

ITEM 3
MANAGER'S REPORT NO. 10
COUNCIL MEETING 1985 02 04

RE: ANNUAL REVIEW OF CORPORATE PLANNING ISSUES

MUNICIPAL MANAGER'S RECOMMENDATION:

1. *THAT the recommendation of the Director Administrative and Community Services be adopted.*

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1985 January 28

TO: MUNICIPAL MANAGER
FROM: DIRECTOR ADMINISTRATIVE & COMMUNITY SERVICES
SUBJECT: ANNUAL REVIEW OF CORPORATE PLANNING ISSUES
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RECOMMENDATION:

THAT this report be referred to an informal meeting with the Management Committee to be held 1985 March 05.

R E P O R T

Background:

As a part of its report on the structure and management processes within The Corporation of the District of Burnaby, Currie Coopers & Lybrand Limited late in 1981 recommended to the Council that an essential component should be a process to ensure that key planning issues in all areas of the Corporation be identified and resolved, priorities established and resources deployed as effectively and economically as possible. Council at the time engaged Currie Coopers & Lybrand Limited further to work with the Municipal Manager and staff in developing such a process for the organization.

In January of 1982 the Municipal Manager put forward a recommended process for Corporate Planning for Burnaby. At the time, the purpose for Corporate Planning in the organization was defined as "to annually identify the key issues which must be and can be usefully resolved within the time and talents available".

At the same time, the role of the Council was defined as follows:

"It is the responsibility of Council to ensure that the Corporation takes the necessary steps in all aspects of its work to prepare for and carry out the long range intentions of the citizens of Burnaby as established by Council. To exercise this responsibility, Council will review annually the Corporate Planning issues to be addressed, and be prepared to devote the time requested to review the conclusions and recommendations that result."

By May of 1982 considerable work had been done in identifying the key planning issues within the municipality. An intensive one and a half day session (involving the members of Council and the still relatively new Management Committee) effectively "launched" the Corporate Planning process in the Corporation. That one and a half day session served as the first of the annual reviews by the Council of Corporate Planning issues, and enabled the staff to make recommendations to the Council in July of 1982, with respect to the priority sequence of the Corporate Planning issues which required attention.

By September of 1982, Council received for information purposes a detailed report on each of the Corporate Planning issues, setting out who was accountable for the work on that issue, what other individuals or organizations would be involved in addressing it, and the time lines and resources required for completing the planning work.

In March of 1983, the Council in an informal meeting with the Management Committee again reviewed the progress of the Corporate Planning process, and the work done to date on each of the issues. The Management Committee found that informal discussion to be of value in understanding and reaffirming the Council's views with respect to the issues and their priority. The session also presented an opportunity to discuss with the members of Council potential Corporate Planning issues which were emerging as time passed.

The purpose of this report is to once again bring the Council up to date with the Corporate Planning process, and to seek another opportunity for informal dialogue and exchange with the members of Council on current issues.

Progress to Date:

Members of Council should be aware of the fact that the Management Committee conducts a status review and progress discussion on all outstanding Corporate Planning issues approximately every two months. The purpose of such a review is to ensure that all of the various planning tasks are progressing according to schedule (or at least to examine the reasons for individual projects falling behind schedule when that occurs) and, equally importantly, to ensure that all members of the Management Committee are informed of the substance of the planning issues in all areas of the Corporation.

Attached as Appendix I is an issue-by-issue summary, setting out the title of the project, the Director accountable for it, and the current status of each of those projects. There are several observations on that summary:

- A number of tasks are now complete, and have been reported out to Council.
- Several other projects are still "in the works", at various stages of completion. The original purpose statement commented on "time and talents available"; restraint has delayed completion of some projects.
- A number of issues have been deleted from the list, as their inappropriateness in the Corporate Planning process became clear.
- Some projects have been postponed, either due to resource availability, or uncertainty as to the continuing need for the work.
- The Human Resource Management issue has been added to the summarized list and work is proceeding.
- Ongoing work at the staff level, especially periodic research into demographic and economic issues, will continue to raise new issues of general corporate concern.
- Discussions at Management Committee and Council levels have, to date, not resulted in new issues being added to the list.

The Management Committee is of the view that the Corporate Planning process continues to be a useful adjunct to the overall management process in the Corporation. It, like Performance Planning and Measurement, is one of the tools which has improved decision making and has helped to establish the effectiveness of the Management Committee itself. In our view, the process should continue but requires from time to time the "rejuvenation" that contemplation and discussion at all levels can facilitate. That, taken with the demographic and economic research referred to above, should ensure that the process remains a dynamic one, and "in touch" with community concerns at all levels.

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(3)

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Further Action:

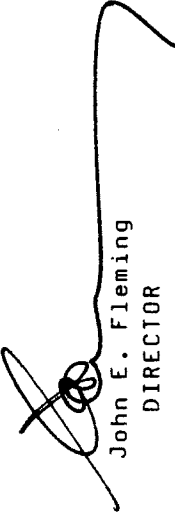
The purpose of this report is a three-fold one.

1. To report on progress and to respond to Council members' questions and comments on the issues.
2. To determine whether members of Council see new areas of work or issues which require attention in the short or longer-term future, and can be built into the planning process.
3. To elicit from members their comments and perceptions on the role and effectiveness of the Corporate Planning process to date.

With that in mind, the Management Committee proposes that the Committee meet informally with Council to review the attached material and to discuss in some detail the points addressed above.

The Director Finance has now completed work on Corporate Planning Tasks #12 & #13, on reserves and pay-as-you-go financing. That policy document, having undergone detailed analysis by the Municipal Manager and Management Committee, will be the subject of an upcoming report to Council. It is proposed that this policy document also be discussed at the special meeting with the Council on Corporate Planning.

