

FALL 2019

Change the Culture

CHANGE MANAGEMENT CONSULTATION REPORT
BADM 466



Sarah Johnson, Nikolina Jagodic,
Samuel Dickison, Mohammed Alshuaibi,
Maureen Nyce, Lynnea Mills,
Gurhansdeep Kaur, Amy Alghamdi

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Executive Summary

This document outlines not only the existing culture in the City of North Vancouver, but the clear change in culture for the implementation of two new parklet ideas. The first proposed location for a parklet is on the corner of 2nd and Lonsdale outside of Menchie's Frozen Yogurt. This proposed location is aimed to partner with the local business, Menchie's, to help strengthen community relationships and transform the current culture of the area. The second proposed location is aimed to complement the increasingly popular Spirit Trail, near the North Shore Auto Mall. During the day, this vibrant up-and-coming area is filled with employees from surrounding businesses, parents with children, dog owners, and other members of the community. Both locations were chosen for many reasons that will be highlighted throughout this report. However, one of the main reasons was to foster a better sense of community in the more separated digital age. More and more we see people with their heads to their devices rather than out developing relationships within the community. The goal of the parklet program is to contribute a positive change to city culture, people's perspective, and sense of community.

Scope Statement

The objective of this project is simple, implement a new parklet for members of the community to enjoy. In doing this, it is essential to engage with local businesses, community, pedestrians and other stakeholders in the City of North Vancouver to create parklets that will transform roads and trails into vibrant spaces for the community. Primary research, data interpretation, change management plans, requirements, assessments, and communications plans are all part of the scope of this valuable project. Once the entirety of the work is completed, the final changes will in turn, benefit all stakeholders involved.

Change Management Plan

The Existing Culture of the City of North Vancouver

The City of North Vancouver is a beautiful, multicultural, mountainous city with a rich history of Indigenous communities, Squamish, Musqueam and Tsleil-Waututh Nations, and the investment of Arthur Lonsdale that enriched the community to what it is today. Established as a municipality in 1891, Arthur Lonsdale and family heavily invested in the high terrain area through Moodyville investments. Many of these are named after certain areas in the city like Moodyville and Lonsdale Ave. Over the years, the city of North Vancouver has maintained its rich multiculturalism and community to its existing culture. The existing culture of North Vancouver is targeted to higher income earners that enjoy the sense of community and the outdoors. Closer to areas like Squamish and Whistler for hiking, mountain biking and climbing but also with many apartments, condos and townhouses that are laid throughout the city. There are also many small businesses to enhance that feeling of small town, community-owned city and to promote locally owned business so North Vancouver residents stay employed within their city and decrease long commutes. On the City of North Vancouver website, they state North Vancouver is “born and shaped by our rich history, diverse culture and natural environment, we are a community with a long-term vision for the future and brimming potential (About the City, 2019).” The community promotes sustainability, education, arts & culture, and the participation of the residents like promoting events such as the food truck festival and Lonsdale Quay businesses. The existing culture of North Vancouver is rich with high investment into the residents; any additional community based events, businesses or areas would succeed with the right research and businesses.

The vision for the City of North Vancouver

The proposal is to cultivate the culture of local businesses and residents of the City of North Vancouver in regard to community buy-in with the parklet program. Parklets hold the opportunity to enhance the community's culture and involvement by implementing a customized parklet program for a greater business buy-in. This can increase customer satisfaction and increase profits of local businesses by partnering with the City to implement parklets that harmonize the businesses brand and needs. Changing the culture of residents and employers toward parklets will also increase the community buy-in with diverse parklets around North Vancouver. This already community based city, has the opportunity to strengthen its community culture by combining city initiatives, residents and local businesses together. Implementing Parklets on the streets of North Vancouver will ultimately provide more places for people to gather, communicate with one another and socialize amongst each other in their own city.

Research

The research was focused on North Vancouver's population by searching for raw data of the city's statistics. The findings produced in North Vancouver are a mix of different population census such as Canadian, English, Scottish, French, Irish, German, Chinese, Italian, First Nations India, Ukrainian, Dutch, Polish, Filipino, British, Russian, Métis, Portuguese, Welsh, and Norwegian. The collection of data is showcased on Appendix B to visualize the population census of North Vancouver and it's residents. By having knowledge of the community's statistics, it can support the implementation of parklets and aid the city in making partnership decisions.

Community Statistics

See Appendix B for Community Statistics for North Vancouver.

Business Parklets

Culture of Business Parklets

Situated adjacent to a business, parklets can transform what was once a regular old parking spot into a communal space made for people to sit down, relax and chat with others all while enjoying the beautiful city of North Vancouver.

Temporary Parklets are installed with a kit that includes a platform, an enclosure and features customizable to the specific space you wish to create. They are designed with colours that will attract users to the space. The culture of the parklet is focused on encouraging everyone in the neighbourhood, including moms with strollers to single couples walking their dogs, to gather in a spot that invites communication, sharing and fosters a strong sense of community.

