A Special Meeting of the Strategic Priorities, Administration and Protective Services Standing Committee convened on Monday, September 21, 2009 at 3:35 p.m. in the Council Chambers, City Hall, 3000 Guildford Way, Coquitlam, B.C. with the following persons present:

COMMITTEE MEMBERS:
- Mayor Richard Stewart, Chair
- Councillor Fin Donnelly
- Councillor Barrie Lynch
- Councillor Doug Macdonell
- Councillor Mae Reid (arrived at 3:37 pm)
- Councillor Linda Reimer
- Councillor Selina Robinson
- Councillor Lou Sekora

ABSENT:
- Councillor Brent Asmundson

STAFF:
- Peter Steblin, City Manager
- John DuMont, Deputy City Manager
- Tony Delmonico, Fire Chief
- Jim Ogloff, Assistant Fire Prevention Chief
- Trevor Wingrove, General Manager Corporate Services
- Lori MacKay, General Manager Leisure and Parks Services
- Jim McIntyre, General Manager Planning & Development
- Maurice Gravelle, General Manager Strategic Initiatives
- Ron Price, Manager Human Resources
- Sheena McLeod, Manager Financial Services
- Perry Staniscia, Manager Lands & Properties
- Jay Gilbert, City Clerk
- Kerri Lore, Deputy City Clerk
- Karen Wanders, Committee Clerk
ADOPTION OF MINUTES

1. Minutes of the Special Strategic Priorities, Administration and Protective Services Standing Committee meeting held Monday, July 20, 2009

The Committee approved the Minutes of the Special Strategic Priorities, Administration and Protective Services Standing Committee meeting held Monday, July 20, 2009.

BUSINESS ARISING FROM MINUTES

There was no business arising.

REPORTS OF STAFF

2. Report of Deputy City Manager – Lands Management Cyclical Review (Introduction by Peter Steblin, City Manager and Presentation by Rick Eligott, Management Consultant)

The City Manager provided introductory comments related to the Lands Management Operational and Budget Review and introduced Rick Eligott, Management Consultant, who was retained to conduct the review. He noted that Mr. Eligott had worked for both the City of Burnaby and the Corporation of Delta.

Mr. Eligott provided an on-screen presentation relating to the Lands Management Review and highlighted the following:

- The purpose of the Lands Management Review
- The current Lands Management activities
- The emerging needs and various models for Lands Management
- The following proposed actions for the Lands Management department:
  - Confirming the City Lands Management Division (CLMD)
  - Establishing an interdepartmental Lands Management Working Group (LMWG)
  - Allocating Lands Management responsibilities
  - Adopting a process where CLMD signs off on reports
  - Creating an additional position in the CLMD
  - Approving preliminary goals for CLMD

Mr. Eligott concluded stating that a balanced approach to the City's Lands Management activities offers the best opportunity for success along with implementing the proposed actions outlined within the report.

Councillors Reid and Robinson left the meeting at this time (4:03 p.m.) and returned at 4:04 p.m.
Discussion ensued relative to the following:
- The benefits of having a licensed real estate agent in the Lands Management Division and including that requirement within the job specifications
- The need to review the City’s land inventory and to identify lands that can be retained or developed
- The importance of strengthening the City’s financial reserves
- The need to establish an Interdepartmental Lands Management Working Group
- Expanding the role of the Manager Lands and Properties and creating a new position within the Lands Management Division to support the Manager Lands and Properties
- The barriers that may exist within the City to a cooperative land management approach

The Committee agreed to divide the following staff recommendation in order to consider the two parts separately:
1. That the Consultant’s Lands Management Review dated August 31, 2009 be received for information noting that staff will be moving forward to implement the recommendations that are included in the consultant’s report; and
2. That an additional staff position be approved for the Lands Division through reallocating funds within existing budgets (net zero request).

The Committee recommends:

COUNCIL ACTION
That the Consultant’s Lands Management Review dated August 31, 2009 be received for information noting that staff will be moving forward to implement the recommendations that are included in the Consultant’s report.

(Councillor Sekora registered opposition.)

Discussion ensued relative to the proposed additional staff position for the Lands Division and included:
- The nature and required qualifications of the position and reviewing similar job positions within surrounding municipalities
- The City’s Vacancy Management Program
- Costs associated with the Lands Management Review
- Costs associated with the position
- Deferring consideration of the position to the Budget process
MOVED BY COUNCILLOR MACDONELL
AND SECONDED

That the following staff recommendation be amended to include the condition that the additional staff position for the Lands Division be approved on a revenue neutral basis, and should the position not be revenue neutral, it be brought back to Council for approval:

"That an additional staff position be approved for the Lands Division through reallocating funds within existing budgets (net zero request)."

CARRIED

Councillors Reid, Reimer and Sekora registered opposition.

