



MissionCity Downtown Action Plan

FINAL REPORT

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Submitted to:
District of Mission
Development Services Department
8645 Stave Lake Street
Mission, BC

Submitted by:
**Golder Associates *Sustainable
Communities Group***

In Collaboration with:
MVH Town Planning and Design
Bunt & Associates Engineering
42nd Street Consulting

A Vision for Downtown Mission...

“Downtown Mission will be animated, safe and attractive with a unique sense of identity, heritage, and character. The Downtown will provide a range of mixed-use, residential, commercial, civic, educational, and community spaces to support a thriving local economy. A compact and attractive urban form will support walking and transit use while vehicle access and flows will be efficient and safe. 1st Avenue will be a pedestrian-oriented Retail High Street that attracts people from throughout the region. A mix of boutique shopping, restaurants, cafes and other entertainment uses integrated within a high quality park, plaza and open space network will support an active and safe downtown, both day and night. Continuous improvements to both public and private realms over the short, medium and long-term will ensure the Downtown becomes and remains a sustainable and vibrant hub for the community, starting tomorrow and well into the future.”

A New Direction for Downtown

Across North America, communities are rediscovering the importance and value of their downtowns. A few years ago, it seemed like downtowns were on the way out, replaced by malls where parking is easy and accessible, prices are cheap and the atmosphere is air-conditioned. But as our shopping trips transformed, it began to feel that some things were missing – the sense of community, pride of place, somewhere to call the heart of the community, a bustling centre for activity and entertainment. As a society, we realized that historical downtowns add a tremendous amount of value to our communities, and that in our rush to embrace new forms of commercial development we neglected one of our most important assets.

Fortunately, Mission never completely forgot about its downtown. The foundations for a truly great downtown are still here. Residents and visitors clearly value the Downtown, and still use it for some of their needs, although less often than they used to. And the seeds of success - small connected blocks, narrow storefronts and diverse ownership still exist - ready to spring back into life.

Creating a Downtown Mission that truly thrives is not without its challenges. Some of these challenges include:

- Creating more customers – downtown needs more people that are living and working downtown to provide the stable customer base that most businesses rely on.
- A safe, welcoming downtown – if we want more customers to visit downtown, it has to feel safe and welcoming. Otherwise, families and individuals will be discouraged from making downtown a destination for shopping, attending classes or just strolling through.
- Creating a great pedestrian realm - the main provincial highway on the north side of the Fraser River passes right through downtown, and with it comes gravel and logging trucks as well as speeding traffic. This traffic needs to be better managed to ensure that pedestrians feel safe and comfortable downtown.

- Making development more viable – currently real estate development is marginal because land values and lease rates are low and there is intense competition from other parts of Mission and the region. In addition, factors such as parking requirements and some of the physical constraints in the downtown, make development expensive. Making downtown development attractive will require a re-think of standards and incentives.

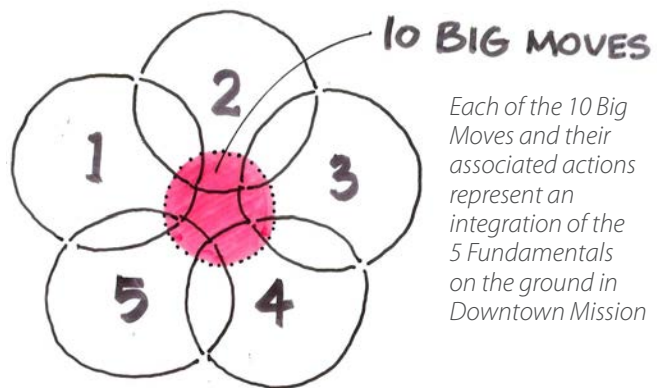
Undeterred by these challenges and focused on the potential of downtown, the District along with an enthusiastic group of business owners, residents and service providers, embarked on a journey to create a great downtown for Mission. Starting in Fall 2012, the process drew on the collective knowledge, desires and expertise of many people in the community especially those that live, work and use the downtown on a regular basis. It is these local downtown ‘experts’ that worked closely with District staff and a small team of consultants to shape the directions and strategies contained in this plan.

We learned throughout the process that creating a successful downtown is an art. While there are fundamental and now well-known factors that contribute to downtown vitality, there is no simple formula for success. The essential ingredients must be blended together thoughtfully, taking care to respond to local conditions and aspirations, and require leadership from politicians, business owners and other community leaders to ensure the downtown remains a top community priority.

Through a series of well-attended public and stakeholder workshop, expert presentations and a two-day design charrette, a vision and set of goals and strategies for a rejuvenated downtown emerged.

The strategies start with the Five Fundamentals of a successful downtown:

1. **A multi-modal transportation system** that prioritizes pedestrian safety and comfort, supports transit and cycling and gracefully accommodates vehicles;
2. **A mix of high density land uses and activity nodes** that can generate the strong customer base that downtown businesses need to thrive;
3. **A high quality public realm, parks and open spaces** that provide the high quality pedestrian environment and visual interest that attracts and encourages people to spend time downtown;
4. **Addressing social needs and community issues** to create a more family-friendly downtown that is culturally diverse and welcoming for everyone; and
5. **Creating economic conditions for successful development** so that downtown development becomes more attractive to developers across the region.



In order to achieve the Five Fundamentals, the Plan includes 10 Big Moves – this is a set of catalyst projects, public investments and policies that together will transform the heart of Mission from good to great. These 10 Big Moves are illustrated on the following page.

10 BIG MOVES

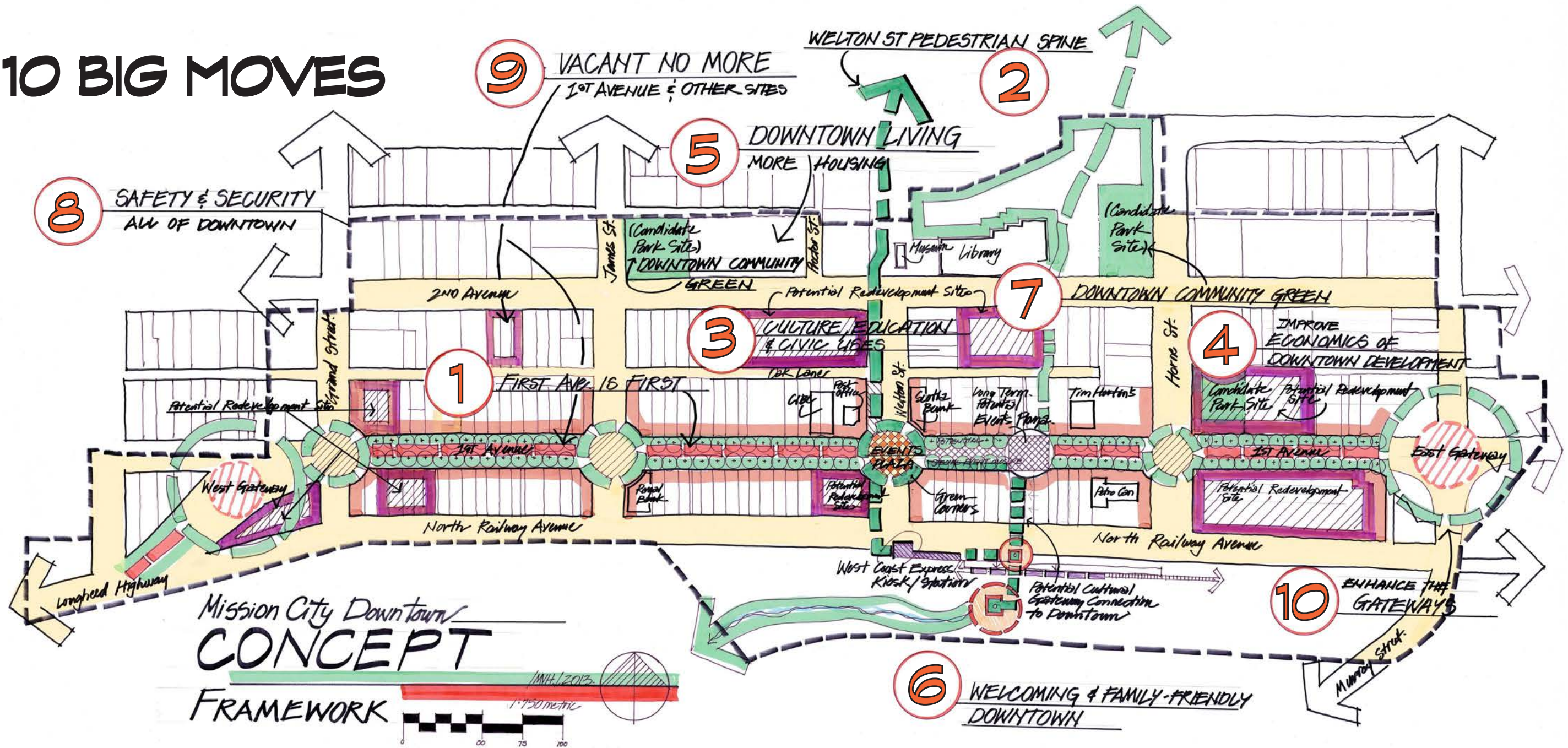


Figure 1. 10 Big Moves Concept Diagram

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|---|---|---|--|
| <p>1 1st is First – taking back ownership and control of the High Street (1st Avenue), relocating truck traffic and transforming 1st Avenue into a pedestrian-oriented Retail High Street that gracefully accommodates vehicles, deliveries, pedestrians and cyclists;</p> | <p>3 Bring Cultural, Education and Civic Uses Downtown - attracting a combination of civic, arts, and educational uses to the downtown to support a greater amount and diversity of people and activities;</p> | <p>6 A Welcoming and Family-Friendly Downtown - bringing a greater amount and diversity of people and activities to the Downtown and minimizing negative behaviour and activities;</p> | <p>9 Vacant No More - activating vacant sites or storefronts with community gardens, art displays and other interim uses and improvements; and</p> |
| <p>2 Welton Street Pedestrian Spine - enhancing the public open space network connecting existing and future key destinations to improve pedestrian comfort, convenience and safety in the downtown;</p> | <p>4 Improve the Economics of Downtown Development - introducing development regulations and incentives that improve the overall viability of downtown development and business opportunities;</p> | <p>7 Downtown Community Green - creating a public park in the Downtown that provides green amenity space for residents and visitors; and</p> | <p>10 Downtown Gateways - emphasizing the sense of arrival in the Downtown through distinctive private development and public realm improvements.</p> |
| <p>5 Downtown Living - increasing the number and diversity of people living in and adjacent to the downtown;</p> | <p>8 Safety and Security - improving actual and perceived safety and security in the downtown.</p> | | |

It is recognized that this plan represents the start of a transformation for Downtown Mission, and seeing this through will require hard work, determination, public investment and on-going commitment and creativity from all those that care about our downtown. District Council and staff are ready and willing to play a big role, but success will also depend on a number of downtown champions working together on the necessary changes. It feels like the beginning of an exciting journey – one which we hope you will join us on over the coming months and years.

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Downtown Planning and Design Goals...

The Heart of Mission:

Emphasize the downtown as the social, cultural and commercial heart of the community by supporting and enhancing the concentration of retail, cultural and arts activities, incorporating institutional, education, social, health and civic uses, and creating a central public gathering space at the heart of downtown.

Celebrate Heritage:

Celebrate Downtown heritage through preservation, compatible development, public art, education and culture.

A Welcoming Downtown:

Support a diverse, equitable and family-friendly downtown where all members of the community feel welcome and safe, are accommodated with respect and provided with opportunities to contribute in a meaningful way.

Sense of Safety:

Create a sense of safety in Downtown Mission by increasing community activity, promoting 'eyes on the street,' providing appropriate community support and social services, and enhancing pedestrian safety.

Sense of Place:

Enhance the Downtown's unique identity and sense of place through active and attractive streetscapes, a strong signage and public art program, and building an open space design that honours the City's unique heritage.

A Pedestrian-oriented High Street:

Revitalize 1st Avenue and divert commercial traffic from the downtown to emphasize 1st Avenue as a people place and the community's Retail High Street.

Encourage People to Live Downtown:

Create opportunities for more downtown living, and protect and improve affordable housing to create a more vibrant downtown, support transit use and create more housing choices in the community as a whole.

Public Investments:

Prioritize and implement short, medium and long-term public investments to support and encourage ongoing private investment in the downtown.

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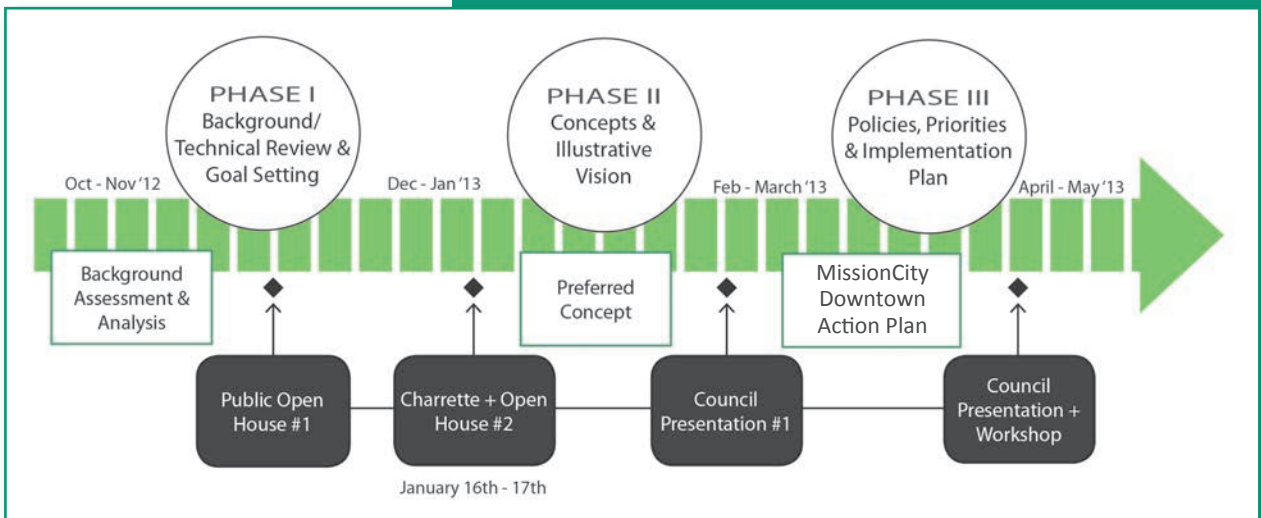
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Downtown Planning Process...

The Mission City Downtown planning process was organized into 3 phases. Phase 1 included review and assessment of key background and technical information along with identification of preliminary issues, opportunities and big ideas. Phase 2 involved the co-creation and refinement of a shared vision, principles and concept plan for the downtown through a series of public and stakeholder workshops. The illustrative vision and principles developed in phase 2 formed the basis for the development of a detailed plan including policies, guidelines, priorities and actions for implementation in phase 3.

Engagement...

Public and stakeholder events formed the backbone of the Mission City Downtown Planning Process, which included meetings, workshops and open houses at key stages. The Charrette was the key event informing the development of the Downtown Plan. A flow chart of the process is shown below.



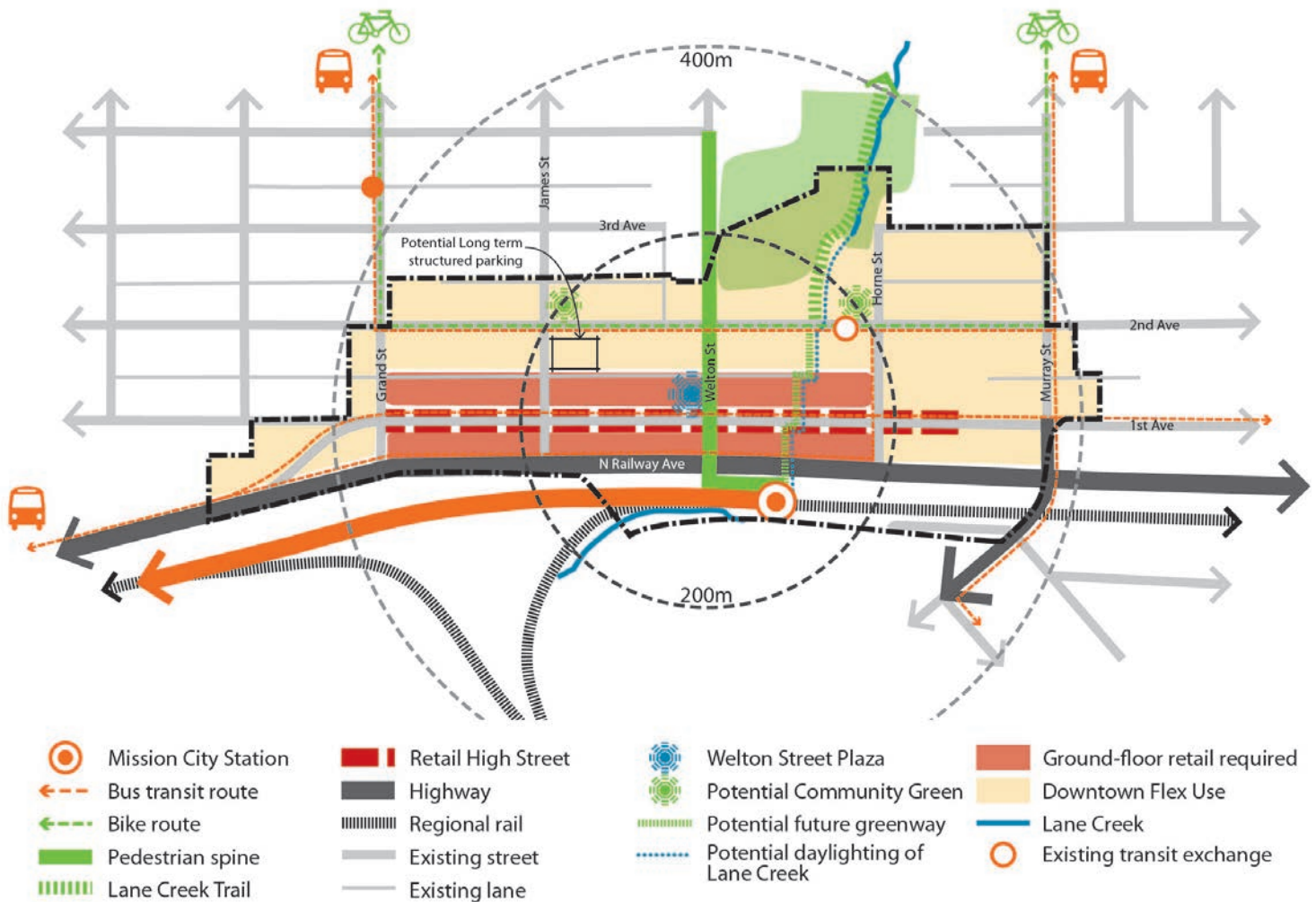


Figure 2. Fundamental Concept Diagram

5 Fundamentals

The Fundamental Concept Diagram above provides a synthesis of the vision and key concepts developed for the downtown action plan. This concept diagram shows the integration of the main elements of the Plan including:

- An interconnected, multi-modal transportation network;
- A mix of high density land uses and activity nodes;
- High quality public realm, parks and open space;
- Social needs and community issues; and
- Economic conditions for success.

