

REPORT  
1998 January 26

COMMUNITY ISSUES AND SOCIAL PLANNING COMMITTEE

*HIS WORSHIP, THE MAYOR  
AND COUNCILLORS*

**Re: COMMUNITY SCHOOL STRATEGIC PLAN**

RECOMMENDATION:

1. ***THAT Council receive the attached report for information.***

REPORT

The Community Issues and Social Planning Committee, at its meeting held on 1998 January 21, received the attached report from the Director Planning and Building and Director Parks, Recreation and Cultural Services, providing background information on the proposed development of a strategic plan for Burnaby's Community School system.

Respectfully submitted,

Councillor C. Redman  
Chair

Councillor N. Volkow  
Vice Chair

<p>:COPY - CITY MANAGER - DIRECTOR PLNG. &amp; BLDG. - DIRECTOR PARKS, REC. &amp; CULT. SERVICES</p>
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TO: COMMUNITY ISSUES &  
SOCIAL PLANNING COMMITTEE AND  
PARKS & RECREATION COMMISSION

1998 JANUARY 07

FROM: DIRECTOR PLANNING AND BUILDING  
AND DIRECTOR PARKS, RECREATION AND  
CULTURAL SERVICES

OUR FILE: 17.557

**Subject: COMMUNITY SCHOOL STRATEGIC PLAN**

**PURPOSE:** To provide background information on the proposed development of a strategic plan for Burnaby's Community School system.

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**RECOMMENDATION:**

1. **THAT** this report be received for information.

**R E P O R T**

**1.0 INTRODUCTION**

At its meeting of 1997 May 26, Council endorsed a recommendation that the City join the Burnaby School District in designating and funding Maywood Elementary as a community school. In the accompanying report, it was noted that a more strategic approach would be needed for future community school designations. Specifically, a system should be in place for anticipating emerging needs and, in accordance with adopted planning goals and fiscal and administrative realities, making plans accordingly. Simply adding new community schools on a periodic or reactive basis will not suffice in the future - especially in an era of diminishing resources.

Given the foregoing, staff indicated that the Community School Management Team would be preparing recommendations for preparation of a long term strategic plan for community schools in Burnaby. The terms of reference for the plan were presented to and endorsed by the District Community School Advisory and Coordinating Committee (DCSACC) on 1997 November 6.

This report provides an overview of Burnaby's current community school partnership, then offers summary information on the proposed Community School Strategic Plan.

## 2.0 COMMUNITY SCHOOL PARTNERSHIP

In 1977, the City and School Board adopted a joint resolution for the funding and operation of community schools in Burnaby. With the recent addition of Maywood Community School to the inventory, the City and School Board share in the funding of seven community schools: Gilmore, Lochdale, Stoney Creek, Stride, Second Street, Edmonds, and Maywood. Burnaby's 1998 Provisional Operating Budget allocation for community schools is \$305,320, which covers about half the costs of the community school program for a twelve month period.

The District Community School Advisory and Coordinating Committee serves as an advisory body to the School District and City on the community school program. One of the DCSACC's responsibilities is to develop the yearly operating budget for Burnaby's community school operations. Another is to assess community school designation requests and make recommendations to the School Board and City regarding designation status, funding, and operational matters. The DCSACC consists of a chairperson from the community, representatives from Burnaby's seven community schools, two School Trustees, a Parks Commissioner, and a City Councillor. School District staff, along with members of the City's Planning and Parks & Recreation Departments, also attend DCSACC meetings.

At the operational level, the Community School Management Team serves as the "working arm" of the DCSACC, assuming responsibility for the management and administrative aspects of the community school operations. The Management Team consists of two representatives from the School District (Director of Community Education Services and Assistant Superintendent, Elementary Schools) and two from the City (Parks & Recreation Support Services Manager and Senior Social Planner). The Team's current priority is to coordinate preparation of the Community School Strategic Plan, vetting drafts through the DCSACC.

## 3.0 STRATEGIC PLAN OVERVIEW

The terms of reference for the strategic plan are presented in Appendix 1, *attached*. As they reveal, the strategic plan will focus on six core areas:

- 1) reaffirmation of the beliefs, guiding principles, and goals of the Burnaby community school program
- 2) relationship with the new Ministry for Children and Families (MCF)

- 3) operational relationships with the City's Parks & Recreation Department and Simon Fraser Health Region, which are both going through extensive reorganization
- 4) impact of the GVRD's Livable Region Strategic Plan and updated Burnaby Official Community Plan on the future development of the city and its neighbourhoods
- 5) the long term ability of the community school program to respond to emerging or changing City and School District goals and priorities
- 6) the long term cost of sustaining the community school program by the School District and City.

The Management Team has already addressed the first core area. Through a series of meetings with community school principals, coordinators, and a district resource teacher, the Team prepared a graphic overview of Burnaby's community school model (see Appendix 2, *attached*). As the overview reveals, *the heart of community schools lies in the community*. Also, the primary functions of community schools are to facilitate community involvement, community development or enhancement, and lifelong learning.

