



Meeting 2008 June 16

COUNCIL REPORT

TO: MEMBERS OF COUNCIL **DATE:** 2008 June 11

FROM: MAYOR D. CORRIGAN **FILE:** PL 76500 20
Reference: Sustainability Planning

SUBJECT: PROPOSED TERMS OF REFERENCE FOR BURNABY SOCIAL SUSTAINABILITY STRATEGY

PURPOSE: To propose terms of reference for development of the Burnaby Social Sustainability Strategy.

RECOMMENDATIONS:

1. **THAT** Council endorse the Terms of Reference and proposed membership composition for the Social Sustainability Strategy as outlined in this report.
2. **THAT** Council send a copy of this report to the Social Issues Committee; Parks, Recreation and Culture & Commission; and Burnaby Inter Agency Council for information.

REPORT**1.0 INTRODUCTION**

At its meeting of 2007 July 09, Council endorsed my recommendation that the City embark on preparing Social and Environmental Sustainability Strategies. The strategies are intended to complement the Economic Development Strategy, which had been completed and adopted earlier in the year. The vision put forward in my report was that Burnaby has the opportunity to be one of the most economically, environmentally and socially sustainable cities in the region – if not Canada. With the three inter-related strategies, the City will be able to continue to move towards becoming a more liveable, vibrant, and sustainable community – a place which facilitates an engaged and active citizenry, a healthy economy, and strong respect for and stewardship of our natural environment. Further, the strategies will provide a foundation for Burnaby's renewed Official Community Plan (OCP) – an OCP that will put forward a land use framework, together with social, economic, and environmental directions for the City.

This report presents proposed terms of reference for preparation of the Social Sustainability Strategy. A separate report regarding preparation of the Environmental Sustainability Strategy will be presented to Council in the near future.

2.0 CONTEXT

Burnaby is a vibrant, welcoming community – a place that's characterized by a diverse and engaged population; strong neighbourhoods and community involvement; exceptional community facilities and services; exemplary schools and post secondary institutions; a thriving arts, cultural, and recreational scene; a sound economic base; and stunning natural assets. These characteristics

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or attributes all play a key role in contributing to the overall social sustainability of our city. Let's look at some examples of Burnaby's impressive attributes that the updated Social Sustainability Strategy can build upon.

Beginning with our population, the City had over 206,000 people at the time of the 2006 Census, making us the third largest municipality in BC. Our population is ethnically and culturally diverse. 56.5% have a mother tongue other than English or French; 53% are immigrants; and 55% are visible minorities. Our population is also well educated, with 75.5% of local residents aged 25 – 34 years having a post-secondary certificate, diploma, or degree. Further, our population consists of a range of income groups, with 18.4% of Burnaby households having incomes of less than \$30,000 in 2005 and 18.0% having incomes above \$100,000. I firmly believe that the diversity of our population enriches and strengthens our community. Also, while differences often cause friction in other parts of the world, for the most part, this hasn't been the case for Burnaby. Indeed, our city is distinguished by its welcoming, accepting, and mutually supportive character.

As with our population, Burnaby is made up of a diversity of neighbourhoods. We have established neighbourhoods, such as Burnaby Heights, Lochdale, and the South Slope. We have neighbourhoods in transition, such as Royal Oak and Edmonds. And we have emerging neighbourhoods, such as UniverCity, which is currently being developed atop Burnaby Mountain. Each of our neighbourhoods is distinct, with its own unique characteristics and identity. Burnaby residents identify with and take pride in their neighbourhoods and their city. We see strong community participation in such events as Hats Off Days, Santa Claus Parade, Discovery Days, and the Great Salmon Sendoff. We also have vibrant sports organizations, ratepayer groups, community associations, and a host of volunteer opportunities for our residents. Clearly, Burnaby is more than a place to live for our residents. It's a place to thrive.

Turning to community facilities and services, Burnaby takes a back seat to no other municipality. Each quadrant of Burnaby is host to a range of high quality City facilities: libraries, recreation centres, sports fields, fire halls, and community policing offices. Our residents are also served by an array of excellent non-profit agencies that address the needs of all sectors of the community – children and youth, seniors, families immigrants, volunteers, people with disabilities, and others. In addition, Burnaby accommodates 56 places of worship, representing 21 denominations. Befitting of the city's multicultural and inclusive characters, Burnaby is home to the first Ismaili Centre and Jamatkhana in Canada. The Jamatkhana opened in 1984. It is a stunning facility which draws visitors from throughout Canada and beyond. In terms of health, our key asset is the 283 bed Burnaby Hospital. The hospital, which serves Burnaby and East Vancouver, employs approximately 200 doctors and 650 nurses. It is a well equipped, bustling facility that handled roughly 57,000 emergency room visits in 2007.

Burnaby also has outstanding public schools and post secondary institutions. We have 40 elementary and eight secondary schools in the city. The School District employs approximately 2,000 staff, enrolls about 23,500 full-time equivalent students, and provides programs and services to more than 15,000 adult learners. In Burnaby, our schools have always been about much more than bricks and mortar. They're about students, their families, and the broader community. We're particularly fortunate that seven of our elementary schools have been designated as community schools. These schools, which are cost shared between the School District and City, are unique in BC – if not the world. They serve as focal points for the neighbourhood, build community, and link local residents with programs and resources.

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Community schools have played a particularly important role in neighbourhoods with high transiency and a large proportion of newcomers or people with lower incomes.

In addition to our public school system, Burnaby boasts two outstanding post-secondary institutions: SFU and BCIT. The award winning and innovative Burnaby Mountain campus of SFU, designed by Arthur Erickson & Geoffrey Massey, was the first university in Canada to have a trimester system. Growing from an enrolment of 2500 students when it opened in 1965, the university now serves over 25,000 students on three campuses. It currently offers over 100 programs, ranging from applied sciences, arts and social sciences, business administration, education, health sciences and science. SFU is consistently ranked one of Canada's top universities in Maclean's Magazine's annual survey of university rankings. Burnaby's other major post secondary institution, BCIT, serves approximately 16,000 full time students and 32,000 part time students per year. Like SFU, BCIT is widely regarded for its innovations and commitment to excellence. Examples of the institute's innovative programs and offerings include an automated manufacturing robotics lab, the only Prosthetics and Orthotics training program in western Canada, a Technology Centre dedicated to applied high tech research and development, and the Centre for the Advancement of Green Roof Technology.

