



RECOMMENDATIONS FOR A DOWNTOWN ACTION PLAN

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Produced for the City of Port Coquitlam by:

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PREFACE

Cushing Terrell Architecture Inc. (Cushing Terrell) was commissioned by the City of Port Coquitlam (PoCo) in October 2016 to undertake a Downtown Action Plan Study. The purpose of this Study is to obtain an action-oriented plan that will help define and guide how PoCo's Downtown develops as the vibrant heart of the community.

The Study was carried out over the period of November 2016 to June 2017.

For the purposes of this project, the City of Port Coquitlam's downtown study area is the area defined by Wilson Avenue (south), Mary Hill Road (east), Kingsway Avenue/CN Rail line (north) and Maple Street (west excluding residential dwellings).

The heart of this area is Shaughnessy "High Street", a 3-block stretch of small-scale commercial frontages. Existing commercial premises in the study area vary from new, modern spaces in mixed-

use buildings occupied by uses such as coffee shops, dental offices, banks and grocery stores to older, single or two-storey buildings occupied by uses such as bakeries, barbers, dollar stores, grocery stores, print shops, yoga studios and non-profit organizations.

The adjoining residential areas located to the south and west of the downtown are redeveloping to mid-rise apartment buildings at an average growth rate of 250-300 dwelling units per year.



Directly adjacent to the downtown, the City is constructing a new recreation complex that will include an aquatic facility, three ice arenas, the library, fitness centre and a variety of multi-purpose spaces. The 15-acre mixed-use development will also include a phased residential component.

A key component to the Study was to engage owners of property and businesses in the downtown as well as prospective external businesses, developers and investors. The purpose was to determine what development or business necessities and incentives could attract and facilitate further multi-family residential, mixed-use and/or commercial office and retail development along with a stronger mix of tenants/businesses, while retaining PoCo's small town charm through scale character.

Cushing Terrell would like to thank the following individuals and businesses for their input throughout the process:

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DOWNTOWN POCO ACTION PLAN GOALS:

ACTION PLAN GOALS

The PoCo Downtown Action Plan is the continuation of a story that began to take shape after the introduction of the 1998 Downtown Plan; a continuation that will define, understand and capture opportunities for Downtown PoCo. The planning process seeks to unlock through prescribed actionable implementation items, the potential for the community by taking the next steps to improving the economic, cultural and environmental benefits of the Downtown. The Downtown Action Plan is intended to result in a determination of what the City of Port Coquitlam can do to achieve its vision for the downtown by:



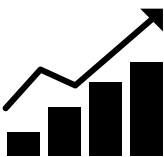
Attracting the right developers, developments and business to enhance Downtown and support community's vision.



Making strategic decisions for City-owned lands to strengthen the Downtown and help facilitate future developments.



Creating opportunities for development that can or will be acted upon by owners, developers and desired businesses/tenants.



Offering the right incentives to promote growth.

VISION 2020

"Port Coquitlam is a happy, vibrant, safe community with healthy, engaged residents and thriving businesses, supported by sustainable resources and services"

DESIRED OUTCOMES OF VISION 2020

- *Sense of Community*
- *Economic Strength*
- *Well-Being*
- *Strategic Services Delivery*

DOWNTOWN POCO GUIDING PRINCIPLES

GUIDING PRINCIPLES

Guiding principles for Downtown PoCo are based on a wide array of input from community surveys, businesses, property owners, developers, City staff and other downtown organizations, such as the BIA. These principles provide the basic foundation for strategic decision-making for the Downtown Action Plan as premised around the Downtown Action Plan Goals.

The following symbols will be used in the recommendations and implementation action items to visually illustrate how each action item responds to the articulated guiding principles and goals. In many cases, the respective action items may respond to multiple principles.



Downtown is CONNECTED

As the heart of the community, Downtown must strengthen connections with other important community destinations and the wider community itself.



Downtown is CONVENIENT

To be competitive in the ever-changing marketplace, Downtown must have convenient access, circulation, parking and every-day services.



Downtown is DESIRABLE

Downtown must be the heart and a focal point of pride for the community to attract a wide variety of visitors, businesses and residents.



Downtown is LIVABLE

Downtown must be a vibrant, year-round destination for businesses, culture and activity throughout the day, including residential housing, arts and events.



Downtown is WALKABLE

Downtown must leverage its compact scale and walkability where goods and services are within easy walking distance. Above all else, walking in Downtown must be clean, comfortable, efficient, interesting and safe.

DOWNTOWN POCO ACTION PLAN MAJOR ACTIONS

MAJOR ACTIONS

The Downtown Action Plan provides a number of specific action items, but each of the many smaller action items can be closely correlated with and/or overlap with a series of major actions that will guide the ultimate implementation strategy.

As such, major actions for Downtown Port Coquitlam cover the following Six (6) areas:

1. *Land Use Planning Directions;*
2. *Parking Requirements;*
3. *Infrastructure;*
4. *City-Owned Lands;*
5. *Financial Incentives; and*
6. *Marketing*

Land Use Planning Directions

Building upon the 1998 Downtown Plan and the many documents that have been prepared over the past 20 years, areas of prioritization have shifted and new opportunities have become evident. Accordingly, from a land use planning perspective, the Downtown Action Plan is recommending the following priorities:

- Prepare and delineate a specific boundary for the Downtown, distinct from that in the Downtown Plan, within which incentives for infill and redevelopment, as well as businesses can be applied.
- Investing in streetscape improvements along McAllister ("McAllister First") to allow for greater densities with no height limitations, burying of utilities, parallel parking on both sides of the street, wider sidewalks and a mid-block crossing with a pedestrian promenade between McAllister and Elgin.
- Monitoring and limiting office uses and health services from occupying streetfront spaces along Shaughnessy and McAllister. The exception would be where those uses are considered compatible with streetfront retail in terms of hours and days of operation and storefront animation.
- Promoting and encouraging office uses and health services along streetfront premises and second levels on Elgin. These uses would be encouraged in second level spaces along McAllister or Shaughnessy.
- Investing in streetscape improvements along Elgin to allow for greater densities with no height limitations and including burying of utilities, widening of sidewalks and conversion to one-way traffic westbound to increase the number of on-street parking spaces for the benefit of professional and medical services in this district.

DOWNTOWN POCO ACTION PLAN MAJOR ACTIONS

- Creating and planning a mid-block pedestrian promenade/connection that extends from Donald St across McAllister to Elgin and Kingsway.
- Promote pedestrian activity and sidewalk patios by increasing sidewalk widths along McAllister and Elgin, as well as enabling parklets.
- Continue to promote residential development/infill redevelopment in and around the commercial core of the Downtown to bolster the retail/commercial environment of the Downtown.

Parking Requirements

- Amend the current cash-in-lieu program to provide greater flexibility for how parking is achieved in the Downtown. This would act as an inducement for development while generating more revenue for a future parking structure to service the Downtown.

Infrastructure

- Utilize or allocate city capital funding for strategic investment in downtown improvements or projects that require infrastructure investment, such as roads, utilities, on-street parking configurations, street/sidewalk lighting and pedestrian crossings at major intersections or mid-block locations.

City-Owned Lands

- Use City-owned lands to strategically facilitate infill and redevelopment. This may entail the strategic acquisition of property for the benefit of the community.

Financial Incentives

- Offering financial incentives to business and property owners that are meaningful to enable development. While changes to parking requirements are a financial incentive, tax abatement and facade grants are most desired and appealing for developers, as is the intangible economic incentive of expedience and prioritization for development approvals.

Marketing

- Any strategy to implement the action items should not take place without the proactive mechanism of an economic, development, real estate or marketing role.

BACKGROUND OVERVIEW & SUMMARY

Introduction

Downtown Port Coquitlam is a relatively compact and strategically organized area within the City, with tremendous potential moving forward into the future. The general sense one feels when experiencing the area is that the majority of retail is experienced on Shaughnessy Street; a trait that is crucial to further emphasize and capitalize upon. This concentration of retail is beneficial to regular Downtown patrons such as residents of the area who get their goods and services from the area as well as first-time and occasional visitors.

The Downtown provides an attractively predictable element for those who may not be familiar with the area, such as those who are visiting the Downtown for the first time. A pleasant walk along Shaughnessy Street, experiencing all that it has to offer, results in a much more positive impact on the human mind rather than a feeling that something is missing or overlooked.



BACKGROUND OVERVIEW & SUMMARY

To realize the advantage of Port Coquitlam's Downtown, it just takes a visit to the downtowns of some other local cities of similar size which are not nearly as compact as Port Coquitlam's, with retail scattered over larger areas, which can have a chaotic feel when considering the needs and wants of both residents and visitors. It is the small-town downtown ambiance that will be immensely beneficial to keep in mind going forward with new developments and further enhancement in Port Coquitlam's Downtown.

This is not to say that the side streets and area surrounding Shaughnessy Street are not an area of focus. Every aspect of the Downtown Study Area has been considered and serves an invaluable role to entice people to explore and enjoy. The cross avenues of Shaughnessy Street such as Elgin and McAllister could serve a purpose of secondary retail or office, with a considerable focus on mixed-use developments with residential units located above the ground floor.

However, the secondary or side streets, given the traffic volumes and congestion along Shaughnessy Street during many hours of the day are considered to be very important streets/areas moving forward for connectivity, sociability and business vitality.

Background Studies Review

A crucial part of the Action Plan was to thoroughly review all pertinent current and previous reports and studies that pertain to the Downtown, both directly and indirectly. This background research helped to paint a picture of what the Downtown has achieved up to this point, as well as certain areas that may still be identified as areas of concern. The list of documents reviewed include:

- Port Coquitlam Official Community Plan
- Port Coquitlam Zoning Bylaw
- City of Port Coquitlam Downtown Plan 1998
- Downtown Beautification Plan 1999
- Leigh Square Development Study 2003
- Downtown Parking Study 2009

- Royal LePage Downtown Commercial District Market Assessment 2003
- Master Pedestrian & Bicycle Plan 2005
- Downtown Pedestrian Circulation Study 2010
- Heritage Strategic Plan 2010
- City of Port Coquitlam 2011 Corporate Strategic Plan: Vision 2020
- Environmental Strategic Plan 2011
- Master Transportation Plan 2013
- Task Force on Business Development Opportunities 2013
- Port Coquitlam BIA Strategic Plan 2016-2020
- Imagine PoCo: Cultural Plan 2016

These plans and studies have all assisted in creating what Downtown PoCo is today through the identification of incremental steps for growth and improvement.

The **Downtown Plan 1998's** intention was to synthesize the traits of the Downtown into a cohesive package, to become the missing puzzle piece, as described in the Plan.

BACKGROUND OVERVIEW & SUMMARY

The *Villagio* mixed-use building (2627 Shaughnessy Street) which includes Waves Coffee House and Donald's Market, among others, can be seen as a successful project largely due to the Downtown Plan 1998's recommendation of a High Street Precinct.

The Downtown Plan 1998 also had a recommendation for a Civic Centre Precinct, as the City Hall area was seen as an important area for community and administrative activities.

This concept was further supported through the **2003 Leigh Square Development Study** (Growing the Arts: Leigh Square) which has resulted in the Leigh Square Community Arts Village as it is today: the Post Office has also become a multi-use facility with museum, artist-in-residence, archive, programming, and indoor/outdoor presentation and gathering space.

In a continuation of the cultural focus of the Downtown, the City implemented a **Cultural Plan in 2016** (Imagine Port Coquitlam), which identified a cultural identity for the city of outdoor lifestyles, small town feel, and pride in the City's rivers, parks and trails. This identity permeates throughout the plans and studies related to the Downtown, and in relation to the 2017 Downtown Action Plan, is best summarized in the Downtown Plan 1998's Mission Statement:

"Downtown Port Coquitlam will become the dynamic centre of a small, vibrant, livable city. At its core will be the lively 'High Street' retail district – with one-of-a-kind shops, restaurants, specialty food stores and personal services. It will also be characterized by attractive residential areas, with a variety of housing catering to many needs; a network of pedestrian and bicycle pathways; a wide array of public parks and amenities; and an impressive civic precinct."

The **Downtown Street Beautification Plan 1999** proposed various streetscapes in a tiered order, with Shaughnessy Street as the High Street and a focus on retail as well as a highly developed pedestrian area. This core spine would be surrounded by commercial streets represented by McAllister and Elgin Avenues east of Shaughnessy, with mixed-use development comprising streetfront commercial with residential above. Multi-family apartment streets with higher density mid-rise apartments were envisioned in the Plan to be found in the areas east of Shaughnessy Street.

A similar outlook and vision is represented in the **Downtown Pedestrian Circulation Study (2010)** which recommended implementation of a uniform design and scale within the Downtown to achieve a consistent look and feel, whilst encouraging more pedestrian activity. The Study provided suggestions for what was to be implemented at various pedestrian nodes in the Downtown.

BACKGROUND OVERVIEW & SUMMARY

To-date though, the same level of infill, densification and redevelopment has not occurred to the east of Shaughnessy in and around the Community Recreation Complex. This ultimately will be a key focus of this Action Plan.

A **Task Force on Business Development Opportunities** was published in 2013, which included the recommendation for the City to adopt business-friendly regulations. This is an area identified as still requiring further improvement, and as noted in the case studies of other municipalities (refer to Appendix) who have executed similar methods, they have achieved business attraction in their downtowns.

A pervading issue in Port Coquitlam's Downtown is the **Shaughnessy Street underpass at the CN Rail line**, which has been a source of transportation ire, whether it be via vehicle, bike, wheelchair, or on foot.



BACKGROUND OVERVIEW & SUMMARY

What originally spurred the formation of the municipality of Port Coquitlam, the CN Rail line has become a modern-day hindrance in regards to the connectivity to the north side of the Downtown and fluidity of Port Coquitlam as a whole, but specifically in regards to the Downtown and in particular to the potential developability of City-owned lands.

In the Downtown Plan 1998, the Shaughnessy underpass was identified as “under-designed” for traffic volumes at the time of that study, with improvements being identified as a must to be implemented. Design elements such as murals and improved lighting have been implemented along the pedestrian walkway, however the underpass still remains an issue due to its narrow width, and the sheer amount of vehicular traffic that currently uses it on a daily basis.

The **2003 Royal LePage Downtown Commercial District Market Assessment** further identified the CN Rail line and the underpass as the biggest issue for the Downtown.

The **2010 Downtown Pedestrian Circulation Study** identified the underpass as an area of conflict for cyclists, wheelchairs, and pedestrians, with seniors particularly hesitant to use the walkway.

The **2013 Master Transportation Plan** recommended building a 4-metre-wide addition on the east side of Shaughnessy Street. While the underpass is clearly an issue that requires a resolution or definitive direction, it is evident through the City's other numerous improvements made through report recommendations, that an attainable solution for the underpass is not a simple task.

Due to the focus of this Plan on attracting businesses to the Downtown, the attention the underpass deserves may be best targeted through a different report or action plan, however this issue is critical and still needs to be rectified or resolved in some form.

Going back to the Downtown Plan 1998's Mission Statement, it can be seen that in the last 20 years since its formulation, a lot has been accomplished in Downtown Port Coquitlam to bring the community vision and ideals into reality. This statement still effectively encapsulates the guiding principles for the Downtown moving forward.

The 2017 Downtown Action Plan is not meant to reinvent the trajectory of what has been created and continues to be sought in the Downtown. The numerous successes along with positive public dialogue supports the objectives and indicates that intentions are moving in the right direction.

The potential still exists however for more concentrated and strategic enhancement and/or re-tooling to occur in Downtown PoCo, and the Action Plan's intent is to focus on this area of tangible improvements.

BACKGROUND OVERVIEW & SUMMARY

As identified in the Downtown Plan 1998 and the Beautification Plan 1999, there is an emphasized focus on the “High Street” aspect of Shaughnessy Street with a high level of density, while simultaneously allowing the side streets (Elgin, McAllister, etc.) to densify with mixed-use residential and secondary retail or office. While broad statements such as this likely resonate with the ideals of what the Downtown is intended to be, they often lack tangible and succinct steps to bring about actual, physical results.

The Downtown Action Plan will identify specific sites for redevelopment, densification and intensification by focusing transformation through collaboration with the City and stakeholders to achieve short, medium, and long-term investment in the Downtown.

As a summary, the following provides a synopsis of specific implementation actions that have or have not been implemented from previous studies over the last 15 to 20 years.

What has been implemented in Downtown Port Coquitlam:

- The start of a High Street retail district (Downtown Plan)
- Leigh Square Community Arts Village (Leigh Square Development Study)
- Pedestrian design elements & components (Downtown Beautification Plan & Downtown Pedestrian Circulation Study)
- Parking reductions (Downtown Parking Study)
- Donald’s Market as a ‘green grocer’ and Waves Coffee shop (Royal LePage Downtown Commercial District Market Assessment)
- Murals and improved lighting to Shaughnessy Underpass
- Character of City Hall to be incorporated in other new developments (The Corporate Strategic Plan)

What hasn’t been implemented:

- Better pedestrian and vehicle flow at Shaughnessy Underpass (Master Transportation Plan)
- Further implementation of a High Street retail district (Downtown Plan)
- Utilization of side streets off Shaughnessy (Downtown Plan)
- East-west pedestrian bicycle and pedestrian movement (Downtown Plan)
- A new use for the Elgin/Kingsway/Shaugnessy parking lot (Downtown Parking Study)
- Bookstores, hobby stores, galleries, or other specialty retail businesses (Royal LePage Downtown Commercial District Market Assessment)
- Adoption of business-friendly regulations (Task Force on Business Development Opportunities)

SWOT ANALYSIS

A series of SWOT (Strength/Weakness/Opportunity/Threat) analyses were conducted on three separate occasions, including at the kickoff Downtown Action Plan Advisory Group meeting on November 17th, followed by a workshop with Mayor and Council on December 14th. The third analysis was completed by Cushing Terrell staff via an on-foot study of the Downtown area at the project commencement.

A summary of these three analyses is summarized in the following and demonstrates a generally consistent outlook/desire of the Downtown. Results are not necessarily listed in order of importance, but rather have been organized in overarching topics to best portray the SWOTs.

Strengths

- Leigh Square, especially for Farmer's Market and cultural events;
- Ability for the Downtown to host festivals of all sizes;
- Compact and walkable (**refer to Downtown Walkability summary and map on page 12**);
- Amount of population within 5-minute walk (>3,000) and within an estimated 5 to 10-minute drive time (>100,000); Flat topography (**refer to Downtown Walkability summary and map on page 12**);
- PoCo Trail and natural beauty of area – a trait which is a large part of Port Coquitlam's overall identity;
- Historic architecture of Downtown buildings, gives a distinct downtown feel;
- Small town charm and overall character help for creating a *place to be*;
- Murals, electrical box art, banners on poles, hanging baskets and Christmas decorations;
- Pre-zoning to encourage residential and mixed-use development and the success of recent density increases around Shaughnessy St;
- Villagio Building (2627 Shaughnessy Street) and Falcon Court Condos (2655 Mary Hill Road) as good examples of mixed-use projects within the site area;
- Locally owned and long-time established businesses which are important to keep;
- Amenities such as medical services, nearby schools, new bus routes with connection to Evergreen Line, the West Coast Express, parking, and the upcoming recreation complex;
- Future new Community Recreation Complex (**refer to Concept Plan summary and image on pg 13**).

