

TO: MEMBERS OF COUNCIL **DATE:** 2007 March 6

FROM: MAYOR DEREK R. CORRIGAN **FILE:** 76000-20
Reference: Burnaby EDS Update

SUBJECT: BURNABY ECONOMIC DEVELOPMENT STRATEGY (EDS) 2020

PURPOSE: To request that Council adopt the *Burnaby Economic Development Strategy (EDS) 2020*.

RECOMMENDATIONS:

1. **THAT** Council adopt the fourth generation draft (dated 2007 February 26) *Burnaby EDS 2020* report.¹
2. **THAT** Council authorize staff to post an electronic version of the adopted strategy on the City's website (www.burnaby.ca) and have 500 hard copies of the document printed.
3. **THAT** Council authorize staff to develop an implementation plan to identify the lead responsibility, recommended processes and/or approaches, and resources required for the actions identified in the *Burnaby EDS 2020* report.
4. **THAT** Council authorize the Mayor to issue a thank you letter and a hard copy of the document to all the representatives of business and not-for-profit community who volunteered their time to sit as either members of the Steering Committee or one of the various Sub-committees.

REPORT**1.0 SUMMARY**

Burnaby adopted an Economic Development Strategy in 1990. The 1990 Strategy played a key role in helping Burnaby become a stronger regional centre for education, technology, communications, film/television, tourism, good quality light industry, the arts, not-for-profits, and retail/service, while celebrating its multicultural character and maintaining its position in agriculture and heavy industry.

¹ Distributed to Council under separate cover and available for viewing in the Planning Department.

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Burnaby has made significant strides since the 1990 Burnaby EDS was adopted – moving from footholds in certain industries to a point of having a demonstrated regional advantage in a number of areas; capturing a large share of total regional employment; and achieving a leading role in sectors of the economy that match Burnaby’s vision for a sustainable, healthy community.

Some of Burnaby’s economic development highlights include:

- *Information technology (IT), communications/wireless* could be considered Burnaby’s signature industry – Burnaby is home to industry leading companies (Telus, Nokia, PMC Sierra, and Kodak (formerly CREO)). Industry leaders in *information technology* (Digital Payment Technologies), *photonics* (Extreme CCTV, TIR Systems Ltd), and *wireless* (Infowave Software, Norsat International, Spectrum Signal Processing, Unity Wireless).
- A major hospital and a cluster of *biotechnology* and *life science* firms, including some well-known medium sized firms (Abgenix, CANTEST, Chromos Molecular Systems, Inex Pharmaceuticals, Protiva Biotherapeutics, Xenon Pharmaceuticals).
- Firms specializing in *medical devices* (Acoustica, Mitroflow, Neil Squire Foundation, Response Biomedical, Saturn Biomedical Systems) and E-health (Telus, E-health Technology).
- Two-thirds of the region’s total *film/television* studio space - six purpose built film studios (including the region’s largest), two converted stages, and six commercial/special effect stages.
- Two (2) of the top five (5) largest *post-secondary education* institutes in BC (BCIT and SFU); Knowledge Network which delivers high quality educational programming to all British Columbians via TV and the Web with an inventory of more than 6,000 programs; and some of BC’s largest and most progressive private post-secondary institutions, including Art Institute of Vancouver-Burnaby, and the University of Phoenix (Burnaby campus).
- Leaders in *environmental technology, and services* (power technology - Azure Dynamics, Ballard Power Systems, Palcan, QuestAir, Teckion, Xantrex; a variety of green-related businesses in environmental services (Associated Engineering, BC Hydro, CANTEST, ECL Envirowest Consultants, G3 Consulting, M&R Environmental); green building and development planning (Eneready Products, Garibaldi Glass, Kask Brothers); alternative/renewable energy (Montenay Inc.); and environmental equipment (International Water Guard, IPEC Industries).
- Companies who have shown tangible, visible examples of *urban commercial/ industrial sustainability* (Hemlock Printers - who use vegetable based inks and participate in eco-industrial networking to reduce waste, and ProOrganics - organic food distributors).

