

CITY OF BURNABY

**A**

FINANCE AND CIVIC DEVELOPMENT COMMITTEE

*HIS WORSHIP, THE MAYOR  
AND COUNCILLORS*

**RE: BURNABY ECONOMIC DEVELOPMENT STRATEGY (EDS) UPDATE**

**RECOMMENDATIONS:**

1. **THAT** Council approve the Terms of Reference for the Burnaby Economic Development Strategy (EDS) Update contained in **Attachment 'A'** of this report.
2. **THAT** the Mayor be authorized to appoint Steering Committee members in accordance with the sectors identified in Section 3.0 of **Attachment 'A'** of this report.
3. **THAT** Council approve the budget outlined in Section 3.5 of this report for the Burnaby Economic Development Strategy (EDS) Update.

REPORT

The Finance and Civic Development Committee, at its Open meeting held on 2003 October 23, received and adopted the *attached* report seeking approval of the overall process, Terms of Reference for the Steering Committee, and budget for the Burnaby Economic Development Strategy (EDS) Update.

Respectfully submitted,

Mayor Derek R. Corrigan  
Chair

COPY - CITY MANAGER - DEPUTY CITY MANAGER - DIRECTOR ENGINEERING - DIRECTOR PLANNING & BUILDING - DIRECTOR FINANCE - DIR. PARKS, REC. & CULTURAL SERVICES
--

Councillor Dan Johnston  
Vice Chair

Councillor Nick Volkow  
Member

**TO:** CHAIR AND MEMBERS  
FINANCE AND CIVIC DEVELOPMENT COMMITTEE 2003 October 23

**FROM:** DIRECTOR PLANNING AND BUILDING Our File: 76000.20

**SUBJECT:** BURNABY ECONOMIC DEVELOPMENT STRATEGY (EDS) UPDATE

**PURPOSE:** To seek Council approval of the overall process, terms of reference for the Steering Committee, the proposed members of the Steering Committee, and budget for the Burnaby Economic Development Strategy (EDS) Update.

---

**RECOMMENDATIONS:**

1. **THAT** the Finance and Civic Development Committee recommend to Council that the Terms of Reference for the Burnaby Economic Development Strategy (EDS) Update contained in **Attachment 'A'** of this report be approved.
2. **THAT** the Finance and Civic Development Committee recommend to Council that the Mayor be authorized to appoint Steering Committee members in accordance with the sectors identified in Section 3.0 of **Attachment 'A'** of this report.
3. **THAT** the Finance and Civic Development Committee recommend to Council that the budget outlined in Section 3.5 of this report be approved for the Burnaby Economic Development Strategy (EDS) Update.

**REPORT**

**1.0 BACKGROUND**

The existing Burnaby Economic Development Strategy (EDS) was adopted by Council in June 1990 and cast a vision for the future of Burnaby in which sustainable economic development appropriate to the community was targeted as a means of providing opportunities for all groups within the community. The purpose of the EDS Update is to advance the vision cast in this policy document and to develop a contemporary action plan for the revised strategies identified. The EDS Update will also serve as a foundation for the economic components of the pending Burnaby Official Community Plan (OCP) review. This report provides an overview of the 1990 Burnaby EDS, proposes a process for the Burnaby EDS Update, presents a Terms of Reference for the Steering Committee, and proposes a multi-year budget for the Burnaby EDS Update for Council's consideration.

## 2.0 THE EXISTING BURNABY ECONOMIC DEVELOPMENT STRATEGY (EDS)

### 2.1 Key 1990 EDS Policies

Adopted by Council in 1990, the existing Burnaby EDS aimed at describing and encouraging the kind of growth that was thought to be most appropriate for Burnaby. It was structured to be more of an “economic management strategy” than to simply generate more economic growth for the sake of economic growth. It is also important to note that the 1990 EDS committed to the principle of sustainable development, which holds that the local economy should be improved in a way that enhances quality of life, provides ongoing benefits for all members of the community, avoids environmental degradation, and makes wise use of resources.

### 2.2 Burnaby’s Economic Landscape Prior to the 1990 EDS

It is important to note that economic landscape of Burnaby was significantly different prior to the development of the 1990 EDS Burnaby. Heavy industry and manufacturing were more prominent than they are today. High technology related businesses were few in number and some that were located in Burnaby were much smaller than they are today. Film production was occurring in Burnaby, but on a very limited basis. Post secondary education options within Burnaby were dominated by the big three public institutions (the Open Learning Agency which had just located in Discovery Place, Simon Fraser University, and the British Columbia Institute of Technology).

### 2.3 Initiatives Put Forward by the 1990 Burnaby EDS

The 1990 EDS advocated the following 15 major economic development initiatives:

1. Strengthen Burnaby’s role as *a major centre of education* and take maximum advantage of the economic opportunities presented by educational institutions.
2. Continue to build a *strong light industrial and high technology sector*.
3. Create a *supportive environment for new entrepreneurs, small businesses, and local economic development initiatives*.
4. Encourage and support the *not-for-profit sector* in Burnaby because it makes a significant contribution to the local economy,

5. Continue to establish Burnaby as a *major centre for the film and video industry*.
6. Tap the economic development potential of *the arts* in Burnaby.
7. Identify and tap the economic opportunities associated with *Burnaby's multicultural character*.
8. Expand the *tourism sector* by improving Burnaby's ability to attract visitors.
9. Use Burnaby's *sport, recreation, and open space resources* as opportunities for economic development.
10. Continue to expand Burnaby's role as a *regional head-quarters* for business, government, institutions, and organizations.
11. Continue to improve and diversify the *retail and service sector*.
12. Recognize the economic potential inherent in some *community and human services*.
13. Identify potential economic opportunities associated with housing and *services for seniors*.
14. Maintain and support Burnaby's *agricultural sector*.
15. Acknowledge the contributions to the local economy that are made by *heavy industry and port activity*, while collectively addressing any environmental concerns associated with individual firms.

