

ANIMATING THE RIVERFRONT PUBLIC REALM Final Report



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1.0 INTRODUCTION

Animating the Riverfront Public Realm is a project partnership between the University of British Columbia (UBC) School of Community and Regional Planning (SCARP) and the City of New Westminster (the City). The Realm Student Team, composed of three graduate students at SCARP, completed this project in partnership with the City to fulfill the 8-month professionally-oriented studio course component of the Master's in Community and Regional Planning.

1.1 BACKGROUND

Over the past 20 years, the City has been working to re-define the area along the Fraser River to reconnect residents with the Riverfront, increase tourism opportunities, support local businesses, and generally re-invigorate the space.¹ In 2015, Council endorsed the concept of a *Waterfront Vision for the Riverfront*, which states:

*The Riverfront is the City's most significant cultural and economic asset. Home to vibrant public spaces, quality recreation, and progressive business and housing, it is an integral part of the local economy. A living link to the City's past, the Riverfront provides New Westminster with employment services and tourism opportunities.*²

Three key goals are identified to help realize and support the *Waterfront Vision*:

- ◆ **Continuity:** Creating a continuous network of attractive Greenways and parks.
- ◆ **Connectivity:** Providing connections from all neighbourhoods to the river.
- ◆ **Activity:** Programming and animating the Riverfront with an active, engaging, and dynamic series of experiences compatible with existing industrial uses that entice visitors to explore its many destinations and amenities.³

Activity is the focus of this project, because the City has identified the need for further study, analysis, and definition of this component of the *Waterfront Vision*. However, this project also endeavours to support and augment the other goals wherever possible. Supporting continuity will help to create a more unified and consistent space of animation, allowing activities and amenities to reinforce one another and generate more interest than standalone components. Supporting connectivity will help to bring more visitors to the Riverfront, as well as working toward public realm accessibility for all ages and abilities. Connectivity is specifically addressed by the iconic intervention designs presented in Section 6.0 of this report.

1.2 PURPOSE

The purpose of *Animating the Riverfront Public Realm* is as follows:

¹ City of New Westminster, (2016). "New Westminster's Waterfront Vision." Retrieved from <https://www.newwestcity.ca/waterfront-vision>

² Of note, some existing plans and policies refer to "the Waterfront," however, this has recently been rebranded by the City as "the Riverfront." Accordingly, this report and our project will use the term "Riverfront" from this point onwards.

³ City of New Westminster, (2016). "New Westminster's Waterfront Vision." Retrieved from <https://www.newwestcity.ca/waterfront-vision>

To animate the New Westminster Riverfront by identifying and exploring opportunities for activities and amenities that will create a more vibrant, engaging, and dynamic public space.

Animating the Riverfront Public Realm examines activity and programming as well as supporting amenities to attract attention and generate liveliness along the Riverfront. Options that create opportunities for community interaction are proposed, with the aim of increasing public interaction with and within the space.

Animation options that are compatible with existing Riverfront elements – including but not limited to business, heritage, environment, industry, and tourism – were prioritized. This project attempted to bring together these diverse existing uses for inspiration in the design process, to suggest options that will entice visitors to explore the unique identity of the New Westminster Riverfront, and to encourage them to linger in its public realm.

This Final Report reviews the project process since the Mid-Point Report and presents three final proposals for animating the Riverfront.

These proposals have been incorporated within site plan designs, which, alongside this report, are the key deliverables of this project. Animation Proposals are based on a refinement of the Draft Animation Approaches. Draft Animation Approaches are different activity and amenity options, selected through information review, informed by a theoretical design basis, and refined based on Decision Matrix Analysis. Following the Mid-Point Report, these Approaches were modified based on:

- ◆ Input from residents, business owners, and organizations at a stakeholder engagement session
- ◆ City of New Westminster feedback, from a presentation to Mayor and Council
- ◆ Implementation and management potential, based on the case studies presented in Section 7.0

Finally, animation amenities were grouped into three tiered scenarios for consideration. These Animation Proposals have been sited according to location criteria and are presented in the designs in Section 5.0.

1.3 GUIDING PRINCIPLES

Based on the purpose of the project, the following four Guiding Principles were identified to ensure intentions and expectations were met throughout project process:

1. ***Create opportunities for community interaction*** within the public realm, through activities and supporting amenities.

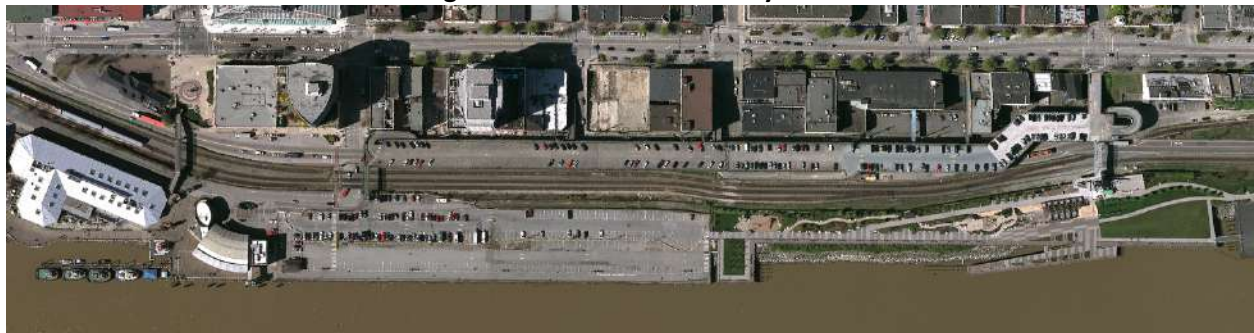
2. **Support connectivity and continuity**, as articulated in the *Waterfront Vision*, as well as alignment with other existing City plans and strategies.
3. **Capitalize on existing Riverfront assets** including but not limited to: local businesses, the environment, industry, heritage, and parks.
4. Ensure animation options are **inclusive and equitable for all potential users**, as explored through a creative and collaborative process.

Following these Principles, this project identified and explored different combinations of activities and amenities then refined and analyzed these to provide site plans for three Animation Proposals. As such, this project suggests ways to realize the Activity goal of the *Waterfront Vision*, supporting an enticing Riverfront destination.

1.4 STUDY AREA

In consultation with City partners, the Realm Team identified a central study area to be the focus of this project. This area consists of the land south of Columbia Street extending towards the Fraser River, bordered by Fourth Street to the east and Eighth Street to the west (see Figure 1).

Figure 1. Aerial view of study area



Activity and amenity options for animating the Riverfront are proposed for sites within the study area, which has been defined to reflect project scope. This area was selected because of its centrality within the Riverfront public realm, adjacency to the recently completed Pier Park, and proximity to Downtown New Westminster.

2.0 CONTEXT

The project Mid-Point Report, prepared in December 2016, covers the first half of the project process. To emphasize the final Animation Proposals presented in this report and streamline report content, that material is not replicated here. The Mid-Point Report serves as an annex to this report and can be referred to for detailed descriptions of the following stages of project process:

- ◆ Study area analysis (existing and underway projects, existing uses)
- ◆ Information review
- ◆ Theoretical basis
- ◆ Draft Animation Approaches

It is intended that this report build on the material presented in the Mid-Point. Accordingly, this report contains brief reviews of the Draft Animation Approaches as they were used to inform final Animation Proposals. For clarity, the Decision Matrix Analysis is fully described and discussed in Section 4.0 because of the many refinements made to analysis since the Mid-Point.

2.1 INFORMATION REVIEW

This phase of the project involved gathering relevant information about the local context as well as case studies of other projects with similar contexts, and then organizing, categorizing, and prioritizing that information. First, the Realm Team undertook a thorough review of relevant planning documents and policies, especially the *Waterfront Vision* because it describes salient considerations for developing animation options along the Riverfront. City of New Westminster guidelines for downtown building and public realm design, principles for Crime Prevention Through Environmental Design, community plans, and City data were also reviewed. Finally, the Team undertook several case studies to initiate animation ideas. Findings of the information review are presented in more detail in [Section 3.1 of the Mid-Point Report](#).

2.2 THEORETICAL BASIS

After engaging in the information review, the Realm Team identified the need for a design framework. This framework functioned as a unifying strategy through which the information was assimilated and translated from mechanical components into vibrant and effective Animation Proposals.

To this end, *Urban Magnet Theory* and Jan Gehl's *Cities for People* were selected and reviewed. Urban Magnet Theory is a central theme and organizing device for this project, supported by Gehl's placemaking methods, city space / city life analysis, and principles for designing a city at eye level.

Urban Magnet Theory. Urban magnets are unique urban places that attract and hold activity groups. These groups, through “living out loud”, animate a place and give it vitality, a sense of place, and economic success.⁴

The theory is based on structuring a place around key planning, land use, and design approaches that appeal deeply to a small, activity-oriented niche group in a community. By creating a place that this group frequents and in which they 'live out loud', urban magnets create an animated place – and then the rest of us and local businesses gather around, helping to maintain animation.

In the Mid-Point Report, *foodie*, *celebration*, and *college* magnets were identified for the Riverfront public realm. Following the engagement session and presentation to Mayor and Council, the influence of these magnets was refined based on feedback. In general, support for the *foodie* magnet was universal across stakeholder groups. Support for the idea of *celebration* was also expressed by residents and local business owners who are interested in diversifying the types of markets and special events that happen along the Riverfront. The *college* magnet inspired ideas for education along the Riverfront by building on the Fraser River Discovery Centre, as well as to engage another age subset of the general population: the older adult and senior population. Older adults and seniors are regular users of the Riverfront space and animation proposals have sought to provide for them.

Final Animation Proposals recommend a flex space and covered stage / pavilion for special events to support both the *foodie* and *celebration* magnets. Ideas raised by the *college* magnet are supported by the Riparian Pocket design presented in Section 6.2, which is a significant education opportunity. Additional seating and the tranquil oasis garden contained in the Animation Proposals make the Riverfront more traversable and attractive to the older adult and senior population.

