

**Public Involvement  
City of Vancouver, British Columbia**

**ICMA Best Practices 2003  
March 20-22, 2003, Tacoma, Washington**

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# Public Involvement City of Vancouver, British Columbia

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Form of Government	Council - Manager
Legislative Body	Mayor, 10 Councillors (elected "at large")
Election Schedule	Every 3 years
Population	540,000
Employment	341,200
Area	43.66 sq miles
Budget	\$670,000,000 (CDN)
Revenue Sources	Approximately two-thirds from Property Tax
Bond Rating	AAA (Moody's and Standard and Poor's)
Number of Employees	Approximately 8000 FTEs (including Police and Fire staff)
Socio Economic Indicators	Median Income: \$35,544 (CDN) Home Ownership: 42% Mother Tongue other than English: 51%
Leading Industries	1. Accommodation, Food, Services - 19% 2. Education, Health, Social Services - 16% 3. Business Services - 13% 4. Finance, Insurance, Real Estate - 10% 5. Retail - 10%

NOTE: 1 Canadian Dollar = \$0.66 US Dollars

# **Public Involvement City of Vancouver, British Columbia**

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## **EXECUTIVE SUMMARY**

Cities across North America are under increasing pressure to improve the ways they include the public in decision making and service delivery. In 1995, the city of Vancouver initiated the *Public Involvement Review* to evaluate and improve civic engagement.

The *Public Involvement Review* consisted of three stages, a cataloging of city processes (1996), an evaluation of city processes by an independent consultant, Context Research (1998), and implementation, which has been underway since 1999. The evaluation showed that the city does public involvement quite well, and that instead of a systemic overhaul, a number of targeted improvements could be made. Staff responded by developing an action plan that included over 35 projects covering the strategic areas of: departmental improvements, a corporate framework for public involvement, public involvement skills, civic awareness, ongoing contact with communities and multicultural outreach and translation.

By 2002, over 75% of the projects were either completed or underway. As implementation came to a close, staff also prepared a Strategy for Sustaining the Improvements, to ensure that improvements gained over the course of the *Review* were not lost once it was concluded. The *Review's* success is owed in large part to the involvement of both staff and the public at various stages, in particular the efforts of an inter-departmental steering committee and coordinator. Support from city council and the corporate management team provided both the necessary resources and commitment to complete the project.

## **PROBLEM ASSESSMENT: The Changing Nature of Public Involvement**

The overall need for reviewing and improving the city's public involvement practices derived from a number of factors being experienced in Vancouver and other cities across North America, including:

- Increasing desire for more accountability from local government, particularly as more responsibilities get "downloaded" from senior levels of government;
- Devolution of responsibilities without increased revenue sources resulting in choices around which services to retain and cut;

- Community change becoming more complex, both in terms of physical redevelopment and increasing diversity of the population (Over 50% of Vancouver's residents have English as a second language);
- New communication technologies and freedom of information laws;
- Increasing levels of education and community awareness;
- Increasing demand for greater involvement and improved customer service.

## **PROGRAM DESCRIPTION**

The *Public Involvement Review* began in 1996, as part of *Better City Government*, an initiative to improve the effectiveness of civic government and service delivery. *Better City Government* established a broadly-based process to bring best practices into the city, to review and redesign city processes, to use technology effectively, and to make the best use staff resources. One of the priorities of *Better City Government* was to ensure that effective processes were in place to provide the opportunity for many community interests in decision making and service delivery.

The *Review* consisted of three stages, a cataloging of city processes (1996), an evaluation of city processes by an independent consultant, Context Research (1998), and implementation, which has been underway since 1999. The *Review* has been a corporate effort, guided by an inter-departmental steering committee with representatives from each department that has contact with the public. It was staffed by a temporary coordinator, and used consultant assistance at key points throughout the three phases (descriptions and costs are set out below). The *Review* engaged both staff and the public throughout the process, including focus groups, workshops, and pilot projects. A staff/public working group was also created to give feedback at key decision making points.

