

## Objectives Measures for 2019/2020 and Progress from 2018

OBJECTIVE	STRATEGY	MEASURE	PROGRESS
<b>Financial Stability</b>	Plan for anticipated community needs.	Long-term Comprehensive Municipal Plan (CMP) updated annually.	2018 CMP to Council in December 2017.
	Fund planned capital expenditures.	Balance CMP without long-term borrowing.	All capital expenditures funded without long-term debt in 2018 CMP.
	Build reserves for anticipated and unanticipated community needs.	Maintain Unrestricted General Reserve Fund balance for unanticipated future.	2017 closing balance of \$16 million. CMP includes an annual allocation to the Unrestricted Reserve.
	Maintain a reasonable tax burden for taxpayers.	Annual tax rate increase similar to rate increase of other local governments.	Chilliwack's 2018 tax increase was 2.62%, Abbotsford was 2.47%, Maple Ridge 2.98%, and Township of Langley 2.47%.
		To have Chilliwack maintain lower municipal taxation levies on a representative home when compared to similar communities in the Lower Mainland.	Chilliwack has the lowest general municipal taxation levy, on a representative home, of the 19 Lower Mainland communities surveyed. With the inclusion of water, sewer and garbage collection fees, Chilliwack is lower by a substantially greater margin.
		To have Chilliwack maintain lower business taxation levies when compared to similar communities in the Lower Mainland in an effort to attract business to the area.	Chilliwack continues to have the lowest business class multiplier of the 19 Lower Mainland communities surveyed.
		Explore opportunities for other sources of capital and operational funding.	Available government grants successfully applied for include \$2 million grant from Ministry of Transportation and Infrastructure for the Lickman Interchange Project and a \$600,000 grant from MOTI toward the Valley Rail Trail Project. In addition, we have received a \$600,000 grant from the FVRD toward the Cultus Lake Road roundabout project.
		Identify priority projects that can be eligible for future infrastructure grants and save for the municipal funding portion.	Incorporated a savings plan into the 10 Year CMP to fund the City's 1/3 funding portion for various projects that could be eligible for future grants. This will ensure projects proceed should an application receive funding.
	New growth pays for itself.	DCC Bylaw annual review completed and rates amended accordingly.	
<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.	Investment into the annual road rehabilitation program of \$3.3 million in 2018 to allow surface condition maintenance. Incrementally increasing annually to \$3.4 million in 2019 and rising to 3.7 million by 2023.
	Maintain the utility systems.	Service delivery interruptions minimized.	Flushed 120% of water system, and replaced over 300 life expired water meters. Over 2,250 backflow prevention devices tested. Dismantled, serviced and rebuilt over 1,100 fire hydrants. Installed 441 metres of new watermain and replaced 312 metres of aging cast iron water pipes. Installed 1,602 metres of sanitary sewer lines and replaced 3,213 meters of existing AC sewer pipes. Flushed 160 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. Upgraded 3 civic building roofs. Shut down the Chilliwack Landing Leisure Centre for three weeks for repairs on the moveable floor, tile work in the pool basins and changing nanatorium lights to LED.
	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 as required. Used 36 retreaded tires. 105 heavy duty vehicles / equipment serviced and inspected quarterly in 2018 and 96 light vehicles serviced. 6 high efficiency diesel trucks, 5 hybrid cars and 1 electric car in service. 100% bio-degradable oil in 3 Parks mowers, 2 backhoes, 2 graders and 1 dump truck in Operations. Replacing standard mineral based oils with long-life synthetics oils. Completed over 3,100 repairs and preventative maintenance work orders in 2018.
	Manage airport lease.	Manage airport lease.	The airport operator presented Council with a 5 year business plan covering the period of 2017 - 2022. At this time, the focus is to extend the runway, as this is a necessary component to further the 5 year plan. This will take approximately 3 years to complete due to the cost and approvals required. Meanwhile, the airport operator has added new hangars and is in discussion with CEPCO about land needs for additional expansion.
	Protect the community from flood risk.	Remove 230,000 cubic metres of gravel from the Fraser River annually and 100,000 cubic metres of gravel from the Vedder River every second year.	No gravel removed by the Province from the Fraser River in 2018. Provincial Government reviewing Fraser River gravel management program. No gravel removed from the Vedder River in 2018 due to limited sediment accumulation between 2016 and 2018.

