

PLAZA STEWARDSHIP STRATEGY

vancouver.ca/plaza-stewardship

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xʷməθkʷəy̓əm (MUSQUEAM), Skwxwú7mesh (SQUAMISH), AND səlilwətaʔ (TSLEIL-WAUTUTH) NATIONS UNCEDED LAND ACKNOWLEDGEMENTS

Vancouver is located on the traditional, unceded territory of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səlilwətaʔ (Tsleil-Waututh) Nations who have lived here since time immemorial and are rights holders and stewards of these lands and waters.

The planning, design and management of Vancouver's public plazas has largely been undertaken without involvement from the Host Nations. The City's public plazas have historically not been created to support the Host Nations needs or objectives, and they do not usually reflect the Nations' histories, relationships, and rights to this land. As rights holders, the Nations should determine if and how they would like to participate in the planning, design and management of public plazas. The City has not yet undertaken engagement with the Nations on the Stewardship Strategy to determine the processes or resources necessary to do this work in a good way, but is committed to advancing this work.

Throughout this strategy, staff refer to the term "stewardship" to describe the ongoing management, programming and care for a public space by the City, partners and communities. The use of this term does not intend to ignore or diminish the rights of the Host Nations to this land and their relationships to it.

For the Plaza Stewardship Strategy, the use of terms may evolve through citywide and departmental work on decolonization and equity. The Plaza Stewardship Strategy is a living document and will be updated over time as we learn and improve our public space management processes and programs.

CONTRIBUTORS

The Plaza Stewardship Strategy was supported by early work of City staff in the Planning and Places for People teams, who undertook the early engagement and research for the project.

The Vancouver Public Space Network played a key role in producing the "Plaza Stewardship Paper", a national and international case study, which contributed to early understanding of stewardship and plaza management models.

Over the years, a number of Greenest City Scholars helped the City advance its understanding of funding models, partnerships and approaches to inclusivity for public space, including: Ryan O'Connor, Sasha Van Stavel and Stella L. Zhou.

Many community organizations, public space animators, business improvement associations (BIAs) and individuals who use and program plazas, provided valuable time and input. In addition, plaza partner's on-the-ground experience managing plazas and other public spaces, ongoing communication and collaboration with Plaza Management staff have helped shape the Strategy.

TABLE OF CONTENTS

Acknowledgements.....	3
Executive Summary.....	5
1. Introduction.....	7
1.1 Public Space Types	9
1.2 Vision and Principles	10
1.3 Equity and Inclusion.....	11
2. Implementation and Stewardship Planning Process.....	13
2.1 Understanding Stewardship Needs.....	15
3. Partnership and Management	15
3.1 Plaza Partners	15
3.2 Models of Partnership	17
3.3 Plaza Committee	19
3.4 Community Participation.....	21
3.5 Plaza Agreements	23
3.6 Roles and Responsibilities (per plaza type)	23
4. Maintenance and Operations	28
4.1 City-Provided Services.....	28
4.2 Partner-Provided Services	29
5. Programming and Placemaking.....	30
5.1 Types of Programming.....	30
5.2 City Programs	32
5.3 Partner-Led Programming.....	33
5.4 Community-Led Programming.....	33
6. Investing in Plazas and Public Spaces	34
6.1 City Costs and Investments	34
6.2 Partner Costs and Investments	34
7. Conclusion	35
Appendix A – Public Engagement Summary	36
Appendix B – Glossary of Terms	37
Appendix C – Sample Plaza Agreement	39

The Plaza Stewardship Strategy provides a framework for the City of Vancouver and community partners on the management, maintenance and programming of public plazas across the city. It includes an approach for stewardship implementation in different types of spaces.



14th Ave & Granville St Plaza

EXECUTIVE SUMMARY

Over the past four years, the City of Vancouver has been working on a city-wide *Plaza Stewardship Strategy* - a plan for how the city will care for and maintain its plazas and public spaces.

Plazas are public open spaces that provide a venue for everyday public life, including gathering, socializing, connecting, and relaxing. In dense urban environments such as Vancouver, plazas play a critical role in providing public outdoor space, and they can become a focal point of a neighbourhood. As key spaces for neighbourhood and city life, they can support cultural and political expression, local businesses and organizations, and community events and activities.

However, public spaces are contested spaces. In Vancouver, tensions in public space are heightened by high degrees of income disparity, a housing affordability crisis, an opioid crisis, and a long history of colonialism and racism. This means that stewardship must contend with these inequities and injustices, and work to build cultures of inclusion. This includes education and work to destigmatize unsheltered homelessness, marginalization and mental health.

As public spaces, plazas can bring people together and provide a place where people can mix and build relationships and understanding across economic, social and cultural differences. Plazas can also support specific cultural or community needs, especially those that may not feel represented or safe in the majority of public spaces.

Stewardship helps ensure that public spaces are well managed and maintained, as well as physically accessible and socially inclusive. Stewardship also helps involve partners and communities in public life.

The Plaza Stewardship Strategy provides a framework for stewardship of City-owned plazas and public spaces. While the Strategy is for City-owned plazas and public spaces, it may also

provide guidance for other public or privately owned spaces.

The purpose of the Plaza Stewardship Strategy is to:

- Communicate how the City forms partnerships;
- Share the City's approach to equity and inclusion principles of public space;
- Highlight roles and responsibilities for the City and plaza partners;
- Outline processes for creating plaza agreements and stewardship plans; and
- Identify City-provided services and programs that support stewardship.

The key sections of the Plaza Stewardship Strategy include:

- Partnerships and Management - the day-to-day oversight and vision for a space.
- Maintenance and Operations - the general upkeep of a plaza, such as regular cleaning.
- Programming and Placemaking - the uses and activities that take place in a plaza.

Partnerships are central to our approach to stewardship and the City collaborates with local individuals or organizations as plaza partners. Local partnerships and other forms of community involvement are critical to the success of public spaces, as residents, community organizations and businesses have immediate knowledge of the public space needs in their neighbourhood and can help deliver relevant programming, events and placemaking.

Maintenance and operational needs of plazas and public spaces vary greatly based on their size, design, location, level of use and level of need. The Plaza Stewardship Strategy considers these characteristics to establish a consistent, transparent approach to supportive City-services.

The City and plaza partners define their different roles and responsibilities to determine the most effective means of delivering and maintaining supporting services.

Placemaking and programming contribute to the animation and enjoyment of plazas and public spaces. The City enables a variety of public space programming, ranging from passive (e.g. moveable seating and interactive art) to active (e.g. performances and festivals). The City is committed to lowering barriers to participation through community-led programming and partnerships, including open calls for public space activations and small community events. Facilitating community participation in public life is a way to create a sense of community ownership and connection to a plaza and neighbourhood more broadly.

The Plaza Stewardship Strategy reflects multi-year engagement with community members, non-profit organizations, business improvement associations, public space interest groups and various City departments. The Strategy also incorporates learnings from the *Places for People: Downtown Public Space Strategy*,

several stewardship pilot projects and on the ground experience in plazas, as well as best practice research from other cities in Canada and select international cities.

The City aims to create a network of public spaces in Vancouver. As the City continues to implement public spaces to meet community needs with a focus on underserved areas, our approaches to creating and managing public spaces will evolve and change. Meaningfully engaging equity-denied communities to understand their experience of public spaces is an area for future work, as is establishing more robust community-based approaches to urban health. The Plaza Stewardship Strategy is a living document and will continue to be updated over time as we learn and improve our public space management processes and programs.

The Plaza Stewardship Strategy supports key City of Vancouver public space and social connection goals including *Vancouver Plan*, *Places for People: Downtown Public Space Strategy*, *Culture I Shift*, *Transportation 2040*, and *Healthy City Strategy*.



Jim Deva Plaza

1. INTRODUCTION

The City of Vancouver's Plaza Stewardship Strategy guides the management and stewardship of City-owned plazas operated by Engineering Services.

The purpose of the Plaza Stewardship Strategy is to:

- Communicate how the City forms partnerships;
- Share the City's approach to equity and inclusion principles of public space;
- Highlight roles and responsibilities for the City and plaza partners;
- Outline processes for creating plaza agreements and stewardship plans; and
- Identify City-provided services and programs that support stewardship.

The Plaza Stewardship Strategy was developed through engagement with community members, non-profit organizations and public space advocacy groups. The Plaza Stewardship Strategy incorporates learnings from several plaza pilot projects delivered by the City, as well as best practice stewardship research from other cities in Canada and select international cities.

