



COUNCIL REPORT

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**TO:** MAYOR AND COUNCIL **DATE:** 2006 April 05

**FROM:** THE BURNABY EDS UPDATE **FILE:** G  
STEERING COMMITTEE *Reference:*

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

**PURPOSE:** To have Council receive the draft *Burnaby EDS 2020* report and to seek Council approval to initiate the second phase of public consultation.

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**RECOMMENDATIONS:**

1. **THAT** Council authorize staff to undertake the public consultation process outlined in Section 5 of this report to seek response to the draft *Burnaby EDS 2020* report from the broader business community and the residents of Burnaby as the second phase of public consultation.

**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.

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.

COPY: CITY MANAGER DIR. FINANCE DIR. PLNG. & BLDG. DIR. PARKS, REC. & CULT. SERV. 32
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From: Director Planning and Building  
Re: BURNABY ECONOMIC DEVELOPMENT  
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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). 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 regions 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).
- *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.

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- 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 5th 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 that ensures 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 7, approved the majority of Steering Committee members and authorized the Mayor to appoint members to the positions that were vacant at that time.

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

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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.

The purpose of this report is to summarize the results of the first phase of public consultation; to present the draft *Burnaby EDS 2020* report which has resulted from the process approved by Council; and to seek Council approval to initiate the second phase of public consultation. This second phase of public consultation, as proposed, is designed to encourage and receive input from the broader business community and the residents of Burnaby on the draft *Burnaby EDS 2020* report prior to the final version of the strategy returning to Council for adoption.

### 3.0 PROCESS UPDATE

As shown in **Figure 1 (attached)**, we are nearing the end of the process designed to engage the business community in the review of this key policy document. As of 2006 February we are concluding step 9 by seeking Council approval in principle of the draft report and approval for the second phase of public consultation (step 10). Once the public response to the draft report has been received (step 10), staff will make any changes required to the draft Burnaby EDS 2020 (step 11) prior to seeking Council adoption of the final report (step 12).

#### 3.1 Steering Committee Meetings

Mayor Corrigan chairs and Councillors Dhaliwal and Volkow sat on a 29 member Steering Committee which 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 has 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 contained both on the last page of this report and within the acknowledgements section of the draft *Burnaby EDS 2020* report.<sup>1</sup>

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<sup>1</sup> Distributed to Council under separate cover and available for viewing in the Planning Department and on-line at [www.burnaby.ca/EDS 2020](http://www.burnaby.ca/EDS 2020).

### 3.2 Public Consultation – Phase One

Background information<sup>2</sup> about the Burnaby EDS Update process, an electronic, on-line questionnaire, and a downloadable fax-back/mail-back questionnaire were all posted to the City of Burnaby's web-site in 2005 April. A mail-out information package and a mail-back questionnaire were also issued to those who requested them by phone.

#### 3.2.1 Notice

Burnaby residents and Burnaby based businesses were also notified of the EDS update process through the following means:

##### Residents and Businesses

- Spring 2005 *InfoBurnaby* – front page feature article, (released in 2005 May)

##### Businesses

- “*Help shape Burnaby's economic future*”, e-mail invitation issued to all Burnaby Board of Trade members, (2005 June 7)
- “*Help shape the economic future of Burnaby*” e-mail invitation issued to all 50 BC Technology Industry Association members in Burnaby, (2005 June 24)
- “*Burnaby drafting plans for economic future*”, Burnaby NOW article, (2005 July 9)

#### 3.2.2 Responses

32 valid responses were received from 36 submissions.<sup>3</sup> All submissions were received from the on-line survey, even though three (3) mail out information packages were requested and issued. Of the 32 valid responses:

- four (or 12%) were Burnaby residents, 16 (or 50%) were from respondents who work in Burnaby, and 12 (or 38%) were from respondents who both live and work in Burnaby;
- 15 (or 47%) were from respondents who's businesses were members of the Burnaby Board of Trade; and
- 18 (56%) asked to be added to a project mailing list.

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<sup>2</sup> Background information provided included: *Draft Principles, Future Directions* discussion paper, *Taking Stock of Burnaby's Economy* discussion paper, *Cluster Analysis, Trend Analysis*, list of Steering Committee Members, *Progress Report* (including the sub-committee terms of reference), *Process Overview and How Burnaby Has Changed Since 1990*, and *1990 Burnaby EDS*.

<sup>3</sup> Four (4) submissions did not include an address.

### 3.2.3 Draft Principles

**Figure 2 (attached)** lists the draft principals as released for review and comment.

**Figure 3 (attached)** summarizes the high level of support, ranging from 97% support to 78% support, for each of the ten (10) draft principles.

When asked if there if there were any principles missing, the following six suggestions were made:

#### Economic

- Support and recognize existing businesses.
- Introduce an economic development department.

