

COMMUNITY PLANS
GRANDVIEW-WOODLAND
TERMS OF REFERENCE

WORKBOOK

November 2011

Planning Department,
Community Services Group
City of Vancouver
453 West 12th Avenue, Vancouver, BC, V5Z 1V4
vancouver.ca/nextplans

Contact: andrew.pask@vancouver.ca
604.673.8171.



GRANDVIEW-WOODLAND T-O-R REFINEMENT – KEY QUESTIONS:

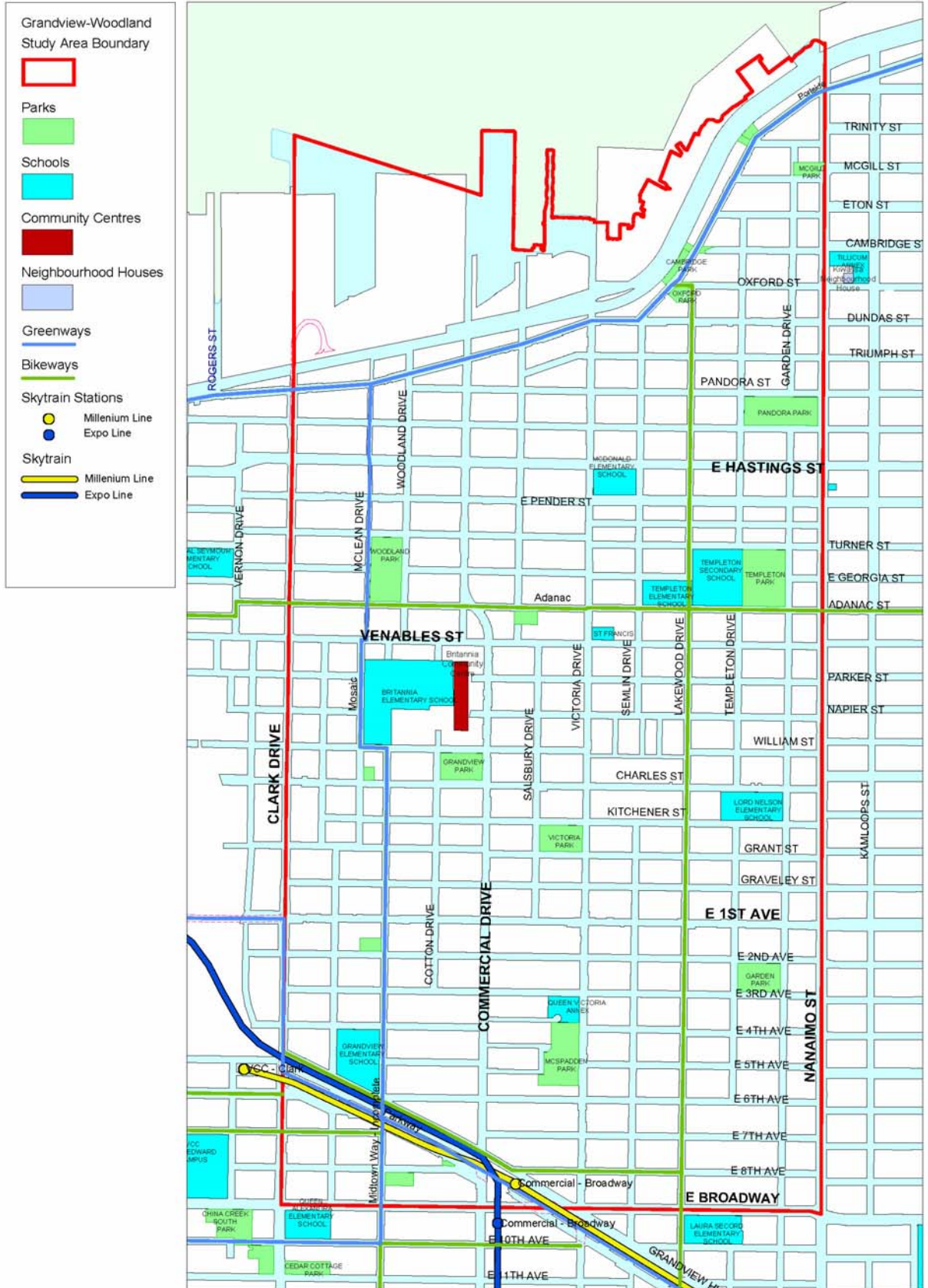
Some or all of the following questions may be explored during the Focus Group discussion.

