritize the actions items, so that staff can focus in on achieving Council's priorities.

BACKGROUND:

Council previously approved their current goals and objectives as shown in Appendix A. Many of the objectives are overlapping and either very specific or very broad. Staff need to be clear on Council's goals and objectives, and priorities, so that they can create workplans around achieving Council's desired outcomes.

DISCUSSION AND ANALYSIS:

Staff have reviewed Council's current goals and objectives and have provided comments and suggested revisions (see Appendix A). The revised or suggested objectives have been incorporated into Appendix B together with specific actions to meet those objectives. Measurable success outcomes, timelines and persons and departments responsible for completing each action item have also been included. There are a few of Council's objectives that have not been carried over to Appendix B for the reasons noted in Appendix A. Other priority departmental projects, as shown in Appendix C, have also been incorporated into Council's goals and objectives, so that staff can focus in on one list that contains all corporate priorities.

Staff recommend that Council review the revised goals and objectives, including the associated action items, amend as desired, and approve a final revised list. It would also be helpful for staff if Council prioritized the action items. In this regard, staff have shown the lead departments and persons for the action items in Appendix D, together with the suggested priorities for each lead person. Once Council

has finalized their goals and objectives, and related action items, staff will be developing work plans to achieve each action item. It should be noted that the timelines shown in Appendix B will be reviewed on an ongoing basis and any changes will be communicated to Council.

FINANCIAL IMPLICATIONS:

Certain financial implications will follow from Council's goals and objectives. These impacts will be specific to each action item and will be detailed for Council by staff upon completion of each action item.

COMMUNICATION:

Council's goals and objectives, including the related action items and timelines, will be communicated to staff and the public initially and on an ongoing basis in terms of staff's progress. As noted, the timelines may change in the future.

SUMMARY AND CONCLUSION:

Council's goals and objectives have been revised so that they are clearer and more defined. Associated action items, timelines and responsibilities have also been developed for each action item. It is recommended that Council approve and prioritize a revised list of goals and objectives, and related action items, so that staff can develop work plans around achieving Council's priorities. It would also be helpful for staff if the various action items were prioritized for each lead staff person. Staff's progress toward achieving the various action items will be communicated on an ongoing basis.

SIGN-OFFS:



Ken Bjorgaard, Chief Administrative Officer

APPENDIX A



Council Priority Areas and Goals: 2012 – 2014 Updated February 20, 2012

This report summarizes the results of Council's planning session on January 13 and 14, 2012.

Mission Statement:

Our purpose is to build a safe, healthy and inclusive community that is abundant in economic, cultural and recreational opportunities.

Council's Core Values:

Council agreed to operate collectively by embracing four core values:

1. Respect
 - a. Encouraging a variety of opinions and perspectives
 - b. Building upon each other's knowledge and experience
2. Teamwork
 - a. Acknowledging other members for their contributions
 - b. Supporting the decisions that are made
3. Listening
 - a. Listening for understanding and asking for clarity
 - b. Paraphrasing for understanding
4. Mutual Support
 - a. Asking for support and advice
 - b. Seeking "win – win" solutions

Council Strategic/Priority Areas: Council agreed to focus its priorities on four strategic areas:

1. Financial Sustainability
2. Economic Development - Downtown revitalization; waterfront development; business friendly support
3. Infrastructure Development – Water, sewer, transit and facilities
4. Municipal Services and Operations

FINANCIAL SUSTAINABILITY

| Specific Objectives | Comments | Suggested Objective(s) |
|---|---|---|
| 1. Decide what services and service levels the Municipality should and should not provide. | This is being addressed with the Core Services Review. | Evaluate District services and service levels. |
| 2. Create a property tax strategy that provides incentives to attract and retain businesses and reduce the reliance on residential taxation | Should be part of a broader economic development strategy. Providing business tax incentives will increase reliance on other classes of property taxes, e.g. residential. | Promote and stimulate economic development and business activity. Diversity and expand non-tax revenues. |
| 3. Establish new alternative revenue sources | Need to identify and prioritize potential revenue sources - should be larger revenue sources. | Diversity and expand non-tax revenues. |
| 4. To create greater revenue from the tree farm licence | Related to the Core Services Review. All forestry objectives should be consolidated. | Achieve sustainable forestry operation focused on ongoing profitability. |
| 5. To have the annual operating and capital budget approved by mid- December of each year | This is a business operating objective aimed at efficiency. | Create and implement efficient and effective financial/business planning processes. |

