



City of Port Moody  
Agenda  
Heritage Commission

Brovold Room  
Thursday, March 14, 2019  
Commencing at 7:00pm

1. Call to Order

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**Call to Order** 1.1
2. Adoption of Minutes

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**Minutes** 2.1 **Recommendation:**  
**Pages 3-8** **THAT the minutes of the Heritage Commission meeting held on Thursday, February 14, 2019 be adopted.**
3. Unfinished Business

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4. New Business

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**2019 Work Plan and Budget** 4.1 Attachments: 2019 Heritage Commission Draft Work Plan and Budget  
**Pages 9-12** File: 01-0360-20-09

**Clarke Street Revitalization Project** 4.2 Presentation: Joji Kumagai, Manager of Economic Development  
**Pages 13-28** Attachments:  
a) Place Test Collected Comments  
b) Project Charter - Historic Moody Centre Commercial District Revitalization

**Storyboard Subcommittee Update** 4.3

**Establishment and Appointments to Subcommittees** 4.4 Establishment and appointments of Chair, Vice-Chair, and members to Subcommittees:
  - Heritage Incentives Subcommittee
  - Heritage Inventory Subcommittee

**Heritage Week  
Debrief**

4.5 Jess Daniels – Policy Planner

**Heritage Vinyl Wrap  
Update – 2301-2307  
Clarke Street**

4.6 Jess Daniels – Policy Planner

**Heritage BC  
Conference Update**

4.7 Link: <https://heritagebc.ca/events-activities/2019-heritage-bc-conference-interpreting-heritage-identity-culture-environment/>

5. Information

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6. Adjournment

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# City of Port Moody

## Minutes

### Heritage Commission

Minutes of the meeting of the Heritage Commission held on Thursday, February 14, 2019 in the Brovold Room.

**Present**

Councillor Diana Dilworth, Chair  
 Dianna Brown  
 Alexander Coombes  
 Laura Dick  
 Joseph Kennedy  
 Christopher Pope  
 Joan Stuart  
 Carnell Turton

**Absent**

Councillor Meghan Lahti, Vice-Chair

**In Attendance**

Jessica Daniels – Policy Planner  
 Mary De Paoli – Manager of Policy Planning  
 Philip Lo – Committee Coordinator

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1. Call to Order

**Call to Order**

1.1 Councillor Dilworth called the meeting to order at 7:00pm

**Welcome and Introductions**

1.2 Committee members and staff provided introductions and noted their backgrounds and interests in heritage.

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2. Adoption of Minutes

**Minutes**

2.1 HC19/001  
 Moved, seconded, and CARRIED  
**THAT the minutes of the Heritage Commission meeting held on Thursday, October 25, 2018 be adopted.**

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3. Unfinished Business

4. New Business

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**Committee Orientation**

4.1 Attachments:

- a) City of Port Moody Heritage Commission Bylaw, 2016, No. 3062
- b) Committee Orientation Manual

Link:

- 2016-2022 Heritage Strategic Plan – <http://www.portmoody.ca/index.aspx?page=317>

File: 01-0360-20-09

Staff provided a presentation on the City’s committee system.

**2019 Work Plan Discussion**

4.2 Attachments:

- a) 2017-2018 Heritage Commission Annual Report
- b) 2018-2019 Heritage Commission Work Plan

File: 01-0360-20-09

Staff reviewed the On-Table Draft 2019 Work Plan with Commission members, noting the following:

- a heritage walking tour can be conducted;
- regarding the Clarke Street Revitalization Project, the Commission had previously provided tangible improvement suggestions; the Manager of Economic Development will update the Commission on the progress; and
- regarding the Conservation and Maintenance Plan, there is currently no overarching policy to provide guidance; staff will seek clarification from heritage consultant, Don Luxton.

Staff noted the following in response to questions from the Commission:

- historical wraps can be added to the Work Plan; and
- the overall budget available to the Commission is \$10,000.

The Chair noted that the Commission can review the Heritage Register as part of its work, and also requested that Commission members provide ideas and areas of interest for learning workshops.

**Action:** Staff to revise the draft 2019 Work Plan and budget by including the desired outcome for each item for the Commission’s approval.

**Action:** Staff to invite the Manager of Economic Development to the next Heritage Commission meeting to speak to the Clarke Street Revitalization Project.

**Establishment and Appointments to Subcommittees**

4.3 1.) Storyboard Subcommittee

The Chair provided background information on this subcommittee, noting that it was formed through discussions around a desire to highlight historic elements in the City in conjunction with the City’s Stone Marker Program.

The subcommittee will conduct research and engage the public to develop storyboard ideas, and evaluate the substance of any public input received.

