

EVOLVING ACTIONS LIST

Recommendations for action from the myPG Envisioning Phase

During myPG's Envisioning the Future phase from October 26, 2009 to January 14, 2010, 1,907 Prince George citizens responded to questions such as "imagine the best possible future for Prince George" and identify the "top changes that would need to happen to make this ideal future come to life".

Answers to these two questions are helping us to clarify people's goals, to understand the priorities among those goals, and to gain insight into specific strategies for implementing those goals.

This document provides a more in-depth review of the actions proposed by citizens to achieve their goals for the future.

The two sets of "coding categories" used to analyse community feedback were:

1. Goals: based on generic goal areas across the three sustainability sectors – economic, social and environmental (available for review in the Goals and Actions workbook);
2. Actions (the focus of this document): based on "strategy areas" for actions typical of communities – e.g. land use, economic development, and social development. (coding categories for actions are defined in full in the appendix.)




The following pages provide an overview and then a detailed summary of strategic directions from the community input.

Your Review!

We've been listening...Did we get it right?

We are now asking you to review these strategy areas and actions and let us know your thoughts.

- Is there anything missing?
- Is there anything you have concerns or questions about?
- Is there anything you feel should be reinforced /emphasized?

*Please email your comment  mypg@city.pg.bc.ca

Use the subject line: Evolving Actions Comment

And be sure to note the action you are referring to by the number and letter given it in this guide.

An Emerging Vision - Recommended Strategies



ENVISIONING
PHASE
RESULTS

To implement our goals and attain our vision, strategic directions include...

Land Use and Transportation

- Revitalizing **downtown** for a more vibrant, attractive and safe centre where people can live, work and play. 🍷💰
- Prioritizing **growth** where it will support a high quality of life downtown and in neighbourhood centres. 🍷💰🌿
- Improving **transportation** infrastructure, emphasising walking, cycling and transit. 🍷🌿
- Reconnecting Prince George to its **ivers** to invite respect and enjoyment by citizens. 🍷🌿

Environmental Services

- Improving **roads** and **public spaces** for a more functional and visually attractive city. 🍷💰🌿
- Expanding **recycling** services. 🍷🌿
- Improving and increasing **trails** and **green space**, using these to enhance connectivity to nature and throughout the city. 🍷🌿

- Encouraging residents, businesses, government and community groups to care for the environment. 🍷🌿
- Encouraging **green**, affordable, accessible buildings – residential, retail and industry. 🍷💰🌿

Social Development

- Enhancing **educational** opportunities, investing in diverse and affordable programming that includes both technical skills and higher education. 🍷💰🌿
- Taking **care** of disenfranchised residents with affordable housing and access to healthcare and quality food. 🍷💰
- Providing a wide range of **community facilities**, gathering places and programming for youth, families, and seniors. 🍷
- Addressing the growing gang problem and petty **crime**. 🍷💰
- Expanding opportunities for **musical/artisanic** entertainment. 🍷💰

