2. Moving From Vision/Directions to Policy Plans

"It's negative, vague and indecisive ... has the makings of an excellent policy."
Strategic Planning Process

1. Mandate the Planning Process
2. Assemble Information/ Ideas/ Options
3. Analyze Choices & Consequences
4. Recommend Directions = Council Adopts

5. Prepare City-wide Policy Plans & Actions

6. Prepare Detailed Area Plans & Action Priorities
7. Council/Board Adopts = Implement Plan

8. Monitor Plan & Managing the Process
Questions: Is the Policy Work:

- Important enough to merit resources?
- Achievable?
- Fact-based; open-minded; myth-busting?
- Product oriented, transparent, documented all along the way?
- Option seeking?
- Choice Making
- Consultative throughout?
- Real world tested?
- Mandated by agreed Terms of Reference?
“Suite” of Policy Plans Implement City Directions

- Industrial Areas in Vancouver
- The City of Vancouver Task Force’s Community Climate Change Action Plan
- CityPlan Directions for Vancouver
- Vancouver: Metro Core Jobs and Economy Land Use Plan
- 1999 Bicycle Plan: Reviewing the Past, Planning the Future
- Creative City
- Vancouver’s Housing and Homelessness Strategy 2012-2021 A home for everyone
- CULTURE PLAN FOR VANCOUVER 2008-2018
Plan Making

Part Art

Part Science

OCP
Comprehensive Plan

Vision
Values

Cultural Policy

Economic Policy:
• Industry
• Core Jobs
Housing Policy:
• Market Housing
• Assisted Housing

Financing Growth
Climate Change
Transportation
Policy Planning Process:

1. Workshop with Politicians to discuss policy issue. Direction to report back.
2. Staff Identify: Issues, Purpose, Terms of Reference, Funding
3. Staff write Report Requesting Study, Funding
4. Research - Analysis
5. Staff Develop Options – Review Choices & Consequences, Stakeholder input
6. Report Requesting Direction on option(s) to pursue
7. Detailed analysis of options – zoning, impacts, funding requirements. Advice from stakeholders
8. Policy Recommendation Report = Received Referred
9. Elected Officials Decide: Policy Decision or Public Hearing
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Adapted from Lukensmeyer and Torres, 2006
Economy Policy Plans:

Industrial Lands Policies

Metro Core Jobs & Economy Plan
See Readings

Economic Development Plan
See Readings
Economy Challenges

- Uncertain economy and economic directions: Questions surrounding growth
- Choosing between Land Uses
- Zoning Blunt tool for stimulating economy
- Transportation: Goods movement priorities
- Changing forms of industrial activity
Most Economic Issues Involve Choosing Between Land Uses

- Agricultural – Residential
  - 100 Mile Diet
- Residential – Industrial
  - Industrial Land Plan
  - Live-work policies
- Residential – Commercial
  - Core Jobs-Housing Balance
- Industrial – High tech - City Serving
- Industrial – Retail
  - Highway oriented retail
Debate is “Highest” the “Best” Use?

Providing Jobs & Services?

Maximizing Land Value?
Goods Movement
Choosing Between Competing Demands

Congestion = Delay

Waterfront Access
= Industry Residential
Limited City Tools to Support Economic Sector

Objectives:
- Attract Investment
- Employment Opportunities
- Minimize Impact Economic Cycles

Zoning

Roads = Goods Movement

Employee Services
Case Study: Industrial Policy

CityPlan Directions: Retain most of the City's remaining industrial land for industry and service uses to meet the needs of port/river related industry, city-serving, and city oriented industries.
Industrial Policy Challenges

- What is Industry? - Changing
- Amount of Industrial Land – declining
- Choosing Between Uses – Is “Highest” the “Best” use?
- Is Mixing Uses a Middle Ground?
- Impacts of Adjacent Senior Government Jurisdictions (e.g. Port, Airport)
Changing “Industrial” Jobs
Limited Industrial Land: City of Vancouver

1960-2005: Let go 900 Acres to house 80,000 people
Remaining Net 1,700 Acres 22 million sq.ft 45,000 jobs 7% city firms.
Developing An Industrial Strategy

1. Estimate Demand for Service Uses & Zoning
2. Estimate Demand for “New Economy” & Zoning
3. Estimate Demand for other “non-community” uses
4. Assess Transportation Goods Movement
5. Assess Impacts on Adjacent Uses
6. Assess Impacts of Mixed Use Zoning
7. Debate “Highest” and “Best Use”
Information: Census Owner & Tenants Survey

- Business Type
- Number of Employees
- Transportation Service Requirements (employees, goods movement)
- Other Service Requirements
  - Economies of Scale?
- Location Requirements/ Benefits
- Plans to Expand, Move, Close
1. Estimate Land Required to Service Port

Challenge: Uses Not Under City Authority
2. Estimate Land Required to Service Downtown
Encourage “Economic Gardening”
What Happens When Business Grows?

