



Mount Pleasant

Community
planning program

TERMS OF REFERENCE

Approved by City Council on April 17, 2007

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1. INTRODUCTION

This document contains the Terms of Reference for a Mount Pleasant Community Planning Program. This Program proposes a new approach to area planning that integrates the City's recent experience with Community Visions and Neighbourhood Centres, a social component that addresses pressing social issues, and a long-range plan for the future. This process builds upon and updates the 1987 "Community Development Plan for Mount Pleasant" and the 1989 "Mount Pleasant Traffic Management Plan." While the Terms of Reference are specific to Mount Pleasant, most elements of the process could be applied to other higher density communities to update their older, out-of-date plans.

1.1 Background

In June 2006, Council selected Mount Pleasant as the first of several higher density communities with older, out-of-date plans to undertake a new community planning initiative.

Since 1995 when Council adopted "CityPlan: Directions for Vancouver" as a broad, long-range plan for the city, area planning staff worked with the largely single family communities to bring CityPlan to the local level through Community Visions. More recently, these Visions are being implemented through Neighbourhood Centres Planning. Public involvement is a key component of all these processes and each program created new ways of reaching out to people and encouraging participation of all those interested or affected.

More recently, Council has supported new approaches to pressing social issues, especially in the inner-city, and to broader social sustainability policy. Council's "Four Pillars Drug Strategy", the Vancouver Agreement, and the variety of initiatives related to the "Downtown Eastside Revitalization Project" are examples of comprehensive attention to pressing social needs. Another approach was a pilot project in the West End to co-ordinate neighbourhood responses to street level issues and to foster community capacity. Currently, staff are developing a city wide Social Development Plan, to bring a more comprehensive and coordinated approach to deal with quality of life issues for Vancouver, and with a particular focus on social sustainability. In addition, Council recently launched Project Civil City which aims to address public disorder.

The Mount Pleasant Community Plan will deliver comprehensive, sustainable, long range policy guidance, and specific plans for shopping and residential sub-areas. It will also deliver short term action on pressing social issues within the community. Inherent in this approach is a focus on public outreach, engagement and community capacity building, so that short and long term initiatives can be sustained.

1.2 Mount Pleasant: A Community 'On the Edge'

Mount Pleasant is one of the city's oldest and most diverse neighbourhoods. It faces an uncertain future as development pressures coupled with long standing social development issues make it a community 'on the edge'. Physically, it is an inner-city community 'on the edge' of the downtown core that is facing a surge in new development due to the Olympic Village construction on False Creek. It is attracting

new investment and has developed an 'edgy' identity along Main Street due to a mix of new shops, fashion makers, and artists.

Mount Pleasant has several distinct neighbourhoods, separated by major arterial streets with high traffic volumes. Generally, the eastern areas are more 'on the edge' with a high proportion of youth and children at-risk, a growing population of refugees and homeless persons, significant numbers of problem premises, and one of the city's largest stocks of low-cost, rental housing. Because of the area's high proportion of renters (about 70% of all households), the population is transient and many neighbourhoods do not have community groups who can advocate or represent their interests.

Mount Pleasant occupies a strategic location and role in the city. Drawing on its history and diversity this community offers many opportunities for positive, sustainable change that take advantage of it being 'on the edge'.

2. PRINCIPLES

The following principles set the expectations for the process and content of the Mount Pleasant Planning Program. The Program will:

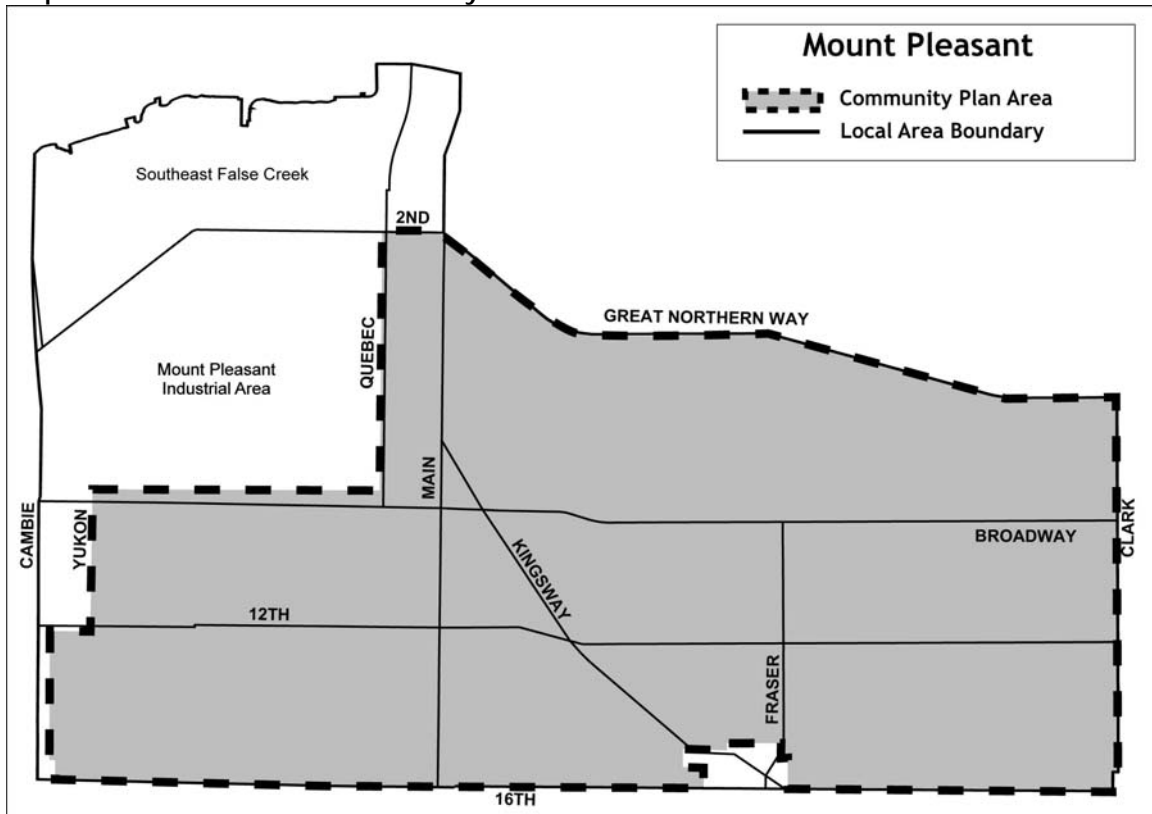
1. Provide a variety of ways for the range of residents, property owners, community service groups, and businesses to participate in creating and reviewing proposals; and ensure that the opinions of both those in the directly affected area and those in the wider community are sought.
2. Engage the broad public with a special focus on income, multicultural, and tenure diversity. Recognize the varying physical and economic conditions, levels of organization, ethnic and demographic makeup of different neighbourhoods.
3. Build or enhance community capacity through the planning process, and ensure the process seeks common ground and reflects the feelings of the broad community.
4. Balance the 'rights' and 'uniqueness' of the community with its responsibility as part of the City and Region. New plans and policies should strive to be consistent with city-wide plans (e.g. CityPlan, Homeless Action Plan), policies (e.g. heritage, social and affordable housing), and initiatives (e.g. EcoDensity, Rental Housing Study, and Project Civil City).
5. Focus planning attention toward current priority issues while also taking a longer term, comprehensive approach to updating Mount Pleasant's past plans.
6. Undertake planning work at the same time as taking action on pressing social issues. This will help to create a strong sense of purpose for community engagement by allowing people to address current needs while also looking toward the future. It will also make efficient use of community participation time, and optimize the use of staff time.
7. Meet the approved program staff, time, and budget limits, and deliver a range of products.

8. Recognize Council is ultimately responsible for approval of proposed physical improvements, zoning changes (or rezoning policy), guidelines, capital spending, and policy plans.
9. Recognize the City's limited mandate and resources to address social issues and that support from other levels of government and community partners is needed to address social development needs.
10. Ensure that City Council, before making decisions, is made aware of the range of community opinion, technical information, and any other necessary information.

3. MOUNT PLEASANT PLANNING AREA

The Mt. Pleasant local area is bounded by Cambie Street to the west, 16th to the south, Clark to the east, and Great Northern Way/False Creek to the north. The Community Plan will focus on the area shown in Map 1.

Map 1: Mount Pleasant Community Plan Area



Land use policy and urban design in the remainder of the Mount Pleasant local area is, or will be, addressed through other initiatives:

- **South East False Creek:** the Olympic Athletes Village and the other lands north of 2nd will be guided by the recently adopted Official Development Plan;
- **Cambie Street:** Public realm improvements along Cambie within Mt. Pleasant will be constructed as part of the completion of the Canada Line project. Additional

planning for the Cambie commercial frontage, will be incorporated in future planning (e.g. Metro Core Jobs and Economy Study and Fairview Community Planning);

- **Mount Pleasant Industrial Area:** Future land use of this area, generally bounded by Quebec, Broadway, Yukon and 2nd, will be addressed in the Metro Core Jobs and Economy Study; and
- **Kingsway and Fraser:** The small commercial node at Kingsway and Fraser in Mt. Pleasant at will be combined with the larger commercial area on Kingsway and Fraser to the south of 16th in a future Neighbourhood Centre Planning program.

4. PRODUCTS

4.1 Overview

The Mount Pleasant Planning Program will produce the outcomes described in the following sections. Delivering these products will be guided by the Mount Pleasant planning team and will require the participation of staff from many City Departments and Boards. Partnerships with community service providers and organizations will also be needed.

The Mount Pleasant process will be integrated with several city initiatives. These include: EcoDensity, the Homeless Action Plan, the Rental Housing Study, the Metro Core Jobs and Economy Study, the False Creek Flats Land Use and Transportation Study, the Social Development Plan, Project Civil City, and the Heritage Register Upgrade Program. In addition, the Park Board which has initiatives underway or planned that address Mount Pleasant's key recreation and park facilities (i.e. new community centre at No. 1 Kingsway).

The Mount Pleasant Community Plan will include:

- Shopping Area Directions, Policies, and Plans - including:
 - Public Realm Concept Plans for three existing shopping areas, and
 - A Land Use and Urban Design Concept Plan for Main Street from 2nd to 7th
- Residential Area Directions, Policies, and Plans - including four sub-area, neighbourhood-based plans that address existing and future needs for housing, services, infrastructure, and facilities
- A Community Action Agenda and action Projects/Plans to address up to four pressing social issues, and
- Community-wide Directions and Policies - including housing, social/cultural sustainability, traffic and transportation, economic development, safety, and community benefits.