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		Existing funding opportunities for flood studies and dyke upgrades maximized. Senior levels of government lobbied for additional monies.	Received funding through the Province of BC for the \$4.2 million McGillivray Pump Station upgrades; the design-build project is well under way with completion scheduled for early 2019. Applied for and received funding through the National Disaster Mitigation Program for \$341,850 for updated floodplain mapping; work on the project commenced in 2018. Applied for and received \$750,000 funding through UBCM (funded by EMBC) for Fraser River bank erosion protection and downstream CHIP location and Orchard Slough Check Dam location; work to take place in 2019. Applied for funding in the amount of \$1,920,000 through the National Disaster Mitigation Program (NDMP) for raising the West Dyke (Right Bank) between Sumas Prairie Road and the Vedder Canal. EMBC has accepted the application and forwarded it to Public Safety Canada for federal consideration. Collaborated with Skwah First Nation and Shxw̓ha:y Village to review flood protection options in response to Indigenous and Northern Affairs Canada committing \$5 million in funding for the two First Nations communities. Continued support for the development of a regional approach to flood management to maximize lobby efforts to secure senior government funding opportunities.
		Open drainage watercourses and ditches in the floodplain cleaned on a 3 - 7 year cycle to maintain drainage integrity.	The 2018 drainage maintenance program saw 90,000 linear channel metres being cleaned with DFO approval.
		Drainage pumping stations to be operable at all times.	McGillivray, Collinson and Wolfe Road drainage stations inspected and operational during 2018 freshet. Transformer oil testing, infrared scanning of major electrical components, fire suppression system verification and control panel upgrades have all been completed in 2018.
		Dykes maintained to Provincial standards.	All dykes inspected and maintained in 2018 prior to freshet. West Dykes and Vedder Dykes inspected in fall 2018 prior to high winter stream flows.
	Maximize utilization of existing infrastructure.	Development directed to serviced areas.	Infill continued in 2018.
	Ensure adequate water supply.	Amount of water produced meeting daily demand.	Demand met. Stage 2 lawn watering restrictions program implemented during summer. Issued 146 rebates under 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 2018, with 1,750 water samples tested. Full-time drinking water chlorination in operation maintaining a min. 0.2ppm chlorine residual throughout the system. Key maintenance activities such as semi-annual flushing, reservoir cleaning and production well repairs have been conducted. Drinking water quality has been maintained to meet drinking water quality guidelines throughout 2018.
<b>Good Stewardship of the Environment</b>	Protect the waterways.	Effluent meets or exceeds Provincial standards.	Continues to meet Provincial standards. Biological Treatment Systems at WWTP continue to improve water quality in 2018. Preliminary design to upgrade the Inlet Works to meet demand and to improve water quality is completed and design build procurement process to construct work in progress. Completed High Strength Wastewater Pre-Treatment Facility at the WWTP to treat high strength wastewater to meet discharge water quality requirements.
		Enhancement of fish habitat.	Undertook several mitigative measures in order to preserve and enhance habitat during the annual open channel drainage maintenance program, with the support and approval of DFO. Collaborated with the Fraser Valley Conservancy and Provincial staff to remove invasive species and replant the banks of Semiault Creek with native vegetation. Worked with DFO and the Fraser Valley Watersheds Coalition to construct additional spawning and rearing habitat adjacent to the Vedder River in Peach and Salwein Creeks. Organized five salmon habitat enhancement projects in 2018, with volunteers planting hundreds of native trees and shrubs to improve riparian habitat along Stewart Creek, Dunville Creek and the Browne Creek Wetlands.
	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 #3 rules.
	Encourage waste diversion.	Increase Curbside Program waste diversion rate from 34% in 2014 to 65% by 2018.	Curbside waste diversion rate 70% in 2018, exceeding the target. Diversion is achieved through successful recycling and compostables collection programs.