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- *Tourism, sport, arts/culture and retail* destinations including Metropolis (25 million visits per year) at Metrotown, Burnaby Village Museum (130,000 people in 2004), Hat's Off Day in The Heights (40,000 people in 2005), a number of outdoor cultural festivals, a Junior "A" hockey club – the Burnaby Express.
- A number of large *light industrial* companies (Eneready Products Ltd, Hemlock Printing, Garibaldi Glass, Quest Air, NORPAC Controls, Robeez, Saputo (formerly Dairyworld)) – as well as a range of smaller, more specialized companies (Country Roots (furniture maker), Humble Manufacturing).
- The highest average gross *farm* receipts in BC, over 250% more than the BC average. The third highest number of field farms and the fifth largest area of field vegetable production in the GVRD with over 100 ha of land in active production.

Burnaby is quite fortunate in that it now has the opportunity to move forward from a position of strength. Because of its central location in Greater Vancouver (which is one of the most attractive urban regions in the world), its already-established positions in growing sectors of the global economy, and its outstanding array of community assets, there is a momentum to ensure that Burnaby is going to attract more investment and jobs.

Many hands contributed to the draft *Burnaby EDS 2020*. City Council appointed a diverse and knowledgeable Steering Committee comprised of representatives of all sectors of the economy as well as people with social and environmental perspectives. This Steering Committee guided the work of staff and consultants and also directed the creation of nine Sub-committees that completed detailed work on specific aspects of the economy and community that were identified as having growth prospects particularly appropriate to Burnaby. Over 102 people attended nine (9) sub-committees formed to cover 23 different sectors of the local economy in support of updating the strategy. There were also opportunities for consultation with the broader business community and the general public.

The updated strategy – *Burnaby EDS 2020* - aims to influence that growth; by identifying the kinds of economic development that are most appropriate; finding ways to make better advantage of Burnaby's strengths; chipping away at obstacles; and helping to make sure that economic growth does not come at the expense of Burnaby's social fabric, quality of life, or environment.

2.0 BACKGROUND

Council, at their regular meeting of 2003 November 03, approved the Terms of Reference and a budget to facilitate a process to update the 1990 Burnaby Economic Development Strategy (EDS) and, at their regular meeting of 2004 June 07, approved the majority of Steering Committee members and authorized the Mayor to appoint members to the positions that were vacant at that time.

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The 1990 Burnaby Economic Development Strategy (EDS) was a progressive policy document which identified a series of 15 initiatives which in turn were supported by specific actions, all within the context of a strategic sustainable economic approach. The 1990 Burnaby EDS has contributed to the success Burnaby has had over more than a decade in attracting economic growth which is consistent with the environmental and social aspirations of the community.

The process, Steering Committee structure, and budget approved by Council on 2003 November 03 was designed to update the Burnaby EDS to provide a progressive future vision of Burnaby for the next ten years. Moreover, the Burnaby EDS update is also being targeted as forming an important input to the economic component of the pending Burnaby OCP review.

Council, at their regular meeting of 2006 April 10, authorized staff to undertake the second phase of public consultation for this process. This second round of public consultation was to seek input to the draft Burnaby EDS 2020 report from the broader business community and the residents of Burnaby.

The purpose of this report is to summarize the results of the second phase of public consultation, and to request Council adopt the fourth generation draft (dated 2007 February 26) of the *Burnaby EDS 2020* report.

3.0 PROCESS UPDATE

As shown in **Figure 1 (attached)**, should Council adopt the *Burnaby EDS 2020* report (Step 12), this would conclude the process designed to engage the business community in the review of this key policy document.

3.1 Steering Committee Meetings

A 29 member Steering Committee including Councillor Dhaliwal, Councillor Volkow, and myself as chair was assembled to assist the City in casting a vision for the EDS in which sustainable economic development appropriate to the community will be targeted to provide opportunities for all groups within the community.

- The Steering Committee met as a group four (4) times and a series of Sub-committees met a collective nine (9) times with the culmination of their work being the submission of the draft *Burnaby EDS 2020* report to Council. A complete list of the Steering Committee members is **attached** and also listed within the acknowledgements section of the third generation draft *Burnaby EDS 2020* report.²

² Available on-line at www.burnaby.ca/EDS2020 .

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3.2 Sub-committee Meetings

Over 102 people attended nine (9) sub-committee meetings intended to cover 23 different sectors of the local economy in support of updating the Burnaby EDS. The purpose of forming the Sub-committees was to allow for more detailed discussions to take place in each sector or theme area.

