



ADMINISTRATIVE REPORT

Report Date: November 1, 2017
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TO: Standing Committee on Policy and Strategic Priorities

FROM: General Manager of Planning, Urban Design and Sustainability and the
General Manager of Engineering Services

SUBJECT: Plaza Stewardship Strategy Update

RECOMMENDATION

- A. THAT Council receive for information an update on the *Plaza Stewardship Strategy*, which staff will continue to prepare, reporting back to Council in 2018.
- B. THAT Council approve grants from the remaining \$41,500 in the Innovation Fund allocated to plaza stewardship, in partnership with the following non-profit organizations:
 - i. \$20,000 to West End Business Improvement Association for Jim Deva Plaza;
 - ii. \$21,500 to the Downtown Vancouver Business Improvement Association for Ackery's Alley, Alley Oop and related public space monitoring.

Recommendation B requires 2/3 affirmative votes of all Council members per Vancouver Charter S. 206(1).

REPORT SUMMARY

This report provides an update on the preparation of the *Plaza Stewardship Strategy*. The objective of the strategy is to guide the management, programming and maintenance of plazas across the city. In 2015, Council directed staff to prepare a stewardship strategy for plazas when approving Jim Deva Plaza in Davie Village. The stewardship strategy will identify

and recommend to Council a preferred plaza stewardship approach or approaches, which will provide direction on how to implement stewardship. It will also include direction on stewardship models and funding, as well as fostering capacity building with community partners. Staff will report back in 2018 with the finalised strategy, pilot results and recommendations on a plaza stewardship program.

This report recommends a grant from the remaining \$41,500 in the Innovation Fund allocated to plaza stewardship to match \$41,500 in one-to-one Business Improvement Association (BIA) partner contributions. Combined, these contributions will be used to fund the stewardship processes for Jim Deva Plaza, Ackery's Alley, Alley Oop and related public space monitoring. This will allow the City to leverage partner support and external funding to ensure the continuation of stewardship pilots, which will help inform the development of the stewardship strategy.

Public space plays an important role in increasing neighbourhood vibrancy and people's sense of belonging and their feeling of connection to their community. Plazas are primarily hard-surfaced open spaces designed for public use that foster social interaction and creative expression (e.g. the Vancouver Art Gallery (VAG) North Plaza). As the city continues to densify the demand on public spaces, such as plazas and laneways, increases and so too does the need to better manage a number of these through stewardship.

Staff have been piloting and learning from stewardship processes in spaces across the city and examining the outcomes of stewardship models, along with our key community partners. Research on local and international best practices related to stewardship models and potential funding mechanisms has been undertaken.

The preparation of the *Plaza Stewardship Strategy* will require continued testing of existing and emerging stewardship models to inform the overall approach. It will also involve engagement with community partners through a workshop series to identify opportunities and provide input on the proposed strategy. This work is informed by and aligns with other concurrent public space initiatives, including *Places for People: Downtown, CityCore 2050*, and the VIVA Vancouver program.

COUNCIL AUTHORITY/PREVIOUS DECISIONS

- *Greenest City 2020 Action Plan* (2011)
- *Transportation 2040* (2012)
- *West End Community Plan* (2013)
- *Vancouver Mayor's Engaged City Task Force: Final Report* (2014)
- In July 2015, Council approved the naming and conceptual design for Jim Deva Plaza, and directed staff to report back by December 2015 with the detailed design, funding strategy, and a plaza management strategy.
- In December 2015, Council approved the detailed design for Jim Deva Plaza, and directed staff to prepare the *Jim Deva Plaza Stewardship Strategy* and *Stewardship Strategy for City-owned Plazas* in partnership with a number of non-profit organisations, reporting back to Council by 2018.
- In March 2017, Council approved the preparation of a *Downtown: Public Space Strategy (Places for People Downtown)*.

