

19 June 1967.

TO THE MEMBERS  
OF THE MUNICIPAL COUNCIL.

Gentlemen:

Re: Industrial Co-ordination.

The question of Industrial Co-ordination within the Municipality, after considerable Council discussion, has been referred to your Reeve and Municipal Manager for recommendation.

It is deemed advisable to re-iterate, as appropriate, points previously made in order that the matter may be seen in proper focus.

The community must pay attention to its overall development. This involves location of diversified use and the standard of such use. Primarily, this is zoning - brought into effect by the Council on the advice of the Planning Director. Compatibility is a major factor. Valid public protest over the introduction of industrial or commercial development must be kept to a minimum. The type and degree of servicing - roads, water, sewers, rail and water access, schools and parks vary according to the utilization, current or proposed, of the land. Any use, poorly located, does nothing for the community. Tax advantage gained on one hand may be nullified or overtaken by heavy public expenditure to supply or augment services prematurely or unnecessarily, or eliminate nuisances otherwise avoidable. That is to say, proper realistic planning to ensure harmony and economy of use is of the essence. The promotion of a particular type of development can be a "Pyrrhic victory".

Gordon Blair, the Industrial Commissioner of Burlington Ontario, is quoted in "The Executive" of September 1963 as follows: "To-day, the most important factor as far as a company looking for a location is concerned, are the people. If they have got to relocate, then a company looks first of all at the desirability of an area for living, good schools, churches, playgrounds, libraries, social consciousness, and proximity to universities." Mr. Blair goes on to say, "We don't want industry to locate here that we don't think is going to be successful. Everything has got to be just right, otherwise they are not going to be able to pay their bills, and everyone is the loser then."

To a great degree, the area from Chilliwack through Vancouver to Squamish is one economic region made up of closely interdependent local entities. Speaking hypothetically, were this one area and one government, business development would likely be the specific responsibility of an Industrial Commissioner as is the case in Calgary where the City and the area are one and the same. Under such circumstances presumably the Commissioner would create an awareness of the existence of the area, entice potential development from abroad, promote expansion within and foster the positive civic administrative climate necessary to expedite the treatment of enquiries. The advantages of the whole area would be pressed taking into account the particular needs of the individual enterprise. Inter-municipal competition and parochialism, often detrimental to the common good, would be absent.

However, this region does comprise many autonomous governmental units. In respect of industrial development, each is faced with one of several alternatives:

1. To take no action.
2. To engage the services of an Industrial Commissioner.
3. Establish joint effort through an Industrial Commission serving the whole area.
4. To promote concept #3 with local co-ordination and follow-up.

The first alternative is clearly not acceptable. The second would involve very heavy aggregate expenditure through duplication of effort. Concept #3 is a desirable approach, but suffers from the weakness of having more than one master. Therefore, it is considered that the last is the optimum course to follow.

A survey of adjacent municipalities reveals that industrial development involves the Mayor or Reeve, Chief Administrative Officer, and the

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Planner in varying order of emphasis. In no case is there an Industrial Co-ordinator as a separate position. In effect, the approach is one of team work bringing together those areas of municipal administration most likely to be involved in the particular matter.

Many of these municipalities support the Industrial Development Commission of Greater Vancouver along with other public and private contributors.

The body is currently being re-organized under the guidance of The Honourable William Hamilton, a man of extensive experience in administration, both publicly and privately. Burnaby currently contributes \$5,008. to the support of the Commission. To function adequately the Industrial Development Commission will undoubtedly require much more financial backing and this conclusion should be accepted by Council. Furthermore, it is suggested that the cost be met entirely from government and public agencies. In this way valuable time will not be spent simply "collecting money"; and the Commission will be able to operate unfettered by possible concern for competition by private contributors.

The role of the Industrial Development Commission is seen as follows:

1. Positive skilled promotion of the area by appropriate advertising and direct contact.
2. Development of an extensive and intensive knowledge relating to member municipalities in terms of land availability, servicing, and charges.
3. Constant contact with members through their municipal industrial appointees, advising tactfully as to deficiency of potential to attract development (inadequacy of servicing) and weakness of receptivity.

In brief, the Commission attracts the prospective client to the doorstep.

Organization for industrial co-ordination within Burnaby can be divided into two parts - accommodation and function.

At the moment industrial inquiries are directed to the Land Agent who is located on the Main Floor and has other responsibilities in addition to industrial development, namely the management of municipally-owned properties privately occupied and the acquisition and disposal of properties.

It is considered advisable to create an executive floor as detailed in the report of the Manager on "Municipal Hall Alterations." This would provide space for the Industrial Co-ordinator in proximity to both the Reeve and the Municipal Manager. Reception and secretarial assistance would be common to both the Industrial Co-ordinator and the Reeve. Such an arrangement would combine both economy and efficiency. Receptivity being an important factor in positive promotion of development, the arrangement of office space to provide an attractive reception area, room for map and other illustrative material display, is essential.

The duties of the Industrial Co-ordinator would involve:

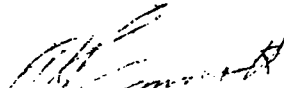
1. A thorough knowledge of Burnaby in terms of availability of land both public and private, adequacy of servicing, and property value.
2. Determination of the needs of the client and the prompt assembly of the required information.
3. Close liaison with municipal department heads to further accomplishment of development objectives.
4. Constant contact with the Industrial Development Commission and with public and private industrial and commercial developers in the region.

5. Alertness to development potential as revealed through newspapers, trade journals, et cetera.
6. Close contact with the Council through the Reeve so that co-ordination can be constantly fostered and maintained and appropriate promotion vigorously pursued.

It is therefore recommended to Council that:

1. Burnaby favour in principle increased financial support to the Industrial Development Commission of Greater Vancouver in order that the Commission may perform with maximum effectiveness.
2. The post of Industrial Co-ordinator be established.
3. The Land Agent be given an opportunity to serve in the capacity of Industrial Co-ordinator, with any other duty being subordinate to this rôle.
4. The renovations to the Municipal Hall to accommodate the Industrial Co-ordination function be carried out.

Respectfully submitted,



A. H. Emmott,  
R E E V E.



H. W. Balfour,  
MUNICIPAL MANAGER.