#### Social

- Promote agri-food industry (social benefits, community values, environmental benefit).
- Promote and support democratic/participatory citizenship.
- Enlist different ways to reach people (e.g., town hall meetings, interview long standing families, engage a cross-section of businesses, seek expert opinions in urban design).

#### Environment

- Balance green space with other land uses.

### 3.2.4 Sectors Forecast for Growth

**Figure 4 (attached)** summarizes the response to the six (6) groups of sectors listed. As shown in **Figure 4**, there was far more divergence in the responses to this question. The responses fall into the following three groups.

#### Growth

- Knowledge based industries (information technology, communications, wireless, biotech, life science, new media, alternative fuels, and environmental solutions) were widely viewed as a growth sector with 94% of respondents supporting this view.
- This was followed by growth in tourism being supported by 59% of respondents and 38% suggesting stability.

Stable with an upside for Growth

- Three sectors (post-secondary education, retail/personal services/finance/real estate, and film/TV) all had similar responses with the largest percentage of respondents suggesting a stable future (ranging from 44% to 50%) and a strong minority (ranging from 31% to 38%) suggesting growth.

Stable with a downside for Decline

- The last sector, warehousing/distribution/transportation, was suggested as being stable/undecided by about 51% of respondents with a strong majority (31%) suggesting a future decline.

When asked if there were any other sectors that are likely to grow the following five sectors were suggested:

- bioenergy/recycling,
- corporate headquarters, and
- home-based businesses.

### 3.3 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 the 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.<sup>4</sup>

Often, representation at the workshops was from a diverse set of companies 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.

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<sup>4</sup> Distributed to Council under separate cover and available for viewing in the Planning Department and on-line at [www.burnaby.ca/EDS 2020](http://www.burnaby.ca/EDS 2020) .

#### 4.0 DRAFT BURNABY EDS 2020 REPORT

The draft *Burnaby EDS 2020* report, distributed to Council under separate cover<sup>5</sup>, begins to bring 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.

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.

#### 4.1 Three Sections

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 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.

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<sup>5</sup> Copies of the draft Burnaby EDS 2020 report are available for viewing in the Planning Department or on-line at [www.burnaby.bc/EDS 2020](http://www.burnaby.bc/EDS 2020).



#### 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, it would also be useful to seek additional feedback from the broader business community and the community at large prior to the *Burnaby EDS 2020* being adopted by Council.

It is proposed that public input would be sought and summarized with changes being made to the draft report, as required, prior to it being submitted to Council for final adoption.

## 5.1 Consultation Material

This phase of the public consultation is proposed to have two components - information items and opportunities for input.

### 5.1.1 Information Items

Information items are proposed to include notification that:

- the process is nearing completion;
- the Steering Committee has concluded their work; and
- the draft *Burnaby EDS 2020* is now available for review and comment.

### 5.1.2 Opportunities for Input

Opportunities for input will include seeking response to:

- 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 Proposed Outreach Efforts

Although specifics are still being investigated, staff intend to undertake a combination of the following activities to seek broader comment on the items outlined in section 5.1.2 of this report:

- a. press release(s);
- b. outreach presentations and/or workshops;
  - Burnaby Board of Trade
  - Community groups/committees
  - Inter-Agency Council
- c. InfoBurnaby article (2006 spring edition); and
- d. on-line information and survey on the Burnaby web-site [www.burnaby.ca/EDS 2020](http://www.burnaby.ca/EDS 2020); and
- e. e-mail notice to business leaders who sat on various sub-committees to participate in the on-line survey.

## 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.

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, this draft document 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. This draft report is now being forwarded to Council for consideration. This report also seeks authority from Council to take the draft *Burnaby EDS 2020* report out to the broader business community and Burnaby residents for their comment and review.

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Respectfully submitted,

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

Attachments (4)

