

EXECUTIVE COMMITTEE OF COUNCIL

*HIS WORSHIP, THE MAYOR
AND COUNCILLORS*

**SUBJECT: LANDS AND FACILITIES DEPARTMENT FORMAL STRUCTURE AND
ACTIVATION STRATEGY**

RECOMMENDATION:

1. THAT Council receive this report for information.

REPORT

The Executive Committee of Council, at its meeting held on 2022 April 05, reviewed the attached report informing of the formal structure and activation strategy of the newly created Lands and Facilities Department, including new divisional structures and their functionality.

Respectfully submitted,

His Worship, Mayor Mike Hurley
Chair

Councillor Mike Hillman
Vice Chair

Copy: Chief Administrative Officer
Acting CFO
GM Corporate Services
GM Community Safety
GM Engineering
GM Planning and Development
GM Parks, Recreation and Cultural Services
Acting Deputy GM Lands and Facilities
Chief Information Officer
Chief Librarian
City Solicitor
Fire Chief
OIC, RCMP
Chief Human Resources Officer

TO: CHAIR AND MEMBERS
EXECUTIVE COMMITTEE OF COUNCIL

DATE: 2022 March 30

FROM: ACTING GENERAL MANAGER
LANDS AND FACILITIES

FILE: 1160 01
Reference: Administration-Organization

**SUBJECT: LANDS AND FACILITIES DEPARTMENT FORMAL STRUCTURE AND
ACTIVATION STRATEGY**

PURPOSE: To inform Council and Executive Committee of the formal structure and activation strategy of the newly created Lands and Facilities Department (the Department).

RECOMMENDATION:

1. **THAT** Council is informed of the newly created Lands and Facilities departmental structure and activation strategy, including new divisional structures and their functionality.

REPORT

1.0 INTRODUCTION

The purpose of this report is to provide the Executive Committee of Council and Council with an update on the work completed thus far in establishing the newly created Lands and Facilities Department within the City of Burnaby (the City).

The Department continues to support the full spectrum of planning of space and land, the delivery of major civic projects, as well as property and facility management.

This report outlines the initial priority of changes as Phase 1 (of three phases) within the Lands and Facilities Department, with subsequent Phases 2 and 3 to come. The first phase focuses on the structure and new divisions required across the department, including the creation of a Civic Strategic Development division. This reorganization also supports the growing strategic and project planning activities of the Department.

2.0 POLICY SECTION

This report aligns with the City of Burnaby's Corporate Strategic Plan by supporting the following goals and sub-goals of the plan:

- A Dynamic Community
 - Economic opportunity – Foster an environment that attracts new and supports existing jobs, businesses and industries
 - Community development – Manage change by balancing economic development with environmental protection and maintaining a sense of belonging
 - City facilities and infrastructure – Build and maintain infrastructure that meets the needs of our growing community

- A Thriving Organization
 - Organizational culture – Ensure that our core values are reflected in our policies, programs and service delivery
 - Financial viability – Maintain a financially sustainable City for the provision, renewal and enhancement of City services, facilities and assets
 - Human resources – Foster an environment for teamwork, efficiency and excellence to deliver customer service in alignment with our core values
 - Communication – Practice open and transparent communication among staff, Council and the community

3.0 BACKGROUND AND PURPOSE

The City of Burnaby is growing rapidly and is building on a strong foundation given its central location within the lower mainland, convenient highway and train linkages, access to multiple SkyTrain stations, extensive greenspaces, and parks; and with a growing economy and population.

The City's newly aligned Lands and Facilities Department is responsible for the cradle to grave requirements of the civic land and facilities assets that provide quality community services now and in the future. This includes a portfolio of over 50 major buildings, a residential housing portfolio, commercial properties, and dozens of smaller service spaces, works yards, storage, and outbuildings that support the City's day-to-day operations.

This Department will have key stakeholder interfaces with other City departments including Finance, IT, Parks, Community Safety (Burnaby Fire and RCMP), Legal, Engineering, and the Planning and Development Department.

With the City's growth comes a need for new or expanded buildings and spaces that provide community services, e.g., public works, indoor and outdoor recreation spaces and parkland, civic functions, community centers, and emergency services. Further, with the average age of the existing portfolio building stock now past the mid-point of expected useful life, demands on major preventative maintenance, renovations, and general life extending measures will increase.

