

# MOUNT PLEASANT IMPLEMENTATION COMMITTEE

## TERMS OF REFERENCE

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### 1.0 Background

- 1.1 City Council approved the Mount Pleasant Community Plan (the 'Plan') on 18 November 2010. A diverse group including residents, land owners, and business people helped define and prioritize services, programs, planning and policies for their unique heritage community through extensive neighbourhood consultation and surveys.
- 1.2 The Plan is intended to inspire community-building, economic opportunity, access to affordable housing, flourishing public and private art, social inclusion, pride in the heritage role of the neighbourhood, and appreciation of the views provided by the natural geographic location (i.e., sloping views to Burrard Inlet and the North Shore mountains).
- 1.3 Both the staff report to Council seeking adoption of the Plan and the Plan itself reference ongoing public participation during implementation:
  - “That staff proceed with the implementation of the Mount Pleasant Community Plan in accordance with Plan principles and policies and **in consultation with the local community.**” (Staff report, p. 1)
  - “**Continued community involvement** will be necessary to set priorities and provide leadership over the life of the community plan.” (Staff report, p. 7)
  - The Plan seeks to “build community capacity throughout the planning and development processes – **ensuring that the process seeks common ground and reflects the interests of the broad community.**” (Staff report, p. 9)
  - The Plan also supports mechanisms to “**engage representatives of the Mount Pleasant community, design professionals, and the City**” through a co-design approach. (Mount Pleasant Community Plan, p. 13) This can result in community capacity building to address current and future issues in Mount Pleasant.

- 1.4 Existing zoning and guidelines will continue to inform Plan implementation and development activity in Mount Pleasant. However, the Plan identifies areas for change through rezoning, and in those cases the Plan will be applied as the first set of guidelines in considering the rezonings, noting that other City policy and initiatives will also be considered. The Plan was prepared on the principle that it would strive to be consistent with city-wide plans, policies, and initiatives. It should be noted that that policy context, together with Council priorities, will continue to evolve over the lifetime of the Plan, and thus new policies and priorities may come to inform and guide its implementation.

Should tensions arise between different sections of the Plan, or between the Plan and other City policy or initiatives, staff will make recommendations to City Council, taking into account all applicable policies, and community input. In the deliberation process regarding implementation decisions, all stakeholders must recognize that tradeoffs will be necessary to arrive at acceptable outcomes.

## **2.0 MPIC Creation, Pilot Nature and Tenure**

- 2.1 The City will use a Mount Pleasant Implementation Committee (MPIC) as one of several public engagement mechanisms in implementing the Plan (see Section 7.2), recognizing that there is added value in group discourse when the members of that group all have ongoing involvement in the implementation process, as well as diverse perspectives, and are knowledgeable about the Plan. This will be considered a pilot approach. The City will invite suggestions from the MPIC as to how to engage the broader community in parallel public engagement processes, and share with the MPIC the outcomes of those parallel public processes (e.g., open houses) for information purposes. The City will not be looking to the MPIC to administer those other processes, however, MPIC members will be encouraged to help reach out and inform the community about public engagement opportunities.
- 2.2 The MPIC will continue to meet and provide advice to City staff and City Council until such time as City Council endorses a new approach for public engagement in Mount Pleasant, as a result of recommendations by the MPIC and/or through ongoing staff learning in other community processes. During the pilot stage, the current MPIC Terms of Reference may require amendment as a result of those recommendations.
- 2.3 Meeting frequency and City staff support is expected to be greatest during the first 18 months (September 2012 to February 2014) while implementation priorities identified in the Plan are completed.

## **3.0 Role of the MPIC**

- 3.1 The role of the MPIC is an advisory one. The MPIC will provide advice to City staff and City Council, based on personal expertise and local experience, on the implementation process for the Mount Pleasant Community Plan, including work plans and public engagement. This will include implementation projects identified as priorities within the Plan, as well as other implementation projects that fall within the boundaries and directions of the Plan. The MPIC will be expected to respond to Plan principles, policies, and directions – including the need to seek common ground and reflect the interests of the broad community – in forming its advice, assisted by City staff. The MPIC represents an opportunity for engagement through broadly-informed community discussions and expanding community capacity to address problems and respond to opportunities by pooling the skills, abilities, and knowledge of community members and organizations.
- 3.2 MPIC members are also community connectors, expanding the reach of engagement to the community. Members will offer tactical recommendations in engaging the broader community to be considered by project managers. Through their networks, MPIC members can encourage participation in broad public engagement opportunities relevant to the implementation of the Plan (led by the City, developers or partners). Their unique position will also enable them to provide valuable contextual information to the community.