What is plaza stewardship?

Plaza stewardship refers to the management and oversight of plazas and related public space assets.

Plazas are public open spaces that provide a venue for everyday public life, including gathering, socializing, connecting, and relaxing. In dense urban environments such as Vancouver, plazas play a critical role in providing additional public outdoor space, and they can become a focal point of a neighbourhood. As key spaces for neighbourhood and city life, they can support cultural, community and political expression, nearby businesses, and local events and activities.

Vancouver's approach to plaza stewardship is based on a partnership model, in which the City of Vancouver partners with community organizations or a collection of residents and businesses referred to as plaza partners to share responsibilities.

The key areas of stewardship include:

- **Partnerships and Management:** working with the City and plaza partners to develop an overall approach for the vision and management of a space. This includes an approach to the key areas listed next and can also include managing budgets, establishing channels for broader community input, and developing processes for decision-making.
- **Maintenance and Operations:** supporting the general upkeep of a plaza, such as day-to-day cleaning and furniture management, on-site services that support use and activity in a space.
- **Programming and Placemaking:** organizing passive activations such as movable seating or art installations to more active programming such as community events, to encourage community and public life.

The strength of a partnership-based approach to stewardship is that it involves community organizations, as well as residents and businesses, directly in the management of public plazas. This helps each plaza get the daily attention and care it needs to be a welcoming place, and it helps each plaza reflect and respond to community needs and aspirations.

Partner and community participation in a plaza is an important way to support cultural expression and a sense of safety and inclusivity.

The City has an important role to play in the stewardship of plazas as we provide key infrastructure and assets for a plaza, as well as regular maintenance services.

In addition, the City has a role to play in the management of plazas to help foster public spaces that are accessible, inclusive and welcoming. There are often tensions between different groups in plazas, and some people will experience racism, discrimination or exclusion. The City has a role to play in setting up frameworks for decision-making that ensure a range of perspectives are represented in the management of a public space, and that the voices of those that are usually excluded or ignored, are heard and considered.

Reconciliation and Decolonization

The Plaza Stewardship Strategy seeks to align public space management with management with the City's work of Reconciliation and Redress. The Vancouver Plan, Culture Shift and Places for People Downtown Public Space Strategy all give policy direction to increase Indigenous visibility and voice in the public realm. The City can advance Indigenous leadership and participation in the public realm through programming, placemaking, naming and language initiatives, and other stewardship activities.

All plazas are located on the unceded traditional territories of the x̱m̱əθḵ'əy̱əm (Musqueam), Skwx̱wú7mesh Úxwumixw (Squamish Nation), and səliwətał (Tsleil-Waututh) Host Nations. As a City of Reconciliation, the City has a responsibility to uphold and protect Indigenous Rights. Decolonization is a key process

through which the City can address past and current impacts of colonialism and as such, Reconciliation and decolonization efforts are central to advancing Indigenous Rights.

In the absence of engagement, the perspectives of the Host Nations and Urban Indigenous communities have not been included in the Plaza Stewardship Strategy. Plaza development, design, stewardship, and programming practices should reflect the Musqueam, Squamish and Tsleil-Waututh Nations appropriately according to their direction and interests. Consultation with the Nations is required to co-develop these practices and future iterations of the Plaza Stewardship Strategy. The Plaza Stewardship Strategy is a living document and staff are working to determine immediate next steps to resource consultation with the Musqueam, Squamish and Tsleil-Waututh Nations.



Residential school survivor rally,
šx̱'əneq Xwtl'e7én Square

1.1 SCOPE WITH PUBLIC SPACE TYPES

The Plaza Stewardship Strategy applies to plazas owned by the City of Vancouver that are managed by Engineering Services.

While the Plaza Stewardship Strategy is for City-owned plazas and public spaces, it could also provide stewardship guidance for other public or privately owned spaces managed by other departments and external organizations to encourage best practices and alignment of standards.

The Plaza Stewardship Strategy defines the following types of public spaces:



CIVIC PLAZA

City-wide destination, often a site of civic expression or anchored with cultural institution.

Examples:

šxʷáənəq Xwtl'e7énk Square, 800 Robson/Robson Square.



NEIGHBOURHOOD PLAZA

Local community-serving plaza, including Pop-up Plazas, Pavement -to-Plazas; and Permanent Plazas.

Examples:

13th Ave and Granville St, Main St and 14th Ave, Jim Deva Plaza.



PARKLETS

A parklet is typically a platform over a parking space or a reallocation of curbside parking for a small public space, and can include benches, tables, chairs, landscaping, and bike parking.

Examples:

Pride Place Parklet on Davie St.



ACTIVATED LANES

Activated or enhanced alley or lane with design elements or enhancements with some transportation function maintained for loading, parking, emergency access.

Example:

Alley Oop, Ackery's Alley, Mole Hill.

This Plaza Stewardship Strategy applies to plazas and offers some guidance for parklets, activated lanes and other similar public spaces. A future update to the Plaza Stewardship Strategy may be expanded to include other types of public spaces.

1.2 VISION AND PRINCIPLES

The vision and principles provide a sense of how the City intends to care for our plazas. The principles below are informed by community and stakeholder feedback, research on public space management in Canada, international best practices, as well as, lessons learned from managing plazas in Vancouver.

Vision Statement

Plazas are created and stewarded to be welcoming, inclusive gathering places that foster social connection, provide space for diverse use, and support a vibrant public life.

Guiding Principles

The guiding principles for plazas and public spaces are:

A Focus on Public Life

Plazas play a vital role in enabling neighbourly interactions by providing space for community events, celebrations, protests, and other activities. To fulfill these roles, plazas should be clean, safe, well lit, and feel comfortable at any time of the day and night.

Foster Partnerships

Plazas are managed in collaboration with local organizations or a collection of residents and businesses, with input from members of the public. A partner-based approach is essential to fostering community involvement and reflecting diverse community voices.

Supportive Design

Plazas are well-designed spaces that consider mobility and accessibility for all visitors. Amenities such as different types of seating, shade or rain protection, waste receptacles, and public art can make plazas more functional, inclusive, and welcoming.

Open to New Ideas

Plaza design and management is constantly evolving. The approach to the design and management of these spaces must be innovative, flexible, and adaptable.

Equitable, Accessible, Safe and Inclusive

Plazas should be equitable, accessible, safe, and inclusive public spaces where every person feels safe, welcome, and a sense of belonging. Plazas should be inviting destinations for all residents and visitors, and maintain a balance of uses and diverse community groups.

Range of Uses and Experiences

Plazas are dynamic and should be adaptable for frequent year-round and throughout the day. Plazas provide a rich range of experiences, from people watching, gathering, eating, playing and respite. In keeping with neighbourhood context, a balance should be achieved between passive quieter uses and active programming or events.

Reflective of Community

Plazas should reflect the diversity and character of the local community. Communities should feel a sense of pride for the space and have opportunities for involvement through everyday use, culturally relevant programming and placemaking, and direct participation in stewardship.

1.3 EQUITY AND INCLUSION

Plazas should be spaces where every person feels safe, welcome and a sense of belonging. They are intended to promote equity and inclusion, serve as inviting destinations for all residents and visitors, and provide a venue where people can build relationships and understanding across economic, social and cultural differences.

There are often competing interests for how a plaza is used, enjoyed and viewed by the public. These different uses can be difficult to accommodate simultaneously in a public space due to competing discourses related to the wellbeing of marginalized groups, definitions of who constitutes “the public” and who spaces are typically planned for. Some of the common competing interests in plazas range from people feeding birds, smoking, sheltering outdoors or open substance use.

The City of Vancouver’s approach to governing the use of public space, such as plazas, streetscapes and parks, uphold and embrace all persons’ right to exist in public space. For example, the City has a practice of not preventing residents from sleeping in a plaza or public space overnight and does not ask individuals experiencing homelessness or members of other equity-denied communities to ‘move along’ or to stop using the plaza during the day. In addition, the City generally does not support private security regularly patrolling public plazas, though does acknowledge these services may occasionally be used by plaza partners for specific activities (e.g. during events, overnight watch for temporary installations, requirements for liquor permits, etc). Otherwise, the presence of private security may contribute to discrimination, both formal and informal, resulting in people being displaced or forcibly removed from plazas.

The City recognizes that Individual perceptions of safety in public space varies. For some people, feeling safe is not just about physical security but also cultural safety and being free of discrimination, seeing themselves reflected in the design and stewardship of spaces, and being able to freely express themselves or use a plaza or public space as they need.