Additional Sub-committee members were invited to attend these workshops to ensure adequate business community stakeholder representation. These workshops were hosted between the third and fourth meetings of the Steering Committee and were also attended by members of the Steering Committee. A complete list of the Sub-committee members is also contained within the acknowledgements section of the draft *Burnaby EDS 2020* report.³

Often, representation at the workshops was from a diverse set of companies and agencies who initially wondered what the commonality between them was. However, very quickly, common themes would typically emerge during the discussion and often these themes were echoed in other workshops as well.

4.0 DRAFT BURNABY EDS 2020 REPORT

The third generation draft *Burnaby EDS 2020* report, released for public review and comment by Council in 2006 April, brings the process full circle. Since 1990 the City has made significant strides - from footholds in certain industries to having a demonstrated regional competitive advantage in a number of areas.

With a broad outline for the draft report provided by the project consultant (Jay Wollenberg of *Coriolis Consulting*), City staff, together with the EDS Steering Committee, tailored the *Burnaby EDS 2020* report to reflect:

- a contemporary Burnaby;
- a future vision that would retain the best of what we already have; and
- a future vision where Burnaby's sophistication would continue to increase.

4.1 Three Sections

The draft report has sector specific areas, as the 1990 EDS did, but it also begins to build bridges between sectors with a number of overarching themes or General Strategies. As a result, the draft *Burnaby EDS 2020* has three main sections:

- A component that is "community wide" and contains some *overarching themes intended* to make Burnaby a preferred location for business growth in all of the

³ The third generation draft *Burnaby EDS 2020* is available for viewing on-line at www.burnaby.ca/EDS2020.

desired sectors. This part of the Strategy helps improve the platform on which economic development occurs.

- A component that is targeted at *individual or groups of sectors* which make up the local economy. This part of the Strategy suggests specific actions for each individual sector or groups of sectors and building synergies between the groups of sectors.
- A component that outlines steps to *monitor progress* and the timing for updating the Strategy.

Some of these actions are very specific and can be readily implemented. Others may seem at first to be more undefined, calling for more research or collaboration en route to developing more specific plans. This is because this Strategy does not purport to have all of the answers. In some cases, the Strategy simply identifies areas that are worth exploring further.

4.2 A Sustainable Strategy

The Strategy is focused on actions the City of Burnaby can take to further the community's economic health.

As economic health is also dependent on social and environmental health, some of the themes extend beyond the economic realm of "prosperity" to touch on the environmental health of the "planet" and the City, and the social well being of the "people" within the community. These environmental and social potential considerations are presented in the context of helping bolster the economic health of the City.

4.3 Building on Past Successes

Parts of the Strategy are meant to challenge the City, the business community, Simon Fraser University (SFU), British Columbia Institute of Technology (BCIT), and major community stakeholders. This is to encourage Burnaby to collectively build on its past successes, to become more than the sum of its parts.

The presence of world-stage corporate players in technology, two high quality post secondary institutions, two rapid transit lines, strong sector clusters in high-potential (technology and film/television), and an outstanding array of amenities ought to be capable of more synergy. These elements can, and should, do so much more than share space in the same municipality; they represent untapped opportunities for Burnaby beyond what has been achieved so far.

4.4 Partnerships Will be Required

Many of the actions contained in the Strategy call for collaboration with others, including business, educational institutions, the Burnaby Board of Trade, Tourism Burnaby, TransLink, GVRD, and the Province.

5.0 PUBLIC CONSULTATION – PHASE TWO

Although the Steering Committee has provided the City with valuable feedback on the draft *Burnaby EDS 2020* report, the process adopted by Council committed to seek additional feedback from the broader business community and the community at large prior to the *Burnaby EDS 2020* being adopted by Council.

5.1 Consultation Material

This phase of the public consultation sought comment on the third generation draft *Burnaby EDS 2020* from the public and had two components - information items and opportunities for input.

5.1.1 Information Items

Information items included notification that:

- the process was nearing completion;
- the Steering Committee had concluded their work; and
- the draft third generation *Burnaby EDS 2020* report was available for review and comment.

5.1.2 Opportunities for Input

Opportunities for input included seeking response to the main elements of the third generation draft *Burnaby EDS 2020* report:

- the eleven (11) draft General Strategies and their supporting actions;
- the eleven (11) Sectoral Strategies and their supporting actions; and
- the proposed monitoring program and process for updating the *Burnaby EDS 2020*.