Under each of these 15 initiatives supporting action plans were developed. Some of the resulting City actions undertaken in support of these initiatives included the creation of the film coordinator's position within the City Manager's office, development of the 1994 Burnaby Tourism Strategy, and promotion of Burnaby as a sports tournament destination.

#### 2.4 Burnaby's Current Economic Landscape

The 15 initiatives listed above in association with their supporting actions have since contributed to the following successes:

### ***Burnaby as a major centre for Education***

Burnaby has seen a significant expansion of the public school system capacity since 1990. Two new high schools have been constructed (Burnaby South Secondary School and Burnaby Mountain Secondary School), a third has recently been expanded (Moscrop Secondary School), with a fourth new school (Southeast Burnaby Secondary School) about to start construction.

In addition to Burnaby being home to three (3) of the top 16 biggest *post-secondary education institutes* in BC, there have been a number of English language, technology, marketing and tourism colleges locating within Burnaby. An example of the growth in such institutions is the Art Institute of Vancouver-Burnaby which is undertaking a significant expansion this year, the last in a series of five (5) expansions undertaken since 1990.

### ***Burnaby as a centre for High Technology***

Burnaby has proven to be the location of choice for companies within the high technology and communication sectors.<sup>1</sup>

- Six (6) of the top 10 (and 17 of the top 50) biggest *technology* companies in BC are located in Burnaby.
- Ten (10) of the top 20 biggest *electronic hardware manufacturers* in BC are located in Burnaby.
- Eight (8) of the top 15 biggest *telecommunications companies* in BC are located in Burnaby.

### ***Burnaby as a supportive environment for New Entrepreneurs***

Burnaby's local economy has outpaced both the province and the region in terms of employment growth. Burnaby is also one (1) of only three (3) municipalities in British Columbia which is debt free (self-financing).

- Burnaby ranked in the top three (3) cities in Canada in the 2003 Deloitte & Touche "*Canadian Technology Fast 50*" survey and Burnaby's Extreme CCTV Inc. Took the top spot in the nation with a stunning five year growth rate of 12,689 per cent.

- Six (6) of the top 35 *fastest growing companies* in BC are located in Burnaby.<sup>2</sup>
- Five (5) of the top 100 companies with *national best practices* are located in Burnaby.<sup>3</sup>

### ***Burnaby as a major centre for the Film and Video Industry***

Burnaby is now home to 54% of the region's studio space (including several major film studios) and a whole series of complementary businesses which support the film industry.

### ***Burnaby as a centre for the Arts***

There has been significant progress on the consolidation and enhancement of the Arts in Burnaby, in particular the Shadbolt Centre for the Arts and the number of cultural festivals within the community (eg. the Burnaby Blues Festival, Symphony in the Park, and the Festival of Lights).

### ***Burnaby as a centre for Sports, Recreation and Open Space***

The profile of sports and recreation within Burnaby has increased as the home of the both the Vancouver Whitecaps Football Club and the Vancouver Breakers Women's team, the upgrading of 8 Rinks, the creation of artificial fields as part of the Burnaby Lake Sports Complex West and achieving 25% of the City as open space including the creation of Burnaby Mountain Park. Burnaby's success as a sports tournament destination was galvanized with Burnaby being awarded the 2009 World Police / Fire Games in 2003 and being designated an event site for the 2010 Winter Olympic Games (speed skating).

### ***Burnaby as centre for Regional Head-quarters***

Burnaby continues to attract regional head-quarters. One of the most notable recent additions was BC Hydro locating their head office in the Edmonds town centre.

- Five (5) of the top 25 *BC-based companies* have head offices in Burnaby.<sup>4</sup>
- Fifteen (15) of the top 100 *private companies* in BC are located in Burnaby.<sup>5</sup>
- Nine (9) of the top 100 *public companies* in BC are located in Burnaby.<sup>6</sup>

### ***Burnaby's Agricultural Sector***

Agriculture has been recognised by the City as both a desirable and permanent land use in the community. Burnaby has the third highest number of field farms and the 5<sup>th</sup> largest area of field vegetable production in the GVRD. With 250 acres of land in active production, Cranberries and vegetables dominate the field crops with 67% and 32% respectively. Burnaby has the highest average gross farm receipts in BC at \$293,121 per farm while the BC average is \$113,735 per farm.

### ***Burnaby's diversified Retail and Service Sector***

Burnaby's retail sector plays a significant regional role with Burnaby having the highest amount of major retail per capita, second only to West Vancouver.<sup>7</sup> Burnaby currently has four (4) of the 13 largest shopping centres in the GVRD with the second largest retail shopping centre complex (Metropolis at Metrotown) in Canada. Each of Burnaby's four quadrants has a town centre offering a range of goods and services. The Metrotown regional town centre alone offers 3.5 million square feet of retail space and has accommodated a premier class hotel with the addition of the Hilton facility as part of the Crystal Square development.

## **2.5 Complementary Supporting Actions**

A major strategic direction of Burnaby's growth strategy contained within the Burnaby Official Community Plan was to create a more complete community able to meet its needs within its own boundaries. The three main objectives supporting the goal of a complete community were to balance the number of jobs with the number of workers, to increase the mix of housing, to provide adequate and well located community services and facilities, and to improve transportation services.

- ***Balance the number of jobs with the number of workers:*** Burnaby has attracted over one billion dollars of commercial and industrial development in the last 10 years. Between 1991 to 2001 there were 13,740 new jobs created in Burnaby (or a 14.6% increase). Since 1990 Burnaby has maintained an enviable balance of about 1:1 between the number of jobs available within the community and the active labour force within the community. This provides opportunities to work closer to home or live closer to work if affordable housing is provided closer to the concentration of jobs.

