

Vancouver City Planning Commission

“Sustainable City of Sustainable Neighbourhoods”

Towards a City-wide Dialogue

Meeting Notes

Post-Symposium Actions Planning Session

June 1, 2011

Oakridge Seniors' Centre

How can Vancouver evolve into a sustainable city of sustainable neighbourhoods in a way that meets neighbourhood needs while advancing city-wide sustainability goals?

Post-Symposium Actions Planning Session

Wednesday, June 1, 2011, 6:00 - 9:30 pm

Oakridge Seniors' Centre, Vancouver

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is an initiative of the
Vancouver City Planning Commission, a Council advisory body,
and not the City of Vancouver.*

vcpc@vancouver.ca

Background: Symposium Priorities for Strategies and Actions

The June 1 Actions Planning Meeting on June 1 was the follow-up and concluding session of the City of Sustainable Neighbourhoods Symposium on April 8-9.

One of the objectives of the symposium was to prioritize and select the top actions identified in the afternoon discussion of 8 strategies which emerged in the morning discussion, so that these could be further developed after the symposium. As there was not enough time to compile the actions from the groups and complete this prioritization at the symposium, the participants were asked to identify their top three choices from the 8 strategies that had emerged in the morning discussions:¹

1. Invest in building neighbourhood capacity and empowerment
2. Involve neighbourhoods/residents from the beginning and throughout the process
3. Need overall sustainability goals for the city developed and articulated in collaboration with neighbourhoods

As only about 40 people, or less than half of the symposium attendees, posted their votes at the end of the day, the Commission asked the same question on the post-symposium online survey. In the survey, 49 respondents answered the question with the same result.

Commissioners then reviewed all the actions listed in the afternoon charts and grouped them together according to similar themes². The actions under each of these themes were then distilled into a single broad action statement for each theme. Respondents to the survey were asked to rank these 5 actions according to what they considered the most pressing issues.

One action theme proved to be the top choice, with two more closely behind:

- Convene a meeting to develop a practical action plan for building **capacity and representation in neighbourhoods** (including review of possible organizational models, successful practices and resources).
- Organize a workshop to scope a process for establishing **sustainability goals** for neighbourhoods and developing neighbourhood-based sustainability plans that could help to shape a city-wide sustainability strategy (including review of current city-wide and neighbourhood policies and frameworks and of other jurisdictions).
- Establish criteria for improved **consultation processes** (including review of past and current consultation practices and of other consultation models, and consideration of new approaches in City/neighbourhood/developer relationship).

These action theme areas selected were fully consistent with the strategy priorities above.

The June 1 Actions Planning Meeting was organized to develop these three actions further.

For further discussion of the June 1 and April 8-9 symposium outcomes, and of the Sustainable City of Sustainable Neighbourhoods initiative, please refer to the Commission's project report (due July 2011).

¹ http://cityplanningspace.com/symposium/symposium_results/voting.png

² http://cityplanningspace.com/symposium/symposium_results/action.htm

June 1 Actions Planning Meeting - Overview

Purpose

The Commission convened the Actions Planning Meeting on June 1 to develop the three broad action themes selected through the survey into specific actions that could be completed within a 12-month period under the guidance of a grassroots steering group. The idea, as recorded in the meeting notes from the January 17 meeting with the Neighbourhoods Advisory Group, was that

these [actions] should be concrete steps that could, with resources, be implemented within a short time. Examples might be the communications framework discussed, or maybe a task force to focus on a specific matter, or maybe a proposed new initiative. The idea is to take forward an actionable set of steps that has been generated by a broadly-based group... The Commission's intention is for this to be a beginning, but as an actual step [in improving processes] and not only a dialogue. The idea is that there will be a step taken. For example, if an action step is highly supported at the end of the symposium [see some of the examples suggested below], and people are excited by it, then the Commission has talked about inviting some of the groups to step forward and help to shape the action step for presentation to Council with an action plan identifying resources and timeline. [p. 8]

Participants

The Commission sent the meeting invitation to all symposium participants. Many regrets were received citing schedule conflicts and expressing interest in future involvement. A Stanley Cup playoff game was scheduled for the same evening. Ten individuals from both neighbourhood-based and city-wide organizations came to participate in the process, representing about one tenth of symposium participants.

Meeting Framework

The meeting was convened at the Oakridge Seniors' Centre as a three-and-a-half-hour evening session, with a light supper provided. The Commission developed some planning and decision tools to help the process be as creative and productive and possible. The meeting was organized into 3 sessions:

- 1. Action Focus and Description**
Brainstorming with reference to symposium action ideas to select an action for development into a concept plan.
- 2. Shape the Action Plan**
Outline of 10 action components, described as 'conditions for success,' representing a concept plan for the action or actions selected.
- 3. Plenary**
Reporting out of action plans and discussion of next steps

June 1 Actions Planning Meeting - Outcomes

Session 1: Action Focus and Selection - Actions Selected

Topics

The three action themes referred to above were offered to participants. Each attracted a small group:

Neighbourhood Capacity: 5

Sustainability Goals: 3

Consultation Processes: 2

1. Neighbourhood Capacity

Action: Brainstorming to select an action focused early on the need to identify the social assets in neighbours, as a pre-requisite to formal step to build neighbourhood capacity and organization. There was considerable discussion of related themes, including:

- strategies for inclusion of neighbourhood voices,
- different communication strategies (such as electronic and non-electronic) and meeting formats (formal meetings and kitchen table sessions),
- the important of sensitivity to minority and marginalized voices to ensure they are heard,
- whether the circle of neighbourhood stakeholders needs to be larger than just residents (e.g., faith groups, businesses, service clubs),
- who has the right to claim to speak for a neighbourhood in City processes, and
- the need to map micro neighbourhoods within the City's broad administrative areas.

