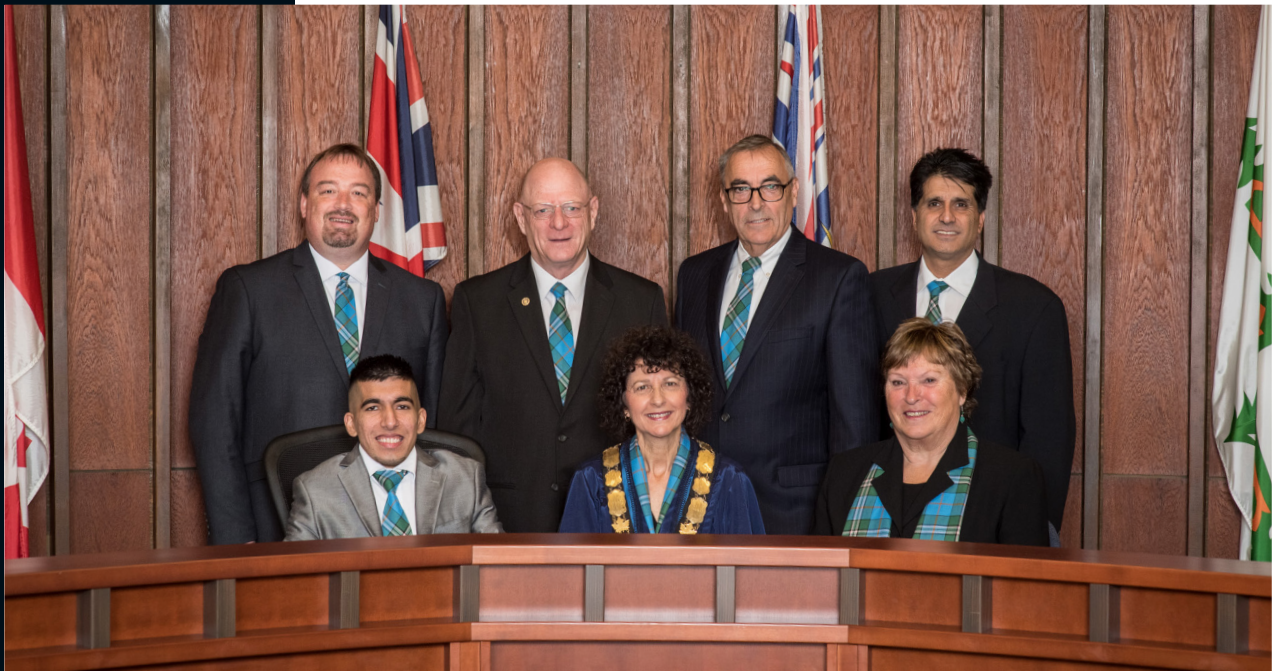




2018 - 2022 STRATEGIC PLAN





This strategic plan recognizes Mission's tremendous assets and sets out a bold and refreshed vision of our community and our mission during this term of office.

I am pleased to present Council's 2018 - 2022 Strategic Plan.

Within this plan you will find the enduring collective beliefs that guide our work as Council. Based on these and what we have heard from the community, we have established a series of priority actions that complement the core services provided by the municipality.

These priority actions address specific goals across six strategic focus areas. We believe that by following this approach, we can support responsible growth in our community with increased opportunities for local employment, public safety, and a thriving and active local culture that is second to none.

It is our privilege to represent the citizens of Mission and we are honoured by your trust. As your Council, we are committed to continually improving quality of life for all residents and invite you to engage with us and be part of this journey. Together we can continue to build a prosperous and thriving community.

Pamela Alexis
Mayor

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Introduction

A Council-driven Strategic Plan

The District of Mission has engaged in strategic planning this term and continues to build on previous work to strengthen the long-term strategic planning efforts of the District.

Strategic planning is an essential step for the District to set priorities, allocate limited resources, measure success, guide the work of staff, and communicate to residents. The strategic plan provides direction from Council so that the organization can focus on the most important initiatives and manage its resources to their greatest potential.