- ***Increase the mix of housing:*** The number of housing units in Burnaby increased by 11,265 (or 18%) from 1991 to 2001. During this period there has been growth in all sectors with the proportion of ground oriented housing decreased slightly from 58.5% to 56.5% (with a real increase of 5,100 units), the proportion of walk-up apartments stayed about the same at 26.3% and 26.4% respectively (with a real increase of 3,000 units), and the proportion of high-rise apartments increased from 15.2% to 17.2% (with a real increase of 3,165 units). Within the ground oriented category, townhouses made the largest gain with 2,125 units or a 54% increase since 1991. Duplexes followed closely with 1,845 units or a 40.1% increase since 1991. In contrast single family detached housing remained relatively stable with a 560 unit increase for a 2.2% increase.
- ***Provide adequate and well located community services and facilities:*** In addition to the creation of Shadbolt Centre for the Arts and the Burnaby Lake West artificial turf playing fields already mentioned, other significant additions to Burnaby's community facilities have been added since 1990 including the Bob Prittie Library in Metrotown, the McGill Library in Burnaby Heights, the Bill Copeland Sports Centre in central Burnaby and the Eileen Daily Leisure Pool and Fitness Centre in Burnaby Heights.
- ***Improving transportation services:*** Since 1990, Burnaby has benefited from a number of major transportation network improvements including the Trans Canada Highway Cassiar Connector in 1992, Barnet-Hastings HOV Lanes in 1996 and the Trans Canada Highway HOV Lanes in 1998. Moreover, the Millennium SkyTrain Line opened in 2002 resulting in all four town centres in Burnaby now being served and interconnected by SkyTrain. The land use shaping benefits of the Expo line on Metrotown are self-evident and since the announcement of the Millennium SkyTrain line in 1998, over 2,000 residential units and over 1.8 million square feet of office retail space within the Brentwood Town Centre have been constructed, are under construction or are in the rezoning process. Coincident with the opening of the Millennium SkyTrain line was the largest restructuring of bus routes to occur in the region since Phase 1 of the Expo line opened in 1986.



### 3.0 PROPOSED EDS UPDATE PROCESS

The proposed Burnaby EDS Update process is designed to build on the success of the existing 1990 Burnaby EDS. As shown in **Figure 1**, the EDS Update will continue to strengthen the theme of sustainable economic growth which is appropriate to the environmental and social aspirations of the community by exploring a full range of possibilities consistent with the principles of sustainability. In addition to building on the success of the 1990 Burnaby EDS, the updated EDS will also serve as useful input for the pending Burnaby Official Community Plan (OCP) review.

#### 3.1 Proposed EDS Update Process

As shown in **Figure 2**, 12 steps over a period of 18 months has been proposed to develop an updated Burnaby EDS. For each step of the process the timing, inputs and outcomes have been defined. The steps, shown in white boxes, are proposed to be lead by City staff and the steps shown in black boxes are proposed to be lead by the project consultant.