As a conceptual diagram it is not intended to show the whole transportation network or all land uses in detail. It is intended to provide a high-level overview of key elements of the downtown action plan and how the fundamentals extend beyond the downtown to positively impact the community as a whole.

Plan Overview...

In Fall 2012, the District of Mission undertook an integrated planning process for the downtown that resulted in the downtown action plan. This plan includes design and planning policies, priority capital investments, and tools and incentives for supporting existing businesses and attracting future downtown investment.

Project Context...

Downtown Mission is located at the eastern terminus of the West Coast Express regional commuter rail network. The rail line is situated between the downtown and the waterfront. Industrial and commercial areas are located to the south and west and residential areas are located to the north. This context is important to consider when making recommendations for the downtown.

A Strong Downtown Benefits All of Mission...

The Official Community Plan (OCP) identifies the importance of a strong downtown for the health of Mission's economy. A thriving downtown contributes to the tax base and draws tourists and new residents to the community. It is intended that the downtown businesses and services wouldn't compete with retail areas outside of the downtown, instead they will distinguish themselves as unique, niche retail uses that contribute to a comprehensive retail strategy for the whole District. In addition, the five fundamentals developed through this process apply to all of Mission and the tools and incentives tested in the downtown could be utilized in other areas where the OCP prioritizes development.

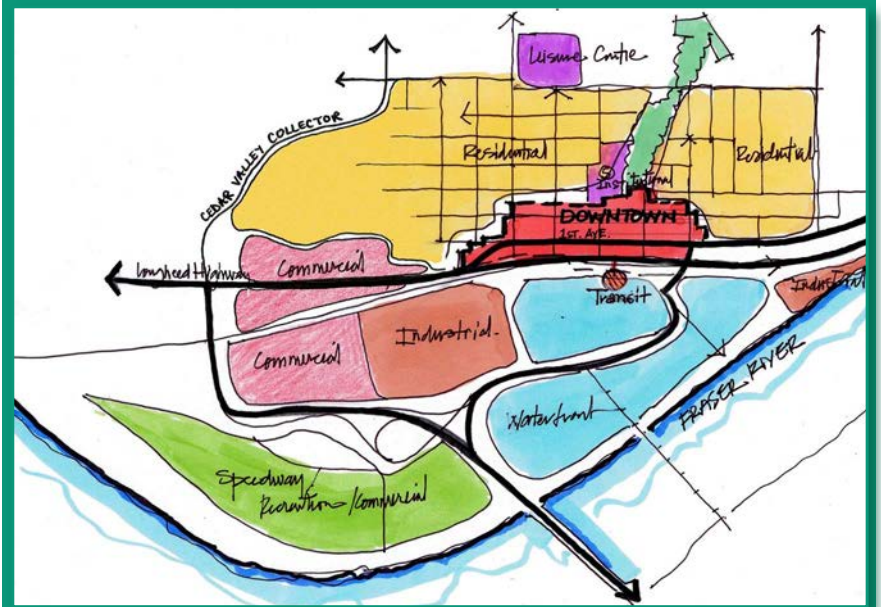




Figure 3. Mobility Diagram

1. MULTI-MODAL TRANSPORTATION

The vision for Downtown Mission is premised on significant changes to the existing transportation infrastructure, most notably, the reconfiguration of the one-way couplet and the removal of the highway function from 1st Avenue – the District’s Retail High Street. This vision is further premised on capitalizing on the enormous opportunity associated with Mission City Station and commuter rail service between Vancouver and Downtown Mission. Downtown Mission is the heart of the community and a place for people to come together, gather and enjoy a strong sense of community. As such, the downtown must be a place for people first and vehicles second. The mobility system must balance and integrate the various (and sometimes competing) needs of pedestrians, cyclists, transit users, automobile users and the movement of goods to ensure that mobility adds to, instead of detracts from, the quality and vitality of the downtown.

The following highlights the transportation approaches presented in the Mobility Diagram in Figure 3.

1.1 Maintain the existing street and lane network

The interconnected grid of streets and lanes in the downtown supports a compact, street-fronting, walkable urban form. It also provides flexibility for vehicle movement and opportunities for parking, access and

servicing. The street grid in and adjacent to the downtown is largely uninterrupted (with the exception of Lane Creek Park) and provides an excellent structure for efficient and effective multi-modal mobility. The District should maintain this street and lane network as the downtown redevelops.

1.2 Reconfigure Highway 7

The Highway 7 one-way couplet currently bisects the downtown funneling commercial and highway traffic along the downtown's traditional Retail High Street - the commercial, social and cultural heart of the community.

This plan recommends removing the highway function from 1st Avenue through the downtown and relocating it along North Railway Avenue. This will allow for the re-establishment of 1st Avenue as the community's Retail High Street while continuing to support two-way highway through-traffic on North Railway Avenue. Because of the Provincial jurisdiction over Highway 7, its reconfiguration through the downtown will require approval from and partnership with the Ministry of Transportation and Infrastructure before it can be implemented, a process that has already been initiated as part of the planning process that resulted in this plan. Big Move #1 (page 32) explores in detail the various considerations, options and implications associated with the reconfiguration of 1st Avenue and North Railway Avenue.

1.3 Improve pedestrian connectivity

Pedestrian movement occurs primarily along the interconnected grid of streets and lanes that make up the backbone of the downtown's mobility system. Where Lane Creek Park interrupts the street network, two pedestrian pathways provide connections to the residential neighbourhoods to the north.

Public realm improvements, particularly east-west along 1st Avenue and north-south along Welton Street, will help to connect existing and planned future activity nodes and more broadly, enhance the pedestrian experience and support walking in the downtown. These public realm improvements include wider sidewalks incorporating a boulevard treatment (a continuous planting of street trees), street furniture, public art and pedestrian plazas at key locations throughout the downtown.

Due to the steep topography in the downtown, east-west movement is more easily accommodated than north-south movement. East-west pedestrian activity is focused on the enhanced 1st Avenue Retail High Street with additional improved pedestrian routes provided along North Railway Avenue and 2nd Avenue. Significant public realm improvements along Welton Street reinforce it as a major north-south pedestrian spine and improve the linkage between residential neighbourhoods to the north and the 1st Avenue Retail High Street and West Coast Express station to the south. A longer term project could link Lane Creek Trail to the West Coast Express station through an off-street pedestrian greenway.

1.4 Improve bicycling facilities

The existing bike network is located along Grand Street, 2nd Avenue and Murray Street. This configuration focuses bike activity close, but slightly off, 1st Avenue. This will help to mitigate conflict between bikes, pedestrians, parked cars and increased vehicle traffic while still ensuring that the bicycle network is in close proximity to retail on 1st Avenue. Enhanced bicycle facilities including bike lanes along 2nd Avenue and additional bike parking on 1st Avenue will help to support bicycle use in Mission.

1.5 Enhance downtown transit infrastructure

Transit provides a vital link to, from, through and within Downtown Mission. In particular, regional West Coast Express commuter rail service and the pedestrian activity associated with Mission City Station represent an immense opportunity for supporting the existing community and attracting new residents, businesses, employees and associated development opportunities. Enhancing Mission City Station and creating stronger connections to 1st Avenue and other downtown activity nodes are key components of this plan.

The downtown bus exchange, currently located in front of the downtown library on 2nd Avenue, provides transit connections from the community to the downtown. The enhancement and potential future relocation of this exchange (currently being considered by the District and BC Transit) presents a further opportunity for integrating transit infrastructure to support downtown public and private realm redevelopment. This will include seamless bus transit links to the West Coast Rail station with close proximity to the West Coast Express, clear wayfinding, harmonized scheduling and pedestrian-friendly urban design. The transit exchange should be integrated into the neighbourhood to bring transit service close to key activity nodes and to ensure sufficient activity and overlook for safety and security.

1.6 Implement an Integrated Parking Management Strategy

Parking is a key component in the success of any downtown. An integrated parking management strategy should maximize the use of on-street parking, create flexibility in off-street parking requirements, and introduce a centralized parking structure for the downtown.

The vision for Downtown Mission includes considerable intensification of land use and public activities. As lands develop, available land will become more valuable and parking will become increasingly scarce.

As part of the implementation of the downtown action plan, the District of Mission should develop a parking management strategy that looks in more detail at issues of supply, management, cost and technology. In addition, the District should look to obtain a property in a central location to develop future off-street parking facilities. The downtown action plan should proceed under the following principles:

- **Maximize opportunities for on-street parking.** On-street parking reduces the need for off-street parking facilities. Besides having a host of safety and security challenges, off-street parking facilities reduce developable land area, make the community less compact, and negatively impact the quality of the public realm. On-street parking should be provided on all downtown streets to ensure a large supply of public parking, particularly adjacent to commercial enterprises. Diagonal parking is supported where sufficient right-of-way exists, with the exception of key bicycle routes and expressways.
- **Wherever possible, meet parking requirements with public parking rather than private parking** so that different users can use the same space to meet their parking needs at different times throughout the day/night. This involves maximizing opportunities for on-street parking (principle above) and implementing development mechanisms, such as the Community Amenity Policy and cash-in-lieu of parking, to leverage funding for public parking facilities.
- **Public off-street parking should be pursued only once redevelopment occurs in the downtown.** Initially, off-street parking will be surface parking until parking demand and property constraints necessitate a structured parkade. A potential location for a public parking facility is indicated in the

Mobility Diagram in Figure 3. During the transition to a more densely developed downtown, look for opportunities to use vacant properties for temporary surface parking.

- **Reduce or eliminate off-street parking requirements** for private development for a 3 to 4 year period for “pioneer” developers as a means of catalyzing downtown development while recognizing the need for employee parking in a way that will not impact business customers. Consider all-day parking on side streets and streets with steep topography after 8:30 a.m.
- **Ensure off-street parking is integrated with the topography of the downtown** and addresses urban design objectives (see the Downtown Design Guidelines for detailed guidelines on parking, servicing, and access).

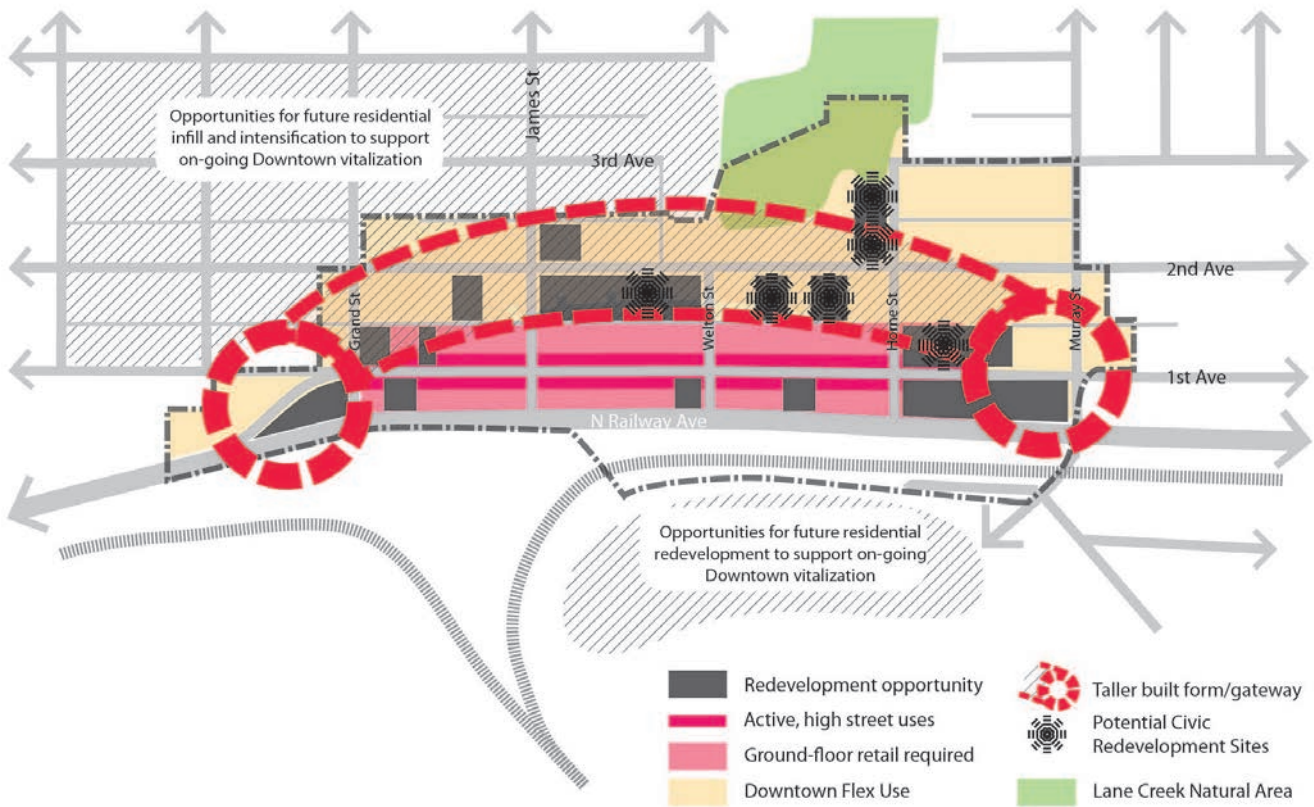


Figure 4. Land Use, Density and Built Form Diagram

2. A MIX OF HIGH DENSITY LAND USES

Land use, density and built form are key factors in achieving a downtown that is vibrant, economically viable and pedestrian and transit-oriented - a downtown that acts as the true heart of Mission. The diagram in Figure 4 outlines an approach focused on providing flexibility for developers while maintaining key view corridors and ensuring a high quality, pedestrian-oriented downtown. It is premised on getting the fundamentals right, namely: a focused commercial/retail core; a mix of retail-supportive/complementary uses and services; active, attractive and pedestrian-oriented ground floors, and; building form and massing that responds to the downtown's topography and takes advantage of views and southern orientation. Once these fundamentals are in place, this approach then allows the market to determine what type of development makes sense from an economic standpoint.

The form and density of development will largely be determined by:

- How much parking is required and how much the site can accommodate;
- What type of parking the project can support financially; and
- What type of construction (concrete, wood-frame etc.) the project can support financially.

The viability of high-rise (greater than five storey) development is currently very limited throughout the region and will likely continue to be for the foreseeable future. Based on the market study completed as part of this process, concrete construction and underground structured parking are currently not viable in the downtown. However, three and four storey, wood-frame residential/mixed-used development is becoming

increasingly viable and will be bolstered by opportunities for innovative parking approaches and reduced parking requirements.

Future residential, commercial and mixed-use development elsewhere in the community will impact opportunities for development to occur downtown, and therefore impact the viability of downtown development. As such, it will be important for the District to consider the impact of approving additional residential and mixed-used developments elsewhere in the municipality.

The following highlights the land use, density and built form directions presented in Figure 4:

2.1 Focus core commercial uses along 1st Avenue

Retail High Streets benefit from a concentration of complementary, active ground floor retail uses that provide a critical mass of activity to support local businesses. Figure 4 illustrates where active, pedestrian-oriented, ground-floor retail is required to maintain this critical mass. Upper storey uses, namely office and/or residential, but also other compatible uses such as civic or cultural uses and activities, are strongly desired.

2.2 Provide a mix of retail-supportive land uses in the downtown

The Downtown Flex Use designation (Figure 4) allows for a mix of retail-supportive land uses including residential, office, retail, recreational, entertainment, institutional and civic, as well as compatible and appropriate light manufacturing uses with a high employment density. All of these land use types bring people and activity to the downtown throughout all hours of the day and night. The greater the mix of land uses the more complex the activity patterns in the downtown and the greater variety of shops that can be supported.

The District should encourage senior care facilities, medical offices, and other social and health services within the downtown to support an aging population, for which the downtown is well positioned to support.

2.3 Ensure street-oriented, pedestrian-friendly development in the downtown

Downtown Mission benefits from an interconnected grid of streets and laneways. Laneways allow for servicing, parking, access and other 'back of house' functions to be located in the rear of the building while allowing 'front of house' functions such as entries, windows, patios and balconies to face the street. This creates a more interesting and engaging interface between private development and the public realm and adds to the cohesiveness and sense of place in the downtown. Detailed guidelines relating to the form and character of private development in the downtown can be found in the Downtown Design Guidelines and are generally premised on ensuring downtown development orients positively to public streets and open spaces with parking, access and servicing provided off the lane.

2.4 Ensure development responds to the steep, south facing topography

The south facing topography in the downtown enhances sun exposure, offers attractive views over the valley and represents an opportunity for stacked uses and tuck-under parking. Development should respond positively to this topography by terracing upper floors on the down-slope side of the building to mirror the natural topography. Higher densities and taller buildings should be located so as to:

- Preserve view corridors from the downtown and public view points within the existing residential neighbourhoods;
- Reinforce downtown gateways; and
- Minimize shadowing of adjacent properties and open spaces.

