
TO: CITY MANAGER **DATE:** 2010 February 24

FROM: DIRECTOR PLANNING AND BUILDING **FILE:** 17000 00
Reference: Social Sustainability Strategy

SUBJECT: BURNABY'S SOCIAL SUSTAINABILITY STRATEGY

PURPOSE: To provide information on the overall process for the development of a Social Sustainability Strategy for Burnaby.

RECOMMENDATIONS:

1. **THAT** Council approve the proposed approach for advancement of the Social Sustainability Strategy process, as outlined in this report.
2. **THAT** a copy of this report be forwarded to the Social Issues Committee, the Community Policing Committee, the Parks, Recreation and Culture Commission, and Burnaby Inter-Agency Council for information.

REPORT**1.0 BACKGROUND**

At its meeting of 2008 June 16, Council approved Terms of Reference for the preparation of a Social Sustainability Strategy for Burnaby. The Strategy is meant to guide the City's decisions and resource allocations for social issues over the next ten or so years. In tandem with the updated Economic Development Strategy, adopted in 2007, and the pending Environmental Sustainability Strategy, the Social Sustainability Strategy will provide a foundation for the continued strengthening of Burnaby's overall well-being. With the three inter-related strategies, Burnaby 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 the natural environment.

At its meeting of 2010 February 15, Council approved the recommended appointment of twenty-five members to the Social Sustainability Strategy Steering Committee. As outlined in the approved Terms of Reference, the Steering Committee will guide and oversee the Social Sustainability Strategy development process and outcomes, and will help to elicit broader community interest and involvement in the process. The Committee will be chaired by Mayor Derek Corrigan, while Councillor Nick Volkow will serve as Vice-Chair. Councillors Pietro Calendino, Paul McDonell, and Anne Kang will serve as Council's other representatives on the Committee. The remaining twenty members, who either live or work in Burnaby, were

selected for their broad and balanced base of experience, for their belief in Burnaby's potential, and for their willingness to contribute to and advocate on behalf of the community. The Steering Committee Membership List is *attached* as *Appendix 1*.

With both the Terms of Reference and the Steering Committee for the Strategy in place, the strategy development process can commence. This report provides information on the envisioned approach to and process for the initiative.

2.0 THE STRATEGY DEVELOPMENT PROCESS

2.1 Context

In accordance with Council's approved direction, the Social Sustainability Strategy will build on existing goals, and on Burnaby's positive social attributes and assets (e.g., people, programs, facilities, policies). With significant opportunities for public involvement, the strategy development process will draw on the energy, creativity and innovation of Burnaby citizens. While the Strategy will be forward-looking and will inevitably identify new directions for the City, it will also be pragmatic and cognizant of municipal jurisdiction and resources. Thus, in addition to providing a direction for City action, the Strategy will identify appropriate roles for other partners (e.g., senior governments, non-profit agencies, community organizations). The Strategy will be flexible and resilient, in order to facilitate adaptation and adjustment to changing community needs and opportunities.

In terms of content, the Strategy will, at a minimum:

- provide an inventory of the City's key social programs, policies, infrastructure, and initiatives;
- identify Burnaby's key social or community assets and opportunities;
- identify existing and emerging social issues facing the community;
- identify the characteristics of a socially sustainable Burnaby;
- identify appropriate roles for the City, as well as external partners, in addressing Burnaby's social issues;
- 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 increasingly socially sustainable; and
- recommend approaches for capitalizing on Burnaby's community assets in order to address identified needs.

2.2 The Role of the Steering Committee

Members of the Steering Committee were selected for their expertise in and experience with a wide range of social topics, including arts and culture, business / economy, community well-being and development, environment, families, health, housing, immigration / multiculturalism, labour, public education, public safety and policing, recreation, seniors, social policy, special needs, and youth. The general role of the twenty-five member Steering Committee is to:

- represent the community of Burnaby – through both Steering Committee and Working Group participation - during development of the Strategy;
- set the direction for and lead development of the Strategy;
- consider, provide feedback on and, ultimately, endorse materials and information prepared by the Staff Team;
- help elicit broader community interest and involvement in the Strategy development process; and
- advise on and ultimately endorse the elements and contents of a draft Strategy for Council consideration.

2.3 Timeline for the Process

Figure 1, attached, provides an overview of the proposed process for developing the Strategy, including timelines and key activities and outcomes. As established in the Terms of Reference approved in 2008, a five phase process is envisioned (followed by implementation and monitoring). The process is expected to be launched in March 2010 and to end with the adoption of the final Strategy by Council, anticipated for June 2011. It is expected that the Steering Committee will meet approximately six times over the fifteen month process, with the first three meetings taking place in spring 2010, and the final three taking place between December 2010 and June 2011. Other members of the public will have the opportunity to participate in the Strategy development process at two points: through Working Group consultations focused on exploring social issues and possible responses, and through a later and more general consultation on the draft Social Sustainability Strategy document. In addition, City staff will provide periodic updates on development of the Strategy to the Burnaby Inter-Agency Council, the District Community School Advisory Committee and other groups they work with on a regular basis, bringing pertinent comments and suggestions back to the Steering Committee for information and consideration.