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	Protect the airshed.	<p>Work with the Province to assess agricultural air quality impacts.</p> <p>Explore economically viable methane extraction opportunities. Install a gas extraction system at the Bailey Landfill.</p> <p>Reduced reliance on automobiles.</p> <p>Measure airshed greenhouse gas emissions and foster the community to become more energy efficient.</p> <p>Minimize burning.</p>	<p>BC Ministry of Environment reviewing Agricultural Waste Control Regulation, with a goal of "enhancing and improving water and air quality by ensuring that good agricultural practices are followed". Proposed changes include emission standards, testing and monitoring requirements for biomass-fueled boilers and heaters, as well as composting and nutrient management requirements to protect air and water quality.</p> <p>Continued to utilize methane produced at WWTP to run biogas boiler heat digesters. Continued with gas extraction at the Bailey Landfill in 2018. Completed Biogas Feasibility Study at the Wastewater Treatment Plant with funding assistance from FCM. Explored a couple of options to convert excess biogas at the WWTP to biomethane and subsequent retailing to FORTIS BC.</p> <p>2018 Transit service expansion included an additional 2,800 annual service hours applied to additional early morning service on the #1 Vedder, #2 Evans, #3 Chilliwack, #4 Promontory, #7 Broadway and the #8 Tyson. In addition, the #4 Promontory route was extended east to better serve the whole neighbourhood of Promontory. The early morning additions will help employees reach work in time for the start of their shift and will help people reach the FVX Regional service for the early trips to Abbotsford and Langley. On board passenger counts completed in February and October 2018 indicate that ridership on the Chilliwack transit system is growing at approximately 10% over 2017.</p> <p>Continued to facilitate sustainable transportation and encourage greater density and more efficient developments. Adopted and implemented the Chilliwack Proper and Fairfield Island Neighbourhood Plans. Amended the Zoning Bylaw to permit secondary rental suites in all single family homes and coach houses in the R1-A zone. Continued converting existing street lights to LED and requiring LED street lights for new developments. The City was recognized by the joint Provincial-Union of British Columbia Municipalities Green Communities Committee for our successful efforts to measure and reduce corporate greenhouse gas emissions for 2018. The Level 3 Measurement recognition demonstrates strong climate leadership and sets the stage for broader climate action in our community.</p> <p>Burning restrictions continue to be enforced through the Open Air Burning Regulation Bylaw. Over the last 2 burning seasons the online test that requires property owners to answer a questionnaire related to the open air burning bylaw prior to receiving their permit has proven to be successful. Fire Department staff continues to gain compliance through public education and increased enforcement by issuing tickets to bylaw violators. A public education campaign was also developed regarding best practices for indoor wood burning to minimize smoke.</p>
	Minimize energy consumption in municipal facilities.	Reduction in energy consumption.	Continued energy efficiency upgrades at municipal facilities in 2018. These include continued LED lighting conversions at Heritage Park, Evergreen Hall and the Chilliwack Landing Leisure Centre Pool. Completion of a stand-alone biogas heating system to run the industrial high strength pre-treatment facility at the WWTP.
	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 2018 the estimated annual Curbside Program waste generated was 260 kilograms per household; a significant decrease (22%) from 2017 since this was the first full year that compostables collection was in place. Zero waste initiatives included curbside recycling, compostables diversion, Waste Reduction Month programs and outreach and City Wide Garage Sales.
	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 2018 to ensure the economic sustainability of the Bailey Landfill.

