4. Strategic Planning  Managing & Monitoring Plans
Strategic Planning  Monitoring & Managing Plans

1. Mandate the Planning Process
2. Assemble Information/ Ideas/ Options
3. Analyze Choices & Consequences
4. Recommend Vision Directions = Council Adopts
5. Prepare Detailed Area Plans & Action Priorities
6. Prepare City-wide Policy Plans & Actions
7. Council/Board Adopts = Implement Plan
8. Monitor Plan
9. Manage the Planning Process
Monitoring - Measuring Progress

1. Monitoring/Evaluation Challenges
3. Social Policy Plans = Livability
Typical Review Process

1. Approve Scope of Review, Steps, Who
2. Identify evaluation criteria to be used – predetermined or develop
3. Assemble factual information
4. Seek user/public input (values)
5. Report Evaluation Results
6. Identify options/actions to address problems
7. Report Findings & Recommended Actions
Monitoring / Evaluation Challenges

1. Expectations given “Blunt” implementation tools

2. Easier to Count than Do

Do We have Enough Information to Act?
Monitoring / Evaluation Challenges

3. Fear of Failure/ Loss of face

HOW B.C. HYDRO FORECASTS FARED
Past predictions compared with actual load growth

- **1971 FORECAST**: In 11 years the difference is equivalent to the output of Revelstoke and Peace Canyon dams.

- **1973 FORECAST**: In 10 years the difference is equivalent to the output of Mica, Revelstoke and Peace Canyon dams.

- **1975 FORECAST**: In eight years the difference is equivalent to the output of Mica and Revelstoke dams.

- **1977 FORECAST**

- **1979 FORECAST**

- **1981 FORECAST**

**Forecast on which decision to build Revelstoke dam was made**
4. Comprehensive Plans

What to Monitor? Weighting?

- Environmental quality
- Energy
- Air Quality
- Water and Liquid waste
- Solid waste
- Affordable Housing
- Art & Culture
- Food Policy
- Finance
- Land Use
- Transportation
- Parks & Recreation
- Economy Businesses
- Greening Development

Sustainability
How Evaluate: Vague Sustainability Principles?

- Today’s decisions must not compromise future choices
- All accountable – individual & collective
- Use Resources fairly/efficiently not compromise sustainability of one community for another
- Use renewable resources
- Not exceed rate of regeneration
- All inclusive involvement
- Value cultural, economic, environmental diversity
- Safe communities for education, employment, recreation
- Lead regional, provincial, national, global sust.
- Move from dependence on non renewable carbon based fuels.
Regional Growth Strategy Evaluation Process

- Province requires 10 year Review
- Staff (Region & Municipalities) Review Progress on Goals start 2005
- Councils & public discuss: Goals, Challenges, Jurisdiction
- Draft Plan circulated for Councils, Public Review
- Public Hearing November 2010
- 2nd Reading January 14, 2011
- 60 days Municipalities Respond
- Municipalities Revise Regional Context Statements. 2 years.

6 Year Evaluation Process

Livable Region Strategic Plan

Metro Vancouver 2040 Shaping Our Future

Submitted to Affected Local Governments by the Metro Vancouver Board on January 14, 2011
5. Future Needs: Who Knows what will be important?  Kyoto, Millennium Development Goals

Greenhouse gas emissions inventory

Vancouver Greenhouse Gas Emissions Profile

<table>
<thead>
<tr>
<th></th>
<th>Buildings</th>
<th>Transportation</th>
<th>Other</th>
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<tr>
<td>1990</td>
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<td></td>
<td></td>
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<tr>
<td>2000</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Tonnes of CO2

0  100,000  200,000  300,000  400,000  500,000  600,000  700,000  800,000  900,000  1,000,000

Categories:
- Residential
- Commercial
- Industry
- Light Vehicles
- Heavy Trucks
- Non-residential
- Solid Waste
Monitoring / Evaluation Challenges

6. Who Manages the Evaluation?

- Policy Staff
- Front Line Staff
- Consultant
- Expert Panel
Melbourne Review Process