The parklet is protected by an enclosure which provides a comfortable, safe and enjoyable space for parklet users. Parklets are also surrounded by greenery and other landscaping which enhances the view of the street and stands out to pedestrians walking-by which also attracts more users to the space. The parklets main objective is to create a unique, welcoming space that benefits local businesses, residents and visitors. By bringing more people out of their private spaces and attracting more customers to the business, it fosters a sense of community amongst residents and encourages interaction and conversation with others. Parklets stray away from any sort of exclusion; therefore, they are all kid, pet and family friendly, enjoyable for anyone of any age to use.

The City of North Vancouver is known for having long, gorgeous summers which are prime for enjoying vibrant and fun outdoor spaces and culture which parklets provide. Further, patios in North Vancouver are typically busy and filled with locals and tourists which promotes the desire to implement more outdoor seating that can be enjoyed throughout Summer and/or Winter months by customers, residents, and visitors of the North Shore.

See Appendix D for Location of Business Parklet.

Requirements:

Available parking spaces

Parklets require a minimum of two parking spaces for installation if the sidewalk does not have the width to accommodate the parklet and allow pedestrians to pass. The selected location for our proposed parklet is on the north side of East 2nd street at Lonsdale. This location meets the required two parking spaces with additional traffic calming curbs that have been installed at the new light controlled intersection.

Business buy-in Requirements

A joint agreement between the City of North Vancouver and the selected business will be required before parklet installation can be considered. This agreement will include:

- A minimum five year commitment
- A \$500 annual renewal fee
- Extended commercial general liability insurance to cover the parklet
- To share free public wifi with parklet users
- To provide washroom access by non-customer parklet users
- To track parklet usage in order to provide feedback to CNV
- To keep both the surface of the parklet and the area beneath the parklet clean and maintained
- To lock/unlock any movable furniture of the parklet on opening and closing of the business
- To water and tend to the landscaped areas/flower boxes
- The willingness of nearby businesses to reduce store-front street parking by two parking spots

The business proposed to accept these responsibilities is Menchie's Frozen Yogurt. It is located on 2nd Street, on the corner of Lonsdale and 2nd Street. This business was selected because it would benefit from the additional seating capacity provided by the parklet. Menchie's serves frozen desserts that suit being enjoyed outdoors. The vision was to see families, including four legged members, walk down to this area for a treat or dessert, meet some friends and sit in the beautiful parklet area to reconnect. With the steep slopes of lower Lonsdale, elderly residents would have an opportunity to walk a short distance then have a comfortable spot to rest and observe their neighbourhood. Though the prefabricated parklet doesn't have options to modify, the long term vision would be to provide an easy to clean, fixed counter surface and simple fixed stools that would be maintained with little effort by the Menchie's Frozen Yogurt staff.

Community Buy-in

A commitment from the local community will be sought to embrace and support the implementation of the parklet, to respect the nearby businesses attached to the space, to maintain the space and keep it free from any solicitation or harassment, to keep the parklet free of any use of drugs or alcohol and to respect the hours of operation and not exceed the hours of available use. The desired outcome would be for community members to take an “ownership” role that would also encourage respectful use and care of the space.

Driver Buy-in

Drivers in the vicinity of the parklet are encouraged to accept the loss of the two store-front parking stalls in exchange for the parklet public space. The expectation would be to drive within reason and oblige the speed limit, particularly around the parklet due to the higher numbers of pedestrians, children and/or pets. The traffic calming curbs and the recently added light control intersection will ensure that these requirements are met. With City of North Vancouver initiatives and the direction towards reducing car traffic in this area, the loss of parking spaces should encourage an increase in walkers and cyclists and discourage and reduce car traffic.

Area Density

The lower Lonsdale (LoLo) area is a mixed use area of residential housing and businesses. There are many buildings varying in height from one to six stories with commercial space located on the ground floors and residential space above. The CNV has focused on increasing population density, a plan will result in more of the population residing in small spaces. Due to the high cost of real estate in the area, a current trend towards building smaller living spaces has resulted in a greater need to get residents outside of their living spaces and into the outdoors. The addition of parklet spaces provides outdoor space within close proximity to satisfy this need. Housing affordability is a number one concern in the lower mainland, a problem that is tackled by developers willing to build apartments and condominiums that better suit the budget of those who only dream of owning a single family dwelling. With the CNV’s commitment to density through development, it will be increasingly necessary to provide more public spaces. Parklets are an ideal solution as they provide small pockets of public space at a low cost to the CNV.

Bike Racks

The parklet footprint in its proposed location relative to the street, sidewalk and adjacent buildings will include bike racks for riders to utilize, free of charge. There are also several CNV bike racks in the area to promote bike traffic. The nearest bike rack to the proposed parklet is located just north of 2nd on the east side of Lonsdale Avenue.

Walk-by Traffic

The proposed parklet is at 100 East 2nd Street located on the North East corner of 2nd street and Lonsdale and has a high volume of walking, biking and car traffic. With only a short four minute walk to Lonsdale Quay, many pedestrians explore the restaurants and shops located in the LoLo area. This area has developed into a foodie destination on the North Shore. There has been a focus by the City of North Vancouver to increase walking and bike traffic and reduce car traffic especially in the lower Lonsdale region.