REPORT

Background/Context

In December 2015, as part of the approval for Jim Deva Plaza, Council directed staff to prepare the *Jim Deva Plaza Stewardship Strategy* and a broader *Stewardship Strategy for City-owned Plazas*, in partnership with a number of non-profit organisations. It was recognised that an overall *Plaza Stewardship Strategy* would benefit other plazas in the city, including new plazas identified through recent community plans.

The *Plaza Stewardship Strategy* is intended to provide an approach for how plazas are cared for. A stewardship strategy will enable the City to be proactive and innovative with regard to public space management. Work on the strategy has been progressing over the last year and a half and is being informed by a number of initiatives, including the Jim Deva Plaza Stewardship Pilot, the piloting of stewardship models in other plazas across the city (e.g. the Downtown Vancouver Business Improvement Association (DVBIA) Perch Program and Laneway Activation Program), staff and partner research on stewardship best practices, and engagement with community partners.

Community partners will play a key role in shaping the *Plaza Stewardship Strategy*. As part of the initial preparation of the *Plaza Stewardship Strategy*, staff from the Planning and Engineering Department, have been working with several community partners, such as the Vancouver Foundation, DVBIA, Vancouver Public Space Network (VPSN), Hollyburn Properties and the West End Business Improvement Association (WEBIA). The community partners have made financial contributions to advance the work around stewardship, which has been matched through the City's Innovation Fund. They have also contributed to stewardship research and they will be involved in the upcoming spring workshop series, with particular involvement from the Vancouver Foundation and VPSN. Staff will report back to Council in 2018 with the finalized strategy, pilot results and recommendations on a plaza stewardship program (see Appendix A for the proposed work plan).

This work supports the social connection and public space goals of the *Healthy City Strategy, Transportation 2040, The West End Community Plan*, and the *Vancouver Mayor's Engaged City Task Force: Final Report*.

1. What is a Plaza?

A plaza is a unique public space that promotes community gathering by providing opportunities for social interaction, dialogue, respite and activity. Plazas also generate economic activity and make cities more vibrant. It is important to have accessible, attractive, diverse and well-maintained plazas throughout the city for people to enjoy.

Plazas vary greatly in their size, design, function, role and required level of stewardship. Small-scale plazas, such as the Napier Square Greenway in Grandview-Woodland, provide opportunity for local neighbourhood interaction and community building; whereas larger plazas, such as Queen Elizabeth Theatre Plaza, provide space for larger civic events and programming.

In recent years, there has been a growing recognition of the role of laneways in providing unique opportunities as public spaces. The DV BIA have been involved in activating laneways, such as Alley Oop in the Granville Entertainment District.

Diagram 1 - Types of Plazas



Napier Square Greenway
Locally-Serving

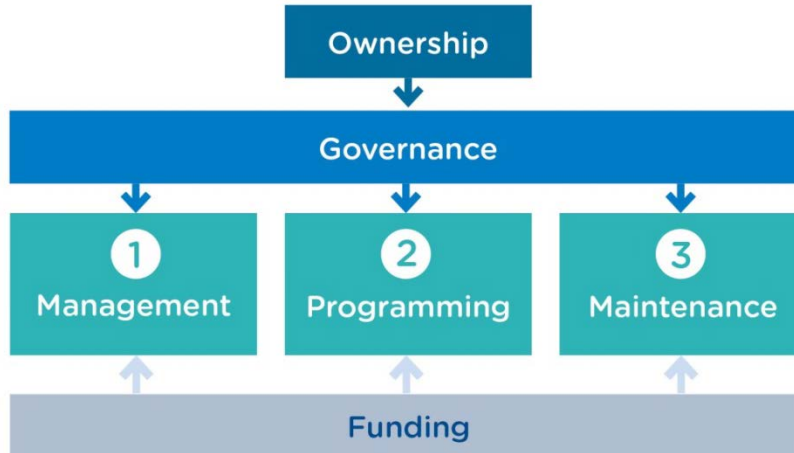


Queen Elizabeth Theatre Plaza
City-Serving

2. What is Plaza Stewardship?

How a plaza functions is based on a number of factors, including ownership, governance, and funding, as described in diagram 2, below.