Economic Development

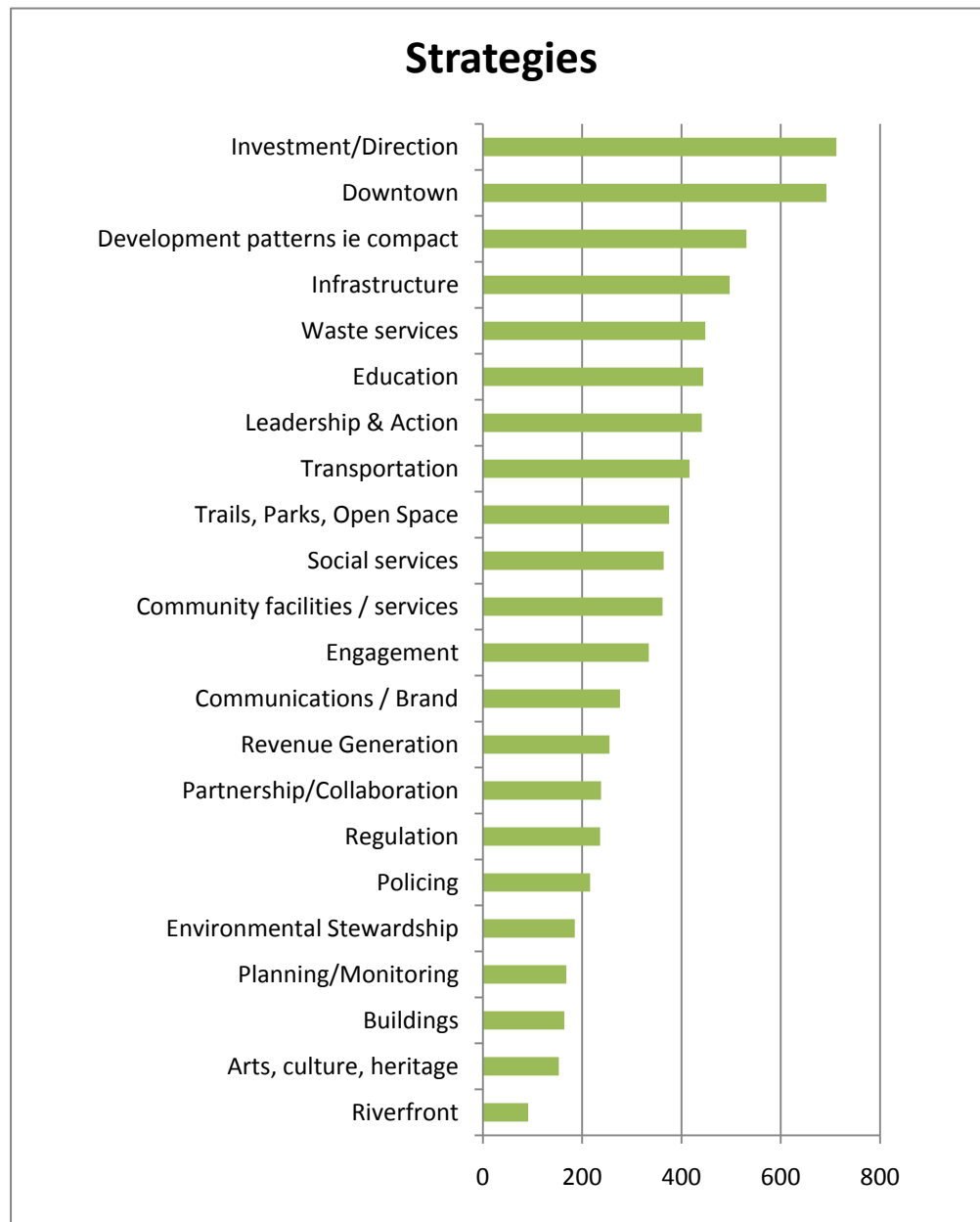
- Growing** and **diversifying** the economy by focusing on a service and knowledge-based economy, encouraging green business, and supporting local business. 💰🌿
- Leveraging **communications** tools externally for promotion of the community in order to attract residents and business and internally to educate about sustainability goals. 🍷💰
- Carefully managing our **budgets** by reducing unnecessary spending while finding new revenues. 💰🌿

Governance

- Encouraging government to take a **leadership** role, committing to strategies and moving forward with consciousness and professionalism. 🍷💰🌿
- Listening and involving all citizens, young and old, in decision-making, showing **transparency** in the process. 🍷💰🌿
- Leveraging **partnerships** to reach our goals. 🍷💰🌿
- Imposing stronger **regulation** on polluters while encouraging eco-friendly business and development. 💰🌿
- Planning** long-term, directed by a shared vision and monitored through progression of specific actions. 🍷💰🌿



Strategic directions and suggested actions from citizens



Key for details below

Strategies

- * * = High priority
- * = Medium priority



Addressing social goals

Addressing environment goals

Addressing economic goals

Actions

⚡ = high frequency

Land Use and Transportation

* * Downtown

1. **Broad strategy: Revitalize downtown for a more vibrant, attractive and safe centre where people can live, work and play.**

Summary of suggested actions

- a. Clean up and revitalize the downtown core ⚡
- b. Increase residential opportunities downtown
- c. Invest in downtown as an economic hub
- d. Address homeless issues, transiency, alcohol and drug issues
- e. Make the downtown a safe, attractive and fun place to be

Select quotes

“Cultural/activities/amenities within downtown. Safe (lower crime across PG) and attractive downtown, pride in ownership. Densify the downtown, more walkable, avoid urban sprawl. Residential Development, aesthetic buildings and streetscapes, public art and architectural design...” (workbook group)

Encourage more businesses to work in downtown. One way to do this is address the social issues. My belief is that this a regional issue that requires effort from all levels of government. The health care/housing centre is a good idea.” (survey respondents)

* * Land Use Patterns

2. **Broad strategy: Prioritize growth where it will support a high quality of life downtown and in neighbourhood centres.**

