

THE HEIGHTS DISTRICT PLAN



Plan Prepared For:
Community and Economic
Development Department
City of Vancouver, Washington

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City of Vancouver acronyms:

CMO: City Manager's Office

CED: Community and Economic Development

PW: Public Works

CDBG: Community Development Block Grants

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GLOSSARY

20-minute neighborhood

Neighborhoods with access to a mix of services and amenities (such as stores, restaurants, parks, schools, transit stations) accessible within a 20-minute walk.

Aging in place

The ability for seniors to remain living in their home and/or community safely, independently, and comfortably.

Bioretention

The process in which contaminants and sedimentation are removed from stormwater runoff, often with planted treatment areas such as bioswales or rain gardens, that filter water before they infiltrate into the soil and enter the stormwater drainage system.

Complete Streets

Streets designed to be safe and accessible for all users, ages, and abilities, regardless of how they choose to travel, typically including bike and pedestrian facilities as well as traffic calming features.

Comprehensive Plan

The City of Vancouver's Comprehensive Plan provides the overall long-term vision and policy direction for managing the built and natural environment in Vancouver, and providing necessary public facilities. It addresses transportation, utilities, land use, recreation, housing, economic development, and city services, and is required by state law to be updated periodically.

Entitlements

Legal rights conveyed by approvals from governmental entities to develop a property for a certain use, intensity, building type or building placement.

Environmental Impact Statement (EIS)

A planning document describing the positive and negative environmental effects of a proposed action, and usually comparing one or more alternative actions, as required by the Washington State Environmental Policy Act (SEPA). An EIS typically includes analysis of impacts to air, water, and soil quality, threatened or endangered species, historic and cultural sites, and social and economic impacts such as housing or noise, as well as how these impacts will be mitigated.

Equity

The ideal of fair and just treatment of all members of a community, recognizing that some people face greater burdens and disadvantages than others.

Festival street

A street or public place that can be temporarily closed to vehicle traffic for special events.

Income-based housing

Housing that is made available to households with incomes below a certain threshold (e.g. 60% of a metro area's median household income) and priced to cost no higher than 30% of the household's gross income.

Low impact development

Systems and practices that use or mimic natural processes that result in the infiltration, evapotranspiration or use of stormwater in order to protect water quality and associated aquatic habitat; an approach to land development that works with nature to manage stormwater as close to its source as possible.

Makerspace

A place where people can engage in hands-on, collaborative creation of crafts or innovative designs with low- or high-tech tools and supplies.

Mixed-use development

Urban development that combines different types of uses — residential, commercial, retail, office, cultural, institutional, or entertainment — in a building or complex of buildings.

Multimodal

When describing a street or transportation network, multimodal means it provides options for people to get around on foot, on bicycles, in transit, or in motorized vehicles.

Planned Action Ordinance (PAO)

An ordinance adopted by a municipality that formalizes a planned action, which is a development project whose impacts have been addressed by an Environmental Impact Statement (EIS) associated with a plan for a specific geographic area before individual projects are proposed. Such up-front analysis of impacts and mitigation measures then facilitates environmental review of subsequent individual development projects.

Public realm

Space that the general public has access to, including streets, sidewalks, parks, and civic plazas.

Right-of-way

Land that is controlled by the city and reserved for public use such as for streets and sidewalks.

Shared parking

Parking spaces that are shared by more than one user, typically under a shared parking management strategy with the goal of creating greater efficiency. For example, a parking garage can be used by office workers during the day and by residents in the evening.

Stormwater management

The effort to reduce and/or improve the quality of runoff of rainwater into streets and watersheds.

Traffic calming

The use of design features to improve safety for motorists, pedestrians, and cyclists. This can include for example speed humps, curb extensions, or narrowing traffic lanes.

Transportation demand management

The application of strategies to reduce travel demand and/or redistribute demand to allow for more efficient use of transportation infrastructure, such as programs to encourage carpooling and transit usage.

TreeCAP

The City of Vancouver's Tree Canopy Achievement Program, which recognizes efforts to plant and maintain trees with a citywide goal of 28% tree canopy coverage by 2030. Read more online: www.cityofvancouver.us/publicworks/page/tree-canopy-achievement-program-treecap

Universal design

The design of buildings, products or environments to make them useable and accessible to all people, regardless of age, disability, mobility challenges, or other factors.

Urban center

Areas designated in Vancouver's Comprehensive Plan that are expected to accommodate future growth and include, or will include, a mixture of employment, housing, and cultural opportunities.

Walkshed

The land area within a defined walking distance from a specified destination, e.g. a 20-minute walkshed or a half-mile walkshed.

Washington State Environmental Policy Act (SEPA)

Enacted in 1971 to ensure that state and local agencies consider effects on the environment during their decision-making processes, SEPA requires the identification and evaluation of possible impacts a government proposal may have on the environment (see Environment Impact Statement).

Woonerf

A Dutch word for a low-speed, low-traffic street designed to be safely shared by pedestrians, bikes, and cars, which typically can be closed for events and programming.

Workforce housing

Housing that is affordable to people with incomes near the median for the region, and located in or near employment centers.

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EXECUTIVE SUMMARY



Fig 1: The proposed heart of the Tower Mall Redevelopment Area

THE OPPORTUNITY

The Heights District (The District) represents an opportunity to create a new vibrant mixed-use urban neighborhood that is strategically located in the heart of Vancouver. With easy access to major commercial uses, social services, schools, places of worship, parks and open spaces, and downtown, The District is well-positioned for redevelopment as an up-and-coming neighborhood center. Surrounded by stable yet growing neighborhoods, the District is recognized by many local residents as an area with a quiet character, where people have lived for many generations and are exceptionally friendly.

The Town Plaza building, formerly known as the Tower Mall, is the central structure in The District. It was built in 1970 and was initially successful, but has since faced significant decline. This site is the centerpiece of redevelopment opportunities in The Heights District.

Vancouver has experienced tremendous growth over the last decade, including on the west side in Downtown and on the Waterfront, and on the east side along the 164th and 192nd corridors. However, the Heights area and central Vancouver overall have not experienced the same level of investment as other parts of the City. In addition, neighborhoods around the Heights represent the spectrum of the City's social and economic diversity, and adjacent neighborhoods include both affluent and economically vulnerable residents. Thus, the Heights Plan is an opportunity for the City to partner with the private sector to bring new investment to central Vancouver, and ensure that new development provides benefits and opportunities to a broad range of residents now and in the future.

"The site of the former Tower Mall is the centerpiece of development opportunities in The Heights District"

THE PLAN

Developed through a rigorous stakeholder engagement process, the future Heights District is envisioned as a vibrant urban neighborhood center that is economically feasible and context sensitive. The objectives that support this vision involve leveraging sustainability and economic development initiatives, integrating income-based housing, creating and programming high-quality public open space, ensuring good urban design, and providing for a range of ways for people to get around.

The Plan area consists of the 63-acre Tower Mall Redevelopment Area within the broader 205-acre Heights District. Several groups of policies have been developed to guide The Heights toward fulfilling its vision statement, and a redevelopment plan has been developed to provide more specific guidance for the Redevelopment Area.










Fig 2: Study Area Showing The Heights District

VISION STATEMENT

"The Heights District is a vibrant, connected neighborhood center. The center seeks to promote community health, wellness and a shared identity. This identity reflects the value placed on the past and current community with an eye toward welcoming future generations in an inclusive, respectful and equitable manner."

KEY MEASURES OF SUCCESS

- 
Residential units will increase from 232 to 1,800
 - A minimum of 10% will be family units with 3+ bedrooms
 - At least 25% of total units will be income-based
- 
\$34M in tax revenue (sales, property and utilities) will be collected over 20 years
- 
Fitwel Community certification / LEED Building certification (as appropriate) will be achieved
- 
Jobs will increase from 650 (including the school district) to 900-1,000
 - 30% of local small businesses will be retained
- 
TreeCAP Gold Leaf certification
 - 30% tree canopy coverage
- 
10% reduction in driving alone trips
50% reduction in collisions between vehicles and bikes or people walking
- 
Maintain client-facing social service capacity

PROPOSED DEVELOPMENT PROGRAM FOR TOWER MALL REDEVELOPMENT AREA

The Proposed 20-year Development Program was established as part of the Plan process. The projections below apply to the Tower Mall Redevelopment Area.

Land Use	Proposed 20-Year Development Program
Residential	1,340* units (1,000 sf average)
Commercial	56,000 sf
Office	65,000 sf
Hospitality	83,000 sf (156 hotel rooms)
Civic	16,000 sf
Church/Multi-Purpose	20,000 sf
Parks & Open Space	6.1 acres
Total	1.58M sf




IMPLEMENTATION STRATEGY

The Heights District and Tower Mall Redevelopment Plan will be realized over a 20-year time period from adoption. These initial steps will set the stage for long-term fulfillment of the Plan.

2018–2019: INITIAL PLANNING

- The Heights District Plan
- Tower Mall Redevelopment Plan
- Urban Design Guidelines and Sustainability Program
- Conceptual Development Plan & Entitlements (next Phase)

2020–2021: POLICY UPDATES

- Comprehensive Plan
- Zoning Code
- Capital Facilities Plan
- Transportation Improvement Program

2021–2023: CONCEPT REFINEMENT

- Development Plan and Housing Strategy
- Streets and Public Realm Master Plan
- Lot Line Adjustments, Easements, and Acquisitions

2023–2039: DESIGN AND CONSTRUCTION

- Parks and Infrastructure
- Development Partnerships and Agreements
- Neighborhood Development Organizational Structure
- Building Project Delivery

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PURPOSE & PROCESS

PURPOSE

The Heights District Plan was conceived by the City of Vancouver as a means to:

- Identify a long-range land use and transportation vision and plan for The Heights District
- Catalyze revitalization and private investment in central Vancouver
- Develop a preferred conceptual development site plan for the 63-acre Tower Mall Redevelopment Area to support the City's use of its community renewal authority and eliminate blight within that area
- Prepare the required Environmental Impact Statement (EIS) and Planned Action Ordinance (PAO) responding to applicable State Environmental Policy Act (SEPA) requirements and other applicable local requirements, and provide support for City Council approval of the District Plan and Redevelopment Area Plan and completion of the Final EIS and PAO

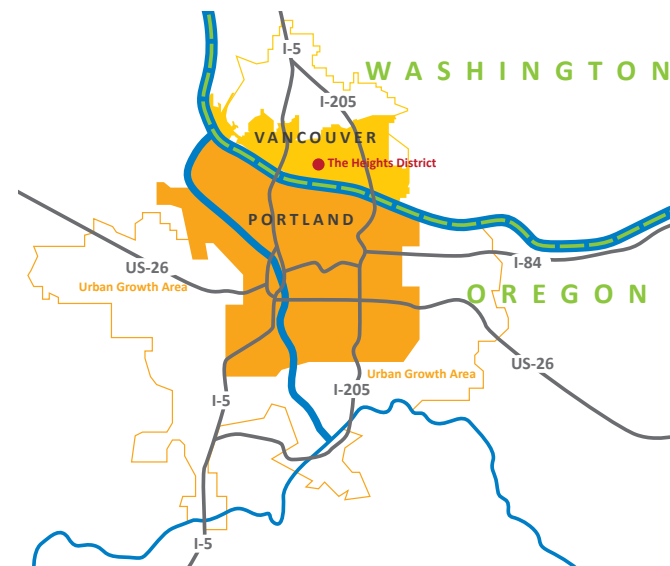


Fig 3: Regional Context



Fig 4: Vicinity Map

PROCESS

A robust public involvement effort guided the 18-month planning process, and was intended to solicit input on community values and aspirations. Concurrently, the team engaged in a series of interviews with stakeholders, staff, and agency partners to gain a shared understanding of existing conditions, market realities, and opportunities and challenges. This outreach informed the vision for the District, consisting of goals and objectives as well as guiding principles.

The vision and guiding principles are the shared values around which concepts were developed for the design, development, and programming of the overall Heights District and the Tower Mall Redevelopment Area. In the concept exploration phase, a wide range of physical and programmatic possibilities were introduced. Stakeholder and community feedback was incorporated to identify priorities related to different elements of each concept, with a Community Advisory Committee playing a vital role.

For the Redevelopment Area, three refined concepts with variations in neighborhood design and programs were developed and evaluated based on the key metrics defined by the community, including: mobility and access performance, land uses, and massing and scale. From the evaluation, a further refined Preferred Concept Plan for the Redevelopment Area emerged.

Finally, an action-oriented implementation strategy was developed, including options for a phased development approach to associated improvements. Measures of success were established to provide quantitative and qualitative targets that outline community expectations for the future of The Heights District. The draft Heights District Plan, Tower Mall Redevelopment Plan, and associated measures of success were presented to the community as part of the ongoing stakeholder engagement process and subsequently advanced to their final versions.

"Early engagement ensured that the values and priorities of all parties were heard before any important decisions were made."