Cities for People. Gehl emphasizes designing for the human dimension, for human bodies walking in the city. The final Animation Proposals have endeavoured to incorporate these principles because fostering a safer and more inclusive pedestrian public realm will draw people to the Riverfront and encourage them to linger within its public spaces.

All amenities proposed by the “Quick Wins” Animation Proposal (see Section 5.1) are intended to foster a stronger pedestrian realm. In particular, support for solar trees and interactive public art was expressed by stakeholder groups and the City at the engagement session and presentation to Mayor and

⁴ Urban Magnets. (2016, January). Retrieved November 09, 2016, from <http://www.urbanmagnets.com/>

Council. These were incorporated at regular intervals along the Riverfront in Animation Proposals, to draw people through the public realm and create a truly pedestrian experience consistent with Gehl's design principles.

2.3 DRAFT ANIMATION APPROACHES

Three Draft Animation Approaches were the focus of the Mid-Point Report. Each Approach is a grouping of activities and supporting amenities for animating the Riverfront. To form approaches that capture the essence of animation as informed by the various affected Riverfront communities, the Team broke down the concept of animation into three key goals.

WHY ANIMATE? GOALS FOR ANIMATION

- ◆ To enhance tourism, increase exposure, and boost revenue for local businesses by attracting visitors.
- ◆ To encourage exploration of Riverfront destinations, attractions, and recreation opportunities.
- ◆ To build a sense of community that is inclusive, accessible, and safe for all ages, abilities, and cultural groups.

One Draft Animation Approach was formulated for each animation goal listed above. Although each Approach maintains a specific focus, they are not intended to be isolated scenarios for animation that ignore other focuses. Rather, to fulfill overall project objectives, aspects of each Draft Animation Approach were selected and refined into the final Animation Proposals presented in Section 5.0 based on focus group engagement, feedback from Mayor and Council, and management case studies.

3.0 ENGAGEMENT

This section summarizes the focus group engagement session and the presentation to Mayor and Council, which are the main sources of feedback used to refine the Draft Animation Approaches and Decision Matrix Analysis to produce the Animation Proposals and site plan designs discussed in the following sections.

3.1 FOCUS GROUP ENGAGEMENT SESSION

There are several interested and affected communities to be considered in this project, including:

- ◆ River Market **commercial / retail and service**
- ◆ Fraser River Discovery Centre
- ◆ Multi-family residential
- ◆ Waterfront Esplanade Park
- ◆ Westminster Pier Park
- ◆ Westminster Tugs
- ◆ Various commercial / retail and service storefronts, including many independent local businesses⁵

Engagement with these groups offers many potential benefits, such as generating interest and enthusiasm related to the Riverfront public realm, meaningful engagement fostering an increased sense of community, and the possibility of sourcing unique, bottom-up ideas for animation activities from participants.⁶

Engagement was conducted in a 2-hour focus group session on Wednesday, February 8, 2017, at Old Crow Coffee Co., located in the study area. The session was hosted by the Realm Team with support from City partners. Participants were identified by the City based on existing contacts, relevant local interests, engaging a variety of stakeholders, and input from the Realm Team.⁷

In total, the Realm Team hosted 11 stakeholders to collaborate with for Riverfront animation. Due to inclement weather, there were a smaller number of attendees than anticipated. The small group allowed for personal introductions and, combined with the casual and comfortable venue, helped

⁵ Simon Fraser University, 2015. "New Westminster Working Waterfront Timeline," *(Re)claiming the New Westminster Riverfront*. Retrieved from <https://www.sfu.ca/waterfront/timeline.html>

⁶ Irvin, R. A., and Stansbury, J. (2004). Citizen participation in decision-making: Is it worth the effort? *Public Administration Review*, 64:1, 55-65, doi: 10.1111/j.1540-6210.2004.00346.x

⁷ See Appendix A for the invitation letter.

facilitate meaningful discussions (see Figure 2). Post-session surveys indicated that participants enjoyed the collaboration and conversation facilitated by the energy of the small group.⁸

Figure 2. The small group of participants and casual setting with hot beverages and snacks fostered a welcoming and collaborative atmosphere.



The session ran from 6:00pm until 8:00pm.⁹ First, attendees were welcomed and an introductory plenary was presented to introduce the project and agenda for the evening. Following this, a round of introductions helped the small group get to know one another and feel more at ease. The following groups were represented at the session:

- ◆ Residents
- ◆ Business Improvement Association
- ◆ Tourism New Westminster
- ◆ City of New Westminster
- ◆ Arts Council of New Westminster
- ◆ Local businesses

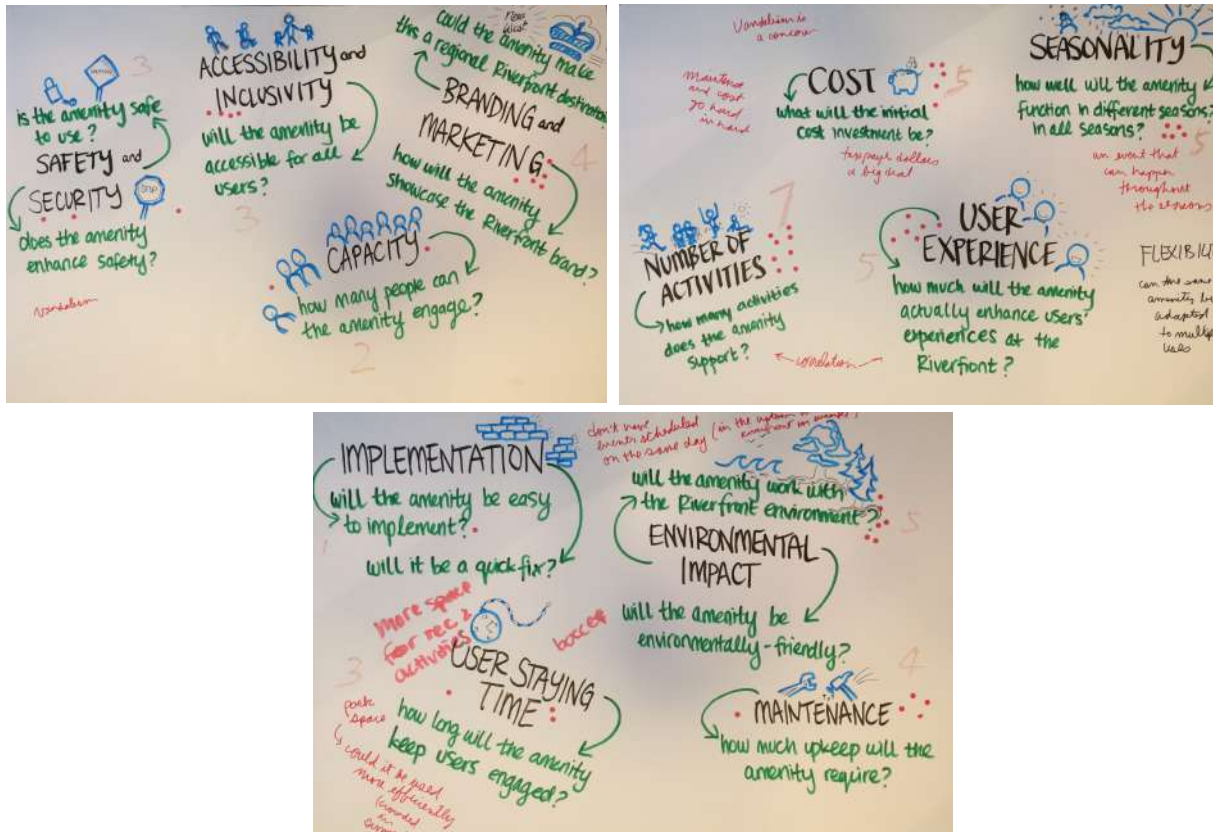
After introductions, attendees were invited to walk around and chat about evaluation criteria presented on three poster boards. Feedback on what evaluation criteria are most important to stakeholders was

⁸ See Appendix B for survey results.

⁹ See Appendix A for the detailed agenda.

assessed using ‘dotmocracy’,¹⁰ speaking with stakeholders, and recording ideas for new criteria on the posters (see Figure 3).

Figure 3. Evaluation criteria posters with ‘dotmocracy’ votes (small red dots) and stakeholder ideas (red pen and “flexibility” in black pen on the last poster).



Information from this exercise was presented to Mayor and Council (as discussed in the following section), then used to re-weight the evaluation criteria used in the Decision Matrix Analysis. See Table 4 in Appendix C for a full list of adjusted weights. The adjusted analysis was then consulted to produce the three Animation Proposals presented in Section 5.0.

Following this exercise, attendees gathered around a blank site plan of the public space prepared by the Realm Team. They were engaged in conversation about what types of animation activities and amenities they would like to see, and invited to locate them on the site plan. After providing their own ideas, participants were given a simulated ‘walking tour’ of the Realm Team’s preliminary site plan design and invited to critique it (see Figure 4).

¹⁰ “Dotmocracy” is an engagement method in which participants vote on different options using sticker dots to indicate their choice(s).

Figure 4. The Realm Team leads stakeholders through preliminary site plan designs.



Finally, the floor was opened to any further comments and attendees were asked to fill out a post-session survey.¹¹ They were also invited to send any further thoughts or concerns via email, although **to date** none have been received.

The session offered valuable takeaways to inform **project process**. The following key themes stood out:

- ◆ Desire for a multi-purpose, flexible open space that can be used for informal sports and leisure, special events, outdoor movies, and group activities
- ◆ Minimizing clutter – stakeholders do not want the Riverfront to be cluttered with animation amenities that may impede circulation and space for recreation or lounging
- ◆ Need for seating, with the potential to incorporate tables, chessboards, and covers
- ◆ Need to consider amenities for older people who are less active
- ◆ Garden, natural spaces that offer a sense of tranquility and oasis
- ◆ More, diverse public markets
- ◆ Ensuring that circulation and connectivity is maintained
- ◆ Interactive public art – progression and art installations in the river were popular ideas
- ◆ Lighting and safety – solar trees were a popular idea

These themes were incorporated in the presentation to Mayor and Council and informed all key deliverables of the project, namely, the Animation Proposals, site plan designs, and this report.