Summary of suggested actions

- a. Encourage mixed use in the downtown, increasing residential and commercial options ⚡
- b. Discourage urban sprawl ⚡
- c. Move heavy industry out of the bowl, move CN Rail yards ⚡
- d. Reduce the concentration of social services in the core
- e. Encourage small-lot development and village-like neighbourhoods
- f. Tools to support development: Comprehensive planning, an urban design panel and redevelopment incentives

Select quotes

“Diversity of housing types is important - not be limited to the structure but should include an increase in permitted diversity of lot sizes. Smaller lot sizes are affordable and provide for a mix of incomes within a neighborhood and encourage smaller energy efficient homes.” (workbook group)

“...we need public policy that encourages more diversity and range of options in development. Development community must take ownership for their product and its results.” (interviewee)

* Transportation

3. Broad strategy: Improve transportation infrastructure, emphasising walking, cycling and transit.

Summary of suggested actions

- a. Improve and expand transit services to encourage its use ⚡
- b. Invest in active transportation network, improve cycling and pedestrian access
- c. Encourage reduced car use through mechanisms such as car-pooling, car co-ops and car-free zones in the downtown
- d. Support development such as higher density that minimizes car use and increases walkability and transit efficiencies
- e. Incentives and investment in alternative transportation
- f. Support an electric car infrastructure
- g. Consider tram/light rail system
- h. Mandatory vehicle testing (safety/noise/emissions)

Select quotes

“Utilize less cars in the downtown through increased transit, bicycle and walking paths which connect to the whole community and the Rivers system” (workbook group)

“Developing greater living densities in the core will make public transportation less costly and more efficient.” (workbook group)

“Close off an area of downtown streets to all traffic (fri even, Sat & sundays and expand farmers market area to all of George St.”

Riverfront

4. Broad strategy: Reconnect Prince George to its rivers to invite respect and enjoyment by citizens.

Summary of suggested actions

- a. Increase public access and use of the river – trails, public facilities, restaurants
- b. Move industry off the riverfront
- c. Connect downtown to the riverfront

- d. City buy up river frontage

Select quotes

"Bring out river frontage, make our city beautiful" (workbook group)

Environmental Services

** Infrastructure (roads, sewers, energy)

5. Broad strategy: Improve roads and public spaces for a more functional and visually attractive city.

Summary of suggested actions

- a. Clean up and revitalize the downtown core ⚡
- b. Better roads – fix potholes and keep in better state of repair ⚡
- c. Update the downtown, including buildings and public spaces
- d. Improve on snow removal, especially on sidewalks
- e. Improve street and sidewalk lighting
- f. Focus on repairing and rebuilding existing infrastructure before building new
- g. Consider green infrastructure and energy generation, local utility

Select quotes

"Deal with the less desirable neighbourhoods--lighting, beautification, community resources." (survey respondent)

"Enhance neighbourhood pride and camaraderie to make neighbourhoods safe and develop a sense of community, through actions like cleaning up green spaces outside of their property and assisting elderly neighbours with snow clearance." (workbook group)

"Keep sidewalks clear of snow and accessible throughout the winter season and move servicing poles underground to clear the sidewalks for guidedogs, scooters & wheelchairs." (workbook group)

"Light Pollution - We are wasting our tax dollars pouring waste light into the sky, onto neighbours lots and causing harm to both biology and road safety. Also, the PG area is amazing for astronomy, yet we blanket our sky with light...drowning out the sky." (survey respondent)

** Waste Services

6. Broad strategy: Expand recycling services.

Summary of suggested actions

- a. Improve recycling program, with greater diversity of items included (e.g. plastics) and curbside pickup ⚡
- b. Encourage people not to litter, and clean up the streets.

Select quotes

“A more robust recycling program including: Plastic recycling, cradle to grave product and packaging legislation, Curbside pickup for recycling and composting.” (workbook group)

“Encourage sustainability at home (example: begin a full recycling program).” (survey respondent)

* Trails, Parks and Open Space

7. Broad strategy: Improve and increase trails and green space, using these to enhance connectivity to nature and throughout the city.