Equity-denied communities and vulnerable community members often have the least access to safe and welcoming private spaces and are most in need of welcoming public places. To create such public spaces requires ongoing education on behalf of the City and its plaza partners and community members to address perceptions of how plazas and public spaces can or should be used, and to destigmatize unsheltered homelessness, marginalization and mental health.

Current practices that promote equity and inclusion in public space include:

- Peer-based services with non-profit service providers, for such things as managing furniture, cleaning, or washroom attendance. Some plazas can benefit from the regular presence of an individual or group to provide oversight or caretaking, and a sense of safety.
- Surveys and direct engagement with plaza users and nearby stakeholders to collect feedback and better understand the needs of diverse communities.
- Agreements with plaza partners that are grounded in principles that centre equity and inclusion.
- Resources for plaza partners on how to approach urban health topics equitably.
- Signage in plazas affirming that all people are welcome in the space.
- Strive for equity in all collaborative decisions about a plaza.

Areas for ongoing development are:

- Tailored engagement approaches for reaching equity-denied communities. Efforts to engage with equity-denied groups on how plaza management and stewardship can create culturally safe and relevant spaces was delayed due to the COVID-19 pandemic.
- Tailored urban health response for all plazas. Work is underway to build tools and establish the necessary resources needed to develop a community-based approach to support the urban health needs of residents.

Urban Health Response

Public spaces in Vancouver evolve and adapt to support the communities they serve, yet there are substantial differences in access to public space, health opportunities and outcomes within and across neighbourhoods. Engineering staff working in plaza stewardship actively collaborate with other City departments and external partners, and draw on city-wide policy such as the City's Equity Framework, to advance an approach to public space management grounded in urban health.

An urban health response may include some or all of the following:

- Enhanced street outreach (may include Homelessness Outreach team, Urban Issues sanitation team, VPD Community Police Centres).
- Increased coordination with local service providers to support people in need.
- Deployment of peer-based support services.
- Increased active programming designed to support equity-denied plaza users.
- Review of the design and/or operations of the space.
- Increased community engagement and awareness



People experiencing homelessness

2. IMPLEMENTATION AND STEWARDSHIP PLANNING PROCESS

The City's Engineering Services delivers public spaces through community plans, private property development, rezoning and land acquisition, transportation projects or by request.

Stewardship planning is a collaborative process between the City, plaza partners and community stakeholders. The City partners with local individuals or organizations who are interested in and have capacity to build community support for the public space, and to bring together a broader network of stakeholders.



Main St & 14th Ave Plaza

The following broadly describes the stewardship process.



1. PLAN AND IDENTIFY PARTNERS

New plaza or public space locations are typically identified through community plans, private property development, transportation infrastructure projects, or by request.

Locations are evaluated through public and stakeholder engagement, feasibility analysis, evaluation and monitoring.

At this stage, the City identifies community partners. Typically, a plaza is not implemented without a partner or group of partners.

In some instances, if a partner is not identified before a new pilot plaza is created or a partner changes over time, the City will seek new partnerships through public and stakeholder engagement.



2. PILOT SPACES AND DEVELOP PARTNERSHIPS

Plaza locations are often tested or piloted through temporary installations. This tactical urbanism approach creates an opportunity to learn if a public space in a given location is feasible and about how people want to use the space.

During the early phase, the City and plaza partner(s) gain direct experience in managing the plaza and are able to clarify roles and responsibilities. The City and plaza partner(s) may also engage nearby community organizations, to build further support for the space or learn about what is needed to improve the space.

The City monitors, engages and evaluates a space to inform design and use, confirm management needs and service levels.



3. BUILD PLAZAS AND CREATE AGREEMENTS

Implementing a new plaza takes time. Evaluation, public feedback, monitoring and prioritization informs any upgrades to the design, layout or function of a space.

In this stage, the partnership is formalized in a Plaza Agreement or Stewardship Plan. The Plaza Agreement confirms roles and responsibilities, outlines City-delivered services and assets, and provides guidance on how to manage common topics.

As a plaza evolves over time, the City may update the agreement, in collaboration with the plaza partner and stakeholders.



4. MAINTAIN PLAZAS AND PROVIDE SUPPORTIVE SERVICES

The long-term success and enjoyment of a plaza requires regular maintenance and other supportive services.

If a temporary plaza is successful, the City will upgrade it based on partner and public feedback, and, over the long-term may make it a permanent public space.

Placemaking and programming also help to animate a plaza through community events to engage the local neighbourhood and community in the public space.

2.1 UNDERSTANDING STEWARDSHIP NEEDS

The stewardship needs of plazas and public spaces vary greatly based on their size, design, location, level of use and need. The Plaza Stewardship Strategy considers the type of space (section 1.1) and its level of use and need to establish a consistent, transparent approach to stewardship. A plaza may have a standard, moderate or high level of use and need, which is determined by considering the following factors:

- Role or function of the plaza (i.e. small, passive space vs destination plaza)
- Amount of use
- Physical design elements
- Complexity (i.e. neighbourhood context, urban health context)

Determining plaza needs is necessary to establish maintenance service levels, staff resources and supportive services for each plaza. The stewardship needs of a space evolve over time and by monitoring and evaluating plazas, the City adjusts support for each space accordingly.

3. PARTNERSHIP AND MANAGEMENT

Management of a plaza refers to the decision-making and administration around day-to-day oversight, supporting services, funding and programming.

3.1 PLAZA PARTNERS

The City values and relies on partnerships with local organizations to manage and oversee public spaces. Plaza partners and other community stakeholders play a critical role in shaping the use of plazas and take on a range of management roles and areas of responsibility.

Plaza partners can be:

- Local residents or resident groups
- Community groups/associations
- Neighbourhood Houses
- Places of worship
- Local businesses
- Business Improvement Areas (BIAs)
- Not-for-profits (e.g. art, culture, community, public space)
- Grassroots or volunteer-based groups/organizations (i.e. 'friends of' groups)
- Public agency or institution (e.g. libraries, schools)
- Developers or property owners



Jim Deva Plaza

3.2 MODELS OF PARTNERSHIP

The stewardship of plazas requires an adaptable and flexible approach to partnerships. Some plazas may be best suited to a particular type of organization, or by a group of organizations. Moreover, potential plaza partners have varying interests, capacities and skills to take on different roles in stewardship, and thus require a different level of support by the City.

The terms of the partnership between the City and plaza partner(s) are guided by this Strategy and by a tailored, site-specific plaza agreement. We currently have two approaches for partnerships, a single plaza partner or multiple partners. Both models can be supported by a plaza committee.

Single Plaza Partner

A single organization or entity is the primary partner and takes on the responsibilities for some or all of the management tasks, maintenance, and some programming, as defined in a Plaza Agreement. The partner is the primary point of contact for day-to-day oversight of a plaza.

Multiple Plaza Partners

Multiple partners may include two or more organizations or entities that collaborate on the management of a plaza. A multiple partner model enables organizations with different interests, capacities and skills to share in the decision-making and responsibilities.

Multiple partners of a single public space has a few key benefits, including:

- **Greater representation** – with multiple partners more communities and local entities can be represented in the governance, operations, programming, and evolution of a public space.
- **Resilience** – sharing roles and responsibilities for a plaza allow for changes and challenges within community organizations/local entities.
- **Collaboration** – multiple partners sharing areas of responsibility reduces the demand on any one partner to be involved in a plaza.

The multiple partner model is more complex than a single partner, and works best when roles are clearly defined. In any multiple partner model, partners must work together to establish the terms of their partnership, including:

- Define roles and areas of responsibility.
- Determine communication protocols (e.g. email listserv, schedule of meetings, etc.).
- Establish a decision-making framework, including identifying when the City needs to be involved.
- Identify points of contact for the City.

The City can play an advisory and facilitative role in supporting multiple partners to determine how they will work together, drawing from what has worked in other public spaces. These details are included during the implementation stage and are included in the plaza agreement and revisited as necessary.

The decision-making framework or governance for multiple partners is up to the participating organizations and individuals. The partnership determines how they will make decisions for the plaza as a group or by delegating decision making to a representative for defined duties (e.g. programming approval, community garden maintenance). City staff can help multiple partners in creating a decision-making structure to help the group get up and running independently (e.g. majority vote, consensus or advisory).

