

RE: THE CORPORATE PLANNING PROCESS: PRIORITY ISSUES

MUNICIPAL MANAGER'S RECOMMENDATION:

1. THAT Council give its approval to the Management Committee's recommended priority sequence of the Socio-Economic and Financial Policy and Planning Issues, as set out in appendix 1.

REPORT

Members of Council will recall that the Municipal Council-Management Committee meeting on Corporate Planning, held on the 1982 May 28 & 29, had before it papers which discussed a number of issues currently facing the Council and the Municipality. The two major sets of issues were described as Socio-Economic Trends and Implications, and Financial Policy and Planning.

The purpose of the discussion on May 28 & 29th was to elicit the Council's comments and reactions to those issues, and to begin to explore priorities amongst them. Following that session, a series of detailed notes were forwarded to you by letter, dated 1982 June 23, intended as an interim report to you until such time as the matter came back before Council, for discussion and debate.

The purpose of this report is to bring those issues before you in summarized fashion, with some changes and amendments growing out of the discussion at the May 28 & 29 meeting. Further, the Management Committee has given careful consideration to its recommendation respecting the priority sequence of those issues, and has examined in preliminary fashion the work that will have to be done to address each of the issues.

That preliminary examination, in addition to setting the issues in a recommended priority sequence, has looked at the primary accountabilities for policy work on the issues, noted other departments and agencies who will be involved in the work, and includes an estimate of the number of staff days involved, and extra costs where there are any. It should be quite clear that the "staff days involved" estimate in most cases does not have any degree of precision attached to it; rather, it is an estimate of order of magnitude of time.

Appendix 1 entitled "Socio-Economic/Financial Policy and Planning Issues: Priorities and Resource requirements" sets out our recommended priority sequence, the accountabilities and involvements, and the resources required to address the task. You will note that there are columns for starting date and completion date for the work on each issue; these have been left blank for the time being, pending Council's approval of the priority listing of each issue. Following the consideration and approval of this report, with any consequent amendments, Appendix 1 will once again come before you with estimates of starting date and completion date, so that members of Council will have a firm indication of the Management Committee's work plan in this respect. Appendix 3 also attached provides a somewhat deeper level of detail on the work planning for these major issues. In a number of cases, for example, one major task described as an issue is in reality a series of sub-tasks, each with a separate set of resource requirements. Those are detailed for your information and consideration.

Appendix 2 attached provides a summary of accountabilities for each of the issues, by the Management Committee Member.

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SOCIO-ECONOMIC AND FINANCIAL POLICY AND PLANNING ISSUES:
PRIORITIES AND RESOURCE REQUIREMENTS

APPENDIX I

Priority	Issue	Account-ability	Others Involved	Starting Date	Completion Date	Staff Days Involved	Extra Costs	Sequence
1.	Examine potential and means for densi- fication of low density residential areas to provide additional family housing opportunities	PARR	Recreation & Cul- tural Services Engineering School Board Admin.			125	\$ 22,500*	
2.	Investigate ways and means to help pro- vide more affordable housing in appro- priate locations (e.g. small lot devel- opment, co-op and subsidized housing on municipal land, legalized basement suites lobby for Federal/Provincial programs, etc.)	PARR	External Agencies- GVHC, GVRD, CMHC, Legal & Lands Treasury			120	1,000	
3.	Develop an operating plan reflecting both revenue and expenditure for more than 1 year in advance.	KARRAS	Management Committee			27	N:1	
4.	Implementation planning of measures proposed in Transportation Plan to help reduce negative effects of increasing commuter flows.	PARR	Engineering			Not Estimated	Not Estimated	
5.	Detailed population profiles and short term forecast for planning areas for analysis and programming purposes.	PARR	-			80	1,300	
6.	Develop a process that allows the measurement of the effectiveness of delivery of services.	FLEMING	Management Committee Staff in all areas Consultants			30	10,000*	
7.	Attract appropriate high employment and/or high tax return land uses.	PARR	Treasury, Legal & Lands Assessment Authority			131	N:1	

