

OBJECTIVE	STRATEGY	MEASURE	PROGRESS
<b>Financial Stability</b>	Plan for anticipated community needs.	Long term Comprehensive Municipal Plan (CMP) updated annually.	To Council in February 2013.
	Fund planned capital expenditures.	Balance CMP without long-term borrowing.	No long-term debt required in 2013 CMP.
	Build reserves for unanticipated community needs.	Have Unrestricted General Reserve Fund balance of \$10 million by 2015.	2013 closing balance of \$9.5 million. CMP includes an annual allocation to the Unrestricted Reserve.
	Maintain a reasonable tax burden for taxpayers.	Tax rate increase similar to rate increase of other local governments.	Chilliwack's 2013 tax increase was 3.44%, Abbotsford was 2.06%, Maple Ridge 3.25%, and Langley 2.79%.
		Chilliwack remains at the low end of municipal taxation on a representative home when compared to similar communities in the lower mainland.	Only Surrey has lower taxation than Chilliwack, of the 19 communities surveyed. With Utilities and Other Gov't levies included, Chilliwack is lowest.
		Chilliwack remains at the low end of business taxation when compared to similar communities in the lower mainland.	Chilliwack has the lowest class multiplier of 19 communities surveyed.
		Other revenue opportunities explored.	Available Government Grants applied for. Received \$3,564,733 for the Bailey Landfill Gas Extraction System project under the RSP Gas Tax Program. Applying for the next round of flood infrastructure grants.
		Identify priority projects that will be eligible for infrastructure grants and save for municipal portion.	Incorporated a savings plan into the 10 Year Financial Plan for 1/3 funding for the Collinson, McGillivray and Hope River drainage pump stations.
		New growth pays for itself.	DCC Bylaw reviewed and rates amended. Full cost recovery analysis prepared.
	<b>Good Stewardship of Municipal Infrastructure</b>	Maintain the road system.	Average pavement quality index goals set at: Arterial 6.5, Collector 6.0, Local 5.5.
Maintain the utility systems.		Service delivery interruptions minimized.	Flushed 150% of water system in 2013. Replaced 300 meters of aging cast iron water pipes. Over 450 life expired water meters replaced in 2013. Over 1,600 backflow prevention devices tested in 2013. Replaced 45 meters of sanitary sewer and flushed 120 km of sewer lines.
Maintain civic facilities		Extend the life of buildings and reduce unplanned costly repairs.	Maintain regular major maintenance program and roof inspection program for all civic facilities.
Maintain municipal fleet.		Repair and replacement program planned and funded.	Vehicle Maintenance Management System in use. Equipment Replacement Reserve Fund in balance. Replaced aged items. Used 90 retreaded tires. 70 heavy duty vehicles / equipment serviced and inspected quarterly in 2013 and 90 light vehicles serviced. Completed over 2000 repairs to fleet vehicles in 2013.
Manage Airport Lease.		Manage Airport Lease.	Compliance with Airport Head Lease and Operating Agreement being maintained through timely communications with Airport Operator. Issues are being resolved as they arise resulting in no contractual breaches. Completed concrete apron replacement in 2013. Global Navigation Satellite System (GNSS) approach and departure procedures proposal has been reviewed by Transport Canada and has been forwarded to Nav Canada for final review and approval expected in 2014.

