

## Broadway Plan – Terms of Reference

### 1. Introduction

The Millennium Line Broadway Extension (Broadway Extension) is an approximately six km extension of a rapid transit system that will better connect Vancouver with eastern regional growth centres (Burnaby, Coquitlam and Surrey), and eventually with UBC (Figure 1). This transit line will also connect with the existing rapid transit lines providing improved connections to downtown Vancouver, the Vancouver International Airport, and central Richmond.

Planning is needed to support this major investment and contribute to a city of neighbourhoods connected by convenient, viable transportation options that meet residents' needs as places to live, work, shop, play and feel part of a community.

### Connecting Job and Innovation Centres in Metro Vancouver



Note: Area of job centres and educational institutions is proportional to the number of jobs or students  
Source: Census 2006, YVR 2011 Economic Report, UBC Our Place in the Region 2009, Metro Vancouver 2011 (based on Ministry of Advanced Education, Innovation and Technology 2010)

**Figure 1:** Connecting Broadway to the Region

Rapid transit for Broadway has been prioritized in City and regional plans for over twenty years. In 2014, the Mayors' Council on Regional Transportation approved "Transportation Investments: A Vision for Metro Vancouver" which prioritized rapid transit to UBC to be delivered in two stages. The first stage is the Broadway Extension – a SkyTrain extension under Broadway from VCC-Clark to Arbutus Street - to be delivered within the next ten years.

The Broadway Extension to Arbutus will decrease travel time and increase reliability to transit users, support economic growth, offer significant benefits to the existing rapid transit network, and reduce greenhouse gas emissions. By improving access and expanding the reach of frequent transit throughout the region, the Broadway Extension will also improve affordability for

residents in Metro Vancouver, as shown by previous research demonstrating that proximity to frequent transit networks across the region is related to lower overall household housing and transit costs.<sup>6</sup> The Broadway Extension to Arbutus is key to the City achieving its affordability, liveability, transportation and environmental objectives.

The City is looking to leverage this opportunity by coordinating comprehensive planning for the Broadway area with the timing of delivery of the rapid transit project. Key city goals for comprehensive planning (drawn from several sources, Housing Vancouver, Metro Core Jobs and Economy Land Use Plan, Transportation 2040 Plan, Greenest City Action Plan etc.) include the following:

- Expand affordable housing opportunities (social housing, market and below-market rental) close to transit and jobs to accommodate the growing demand for rental housing in the city's core while preserving and reinvesting in the existing older affordable market rental housing and minimizing displacement of existing residents.
- Increase the amount of job space within Central Broadway to meet long term city, regional and provincial economic development objectives.
- Enhance commercial shopping streets and local business opportunities.
- Improve the transportation network, connectivity, public realm and gathering opportunities that can increase mobility and establish Broadway as a unique and inspiring place.
- Secure additional public benefits and amenity to support new growth and improve livability.
- Achieve ambitious sustainable mode share targets and reduce GHG emissions.

Other goals will emerge from the policy review/consultation with stakeholders in the early phases of the planning process (outlined in section 3).

## **2. Broadway Planning Context Statement**

### **2.1 Overview**

The Broadway Extension and development around it can contribute to a city of neighbourhoods connected by convenient, viable transportation options that meet residents' needs as places to live, work, shop, play and feel part of a community. Recognizing that rapid transit can be a catalyst for significant growth and change in the city and region, planning policy work must be timely and managed in order to effectively integrate land use, urban design and transportation planning. The plan approach outlined in this Terms of Reference will provide for a coordinated review of land use, amenities, services, transportation and infrastructure throughout the Broadway Plan area.

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<sup>6</sup> Metro Vancouver Housing and Transportation Cost Burden Study, 2015

Broadway can be, in part, characterized as a place:

- **Of Regional Significance**

With more than 69,000 jobs in 2016, the Broadway Plan study area is the second largest job centre in the Province, and a key source of employment for residents throughout Metro Vancouver.<sup>7</sup> It is also home to the province's largest hospital, Vancouver General Hospital (VGH), and a robust health and life sciences sector which includes many of the province's leading medical research centres.

- **That Drives our Local Economy and is the City's Civic Centre**

From Class A office building districts, to industrial uses, from retail to special employment zones, the Broadway Plan area contains a complete array of Vancouver's employment spectrum. The City Hall campus forms the centre of local government, with about 1,700 employees working in the Broadway vicinity. Together with the nearby VGH health precinct, this area forms a focus of public-sector employment and public activity.

- **Comprised of Distinct Neighbourhoods and Diverse Character**

In 2016, there were 71,500 people living within the Broadway Plan study area<sup>8</sup> with 12,500 expected by 2041.

Broadway is framed by established city neighbourhoods, with unique shopping areas in South Main, Fairview, South Granville and Kitsilano, as well as a significant percentage of Vancouver's heritage buildings. Several cultural precincts (e.g. the Granville Street and Main Street creative precincts) are also present along with venues for cultural production, display and performance, and live-work spaces.

The attractiveness of Broadway as a diverse mixed-employment and residential area could be strengthened with the introduction of rapid transit along Broadway. However, there are challenges, which include:

- Existing zoning height and density restrictions could limit employment and housing capacity over the long term. Employers and residents may choose to locate elsewhere in the city or region, including in places which are dispersed and difficult to serve by transit.
- Rising housing costs and extremely low rental vacancy, which are putting pressure on existing rental housing in the areas surrounding Broadway. Existing renters – including families, young people, seniors, and vulnerable residents – face the difficult choice of paying higher rents or leaving the community to find more affordable options.
- The existing rental housing stock provides an important source of housing to low and moderate incomes housing in the city, yet the vast majority of the existing rental housing stock within the study area is now over 40 years old and is in need of reinvestment.
- The Broadway Plan area lacks a network-wide transportation plan that responds to the construction of the Broadway Extension and future changes in land use. A vision for

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<sup>7</sup> Clark to Vine Street study area (excluding UBC). Source: 2016 Census

<sup>8</sup> Clark to Vine Street study area (excluding UBC). Source: 2016 Census

Broadway should emphasize access to new stations and sustainable mobility throughout the area.