MOVED BY COUNCILLOR REIMER
AND SECONDED

That an additional staff position be approved for the Lands Division through reallocating funds within existing budgets (net zero request) and on a revenue neutral basis, and should the position not be revenue neutral, it be brought back to Council for approval.

MOTION DEFEATED

Councillors Donnelly, Lynch, Reid, Robinson and Sekora registered opposition.

The Committee referred consideration of an additional staff position for the Lands Division to the next Closed Council meeting in order to discuss job qualifications, salary options and funding of the position.

3. Report of Manager Financial Services – 2010 Financial Update (Introduction by Peter Steblin, City Manager and Presentation by Sheena MacLeod, Manager Financial Services)

The City Manager provided introductory comments relating to the 2010 Financial Update noting that the City is facing challenging times which will require dramatic action.

The Manager Financial Services provided an on-screen presentation entitled “2010 Financial Update” and highlighted the following:

- The current process schedule with the on-line web forum as the final piece to the public consultation process
- The fact that two cyclical reviews have been completed thus far
- The following two key issues related to the upcoming 2010 Financial Plan:
A 2010 tax increase target of 5.27%
Continued management of the anticipated 2010 revenue shortfall through temporary reduced operational spending

- A recap of the June 29, 2010 Financial Plan meeting
- The current known cost increases and their tax impact (where the City is now)
- The three options under the 2010 Financial Plan Approach:
  - Status Quo
  - Time out year
  - Tax Tolerance
- The proposed target and related adjustments based on Option 3 - “Tax Tolerance”
- The known cost increases and their tax impact (where the City would like to be)
- The distribution of the suggested departmental cuts
- The reduction of non-emergency overtime
- Setting an $800,000 allowance for new initiatives
- The 2009 and 2010 anticipated revenue shortfall
- Setting a tax target of 5.27% and management of revenue shortfall through reduced operational spending

Discussion ensued relative to 2010 Budget considerations and included the following:
- Concerns regarding displacement of City staff
- The City's Vacancy Management Program
- The current economic situation and its effect on the City's financial position
- Approval of a target tax rate as an approach to managing the current revenue challenges
- The $800,000 allowance for new initiatives and the need to identify Council's top priorities
- The importance of maintaining existing service levels and concerns that reducing overtime will impact service levels
- The impact of departmental budget cuts on staff morale
- The feasibility of implementing a "wage freeze"
- The number of vacancies being filled by consultants and the associated costs

MOVED BY COUNCILLOR REID
AND SECONDED

That Council:
1. Approve the following financial strategies to enable staff to provide Council with a range of options during 2010 Budget considerations:
   i) Reduce Facility Capital Funding – ($950,000 or 1%)
   ii) Department Budget Cuts – ($1,000,000 or 1.05%)
   iii) Reduce the growth to the legacy fund for 2010 by 50% - ($260,000 or 0.27%)
   iv) Reduce City Overtime – ($200,000 or 0.21%)
2. Approve continued management of the anticipated 2010 revenue shortfall through reduced spending similar to the strategy utilized for 2009.

MOTION AMENDED

Discussion ensued relative to the removal of “ii) Department Budget Cuts” from the first paragraph of the motion.

Councillor Lynch left the meeting at this time (5:30 p.m.) and returned at 5:32 p.m.

Discussion continued relative to 2010 budget considerations and included:
- The importance of providing direction to staff in order to ensure focused discussions at budget time
- The need to identify specific areas of efficiencies for each department and their associated cost
- Concerns with identifying dollar amounts and percentages to be cut for each of the financial strategies
- Identifying the activities, tasks or service areas that can be cut in each of the areas listed in Attachment 1 (page 3) of the staff report

Councillor Reimer left the meeting at this time (5:35 p.m.) and returned at 5:36 p.m.

MOVED BY COUNCILLOR ROBINSON AND SECONDED

That the identified dollar amounts associated with each of the financial strategies be removed from the motion.

CARRIED UNANIMOUSLY

The Committee recommends:

COUNCIL ACTION

That Council:
1. Approve the following financial strategies to enable staff to provide Council with a range of options during 2010 Budget considerations:
   i) Reduce facility capital funding
   ii) Department budget cuts
   iii) Reduce the growth to the legacy fund for 2010
   iv) Reduce City overtime

2. Approve continued management of the anticipated 2010 revenue shortfall through reduced spending similar to the strategy utilized for 2009.

Due to time constraints, this item was deferred to the next Strategic Priorities, Administration and Protective Services Standing Committee meeting.

NEXT MEETING DATE – OCTOBER 19, 2007

ADJOURNMENT

The meeting adjourned at 5:50 p.m.

MINUTES CERTIFIED CORRECT

_________________________ CHAIR

Karen Wanders
Committee Clerk