

**City of Vancouver**

**Public Involvement  
Review**

Phase III - 2001

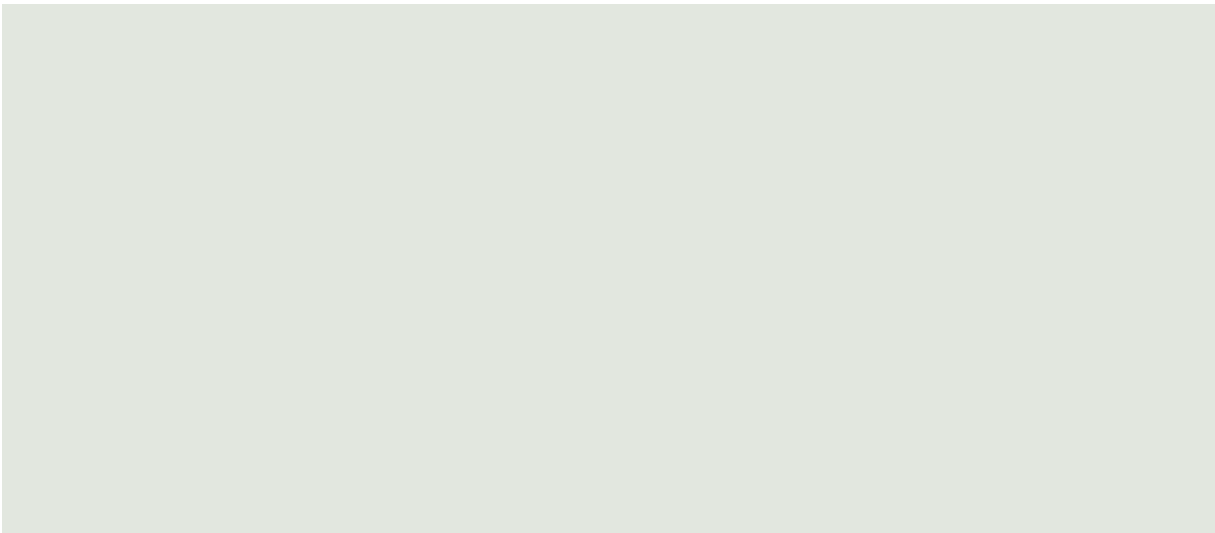
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## City of Vancouver Public Involvement Review Phase III - 2001

### 1. Introduction

In November 1999 the City of Vancouver retained a team of consultants to undertake part of Phase III of the Public Involvement Review process. The team consisted of Context Research Ltd. and Dovetail Consulting Ltd. After eighteen months of work on this assignment, the consultants are pleased to present herein their project report.

The report starts with some background in order to provide some context for this phase of work, proceeds to outline the work and its results and culminates with a section on recommendations.

The consultants would like to say how gratifying it has been to be part of such an important project. The City of Vancouver is a leader in creating and fostering opportunities for public involvement in decision making. Over the course of this project it has become even better at it. It has been a pleasure to work on this project with such dedicated and competent staff.

The consultants would also like to thank the many thousands of Vancouver citizens that participated in the public involvement processes that were part of this initiative. We believe that they and the City have gained enormously from the improvements to public process the City has made.

### 2. Background

As part of the Better City Government Initiative, the City launched the Public Involvement Review in 1996. The objective was to improve the ways citizens become involved in and participate in the various decision-making processes which impact on them or interest them. The staff and council of the day embarked on a three-phase process as follows.

#### **Phase I - Identification and cataloguing of all public involvement opportunities –**

The first step was to define a set of terms around the topic of public involvement and to inventory all the ways that public involvement occurred in the city. This phase spanned all of 1996 and resulted in a document called *How to Participate in City Processes* which catalogued literally hundreds of ways that individuals and groups of citizens become involved with and influence civic services, projects, departments and priorities.

