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Subject: City-Wide Plan - Requested Reference Material
Attachments: Visions-Terms of Reference.pdf
3 Parts CityPlan.pdf

Dear Mayor and Council,

At the Council Briefing on Monday, March 4th, following the staff's 'Update on Scoping a City-Wide Plan for Vancouver', several Councillors requested that staff provide resource material related to various phases of the prior *CityPlan* process as well as examples of other city-wide plans (as referenced in the staff presentation). *These resources are provided below for information and will be available in hard copy at the Saturday workshop.*

1. **Terms of Reference (ToR) for *CityPlan* Community Vision Area Plans (attached)**
2. **One-pager (attached) explaining the relationship between the three Phases of the *CityPlan* process initiated in the mid-90s (attached, from Ann McAfee, former Co-Director of Planning, COV; noting ToR were developed for steps 2 and 3 below)**

1. *CityPlan* Directions city-wide strategic plan (1993-95),
2. Policy Plan Chapters of Cityplan Implementation (1995-2008) e.g. Transportation Plan, Financing Growth
3. Neighbourhood Plans (1996-2010)
 - Community Visions Area Plans
 - Neighbourhood Centres

3. ***CityPlan* Directions for Vancouver and staff Report (1995 Report on outcomes of *CityPlan* Process)**

<https://guidelines.vancouver.ca/C029.pdf>

https://council.vancouver.ca/previous_years/950530/rr1.htm

4. **Some examples of other City plans from International and National Research Scan**

Auckland (Example of a comprehensive plan with a focus on First Nation values and well-being)

- Official Website: <https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/auckland-plan/Pages/default.aspx>
- Full print document: <https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/auckland-plan/about-the-auckland-plan/docsprintdocuments/auckland-plan-2050-print-document.pdf>

Stockholm (Example of a comprehensive plan with clear priorities and a long-term growth plan)

- City Plan document: https://xn--vxer-loa.stockholm/globalassets/tema/oversiktplan-ny_light/english_stockholm_city_plan.pdf

- Physical Plan: https://xn--vxe-loa.stockholm/globalassets/tema/oversiktplan-ny_light/urban_development_map_stockholm_city_plan.pdf
- Vision 2040 (2015): https://international.stockholm.se/globalassets/vision-2040_eng.pdf

Minneapolis (Example of an equity-focussed plan with broad and deep stakeholder engagement)

- Official website: <https://minneapolis2040.com/>
- PDF downloads: <https://minneapolis2040.com/pdf/>

Atlanta (A people-centred narrative plan that communicates a strong civic identity)

- Website: <http://www.atlcitydesign.com/> (video highlights as PDF of Plan is not available for download due to copyright)

Staff are compiling comprehensive background information on the previous *CityPlan* process and other examples of best practices and engagement processes and would be happy to provide additional resources as Council wishes. Please do not hesitate to contact me if you have ideas on other resources to share during this early scoping of a City-Wide Plan process.

Should you have any questions, please contact Gil Kelley at 604.873.7456 or Gil.Kelley@vancouver.ca.

We are looking forward to seeing you for Saturday's session!

Best,
Sadhu

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The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the Musqueam, Squamish, and Tsleil-Waututh peoples.

CityPlan Community Visions

Terms of Reference

Approved by City Council July 30, 1996
Revised August, 1999
Revised January, 2002

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CityPlan DIRECTIONS IN SUMMARY

(adopted by Vancouver City Council, June 1995)

- ...create or strengthen neighbourhood centres in all neighbourhoods as a place where people can find shops, jobs, and services close to home; where there are safe and inviting public places; and which help strengthen neighbourhood identity and sense of community
- ...increase housing variety in neighbourhoods that have little variety now, and focus the new housing mainly in neighbourhood centres, to help meet the housing needs of neighbourhood residents as they age, and to work toward regional goals of reducing sprawl and auto use
- ...maintain and improve neighbourhood character, by retaining greenery and heritage, and by maintaining or creating a built character that identifies the neighbourhood
- ...target community services to need; make services more accessible to people who may face difficulty receiving services; and involve people in planning and delivering services
- ...prevent crime and improve unsafe social and physical conditions through community policing and other initiatives
- ...provide more affordable housing
- ...broaden neighbourhood art and cultural activity and identity
- ...provide for park space to meet current or expected deficiencies, and increase the variety of types of design, and ways of using, streets and other public places

- ...encourage jobs to cluster in neighbourhood centres where they will be close to residents and well served by transit
- ...increase walking, biking, and transit in the neighbourhood and between neighbourhoods, and reduce single-occupant car use in neighbourhoods, the city, and region
- ...help to improve air quality, improve and conserve water, and reduce waste
- ...find new ways to involve people
- ...gradually reallocate resources to achieve CityPlan

Background *CityPlan*

In June 1995 City Council approved a city- wide plan for Vancouver. CityPlan provides a framework for deciding City programs, priorities, and actions over the next thirty years. It includes directions on a range of topics from transportation to arts, from housing to community services.

CityPlan emerged from a process that involved thousands of people submitting their ideas and making choices about Vancouver's future. The resulting directions will affect the future of Vancouver communities how they meet their needs, how they stay the same, and how they change.

CityPlan directions do not provide detailed maps and programs. The next step of CityPlan is to work with communities to bring CityPlan's broad city- wide policies to the neighbourhood level. The following Terms of Reference describe the public program which will be used to develop community visions. Community visions will provide an opportunity for each community to look into the future, to determine their needs and aspirations, and to set a course that incorporates CityPlan directions.