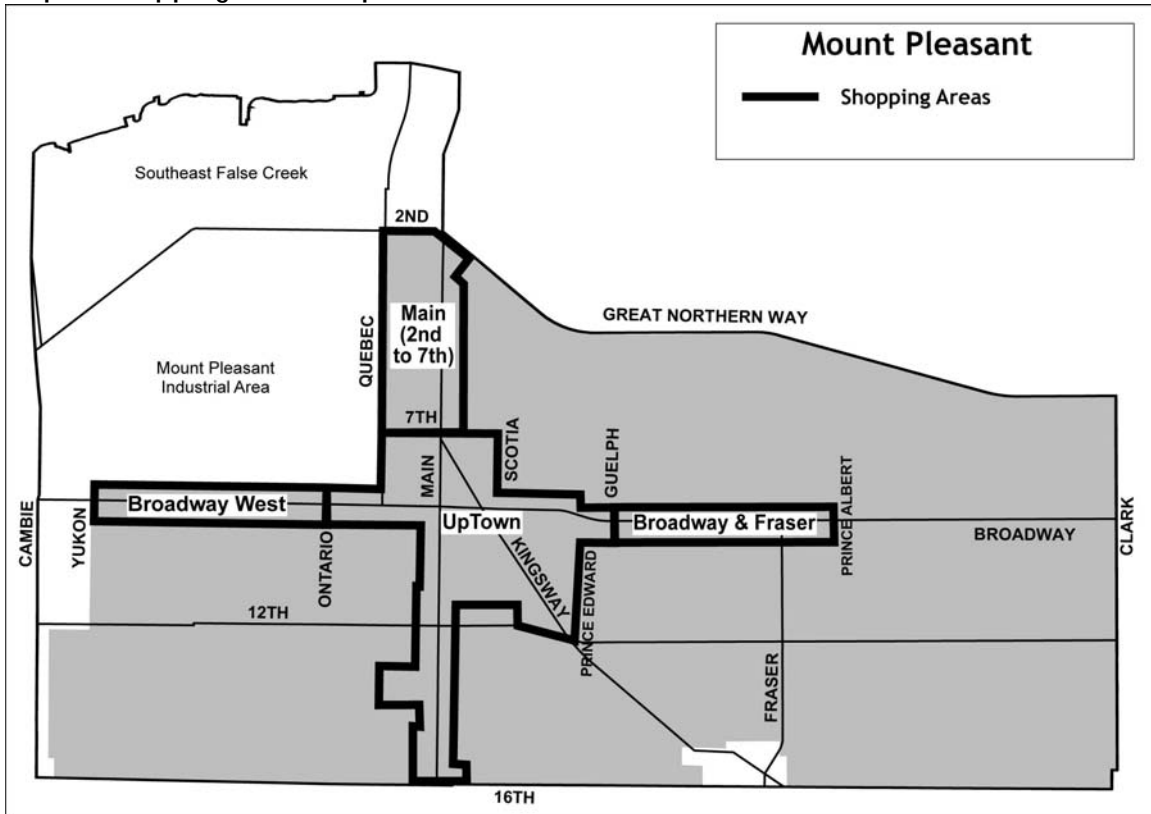
The remainder of this section provides more detail on the key products that will be delivered in the Mount Pleasant Community Planning Program.

4.2 Shopping Areas

The Community Plan will address four shopping sub-areas. Three are existing shopping areas: Broadway West, UpTown Business Improvement Area (BIA), and Broadway &

Fraser. The fourth is an under-developed area on Main Street from 2nd to 7th Avenues. Map 2 shows the location and boundaries of these sub-areas.

Map 2: Shopping Areas Map



Existing Shopping Sub-areas Directions, Policies and Plans

A Public Realm Concept Plan is the key product for the existing shopping sub-areas. Each area has its own character and sub-area plans will be tailored to their individual needs. In brief, the products of this component are:

- **Public Realm Concept Plans:** Public Realm Concept Plans for Broadway West, UpTown, and Broadway & Fraser will identify public realm improvements to existing sidewalk and street rights-of-way such as: landscaping, banners, public art, bulges, medians, crossings, greenway connections and street furniture.
- **Directions for Shopping Area Business Improvement:** This could include suggestions for improvements that could address the business mix, parking, marketing, and business organization (where no BIA or business organizations exist).
- **Directions for Potential Additional Density Within/Nearby Shopping Areas:** Directions will be developed regarding the potential for additional residential or commercial density within or nearby the shopping areas. These directions will consider: Metro Core Study conclusions; a potential rapid transit station near Broadway and Main (Millennium Line extension); and ideas emerging from EcoDensity and the Rental Housing Study.

- **Directions for Large Site Redevelopment:** For key large sites, such as Kingsgate Mall, directions to guide future rezonings will consider key uses (e.g. supermarket), urban design and placemaking objectives, and potential public benefits.

Based on the issues that arise in the shopping areas’ planning other recommendations may include: possible amendments to existing District Schedules (e.g., C-3A, C-2, C-2C); area-specific character guidelines (voluntary or adopted); and heritage area guidelines (coordinated with the Heritage Register Upgrade Program).

Main St. 2nd - 7th: Land Use & Urban Design Concept Plan

The area between 2nd and 7th on Main Street (see Map 2) is a key link between the new South East False Creek neighbourhood (and Olympic Village) with the historic ‘Uptown’ shopping area at Main, Broadway, and Kingsway. Earlier plans (1987/89) recommended land use change in the IC-2 zone flanking Main and other transportation changes which were not implemented. The current study of land use, transportation, and urban design in this area will focus on the Main Street frontage and will produce:

- **A Land Use and Urban Design Concept Plan:** The Concept Plan will include: exploration of past options; alternative land use, urban design, public realm and transportation options; and, a recommended Concept Plan to guide future development.
- **Directions for Possible Implementation Tools:** Directions and options for implementing the Concept Plan will be developed. This could include a new district schedule and guidelines, rezoning policy, public benefit approaches, and other implementation actions.