¹¹ See Appendix B for detailed survey results.

3.2 PRESENTATION TO MAYOR'S TASK FORCE ON THE WATERFRONT

The second component of input used to refine this project is the result of a presentation to the City of New Westminster Mayor and Council on March 6, 2017. The purpose of this presentation was to outline the project process to date, introduce findings from the focus group engagement session, present our three final Animation Proposals, and solicit feedback from Mayor and Council on the project overall.

The presentation focused on two key project elements:

- ◆ The re-weighting of evaluation criteria based on the focus group engagement session; and,
- ◆ The process of selecting animation amenities for final Animation Proposals.

Overall, Mayor and Council expressed support for the Animation Proposals and offered positive feedback that the project is progressing as they envisioned.

4.0 DECISION MATRIX ANALYSIS

To identify the example animation activities and amenities included in each of the final Animation Proposals, Decision Matrix Analysis (DMA) was used.

DMA offers a method of quantifying and evaluating options for animation based on the extent to which they fulfill or support evaluative criteria based on overall project aims. The elements of a decision matrix include evaluation criteria, weights, and scores. Quantitative values assigned to evaluation criteria and weights are computed to produce a score which indicates relative preference of each amenity.

4.1 ACTIVITIES AND AMENITIES

The Realm team divides animation projects into two categories: activities (programming) and amenities (build projects). While this project aims to create animation activities, it focuses on proposing amenities to make animation real and implementable. Amenities function as the supporting elements of proposed activities, which is important in a situation where specific amenities are prerequisites for certain activities, such as basketball court for playing basketball. The Animation Proposals propose a variety of amenities to make real activities envisioned by the Draft Animation Approaches presented in the Mid-Point Report.

4.2 EVALUATION CRITERIA

Evaluation criteria are *desired features for animation*. Originally, they were based on information review, case studies, and consultation with project partners. Following the Focus Group Engagement Session and presentation to Mayor and Council, criteria were refined and confirmed.

Each amenity was scored from 0 (poor) to 5 (very good) based on its ability to satisfy each evaluation criterion. For example, benches scored '5' for 'accessibility/inclusivity', indicating that they are fully accessible and inclusive to all users. Table 3 in Appendix C describes each evaluation criterion.

4.3 WEIGHTS

Each evaluation criteria was assigned a weight from 0 (the factor is insignificant) to 5 (the factor is very significant), based on conversations with project partners, relative importance to achieving project purpose, and stakeholder feedback from the engagement session and presentation to Mayor and

Council. Each amenity’s score for each evaluation criterion was then multiplied by the weight to derive weighted scores that reflect the ability of each amenity to meet those criteria that are most significant (i.e., are most highly weighted).

Weights were refined following the Mid-Point Project Report based on the focus group engagement session and feedback from Mayor and Council. Table 4 in Appendix C contains a complete list and justification for weights and indicates where values were refined.

4.4 PROCESS

DMA was used to assess animation *amenities* in this project. It is often subjective and difficult when trying to distinguish between animation activities and animation amenities (for example, public art) and there are many interdependencies. As a result, a single DMA was completed for animation amenities, with “number of activities supported” as one of the evaluation criteria. This is intended to capture the capacity of each amenity to generate animation through activities.

First, we determined which activities were supported by different amenities. Table 1 shows amenities along the x-axis, organized by size (small to large scale). Activities are found along the y-axis. Each cell contains a 1 (if the amenity supports that activity). This gave us the “number of activities supported” by each amenity.

Following this, “number of activities supported” was used in the DMA presented in Table 2. Using the results of this analysis, we interpreted the feasibility of different animation amenities for our final Animation Proposals. For example, seating is incorporated into the “Quick Wins” Animation Proposal because of its high DMA score (147). Although the Realm Team was initially excited about the idea of a waterpark, we reconsidered based on its lower relative score (92). Further, pedestrian overpass and river access projects scored highly (149 and 139, respectively), which supports the concept design presented for said amenities in Section 6.0 of this report.

Table 1: Number of activities supported by each amenity

		Amenities																				
		Small Scale							Medium Scale							Large Scale						
		Benches	Planters	Bike Rackers	Hardscap e (Plaza)	Swingset	Ball Pit	Beanbags & Umbrellas	Benchs & Umbrellas	Green Walls	Playground	Murals	Fire Ball Columns	Sky Garden Structure	Interactiv e Display	Community Garden	Water Park	Bosque	Picnic Shelter	Outdoor Stage	Predestrian Overpass	Multi-Purpose Rink
Activities	Special Events																					
	Festival										1				1		1					
	- water																					
	- Music				1																1	
	- Art & Science									1	1		1	1	1				1			
	-Winter							1	1													
	- Beer/Wine	1			1			1	1													
	Outdoor Movie	1			1																1	
	Art Battle				1															1	1	
	Game Day	1			1						1									1	1	1
	Night Market				1																1	1
	Outdoor performance																					
	- Magic Show				1															1	1	
	- Concert	1																	1	1	1	
	- Buskers										1											
	Public Installation																					
	Landscape Art		1								1		1		1		1		1			
	Water Garden				1							1						1				
	Interpretive Signage						1			1				1	1	1	1	1				1
	Fire Balls												1									
	Solar Trees		1		1						1					1						
	Public Art																					
	- Mural											1				1						
	- Furniture	1	1			1	1	1	1	1	1						1			1		
	- Sculpture					1									1						1	
	Recreational																					
	Cycling			1	1											1			1			1
	Group Dancing	1			1							1									1	1
Group Yoga																			1			
Ice Skating																					1	
Sports Courts or Fields																					1	
Bike Park			1					1		1								1				
Number of Activities Supported	6	3	2	11	2	2	3	4	4	9	2	3	4	6	3	3	5	6	10	3	5	
Weighted number for evaluation criteria	3	1	1	5	1	1	1	2	2	4	1	1	2	3	1	1	2	3	5	1	2	

****Note: Weithed Number= Number of Activities Supportrtet/ 2.2

↑

this should be a landscape orientation. The awkwardness of tilting is far less than the challenge of reading tiny font.

animation



Table 2: Decision Matrix Analysis

DMA on Amination Amenities																												
Type	Amenities	Evluation Criteria	Number of Activities		Cost		Seasonality		User Experience		Safety /Liability		Accessibility /Inclusivity		Branding /Marketing		Capacity		Implementati on		Maintenance		Staying Time by Users		Enviornment al Impact		Score	
		Weight:	5	5	4	4	4	4	4	4	3	3	3	4	4	1	1	3	3	2	2	5	5	5	5			
Small Scale	Seating		3	15	4	16	5	20	4	16	5	15	5	15	0	0	2	2	5	5	5	15	4	8	4	20	147	
	Ball Pit		1	5	4	16	4	16	3	12	3	9	3	9	1	4	2	2	4	4	3	9	3	6	2	10	102	
	Bike Racks		1	5	2	8	3	12	2	8	5	15	3	9	0	0	2	2	5	5	5	15	3	6	4	20	105	
	Lighting/Solar Tree		5	25	3	12	5	20	2	8	5	15	5	15	1	4	4	4	4	4	5	15	4	8	4	20	150	
	Swingset		1	5	4	16	3	12	2	8	4	12	2	6	0	0	1	1	5	5	4	12	3	6	4	20	103	
	Public Arts																											
	- Beanbags		1	5	3	12	3	12	2	8	4	12	2	6	2	8	1	1	4	4	3	9	2	4	4	20	101	
	- Umbrellas		1	5	3	12	4	16	4	16	4	12	5	15	3	12	3	3	4	4	3	9	4	8	3	15	127	
	Public Garden		2	10	3	12	4	16	3	12	5	15	5	15	3	12	2	2	4	4	5	15	4	8	4	20	141	
Midium Scale	Covered Stage/Pavillion		4	20	2	8	4	16	3	12	3	9	5	15	3	12	3	3	2	2	2	6	2	4	5	25	132	
	Playground		4	20	2	8	3	12	3	12	3	9	3	9	1	4	2	2	3	3	3	9	5	10	4	20	118	
	Public Installations																											
	- Murals		2	10	5	20	4	16	2	8	3	9	3	9	2	8	3	3	3	3	3	9	2	4	4	20	119	
	- Fire Ball Columns		1	5	1	4	2	8	5	20	3	9	4	12	4	16	1	1	1	1	1	3	3	6	2	10	95	
	- Sky Garden Structure		2	10	1	4	3	12	4	16	3	9	4	12	4	16	2	2	1	1	3	9	3	6	4	20	117	
	- Interactive Display		3	15	2	8	2	8	3	12	3	9	4	12	3	12	3	3	3	3	1	3	2	4	3	15	104	
	Hardscape/Rink		3	15	3	12	3	12	3	12	4	12	4	12	2	8	2	2	3	3	2	6	4	8	5	25	127	
Water Park		1	5	2	8	3	12	3	12	3	9	3	9	3	12	3	3	3	3	2	6	4	8	3	15	102		
Bosque		2	10	3	12	3	12	2	8	3	9	3	9	2	8	1	1	2	2	3	9	3	6	5	25	111		
Large Scale	Picnic Shelter		2	10	1	4	4	16	5	20	4	12	5	15	3	12	3	3	2	2	3	9	3	6	3	15	124	
	Large Outdoor Stage		4	20	1	4	2	8	3	12	4	12	3	9	3	12	4	4	3	3	2	6	3	6	4	20	116	
	Pedestrian Overpass		2	10	1	4	5	20	5	20	5	15	5	15	5	20	5	5	1	1	3	9	5	10	4	20	149	
	River Access		2	10	2	8	3	12	5	20	3	15	3	9	5	20	4	4	2	2	3	9	5	10	4	20	139	

5.0 DESIGN: ANIMATION PROPOSALS

Three tiered Animation Proposals were generated based on refinement of the Draft Animation Approaches and Decision Matrix Analysis, using findings from engagement. Location criteria were determined based on verbatim comments from the focus group engagement session and the adjusted Decision Matrix Analysis. Using these criteria, amenities were sited for each Proposal.