Having helped with the preparation of the overview, the Community School Management Team is now gathering material on the other core areas identified in the terms of reference. The Team is aiming to submit a draft strategic plan to the DCSACC in the spring of 1998.

It is recognized that community schools are, or could be, an important resource to a range of City departments - not just Parks & Recreation and Planning. Therefore, in preparing the strategic plan, staff intend to consult with representatives of various City departments, ensuring that broad City interests are reflected in the plan.

#### 4.0 CONCLUSION

The proposed Community School Strategic Plan will be an important, timely document. It should help the City and School District in planning a future course for Burnaby's community school system, thereby ensuring that the system remains effective, responsive, and efficient in the years ahead.

In addition to providing guidance for the future development and adjustment of the community school system, the strategic plan should also perform a valuable awareness-raising role. Given that the City's 1998 Provisional Operating Budget allocation to the

system is \$305,320, Burnaby has a major stake in community schools. It is hoped that through the process of developing the strategic plan, awareness of the current reality and future potential of community schools will increase - on the parts of both the City and School District. As work proceeds, it is also hoped that the City's needs can be clearly articulated and, in balance with those of the School District, be incorporated into a viable, effective plan.

Staff will keep the CISPC and Commission apprised, as appropriate, as work on the strategic plan proceeds. Through the course of the work, we will welcome any comments, suggestions, or guidance either body may wish to provide. We will forward the draft plan to the Committee and Commission when it becomes available.

This report is presented for information purposes.



D.G. Stenson, Director  
PLANNING AND BUILDING



K. Friars, Director  
PARKS, RECREATION  
AND CULTURAL SERVICES

Attachments  
JF\sk

cc: City Manager

Appendix 1  
Terms of Reference  
Community School Strategic Plan

**THE NEXT TWENTY YEARS**

The need to develop a strategic long range plan to guide community school development in Burnaby has been identified as a high priority by DCSACC. The Community School Management Team was asked to address this topic and prepare a framework and process for the development of a long range plan.

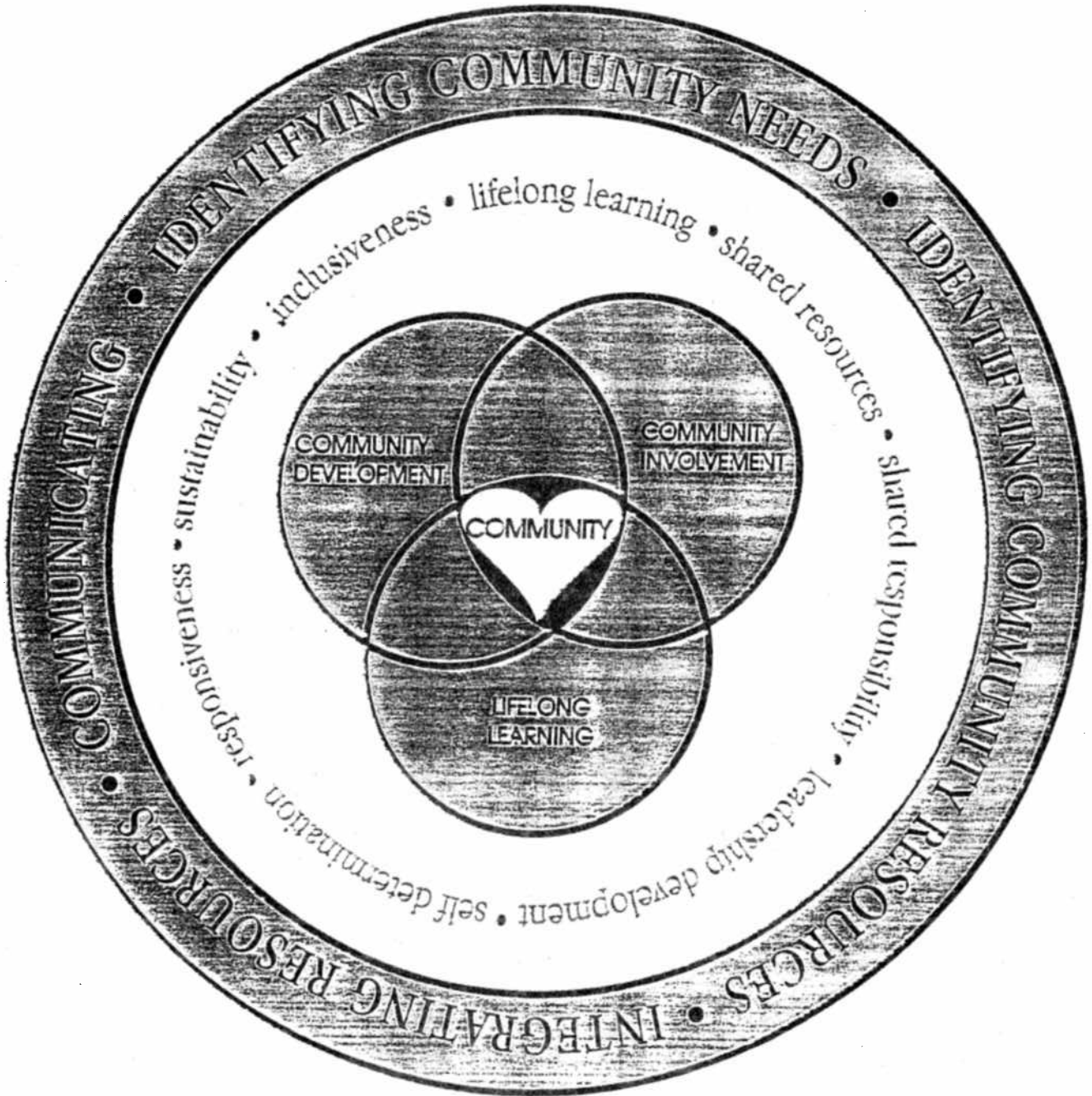
The management committee identified six core areas which would need to be examined in detail in order to develop the long range plan. These included:

- (I) Reaffirmation of the beliefs, guiding principles and goals of the Burnaby community school program.
- (ii) Relationship with new Ministry for Children and Families which has provincial responsibility for community schools. The Burnaby region of MCF is in the process of becoming operational.
- (iii) Operational relationships with the city's Recreation and Cultural Services Department and the Simon Fraser Health Region which have both gone through extensive reorganization.
- (iv) Impact of the GVRD's Livable Region Strategic Plan and the updated Burnaby Official Community Plan on the future development of the city and its neighbourhoods.
- (v) The long term ability of the community school program to respond to emerging or changing city and district goals and priorities.
- (vi) The long term cost of sustaining the community school program by the school district and City of Burnaby.

The management team has established a process with target timelines to review each of these areas. Based on this review a long term plan will be developed which will chart the future course for the community school program in Burnaby. A draft of the plan is expected to be completed by the spring of 1998 for the consideration of DCSACC.



# Burnaby's Community School Model



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## The Heart Of The Community School Philosophy





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## The Goals Of Burnaby's Community Schools

-  *to use the school and other neighbourhood facilities more effectively for desired community programs*
-  *to strengthen the existing school curriculum and program through greater involvement and use of available human, physical and financial resources*
-  *to develop a variety of educational, recreational, cultural and social opportunities for children, youth and adults in response to needs defined by the community*
-  *to encourage community residents to become involved in community activities, services and issues*
-  *to strengthen communications within the community*
-  *to facilitate coordination and cooperation among agencies and organizations in the delivery of community services.*

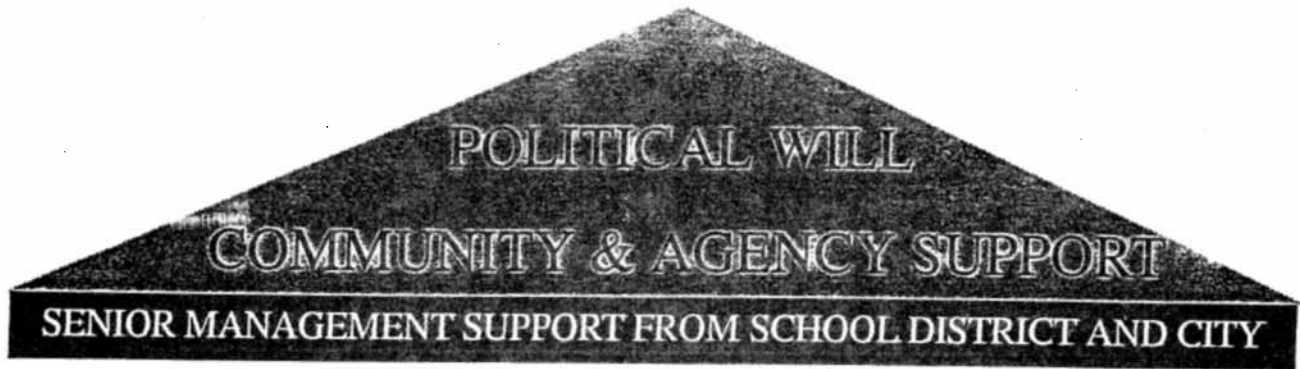
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## A Community School is . . .

*In Burnaby, a community school is a place  
for all members of the community:*

-  *to learn*
-  *to play*
-  *to gain new skills*
-  *to feel safe*
-  *to get help for basic needs*
-  *to share resources*
-  *to get information*
-  *to become involved*
-  *to work together*
-  *to problem-solve neighbourhood issues*
-  *to help build a healthy community  
in which to live*

## The Foundation & Framework



COMMUNITY INVOLVEMENT

PROVEN TRACK RECORD

SUSTAINABLE FUNDING

DEDICATED STAFF

SERVICE INTEGRATION

### GUIDING PRINCIPLES

inclusiveness	life-long learning	shared resources
self-determination	self-help	leadership development
responsiveness	integrated delivery of services	sustainability

## The Pathways That Lead To A Community School

*The community school model  
is a proven and effective framework  
for encouraging and supporting  
community members:*