SWOT STRENGTH - DOWNTOWN WALKABILITY

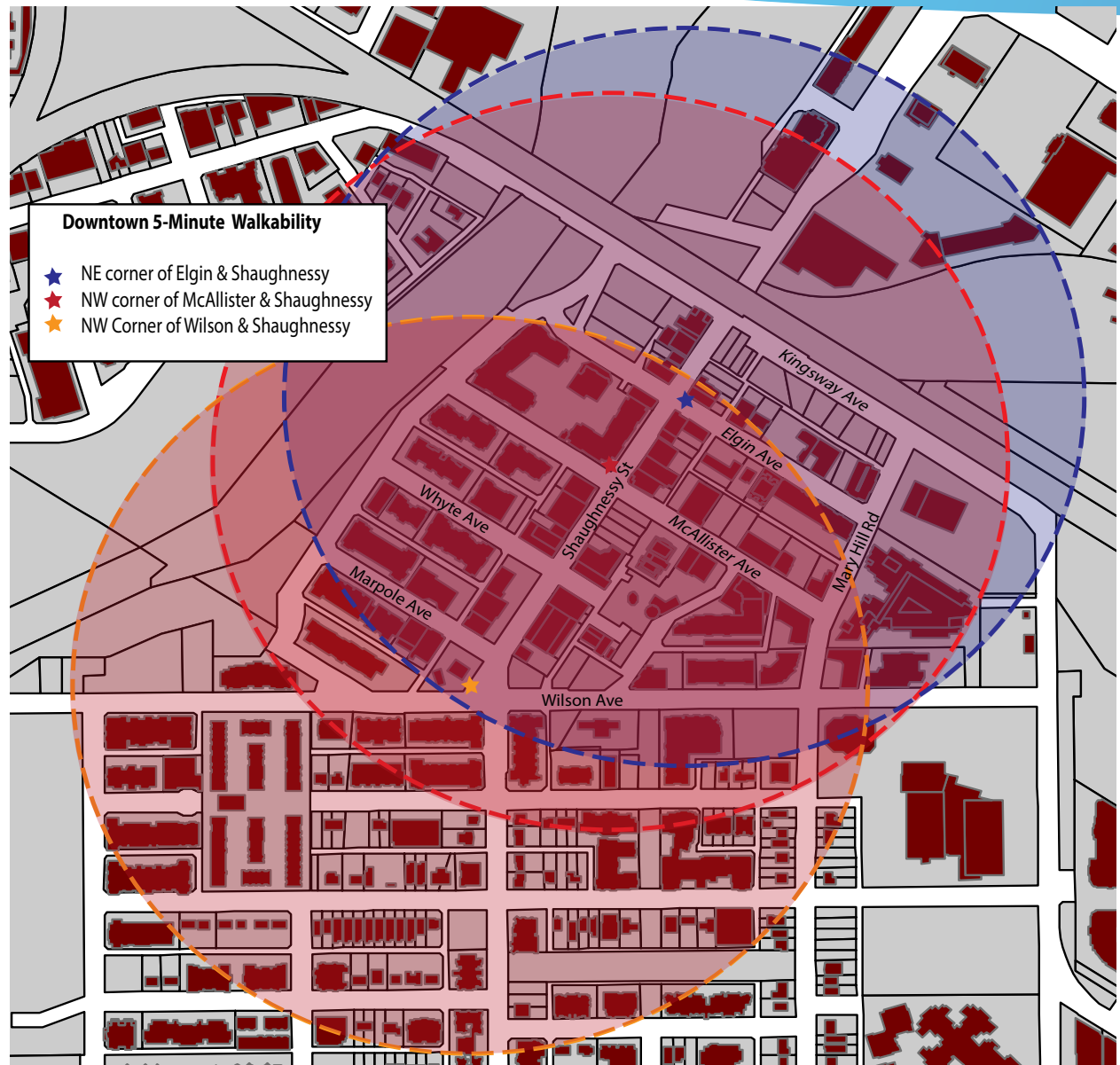
Downtown Walkability

Using the average walking speed of 1.4 metres/second, five-minute walking times were calculated from three prominent locations in the Downtown:

- Northeast corner of Shaughnessy Street and Elgin Avenue
- Northwest corner of Shaughnessy Street and McAllister Avenue
- Northwest corner of Shaughnessy Street and Wilson Avenue

This map visually demonstrates the compact and walkable nature of the Downtown, which bodes well for achieving *small-town downtown* charm.

It is estimated that the area within an approximate 5 to 7-minute walk of the intersection of Wilson and Shaughnessy is home to over 3,000 residents and growing.



SWOT STRENGTH - NEW COMMUNITY RECREATION COMPLEX

New Community Recreation Complex

Construction recently began in Spring 2017 for the new Community Recreation Complex in downtown Port Coquitlam. This complex is to be located adjacent to the Downtown Action Plan Study Area, and its impact on the Downtown will be substantial.

This new Downtown and community amenity will be approximately 217,000 sq. ft. with 450 underground parking units, 400-450 residential units, a café, multi-purpose space for events, plus the customary features of a recreation complex (pool, gymnasium, ice rinks, library, sports courts etc.). The new facility will be a positive addition to the downtown area in numerous ways.



PORT COQUITLAM COMMUNITY RECREATION COMPLEX PROJECT

SWOT ANALYSIS

Weaknesses

- Relative isolation of Downtown in regional context;
- Lack of a clear vision of what is wanted;
- Lack of high-skilled and high-paying jobs/not enough high value office employment opportunities for younger professionals;
- Perception of an older core population base and the reality that they are not high spenders and unlikely to support the high end restaurants and types of retailers desired in the area;
- Younger demographics tend to be found elsewhere in Port Coquitlam (it is indicated there is a notable amount of young couples with one child in the Downtown area, however they move out when the family further grows);
- Overall Port Coquitlam demographic is more interested in less costly stores vs. boutique shops (boutique can be less expensive however);
- Limited daytime/evening/weekend vitality of the area;
- Lack of street life, improvements, activation, people watching opportunities, public seating, and patios;
- Poor lighting;
- Notion of the Downtown as being *sketchy* due to homelessness, drug-use, and cigarette butts;
- Continued empty space caused by fire damaged sites;
- Limited infill densification east of Shaughnessy creating imbalance;
- Shallow lots are a challenge for redevelopment;
- High water table and being located in a flood plain;
- Despite efforts, lacking of a historic feel;
- Inconsistent and rundown building appearances, with tattered, broken or faded awnings;
- Cleanliness (e.g. discarded cigarette butts at Veterans Park);
- Veterans Park could be seen as too overgrown with vegetation and presents a CNTED concern;
- Unpredictable/inconsistent hours of business operation;
- Lots of hair salons/barbers;
- Not seen as a destination – lack of advertising makes the Downtown largely unknown;
- Poor signage and wayfinding;
- Poor pedestrian connectivity;
- The underpass and railway and their isolating effects on the Downtown and effect on traffic (e.g. Shaughnessy and Elgin);
- Currently not a destination for south Port Coquitlam residents.

SWOT ANALYSIS

Opportunities

- Traffic control and overall better pedestrian control;
- Consideration of recirculating the streets, e.g. one-way street on McAllister Avenue to allow for wider sidewalks (this could act as an incentive for redevelopment);
- Addressing parking perceptions;
- Car Share/Co-op (Modo is considering 2 cars for Downtown in 2017);
- Co-working and co-living trends;
- Further densification and redevelopment of empty and underutilized lots;
- Better addressing the homeless population;
- Extending the Donald Parkway to connect to Elks Park and through the Downtown;
- Incorporation of the new Community Recreation Complex and residential densification around the new facility;
- Leigh Square activity (night market; growing the space into more)
- Attract larger, high value employers;
- Create a balanced mix of local to branded tenants (70:30 or 80:20 ratio of number of stores) and use specific brands for draw; and from which locals can benefit;
- More restaurants including outdoor dining on the sidewalks and side streets, namely Elgin and McAllister;
- A Brown's Social House is identified as a desired business to attract;
- Needing community hubs such as a restaurant or brewery or hotel;
- More activity for children;
- Festivals (such as Car Free Day);
- Placemaking projects and programming on the streets (e.g. parklets);
- Add more weather protection;
- Some simple business frontage maintenance (pressure washing/awning repairs) to improve appearance;
- Enhance and capitalize on what is unique, to distinguish the Downtown from other commercial areas;
- PoCo BIA collaboration;
- Incentives for downtown shopping, like loyalty cards;
- Becoming a destination, through methods such as advertising;
- Collaboration of like-minded businesses;
- Local property owners who want to see a successful downtown;
- Supportive Council and eager/engaged staff.

SWOT ANALYSIS

OPPORTUNITY QUOTES

“More restaurants including outdoor dining on the sidewalks and side streets, namely Elgin and McAllister”

“Enhance and capitalize on what is unique, to distinguish the Downtown from other commercial areas”

“Further densification and redevelopment of empty and underutilized lots”

Threats

- Lack of action to carry out plans/studies results in development community not being attracted to the Downtown;
- Resistance to change;
- Don't want to lose the bigger anchors/draws to the downtown area such as the bowling alley;
- Non-profits often struggle with competitive rents but are valuable to the Downtown;
- The cost of updates to façades may be too much for some businesses;
- Downtown businesses need to have customers; density would help;
- Residents tend to work elsewhere;
- Other nearby commercial areas such as Fremont and Coquitlam tend to draw people more than the Downtown – incentives would help;
- Other downtowns have more to offer such as Port Moody Breweries, New Westminster Quay, Fort Langley;
- Younger generation attracted with better transit/accessibility;
- Evergreen Line and the attraction of growth closer to SkyTrain stations, especially office development;
- Flooding/high water table/climate change – dyke height may need to be increased;
- Port Coquitlam tends to get more rain than Vancouver, so more covered sidewalks may be needed;
- Open drug-use and homelessness.

*A diversity of engagement
including Business Owners,
Property Owners, Developer
Prospects and City
Departments*



STAKEHOLDER INPUT SUMMARY

Stakeholder Input Summary

Discussions were held with multiple business owners as well as property owners and developer prospects over the course of the Action Plan Study.

Specifically, the following Businesses and Developers were involved in the process with whom in-person meetings or phone conversations were held:

Waves Coffee
PoCo Bowling
Pharmasave
Inno Bakery
Quarry Rock Developments
Concosts Group
IDS Realty
Realty Executives
Shaughnessy Mall
Rural Stores
Ampri Group
SmartREIT
Madison Pacific Properties
Atelier Pacific Architecture
Studio One Architecture
Mayfair Commercial Real Estate

Developer Feedback

The conversations with these groups/representatives covered a range of topics including business operations, development vision, project backgrounds, and development expectations.

In general, there is a very positive vibe with respect to development opportunities in Downtown PoCo.

Many developers or investors, with the exception of those that have done developments with the City in the past expressed a general awareness of PoCo, but when it came to the details of the opportunities were less aware. However, since becoming more involved they are seeing considerable opportunity.

With the level of developer interest, the market will be a key driver for the Downtown and thus will only require some strategic input from the City to fully engage projects to completion rather than simply being acquired and held.

Overall developer sentiment pertaining to infill and redevelopment in the Downtown comprised the following:

- Developers are not looking for a lot of significant financial handouts or a multitude of financial incentives. Rather they have indicated a desire for specific incentives that are most impactful to their financial proformas.
- Developers are most receptive to lower parking requirements for retail, residential and mixed-use developments and property tax abatements.
- Other most commonly cited concern with developers is having a single point of contact within the City to understand zoning and with whom they can expedite projects through the development and approvals process.
- Developers show a willingness to work with the City with respect to assembling lands that are owned by the City.

STAKEHOLDER INPUT SUMMARY

Part of the interest lies in the belief that the City as a land owner can provide a seamless and expeditious route for development approvals.

- From a parking perspective, all developers indicated that parking is the single most critical component to success or failure of their proformas. They are very open to either lower parking requirements or cash-in-lieu incentives.
- Some developers inquired whether the City had requirements for affordable housing, and if this were to be a requirement in any residential development in the Downtown.

Business Owner Feedback

The conversations with these groups/representatives covered a range of topics including business operations, sales performance, customer/clientele base and future vision.

Those businesses in Downtown PoCo expressed a very strong local clientele, validated by the Trade Area determined in this Study.

From a retail performance basis, businesses are generally doing well and have a loyal customer base. The opinions of the businesses interviews ranged in their future prospects from a strong desire to continue to a realization that the near term may be the end of the business and as with most family run businesses, there is no succession plan other than to sell the business and the property.

Some of the businesses consulted through this planning process expressed interest in investing in facade and patio improvements. There may be opportunities for City support and to catalyze these improvements, or make temporary pilot project improvements such as parklets.

All businesses express concern for parking on behalf of their customers who have a great preference to be able to park in front of their businesses on the street.

The other concern for businesses are being able to afford the rents in buildings if their space is redeveloped and higher rents are charged.

All businesses would like to see more residential in the Downtown and to attract a younger demographic profile. In fact, Inno bakery has indicated that they have noticed their customer base comprising more younger families than older, while Waves Coffee has a very strong contingent of Arts and young professionals who often work remotely out of the cafe.

Lastly, retailers are most receptive to facade improvement grants, particularly if they are made aware of them and encouraged to use them.

The following page provides a detailed breakdown of the City and Stakeholder engagement/input that took place as part of this Action Plan

STAKEHOLDER ENGAGEMENT & MEETINGS

MEETINGS & ENGAGEMENT

Nov 7; Project Kickoff

Nov 17; DAP Advisory Group Workshop

Nov 22 - 26; In-person Intercept Survey of 200 people conducted in Downtown along Shaughnessy Street and Hyde Creek Rec Centre (61% female - 31% male)

Dec 14; Council & Mayor Workshop

Dec 14; PoCo BIA Open House

Jan 9; Waves Coffee Meeting with Yirong Chen

Jan 9; City Management & Mayor Meeting

Jan 26; Developer Meeting with Shaughnessy Mall (Alex Liu, Don Siu)

Jan 27; Planning Staff Conference Call

Jan 29-31; ICSC Whistler Conference (Smart REIT, ARTIS Reit, Ampri Developments, Wesgroup, Anthem Properties, First Capital, Madison Pacific Properties)

Feb 14; Planning Staff Conference Call

Feb 16; DAP Advisory Group Workshop

Feb 16; Cultural Round Table Presentation

Feb 28; Developer Meeting Patrick Gunville (Realty Executives) & Josh Adelberg (Investment Development Services)

Mar 2; Deborah Solberg Conference Call (Tiny Houses)

Mar 1; Planning Staff Conference Call

Mar 3; City Management Meeting

Mar 10; Ampri Developments Meeting with Paramjit Sandhu

Mar 16; Planning Staff Meeting

Mar 19; Quarry Rock Developer Meeting with Michael Oord (Quarry Rock Developments), Kyle Stewart (Concosts Group) and Brian Shigatomi (Atelier Pacific Architecture Inc)

Mar 29; District of Mission EDO - Stacey Crawford Meeting

Apr 6; Bowling Alley Meeting with Brian Madaski

Apr 6; Planning Staff Meeting

Apr 6; BIA Meeting #2 with Susanna

Walden

Apr 11; Developer Meeting follow up with Shaughnessy Mall (Alex Liu, Don Siu), Jim Wong (Studio One Architecture) and Shoghig Tutunjian (Studio One Architecture)

Apr 12; Developer Meeting with John Saba and Jeff Wilson (Rural Stores and owners of Super Valu Plaza)

Apr 12; Developer Call with Jerry Bleet (Mayfair Commercial Real Estate Advisors)

Apr 18; Inno Bakery Meeting with Jae Park (Park Doo Yun)

Apr 25; City Staff & Mayor Workshop

Apr 28; Follow up developer phone call with Concosts Group (Kyle Stewart)

May 1; Pharmasave meeting with Brad and Darin Fenton

May 10; City Management Directors Meeting

May 30; Council & Mayor Workshop

July 5; DAP Advisory Group Presentation

CONSUMER INTERCEPT SURVEY

Consumer Survey Summary

As a value-added part of the Downtown Action Plan, a Consumer Intercept Survey (refer to Appendix for full results) was conducted in Port Coquitlam at locations along Shaughnessy Street as well as at Hyde Creek Recreation Centre.

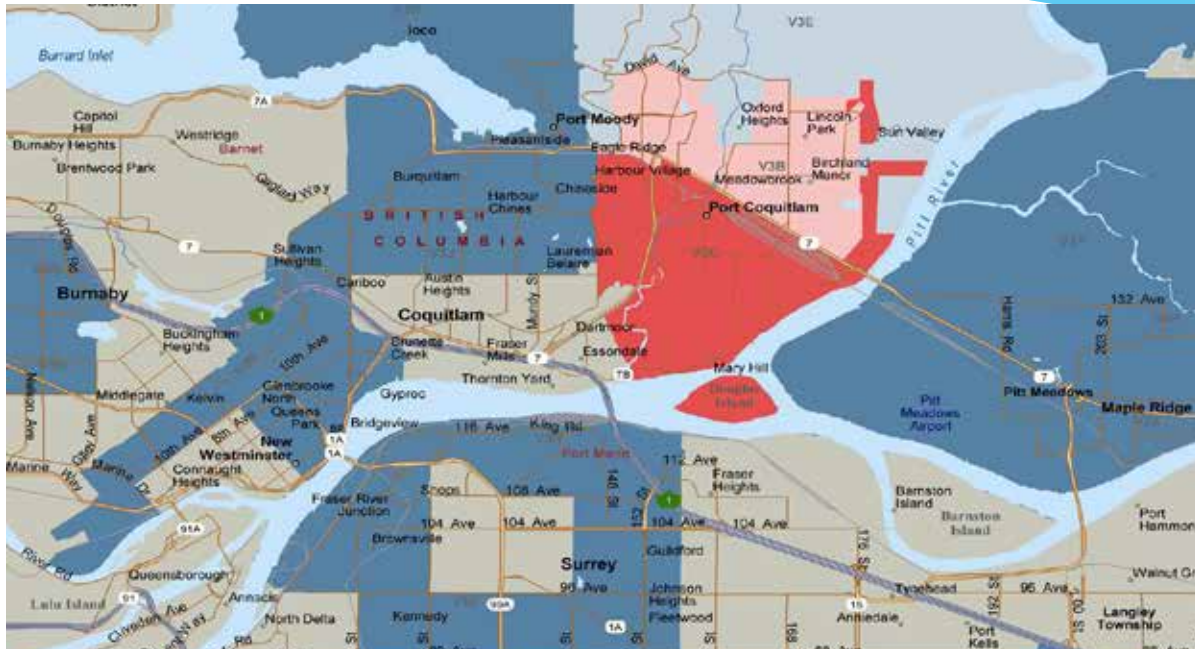
In total, the survey garnered 200 responses, and provides valuable insight into perceptions and desires related to the Downtown. Postal codes of the respondent's home address were attained during the survey, depicting the majority of respondents were from the Port Coquitlam area, notably the downtown area, south, and northeast Port Coquitlam (refer to maps of respondent origins on pg 22).

Some notable survey highlights include the following:

- Average # of Downtown visits per month by respondent – 14
- Average time spent per visit to the Downtown – 80 minutes
- 26.5% of respondents walk to get to the Downtown
- Only 10% of respondents actually worked in Downtown PoCo
- Over 50% of respondents indicate their main reason to visit the Downtown is for coffee shops and grocery items
- Almost 19% of respondents indicated a desire for upscale casual restaurants compared to 9% for fine dining

- Some of the top areas of desired improvement to the Downtown include (multiple responses allowed)
 - Events/Festivities/ Entertainment (39.5%)
 - Personal Safety (29%)
 - Unique local shops (27%)
 - Small town feel (26.5%)
 - Facelift (23.5%)
- When prompted for additional comments, the top three areas mentioned by respondents were
 - Personal safety (31%)
 - Small town feel (22%)
 - Parking (21%)

The following page visually illustrates the respondent origins as a key method of determining and validating Downtown PoCo's trading region or "Trade Area".



The Consumer Survey Respondent Origin reveals that a strong concentration of visitors to Downtown PoCo originate from the City of Port Coquitlam and Coquitlam and to a lesser degree Port Moody. This pattern thus illustrates a compact and local trading pattern for the Downtown. While there may be opportunities with improved downtown amenities and businesses to widen the scope of the trade region, it is more likely that an increase in existing market penetration and greater frequency could occur, which will benefit the current businesses in Downtown PoCo.



RETAIL INVENTORY & DEMAND OPPORTUNITY

RETAIL INVENTORY

In the defined Downtown PoCo Action Plan Study area, streetfront space is estimated to be approximately 260,000 square feet comprising a range of uses that include traditional retail as well as professional services, medical services, finance/insurance/real estate services and non-profit uses. This inventory includes retail inventory south of the CN Rail line, but also includes PoCo Building supplies, which does fall outside of the Action Plan Study Area, but is included for context within the Downtown Core.

Overall current vacancy Downtown is estimated to be less than 3%. Vacancy is a good indicator for overall health and vitality of the area and suggests that rather than expanding or reducing the current retail space, what Port Coquitlam's downtown needs is a refinement and strategic targeted additions to the retail mix. Typically a retail vacancy of less than 5% is indicative of the dynamics for a healthy retail market.

Downtown PoCo has many of the sought after pillars around which successful retail can flourish. Notably, the existing grocery anchors, coffee shop brands and banks are highly valuable assets and every outreach effort should be made to make sure they are retained.

