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**TO:** CITY MANAGER **DATE:** 2010 June 15

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

**SUBJECT: PROGRESS ON BURNABY'S SOCIAL SUSTAINABILITY STRATEGY**

**PURPOSE:** To seek Council endorsement for the proposed Vision, Working Group Terms of Reference, and Communications Framework for Burnaby's Social Sustainability Strategy.

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**RECOMMENDATIONS:**

1. **THAT** Council endorse the proposed Vision, Working Group Terms of Reference, and Communications Framework for the Social Sustainability Strategy, as developed by the Social Sustainability Strategy Steering Committee, and as outlined in this report.
2. **THAT** a copy of this report be forwarded to the Social Issues Committee for information.

**REPORT****1.0 BACKGROUND**

The development of a Social Sustainability Strategy for Burnaby was launched in March 2010 with Council's approval of a process and a timeline for the initiative. At the same time, a consulting team, Solstice Sustainability Works, was engaged to facilitate Steering Committee meetings, and to assist with many aspects of the Strategy development process. Terms of Reference for the process were endorsed by Council in 2008 June, and a 25 member Steering Committee chaired by Mayor Corrigan was appointed in 2010 February. Steering Committee members were selected by Council for their commitment to social issues, their broad and balanced base of experience, their belief in Burnaby's potential, and their willingness to contribute to and advocate on behalf of Burnaby. They have agreed to guide the comprehensive fifteen month process that will culminate in a plan designed to strengthen Burnaby's overall well-being.

The Social Sustainability Strategy Steering Committee has met three times since the process was launched. The Steering Committee members have brought energy and thoughtful reflection to their work, and have achieved a milestone – the completion of their tasks in Phase 3, as outlined in the Process Overview diagram, *attached as Figure 1*

and approved by Council on 2010 March 1. The Steering Committee has reached general agreement on the following three proposals, for which it seeks Council endorsement:

- a Vision for a Socially Sustainable Burnaby;
- a Terms of Reference for the Working Group consultation process; and
- a Communications Framework which provides high-level guidelines for both outgoing and incoming communications during the strategy development process.

This report seeks Council's approval of these Steering Committee proposals in order to set the stage for launching the next phase of the Social Sustainability Strategy development process.

## **2.0 PROPOSALS FROM THE SOCIAL SUSTAINABILITY STRATEGY STEERING COMMITTEE**

### **2.1 Vision for a Socially Sustainable Burnaby**

Over the course of its three meetings, the Steering Committee reviewed a number of definitions of both sustainability and social sustainability, as well as social plans and strategies - including social visions - developed by other Canadian municipalities.<sup>1</sup> The Steering Committee also examined possible core values which would support the vision statement, and worked with an artist-facilitator to identify and illustrate the essence of a socially sustainable Burnaby.

The Steering Committee's work has resulted in the following "working" Vision for a Socially Sustainable Burnaby<sup>2</sup>:

"Our Burnaby is....

- Caring and inclusive,
- Safe, liveable and just,
- Environmentally healthy, and
- Economically vital.

We embrace diversity, celebrate culture and creativity, foster belonging and participation, and adapt well to a changing world."

Definitions of the terms used in the Vision can be found in *Appendix 1, attached*.

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<sup>1</sup> Due to the complex and multi-faceted nature of the social realm, there is no single agreed-upon definition of "social sustainability".

<sup>2</sup> The Steering Committee considers the Vision as a "working" statement in recognition of the possible need for modifications to it during the Working Group sessions or the later community consultation.

## 2.2 Working Group Terms of Reference

The Working Group process provides an opportunity for a wider selection of community members to work with Steering Committee members and other citizens to examine issues in detail, and to identify achievable responses which can further the City's goal of social sustainability.

The proposed Terms of Reference for the Working Group consultation process include:

- the purpose of the Working Groups;
- a structure for both the groups and the process itself;
- the themes or areas of inquiry the Working Groups will focus on;
- the role of Working Group members;
- the timeline for the Working Group process; and
- resources available to support the work.

The proposed Terms of Reference are *attached* as *Appendix 2*.