Diagram 2 - What is Plaza Stewardship?



- **Ownership** – refers to who owns the space and can generally be grouped into two categories; either public or private. Within each of these categories there can be a range of different ownership types. For example, public ownership may mean the City, the Province, an institutional agency (such as Vancouver Civic Theatres), or a non-profit group (such as a BIA or Neighbourhood House). It has been recognised that a number of Privately-Owned Public Spaces (POPS), such as office spaces, have the potential to better support the City’s public space goals. As such, the scope of the strategy will be expanded to include policy guidance for privately-owned plazas.
- **Governance** – describes the group or groups responsible for the ongoing care and decision-making for the plaza around a number of key elements:
 - **Management** – refers to the day-to-day decision-making for the space, which includes, for example, coordinating and promoting events in the plaza as well as resolving any issues to do with the operations budget, etc.
 - **Programming** – describes the uses and activities that are organised in that space and can range from passive programming, such as seating, to more active forms of programming, such as events.
 - **Maintenance** – refers to the general upkeep of a plaza, such as day-to-day cleaning.
- **Funding** – specifies a long-term sustainable funding strategy that funds for stewardship following the initial delivery of the plaza.

3. Considerations for Stewardship

The preparation of a *Plaza Stewardship Strategy* will consider the existing opportunities for plaza stewardship both within the City and also amongst our community partners. Key considerations for how stewardship is implemented include:

- **Program Resourcing** – Developing an internal stewardship program and understanding staffing, program and funding requirements as well as reviewing how other City departments can support this work, e.g. event permitting and garbage collection.
- **Community Capacity** – Reviewing the interest and capacity for community partners and other groups to engage in plaza stewardship and identifying how staff can better facilitate their involvement.
- **Experience** – Learning from pilot stewardship initiatives and best practice reviews.
- **Funding** – Determining a long-term sustainable funding source to support plaza stewardship and responding to the increasing number of, and demand for, plazas.
- **Context** – Understanding the role of a particular plaza within the context of its local area so that programming and use of that space can match needs of the community.
- **Intent of the Space** –Analysing whether it is a regional-, city- or neighbourhood-serving plaza, i.e. is it intended to host large-scale civic events or be a community gathering space?
- **Ownership and Governance** – Defining who owns and is responsible for the space and who are the identified groups, organisations and interested individuals who could steward the space.

These considerations will need to be further refined as the stewardship approach is developed. As new plazas are emerging, staff are anticipating that community and business groups will likely come forward with proposals for these plazas. A defined stewardship approach, based on these considerations, could enable better protocols, inform design criteria, create clarity and consistency around roles and responsibilities, and provide community groups better access to public space.

Strategic Analysis

The initial preparation of the *Plaza Stewardship Strategy* has been informed by several key initiatives, including:

- Existing stewardship models based on current examples in Vancouver.
- The Jim Deva Plaza stewardship pilot, a key pilot to-date.
- Initiation of the Block 51 (800 Robson and VAG North Plaza) stewardship approach.
- Strong partnership and pilot testing with DV BIA.
- Testing of stewardship in other VIVA-initiated plaza pilots (e.g. Bute-Robson Trial Plaza).
- Staff and partner research on local and international stewardship best practices and funding.

1. Stewardship Models

The following four models have been identified as existing examples of plaza stewardship currently in application or development in Vancouver. They are largely based on plaza

ownership and governance, i.e. who owns the space and who is responsible for its operation. These models will form part of the overall approach to stewardship that the City develops.

- A. Community Partnership Model** — Based on community stakeholders, such as a BIA and other community groups, taking a significant role in stewarding a space in a partnership with a public agency.

