

2016 Annual Report



South Interlake
Planning District



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Message from the General Manager

On behalf of the South Interlake Planning District (SIPD), I proudly present our 2016 Annual Report.

Municipalities and Planning Districts are being met with increasing demands and rising costs with their service delivery, but I believe that the South Interlake Planning District staff are up to the task and working hard to administer an effective and reliable public service on behalf its four member municipalities, the Rural Municipalities of Rockwood and Rosser (including CentrePort), and the Towns of Stonewall and Teulon.



The Annual Report is reflective of this and provides the SIPD Board, member municipal Councils, and citizens with a comprehensive progress report including a summary of SIPD's service in 2016, and a brief overview of strategic projects planned for 2017.

The most significant undertaking in 2016 was the SIPD's completion of a comprehensive organizational review. HMC Management Inc. (HMC) was retained by the SIPD Board in 2015 to conduct a review of the SIPD operations, and determined several strategic areas that required enhancement: governance, structure, staffing, and operations. The review resulted in 19 specific recommendations, several of which involve the development and implementation of organizational and governance related policies and bylaws, including those related to Board procedures, Board orientation, and human resources.

As part of the implementation of the organizational review, the SIPD Board appointed me as the new General Manager of the SIPD in August of 2016. I join the SIPD team as a professional land use planner with more than 15 years of successful professional experience, having worked in several managerial positions, in both the public and private sectors, throughout Canada.

The organizational review has resulted in a tremendous amount of change in a short period of time for the SIPD. While this has provided some challenges, I strongly believe that the SIPD's operations are becoming more efficient and effective with each passing week. This continued progress will be an organizational focus in 2017, during what is expected to be another busy and productive year for our service.

I thank the SIPD Board for the opportunity to serve them, and I know that the SIPD's team looks forward to continue serving the member municipalities and their citizens in 2017, ensuring that development is responsibly planned and managed throughout the Planning District.

Sincerely,

A handwritten signature in black ink, appearing to read 'Eric Shaw', with a stylized flourish at the end.

Eric Shaw, MCIP, RPP
General Manager

Vision, Mission and Values

Vision

The "vision statement" is a forward-looking statement that paints a broad picture of what the organization wants to achieve. The statement guides the development of organizational values, goals, and objectives. In October 2016, the following vision statement was developed by the South Interlake Planning District (SIPD) Board with the assistance of HMC Management:

“Sufficiently resourced and appropriately governed, South Interlake Planning District provides services and direction for its members and customers at an optimal level.”

Mission

A “mission statement” clarifies the purpose and primary, measurable objectives of the organization. A mission statement is meant for employees and leaders of the organization. In October 2016, the following mission statement was developed by the SIPD Board with the assistance of HMC Management:

“To facilitate responsible land use planning and development within the South Interlake Planning District.”

Corporate Values

Corporate values shape the culture of an organization. They are the essence of the organization’s identity – the principles, beliefs, or philosophy. Many organizations focus mostly on their technical competencies but often forget that their values define who they are and how they operate. In October, 2016, the following corporate values were developed by the SIPD Board with the assistance of HMC Consulting:

- 1 Integrity:** Consider our moral and ethical obligations to all of our stakeholders when making decisions and taking action;
- 2 Collaboration:** Genuinely seek and value the input, perspectives and expertise of others, and encourage ideas and appreciate feedback from the outset;
- 3 Accountability:** We will be transparent and accountable to our members and their citizens, providing easy access to information, an outstanding customer service experience, and meaningful opportunities to participate in the planning process;

- ④ **Honesty:** Each of us demonstrates personal integrity, truthfulness and honesty in how we do our job. We inspire public confidence and trust in our organization;
- ⑤ **Equity:** Regulations and decisions will be applied equitably;
- ⑥ **Professionalism:** The SIPD Board and staff are expected to act professionally in all of our dealings with our customers.

Changes in 2016

The past year has been defined by a number of changes for the South Interlake Planning District (SIPD). Three particular changes resulted in significant impacts on the organization. The first change involved the SIPD's operational review, which resulted in a number of recommended enhancements to the organization. Secondly, following on the heels of the operational review were several impactful staffing changes, including the hiring of a new General Manager and two new administrative personnel. Finally, in late 2016, the SIPD also began a strategic planning process with the intention of creating greater focus and accountability for the organization. An overview of these changes are discussed in greater detail in this section of the Annual Report.