Key activities or outcomes during the process include:

Phase 1: Initiating and Scoping the Project

- March 2010: Preparation of Burnaby Social Sustainability Context document as a resource for Steering Committee members.
- March 30, 2010: 1st Steering Committee meeting at which members will review the Terms of Reference, gain orientation to the project, provide advice and direction on next steps, and establish a Steering Committee meeting schedule.

Phase 2: Assessing the Situation

- April 2010: Preparation of a draft Communications Framework for engaging the public in the Strategy development process.
- April 2010: 2nd Steering Committee meeting to review the Context document, identify characteristics of a socially sustainable Burnaby, and discuss, refine, and endorse the draft Communications Framework.

Phase 3: Developing the Vision

- May 2010: Preparation of a draft Social Sustainability Vision Statement for Burnaby.
- June 2010: Preparation of a draft framework for the Working Group consultation process.
- May 2010: 3rd Steering Committee meeting to discuss, refine and endorse a draft Vision Statement and Working Group process, and to identify possible Working Group participants.
- June 2010: Council consideration of the draft Social Sustainability Vision Statement, Working Group process, and Communications Framework.

Phase 4: Exploring the Issues and Possible Responses

- September – November 2010 – Sponsorship of Working Group consultation sessions.
- November 2010: Preparation of a document summarizing outcomes and conclusions from the Working Group process.

Phase 5: Developing the Strategy

- November 2010: Preparation of a draft framework for the Social Sustainability Strategy.
- December 2010: 4th Steering Committee meeting to review Working Group outcomes and discuss, refine and endorse the draft Strategy framework.
- December 2010 – January 2011: Preparation of a draft Social Sustainability Strategy for Burnaby.
- February 2011: 5th Steering Committee meeting to discuss, refine and endorse the draft Strategy.
- March 2011: Council consideration of the draft Social Sustainability Strategy.
- March – April 2011: Public consultation on the draft Strategy.
- March – April 2011: Preparation of a draft Implementation Framework for the Strategy.
- June 2011: 6th Steering Committee meeting to review public feedback and refine the draft Strategy as necessary, and to discuss, refine and endorse the draft Implementation Framework.
- June 2011: Council consideration of a finalized Social Sustainability Strategy for Burnaby and the draft Implementation Framework for it.

Phase 6: Implementing and Monitoring the Strategy

- July 2011 onwards: Pursuit of implementation actions.

2.4 Working Group and General Outreach/Public Consultation

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 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 invited participants who are knowledgeable and concerned about the issue being addressed by the specific Working Group. It is expected that Working Groups will meet a maximum of three times each. Each Working Group will be provided with focus questions in advance and led through a facilitated process in its meetings. The Terms of Reference for the strategy development process identify eleven possible topics or themes for Working Group focus including:

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

The Steering Committee will make recommendations to Council on the most relevant topic areas for the Working Group consultation, and on the structure and process for the Working Group sessions.

Details on the second round of outreach during the strategy development process, which will involve the broader community and a draft Strategy, will be identified by the Steering Committee as part of its Council-approved Communications Framework.

3.0 RESOURCES

The Steering Committee – and its Working Groups – will be supported by a Staff Team consisting of social planners and from the Planning Department, a representative from the Mayor's Office, and an administrative officer from the Clerk's Department. Other City staff, including representatives from other City divisions, will be called upon as necessary.

The Staff Team will be augmented by a consultant, who will facilitate Steering Committee meetings and serve as a resource to the Steering Committee. The consultant will also conduct research and analysis on topics relevant to the Strategy development process, and will bear prime responsibility for the preparation of the Strategy document and other key documents to be created during the process. A Call for Proposals process to identify a suitable consultant is underway, and it is anticipated that the consultant can be engaged prior to the 2nd Steering Committee meeting.

Funds for expenses associated with the Strategy development process will be drawn from the Council, Commission and Committee's, and the Planning and Building Department's 2010 and 2011 Operating Budgets.

4.0 SUMMARY AND CONCLUSIONS

Terms of Reference and the appointment of a Steering Committee for Burnaby's Social Sustainability Strategy have been approved by Burnaby Council. Thus, the proposed fifteen month strategy development process is ready to proceed. The Steering Committee, which will meet approximately six times between March 2010 and June 2011, will guide and

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oversee the Strategy development process and outcomes, and will help to elicit broader community interest and involvement in the process.

With significant opportunities for public involvement, the strategy development process will draw on the energy, creativity and innovation of Burnaby citizens. The Steering Committee itself is composed of a broad cross-section of community leaders in Burnaby. In autumn 2010, Working Group sessions, involving many more citizens, will focus on particular social issues and possible responses to them. In 2011, broader public consultation on the draft Strategy document will take place. The final Strategy, which is expected to be presented to Council for approval in 2011 June, will be founded on the City's proud record of past social achievements, will focus on what is practical, achievable, and within the City's mandate, and will set the direction for a progressive and sustainable social future for Burnaby.

Funds for expenses associated with the Strategy development process will be drawn from the Council, Commission and Committee's and the Planning and Building Department's 2010 and 2011 Operating Budgets.