Following the 2018 local government elections, the new Council and senior staff participated in a two-day strategic planning workshop to identify priorities for the 2018 – 2022 Council term.

This Strategic Plan does not detail the ongoing core work of the District that provides current service levels and consumes the vast majority of District resources. Rather the Strategic Plan identifies those specific areas that Council identified as key areas of focus for the 2018-2022 term of office and, at a strategic level, will guide the decision making and work of the municipality throughout the term.

Notwithstanding this Strategic Plan sets out key areas for focus, the ongoing core work of the District must support one or more of Council's Goals and Strategic Focus Areas. This Strategic Plan will be operationalized by staff by developing annual departmental and staff workplans and identifying where multiple departments are involved in the Priority Actions. In addition, staff will develop Key Performance Indicators which can be used to track progress toward Council's Goals and Strategic Focus Areas set out herein. We recognize it will take time to determine the best performance measures across all operations and are committed to ongoing performance evaluation and management.

Some of the Priority Actions will require new resources while some others can be completed using existing resources. Where new resources are required, Council can expect to receive reports detailing the work and additional resources (staff, financial) as required.



The key elements of this strategic plan include:

Council's [Corporate Vision](#) - describes the organization's aspirations for the future. The Corporate Vision Statement complements the Community Vision set out in the Official Community Plan (<https://www.mission.ca/wp-content/uploads/5670-2017-OCP-Full-Bylaw-Signed.pdf>)

Council's [Corporate Mission](#) - describes the fundamental purpose of the organization and is in alignment with the municipal purposes laid out in the *BC Community Charter*.

Council's [Corporate Values](#) - describe the enduring and collective beliefs that guide the work of Council and Staff.

Council's six [Strategic Focus Areas](#) - identify the key priority areas of focus for the 2018-2022 Council term. Each of these strategic focus areas includes broad goals and high-level priority actions.

Council's [Goals](#) - provide broad, longer-term outcomes.

Council's [Priority Actions](#) - concrete actions that Council and staff will undertake to make progress toward accomplishing the Goals. It is noted that the list of Priority Actions provided herein is not exhaustive; when combined with the District's core service provision work, these Priority Actions will move the District toward the Goals. Over time, there will be a need to identify additional Priority Actions that will be added to future iterations of the Strategic Plan.

Vision & Mission

Where are we going?

The Vision Statement describes the organization's aspirations for the future. It creates a picture of a future state and answers the question, "Where does the organization want to be in 10 - 20 years?".

Our Vision

The District of Mission is a bold, progressive, forward looking, transparent, and professional leader serving the citizens and businesses of Mission.

