

**Planning Department
Memorandum**

To: Chief Administrative Officer
From: Senior Planner
Date: September 19, 2011
Subject: Waterfront Market Analysis and Feasibility Study – Phase IV - Implementation

Recommendation

1. That the District proceed with the Phase IV *Implementation Strategy* of the overall Waterfront Market and Feasibility Study;
2. That funding up to \$30,000 be approved for Phase IV Implementation Strategy with funding coming from the budget funds remaining from the previous phases in the amount of \$9,815.93 and with the balance of the funding in the amount of \$20,184.07 coming from the Stabilization Reserve Fund;
3. That the District's financial plan be amended accordingly; and
4. That council engage Cotter Architects Inc. to undertake Phase IV Implementation Strategy subject to staff's review and approval of the prospective consultant's work plan and associated budget.

Waterfront Market and Feasibility Study

As part of the vision to redevelop Mission's waterfront and downtown area, the District has undertaken a Waterfront Market Analysis and Feasibility Study. The entire Study, which consists of a four-phase process, will provide Council with information about the overall market and financial viability to planning and redeveloping the waterfront lands. Specifically, findings and recommendations will be derived from a (I) Market Analysis; (II) Financial Analysis; (III) Land Defragmentation Strategy; and (IV) Implementation Strategy. To date, Phases I through III of the Study have been completed with the decision to proceed with the final phase being the main recommendation of this report.

The first three phases of the Waterfront Market Analysis and Feasibility Study have concluded that a residential and commercial market opportunity on the waterfront exists, that there is financial viability for developers and investors to consider these underutilized lands, and that it is possible for the District to manage land fragmentation through various policy and land use management options.

The final component, Phase IV, *Implementation Strategy* will outline the necessary information about the level of detail and commitments expected when planning the waterfront lands. Cumulatively, the findings and recommendations derived from each of the study phases will allow Council to make an informed decision on how to proceed with planning of this important area of Mission.¹

¹ Details of each of the phases' findings are available on the District's website under the Waterfront Studies link: <http://www.mission.ca/work/planning-department/mission-waterfront/waterfront-studies/>

Phase IV – Implementation Strategy

Staff have revisited the original terms of reference for Phase IV and have been consulting with Cotter Architects Inc. (CA) to ensure that what has been learned from the previous three phases will be reflected in the objectives of this last phase. The work plan and budget for Phase IV, prepared by CA, have been updated to ensure that the deliverables of this concluding phase will provide Council with meaningful information on how best to proceed with waterfront planning.

Work Plan

The Implementation Strategy will determine the key intergovernmental, stakeholder and developer interests that need to be addressed as part of waterfront redevelopment planning as well as identify the financial implications for the District when preparing a comprehensive land use plan. The strategy will also identify the various roles that the District can assume in order to advance the initiative. The terms of reference outlining the process are attached to this report.

Budget

The consultant will work throughout the process with an in-house team from the Planning Department and other municipal Departments. To reduce the costs for this phase, District staff will be taking a significant role in leading this phase of the Study.

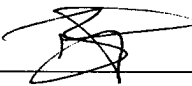
The initial budget for this phase was estimated at approximately \$10,000. However this was forecasted at a preliminary stage and with little scope. Now that the District is able to build upon the conclusions and recommendations of the concept planning, market and financial analysis and defragmentation strategy concluded in the previous phases, the *Implementation Strategy* has been developed to deliver clear decision-making direction with respect to the future commitment to, and investment in, the waterfront redevelopment initiative. As a result, there is a request for additional funding to complete this last phase of the Waterfront Market Analysis and Feasibility Study.

The recommendation on funding for Phase IV is to use the budget funds remaining from the previous phases in the amount of \$9,815.93 and fund the balance in the amount of \$20,184.07 from the District's Stabilization Reserve Fund.

Summary

Overall, the conclusion of the Waterfront Market and Feasibility Study will establish the next steps in planning generally as well as provide specific information on the implementation of alternatives and critical paths. Cumulatively, the findings provided with each component of the study will allow Council to make an informed decision on how to initiate planning of the waterfront lands. It is recommended that the District proceed with Phase IV *Implementation Strategy* of the Waterfront Market and Feasibility Study.

Dan Sommer
Senior Planner



I have reviewed the financial aspects of this report.