Sun exposure is important for both public and private development, particularly for residential units and

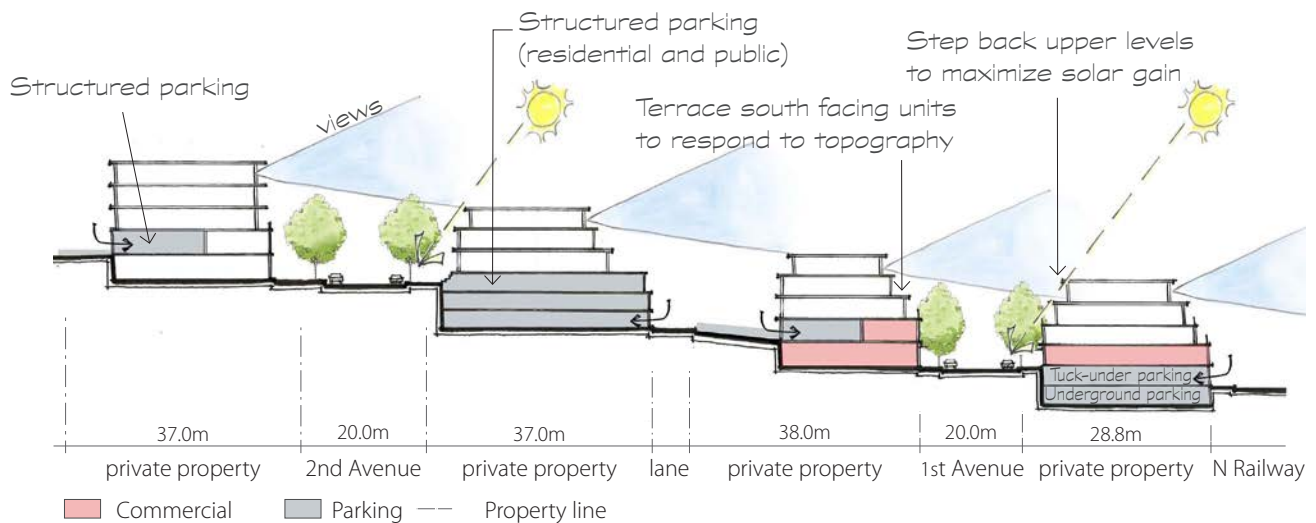


Figure 5. Downtown urban form: parking, views, solar gain and shading

public open spaces. 1st Avenue is a high priority public open space in the downtown. Building heights on the south side of 1st Avenue should be restricted such that they do not shade the north side of the street. Buildings should be terraced by stepping back upper floors to maximize solar gain and sun penetration to sidewalks, plazas and other pedestrian areas. Prospective developers should provide a sun-shade analysis of their proposed development to ensure that the 1st Avenue Retail High Street is not negatively impacted by shading. Detailed design guidelines on height, massing views and shadowing can be found in the Downtown Design Guidelines.

Off-street parking and its incorporation with development is a significant determinant of the viability of downtown development. Tuck-under parking incorporated into properties located on the south side of streets and accessed from the lane will help to support stacked/terraced buildings that maximize views on the upper levels. Properties accessed from the north can incorporate additional parking on the second floor accessed from the lane as illustrated in Figure 5.

2.5 Reinforce gateways through building height and massing

Gateways to the downtown (identified in Figure 4) should be distinguished through building height, massing and the introduction of a pedestrian-scaled architecture that will continue throughout the downtown. Gateways create a sense of arrival and reinforce a unique downtown identity. As such, taller buildings would be supported in these locations.

2.6 Introduce a strong civic presence downtown

Downtown Mission should be the major institutional hub in the District (for civic, educational and arts uses). The District should look for opportunities to locate a new multi-use civic facility in the downtown that could provide space for educational, civic and arts uses. Incorporation of smaller civic uses, such as a 'City Hall Front Counter' within an existing building or vacant storefront, is a shorter term and easier to implement opportunity for creating a civic presence in the downtown. Opportunity sites for a larger civic complex are identified in Figure 4.

2.7 Encourage Downtown Living

Getting more people to live in Downtown Mission is a key success factor for downtown revitalization. A larger and more diverse downtown population will:

- Support existing and future downtown businesses;
- Support entertainment, service and other businesses and pedestrian activities past usual business hours;
- Create more casual surveillance of downtown open spaces through increased 'eyes on the street' (Figure 6);
- Support transit services and future expansions and enhance the downtown as a true transit village;
- Provide currently underrepresented housing types to address identified housing gaps in the community such as housing for seniors, young families, singles and couples, and for a variety of household incomes. Housing types appropriate for the downtown that can address these gaps include more compact, affordable apartment and townhouse units and a range of tenureship options including strata ownership, market and subsidized rental, housing co-ops, and affordable home ownership.

While future downtown residential infill and intensification will be primarily a market driven process, the District can encourage downtown living by prioritizing the downtown as a location for future, compatible multi-family development and further, by implementing a range of public realm improvements and amenities identified in this plan to create a livable downtown environment.

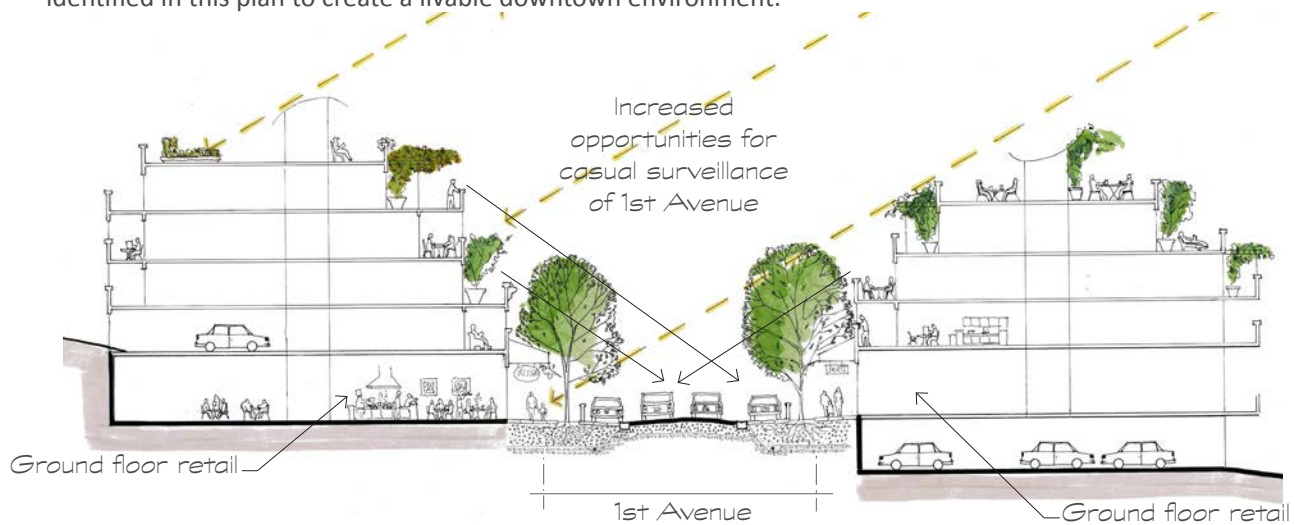


Figure 6. Downtown residential infill and intensification that supports increased activity and safety on 1st Avenue



Figure 7. Public Realm, Parks and Open Space Diagram

3. HIGH QUALITY PUBLIC REALM, PARKS + OPEN SPACE

The public realm, including streetscapes and pedestrian networks, parks and plazas, has a major part to play in the character, attractiveness and ultimate success of the downtown. A well planned, designed and maintained public realm is essential to achieve a unique, livable, economically thriving downtown that feels safe and welcoming to residents, visitors and workers.

Currently, the downtown lacks green space, street trees and a central plaza or commons. This plan identifies a number of significant public realm improvement projects to introduce these important opportunities to enhance the pedestrian amenity and overall character of the downtown. The diagram in Figure 7 illustrates the key public realm, parks and open space directions which are described in more detail below.

3.1 Enhance the pedestrian realm of 1st Avenue (Downtown’s Retail High Street)

1st Avenue, Downtown Mission’s Retail High Street, already benefits from a fine grain of pedestrian-oriented retail frontages to support an active and attractive street experience. Currently, heavy truck traffic and fairly narrow sidewalks undermine what could be a very pleasant pedestrian experience on 1st Avenue. The removal of the Highway function from 1st Avenue (as well as redirecting truck traffic to North Railway Avenue) will allow the District to create a greater amount of sidewalk space and help to reduce noise, dust and fumes along 1st Avenue. An enhanced public realm will provide a higher quality pedestrian experience

and will contribute to a unique sense of place and character in the downtown.

- **Wider Sidewalks:** to provide more space for pedestrians, greater separation from traffic, and allow businesses to locate seating, displays or sale items in front of their buildings;
- **Street Trees:** a continuous planting of street trees will help to frame the outdoor space, provide cooling and shading in the summer, buffer pedestrians from traffic and provide a 'green' amenity;
- **Street Furniture:** to provide seating and garbage/recycling receptacles in the downtown. Street furniture can be designed to reinforce the unique character of the downtown;
- **Pedestrian-Scaled Lighting:** to augment street lighting with lighting specifically scaled to the pedestrian realm (lower, more closely spaced, directed towards sidewalk); and
- **Bulges at Corners:** to reduce the width of street crossings and create more sidewalk space at intersections where there is greater pedestrian activity. Corner bulges create opportunities for small pocket plazas and incorporation of seating areas, public art, and other pedestrian amenities.

3.2 Welton Plaza: A central gathering place at the heart of downtown

As the heart of Mission, the downtown requires a central gathering place for celebrations, events, and a general place to come together as a community.

- **Location:** the recommended location for this gathering space is the intersection of Welton Street and 1st Avenue. This location intersects two key pedestrian routes: the Welton Street Pedestrian Spine and the 1st Avenue Retail High Street. It also benefits from a great southern exposure and views to the south;
- **Size:** the size and design of the Welton Street Plaza is flexible to accommodate a variety of experiences, from open spaces to accommodate large gatherings, to small, private areas that allow for more intimate experiences;
- **Function:** a linear terraced plaza creates seating areas with nice views and visual connections to 1st Avenue while still allowing for two-way traffic movement and on-street parking on Welton. The Welton Street plaza will provide community space for markets, food trucks and small outdoor concerts;
- **Integration:** this plaza integrates with the reconfigured entryway to the Post Office. The stairs provide improved access to the building and also provide a place to sit and enjoy the sun on a clear day;
- **Flexibility:** the Welton Street Plaza links to a flexible events plaza space along 1st Avenue. This flexible events plaza would function normally as a Retail High Street for most days of the year but could be closed on special occasions to provide additional space for large gatherings;
- **Tourism and Wayfinding:** Community bulletin boards, information kiosks, maps and signage could be situated within the Welton Street Plaza to provide visitors and residents with information about the community; and
- **Public Art:** public art that draws on the unique history, context and interests of Mission could have a home in Welton Plaza. This would enhance visual interest for pedestrians and draw people downtown. Ideally, this would be part of a "public art" trail that connects different works and places of interest together.

3.3 Welton Street Pedestrian Spine

The Welton Street Pedestrian Spine links residential neighbourhoods to the north with the 1st Avenue Retail High Street and the West Coast Express station to the south. It is also integrated with the Welton Street Plaza and events space. This is an important north-south pedestrian corridor in the downtown and the pedestrian realm along this route should be enhanced with wider sidewalks, street trees, street furniture and priority pedestrian crossings. Future opportunities to link more directly with the elevated walkway to the West Coast

Express station should be explored in detail.

3.4 Upgrade 2nd Avenue as a key pedestrian, bicycle and transit connection

2nd Avenue currently serves as a bicycle and transit route in the downtown. It also links key public amenities such as the Library, Museum and Archives. 2nd Avenue should be upgraded to provide safe, accessible, and attractive circulation for pedestrians, bicyclists, transit users and vehicles. This could include wider sidewalks, street trees, bicycle facilities, an improved transit exchange area and wayfinding information.

3.5 Plan, design and develop a Downtown Community Green

The downtown does not currently have a community park where children can play or where residents and visitors can enjoy a picnic or game of Frisbee. This plan recommends the planning, design and development of a Community Green in the downtown with the following considerations:

- **Location:** the Community Green should be located near, but not on, 1st Avenue Retail High Street. The park should be located on a pedestrian route and if possible, on a bike and/or transit route.
- **Function:** the park should provide play space for children, a variety of seating spaces and a mix of flexible and programmed spaces to meet the needs of the community.
- **Grade:** the grade on the site should be gentle and if possible the park should be located in a sunny location where it has views over the valley.
- **Vegetation:** plantings should provide opportunities for sun and shade and should allow for flexible use of the space.
- **Seating:** a variety of seating spaces should be considered including benches, tables, grass areas and seat walls.

3.6 A possible future Lane Creek Greenway

The trail network within Lane Creek Park provides a pedestrian connection between residential neighbourhoods to the north and the downtown. This trail follows Lane Creek which is currently culverted where the creek meets the Library parking lot. As a long-term potential action, the District could look for opportunities to daylight Lane Creek through the downtown and create an urban Lane Creek Greenway that links Lane Creek Park to the West Coast Express station.

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Figure 8. Mission City Farmers Market

4. SOCIAL NEEDS AND COMMUNITY ISSUES

A strong sense of community, safety and a vibrant culture are important factors for a thriving local economy in Downtown Mission. A successful downtown attracts a diversity of people, both local residents and visitors. It is a place where community organizations want to host their events and where friends meet to shop, chat or read a book. Part of what makes a downtown successful is the mix of land uses and the physical design of the space. Another part is the social and cultural dimension.

A perceived lack of safety and comfort has been identified as one reason that some people no longer shop, stroll or spend time in the downtown. At the same time, the downtown provides essential services and support to a very diverse population, including those who are suffering from poverty, addiction, mental illness, homelessness and near homelessness.

In this context, the following directions are proposed for the social and community dimension in Downtown Mission.

4.1 Increase reasons for a greater diversity of people to come downtown

People generally like to be surrounded by lots of other people when downtown. So, creating reasons for a diversity of people to come and linger in the downtown area is a key strategy for creating a welcoming downtown. Bringing the right mix and density of uses to the downtown is one strategy that is described in more detail in Section 2 of the 5 Fundamentals. This can be augmented by hosting community and cultural events in the downtown and encouraging creative community use of vacant spaces.

This could include:

- Promoting community and cultural events downtown;
- Enhance the existing Farmers Market;
- Introducing community activities such as a Downtown Community Garden;
- Promote live entertainment and art downtown;
- Including community information (kiosks, bulletin boards etc.); and
- Promoting public and community art.

4.2 Ensure uses, programming and design attracts more positive activities and behaviour to the downtown while minimizing or preventing negative, unwelcoming or unsafe behavior and activities

- Promote positive activities: increase positive behaviour by bringing a mix and intensity of uses to the downtown and by organizing activities that invite local residents and visitors downtown (see above). Carefully consider the right mix of uses to ensure that any critical mass of uses is supporting the downtown's vision, not detracting from it. For example, there should likely be several food services in and near the downtown rather than one mega-service.
- Pursue meaningful partnerships: involve marginalized groups in positive downtown activities such as an Ambassador program, arts and culture programs and eyes on the street.
- Apply Crime Prevention Through Environmental Design (CPTED) Principles: strategically locate and design public open spaces and private development. See Section 2.10 of the Downtown Design Guidelines for more detailed policies relating to safety, security and accessibility.

4.3 Ensure that groups involved in the downtown are included in decision making

The District should ensure, as part of a review of current mandates of existing committees, that mandates reflect current community needs and membership is appropriate to achieve positive action. This committee should make solution oriented recommendations to Council on issues related to the downtown, as well as the community as a whole.

4.4 Attract families to live downtown and utilize the area

In addition to the measures noted above, special efforts are needed to attract families to live and visit downtown. Some of the rental and market housing should be designed with families in mind. This generally means larger apartment units with two and three bedrooms and clear views of child play areas (so parents can keep an eye on their kids). It also means providing services and spaces geared towards children and parents such as daycares, play areas, public art designed for play, activity centres, etc.



Figure 9. Local businesses in Downtown Mission

5. ECONOMIC CONDITIONS FOR SUCCESS

Part of the vision for Downtown Mission is to have a thriving local economy, which helps to support other components of the vision such as a safe and active downtown that becomes and remains a sustainable and vibrant hub for the community.

Improving economic conditions in the downtown is fundamental to future success of the downtown and the District of Mission. In fact, many of the other actions in this plan are geared to improving the economic vitality of the downtown. Vacant sites and storefronts, unkept properties, limited activity in some seasons, and decreased variety in shops all lead to a decline in sales – undermining the charm and potential of Downtown Mission. The vision is a bustling downtown, brimming with excitement and attractions, supported by increased housing.

There are three interrelated elements to creating a solid economic foundation for Mission’s Downtown:

- Attract the right mix of uses to downtown;
- District of Mission economic stimulus; and
- A focus on community development benefits.

Attract the right uses to downtown: Downtown Mission is not a major regional-scale office centre and competes with larger concentrations of retail and service space to the south and west. In order to attract more employment and a broader array of businesses to downtown, the following levers are available to the District:

- Increase downtown’s share of total multi-family residential development in Mission;
- To the extent possible, locate important civic uses (i.e. art centre, leisure uses, city hall) in Downtown;
- Locate any new cultural facilities in Downtown;
- Encourage any new or expanded post-secondary educational uses to locate in downtown;
- Encourage any new entertainment uses (e.g. cinema, arts facilities) to locate in downtown; and
- Limit the amount of locally-oriented retail and service space that is approved outside of downtown, to enhance downtown as a specialty retail niche.

District of Mission economic stimulus: Without the District’s leadership and coordination with community organizations like the Downtown Business Association (DBA) and the Chamber of Commerce, the downtown is unlikely to prosper. The District of Mission has an opportunity to improve the downtown through economic stimulus actions. The time is right and the support for the “heart” of Mission by the DBA and other community organizations is strong. There are five strategies necessary as part of the action plan:

- Redefine the existing Economic Development Corporation: the EDC can purchase property for eventual redevelopment and therefore, direct the right uses to the right place. This includes acquiring property for a public parking lot, future municipal hall/education centre/ and other public services, as well as a downtown park. District ownership can lead to innovative public/private partnerships or joint ventures that expand funding opportunities for larger community programs and synergies between common interests.
- Policy changes and incentives: these policy changes and incentives could include:
 - » Reducing or eliminating parking requirements in Downtown Mission;
 - » Providing property tax breaks for certain types of desired development downtown;
 - » Providing incentives for façade improvements (including signage and awnings); and
 - » Revisiting Development Cost Charge Bylaw in Downtown Mission to stimulate investment.