To support both single and multiple stewardship models, a plaza committee may be established to give the local community a way to participate in decision-making and communication, and in the general care of a public space.

PLAZA SPOTLIGHT

MULTIPLE PARTNERS AT KAMLOOPS AND HASTINGS ST PLAZA

The Kamloops-Hastings pop-up plaza has four partners:

- East Village Business Improvement Association
- Kiwassa Neighbourhood House
- Ward Memorial Baptist Church
- Vancouver Urban Food Forest Foundation

The City's role is providing fixed furniture, plants, and maintenance services.

The four partners play different roles in the space, such as delivering programming for different audiences and communities in the neighbourhood, watering planters, beautifying the plaza, and ensuring that it is in good working order.

The four organizations have all appointed singular representatives. These representatives email each other whenever issues come up, and include the City on all correspondence. They have in-person meetings in the plaza to discuss issues and planning for the plaza.



3.3 PLAZA COMMITTEE

Plaza Committees are an advisory group that represent the broader community's interests and provide input on how to manage, program or care for a plaza. Plaza committees act as a liaison between the plaza partners(s), the City and the broader community.

For high-need spaces, a plaza committee can provide broader representation of a local area and engage key stakeholders. This is especially important if there are tensions or conflicts about the uses of a plaza and a need to bring people or organizations with different perspectives together to find solutions. Committees may be comprised of residents, businesses, site owners, tenants, and not-for-profit community organizations that represent particular interests of the local community (e.g. arts, seniors, 2SLGBTQ+, environment, etc.).

When a developer is a primary plaza partner, a Plaza Committee is required regardless of the type or scale of plaza. The plaza committee will be comprised of residents, businesses, site owners, tenants, and not-for-profit community organizations and City representatives.

The following highlights general roles and responsibilities for Plaza Committees:

Committee Role

- Provide input into the stewardship plan.
- Provide feedback on management approaches, budget, operations, maintenance, and programming.
- Identify emerging issues and opportunities.
- Provide input and guidance to address issues.
- Represent local neighbourhood interests.
- Promote and recruit committee members to local area, stakeholders and organizations.

City Role

- Promote and recruit committee members to local area, stakeholders and organizations.
- Leads engagement and consultation in partnership with plaza partner.
- Establish Terms of Reference.
- Coordinate and chair committee meetings.

Partner Role

- May co-host committee meetings with City.



Rain-friendly plaza at Coopers Park

PLAZA SPOTLIGHT

JIM DEVA PLAZA COMMITTEE

Jim Deva Plaza is a neighbourhood plaza in the West End's Davie Village. The West End Business Improvement Association (WEBIA) is the plaza partner and manages day-to-day operations.

The Jim Deva Plaza Committee is made up of representatives from:

- West End BIA
- Gordon Neighbourhood House
- West End Seniors Network
- Friends of Jim Deva
- 2SLGBTQ+ representative
- Youth representative
- Local business representative
- West End-Coal Harbour Community Policing Centre

The City's role is co-hosting the meetings with WEBIA, including meeting logistics.

The Committee ensures the community's voice is continuously represented in the programming and management of the plaza. The Committee also functions as a forum for identifying needs and issues, and providing input on potential solutions.



3.4 COMMUNITY PARTICIPATION

Supporting community involvement is an important part of plaza stewardship. Community participation is a way to shape a space and create a sense of ownership and belonging in a plaza by the local community. Public and stakeholder feedback is also essential to understanding the history of a place and its value to the community.

There are different ways the community can be involved in the life of a plaza or public space:

Direct Participation in Programming and/or Management

- Members of the public can be directly involved in the management of a plaza through a multiple plaza partner model, as each plaza partner (i.e. individuals or local organizations) represents neighbourhood interests.
- Members of the public can be involved through volunteer opportunities (e.g. gardening, clean-up parties, programming or activations), or by joining a plaza committee.
- A member of the public can also reach out directly to the plaza partner(s) or City staff to deliver programming. Refer to section 5 for more information on community-led programming and placemaking.

Public Engagement

- The public is involved in decisions about a plaza through the City's engagement processes (e.g. community meetings

and online or on-site surveys) and public engagement activities (e.g. pop-up events, stakeholder workshops).

- For new plazas, there are periods of more intensive public consultation when a temporary plaza is first installed and is being tested, and later when a major upgrade or permanent plaza is proposed. At these milestones, public input is sought on the use and activities, the design, and management of the space.

Ongoing Feedback Channels

- The public can provide feedback, report concerns or request services for a plaza or other public spaces by calling 3-1-1, submitting a question online at vancouver.ca or through the Van311 app.
- The public can also provide feedback to the plaza partner, if there is a plaza partner in place.



Rain-friendly plaza under Cambie Bridge south (at NEU)

PLAZA SPOTLIGHT

CIVIC PLAZA ROLES AND RESPONSIBILITIES

ᓃᓂᓴᓂᓇᓂ Xwtl'e7én Square and 800 Robson

ᓃᓂᓴᓂᓇᓂ Xwtl'e7én Square and 800-Robson are civic plazas and include the precinct of the Vancouver Art Gallery, Robson Square and UBC Downtown campus.

The plazas are managed by the City in partnership with the Vancouver Art Gallery. The Vancouver Art Gallery is responsible for being the on-site contact, helping reset movable furniture, conducting site visits and coordination for special events, and generally letting the City know when things need fixing.

In addition, a Plaza Committee advises the City on key issues and emerging needs. This committee consists of organizations with properties adjacent to the plaza, or with a mandate to support placemaking in the downtown core:

- Vancouver Art Gallery
- University of British Columbia
- Province of British Columbia
- Downtown Vancouver BIA
- BC Law Courts



3.5 PLAZA AGREEMENTS

The City, partners, and community, confirm their different roles and responsibilities through a Plaza Agreement and stewardship planning process. Plaza Agreements are developed during the onboarding stage and finalized during plaza installation. See Appendix C for an example of an agreement.

Plaza Agreements

- Confirm roles and responsibilities between the City, the plaza partner(s).
- Outline stewardship principles.
- Communicate City and partner provided services and assets.
- Provide guidance for plaza partner(s) on how to manage common issues.

While stewardship planning should begin before implementation, there is a benefit to operating a space 'on the ground' for a period prior to finalizing the Plaza Agreement, as this test period helps to clarify and confirm roles and service levels. An agreement is finalized within a year of implementation. As plaza stewardship is dynamic, Plaza Agreements are reviewed and updated periodically in collaboration with the plaza partner(s).

3.6 ROLES AND RESPONSIBILITIES (per plaza type)

The City and the plaza partner(s) each have distinct roles in management, maintenance and programming of the plaza. The roles and responsibilities are adaptable and flexible, in order to find the most appropriate approach for a certain space.

Civic Plazas

Due to their scale and complexity, the City takes on the primary role in managing Civic Plazas, sometimes in partnership with plaza partners who contribute to day-to-day oversight of operations and programming.

The following highlights general roles and responsibilities for managing a Civic Plaza.

City Role

- Lead development of Stewardship Plan.
- Establish and chair the Plaza Committee.
- Coordinate and provide operational and maintenance services.
- Provide plaza amenities as appropriate (e.g. furniture, planters, waste receptacles, signage, storage or other).
- Repair and renewal of furniture and other amenities.
- Facilitate programming.
- Monitor plaza use and condition.
- Respond to inquiries and complaints.

- Engage with the community and stakeholders.

Partner Role

- Collaborate with the City on creating Stewardship Plan.
- Abide by Stewardship Plan guidelines and roles.
- Participate in the Plaza Committee.
- Provide onsite presence in plaza.
- On-site point of contact and coordination for plaza activities.
- Respond to urgent issues by contacting appropriate entity (e.g. City, Vancouver Fire and Rescue Services, etc.).
- On-site management of furniture and amenities.
- Identify and communicate emerging issues to the City.
- Communicate complaints to the City.

Neighbourhood Plazas

Plaza partners most often take on the primary role in the day-to-day management of Neighbourhood Plazas. Roles and responsibilities are established through an onboarding and stewardship planning process, and are then formalized in a Plaza Agreement. For very small-scale, low-demand plazas where no plaza partner has been identified, the City may manage the space.

The following highlights general roles and responsibilities for managing a Neighbourhood Plaza.

City Role

- Lead development of Plaza Agreement.
- Provide basic maintenance services.
- Provide plaza amenities as appropriate (e.g. furniture, planters, waste receptacles, signage, storage or other).
- Enable programming.
- Coordinate and Co-chair the Plaza Committee, if applicable.
- Monitor plaza use.
- Respond to inquiries and complaints.
- Engage with the community.