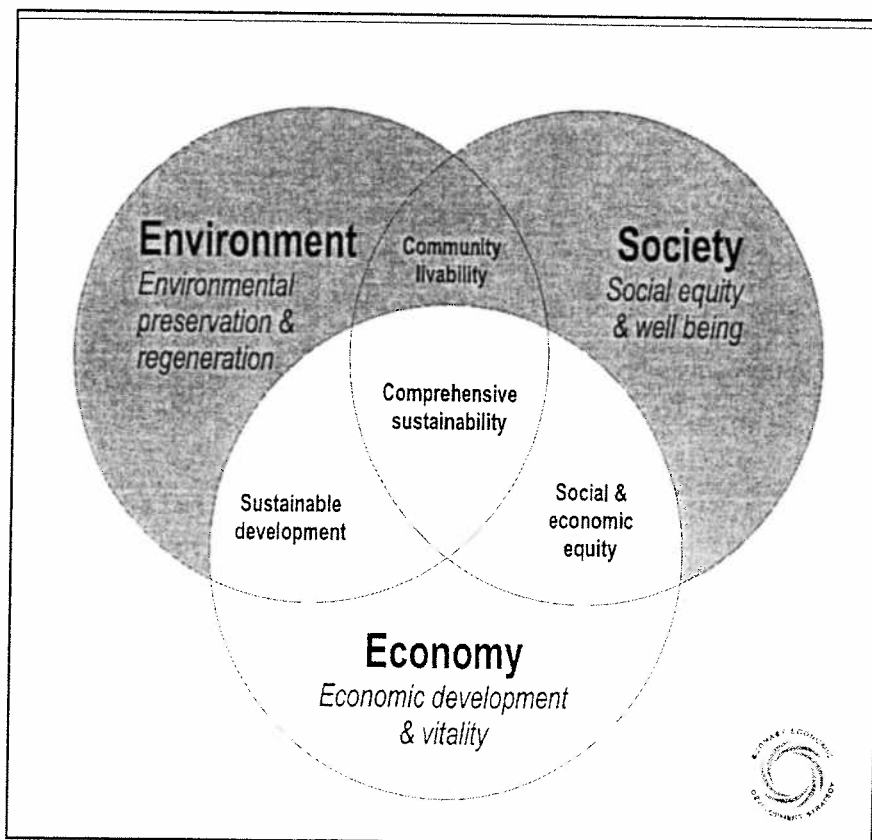


Figure 1

*The Range of Possibilities*

**BURNABY ECONOMIC DEVELOPMENT STRATEGY (EDS) UPDATE  
 PROPOSED PROCESS**

<u>Timing</u>	<u>Inputs</u>		<u>Outcomes</u>
Jul - Aug 2003	<ul style="list-style-type: none"> <li>alternative options</li> <li>advantages/disadvantages</li> <li>resources required</li> </ul>	<b>Determine Project Scope</b>	<ul style="list-style-type: none"> <li>key assumptions</li> <li>proposed process (work plan outline)</li> <li>Steering Committee structure and potential members</li> <li>core project team</li> </ul>
Sept - Nov 2003	<ul style="list-style-type: none"> <li>letters of invitation</li> <li>staff resources</li> <li>key target dates</li> <li>Council input</li> </ul>	<b>Assemble Steering Committee</b>	<ul style="list-style-type: none"> <li>Council approval</li> <li>Steering Committee assembled</li> <li>Steering Committee roundtable No. 1</li> <li>press release</li> </ul>
Oct - Nov 2003	<ul style="list-style-type: none"> <li>budget</li> <li>terms of reference</li> <li>consultant proposals</li> <li>Steering Committee comments</li> </ul>	<b>Hire Consultant</b>	<ul style="list-style-type: none"> <li>consultant retained</li> <li>Work Plan approved</li> </ul>
Nov 2003 - Mar 2004	<ul style="list-style-type: none"> <li>review existing Burnaby EDS</li> <li>review Guiding Change Council Workshop</li> <li>review what others are doing (policy review)</li> <li>conduct literature review</li> <li>survey best practices</li> <li>conduct trend analysis <sup>1</sup></li> <li>conduct cluster analysis <sup>1</sup></li> <li>review population and employment data</li> <li>2009 World Police &amp; Fire Games</li> <li>2010 Winter Olympics</li> </ul>	<b>Take Stock</b>	<ul style="list-style-type: none"> <li>emerging trends <sup>2</sup></li> <li>community business profile</li> <li>local strengths</li> <li>local opportunities</li> <li>local gaps</li> <li>"Take Stock" discussion paper</li> </ul>
Mar - Apr 2004	<ul style="list-style-type: none"> <li>policy review results</li> <li>trend analysis results</li> <li>cluster analysis results</li> </ul>	<b>Set Overall Principles</b>	<ul style="list-style-type: none"> <li>Steering Committee round table No. 2</li> <li>overall principles</li> <li>key sectors or themes</li> </ul>
Apr - May 2004	<ul style="list-style-type: none"> <li>200 business surveys</li> <li>select interviews</li> <li>Board of Trade workshop</li> </ul>	<b>Outreach</b>	<ul style="list-style-type: none"> <li>Council approval of draft outreach material</li> <li>summary of survey results</li> <li>testimonials</li> <li>press release(s)</li> </ul>
May - Oct 2004	<ul style="list-style-type: none"> <li>outreach results</li> <li>Steering Committee input</li> <li>cost/benefit analysis</li> <li>quality of life criteria</li> <li>complete &amp; sustainable community analysis</li> </ul>	<b>Update &amp; Prioritize Key Strategies</b>	<ul style="list-style-type: none"> <li>"Priority Strategies" Discussion Paper (eg. Centres for Excellence)</li> <li>Steering Committee round table No. 3</li> </ul>
May - Oct 2004	<ul style="list-style-type: none"> <li>priority strategies</li> <li>regulatory framework</li> <li>key note speakers</li> <li>Sub-committee member input</li> </ul>	<b>Form Sub-committees, as Required</b>	<ul style="list-style-type: none"> <li>detailed action plans</li> <li>roles &amp; responsibilities</li> <li>resources</li> <li>timing</li> </ul>
Oct - Nov 2004	<ul style="list-style-type: none"> <li>detailed action plans</li> </ul>	<b>Draft Updated Burnaby Economic Development Strategy</b>	<ul style="list-style-type: none"> <li>Draft Updated Burnaby EDS</li> <li>Draft Communication Plan</li> <li>Steering Committee round table No. 4</li> <li>Council approval of draft Plan and outreach material</li> </ul>
Nov - Dec 2004	<ul style="list-style-type: none"> <li>InfoBurnaby Article &amp; City web-site posting</li> <li>Board of Trade Event</li> <li>Open House(s)</li> </ul>	<b>Outreach</b>	<ul style="list-style-type: none"> <li>summarize reaction</li> </ul>
Dec 2004 - Jan 2005	<ul style="list-style-type: none"> <li>reaction</li> </ul>	<b>Fine Tune Draft Updated Burnaby EDS</b>	<ul style="list-style-type: none"> <li>Final Draft Burnaby EDS</li> <li>Final Communication Plan</li> <li>Steering Committee round table No. 5</li> </ul>
Jan 2005	<ul style="list-style-type: none"> <li>Final Draft Burnaby EDS</li> </ul>	<b>Council</b>	<ul style="list-style-type: none"> <li>Updated Burnaby EDS adopted</li> </ul>

<b>LEGEND</b>	<b>Black Text</b>	= City has lead responsibility
	<b>White Text</b>	= Consultant has the lead responsibility

<sup>1</sup> Opportunity for joint research with SFU  
<sup>2</sup> Global, Pacific Rim, continental, national, provincial, regional

**Figure 2**

The contents of this report represent the “outcomes” (key assumptions, process, core project team, Steering Committee structure, Steering Committee, terms of reference and potential Steering Committee members) of the first step of the proposed process - “defining the project scope”. Subject to Council approval, the next two steps would be to assemble the Steering Committee and hire the project consultant. In the fourth step, “take stock”, the core project team in association with the project consultant will identify emerging trends, develop a community business profile, summarize local strengths, opportunities, gaps and produce a discussion paper for distribution to the Steering Committee.

Since the “take stock” step of the process forms the analytical foundation of the subsequent steps, staff are exploring opportunities for research this winter under the terms of the recently approved SFU/City of Burnaby Memorandum of Understanding, *"A Framework for On-going Research: Partnerships between The City of Burnaby and Simon Fraser University"*. As part of the "Take Stock" stage of the process we are proposing *trend analysis* and *cluster analysis* as key inputs to the “take stock” stage of the process to assist in setting the overall priorities for the Burnaby EDS update.

- The *trend analysis* could involve the identification of macro opportunities for Burnaby. These may be occurring at the global, Pacific Rim, continental, national, provincial, regional or sub-regional level.
- The *cluster analysis* could be used to determine which existing or emerging sectors have the most upside potential and are the best fit for Burnaby. These sectors may have special infrastructure or zoning needs to ensure they are nurtured and continue to build momentum. This cluster analysis could highlight the various different opportunities for Burnaby within the context of the Greater Vancouver Regional District (GVRD).