On the arts and cultural front, Burnaby offers a wealth of opportunities. The City's showpiece is Shadbolt Centre for the Arts, a multi-purpose community arts facility situated in picturesque Deer Lake Park. The Centre offers a year round schedule of art classes, performances, festivals, exhibitions, and special events. Also at Deer Lake Park, residents can take in an exhibit at Burnaby Art Gallery, experience a taste of the city's past at the Burnaby Village Museum, or enjoy a live performance by the Vancouver Symphony Orchestra, a world class rock band, or one of the top notch acts booked for the Burnaby Blues and Roots Festival. In addition, Burnaby has an outstanding Public Library System. Given changes in Burnaby's demographics, new technology, and other factors, the library system has shifted its services dramatically in recent years. A key focus has been to respond to the needs of our newcomer population, ensuring that our libraries play a critical role in making Burnaby a welcoming and inclusive community for all our residents. A new Kingsway Branch Library, currently under construction, is scheduled to open next year.

On the recreational side, a range of high quality facilities exist throughout Burnaby – community centres, senior centres, youth centres, swimming pools, arenas, and various outdoor venues (e.g., Swanguard Stadium, sports fields, and skate parks). Through our Parks, Recreation and Cultural Services Department, the City also offers an array of interesting, accessible, and affordable programs targeted to all age groups within our community. Cost need not be a barrier for participation in Burnaby's recreation programs. Local residents in financial need are able to apply for assistance through the Recreation Credit Program. The credits can be used for any Burnaby Parks, Recreation and Cultural Services facility for programs and admissions.

Burnaby also has a sound economic base: Employment growth within Burnaby has increased at an average of about 1.4% per year since 1971 and has remained at about 11% of total regional jobs throughout this period. We have a positive balance between our working age population and employment opportunities. Statistics Canada data indicate that the city has roughly 116,000 jobs and 110,000 people in the labour force. Regionally, Burnaby has a competitive advantage in utilities, information technology, construction, wholesale trade, education services, manufacturing and retail trade. It is also worth noting that the city is home to:

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- 29 of the Top 100 High Tech companies in BC (ranked by # of employees)
- 10 of the Top 25 largest telecommunications companies (ranked by # of employees)
- 5 of the Top 25 biggest biotechnology companies (ranked by # of employees)
- the world's largest motion capture studio and over half of film studio space in the region.

Guided by the City's Economic Development Strategy, Burnaby's economy is well positioned to continue to strengthen and diversify in the future.

Burnaby is also blessed with a wealth of natural assets. Roughly 25% of our land area is devoted to parks and open space. We have forested and mountain areas; we have watercourses; we have freshwater lakes; we have remnant bog areas; we have wetlands; and we have coastal and estuarine areas. Further, a key principle from the 1993 State of the Environment Report is that the City take leadership on the environment through partnership with the community. To this end, we work with ten active streamkeeper groups, which focus on the health of waterways throughout Burnaby (Beecher, Byrne, Eagle, Jerry Rogers, Kaymar, Still Creek, Guichon, Upper Guichon, Stoney Creek and several creeks south of Burnaby Lake). We also work with other levels of government, the Burnaby School District, the development community, and other groups and agencies in efforts to protect and enhance Burnaby's varied natural ecosystems.

Clearly, we have much to be proud of in Burnaby. With the Social Sustainability Strategy, I want to ensure that we can build upon our positive attributes – attributes that make Burnaby the unique and dynamic community it has come to be. Further, I want us to be able to identify and, to the extent possible, respond to existing and emerging social needs. Recognizing that the City cannot, by itself, address all social needs, I want the Strategy to identify appropriate roles for other partners (e.g., senior governments, non profit agencies, community groups). I also want to ensure that, through the Strategy, we are able to make the best use of the City's contributions and investments – indeed, creating synergies to the extent possible. In turn, I want us to develop a more contemporary, coordinated, and focused approach concerning social issues for the future – one that more explicitly addresses sustainability concerns, and one that is closely aligned with the City's Economic Development and Environmental Sustainability Strategies.

3.0 PROPOSED SOCIAL SUSTAINABILITY STRATEGY FRAMEWORK

The proposed framework for the Social Sustainability Strategy is presented below. Terms of Reference for the Strategy are presented in *Attachment 1*.

3.1 Definition

Perhaps the most widely used definition of sustainable development comes from the 1987 Brundtland Report (report of the United Nations World Commission on Environment and Development): "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." With respect to social sustainability, the Metro Vancouver publication, *The Social Components of Community Sustainability: A Framework* notes that, "for a community to function and be sustainable, the basic needs of its residents must be met." The publication further notes that "a socially sustainable community must have... the resilience to prevent and/or address problems in the future."

I expect that we may wish to develop our own "made in Burnaby" definition and approach regarding social sustainability. For the time being, however, I believe that the foregoing

descriptions should provide a useful starting point for our work on the Social Sustainability Strategy.

3.2 Purpose and Scope

Building on the City's attributes described in Section 2.0 above and the existing goals and directions of the OCP, the overarching purpose of the Social Sustainability Strategy will be to provide a contemporary frame of reference to guide the City's decisions and resource allocations for social issues over the next 10 or so years. My challenge to the Strategy Steering Committee is to help us define and achieve the goals that will make us an even more socially successful and sustainable city in the future.

As depicted graphically in Figure 1 below, the Social Sustainability Strategy will provide a foundation for the continued strengthening of Burnaby's overall social well being, in conjunction with its economic and environmental sustainability. It will also generate valuable information for the forthcoming update of the OCP.