ECONOMIC DEVELOPMENT

Downtown revitalization; waterfront development; business friendly support

| Specific Objectives: | Comments | Suggested Objective(s) |
|--|---|--|
| 1. To create the most “business friendly” municipal government in the Lower Mainland | This objective is very broad and needs to be broken down into more measurable goals. This objective is also related to economic development. I would suggest that this is again part of economic development. | Promote and stimulate economic development and business activity. |
| 2. To increase economic development resources in order to achieve the annual economic development strategies | Should be part of a broader economic development strategy. | Promote and stimulate economic development and business activity. |
| 3. To promote downtown revitalization by reviewing and revising all applicable bylaws | Should be part of a broader objective of creating a comprehensive plan for downtown redevelopment. | Revitalize downtown by creating an environment for private/other investment. |
| 4. To increase responsible development opportunities within the entire District by changing current planning and regulatory policies and procedures | This is part of the Core Services Review. This again related to the broader objective of economic development. | Promote and generate economic development and business activity. |
| 5. To promote commercial and industrial development through changes to municipal fees and license fee structure and policies | Need to identify impediments to commercial and industrial development before deciding on solutions. | Promote and stimulate economic development and business activity. |
| 6. To promote responsible development opportunities by operating within a culture of facilitation and support | The development process has already been addressed through the “A” team customer focused method of dealing with developers and development. | N/A |
| 7. To update and modify the Waterfront vision including options to allow for existing uses to remain and to have flexible interim/transitional zoning for future proposals | Perhaps the focus should be on the downtown area first. | Provide for interim development opportunities on the waterfront |

INFRASTRUCTURE DEVELOPMENT

Infrastructure Development – Water, sewer, transit and facilities

| Specific Objectives: | Comments | Suggested Objective(s) |
|---|--|---|
| 1. To develop a comprehensive water supply plan for Mission in 2012 | The timeline should be separate from the objectives. | Provide for Mission's future water needs |
| 2. To construct a second crossing to the JAMES sewage treatment plant | This should be dependent upon available funding and projected growth. Should this occur for redundancy reasons? This project is already in our financial plan in 2017. | N/A |
| 3. To have a preventive maintenance resurfacing road program to meet the objectives of the 2010 Consultant's report | This is dependent upon funding priorities. Staff have reviewed the consulting report levels identified and believe that they should be reduced. Should be part of broader asset management strategy. | Create and maintain asset management system. |
| 4. To describe what maintenance and upgrades are required for all District facilities so they remain fully functional | This is part of asset management. | Create and maintain asset management system. |
| 5. To maximize the use of community facilities | This needs further clarification. This could be dealt with through partnership strategies. | N/A |
| 6. To establish, if required, what new community facility priorities should be provided by either renovation or by new construction | This is part of the broader Community Amenities Project and related discussion. | Finalize long-term community amenity strategy |
| 7. To review the new Transit report and decide on a course of action | This will occur regardless. Suggest that this objective is not needed. | N/A |

MUNICIPAL SERVICES AND OPERATIONS

| Specific Objectives: | Comments | Suggested Objectives |
|---|---|---|
| 1. To create a more effective and efficient service delivery model | This is part of the Core Services Review and performance management. | Introduce performance management and reporting system. |
| 2. To have Council and staff embrace and follow the District's Mission statement and service accountability standards | This involves reinforcement of existing service and accountability standards and is again part of performance management. | Introduce performance management and reporting system. |
| 3. To have Council and staff follow the natural rules of justice and administrative fairness in all municipal activities and processes | This is operational in nature and in terms of staff is part of the CAO's operational responsibilities. A governance/administrative protocol would assist. | N/A |
| 4. To enhance strategic partnerships with other levels of government (MLA's/MP), regulatory agencies and community organizations in order to achieve the District's goals | Need to identify applicable agencies and organizations. This part of a communication strategy. | Develop and implement partnership communication strategy. |