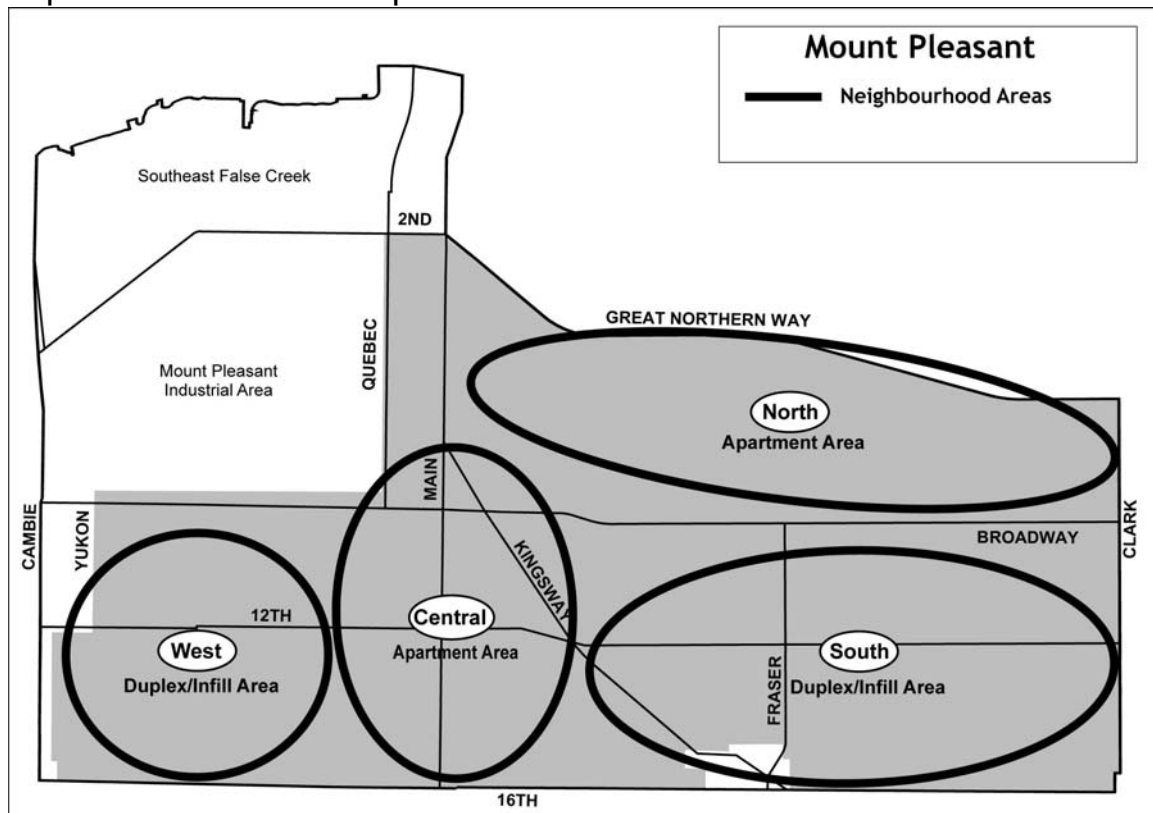
Early Reports to Council: The Public Realm Concept Plans for the three existing shopping areas and the Main Street 2nd to 7th Concept Plan will be brought forward for Council approval as early reports, roughly mid-way through the planning process. Once approved, the Concept Plans would be used to guide redevelopments which precede approval of the final Community Plan. This could include the provision of improvements in the public realm, guidance for site-specific rezonings, and identification of capital projects that could be included in new development.

Other Directions may also be reported to Council at this stage so that they can be carried forward into more detailed discussions during residential sub-areas planning and the broader context of the final Community Plan.

4.3 Residential Areas

The Community Plan will address four residential sub-areas. Two are apartment zones; North Mount Pleasant, and Central Mount Pleasant. Two are duplex/infill zones; South Mount Pleasant and West Mount Pleasant (see Map 3 for details).

Map 3: Residential Areas Map



Residential Sub-area Directions, Policies and Plans

Residential sub-area directions, policies and plans will reflect the individual character, issues and needs of each area. Each will address the following, or similar, topics:

- **Public Realm, Parks, Greening and City Facilities:** public realm and placemaking opportunities, residential streetscapes along arterials, country lanes, school grounds, views, street character, sidewalks, lighting, public art, parks, and community facilities.
- **Safety & Cleanliness:** personal and property safety, block and lane watch programs, problem premises, litter and graffiti.
- **Movement, Parking and Infrastructure:** walking and biking routes, street crossings, local traffic, and parking. Staff note that a Traffic Management Plan (1989) was adopted and all residential sub-areas have been traffic calmed.
- **Character and Heritage:** maintain, enhance or expand existing character and/or heritage areas, including possible options for enhanced character and/or heritage conservation (coordinated with Heritage Register Upgrade Program).
- **Housing:** existing housing issues (e.g. problem premises, affordability, design); future housing including possible locations for new types of housing in residential and shopping areas (from Shopping Sub-areas process); and, potential approaches for

rental, special needs or social housing. This work will be coordinated with directions and/or policies arising from the EcoDensity and the Rental Housing Study.