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	Protect the community from flood risk.	<p>230,000 cubic meters of gravel removed from the Fraser River annually .</p> <p>110,000 cubic meters of gravel removed from the Vedder River every second year.</p> <p>Existing funding opportunities for flood studies and dyke upgrades maximized. Senior levels of government lobbied for additional monies.</p> <p>Open drainage watercourses and ditches in the floodplain cleaned on a 3 - 7 year cycle to maintain drainage integrity.</p> <p>Drainage pumping stations to be operable at all times.</p> <p>Dykes maintained to Provincial standards.</p>	<p>No gravel removed from the Fraser River in 2013. Provincial Government developing a 10-year gravel management plan. No gravel removed from the Vedder River in 2013 (only on even-numbered years).</p> <p>Secured \$1.56 million for the Young Road Dyke Upgrades Project. Applied for \$1.6 million for Collinson Pump Station upgrades. Supporting the development of a regional approach to flood management to maximize lobbying effort for senior government funding.</p> <p>Cleaned over 67,000 meters of open drainage channels with DFO approval in 2013.</p> <p>McGillvray, Collinson and Wolfe Rd drainage stations inspected. Main hydro transformer replaced at McGillvray drainage station. Major rebuild of Wolfe Rd station pumps commenced in 2013.</p> <p>All dykes inspected and maintained in 2013 prior to freset. West dykes and Vedder Dykes inspected in fall 2013 prior to high winter stream flows.</p>
	Maximize utilization of existing infrastructure.	Development directed to serviced areas.	Infill continued in 2013.
	Ensure adequate water supply.	Amount of water produced meeting daily demand.	Demand met. Lawn watering restrictions during summer. Approved 167 applications for the toilet rebate program. A comprehensive water conservation plan is being designed and implemented.
	Ensure quality drinking water.	Meets drinking water standards.	Comprehensive and extensive drinking water quality testing program undertaken in 2013, with 1,850 water samples tested. Full time chlorination commenced in March 2013 and water system has been operated with a min 0.2ppm chorine residual throughout. Since chlorination, water quality has been maintained to meet drinking water quality guidelines. Consultant study to identify most suitable full time disinfection system undertaken in 2013.
<b>Good Stewardship of the Environment</b>	Protect the waterways.	Effluent meets or exceeds Provincial standards.	Continues to meet Provincial standards. New digester construction at the WWTP to meet demand.
		Enhancement of fish habitat.	Fish habitat enhancement projects completed in 2013 included 2.3 km of streamside plantings completed along Big Ditch, Nevin Creek and Stewart Creek.
	Protect water course riparian areas.	Consider scientifically determined stream setbacks in all new development applications.	Continued to protect riparian areas by maintaining RAR standards and enforcing Development Permit Area #11 rules.
	Encourage recycling.	Diversion rate for recycling items increased to 40% by 2012, 41% by 2013 and 42% by 2014.	Recycling rate 32% in 2013. Increasing education on requirements of recycling programs. An organics (food scrap) diversion program will be investigated.
	Protect the air shed.	Work with the Province to assess agricultural air quality impacts.	Best practices for nutrient management are addressed in the 2012 Agricultural Area Plan.
		Explore economically viable methane extraction opportunities. Install a gas extraction system at the Bailey Landfill.	Continue to utilize methane produce at WWTP to run biogas boiler heat digesters. A gas extraction system will be installed at the Bailey Landfill in 2013.

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		Reduced reliance on automobiles.	Budget increase in 2013 will provide for local fleet expansion from 7 to 9 buses to extend the length of our service day and routes. A transit connection to Abbotsford is being planned by the FVRD, intended launch date is mid-2015.
		Protect the Air Shed by fostering a community to become more energy efficient.	Continued to facilitate sustainable transportation and encourage higher density, more efficient developments.
		Minimize burning.	Conducted review of open burning trends and assessed options to reduce open burning in Chilliwack.
	Minimize energy consumption in municipal facilities.	Reduction in energy consumption.	Continued energy efficiency upgrades at municipal facilities in 2013. Upgrades included lighting improvements and working with Fortis BC to identify energy conservation measures for the pools at the Cheam Leisure Centre and Chilliwack Landing Leisure Centre.
	Promote a "zero waste" philosophy to minimize the generation of solid waste in the City, while maximizing reuse and recycling initiatives.	Reduce the annual amount of residential garbage being generated per household and increase the diversion rate. Implement 2010 Waste Audit recommendations.	In 2013 the estimated annual waste generated was 460 kilograms per household, down from 2012 weight of 470 kg/residence.