1. (a) Are there key issues that you see affecting the Grandview-Woodland neighbourhood? Are there areas of improvement that the City should be focusing on during the Community Plan process? If yes, what are they?
1. (b) What, in your opinion, are the key strengths and assets of Grandview-Woodland?
2. Grandview-Woodland is a large community - bounded by Clark, Nanaimo, Broadway and the Burrard Inlet. Within your work - or your experience of the community - are there distinct sub-areas (components of the neighbourhood) that the City should bring focused attention to in developing the community plan? (*See Workbook, page 2*)
3. Currently, the City is considering a range of opportunities to involve the community (and key stakeholders) in the Community Plan. These include Process Advisory and Outreach Groups, Working Groups (Theme or Sub-Area related) and larger community workshops (*See Workbook, page 3*).
 - Are there any “types” of groups that ought to be ADDED to the list of considerations?
 - Should any of the group types that are noted here be DELETED as options?
 - Do you have a reasonable limit in mind for the NUMBER OF WORKING GROUPS that can be created in any one neighbourhood before the project begins to feel too unwieldy?
4. How can we best involve you and your neighbours (or your organization, clients, constituents or friends) in the planning process? Are there tools and techniques that we should be focusing on as part of our outreach and engagement efforts? (*See Workbook, pages 4-5*)
5. Are there any other items that the City should know about? (e.g. research that you know about, key initiatives underway in the community?)

The following pages contain supplemental materials and additional background information that you may wish to consider in answering these questions.

(Portions of this workbook have been excerpted from the Draft General Terms of Reference developed for all three new Community Plans (being undertaken in Grandview-Woodland, Marpole, and the West End).

GRANDVIEW-WOODLAND STUDY AREA



POSSIBLE OPTIONS FOR ADVISORY & WORKING GROUPS

As part of the Planning Process in Grandview-Woodland, the City is exploring options around a variety of different Advisory and Working Groups. These Groups would be part of a larger community engagement process that would also include workshops and other forums.

Process Advisory Group

- Purpose: To provide guidance and expertise to staff and the community regarding the community planning process. To identify linkages between the various Thematic and Sub-Area activities; reduce redundancy; ensure that staff bring forward selected options from Policy Development Phase into the Draft Plan; identify stakeholder groups in the Local Area and key contacts, outreach approaches to use to ensure broad participation; workshop/public event design; review of draft reports.

Community Engagement Group

- Purpose: To focus specifically on assisting with outreach around the Community Plan, with direct action on their own, working to ensure the involvement of diverse groups with the process. NOTE: This role could be separate from, or part of, the mandate of the Process Advisory Group. It could also be formed to engage a particular population of stakeholders, including those groups that are often under-represented in civic processes: e.g., youth, seniors, newcomers to the area, or others.

Working Groups - Focussing on Thematic Policy; Sub-Area Policy; Action While Planning

- Purpose: Working groups could assist in the identification of policy options pertaining to one or more planning 'themes' and/or policy options pertaining to identified sub-areas in each neighbourhood. Groups will also have the potential to oversee 'action while planning' - where City resources (or existing community projects or significant new volunteer interest) allow for this. Examples of possible Working Groups are:
 - Housing Working Group
 - Local Economy Working Group (including shopping areas and retail issues, local industry, transportation concerns, etc.)
 - Public Amenities Working Group
 - Social Issues Working Group

CASE STUDY: Mount Pleasant Community Plan

The Mount Pleasant Community Plan had significant and on-going community input. Initial Ideas Fairs were held to identify issues and assets in the community. A Community Liaison Group (CLG) was struck to advise the planning team throughout the process. A separate Social Coordinating Group (SCG) group was formed to work on pressing social issues in the community. Part of the SCG's work involved the design and roll-out of over a dozen social action projects. A third Intercultural Leaders Group (ILG) - made up by diverse residents and community volunteers, frontline bi-lingual and multicultural workers who work between different grassroots cultural groups - was formed. It held a series of workshops and action planning meetings.