The District may also consider subsidies for residential units above commercial uses in the downtown. The aim is to stimulate and encourage development with real subsidies that attract developers into the downtown or encourage existing property owners to consider redevelopment with housing units above commercial uses on the ground floor. These changes and incentives are only intended to catalyze new development. Once momentum is established, they can be revisited.

- The Centre for Events: the downtown should continue to expand special events and festivals throughout the four seasons – from the Candle Light Parade, Celebration of Spring Blossoms, Summer Arts Festival, to Fall Harvest. Special events are directed downtown as the heart of the community. Weekly events are also important to attract residents and visitors on the weekends.
- Civic land uses: downtowns need people and jobs. One way to attract more people and jobs is for the District to re-locate some of its civic functions downtown.
- Certainty around infrastructure: in the context of supporting development in the downtown, some certainty around the condition and capacity of existing infrastructure in the downtown is necessary. As part of the Downtown Mission planning process, a high-level inventory and assessment of existing

drainage, sanitary sewer, and water system infrastructure was completed. Recommendations resulting from this inventory and assessment are summarized in Action 4.4 (page 43).

With the District of Mission creating an attractive economic environment, other private and public investment will follow.

Community development benefits: often the indirect community benefits from revitalization such as increased safety and security, social programs, special events, and a welcoming environment are underestimated as the foundation blocks to economic turnarounds in downtowns. In fact, without an inviting and social downtown – a place to meet, a place to wander, stroll, and feel at home – the other economic incentives will be futile. So each action in the downtown has to be measured in terms of benefits to the community. In so doing, the downtown will truly be the heart and soul of the community – the natural gathering place for all. In time, the value and prosperity of the downtown will come back as it was in the past, but with a new energy and purpose.

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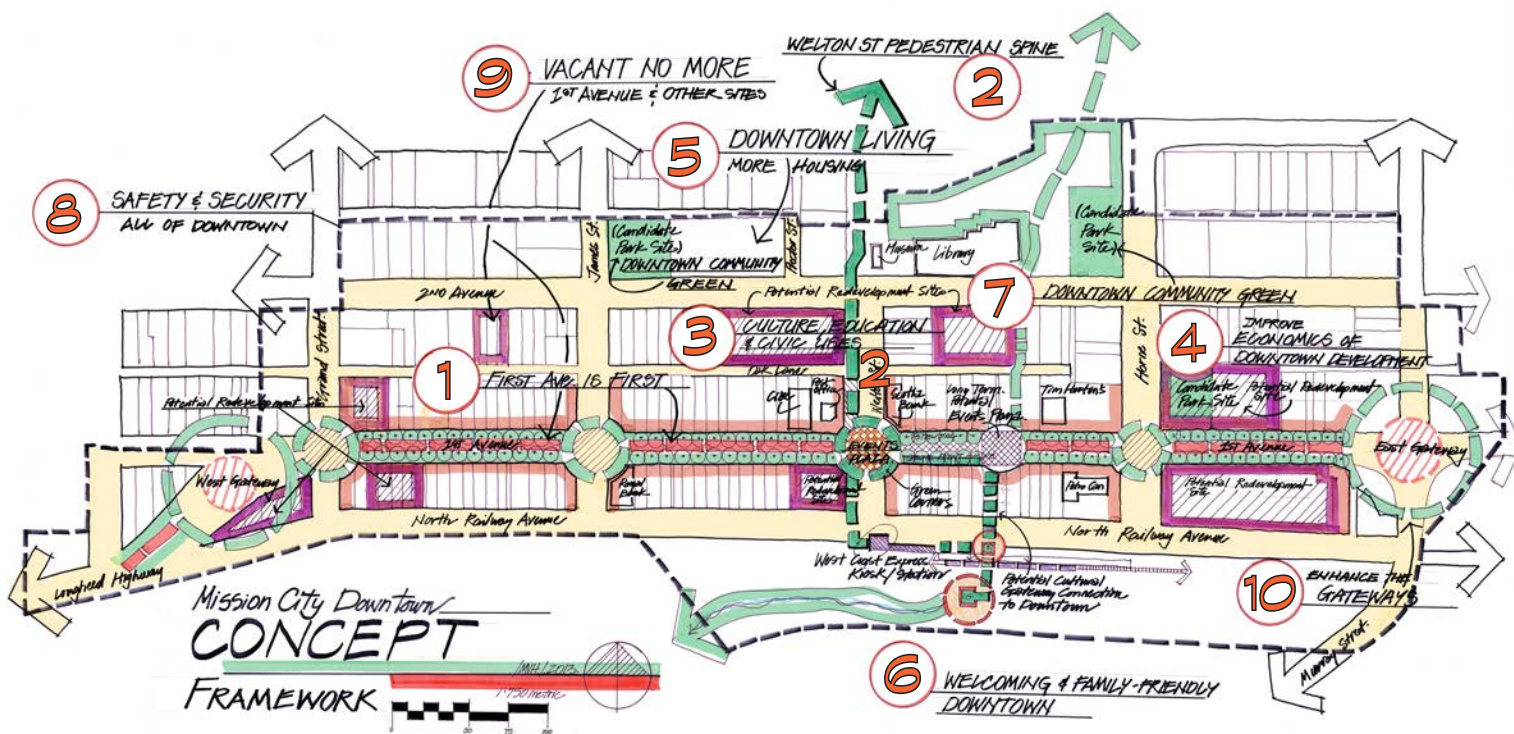


Figure 10. Conceptual diagram of the Big Moves identified during the charrette

10 Big Moves

The 10 Big Moves summarized in Figure 10 and described in the following pages represent a set of specific projects and actions that the District will implement over the coming months and years. The Big Moves focus on short-term actions whose implementation is premised on supporting continued downtown revitalization and investment. The Big Moves also include larger, more capital-intensive projects whose implementation would occur gradually over the medium to long-term. The Big Moves were identified by public and stakeholder representatives as a result of the extensive community-based engagement process that formed the back bone of the Downtown Mission planning process.

1. '1ST IS FIRST'

Currently, Highway 7 runs through downtown Mission in the form of a one-way couplet along North Railway Avenue (east bound) and 1st Avenue (west-bound) with two lanes travelling in each direction. 1st Avenue is Mission's traditional Retail High Street. However, the provincial highway function and the associated commercial through traffic along 1st Avenue undermine the quality of the pedestrian environment and many of the businesses that front onto it.



As a result of the Mission Downtown planning process, the community expressed an overwhelming desire to remove the provincial highway function from 1st Avenue and accommodate the Highway 7 function through the downtown, including commercial through traffic, entirely along North Railway Avenue. This would allow the District to obtain ownership of 1st Avenue and therefore control over its design, configuration and use, including its enhancement as a pedestrian-oriented Retail High Street and important community focal point. This Big Move was identified as a high priority and a potential “quick win” for the District to show strong leadership in revitalizing the downtown.

Action 1.1 Work with the Ministry of Transportation and Infrastructure (MoTI) to remove the provincial highway function from 1st Avenue and redesign North Railway Avenue to accommodate the entire Highway 7 function through the downtown while still enabling access to fronting businesses.

A preliminary traffic study carried out as part of this process related to the Highway 7 re-configuration was premised on separating local traffic from through traffic in the downtown. Specifically, to route local traffic on 1st Avenue, and through traffic on North Railway Avenue. The study findings indicate that North Railway Avenue will be able to accommodate the Highway 7 function through the downtown with one travel lane in each direction, regardless of whether 1st Avenue is one way or two way.

However, the study found that a two way configuration on 1st Avenue with one lane in each direction would best separate local from through traffic, allowing local traffic to circulate along 1st Avenue, and through traffic to circulate on North Railway Avenue. A two-way configuration on 1st Avenue would also minimize delays on North Railway Avenue that would otherwise be caused by the need for local traffic to circulate on North Railway Avenue in a one way configuration of 1st Avenue. Further, a one-way configuration of 1st Avenue would not deter through movements along it - one of the key objectives of reconfiguring Highway 7 through the downtown.

The retail and urban design analyses completed as part of the planning process indicates that a two way configuration along First Avenue would:

- Provide more direct access to businesses without the need to circulate on the adjacent street network;
- Allow for a gateway/entry experience at both ends of 1st Ave., and
- Reinforce 1st Ave as the communities pedestrian oriented retail high street by slowing traffic down.

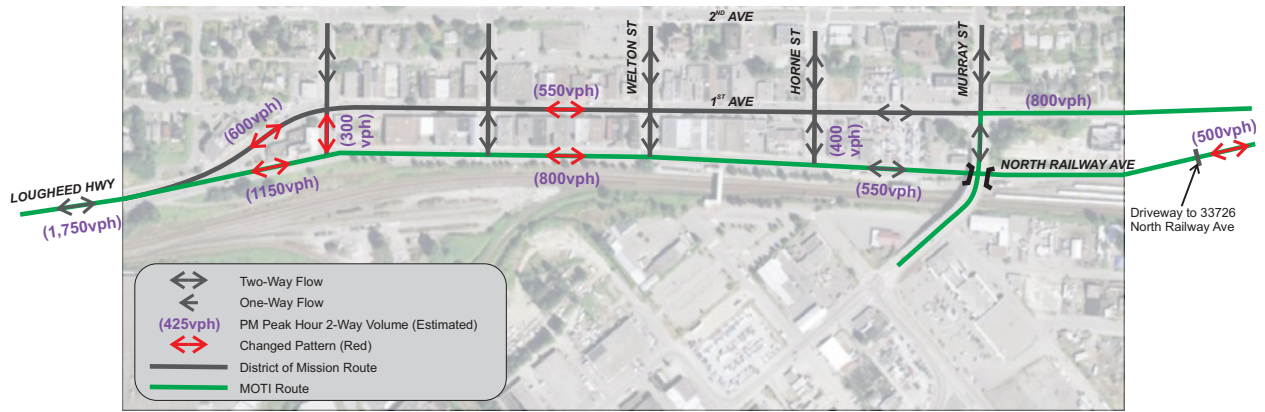


Figure 11. Option A: two-way North Railway Avenue; two-way 1st Avenue

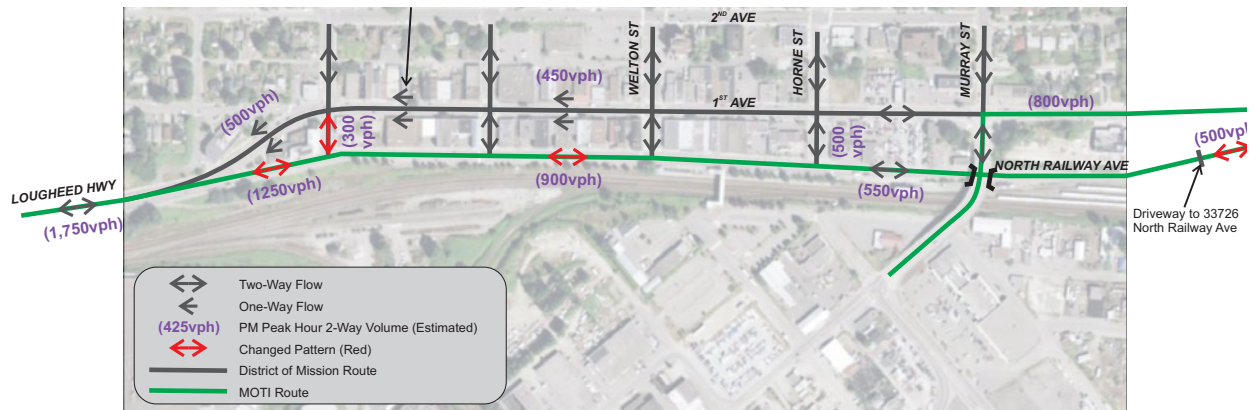
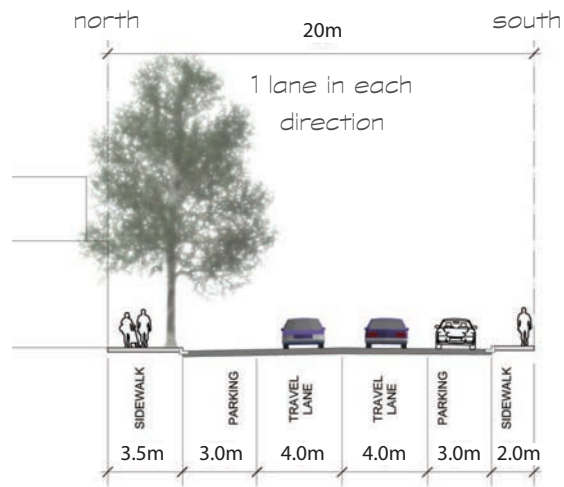


Figure 12. Option B: two-way North Railway Ave; one-way 1st Avenue with 2 lanes

Possible future configurations of 1st Avenue and North Railway Avenue are shown in Figures 11 and 12. A conceptual design of North Railway Avenue with 2-way traffic (one lane in each direction) is shown in Figure 13.

Figure 13. One options is for North Railway Avenue (Highway 7) to be reconfigured as a two-way street through the Downtown (one travel lane in each direction) with parallel on-street parking where possible, as shown right.



Action 1.2 Redesign 1st Avenue to enhance its function as a pedestrian-oriented Retail High Street and flex use events plaza:

- Incorporating wider sidewalks and a continuous boulevard treatment along both sides of 1st Avenue between Grand Street and Horne Street (possibly as far as Murray Street);
- Maximizing vehicle access to, and on street parking in front of, businesses fronting onto 1st Avenue as well as on adjacent side streets;
- Incorporating pedestrian amenities and furnishings including special paving treatments, sidewalks and pedestrian crossings, benches, electrical outlets, water taps, garbage/recycling receptacles, information/heritage kiosks, public art, etc.;
- Converting a portion of 1st Avenue into an events plaza as a flexible space to be closed periodically for special events. This includes:
 - » A continuous ground plane between fronting buildings and the use of bollards instead of curbs to separate sidewalks from on-street parking areas;
 - » The use of special paving materials at corner bulges, along sidewalks and on-street parking areas, at pedestrian crossings, and at the intersection of Welton Street and 1st Avenue; and
 - » The ability to easily convert on-street parking areas to be used for sidewalk/patio café seating areas where desired.
- Integrating 1st Avenue improvements with Welton Street Plaza (see Action 2.3); and
- Potential to upgrade underground infrastructure along 1st Avenue.

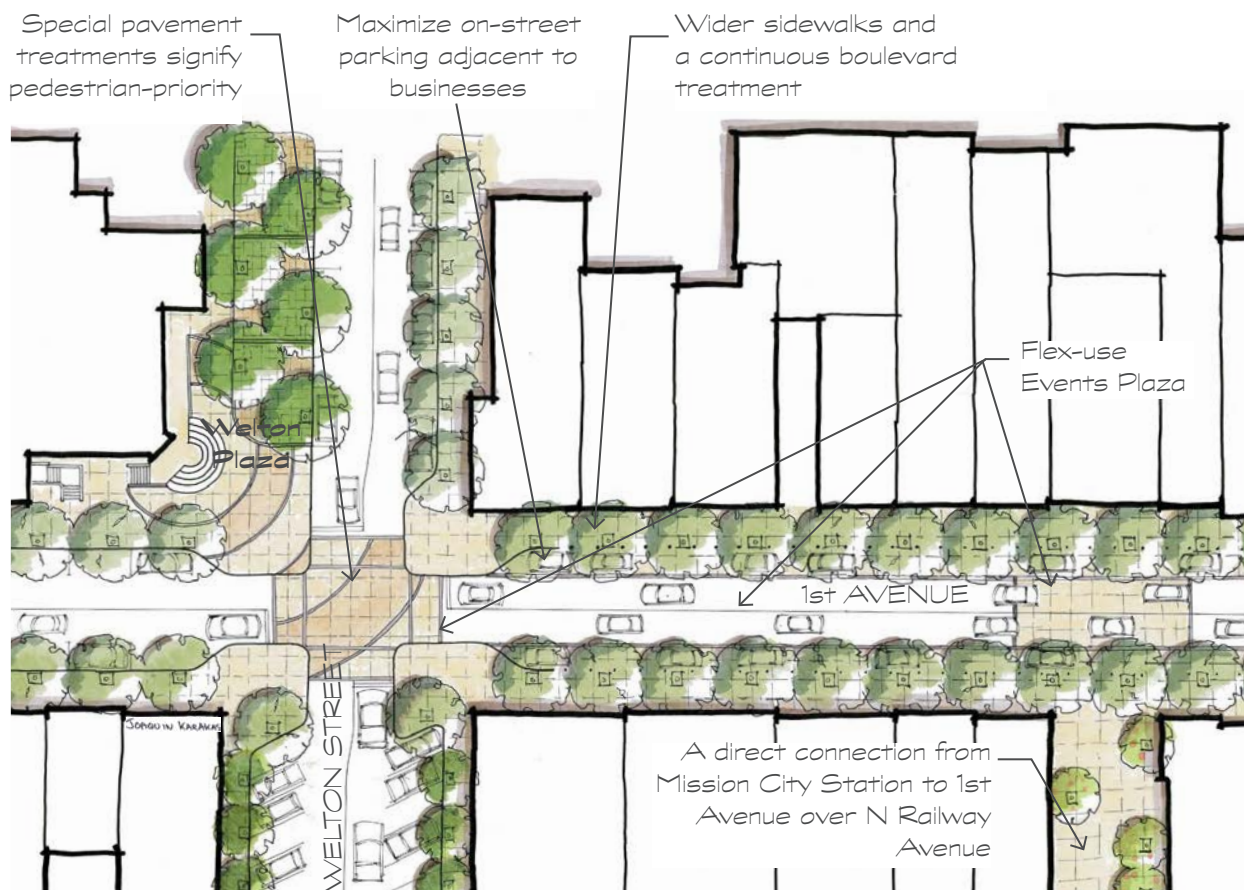


Figure 14. Potential redesign of 1st Avenue. Alternatively, the flex plaza could be located between Welton Street and James Street

There are two main options recommended for consideration on 1st Avenue. The first is to reintroduce two-way operation along the street, as was the case prior to the early 1970's. Parallel parking can be retained on both sides of the street along with two travel lanes (one per direction), catering essentially to local movements. Left-turn lanes are not expected to be necessary given the low level vehicle volumes, allowing corner bulges at intersections which would use a 4-way stop procedure. Loading for business premises could be integral with the parking design and this activity would be encouraged to occur at periods outside the main hours of business (i.e., early morning or evening).