5.2 Outreach Undertaken

Staff undertook the following combination of activities to build awareness in the community that the City was seeking input and response to the third generation draft *Burnaby EDS 2020* document:

5.2.1 Outreach Presentations and/or Workshops

- Over 80 people attended Mayor Corrigan's presentation to the *Burnaby Board of Trade* on 2006 April 18;

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- Over 10 people were in attendance at the *Environment Committee* meeting of May 9;
- Over 30 people were in attendance at the *Inter-agency Council* meeting of 2006 May 25; and
- Over 15 people were in attendance at the *GVRD Regional Economic Development Subcommittee* meeting of 2006 June 22.

5.2.2 *Public Notification*

Issued by the City of Burnaby:

- E-mail notice to the over 100 people who previously had attended the nine sub-committee meetings (2006 April 11);
- E-mail notice to the 29 members of the Project Steering Committee (2006 April 11);
- E-mail notice to the 18 people who had previously asked to be included on the *Project mailing list* (2006 April 11); and
- E-mail notice to the 16 union offices located within the City of Burnaby (2006 April).

E-mail notices issued by the Burnaby Board of Trade:

- E-mail notice to Burnaby Board of Trade members (2006 May 15).

Print Material:

- InfoBurnaby front page article to every household and business in the City (2006 spring edition); and
- *The BBOT Voice*, insert in the 2006 May 24 edition of the BurnabyNow, courtesy of the Burnaby Board of Trade.

5.2.3 *Digital Material – City of Burnaby Website (www.burnaby.ca)*

- On-line information and survey (www.burnaby.ca/EDS2020);
- “What’s New” topic (www.burnaby.ca); and
- Links to the environmental section of the draft Burnaby EDS 2020 document on the Planning Department’s Environmental page. www.burnaby.ca/cityhall/departments/departments_planning/plnngg_envrnm.html

5.3 Public Response

5.3.1 General Response

Without exception, the response to all four of these presentations, given was overwhelmingly positive, particularly with respect to the open and participatory process used; and the comprehensive report produced.

In addition to general comments received at each of the presentations, a number of individual e-mails were received by the project team which were also positive in nature, including comments such as:

- “Congratulations for achieving this milestone ...”
- “You and your colleagues obviously did a great deal of work... ...This looks like a very impressive outcome.”
- “What a comprehensive piece of work!”
- “... looks good and seems well thought out.”
- “Congratulations on this initiative.”

5.3.2 General Strategies

In addition to these general comments, specific responses to sections of the draft report were submitted through the on-line questionnaire. Although the number of responses received via the on-line questionnaire was small, again the response was generally very positive.

As shown in **Figure 2 (attached)**, response to all eleven General Strategies was supportive and neutral/undecided – no opposing comments were received for any of the General Strategies. The three most popular General Strategies were (G1) *Building a Strong Livable, Healthy Community*, (G3) *Creating Urban Character*; and (G4) *Striving for a Greener Community*.

5.3.3 Sectorial Strategies

As shown in **Figure 3 (attached)**, response to the eleven Sectorial Strategies was also supportive and neutral/undecided with some opposition being raised to only one sector – Heavy Industry (20% opposed).⁴ In the case of the Sectorial Strategies, the strongest support was more broadly based across seven of the eleven sectors.

4 Ensure neighbours are protected in the event of a real time emergency such as an unplanned release of noxious agents into the air.

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5.3.4 Monitoring and Updating

As shown in **Figure 4 (attached)**, response to the proposed means to monitor and update the *Burnaby EDS 2020* was also positive with 70% support, 30% neutral/undecided, and no opposition.

5.3.5 Other Questions

Figure 5 (attached) summarizes the response to a number of other general questions asked about the third generation draft *Burnaby EDS 2020* report. There was strong support for the “look”, “tone” of the draft report, and nothing currently included should be deleted from the draft report. There was moderately strong support for the “organization” and “achievability” of the report. And there was some modest indication that some other themes should be included (although it should be noted that each of the concerns raised are covered by one of the following General Strategies – G3: *Creating Urban Character*⁵, G11: *Making Progress on Regional Transportation*⁶, and G8: *Nurturing a Strong, Diverse, Welcoming, Caring Society*⁷).

