



ADMINISTRATIVE REPORT

Report Date: March 20, 2017
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Meeting Date: March 29, 2017

TO: Standing Committee on Policy and Strategic Priorities
FROM: General Manager of Planning, Urban Design and Sustainability
SUBJECT: Downtown Places and Spaces Strategy - Work Program

RECOMMENDATION

- A. THAT Council approve the preparation of a *Downtown Places and Spaces Strategy*, in accordance with the work program outlined in Appendix A; the source of funds for the 2017 work program is \$350,000 from the 2017 Operating Budget.
- B. THAT staff be directed to report back to Council in late 2017 with a progress update, including key public engagement and consultant findings, and with the work program budget and funding required for 2018.

REPORT SUMMARY

This report recommends the preparation of a *Downtown Places and Spaces Strategy*, with the objective of fostering exceptional, vibrant and memorable public spaces, places and experiences in the downtown area. The downtown is unique because of its diversity of communities and the broad spectrum of public spaces on public and private lands. However, there is no comprehensive strategy that provides guidance on the planning and delivery of downtown public spaces.

Vancouverites — like people around the world — value inviting, interesting and creative public spaces where they can play, meet their neighbours, relax and connect. Social interaction and creative expression in public spaces benefits our health, generates economic activity, and makes cities more vibrant and inspiring.

This initiative is consistent with a previous Council motion to prepare a Downtown Public Space Plan to provide a more coordinated approach to delivering public space initiatives in the downtown and is a first step in exploring Council's direction to pursue a *City Core 2050 Vision*. With much of the area planning in the downtown area completed or nearing completion, and with the opportunity to align with work underway both by the City as well as community organizations, it is an opportune time to embark on this initiative.

As the first phase of a public space strategy for the broader City Core area, the *Downtown Places and Spaces Strategy* will include the Central Business District, Coal Harbour, West End, Downtown South, Yaletown, False Creek North and Northeast False Creek. Future phases will include the Downtown Eastside and False Creek Flats, and the communities south of False Creek.

The *Downtown Places and Spaces Strategy* will provide a strategic framework to shape a vibrant public space network and coordinate public space delivery in the downtown. The preparation of the strategy will include significant community outreach and engagement, as well as a Public Space and Public Life Study undertaken by a consultant. The strategy will align with and advance Council policies, including the *Greenest City Action Plan*, *Transportation 2040*, *Healthy City Strategy Action Plan*, *West End Plan*, and VIVA Vancouver initiatives, and will be informed by existing public space policies and guidelines. There are a number of public space initiatives advancing concurrently that provide an opportunity to elevate and unify the public dialogue on public space.

COUNCIL AUTHORITY/PREVIOUS DECISIONS

- Council motion directing staff to report back on a work program for the *City Core 2050 Vision* (2016)
- Healthy City Strategy Action Plan (2015)
- Mayor's Engaged City Task Force (2014)
- West End Plan (2013)
- Transportation 2040 (2012)
- Vancouver Economic Action Strategy (2011)
- Greenest City Action Plan (2011)
- Council motion directing staff to prepare a Downtown Public Space Plan (2010)
- Downtown South Guidelines (Excluding Granville Street) (1991; last amended 2004)
- DD (Except Downtown South) C-5, C-6, HA-1 and HA-2 Character Area Descriptions (1975; last amended 2003)
- Downtown (Except Downtown South) Design Guidelines (1975; last amended 1993)
- Plaza Design Guidelines (1992)
- Central Area Plan (1991)

CITY MANAGER'S/GENERAL MANAGER'S COMMENTS

The General Manager of Planning, Urban Design and Sustainability RECOMMENDS approval of the recommendations of this report.

REPORT

Background/Context

1. Public Space

The Charter of Public Space provides a useful definition and description of public space, put forward by the Biennial of Public Space and adopted by the United Nations Program on Human Settlements (UN-Habitat):

Public spaces are all places publically owned or of public use, accessible and enjoyable by all for free and without a profit motive. Public spaces are a key element of individual and social well-being, the places of a community's collective life, expressions of the diversity of their common, natural and cultural richness and a foundation of their identity. The community recognizes itself in its public spaces and pursues the improvement of their spatial quality.