However, one quarter of streetfront businesses are Professional or Medical, which is a high number and does provide a limitation for strengthening the streetfront retail. If and as the Downtown further evolves it would be expected that office and medical uses could further cluster and densify in an area such as Elgin Ave. As a result, if Elgin becomes even stronger this could free up potential streetfront spaces in prioritized retail streets, namely Shaughnessy and McAllister for more appropriately allocated retail or restaurant activity.

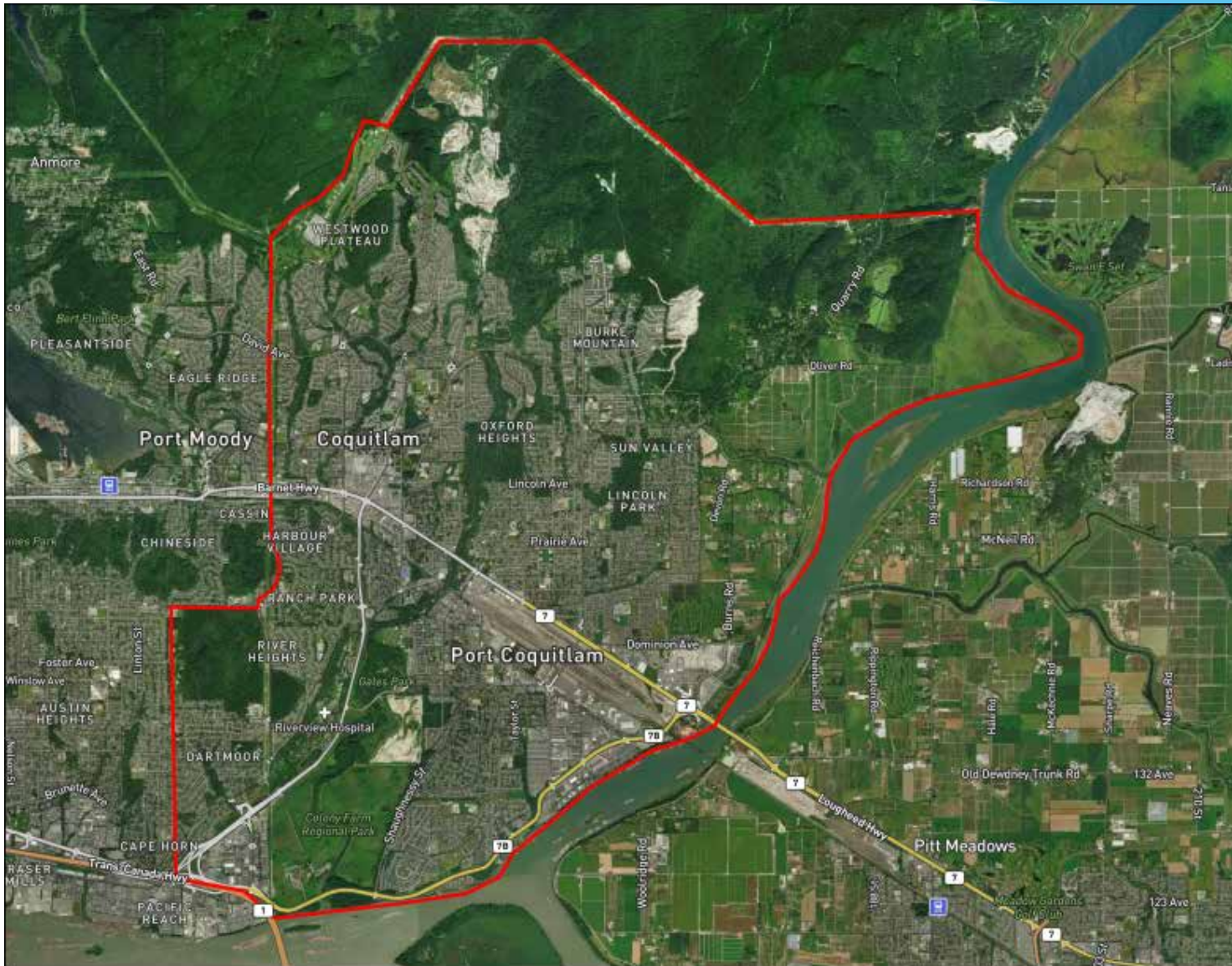
Moving forward, Professional and Medical Services such as Lawyers, Chiropractors, Dentists etc will continue to be important to the fabric of the Downtown.

But it is important that they not occupy too much street frontage in prime retail corridors so that the street vibrancy is maintained for as much of the day and for as many days of the week, especially weekends. Some Professional uses however, such as Auto & Home Insurance providers or Realty offices, who typically have longer hours and are open weekends are considered appropriate for street frontage.

Professional or Medical uses or those with non-retail friendly hours should be directed or allocated to second level spaces so that traditional local or branded retail can occupy the higher exposure that benefits more from visibility and impulse drop-ins, which are part of the street life engagement in successful downtowns. By encouraging them to second level space, the City is also enabling office space to be more valued, without sacrificing retail space.

The ratio of local to branded stores is currently 87%:13%, which is indicative of the strong local nature of the area.

Retail Trade Area



A Retail Trade Area is that area from which a project/ community or specific area's retail sales predominantly originate. For retail businesses in Downtown PoCo, the Retail Trade Area was delineated and validated through an in-person Consumer Intercept Survey, from which the areas shown in the 'heat map' indicated almost 67% of Downtown visitors and patrons reside predominantly in the City of Port Coquitlam.

Downtown PoCo Retail Inventory

Merchandise Category	Existing Inventory (SF)	Existing Inventory (%)	Number of Streetfront Businesses	% of Number of Stores	Average Store Size
Conveniences	56,950	22%	35	25%	1,627
Fashion & Wellness	8,300	3%	8	6%	1,038
House & Home	25,000	10%	2	1%	12,500
Leisure & Specialty	21,550	8%	14	10%	1,539
Restaurants & Entertainment	62,850	24%	29	21%	2,167
Finance/Insurance/Real Estate Services	30,269	12%	14	10%	2,162
Medical Services	31,500	12%	11	8%	2,864
Professional Services	8,331	3%	7	5%	1,190
Non-Profit	8,550	3%	6	4%	1,425
VACANT	7,538	3%	13	9%	580
TOTAL	260,838	100%	139	100%	1,877

“The main difference between trading in a shopping center and a non-shopping centre location (e.g. Downtown) is that there is a captive market in a shopping centre, so performance is more predictable”. (ICSC, The Successful Integration of Food & Beverage Within Real Estate, 2016)

RETAIL INVENTORY & DEMAND OPPORTUNITY

As part of the Action Plan, the goal should be to reach a ratio of 80/20 or 75/25. This slight improvement would allow for enhanced anchoring effect by key branded tenants.

According to a 2017 International Council of Shopping Centers article titled, *"Local stores boost shopping center traffic"* (based on a survey conducted April 17-19, 2017) the following was noted:

- 43% of adults shop at a local store one or more times a week.
- Local shops are as popular among the young as among the old shoppers; 9 out of 10 Millennials and Gen-Xers patronize such shops and 87 percent of Boomers do as well.
- Food & Beverage small businesses are the most visited type, followed by Grocery and Specialty Food stores.

The lure from the branded tenants will be sufficient enough to create greater awareness that will directly and indirectly benefit existing local businesses.

Food & Beverage businesses currently account for almost 20% of streetfront businesses; this could feasibly reach 25%, but the growth should occur with a prioritization towards more full-service rather than limited service establishments, though there will still be demand for some well-positioned additional limited service offering (e.g. ethnic fare).

In terms of attracting restaurants, the competitive nature of other areas such as Coquitlam Town Centre or the Dominion Triangle will continue to pose a threat to attracting higher profile branded restaurant establishments such as Brown's Social House for example. However, many of the most successful downtown's have been able to attract local chef's and new-to-market restaurants that are not based on the brand but the chef and the positioning itself. This typically requires the help of on-the-ground marketing and research and relationship building with the brokerage and tenant representative community.

While tax abatements can help some businesses on their margins, it is generally not the deciding factor most business owners.

The key to attracting restaurants is often to "sweeten" the deal by utilizing some, but not limited to the following:

- Fit-Out/Tenant Improvement support or loans provided by Landlords. Kitchens are expensive to install and if a space may not have been formerly a restaurant, it will be difficult to attract a tenant. This also speaks to understanding the developers intent in their project so that these types of larger cost issues can be identified earlier.
- Targeted recruitment of restaurants rather than a "let them come to us" philosophy that includes on-the-ground scouting in competitive districts with similar demographic profiles in areas outside of PoCo's Downtown Trade Area. This speaks indirectly to having a person in a role that can be that advocate or scout.

Downtown PoCo Retail Inventory



RETAIL INVENTORY & DEMAND OPPORTUNITY

- Marketing support upon opening of businesses in the form of ribbon cuttings, press releases etc. This would be a role well-suited to the BIA.
- Landlords could offer pop-up temporary opportunities for food formats to test the market. A competition can be a good way to spur interest among entrepreneurs, with the winner getting the space free for a few weeks/months. The City could also help to provide public spaces for temporary pop-ups. These include vacant lands or even temporary use of surface parking.

RETAIL DEMAND

The Downtown Port Coquitlam retail market and hierarchy therein has a very localized trade area and will be challenged to become a dominant shopping destination for comparison or Department Store Type Merchandise (DSTM) because of major competitive retail nodes elsewhere in the region, namely Coquitlam Town Centre as well as at Fremont Village/Dominion Triangle in the City of Port Coquitlam.

However, retail prospects for Downtown Port Coquitlam remain very strong for localized convenience-oriented shops and services as well as the prospects for Food & Beverage, particularly if and as the population of the Downtown and surrounding area continues to densify.

A critical measure for future prospects for restaurants hinges upon attracting a new younger demographic to the area whose spending habits are more conducive to restaurants as well as having a desire to “shop local”. While the current demographic is well suited to the convenience offering the Downtown, they do not have the same spending profile that restaurants will look for in a retail market.

According to the retail trade area demand for Downtown PoCo, the overriding objective for vibrant retail businesses will reside not in providing significantly more retail, but in creating the framework for better quality retail that performs at a higher level of productivity and attracts businesses on that basis.

In this way, a higher sales productivity will enable retailers to rationalize and justify any potential increases to lease rates in the Downtown that will result from redevelopment and the introduction of newer space.

It is incumbent and imperative that Downtown PoCo not become over-retailed and in fact monitor and track its retail development to ensure that the critical mix is prioritized.

There is an inherent risk for the Downtown in actively promoting new retail development elsewhere in the community that will come at the expense of Downtown vitality. To counter any detrimental impacts it is even more critical that residential development be prioritized in the Downtown so that businesses can capture local dollars.

The demand forecasts suggest that currently the Downtown retail environment performs at an overall average sales productivity in the range of \$235 per sq. ft., which could reasonably rationalize lease rates in the \$18 to \$25 per sq. ft. range.

Downtown PoCo Future Retail Demand

Retail Merchandise Category	2021	2026	2031	2016 to 2031 (15 years)	
	Floorspace Demand (sf)	Floorspace Demand (sf)	Floorspace Demand (sf)	Current City Retail Inventory (sf)	Total Future Demand (sf)
Conveniences	84,922	90,462	96,834	87,019	9,815
Fashion & Wellness	9,725	10,728	11,881	8,300	3,581
House & Home	25,440	25,490	25,546	25,000	546
Leisure & Specialty	22,494	24,829	27,515	21,550	5,965
Restaurants & Entertainment	66,398	72,176	75,543	62,850	12,693
	208,979	223,685	237,318	204,719	32,599

NOTE:

Inventory estimates for the Downtown includes businesses south of the rail underpass and includes PoCo Building Supplies, even though this retail falls just outside the delineated boundary of the Downtown Action Plan Study Area.

Convenience includes: Grocery & Specialty Foods, Pharmacy, Alcohol & Tobacco and Personal Services

Fashion & Wellness includes: Clothing & Apparel, Footwear, Jewelry & Accessories and Health & Beauty

House & Home includes: Home Furnishings & Accessories, Home Electronics & Appliances and Home Improvement & Gardening

Leisure & Specialty includes: Books & Multi-Media, Sporting Goods & Recreation, Toys & Hobbies and Miscellaneous Specialty Retail

Restaurants & Entertainment includes: Full-Service F&B, Limited Service F&B and Entertainment (excluding Recreational services)

Demand for net new retail floorspace should be incrementally assessed and not exceed 10,000 sq. ft. over the 5 year time frame increments to 2021, 2026 and 2031. In so doing the total amount of net new retail floorspace in the Downtown should not exceed 33,000 sq. ft. and within that mix, the City should work to ensure that the mix of retail should comprise or target restaurants, specialty retail and personal services.

While these retail uses may not be glamorous, they will provide activated and compatible uses that will continue to energize Downtown PoCo. In particular, restaurants more focused around the sit down, mid-casual format or social dining would be considered more desirable than having much more impulse and fast casual offerings.

If a targeted mix and a limited amount of net new retail floor space is pursued, it is expected that retail business sales productivity could increase to \$275 per sq. ft. or higher by 2031, which could mean that rental rates in the range of \$25 to \$30 per sq. ft. or higher could be achieved depending upon the tenant.

OFFICE DEMAND OPPORTUNITY

OFFICE DEMAND

Downtown PoCo's office market represents a very small component within the larger Metro Vancouver Region. With the recent arrival of the Evergreen line at Coquitlam Town Centre, the office market prospects will remain challenged.

Major brokerage houses such as Colliers, Avison Young and Cushman & Wakefield do not currently provide a market assessment of the Tri Cities area. However, a 2015 study by Metro Vancouver documented the state of the office market in which Port Coquitlam was aggregated with Coquitlam and Port Moody as the "Northeast Sector".

The estimated total inventory in the Northeast Sector at that time was estimated at 1,150,602 sq. ft and accounted for 1.5% of the Metro Vancouver's office space.

When applying a per capita space ratio to office space, which is a relatively safe indicator for office space, the current ratio for the Northeast Sector equates to 4.5 sq. ft. per capita.

By applying this current rate to future population growth in the Northeast Sector, which is estimated to grow from 258,766 in 2016 to 278,826 by 2021, 300,610 by 2026 and 325,441 by 2031, the cumulative demand for new office space in the Northeast Sector could be as follows:

- 90,270 sq. ft. by 2021
- 188,298 sq. ft. by 2026
- 300,063 sq. ft. by 2031

Inventory growth at this magnitude would suggest that the largest market share of office demand would likely gravitate to sites around the Evergreen line in Coquitlam.

Therefore, it would be recommended that Downtown PoCo target approximately 5% to 10% of this new demand resulting in a total amount of cumulative new office demand for Downtown PoCo (not including institutional space) of:

- 4,514 sq. ft. - 9,027 sq. ft. by 2021
- 9,415 sq. ft. to 18,829 sq. ft. by 2026
- 15,002 sq. ft. to 30,063 sq. ft. by 2031

These market shares could be more variable than shown, but conversations with local developers as well as current vacancy levels which sit at around 12% suggest that office demand must be monitored closely so as to avoid speculative developments that could have lengthy and detrimental absorption timelines.

The latter estimates are based on that which the market could support, in the absence of particularly actions taken by the City to attract demand beyond this (often referred to as Economic Development Driven Demand). If Downtown PoCo wishes to pursue a more aggressive office market share, it should be very pragmatic in doing so and could be an opportunity. However, in this context, the City would likely need to subsidize office space if it wishes to secure larger tenants and market share. This is a risky proposition and given the highly competitive nature of office developments and the current market structure in terms of available product, office tenant attraction should be viewed cautiously and let the private sector gauge the appropriate demand.

MULTI-FAMILY DEMAND OPPORTUNITY

MULTI-FAMILY DEMAND

Residential has been and will continue to be the lifeblood of Downtown PoCo's ultimate success. Recent history in the form of projects such as the Villagio are stepping stones to future residential infill and densification in the Downtown. The next wave of residential infill, intensification and densification will continue to provide multiple opportunities for housing tenure in Downtown. Heights of up to or beyond 6 storeys will maintain the desired charm for the Downtown, while also fitting within the parameters of the new BC Building Code that allows for wood frame construction heights of 6 storeys.

The residential market for multi-family housing continues to be strong, wherein Downtown Port Coquitlam continues to be a hidden gem for the next wave of residents.

Given the current market challenges for housing ownership and a relatively limited inventory of single family housing options,

Downtown PoCo should position itself to have an increasing mix of rental product available which is very marketable to the younger generations, such as Millennials and Gen Xers. According to a recent study (Future of BC Housing, 2017), only 37% of Millennials own their residence, compared to 68% of Gen-X and 83% of the Baby-Boomers.

Millennials and Gen-X demographic cohorts are looking for affordability, but more specifically the Millennials are looking for affordability of housing to buy AND affordability of housing to rent.

Moreover, the spending segments of this generation are very compatible and supportive of Downtown shopping, leisure and culture. The shops and services will follow closely in step with demand from this desirable segment.

On the basis of population growth in the Tri-Cities area and premised around an increasing share of multi-family housing as well as rental dwellings, the demand forecasts suggest that there could be as much as 6,584 owned multi-family dwelling units and 2,822 rental multi-family units supportable in the Tri-Cities market by 2031.

Additional forecasts in the Metro Vancouver Regional Growth Strategy's Affordable Housing Report 2015 indicate demand by 2021 in the City of Port Coquitlam for rental demand would be 800 units for multi and single family product and comprised of 470 very low income rental (<\$30,000), 160 low income rental (\$30,000 - \$50,000), 70 moderate income rental (\$50,000 - \$75,000), 50 above moderate (\$75,000 - \$100,000) and 30 high income (>\$100,000).

Ten Factors for the Millennial Home

1. Cost of housing
2. Proximity to work
3. Access to public transit
4. Number of bedrooms
5. Overall square footage size
6. Pet friendly
7. Private outdoor space - yard or balcony
8. Walking distance to shopping, dining & entertainment
9. Storage space
10. Age of home/building

Millennials are more willing to make trade-offs to reduce housing costs and to live in urban, walkable environments closer to amenities, work and transit

Future of BC Housing, 2017, Resonance Consultancy Ltd

Multi-Family Demand

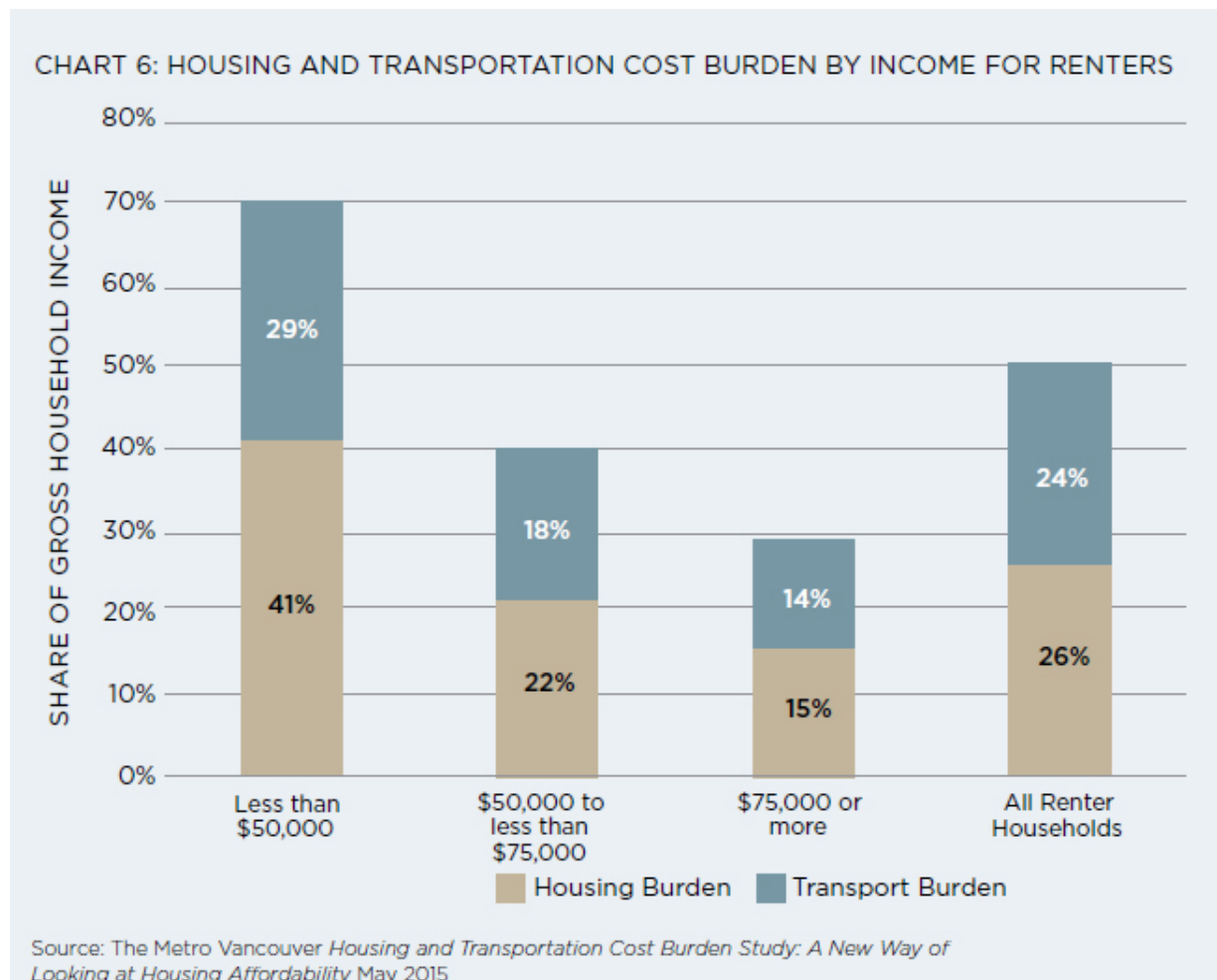
Tri Cities Multi-Family Housing	Growth in Multi-Family Housing Share	New Population	Household size	# Households	% Share of Owned Dwellings	% Share of Rental Dwellings	Number of Owned Dwellings Forecast	Number of Rental Dwellings Forecast
% housing in multi-family 2016	30%				77%	23%		
% housing in multi-family 2021	32%	20,060	2.66	7,541	75%	25%	5,656	1,885
% housing in multi-family 2026	34%	21,784	2.65	8,220	73%	27%	6,001	2,220
% housing in multi-family 2031	36%	24,831	2.64	9,406	70%	30%	6,584	2,822

Source:

Pitney Bowes 2016 Canadian Demographic Data, January 2016 and Cushing Terrell Architecture Inc, 2017

Additional data obtained from the Metro Vancouver Regional Affordable Housing Strategy Update 2015 reveals demand for all housing over the period 2011 to 2021 for 1,600 rental units and 3,000 ownership units

Metro Vancouver Regional Affordable Housing Strategy



“Transportation costs add to a household’s housing cost burden, and can combine to make living in this region (Metro Vancouver) affordably a challenge”

Metro Vancouver Regional Affordable Housing Strategy 2016

MULTI-FAMILY DEMAND OPPORTUNITY

The comparison of incomes to transportation costs, as also noted in the Regional Affordable Housing Strategy also bodes well for a location in Downtown PoCo given the accessibility to public transit (Evergreen Line and West Coast Express) and the opportunity to provide more reasonable and affordable price points for Downtown multi-family dwellings.