- As a street, Broadway lacks a unified and legible public realm. The somewhat haphazard development patterns along the length of the street result in a lack of definition in many places. The significant width of the street, lack of tree canopy, and in some places very narrow sidewalks represent an opportunity to develop Complete Streets in order to improve the pedestrian public realm and public gathering spaces.

The existing Canada Line and Broadway Extension will greatly improve sustainable transportation access to the area and present an opportunity to examine the future role and vision for Broadway in alignment with the city goals, noted above in Section 1.

The Plan will also emphasize walking and cycling trips, especially those integrated with transit. The approach will be in keeping with the Transportation 2040 plan's priorities to ensure most trips are made by people walking, cycling and taking.

Further, the plan will consider the unique location, context, and role of the station areas in the broader study area, allowing for planning solutions that reflect the distinct qualities of their surround.

## 2.2 Associated Policy Studies

There are a number of related planning initiatives that will be undertaken in a similar timeframe as the Broadway planning program. The scope of these initiatives and how they relate to the Broadway plan are noted below:

- **City Core 2050 (upcoming initiative)**

As reported to Council in October 2017, City Core 2050 is an umbrella initiative with related planning programs, including Broadway Planning Program. It includes the Broadway Plan study area, as well as the downtown.

City Core will be a big picture, public conversation about the future, exploring ideas about how the city could change and what the city wants to become over the next thirty years, which may in turn inform future city-wide planning efforts. Work relevant to Broadway Planning includes:

- Defining and key attributes and roles, as well as challenges and opportunities of unique neighbourhoods
- Establishing core principles to guideline the evolution of the area
- Articulating a broad vision for the future of Vancouver's core

The City Core 2050 and Broadway planning teams will coordinate their public engagement and analysis in the initial phases (as outlined in Section 3).

- **Vancouver Employment Lands and Economy Review (underway)**

The Employment Lands and Economy review is also associated with City Core 2050 with implications for Broadway Planning. The study is examining Vancouver's employment lands and will identify policy actions and directions to ensure an appropriate supply of job lands to support the growth of the economy in the future.

The work will examine all Vancouver's employment sectors (office, commercial, retail and industrial etc.) on a city-wide basis. The review will build on Vancouver's strengths (CBD office, port lands, high-tech industry etc.) and work to protect the City's industrial and mixed employment lands. It will also help inform the next generation of the City's Regional Context Statement (RCS) (scheduled for 2020) and examine issues, including the intensification and densification of industrial employment lands.

The employment lands and economy review will bring new economic and demographic forecasts for Vancouver to bear and project long term projections for future job space by Spring 2019, which will be reflected in both the City Core 2050 and Broadway Planning growth scenarios.

- **False Creek South Neighbourhood Plan (underway)**

The False Creek South Neighbourhood planning program was launched in June 2017 and is expected to result in a comprehensive plan that will update the False Creek Official and Area Development Plan. Council has recently (May 2018) adopted a provisional vision statement and guiding planning principles for the waterfront land north of 6<sup>th</sup> avenue, between Burrard and Cambie Bridge. Detailed planning is currently awaiting further resolution of lease negotiations on city-owned land in the area, at which time the planning program is expected to resume.

- **Making Room: Adding Housing Choice in Neighbourhoods Across Vancouver (upcoming initiative)**

A key action item coming from the Housing Vancouver Strategy (2017) was to create a neighbourhood-based housing program which will focus on identifying ground-oriented, infill and low-rise options in RS and RT zoned neighbourhoods. The lower-density residential areas within or near the study area will be addressed through this planning program.

- **Other Initiatives (underway)**

In addition, the Broadway Plan will consider emerging outcomes from studies already underway, including the Social Infrastructure Plan, Creative City Strategy, Making Space for Arts and Culture: Cultural Infrastructure Plan, City Hall Master Planning, Arbutus Greenway master plan, Mount Pleasant Industrial Area Transportation and Parking Strategies, and Vanplay (Parks and Recreation) Master Plan.