### **Phase I - Cataloguing City Public Processes (1996)**

Phase I of the *Review* was intended to establish the baseline for public involvement at the city, with a full documentation of processes that involve the public. Over 100 types of interaction were identified, ranging from simple notification for development applications, to broad consultation for community plans, through to partnerships to jointly operate local community centres. For a copy of the final document, please visit:

<http://www.city.vancouver.bc.ca/commsvcs/planning/pubinvolveguide/index.htm>

### **Phase II - Evaluation (1997- 1998)**

The evaluation phase consisted of a review of ten representative processes by an independent consulting firm, Context Research. The intent behind reviewing these processes was not only to assess the effectiveness of the public involvement programs, but also to act as models in Phase III for how improvements could be made to typical processes. A list of selection criteria were developed by the Steering Committee and staff/public working group at the beginning of the

phase to ensure that representative processes were selected for review. The selection criteria included:

- A range of long and short term initiatives;
- Tests all types of barriers to involvement;
- A values trade-off;
- Various sizes/scales;
- Complex information;
- The continuum of public involvement;
- Issues not already evaluated;
- Areas where the public is not usually consulted.

The processes selected were:

1. Budget Management - City Choices Survey
2. Oakridge Langara Area Plan
3. Blenheim Street Traffic Calming
4. Balaclava Mews Rezoning
5. Community Centre Association Boards - Killarney, Kerrisdale and Strathcona
6. CityPlan Multicultural and Youth Outreach
7. Advisory Committees to Council - Public Art, Seniors, and Cultural
8. Liquor License Applications
9. RS Interim Zoning Program
10. Development Application - Special Needs Residential Facilities

In order to assess the effectiveness of the processes, six evaluation criteria were developed by the steering committee and tested with the staff/public working group. In summary, they were:

1. Mandating the Process - were the purpose and objectives of the process clear?
2. Resourcing the Process - were there adequate resources to achieve the mandate?
3. Process Participants - did all affected stakeholders have representative involvement?
4. Communication Strategies - were communications effective and inclusive?
5. Involvement Strategies - did the process allow for clear understanding of issues and deal with conflict?
6. Feedback and Closure - did the process achieve its mandate and do the public know how their input was used?

The consultant then conducted focus groups with both staff and the public who were involved with the processes. The results were assessed against the evaluation criteria and a list of strengths and weaknesses generated for each process. In general, the consultant found that the city does a good job of public involvement, although there were some areas that could use improvement. The common themes that emerged were:

- Mandating the process was generally the weakest stage with insufficient clarity as to the goal of the public involvement, including the appropriate scope and level, as well as how input will be used in decision making;
- Most of the processes had an appropriate level of resources to accomplish the work, noting that more is not necessarily better; what was most often lacking was staff expertise;
- The city is generally strong on its outreach to all groups; one weakness is the lack of a coordinated shared database of community groups and ongoing contacts;
- The city's communications strategies are also seen as a strength - the amount, timeliness, and distribution of information are good; however, information is at times too technical and relies on jargon and sometimes mixes facts with opinions;
- The city's involvement strategies offer a good variety of different approaches and opportunities for involvement, however, there is a general concern that public input was not valued and a specific concern about lack of "buy-in" to survey methodologies;
- The lack of feedback and closure to city processes indicating how input was used was identified as a weakness;
- There is a need to develop a means by which public involvement in neighbourhoods can occur on an ongoing basis instead of a project-by-project basis with linkages being re-established at different times by different departments.

These findings were discussed and confirmed with the public at a community workshop, then presented to Vancouver city council, along with sixteen recommendations for improvement:

1. Develop a set of guiding principles
2. Develop a policy on multicultural outreach and the translation of information materials
3. Train city staff in plain language
4. Increase staff training for public involvement
5. Develop and use a public involvement planning form or check list
6. Establish a core of expertise in public process
7. Commitment to evaluation of each process
8. Prepare and maintain a community contact database
9. Continuity of contact and public involvement
10. Continuity of staff involved in specific neighbourhoods
11. Training in public conduct
12. Training in civics
13. Provision of background materials
14. Broaden use of media in public involvement
15. Improved use of survey research
16. Enhanced feedback and closure

City council adopted the recommendations, then instructed staff to develop a strategy for implementing the recommendations. For more detailed information on the consultant's findings and the sixteen recommendations, please visit:

[www.city.vancouver.bc.ca/commsvcs/planning/pubinvolveguide/Pubinv2.htm](http://www.city.vancouver.bc.ca/commsvcs/planning/pubinvolveguide/Pubinv2.htm)

### **Phase III - Implementation (1999 - present)**

#### ***Guiding Principles for Public Involvement***

To set the framework for implementation, as well as for ongoing public involvement citywide, city council adopted a series of Guiding Principles for Public Involvement. These were developed by the consultant team and based on the evaluation criteria used in the evaluation phase:

##### *1. Mandating the Process*

- The credibility, purpose, and objectives of the public involvement process are clear to all process participants.
- The roles and interests of all participants are defined and effectively communicated.
- The public is involved in making changes to processes in which they are participants.

##### *2. Resourcing the Process*

- The public involvement process has adequate resources (financial, staff, community) to achieve the stated mandate.
- Community resources and energies are used effectively and efficiently.
- The assigned staff are trained in the conduct of public involvement processes which are used during the process.
- The selection of resources considers the relative cost-effectiveness of alternative techniques to achieve process objectives.

##### *3. Process Participants*

- Everyone potentially interested in or impacted by a process has an opportunity to become involved.
- Public involvement processes have a balance of people who represent others and people who represent only themselves.
- Efforts are made to include under-represented and hard-to-reach communities in all public involvement processes.
- Any barriers to access are recognized and overcome, including physical, communication, economic, language, ethnic, and social constraints.
- Efforts are made to involve elected representatives and all affected city departments during the course of an involvement process.

#### *4. Communications Strategies*

- All communications for public involvement processes are effective, inclusive, and cover all necessary issues.
- The language of all written communications is clear, concise, objective, and free of technical jargon.
- Communication materials address relevant existing policy and procedure, history of the issues and past city initiatives, and alternative approaches to resolving issues and their respective advantages and disadvantages.
- Communication also regularly reiterates such basics of the process as the schedule, decision milestones, progress-to-date, and upcoming opportunities for involvement.
- Media is used regularly to provide general information to the public at large.
- Information or feedback is distributed regularly to those involved in the process and, at intervals, is also broadly distributed to anyone potentially interested in or impacted by a process.

#### *5. Involvement Strategies*

- The public involvement process is transparent and deals openly with conflict and imbalances of knowledge in order to maximize participant input.
- The scope and goals of the public process are repeatedly clarified during the process.
- The tone of the process fosters creativity and encourages civility and mutual respect among all parties to the process.
- Processes have a balance of proactive and reactive techniques to ensure that representative input is assured and everyone who wants can be involved.
- Input is obtained from those impacted both negatively and positively by proposals or projects. The involvement process addresses both agreement regarding the validity of the facts and understanding of varied opinions and values regarding the outcome of the process.

#### *6. Closure*

- Participants are convinced that a process has achieved its mandate at its completion.
- Evaluation of the process assesses its successes and shortcomings and communicates its results to the participants. The longer-term effects of the process on neighbourhood and community relationships and on perceptions of effectiveness of city processes are included in the evaluation.
- Affected communities are informed of process outcomes.

### ***Improvements to Public Involvement***

To implement the consultant's sixteen recommendations, staff created an action plan that was based on a number of ideas presented by both staff and the public throughout the *Review*. The action plan included over 35 projects that were grouped according to six strategic areas for improvement:



## Individual Department Improvements

This strategy involved developing improvements to departmental processes with a focus on those that have recurring public involvement, such as rezoning, development applications, traffic calming, etc. The goal was to pilot changes so that staff in other areas or departments could adapt and apply the results to public involvement programs they conduct. This work was assisted by the same consultant team who worked on the evaluation phase of the *Review*.

## Developing a Corporate Framework for Public Involvement

This framework would improve the tools for public involvement, including a Public Process Guide for staff and public process information for community groups. This would help to prevent and better deal with dilemmas that arise during involvement processes and also provide greater consistency and clarify public expectations.

## Improving Public Involvement Skills

The evaluation noted the need for a more consistent level of appropriate skills and expertise in conducting public process, and the need to reduce jargon and confusing terminology. By improving training, staff and Council would be better equipped to prevent and deal with problems that arise during involvement processes. This strategy included a new course on public process based on the Public Process Guide and the creation of a group of staff experts in public process.