The second option would be to retain one or two westbound lanes with the former one allowing the potential for angled parking and/or locations for loading. Local movements in the eastbound direction would occur on 2nd Avenue and North Railway Avenue (which would be two-way). This is expected to have implications for operations along North Railway Avenue with regards to circulation in the downtown including a need for increased capacity for east-bound traffic along North Railway and the associated loss of street parking. 2nd Avenue could be considered to carry additional east bound capacity as needed.

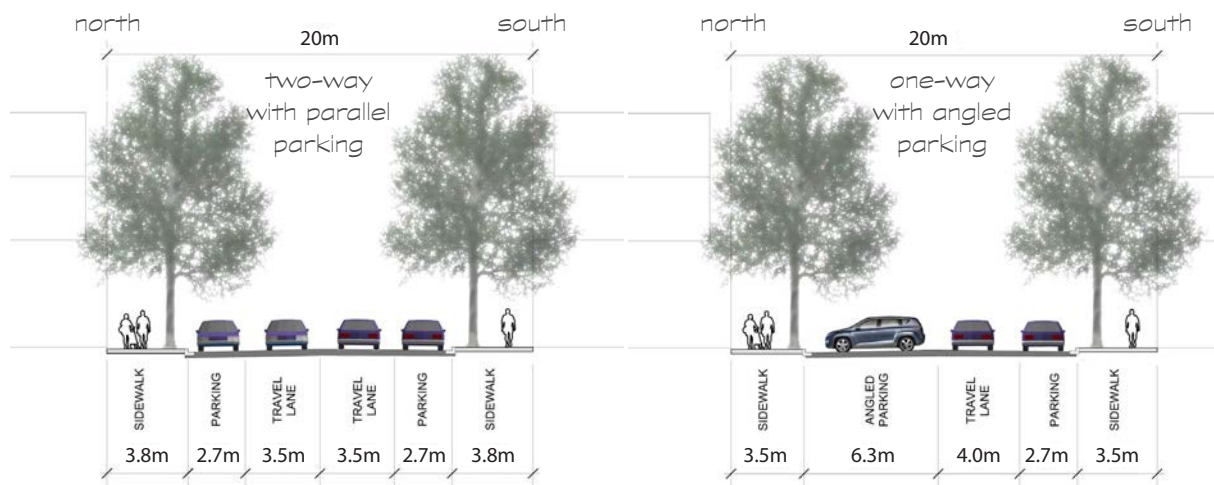


Figure 15. Two potential options for the reconfiguration of 1st Avenue

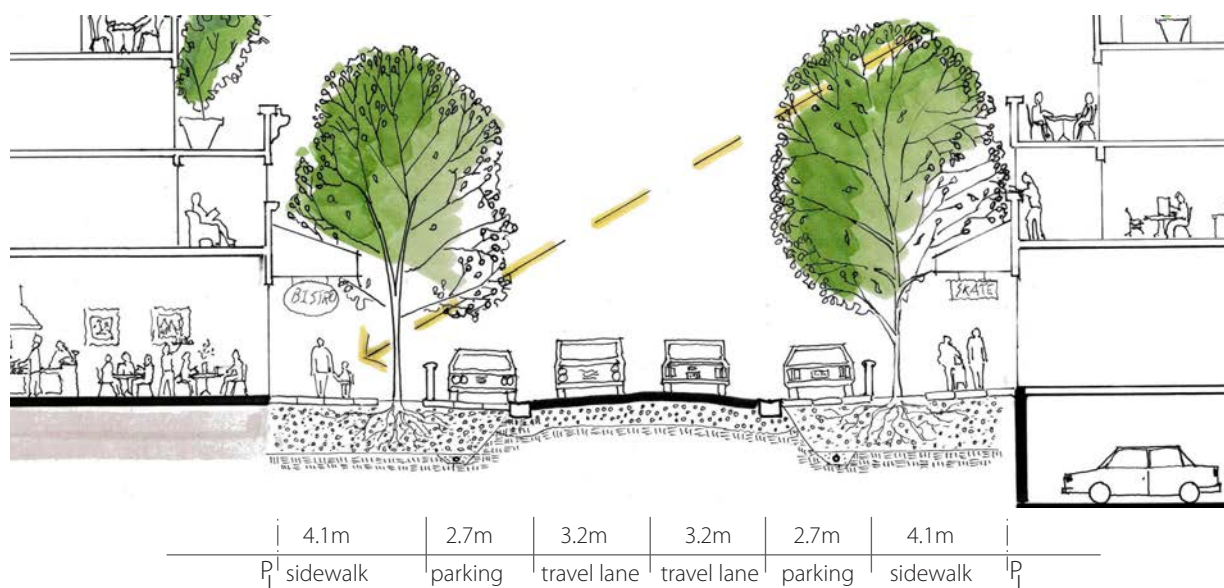


Figure 16. Potential detailed design of 1st Avenue with narrower lanes and more space dedicated for pedestrians

2. WELTON STREET PEDESTRIAN SPINE

1st Avenue, Mission City Station, the library and the Welton Street stairs (connecting to established residential neighbourhoods to the north) are key pedestrian activity nodes, corridors and destinations in the downtown. The community expressed a strong desire to enhance the public open space network, connecting these existing and potential future key destinations to improve pedestrian comfort, convenience, and safety in the downtown. Specifically, attracting the pedestrian activity generated by Mission City Station directly to 1st Avenue with stronger physical and visual connections was identified as a significant opportunity to support the 1st Avenue Retail High Street. Further, creating better quality connections to the downtown from Mission City Station will support downtown living and the desired future residential intensification of the downtown as part of its evolution into a true 'transit village'.

The Welton Street Pedestrian Spine is broken into different actions/projects to enable phased implementation and integration with other recommended downtown public and private realm improvements (Figure 17). The Welton Street Pedestrian Spine concept is supported by, but not necessarily dependent on, the reconfiguration of the Highway 7 one-way couplet and the associated improvements to 1st Avenue. Key elements of the pedestrian spine are its intersection with North Railway Avenue and 1st Avenue (described in Actions 2.1 and 2.2), and the Welton Street Plaza (described in Action 2.3 below).

Action 2.1 Improve the pedestrian environment and connectivity between Mission City Station and 1st Avenue:

- Incorporate a signalized pedestrian crossing of North Railway Avenue at Welton Street to enable convenient and safe connections from Mission City Station to Downtown Mission;
- Enhance pedestrian sidewalks including the incorporation of special paving materials (such as stamped concrete) and a boulevard treatment along both sides of Welton Street between North Railway Avenue and 1st Avenue while maintaining on-street angled parking along both sides; and
- Incorporate corner bulbs including pedestrian seating and other amenities at the intersections of Welton Street & North Railway Avenue and Welton Street & 1st Avenue.

Action 2.2 Improve the pedestrian environment and connectivity between 1st and 2nd Avenues:

- Re-configure Welton Street between 1st and 2nd Avenues to incorporate enhanced pedestrian sidewalks with special paving materials, a boulevard treatment and on-street parallel parking at the curb on either side;
- Incorporate the Welton Street Plaza (described in Action 2.3 below); and
- Incorporate corner bulbs including pedestrian seating and other amenities and integrate with enhanced pedestrian crossings where Welton Street intersects with 1st and 2nd Avenues.

Action 2.3 Incorporate a linear, terraced plaza along the west side of Welton Street north of 1st Avenue to the lane:

- Incorporate a series of terraces that step up the sloping topography and incorporate special paving materials (such as brick, stone or stamped concrete) and large canopy deciduous street trees;
- Incorporate seating areas including benches and concrete/stone steps with good solar gain, south facing views and views of 1st Avenue;
- Reconfigure the entry staircase to the post office to incorporate a more prominent and direct entrance to the building that integrates seamlessly with and becomes a major component of the plaza;

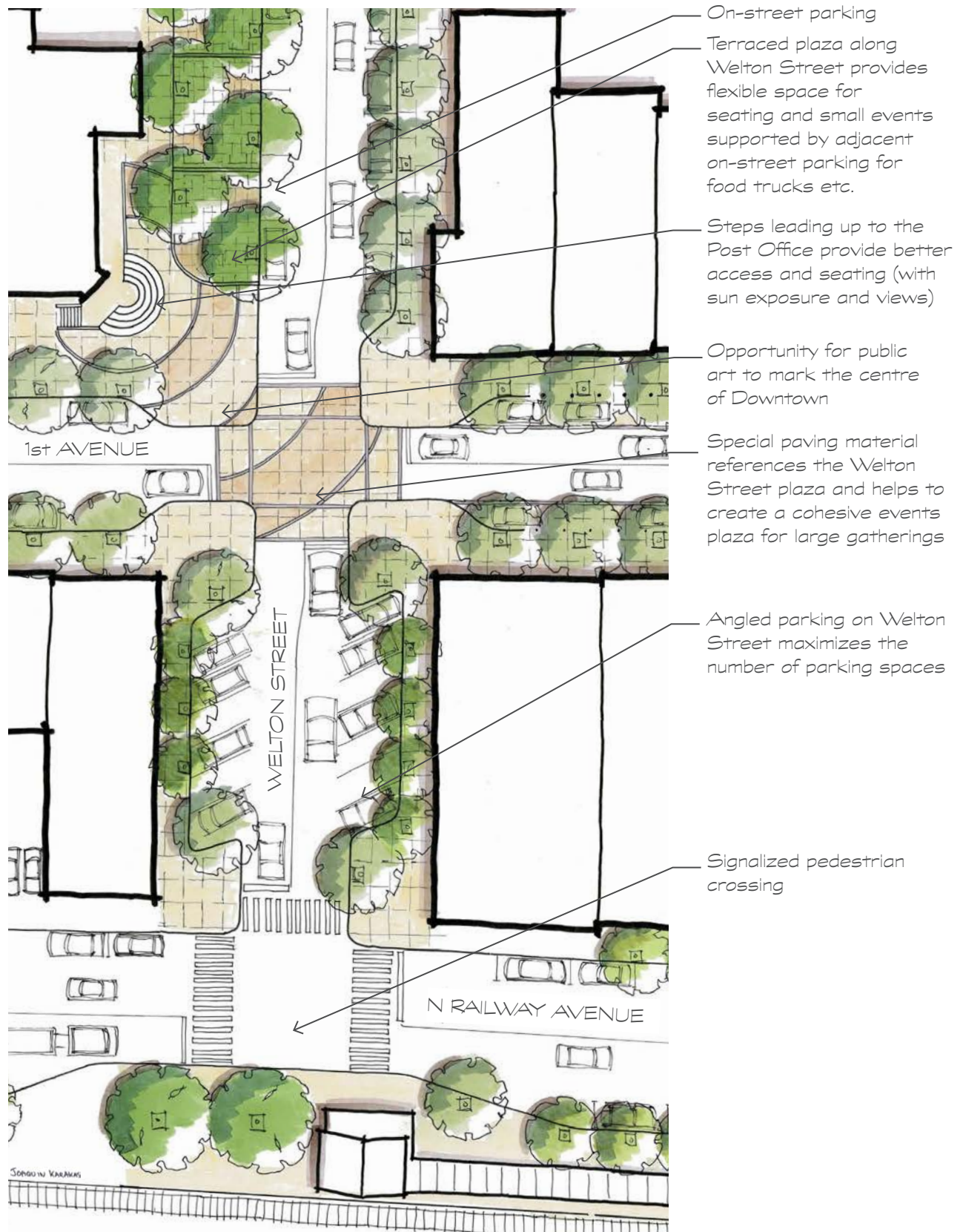


Figure 17. Potential redesign of Welton Street Pedestrian Spine

- Accommodate vehicle access and on-street parallel parking along both sides of Welton Street between 1st and 2nd Avenues; and
- Program and design the plaza terraces to enable use for markets, kiosks, food trucks, and other potential temporary/seasonal events.

Action 2.4 Incorporate a pedestrian overpass from Mission City Station to 1st Avenue:

- Build a pedestrian overpass over North Railway Avenue from the current railway overpass to connect Mission City Station directly to 1st Avenue;
- Incorporate a mid-block pedestrian plaza connecting 1st Avenue to the potential future pedestrian overpass; and
- Work with private land owners of the properties required to connect with the potential future pedestrian overpass, and incorporate the associated pedestrian plaza through comprehensive public and private realm redevelopment.

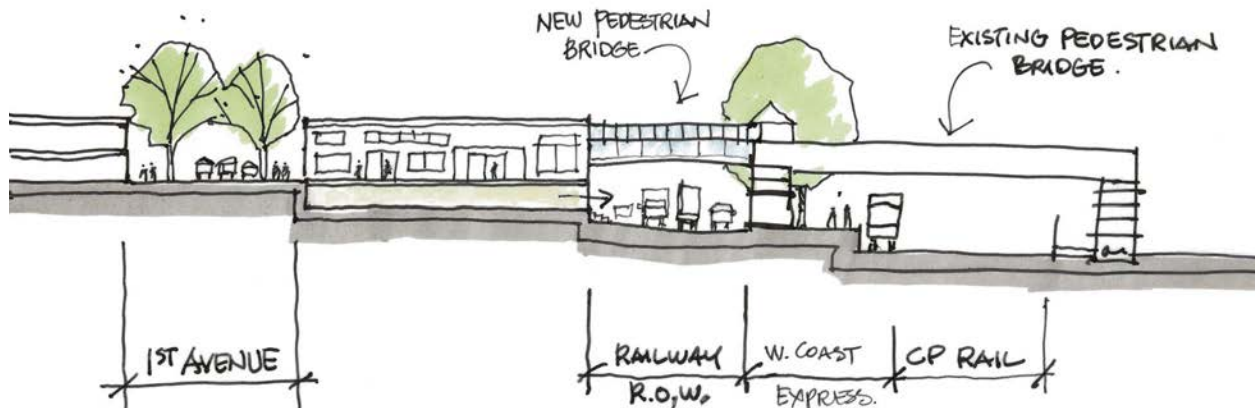


Figure 18. Potential pedestrian connection from West Coast Station to 1st Avenue

3. LOCATE CULTURAL, EDUCATIONAL AND CIVIC USES DOWNTOWN

The downtown currently lacks a diverse range of activities during and past usual business hours. Bringing a greater amount and diversity of people and activities to the downtown was identified as a key objective and strategy by the community for supporting existing and future downtown businesses and for creating a more vibrant downtown overall. This involves creating more reasons for people to come and stay downtown.

As an integral part of this broader strategy, the community identified a desire to attract a combination of cultural, educational and civic uses to the downtown, and to leverage public uses and related investments in this regard. New civic, educational, arts, and recreation uses that serve the Mission community should be located downtown where they can contribute to a vibrant mix of people and activities. These kinds of uses could support downtown businesses, make the downtown more attractive as a residential neighbourhood, and benefit employees, students, and users by providing a more interesting environment. In addition, the injection of public investment into the downtown signals to the private sector that the District is serious about enhancing this “heart” of the community.

As new civic and educational facilities are expensive to construct and operate, the intent of this action is to encourage any new facilities that are a priority for the community and for which there is a sound business case, not to encourage new facilities solely as a means of increasing activity in the core.

Action 3.1 Work with UFV and other post-secondary educational institutions to develop a plan for locating a new Mission campus in Downtown Mission:

- Confirm the amount of space needed;
- Obtain commitments to locate in the downtown; and
- Explore the advantages of co-locating educational facilities with new civic facilities.

Action 3.2 Develop a detailed conceptual plan, feasibility study, and business plan for a new civic facility that could include new municipal hall, leisure, arts, and museum space:

- Confirm the District’s priorities, preferences for new civic facilities including the relative importance of a municipal hall, arts, museum, cultural, leisure, or other facilities, as an input to developing a concept plan;
- Prepare a preliminary functional program for each component so that floor area can be estimated in detail and so that opportunities for efficiency and sharing can be identified;
- Confirm the appropriate site (which should be in a central location and close to transit, downtown retail, and existing or planned open space/plazas);
- Prepare a conceptual plan, in just enough detail to confirm “fit” with the site and to support a cost estimate; and

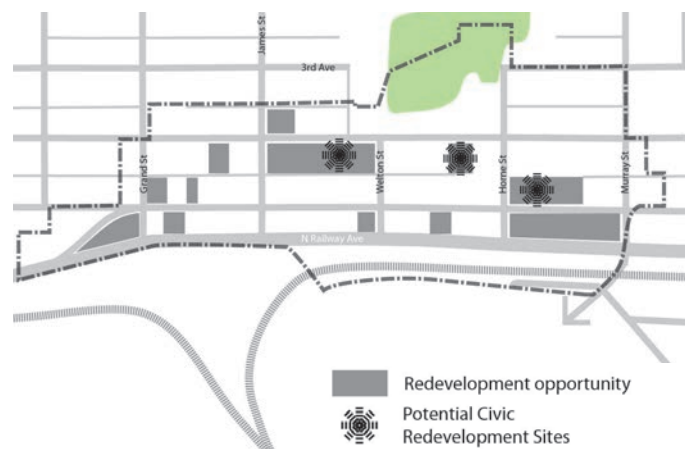


Figure 19. Potential redevelopment sites for a civic complex

- Examine the potential to include retail or residential uses.
- Estimate the capital cost and operating cost and forecast the net additional cost to Mission under different financing assumptions (e.g., municipal borrowing or private public partnership);
- Estimate the economic benefits generated by the project;
- Explore the potential for grants that would reduce Mission’s cost; and
- Decide on a concept that meets the facility needs of the community, enhances the downtown, and is affordable in terms of total impact on the District’s annual budget.