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Facilitate a High Quality of Life	Provide quality parks and recreational opportunities.	Comparison to other communities. Taxpayer feedback.	<p>Chilliwack continues to provide a variety of excellent, high quality, local recreational opportunities in over 100 parks and over 100km of trails. The Greenspace Plan and the Trail Network Plan were updated in 2018 and continue to guide the vision for Chilliwack's parks and trails in the coming decade. Kensington Park in the Eastern Hillside was created alongside new development in the area. Strategic work continues along the Vedder Greenway to complete the looping of the Vedder Rotary Trail. The main nodal points along the Vedder Rotary Trail, Peach and Vedder Parks, were developed and now host playgrounds, parking, washroom buildings, picnic areas and food truck designated spaces. The new Crossing Park on the south side of the river at the Vedder Bridge is now open, with picnic areas and outdoor gym facilities. Parking lot upgrades at the Lickman Road and Hopedale Road parking lots were carried out increasing parking by 30 and 40 stalls, respectively.</p> <p>Property adjacent to Victoria Park was acquired for the park's expansion, adding to overall park space downtown. New playground equipment and other amenities were installed in Hilton Park, Mitchell Park, Bonny Park and Carmel Park and larger play structures in Townsend Park and Kinsmen Park on Portage.</p> <p>Walden Park disc golf course was expanded to 18 holes. Three dedicated pickleball courts were installed in Kinsmen Park on Portage and pickleball lines were painted on tennis courts in Wells Landing Park and Mountview Park. Outdoor fitness equipment was added to Sardis Park, Fairfield Park and Crossing Park with 30% of this equipment being wheelchair accessible. Trail work in 2018 included Allan Creek Trail, the Kensington trail from the Old Marble Hill Road to Kensington Park and additions to the Community Forest. A Grass Roots Grant application was approved in 2018 for the installation of a small community garden in Parker Park.</p>
	Enhance the connectivity between the City's recreational trail network and regional trails adjacent to City boundaries.	Feedback from FVRD, taxpayers and trail user groups.	Regional trail strategic planning was adopted in the 2018 Trail Network Plan update. We continue to seek opportunities for new trail links between the Community forest and Elk/Thurston trail. Work continues with the FVMB to plan and construct regional trail connections to Vedder Mountain.
	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. Assisted with Canada Day, Santa Parade, Terry Fox Run and Party in the Park. The 2018 Royal Bank Cup was hosted at Prospera Centre.
	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.
		Support public art.	The Chilliwack Public Art Advisory Committee (PAAC) is participating in the Evans Road roundabout art feature. Community engagement in the Canada 150 Mosaic project was completed with the unveiling occurring Canada Day 2017. Mural installed on building wall at Five Corners.
	Foster community spirit.	Recognize volunteers.	Recognized sport achievement and legacy through Chilliwack Sports Hall of Fame.
		Support community organizations.	Funded a number of organizations and initiatives through the Community Development Initiatives policy in 2017.
	Maintain, enhance and promote the natural beauty of Chilliwack.	Promote tourism.	Contract with Tourism Chilliwack.
		Portray a visually appealing image.	Three gateway signs to welcome visitors entering downtown Chilliwack were installed on Young Road at Prairie Central, Ashwell Road at Hodgins Avenue and on Wolfe Road at Townsend Park. The Vedder Rotary Trail has become a popular destination for local residents and visitors alike. Wayfinding items such as kiosks with maps and kilometre markers have been added at strategic points along the Vedder Rotary Trail. As part of the Vedder Rotary Trail connection on the north side of the river, the existing bridge abutment from the previous Vedder Bridge was retained as a viewing area off of the Vedder Rotary Trail. Interpretative information about the history of the Vedder River crossing bridges is displayed. Local First Nations created an interpretive sign board and selected the Halq'eméylem word "Ts'elxwéyeqw" to represent the traditional territory of the Ts'elxwéyeqw Tribe whose villages were around the area now referred to as the Chilliwack River Valley.

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		Provide a pedestrian-friendly community.	Enhancements along the Vedder Greenway to achieve the looping of the Vedder Rotary Trail continue. Land acquisition is complete and an additional 1.3km of trail on the south side has been completed. In the Eastern Hillside, the first section of the Allan Creek Trail from Veronika Place to Rowanna Crescent was completed and Kensington Trail from the Old Marble Hill Road to the new Kensington Park was installed in 2018. Work continues in the Community Forest with the addition of the Fireline Trail (530m), Spotlem Trail (510m) and Slug (800m). The City continues to maintain over 100km of trails. Over 300 wooden steps on the Salmon Ridge Trail were replaced with composite material steps to increase the life span of this section of trail. Neighbourhood trail links were installed to connect Fairfield Park to Bryce Road and to connect James Street Park to Walden Park.
		Through innovation and flexibility, establish standards to successfully integrate hillside development within its unique natural context.	Zoning Bylaw Amendment applications on sites that have natural slopes of 20% or more are accompanied by additional development approval information to illustrate conformance with the Hillside Development Standards Policy.
<b>Attract &amp; Maintain Business Growth</b>	Contract with CEPCO for economic development.	New businesses locating in Chilliwack.	Non-market business/industry assessment increased in 2018 as a result of new business attraction.