## 2.3 Study Area

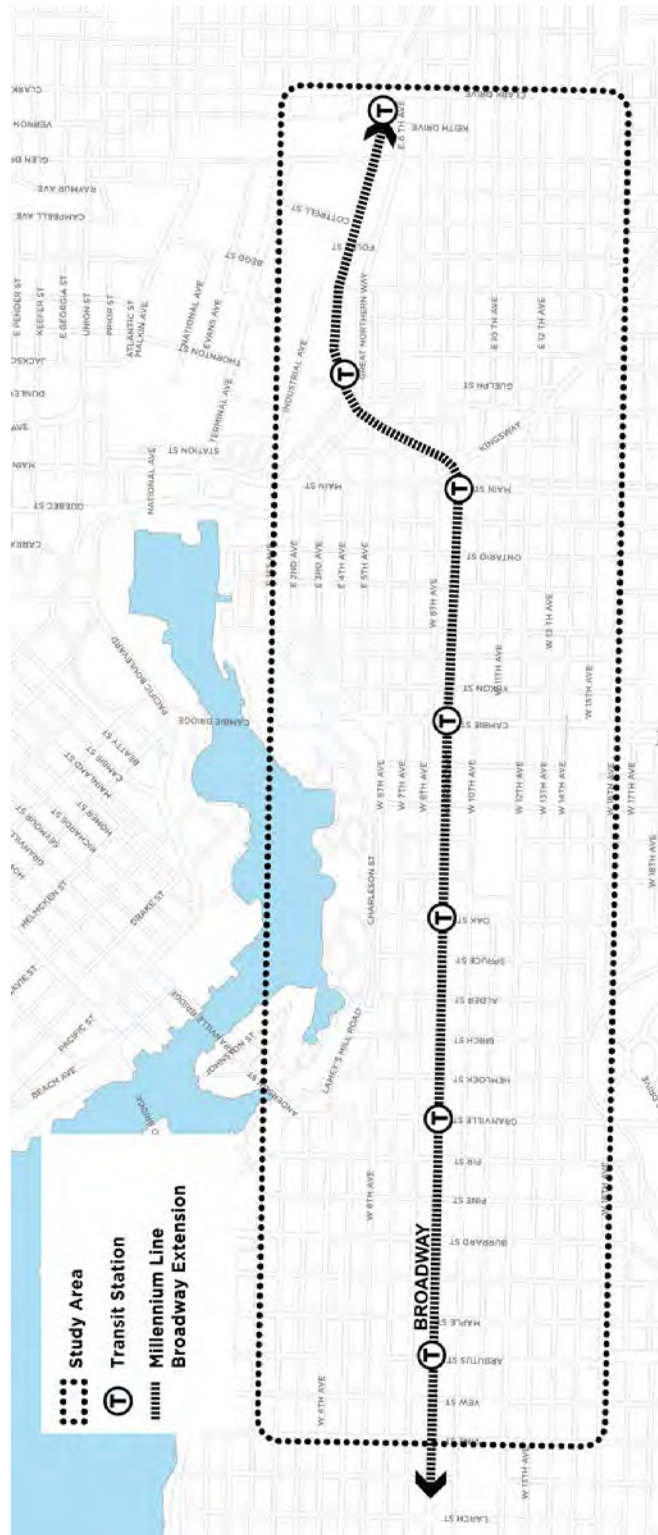
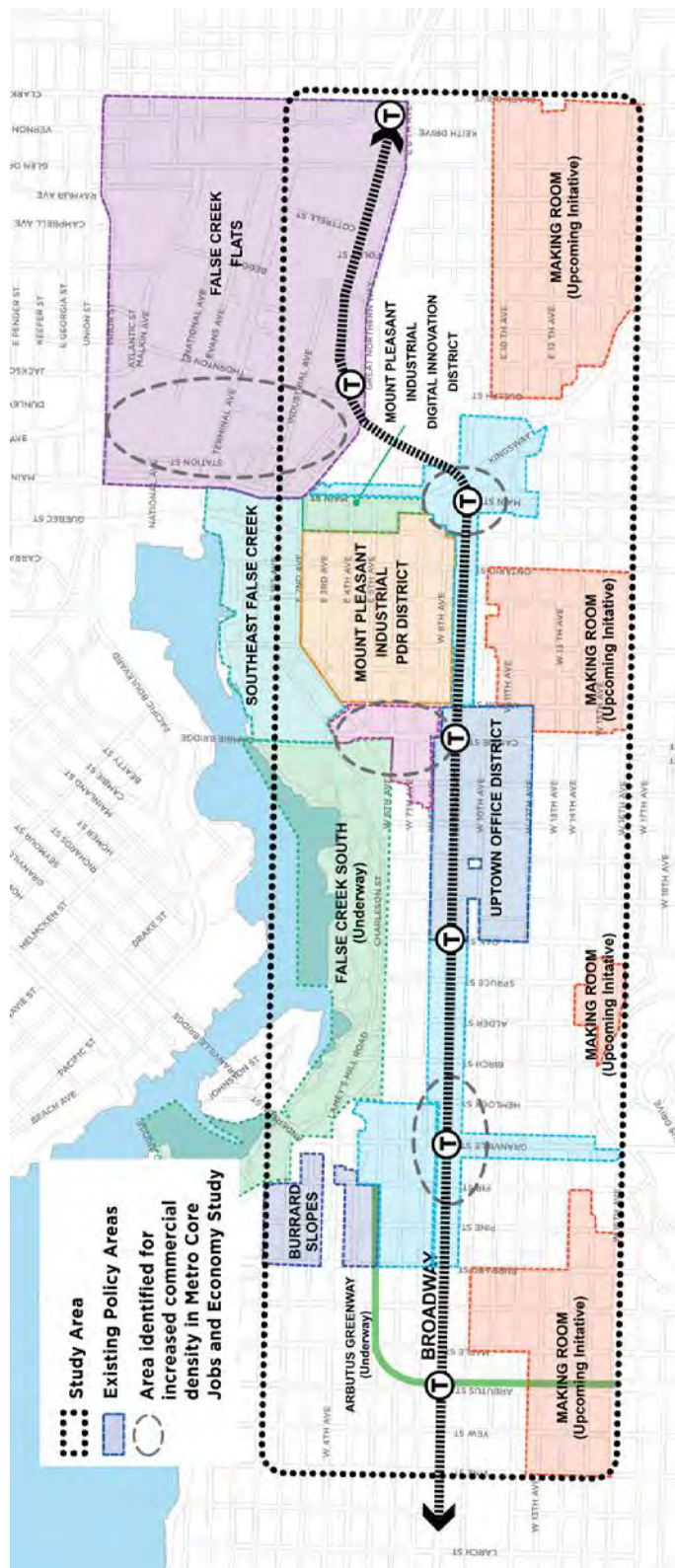