**Phase II - Evaluation of those opportunities –** Once the scope of public involvement had been documented, Phase II of the initiative was commissioned in 1997. It spanned two years and resulted in a consultants' report which provided an evaluation and planning framework for public involvement and then assessed where the city was weak and strong. The evaluation framework was based on six key steps in public process: mandating the process, resourcing the process, identifying participants, communication techniques, involvement techniques and feedback/closure. The City was found to be strong in the middle but weak at mandating and closure. Even in the areas where it was strong, some recommendations were made on specific areas for improvement.

**Phase III - Improving public involvement processes** – To coordinate the implementation of the recommendations from phase II and to ensure they were incorporated into the City’s operating culture, phase III was commissioned. It included this consulting contract as well as a number of internal initiatives which will be reported on separately, including:

- Newcomer’s Guide
- Multicultural Outreach/Translation Strategy
- Civics Curriculum for Students
- Community Web Page Pilot Project
- Inventory of Surveys and Survey Consultants
- Calendar of Important Cultural Celebrations
- Council Report Language and Format
- Improvements to Plain Language Course
- VanMap Rollout
- Improving Public Access to the Web
- Piloting Community Level Civics Education
- Sectoring Community Services Group staff
- Citizen’s Guide Proposal
- Improvements to City Training Program
- List of Translation Services
- Resource Group of Staff Experts

All three of the phases of the Public Involvement Review have been coordinated by a Public Involvement Working Group which is made up staff representing a number of different city departments and “at- arms-length” Boards and agencies. This group has been instrumental in ensuring the integrity of the process. In the consultants’ opinion, it has been most effective in advancing the art and science of public involvement processes in the city over the past six years.

### **3. Overview and Results of the Contract**

Part of Phase III of the Public Involvement Process was this consulting contract which was divided into three segments. They are:

**Segment A** - Selecting processes and, using them as proxies for all City processes; finding ways to improve how the City involves the public in decision-making; attempting to apply these improvements in other related processes throughout the city.

**Segment B** - Developing a Public Process Guide for use in and by the City

**Segment C** - Public Involvement Information for Vancouver citizens to better equip them to become involved in public process.

The methodology used by the consultants is summarized below in Figure One. In addition to the steps outlined under each of the three segments, a number of meetings were held by the PIR Working Group to monitor progress and advise on specific direction for the project.

### 3.1 Segment A – Specific Process Improvements

In December of 1999, the Public Involvement Review Group and the consultants established criteria to select some processes for improvement. Applying the criteria, a list of eleven processes were identified that would cover the broadest possible cross section of types of processes. The list includes:

1. Public Art Selection Process - Social Planning (Keefer Street in China Town)
2. Street Furniture Process - Engineering (the new coordinated street furniture program)
3. Major Development Application process - Planning (The Chinese Baptist Church proposal for Knight and Kingsway)
4. Minor development Application Process (no project identified – consultant time was focussed on the Knight/Kingsway process)
5. Rezoning/Public Hearings - Planning/Clerk's Office (review of public hearing procedures and a guide for rezoning applicants for holding public meetings during their application process – eventually, the Louis Brier Expansion project rezoning application was identified)
6. Liquor Licensing Applications - Permits&Licenses/Clerk's Office (new approach to liquor licensing referendum process)
7. Notification issues - various departments (most public involvement processes start with notification, and improving how the city notifies individuals and groups that might be interested in or impacted by the project was chosen)
8. Bikeway / Greenway Process - Engineering (Ontario Street Bikeway Designation and Development Project)
9. Traffic Calming - Engineering (folded into Bikeway/Greenway process)
10. Library Branch Construction - VPL (establish process for new branches in the Strathcona/Downtown/East side area and the Mt. Pleasant/Riley Park area)
11. Engineering Construction Project (project not identified for this contract)

The intent was to support and improve these targeted processes and then, based on this experience, expand improvements to all other related processes within the city.