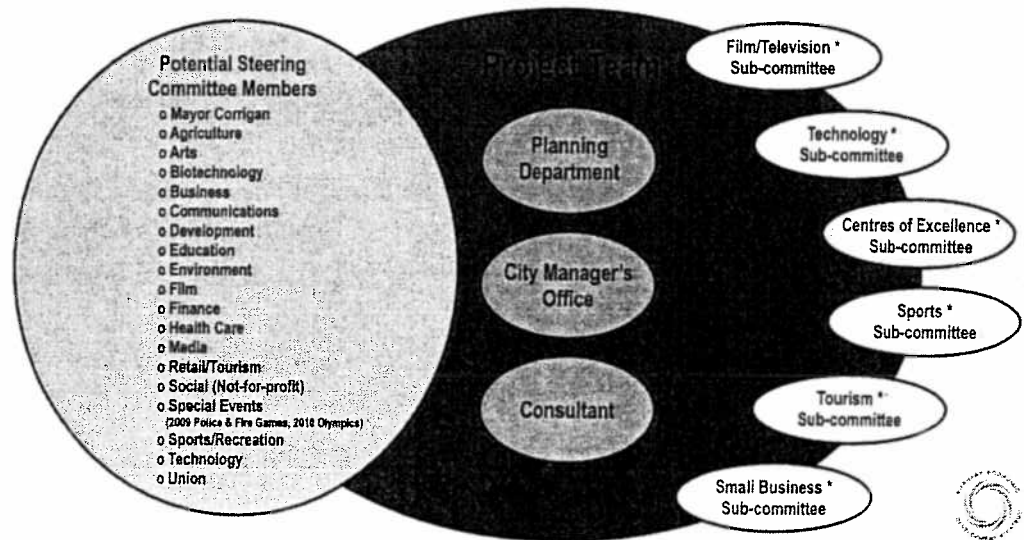
This process also proposes that further reports will be forwarded for Council approval. The second will be brought forward once the overall *project principles and key sectors or themes* have been identified prior to the first outreach effort to the business community and the community at large. A third report will be brought forward once a *draft updated Burnaby EDS* has been developed prior to the second round of outreach to the business community and the broader community. A fourth and final report will be brought forward seeking the approval of the *final updated Burnaby EDS*.

### 3.2 The Structure of the EDS Update

Although the EDS Update Process will be supported by a core project team of City staff and a project consultant, the Steering Committee (as shown in **Figure 3**) is being proposed to act as a catalyst for ideas or a think-tank. The Steering Committee will be invited to attend five (5) round-table discussions at key decision points during the process (as shown in **Figure 2**) to encourage inter-disciplinary dialogue among the community leaders representing the various sectors of Burnaby's economy. About mid-way through the process the Steering Committee would splinter into a series of sub-committees to review key strategy areas or themes in more detail before reconvening to review the draft updated Burnaby EDS.

## Burnaby Economic Development Strategy (EDS) Update

### STEERING COMMITTEE STRUCTURE



Source: EDS Update

Version: September 2, 2003

\* Sub-committees shown above are examples for discussion only

**Figure 3**

*Steering Committee Structure*

### 3.3 Steering Committee Terms of Reference

The proposed Terms of Reference for the Steering Committee is detailed in *Attachment 'A'*.

### 3.4 Steering Committee Members

The process used to nominate potential Steering Committee Members is outlined in Section 4.0 of *Attachment 'A'*.

### 3.5 Budget

As shown in **Table 1** a budget of \$150,000 over three years is being proposed for the Burnaby EDS Update. In general, the process of updating the EDS will consume the majority of the budget in years 2003 and 2004. The majority of the budget identified for year 2005 is proposed for a communication plan for the updated EDS.

**Table 1**  
**Proposed Budget for the EDS Update**

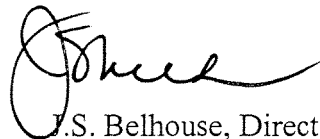
	2003	2004	2005	Total
<b>Budget</b>	\$25,000	\$75,000	\$50,000	\$150,000
<b>Funding</b>	\$25,000 from 2002 Surplus	\$25,000 from 2002 Surplus  and \$50,000 from 2003 Surplus or Stabilization	2004 Surplus or Stabilization	

As shown in **Table 1**, the Burnaby EDS Update project has received \$50,000 from the Prior Year's Surplus funds in 2003, of which only \$25,000 is targeted to be spent in 2003. As such, the balance of these allocated 2003 funds (\$25,000) are being added to the \$50,000 Prior Year's Surplus or Stabilization funds in 2004 for a total of \$75,000 budget for 2004. The remaining \$50,000 in 2005 shall be funded from Prior Year's Surplus or Stabilization funds in 2005.

Should Council adopt this report, staff intend to apply for funding under Industry Canada's PEMD-I program. Tier One of this Federal program covers the development of economic development plans and implementation of investment attraction initiatives at 50% up to a maximum of \$50,000.

#### 4.0 CONCLUSION

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 sustainable economic management strategy approach. The 1990 Burnaby EDS has contributed to the success Burnaby has had over the past decade in attracting economic growth which is consistent with the environmental and social aspirations of the community. The Burnaby EDS process, Steering Committee Structure, and budget proposed in this report, if approved by Council, could allow for the Burnaby EDS to be updated to a progressive future vision of Burnaby ten years from now. Moreover, the Burnaby EDS update could also serve as important economic input into the pending Burnaby OCP review.



J.S. Belhouse, Director  
PLANNING AND BUILDING

#### Attachment

P:\David Clutton\WordPerfect\dac0899.wpd

- cc: City Manager  
Deputy City Manager  
Director Finance  
Director Engineering  
Director Parks, Recreation and Cultural Services

End Notes

1. Business in Vancouver, *"2002 Book of Lists"*
2. Business in Vancouver, *"2002 Book of Lists"*
3. Mediacorp Canada, *"The Countries Best Practices"*
4. Business in Vancouver, *"2002 Book of Lists"*
5. Business in Vancouver, *"2002 Book of Lists"*
6. Business in Vancouver, *"2002 Book of Lists"*
7. Colliers International, *"Greater Vancouver Retail, Winter 2002"*



## TERMS OF REFERENCE

### Steering Committee Burnaby Economic Development Strategy (EDS) Update

The Burnaby Economic Development Strategy (EDS) Update *Steering Committee* is being formed to assist the City in casting a vision for the future of Burnaby in which sustainable economic development appropriate to the community will be targeted to provide opportunities for all groups within the community. The (EDS) Update process is outlined in **Figure 1 (attached)** and proposes to engage the local business community in the review of this key policy document. The *Steering Committee* is expected to help the City develop, refine and prioritize the key strategies that will be the essence of the draft updated Burnaby EDS through the use of a sub-committee structure shown in **Figure 2 (attached)**. Community feedback on the draft strategies developed with the assistance of the *Steering Committee*, would contribute to the final updated Burnaby EDS submitted to Council for their consideration. Technical support for the *Steering Committee* will be provided by the core project team (City staff and a project consultant). Representatives from other City departments (e.g. Finance, and Cultural Services), Burnaby Board of Trade, GVRD, FREMP, Vancouver Port Authority, Invest BC, Industry Canada, Western Economic Diversification Canada and Business Development Bank of Canada will also be called upon on an as required basis.