Figure 2: Broadway Plan study area and Millennium Line Broadway Extension



**Figure 3:** Applicable policies in Broadway Plan area (recently completed, underway, or upcoming)

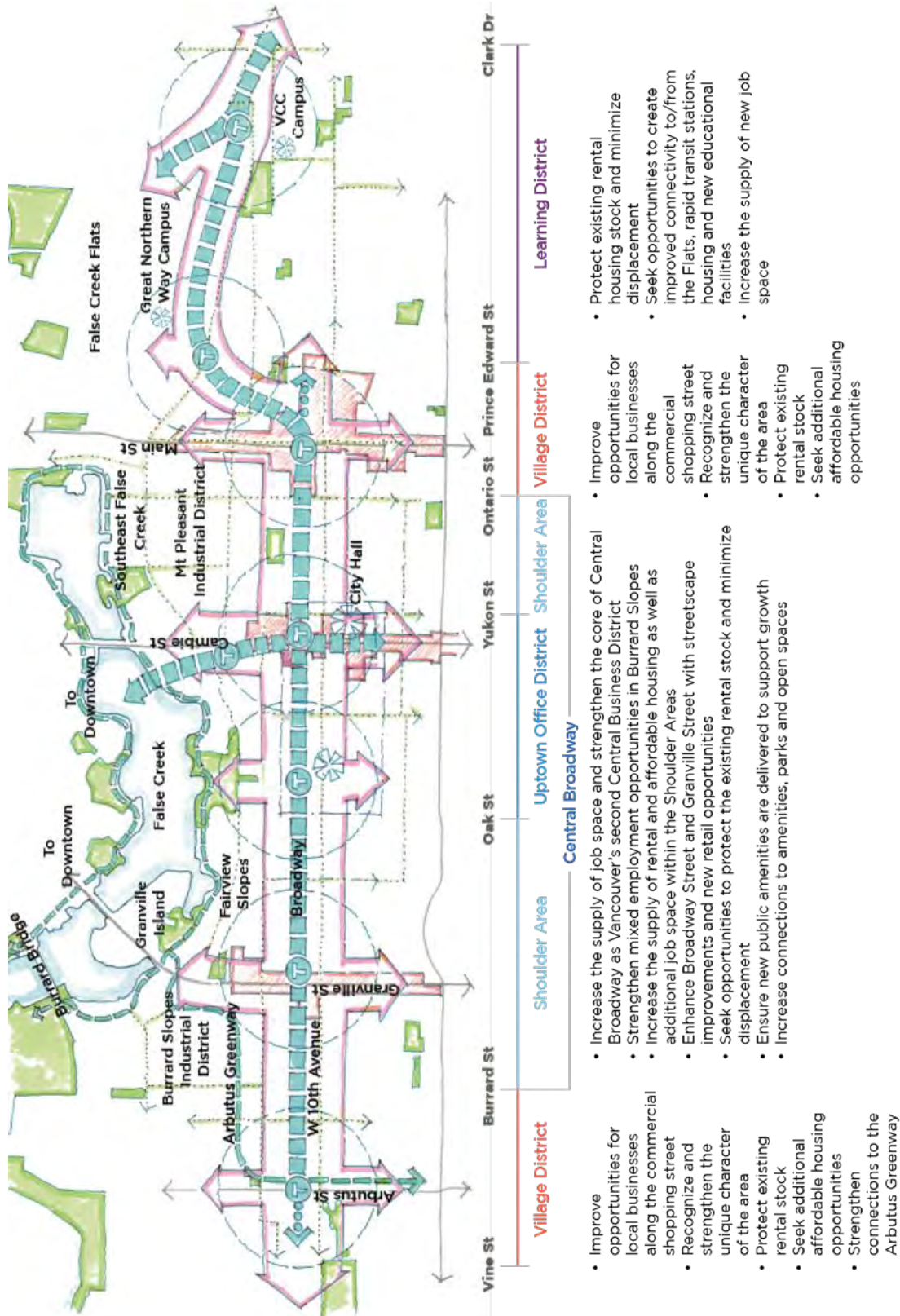


Figure 4: Existing policy directions for Broadway Plan



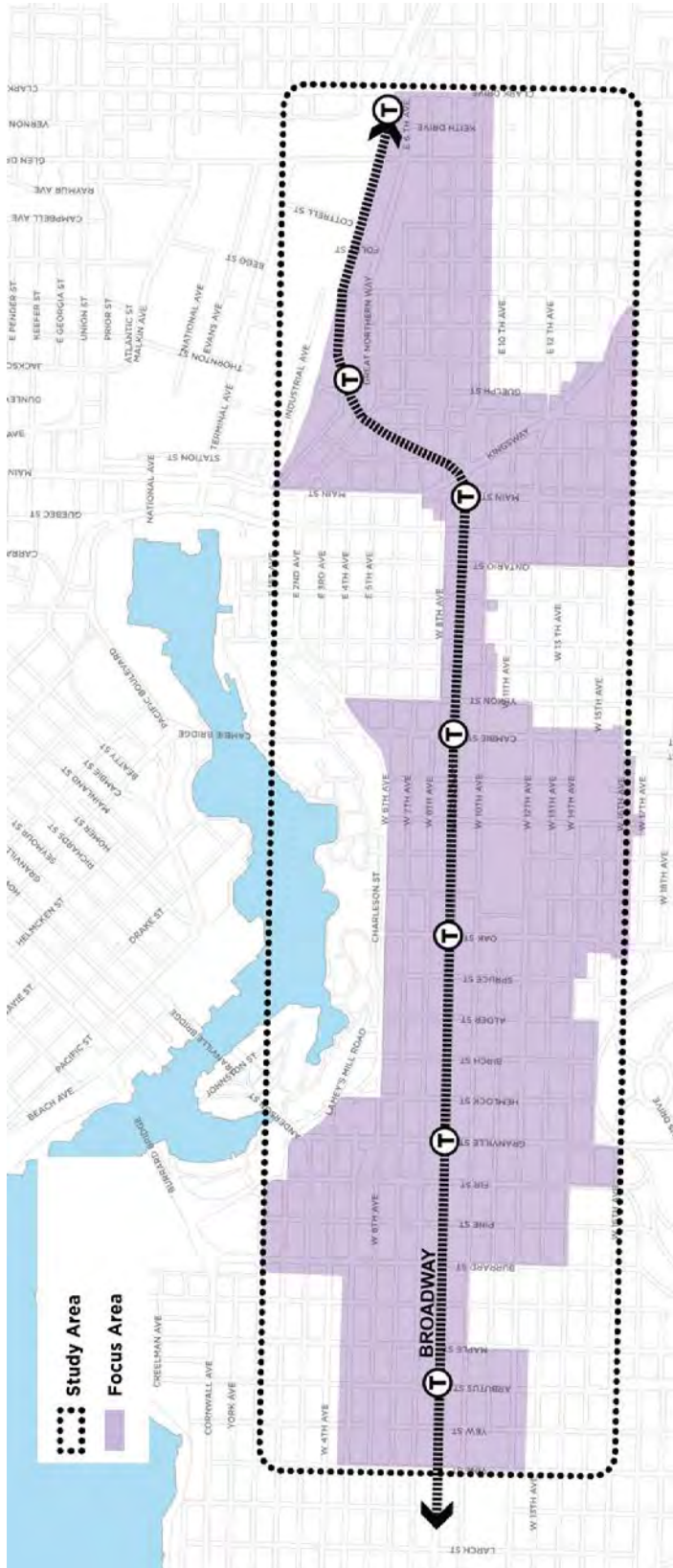


Figure 5: Overall area of focus for the Broadway plan

Key policy considerations and directions based on existing policy are described in summary on Figure 4. Additional detail on the general parameters of the planning program, specifically in relation to existing policy and how these influence what's on (or off) the table are provided in the Council Report "Broadway Planning Program and Associated Interim Policies" RTS 12538.