APPENDIX B

Council's Revised Goals and Objectives (Draft)

| FINANCIAL SUSTAINABILITY GOAL | | | | |
|--|--|----------|---|--|
| Action(s) | Measurable Success Outcome(s) | Priority | Timeline | Lead Department & Person Responsible/Team Members |
| OBJECTIVE: Evaluate District Services and Service Levels | | | | |
| <ul style="list-style-type: none"> Conduct Core Services Review and approve recommendations for implementation | Acceptance and communication of final Core Services report and approval of any recommendations to be implemented | | July 2012 | <u>Administration</u> Chief Administrative Officer Deputy Chief Administrative Officer All Department Heads |
| <ul style="list-style-type: none"> Implement approved Core Services Review recommendations | Approved Core Services Review recommendations fully implemented | | April 2013 (dependent on number and extent of recommendations) | <u>Administration</u> Chief Administrative Officer Deputy Chief Administrative Officer All Department Heads |
| <ul style="list-style-type: none"> Complete RCMP resource study | Study received and considered by Council | | August 2012 | <u>RCMP</u> RCMP Inspector Chief Administrative Officer Deputy Chief Administrative Officer |
| OBJECTIVE: Diversify and Expand Non-Tax Revenues | | | | |
| <ul style="list-style-type: none"> Report to Council on potential non-tax revenue sources and Council's approval of select sources that would undergo further investigation | Council approval of revenue sources that would be subject to further investigation | | June 2013 | <u>Finance</u> Director of Finance Other Departments as Required |
| <ul style="list-style-type: none"> Complete investigation of approved revenue sources and recommend the introduction of certain sources going forward | Council approval of select revenue sources for implementation | | June 2013 and ongoing | <u>Finance</u> Director of Finance Other Departments as Required |
| OBJECTIVE: Achieve Sustainable Forestry Operation Focused on Ongoing Profitability | | | | |
| <ul style="list-style-type: none"> Review Core Services Review recommendations related to Forestry and implement any approved recommendations | Implementation of approved Forestry Core Services Review recommendations | | December 2012 | <u>Forestry</u> Director of Forest Management |

| FINANCIAL SUSTAINABILITY GOAL | | | | |
|---|--|-----------------|---|--|
| Action(s) | Measurable Success Outcome(s) | Priority | Timeline | Lead Department & Person Responsible/Team Members |
| OBJECTIVE: Create and Implement Efficient and Effective Financial/Business Planning Processes | | | | |
| <ul style="list-style-type: none"> Approve the annual budget (operating and capital) before the start of each fiscal year | Annual budget formally approved by Council before beginning of each fiscal year Council approval of new integrated system | | By December 2012 for 2013 fiscal year and ongoing | <u>Finance</u> Director of Finance All Departments |
| <ul style="list-style-type: none"> Develop system to integrate Council's goals and objectives with the budget and operational planning processes and implement approved system | Strategic, budget and operational plans are more fully integrated | | For 2014 fiscal year budget | <u>Finance</u> Director of Finance All Departments |

| ECONOMIC DEVELOPMENT GOAL | | | | |
|--|---|-----------------|-----------------|---|
| Action(s) | Measurable Success Outcome(s) | Priority | Timeline | Lead Department & Person Responsible/Team Members |
| OBJECTIVE: Promote and Stimulate Economic Development and Business Activity | | | | |
| <ul style="list-style-type: none"> Provide for additional and accelerated funding for Economic Development Office | Funding in place | | June 2012 | <u>Economic Development</u> Economic Development Officer Chief Administrative Officer |
| <ul style="list-style-type: none"> Hire additional contract resource(s) for Economic Development | Resource(s) in place | | July 2012 | <u>Economic Development</u> Economic Development Officer Chief Administrative Officer |
| <ul style="list-style-type: none"> Identify any impediments to greater commercial and industrial development and implement strategies to mitigate barriers where possible | Report to Council and implementation of approved strategies | | December 2012 | <u>Planning</u> Director of Planning Economic Development Officer |