Before meeting with the staff teams working on these projects individually, a workshop was held in January 2000 in which all staff from the identified teams (and anyone else on city staff who might be interested) were invited to discuss the resources available and how Phase III would unfold. After that workshop, the consultants responded to requests from each of the city work teams assigned to all the projects in an attempt to improve the public involvement processes associated with each of the projects. The consultants were available to the work teams to assist on an “as required” basis. The consultants performed a variety of functions. In some cases, they simply met with and advised the work teams. In a couple of cases, the consultants facilitated workshops with the work teams. In a couple of cases they facilitated public events (e.g. two public meetings in the case of the Knight and Kingsway development application process).

In addition, the consultants assisted a couple of work teams outside of the eleven chosen projects. In one case, the consultant facilitated a workshop for a Special Needs Residential Facility rezoning application (Community Reintegration Centre proposed by Corrections Canada) where there was conflict between the proponent and a number of community groups. In another case, the consultants facilitated a workshop for a staff team working on another part of the Phase III process (the Translation and Interpretation Task Force).

The approach and results of Segment A are listed in *Figure One*.

**Figure One**  
**Approach and Results of the Attempts to Assist the Targeted Processes**

Targeted Project	Summary of Results
1. Keefer Street Public Art Project	The consultant met with the team that undertook this project and discussed problems which had arisen at the end of the process. The consultant advised on how to deal with these types of problems in the future.
2. Street Furniture Project	<p>The staff team assigned to this project used the pilot version of the Public Process Guide to prepare a rough plan for a public involvement process. The consultant then met with the team to review its initial work, refine the draft plan and prepare a cost estimate for it. Eventually the plan was approved and a consultant was hired by the team to assist with its implementation. A final report on the project proposals and the public involvement plan were prepared by the staff team and its consultant and this was presented to council in May for approval.</p> <p>This is one of the most comprehensive public processes ever initiated by the Streets Administration Branch. The staff in the Branch are more confident about how to plan and implement a public involvement process. They have commented that they learned a great deal and are very pleased with the result.</p>
3. Major Development Projects	<p>The consultants participated in several meetings with the staff team involved with this project to plan the public involvement process associated with it. The consultant also produced specific plans for two public events and facilitated both events. The consultant advised along the way from start to finish on this project.</p> <p>A new protocol for major development projects has been piloted. It is characterized by local citizens becoming involved earlier and more completely in the application process. Citizens involved in the Knight and Kingsway process commented that they believed this new protocol was a very significant improvement and should be continued. The staff involved also felt comfortable that the new protocol was a significant improvement.</p>
4. Louis Brier rezoning application	The consultant met with the staff person responsible for this project and advised on an approach for planning and executing public events associated with these types of projects.
5. Liquor License Applications	<p>The consultant met with the staff team which undertook this project and advised on an approach to it. He also reviewed a number of materials including an interim report to council requesting authorization to proceed according to the strategy and the draft revisions to the liquor licensing process. The consultant also facilitated a focus group of those impacted by the revisions to the process and advised on how the focus group results could be incorporated into the proposed revisions.</p> <p>The application process has been significantly altered. Almost all of those involved in the process commented that they felt the revisions are a significant improvement. A list of survey consultants has been pre-qualified and is available to other processes to ensure that survey research is expedited and simplified in the future.</p>

Identified Project	Summary of Results
6. Notification Issues	The consultant met a number of times with a group of staff from various departments that were interested in and involved in notification issues. Problems were identified and the consultant along with the group worked on solutions, including improved notification letters and strategies for making notification more complete and more easier to implement (see recommendations).
7. Bikeways Project and Traffic Calming	The consultant met with the team which undertook this project to assist with the development of a public involvement plan. The team successfully developed and implemented the plan.
8. Library branch development	The consultant met with several representatives of the Library staff to discuss their long term objectives of developing new branches. A general strategy was agreed which included no public involvement process until such time as possible sites for the new branches could be identified in conjunction with partners. One of the possible partners/sites arose in another project (i.e. the Knight and Kingsway development application). This process is on hold pending site and partner selection.

