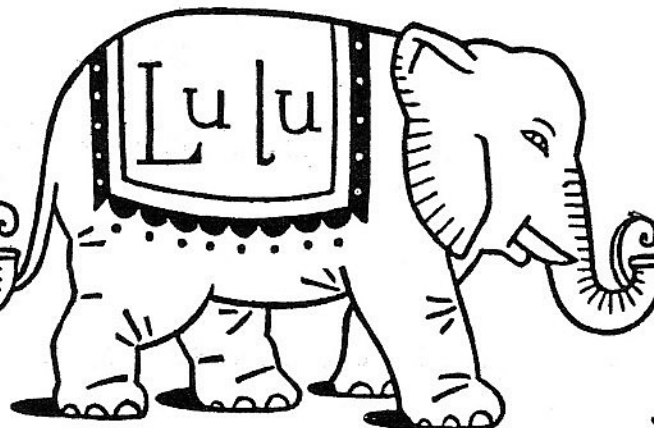
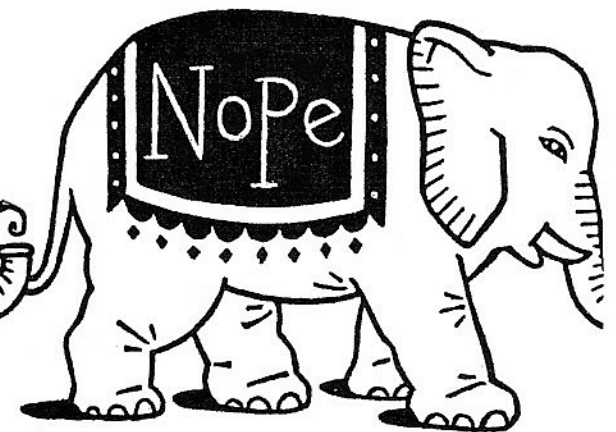


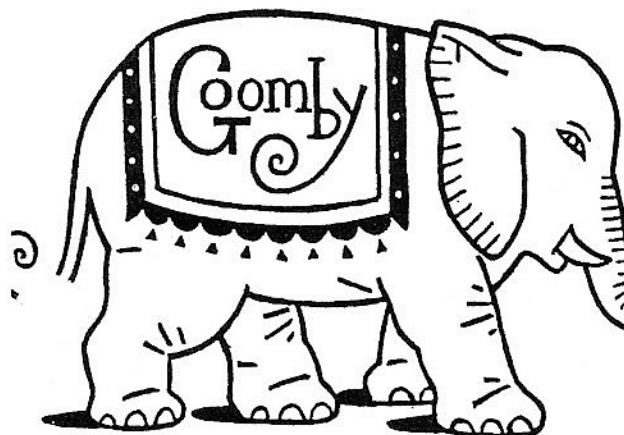
Not in my back yard



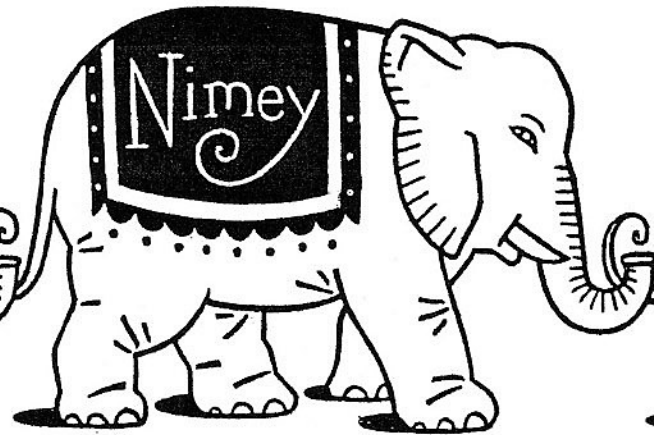
Locally unwanted land use



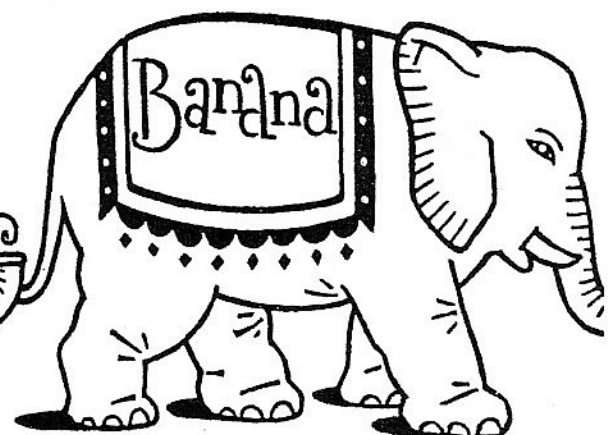
Not on planet earth



Get out of my back yard



Not in my election year



Build absolutely nothing anywhere near anything

From NIMBY to YIMBY

Dr. Ann McAfee, Retired Co-Director of Planning, Vancouver



1. Vancouver's CityPlan Story
 - From NIMBY to YIMBY
2. Lessons from CityPlan
 - Supporting Council's Role
 - Enhancing the Public's Role
3. How Relevant to Victoria?

Vancouver Context 1972-1992

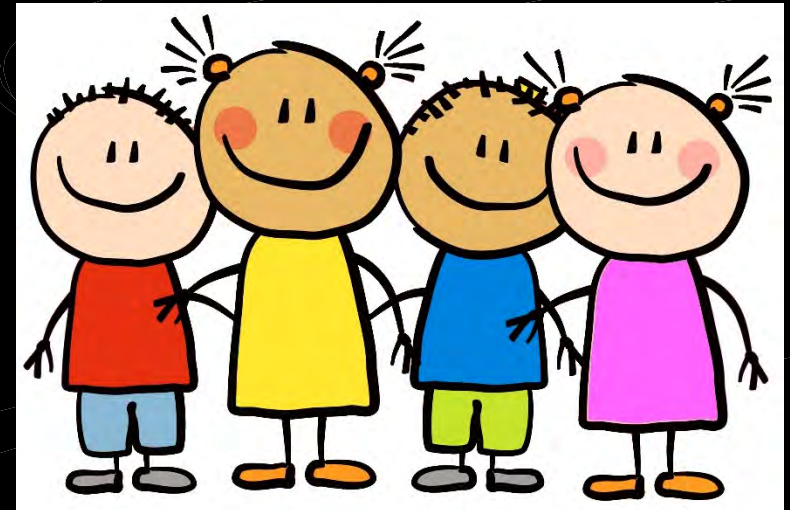


Decide  Develop



70% of City Single-Family -- Last Plan 1930s

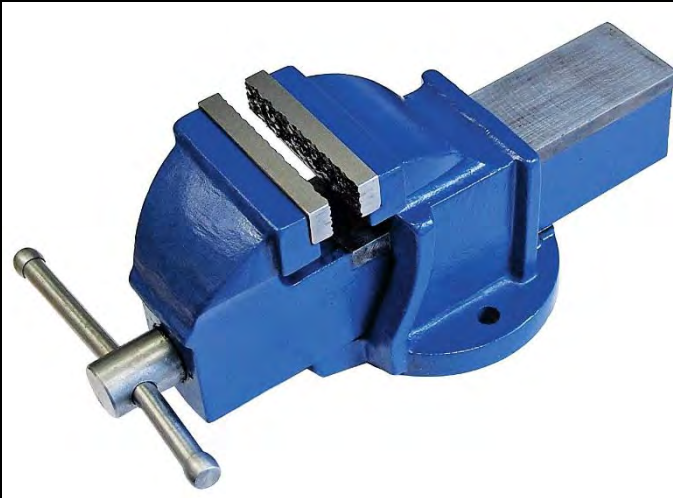
Changes
1950
Post-war Families
to
1990's
Empty Nesters
& New Families



Council Caught Between



Long Term Residents
Want to downsize



Younger Home Owners
Want to Maintain House Value

New Households want an Affordable Home

Analysis: What Options?



Excess Services?

Service Capacity Analysis
Sewers, Water, Parks, Fire,
Police, Roads, Libraries



Redundant Suburban Industrial Lands?

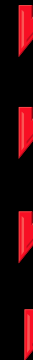


Council-Staff Solution: Build New Housing on Suburban Brownfield Sites

1. Council Requests Staff Report
2. Staff Assemble Information
3. Assess Choices & Consequences
4. Recommend Draft Plan
5. Council Receives and Refers Plan

Council/Staff

Public



For Public Comment



=



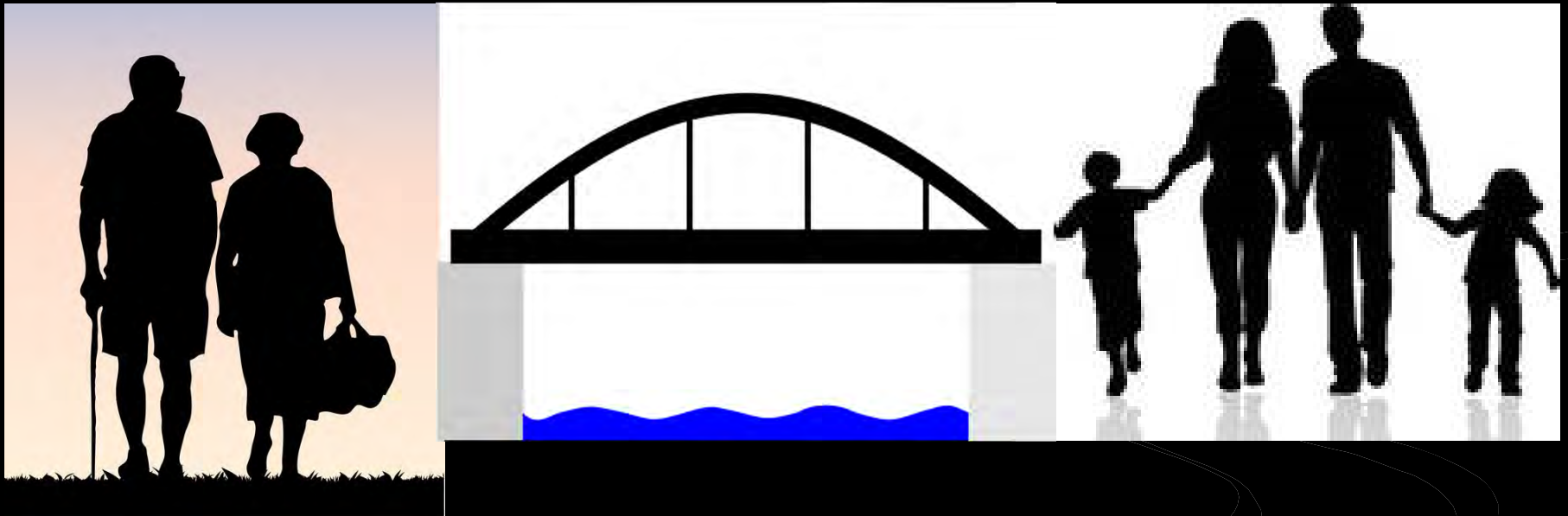
Not
In My
Back
Yard

NO
NO
NO

Community Responds

Council Concludes Need a New City Plan

Public invited to Walk in Council's Shoes



Long Term Residents

vs

Younger Home Owners

+ All other Interests

The New Age of River Rafting



Everyone In the Boat
Broad Inclusion: e.g. Communities, Business
Multicultural, Youth , Elderly, Needy, City