The final action was described as follows:

Develop a comprehensive list/profile of diverse neighbourhood activists/organizations/advocates

The long-term goal that this action would result in was described as "an ongoing process developed by neighbourhoods to support capacity and representation."

2. Sustainability Goals

Action: Brainstorming to select an action concentrated on the vitality and capacity that already exists in neighbourhoods, but which occurs in silos so that the potential to build and further develop lasting knowledge and capacity is not fully realized. The discussion ranged back and forth between two ideas:

1. a map that showed the location of neighbourhood initiatives including their stories, and
2. a prior step to strengthen the organizational capacity in neighbourhoods so that they can take effectively steer a project like the creation of such a map.

There was considerable discussion of related themes, including:

- value of a bottom-up formulation of sustainability as it manifests itself in activities in neighbourhoods, in contrast to a top-down application of generalizations,
- neighbourhoods have a well developed understanding of their needs which needs tools to bring to light, and quite a lot of capacity which can be activated with only a small infrastructure investment (E.g., Vancouver Foundation Neighbourhood Small Grants, for example),
- neighbourhoods need to identify themselves and become cohesive,
- some neighbourhoods have many groups, but others only a few,
- sustainability can be as much about re-discovering old practices as about introducing new ones,
- there are entities at the neighbourhood level (community centres, neighbourhood houses, resident associations, churches, schools, etc.), with organizational capacity, but not an integrated neighbourhood-wide organizational capacity
- what people are doing needs to be communicated, shared, to inspire and invite others into the processes,
- the importance of the personal connection to creating the sense of belonging in a place, a neighbourhood, that engages people in wanting to be part of neighbourhood sustainability and other initiatives, and
- the need for a preliminary step to empower neighbourhoods involving a city-wide convention of neighbourhoods that looks at ways that neighbourhoods to develop a structure, representation and a voice.

The final action was described as follows:

Build a map of community/sustainability projects in neighbourhoods across the city

The long-term goal that this action would result in “tools to connect people at a neighbourhood level, so that people know what’s going on in their neighbourhood, and how to connect into it.”

3. Consultation Processes

Action: Brainstorming to select an action returned frequently to the idea of a contact person at City Hall who has understands and has the full picture of a given neighbourhood. There was considerable discussion of related themes, including:

- staff liaison to advisory bodies as a strength, improving the process and the group’s work,
- the value of a neighbourhood-centred process to address the question of more effective consultation,
- the idea that transparency can be improved by building on the natural ways that neighbourhoods already communicate, with each other and internally (resident associations, schools),
- active organic networks already exist in neighbourhoods, so that City-organized meetings and structures sometimes fail to attract many people, so that it may be better to support these networks rather than superimpose new structures,
- need for a ‘go-to’ person at City Hall for neighbourhood matters,
- developers need to be more visible and accessible, and

- a mobile planning office with a presence at the neighbourhood level.

The final action was described as follows:

Establish a liaison advocate in each neighbourhood who is well connected with the City, and well connected with the neighbourhood [using the initiative in Renfrew-Collingwood currently underway as a pilot]

The long-term goal that this action would result in was described as “neighbourhood residents actively participate in development processes, and the City is more aware and has more meaningful and healthy relationships with community members.”

Session 2: Shape the Action Plan - Ideas and Directions

Summary

The action planning worksheets have been reproduced in their original form in the appendix³ to respect and reflect their nature as an uncompleted work in progress. There was simply not enough time to work through each of the ‘Conditions for Success’ steps. In reviewing the work of the three groups, it is interesting to note many similarities in the 10 steps. For example, most of the worksheets included ideas such as the following:

- *To provide confidence in the leadership group of the project*, there should be involvement from established neighbourhood groups including community centre associations, neighbourhood houses, schools, business improvement associations,
- *To ensure outreach to all neighbourhoods*, involve networks like Village Vancouver, District Parent Advisory Council, Neighbourhoods for a Sustainable Vancouver,
- *To make the implementation of the project transparent*, meetings of the project group should be open, and *to make the process visible*, there should be communication through community newspapers, blogs and other tools,
- *To ensure demographic inclusiveness*, institutions that serve key demographics should be part of the project groups,
- *To keep City staff apprised of the project and provide the opportunity to access appropriate City resources*, there needs to be a liaison person in the City, and
- *To keep the project on track*, there needs to be a paid coordinator, or some special recognition, benefit or support if the work is to be taken on by a volunteer.

Session 3: Plenary - Discussion

As was noted by participants in the plenary session, one evening was not enough time to develop action plans that are ready to take to an implementation stage. All three groups invested considerable energy, creativity and thoughtfulness into exploring how their selected actions could be implemented successfully. Even with a relatively small number of individuals, it was a challenge to have enough time to exchange ideas and to arrive at a shared understanding of terminology for the steps in the action planning process.

³ Appendix

Following the reporting out from the groups, there was an open discussion about the process, about the needs of neighbourhood volunteers, and about neighbourhood organizational capacity. Listed below are some of the highlights:

- The actions worked on tonight are important to strengthening the organizational capacity of neighbourhoods in order to enable them to contribute more significantly to the sustainable evolution of the city, and there needs to be some support from the City to provide the necessary resources to neighbourhoods.
- People and organizations in the neighbourhoods are stretched to the max, working and volunteering full time.
- The neighbourhoods need an organizational structure, adapting from other cities what is relevant and fitting for the Vancouver context.
- The Commission is well placed to communicate to Council the need to support the development of the potential of neighbourhood volunteer groups to help the city evolve sustainably.
- Grassroots efforts and movements that succeed through the natural ups and downs are those that have some kind of structure that can sustain the gains made by earlier cohorts of volunteers (CarFree Vancouver).
- Small financial investments are sufficient to catalyze grassroots initiatives that can have significant impacts.
- Building organizational capacity in neighbourhoods must be a neighbourhood-driven process. At the same time, the City must recognize the importance of strong capacity at the neighbourhood level to a building a healthy and sustainable city, and provide a level of support to neighbourhoods.
- The people in the room tonight are not necessarily the ones to do the job that needs to be done to take these important actions forward, but perhaps some of those who came will stand by to cheer on those who take one or more of these ideas to the next stage.