Pilot project review and program timing

- Two communities - Kensington-Cedar Cottage and Dunbar were selected as a pilot project for the Community Visions Program. The Program began from the fall of 1996, and the two Visions were endorsed by Council in July and September of 1998.
- A full evaluation of the pilot project was completed, and on July 8, 1999 City Council approved the continuation of the Community Vision Program through the predominantly single family areas of the City, with adjustments to the Program steps, components and schedule as described in the Council report of that date. These terms of reference have been revised to reflect these changes. Map 1 shows the future Vision areas.

Community Visions Program - Sunset and Victoria-Fraserview/Killarney

- Sunset and Victoria-Fraserview/Killarney were the next two communities to participate in the Community Visions Program. The Program began in January 2000, and the two Visions were endorsed by Council in January 2002.

Other CityPlan Initiatives

Community Visions are one of many initiatives which will help to make CityPlan happen. Other programs include Greenways, the Transportation Plan, the Industrial Lands Strategy, Community Policing, Integrated Service Teams, and new single- family zoning with more control over design and landscaping.

Summary

A community vision program to follow through on CityPlan An overview of the community vision program is provided below. Subsequent sections provide more detail on each topic.

Purpose

- The purpose of this program is to have communities, assisted by staff, develop Visions that incorporate a wide range of community interests and describe common ground for moving in CityPlan directions. The Program asks each community to implement CityPlan directions in a way and at a scale and pace that suits the community.

Ground rules

- A set of principles underlie the Program which require that each Community Vision address CityPlan directions and that the process involve the broad community.

Product

- Each Vision will be a document which uses words, drawings, pictures, and maps to show how the community proposes to meet its needs and move forward on CityPlan directions over the coming decades. A vision will identify what people value and want to protect as well as those things that will change.

Process

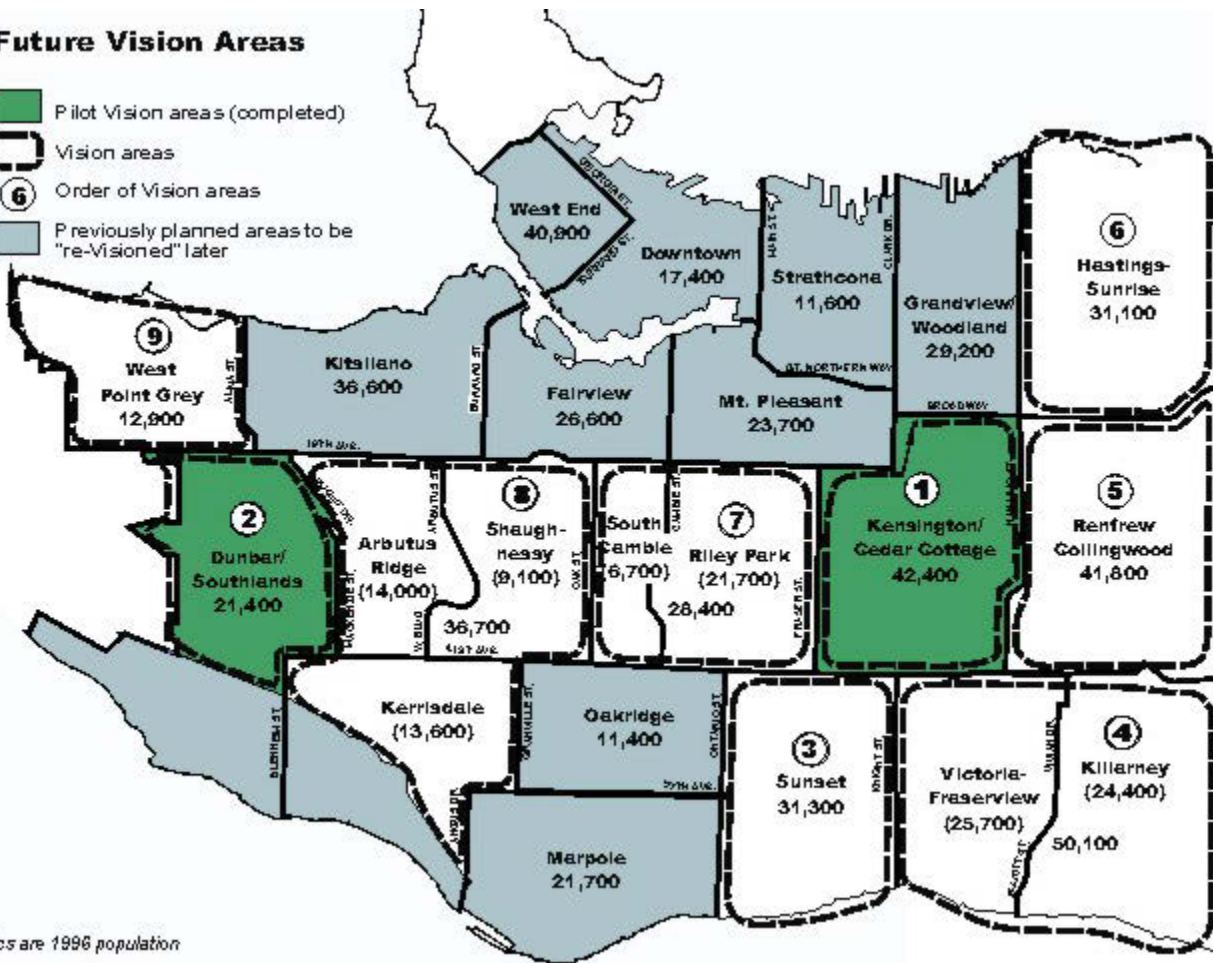
- The Community Vision process is a 15 month, four-step process that includes extensive outreach; the identification of community needs, ideas, issues, and opportunities on all the CityPlan topics; the creation of Vision options and directions; broad community voting on preferred options and directions; and Council endorsement of the final Vision. Subsequently, the community works on setting priorities for Vision implementation.
- Each step provides a variety of ways for people in the community to be involved in creating, reviewing, and deciding on their Vision - including meetings, workshops and discussion groups, community events and festivals, brochures and surveys. The process also provides for an on-going Community Liaison Group [CLG] made up of people from the community. Within the general framework of the four steps, a communications and outreach strategy is tailored for each community.
- Two communities prepare Visions simultaneously.
- A concurrent city-wide process helps link the communities with each other and with city-wide interests, as well as maintain city-wide awareness of CityPlan and the Community Vision Program.

