



REPORT

Report Date: September 24, 2020
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Meeting Date: October 6, 2020
[Submit comments to Council](#)

TO: Vancouver City Council

FROM: General Manager of Planning, Urban Design and Sustainability

SUBJECT: Vancouver Plan Phase 1 Report: Public Engagement Summary, Provisional Goals and Update on COVID-19 Community Recovery Actions

RECOMMENDATIONS

- A. That Council receive for information the Vancouver Plan Phase 1 Engagement Summary, as attached in Appendix A.
- B. THAT Council endorse the Vancouver Plan Provisional Goals, as presented in this report, to guide the creation of the Vancouver Plan with continued, robust community engagement.
- C. THAT Council receive for information initial community recovery actions that will contribute towards and be coordinated through the City of Vancouver's COVID-19 Recovery Program (attached in Appendix B).

REPORT SUMMARY

This report provides City Council with the following:

- An update on the planning process for the Vancouver Plan including project milestones and deliverables due to the COVID-19 public health emergency.
- Vancouver Plan's Phase 1 "Listen and Learn" Engagement Summary Report: a comprehensive report on the engagement activities conducted and findings gathered

and analyzed between November 2019 and August 2020, including the engagement and research methodology, participation rates, and lessons learned for future phases of engagement for Vancouver Plan and for City of Vancouver.

- Provisional Goals for the Vancouver Plan: A set of draft goals emerging from public engagement and policy research intended to guide the next phase of public engagement, scenario and policy development, and development of plan directions.
- A brief overview of key findings from Vancouver Plan engagement related to COVID-19 recovery and initial community recovery actions underway, for further development and reporting through the City's COVID-19 Recovery Program, managed by the City Manager's Office.
- General guidance for "Action While Planning/ Quick Start" initiatives – allowing for progress on projects and programs that are aligned with long-term objectives, such as housing affordability and climate preparedness.

COUNCIL AUTHORITY/PREVIOUS DECISIONS

- Council's Motion to initiate a city-wide wide plan and directing staff to scope the work plan, November 2018
- Council Approval of City-wide Plan scope and budget, July 2019
- Council Approval of 2020 Vancouver Plan budget and scope, December 2019
- Council update on engagement activities November 2019- March 2020 (March 2020 Report Reference)
- Council update on Vancouver Plan activities post-COVID, June 2020 (June 2020 Report Reference)

CITY MANAGER'S/GENERAL MANAGER'S COMMENTS

The City Manager recommends approval of the foregoing.

REPORT

Background/Context

The Vancouver Plan is a community planning and engagement process to create a long-term Vision and City Strategy for a healthy, just, resilient, sustainable, and vibrant city for future generations. It requires evidence-based policy-making, informed and inclusive dialogue, making tough choices about future directions and actions to create the city we want. Its aim is to embrace bold changes for a better future.

Currently, the City's community and area plans developed over the past ten years, along with city-wide strategies are guiding growth and change in Vancouver. However, they do not provide a comprehensive, multi-disciplinary city-wide vision for the future. Each city-wide strategy sets its own vision for the discipline – transportation, culture, housing, sustainability, etc. - and sets priorities. The consequence is that across multiple lines of City business, the city does not have

a clear sense of its priorities. This is problematic, particularly in light of contemporary challenges and uncertain futures.

The Vancouver Plan is a unique opportunity to engage the community at-large and potential partners in creating a long-term future vision and strategy that unifies us. It is a key opportunity to collaborate with xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and Səlilwətaʔ/Selilwitulh (Tsleil-Waututh) to deepen the City's learning, understanding, respect and support the presence of their living histories in this area.

Its scope includes major policy directions, actions for maximum impact, and city-wide investments. Most importantly, the Vancouver Plan effort is a chance to meaningfully engage a wide cross-section of residents, communities, partners, other levels of government, stakeholders and interested individuals in a significant conversation about what kind of a future we want - for ourselves, for the children and youth in our city, and for their children. It is an opportunity to connect and explore how we strategically get there, considering necessary choices and trade-offs.

Since the COVID-19 pandemic emerged, the conversation about our city's future has taken on a heightened sense of importance. To respond to the challenges of on-line engagement and the financial burdens of COVID, the City needs to work strategically, across departments and divisions to define both a short-term response and a long-term city strategy. As such, staff is integrating current policy initiatives under "one plan and one platform," for example including those related to:

- Reconciliation
- Equity and anti-racism
- Delivery of Affordable Housing
- Employment Lands and Economy Review
- Climate Emergency Response
- Complete Communities
- Broadway Plan
- One Water/Blue-Green Network
- Transport planning
- Development review
- Arts and Culture
- Community facilities
- Parks, environment and recreation
- Social policy and development

The planning process as outlined in this report also enables opportunities to initiate quick start actions and undertake pilot projects as a means to ensure the Plan and process are nimble and responsive to priority community needs due to issues such as the housing and climate crises. The project budget is also highly responsive to COVID-19, both in adapting to predominantly on-line engagement in 2020 and early 2021; and in addressing the financial pressures due to the pandemic through process innovations and efficiencies – all which have significant associated cost savings.

Vancouver Plan Planning Process Adjustments in Light of COVID-19

The Vancouver Plan program is a three-year interdepartmental process convened by the Planning, Urban Design and Sustainability Department with participation of many City

Departments to create a comprehensive city-wide plan. The planning process has four phases, with the goal of having a proposed Vancouver Plan for Council’s consideration by quarter three (Q3), 2022. This report and its recommendations, if approved, will conclude the first phase and initiate the second phase of planning.

As reported to Council on June 24, 2020 (Report Reference RTS 13887), staff have reassessed the Vancouver Plan planning process in light of COVID-19 impacts. The phases and timeframes below reflect Vancouver Plan’s current work program.

- *Phase 1: Listen and Learn - Guiding Principles (Q4 2019 – Q4 2020) *lengthened from Q2 2020 report out to beginning of Q4 2020 due to COVID-19*
- *Phase 2: Envision the Future – Defining Strategic Directions with the Community (Q4 2020 – Q2/3 2021)*
- *Phase 3: Develop Key Directions – Draft City Strategy (Q3 2021 – Q4 2021)*
- *Phase 4: From Plan to Action – Proposed City Strategy/Vancouver Plan/ Partnership Agreement (Q4 2021 – Q3 2022)*
- *Implementation: Moving Forward Together (2022+)*

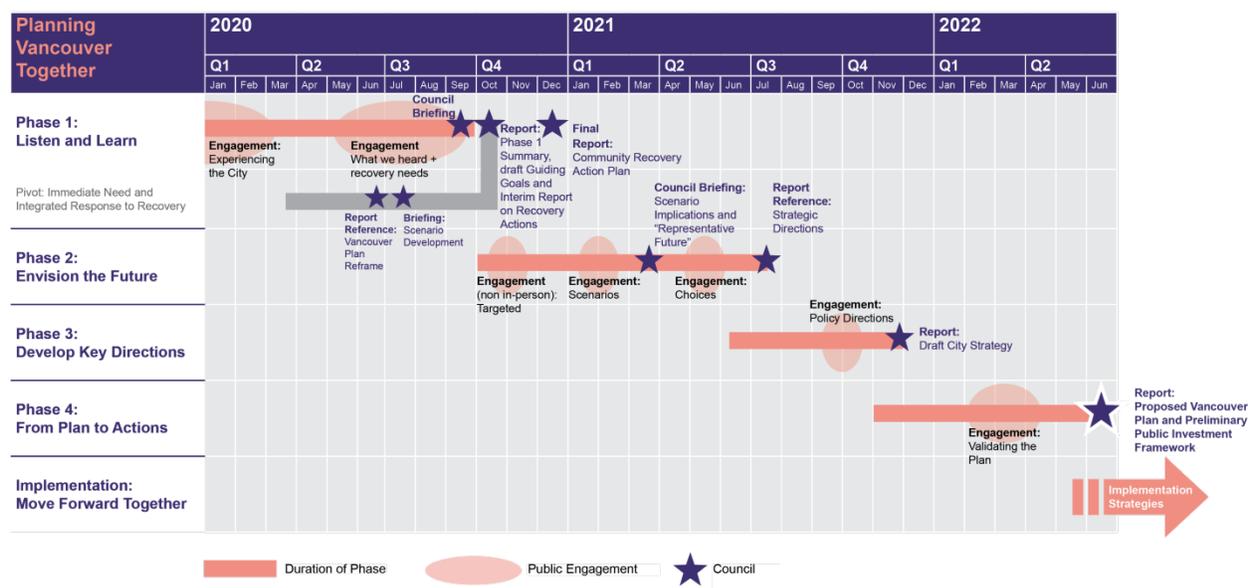


Figure 1: Timeline showing major milestones in the planning process and phases for the Vancouver Plan

The Vancouver Plan is also developing supportive actions related to community recovery as part of the City of Vancouver’s COVID-19 Recovery Program being coordinated through the City Manager’s Office. Recovery action reporting is anticipated to include an interim report in November, 2020 and a final COVID-19 Recovery Program Report in approximately January, 2021. The development of community recovery short-term actions for the Vancouver Plan will coordinate and align with the broader Recovery Program reporting.

Vancouver Plan Deliverable Adjustments in light of COVID-19

The scope of Vancouver Plan as outlined in “*A City-wide Plan for Vancouver: Report back on General Planning and Engagement Process*,” (RTS 12958) approved by Council July 2019 included delivery of a long-term integrated policy framework, a strategic land use or “structure” plan, a public investment strategy, key metrics and an annual reporting structure, as well as the partnerships needed for implementation. The staff team will continue to work with community on these key deliverables, with some adjustment to the scope and timing as noted below. In addition, space will be created for conversations around short-term community recovery actions. Work with the community will primarily be in an on-line format until COVID restrictions on in-person gatherings are lifted and the public feels safe. Adjustments to the scope of the deliverables set out in the July 2019 report are notably:

1. *Public Investment Framework instead of a Public Investment Strategy for 2022*
The public investment strategy as originally envisioned for the Vancouver Plan will need to be phased forward. Staff are scoping and soon to begin work on a public investment framework for the strategic plan that will be more qualitative than quantitative, defining core city-wide priorities moving forward, and defining the roles and responsibilities of amenity delivery and infrastructure (e.g. City vs partners, other levels of government) to be delivered by June 2022. A more detailed public investment strategy, similar in detail to public benefit strategies that define needs, costs, funding formula, and schedule of anticipated delivery, as well as a 10-year strategy for investment will be phased forward to 2023/24.
2. *Implementation Directions instead of Implementation Strategies for 2022*
The original scope of work for the city-wide plan envisioned developing detail on implementation, partnerships and monitoring strategies as part of the report out for the Vancouver Plan. Directions for implementation, performance and monitoring can be identified as part of the final Vancouver Plan, however more detailed strategies will need to be phased forward to 2023/ 24 due to COVID impacts on the work program and to allow for community involvement.

The scope adjustments resulted from:

- Time lost from cancelling in-person public engagement events planned for March and April 2020, public focus on the COVID crisis and adjusting to primarily on-line engagement formats with some targeted in-person engagement that complies with public health requirements.
- Prioritizing re-deployment of key Vancouver Plan staff to the Emergency Operations Centre (EOC) response effort (five full-time staff dedicated from March-July 2020, making significant contributions in the Downtown Eastside and in outreach efforts to Ethno-Cultural communities across the city).
- Moving staff team to working from home and addressing technical needs.
- The need to prioritize deliverables within the timeframe available for public engagement.
- Significantly reducing the project budget and staff positions anticipated to work on Vancouver Plan in light of financial impacts of COVID to the City and in the broader community.

A summary of the Vancouver Plan’s adjusted deliverables, including the addition of community recovery actions, is shown below.



Figure 2: Revised Vancouver Plan Deliverables

STRATEGIC ANALYSIS

Recommendation A: That Council Receive for Information the Vancouver Plan Phase 1 Engagement Report attached as Appendix A.

A Comprehensive Phase 1 Engagement Process

The Vancouver Plan has carried out a comprehensive listening phase designed to identify key community values and aspirations to inform the plan moving forward. Community engagement for the Vancouver Plan process launched with a Council public event, community and stakeholder meetings and a city-wide survey open from November 2019 until March 2020, with follow-up engagement in June to August 2020 to reflect people’s experiences during the pandemic.

Engagement was designed to hear from as many of the people who live and work in Vancouver as possible, and focused on what people love about the city, what needs priority attention as part of the planning process (including community recovery strategies), and process advice. The results are summarized in the Vancouver Plan Phase 1 “Listen and Learn” engagement report, attached as Appendix A and reflected in the Provisional Goals for Vancouver Plan, also discussed in this report.

Staff has updated Council at key intervals during the engagement process, most recently in a report reference in June, 2020. New and updated information in this report includes findings from analysis of all engagement activities before and during the pandemic.

Activities in Brief:



Between November 2019 and August 2020 staff engaged community members through an engagement process that represented nearly 12,000 engagement

touchpoints. This included a major launch event with Council featuring 12 site visits reaching 400+ residents, business owners, and organizational leaders; 90+ meetings and workshops; three online surveys; 16 community interview events; and five youth-focused urban design charrettes (two online and three in community). A number of these activities were delivered in partnership or allied with community organizations, educational partners, and Council's advisors. Some of these include Urbanarium, Vancouver City Planning Commission, Urban Native Youth Association, among others.

Who Participated?

The process was designed to be as invitational as possible with a focus on low-barrier questions translated and delivered in first languages, and multiple modes to participate including online and community-based outreach, as well as working through partner networks.



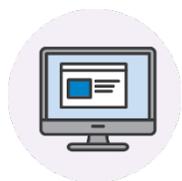
The survey, while not intended to be the centrepiece of first phase engagement, offered a broad and comprehensive look at the challenges, goals and priorities of participants. It is the largest set of open-ended responses ever gathered and coded by the City of Vancouver. Survey findings were coupled with a fulsome review of previous City-wide engagement processes of the last five years, resulting in a compelling map of public and stakeholder priorities and values, shaping goals that will guide technical planning and the discussion of trade-offs to come.

Our Methodology

Staff used a qualitative analysis methodology to arrive at core issues, key community values (e.g. what to protect) and process suggestions. With the help of a research consultant, staff established broad thematic codes from the feedback to Phase 1 open-ended questions. Consultants and staff reviewed and counted the times the theme/interpretation appeared in the survey results, the Phase 1 meeting feedback and in previous city-wide consultation. Participation in the survey was tracked against census data and where there were demographic groups under-represented, staff designed activities and outreach to attempt to include those segments of the population in our process.

To date, we have not used a randomized, representative research method, but intend to do so in subsequent phases to test more specific options and priorities emerging from the process.

Since March 2020 - Listening:



In the spring, Vancouver Plan engagement was re-imagined and re-launched using primarily online tools, with a goal of testing and building on the significant findings gathered to the end of March, while also learning about recent experiences and challenges faced by residents, organizations and businesses in light of the pandemic.

Staff strove to be efficient (addressing consultation fatigue) by learning through the activities of cornerstone initiatives – the Employment Lands and Economy Review, the Broadway Plan, the Ethno-Cultural Branch of the Emergency Operations Centre (EOC), and the Climate Emergency Response initiative, among others.

Staff asked the public for experiences and ideas for a post-COVID city via the new digital engagement platform, Shape Your City. In addition, Phase 1 engagement findings were tested with critical audiences who were under-represented in the work leading up to mid-March. These audiences included young people 20 and under, LGBT2Q++, Persons with Disabilities and those who have experienced barriers to participation as a result of language, historic and systemic racism, lack of access to basic needs and health challenges.



Key Findings from Phase 1 Public Engagement

The top findings fall into three categories:

1. Vancouver's Six Core Challenges
2. What to Promote and Celebrate in Future
3. Guidance and Process Advice Going Forward

Vancouver's Six Core Challenges:

Respondents across all demographics were/are feeling the impacts of the housing and affordability crisis and are worried about what this means for both their futures and the collective future of Vancouver. ***One of the most compelling statistics that emerged from the survey and intercept work was that well over half of respondents feel their lives are getting worse.*** Many urged the City of Vancouver to take proactive and significant measures on housing and affordability issues now, and not wait until the completion of a plan.

Subsequent engagement work reflected the impacts of the COVID-19 pandemic deepening the major challenges identified earlier in this process, from housing insecurity to the widening inequality gap.

Connecting the range of comprehensive community input listed above, staff identified six core challenges. Effectively, these six complex challenges are predominant pressing issues the public have raised, and which need to be addressed through the Vancouver Plan process.

1. Rising Unaffordability

A majority of respondents observed the city is becoming even less affordable over time. Residents were having trouble making ends meet and were concerned for their future and those of family and friends before COVID-19. Since the pandemic, these concerns have only been amplified. The pandemic has also further exposed the vulnerabilities in Vancouver's economy.

From the unaffordability of commercial leases for small business and not-for-profits, to the search for affordable childcare, food, and transportation, to the desire for higher wages, respondents fear that increasing unaffordability will cause ***Vancouver to lose its character, cultural scene, key workforces, and demographic diversity.*** Feelings of ***social disconnection and growing inequality*** are prevalent.