Staff from Planning, Engineering, Real Estate and Facilities Management, Cultural Services, and Parks work collaboratively on the planning, design, programming and stewardship of public spaces, in consultation with residents, community organizations, and businesses, based on local area plans and other Council directions.

2. Context: Policy and Guidelines

Public spaces contribute significantly to our city's attractiveness, quality of life, health, sustainability and economic vitality. The importance of public spaces has been recognized through many recent Council directions in local area plans and in social, economic and environmental strategies, including:

- **Greenest City Action Plan (2011):** Plan for mixed-use areas with pedestrian-oriented public spaces so that goods and services are within a safe and enjoyable 10-minute walk from where people live.
- **Vancouver Economic Action Strategy (2011):** Successful downtowns combine a dense mixture of activities and people, and a vibrant walkable and bikable public realm.
- **Transportation 2040 (2012):** Enable and encourage creative uses of the street. Create public plazas and gathering places throughout the city. Potential locations for "pavement-to-plazas" and pedestrian priority streets are identified in the plan.
- **West End Plan (2013):** Improve the commercial streets as public spaces, create new plazas and gathering spaces, and enhance laneways. Specific public space improvements are identified in the plan, particularly in the Village areas.
- **Healthy City Strategy Action Plan (2015):** Create and enhance wonderful temporary and permanent public places and spaces throughout the city.

Further, Council-approved design guidelines provide guidance for development proposals as well as the design of public spaces, sidewalk treatments, street trees and landscaping, street furniture, and other elements in many neighbourhoods and sub-areas of the downtown. The guidelines are intended to strengthen the distinctive character of these areas and achieve high quality public spaces.

3. Area Context

The downtown area is generally bounded by Stanley Park, English Bay and False Creek, Burrard Inlet, Richards Street, Pender Street, and Main Street. This area has a diverse range of communities including the Central Business District, Coal Harbour, West End, Downtown South, Yaletown, False Creek North and Northeast False Creek (see Figure 1).



Figure 1: The downtown study area and approximate City Core boundaries.

This area has a high density of employees, visitors and residents sharing the central part of the city:

- **Employment:** Staff estimate that in 2011 there were approximately 100,000 employees working in the downtown and the West End, of which 82,500 work in the Central Business District (generally north of Robson Street between Beatty and Bute Streets).
- **Visitors:** Ten million people visited Vancouver in 2016, with many of them visiting and staying downtown, which includes 14,700 tourist hotel rooms, convention facilities and a cruise ship terminal.
- **Residents:** As of 2016, there were 94,284 people or 52,600 households, living in the downtown communities. Some notable facts include:
 - While there are households with relatively high incomes living downtown, the majority of residents have low and modest incomes (average household income is \$44,333 (2011) as compared to a citywide average income of \$56,113).

- Downtown residents are generally younger than those living elsewhere in the city, with the largest group (51 per cent) being between the ages of 20 and 39.
- There are a significant number of children (4,310 up to the age of 14) living in the downtown, primarily in the West End and False Creek North. In 2011, there were 8.51 children/ha, which exceeds the citywide average of 6.2 children/ha.
- Seniors (65 and older) make up a smaller percentage (8.8%) of the downtown population as compared to the entire city (13.7%).
- Almost all downtown residents live in apartment buildings and most are tenants.
- The majority of people living in downtown area walk (49 per cent) or take transit (30 per cent) to work (2015).



Figure 2: “Urban Pasture” parklet on the 1000 block of Robson Street.

4. Public Space in the Downtown

Vancouver’s downtown is home to diverse and multicultural communities. It has many great public spaces, such as shopping streets, the Seawall, world-class parks, plazas and mini-parks. These spaces are locations for special events, celebrations, markets, social gatherings and public art where residents and visitors come together to express and celebrate their identities and cultures. Public spaces also provide important opportunities to honour Aboriginal history and culture.