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



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

<u>Timing</u>	<u>Inputs</u>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<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>	1	Determine Project Scope											<ul style="list-style-type: none"> <li>key assumptions</li> <li>proposed process (work plan outline)</li> <li>Steering Committee structure and members</li> <li>core project team</li> </ul>
Sep 2003 - Jun 2004	<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>	2	Assemble Steering Committee											<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 2003 - Feb 2004	<ul style="list-style-type: none"> <li>budget</li> <li>terms of reference</li> <li>consultant proposals</li> <li>Steering Committee comments</li> </ul>	3	Hire Consultant											<ul style="list-style-type: none"> <li>consultant retained</li> <li>Work Plan approved</li> </ul>
Nov 2003 - Aug 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>	4	Take Stock											<ul style="list-style-type: none"> <li>emerging trends <sup>2</sup></li> <li><u>community business profile</u></li> <li>local strengths</li> <li>local opportunities</li> <li>local gaps</li> </ul>
Aug 2004	<ul style="list-style-type: none"> <li>policy review results</li> <li>trend analysis results</li> <li>cluster analysis results</li> </ul>	5	Set Overall Principles											<ul style="list-style-type: none"> <li>Steering Committee round table No. 2</li> <li><u>"Taking Stock of Burnaby's Economy" discussion paper</u></li> </ul>
Mar 2004	<ul style="list-style-type: none"> <li>on-line questionnaire results</li> <li>mail-in questionnaire results</li> <li>fax-back questionnaire results</li> </ul>	6	Outreach											<ul style="list-style-type: none"> <li>Council approval of draft outreach material</li> <li>summary of survey results</li> <li>testimonials</li> </ul>
Nov 2004	<ul style="list-style-type: none"> <li>Steering Committee input</li> <li>Economic Leadership Initiative discussion paper</li> </ul>	7	Update & Prioritize Key Strategies											<ul style="list-style-type: none"> <li>"Economic Development Directions" <u>Discussion Paper</u> (eg. Centres for Excellence)</li> <li>Steering Committee round table No. 3</li> </ul>
Jan - Jun 2005	<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>	8	Form Sub-committees, as Required											<ul style="list-style-type: none"> <li><u>detailed action plans</u> <ul style="list-style-type: none"> <li>roles &amp; responsibilities</li> <li>resources</li> <li>timing</li> </ul> </li> </ul>
Sep 2005 - Feb 2006	<ul style="list-style-type: none"> <li>detailed action plans</li> </ul>	9	Draft Updated Burnaby Economic Development Strategy											<ul style="list-style-type: none"> <li>Draft Updated Burnaby EDS</li> <li>Steering Committee round table No. 4</li> <li>Council approval of draft report and outreach material</li> </ul>
May - Apr 2006	<ul style="list-style-type: none"> <li>InfoBurnaby Article</li> <li>City web-site posting</li> <li>Outreach events</li> </ul>	10	Outreach											<ul style="list-style-type: none"> <li>summarize reaction</li> </ul>
Apr 2006	<ul style="list-style-type: none"> <li>reaction</li> </ul>	11	Fine Tune Draft Updated Burnaby EDS											<ul style="list-style-type: none"> <li>Final Draft Burnaby EDS 2020</li> <li><u>Draft Communications Plan</u></li> </ul>
May 2006	<ul style="list-style-type: none"> <li>Final Draft Burnaby EDS 2020 Report</li> </ul>	12	Council											<ul style="list-style-type: none"> <li>Updated Burnaby EDS 2020 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

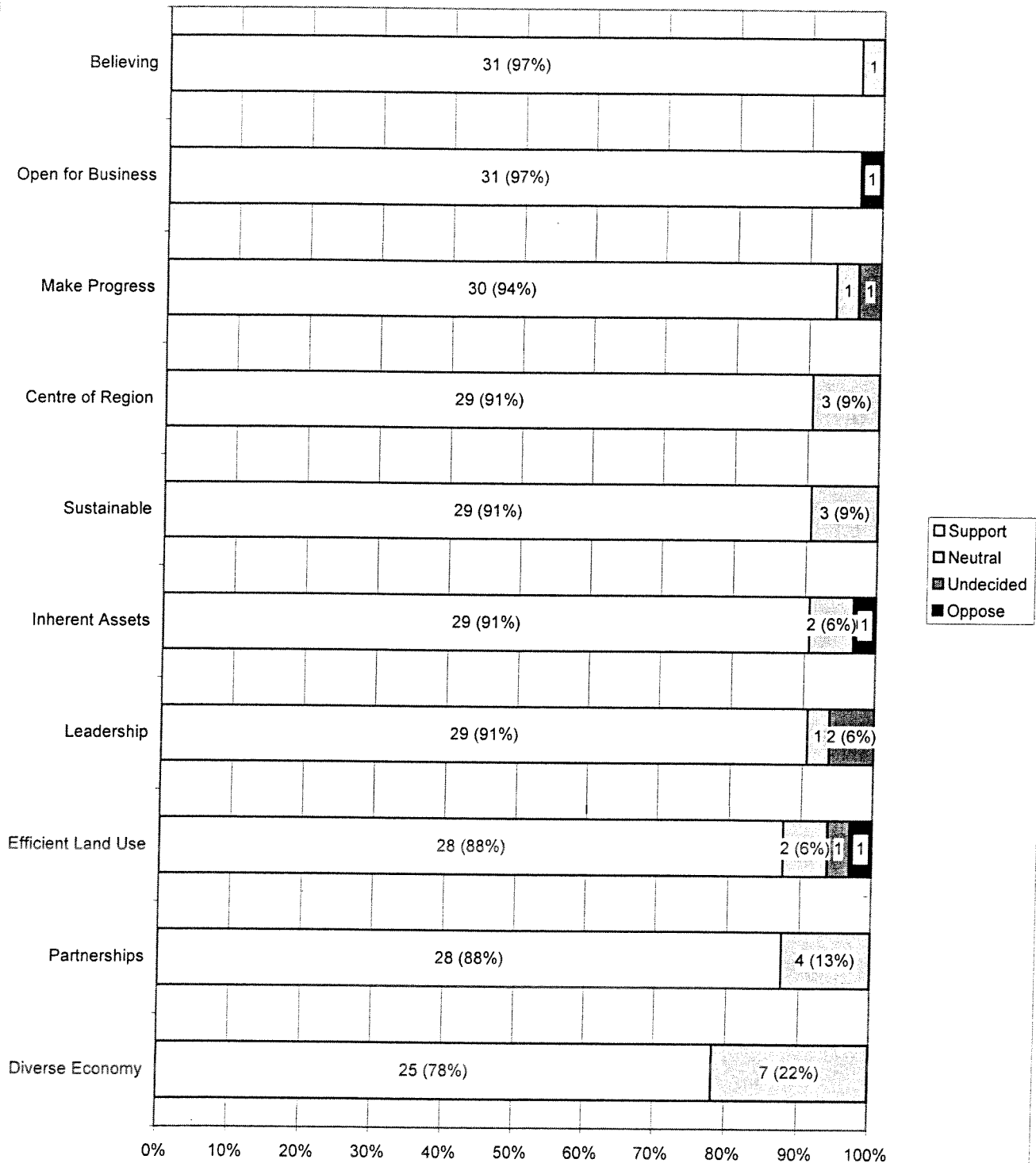
<sup>2</sup> Global, Pacific Rim, continental, national, provincial, regional