2. Housing Insecurity

Powerfully, staff heard about the material and emotional impacts of housing issues on people's lives, due to the lack of access, affordability and security of housing. Responses included concerns about the relative unavailability of certain housing forms (non-market rental housing, and spaces large enough for young growing families), insufficient security for renters, and perceptions of the influence that developers and transnational investment have had on housing security and affordability.

Fear of displacement is a cross-cutting theme across all engagement efforts and appears throughout commentary on housing. Staff heard that the shocks and stresses of the pandemic exacerbated existing vulnerabilities of those with precarious and unaffordable housing, and pointed to the need for enhanced housing models and their realization (rental, affordable, social, and co-op) as well as rental protections that could provide greater security for tenants.

3. Visible Public Struggle

Staff tracked a strong theme regarding people visibly struggling on the streets of Vancouver with apparent homelessness, addiction, and/or severe mental and physical health challenges. *It is important to note that addiction, homelessness, and severe mental health struggle are separate challenges that can overlap. They are grouped here because respondents tended to group them.*

The Downtown Eastside neighbourhood was frequently referenced in these statements. This theme included calls for improved supports for poverty, mental health/trauma, addiction, housing, and more work towards resolving the overdose crisis. There was also commentary linking visible public struggle to crime, safety, garbage or sanitation issues.

During the pandemic period, staff heard from those leading recovery efforts (including not-for-profit organizations) that people dealing with insecure housing or homelessness have had limited access to safe places to physically distance and quarantine when necessary. In addition, the crisis also highlighted the shortcomings of planning and engagement efforts and related infrastructure needed to support those most vulnerable to the health crisis, related disorder and safety concerns, and to other future shocks and stresses on the city and its systems.

4. Moving Around Vancouver Efficiently

The challenge of traffic congestion and difficulty moving around the city efficiently emerged as a prominent theme. This theme included divergent ideas on what is to blame (increased population density, too many parking spaces, bike lanes, insufficient freeway/bridge infrastructure, too much emphasis on cars). Across the online/in-person surveys, there was a strong theme related to car traffic and transit congestion, as well as notes about the need for improved and expanded transit systems and infrastructure. This included commentary on public transit and active transit options, particularly walking and biking infrastructure.

Post-pandemic findings included more discussion about the need for improved options in the midst of safety concerns, and access to public transportation and private automobiles. Feedback expressed an interest in both more compact neighbourhood designs enabling residents to walk, bike or roll to access core services, as well as continuing to close residential streets to local traffic to promote active transportation.

5. Widening Social and Economic Inequality

This theme was a closely related thread with some of the commentary on affordability and housing challenges, and included observations of how pre-existing socio-economic disparities in quality of life and life chances for Vancouverites are being exacerbated by these challenges, and that wealth and opportunity gaps are increasing. Pre-pandemic listening reflected how racist and exclusionary policies of the past have left us with deep and stubborn inequities as a city. While Vancouver's economy has been strong, many saw themselves and others as falling behind and wanted to see improvements to support young people, those new to Vancouver, working people and small business owners and operators, rather than those who already have a secure foothold through secure employment and home ownership. In particular, the impacts of the pandemic have deepened the inequality gap reported by many Vancouverites through:

- Job diversity/ employment opportunity – job loss and a rising unemployment rate as a result of the pandemic amplified what was articulated as the need for a diversity of high quality jobs that align with the cost of living.
- Racism and Stigma — the pandemic amplified/brought new focus to systemic issues of racism faced by Black and Indigenous people and People of Colour, poverty, homelessness, access to safe drug supply, homophobia and transphobia, and accessibility (for seniors and those with disabilities) for many residents.
- Lack of Food Security and Delivery of Basic Needs/Community Services – disasters highlight challenges when it comes to food security and accessing other basic needs (internet access, primary care, mental health supports, community-supported childcare, school and seniors programs), often delivered by not-for-profit or community hubs that are themselves vulnerable or closed during the crisis.

6. Deteriorating Trust and Confidence in Local Government

Low and diminishing levels of trust in government is a growing trend in jurisdictions across North America. Staff heard through the online survey, interviews and dialogue sessions that residents, committee members and stakeholders are concerned with the quality of democracy in Vancouver with a particular focus on City of Vancouver's processes including:

- A lack of transparency regarding public engagement findings, or a failure to involve key communities or players early enough in processes to have an impact;
- A lack of satisfaction with development processes reflecting community input or concerns;
- Over-consultation or a lack of coordination among organizations; and
- Calls from groups who have been marginalized or underrepresented in city processes to improve both the opportunities and inclusiveness of outreach, as well as supports to ensure that it is a reciprocal and non-transactional.

New Findings from Public Engagement During COVID-19

- The Major Challenges are Deepening – Participants identified critical challenges, including the six highlighted below, which continue to be priorities for residents and businesses and have only deepened as a result of COVID-19. Namely, impacts on the

economy, existing strains on housing and service provision, the growing opioid crisis and need for safe supply, growing food insecurity for seniors, increasing domestic violence, inequality and affordability were clear messages informing response efforts and planning work ahead.

- **New Ideas for What The City Can Do** - While many of these challenges emerge from regional, national and even global forces and policies, the public provided some powerful ideas for what the City can do to address some of these challenges:
 - Expand public spaces and make them safer and easier to get to for everyone, regardless of ability, so residents may gather, get healthy and connect with others, where possible. We heard everything from expanding outside areas like parks and plazas to keeping libraries and safe digital spaces open for youth.
 - Create more compact neighbourhoods with key needs – social, food, arts and culture, recreation – met within a 5-10 minute walk or roll from home.
 - Small business retention - use the interventions and supports the City can affect to support local business and commercial tenants struggling - for example, the expansion of patios and linking programming for ethno-cultural businesses.
 - Coordinating programs to provide easy access to food and for newcomers.

- In our focused outreach to young people, especially in our analysis of those under 20, we heard that addressing climate change and preserving the natural environment were prominent themes. This commentary includes the desire for new energy sources, and preparing for sea-level rise.

In addition to these six predominant community-identified core challenges that are amplified during the pandemic, there were many other diverse themes we gathered and coded through our process. Others themes emerged more powerfully as part of aligned processes like Employment Lands, Climate Emergency, and Broadway Plan highlighting the challenges of a longer-term perspective, including concerns about climate change, the need for a diversified economy, reinvigorated neighbourhood fabric, and intentional growth management.

What to Promote and Celebrate in Future

Throughout our conversations, whether online or in person, staff listened not only for challenges, but also for what gave respondents joy, and their ideas for what to promote, preserve or for how to build a stronger future. This assets-based approach helps us understand what we must work to promote and preserve as a City, and what differentiates us in the minds and experiences of respondents.

- **Protect and Preserve Natural Spaces, Parks, Beaches and Gardens**
 - There was a clear, cross-cutting theme when it comes to what brings people happiness in Vancouver, and that is its natural beauty. There is a strong desire to preserve and protect Vancouver's natural environment – waterfront, urban forest, beaches and green spaces.
 - In our focused outreach to young people, especially in our analysis of those under 20, we heard that addressing climate change and preserving the natural environment were prominent themes. This commentary includes the desire for new energy sources, new parks and trails, preparing for sea-level rise,

daylighting streams and bringing water into neighbourhoods, as well as more equitable access to the water.

- **Celebrate Spaces that Promote Social Connection, Cultural Expression, and Well-being**
 - Social connections – to friends, family and community – ranked highly as a source of positive associations and “joy” for residents, with support across all demographic categories. In terms of where “connection happens”, we saw themes about preserving and promoting walkability, “community centres”, “libraries”, safe and welcoming public spaces and vibrant, thoughtfully designed public spaces and neighbourhoods, as places of connection in Vancouver.
 - Participants also name Vancouver’s cultural scene broadly as important to them: its restaurants, food, small businesses, bars and music venues, art and cultural events.
 - The pandemic has highlighted the need for more and safer public spaces with improved accessibility - places where people can spend time outside, meet and connect with friends, family and neighbours, as well as to support physical and mental health, address social isolation and promote well-being.

- **Design a More Compact City With Complete, Full-Service Neighbourhoods**
 - We heard about the importance of urban design that improves nearby access (walk or roll) to daily needs like food, recreation, school, and work, without the need for private automobiles, and during periods of reduced access to public transportation.
 - Participants in community design charrettes, on Council advisory committees, and in surveys during the pandemic, highlighted an interest in more compact design with access to groceries, neighbourhood serving businesses and recreation.
 - The voices of young people, those who experience barriers getting around the city and accessing services and support, coupled with the opportunity to share ideas and build new models following the experiences of the pandemic, also emphasized the idea of more compact neighbourhood design.

- **Promote More Opportunity, Inclusion and Diversity**
 - Across all inputs, we heard both a celebration of social connection as well as a desire to see Vancouver become more welcoming and inclusive across the socio-economic spectrum in order to maintain its character, vibrancy and diversity.
 - This mirrors a corresponding fear of rising inequality (economic and social) now and in the future, and an expression of fear of displacement of residents who don’t feel welcome or see Vancouver as a place of opportunity or affordability - a perception deepened by the experiences of the pandemic.
 - Throughout our listening, we heard themes of stigma related to age, racism, poverty, gender expression and disability as limiting factors for an inclusive future Vancouver.
 - We also heard about the importance of an inclusive economy in Vancouver, the importance of access to improved wages in the midst of unaffordability challenges, difficulties for small business, limited professional mobility and advancement, and challenges related to work/life balance.

Guidance & Process Advice Going Forward

During Phase 1 engagement, staff asked questions not only about experiences, but also how we could engage more broadly and how groups would like to be involved.

Some of the feedback came from partners and community stakeholders who flagged a need to align and connect into regional planning initiatives; to support local leadership with resources and culturally appropriate models for outreach, and for better coordinated engagement by the City to avoid long-standing “consultation fatigue”.

Some of these process improvements include:

- **Thinking and Acting in Partnership**

A key piece of advice we received from current and potential partners was the strategic need to work regionally, and to work in partnership with other levels of government, community partners and advocates. It was clear that we are interdependent regionally and locally, and simply could not address all the challenges on our own. The plan calls for collaboration and knowledge from community and from other levels of the public and private sector. We need to ensure that the correct supports and governance agreements are in place to ensure respectful and fruitful collaborations, and that we highlight the knowledge and leadership among partners, both in the development and the delivery of the Vancouver Plan.

- **Improving and Evolving Our Outreach and Addressing Gaps in Audiences**

To improve our outreach to be more inclusive and more reflective of Vancouver’s diverse population, the Vancouver Plan team will continue to respond and adjust our practice according to feedback we have received and best practices as they continue to evolve.

The current COVID-19 pandemic has exacerbated inequalities and revealed more complex and systemic inequities around language barriers, access, resourcing, and capacity. The approach moving forward will need to be sensitive and compassionate to the current context as we continue to think of how to engage with harder to reach populations.

A full list of engagement opportunities, notification methods and feedback received during this phase is summarized in Appendix A. This robust input was considered in drafting provisional goals to guide the Vancouver Plan as outlined in the following section.

Recommendation B: THAT Council endorse the Provisional Goals for the Vancouver Plan, as described in this report, to provide guidance for the creation of the draft Vancouver Plan through continued robust community engagement.

The thoughts and ideas of thousands of individuals, together with key findings from other recent engagement processes, policy research by City staff, and Council priorities have helped shape this set of early draft goals for the Vancouver Plan.

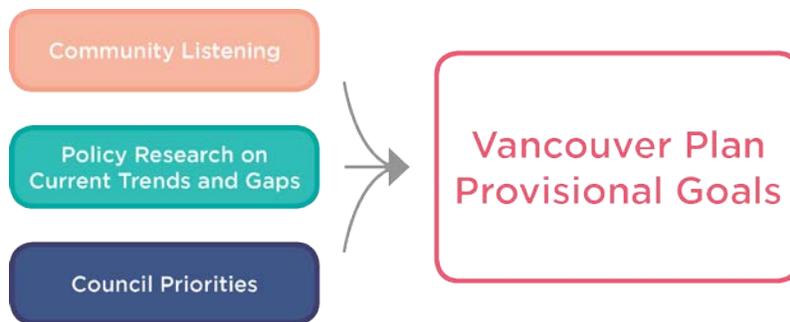


Figure 3: Vancouver Plan Provisional Goals

These goals will provide a foundational guide for the planning process and the creation of a vision for the future involving public dialogue and the exploration of plausible futures. As the planning process moves forward to conversations on choices and trade-offs, these goals will guide policy development and, ultimately, the Vancouver Plan to be delivered in 2022.

An early draft (then called Draft Guiding Principles) was shared with the governments of x^wməθkwəyəm (Musqueam), Skwxwú7mesh (Squamish), and Səlílwətaʔ/Selilwitulh (Tsleil-Waututh), further joint discussions around the *Provisional Goals* will be taking place. An early draft was also the subject of a Joint Council Advisory Committee for review on August 10, 2020.

While a more fulsome summary of that session is contained in a detailed engagement analysis report that will be available online on the vancouverplan.ca website October 6th, the main feedback from Council's Advisory Committees was that while the draft principles (now goals) were generally on the right track, there was a call to:

- Be more specific;
- Clarify commitments to anti-racism and reconciliation, and commonly cited principles such as affordability and equity;
- Add clarity and inspiration - begin to think about what success might look like to achieve our aspirations; and,
- Better articulate what is behind the words – e.g. what choices are inherent in these commitments?

These comments shaped the resultant list of aspirations, for example leading us to be more direct in our commitment to equity and inclusion, and prompting staff to re-draft a clearer set of goals. Further clarity and inspiration will be developed and woven into the process as we move forward in Phase 2.

Recommendation B: THAT Council endorse the Vancouver Plan Provisional Goals, as presented in this report, to guide the creation of the Vancouver Plan with continued, robust community engagement.

Provisional City-Building Goals

The following provisional goals reflect key issues and the kind of city we want to become as informed by the many communities, interest groups and stakeholders engaged in dialogue during the Listen and Learn Phase of the Vancouver Plan process. These goals also support what we are hearing from communities during this COVID-19 pandemic. The struggles faced by

communities are exacerbated by the pandemic, and these goals are intended to help guide planning in response to the pandemic and for a long-term resilient future. As we move forward in the planning process, we will refine these goals to ensure they continue to reflect what we are hearing and learning.

10 Goals for the Vancouver Plan (PROVISIONAL)

1. Advance a City of Reconciliation through Decolonization
2. Create an Equitable, Diverse and Inclusive City
3. Become a Sustainable, Carbon Neutral City
4. Be a Prepared, Safe and Resilient City
5. Develop an Affordable City with Diverse and Secure Housing
6. Support a Diverse and Healthy Economy
7. Achieve Complete, Connected and Culturally Vibrant Neighbourhoods
8. Re-Establish Thriving Urban Natural Systems
9. Intentionally Manage our Growth and Align our Efforts Regionally
10. Demonstrate Transparency in Decision-Making and Collaborate with Partners

PROVISIONAL GOALS

1. Advance a City of Reconciliation through Decolonization

We live, work, learn, play, and create in a dynamic and diverse city on beautiful unceded lands of the xʷməθkwəyəm (Musqueam), Skwxwú7mesh (Squamish), and Səlílwətaʔ/Selilwiltulh (Tsleil-Waututh) which they have stewarded for millennia. To respectfully prepare for the future, the Vancouver Plan will need to truth-tell by confronting harmful and challenging pasts, address present inequities, and jointly map out a more harmonious path forward, together.

We heard through engagement:

- We must acknowledge the colonial actions that dispossess xʷməθkwəyəm (Musqueam), Skwxwú7mesh (Squamish), and Səlílwətaʔ/Selilwiltulh (Tsleil-Waututh) peoples of their lands and limited their ability to shape this place, as well as the ways in which their resilience and resurgence have sustained them.
- We must also acknowledge the ways in which colonial policies create social and cultural hardship that displaced and displaces many Indigenous people from their home communities here.

What this means:

Being a city of reconciliation requires that we make decisions that intentionally deconstruct policies and practices that may benefit or embed the perspectives of the most privileged (and continuously harm Indigenous peoples and others who are disadvantaged by the colonial system). This will include confronting the systemic inequity and racism on which our colonial city was founded and working with the xʷməθkwəyəm (Musqueam), Skwxwú7mesh (Squamish), and Səlílwətaʔ/Selilwiltulh (Tsleil-Waututh) Nations and urban Indigenous partners to confront these realities as part of the planning process. A long-term view that looks out for seven generations can be considered in planning through the learnings from xʷməθkwəyəm (Musqueam), Skwxwú7mesh (Squamish), and Səlílwətaʔ/Selilwiltulh (Tsleil-Waututh) Nations and urban Indigenous partners. It requires truth-telling, so we can work towards decolonizing our city and making decisions together about these lands and waters, so as to reflect First Nations' cultures and languages, and build a better future together.