Observations and Next Steps

The citizens who participated in the action planning process represent some of our most committed, passionate, experienced and hard-working neighbourhood volunteers. Although the number of participants was small, the themes and ideas discussed were reflective of the themes and ideas discussed at the greater symposium. While different groups of individuals might have selected a different specific action on which to focus, it can be argued that it is sometimes more important to begin, than to try to figure out where it is best to begin because, ultimately, all of these actions and potential actions strengthen organizational capacity in neighbourhoods, which is to the benefit of the city as a whole.

Neighbourhood Capacity Group

Develop a comprehensive list/profile of diverse neighbourhood activists/organizations/advocates

The group conceived of this profile as a data base more comprehensive and robust than the City's current QuickFind list of community groups. They acknowledged the challenges of technical and resource issues, while emphasizing the importance of neighbourhood participation in the creation of the list to ensure that all formal and informal social assets are included. This action is acknowledged as a fundamental step in helping neighbourhoods strengthen their organizational capacity, but it must be parked until a suitable grassroots steering group can be convened. Developing this map/profile of neighbourhood social assets is a major initiative beyond the time and resources of this small group.

Sustainability Goals Group

Build a map of community/sustainability projects in neighbourhoods across the city

The group proposed that some initial research to determine the best kind of map for the purpose would be the ideal first step, for example Google or VanMap. This action is acknowledged as a fundamental step in helping to share stories of grassroots initiatives, but there was a sense that it must be parked until a suitable grassroots steering group can be convened. This group proposed the idea of a preliminary gathering or convention of neighbourhoods to build and strengthen organizational capacity in neighbourhoods to take on initiatives on their own behalf.

Consultation Processes Group

Establish a liaison advocate in each neighbourhood who is well connected with the City, and well connected with the neighbourhood [pilot in one neighbourhood]

There is currently a neighbourhood group in Renfrew-Collingwood working on this concept, in which one of the two action group members is involved. This group will continue to develop this action on its current path, with the idea that it could prove to be a model for other neighbourhoods.

Summary

While all the groups wanted to see work on these actions continue, we heard from these citizens that they are over-taxed and not able to be the leaders on carrying the three actions forward on a city-wide scale. At the conclusion of the evening, the discussion returned to the idea of a city-wide meeting for neighbourhood groups, at which they could begin a neighbourhood-led process to build neighbourhood structures such as those that exist in other cities.

Appendix A: List of Participants

VCPC - Sustainable City, Sustainable Neighbourhoods	
June 1 Action Planning workshop	
Car Free Vancouver	Joey Moore
Coal Harbour Residents Association	Bobbie Phillips
Council of Senior Citizens' Organizations of BC (COSCO)	Gail Harmer
Marpole Oakridge Area Council Society	Gudrun Langolf
Progressive Intercultural Community Services Soc PICS	Minal Chiplunkar
Renfrew-Collingwood Vision Implementation Committee	Robert Allen
Riley Park South Cambie Vision Committee	Ingrid Steenhuisen
Vancouver Coastal Health - Insite and Onsite	Maria Burplehaus
Vancouver Foundation	Lidia Kemeny
Zero Waste Vancouver	Helen Spiegelman
Commission Chair	Peter Greenwell
Commissioner & Project Committee Chair	Eileen Keenan
Commissioner	Laura Stannard
Commissioner	Celena Benndorf
Commissioner	John Weldon
VCPC Volunteer	Justine Clift
VCPC Volunteer	Jada Martinson
VCPC Volunteer	Lindsay Neufeld
VCPC Volunteer	Sarah Thompspon
VCPC Manager	Elizabeth Ballantyne

Appendix B: Group Worksheets - Actions lists/brainstorming

1 Neighbourhood Capacity	2 Consultation Processes
<p>→ Strategies around inclusion</p> <p>how do we access/include those who are not always included from the get-go, at the asset level?</p> <p># - are we equipped to deal with these sensitivities or do we need to bring additional ppl in?</p> <p>- how do we draw ppl in to kitchen table discussions?</p> <p>ACTION IDEAS:</p> <p># ?</p> <ul style="list-style-type: none"> - initial contact with neighbourhood activists + advocates (faith/social/non-profit/etc. groups) - further definition/breakdown of neighbourhoods <ul style="list-style-type: none"> * map "living areas" - what are the places we are talking about? - break down 23 official n'hoods. - neighbourhoods within neighbourhoods → neighbour- hood "hubs" - disparate areas - asset mapping → what do people use? <ul style="list-style-type: none"> - identify assets then approach assets → information gathering - who maps assets? Students? - how do we take into account the neighbourhood/Community accountability/transparency of these assets? - use all forms of communication including non-elec- tronic - value of minority opinion/priorities - "Kitchen table" discussions vs. large forums. 	<p>ACTION ITEM: CONSULTATION PROCESS</p> <p>→ ENACT A</p> <p>- NEIGHBOURHOOD-CENTRED PROCESS</p> <p>→ The "Process" to be determined by neighbourhood residents, in <u>partnership</u> w/ the City.</p> <ul style="list-style-type: none"> - Finding natural ways to communicate - Organic network of community members <ul style="list-style-type: none"> → Tap into the <u>existing networks</u> → Devolve power → SUPPORT community * Liaison Advocate for each neighbourhood-RESIDENT <ul style="list-style-type: none"> - Ex. <u>Regi Frew</u> - Collingwood } Possible pilot for other neighbourhoods - Go-To Person at City Hall - Face-to-face developers - Mobile Planning Office

Appendix B: Group Worksheets - Actions lists/brainstorming

3 Sustainability Goals

What does success look like?