As part of Burnaby's *Moving Forward* program, the newly aligned Lands and Facilities Department's intent is to evolve how the City manages its civic land and facility assets

including how it is structured and operated with a goal of improving overall service levels with specific attention to volume of needs serviced, i.e., projects delivered - whether a planned preventative maintenance project, an urgent tenant repair, or a major civic capital project.

3.1 Phased Approach to Organizational Improvement

This current, **Phase 1**, implementation of the new Lands and Facilities Department focuses on reorganizing the division structure across the Department, filling gaps in key specialty areas, which include the creation of a Civic Strategic Development division.

Subsequent submissions for Council support will detail changes in these areas:

- **Phase 2** - detailing requirements in each division.
- **Phase 3** - detail ancillary requirements (HR, IT, Finance, Legal, physical space, support systems, etc.) to support the overall departmental initiative.

4.0 THE CURRENT STATE

The creation and evolution of the Lands and Facilities Department includes a fundamental understanding of its current state. Since the Department's effective date of January 1, 2022, staff have reviewed each division's work portfolio that form the new Department and their current state of practice and performance. This must be compared to Council expectations to ensure alignment is present and identify where improvements are needed to meet these expectations.

For example, the historical trend of capital expenditures previous to 2020 on civic building projects have been in the range of \$20-\$30 million annually. With increasing needs in replacing or upgrading aging facilities and creating net new facilities, the Department is now targeting to sustain a project delivery pipeline of \$150-200 million annually.

Increasing the rate of capital delivery for quality community service at this level will require significant organizational changes and increased resources to support current and future projects, as well as the maintenance and renewal of these facilities as they are completed. These changes will form part of a broader, City-wide transformation, including short-term structural changes, and long-term cultural changes.

5.0 PLANNED PROJECTS

There are currently 27 Planned Projects which will be active in various states of design and construction over the next five (5) years. Three (3) of these projects (\$155 million) are currently in construction, 12 projects (\$1.16 billion) are in various stages of design, while the remaining 12 projects are at the very early stage of needs analysis.

To: *Executive Committee of Council*
 From: *Acting General Manager Lands and Facilities Department*
 Re: *Lands and Facilities Department Formal Structure and Activation Strategy*
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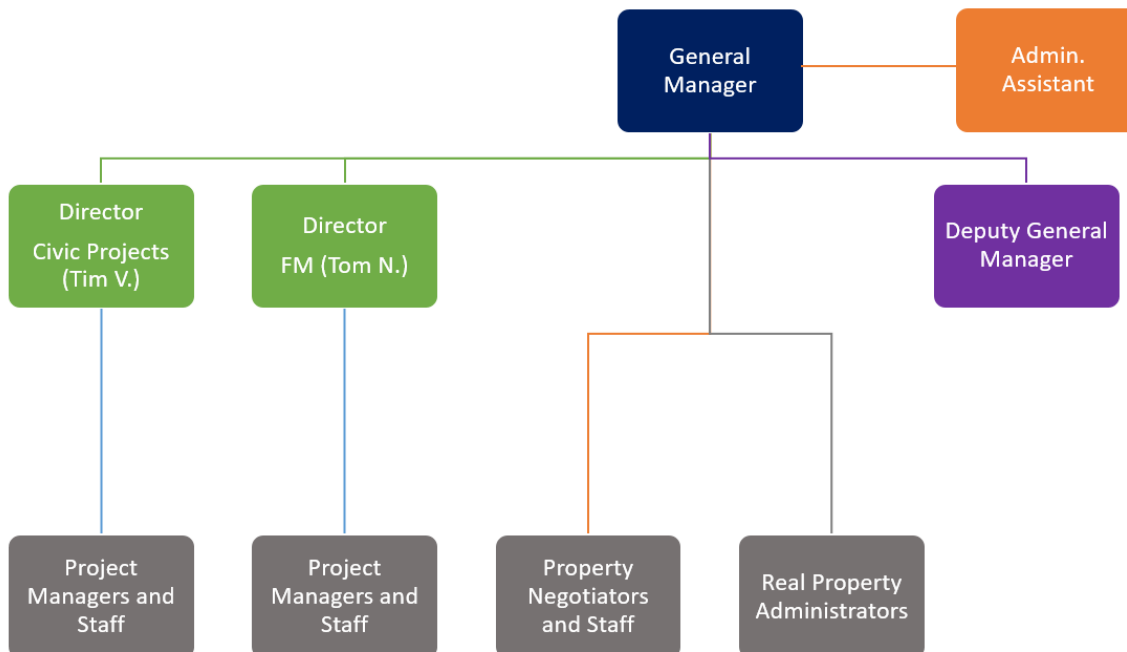
The 27 projects represent an estimated total project cost of \$2.4 billion as shown below. The portfolio schedule still requires significant review, particularly with projects 14 to 27 that are initial ideas.