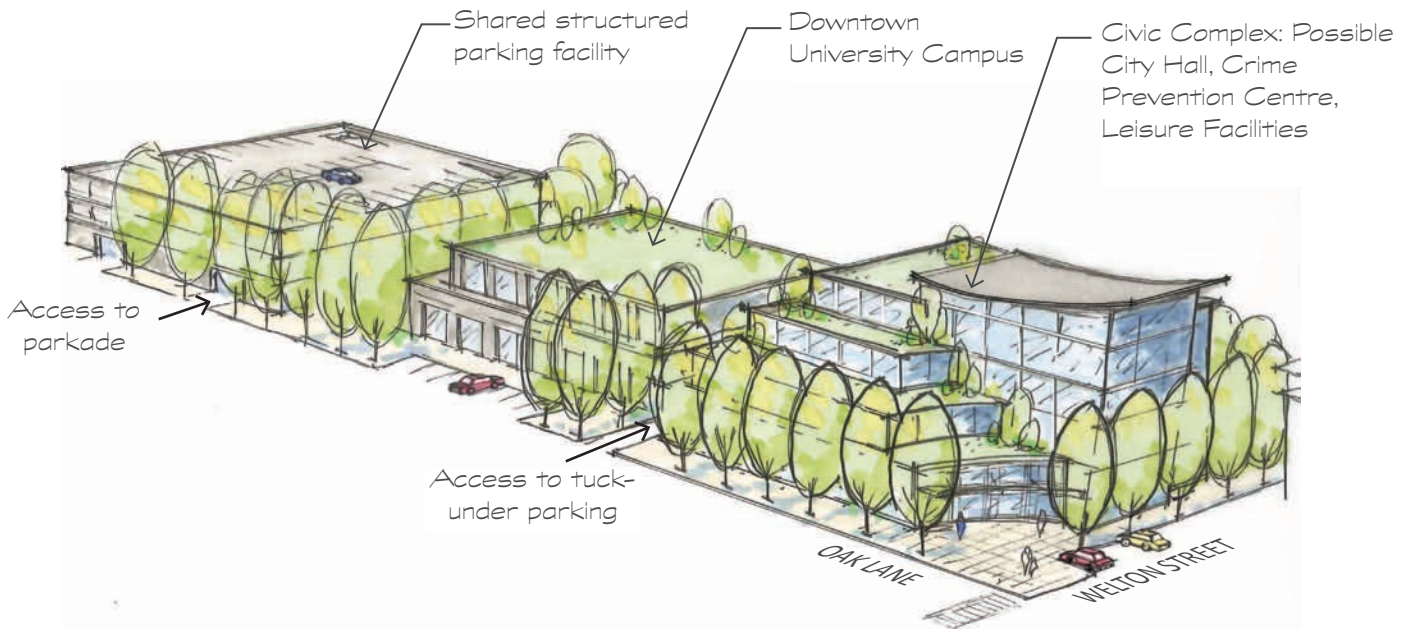


Figure 20. One option and location for a civic complex that could include City Hall, a satellite leisure centre, and community amenities. The complex could be integrated with adjacent educational uses and a public parking structure as shown above.

Action 3.3 Undertake and implement a downtown public arts strategy that:

- Enhances, enlivens and enriches key public spaces and gateways to the downtown;
- Augments the distinctive identity and “sense of place” of the downtown;
- Includes a mural strategy to encourage and coordinate desired public murals in the downtown.



Figure 21. An example of a public art program that enhances the public realm

4. IMPROVE THE ECONOMICS OF DOWNTOWN DEVELOPMENT

Mixed-use and multi-family residential development is not currently financially attractive downtown under current market conditions and existing zoning and parking regulations. A market and financial analysis (Mission City Downtown Planning Background Report 2013) completed as part of the Downtown Mission planning process identified factors and trends that impact the viability of downtown development as well as strategies, tools and incentives to improve it. This included considering changes to development regulations and providing incentives that improve the financial viability of downtown development.

Action 4.1 Focus active ground floor commercial uses along 1st Avenue and allow a range of ground floor uses in other parts of the downtown including residential, office, civic, institutional and flex use:

- Given current demand, and the approval of commercial uses outside of the downtown core, there is little demand for new retail in the downtown. Retail should be focused on 1st Avenue and requirements for commercial off of 1st Avenue should be removed from policy documents.

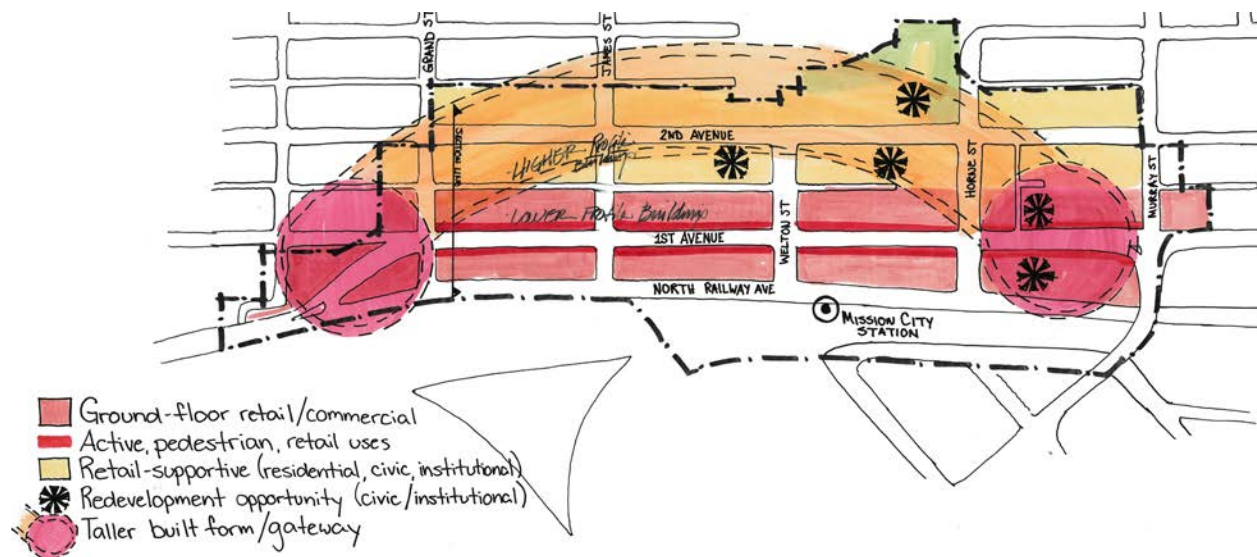


Figure 22. Land use diagram showing the commercial focus along 1st Avenue and key locations that may be appropriate for higher density development.

Action 4.2 Develop an incentive package that improves the financial viability of development downtown that could include:

- Temporary (3-5 year) reduction or elimination of off-street parking requirements for downtown development to allow developers to determine and provide the amount of parking that will make their project financially viable but still marketable;
- Temporary (3-5 year) mechanisms to reduce Development Cost Charges (DCCs) in the downtown, provided that the reduction in DCC revenue does not cause an unacceptable fiscal problem for the District;
- Temporary (3-5 years) reduction or elimination of existing requirements for developers to pay for upgrading adjacent services, sidewalks, street trees, lighting, etc. Transfer some or all of this cost to the District, provided that the District is willing to take on the obligation for the off-site servicing work;

- Consider approaches such as a Corporate Offset Tax program to reduce property taxes for heritage revitalization and desirable forms of development downtown;
- Temporary (3-5 year) provision of incentives for façade improvements and renovations (such as waiving Development Permits and other application fees);
- Pre-zone key sites in the downtown;
- Identify, encourage and promote more cost-effective parking solutions that take advantage of topography (such as tuck-under parking and second storey structured parking); and
- Develop a pilot project to offset some of the cost of improving the façades of existing buildings.

Action 4.3 Identify a suitable location for and develop, a centrally located, District owned and managed, off-street parking facility to support parking needs of existing and future downtown uses and users, subject to business case analysis to confirm that the District can afford the capital cost of the new parkade and that it is financially viable:

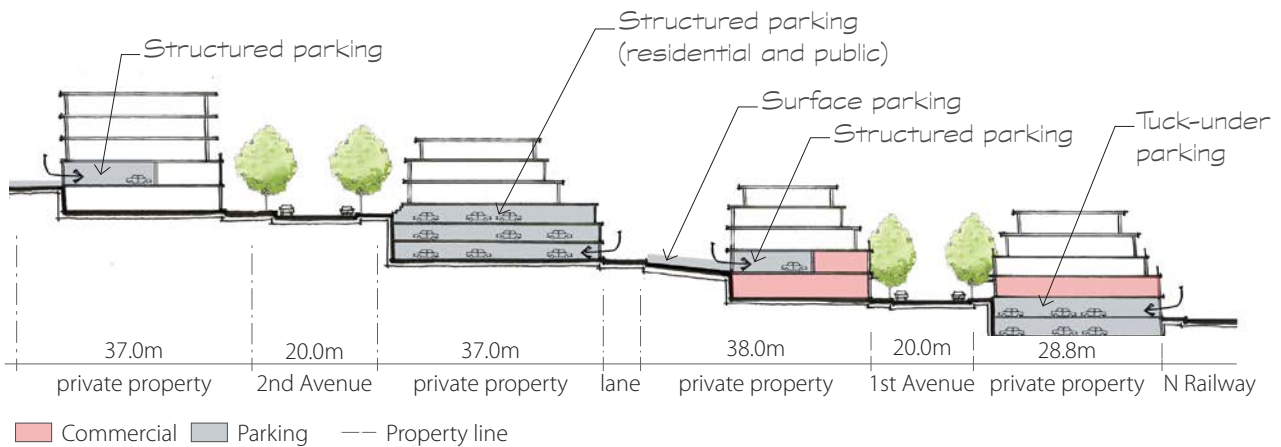


Figure 23. Section showing innovative parking solutions that take advantage of the Downtown's steep topography

- A centrally located, off-street parking facility could help support local businesses and accommodate parking needed for future development, thus reducing the burden on developers to accommodate required/needed parking within their development;
- This facility could be built entirely in an off-street location (as shown in Figure 24) or include development in the public right-of-way; and
- The location on James Street was identified as an opportunity for such a structure. This could be integrated with a civic space on James Street between 1st Avenue and 2nd Avenue.

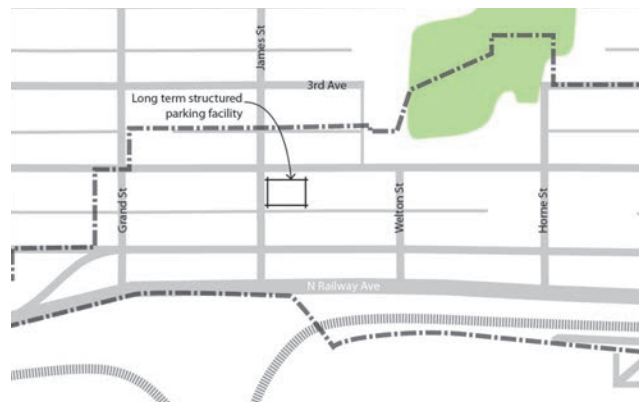


Figure 24. Possible location of a future structured parking facility

Action 4.4 Assess the condition and capacity of existing infrastructure in the downtown and identify priority infrastructure projects:

Clarity around the condition and capacity of existing infrastructure in the downtown in the context of desired future development is necessary to create certainty for future downtown public and private investments. A high-level inventory and assessment of existing drainage, sanitary sewer, and water system infrastructure completed as part of the background review for this planning process identified the need for the following:

- Prepare an Integrated Stormwater Management Plan (ISMP) for the Lane Creek catchment area to identify any required system upgrades;
- Conduct a detailed inventory survey and condition assessment of the existing drainage system so that upgrade or replacement plans with capital requirements can be developed;
- Conduct capital improvements as identified in the District’s November 2012 report Sanitary Sewer for Hydraulic Condition Assessment including gravity sewer upgrades along Grand Street, the lane between 1st and 2nd Avenue, and 2nd Avenue;
- Develop a program to assess the condition of the existing sanitary system within the plan area and develop a long-term strategy to repair or replace mains as required;
- Further investigate the history of the water system (i.e., age and breakage record) and develop a water main renewal plan for the area, particularly for the replacement of the AC mains.

Action 4.5 Establish a “Clean Streets Program.”

Action 4.6 Refine the existing Municipal Development Corporation and develop a business case for the municipality to be involved in land assembly, investment, disposition, partnerships, or development that could improve prospects for the downtown.

Action 4.7 Develop a streetscape design for 2nd Avenue that supports the residential and civic focus of the land uses.

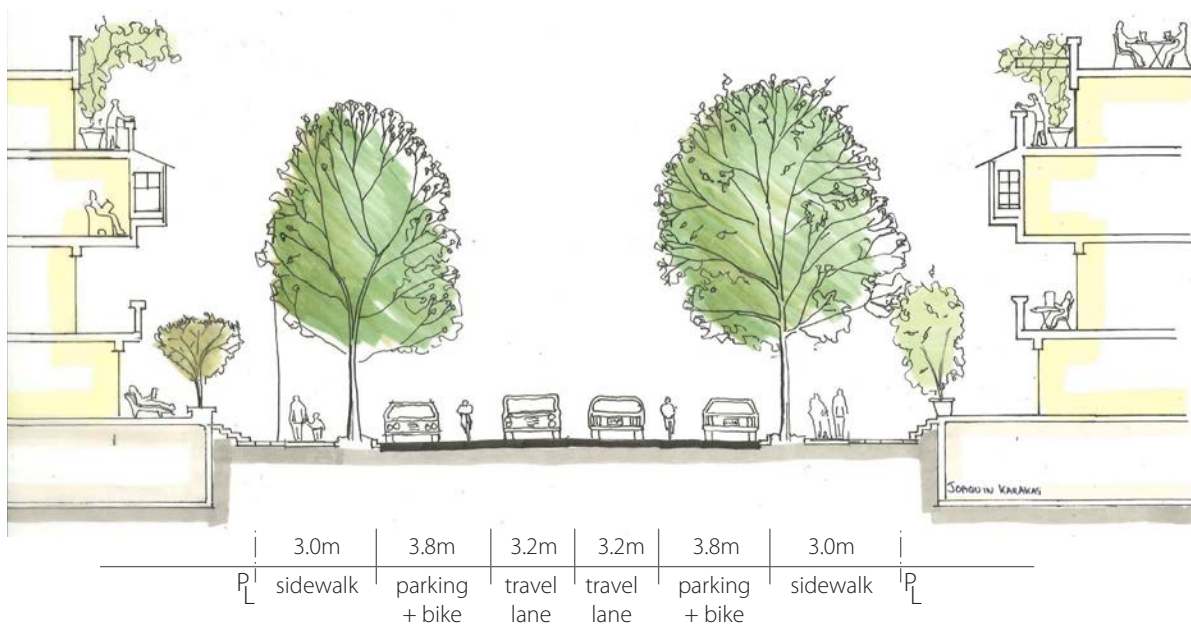


Figure 25. Private development fronting 2nd Avenue bike route

5. DOWNTOWN LIVING

Downtown living was identified as a key priority by participants in the community engagement process. Residential infill and intensification in the downtown will support downtown businesses, create a safer and more vibrant downtown environment, support transit, and address identified housing gaps in the District. Downtown residential infill and intensification will be primarily a market driven process. However, the District can support downtown living by prioritizing the downtown for future multi-family development and incorporating a range of community amenities into the downtown as identified in this plan. Areas adjacent to the downtown, including the established residential neighborhoods to the north and the Waterfront planning area to the south, represent additional opportunities for future residential infill and intensification to support on-going downtown revitalization.

Action 5.1 Amend the zoning by-laws applicable to the downtown to enable standalone multi-family residential development on all properties except those fronting onto 1st Avenue.

Action 5.2 Amend the Official Community Plan (OCP) to adopt a policy prioritizing the downtown for future multi-family residential development that is appropriate and compatible with the downtown.

Action 5.3 Market Downtown Mission for residential development to the development and real estate industry across BC and Western Canada.

Action 5.4 Undertake community engagement, planning and design work to identify additional suitable locations for residential infill and intensification near or adjacent to the downtown to support ongoing downtown revitalization.

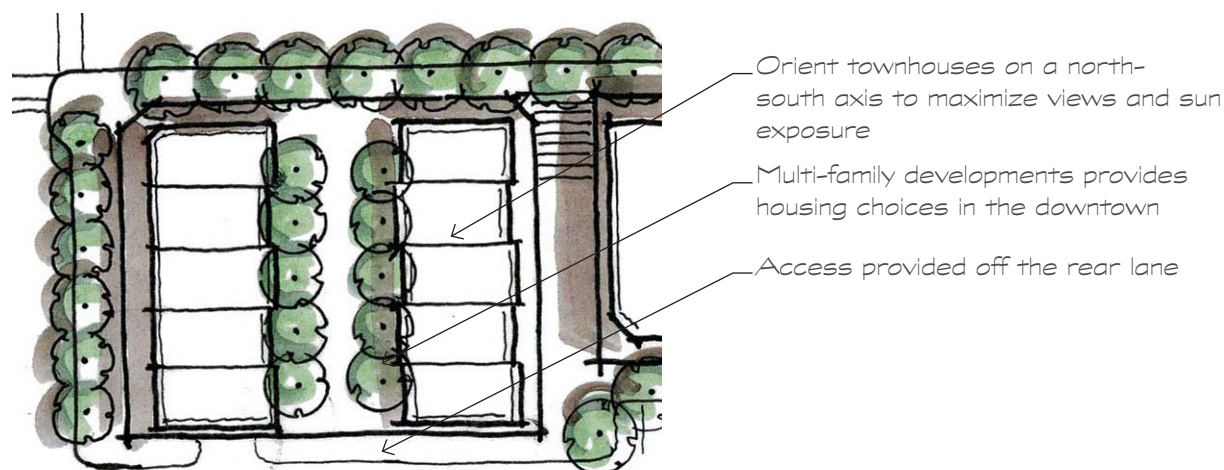
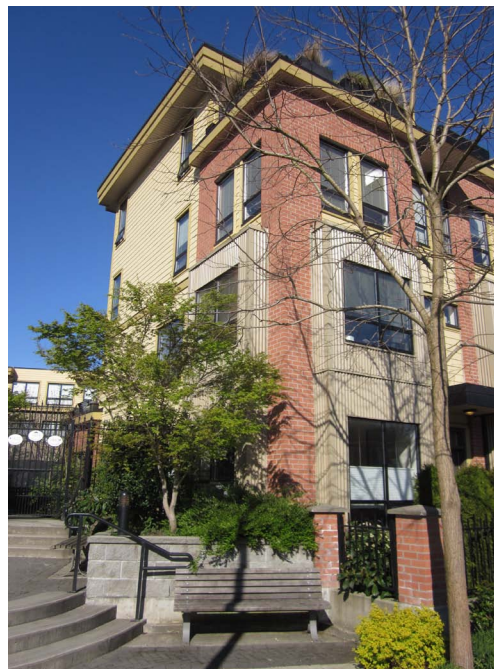


Figure 26. Opportunities for downtown living

6. A WELCOMING AND FAMILY-FRIENDLY DOWNTOWN

The planning process identified a need to re-establish downtown as the heart of the community. This means ensuring the downtown is welcoming to all members of the community and creating specific reasons for youth, seniors, families, and people of all income levels and lifestyles to be downtown.