- Process for creating sustainability goals
- Neighbourhood based
- Overarching vision of sust....
- Landscape matters (particular contexts)
 - ↳ bottom up (at neighbourhood level actions & activities)
 - ↳ meet the city 1/2 way (Greenest City)
- more people than tonight
 - ↳ the city listens to voices

Long-term goal (b/storm).

- change of understanding (rediscovery) of sustainable practice
- many organizations operating in silos/meetings.
- workshop?
- neighbourhood identification & recognition of sustainability direction
 - ↳ problems: identified by city (imposed by city)
 - ↳ diversity of neighbourhoods & sustainability practice

①

- No org. capacity @ the neighbourhood level to be reached
- Model/prototype for neighbourhood organization (experiment?)
 - ↳ find synergies w/ existing initiatives
- Neighbourhoods understand their needs
 - ↳ provide tools to bring understanding to light
 - ↳ neighbourhood house - one model
- Missing the coherence at each neighbourhood
 - ↳ social isolation
 - ↳ infrastructure for social connections
- Need to define sustainability
- Facilitate local connections - action?
 - ↳ capacity gap.
 - ↳ get people involved

→ what would inspire people to get involved?

- small involvement, feeling of value from investment in neighbourhood
- block, not even neighbourhood
- communicate & share experiences
 - ↳ not covered in media
 - ↳ share success stories
- celebration of neighbourhood projects
- Car-free: create spaces
 - ↳ what do neighbours bring to event
 - ↳ ad-hoc.

②

- Sustainability plan vs. map
 - ↳ recognize what is already happening
- Awareness allows for emergence of plan
 - ↳ such discovered & communicated
 - ↳ disseminated
- leadership vs. example
- examine potential models > where do neighbourhoods fit on this continuum?

Actions?

- mapping what is already happening
- neighbourhood plan/model
 - ↳ ID sustainability goals & work toward them
 - ↳ compatible
- capacity piece @ neighbourhood level
 - ↳ tools @ neighbourhood level
 - map
 - space for discussion/celebration
 - relationships @ neighbourhood level
 - ↳ connections
 - making small successes visible to one another
 - ↳ building on one another
 - interactive project > student?
 - ↳ people can see where they are
- 2 purposes:
 - root in place (where people are)
 - how they can connect - what's happening

③

* Founding convention for neighbourhoods *

- power to the people (a heads)
- build an identity/foundation for communities/a heads.

July/Aug?

use of public meeting at July's meeting

leverage through report (for symposium + follow-up)

and use momentum for map project.

④

Appendix C: Group Worksheets - Action Description

1 Neighbourhood Capacity

Action Description
<p>Action Area: Neighbourhood Capacity</p> <p>Convene a meeting to develop a practical action plan for building capacity and representation in neighbourhoods (including review of possible organizational models, successful practices and resources)</p>
<p>Action Summary Statement (A manageable step- What are we going to do?)</p> <p>Develop a comprehensive list/profile of diverse neigh'd activist/advocates ^{organizations}</p>
<p>Long-term goal (What does the success of this action look like?)</p> <p>on-going process developed by neighbourhood to support capacity + representation</p>
<p>Action Description Notes ('Parking Lot' for ideas about the Action)</p> <p>Our group ^(5 or 6) (Nghbrhd. Capacity) talked about a city-wide pilot project not just one community benefitting.</p>

Appendix C: Group Worksheets - Action Description

2 Sustainability Goals

<p>Action Description</p> <p>Action Area: Neighbourhood/City Sustainability Goals</p> <p>Organize a workshop to scope a process for establishing sustainability goals for neighbourhoods and developing neighbourhood-based sustainability plans that could help to shape a city-wide sustainability strategy (including review of current city-wide and neighbourhood policies and frameworks and of other jurisdictions)</p> <p>Action Summary Statement (A manageable step- What are we going to do?)</p> <p>Build a map of Community/Sustainability projects in neighbourhoods across the City.</p> <p>Long-term goal (What does the success of this action look like?)</p> <p>Tools to connect people at a neighbourhood level, so that people know what is going on in their N. & how to connect into it.</p> <p>Action Description Notes ('Parking Lot' for ideas about the Action)</p>	<p><u>Parking Lot</u></p> <ul style="list-style-type: none">- Map of S. projects- Space for celebration- Online space for discussion- Tools for comm at neighbourhood level.- Connecting at neighbourhood level.- Making small success visible within N's.- How do we use N. Sustainability projects to inspire more successes/projects.
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Appendix C: Group Worksheets - Action Description

3 Consultation Processes

<p>Action Description</p>
<p>Action Area: Consultation Processes</p> <p>Establish criteria for improved consultation processes (including review of past and current consultation practices and of other consultation models, and consideration of new approaches in City/neighbourhood/developer relationship)</p>
<p>Action Summary Statement (A manageable step- What are we going to do?)</p> <p>To establish an ^{liaison agent} agent in each neighbourhood who is well connected with the city, and well connected with the neighbourhood. Largely funded by the City.</p>
<p>Long-term goal (What does the success of this action look like?)</p> <p>Neighbourhood residents actively participate in development processes, and the City is ^{more} aware and has ^{more} meaningful relationships with community members. ↳ and healthy 😊</p>
<p>Action Description Notes ('Parking Lot' for ideas about the Action)</p> <p>Example Project in Renfrew-Collingwood. → PILOT PROJECT.</p>

Appendix E: Action Screening Questions

The list of questions below was offered to the groups as tools to screen questions for their 'do-ability'

Does it advance the process towards an identified long-term goal?