5.4 Fourth Generation Draft Burnaby EDS 2020

As the response to the third generation draft *Burnaby EDS 2020* report was generally very supportive, changes contained in the fourth generation draft *Burnaby EDS 2020* report were limited to minor editorial updates and corrections.

6.0 CONCLUSION

Burnaby is already an outstanding community in which to live, learn, work, invest, and play, but ongoing efforts are needed to hold onto past achievements and make the community even better. The City has a vision to keep striving toward a Burnaby in which residents and businesses enjoy:

- A **healthy and livable community** with a high quality of life and wellness, connections in the community, and opportunities for the participation of all residents.
- A **high quality physical setting** including a clean natural environment, a lively and livable urban fabric, and a wide variety of open spaces and parks.
- A **robust, sustainable local economy** which provides jobs, attracts investment, and contributes to a fiscally strong local government.

5 The draft is strong on economic development and a healthy environment, but not so strong on contemporary urban social development. Burnaby needs more of an edge to get trend setters to live and flourish here.

6 Maintaining and improving public transportation.

7 Improve the quality of the meals at Edmonds Seniors Centre.

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These elements of community - social, physical, economic - are interrelated and cannot be treated for long in isolation from each other. Progress in one area, if it comes at the expense of another, does not necessarily make a community better. However, sometimes it is necessary to focus attention on one component to increase knowledge, identify and solve problems, and take advantage of opportunities.

Just as Burnaby has plans related to managing urban development, the transportation network, parks/recreation, housing, and social policy, the *Burnaby EDS 2020* presents the City of Burnaby's strategy for improving the local economy.

While many of the forces that affect a community's economic base are beyond local control, the City can influence economic development patterns in a variety of ways; if the City has a clear vision of what it is trying to achieve. The draft *Burnaby EDS 2020* report puts forward a sound understanding of Burnaby's economic prospects within the regional market context, and proposes practical strategies that have a good chance of success.

The draft *Burnaby EDS 2020* report has been shaped by many hands during a participatory process with key stakeholders from a broad cross-section of the business and not-for-profit community. The Strategy has also been reviewed by key business, environmental, and social stakeholders as well as the community at-large. This fourth generation draft report is now being forwarded to Council with a recommendation that it be adopted.


Derek R. Corrigan
M A Y O R

Attachments (5)

Copied to: City Manager, Director Planning and Building, Director Finance, Director Parks, Recreation and Cultural Services, Director Engineering, Deputy City Manager, City Clerk

**Members of the
Burnaby EDS Update Steering Committee**

| | | |
|--------------------------------|---------------------------------|------------------------------|
| Mayor D. Corrigan Chair | Brad Alden Member | Mymee Chow Member |
| Councillor N. Volkow Member | Matthew Coyne Member | Don Enns Member |
| Council S. Dhaliwal Member | Michael Geller Member | Ron Hrynuik Member |
| | Cliff Jones Member | George Kawaguchi Member |
| | Maureen Kirkbride Member | Lee Loftus Member |
| | Dr. Phil Moir Member | Larry Morgan Member |
| | Sev Morin Member | Darlene Osborne Member |
| | Susan Papdionissiou Member | Patrice Pratt Member |
| | Bonney Rempel Member | Keith Rice-Jones Member |
| | Tasia Richards Member | Dr. Donald B. Rix Member |
| | Dr. Michael Stevenson Member | Dave Wall Member |
| | Ted Williams Member | Dr. Paul H. Wright Member |
| | Kevin Zakus Member | Debbie Zurowski Member |