New Planning Process

1. Propose/Approve Process
2. Assemble Inputs: Information, Ideas
3. Assess Choices & Consequences
4. Recommend & Review Draft Plan
5. Public Hearing - Adopt Plan

Council

Staff

Public

IAP2 Spectrum

of Public Participation



International Association
for Public Participation

Increasing Level of Public Impact

Inform

Consult

Involve

Collaborate

Empower



Prime Directives

1. Hear in New Ways

- Many ways to Participate

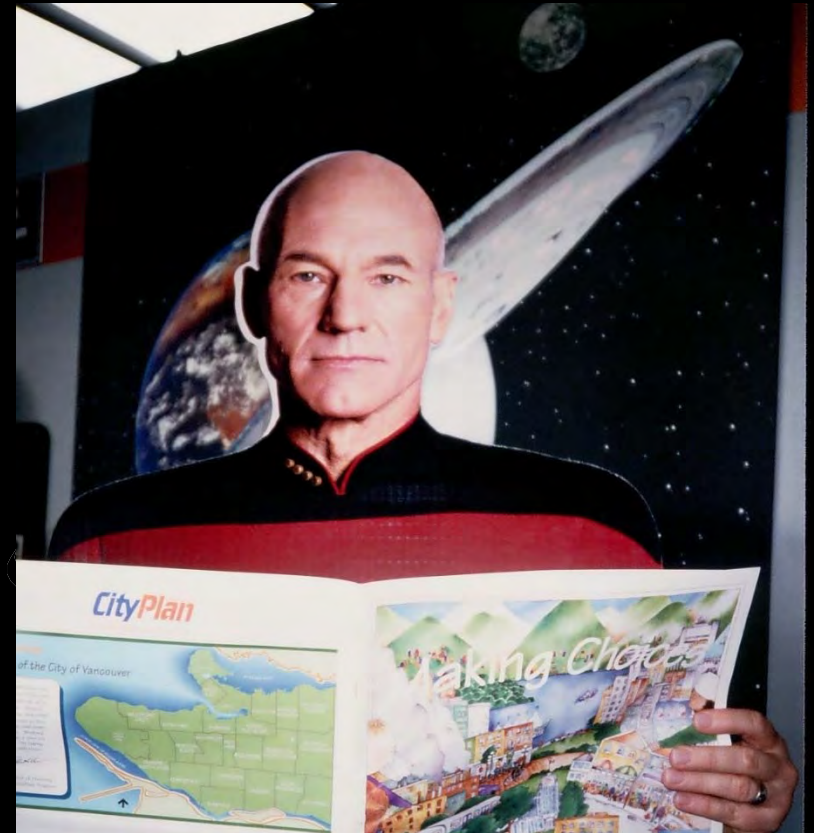
2. Hear from New People

- Not just 'Usual Voices'

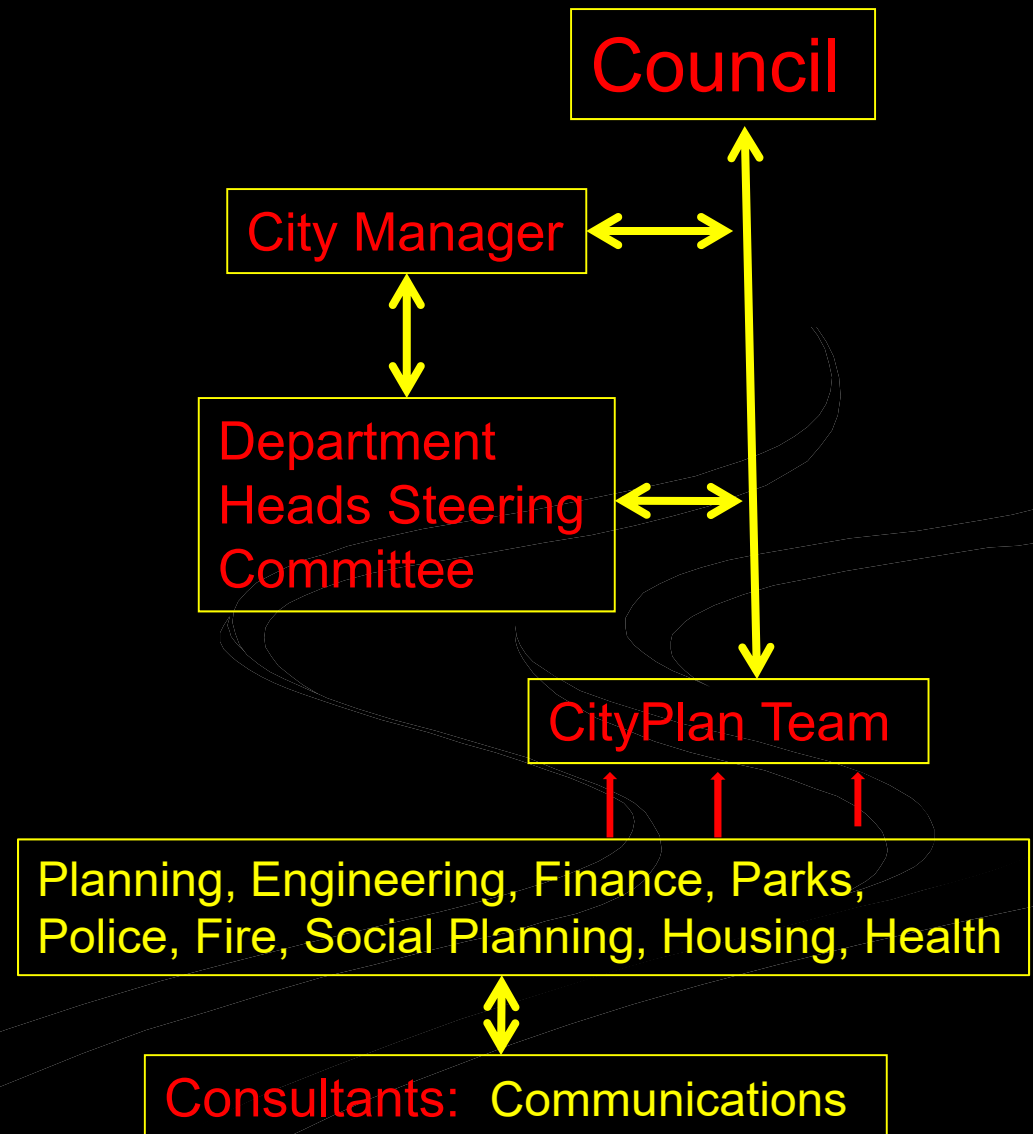
3. Hear About All Issues

- Land Use
- Budget Priorities
- Community Services
- Sustainability
- Arts & Culture
- Governance

4. Ideas & Solutions Travel Together



Council Establishes: Interdepartmental Planning Team (Limit Consultants)



Council Agrees Funding

1. 'Extensive' Engagement
2. Funds for Early Implementation
(Dream with a Dollar)



Working the Media



- Meet Editorial Boards
- Set Up Social Media sites



Advertise Engagement Opportunities.

Newspapers/Radio/TV
Social Media

Council Invites Public to Help Plan City



Personal Touch
Mayor signs
2,000

Invitation Letters



4 Steps to Prepare Plan by Addressing Difficult Choices



Step 1

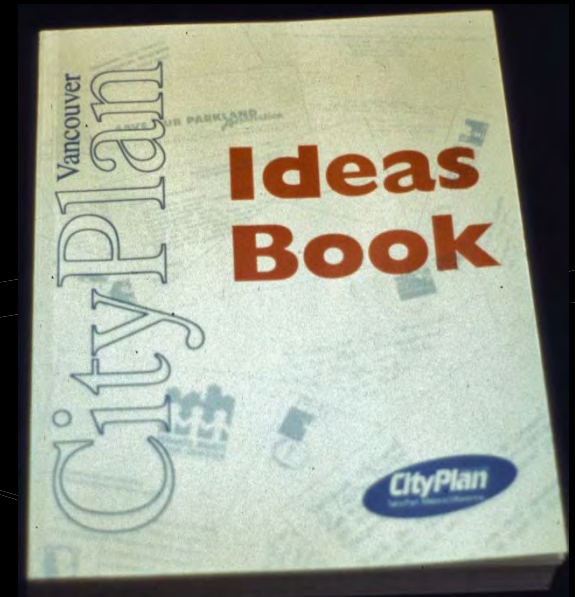
Identify Directions for New City Plan



+



=



Information:
Focus Discussion
on Ideas Not
Debate Facts

People Discuss
Prepare Ideas for
New City Plan

Ideas Book

City Circles

- Groups of 10 – 15 people discuss future directions
- People talk to People
- People Represent Selves Not Organizations



Promote:

- Participation
- Shared Solutions



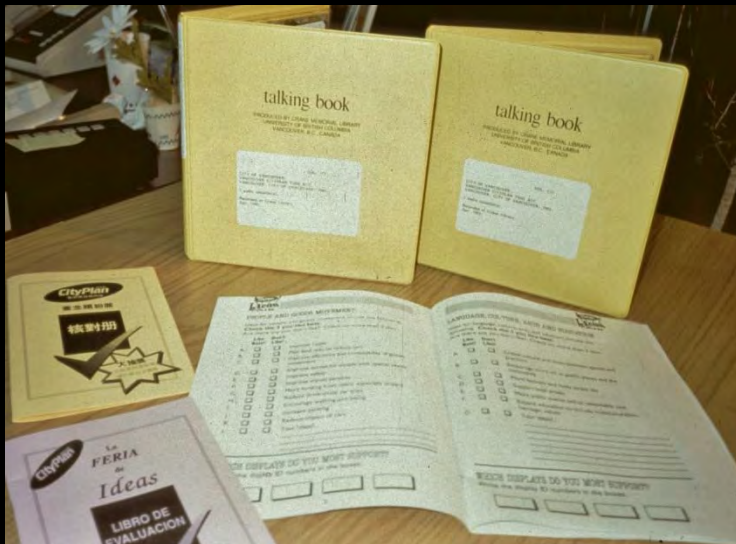
150 Circles

Broad Inclusion

- Information Translated into 8 Languages
- Assisted participation: audio, LARGE type, one-on-one, web training