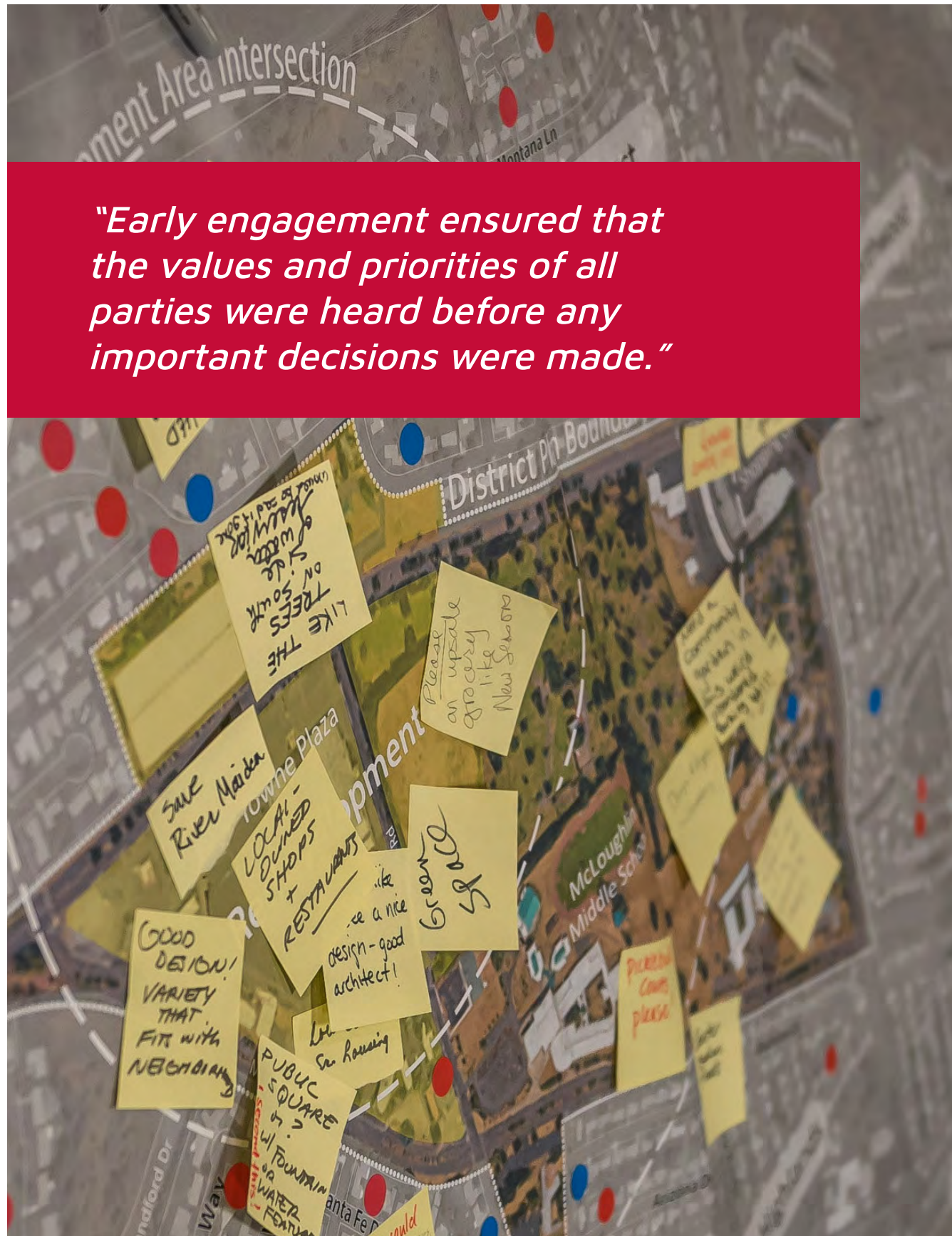


Fig 5: Notes placed on map by the public during an open house

STAKEHOLDER ENGAGEMENT

Throughout the process of developing The Heights District Plan, input was sought through a series of public involvement efforts, including public open houses, workshops, focus groups, one-on-one interviews, and online surveys. The most direct public engagement process occurred through regular meetings with the Community Advisory Committee (CAC), a group of 21 stakeholders whose diverse perspectives informed and guided the vision, principles, and concepts that were advanced.

STAKEHOLDER GROUPS

The CAC, comprised of public and non-profit agencies, neighborhood representatives, local businesses and other community representatives, provided community-based insights to ensure that future investments and development serve both the adjacent neighborhoods and the larger community.

A series of interviews were conducted with City and agency staff concurrently to address technical, implementation, and coordination considerations. The Technical Advisory Committee (TAC), comprised of City department representatives, provided technical information and perspective based on multiple City interests in the study area.

One-on-one interviews and focus groups with key stakeholders added additional perspective on community values and desires, concerns and opportunities. Residents, local businesses, property owners, students, tenants, places of worship, social service agencies, neighborhood associations, and developers were consulted in the initial phase to help define priorities and a baseline of information used to inform the plan visioning process. A full summary of community engagement efforts is provided in Appendix A: Community Engagement.

PROCESS

Early engagement ensured that the values and priorities of all parties were heard before any important decisions were made. An initial Leadership Summit kick-off meeting was held to formally initiate the planning process and open the flow of ideas and preferences. A follow-up community open house and online survey were also carried out. The initial dialogue validated the City's project goals and set the tone for a positive exchange of ideas.

The initial visioning process also served as a means to evaluate and refine the vision statement, craft project goals and objectives, and guide design strategies intended to ensure a unique outcome and the success of the Plan's implementation over time. Attention has been focused on communities which historically have been underrepresented in traditional public participation forums.

After alternatives were developed based on the outcomes of the visioning process, they were presented to the community at a second open house, which also had an online option. The community's feedback, along with guidance from the CAC, helped to evaluate the concept alternatives relative to one another.

The community was then invited to a final physical and online open house to review and comment on the draft plan and redevelopment framework. Their comments were then considered and integrated into the final report. An account of all open houses can be found in Appendix A: Community Engagement.



Fig 6: Community Open House #1

The Heights District Plan reflects the aspirations, values and priorities of a diverse range of interests in the community.

PUBLIC PRIORITIES

As a result of the community and stakeholder engagement process, the planning team developed plans for The Heights District and Tower Mall Redevelopment Area that reflect the aspirations, values and priorities of a diverse range of interests in the community.

"I really do feel that the CAC were involved in all aspects of the planning process. Each meeting was well developed and we moved through the process deliberately, taking time to brainstorm on issues. This is the kind of project and process that makes me want to be involved."

—Community Advisory Committee member

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STRATEGIC VISION

VISION

The Heights District is a vibrant, connected neighborhood center. The center seeks to promote community health, wellness and a shared identity. This identity reflects the value placed on the past and current community with an eye toward welcoming future generations in an inclusive, respectful and equitable manner.

The future of The Heights District will take shape over a 20-year build-out period. The vision statement and project objectives were developed by key stakeholders, refined by the project Community Advisory Committee (CAC), and further vetted with the public. The vision and project objectives served as guideposts throughout the planning process. The Plan's policies and recommendations are fundamentally rooted in this vision.

PROJECT OBJECTIVES

- Establish a vision for a vibrant urban neighborhood center
- Leverage short- and long-term sustainable economic development initiatives
- Integrate income-based and market rate housing
- Catalyze private investment
- Include accessible public open spaces
- Utilize innovative urban design and sustainable development strategies
- Provide for the creative and functional integration of public transit
- Optimize multimodal connections within The District and surrounding areas

THE OPPORTUNITY

The District represents an opportunity to create a new vibrant mixed-use urban neighborhood destination that is strategically located in the heart of Vancouver. With easy access to major commercial uses, social services, healthcare facilities, schools, places of worship, parks and open spaces, and downtown, The District is well-positioned for a reevaluation of its market position and purpose as an important up-and-coming future neighborhood center. Surrounded by stable yet growing neighborhoods, the District is recognized by many local residents as an area with a quiet character, where people have lived for many generations and are exceptionally friendly.

The Town Plaza building, formerly called Tower Mall, is the central structure in The District. It was built in 1970 as the region's first indoor mall, and was initially successful, but has since faced decline. This site is the centerpiece of redevelopment opportunities in The District.

Vancouver has experienced tremendous growth over the last decade, including on the west side in Downtown and on the Waterfront, and on the

east side along the 164th and 192nd corridors. However, the Heights area and central Vancouver overall have not experienced the same level of investment as other parts of the City. In addition, neighborhoods around the Heights represent the spectrum of the City's social and economic diversity, and adjacent neighborhoods include both affluent and economically vulnerable residents. Thus, the Heights Plan is an opportunity for the City to partner with the private sector to bring new investment to central Vancouver, and ensure that new development provides benefits and opportunities to a broad range of residents now and in to the future.



Fig 7: Artist Rendering: Civic Plaza

STUDY AREA

Although “The Heights” colloquially refers to the whole plateau, “The Heights District” refers to the central, non-residential area that is the focus of this study. The District area is 205 acres bounded generally by MacArthur Boulevard, Mill Plain Boulevard, and Andresen Road (although some parcels are included beyond the streets in several locations).

Within The Heights District lies the 63-acre Tower Mall Redevelopment Area, the subject of the initial redevelopment plan. The Redevelopment Area, depicted in orange on the map to the right, consists of multiple parcels controlled by different owners. A map of existing parcels and their ownership can be found in Appendix F: Property Ownership.

“This process has been very transparent and multiple opportunities have been given to residents to share ideas and concerns. I feel the City has been very supportive and sensitive to needs of the neighborhoods.”

—Community Advisory Committee member



Fig 8: Map of The Heights District showing Tower Mall Redevelopment Area

BIG IDEAS

After existing conditions were overlaid and analyzed for gaps, a set of high-level opportunities was identified for further exploration. These opportunities represent possibilities to modify existing patterns of land use, mobility, and environmental systems to make progress towards achieving The District’s vision and goals. The existing conditions analysis and detailed discussion of opportunities and challenges can be found in Appendix J: Visioning & Analysis Summary.

The diagram below represents the broadest, most influential ideas that drove The Heights District Plan. More detail on these ideas and the complete concepts that resulted from them are described in the following chapters.

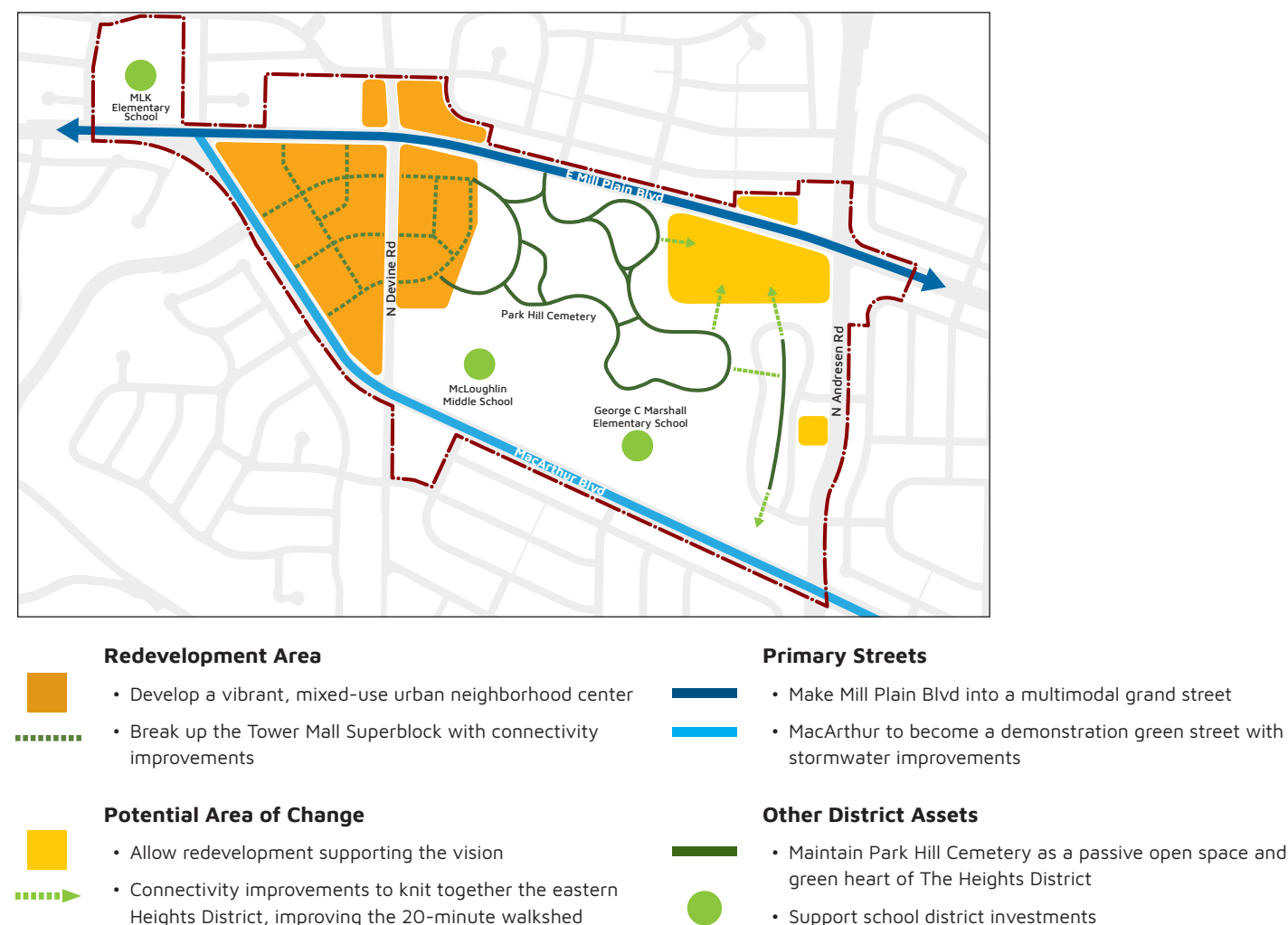


Fig 9: Big ideas guiding The Heights District Plan

ALIGNMENT WITH EXISTING PLANS

The Heights District is identified in the City of Vancouver’s Comprehensive Plan as a future “center.” The Comprehensive Plan identifies centers and corridors as areas in the city where subarea planning has occurred or is planned. Centers and corridors are areas expected to contain a mixture of employment, housing, and cultural opportunities with the type and intensity of development depending on the surrounding context.

