

1983 November 07

RE: 1984 GOALS, OBJECTIVES AND PERFORMANCE MEASUREMENTS  
FOR PERIODIC REPORTING TO COUNCIL

RECOMMENDATION:

THAT the attached preliminary outline of goals, objectives and performance measurements be adopted as the basis for periodic reporting to Council.

INTRODUCTION:

In the Spring of 1982, as a part of the overall reorganization of the administration of the Municipality, systems for Corporate Planning and Performance Planning and Measurement were first introduced into the overall management process within the Corporation. Council will of course be aware of the fact that significant progress has been made within those new programs, as highlighted by the improved budget planning process, and the introduction of periodic reports to Council on the status of Corporate Planning work underway on many of the major issues within the community.

In 1983 March, staff reported to an informal meeting of Council on the most recent progress with regard to Corporate Planning, and on the development of Objectives and Performance Measurements throughout the Corporation. At the time, it was indicated that some work had been done on the introduction of goals

into the process, goals being generally defined as the more broad, unchanging statements of purpose underlying the various activities which together make up Municipal Government. More specifically, ten fundamental goals were first placed before the Council, for general discussion. Those fundamental goals are attached as Appendix I.

As the planning process has continued to develop, it has become clear that the Goal and Objective setting process, and from it the Performance Measurement process, is in many respects quite complex and will of necessity continue to develop and evolve over time. Goals in any organization exist on a number of levels i.e., for the entire organization, for each department and for parts of departments - or functions - within the organization. As a part of the early discussion on fundamental goals, a "hierarchy" of goals was put forward for Council's information. A diagram of that hierarchy is attached for easy reference as Appendix II.

One of the more difficult parts of the entire Corporate Planning and Performance Planning and Measurement Process has been to determine the type of information and data "reporting out" which would be of interest to the Council itself. Council members will be aware from their involvement in the Performance Planning and Measurement and Budgeting Programs that large numbers of planning decisions, objectives and performance measures have been generated through the evolution of the process to date. More specifically, for the approximately 120 "decision units" in the Corporation, we have developed objectives and performance measurements and have on the basis of that planning data formulated decisions which are ultimately reflected in both budgets and day-to-day operations. It is clear, in the minds of staff at least, that the Council does not wish to, nor indeed need to be aware of all of that detailed operational and financial planning, and eventual reporting. What is important, however, is for the Council to have periodic reporting on a smaller number of objectives and performance measures, which can act as significant indicators of performance in the organization.

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Council members will also recall that work is now underway in developing a strategic plan for Management Information Systems throughout the Corporation. The Management Information System, made up of both manual and computerized components, will eventually produce much of the data flowing out of the PPM and other management planning and control systems.

It is important to realize, then, that what follows in this submission to the Council is a carefully selected extract from the large amount of planning material and data which is beginning to flow from the corporate planning activities throughout the organization. The purpose of this report is to suggest a series of Objectives and Performance Measures which, the staff feel, will give an indication to the Council of overall performance in the organization during 1984. Because of the much larger base of planning data from which this material has been extracted it would be a relatively simple matter to add additional information on subjects of interest to the Council, once those areas have been identified. It is our hope that, by putting a recommended list of objectives and measures forward Council will be able to provide direction on whether those are indeed the kind of indicators seen as useful and informative.

It is expected that the process by which the objectives and measures were developed will continue; i.e., that further changes to them will evolve over time, based on the experience and needs of staff and the Council.

What follows, then, by department, is a listing of all general goals for each department; and a listing of selected Operational Goals, Objectives and Performance Measures which in the opinion of the Municipal Manager and the Management Committee will provide a significant indication of future performance in the organization.

Attachments

THE CORPORATION OF THE DISTRICT OF BURBARY  
FUNDAMENTAL GOALS FOR BURBARY

EXAMPLE SUB ELEMENTS (For  
Which General Goals are  
Required

ELEMENTFUNDAMENTAL GOAL

EXAMPLE SUB ELEMENTS (For  
Which General Goals are  
Required

IDENTITY  
AND  
CHARACTER

To accommodate growth and accompanying change to the extent that it provides for a properly structured and identifiable community that will satisfy the total needs of the Municipality and, at the same time, enhance community self-sufficiency and identity.