1. Staff “Stock Take”
   Census based evaluation +
   Staff list accomplishments.

2. External Review Panel:
   Receives submissions

3. Review Panel Reports to State Minister

4. Minister Responds

Expert Panel
1 Year Process
Review Panel Challenges

- Panel Members: “Locals” vs. “Outsiders”?
- Balance: Respect and Expertise
- Government provides data
- Political Pressures: don’t rock the boat

Minister Response May 2008
Monitoring Challenges

7. Timing Evaluation?

- Annual
- 5 years
- 10 years
- After Reaching Milestones
- After I’ve Retired
- Never
Monitoring "Number Crunch" Policies: Example Transportation
City of Vancouver Transportation Plan

Transportation Targets
All of City (6-9am Peak)

1992
- Walk and Bike: 49,000 (14%)
- Transit Passenger: 64,000 (19%)
- Auto Passenger: 50,000 (15%)
- Auto Driver: 177,000 (52%)
Total (all modes): 340,000

2021
- Walk and Bike: 65,000 (16%)
- Transit Passenger: 110,000 (27%)
- Auto Passenger: 61,000 (27%)
- Auto Driver: 176,000 (42%)
Total (all modes): 411,000
Entering Downtown 2011

-75% Population
+26% Jobs
-20% Vehicles Entering Downtown
Vancouver’s commute times decrease, defy national trend

StatsCan can’t explain it as things seem worse than before for drivers

Inlet. It’s a “perfect” commute, she said, and it takes less time than the bus did.

Chris Williams is another WestCoast Express rider and it takes him about an hour to get into downtown Vancouver from Maple Ridge.

He used to have a 25-minute...
Monitoring Social Policies

Not everything that counts can be counted

“If you can't measure it don’t include it” vs. “What you can’t measure is often the most significant to livability”
Housing Mix South False Creek  55% Assisted

- Market Ownership
- Seniors Low Income
- Family Non Profit Rental
- Family Cooperative

Market Ownership

Seniors Low Income

Family Non Profit Rental

Family Cooperative
Social Policy Evaluations:
False Creek Social Mix Objectives: Age
Involving Users: Social Program Evaluation

- Myth 1: Evaluation too complex for public.
- Myth 2: Citizen perspectives too diverse to be assimilated.
- Myth 3: Invasion of privacy.
- Reality 1: Agency & Public emphasis may differ.
- Reality 2: Possible Promise-Delivery Gap.
**STRATEGIC PLANNING CITIZEN SURVEY**

**SATISFACTION WITH MUNICIPAL SERVICES**

1. Please indicate how important the following services are to your household

<table>
<thead>
<tr>
<th>Service</th>
<th>Very Important</th>
<th>Somewhat Important</th>
<th>Unimportant</th>
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</thead>
<tbody>
<tr>
<td>(a) Fitness/recreation facilities and programs</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>(b) Arts, cultural &amp; heritage programs</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>(c) Parks, open spaces &amp; playgrounds</td>
<td>☐</td>
<td>☐</td>
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</tr>
</tbody>
</table>

2. Please indicate your satisfaction with each of the following services

<table>
<thead>
<tr>
<th>Service</th>
<th>Very Satisfied</th>
<th>Somewhat Satisfied</th>
<th>Unsatisfied</th>
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<td>(a) Fitness/recreation facilities and programs</td>
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<tr>
<td>(b) Arts, cultural &amp; heritage programs</td>
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<tr>
<td>(c) Parks, open spaces &amp; playgrounds</td>
<td>☐</td>
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</tr>
</tbody>
</table>

How Important?

How Satisfied?
You can have anything you want but not everything you want
Assign $100 Dollars

The City Corporation spends a portion of its yearly budget on large projects, known as capital projects. Imagine that you had $100 to spend on the following capital projects. How would you spend it?

Arts & culture
Environmental protection and enhancement
Municipal buildings
Parks & trails
Recreation facilities
Roads & traffic control
Sewer & storm drainage systems
Sidewalks
Snow removal
Streetscape/beautification projects
Waste collection & recycling
Water systems
The report card looks at 15 characteristics measuring performance in areas including the environment, economy, and the community. They will be used by Council, the community, and other agencies to review progress and determine future action.

How did we go?

Of the 15 characteristics (25 indicators) reviewed, 10 were moving in a positive direction, 7 showed no observable trend or were stable, and 8 were moving away from the desired outcome.