The Heights District (labeled MacArthur/Mill Plain in the Comprehensive Plan Centers & Corridors concept), is one of several commercial nodes expected to accommodate future development as the City grows. Upon completion, The Heights District Plan will be adopted by reference into the City’s Comprehensive Plan, fulfilling the subarea planning requirement envisioned for this area. Subarea plans are adopted under a Type IV procedure (initial review by the Planning Commission and decision by the City Council) per VMC 20.210. The Washington State Growth Management Act establishes mandatory and optional elements of comprehensive plans, and procedures for amending an adopted comprehensive plan. Subarea plans are optional elements (RCW 36.70A.080) and the initial adoption of a subarea plan can be completed outside the City’s annual comprehensive plan review cycle per RCW 36.70A.130.

In addition to the City’s Comprehensive Plan, transportation and infrastructure improvements envisioned in The Heights District Plan will be consistent with transportation and infrastructure goals and policies identified in the Transportation System Plan (TSP), Capital Facilities Plan (CFP), Stormwater Management Plan, Complete Streets Policy, and the 2016-2021 Strategic Plan. These documents identify future transportation and infrastructure improvements, including bicycle and pedestrian facilities and guidance on low impact development stormwater techniques and best management practices, to improve the efficiency and safety of Vancouver’s transportation and utility infrastructure systems.

20-minute neighborhoods

The Heights District Plan aims to fulfill Vancouver’s Strategic Plan Goal 6: to facilitate the creation of “20-minute neighborhoods” where residents can walk or bike to essential amenities and services. This concept is also outlined in the Comprehensive Plan, which envisions neighborhoods with restaurants, stores, public facilities, and employment opportunities near the residents that use them, and a network of roads, sidewalks, and bike paths to reach these destinations easily. The 20-minute neighborhood concept can enhance the livability and distinctiveness of individual neighborhoods while providing a wider range of transportation choices including shorter drives, walking, transit, or other options, and can generally promote opportunities for community interaction and social cohesion.

PRECEDENTS

The planning team undertook a case study research effort at the outset of The Heights District planning process. By evaluating successful mixed-use neighborhood development plans and their implementation in other cities across the country, the team gained additional insight into what could be accomplished in The Heights District. A portfolio of case studies can be found in Appendix G: Case Studies.



Fig 10: Holiday Neighborhood, Boulder, Colorado



Fig 12: Holiday Neighborhood, Boulder, Colorado



Fig 13: Holiday Neighborhood Community Garden, Boulder, Colorado



Fig 11: Public Square; Woodstock, Georgia



Fig 14: Woodstock Concept Plan, Woodstock, Georgia

GUIDING PRINCIPLES

The planning team documented input from the community throughout the initial visioning process to determine opportunities and aspirations for The District. The team organized the information into major themes and presented these to the Community Advisory Committee (CAC) for further discussion. The CAC advanced these themes into Key Guiding Principles and prioritized the drivers into “primary” and “secondary” categories. These categories were adjusted as the project advanced and certain opportunities and priorities emerged as key drivers. For example, developing a robust mixed-income housing strategy and ensuring equitable development in The District became an overarching principle.

Overarching Guiding Principle

To create an equitable development that is inclusive of community members from a variety of economic and racial/ethnic backgrounds. Ensure that all community members have equitable access to services and amenities located in the District. Build on the area’s rich history of providing housing and workforce opportunities to a diverse range of people, from the WWII era to the present.

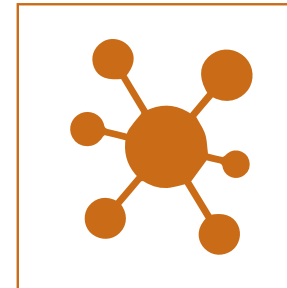


Mixed-Income Housing

To provide for a variety of housing types, affordable to people of different incomes

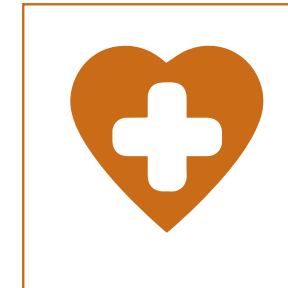
Primary

Through stakeholder engagement, these three guiding principles emerged as key drivers.



Connectivity

To strengthen multi-modal connections and improve accessibility throughout The District and within the 20-minute walkshed.



Community Health, Wellness & Equity

To embrace and promote healthy living, universal design and social equity as core values of The District.

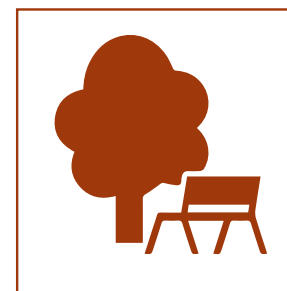


Sustainability

To reflect social, economic and environmental responsibilities.

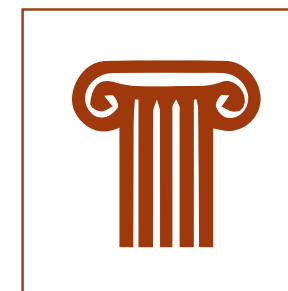
Secondary

These four guiding principles serve to supplement and reinforce the primary drivers.



Public Realm

To create a variety of vibrant community spaces to enrich the quality of life for all residents and visitors.



Arts/Culture

To promote arts and culture in The District.



Economic Development

To attract private investment and deliver equitable public benefit, including housing and amenities that serve residents of diverse racial/ethnic and socioeconomic backgrounds.



Urban Character/Form

To promote good urban form that invites high-quality design and supports safe and vibrant public spaces.

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THE HEIGHTS DISTRICT PLAN

OVERVIEW

The Heights District Plan addresses six broad categories that derive from the vision and goals for The District. These categories are:

- Land Use and Zoning
- Equity, Jobs, and Housing
- Economic Vitality
- Access and Circulation
- Public Realm and Open Space
- Environmental Sustainability

For each category, a series of policy statements explain how the vision and goals will be achieved. Finally, Measures of Success are identified which serve as an aspirational guide throughout the implementation process.



"Establish a vision for a vibrant urban neighborhood center that is economically feasible and context sensitive."
—The Heights District Plan Vision

Fig 15: Hudson Street Park, Lewisham, Australia

LAND USE AND ZONING

INTENT: Enrich the public and private life of residents, visitors, and employees by providing a mix of compatible land uses. Urban design standards will ensure high-quality built environments and architectural details of individual buildings and public spaces.

The urban form of The District will create a distinct identity based on a livable, mixed-density, mixed-use urban neighborhood center while respecting surrounding neighborhoods. The land use pattern will promote public health and sustainability by encouraging non-motorized transportation and increasing the return on public

investments for the upcoming C-TRAN bus rapid transit line. Urban design guidelines and standards will also address the creation of high-quality streets and pedestrian areas, architectural character, human-scale and aesthetically pleasing building design and amenities.

The District will contain unique and attractive neighborhoods and shopping experiences as well as parks and plazas for recreation and civic engagement. It will feature an array of cultural opportunities and gathering places for residents, employees, and visitors to enjoy, ranging from art fairs and cultural festivals to coffee shops, restaurants and community services. Public art will be integrated in the architecture and public spaces, enhancing the identity of The District and adding to its visual appeal.

Figure 16 shows proposed land uses for the District. The majority of the Redevelopment Area is already zoned mixed-use, and the existing Community Commercial (CC) zoning district allows residential as part of mixed-use buildings. Two parcels (the Fire Station property and the portion of Park Hill Cemetery currently utilized by the driving range) will be changed from Parks and Open Space and Public Facilities to mixed-use. These changes will allow for the creation of a new Heights-specific mixed-use zone (HX) that will be applied to the District, but do not represent a significant increase in density, as the current Comprehensive Plan designation and CC zoning (up to 50 feet in height, no density limit) already allow for mixed-use development at urban densities. The intent of the new HX zone is to take a more tailored approach to implementing the Plan than what is applied in the City's more general commercial districts, including design requirements specific to the Heights, additional use restrictions, and the application of sub-districts that create unique "character areas" within the District. Existing uses that remain in their current form will continue as conforming uses, and upgrades and expansions will be allowed by new zoning standards.



Fig 16: The Heights District Proposed Land Use Plan

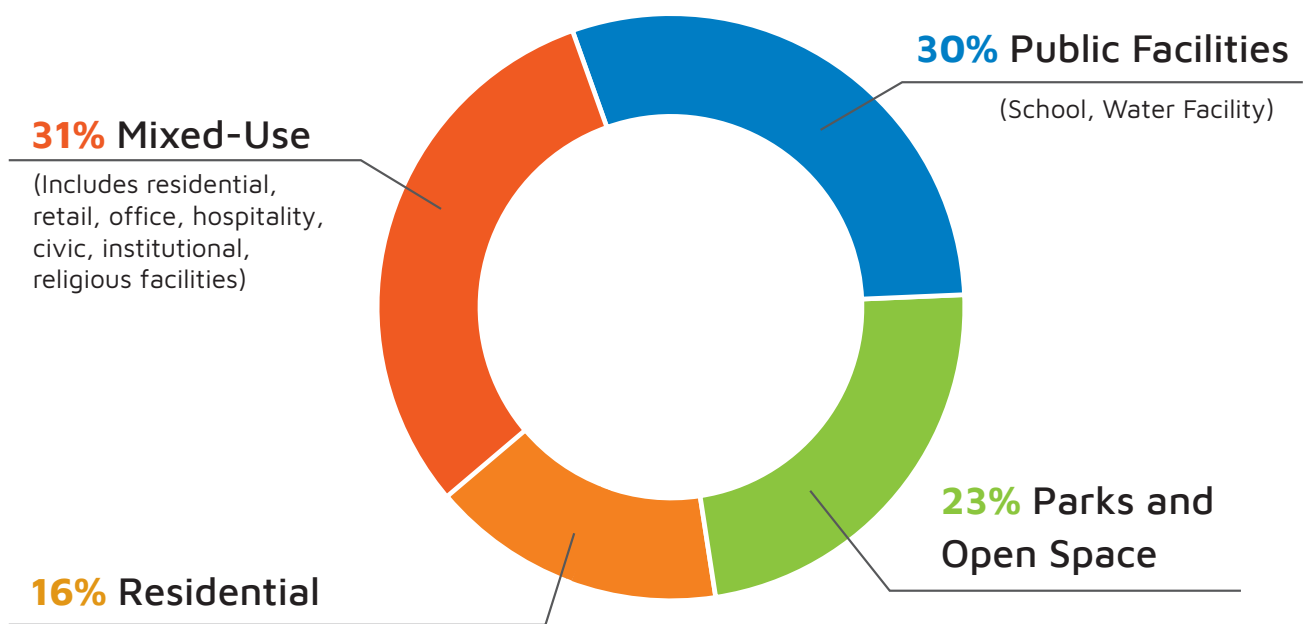


Fig 17: Proposed Land Use Distribution by Type

DISTRICT OPPORTUNITIES

An evaluation of opportunities within the District identified several ongoing and potential future projects that collectively will help enhance and connect the Heights District (see map below).



Fig 18: District-wide Opportunities

Rebuilding Schools in the District

The City is currently developing a master plan for the existing water station to address needed upgrades and seismic retrofits to this facility. Along with these upgrades, there is an opportunity to improve the overall appearance of the facility and its street frontage on Mill Plain Boulevard. Improvements could include a pedestrian connection from Mill Plain Avenue to the neighborhood to the north, as well as attractive fencing, public art and landscaping along the perimeter of the water facility. The existing water line that runs through the Redevelopment Area will be relocated to accommodate future street improvements within The District.