Summary of suggested actions

- a. Improve and expand network of bike lanes, sidewalks and walking trails ⚡
- b. Designate more parks and green space ⚡
- c. Build more community gardens
- d. Emphasize natural heritage as a identity feature for residents and visitors
- e. Plant more trees ⚡
- f. Reconnect the downtown to natural space and to the river

Select quotes

“Develop extensive community gardens to enhance health with fresh produce and to keep with 100 mile diet.” (survey respondent)

“Balance between built environment and natural environment. ie: Use the river to develop a people-friendly area connecting the downtown to the rivers ; Outdoor atrium as a public meeting space; extensive greenways to connect trail system, and pedestrian paths.” (workbook group)

“Plant many more trees, using vacant lots for temporary tree planting.” (workbook group)

Environmental Stewardship

8. Broad strategy: Encourage residents, businesses, government and community groups to care for the environment.

Summary of suggested actions

- a. Improve air quality ⚡
- b. Encourage more green initiatives
- c. Reduce pollution

Select quotes



“Come up with a way to reduce the air pollution - not just maintain it.” (survey respondent)

“Prince George needs to see results on the clean air studies and initiatives.” (workbook group)

Buildings

9. Broad strategy: Encourage green, affordable, accessible buildings – residential, retail and industry.

Summary of suggested actions

- a. Address the need for affordable housing, for seniors and low-income 
- b. Encourage universal accessibility in buildings 
- c. Encourage green buildings (energy-efficient, renewable energy)

Select quotes

“improve access for disabled/seniors/ and those with balance issues (less sloped sidewalks for walking on).” (workbook group)

“Improving the quality of low income housing (Ministry should check the quality of rental units before allowing landlords to rent units that do not meet health and safety standards).” (survey respondent)

“Require Civic buildings to utilize green initiatives in new and updating to existing facilities (eg. Wind power).” (survey respondent)

Social Development

** Education

10. Broad strategy: Enhance educational opportunities, investing in diverse and affordable programming that includes both technical skills and higher education.

Summary of suggested actions

- a. More diversity in educational training (including technical skills, health care)
- b. Offer environmental education opportunities to residents
- c. Encourage UNBC research as a way to bring in commercial opportunities to Prince George
- d. Consider locating a college or university satellite downtown

Select quotes

“Attract more R+D money to UNBC with the intent that new technologies can/will be put into commercial use in the PG area.” (workbook group)

“We need more help at the school level to educate new citizens about sustainability.” (workbook group)

“Community more connected to UNBC.” (survey respondent)

* Social Services



11. Broad strategy: Take care of disenfranchised residents with affordable housing and access to healthcare and quality food.

Summary of suggested actions

- Provide more options and services for the homeless ⚡
- Reduce the concentration of homeless, mentally ill and those with drug or alcohol addictions downtown
- Improve health care and access
- More options for healthy, accessible, affordable food

Select quotes

“Deal with social injustices and improve access to treatment for addictions.” (survey respondent)

“Find funding to place homeless people in homes, then help them to access services that they need, especially the mentally ill.” (survey respondent)

“Health clinics and services for all ages and needs (eg Cancer Clinic).” (workbook group)

* Community Facilities and Services



12. Broad strategy: Provide a wide range of community facilities, gathering places and programming for youth, families, and seniors.

Summary of statements

- Provide services and activities for youth and families ⚡
- Improve or build new library ⚡
- Build an arts and culture facility downtown
- Expand on recreational facilities and venues
- Provide gathering places for seniors, for recreation and socializing

Select quotes

“Activities for youth and families (accessible, minimal cost, indoor/outdoor options, daycares, youth centre, wider involvement, champions/leadership, education, or a one-stop window for information on what resources are available).” (workbook group)

“Ensure that all citizens have access to safe, family-friendly spaces that are not already earmarked for programs or that belong to specific user-groups. Every neighborhood needs a “Community Hall” that offers space for meetings and physical development.” (survey respondent)

“Renovate public library (it's the only FREE community space left. Make it better! It needs more room for people.)” (survey respondent)

Policing

13. Broad strategy: Address the growing gang problem and petty crime.

Summary of suggested actions

- Address issues of gangs, crime and drugs ⚡
- Increase law enforcement

Select quotes

“Need to tap into the gang violence and to involve these people by recognizing their strengths.” (interviewees)

“Increased drug trade enforcement, more support for homeless-low income-addicted (DART for example).” (workbook group)

“Better policing and more effective social services policies and implementation.” (workbook group)

Arts and Culture

14. Broad strategy: Expand opportunities for musical/artistic entertainment.

Summary of suggested actions

- Build a performing arts centre ⚡
- Create a cultural core with more venues for entertainment and artists
- Infuse cultural life into the community through celebration
- Encourage a creative economy

Select quotes

“Build a cultural centre or community centre (performing arts centre) that is affordable for many groups to use.” (workbook group)

“See recreational and cultural facilities as a priority, not an afterthought” (survey respondent)

Governance

*Leadership Action

15. Broad strategy: Encourage government to take a leadership role, committing to strategies and moving forward with consciousness and professionalism.

