

ITEM	10
MANAGER'S REPORT NO.	3
COUNCIL MEETING	1979 01 08

RE: FUNCTIONAL ROLE OF THE LONG RANGE DIVISION IN THE  
PLANNING DEPARTMENT

Following is a report from the Director of Planning on his Department's Long Range Planning Division.

As pointed out in the report, the Department generally does not budget staff resources on a project-by-project basis. It is therefore not possible to provide complete information on the time by the Planning Department and other municipal staff on specific projects in order to compare the cost effectiveness of municipal staff with that of a consultant.

However, it is felt that the Division, due to continuity and day-to-day involvement with activities, can more efficiently do the vast majority of planning tasks that must be completed. In fact, consultants do not have the necessary type of on-going involvement to do the work that must be done on a daily basis.

Short range projects, and particularly those having definable parameters, are occasionally given to consultants. This practice is intended to continue to the extent that it is seen as clearly contributing to the best interests of the municipality.

RECOMMENDATION:

1. THAT the report of the Director of Planning be received for information purposes.

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TO: MUNICIPAL MANAGER 1978 DECEMBER 22

FROM: DIRECTOR OF PLANNING

SUBJECT: FUNCTIONAL ROLE OF LONG RANGE PLANNING DIVISION

RECOMMENDATION:

1. THAT this report be submitted for the information of Council.

REPORT

PURPOSE:

Arising from the 1979 Provisional Budget meetings, Council requested clarification on the role of the Long Range Planning Division in the Municipal planning process and the utilization of consultants in this process. This report provides Council with this requested information.

THE PLANNING PROCESS:

The Planning Profession is concerned with the physical, social and economic well-being of communities. Within this broad interest, a major role of the Burnaby Planning Department is to provide a practical and working framework for the management of land use, growth and change within the Municipality. To achieve this, the Department utilizes an approach which focuses its available resources on three principal areas of concern; policy formation, the preparation of plans and implementation strategies, and implementation. To best summarize the nature of these three areas and their high degree of interdependency, Figures 1 and 2 are attached which generally describe the Municipal planning process and illustrate the general areas of responsibility assigned to both the Long Range and Current Planning divisions. It should be emphasized that the two divisions are interrelated; each performing functions directed toward fulfilling the general process or sequence of events as outlined and as such are only considered as divisions for administrative purposes.

Re: Functional Role of Long Range Planning Division - Cont'd.

Long Range Planning is held accountable for a wide range of responsibilities which are most closely associated with the two areas of research and policy formulation, and the preparation of concept and development plans and implementation strategies. Recent examples of reports, programs and duties which relate to these two major areas are as follows:

- . Public Meetings, Phase One
- . Metrotown, A Development Plan
- . Community Plan, Metrotown Sub-Area 14
- . Fire Hall Study
- . Burnaby Parks Study, 1977
- . Kensington Overpass Alternatives: A Comparative Evaluation
- . Transportation Committee brochure - "Towards a Comprehensive Transportation Policy"
- . Burnaby School Study
- . A Development Program for Burnaby Lake Regional Park
- . Reference Information, Burnaby, B.C. (updated on a continuing basis)
- . Neighbourhood Improvement Program (N.I.P.)
- . Residential Rehabilitation Assistance Program (R.R.A.P.)
- . Planning Information Program
- . Implementation Report on Industrial Development in the Boundary Road-Marine Way Area in the Big Bend.
- . Guide Plan preparation for Future Comprehensive Industrial Development Areas in Big Bend.
- . Agricultural Land Reserve Review in Big Bend Area.
- . Proposed Upgrading of Byrne Road in Big Bend Area.
- . Fraser River Estuary Study Liaison
- . Eastern Burrard Inlet Development Concept
- . Procurement of Foreshore Leases and Reclamation approvals Associated with Barnet Marine Park.
- . Procurement of Pedestrian Overpass and Public Crossing Agreements For Barnet Marine Park from Canadian Transportation Commission.
- . Land Assembly and Sales Reports within Metrotown, Cariboo, Big Bend, Central Administrative and Burnaby Mountain areas.
- . Burnaby Mountain Conservation Area
- . Deer Lake Concept Plan preparation
- . Review of Alternative Uses for Loftus House
- . Regional Plans and Policy Assessment
  - regional plan amendments
  - review of Industry and Livable Region Report
  - L.R.T. study team representative
  - T.P.C. sub-committee representations for Housing, Open-Space Conservancy; and Industry, Employment and Regional Town Centres.