#### 1.0 Subject Area

The desire for a complete and sustainable community within the City of Burnaby requires that the support of a vibrant and robust local economy is appropriate and well suited to the social and environment realms and the broader aspirations of the community as they relate to each of the three component areas of sustainability (economic, social and environment) as outlined in **Figure 3 (attached)**. The *Steering Committee* will also be asked to recognize that the Burnaby EDS is not a stand alone document, but has and needs to continue to have a strong relationship to the Burnaby Official Community Plan (OCP) as an expression of the community's economic, social and environmental aspirations.



## 2.0 Mandate

The members of the Steering Committee will be expected to undertake the following tasks (as shown in **Figure 1 attached**):

- Attend *round table discussion No. 1* to receive briefing presentations on the Burnaby Official Community Plan (OCP) and the existing Burnaby Economic Development Strategy (EDS) and to review the proposed EDS Update process, the Steering Committee Structure, the proposed schedule of roundtable and sub-committee meetings.
- Review and comment on the "*take stock*" *discussion paper* on emerging trends, community business profile, local strengths, local opportunities and local gaps provided by the core project team.
- Attend *round table discussion No. 2* to assist in setting the overall sectors or themes comprising the priority strategies. These priority strategies will then be the strategies under which each of the sub-committees will develop ideas and supporting actions.
- Attend *round table discussion No. 3* to review and comment on the "*key priority strategies*" *discussion paper* drafted by the core project team based on the input received from the Steering Committee, a summary of the public outreach, business surveys, select interviews and workshops conducted by the core project team.
- Participate as chair or a member in a minimum of two (2) *sub-committee meetings*.
- Attend *round table discussion No. 4* to review and provide feedback on the Draft Updated Burnaby Economic Development Strategy produced by the core project team.
- Attend *round table discussion No. 5* to review and provide feedback on the Final version of the Updated Burnaby Economic Development Strategy produced by the core project team.

## 3.0 Composition

The *Steering Committee* will be chaired by Mayor Corrigan. In an effort to ensure that the composition of the *Steering Committee* is representative of the cross-section of the Burnaby business community, representation from the following categories is being recommended for the *Steering Committee*:

- Agriculture
- Arts
- Biotechnology
- Business
- Communications
- Development
- Education
- Environment
- Film
- Finance
- Health Care
- Media
- Retail/Tourism
- Social (Not-for-profit)
- Special Events
- Sports/Recreation
- Technology
- Union

#### 4.0 Nominees

Subject to Council approval of this report, potential *Steering Committee* members will be selected by Mayor Corrigan for being leaders in their respective industry; for demonstrating a belief in the potential that Burnaby has; for being visionary; and for having a broad base of experience upon which they can draw. It should be noted that the City reserves the right to invite others to sit on the sub-committees once the priority key sectors or themes have been identified.

#### 5.0 Commitment Required

*Steering Committee* members will have to commit to attending a minimum of *five (5) round-table meetings* (to assist in setting the overall priorities sectors and themes for the pending sub-committee work, to review the draft report and to review the final report) and attend a minimum of *two (2) sub-committee meetings* to occur in support of the development of action plans for each of the key sectors or themes which emerge from the early stages of the process. It should be noted that the City may also issue periodic information packages to the *Steering Committee* members and although responses may or may not be requested, additional input will be welcomed from the *Steering Committee* members throughout the process.

## 6.0 Time Line

The overall process is estimated to be about 18 months and the anticipated timing of the *Steering Committee* round table meetings is shown in **Figure 1 (attached)**. The *Steering Committee* members' participation in the sub-committees would likely be focused in the *spring of 2004* with the draft updated Burnaby EDS being targeted for circulation for comment in the fall of 2004.

## 7.0 Guiding Principles

The *Steering Committee* will be asked to:

- build on the success of the existing Burnaby Economic Development Strategy (EDS);
- identify emerging trends and how Burnaby could position itself to maximize benefits to the community 10 years from now;
- focus on making Burnaby the best it can be;
- challenge the way the City and other levels of government currently do business;
- sit on a sub-committee which may be outside of their core area of expertise; and
- contribute to the process in an open-minded and constructive manner.

## 8.0 Consultation

Members of the *Steering Committee* are expected to respect and consider the full range of views presented by the other members of the *Steering Committee*, the public at large and the core project team.

The *Steering Committee* may be called on to provide advice on the types, timing, and format of business and public consultation methods to be used by the core project team.

Both stages of public consultation outlined in **Figure 1 (attached)** shall require the prior approval of Council.

## 9.0 City Resources

The *Steering Committee* members shall have significant opportunity for input and influence over the key strategies contained within the updated Burnaby EDS, which in turn will be presented to the broader community for review and Council consideration.

Any capital or operating expenditures required to support specific recommendations or actions within the updated Burnaby EDS shall be submitted for the consideration of Council for review in relation to other City priorities, as part of the annual preparation of the City's financial plan and five year capital plan.

#### 10.0 Extraordinary Funding

No budget beyond the requirements of the Burnaby EDS update itself has been established at this time, however, the *Steering Committee* shall limit the scope of their work to that which is deemed acceptable, affordable, and practical by the *Steering Committee* Chair.