It is reasonable to suggest that Downtown PoCo would represent a strong location for both rental and owner multi-family product and in fact a mix of the two should be carefully woven into the Downtown Action Plan.

It is also worth considering allowing different requirements for parking for apartment versus condominium dwellings. For example, rental units regardless of size could be required to have no more than 1 parking space per unit and as low as 0.75 spaces per unit regardless of unit size.

Ultimately, developers will provide or request the appropriate amount of parking conducive to successful marketing of their project and for what the market demands.

According to the **“Future of BC Housing”** report published by Resonance, Millennials also typically desire an “owned” residence with an average size of 1,120 sq. ft. with a minimum of 1 bedroom and bathroom with a shower. However, price considerations for an area such as Downtown Vancouver make this cost prohibitive which bodes well for untapped downtowns like PoCo. However, rental product for this same demographic cohort tends to be smaller and ranges anywhere from 600 sq. ft. to 800 sq. ft.

The allure of a Downtown like PoCo is the ability to provide a potential price point that could provide more space than would be attainable in markets such as Burnaby, Richmond or Vancouver.

Micro unit housing is becoming more commonplace in Vancouver, but Downtown PoCo has the amenities and location that may not necessarily require unit sizes less than 600 sq. ft.

Demographic Trends suggest empty nesters, baby boomers and millennials want to live near or in Downtowns. This demand for housing is based on convenience of shopping and amenities, something Downtown PoCo is well-positioned to provide.

DOWNTOWN POCO ACTION PLAN DIRECTIONS

DOWNTOWN FRAMEWORK

A fundamental aspect of the Downtown Action Plan is that Downtown must not only sustain existing businesses, but capture demand for development that may be occurring elsewhere. This demand would represent a compatible and complementary addition to the current Downtown mix.

Downtown PoCo is well-poised for success. Current market trends, combined with the as yet fully untapped potential of the Downtown favour future development opportunities in the form of strategic infill of vacant lands or the redevelopment of existing underutilized or under performing properties.

IMPLEMENTATION ACTIONS

The Downtown Action Plan imagines the future potential for Downtown PoCo. The following pages provide actionable implementation recommendations that can unlock the future potential for Downtown PoCo.

Each of the concept framework's major ideas are presented in the context of the Downtown and have actionable strategies to make them a reality.

Although this list presents ten (10) over-arching actions, it should be noted that within each of these broad implementation actions, are multiple smaller actionable steps that could be undertaken to collectively make the larger implementation action more meaningful and impactful.

- 1 STRATEGIC ASSETS
- 2 INCENTIVIZED INFILL
- 3 ELGIN ONE WAY
- 4 HOUSING CHOICES
- 5 MCALLISTER FIRST
- 6 WAYFINDING CONNECTIVITY
- 7 DOWNTOWN MIXED USE
- 8 ARRIVAL STATEMENT
- 9 SIDEWALK ANIMATION
- b PEDESTRIAN PRIORITY

DOWNTOWN POCO ACTION PLAN DIRECTIONS

Strategic Assets - includes lands such as the corner of Kingsway and Maple which could have long term mixed-use value for combining residential and possible professional uses, though retail is not envisioned to be a component therein.

Incentivized Infill - refers to those strategic lands that may or could require a range of incentives to assist developers in making developments happen.

Elgin One Way - identifies a conversion of current traffic flow to one way in the westbound direction which could enable angled parking on both sides of the street and wider sidewalks (~10 ft).

The single biggest benefit would be an estimated increase of 20 on-street parking spaces would be beneficial as infill surface parking lots become developed. Additionally, the intersection at Shaughnessy can become less congested by vehicles looking to turn left on Elgin without eliminating other options to easily access Elgin from the east.

The role of the underpass and whether or not this will be improved must be considered or finalized as it impacts not only connectivity but developability of the land.

Housing Choices - ensure a diversity of housing options comprising apartment rental and condominium ownership formats well-suited for targeted user groups such as Millennials and Gen-X to bring new vitality to Downtown.

McAllister First - represents one of the most important opportunities at the centrality of the Downtown to utilize current vacant sites and City-owned land for public benefit, streetfront vibrancy and mid-block connectivity.

Wayfinding Connectivity - woefully deficient today; incorporate branded wayfindings and directories to key buildings, areas, public spaces and civic amenities.

Downtown Mixed-Use - through the creation of new zoning to promote best development practices by creating a

framework for Downtown Mixed-Use that has reduces requirements to enable development.

Arrival statement - places are shaped by the people who use them and remembered by the statements that greet them; the south and north ends of Shaughnessy must provide a high quality sense of arrival for residents and visitors.

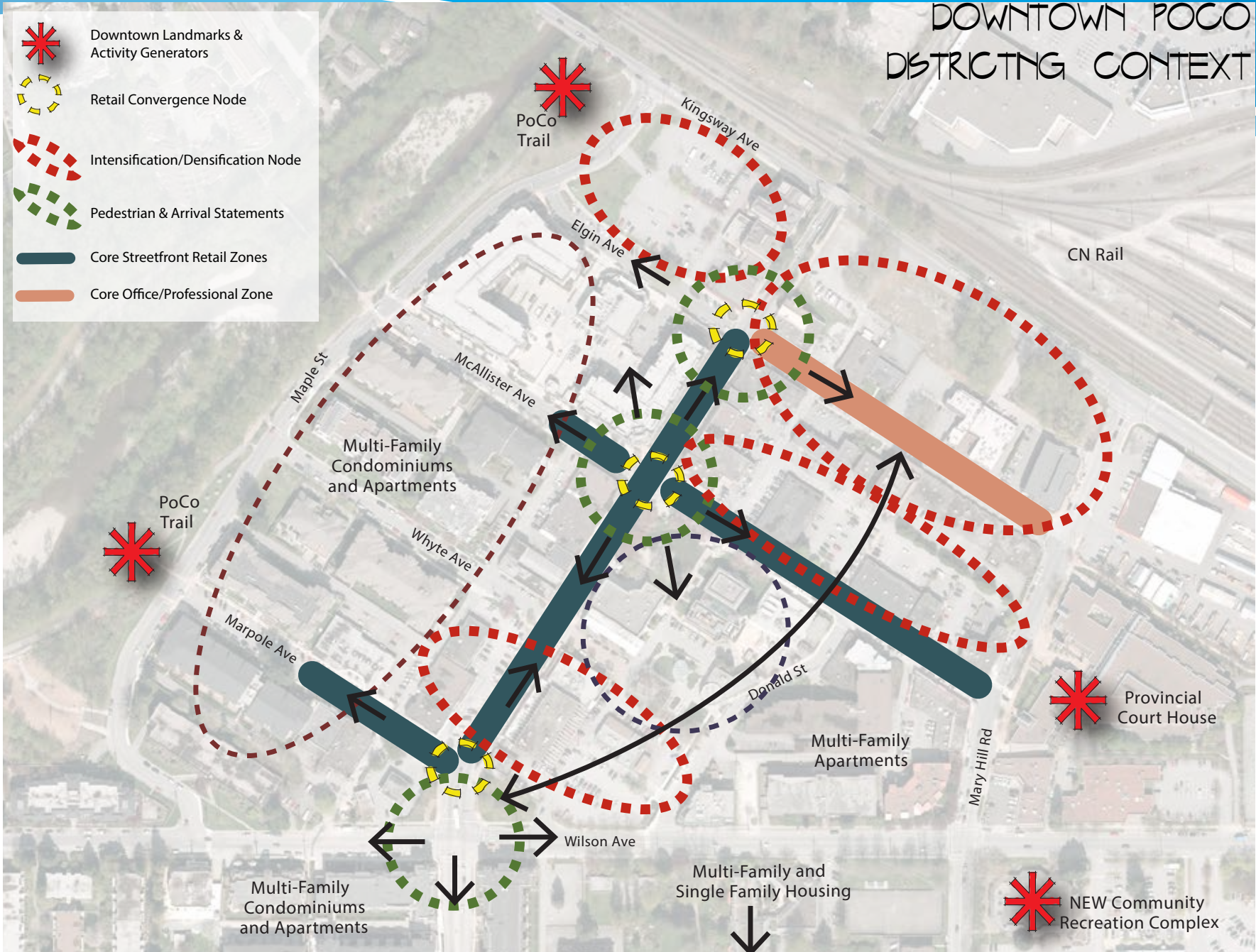
Sidewalk animation - weaving into the fabric of downtown place-making the principles of activation and animation through the thoughtful placement and articulation of sidewalk patios and parklets that can be used and embraced by businesses, property owners and the community.

Pedestrian priority - making the Downtown more walkable and livable by prioritizing pedestrian mobility throughout, but particularly at the intersections along Shaughnessy, will give the Downtown a stronger identity and encourage investment by activating the street facade.

DOWNTOWN POCO ACTION PLAN CONCEPT FRAMEWORK



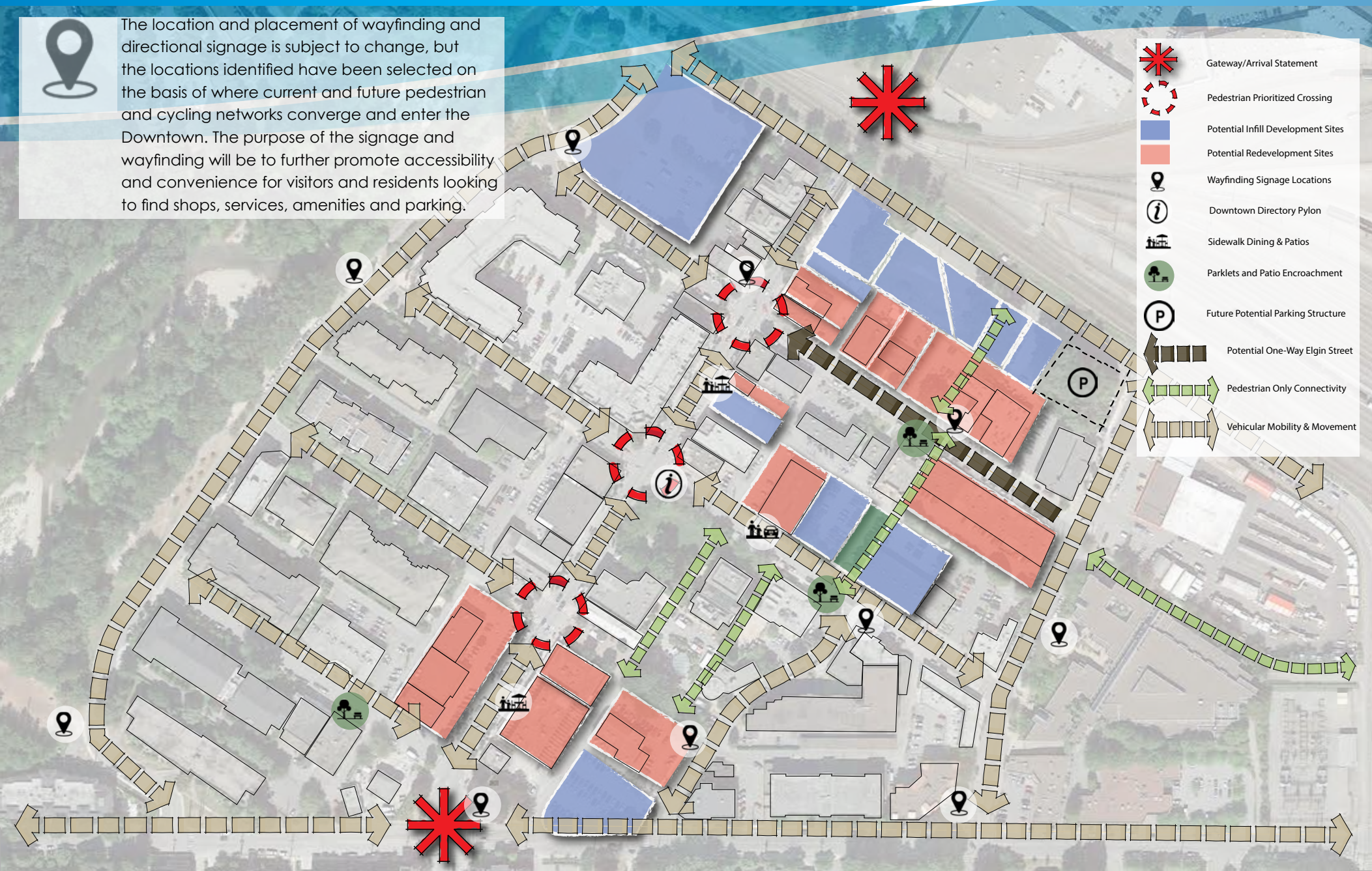
DOWNTOWN POCO DISTRICTING CONTEXT

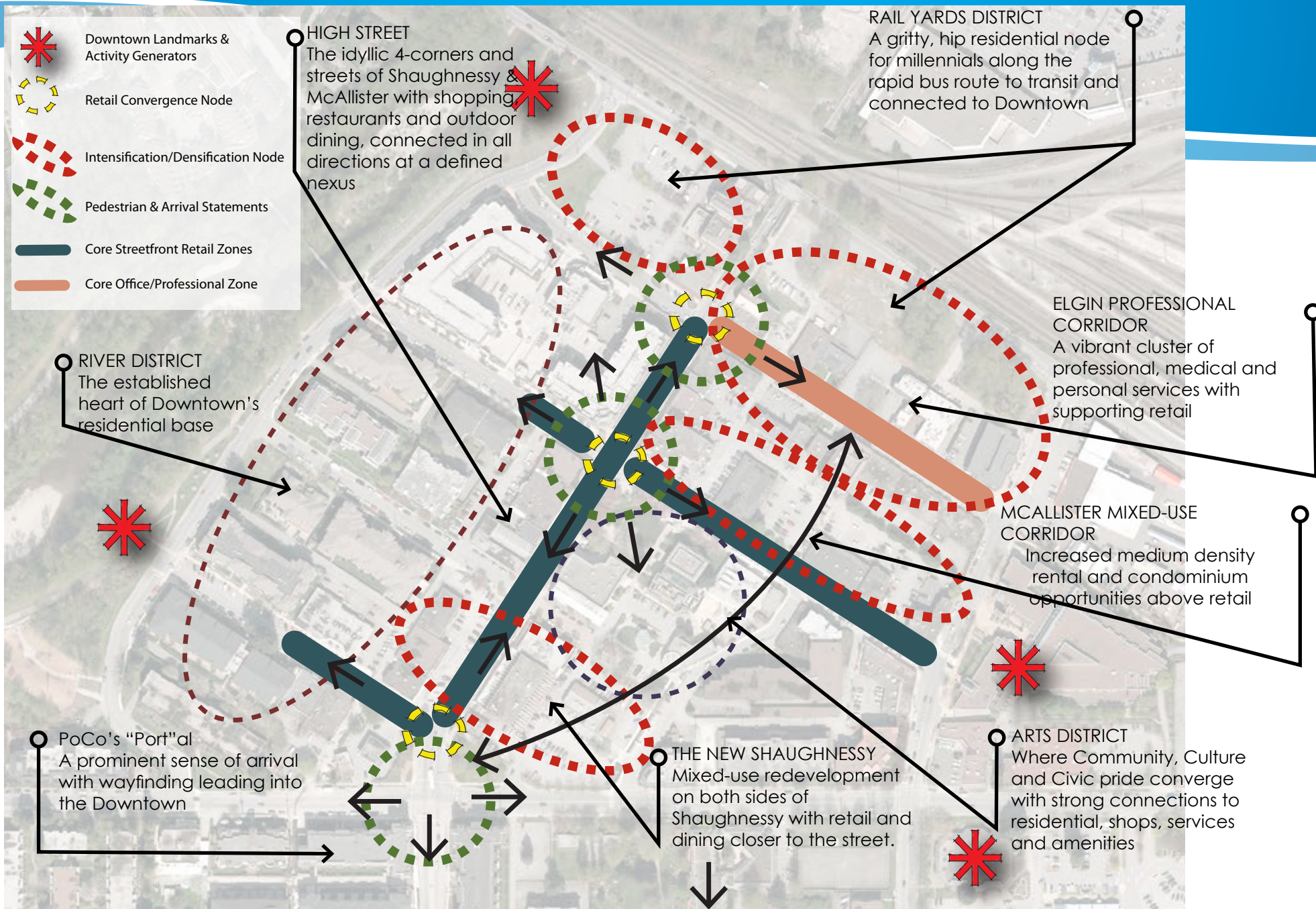




The location and placement of wayfinding and directional signage is subject to change, but the locations identified have been selected on the basis of where current and future pedestrian and cycling networks converge and enter the Downtown. The purpose of the signage and wayfinding will be to further promote accessibility and convenience for visitors and residents looking to find shops, services, amenities and parking.

- Gateway/Arrival Statement
- Pedestrian Prioritized Crossing
- Potential Infill Development Sites
- Potential Redevelopment Sites
- Wayfinding Signage Locations
- Downtown Directory Pylon
- Sidewalk Dining & Patios
- Parklets and Patio Encroachment
- Future Potential Parking Structure
- Potential One-Way Elgin Street
- Pedestrian Only Connectivity
- Vehicular Mobility & Movement





IMPLEMENTATION ACTIONS

IMPLEMENTATION ACTIONS

The Downtown Action Plan imagines the future potential for Downtown PoCo for which the following pages provide the actionable implementation recommendations that can unlock the future potential for Downtown PoCo.

The recommended implementation actions, which come out of the Downtown Framework are separated into the Action Plan Goals.

