Dr. Ann McAfee, FCIP
Retired Co-Director of Planning, Vancouver Canada
City Choices Consulting
A NEW PLANNING SYSTEM FOR NSW
GREEN PAPER

Community Participation
Effective community participation in planning at the strategic stages

Strategic Focus
Increased emphasis on strategic planning as the basis for all planning outcomes and to remove duplication

Streamlined Approval
Faster and less complicated Development Approval as issues are resolved strategically

Provision of Infrastructure
Linking planning and delivery of infrastructure to strategic planning for growth
“Vancouverism”

1. Inner City Livability
2. Governance
3. Public Engagement***
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
“Bottom Up Governance” Vancouver

Legislation:
- Local Government Act
- Community Charter
- Vancouver Charter

= Provincial/State Government

Cities Form Metro Board

Municipalities

Citizen Input

No Appeal from Council Decisions
“Vancouverism”
Public Processes

Vancouver City Charter:
Authority to:

- Prepare Plans
- Approve Plans
- No Appeal
- Implement Plans:
  - Deliver Land Uses
  - Provide Services
- Balance Budget
Context:

- Weak Mayor \((Vancouver)\) vs. Strong Mayor
- Elections: At Large \((Vancouver)\) or Wards
- City Manager System vs. Commissioner
Planning Approvals Process

Strategic Directions:
City Directions, Sustainability, Livability

Policy Plans & Guidelines (e.g. Housing, Transportation, Industry, Environment, Services, Financing)

Council Approves

Area & Site Zoning

Development Permits

Staff Approve

Building Permits
1960s-2000s

Glance Back

- Prosperity
- Growth
- Expansion
- Greening
- Right to Inclusion

Changing Context

- Economic Uncertainty
- Contraction
- Climate Change
- Right to Inclusion
- Public Distrust Authority

2013

Focus Forward
Strategic Planning

“Long range planning doesn’t deal with future decisions, but with the future of present decisions.”

Peter Drucker
Making & Using Strategic Plans

What is a Strategic Plan?

Choosing to be clear about your community’s future in a changing environment: “Future should be the result of Choice not Chance”

Strategic Plan should answer:

- Where we are?
- Where we want to be?
- How do we get there?
  - What are the choices & consequences?
  - How much? Who pays? Who benefits?
- How did we do?
Context: Time Frame Challenges
Context: Strategic Planning

- Many Interests
- Many Governments
- New Issues/Ideas:
- Blunt Tools: Zoning
- Limited Funds
Types of Public Sector Strategic Plans

- **Comprehensive Plan/ Official Community Plan/ Master Plan:**
  - Guide to manage long term change
  - Foundation for policies, strategies, actions
  - Public Sector: Covers all topics for region, city, and/or neighbourhood
  - Public Engagement varies

- **Policy Plans:** Public Sector: e.g. housing, transportation, social services, infrastructure, environment
  - Can be for region, city, neighbourhood

- **Business Plans:** Set Company/Council/staff priorities.
  Public Sector: focus on how city hall operates with direction on services/priorities for community. Usually annual, limited public input
Plan Making

Part Art

Part Science

Comprehensive Plan

Vision
Values

Housing Policy
Industrial Policy

Policy Plans:
• Transportation
• Financing Growth
• Climate Change

Combination Values & Facts
Strategic Planning Part “Science”

- Analytical Tools Projections
  - Forecasting
  - Backcasting
  - Fiscal Impact Analysis
  - Social Impact Analysis
  - Economic Cluster Analysis
  - Sustainability Analysis (ecological footprint)

- Public Processes:
  - Surveys
  - Computer Aided input
Do You Honestly Believe We Really Have Enough Information to
Justify a Decision?
Plan Making Part “Art”
‘Heads we believe the research study, tails we don’t.’
Strategic Planning  Organizing Frameworks

**Steps in Developing a Strategic Plan**

- **Develop a Vision, Mission and Values**
  - Tool: Visioning exercise
  - Key question: Where do we see ourselves in the next 3-5 years?

- **Develop Strategic Goals and Objectives**
  - Tool: Brainstorming exercise
  - Key question: What are some barriers preventing us from reaching our vision? What are some goals and objectives to lead us towards our vision?

- **Develop Strategic Initiatives**
  - Tool: Brainstorming exercise
  - Key question: What are some key strategies to implement?

- **Develop Performance Measures**
  - Tool: Operational and quality of life performance measures
  - Key question: How will we ensure a relevant strategic plan that is used in the decision-making process? How will we measure success?

**Holistic Strategic Planning Model**

- **Develop a strategic vision involving public and staff input**
  - Aligning and prioritizing strategic goals & initiatives with vision
  - Measuring and reporting the results
  - Aligning departmental business plans with the strategic plan
Strategic Planning  Organizing Frameworks

Planning Processes

- “Business” : Mission, Vision, Values, Goals, Objectives

- “Traditional Planner’s Plan”: Staff prepare draft plan for public input, Staff revise plan for approval.

Strategic Planning Process

1. Mandate the Planning Process
2. Assemble Information/ Ideas/ Options
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4. Recommend Directions = Council Adopts
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8. Monitor Plan & Managing the Process
Example Strategic Planning Content
Strategic Planning: Mission and Vision

- **Mission: The Focus** -- Defines the city/organization’s purpose, why it exists. Fits on T-Shirt “*Port Moody: City of the Arts*”.