Six Working Groups are proposed, each of which will focus on a theme which will serve as an umbrella for a number of topics. Work on the themes will inform the ultimate Strategy, and lead towards achievement of the Vision. The six proposed areas of inquiry are:

- Prosperous City
- Age-friendly City
- Engaged City
- Diverse City
- Healthy City
- Peaceful City

An overriding theme through which all of the areas of inquiry and topics will be viewed is that of the Creative City. A more detailed outline of the Working Group themes, including the topics which could be investigated in each, is included in the attached Terms of Reference.

It is envisioned that each Working Group will include four Steering Committee members, as well as seven or eight other invited participants who are knowledgeable about the area of inquiry being addressed by the specific Working Group, and who bring a problem-solving perspective to their work. Volunteers for Working Groups will be solicited in a number of ways including through recommendations from Steering Committee members, and advertisements in the wider community (e.g., through the City's website, email distribution lists, newspaper advertisements). Publicity regarding the opportunity for involvement

in the Working Group process will commence in late June 2010, with a view to selecting participants by mid-August, 2010. All Working Group participants will be invited to attend a “prep camp” in mid-September 2010. The prep camp will be designed to ensure that all participants have a shared understanding of the concept of social sustainability, of the strategy development process, of the working Vision for a Socially Sustainable Burnaby, and of how the work of each Working Group fits into the overall scheme. Each Working Group will then meet three times to address its area of inquiry.

### **2.3 Communications Framework**

The Communications Framework developed by the Steering Committee consists of communications goals, key messages, target audiences, and possible channels and vehicles for communicating with the public. The framework is intended as a dynamic document, to which additional key messages, audiences and vehicles can be added as required. The framework will guide the development of any specific communications materials required during the strategy development process.

The framework also outlines key opportunities for communicating and/or consulting with the public over the course of the strategy development process. In addition to the project launch information which was published on the City’s website and in the two local bi-weekly newspapers in March 2010, at least eight other communication opportunities have been identified to date, ranging from distribution of information on the Vision and on Working Group recruitment to the exchange of information between the Working Groups and the general public, publicity for the outcomes of the Working Group process, and consultation on a draft strategy. The proposed Communications Framework is *attached* as *Appendix 3*.

### **3.0 SUMMARY AND CONCLUSIONS**

The launch of Burnaby’s Social Sustainability Strategy development process took place in 2010 March with the first meeting of the project Steering Committee. Since then, the Steering Committee has met twice to develop a Vision for a Socially Sustainable Burnaby, a Terms of Reference for the next phase of the process – the Working Group consultation sessions, and a Communications Framework.

Given that the work of the Steering Committee thus far is seen as the foundation for further work on development of the Social Sustainability Strategy, the Steering Committee is seeking Council’s endorsement of the three items noted above, and outlined in Section 2.0 of this report, before proceeding. Should Council endorse the Steering Committee’s work, staff will undertake to solicit and assess applications for Working Group participation, strike the proposed Working Groups and, with the consulting team, prepare the materials and organize the logistics for Working Group meetings in September and October 2010.

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Following the Working Group process, the Steering Committee will meet again in December 2010 to consider the conclusions and outcomes from that process, and to begin the development of a draft Social Sustainability Strategy. It is expected that the draft Strategy will be forwarded to Council in spring 2011, as a prelude to the public consultation process on it. The final Strategy will be presented to Council for approval in 2011 June.

As a catalyst and a base for the next phase of the strategy development process, it is recommended that Council endorse the following proposals developed by the Social Sustainability Strategy Steering Committee:

- a Vision for a Socially Sustainable Burnaby;
- a Terms of Reference for the Working Group consultation process; and
- a Communications Framework for the strategy development process.

It is further recommended that a copy of this report be forwarded to the Social Issues Committee for information.



B. Luksun, Director  
PLANNING AND BUILDING

JS/sa/jc  
Attachments (4)