It is proposed that such a meeting take place on Tuesday, 1985 March 05, beginning at 4:30 p.m. and carrying on into the evening.


John E. Fleming
DIRECTOR

JEF:gmc

PRIORITY NUMBER	ISSUE	ACCOUNTABILITY	STATUS	ESTIMATED COMPLETION DATE	COMMENTS
1.	Examine potential & means for densification of low density residential areas to provide additional family housing opportunities.	Parrr	Complete	N/A	Staff research work now complete; community consultation phase now complete; Council decision 1984/07/23 not to proceed further.
2.	Investigate ways and means to provide more affordable housing in appropriate locations.	Parrr	On Hold	Unknown	This project was not scheduled to begin until the completion of #1. No further work scheduled at this time pending further direction from Council re #1.
3.	Develop an operating plan reflecting both revenue and expenditure for more than one year in advance.	Karras	Complete	N/A	Management Committee decided to set gross revenue and expenditure projections six months in advance of the following budget year, and to use such projections in establishing well in advance the financial parameters for the annual planning - budgetting cycle. This projection has assisted greatly in determining the Manager's Challenge Statement; has facilitated the PPM process; and, to the extent possible, minimized the efforts expended at budget time.
4.	Implementation planning of measures proposed in transportation plan to help reduce negative effects of increasing commuter flows.	Parrr	Complete	N/A	The Transportation Committee of Council recommended - and the Council adopted - a comprehensive procedure for resolving neighbourhood traffic problems (1983 October).
5.	Preparation of detailed profiles and short-term forecasts for planning areas.	Parrr	Complete	N/A	Complete profiles presented to Council and interested agencies for information and use. Documents also available to public.
6.	Develop a process that allows the measurement of the effectiveness of delivery of services.	Fleming	Complete	N/A	The "PPM" process has been in place for two years and has proven to be a valuable management tool for all levels in the organization.

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PRIORITY NUMBER	ISSUE	ACCOUNTABILITY	STATUS	ESTIMATED COMPLETION DATE	COMMENTS
7.	Prepare an updated strategy & program to attract appropriate high employment and/or high tax return land uses.	Parr	Deleted	N/A	The Management Committee agreed with the Director Planning and Building Inspection's recommendation that this planning issue become a part of the official Community Plan currently being prepared. Therefore the issue was deleted from the Corporate Planning list, and will be addressed in the official plan process.
8.	Develop a process that allows the prioritization of expenditures so that budgets can be adjusted to meet resources available.	Fleming	On Hold	Unknown	It is the opinion of the Management Committee that with the existing PPM process; the budgeting process and the functioning of the Management Committee itself that budgetary priority decisions are now well supported in the organization. The decision whether or not to initiate a further process has been postponed until May 1985.
9.	Prepare contingency plans for alternative garbage disposal methods.	Olson	Complete	N/A	Report submitted to Council concerning studies and plans of the Lower Mainland Refuse Project; GVRD performing function for Burnaby.
10.	Develop a comprehensive strategy and program for improving energy efficiency of municipal facilities and equipment.	Olson	Complete	N/A	Research and study on major chosen buildings; energy savings projects now underway as funds are available; work will be ongoing and further research will be carried out on remaining buildings.
11.	Development of a joint strategy by the School Board and the Municipality to address declining enrolments and school closures.	Parr	Deleted	N/A	The Management Committee deleted this issue from the Corporate Planning list since an ongoing administrative liaison has been developed amongst the Recreation & Cultural Services & Planning and Building Inspections Departments, the School Board, and the community generally.
12.	Develop a policy for the use of reserves, where such policies are not well defined.	Karras	complete	N/A	Coming forward for Council review.

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13.	Examine the overall approach to capital financing and the role that pay-as-you-go plays in that approach.	Karras	Complete	N/A	Coming forward for Council review.
14.	Develop a policy for the use on non-renewable resources, such as land, water frontage & air rights.	Parr	10% complete	1984 Dec.	Delayed due to other priorities and lack of adequate data.
15.	Investigate potential suitable housing types to accommodate smaller household sizes within context of Residential Neighbourhood Environment Study.	Parr	On Hold	N/A	No further work scheduled pending further direction from Council re Issue #1.
16.	Explore innovative ways to maximize return from dollars spent (e.g., greater role for volunteerism, self-help programs, user fees, etc.	Shelley	Deleted	N/A	The Management Committee decided that this was more appropriately considered a day-to-day management technique than a Corporate Planning issue, and deleted it from the list.
17.	Identification of available, practical means to improve communication between local government & its citizens.	Shelley	Deleted	N/A	Conducted a review of the effectiveness of "Information Burnaby" and concluded that it is an effective communications instrument. Also will in the future watch for opportunities to present Burnaby programs etc. to the media for coverage, and to consider greater use of "open house" techniques where possible. Examined use of citizen attitude surveys.
18.	Seek ways to give better public understanding and acceptance of proposed plans guiding the development of the Municipality.	Shelley	Deleted	N/A	Determined that better public relations was not solely an accountability of the Municipal Manager, and that efforts should be made on an ongoing basis in all areas of the Corporation to further public understanding and acceptance.

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19.	Assess the requirements of special needs households in the Municipality.	Part	50% complete	1985 Nov.	Work continuing as resources are available.
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	Complete	N/A	Now under consideration by Parks and Recreation Commission.
21.	Improved Human Resource Management - develop an outline of issues and begin policy and program development work.	Fleming	Outline - complete policy and program development work underway.	Unknown	Work to date has involved setting out the priority areas requiring attention. Objectives have been developed for policy and program work in a number of areas, including manpower planning, training and development, etc.

