A Special Meeting of the Strategic Priorities, Administration and Protective Services Standing Committee convened on Saturday, January 30, 2010 at 1:49 p.m. in the Coronet Room, 100 Esplanade Avenue, Harrison Hot Springs, B.C. with the following persons present:

COMMITTEE MEMBERS: Mayor Richard Stewart, Chair  
Councillor Brent Asmundson  
Councillor Barrie Lynch  
Councillor Doug Macdonell  
Councillor Mae Reid  
Councillor Linda Reimer  
Councillor Selina Robinson

ABSENT: Councillor Lou Sekora

STAFF: Peter Steblin, City Manager  
John DuMont, Deputy City Manager  
Bill Susak, General Manager Engineering and Public Works  
Lori MacKay, General Manager Leisure and Parks Services  
Sonia Santarossa, Manager Corporate Planning  
Sheena MacLeod, Manager Financial Services  
Jay Gilbert, City Clerk

REPORTS OF STAFF

1. Strategic Plan Refinement and Confirmation

This item was introduced by the Deputy City Manager who highlighted that this was the first review to be undertaken in the past three years, that no substantial changes had been proposed with regard to the five strategic goals and related directions (although some minor modifications were made in response to feedback received from the public) and that, overall, the public has indicated a high degree of satisfaction with the services that they receive from the City.
Discussion ensued relative to the following:

- That the goals expressed in the Strategic Plan provide a good representation of the interests of both Council and residents generally
- The importance of the strategic goal related to achieving excellence in city governance
- The disconnect between crime rates (which are generally decreasing) and citizens concerns regarding public safety (which are generally increasing) – and how the City can work to address this
- The difference between perception and reality and the need to be proactive in addressing such gaps – i.e., through communicating the focus of specific goals / directions / targets and how these are being met (Strategic Direction #5, under Goal #1, was slightly modified to reflect this need).

The Committee recommends:

**COUNCIL ACTION**

That Council confirm the "Strategic Plan 2009 - 2011".

2. **Business Plan Priorities**

This item was introduced by the City Manager who provided some background regarding how the list of priorities was developed by staff, its evolution and refinement, the importance of setting such priorities, and the desire by staff to receive the Committee’s input into the proposed list.

Discussion ensued relative to the following:

- The basis upon which the identified items were categorized
- The degree of emphasis placed on A priorities versus B or C priorities
- Current staff capacity and the need to balance the work with the results
- The fact that certain priorities were dependent upon the actions of other levels of government and how such “variables” could or should be addressed
- The way in which certain priorities were expressed and the benefit of modifying some in order to provide better clarity
- The process by which staff will report out on the progress towards achieving individual priorities
- The benefits of utilizing partnerships in achieving certain goals
- The link between business plan priorities and the Strategic Plan
- The costs associated with meeting certain identified targets and whether the necessary resources are in place to meet each of the priorities
The role of the cyclical review process in contributing to the achievement of certain priorities

The way in which the list was used by staff to guide their activities and the degree of urgency/attention attached to each category

The importance of pedestrian mobility – especially for young families and the elderly

The history of prioritizing work in such a manner and the degree of impact that this has had in the past

The importance of securing input from staff, given their "on the ground" knowledge, and the best means to secure real change across the organization

The importance of customer service in all aspects of the City's work and how citizens, as customers, are able to provide input on an ongoing basis

The Chair polled the members of the Committee with regard to suggested modifications to the list of Business Plan Priorities and the following changes were approved:

- Environment, Climate Change, Corporate Energy & Sustainability - changed from A to B
- Customer Services Initiatives - changed from B to A
- Development Application Process - name changed to Development Process Improvements and moved from B to A
- Land Use Planning & Area/Neighbourhood Plan Updates - moved from B to C
- Graffiti Eradication Program - name changed to Graffiti Eradication & Beautification Program - moved from C to B
- Pedestrian Mobility - moved from C to B

The Committee recommends:

COUNCIL ACTION

That Council endorse the 2010 Business Plan Priorities as amended.
With the consent of the Committee, Item 4 was considered prior to item 3.

4. **Regional Update: Governance/Committees**

The Chair introduced the item by speaking to the recent committee appointments at Metro, noting that Coquitlam had been placed on fewer committees than in previous years and that it was still not part of the Parks Committee despite having two of the largest regional parks in its boundaries.

Discussion ensued relative to:
- The best means of moving forward constructively on this issue
- The most effective way for the City to indicate its concerns to Metro Vancouver
- The proportionality of the City's appointments relative to its size amongst the members of Metro Vancouver
- The nature of Metro Vancouver's interests with regard to how it appoints members to its committees
- Current Metro Vancouver activity with regard to Colony Farm

The Chair indicated that he would follow-up on this matter and keep the members of the Committee informed as to any progress.

**Recess**

The Committee recessed from 3:16 p.m. to 3:24 p.m.

3. **Fee for Service Reporting Requirements / Operating Agreements**

The General Manager Leisure and Parks Services provided an on-screen presentation relative to the Fee for Service Reporting Requirements and Operating Agreements and highlighted the following:

- **Introduction**
  - Requests for operating and capital support
  - Outcomes and performance measures
  - Questions about lease responsibilities
- **Outline of Presentation**
  - Summary of binder information
  - Current arrangements and performance measures
  - Issues
  - Process for moving forward
- **Background**
- **Grants**
- **Cultural Grants – Financial Summary**
- **Community Grants – Financial Summary**
2009 Active Grants – Financial Summary
Community Capital Fund Grants – Financial Summary
Terms & Performance Measures
  • Capital Grants – Leased Facilities
  • Community Grants
  • Community Capital Fund

Issues
Potential Approaches
Improvement Initiatives – 10 ideas
Process

Discussion ensued relative to the following:
  • Cumulative totals of grants disbursed by the City to different organizations and groups across the City
  • Ongoing versus one time funding
  • Whether grants should be used to support core services or only special programs
  • The amount of information that the City currently gathers from organizations which receive grants and the means by which the City captures such knowledge
  • The status of the current lease agreements
  • The establishment of performance indicators and other reporting requirements
  • The City’s expectations versus the expectations of the groups receiving grants
  • The role and use of advisory bodies
  • How groups are funded in other jurisdictions
  • The ability to provide support to community organizations through other means (i.e., through the provision of specific in-house services or via access to external services which the City receives at a discounted rate)

The Committee received the report of the General Manager Leisure and Parks Services entitled “Fee for Service Reporting Requirements / Operating Agreements” for information.
The following item was dealt with prior to Item 3 on the agenda.

4. Regional Update: Governance/Committees

NEXT MEETING DATE – February 22, 2010

ADJOURNMENT

The meeting adjourned at 4:01 p.m.

MINUTES CERTIFIED CORRECT

[Signature]

Jay Gilbert
City Clerk