

REPORT
Regular Council Meeting
1982 March 15

THE CORPORATION OF THE DISTRICT OF BURNABY

1982 March 09.

TO: MUNICIPAL COUNCIL

FROM: EXEMPT STAFF COMMITTEE OF COUNCIL

SUBJECT: MANAGEMENT SYSTEM AND ORGANIZATION REVIEW
PERFORMANCE PLANNING, BUDGETING AND MANAGEMENT INFORMATION SYSTEM
PROPOSAL FOR PILOT PROJECT IN RECREATION AND CULTURAL SERVICES
DEPARTMENT

The Exempt Staff Committee of Council reported to the Municipal Council on 1981 November 02 in a report dated 1981 October 26, and recommended that Currie, Coopers & Lybrand Ltd. be engaged for the maximum sum of \$24,500 to undertake the implementation of a corporate planning process, and that the portion of the Review relating to the development of a performance planning, budgeting and management information system be held in abeyance until the corporate planning process had been implemented. At the time, the Committee recommended that funds for the development and implementation of the performance planning, budgeting and management information system be provided in the 1982 Provisional Budget, and in this respect \$45,500 has been included in the budget.

The Management Committee, in preparing for this next phase, has advised the Exempt Staff Committee of Council that it would like to see a Pilot Project undertaken to establish planning and budgeting guidelines for the preparation of the 1983 Provisional Budget for two Decision Units in the Recreation and Cultural Services Department. This project would be undertaken with a view to demonstrating and reporting to the Management Committee on the value, feasibility and effectiveness of this approach for all corporate decision units. At the same time, the consulting time spent on this project would also train an inside resource person for Recreation and Cultural Services, and it would allow us to use the process as a means to being prepared to launch the 1983 provisional budgeting process, assuming favourable results and recommendations. Finally, the results of the project could be used as a means to demonstrate the process, the expected results and the value of the proposed approach to the Municipal Council in May when the proposed corporate planning meeting is held. The two decision units involved would be "Cameron Community Centre" and "Horticulture".

The consultant's proposal is as noted in the attached letter dated 1982 March 08 from Mr. Gerry M. Glavin to the Municipal Manager. The fees for this work will be \$5,000, plus out-of-pocket expenses. The monies will be taken from the \$45,500 already provided in the 1982 budget for this general purpose. The investment would not have to be duplicated with the Recreation and Cultural Services group, if the proposed corporate-wide performance planning, budgeting and management information system process is approved for implementation in May by the Municipal Council.

This matter is being forwarded at this time, as time is of the essence in order to meet our target deadlines for the 1983 Provisional Budget preparation.

RECOMMENDATIONS:


1. THAT a budget of \$5,000 plus out-of-pocket expenses be authorized for a Pilot Project in the Recreation and Cultural Services Department for two decision units to demonstrate and report to the Management Committee on the value, feasibility and effectiveness of the proposed performance planning, budgeting and management information system, as outlined by the consultant in his letter of 1982 March 08 addressed to the Municipal Manager; and

REPORT
Regular Council Meeting **30**
1982 March 15

-2-

2. THAT the \$5,000 plus expenses involved be taken from the \$45,500 provided in the 1982 Provisional Budget for the development of a performance planning, budgeting and management information system for the municipality.


Alderman V. V. Stusiak, Chairman


Mayor W. A. Lewarne, Member

Alderman T. W. Constable, Member

MJS:bp

Attach.

RE. JRT
Regular Council Meeting
1982 March 15

2-2-60-4

**Currie, Coopers
& Lybrand Ltd.**

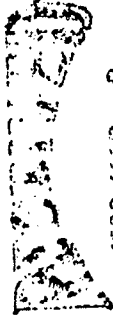
Management
Consultants

P.O. Box 11128, Royal Centre
1055 West Georgia Street
Vancouver, British Columbia
V6E 3R2

(604) 689-8591

March 8, 1982

Mr. M.J. Shelley
Municipal Manager
The Corporation of the
District of Burnaby
Municipal Hall
4949 Canada Way
Burnaby, B.C.
V5G 1M2



1982 MAR - 8

MUNICIPAL MANAGER'S
OFFICE

Dear Mel:

On March 3, 1982 the Management Committee of the Corporation of Burnaby viewed alternative approaches to translating Corporate decisions into division management plans, priorities and budgets. I provided for that discussion, an overview of a number of alternatives including a modification to the Performance Planning, Budgeting and Management Information System (PPBMIS) recommended to our report to Council October 1981.