The overall Broadway Plan study area, shown in a dashed outline on Figure 2, includes lands from Clark Drive in the east to Vine Street (two blocks west of Arbutus Street) in the west. The north and south boundaries (16th Avenue) of the general study area were determined by considering areas up to 800 metres from existing and future stations. 800 metres is approximately a ten minute walk, which is commonly accepted as a reasonable walking distance to high-quality transit. This approach allows for the inclusion of rental districts protected by the Rental Housing Stock ODP and provides the opportunity for a coordinated review of land use, amenities, services, and infrastructure. A more focused approach (up to 400 metres from future stations) will be taken for the Arbutus and Main Street station "village district" areas.

The overall study area will guide consideration of high level policy applicable to the overall area, such as public benefits allocations, transportation, infrastructure and public realm planning.

Within the overall study area there are focus areas to be reviewed for potential land use change as shown on Figure 5, shaded in purple. Generally, this includes the following districts within proximity of the existing and planned stations:

- C-3A and C-2 zones and guidelines
- Burrard Slopes IC zones
- RM and FM zones
- VGH and City Hall Campus CD-1s
- Limited portions of Mt Pleasant Industrial I-1 and False Creek Flats IC and I-3 zones

Industrial and mixed employment areas will be considered in a manner consistent with the Regional Growth Strategy.

Existing heights and densities will be reviewed. This will necessitate a review of, notably, the Queen Elizabeth View Corridor View #3, Vancouver General Hospital Flight Path, C-3A Guidelines preserving views to City Hall, and other View Corridors impacting Broadway as noted in Figure 6.

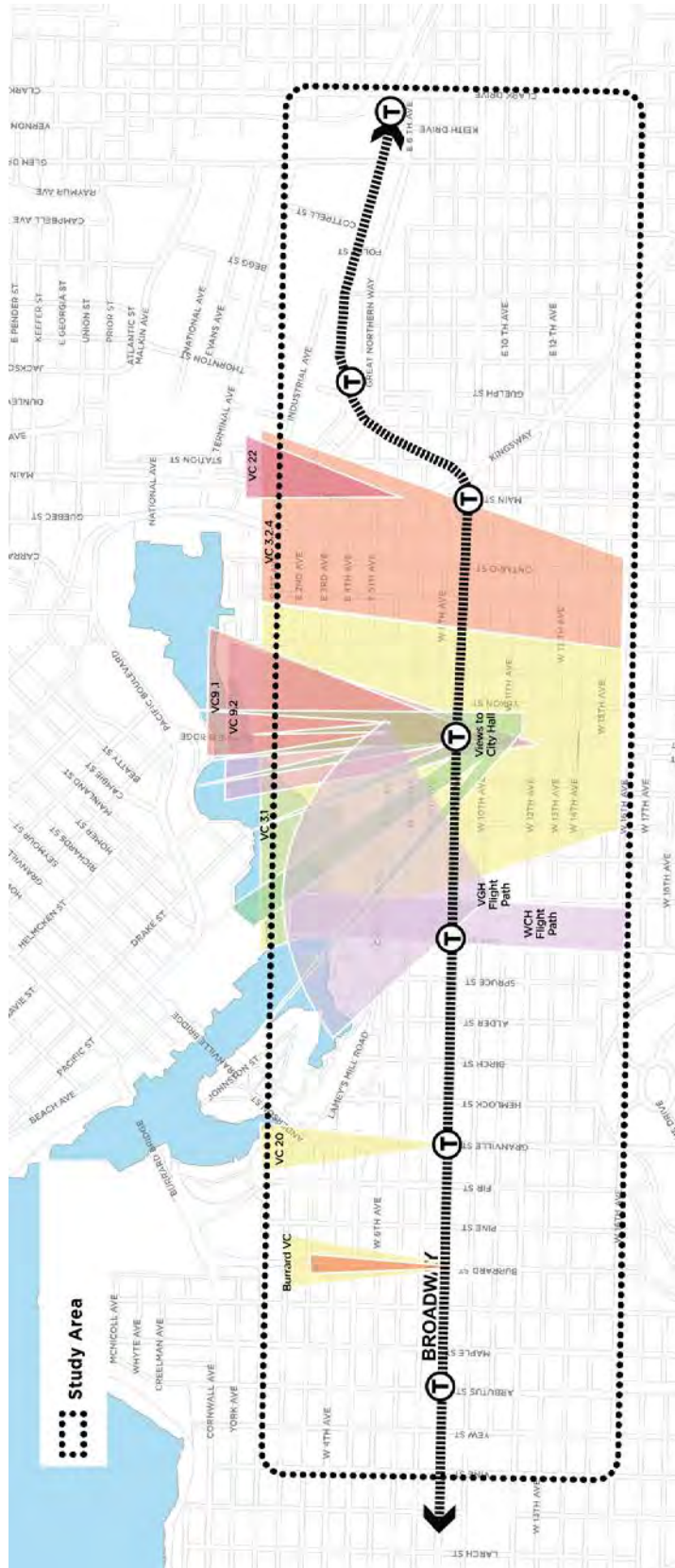


Figure 6: Areas affected by view cones, VGH flight path and C-3A view guidelines

Generally the following areas are excluded either because parallel planning studies are or will soon be underway, or because these areas have recently been considered by Council (see: Figure 3).

- RT and RS-1 zones (to be considered by “Making Room” up-coming housing program)
- False Creek South ODP area (planning underway)
- Southeast False Creek Official Development Plan (ODP) area (2005, and close to build-out)
- Most portions of Mt Pleasant I-1 and False Creek Flats IC, I-3 zones (recently considered by Council)

The overall study area and focus area within is subject to change if additional analysis and community feedback in Phase 1 (see: Section 3) of the planning process warrants it.

## **2.4 Rental Housing Districts**

As noted, the RM-3 RM-4 and FM zoned rental districts generally within 800 m (a ten minute walk) to the existing and planned transit stations have been included to review options for rental stock within certain areas covered by the Rental Housing Stock ODP, which requires redevelopment of existing rental housing to include one-for-one replacement of rental units. Together, the RM-3, RM-4, and FM districts within the study area make up one of the City’s core rental areas, containing 17,680 units of existing nonmarket and market rental housing - including 27% of the City’s total purpose-built rental units in areas covered by the Rental Housing Stock ODP.

Over 95% of the existing rental stock in the study area is over 40 years old, with the vast majority built between 1950 to 1970. This is notable as many of the major original components of these buildings may be near or beyond their projected services lives, and will require capital upgrades and reinvestment over the coming years.