2. Create an Equitable, Diverse and Inclusive City

The diversity of our populations and cultures is a key strength in our city. People who have been locked out at every turn carry the key to revealing ideas that will build a better future for everyone. To achieve a more fair, equitable, and vibrant future, we must transform our processes and practices to make room for marginalized people and communities to step forward to the centre.

We heard through engagement:

- You want the City to ensure that the public good is prioritized and balanced with private interests.
- Residents wonder whether they can stay in Vancouver or whether they might be displaced.
- You want housing that meets the full range of needs, ample jobs with living wages, businesses rooted in our communities, accessible transportation, arts and culture that

express our diversity, social services that reflect our communities and parks/ public spaces that are accessible, safe and welcoming for all.

What this means:

It is acknowledged that inequities may be the result of choices and policies that have benefitted the most privileged and burdened equity-seeking groups, including racialized communities, people with disabilities, those struggling to make ends meet, children and youth, seniors, newcomers and refugees, LGBTQ2+ people. People from these equity-seeking groups have the day-to-day knowledge of what it takes to build a more equitable city. By centering their voices in this plan, we can ensure that everyone is included, valued, and heard as we move forward in creating a more just city.

3. Become a Sustainable, Carbon Neutral City

Ensuring the decisions we make today don't undermine the future of generations tomorrow means investing boldly in measures that move us towards a more sustainable future. Our planet is facing a climate emergency that requires us to challenge the status quo, and to transform how we live, work, and play by making hard choices now for the well-being of all children - of today and the future.

We heard through engagement:

- You have a deep concern about climate change and stressed the importance of addressing the climate emergency head-on for future generations.
- Younger generations are feeling severely compromised, and in some cases, depressed by the climate legacy left from previous generations and its' myriad of impacts.
- The pandemic has exacerbated the impacts of climate change on more vulnerable populations and amplifies the need for action now.
- We're living beyond the capacity of our ecological systems and we need to be better stewards of our environment for future generations.

What this means:

Vancouver will be carbon neutral before 2050 and 100% of our energy will be from renewable energy sources. The Plan will need to take a long-term, strategic view, looking out 30-50 years, and potentially considering seven generations ahead as First Nations have done. It will need to take bold actions to reduce carbon across our businesses and communities, mitigate and adapt to climate change while advancing us toward the sustainable city we desire. The design of our neighbourhoods must prioritize walking, biking, transit and other approaches that move us towards a zero emission future. A sustainable future responds today to the climate crisis and includes bold moves to advance complete communities, active transportation, zero emission/ low embodied carbon buildings and creative responses to the long-term impacts of climate change. A sustainable future also must also promote water conservation, local food systems, good air quality, a green economy, thriving ecosystems and one planet living. The plan will advance policies and actions in all of these domains.

4. Ensure we are a Prepared, Safe and Resilient City

Our city and region face many uncertainties. Earthquakes, extreme weather events, rising water levels, aging infrastructure, and pandemics are no longer a possibility, but a reality. There are many other challenges and stresses individuals and communities in Vancouver face such as the opioid crisis, mental health issues, rising unaffordability as well a range of ongoing risks such as fire and accidents. As Vancouver continues to grow, we need to ensure our urban environment and services foster safety and security so that everyone can thrive. We must ensure that the decisions we make today better prepare those to come with a city that can respond proactively when a crisis hits

We heard through engagement:

- Not everyone feels safe in our neighbourhoods. Discrimination, racism and other issues affect this.
- The pandemic has exacerbated community stresses, for example access to secure housing and food, and we have seen escalations of domestic violence and civic disorder
- Your ongoing experience with the current pandemic has you concerned about unanticipated shocks our communities may face and you are thinking differently about the city, how our communities are built, investments and decisions we make.
- You want a city that thinks about these things and invests in programs, spaces, places and services that better prepare us for the unexpected and which support the safety, and well-being of all residents.
- You've highlighted the importance of social connections and strengthening communities with easy access to amenities and services to enhance our resiliency.

What this means:

Resilience refers to our ability to anticipate, manage and recover from risks, and move beyond response and survival to thriving. Designing social support systems and structures that are flexible and adaptable is necessary and critical to our ability to bounce back from a crisis. Doing this means considering how we enhance the capacity of our neighbourhoods, buildings, infrastructure and government to serve our diverse communities today while being better able to recover from future crises and shocks. As we've learned during the current pandemic, it is often difficult to predict these types of uncertainties. Moreover, they tend to exacerbate existing inequities. We need to challenge ourselves to find creative solutions for natural disaster preparedness, pandemic responses, the opioid crisis, and other crises that may be on the horizon. The plan must be adaptable and consider how we can elevate and support people in our communities who are vulnerable and most at-risk, thereby supporting community safety and well-being. Our fire, police, emergency preparedness and regulatory services will support a safe and enjoyable Vancouver for residents, businesses and visitors. As we grow, change and learn, so too will our services that support safety and security.

5. Develop an Affordable City with Diverse and Secure Housing Options

We are in the midst of a housing crisis and the affordability of living in our city does not align well with the incomes of many who call, or want to call, Vancouver home. Our city, and its various neighbourhoods, will need to include a wide variety of housing options that reflect the diversity of our population. The Vancouver Plan will address various housing needs and levels of affordability for those who call Vancouver home, both today and into the future. In addition to a wide selection of affordable and accessible housing to meet the needs of tomorrow's residents, we want to strive to improve affordability in key aspects of life including access to a range of employment opportunities, community services and childcare.

We heard through engagement:

- The increasing unaffordability of living in Vancouver and the widespread struggle to make ends meet was the most commonly shared story in our early listening. You told us of chronic fears of being priced-out of your city, and a general concern about community, social connections and cultural life eroding.
- You are concerned that housing and land are being treated as commodities rather than serving community needs.
- You are concerned about your children's ability to afford life in Vancouver.
- Employers are worried about being able to attract and retain staff due to affordability challenges.
- A lack of certain housing forms, including non-market rentals, places large enough for growing and intergenerational families, along with insufficient housing security for renters and people without living wages, is keeping you up at night.

What this means:

These concerns have been amplified in recent years, despite years of policy aiming to address affordability, homelessness and inclusivity. The Vancouver Plan critically needs to address where we're falling short. We need bold policies that consider approaches to affordability and housing choice that put our people and our families before the profits of a few. We need to address these challenges in all our neighbourhoods, and provide a range of options from ground-oriented housing to apartments, that address diversity of housing needs and incomes now and for future generations. It will mean creating more holistic neighbourhoods with diverse housing choices, community and recreational facilities, parks, childcare, cultural spaces and diverse, local employment opportunities. It will mean Vancouver is an inclusive city that supports a diversity of incomes and prioritizes people experiencing homelessness, low-income people, and communities facing systemic racism. Through the Vancouver Plan process, we will explore various approaches to achieve community amenities to help support affordable housing and living.

6. Support a Diverse and Healthy Economy

The well-being of our residents depends on a robust economy where prosperity is created, opportunities are available to everyone, shared and aligned with the values we hold as a city. Building off our strengths and capitalizing on our competitive advantages as a stunningly beautiful, liveable city, our economy and job growth need to keep pace with changes in the population, and consider those typically excluded from opportunities to support a sustainable future.

We heard through engagement:

- We need to consider how the city can support and adapt to enable diverse, high quality job creation and opportunities for small and large business owners, the non-profit sector and industries to confidently invest and build in Vancouver.
- In focusing on the local-serving economy, we need to further connections to the region, Province, Cascadia, Canada and around the world as we cannot exist as an Island.
- We heard that many feel left behind, and there are particular challenges for young people, those new to Vancouver, small business owners, and those struggling to gain security with stable employment and affordable housing.
- Independent, local, small businesses, non-profits, and social enterprises are at risk of being displaced, especially those that are owned and operated by equity-seeking groups and racialized communities.
- The pandemic is exacerbating these issues and it is transforming the way we work, do business and travel. We must bring these learnings to planning for the future.

What this means:

A diverse and robust economy is essential to the well-being of Vancouverites and inter-regional partners. Our city has many important sectors that are inter-dependent and critical to our economic and social growth including green industries, tourism, health, education, film, technology, creative industries, the non-profit sector, hospitality, food services, social enterprises, industrial production and others. We need to support a high wage, safe and equitable labour market where innovation, entrepreneurship and job creation are fostered. Talent and business attraction as well as retention are vital to a diverse, healthy economy. In supporting a vibrant economy, we need to enable an attractive and competitive environment, affordable housing and childcare within safe communities with access to education, amenities and thriving cultural communities along with supportive policies and good governance. Coordination between public and private sector interests and roles is crucial. The pandemic is requiring many businesses to fundamentally change their model and as such, city planning and economic policies needs to support a new normal. For our city to prosper, economic opportunities need to be available to all.

7. Create Complete, Connected and Culturally Vibrant Neighbourhoods

We currently have many neighbourhoods in the city where there is a lack of diversity of housing types, tenures and affordability, and where services and amenities are not easily accessed. We need more walkable, accessible, and complete neighbourhoods that are connected throughout our city to ensure that every resident can meet their daily needs without relying on a private automobile. These complete neighbourhoods will need to include a variety of housing options that suit multiple generations and their needs, as well as the places, spaces, connections and services needed to support social cohesion, cultural vitality and community well-being.

We heard through engagement:

- You desire a city of distinctive neighbourhoods that are culturally vibrant and foster a unique sense of place and local identity.
- You want easy access to the amenities, schools and services you need to meet your daily essential needs, regardless of your level of mobility.
- While there are many aspects of your neighbourhoods that you love and want to maintain for the future, there are also many neighbourhoods with less access to shops, gathering spaces, transit and amenities where changes are needed.

- You are concerned about congestion and you want to ensure we have an effective, safe transportation network accessible to all.
- Public spaces and places like plazas, streets, parklets are vital for communities to connect and express the heart and soul of Vancouver
- Local businesses are the heart and soul of many neighbourhoods, and many currently face challenges to thrive in the city which are exacerbated by the pandemic.

What this means:

There is a desire to move around the city freely, address issues of traffic congestion and improve active transportation options. The status quo prioritizes easy transportation for those who can drive/afford a car. But often our infrastructure (bike paths, sidewalks, etc.) may not be as safe, complete, or convenient as desired. Complete neighbourhoods enable walkable access to the social, artistic, cultural, and retail spaces that can animate their unique sense of place and reflect their distinct, diverse cultural heritages. A connected city of complete and culturally vibrant neighbourhoods with a range of services and amenities facilitates connection, health, safety and economic vitality. It will link region-serving business areas, production areas and cultural districts. These complete neighbourhoods will provide housing options for all stages of life and incomes and public spaces that support social cohesion, cultural vitality and community well-being for all.

8. Re-Establish Thriving Urban Natural Systems.

As the most populous and urbanized municipality in the region, Vancouver has lost most of its natural areas and much of their ecological functions through more than a hundred years of development. The unmatched and stunning natural beauty of this land, our green, leafy streets and proximity to striking mountains, beaches and fresh water, remains a cornerstone for a healthy society and our unique sense of place. We need to preserve our natural beauty and enhance our ecological systems for future generations.

We heard through engagement:

- There is a broad, clear love and appreciation for our natural setting. We heard overwhelmingly that most of us find joy outside, whether at Vancouver's parks and beaches or simply from its close proximity to the mountains, and ocean.
- Being close to nature is a deep part of Vancouver's culture and identity and you see a need to protect our natural setting and ensure this is part of our future landscape recognizing the restorative benefits and opportunities when you connect with nature.
- Whether by stewarding cleaner waters for swimming, or by providing greener infrastructure, there is a broad agreement on the need to ensure that the natural setting of our city is maintained, while striving to restore our ecological systems where possible.

What this means:

Our urban and natural systems need to be connected, with enhanced biodiversity throughout our many neighbourhoods. Ecological corridors within our neighbourhoods can create functional habitat for flora and fauna while connecting people to nature and our communities. These natural systems can also provide important functions and green infrastructure to support community development, for example by infiltrating and treating rain water, sequestering carbon, moderating air quality and temperature. We need to work in partnership with xʷməθkʷəy̍əm (Musqueam), Skwxwú7mesh (Squamish), and Səl̓ílwətaʔ/Selilwitulh (Tsleil-Waututh) Nations to understand and collaborate on the health of the land, waterways and

foreshores and work on strategies that celebrate and steward nature to ensure that clean, accessible water surrounds our city, and that plant life and biodiversity flourish in our urban communities.

9. Intentionally Manage our Growth and Align our Efforts Regionally

As the central city within a region of metro area municipalities and the Pacific Northwest, Vancouver is connected within a well-integrated network of active and rapid transportation, regional/ city centres, parks and industrial areas that collectively support our shared economy, the health of our communities, and our region's broader commitment to sustainability and addressing climate change. By taking a regional approach, Vancouver supports a stronger, healthier, and more robust city region.

We heard through engagement:

- Major issues related to climate change, the economy, homelessness, the opioid crisis, housing affordability and food systems are more effectively addressed at the regional scale.
- You are concerned about how we are growing within the city and who we're planning for.
- We need to grow in a way that coordinates effectively with delivery of infrastructure, minimizes negative impacts and advances green solutions across the region.
- Vancouver and the region's transportation network are critical to our economy, the health of our community, and our commitment to sustainability.
- To recognize opportunities to coordinate with and provide linkages to other cities in the region and Cascadia.

What this means:

It means aligning with and influencing regional growth and transportation strategies that can better position our region to leverage its competitive advantages. It also means planning, financing and building our physical and social infrastructure in a coordinated manner so as to address mutually beneficial regional and local needs. In addition, regional collaboration can tackle major issues that cross municipal boundaries like climate change, the housing crisis, economic competitiveness, health and response and recovery to the pandemic. Regional alignment entails improving connections at the Metro Vancouver level, broader regions including Cascadia as well as provincial and national-level linkages.

10. Demonstrate Transparency in Decision-Making and Collaborate with Partners

Trust is an essential part of all relationships, including between local government and the community. The City of Vancouver is committed to building increased transparency in decision-making and consultation processes and to constantly enhance governance to effectively engage communities and lead with a clear vision, priorities, monitor outcomes and constantly learn, adapt and improve our systems. Our city can only achieve its full potential when working in partnership with community civic groups as well as senior levels of government, businesses, other organizations and institutions to ensure an inclusive and equitable city where everyone thrives.

We heard through engagement:

- You are concerned with a perceived lack of transparency regarding City engagement processes and decisions.
- You feel unclear about where we are collectively heading and that planning and development processes have failed to reflect your inputs and concerns.
- You also told us that Vancouver needs to work in partnership with numerous governments and community institutions to assess how we can best mobilize our collective jurisdictions to finance and implement essential transportation, housing, and physical, social, and cultural infrastructure projects.
- You've asked us to seek creative solutions to address the significant challenges facing our city today, and build a more equitable and just Vancouver for generations to come.

What this means:

This means demonstrating transparency around the process of the Vancouver Plan and other City initiatives, effectively reflecting what we have heard and communicating how this has helped shape the plans, policies and strategies we create. This will also entail monitoring and evaluating our successes, regular reporting, and understanding that we may need to pivot and realign our path as we move forward. It means coordinating our policies, plans, investments and decisions across the many functions and departments to ensure alignment and the greatest benefit for communities. We will grow in a way that advances us towards the city we want while minimizing the negative impacts on people and environment which will require planning and investment partnerships at the community level, with regional authorities, provincial, federal, international level along with businesses, industry associations and labour groups, universities, non-profit and other organization partners. Effective communication is key in all of these efforts.

Next Steps - Phase Two: Envisioning the Future and Developing Strategic Directions with the Community

***The Case for Change: What would it take to achieve our goals?* October-December 2020**

Many of the provisional goals identified for the Vancouver Plan are not new. The fact that the central issues and goals identified in Phase 1 of "Listen and Learn" have been reflected in other city-wide policy discussions confirms where the majority of Vancouver residents desire to go.

Public engagement in the coming months will focus on dialogue around the ten provisional goals at the community and neighbourhood level. Specifically, it will involve understanding the issues and current conditions associated with the ten goals and discussing ideas and ways forward to achieve them. The focus of the fall engagement will be to ask: ***What would it take to achieve our goals?***

Central to this is a commitment to reach broadly, with a focus on equity seeking groups and those communities often excluded from these conversations to make sure that all in Vancouver thrive and benefit from the changes we create together. Staff will be expanding the reach of this process to meaningfully engage with community and interest groups, individuals unaware of this process to date, agency and governmental partners while continuing to build on the child and youth engagement that took place in the summer.

To advance this dialogue, public engagement efforts will promote a range of interactive, on-line and print materials (e.g. Provisional Goals, backgrounders and questionnaires/ surveys) and, convene small community group conversations (according to BC Health, social distancing guidelines) as well as major, online public convening bringing key perspectives and community expertise to share ideas and facilitate dialogue on the way forward.