Performance moving in the direction of a sustainable outcome
Stable or no observable trend in performance in terms of the desired outcome
Performance moving away from sustainable outcome
<table>
<thead>
<tr>
<th>Category</th>
<th>Indicators</th>
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</thead>
<tbody>
<tr>
<td>APPROPRIATE TRANSPORT NETWORKS</td>
<td>• Per capita use of public transport</td>
</tr>
<tr>
<td></td>
<td>• Community satisfaction with public transport</td>
</tr>
<tr>
<td></td>
<td>• Community satisfaction with cycleways</td>
</tr>
<tr>
<td>CONSERVATION OF LOCAL NATIVE PLANTS AND ANIMALS</td>
<td>• Increase in areas of natural habitat</td>
</tr>
<tr>
<td></td>
<td>• Increase Hunter River school prawn catch</td>
</tr>
<tr>
<td>RESOURCE CONSUMPTION</td>
<td>• Consumption of water</td>
</tr>
<tr>
<td></td>
<td>• Consumption of non-renewable energy</td>
</tr>
<tr>
<td></td>
<td>• Disposal of waste to landfill</td>
</tr>
<tr>
<td>AVAILABILITY OF APPROPRIATE HOUSING FOR ALL</td>
<td>• % of households able to afford appropriate housing</td>
</tr>
<tr>
<td>COMMUNITY PARTICIPATION IN DECISION MAKING</td>
<td>• Community perception of opportunities for involvement in decision making</td>
</tr>
<tr>
<td>SOCIAL SUPPORT NETWORKS</td>
<td>• Proportion of people who feel that help is available in a crisis</td>
</tr>
<tr>
<td>PERCEPTION OF SAFETY</td>
<td>• Community perception of safety</td>
</tr>
<tr>
<td>INCOME LEVELS</td>
<td>• Proportion of people who are dependent on income support</td>
</tr>
<tr>
<td>DIVERSITY OF EMPLOYMENT/INDUSTRY SECTORS</td>
<td>• Diversity of employment by industry</td>
</tr>
</tbody>
</table>
Managing Plan Making
Management is doing things right; leadership is doing the right things.

Peter Drucker
First Step to Managing is: Mandate The Planning Process

1. Clarify Task & Roles
2. Agree Staffing & Reporting
3. Agree Funding
4. Manage the Process
   1. Delegate, Delegate, Delegate
   2. Succession Planning
5. Have Fun
Promise Less Deliver More
Managing Change in City Hall

- Engage all Departments. Contributes to Buy-in
  Planning, Engineering, Finance, Parks, Police, Fire, Social Planning, Housing, Health

- Plans direct funding

- Realize will be mistakes – Learn don’t assign blame
Clarify Reporting Responsibilities

Council
City Manager
Department Heads Steering Committee
CityPlan Team
Select Your Team

Why am I worrying? I have highly trained professionals in my command!

I’ll bet they have a plan for my escape, and before long, they’ll be here at my side!
Building Your Team

- Required skills: policy & public process
- Complementary Skills ("wise" & "youthful", big picture and details, language, Communications)
- Core Staff, Secondments
- Using Consultants (content, special events, facilitate)
- Group training sessions  e.g. Effective Presentations
Building & Managing Teams

CityPlan Organization Chart
January - February, 1993

- Brian Plan Prep.
- Ronda Participant Support
- Susan Baldwin
- Michael Program Support
- Ray Lorenz
- Brian

- Themes/Plan
  - Nancy W.
  - Paul
  - Data/Surveys
  - Millie
  - Lorenz - Event Plans
  - Terry Toolkit Writers

- Policies, Ideas Book & Tool Kit
  - Ted - Region, Exist. Pol
  - Chris - Industry
  - Millie/Paul
  - Cathy B. - Ideas Book
  - Toolkit Writers

- Communications
  - Ann
  - J. Co-Design Labs
  - Cindy, B. Booking

- Events
  - Sol
  - Sonya
  - Tracy

- Budgets, Contracts & Graphics
  - Wayne - Info & Speakers
  - Cathy L. - Circles Support

- City Circles
- Resource Centre
- Community
- Access
- Youth
MEMORANDUM 1993 10 12

TO: CityPlan Team
FROM: Ann McAfee
SUBJECT: Tasks and Responsibilities

Some notes on the material presented at the Wednesday team meeting follow. You are invited to respond by:

- attending a discussion on Thursday, October 14, 9:00-10:00 a.m. in the CityPlan Room; and/or
- speaking to me individually.