- **Vision: The Future** -- Defines where the city/region/organization wants to be in the future. Usually reflects an optimistic view of the future.
Degrowth
Vision: a process to create the future rather than forecasting from the past

The vision: a process to create the future rather than forecasting from the past and present
Example Visions

- **Melbourne**: Be one of the most livable, attractive, and populous areas of the world.

- **Auckland**: To be the Most Livable City in the World.

- **Metro Vancouver**: Achieve the highest quality of life embracing cultural vitality, economic prosperity, social justice and compassion all nurtured in and by a beautiful place and healthy natural environment.
1970 Metro Vancouver SWOT Issues Analysis

Internal Strengths
- Environment
- Leadership
- Investment Potential

Internal Weaknesses
- Sprawl - Pollution
- Old Economy
- Limited revenues

External Opportunities
- Changing, Uncertain Senior Government Policies & Funding

External Threats
Metro Vancouver Actions Since 1970

Support Strengths
- Improve Environment
- Support Leadership
- Attract Investment
- Secure, Livable City
- Host World Events

Address Weaknesses
- Compact Region
- Complete Communities
- Attract New Economy
- Increase Trans. Choices
- Life Cycle Infrastructure Plan
- Financing Growth Strategy
- Partnerships to address social needs

Capture Opportunities
Reduce Threats
Types of Strategic Plans

- All Good Things Plan
- Wish List
- Everyone Supports

Choice Making Plans
Public Support Varies
“All Good Things Plan”: Everyone Can Agree
Wish List

- Support individual character & identity for neighbourhoods
- Provide housing variety
- Distribute “acceptable” housing types and forms within all “appropriate” areas of Vancouver.

Does not lead to Implementation: No Direction
CityPlan: Make Difficult Choices:

Continue to Redevelop Industrial Lands for Housing
- Keep Neighbourhood character
- Housing close to jobs
- Loss Core Service Jobs

Increase Housing Choice in Single Family Areas
- Change Neigh. Character
- More Efficient Use of Existing Services
Example Strategic Planning Process

- Strategic
- Vision
- Planning
- Goals
- Mission
- Organization
- Objectives
- Analysis
- Threats
- Environment
- Questions
- Achieve
- Start
- Level
- Future
- Clear
- One
- Important
- Organizational
- Strategies
- Values
- References
- Goals/Objectives
- Customers
- Opportunities
- Market
- Customers
- Success
- Define
- First
- Clear
State Prepares Draft Plan

Sydney

State Adopts Plan

Cities Implement Plans

Appeal Decisions

A NEW PLANNING SYSTEM FOR NSW GREEN PAPER

A NEW PLANNING SYSTEM FOR NSW GREEN PAPER FEEDBACK SUMMARY
Case Study: Vancouver CityPlan
Starting with People: Scenarios and Choosing to Assemble Comprehensive Plan Directions
1970-1990
Brownfield Redevelopment
Council Leads
Public Support
What Next?

Too Much of a good thing
Challenge Many Demands
Limited Funds for Services
Vancouverism: “Extensive” Public Engagement

Life Style OR Life Cycle Communities?

Suburban Vancouver 1992
Low Intensity Uses Not Sustainable

Separate land uses

- Downtown Jobs
- Suburbs Housing

= Increase Travel Costs, Pollution, Under Used Services, Limited Housing Choice
1992  70% of City Single Family Lack Housing Choices Underused Services
Changing Demand
Council-Staff Solution: Use Redundant Industrial Lands in Suburbs to Add Housing Choice in Neighbourhoods
HELP
SAVE OUR
HOMES

SAVE OUR
HOMES

EVICT THE
BEAST OF
CITY HALL
Council Invites Public to Walk in Council’s Shoes

Who Involve?

• Those affected by Decision
• Those Who Will Influence Decision
Council Asks Staff to Propose A Planning Process to Create a New City Plan

Staff Proposal

1. Staff Prepare Draft Plan
2. Seek Public Input
3. Staff Revise Plan
4. Seek Council Approval

Focus Land Use
Council Says NO to Staff Process

• Limited Scope Land Use
• Few People Involved
  • Those who do Protest
• Future should be a result of Choice not Chance

Need way to engage public in difficult choices resulting from:
  Inadequate funds
  Limited land
Vancouver Council “Prime Directives” For New Planning Process

- Hear About All Issues
  - Land Use
  - Budget Priorities

- Hear from New People

- Hear through New Ways

Everyone In the Boat
Broad Inclusion: e.g. Communities, Business, Multicultural, Youth, Elderly, Needy, City
Council Directive: Discuss All Issues

Transportation

Housing

Finances

Economy

Environment

City Services
Directive: Hear from New People
Reach beyond usual participants to include many ages & cultures
Council Directive: Hear through New Ways:

### How do people want to receive information?

- **Printed materials delivered to home:** 46% preferred by older, smaller households
- **TV News:** 40%
- **Radio news:** 24% preferred by lower income
- **Newspaper articles:** 36%
- **Cable TV:** 16%
- **Public Displays:** 20%
- **Speakers, workshops:** 13%
- **Help Line:** 10%
- **Internet/Web:** 5-20% plus?