- . GROWTH
- . SELF-SUFFICIENCY
- . HIERARCHY OF CENTRES
- . NEIGHBOURHOODS
- . SOCIAL MIX

THE NATURAL  
AND PHYSICAL  
ENVIRONMENTS

To preserve the balance between developed and natural areas by the conservation and enhancement of the unique attributes of the landscape, the minimization of environmental pollution and the development of new structures compatible with the natural environment.

- . HERITAGE CONSERVATION
- . LANDSCAPING
- . PARKS AND OPEN SPACES
- . STRUCTURE CHARACTERISTICS
- . POLLUTION

LAND USE  
ALLOCATION

To allocate land uses in such a way as to ensure that Burnaby citizens are provided with balanced residential, commercial, industrial, institutional, recreational, farming and transportation facilities within a comprehensively planned urban structure which meets their present and future physical, social and economic needs.

- . RESIDENTIAL
- . COMMERCIAL
- . INDUSTRIAL
- . INSTITUTIONAL
- . RECREATIONAL
- . TRANSPORTATION
- . FARMLAND

ECONOMIC BASE

To work towards the economic wellbeing of Burnaby by ensuring a sound tax base through strengthening and diversifying its economic base.

- . JOBS AND EMPLOYMENT
- . TAX BASE

LEISURE TIME  
ACTIVITIES

To establish a comprehensive range of recreation, library, cultural and art facilities and programs to meet the changing needs of the community.

- . ACCESS TO NATURAL AREAS
- . RECREATION
- . LIBRARIES
- . CULTURE AND THE ARTS

MOVEMENT OF  
PEOPLE &  
GOODS

To facilitate the movement of people and goods within the Municipality in a manner that is most cost-effective and efficient while at the same time endeavouring to improve the Integrity and environment of residential neighbourhoods.

- . TRANSIT
- . PEDESTRIAN
- . BICYCLES
- . TRUCKS
- . CARS

PROPERTY  
SERVICES

To develop and maintain a high level of property services that will ensure the physical and functional well being of the entire community.

- . SANITATION
- . PROPERTY IMPROVEMENT
- . UTILITIES
- . BEAUTIFICATION PROGRAMS

HEALTH, WELFARE AND  
SAFETY OF  
CITIZENS

To provide timely, alert response to and protection from those conditions, elements and activities in the community which may endanger Burnaby citizens or visitors or their property; and to protect, maintain, and promote the physical, mental and social health and well being of the entire community.

- . ANIMAL CONTROL
- . HEALTH
- . EDUCATION
- . JUSTICE
- . SAFETY
- . FIRE & POLICE PROTECTION

MANAGEMENT

To establish and maintain an adequate range of services that strive for the continual betterment of the community and ensures the efficient and stable operation of the community within the framework of responsible government and enabling legislation.