Summary of suggested actions

- Commit to taking action and implementing governmental decisions ⚡
- Attract, recruit and retain qualified professionals with progressive vision
- Encourage opportunities for collaboration between government and citizens
- Ensure accountability in government

- e. Consider the environment when making decisions ⚡

Select quotes

“Commitment of all three levels of government to follow through on recommendations of studies done to date.”
(workbook group)

“Undertake studies that examine not only environmental impacts and sustainability in Prince George itself but in the surrounding regions (timber supply sources) and come up with a realistic plan that balances economic drive with sustainability.” (survey respondent)

Develop support services to recruit and retain Aboriginal staff” (interviewee)

*Engagement

16. Broad strategy: Listen and involve all citizens, young and old, in decision-making, showing transparency in the process.

Summary of suggested actions

- a. Public engagement, more community involvement ⚡
- b. Better communication of issues to ensure awareness
- c. Transparent decision-making to show you are listening
- d. Support and encourage volunteerism

Select quotes

“First Nations need more capacity to be able to participate and contribute...City to host ongoing Elder’s forums”
(interviewees)

“Stronger community associations and growing pride within them” (survey respondent)

“Improve communication between administration and the citizens – ie: more myPG-type discussions. Also, improve communication between councilors and administration. ... This also involves education and knowledge transfer to PG citizens to ensure that progressive ideas are heard and considered.” (workbook group)

Partnership and Cooperation

17. Broad strategy: Leverage partnerships to reach our goals.

Summary of suggested actions

- a. Establish partnerships among different levels of government
- b. Find cooperative solutions with industry to environmental problems
- c. Open respectful dialogue and consultation between city and First Nation's
- d. Develop partnerships between the university and government and industry


Select quotes

“People must understand collaboration and partnership – push towards joint ownership and shared responsibility for actual outcomes.” (interviewee)

Regulation/Incentive

18. Broad strategy: Impose stronger regulation on polluters while encouraging eco-friendly business and development.

Summary of suggested actions

- a. A strong clean air bylaw 
- b. Stronger regulation on polluting industries
- c. Ban wood burning
- d. Incentives for eco-friendly business, such as local food production and sale, a permit process that encourages desired development patterns, etc
- e. Disincentives for negative environmental behavior such as idling, excessive water use

Select quotes

“Assist Primary industry to clean up the atmosphere with better scrubbers and tighter regulations on dumping filth into the river and the air.” (survey respondent)

“Provide incentive for farmers to grow more food and incentive for people to buy local food. Also, to facilitate daily farmer’s markets” (workbook group)

Planning and Monitoring

19. Broad strategy: Plan long-term, directed by a shared vision and monitored through progression of specific actions.

Summary of suggested actions

- a. We need to be guided by a shared vision in planning
- b. Focus on long-range planning and careful fiscal planning
- c. Need to start acting, not just planning
- d. Environment and social-based planning
- e. Need to monitor actions to ensure they meet our goals/vision

Select quotes

“More balanced planning - economy should be equal with social and environmental, not on top” (survey respondent)



“Community plan that is shaped by residents, honored, and politically supported” (workbook group)

Economic Development

** Investment/Direction

20. Broad Strategy: Grow and diversify the economy by focusing on a service and knowledge-based economy, encouraging green business, and supporting local business.

Summary of suggested actions

- a. Economic development, attract new business, be business-friendly 
- b. Diversify the economy, move away from traditional industries 
- c. Support small / local business such as local agriculture, encourage green sector industry such as bio-energy
- d. Increase job opportunities
- e. Invest in social issues
- f. Increase retail choice

Select quotes

“Must move beyond economics when you talk about prosperity: social services and interests are a key component of economic viability.” (interviewee)

Communications/Branding

21. Broad Strategy: Leverage communications tools externally for promotion of the community in order to attract residents and business and internally to educate about sustainability goals.