Proposals were developed on a tiered basis, so that the first Proposal offers fast and simple options for animation; the second offers some further investments; and, the third offers large scale capital project ideas. As such, Proposals could be implemented independently of one another for targeted animation, or, cumulatively in a phased approach to maximize animation potential.

ROOMS AND PATHS

The Riverfront public realm is made up of a variety of spaces and places. In attempting to locate activities and amenities in the Riverfront public realm, it was useful to conceptualize these spaces and places as rooms and paths (see Figure 5). Interestingly, each room could be classified as a distinct type of public realm space, for example, square, plaza, *woonerf*,¹² mews, park, field, et cetera. Viewing public realm spaces as rooms, where larger scale amenities and activities can be staged, and paths as connectors, where smaller scale amenities and activities can occur, helped us to analyze the location and fit of animation options within the site plans for each Animation Proposal. Conceptualizing the study area in this manner also helped to ensure that the movement of people through the public realm (i.e., from room to room along paths) was accounted for in designs.

Figure 5. Rooms and paths in the study area.

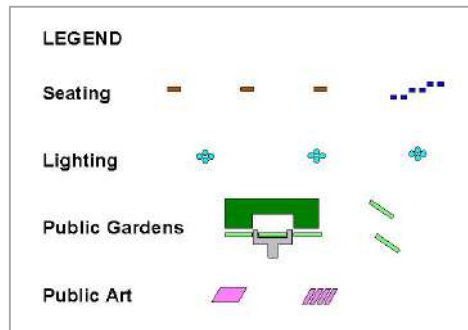


¹² *Woonerf* is a Dutch term that roughly translates to “living yard” or “living lane”. This is a method of prioritizing the pedestrian realm with four components: (1) defined entrances; (2) shared and demarcated space for different users; (3) traffic calming installations; and, (4) landscaping and street furniture. For more information, see <http://spacing.ca/vancouver/2016/10/03/vancouver-ready-grow-laneways-living-lanes/>

5.1 QUICK WINS

The first Animation Proposal, Quick Wins, includes lighting, seating, public gardens, and public art installations (see Figure 6). These amenities have share similar characteristics such as easy implementation, low cost, and minimal maintenance. Most significantly, they have the potential to quickly and effectively activate open spaces in the Riverfront for immediate animation impacts.

Figure 6. Site plan and lighting impacts of the Quick Wins Animation Proposal.



SEATING

Focus group feedback and decision matrix analysis both strongly supported the installation of additional seating options along the Riverfront to enhance pedestrian appeal and improve accessibility for older adults and seniors. Interactive or feature seating, such as bench / table combinations with chessboards in the table tops are recommended to maximize the animation potential of these amenities.



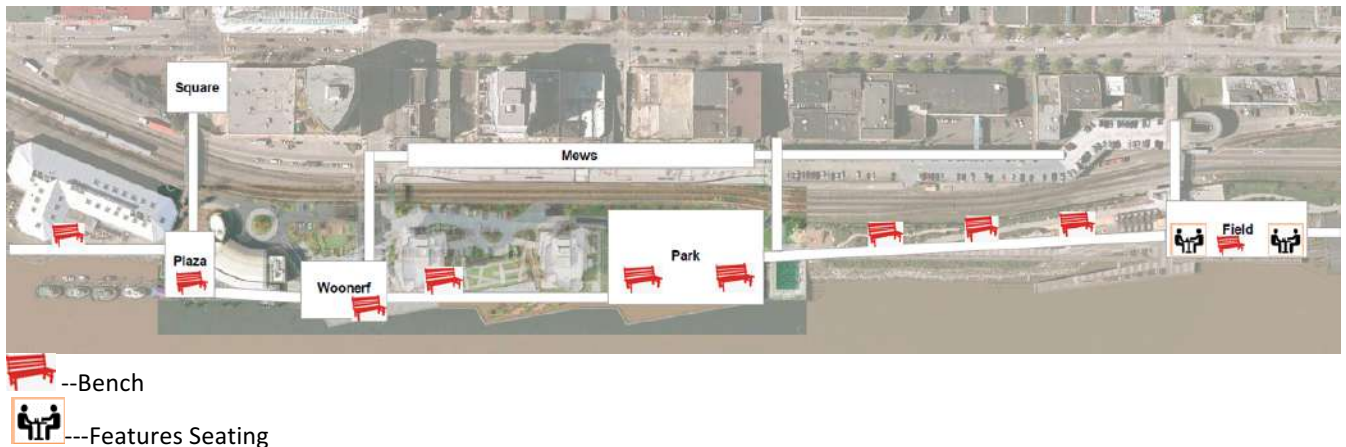
Benches and feature seating provide opportunities for people to rest, and foster community interaction by allowing people to inhabit and linger in the public realm. Both forms of seating score highly in decision matrix analysis across many evaluation criteria, particularly: user experience, seasonality, and cost.

Logistics. The seating amenities require low upfront cost and minimal maintenance. The cost of a bench normally ranges between \$200 to \$1,000. And cost of a typical feature seating, such as chess table shown in the image, is about \$2,000.

Siting. The following location criteria was considered in siting these amenities:

- ◆ Sufficient space so as not impede traffic circulation along the Riverfront
- ◆ Space where multiple configuration options are possible
- ◆ Exposure to the elements is limited
- ◆ Offers a pleasant view
- ◆ Sweet spot that offers proximity to a variety of people, animation activities, and public realm features
- ◆ Accessible for people of all ages and abilities and is not located too far from the previous seating option

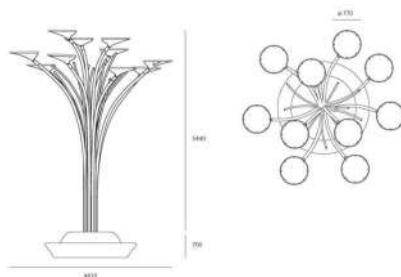
Figure 7. Proposed locations for benches and feature seating.



LIGHTING

Solar trees are proposed for lighting. These installations light the public realm to enhance safety and allow for use of the space during darker seasons and times of day, while providing more animation than simple street lighting. These were a strongly preferred option across stakeholder engagement, City feedback, and project analysis for their aesthetic impacts and environmental significance. Solar trees charge using solar panels and use the energy to provide light. The option also exists to install plug-ins and benches around the bases where people can charge their personal electronics using the solar panel energy. Solar tree lighting could promote sustainable thinking, contribute to the aesthetic, function as way finding, and help to distinguish the Riverfront. They score very high in three evaluation criteria: number of activities supported, Riverfront branding, and positive environmental Impact. Additionally, if well-designed, these amenities require minimal maintenance.

Logistics. The solar trees proposed for the Riverfront are based on Ross Lovegrove’s original design that consists of a sinuous tree constructed of steel pipes and ten light bubbles. One bubble has 38 solar cells, each with 38-watt capacity, connected to a hidden 12V battery system, which lit an assortment of 1W LEDs at the tip.



Dimensions: Height—5440 mm, Diameter—4470 mm

Cost: Estimated \$10,000 per solar tree, including material and installation.

Power: 6 hours of LED lighting per day, on average

Siting. The following location criteria was considered in siting these amenities:

- ◆ Spacing along Riverfront including distance from previous installation and the possibility to cluster several solar trees for maximum visual impact
- ◆ Effective at lighting the area and contributes toward public realm lighting requirements
- ◆ Receives enough daytime exposure to sunlight to charge and provide light at night
- ◆ Suitable location for if the installation includes a charging station for personal electronics
- ◆ Aesthetic impacts to the surrounding environment
- ◆ Width of base

Figure 8. Proposed locations for solar trees.



PUBLIC GARDENS

Based on focus group engagement, the idea of public garden amenities from Draft Animation Approach B was refined to include two types: tranquil urban oasis garden and interactive vertical wall gardens.

Small public gardens provide people with interactive opportunities and draw people to the public space; a tranquil oasis garden offers a space to retreat from the crowds. The proposed public gardens are low-cost, and effective in fostering community activities with good user experience.

Logistics.



Vertical wall gardens: Placing a small vertical wall garden at each of the three main pedestrian entrances to the Riverfront would help to link residents to the natural park space. Residents, schools, or social groups could place their own small planters in plots in the shared public vertical gardens. The vertical gardens function as public greenery, as well as a catalyst for social activities and community building.

Tranquil oasis garden: Riverfront is a big open place exposed to different noises, which is not an ideal setting for meditative style of relaxation. The tranquil urban oasis garden is envisioned as a secluded, quiet space to escape from the hustle and bustle of the public realm along the Riverfront, offering an animation amenity for those who are not interested or are not able to partake in more vigorous activities.



Siting. For interactive vertical wall gardens, the following location criteria was considered:

- ◆ Busy and visible area for maximum exposure and animation impact
- ◆ Located in room spaces at the ends of paths
- ◆ Ample space for groups to gather
- ◆ Central, prominent location where the community can come together to enjoy the garden

For the tranquil oasis garden, the following location criteria was considered:

- ◆ Area with less traffic but full accessibility
- ◆ Sufficient space to relax
- ◆ Space that offers seclusion but maintains views into and out of the public realm

Figure 9. Location of public gardens.



PUBLIC ART

Public art is a quick and effective way to animate the public realm by bringing vibrancy to the Riverfront public realm. Various types of public art could reflect and cater toward the multiple uses of New Westminster Downtown and Riverfront. Possible public art amenities suggested for the study area include murals, sculptures, and art battles. Murals and sculptures are already located at certain points along the Riverfront, contributing to overall aesthetics and pedestrian experience in the public realm. Art battles are special events in which artists gather in a public realm space and produce art in front of a live audience. Art pieces can then be purchased, auctioned off for charity, or donated to the City.