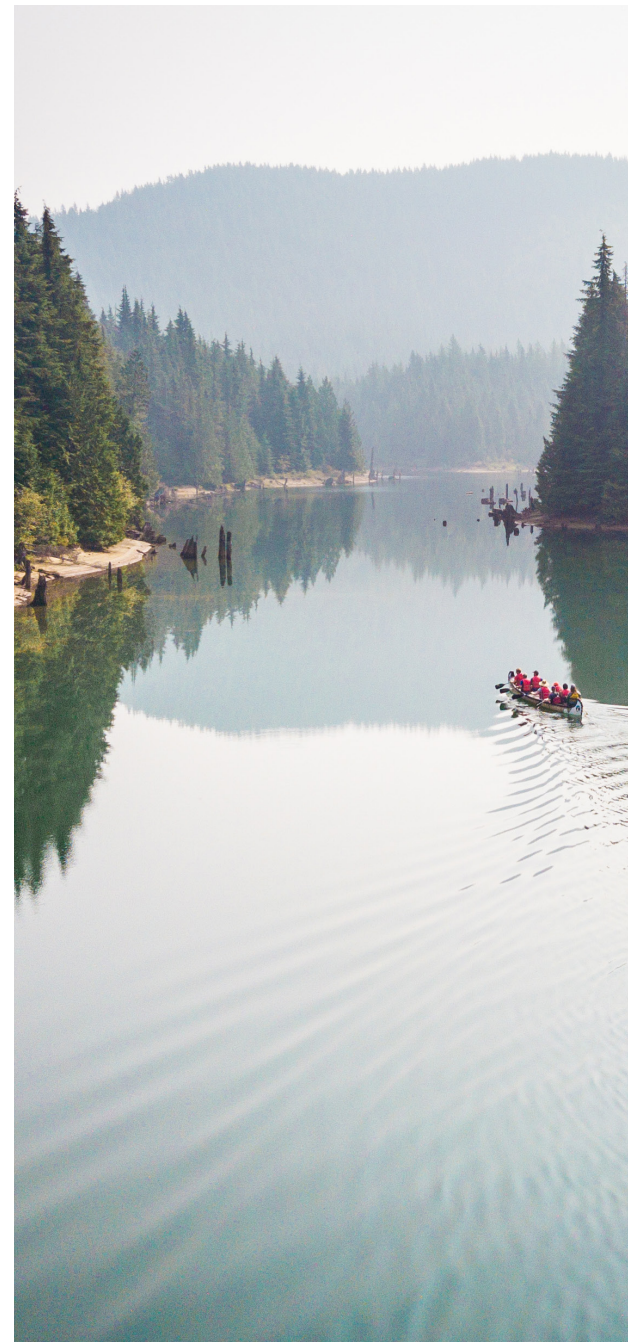
Our Mission

The District of Mission provides good governance and services to the citizens and businesses of the District while responsibly stewarding the District's financial resources and public assets.

Community Charter - Purpose of a Municipality

Section 7: The purposes of a municipality include

- (a) providing for good government of its community,
- (b) providing for services, laws and other matters for community benefit,
- (c) providing for stewardship of the public assets of its community, and
- (d) fostering the economic, social and environmental well-being of its community.



Values

What Guides us

These values describe the enduring and collective beliefs that guide the work of Council and Staff:



Inclusive

We value and celebrate our diversity as a municipality and community.

Open and Accountable

We value open debate and commit to making decisions in the best interests of the whole community.

Trust

Council trusts each other and staff to work in the best interests of the whole community.

Future Focused

We commit to planning for the needs of future generations and to careful consideration of the long-term impacts of decisions we make today.

Sustainability

We believe in balancing economic, social, environmental and cultural sustainability and will work to ensure these concepts are integrated into our work.

Communication and Engagement

We believe in an informed and engaged community and will continue to seek ongoing input from citizens in making our decisions.

Service

We believe in providing the best possible quality of service within our means as well as in continuous service improvement.

Fair Processes

We commit to ensuring administrative fairness in all our processes and decisions.

STRATEGIC FOCUS AREAS, GOALS, AND PRIORITY ACTIONS

Council identified six strategic focus areas for the 2018-2022 term of office. These are areas the Council considers priorities for the near and longer term. Each of the strategic focus areas is detailed on the following pages along with goals and priority actions.

1. Safe Community

Council is committed to furthering the safety of pedestrians, cyclists, and vehicles as Mission experiences significant growth. The District shall allocate resources to safeguard all residents, to work collaboratively with the RCMP to proactively address crime trends, and to provide fire and rescue services that protect and prepare the community for emergency events.

2. Secure Finances, Assets and Infrastructure

The District shall pursue excellence in financial management and planning. The associated priority actions shall ensure the financial sustainability of the District and stewardship of existing assets and infrastructure and the planning for their replacement in the future.

3. Bold Economic Development

Our tax base is too dependent on the residential sector and too large a percentage of our workforce travels outside of Mission every day. The District will aggressively target new business and investment opportunities that will provide employment for residents, encourage growth, and diversify the tax base. This approach requires that risks are taken in the short term but with an eye to ensuring the long term interests of Mission are taken into account.