Action 6.1 Form a Downtown Community Events Organizing Committee with representation from the District, the Downtown Business Association, The Friendship Centre, senior and youth representatives, social service providers and users, and community cultural and arts organizations. Committee tasks should include:

- Identifying partnerships and programs for supporting existing events and attracting more community events and activities to the downtown;
- Organizing activities that invite local residents and visitors downtown (such as festivals, a Farmers Market, food trucks, a theatre, information kiosks, a small business centre and social enterprise development);
 - » A successful Farmers Market is held weekly downtown during the summer months. The District should consider developing a facility to accommodate a year-round market that could include entertainment, cooking lessons and a community kitchen.



Figure 27. Opportunities for downtown living

- Small improvements to the public realm including public art, community gardens, water fountains, ashtrays, more garbage cans and recycling bins, etc.
- Improving transportation accessibility by:
 - » Using vacant lots or under-utilized streets for parking;
 - » Extending hours of operation for transit serving the downtown. This could include partnering with community organizations to create a community-based shuttle service to nearby community

- centres, seniors housing and other community activity areas; and
- » Providing additional bike racks in the downtown.

- Introducing a Downtown Community Garden. Consider partnering with vacant property owners to develop a community garden plot in the downtown; and
- Promoting live entertainment and art in the downtown (such as wall murals, arts and crafts and performance art).

Action 6.2 Examine the mandate and membership of the Social Development Committee when reviewing the Social Development Strategy as well as the mandate of the Healthy Community Council to ensure the strategies and mandates reflect the current community needs and to fill membership gaps to ensure that all relevant community stakeholders are represented. This action-oriented committee tasks should include:

- Identifying partnerships and programs for involving marginalized groups in downtown activities such as ambassadors, arts and cultural programs, ‘eyes on the street,’ etc.
- Ensuring that social services and support systems are appropriately accommodated, located and supported in the community and the downtown;
- Developing a food strategy for Mission that includes all aspects of food delivery and access, and considers, at a minimum, the following criteria:
 - » In close proximity to other support services, housing and transit;
 - » In an area that feels and is safe, convenient and comfortable for those using the food services;
 - » In an area that has other positive or compatible cultural and social attributes; and
 - » In an area that contributes positively to the downtown and the community as a whole.
- Engage low income residents. Examples include:
 - » Initiating a Downtown Ambassador program to engage low income residents in keeping downtown streets clean and safe;
 - » Working with BC Housing, local landlords and others to improve low income housing; and
 - » Developing a policy around building management and enforcement.
- Recognize the strong role played by the Friendship Centre in preventing isolation by providing a safe place to socialize, and build friendships and skills. Continue to enhance the value by:
 - » Celebrating the growing number of non-aboriginal members (41% of the total membership);
 - » Continuing to promote the education programs, and art and leisure activities provided to the community at the centre; and
 - » Building partnerships with other community groups to the mutual benefit of organizations and the community.

Action 6.3 Include access to public washrooms in the downtown.

Action 6.4 Amend applicable downtown zoning by-laws to remove pawn-shops and cheque establishments as permitted uses in the downtown.

7. DOWNTOWN COMMUNITY GREEN

The development of public parks in appropriate downtown locations was identified through the community process as a necessary component for downtown revitalization. The provision of a significant green community amenity with a range of activities and programming oriented to children/youth and seniors will help create a more welcoming and family-friendly downtown for residents, employees, and visitors. It will also encourage downtown living by enhancing the amenity and livability of the area.

Action 7.1 Identify and purchase a suitable location for a downtown park based on the following criteria:

- Addresses the needs of children and youth by providing activities and/or facilities (such as a playground, music events, outdoor film nights, etc.);
- Centrally located and connected to other downtown destinations with pedestrian and bike paths;
- Adjacent to existing and/or planned future active use areas;
- Nice views and sun exposure; and
- Large enough to support a range of programming to attract a broad spectrum of community residents and visitors including youth, families and seniors.

Action 7.2 Design and develop a park that meets the needs of the community that includes, but is not limited to, the following programing elements:

- Formal and informal play areas/natural areas for children;
- Seating and picnic areas;
- Water;
- Flex space including for live arts such as music, theatre, etc.

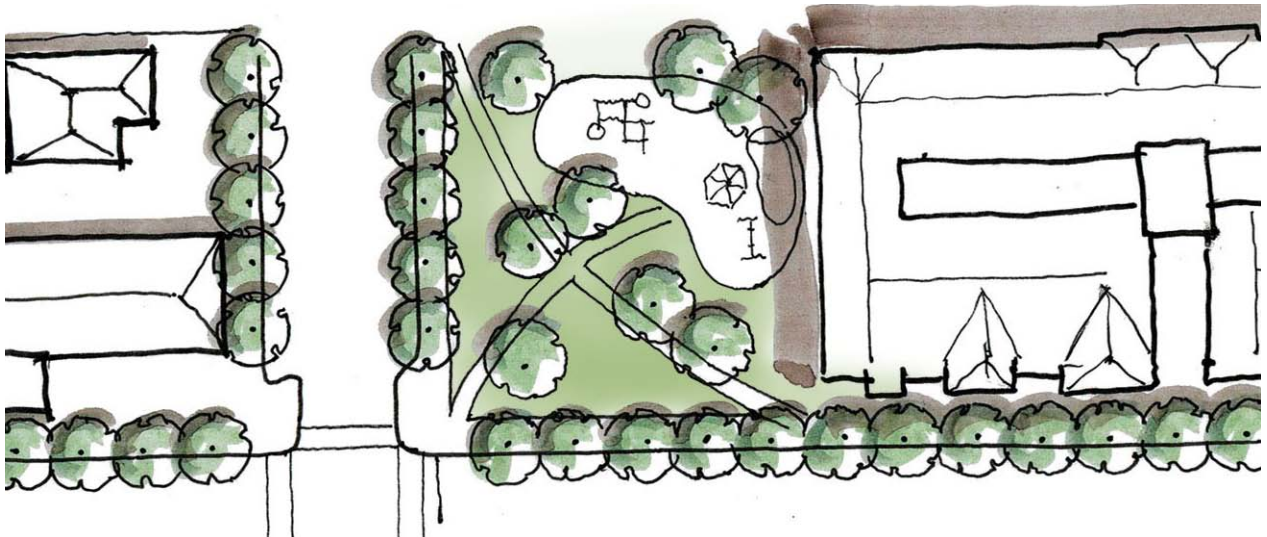


Figure 28. Conceptual design of a downtown park

8. SAFETY AND SECURITY

As noted in previous sections of this plan, a perceived lack of safety and comfort has been identified as one reason that many people no longer shop or spend time in the downtown. Improving the perception of safety and security in the downtown relates to programs and services as well as the physical design of the urban environment. The objective of this Big Move is to improve actual and perceived safety and security in the downtown through a balanced approach that includes:

- Integrated enforcement, treatment/support, collaboration and education as the basis for resolving perceptions of safety and creating an inclusive and welcoming downtown environment;
- Clearly identifying behaviours and activities that may feel threatening to some and identifying actions for minimizing these behaviours and activities; and
- Implementing Crime Prevention Through Environmental Design (CPTED) approaches and principles in the design of public and private realms.

Action 8.1 Implement a Downtown Ambassador program to engage low income residents and users of the downtown in becoming an active part of downtown revitalization.

Action 8.2 Adopt and implement building management, enforcement, crime free multi-unit housing and nuisance behavior policies.

Action 8.3 Increase activity in the downtown by increasing residential density, introducing a mix of compatible uses and implementing CPTED principles and approaches in public and private realm development (as detailed in the Downtown Design Guidelines).

Action 8.4 Enforce the Nuisance Bylaw and adopt a zero tolerance approach for criminal activity.

Action 8.5 Enhance the safety, security and functionality of the existing transit exchange.

Enhancements to the existing bus exchange on 2nd Avenue were identified as an opportunity to improve the safety and overall passenger/pedestrian experience of the exchange as well as promote a better sense of place and support the vision and goals for the downtown. The exchange will also require additional capacity for one pick-up/drop-off bay over the short-term, and potentially two more over the medium- to long-term. Enhancements to the bus exchange are listed below and illustrated conceptually in Figure 29:

- A mid-block pedestrian crossing with curb extension and special paving detail;
- An enhanced pedestrian crossing including curb extensions and special paving detail at Horne Street and 2nd Avenue ;
- Pedestrian lighting throughout the exchange area;
- A canopy over passenger waiting areas suspended from the library building façade; and
- Expansion of the bus infrastructure to accommodate 5 buses over the short-term, and seven buses over the medium- to long-term.



Figure 29. Conceptual design of an enhanced transit exchange on 2nd Avenue

9. VACANT NO MORE

Vacant sites and store fronts in the downtown, particularly those in high profile locations, were identified by the community as both challenges and opportunities. Challenges because they are eye sores, reduce safety by limiting the number of ‘eyes on the street,’ and reinforce some of the negative perceptions and realities of the economic health of the downtown. Opportunities because of the possibility of activating them and improving their appearance through interim uses and improvements until they have more permanent uses and developments. Vacant store fronts and properties are an issue facing many older downtowns and communities and there is a wealth of precedents and experiences from other communities to draw upon to make them ‘vacant no more’ as a quick win for downtown revitalization.

Action 9.1 The District’s Economic Development Office will work with the Downtown Business Association to develop and implement a program that encourages property owners to allow their vacant storefronts and properties to be used by local artists or businesses to add visual interest and activity, prioritizing 1st Avenue storefronts and gateway sites.



Figure 30. Examples from other communities using vacant storefront to build interest and activity in their Downtowns



Figure 31. Conceptual before and after images of vacant properties in the Downtown

Action 9.2 Develop a Good Neighbour Bylaw that includes the ability to ensure property owners maintain the outside of their buildings.

10. DOWNTOWN GATEWAYS

Gateways and the associated sense of arrival are important components of creating a unique downtown identity and sense of place. Both public and private realm development can be used to create a unique sense of arrival into the downtown. Public realm improvements at key gateways to the downtown should include a continuous planting of feature street trees unique to the downtown, and other public realm/landscape treatments such as pocket parks/plazas, trellises, public art, welcome signs, etc. Private realm development at gateway locations should be of comparatively higher densities and height, and be iconic in design and materials with building siting and massing oriented towards the open space gateway.

Action 10.1 Design and construct a public realm gateway feature at the main points of entry to the downtown (based on the elements and approaches illustrated in the gateway concept options in Figures 32 and 33).

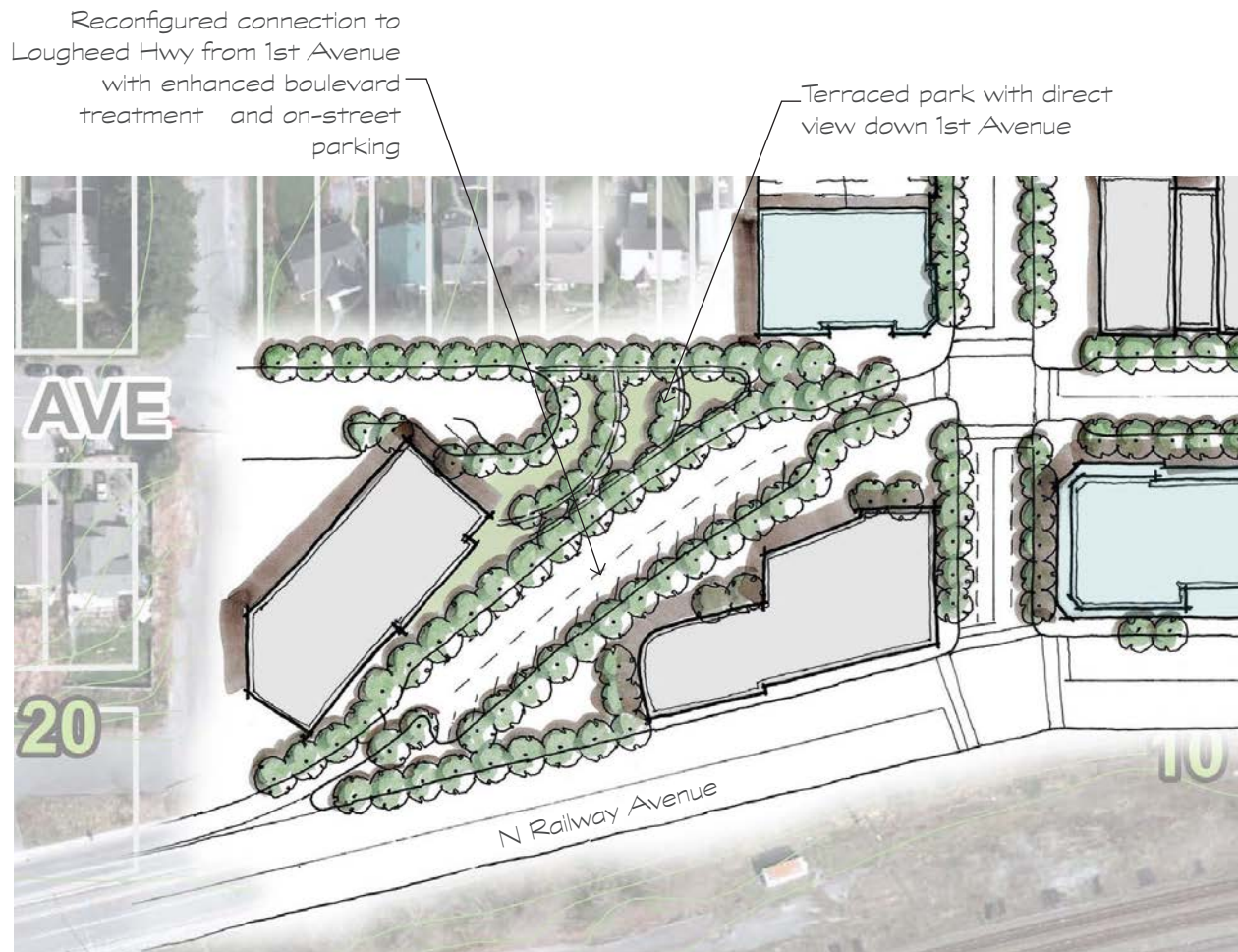


Figure 32. West gateway: pocket park with views down 1st Avenue and boulevard treatment integrated with existing iconic buildings

Action 10.2 Incorporate relevant design guidelines for future private realm development at gateway sites.

Action 10.3 Undertake a wayfinding and signage program in the downtown that incorporates information/history kiosks, welcome signs, unique downtown street signage, and public art.

Action 10.4 Identify interim uses of vacant sites at key gateway locations that create a sense of arrival such as landscaping, community gardens, signage, etc. (as shown conceptually in Figure 32).

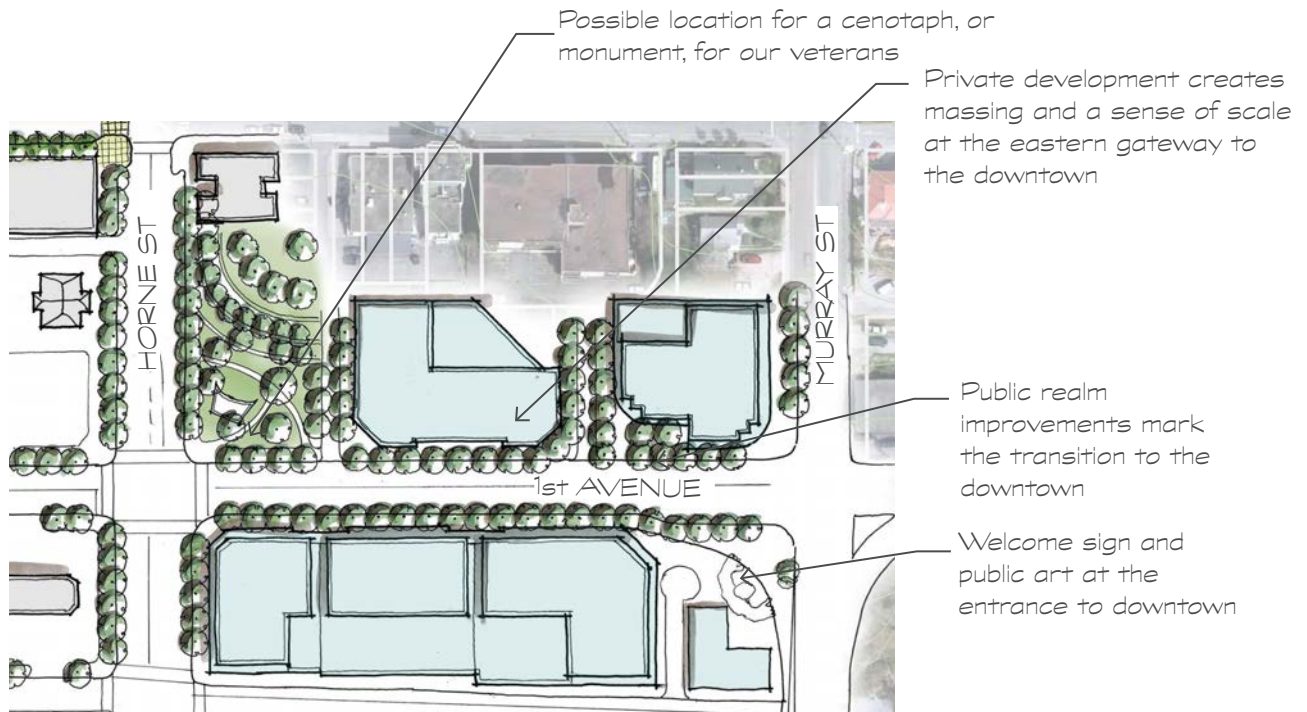


Figure 33. East gateway: new mixed-use, iconic buildings and new park with band stand and natural amphitheater

ILLUSTRATED CONCEPT PLAN

The Illustrated Concept Plan (Figure 34) represents a synthesis and conceptual implementation of the vision, goals and actions laid out in this plan to paint a picture of what the future could look like based on the implementation of the 5 Fundamentals and 10 Big Moves on the ground in Downtown Mission. It is important to note that this is highly conceptual and only one possible configuration; the type, size and location of future development may differ from that shown but still remain within the intent of the plan.