Based on the housing directions and policies in the Residential Sub-areas the Community Plan could include recommendations for: amendments to existing District Schedules (C-zones, RT, RM) and design guidelines; city-initiated rezoning using existing District Schedules for identified locations, and drafting of new district schedules and/or guidelines.

4.4 Community Action on Social Issues

In addition to Shopping and Residential Sub-area plans, the program will identify actions to tackle pressing social issues and develop policy to address longer term social concerns in the community. This approach of 'doing while planning' builds upon the experience with other communities and the City's emerging Social Development Plan. Goals for this work are improved coordination of services and resources, and enhanced community capacity and problem-solving capabilities.

An early, focused consultation process will engage government and non-government service providers, community and business groups, and residents in Mount Pleasant to identify appropriate and achievable actions. External partners (e.g., Vancouver Foundation, Province) may also be sought to support for project implementation. Key products are described below.

Community Action Agenda

A Community Action Agenda will identify priority initiatives to tackle existing social conditions. Some priority areas for community action are already known. These include: homelessness, youth, families and Aboriginals at-risk, drug dealing and use, problem premises, and safety.

Working with the wide range of agencies offering services and programs in Mount Pleasant the Community Action Agenda will include:

- Identification and mapping of community assets and gaps
- Definition of key social issues and opportunities, and
- Development of specific community action targets, projects, and measures.

All community actions will be coordinated with other city initiatives such as the Homeless Action Plan, Project Civil City and groups like the Neighbourhood Integrated Service Team (NIST) and Community Policing Centre (CPC).

<p>Early Report to Council: The Community Action Agenda will be brought forward for Council approval as an early report in the planning process. Once approved, the Action Agenda will be used to guide implementation of up to four specific Community Action Projects/Plans with community-based service providers and agencies.</p>

4.5 Community-wide

The final component of the Community Plan will be Community-wide Directions and Policies. This work will bring together the common directions identified in the Shopping and Residential Sub-area Plans, and provide additional directions where there are gaps. It will also draw on the ongoing implementation of the Community Action Agenda's projects/plans to provide local social sustainability directions. Community-wide Directions and Policies will be developed on the following, or similar, topics:

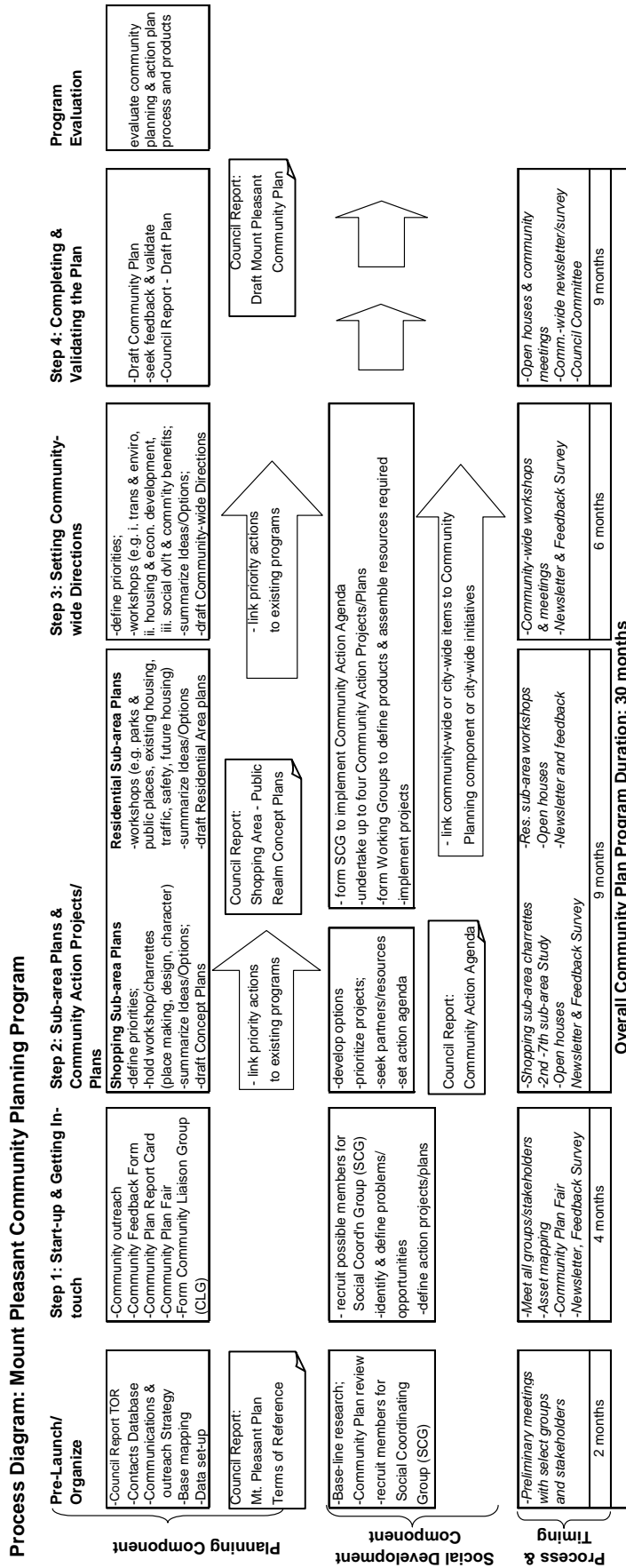
- **Housing:** housing affordability and rental housing strategies (linked to other city-wide or senior government initiatives).
- **Character and Heritage:** existing heritage resources and potential additions, options for enhanced heritage conservation (linked to Heritage Register Upgrade program); existing character areas and directions to maintain, enhance or expand.
- **Social/Cultural Sustainability:** social sustainability (with links to the Social Development Plan); arts and culture; and, community services and programmes (including non-City health, employment, training).
- **Community Safety & Enforcement:** crime and safety (coordinated with CPC), enforcement, and education (coordinated with NIST and Vancouver Police).
- **Environment:** walking and biking paths (Greenways, Bikeways, 'Wellness Walkway'); public and private streetscape/landscapes, cleanliness and local opportunities for city-wide programs like urban agriculture, green buildings and infrastructure.
- **Economic Development:** roles of local shopping areas and future development opportunities (business mix, training).
- **Transportation:** transportation and transit, traffic and crossings on arterial streets.
- **Community Benefits:** community benefit priorities from redevelopment, and capital improvement projects and priorities for future Capital Plans.