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Priority Sequence	Issue	Account-ability	Others Involved	Starting Date	Completion Date	Staff Days Involved	Extra Costs
8.	Develop a process that allows the prior-ization of expenditures so that budgets can be adjusted to meet resources avail-able.	FLEMING	Management Committee Staff in all areas, Consultants			20	\$ 6,000
9.	Prepare contingency plans for alterna-tive garbage collection and disposal methods (e.g. Municipal recycling depots, collection fees based on units collected, incineration, etc.)	OLSON	G.V.R.D., Treasury, Legal & Lands Planning			20	N:1
10.	Develop a comprehensive strategy and program for improving energy efficiency of Municipal facilities and equipment.	OLSON	Energy Conservation Committee			70	2,500
11.	Development of a joint strategy by the School Board and the Municipality to address declining enrolments and school closures.	PARR	School Board Admin. Engineering & Cult-ural Services.			2 per month	N:1
12.	Develop a policy for the use of reserves, where such policies are not well defined.	KARRAS	Management Committee			43	N:1
13.	Examine the overall approach to capital financing and the role that pay-as-you-go in that approach.	KARRAS	Management Committee			27	N:1
14.	Develop a policy for the use of non-renewable resources; such as land, water frontage, air rights.	PARR	Treasury, Engineering Legal & Lands			65	N:1

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Priority Sequence	Issue	Account-ability	Others Involved	Starting Date	Completion Date	Staff Days Involved	Extra Costs
15.	Investigate potential suitable housing types to accommodate smaller household size within context of the Residential Neighbourhood Environment Study currently underway.	PARR	-			50	\$
16.	Explore innovative ways to maximize return from dollars spent (e.g. greater role for volunteerism, self-help programs, user fees, etc.)	SHELLEY	Management Committee, LEAP Committee, Staff and Unions			25	N:1
17.	Identification of available, practical means to improve communication between local government and its citizens.	SHELLEY	Management Committee, Council & Community Group Leaders.			11	N:1
18.	Seek ways to gain better public understanding and acceptance of proposed plans guiding the development of the Municipality.	SHELLEY	Management Committee, Council & Community Group Leaders.			11	N:1
19.	Assess the requirements of special needs households in the Municipality.	PARR	Health			135	N:1
20.	Review and update existing standards for major recreational facilities (e.g. golf courses, ice arenas) in view of projected change in population profiles.	GAUNT	Planning			100	25,000**

** to be funded by Province in 1982.

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APPENDIX II

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SOCIO-ECONOMIC/FINANCIAL POLICY AND PLANNING ISSUES
ACCOUNTABILITY

<u>PARR</u>	<u>GAUNT</u>	<u>OLSON</u>	<u>KARRAS</u>	<u>FLEMING</u>	<u>SHELLEY</u>
1	20	9	3	6	16
2		10	12	8	17
4			13		18
5					
7					
11					
14					
15					
19					

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SOCIO-ECONOMIC AND FINANCIAL POLICY AND PLANNING ISSUES:
PRIORITIES AND RESOURCE REQUIREMENTS

APPENDIX III

Priority Sequence	Issue	Account-ability	Others Involved	Starting Date	Completion Date	Staff Days Involved	Extra Costs
1.	Examine potential and means for densification of low density residential areas to provide additional family housing opportunities.	PARR					\$
	a) Part I - Neighbourhood Profiles						
	b) Part II - Resident Opinion Survey						
	c) Neighbourhood Designations					30	N11
	d) Part III - A. Criteria and Examples for increase housing opportunity on an area specific basis.					35	22,500*
	B. Guidelines for preservation and improvement.		Recreation & Cultural Services, Engineering (Traffic) School Board Admin.			60	N11
	e) Implementation of Part III - A. Through Bylaw revisions and such.						

* in 1982 Budget

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Priority Sequence	Issue	Account-ability	Others Involved	Starting Date	Completion Date	Staff Days Involved	Extra Costs
2.	Investigate ways and means to help provide more affordable housing in appropriate locations.	PARR					\$
	a) Familiarization - the topic - the implications - what can be done - what have we been doing		Considerable discussion required with external agencies such as City of Vancouver, GVHC, GVRD, CMHC, Legal & Lands Treasury			30	1,000
	b) - Prepare draft report which lays out alternative action strategies and focuses on the necessary policy (political) decisions required for each.		Legal & Lands Treasury			25	N:1
	c) Discussion process - within the department - between departments - especially with the politicians		Legal & Lands Treasury			45	N:1
	d) Prepare final policy and implementation report.		Legal & Lands Treasury			20	N:1

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Priority Sequence	Issue	Account-ability	Others Involved	Starting Date	Completion Date	Staff Days Involved	Extra Costs
3.	Develop an operating plan reflecting both revenue and expenditure for more than one year in advance.	KARRAS	Management Committee			27	\$ Nil