| ECONOMIC DEVELOPMENT GOAL | | | | |
|--|--|-----------------|-----------------|--|
| Action(s) | Measurable Success Outcome(s) | Priority | Timeline | Lead Department & Person Responsible/Team Members |
| OBJECTIVE: Revitalize Downtown by Creating an Environment for Private/Other Investment | | | | |
| <ul style="list-style-type: none"> Create a practical and implementable downtown revitalization plan including a common vision, a land-use plan, a business strategy, i.e. development incentive program, an infrastructure plan, etc. | Council approval of final vision and plan to be implemented | | December 2012 | <p style="text-align: center;"><u>Planning</u> Senior Policy Planner Director of Planning Other Departments as required</p> |
| <ul style="list-style-type: none"> Create and implement a marketing and communication strategy to execute the downtown plan including development of a developers/investors guide highlighting applicable incentives, regulations, etc. | Marketing and communication material produced and used | | February 2013 | <p style="text-align: center;"><u>Planning</u> Director of Planning Senior Policy Planner Economic Development Officer Other Departments as required</p> |
| OBJECTIVE: Provide for Interim Development Opportunities on the Waterfront | | | | |
| <ul style="list-style-type: none"> Report on interim waterfront development strategies and implement any practical strategies | Report to Council on interim options and implementation of any approved strategies | | August 2012 | <p style="text-align: center;"><u>Planning</u> Senior Policy Planner Deputy Director of Planning</p> |
| <ul style="list-style-type: none"> Finalize waterfront planning implementation strategy | Final implementation report forwarded to Council | | December 2012 | <p style="text-align: center;"><u>Planning</u> Senior Policy Planner Director of Planning</p> |

INFRASTRUCTURE AND FACILITIES DEVELOPMENT GOAL

| Action(s) | Measurable Success Outcome(s) | Priority | Timeline | Lead Department & Person Responsible/ Team Members |
|---|--|----------|---------------|---|
| OBJECTIVE: Create and Maintain Asset Management System | | | | |
| <ul style="list-style-type: none"> Report on recommended asset management system(s) and associated resources and develop plan for implementation | Development of asset management system | | June 2013 | <u>Engineering</u> Municipal Design & Asset Manager Director of Engineering Manager of Parks & Facilities Accounting Supervisor |
| <ul style="list-style-type: none"> Create a sustainable asset replacement and maintenance program for all assets within the financial plan including a fully funded road resurfacing program | Implementation of asset management system | | June 2014 | <u>Engineering</u> Municipal Design & Asset Manager Director of Engineering Manager of Parks & Facilities Director of Finance |
| OBJECTIVE: Provide for Mission's Future Water Needs | | | | |
| <ul style="list-style-type: none"> Undertake water demand study to determine future water needs | Final report forwarded to Council | | July 2012 | <u>Engineering</u> Deputy Director of Eng. & Public Works Director of Engineering |
| <ul style="list-style-type: none"> Investigate potential water supply sources, working with Mission's regional partner, including metering, to meet future water needs | Investigation completed with recommendations to Council | | December 2012 | <u>Engineering</u> Director of Eng. & Public Works Deputy Director of Engineering Director of Finance |
| <ul style="list-style-type: none"> Report on whether Mission should proceed with water meters throughout the community and if the answer is yes develop strategy to implement | Final Council decision and approval of strategy (if any) | | December 2012 | <u>Engineering</u> Deputy Director of Eng. & Public Works Director of Engineering Director of Finance |
| <ul style="list-style-type: none"> Include future water supply (including potential metering costs) in financial plan with appropriate funding source(s) | Inclusion of water source and any metering in financial plan | | December 2012 | <u>Finance</u> Director of Finance Director of Engineering |