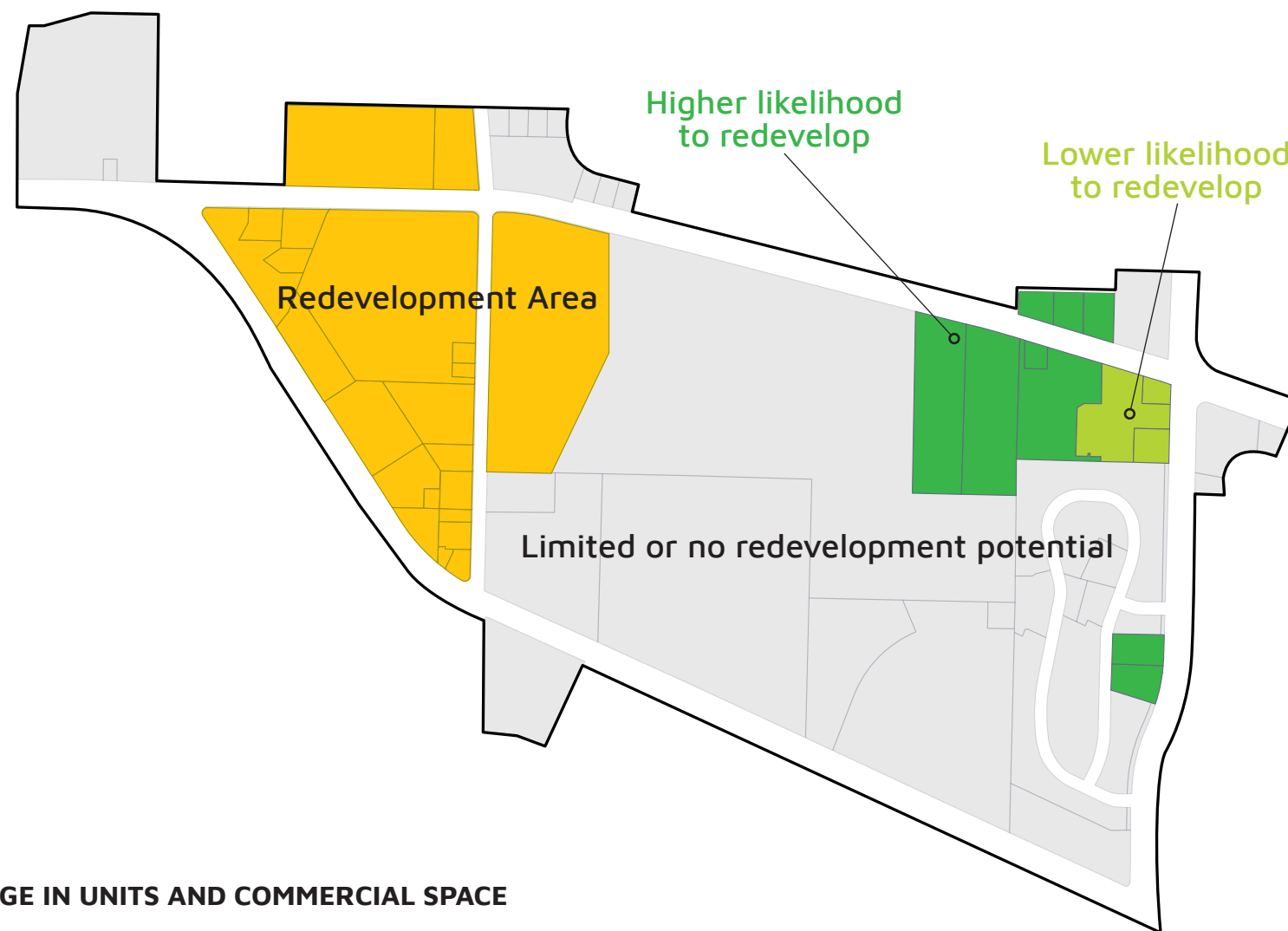
City of Vancouver Water Facility

The City is currently developing a master plan for the existing water station in the District, to address needed upgrades and seismic retrofits. In addition, the existing water line that runs south through the Tower Mall Redevelopment Area is also slated to be replaced and relocated. These improvements were identified as part of the City's water system capital facility planning process, are required to serve the existing system, and are not triggered by redevelopment in the Heights District. However, they do provide another set of opportunities within the District, including: improving the overall appearance of the existing water facility and its street frontage on Mill Plain Blvd.; adding a pedestrian connection from Mill Plain to the neighborhood to the north; and investing in attractive fencing, public art and perimeter landscaping around the water station.

Skyline Crest

Skyline Crest is an existing Vancouver Housing Authority development that includes affordable housing, a Boys and Girls Club, the Bridgeview resource center, and a new income-based housing project called Caples Terrace. The resources located at Skyline Crest serve directly adjacent residents as well as the broader community, and there is an opportunity to better connect the rest of the District to these services.

FUTURE LAND USE SCENARIO



NET CHANGE IN UNITS AND COMMERCIAL SPACE

- An estimated 1,340 residential units are planned for the Tower Mall Redevelopment Area.
- Other properties outside the Redevelopment Area will likely redevelop in the mid- to long-term, and will also likely include some residential units. Based on the market analysis conducted as part of this process, the Plan estimates up to 460 additional residential units could be added on these parcels over the 20-year buildout timeline.
- Net commercial leasable space will effectively be unchanged. Vacant and underutilized space within the Tower Mall will be removed. Displaced commercial tenants will have an opportunity to integrate into the redevelopment.

Inside Redevelopment Area			
	Existing	Proposed	Total
Residential (Units)	2	1,340	1,342
Commercial ¹ (Sq. Ft.)	258,500 ⁵	204,000	204,000 ²
Institutional (Sq. Ft.)	178,500	163,000	163,000 ⁷
Outside Redevelopment Area - Higher Likelihood to Redevelop			
	Existing	Proposed ⁶	Total
Residential (Units)	0	360	360
Commercial ¹ (Sq. Ft.)	88,000	0 ³	88,000
Institutional (Sq. Ft.)	20,000	0	0
Outside Redevelopment Area - Low Likelihood to Redevelop			
	Existing	Proposed ⁶	Total
Residential Units	1	100	100
Commercial ¹ (Sq. Ft.)	87,000	0 ³	87,000
Institutional (Sq. Ft.)	70,500	0	0
Outside Redevelopment Area - Ltd. to No Likelihood to Redevelop			
	Existing	Proposed	Total
Residential (Units)	229	0	229
Commercial ¹ (Sq. Ft.)	12,000	0	0
Institutional (Sq. Ft.)	319,000	0	319,000
TOTAL			
	Existing	Proposed	Total
Residential (Units)	232	1,800	2,032 ⁴
Commercial ¹ (Sq. Ft.)	445,500	204,000	379,000 ²
Institutional (Sq. Ft.)	588,000	162,800	482,000

¹ Commercial includes retail, office, hospitality, and services

² The apparent net decrease in commercial space comes from demolishing the underutilized Tower Mall

³ These sites are likely to be redeveloped as mixed-use buildings, but with no net change in commercial space

⁴ Without "low likelihood to redevelop" area: 1,932 Units

⁵ This only counts the portion of Tower Mall currently used as commercial space

⁶ Estimated number of units based on existing zoning

⁷ The existing church inside the Tower Mall Redevelopment Area may be redeveloped over time. The total includes potential church/multi-purpose and civic uses (20,000 and 16,000 sf respectively)

URBAN DESIGN CONSIDERATIONS

- Encourage attractive, appealing and diverse architectural styles that complement existing neighborhood character while also defining the desired future identity of The District.
- Follow best practices of urban design, such as varying building heights to optimize view sheds and providing pedestrian-scale design at the street level.
- Employ high-quality screening systems, art, or other methods to enhance the appearance of exposed parking structures, blank walls, and unattractive infrastructure.
- Build with high-quality materials at street level, along pedestrian corridors, and surfaces visible from parks and plazas.
- Urban form should provide for a comfortable, appealing, and functional pedestrian environment.
- The overall urban design strategy should balance elements of continuity that provide cohesiveness and identity for The District with elements of distinction that provide landmarks and visual interest.

POLICIES

In general, the policies set the framework for advancing the key priorities for The District, and identifying specific actions to achieve the vision through the Implementation Strategies. The following policies are intended to support the Land Use element of The Heights District Plan. Refer to Implementation Strategies for more information.

L-1 Establish a new HX (Heights District) mixed-use zone classification that promotes a flexible mix of residential, retail, and employment land uses and a walkable land use pattern, allowing living and working within walking distance of each other.

L-2 Ensure a mix of building typologies are applied to each land use throughout The District.

L-3 Encourage a pedestrian-scale environment and walkability through smaller blocks and narrow street rights-of-way.

L-4 Ensure public realm uses are prioritized, such as civic parks and neighborhood parks.

L-5 Program dedicated, flexible venue space for arts and cultural events.

L-6 Incentivize shared parking strategies that right-size the total number of stalls in The District.

L-7 Ensure the availability of live/work space, studio space, and other facilities to support local artists.

L-8 Consider adding a neighborhood branch library or other civic uses as cultural amenities.

L-9 Require transportation demand management for individual developments through zoning in order to promote a range of transportation options, reduce the need for parking through parking efficiency practices, and provide for adequate availability of bike parking, car share and other mobility options.

L-10 Ensure The District is accessible for people of all abilities by requiring universal design and other accessibility criteria for streets, sidewalks, parks and commercial areas.

L-11 Encourage an attractive and welcoming gateway feature at the intersection of Mill Plain and MacArthur, with thoughtful building design and placemaking elements such as public art.

L-12 Apply the new HX (Heights District) mixed-use zone classification to properties in the District that are not rezoned as part of original Plan implementation, if a rezone is requested in the future. Apply the District Gateway sub-district requirements (development standards) and District Gateway character area (design guidelines) to these properties, in order to facilitate compatibility with existing adjacent single-family development.

L-13 Implement a tiered parking strategy that utilizes the sub-districts framework and requires higher minimum parking ratios for areas that directly abut existing single family development, and allows for reduced minimum parking ratios in areas that do not abut single-family development when combined with enhanced transportation demand management strategies.

L-14 Pursue strategies for ensuring an adequate supply of event overflow parking, including agreements with the school district for use of their surface parking lots for events when not utilized for school-related activities

EQUITY, JOBS, AND HOUSING

INTENT: The Heights District will be a model of equitable redevelopment, providing housing opportunities for a diverse population of residents from a range of socioeconomic backgrounds, and reflecting the existing socioeconomic mix of adjacent neighborhoods.

The Heights District is intended to be inclusive of people from a variety of backgrounds, income levels, and abilities. The plan establishes a mixed-income housing strategy that will include a variety of market-rate as well as income-based housing, including setting a target of 25–40% of all housing to be affordable to households with incomes below the Area Median Income (AMI), and a minimum of 250 units affordable to households earning at or below 60% of AMI. The ratio is based on aspirational goals as well as realistic funding assumptions and implementation considerations. Income-based housing will be integrated into the rest of the development and supported with services.

Income-based housing will enable vital members of any community such as teachers, bus drivers and firefighters to live near where they work and among the communities they serve. These opportunities for potential residents of all incomes will extend to include units accommodating the unique needs of families and seniors. The District will provide opportunities for both rental and homeownership at a range of prices. For more information on the mixed-income housing strategy, refer to Appendix C: Income-Based Housing.

The Heights District will increase the number of jobs from 430 to an estimated 700-800 including an increase in the number of family wage jobs.

FEATURES OF SUCCESSFUL MIXED-INCOME COMMUNITIES

- Successful mixed-income communities apply an **inclusive design** approach to housing and public space
- Income-based housing is paired with **on-site or adjacent supportive services**, such as workforce training, healthcare and daycare facilities
- Income-based housing is **fully integrated as a part of the neighborhood and the surrounding community**

Income-Based Housing is defined as housing that is affordable to people or families with incomes below the Area Median Income (AMI) for the region, as defined by the US Department of Housing and Urban Development. It restricts monthly rent payments to no more than 30% of total income, and is adjusted according to family size.

School capacity

Vancouver Public Schools has been a partner in the planning of The Heights District. New students associated with the development can be accommodated at new school facilities currently under construction.

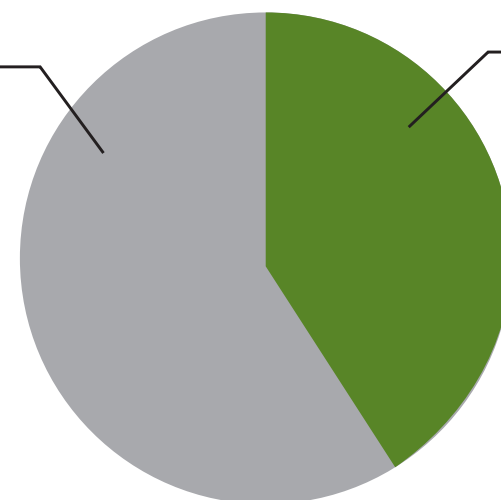
A historically integrated community

The Heights was originally developed during WWII as housing for families who migrated from all over the country to work in Kaiser shipyards and other wartime industries. While Portland and many other cities constrained African Americans' opportunities with segregationist policies and real estate practices, Vancouver's housing and community facilities were racially integrated.

60-75% MARKET RATE HOUSING

INCLUDING:

- Market rate units and condominiums
- A range of housing sizes and types: studios to 3-bedroom units, live/work units
- Attached single family as well as multi-family housing
- Rental and homeownership opportunities
- Housing appropriate for single individuals, families, and seniors



TARGET: 25-40% INCOME-BASED HOUSING (<100% AMI)

INCLUDING:

- Affordable to people and families with incomes below the Area Median Income (AMI)
- Rental and home-ownership opportunities
- A range of housing types and sizes: studios to 3-bedroom units, live/work units
- Housing designed for seniors living on restricted incomes
- A minimum of 250 units affordable to households earning at or below 60% of AMI

Fig 19: Housing Mix Diagram



POLICIES

The following policies support the Equity, Jobs, and Housing element of The Heights District Plan. Refer to the Implementation Strategies for more information.

D-1 Ensure residential units of all levels of affordability are constructed to a high standard of quality.

D-2 Create opportunities for homeownership at a range of prices.

D-3 Increase the variety of housing to include a mix of unit types from attached single-family houses to multifamily apartments and condos, with a focus on providing options appropriate for residents at all stages of life, including young professionals, working families, seniors, and people with disabilities.

D-4 Create diversity in housing types, as well as a mix of 2- and 3-bedroom units that are affordable for families, seniors and others on fixed or limited incomes.

D-5 Ensure affordable housing is sited and integrated appropriately with market rate housing.

D-6 Provide mixed-income housing affordable to people at a variety of income levels.

D-7 Ensure a range of employment opportunities suitable for a variety of educational and job training backgrounds.

D-8 Ensure opportunities for seniors to age in place in The District.

D-9 Ensure continuity of access to social and religious services as the area transitions.

D-10 Expand the reach of the community center and social services at Skyline Crest by connecting to The District both physically and programmatically.

D-11 Include social and environmental responsibility criteria for selecting developers for City-owned land.

D-12 Expand the number of living wage jobs in The District.

ECONOMIC VITALITY

INTENT: The Heights District Plan will establish a framework for long-term economic and community vitality that attracts private investment and ensures appropriate public benefits.

The District will be an economically healthy and sustainable development that provides economic opportunities for residents and employees to educate, innovate, and grow. It will efficiently utilize existing assets and investments, as well as implement new strategic investments to create broadly shared economic opportunity. The economic development of The District will go beyond the numbers to include a diversity of business sizes and types, providing an array of services and employment opportunities for residents and surrounding neighborhoods. Existing businesses are celebrated by the community and are part of The District's rich history. The Heights District Plan will encourage local business development that has been hindered by high vacancy rates and buildings in disrepair, presenting opportunities for economic revitalization.