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Priority Sequence	Issue	Account-ability	Others Involved	Starting Date	Completion Date	Staff Days Involved	Extra Costs
4.	Implementation planning of measures proposed in Transportation Plan to help reduce negative effects of increasing commuter flows.	PARR	Engineering			20	\$
	a) Review and programming of implementation actions as adopted in principle by Municipal Council, 1979 April 09, as listed in Appendix I of the Comprehensive Transportation Plan.		Engineering				
	b) Implementation of action program based on Number 1 above.		Engineering				Not Estimated
	c) Transportation plan implementation (major projects) including liaison with other agencies.		Engineering				Not Estimated
	d) Neighbourhood Protection program as recommended by Transportation Committee.		Engineering				Not Estimated

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Priority Sequence	Issue	Account-ability	Others Involved	Starting Date	Completion Date	Staff Days Involved	Extra Costs
5.	Detailed population profiles and short term forecasts for planning areas.	PARR	-				\$
	Phase I - Assemble and analyse "short form" Census data for 1981 June. - Prepare demographic profiles on planning area basis. - Prepare population and household projections by planning area to 1986 June.		-			30	300
	Phase 2 - Assemble and analyse "long form" Census data for 1981 June. - Prepare comprehensive community and planning area profiles, trends and projections to 1986 June based on 1971, 1976 and 1981 data.		-			50	1,000

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Priority Sequence	Issue	Account-ability	Others Involved	Starting Date	Completion Date	Staff Days Involved	Extra Costs
6.	Develop a process that allows the measurement of the effectiveness of delivery of services	FLEMING	Management Committee, Staff in all areas, Consultants.			30	\$ 10,000

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7.	Attract appropriate high employment and/or high tax return land uses.	PARR					\$
	Phase 1 (Research)						
	- inventory of development and re-development opportunities with residential, commercial, industrial and institutional sectors.						
	- contact with other cities and jurisdictions regarding their zoning and land use controls and experiences in this issue.						
	- detailed discussions and exchanges with B.C. Assessment Authority regarding assessment criteria.						
	- preparation of net tax return and employment profiles on "typical" land uses within various sectors.	Treasury Legal & Lands Assessment Authority				30	*
	- preparation of summary discussion paper as preface to Phase 2.					15	N:1
	Phase 2						
	- prepare report recommending strategies, policies, objectives and criteria for attracting high employment and high tax return land uses based on findings of Phase 1.	Legal & Lands Treasury Assessment Authority				35	N:1

* minor consulting assistance may be required.

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Priority Sequence	Issue	Account-ability	Others Involved	Starting Date	Completion Date	Staff Days Involved	Extra Costs
8.	Develop a process that allows the prioritization of expenditures so that budgets can be adjusted to meet resources available.	FLEMING	Management Committee, Staff in all areas, Consultants.			20	\$ 6,000

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Priority Sequence	Issue	Account-ability	Others Involved	Starting Date	Completion Date	Staff Days Involved	Extra Costs
9.	Prepare contingency plans for alternative garbage collection and disposal methods (e.g. Municipal recycling depots, collection fees based on units collected, incineration etc.)	OLSON	G.V.R.D. Treasury Legal & Lands Planning			20	\$ Nil
10.	Develop a comprehensive strategy and program for improving energy efficiency of Municipal facilities and equipment.	OLSON	Energy Conservation Committee (Administrative & Community Services; Recreation & Cultural Services; Planning & Building Inspection), Treasury.			70	2,500

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Priority Sequence	Issue	Account-ability	Others Involved	Starting Date	Completion Date	Staff Days Involved	Extra Costs
11.	<p>Development of a joint strategy by the School Board and the Municipality to address declining enrolments and school closures.</p> <p>a) Development of "General Use Guide-lines" and processing procedures for assessing suitability of school user proposals in relation to zoning and neighbourhood impact.</p> <p>b) Processing of applications, determination of use suitability, discussions with School Board staff.</p> <p>c) Long term use of closed school facilities. - analysis of use of closed schools in relation to the Residential Neighbourhood Environment Study, including the possible need for the reopening of certain schools as a result of densification and implementation of affordable housing policies. - Determination of ultimate use of individual schools (i.e. for school purposes, community facilities, removal and replacement by parks or housing, etc.).</p>	PARR					\$
			School Board Administration				N:1
			School Board Administration, Engineering, Recreation & Cultural Services			2 per month	N:1
			School Board Administration, Recreation & Cultural Services.			Included elsewhere	N:1