1. CITYPLAN TEAM ORGANIZATION ASSUMPTIONS

   The following assumptions underlie the proposed team organization:

   a) The task is to deliver a City Plan which combines quality advice with broad public involvement. The team organization is to clarify tasks and responsibilities for CityPlan.

   b) Organic: The team organization is evolving and will change to respond to the changing nature of the task.

   c) Interdepartmental: Where possible, staff composition within working groups should involve people from a range of departments.

   d) Consultative and inclusive of all interests while conserving team time and personal energy. This is translated as not everyone needs to attend every meeting but those whose responsibilities are directly affected must be involved.

   e) Participate on both Plan Preparation and Public Process. Where possible, staff participate on both plan preparation (e.g. Theme Teams) and public program work groups to maintain a continuity between product and process.

   f) Personal Growth: Where possible, responsibilities reflect both experience/expertise and provide opportunities for career development. Irrespective of the formal organizational structure, please feel free to speak directly to the Director, Associate Director, and/or your group leader about jobs you would (or do not) like to do.
Leaders

- Someone others follow
- Inspire
- Make others feel important – appreciated
- Provide opportunities for others to grow
- Live your values
  - Honest, fair-minded, inspiring, intelligent, supportive, straightforward, dependable, cooperative, imaginative, strong & caring
- Balance Work – Personal Life
Empowering Teams

- Assign large chunks of work to team
- Let team schedule tasks within key dates
- Prime Directives set context
- Let team make work decisions
- Dismantle status – colleagues are equals share information/expertise e.g. computer
- Share information on problems
- Encourage staff to experiment: new ideas
- Judge by results (product) not process
- Team accountability
The Place to Be: The Resource Centre certainly is the place to be if you want to feel the public pulse of CityPlan. Last week Bev Marshall and company fielded 600 calls, 200 drop-in visits, and almost 200 Vancouver Sun coupon submissions. During a recent frantic moment, one of the volunteers said to Bev, "You may feel like this is a madhouse, but the people in my two city circles think that CityPlan is very well organized...so, chin up!"

starting to produce several papers that did not make it into the 2-colour ToolKit (e.g., Safety, Urban Landscape Task Force, etc.). Ronda and Brian have found an ingenious solution to the budget constraints: produce 1-colour, lower-cost papers with in-house desktopting.

Trading Places: Cindy Piper will be trading jobs with Sandy James by the end of this month. "My heart belongs to CityPlan, but I'm looking forward to using my architectural skills in Central..."
Heads Up

Agenda

VANCOUVER CITYPLAN
PLANNING TEAM UPDATE

Number 33 - 28 May 1993

NEXT MEETING OF
PLANNING TEAM

Next meeting of the CityPlan Planning Team will be on Tuesday June 1, at 10.00 am, in the City Plans Room, 4th floor East Wing. All CityPlan Team members and departmental representatives are welcome.

Agenda items are:

The Ideas Forum: Update on arrangements including:

(1) Presentations from City Circles

(2) Issues and choices frameworks

(3) Folders and handouts: results of check books, theme papers, frameworks

(4) Slides and presentation material

(5) Facilities: projectors, audio

(6) Questionnaires

(7) The program of events: timing, location, signage and handouts

(8) Staffing: role of volunteers

(9) Role of Councillors

(10) Follow-up sessions, facilitation and support

Circulation to:

Engineering: John DuMont, Rick LaFrance, Terry Mulder, Paul Pinsker
Finance: Greg Merchant
Fire: John Perrie
Health: Cathy Lewis, Bev Marshall
Housing: Cameron Gray, John Jessup, Paul Raynor
Park Board: Tom Nichols, Mark Vulliamy
Planning: Susan Anderson, John Atkin, Peter Burch, Cathy Buckham, Dan Campbell, Millie Chu, Chris DeMarco, Alan Duncan, Michael Gordon, Ronda Howard, Sandy James, Robert Lemon, Paul Nowlan, Ros Reely, Ted Sebastian, Wayne Soon, Michael von Hauser, Nancy Wormald, Pat Wotherspoon
Police: Linda Malcolm
Social Planning: Burke Taylor, Lorenz von Fersen, Chris Warren
Permits and Licenses: Nancy Cheung, Neil McCready
Other CityPlan Team members: Ray McAllister, Baldwin Wong

AGENDA FAXED TO: Tom Nichols (Parks), John Perrie (Fire).
Are You Lonely?
Work On Your Own?
Hate Having To Make Decisions?