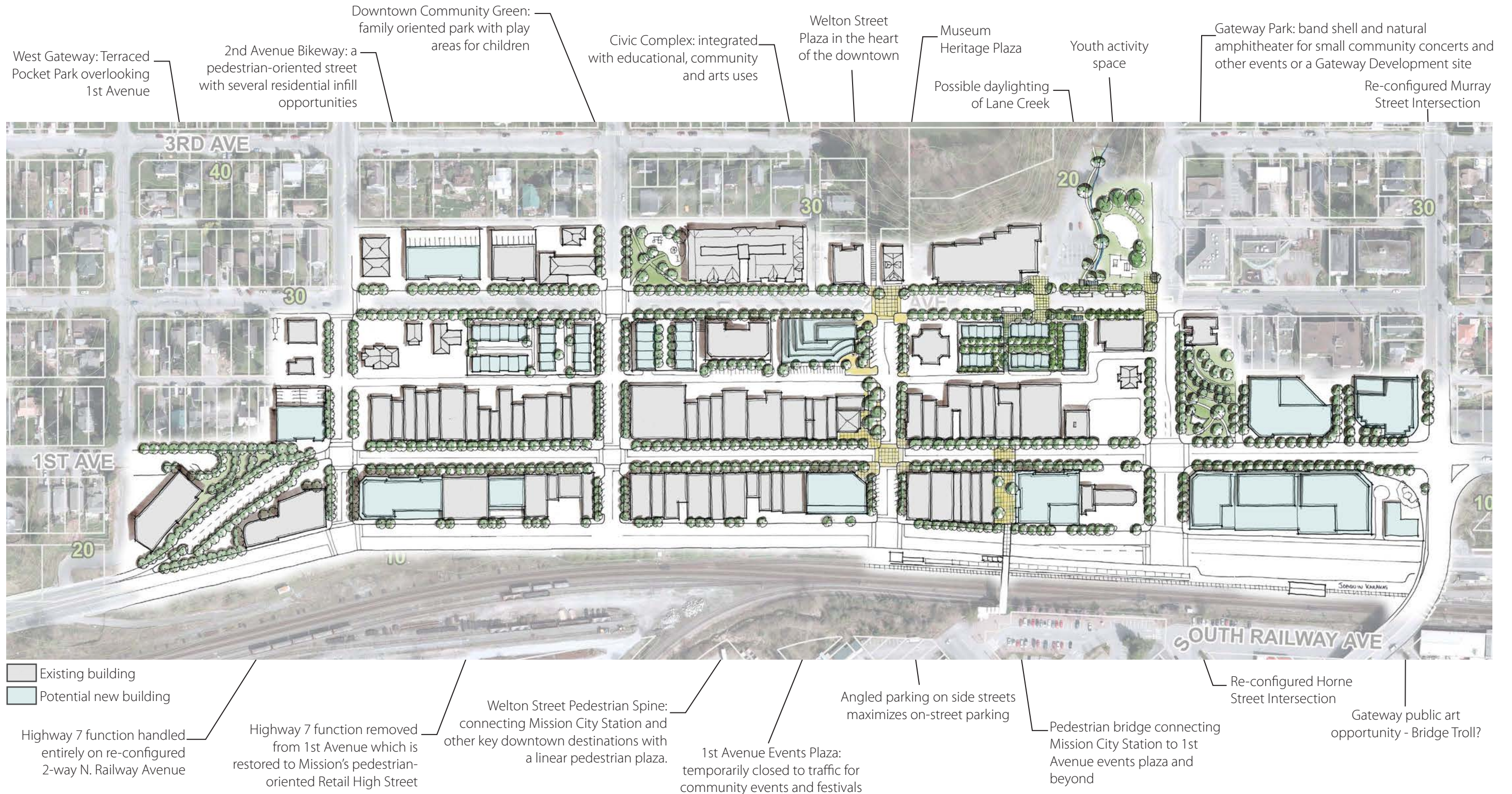


Figure 34. Illustrated concept plan showing potential integration of key components of a future Downtown Mission

Implementation

This action plan is premised on as much “in-house” implementation as possible. It assumes close coordination between departments and other downtown partners/stakeholders to harness the full potential of downtown revitalization. The adoption of the plan is not the end of the project; it is the beginning of many tasks that must be well resourced with time and funding in order to be successful. The following principles will help guide the action plan:

1. Success breeds success: ensure that the first projects are easiest to do, have broad support, and create the biggest change based on resources.
2. Leverage funding: the District of Mission should leverage their own funding with businesses, community members, other funders, the provincial government and the federal government.
3. Synergize projects: each project’s funding, partnerships, and resources should be combined with others if possible to create the biggest physical, social and economic advancements.
4. Prepare the ground work: assess the capacity of utilities to support development downtown and provide incentives and clear directions for infrastructure upgrades.
5. Encourage small steps to make big change: the larger projects can be combined with smaller projects that collectively define significant changes.
6. Involve everyone, exclude no one: the spirit of downtown revitalization should include every neighbour, stakeholder and all businesses.
7. Monitor and improve: evaluation of projects will create a foundation for constant improvement.
8. Communicate results: each success and report should be conveyed to the community so that they see and hear about changes.
9. Recognize contributions: the “heavy lifting” completed by few or many should be recognized with awards and thanks.

The following Implementation Plan is led by the slogan “Your Heart – Your Mission”. This slogan is to inspire the community to action. Everyone can have a part. Every District department has a part and responsibility. Each action is not in priority order and can be combined with other actions if the opportunity arises. This approach opens maximum opportunity as market conditions change, priorities change, or funding sources expand or change.

The implementation table below organizes the actions under the 10 Big Moves and estimates timing, partners, roles and responsibilities, and high level cost estimates.

Action	Timing	Partners	Role/ Responsibility	Funding & High Level Costing
1. 1st Avenue is First				
Action 1.1 Remove the highway function from 1st Avenue	Immediate (First year)	<ul style="list-style-type: none"> Ministry of Transportation and Infrastructure (MoTI) N Railway Businesses 	Engineering (negotiated with MoTI)	Policy Change and Street Reconfiguration <ul style="list-style-type: none"> Estimate: \$1.5 million <i>Source: Engineering Capital Budget and/or MOTI</i>
Action 1.2 Redesign and implement 1st Avenue Improvements	Short-term (First 2 years)	<ul style="list-style-type: none"> Downtown Business Association District Engineering 	Cooperative Effort: <ul style="list-style-type: none"> Engineering (street design, transportation) Planning (private approvals and business coordination) Parks (street tree planting and landscaping) 	Street Improvements (sidewalk alterations, lighting, water, electricity and street furniture) <ul style="list-style-type: none"> Estimate: \$300,000 - \$400,000/block* Events Plaza: <ul style="list-style-type: none"> Estimate: \$500,000 - \$600,000/block*
2. Welton Street Pedestrian Spine				
Action 2.1 Welton Street improvements between North Railway Avenue and 1st Avenue	Short-term (First 2 years)	<ul style="list-style-type: none"> West Coast Express Private property owners 	Planning, Engineering & Parks	Signalized Pedestrian Crossing (North Railway Ave @ Welton Street) <ul style="list-style-type: none"> Included in budget for Action 1.1 Street Improvements (sidewalk alterations, landscape, lighting, street furniture) <ul style="list-style-type: none"> Estimate: \$100,000 - \$200,000/block* <i>Sources: Capital budget, DBA Assessments, Province</i>
Action 2.2 Welton Street improvements between 1st Avenue and 2nd Avenue	Medium-term (3-5 years)	<ul style="list-style-type: none"> Private property owners 	Planning, Engineering & Parks	Street Improvements (sidewalk alterations, landscape, lighting, street furniture) <ul style="list-style-type: none"> Estimate: \$200,000 - \$275,000* <i>Source: Capital budget</i>

Action	Timing	Partners	Role/ Responsibility	Funding & High Level Costing
Action 2.3 Design and Construct Welton Street Plaza	Short-term (First 2 years)	<ul style="list-style-type: none"> Private property owners 	Planning, Engineering & Parks	Linear Terraced Plaza (planting sidewalks and special fountain feature) <ul style="list-style-type: none"> Estimate: \$250,000 - \$300,000 <i>Source: Capital budget</i>
Action 2.4 Pedestrian Overpass to 1st Ave	Long-term (>10 years)	<ul style="list-style-type: none"> Private property owners 	Planning, Engineering & Parks	Acquisition of rights-of-way and adjoining redevelopment (costs determined as part of property redevelopment) <ul style="list-style-type: none"> Estimate: Negotiated as part of private investment <i>Source: Capital budget</i>
3. Locate Cultural, Education and Civic Uses Downtown				
Action 3.1 Develop a plan to locate UFV satellite campus downtown	Short-term (First 2 years)	<ul style="list-style-type: none"> UFV and other institutions Provincial and Federal agencies 	Economic Development	Cost and Public/Private Partnerships to be determined (cost sharing with University and other institutions)
Action 3.2 Develop Business Plan to locate civic facilities downtown	Short-term (First 2 years)	<ul style="list-style-type: none"> Provincial and Federal agencies 	Economic Development	Cost and Public/Private Partnerships to be determined by business plan
Action 3.3 Undertake a public arts strategy	Short-term (First 2 years)	<ul style="list-style-type: none"> Downtown Business Association Mission Arts Centre Culture Committee 	Planning	Cost and Public/Private Partnerships to be determined following completion of the strategy
4. Improve the Economics of Downtown				
Action 4.1 Update zoning and OCP to focus commercial on 1st Avenue	Short-term (Immediate)	<ul style="list-style-type: none"> Private property owners 	Planning	Adapt OCP and zoning bylaw - Staff time
Action 4.2 Develop incentive package and use it to market the downtown	Short-term (Immediate)	<ul style="list-style-type: none"> Private property owners Downtown Business Association 	Planning, Economic Development	Amend parking requirements; Tax Exemption Program to freeze assessment in downtown for 3-5 years for building renovations and new construction; Consider providing a higher assist factor for Development Cost Charges (DCCs) and reduce off-site charges.

Action	Timing	Partners	Role/ Responsibility	Funding & High Level Costing
Action 4.3 Undertake a business plan to develop a public parking facility	Short-term (First 2 years)	<ul style="list-style-type: none"> Downtown Business Association 	Planning, Engineering and Economic Development	Possible acquisition or share in capital cost (to be determined)
Action 4.4 Assess existing infrastructure and identify priority projects	Short-term (First 2 years)	<ul style="list-style-type: none"> MoTI Private property owners 	Engineering	Staff time: prioritize infrastructure assessment in downtown as part of the Assets Management Project.
Action 4.5 Establish a Clean Streets Program	Immediate (First year)	<ul style="list-style-type: none"> Social Development Commission Downtown Business Association 	Planning, Social Development, Engineering and Public Works	Ambassador Program funded by Provincial Employment Program and District of Mission
Action 4.6 Redefine municipal development corporation	Immediate (First year)	<ul style="list-style-type: none"> Private property owners, Provincial and Federal Government 	Economic Development	As required to build value and hold for proper land use or development proposal
Action 4.7 Design and implement 2nd Avenue streetscape improvements	Medium-term (3-5 years)	<ul style="list-style-type: none"> Private property owners 	Planning and Engineering	Staff time
5. Downtown Living				
Action 5.1 Amend zoning bylaw to enable stand-alone, multi-family residential off of the core area of 1st Avenue	Immediate (First year)	<ul style="list-style-type: none"> Downtown Business Association Private property owners 	Planning	Staff time
Action 5.2 Amend OCP to prioritize the downtown for multi-family residential	Immediate (First year)	<ul style="list-style-type: none"> Downtown Business Association Private property owners 	Planning	Staff time to prepare proposal for Council to consider
Action 5.3 Market the MissionCity <i>Downtown Action Plan</i> to development community	Immediate (First year)	<ul style="list-style-type: none"> Downtown Business Association Chamber of Commerce 	Mayor and Council, Economic Development	Staff time; marketing materials; advertising space <i>Source: Operating Budget</i>

Action	Timing	Partners	Role/ Responsibility	Funding & High Level Costing
Action 5.4 Conduct a residential infill “issues and opportunities” review	Short-term (First 2 years)	<ul style="list-style-type: none"> • Community • Property owners 	Planning and Engineering	Staff time: use existing infill guidelines to explore opportunities for sensitive densification <i>Source: Operating Budget</i>
6. Welcoming and Family-friendly Downtown				
Action 6.1 Form a Downtown Community Events Organizing Committee	Immediate (First year)	<ul style="list-style-type: none"> • Downtown Business Association • Friendship Centre • Cultural/Arts • Outreach network 	Planning and Social Development	Staff time to develop the terms of reference.
Action 6.2 Review the mandate and membership of existing committees to ensure they reflect the current community needs	Immediate (First year)	<ul style="list-style-type: none"> • Downtown Business Association • Friendship Centre • Social service providers • Community Futures • RCMP Seniors Centre • Task Force • Social Development Committee 	Planning and Social Development	Volunteer Committee - with staff support
Action 6.3 Introduce washrooms downtown	Medium-term (3-5 years)	<ul style="list-style-type: none"> • Downtown Business Association • Property owners 	Planning	Negotiated as part of a development project
Action 6.4 Restrict pawn shops and cheque cashing uses downtown	Immediate (First year)	<ul style="list-style-type: none"> • Downtown Business Association • Social service providers 	Planning	Staff time
7. Downtown Community Green				
Action 7.1 Acquire property for a downtown park	Short-term (First 2 years)	<ul style="list-style-type: none"> • Downtown Business Association • Early Childhood Development Committee • Private property owners 	Economic Development, Planning, Parks and Social Development	5% park reserved

Action	Timing	Partners	Role/ Responsibility	Funding & High Level Costing
Action 7.2 Design and develop a downtown park	Medium-term (3-5 years)	<ul style="list-style-type: none"> Downtown Business Association Early Childhood Development Committee Private property owners 	Economic Development, Planning and Parks	Community Green <ul style="list-style-type: none"> Estimate: \$124,000 (design and public process) + \$330,000 (construction)** <i>Source: Capital Budget</i>
8. Safety and Security				
Action 8.1 Implement a Downtown Ambassador Program	Immediate (First year)	<ul style="list-style-type: none"> Friendship Council, Chamber of Commerce, Downtown Business Association Outreach Network 	Planning, Social Development, Engineering and Public Works	Current dollars allocated to security downtown <i>Source: Provincial Employment program</i>
Action 8.2 Adopt safety and security policies	Immediate (First year)	<ul style="list-style-type: none"> RCMP Downtown Business Association 	Planning	Staff time
Action 8.3 Implement CPTED Guidelines for private development	Immediate (First year)	<ul style="list-style-type: none"> RCMP Downtown Business Association 	Planning	Staff time
Action 8.4 Enforce Nuisance Bylaw	Immediate (First year)	<ul style="list-style-type: none"> RCMP Downtown Business Association Community Policing Office 	Development Services	Staff time
Action 8.5 Enhance the safety and security of the existing transit exchange	Short-term (First 2 Years)	<ul style="list-style-type: none"> BC Transit 	Engineering, Planning, and Public Works	Estimate: \$200,000 (design and construction)** <i>Source: Capital Budget and/or BC Transit</i>
9. Vacant No More				
Action 9.1 Develop a program to address vacant storefronts and properties	Short-term (First 2 Years)	<ul style="list-style-type: none"> Downtown Business Association Chamber of Commerce Mission Arts Centre 	Economic Development and Planning	Work with DBA - Possible incentive program <i>Source: Capital Budget or DBA Assessment</i>

Action	Timing	Partners	Role/ Responsibility	Funding & High Level Costing
Action 9.2 Develop a Good Neighbour Bylaw	Short-term (First 2 Years)	<ul style="list-style-type: none"> RCMP Downtown Business Association 	Development Services	Staff time
10. Downtown Gateways				
Action 10.1 Design and construct public realm gateway feature(s)	Medium-term (3-5 Years)	<ul style="list-style-type: none"> Culture Committee Downtown Business Association/ Private Contributors 	Economic Development, Planning, and Parks	East Gateway Park <ul style="list-style-type: none"> Estimate: \$150,000 (design and public process) + \$550,000 (construction)** West Gateway Park <ul style="list-style-type: none"> Estimate: \$240,000 (design and public process) + \$1,000,000 (construction)** <i>Source: Capital Budget</i>
Action 10.2 Incorporate design guidelines for private development at gateway sites	Immediate (First year)	<ul style="list-style-type: none"> Downtown Business Association/ Private Contributors 	Planning	Staff and consultants/ developer's architect
Action 10.3 Undertake a wayfinding and signage program	Short-term (First 2 years)	<ul style="list-style-type: none"> Downtown Business Association 	Planning, Parks, Engineering and Public Works	Staff time
Action 10.4 Implement proposed interim uses of vacant sites at key gateway locations	Immediate (First year)	<ul style="list-style-type: none"> Downtown Business Association 	Planning, Parks, Engineering and Public Works	Staff time

* Cost estimates based on historical data. Actual costs can vary widely depending on industry labour and material availability. Figures are represented in 2013 dollars. Design and administration costs are not included. These high level costs are provided for discussion purposes only. GST will be in addition to the probable cost.

** Cost estimates based on historical data and standardized park design. Actual costs can vary widely depending on industry labour, material availability and specific programming elements. Figures are represented in 2013 dollars. These high level costs are provided for discussion purposes only. GST will be in addition to the probable cost.

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Mission City Downtown Action Plan

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