Is it a single action with a clear implementation track and conclusion?

Can it be completed with a 6-12 month time frame?

Is the outcome or deliverable clear?

Does it increase learning and understanding?

Can it be carried out with moderate resources?

Is there adequate grassroots interest and organizational capacity to take responsibility for success?

Does it contain the opportunity to be a springboard or foundation for a subsequent step towards the long-term goal?

Does it integrate a diversity of neighbourhood voices?

Appendix F: Menu of Action Ideas from the Symposium

A list of action ideas relating to each of the three themes was compiled from symposium sources and was available for reference.

Wall-chart version from meeting

Symposium Sessions - Menu of Ideas for Action		
<p>Neighbourhood Capacity</p> <ul style="list-style-type: none"> Use John McKnight Neighbourhood Asset Planning Need to define each "neighbourhood" and recognize they constantly change. Neighbourhood planning must take place in conjunction with other neighbourhoods. Neighbourhood planning needs to happen 1:1 communication needs to happen 1:1 about neighbours, not neighbourhoods. Neighbour-to-Neighbour model: need monthly meetings of neighbourhood councils and organizations. (Bridal councils need to talk to each other) Expand the symposium for a year (expanded opportunity to have this conversation) with the focus specific and not too broad (need shared understanding) Contact list of Symposium to be shared Annual convening of neighbourhoods to express concerns and vision to City. Annual meetings between neighbourhoods and NISTA A single point of contact at City for each N. Online collaboration space for neighbourhoods. New technologies for dialogue, use existing groups in the neighbourhoods Smaller neighbourhood discussions, use existing groups in the neighbourhoods Map community, recognize the community's knowledge to outreach to whole community. Greater variety of tools - use the existing meetings as well as hosting city ones and using media. How are other models relevant to Vancouver (Seattle, Portland, San Fran.) Organize neighbourhoods around areas of interest to them regardless of whether sustainability focused. Organized neighbourhoods will have greater capacity developed when they do decide to address issues of sustainability. Facilitate the organizing of neighbourhoods by identifying and mapping the connections between them Location planning process Current visioning process too cumbersome Seattle model of local control The City should facilitate a dialogue of shared values to foster understanding among cultures. Community organizations throughout the city must work together Terms of reference for community collaboration is needed Need to provide spaces for dialogue to happen in neighbourhoods. Create a Dept. or Office of Neighbourhoods One weekend to exchange ideas between Neighbourhood Associations and City Look at the example of Portland - help people make neighbourhood projects happen. In the late 1970's we had "Neighbourhood Councils" who considered health, streets, etc. Need model for residents to collaborate BA's could be a model. Neighbourhoods need to be organized and easier to work with Inventory the assets of each neighbourhood. Need elected neighbourhood councils for effective involvement. Need a mechanism to ensure equitable representation. Neighbourhood council deals with issues that affect everyone, e.g. child care, stores Need to make sure there is equity and diversity in the councils Must bring in more voices, and not just the same ones. How to make council accountable and legitimate Convene a session of neighbourhood groups and City staff to identify practical steps to build capacity in neighbourhoods and examine models like the BIA. Identify how City staff can work with neighbourhood organizations to develop inventories and data bases that enable groups and citizens to collaborate and share expertise online Survey neighbourhoods on barriers to successful neighbourhood projects and collaborations Identify how City staff can work with neighbourhood organizations to develop inventories and data bases that enable groups and citizens to collaborate Work with City staff to release Community Web pages for neighbourhoods. Convene a partnership-based working group to scope opportunities and capacity for a city-wide neighbourhoods council to support cross-neighbourhood dialogues Establish council of neighbourhoods - at least one representative from each neighbourhood sits on the Council Community centres model, with monthly meetings of representatives Annual meetings between active groups in each neighbourhood Issue passports to each neighbourhood and have venues where they can be stamped in each neighbourhood Support collaboration with tools. Old models of local-area councils or community resources boards should be revisited Create list of resources available to neighbourhoods at City Hall and collaborate with neighbourhoods to ensure that information is accessible and known. Convene a session of neighbourhood groups and City staff to identify practical steps to build capacity for more effective engagement by neighbourhoods and examine models (BIA, local councils, community resources boards, community centres) Need for affordable places to meet and talk/participate in neighbourhoods Develop ways for neighbourhoods to link up with each other. Build on existing neighbourhood structures to increase outreach and engagement. Help neighbourhoods build on existing capacity by providing resources for information-sharing, collaboration and education. Speaker and dialogue event to build learning on possible model for neighbourhood organization and neighbourhood voice in Vancouver, looking at range from grassroots to City-initiated. 	<p>Sustainability Goals</p> <ul style="list-style-type: none"> Need Deep Sustainability with real goals, re. waste, transportation, etc. Projects incorporating solar panels, community gardens etc. could move more quickly. Dialogue of shared values, especially with regard to equity and social justice; need agreement on broad values but City must allow each neighbourhood to play them out individually. Need to identify specific needs in each neighbourhood and then meet them; need shared' of city problems, needs to be identified, need to involve residents, use community centres and/or neighbourhood houses for community conversations and cross-cultural meetings; honesty is critical; need for cross-neighbourhood communication, like this symposium City funding for neighbourhood-led initiatives. Community accountability/responsibility for sustainability. Annual consultation on budget expenditures with neighbourhoods (the expenditures should be related to indicators for example housing affordability, mode share etc.); need resources to neighbourhoods to meet goal. Link education programs with neighbourhoods that provide tangible case studies