Community amenities

Implementation of the Plan will include a feasibility assessment of a public-private partnership driven mixed-use Innovation Hub to include a programmed consortium of supporting uses complemented with a small branch library and parks community center. Potential benefits include neighborhood gathering and meeting space, entrepreneurial start-up and creative work space, and community educational events.

Support for local, women-owned, and disadvantaged businesses

As a means to advance health, wellness, and equity in The District, the Plan promotes programs and strategies aimed at supporting social service agency retention as well as local businesses and State certified minority-owned, women-owned, or disadvantaged business enterprises.



POLICIES

The following policies are intended to support the Economic Vitality element of The Heights District Plan. Refer to the Implementation Strategies for more information.

E-1 Program locally owned and operated restaurants, food markets, and services that serve a range of preferences and affordability levels.

E-2 Work with development partners to promote healthy food options within The District.

E-3 Incentivize opportunities for education and innovation to occur within The Heights District.

E-4 Maintain a small business culture by retaining existing locally owned businesses and attracting new local businesses, including minority- and women-owned and disadvantaged business enterprises.

E-5 Ensure that branding and signage of larger businesses does not override the identity of The District.

E-6 Ensure that all economic strategies are feasible and attract private investment as intended.

E-7 Ensure that all economic strategies are equitable and deliver appropriate public benefit.

E-8 Employ a phased development approach, with incremental growth leading successful implementation of the long-term vision.

E-9 Avoid building the best site first, as it is more likely to realize its full potential after economic momentum has accrued.

E-10 Leverage city landownership to make strategic investments and build economic momentum.

E-11 Work to attract cafes, art galleries, incubator and maker spaces to activate the District. Consider interim uses like pop-up retail, food trucks, and temporary installations to provide short-term activation and energy.

E-12 Consider interim uses for existing buildings such as creative industries, maker spaces, artist studios, and small businesses.

E-13 Negotiate with property owners to seek tenants complementary to The Heights District vision, goals, and objectives.

E-14 Promote programs that build community and allow opportunities to share resources, such as tool libraries.

ACCESS / CIRCULATION

INTENT: To strengthen multimodal connections and improve accessibility throughout The District and within the 20-minute walkshed by connecting schools, homes, and jobs through a walkable, pedestrian-friendly, and bikeable street network and urban trail system.

Local and regional connections to services and amenities within The District will be improved by utilizing regional assets such as major arterial roads and the upcoming C-TRAN bus rapid transit line on Mill Plain Boulevard. Public health and sustainability will be advanced through the development of complete streets that allow for non-motorized forms of transportation. Connections will be accessible for pedestrians, bicyclists, transit, and vehicles and will include features to promote comfort and safety through improved lighting, signals, striping, visibility, and shelter.

The District will embrace and promote healthy living, universal design, and social equity as core values. Social sustainability will drive the future of The District to promote public health, wellness, and social equity. Residents and employees will have access to a non-motorized mobility network that is safe and comfortable to use, allowing for healthy alternatives to driving, as well as spaces that allow for outdoor exercise and recreation. For more information on the access and circulation strategy, refer to Appendix E: Mobility and Access. For information on the project Traffic Impact Study, refer to Appendix H: Traffic Impact Study.

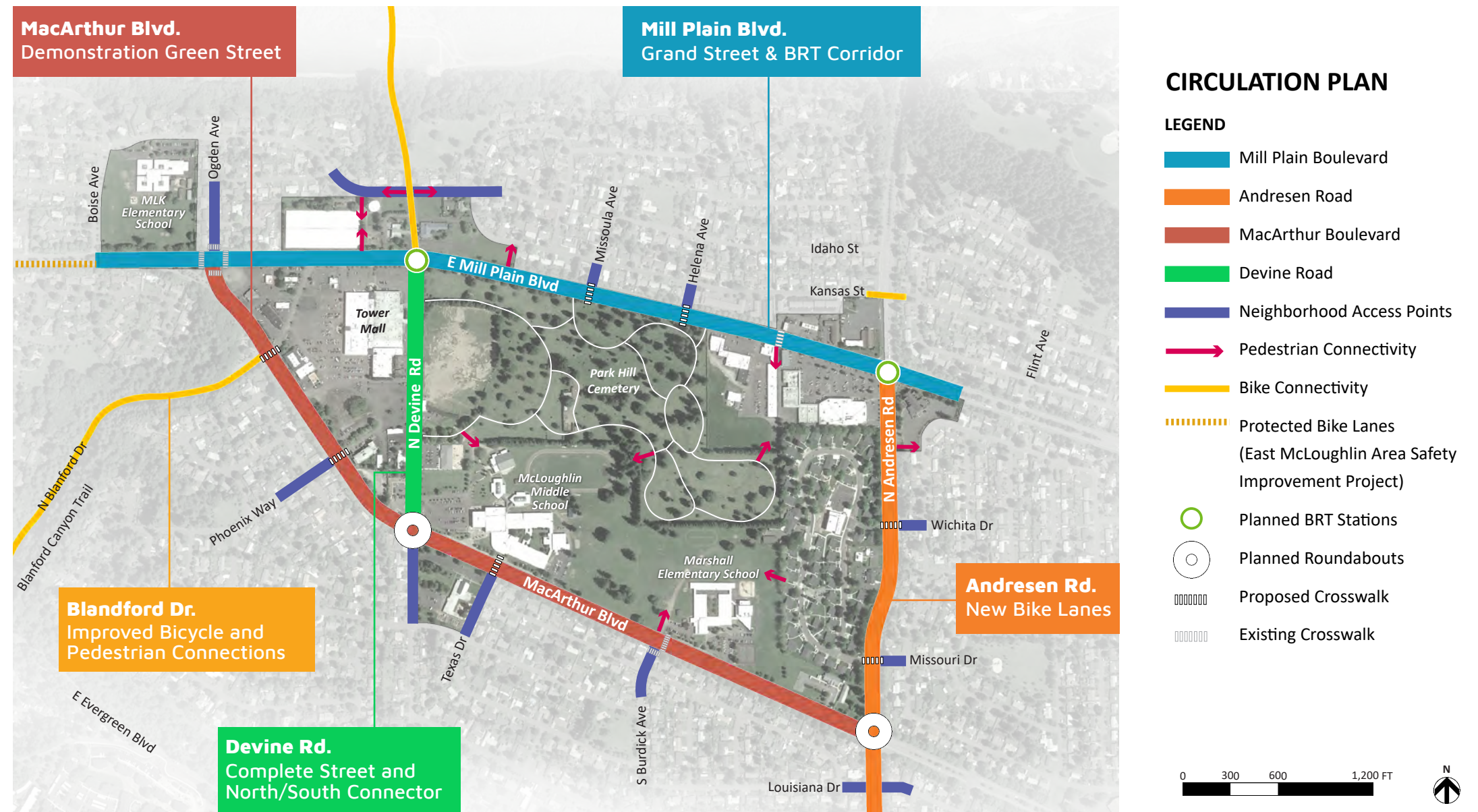


Fig 20: Proposed Access and Circulation Improvements

MOBILITY IMPROVEMENTS

The following access and circulation improvements are key to achieving the mobility objectives of The District. More information can be found in Appendix E: Mobility and Access.

- **Redesign major roadways** with wider sidewalks, safer crossing opportunities, reduced travel lane widths, safe bicycle and pedestrian facilities, and better transit integration.
- **Create bulb-outs** at intersections and major cross streets, reducing vehicle speeds and pedestrian crossing distances.
- **Increase permeability** of The District with walkways and sidewalks that are visible, have clear wayfinding, and are well maintained. There is an opportunity to connect Park Hill Cemetery with adjacent properties to enhance pedestrian and bicycle mobility through the interior of The District.
- **Align BRT stations with crosswalks** to increase connectivity and safety. Also ensure ample space at BRT stations to avoid areas of conflict between pedestrians, cyclists and waiting passengers. Provide amenities for pedestrian comfort.
- **Ensure universal and accessible design** with all new facilities, and upgrade existing facilities to achieve universal access where necessary.

20-MINUTE WALKSHED

The 20-minute walkshed includes all the locations reachable within a 20-minute walk of The District. Access improvements such as sidewalks and crosswalks can increase the extent of the walkshed by providing more connectivity, and additional features and enhancements can improve safety and comfort for pedestrians.

POLICIES

The following policies are support the Access / Circulation element of The Heights District Plan. Refer to the Implementation Strategies for more information.

C-1 Design all streets to be “complete streets”, allowing comfortable and safe mobility for all modes of transportation, and provide universal access for all ages and abilities. Ensure compatibility with City of Vancouver Complete Streets Ordinance.

C-2 Improve the safety of crosswalks along major arterials and add new crosswalks at key points, such as near bus stops and entrances to the cemetery and schools, enhancing connectivity within the 20-minute walkshed. Provide protected pedestrian crossings where needed.

C-3 Foster the regional bike path network by creating protected bike lanes for both directions along all major roads.

C-4 Ensure new transit stations have features for safety, accessibility, and comfort, such as lighting, shelter, art, informational displays, accessible ticketing and wayfinding, and ample space for transit riders. Ensure new transit stations are connected to key destinations through safe, accessible, and comfortable facilities. The proposed new BRT station at Devine Road in the heart of the Tower Mall Redevelopment Area should provide an enhanced station area with additional facilities and amenities, including bike parking and additional wayfinding in The District.

C-5 Create a fine-grained network of accessible sidewalks, pathways and bike facilities that include lighting and shelter to allow pedestrians, cyclists and other users comfortable and direct access to and within the District. Capitalize on existing networks such as the internal cemetery streets and connections between Skyline Crest and nearby schools.

C-6 Establish connections and reduce barriers to surrounding neighborhoods.

C-7 Utilize service alleyways as efficiently as possible to consolidate negative impacts to the public realm such as blank walls and building services.

C-8 Provide landscaped pedestrian walkways and safe crosswalks to BRT stations, and where feasible provide weather protection.

C-9 Continue to allow for pedestrian access into Park Hill Cemetery. Provide for a visual delineation using vegetation and fencing to separate new residential uses from the cemetery grounds. Continue to maintain a non-gated roadway access to the cemetery grounds.

C-10 Limit access to new development from neighborhood streets wherever possible, thus maintaining the character and safety of existing neighborhoods.

C-11 Monitor neighborhood streets for increasing traffic volumes and speeds as The District redevelops, and address any emerging traffic safety challenges through traffic calming and other measures. Develop an annual plan for measuring impacts and establish thresholds that trigger improvements.

C-12 Enhance existing and develop new walking routes that allow children in nearby neighborhoods to safely walk to and through The District to access school sites.

C-13 Develop a network of greenways through adjacent neighborhoods, providing families safe walking and biking access to neighborhood parks and adding an additional loop that connects adjacent neighborhoods to each other.

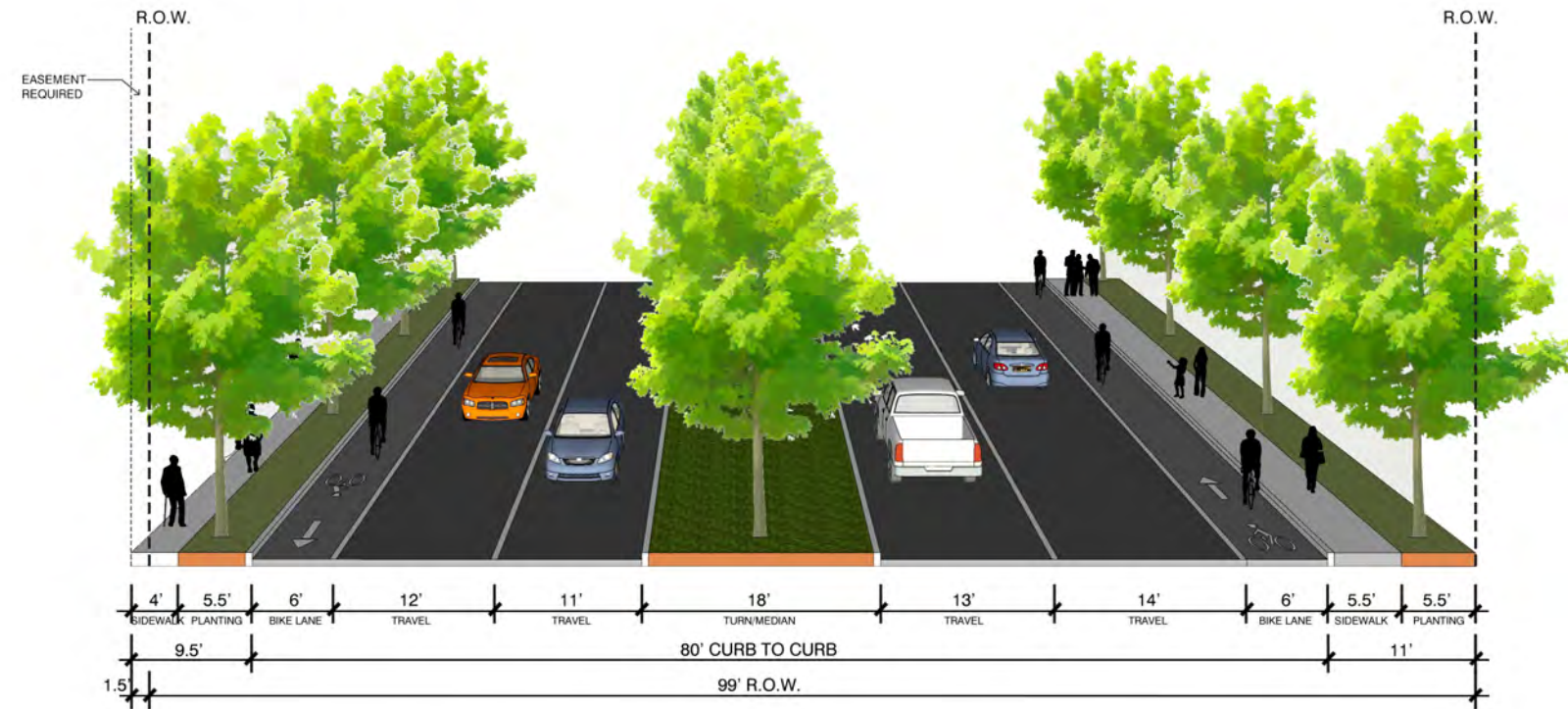
C-14 Identify opportunities for adding additional on-street parking along MacArthur Blvd and other arterials where possible to ensure adequate parking for events and visitors.