The above list of some of the more recent work illustrates the diversity of the Long Range Planning work program, but does not begin to show the continuing coordinating role and planning service provided to other municipal departments, Municipal Commissions and Committees, prospective developers and members of the general public. This is a significant aspect of their work made necessary in order to ensure that adopted Municipal policies and plans are properly conveyed and explained and that proposed policies and plans conform to an overall development and land-use management strategy for the Municipality. This coordinating role and planning service is also extended to such external government agencies as the Ministry of Highways, the Land Commission, the Greater Vancouver Regional District and the Burnaby School Board.

#### THE ROLE OF THE CONSULTANT:

Consultants provide a useful function within the planning process generally described on Figures 1 and 2. They are engaged, with the prior approval of Council and within approved budgets, to provide specialized expertise as required; or when staff resources are focused on other priority work items. In these cases, the consultants are provided with specific terms of reference, the necessary background information, and relevant policies and plans applicable to their particular task.

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The Role of the Consultant - Cont'd.

Implementation, on-going liaison and coordination with other departments and agencies, and continuing work incorporating the consultant's findings become the responsibility of staff. Recent examples of this are the Eastern Burrard Inlet Marine Park landscape commission, the Metrotown Transportation Study nearing completion and the Burnaby Lake Sports Complex proposal submitted to Council on 1978 December 11. The consultant cost for each of these specialized reports was \$32,900; \$20,000 and \$34,000 respectively.

Each of the above studies was prepared within the context of a concept plan prepared by staff for the particular area. Staff costs for this concept plan preparation, supervision of consultant and implementation of plans are not available in that staff time is not allocated to specific projects. (Unless cost sharing is involved, e.g. Urban Renewal, N.I.P.).

Under most circumstances, the concept plan preparation, implementation and day-to-day liaison with other departments and agencies is a more lengthy and time-consuming process than the reports prepared by consultants. For example, prior to the consultants commencing work on the Eastern Burrard Inlet Marine Park landscape commission, staff prepared a report which was adopted by Council and formed the basis for the consultant's terms of reference entitled, "A Development Concept for the Eastern Segment of the Municipal Burrard Inlet Foreshore". Following the approval of the consultant's report, staff has undertaken the implementation and coordination of the reclamation and foreshore access aspects of the project as illustrated on the attached Figure 3.


The consultant's task, by virtue of its specialized nature, can be clearly defined and completed within a specific time period whereas the coordinating and implementation roles as illustrated in Figure 3 are more time consuming, involving many varied agencies, all with their own processes, requirements, and powers of approval. The process outlined in Figure 3 commenced in March of 1976 and although well under way is, due to the time requirements of the participating agencies, not yet completed.

Under the consultant/staff relationship described, each party provides specific and complementary services and the Municipality is able to -

- (a) maintain a strong interdependency between the Long Range and Current Planning divisions enabling all staff to work closely together on a day-to-day basis,
- (b) cope with a diversity of tasks undertaken by the staff of the Long Range division,
- (c) provide for continuity over extended periods of time related to the implementation, transmittal and review of adopted policies and plans,
- (d) provide a comprehensive and integrated planning program for the Municipality that will ensure that proposed policies and plans conform to an overall development and land-use management strategy for the Municipality, and
- (e) maintain the flexibility necessary to adjust priorities and meet unforeseen circumstances.

The short term, specialized advice of the consultant combined with the long term continuity, and concept and policy advice of the staff, provides Council with a balanced planning service consistent with Council established budgets and priorities.