Roles

- **The community**, which includes residents, property owners, workers, business owners, and community organizations within the community, generates the ideas, issues, and solutions that create the Vision options and directions. They also select preferred Vision directions.
- **CityPlan staff** organize and facilitate the community process, undertake outreach and communications, help explore Vision possibilities, and document and illustrate material generated by the process. They provide information on community, city, and regional needs and CityPlan directions, ensure that proposed Vision options and directions move in CityPlan directions, and advise on the relationship between Vision options and directions and CityPlan. CityPlan staff do *not* invent or delete Vision options and directions, or select or advocate the preferred Vision options or directions.
- **The Community Liaison Group**, with representatives from a wide-range of community interests, brings continuity and a "watch-dog" perspective to the process and provides a core group of participants and contacts. This group may also take on priority-setting, monitoring, and action roles after completion of the Vision.
- **The City Perspectives Panel** are a small group of respected and knowledgeable individuals drawn from across the city who comment on how far each proposed Vision option or direction moves toward achieving CityPlan directions, and on their consequences. Their review is a part of each community Vision process and it is incorporated into the community's consideration of the Vision options and directions.
- **City Council** approves the resources required to undertake the Vision program, endorses the Visions, and approves City initiatives to implement the Visions.

Future Vision Areas

- Pilot Vision areas (completed)
- Vision areas
- 6 Order of Vision areas
- Previously planned areas to be "re-Visioned" later



Statistics are 1996 population

Pilot project review and program timing

- This program was developed to be able to reach the whole city, for the first time, in a systematic way, within several years. However, because this is a major City initiative that can set new ways of planning with communities, the first two visions will be considered a pilot project.
- The first two communities will start their visioning process in January 1997, to be completed in September. The completed visions will be submitted to City Council for endorsement within the context of the review.

1. Ground Rules

Setting expectations for Visions

The Community Vision Program is designed to allow communities to consider city-wide CityPlan directions, to explore their needs and aspirations, and to generate Visions which move in CityPlan directions. Like the process which led to CityPlan, the Vision Program will incorporate new ways of bringing a wide range of participants into the process of creating individual community Visions. To help ensure that the Program meets the needs of City Council and the community, a set of ground rules (expectations or principles) underlie all aspects of the Program.

The content ground rules are:

- Visions must include all CityPlan topics.
- Each community must consider information on CityPlan directions that define local, city-wide, and regional needs.
- Vision options and directions must be derived from community ideas, opportunities, and desires.

- The consequences of Vision options and directions must be described to the community while considering the "rights" of the neighbourhood and its "responsibility" as part of the city and region.
- Vision options and directions and the preferred Vision must move the community in CityPlan directions (see inside cover of this document for summary list of CityPlan directions).

The process ground rules are:

- The process must provide a variety of ways to be involved that are meaningful to participants of various ages, cultures, interests, and parts of the community.
- Participants and staff must respect all points of view and all community members, from residents, to owners, to business people.
- The process must seek common ground.
- The choice of preferred Vision options and directions must reflect the feelings of the broad community, not a small portion.
- The Vision must be delivered within the approved time and resource limits.

2. The Product

A Vision to guide each community's future

What is a Community Vision?

A Community Vision is a document which expresses in words, drawings, photographs, and maps how the community proposes to meet its needs and move forward on all CityPlan directions. It talks about community concerns including who will be living in the community and what their needs will be in terms of housing, services, jobs and recreation; how the community will address environmental issues including how people will get around; what the character and open spaces will be like. In short, a Vision will describe how CityPlan will be implemented over the next couple of decades in a way that suits each community.

In order for all communities in the city to develop comprehensive Visions within a reasonable time, the Visions cannot provide the level of detail that has been often contained in other community planning programs. For example, a Vision will not include new zoning bylaws, design specifications for community greenways, or the locations of bus stops, traffic circles or speed bumps. It will set directions, guide decisions, lead to actions, and identify priorities for further work.

Why do a Vision?

The purpose for doing a Vision is for the community to articulate, within the framework of CityPlan, where it wants to go in the future and how it wants to get there. A Vision will identify what people value and want to protect and those things they want to change. A Vision will increase certainty about the future and give both the community and City Council a clear idea of what needs to be done and where energy and resources need to be focused.

How will Visions be used?

Visions will be used to guide actions and decisions on all levels, from the individual to the senior governments, for example:

- **private actions** like clean-ups, landscaping, keeping porch lights on, or getting to know neighbours;
- **community programs** such as recycling initiatives, community gardens, Business Improvement Associations or traffic speed patrols;
- **City initiatives** that direct spending and/or resources to community priorities such as public art, greenways, further land- use planning, or parks and recreation facilities, or that respond to private development proposals and rezoning applications;

- **provincial programs** including health and social services, retail facade improvement grants, and lottery funding of community facilities.