Launching in mid-October 2020:

- **New Online Material on vancouverplan.ca:** Background information along with the Provisional Goals and a questionnaire to gain feedback on how these may help to shape the Plan and the future will soon be posted online on the project website and Shape Your City.
- **Re-tooled Conversation Kits:** Prior to the pandemic, staff shared our Vancouver Plan Conversation Kits with Council. These kits are being re-tooled to incorporate the provisional goals so that family members and small social circles can convene dialogues to discuss their implications in ways that are consistent with the Provincial public health recommendations.
- **Community Navigator Program:** To connect to equity-seeking communities that may otherwise not be comfortable, or have the language skills to connect to the City's programming, Community Navigators will be contracted with various community organizations to bring the voices of more marginalized communities into the planning process.
 - Embedded in this is a **Youth Navigator Program**, which focuses on indigenous, black and people of colour (IBPOC) youth with intersectional lived experiences, and attempts to bridge the gap of peer-to-peer opportunities resulting from facilities closures and COVID-19 impacts on youth programs and organizations.
- **Partnering events** – We are partnering with Urbanarium and CanU on dialogues featuring leading cities, including Vancouver talking about planning and ideas for a resilient future in the face of the pandemic (Oct 27, 2020).

Beginning in November, 2020:

- **Perspectives Panels/Workshops:** To bring the voices and perspectives of varying expertise and lived experiences into this process, we will host series of public on-line events (up to six) to be co-hosted with community and institutional partners. These events will tackle, and highlight some of the most challenging elements of achieving the aspirations, and will present new questions and considerations in ensuring we achieve the Future We Want. The themes of these sessions (under development with partners) will focus on the multiple dimensions of the provisional goals and will include governance, democracy and trust (with Simon Fraser University); achieving complete, connected communities; new tools for financing city building; inclusion, belonging, and thriving in the anti-racist city; and others including consideration of economic health, sustainability and resiliency.

Additional engagement activities anticipated in fall, 2020:

- **Complete Communities and Neighbourhoods Workshops:** We will begin a series of workshops with communities at the city-wide and local level that will continue into 2021 on what makes up complete neighbourhoods, what's missing now and what changes are needed for the future. These will address needs such as diverse, affordable housing options, access to amenities and services and ways to move around easily. Workshops will enable residents to (virtually) roll up their sleeves and examine the current context of our neighbourhoods across the city while exploring ideas and potential actions to create more complete and resilient communities for the future. The outcomes of this work can inform potential quick start actions.
- **In community activities with xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and Səlílwətaʔ/Selilwítlh (Tseil-Waututh) Nations and urban indigenous communities:** With agreements now in place with each of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and Səlílwətaʔ/Selilwítlh (Tseil-Waututh) Nations and urban indigenous community, community engagement can be undertaken to ensure the voice of their communities are reflected in the work going forward.

Child and Youth Activities: As schools returned to in-person learning beginning in September, the Vancouver Plan team is seeking to advance opportunities for in-class linkages tied to the BC curriculum, recognizing the current challenges facing administrators to build in-classroom programming. Additionally, we will continue to find opportunities to connect with youth organizations and civic facilities, and maintain a flexible approach that can adapt to changing circumstances due to the pandemic.

The outcomes of this fall engagement will provide ideas and identify some of the choices to inform dialogues in 2021 towards strategic policy directions. These dialogues will build off of (and refine) the Provisional Goals identified in Phase 1.

Plausible Futures and Readiness for Change - January-February, 2021

This phase will explore the key drivers of change societies and cities will face over the next thirty years, through scenario planning work. Five plausible futures for Vancouver will be developed to assess choices and decisions facing our city. This phase of public engagement will encourage conversation and acknowledgement of some of the considerations and choices guided by the provisional goals we need to consider. It will explore key questions to test how well policies of today are setting us up for success in the future and what choices and investments might we need to consider.

Choices to Get Us There - Spring, 2021

By the spring, building on earlier engagement and technical planning, staff will draft emerging policy choices, options, and considerations towards a city strategy and structure plan. Staff are conceptualizing a major on-line event (or in person if possible) - a "Choices Forum" where the community-at-large can weigh in on policy choices and directions. Staff expect to report out with strategic directions in July 2021.



Figure 4: Summary of Next Steps in Phase 2 Envision the Future/Defining Strategic Directions with the Community

Actions While Planning – Quick Start Actions

As part of the scoping of the Vancouver Plan program, Council supported the direction to continue to implement approved policy (e.g. Community Plans, Policy Statements, City-Wide Rezoning policies) and consider appropriate “actions while planning” or “quick start actions” to respond to priority community needs and opportunities prior to completion of the Vancouver Plan. These quick start actions are intended to align with overall planning and engagement efforts and serve as building blocks for the Vancouver Plan.

Staff have been undertaking significant background technical work, including analysing current baseline conditions, demographics, trends, reviewing existing policies, mapping conditions, assets, challenges and gaps - all to support effective planning. Staff are also able to explore and assess potential quick start actions as we move forward with public engagement. In so doing, key considerations that need to be addressed in order to advance quick start actions include:

- Addressing community priorities, for example those related to addressing the housing crisis, the climate emergency, economic challenges, equity issues and amplification of these community priorities due to the pandemic.
- Alignment with overall planning objectives and technical analyses including (but not limited to): ensuring supportive utilities, transportation network and community amenities required to enable appropriate and effective development while retaining existing affordable housing and avoiding displacement.
- Meaningful community engagement and support.
- Staff capacity to advance quick start actions while maintaining the overall Vancouver Plan program on time and budget.

As noted above, quick start actions (including potential pilot projects) will be integrated into the overall planning and engagement strategy.

A number of initial quick start actions will be proposed to Council for consideration to move forward as part of the Employment Lands and Economy (ELER) report being coordinated with and presented as part of the Vancouver Plan program (ELER report on upcoming Council agenda).

As we advance the engagement and planning around the provisional goal for “developing complete, connected, culturally vibrant communities,” staff anticipates actions while planning may be proposed such as various options for affordable, missing middle and family housing. It is important that the planning process be responsive to critical community needs and be nimble to initiating various actions while planning to address these issues. Ultimately, actions while planning serve as steps to advance long-term strategies being developed through the Vancouver Plan. These actions and potential pilot projects will be brought forward to Council for consideration as the process proceeds.

Recommendation C: THAT Council receive for information initial community recovery actions that will contribute towards and be coordinated through the City of Vancouver’s COVID-19 Recovery Program (attached in Appendix B).

Recovery action ideas to inform the City of Vancouver’s COVID-19 Recovery Program

The City of Vancouver’s COVID-19 Recovery Program will provide an appropriate and coordinated response to the pandemic. Centrally managed out of the City Manager’s Office, and building on the work of the Council COVID-19 Recovery Committee, the program will develop a number of focused work components to support and accelerate local economic and community recovery following the COVID-19 crisis. The Recovery Program has 7 interrelated components



Figure 5: COVID-19 Recovery Program

The Vancouver Plan is a convener for actions related to community recovery. **Appendix B** provides an overview of some key findings from public engagement and early steps taken from multiple departments in response to the pandemic, focusing primarily on community recovery. These recovery actions are either underway or being considered for approval by Council (e.g. ELER community economic recovery action ideas). Further work on recovery actions will be

undertaken in the fall of 2020, including prioritization of new recovery ideas and assessment of potential funding in coordination with the COVID-19 Recovery Program.

IMPLICATIONS, RISKS AND FINANCIAL IMPLICATIONS

The updated planning program outlined in this report endeavours to minimize risk and be responsive to the fiscal reality of the City, including the funding pressures arising from COVID-19 and the uncertainty on the pace of economic recovery.

The adjusted Vancouver Plan project budget for 2020 (\$3.7M) in response to COVID-19 (presented to Council as part of the “COVID-19 Pandemic Impacts: Financial Mitigation and Restoration of City Service Plan” report on May 26, 2020) and the budget proposed for 2021 (\$3.4M) reflects economic constraints and pausing “face-to-face” convening and dialogue in 2020. The proposed budget maintains supports for First Nations and urban Indigenous partners, equity seeking groups and community organizations and recognizes their capacity to lead and deliver critical services and supports is impacted by COVID-19.

Although most of the community recovery initiatives noted in Appendix B are either underway or imminent within existing budgets, a number may be considered as part of the 2021 budget process.

The updated planning program endeavours to manage the risk of missing key constituencies without digital access, while enhancing transparency, safety and convenience for those who can access digital platforms. Staff will continue learning and innovating how services and information can be shared online.

The planning program has been adjusted and the budget significantly reduced in response to the COVID-19 pandemic. As part of the budget and work plan recalibration, we have endeavoured to ensure adequate resources to support meaningful public consultation, essential technical review and the ability to be responsive to the need for early actions through delivery of quick-start actions and pilot projects (referenced in previous section).

CONCLUSIONS

The Phase 1 engagement for the Vancouver Plan, called “Listen and Learn,” has been an opportunity for community members and groups, businesses, institutions, non-profit organizations, City advisory committees and others to share what they value about their city, voice their concerns on key issues, and identify their aspirations for the Plan. Based on the robust contributions and many voices we heard, provisional goals for the Vancouver Plan have been drafted. These will serve to guide the planning and engagement process, help identify choices and trade-offs, and develop strategic directions for the Plan. These provisional goals will be refined as planning proceeds.

Future work will include community engagement (on-line and targeted in-person) on how to achieve the goals and testing of emerging directions through future scenario development and technical analysis.

The robust engagement of the Listening Phase is summarized in the attached Appendix A. Appendix B summarizes early public feedback on COVID-19 ideas for community recovery

actions to contribute towards, and be coordinated with, the City of Vancouver's COVID-19 Recovery Program. Further work to identify and prioritize community recovery actions is anticipated for the fall to inform a COVID-19 Recovery Program Report in early 2021.

Staff are recommending Council receive this report (including appendices) for information and that they endorse the provisional goals for the Vancouver Plan to guide further planning and engagement.

* * * * *

Planning Vancouver Together

Phase 1 “Listen and Learn” Engagement Summary Report Vancouver Plan Engagement Process November 2019 – August 2020



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Vancouver
Plan

Share your voice at
vancouverplan.ca

The City of Vancouver is located on the traditional, unceded territories of the $x^w m \theta k^w \acute{e} y \acute{e} m$ (Musqueam), $S_k w_x w \acute{u} 7 m e s h$ (Squamish) and $s \acute{e} l i l w \acute{e} t a \ddot{t}$ (Tsleil-Waututh) Nations, who have lived in their territories since time immemorial.

As a City of Reconciliation, the City of Vancouver has committed to “form a sustained relationship of mutual respect and understanding with local First Nations and the urban Indigenous community.” This is an ongoing and evolving commitment, and one that is foundational to the long-term success of the Vancouver Plan.

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Executive Summary

While few anticipated the COVID-19 public health emergency or its impacts on Vancouver residents, businesses and community organizations, developing a long-range vision remains a critical tool for securing the city's future against increasingly complex challenges like the current disaster and those that may appear on the horizon. This report offers a scan of the phase 1 public engagement in support of City of Vancouver's Vancouver Plan process.

The engagement program outlined in this report was designed to make the way for partnerships, to expand and support public participation, and to listen carefully for people's hopes, fears, joys and struggles with a focus on those voices historically left out of municipal conversations. In doing so, we have sought to define the issues that the Vancouver Plan needs to address and how residents want to see their city evolve over the next 30 years.

The results of this broad-based public engagement will shape guiding principles, helping to anchor elements of the planning process like data analysis, forecasting and the work of policy experts in the voices and experiences of those who live, work and play here.

And while acknowledging these critical areas of effort, we began with the aspiration of developing a physical plan deeply reflective of and responsive to the human city – social, historical, cultural, underlying data and trends, economic forces and lived experiences.

We have also committed to three critical lenses on our work, anchored in Council-approved policy: Promoting Reconciliation, Equity and Resilience, as we move towards a comprehensive long-range plan for the future of Vancouver.

The Process in Brief

The overall engagement strategy in phase 1 encompassed a range of methods: digital surveys, community meetings, dialogue sessions, and in-person interviews and outreach. This mixed-method approach was designed to solicit input and feedback, and also to begin the work of building partnerships. We were particularly looking to traditionally underrepresented populations to ensure their early involvement in the process and to seek their advice so that future engagement efforts could be more responsive, inclusive and welcoming.

As an early pulse-taking, we fielded a survey on the Vancouver Plan website and via sites across the city. This strategy provided an effective tool for reaching a large number of voices in the most efficient manner, with low barrier, open-ended, experiential questions. By the time the survey closed, there were nearly 9,800 responses with close to 50,000 open ended questions answered. **This was the largest response to an open-ended survey ever fielded by the City of Vancouver.**



As a self-selecting survey intended to reach as many people as possible rather than a smaller randomized, representative and weighted sample, responses from certain demographics are underrepresented, particularly those with languages other than English, and young people under 20, despite translation and targeted promotional strategies.

However, despite the scale of this initial dataset, this report is not simply about the survey results. Just as valuable were other engagement methods including in-person interviews, dialogues and meetings with a range of communities and stakeholders, as well as findings from major public consultations of the recent past.

This broader set of inputs was included to ensure a comprehensive picture of values and ideas. In specific terms, we needed to go to communities and partners to not only ensure the participation of those with access to a digital survey or a corporate meeting, but by seeking out underrepresented populations: youth, Indigenous people, people who speak a language other than English at home, people with disabilities, and people experiencing homelessness and those who are under-housed.

With in-person engagement on hold indefinitely, the Vancouver Plan cancelled its extensive program for deeper face-to-face dialogue and looked to new physically distant, yet connected methods to continue listening and working with communities to understand their visions for the future and their immediate near-term challenges posed by the pandemic. These newer findings, through the lens of the pandemic, are included in this report.

In total, all of this work was synthesized in the top themes/issues presented here. The analysis that has shaped these findings are outlined in the sub-appendices to this report.



Summary of Key Themes

The responses gathered in this phase of engagement present a picture of life and work in Vancouver including the core challenges we need to address, the things we need to celebrate and promote, and some tensions and tradeoffs between the priorities of the community and existing policy commitments. We also heard clearly from a range of partners and stakeholder communities about how to shape the process and future phases of engagement.

In brief, we heard that as we prepare for an increasingly complex next 30 years, we need to address the following priorities:

- **Six Core Challenges**
 - Rising Unaffordability
 - Housing Insecurity
 - Visible Public Struggle – homelessness, addiction and mental health impacts
 - The Need for Accessible and Efficient Transportation Options
 - Widening and Deepening Inequality
 - Eroding Trust and Confidence in Local Government
- **What Gives Us Joy and What Do We Need More of In Future**
 - Preserve Places of Natural Beauty – green spaces, urban forest, beaches and waterfront access.
 - Promote Spaces and Policies that Support Social Connection, Safety and Community Well-being – safe and welcoming public spaces like parks, libraries, community centres, small local serving business, culture and cultural spaces
 - Design a More Compact City – urban design that improves access (walk or roll) to daily needs like food, recreation, school, work without the need for private automobiles and during periods of reduced access to public transportation.
 - Increased Opportunity, Inclusion and Fairness for All – a more fair Vancouver with expanded economic opportunities and access to full participation and inclusion in community for those who are getting left behind.

- **How to Move Forward – Feedback and Advice on The Process**

- Work Via Partnership
 - » Seek and Support Partnerships to deliver on the Plan
 - » Provide Greater Opportunities for Communities to Lead and Support Capacity and Resources
- Improved Equity and Inclusion Supports
 - » Include more diverse voices in the implementation and analysis of engagement findings going forward and develop improved civic infrastructure (translation, race-forward research methods, cultural supports and honoraria, decentralized community involvement) in service of greater inclusion.
 - » Cultural, Physical Accessibility and Translation Support – the City must continue to improve its pathways for all residents to access services and share their voices – whether it means being able to get and share information in a first language or to access spaces, services and amenities regardless of disability.
- Building Trust
 - » Addressing eroding trust in local government, a trend facing all levels of government in Canada with increased transparency, frequent reporting and clarity about levels of public influence and decision-making models.
 - » Early involvement with all audiences and partners in the development and review of findings.
 - » Providing more time for relationship and community building efforts.
 - » Developing civic literacy programs that use the plan as a teaching and participation tool.

- **Understanding Tensions and Trade-offs in the Findings**

- A number of key themes, while deemed priorities by City of Vancouver, did not always appear explicitly as priority themes throughout the public listening phase. Examples include work on Reconciliation, critical infrastructure, resilience when addressing climate change, earthquake and other global risks.
- Future work and analysis will help tease out these trade-offs between what we have heard and policy, governance and data-based priorities, challenges and solutions.
- Continuing to analyse and learn from this phase of input, will assist in future framing of critical decision and trade-offs the City will need to advance through Vancouver Plan.





1.1 Introduction

When the COVID-19 state of emergency was initiated in late March 2020, the Vancouver Plan team had just completed a phase of early listening activities – effectively the launch of an extensive program of public and community engagement. This early engagement period surfaced and confirmed many of the major challenges our residents, business owners and community leaders were facing, as well as offering unique insights into their values, priorities and hopes for the future.

This engagement summary gives a picture of Vancouver pre- and post COVID-19 Phase 1 Engagement, which in addition to identifying key areas of priority for the Vancouver Plan, also identifies public experiences important to the critical planning for near-term recovery strategies and future-focused resilience, both now underway.