Public space in the downtown area is unique, not only because of the diversity of downtown communities, but also because of the broad spectrum of public spaces, from street

rights-of-way (ROW) including sidewalks, plazas, and parklets to those on private lands, such as privately-owned public spaces (POPS), which are plazas in front of retail and office buildings. The edges of public spaces, including building frontages, ground floor commercial uses, patios, weather protection, and other elements, contribute to pedestrian comfort, activity, and public life.

Public spaces are enhanced and activated through a number of City programs, including Special Events, Street Vending (food and non-food), Busking, Public Art, and Green Streets. The City's VIVA Vancouver program has been used as a platform for action while planning to test the viability of transforming road spaces into vibrant pedestrian spaces, in collaboration with community groups, local businesses, and regional partners.

Specific recent or current public space programs and initiatives underway in the downtown include:

- Creation of new or improved public spaces at Jim Deva Plaza, the Vancouver Art Gallery North Plaza, 800 Robson Street, and laneway conversions (e.g. TELUS Garden, Alley-Oop);
- Development of a citywide *Plaza Stewardship Strategy* to provide policy guidance on the governance, maintenance, operations and funding of plazas;
- Patio program expansion and review to develop policy and pilot innovative patio formats (e.g. streateries);
- VIVA Vancouver refresh to review and expand the City's public space innovation program; and
- *Parks and Recreation Master Plan* (Park Board).

In addition, there has been significant interest by the public and businesses in creating more and better public spaces. For example, the Downtown Vancouver BIA (DVBIA) recently completed its 2040 Vision, Re-Imagine Downtown Vancouver, which includes a number of public space activation initiatives. The DVBIA has been providing movable tables and chairs on the plaza associated with Oceanic Plaza at 1066 Pender Street and in the plaza at the north foot of Hornby Street, activating commercial lanes, etc.

From DVBIA's Vision for Downtown:

A future where Downtown is full of public spaces, at every scale. From tiny pocket parks and animated alleys to major urban squares at the heart of the city, downtown Vancouver invites – even insists on – active public engagement. It is this theatre of urban life that makes the city irresistible to visitors and residents alike.

The West End BIA, in partnership with the City and the Burrard Arts Foundation, hosted its third annual Lumière Festival in December 2016. The festival brings decorative lighting and art to activate public spaces in the darker winter months. In 2016 it expanded from Morton Park to include Jim Deva Plaza. The festival featured a series of light art installations, performances and community building initiatives.



Figure 3: VIVA Vancouver (partnership with DVBlA) swing dancing event on Granville Street.

Strategic Analysis

1. Why a Downtown Places and Spaces Strategy

A strategy is needed to ensure that the growing downtown communities are connected by a network of successful and diverse public spaces. As part of this, we need to leverage existing spaces and assets, recognize the significant interplay between the quantity, quality and variety of spaces, and connect these spaces to provide inviting and comfortable routes for walking and cycling.

The Timing is Now

Land use and area planning has recently been completed for much of the downtown, but an overall vision and policy for public space is missing. There continues to be significant growth across the downtown, which will increase demands on the public space network in the future. There have also been a number of public space initiatives and activations in recent years, and the community's increasing desire for innovative projects and partnerships requires the City to elevate and better coordinate its approach to public space in the downtown. Further, the Park Board is initiating the *Parks and Recreation Master Plan* process this year, and the strategy should be aligned with this work.

Roadmap for Public Space Delivery

The City is missing a comprehensive strategy that identifies the types of spaces needed, and provides a framework to prioritize and coordinate public space delivery, and fosters the creation and programming of downtown public spaces. There are significant expectations from the public on the creation of new public spaces, but also limits on staff and funding resources. A strategy is needed to assist in prioritizing public space initiatives.

Privately-Owned Public Spaces

For POPS, there continues to be pressures to develop and/or enclose the spaces for retail space and we have recently experienced the loss of two of these spaces. There has been significant community interest in having policy to require the retention and/or replacement of these public spaces. There are also opportunities to better utilize some of these existing spaces for programming, events and other activations.