The section below provides more examples of what a community Vision would do.

A Community Vision Could Include:

A community Vision will include all CityPlan topics, it may go into more detail on some topics than on others. A Vision would be expressed in words, drawings, photos, and maps. Following are examples of what a vision would include:

Transit, Walking, and Biking as a Priority

- indicate ways to make it easier, safer, and more interesting for pedestrians and cyclists to get around including traffic calming and development of community greenways
- identify traffic issues and solutions
- identify ways to improve transit service

Accessible, Community-based Services

- identify particular community service needs in the neighbourhood and barriers that prevent people from obtaining services they need
- suggest ways to better provide community services, including ways to make them more accessible
- identify actions to improve neighbourhood safety

Neighbourhood Centres

- locate the neighbourhood centre(s) (but not necessarily the centre's exact size and boundaries)
- identify the kinds of community shopping, service, and job needs the centre could fulfil, and ways to make these happen
- identify types of housing to be included in the centre, to meet what needs
- generate ideas for streetscape, open space, and character for the centre
- describe the differences between centres, if there is more than one centre in the neighbourhood

New and More Diverse Public Places

- identify park needs of current and future residents
- suggest a variety of types, character, design, uses, and locations, of parks, streets and sidewalks, and other public places
- provide ideas for how to obtain park land where needed, and priorities

Housing Variety and Cost

- identify the housing needs of neighbourhood residents now and as they age
- identify ways to increase housing in the neighbourhood to meet these needs; include types, character, scale, and general locations of new housing (can include both agreed-on housing ideas for the short term, and a range of future possibilities where there is not full agreement now)
- define under what conditions rezonings could be considered for this housing
- identify requirements for affordable housing

Distinctive Neighbourhood Character

- identify aspects and areas of neighbourhood character to be retained, including heritage, landscapes, and other important elements of neighbourhood character
- suggest ways to preserve important elements of neighbourhood character
- identify the desired character of new development and how to make sure it is neighbourly
- identify the desired character of the neighbourhood centre(s) and how to make centre development fit well with the neighbourhood

Other CityPlan Topics

- The Vision would also address other CityPlan topics including Financial Accountability, Arts and Culture, Environment, and Governance.

3. The Process

The Community Visioning Program has two interconnected streams: the community process and a concurrent city-wide process. Two communities will simultaneously participate in separate community processes, each concentrating on the local perspective. The city-wide process links the two communities, provides city-wide/regional perspective, and informs the rest of the city about the Vision program.

A. The Community Process

Steps for the community to prepare its vision

Prior to the Program starting up in the community, staff undertake preparation of a broad range of information, maps, photos and support materials, including numerous Fact Sheets on the existing situation in the community, as well as city policies and programs. This takes approximately three months before the start of the Program. The community process has four steps done over about fifteen months. It involves the community, CityPlan staff, and others. A subsequent step to set priorities for implementation is done by the community and staff. The four steps described on the following page are a broad outline within which specifics can be tailored to meet community circumstances.

CITYPLAN COMMUNITY VISION PROGRAM - STEPS SCHEDULE																	
Months			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
PREPARATION																	
Staffing, data, maps, materials prep.																	
STEP 1 GETTING IN TOUCH																	
Initial newsletter; meet community groups																	
Recruit and brief CLG																	
STEP 2 CREATING IDEAS																	
Prep., hold Vision Festivals																	
Newsletter updates; outreach program																	
Prep., hold, transcribe creative workshops																	
STEP 3 CHOOSING DIRECTIONS																	
Create, distribute Choices Survey																	
Newsletter updates; outreach program																	
Org, code, enter Survey data																	
STEP 4 FINALIZING THE VISION																	
Interpret and analyze data																	
Create, distribute final Vision																	
Council endorsement of Vision																	
Note: timing of steps will be adjusted as needed to accommodate vacation periods when public participation is not feasible.																	

Step 1: Get in Touch

- Newsletter introducing the Program out to all households, businesses, owners.
- Contact key people and meet all organizations in the community, including multi-cultural organizations. Introduce Program, opportunities for their involvement and benefit, collect perceptions of community issues, hopes, ideas, and needs.
- Recruit and brief the Community Liaison Group.
- Customize outreach, communications, and events strategy in consultation with the CLG..
- Identify additional information that people want when working on Visions.

Step 2: Share Ideas

- Generate interest, ideas, and provide inspiration with a "Vision Festival": exhibits, speaker, tours and activities, interactive displays, community group and student participation, community forum. Provide additional opportunities for people to add to hopes, needs, values, ideas, and opportunities.
- Sign people up to "interested people" mailing list.
- Work out details with CLG of workshop scheduling and outreach.
- Hold a series of topic-focused workshops, where community residents create the ideas and possibilities for the future that will be turned into Vision options and directions. Use the issues, ideas and information, from Step 1, as well as information and structure provided by CityPlan staff about the community, city and region. Produce a variety of alternatives which move in CityPlan directions. Generate maps, photos, drawings, and words to summarize discussions.
- Hold "mini" workshops for multi-cultural residents [and other hard-to-reach groups] at their usual meetings or classes.
- Fully transcribe workshop results for use in drafting Vision options and directions; distribute to workshop attendees and CLG.

An example of information to be provided in the community visioning process: One of the CityPlan directions is to "increase housing variety.....especially in neighbourhood centres; and give people the opportunity to stay in their neighbourhoods as their housing needs change and, by doing so, take a share of regional growth."