- 3.3 The intent will be to focus the MPIC's attention in 2012 and 2013 on the priority implementation work identified in the Plan, specifically:
- A **Broadway East Revitalization Strategy** to address the aims and issues identified in the Plan.
  - A **Public Benefits and Infrastructure Strategy** to address the delivery of multiple public benefits for the community as a whole.
  - A **Public Realm Plan** to coordinate the public realm improvements identified in the Plan.
  - A more cohesive **Urban Design Framework** for Main Street from 2nd to 7th Avenue and Broadway East, in parallel with the consideration of rezoning applications in those areas, and work on the Public Realm Plan.
- 3.4 Additionally, the MPIC will be involved in **early review of site-specific development proposals**. Early engagement of developers with the MPIC will provide an opportunity for: (a) early notice on new development prospects in Mount Pleasant; (b) early assessment of alignment with Plan directions, in a process that connects City staff, developers and community representatives; (c) early identification of implementation issues and opportunities. City staff will advise applicants for rezoning to meet with the MPIC at an early stage (i.e., the schematic design phase) of the project to receive input before an application is submitted. City staff will advise the MPIC of all development applications and City staff will advise those seeking development permits to meet with the MPIC as early as possible. The City will encourage but cannot require developers to participate. The MPIC's role is to provide input in a collaborative review.
- 3.5 The MPIC will also contribute to the City's ongoing improvements of public engagement practices, serving as a pilot approach in furthering the City's engagement practices for neighbourhood governance with respect to policy development and implementation. Research findings and other lessons learned will be brought forward to the Public Engagement Manager for consideration in the review of city-wide engagement practices.
- 3.6 The MPIC and City staff will collaborate in developing and integrating proposals, projects, and programs in Mount Pleasant. City programs or projects that are directly relevant to Plan policies will be brought to the MPIC for discussion and advice (e.g., Street to Parks conversion projects).
- 3.7 Other City programs and projects with a scope or focus extending beyond Mount Pleasant (e.g. Greenest City Action Team projects, Transportation Plan update) may conduct their own public processes. City staff will seek early MPIC participation in these processes. Members of the MPIC will be encouraged to participate in such processes.
- 3.8 MPIC advice will be conveyed verbatim to City Council through attachments to, or sections in, City staff reports or memos. In the case that staff recommendations to City Council differ from advice provided by the MPIC, staff will provide a rationale for those differences in their report. MPIC members who wish to speak to Council should go through the standard process of requesting from City Clerks to be added to a speakers list. Members must inform the group of their intention to speak if they plan on identifying themselves as MPIC members. If the comments to Council are not agreed upon by the group, members must clarify that they are representing themselves, and not the MPIC.
- 3.9 Input from the MPIC to other Civic bodies (e.g., Development Permit Board, Advisory Committees) can be conveyed in either verbal presentation or written format, and it will be the responsibility of MPIC members, collectively, to produce such summary reports as well as coordinate submission and getting on speakers lists, not the responsibility of City staff.
- 3.10 Working groups may be formed to address specific implementation actions (e.g., Broadway East Revitalization Strategy, Public Benefits Strategy), and to include further community involvement. City staff will ask (but will not require) members of the MPIC to participate based on their interests or expertise. Outcomes of working group sessions will be shared with the MPIC for information purposes; the MPIC's role will not be to validate any outcomes.