Bike Traffic

There are several bike racks located near the proposed parklet location at 100 East 2nd Street and in the surrounding area. Though it is challenging to navigate up-hill, the areas around the Lonsdale Quay have bike friendly routes to navigate around the more hilly sections. Many bike commuters ride down the hill in the morning to catch the seabus, only to return at the end of their work day and ride back up the hill. Cyclists have many bike rack options at or near the proposed parklet space, where they can then rest, enjoy a chat with a friend, an ice cream, a coffee or a bite to eat.

Wifi Access

The nearby business would ideally share access to their wifi with parklet users; this would be an item addressed in the Business/CNV joint agreement.

Assessment

As stated above the proposed location for a business parklet is outside of the Menchie's at 100 East 2nd Street and Lonsdale. In order to assess this location we have conducted a pro/cons fix which can be referenced in Appendix C.

Pros/Cons Fix

The pro/con fix analysis found in Appendix D, identifies the suitability of the Menchie's location for a business parklet proposal. The stakeholders include the local community, the owner of the Menchie's franchise location, and the employees of the Menchie's. The pros include a good location relative to the community atmosphere, an increase in positive community engagement, and the potential for an increase in revenue due to the parklet being located outside of the Menchie's. We are confident in these strengths as we have witnessed them be a result of the business parklet which currently exists at the "Bean Around the World" on 5th and Chesterfield in North Vancouver.

The Menchie's location on lower Lonsdale has plenty of foot traffic as it is considerably one of the most popular neighbourhoods in North Vancouver currently. Further, its popularity provides businesses with parklets a great resource to increase/divert traffic towards them. In turn, this may lead to an increase in customers and an increase in sales. Additionally, to increase potential revenues, the parklet can maximize community engagement in the area and lead to happier local inhabitants.

In regards to the cons, reducing the number of parking spaces by implementing this parklet on Lonsdale poses the greatest challenge. This is the one con that remains irrevocable, as it is guaranteed to remove two of the existing parking spaces in order to install a parklet. Another con would be the disruption that come along with the installation of the parklet. However, unlike the parking space issue this can be fixed by doing the installation outside of business hours and at a time, such as 7 or 8 pm when there is less traffic around the area. Lastly, the challenge of having unwanted visitors such as homeless people sleeping on benches or unwanted birds etc. could pose as another challenge to the parklet. If either one of these were to become a serious concern, the issue could be resolved using hostile architecture which helps reduce criminal activity and deter unwanted behaviour.

Overall, the pros in this situation outweigh the cons, making the Menchie's location on lower Lonsdale a very suitable choice to implement a parklet. This location meets the majority requirements outlined in the sections above. The only issue being community backlash due to reduction in two parking spaces which is also our con with no solution or fix. The combination of our three pros: good location, potential increase in profit, and positive community engagement, all provide a strong foundation for supporting the proposed parklet location. An assessment of strengths, weaknesses, opportunities and threats was conducted of the selected location. See Appendix H for SWOT Analysis

PEST Analysis

Political

One requirement from the adjacent business by the CNV is to provide a summary report on use. In the morning meeting with owners of Bean on 5th Street owners, they disclosed that they were falling short of meeting this requirement. The CNV representatives at the morning meeting were quite firm about the importance of this data to the expansion of the parklet program. The inability of Bean on 5th to provide hard data on parklet use will need to be addressed moving forward. The City of Vancouver has a process in place to address the collection of data in order to fulfill their requirements that doesn't rely solely on the business. An examination of their data collection provided some insight into other options for the assessment process. City staff conducted surveys, behavioural mapping, duration of stay tracking, and site cleanliness assessments and this data revealed that the intended goals were being met. Another requirement is that the public space remains safe, accessible and inclusive (City of Vancouver, 2015). The Bean on 5th owners disclosed that the simplicity of the application form and process was very welcome. They stated that the form was a straightforward and simple two page document and that this made the entire process flow quite well in comparison to the process encountered in the City of Vancouver's parklet program application.

Economic

The business owners expressed their satisfaction with the Parklet's economic benefit to their business. They stated that it provided additional seating and increased social interaction of its customers. Rather than just grabbing a coffee and going, customers were more happy to sit and enjoy it on site as opposed to passing through. The owners incorporated the parklet into their patio design to create a smooth flow of people from one area to the other. This modification was completed at the expense of the business. With the low price point to install a parklet, the impression bestowed on listeners was that the cost is one that is more than balanced by the social capital attained. The capital investment required to install a permanent parklet would also result in a positive net contribution to civic life in the area. This is where data on the measurable positive impacts on residents would be invaluable.