The Craft Beer Model of Walkable Urban Places

“Great places are built in small increments. Even a tiny development can build value and contribute to the community”

Plantizen, Apr 17, 2017



DOWNTOWN ATTRACTION

Attract the right developers, developments and businesses to enhance Downtown and support community's vision



CITY-OWNED LANDS STRATEGY

Make strategic decisions for City-owned lands to strengthen the Downtown and help facilitate future developments



DOWNTOWN DEVELOPMENT OPPORTUNITIES

Create opportunities for development that can or will be acted upon by owners, developers and desired businesses.



INCENTIVIZED GROWTH

Offer the right incentives to promote growth.

IMPLEMENTATION ACTIONS

MAJOR ACTIONS

The Downtown Action Plan provides a number of specific action items, but each of the many smaller action items can be closely correlated with and/or overlap with a series of major actions that will guide the ultimate implementation strategy.

As such, major actions for Downtown Port Coquitlam cover the following Six (6) areas:

1. *Land Use Planning Directions;*
2. *Parking Requirements;*
3. *Infrastructure;*
4. *City-Owned Lands;*
5. *Financial Incentives; and*
6. *Marketing*

Land Use Planning Directions

Building upon the 1998 Downtown Plan and the many documents that have been prepared over the past 20 years, areas of prioritization have shifted and new opportunities have become evident. Accordingly, from a land use planning perspective, the Downtown Action Plan is recommending the following priorities:

- Prepare and delineate a specific boundary for the Downtown, distinct from that in the Downtown Plan, within which incentives for infill and redevelopment, as well as businesses can be applied.
- Investing in streetscape improvements along McAllister ("McAllister First") to allow for greater densities with no height limitations, burying of utilities, parallel parking on both sides of the street, wider sidewalks and a mid-block crossing with a pedestrian promenade between McAllister and Elgin.

- Monitoring and limiting office uses and health services from occupying streetfront spaces along Shaughnessy and McAllister. The exception would be where those uses are considered compatible with streetfront retail in terms of hours and days of operation and storefront animation.
- Promoting and encouraging office uses and health services along streetfront premises and second levels on Elgin. These uses would be encouraged in second level spaces along McAllister or Shaughnessy.
- Investing in streetscape improvements along Elgin to allow for greater densities with no height limitations and including burying of utilities, widening of sidewalks and conversion to one-way traffic westbound to increase the number of on-street parking spaces for the benefit of professional and medical services in this district.

IMPLEMENTATION ACTIONS

- Creating and planning a mid-block pedestrian promenade/connection that extends from Donald St across McAllister to Elgin and Kingsway.
- Promote pedestrian activity and sidewalk patios by increasing sidewalk widths along McAllister and Elgin, as well as enabling parklets.
- Continue to promote residential development/infill redevelopment in and around the commercial core of the Downtown to bolster the retail/commercial environment of the Downtown.

Parking Requirements

- Amend the current cash-in-lieu program to provide greater flexibility for how parking is achieved in the Downtown. This would act as an inducement for development while generating more revenue for a future parking structure to service the Downtown.

Infrastructure

- Utilize or allocate city capital funding for strategic investment in downtown improvements or projects that require infrastructure investment, such as roads, utilities, on-street parking configurations, street/sidewalk lighting and pedestrian crossings at major intersections or mid-block locations.

City-Owned Lands

- Use City-owned lands to strategically facilitate infill and redevelopment. This may entail the strategic acquisition of property for the benefit of the community.

Financial Incentives

- Offering financial incentives to business and property owners that are meaningful to enable development. While changes to parking requirements are a financial incentive, tax abatement and facade grants are most desired and appealing for developers, as is the intangible economic incentive of expedience and prioritization for development approvals.

Marketing

- Any strategy to implement the action items should not take place without the proactive mechanism of an economic, development, real estate or marketing role.



DOWNTOWN ATTRACTION

Attract the right developers, developments and businesses to enhance

Downtown and support community's vision

Per the Downtown Action Plan goals, Downtown Attraction requires the proactive outreach and interaction that is necessary to establish working relationship with the development community, retailers and entrepreneurs. To successfully market a community and to be proactive cannot be done at a political level, but must be seen as an objective relationship building process. Many successful communities engage a person or department outside of traditional planning or community services to ensure that the city's vision and opportunities are best promoted and captured. In the hyper competitive Metro Vancouver and Fraser Valley markets the waiting-for-the-phone to ring approach is ineffective in achieving success. The following action items seek to address this essential backbone for attracting the right developers, developments and businesses in Downtown PoCo.

- **Create an Economic Development Office or Function.** Consideration should be given to pursuing a role within the City for proactively creating relationships and becoming a point person for projects in the Downtown and City as well as for overall business retention, expansion and attraction.
- **Create an updated Economic Development Strategy.** Working with the BIA and using the Action Plan as a baseline, create a community wide Economic Development Strategy that best understands the role of Downtown and is thereby cognizant and aware of the impact of external development pressures.

- **Establish membership with International Council of Shopping Centers (ICSC).** Through the creation of an Economic Development Office or function, membership should be pursued with ICSC as a Public Sector entity for retailer and developer attraction. Within this organization, the City could attend annual trade and deal-making conferences in Whistler and Toronto by taking advantage of the P3Retail Program and inclusion in the Cities of Canada Pavilion to actively market properties and vacancies to developers and retailers.
- **Establish membership with the Economic Developers Association of BC (EDABC).** Become a member and advocate within the EDABC to promote the interests of Downtown PoCo and PoCo overall.
- **Create an Economic Development Website.** Create a freestanding Economic Development Website to serve as a focal point and conduit for the Downtown Action Plan and strategy. Within the Economic Development website, the following would be key components:
 - *Promote current demographic trends and market opportunities.* Articulate the ability to capture the underserved trade area in a unique, walkable Downtown. Using up-to-date market statistics, Downtown PoCo is well-positioned to accommodate the evolving desires of future target residents such as millennials with convenient shopping, urban living with small town charm, and new amenities in a setting that makes Downtown PoCo a place people want to be and be seen.

DOWNTOWN ATTRACTION



- *Create a Downtown PoCo Development Brochure.* Create a consistent message with all of the various marketing and branding materials to promote Downtown by different agencies and organizations, not just the City of Port Coquitlam and incorporate into signage, social media, publications and marketing material.
- *Create a Downtown Map.* Create a single and consistent resource for wayfinding, parking, amenities, businesses, retailers and public spaces. Use technology to incorporate smart phone apps, directions and information about local shops, restaurants and businesses.
- *Strengthen partnerships with local, regional and provincial organizations.* Leverage the partnership with the BIA and build on its resurgence to create events, activities and demonstration or pilot projects in the Downtown.
- **Screen and animate vacant spaces.** Work with BIA and property owners to encourage interim uses, such as public art displays, window painting of urban downtown or PoCo-specific scenes to bring life and interest to vacant spaces not being used for any commercial purpose.
- **Develop a wayfinding strategy.** In collaboration with the BIA, the City should prepare a Downtown Wayfinding Strategy that permeates the City's brand, but also clearly identifies at multi locations Downtown shops, businesses, amenities and services. A focal point for wayfinding and directional signage must be at the gateways to the Downtown as well as at the defined centre at Shaughnessy Street and McAllister by relocating the existing history pylon with a more modern Downtown Directory. Wayfinding must also feature prominently the locations and distances to public off-street parking areas.



CITY-OWNED LANDS STRATEGY

Make strategic decisions for City-owned lands to strengthen the Downtown and help facilitate future developments

The City has an opportunity to take a leadership role in facilitating not only infill or redevelopment, but possibly the retention of buildings for community benefit. Action items for City-owned lands require consideration on the bottom line objectives for the City. The current developer interest in Downtown properties and lands is notable and will continue to become more prominent. Under this scenario, there may be very strategic opportunities for the City to ensure that infill and redevelopment in the Downtown follows the vision, but also provides the desired provision of shops and services for the community.

- **Maintain interim uses of City-owned lands.** Until such time as City-owned vacant sites are redeveloped, continue to encourage interim uses such as parking as well as other programmed uses for community and public events and festivals.
- **Establish a future structured parking reserve.** Strategically identify City-owned land for future potential structured parking needs at the northeast corner of Kingsway and Mary Hill Road.

If the current cash-in-lieu program is expanded and enhanced, the opportunity would exist to achieve more revenue in a fund for future parking facility, if needed. The City currently is not under-parked and thus as future developments infill the current off-street surface parking,

demand for a parking structure may be required at which time funds can be made available for its development. This site would likely be the last to be developed, but is also considered the least compatible for commercial or residential uses. The location is appropriate for long term reserve for parking that could be in close, walkable proximity of the Downtown and West Coast Express as well as along a bus corridor. A future parking structure in this location could reasonably be designed to accommodate approximately 120 vehicles, over 4 levels and could have a revenue source by providing reserved monthly parking for employees of health services buildings.

As City-owned surface parking gets developed, there should be consideration for development to replace some lost parking so that future deficits even if accommodated by a parking structure are not significant. A 1:1 replacement ratio however is not foreseen.

- **Reconfigure Elgin Avenue (Refer to comparison of existing to proposed in renderings on pg 48).** To spur and catalyze development along Elgin and Kingsway, Elgin Street could be reconfigured to one-way east to west with the addition of angled parking on both sides of the street and new sidewalks at a minimum of 3 m or 10 ft.

CITY-OWNED LANDS STRATEGY



The benefit is a net gain of potentially 20 on-street parking spaces, which are highly valuable to health and services business along Elgin, for whom clients and customers like the proximity and visibility of street parking and thus would benefit.

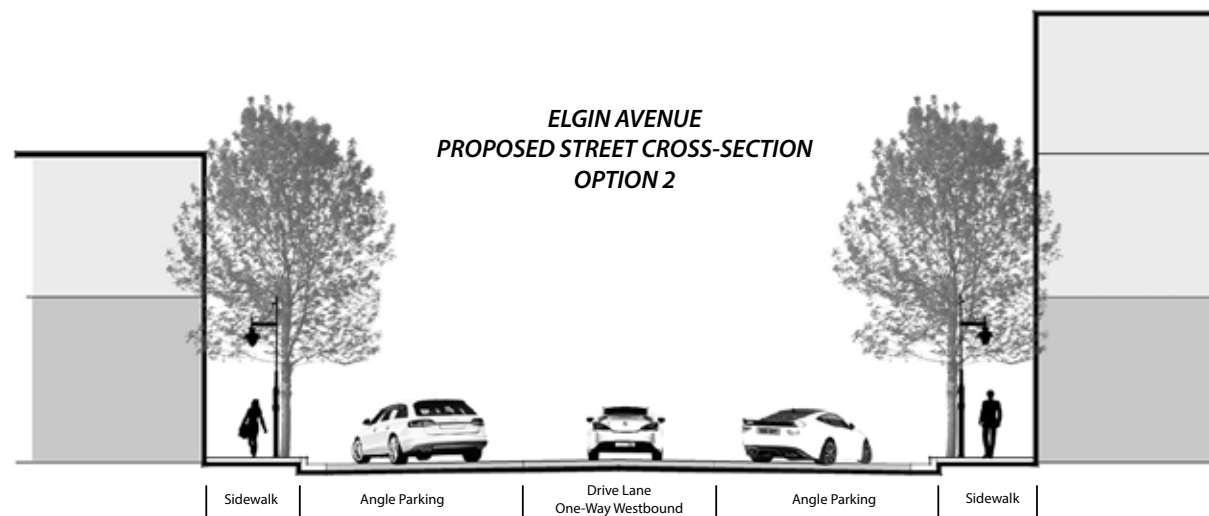
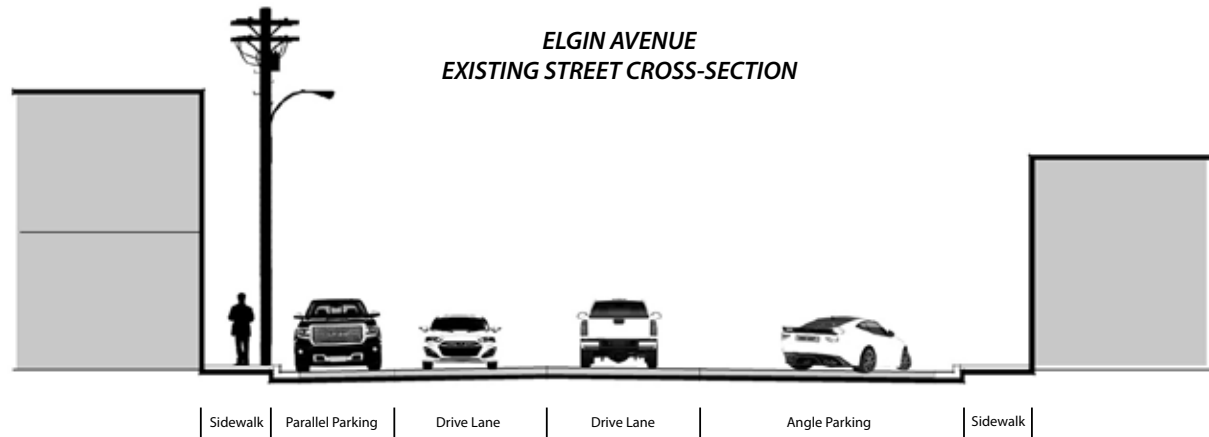
- **Implement streetscape improvements on Elgin Avenue.** As part of the reconfiguration of Elgin Street, public realm and streetscape improvements would be required ahead of development. The improvements would comprise undergrounding utilities (estimated to be in the range of \$2,500 per meter) along with civil improvements for water, sewer, sanitary, increased sidewalk widths to 10 ft, curb & gutter and asphalt (estimated to be in the range of \$1,300 per meter). The total estimated cost to be in range of \$1.2 million.

This does not include the potential grant funding available through the BC Hydro Beautification Program, although the amount of grant funds available are limited.

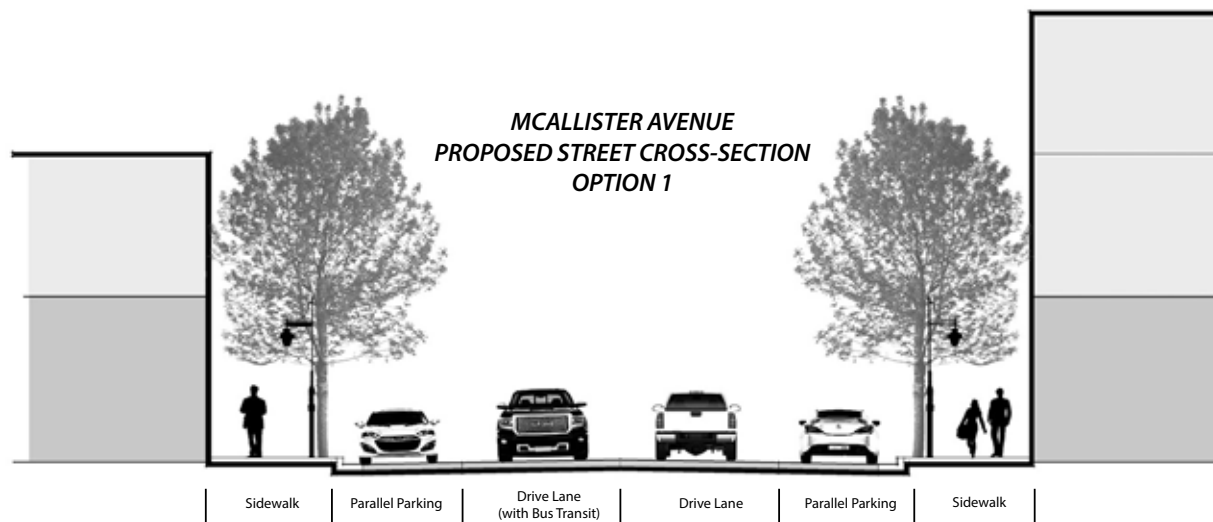
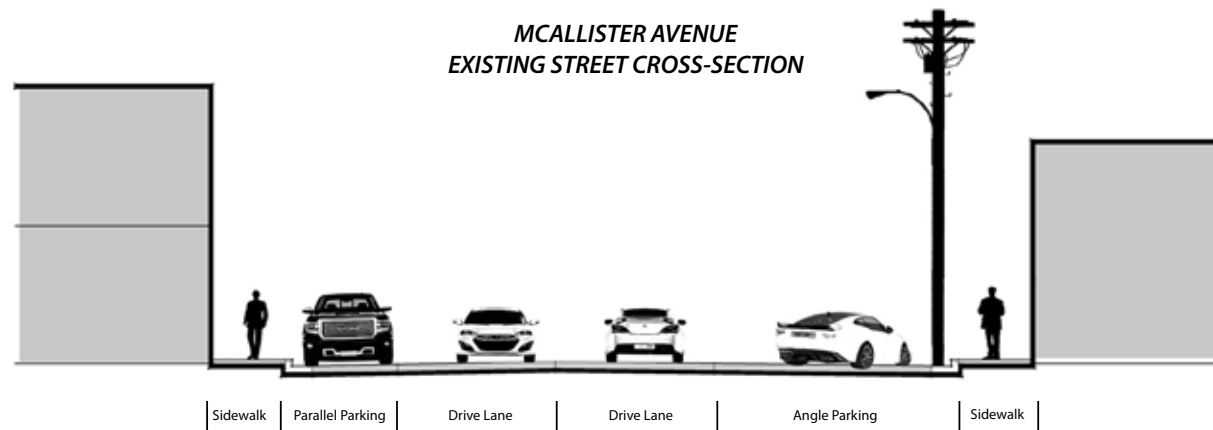
- **Reconfigure McAllister Avenue (Refer to comparison of exiting to proposed in renderings on pg 49).** To spur and catalyze development McAllister Avenue should be reconfigured to have parallel parking on both sides of the street, with wider sidewalks at a minimum of 3 m or 10 ft to narrow the street and include a mid-block crossing at Donald St. The result would be a net loss of potentially 13 parking spaces.

- **Implement streetscape improvements on McAllister Avenue.** As part of the reconfiguration of Elgin Street, public realm and streetscape improvements would be required ahead of development. The improvements would comprise undergrounding utilities (estimated to be in the range of \$2,500 per meter) along with civil improvements for water, sewer, sanitary, increased sidewalk widths to 10 ft, curb & gutter and asphalt (estimated to be in the range of \$1,300 per meter). The total estimated cost to be in range of \$1.3 million. This does not include the potential grant funding available through the BC Hydro Beautification Program.
- **Pursue BC Hydro Beautification Fund for overhead to underground electrical services.** Apply for financial assistance in the form of BC Hydro's Beautification Fund (even if grant funds may be limited), which assists municipal governments for projects that involve moving or altering equipment for environmental or visual aesthetics. The purpose of the program is to: 1) minimize or eliminate environmental concerns, 2) improve visual aesthetics and 3) accommodate a public redevelopment project. The Beautification Fund contributes one-third (1/3) of the total cost of approved projects, with the remaining two-thirds (2/3) to be arranged by the municipalities.

ELGIN AVENUE POTENTIAL STREET RECONFIGURATION



MCALLISTER AVENUE POTENTIAL STREET RECONFIGURATION



- Infill Potential
- Redevelopment Potential

Kingsway Ave

Elgin Ave

McAllister Ave

Whyte Ave

Maple St

Shaughnessy St

Marpole Ave

Donald St

Mary Hill Rd

Wilson Ave

- Parcels
- City-Owned Parcels



0 100m

CITY-OWNED LANDS STRATEGY



- **Implement pedestrian street lighting on Elgin and McAllister.** Use the existing lighting standards used throughout the downtown (Lumec model SM06 Pole/Decorative base) if still available or obtain a similar style to provide streetscape continuity along Elgin and McAllister.
- **Implement new pedestrian controlled signal at Elgin & Shaughnessy.** As part of the Elgin reconfiguration and streetscape improvements, introduce a pedestrian controlled crossing at the intersection of Elgin Ave and Shaughnessy Street to improved safety and prioritizing pedestrian over vehicle movement. The current flashing amber light as one exits the underpass is inadequate and poorly located to be of benefit for pedestrians at the intersection.
- **Finalize a decision on underpass expansion.** As a topic that has long been discussed in documents pertaining to Downtown, City and Council should make a final decision on whether the Shaughnessy underpass will be expanded or not. The implications of the underpass impact current lands owned by the city and thereby impact development decisions that should be made in the interest of the Downtown.
- **Improve pedestrian crossings at intersections.** At the strategic intersections along Shaughnessy comprising Elgin Ave, McAllister Ave and Whyte Ave, prepare a plan to clearly demarcate the entire intersections with a different paving texture and colour (using options such as stamped

asphalt, poured in place concrete or painted crosswalks). Alternatively clearly demarcate pedestrian crossings only with a different paving texture and colour. Consideration should also be given to applying this same treatment to the intersection of Mary Hill Road and Wilson Avenue to enhance the pedestrian connection from the new Community Recreation Complex to Downtown.