4. Liveable Complete Community

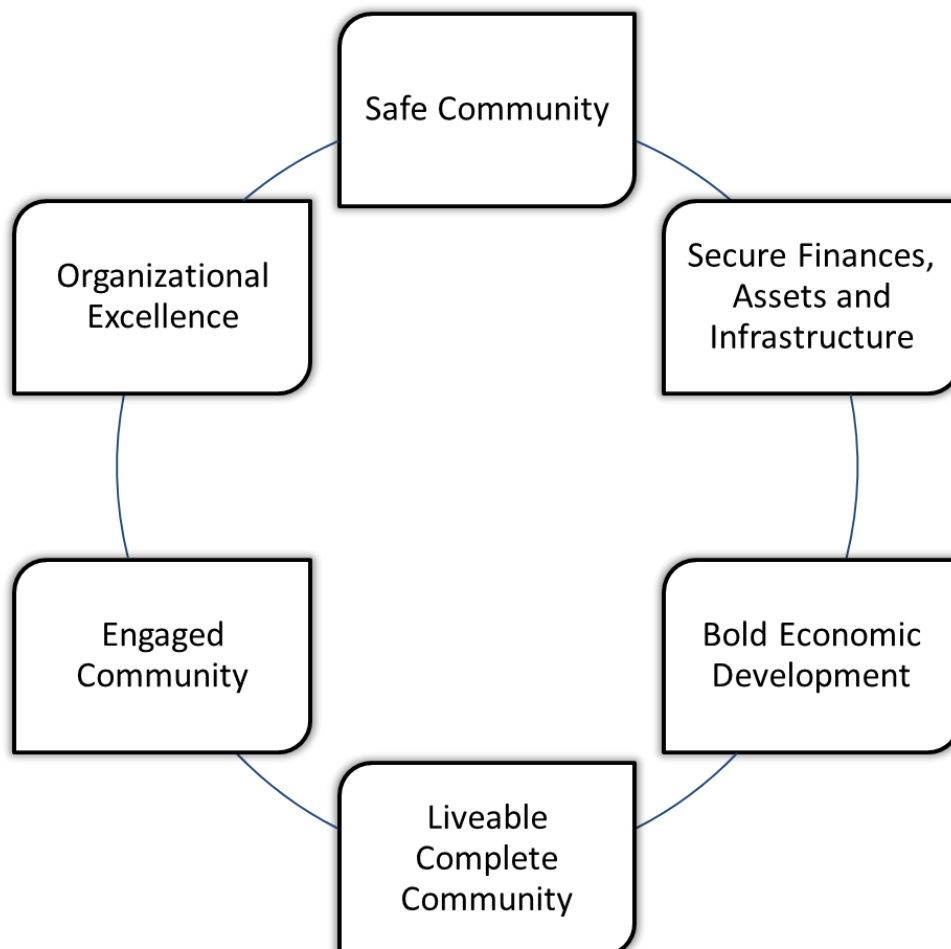
As the District grows, so do expectations around the type of amenities that should be available to the people of Mission. The District shall diversify the type of amenities and increase the number of recreational opportunities to support an enhanced lifestyle and healthy community.

5. Engaged Community

The District welcomes and needs the community to contribute to the growth of Mission by being engaged and expressing its views to Council. New and non-traditional ways to engage the community will be developed. It is acknowledged that collaborating with community partners will generate stronger ideas and produce enhanced results.

6. Organizational Excellence

The District will strive to be a leader in the way it carries out its business, particularly in the way it interacts with its clients – residents and businesses. The principles of continuous improvement will be the foundation upon which the District functions and the organization will not shy away from taking risks and trying new and more efficient ways of conducting its business to ensure wise use of tax public funds.



1. Safe Community

Priority Actions

1.1 Develop and implement a Traffic Safety Strategy

1.2 Work in collaboration with the RCMP to set policing priorities for the District that address current local crime trends and ongoing and emerging public safety issues

1.3 Continue to enhance the Fire Master Plan that identifies the risks facing the community and ensures Mission Fire Rescue Services are fully prepared to offer the required education, prevention, response and suppression services

1.4 Implement recommendations of Auditor General for Local Government's audit of District's Emergency Management Program

Council is committed to ensuring the District of Mission is a safe place for residents, businesses and visitors. Of importance is the safety of pedestrians, cyclists and vehicles on the roads of Mission.