THEN HOLD A MEETING

You Can Get To See Other People,
Sleep in Peace,
Offload Decisions,
Feel Important and Impress
(Or Bore) Your Colleagues!
And All in Work Time!!

MEETINGS - THE PRACTICAL
ALTERNATIVE TO WORK!
## PROGRAM DATES

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event Description</th>
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</thead>
<tbody>
<tr>
<td>September 16</td>
<td>9-12</td>
<td>Industry Workshop with Council (tentative) Committee Room 1 (juice/coffee/cookies)</td>
</tr>
<tr>
<td>September 19</td>
<td>9-5</td>
<td>CityPlan Steering Committee Workshop (confirmed) Training Room, VanCity (juice/coffee and lunch)</td>
</tr>
<tr>
<td>September 20</td>
<td>9-12</td>
<td>CityPlan Steering Committee (continuation if needed) Training Room, VanCity P.M. Dept. Heads briefing on CityPlan (tentative)</td>
</tr>
<tr>
<td>September 29</td>
<td>12-1:30</td>
<td>Council briefing on CityPlan - Public Process (confirmed) Committee Room 1 (lunch)</td>
</tr>
<tr>
<td>October 18</td>
<td>9-12</td>
<td>Council briefing on draft CityPlan (confirmed) Committee Room 1 (juice/coffee/cookies)</td>
</tr>
<tr>
<td>November 8</td>
<td></td>
<td>Report Reference CityPlan (confirmed)</td>
</tr>
<tr>
<td>November 22</td>
<td></td>
<td>Report Reference GVRD Jobs/Housing Targets (confirmed)</td>
</tr>
</tbody>
</table>
Managing Professionals

- Desire for Responsibility: Self Directed Work Teams (Flexible work time, space, process).
- Professional Opportunities: Build Reputation “Guru” factor (articles, speeches, community service)
- Recognition (without salary incentives) Conferences, Interesting tasks, Choice of Work, Attend Council briefings
- Succession Planning & Training
“A professional is one who does their best work when s/he feels the least like working.”

— Frank Lloyd Wright, U.S. architect, (1869-1959)
The strongest drive is not Love or Hate.

It is one person’s need to change another’s copy.
Working & Managing in a Union Environment

TOWN PLANNERS
ON STRIKE
(1) What have you enjoyed working on so far?
   - project-oriented tasks \(\rightarrow\) where an entire component of work is mine (from beginning to end)

(2) What would you rather not do again?
   - isolated “clean-up” tasks \(\rightarrow\) jobs that have fallen through the cracks, I don’t mind small tasks, when they are germane to the rest.

(3) What skills do you have which you think have not been used as much as they might?
   - idea-generation
   - community-contact skills
   - ability to work with kids \(\rightarrow\) but I’m going to do this.

(4) Of the task areas posted in the War Room (they will be up by Monday – promise), list the 3 you would most like to work on.
   - scheduling (admin)
   - youthview
   - communications \(\rightarrow\) in-house, Resource Center

(5) List 3 you would least like to work on.
   - all areas are interesting, but prefer to work on “lifecycle” tasks, not just one-off, tail-end stuff.

(5) Other work preferences to consider:

PLEASE RETURN TO MARK BY NOON ON TUESDAY DECEMBER 15TH – THANKS!
CITYPLAN COMMUNITY VISIONS PROGRAM

“DEAR DIARY”

Please take 10 to 15 minutes at the end of the week and jot down a few notes. Keeping it short is fine. It will help us keep track of what worked, what didn’t, and how we solved problems. Give the entry to Len or Rosalyn on disk, via e-mail, or hardcopy. He/she will consolidate the week’s diaries in a binder.