## **4.0 Role of City Staff**

4.1 City staff will be responsible for:

- organizing the Plan implementation program, using available staff resources,
- presenting a draft work plan for implementation projects with mutually agreed-upon (by the City and the MPIC) roles and responsibilities, deliverables and timelines,
- chairing or co-chairing meetings (see Section 9.1),
- recording, illustrating, documenting, and distributing discussion material, including other presenters' (e.g., developers') materials,
- providing background information and analysis on the community,
- notifying the MPIC of programs being conducted and rezonings/development applications in the Mount Pleasant area, and providing avenues for MPIC liaison – including discussions at MPIC meetings – with relevant staff from Planning, Engineering, Parks, Housing, Social Planning, Cultural Affairs and other civic departments participating as needed. (When other resource persons are not available to attend a given meeting, the City Chair of MPIC meetings will act as inter-departmental liaison on the MPIC's behalf, gathering information from various City departments to inform MPIC discussions.)

4.2 City staff, together with the MPIC, will work to ensure the representative balance of the MPIC membership, and will make efforts to address gaps in representation as far as possible (see Section 6.1).

4.3 City staff, working with the MPIC, will seek to ensure that City Council is made aware of the range of community opinion (i.e. MPIC reports, feedback forms), technical information, and any other necessary information before making decisions pertaining to Plan implementation.

4.4 City staff, as well as the MPIC, will contribute to community capacity building for ongoing stewardship of the Plan.

## **5.0 Role of City Council**

5.1 City Council is ultimately responsible for the approval of proposed physical improvements, zoning changes (or rezoning policy), guidelines, capital spending, and any other action/implementation plans involving City resources following adoption of the Plan.

## **6.0 Composition of the MPIC**

- 6.1 The MPIC will be composed of volunteers from the Mount Pleasant community (residents, workers, property owners). It will involve a diversity of people and interests, encompassing a variety of disciplines and skills. The make-up of the MPIC should be reflective of Mount Pleasant's overall population (e.g., property owners, renters, business people, youth, seniors, family households). City staff, working with the MPIC, will seek to bring about this diversity by (a) requesting those seeking membership to submit an application form that includes information on address, language/culture/other demographics, etc. (while respecting Freedom of Information legislation) to help identify under-represented voices and then (b) developing approaches to address the gaps in representation.
- 6.2 Members must live, own property or work in Mount Pleasant.
- 6.3 The target size for the MPIC is 15-30 community representatives, with no less than half of the committee members being residents of Mount Pleasant, and with the local business community and non-profit community service providers also represented.
- 6.4 All MPIC meetings will be open to the public, in an observer (listening) role. As a standard meeting practice, the Chair will create a short interval in the meeting, usually in the latter half, for any observers to contribute comments if they so wish.
- 6.5 The expectation is that all MPIC members will be active in committee work. Members will make best efforts to attend all MPIC meetings and will be responsible for staying informed by reviewing meeting records for any meetings they miss.
- 6.6 Members who no longer wish to participate (or are unable to attend a particular meeting) must notify City staff. In the interest of sustaining a strong committee for collaborative work, City staff will deem as non-member any community representative missing three consecutive meetings, and will seek new MPIC members to replace those who are inactive.
- 6.7 Members will adhere to these Terms of Reference.

## **7.0 Plan Implementation Outreach**

- 7.1 E-mail (and, where necessary, letter) notification of MPIC meetings will be sent to MPIC members who have provided their address. Meeting notices and approved meeting notes will also be posted on the City's Mount Pleasant website.
- 7.2 In addition to working with the MPIC, City staff will use a variety of techniques to engage the broader Mount Pleasant community in Plan implementation. Events may include open houses, workshops, focus group meetings, and meetings of working groups that exist for shorter duration than the MPIC to bring together more stakeholders to focus on particular issues (e.g., Broadway East Revitalization). Engagement efforts may also include working with existing Mount Pleasant community groups and organizations in outreach. E-mail, City web postings, mail-outs and posters will also be used as appropriate. Clear and accessible language will be used to attract the broadest range of participants.

## **8.0 Meeting Schedule**

- 8.1 The MPIC will meet approximately once every month, or as needed based on the importance and decision timelines of significant projects or initiatives, including those of other City programs or projects.
- 8.2 For consistency and continuity, MPIC meetings will be scheduled in the early evening on a specific day of the month, such as the “second Thursday from 7:00 to 9:00 PM.” All meetings will take place at a central and agreed upon location. Any change in location must be communicated in advance to all members.