Examples:

(1) Jim Deva Plaza (West End), overseen by an Oversight Committee that includes City staff, WEBIA, Gordon Neighbourhood House, representatives from the LGBTQ2+ community and Hollyburn Properties etc. WEBIA have been providing additional support for maintenance, management and programming (supported by funds from WEBIA and Hollyburn Properties matched with funds from the City's Innovation Fund).

(2) The Bute-Robson Trial Plaza stewarded in partnership with the Robson Street Business Association and the City.

- B. Grassroots Model** — A non-profit, volunteer-organization pursuing a common interest in the care and activation of a public space.

Example: Britannia Neighbours in care of the Napier Square Greenway (Grandview-Woodland) and additionally the new trial plaza at Vernon between Adanac and Union streets.

- C. Institution-based Model** — Based on stewardship by an institution or other public agency.

Example:

(1) Block 51 (Robson 800 and Vancouver Art Gallery (VAG) North Plaza) where the City is leading stewardship with key partners, including the Province, Vancouver Art Gallery, UBC Robson Square and DV BIA.

(2) East Wing Plaza of City Hall campus.

(3) Queen Elizabeth Theatre Plaza.

- D. Privately-Owned Public Spaces Model (POPS)** — Spaces that are privately-owned but publically accessible and stewarded by an owner or another organization acting on their behalf.

Example: The Perch Program by DV BIA works with building owners and other agencies to provide movable tables and chairs, and sometimes programming, in both private and public plazas downtown.

The best practice review by both staff and community partners, such as VPSN and DV BIA, has indicated that there are a number of other models that staff should explore to inform the overall stewardship approach. This review has also indicated that stewardship should be applied with a degree of flexibility depending on the space. Furthermore, as the needs of the space change the model should be adapted accordingly.

2. Jim Deva Plaza Stewardship Pilot

The Jim Deva Plaza stewardship pilot is also informing the preparation of the *Plaza Stewardship Strategy*, particularly how it can be applied to other future street-to-plaza projects. Since the summer of 2016, this plaza has been a key pilot in testing the community partnership approach. Early community consultation for Jim Deva Plaza indicated that stewardship was required to better resolve issues related to management, cleanliness and programming of the plaza. To realize the full potential of the space, staff proposed a two-year pilot stewardship framework.

Diagram 3 – Jim Deva Plaza (Source: WEBIA)



2.1 Community Partnership Model

The City, as the owner of the plaza, is working in partnership with the West End Business Improvement Association, as a lead community partner to steward the Jim Deva Plaza. The two-year stewardship pilot is supported by the City's Innovation Fund and matching funds from community partners, including WEBIA and Hollyburn Properties. Recognising the importance of maintaining community involvement and ensuring the established guiding principles were being met, an Oversight Committee was formed. The Oversight Committee represents a unique form of stewardship in that community partners and local representatives are highly involved in the overall governance and decision-making for the space. The Oversight Committee includes representatives from the LGBTQ2+ community, Gordon Neighbourhood House, local business owners, City staff, WEBIA and Hollyburn Properties.

WEBIA plays a key role in the day-to-day management, programming, promotion and micro-cleaning of the plaza. They work in coordination with the City, who is responsible for

overseeing the general maintenance, including garbage pickup. An outside contractor coordinates the movable tables and chairs, under the supervision of WEBIA.

2.2 Operation

The Jim Deva Plaza stewardship pilot has been very successful over the past two summers of operation. WEBIA have supported programming and promotion of over 113 events in the plaza, including the weekend WEArts Market, Games Night and the Public Disco (for a full list of events see Appendix B). By enabling a range of events a number of community groups, such as Pride Vancouver, Gordon Neighbourhood House and *Lumière*, have been able to expand their operations into the plaza. WEBIA have also coordinated the movable tables and chairs on an on-going basis. Staff have heard from the community that this has been very well received.