	Ensure a Financial Plan is in place for long term sustainability of the Landfill.	Financial Plan projects a positive reserve fund balance, along with a plan to fund closure and post-closure costs.	Landfill Financial Plan reviewed in 2013.
<b>Facilitate a High Quality of Life</b>	Provide quality parks and recreational opportunities.	Comparison to other communities. Taxpayer feedback.	Chilliwack provides excellent parks, trails and recreational opportunities. New facilities and parks completed in 2013 included Exhibition Turf Field, Peach Creek Trail and the opening of the Sardis Library. Supported by CDI funding, the Rosedale and Greendale community schools successfully completed their second year of community programming. The Parks, Recreation & Culture strategic plan, identifying facility and service delivery needs for 2014 to 2023, was adopted.
	Facilitate the attraction of community events.	Events held in local recreational facilities.	Heritage Park, Prospera Centre, and the Chilliwack Cultural Centre booked year-round, including large scale events. Partnership with the Active Communities Committee and Tourism Chilliwack for hosting health and wellness events and sport tourism opportunities.
	Support cultural groups.	Facility and funding assistance.	The Chilliwack Cultural Centre hosts many large scale shows and events attracting patrons from throughout the region as well as providing an important venue for developing and showcasing local artists and performers.
	Foster community spirit.	Recognize volunteers.	Recognized volunteers through the Annual Community Sport Hero Recognition program.
		Support community organizations.	Funded \$1,296,000 through Community Development Initiatives policy in 2013.
	Maintain, enhance and promote the natural beauty of Chilliwack.	Promote tourism.	Contract with Tourism Chilliwack.
		Portray a visually appealing image.	Reviewed opportunities for improved signage. Introduced new parks sign program.
			Street tree program continues and funded \$70,000.00 in 2013 for downtown greening initiatives.

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		Provide a pedestrian friendly community.	Partner with community organizations and fund an annual trail enhancement program. Pursue funding opportunities for pedestrian and cycling network improvements
		Through innovation and flexibility, establish standards to successfully integrate hillside development within its unique natural context.	In 2013, Hillside Development Standards Policy was adopted by Council. In addition, DP Area 13 for Form & Character was incorporated into the OCP.
<b>Attract &amp; Maintain Business Growth</b>	Contract with CEPCO for economic development.	New business locating in Chilliwack.	Non-market business/industry assessment increased \$9.6 million in 2013.
		Work cooperatively with CEPCO in setting mutual priorities.	CEPCO contract renewed in 2008 for 5 years. Work continues on development of the Canada Education Park. Worked together on Chilliwack Aviation and Aerospace Planning Committee.
	Encourage redevelopment in the downtown area.	Revitalization exemptions applied for.	There was 1 application for RTE within the Downtown area for each of 2012 and 2013.
		Facilitating an environment for downtown revitalization.	After receiving a report from staff, direction to research and develop draft bylaws and/or policies with respect to minimum maintenance standards for vacant buildings was given by Council. Staff (Clerks Department & Bylaw) are working on preparing the Bylaw for Council's consideration.
	Create an environment that is positive to business creation.	Comparison of taxes and fees, and timing of service delivery.	Chilliwack remains at the low end of taxes & fees.
			Established a new Industrial Revitalization Tax Exemption Bylaw in 2011.
			NAIOP 2013: City continues to be one of the best local governments for "Cost of Doing Business" survey. Quickest turn around times for development applications and permits; permitting and development fees cost (6th out of 18); lowest light industrial to residential tax ratio.
			1 Industrial RTE application received for 2012 and 2 for 2013.
	Ensure plans are in place to facilitate regional growth predictions.	Regional growth accommodated in OCP and CMP.	Assisting the FVRD with a new Regional Growth Strategy. Working with the ALC.