Partner Role

- Collaborate on creating Plaza Agreement.
- Adhere to the Agreement guidelines and roles.
- Participate in the Plaza Committee, if applicable.
- Onsite management of furniture and amenities.
- Manage storage facilities, if applicable.
- Provide onsite presence in plaza.
- Coordinate and/or deliver programming.
- Respond to inquiries and complaints.
- Engage with community.
- Provide beautification of plaza.
- Other roles that plaza partners identify (e.g. communication).

Activated Lanes

A plaza partner usually manages activated lanes. Management of lanes is significantly less than plazas as they do not have fixed or movable furniture, have occasional or limited programming, and are maintained with a transportation function. The day-to-day management is minimal and often focuses on overseeing maintenance.

The following highlights general roles and responsibilities for managing Activated Lanes.

City Role

- Lead development of Activated Lane Agreement.
- Provide maintenance services.
- Monitor lane.
- Engage with the community and stakeholders.
- Respond to inquiries and complaints.

Partner Role

- Collaborate on creating Activated Lane Agreement.
- Coordinate private property and business needs.
- Oversee maintenance.
- Coordinate or deliver programming.
- Engage with the community and stakeholders.
- Respond to complaints.

PLAZA SPOTLIGHT

NEIGHBOURHOOD PLAZA ROLES AND RESPONSIBILITIES

Cambie Village Plazas - Single Partner

The Cambie Village Business Improvement Area (Cambie BIA) is the single partner for both plazas at Cambie and 18th and Cambie and 17th in the Cambie Village. The City

delivers most cleaning and maintenance services, and the Cambie BIA oversees some maintenance services and daily furniture management. The Cambie BIA also delivers programming and host special events to draw nearby residents to the area.



Main and 21st Neighbourhood Plaza - Multiple Partners

The neighbourhood plaza at Main and 21st has multiple community partners who share roles and responsibilities for the space.

The Little Mountain Neighbourhood House (LMNH) is primarily responsible for beautification and community programming, with a particular focus on delivering free public programs in the space targeted towards new immigrants and refugees. Coco et Olive Café is beside the plaza and plays a role in oversight, passive programming via their café customers, and providing access to their kitchen facilities for a water connection.

Both LMNH and Olive et Coco have contributed to placemaking such as refreshing boulevard gardens with new plantings, refreshing onsite City planters with new plantings, and adding a large pavement mural to the plaza in collaboration with a local artist.

A group of residents is also involved in the public space through their interest in beautification, programming, communications and promotion, and use of the plaza as an art gallery

The City's role is largely providing fixed furniture, planters and maintenance services.



Social Service Parklets

A partner usually manages a social service parklet. A social service parklet is specific to a non-profit organization or social service agency. Management of social service parklets is significantly less than plazas as they are smaller and serve the members or clients of an adjacent service or organization. A social service parklet has furniture and may have occasional or limited programming. The day-to-day management is minimal and often focuses on overseeing maintenance.

The following highlights general roles and responsibilities for managing a social service parklet:

City Role

- Lead development of Parklet Agreement.
- Provide parklet platform, amenities and furniture, waste receptacles.
- Provide maintenance services.
- Engage with the community and stakeholders.

Plaza Partner Role

- Collaborate on creating Parklet Agreement.
- Oversee furniture management.
- Oversee maintenance.
- Oversee or facilitate programming.
- Engage with the community and stakeholders.



Downtown Eastside Women's Centre Parklet

LANE SPOTLIGHT

ACTIVATE LANES ROLES AND RESPONSIBILITIES

Downtown Vancouver Business Improvement Association

The Downtown Vancouver Businesses Improvement Association (DVBIA) is the partner for Ackery's Alley and Alley Oop based on their interest in developing a network of interconnected lanes throughout downtown. The DVBIA provided funding towards the design and implementation, and generally oversees placemaking, beautification and on going maintenance in the activated lanes.



4. MAINTENANCE AND OPERATIONS

Good maintenance plays a key role in ensuring public spaces feel safe and inviting to the public. Maintenance and ongoing operating needs for a plaza is included during the early project scoping and design phase. Once a new plaza is implemented, the service levels are monitored on an ongoing basis to ensure they are meeting the plazas needs, and can be adjusted if required. As new features and amenities are added (e.g. additional or different furniture, planters, etc.), these changes may also lead to revisions to service levels from both the City and plaza partner. The delivery of supportive maintenance services is through a combination of core City services, social enterprise grants, plaza partner-led activity, and community volunteers.

4.1 CITY-PROVIDED SERVICES

The City delivers a predictable level of maintenance to all plazas based on the type of space and anticipated level of use – low, moderate or high (section 2.1).

Establishing service levels allows the City to provide consistent maintenance, distribute resources, and set clear expectations with plaza partners. The needs of a plaza may change over time and service levels may adjust accordingly.

The following table describes the types of maintenance the City provides directly through City operations or through external social enterprise services.



Parklet planter maintenance

SERVICE	DESCRIPTION
Basic maintenance	Empty waste receptacles.
Micro-cleaning	Remove litter/cigarette butts/debris/needles. Clean outdoor furniture (e.g. tables, chairs, benches). Sweeping and other cleaning duties.
Graffiti removal	Removal of graffiti within 14 days of reporting. Patrol services to monitor for new graffiti (ongoing). Priority removal within 24 hours of racist or hate related graffiti.
Seasonal	Annual spring power-washing. Salting as needed.
Repair	Repair furniture and amenities as needed.

The City may also provide supplemental services for plazas with high need. These may include on-site attendants (e.g. peer-to-peer outreach programs), site-specific urban health services, additional monitoring, and other services as needed.

Furniture Management

A variety of fixed and movable seating in plazas is important to maintaining an accessible and welcoming public space, and providing a range of flexible opportunities for rest and enjoyment.

Fixed seating, or permanently installed seating, in a plaza is important to ensure there is basic public infrastructure for people to use at all times. Special consideration should be given to ensure this includes accessible seating and furniture. Fixed furniture also has the benefit of not requiring day-to-day management. Movable furniture requires additional oversight and management, so requires partners with more capacity.

Decisions about the mix of fixed and movable seating are based on the neighbourhood context,

partner interest and the design of a plaza. An approach to furniture is determined through the intake, design and implementation process, and can adjust overtime depending on the capacity of the partner and the needs of the plaza.

Furniture Removal

The City sometimes receives requests from residents, businesses or plaza partners to remove fixed seating. In general, our policy is not to remove basic public space infrastructure and we approach these requests by seeking more information to better understand the request as a whole. Often there are concerns about smoking, noise, drinking, drug use, encampments or safety motivating the request. If that is the case, the City assesses the request and explores strategies for improving the plaza experience for all groups. Sometimes there are easy solutions through signage/education, bylaw enforcement or peer-to-peer conversation, and sometimes supporting the needs of all groups using a plaza requires ongoing and broader community work.

4.2 PARTNER-PROVIDED SERVICES

For plazas with moderate and high levels of use, the plaza partner may provide additional services to support the space. Site-specific services will vary in response to the context of a plaza and/or the capacity of the plaza partner(s).

The below services are overseen and delivered by the plaza partner directly, or delegated by the plaza partner to another entity (e.g. adjacent business, social enterprise, community partner, private service provider, etc.).

PLAZA PARTNER-DELIVERED SERVICES	DESCRIPTION
Micro-cleaning	BIAs can extend existing micro-cleaning to include plazas. Additional privately contracted micro-cleaning as desired.
Planters	Attend to watering and replanting.
Furniture management	Attend to furniture needs (e.g. moveable furniture, opening umbrellas). On-site storage. Notify the City when furniture is lost or damaged.
Seasonal	Leaf collection. Peak season/regular power-washing.
Other	Programming and event-related services. Communications and promotions. (e.g. online, on-site community message board, signage, etc.).

5. PROGRAMMING AND PLACEMAKING

Plaza programming can transform public spaces into performance, gathering, and market venues, where people in neighbourhoods can celebrate their culture, share creative activities and provide opportunities for social connection. Promoting community participation in public life, through programming and placemaking, is a way to create a sense of belonging and connection to a plaza within a local community or neighbourhood.