SIPD Operational Review

In 2015, the SIPD Board retained the services of HMC Management to carry out a comprehensive operational review of the SIPD organization. The purpose of the review was to identify aspects of the organization that required enhancement and improvement, with a specific focus on governance, organizational structure, staffing, and the SIPD operations. The review, led by Dean Yaremchuk of HMC Management, required extensive interviews of SIPD Board members and staff, as well as a forensic review of the SIPD's day-to-day operations. The review was completed in 2016, resulting in HMC Management's final report to the SIPD Board, which included 19 specific recommendations for the Board's consideration.

One of the most notable recommendations involved the restructuring of the organization from a hierarchical structure to a "flatter" structure, whereby all staff report directly to the General Manager. This was determined to be a simpler and more efficient reporting structure for the SIPD, which is a small organization consisting of just five staff. In addition, HMC Management recommended that the SIPD Board recruit a new General Manager who possessed extensive technical experience in the planning and development field, as well as the necessary managerial experience required to oversee the revamped SIPD operations.

Figure 1 below reflects the SIPD's new organizational structure:

Figure 1: SIPD's New Organizational Structure



The organizational review also identified a number of deficiencies in terms of the organization’s policies and procedures. In particular, HMC Management recommended that the SIPD Board develop and adopt the following policies, bylaws, and procedures:

- Organizational Bylaw *(complete)*
- Procedural Bylaw *(complete)*
- Corporate Vision, Mission, and Corporate Values *(complete)*
- Detailed Monthly Activity Report *(complete)*
- Performance Review Policy / Process *(partially completed)*
- Comprehensive Human Resource Policy *(partially completed)*
- Comprehensive Governance Policy
- Board and Staff Orientation Policies
- Exit Interview Policy / Process

Several of these new policies, bylaws, and procedures have since been adopted, or are in-progress, whereas others are expected to be in place by the end of 2017.

Staffing

A number of significant staffing changes occurred in 2016. Table 1 below identifies the various staff changes over the year. Despite the managerial and administrative flux, the SIPD was able to maintain its workload with relatively minor disruption to client service. However, the absence of managerial support and general shortage of staff capacity has resulted in some backlogging and incomplete files. This is expected to be rectified by staff in early 2017.

Table 1: Employees of the SIPD in 2016

| SIPD Staffing | Position | Dates worked in 2016 |
|-----------------------|--------------------------|----------------------|
| David Klausen | Chief Building Inspector | Entire Year |
| Deryl Brook | Building Inspector | Entire Year |
| Laura Beech | Administrative Assistant | Apr 15 - Dec 31 |
| Cheryl Frederickson | Administrative Assistant | Jan 1 - Aug 31 |
| Eric Shaw | General Manager | Aug 2 - Dec 31 |
| Roberta Van Caeyzeele | Acting Manager | Jan 1 - Mar 18 |
| Natalie Yourchek | Administrative Assistant | Dec 12 - Dec 31 |

Roberta Van Caeyzeele was the Acting Manager for the SIPD between January and March 2016, after which she left the SIPD to pursue other professional opportunities. Ms. Van Caeyzeele remained on contract in with the SIPD in 2016 in order to provide periodic orientation, training, and support for new staff in absence of written protocols and procedures.

A significant outcome of the organizational review was the hiring of Eric Shaw in August 2016 as the new SIPD General Manager and Development Officer. Eric joined the SIPD with more than 15 years working as a professional land use planner in a variety of director and managerial positions across the country, in both the private and public sectors. Eric is a full member of the Canadian Institute of Planners and is a Licensed Professional Planner in the Province of Manitoba. Mr. Shaw's knowledge and experience in the planning and development profession will help to ensure development applications are carefully reviewed and managed in accordance with The Planning Act. In addition, Eric will be actively involved in the reviews of the member municipal Zoning Bylaws and the SIPD Development Plan.

At the approval of the SIPD Board, the contract hiring of Laura Beech took place in April 2016 and provided much needed relief as SIPD staff entered their busy building season. Laura Beech provided the sole frontline administrative support for the SIPD from September to December 2016, and has become an integral resource for the organization.

Administrative Assistant, Cheryl Frederickson, took a long-term leave from the SIPD for several months in late 2016. As a result, the SIPD hired Natalie Yourchek as a temporary full-time Administrative Assistant (three month contract) in December 2016 to backfill Cheryl's position for the interim. Ms. Frederickson has recently left the SIPD.