70 Multicultural Circles



Engaging Children & Youth

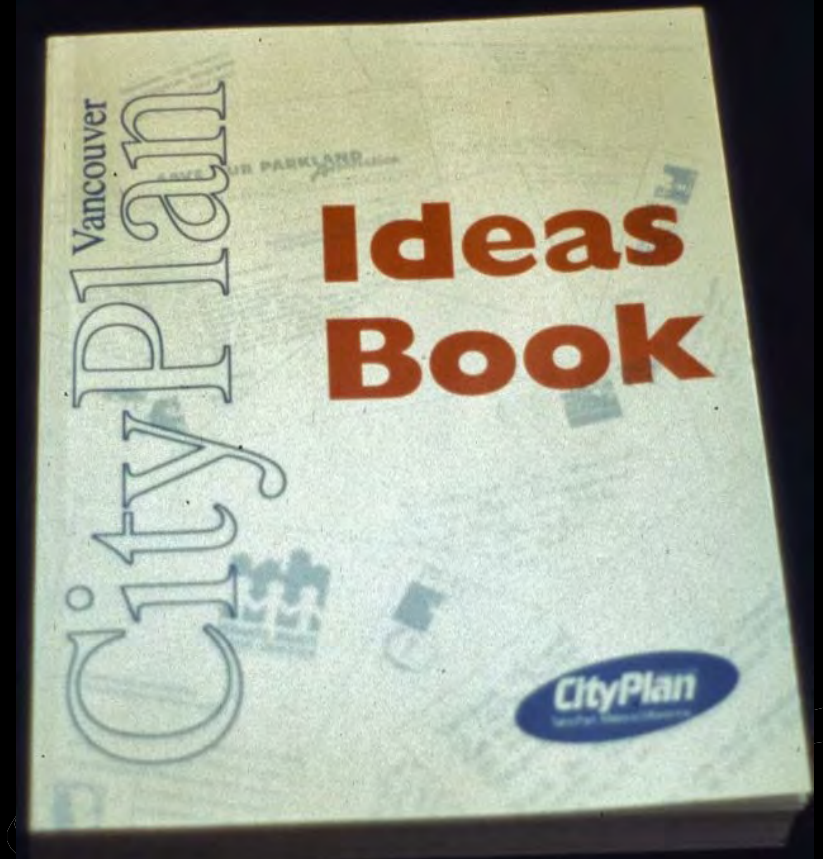
- 150 Classroom Circles
- Kids in the “Hall”
- Art, Video, Web Projects



Ideas Book

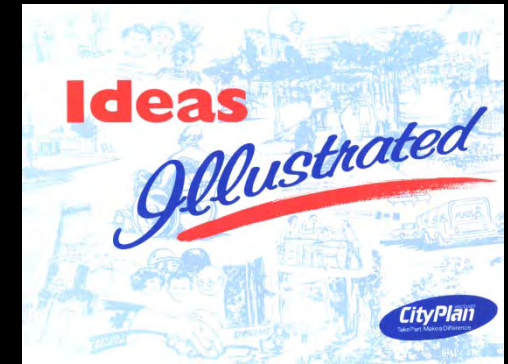
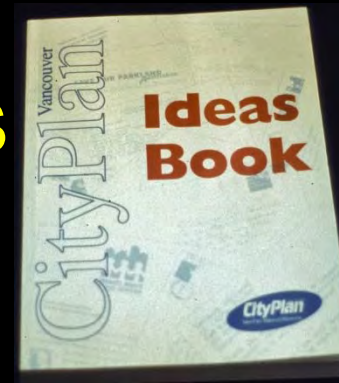
Sharing Ideas:
Submissions from
Over 3,000 people

Credibility:
Share own and
see others ideas.



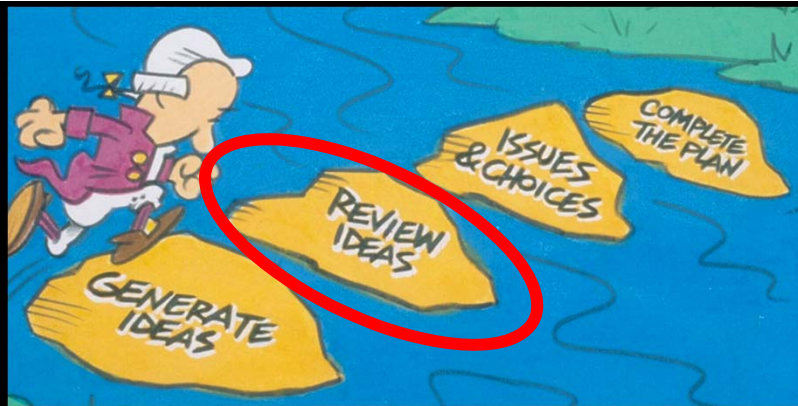
Circles Display Ideas

Artists Illustrate Ideas









Ideas Fair

Public's Ideas Displayed and Discussed







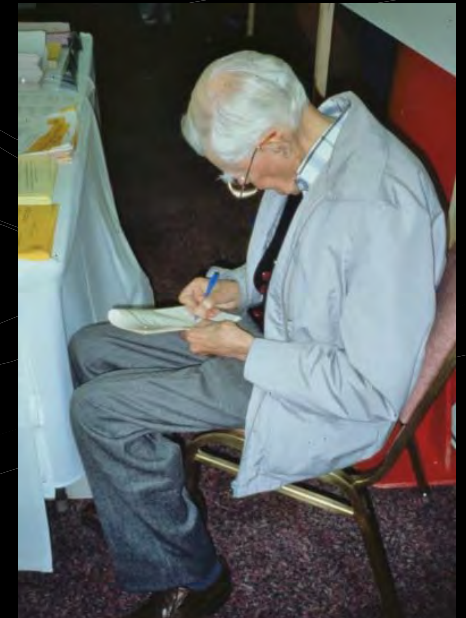


People Speak to Council = Creditability

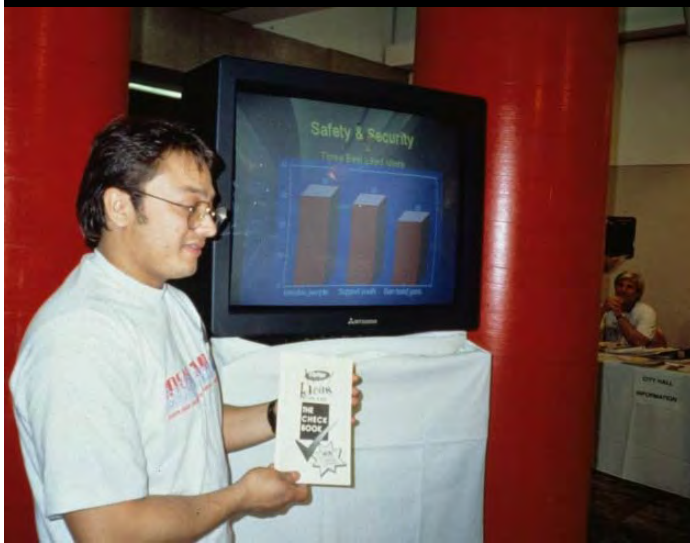


10,000 attend
over 3 days

People Recommend Ideas to Consider Further

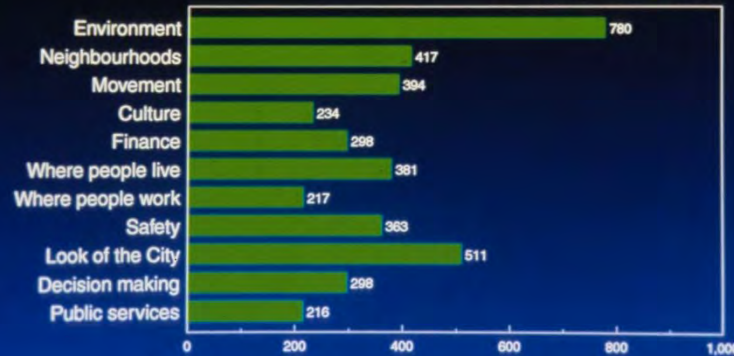


Staff Tabulate Fair Results



What Should be in CityPlan?

Total responses: 1,353



Where People Will Live

Total responses: 1,551



Finance, and Ways and Means

Total responses: 1,489



**Broad Agreement = Council Approves
Ideas Into Action = \$ Allocated
Builds Creditability**



Build Greenways - Bikeways

Step 3 Where No Agreement: Council Invites Public to Advise on Choices



Example Financial Choices

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



Increase Taxes to
Pay for services



Reduce Services



More efficient
Use of existing
services

Example Land Use Choices

Where Will People Live?

In City
Redevelop
Industrial Lands



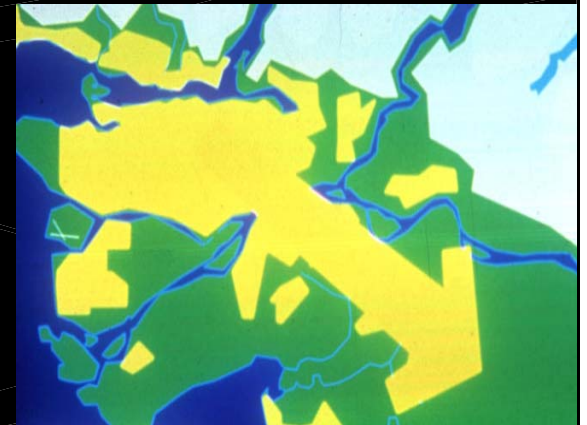
Brownfield

In City
Increase
Suburban Density



Greyfield

Out of City
Regional
Development



Greenfield

Choices for Circle/Public Discussion

Staff assemble key ideas from the public into Choices Workbooks

Circles Illustrate Futures



+



=



Choices	Consequences	How Do?