Project Name	Client	Total Project Lifetime Cost	2022	2023	2024	2025	2026	2027
1 Laurel Street Works Yard Redevelopment	Eng	85,000,000						
2 Rosemary Brown Arena	Parks	65,000,000						
3 Emergency Power at Key Facilities	Corp Svs	5,000,000						
4 Bob Prittie Metrotown Library Renovation	Library	5,000,000						
5 City Administration Complex – Signage & Wayfinding	Planning	3,000,000						
6 Cameron Community Centre and Library	Parks	245,000,000						
7 Burnaby Lake Aquatic & Arena Facility	Parks	200,000,000						
8 Confederation Park Community Centre	Parks	120,000,000						
9 Fire Department Turnout Gear Hygiene & Decontamination Washing Facility	RCMP	4,000,000						
10 Child Care at Christine Sindair Community Centre	Planning	3,000,000						
11 FH Training Facility Site Feasibility Study	Fire	500,000						
12 Willingdon-Brentwood Community Centre	Parks	140,000,000						
13 Celeste Redman Resource Centre	Planning	250,000						
14 Fire Station #4 Replacement	Fire	30,000,000						
15 Fire Station #8 - Burnaby Mountain	Fire	30,000,000						
16 James Cowan Theatre Renewal	Parks	40,000,000						
17 Metrotown Events and Presentation Centre Conceptual Plan	Corp Svs	450,000,000						
18 City Hall Space Needs Study / City Hall	Corp Svs	275,000,000						
19 Bonsor Rec Complex Redevelopment	Parks	200,000,000						
20 RCMP Headquarters	RCMP	115,000,000						
21 Kensington Arena Development	Parks	87,000,000						
22 Wesburn Community Centre Redevelopment	Parks	87,000,000						
23 Burnaby GROW Facility	Eng	80,000,000						
24 Fire Station #1 - Preliminary Design and Construction	Fire	40,000,000						
25 Fire Station #9 - Big Bend Evaluation, Design and Construction	Fire	35,000,000						
26 Fire Station #6 - Preliminary Design and Construction	Fire	35,000,000						
27 Swangard Stadium Grandstand Redevelopment	Parks	28,000,000						

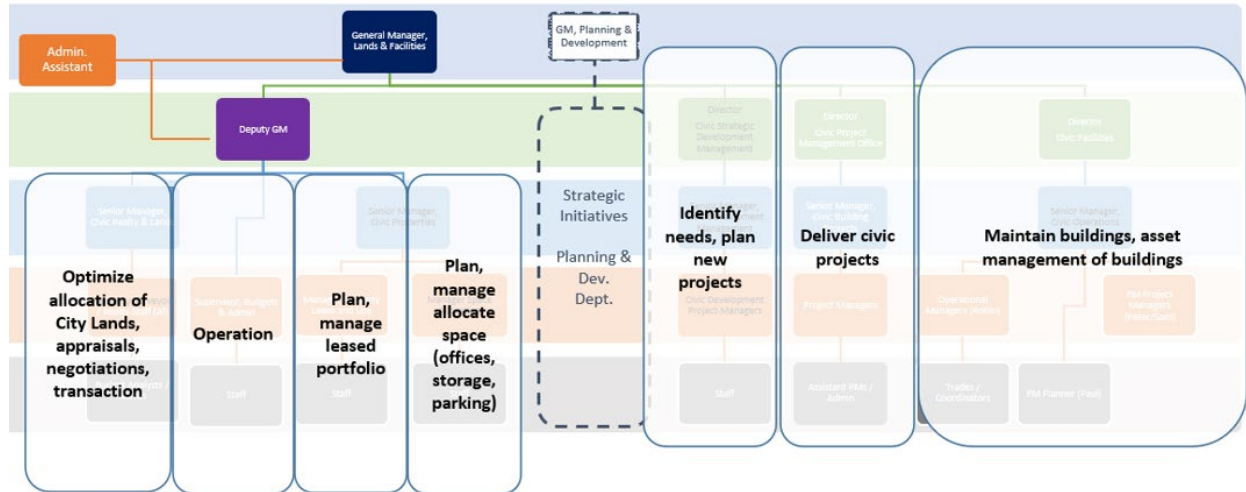
6.0 ORGANIZATIONAL STRUCTURE

The current Department consists of four (4) divisions that existed previously within the City. The following diagram illustrates the existing organizational structure:

Current Organization Structure



To support and advance the current and growing activities of the Lands and Facilities Department a new work structure and functionality is shown below.