## Improving Community Contact

The contact between staff and communities is often on a project by project basis, with contact ending when staff complete a given program or process. As a result of this, communities are sometimes left wondering who to contact and how to get follow-up services, information and resources, and staff having to re-initiate contact for all new involvement processes. To address this problem, a number of initiatives were developed to improve communication and information sharing, such as a centralized database of community groups and community web pages that contain links to services and information on recent developments and events.

## Creating Better Civic Awareness and Understanding of How the City Works

Council instructed staff to look at ways the city can de-mystify city hall and create a higher level of awareness of how municipal government works, and how people can get involved. Actions developed to address this included improved guides to the city, better use of the media, and the development of a civics curriculum for youth.

## Creating a Multicultural Outreach and Translation Strategy

In an increasingly diverse city, staff need assistance in identifying the multicultural communications needs of communities, determining who needs to be involved, what communications issues need to be addressed and what resources are needed. To improve the consistency and effectiveness of the city's outreach programs, a strategy for outreach and translation was proposed. Included within this strategy was the development of a Newcomer's Guide to the City to provide basic civic information to new Vancouverites.

For more information on implementation or the action plan itself, please visit:  
<http://www.city.vancouver.bc.ca/commsvcs/planning/pubinvolveguide/pirjly99.htm>

## RESULTS

By 2002, improvements had been made in all six strategic areas, with over 75% of the 35 projects either completed or underway. The following summarizes the achievements:

1. *Individual Departmental Improvements*: Staff have been working with the consultant team on making improvements to nine representative processes where the public are involved, ranging from recurring processes such as development applications, liquor licensing reviews, to one time processes, such as the street furniture program. These processes were similar to the ones selected in the evaluation phase of the *Review*, so the teams could learn from the results.

New practices were utilized to make the processes more effective. For example, it is typical in a development application process for the developer and city to meet and discuss issues and options, then present the draft solution to the community for comment. This approach often does not recognize community interests up front and can result in conflict. Instead, a pilot process was initiated that had the developer, city and community invited to a facilitated workshop to identify issues and concerns together. The pilot itself was the proposed redevelopment of a large corner site for a mix of commercial and residential uses. The community's key concerns were space for a library and high quality design and public space. As a result of the workshop, the developer was able to develop a scheme that was both profitable and also met the community's interests.

2. *Developing a Corporate Framework for Public Involvement*: Over the past two years staff have been working to improve the tools we use to involve the public. An intranet-based "Public Process Guide" for staff was developed by Dovetail Consulting to help staff plan and execute effective public involvement programs. The guide has recently won an education award from the Canadian Association of Municipal Administrators. It is viewable for both staff and the public at: [www.city.vancouver.bc.ca/publicprocessguide/](http://www.city.vancouver.bc.ca/publicprocessguide/). The consultant team is now working with staff and the public on a companion guide for the public, so they know what to expect from the city and how they can get involved.

3. *Improving Public Involvement Skills:* Human Resources has reviewed its courses that include public involvement skills training. A new course is being offered based on the “Public Process Guide” and enhancements made to some of the existing courses. A staff resource group is also being created so that other staff can seek advice before or during a public process.

4. *Creating Better Civic Awareness:* A number of steps are being taken to raise civic awareness of how the city functions. A civics curriculum has been developed in consultation with Vancouver School Board teachers for Grade 11 Social Studies students. The Communication’s Department will be increasing the promotion of city services, including a revised “Your City Works” brochure. The “Newcomer’s Guide to the City” has been completed and, in addition to English, has been translated and printed in Chinese, Punjabi, Vietnamese and Spanish. The Guide can be viewed at: [www.city.vancouver.bc.ca/commsvcs/socialplanning/newtovancouver](http://www.city.vancouver.bc.ca/commsvcs/socialplanning/newtovancouver). Other ongoing initiatives to improve civic awareness include the city’s website, the Greater Vancouver television program and new technologies such as interactive TV.