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A. L. PARR  
DIRECTOR OF PLANNING

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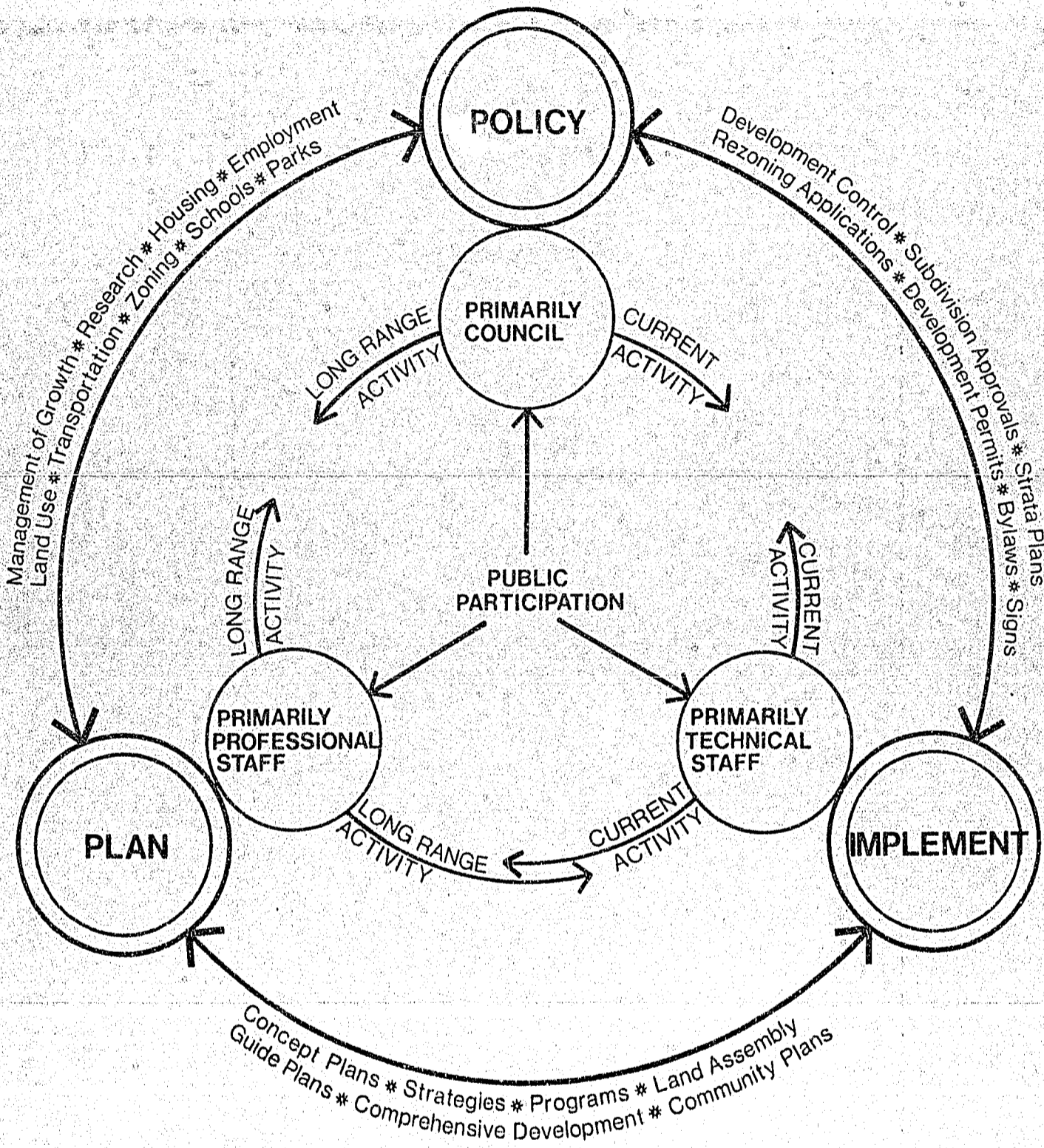


FIGURE 1