The City's role is to encourage people to create, activate, and participate in public space often through programming and placemaking. The City supports a variety of public space

programming ranging from quieter passive programming (e.g. moveable seating and interactive arts) to active programming (e.g. performances and live music). The City is committed to lowering barriers to participation in community-led programming through the Share a Square Program and the Placemaking Program.

Any member of the public may apply to do programming or placemaking through City of Vancouver programs (see section 5.2) or by contacting the plaza partner.

5.1 TYPES OF PROGRAMMING

Three general categories of programming occur in plazas:



PASSIVE PROGRAMMING

The physical amenities (e.g. seats, tables, umbrellas, bike racks etc.) support passive use of a plaza or public space. These basic amenities support passive activity and enjoyment in a space, such as relaxing, small informal gathering, or people-watching. Physical amenities can support informal or active programming.



INFORMAL PROGRAMMING

Plazas are sites for both spontaneous and planned uses and activities by the public. Busking, music performances and gatherings are informal programming and occur through unorganized participation in the public space. Informal programming is typically infrequent and too small to warrant either permitting or enforcement. Informal programming has greater public benefit than restricting it as it contributes to public life.



ACTIVE PROGRAMMING

Active programming refers to structured, planned events, such as farmer's market, or music performance. Compared to informal programming, active programming is larger, more dominant in a plaza, and is typically intended to draw an audience, thus, it benefits from scheduling and oversight. The scale, type and amount of active programming will vary between plazas, based on the size, layout, location and physical amenities in a space, as well as the interest and capacity of plaza partner(s) and community members to host events.

Placemaking

Placemaking is a means by which individuals and local communities may alter, beautify, or otherwise improve a plaza's physical design elements. Placemaking ranges from intentional, subtle, beautification or temporary artistic works (e.g. chalkboards or temporary paint on existing furniture) to larger scale, more long-lasting improvements (e.g. murals, little libraries, community gardening, etc.).

Stewards, community organizations, and residents can participate in Placemaking. Placemaking facilitates community involvement and offers opportunities for cultural and social expression that help to define a place and support its ongoing evolution. Placemaking can shape plazas to represent nearby communities and reflect neighbourhood aesthetics and character.



Bute-Alberni Plaza, Downtown BIA



W. 4th Ave and Maple St Plaza

5.2 CITY PROGRAMS

The City provides infrastructure for passive programming including seating and tables and other amenities, such as ping-pong tables or pianos. The City does not typically provide additional infrastructure for active programming, such as tables, tents, stages or sound equipment. In general, the City does not directly deliver active programming, and instead plays an enabling role by offering staff support and resources.

Current programs include:

Share a Square Program (Street Activities Branch)

Allows small-scale activities (e.g. games, yoga, music, art performance). The City coordinates an internal calendar to avoid conflicts with multiple activities and to communicate with the plaza partner.

Placemaking Program (Street Activities Branch)

Provides funding and support for small physical design improvements to a plaza, by plaza partners or community members. The City prefers to manage placemaking actively to prevent conflicts with multiple projects with a similar design element in a plaza.

Special Events (Film & Special Events Branch)

Provides special event permits for larger more complex events. Permitted special events require a more detailed application process and longer lead-time.

5.3 PARTNER-LED PROGRAMMING

Plaza partners may deliver programming directly, or they may solicit programming from other community members through calls for interest and general promotion. To support plaza partners' programming efforts, certain rights and permissions are included in Plaza Agreements, to enable them to deliver small-scale low impact activities.

While plaza partners are encouraged to be active in programming, a balance is needed to maintain public access to plazas and community-led programming. As plazas are public spaces, any member of the community is welcome to deliver programming. The City ensures ongoing opportunities for residents and others to use the plaza. The City and plaza partners have an annual community check-in to ensure the good balance of active programming.

For plazas with a higher level of active programming, and for plazas with multiple plaza partners or a plaza committee, the plaza partners should maintain a shared calendar to track programming to mitigate conflict and ensure equitable access to programming time and regularly communicate a programming schedule with City staff.

Plaza partners are strongly encouraged to seek out and facilitate programming that reflects the full diversity of the community, particularly programming that is for or by groups of historically underrepresented communities in public space (including Indigenous, racialized, disabled, deaf, low income and 2SLGBTQ+ groups).

For plazas with a Committee, the Committee these may establish guidelines for programming to ensure equitable and diverse representation for a specific plaza.

5.4 COMMUNITY-LED PROGRAMMING

Members of the public can deliver programming in plazas through the Share a Square program. Plaza partners may also provide information or coordination for community programmers (including managing a shared calendar). Plaza partners may promote programming

opportunities through online (e.g. website, email listserv,) or other channels. Support and funding may be available through other departments or organizations (i.e. City of Vancouver Cultural Services, Vancouver Foundation).

In general, the roles and responsibilities for programming and placemaking in plazas are as follows:

City	Partner	Other Community Organizations, Event, Programmers, Residents, etc.
<ul style="list-style-type: none"> Promote and subsidize programming and/or placemaking opportunities. Provide grants through Cultural Services. Address complaints related to programming. Oversee programming calendar and manage applications. 	<ul style="list-style-type: none"> Deliver programming directly. Coordinate and facilitate programming by community organizations. Promote programming opportunities. Obtain permits for special events when required. Notify residents and businesses as needed. 	<ul style="list-style-type: none"> Deliver programming and placemaking. Obtain permits for special events when required. Promote events and activities.

6. INVESTING IN PLAZAS AND PUBLIC SPACES

The City's capital and operating budgets fund plaza management and public space program delivery. In general, the planning, design and construction of a plaza is funded from capital budgets; whereas, the ongoing management and maintenance of a plaza is funded by annual operating budgets.

6.1 CITY COSTS AND INVESTMENTS

The City invests in public spaces by providing furniture, amenities, staff resources, other supportive services, and maintenance. The City relies on partners to help offset some costs with in-kind services, including but not limited to regular oversight, furniture management, and delivery of programming and placemaking.

Annual operating costs for plazas and other public spaces vary depending on the type of

space and their level of use and ongoing needs (low/moderate/high). Operating costs can include:

- furniture repair and replacement.
- regular maintenance, micro-cleaning, seasonal maintenance.
- additional services such as peer-based services.

Below are general estimates for the scale of costs to the City:

Level of Use and Need	Civic Plaza	Neighbourhood Plaza	Activated Lanes
High	\$\$\$	\$\$	\$
Moderate	\$\$	\$-\$\$	\$
Standard	n/a	\$	\$

6.2 PARTNER COSTS AND INVESTMENTS

A partner's primary investment in plazas is through in-kind support (i.e. time, staff, volunteers, existing service contracts) for oversight, programming, landscape maintenance services, and/or additional cleaning.

Partners may also choose to contribute to capital and operation expenses and investments. For activated lanes, partners may contribute to murals and decorations, and in some neighbourhood plazas, partners choose to contribute assets for example by providing their own furniture or other amenities (e.g. umbrellas, planters, signage). The level of investment is based on a plaza partner's interest and budget.

Financial Support

In general, the City does not provide direct funding to partners to manage public spaces, and instead supports plazas and other public spaces and partners through the provision of maintenance services and staff resources. In some cases, for plazas with high usage and need, funding may be provided to support a specific operating activity (i.e. micro cleaning or on-site attendant). Limited funding may be available through established program streams - for example, the Placemaking Program which enables partners and community members to make small upgrades or enhancements.

7. CONCLUSION

The Plaza Stewardship Strategy was developed over a number of years and is informed by the City's on-the-ground experience implementing public spaces, building partnerships, and learning how plazas and other public spaces evolve over time.

Future work includes both short-term and long-term opportunities to develop stronger public space stewardship practices related to Reconciliation, decolonization, equity, inclusivity and accessibility.

The Plaza Stewardship Strategy is intended to be a living document and will be updated overtime as we learn and improve our public space management processes and programs. Feedback from City staff, plaza partners and the public helps shape our policies, operating procedures, and general plaza management program. As the City continues to build a public space network, the Plaza Stewardship Strategy will continue to align with the Vancouver Plan and the Places for People: Downtown Public Space Strategy, and the Equity Framework.

APPENDIX A

PUBLIC ENGAGEMENT SUMMARY

The public engagement process included a number of activities and events, including:

Phase 1: 2018-2019

Early Ideas A workshop with key community partners and interest groups in partnership with the Vancouver Foundation with an online survey focused on guiding principles and key stewardship needs. 50 participants.