Information provided to Vision participants will help them answer the following questions:

- Who lives in the community now and what might their housing needs be in the future? For instance, how much and what types of housing might older adults in the community look for as they age, and as children grow to be young adults and start families. Does the community have the housing to meet these needs?
- What types of housing does the community have now, and how much and what types of housing could be built in the future under existing zoning?
- How much housing does the regional plan ask the city to have in the future and why?
- What might be the community service and infrastructure needs of different amounts of future housing? Does the community have surpluses or deficiencies?
- What kind of tools could the City use to guide housing, such as setting the rate of change, controlling the design, charging developing cost levies, etc.?
- Pictures, drawings, and self- guided tours to show: what do various types of housing look like?

Comparable information would be provided on all the other CityPlan topics.

Step 3: Choosing Directions

- Develop a large format "Choices Survey" containing the Vision options and directions developed out of the workshop results from Step 2. Ensure, with review by the CLG, that the survey is complete and reflective of the workshops.
- Provide a broader city-wide and regional perspective in the Survey through City Perspectives Panel comments on the Visions options and directions in the relationship to CityPlan directions.
- Distribute the survey to all households, businesses, and owners. Conduct a random mailing of the survey to ensure validity of results.
- Undertake an outreach program to support the "Choices Survey" and encourage response, including ads, newspaper/media coverage, and travelling displays.

Step 4: Finalizing the Vision

- Review and analyse the survey responses to determine the preferences of the community for the Vision directions and options. Identify areas of uncertain or ambiguous results, or of geographically divergent opinion.
- Review and finalize the survey results with the CLG and CPP.
- Draft a final Vision summary for distribution to all households, businesses, and owners. Produce the final Vision document.
- Present the final Vision to City Council for endorsement.

Implementing the vision

The community, including former CLG members who wish to participate, will work with staff to develop a strategic action plan for implementing the endorsed Vision over the extended period of time necessary. City initiatives can include capital expenditures, more detailed planning, rezonings, and redirecting many existing programs to make the Vision a reality (greenways, local area improvements, traffic calming, etc.). Community initiatives will also play an important role. The strategic action plan will identify timing and priorities for the next steps and actions to make Vision directions happen, based on response of the broad community to the direction; the city of community resources available; and the opportunities that arise. This action plan will be developed, reviewed and endorsed by City Council as a separate initiative after the Vision has been approved.

B. The City-wide Process

Linking communities and bringing a city-wide perspective

At the same time as the community processes is underway in the two communities, a city-wide process will occur. The city-wide process will help to: provide a city-wide and CityPlan perspective, develop a sense of mutual accountability and fair share among communities, provide inspiration, share ideas, develop tools, and improve general public awareness.

The city-wide process includes:

- Sessions to identify or discuss tools for implementing or financing Visions.
- Organized opportunities for public input on the City's response to the region's Livable Region Strategic Plan and other city-wide issues.
- News stories, news releases, internet information, a regular cable t.v. program, and a series of speakers combine to make the general public aware of the Program, report on the progress being made in community visions, and provide information about issues and ideas.

- The City Perspectives Panel to provide comments, to each community, from a CityPlan perspective on the community's Vision options and directions.
- Events that bring together the two communities concurrently involved in Vision processes in order to share ideas, get inspiration, etc.
- Information packages and kits for community Visions that include CityPlan directions and community information, as well as ideas and examples from other places.
- Consultation with groups that represent city- wide interests (rental housing, environment, seniors, etc.) to explore ways for these interests to be part of community Visioning.

The city-wide process will be managed and facilitated by CityPlan staff.

4. Roles

Making responsibilities clear

There will be many actors involved in the community Visioning process. This section, including the chart on the following page, describes the roles of key participants. (More detail is provided in the last section of this report, "Additional Information.")

The community

The community has two key roles. First, to generate the ideas, values, desires, and needs that create the Vision options and directions. Second, to select the preferred Vision options and directions. The community includes residents, property owners, workers, and business owners - participating as individuals, community groups, and/or as members of the CLG (see below). The Vision depends on broadly based community participation and support.

Community Liaison Group [CLG]

A Community Liaison Group will be formed for each Vision community. It will be made-up of volunteers from the community drawn from a wide range of ages, backgrounds, neighbourhoods and interests.

Its key roles will be to provide continuity throughout the process and to be a "watch- dog" of the process on behalf of the community, ensuring that community input from each step is carried into subsequent steps. The CLG will also provide a core group of participants and help to customize and expand outreach efforts. They will provide advice to staff throughout the process.

The Group's role will not be to revise or delete Vision options or directions, nor to select the preferred ones.

CityPlan team

The role of CityPlan staff will be to help the community explore and create Vision options and directions that are move in the broad directions of CityPlan. To this end, the CityPlan staff role includes organizing events, doing outreach, illustrating and documenting material from the process, and providing information about community needs and about the CityPlan directions.

These terms of reference call for producing Visions that are consistent with CityPlan directions. CityPlan staff will provide comments and advice on CityPlan directions. However, it is not CityPlan staff's role to create their own Vision options and directions; to delete options; or to advocate, negotiate for, or select, preferred Vision options and directions.

The CityPlan staff team consist of: two community teams, each with a planner, a planning analyst and a community resource person; a media/information team with expertise in communications, data gathering and analysis, graphics and display production; together with the senior planners who co-manage the overall Program. Liaison staff from Engineering, Parks and Housing will be part of the CityPlan team, and other staff expertise will be called on as necessary.