Usage and Design Issues

Redesigning or creating new public spaces, particularly those on street ROW, can involve conflicting objectives and interests related to usage, design standards, maintenance, stewardship, and other considerations. Thus there is a need for policy to provide guidance on a typology of public spaces that could address issues such as:

- Movement and gathering in public spaces;
- “Special places” where non-standard materials and furnishings can be considered;
- Pedestrian priority streets (intent and transportation/public space objectives);
- Private/commercial use of public space (e.g. patios and sidewalk vending); and
- Prioritization of public space when there are opportunities for road space reallocation.

Strategy: Scope and Objectives

The study area for the *Downtown Places and Spaces Strategy* includes the Central Business District, Coal Harbour, West End, Downtown South, Yaletown, False Creek North and Northeast False Creek (see Figure 1). This is the first phase of a public space strategy for the broader City Core area. Future phases will include the Downtown Eastside and False Creek Flats, and the communities south of False Creek.

The strategy has the following scope:

- Opportunities for public space in the street ROW, including plazas, sidewalks, parklets and laneways;
- Opportunities for public space on City-owned or other public lands; and
- Privately-owned public spaces (POPS) such as office plazas, as these provide a significant contribution to provision of open space in the downtown.

The strategy will recognize that great public places are made up of wonderful spaces and will be informed by existing public space policies, including the *West End Plan*, as well as the area planning underway in Northeast False Creek. It will also recognize that public spaces should reflect the distinct character of the communities they are a part of, and that approaches to delivering public space will vary.

The strategy will foster partnerships, recognizing that many great spaces (e.g. gardens, patios, and office and retail plazas) and programming are created by individuals, businesses, and community organizations.

The strategy will provide the following:

- A clear vision, values and principles for downtown public space;
- An inventory of public spaces;
- A strategic framework that shapes a vibrant public space network and coordinates interdepartmental work;
- A mechanism that identifies the types of spaces needed, and provides a framework to prioritize and coordinate public space delivery;
- Guidance on POPS retention, public space usage and design, and other issues; and
- Priorities and strategies for implementing public space initiatives.

The strategy will be a complementary initiative to the Park Board's *Parks and Recreation Master Plan*, which focuses on parks.

2. Work Program

The work program for the *Downtown Places and Spaces Strategy* will take approximately 18 months and will consist of four main phases (see Appendix A):

- Phase 1: Vision, Values and Favourite Places
- Phase 2: Public Space and Public Life Study and Policy Testing
- Phase 3: Strategic Directions
- Phase 4: Draft Strategy and Report to Council

Each phase will include public engagement opportunities and consultant work. Undertaking the work program will require:

- The hiring of two temporary staff - Planner (16 months) and an Engagement Specialist (12 months);
- A consultancy to support the preparation of the *Downtown Places and Spaces Strategy*; and
- Public engagement to involve people, community organizations, businesses and others throughout the downtown.

Staff will report back to Council on the progress of the work program, including key public engagement and consultant findings, in late 2017.

Public Engagement

There will be a variety of ways that the public, community organizations and businesses can engage in the preparation of the *Downtown Places and Spaces Strategy* including a series of launch events in different areas of the downtown reflective of the diversity of downtown communities, workshops and walkshops, information on the City's website, online surveys, "pop up" engagement throughout the downtown, and the Public Space and Public Life Study. Staff will prepare an inclusive engagement strategy that reflects the local needs and issues in different downtown communities (see Appendix B).

An objective will also be building partnerships within communities and between the City and organizations, groups and individuals to plan and program public spaces in their respective communities. As part of engagement, staff will work with the VIVA Vancouver program in

collaboration with community groups, local businesses, and other partners, to test concepts and ideas in public spaces as “Action While Planning” pilot projects.

As there are a number of public space initiatives being undertaken by Planning, Engineering and Parks over the upcoming year, staff will work together to coordinate and share information, and on some engagement initiatives, allowing for a unified and elevated public dialogue on public space in Vancouver.