INFRASTRUCTURE AND FACILITIES DEVELOPMENT GOAL

| Action(s) | Measurable Success Outcome(s) | Priority | Timeline | Lead Department & Person Responsible/ Team Members |
|---|--|----------|---------------|--|
| OBJECTIVE: Finalize Long-Term Community Amenity Strategy | | | | |
| <ul style="list-style-type: none"> Finalize community amenity strategy including related list of amenity projects | Council's final approval of strategy and amenity list | | October 2012 | <u>Planning</u> Director of Planning Director of Parks, Recreation & Culture Chief Administrative Officer |
| <ul style="list-style-type: none"> Update community amenities policy based on agreed upon strategy/project list and implement the same in financial plan | Adoption of amended community amenities policy and inclusion of approved amenities in financial plan | | November 2012 | <u>Planning</u> Director of Planning Director of Parks, Recreation & Culture Director of Finance |

MUNICIPAL OPERATIONS AND PARTNERSHIPS GOALS

| Action(s) | Measurable Success Outcome(s) | Priority | Timeline | Lead Department & Person Responsible/ Team Members |
|--|---|----------|---|---|
| OBJECTIVE: Introduce Performance Management and Reporting System | | | | |
| <ul style="list-style-type: none"> Establish performance management measures for each department including accountability and service standards and track the measures on a quarterly basis | Performance management data collected on a quarterly basis | | Starting with the quarter ending September 2012 | <u>Administration</u> Chief Administrative Officer Deputy Chief Administrative Officer All Departments |
| <ul style="list-style-type: none"> Report to Council and the public on a quarterly basis as to the results of performance measures | Quarterly performance management reports on Council agendas | | Starting October 2012 and ongoing | <u>All Departments</u> Chief Administrative Officer Deputy Chief Administrative Officer |
| <ul style="list-style-type: none"> Complete quarterly RCMP accountability reports, including financial updates, as per the new RCMP agreement | Quarterly reports received by Council | | Starting with quarter ending June 2012 | <u>RCMP</u> Manager, RCMP Administration RCMP Inspector |

MUNICIPAL OPERATIONS AND PARTNERSHIPS GOALS

| Action(s) | Measurable Success Outcome(s) | Priority | Timeline | Lead Department & Person Responsible/ Team Members |
|---|---|----------|----------------|---|
| OBJECTIVE: Complete Other Priority Operational Projects | | | | |
| <ul style="list-style-type: none"> Review Cedar Valley Comprehensive Development Plan (Plan) including drainage and development phasing strategies | Council approval of revised Plan and formal adoption of any applicable policies, bylaws, etc. | | December 2012 | <u>Engineering</u> Engineering Technologist – Projects Deputy Director of Eng. & PW Director of Planning |
| <ul style="list-style-type: none"> Finalize and implement new subdivision control bylaw | New bylaw adopted | | December 2012 | <u>Engineering</u> Director of Engineering Director of Planning Director of Parks, Recreation & Culture |
| <ul style="list-style-type: none"> Finalize and implement project management policy | Approval of final policy and procedures | | December 2012 | <u>Engineering</u> Deputy Director of Eng. & Public Works All Departments |
| <ul style="list-style-type: none"> Review of fee-for-service policy and procedures. Recommend and approve amendments, evaluate organizations and put new agreements in place | New policy, procedures and agreements in place | | September 2012 | <u>Administration</u> Deputy Director of Corporate Administration Deputy Treasurer/Collector |
| <ul style="list-style-type: none"> Review secondary suite policy and approve changes as required | New secondary suite policy and procedures implemented and communicated | | December 2012 | <u>Planning</u> Deputy Director of Planning Deputy Chief Administrative Officer |
| OBJECTIVE: Develop and Implement Partnership Communication Strategy | | | | |
| <ul style="list-style-type: none"> Identify key partnership persons, agencies and organizations | List forwarded to Council | | November 2012 | <u>Administration</u> Deputy Chief Administrative Officer Director of Parks, Recreation & Culture |