Metro Core Employment Areas
Jobs in High Tech and Creative Activities (2001)

Employment Area Boundary

M Approximately 1000 jobs
: Approximately 100 jobs


Yaletown
Software
Sub-areas and potential office supply:
Mixed Use Potentially Officer or Residential
Sub-areas and potential office supply: Mixed Use Built as Residential
Where does Downtown Mixed Use zoning take us?

![Graph showing deficit of 5.8 million sq ft in downtown commercial space]

Deficit of 5.8 million sq ft
3. Estimate Land Required for City Services
4. Estimate Land in Uses Unlikely to Move in Foreseeable Future
5. Estimate Demand for “New Economy” Sites
Expansion Opportunities?
Transit Oriented Development

Business Parks
New High Tech Jobs Near Transit
Grandview-Boundary

Renfrew Area
From 500 to 14,000 jobs
6. Identify Unique Opportunities: Enterprise Zone?
7. A Place for Large Format Uses & “Highway Oriented” Retail?

Where to locate Rinks, Multiplex, Furniture Stores, Churches, Large Format Retail?

Choices:
Neighbourhood Centers or Industrial Areas?
8. Identify Regional Transportation Hubs: Distribution Centres
9. Are there lands not suitable for Industry? Let Go For Residential
10. Research: As available land declines are Increasing Density & Mixing Uses the Answer?

Higher density Industrial?

Live-Work?
Industrial Areas: More Employees & Housing = More efficient use of land?

Lower Service Standards = When upgrade services
Land Value rises = prices out industrial uses

Conclusion: Minimize Mixed Uses
Limit Residential
- Increase Industrial Use Intensity
- Encourage Sustainable, Adaptable Buildings

- High ceilings; durable structure; solar orientation
- Adaptive re-use

Higher density Industrial
No Live-Work
New Policy Requires: Processing Decision

City ‘Pre-zone’? or Applicant Rezone?

- Certainty
- Ease of development
- Site Specific Design
- Optimize Public Benefits
Industrial Lands Strategy

Industrial Areas in Vancouver

- Keep Limited Heavy Ind.
- Create New I – City-Serving and high tech mfg.
- Create New I-3 High tech “office”
- No housing in I areas
- Limit large non-industrial uses including big box retail
CityPlan Direction: Economic Sustainability
 Maintain a Diverse Economy

Commercial, Retail, Tourist, Entertainment

Technology Employment Area

Industry, Port, and City Services
Financing City Responsibilities

City Infrastructure

- Public Works
- Parks
- Community
- Arts & Culture
- Civic Facilities
- Fire & Police

Images of various city infrastructure and community facilities are shown.
Link City Policy And Area Plans to Funding

CityPlan

Vancouver's Housing and Homelessness Strategy
2012-2021
A home for everyone

KENSINGTON-CEDAR COTTAGE

HASTINGS SUNRISE
community VISION

Kingsway & Knight
Neighbourhood Centre

Financing Growth
Paying for City facilities to serve a growing population: the role of city-wide charges on new development
Who Pays for Services to New Housing/Jobs?
Policy: On Large Sites Developers Required to Provide Infrastructure, Affordable Housing, Parks, Daycare to City Standards
Require Amenities “Up Front”
Financing Growth Study

2. Identify Costs of Servicing New Development
3. Assess Market Impacts of Various Rates
4. Prepare Draft Proposal
5. Public Input – Staff Review-Revise Policy
6. Draft Received by Council- Referred
7. Council Hearing on who pays, how much, who benefits
Financing Growth Principles

- **Integration** with policies to maintain livability as city grows

- **Benefiter Pays**: Require new development to contribute to paying for growth costs and impacts

- **Fairness & Equity**: Share burden for paying for City facilities and services fairly between new and existing development and among various types of development.

- **Certainty**: Provide a city-wide system that is consistent and predictable for development industry & community. Provide certainty of rates for most development and allow for flexibility where there are special opportunities.

- **Accountability**: System is as transparent and simple as possible.

  Check economic impact so as not to deter development or harm housing affordability.