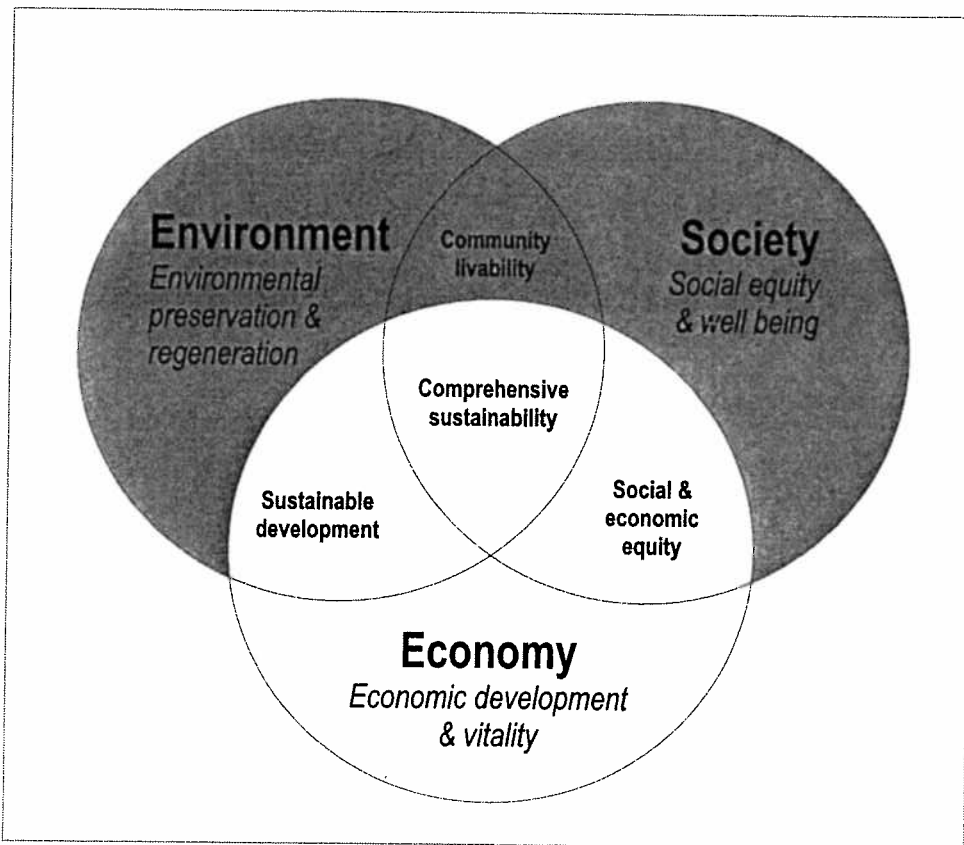


Figure 1 – Components of Sustainability

The Strategy will, at minimum:

- Provide an inventory of the City's key social programs, policies, and initiatives

- Identify Burnaby's key social or community assets or opportunities upon which we can build for continued sustainability or success
- Identify existing and emerging social issues facing the city
- Identify appropriate roles for the City, as well as external partners (e.g., senior governments, non profit organizations, community groups) in addressing Burnaby's social issues
- Identify the characteristics of a socially sustainable or socially successful Burnaby
- Assess the effectiveness and appropriateness of the City's existing socially-oriented policies and initiatives in a) addressing current and emerging needs, and b) helping the City to realize its vision of becoming an increasingly socially sustainable community over time
- Recommend approaches, for the consideration of Committee and Council, for capitalizing on Burnaby's key community assets and for addressing identified needs.

While wishing to take a positive approach and build on our strengths, it must be also recognized that, like other municipalities, Burnaby faces a range of complex, difficult, and multi-faceted social issues (e.g., poverty, mental health, substance abuse, homelessness). As the level of government closest to the people, the City is ideally positioned to recognize the challenging social issues facing the community. But given mandate and resource limitations, we rely on the leadership and commitment of senior governments, and the contributions of other agencies and the community, to effectively respond to many of the issues confronting us.¹

As noted, the Strategy will identify appropriate roles for the City to play in influencing Burnaby's future social sustainability (e.g., as a direct provider of services or programs; a funder; a partner or cooperator; or an advocate). It will also identify the roles to be played by our governmental and non-governmental partners. Further, the Strategy will focus on sustainability for all our residents – regardless of age, income level, educational attainment, country of origin, or personal circumstances. The Social Sustainability Strategy will, indeed, be a people's strategy – one that will build upon Burnaby's current strengths and assets and guide us in making continuous improvements into the future.

3.3 Trends and Questions

As discussed in Section 2.0 of this report, Burnaby is a vibrant, welcoming community – a place that's characterized by a diverse and engaged population; strong neighbourhoods and community involvement; exceptional community facilities and services; exemplary schools and post secondary institutions; a thriving arts, cultural, and recreational scene; a sound economic base; and stunning natural assets. With the Social Sustainability Strategy, we have an opportunity to build on these attributes, positioning our city to continue to develop into an even more dynamic and successful community into the future. Further, as indicated in my July 2007 report, Burnaby also has an exemplary record with respect to social issues and addressing community needs, being widely recognized throughout the region for our progressive efforts on social matters. Some noteworthy City initiatives in the social domain include:

- Co-funding Burnaby's community school system in conjunction with the Burnaby School District

1. The challenge was highlighted in a recent Federation of Canadian Municipalities (FCM) study, *Restoring Municipal Fiscal Balance*, which revealed that, despite the significant responsibilities of local governments (e.g., roads, sewers, garbage pick up, public recreation facilities), municipalities receive only eight cents out of every tax dollar collected in Canada.

- Adopting progressive policy statements on a variety of social issues affecting the community (e.g., child care, multiculturalism, group homes, adaptable housing)
- Establishing community resource centres and securing affordable space for non profit agencies through the density bonusing program
- Developing the Community Asset Mapping System, an innovative web-based tool which incorporates demographic data and information on community programs and facilities into Burnaby Map, the City's on line mapping system
- Establishing a community policing model for Burnaby
- Through leases of City land and other means, facilitating development of non market housing for families, seniors, people with disabilities (mental and physical), victims of domestic abuse, and other groups in our community
- Through density bonusing and the rezoning process, securing group child care facilities which are operated by non profit agencies on the City's behalf.