Futures Choices To All Households + Tent Tour

Over 15,000 visit Displays





People Speak to Council
= Credibility

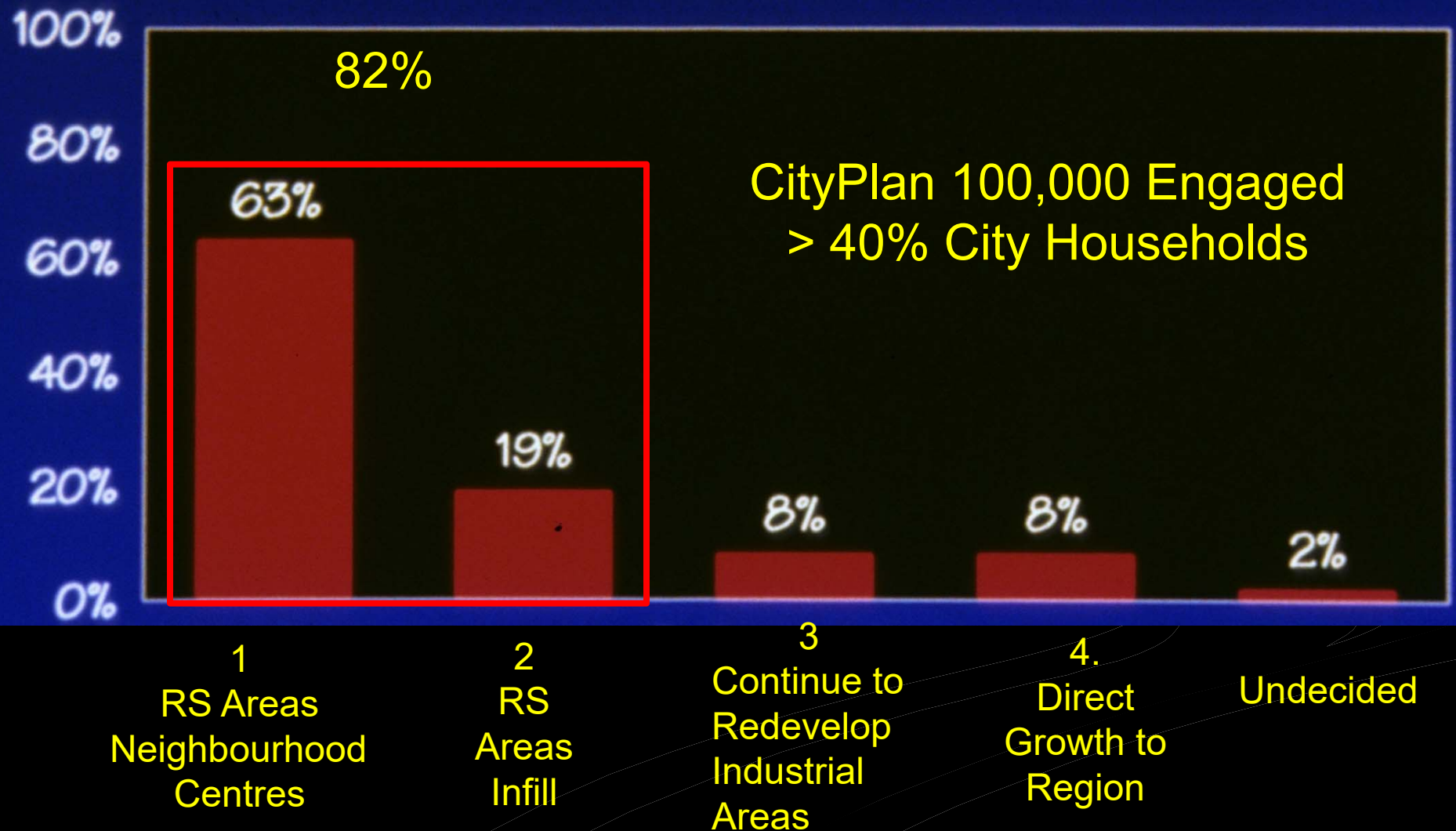


+ Random Survey
to Ensure Responses
Reflect Area Population

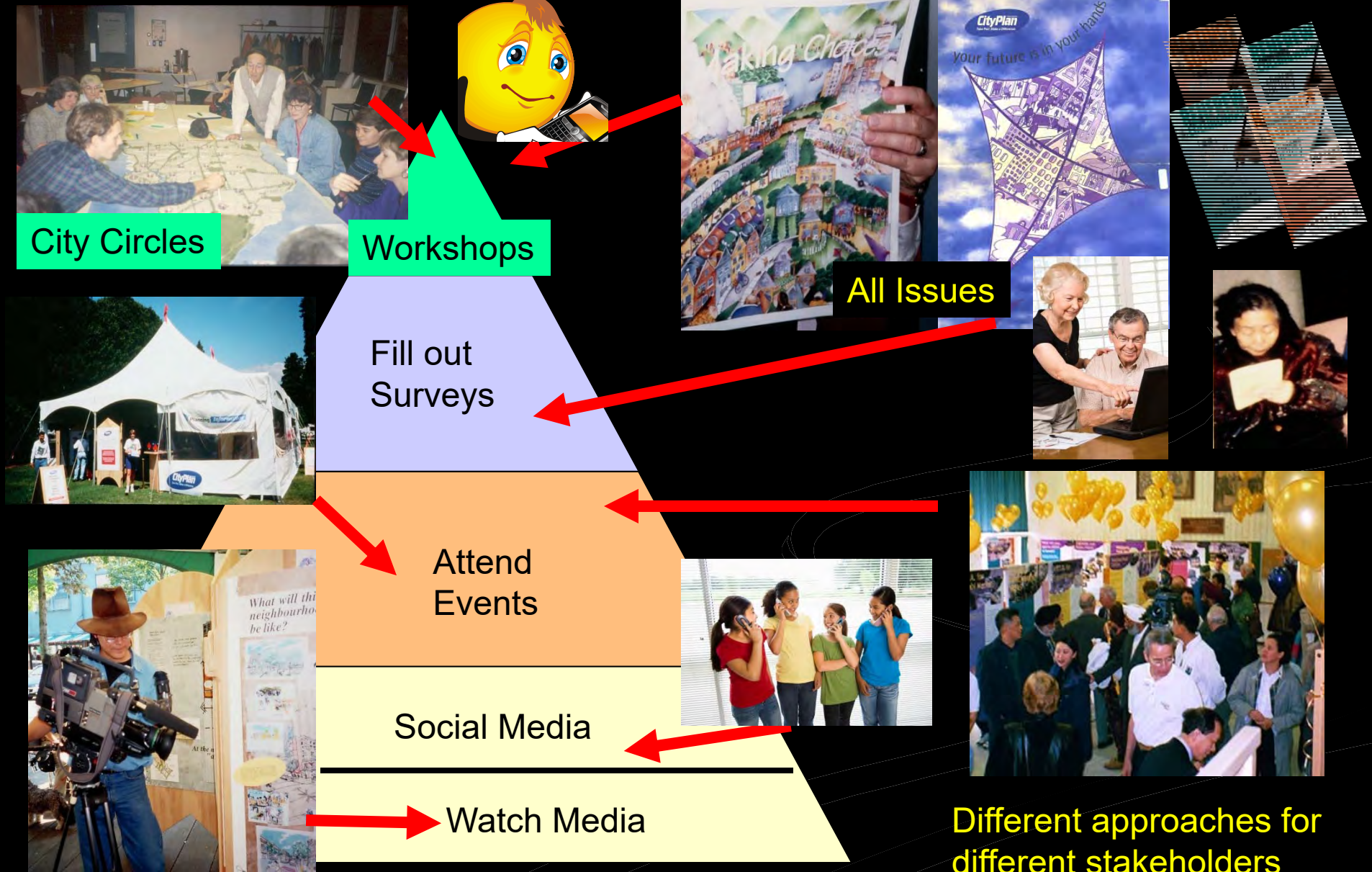
Public
Recommends
Preferred
Directions



Results: Future Housing Development



Hear in New Ways Hear from New People



4. Staff Prepare Draft Plan Public Reviews, Responds Council Adopts



Surfin' in the city

By RANDY SHORE
Editor

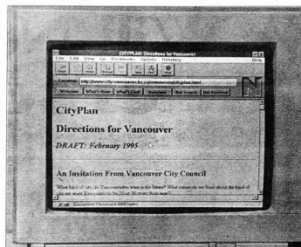
**CityPlan is on-line and waiting
for your comments via the Internet**

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

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

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

What's it like?



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

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

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

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

Make your mark

The city of Vancouver requests your thoughts and suggestions based on the draft report of CityPlan. Respond by e-mail to: cityplan@city.vancouver.bc.ca



2 years



Program Cost \$3.5 Million

- New \$ 2 m
- Existing Staff: \$1.5 m



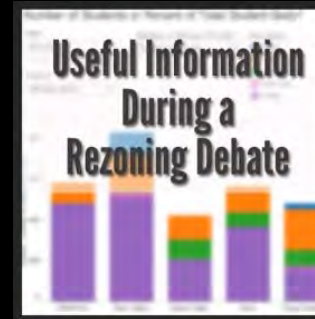
1 Cup / City user
Less than 1 month
Parking Revenue



Plan “Products”

1. Help Council Make Decisions:

- Land Use - Rezoning
- Budget allocations



2. Citizens Learn about City Understand Choices

*‘Tell me, I forget.
Show me I remember.
Involve me, I understand.’*
Chinese Proverb

3. Input to:

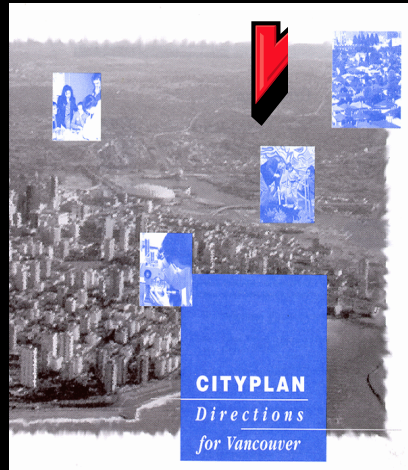
- Regional Plan
- New Policy Plans
- New Area Plans



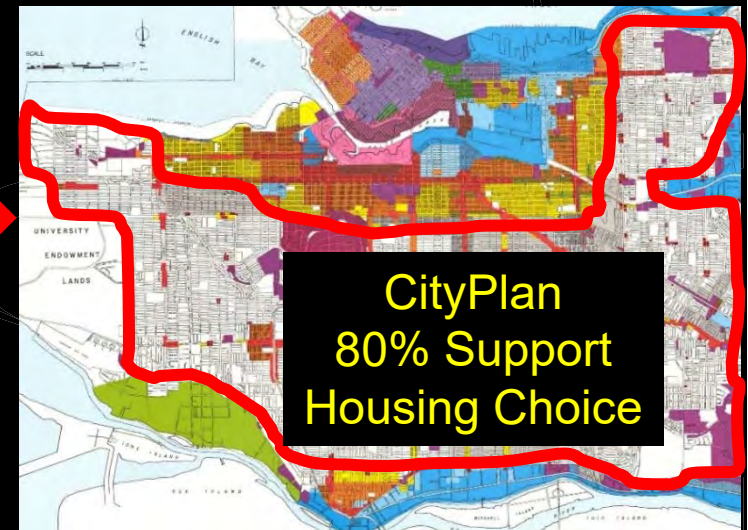
Develop Plans to Implement New Directions