David Klausen, Senior Building Inspector, and Deryl Brook, Building Inspector, continue to proudly serve the SIPD by managing a significant volume of building permit applications for a wide variety of projects throughout the Planning District. The Inspectors' comprehensive knowledge of the ever-evolving Manitoba Building Code remains an invaluable asset to the SIPD.

Despite several significant staffing changes in 2016, and some of the associated challenges that come with high staff turnover, the SIPD Board and current staff now look forward to a more consistent, productive, and successful 2017.

Strategic Planning

On October 27, 2016, Dean Yaremchuk and Larry Lang of HMC Management Inc. brought the Board members and the General Manager together for a planning session to develop the constructs of a new strategic plan for the SIPD organization. Issues and benchmarking (strengths, areas to improve, opportunities and threats) were identified during the session, and priority projects and tasks for the General Manager's six-month work plan were also discussed and validated. The Vision, Mission and Corporate Value statements, presented earlier in this report, are also results of planning session. The session as a whole identified areas in which the SIPD can work collectively on and develop in the coming months in order to realize the long-term Vision for the SIPD.

Following the October strategic planning session, HMC Management submitted a draft Strategic Plan to the SIPD Board for review. The Strategic Plan, which remains an un-adopted draft, will be customized by the SIPD Board in the months ahead to ensure it will serve the organization as a

vital guiding document to help focus and enhance the SIPD's delivery of planning and development services.

Development Applications

Summary

The General Manager and Development Officer is primarily responsible for managing all development applications received by the South Interlake Planning District (SIPD), with support provided by administrative staff. Development applications were reasonably steady in 2016, with a total of 59 applications received and managed by the SIPD. While application levels were somewhat lower than in recent years, the SIPD staff were kept busy with the applications, particularly considering the notable staffing shortages and changes in the first half of 2016.

Development Plan amendment, Zoning Bylaw amendment, and Subdivision applications involve a technical review by various governmental departments and agencies, resulting in a consolidated technical staff reports prepared by the Community & Regional Planning Branch (Interlake) of the Manitoba Department of Indigenous and Municipal Relations. These reports provide important analyses and recommendations which are carefully considered by member municipal Councils and the SIPD Board before making their decisions on the applications. The SIPD appreciates the continued involvement and support provided by Community & Regional Planning on these files.

Variance, Minor Variance, and Conditional Use applications are solely managed by SIPD staff. These applications require the careful review of applicable SIPD Development Plan policies, Zoning Bylaw regulations, relevant development agreements, and other Provincial requirements and/or regulations that may apply. Reports for these applications are prepared by the General Manager and are then presented to the appropriate municipal Council. The SIPD staff is also responsible for the preparation of associated Public Hearing notices.

In 2016, the SIPD established a new practice of ensuring that SIPD staff attend all Public Hearings and applicable Council meetings to ensure that questions on development applications are adequately answered. This is a practice that will continue indefinitely.

Development applications can be very time consuming depending on the quality of the submission (i.e., accurate plans, clear letters of intent, etc.). SIPD staff spend significant time educating applicants on the importance of clear and complete submissions. One of the reasons attributed to this is the SIPD's inadequate website. In 2017, the SIPD intends to redesign and relaunch its website, after which it will serve as reliable educational resource for applicants. In the future, staff are hopeful that information and instructional guides provided online will be regularly used by applicants, resulting in improved submissions.

The R.M. of Rockwood continues to be the busiest of the four member municipalities in terms of development applications. The R.M. of Rockwood's 40 applications accounted for 67% of all development applications received (59). Most of these applications involved a wide variety Conditional Use and Variance requests. In addition, the R.M. of Rockwood also had the highest number of subdivision applications (7), of which most involved subdividing off existing farmstead sites from a large agricultural holdings.

Volume and Type by Municipality

Figure 2 and Table 2 below provide a summary of development applications that were active during the reporting period of January 1, 2016 to December 31, 2016:

Figure 2: Volume of Development Applications (2016)