While acknowledging our positive attributes, initiatives, and policies, the Social Sustainability Strategy will need to look to the future. Some noteworthy trends, opportunities, and attendant questions that can be expected to affect Burnaby's future social sustainability, and should be addressed in the Strategy development, are as follows:

- *Aging of the population* - How can we capitalize on the skills and experience of our seniors, affording them the opportunity to continue contributing to the community in a meaningful way as they age? What will the aging population mean for the delivery of services, design of our communities, housing demand, health and community service needs, and local economy?
- *Increasing ethnic and cultural diversity amongst the population* – What are the opportunities for capitalizing on the positive contributions that newcomers can offer our community while minimizing the potential barriers they may face in making a smooth transition to life in Canada and Burnaby? How can we facilitate the integration of newcomers – particularly refugees and those from impoverished or war torn countries?
- *Increasing urbanization of Burnaby* - How can the city maintain and enhance its social cohesion and quality of life as it continues to grow and urbanize? What opportunities will this growth and urbanization provide for enriching Burnaby's social and cultural fabric?
- *Increasing appreciation of the role of culture in enhancing quality of life*: What opportunities exist for expanding the range and quality of arts and culture choices in the city? How can arts and culture facilitate community well being, contributing to Burnaby's identity and sense of place?
- *Constraints on senior government funding and programs for social programs* – In light of the constraints on senior government support, and recognizing that the City has neither the resources nor mandate to assume direct responsibility for social service delivery or funding, what is the most effective role that Burnaby can play in helping to ensure that the social needs of our residents are met?
- *Increasing challenges amongst the non-profit sector to "do more with less"* – Acknowledging the challenges facing non profit social service providers, how can we appropriately support Burnaby's community agencies in meeting their service delivery mandates?
- *Rising levels and increasing visibility of homelessness and poverty in the community* – What are the causes of the increasing poverty and homelessness? What can be done to address the issues and what's an appropriate City role in the solution? What is the relationship of mental health and addiction issues to poverty, homelessness, and other social problems in the city?

3.4 Characteristics or Assumptions

Some of the key characteristics or underlying assumptions of the Social Sustainability Strategy are as follows:

- *Coordinated and Integrated Approach:* The Social Sustainability Strategy will set directions in its own right; however, it will also be cognizant of and consistent with other key City policy documents (e.g., the OCP, Economic Development Strategy, forthcoming Environmental Sustainability Strategy).
- *Strategic, Visionary and Pragmatic:* While being progressive and setting a strategic and visionary “social sustainability” direction for the City, the Social Sustainability Strategy will also need to be pragmatic. Recognizing the realities of our mandate and resources, the Strategy will identify an appropriate City role for addressing identified issues, but will also identify roles for other partners (i.e., senior governments, service providers, businesses, and the community).
- *Asset Focus:* Rather than merely identifying social problems or challenges facing Burnaby, the Strategy will acknowledge the social strengths in the community. As much as possible, it will propose approaches which build on Burnaby’s existing social strengths or assets (e.g., people, programs, facilities, policies). It will also indicate what the City can do, in conjunction with senior levels of government and other partners, to improve future social sustainability for the community.
- *Recognition of Social Capital:* Social capital refers to connections within and between social networks. Burnaby has a wealth of social networks – sports teams, faith communities, service clubs, parent groups, to name a few. By recognizing these networks and facilitating their growth and interconnectedness, we have an important opportunity to build on our social capital, thereby enhancing future social cohesion in our community.
- *Built on a Foundation:* The Strategy will be forward looking and will inevitably identify new directions for the City. That said, it will not “reinvent the wheel,” but will build upon the City’s existing social policies, initiatives, programs, and plans.
- *Flexible and Resilient:* Again, the Strategy is intended to provide a strategic “social sustainability” direction for the City to pursue, in collaboration with others. Recognizing that unforeseen circumstances may arise in the future, however, the Strategy will need to be sufficiently flexible and resilient to adapt to such changes.

3.5 Project Steering Committee

As with the Economic Development Strategy, I am asking that Council endorse the Terms of Reference and membership composition for appointment of a “blue ribbon” Steering Committee to coordinate preparation of the Social Sustainability Strategy. The role of the Steering Committee will be to advise the City on preparation of the Social Sustainability Strategy, review and comment on materials prepared for the Strategy, participate in Strategy working groups, and elicit broader community interest and involvement in the Strategy development process. To ensure that quality discourse occurs and a breadth of viewpoints is expressed, the Steering Committee appointees are proposed to be leaders in their field, represent a variety of sectors and backgrounds, and have a strong knowledge of and commitment to Burnaby.

I propose to chair the Steering Committee, with the Chair of the Social Issues Committee (SIC) serving as Vice Chair. I further propose to appoint sixteen community members (possibly including representatives from the SIC) to the Steering Committee. Appointees will either live or

work in Burnaby, with each having particular knowledge, experience, and interest in one or more of the following areas:

- Health
- Public Education
- Public Safety and Policing
- Immigration / Multiculturalism
- Families
- Special Needs
- Seniors
- Youth
- Business / economy
- Labour
- Arts and Culture
- Recreation
- Environment
- Housing
- Community Development
- Social Policy

While the appointees will have particular expertise and experience in their individual field or sector, they will be expected to bring a broad and balanced view – indeed a sustainable view – to their work on the Social Sustainability Strategy.

3.6 Work Program and Phases

Development of the Social Sustainability Strategy will be a complex task, requiring extensive research, consultation, and analysis. As envisioned, the Social Sustainability Strategy will consist of six phases. An outline of the process is provided in *Appendix 1* of the attached Terms of Reference. Key elements are as follows:

- *Phase 1 – Initiating and scoping the project* – In this phase, the Steering Committee membership will be appointed. Also, in this phase, an initial Steering Committee meeting will be held, at which time members will review the Terms of Reference and gain an overall orientation on the project.

In addition, staff will initiate preparation of a Social Sustainability Context Document for reference by the Steering Committee. The Context Document will provide important baseline information and documentation on such matters as:

- Burnaby's demographic characteristics and trends
- City social policies, programs, and initiatives
- The community services environment in Burnaby (e.g., inter-agency networks, key government and non-profit service providers)
- Important characteristics or attributes that make Burnaby a desirable place to live, work, and play
- Pertinent needs assessments and studies previously undertaken in Burnaby
- Social sustainability strategies being developed in other jurisdictions
- Key characteristics of a socially sustainable or socially successful community

- Priority social issues facing Burnaby.

To ensure that the work can proceed in a timely manner, supplementary assistance will likely be required. With this in mind, staff have had preliminary discussions with SFU about potential support that the institution could provide for our efforts. Staff will continue to explore the opportunity for a partnership arrangement on the research between the City and SFU.