1.2 Background

The Vancouver Plan team spent six months in collaboration with internal and external partners scoping the approach to a new city-wide plan process. This approach was approved by Vancouver City Council in July 2019.

Of particular relevance, was the expression of key principles to guide engagement. While some of these principles will and have shifted through the implementation of an initial engagement phase, they are important to acknowledge as the starting point for the work:

1. Be broad, multigenerational, multi-community and multi-sector.
2. Build equity into the process to ensure traditionally underrepresented voices are heard, respected, and reflected.
3. Take a city-wide perspective that encompasses neighbourhoods, businesses, non-profit organizations and institutions.
4. Support community-led conversations and expertise.
5. Be flexible, adaptive, and responsive.
6. Identify collective values and priorities.
7. Go to where people are.
8. Make particular efforts to engage children, youth and young adults.
9. Ensure many ways to be involved (in-person, digital, surveys, etc.).
10. Be transparent, accessible and fun!

For more background on the Vancouver Plan, its Council approved engagement principles and emerging approach please visit:

vancouverplan.ca



1.3 “Listen and Learn” – The Early Approach to Engagement

Over a span of 10 months, Vancouver Plan staff sought out diverse voices, attempting to recognize systemic barriers to participation, and incorporating input from a broad mix of stakeholders and community partners.

We were seeking confirmation and insight into community priorities, experiences and narratives, as well as a way forward with critical process improvements after examining missing voices and the assets and knowledge they can bring.

The period of pre and early launch beginning in November 2019 and extending through August 2020 formed a process we have called Listen and Learn – an exercise providing a window into the experiences of Vancouverites today as a vehicle to explore what kind of city we want (or want to avoid) in future.

Our Approach

Rather than starting with policy propositions, we began by attempting to bring more people into this critical conversation, especially those who might experience the greatest impact over the course of its implementation. How did we do this? By

- asking existing partners, institutions, community organizations and regional authorities how they wanted to be involved and how we could best include and support their participation and that of their constituents and members;
- posing low barrier questions about the future that focus on the experiences and ideas of respondents;
- fielding those questions online and in person, where possible;
- offering this survey in four major home languages other than English, including Punjabi, Traditional Chinese, Simplified Chinese and Tagalog;
- working with partners to support community participation by those who may not have access to these channels or may have low trust in government;
- promoting participation through media outreach, paid advertising on social media and via community networks, including paid and organic outreach in Chinese, South Asian and English media outlets;
- being adaptive and responsive to participants – starting with open-ended questions and if they didn’t work or were in the wrong format for the group or individual, then staying open and asking participants to lead the conversation and identify what was most important for them;
- committing to a fulsome review of City of Vancouver public engagement findings over the last four years in order recognize these contributions and to efficiently build on this learning;
- building on and learning from the post-pandemic outreach conducted by staff of the Emergency Operations Centre to avoid burdening communities already struggling with challenges posed by the health crisis;
- innovating new ways of connecting online including a creative charrette with children and youth using urban design tools in partnership with Urbanarium and seeking ideas via the City’s new digital engagement platform, Shape Your City; and
- building on the knowledge and capacity of Council’s Advisory Committees to validate findings.

Three critical constituencies were also highlighted throughout our preliminary planning and phase 1 engagement:

- **Musqueam, Squamish, Tsleil-Waututh Nations:** City of Vancouver initiated a series of ongoing meetings to develop collaborative models for government-to- government work on the long-range plan.
- **Youth and Youth-led organizations:** Beginning in October 2019, the team began developing partnerships and programming with youth-led organizations, campus programs, the Vancouver School Board and community youth programmers and the youth they support. This work saw renewed focus in the post-pandemic engagement effort with innovative workshops and community collaborations with a focus on youth 20 and under.
- **Equity-seeking groups:** Meetings with equity-seeking groups advanced via City of Vancouver's Social Policy staff team, meant working closely and carefully with people who typically face barriers to equal access, including participation in public processes and discrimination. Many of the participants we reached or worked to reach experienced multiple and interconnected barriers based on age, ethnicity, disability, economic status, gender, nationality, race, sexual orientation and transgender status. Partnerships with Metro Vancouver Aboriginal Executive Council, Neighbourhood Houses, and other community and educational partners are helping advance this ongoing work in ways that promote reciprocal and supportive relationships.

The Shifting Program – the risks and the rethink

The plan for in person engagement from March through September 2020 was substantially impacted by the ongoing COVID-19 pandemic. These impacts extended beyond City of Vancouver's postponement of all in-person engagement activities and included educational institutions shift to online learning, and civic facility (community centres and libraries) closures and program cancellations. The pandemic also put a hold on project capacity building efforts and partnership agreements as organizations focused on emergency response, changed their mandates or service delivery models, or cancelled programs or shifted them online.

Given the uncertainty surrounding the COVID-19 pandemic and its impact on individuals and organizations, the engagement program during COVID-19 took a targeted approach by focusing on communities underrepresented in the November to March activities, identifying and using new digital tools and seeking to build on existing activities and channels of dialogue where possible.

In particular, the engagement program rolled out through the summer was responsive to changing public health orders, new partnership and collaboration opportunities and the need to engage children and youth under 20, as part of the City's pandemic recovery efforts.

While there is a risk that we needed to cancel major opportunities to engage in deep face- to face dialogue with and among residents, we have worked to both find new ways to engage while respecting the challenges many are confronting.

Additional details and analysis of the child and youth engagement program, and other areas focused on under-represented communities are available upon request and online at vancouverplan.ca.

Summary of Participation

Phase 1 “Listen and Learn” Key Activities

The Vancouver Plan team reached out broadly to residents and community stakeholders and offered a variety of options for participation. From the public launch on November 17, 2019 through to August 28th, 2020.

PHASE 1 ENGAGEMENT
(November 2019 – August 2020)

12,000+
engagement touchpoints



Launch Survey Online and in Person Community Interviews

9708
responses

16
community outreach visits

48,000+
open ended comments



Stakeholder/Activator Circle Workshops

90+
sessions

1200
participants



Online Idea Sharing - Shape Your City

151
new ideas

81
votes



Child and Youth City Building Workshops

200+
online and in person



Young Planners Website and Youth Survey

2500+
visits to the Young Planners page

65
submissions of the youth survey

- **we received nearly 9,800 responses** to an online and in-person survey;
- **we reviewed the consultation summaries** from 21 City-wide policy engagement processes that were launched or renewed in the last four years;
- **staff met with a range of academics, current stakeholders, regional and provincial government partners, and community organizations** as part of the 'Activator Circles'. The intent of these sessions was to provide an overview of the project and to seek early input on the engagement process from a variety of groups. In total, staff held 80 meetings with external organizations that included 1,000 in-person interactions, many of which took place in community;
- **staff relaunched public engagement** on the City of Vancouver's new digital engagement platform, Shape Your City with two questions and a suite of translated resources; and
- **we worked to reach a range of underrepresented communities** with extensive child and youth outreach, reaching out to Council's Advisory Committees , and learning from the activities of the Emergency Operations Centre Recovery outreach teams.

ACTIVITY	SUMMARY	RESULTS
<p>Survey</p> <p>Online and community interviews</p> <p>November 14, 2019 - March 17, 2020</p>	<ul style="list-style-type: none"> • Online - a self-selecting, open-ended survey to encourage sharing current state of life/work in Vancouver, priorities, joys and difficulties, hopes and fears for the future, as well as any general advice or ideas. • Community Outreach - dialogue sessions fielding the survey at community centres, religious sites, and with low income and homeless residents, children and youth and others underrepresented in the online participation. 	<ul style="list-style-type: none"> • 9076 completed online surveys • 707 intercept interviews (with survey questions) • 9783 completed surveys total • Nearly 50,000 open ended questions were coded. • This yielded a codebook of frequently repeated and tracked themes and sub-themes.
<p>Activator Circles and Community Dialogues</p> <p>October 2019 – March 17th, 2020</p>	<ul style="list-style-type: none"> • Staff sat down for dozens of meetings and workshops with a range of stakeholders and partners ranging from intergovernmental partners to small not for profits, as well as interested individuals and “thought leaders”. 	<ul style="list-style-type: none"> • In total, staff had 80 meetings that included 1,000 in-person interactions, many of which took place in the community. • Each session produced notes and themes that were coded for themes and entered into the overall coding framework.



ACTIVITY	SUMMARY	RESULTS
<p>Consultation Review 2015 - 2019</p>	<ul style="list-style-type: none"> • Staff reviewed the consultation summaries of 21 City of Vancouver and Park Board-wide policy initiatives that have completed or been updated in the last four years. 	<ul style="list-style-type: none"> • Representing an estimated 200,000 touchpoints • Each area has produced key finding or priorities, which have been themed and entered into the overall coding framework.
<p>Shape Your City.ca/ vancouverplan</p>	<ul style="list-style-type: none"> • Staff relaunched public engagement on the City of Vancouver’s new digital engagement platform, Shape Your City with two questions and a suite of translated resources. • The questions and responses were publicly visible on the page, and users had the option to post comments on other public forum posts or submit questions anonymously. 	<ul style="list-style-type: none"> • Between June 24 and July 25, 151 ideas were submitted and 81 comments were made on ideas.

ACTIVITY	SUMMARY	RESULTS
<p>Child and Youth Outreach</p>	<ul style="list-style-type: none"> • A survey was incorporated into the Young Planners main page. One question focused on the COVID-19 pandemic and the needs and children and youth, while the other asked what issue did the respondent think was most important as Vancouver plans for the future. • Two digital charrettes seeking ideas and input from youth under 20 in collaboration with Urbanarium August 7th and 14th. • In person workshops offered in partnership with ACCESS (Aboriginal Community Career Employment Services Society), Kiwassa Neighbourhood House, and Urban Native Youth Association • UBC Centre for Community Engaged Learning Led a peer-to-peer model with a range of faculties and student organizations leading the engagement. 	<ul style="list-style-type: none"> • A total of 65 responses were received. • 70 participants aged 20 and under took part in the online workshops • 68 participants took part in • face to face discussions drawing/ making workshops about their neighbourhoods today and the neighbourhoods they want in the future. • On campus and digital engagement with the UBC community included one in-person dialogue session in mid-February (44 participants), an online dialogue session in late March (92 participants) and a series of information booths that featured student surveys and an interactive “Wall of Letters” installation that asked short and open-ended questions (102 submissions).

ACTIVITY	SUMMARY	RESULTS
<p>Council Advisory Committees</p>	<ul style="list-style-type: none"> • Food Policy Council, June 4, 2020 • Child and Youth Advisory Committee June 25, 2020 • 2SLGBTQ+ Advisory Committee Committee, July 16, 2020 • Child and Youth Advisory Committee, July 25, 2020 • Council of Advisory Committees Session, August 10, 2020 • People with Disabilities Advisory Committee, August 	<ul style="list-style-type: none"> • 14 participants • 15 participants • 8 participants • 15 participants • 40 participants • 15 participants
<p>Emergency Response Community Outreach COVID-19</p>	<ul style="list-style-type: none"> • Five public town hall sessions held in multiple languages to connect with communities who experience barriers due to culture and language access. • Extensive interviews with NPOs about their communities and impacts of pandemic • Report by the EOC Recovery Team on community impacts on residents. 	<ul style="list-style-type: none"> • Approximately 100 participants and interviews

1.4 How We Analyzed What We Heard – Our Methodology

The approach used to analyze and synthesize the listening from these activities grew from both the principles of engagement and from the evolution of public discourse over the period of the activities.

What Was the Goal?

- Surface and confirm a set of themes, priorities and areas of challenge/ trade-offs to help shape future engagement, policy and scenario exploration;
- Engage the aspirations, hopes, challenges and ideas of residents, youth, businesses, First Nations and Indigenous communities, partner institutions, and civic and regional organizations; and
- Begin to map opportunities for a convergence of thinking on public-facing regional, policy and planning work already underway, including identifying which existing and concurrent work should be referenced.

November 2019 – March 2020: Pre-Covid-19 Analysis

In order to code the nearly 50,000 open-ended comments fielded through the online survey and 80 meetings meetings, interviews and consultation summaries, the team used a qualitative analysis method known as iterative thematic analysis that generates a canvas of issues, suggestions, experiences, opinions and convictions by observing patterns in the responses and tracking how often they repeat.

What Was In Involved in This Analysis?

- Creating the codebook: Our team of staff and consultants used the survey results as a baseline to create a “code book” - a set of repeating themes that helped organize the commentary into baskets and to give some clarity as to how often they repeated.
- Each of nearly 50,000 individual responses were read and individually coded into repeating themes and sub-themes.
- We also included the themes that emerged from meeting reports and the consultation review into the “codebook”, creating new codes when unique themes or sub-themes appeared.
- Question: how were the consultation summaries/review considered?
- These three “datasets” combined to give a comprehensive picture of values, priorities, and ideas for the future.
 1. Survey and Intercept Results
 2. Meeting Reports
 3. Consultation Review
- Detailed observations from these sources, code and detailed activities are available in a report form and upon request.

While the online survey provided the largest data set for exploration and review, the Vancouver Plan team committed to incorporating a range of inputs, including those that would amplify quieter voices with less access to or interest in digital access. Also critical to note, is that we did not treat this enormous trove of stories, opinions and experiences as quantitative data, but as a tool to highlight trends and point the way to deeper exploration and learning. It was not a representative or randomized sample. We asked a range of demographic questions and committed to constantly tracking, as much as possible, who was taking part as a way to ensure we could commit to inclusive and equitable engagement.

April – August 2020 - Post-Pandemic Listening and Theming

The Vancouver Plan public engagement process, while altered to account for the need to protect public health and meet social distancing guidelines, relaunched in June 2020. The findings in this report and additional public engagement conducted online and via community partners meant that we could continue our work building a plan that prepares Vancouver for an increasingly complex future.

What we heard fell into two categories:

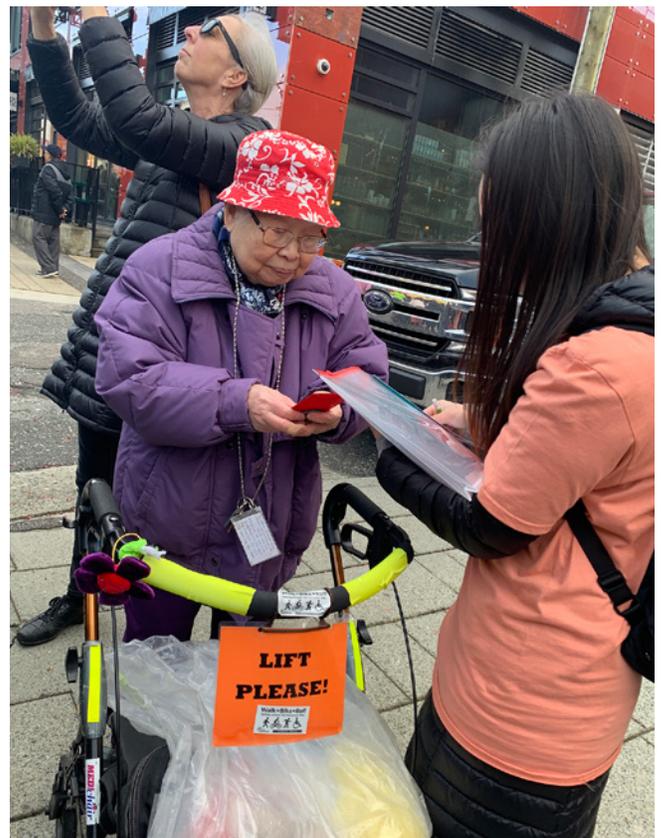
1. The immediate and short-term experiences and challenges; and
2. The look ahead to longer-range thinking informed by the need to prepare for an uncertain future.

These findings were summarized into themes, and in large measure, underlined the pre-COVID findings. These themes and activities are explored in greater detail in a detailed report and available upon request.

How Will We Use These Findings Going Forward?