5. PROCESS AND SCHEDULE

5.1 Overview

Diagram 1 shows the main program components and summary schedule for this 30 month process. The remainder of this section provides more detail on the planning process within each of the program components.

Diagram 1: Mount Pleasant Community Plan Process



5.2 Outreach and Translation

The Principles in Section 2 identify the importance of outreach and engagement to the broad community. The general approach strives to ensure that the public has the opportunity to be involved at many levels throughout the planning process.

Mount Pleasant is a highly diverse and complex community making outreach and meaningful engagement challenging. There is an array of ethnicities, immigrants, refugees, incomes, ages and educational levels. Over 70% of all households are renters and there are many absentee landlords.

Outreach and engagement practices developed in the Community Visions and other planning processes need to be supplemented with new approaches. For example, no single ethnic group is large enough to warrant full translation of program materials. However, language and literacy (among other issues) are known to be significant barriers for participation.

A variety of approaches and strategies will be used to provide opportunities for wide participation and input into the Community Plan. These may include: translation into multiple languages of overview or summary information; peer translation and facilitated group discussions in other languages; and, use of more visual materials to assist those with language and literacy challenges. In addition, there are opportunities to train community members to assist with outreach (possibly in partnership with Vancouver Community College which has extensive ESL and literacy training at their Broadway Campus), and to work with existing service organizations to reach those who might not otherwise participate.

The social component of the program and the Social Coordinating Group (see Section 6 for details) provides another avenue to develop new and locally appropriate approaches to community outreach and engagement.

5.3 Program Components

The Program consists of four main steps, preceded by initial pre-launch preparation. These activities and steps are described below.

Pre-launch/Organize

Initially staff define basic community information required for each step in the process. This will include demographic, land use, housing stock, social conditions, traffic flows, heritage and neighbourhood character, economic characteristics and other technical information and analysis required to inform the program and participants.

Step 1: Start-up & Getting in Touch

This step includes initial outreach to community groups, businesses, and service agencies; an initial newsletter; and recruitment of members for a Community Liaison Group (CLG). A Feedback Form seeking community input on priorities for action is developed. This is a starting point for community discussion and it helps shape the issues and opportunities addressed in the program. Staff also prepare a Report Card on existing conditions, and past plans and policies for Mount Pleasant to help identify priorities for attention. A Community

Plan Fair is held as a kick-off event to: increase community awareness of the program; publicize opportunities to participate; and, help set priorities for subsequent program steps.

Step 2: Sub-area Plans and Community Action Projects/Plans

Step 2.1 Shopping Sub-area Plans

The Shopping Sub-area Plans involves concurrent work on the three existing shopping areas and a consultant-led process for the Main Street 2nd to 7th area.

To produce Public Realm Concept Plans for the three existing shopping areas the process steps include:

- recruitment and formation of working groups of local business owners, operators, residents and property owners
- analysis of issues and opportunities (e.g. housing, urban design, business mix, traffic, parking, and accessibility)
- identification of priorities for public realm improvements (to capitalize on private redevelopment and future capital plans)
- identification of greening and linkage opportunities
- design of draft Public Realm Concept Plan options, using a design charrette process
- broader public review of the Concept Plan options and identification of preferences
- revision and finalization of Public Realm Concept Plans
- preliminary costing for capital plan submission and forwarding the Concept Plans to Council for approval.

Other directions arising from this work may be carried forward into residential sub-areas plans and the broader context of the final Community Plan. This may include: amendments to existing zoning; development of (optional) character guidelines; principles for large site development; and, directions for additional residential or commercial density in/nearby the shopping areas.

To produce a Land Use and Urban Design Concept Plan for the Main Street 2nd to 7th sub-area a parallel process, led by a consultant will be undertaken. The technical work will include:

- review of existing policy, land use and transportation patterns in Mount Pleasant
- urban design analysis of built form options, including alternative land uses
- how the public realm (e.g. streetscape and pedestrian environment) can be improved
- public open space opportunities, and
- how the street right-of-way can be optimized and transit service enhanced.

The consultant team will be responsible for preparing the technical analysis, meeting with local owners and operators, conducting workshops and design charrettes, and preparing a draft Land Use and Urban Design Concept Plan. Staff will report this Concept Plan to Council for approval.