Once attempts to assist each of the processes had been made, a second workshop was held with all staff involved in the identified projects in January 2001 to review progress and discuss additional needs and areas of improvement. Final work was then completed with the identified processes and this report prepared.

### 3.2 Segment B - Public Process Guide for Staff

The consultants undertook a number of focus groups with staff groups in an attempt to assess their needs for information and support in the area of public process. Those needs were then used as a base for developing a Guide for staff to use in planning and executing any type of public involvement process. An outline for the Staff Guide was prepared and distributed to PIR Working Group members in April 2000. After comments from members were reviewed, a draft report was prepared. With help from City staff, the Guide was formatted into html format and installed on the City's website in August 2000. The original plan was for staff to use the draft for several months on a pilot basis before it was improved and finalized. A questionnaire was attached for staff to complete and document how they felt the pilot version worked and whether changes were needed. However, with a work stoppage occurring at the initiation of the pilot, there was relatively little opportunity for staff to use the draft documents. About six questionnaires were completed and returned to the consultants. With minor exceptions, they felt the pilot version worked well the way it was. In the second staff workshop in January 2001 (see above) those who had used the Guide commented that it did meet their needs. No adjustments were suggested. Therefore, the Guide is now considered to be in final form, and is being used by some staff as a resource for their public involvement efforts.

The result of Segment B is that an excellent quality guide is now available for staff or others within the city to use as a resource for planning, executing and evaluating public involvement processes. It is being used. Staff that have used it have commented on its high value. A decision has been made to make the Guide available to the general public. This will add more value in that the public can anticipate what the city will be doing and how it will act. Therefore, It will allow citizens to hold the city accountable for good public process.

### 3.3 Segment C - Improve Information Materials for the Public

A workshop was held in April 2001 to solicit input from interested members of the public about what information, if any, was needed to help the citizens of Vancouver to become more involved in public process. While the workshop addressed a wide variety of issues, almost all the participants agreed that a Guide for Citizens (analogous to the Staff Guide above) would be helpful. It could be used by citizens to plan and execute their own public processes, and it could be used to educate citizens about what the city would be doing and how the city would be doing it. While it should be written from a citizen's point of view, it might parallel the staff Guide. The consultants are currently working to adapt the Staff Guide in order to create a Citizens' Guide.

From the results of the three segments of this contract, there have been a number of outcomes. They are as follows:

- Public expectations have been raised through such events as the Knight and Kingsway public meeting and the Liquor Licensing focus group, both of which involved the public quite effectively in ways that were different from past practice.
- A significant amount of training of staff has occurred in the process of making improvements. This increased breadth of staff which are comfortable in implementing good public process will act as a resource to all staff. The city needs to nurture and support the concept of a core of in-house expertise that can assist others, thereby expanding even further the expertise of city staff.
- Some of the specific improvements have overarching influence. For example, the issue of how to provide appropriate notice applies to almost all forms of public process. The group which now exists to help each other with public notice issues will have a legacy of improvements over time.

#### 4. Recommendations

It is important to ensure that any improvements to specific processes get "locked in" to the structure and culture of the city. To respond to this need, the consultants suggest that:

1. **An interdepartmental group of staff representatives should continue to be involved to provide leadership in coordinating and improving the city's public involvement initiatives.** On the one hand a monitoring and coordinating group is needed to simply provide the appropriate vehicle for coordination and leadership. On the other hand, a resource group is needed which has the expertise to provide leadership and support for individual efforts and projects. These two roles could be performed by one combined group or two separate groups. While there are a variety of opinions about what either or both of these groups should do, there is agreement that it should not assume responsibility for any department's public involvement efforts. Indeed, each department and agency needs to have sufficient in house resource and expertise to do much of its own public involvement work. However, a city wide support and trouble shooting group would be a valuable addition to departmental efforts and a group to provide overarching coordination (e.g. on improving notification efforts generally, on monitoring the policy on translation and on pre-qualifying survey research companies) on matters that apply to a number of departments would ensure that a coordinated approach to improvements is made.