Figure 4: DVBIA activation of Hornby Plaza (summer 2016).

Consultancy

“Public life” is that part of our social lives that occurs in public spaces.

A consultancy will support the preparation of the *Downtown Places and Spaces Strategy*. In 2017, the consultant will support Phase 1 public engagement and will conduct a summer Public Space and Public Life Study (PSPLS). In 2018, the consultant will conduct a winter PSPLS, and then provide strategic recommendations for the draft strategy.

The City has experience with public space monitoring through the VIVA program on a site by site basis. A PSPLS, which evaluates the quality and attributes of public spaces as a network and observes how public spaces are used by people, including movement and gathering behaviour, is an innovative way to engage the public. These studies have emerged as a best practice in the preparation of public space policies and plans, and have been used by cities such as Perth, Melbourne, Seattle, Toronto, San Francisco, Copenhagen and New York City.

Approximately twenty spaces (e.g. plazas and sidewalks) throughout the downtown, as well as the public space network between these spaces, will be studied in summer 2017 and winter 2018. In addition, surveys of public space users and pedestrians will be undertaken to gauge the level of satisfaction with the space, and to ask for advice on improvements and other insights. This research combined with other public engagement and technical work will inform the *Downtown Places and Spaces Strategy*.



Figure 5: Jim Deva Plaza launch celebration (July 2016).

Implications/Related Issues/Risk

Financial

The total cost of the work program for 2017, which includes salaries and benefits for two temporary staff, computers, the consultancy, and public engagement, is \$350,000 (see Appendix C). The source of funds for the 2017 work program is the 2017 Operating Budget.

Staff will report back to Council with the work program budget and funding required for 2018, and this will be brought forward as part of the 2018 operating budget process.

Environmental Implications

Fostering a network of successful, vibrant public spaces will enhance the walkability of the downtown and support cycling and transit use. This will further reinforce sustainable transportation modes as the preferred ways of getting around the downtown, which will reduce GHG emissions, increase health, and have a positive effect on the environment.

CONCLUSION

This report seeks Council's approval of a work program and budget to prepare a *Downtown Places and Spaces Strategy* to foster exceptional, vibrant and memorable public spaces, places and experiences in the downtown. The strategy will identify public space needs and will provide a framework to prioritize and coordinate the delivery of public space initiatives, including opportunities for programming and partnerships. It will also address public space policy issues, including areas where currently there is a lack of clarity and/or competing objectives. The strategy is a first step in exploring Council's direction to pursue a *City Core 2050 Vision*.

Public engagement will be innovative and inclusive, and there will be a variety of ways that residents, community organizations and businesses in downtown's diverse communities can get involved in preparing the strategy. "Pop up" engagement, "Action While Planning" pilot projects, the Public Life Study, and other activities will engage people in a range of public spaces. There are a number of related public space initiatives advancing in parallel and in coordination with the *Downtown Places and Spaces Strategy* that provide an opportunity to elevate and unify the public dialogue on public space.

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APPENDIX A: WORK PROGRAM

The work program for the *Downtown Places and Spaces Strategy* will take approximately 18 months over 2017 and 2018 and will consist of four main phases. The key deliverables in each phase are described in Figure 1.

Work Program Timeline 2017-18 (18 months)			
PHASE 1 Launch: Vision, Values & Favourite Places Q2 2017	PHASE 2 Public Space & Public Life Study and Policy Testing Q3-Q4 2017	PHASE 3 Strategic Directions Q1-Q2 2018	PHASE 4 Draft Strategy & Report to Council Q3 2018
<p>Deliverables:</p> <ul style="list-style-type: none"> • Downtown People & Public Space Backgrounder • Launch events, workshops and walkshops • Vision statement • Public space values & principles • Favourite Places mapping at events and online survey • Confirmed consultant work program for Public Space & Public Life Study • Review of existing public space policy • “Action While Planning” 	<p>Deliverables:</p> <ul style="list-style-type: none"> • Phase 1 public engagement summary • Public Space & Public Life Study (summer) • Toolkit for Conducting a Public Life Study • Testing and refining proposed public space policy • Engagement events & activities • “Action While Planning” pilot projects • Council Report - Progress update - 2018 budget 	<p>Deliverables:</p> <ul style="list-style-type: none"> • Public Space & Public Life Study (winter) • Summary of PSPLS results and Phase 2 public engagement • Emerging strategic directions (consultant & staff) • Public open houses, workshops and online survey • Refined directions for Downtown Places & Spaces Strategy • “Action While Planning” 	<p>Deliverables:</p> <ul style="list-style-type: none"> • Draft Downtown Places & Spaces Strategy • Public open houses and online survey • Public engagement summary • Council Report