- **Use a portion of Lot 2251 Surface Parking as park space.** To facilitate better development form City should reserve one quarter (1/4) to one half (1/2) of lot 2251 (situated between the bowling alley and former strip mall, and currently used as surface parking) for use as a pocket park and urban pedestrian promenade as part of a future walkway connectivity between McAllister Ave and Elgin Ave. This land would serve the public benefit by providing an active space as well increasing the permeability of the commercial retail units to the public walkway/promenade by allowing outdoor seating and wrap around patio space.

Additionally, prospective developments on either side of the greenway could overlook the spaces and have a design that is not cinder block, but rather transparent, which promotes the principles of CNTED (Crime Prevention Through Environmental Design). By retaining a portion of Lot 2251, the opportunity exists for the City to work with the Bowling Alley and other potential interests that may arise for assembling the remaining portions of lot 2251. The greenway concept could also connect and align with an envisioned mid-block crossing at Donald Street.

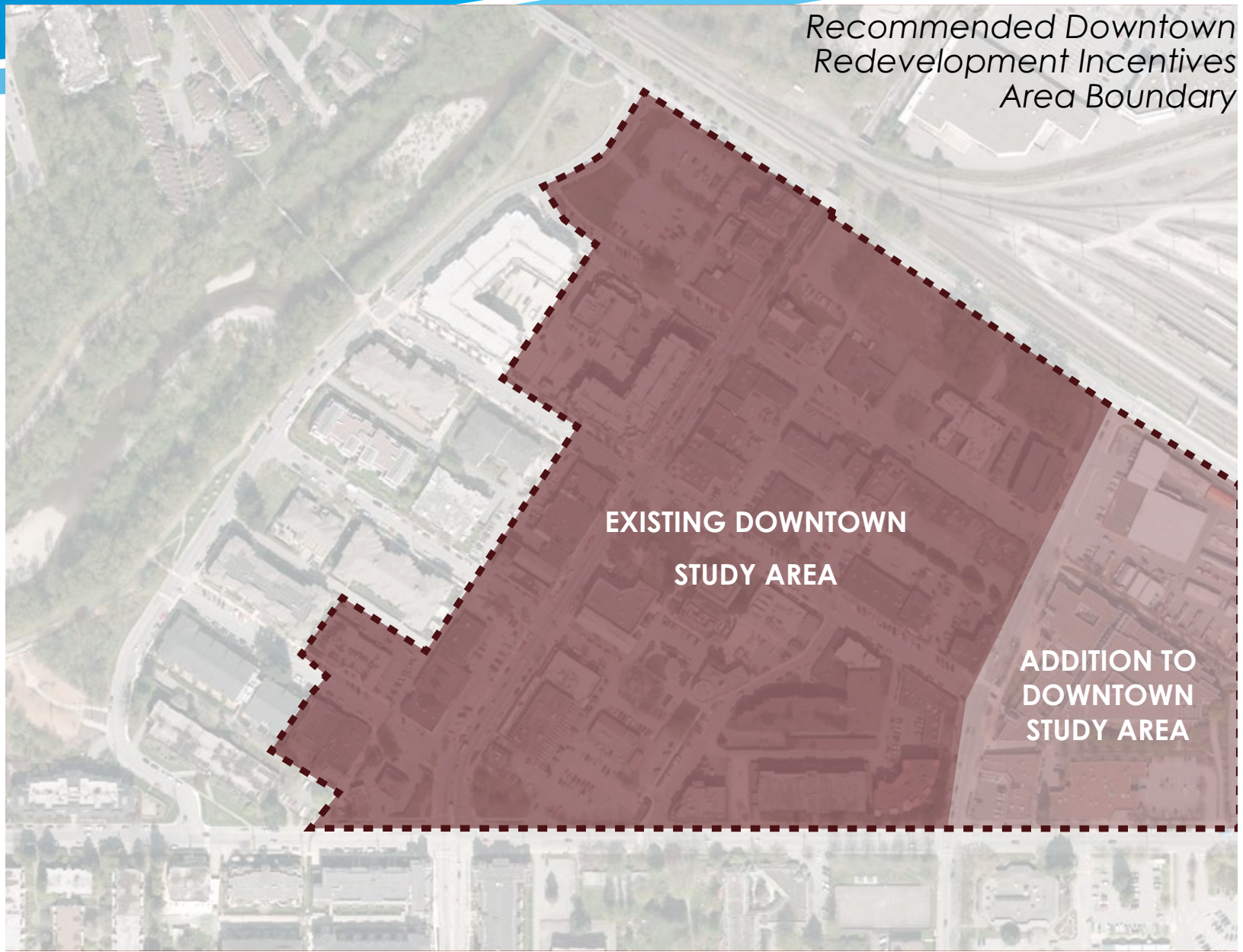


DOWNTOWN DEVELOPMENT OPPORTUNITIES

Create opportunities for development that can or will be acted upon by owners, developers and desired businesses.

Downtown development opportunities comprise aspects of zoning, land use, parking requirements and other bylaws that collectively can be improved and directly or indirectly incentivize developer and retailer prospects.

- **Establish a specific Downtown Redevelopment Incentives Area Boundary (to include east of Mary Hill).** Using the established boundaries of the Downtown Action Plan, but modifying to include Poco Building Supplies and other uses along the east side of Mary Hill Road so that future redevelopment potential can be encouraged in compatible locations for the Downtown.
 - **Consider renaming existing CC Zone.** Realizing the popularity and recognition for mixed-use projects and since the current Community Commercial zone for the Downtown largely allows for uses permitted in mixed-use, a renaming of the downtown CC zone to Downtown Mixed-Use would provide more clarity and simplicity for developers rather than thinking of the zone as strictly commercial.
 - **Amend policies and regulations to allow greater height in Downtown.** As part of the renaming of the existing CC Zone and since the new BC Building Code now allows for wood frame construction of up to 6 storeys the City should consider allowing for greater development heights in the Downtown. Without restrictions on development heights, and realizing the reality of water table issues and potential land assemblies, developments could achieve an increase in height beyond current levels.
- Increases in density would still need to be in line with the vision for Downtown PoCo for small town charm yet could still be developable given challenges with underground parking related to water table issues in the Downtown. Parking requirements however will need to be addressed, as noted in forthcoming action items. The currently applied Density Bonusing available at the City could be continued for areas outside of the defined Downtown area.
- **Amend cash-in-lieu policy for Downtown infill or redevelopment with condominium housing.** As part of an amended cash-in-lieu policy, increase the amount of cash-in-lieu to \$25,000 per stall, but allow developers the right to buy as many spaces that would bring the total parking ratio for condominium residential to a ratio of 1 space per unit (excluding handicapped parking requirements), regardless of unit size. Cash-in-lieu payments are to be allocated to a dedicated reserve fund for a parking structure in the Downtown, if and as warranted.
 - **Amend cash-in-lieu policy for Downtown retail developments with rental housing.** As part of an amended cash-in-lieu policy, increase the amount of cash-in-lieu to \$25,000 per stall, but allow developers the right to buy as many spaces that would bring the total parking ratio for secured rental residential to a ratio of 0.75 space per dwelling unit (excluding handicapped parking requirements), regardless of unit size. Cash-in-lieu payments are to be allocated to a dedicated reserve fund for a parking structure in the Downtown, if and as warranted.



DOWNTOWN DEVELOPMENT OPPORTUNITIES

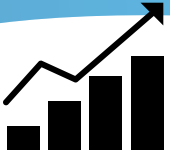


- **Amend cash-in-lieu policy for Downtown retail developments.** As part of an amended cash-in-lieu policy, increase the amount of cash-in-lieu to \$25,000 per stall, but allow developers the right to buy 100% of the required retail spaces, excluding handicapped parking requirements. This provision excludes parking requirements for office space. Cash-in-lieu payments are to be allocated to a dedicated reserve fund for a parking structure in the Downtown.
 - **Enforce parking regulations.** As part of a Downtown Parking Management Strategy, the City should be more proactive in enforcing current on and off-street parking regulations.
 - **Set consistent parking time limits.** Standardize parking time frame durations in the Downtown, with the exception of loading and drop off areas at 3 hours between the hours of 8 am to 5 pm Monday to Friday. This would enable good parking turnover and encourage longer durations of visitation times in the Downtown.
 - **Encourage ground floor retail uses.** Explore opportunities to increase ground floor retail activity. This could include allowing pop-up retail (such as booths, carts, food trucks) and liner buildings (narrow shops in front of non-active uses) to create an active streetscape.
 - **Allow sidewalk patios.** Implement a policy to allow for sidewalk patio encroachment or sidewalk extensions into street parking spaces, where sidewalk widths don't allow for patio seating.
- Review the process for granting right-of-way agreements for cafe seating and food trucks for opportunities to expand these uses.
- **Build parklets.** Implement a new policy to allow for parklets to be put in place along Shaughnessy Avenue, Elgin Avenue and Marpole Avenue. In total, no more than 3 parklets should be permitted in total and not more than 1 in each area and in total parklets should not occupy more than a total of 6 on-street parking spaces. The City could take the initiative and work with interested businesses such as Inno Bakery as a priority pilot project.
 - **Encourage business incubators and startups.** With PoCo's skilled and aging workforce, there are opportunities for retirees to mentor the younger generation and pass on a wealth of experience. As part of potential new developments in and around the Civic or Arts District, create an area that permits incubator space for startups at potentially subsidized rates or City-owned properties. This could be an opportunity in the area potentially as part of the Shaughnessy Mall redevelopment.
 - **Limit amount of future new Downtown retail space.** Based on forecasted market demand combined with a desire and necessity to see thriving businesses with little store turnover, the defined Downtown area should not allow for more than 33,000 sq. ft. of net new space by 2031.

DOWNTOWN DEVELOPMENT OPPORTUNITIES



- **Specify locations for Downtown retail space.** Retail uses in the defined Downtown area are to be permitted along Shaughnessy Street frontage, McAllister Avenue frontages and Marpole Avenue street frontage. Retail uses are to be limited along Elgin, except where considered ancillary and compatible with medical or professional uses and which do not adversely impact retail in core spines such as Shaughnessy Street and McAllister Avenue. Examples of complementary uses include Pharmacy, Cafe/Coffee Shop, Medical Supplies, Health & Wellness or Personal Services.
- **Monitor and restrict specific retail store types.** The City should not allow retail that is incompatible with the vision for the Downtown and its residents. Store types that should be identified, beyond those that already exist specifically as not permitted in the City Zoning Bylaw for Commercial zones (as well as any new potential Downtown Mixed-Use zoning) include Pawn Shops, Thrift Stores, Consignment Shops, Medicinal Marijuana, Vape Shops, Cheque Cashing. While there is value to retaining some of these uses at their current numbers, the City should be cautious in allowing an expansion of these uses. The key for uses, particularly such as Thrift or Consignment lies not in prohibiting them, but rather monitoring and limiting their proliferation in the Downtown.
- **Specify locations for Downtown office space.** Do not allow office uses or not-for-profit uses to occupy street front spaces in the core retail areas comprising Shaughnessy Street, McAllister Avenue and Marpole Avenue, except where these businesses have hours and days of operation that are compatible with existing businesses, or in other words are not closed on weekends or evenings. Second level office space would be considered acceptable.
- **Specify locations for health services.** Health Services in the Downtown should be limited to streetfront or upper floors in space along Elgin Avenue between Shaughnessy and Mary Hill. Second level office and health services would also be considered compatible along Shaughnessy and McAllister and Donald.
- **Monitor amount of future new Downtown office space.** Based on forecasted market demand combined with a desire and necessity to see thriving businesses and not speculative office development, the defined Downtown area should carefully monitor and avoid speculative large floorplate office projects, unless floorspace is warranted by market demand or demand is specifically identified through economic-development driven demand or initiated by the City.
- **Provide dedicated parking spaces for car-sharing.** City should work with a car-sharing company(ies) that will allocate well-located, visually prominent and dedicated on or off-street locations in the Downtown to accommodate car-sharing modes of travel such as modo, Evo, Car2go, or Zipcar.



INCENTIVIZED GROWTH

Offer the right incentives to promote growth.

- **Reintroduce a facade improvement program.** Revisit a program last used 15 years ago that provides a matching grant for businesses owners or property owners to undertake facade improvements, particularly for buildings that may not be subject to redevelopment in the near or medium term. Under this proposed program improvements to building facades with a value greater than \$1,000 could have matching grant of 50% of the value of the improvement to a maximum contribution of \$2,000 from the City. An owner of a building or business within the defined Downtown area may apply for funding retroactively for improvements where the building permit was issued after January 1, 2017 and before the adoption of the Downtown PoCo Action Plan. A budget will need to be prepared for this program, which could be \$10,000 as a starting point.
- **Introduce a Property Tax Exemption Program for downtown redevelopment or infill development.** For specific development proposals in the defined Downtown area (e.g. McAllister, Elgin, Kingsway, Marpole, Shaughnessy etc) and a pre-determined minimum construction value (e.g. \$500,000), implement a 5 year Tax Exemption for 100% of the assessed value of the land and improvements above pre- development values (i.e. property tax is frozen at pre-development levels for 5 years). If a building on-site is to be demolished as part of a development permit, the Tax Exemption would apply to taxable land value only.
- **Introduce a Crime Prevention Through Environmental Design CNTED (Grant Program).** This program could apply to property and business owners within the defined Downtown area to undertake lighting, access and security improvements. Funding could subsidize a maximum of 50% of the costs incurred by a business to a maximum of \$1,000.
- **Introduce a Sidewalk Patio Grant.** To spur the inclusion of sidewalk activity and dining, provide a matching grant for 50% of hard costs up to a maximum of \$5,000 if a commercial or retail building incorporates a sidewalk patio area (subject to City approved site location and sidewalk width, which could include the extension of sidewalk into public right-of-way).
- **Implement a Downtown first policy.** Prioritize or “fast track” development and building permit applications for appropriate and compatible residential, retail, office, mixed-use development in the Downtown in accordance with the vision for the Downtown as presented in the Action Plan.
- **Prepare an Incentives Marketing Document.** To fully engage and make businesses, property owners, developers and investors fully aware of the Downtown PoCo opportunity, a cohesive and clearly articulated Incentives Market Package should be made available in print and digitally.

IMPLEMENTATION STRATEGY

IMPLEMENTATION STRATEGY

Dynamic - not Static! The Downtown PoCo Action Plan is designed to be a dynamic document. While the broad goals and objectives may remain the same, implementation steps may change depending on market dynamics, funding capacity and timing of opportunities.

This Action Plan should be revisited every 5 years which would allow for estimated timelines for plan actions and strategies to be reconsidered and adjusted as time passes and as trends evolve.

Plan actions, desired outcomes, roles, timelines and priorities are presented in the following tables.

Recommendations are generally presented to correspond with the PoCo Downtown Action Plan goals. However some actions may be opportunity-driven or could occur simultaneously.

Timelines are presented in terms of immediate (<1 year), short-term (2-5 years), mid-term (6-10 years) and long-term (11-20 years) opportunities.

The Downtown PoCo Action Plan will shape the vision and long range goals for the Downtown over the next 15 to 20 years. Port Coquitlam, and in particular Downtown Port Coquitlam has been a somewhat overlooked and forgotten opportunity amidst the raging more higher profile metro Vancouver markets. Yet, this hidden opportunity represents it greatest opportunity in the realm of developable properties and an environment that has the essential building blocks in place for businesses to succeed and prosper.

The Downtown Action Plan will help guide and direct efforts with the Downtown Area to help further catalyze investment, value and social place-making capital.

The Action Plan requires a diverse range of policy actions, physical changes and marketing steps to implement.

The Action Plan will need the collective leadership of the City of Port Coquitlam and its departments as well as the Business Improvement Association to reach its full potential.

PRINCIPLES CHECKLIST

The Guiding Principle symbols for each of the actions will further show how each action relates to the Action Plan items:



Downtown is CONNECTED



Downtown is CONVENIENT



Downtown is DESIRABLE



Downtown is LIVABLE



Downtown is WALKABLE






The checklist is a set of critical questions that respond to the overall goals of the Action Plan. When faced with a new initiative or project, many if not all of these questions should be considered. The checklist tool can be particularly effective when comparing competing actions, but also to ask how a project could be adapted to meet a guiding principle.

Will the action diversify the mix of people who frequent Downtown?	<input type="checkbox"/>
Does the action create new spaces for public interaction/gathering?	<input type="checkbox"/>
Will the action diversify reasons to visit and/or live Downtown?	<input type="checkbox"/>
Will the action increase Downtown Visits?	<input type="checkbox"/>
Does the action increase the number of residential units Downtown?	<input type="checkbox"/>
Does the action increase the diversity of housing tenure in Downtown?	<input type="checkbox"/>
Does the action diversify the demographic residential base?	<input type="checkbox"/>
Will the action increase or better penetrate the retail trade area ?	<input type="checkbox"/>
Does the action create a vertical mix of uses?	<input type="checkbox"/>
Does the action create new higher value employment opportunities Downtown?	<input type="checkbox"/>
Does the action fill a gap in the retail street frontage?	<input type="checkbox"/>
Does the action animate the streetscape?	<input type="checkbox"/>
Does the action create safer streets for pedestrians, visitors and residents?	<input type="checkbox"/>
Will the action improve Downtown parking?	<input type="checkbox"/>
Does the action reinforce Downtown's district identity?	<input type="checkbox"/>
Will the action help visitors and residents navigate Downtown?	<input type="checkbox"/>
Does the action incentivize to make developments happen?	<input type="checkbox"/>
Does the action incentivize businesses to reinvest in the Downtown?	<input type="checkbox"/>
Will the action leverage and catalyze other investments?	<input type="checkbox"/>
Will the action enhance business and development opportunities?	<input type="checkbox"/>
Does the action improve Downtown's organizational structure?	<input type="checkbox"/>






IMPLEMENTATION ACTION ITEMS

Guiding Principle										
Action Item						Major Action Area	Lead Resource	Partner Resources	Timing	Priority
	Connected	Convenient	Desirable	Livable	Walkable					
Downtown Attraction	Create an Economic Development Office or function	✓	✓	✓		Marketing	OTHER	DS, HR	I	HIGH
	Create an updated Economic Development Strategy		✓	✓	✓	Marketing	OTHER	DS, CC, EP, PR	S	MEDIUM
	Establish membership with International Council of Shopping Centers (ICSC)	✓				Marketing	CAO	BIA, OTHER	I-S	MEDIUM
	Establish membership with the BC Economic Developers Association (BCEDA)	✓				Marketing	CAO	BIA, OTHER	I-S	HIGH
	Create an Economic Development Website	✓	✓			Marketing	OTHER	BIA, DS, CAO	S	HIGH
	Promote current demographic trends and market opportunities	✓		✓		Marketing	CITY	BIA, DS	I	HIGH
	Create a Downtown PoCo Development Brochure	✓		✓		Marketing	CITY	BIA, MM	I-S	HIGH
	Create a Downtown Map	✓	✓		✓	Marketing	BIA	MM, OTHER	S	LOW
	Strengthen partnerships with local, regional, provincial organizations	✓		✓		Marketing	CITY	DS, BIA	I-S	HIGH
	Screen and animate vacant spaces			✓	✓	Marketing	BIA	OTHER	I	MEDIUM
	Develop a wayfinding strategy	✓	✓	✓	✓	Marketing	BIA	DS, CC	I-S	HIGH