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

# Burnaby Social Sustainability Strategy

Figure 1

## Process Overview (Adopted by Burnaby Council 2010 March 01)

Timeline	Project Phases	Key Activities and Outcomes
2010 February - March	PHASE 1: Initiating and scoping project	<ul style="list-style-type: none"> <li>• Endorsement of Terms of Reference for preparation of Social Sustainability Strategy by Council.</li> <li>• Appointment of Steering Committee by Council.</li> <li>• Preparation of background Burnaby Social Sustainability Context document.</li> <li>• 1st Steering Committee meeting to a) review Terms of Reference and b) gain orientation on project.</li> </ul>
2010 April	PHASE 2: Assessing the situation	<ul style="list-style-type: none"> <li>• Preparation of draft Communications Framework for engaging public in strategy development process.</li> <li>• 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.</li> </ul>
2010 May - September	PHASE 3: Developing the vision	<ul style="list-style-type: none"> <li>• Preparation of draft Social Sustainability Vision Statement.</li> <li>• Preparation of draft framework for Working Group process.</li> <li>• 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.</li> <li>• 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.</li> <li>• Invitations to participants for Working Group consultations.</li> <li>• Preparation of background resource materials and focus questions for Working Group consultation sessions.</li> </ul>
2010 September - November	PHASE 4: Exploring the issues and possible responses  Outreach and Public Consultation	<ul style="list-style-type: none"> <li>• Facilitation of Working Group consultation sessions.</li> <li>• 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).</li> <li>• Preparation of summary reports on each set of consultation sessions, to be distributed to Working Groups and revised as necessary.</li> <li>• Preparation of consolidated report summarizing workshop outcomes and conclusions.</li> </ul>
2010 November - 2011 June	PHASE 5: Developing the Strategy  Outreach and Public Consultation	<ul style="list-style-type: none"> <li>• Preparation of draft framework for Social Sustainability Strategy.</li> <li>• 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.</li> <li>• Preparation of draft Social Sustainability Strategy.</li> <li>• 5th Steering Committee meeting to discuss, refine and endorse draft Social Sustainability Strategy.</li> <li>• Submission of revised draft Strategy to Council for endorsement in principle.</li> <li>• Solicitation of public comment on draft Strategy.</li> <li>• Preparation of summary of public feedback, and of a draft Implementation Framework for Strategy.</li> <li>• 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.</li> <li>• Final revisions to draft Social Sustainability Strategy and draft Implementation Framework.</li> <li>• Endorsement of Final Strategy by Council.</li> </ul>
2011 July - Onwards	PHASE 6: Implementing and monitoring the Strategy	<ul style="list-style-type: none"> <li>• Pursuit of implementation actions, monitoring of implementation, and recommendations for adjustments to Strategy as necessary in future.</li> </ul>

## **Burnaby Social Sustainability Strategy What Terms in the Vision Statement Mean...**

**Caring:** we are compassionate and sensitive to the needs of our community and each other.

**Inclusive:** we are welcoming, and embrace and promote accessibility for all.

**Safe:** we are free from fear, and secure from risk and harm in our community.

**Liveable:** we enjoy a high quality of life and a wide range of opportunities for meeting our needs and our potential.

**Just:** we treat each other fairly, demonstrate mutual respect, and ensure equal opportunity for all.

**Environmentally Healthy:** we protect, nourish and promote the well-being of the land, air and water which supports life.

**Economically Vital:** we contribute to and share in the benefits of responsible and dynamic prosperity.

**Diversity:** we see our differences as a source of strength and opportunity.

**Culture:** we value the arts, the humanities, shared values and attitudes, and other products of human intellect and invention.

**Creativity:** we think, plan and act with imagination.

**Belonging:** we feel connected to and accepted by a community.

**Participation:** we engage actively as individuals, groups and organizations, fostering community.

**Adaptability:** we are flexible and resourceful in the face of change.

## **Burnaby Social Sustainability Strategy Proposed Working Group Terms of Reference**

### **INTRODUCTION**

The City of Burnaby is embarking on the development of a Social Sustainability Strategy. It will articulate a vision for a socially sustainable Burnaby and propose strategies for the City and others, acting within their respective mandates or in collaboration, to move Burnaby towards that vision. The Social Sustainability Strategy will guide the City's resource allocations for social issues over the next ten or so years. The Strategy will build on existing City goals, Burnaby's positive social attributes, and social and community assets. It is being developed in concert with economic and environmental strategies as a foundation for the continued strengthening of Burnaby's overall well-being.

This strategy is being developed in partnership with the public. City Council has selected 20 Burnaby citizens with expertise and interest in a wide range of social topics to invest their time and energy at the Steering Committee level. Other participants with knowledge, concern and interest in local issues will be invited to participate in Working Groups. Citizens in addition to those participating in Working Groups will also be invited to review the draft Strategy.