2. **In addition to the coordination and resource group, there needs to be a central contact person to support the staff groups and to support both groups and to deal with the logistics of coordination and monitoring of overarching issues.**
3. **A small ongoing budget for specialty consulting** should also be put in place to extend the efforts of the resource group where needed. The group cannot be expected to have all the specialty skills necessary and available when needed. This budget would provide support in areas of trouble shooting and specialty support roles. There is a danger that if this budget is too large, it could be used by departments as a replacement for budgeting for specialty support when planning individual public involvement plans. This is not the purpose of the specialty consulting budget. Instead it might be used to keep one or more specialists on a “retainer” basis and available when needed for “one off” urgent functions.
4. **The resource and coordinating staff group and the staff person assigned to it should provide leadership in the ongoing use and improvement of the Staff Guide to Public Involvement.** While the guide is being used and appears to be useful, there needs be more assurance that it is used as a guide to preparing an effective Public Involvement Plan for every public involvement initiative. The plan needs to be created and made available to all who might be involved in a process so that the proper expectations are set and so that the public can hold the city accountable to meeting the goals which “drive” the plan. Consideration should be given to having a specific staff person sign off as the person responsible for preparing and implementing the plan. A member of the monitoring and coordinating group should also sign off on each plan as the “sponsor” of the process outlined in the plan. All of this will further improve public process in Vancouver.
5. **Notification of tenants could be improved by purchasing a database of individual residents and integrated into VanMap so that an automated system of addressing notifications can be implemented.** At present, there is nothing in the City’s VanMap system that can determine how many people live in apartment blocks or what their names are. This limits that system for notification purposes. Non VanMap based are much more expensive and less efficient for notification purposes. There is some indication that databases are available at a reasonable price (e.g. from Dominion Directory) that could be cross referenced with the addresses in VanMap and used to significantly increase the efficiency of notification processes. Such a database should be purchased and incorporated into VanMap.
6. **Efforts should be made to expand development permit notification beyond property owners to include interested community groups .** QuickFind can be utilized to create the necessary mailing lists.
7. **Templates for appropriate notice letters should continue to be reviewed, tested with public input and improved.** When the policy for translation is adopted, translation of notice letters should be added where appropriate. The PIR Resource and Monitoring Group should provide leadership and act as a resource to this process. Other aspects of the notification letters that need attention are the FOI considerations (telling people that if they write to city hall on an issue their communication may be available under FOI) and the consistency of image within departments. At present there is a wide variety of images and identification standards on the various letters that go out of City Hall.

8. **In addition to the Internet, the City should consider using other broad based communications tools to augment its notification processes.** Examples could include using neighbourhood notice boards (e.g. in branch libraries, neighbourhood houses, community policing stations and community centres), posting notices in a standardized location of local newspapers and using new digital interactive broadcast media via cable TV.
9. **The City should also review the timing of notification of items on the Council agenda.** The City currently attempts to notify anyone associated with a public process when the decision item reaches a council agenda. However, the time available to provide sufficient notification is tight, and sometimes attempts to notify frustrate people more than they assist them.
10. **The City's staff training plan and budget should address the needs for ongoing training in public involvement.** It should include training in the use of the Staff Guide as well as specific skills in public process (e.g. facilitation or meeting planning).
11. Finally, the Staff Guide is an extremely useful document, not just for staff and local citizens but also for others responsible for public involvement processes. **The City should consider leveraging the value of the Staff Guide.** For example, it could make the Guide available on CD ROM for sale to other organizations who want to use it.

## GUIDING PRINCIPLES FOR PUBLIC INVOLVEMENT

### 1. Mandating the Process

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

### 2. Resourcing the Process

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

### 3. Process Participants

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

### 4. Communications Strategies

- C All communications for public involvement processes are effective, inclusive, and cover all necessary issues.
- C The language of all written communications is clear, concise, objective, and free of technical jargon.