HC19/002

Moved, seconded, and CARRIED

**THAT the following Heritage Commission members be appointed to the Storyboard Subcommittee:**

- **Chair – Dianna Brown;**
- **Vice-Chair – Laura Dick; and**
- **Member – Joseph Kennedy.**

2.) Heritage Incentives Subcommittee

The Chair suggested that this subcommittee could research heritage grant and incentive programs of other cities, and could suggest updates to the City’s bylaw regarding heritage incentives.

The Commission noted that this subcommittee conducted research and prepared a report to the Commission in 2018.

No appointments were made to the Heritage Incentives Subcommittee at this time.

3.) Heritage Inventory Subcommittee

The Chair noted that the Commission had previously identified a desire to increase the number of homes on the City’s Heritage Register, which also aids the work of Planning staff, for instance by providing staff the ability to delay demolitions.

The Chair noted that the subcommittee’s role would be to conduct research and identify homes and buildings for the Register.

No appointments were made to the Heritage Inventory Subcommittee at this time

**Heritage BC Conference**

4.4 Staff advised that the 2019 Heritage BC Conference will be taking place in Nanaimo from May 9-11. An event agenda is not yet available.

Staff noted that in 2018, three members of the Heritage Commission attended the Conference, which was held in New Westminster. Staff suggested that it may be possible to acquire attendee discounts through staff Heritage BC memberships.

**Action:** Staff to provide additional Conference information at the next Heritage Commission meeting.

**Heritage Week – Update**

4.5 Staff announced the special Heritage Week event “The Tie That Binds”, to be hosted by the Port Moody Station Museum on February 24, 2019, from noon to 4:00 pm.

Staff noted that the event will include:

- professional Chip Kerr storyboards on display;
- the City’s arts and culture map on display;
- information regarding the submission of ideas to the Heritage Commission for consideration; and
- a photo booth with museum-supplied props.

Staff requested assistance from Commission members to help promote Heritage Week, and to assist with the set-up and take-down at the special event on February 24.

**2801 St. George Street – Addition to the City’s Heritage Register**

4.6 Repot: Planning Division, dated February 6, 2019  
File: 6700-20-167

Staff summarized the report from the Planning Division, noting that, through a Heritage Revitalization Agreement (HRA), the building would be designated as a heritage building and added to the City’s Heritage Register. Staff also noted that park space and public art would be included as part of Marcon’s townhouse development proposal.

The Commission noted that the developer will be removing components of the house that are not historic, in order to revert the house back to its original configuration.

HC19/003

Moved, seconded, and CARRIED

**THAT the addition of 2801 St. George Street to the City’s Heritage Register be endorsed.**

**Heritage Wrap –  
2301-2307 Clarke  
Street**

- 4.7 Report: Doug Allen, Senior Planner, dated February 6, 2019  
File: 01-0360-20-09

Staff summarized the Senior Planner's report and requested that the Commission select either Image B or D from Attachment 1 of the report to replace Image C, which was previously selected but cannot be used as neither the City nor the developer own the rights to the image.

Commission members noted that photos that are too spread out would not be suitable for wrapping utility boxes. Commission members noted that they will perform further museum research for additional historic photo options, particularly photos depicting the City's historic sawmills.

**Action:** Staff to report back to the Heritage Commission on the cost to purchase the rights to Image C.

5. Information

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**2019 Meeting  
Schedule**

- 5.1 Attachment: 2019 Heritage Commission Meeting Schedule  
File: 01-0360-20-09

This item was provided for information only.

6. Adjournment

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Councillor Dilworth adjourned the meeting at 8:20pm.

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Councillor Diana Dilworth,  
Chair

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Philip Lo,  
Committee Coordinator

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**2019 Heritage Commission Budget - DRAFT**

| <b>Project or Activity</b>                      | <b>Month</b> | <b>2019 Budget Allocation</b>   | <b>Comments</b>  | <b>Outcome</b>   |
|---|--------------|---|--|--|
| Operate the Storyboard Program                  | Ongoing      | \$1800<br>(per storyboard)  | Raise awareness of the storyboard program at Heritage Week and other City events   | Initiate one (or more) storyboards in 2019   |
| Operate the Stone Marker Program                | Ongoing      | \$1500<br>(per stone marker)  | Ordering, installing and unveiling of Stone Markers as nominations are received and reviewed by the Commission.                    | Initiate one stone marker in 2019  |
| Heritage Wrap Program                           |              | \$1000  | Identify potential locations and photos or other documents that can be used  | One new heritage wrap in 2019  |
| Maintenance of Stone Markers, Wraps, Storyboard |              | \$250<br>(may want to allot more if staff resources are required)   |  | Photograph all stone markers, wraps and storyboard; create spreadsheet to document condition; set up schedule for regular visits and maintenance |
| Additions to Heritage Register                  |              | \$2000<br>(Cost depends on how much work is done by a consultant in order to complete the Statements of Significance for the selected properties) | Continuation of work done in 2018 by sub-committee that identified a short list of potential additions requiring further research. | Complete a statement of significance for one new heritage register addition and present to Council for consideration                             |
| Heritage Grants and Incentives                  |              | -   | Continuation of work done in 2018 by sub-committee.  | Recommendations for new incentives   |