Logistics. Art battles are normally organized and hosted by local organizations, such as Business Improvement Associations or tourism boards. They can be charitable events with sponsorship, or art festivals with cost covered by offering opportunities for advertisements. As financial support or other incentives required from the City would be minimal or none, maintenance concerns are low. Considering the City’s familiarity with public art installations, logistics are not presented in this report.

Siting. The following location criteria was considered in siting public art installations:

- ◆ Focal points with effective visual impacts
- ◆ Close to river to play on the Riverfront identity and brand
- ◆ On busy paths with easy access for maximum exposure but minimal impediments to circulation
- ◆ Interactive and playful spaces where the public can gather, observe, and participate

Figure 10. Location of public art installations.

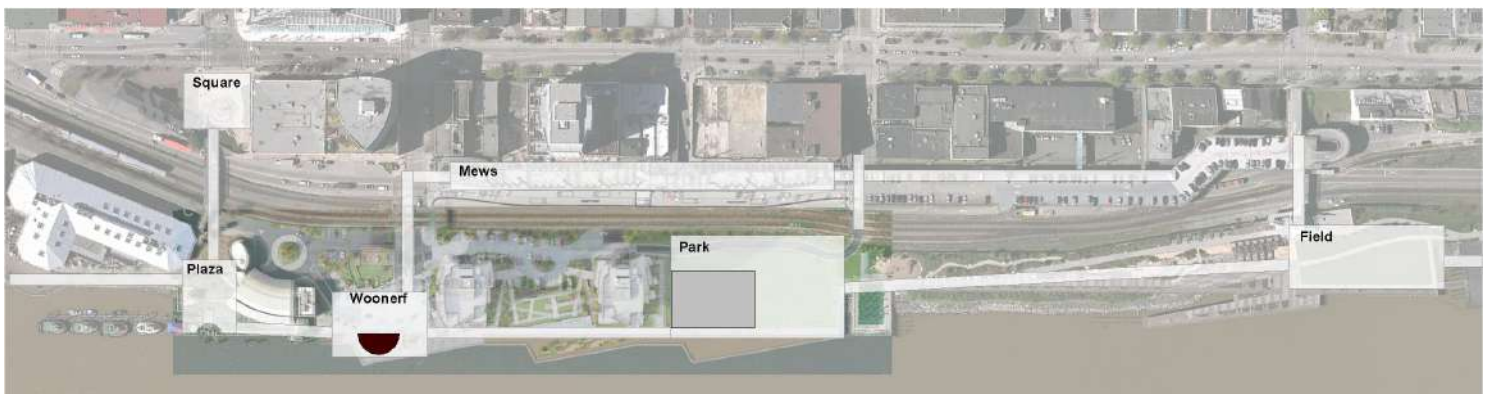
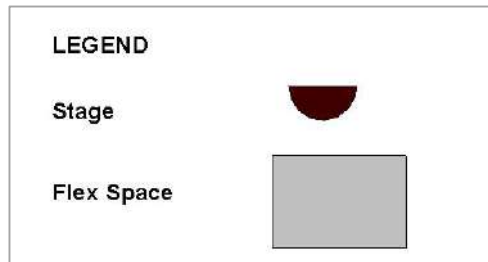


- Art battles
- Mural

5.2 MEDIUM SCALE

The second Animation Proposal is for Medium Scale features. It consists of a covered stage / pavilion and a flex activity area, shown in the site plan below (see Figure 11). These amenities require more financial resources, higher levels of maintenance, and would require more planning before implementation as compared to the Quick Wins Animation Proposal. Currently, the lack of public shelters and multi-use open spaces along the Riverfront impedes the possibility of animation through informal group activities and community gatherings. Focus group engagement participants indicated that they view this as a gap in public space infrastructure in Downtown New Westminster, and would like to have some of these spaces available. Overall, these amenities have moderate costs and offer high impacts for the Riverfront public realm and the City of New Westminster more broadly, by providing destination spaces for the public. Long-term benefits from such amenities could contribute toward a more vibrant, inclusive, and fun community.

Figure 11. Site plan for the Medium Scale Animation Proposal



COVERED STAGE / PAVILLION

This is proposed to be a multi-purpose amenity, which could be used as a stage for small concerts, outdoor movie nights, and local performances, as well as a pavilion for open use by the public for group activities such as tai chi, yoga, and barbeques. It could be booked for events such as organized yoga,



Image: Fayetteville Festival Park Pavilion, North Carolina

weddings, or could be used on an informal basis. This draws on the idea of the *celebration* magnet while also considering concerns expressed at the focus group about the traffic impacts and nuisances of huge public festivals by maintaining a modest size and allowing for informal use.

Public could use the covered stage in all seasons, especially considering that at present, park visitors have no amenities to shelter from sun or precipitation. A covered stage would improve user experience in the Riverfront public realm, as well as support more social and gathering opportunities.

Logistics. According to a survey by North Carolina State University, the average cost for construction of a 1,100 square foot covered stage or pavilion is approximately CAD \$60,000 and the annual maintenance cost, approximately CAD \$6,000.¹³ Although the cost is higher than Quick Win amenities, the potential benefit of a covered stage to the Riverfront and community is worth the investment.

Siting. The covered stage / pavilion was sited based on preferences expressed through the focus group engagement session informal charrette and takes into account management considerations of the City. It is proposed that this amenity be located between the Fraser River Discovery Centre and new development at 660 Quayside Drive (see Figure 11, above). The recommend site is easy to access from three directions in the park and is accessible for vehicles delivering goods and equipment to the stage.

Specifically, the following location criteria were considered:

- ◆ Noise impacts, including direction that sound is anticipated to travel
- ◆ Ease of access
- ◆ Moderate size
- ◆ Utilities and hookups (i.e., power, lighting)

¹³ Cost Analysis for Improving Park Facilities to Promote Park-based Physical Activity, https://content.ces.ncsu.edu/cost-analysis-for-improving-park-facilities-to-promote-park-based-physical-activity#section_heading_7279

- ◆ Minimize possible disturbances to residents living on the Riverfront
- ◆ Adjacent to other commercial uses
- ◆ Opportunity to have the river as a natural backdrop

FLEX SPACE

A flex space could support different activities through the year with high inclusivity and low maintenance. The Riverfront currently has some open spaces in Pier Park, but focus group participants indicated that the spaces become crowded and are not suitable blank slates for some activities, such as informal soccer, ultimate frisbee, or picnics.

The Medium Scale Animation Proposal recommends installing a flex space for informal public activities. It is envisioned that the space could function as a field space for sports and public events during the summer season and could be flooded for use as an outdoor rink during colder times of the year.



Image: Rocky Point Park, Port Moody



Image: Toronto city Hall open space

Logistics. The proposed flex space is estimated to be approximately 15,000 square feet. This size, which is equivalent to approximately three standard basketball courts, maintains modesty so as not to encroach on other uses of Riverfront space, but could also meet the needs of most small- to medium-scale group activities. Depending on the design, estimated construction cost of a flex space with outdoor sports flooring could be between CAD \$120,000 to \$200,000. Overall, the amenity would be cost-efficient as it would not require much upkeep beyond standard park maintenance during most times of year. Maintenance costs would be slightly higher during times used as an outdoor rink.

Siting. The following was considered in determining flex space location:

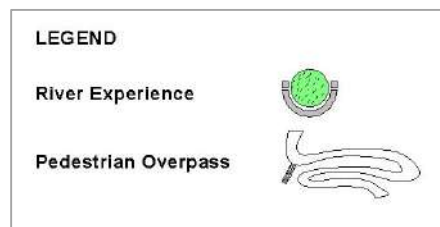
- ◆ Central and accessible location

- ◆ Large, open, level area
- ◆ Adjacent to pathways
- ◆ Sun exposure
- ◆ Space to build sun protection features
- ◆ Adjacent to spaces for possible storage or washroom facilities

5.3 ICONIC INTERVENTIONS

Two Iconic Interventions are suggested as the final Animation Proposal. These amenities are both significant capital investments, but offer many significant and lasting benefits for the Riverfront public realm. The first Iconic Intervention, a pedestrian overpass, is proposed to link Sixth Street with the Riverfront. The second Iconic Intervention, the *Riparian Pocket*, is a riverfront installation sited adjacent to the Fraser River Discovery Centre (see Figure 11). Section 6.0 describes concept and design of each Iconic Intervention in detail.

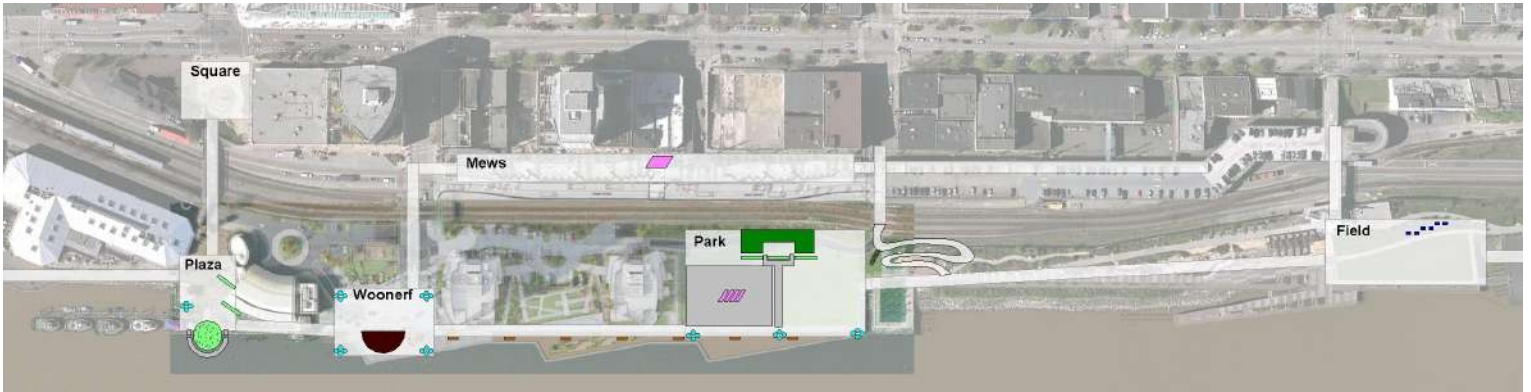
Figure 11. Site plan for Iconic Interventions Animation Proposal.