City Perspectives Panel [CPP]

Individuals who are widely respected from a city-wide and community point of view will be appointed by City Council to the City Perspectives Panel to wear a "city hat" . . Their role will be to provide commentary on how well the Vision options and directions generated by each community are meeting CityPlan directions. This commentary will be part of the information available in the community in the "Choices Survey" where people review their Vision options and directions and select preferred Vision directions.

Other interests: nearby residents, special interests, students et al.

Nearby Residents, and Post-Secondary Students.

Residents or business owners from adjacent communities may have an interest in what happens in the community being Visioned. University and post-secondary students from outside the community are often interested in the Vision Program as it relates to their studies in planning, architecture or landscape architecture. They may be contacted in Step 1 Getting in Touch, and may participate in Step 2, Creating Ideas. However, in the workshops held during Step 2, staff will be ensuring that these participants are not present in undue numbers. Neither of these groups vote in the Choices Survey in Step 3, Choosing Directions, or participate in subsequent steps.

Special Interests

Many community people may have special interests, and their knowledge and advocacy can enrich the Vision process, particularly in Step 2, Creating Ideas. However, their main role is as a community resident, business owner, etc., as outlined above. The participation of special interest representatives from outside the community [e.g. heritage advocates, architects or designers, bicycle user groups, affordable housing groups, environmentalists, developers, real estate agents, etc.] will be limited to providing information or ideas through materials prepared by staff, or participating on an invited basis at workshops or meetings.

Other City staff

While the CityPlan team will manage the Vision Program, many other City staff from a variety of departments will be called upon to provide information or advice in the Vision process. Where possible, they will also work to solve immediate community problems through existing programs. City staff - other than the CityPlan team - may also have a special interest to advocate, such as the City's Housing Centre. However, as with special interests above, the role of staff is not to edit or negotiate the community's preferred Vision.

City Council

City Council allocates resources to undertake this Program and also has the final approval authority for the Visions. Council members will be invited to be "active observers" during community Visioning. Council also reviews and approves the strategic action plan that is developed following the Vision.

Roles - Community Vision Program

Functions	Actors						
	City Administrator/Deputy	Community Liaison	CityPlan team	City Perspectives Panel	Other Interests	Other City Staff	City Council
Manage the process			✓	✓			
Watchdog		✓	✓				
Outreach	✓	✓	✓				
Facilitate events			✓				
Record/illustrate/document/distribute			✓				
Provide local, city-wide and CityPlan info.	✓	✓	✓		✓	✓	
Advocate	✓					✓	
Generate ideas/values/desires/needs	✓	✓			✓		
Develop and describe vision options	✓	✓	✓				
Provide city-wide perspective on options				✓			
Select preferred vision	✓						
Approve vision							✓

Notes on the Functions Listed on the Chart

Manage the process - Organize the Program, manage staff and budgets.

Watchdog - Ensure the terms of reference, ground rules, and community input are respected.

Outreach - Tailor the participation opportunities to the community doing the Vision and maximize community participation.

Facilitate events - Ensure meetings and events are effectively and neutrally run.

Record/illustrate/document/distribute - Transform rough material into shareable documents, displays, etc. Package and distribute or display material for wide review.

Provide local, city-wide, and CityPlan information - CityPlan staff will provide background information, ideas, and analysis on the community and on alternatives or ideas. They will also provide a CityPlan context for each Vision by providing information on, and raising awareness of, CityPlan directions and city-wide concerns. The community will provide local expertise and information.

Advocate - Support a particular topic, interest, or solution.

Generate ideas/values/desires/needs - Define what in the community should change and what should remain the same and the approaches, ideas, and preferences that should be included in the Vision options and directions.

Develop and describe Vision options and directions - Based on broad community input (the ideas/values/desires/needs) create Vision options and directions and describe their consequences, including in relation to CityPlan directions. Help develop creative alternatives and approaches which respond to community input.

Provide city-wide perspective on options - Comment on how well different Vision options and directions respond to CityPlan and city-wide concerns. Assess the preferred Vision's movement in CityPlan directions.

Select preferred Vision options and directions - Choose preferred Vision options and directions, and/or identify components which require modification to maximize broad community support.

Approve Vision - Formally approve the Community Vision as a basis for City policies and future actions; and approve strategic action plan and allocation of any City resources to implement the Vision.

Additional Information

Roles

More detail on the roles of the community, Community Liaison Group, and CityPlan staff

The community

- Provide information
 - Provide information on local conditions, issues, and trends
- Generate ideas, values, desires, and needs
 - Identify hopes, concerns, values, ideas, opportunities
 - Create directions and material which will be assembled into Vision options and directions
 - Provide information to help evaluate Visions
- Review options and select a preferred Vision
 - Review, discuss, and comment on Vision options and directions
 - Select preferred Vision
- Monitor and participate in Vision implementation
 - Identify priorities for Vision action
 - Maintain awareness of the Vision and progress toward it

Community Liaison Group

This is a large group from the community who volunteer to participate in the Community Vision process from start to finish. They may also choose to assist in setting priorities for follow-up actions and continue to be involved in the ongoing implementation of the Vision.

Continuity

- Provide continuity of involvement through all steps in Visioning process
- Assist in developing strategic action plan to implement Vision after it has been produced; and in ongoing monitoring (option for members, after Vision, if they wish)

'Watch-dog'

- Help to ensure that a broad cross-section of the community has opportunities to participate and comment
- Help to ensure that materials are provided to the community in a way that is meaningful, understandable, and unbiased
- Ensure that a wide range of alternatives and points of view are represented in events and materials for the rest of the community to see and comment on
- Make the process, and the CityPlan team's activities in the process, more transparent and public

Outreach

- Suggest ways to increase participation
- Encourage other people and groups to participate.