Figure 1: 2017 to 2018 work program and timeline.

APPENDIX B: PUBLIC ENGAGEMENT AND PARTICIPATION

Introduction

Downtown Vancouver is city and regional hub of culture, employment, shopping, events and celebration, and a major destination for visitors from around the world. It is also home to a variety of diverse and multicultural communities. Staff will prepare an inclusive engagement strategy that encompasses the full range of public space interests and that reflects the local needs and issues in different downtown communities. The strategy will deliver on a number of specific initiatives to ensure that engagement with the public is accessible, diverse, innovative, and exciting.

Approach and Objectives

Staff will work with community organizations and business groups to assist in outreach for the strategy to help identify and ensure the involvement of diverse groups, including those that are often under-represented in civic processes (e.g. youth, low income households, First Nations, newcomers, tenants, people who are homeless, and others) as well as engagement approaches to ensure broad participation. Staff will also coordinate with other City staff teams working in the study area that have specific knowledge of community dynamics and relationships that can contribute to the overall success and inclusiveness of the outreach and engagement.

Staff will prepare an engagement strategy that adheres to the City's Guiding Principles for Public Participation and the IAP2 Core Values. This strategy will create a work program that delivers on a number of specific initiatives to ensure that engagement with the public is accessible, diverse, responsive, innovative, and exciting. The engagement strategy will achieve the following objectives:

- **Conduct interviews with key stakeholders in advance of finalizing the engagement strategy**, to determine what engagement and outreach methods will be most impactful to reach the people we need to hear from.
- **Create an engagement process that is robust yet flexible to respond to emerging opportunities or priorities**. The process will be designed with the commitment that feedback collected will influence the resulting strategy.
- **Create a respectful process that ensures a diversity of voices is heard to reflect the diversity of the downtown**. This includes reaching out to a wide range of the downtown populations, workers, visitors and community and business groups, and providing a safe and respectful engagement environment such that people will be able to participate in a way that is comfortable. Special effort will be made to reach out to populations that are often under-represented in civic processes.
- **Ensure a straightforward means for community members to see how their input feeds into the process**. This includes ensuring open and transparent communication about community and consultant inputs, City objectives and staff recommendations, as well as reporting back to those involved so they can see how their input has shaped decisions.

- **Create a sound outreach strategy** to reach key audiences and support broader general awareness of (and participation in) the planning process.
- **Provide clear information about *Downtown Places and Spaces Strategy* planning considerations**, including scope (i.e., what is 'on' or 'off' the table), background and technical information, key questions, opportunities and challenges, trade-offs and potential solutions, etc.
- **Provide enriched opportunities for participation and partnerships** through the creation of fun, exciting, and creative ways to explore the opportunities and issues.
- **Collaborate with other staff teams, such as Parks, VIVA Vancouver, and West End Planning**, to ensure clear, coordinated and complementary engagement for the public.

Engagement Opportunities

There will be a variety of ways that the public and community organizations can be involved in the preparation of the *Downtown Places and Spaces Strategy*, including:

- A series of launch events, walkshops and workshops in different areas of the downtown reflective of the diversity of downtown communities;
- 'Pop up' engagement throughout the downtown;
- The Public Space and Public Life Study;
- Information and updates on the City's website;
- On-line surveys; and
- "Action While Planning" pilot projects.