As part of the pilot, the City and WEBIA have been testing different management approaches. This has included having a plaza coordinator liaising between the City, BIA, the Oversight Committee and the wider community. More recently WEBIA have undertaken the plaza coordinator duties directly as part of their overall operation. Staff and the BIA have committed to continue testing approaches to stewardship in this plaza as they work towards finalizing the stewardship agreement in the coming year. This will include determining a long-term source of funding for stewardship, looking at other types of programming (i.e. winter-based events), and completing the outstanding construction items for the plaza (i.e. installing the accessible public washroom, the storage shed and the overhead catenary lighting).

2.3 Lessons Learned

To better understand the challenges and opportunities of the Jim Deva Plaza stewardship pilot, staff held a workshop and a follow-up session with the Oversight Committee in fall 2017. This workshop was informed by a survey beforehand to confirm continued alignment with the guiding principles.

Overall, the group reported that the operation of the plaza had been successful and the promotion and use of this space had led to it being a vibrant, well-used plaza. The group did report opportunities to improve stewardship, including better communication and coordination with the City, WEBIA and the Oversight Committee, as well as a need to balance programming in the space. Staff have committed to addressing these issues as part of the continuation of the plaza stewardship pilot.

In addition to the successes, some of the key lessons learnt from the Jim Deva Plaza stewardship pilot include:

- The community partnership model requires a high level of commitment from staff and partners.
- More active use of a space leads to an increased level of garbage collection, micro-cleaning and other maintenance related duties.
- Having a range of activities in the space requires promotion and adds to overall experience in the space.
- It is important to find an appropriate balance of nosier, special event programming with other times when the plaza is available for passive uses, such as with movable tables and chairs.

3. DVBIA Programs

The City has also been exploring other models of stewardship, such as the DVBIA's Perch Program and Laneways Program. The DVBIA have been an active partner in developing the stewardship strategy and have been involved in activating spaces, both public and private. The DVBIA have continued to expand their Perch Program, which adds temporary bistro tables and chairs to public plazas in the downtown, in coordination with the owner of the space. There are now ten Perch locations, such as Oceanic Plaza (located on Granville Street between Smithe and Robson streets), Lot 19 (at the foot of Hornby Street), and Cathedral Square Park. The Perch Program is a successful example of an organisation undertaking stewardship of privately-owned public spaces.

As part of the Laneways Program the DVBIA have been involved in reshaping city laneways into engaging, accessible public spaces that contribute to the vibrancy of the city. The program includes Alley Oop, located off Pender Street, between Granville and Seymour streets (stewarded by a partnership between the DVBIA and VIVA). It has also included Ackery's Alley, located off Smithe Street, between Granville and Seymour streets. Ackery's Alley will launch in 2018 and will be jointly stewarded by Vancouver Civic Theatres, DVBIA and VIVA. The City have cost shared with the DVBIA on the Laneway Program and recognise the value in sustaining this program from a stewardship perspective in 2018.

Diagram 4 -Oceanic Plaza, Perch Program (Source: Inside Vancouver)



4. Best Practice Research

Staff have undertaken research around public space stewardship best practices, governance models and funding mechanisms to support plazas in the longer term (see Appendix C for an

overview of funding model research). The Vancouver Public Space Network (VPSN) is also researching and reviewing international best practices as part of their in-kind contribution to the development of the *Plaza Stewardship Strategy*. The Vancouver Foundation have continued to examine social isolation through their connections and engagement research, which further links to this work. Staff will look for opportunities at incorporating this research in the development of the strategy.

Best practice findings so far, include:

- Each space is unique and requires its own approach.
- It is important that plazas remain accessible and welcoming to everyone.
- When the interest is apparent, there should be a range of community stakeholders involved in stewardship as it builds community capacity.

5. Stewardship Strategy Next Steps

In 2018, the *Plaza Stewardship Strategy* will be finalized, with staff reporting back to Council (see Appendix A for proposed work plan). Staff will continue to work with the community partners in the preparation of the strategy.