| Project or Activity   | Month  | 2019 Budget Allocation  | Comments  | Outcome  |
|---|--|---|---|--|
| Heritage Workshop(s)  |  | -   | City staff to conduct a refresher workshop on heritage tools and programs to bring new members up to speed.                                   | One or more presentations at regular meetings  |
| Commission participation in the 2019 Ioco Ghost Town Day and potentially other events   | June and October (and potentially other dates) | \$700   | Commission participation in community events (i.e. Ioco Ghost Town Days, Community Fair)  | Heritage Commission booth at Ioco Ghost Town Day and the Community Fair with activities, promotion of Storyboard program |
| 2019 Heritage Award   | September-October                              | \$700   | Advertising and Awards  | Selection of 2018 Heritage Award winner for Council consideration  |
| Participate in education activities and events, and expand the scope of potential programs (i.e. webinars, conferences, etc.) | Ongoing<br>May 9-11                            | \$810<br>(1 person attending)<br><br>\$1510<br>(2 people attending) | Heritage BC Conference, May 9-11, Nanaimo – costs include registration (\$280), travel by ferry, accommodations (\$190/night X 2 nights), etc | One or two members attend the conference in Nanaimo  |

| Project or Activity  | Month                       | 2019 Budget Allocation   | Comments   | Outcome   |
|--|-----------------------------|--|--|---|
| Support Heritage Week 2020   | November 2019, Jan-Feb 2020 | (\$600 – \$3000)<br>Varies depending on the scale and if HC is participating in PMHS event | Advertising, staff time, promotional items, entertainers/speakers, prizes, food/beverages, etc | Heritage Commission presence at an event organized by the Heritage Society or possibly a separate event organized by the Commission |
| Advance the City’s Stewardship Policy by initiating one Conservation and Maintenance Plan for a Municipal City Heritage Site |                             | \$??-???   | Involves a consultant to prepare the Conservation and Maintenance Plan                         | A Conservation and Maintenance Plan for the Centennial/Appleyard House or the C.P.R. Station Building (Museum)                      |
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**Attachment A: Place Test collected comments**

| <b>Character, identity, enclosure and connections</b>   |  |
|---|--|
| <p>1. <i>What are the unique identifiers of the place?</i></p>  | <p>Older area, original commerce street of Port Moody.<br/>                     Other than the buildings, which are largely not maintained all that well, the area really has no unique identifiers.<br/>                     Small pieces of public art, heritage buildings.<br/>                     Old, original heritage houses and small businesses. Old yards with old trees and character, but some buildings need a 'face-lift'. Views of water and north shore mountains.</p>  |
| <p>2. <i>Does it have a specific boundary that defines the edges?</i></p>   | <p>Elgin and Kyle are the cross streets that enclose the business area of Clarke.<br/>                     Not really. It is basically a 2-3 block strip on a connecting road. The location of the Queens Street plaza in the centre has some potential, but is largely untapped at this stage.<br/>                     No real boundary at least to the west side. The Silk gallery seems to define the east end, although we should find out what might happen with the parking lot owned by the Burrard Hotel.<br/>                     Coming from the west it would be Kyle St. = boundary with new buildings.</p> |
| <p>3. <i>What makes the place memorable (microclimate, ecology, views, buildings, activities, feelings, streetscape, ect.)?</i></p> | <p>At the moment, just the known history of the place.<br/>                     Nothing really currently makes the place memorable. There is potential, but it is not being realized. Views are limited due to sky train and railway tracks and streetscape is poorly maintained, both by city and property owners. Activities in the area are minimal to non-existent.<br/>                     Not really much to make it memorable other than the existing buildings and the street trees (esp. in the Buildings, streetscape, yards, views of the north shore mountains).</p>  |
| <p>4. <i>Is the place connected to surrounding land uses (visually/ physically, socially, and economically)?</i></p>                | <p>It is by the street itself as well as the connecting streets to St. Johns, major arterial road.<br/>                     Although it is part of the city centre, the place feels isolated. There are no major public amenities nearby that encourage foot traffic.<br/>                     Not really that I could see.<br/>                     Seems disconnected to surrounding lands except for some areas on the north side of St. Johns St.<br/>                     Commuter traffic on Clarke along this area "unbearable" and affects walkability (noise-level, air pollution).</p>                         |