IMPLEMENTATION ACTION ITEMS

Guiding Principle										
Action Item	    					Major Action Area	Lead Resource	Partner Resources	Timing	Priority
	Connected	Convenient	Desirable	Livable	Walkable					
City-Owned Lands	Maintain interim uses of City-owned lands		✓		✓	Land Use Planning	DS	EP	S	LOW
	Establish a future structured parking reserve	✓	✓		✓	Parking	DS	CAO, EP	L	MEDIUM
	Reconfigure Elgin Avenue (east of Shaughnessy one-way westbound with angle-parking)		✓	✓	✓	Infrastructure	EP	DS	S-M	HIGH
	Streetscape improvements on Elgin Avenue		✓	✓	✓	Infrastructure	EP	DS	S-M	HIGH
	Reconfigure McAllister Avenue (east of Shaughnessy - keep two-way but replace angle parking with parallel)		✓	✓	✓	Infrastructure	EP	DS	S	HIGH
	Implement streetscape improvements on McAllister Avenue		✓	✓	✓	Infrastructure	EP	DS	S	HIGH
	Pursue BC Hydro Beautification Fund for overhead to underground electrical services			✓	✓	Infrastructure	EP	DS	I-S	HIGH
	Implement pedestrian street lighting on Elgin Avenue and McAllister Avenue		✓	✓	✓	Infrastructure	EP	DS	S-M	HIGH
	Implement new pedestrian controlled signal at Elgin Avenue & Shaughnessy Street	✓	✓	✓	✓	Infrastructure	EP	DS	S	MEDIUM
	Finalize a decision on underpass expansion	✓	✓		✓	Infrastructure	EP	DS	M	HIGH
	Improve pedestrian crossings at intersections	✓	✓	✓	✓	Infrastructure	EP	DS	S	HIGH
	Use a portion of Lot 2251 Surface Parking as park space			✓	✓	Infrastructure	DS	PR, CC	M	MEDIUM

IMPLEMENTATION ACTION ITEMS

Guiding Principle											
Action Item						Major Action Area	Lead Resource	Partner Resources	Timing	Priority	
	Connected	Convenient	Desirable	Livable	Walkable						
Downtown Development Opportunities	Establish a specific Downtown Redevelopment Incentives Area Boundary (to include east of Mary Hill)	✓		✓			Finance	DS	EP, OTHER	S	HIGH
	Consider renaming existing CC zone		✓	✓	✓		Land Use	DS	EP, OTHER	S	MEDIUM
	Amend policies and regulations to allow greater height in Downtown		✓	✓	✓	✓	Land Use	DS	EP	S	MEDIUM
	Amend cash-in-lieu policy for Downtown infill or redevelopment with condominium housing		✓	✓	✓	✓	Parking	DS	BIA	S	HIGH
	Amend cash-in-lieu policy for Downtown retail developments with rental housing		✓	✓	✓	✓	Parking	DS	BIA	S	HIGH
	Amend cash-in-lieu policy for Downtown Retail developments		✓	✓	✓	✓	Parking	DS	EP	S	HIGH
	Enforce Parking Regulations		✓		✓	✓	Parking	CAO	EP	I	HIGH
	Set consistent parking time limits		✓		✓	✓	Parking	DS	EP	S	MEDIUM
	Encourage ground floor retail uses			✓	✓	✓	Land Use	DS	BIA, OTHER	S	MEDIUM

IMPLEMENTATION ACTION ITEMS

Guiding Principle										
Action Item						Major Action Area	Lead Resource	Partner Resources	Timing	Priority
	Connected	Convenient	Desirable	Livable	Walkable					
Downtown Development Opportunities	Allow sidewalk patios	✓	✓	✓	✓	Infrastructure	DS	BIA, EP, FE	I-S	HIGH
	Build parklets	✓	✓	✓	✓	Infrastructure	DS	BIA FE, PR, CC	I-S	HIGH
	Encourage business incubators and startups	✓	✓	✓	✓	Finance	BIA	OTHER	S	MEDIUM
	Limit amount of future new Downtown retail space		✓	✓	✓	Land Use	DS	BIA,OTHER	S-M	MEDIUM
	Specify locations for Downtown retail space		✓	✓	✓	Land Use	DS	BIA,OTHER	S-M	HIGH
	Monitor and restrict specific retail store types			✓	✓	Land Use	DS	BIA,OTHER	I-L	HIGH
	Specify locations for Downtown office space		✓	✓	✓	Land Use	DS	BIA,OTHER	S-M	LOW
	Specify locations for health services		✓	✓	✓	Land Use	DS	BIA,OTHER	S-M	LOW
	Monitor amount of future new Downtown office space		✓	✓	✓	Land Use	DS	BIA,OTHER	S-M	LOW
	Provide dedicated parking spaces for car-sharing		✓	✓	✓	Parking	DS	BIA,OTHER	S-M	MEDIUM

IMPLEMENTATION ACTION ITEMS

Guiding Principle											
Action Item						Major Action Area	Lead Resource	Partner Resources	Timing	Priority	
	Connected	Convenient	Desirable	Livable	Walkable						
Incentivized Growth	Reintroduce a façade improvement program		✓	✓		✓	Finance	DS	BIA,OTHER	I	MEDIUM
	Introduce a Property Tax Exemption Program for Downtown redevelopment or infill	✓		✓	✓		Finance	DS	BIA,OTHER	I-S	HIGH
	Introduce a Crime Prevention Through Environmental Design (CPTED) Grant program	✓			✓	✓	Finance	DS	BIA,OTHER	S	LOW
	Introduce a Sidewalk Patio Grant	✓	✓	✓	✓	✓	Finance	DS	BIA,OTHER	I-S	MEDIUM
	Implement a Downtown First policy	✓	✓				Marketing	DS	BIA,OTHER	I	HIGH
	Prepare an Incentives Marketing Document	✓	✓	✓			Marketing	DS	BIA,OTHER	S	HIGH

IMPLEMENTATION ACTION ITEMS

Connected Convenient Desirable Livable Walkable

Roles & Agencies

City CAO
City Development Services
City Engineering & Public Works
City Finance
City Human Resources
City Fire & Emergency Services
City Police Services
City Cultural Development & Community Services
City Parks & Recreation
City Media Relations & Marketing
PoCo BIA

CAO
DS
EP
F
HR
FE
PS
CC
PR
MM
BIA

Timelines

I Immediate <1 year
S Short Term 2 - 5 Years
M Mid Term 6 - 10 Years
L Long Term 11 - 20 Years

Priority

Low
Medium
High

Cost Implications

Low \$
Medium \$\$
High \$\$\$



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APPENDICES

CASE STUDY PROFILES

CONSUMER INTERCEPT SURVEY RESULTS

ICSC WHISTLER MARKETING BROCHURE

City of Abbotsford

2016 Est. Population: 142,245

2019 Est. Population: 145,434

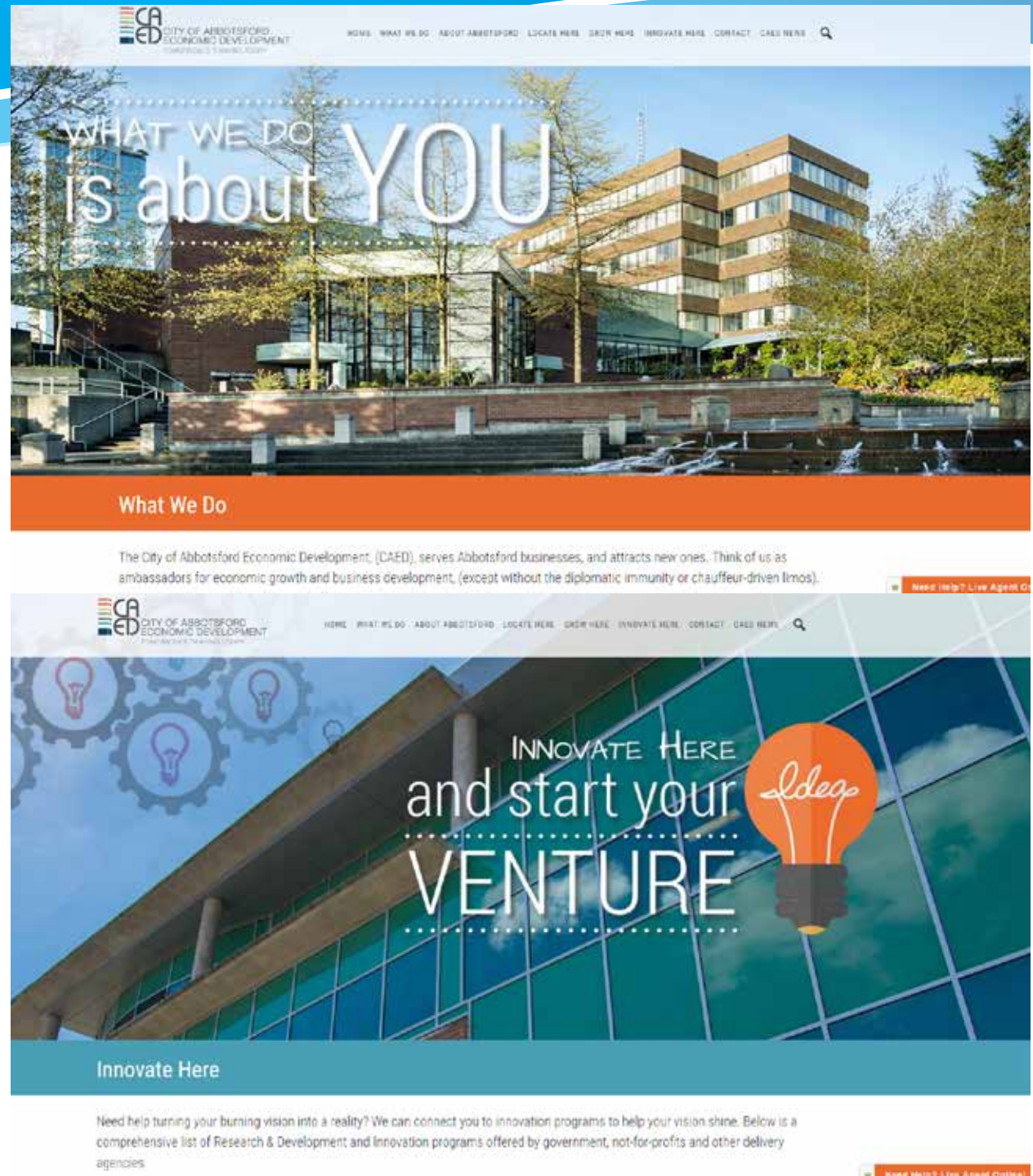
Pop. Growth '16 - '19: 2.2%

The City of Abbotsford has a website solely focused on economic development within the city, which lists the sectors of aviation, aerospace, film and television, agriculture, and niche manufacturing as key areas of economic focus. The various funding opportunities at the City that are related to the downtown include a "Build in Canada Innovation Program", a "Small Business Venture Capital Tax Credit" program, and a "Canada Small Business Financing Program".

Since early 2016, numerous events have been held in Abbotsford such as the "Taste of Abby" in May, the second annual Biz Walk, as well as Elevate Abbotsford, which is meant to create conversations about innovation in Abbotsford.

Currently the Economic Development department is conducting a Business Survey to learn how to serve local businesses better. Furthermore, Abbotsford's downtown revitalization efforts are in the beginning stages of development, and therefore their progress would be beneficial to monitor.

The City is also commencing a Downtown Area Plan in which it is expected that incentives and other topics will be addressed.





source: Mission Downtown Action Plan

MISSION
downtown development
incentive program

Summary of Incentives

Criteria	New Construction & Major Redevelopment	Renovations	Facade Improvements
Duration of Incentive	Building permit must be received by Dec. 31, 2016. Construction must be completed by Dec. 31, 2018.	Building permit must be received by Dec. 31, 2016. Construction must be completed by Dec. 31, 2018.	Improvements to Building
Eligibility Threshold & Range	>\$500,000	>\$15,000 to \$499,999	Facades to the extent funds are available
Location	Mission Downtown Action Plan Area		
Financial Incentives			
Property Tax Exemption	10 Years. 100% of assessed value of land and improvements above pre-development values for 5 years, with the exempt amount being reduced by 20% per year for next 5 years.	10 years. 100% of assessed value of land and improvements above pre-development values for 5 years, with the exempt amount being reduced by 20% per year for next 5 years.	N/A
Building Demolition Program	The pre-development amount is calculated as land only for the Property Tax Exemption with the property treated as vacant with improvements removed.	N/A	N/A
Municipal Fee Reductions	100% reduction on Incentive Application Fee, 50% reduction on other fees, Municipal Permit, Inspection & Hook-up Fees.	100% reduction on Incentive Application Fee, 50% reduction on other fees, Municipal Permit, Inspection & Hook-up Fees.	100% reduction on Incentive Application Fee, 50% reduction on other fees, Municipal Permit, Inspection & Hook-up Fees.
Community Amenity Contribution Fee*	Community Amenity Contributions waived	Community Amenity Contributions waived	N/A
Facade Improvement Grant (MIDANFG)	N/A	N/A	50% of value of improvements to max. of \$2,000
Building Height Flexibility	Up to 4.5 Floor Space Ratio (FSR) allowed	Up to 4.5 Floor Space Ratio (FSR) allowed	N/A
Very Parking Requirements	Minimum 1 parking space per unit. Additional spaces at developer's discretion.	Minimum 1 parking space per unit. Additional spaces at developer's discretion.	N/A
Waive off-site costs under the Parking Strategy non-varying off-site parking spaces	YES	YES	N/A
Waive Servicing Infrastructure Modeling Fees	YES	N/A	N/A
Priority Processing	YES	YES	YES
Free Land Title Searches & Filings	YES	YES	N/A
Brownfield Support - For Potential Grants	YES	YES	N/A
Waive Public Hearing Non-reporting applications to a new COC zone	YES	YES	N/A

*In all cases, the fee exemption granted includes the pre-improvement municipal tax portion only for a period of five years (base amount) thereafter with an annual increase of 20% of the difference of the base amount until 100% of the full tax assessment is achieved in year 10. Exempt amount cannot exceed the value of the investment.

Summary of Incentives Continued...

Incentive Application Form

Development application property address: _____

Briefly describe the property improvements being proposed: _____

Approximate start date for the work: _____

Approximate completion date for the work: _____

Estimated cost of improvements based on quote: _____

Name of Applicant*: _____

Address: _____

City: _____ Province: _____ Postal Code: _____

Phone: _____ Email: _____

Applicant's Signature: _____

Name of Property Owner(s): _____

Address: _____

City: _____ Province: _____ Postal Code: _____

Phone: _____ Email: _____

Owner(s) Signature(s): _____

*If applicant's name is different from property owner or there are multiple owners, please fill out the Agent Appointment section below.

Agent Appointment

I (We) the undersigned, being the registered owner(s) of the property located at _____ (name) as the agent for all purposes, including the granting of all undertakings, in respect of:

- ☐ An application for the facade improvement development and any matters that are directly or indirectly related to the development application for facade improvements; and/or
- ☐ The granting of any undertakings, in respect of an application for a building permit in accordance with the provisions of Building Bylaw 3590-2003 and any other matters that are contained directly or indirectly within the provisions of the bylaw.

(signature of registered owner) _____ (print name)

(signature of registered owner) _____ (print name)

(signature of registered owner) _____ (print name)

Dated: _____

For staff use only: Signed:

APPLICABLE INCENTIVES:

☐ Tax Exemption

☐ Municipal Fee Reduction

☐ Community Amenity Contribution

☐ Facade Improvement Grant Program

☐ Reasoning to CCD2 zone and waiving of the public hearing

☐ Waiving off-site costs under the Parking Strategy

☐ Waiving Servicing Infrastructure Modeling Fees

☐ Free Land Title Search and Filing

☐ Brownfield support

District of Mission

2016 Est. Population: 38,175

2019 Est. Population: 38,627

Pop. Growth '16 - '19: 1.2%

In order to support development in Mission's Downtown, an incentive program has been implemented to encourage commercial and residential investment. The document is produced by the Economic Development department, and states Mayor and Council are ambitious to spur development in the downtown, through methods including policy and service improvement.

The various financial incentives offered include reduced application fees, a tax exemption program, reduced community amenity contribution, a facade improvement grant and financing program, and relaxed parking and building height restrictions.

The Incentive Application process is outlined in the document in concise steps, and also features a *frequently asked questions* page to further ensure clarity is achieved. The remainder of the document contains a summary of incentives which include the costs, discounts, and eligibility criteria among other beneficial information to explain the Downtown Development Incentive Program.

The City's Economic Development office has been successful in obtaining buy-in on its facade grants that have encouraged storefront improvements in the Downtown. Moreover, three developments to-date have taken advantage of the property tax exemption bylaw to assist with their Downtown development projects, which were facilitated by the Economic Development Office.



excerpts from Mission's Downtown Development Incentive Program



City of Langley

2016 Est. Population: 115,765

2019 Est. Population: 121,304

Pop. Growth '16 - '19: 4.8%

The City of Langley has a designated Economic Development department to focus on attracting businesses to locate within the city. One of their marketing documents titled "The Place to Be" highlights the advantages for businesses to locate in the City of Langley, with sections titled "Invest", "Learn", "Live", and "Explore". Another document titled "Discover Retail Success in... Downtown Langley" is aimed at demonstrating examples of the retail success stories in the downtown. It markets Langley's downtown as "The Place to Be", and a "Destination".

The Downtown Langley Business Association (BA) has a façade improvement program called "Get Fresh" which has a variety of incentives for business owners to participate in. This includes programs such as awning and signage improvement or cleaning, exterior painting, and façade improvements, each of which will have 50% of the cost covered (up to a certain predetermined amount). Overall, this reduces the steps required of a business owner and makes the process more simplified.

One of the programs the Downtown Langley BA does is titled "Downtown Dollars", which can be used at participating businesses in the downtown (there are currently 42 participating businesses), and are often given away through contests. Their Facebook page also advertises items that are sold at downtown retailers, acting as a catalyst for attracting shoppers to the downtown.





source: <http://storage.ubertor.com/suterbrook.myubertor.com>



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City of Port Moody

2016 Est. Population: 38,674

2019 Est. Population: 41,907

Pop. Growth '16 - '19: 8.4%

Port Moody's website features a page focused on Economic Development, which includes a link to their 2015 Economic Profile. Known as the "City of the Arts", Port Moody has seen its population more than double over the last three decades, which has subsequently resulted in considerable retail growth as well.

One area of noteworthy growth includes the Suter Brooke Village development: a mixed-use village with wide, tree-lined sidewalks and an intimate, pedestrian oriented feel. The majority of the buildings feature retail on the ground floor and office or residential in the upper floors. Areas of roadway as well as sidewalks use brick paving stones, creating a European inspired and somewhat upscale feel. Due to this development being quite recent, façade improvement/revitalization is not an area of focus for this comparison community.

The value of comparison comes from the design and appeal of the area, as it has similarities to the Villagio building on Shaughnessy Street, and very much could provide inspiration to further bring the "High Street" ideals of Port Coquitlam's Downtown into reality.

Steveston

2016 Est. Population: 26,612

2019 Est. Population: 27,658

Pop. Growth '16 - '19: 3.9%

While Steveston differs from Port Coquitlam's downtown in many respects including the significant draw of tourists that the area experiences, there are also similarities that make for a worthy comparison. Steveston features a retail mix that includes numerous store types that fit the profile of Port Coquitlam's downtown both today, and moving forward into the future. Such retail uses include:

- Pizza restaurant
- Bookstore
- Craft store
- Toy shop
- Home decor and gift shop with Canadian produced items
- Maternity store
- Shoes, fashion, and accessory store
- Community garden
- Pen, stationary, and tea store

Steveston also features a community garden which could be a beneficial addition to Downtown Port Coquitlam, catering to a wide range of age groups and demographics.

A further area of similarity between Steveston and Downtown Port Coquitlam is a prominent artist population in both communities. This aspect can be used to strategically focus on specific retail types going into the future for Downtown Port Coquitlam.





Fort Saskatchewan

2016 Est. Population: 23,252

2019 Est. Population: 24,990

Pop. Growth '16 - '19: 7.5%

Fort Saskatchewan is located approximately 25 kilometres northeast of Edmonton and has a downtown with similar attributes to PoCo, including geographical size and layout. The City has published a few documents pertaining to the downtown which have helped to spur growth and revitalization in the area. This includes the Downtown Area Redevelopment Plan and Design Guidelines, adopted in 2009, which is intended to help reinvigorate the downtown through improving day and evening activities, as well as increasing the amount of retail, service, and eating and drinking establishments in the area. The plan also serves to enhance the attractiveness of the area through improving property and building maintenance.

Fort Saskatchewan has also enacted a guidelines document to encourage sidewalk cafes in the downtown. This document states parking spaces can be used in such a project, as long as a maximum of two spaces are used, and that a sidewalk deck is incorporated to allow for the flow of pedestrian traffic to continue. A Downtown Land Use Bylaw has also been created which includes design guidelines for buildings and facades.