The consensus of the Management Committee meeting was that the earlier the process was designed and implemented the better:

- to establish the planning and budgeting guidelines for the 1983 Provisional Budget with Board, Commission and Council involvement;
- to ensure that adequate time was taken by the staff involved to understand and implement the changed approach.

However, the Committee felt under an obligation to Council to review the results of the Corporate Planning Process in May before proposing to implement PPBMIS and requesting authorization for the management consulting fees required and budgeted for this work.

Nonetheless, sufficient urgency was expressed by members of the Management Committee, especially the Director Recreation and Cultural Services, that I was asked to review the feasibility and budget required for a "pilot project".

In response to the Management Committee's request, I met with D. Gaunt and P. Lyons March 4 to discuss the intent, feasibility and consulting time required for a "pilot" Project involving two programs (Decision Units) of the Recreation and Cultural Services Group.

C.C. - EXEMPT STAFF COMMITTEE OF COUNCIL
- MANAGEMENT COMMITTEE

Mr. M.J. Shelley

- 2 -

March 8, 1982

This proposal is the result of that discussion.

It was agreed that the purpose of the project was:

1. to undertake a meaningful priority planning exercise in March/April that would establish planning and budgeting guidelines for the preparation of the 1983 Provisional Budgets for the two Decision Units selected;
2. to undertake this project with a view to demonstrating and reporting to the Management Committee on the value, feasibility and effectiveness of this approach for all corporate decision units.

It was also agreed that three additional objectives would be desirable:

3. to use the consulting time spent on this project to also train an inside resource person for Recreation and Cultural Services;
4. to use the process as a means to being prepared to launch the 1983 Provisional Budgeting process, assuming favourable results and recommendations;
5. to use the results of the project as a means to demonstrating the process, the expected results and value of the proposed approach to Council at the proposed meeting in May.

On this basis, the two decision units were chosen:

- Cameron Community Centre
- Horticulture

and a timetable for the project developed:

- March 11 & 12 - Consultants and P. Lyons prepare material and documentation; review with D. Gaunt.
- March 15 or 16 - Half day training workshop for all Recreation and Cultural Services managers plus subordinate managers in the two chosen Decision Units.
- March 17/18 - D. Gaunt develops and issues planning guidelines for each of the two Decision Units.
- March 19 to 26 - Decision Unit managers develop and evaluate program plans, priorities and a preliminary budget for 1983 and document the results for review.

Mr. M.J. Shelley

- 3 -

March 8, 1982

- March 29 to 31 - Each of the two Senior Decision Unit Managers has a half day one-on-one review with D. Gaunt.
- April 2 - Decision Unit documentation shared with all other Recreation and Cultural Service Senior Managers.
- April 7 - D. Gaunt and all Senior Managers review and prioritize proposals; then evaluate the process and the results achieved.
- April 16 - D. Gaunt and Consultants submit documentation, evaluation report and recommendations to Management Committee.
- April 21 - Management Committee reviews and decides on:

1. the recommendations of the report;
2. the recommended presentation to Council.

Our role will be to manage the project on behalf of D. Gaunt and the Management Committee; design the material required with the help of P. Lyons and the Treasurer; do the training; assist the Decision Unit Managers in their planning, documenting, presenting and reviewing of the results; design and manage the priority - setting session with all managers, and assist in the preparation of the report and recommendations.