Next steps to complete the strategy include:

- **Jim Deva Plaza** – Extending the Jim Deva Plaza stewardship pilot into 2018, including finalizing the stewardship agreement with continued support from the community partners.
- **Plaza Pilots** – Continuing the VIVA plaza pilots across the city and testing additional stewardship models, such as the Bute-Robson Trial Plaza, Block 51 and the Laneways Program, including Ackery's Alley and Alley Oop.
- **Research** – Continuing research in stewardship approach best practices.
- **Workshop Series** – Holding a workshop series with the involvement of community partners and interested groups to explore new approaches and models. Staff will work with key partners, including the Vancouver Foundation and VPSN to ensure this engagement has a citywide and citizen focus.
- **Public Engagement** – Engaging with the public to elevate the public understanding of plaza stewardship.
- **Finalizing Strategy** – Finalizing the stewardship approach and determining resources needed to support a sustainable stewardship program.

6. Funding

The remaining \$41,500 in the City's Innovation Fund is to be allocated to test plaza stewardship processes, subject to one-to-one partner funding. This includes \$20,000 to WEBIA, subject to matching funding from WEBIA and Hollyburn Properties, to continue the stewardship of Jim Deva Plaza. A further \$21,500 is to be allocated to test developing stewardship processes in Ackery's Alley, Alley Oop and related public space monitoring in partnership with the DVBI, with a one-to-one commitment of matching funds from the BIA.

Staff will continue to test stewardship models through 2018 with other existing sources of City funding, including:

- **Community Partnership Model** - e.g. Robson-Bute Trial Plaza (funding through the engineering capital budget).
- **Institution-based Model** – e.g. Block 51 where the City is leading stewardship with other partners (funding through the engineering capital budget).
- **Grassroots Model** – e.g. Vernon-Adanac Trial Plaza (funding through the VIVA program).

Staff will also explore leveraging other grants from both the City and other organizations which are involved in stewardship. This could include the City's Street Cleaning Grants, the City's Cultural Grants Program and the Vancouver Foundation's Neighbourhood Small Grants program.

FINANCIAL IMPLICATIONS

In December 2015, Council approved the allocation of \$100,000 from the City's Innovation Fund to prepare the *Stewardship Strategy for City-owned Plazas*. Of this fund, \$58,500 had matching funding identified and the remaining \$41,500 was to be allocated when matching funds from additional community partners had been secured. In this report, Staff recommend that Council approve the two remaining grants of \$20,000 and \$21,500 to the WEBIA and DVBIA, respectively, totalling \$41,500. The source of the funds is the City's Innovation Fund, as part of the funds that had previously been allocated to plaza stewardship. WEBIA and the DVBIA have each confirmed a matching contribution.

CONCLUSION

The *Plaza Stewardship Strategy* informed by a number of stewardship pilots, including Jim Deva Plaza, will identify approaches for the stewardship of plazas across Vancouver. The strategy will address the management, programming, maintenance and funding of City-owned plazas, with recommendations on how to create more successful privately-owned plazas. This will ensure a sustainable, proactive and consistent approach to public space management for plazas.

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APPENDIX A: WORK PROGRAM

12 Month Work Program Timeline

	Dates	Key Steps
Completed + Underway	Late Fall 2015	<ul style="list-style-type: none"> Report to Council that included the pilot <i>Jim Deva Plaza Stewardship Strategy Framework</i> and identified the need for <i>City-owned Plaza Stewardship Strategy</i>.
	Spring 2016 - Ongoing	<ul style="list-style-type: none"> Jim Deva Plaza Stewardship Pilot began. An Oversight Committee was formed and met regularly to oversee the stewardship of the plaza.
	Fall 2016	<ul style="list-style-type: none"> VPSN commenced research on international best practices on public space stewardship.
	Summer 2017	<ul style="list-style-type: none"> Staff and a Greenest City Scholar researched potential funding models for stewardship. Bute-Robson Trial Plaza commenced.
	Early Fall 2017	<ul style="list-style-type: none"> Jim Deva Plaza Oversight Committee workshop and follow-up session on lessons learned was held.
Future Work	Late Fall 2017	<ul style="list-style-type: none"> Report back to Council on <i>Plaza Stewardship Strategy</i> outlining work to-date and future work plan.
	Winter 2017	<ul style="list-style-type: none"> Begin on-going public engagement on stewardship. Review the results from the on-going pilots to inform plaza stewardship.
	2018	<ul style="list-style-type: none"> Hold workshop series with public space stakeholders and interested groups. Finalise long-term <i>Jim Deva Plaza Stewardship Plan</i>. Continue to test different stewardship models across the city. Finalise funding and governance models for stewardship. Draft <i>Plaza Stewardship Strategy</i> and determine resourcing for a stewardship program. Present <i>Plaza Stewardship Strategy</i> to Council for approval and begin implementation.