	Encourage redevelopment in the downtown area.	Work cooperatively with CEPCO in setting mutual priorities. Provide revitalization tax exemptions (RTE) through the Revitalization Tax Exemption Bylaw. Facilitating an environment for downtown revitalization.	CEPCO contract renewed in 2014 for a 5 year term. There was one application for RTE within the downtown area for a commercial renovation on Alexander Avenue in 2018. In September 2017 the City of Chilliwack and CEPCO issued an RFP for the purchase and development of a 3.75 acre development site in downtown Chilliwack. The contract was awarded in May 2018 to Algra Bros. Developments for their innovative multi-phase proposal. The project will retain some buildings and upgrade their historic facades while creating a sustainable, walkable and vibrant city centre.
	Create an environment that is positive to business creation.	Comparison of taxes and fees, and timing of service delivery.	Chilliwack provides low business taxes and fees in comparison to other Lower Mainland communities. Through the Industrial Revitalization Tax Exemption Bylaw (2011), the City had 2 applications in 2018 for Luster Products and Level Fab. NAIOP: Survey results for 2018 have not yet been made available, however, it's expected that the City will continue to have the lowest commercial to residential property tax burden and be one of the best for development application and permit turnaround times.
	Ensure plans are in place to facilitate regional growth predictions.	Regional growth accommodated in OCP and CMP.	The 2040 Official Community Plan was adopted in 2014, the Regional Growth Strategy goals were incorporated into the OCP. In 2018 the City undertook neighbourhood planning for Chilliwack Proper/Fairfield Island to guide decision making/ensure OCP and RGS growth management goals are met.
<b>Engage the Community</b>	Provide community forum venues on major issues under consideration.	Public Meetings.	Held Open House on Zoning Regulations for Retail Cannabis in advance of the implementation of the federal Cannabis Act. City staff engaged the community on a wide variety of subjects, including the new curbside collection program, playground replacement, transit expansion, updates to the Building Act, roundabout safety, wildfire preparedness, road safety, neighbourhood planning and more. Parks Operations hosted public engagement sessions in Cottonwood Mall and at the Chilliwack Fair on a wide variety of subjects including outdoor exercise equipment, the looping of the Vedder Rotary Trail, the Experience the Fraser Trail and updates to the City's Greenspace and Trail Network Plans. Park meetings were held in community parks to receive feedback from local residents on future park designs at Parker Park, Kensington Park, Emerald Park, Balmoral Park and Mountview Park. Staff continue to attend Canadian Homebuilders Association functions regularly; liaised and continued to build relationships with members of our development community.
	Provide relevant information through the City website, newspaper and radio ads and the Leisure Guide.	Leisure Guide, Annual Report, Tax Insert made available. Updated website regularly.	All done to satisfaction. Met statutory deadline for presentation of Annual Report. Departments regularly place newspaper and radio ads. Each department regularly updates the website in order to ensure the information remains current and timely. The tax insert is mailed out annually with property tax notices; this includes an interactive PDF version for residents that prefer not to receive a paper notice in the mail.
	Work closely with Committees of Council.	Committees meet regularly, have Council representation and provide feedback to Council.	All Committees active during year.

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	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, on Instagram in 2018 and timely updates are provided on a regular basis. A social media policy is in place and staff regularly answer questions and concerns posted on social media. The City has 7,064 followers on Facebook, 5,673 followers on Twitter and 1,028 followers on Instagram.
<b>Develop and Maintain a First Rate Work Force</b>	Have recruiting strategies that attract the brightest and the best.	Qualified applicants.	To date in 2018, there have been 102 job postings for 160 positions. As of November 9, 2018, 50 new employees have started with our 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.	Various training took place throughout the year, focusing on professional development, skills-based operational and certification training and Health and Safety.
	Provide opportunity for internal advancement.	Employee movement and turnover.	53 employees have changed positions within the organization to date in 2018. In each move, the employee obtained a new position within the organization to advance their careers.
	Offer a fair compensation package and employee programs.	Periodic reviews of compensation in consideration of job content and internal equity.	Collective agreements for CUPE and IAFF, which address unionized employees' compensation packages, are in place until 2019. Exempt staff packages are reviewed annually as per our Municipal Officers and Employees Bylaw.