5.4 CUMULATIVE SITE PLAN

As discussed above, Animation Proposals were developed on a tiered basis so that they could be implemented independently, sequentially, or cumulatively. Alternately, the City could select one or two specific amenities from each Proposal to implement some animation from each scale. Figure 12 is the cumulative site plan of all Animation Proposals, demonstrating what the Riverfront public realm could look like with maximum animation. It is important to note that the site plan has maintained circulation and space in the study area, respecting focus group concerns about cluttering the area with too many installations.

Figure 12. Cumulative site plan with all Animation Proposals.



6.0 ICONIC INTERVENTIONS

This section presents further justification and design details related to the iconic interventions proposed by this project. Iconic interventions are two key animation amenities that have the potential to act as centrepieces for the public realm, differentiating the Riverfront in the region as a unique and memorable destination. These installations have been designed to have a strong association with the Riverfront identity, contributing towards its brand and helping the space to capture opportunities for enhanced tourism and marketing.

6.2.1 PEDESTRIAN OVERPASS

Animation challenges occur where busy transportation corridors create a barrier to accessing the Riverfront public realm, specifically, the wide railway corridor. The Riverfront is isolated from Downtown New Westminster by the railway track and visually blocked by the Front Street Parkade. Such physical and visual obstacles limit the ability of people to move from north to south to access the Riverfront, discouraging visitors from exploring the spaces there, and cannot be overcome simply by creating well-designed but isolated public spaces.

The *Waterfront Vision's* connectivity goal aims to improve access to the Riverfront from all parts of the City. Although not the central focus of this project, 'connectivity' will help to bring more people to the Riverfront, thereby supporting the 'activity' goal that is the focus of this project.

This amenity is an opportunity to combine activity and connectivity together by incorporating animation features into the design of the overpass itself. For example, a rock climbing wall or slide could be built along the side of the structure. Rubber mounds and / swings could be installed below for a unique playground space. Figure 13 shows some inspiration and precedent images.

Figure 13. Animation features that could be incorporated in the pedestrian overpass



This is an opportunity to invest in a striking, iconic design for the Sixth Street pedestrian overpass. Preliminary designs present a signature infrastructure project that could be a draw in and of itself. It would be widely known and acknowledged for distinctive design. As an iconic gateway to the Riverfront, it would invite users to move beyond the Skytrain Station and River Market, exploring and lingering within the Riverfront public realm.

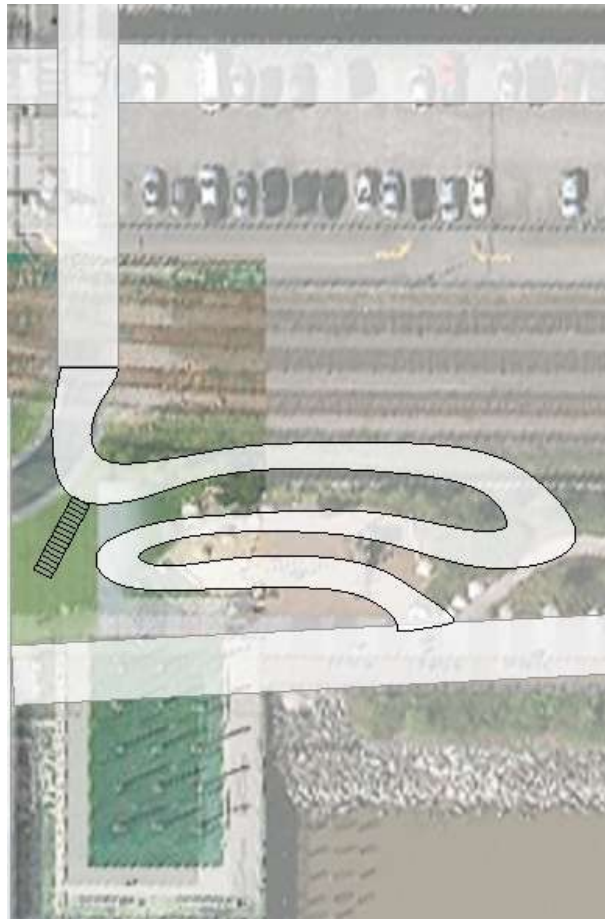
The BP Pedestrian Bridge in Chicago, United States of America, has been designed in a curving form that integrates into its landscape as it touches down (see Figure 14). This presents inspiration for a unique showpiece design.

Figure 14. The BP Pedestrian Bridge in Chicago, USA



Curvilinear design echoes the movement of the Fraser River and contrasts the existing overpasses and rectilinear grid of City streets leading down to the Riverfront. This piece has the potential to function simultaneously as an aesthetic showpiece, a location for activities, and a connective corridor.

Figure 15. Proposed pedestrian overpass at the south end of Sixth Street.



6.2.2 RIPARIAN POCKET

Animation challenges are also presented by the isolating nature of the boundary between the boardwalk and the Fraser River. The River, while integral to the City of New Westminster's identity, has become *physically* and *experientially* disconnected from the community and residents. Breaking down these barriers that divide residents from their river is a significant opportunity to foster community identity and civic pride, while simultaneously fostering the unique brand of the Riverfront as a destination for tourists and visitors.

The existing Fraser River Discovery Centre works toward this purpose, offering educational experiences about "the River's contribution to the life, history, and future of British Columbia and its people."¹⁴ It has significant potential to be drawn on as a resource to address this animation challenge and break down this barrier in the Riverfront public realm.

Considering these animation challenges and existing amenities, the Riparian Pocket design presents an opportunity to activate the River as an animation amenity in and of itself, linking the Riverfront public realm with the environment that is so integral to its identity. This installation would contribute towards an enhanced sense of place along the Riverfront, fostering physical connectivity to the community and figurative continuity with the Pacific Northwest region. The design invites Riverfront users to explore the River surface, providing them with access to a living pocket of naturalized riparian environment (see Figure 16).

Figure 16. Riparian Pocket design



¹⁴ Fraser River Discovery Centre. (2009). The Fraser River Discovery Centre. Retrieved March 14, 2017 from <http://www.fraserriverdiscovery.org/AboutUs>.

The design consists of a half circle cut-out of the existing boardwalk, within which a naturalized riparian shoreline could be installed. A floating boardwalk with glass railings and interpretive signage would allow users to closely interact with the river. While allowing for interaction, the design maintains a *physical* barrier between user and river to ensure public safety is not compromised. However, positioning users at-grade in a terrarium-like pocket of naturalized riparian habitat to create a sense of interaction with the wild environment removes the *experiential* barrier (see Figure 17).

Figure 17. Users have improved access to the surface of the Fraser River.



PUBLIC REALM BENEFITS

While highlighting the Riverfront identity, enhanced interaction with the naturalized river would offer a variety of benefits to the public realm, contributing to overall animation along the Riverfront.

Habitat value. As a small-scale restoration project, the Riparian Pocket would provide some habitat value. Figures 18 and 19 are suggested vegetation for the pocket ecosystem that are appropriate native species for riparian areas in northwestern B.C.

Figures 18. Red osier dogwood (*Cornus stolonifera*)¹⁵

? pay attention to last minute formatting glitches

¹⁵ Image retrieved from <http://linnet.geog.ubc.ca/Atlas/Atlas.aspx?sciname=Cornus%20stolonifera>



Figure 19. Tall mannagrass (*Glyceria elata*)¹⁶



Environmental education. As a living terrarium, the Riparian Pocket would serve as an educational amenity to promote learning about the natural environment, as well as the history and impact of the City of New Westminster on the Fraser River. Interpretive signage could be installed to

¹⁶ Ibid.

educate users about the habitat and the services it offers, such as flood buffering, stormwater filtration, and biodiversity value. The Los Angeles River Revitalization project is a precedent example of enhancing access to a river to promote habitat value and environmental education through interpretive signage (see Figure 20).¹⁷

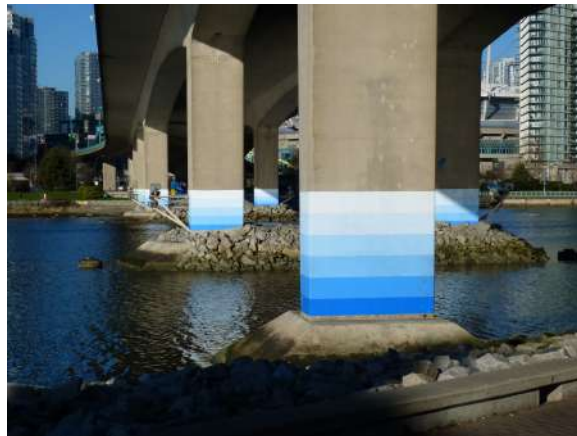
Figure 20. Los Angeles River Revitalization Master Plan design for enhanced interaction with the river.



¹⁷ City of Los Angeles. (2006). *The Los Angeles River Revitalization Master Plan*. Retrieved from http://boe.lacity.org/lariverrmp/CommunityOutreach/masterplan_download.htm

Art installations. The Riparian Pocket would also offer space for public art. Such installations could function as educational or purely aesthetic art pieces. This is an opportunity to educate users about the local impacts of complex and relevant environmental issues. “A False Creek,” is an example of embedding an educational message within public art (see Figure 21).