| Activity and access  |  |
|--|--|
| 5. Are people walking and biking in the neighbourhood?                                     | <p>Absolutely not.<br/>                     On a Sunday afternoon with decent weather, there were virtually no people walking and none biking. Very limited even on a nice Saturday afternoon – other than residents, there’s not much there to draw people in.<br/>                     Too few people walk or bike, traffic is mostly very discouraging.</p>                                   |
| 6. Is the area easily accessible (pedestrian, bicycle, transit, car), and if not, why not? | <p>Yes for cars, pedestrian, transit, not ideal for bikes.<br/>                     It isn’t inaccessible at current and accessibility will only increase as development in Port Moody’s city centre along the sky train route becomes reality.<br/>                     Area has become more accessible with Rocky Point: west coast express, skytrain line, buses on St. Johns and Clarke.</p> |
| 7. Do people say hello in passing while walking or biking?                                 | <p>Well I do so yes, you have to start somewhere.<br/>                     No real foot traffic, so no people congregating or engaging in conversation.<br/>                     Not really!</p>   |
| 8. Do people gather or meet (in groups of two or five) in the street frequently?           | <p>Not at all.<br/>                     There really isn’t anything to draw people in that would encourage congregation. Some of the businesses that exist might draw some foot traffic, but a number are not businesses that encourage people to linger or window shop.<br/>                     Not really</p>   |
| 9. Do street vendors and other entertainers in the street create excitement and animation? | <p>Not at all.<br/>                     No street vendors or public activities.<br/>                     If there were more people on the street, street musicians/buskers could help to animate the street.<br/>                     No street vendors or entertainers on the street.</p>   |

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| <p>10. Are there outdoor cafes that punctuate the streetscape?</p>                                      | <p>No.<br/>                 One eatery (pie shop) that does attract some eat-in clientele and a couple of decent fine dining establishments, but nothing that spills out into the streets. Based on the current streetscape, most patrons would probably chose not to eat outside.<br/>                 Nothing other than Gabi and Jules but there doesn't seem to be a lot of available sidewalk/boulevard space.<br/>                 Yes, but too few, but they are unique (e.g. Gabi &amp; Jules)</p>  |
| <p>11. Are there a variety of uses and businesses that extend out onto the street to invite you in?</p> | <p>Yes some, like Vivo's Flowers, chairs and tables outside Mint Hair, a few bits and pieces.<br/>                 A number of the businesses are not the type that need to invite you in.<br/>                 No other than Gabi and Jules but is that just a function of the existing range of uses.<br/>                 Flower shop, pie shop, Mexican café (Originals).</p>   |
| <p>12. Is the place adaptable to other uses?</p>  | <p>Only improvements of the street.<br/>                 It could be adapted, but it's the age old question of the chicken and the egg: what comes first, the people or the businesses that encourage the people to come? Given the current environment, it is expected that city centre redevelopment will increase the people traffic. If the people can be encouraged to frequent the area, the types of businesses that cater to foot traffic will come.<br/>                 I think that there is some opportunity for adaptive re-use especially some of the uses on the north of the street.<br/>                 It could have businesses (small and unique) related to recreational activities in Shoreline Park (e.g. cycling, surfing, kayaking, rollerblading, etc).</p> |

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| <p><b>Streetscape and ecology</b></p>  |   |
| <p>13. Are there flowers planted in the public street?</p>   | <p>Minimal.<br/>                 In terms of low hanging fruit, improving the streetscape would appear to be a relatively easy and low cost first step. Trimming vegetation, some city maintenance and painting and provision of some places for people to linger would be an immediate improvement.<br/>                 Some older trees.</p> |
| <p>14. Is there a rich streetscape with pedestrian-scale elements, such as benches, pedestrian lighting, trash receptacles, etc?</p> | <p>No.<br/>                 Not currently.<br/>                 No benches, no pedestrian lighting, no...</p>   |

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| <p>15. Are there street trees and a diversity of paving materials?</p>    | <p>Good representation of a variety of trees but standard sidewalk and street construction materials.<br/>                 Yes, but poorly maintained.<br/>                 Street trees, yes, no diversity of paving materials, all old and all the same.</p>  |
| <p>16. Is there a sense of nature in the street?</p>                      | <p>Yes, good trees and grass boulevards.<br/>                 No – it has a very industrial feel.<br/>                 Not really, but there is a sense of older yards that were once the pride of the owner.</p>   |
| <p>17. Is the place noisy? And what causes the noise?</p>                 | <p>Yes, all cars.<br/>                 Sky train and the railway run along one side.<br/>                 Too much traffic: noisy, ‘nerve-wrecking’, air pollution.</p>   |
| <p>18. How do vehicles fit into the area (dominant, secondary, etc.)?</p> | <p>Completely dominant on the street.<br/>                 Vehicles are more dominant than foot traffic currently, as the area in question is part of a connecting road.<br/>                 Vehicles definitely dominate the area during the normal weekday morning and afternoon peak hours but also on the weekend. The volumes aren’t the same but maybe it’s the noise.<br/>                 Vehicles are dominant.</p> |