### How do people want to participate?

- **Fill out a questionnaire:** 67%
- **Attend neighbourhood public meeting:** 58%
- **Write a letter:** 49%
- **Phone to city:** 32%
- **Attend Council meeting:** 34%

* 1992 300 Household Survey on public interest in participating in CityPlan*
Many ways to participate
Different approaches for different stakeholders
Planning to Plan: Sets the Stage for Plan Preparation & Implementation

- Work with Council to Clarify:
  - Expectations
  - Time Frame Plan
    - x year or when meet targets
  - Content
  - Funding

- Contributes to Council Commitment to Implement the Plan (But cannot commit future Councils)
IAP2 Spectrum
of Public Participation

Increasing Level of Public Impact

**Inform**
- To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

**Consult**
- To obtain public feedback on analysis, alternatives and/or decisions.

**Involve**
- To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

**Collaborate**
- To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

**Empower**
- To place final decision-making in the hands of the public.

---

**Promise to the public**

- We will keep you informed.
- We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.
- We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.
- We will look to you for advice and innovation, in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.
- We will implement what you decide.

---

**Example techniques**

- Fact sheets
- Web sites
- Open houses
- Public comment
- Focus groups
- Surveys
- Public meetings
- Workshops
- Deliberative polling
- Citizen advisory committees
- Consensus-building
- Participatory decision-making
- Citizen juries
- Ballots
- Delegated decision
Decide Task & Public Engagement

CityPlan

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>GOAL</th>
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<tr>
<td>Empower</td>
<td>Place final decision-making authority in the hands of citizens.</td>
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<tr>
<td>Collaborate</td>
<td>Partner with the public in each aspect of the strategic planning process, including the development of the strategic goals and prioritization of the strategic initiatives.</td>
</tr>
<tr>
<td>Engage</td>
<td>Work directly with the public throughout the process to ensure that citizen issues and priorities are consistently understood and considered.</td>
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<tr>
<td>Consult</td>
<td>Obtain public feedback on analysis, alternatives, and/or decisions.</td>
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<tr>
<td>Inform</td>
<td>Provide the public with balanced and objective information on the strategic plan to assist them in understanding the strategic vision, goals and initiatives.</td>
</tr>
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</table>
Clarity Roles Up Front – Public Advises - Council Decides

- Clarify Community Role
- Clarify what not on the table

Council Adopted
Terms of Reference
Council Adopted Plan Terms of Reference

CityPlan Community Visions
Terms of Reference
Approved by City Council July 30, 1996
Revised August, 1999
Revised January, 2002

TERMS OF REFERENCE
Approved by City Council on April 17, 2007

TERMS OF REFERENCE
METROPOLITAN CORE JOBS AND ECONOMY LAND USE PLAN
Approved by City Council on July 28, 2009
<table>
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<tr>
<th>Roles</th>
<th>The Community</th>
<th>Community Liaison Group (CLG)</th>
<th>Social Coordinating Group (SCG)</th>
<th>Working Groups or Project Based</th>
<th>Community Plan Team/Technical Team</th>
<th>Other Interests</th>
<th>City Council</th>
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<td>Manage the process</td>
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<td>Watchdog/advise on process</td>
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<td>Facilitate Events</td>
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<td>Advocate (special needs &amp; special interests)</td>
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<tr>
<td>Generate ideas/values/needs</td>
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<td>Develop and describe options</td>
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<td>Provide city-wide perspective on options</td>
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<td>Select preferred options</td>
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<tr>
<td>Approve Policies &amp; Plans</td>
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</table>
People Represent Themselves

Groups (unless elected)
Reflect NOT Represent
Community Interests
Planning to Plan: Council Agrees Funding

- Fund Process
- Some funds for early implementation
  (Dream with a Dollar)
Planning to Plan: Working the Traditional Media

- Meet Editorial Boards
- Press Conferences
- Key Messages
Looking to the future

We still live in a dream city, but some of us are starting to see things that disturb us. Here's what's being done about it.

JEFF LEE
Sun Regional Affairs Reporter

VELYN HARRIS HAPPILY boasts she has lived in the same Lakewood Drive house for 72 of her 79 years. Go to see the 1909-built house, and she will make visitors shuck their shoes before stepping on the original linoleum.

Harris's house is considered by architecture buffs to be the least-altered heritage house in the city, right down to the original window shades and cast-iron stove.

But unlike her museum-quality house, Harris' Vancouver has not stayed locked in, and is always in need of remodeling, renovation and redecoration. Harris has

From the cover of 1947's Bartholomew Report
Today: Public Outreach Social Media

Council

City Manager

Department Heads Steering Committee

CityPlan Team

Planning, Engineering, Finance, Parks, Police, Fire, Social Planning, Housing, Health
Limit Consultants

- Surveys
- Media
- Event Logistics
- Facilitate

Help Reshape our Community... one person at a time
Planning to Plan: Develop Process

Vancouver City Plan
Steps, Events, and Products

**STEP 1**
- **PEOPLE GIVE IDEAS TO COUNCIL**
  - INDIVIDUALS AND GROUPS
    - CITY CIRCLES
    - THEMES DAY
  - IDEAS FAIR
  - IDEAS FORUM

**STEP 2**
- **PEOPLE DISCUSS IDEAS**
  - IDEAS BOOKS 1 & 2
  - IDEAS ILLUSTRATED

**STEP 3**
- **PEOPLE CONSIDER MAIN ISSUES AND CHOICES**
  - CHOICES WORKSHOPS
  - FUTURES LABS
  - FUTURES DISPLAYS

**STEP 4**
- **COMMENTS TO COUNCIL ON PROPOSED DIRECTIONS**
  - DISPLAYS OPEN HOUSE
  - DELEGATIONS

**TIMING**
- Nov. - April '92 '93
- April - June '93
- Feb. - July '94
- 1995

**PLAN ADOPTED**
June 6, 1995

**PRODUCTS**
- TOOL KIT
- IDEAS INTO ACTION
- GREENWAYS
- SAFETY: Community Policing
- NETWORKED CITY: Integrated Service Delivery
Getting Ready: Assemble Information - Tool Kit

- Share knowledge
- Provide participants With Equal access to Information:
  - Existing Goals, Policies, Trends, Issues, Choices
- No “insiders”
- Allows focus on Choices

KISS it: Keep it Short & Simple
Provide Facts

- Population, age, income
- Jobs, Housing
- City Services (Not Schools, Health, Income Support)
- Existing Policies
- Budget

Tool Kit info:

Public Discussion can focus on Ideas
Why We Need A CityPlan

The City of Vancouver faces many important decisions about the future. To make those decisions, City Council needs a clear understanding of what values people share for keeping and improving Vancouver’s livability. And Council needs to know how these values can be put into practice for the city. What are the roles and responsibilities of individuals, neighbourhoods, and government?