Step 2.2 Residential Sub-area Plans

This part of the program will look at each of the four residential sub-areas individually. The focus will be on creating Residential Sub-area Plans that are integrated with Shopping Sub-area Plans. The main steps include:

- possible formation of working groups in each residential sub-area
- discussing needs, challenges and opportunities a series of open public workshops, open houses and other engagement processes
- generating options for public realm, building character, traffic and parking, parks, greenways, community facilities and future housing (i.e. new types and locations for housing including within Shopping Sub-areas);
- broad public review of options, leading to refinements
- staff recommendations regarding the options, and
- incorporating the Residential Sub-area Plans into the overall Community Plan.

Based on adoption of the Community Plan, next steps may include: amendments to existing District Schedules; city initiated rezoning to existing District Schedules; drafting of new district schedules and guidelines; and, site-specific rezonings based on approved policies or sub-area plans. Additional implementation may involve action strategies for traffic, parking and utilities, parks, greening, greenways and linkages, and city facilities.

Step 2.3 Community Action Projects/Plans

This part of the program will focus on activities to take coordinated action on pressing social issues. Some actions may be more project based (e.g. urban agriculture and community gardens) because they have a strong social development component. Others may be more comprehensive explorations of issues and opportunities for joint community and service provider action. The main steps include:

- identifying key stakeholders
- community asset mapping to identify resources and gaps
- analysing current social issues and opportunities
- developing potential social action targets, projects, and measures
- generating options and priorities for a draft Community Action Agenda
- public reviewing and refining of the draft Action Agenda, and
- forwarding the Community Action Agenda to Council for approval.

Based on Council's approval of the Community Action Agenda the next steps include:

- forming a Social Coordinating Group (SCG) of key stakeholders
- developing action plans for specific community projects
- recruiting additional working group members to implement action projects/plans
- implementing of up to four projects through a mix of existing city/senior government programs, new or better coordinated community responses, and seeking additional external resources or partners. Themes that could include youth and families at risk, homelessness, drug dealing/use, Aboriginals at risk, problem premises, and safety, and
- coordinating and monitoring project implementation.

Step 3: Community-wide Directions & Policies

This step brings together the common directions identified in the Shopping and Residential Sub-area Plans, and the Community Action Agenda. Additional directions are developed where there are gaps. The main steps include:

- holding a series of open public workshops, open houses and other engagement processes
- discussing needs, challenges and opportunities arising from the Shopping and Residential Sub-area plans, the Community Action Agenda, and action projects/plans
- identifying topics or theme areas where there are gaps
- generating policy directions and options for various topics ranging from housing displacement and rental security, to environment and community safety. Housing directions will be coordinated with initiatives such as EcoDensity and the Rental Housing Study. Social sustainability directions will focus on community-based initiatives using the City's Social Development Plan as a policy framework, and
- broad public review of options, leading to refinements.

Step 4: Completing the Plan

At this stage all the elements of Mount Pleasant's Community Plan will be brought together for broad community validation and Council approval. The main steps include:

- preparing a draft Community Plan with Directions, Policies and Plans that combine the already approved Shopping Sub-area Concept Plans and Community Action Agenda, with Residential Sub-area Plans, and Community-wide directions and policies
- a final broad public review of the draft Community Plan and validation of public support for both general and specific components of the Plan
- modifying and refining the draft Plan based on feedback, and
- forwarding the draft Mount Pleasant Community Plan to Council for adoption and referral to the Park Board for consideration of park and recreation matters.

Program Evaluation

This planning program will be evaluated to measure the success of the process and the products generated so that improvements can be made before moving on to the next higher density community with an out of date local area plan.

6. ROLES

6.1 Overview

Many actors are involved in the Community Plan process. The Mount Pleasant planning team (which includes a Social Planner) will guide the process. Council has approved new, dedicated Engineering staff to provide support area planning programs including components of the Mount Pleasant program. Ongoing support will be provided by staff from the Park Board, Social Planning, Cultural Affairs, Housing, Police, and Library. In addition, support and partnerships with service and community-based organizations, such as the Vancouver Coastal Health, Mount Pleasant Neighbourhood House and the Vancouver Foundation will be sought, especially in the social component of the program. Table 1 provides a summary of the major roles and actors. This is followed by more detailed descriptions the actors and their roles.

Table 1: Community Plan - Major Roles and Actors

Major Roles & Actors							
Roles	Actors						
	The Community	Community Liaison Group (CLG)	Social Coordinating Group (SCG)	Working Groups (area or project based)	Community Plan Team/ Technical Team	Other Interests	City Council
Manage the process					√		
Watchdog/advise on process		√	√				
Outreach	√	√	√	√	√		
Community development		√	√	√	√		
Facilitate Events			√		√		
Record/illustrate/document/distribute					√		
Provide local, city-wide and other info	√	√	√	√	√	√	
Advocate (special needs & special interests)	√	√	√	√	√	√	
Generate ideas/values/needs	√		√	√	√	√	
Develop and describe options			√	√	√		
Provide city-wide perspective on options					√	√	
Select preferred options	√						
Approve Policies & Plans							√

6.2 Actors

The Community (residents, property owners, workers, volunteers, business owners): to identify priorities, create options/policy directions; and select preferred plan(s). Mount Pleasant has a very diverse community with a wide range of cultures, incomes and age groups. Community engagement will provide a range of opportunities for community members to become involved with the planning process.