- *Phase 2 - Assessing the situation* – In this phase, the Steering Committee will review the completed Social Sustainability Context Document. The Steering Committee, through a facilitated process, will also identify important characteristics of a “socially sustainable Burnaby.”
- *Phase 3 – Developing the vision* – Building on the work of the previous phase, the Steering Committee will articulate a preliminary Social Sustainability Vision Statement for Burnaby. With support from staff and possibly external resources, it will also identify topic areas, processes, and potential representation for working groups to assist with the Strategy development. It is proposed that each working group be composed of at least two representatives from the Steering Committee, as well as a maximum of twelve other members who are knowledgeable and concerned about the issue being addressed by the specific working group (including people working in the field and interested citizens).

To keep the process manageable, while also ensuring that a broad spectrum of views and insights on social sustainability issues is obtained, I am proposing that a maximum of ten working groups be established. The particular focus of each working group should be confirmed by the Steering Committee; however, the following are possible topics or themes that may be identified:

- Family Issues (including child care)
 - Children and Youth
 - Seniors
 - People with Special Needs
 - Immigrant Settlement and Multiculturalism
 - Health
 - Education
 - Public Safety
 - Housing
 - Arts and Culture
 - Community Well Being and Social Capital (including citizen engagement, and other social issues that would not be covered by the other working groups).
- *Phase 4 – Refining the issues and exploring the options* – The working group consultations will occur in this phase. The sessions will be facilitated, with focus questions and pertinent background materials prepared and distributed in advance of each. Staff support will be provided to the working groups. The results of each consultation session will be documented, shared with respective working group members, and revised as necessary. With careful pre-planning, it is believed that each working group could accomplish its tasks in a limited number of sessions. If additional information is required on any topic, follow up interviews or broader survey approaches may be considered. After all consultation sessions have

concluded, and other input has been obtained, a summary report will be prepared for the Steering Committee on the overall outcomes and conclusions.

In addition, as work on the Strategy proceeds, the Steering Committee will invite comments, suggestions, and other input from the broader community. Staff will also provide periodic updates on the Strategy to the Burnaby Inter-Agency Council, the District Community School Advisory Committee, and similar community networking groups, bringing pertinent comments and suggestions back to the Steering Committee for information and consideration.²

Further information on the role of the Steering Committee and its working groups vis a vis the Social Sustainability Strategy is contained in the project Terms of Reference, presented in *Attachment 1*. A diagram depicting the relationship of the working groups to the Steering Committee, and Council is provided in *Appendix 2* of the Terms of Reference.

- *Phase 5 – Developing the strategy* – In this phase, staff will prepare a draft Social Sustainability document for review with the Steering Committee. Based on the comments received, they will make necessary revisions and provide the Steering Committee with an amended draft to be reviewed and forwarded to Council. With the approval of the Steering Committee and Council, public comment on the draft will be sought through the City’s website, newspaper advertisements, and other appropriate means. Copies of the draft will also be sent to members of the Strategy working groups for review and comment. In addition, staff will be available to meet with various groups in the community to discuss the draft proposals, as required. Following the public review process, staff will make any necessary revisions and forward the final strategy proposals to the Steering Committee which, in turn, will send it to Council for adoption.
- *Phase 6 – Implementing and monitoring the Strategy* – After the Social Sustainability Strategy has been adopted, work will proceed on implementation and monitoring. During this phase, staff will develop a process for ongoing review of the Strategy, which will allow for necessary adjustments over time. Staff will also develop social sustainability indicators which can be used in measuring progress in the Strategy’s implementation.

3.7 Resource Requirements

The majority of work on the Social Sustainability Strategy will be handled by City staff, in conjunction with the Strategy Steering Committee. However, given the magnitude of the project, and the need to proceed in a timely and efficient manner, supplementary assistance will likely be required, particularly with respect to:

- Preparation of the Social Sustainability Context document and Social Sustainability Visioning statement
- Assistance with coordination and facilitation of the working group consultation processes.

2. The community consultation efforts, which will primarily occur in Phases 4 and 5, are graphically depicted as “outreach” in the diagram in Appendix 2 of the *attached* Terms of Reference.

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As noted, staff have initiated discussions with SFU to explore the potential for collaboration on particular components of the Strategy, in accordance with the Memorandum of Understanding (MOU) for ongoing research between our two institutions. Staff will also examine alternative options for gaining support with the research, as deemed appropriate.

Funds for any supplementary assistance will be drawn from the Council, Commission and Committee's and Planning and Building Department's 2008 and 2009 Operating Budgets.

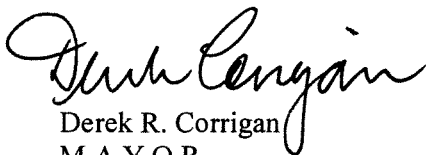
4.0 CONCLUSION AND NEXT STEPS

In setting the context for this report, I noted that Burnaby is a vibrant and welcoming community – a place that's characterized by a diverse and engaged population; strong neighbourhoods and community involvement; exceptional community facilities and services; exemplary schools and post secondary institutions; a thriving arts, cultural, and recreational scene; a sound economic base; and stunning natural assets. In short, Burnaby is a place in which Council and our residents can take great pride. I also noted that we have an exemplary record with respect to social issues and addressing community needs, being widely acknowledged throughout the region for our progressive efforts on social matters. I firmly believe that, with the assistance of the Social Sustainability Strategy, we can build on our strengths, elicit support from our partners, and work towards becoming an even more socially dynamic and successful city in the future.

The Social Sustainability Strategy will be a major undertaking, but one which will yield important benefits for Burnaby. In conjunction with the recently adopted Economic Development Strategy, and forthcoming Environmental Sustainability Strategy, the Social Sustainability Strategy will provide a contemporary frame of reference to guide the City's decisions and resource allocations regarding social and community issues over the next 10 or so years. It will also generate important information for the forthcoming update of the OCP.

To advance the work, it is proposed that Council endorse the Terms of Reference and proposed membership composition for the Social Sustainability Strategy as outlined in this report. It is also proposed that a copy of this report be forwarded to the Social Issues Committee; Parks, Recreation and Culture Commission; and Burnaby Inter Agency Council for information.