- C 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.
- C Communication also regularly reiterates such basics of the process as the schedule, decision milestones, progress-to-date, and upcoming opportunities for involvement.
- C Media is used regularly to provide general information to the public at large.
- C 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**

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

- C Participants are convinced that a process has achieved its mandate at its completion.
- C 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.
- C Affected communities are informed of process outcomes.

Action Plan Update on City Improvements to Public Involvement - October, 2001

Strategic Approach	Action	Resourcing	Status/Timing			Primary Responsibility	Comments
			Complete/ Underway	In 1 yr	1-3 yrs		

**1. Departmental Process Improvements**

1.0	Departments Pilot Changes to Processes Evaluated in Phase II  (listed below)	Included in respective staff work programs and 2000 PIR budget.	See Below			Consultant; all departments; PIR Coordinator	Most pilot projects complete.
1.1	Greenways/Bikeways (the Ontario Street Greenway)		Pilot Complete			Engineering	Plan for public involvement created and implemented by staff team.
1.2	Street Amenity Program (Street Furniture)		Pilot Complete			Engineering	Public involvement plan created with help of consultant and approved by Council in May.
1.3	Liquor License Application Process		Pilot Complete			Licensing, Inspections and Enforcement	Liquor license application process revised; monitoring now required.
1.4	Public Art - Keefer Street Public Art Competition		Pilot Complete			Social Planning	Consultant assisted team in assessing this process and what could be done differently in the future.
1.5	Library Construction		Pilot Complete			Vancouver Public Library	Public involvement strategy created. VPL plans to hire public involvement consultant to assist next phase.

Action Plan Update on City Improvements to Public Involvement - October, 2001

Strategic Approach	Action	Resourcing	Status/Timing			Primary Responsibility	Comments
			Complete/ Underway	In 1 yr	1-3 yrs		
1.6	Development Permit Process - Major : Project 1 - Knight and Kingsway Project 2 -Corrections Canada Facility (added project)		Complete (Project 1)			Development Services	Consultant helped staff with new approaches to bringing the public and applicant together for discussion earlier in the development process.
			Complete (Project 2)				
1.7	Notification Processes		Underway		Yes	City Clerk's Office	Staff continue to work on a variety of ways to improve notification in the City.
1.8	Rezoning/Public Hearing: Project 1- Louis Brier Project 2 - clarification and re-writing of Public Hearing procedures.		Complete (project 1)			Rezoning Centre	Consultant assisted team in assessing this process and what could be done differently in the future. Also helping staff clarify public hearing procedures.
			Underway (Project 2)		Yes		
<b>2. Developing a Corporate Framework for Public Involvement (Directions 1,5, 7, 13, 14, 15, 16)</b>							
2.1	Refine Guiding Principles for Public Involvement		Complete			PIR Working Group	
2.2	Develop a Public Process Guide for Staff	2000 PIR Budget.	Pilot Phase Complete	Yes		Consultant (PIR Coordinator)	Guide developed by the consultant; includes content from staff focus groups. Guide was posted to Citywire in September, 2000. Still needs moderate updating and disclaimer.
2.3	Create Inventory of Past Surveys; List of Survey Consultants	Included in existing departmental work programs.	Underway		Yes	PIR Working Group /City Clerk's Office	Copies of sample surveys to be collected from Working Group; will be stored in City Clerk's Office. Coordinate with CSG list of consultants.