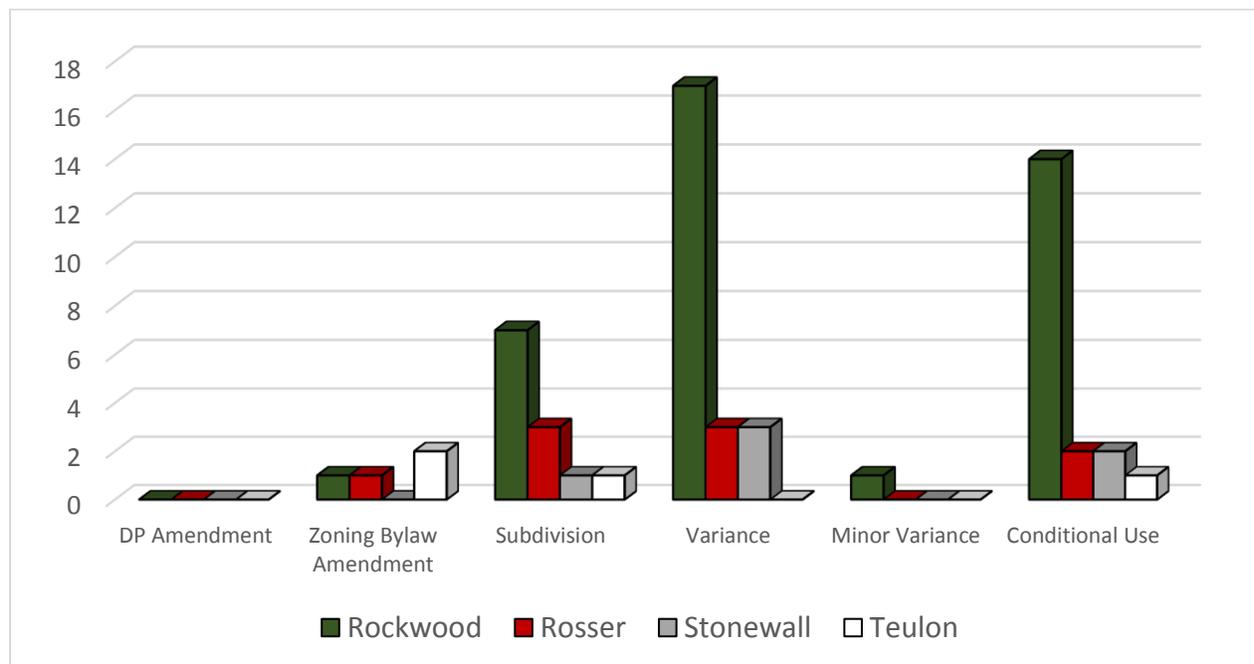


Table 2: Volume of Development Applications (2016)

| Application Type | Rockwood | Rosser | Stonewall | Teulon | Total |
|----------------------------|-----------|----------|-----------|----------|-----------|
| Development Plan Amendment | 0 | 0 | 0 | 0 | 0 |
| Zoning Bylaw Amendment | 1 | 1 | - | 2 | 4 |
| Subdivision | 7 | 3 | 1 | 1 | 12 |
| Variance | 17 | 3 | 3 | - | 23 |
| Minor Variance | 1 | - | - | - | 1 |
| Conditional Use | 14 | 2 | 2 | 1 | 19 |
| TOTAL | 40 | 9 | 6 | 4 | 59 |

Building Construction

Summary

The scope of issuing Building Permits has changed quite considerably in recent years. There is considerably more research and administration involved, and new regulatory requirements have increased the scope of projects and added complexity to SIPD's regulatory service. Changes to the Manitoba Energy Code in 2016 and pending changes to the Manitoba Building Code in 2017 are just the latest changes that impact the building industry.

In addition, the evolution of technology and the internet age has also influenced expectations of public services, including a growing demand for expedient answers to often complex inquiries. Despite these changing expectations, which impact all aspects of local government, SIPD's staff remain dedicated to responding to inquiries with accurate information as quickly as possible.

An ongoing challenge in 2016 concerns the quality of building plans being submitted to the SIPD for review. The quality of residential building plans continue to range from excellent, where a plan review can be completed in a short time, to poor, where Deryl Brook may spend a number of hours making dozens of plan notations and chasing Professional Engineers for approval attachments in order to process the permit. Similarly, commercial plan submissions in 2016 have occasionally been incomplete, with electrical, mechanical, and HVAC plans submitted after the architectural and structural plans have been reviewed and approved. When this occurs, David Klausen may be required to chase applicants for weeks or months in order to complete files and issue permits. It's not entirely clear why this continues to be such a challenge, however, the SIPD's building inspectors continue to work hard to communicate their expectations to property owners and contractors about what an adequate application submission must entail, in order to avoid problems and delays with the issuance of building permits.

The most significant building permit this year was the addition to the Lions Manor in Stonewall. The building addition is now proceeding with the fourth floor of the east section, and the third floor of the north section. Other notable construction in Stonewall included ongoing home construction in the latter phases of the Stone Ridge Development. Also, the Quarry Ridge Development in the southwestern part of Stonewall saw the first residential foundations constructed in early August 2016. SIPD anticipates significant new construction in this area in 2017.