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| <p><b>Buildings and connections</b></p>  |  |
| <p>19. Is there specific area defined by unique signatures (landmarks, signs, etc.)?</p> | <p>In as much as it is a heritage commercial street. Heritage signage is very weak.<br/>                 No, not currently.<br/>                 Some nicely maintained and attractive heritage homes/ small businesses.</p> |

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| <p>20. Do the buildings related to the place in style, form and massing?</p>  | <p>Yes.<br/>The buildings are older, but not really well maintained on the exteriors.<br/>Seems to be a mixture of styles – some with false facades and others not but to some degree that adds to the potential charm of those buildings. I wouldn't be too keen on design guidelines that result in the same appearance of buildings.<br/>In part.</p>  |
| <p>21. Are the buildings connected to the ground-level activity via windows, entranceways, space articulation, materials/ textures, and lighting?</p> | <p>Potentially yes and certainly some businesses are doing a better job than others at engaging.<br/>No.<br/>The existing commercial use buildings seem to be generally transparent at street level which is a positive feature, but a number of the uses are of a type that don't really invite people in from the street to see what's going on as many of the uses on Granville Island do (obviously on a much larger scale).<br/>Yes.</p> |

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| <p><b>Psychological factors</b></p>  |   |
| <p>22. Does the space or area feel big or small?</p>                                 | <p>Nicely open due to the size of the street: 2 lanes, 2 parking.<br/>Feels cramped and industrial.<br/>It feels small but too stretched out, 'diluted' and 'dispersed'.</p>  |
| <p>23. Does the area feel safe, or if not, what does it feel like?</p>               | <p>Not at night, dark, poor lighting, no activity.<br/>Safety is not a concern in the daytime, but could be at night<br/>The traffic feels very disturbing and even dangerous with cars speeding on a relatively narrow road.</p> |
| <p>24. Do you feel the sense of ownership and territory in the area? If so, why?</p> | <p>No. Run down, no beautification, no statements of pride of ownership, no connectedness on the street.<br/>No.<br/>Feel a sense of history and character. Very important to maintain and improve this.</p>                      |

And as a final overarching question:

25. What is missing? How can the place be improved?

Theme: Lighting

- It's dark: replace the glass coverings of the historical lamp posts with clear shades that brighten up the street. Paint them all the same colour at the same time.
- Run and or repair the fairy lights on the boulevard trees on both sides of Clarke and time them to go on at the same time as the street lamps.
- Street lights are a mix of City lights and what I assume are BC Hydro "lease lights" with different styles. Even the City lights are of two different standards;

Theme: Signage/ Wayfinding

- Update the street signs to make them all more clearly from a heritage area, separates from the rest of the city. Don't use green.
- Place information signs on each street sign post with a brief history of why the street is named what it is.
- Absence of any heritage-themed information signage that could explain more of the history of the area;
- Building signage could be better coordinated;
- Historical photos on rail line fencing
- Heritage markers are not very visible;
- Need to make better use of the Queens Street into kiosk – Managed by Helen Daniels at Gallery Bistro

Theme: Maintenance and Cleaning

- Add regular maintenance to the work orders for the street with respect to proper trimming around boxes, lamp posts etc. Power wash the sidewalks.
- Repair and clean any benches along the street
- Encourage businesses to freshen up and paint the outside of their buildings – maybe incentivise
- The existing banners are in sad shape and need to be replaced;

Theme: Streetscape design

- Either flag/ banner the lamp posts (maybe an art contest at school level whereby students would need to learn the history of the area in order to design banners related to the street) or baskets of flowers in the summer. I was told at one time couldn't add hanging baskets because water would need to be run. Perhaps revisiting those costs.
- When the transit plan for the street comes up, along with the bike lane, keep the sidewalks in and the trees at the road edge, meander and widen the sidewalk where possible, bump out sections and add seating and flower boxes.
- Noise- traffic and rail;

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- Absence of landscape screening along the rail tracks;
- The view of the back of Aroma restaurant parking area and the general appearance of a number of residential and industrial properties;
- Lack of street furniture, especially benches for seating;
- Investigate opportunities for murals, storyboards, public art
- It needs to be 'brought to life' where it feels safe and relaxing to walk around, otherwise it's just another 'drive-through' area; more walking areas away from traffic, make it cycling friendly (go with trends!), create another Newport Village!