There are many reasons that make the need for a City Plan more obvious now than ever before.

Limited room exists for new development in the region, yet population growth shows no sign of slowing down;

People’s needs are constantly changing: young adults move out on their own; young couples move from apartments to houses as their families expand in size;

People are becoming more concerned about the environment;

Decisions that are under discussion on regional transportation and land use will change how people get around, will touch neighbourhoods, and will influence the shape of the city and region;

People and governments increasingly face financial constraints;

Citizens need to find ways to build mutual respect and understanding amongst people from different cultures and languages;

Changes to one part of the city can impact on others and people need new ways to participate in decisions affecting them.

CityPlan is a meld of program and product. The program is one of wide-ranging and intense public involvement. Its outcome provides a clear guiding image for the future of the city. The final document, and the program to get to it, are equally important.
CityPlan:
Inclusive Process for Making Difficult Choices
Step 1 Council Invites People to Identify Directions for New City Plan

Equal Access to Information
Discuss Directions not Argue Facts

Stakeholder Input
City Circles

- Groups of 10 – 15 discuss future directions
- People talk to People
- Encourage shared solutions
- “Rules” -- Manage Expectations
  - Public Advises.
  - Council Decides
  - Ideas & Solutions
- Travel Together

400 Circles
Managing Expectations

- Ideas & Solutions
- Travel Together
This Bulletin is designed to keep City Circles abreast of news, events and program support. Your feedback is important. Please let us know how we might improve the Bulletin.

Stop the Press! In response to concerns expressed regarding the short time frame for preparing ideas, the CityPlan team is recommending to City Council that the deadline for ideas submission be put back one month to April 2, with the Ideas Fair to follow on April 30, May 1 and 2, 1993. This delay will also accommodate the growing numbers of people wanting to take part in CityPlan.

Over 120 City Circles are up and running. Of these, about one-third are groups organized specifically for CityPlan, while the remaining two-thirds are clubs, associations and agencies which have put CityPlan on their current agenda. More registrations are coming in daily.

NEWS FLASHERS

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!"

This Week in CityPlan Staff Newsletter
Your Ideas:

- Write a letter
- Draw a map
- Shoot a video
- Take a photograph
- Make a sketch/model
- Submit a detailed proposal
Broad Inclusion

- CityPlan 70 Multicultural Circles
- Information Translated into 8 languages
- Large Type and Audio Formats
Involve High School Students in “adult” program — It’s their future
Youth View Program

- 150 Classroom Circles
- “Kids in the Hall” (City Hall Visits)
- Art, Video, Survey Projects
Step 1: Provide Information, Circles Discuss, Assemble Ideas

CityPlan Tool Kit + Circles = CityPlan Ideas Book
NEWS FLASH!

More time for CityPlan ideas!

You told us you wanted more time to develop your great ideas for Vancouver's future...and we listened! Under a new timetable just approved by City Council, the deadline to submit ideas for the Ideas Book has been extended to April 17, and the Ideas Fair will be open April 9 and May 1 & 2 at Robson Square Conference Centre.

CityPlan was designed to be a flexible process to which on-going adjustments could be made when required. Council's decision to extend the deadline was due in part to many requests from City Circles and in part to the tremendous public response to CityPlan over the past two months.

So, if you haven't sent in your great idea for Vancouver's future, you still have time. Call us today at 873-PLAN for more information.

Everybody's talking about CityPlan issues

Numbers don't tell the whole story, but they do provide a good sense of the enthusiastic response from the community towards CityPlan. Quite simply, people want to be involved in planning the city's future. They want their voices heard and their ideas examined. CityPlan gives the public that opportunity.

Over the past month, public participation in the program has increased dramatically. The biggest increase has been in the numbers of City Circles which have been formed since the New Year. Almost 200 groups with a total membership of over 2,000 people are now active.

The diversity is astounding.

Many individuals have joined together to form City Circles, including 49 newly formed groups. Almost 150 existing organizations - most of which seldom participate in city planning activities - have signed up their group as a City Circle.

More than 60 Circles have been formed among various multicultural communities, including Chinese (90 groups), Indo-Canadian (14), Spanish (11), Vietnamese (7) and French (5). Groups include SUCCESS, Canadian Sikh Study Society, the Catholic Hispanic Mission, and the Francophone Association La Maison.

Key business organizations have formed City Circles including the Downtown Vancouver Assn., Downtown Vancouver Business Improvement Assn., Building Owners and Managers Assn., and Vancouver Board of Trade.

Over 2,500 people have signed up to receive the CityPlan Tool Kit. Almost 200 teachers and thousands of students are working on CityPlan projects, including 5,500 students who are accessing the EdNet computer bulletin board.