Figure 21. “A False Creek” by artists Rhonda Wepler and Trevor Mahovsky in Vancouver, B.C.¹⁸



Painted strips on the pillars indicate the midpoints of sea level rise estimates, “providing an opportunity to reflect on the past, present, and future of Vancouver’s highly managed shoreline.”¹⁹ Alternately, art could be installed in the river itself, a novel and intriguing location that will draw users down to the Riparian Pocket and river level (see Figure 22).

Figure 22. “Girl in a Wetsuit” by Elek Imredy, located offshore of Stanley Park in Vancouver, B.C.



¹⁸ Image retrieved from <http://www.afalsecreek.ca/>

¹⁹ Winchell, R. (2012). A False Creek. Retrieved from <http://www.afalsecreek.ca/>

7.0 MANAGEMENT CASE STUDIES

The Riverfront represents one of the most significant civic projects in New Westminster. Its unique mix of public spaces in proximity to other private, public and institutional facilities, requires unique solutions. Spaces along the Riverfront are for residents and visitors alike, who have high expectations for the space's performance and maintenance. Meeting such expectations should be a priority for the City through effective operations and management. Management, programming, advocacy, promotion, security and maintenance requirements will dictate the need for strong partnerships between public and private entities.

To provide a reference of implementation and management for Riverfront animation proposals, the following case studies of waterfront parks were undertaken. Based on this research, recommendations for the effective management of the New Westminster Riverfront are provided.

7.1 MILLENIUM PARK IN CHICAGO, ILLNOIS



The Millennium Park in Chicago is a famous waterfront park for its comprehensive amenities and diverse year-round activities. Public spaces in the park are well managed by the Chicago Department of Cultural Affairs (CDCA) and non-government organizations (NGOs), in which CDCA is mainly responsible for the park operations, and NGOs organize most events and activities. Park amenities, such as BP Pedestrian Bridge, Millennium Park Music Pavilion and McCormick Tribune Plaza / Ice Rink are good examples of public realm animation amenities.

Image: BP pedestrian bridge in Millennium Park, courtesy of Millennium Park

Capital projects and amenities of the Millennium Park are funded by three different sources: City bonds backed by revenue from underground parking revenue, philanthropy / naming right, and user fees.²⁰

²⁰ Kamin, Blair (July 18, 2004). "A no place transformed into a grand space – What was once a gritty, blighted site is now home to a glistening, cultural spectacle that delivers joy to its visitors". *Chicago Tribune*. Retrieved August 6, 2008

The City of Chicago issued a \$270 million USD bond to fund construction and improvement of the park, comprising approximately 50% of the total estimated cost.²¹ Private donations and naming right contributed the remaining \$230 million. For example, BP Pedestrian Bridge, one of the iconic pieces of the Park, was named after British Petroleum for a fee of \$5 million.²² The total annual operating budget of the Park is approximately \$13 million, of which CDCA devotes \$7.8 million, and event sponsorship and rental revenues make up the rest.



Millennium Park is a good example for New Westminster's Riverfront in term of funding for amenities. The City should retain ownership of the public spaces, but develop partnerships on a long-term basis with outside interests and existing organizations on the Riverfront and downtown, in order to perform a range of services, including operations, maintenance, security and programming.

Image: Burnham Pavilion in Millennium Park, courtesy of Millennium Park

4.2.2 ALLEGHENY RIVERFRONT PARK IN PITTSBURGH, PENNSYLVANIA

Allegheny Riverfront Park is a linear park that helped to reconnect the city of Pittsburgh to its riverfront by providing river-centric recreational opportunities. The improvement of the park also renewed economic development along the river. For example, investments made after redevelopment of the riverfront park include a new convention center and a large hotel.

The cost of the redevelopment of the Allegheny Riverfront Park totaled approximately \$11 million USD, comprised of \$8 million for the construction of the Lower Level Bridge for pedestrians at the edge of the river, and \$3 million for the improvement of recreational park amenities.²³ Funding was mainly provided through government agencies, such as the Commonwealth of Pennsylvania and Pittsburgh Water and Sewer Authority.

²¹ Millennium Park Art and Architecture, https://www.cityofchicago.org/city/en/depts/dca/supp_info/millennium_park_-artarchitecture.html

²² Cohen, Laurie (July 2, 2001). "Band shell cost heads skyward – Millennium Park's new concert venue may top \$40 million". *Chicago Tribune*. Newsbank.

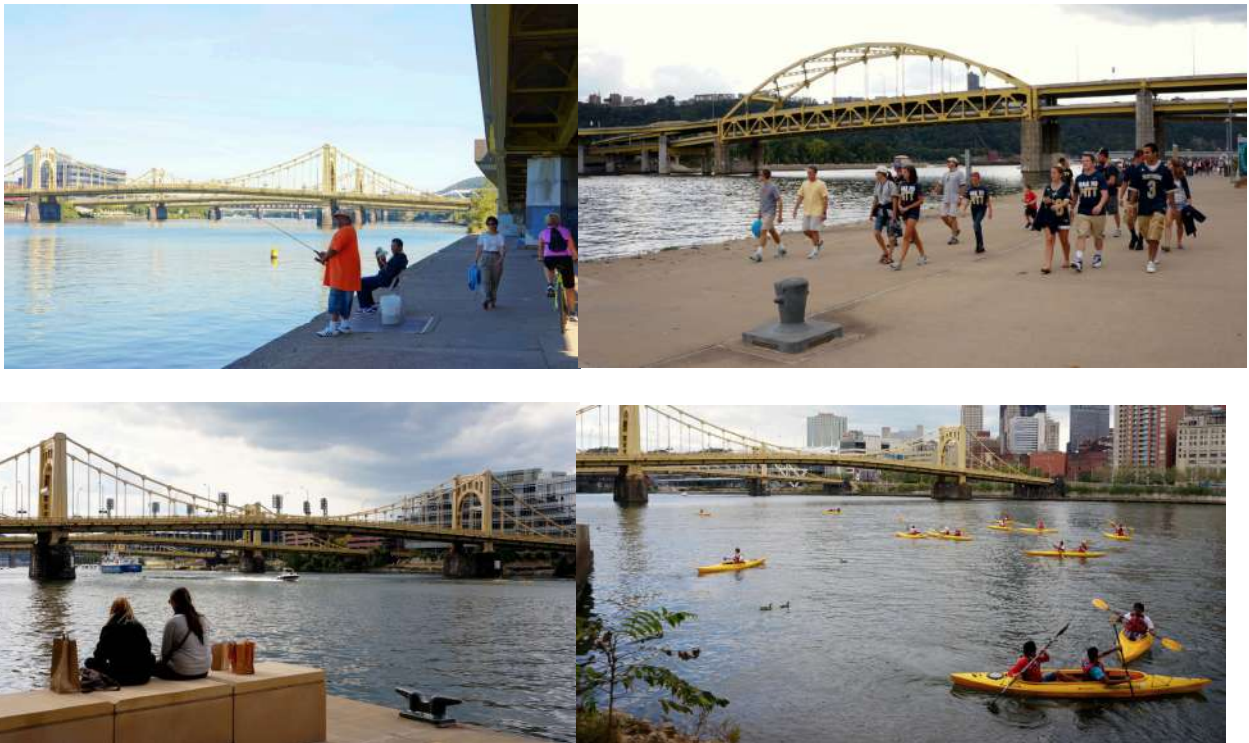
²³ Allegheny Riverfront Park, <http://www.mvvainc.com/m/projects/1/5>



Regarding management, some nonprofit organizations, rather than the City of Pittsburgh, undertake the main operating responsibility of the Park. For instance, the Pittsburgh Cultural Trust, a nonprofit arts organization, is partnered with the City to manage the public amenities as it is involved in the Pittsburgh Cultural District, which receives significant benefits from redevelopment of the riverfront.

Image: Lower Level Bridge for pedestrians, courtesy of Michael Van Valkenburgh Association

Figure 23. Recreational activities in the Allegheny Riverfront Park, Pittsburgh, PA.²⁴



²⁴ Retrieved from <http://landscapevoice.com/allegheny-riverfront-park/>

4.2.3 BROOKLYN BRIDGE PARK IN NEW YORK CITY, NEW YORK

Brooklyn Bridge Park in New York City is a vibrant public place that has rich ecological value, great recreational opportunities, and innovative design with waterfront features.



The Brooklyn Bridge waterfront provides a unique experience to visitors by allowing them to touch and alter nature through the park design, which is different from conventional waterfront design with emphasis on maintenance and safety.



The design rethinks and rebalances urban aesthetics and nature. Creative altering of the natural landscape has taken many forms, such as through various mediums of public art (e.g., sculptures, installations, etc.).

Brooklyn Bridge Park is a good example of engaging, altering, and redeveloping urban nature. The state government contributed \$85 million USD to its development, mainly for improvements to pier and boating facilities. New York City funds a further \$65 million for civil amenities, such as the athletic field and pedestrian overpass.²⁵ Other funding sources include changes on residential real estate development, in-park restaurant rents, and other businesses.



The Brooklyn Bridge Park Corporation, a nonprofit entity, is responsible for maintenance and operation of the park. The park is purportedly self-sufficient in terms of ongoing maintenance and operation. Currently, funding for operations and management is mainly from changes on existing and planned residential condominium buildings on the former sites of the park.²⁶ In addition, potential revenue sources from Business Improvement District, fee-based recreation, events, advertising and other forms, are expected to increase the park revenues.

don't forget to source images. Hopefully all of these are open or creative license.

²⁵ Brooklyn Bridge Park, <http://www.brooklynbridgepark.org/>

²⁶ Brooklyn Bridge Park's Funding continues to be scrutinized, <http://ny.curbed.com/2017/2/23/11711111/brooklyn-bridge-park-funding-continues-to-be-scrutinized>

residential-

4.2.4 CENTRAL WATERFRONT, SEATTLE

The Central Waterfront in Seattle is an ongoing waterfront revitalization project with an aim to reconnect Downtown Seattle with the waterfront, as well as to animate the former industrial waterfront to be a space for all with signature public spaces and amenities, including parks, paths, viewpoints, gathering spaces, and promenades.