### **PURPOSE OF WORKING GROUPS**

The Working Group (WG) is a team of people who ensure local issues and aspirations are reflected in the strategy. The Working Group model provides an opportunity for community members to collaborate with the City and each other to examine issues and topics in detail, and provide sound recommendations for moving Burnaby forward. This model is effective at providing highly collaborative public engagement which directly involves citizens in creating Burnaby's future.

### **WORKING GROUP STRUCTURE AND PROCESS**

The goal of an integrated strategy is best served by having a tight set of groups, each with a broad mandate, to allow for creative linkages across topics. Thus, six thematic Working Groups are envisioned to reflect aspects of the overall vision. Working Groups will be comprised of people representing valuable experience, expertise and perspectives on the area of inquiry or theme area. Working Group members will interact with others in the community between meetings to bring a wider range of perspectives into their work. Each Working Group will be responsible for developing a "strategic direction" for the theme. The table below illustrates the proposed themes and possible topics that could be covered within them. The actual topics will be determined in the preparatory meeting of the Working Groups.

The process consists of three Working Group meetings about two weeks apart. Before the first meeting, all Working Group members will come together at a Prep Camp to meet each other, to prepare for the process, and to be inspired. An overview of the Working Group process is provided in *Attachment A*. The specific activities will be determined and a workbook and other materials prepared to support their activities. Meetings will be designed to be engaging, inspiring and fun. Working Group members will also receive communication tools to help them in their outreach to other community members.



## Working Group Themes

Theme/ Area of Inquiry	Associated Topics	
<b>Creative City</b>	<b>Prosperous City</b>	Housing Work Readiness Poverty Corporate Social Responsibility Childcare Economic Security
	<b>Age-friendly City</b>	Mobility Accessibility Urban Design Walkability Social Connections Age-Specific Participation
	<b>Engaged City</b>	Multi-Use Public Spaces Life-Long Learning Education Volunteerism Participation in Community Life Neighbourhood Centres
	<b>Diverse City</b>	Immigrant Settlement Cultural Events Arts and Culture Entertainment Faith & Spirituality Inter- Community Connections Inclusion
	<b>Healthy City</b>	Health Wellness Food Security Active Lifestyle Green Space Environmental Health
	<b>Peaceful City</b>	Community Cohesion Crisis Support Public Safety Personal Security Emergency Preparedness Beautification

There will be various points for outreach and communication during this process.

## **WORKING GROUP MEMBERS**

The Working Groups will be composed of interested members of the public and stakeholders who have local knowledge, connections, and interest in shaping Burnaby's future. Working Group members will be recruited to represent a broad spectrum of the Burnaby community. In order to ensure a representative cross-section of participants on each Working Group, members will be recruited from each of the following sectors:

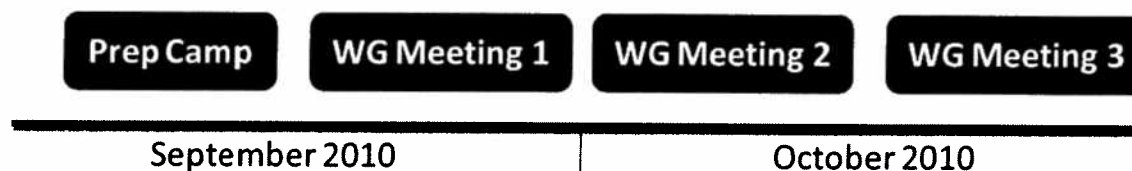
- Steering Committee member(s)
- Subject expert
- Community organization
- Local business person
- Youth
- Labour
- Senior
- Culture
- Non-profit
- Immigrant
- Public-at-large

Working Group members will be expected to serve both as representatives of their sectors, and as stewards of the community's best interest. The role of a Working Group member is to represent the public's best interest while developing strategic directions in a specific focus area.

The responsibilities of a Working Group member include:

1. Attend and participate in the two-hour social sustainability Prep Camp;
2. Attend three (3) two-hour Working Group meetings; and
3. Prepare for each Working Group Meeting by completing homework assignments in advance.

## **TIMELINE FOR WORKING GROUP PROCESS**



## **RESOURCES**

There are multiple resources to support the Working Groups process. These include:

- Steering Committee members
- Consultant Team
- Staff Team

Contact information will be provided for the resources at the Working Group Prep Camp in September.