## BURNABY ECONOMIC DEVELOPMENT STRATEGY (EDS) UPDATE PROPOSED PROCESS

<u>Timing</u>	<u>Inputs</u>		<u>Outcomes</u>
Jul - Aug 2003	<ul style="list-style-type: none"> <li>alternative options</li> <li>advantages/disadvantages</li> <li>resources required</li> </ul>	<b>Determine Project Scope</b>	<ul style="list-style-type: none"> <li>key assumptions</li> <li>proposed process (work plan outline)</li> <li>Steering Committee structure and potential members</li> <li>core project team</li> </ul>
Sept - Nov 2003	<ul style="list-style-type: none"> <li>letters of invitation</li> <li>staff resources</li> <li>key target dates</li> <li>Council input</li> </ul>	<b>Assemble Steering Committee</b>	<ul style="list-style-type: none"> <li>Council approval</li> <li>Steering Committee assembled</li> <li>Steering Committee roundtable No. 1</li> <li>press release</li> </ul>
Oct - Nov 2003	<ul style="list-style-type: none"> <li>budget</li> <li>terms of reference</li> <li>consultant proposals</li> <li>Steering Committee comments</li> </ul>	<b>Hire Consultant</b>	<ul style="list-style-type: none"> <li>consultant retained</li> <li>Work Plan approved</li> </ul>
Nov 2003 - Mar 2004	<ul style="list-style-type: none"> <li>review existing Burnaby EDS</li> <li>review Guiding Change Council Workshop</li> <li>review what others are doing (policy review)</li> <li>conduct literature review</li> <li>survey best practices</li> <li>conduct trend analysis<sup>1</sup></li> <li>conduct cluster analysis<sup>1</sup></li> <li>review population and employment data</li> <li>2009 World Police &amp; Fire Games</li> <li>2010 Winter Olympics</li> </ul>	<b>Take Stock</b>	<ul style="list-style-type: none"> <li>emerging trends<sup>2</sup></li> <li>community business profile</li> <li>local strengths</li> <li>local opportunities</li> <li>local gaps</li> <li>"Take Stock" discussion paper</li> </ul>
Mar - Apr 2004	<ul style="list-style-type: none"> <li>policy review results</li> <li>trend analysis results</li> <li>cluster analysis results</li> </ul>	<b>Set Overall Principles</b>	<ul style="list-style-type: none"> <li>Steering Committee round table No. 2</li> <li>overall principles</li> <li>key sectors or themes</li> </ul>
Apr - May 2004	<ul style="list-style-type: none"> <li>200 business surveys</li> <li>select interviews</li> <li>Board of Trade workshop</li> </ul>	<b>Outreach</b>	<ul style="list-style-type: none"> <li>Council approval of draft outreach material</li> <li>summary of survey results</li> <li>testimonials</li> <li>press release(s)</li> </ul>
May - Oct 2004	<ul style="list-style-type: none"> <li>outreach results</li> <li>Steering Committee input</li> <li>cost/benefit analysis</li> <li>quality of life criteria</li> <li>complete &amp; sustainable community analysis</li> </ul>	<b>Update &amp; Prioritize Key Strategies</b>	<ul style="list-style-type: none"> <li>"Priority Strategies" Discussion Paper (eg. Centres for Excellence)</li> <li>Steering Committee round table No. 3</li> </ul>
May - Oct 2004	<ul style="list-style-type: none"> <li>priority strategies</li> <li>regulatory framework</li> <li>key note speakers</li> <li>Sub-committee member input</li> </ul>	<b>Form Sub-committees, as Required</b>	<ul style="list-style-type: none"> <li>detailed action plans               <ul style="list-style-type: none"> <li>roles &amp; responsibilities</li> <li>resources</li> <li>timing</li> </ul> </li> </ul>
Oct - Nov 2004	<ul style="list-style-type: none"> <li>detailed action plans</li> </ul>	<b>Draft Updated Burnaby Economic Development Strategy</b>	<ul style="list-style-type: none"> <li>Draft Updated Burnaby EDS</li> <li>Draft Communication Plan</li> <li>Steering Committee round table No. 4</li> <li>Council approval of draft Plan and outreach material</li> </ul>
Nov - Dec 2004	<ul style="list-style-type: none"> <li>InfoBurnaby Article &amp; City web-site posting</li> <li>Board of Trade Event</li> <li>Open House(s)</li> </ul>	<b>Outreach</b>	<ul style="list-style-type: none"> <li>summarize reaction</li> </ul>
Dec 2004 - Jan 2005	<ul style="list-style-type: none"> <li>reaction</li> </ul>	<b>Fine Tune Draft Updated Burnaby EDS</b>	<ul style="list-style-type: none"> <li>Final Draft Burnaby EDS</li> <li>Final Communication Plan</li> <li>Steering Committee round table No. 5</li> </ul>
Jan 2005	<ul style="list-style-type: none"> <li>Final Draft Burnaby EDS</li> </ul>	<b>Council</b>	<ul style="list-style-type: none"> <li>Updated Burnaby EDS adopted</li> </ul>

<b>LEGEND</b>	Black Text	= City has lead responsibility
	White Text	= Consultant has the lead responsibility