KEY MAP

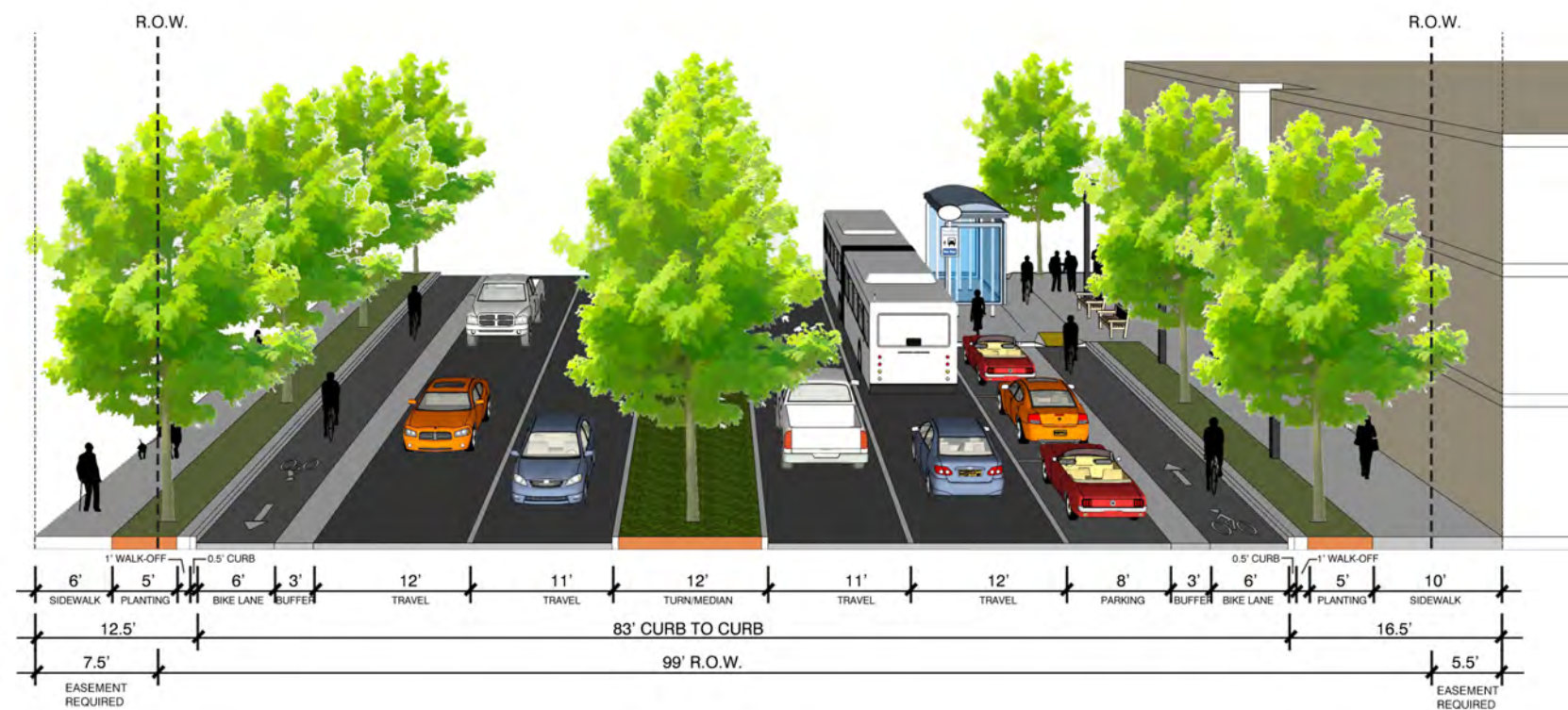


MILL PLAIN BOULEVARD

- A primary transit street, linking east to west
- New bus rapid transit (BRT) stations with improved District gateway intersections
- Continuous sidewalks with street trees, pedestrian lighting, and site furnishings
- Street parking will serve adjacent retail while providing traffic calming to new buffered bike lanes
- Maintain the current number of travel lanes
- Additional right-of-way or property easement may be required



MILL PLAIN: EXISTING STREET SECTION
SECTION A, LOOKING EAST



MILL PLAIN: PROPOSED STREET SECTION
SECTION A, LOOKING EAST

BIKE & PEDESTRIAN MOBILITY & RETAIL LOCATIONS

- Enhanced station design for BRT line, designed to integrate with future development
- Protected bike lane on street ramps up to same grade as sidewalk when jogging behind transit stations
- Retail fronting Mill Plain needs to be highly visible and accessible
- On-street parking on south side of Mill Plain Blvd.
- Optional on-street parking on south side of Mill Plain Blvd. at Park Hill Cemetery
- On-street protected bike lane on Mill Plain Blvd. to transition behind BRT station, with minimum 2-3' clear area

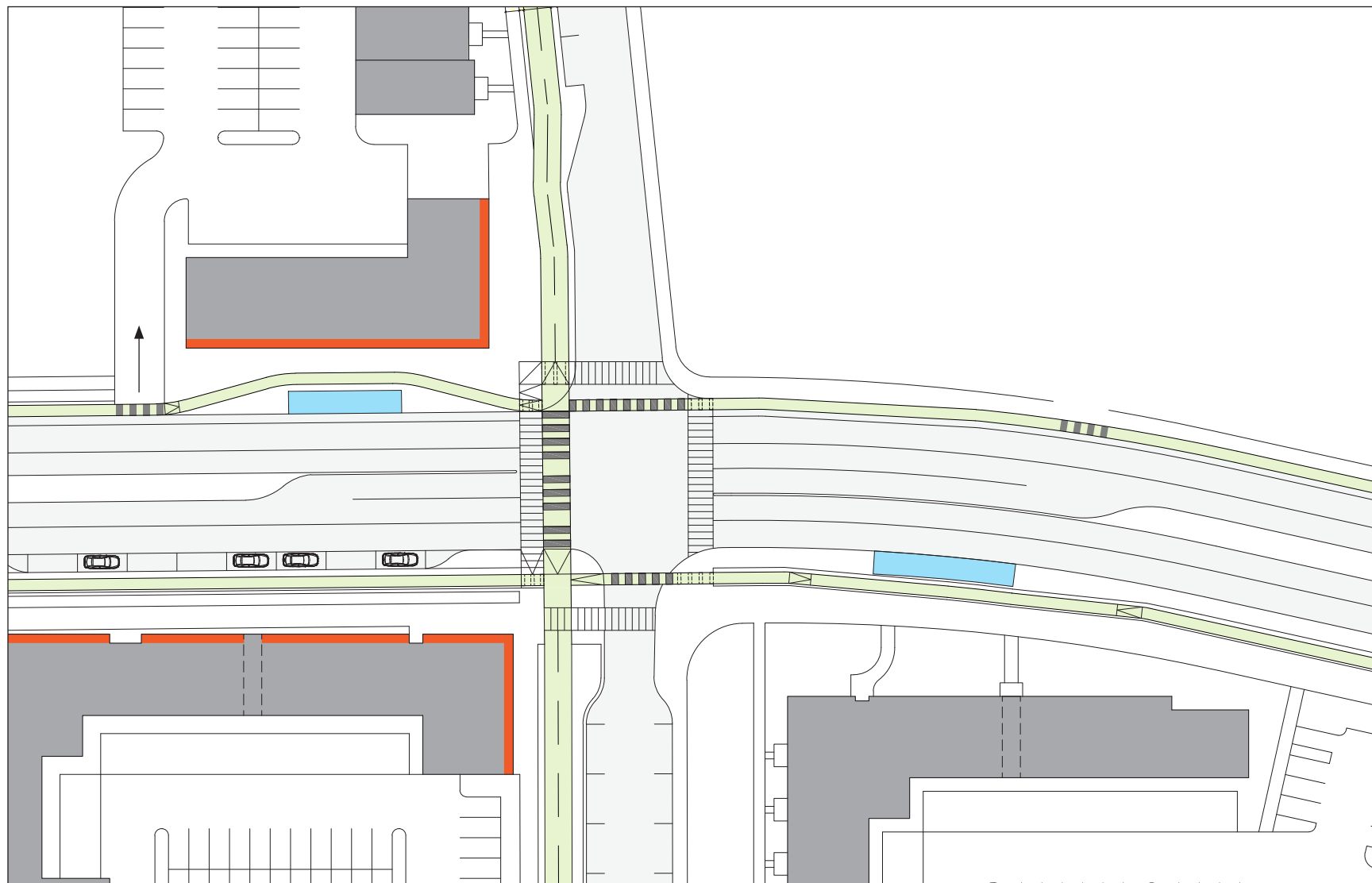
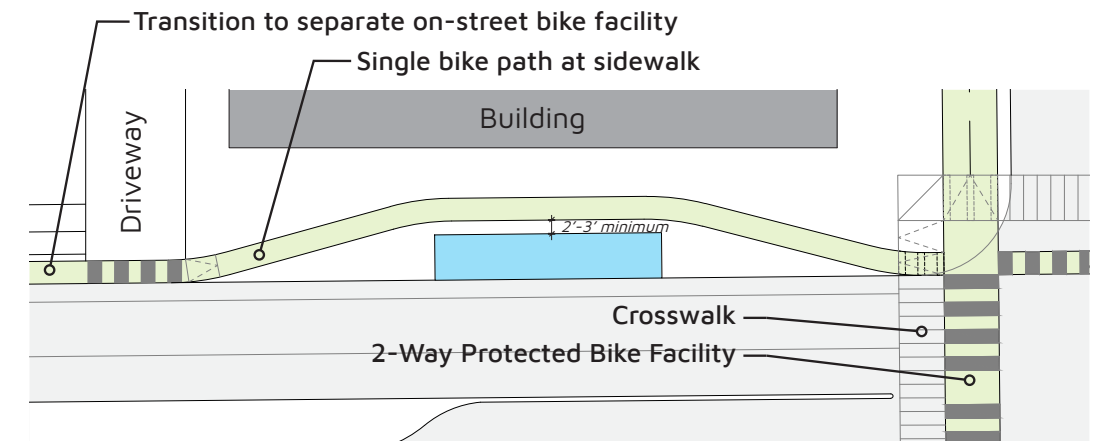