Creativity

- Bring a wide range of voices, knowledge, interests, and experience to assist the community's creation and evaluation of vision options

Other

- May help facilitate discussion groups
- All work open to public
- May set priorities, with the community, for vision implementation

The Liaison Committee's role is NOT to:

- advocate, delete, or select Vision options and directions

CityPlan staff includes staff from Planning and other departments.

Organize - Organize logistics for events, meetings, displays, surveys, etc.

- Co-ordinate input from city departments
- Manage budget and staffing, as approved by City Council **Facilitate meetings, events, and ideas** - Structure, set agenda, and facilitate meetings, workshops, etc. to ensure the purpose of meeting is achieved, there is a full discussion, and all perspectives are included. They may or may not chair CLG meetings, depending on the CLG preference.
- Encourage the community to put forward a wide range of alternatives and points of view, especially at the beginning of the process, to create and to evaluate Visions
- Help find common ground as the process unfolds and on a final vision
- Call in outside facilitation and/or mediation where/if useful
- Assist in developing innovative ideas and approaches to include in the Vision

Outreach and communication - Consult with existing groups, key informants, and others on ways to help increase participation and communication

- Strive for broad and inclusive communication, participation, dialogue, and input throughout all steps in the process
- Incorporate participation and communication on a variety of scales and formats

'Watchdog' - Make sure that each step in the process is followed

- Check that all CityPlan topics are included
- Ensure that Vision options and directions are consistent with CityPlan directions

Illustrate, document, and prepare displays and reports - Document information and material generated by participants at each step of the process, as a basis for subsequent steps

- Illustrate Vision options and directions and the final vision by creating displays, brochures, etc. based on material generated by the community
- Prepare required documents and reports, including reports to City Council

Information and technical advice: - Provide information on the CityPlan directions, and on neighbourhood, city, and regional needs in relation to the CityPlan directions

- Provide information, ideas, and advice that can help people explore possibilities and create a wide range of vision options
- Provide information to help people evaluate Vision options and directions. This is information that compares each Vision option to the CityPlan directions and to community needs, as well as any other pros and cons identified by participants. The CityPlan staff role is NOT to: - invent, advocate, delete, or select options

Selecting Communities: Size, boundaries, and priorities

Areas to be Visioned

The Community Vision pilot program in Kensington-Cedar Cottage and Dunbar area showed that the Program successfully create a long range, multi-topic set of directions for the future of an area. It is most suited for taking the many topics of CityPlan into areas which have not had planning previously, or if they have had planning, have not dealt with some of the main CityPlan issues. Council has approved the Visions Program to be extended into these parts of the city, which are the predominantly single-family areas. Other areas, which have had planning programs in the past or have them underway, will not be covered by the Vision Program. Council has requested a report back from staff in early 2001 on details of how to review these using another, less comprehensive program.

In terms of Vision area size, the pilot showed that with appropriate staffing and other resources, quite large areas can be Visioned, e.g. KCC at 42,400 residents. The future Vision areas are shown on Map 1. Their average population [excluding West Point Grey] is 36,570 residents.

These areas are large enough to allow people to consider broader patterns, such as arterial streets, neighbourhood centre location[s], community facilities and so forth. However, each community contains more than one "neighbourhood" as people commonly use the term. The Program recognizes and respects these smaller neighbourhoods in several ways:

- the Program will not rely on a single "central" location in the community for displays, outreach, and events but will be designed to reach people in all parts of the community, at the places that people go, and through material they receive
- familiarity with all parts of the community will be important in creating Visions, and the Community Liaison Group will have members from all parts of the community
- the Visions recognize neighbourhoods by allowing for different geographically-specific Vision directions for different areas. For example, there may be more than one neighbourhood centre, development character, design of public places, etc. The responses to the Choices Survey are also mapped to see if different sub-areas hold different opinions, and ensure that there isn't a geographical bias in the responses.

Deciding exact boundaries

The Vision areas consist of one or more "Local Areas" as currently used by the City. These Local Area boundaries are used to define the edges of Vision areas because:

- many are at the edges of Vancouver, or correspond with a major land use change
- most do not go through the middle of a neighbourhood shopping street which are likely

- locations for a neighbourhood centre
- there is specialized Census data available for these areas

However, these boundaries will serve as guides rather rigid boundaries. That is, people can explore directions that extend beyond the edges of a local area, and people from adjacent areas can participate in [but not vote on] the Vision of a neighboring area if they feel it relates to them.

Determining priorities for Visions areas

At the 1996 public forum to select the two pilot Vision areas, participants developed selection criteria to assess which communities were most in need of Visions. The criteria included:

- development pressures [e.g. population turnover, rezoning applications, house demolitions]
- transportation pressures [e.g. traffic volumes; truck volumes]
- being deficient in community services and amenities [park space shortage, child care shortage, shelter affordability issues, crime rate]; and
- diversity issues [non-English home language, income diversity, new immigrant].

Staff used these criteria to create a rank order of local areas based on need for planning. This order was then adjusted to take account of the timing of transit station area planning, and the desirability of doing adjacent areas at the same time. The resulting order is shown in Map 1. [A separate background report is available on the ranking of areas.] Other Aspects of Visions Differences in visions; existing plans; targets, impacts; rezonings; a 30 year horizon; Vision implementation

Differences in vision process and content

Some aspects of the Vision process will be custom designed for each community but they will all follow the same basic steps. There will also be differences in the content of Visions. Although all communities will address all CityPlan topics, each may move in those directions in its own ways. Some communities may be able to develop more detail on some topics.