Respectfully submitted,



Derek R. Corrigan
MAYOR

Attachment

cc: City Manager
Director Finance
Fire Chief
Director Parks, Recreation & Cultural Services

Deputy City Manager
Director Engineering
Chief Librarian

Director Planning and Building
O.I.C. RCMP

TERMS OF REFERENCE**SOCIAL SUSTAINABILITY STRATEGY****1.0 PREAMBLE**

At its meeting of 2007 July 09, Council endorsed a recommendation from a report from Mayor Corrigan that the City embark on preparing Social and Environmental Sustainability Strategies. The strategies were intended to complement the Economic Development Strategy, which had been adopted earlier in the year. The vision put forward in the report was that Burnaby had the opportunity to be one of the most economically, environmentally and socially sustainable cities in the region – if not Canada. With the three inter-related strategies, the City would be able to continue to move towards becoming a more liveable, vibrant, and sustainable community – a place which facilitates an engaged and active citizenry, a healthy economy, and strong respect for and stewardship of our natural environment.

This document provides the Terms of Reference for the preparation of the Social Sustainability Strategy.

2.0 PURPOSE

Building on the City's positive attributes and the existing goals and directions of the Official Community Plan (OCP), the overarching purpose of the Social Sustainability Strategy will be to provide a contemporary frame of reference to guide the City's decisions and resource allocations for social issues over the next 10 or so years. The Strategy will also identify appropriate roles for other partners (e.g., senior governments, non profit agencies, community organizations) in building a more socially sustainable Burnaby. A key challenge for the Strategy Steering Committee will be to help the City to define and achieve the goals that will make us an even more socially successful and sustainable community in the future.

As depicted graphically in *Figure 1* below, the Social Sustainability Strategy will provide a foundation for the continued strengthening of Burnaby's overall social well being, in conjunction with its economic and environmental sustainability. It will also generate valuable information for the forthcoming update of the OCP.

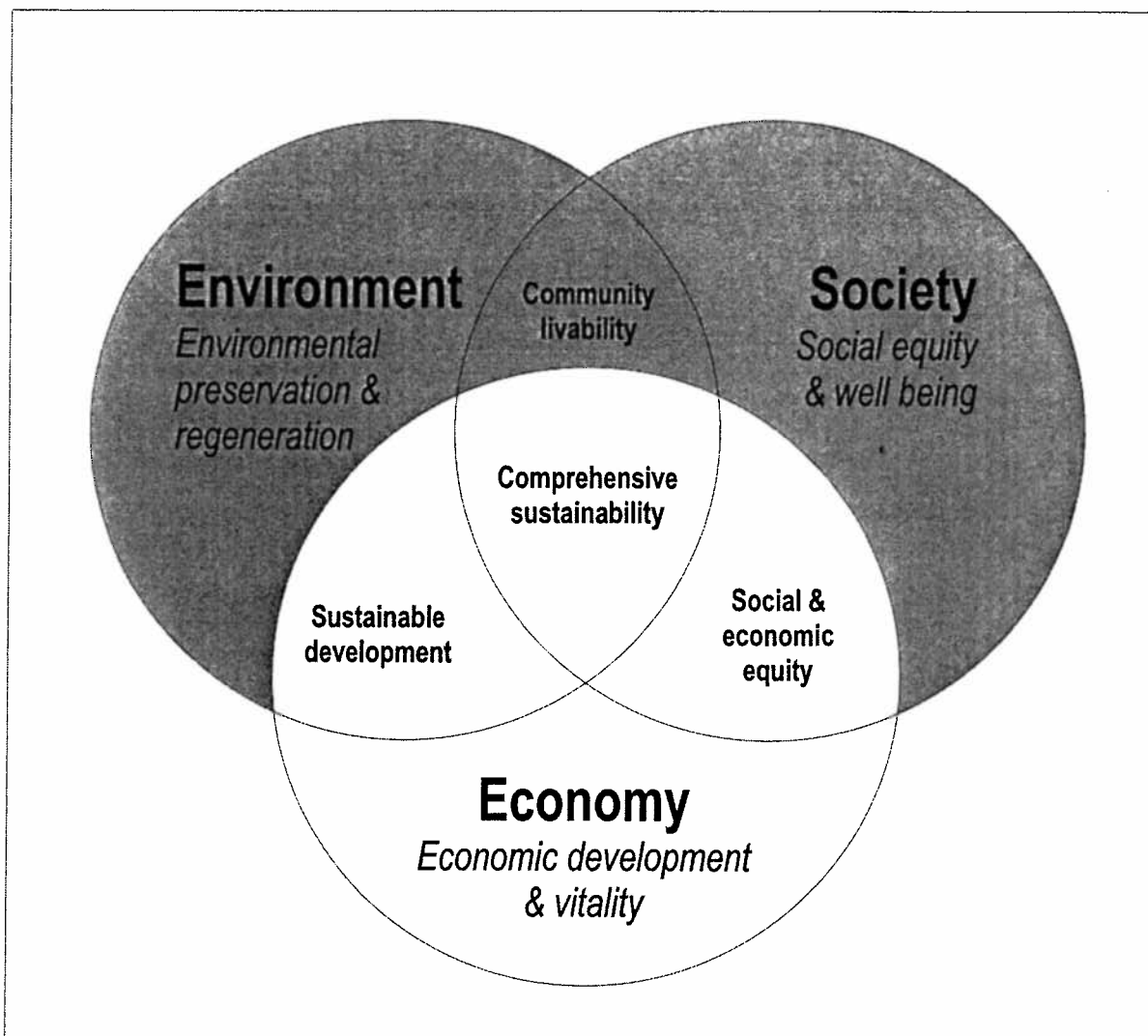


Figure 1 - Components of Sustainability

The Strategy will, at minimum:

- Provide an inventory of the City's key social programs, policies, and initiatives
- Identify Burnaby's key social or community assets or opportunities
- Identify existing and emerging social issues facing the city
- Identify appropriate roles for the City, as well as external partners (e.g., senior governments, non profit organizations, community groups) in addressing Burnaby's social issues
- Identify the characteristics of a socially sustainable or socially successful Burnaby
- Assess the effectiveness and appropriateness of the City's existing socially-oriented policies and initiatives in a) addressing current and emerging needs, and b) helping the City to realize its vision of becoming an increasingly socially sustainable community over time
- Recommend approaches, for the consideration of Committee and Council, for capitalizing on Burnaby's key community assets and for addressing identified needs.

An illustration of the summary framework for the Strategy is provided in *Appendix 1, attached*.