Social

In an informal assessment of nearby resident satisfaction, it was evident that the social capital targets of the CNV with the parklet were being met. Early arrival at the morning meeting at Bean on 5th Street to find a parking spot, provided an opportunity to observe residents interact with the parklet. One observer at Bean on 5th noticed that a pedestrian stopped to arrange chairs and tidy up the space as they passed by, behaviour that can be attributed to a sense of shared ownership of the parklet space. A big buy in from dog owners who otherwise might not have been able to sit and enjoy a coffee and a potential visit was also an unexpected benefit of the parklet. One comment from a resident was that additional seating during busy times would be a nice improvement. The owners were able to share, that though the current parklet was temporary, their experience of the parklet was good for business, customers, and the neighbourhood and that it would be a blow to the area if it were to disappear and not be replaced with a permanent parklet structure. They were quite thankful for the opportunity to have one in their neighbourhood.

Technological

Parklet users benefit from access to wifi from adjacent businesses but the pop up spaces do not provide access to a power supply. This was identified on the wish list of the business owners at the Bean location on 5th Street. A power supply would provide charging capability and extend parklet use as a workstation in addition to the other functions.

Walking Trail parklets

Culture of Walking parklets

According to Canadian Statistics, the census of North Vancouver's population is 85,395. This census information for North Vancouver is important to consider when pooling resources for the implementation of new city-enhancing endeavours such as parklets. With a city of this size, long time residents of specific parts of the community may know one another whether this is through school, work, or everyday life. These people have not only built relationships with one another, but have grown a love for the community they live in and the culture that goes along with it. Walking trails serve a great purpose to the community. When looking at the culture of walking trails, it is evident that they are heavily used with many people of the North Shore leading an active lifestyle. These trails help to keep people active, involved, and engaged in the society they live in. No matter what phase of life someone is in, getting out onto a nice trail in the community has great physical and mental health benefits. We also know that the Vancouver area is a highly popular travel destination which is evident in the wide variety of ethnicities that have either moved to or are visiting the area. Walking trails are a great part of the North Vancouver culture that tourists and people alike can enjoy the true scenery of this beautiful place. This culture is such that there is a perfect opportunity to place a community strengthening parklet along the Spirit Trail.

See Appendix F & G for Spirit Trail and location of Walking Parklet.

Requirements

Accessibility: When designing and building a parklet it is important to ensure accessibility for as many users as possible. The goal is to ensure everyone feels welcome. Access to parklets with strollers, wheelchairs or with leashed pets on a leash is a necessity. Seating arrangements in the physical space must consider these users. A turning area of 1.5m diameter located within the parklet is necessary to make the space accessible.

Business: Local businesses in North Vancouver will benefit from having a parklet installed. With a parklet space located right on the water, many people would much rather enjoy their meal looking at the scenic landscape than inside staring at a restaurant wall. This parklet will provide the perfect opportunity for people in North Vancouver to enjoy a great space along the water whether it be Summer or Winter. Due to the location of this parklet, business and employee buy in will be crucial to success. . Further, they can help maintain the parklet so it continues to be a welcoming space for public engagement. This type of ownership was observed at the parklet outside of the Beans Coffee Shop in North Vancouver where the current parklet is located. The owners of the Beans Coffee Shop stated that the parklet was one of the best things that ever happened to them and they will miss it dearly when their contract with the city expires. They also stated that they have no issues with the parklet and everyone respects it accordingly. Much like this parklet, the Spirit Trail could see the benefits of people taking similar ownership of the public space. In the designated area, there are ample garbage bins nearby that are the city's responsibility, so to add another garbage can to the parklet could be accomplished with little cost. In this suggested vicinity of the Spirit Trail, there is also a new development coming soon called Harbourside Waterfront. The developers of this project could take ownership or provide a monetary contribution as the space will enhance the new retail spaces, hotels, and residential areas proposed to begin development soon.

No obligation: One of the many benefits to users of having a parklet situated along a walking trail is there is no obligation to purchase anything to enjoy the facility. The peaceful location of this parklet means that users can sit back and relax. With the proposed parklet located not directly in front of a business, it will attract people to the area. It will be very clear and apparent to people that this is a public space for all to enjoy and not something directly connected to a business. Many people of the area can bring their own lunch or snacks. The North Shore Auto Mall and surrounding area employs thousands of people and this parklet would provide a perfect seating area for employees to enjoy during their lunch break, or after work to help unwind from the day.

Installation: The parklet installation would be done in a relatively short time frame due to the sizing of the parklet. Due to the large space along the Kings Mill Walk Park section of the Spirit Trail, no parking spaces would need to be taken in order to install a parklet. There is ample space along the trail for a parklet and would be unnecessary to remove any parking. Through the installation process there may be some minor interruption to the cyclists and foot passengers however it would be a very small disruption and well worth it for the end result. In Appendix C a map of the proposed location can be found along with photos of the area. As shown, there is ample space in the area and it is in a great location.