There are quite a few locally owned restaurants in the downtown including such cuisine types as fish and chips, specialty soups, and comfort food. There is also a food truck set up in a vacant corner lot that features picnic tables installed on elevated wooden platforms.

APPENDIX B - CONSUMER INTERCEPT SURVEY

POCO DOWNTOWN ACTION PLAN CONSUMER SURVEY 2016

INTERVIEW LOCATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SHAUGHNESSY STREET	150	75.0	75.0	75.0
	HYDE CREEK REC CENTRE	50	25.0	25.0	100.0
	Total	200	100.0	100.0	

Q1. CITY RESPONDENT RESIDES

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DOWNTOWN POCO	51	25.5	25.5	25.5
	PORT COQUITLAM	81	40.5	40.5	66.0
	OTHER CITY	68	34.0	34.0	100.0
	Total	200	100.0	100.0	

Q2. RESPONDENT WORK DT POCO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	21	10.5	10.5	10.5
	NO	179	89.5	89.5	100.0
	Total	200	100.0	100.0	

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q3. # VISITS TO DT POCO IN A MONTH	200	0	30	13.99	10.838
Q4. # VISITS SHOP IN DT POCO IN A MONTH	200	0	30	9.14	9.599
Q5. # VISITS DINE IN DT POCO IN A MONTH	200	0	25	3.56	4.334
Q6. # VISITS USE PERSONAL SERVICES IN DT POCO IN A MONTH	200	0	20	2.02	2.960
Q7. # VISITS USE PROFESSIONAL SERVICES IN DT POCO IN A MONTH	200	0	12	.51	1.156
Valid N (listwise)	200				

POCO DOWNTOWN ACTION PLAN CONSUMER SURVEY 2016

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q8. AVERAGE TIME SPEND PER VISIT IN DT POCO	200	0	240	80.55	44.628
Valid N (listwise)	200				

Q9. HOW NORMALLY GET TO DT POCO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CAR	130	65.0	65.0	65.0
	TRANSIT	15	7.5	7.5	72.5
	WALK	53	26.5	26.5	99.0
	BIKE	2	1.0	1.0	100.0
	Total	200	100.0	100.0	

Q10 Frequencies

		Responses		Percent of Cases
		N	Percent	
Q10. MAIN REASONS VISITING DT POCO - Multiple Response ^a	NOTHING SPECIFIC	1	0.2%	0.5%
	CLOSE TO HOME	2	0.3%	1.0%
	CLOSE TO WORK	6	1.0%	3.0%
	PROXIMITY PARKS TRAILS	29	5.0%	14.5%
	TRANSIT CONNECTION	3	0.5%	1.5%
	WALK BIKE	19	3.3%	9.5%
	COFFEE SHOPS	106	18.3%	53.0%
	VISIT FRIENDS FAMILY CLIENTS	30	5.2%	15.0%
	IN THE AREA	17	2.9%	8.5%
	CITY HALL	4	0.7%	2.0%
	PROFESSIONAL SERVICES	21	3.6%	10.5%
	PERSONAL SERVICES	42	7.3%	21.0%
	GAS STATION	5	0.9%	2.5%
	SPECIFIC STORE	12	2.1%	6.0%
	EAT OUT	40	6.9%	20.0%
	FITNESS	4	0.7%	2.0%
	WILSON CENTRE ICE RINKS	9	1.6%	4.5%
	ART CENTRES	4	0.7%	2.0%
	LIBRARY	17	2.9%	8.5%
	EVENTS ACTIVITIES	12	2.1%	6.0%
	ENTERTAINMENT LEISURE	16	2.8%	8.0%
	WIFI	4	0.7%	2.0%
	WINDOW SHOP	4	0.7%	2.0%
	BREAK IN DAY	2	0.3%	1.0%
	DRUGSTORE	6	1.0%	3.0%
	GROCERY ITEMS	109	18.9%	54.5%
	BAKERY	31	5.4%	15.5%
	SPECIFIC RESTAURANTS	21	3.6%	10.5%
	SUPPORT LOCAL	2	0.3%	1.0%
Total		578	100.0%	289.0%

a. Group

Q11 Frequencies

		Responses		Percent of Cases
		N	Percent	
Q11. CHANGES IMPROVEMENTS INCREASE VISITS SPENDING IN DT POCO - Multiple Response ^a	NOTHING SPECIFIC	7	0.9%	3.5%
	GREENSPACE	7	0.9%	3.5%
	PEDESTRIAN FRIENDLY	10	1.2%	5.0%
	FAMILY FRIENDLY	11	1.4%	5.5%
	BIKE FRIENDLY	6	0.7%	3.0%
	DOG FRIENDLY	6	0.7%	3.0%
	TRAFFIC SAFETY	20	2.5%	10.0%
	PERSONAL SAFETY	58	7.1%	29.0%
	MORE POLICE SECURITY PRESENCE	12	1.5%	6.0%
	LIGHTING STREET UNDERPASS	12	1.5%	6.0%
	CLEANLINESS	13	1.6%	6.5%
	TRAFFIC CONGESTION	35	4.3%	17.5%
	PARKING	39	4.8%	19.5%
	FACELIFT	47	5.8%	23.5%
	VACANT LOTS INFILL	23	2.8%	11.5%
	MIXED USE DEVELOPMENTS	12	1.5%	6.0%
	SEATING AREAS	2	0.2%	1.0%
	THEME	6	0.7%	3.0%
	ART ELEMENT	3	0.4%	1.5%
	SMALL TOWN FEEL	53	6.5%	26.5%
	OUTDOOR PATIO ESTABLISHMENTS	12	1.5%	6.0%
	EVENT FESTIVITIES ENTERTAINMENT	79	9.7%	39.5%
	PERSONAL SERVICES	11	1.4%	5.5%
	PROFESSIONAL SERVICES	2	0.2%	1.0%
	VARIETY STORES	24	3.0%	12.0%
	UNIQUE LOCAL SHOPS	54	6.6%	27.0%
	CLOTHING FOOTWEAR	27	3.3%	13.5%
	GROCERY STORE	16	2.0%	8.0%
	BAKERY	9	1.1%	4.5%
	COFFEE SHOPS BISTRO	23	2.8%	11.5%
	QUICK FOOD	16	2.0%	8.0%
	ETHNIC CUISINE	37	4.6%	18.5%

POCO DOWNTOWN ACTION PLAN CONSUMER SURVEY 2016

Q11 Frequencies

		Responses		Percent of Cases
		N	Percent	
	FAMILY CASUAL	28	3.4%	14.0%
	UPSCALE CASUAL	37	4.6%	18.5%
	FINE DINING	18	2.2%	9.0%
	LOCALLY OWNED RESTAURANTS	20	2.5%	10.0%
	TRANSIT	16	2.0%	8.0%
	SMALL INDOOR MALL	2	0.2%	1.0%
Total		813	100.0%	406.5%

a. Group

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q12. SATISFACTION RATING SELECTION VARIETY RETAIL STORES IN DT POCO	190	1	10	5.28	2.499
Q13. SATISFACTION RATING SELECTION RESTAURANTS IN DT POCO	192	1	10	5.35	2.281
Q14. SATISFACTION RATING EVENING ENTERTAINMENT LEISURE IN DT POCO	157	1	10	4.00	2.378
Q15. SATISFACTION RATING SELECTION COFFEE SHOPS CAFES IN DT POCO	192	2	10	7.34	2.330
Q16. SATISFACTION RATING CONVENIENCE AVAILABILITY OF PARKING IN DT POCO	172	1	10	6.17	2.568
Q17. SATISFACTION RATING POSTED PARKING TIME LIMITS IN DT POCO	166	1	10	7.30	2.268
Q18. SATISFACTION RATING ENFORCEMENT PARKING REGULATIONS IN DT POCO	93	1	10	6.11	2.811
Q19. SATISFACTION RATING AVAILABILITY PUBLIC TRANSIT TO DT POCO	103	1	10	6.82	2.308
Q20. SATISFACTION RATING PEDESTRIAN FRIENDLY IN DT POCO	199	1	10	7.64	2.158
Q21. SATISFACTION RATING SAFETY SECURITY IN DT POCO	199	1	10	7.01	2.366
Q22. SATISFACTION RATING OVERALL DT POCO	199	1	10	6.62	1.937
Valid N (listwise)	53				

Q23. SUPPORT PAYING IN DT POCO PARKADE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	42	21.0	21.0	21.0
	NO	138	69.0	69.0	90.0
	DONT KNOW	20	10.0	10.0	100.0
	Total	200	100.0	100.0	

Q24A. VIEW OF # DOLLAR & THRIFT STORES PAYDAY LOAN & CHEQUE CASHING

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TOO MANY	62	31.0	31.0	31.0
	JUST ENOUGH	115	57.5	57.5	88.5
	TOO FEW	23	11.5	11.5	100.0
	Total	200	100.0	100.0	

Q24B Frequencies

		Responses		Percent of Cases
		N	Percent	
Q24B. COMMENT ON # DOLLAR & THRIFT STORES PAYDAY LOAN & CHEQUE CASHING - Multiple Response ^a	NO COMMENT	85	32.4%	42.5%
	REACHED CAPACITY	74	28.2%	37.0%
	BETTER USE OF SPACE	17	6.5%	8.5%
	WANT GOOD IMAGE OF DT POCO	31	11.8%	15.5%
	SENSITIVITY TO STORE TYPE	36	13.7%	18.0%
	SUPPORT NICE \$ STORE	12	4.6%	6.0%
	SUPPORT NICE THRIFT SHOP	3	1.1%	1.5%
	PERSONAL SAFETY	4	1.5%	2.0%
Total		262	100.0%	131.0%

a. Group

POCO DOWNTOWN ACTION PLAN CONSUMER SURVEY 2016

Q25 Frequencies

		Responses		Percent of Cases
		N	Percent	
Q25. ADDITIONAL COMMENTS REGARDING DT POCO - Multiple Response ^a	NO ADDITIONAL COMMENTS	26	6.6%	13.0%
	GREENSPACE	10	2.5%	5.0%
	PEDESTRIAN FRIENDLY	12	3.1%	6.0%
	FAMILY FRIENDLY	1	0.3%	0.5%
	BIKE FRIENDLY	4	1.0%	2.0%
	DOG FRIENDLY	1	0.3%	0.5%
	TRAFFIC SAFETY	24	6.1%	12.0%
	PERSONAL SAFETY	62	15.8%	31.0%
	MORE POLICE SECURITY PRESENCE	14	3.6%	7.0%
	LIGHTING STREET UNDERPASS	7	1.8%	3.5%
	CLEANLINESS	3	0.8%	1.5%
	TRAFFIC CONGESTION	12	3.1%	6.0%
	PARKING	42	10.7%	21.0%
	FACELIFT	18	4.6%	9.0%
	VACANT LOTS INFILL	8	2.0%	4.0%
	MIXED USE DEVELOPMENTS	3	0.8%	1.5%
	THEME	4	1.0%	2.0%
	ART ELEMENT	6	1.5%	3.0%
	SMALL TOWN FEEL	44	11.2%	22.0%
	OUTDOOR PATIO ESTABLISHMENTS	2	0.5%	1.0%
	EVENT FESTIVITIES ENTERTAINMENT	19	4.8%	9.5%
	VARIETY STORES	8	2.0%	4.0%
	UNIQUE LOCAL SHOPS	5	1.3%	2.5%
	CLOTHING FOOTWEAR	1	0.3%	0.5%
	GROCERY STORE	1	0.3%	0.5%
	ETHNIC CUISINE	1	0.3%	0.5%
	UPSCALE CASUAL	5	1.3%	2.5%
	FINE DINING	1	0.3%	0.5%
	LOCALLY OWNED RESTAURANTS	1	0.3%	0.5%
	TRANSIT	17	4.3%	8.5%
	SMALL INDOOR MALL	1	0.3%	0.5%
	REASONABLE RATE IN PARKADE	6	1.5%	3.0%

Q25 Frequencies

		Responses		Percent of Cases
		N	Percent	
	LACK OF APPEAL DT POCO	5	1.3%	2.5%
	NO HIGH RISES	6	1.5%	3.0%
	LIKE SPECIFIC STORE SERVICES	6	1.5%	3.0%
	MEETS NEEDS	7	1.8%	3.5%
Total		393	100.0%	196.5%

a. Group

Statistics

		D1. HOUSEHOLD SIZE	D2. # HOUSEHOLD < 18 YEARS OLD	D3. # HOUSEHOLD 0-5 YEARS OLD	D4. # HOUSEHOLD 6-12 YEARS OLD	D5. # HOUSEHOLD 13-17 YEARS OLD
N	Valid	200	200	90	90	90
	Missing	0	0	110	110	110
Mean		2.82	.77	.80	.70	.17

D1. HOUSEHOLD SIZE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	37	18.5	18.5	18.5
	2	57	28.5	28.5	47.0
	3	40	20.0	20.0	67.0
	4	47	23.5	23.5	90.5
	5	10	5.0	5.0	95.5
	6	8	4.0	4.0	99.5
	7	1	.5	.5	100.0
	Total	200	100.0	100.0	

D2. # HOUSEHOLD < 18 YEARS OLD

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	110	55.0	55.0	55.0
	1	37	18.5	18.5	73.5
	2	44	22.0	22.0	95.5
	3	8	4.0	4.0	99.5
	4	1	.5	.5	100.0
	Total	200	100.0	100.0	

D3. # HOUSEHOLD 0-5 YEARS OLD

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	36	18.0	40.0	40.0
	1	36	18.0	40.0	80.0
	2	18	9.0	20.0	100.0
	Total	90	45.0	100.0	
Missing	System	110	55.0		
Total		200	100.0		

D4. # HOUSEHOLD 6-12 YEARS OLD

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	41	20.5	45.6	45.6
	1	37	18.5	41.1	86.7
	2	10	5.0	11.1	97.8
	3	2	1.0	2.2	100.0
	Total	90	45.0	100.0	
Missing	System	110	55.0		
Total		200	100.0		

D5. # HOUSEHOLD 13-17 YEARS OLD

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	77	38.5	85.6	85.6
	1	11	5.5	12.2	97.8
	2	2	1.0	2.2	100.0
	Total	90	45.0	100.0	
Missing	System	110	55.0		
Total		200	100.0		

D6. RESPONDENT AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	REFUSED	3	1.5	1.5	1.5
	18-24	12	6.0	6.0	7.5
	25-34	30	15.0	15.0	22.5
	35-44	58	29.0	29.0	51.5
	45-54	25	12.5	12.5	64.0
	55-64	37	18.5	18.5	82.5
	65-74	26	13.0	13.0	95.5
	75+	9	4.5	4.5	100.0
	Total	200	100.0	100.0	

D7. RESPONDENT GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	78	39.0	39.0	39.0
	FEMALE	122	61.0	61.0	100.0
	Total	200	100.0	100.0	

DAY OF INTERVIEW

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TUES NOV 22	40	20.0	20.0	20.0
	WED NOV 23	40	20.0	20.0	40.0
	THURS NOV 24	20	10.0	10.0	50.0
	FRI NOV 25	50	25.0	25.0	75.0
	SAT NOV 26	50	25.0	25.0	100.0
	Total	200	100.0	100.0	

POCO DOWNTOWN ACTION PLAN CONSUMER SURVEY 2016

TIME OF INTERVIEW

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MORNING	97	48.5	48.5	48.5
	EARLY AFTERNOON	69	34.5	34.5	83.0
	LATE AFTERNOON	34	17.0	17.0	100.0
	Total	200	100.0	100.0	

THE SECRET Retail HOT SPOT

C I T Y O F
PORT
COQUITLAM



Join the growing list
of retailers near the future
Recreation Complex in **Downtown Port Coquitlam:**



Waves Coffee
Starbucks
Subway

Dairy Queen
Me 'n' Ed's Pizza
Donald's Market

SuperValu
Pharmasave

BMO
RBC



Future Recreation Complex

Trade Area Customer Hot Zones



2016 TRADE AREA STATISTICS

Population: **104,280** est.

Households: **38,997** est.

Annual Household Expenditures (excluding auto):
\$24,800 est.

Retail Expenditures (excluding auto):
+/- \$1 billion est.

Downtown retail vacancy: **3%**

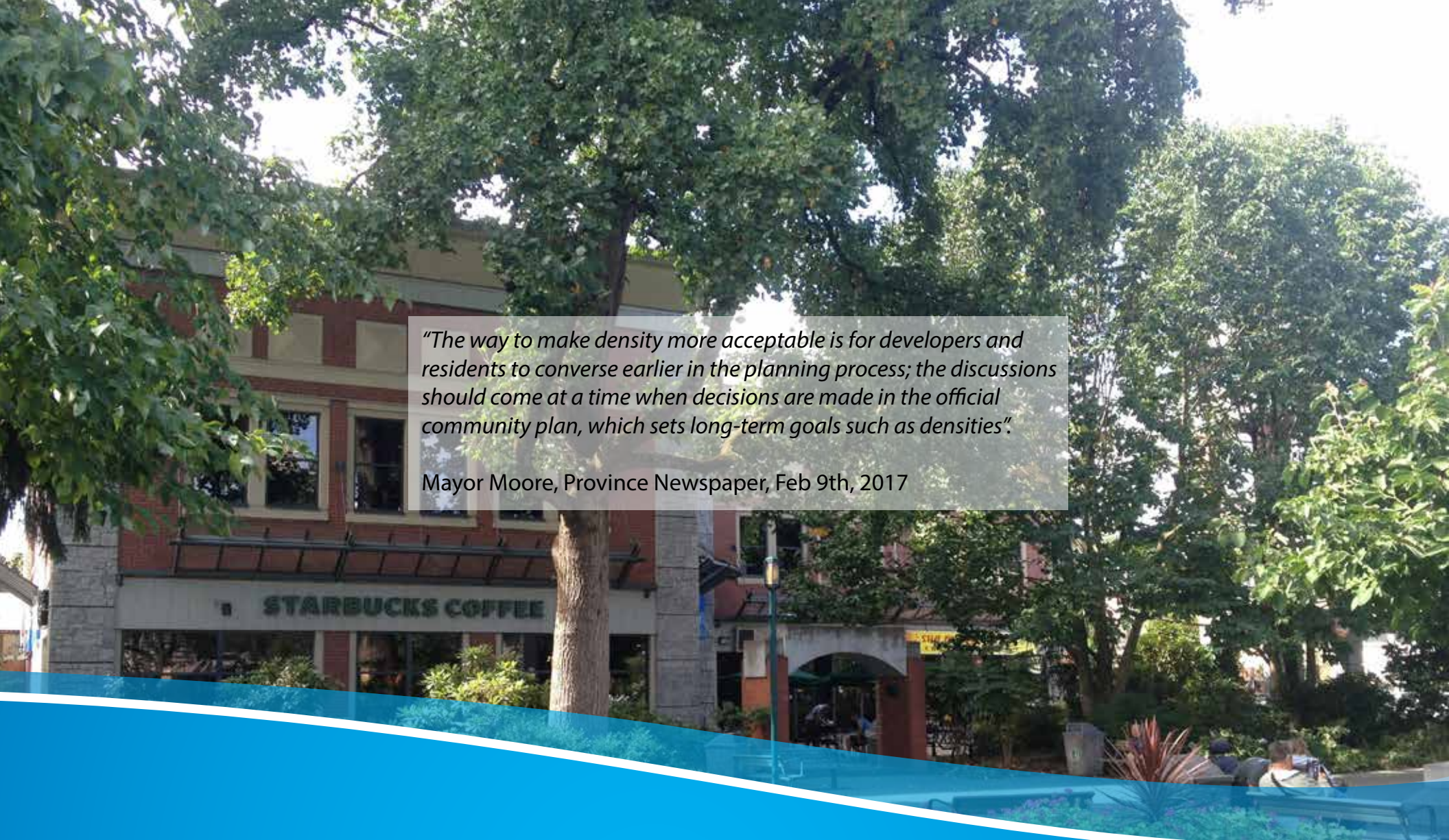
Population within 5 to 7-minute walk: **3,000+**

Future Recreation Complex adjacent to downtown:
217,000 sq. ft.

For more information regarding the many retail and development opportunities in Port Coquitlam's historic downtown, please contact us.



Susanna Walden
Executive Director
Port Coquitlam BIA
(604) 464-1490
downtownpocobia.com



"The way to make density more acceptable is for developers and residents to converse earlier in the planning process; the discussions should come at a time when decisions are made in the official community plan, which sets long-term goals such as densities".

Mayor Moore, Province Newspaper, Feb 9th, 2017

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