5. *Improving Ongoing Contact with Communities:* A number of city programs facilitate ongoing interaction and information sharing between the city and communities, including the Community Visions program, community policing, Neighbourhood Integrated Service Teams and Community Centres. *Public Involvement Review* initiatives have built on these programs. QuickFind is now the city’s centralized database of community groups and is updated twice per year. In addition, the Community Services Group has recently created a list of staff with knowledge of planning issues and community contacts for each neighbourhood and policy area of the city. Community Web Pages have been created for all 23 local areas of the city and contain information on services, recreation centre programs, community events, developments and construction taking place. The project won the 2000 innovation award from the Municipal Information System’s Association of BC. Community pages can be viewed at: [www.city.vancouver.bc.ca/community\\_profiles/index.htm](http://www.city.vancouver.bc.ca/community_profiles/index.htm)

6. *Creating a Multicultural Outreach and Translation Strategy:* Multicultural outreach and translation strategies are being developed by Social Planning, in consultation with various multicultural groups and other city staff. As mentioned above, the “Newcomer’s Guide to the City” has been completed and is available in five languages. Project costs have been covered through partnerships between the city and corporate and government sponsors. Sponsors include the Scotiabank, Lower Mainland TV (LMtv) and the Provincial government.

### **Sustaining the Improvements**

As the *Review* was coming to a close, the steering committee developed a Strategy for Sustaining the Improvements to ensure that the gains that had been made over the *Review* were not lost once it concluded. The Strategy includes a number of elements that provide a basic infrastructure for public involvement at the city, including a staff resource group to provide advice and assistance to other staff, a public involvement budget to bring in consultant assistance for unusual or

difficult processes, ongoing training and development for staff, and a permanent Public Involvement Coordinator to support staff training, to act as a point person for the staff resource group, and to administer the consultant budget.

For the latest report to Council, including the Strategy for Sustaining the Improvements, please visit: <http://www.city.vancouver.bc.ca/ctyclerk/cclerk/011213/pe4.htm>

## FISCAL IMPACT/COSTS

Costs for the *Review* itself were approximately \$ 220,000 (CDN), which includes funding for the temporary coordinator position, consultant contracts, and funding for research and development for a limited number of projects. Ongoing funding for sustaining the improvements has been established at approximately \$85,000 annually which includes funding for the permanent Public Involvement Coordinator and small consultant budget.

### Review Costs (Canadian Dollars)

Temporary Coordinator	\$92,000
Cataloguing of City Processes (consultant)	\$10,000
Evaluation (consultant)	\$50,000
R+D for Newcomer’s Guide and Civics Curriculum	\$20,000
Improvements to Specific Processes (consultant)	\$27,000
Public Process Guide (consultant)	\$15,000
Guide for the Public (consultant)	\$7000
Total	\$221,000

### Ongoing Costs (*Sustaining the Improvements*)

Permanent Public Involvement Coordinator	\$65,000
Consultant Budget for Facilitation/Mediation	\$20,000
Total	\$85,000

For individual projects that came out of the *Review* funding has been acquired separately either through the corporate management team or city council itself. The Newcomer’s Guide cost

approximately \$116,000 to format, print and translate into four additional languages. The city provided \$66,000 with the remainder coming from partnerships with private sponsors, including banks and local media. The Community Web Pages cost \$66,000 to develop and roll-out for all twenty-three local areas, with ongoing funding established at \$30,000 (which covers staff costs and marketing).

## **LESSONS LEARNED**

The response from the public, staff and city council has been mostly supportive, largely due to the involvement of these groups right from the beginning and throughout the *Review*. The public was invited to participate through various means, including focus groups, workshops and pilot projects. The key to staff buy-in and participation was the development early on of the inter-departmental steering committee which ensured that the interests of each department that deals with the public were represented. This also allowed for cooperation and team building between departments as diverse as Police, Parks, and the Library.