And finally, the media are writing and talking about CityPlan and urging their readers, listeners and viewers to take part and make a difference.

When the Vancouver Sun launched the "largest reader participation project in its history," it asked its readers to submit ideas to "help shape the future of Vancouver and the Lower Mainland." Participation and generating ideas for Vancouver's future.

That sums up what CityPlan is all about.

For more information, call 873-PLAN
Ideas Book

Sharing Ideas:
Submissions from
Over 3,000 people

Creditability:
See own and others ideas.

Advantage short time
4 months for Step 1:
Participants open to other suggestions

Illustrate Ideas for Display
1. ACCESS TO SERVICES

- Current municipal services are mostly in English only.
- More multilingual staff are needed in departments where frequent contacts with new immigrants are anticipated.

SEEING? LISTENING? TALKING?

There is a current lack of communication.
English only? Can't understand!

Need for improving accessibility to municipal services.

2. VANCOUVER HEALTH DEPARTMENT

A culturally sensitive model

- Bilingual nurses are employed and ethno-specific parenting courses are implemented by the Vancouver Health Dept.
- A good model to be followed by other departments.

Names of Participants:
Kelly Ng
Liya Liu
Jason Chan
Family: Youth Services Network

Artist's Name: Christopher Small

Public Services and Infrastructure
Step 2

- Generate Ideas
- Review Ideas
- Issues & Choices
- Complete the Plan
Step 2:
Review Ideas
Which to Consider Further?
Ideas Fair, Workshops, Open Houses
Step 2: Themes Day
Circle Reps Group Ideas
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<td>✔️</td>
<td>TRANSPORTATION GETTING AROUND</td>
</tr>
<tr>
<td>✗</td>
<td>Public Works Infrastructure</td>
</tr>
<tr>
<td>✔️</td>
<td>INFRASTRUCTURE SUPPORT</td>
</tr>
<tr>
<td>✔️</td>
<td>SERVICES + UTILITIES</td>
</tr>
<tr>
<td>✗</td>
<td>People and Lifestyles</td>
</tr>
<tr>
<td></td>
<td>COMMUNITY</td>
</tr>
<tr>
<td>7</td>
<td>Culture and Education</td>
</tr>
<tr>
<td>✔️</td>
<td>CULTURE</td>
</tr>
</tbody>
</table>
Step 2 Ideas Fair:
Public’s Ideas Displayed and Discussed

10,000 attend over 3 days
"We just want our kids to be able to live in the city. I guess we worry about the price of real estate."
Retired Couple

"Traffic is really out of control. I'm really irked at the money spent on the Cassiar connector - which helps cars. It could have been put into better public transport, into improving bus systems, into pushing the skytrain to another area, into building more bike paths. I want my baby to be able to ride his bike to school when he gets older, but the roads are unsafe."
Homemaker

"I am a sailor and I worry about the quality of the water in Vancouver's harbours, now and in the future. Sewage and industry have to be watched to prevent it from getting any more polluted than it is."
Boat Restorer

"I think someone has to clean up gangs, because going to highschool isn't going to be as safe."
Grade 12 Student

"Jobs would be nice."
Unemployed
People Speak to Council = Creditability
Youth Involve Parents
Involve Naysayers
10,000 attend over 3 days
People Recommend Ideas to Consider Further
Staff Tabulate Fair Results

What Should be in CityPlan?

- Environment: 780
- Neighbourhoods: 417
- Movement: 354
- Culture: 366
- Finance: 261
- Where people live: 261
- Where people work: 217
- Safety: 303
- Look of the City: 216
- Decision making: 208
- Public services: 611

Total responses: 1,353

Where People Will Live

- More population: 547
- Stop urban sprawl: 274
- Limit population: 360
- Higher densities: 403
- House cost & variety: 989
- Social housing: 444
- Educate on need: 212
- Keep S.F. zoning: 266
- Control design: 135

Total responses: 1,551

Finance, and Ways and Means

- User fees, etc.: 940
- Tax incentives: 677
- Reduce costs: 520
- Budget to revenue: 438
- Reallocate funds: 924

Total responses: 1,489
Broad Agreement
Ideas Into Action
Builds Creditability

Don’t Increase taxes:
Re-deploy existing Budgets
Example Mixed Messages

- Preserve Single-Family Neighbourhoods
- Increase Housing Variety
Step 3  Where No Agreement: Council Invites Public to Advise on Choices
STEP 1
PEOPLE GIVE IDEAS TO COUNCIL

INDIVIDUALS AND GROUPS

TOOL KIT

Nov. - Feb.
'92 '93

STEP 2
PEOPLE DISCUSS IDEAS

IDEAS FAIR
IDEAS FORUM

IDEAS BOOK

March
'93

STEP 3
PEOPLE CONSIDER MAIN ISSUES AND CHOICES

ISSUES WORKSHOPS
CHOICES FORUM

ISSUES AND CHOICES BOOK

Apr. - June
'93

STEP 4
COMMENTS TO COUNCIL ON PROPOSED DIRECTIONS

DIRECTIONS FORUM

'94

CITY PLAN DIRECTIONS

CityPlan
Why We Need A CityPlan

CityPlan Ideas Fair
The Check Book

Making Choices
CityPlan Step 3

1993

February

1994

April

1994

June - July
<table>
<thead>
<tr>
<th>Choices</th>
<th>Consequences</th>
<th>How Do?</th>
</tr>
</thead>
</table>

Staff assemble key ideas from the public into Choices Workbooks.
Choices Include Many Topics

- 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
Council asks Public to Advise on Choices e.g.