Figure 1

## Figure 2 Burnaby EDS Update Draft Principles

1. Burnaby should communicate a balance of "pro-business", "pro-community", and "pro-environment". The message is that Burnaby has an "**open for business**" attitude and is an attractive place to expand or locate a business, but it is not believe(d) that "any development is good development" or that any growth should be accepted at any cost. In dealing with business, Burnaby should be reasonable, efficient, and timely in making decisions about development and should convey the image that it wants to assist economic development that is consistent with the community's social and environmental aspirations.
2. Take advantage of our **inherent assets**, including a central location, a large land base, large areas of green space, and excellent facilities and infrastructure, to keep building an attractive, affordable, healthy, safe, crime-free, liveable community. This is what draws people, who are the labour pool that will in turn draw business. The community needs a wide range of housing choices, adequate infrastructure and amenities, educational facilities, health care facilities, recreation and cultural resources, a high quality urban environment, and high quality open spaces.
3. Burnaby is not an isolated community; it is in the **centre of (a) large metropolitan area**. Burnaby should identify and pursue its appropriate niche in this regional economy and, when appropriate, should collaborate with other municipalities, other government agencies, and the business sector in cooperative efforts to enhance the regional economy.
4. Because municipal corporations do not have many levers to apply to influencing the trajectory of the regional or local economy, to achieve Burnaby's economic development goals it will be necessary to work in **partnerships** with other groups. Burnaby's economic development strategy will include building partnerships with the private sector (particularly in clusters with strong growth prospects), not-for-profit sector, post-secondary educational institutions, and other agencies interested in strengthening and enhancing the local and regional economy.
5. Burnaby seeks an economic base that is consistent with the principles of **sustainable** development. In practical terms, this means being supportive of development that does not pollute, that is transit friendly, that minimizes energy consumption, that aims to use "green" technology, and that is careful about non-renewable resources.
6. Enhancing the local economy is not solely the responsibility of local government. Individual businesses, other institutions, business organizations, not-for-profit agencies all have a role to play. Burnaby will seek to provide **leadership**, will try to build bridges between groups that can do more together than alone, and will offer its assistance in helping groups coordinate their efforts.
7. Because of the desire for a **diverse economic base**, all sectors of the local economy should be addressed in the Economic Development Strategy. While the Strategy may concentrate a large share of effort on sectors with the most growth potential, it should also include initiatives that will help to strengthen other sectors as well.
8. Achieving goals depends in large part in **believing** they can be achieved. Burnaby will strive to foster a community spirit and a pursuit of excellence to encourage all parties to do their best to have Burnaby achieve its full potential.
9. The Economic Development Strategy will focus time and resources on activities that will make **progress** toward achieving Burnaby's goals.
10. Recognizing that the inventory of vacant land is declining and that land values are rising, the Strategy will look for ways to increase the **efficiency of land use** and the overall density of employment.

**FIGURE 3**  
**Public Response to Draft Principles**  
 (32 responses)



**FIGURE 4**  
**Public Response to Sectors Forecast for Growth**  
 (32 responses)