Fig 21: Bike & Pedestrian Infrastructure and Retail Frontage

█ Retail Store Frontage Location
 █ Bicycle Infrastructure
 █ BRT Station



2'-3' minimum clearance between bike lane and BRT station

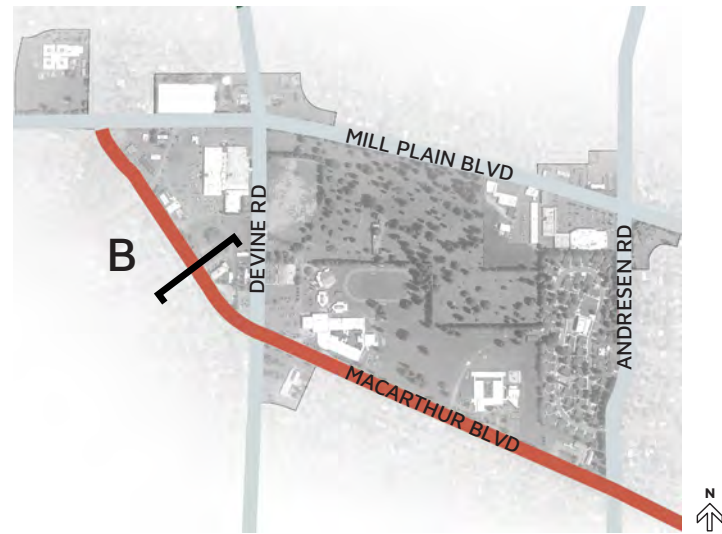


C-TRAN BRT Station Rendering



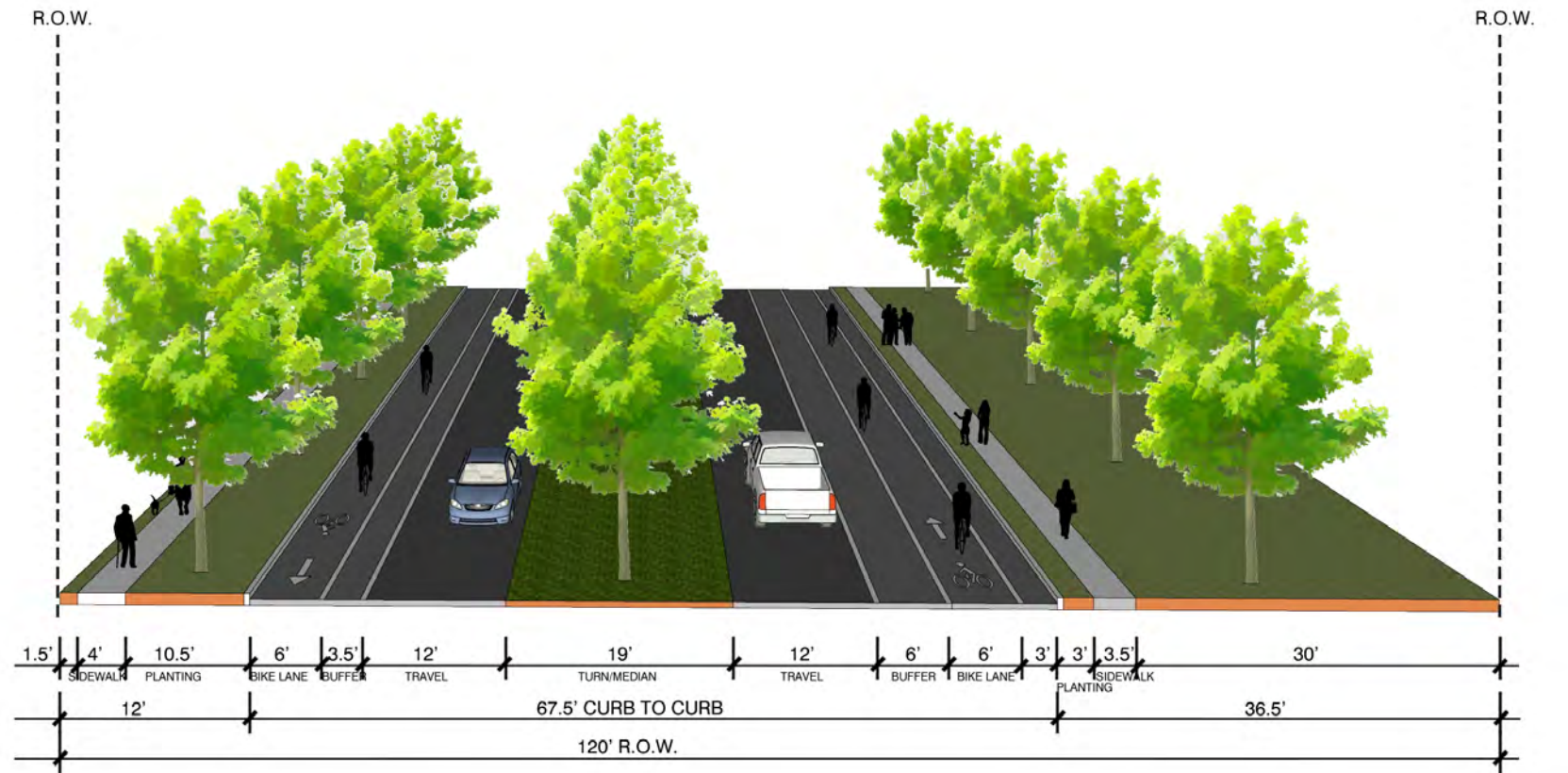
C-TRAN BRT Station Rendering

KEY MAP

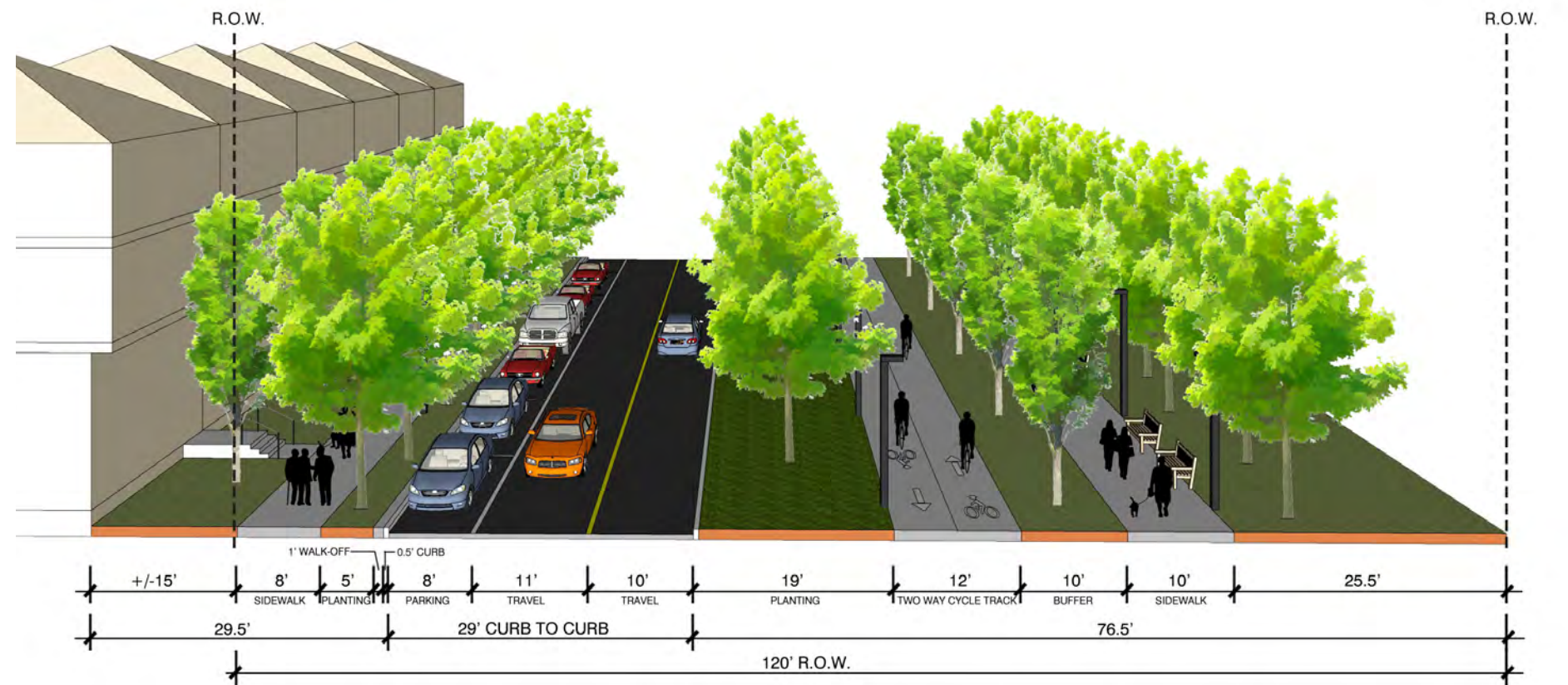


MACARTHUR BOULEVARD

- A primary bike facility, protected by an enhanced landscaped area with street trees and stormwater bioswales that doubles as a park-like buffer
- A greenbelt with a multi-use trail, lighting, and enhanced landscaping to connect people to the amenities of The District
- 2-way protected bike facility and greenbelt
- Additional right-of-way or property easement may be required

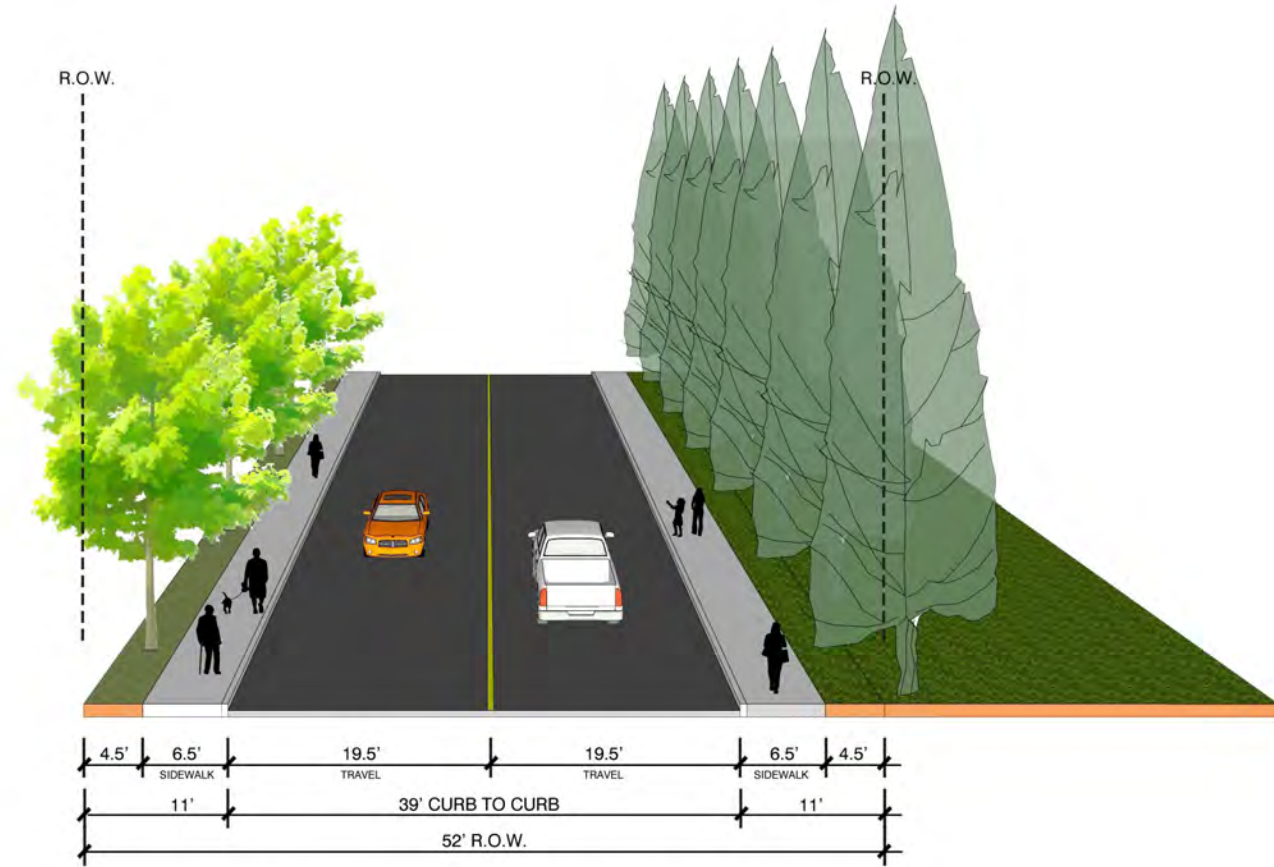
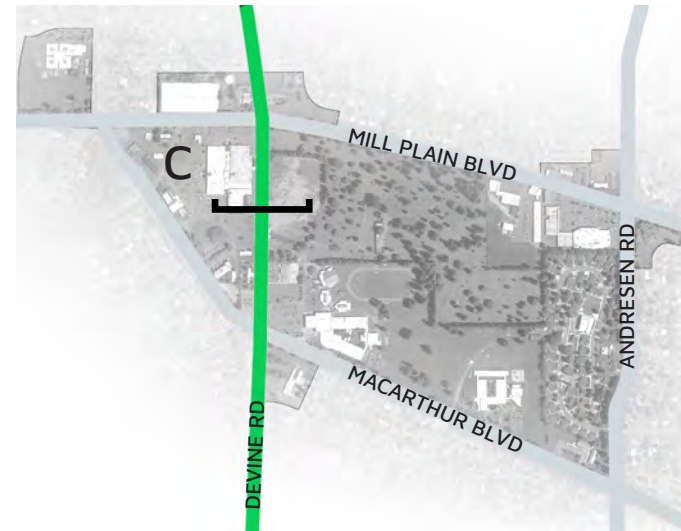


MACARTHUR BLVD: EXISTING STREET SECTION
SECTION B, LOOKING EAST



MACARTHUR BLVD: PROPOSED STREET SECTION
SECTION B, LOOKING EAST

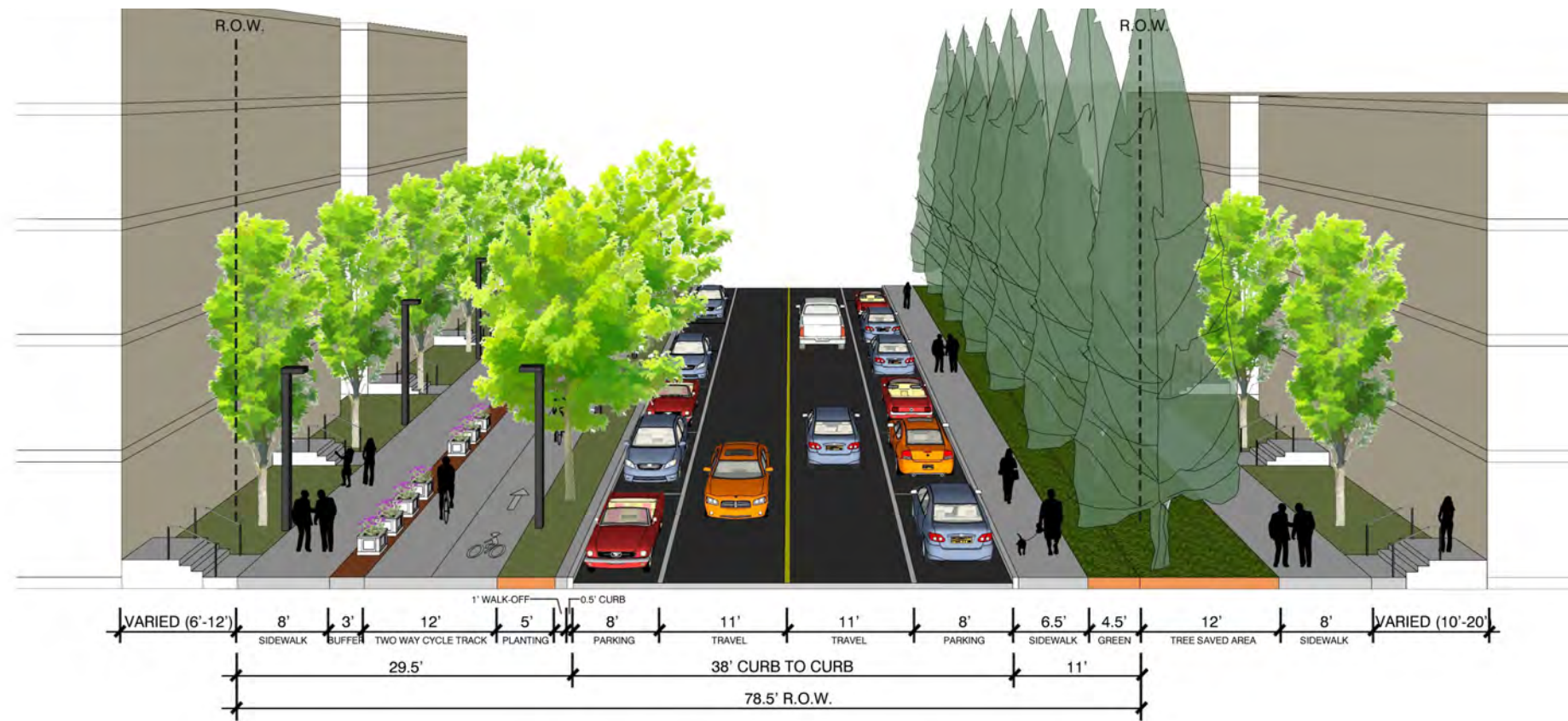
KEY MAP



DEVINE ROAD: EXISTING STREET SECTION
SECTION C, LOOKING NORTH

DEVINE ROAD

- Implement improvements that achieve a neighborhood **main street character**, with residential stoops and live-work spaces activating the street frontages
- **Preserve existing trees** along the east side of the street, with a new 2-way protected bike facility on the west side of the street linking to existing and planned bike facilities
- Additional **right-of-way or property easement** may be required