Assessment

Assessment of the Spirit Trail area in North Vancouver was done to get a better idea of the potential success or failure of this parklet location. The primary research was done along the Spirit Trail and North Shore Automall alike by way of observative research. This showed a very busy trail with many users ranging from people walking dogs, to parents with their children, to employees of nearby businesses. This research also showed a huge advantage for the developing areas around Harbourside Waterfront. This development project was approved by council in June of 2014, is to build 700 condominium homes, 100 rental apartments, 200,000 square feet of office space, a 100,000-square-foot hotel, and over 40,000 square feet of retail storefront. This project is a huge one for the area and adding in a parklet will not only enhance the current space, as well as enhance future space as well. An assessment of strengths, weaknesses, opportunities and threats was done to get a better understanding of the area. See Appendix F for SWOT results that highlight the reasons we believe this location is suited to a parklet.

Pros/Cons Fix

A pro cons/fix assessment was also applied to the proposed location along the Spirit Trail near the Northshore Auto Mall. This location currently does not have many restaurants and may provide a potential opportunity for a food truck location. Maintenance, rubbish removal, vandalism and graffiti can be problematic due to the remote location and potential after hour visitors. The location next to the sea is also a feature worth highlighting. It can serve as a picnic destination for elderly who can't easily sit on the grass to enjoy a meal. The area is surrounded by trees that offer a nice surrounding as well as shade. The beauty of the region is evident and there is enough parking to accommodate those driving.

See Appendix E for Pros/Cons Fix of Walking Parklet.

Key Performance Indicators

Key performance indicators aid in assessment by measuring and evaluating the effectiveness of achievements of key business objectives. How can we introduce metrics for businesses to accurately measure the success of the parklet? With the business buy-in of parklets, it is beneficial to be able to measure success, in order to provide necessary feedback to the businesses, community, and the City of North Vancouver. In the visit to Bean on 5th it became apparent that this accountability remains in the hands of the business. After hearing owners, Annette and Alexander, at Bean on 5th Street in North Vancouver, speak of their concerns, what we deduced was how difficult it was to evaluate the measure success of the parklet located across their patio. The only feedback they were able to provide was what was satisfaction voiced by customer and community and the observation that the parklet was occupied throughout the day. The expectation of the City of North Vancouver is that the businesses will dedicate resources to measure the success of the parklet. The parklets will encourage higher walk-by and bike traffic and in turn revenues will improve at nearby businesses. Emphasis on the importance of tracking and measuring use with data and metrics in order to be considered for a permanent parklet location was communicated to the owners by the CNV staff at the meeting with Bean on 5th.



Evaluation Rubric:

Based on our research below we have mentioned a few metrics to measure the effectiveness of the parklet as it pertains to the business:

- Revenue change with installed parklet
- Impact on sales (negative, no change, or positive change)
- Impact on hours of operation (open earlier, no change, open later)
- Impact on neighbourhood (worse, no change, better)
- Increased use as a result of customer reviews/satisfaction (YOY comparison)
- Number of users per day
- Duration of stayPercentage of users per season (quarterly)
- Employee Engagement
- Number of vandalism/graffiti incidents
- Site cleanliness
- Surveys to assess satisfaction of businesses, users, and passers
- Social capital
- Ask users to measure how much the parklet enhances their relationships with their neighbours, etc.



Communications Plan

Communication is an important tool in any partnership or relationship and can support better interactions and allow for dialogue, improvements, and feedback. When it comes to change management, communication is key to understanding, building a coalition and implementing change successfully. This relationship and process will aid the change of culture by creating open communication resulting in feedback and a stronger partnership. A communication matrix has been created so that the business that buys in will feel more supported throughout the process and allow for open feedback to adapt. This communications matrix needs to be available to all stakeholders and updated during the project to match real time situations. See Appendix I for a more detailed communication matrix.

What are the planned cultural changes

The vision is to change the culture of the business and community when it comes to the use of parklets. Parklets are a relatively new concept in North Vancouver so it is crucial to their success that they be introduced in a way that all stakeholders accept. A parklet can provide a triple win to promote City of North Vancouver brand, promote a sense of community and to build positive partnerships between local businesses and the city. Some potential plans for the future of parklets are to create a program customized to businesses and to provide an opportunity for more involvement in the design process. A parklet is intended to promote a sense of community and to provide a focal point for gathering in the area. A tool that will help support this change will be the communications matrix that will be ideal for business and community buy-in to create seamless communication channels.

Business buy-in aspect

To change the culture of businesses buy-in, it is important to communicate the success and feedback from other parklets like Bean Around the World on Chesterfield Avenue. For this project purpose the owners were unable to provide hard data on use but by asking a few questions of the 5th street residents near Bean on 5th it was evident that the parklet was a positive addition that was long overdue. The feedback from others will allow other businesses to assess the parklets and realize the positive results of a business and city partnership. It is also important to demonstrate the understanding of small business challenges in attaining the critical data. A business's intent is to make a profit and drive customers into the business but can be hindered due to the parklet's elimination of two parking spaces on the store front. Businesses want to make sure customers have the most convenient experience and reduced parking can be perceived as a negative impact by customers. Parklets are intended to drive the community to the business and result in increased walk-by traffic that mitigates the potential of inconvenient parking issues. Key performance indicators stated above will measure the success of the parklet, address concerns highlighted by measurements and provide a platform to begin discussions between business and the CNV. For optimal business buy-in, communication is a key component to support the business, their needs, and questions to ensure a partnership with the City is beneficial to business. The communication matrix will allow for the City to check-in with businesses with any concerns, maintenance, feedback and potential future plans to continue their partnership.