BURNABY ECONOMIC DEVELOPMENT STRATEGY (EDS) UPDATE PROPOSED PROCESS

| Timing | Inputs | | Outcomes |
|---------------------|--|-----------|--|
| Jul - Aug 2003 | <ul style="list-style-type: none"> alternative options advantages/disadvantages resources required | 1 | <div style="border: 1px solid black; padding: 5px; text-align: center;"> Determine Project Scope </div> <ul style="list-style-type: none"> key assumptions proposed process (work plan outline) Steering Committee structure and members core project team |
| Sep 2003 - Jun 2004 | <ul style="list-style-type: none"> letters of invitation staff resources key target dates Council input | 2 | <div style="border: 1px solid black; padding: 5px; text-align: center;"> Assemble Steering Committee </div> <ul style="list-style-type: none"> Council approval Steering Committee assembled Steering Committee roundtable No. 1 press release |
| Oct 2003 - Feb 2004 | <ul style="list-style-type: none"> budget terms of reference consultant proposals Steering Committee comments | 3 | <div style="border: 1px solid black; padding: 5px; text-align: center;"> Hire Consultant </div> <ul style="list-style-type: none"> consultant retained Work Plan approved |
| Nov 2003 - Aug 2004 | <ul style="list-style-type: none"> review existing Burnaby EDS review Guiding Change Council Workshop review what others are doing (policy review) conduct literature review survey best practices conduct trend analysis ¹ conduct cluster analysis ¹ review population and employment data 2009 World Police & Fire Games 2010 Winter Olympics | 4 | <div style="background-color: black; color: white; padding: 5px; text-align: center;"> Take Stock </div> <ul style="list-style-type: none"> emerging trends ² <u>community business profile</u> local strengths local opportunities local gaps |
| Aug 2004 | <ul style="list-style-type: none"> policy review results trend analysis results cluster analysis results | 5 | <div style="background-color: black; color: white; padding: 5px; text-align: center;"> Set Overall Principles </div> <ul style="list-style-type: none"> Steering Committee round table No. 2 <u>"Taking Stock of Burnaby's Economy" discussion paper</u> |
| Mar 2004 | <ul style="list-style-type: none"> on-line questionnaire results mail-in questionnaire results fax-back questionnaire results | 6 | <div style="border: 1px solid black; padding: 5px; text-align: center;"> Outreach </div> <ul style="list-style-type: none"> Council approval of draft outreach material summary of survey results testimonials |
| Nov 2004 | <ul style="list-style-type: none"> Steering Committee Input Economic Leadership Initiative discussion paper | 7 | <div style="background-color: black; color: white; padding: 5px; text-align: center;"> Update & Prioritize Key Strategies </div> <ul style="list-style-type: none"> "Economic Development Directions" <u>Discussion Paper</u> (eg. Centres for Excellence) Steering Committee round table No. 3 |
| Jan - Jun 2005 | <ul style="list-style-type: none"> priority strategies regulatory framework key note speakers Sub-committee member input | 8 | <div style="border: 1px solid black; padding: 5px; text-align: center;"> Form Sub-committees, as Required </div> <ul style="list-style-type: none"> <u>detailed action plans</u> <ul style="list-style-type: none"> roles & responsibilities resources timing |
| Sep 2005 - Feb 2006 | <ul style="list-style-type: none"> detailed action plans | 9 | <div style="background-color: black; color: white; padding: 5px; text-align: center;"> Draft Updated Burnaby Economic Development Strategy </div> <ul style="list-style-type: none"> Draft Updated Burnaby EDS Steering Committee round table No. 4 Council approval of draft report and outreach material |
| May - Apr 2006 | <ul style="list-style-type: none"> InfoBurnaby Article City web-site posting Outreach events | 10 | <div style="border: 1px solid black; padding: 5px; text-align: center;"> Outreach </div> <ul style="list-style-type: none"> summarize reaction |
| Apr-Jun 2006 | <ul style="list-style-type: none"> reaction | 11 | <div style="background-color: black; color: white; padding: 5px; text-align: center;"> Fine Tune Draft Updated Burnaby EDS </div> <ul style="list-style-type: none"> Final Draft Burnaby EDS 2020 <u>Draft Communications Plan</u> |
| Mar 2007 | <ul style="list-style-type: none"> Final Draft Burnaby EDS 2020 Report | 12 | <div style="border: 1px solid black; padding: 5px; text-align: center;"> Council </div> <ul style="list-style-type: none"> Updated Burnaby EDS 2020 adopted |

| LEGEND | |
|--------|--|
| | <div style="border: 1px solid black; padding: 2px; text-align: center;"> Black Text </div> = City has lead responsibility |
| | <div style="background-color: black; color: white; padding: 2px; text-align: center;"> White Text </div> = Consultant has the lead responsibility |

¹ Opportunity for joint research with SFU

² Global, Pacific Rim, continental, national, provincial, regional

Figure 1

FIGURE 2
Public Response to General Strategies
 (10 responses)