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Priority Sequence	Issue	Account-ability	Others Involved	Starting Date	Completion Date	Staff Days Involved	Extra Costs
12.	Develop a policy for use of reserves, where such policies are not well defined.	KARRAS	Management Committee			43	\$ Nil
13.	Examine the overall approach to capital financing and the role that pay-as-you-go plays in that approach; - "apparent" policy followed to date - "apparent" viewpoint of Council - outlook for capital spending over next 5-10 years - outlook for inflation/money markets over next 5-10 years - discussion of pros and cons of various alternatives - external input from consultant	KARRAS	Management Committee Consultant			27 N/A	Nil Not Estimated

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Priority Sequence	Issue	Account-ability	Others Involved	Starting Date	Completion Date	Staff Days Involved	Extra Costs
14.	Develop a policy for the use of Muni- cipal non-renewable resources such as land, water frontage, air rights as a source for capital reserves.	PARR	Treasury Engineering Legal & Lands			65	\$
	a) Defining the problem. i) Magnitude and types of reserves presently created from non- renewable resources. ii) Assess the likely future need of reserve funds from non-renewable resources.						
	b) Inventory of non-renewable resources.						
	c) Factors affecting marketing of non- renewable resources. i) Economy ii) Developable and non-developable lands. iii) Servicing costs, etc.						
	d) Strategies for utilizing non- renewable resources. i) Sell ii) Lease iii) Sell and Buy iv) Development Corporations v) Hold vi) Alternate Revenue Sources						
	e) Review appropriateness of strategies to Burnaby's non-renewable resources and reserve requirements.						
	f) Recommend policy.						

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Priority Sequence	Issue	Account-ability	Others Involved	Starting Date	Completion Date	Staff Days Involved	Extra Costs
15.	Investigate potential suitable housing types to accommodate smaller household sizes within context of Residential Neighbourhood Environment Study currently underway.	PARR					\$
	a) Detailed analysis of existing and future household size and composition characteristics and contributing factors.		-			25	
	b) Prepare report on how this relates to Burnaby's existing housing stock and policies guiding development of future stock.		-			15	
	c) Prepare a policy framework to address changing household size and its relationship to the housing stock for consideration.		-			10	

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Priority Sequence	Issue	Account-ability	Others Involved	Starting Date	Completion Date	Staff Days Involved	Extra Costs
16.	Explore innovative ways to maximize return from dollars spent a) Performance Planning & Measurement Program b) Loaned Executive Assistance Program c) Examine other ways to determine innovative approaches (brainstorming, etc)	SHELLEY	Management Committee Management Committee, LEAP Executives All Senior Staff and Unions			3 per month 2 per month 15	\$
17.	Identification of available, practical means to improve communication between local government and its citizens. a) Position paper for consideration of Management Committee. b) Review of means by Council c) Review of means by Community Groups & conclusion by Council.	SHELLEY	Management Director Planning & Building Inspection Director Adminis-trative & Community Services Council Community Group Leaders			6 1 4	N:1 N:1 N:1

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Priority Sequence	Issue	Account-ability	Others Involved	Starting Date	Completion Date	Staff Days Involved	Extra Costs
18.	Seek ways to gain better public understanding and acceptance of proposed plans guiding the development of the municipality. a) Position paper for consideration of Management Committee b) Review of ways of Council c) Review of ways by Community Groups and conclusion of ways by Council.	SHELLEY	Director Planning & Building Inspection Council Community Group Leaders			6 1 4	\$ Nil Nil Nil

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Priority Sequence	Issue	Account-ability	Others Involved	Starting Date	Completion Date	Staff Days Involved	Extra Costs
19.	Assess the requirements of special needs households in the Municipality.	PARR					
	Part I a) Define Special Need Groups b) Profile each group c) Define housing & service demands d) Inventory existing housing and service opportunities. e) Propose directions for policy generation part of study Part II f) Generate Municipal Policies g) Create Implementation Strategy		Health				
						5	
						10	
						5	
						20	
						5	
						70	
						25	
							\$

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Priority Sequence	Issue	Account-ability	Others Involved	Starting Date	Completion Date	Staff Days Involved	Extra Costs
20.	Review and update existing standards for major recreational facilities (e.g. golf courses, ice arenas) in view of projected change in population profiles.	GAUNT	Planning			100	\$ 25,000*

* Costs covered by a Master Plan Grant, approved by the Province in 1981, to be paid in 1982.

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