3.0 CHARACTERISTICS OR ASSUMPTIONS

Some of the key characteristics or underlying assumptions of the Social Sustainability Strategy are as follows:

- *Coordinated and Integrated Approach:* The Social Sustainability Strategy will set directions in its own right; however, it will also be cognizant of and consistent with other key City policy documents (e.g., the OCP, Economic Development Strategy, forthcoming Environmental Sustainability Strategy).
- *Strategic, visionary and Pragmatic:* While being progressive and setting a strategic and visionary “social sustainability” direction for the City, the Social Sustainability Strategy will also need to be pragmatic. Recognizing the realities of our mandate and resources, the Strategy will identify an appropriate City role for addressing identified issues, but will also identify roles for other partners (i.e., senior governments, service providers, businesses, and the community).
- *Asset Focus:* Rather than merely identifying social problems or challenges facing Burnaby, the Strategy will acknowledge the social strengths in the community. As much as possible, it will propose approaches which build on Burnaby’s existing social strengths or assets (e.g., people, programs, facilities, policies). It will also indicate what the City can do, in conjunction with senior levels of government and other partners, to improve future social sustainability for the community.
- *Built on a Foundation:* The Strategy will be forward looking and will inevitably identify new directions for the City. That said, it will not “reinvent the wheel,” but will build upon the City’s existing social policies, initiatives, programs, and plans.
- *Flexible and Resilient:* Again, the Strategy is intended to provide a strategic “social sustainability” direction for the City to pursue, in collaboration with others. Recognizing that unforeseen circumstances may arise in the future, however, the Strategy will need to be sufficiently flexible and resilient to adapt to such changes.

4.0 PROJECT STEERING COMMITTEE

The Social Sustainability Strategy will be coordinated by a project Steering Committee, appointed by the Mayor and reporting to Council. The Steering Committee will consist of people who are leaders in their field, represent a variety of sectors and backgrounds, and have a strong knowledge of and commitment to Burnaby.

The Steering Committee will be chaired by the Mayor, with Chair of the SIC serving as Vice Chair. Sixteen additional community members will be appointed, with each having particular knowledge, experience, and interest in one or more of the following areas:

- Health
- Public Education
- Public Safety and Policing
- Immigration / Multiculturalism
- Families
- Special Needs
- Seniors
- Youth
- Business /economy
- Labour

- Arts and Culture
- Recreation
- Environment
- Housing
- Community Development
- Social Policy

5.0 EXPECTATIONS FROM STEERING COMMITTEE MEMBERS

The role of the Steering Committee will be to advise the City on preparation of the Social Sustainability Strategy, review and comment on materials prepared for the Strategy, participate in Strategy working groups, and elicit broader community interest and involvement in the Strategy development process. To this end, Steering Committee members will be expected to:

- Attend and actively participate in an estimated four to six meetings devoted to the Social Sustainability Strategy during 2008 and 2009
- Review and comment on the draft materials provided in advance of each Social Sustainability Strategy meeting
- Participate, as available, in one or more Social Sustainability Strategy working groups.

Further, while the appointees will have particular expertise and experience in their individual field or sector, they will be expected to bring a broad and balanced view – indeed a sustainable view – to their work on the Social Sustainability Strategy.

6.0 WORKING GROUPS AND OUTREACH

One of the Steering Committee's early tasks will be identification of appropriate working groups to focus in greater detail on particular components of the Sustainability Strategy. It is proposed that each working group be composed of at least two representatives from the Steering Committee, as well as a maximum of twelve other appointees who are knowledgeable and concerned about the issue being addressed by the specific working group. Each working group will be provided with focus questions in advance and led through a facilitated process in their meetings. With careful pre-planning, it is believed that each working group can accomplish its task in a limited number of sessions.

The particular focus of each working group will need to be confirmed by the Steering Committee; however, the following are possible topics or themes that may be identified:

- Family Issues (including child care)
- Children and Youth
- Seniors
- People with Special Needs
- Immigrant Settlement and Multiculturalism
- Health
- Education
- Public Safety
- Housing (including homelessness)
- Arts and Culture

- Community Well Being (including citizen engagement, and other social issues that would not be covered by the other working groups).

The foregoing categories are illustrative only. While the Steering Committee will need to determine the final areas of focus, it is believed that a manageable process would involve about ten working groups.

In addition to insights provided by the working groups, the Steering Committee will invite comments, suggestions, and other input from the broader community as work on the Strategy proceeds. City staff will also provide periodic updates on the Strategy to the Burnaby Inter-Agency Council, the District Community School Advisory Committee, and other groups we deal with on a regular basis, bringing pertinent comments and suggestions back to the Steering Committee for information and consideration.

A diagram depicting the relationship of the working groups to the Steering Committee and Council is provided in *Appendix 2, attached*. The broader community outreach efforts are depicted graphically as “outreach” in Phases 4 and 5 of the Summary Framework diagram in Appendix 1.

7.0 TIME LINES

Development of the Social Sustainability Strategy will involve five phases (followed by implementation and monitoring), occurring over a period of roughly 18 months. An illustration of the phases and tentative time lines is provided in Appendix 1.

8.0 RESOURCES

The majority of work on the Social Sustainability Strategy will be handled by City staff, in conjunction with the Strategy Steering Committee. However, given the magnitude of the project, and the need to proceed in a timely and efficient manner, supplementary assistance will likely be required, particularly with respect to:

- Preparation of the Social Sustainability Context document and Social Sustainability Visioning statement
- Assistance with coordination and facilitation of the working group consultation processes.