Community buy-in aspect

After speaking with owners of Bean Around the World (BHW), it is evident that the community has bought in and had a huge impact on the parklet's success. The parklet is located in the area of Chesterfield Avenue and 5th Street where there are several apartment buildings and townhomes and is a block from Lonsdale Avenue. Bean on 5th Street is located in a corner suite on the ground floor of a housing cooperative. The community involvement in the parklet was immediate without any sort of marketing to the area and it relies on brightly coloured chairs and umbrellas to intrigue and attract community to the location. The communication with the community is primarily word-of-mouth but also listed on the City's website. Implementing a customized parklet program would also require communication with the community as they are a high priority stakeholder within the parklet program and are the ultimate target market. A well designed parklet that has community input and involvement in its design, location and presence will have the best opportunity for success. Inclusion in this process will often provide community members with a sense of ownership and care and maintenance will often follow. This should include but not be limited to some clean up, maintenance, and reporting of suspicious activity, misappropriate use, harassment, solicitation graffiti or vandalism.

See Appendix I for Communications Matrix.



When will changes occur?

Milestones are the tools that are a reminder to complete tasks within specific deadlines and additional level of control from leader to meet those deadlines. The benefits of milestone are stated and plotted in excel spreadsheet:

Milestone 1 - Start and end dates for project phases

- Walking trail parklet assessment
- Business parklet assessment

Milestone 2 - Key deliveries - Interim report to CNV

Milestone 3 - Important meetings and presentation

- On-site visit to current parklet location
- Visit to proposed parklet location

Milestone 4 - Draft copy of the report (all sections/content entered for examination by team members)

Milestone 5 - Prepare Presentation poster

- Practice presentation
- Prepare executive summary based on report contents
- Prepare conclusion based on report contents

Milestone 6 - Laurie and CNV approval

- Presentation to CNV
- Acceptance or Rejection of parklet proposal

Milestone 7 - Final Report submission

Milestone 8 - Celebration!

See Appendix J for Project Milestones.

Conclusion

Our team narrowed the search down to two areas for future parklet locations; one business location at 100 East 2nd Street in North Vancouver, and another at the Harbourside Waterfront walkway area. Applying various assessment tools, these were the two locations that had definite potential. With a vision to provide opportunities to engage the public in safe, comfortable, and inviting public spaces we were able to apply a template that either eliminated options or allowed for further assessment. Through the assessment process it became evident that there is a large need for more public space. Parklets provide the answer to this growing need because they are relatively affordable and take up little space. With their low price point, many parklets can be installed for more people to enjoy. The parklet feedback has been very positive and it appears that the City of North Vancouver is ready for a change.

Appendices

Appendix A - Perimeters of City of North Vancouver



Appendix B - Community Statistics

AGE			
0 to 14 years	1,333,260	682,535	650,720
0 to 4 years	444,930	227,965	216,970
5 to 9 years	469,165	240,225	228,940
10 to 14 years	419,160	214,345	204,815
15 to 64 years	5,335,910	2,664,630	2,671,280
15 to 19 years	429,825	219,070	210,755
20 to 24 years	500,100	252,600	247,500
25 to 29 years	495,410	248,030	247,380
30 to 34 years	515,505	256,440	259,070
35 to 39 years	550,540	274,595	275,945
40 to 44 years	506,525	254,100	252,425
45 to 49 years	519,425	260,410	259,015
50 to 54 years	619,435	309,070	310,370
55 to 59 years	636,475	314,190	322,285
60 to 64 years	562,670	276,140	286,535
65 years and over	1,495,195	669,590	825,605
65 to 69 years	488,175	236,395	251,775
70 to 74 years	373,590	176,905	196,690
75 to 79 years	256,905	116,020	140,890
80 to 84 years	187,835	78,390	109,450
85 years and over	188,685	61,885	126,805

Official languages			
English	782,185	391,125	391,060
French	6,375,665	3,145,040	3,230,625
Non-official languages	585,890	283,150	302,735
Aboriginal languages	40,190	20,205	19,980
Algonquian languages	28,695	14,385	14,310
Blackfoot	0	0	0
Cree-Montagnais languages	28,110	14,105	14,005
Atikamekw	5,465	2,825	2,640
Montagnais (Innu)	7,375	3,590	3,790
Moose Cree	5	5	0
Naskapi	590	295	290
Northern East Cree	60	30	30
Plains Cree	5	0	0
Southern East Cree	15	5	10
Swampy Cree	5	5	5
Woods Cree	0	5	0