Plaza Experience An intercept survey with members of the public about how people experience and perceive plazas in terms of cleanliness, safety and welcoming atmosphere in four key plazas part of the micro-cleaning pilot. 876 responses.

Phase 2: 2020

Emerging Directions Workshops with a number of key community partners and interest groups, and City staff on key stewardship areas of partnerships, maintenance and programming. 60 participants.

Phase 3: 2022

Final Plaza Stewardship Strategy Presentation with current plaza partners and community stakeholders. 50 participants.

Other

Surveys, monitoring, project website, plaza partner and stakeholder conversations.

Adjacent engagement that also contributed to the Strategy include:

Breaking Down Barriers to Public Life (2018)

A workshop hosted by VIVA Vancouver on programming and community participation in public life.

Pavement-to-Plaza Well-being Assessment

(2019) A report and survey on people's perceptions of sociability, safety, trust, inclusion and place attachment.

APPENDIX B

GLOSSARY OF TERMS

Annual repairs and maintenance facility

upgrades, or repair and replacement of materials (fixtures, etc.) for upkeep of public spaces.

BIA Business Improvement Association, a non-profit location based organization of local area businesses.

Equity is both an outcome and a process; as an outcome it is the condition that would be achieved if one's identity no longer predicted how one fares and as a process it's the replacement of policies, practices and attitudes and cultural messages that reinforce differential outcomes or fail to eliminate them.

Equity-denied or equity-seeking groups

The Federal Employment Equity Act introduced the term equity-seeking groups to refer the four designated groups facing discrimination (women, aboriginal peoples, persons with disabilities, and members of visible minorities). The term equity-denied groups, used throughout this document, is an alternative to that term, which more explicitly recognizes the refusal to include certain groups (not strictly limited to the four designated by the Federal government). Since equity benefits all people, everyone should be seeking equity, though only some have been denied equity.

Inclusion is a practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those who have physical or mental disabilities and members of other minority groups. The aim of inclusion is to embrace all people irrespective of race, gender, disability, medical or other need. It is about giving equal access and opportunities and getting rid of discrimination and intolerance (removal of barriers). It affects all aspects of public life.

Micro-cleaning involves daily collection of litter on foot using brooms, shovels, and wheeled garbage carts.

On-site attendant describes a person who acts as a knowledgeable guide, especially one who conducts visitors through a museum, gallery, zoo or park. In this context, a docent is person or persons who provide regular presence in a plaza.

Parklet is typically an extended platform or extension of the sidewalk in a parking space, and can include benches, tables, chairs, landscaping, and bike parking.

Pavement to plaza former City of Vancouver program that transforms streets into engaging public spaces for people. The term describes a roadway conversion where a portion of the street is closed to motor vehicle traffic and seating and tables are added.

Plaza partner (or steward partner) are individuals or groups including non-profit organizations and community groups, local businesses, and resident groups that hold agreements with the City regarding the management of a specific plaza, and have designated responsibilities to help ensure the plaza is maintained, inclusive, and comfortable.

Privately Owned Public Spaces (POPS) are open to the public, but owned by a private entity, typically a commercial property developer. These include plazas and open spaces adjoining commercial and residential properties, pathways or mews, patio spaces and furnished setbacks.

Public life is the shared experience of the city created by people when they live their lives outside of their homes, workplaces and vehicles. It is the everyday life that unfolds in streets, plazas, parks, and spaces between buildings

Public Plazas are community public spaces under the jurisdiction of the City of Vancouver and managed by Engineering Services.

Public realm has a broader meaning than “public space”, as it also includes privately owned public spaces, and the building façades, storefronts, displays, and patios that shape the experience of public spaces. It also incorporates streetscape elements such as street furniture, lighting, public art and distinctive sidewalk treatments. Generally everything that can be seen and experienced at pedestrian eye level. The sum of these parts contributes to the public realm, and the overall experience and attractiveness of a public space.

Public space are all places publicly owned or in public use, accessible and enjoyable by all, including parks, playgrounds, plazas, mini-parks, parklets, streets, sidewalks, laneways, pathways, and the seawall. To a limited extent, government buildings which are open to the public, such as public libraries are public spaces, although they tend to have restricted areas and greater limits upon use.

Stewardship refers to the management, maintenance, programming of plazas that is needed to support their ongoing care, use and enjoyment by the public.

Urban health. The concept of “urban health” was coined by the World Health Organization in 2010, as a means of looking at ways to reduce inequalities between social classes and the threats to health linked to aspects of living in an urban environment.

APPENDIX C

SAMPLE PLAZA AGREEMENT

PLAZA AGREEMENT with
[plaza partner name]
For [space name]

THIS AGREEMENT is made <Date>

BETWEEN:

CITY OF VANCOUVER, a municipal corporation
having offices at 453 West 12th Avenue,
Vancouver, British Columbia
V5Y 1V4
(the “City”)

AND:

<Partner Name>
<Partner Address>
(the “Partner”)

1) Purpose & Scope

This letter agreement sets out the broad roles and responsibilities of both the City and its Partner for the provision, use, and maintenance of the pop-up plaza located at <Plaza address>. The plaza will generally consist of protective barriers and movable or fixed furniture and signage within the designated space on street right-of-way. The location of the plaza is identified in Schedule A.

The plaza is intended as a public space that provides seating to the general public, pursuant to the authority granted to the City Engineer under the Street and Traffic By-Law 2849. The goal of this pop-up plaza is to provide an outdoor area of public life.

Generally, the City will design, install and repair temporary elements delineating the plaza, while the Partner will manage any furniture and address daily cleaning and other operational needs as required to keep the plaza in a good functional condition. The roles and responsibilities of the City and Partner are outlined in more detail below.

2) Term

This agreement will start on XXX, 20XX and end on XXX, 20XX. Prior to the end of this agreement, both parties may agree to extend the agreement for a mutually agreed upon length of time.

City staff and/or the Partner can request check-in meetings at any time throughout the duration of this agreement. The frequency of such meetings is at the discretion of City staff and may result in revisions to this agreement, as needed.

The City reserves the right to terminate this agreement and remove the pop-up plaza or any of its elements at any time, in its entirety or individual components. This may be required if there are other Capital Works or Engineering projects that require access to the space occupied by the pop-up plaza, as shown in Schedule A of this agreement, or for any other reason deemed necessary by the City.

3) Key Contacts

Plaza Partner

<Partner representative name>

<Partner representative position and organization>

<Partner representative email>, <Partner representative phone>

COV Plaza Management

Jaspal Marwah, Street Activities

E: Jaspal.marwah@vancouver.ca or plazas@vancouver.ca

T: 604-829-9421

4) Roles & Responsibilities

Plaza Assets

	<Partner Name>	City of Vancouver
A. Barriers	<ul style="list-style-type: none"> Ensure barriers remain in original location 	<ul style="list-style-type: none"> Replace missing items Align heavy items to original locations as needed
B. Planters	<ul style="list-style-type: none"> Ensure planters remain in original location Maintain and water plants 	<ul style="list-style-type: none"> Purchase initial planters, growing medium, and plants Review and approve plants to be planted NOTE: purchased plants will be no/low maintenance
C. Furniture - fixed		<ul style="list-style-type: none"> Provide fixed furniture: ## Picnic Tables ## Other
D. Furniture - moveable	<ul style="list-style-type: none"> Provide proof of insurance to City if non-City furniture is added 	<ul style="list-style-type: none"> Provide movable furniture: ## Bistro Tables ## Chairs
E. Signage	<ul style="list-style-type: none"> If A-Frame signs: place sign(s) in plaza during the day, and remove signs at night If fixed signs: notify City of damaged sign(s) Report missing sign(s) to City 	<ul style="list-style-type: none"> Provide # signs OR install fixed signs Replace misplaced items or make upgrades, as needed
F. Umbrellas	<ul style="list-style-type: none"> Open umbrellas each morning Close umbrellas during windy conditions 	<ul style="list-style-type: none"> Provide ## patio umbrellas and concrete bases Replace misplaced items or make upgrades, as needed
G. Other		