SPECIALIZED OUTREACH, TRANSLATION, ENGAGEMENT

The Community Planning process will strive to ensure that the public has the opportunity to be involved at many levels throughout the planning process. This will involve:

- Building community capacity to engage with the planning process in various ways (e.g., ensuring City communications utilize clear, accessible and jargon-free explanation of city-building topics, challenges and potential solutions), and including civic participation training to educate people about municipal systems and how the community planning process works in Vancouver.
- Providing key technical information and planning-related knowledge to the community members, and in a timely fashion so that they can engage meaningfully in the process.
- Strengthening opportunities for representative input by providing a safe and respectful engagement environment (and a variety of tools and methods) that will allow people to participate in a way that is comfortable; working to ensure that the loudest voices don't prevent other voices from participating and being heard and respected.
- Providing clarity about the scope of each engagement opportunity - what's being considered, the nature of the decision-making process, the duration of the engagement opportunity and how it fits into the overall Community Plan process.
- Using facilitation and group decision-making techniques if necessary at key stages to constructively address trade-offs and seek common ground.
- Dialogue and listening opportunities - for City staff and stakeholders to exchange information and ideas about matters of community concern.
- Open and transparent communication about City objectives and staff recommendations, especially when plan proposals have limited community support.
- Vigorous outreach to often under-represented sections of the community. Getting to people "where they are." This could include, but is not limited to:
 - Partnerships with the Vancouver School Board to increase youth involvement
 - ESL (English as a Second Language) groups
 - Isolated, introverted, "non-joiner" population
 - Renters
 - Homeless people
 - Households with children, single-parent families; women as well as men
 - LGTBQ2S population (lesbian, gay, transgendered, bi-, queer, two-spirited)
 - Aboriginals
 - Newcomers to the neighbourhood, whether immigrants to Canada or recent arrivals from another community
 - Students / youth
 - Seniors
 - Persons with disabilities

- Marginalized residents; individuals at-risk and/or with mental health issues
 - Individuals unfamiliar with municipal systems and planning processes.
- Ensuring that Advisory Groups include broad representation to reflect the diversity of the community and are brought together with other stakeholders such as landowners, business owners, developers, government agencies, non-profit organisations including health organizations, etc.
 - Introducing new tools and technologies to support broader participation (e.g., social media, web-based engagement).
 - Making traditional techniques like workshops and open houses as dynamic and compelling as possible (e.g., through use of video, GIS, visualisation, scenario modelling, etc.)
- Selective use of survey tools to gauge community support, noting the difficulty of capturing the complexities and trade-offs involved in plan-making, limited sample sizes, and the challenges experienced in some past processes such as ballot stuffing and “coaching.” Noting these issues, the intention is not to use surveys to directly determine plan content.
 - A greater City presence in the neighbourhood (e.g., through collaboration with the local library or community centre, establishing a desk or regular attendance at the facility).
 - A variety of approaches and strategies will be used to provide opportunities for participation and input from speakers whose first language is not English. 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.

How can we best involve you and your neighbours (or your organization, clients, constituents or friends) in the planning process? Are there tools and techniques that we should be focusing on as part of our outreach and engagement efforts?

FURTHER INFORMATION:

COMMUNITY PLAN – DRAFT PLANNING PROCESS PRINCIPLES

The following principles will guide the Community Planning Program taking place in Grandview-Woodland.

1. Flexibility and Broad Outreach: The Community Planning Program will ensure a variety of ways for a broad range of residents, property owners and renters, non-profit organizations and other community service groups, landlords/building managers, developers and local businesses to participate in co-creating proposals and reviewing options; and will ensure that the opinions of both those in the directly affected area and those in the wider community are sought.