The major construction project in Teulon in 2016 included the Fifth Avenue Estates townhouse development (12 units). The initial suites are expected to be occupied in the coming weeks. SIPD inspectors have met with the contractor to ensure safety measures are in place for the initial residents as the subsequent units are completed.

In the rural areas of R.M. of Rockwood, there have been a great number of new detached accessory buildings of various sizes, and for a variety of uses, as well as numerous decks. Also, there have been a significant number of additions and renovations, however, fewer new homes. Where there has been some new residential development, the majority has been focused in settlement areas, such as Balmoral, Stony Mountain, and Gunton. The Rockwood Industrial Park has seen the addition of two new plumbing shops, two trucking businesses (in permit stage), and one pending storage building. As well, several community projects have advanced in 2016, including the completion of old school building at Prairie Dog Museum, and the completion of the Community Hall kitchen and washroom renovation in Argyle. There was also significant construction activity on nearly all Hutterite colonies.

There has been very modest residential construction in the R.M. of Rosser, with most of the construction activity occurring in the CenterPort area. Both the FedEx and Canada Cartage buildings were completed and occupied early in 2016. Other notable projects include the Rosser Pumphouse, the Bird Construction commercial strip mall, and Imperial Seed’s cold storage building and their office and production building, which is expected to be complete soon. We anticipate new construction activity upon installation of the water distribution system. Until these improvements are confirmed, construction will be limited in this area, and may impact revenue levels for the SIPD.

Volume and Type by Municipality

Figure 3 and Table 3 provide a summary of building permits issued by the SIPD during the reporting period of January 1, 2016 to December 31, 2016:

Figure 3: Building Permits Issued (2012-16)

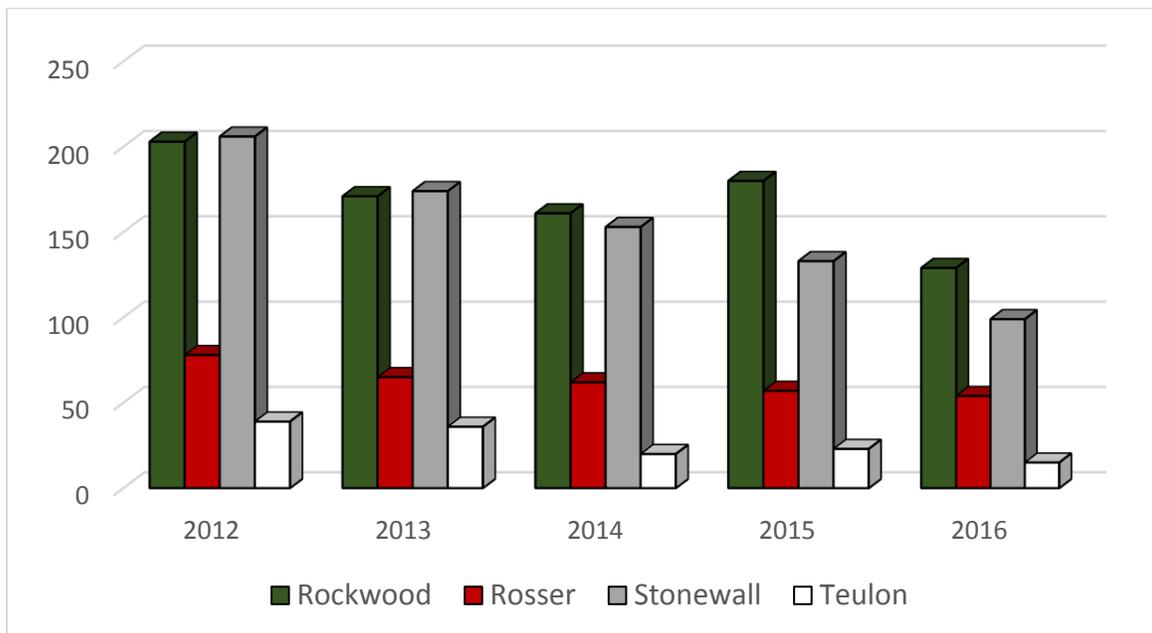


Table 3: Volume of Building Permits Issued (2012-16)

| Year | Rockwood | Rosser/CP | Stonewall | Teulon | Total |
|--------------------|------------|-----------|------------|-----------|------------|
| 2012 | 203 | 78 | 206 | 39 | 526 |
| 2013 | 171 | 65 | 174 | 36 | 446 |
| 2014 | 161 | 62 | 153 | 20 | 396 |
| 2015 | 180 | 57 | 133 | 23 | 393 |
| 2016 | 129 | 54 | 99 | 15 | 297 |
| '12-'16 AVG | 169 | 63 | 153 | 27 | 412 |