These initial findings will help shape the plan by:

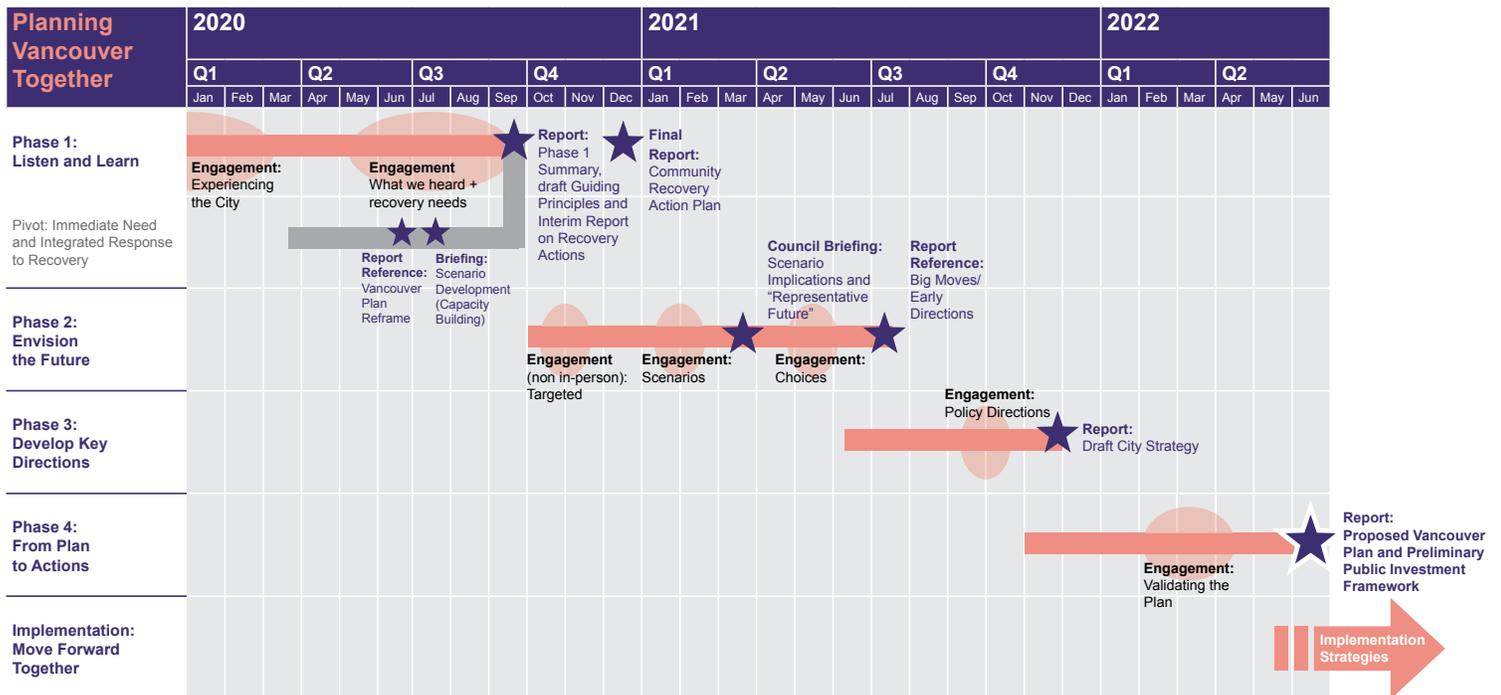
- Informing draft guiding principles;
- Highlighting and confirming common challenges, cherished experiences and places, and emerging trade-offs; and
- Critical advice for improving both this process and how communities participate in municipal government.



THE VANCOUVER PLAN TEAM COMMITTED TO KEY PRINCIPLES IN THE ANALYSIS OF FINDINGS.

Principles Guiding This Summary of Findings

- Maintain the depth and diversity of the source material, respecting all voices throughout the process;
- Be adaptive by accommodating responses that diverge from the structured questions and welcome new forms of input;
- Enshrine transparency by bringing initial findings back to the public and Council at regular intervals;
- Respect and ensure the confidentiality of participants;
- Allow for data presentation that considers how emergent themes tie to historical and ongoing sociopolitical factors in Vancouver.





1.5 Key Findings

Based on the review of nearly 12,000 individual engagement touchpoints, we can share a set of emerging themes that fall into three categories:

1. Six Core Challenges
2. What To Promote and Celebrate Now and In Future
3. Advice and Improvements for the Vancouver Plan and for City of Vancouver.

1. THE SIX CORE CHALLENGES

One of the sobering results from this phase was the fact that prior to the public health crisis the majority of respondents who participated in our survey felt that life in Vancouver is getting worse for them. (57%) Respondents across all demographics are feeling the impacts of the housing and affordability crisis and are worried about what it means for both their futures and the collective future of Vancouver. Many urged the City of Vancouver to take proactive and significant measures on housing and affordability issues now and not wait until the completion of a plan.

Subsequent engagement work found the impacts of the COVID-19 pandemic have deepened the major challenges identified earlier in this process from housing insecurity to the widening inequality gap reported by many Vancouverites.

Connecting the range of comprehensive public and community inputs listed above, we were able to identify and synthesize six core challenges. Effectively, these six complex challenges form the problem statement that Vancouver Plan must address, according to public and community input.



1. Rising Unaffordability

Whether it was low-income seniors in Chinatown telling us they could no longer afford to buy groceries in the neighbourhood or parents at a Vancouver School Board advisory session sharing their struggles to afford transit to and from school for their kids, this core challenge – also expressed as cost of living – is one of the cross-cutting themes that emerged across all of our engagement efforts.

A majority of **respondents observed** the city is becoming even less affordable over time and that this is impacting growing segments of the community.

There were numerous parallel conversations that intersected with cost concerns including **difficulties finding affordable childcare**, food, the cost of transportation, a **desire for higher wages**, fears that increasing unaffordability will cause **Vancouver to lose its character, cultural scene, key workforces, and demographic diversity**, as well as feelings of **social disconnection** and growing inequality. We heard variations on this response based on age, disability and gender, and housing tenure, which require further exploration and dialogue.

Prior to the COVID public health emergency, many stakeholders felt that although the economy was diverse and growing with relatively low unemployment, many residents were still having trouble making ends meet and were concerned for their future. The COVID crisis has amplified these concerns and further exposed the vulnerabilities in Vancouver’s economy.

- There have been inequitable impacts in terms of who lost their job as a result of the pandemic (women, immigrants, young people and POCs) and who is at risk in the near to longer-term.
- The disaster has also highlighted the challenges when it comes to food security and other basic needs (internet access, primary care, mental health supports, community-supported childcare, school and seniors programs), often delivered by not for profit or community hubs that are themselves vulnerable or closed during the crisis.

- Affordability was identified as a key concern for commercial tenants and small businesses and not for profits in particular and the emergency is reinforcing the need for new policies to support businesses to adapt to physical distancing and to future-proof their operations.

“The incredibly high cost of living and growing wealth gap. I often wonder if we can keep up, especially when we have kids. We want to start a family in the next year. Will I be able to afford childcare so I can continue to work? Will their schools be as good as the public schools I enjoyed?”

“When I graduated high school, I was able to move out and live in the West End on my salary just working for a bank. My oldest daughter can barely scrape by to live on her own and she has a decent job. Day-to-day life shouldn’t mean struggle and strife.”

“The cost of living (housing, groceries, gas, etc.) is out of control. In order to afford to live in this city I work 70+ hours a week and regularly find myself wondering if I can even call that living.”

“Things are becoming much more unaffordable. There is more stress worrying about housing prices, food prices, increased congestion on the road, too many big retail chains at the expense of small family run businesses etc.”

“Most people I know are barely scraping by or are in need of assistance from the Gov’t because the cost of living is far higher than can be realistically managed.”

2. Housing Insecurity

As “Vancouver’s defining issue” – it’s little surprise that housing – access to, affordability and security of – is an overarching concern/challenge. Whether hearing from renters uncertain if and when eviction notices were coming or owners who shared their concerns for friends, neighbours and family members in a state of uncertainty about their housing situation, the issues remain central across all conversations.

Powerfully, we heard about the material and emotional impacts on people’s lives. Responses also encapsulated related concerns about the relative unavailability of certain housing forms (non-market rental housing, places large enough for young growing families), insufficient housing security for renters (in terms of tenant rights, it being a landlord’s market and threats of “reno-viction”), perceptions of the influence that developers and the role of transnational investment have had on housing security and affordability. Fears of displacement are a cross cutting theme across all our engagement efforts and appears throughout the housing commentary.

- The shocks and stresses of the pandemic highlighted the existing vulnerabilities of those with precarious and unaffordable housing and pointed to the need for new housing models (rental, affordable, social, and coop) and rental protections that could provide greater security.

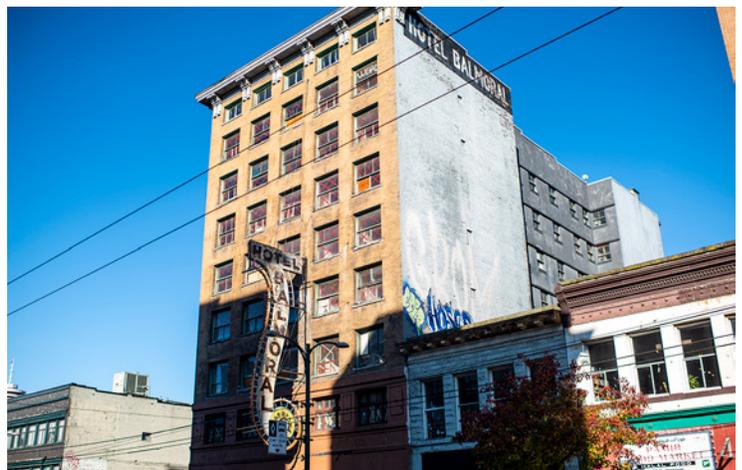
“It’s always a struggle to stay here, and so many of our friends are leaving. It’s difficult to feel a sense of community when everyone is leaving or planning to leave because of cost of living and unstable housing.

“I’m just sad that I’ll probably have to move away eventually if my rent rises too high while my wage doesn’t or my apartment building falls to developers. I don’t feel that there’s anywhere else in the city that I would be able to move to that I could afford.”

“We don’t own our home and even though we have been long term renters in a neighbourhood we love, we live in constant worry that we could be forced to move at any point. Our daughters friends and school are all wonderful, but I’m not sure we’d be able to find anything affordable should we have to move.”

“Clients + neighbours struggling with trauma + poverty. I generally feel secure, but renting (not owning my home) makes me feel vulnerable.”

“Clients + neighbours struggling with trauma + poverty. I generally feel secure, but renting (not owning my home) makes me feel vulnerable.”



3. Visible Public Struggle

A strong sub- theme emerged regarding people visibly struggling on the streets of Vancouver with apparent homelessness, addiction, and/or severe mental and physical health challenges. It is important to note that addiction, homelessness, and severe mental health struggle are separate challenges that can overlap ,but in no way necessarily do so. They are grouped here because respondents spoke to them together, reacting to the visibility of these interlocked struggles in Vancouver

The Downtown Eastside neighbourhood was frequently referenced in these statements. Notably, the lion's share of these comments came from people observing visible public struggle not people experiencing it. This theme included calls for improved social nets for poverty, mental health/trauma, and addiction, more affordable housing, and more work towards resolving the overdose crisis. Many commented on how social inequality seems to be getting worse.

There was also a mix of commentary on what this struggle symbolizes for Vancouver that ranged from the city not taking care of their own to stigmatizing comments, including threads of commentary linking visible public struggle to crime, safety, garbage or sanitation issues and a reputational issue for Vancouver that could chill tourism.

The staff team spent time interviewing advocates and those who identified as experiencing homelessness and struggling with addiction and poverty at sites in the Downtown Eastside and one program in Kitsilano, where respondents discussed the stigma of trying to access services and support, daily struggles for basic needs, shelter and appreciated being included in the conversation.

In the COVID-19 period, we heard from those leading recovery efforts and not-for-profit organizations that those dealing with insecure housing or homelessness have had limited access to safe places to socially isolate and quarantine when necessary.

Deaths due to the opioid crisis began to climb as the COVID-19 epidemic isolated people from their support networks, reduced important front-line community services and closed the U.S. border — which contributed to more contaminated street drugs by restricting the major trade routes. The calls for safe supply and its ongoing provision were part of what we heard from community organizations.

In addition, the crisis also highlighted the shortcomings of planning and engagement efforts and related infrastructure needed to support those most vulnerable to the health crisis, related disorder and safety concerns, and other future shocks and stresses to the city and its systems.

“Addictions, suicides, and homicides spike along with homelessness.”

“Homelessness, street disorder and mental health issues and economic pressures on those populations will make people more desperate and the city more violent.”

“The homeless population increasing because of excessive living costs and lack of mental health care.”

“That we take a more hardline approach to dealing with homeless in this city”

“Homeless population really weighs on me heavily. Our lack of interest in providing proper sociological resources to help the downtown east side.”

“The gap between rich and poor grows, people are suffering terribly in Oppenheimer Park and there is no answer for how to address their needs for housing and healthy supports for their addiction...”



“Traffic is horrendous almost everywhere as the city has grown incredibly while infrastructure has more or less stayed the same in and around Vancouver.”

4. Moving Around Vancouver Efficiently

A highly- ranked theme across the survey was the challenge of traffic congestion and difficulty moving around the city efficiently. People shared various complaints and frustrations with traffic, perceptions it is getting worse, and comments on how road/traffic infrastructure may be contributing.

This theme included divergent ideas on what is to blame (increased population density, too many parking spaces, bike lanes, insufficient freeway/bridge infrastructure, too much emphasis on cars in the first place etc.). Across the online/ in-person surveys, there was a strong theme related to car traffic and transit congestion, as well as notes about the need for improved and expanded transit systems and infrastructure, including commentary on public transit and active transit options, particularly walkability and biking infrastructure.

COVID-19 onward findings included more discussion about the need for improved options in the midst of safety concerns and access to public transportation and private automobiles. A call for both more compact neighbourhood design, allowing residents to walk, bike or roll to access core services, as well as expanding and continuing to close residential streets to local traffic to promote active transportation.

Notably, young people called for more options to move around including free transit, more and safer options to walk and bike, smaller neighbourhoods (8 - 10 minute walksheds) and increased public transit service (buses and SkyTrain);

“Traffic is horrendous almost everywhere as the city has grown incredibly while infrastructure has more or less stayed the same in and around Vancouver.”

“Long commutes to get to work or to social events. Lots of traffic, hard to get around.”

“More people and traffic and formerly quiet neighbourhoods.”

“The increasing congestion on the roads leading to increase pollution and health challenges.”

“Car congestion and getting around gets worse every year yet roads are being REMOVED by the City. I know it’s not the feedback you want to hear but it’s a huge reason why people are not happy. Not everyone can bike, walk or SkyTrain to their place of employment.”

“Supportive infrastructure for active and sustainable transportation.”

5. Widening Social and Economic Inequality

While this theme was as a closely related thread within some of the commentary on affordability and housing challenges, it offered observations of how pre-existing socioeconomic disparities in quality of life and life chances for Vancouverites are being exacerbated by these challenges and we noted concerns that the wealth/ opportunity gap is increasing.

In conversations with communities that identify as racialized, and reviewing previous consultation work (Housing, Poverty Reduction, Chinatown Transformation, Northeast False Creek, Culture-Shift) there was discussion of how racist and exclusionary policies of the past, have left us with deep and stubborn inequities as a city. There was a strong thematic thread that while Vancouver's economy was strong, many feel left behind and want to see improvements that support young people, those new to Vancouver, working people and small business owners and operators rather than those who have a secure foothold through secure employment and home ownership.

Again, the impacts of the pandemic have deepened the inequality gap reported by many Vancouverites, in particular:

- Racism and Stigma— the pandemic amplified/ brought new focus to systemic issues of racism faced by Black and Indigenous folks and People of Colour, poverty, homelessness, access to safe drug supply, homophobia and transphobia, and accessibility (for seniors and those with disabilities) for many residents.
- Food Security and Delivery of Basic Needs/ Community Services- disasters highlight challenges when it comes to food security and accessing other basic needs (internet access, primary care, mental health supports, community-supported childcare, school and seniors programs), often delivered by not for profit or community hubs that are themselves vulnerable or closed during the crisis.

“This city will continue to be a predatory playground for developers and the ultra rich, while immigrants, people of colour, artists and every person that is interesting and diverse will be pushed out. This city will continue to become a lame homogenous mess. People in the DTES will continue to be pushed out by the expanding “gastown” area, and the city will stand by and watch as they get pushed to the margins until they die there from lack of care.”

“That Vancouver will become increasingly exclusive and that the city will only be welcoming to upper income residents. That the green spaces will be crowded out by too many high rises. That art, creativity, public services, small businesses, and access to high quality public schools will be squashed and instead the only things that will thrive will be the real estate industry and high-end stores.”

“That people will be isolated from each other. That my kids will move away due to lack of affordability. That lack of affordability will decrease diversity.”

“That the wage gap will continue to rise. That we will not have the infrastructure to survive the climate crisis. That poor and marginalized folks will suffer extensively and the wealthy will continue to look away. That white supremacy will continue to infect our schools and our political systems.”

6. Deteriorating Trust and Confidence in Local Government

Low and diminishing levels of trust in government is a growing trend in jurisdictions across North America. We heard through the online survey, interviews and dialogue sessions that residents, committee members and stakeholders are concerned with the quality of democracy in Vancouver with a particular focus on City of Vancouver's processes including:

- A lack of transparency regarding planning and public engagement findings or a failure to involve key communities or players early enough in processes to have an impact;
- A lack of satisfaction with development processes as reflecting community input or concerns;
- Over-consultation or a lack of coordination among organizations; and
- Calls from groups who have been marginalized or underrepresented in city processes to improve both the opportunities and inclusiveness of outreach as well as supports to ensure that it is a reciprocal and non-transactional.

"You won't listen anyway. This is just a ***** form so you can say you did a public consultation before doing what you were going to do anyway."