Policy Plans ←

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



→ Area /Neighbourhood Plans



NIMBY – YIMBY

Community Visions Area Plans

18 Month Process

Creating a Community Vision



Step 1

Getting in Touch

- publicize the Community Vision process
- first newsletter
- meet community groups
- Community Vision Fair: "kick off" event



Step 2

Creating Ideas

- Community Workshops: residents create ideas and options on Vision topics
- displays, meetings, open houses



Step 3

Choosing Directions

- from Step 2 results, define draft Vision Directions
- send Community Vision Survey to all households, businesses, and owners
- newsletter, displays, meetings
- analyze survey response, find out what has community support



Step 4

Finalizing the Vision

- prepare Community Vision using results from Step 3
- send Vision to Council for approval

- Community Committee Advises Staff on Area Engagement
- City Staff Planning Team
- City Topic Specialists other departments
- Neighbourhood Integrated Services Team (City & Other Agency Staff Response Group)



Advice, Action Accountability



- City Perspectives Panel Bring other Neighbourhood Perspectives

Work Groups Consider Choices/Options/Advice for Area Plan




Housing Choices
Community Service Priorities




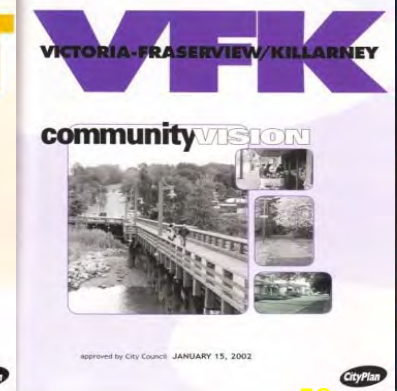
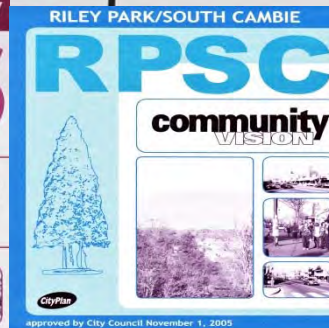
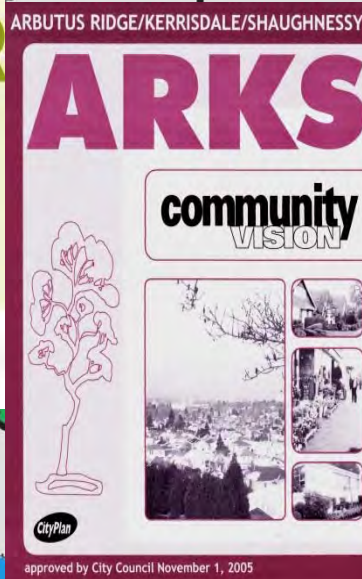
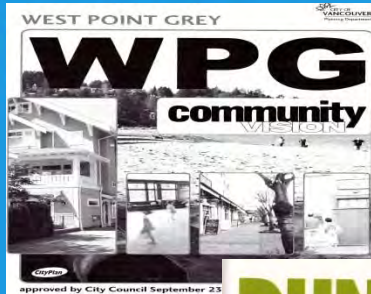
Draft Proposals for Broad Community Input



Council Adopts Community Visions 1998 - 2010

 Vision area boundary

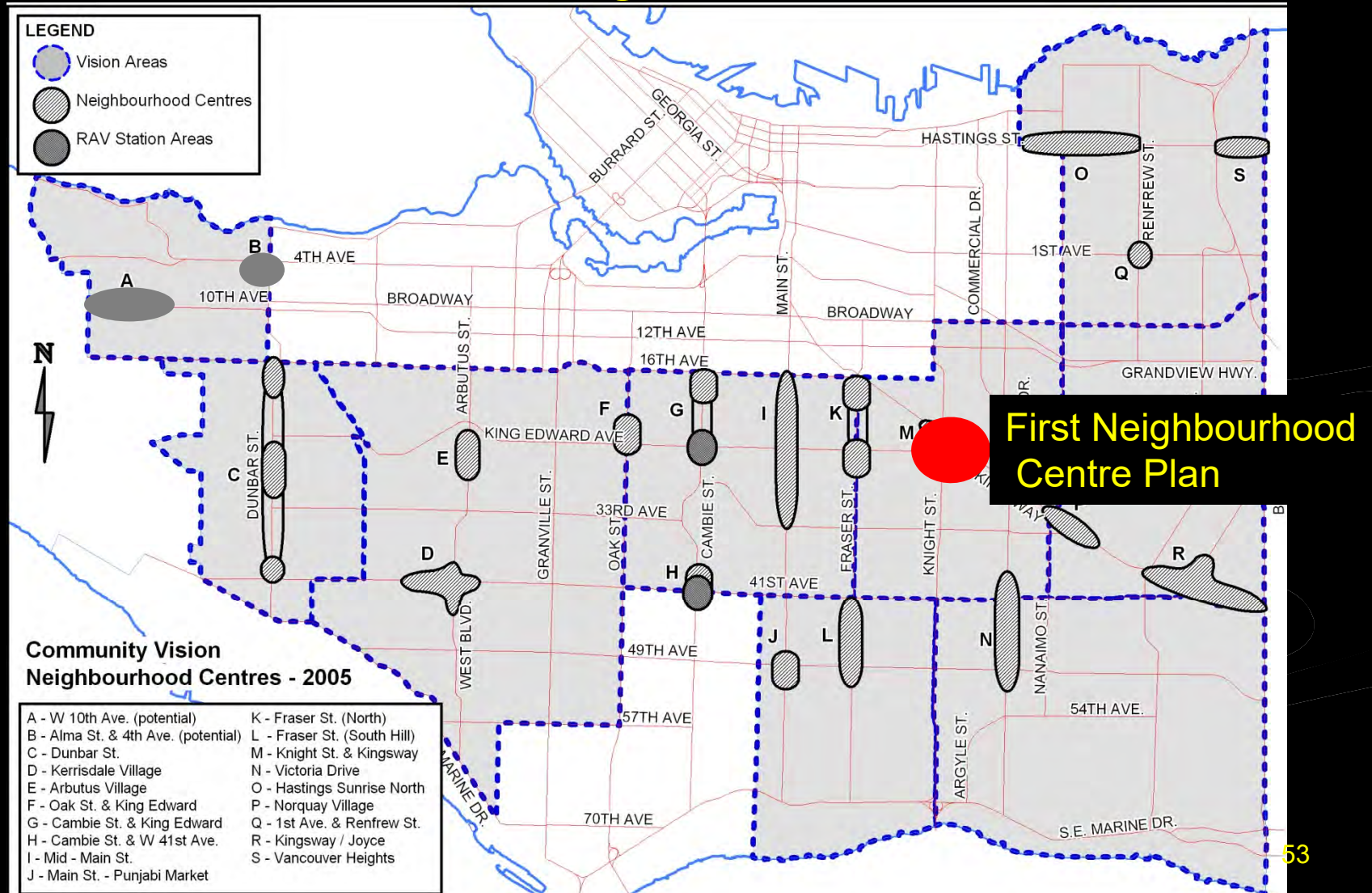
 Previously planned areas to be "re-Visioned" later



BOUNDARY RD.

Increase Housing Choice and Sustainability +130,000 Units

Create/Expand Neighbourhood Centers



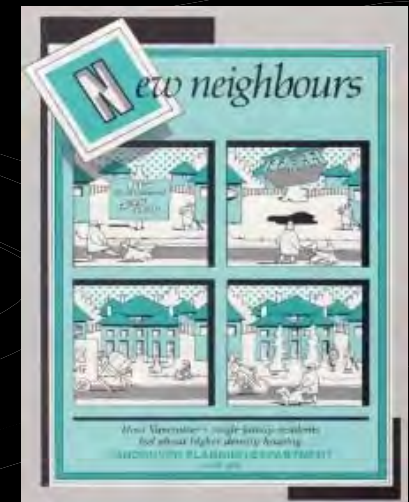
Neighbourhood Centre Public Realm Plan

- Street / Public Realm Improvements
- Community Facilities
- Create BIA
Business Improvement
Association



Neighbourhood Centre Housing Plan

Community, Developers, Architects,
Planners Work Together to
Locate & Design New Housing
Regulations & Services



Impact Analysis

2006 Knight & Kingsway Public Hearing for First Neighbourhood Centre



Infill



Suites & Laneway Homes



Housing Above Shops



Core Development

Community Response

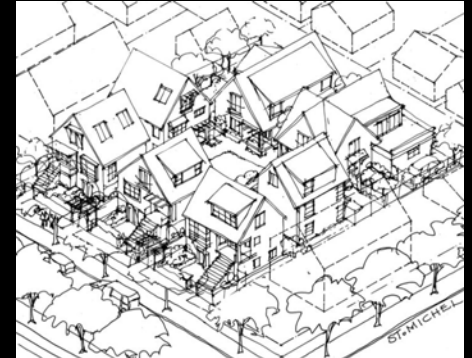
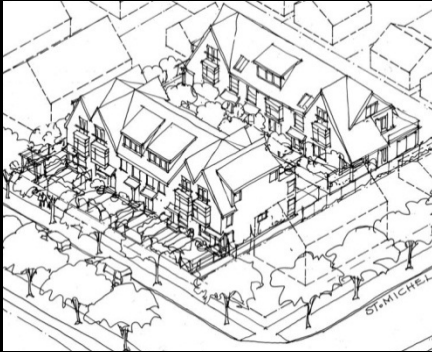
Yes
in My
Back
Yard