2. Inclusivity. The Community Planning Program will strive to ensure an accessible, inclusive process and will endeavor to engage the broadest possible public with a special focus on income, ethnocultural, intergenerational, and tenure diversity. In doing so, it will recognize the varying physical and economic conditions, levels of organization, ethnic and demographic makeup of different neighbourhoods. The commitment is to “equal voices”—i.e., care and concern for all, and meeting one another as equals. Assessing representation, diversity relative to neighbourhood demographics, equity and balance of views will be constants in the planning process. The Community Plan process will also make use of various advisory committees and city-wide resources - including non-profit organizations and agencies, City Advisory bodies, the academic community, professional designers and developers, technical experts within public service and local businesses - whose expertise can also assist in the creation of a robust plan.

3. Knowledge-Sharing and Collaboration. The Community Planning Program will build or enhance capacity through collaboration in the planning process (1) by providing the community with tools and technical knowledge to engage in planning activities that shape the future of the community; (2) by providing city officials with increased understanding of local knowledge, the community and its assets and concerns; and (3) by fostering a culture of partnership between different stakeholders active in the planning process.

4. Clarity and Transparency. All stages of the Community Plan process will be open and transparent, and the decisions that are made throughout should have a clear rationale that is available to all members of the community. The planning process and final products will be developed with user-friendly language and graphics. The scope of the plan, the key decision-points, and the role of all participants will be clearly identified. When a final product is ready for approval by City Council, the Planning Department will ensure that Council, before making decisions, is made aware of the range of community opinion, technical documentation, and any other necessary information.

5. Balance and Responsibility. The Community Plan will balance the ‘rights’ and ‘uniqueness’ of the community with its responsibility to contribute as part of the city and region. New plans and policies will be consistent with and strive to advance the goals of city-wide plans (e.g., CityPlan, Transportation Plan and Update, city-wide policies (e.g., EcoDensity, Housing and Homelessness Strategy) and city-wide initiatives (e.g., Greenest City Action Plan, City-wide Land Use Plan, if underway), while enabling creative and distinctive Local Area responses to issues, reflecting the existing conditions and unique characteristics of the neighbourhood.

6. Sustainability. City staff and their community partners will work to ensure that related principles of social, environmental, cultural and economic sustainability are

woven into both the planning process and its products and outcomes.

7. Action While Planning. Where possible (within staff, volunteer and funding constraints) and consistent with neighbourhood interests, the Community Planning Program will blend process and action - undertaking planning work at the same time as facilitating timely action on pressing issues and other 'action' opportunities which may emerge. These issues may include matters associated with sustainability, housing and homelessness, public safety, place-making, health, food security, "greenest city" goals, etc.

8. Process Accountability. The Community Plan will be developed within the approved program staff, time, and budget limits, and the process will serve to deliver a clearly defined range of products. City staff will be accountable to the community and City Council to facilitate a planning process that is in keeping with the spirit of the principles contained herein. Community participants will work collaboratively, with one another and together with City staff.

9. City Capacity and Strengthening Partnerships. The City has limited capacity to completely address all issues arising through a community plan process (e.g., social issues, delivery of affordable housing, attraction of desired businesses and services, building of new amenities) and will therefore require support from other levels of government and Local Area partners to more thoroughly address these needs. Partnership building will be part of the Community Planning process.

10. Authority. Participants in the planning process will recognize that City Council is ultimately responsible for approval of proposed plans and policies.

FURTHER INFORMATION:

COMMUNITY PLAN PRODUCTS (ANTICIPATED OUTCOMES)

The Community Planning Program for Grandview-Woodland will produce three types of products, or outcomes. The delivery of these products will be guided by the core planning team and will require collaborative partnerships with the community, including service providers and organizations, and the participation of staff from many City Departments and advisory Boards.

These products are:

- **Community-wide Policy** - including directions in all of the key policy areas noted in these Terms of Reference, to guide the long-range future of the Local Area as a whole;
- **Sub-Area Policies and Plans** - to provide more detailed guidance for areas in greatest need of planning attention;
- **Community Action Projects / Plans** - to address pressing social issues, place-making opportunities and/or other on-the-ground activities that can be undertaken within the timeframe afforded by the Community Plan process and staffing/budget/volunteer constraints.