Clearly, 2016 represents a “down” year for building permit volumes in the District when compared to annual volumes for each member municipality over the previous four years (i.e., 2012-2015). Notwithstanding this, as outlined in Figure 4 and Table 4, the value of new construction in the District was only slightly lower in 2015 than in 2016 (i.e., \$481,282 less in value of construction).

Figure 4: Value of New Construction (2012-16)

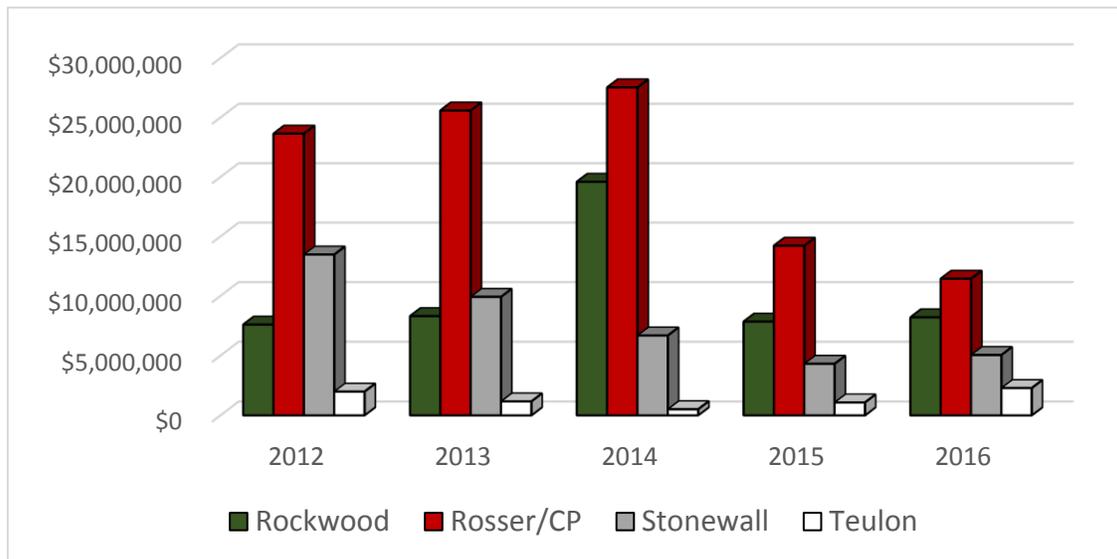


Table 4: Value of New Construction (2012-16)

| Year | Rockwood | Rosser/CP | Stonewall | Teulon | Total |
|--------------|---------------------|----------------------|---------------------|--------------------|----------------------|
| 2012 | \$7,588,095 | \$23,642,966 | \$13,471,703 | \$1,982,405 | \$46,685,169 |
| 2013 | \$8,300,893 | \$25,588,008 | \$9,916,054 | \$1,162,705 | \$44,967,660 |
| 2014 | \$19,588,947 | \$27,533,411 | \$6,680,936 | \$508,470 | \$54,311,764 |
| 2015 | \$7,843,241 | \$14,218,593 | \$4,310,215 | \$1,075,792 | \$27,447,841 |
| 2016 | \$8,197,653 | \$11,438,747 | \$5,047,893 | \$2,282,266 | \$26,966,559 |
| TOTAL | \$51,518,829 | \$102,421,725 | \$39,426,801 | \$7,011,638 | \$200,378,993 |

Table 5 provides a summary of inspections conducted by SIPD staff during the reporting period of January 1, 2016 to December 31, 2016:

Table 5: Building Permit Inspections (2016)

| Month (2016) | Rockwood | Rosser/CP | Stonewall | Teulon | Total |
|--------------|------------|------------|------------|-----------|--------------|
| January | 32 | 8 | 27 | 1 | 68 |
| February | 26 | 5 | 22 | 0 | 53 |
| March | 15 | 7 | 31 | 1 | 54 |
| April | 19 | 3 | 23 | 0 | 45 |
| May | 26 | 2 | 32 | 4 | 64 |
| June | 52 | 8 | 33 | 3 | 96 |
| July | 38 | 16 | 27 | 9 | 90 |
| August | 42 | 14 | 55 | 13 | 124 |
| September | 57 | 14 | 35 | 10 | 116 |
| October | 55 | 10 | 65 | 3 | 133 |
| November | 38 | 18 | 38 | 6 | 100 |
| December | 26 | 7 | 29 | 4 | 66 |
| TOTAL | 426 | 112 | 417 | 54 | 1,009 |

As indicated above, building permit related inspections increase significantly between May and November, which is the peak part of the construction season. It is not unusual for inspectors to conduct five or more inspections per day during this period, when contractors are busy trying to complete projects throughout the District.

Table 6 below provides a summary of the significant number of kilometres driven by SIPD inspectors for building permits during the period of January 1, 2016 to December 31, 2016:

Table 6: KMs Driven for Building Permit Inspections (2016)

| Month (2016) | D. Klausen | D. Brook |
|--------------|------------|----------|
| January | 831 | 710 |
| February | 597 | 944 |
| March | 522 | 761 |
| April | 577 | 1,020 |
| May | 262 | 945 |
| June | 752 | 1,638 |
| July | 1,394 | 828 |
| August | 419 | 1,686 |
| September | 669 | 1,544 |
| October | 766 | 1,682 |

| | | |
|-----------------|---------------|---------------|
| November | 905 | 1,323 |
| December | 365 | 1,001 |
| Subtotal | 8,359 | 14,007 |
| TOTAL | 22,366 | |

General Administrative Services

Summary

The following tables provide a summary of general administrative activities conducted by SIPD staff during the period of September 1, 2016 to December 31, 2016. No comparable records were kept prior to August 31, 2016.

Table 7: Total Administrative Activities (Sep 1 – Dec 31, 2016)

| Telephone Calls (received / made) | Emails (received / sent) | # of Staff Interactions with Customers at the Counter |
|--------------------------------------|-----------------------------|--|
| 2,683 | 2,890 | 755 |

Table 8: Monthly Average of Administrative Activities (Sep – Dec, 2016)

| Telephone Calls (received / made) | Emails (received / sent) | # of Staff Interactions with Customers at the Counter |
|--------------------------------------|-----------------------------|--|
| 670 | 722 | 188 |

Administrative Improvements

In 2016, the SIPD welcomed new, talented administrative staff to their team, including Laura Beech and Natalie Yourchek (temporary contract). Both individuals have been tremendous additions and have taken on significant responsibilities and workloads.

Laura has become a stalwart member of the SIPD team since she began work in April 2016. During the months of September and December 2016, when Laura was SIPD's sole administrative staff for the SIPD, she managed an immense workload in order to effectively answer inquiries at the counter, over the phone, and by email, and to help the inspectors process many permits. In addition, Natalie Yourchek (temporary contract) joined the SIPD in December 2016, and immediately made a positive and professional impact on the organization, managing payables, receivables, payroll, financial reporting, and file management.

In addition to their daily duties, Laura Beech and Natalie Yourchek have examined long-standing administrative tools, forms, and practices, and identified several different ways to improve their efficiency and efficacy. While some of these improvements seem simple and logical, they have taken significant focus and effort in a busy office to ensure their successful implementation. Some of the improvements include:

- Condensed and reworked existing SIPD forms and applications, both in content and appearance, to ensure a more thorough and professional product;
- Expanded the Inspections Calendar to indicate the location of inspections for the purpose of reporting metrics;

- Commenced writing a manual that detail office processes and procedures, as well as simplified “cheat sheets” which contain excerpts from the four municipal Zoning Bylaw which are frequently inquired about;
- Began the process of decreasing the amount of document duplication in the work place, reducing the filing of records from several locations down to only the necessary ones, including digital copies;
- Created a bi-weekly time keeping document for staff with running totals for their vacation and sick time, and revamped the yearly attendance sheet which now reflects vacation and sick time accrual with increased clarity and accuracy;
- Developed a new site plan instruction sheet to assist the public with preparing satisfactory application submissions;
- Established a practice of recording more detailed information in Access Database in order to reflect the entire status of files;
- Gathered information from other Planning Districts in order to investigate fee schedules and permit applications;
- Updated parts of the SIPD website by adding new applications, instruction booklets, and information sheets.