The total cost for Seattle’s multi-phased and comprehensive new waterfront plan is estimated \$1 billion USD, of which one \$35 million sub-project called *New Parks and Open Space on Union Street Pier* is the most relevant to New Westminster’s Riverfront.²⁷

Government funding is insufficient to pay for such an expensive project, so the Waterfront Strategic Plan identifies a Local Improvement District (LID) as a key component of the funding strategy. A LID is a funding tool through which property owners financially contribute to a project that will increase the value of their property.



Image: Floating dock proposal, courtesy of Waterfront Seattle.



Image: Waterfront walk and seating proposal, courtesy of Waterfront Seattle.

According to the Central Waterfront Long Term Stewardship Subcommittee, the future waterfront public spaces will be operated by a third-party, non-profit entity. Operation and management costs could be covered by an independent entity who oversees revenues generated from the park, such as through restaurant rents, fee-based activities, or donations. Such a model would alleviate government’s financial responsibility for the ongoing maintenance of waterfront amenities.

²⁷ Waterfront Seattle, <http://www.waterfrontseattle.org>

8.0 NEXT STEPS

Over an intensive, 8-month process of analysis and design, the Realm Student Team has prepared this final report to communicate findings related to the animation of the Riverfront public realm in the City of New Westminster. The following next steps have been identified for the City to further pursue the *Activity* goal of its Waterfront Vision:

- ◆ It is recommended that this report be reviewed to identify and select animation amenity projects for implementation;
- ◆ Further analysis of selected projects should be undertaken;
- ◆ Funding and management models should be created for selected projects;
- ◆ Selected projects should be prioritized for implementation;
- ◆ Further engagement with stakeholders along the Riverfront should be conducted and used to refine and inform project selection and prioritization; and,
- ◆ Projects should be implemented.



APPENDIX A: ENGAGEMENT SESSION MATERIALS

PLEASE JOIN US

Dear Stakeholder,

The City of New Westminster, Downtown Business Improvement Association (BIA), and Tourism New West are helping the *Realm Team*, three UBC Masters students in Community and Regional Planning, with their academic project, *Animating the Riverfront Public Realm*. The project's purpose is to identify and explore opportunities to create a more vibrant public space along the Riverfront of New Westminster. For further detail, please see attached two-pager project description.

We would like to invite you to participate in a consultation session at **Old Crow Coffee Co., Wednesday, February 8th, from 6:00 pm to 8:00 pm**. This will be an informal discovery session to introduce the student Realm team, their project and roles, and gather initial feedback. The two-hour session will invite feedback on the Realm Team's criteria for animation, discussion on how you envision the Riverfront, and critique on the Realm Team's preliminary animation proposals.

As a vital part of the New Westminster community, we would like to hear your ideas, concerns, questions, or preferences related to public space along the Riverfront to inform our project outputs. We hope you can join us and invite you to contact xxxxx at xxxxx or xxxxx with any special needs or concerns.

Please RSVP by February 3, 2017 to xxxxx, Communications Coordinator at xxxxx.

Thank you for considering the opportunity and we hope to see you there.

Sincerely,

Realm Team

Emily Gray
Alex Jia
Stefan Larose

DISCOVERY ENGAGEMENT SESSION

Purpose

This engagement session is being held to consult with stakeholders on animation options to create a more vibrant public space along the Riverfront of New Westminster. There are two main purposes to this session:

1. Introduce the project and the Realm Team's role as SCARP students; and
2. General solicitation of ideas, concerns, questions, preferences from stakeholders.

Input from this session will inform a report by the Realm Team on animating the Riverfront and will be presented to City of New Westminster partners and the Mayor's Task Force on the Waterfront.

Agenda

6:00 – 6:10 pm: *Arrival and greeting*

Stakeholders arrive, are greeted by Realm Team, are given name tags, dots, pens, and sticky notes for engagement activities.

6:10 – 6:25 pm: *Introductory plenary*

Realm Team will introduce the project and scope, clarify their role as students and the purpose of the session.

6:25 – 6:50 pm: *Animation criteria input session*

Stakeholders will be introduced to the preliminary criteria used by the Realm Team to analyze animation options for the Riverfront. Preliminary criteria will be refined and new criteria identified in consultation with stakeholders, through a walk around 'dotmocracy' session.

6:50 – 7:10 pm: *Animation options brainstorming session*

Stakeholders will be guided through site plans of the study area and invited to suggest animation opportunities.

7:10 – 7:40 pm: *Overview and critique of preliminary Riverfront public space designs*

Realm Team will introduce preliminary site plan designs and invite critique and comment from stakeholders.



7:40 – 7:55 pm: *General feedback session*

Realm Team will invite general feedback, comments, suggestions, recommendations, and questions from stakeholders.

7:55 – 8:00 pm: *Next steps and closing remarks*

Realm Team will identify next steps and offer closing remarks.



APPENDIX B: ENGAGEMENT SESSION SURVEY RESULTS

Feedback for the Realm Team's Riverfront Project						
Was there anything else you wanted to tell us?						
"Presentation was interesting and informative. Made for easy engagement."						
"Said it all. Thank you."						
"The workshop was very interesting. Lots of great ideas & planning. Hope that some of these ideas come to life along the waterfront."						
"Everything was well covered."						
"Create flexible space. Can't emphasize this enough."						
"More park space & space for rec activities."						
How would you rate the engagement session?						
	N/A	Poor	Average	Good	Excellent	
- How was the session organized?				1	1	5
- Was engagement easy and convenient?					2	5
- Were the slides and handouts useful?					3	4
- Was the information provided sufficient?					4	3
- Overall, how would you rate the session?					2	5
Personal Comments:						
What I liked about the session:						
"Informative"						
"Conversation/Collaboration/Ideas Flowing"						
"Very interactive"						
"Very interesting options"						
"Energy was good - made for open discussion"						
"Small group - lots of discussion"						
Suggestions for Improvement:						
"Keep it simple / focus on a few key improvements to start"						
"Create opportunities for quieter voices to speak up"						
"Thank you"						
"Good job guys!"						



APPENDIX C: DECISION MATRIX ANALYSIS

Table 3. Evaluation Criteria

Evaluation Criteria	Description
Cost	Options that cost less in implementation are preferred.
Seasonality	Options that function year-round are preferred.
User experience	Options that more significantly enhance Riverfront user experience are preferred.
Safety/Liability/Security	Options that ensure a safe activity for users, and do not put the City at a disadvantage, and provide a crime-free environment are preferred.
Accessibility/inclusivity	Options that are accessible and inclusive for all demographics are preferred.
Branding/Marketing	Options that promote a unique, coherent Riverfront brand, and enhance the City's reputation as a cultural hub and destination for tourism are preferred
Capacity	Options that have potential to reach a larger proportion of users are preferred.
Implementation	Easy to implement options are preferred
Maintenance	Options that require less upkeep (resources, staff, time) are preferred.
Number of Activity Supported	Options that support more activities for users are preferred.
Staying Time by Users	Options that draw users to use and allow users to spend more time are preferred.
Environmental impact	Options with minimal negative environmental impact are preferred.

Table 4. Weighting of Evaluation Criteria

Evaluation Criteria	Weight	Justification
Cost	4	<p>Cost is an important criterion to determine the implementation potential for animation projects. City budget is limited, so projects will need to be cost-efficient.</p>
Seasonality	4	<p>Only a few activities are good in all seasons. Focusing on year-round, weatherproof activities will help to increase the value of projects.</p> <p><i>Increased to 4 from 1 based on feedback.</i></p>
User experience	4	<p>Good user experience can attract people to the Riverfront and contribute toward a vibrant atmosphere</p> <p><i>Increased to 4 from 3 based on feedback.</i></p>
Safety / Liability / Security	3	<p>Safety and security was a main concern of the City’s, but was less emphasized by stakeholders. Focus group session participants indicated that regular lighting and new developments will be sufficient to promote a safe-feeling environment.</p> <p><i>Reduced to 3 from 5 based on feedback.</i></p>
Accessibility / Inclusivity	3	<p>The Riverfront aims to create a place for all people of different cultures, abilities, and ages.</p>
Branding / Marketing	4	<p>Branding / marketing is not a primary goal of animation, but focus group participants and Mayor and Council expressed desire for animation activities and amenities to contribute toward enhancing the unique Riverfront brand and identity.</p> <p><i>Increased to 4 from 2 based on feedback.</i></p>
Capacity	1	<p>The Riverfront already has some spaces to host medium to large scale public events. In addition, some local business owners at the focus group engagement session expressed concern about traffic impacts impeding accessibility to destination businesses during large public events. As such, this criterion was assigned a lower relative weight.</p> <p><i>Reduced to 1 from 2 based on feedback.</i></p>



Implementation	1	<p>Implementation received only one vote during focus group engagement, indicating that it is of lower importance to stakeholders relative to other benefits of animation.</p> <p><i>Reduced to 1 from 5 based on feedback.</i></p>
Maintenance	3	<p>Easy maintenance is a concern of the City's, to provide safe amenities and pleasant public spaces to users. Focus group participants understood the importance of ensuring maintenance ease, but rated this as a somewhat lower priority than other considerations.</p> <p><i>Reduced to 3 from 4 based on feedback.</i></p>
Number of Activities Supported	5	<p>This criterion received the largest number of votes at the focus group engagement session (7). Additionally, one stakeholder added "flexibility" as a criterion, indicating a preference for amenities that support multiple uses, which is essentially the same as this criterion. This indicates that stakeholders strongly prefer efficient animation amenities.</p> <p><i>Increased to 5 from 3 based on feedback.</i></p>
Staying Time by Users	2	<p>The length of time that users stay at each amenity may reflect the popularity and appeal of different amenities.</p>
Environmental impact	5	<p>Although not a primary concern of the City's, environmental impact was emphasized by stakeholders as an important consideration in animation along the Riverfront.</p> <p><i>Increased to 5 from 2 based on feedback.</i></p>