"The city's track record has been terrible. Jamming more and more luxury development into the few "non-single family" areas of the city has been a failure."

"Really, actively listen to the voices of people who have not historically been consulted in processes like this and actually take their advice when developing the plan. Hold public meetings at times when people with jobs can still attend, and make them child-friendly (in fact, including children in the planning process in a substantive way would be amazing). Don't just hold consultations to tick off a box—actually incorporate diverse perspectives (gender identity, race, disability, life stage and lifestyle, age, socioeconomic status, etc.) into the decision-making process."

"When conducting this portion of the planning process, please do your best to speak to youth, as they will be the one's that ultimately live-out The Vancouver Plan's development."

It's not just about compositional diversity (hiring more BIPOC, 2SLGBTQQIA+ folks, people with disabilities, neurodivergent folks, etc.). It's also about organizational transformation. Cultural shifts.

"That the young and newcomers have input in decision making."

"When conducting this portion of the planning process, please do your best to speak to youth."



2. WHAT TO PROMOTE AND CELEBRATE IN FUTURE

Throughout our conversations, whether online or in person, we listened not only for challenges, but also for what gave respondents joy, and their ideas for what to promote, preserve or to build to address pressing challenges or build a stronger future. This assets-based approach helps us understand what we must work to promote and preserve as a City – what differentiates us in the minds and experiences of respondents.

1. Protect and Preserve Natural Spaces, Parks, Beaches and Gardens

There was an unmistakable, cross-cutting theme when it comes to what brings people happiness in Vancouver: its natural beauty. hopes that Vancouver’s natural environment will be preserved and protected.

We heard that respondents overwhelmingly find joy outside, whether at Vancouver’s parks, and beaches or simply from its close proximity to the mountains and ocean. And they expressed a corresponding hope that Vancouver’s natural environment will be preserved and protected.

These two categories (“Parks, gardens, beaches” and “Nature/beauty”) ranked significantly higher than all others regardless of age, gender, tenure or language suggesting an important commonality between Vancouverites and those that visit or work in the city.

“Being close to nature: forests and ocean nearby. Vancouver is not only itself beautiful, but I love being able to access beautiful places relatively next door.”

“Seawall and Stanley Park.”

“Being out in nature! Vancouver is one of the most beautiful places I have ever lived.”

“The ocean, green spaces, living in a walkable and cyclable city.”

Addressing climate change and the natural environment were themes for young people under 20, including the desire for new energy sources, new parks and trails, actions to address sea-level rise, daylighting streams and more equitable access to the water.

“Being out in nature!
Vancouver is one of the
most beautiful places I
have ever lived.”



2. Celebrate Spaces that Promote Social Connection and Well-being

Social connections – to friends, family and community – also ranked highly as a source of joy with support across all demographic categories.

In terms of where “connection happens”, we saw themes about preserving and promoting walkability, “community centres”, “libraries”, safe and welcoming public spaces and vibrant, thoughtfully designed public spaces and neighbourhoods, as places of connection in Vancouver.

Participants also name Vancouver’s cultural scene broadly, as important to them: its restaurants, food, small businesses, bars and music venues, art and cultural events, and conversely a theme about “culture drain” or worry about loss of artists, cultural spaces, venues, places to make and create and to be part of culture was present in dialogue, meeting, consultation and survey results.

The pandemic has highlighted the need for more and safer public spaces with improved accessibility - places where people can get time outside, meet and connect with friends, family and neighbours and to support physical and mental health and well-being.

Some related themes around safety, social isolation and health and well-being are worthy of more exploration, and may provide more insight into those places and spaces/ experiences that promote social safety, connection and well-being across all demographics.

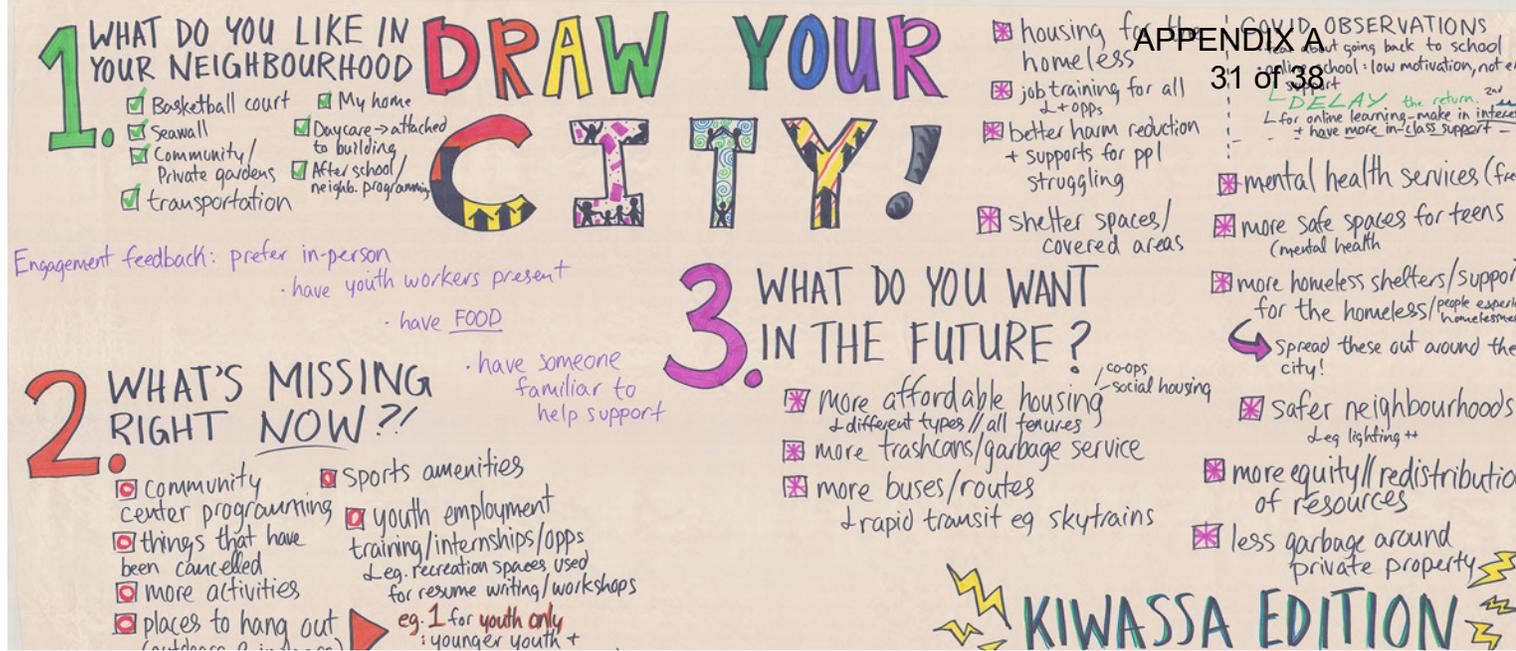
“Seeing friends. Walking in nature. Enjoying new and trusted coffee shops and bakeries in walkable neighborhoods. Going to independent book stores. Being able to get out on cold and rainy days.”

“The people, I love my job at VGH, the beach, looking at the mountains, EVO, Skytrain, riding bikes in the summer, gardens, the feeling like this is a resilient city.”

“Natural surroundings. Diverse, tolerant population. Presence of universities, libraries, cultural institutions. parks, public spaces.”

“Natural surroundings. Diverse, tolerant population. Presence of universities, libraries, cultural institutions. parks, public spaces.”





3. Design a More Compact City

- urban design that improves access (walk or roll) to daily needs like food, recreation, school, work without the need for private automobiles and during periods of reduced access to public transportation.

Participants in community design charrettes, Council advisory committees, and via the COVID-19 onward surveys, highlighted an interest in more compact design with access to groceries, neighbourhood serving business and recreation.

The voices of young people, those who experienced barriers getting around the city and accessing services and support coupled with the opportunity to share ideas and build new models following the experiences of the pandemic, brought out the idea of more compact neighbourhood design.

4. Promote More Opportunity, Inclusion and Diversity

Across all inputs, we heard both a celebration of social connection as well as a desire to see Vancouver become more welcoming and inclusive across the socio-economic spectrum in order to maintain its character, vibrancy and diversity.

This mirrors a corresponding fear of rising inequality - economic and social - now and in future.

The expression of fear of displacement of residents who don't feel welcome or see Vancouver as a place of opportunity or affordability, a perception deepened by the experiences of the pandemic.

Throughout our listening, we heard themes related to stigma related to age, racism, poverty, gender expression and disability as limiting factors for an inclusive future Vancouver.

We also heard about the importance of an inclusive economy in Vancouver, the importance of access to improved wages in the midst of unaffordability challenges, difficulties for small business, limited professional mobility and advancement, and challenges related to work life balance.

Interestingly, when sharing positive comments, respondents discussed personal successes and financial circumstances/ housing tenure as a reason (career, income, social network, home-ownership etc.)

“That the people who are making your coffee, helping you buy those shoes, serving your lunch can afford a future here. And I’m not talking about living out in New West to SkyTrain to downtown to work for minimum wage.”

“That their destinies are bright and not determined by the wealth they were born into. That they don’t have to leave due to unaffordability. That the planet isn’t ruined.”

“That the city becomes affordable and not filled with empty towers. Creative people staying and making the city better and more fun. That small bakeries and shops can still be in business after 100 years, longevity is important!”

“More mix of cultures, people acknowledging the traditional territories of the coast salish people and respecting their traditional ways of stewarding the land, building communities. More music, dance and culture. People standing up against the income inequality that is ruining the beautiful parts of Vancouver.”

“My hopes are that my grandchildren can still afford to buy a house and remain in the lower mainland. I hope they are proud to live here.”

“My greatest hope is that the city can be affordable and accessible to everyone - especially our most vulnerable people, who suffer greatly here, but have nowhere else to go. Not the definitions of “affordable” or “accessible” that ticks a box in a policy guideline - as it is now - but affordable and accessible in a way that is sustainable in the long term for low-income and working class people. A new social contract between the city government and those who live here who have great wealth - land owners, developers, and large corporations.”



“My hopes are that my grandchildren can still afford to buy a house and remain in the lower mainland. I hope they are proud to live here.”

3. GUIDANCE & PROCESS ADVICE GOING FORWARD

Lessons Learned and Process and Policy Improvements Going Forward

The Vancouver Plan team recognizes that it needs the help, talent, and inspiration of all the diverse voices and lived experiences of Vancouverites to create meaningful and actionable plans that will address the city's current and future needs.

At this early stage in the process, we asked questions not only about experiences but how we could engage more broadly and how would groups themselves like to be involved.

Some of the key early feedback came from trusted partners and community stakeholders – whether the Vancouver Planning Commission, members of the Vancouver Immigration Partnership, Translink and Metro Vancouver, faculty and students at SFU and UBC, Greater Vancouver Board of Trade or umbrella organizations like Vantage Point that represents not for profit organizations, and a range of neighbourhood houses across Vancouver.

These critical partners, among many other possible partners, flagged a need to align and connect into regional planning initiatives; to support local leadership with resources and culturally appropriate models for outreach, and better coordinated engagement by the City to sidestep long-standing “consultation fatigue”.

Suggested Process Improvements Moving Forward

1. Think and Act in Partnership

A key piece of advice we received from current and potential partners was the strategic need to work regionally, and to work in partnership with other levels of government, community partners and advocates. It was clear that we are interdependent regionally and locally, and simply structurally could not address all the challenges on our own. The plan calls for collaboration and knowledge from community and from other levels of the public and private sector. We need to ensure that the correct supports and governance agreements are in place to ensure respectful and fruitful collaborations. This means we will highlight the knowledge and leadership among partners, both in the development and delivery of the Vancouver Plan.

2. Improving and Evolving Our Outreach

To improve our outreach to be more inclusive and more reflective of Vancouver's diverse population, the Vancouver Plan team will continue to respond and adjust our practice according to feedback we have received and best practices as they continue to evolve.

The COVID 19 pandemic has exasperated inequalities and revealed more complex and systemic inequities around language barriers, access, resourcing, and capacity. The approach moving forward will need to be sensitive and compassionate to the current context as we continue to improve how we engage with harder to reach populations.

Some of the feedback we have heard on engagement practices pre-COVID 19, includes but is not limited to the following:

- Decentralized and local-based engagement - engage with community on that community's terms and in the locations that are most convenient for them
- Respect and compensation for time given - adequately resource engagement and compensate individuals through honoraria or subsidies
- Engagement techniques and tactics - to improve accessibility of community engagement, it is recommended that different tactics and techniques be used to help facilitate reaching a more diverse and representative public
- Transparency and showing the work - transparency requires clearly reporting back on engagement findings and processes, providing adequate information, and using multiple tools to communicate
- Communication best practices - work should be informed by a variety of communication tools to build trust and to ensure the public is informed about ongoing plans and initiatives



3. Address Specific Gaps in Audiences and Approach.

Moving forward, we will prioritize and increase our efforts to reach and involve the following audiences:

- Youth (under 20s)
- Ethno-cultural/non-English speaking communities, including racialized communities within these demographic segments
- People with disabilities
- Gender non-conforming folks

A continued evolution and improvement of inclusive outreach should include

- Going to where people are means...
 - Continue to try to include more conversational tactics (vs. a paper or online survey which may not be as culturally relevant/accessible for certain groups) led by community members or leaders from each language community. This could include one-to-one interviews or small group discussions, with appropriate participation supports.
 - The intercept surveys were a good example of going to where people are, including some culturally relevant places for certain ethno-cultural groups. As much as possible moving forward, Vancouver Plan funds could be used to directly resource community-led or grassroots-led dialogue.
 - Build in more time for testing/quality control to ensure consistency in survey translation including peer-review of translation drafts needed to validate translations; i.e. sense check, remove technical jargon. This would require building additional time for validation on top of translation.



- Collect data on race more directly and respectfully...
 - Understanding the perspectives of racialized residents will be foundational to a 'just and resilient' city, and as such we should provide opportunities for people to voluntarily self-identify and for multi-racial responses.
 - Expect racist responses and fear from those concerned about privacy and data collection. Continue to be explicit about how the City will or will not use the data, as always share privacy policies and work with digital platforms that support the City and Provincial privacy and data storage guidelines.

4. Addressing The Trust Gap

Trust and confidence in local government was an emergent theme throughout the listening phase, particularly when we asked for explicit advice from respondents. However, we heard conclusively from our partners, stakeholders and residents-at-large that there are immediate improvements we can make to improve public trust, transparency and the quality and reach of the Vancouver Plan process.

Addressing eroding trust in local government, a trend facing all levels of government in Canada with increased transparency, frequent reporting and clarity about levels of public influence and decision-making models.

- Early involvement with all audiences and partners in the development and review of findings.
- Providing more time for relationship and community building efforts.
- Developing civic literacy programs that use the Vancouver Plan process as a living learning opportunity.

5. Understanding Tensions and Trade-offs in the Findings

- A number of key themes, while deemed priorities by City of Vancouver, did not always appear explicitly as priority themes throughout the public listening phase.
- Future work and analysis will help tease out these trade-offs between what we have heard and policy, governance and data-based priorities, challenges and solutions. For example
 - Reconciliation efforts appear in the public engagement survey results, yet they do not appear as a significant priority or focus among respondents. They do, however, show up in focused engagement efforts on key City-wide initiatives. City of Vancouver is committed to this work and is continuing dialogue with Musqueam, Squamish and Tsleil Waututh partners as to how they choose to lead or participate in the shaping of the future plan;
 - Lack of Readiness for Climate Change, Earthquakes and other Global Risks was not a rising theme in the survey or intercepts, but did appear in dialogue with stakeholders and focused interviews with young people expressing concerns for climate change and Vancouver's preparedness as a coastal city, implications of climate change on their lives and livelihoods, and possible environmental disasters.

The City's Corporate and Capital plans outline priorities related to the operation of core services and maintenance of critical infrastructure and facilities. While this early listening phase highlighted facilities, parks and transportation infrastructure, there was less mention of less visible infrastructure and capital investments, which leads to the need for more education about the needs and costs of core services. Continued analysis and learning from this phase of input, will assist in future framing of critical decision and trade-offs the City will need to advance through Vancouver Plan.



1.6 Conclusion

While this report features the earliest phase of our engagement effort, it is worth noting that both the breadth and depth of the outreach and the response from participants benchmarks against larger and equally complex long-range city-wide planning efforts in North American cities.

What is critical to note:

- We have spent many years as a City asking residents, business and community partners about their values, priorities and how we can improve their lives. With this report, we feel that there is no ambiguity about the challenges residents are facing, the things they value, and the ways we can improve our relationships, outreach and transparency. This clarity and platform for action is invaluable.
- Detailed analysis of our methodology, coding and specific reports are available as reports and will be made available to the public at vancouverplan.ca.
- We will use the learnings and signals provided in this report to help shape and improve ongoing engagement, to iterate and layer in new learning during this time of crisis, and to ensure that we can continue to listen and learn in new ways during the course of this significant effort.
- When we go back to community, it will be with information about what we are learning through our policy research, and with specific asks to input into the trade-offs we will need to make to forge a strong vision.