	Workplace safety.	Number of workdays lost per year due to injury.	136 workdays lost due to injury up to September 30th (est.). A comparison to the number of days lost in previous years is as follows; 16.5 (2017) 81 (2016), 177 (2015), 49 (2014), 41 (2013), 197 (2012) and 267 (2011).
<b>Provide Excellent Customer Service</b>	Provide customer service training to employees.	Training provided.	Provided group training for all employees.
	Seek taxpayer/customer feedback.	Customer feedback system in place and followed up on.	Concerns and issues followed up on promptly.
	Provide fast and efficient service.	Timeliness of customer service.	Volume of building permit applications for 2018 has softened slightly, moving towards 2016 levels while still remaining historically very strong. In order to manage turn around times, additional plan review/inspection staff remain. Premium plan reviews remain suspended to allow staff to work on regular applications during non-regular work hours. Customer service by staff at the counter and in the field remains exceptional.
		Building Inspection report efficiency improvement.	All building inspection reports are now recorded electronically and field reports are sent directly by email to property owners, applicants and builders.
	Provide enhanced and proactive bylaw enforcement.	Expand proactive enforcement to early mornings, evenings and weekends on a seasonal and as-needed basis.	Two seasonal Bylaw Enforcement Officers were again hired in the spring of 2018 to provide support to the full-time Bylaw staff and to provide evening and weekend services. The focus of these officers is to proactively patrol neighbourhoods, parks and trails on foot and bicycle with voluntary compliance and education as their primary mandate. The seasonal officers have had over 2,000 interactions with the public in the first five months of their employment.
<b>Provide a Safe Community</b>	Provide the community with effective fire and life safety education to prevent and reduce the loss of life and property.	Provide fire safety and emergency preparedness education to businesses, community groups and the public. Revise the existing community risk assessment (CRA) and continue to develop community risk reduction programs (CRR).	Delivered 165 fire safety and emergency preparedness education sessions to over 3,800 persons, including education for school children, seniors, community groups, local businesses, First Nations and gated communities. Fire Department developed and implemented our new Home Safe Fire Prevention Program. Fire Department staff replaced 18 smoke alarms. The community risk assessment (CRA) is being updated and revised and is 40% complete.
	Increase fire and life safety in multi-family residential buildings and gated communities.	Continue to work with building owners to upgrade their fire and life safety protection in older apartment buildings.	One hundred and sixteen (116) multi-family residential buildings are currently on our fire and life safety upgrade program with 89 (76%) of the upgrades completed.
	Plan for the response and recovery of the City and community in times of disaster. Work with First Nations to integrate emergency plans.	Complete individual City department business continuity plans and attach to City's response and recovery plan.	Researched and reviewed business continuity planning methodology and employee engagement best practices. Through the 2018 freshet event, staff engaged 2 First Nations on emergency plan integration and joint planning opportunities. Work continues to re-focus the business continuity planning process through increased engagement with City staff.
	Develop a sustainable and comprehensive emergency management training program.	Exercise the City's Emergency Preparedness (EP) Plan.	Delivered one exercise on emergency management situational awareness and emergency operations centre (EOC) structure. Completed section specific training for each EOC function. Several staff completed various emergency management training courses from the JIBC.

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	Increase the number of on-duty firefighters to reduce response times and provide safe and effective firefighting operations.	Increase staffing levels to 4 firefighters on both Engines 1 and 4 on a 24/7/365 basis.	Two (2) "flex" firefighters will be hired in 2018. The staff increase will provide an "in-service" time for Engine 4 (Sardis) of 97% and will provide for a safer, effective and faster response to incidents south of the freeway.
	Increase the quality and quantity of firefighter training, education and preparedness.	Expand training programs to include leadership and health and wellness education for all career and paid-on-call firefighters. Continue to work on the fire training centre site. Meet or exceed the competency requirements outlined in the BC Fire Service Minimum Training Standards Playbook.	Continue to develop more career staff as instructors and increased the use of contract trainers. Twenty one (21) POC firefighters completed the Team Leader program and eight (8) career firefighters completed the Fire Officer 1 program. On-site work continues on the fire training centre, located west of Townsend Park, with 2 new structures and various firefighting props constructed on the site. Continue to adopt and implement best practices and industry standards for firefighter training. Continue to implement competency requirements outlined in the BC Fire Service Minimum Training Standards Playbook.