Action Plan Update on City Improvements to Public Involvement - October, 2001

Strategic Approach	Action	Resourcing	Status/Timing			Primary Responsibility	Comments
			Complete/ Underway	In 1 yr	1-3 yrs		
2.4	Provide Public Involvement Information to Community Groups [including Public Involvement Webpage].	2000 PIR Budget.	Underway	Yes		PIR Working Group / PIR Coordinator	The consultant is working with staff and public to develop public involvement information that will be useful for the public.
<b>3. Improving Public Involvement Skills (Directions 3, 4, 6, 11)</b>							
3.1	Improve City Training Program in Public Involvement	Included in existing Human Resources' budget.	Underway	Yes		Staff Development Division of Human Resources	Human Resources is currently developing a course on the Public Process Guide and revising the current menu of CityLearn courses.
3.2	Create a Resource Group of Staff Experts	Included in existing departmental work programs.	Underway	Yes		PIR Coordinator and PIR Working Group	The initial group has been identified through the departmental improvement process (Action 1.1). It will be set up as a webserver group to provide advice to other staff who are undertaking public involvement.
3.3	Provide Training for Committees and Boards	Include in existing City Clerk's budget.			Yes	City Clerk's	City Clerk's will review the effectiveness of the program and depending on the results and resources available, offer to other advisory and appeal boards.
3.4	Create a Course in Plain Language	Course available through Hastings Institute Workplace Language Program	Complete	Yes		Staff Development Division of Human Resources	Existing Hastings Institute course will be better promoted to staff.  City Clerk's Office is also working on improving Council Report language and format (See Action 3.5)

Action Plan Update on City Improvements to Public Involvement - October, 2001

Strategic Approach	Action	Resourcing	Status/Timing			Primary Responsibility	Comments
			Complete/ Underway	In 1 yr	1-3 yrs		
3.5	Improve Council Report Language and Format	Include in existing City Clerk's and Information Technology work programs.	Ongoing			City Clerk's	City Clerk's is working on a revised report template and report writing guidelines.
<b>4. Improving Community Contact</b> (Directions 8,9,10)							
4.1	Pilot Community Web Pages on the City Website	Annual budget approved by Council in Spring 2001.	Complete			Corporate IT; with help from various dept's	Pilot project complete. Community Web Pages have now been expanded to cover all Vancouver communities.
4.2	Look for Ways to Improve Public Access to the City Website	Staff continue to seek out opportunities to partner with other organizations and levels of government.	Ongoing			Corporate IT; with help from various dept's	Vancouver Public Library is introducing 77 new public access workstations with assistance from Gates Foundation and Industry Canada's Urban CAP program.
4.3	Maintain and Update the QuickFind Database of Community Groups	Included in City Clerk's Office budget.	Complete			City Clerk's Office	Community groups in Quickfind are now updated twice a year as part of the Administrator's ongoing work program..
4.4	Improve Internal and Public Access to Geographical Data	Included in existing departmental budgets and work programs.	Ongoing			Corporate IT	VanMap went on-line to the public in May 2001.
4.5	Create a Community Recognition Program (Good Neighbour Awards)	Include in existing departmental work programs.			Yes	PIR Working Group / NIST Liaison Team	On hold pending evaluation of resources required.



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Strategic Approach	Action	Resourcing	Status/Timing			Primary Responsibility	Comments
			Complete/ Underway	In 1 yr	1-3 yrs		
4.6	Sector Community Services Staff	Included in existing Community Services' work programs	Complete			Community Services	Planning to provide a basic level of response to development enquiries from Development Services on geographic, project and policy bases.
4.7	The actions listed under "Improving Civic Awareness" (Strategic Approach 5) are also key to improving community contact.						
<b>5. Creating Better Civic Awareness and Understanding of How the City Works (Direction 12)</b>							
5.1	Create a Proposal for a Citizen's Guide	2001 PIR budget.	Underway			Communications, with cooperation of all Dept's	Staff are revising the current "Your City Works" brochure to include more information on City services, as well as increased promotion of the brochure.
5.2	Develop a Newcomer's Guide to the City	2000 + 2001 PIR budget, in partnership with private sponsors.	Underway	Yes		Social Planning / Communications	Final draft complete including graphic design and photography. Launch anticipated in early 2002.
5.3	Raise Awareness Through the Media		Ongoing			Communications/ various	Continue with initiatives such as the Greater Vancouver program and look for new opportunities. (Human Resources is now offering a media training course - 3.1)
5.4	Build on City Hall Public Tours	Include in respective departmental work programs.			Yes	City Clerk's, with cooperation of all dept's	On hold pending evaluation of resources required. Staff will review the feasibility of building on the tours already conducted by dept's such as Permits and Licenses.