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Appendix B – Interim Summary of Community Recovery Actions

Recovery action to inform the City of Vancouver’s COVID-19 Recovery Program

The City of Vancouver’s COVID-19 Recovery Program will provide an appropriate and coordinated response to the pandemic. Centrally managed out of the City Manager’s Office, and in close collaboration with the Council COVID-19 Recovery Committee, the program will develop a number of focused work components to support and accelerate local economic and community recovery following the COVID-19 crisis. The program has seven interrelated components



Figure 8: COVID-19 Recovery Program

The Vancouver Plan is a convener for actions related to community recovery. This appendix provides an overview of some key findings from public engagement and early steps taken from multiple departments in response to the pandemic, focusing primarily on Community Recovery (although recognizing some overlap with other components).

Community Recovery / The Vancouver Plan – Update on short-term recovery actions and the connection to long term community resilience

This section summarizes key findings of Vancouver Plan engagement activities related to COVID recovery, together with COVID impacts noted by staff, including those deployed to the Emergency Operations Centre (EOC). Findings have been loosely grouped to connect to long-term provisional goals emerging through the Vancouver Plan process, specifically:

- Create an Equitable and Inclusive City (Provisional Goal 2)
- Develop an Affordable City with Diverse and Secure Housing Options (Provisional Goal 5)
- Create complete, connected, safe and culturally vibrant communities (Provisional Goal 6)
- Support a Diverse and Healthy Economy (Provisional Goal 8)

Each summary is followed by a description of some of the key actions and relevant work streams underway, in response.

Note: this is just a sample of actions and further reporting will take place through the overarching COVID-19 Recovery Program. It is important to note reconciliation, equity, sustainability, and resilience (Provisional goals 1-4) are foundational components running through all four themes below. Although the initial work focussed on the provisional goal areas noted above, we will be looking to group actions (including new action ideas) more comprehensively across all the goal areas in the fall.

Create an Equitable and Inclusive City

Key findings from public engagement:

- Cultural, Physical Accessibility and Translation Support – the City must continue to improve its pathways for all residents to access services and share their voices – whether it means being able to get and share information in a first language or to access spaces, services and amenities regardless of disability.
- Deepening Inequality – the pandemic amplified/ brought new focus to systemic issues of racism faced by Black people, Indigenous people, and People of Colour, poverty, homelessness, access to safe drug supply, homophobia and transphobia, and accessibility (for seniors and those with disabilities) for many residents.
- Disproportionate impacts to racialized people and equity-seeking groups
 - Urban Indigenous
 - Ethno-Cultural communities
 - Senior/elder isolation, vulnerable to spread, access to cultural supports
 - Increased incidents of racism
 - Impact on children/families (daycare access, juggling home schooling and work)
 - Low income earners
 - Language barriers

COVID Impacts:

- Pre-existing inequities and discrimination exposed and intensified

- Racialized communities are disproportionately impacted by COVID-19 and continue to face barriers to access and inclusion

Actions in response:

Ethnocultural Communities Branch formed within the Emergency Operations Centre (EOC) during COVID-19 to help ensure that historically underrepresented, albeit significant, segments of the City's population, were included and prioritized in emergency response. Lessons learnt from this are being applied to the Vancouver Plan process.

Focus on recovery supports for disproportionately impacted populations are being led by Arts, Culture and Community Services (ACCS). Learnings and actions from this workstream together with the Equity Strategy (underway) will be foundational in the Vancouver Plan, with the emphasis on a just and equitable city of the future.

Develop an Affordable City with Diverse and Secure Housing Options

Key findings from public engagement:

- Housing Resilience – an emphasis on new housing models (rental, affordable, social, coop) and supports to help those already with precarious housing, survive the shocks and stresses triggered by global / local events.

COVID impacts:

- Impact to people experiencing homelessness
- Intensified housing crisis
- Increased pressure on all households across the spectrum of incomes

Actions in response:

Several actions are underway in relation to housing and affordability as highlighted in recent updates to Council. Examples include actions to increase non-profit social and co-op housing, and below-market rental housing, and zoning changes to allow for 6-storey market rental buildings.

Create complete, connected, safe, and culturally vibrant communities

Key findings from public engagement:

- Designing a more Compact City – urban design that improves access (walk or roll) to daily needs like food, recreation, school, work without the need for private automobiles and during periods of reduced access to public transportation. Expanding and continuing to close residential streets to local traffic to promote biking, walking and rolling were common themes.
- Expansion of Public Realm and Innovation to Support Physical Distancing – the need for more, for innovative and safer public spaces with improved accessibility - places where people can safely get time outside, meet and connect with friends, family and neighbours.

- Food Security and Delivery of Basic Needs/ Community Services– disasters highlight challenges when it comes to food security and accessing other basic needs (internet access, primary care, mental health supports, community-supported childcare, school and seniors programs), often delivered by not for profit or community hubs that are themselves vulnerable or closed during the crisis.

COVID impacts:

- Need for acute physical distancing responses in the public realm to support safe access to essential goods, services jobs and access to the outdoors.
- COVID revealed essential role of public realm, parks and open space to health and well-being
- People isolating, layoffs and working from home, resulting in a significant decrease in transit ridership, reduced demand for car share and ride-hailing, walking and cycling as popular modes of travel, improved air quality, and adjusted commute profile (spread throughout the day).
- Technology will help support long term travel demand management (e.g. working from home and on-line learning)
- Highlighted role of civic facilities – closures impacted:
 - Access to information
 - Food programs
 - Access to washrooms and washing facilities
 - Places for gathering, creativity, combat isolation
 - Spike in Overdoses (BCCDC)
 - Increase in Domestic Violence
 - Impacts to Mental health
 - Service Providers/Non-Profit Sector play critical role in meal provisions, social supports and services
 - Community response – funding, donations, meal delivery

Actions in response:

One key focus of the recovery effort has been on road space reallocation, with response initiatives including Room to Move, Slow Streets, Linear and Side Street Plazas, priority cycling lanes, priority bus lanes and School Streets. These initiatives support the longer-term 11% road space reallocation council goal which will be carried out through Climate Emergency and Vancouver Plan.

COVID highlighted the role of civic facilities and community serving spaces. A number of related actions are in process, for example – establishing an interdepartmental childcare strategy working group to support the delivery of affordable childcare spaces, and bringing forward a strategy to retain and enhance community serving spaces.

In addition to being important responses to the pandemic the above noted areas also link to long-term community resilience and will be an integral component of the Vancouver Plan. Actions related to non-profit and social enterprise recovery support and disproportionately impacted populations recovery support are part of the broader City of Vancouver COVID-19 Recovery Program work underway.

Advancing actions identified in *Culture Shift* and *Making Space for Arts and Culture* is tied to both short term recovery and long-term planning. Examples include funding Musqueam, Squamish and Tsleil-Waututh representatives to provide cultural significance statements; piloting new tools to better support preservation and development of non-profit arts and cultural space; and aligning private sector public art program with inclusive, artist-centred approaches.

Support a Diverse and Healthy Economy

Key findings from public engagement:

- Vancouver's Economy is not Equitable – Prior to the COVID-19 public health emergency, many stakeholders felt that although the economy was diverse and growing with relatively low unemployment, many of the city's residents were still having trouble making ends meet and were concerned for their future. The COVID crisis has amplified these concerns and further exposed the inequalities in our economy. There have been inequitable impacts in terms of who lost their job as a result of the pandemic (women, immigrants, young people and people of colour) and who is at risk in the near to longer-term.
- Disappearing Small Business – affordability is a key concern for commercial tenants and small businesses and not-for-profits in particular and the emergency is reinforcing the need for city serving industrial land to support local manufacturing and essential services, and for new policies to support businesses to adapt to physical distancing and to future-proof their operations.

COVID impacts:

- Deep poverty/disruption of informal economy/access to income support
- Record unemployment rate
- Services, culture/sports sectors, young people and women most impacted
- Massive impact to local businesses
- Increased innovation in business (e.g. distillery makes hand sanitizers)
- Remote working enabled where it wasn't before
- Increased burden on low-cost and free food suppliers
- Closures/disruption to food retail, wholesale, and restaurants
- Arts, Culture, Live event industry
 - Closure of live events, movie theatres, production stopped
 - Sector hit hard across industry
 - Significant job loss

Actions in response:

A number of recovery ideas were identified in response to a diverse and healthy economy. These are further detailed in the Employment Lands & Economy Review Phase 2 Report. Examples include actions to help small businesses and landlords fill vacancies quickly, partnerships with senior government and others to support small business and regulatory changes to remove barriers to enhanced economic activity.

Table 1: Summary of Community Recovery Actions Underway or Being Considered under the City’s COVID Recovery Program

Theme	COVID Impacts / Response	Recovery Action	Timeframe	Dept. Lead
Equitable and inclusive city	Disproportionate impact to racialized people and equity-seeking groups	Fund Musqueam, Squamish and Tsleil-Waututh representatives to provide cultural significance statements including mapping and identifying places of cultural significance to further support stewardship of the land. Move forward on next steps related to Musqueam, Squamish & Tsleil-Waututh Signature Projects and Indigenous public art commissioning.	Q3 2021	To be determined (Intergovernmental Relations, Arts, Culture and Community Services / Planning, Urban Design and Sustainability, and Board of Parks and Recreation)
Equitable and inclusive city	Cultural heritage and cultural redress	Incorporate cultural heritage concepts and definitions into the City Heritage Program including updating program processes, statements of significance, heritage registry and incentives to support preservation of cultural spaces, non-traditional music spaces, and prioritize incentives for cultural redress in neighborhoods where communities have faced discrimination, including Hogan’s Alley, Chinatown (温哥华唐人街), Paueru-gai (パウエル街)/ Powell Street, and Punjabi Market (ਪੰਜਾਬੀ ਮਾਰਕੀਟ, مارکٹ پنجابی)	Q4 2021	Arts, Culture and Community Services
Equitable and inclusive city	Cultural heritage and cultural redress	Support implementation of Vancouver’s cultural spaces targets by piloting new tools to better support preservation and development of non-profit arts and cultural space in commercial and industrial zones, including density bonusing, commercial linkage fees, and cultural districts.	Q4 2021	Arts, Culture and Community Services
Equitable and inclusive city	Disproportionate impact to racialized people and equity-seeking groups	Cathedral Square - Weaving Project (all three Nations - MST)	Summer or Fall of 2021	Board of Parks and Recreation
Equitable and inclusive city	Cultural heritage	Develop a Commemoration	Q4 2021	Arts, Culture

Theme	COVID Impacts / Response	Recovery Action	Timeframe	Dept. Lead
inclusive city	and cultural redress	Policy - Work with Park Board to develop a joint framework to guide the criteria and process for donations and commissions of monuments and memorials, commemorative namings, and the conservation and contextualization of the historic collection.		and Community Services, Board of Parks and Recreation
Diverse and secure housing options	Housing insecurity and affordability	Actions to increase non-profit and co-op housing in RM-4 - support the creation of social and co-op housing on non-profit and co-op owned land to increase much needed housing for low- and moderate-income households, aid in economic recovery, and protect existing funding commitments from senior government partners.	Q1 2021	Planning, Urban Design and Sustainability
Diverse and secure housing options	Housing insecurity and affordability	Actions to increase below-market rental housing – support the creation of below-market rental housing for low- and moderate income households to shift the supply from strata to rental and below-market rental, and aid in economic recovery efforts.	Q2 2021	Planning, Urban Design and Sustainability
Diverse and secure housing options	Housing insecurity and affordability	Actions to increase rental housing in C-2 zones – support the creation of market rental housing to shift the supply from strata to rental and aid in economic recovery efforts.	Q2 2021	Planning, Urban Design and Sustainability
Diverse and secure housing options	Housing insecurity and affordability	Actions to increase social and supportive housing through DTES Plan updates – support opportunities for partnerships to develop social and supportive housing to increase much needed housing for low-income households, aid in economic recovery, and increase funding commitments from senior government partners.	Q2 2021	Planning, Urban Design and Sustainability

Theme	COVID Impacts / Response	Recovery Action	Timeframe	Dept. Lead
Complete, Connected, Safe and Culturally Vibrant Neighbourhoods	Housing insecurity and affordability	Increase opportunities for secured rental housing in low density areas – support the creation of market rental housing to shift the supply from strata to rental and aid in economic recovery efforts.	Report to Council in Q4 2020	Planning, Urban Design and Sustainability
Complete, Connected, Safe and Culturally Vibrant Neighbourhoods	Public space and mobility	Stanley Park Road Reallocation - Interim Traffic Management Plan, linked to Beach Avenue road closure and West End Waterfront Master Plan	Summer of 2020	Board of Parks and Recreation
Complete, Connected, Safe and Culturally Vibrant Neighbourhoods	Public space and mobility	Support ridership recovery (transit and shared mobility) Support practical transit priority measures sensitive to public life recovery. Integrate Mobi into promotional campaigns. Connect with EVO/Modo.	Immediate and Short-term	Engineering Services
Complete, Connected, Safe and Culturally Vibrant Neighbourhoods	Public space and mobility	Promote Active Travel – Support sustainable and affordable alternatives for those who are apprehensive to take transit (UofT study)	Immediate and Short-term	Engineering Services
Complete, Connected, Safe and Culturally Vibrant Neighbourhoods	Increased space for pedestrian and bike traffic	Roadspace reallocation for recovery for Active Transportation	Immediate and Short-term	Engineering Services
Complete, Connected, Safe and Culturally Vibrant Neighbourhoods	Public space and public life	Road Space reallocation for Public Life and Business Recovery Explore a seasonal/annual temporary patio program. Pop-up plazas and public space Parklets across the City, with specific support for community org needs in the DTES.	Immediate and Short-term	Engineering Services

Theme	COVID Impacts / Response	Recovery Action	Timeframe	Dept. Lead
Complete, Connected, Safe and Culturally Vibrant Neighbourhoods	Public space and public life	Places for People: Downtown Public Space Strategy THAT staff be directed to apply the principles of the Downtown Public Space Strategy to public life and local business COVID-19 pandemic recovery initiatives, and related policy and planning initiatives.	Immediate and Short-term	Planning, Urban Design and Sustainability, Engineering Services
Complete, Connected, Safe and Culturally Vibrant Neighbourhoods	Public space and public life	Explore permanency with respect to public life and business recovery, piloting well designed spaces serving multiple objectives; including those pilots in current capital plan to be built out by 2022. Use Vancouver Plan to engage the public, educate and build support to advance these multi-disciplinary priorities.	Immediate and Short-term	Engineering Services
Complete, Connected, Safe and Culturally Vibrant Neighbourhoods	Public space and public life	Advance community partnerships work - Identify a path forward to advance community partnerships work to create and steward public spaces to enliven and support community needs.	Immediate and Short-term	Engineering Services
Complete, Connected, Safe and Culturally Vibrant Neighbourhoods	Public space and public life	Equitable access to public space - Secure strategic initiatives funding to create community hubs for public realm improvements in DTES (Identify ways in the DTES and city-wide to repurpose streets and plazas to provide more equitable access to public space for people to gather and meet their basic needs.)	Immediate and Short-term	Engineering Services / Planning, Urban Design and Sustainability
Diverse and healthy economy	Informal economy / access to income support	Create and implement safe model for DTES vending Consider recommendations from recent vending study as well as COVID response. Engage with key partners to complete functional program at permanent DTES Market location (501 Powell) and identify interim operations	Q3 2021	Arts, Culture and Community Services

Theme	COVID Impacts / Response	Recovery Action	Timeframe	Dept. Lead
Diverse and healthy economy	Social procurement, Indigenous procurement, and social enterprise	<p>Continue to advance and amplify social procurement to expand opportunities for small, social and diverse (equity seeking) business; and facilitate involvement of Indigenous service providers on City projects respectively</p> <ul style="list-style-type: none"> - Learn from EOC and opportunities to better adapt/shift for social procurement - Indigenous procurement to be considered 'outside' of social procurement which may include additional/ separate policy statements to recognize Indigenous businesses and endeavors -Work with all City departments to identify opportunities to engage small, social, Indigenous, diverse businesses specifically for contracts valued at less than \$75K 	Ongoing with 2023 target of 50% of contracts (#) and their value (\$) awarded to social / diverse vendors Q4 2023	Arts, Culture and Community Services + Supply Chain Management
Diverse and healthy economy	Support working from home	Supporting Remote and Flexible Work, Higher e-learning as part of Mobility Recovery	Immediate and Short-term	Engineering Services
Diverse and healthy economy	Arts, culture, live event industry: sector hit hard across industry	Remove regulatory barriers and improve processes to better support arts and cultural organizations and artists, including; expanding arts event licence program, developing arts facility zoning, and expanding eligible use of nontraditional temporary spaces	Q4 2022	Arts, Culture and Community Services
Diverse and healthy economy	Arts, culture, live event industry: sector hit hard across industry	Align private sector public art program with inclusive, artist-centred approaches to commissioning, and explore diversification of public art funding sources	Q4 2021	Arts, Culture and Community Services