The role of redevelopment and the pace of change will need to be carefully considered in these rental areas, as existing rental housing is generally more affordable than other forms of market housing in the city, making it possible for low and moderate income households to live in Vancouver. Renters in older rental buildings are often paying lower rents than current market rates. Because of this, when renters are displaced due to renovations or redevelopment of their building, it can very difficult for them to find a new rental home with similar affordability in their community, particularly in light of City’s tight rental market. This is a particularly serious challenge for vulnerable low-income renters, including families, seniors, and people with disabilities, who may have few if any alternative options in Vancouver.

The planning program will align, and explore opportunities to enhance the City’s current policies and approaches to tenant protection and relocation, including potential partnerships with senior levels of government. The Province recently introduced legislation to enable municipalities to zone for residential tenure, which could allow the City to secure existing and new rental via rental-only zones. To alleviate pressure on rental stock in areas covered by the Rental Housing Stock ODP, Staff will continue to monitor the status of these provincial changes and explore the applicability of this tool as a method to prioritize rental housing, secure long-term affordability, and to reduce speculative activity in these important rental areas.

## Phases and Products

### 3.1 Overview

The Broadway Planning program will deliver a comprehensive plan that includes policies related to land use, housing, jobs, parks and public spaces, street network/connections and public amenities. Given the size of the planning area, the broad scope of the work, and anticipated timing of umbrella policy initiatives like City Core 2050, the program is broken into distinct phases to provide key deliverables at appropriate milestones. At the end of the plan, these deliverables will include:

- **Policy Plan** - The Broadway Plan will incorporate land use and built form policies to expand housing options and job space, and will identify new or improved parks and public spaces, and other public amenities. This will include policies to increase social and rental housing, while retaining existing rental and increasing protection to tenants. By integrating with broader transportation and utility planning, the plan will also identify street network/connections (including active transportation modes) and necessary utility upgrades.
- **Public Benefits Strategy** - The strategy will consider all public amenity and infrastructure needs, including affordable and rental housing, childcare, community facilities, civic facilities, parks and open spaces, transportation, and long-term utility upgrades required for water and sewers. A long-term funding strategy will also be developed encompassing property taxes and user fees, development contributions and partner contributions.

The phases of the program are as follows:

Background Phase: Background research, team/office set-up

Phase 1: Guiding Principles

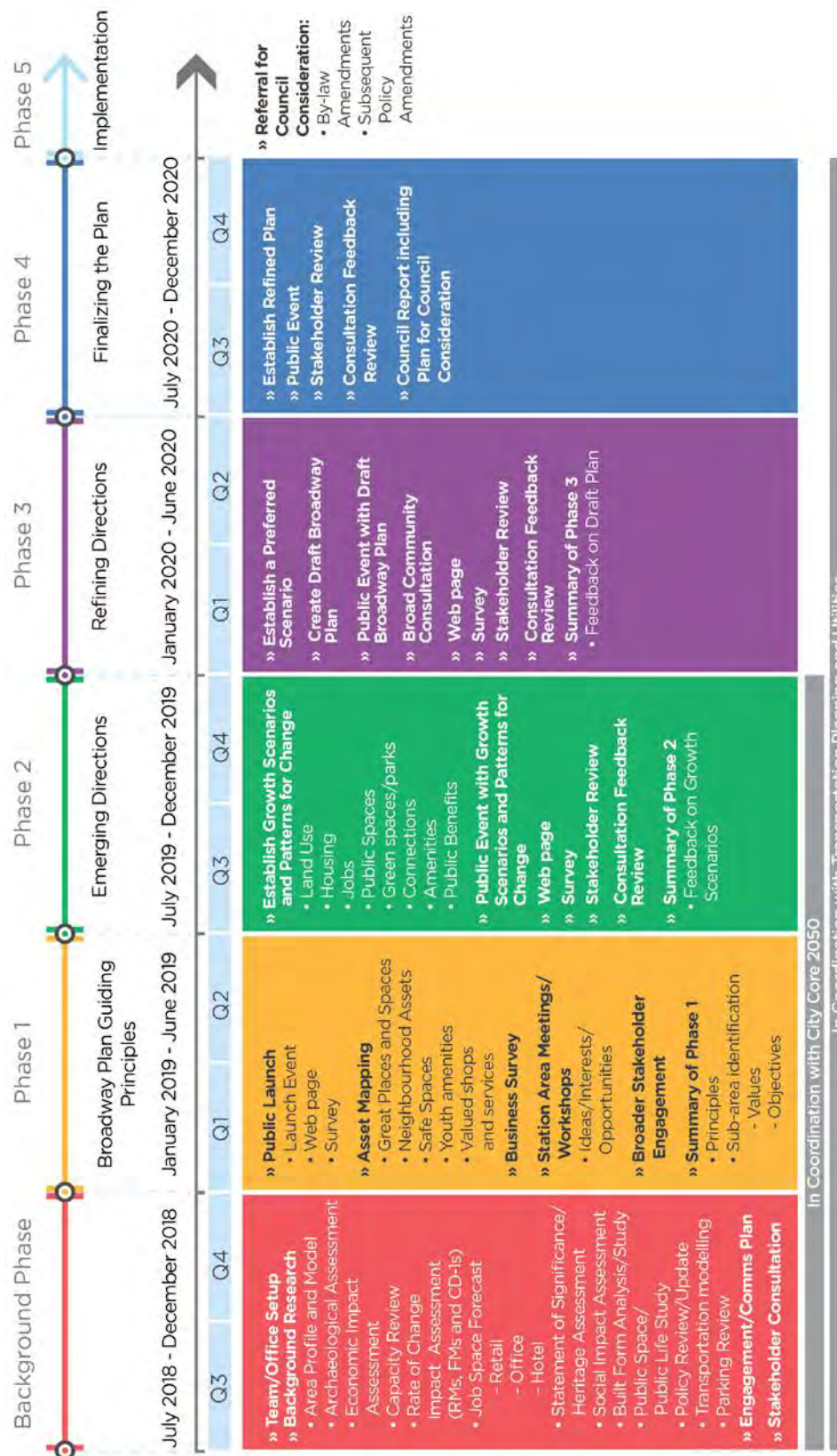
Phase 2: Emerging Directions

Phase 3: Refining Directions

Phase 4: Finalizing the Plan

Phase 5: Implementation (to be determined)

The phases of the program including the program elements, outcomes, timing, and expected points of engagement are summarized in Figure 7. Specific details of each phase follow.