Appendix C -- Pros/Cons Fix for Business Parklet

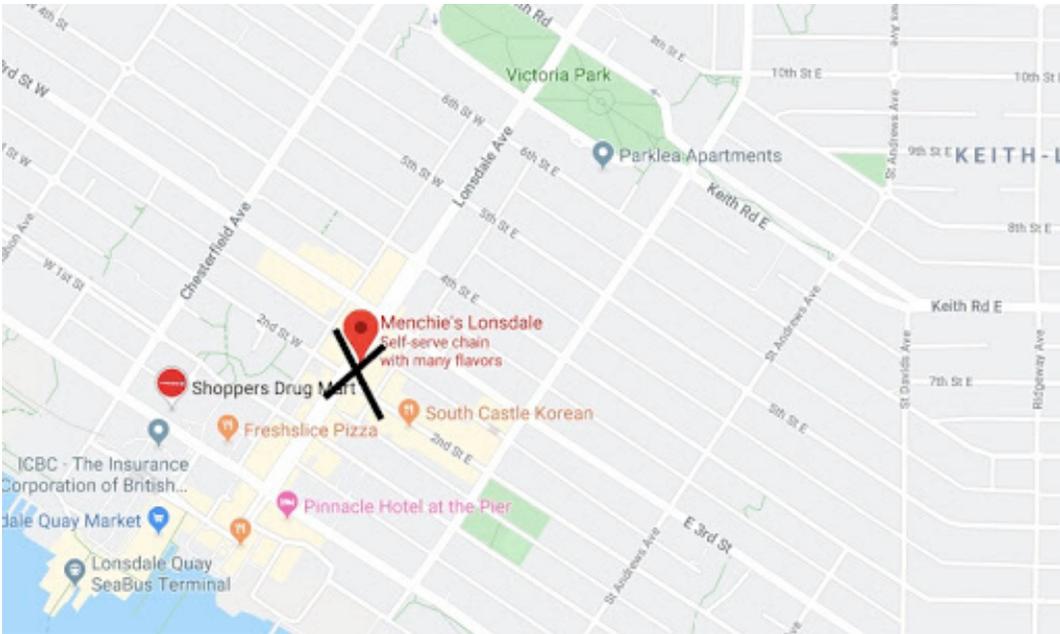
Decision Problem	Is outside of <u>Menchies</u> suitable for a Parklet?
Stakeholders & Bias	Community, Owner of <u>Menchies</u> , Employees

BRAINSTORM PROS LIST	
✓ PRO -> Popular Location	✓ PRO -> Young community
✓ PRO -> Lots of foot traffic	✓ PRO -> Possible + Profits (<u>Menchies</u>)
Consolidate all Pros	
Consolidated PROS	<i>P1. Good Location P2. Possible + Profits P3. + Community Engagement</i>
Reality Check	<i>Suitable area for a parklet that can provide community engagement and draw in business</i>

BRAINSTORM CONS LIST	
— Con -> Loss of parking spaces	— Con -> Unwanted visitors/usage
— Con -> Installation disruptions	
Consolidate Cons & FIX strategies	
Consolidated CONS & FIXES	<i>C1. ➤ NO FIX C2. ➤ Do installations outside of business hours C3. ➤ Preventative/Hostile Architecture</i>

Appendix D - Location of Business Parklet





Appendix E - Pros/Cons Fix for Walking Parklet

Decision Problem	Can a parklet be installed along the Spirit Trail?
Stakeholders & Bias	Community, City of North Vancouver

BRAINSTORM PROS LIST	
<ul style="list-style-type: none"> ✓ PRO -> Gives people the chance to gather from other cultures ✓ PRO -> Highly busy area with use from all around the Auto Mall 	<ul style="list-style-type: none"> ✓ PRO -> Ample parking in the area ✓ PRO -> Has a great view of the sea and is surrounded with beautiful landscape
Consolidate all Pros	
Consolidated PROS	<ul style="list-style-type: none"> P1. Good location P2. Highly used area P3. Ample parking
Reality Check	<i>This location has ample parking and a great trail to walk along and is a great location for people of the community to stop and enjoy a coffee or bring their own lunch</i>

BRAINSTORM CONS LIST	
<ul style="list-style-type: none"> — Con -> Nearby restaurants are approx. 3-6 min walk away — Con -> Trail could be maintained better including garbage clean up 	<ul style="list-style-type: none"> — Con -> New development coming to area could cause noise disruption — Con -> New development coming to area could cause temporary or permanent loss of parking
Consolidate Cons & FIX strategies	
Consolidated CONS & FIXES	<ul style="list-style-type: none"> C1. <ul style="list-style-type: none"> ➤ NO FIX C2. <ul style="list-style-type: none"> ➤ Ensure trail is better maintained by city employees C3. <ul style="list-style-type: none"> ➤ NO FIX C4. <ul style="list-style-type: none"> ➤ Limit parking disruptions by setting guidelines to new development

Appendix F - Spirit Trail



Appendix G - Location of Walking Parklet



Appendix H - SWOT Analysis for Business parklets

STRENGTHS

- Walking distance to many residences
- Lot's of foot traffic
- Can increase profits due to increased traffic