Action Plan Update on City Improvements to Public Involvement - October, 2001

Strategic Approach	Action	Resourcing	Status/Timing			Primary Responsibility	Comments
			Complete/ Underway	In 1 yr	1-3 yrs		
5.5	Pilot Neighbourhood Level Civics Education Through the Community Visions Program	Included in respective departmental work programs.	Complete			Community Visions / Staff Development Division of Human Resources	Staff from various departments are providing workshops on their respective subjects through the Visions program.
5.6	Develop Civics Curriculum for Youth	2000 PIR budget.	Complete			Consultant; PIR Coordinator; Social Planning	A series of teaching modules on a variety of civic issues has been developed for Vancouver School Board pilot in Fall 2001.
<b>6. Creating A Multicultural Outreach and Translation Strategy (Direction 2)</b>							
6.1	Include Multicultural Outreach and Translation Guidelines in the Public Process Guide for Staff (Action 2.2)	2000 PIR budget.	Underway	Yes		Consultant (PIR Coordinator)	Public consultation is being done on multicultural outreach. Guidelines are being drafted by a staff working group.
6.2	Add Names of Staff Experienced in Multicultural Outreach to the Complement of Staff Experts in Public Process (Action 3.2)		Underway	Yes		PIR Coordinator	To be completed once multicultural guidelines are finalized.
6.3	Improve Diversity Training and Tools for Staff (Action 3.1)	include in existing Human Resources' budget	Underway	Yes		Staff Development Division of Human Resources	Part of revised training program from Human Resources (see Action 3.1).

6.4	Create a Policy on Translation	include in existing departmental work programs	<b>Underway</b>	<b>Yes</b>		Social Planning/ Communications with cooperation of all dept's	Policy is being developed and will be reported to Council as a separate action.
6.5	Develop Introductory Guides to the City	see Actions 5.1 and 5.2					
6.6	Create and Maintain a List of Translation Services		<b>Underway</b>		<b>Yes</b>	Communications	To be completed once translation guidelines have been finalized.
6.7	Place a Calendar of Important Cultural Celebrations on the Intranet		<b>Ongoing</b>			PIR Coordinator / Web Page Administrator /EEO	Included in Community Calendar on the Community Web Pages under the heading <i>Holidays and Celebrations.</i>
6.8	The actions listed under “Improving Community Contact” and “Creating Better Civic Awareness” (Strategic Approaches 4 and 5) are also key to improving multicultural outreach.						

## PUBLIC COMMENTS

### 1. Motion from the Special Advisory Committee on Cultural Communities

#### RESOLVED

THAT the Special Advisory Committee on Cultural Communities endorses the recommendations in the Administrative Report "Public Involvement Review - Implementation Update", dated November 5, 2001, as these recommendations would lead to greater civic participation within Vancouver's diverse communities and would enhance involvement of all citizens in the broad range of civic initiatives.

#### CARRIED UNANIMOUSLY

### 2. Correspondence from the public

"I have recently read the draft report to Council re Public Involvement Review - Implementation Update. I wish to commend City staff and consultants on a job well done. As a public involvement consultant, I have followed with interest the review process over the past five years. Although somewhat skeptical during the first phases, I am most impressed with the outcome. In particular, the public process guide should be invaluable to both city staff and the public.

The one area that I would stress as being critical to a successful public process is the need for implementation. So often during an involvement process ideas and suggestions that are generated by the community are not implemented. This can often lead to frustration and negativity regarding the City and future efforts to involve the community. There are many examples of how these concerns can be counter-productive to ongoing processes."

Regards,

Barbara Lindsay