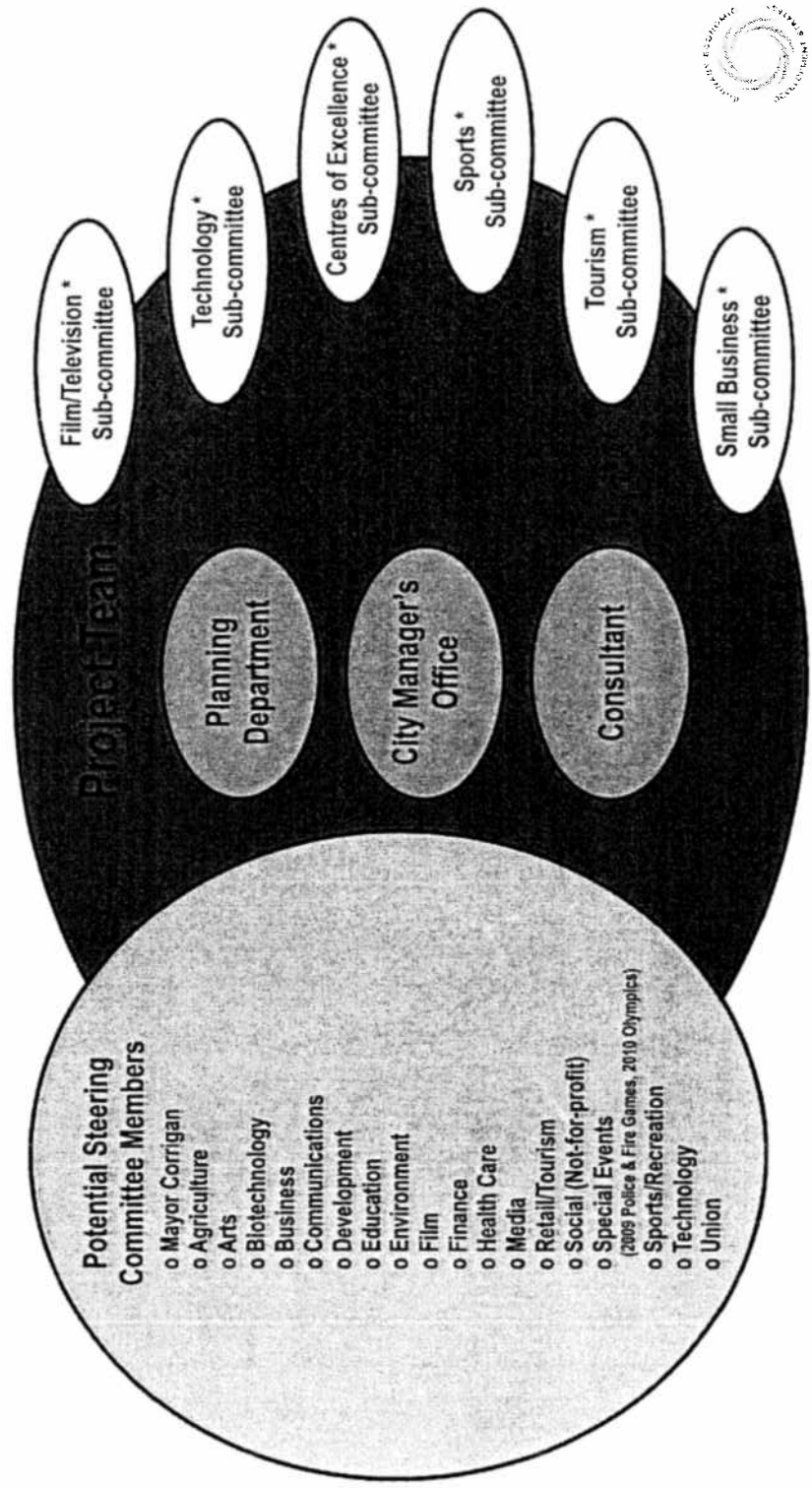
<sup>1</sup> Opportunity for joint research with SFU

<sup>2</sup> Global, Pacific Rim, continental, national, provincial, regional

Figure 1

# Burnaby Economic Development Strategy (EDS) Update

## STEERING COMMITTEE STRUCTURE



Burnaby EDS Update

\* Sub-committees shown above are examples for discussion only

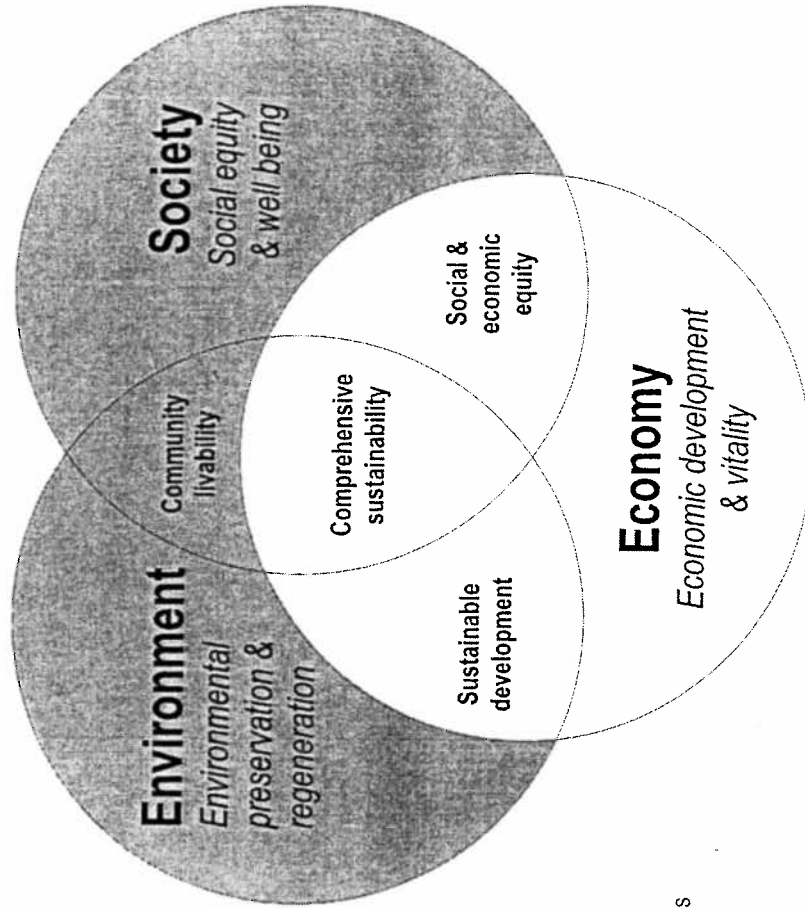


Version: September 2, 2002


Figure 2

# Burnaby Economic Development Strategy (EDS) Update

## CONCEPTUAL POLICY FRAMEWORK



### LEGEND

 The Range of Possibilities



Burnaby EDS Update  
November, August 29, 2003

Figure 3