- . RESPONSIBLE GOVERNMENT
- . ADMINISTRATIVE EFFICIENCY
- . REGIONAL CO-ORDINATION
- . LEGISLATION & REGULATION

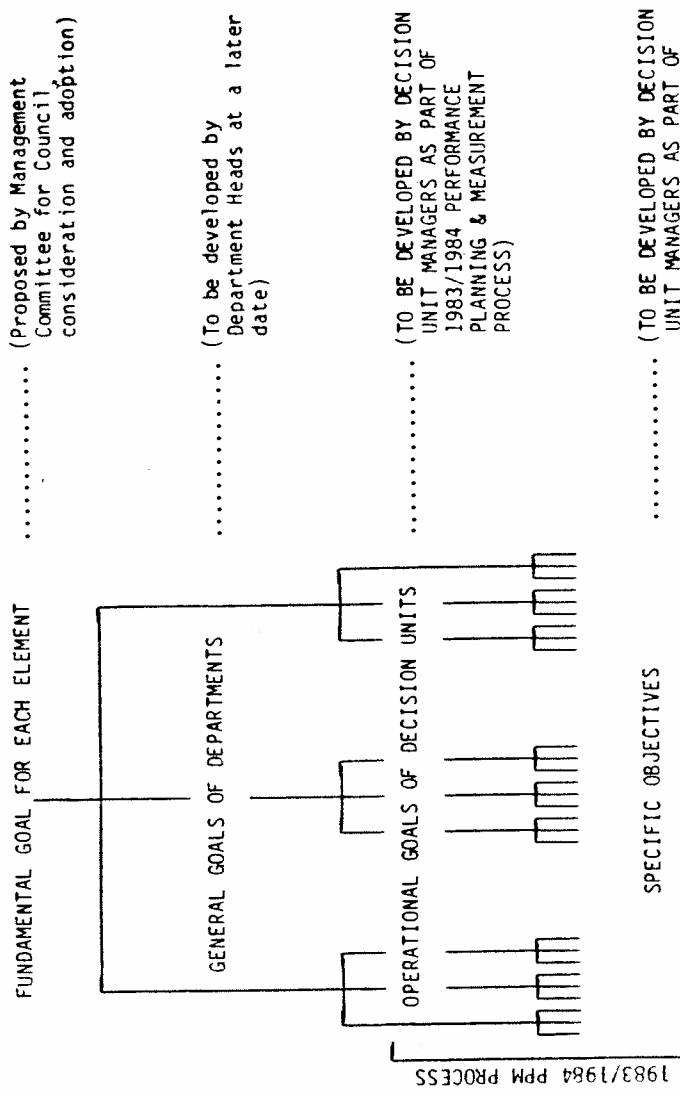
CITIZEN  
PARTICIPATION  
AND  
OPPORTUNITY

To provide Burnaby residents with the opportunity to satisfy their desire to participate in the activities of their government, and in the establishment, refinement and attainment of Municipal goals and objectives.

- . CITIZEN PARTICIPATION
- . CITIZEN REPRESENTATION
- . ACCESS TO INFORMATION

THE CORPORATION OF THE DISTRICT OF BURNABY  
ILLUSTRATION OF GOAL STRUCTURE

APPENDIX II



Definitions:

- GOAL - A general expression of an intention or desire. It must be fundamental, universal, lasting and only rarely subject to change.
- OBJECTIVE - A specific aim or action which is capable of both attainment and measurement, and is subject to change.
- DECISION UNIT - A discrete, relatively independent unit, having similar functions within it, selected for planning and decision making purposes.

MUNICIPAL MANAGER

1984 GOALS, OBJECTIVES AND MEASURES

TO BE REPORTED TO COUNCIL

GENERAL GOALS

- To manage the affairs of the Municipality in accordance with plans, programs, bylaws, resolutions, policies and financial limitations that are established with and approved by Council and in accordance with the provisions and limitations of the Municipal Act and other statutes, and which lead to continual improvement in the quality of life in the community.

OPERATIONAL GOALS

OBJECTIVES

PERFORMANCE MEASURES

1. To manage the professional staff and the resources of the Municipality efficiently, effectively and economically to achieve the objectives of the organization.

2. To measure the effectiveness of the delivery of service by the various municipal departments.

3. To implement the policies of Council.

To ensure that we continue to develop a strong, vibrant and disciplined human resource management process that concentrates on training and development, manpower development and succession planning, and that it is in place in all departments by the end of the year.

To increase the corporate emphasis on monitoring and measuring the effectiveness of our programs and services by ensuring that the most significant performance measures are developed for at least 1/3 of our departmental budgets.

To develop a 1984 Municipal Operating Budget that calls for an increase of no more than 5% in the tax levy for 1984.

To stay within the 1984 Operating Budget.

Appraisal by the Management Committee as to the significance of the performance measures that are developed departmentally for 1984 as opposed to those developed for 1983 (for those Decision Units reviewed by the Committee).

The amount (%) of tax increase over the 1983 tax levy.

Compliance with budget, i.e. total expenditures to not exceed the total operating budget for all departments.

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ADMINISTRATIVE & COMMUNITY SERVICES

1984 GOALS, OBJECTIVES AND MEASUREMENTS

TO BE REPORTED TO COUNCIL

General Goals

1. To provide and coordinate a range of Municipal-wide administrative and service functions to and for the Council, staff and general public so as to meet the Corporation's needs for accurate official records, responsive human resource services and legal services.
2. To provide a full range of protective services to the community, so as to minimize the risk to the life and health of citizens, and to their property, from crime, fire and illness or injury.
3. To coordinate the development and implementation of corporate planning and performance planning and measurement systems and to provide senior level human resource management advice and direction to the Corporation.