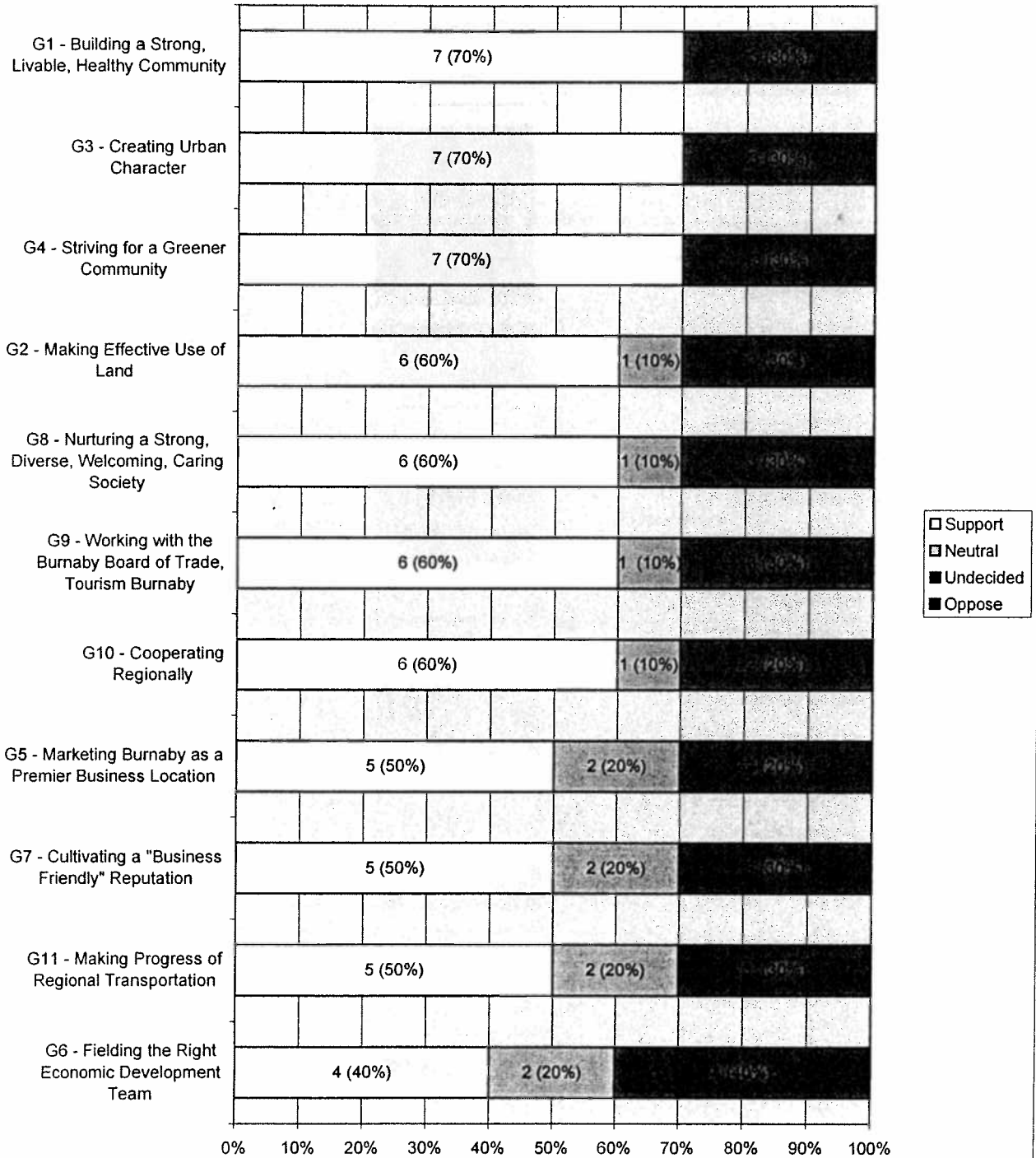


FIGURE 3
Public Response to Sectorial Strategies
 (10 responses)