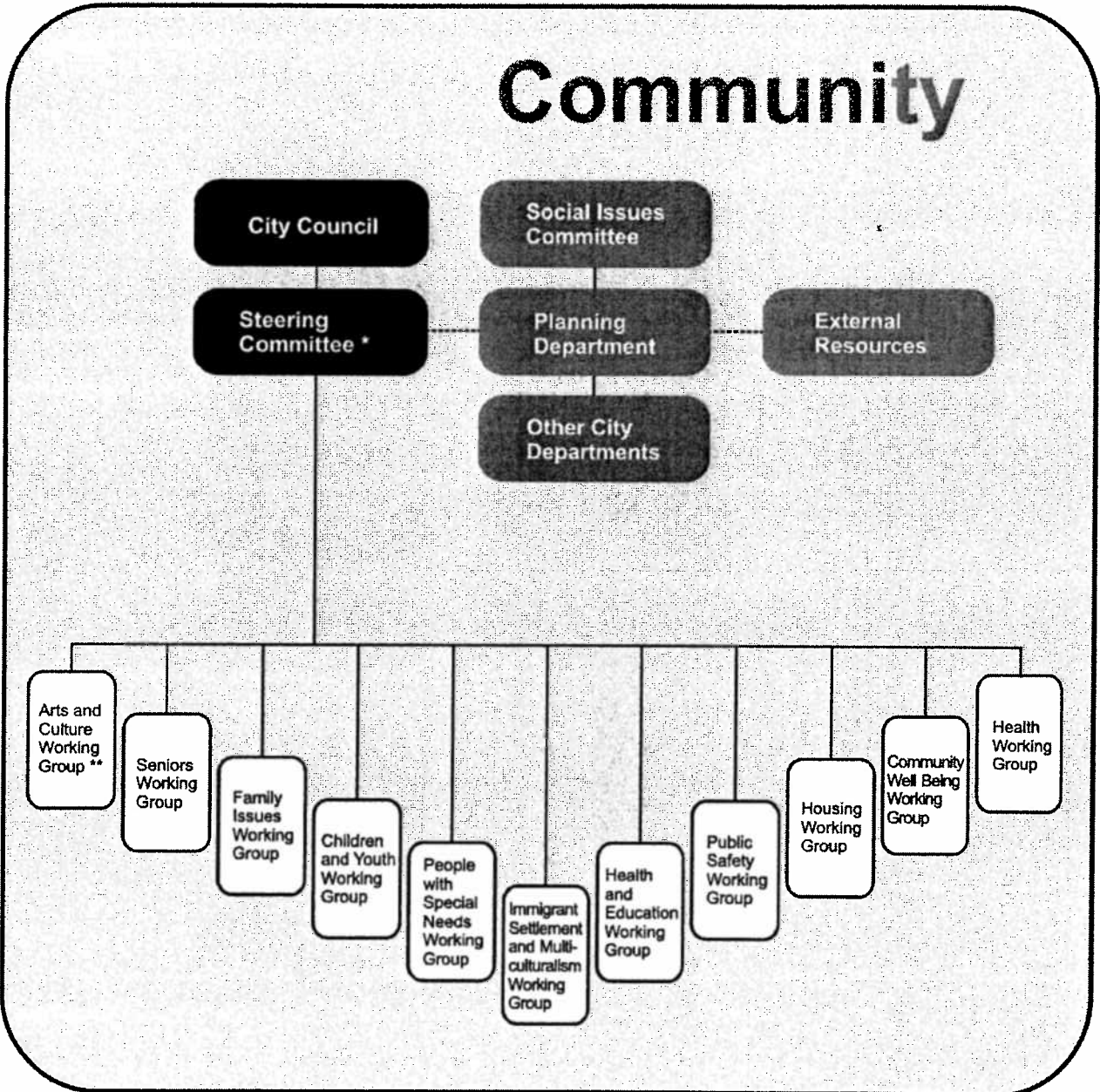
Staff have initiated discussions with SFU to explore the potential for collaboration on particular components of the Strategy, in accordance with the Memorandum of Understanding for ongoing research between our two institutions. Staff will also pursue alternative options for securing support with the research, as deemed appropriate.

Funds for supplementary assistance will be drawn from the Council, Commission and Committee’s and Planning and Building Department’s 2008 and 2009 Operating Budgets.

Burnaby Social Sustainability Strategy Summary Framework

Tentative Time Lines	Project Phases	Key Activities and Outcomes
2008 Spring - Summer	Phase 1: Initiating and scoping project	<ul style="list-style-type: none"> • Endorsement of proposed Terms of Reference for preparation of Social Sustainability Strategy by Council. • Preparation of background Burnaby Social Sustainability Context document. • Appointment of Steering Committee • Initial launch of Steering Committee to review Terms of Reference and gain orientation on project.
2008 Fall	Phase 2: Assessing the situation	<ul style="list-style-type: none"> • Steering Committee to a) review draft Social Sustainability Context document and b) begin process of identifying important characteristics of a socially sustainable Burnaby.
2008 Fall - Winter	Phase 3: Developing the vision	<ul style="list-style-type: none"> • Steering Committee to a) refine and endorse Social Sustainability Vision Statement for Burnaby and b) identify proposed process and structure for working group consultation phase of project. • Steering Committee report to Council to a) provide progress update on project and b) seek endorsement of proposed Social Sustainability Vision Statement and proposals re: working group consultation sessions. • Invitations to participants for working group consultations. • Preparation of background resource materials and focus questions for consultation sessions.
2008 Winter - 2009 Spring	Phase 4: Refining the issues and exploring the options <div style="border: 1px solid black; border-radius: 15px; padding: 5px; text-align: center; width: fit-content; margin: 0 auto;">Outreach</div>	<ul style="list-style-type: none"> • Coordination of facilitated working group consultation sessions. • Preparation of summary reports on each consultation session, to be distributed to working group members and revised as necessary. • Collection of any additional information deemed important for Social Sustainability Strategy that was not provided through consultation sessions (e.g., through follow up interviews with key stakeholders, meetings with reference groups such as Burnaby Inter Agency Council) • Preparation of consolidated report summarizing workshop outcomes and conclusions. • Steering Committee meeting to review report on workshop outcomes and conclusions and project next steps.
2009 Spring - Winter	Phase 5: Developing the Strategy <div style="border: 1px solid black; border-radius: 15px; padding: 5px; text-align: center; width: fit-content; margin: 0 auto;">Outreach</div>	<ul style="list-style-type: none"> • Preparation of draft Social Sustainability Strategy document. • Steering Committee meeting to review draft document. • Revised draft document forwarded to Council. • Public comment elicited on draft. • Final revisions to Social Sustainability Strategy. • Endorsement of Strategy by Council.
2009 Winter - Ongoing	Phase 6: Implementing and monitoring the Strategy	<ul style="list-style-type: none"> • Development of an implementation plan for the Strategy. • Incorporation of components of Strategy into revised OCP. • Monitoring implementation and recommending adjustments to Strategy as necessary in the future.

Proposed Structure for Development of Burnaby Social Sustainability Strategy



*The Steering Committee will consist of the Mayor (serving as Chair), the Chair of the Social Issues Committee (serving as Vice Chair), and 16 members from the community.

**The working groups as depicted are illustrative only. The specific names and focus of the groups will be determined by the Steering Committee as work on the Social Sustainability Strategy proceeds.