The work involved will require seven consulting man-days; the attached work program (Attachment #1) details this involvement as well as that of P. Lyons. The fees for this work will be \$5,000. To lower this cost to \$3,000, two steps could be cut without jeopardizing the project; use of off-the-shelf materials and documentation forms, and cut-back on the support to Decision Unit Managers. The implications of the cut-back would be:

1. the project would not test the validity of materials and forms designed for wider use within the Corporation;
2. a key step in the process would receive less than adequate help to achieve satisfactory results;
3. training of the managers and the inside resource person would be incomplete.

The additional time and fees are, therefore, an investment in validation for the Management Committee and in anticipation of a favourable decision by Council to undertake the preparation of 1983 Provisional Budget in a similar way; that is, this amount of consulting time would not have to be duplicated with the Recreation and Cultural Services Group, if the PFBMIS process is approved for implementation by Council in May.

REPORT
Regular Council Meeting **34**
1982 March 15

Mr. M.J. Shelley

- 4 -

March 8, 1982

It is, therefore, recommended that this Pilot Project proposal be approved and the seven man-days consulting support be authorized.

Our standard operating terms are attached for your reference.

Yours truly,



Gerry M. Glavin

Attachs.

cc: Management Committee
D.M. Norman
Clark Woodland

REPORT
 Regular Council Meeting
 1982 March 15

ATTACHMENT #1

THE CORPORATION OF THE DISTRICT OF BURNABY
 PRIORITY PLANNING PROJECT PARKS & RECREATION

March 4, 1982

Task	Time in Man-Days			Inside Resource
	Glavin	Woodland		
1. Design and prepare materials review with D. Gaunt	1/2	1/2		1/2
2. Workshop with Senior Managers	1/2	1/2		1/2
3. D. Gaunt develops planning guidelines for two Decision Units		1/2		1/2
4. Assist Decision Unit Managers in:				
o Planning		1/2		1
o Documenting		1/2		2
o Preparing for review		1/2		1
5. Assist during one-on-one review with D. Gaunt		1/2		1/2
6. Design and manage priority setting session	3/4	1/2		1/2
7. Assist D. Gaunt in evaluating process and reporting on results	1/4	1/2		
8. Presentation to Management Committee	*	1/2		1/2
	2 days	5 days		8

* Assumed to be included in the Corporate Planning Process.

(ATTACHMENT #2

(CURRIE, COOPERS & LYBRAND LTD.

STANDARD TERMS

Our firm fully subscribes to the professional objectives and code of ethics of the Institute of Management Consultants constituted in the various provinces of Canada.

Our firm is a founding member of the Canadian Association of Management Consultants and actively supports its statement of professional operating practices.

All assignments are accepted and executed by the firm and each is the responsibility of a Partner.

Our normal method of operating is for one or more consultants to work full-time on an assignment. To ensure that the full benefit of our experience is brought to bear, a senior member of the firm provides regular supervision; additional specialist assistance is introduced as required.

Members of our staff are pledged to treat as confidential the information received in the course of assignment.

To maintain their objectivity, our consultants are pledged not to deal in the stock of client companies nor to entertain employment with a client.

Assignments are undertaken on the mutual understanding that clients will not offer employment to our staff and that we, on our part, will not induce the client's staff to seek employment either with or through us.

No contractual commitment is required for the use of our services unless a contract is preferred by the client. Assignments are terminable at any time at the client's request and, in such cases, only fees and expenses incurred until termination date are payable.

Experience has shown that it is in the client's own interest to provide our consultants with the accommodation, facilities and secretarial assistance normally available to the client's own senior executives.

Our fees for consulting staff are charged on an hourly basis, and should not normally exceed 37 1/2 hours in a five day week. No charge is made for the time worked in excess of 37 1/2 hours in any week, unless previously agreed with the client.

Fees are quoted on the basis that they will be subject to review if the assignment lasts for more than one year.

Fees do not cover the cost of travelling, accommodation, the clerical costs of preparing reports and other out-of-pocket expenses incurred in connection with the client's business. The actual expenses incurred on behalf of the client are billed at cost.

Fees and expenses are invoiced and payable monthly, unless otherwise agreed.

September 1980