PERFORMANCE MEASURES

OBJECTIVES

OPERATIONAL GOALS

Budget variance 84/83

To maintain the same level of accuracy and timeliness, holding to 1983 cost levels.

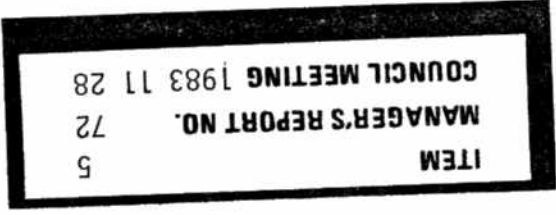
To provide administrative services to the Council and its Committees, Boards & Commissions.

Completion by '84 June of an organization review and a prioritized list of policy/service issues in need of attention.

To complete the Personnel Department service review.

To assess, analyze and improve human resource planning and personnel services.

Implementation of new procedures.  
To review and amend the procedures followed in property transaction matters.



OPERATIONAL GOALS	OBJECTIVES	PERFORMANCE MEASURES
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To protect life and property.

To hold the incidence of crime to the lowest level possible, taking into account the policing resources available.

Crime trends as shown in RCMP Statistical Quarterly Report.

To provide adequate men and equipment to respond to emergency fire and safety-related incidents so as to minimize the loss of life and property.

To hold life and property losses to the lowest level possible.

Fire loss and injury trends as shown in Annual Report of the Burnaby Fire Department.

To ensure that the Municipality conforms to all legislated requirements having to do with the health and well-being of the community.

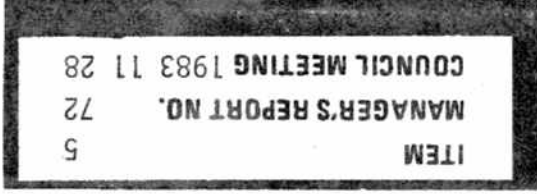
To negotiate with the Provincial Government a long term approach to delivering and funding public health services including nursing services by 1984 December.

Date of submission to Council.

To provide an Environmental Health program which protects, maintains and promotes public health and environmental quality.

To continue the same level of service as in previous years with slightly reduced staff levels.

Community and Environmental Health service delivery trends as shown in Annual Report of MHO.



ENGINEERING

1984 GOALS, OBJECTIVES, AND MEASUREMENTS FOR SUBMISSION TO MUNICIPAL COUNCIL

GENERAL GOALS

- Develop, implement, and revise policies, practices, and procedures required to provide Engineering Department operations and maintenance services to the optimum level warranted in serving the public.
- Develop, implement, and revise policies, practices and procedures required to provide Engineering Department capital works services to the optimum level warranted in serving the public.
- Carry out research and development work to the extent required to assure "state-of-the-art development" in order to see that Burnaby continues to play a leading role in provision of Municipal engineering services.

OPERATIONAL GOALS

1. To ensure that all public works are designed to current, well-established standards and specifications, incorporating sound economic considerations, and recognizing current and practical maintenance procedures and practices.
2. To conduct the necessary studies required to plan for future improvements in operating the transportation system.
3. To ensure that all contracted public works are constructed in an efficient manner and in accordance with the established standards.

OBJECTIVES

- To complete the design of all budgeted projects early enough to be able to complete construction of at least 90% of the works before 1984 December 15.
- To increase traffic-carrying characteristics by at least 20% on each of 4 intersections
- To bring at least 90% of budgeted projects to a point of approval for construction.
- To cause all projects undertaken to be constructed within acceptable budget limits (= 10%).

PERFORMANCE MEASURES

- Percentage of projects completed by 1984 December 15.
- Percentage of increase achieved and number of intersections improved.
- Percentage of budgeted projects approved by Council for contract.
- Percentage of projects completed within - 10%.