Growth
- More Housing?
- More Jobs?
- What types?
- Where?

Services
- Which?
- Who For?
- Who Pays?
What Services?
Who For?
Who Pays?
How Pay?

- Reduce Services
  *And/Or*

- Increase Taxes to pay for services
  *And/Or*

- Increase Density to make more efficient use of services
Example Land Use Choices:

Continue to Redevelop Industrial Lands for Housing
- Keeps Neighbourhoods
- Loss Jobs & Services

Increase Housing Choice in Single Family Areas
- Life Cycle Neighbourhood
- More Efficient Use of Existing Services
- Keeps jobs/services
**Choices Workbook Land Use Example**

<table>
<thead>
<tr>
<th>Housing Choices</th>
<th>Consequences</th>
<th>How Do?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <em>Limit Growth in City.</em></td>
<td>• Maintains Existing Neighbourhoods</td>
<td>Develop Existing Capacity</td>
</tr>
<tr>
<td></td>
<td>• Cost new services</td>
<td>Minimize Rezoning in City</td>
</tr>
<tr>
<td></td>
<td>• Loss farm lands</td>
<td></td>
</tr>
<tr>
<td>2. <em>Continue to Redevelop Industrial Lands for Housing.</em></td>
<td>• Maintains Existing Neighbourhoods</td>
<td>Rezone Industrial lands for housing</td>
</tr>
<tr>
<td></td>
<td>• Reduces Employment Opportunities</td>
<td></td>
</tr>
<tr>
<td>3. <em>Increase density in single family areas.</em></td>
<td>• Changes to Neighbourhoods</td>
<td>Rezone Single Family areas for suites, infill, multiple housing</td>
</tr>
<tr>
<td></td>
<td>• Maintains job opportunities</td>
<td></td>
</tr>
</tbody>
</table>

No “right” choice just different consequences
Circles
Discuss
Choices
Choices Workbook Results

Some Shared Directions Emerge:

- Walking, Biking, Transit
- Public Places
- Community Policing
- Environment
- Funding
After Workbooks: No agreement on Land Use Policy
Develop Scenarios For More Discussion
Scenario Steps

1. Identify key policy issues which require decisions

2. Identify certainties, trends

3. Cluster trends and build scenarios to describe and illustrate the choices, consequences, and actions if a scenario is adopted.

4. Staff assemble information (quantitative analysis if possible) on choices and consequences. Factual information for discussion.

5. Broad public discussion on choices and consequences of scenarios (including surveys, workshops, circles discussions, open houses).

6. Recommended scenario (package of policy directions) to Council.
Scenarios
Developing Scenarios is a creative process. Scenario building participants need to:

- Identify plausible pathways to the future (DO NOT set up scenarios as “Best”, “Worse”, “Middle”) not “two leper colonies & club med”. Scenarios must be real choices.
Scenarios

- A way of testing strategies for sustainability in different circumstances
- Illustrate choices, consequences, and actions if a scenario is adopted. Be fair and neutral – No Right or Wrong – just different outcomes.
- Scenarios imply that the future is not fixed -- it can be shaped by decisions of individuals and organizations.
Why Use Scenarios in Strategic Planning?

- Scenarios promote discussion and understanding of choices & consequences
- Communicate via storyline and image
- Help reduce Fear, Uncertainty, Doubt (FUD)
- Aid in building consensus
Analyze Choices & Consequences

- Recognize that many initial comments will be based on gut feeling or intuition (qualitative), rather than extensive assessment (quantitative).
- Where feasible undertake technical reviews of issues/directions/actions. Focus on:
  - Available information.
  - Information about choices and consequences.
  - Be neutral – Be careful about prejudging “good” and “poor” actions before seeking public input.
- Further Quantitative analysis can happen later on those actions which look most promising.
Four Futures: All Include Areas of Agreement:

- Improve the Environment
- Discourage Cars -- Encourage Transit, Walking, Cycling
- No Tax Hikes: Reallocate Existing Funds, Growth pays for services
- Community Policing: Prevent crime by addressing causes
- More parks and varied public places
<table>
<thead>
<tr>
<th></th>
<th>FUTURE #1 NEIGHBOURHOOD CENTRES</th>
<th>FUTURE #2 MIXED RESIDENTIAL &amp; MAIN STREETS</th>
<th>FUTURE #3 CENTRAL CITY</th>
<th>FUTURE #4 TRADITIONAL CITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Where People Live</strong></td>
<td>160,000 more people by 2021; an increase of one third. New townhouses and apartments in many neighbourhood centres</td>
<td>Same population as Future 1. New rowhouses, townhouses, apartments scattered throughout neighbourhoods</td>
<td>Same population as Future 1. New apartments and apartment towers on former industrial lands</td>
<td>100,000 more people by 2021; an increase of 20 percent. Only housing already approved: mainly downtown and above shops</td>
</tr>
<tr>
<td><strong>Development Character</strong></td>
<td>Denser clusters in neighbourhoods, with character based on neighbourhood preferences</td>
<td>Denser city throughout, with character based on neighbourhood preferences</td>
<td>Traditional densities in existing neighbourhoods; character based on neighbourhood preferences</td>
<td>Traditional densities and character</td>
</tr>
<tr>
<td><strong>Where People Work</strong></td>
<td>Emphasis on downtown, neighbourhood centres, and industrial jobs</td>
<td>Emphasis on downtown, main streets, and industrial jobs</td>
<td>Emphasis on downtown and central Broadway office districts</td>
<td>Emphasis on regional town centres, with low job growth in the city</td>
</tr>
<tr>
<td><strong>Neighbourhoods</strong></td>
<td>More village neighbourhoods with a variety of housing, jobs, and shops</td>
<td>More mixed residential neighbourhoods with shops and services on main streets</td>
<td>Traditional single family neighbourhoods continue as the dominant pattern</td>
<td>Same as Future 3</td>
</tr>
<tr>
<td><strong>Decision Making</strong></td>
<td>City staff work in and with the community</td>
<td>Neighbourhoods have some decision making powers</td>
<td>Like today, with more input to City Council from the public</td>
<td>Same as Future 2</td>
</tr>
<tr>
<td><strong>Housing Costs</strong></td>
<td>Some low-income housing through subsidies and some affordable market housing through regulation</td>
<td>Some affordable market housing through regulation</td>
<td>Same as Future 1</td>
<td>Some low income housing through subsidies</td>
</tr>
<tr>
<td><strong>Community Services</strong></td>
<td>Widely accessible</td>
<td>Same as Future 1</td>
<td>Range of services; some targeted to urgent needs</td>
<td>Same as Future 3</td>
</tr>
</tbody>
</table>
Participants illustrate 4 Futures (Scenarios) for broad public input