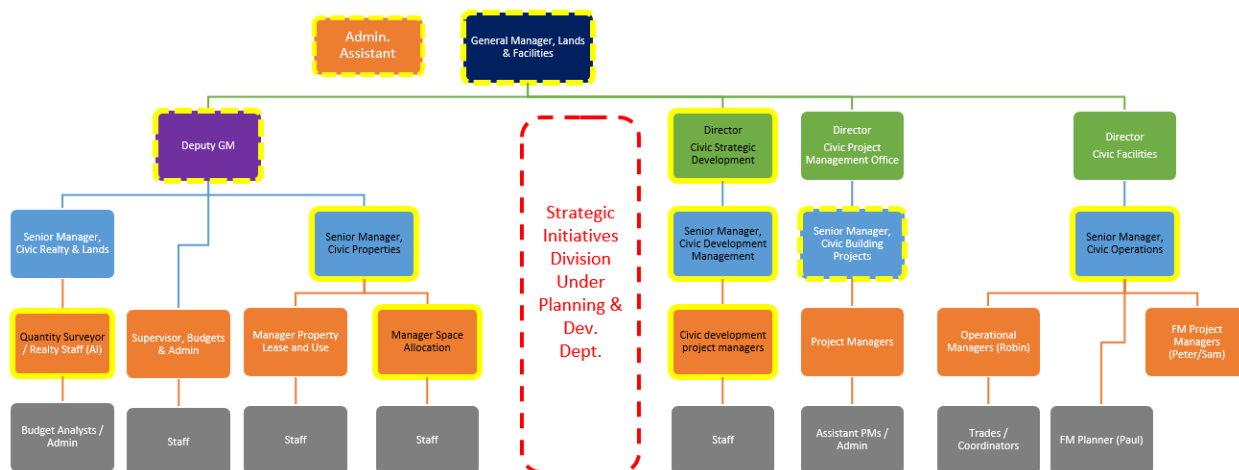


The new work structure reorganizes the Department into four areas:

- **Civic Realty, Lands, and Properties** – functions to optimize allocation of City lands, appraisals, performs property negotiations and transactions. This area of work also includes overall budgeting, administration, space allocations, leases and use agreements.
- **Civic Strategic Development Management** – functions to work closely with the Strategic Initiatives division in the Planning and Development department to bridge the interface from planning initiatives to project execution. This area of work will identify the plan to move high-level ideas into actionable projects that include a level of certainty on budget, scope, and schedule before it is given to the Civic Project Management Office to execute.
- **Civic Project Management Office (PMO)** – functions to deliver capital projects and be accountable to the 5-year capital plan. This area of work includes retaining architects, consultants, and architects to implement design and construction of civic buildings and facilities.
- **Civic Facilities** – functions to maintain civic buildings and facilities and also complete asset management plans for the inventory of civic facilities. This area of work includes performing renovations, upgrades, and replacement projects as it relates to operation and maintenance.

The following diagram shows the new organization structure to support the functionality and work flow envisioned for the department.

New Organization Structure



Yellow dash are existing positions that require funding in Phase 1
 Yellow solid are net new positions that require funding in Phase 1

7.0 RECOMMENDATION

This report is to inform the Executive Committee of the formal structure and activation strategy of the newly created Lands and Facilities Department (the Department). The overall strategy is proposed to be implemented over three phases, and the information provided here describes the 1st phase with the understanding that further details on Phases 2 and 3 will be provided at a later date. As such, the recommendation is that:

- 1) Council be forwarded this report to provide information on the newly created Lands and Facilities departmental structure and activation strategy, including new divisional structures and their functionality.

for
 Jim Radford, Acting General Manager
 LANDS AND FACILITIES

JR:MP/sla

cc: Chief Administrative Officer
 Deputy Chief Administrative Officer and CFO
 Acting Deputy General Manager Lands and Facilities
 General Manager Corporate Services
 General Manager Community Safety
 General Manager Engineering
 General Manager Planning and Development
 General Manager Parks, Recreation and Cultural Services

Chief Information Officer
 Chief Librarian
 City Solicitor
 Fire Chief
 OIC, RCMP
 City Clerk
 Chief Human Resources Officer