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OPERATIONAL GOALS

4. To ensure storm and sanitary sewer maintenance and construction is provided in an efficient manner.
5. To ensure that a continuous supply of potable water for domestic, commercial, and industrial purposes is provided in an efficient manner.
6. To provide residential/commercial (non-container) refuse service in an efficient manner.
7. To provide container refuse service in an efficient manner.

OBJECTIVES

- To complete the implementation and "fine-tuning" of creating one operating utility for both sewer and water service by 1984 June 30  $\pm$  1 month.
- To complete the implementation and "fine-tuning" of creating one operating utility for both sewer and water service by 1984 June 30  $\pm$  1 month.
- To cause refuse collection costs to be competitive with private sector charges ( $\pm$  5%).
- To cause refuse collection costs to be competitive with private sector charges ( $\pm$  5%).
- Percentage variance of municipal refuse collection costs per housing unit from private sector charges.
- Percentage variance of municipal costs per container pick-up from private sector charges.

PERFORMANCE MEASURES

Date on which the implementation is satisfactorily completed.

Date on which the implementation is satisfactorily completed.

1984 GOALS, OBJECTIVES AND MEASUREMENTS

FINANCE

TO BE REPORTED TO COUNCIL

GENERAL GOALS

To provide financial management and accounting services to the Municipal Council, Boards and Commissions, and to the Municipal Manager and staff, together with financial and informational support, including the procurement of all equipment, materials, supplies and services, together with the receipt and storage of materials and supplies; and ensure that the financial management process conforms with Provincial legislation and municipal regulations.

To manage the collection of property taxes, trade licences and various other fees and rates in conformity with Provincial legislation and municipal regulations.

To manage the budget process and develop and recommend long and short term financial policies.

OPERATIONAL GOALS

- 1. To manage the financial responsibilities of the Municipality, including that of Treasurer and Collector as defined in the Municipal Act.
- 2. To licence, in accordance with municipal by-laws and other statutory regulations, all businesses operating in the municipality.
- 3. To collect property taxes and user charges in compliance with statutory requirements and applicable regulations.
- 4. To ensure that dogs and animals are controlled by their owners.
- 5. To conduct the cash management program and maximize the availability of cash resources.

OBJECTIVES

Stay within overall finance and municipal budget.

Cause 100% of businesses operating in Burnaby to be properly licensed.

Structure fees at a level to recover all administrative and inspection costs of licensing.

Collect 96% of current taxes.

Structure fees at a level to substantially pay for the cost of dog control.

Invest operating funds to yield an amount equal to or greater than the 90 day Royal Bank of Canada daily weighted average yield.

Invest capital funds to yield an amount equal to or greater than prime corporate 90 day paper.

PERFORMANCE MEASURES

Actual results for the year.

Number of businesses found to be operating without a trades licence.

Actual revenue/cost comparison.

Percentage of taxes collected.

Actual revenue/cost comparison.

Actual revenue/cost comparison.

Actual yield.

Actual yield.

PLANNING AND BUILDING INSPECTION

1984 GOALS, OBJECTIVES AND MEASUREMENTS

TO BE REPORTED TO COUNCIL

GENERAL GOALS

- To provide guidance and professional and technical advice to the Municipal Council, Boards and Commissions; and to the Municipal Manager and staff, in the fields of urban management; urban and regional land-use planning; and community conservation, growth and development.
- To participate in policy formulation, prepare comprehensive and coordinated plans, and assist in the implementation of such plans and policies through a variety of programs and development processes.
- To provide for citizen participation in the planning and development process; and ensure that Burnaby residents are provided with balanced residential, commercial, industrial, institutional, recreational and transportation facilities within a comprehensively planned urban structure which meets their present and future physical, social and economic needs.

OPERATIONAL GOALS

OBJECTIVES

PERFORMANCE MEASURES

1. To ensure that housing policies are designed to meet the needs of the changing character of the population.

To prepare recommendations on residential compaction measures on an area basis within the context of the Residential Neighbourhood Environment Study for consideration of Council by 1984 February.

Date of submission to Council.

2. To ensure that Land Assembly Areas are developed in a manner that will reflect the overall land-use plans and policies of the Municipality.

To finalize the concept plan for the Cariboo area following consideration by Council and undertake the implementation of these plans during 1984.

Date of commencement of implementation.