Ken Bjorgaard, Director of Finance



Market and Feasibility Study

Waterfront Planning

TERMS OF REFERENCE

PHASE FOUR

Implementation Strategy

SEPTEMBER 16, 2011

Market and Feasibility Study (Waterfront Planning)

TERMS OF REFERENCE: *PHASE FOUR – IMPLEMENTATION STRATEGY*

INTRODUCTION

The District of Mission is located along the Fraser River – a water resource that has been central to the development of the community given its industrial legacy. The river continues to have an industrial function, but increasingly, it is being viewed in terms of the opportunities it presents for mixed-use residential and commercial waterfront development. The waterfront represents a significant opportunity for Mission to achieve urban land intensification for over 60 hectares (150 acres) of land designated for high-density residential and mixed commercial/residential uses and industrial uses.

As part of the vision to redevelop the waterfront, the District seeks a development services Consultant to prepare an *Implementation Strategy* that will provide a comprehensive recommendation on how to proceed with development of the Waterfront .

The District of Mission has undertaken a four phase process of determining the feasibility of developing the waterfront lands as follows:

- | | |
|----------------------------------|------------------|
| 1) Market Analysis | <i>COMPLETED</i> |
| 2) Financial Analysis | <i>COMPLETED</i> |
| 3) Land Defragmentation Strategy | <i>COMPLETED</i> |
| 4) Implementation Strategy | |

The *Implementation Strategy* will build upon the conclusions and recommendations of the concept planning, market and financial analysis, and defragmentation strategy concluded in the previous phases. The goal of the study is to provide the District with clear decision-making direction with respect to the future commitment to, and investment in, the waterfront redevelopment initiative.

OBJECTIVES

Based on the recommendations in Phase 1 through 3, and a decision by Council to move forward, the Consultant will develop an *Implementation Strategy* that will:

- Confirm key assumptions that were the basis of the analysis of previous phases;
- Consult with key stakeholders and authorities to provide input into the process
- Conduct focus groups with private development to provide input into the process
- Consider options for the role of the District of Mission in the development process
- Consider options for the planning approach and framework to follow.

PROCESS

The Implementation Strategy outlined above, will be developed by the Consultant in two phases as follows:

1) Consultation

a) Consultation with Agencies

To confirm key assumptions of earlier phases, and to further resolve key considerations that form the basis of the waterfront development. These include, but are not limited to the highway bypass alignment, environmental, heritage and archaeological. The Consultant will attend key meetings, review the information and findings recorded by Staff, and consider these in its recommendations on Implementation

b) Consultation with Stakeholders

To identify specific needs of user groups/property owners early in the planning process, as well as to assess the interests and opportunities of land owners and various community groups in the development of the waterfront. The Consultant will attend key meetings, will assist Staff in the collection of stakeholder information, review the findings recorded by Staff, and consider these in its recommendations on implementation.

c) Consultation with Developers

To solicit feedback and input on the waterfront planning process, conclusions drawn to date, and direction for implementation. The Consultant will prepare presentation material and facilitate key meetings, review the information and findings recorded by Staff, and consider these in its recommendations on Implementation

2) Concept Model/Guiding Principles

a) Concept Model

To consider consultation feedback and assess the impact of new information on the conclusions of previous phases of work. The Consultant will assess and identify any need to refine or confirm the concept model, and report to Staff.

b) Guiding Principles

To consider consultation feedback, and assess the impact of new information on the original guiding principles, as well as those derived from consultations with stakeholders including past council direction, and relevant past documents. The Consultant to review this assessment and consider these in its recommendations on implementation.

c) Planning Approach and Framework

To consider and evaluate a range of planning approaches and possible frameworks for moving forward with more detailed planning and initial phases of development, and future proposal calls. The Consultant will identify, assess and recommend a planning approach and framework for the District of Mission's consideration.

d) Role of the District of Mission

To consider and evaluate a range of options for the role of the District of Mission in the planning and development of the waterfront. The Consultant will identify, assess and recommend a role for the District of Mission's consideration, that is compatible with the recommended planning approach and development framework.

TIMELINE AND REPORTING

The *Implementation Strategy* will be completed by the Consultant according to the following estimated timeline:

- Approval of Terms of Reference September 2011
- Consultation September 2011 – November 2011
- Technical work and study September 2011 – December 2012
- Draft Interim Report December 2011
- Assessment and Analysis January 2012
- Final Report and Recommendations January – February 2012

BUDGET

The estimate for the cost to complete the revised *Phase Four – Implementation Strategy* as outlined above, is \$28,750.

NEXT STEPS

Based on these Terms of Reference for a revised *Phase Four – Implementation Strategy*, the completed work of the Consultant will provide the District of Mission with a comprehensive recommendation on how to proceed with development of the Waterfront. There is no commitment to proceed implied in this recommendation, it is offered for District of Mission consideration only. The Consultant shall not be entitled to any revenue or recoveries for work beyond Phase Four unless and until the District has authorized continuance in writing.