WEAKNESSESS

- Drive community engagement
- Transform patio culture

OPPORTUNITIES

- Businesses will have to forfeit 2 parking spaces
- Installation disruptions
- Unwanted visitors
- Needs maintenance

THREATS

- Cold weather may be a threat depending on the style of parklet
- Being temporary and taken away

Appendix F - SWOT Analysis for Walking parklets

STRENGTHS

- Lots of open space and high use from employees, walkers and community members
- Would not require any parking spaces
- Good spaces for children to play

WEAKNESSESS

- Good area for people of the community to visit
- Installing a park in the area could serve as a great compliment to the parklet
- Additional seating may pair well and attract food trucks (business buy in)

OPPORTUNITIES

- Businesses may not be able to maintain the parklet due to proximity
- Parklet "ownership" can be problematic
- Limited restaurant options in the area

THREATS

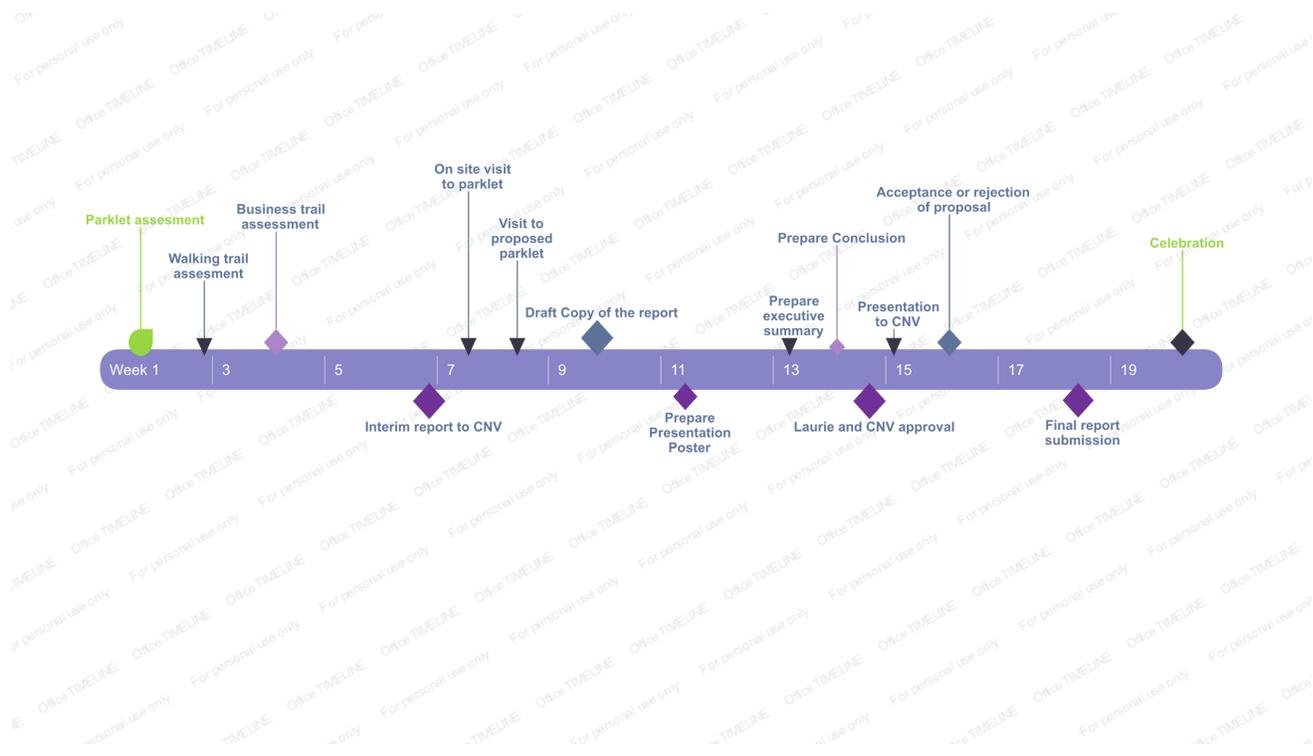
- Cold weather may be a threat depending on the style of parklet
- New development project coming in may make parklet and area less enjoyable during construction phase
Inability to access wifi may impact use
- Potential target of vandalism, graffiti, and inappropriate use due to location



Appendix I - Communications Matrix

Communications Matrix				
Stakeholder	Objectives	Content	Delivery Method	Frequency
Business/City	Planning of Parklet (customization, contract, etc)	Deliverables, rights, customization requirements, cost	Face-2-face	
Business	Implementation/installation plan of parklet	Time, Date, requirements, contact, 3rd party install	Phone Call/F2F	Once - more if needed
Business	Check-in of effectiveness of parklet, any changes needed		E-mail/Phone	Every 2 weeks first 3 months, Monthly after
City	Feedback from business	Allow business to give feedback - Notes to File to adapt	F2F, Phone,	Quarterly
Customers	Survey from business	Evaluation of customer satisfaction/want of parklet	Survey	N/A

Appendix J - Project Milestones



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