Vote
for our
Plan



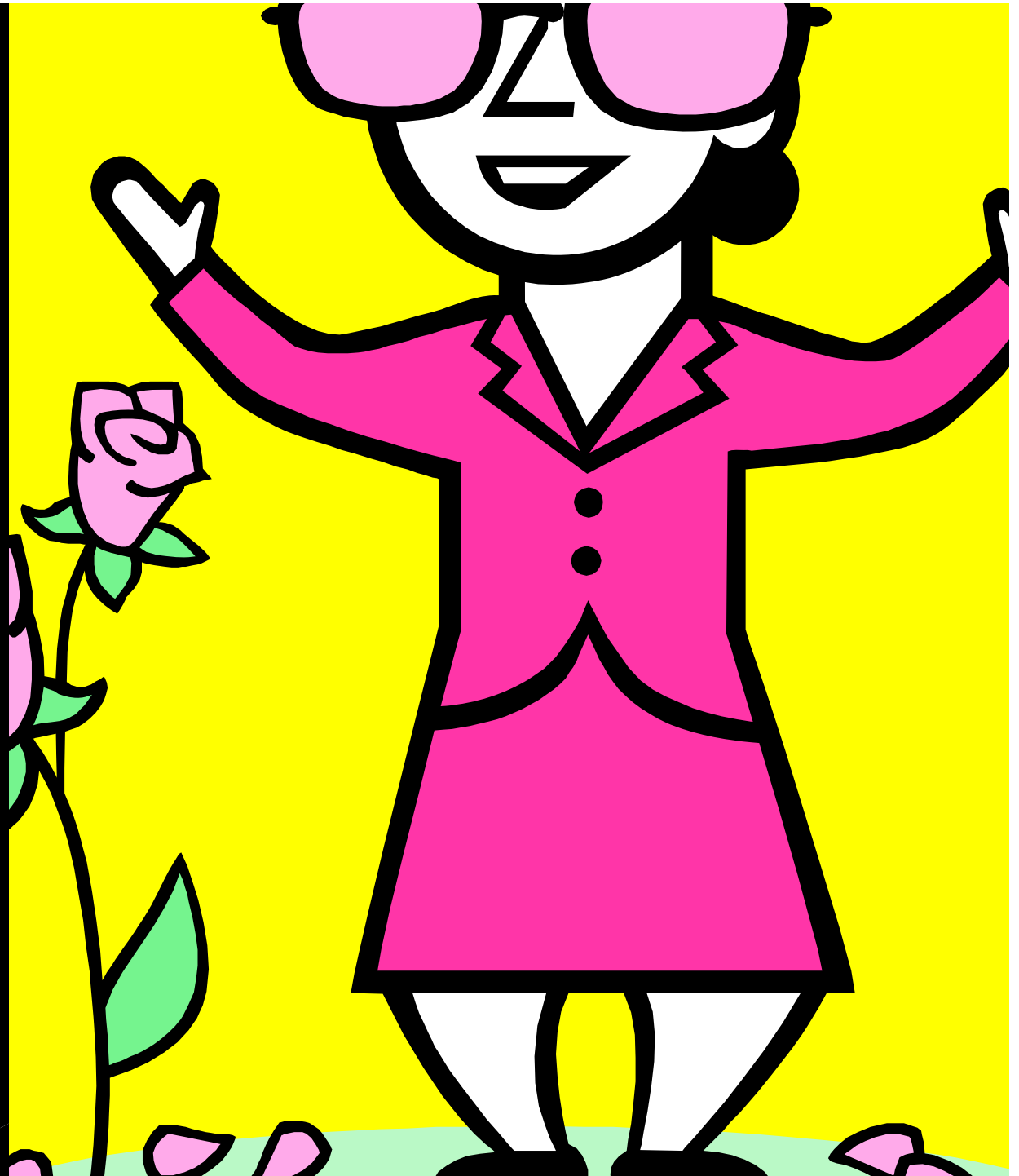
Enrage = Engage

“NIMBY” to “YIMBY”



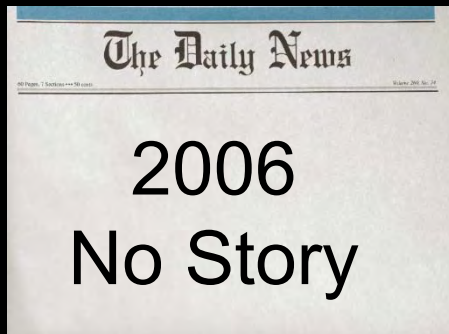
- Build community contacts and good will over time
- Actively engage residents and building industry
Considering information, choices, options
- Respect Community + Bring “goodies” to the table

Successes Don't
Make Headlines



“Successful” Public Engagement Process

	Council	Staff	Public
1. Propose/Approve Planning Process	✓	✓	✓
2. Assemble Inputs: Information, Ideas		✓	✓
3. Assess Choices & Consequences		✓	✓
4. Recommend & Review Draft Plan		✓	✓
5. Public Hearing - Council Adopts Community Cheers	✓		✓



Success story:
Kensington-Cedar Cottage offers a good example of how a community can be revitalized

2014

Last year on Halloween, 125 children came by John Buckberrough's house trick-or-treating.

To Buckberrough, who lives in the East Vancouver neighbourhood of Kensington-Cedar Cottage, the kids tramping up his front stoop were more than just cute. They were an auspicious sign of his neighbourhood's vitality.

The area has become a draw for young families. The local elementary school is proof of that — it now boasts a healthy enrolment. To anyone who has watched with dismay the dwindling numbers of kids trick-or-treating on Halloween — as I have in my own neighbourhood — Kensington-Cedar Cottage feels blessed and rejuvenated.

It didn't happen by chance. It happened through densification, and Kensington-Cedar

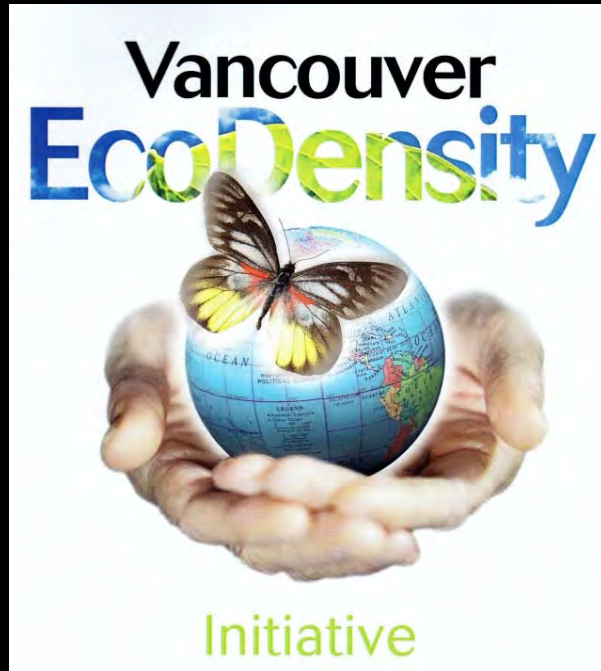


NICK PROCAYLO/PNG

John Buckberrough, who lives in Kensington-Cedar Cottage, was chair of the neighbourhood planning committee that welcomed more town homes in the area to help revitalize it.

Developers, Academics,
4th 'CityPlan' Mayor
Impatient
for city-wide Action

2006



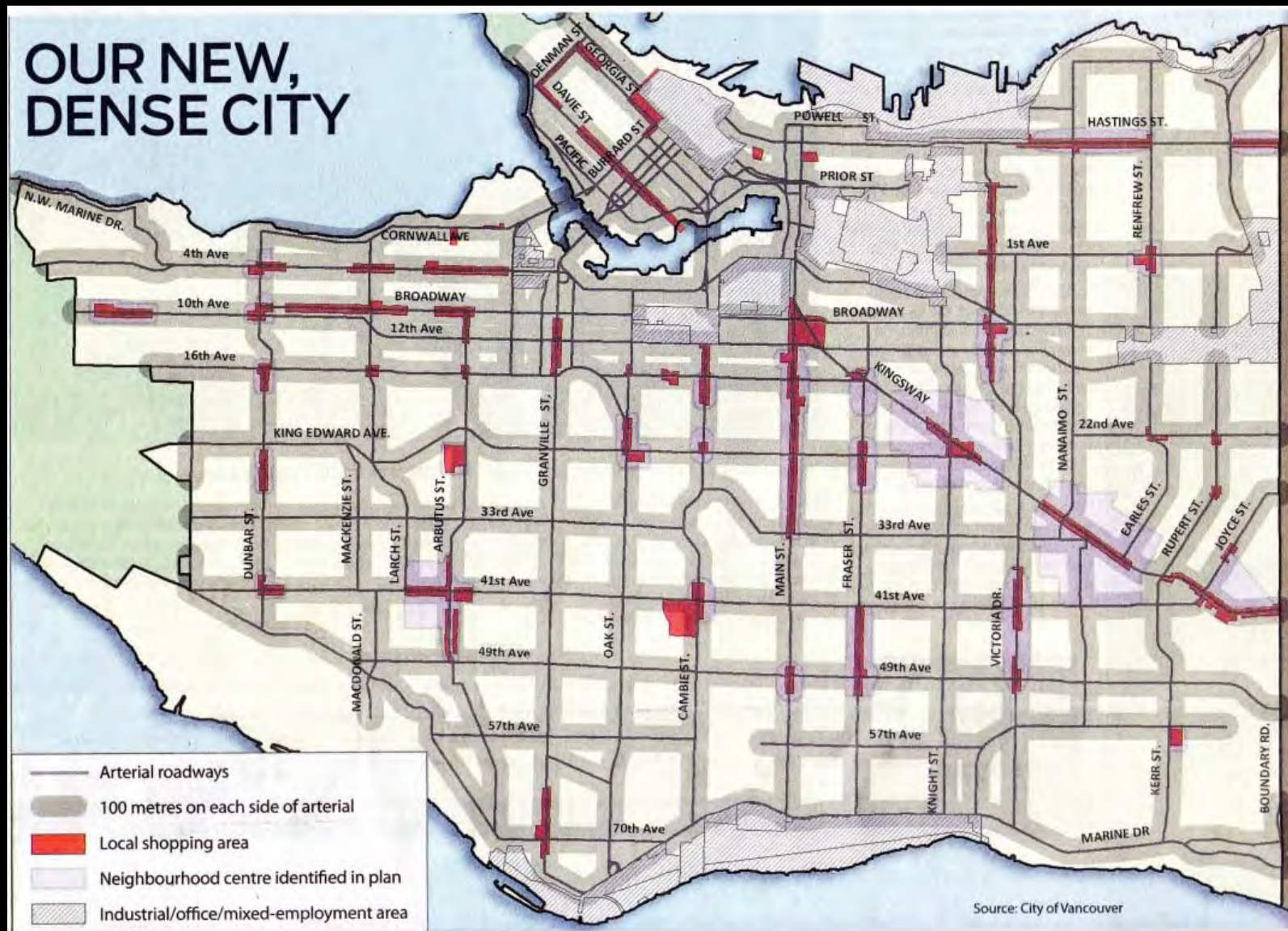
CITY OF VANCOUVER

Office of the Mayor

453 West 12th Avenue
Vancouver, BC V5Y 1V4

mayorsamsullivan.ca
www.vancouver.ca

2007 Mayor Appoints Task Group to Prepare a New 'EcoDensity' Plan



Community Rejects “EcoDensity”