**Figure 7: Summary of the Broadway Planning Program Phases Background Phase (July 2018-December 2018)**

The background phase of work will allow for the considerable research and studies that need to be undertaken to prepare for a comprehensive planning process in the Broadway area. For example, a baseline review of all sewer and water infrastructure in the area will be carried out to inform what infrastructure expansion may be needed to support growth scenarios (see Figure 7 for a list of studies required). This phase will also produce an engagement and communications plan for the project.

### **Phase 1: Guiding Principles (January 2019-June 2019)**

In this phase, staff will host a series of launch events, workshops, and open houses with the broader city and Broadway area to review, discuss, and ultimately refine the planning principles that will guide scenario building.

The City Core project team and Broadway Planning team will launch jointly in January 2019. The teams expect to coordinate closely through the Background Phase and in Phase 1 where the public will be engaged in conversations about principles, values, and objectives. The Broadway planning process will include additional engagement at a subarea and station area geographic level. Broadway Planning will provide technical work, detailed analysis, and focused engagement on key topics to inform both the high level vision for the City Core and more detailed future planning for Broadway.

Once City Core 2050 has been considered by Council, the Principles will carry through the next phases of the Broadway planning work. The principles will also provide a framework to allow key sites (such as City Hall Campus planning) to advance to a more detailed level of planning, in advance of completion of the overall plan.

### **Phase 2: Emerging Directions (July 2019 – December 2019)**

Guided by existing city policy, emerging City Core and Broadway Plan guiding principles, staff will establish growth scenarios and patterns for change in land uses, housing, jobs, parks and public spaces, connections and amenities.

Staff will host a series of public events with the city and businesses and neighbourhoods within the study area, to discuss and obtain input on a preferred scenario.

### **Phase 3: Refining Directions (January 2020-June 2020)**

In this phase staff will produce a draft Broadway Plan that includes:

- Policy for land use, density, layout, built form, and design.
- Draft policies to increase social and rental housing, while retaining existing rental and increased protection to tenants.
- Draft public amenity strategy that addresses affordable housing, community amenities, transportation connections, infrastructure, parks, public space and public realm improvement and options for financing.

### **Phase 4: Finalizing the Plan (July 2020- December 2020)**

In both phases 3 and 4 there will be opportunities for the public to provide input into the draft policy plan, which will include enhanced renter protection policy in the Rental Housing Stock ODP areas, and public amenity strategy prior to the City staff report to Council.

### **Phase 5: Implementation (TBD – January 2021 onward)**

This phase is to be determined, subject to Council approval of a Broadway Plan, and will include rescinding the Interim Rezoning Policy, referral of by-law amendments, and subsequent policy amendments (e.g. to community plans). Should the plan be approved, it is expected that new

district zoning schedules and associated guidelines will be prepared to support plan implementation.

### **3.2 Integrated Project Office**

The staff team dedicated to the Broadway Planning program will be primarily made up of staff funded from existing operating budgets wherever the reallocation of workloads and priorities is possible. For 2018 and the initial phase of work, all staff will be made up of existing staff yet some new staffing needs from departments such as Engineering will need to be funded in both 2019 and 2020.

Consultancy costs have been identified for all departments (Planning, Urban Design and Sustainability, Engineering, Arts, Culture and Community Services, Park Board and Communications) and are anticipated to collectively range between \$2.5M to \$3.0M for the duration of the entire planning program. PDS and other departments integrating with the planning program will be funding their respective background phases of work for the remainder of 2018 while the balance of consultancy needs will be spread over 2019 and 2020.

A more refined determination of the necessary staff and consultancy budget needs will commence in parallel with the background phase of work to be completed by the fall of 2018. Capital and operating budget needs will be included respectively as part of the annual budgeting framework for the Broadway program recognizing that this work is of key strategic importance for the long term planning for the City.



## 4. Approach to Outreach and Engagement

### 4.1 Overview

The outreach and engagement process will be inclusive to include and involve a broad range of interested parties: local businesses, local residents, and citizens from across the City, property owners, tenants, workers, business owners, transit and mobility stakeholders (including Translink and Metro Vancouver interests) real estate development interests, academic institutions, and other stakeholder groups.

The background phase of work will involve scoping an engagement plan and communication approach. A comprehensive list of interested organizations, public agencies, firms, institutions and individuals will be kept informed and will be asked to share their perspectives at key points. Working in consultation with the Communication Department, the program will utilize a variety of media to update the public on background information and products of the study in each phase. Open houses, on-line tools, workshops, “walkshops”, focus groups, and staff presentations at meetings of key organizations are all formats that will be considered.

The Broadway planning program will embrace an approach that both considers the role of Broadway in the larger context of the City Core and region (allowing for broad participation in the planning process) but also allows for local neighbourhood-level engagement that acknowledges the diversity of the neighbourhoods and interests through the Broadway Plan area. This will allow for meaningful dialogue that addresses the unique context of new station areas. In addition to broad outreach and neighbourhood level engagement, specific attention will be given to ensure local businesses have an opportunity to provide input by designing an outreach program to accommodate business hours and availability.

### 4.2 Planning Process Principles

As a starting point, the Broadway Plan process will be guided by the following outreach and engagement principles:

- *Be Inclusive* – An accessible, inclusive process will be used to engage the broadest possible range of people, including those with varying cultural backgrounds, ages, incomes, and tenures. The planning process will also ensure early in the process that the broader business and resident community is aware of the planning program and that their participation is important in shaping the plan.
- *Be strategic* – the areas considered for change will be limited to strategic areas only and adjusted through consultation with businesses and the community.
- *Take time needed* – accommodating growth and exploring change in an established urban context with distinct surrounding neighbourhoods is a complex endeavour and warrants sufficient time to work through the assets, issues and opportunities with the community.
- *Be visual* – enhancing communication through high quality visual tools and materials (e.g., renderings, illustrations, photos, drawings, models, etc.) will help articulate complex issues increasing the local businesses and residents understand the scale of change being explored, allowing for informed and empowered decision-making.
- *Be Clear and Transparent* - All stages of the planning process will be open and transparent and all decisions made should have a clear rationale that is available to all

members of the community. The planning process and final products will be developed with user-friendly language and graphics. The scope of the plan, the key decision-points, and the role of all participants will be clearly identified. When a final product is ready for consideration by City Council, Staff will ensure that Council, before making decisions, is made aware of the range of community opinion, technical documentation, and any other necessary information.