It is recommended that Council approve the proposed approach for advancement of the Social Sustainability Strategy process, as outlined in this report.

It is further recommended that a copy of this report be forwarded to the Social Issues Committee, the Community Policing Committee, the Parks, Recreation and Culture Commission, and Burnaby Inter-Agency Council for information.


B. Luksun, Director
for PLANNING AND BUILDING

JS:jc/sla
Attachments

cc: Deputy City Manager
Director Engineering
Director Finance
Director Parks, Recreation & Cultural Services
Chief Librarian
Fire Chief
OIC – Burnaby RCMP
City Clerk

**Steering Committee Membership
Burnaby Social Sustainability Strategy**

On 2010 February 15, Burnaby City Council appointed 25 people to the Steering Committee charged with overseeing the development of Burnaby's Social Sustainability Strategy. The members have experience and expertise in areas critical to the social well-being of the community including arts and culture, business/economy, community well-being and development, environment, families, health, housing, immigration and multiculturalism, labour, public education, public safety and policing, recreation, senior, social policy, special needs, and youth. The Steering Committee members are:

City of Burnaby

Mayor Derek Corrigan, Chair
City Councillor Nick Volkow, Vice-Chair
City Councillor Pietro Calendino
City Councillor Paul McDonell
City Councillor Anne Kang

Citizen Members At-Large

Antonia Beck
Ardele Brophy
Mae Burrows
Katrina Chen
Artie Chumpol
Matthew Coyne
Stephen D'Souza
Darlene Gering
Chris Hildred
Wilf Hurd
Garson Lee
Bala Naidoo
Baljinder Narang
Roy Nosella
Rajinder Pandher
Todd Polich
Patrice Pratt
Baldev Sanghera
Stephanie Watts
Adele Wilson

Burnaby Social Sustainability Strategy Process Overview

Figure 1

Timeline	Project Phases	Key Activities and Outcomes
2010 February - March	PHASE 1: Initiating and scoping project	<ul style="list-style-type: none"> • Endorsement of Terms of Reference for preparation of Social Sustainability Strategy by Council. • Appointment of Steering Committee by Council. • Preparation of background Burnaby Social Sustainability Context document. • 1st Steering Committee meeting to a) review Terms of Reference and b) gain orientation on project.
2010 April	PHASE 2: Assessing the situation	<ul style="list-style-type: none"> • Preparation of draft Communications Framework for engaging public in strategy development process. • 2nd Steering Committee meeting to a) review draft Social Sustainability Context document, b) identify important characteristics of a socially sustainable Burnaby, and c) discuss, refine and endorse draft Communications Framework.
2010 May - September	PHASE 3: Developing the vision	<ul style="list-style-type: none"> • Preparation of draft Social Sustainability Vision Statement. • Preparation of draft framework for Working Group process. • 3rd Steering Committee meeting to a) discuss, refine and endorse draft Social Sustainability Vision Statement, b) identify proposed process and structure for working group consultation, and c) identify possible Working Group participants. • Preparation of report to Council to a) provide progress update on project, and b) seek endorsement of proposed Social Sustainability Vision Statement, proposal re: working group consultation sessions, and draft Communications Framework. • Invitations to participants for Working Group consultations. • Preparation of background resource materials and focus questions for Working Group consultation sessions.
2010 September - November	PHASE 4: Exploring the issues and possible responses Outreach and Public Consultation	<ul style="list-style-type: none"> • Facilitation of Working Group consultation sessions. • Collection of any additional information deemed important for Social Sustainability Strategy that was not provided through Working Group sessions (e.g., follow up interviews with key stakeholders, meetings with reference groups such as Burnaby Inter Agency Council, Burnaby School District, relevant City departments). • Preparation of summary reports on each set of consultation sessions, to be distributed to Working Groups and revised as necessary. • Preparation of consolidated report summarizing workshop outcomes and conclusions.
2010 November - 2011 June	PHASE 5: Developing the Strategy Outreach and Public Consultation	<ul style="list-style-type: none"> • Preparation of draft framework for Social Sustainability Strategy. • 4th Steering Committee meeting to a) review report on Working Group outcomes and conclusions, and b) discuss, refine and endorse draft Social Sustainability Strategy framework. • Preparation of draft Social Sustainability Strategy. • 5th Steering Committee meeting to discuss, refine and endorse draft Social Sustainability Strategy. • Submission of revised draft Strategy to Council for endorsement in principle. • Solicitation of public comment on draft Strategy. • Preparation of summary of public feedback, and of a draft Implementation Framework for Strategy. • 6th Steering Committee meeting to a) review public feedback on draft Strategy and refine Strategy as required and b) discuss, refine and endorse Implementation Framework. • Final revisions to draft Social Sustainability Strategy and draft Implementation Framework. • Endorsement of Final Strategy by Council.
2011 July - Onwards	PHASE 6: Implementing and monitoring the Strategy	<ul style="list-style-type: none"> • Pursuit of implementation actions, monitoring of implementation, and recommendations for adjustments to Strategy as necessary in future.