MUNICIPAL OPERATIONS AND PARTNERSHIPS GOALS

| Action(s) | Measurable Success Outcome(s) | Priority | Timeline | Lead Department & Person Responsible/ Team Members |
|---|---|----------|---------------|--|
| OBJECTIVE: Develop and Implement Partnership Communication Strategy (cont.) | | | | |
| <ul style="list-style-type: none"> Report to Council on communication strategy that would be implemented to interact with key partners | Communication strategy approved and implemented | | December 2012 | <u>Administration</u> <i>Deputy Chief Administrative Officer</i> Director of Parks, Recreation & Culture |

APPENDIX C

| District of Mission Priority Projects June ~ December 2012 | | |
|---|---|--|
| Project | Lead Department / Other Departments Involved | Project Lead & Status |
| Cedar Valley Drainage Master Plan and Development Phasing Approach | <u>Engineering</u> Planning, Finance | Project Lead – Mike Younie/Tony Miniaci <ul style="list-style-type: none"> • 2012/06/08: Currently creating project description & schedule to meet 6-month deadline. Six-month deadline is made before the project scope is fully defined and needs to be revisited once the project plan is done. |
| Finalization and Implementation of New Subdivision Control Bylaw | <u>Engineering</u> Planning | Project Lead – Rick Bomhof <ul style="list-style-type: none"> • 2012/06/08: Most of the proposed changes have been made. Currently compiling the changes and creating the new Bylaw. Some of the proposed changes may cause an increase in developments costs so staff is reviewing the components causing this and either making further changes to reduce the impact or developing rationale as to why they should remain. |
| Community Amenities Approach, Projects and Related Policy | <u>Planning</u> Finance, Parks & Rec | Project Lead – Sharon Fletcher <ul style="list-style-type: none"> • 2012/06/08: Reviewing with staff. Report by mid-July. |
| Water Supply Needs and Plan, including Potential Universal Metering | <u>Engineering</u> Finance | Project Lead – Mike Younie <ul style="list-style-type: none"> • 2012/06/08: Draft report is completed. Staff is making final amendments and will be reporting back to the Water Supply/Demand Task Force on July 3, 2012. |
| Secondary Suite Policy and Related Issues | <u>Planning</u> Administration, Building | Project Lead – Barclay Pitkethly <ul style="list-style-type: none"> • 2012/06/08: Public input meeting is being planned for fall, 2012. |

| District of Mission Priority Projects June ~ December 2012 | | |
|---|---|---|
| Project | Lead Department / Other Departments Involved | Project Lead & Status |
| Downtown Planning and Re-Development Incentive Program | <u>Planning</u> Economic Development Officer | Project Lead – Sharon Fletcher/Dan Sommer <ul style="list-style-type: none"> 2012/06/08: Committee of the Whole workshop scheduled for June 11, 2012. |
| Waterfront Planning and Related Interim Development Opportunities | <u>Planning</u> Administration | Project Lead – Dan Sommer <ul style="list-style-type: none"> 2012/06/08: Waiting for Phase IV from Patrick Cotter. Completion expected in September, 2012. |
| Project Management Policy | <u>Engineering</u> All Other Departments | Project Lead – Mike Younie <ul style="list-style-type: none"> 2012/06/08: Draft Policy has been completed. Currently reviewing pros and cons of adopting the MMCD contract documents. Will be reporting back to the Project Management Task Force later this month. |
| Fee for Service Policy and Organizational Review | <u>Administration</u> Finance | Project Lead – Kelly Ridley <ul style="list-style-type: none"> 2012/06/08: Background info has been distributed. Staff meeting scheduled for June 11, 2012. |