Goals

To ensure all residents feel and are safe in Mission

To provide safe roads for pedestrians, cyclists and vehicles

2. Secure Finances, Assets and Infrastructure

Central to Council's vision and mission is the responsible planning and management of public resources and infrastructure. Council is committed to working with the community to ensure resources are available to fund services and to plan, manage and maintain public infrastructure assets.

Goals

To ensure sound financial management of the District

To ensure resources are available when needed

To ensure well planned, maintained and financed public infrastructure

Priority Actions

2.1 Develop an implementation plan for the Facilities Master Plan

2.2 Review Building Permit and Business Licensing programs

2.3 Develop engineering master plans for long-term infrastructure planning (water, sewer, drainage)

2.4 Continue to advocate for:

- Expansion of West Coast Express service under an equitable funding model
- Senior government financial and regulatory support for Fraser River Sanitary Sewer Crossing
- Downtown: Animate the experience, stewardship & remediation of buildings, truck bypass, District property acquisition

2.5 Develop a financial sustainability program

3. Bold Economic Development

Priority Actions

3.1 Waterfront Development

- Undertake waterfront pre-development planning
- Develop a roadmap and preliminary business case (feasibility assessment) for waterfront planning

3.2 Prepare an Industrial Land and Economic Development Strategy

3.3 Implementation of Tourism Strategy and Operational Plan

Investment and economic development in Mission is essential to ensuring the overall health of our municipality. Council supports healthy, diversified and sustainable economic growth and increased opportunities for residents to both live and work within the community.

Goals

To be attractive to business investment

To diversify the tax base to reduce reliance on residential taxes

4. Liveable Complete Community

Council supports the evolution of Mission as a liveable, attractive and complete community that meets the everyday needs of residents.

Goals

To develop distinct neighbourhoods and a livable community

To be an attractive community for living, working and playing

To the greatest extent possible meet the social, cultural and physical needs of the community

Priority Actions

4.1 Attract and incentivize affordable housing, housing options and treatment facilities

4.2 Expand recreation space for all ages

4.3 Build seniors housing and community centre in partnership with Mission Association for Seniors Housing and Mission Seniors Centre Association

4.4 Advocate for free parking at Mission Memorial Hospital

4.5 Implement and support RCMP Mission Active Support Table (MAST) and its recommendations

4.6 Implement secondary suite program

4.7 Undertake neighbourhood planning:

Short-term

- Cedar Valley
- Southwest Mission
- Parr to Prentis Avenue areas

Long-term

- Waterfront
- Ferndale area

4.8 Renew Environmental Charter

5. Engaged Community

Council acknowledges that engaged citizens and collaboration with others are essential to establishing a strong community.

Goals

To have well-informed citizens

To engage citizens and to hear from them

To have citizens engage in aspects of community life that interest and impact them

Continue to work with partners for the benefit of the community

Priority Actions

5.1 Undertake a process to develop a new image/brand (Vision 150) for the District of Mission including:

- Undertaking a branding exercise
- Consideration of renaming the District a City

5.2 Develop and implement a community engagement and communications policy including:

- Improved engagement with South Asian community

6. Organizational Excellence

Council is committed to investing in staff and the organization to provide superior service to the community.

Goals

To provide effective and efficient services

To be a high performing professional organization

To attract highly qualified, high performing staff

Ensure administrative fairness and transparency in District processes

To strive for continuous improvement

Priority Actions

6.1 Develop and implement an Enterprise Application Systems Strategy

6.2 Develop and implement a Corporate Enterprise Risk Management Strategy

6.3 Initiate a Development Liaison Committee

Next Steps

Getting to 2022

This strategic plan sets out the “what” and staff will develop the “how.” It provides direction to staff on Council’s 2018-2022 priorities. Staff will develop work plans that address the priorities over the next four years. Many of these priority actions will be completed using existing resources while others will come to Council as new projects with requests to dedicate new resources.

Staff will develop regular updates throughout the 2018-2022 Council term to update Council and the public with respect to progress on the various priority actions.



2018 - 2022 STRATEGIC PLAN

District of Mission
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