Community Liaison Group (CLG): community volunteers to provide continuity and to be a process "watch- dog" and advisor for staff. The CLG will not directly produce or select plan content. However, CLG members will be encouraged to join Working Groups at various steps in the process.

Social Coordinating Group (SCG): government and non-government service delivery agencies, City staff, and community, business and property owners will be responsible for coordinating the implementation of the Community Action Agenda. The SCG relies on the expertise of existing community groups who are already working on these issues and includes a project coordinator to provide linkages between appropriate City services and liaison with key

external agencies (e.g. Coastal Health) and senior government where appropriate. This group will focus on localized, social issue problem-solving, partnership building, and project implementation.

Working Groups: Area or project based Working Groups may be formed. The area based groups would be made up of sub-area citizens and stakeholders to assist in the detailed planning for the Shopping and Residential Sub-areas (e.g. public realm options, housing location options). These Working Groups will not select preferred options. Project based groups would come under the SCG's umbrella to implement individual action projects/plans. This is a new approach to community planning that will need strong partnerships and commitment from the City and other agencies to succeed. More detail on the SCG mandate and organization is provided at the end of this section.

Community Plan Team/Technical Team: staff will facilitate the community creation of options and directions, including community organizing and outreach. Staff will also identify broad policy areas the City needs input on. Liaison/technical team staff from Engineering, Parks, Housing, Social Planning, Cultural Affairs and other civic departments will be part of the team. The Team will liaise with staff from the EcoDensity, Project Civil City, Rental Housing Study, Heritage Register Upgrade, False Creek Flats, and Metro Core Jobs and Economy initiatives as required.

Other Interests: A number of other groups and committees may also be involved. The extent of their involvement will depend on the specific issues and initiatives proposed in the process. These include: Advisory Bodies of Council, CityPlan Committees and residents from near-by communities, post-secondary students and special interests. Generally, the role of these other groups will be advisory, providing another perspective or additional information. They will not be involved in selecting preferred options or plans.

City Council: City Council allocates resources to undertake this Program and also has the final approval authority for the Community Plan or sub-area plans. Council members will be invited to be "active observers" during community processes. Council also reviews and approves any action/implementation plans developed following the Community Plan. Matters related to the parks and recreation facilities and services are referred to the Park Board.

As this is a new process for community planning, a Management Steering Committee may be formed to provide guidance/advice on linkages between programs, city departments and the Park Board, and to help identify potential resources and partnerships to address pressing social issues and action plans. The Steering Committee would be chaired by the General Manager of Community Services, with Directors (or designates) of Planning, Housing, Social Planning, Engineering, and Parks Board.

6.3 Additional Information on Roles

Notes on Roles

Manage the process - organize the program, manage staff and budgets.

Watchdog/advise on process - ensure terms of reference, ground rules and community input are respected; and, advise on outreach, community engagement/development.

Outreach - tailor engagement opportunities and communication approach to meet local needs.

Community development - develop skills, abilities and competency of community members and organizations to address problems and opportunities.

Facilitate Events - ensure meetings and events are run effectively and open to all.

Record/illustrate/document/distribute - transform rough material into shareable documents, displays and other media; and make materials widely available.

Provide local, city-wide and other info - community plan staff will provide background information, ideas, and analysis on the community and on alternatives or ideas. They will also provide a city-wide context for plan options/visions. The community and local service providers will provide local expertise and information.

Advocate (special needs & special interests) - support a particular topic, interest, or solutions. Staff will advocate for special needs where there is Council policy to do so and no local individuals or groups identify these policies.

Generate ideas/values/needs - define what should change, what should remain, and the approaches, ideas and preferences that should be included in the options/policies.

Develop and describe options - based on community and stakeholder input, create options and directions, together with their consequences, and include assessments in relation to existing city policy.

Provide city-wide perspective on options - comment on how well different options respond to city-wide policies.

Select preferred option/plan - choose preferred options, and/or identify components which require modification to maximize broad community support.

Approve Policies and Plans - formally approve the Community Plan as a basis for City policies and future actions; and approve action plan(s) and allocation of City resources to implement the Plan.

Social Coordinating Group (SCG) Details

The Community Planning Program is a new approach to long-range community planning that integrates action on pressing social issues and a stronger focus on social development, with a

traditional land use planning process and products. Typically, the CLG would act as the key group to help guide the planning process. However, the addition of a social component requires a new group focusing on social concerns to be added; the Social Coordinating Group (SCG). The objectives of the SCG include:

- focus on tackling pressing social issues in Mount Pleasant
- utilize community expertise and existing initiatives to create tangible solutions
- help ensure appropriate and diverse groups and agencies are represented
- help ensure that the broader public and especially those impacted by any action projects/plans are involved
- provide appropriate consultation back to groups represented on the SCG and to the community at large
- utilize community experience in taking action on social issues by contributing to long-range community planning and policy-making

The membership of the SCG will be determined in detail once more clarity on specifics are known about which social issues are to be addressed. Through a staff coordinator, the SCG will work with Community Plan and other City staff and partner agencies. The SCG will likely establish Working Groups to address specific issues or projects.

The SCG will be responsible for:

- helping to identifying local issues and actions already underway
- participating in problem solving
- developing project, action and evaluation plans
- monitoring and managing action projects/plans and activities
- contributing to long-term social sustainability policy, especially in Step 3 - Setting Community-wide Directions, in the Community Plan process
- contributing to and participating in a community engagement process, and
- helping to ensure marginalized and hard-to-reach are included.