SIPD's 2016 Operating Budget

Summary

Despite a busy year defined by numerous changes, the South Interlake Planning District (SIPD) experienced a good budget year in 2016, with total year-end revenues exceeding expenditures, resulting in a surplus of \$37,071.97. This surplus was consistent with the 2016 Operating Budget which projected a year-end surplus of \$31,954.95.

At year-end, the actual revenue for the SIPD was 91% of the budgeted revenue. Notable revenue streams that under-performed slightly in 2016 include the R.M. of Rockwood building permits (short \$24k) and the R.M. of Rosser building permits (short \$21k). However, these losses were partially offset by several over-performing revenue streams, including the Town of Stonewall and the Town of Teulon's building permits (combined surplus of \$10k), and the Town of Stonewall plumbing permits (\$9k).

At year-end, the actual expenditure for the SIPD was 87% of the budgeted expenditure. Savings were experienced with salaries (savings of \$12k) and associated benefits (\$27k), due to staffing changes and the delay in hiring a new General Manager. Expenditures associated with professional consultant fees, primarily related to the organizational review, were also lower than budgeted (savings of \$13k).

Table 9 below provides a summary of the annual balances for the SIPD between 2012 and 2016:

Table 9: SIPD's Actual Revenue vs. Actual Expenditure (2012-16)

| | 2012 Actual | 2013 Actual | 2014 Actual | 2015 Actual | 2016 Actual |
|--------------------|---------------------|----------------------|----------------------|----------------------|----------------------|
| Revenue | \$460,184.15 | \$440,252.22 | \$519,545.15 | \$388,462.27 | \$461,497.15 |
| Expenditure | \$336,379.01 | \$397,887.76 | \$425,188.95 | \$411,559.67 | \$424,425.18 |
| NET | \$123,805.14 | \$42,364.46 * | \$94,356.20 * | (\$23,097.40) | \$37,071.97 * |

** Surpluses were projected in 2013, 2014, and 2016 Budgets*

Strategic Improvements Planned for 2017

Development Plan Review

The South Interlake Planning District (SIPD) hopes to obtain funding from the Community Planning Assistance Program, through the Province of Manitoba, to commence a comprehensive review of the SIPD Development Plan (2011) in 2017. Planning Districts are eligible to receive up to \$60,000 for a Development Plan projects, to a maximum of 60% of actual costs. A terms of reference and request for proposal (RFP) are being currently prepared by the SIPD, to be presented to the Board within the next few months.

Development Permits

In accordance with Section 147(1) of *The Planning Act*, no development may take place unless a development permit has been issued in accordance with the applicable Zoning Bylaw and the development complies with the permit. Over the years, the SIPD has traditionally issued building permits which include notations regarding relevant requirements of the applicable Zoning Bylaw. In 2017, the SIPD will begin the practice of issuing both development and building permits. This is expected to create increased clarity on what development is specifically allowed, and under what specific conditions, in accordance with the applicable Zoning Bylaw.

Website Redesign & Relaunch

The need for improved internal and external communication, including an improved website, was identified as a need during the 2016 strategic planning process. At present, the SIPD website does not have the strong web presence that the SIPD could have. Navigation is difficult and relevant content is lacking despite best efforts to improve the existing format. The professional look is also deficient.

All Net, a current provider to the SIPD, has provided an estimate which “includes a new design, hosting and support over the first twelve months.” Examples provided by All Net show a professional, polished site, which is easily navigated. They are the provider for numerous Municipal websites throughout Manitoba. The cost estimate provided was \$4,059.40, which is reflected in the draft 2017 Budget.

Customer Service Surveys

Our public service and community presence could be made stronger by listening to the citizens we serve. A new Customer Service Survey is now being administered from the sitting area adjacent to SIPD office. Completed surveys will be reviewed by the SIPD Board, a minimum of every quarter, to determine where potential improvements to the service need to be made. A web-based Customer Service Surveys will be instituted once the new website is up and running in 2017.

Information Technology (IT) Upgrades

At present, we are working with an abbreviated version of Microsoft Access, in which SIPD is unable to capture building information and statistical data that it requires. Accessing important property and regulatory information requires research and review from multiple sources, which causes delay. In 2017, several IT upgrades will be instituted to allow empirical data to be easily retrievable through software programs, especially designed for the SIPD needs.

Professional Development

In the 2016 strategic planning process, professional development was identified as a priority. Further investigation will take place with regards to appropriate and beneficial training for all staff, in accordance with the allotted funds in the 2017 Budget. Presentations to Board members may be made where new learnings are deemed beneficial to them.