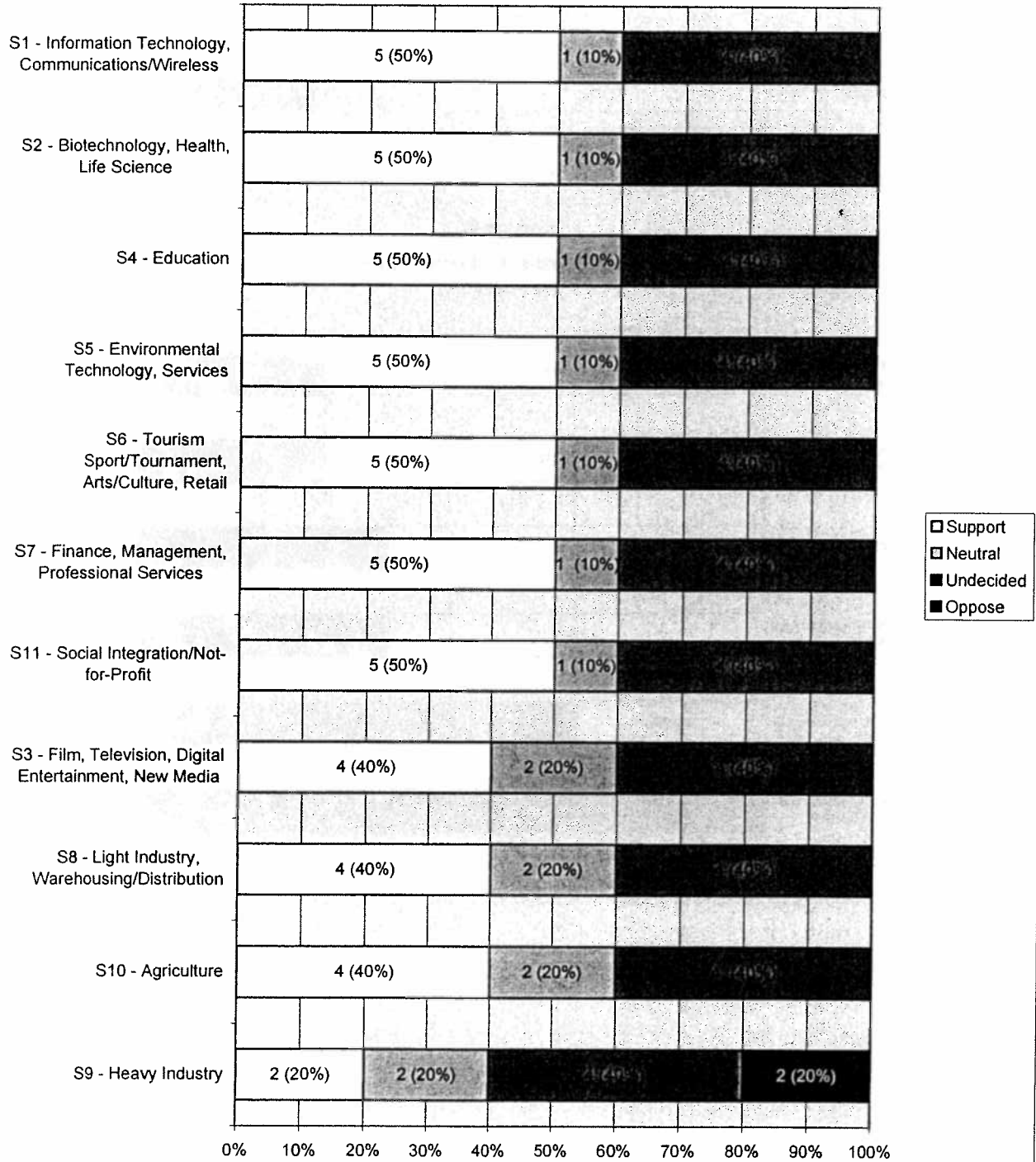


FIGURE 4
Public Response to Monitoring & Updating
 (10 responses)

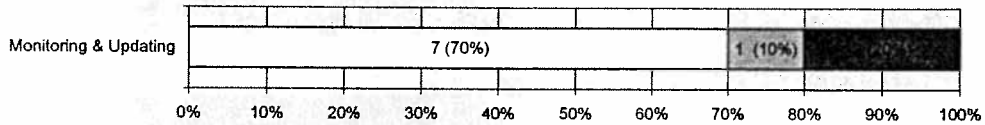


FIGURE 5
Public Response to Other Questions
 (10 responses)