<b>Engage the Community</b>	Provide community forum venues on major issues under consideration.	Public Meetings.	Held Open House on DCC's in conjunction with the Development Process Advisory Committee. Held public meetings in Ryder Lake, Yarrow, Rosedale and Greendale for the Rural Issues Advisory Committee. Held Public Open House and Community Cafe style meetings for the Official Community Plan Update. Held community focus groups meetings and completed public survey to provide input for Parks, Recreation & Culture Strategic Plan.
			Staff attended Canadian Homebuilders Association functions regularly; liaised and continued to build relationships with members of our development community.
			Staff provided the Commercial & Industrial division of the CADREB with an educational session on the processes involving land development. Topics covered included rezoning, TUP's, subdivisions, building permits and upcoming changes to Medical Marijuana Purposes Regulations.

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	Provide relevant information through the City website, Greenheart News and the Leisure Guide.	Leisure Guide, Greenheart News, Annual Report, Tax Insert made available. Updated website regularly.	All done to satisfaction. Met statutory deadline for presentation of Annual Report.
	Work closely with Committees of Council.	Committees meet regularly, have Council representation and provide feedback to Council.	All Committees active during year.
	Work cooperatively with senior government elected officials.	Meet regularly with MLA's and MP to review mutual issues.	Individual meetings have occurred as needed to discuss specific issues. These meetings will continue and joint group meetings will be scheduled.
	Ensure timely and accurate information to the community.	Information provided.	A social media presence was established on Facebook and Twitter in 2011 and timely updates are provided on a regular basis. Staff regularly answer questions and concerns posted on social media and have drafted a social media policy.
	Meet regularly with Ratepayer groups.	Meetings undertaken.	Met with Promontory Ratepayers, Yarrow Ratepayers and BIA groups.
<b>Develop and Maintain a First Rate Work Force</b>	Have recruiting strategies that attract the brightest and the best.	Qualified applicants.	71 posted positions to date for 2013 filled with qualified employees, including 27 new employees to the organization.
	Undertake on-site training for employee development, as well as encourage employee professional development.	Employees taking relevant professional training, approved by manager prior to training event.	400 transactions of employer-sponsored education sessions that provided employees training and professional development opportunities. A wide variety of courses were approved in 2013. From industry-driven and certification-based courses that are required or recommended to enhance leadership and soft skill training that enhances productivity and a variety of other skills and abilities. To date as of October 21, 2013, 76% of the training budget has been utilized.
	Provide opportunity for internal advancement.	Employee movement and turnover.	44 employee changes have occurred to date in 2013. In each move the employee obtained a new position within the organization to advance their careers. *Note: Some internal employees have made 1 or more career or job changes.
	Offer a competitive compensation package and employee programs.	Comparison to other communities.	Municipal group of 10 surveys conducted throughout 2013 to verify competitive rates on individual positions.
	Workplace safety.	Number of workdays lost per year due to injury.	7 workdays lost due to injury up to September 30th. As a comparison, 197 days were lost in 2012 and the 267 days in 2011.
<b>Provide Excellent Customer Service</b>	Provide customer service training to employees.	Training provided.	Provided group training for about 45 employees, including a focus on our front-line staff.
	Seek taxpayer/customer feedback.	Customer feedback system in place and followed up on.	Almost all feedback was positive. Complaints followed up on promptly.
	Provide fast and efficient service.	Timeliness of customer service.	Turn-around times met regularly. Reviewed over 112 building permits (225 hours) under the premium plan review process for building permits.
<b>Provide a Safe Community</b>	Provide the community with effective fire and life safety education in an effort to reduce the loss of life and property.	Provide fire safety and emergency preparedness education to businesses, community groups and the public.	Held approx. 250 education events involving over 5,900 persons, including education for school children, seniors, community and children's groups and local employers.