New Growth (not existing residents) pay for new services

**Consultative Input**: Community Committee & Workshops.
On Small Sites Development
Cost Levies (DCLs) “In Kind” or “Cash”
Cover 80% of New Service Costs

Vancouver:

Developers should expect:
- Certainty amounts
- Phase in new charges
- City Checked Market Impact
- BUT don’t expect city to bail out developers who over pay for land or under estimate development costs.
City-Wide DCLs Pay for:

Revenue allocated to:

- Parks (41%)
- Replacement Housing (32%)
- Engineering (transportation) (22%)
- Childcare (5%)

- Property Taxes Pay for ongoing maintenance
Reporting Complex New Policy

- Receive & Refer for Public Comment/Review
- “Recommendation” & “Consideration”
- Phase in New Charges
- Funding new work
Consequences of Regulations and Fees?
REGULATIONS
MORE STILL
FUN WITH RED TAPE
VOL XXI
EVEN MORE
FILL IT IN
Decide Task & Public Engagement

Rapid Transit Route

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Big Decisions Without Public Input

Why Transit on Cambie? Large number of city/regional trip generators

Cambie Corridor
- Central Broadway Business District
- BC Cancer Agency
- Vancouver General Hospital
- City Square
- Vancouver City Hall
- GF Strong
- BC Children’s / Women’s Hospital
- St. Vincents Hospital Site
- Cambie & 41st Business Centre
- Oakridge Shopping Centre
- Langara College
- George Pearson Hospital
Arbutus Only Vacant N-S Corridor
Abandoned Line – Opportunities
Corridor
Zoned &
Subdivided
Writing Policy Reports
or
Giving Politicians
a Piece of your Mind
Writing for Governments: “Lenses”

- Elected Officials Lens: Political, Public

- Staff Lens: Professional, Practical
  Not “political” however be “savvy”

Don’t “beat the bushes” for supporters
Writing Tips

- E-mails are casual but remember may be the subject of FOI request (Freedom of Information) and Legal Action.

- Don’t write/say anything you would be embarrassed to see in the newspaper.
PLANNER PROPOSES COSTLY STUDY

LAND-USE PLAN COULD COST CITY TAXPAYERS $1 MILLION
Writing Tips

Remember KISS: Keep it Super Simple

- Short sentences
- Short paragraphs
- Write to communicate not impress
- Avoid Jargon
- Minimize adjectives: “We found a good solution.”
- Avoid Bias – write to inform not sell
- Proofread, Proofread, Proofread

An Example of Biased and Objective Terms: Turn Bay

- The intersection improvements will cost $2 million
- The right turn bay will cost $2 million.
Vancouver Board of Variance: Volunteers Needed

The City of Vancouver is seeking volunteers from the general public for a position on the following civic agency:

- Board of Variance (one position, two-year term)

All appointments will be made by City Council.

Except where otherwise specified in the terms of reference, to serve on a civic agency, you must:

- live or work in Vancouver, or have a significant body of **sexperience** with Vancouver issues;
- be able to demonstrate relevant experience or knowledge, abilities and skills related to the mandate of the civic agency;
What a Difference 1 Letter Makes

- Enrage
- Engage
- Daft
- Draft
- Hole
- Whole
- Plague
- Plaque
Tips for Writing
Not writing Great Mystery Novel

- State purpose/findings/recommendations up front
Policy Options: NOT
Policy Options
A Story Line Helps: Organizing a Report Discussion/Presentation

The Power of Three

- **Chronological**: Changing policy context – Before current By-law, current By-law, options for new By-law
- **Concentric/Geographical**: “In or Out” covering geographic implications Regional policy, City policy, site specific circumstances.
- **Three Sides of Triangle**: Systematically cover all aspects of an issue – e.g. economic, social, and environmental consequences.
- **Pendulum**: Considering options – on one hand, on the other hand, combining the best of both.
- **Snowball Down Hill**: Implications of multiple policies building on each other.
Include “Implications”

Personnel

Social

Financial

Environmental
Communicating with the Public and Press

- Don’t Speak for Politicians
- Prepare: Plan key messages
  - Identify & practice Q&A
  - Helps anticipate questions to answer in report
- Agree who will answer information requests
- For significant new initiative meet with press
  - Don’t forget ethnic press
1. Be Prepared
2. Deliver Your Message
3. 10 Second Bite (repeat the message)
4. Just Answer the Question
5. Everything is on the record
6. Avoid Jargon
7. Never just say “No comment”
8. Never Lie
9. Remember body language
Presenting your Report

Remember
Your report is one of Many

• Provide context
• Very brief summary of report
  • Issues
  • Conclusions
  • Recommendations
Presenting
your Report

Have Author Present
Minimizes Information Report Back
Council Rejects Recommendations

Don’t take the response personally – “Its Just Business”