	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 2017, the Health & Safety Inspection Team (RCMP, Bylaw, Fire Department & Technical Safety BC) shut down 6 controlled substance and marijuana grow operations, conducted 6 medicinal grow operations and conducted 82 health and safety inspections. 2018 to-date, the Team has shut down 5 controlled substance and marijuana grow operations, conducted 1 medicinal grow operation inspection and conducted 35 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.	Implemented enforcement strategies including the issuance of fines, building permits and notices on title.
	Address homeless issues.	Develop a Homelessness Action Plan	In 2018 implementation of the Homelessness Action Plan included: <ul style="list-style-type: none"> <li>- expedited zoning for 92 "Housing First" units with high supports and a 20 bed youth treatment centre. Capital and operational funding for the 92 units is provided through the Province's Rapid Response to Homelessness Initiative. The City's contribution is \$700,000 plus fee waivers (approximately \$1 million in fees). The 20 bed youth treatment centre will be operated by PCRS with funding from Fraser Health. These projects open in 2018.</li> <li>- establishment of an Integrated Case Management (ICM) Team to support Housing First, funded by the Province and operated by Fraser Health in conjunction with Rain City Housing.</li> <li>- \$109,400 in development fee waivers for Chilliwack Society for Community Living and the Salvation Army Modular Shelter, providing affordable housing for adults with developmental disabilities and increasing the number of year round emergency shelter beds from 11 to 68.</li> <li>- \$30,000 contribution to the Housing Hub pilot project, to help people acquire and retain affordable rental housing.</li> <li>- expedited zoning for the Paramount Project, a mixed use, office and 44 units of affordable rental apartments for seniors, proposed by Chilliwack Community Services. The City and CEPCO have committed contribution of two sites in the downtown, contingent on provincial funding.</li> <li>- continued work with local service providers to develop second stage housing for youth.</li> <li>- ongoing support of Chilliwack Healthier Community has resulted in increased coordination of outreach services, continued landlord engagement, development of a mental wellness guide, work towards a poverty reduction action plan, a seniors services expo, increased collaboration with first nations service providers.</li> </ul>
	Support RCMP activities in the downtown area.	Co-ordinate efforts with the RCMP and the downtown RCMP station.	Have worked co-operatively on trouble buildings and hotspots. Addressing homeless issues. Bylaw Enforcement, private security and RCMP conduct proactive daily foot patrols to promote a visible presence in the downtown business areas and parks.
	Maintain an adequate number of police officers, consistent with provincial averages.	Police to population.	Funded 5 new members for 2018. Increased funding towards the RCMP Integrated Teams, and maintained a population to member ratio of under 800.
	Support RCMP initiatives regarding prolific offenders.	Crime trends.	Chilliwack does have higher case loads per member and has funded 5 additional members for 2018 and 19 members over the past 4 years.
	Improve traffic education.	Fund and support the Safer City initiative working in cooperation with RCMP and ICBC.	Public Safety Specialist created and managed initiatives with Safer City partners focusing on motorists, pedestrians and cyclists in an effort to reduce local crash statistics and broaden road safety knowledge.

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	<p>Improve the safety of parks and public places.</p>	<p>Crime Prevention through Environmental Design (CPTED) principles are applied in park and public space upgrades.</p>	<p>Mobile security patrols continue - 3 patrol vehicles working overnight and 1 additional patrol working during daytime hours to provide 24hr coverage. Patrols concentrate on downtown core - Central Park, Salish Park, Library. Night patrols ensure any temporary shelters in parks are removed at the prescribed time. Patrols prevent the set up of shelters in prohibited locations. High visibility patrols were conducted throughout the year with RMCP, Bylaw and contracted security firms to ensure the downtown and various commercial areas. Parks are being assessed using CPTED principles and visually obstructive vegetation is being removed to allow for clearer lines of sight.</p>
	<p>Support improved coordination between social agencies in the community.</p>	<p>Support the Chilliwack Healthier Community partnership.</p>	<p>The City continued to provide funding, meeting space and in-kind staff support for the Chilliwack Healthier Community Partnership. Active initiatives include Housing First project development, community awareness and landlord strategies, mental health in the workplace, First Nations Cultural Awareness training. Monthly partner events support increased awareness of programs and networking and coordination amongst agencies.</p>