3. To develop, update and periodically adjust the Community Plans to provide the appropriate direction and focus for the development of specific areas.

To review Community Plan 9 (Brentwood) and submit recommendations for amendment of Community Plan 9 (Brentwood) for Council approval by 1984 December 01.

Date of submission to Council.

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OPERATIONAL GOALS OBJECTIVES PERFORMANCE MEASURES

4. To manage the development application review process with a minimum of processing time delay and optimum user certainty.

To achieve improvements and quality control in processing of Preliminary Plan Approval applications and by implementing a computer-assisted routing and tracking system by 1984 September 01.

To provide Council and the public with quarterly reports on development activity as derived from applications for rezoning, subdivision, development and similar approvals.

Submission of quarterly reports to Council.

5. To plan comprehensive and coordinated transportation systems and street networks which will be convenient, safe, efficient and economical for those using the facilities in or through Burnaby; while at the same time preserving the integrity of residential neighbourhoods.

To participate with B.C. Transit in the review, re-evaluation and redesign of the Public Transit system in North Burnaby, and to report to Council by 1984 December.

To resolve through the Joint Technical Staff Committee the remaining issues outstanding from Provincial agreement to the Comprehensive Transportation Plan and to report to Council by 1984 December.

Date of submission to Council.

Date of submission to Council.

6. To develop and administer a safety and inspection program in conformity with Provincial and Municipal regulations.

To reduce municipal costs of processing building permits by offering to the public the opportunity of acquiring permits upon submission of designer certified plans and specifications.

To provide for Council and the public pertinent records of building construction activity in the municipality as derived from building permits issued and correlated over 4-week periods throughout each year.

Percentage of permits issued via the certification process.

Submission of 13 reports to Council.

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GENERAL GOALS\*

1. To collect, preserve, research, document, interpret and display artifacts and historical buildings that illustrate the history and lifestyle of the Lower Mainland of British Columbia and especially Burnaby.

2. To meet the library needs of the Community by providing and optimizing access to materials and services which communicate knowledge, ideas and experience to the Community in such a way as to support the principle of equality of opportunity for people in the pursuit of self defined goals.

3. To provide and maintain a system of natural and developed parklands and water areas ranging from neighborhood to Municipal wide uses.

4. To ensure the provision of leisure opportunities which meet Community needs through the operation of Municipal facilities and through co-operation with private enterprise and public agencies and to encourage participation in these opportunities or programs.

1. To plan, direct and organize activities to meet Community needs for Museum services.
2. To plan, direct and organize activities to meet Community needs for Library services.
3. To plan, direct and organize activities to meet Community needs for parks and recreation services.

OPERATIONAL GOALS

To deliver a Museum service in 1984 of the same or greater level of effectiveness as in 1983 at no additional comparative cost.

To deliver a Library service in 1984 of the same or greater level of effectiveness as in 1983 at no additional comparative cost.

To deliver a parks and recreation service in 1984 of the same or greater level of effectiveness as in 1983 at no additional comparative cost.

General and operational goals and objectives and performance measures are determined by the respective Boards and Commission for the Museum, the Library and Parks & Recreation.

Annual report on Museum performance for the calendar year January 1st - December 31st, 1984 delivered to Municipal Council by 1985 March 01.

Annual report on Library performance for the calendar year January 1st - December 31st, 1984 delivered to Municipal Council by 1985 March 01.

Annual report on parks and recreation performance for the calendar year January 1st - December 31st, 1984 delivered to Municipal Council by 1985 March 01.

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OPERATIONAL GOALS OBJECTIVES PERFORMANCE MEASURES

To ensure the equitable provision of recreation and cultural facilities in the municipality through the development of land acquisition building and facility planning policies and priorities.

- To ensure that residents' needs and preferences are reflected in land, buildings and facility development.
- To provide a golf experience that caters to the average golfer for residents and visitors at reasonable rates.

To ensure that both internal and public documents reflect current policies by revising the Park Study by 1984 December 31.

To obtain public comment on the Master Plan for report to Council by 1984 December 31.

To tender the Golf Professional's contract to recommend to Council the retention of a Golf Professional by 1984 August 30.

Date of submission to Council.

Date of submission to Council.

Date of submission to Council.