One of the larger challenges for the *Review* was if Vancouver should re-invent the way it does public involvement or simply build on the current structure in place. This was primarily framed around the role that community groups should play - officially recognized as representative of an area, or as is the case in Vancouver, treated equally along with the input of all other groups and individuals. Many community activists in the city felt that a more formal recognition of community groups, through formal involvement in development review and community development, would provide for improved public process. Supported with the results of the consultant evaluation, it was determined that Vancouver has a number of programs and opportunities for input from both groups and individuals and that changing the structure would not necessarily improve public process at the city. Instead, the city decided to focus on improving access to the current programs and processes by improving communication and information sharing through tools such as the Community Web Pages. Having said that, these improvements do not preclude an increased role for community groups in civic affairs in the future. However, any increased role will need to reflect the city's principles for public involvement to ensure that processes continue to be representative, inclusive, accountable, and transparent.

Implementation of the various projects hinged on the commitment from city council and the city's corporate management team, in terms of allocating the necessary staff time, as well as the funding for consultants and projects. They also provided the necessary leadership to promote initiatives that would show lower financial return in the short run, including improvements that are technology driven or based upon improved staff training, but over the longer term would prove to be more cost-effective by reducing time consuming conflicts and providing more efficient service to residents.

Success was also dependent upon having a dedicated coordinator and steering committee willing to bring the necessary expertise together and to push projects along. Finally, partnering with the private sector allowed for the development of the *Newcomer's Guide*, which otherwise would not have had the scope or exposure (it was translated into four languages other than English).

## **Summary**

The *Public Involvement Review* was initiated in the mid 1990s to improve the ways that the public are involved in city programs and processes. Through a three phase approach, a number of initiatives were undertaken in the areas of departmental improvements, a corporate framework for public involvement, public involvement skills, civic awareness, ongoing contact with communities and multicultural outreach and translation. The success of the program was based on an interested and active public, as well as a partnership between all city departments that involve the public.

## SMALL GROUP EXERCISES

The team presentation (30 min.) will be followed by a small group discussion. Four questions are presented for the discussion with report outs to the larger group. The Session Facilitator will move around the room with a microphone for the report outs.

Small group discussion: Questions 1 and 2	(20 min.)
Report out	(10 min.)
Response from presentation team	(10 min.)

Small group discussion: Questions 3 and 4	(15 min.)
Report out	(10 min.)
Response from the presentation team	(10 min.)

Questions	(15 min.)
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### Exercise A

1. What are the biggest challenges for your municipality in terms of reaching out and including the public? How are you responding to these challenges?
2. In some cities neighbourhood associations are formally recognized by the city and given formal roles in development review and community development. What are the costs and benefits of this approach versus a more traditional model of community involvement?

### Exercise B

3. Technology is providing new opportunities for public involvement. What are some of the ways municipalities can use technology to improve public involvement? What are some of the dangers?
4. Public involvement expertise generally varies across an organization. How can you prepare and develop staff to have the necessary skills? What role can consultants and citizens play in the design and delivery of public process?

## Attachment 1. Community Web Page Information Brochure



**CITY OF VANCOUVER**

# community web pages


## online parks & recreation guide

The Online Parks & Recreation Guide helps residents search for programs and fitness courses at the community centre most convenient to them.

1. Click on **Online Parks & Recreation Guide**.
2. From the menu select: a season, recreation facility, community, age group, course type, month or keyword.
3. Click **Search** to begin searching.
4. Click **Details** to look at the course description and registration information.



**feedback & comments**

We'd like to know what you think. Let us know what you find valuable on your Community Web Page or suggest changes by filling out an online form.

**drop us a line!**  
[community@city.vancouver.bc.ca](mailto:community@city.vancouver.bc.ca)





# what are the community web pages?

They are a special area of the City of Vancouver's Web site where you can find loads of information about your neighbourhood.

## On the Community Web Pages you will find:

- information about City resources and online services.
- a Community Calendar that allows you to view and submit your own local events
- a directory of community organizations
- a searchable database of major City projects and construction in your area
- recreation programs and fitness classes
- demographic profiles and local histories
- City-community partnership programs
- links to volunteer opportunities and public libraries.

The Community Web Pages can be accessed directly at:

[www.city.vancouver.bc.ca/communities](http://www.city.vancouver.bc.ca/communities)

Or you can click on Communities from the City of Vancouver home page:

[www.city.vancouver.bc.ca](http://www.city.vancouver.bc.ca)

Free public Internet access is available at local libraries.



# community calendar

The Community Calendar provides a place for Vancouver residents, community organizations, and the City to share information about local non-commercial events such as: neighbourhood events, fundraisers and community fairs.