for students. Provide sustainability guidelines (e.g. Natural Step). Educating on the history and context of how we got to where we are today. Provide opportunities for experience as a tool for education. Study groups or regularly scheduled casual conversations similar to a book club. Provide opportunities for experience as a tool for education. Create a database of organizations and individuals active in sustainability initiatives. Share success stories as they will breed more success. All civic facilities should provide relevant information and be a resource centre, they should also be used in expanding consultation efforts. Use advertising to raise awareness, provide a space, venue or forum for neighbourhood advertising (e.g. a local community notice board). Forums for dialogue will lead to community building. Need inventory of places and people where the emerging sustainability projects are ready to happen, so groups can begin projects, add their expertise, tools, funding Remove barriers to neighbourhood projects Greenest City website could be used more as a resource than just a feedback tool. Celebrate sustainability through arts, culture, events, music. Diverse but predictable zoning to allow a variety of uses for people to work, play and live in their neighbourhoods (for example, not all the car dealerships, office space, etc. should be in just one or a few neighbourhoods). Individual projects need to be viewed in context of overall context plan. Top 10 Greenest City goals blended with CityPlan - a good starting point. Set goals with neighbourhood involvement. City could provide metro-goals; neighbourhoods decide how to get there. Sustainable and 'green' are not the same. Process to integrate plans, neighbourhood and city-wide to ensure consistency Existing City Plan visions and greenest city goals be integrated through a neighbourhood process. Convene a meeting of neighbourhood groups and community organization to scope a process for translating City policies into neighbourhood goals based on neighbourhood needs (pilot projects) Task force on future sustainability challenges facing Vancouver involving the neighbourhoods, City, universities and business. There should be a focus on sustainability goals with established metrics provided by the City, so that subjective aspects are not highlighted to avoid responsibility. Ongoing review by the City in conjunction with the neighbourhoods of sustainability goals and strategies. A stronger educational process should be established and funded at the neighbourhood level. 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Build partnerships with institutions (schools, organizations) and across sectors (youth, business, ethnic, arts, etc.) for advancing and celebrating sustainability initiatives Need to include social and full environmental (more than just 'green') dimensions in analysis of viability and suitability of projects and initiatives. Act on grassroots level successes; help create successes Commission a staff expert to inventory ways to translate grassroots sustainability initiatives into City policy, practice and projects Connect historical and existing plans (work across silos, greenest city and CityPlan, incorporate what we already have when setting goals) Workshop to model what the meshing of selected Greenest City goals with community plan and community vision objectives could look like (or transportation, housing) 	<p>Consultation Processes</p> <ul style="list-style-type: none"> Have a transparent process to build trust Requirement of a clear state at start of process. Complete transparency to neighbourhoods of market drivers and political realities by City, etc. Clarity and scope from City on negotiables and non-negotiables. City should be clear about how they temper input from most vocal advocates. Uplift statements from City as to role and time commitment of neighbourhoods in in a particular initiative. Recording of process and minutes. Bravery by all to be transparent. Leave "us/them" in the hallway. No surprises - no changes late in process. Don't wait until developers are driving the dialogue. City needs to come to neighbourhoods to listen. Including community consultation by the neighbourhoods and within the neighbourhoods. Scale - ask neighbourhoods the right scale of questions. Trust that residents can speak out without retribution. No back room deals. Neighbourhoods should know who's who in the process. Reasonable expectations by all parties. Honest upfront disclosure about what is up for debate and of limitations. Reflect back what citizens say in decisions/recommendations. Allow citizen input before decisions are made. Community process for discussing Change needs to be known (e.g. in South Vancouver may not have major redevelopments to discuss but there are public facility needs to be identified) Planning is very complex - need for civic infrastructure that commits to on-going work with neighbourhood; a good example was the Trage Site at 20' and Fraser for supportive housing and a bad example was the demolition at Dickson School. Neighbourhoods are at a disadvantage in dealing with the professional expertise of the property development community. Liaison person in City Hall to assist neighbourhoods in engaging with the City and developers. Sometimes developers approach neighbourhood or city wide groups with proposals that they claim would benefit both sides. 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Annual planning process-meetings with community. Collaborate with the City on a pilot with a neighbourhood planning staff liaison in connection with an appropriate initiative. Neighbourhoods must have an assigned staff person who knows them and their issues. Example - Green Streets Neighbourhoods need to have confidence that staff is not a marketing agent for developer. Work with City staff to gather examples of successful neighbourhood working relationships with neighbourhoods and identify features that could be incorporated into other City processes. Identify features of meaningful consultation processes. Moderated panel discussion & dialogue on a number of specific recent consultations to identify specific issues and to consider specific strategies to improve consultations in future; Choose from different types of consultation <ul style="list-style-type: none"> Re-zoning (Shannon Mews) Development Permit City-wide policy (Housing plan, Transportation Plan) Major projects (East Fraser Lands, Cambie Corridor, Little Mountain) City-wide project implementation (Greenest City) Neighbourhood-wide (Historic Area Height, Community plans) Community plan/vision implementation (greenways, parking, traffic, calming) Identify developer willing to sponsor an open charrette process as a neighbourhood pilot learning opportunity

Appendix F: Menu of Action Ideas from the Symposium

A list of actions compiled from symposium sources was available for each theme for reference.