#### Theme: Queens Street Plaza

- The Plaza either needs to be activated or removed – one or the other. It's flat, dead and unloved. It needs reasons for people to come and collect. Seating in groupings that encourages conversation. Chess tables and chairs, flower containers scattered throughout. Kiosk or pushcarts made available for free to start to encourage coffee/tea barrows and craft sales. A little library. All of the cleaning references above apply to the Plaza as well. Clean, bright lights, fairy lights on the trees, power wash and trimmed up edges, repaint the brick donors names.
- Improve the Plaza to make better use of the space (e.g. entertainment)
  - Needs partial roof or proper stage area
  - Landscaping
  - Needs to be better maintained and cleaned on a regular basis;

#### General Comments

This relates to the question I have been asking ever since getting involved with the Heritage Commission and one which no one has yet answered. As a group of outsiders, we may have a vision for how we want a certain area of the city to look and/or feel, but how does one make it happen? Slapping a heritage designation on a building or an area does not force the property owners to improve their property, let alone maintain it. The area in question currently has an eclectic mix of businesses, many of which are not geared to encouraging the type of foot traffic envisaged by the questions above. Interspersed are private residences with varying degrees of "ownership pride" on exhibit to passersby.

In the short term, certain improvements can be made by concentrating on city maintenance, landscaping, some painting and upkeep of the city property and some additions (benches, trash receptacles, etc.) that would encourage foot traffic in the area. Longer term, some activities and features that would encourage people to visit the area, such as making better use of the Queens Street plaza or providing scheduled street entertainment, will help draw people in.

The one thing known for sure is that redevelopment of the city centre along the sky train route will increase the potential for more foot traffic in the area. Providing that potential foot traffic with reasons to go to the area will be the challenge. Once the people have a reason to go, the mix of businesses will change to cater to the increased foot traffic. Relocating businesses are not likely to be the impetus, as its currently too risky to locate in the area without a firm redevelopment plan that business owners believe the city is committed to. The city may also need to encourage, through zoning, the types of businesses it wants to see in the area. The vision of a walkable, social area that encourages street activities is not really in congruence with an industrial looking area.

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## Project Charter

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|--------------------------------|--|
| <b>Project Name:</b>           | Historic Moody Centre Commercial District Revitalization |
| <b>Project Number:</b>         |  |
| <b>Lead Department:</b>        | Economic Development Office                              |
| <b>Total Allocated Budget:</b> |  |

| Project Background  |
|---|
| <p>The Council Strategic Plan for 2015 to 2018 includes the following actions:</p> <ul style="list-style-type: none"> <li>• Enhance the uniqueness of Clarke Street (Economic Development chapter)</li> <li>• Implement the Heritage Strategic Plan (Arts &amp; Culture chapter)</li> </ul> <p>In the 2016 to 2022 Heritage Strategic Plan, section 1.7 states: “Develop a Clarke Street Revitalization Plan that will ensure the development of a vibrant destination area through a comprehensive approach to the management of traffic, economic revitalization and enhanced heritage conservation and infill.”</p> <p>At the February 9, 2017 Heritage Commission meeting, City staff gave a presentation on the Clarke Street Revitalization Plan. They outlined the current OCP land use designation and zoning on Clarke Street, existing development proposals, opportunities and weaknesses, and the goals of the Plan. The Commission discussed ways to encourage and retain heritage buildings, the effect of new development on small businesses, and transportation issues in the area. During the meeting, it was noted that a revitalization plan for Clarke Street cannot be taken in isolation and that other Committees would have valuable input. The Commission also highlighted the need to consult with owners on Clarke Street if the Plan went forward and that preparation of the Plan would require additional funding.</p> <p>At the April 13, 2017 Heritage Commission meeting, a staff memo dated April 6, 2017 was tabled regarding a Clarke Street Revitalization Plan. The memo proposed the Plan boundary as comprising both the north and south sides of the 2300 and 2400 blocks of Clarke Street (Elgin Street to Kyle Street). It also suggested that the intended outcome of the Plan was not clear and that the Plan would focus more on improving the economic viability of existing businesses and attracting new ones to the area given that the boundary encompassed the majority of the heritage commercial businesses and from comments from previous meetings.</p> <p>The Commission suggested the aim of the Plan should be street beautification to bring vibrancy back to Clarke Street, which would result in increased economic activities, through improved upkeep of existing street furniture assets, addition of new ones, wayfinding, heritage signs, and lighting. Further comments were made on the condition and limitations of the Queens Street Plaza and the possibility of closing off Clarke Street for special events.</p> |

On October 28, 2017, the Heritage Commission participated in a staff-led walking tour of Clarke Street and provided comments on the character, identity, enclosure, and connections; activity and access; streetscape and ecology; buildings and connections; and psychological factors. The committee members then offered numerous suggestions on how the street could be improved through lighting, signage and wayfinding, maintenance and cleaning, streetscape design, and the activation of Queens Street Plaza. A staff memo dated December 6, 2017 was prepared summarising the walking tour and tabled at the December 14, 2017 Heritage Commission meeting.