### Attachment A: Working Group Process

	Objectives	Main Tasks/Activities	Desired Outcome
WG Prep Camp (second week of September)	<ol style="list-style-type: none"> <li>1) Introduce Working Group members to each other</li> <li>2) Communicate key messages</li> <li>3) Ensure clear understanding of:                             <ol style="list-style-type: none"> <li>a) overall strategy process, and role of WGs;</li> <li>b) SS terms and concepts; and</li> <li>c) WG process and deliverables</li> </ol> </li> <li>4) Determine topics in Theme Areas</li> <li>5) Set meeting dates and times</li> <li>6) Engage and motivate participants</li> </ol>	<ul style="list-style-type: none"> <li>• Activity to find WG members and make introductions</li> <li>• Welcome from Chair</li> <li>• Overview of SSS process, with key messages and SS concepts</li> <li>• In WG breakouts, review WG process, develop group norms, introduce workbook, assign homework and field questions</li> <li>• In WG breakouts, determine topics in Theme Area</li> <li>• In WG breakouts, set dates, times, and location for WG meetings</li> <li>• Final large group activity to inspire all members</li> </ul>	<p>Working Group members are informed and enthusiastic about the process. Topics are determined. Meeting times/dates are set.</p>
WG Meeting 1 (approx two weeks later)	<ol style="list-style-type: none"> <li>1. Foster asset based understanding of context for the Theme Area</li> <li>2. Understand the zone of influence &amp; responsibility for each topic of the City and other actors in society</li> <li>3. Develop goal statement for each Theme Area</li> </ol>	<ul style="list-style-type: none"> <li>• Review homework by topic on <b>Where are we now</b></li> <li>• Activity to assess &amp; prioritize topics</li> <li>• Activity to understand City zone of influence &amp; control.</li> <li>• Review homework on <b>Where we want to be</b></li> <li>• Develop goal statement for Theme Area</li> <li>• Assign homework and prepare for next task</li> </ul>	<p>Shared appreciation of <b>where we are and where we want to be</b> as a community for each Theme Area</p>
WG Meeting 2 (approx two weeks later)	<ol style="list-style-type: none"> <li>1. Develop solutions for moving towards goal statement</li> <li>2. Prioritize options*</li> </ol>	<ul style="list-style-type: none"> <li>• Review homework on <b>How do we get there – part 1</b></li> <li>• Collectively develop and prioritize options</li> <li>• Assign homework and prepare for next task</li> </ul>	<p>Prioritized solutions for <b>How do we get there</b></p>
WG Meeting 3 (approx two weeks later)	<ol style="list-style-type: none"> <li>1. Identify roles and responsibilities of City and other actors in achieving the solutions</li> <li>2. Articulate strategic direction</li> </ol>	<ul style="list-style-type: none"> <li>• Review homework on <b>How do we get there – part 2</b></li> <li>• Activity to define roles &amp; responsibilities</li> <li>• Articulate strategic direction</li> <li>• Celebrate success of group</li> <li>• Advise on next steps and any further engagement of WG members</li> </ul>	<p>Overall Strategic Direction for Theme Area, including:</p> <ul style="list-style-type: none"> <li>• Strategies for City leadership</li> <li>• Strategies for City support through advocacy and partnerships</li> </ul>

\*Guiding principles for prioritizing solutions to be determined.

## **Burnaby Social Sustainability Strategy Proposed Communications Framework**

### **PURPOSE**

This Communications Framework provides the Burnaby Social Sustainability Strategy Steering Committee and the project team with a high level structure for ongoing communications planning for Burnaby's Social Sustainability Strategy. It includes information on communications goals, key messages, audiences, timelines, and possible channels and vehicles for communication. Specific communication opportunities and protocols will be developed over the course of the Strategy development process with reference to this Framework.

### **COMMUNICATIONS GOALS**

The City of Burnaby has set a goal of inclusive, collaborative, two-way communication with the public concerning the social sustainability of the City. This goal is being met through the Steering Committee and the Working Group process. The public will have further opportunity to comment on the draft strategy during a public consultation process.