Norquay's residents worried over growth

ZONING CHANGES: Population could rise by 50%

Housing plan a rush decision: opponents

Neighbourhood groups say not enough time given to assess recommendations

Marpole residents up in arms over rezoning

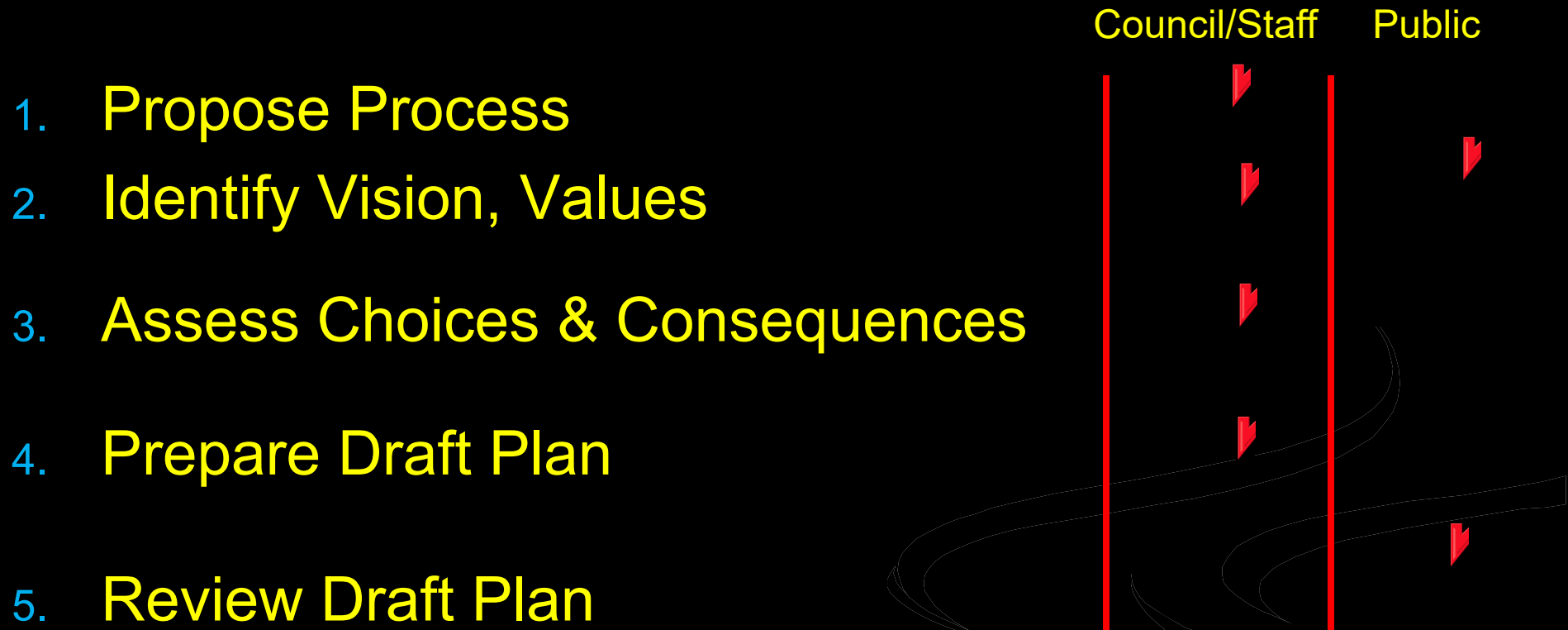


New Mayor & Council: 2008



Focus on Green City Initiatives
Neighbourhood Plans not a Priority

CityPlan staff retire: “Choicing” Retreats In-House Development not clearly linked to community amenities



Public Protests



2018 New Council Challenges: Rethink Processes?



- Looking is not Engaging
- Tweeting is not Finding Common Ground

Public Engagement

8 Lessons from a Lifetime



1. No “Quick Fix”

Building Livable
Sustainable
Communities
is a Lifetime
Commitment



2. Change Requires Council to Lead, Listen, Lead

Politicians Willing to:

- Experiment
- Stay the Course
- 4 P Partnership
 - Build Partnerships in and outside City Hall
 - Politicians, Public, Private Sector, Public Sector (Planners)



3. Change Requires Community to Consider Choices

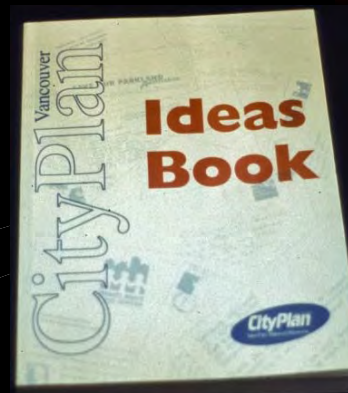
1. Many Ways to Participate
 1. People Speak to People
 2. Focus on Options-Implications
2. Address Public Cynicism
 1. Equal Access to Information
 2. Council Listens
 3. Implementation Funds



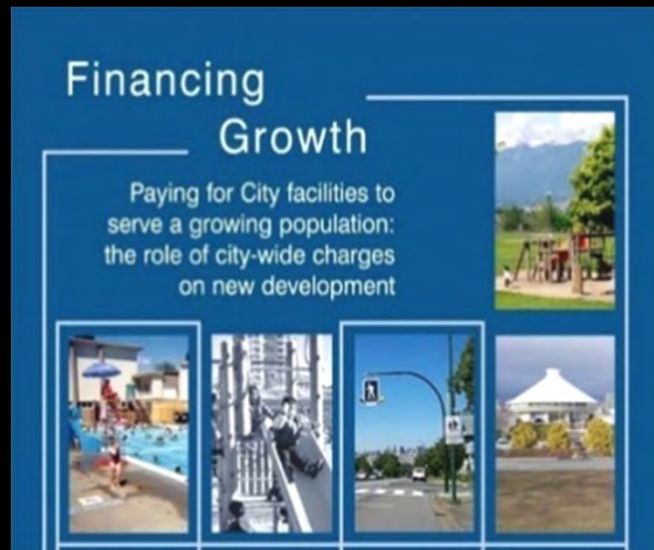
There's nothing wrong with speaking out about projects that affect your quality of life or the character of your neighbourhood.