No right or wrong
Just different futures for the City
Choice 4: *City* Growth to Region:
Maintain Single-Family Character
Loss of Farm Lands, Increase Servicing Costs
Maintain Single-Family Neighbourhoods

Choice 3
Redevelop Industrial Lands for housing

Where do Industries Go?
Choice 1 & 2  Add Housing in Lower Density Neighbourhoods
Choice 1/2 Changes Neighbourhood Character Adds Housing Choice, Makes More Efficient Use of Services by Increasing Density
Need to be Nimble:
Circumstances Change
Set Clear Objectives Flexible Delivery Process

ON STRIKE

Futures Fairs
Vancouver Museum - June 10 - 19
Now on Tour June 17 - July 30 1994

CityPlan
Take Part. Make a Difference.

Granville Island Market
June 17 - 22
Grandview Park
June 23 - 26
Safeway (Kingsway & Joyce)
June 27 - 30
English Bay
July 3
Art Gallery Plaza
July 4 - 9
Kerrisdale Community Centre
July 10 - 17
City Square
July 18 - 30
Futures Displays Tour City
Over 15,000 visit displays & answer choices surveys
Go Where People Are
Participants Recommend Preferred Future
Invitations, Information, Scenarios and Surveys to all Households
Analyze who Responded & Fill in Gaps
Preferred Future

1 & 2 Add Housing In Existing Neighbourhoods = 82%

1: Nbhd Centres
2: Mixed Nbhs
3: Central City
4: Traditional City
Undecided
Futures Questionnaire: Where Respondents Live

Note: 8% of all respondents were from outside the city
Sample Survey Asks 1,500 about the future

Staff Prepare Draft Plan from Process Results
Step 4: Completing the Plan
Plan Displays Tour City
Surfin’ in the city

CityPlan is on-line and waiting for your comments via the Internet

By RANDY SHORE
Editor

City hall may be committed to hearing about your vision for the future of Vancouver, but that doesn’t mean they have to see you in person.

In the 1990s consultation means more than blowing off steam at a public hearing along with 30 other bored-looking people in a high school gym. Now, with a computer and modem you can view the summary or the full text of CityPlan, copy passages out, collect the names and phone numbers of city councillors and e-mail your comments directly to the city’s brain trust. (Even if you don’t have your own computer you can browse the city’s website on a FreeNet terminal at the Central and Renfrew branches of the Vancouver Public Library provided you have a user account. The city and FreeNet are said to be working on making the contents of the CityPlan report available on a system called Freepart which is accessible at no cost through the FreeNet terminals.)

The city has recently created a home page, a directory of city reports and schedules, accessible through the World Wide Web. The Web is part of the Internet - a global network of computer systems.

What’s it like?

promises or anything you might be able pin a politician down on, forget it.

While the report says the people of Vancouver want affordable housing, to live close to work in environmentally friendly pedestrian-oriented neighbourhoods and lots of other things there is no mention anywhere of how this stuff might be achieved (except to say that it will all be done in close consultation with the people of Vancouver).

Tenants Rights Action Coalition (TRAC) has already taken the city to task in its own position paper on CityPlan for failing to provide any hint of how the plan’s proposals for affordable housing might be met.

As the world’s longest wish list CityPlan is likely to attract many more condemnations by individuals and groups looking for fast action.

Make your mark

The city of Vancouver requests your thoughts and suggestions based on the draft report of CityPlan. Respond by e-mail to: cityplan@city.vancouver.bc.ca.
Council Listens And Supports Public’s Preferences

- Formal Public Hearings final chance for public to speak to decision makers.
City Directions Approved
20 months over 2 ½ years

40% households/ over 100,000 people engage, attend events, submissions
1993-1995 CityPlan Participation

- Written Submissions: +6,000
- Event Participation: +20,000
- “Participated” based on Survey results +100,000 (40% households)
- Support for Community Plans
CityPlan Directions

Sustainable City-wide Directions
- Jobs/Services/Housing Balance
- Accessibility through Land Use
- Expand Economic Diversity
- Support Social Inclusion
- More Efficient Use of Existing Services
- Growth Pays for New Services

Livable Neighbourhoods: Sustainable Suburbs
- Increase Housing Choice
- Mix Uses
- Renovate/Retain
- Retrofit Sustainable Suburbs
- Alternatives to Car