## **9.0 Meeting Organization**

- 9.1 The MPIC will be chaired by the City of Vancouver Community Planner until the Committee is able to identify an internal Co-Chair should it choose to do so.
- 9.2 City staff, with assistance from the Co-Chair, will be responsible for agenda preparation and distribution, recording of notes, and communication on follow-up items. City staff will also act as a liaison to facilitate information sharing and problem-solving to ensure the effectiveness of the MPIC. In their role as meeting facilitators, City staff may seek support from MPIC members and other resources.
- 9.3 City staff will circulate a meeting agenda a minimum of 5 days in advance of each meeting, and the Chair will request approval of the agenda at the start of each meeting. At the end of each meeting, the agenda for the meeting immediately following will be discussed, including proposed items and time allocations, noting that items may arise closer to the meeting date and the agenda may have to adapt.
- 9.4 MPIC members may be asked to review material in advance to encourage focused and productive meetings. Every attempt will be made to provide advance material for timely consideration before each meeting.
- 9.5 RSVP replies should be received by City staff no later than 48 hours before meetings, to enable confirmation of capacity for collaborative work. City staff will reschedule meetings if less than half of the membership is available and/or attendance is not expected to include representation from each of these stakeholder groups: residents, local business, and community service providers.
- 9.6 City staff will circulate meeting notes to all members a maximum of 7 days after the scheduled meeting. Meeting notes will include a record of attendance, discussion highlights, areas of consensus/difference of opinion, and follow-up items. Any major concerns with meeting notes should be brought to the attention of the City Chair in writing prior to the next scheduled meeting. Meeting notes will be considered approved as circulated unless amendments are proposed. Modifications to the meeting notes will be reviewed and adopted as necessary at the start of each immediately subsequent meeting.
- 9.7 A copy of all records produced by and/or provided to the MPIC will be shared with all MPIC members electronically, and held by City staff in hard-copy form. All documents or other records produced or received by the MPIC will be made available through e-mail or on the web within 15 days of their creation or receipt.
- 9.8 The MPIC membership should learn from what works well, what doesn't, and what can be done differently. Processes may be adapted based on experience; this should become part of the MPIC's ongoing practice.

## **10.0 Meeting Conduct**

- 10.1 Participants should arrive on time for meetings and stay for the duration, unless otherwise arranged with the Chair.
- 10.2 Participants are expected to conduct business in an inclusive way. All individuals participating in meetings – MPIC members, staff, other presenters/resource persons/observers – will be treated with dignity and respect, honoring their uniqueness and value. Any abuse, use of derogatory remarks, personal insults, threats or other form of discrimination will not be tolerated.
- 10.3 Those who wish to speak on a topic will raise their hand or secure the attention of the Chair by other non-intrusive means. The Chair will recognize speakers in order for each agenda item, and each speaker will be allowed to present his or her thoughts or questions without interruption by any MPIC member. The Chair may break the order for the purpose of recognizing people who have not yet spoken to the topic. The Chair may also set a time limit per speaker, if doing so does not unduly constrain communications and facilitates the completion of the business of the meeting.
- 10.4 MPIC members will be engaged, constructive, and respectful of other perspectives and of the public consultation process. Members may request information or presentations by other members or guests on topics of interest to the group.
- 10.5 The MPIC will be a non-voting body. When advising, the group will use a consensus approach to building agreement.
  - Consensus involves the exploration of interests of all parties, identifying and building on commonalities, being open to influence, and generating options that meet many interests, striving for an outcome that all parties can live with.
  - All members may not be totally happy with a particular outcome but will recognize that with divergent interests, some compromises will be necessary to reach an acceptable outcome, also that all opinions will be listened to and taken seriously.
  - If no conclusion can be reached, members should develop reports reflecting the majority/minority views, including clear rationales for the differences in opinion.
- 10.6 MPIC members will be expected to provide advice and make decisions that benefit the whole community. They are to be free from undue influence and not act or appear to act in order to gain financial or other benefits for themselves, family, friends or business interests.
- 10.7 MPIC members will be expected to disclose or declare potential conflicts-of-interest for any project, plan, or policy coming before the MPIC. Once declared, the MPIC will decide if those in a potential conflict-of-interest need to recuse themselves from contributing to the item in question.