APPENDIX B: JIM DEVA PLAZA - LIST OF PROGRAMMING EVENTS

July 2016 to October 2017 (15 months)

Event Name	# Days of Activity
WEArts Market	28
Gordon Neighbourhood House Games Night	12
Vintage and Handmade Society	9
Lumière	14
Youth Jam Night	5
Bike Awareness Day	4
Dance in Transit	4
PRIDE Gateway	4
Celebration of Light	3
Directions Music Night	3
PRIDE Proclamation	2
Block Party	2
Terry Wallace Memorial Breakfast	2
Caitlin Press	2
Jim Deva Plaza Launch Party	1
Cut-a-thon	1
Qigong in the Plaza	1
Breaking of the Bannock	1
BC Crime Prevention Seniors' Day	1
West End Community Centre Art Program	1
Book Launch	1
Shop the Hood	1
Landlord Registry Launch	1
Recycling Drop Off	1
Black Lives Matter	1
Premier's Office Announcement	1
Davie Street Party	1
PRIDE Parade & Unintoxicated Dance	1
Vancouver Queer Film Festival - "Intergenerational Salon"	1
QMunity	1
Qi Day	1
Public Disco	1
West End Belly Dance	1
TOTAL	113

APPENDIX C: POTENTIAL FUNDING MECHANISMS

Staff and Greenest City Scholar research indicates that there are a variety of potential models to fund stewardship. Past the delivery and construction of the plaza, having a source of operational funds enables the increased level of service required for stewardship (i.e. maintenance, management and programming). As such, long-term sustainable funding for plaza stewardship is critical to the success of a plaza. Initial research suggests the following funding models could potentially be applied to stewardship in Vancouver:

1. **Special Assessment Districts** —A similar approach as Business Improvement Areas in that a levy would be applied to businesses adjacent or near a particular plaza to fund stewardship (e.g. Bryant Park, NYC).
2. **Partnership** — Includes the City matching funds from a local third-party or community-based organization who would manage the stewardship operation of one or more spaces (e.g. Jim Deva Plaza, Vancouver).
3. **Sponsorship** — Relies on larger corporate donors funding the stewardship of the space with recognition of their contribution generally in the form of advertising (e.g. Powell Street Promenade, San Francisco).
4. **Conservancies** — Involves organisations that are generally non-profit entities that fund stewardship through charitable donations and grants (e.g. The Bentway Conservancy, Toronto).
5. **Crowd-funding** — Refers to fundraising through donations from a large number of people (e.g. Ackery's Alley Kickstarter campaign, Vancouver, created by a collective formed by DV BIA and HCMA Architects).
6. **Community Grants** - Includes neighbourhood matching funds to support groups that want to make improvements locally and build neighbourhood connections (e.g. the Vancouver Foundation's Neighbourhood Small Grants for residents to develop projects that meet the needs of their communities).
7. **Plaza Concession Agreements** — Enables plaza operators to generate revenue from concessions, i.e. allowing adjacent businesses to install seating and/or hold commercial events to fund stewardship etc. (e.g. the Plaza Program, NYC).

These funding options will be further explored through research and in consultation with our community partners as part of the planned spring workshop series to inform the *Plaza Stewardship Strategy*.