Region
Support Livable Region Plan
Sustainable City Funding Directions

- Make More Efficient Use of Existing Services
- Growth Pays for Services (Recover 80%)
- Charge User Fees to Reduce Waste and Pollution
Funding Directions:
Don’t Increase Taxes Re-Deploy Existing Budgets Streets become Greenways
Incorporate New Directions in Department Budgets and Capital Plan

INTEGRATED STRATEGIC PLANNING FRAMEWORK

Inputs:
- Environmental scan
- Staff/citizen participation
- Stakeholder analysis
- Outcome measures
- Long-range financial plan

Outputs:
- Municipal goals and objectives
- Strategic initiatives to achieve goals/objectives

Performance Measurement

Strategic Planning Process

Annual Budget Process

Department Business Planning Process

Outputs:
- Resources allocated
- Alignment with municipal strategic goals and objectives, and departmental business plans

Outputs:
- Departmental business goals
- Alignment with municipal strategic goals and objectives
- Key performance measures
Make Sustainability “Way of Doing Business”

Don’t Compartmentalize
Or Bonus Sustainability
Vancouver’s Housing Directions: 80% Support Council Adopts

- Increase Housing Choice in Single Family Areas
- Provided Growth Pays for New Services
Affordable Housing Programs 1974-1994

“Carrots”
- Bonus Units/Space
- Use City Lands for Coops, Non Profit
- Reduce Red Tape
- City Housing Corporation
- Public-Private Initiatives
- Secondary Suites
- Federal Rental Incentives

“Sticks”
- Demolition Controls
- Conversion Controls
- Rate of Change Regulations
- Inclusionary Zoning

Maintain Existing Programs
CityPlan Directions

Regional Advice

Advise Council Decisions
Budgets
Land Use

Citizens Understand Difficult Choices

Next Steps

City-Wide Policy Plans

Area Plans - Zoning
Vancouver
Ross Howard

Master plan provides destination, but no route
Next Steps: Detail City-Wide Policies and Area Plans
Bite Size Steps – Coincide with Council Term

CityPlan

CULTURE PLAN FOR VANCOUVER 2008-2018

CreativeCity

Financing Growth
Paying for City facilities to serve a growing population: the role of city-wide charges on new development

Kingsway & Knight Neighbourhood Centre

The Coastal Vancouver Task Force’s Community Climate Change Action Plan

HASTINGS SUNRISE
community vision

KENNEDY-CEDAR COTTAGE

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

The City of Vancouver plan TANSPORTATION

The City of Vancouver plan TRANSPORTATION

The City of Vancouver plan TRANSPORTATION
Take Aways

- Building Political Support
- Addressing Public Cynicism
- Learning From Experience
Build Political Support: Listen & Lead

- Clear roles Council, staff, community
- Deliver “New” People through Partnerships:
  - Community, Governments, Business, Non Profits
- Address “Real”/“Tough” choices
- Surveys
HOW ANIMALS ADAPT TO CLIMATE CHANGE:

HOW POLITICIANS ADAPT TO CLIMATE CHANGE:

Staff Need to be Ready to Roll: Right Place at Right Time
Planning to Plan: Clarify Roles Up Front – Public Advises - Council Decides

- Council Adopted Terms of Reference
- Clarify Community Role
- Clarify what not on the table
- Agree Some $ implement (Dream with a Dollar)
- Agree Process Funding
  - CityPlan $3 million
### CityPlan Budget

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>ToolKit &amp; Ideas Fair</td>
<td>$1.2 million</td>
</tr>
<tr>
<td>Choices &amp; Futures</td>
<td>$0.5 million</td>
</tr>
<tr>
<td>Plan Review</td>
<td>$0.2 million</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td><strong>$1.9 million</strong></td>
</tr>
<tr>
<td>Staff</td>
<td>$1.5 million</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$3.4 million</strong></td>
</tr>
</tbody>
</table>

### CityPlan Revenues

- **Sponsors**  - $203,500
- **Province**  - $30,000
- "In kind"     - Press coverage
- **City**      - $3.2 million
Council Budget: CityPlan
Philippines Similar Public Process Much Reduced Cost

Transferability Scale Up
Addressing Public Cynicism: Respect Participants

- Many ways to participate
- Equal Access to Information
- All People’s Contributions Equal -- Co-Design
- People Speak to People – Circles
- Access to Council
- Feedback Results
- Bring Funds to Table
KISS: Keep Process Simple

Traditional Process Steps
- Mission
- Vision
- Values
- Goals
- Objectives
- .......

KISS Steps
- Directions/Vision
- Policy-Area Plans
- Actions
Many ways to Participate

Different approaches for different stakeholders

Translation
Minimize Holding People Captive to Mike
Working Groups
Council Attends Planning Events
What to do Differently:

- Keep Broad Focus but Identify Fewer Key Directions: 5-6
- Add more detail into Directions Plan. Less a cute story.
  - More information on options selected and implications.
  - More Specifics on Next Steps
  - Area Plans & Policies “Fit in binder”
Use Web - Social Media:

- **Sharing**: Equal access to Information
- **Peering**: Knowledge/Responses shared horizontally
- **Looping**: Feedback – Keep in loop

**Choosing?**

**Creditability?**

People Speak to Council
Seek New Tools for Plan Implementation

Cities least revenue
Top of Mind for Services

Residents Respond
Think Local
Act Local

Zoning Blunt Tool
Find ways to Maintain Engagement & Build Buy-In while Reducing Process Time
Role of the Planner?
Defining Ourselves: Planner or Pollster?