Maintenance and Operations

	<Partner Name>	City of Vancouver
A. Waste and litter	<ul style="list-style-type: none"> • Provide waste receptacles inside plaza • Empty waste receptacles located inside plaza, if provided • Advise City if waste receptacle is overflowing or additional capacity is needed 	<ul style="list-style-type: none"> • Provide ## temporary waste receptacles adjacent to plaza • Empty waste receptacles nightly, if provided
B. Microcleaning (i.e. manual litter pickup, sweeping and cleaning of plaza and furniture)	<ul style="list-style-type: none"> • Provide regular cleaning of the plaza space and furniture (in addition to COV microcleaning, as needed to keep the plaza in good condition) • Coordinate cleanup of discarded needles by reporting them to VCH or 3-1-1 	<ul style="list-style-type: none"> • Provides regular micro-cleaning via street cleaning grant
C. Furniture - fixed	<ul style="list-style-type: none"> • Notify City of furniture repair needs or missing furniture 	<ul style="list-style-type: none"> • Collect and replace irreparable City-provided • Replace missing City-provided furniture
D. Furniture - moveable	<ul style="list-style-type: none"> • Notify City of furniture repair needs or missing furniture • Remove broken City-provided movable furniture and notify the City to collect and replace 	<ul style="list-style-type: none"> • Collect and replace irreparable City-provided • Replace missing City-provided furniture
E. Seasonal	<ul style="list-style-type: none"> • Ensure leaves on street near the plaza do not block catch basins, storm drains, or other City infrastructure • Report any catch basins or storm drains that need City servicing by calling 3-1-1 • Notify residents / businesses with sidewalk frontage to the plaza their sidewalks must remain clear of snow / ice at all times, as per Street and Traffic Bylaw 2849 • Organize monthly leaf cleanup events between October and January • Close umbrellas when heavy snowfall forecasted 	<ul style="list-style-type: none"> • Coordinate leaf collection and removal from plaza via Street Cleaning Grant • Provide microcleaning services to salt the plaza during heavy snowfall
F. Graffiti	<ul style="list-style-type: none"> • Report graffiti in the plaza to 3-1-1 and notify City contact 	<ul style="list-style-type: none"> • Coordinate removal of graffiti from City assets
G. Plaza Stewardship Kit		<ul style="list-style-type: none"> • Provide a kit of supplies and equipment to support plaza maintenance (i.e., graffiti wipes, leaf bags, etc)

Programming and Monitoring

	<Partner Name>	City of Vancouver
A. Small-scale programming	<ul style="list-style-type: none"> Partner may organize small-scale events as per Schedule C 	<ul style="list-style-type: none"> Manage the plaza calendar to support partner programming
B. Special events	<ul style="list-style-type: none"> Partner to apply for Special Event permit via FASE for medium to large scale events 	<ul style="list-style-type: none"> FASE permits special events
C. Surveys and monitoring	<ul style="list-style-type: none"> Share feedback with City staff on plaza use and operations Check on the plaza # duration 	<ul style="list-style-type: none"> Occasionally monitor and review plaza use and operations Conduct public life surveys and monitoring

5) Public Space Principles

The vision and principles provide a sense of how the City intends to care for our plazas. The principles below are informed by community and stakeholder feedback, research on public space management in Canada, international best practices, as well as, lessons learned from managing plazas in Vancouver.

Vision Statement

Plazas are created and stewarded to be welcoming, inclusive gathering places that foster social connection, provide space for diverse use, and support a vibrant public life.

Guiding Principles

The guiding principles for plazas and public spaces are:

A Focus on Public Life

Plazas play a vital role in enabling neighbourly interactions by providing space for community events, celebrations, protests, and other activities. To fulfill these roles, plazas should be clean, safe and well lit, and feel comfortable at any time of the day and night.

Equitable, Accessible, Safe + Inclusive Public Spaces

Plazas should be equitable, accessible, safe, and inclusive spaces where every person feels safe, welcome, and a sense of belonging. Plazas should be inviting destinations for all residents and visitors, and maintain a balance of uses and diverse community groups.

Fostering Partnerships

Plazas are managed in collaboration with local organizations or a collection of residents and businesses, with input from members of the public. A partner-based approach is essential to fostering community involvement and reflecting diverse community voices.

Range of Uses and Experiences

Plazas are dynamic and adaptable uses all year round and throughout the day. Plazas provide a rich range of experiences, from people watching, gathering, eating, playing and respite. In keeping with neighbourhood context, a balance should be achieved between passive quieter uses and active programming or events.

Supportive Design

Plazas are well-designed spaces that consider mobility and accessibility for all visitors. Amenities such as different types of seating, shade or rain protection, waste receptacles, and public art can make plazas more functional, inclusive, and welcoming.

Reflective of Community

Plazas reflect diverse local community character. Communities should feel a sense of pride for the space and have opportunities for involvement through everyday use, culturally relevant programming and placemaking, and direct participation in stewardship.

Open to New Ideas

Plaza design and management is constantly evolving. The approach to the design and management of these spaces must be innovative, flexible, and adaptable.

Branch Manager
Street Activities
City of Vancouver

Date _____

<Partner representative name>

<Partner representative position
and organization>

Date _____

Schedule A - Site Plan

<Plaza name> at <Plaza address>

<Insert copy of site plan here>

Schedule B - Insurance Requirements

1. The Partner agrees to obtain and carry during the term of this Agreement or extend during the term of this Agreement their existing commercial general liability insurance with a limit of Five Million dollars (\$5,000,000) per occurrence, and each policy shall:
 - (a) indemnify and protect the Partner, and its employees, agents, volunteers and contractors against all claims for bodily injury including death, personal injury, advertising liability, products liability, completed operations, and property damage or loss, arising in connection with this Agreement;
 - (b) include blanket contractual liability coverage;
 - (c) include a cross-liability and severability of interest clause in favour of the City;
 - (d) add the City, its officials, officers, employees and agents as additional insureds; and
 - (e) provide for a limit of deductibility not greater than Two Thousand dollars (\$2,000) or such other minimum limit as the City's Director of Risk Management may approve from time to time.
2. The Partner shall also ensure that each contractor engaged by the Partner shall carry insurance of the type referred to in Section 1 above.
3. The following requirements shall apply to each of the aforesaid insurance policies:
 - (a) The policies shall be with insurers duly authorized to carry on business in the Province of British Columbia, in a form and in amounts satisfactory from time to time and acceptable to the City's Director of Risk Management and shall provide the City with thirty (30) days' prior written notice of cancellation or material change resulting in reduction of coverage limits; the exception is cancellation for non-payment of premiums in which case the applicable Statutory Condition will apply. Notice shall be given to the City of Vancouver, Attn: Director of Risk Management.
 - (b) Neither the providing of insurance in accordance with the requirements hereof, nor the insolvency, bankruptcy or failure of any insurance company to pay any claim accruing shall be held to relieve the Partner, from any other provisions of this Agreement with respect to liability or otherwise.
 - (c) The insurance coverage shall be primary insurance for activities outlined in the Agreement, as respects the City and any insurance or self-insurance maintained by or on behalf of the City, its officials, officers, employees or agents shall be excess of this insurance and shall not contribute to it.

Schedule C - Share a Square Programming

This addendum enables the <partner name> as steward of <Plaza address> to organize and host small-scale events and activities at this location without the need for additional permits or approvals, as outlined in the Share a Square process below.

Events and activations organized under the Share a Square program:

- have no fees
- are not required to obtain a Special Event permit
- are automatically covered under the City's existing insurance

1. Stewardship partners can program the plaza with:

- Attendance less than 100 participants
- Tents (e.g., 10x10) and other temporary structures within the plaza, covering up to 600 ft².

2. How to program under Share a Square:

- Contact City staff with the date(s) of your proposed events, to ensure there are no other events / date conflicts. You can propose more than one event or date at a time (e.g. programming every Fri/Sat night for January).

3. Examples of activities that are eligible

- Poetry / book readings
- Community games (e.g. board games, chess, mah-jong) and other play
- Educational activities and learning events (non-commercial)
- Story-telling / Cultural Sharing
- Picnic, Potluck, or eating together (pre-packaged or pre-cooked or cold food)
- Music / spoken word performances (acoustic instruments, portable personal speaker with sound level intended for audience within 10 feet)
- Temporary art work and displays
- Markets

4. Activities that are not eligible under this agreement and do require additional permits including:

- Closure of any street or sidewalk adjacent to the plaza
- Vancouver Coastal Health:
 - > Cooking food
 - > Selling food
- Film and Special Events:
 - > High risk sports
 - > Fundraising, advertising, or marketing related to earning a profit
 - > Large Installation of structures (e.g., stages, platforms, etc.)
 - > Amplified sounds beyond 10 feet



For More Information visit:

vancouver.ca

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資料查詢 ਜਾਣਕਾਰੀ ਲਵੋ 3-1-1