Date: Feb 7/97

Name: [redacted]

Main accomplishments this week (community meetings or events; milestones reached, products produced, etc.)* First contact with [redacted] at Muscatic
* Many presentations set up for future dates
* Vic. Youth group at [redacted]
* Afghan groups
* Korean businessmen
* Latin American
* Polish

* Produced a chart on nature of contacts with various multicultural groups

* Keep updated record of liaison
* Keep application book on contact list & studies

What went well, why?

Persistent phone calls for the busy multicultural worker bring results.

What problems came up, why, and how tackled?

- Difficult to find the Chinese in existing groups; reviewed strategy; [redacted] contact Chinese woman at Muscatic. Continued to contact Chinese individuals.
- Lack of technical skills in doing fact sheets — asked Catherine to show me.

Specific things learned, or other observations.

- Multicultural groups might need more prep time before any kind of events (including presentations). Workers always need time to tell their clients about what’s coming.
- [redacted] by one of the multicultural group worked to involve presentation need to their clients (visual aids, concrete examples)

THANKS.
What Went Wrong?

There was an important job to be done and everybody was sure that somebody would do it.

Anybody could have done it but nobody did it. Somebody got angry because it was everybody’s job.

Everybody thought that somebody would do it but nobody asked anybody.

So it ended up that the job wasn’t done and everybody blamed somebody when actually nobody asked anybody.
# Task Tracking System

## CityPlan Implementation

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<tr>
<th>ID</th>
<th>Task Name</th>
<th>Duration</th>
<th>Start</th>
<th>Finish</th>
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<th>January</th>
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<th>March</th>
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<td>1/19/96</td>
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<td>1/8</td>
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<td>1/2/96</td>
<td>4/22/96</td>
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<td>4/22</td>
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<td>65d</td>
<td>1/8/96</td>
<td>3/29/96</td>
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<td>1/8</td>
<td>3/29</td>
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<td>1d</td>
<td>1/15/96</td>
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<td>58d</td>
<td>1/12/96</td>
<td>3/26/96</td>
<td>NW</td>
<td>1/12</td>
<td>3/26</td>
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<td>1d</td>
<td>1/15/96</td>
<td>1/15/96</td>
<td>RH</td>
<td>1/15</td>
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<td>18</td>
<td>Assign staff to present</td>
<td>65d</td>
<td>1/8/96</td>
<td>3/29/96</td>
<td>NW</td>
<td>1/8</td>
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**Project:** CityPlan Implementation  
**Date:** 1/16/96
Staff Delegating Up:
This was in Friday's Courier. Sam has cancelled opening the Vision Fair. The optics are awful if he's going to a Rotten Ronnie's opening instead. Can you speak to him?
Get a Life: Take time to Celebrate
In Appreciation

To recognize your energy & commitment to CityPlan. The City of Vancouver wishes to thank you for participating in the Ideas Fair.

Mayor

June 1994
Give Your Staff Time for Their Life

Provide Overtime in Meaningful Chunks
Recognize Stages of a Project

Stages Of A Project

1. Exultation
2. Confusion
3. Disillusionment
4. Search for the guilty
5. Punishment of the innocent
6. Distinction for the uninvolved
Strategic Planning
5 Lessons
1. Visionary Leadership

For Tools to Work:

Politicians & Public Willing to:

• Experiment
• Stay the Course

• 4 P Partnership
  • Politicians, Public, Private Sector, Public Sector (Planners)
2. KISS: Keep Process Simple
Focus on Difficult Choices

Traditional Process Tools

- Mission
- Vision
- Values
- Goals
- Objectives
- .......

KISS Tools

- Directions/Vision
- Actions
3. Link Plans to Funds

Limited Funds + Competing Demands = Difficult Choices = Seek Public Involvement
4. Analysis Major Breakthroughs
   Learn, Share
   But don’t assume you can
   Cut and Paste
5. Finite Resources, Uncertain Future

How Robust Are Plans? Is there Time to Implement?
Inclusiveness = Robustness

“Tell me, I forget.
Show me, I remember.
Involve me, I understand.”

Chinese Proverb
The Development of a city can be compared with the creation of a novel.

Everyone is a reader and a co-writer in the development process.

Let us hope that the legacy we leave behind will be a memorable chapter for generations to come.