At the December meeting, staff provided an overview of the memo to the Commission and that should the Commission wish to proceed further with actions related to Clarke Street, that it should be included in the 2018 Heritage Commission Work Plan along with a budget. The action item from the meeting was for staff to circulate the design guidelines in the OCP to determine areas of commonality.

On June 14, 2018, the Heritage Commission considered the staff report dated December 6, 2017 and discussed at the December 14, 2017 Heritage Commission meeting. It was reiterated that the Clarke Street revitalization could not be undertaken in isolation and that other committees would have valuable input. The Chair noted that the Arts & Culture Committee had directed staff to perform research on placemaking for Queens Street Plaza.

The Commission noted that heritage preservation is secondary to the primary issue of maintenance. It also suggested that a framework for evaluating priorities and creating quick-wins to pull together a sense of neighbourhood was required in order to make a concise recommendation to Council. The action item from the meeting was for staff to circulate the design guidelines in the OCP and the neighbourhood plan for Clarke Street to determine areas of commonality.

At the July 12, 2018 Heritage Commission meeting, staff tabled a document that summarised components of the OCP relevant to Clarke Street. The Commission considered forming a subcommittee in September when the new Commission term commences to focus on this work plan item. The following resolutions were passed:

HC18/022

THAT staff be directed to address the Clarke Street Revitalization recommendations contained in the memorandum entitled "Clarke Street Place Test Collected Comments" dated December 6, 2017;

AND THAT the memorandum entitled "Clarke Street Revitalization Plan" dated April 6, 2017 be included to establish the geographical boundaries for the Clarke Street Revitalization Plan that would extend from Kyle Street on the east to Elgin Street on the west.

The Heritage Commission submitted a report for information dated July 13, 2018 at the Regular Council meeting of September 25, 2018. The following resolution was passed:

RC18/467

THAT the report dated July 13, 2018 from the Heritage Commission regarding Clarke Street Revitalization be referred to staff to report back for implementation.

The Arts & Culture Committee met on October 1, 2018 and approved the 2018/2019 work plan to be forwarded to Council for approval. The plan, dated October 11, 2018, was adopted on consent at the Regular Council Meeting on October 23, 2018. The work plan included the item “Placemaking at Queens Street Plaza.”

Additionally, the Economic Development Committee met on December 5, 2018 and approved its 2019 work plan, which includes the activity “Develop outline for St. Johns and Clarke revitalization initiative.” Council endorsed the work plan at the February 12, 2019 Regular Council meeting.

**Problem/Opportunity**

- There has been ongoing interest and discussions from several civic committees and City departments regarding a revitalization effort of the Clarke Street/historic Moody Centre area. Some businesses and residents in the area have also expressed this need. Consequently, there appears to be the opportunity to explore a revitalization effort; however, the dialogue to date by committees has largely been in isolation so a coordinated effort is required.
- Lack of a coordinated vision for the area.

**Goals and Objectives**

- Develop and implement a plan to preserve and enhance heritage elements, support business development, improve public realm in the historic Moody Centre area, and revitalize Queens Street Plaza.
- Coordinate efforts by committees and staff towards a common vision.

**Defining the Scope**

|                 |  |
|-----------------|--|
| <b>In Scope</b> | <i>Identifies the responsibilities, activities, deliverables and areas that are necessary to achieve the project goals and objectives.</i> |
|-----------------|--|

The Project will include:

Governance

- Devin Jain, Jess Daniels, and Joji Kumagai will form a steering group to steward this initiative forward. They are the respective staff liaisons for the Arts and Culture Committee, Heritage Commission, and Economic Development Committee.

Potential activities

- Develop a vision for the area
- Preserve and enhance heritage elements
  - Develop property maintenance incentives/program
  - Develop branding for the area
  - Improve storytelling of heritage elements through signage, etc.