- *Have a small group focus* – while use of a variety of consultation tools is important for reaching the diversity of businesses and residents in the area, smaller group sessions that arrive out of sub-area identification are especially conducive to meaningful dialogue, and are particularly constructive when working through any core issues that may arise through the planning program.
- *Be flexible, adaptive, and responsive* – the consultation program will adapt and respond, as necessary, to address community priorities including any core issues that arise throughout the program.
- *Action While Planning* - Where possible the Planning Program will blend process and action - undertaking planning work at the same time as facilitating timely action on pressing issues and other 'action' opportunities which may emerge. These issues may include matters associated with transportation, local business, place-making, sustainability, housing and homelessness, public safety, health, food security, "greenest city" goals, etc.

### **4.3 Advisory Groups**

There is already a City-led Advisory Group and Mayor's Forum formed for Broadway Extension Project that will be asked for their input at key points.

City-wide perspectives and academics engaged for City Core 2050 may be another touchstone for the Broadway planning process.

In addition, relevant Council appointed Advisory Committees will be consulted at key points.

### **4.4 Decision-Making Authority and Powers of Influence**

#### **4.4.1 Who Creates the Plan?**

Creation of the area plan for Broadway will be a collaborative process involving stakeholders residing in and beyond the study area, people from resource groups such as City advisory bodies, non-profit organizations and agencies or government agencies, and City staff from several departments. No single group creates the plan; rather, different constituents each play an important part.

#### **4.4.2 Roles and Responsibilities**

**The Community:** Residents including tenants, landlords and homeowners, other property owners, business owners, employees of local businesses and service agencies, representatives of neighbourhood associations and voluntary organizations active in the study area. Collaborating with City staff, the community will help identify city-wide and neighbourhood issues, opportunities and actions, select preferred policy options, and help encourage and facilitate community outreach.

**Business and Community Advisory Group:** Composed of a mix of businesses, business interests, residents and resident groups likely to be impacted by the Broadway Extension subway project. The group will participate in focused discussions and workshops to assist in the creation of principles, policies and strategies related to the Broadway Plan. The purpose of the Business and Community Advisory Group is to channel the experiences of Broadway area businesses and residents to help to generate ways to maximize benefits resulting from Broadway area planning, design and engineering changes. The Group has five objectives:

1. **Broad representation:** To represent a broad range of business and community interests in the Broadway area.
2. **Share information:** To provide Group members with project updates.
3. **Gather input:** To seek feedback on construction mitigation strategies.
4. **Encourage dialogue and learning:** To create a group where all parties can listen and learn from each other, in order to better understand the complex needs of residents, businesses and organizations in Vancouver.
5. **Develop strategies:** To contribute towards the development of strategies to mitigate negative impacts of the Broadway Extension project as well as leverage positive impacts.

**Developers:** Developers who are (or expect to become) active in the Broadway Plan Study Area will be encouraged to participate in the planning process and afforded the same opportunities as other stakeholders. Developers will also be invited to learn from community members about issues affecting their area and development site, and to provide perspective to the community on the nature of land development and the issues and programming associated with their project(s). As with input from any stakeholders, input from developers into the plan process will be vetted by the community as a whole.

**City/Regional Stakeholders:** Stakeholder groups located outside the geographical boundary of the Broadway Plan Study Area but have an interest in the planning initiative such as the Province of B.C., TransLink, Metro Vancouver, Vancouver Coastal Health, Vancouver School Board, and other city-wide and regional agencies. These groups will help City staff with outreach, identifying issues, opportunities and actions, and the review of policy options.

**Area Plan Staff Team:** Staff will manage the planning process and collaborate with the community to identify clear neighbourhood issues, opportunities and actions informed by city-wide and regional policy. Staff will draft the plan and convey it to Council for consideration. Ongoing support will be provided by representatives from a number of City departments, boards and external government agencies.

**City Council:** City Council allocates resources for the planning process and has the final decision of the plan. Council members, Park Board Commissioners and School Board Trustees will be invited to be "active observers" during the planning processes.

**Figure 8: Broadway Plan – General Roles and Actors Responsibilities**

	Manage Process	Process Check-in & Advice	Outreach	Issues, Opportunities & Actions	Drafting Policy Options	Policy Testing	Drafting the Plan	Plan Approval
<b>The Community</b>			✓	✓		✓		
<b>Business and Community Advisory Group</b>		✓	✓	✓		✓		
<b>Developers</b>				✓		✓		
<b>City/Regional Stakeholders</b>			✓	✓		✓		
<b>City Staff</b>	✓		✓	✓	✓	✓	✓	
<b>Council</b>								✓

*NOTE: This table outlines general roles associated with different actors; however, the work will likely overlap. For example, members of the community will participate on the Business and Community Advisory Group.*

#### 4.4.3 Additional Information on Roles

**Manage the Process:** Organize the program, manage staff, budgets and schedule.

**Process Check-in and Advice:** Ensure the community input is respected and provide advice on opportunities for broad outreach and meaningful community engagement.

**Outreach:** Help tailor and facilitate engagement opportunities and communication approaches to meet the broad and diverse people in the Broadway planning area.

**Issues, Opportunities & Actions:** Help identify key issues and opportunities, key planning areas and community action initiatives for the Broadway planning area.

**Drafting Policy Options:** Coordinate, analyze and assess input against city-wide and regional policies, and create area-wide and sub-area policy options that will be tested and refined.

**Policy Testing:** Comment and provide advice on how well different options respond to city-wide and regional policies and choose preferred options and/or identify components which require modification.

**Drafting the Plan:** Prepare a draft plan that compiles area-wide and sub-area plans and policies and share it with the community at large, refining it as needed.

**Plan Approval:** Formally approve the area plan as a basis for City policies and future actions, and approve action plans and allocation of City resources to implement the plan.