Prioritized Action Items

| LEAD DEPARTMENT | LEAD PERSON | PRIORITIZED ACTION ITEM(S) |
|----------------------|---|---|
| ADMINISTRATION | Chief Administrative Officer | <ol style="list-style-type: none"> 1. Conduct Core Services Review and approve recommendations for implementation 2. Implement approved Core Services Review recommendations 3. Establish performance management measures for each department including accountability and service standards and track the measures on a quarterly basis 4. Report to Council and the public on a quarterly basis as to the results of performance measures |
| | Deputy Chief Administrative Officer | <ol style="list-style-type: none"> 1. Identify key partnership persons, agencies and organizations 2. Report to Council on communication strategy that would be implemented to interact with key partners |
| | Deputy Director of Corporate Administrative | <ol style="list-style-type: none"> 1. Review of fee-for-service policy and procedures. Recommend and approve amendments, evaluate organizations and put new agreements in place |
| ECONOMIC DEVELOPMENT | Economic Development Officer | <ol style="list-style-type: none"> 1. Provide for additional and accelerated funding for Economic Development Office 2. Hire additional contract resource(s) for Economic Development |
| ENGINEERING | Director of Engineering & Public Works | <ol style="list-style-type: none"> 1. Investigate potential water supply sources, working with Mission's regional partner, including metering, to meet future water needs 2. Finalize and implement new subdivision control bylaw |
| | Deputy Director of Engineering | <ol style="list-style-type: none"> 1. Undertake water demand study to determine future water needs 2. Report on whether Mission should proceed with water meters throughout the community and if the answer is yes develop strategy to implement 3. Finalize and implement project management policy |
| | Municipal Design & Asset Manager | <ol style="list-style-type: none"> 1. Report on recommended asset management system(s) and associated resources and develop plan for implementation 2. Create a sustainable asset replacement and maintenance program for all assets within the financial plan including a fully funded road resurfacing program |

Prioritized Action Items (cont.)

| LEAD DEPARTMENT | LEAD PERSON | PRIORITIZED ACTION ITEM(S) |
|-----------------|--------------------------------------|---|
| | Engineering Technologists – Projects | <ol style="list-style-type: none"> 1. Review Cedar Valley Comprehensive Development Plan (Plan) including drainage and development phasing strategies |
| FINANCE | Director of Finance | <ol style="list-style-type: none"> 1. Approve the annual budget (operating and capital) before the start of each fiscal year 2. Include future water supply (including potential metering costs) in financial plan with appropriate funding source(s) 3. Report to Council on potential non-tax revenue sources and Council's approval of select sources that would undergo further investigation 4. Complete investigation of approved revenue sources and recommend the introduction of certain sources going forward 5. Develop system to integrate Council's goals and objectives with the budget and operational planning processes and implement approved system |
| FORESTRY | Director of Forestry Management | <ol style="list-style-type: none"> 1. Review Core Services Review recommendations related to Forestry and implement any approved recommendations |
| PLANNING | Director of Planning | <ol style="list-style-type: none"> 1. Finalize community amenity strategy including related list of amenity projects 2. Update community amenities policy based on agreed upon strategy/project list and implement the same in financial plan 3. Identify any impediments to greater commercial and industrial development and implement strategies to mitigate barriers where possible 4. Create and implement a marketing and communication strategy to execute the downtown plan including development of a developers/investors guide highlighting applicable incentives, regulations, etc. |
| | Deputy Director of Planning | <ol style="list-style-type: none"> 1. Review secondary suite policy and approve changes as required |
| | Senior Policy Planner | <ol style="list-style-type: none"> 1. Create a practical and implementable downtown revitalization plan including a common vision, a land-use plan, a business strategy, i.e. development incentive program, an infrastructure |

Prioritized Action Items (cont.)

| LEAD DEPARTMENT | LEAD PERSON | PRIORITIZED ACTION ITEM(S) |
|-----------------|------------------------------|--|
| | | plan, etc. 2. Report on interim waterfront development strategies and implement any practical strategies 3. Finalize waterfront planning implementation strategy |
| RCMP | RCMP Inspector | 1. Complete RCMP resource study |
| | Manager, RCMP Administration | 2. Complete quarterly RCMP accountability reports, including financial updates, as per the new RCMP agreement |