## To view information on the Calendar:

1. Click on **Community Calendar**.
2. From the table on the left select: a day, month, or year; a word or phrase to search; an event type; or a community.
3. Click **Search** to start the search.
4. Click **Details** to see detailed information for the selected event.

## To add your event to the Calendar:

1. From the Community Calendar page, click **Add an Event** and fill in the information about your event.
2. Click **Continue** to display the confirmation screen that allows you to preview your posting.
3. If you are satisfied with your posting, click **Finish**.
4. To make changes click the **Back** button.
5. If you have changes once the event has been submitted, please send them to:  
[community@city.vancouver.bc.ca](mailto:community@city.vancouver.bc.ca)



# projects & construction

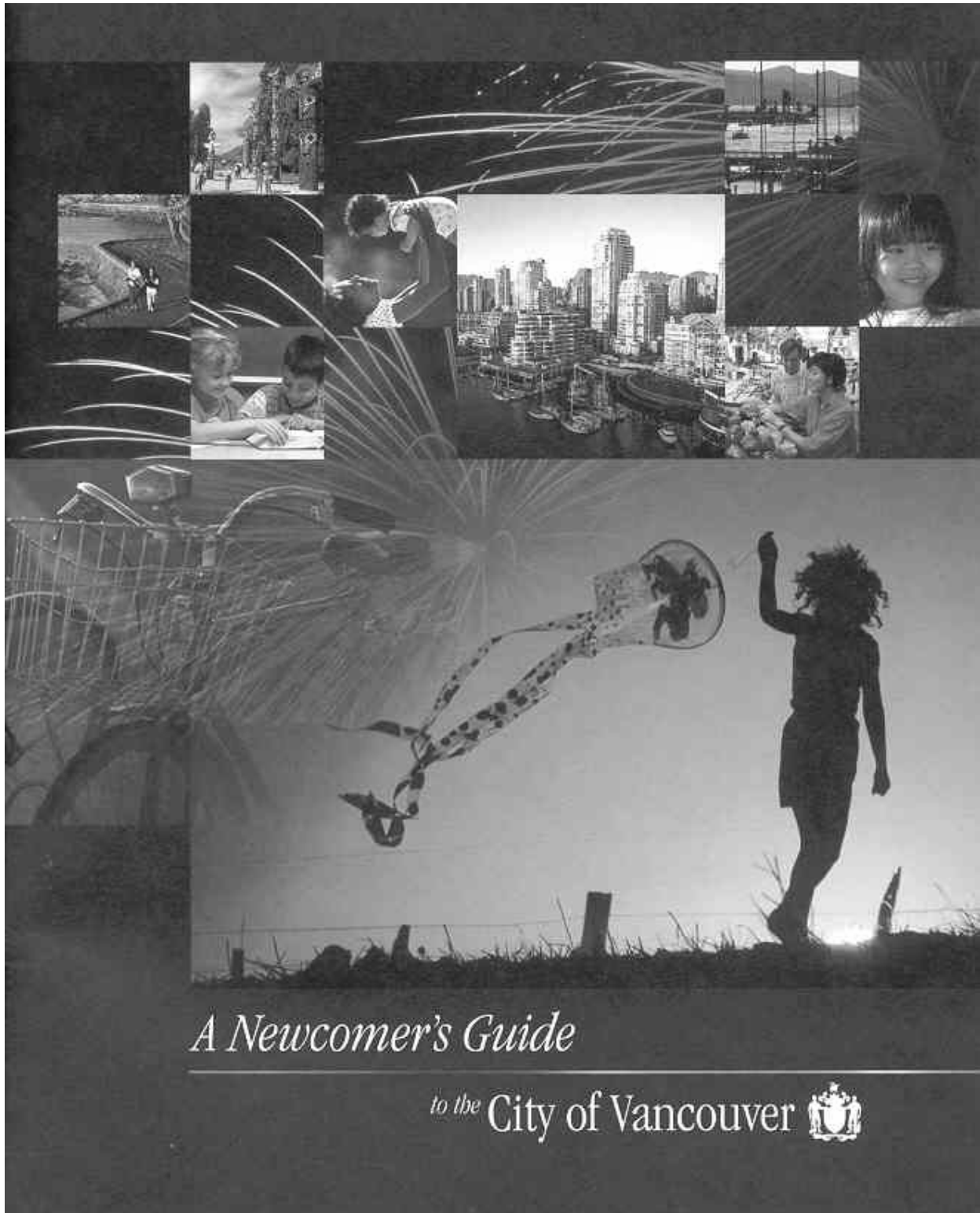
This area of the Web site lists information about major City initiatives, roadwork, projects, and developments in your community.