Summary of suggested actions

- a. Leverage communications tools for external promotion of the community to attract, recruit and retain businesses, labour, residents
- b. Leverage communications tools for internal community education of sustainability goals
- c. Promote tourism and use tours to promote the city
- d. Increase population

Select quotes

“Dispel the myth that sustainability is anti-business – see the opportunities, not constraints” (interviewee)

“Once PG has a reputation of being a HEALTHY place to live, begin recruiting talent to our city by advertising in Eastern Canada. Forget trying to bring people up from the lower mainland, try recruiting from parts of Canada that have experienced winter” (survey respondent)

Fiscal



Prudence

22. Broad Strategy: Carefully manage our budgets by reducing unnecessary spending while finding new revenues.

Summary of suggested actions

- a. Careful fiscal management, balanced budget, no unnecessary spending
- b. Reduce property and small business taxes
- c. Find more money/funding, grow tax base
- d. Increase commercial/industrial taxes
- e. Financially penalize industrial polluters
- f. Increase revenue through tools such as user pays for water usage, or energy use from a municipal utility

Select quotes

"We have to align those assets and resources with our community vision (i.e. Budget for action)." (interviewee)

APPENDIX A: INPUT ANALYSIS

The following section describes the process and framework that was used to analyze the data.

Process

Community input was collected in a variety of forms: workbooks, surveys, interview sources, and Launch Event results.

The myPG project team began analysis using a database and results from the workshops, as sources of community input in a structured format.

To provide an initial framework for the analysis, we started with two sets of “coding categories”:

- The first is based on generic goal areas across the three sustainability sectors – economic, social and environmental*;
- The second is based on “strategy areas” typical of communities – e.g. land use, economic development, and social development. Coding Categories are defined in full in the appendix.

We then used a spreadsheet to:

- Collect all inputs for each of the questions we asked;
- Cross-reference the responses with the starting set of coding categories;
- Identify new coding categories when responses did not fit the generic categories – ensuring the analytical framework was responsive to the community’s perspective;
- Weight each response to reflect the number of people the response represented; The numerical values used were:
 - 1 for surveys, because an individual provided it;
 - 5 for Kitchen Table Workbook responses because this was the average number of people per group; and
 - 6 for Launch Event responses, reflecting the larger number of people per group at the event.
- Assess community priorities according to the sum of responses (or ‘hits’) corresponding to each coding category;
- For questions 1 and 2, summarize a draft theme statement for each coding category, where there was sufficient input to do so;
- For questions 3, 4, and 5, group responses to identify common current and potential actions, and challenges.
- Some interesting ideas were flagged for reference or future research.

* These are mirrored in the baseline work found in “The Evolving Plan” at www.mypg.ca.

APPENDIX B: CODING CATEGORIES

Coding categories to sort and analyze the input received during the Envisioning phase of myPG are divided by primary and secondary categories. Secondary categories are a more detailed second-level description of a primary category. Responses were first coded by primary categories, then sorted using secondary categories.

Strategy Categories

Primary Category	Secondary Category	Description. (Responses that include comments about...)
Land Use/Transportation		
	Transportation	alternative transportation; transportation opportunities; accessibility; cycling; pedestrian, walking; transit, buses; facilities
	Development Patterns	land use, development patterns, compact development, sprawl, mixed use; architecture, design; physical form, neighbourhood design
	Riverfront	developing riverfront property; using the riverfront; waterfront access
	Downtown	downtown revitalization, improvements and development, downtown-related safety, cleanliness, business attraction
Environmental Services		
	Trails, Parks, Connectivity	trails, bike lanes; parks, green space, trees; community garden; network; connections; access
	Infrastructure	street cleaning, services; potholes; sewer services; infrastructure; beautification; benches; street lights; energy utility
	Solid Waste Management	garbage collection; recycling services, litter pick up, compost services
	Environmental Stewardship	general environmental initiatives, environmental clean up
	Buildings	green building practices; retail, residential, industrial buildings; design; management
Economic Development		
	Communications / Brand	promoting the city, marketing, brand development; public perception, reputation; towards attraction and retention of residents and business
	Fiscal Prudence	taxes; funding revenue
	Investment/Direction	investment; recommended economic directions
Governance		
	Leadership & Action	action; progressive leadership; awards; city staffing; staff education, awareness;
	Engagement	community engagement; listening to citizens; voting; committees; responsiveness
	Planning & Monitoring	long term planning; monitoring; evaluation; success story; model
	Regulation/Incentive	bylaws, incentives, etc
	Partnership	partnership, collaboration; coordination; building relationships

Social Development		
	Community facilities and services	library, recreational, youth services and facilities, community centres
	Arts, culture and heritage	art, galleries, art centres, cultural programming, heritage
	Policing	Law enforcement; rcmp
	Social services	Social services for homeless, disadvantaged,
	Education	Education, schools