Specific tools and consultation activities will be refined during the preparation of the engagement strategy.

For "Action While Planning" pilot projects, staff will work with the VIVA Vancouver program in collaboration with community groups, local businesses, and regional partners, to test concepts and ideas in public spaces identified during the planning process. Pilot projects allow staff to test, measure and refine concepts during the planning process, and provide a way to engage users, make ideas visible, spark conversations, test and adjust strategic initiatives and ensure effective investment prior to the implementation of the final strategy. Pilot projects can also act as an early activation strategy, creating attractive public spaces for gathering, walking, lounging, and lunching.

Participants: Roles and Responsibilities

The Community: Includes residents, landlords and homeowners, other property owners, business owners, employees of local businesses and service agencies, representatives of neighbourhood associations, and cultural organizations active in the study area. This also includes a general public audience of those who do not live or work downtown, but who are interested in the downtown. Collaborating with City staff, the community will help identify issues, opportunities and actions related to the public space network in the downtown, inform preferred policy options, and help encourage and facilitate community outreach.

Community and Business Groups: These include all those related groups active in the study area such as community organizations, community centres, community policing centres, business improvement associations (BIAs), Neighbourhood Houses, faith-based organizations, cultural organizations, non-profits, co-operatives, and other associations. Involvement will depend on the specific issues and initiatives proposed in the process. These groups will help City staff with outreach, identifying issues, opportunities and actions, and the review of policy options.

Citywide and Regional Stakeholders: These include citywide non-profit organizations, City advisory committees, academic community, and others; and also include stakeholder groups located outside the geographical boundary of downtown Vancouver but that have an interest in the *Downtown Places and Spaces Strategy* initiative, such as Tourism Vancouver, TransLink, Vancouver Coastal Health, and other citywide and regional agencies. These groups will help City staff with outreach, identifying issues, opportunities and actions, and the review of policy options.

City Staff Team: Staff will manage the planning process and collaborate with the community to identify clear issues, opportunities and actions informed by City policy. Staff will prepare the draft *Downtown Places and Spaces Strategy*, and convey it to Council for approval. Ongoing support will be provided by representatives from a number of City departments, boards and external government agencies.

City Council: Council allocates resources for the planning process and has the final approval of the strategy. Council members will be invited to be "active observers" during the planning processes.

Table 1: Process participants - general roles and responsibilities.

		Manage Process	Process Check-in	Outreach	Issues, Opportunities, & Actions	Drafting Strategy Options	Strategy Testing	Drafting the Strategy	Strategy Approval
Stakeholders	The Community			✓	✓		✓		
	Community and Business Groups		✓	✓	✓		✓		
	City/Regional Stakeholders			✓	✓		✓		
City Staff		✓		✓	✓	✓	✓	✓	
Council									✓

NOTE: This table outlines general roles associated with different actors; however, the work will likely overlap. For example, members of the Community will participate in workshops for Community Groups.

APPENDIX C: 2017 WORK PROGRAM BUDGET

The total cost of the work program for 2017, which includes salaries and benefits for two temporary staff, computers, the consultancy, and public engagement, is \$350,000.

Table 1: 2017 work program budget.

Budget Item		Project Cost (2017)
Staffing	TFT Annual Cost	2017 Cost
Planner	\$105,000	\$52,500 (6 months)
Engagement Specialist	\$83,500	\$56,000 (8 months)
Staff Work Station and Computer		\$10,000
Subtotal Staffing (Rounded)		\$120,000
Consultancy for the <i>Downtown Places and Spaces Strategy</i>		2017 Cost
Public Space Values and Favourite Places Summary		\$20,000
Public Space and Public Life Study		\$150,000 (summer)
Subtotal Consultancy		\$170,000
Public Engagement		2017 Cost
Public Engagement Events, Materials and Support*		\$60,000
Total Project Cost (Rounded)		\$350,000 (2017)

*VIVA Vancouver program activations and engagement will also contribute towards 2017 public engagement for this initiative.