## To view Projects & Construction:

1. Click on **Projects & Construction**.
2. From the table on the left select: a community; a department; a project type; a street name;
3. Click the **Search** button to start the search.
4. Click the **Details** buttons to view information on the status of the project, start and completion dates, last update, as well as contact information.
5. Click **Return to Project List** to return to the list of projects and developments.

**go ahead, try all the options... and have some fun!**

**Attachment 2. Cover and Contents of the Newcomer's Guide to the City**



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Steps for Successful Public Involvement..... 1

    1.0 Mandating the Process1

        1.1 Decide whether to do public involvement.1

        1.2 Identify the nature and scope of pending decisions.2

        1.3 Identify what degree of public influence is possible.2

        1.4 Identify the appropriate level of public involvement.3

        1.5 Clarify objectives and scope of involvement.5

        1.6 Define linkages to other City policies, programs and activities.7

    2.0 Identifying Participants8

        2.1 Identify possible stakeholders and their interests.9

        2.2 Be receptive to the "active public".10

        2.3 Meet your obligations to those affected by the decision and the general public.11

        2.4 Avoid common imbalances by proactively seeking out participants.12

    3.0 Involvement Strategies14

        3.1 Use "pre-consultation" to help design involvement and communications.14

        3.2 Select involvement approaches and techniques.14

    4.0 Communications Strategies17

        4.1 Work with Corporate Communications to develop a communication strategy.17

        4.2 Review and commit to communication guidelines.18

        4.3 Select appropriate communication methods.21

        4.4 Set up appropriate communication channels.21

        4.5 Develop a media strategy.22

    5.0 Resourcing the Process23

        5.1 Define roles and responsibilities for organizers.23

        5.2 Devise a schedule and work plan.24

        5.3 Prepare budgets.25

    6.0 Using Public Input, Follow-up and Evaluation25

        6.1 Integrate Public Input25

        6.2 Follow-up with participants.26

        6.3 Evaluate the process.27

#### Attachment 4. Public Process Training - Course Outline

##### Objectives:

- \_ To allow participants to see how they can use the City of Vancouver “Public Process Guide” to plan public involvement of different types and scales.
- \_ To review the six basic ingredients for successful public involvement.
- \_ To share good experiences, troubleshoot common issues, and learn about City staff and resources that can help you with public process.

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TIME	TOPICS
9:00-9:50	Introductions, objectives and agenda Introduction of staff resource group and role Participant introductions and brainstorm 1. colour: a benefit of public involvement 2. white: a problem or challenge you hope to cover today Introduction to City approach to PI: City Mission City Public Involvement Principles: quick review Public Process Guide: Background, Purpose, Format
9:50-10:15	Computer room: Overview of web-based & hard cover Guide: four hyper-linked layers – Short Version, Long Version, Checklists, Tip Sheets
10:15	Break
10:30-11:30	Closer look at the Short Guide: Six steps Key tasks and points
11:30-12:00	Scavenger Hunt (if time permits)
12-1:00	Lunch
1:00-2:30	Case studies: groups of three – each picks one of five cases studies pick work method & location: Wordperfect, hard copy OR flip charts Do steps 1 & 6 (Mandating; Use input, follow-up and evaluate), then 2 Identifying Participants, possibly 3 (Involvement Strategies), if time
2:30-3:00	Discussion of case studies: Key dilemmas encountered under each step and steps 3,4,5 Immediate tips; how Staff Guide and resources can help
3-3:15	Break
3:15-4:20	Continue with above and/or address challenges not covered Other City Public Involvement resources
4:20-4:30	Wrap-up & Evaluation