Visions and existing plans

While the communities included in the Vision Program have not had full local area plans in the past, some small sub-areas have had planning that included substantial community input. In some cases, city-wide plans that affect the community have been adopted, e.g. the Greenways Plan and the Transportation Plan. These plans would likely be the basis of some Vision directions or options. Alternatives may also be suggested during workshops, or the community may develop a more detailed Vision than communities which start with no pre-existing plan.

Visions and population targets

There are no regional population targets for neighbourhoods. The regional strategy (the Greater Vancouver Regional District's *Livable Region Strategic Plan*) is to reduce sprawl and auto dependency by concentrating future population growth in areas already urbanized.

As described throughout the CityPlan process, the region has indicated that it would be beneficial if the city could accommodate 160,000 more people over the next thirty years. [i.e. a total of 635,000 by 2021.] CityPlan supports the overall regional strategy, and the figure of 635,000 was used for illustrative purposes in CityPlan's public program. However, the adopted CityPlan does not include specific population targets.

City Council adopted a Regional Context Statement [RCS] in support of the Livable Region Strategic Plan, which states how the City's policies support the regional plan. The RCS states that the City can accommodate between 615,000 and

642,000 residents using capacity available under existing zoning or anticipated projects.

While the total numbers of people that can be accommodated are consistent with regional goals, most of the additional units would be apartments. The need for ground-oriented housing called for in the regional plan, and the housing variety called for in the adopted CityPlan is not fully met.

CityPlan participants said they want more opportunities to stay in familiar neighbourhoods as their housing needs change, and this means additional housing, but of a different type. The City expects that community Visions will move toward meeting these needs, but there are no preset targets which must be met.

The impact of Visions on development and density

Community visions are expected to support the CityPlan direction of increasing the variety of housing in neighbourhoods that don't have housing variety now. In many single-family parts of the city, adding housing variety will involve redevelopment and more density - in a way that each community feels reflects their neighbourhood and its needs.

The Vision process will provide each neighbourhood with information on its needs and on city and regional needs. It will help each neighbourhood determine approximately where, how much, and what type of additional development it will accommodate in the future, and the preconditions for new development. People will be able to review and consider their own neighbourhood's housing needs, generated by the people in the neighbourhood as they go through different stages of their lives.

However, Visions are not focused on housing. They are about the full sense of neighbourhood and community. They will be equally concerned with all the topics that CityPlan participants said are important, including development character, safety, transportation, and parks and public places.

Visions and rezoning requests

Rezoning applications are made across the city on a regular basis. It is not reasonable to halt all applications until all Visions are complete. Neither is it reasonable to consider rezonings which could prejudice a community Vision before, or while, the Vision process is underway.

For this reason, City Council has adopted a "Rezoning policy for before and during neighbourhood Visioning." The policy is to continue to process rezoning applications or inquiries that were underway on January 18, 1996. Rezoning applications will also be considered where Council-approved plans or policies support rezoning, as well as for heritage, social or affordable housing, and public or non-profit facilities. Other rezonings would be assessed to determine if they set significant new directions or foreclose options for a community Vision. If so, the policy calls for them not to be considered, unless the risk of development proceeding under the current zoning would even more seriously jeopardize a Vision. Normally, staff will provide this advice to inquirers, noting, however, that an inquirer retains the right to make a formal rezoning application and have Council directly consider how it fits into this rezoning policy.

As part of the Vision itself, each neighbourhood will need to give guidance as to what rezonings could be entertained after the Vision, and under what conditions.

Visions have a 30 year time horizon

The Community Vision Program asks communities to look 30 years ahead. Communities will be given information to help them consider both the short-term and the 30 year future. But it is not necessary to plan now in detail for a 30-year end point for each CityPlan topic. The Vision is a framework, it will need to be revisited and revised over time as the communities and their needs, conditions, and ideas change.

Action plan for Vision implementation

Implementing Visions may draw on existing City programs or funding sources, such as, traffic calming, beautification, neighbourhood matching fund, greenways program, and social and cultural grants. Where new development is anticipated, residents will set priorities for the use of development cost levies and community amenity contributions. Visions may also identify new funding sources and other ways people can help make the Vision happen.

A specific budget for CityPlan implementation is not included in the upcoming 2000 - 2003 Capital Plan. Rather, as priorities are identified through Community Visions, these will provide guidance to work undertaken through established capital budgets.

CityPlan Process

1. CityPlan Directions 1993-1995

Central Area, Neighbourhoods (Centers, Housing, Character), Community (Services, Safety, Art & Culture, Public Places)
Economy-Environment (Jobs, Movement, Environment) Implementation (Engagement, Financial Accountability), Region



2. Policy Plans: "Chapters" CityPlan Implementation 1995 - 2008

- Industrial Lands
- Transportation
- Financing Growth
- Affordable Housing
- Sustainability
- Climate Change
- Core Employment
- Core Transportation
- Creative City

3. Neighbourhood Plans: Implement CityPlan 1996-2010

Community Visions Area Plans 1996-2010

- Kensington-Cedar Cottage
- Renfrew-Collingwood
- Dunbar
- Sunset
- Victoria- Fraserview- Killarney
- Hastings-Sunrise
- Riley Park- South Cambie
- Arbutus- Kerrisdale- Shaughnessy
- West Point Grey

Neighborhood Centres: Zoning, Public Realm, Services 2004-2010

- Knight & Kingsway
- Norquay