1 Neighbourhood Capacity

- Use John McKnight Neighbourhood Asset Planning.
- Need to define each “neighbourhood” and recognize they constantly change;
- Neighbourhood planning must take place in conjunction with other neighbourhoods; It's about neighbours, not neighbourhoods 1:1 communication needs to happen
- Neighbour-to-Neighbour model: need monthly meetings of neighbourhood councils and organizations. Strata councils need to talk to each other
- Extend the symposium for a year (expanded opportunity to have this conversation) with the focus specific and not too broad (need shared understanding)
- Contact list of Symposium to be shared
- Annual convening of neighbourhood's to express concerns and visions to City.
- Annual meetings between neighbourhoods and NISTs.
- A single point of contact at City for each N.
- Online collaboration space for neighbourhoods.
- New technologies for dialogue.
- Smaller neighbourhood discussions; use existing groups in the neighbourhoods
- Map community; recognize the community's knowledge to outreach to whole community.
- Greater variety of tools – use the existing meetings as well as hosting city ones and using media.
- How are other models relevant to Vancouver (Seattle, Portland, San Fran.)
- Organize neighbourhoods around areas of interest to them regardless of whether sustainability focused. Organized neighbourhoods will have greater capacity developed when they do decide to address issues of sustainability.
- Facilitate the organizing of neighbourhoods by identifying and mapping the connections between them.
- Localize planning process
- Current visioning process too cumbersome
- Seattle model of local control
- The City should facilitate a dialogue of shared values to foster understanding among cultures.
- Community organizations throughout the city must work together
- Terms of reference for community collaboration is needed.
- Need to provide spaces for dialogue to happen in neighbourhoods.
- Create a Dept. or Office of Neighbourhoods
- One weekend to exchange ideas between Neighbourhood Associations and City
- Look at the example of Portland- help people make neighbourhood projects happen.
- In the late 1970's we had 'Neighbourhood Councils' who considered health, streets,
- Need model for residents to collaborate
- BIA's could be a model:

- Neighbourhoods need to be organized and easier to work with
- Inventory the assets of each neighbourhood.
- Need elected neighbourhood councils for effective involvement:
- Need a mechanism to ensure equitable representation.
- Neighbourhood council deals with issues that affect everyone, e.g. child care, stores
- Need to make sure there is equity and diversity in the councils
- Must bring in more voices, and not just the same ones
- How to make council accountable and legitimate
- Convene a session of neighbourhood groups and City staff to identify practical steps to build capacity in neighbourhoods and examine models like the BIA.
- Identify how City staff can work with neighbourhood organizations to develop inventories and data bases that enable groups and citizens to collaborate and share expertise online
- Survey neighbourhoods on barriers to successful neighbourhood projects and collaborations
- Identify how City staff can work with neighbourhood organizations to develop inventories and data bases that enable groups and citizens to collaborate
- Work with City staff to review Community Web pages for neighbourhoods;
- Convene a partnership-based working group to scope opportunities and capacity for a city-wide neighbourhoods council to support cross-neighbourhood dialogues
- Establish council of neighbourhoods - at least one representative from each neighbourhood sits on the Council
- Community centres model, with monthly meetings of representatives
- Annual meetings between active groups in each neighbourhood
- Issue passports to each neighbourhood and have venues where they can be stamped in each neighbourhood.
- Support collaboration with tools:
- Old models of local-area councils or community resources boards should be revisited.
- Create list of resources available to neighbourhoods at City Hall and collaborate with neighbourhoods to ensure that information is accessible and known.
- Convene a session of neighbourhood groups and City staff to identify practical steps to build capacity for more effective engagement by neighbourhoods and examine models (BIA, local councils, community resources boards, community centres).
- Need for affordable places to meet and talk/participate in neighbourhoods.
- Develop ways for neighbourhoods to link up with each other.
- Build on existing neighbourhood structures to increase outreach and engagement.
- Help neighbourhoods build on existing capacity by providing resources for information-sharing, collaboration and education.
- Speaker and dialogue event to build learning on possible model for neighbourhood organization and neighbourhood voice in Vancouver, looking at range from grassroots to City-initiated.

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2 Sustainability Goals

- Need 'Deep Sustainability' with real goals, re. waste, transportation, etc.
- Projects incorporating solar panels, community gardens etc. could move more quickly.
- Dialogue of shared values, especially with regard to equity and social justice; need agreement on broad values but City must allow each neighbourhood to play them out individually.
- Need to identify specific needs in each neighbourhood and then meet them; need incentive for neighbourhoods to think how they contribute to social problems: a "fair share" of city problems needs to be identified; need to involve residents; use community centres and/or neighbourhood houses for community conversations and cross-cultural meetings; honesty is critical; need for cross-neighbourhood communication, like this symposium
- City funding for neighbourhood-led initiatives.
- Community accountability/responsibility for sustainability.
- Annual consultation on budget expenditures with neighbourhoods (the expenditures should be related to indicators for example housing affordability, mode share etc.); need resources to neighbourhoods to meet goal
- Link education programs with neighbourhoods that provide tangible case studies for students.
- Provide sustainability guidelines (e.g. Natural Step).
- Educating on the history and context of how we got to where we are today.
- Provide opportunities for experience as a tool for education.
- Study groups or regularly scheduled casual conversations similar to a book club.
- Provide opportunities for experience as a tool for education.
- Create a database of organizations and individuals active in sustainability initiatives.
- Share success stories as they will breed more success.
- All civic facilities should provide relevant information and be a resource centre, they should also be used in expanding consultation efforts.
- Use advertising to raise awareness, provide a space, venue or forum for neighbourhood advertising (e.g. a local community notice board).
- Forums for dialogue will lead to community building.
- Need inventory of places and people where the emerging sustainability projects are ready to happen, so groups can begin projects, add their expertise, tools, funding
- Remove barriers to neighbourhood projects
- Greenest City website could be used more as a resource than just a feedback tool.
- Celebrate sustainability through arts, culture, events, music.
- Diverse but predictable zoning to allow a variety of uses for people to work, play and live in their neighbourhoods (for example, not all the car dealerships, office space, etc. should be in just one or a few neighbourhoods),
- Individual projects need to be viewed in context of overall current plan.
- Top 10 Greenest City goals blended with CityPlan - a good starting point.