George Le Masurier Times Colonist May 2016

Its All About How You do It = Outcomes

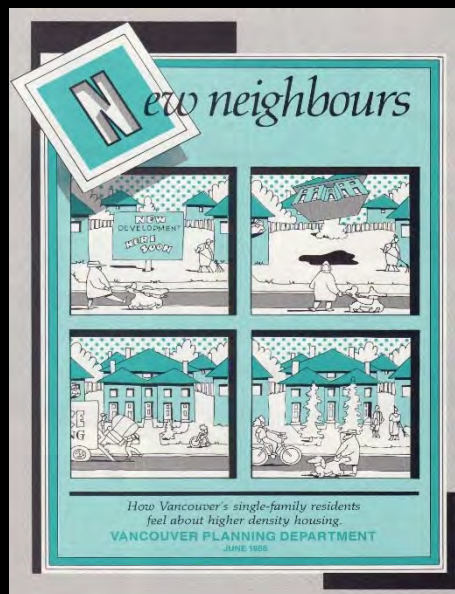


4. Analysis = Major Breakthroughs



Creative Use of Legislative Authority

- Municipal Act
- Community Charter

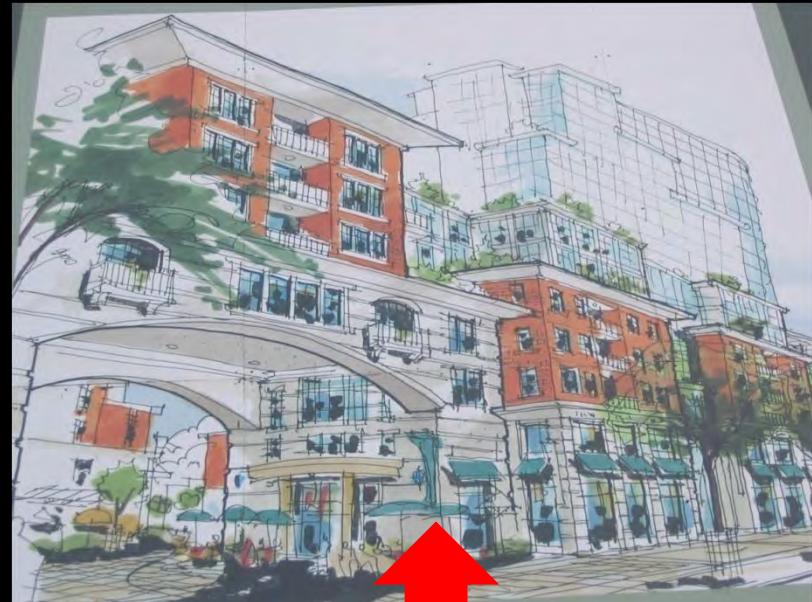


Service Capacity Analysis Sewers, Water, Parks, Fire, Police, Roads, Libraries



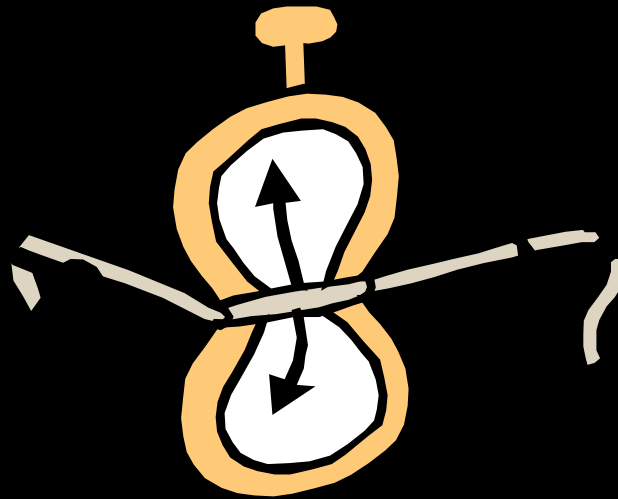
5. Link Plans to Funds

Community Supports Change
in Exchange for Services



6. Be Respectful of Public's Time

Find ways to Build Buy-In and Maintain Engagement While Reducing Process Time



CityPlan to Area ~~Plans~~ to Neighbourhood Centre Rezoning

2 years

9 plans = 10 years

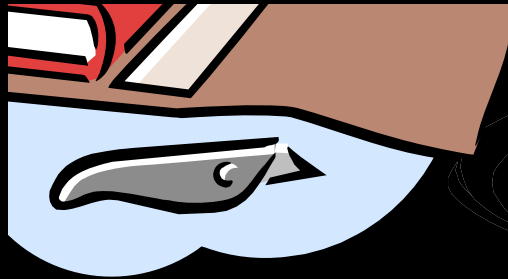
1 year per Centre

7. Realize Trust is Fragile



8. Borrow

But don't assume you can
Cut and Paste from
Another City's Experience



Process Needs to be Tailored to Time and Place

Changing
Context

2018 
Focus Forward

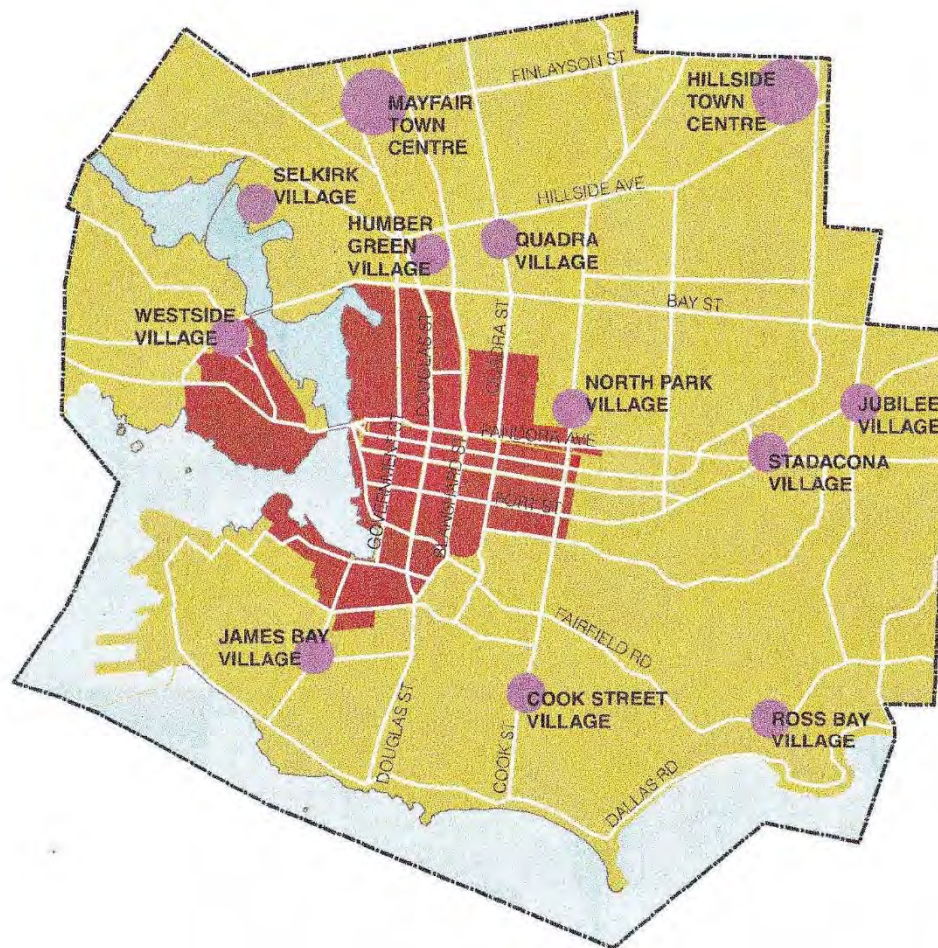


- Public Distrust Authority
- Question “Facts”
- Economic Uncertainty
- Climate Change

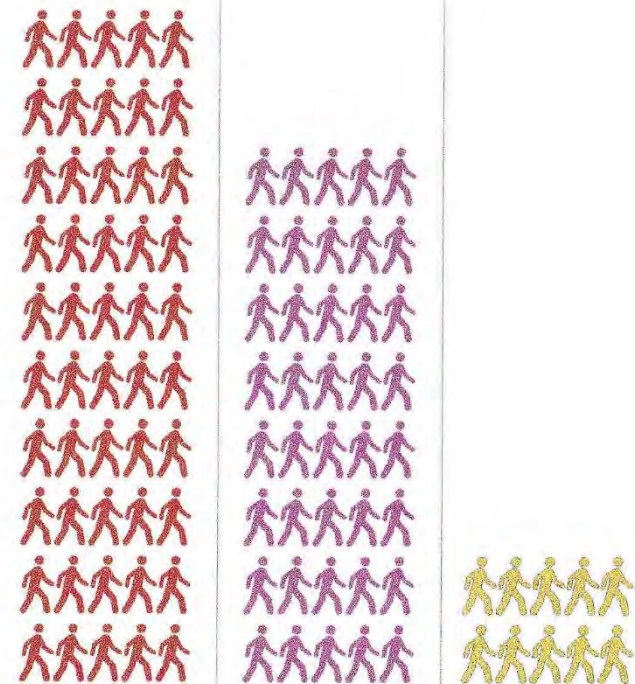
How Relevant to Victoria?



OCP 30 Year Growth Management Concept



- Urban Core
- Town Centre / Large Urban Village
- Remainder of City



Urban Core

- > 50% of population growth
- > approximately 10,000 new people by 2041

Town Centres and Large Urban Villages (including areas within close walking distance)

- > 40% of population growth
- > approximately 8,000 new people by 2041

Remainder of City

- > 10% of population growth
- > approximately 2,000 new people by 2041

= 200 People

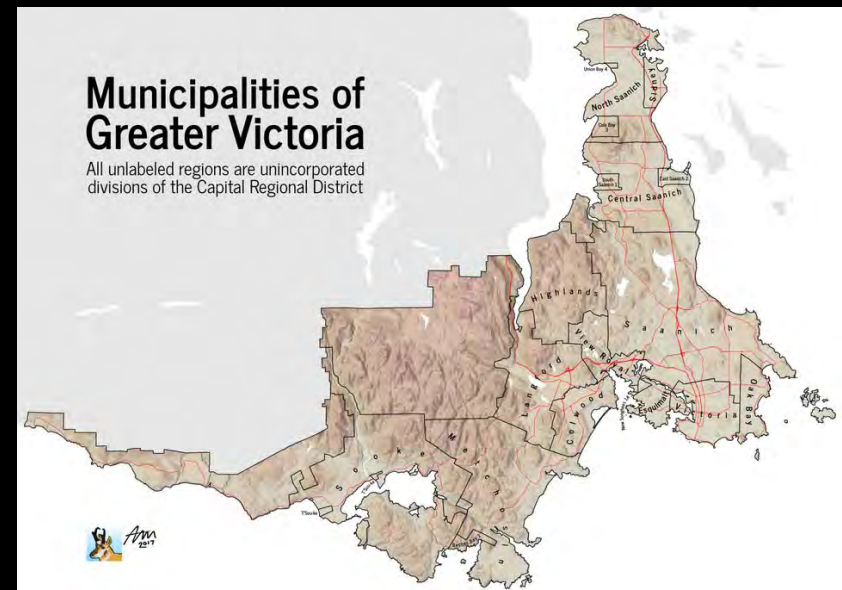
Did Victoria's Process Yield Support For OCP Implementation?

Figure 6: Official Community Plan Engagement Process

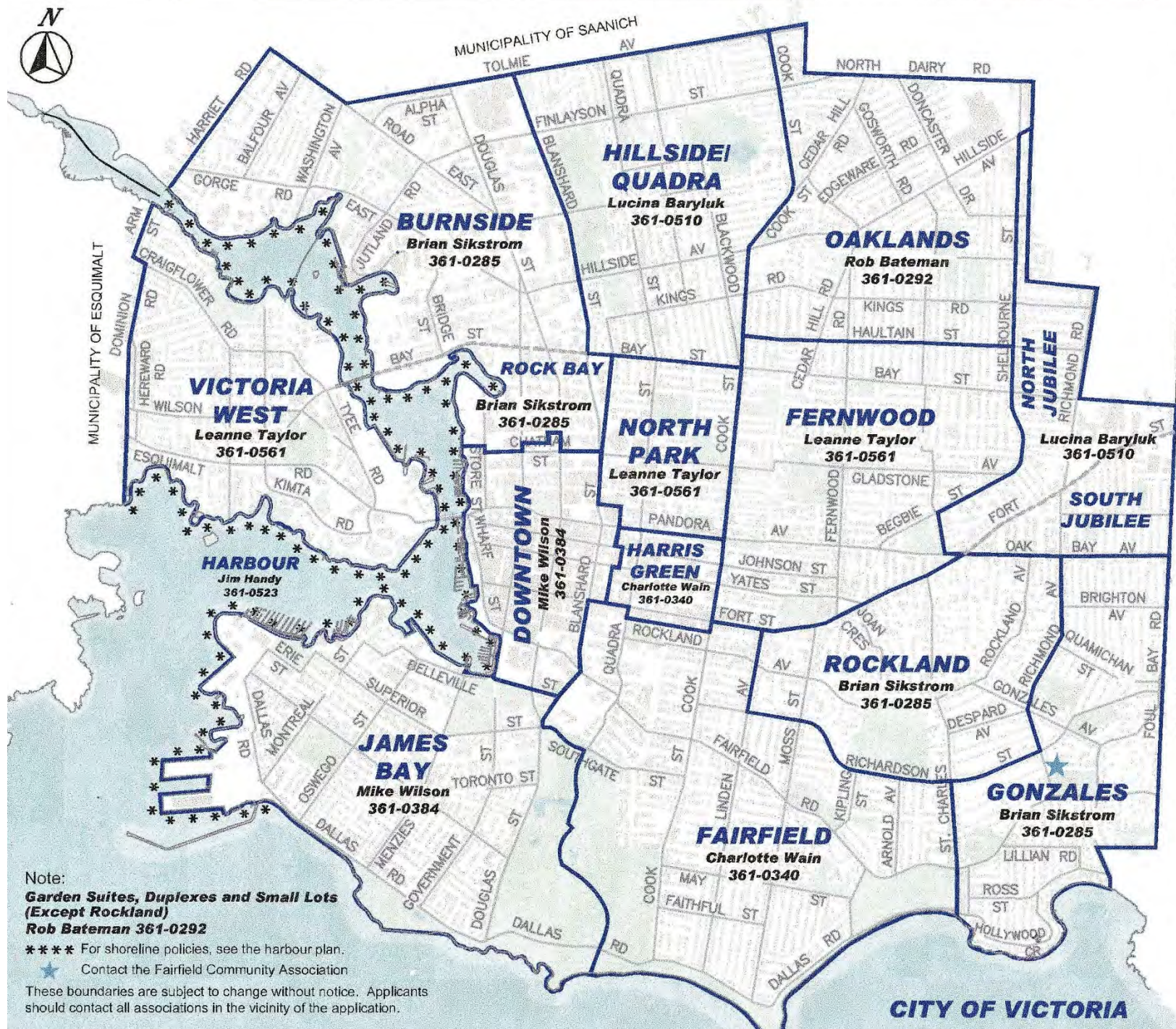




	Vancouver	Victoria
Legislation	Vancouver Charter	Municipal Act/ Community Charter
Council	At Large	At Large
Region	Metro Vancouver	Capital Regional District



Population	Vancouver	Victoria
City	631,500	85,800
Metro/Greater	2.5 million	367,700



Planners Boundaries



Date: September 2015

Scale: Not to Scale

Victoria Metropolitan Area