- Support business development
  - Hold regular business and property owner stakeholder meetings
  - Through these stakeholder meetings, create action plan on issues related to property maintenance, business composition, placemaking opportunities, events, parking, etc.
- Improve public realm
  - Existing initiatives*
    - Expand festive lighting as part of the lighting strategy
    - Install new bike racks
    - Expand hanging basket program
    - Install new public furniture
  - New initiatives*
    - Develop a maintenance schedule of existing and new public assets
    - Develop and install pedestrian wayfinding
    - Improve digital wayfinding by working with businesses to improve their online listings and to upload heritage assets and points of interest
    - Explore opportunities for public art
    - Finalise parklet program and pilot on Clarke Street; encourage application through stakeholder meetings
    - Create banner strategy and implementation
    - Revitalize Queens Street Plaza – upgrade aesthetics, develop programming, and establish partnerships for long-term stewardship especially related to programming
- Communicate to stakeholders
  - Monthly or as-needed bulletins to committees: Heritage Commission, Arts & Culture, Economic Development, Tourism, and Transportation; Parks & Recreation Commission when related to Queens Street Plaza; seek input at relevant stages from the Seniors Focus and Youth Focus Committees.

|   |   |
|---|---|
| <b>Out of Scope</b>                                 | <i>Identifies the responsibilities, activities, and areas that are not part of the scope.</i> |
| The Project will <b>not</b> include:                |   |
| <ul style="list-style-type: none"> <li>•</li> </ul> |   |

| Scheduling and Timeframes   |                   |
|---|-------------------|
| Planned start date:   | Planned end date: |
| Notes: <ul style="list-style-type: none"> <li>• Staff to present to Heritage Commission March 14, 2019: seek endorsement and to present to Council with recommendation to engage relevant committees</li> <li>• Staff report to Council on March 26, 2019</li> <li>• Staff to engage committees in April 2019: Arts and Culture, Economic Development, Youth Focus, Parks and Recreation, Seniors Focus, and Tourism</li> </ul> |                   |

- Staff to develop implementation plan focusing on Clarke Street with potential to expand to the Moody Centre Heritage Conservation Area
  - Heritage Commission suggested Elgin to Kyle on Clarke Street (2300 and 2400 blocks) but also referenced the Arts Centre on St Johns Street as an asset in revitalization efforts.
  - Economic Development Committee listed the revitalization of both St. Johns and Clarke Streets in its work plan.
- Staff report to Council in late May/early June
- *(specific timelines on implementation plan to follow)*

**Project Roles and Responsibilities**

The **Project Manager** is responsible for all doing the work.

|                               |   |
|-------------------------------|---|
| Project Manager: Joji Kumagai | Position Title: Manager, Economic Development |
|-------------------------------|---|

The **Project Sponsor** is accountable for all project decisions and approval of project work.

|                             |                              |
|-----------------------------|------------------------------|
| Project Sponsor: Tim Savoie | Position Title: City Manager |
|-----------------------------|------------------------------|

**Project Authorization**

This document requires approval of the undersigned members of the Project Team prior to starting work on the project.

|   |   |   |
|---|---|---|
| <p><b>Project Manager Signature</b></p> <p>Date Signed:</p> | <p><b>Project Sponsor Signature</b></p> <p>Date Signed:</p> | <p><b>General Manager Signature</b></p> <p>Date Signed:</p> |
|---|---|---|

### Project Stakeholder and Affected Agencies

| Agency/Stakeholder | Description   | Role/RACI<br>R – Responsible<br>A – Accountable<br>C – Consulted<br>I – Informed | Role confirmed<br>Agency/<br>Stakeholder |
|--------------------|---|--|--|
| Jess Daniels       | Policy Planner; Heritage Commission staff liaison; steering committee member  | R  | <input checked="" type="checkbox"/>      |
| Devin Jain         | Manager, Cultural Services; Arts and Culture Committee staff liaison; steering committee member                     | R  | <input checked="" type="checkbox"/>      |
| Joji Kumagai       | Manager, Economic Development; Economic Development and Tourism Committees staff liaison; steering committee member | R  | <input checked="" type="checkbox"/>      |
| Jeff Moi           | General Manager, Engineering  | R  | <input checked="" type="checkbox"/>      |
| Rosemary Lodge     | Manager, Communications and Engagement  | R  | <input checked="" type="checkbox"/>      |
| Stephen Judd       | Manager, Infrastructure; Transportation Committee staff liaison   | R  | <input type="checkbox"/>                 |
| Robyn MacLeod      | Manager, Building, Bylaw and Licencing  | R  | <input checked="" type="checkbox"/>      |
| Lesley Douglas     | General Manager, Environment and Parks  | R  | <input checked="" type="checkbox"/>      |
| Angela Blackall    | Recreation; Seniors Focus Committee staff liaison   | C  | <input checked="" type="checkbox"/>      |
| Corina Lefebvre    | Youth Programs; Youth Focus Committee staff liaison   | C  | <input checked="" type="checkbox"/>      |
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