- Set goals with neighbourhood involvement:
- City could provide metrics/goals; neighbourhoods decide how to get there.
- Sustainable and 'green' are not the same
- Process to integrate plans, neighbourhood and city-wide to ensure consistency
- Existing City Plan visions and greenest city goals be integrated through a neighbourhood process;
- Convene a meeting of neighbourhood groups and community organization to scope a process for translating City policies into neighbourhood goals based on neighbourhood needs (pilot project?)
- Task force on future sustainability challenges facing Vancouver involving the neighbourhoods, City, universities and business.
- There should be a focus on sustainability goals with established metrics provided by the City, so that subjective aspects are not highlighted to avoid responsibility.
- Ongoing review by the City in conjunction with the neighbourhoods of sustainability goals and strategies.
- A stronger educational process should be established and funded at the neighbourhood level.
- Set up a task group to scope sustainability challenges facing the City's neighbourhoods and to chart a course towards establishing sustainability goals and strategies.
- Organize an initial intercultural dialogue in partnership with ethnic and immigrant organizations, with City, on themes of sustainability and inclusion.
- Create resource list of successful neighbourhood projects and partnerships to enable projects elsewhere
- Develop boundary definitions for neighbourhoods that make sense for sustainability planning (walkability, transportation, populations).
- Develop agreement on broad principles and values for allocating responsibility for City problems and challenges among neighbourhoods.
- Create indicators and identify needs/goals for each neighbourhood, and allocate resources accordingly.
- Develop education and awareness-building programs about sustainability based on neighbourhood issues.
- Build partnerships with institutions (schools, organizations) and across sectors (youth, business, ethnic, arts, etc.) for advancing and celebrating sustainability initiatives
- Need to include social and full environmental (more than just 'green') dimensions in analysis of viability and suitability of projects and initiatives.
- Act on grassroots level successes; help create successes
- Commission a staff report to inventory ways to translate grassroots sustainability initiatives into City policy, practice and projects
- Connect historical and existing plans (work across silos, greenest city and CityPlan, incorporate what we already have when setting goals)
- Workshop to model what the meshing of selected Greenest City goals with community plan and community vision objectives could look like (or transportation, housing)

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3 Consultation Processes

- Have a transparent process to build trust
- Requirement of a clear slate at start of process.
- Complete transparency to neighbourhoods of market drivers and political realities by City, etc.
- Clarity and scope from City on negotiables and non-negotiables.
- City should be clear about how they temper input from most vocal advocates.
- Upfront statements from City as to role and time commitment of neighbourhoods in a particular initiative.
- Recording of process and minutes.
- Bravery by all to be transparent. Leave “us/them” in the hallway.
- No surprises – no changes late in process.
- Don’t wait until developers are driving the dialogue.
- City needs to come to neighbourhoods to listen.
- Inclusive community consultation by the neighbourhoods and within the neighbourhoods.
- Scale – ask neighbourhoods the right scale of questions.
- Trust that residents can speak out without retribution.
- No back room deals.
- Neighbourhoods should know who’s who in the process.
- Reasonable expectations by all parties
- Honest upfront disclosure about what is up for debate and of limitations
- Reflect back what citizens say in decisions/recommendations.
- Allow citizen input before decisions are made.
- Community process for discussion.
- Change needs to be known e.g in South Vancouver may not have major redevelopments to discuss but there are public facility needs to be identified
- Planning is very complex – need for civic infrastructure that commits to on-going work with neighbourhood: a good example was the Triage Site at 39th and Fraser for supportive housing and a bad example was the demolition at Dickson School.
- Neighbourhoods are at a disadvantage in dealing with the professional expertise of the property development community.
- Liaison person in City Hall to assist neighbourhoods in engaging with the City and developers. Sometimes developers approach neighbourhood or city wide groups with proposals that they claim would benefit both sides.
- Face to face contact with developers is desirable in order to meet with them on a human level and establish personal relations before discussing respective interests.
- More two-way communication needed. The developer should be required to find out what the neighbourhood desires instead of simply promoting their proposal.

- Community benefit agreements must be binding and not subject to change without the approval of all parties.
- contact person organizes communication to neighbourhood residents and organizations;
- Provide adequate lead time for review - 6 weeks
- Clear scope/terms of reference.
- Appropriate and balanced stakeholders consultation.
- Adequate consultation of ideas during application process
- No last minute changes.
- Evidence-based decision making.
- Standardized process.
- Explain origin of process.
- Plain language.
- Measurable outcomes
- Reflection of N's input in City decisions
- Upfront disclosure to N's of limitations (role of N's and time commitments in consultation processes).
- Annual planning process/meetings with community.
- Collaborate with the City on a pilot with a neighbourhood planning staff liaison in connection with an appropriate initiative.
- Neighbourhoods must have an assigned staff person who knows them and their issues.
- Example - Green Streets
- Neighbourhoods need to have confidence that staff is not a marketing agent for developer
- Work with City staff to gather examples of successful neighbourhood working relationships with neighbourhoods and identify features that could be incorporated into other City processes.
- Identify features of meaningful consultation processes.
- Moderated panel discussion & dialogue on a number of specific recent consultations to identify specific issues and to consider specific strategies to improve consultations in future; Choose from different types of consultation
 - Re-zoning (Shannon Mews)
 - Development Permit
 - City-wide policy (Housing plan, Transportation Plan)
 - Major projects (East Fraser Lands, Cambie Corridor, Little Mountain)
 - City-wide project implementation (Greenest City)
 - Neighbourhood-wide (Historic Area Height, Community plans)
 - Community plan/vision implementation (greenways, parking, traffic calming)
- Identify developer willing to sponsor an open charrette process as a neighbourhoods pilot learning opportunity