	Increase the fire and life safety in multi-family residential and senior's buildings.	Participate in "Health and Safety" inspections program. Work towards achieving fire and life safety upgrades in older apartment buildings.	Conducted approx. 480 fire inspections of multi-family and senior's residential buildings, as well as 28 health and life safety inspections with Bylaw Enforcement. Since 2009, 117 multi-family buildings have been added to our fire safety upgrade program and 62% of those have had the upgrades completed to date.

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	Plan for the response and recovery of the City and community in times of disaster. Work with First Nations to integrate emergency plans.	Exercise the City's Emergency Preparedness (EP) Plan. Complete individual City department emergency plans and attach to City's response plan.	Will conduct an EP exercise in November 2013. Participated in Tzeachten First Nations emergency exercise in October. Provided Public Information Officer training to 3 staff.
	Increase the number of on-duty firefighters in order to provide for safe and efficient firefighting operations and reduce response and entry times at fires.	Increase staffing levels to 4 firefighters on both Engines 1 and 4.	Two "flex" firefighters hired in November 2012 increased the "in-service" time of Engine 4 to 82%. This provided a more reliable and faster response to calls south of the freeway.
	Increase the training capacity for firefighters.	Staff a fire trainer position and increase the use of contracted training. Start working on the fire training site.	On site work has commenced on the fire training site west of Townsend Park. The CMP calls for a firefighter trainer in 2014.
	Support RCMP initiatives regarding drugs and drug-related crime.	Health & Safety Team (Fire, Bylaw and RCMP) work together to close and clean up residential properties. Bylaw tickets issued.	In 2012 RCMP, Bylaw and Fire Departments involved in shutting down 8 controlled substance and marijuana grow operations and the Health & Safety team conducted 120 health and safety inspections. For 2013 (to-date), involved in shutting down 9 controlled substance and marijuana grow operations and conducted 105 health and safety inspections.
	Increase the health, life and fire safety in buildings that have been used for the purpose of marijuana grow operations.	Health & Safety Team (Fire, Bylaw and RCMP) provide enforcement of Regulatory Bylaws, including remediation, in buildings that may have or have had either licenced or unlicenced marijuana grow operations.	Implement enforcement strategies including the issuance of fines, building permits and notices on title.
	Support RCMP youth program initiatives.	Youth liaison positions funded.	Funding continues. Prioritized youth high usage areas, performed youth probation checks, ran the annual RCMP youth academy, and worked with schools on youth education programs.
	Support RCMP activities in the downtown area.	Fund bike patrols, downtown RCMP station. Feedback from taxpayers.	More police presence in the Downtown Core. Crime-free multi-family housing initiatives have helped reduce crime.
	Maintain an adequate number of police officers, consistent with provincial averages.	Police to population.	Funded 1 new member and increased funding to part-time civilian staff support positions, as well as funded a new Information Officer, increased contributions to the RCMP Teams, and maintained a population to member ratio of under 800. Funding another new member and a full-time civilian support position In 2013.
	Support RCMP initiatives regarding prolific offenders.	Crime trends.	Chilliwack has seen an overall reduction in crime trends.
	Improve traffic education.	Fund and Support the Safer City initiative working in cooperation with RCMP and ICBC.	Public Safety Specialist worked with RCMP and ICBC on programs and projects to educate motorists, pedestrians and cyclists to reduce accidents.
	Improve the safety of parks and public places.	Crime Prevention through Environmental Design (CPTED) principles are applied in park and public space upgrades.	Chilliwack Crime Prevention Services office has been conducting uniform police foot patrols. Crime Free Multi-Housing Program has been providing excellent intelligence dealing with drug trafficking and prostitution within the Crime Free Multi-Housing complexes.
	Support improved coordination between social agencies in the community.	Support establishment of Healthier Community Strategic Plan Stewardship Council.	Implementation of the Healthier Community Plan (addressing homelessness, mental health, addictions and crime) begins with the establishment of a Stewardship Council and the identification of a coordinator to support it. A terms of reference for the Stewardship Council has been developed, and the inaugural meeting of the Council has occurred.