### **KEY MESSAGES**

Key messages for communications related to the Social Sustainability Strategy will be formed and communicated at appropriate times in the process. The following are the initial key messages for communication during the early stage of this process:

1. Burnaby's Social Sustainability Strategy will define a vision and outline a plan to guide the City's resource allocations for social issues over the next ten or so years.
2. The Strategy will build on existing City goals, Burnaby's positive social attributes, and social and community assets.
3. This Strategy is being developed in concert with economic and environmental strategies as a foundation for the continued strengthening of Burnaby's overall well-being.
4. The Strategy will be developed with citizen guidance.
  - a. City Council has selected 20 Burnaby citizens with expertise and interest in a wide range of social topics (e.g. education, labour, healthcare, accessibility and inclusion) to invest their time and energy at the Steering Committee level.
  - b. Other participants with knowledge, concern and interest in local social issues will be invited to participate in Working Groups.
  - c. Citizens other than those participating in Working Groups will also be invited to review the draft Strategy.
5. In the Strategy, the Social Sustainability Strategy Steering Committee can recommend that the City implement solutions that are within the City's jurisdiction; the Committee can request that the City work with non-profit agencies, other levels of government, business,

community organizations, and citizens toward developing solutions that would benefit from collaboration with others or are beyond the City’s jurisdiction for implementation. City Council will have ultimate responsibility for adopting recommendations developed through the Strategy.

6. Social sustainability is about people – individuals and the community working together to meet their needs, realize their potential, and prosper in a healthy environment.

**AUDIENCES: WHO IS THE BURNABY COMMUNITY?**

It is important that the Burnaby Social Sustainability Strategy represent the voices of all community members, not just those directly involved in the project. For the Social Sustainability Strategy to be successful over time, it will need to reflect the interests, experience and issues of all residents, including:

- Small business
- Large employers
- Youth
- Senior citizens
- Service club members
- Creative workers & artists
- Persons with disabilities
- Community volunteers
- Sports and recreation facility users
- City staff members
- Service providers
- New immigrants and refugees
- Child care representatives
- Trade union members
- Families
- Educators
- Environmental leaders
- People who identify as queer
- Future generations
- Health care workers
- Single parents
- Employers
- Cultural groups/artists
- Non-profit health care advocates
- Anti-poverty groups
- The environment
- Health and mental health/addictions professionals
- People representing social determinants of health
- Vulnerable populations
- Veterans
- Political leaders
- RCMP and other law enforcement
- Faith and spiritual leaders

Working Group members are resource people who will be tasked with finishing assignments necessary for strategy completion. As such, individuals who have knowledge and experience with topics and issues will be invited to participate on Working Groups. Working Group members will be encouraged to reach out to the full range of Burnaby interests and organizations as they do their work.

**POTENTIAL COMMUNICATIONS VEHICLES**

The Steering Committee has suggested a wide variety of options for communicating with various community audiences. These possible vehicles for communication include:

- Word of mouth
- Email

- Facebook
- Twitter (140 characters or less!)
- Social media
- Presentations to agencies/labour unions
- In-person meetings and social occasions, especially for cultural minorities at their regular places of gathering
- Mail, fax (e.g. medical community)
- Multicultural media and talk shows
- Churches, mosques, temples, especially to their executives who can fan out information to their members
- Community leaders
- Student radio at SFU and BCIT
- Presentations to parent and student groups in schools e.g., DPAC, DSAC
- Presentation to Seniors Advisory Committee
- Interactive website
- Community events (e.g. Hats Off Day, Rhododendron festival)

The City is currently assessing appropriate opportunities and resource options for effective ongoing communication throughout this process.

## Communications Timeline

Timeline	Project Phase	Communication Opportunity
2010 February - March	PHASE 1: Initiating and project scoping	Project launch information
2010 April	PHASE 2: Assessing the situation	
2010 May – September	PHASE 3: Developing the vision	Information on approval of draft Vision and WG process City launch of webpage for public input Working Group recruitment
2010 September – November	PHASE 4: Exploring the issues and possible responses	Prep Camp information Working Groups exchange information with the community
2010 November – 2011 June	PHASE 5: Developing the Strategy	Working Group outcomes information Draft Strategy information Public consultation on draft Strategy
2011 July - Onwards	PHASE 6: Implementing and monitoring the Strategy	Annual process reporting