DEVINE ROAD: PROPOSED STREET SECTION
SECTION C, LOOKING NORTH

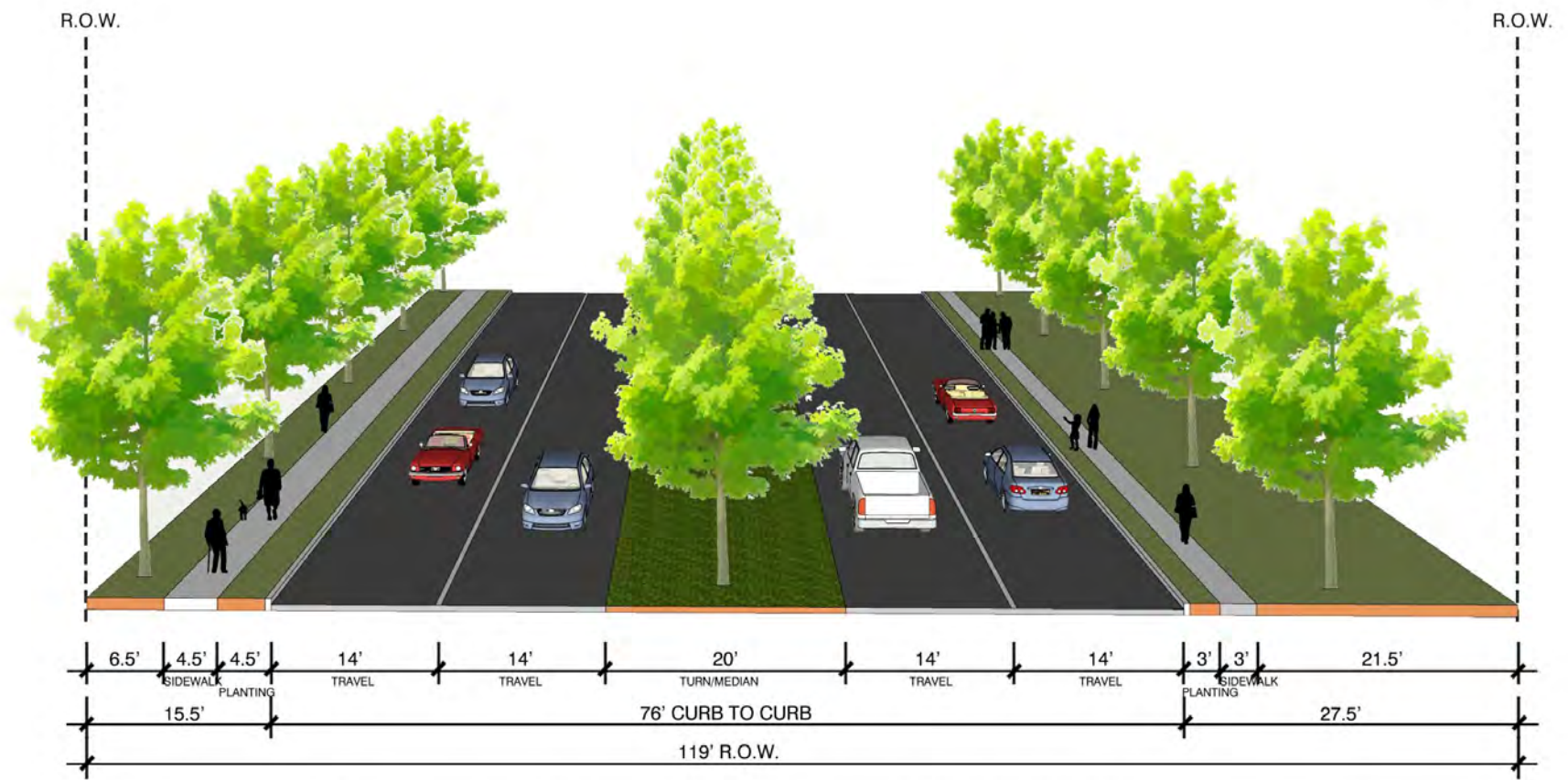
KEY MAP



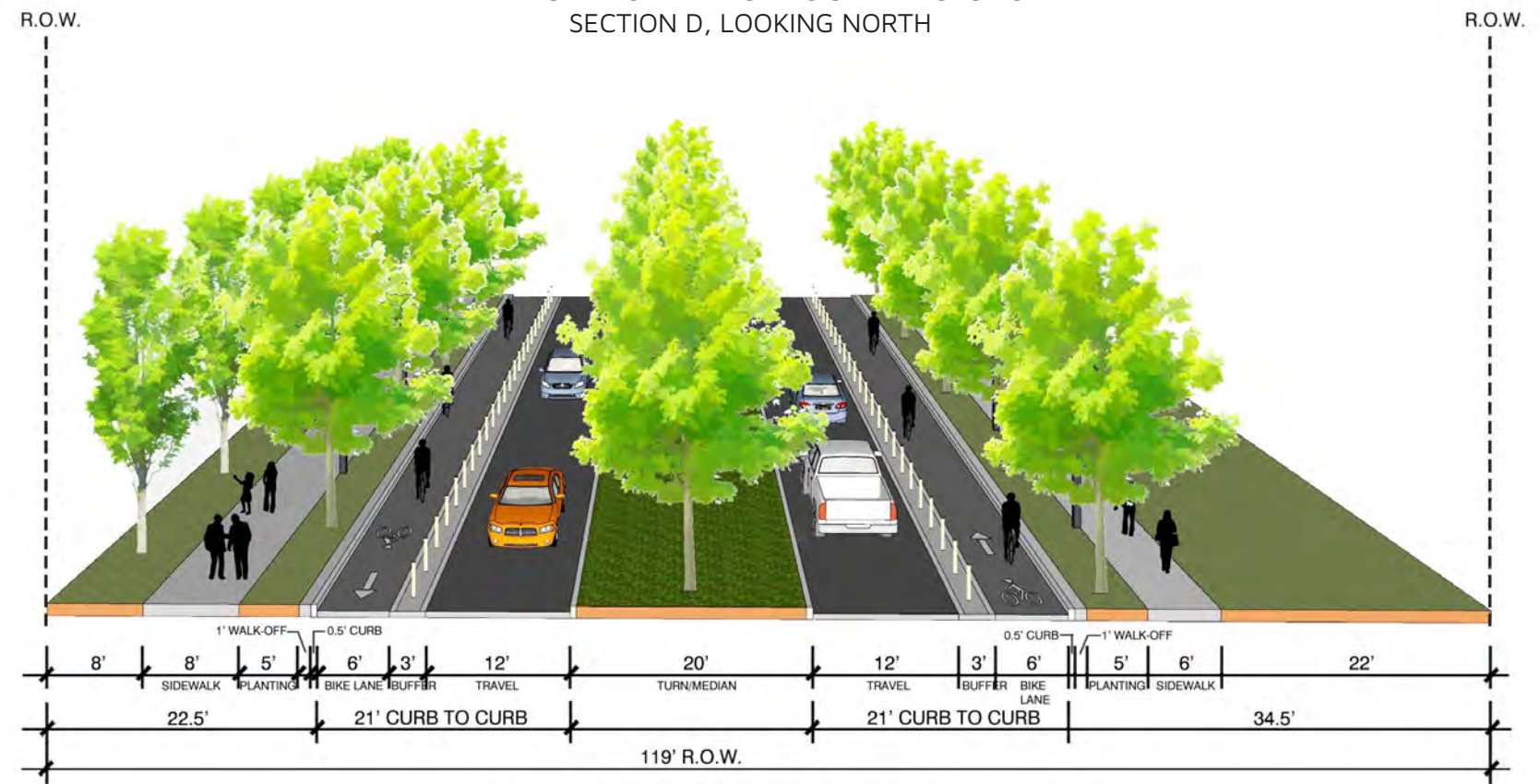
ANDRESEN ROAD



- New bike facilities
- Enhanced sidewalks
- Add protected pedestrian crossings
- Add street trees
- Add traffic calming and reduce speed limit



ANDRESEN ROAD: EXISTING STREET SECTION
SECTION D, LOOKING NORTH



ANDRESEN ROAD: PROPOSED STREET SECTION
SECTION D, LOOKING NORTH

BLANDFORD DRIVE

The following represents existing conditions along Blandford Drive. Blandford Canyon serves as a key connector from The District to the Lower Grand Employment Area, and links neighborhoods to the south and the Columbia River. This corridor is currently used by motorists, bicyclists, and locals as a recreational amenity and access corridor.

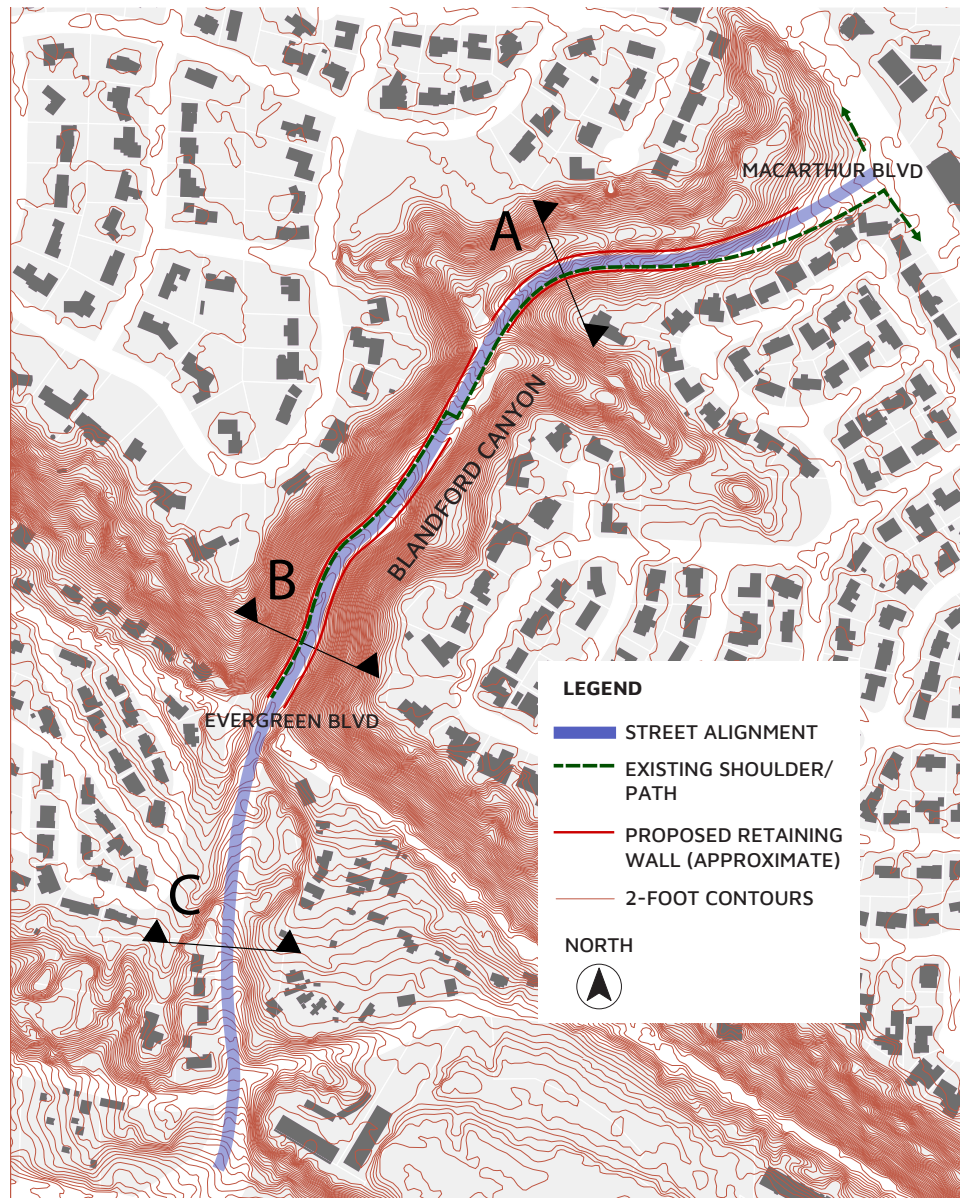
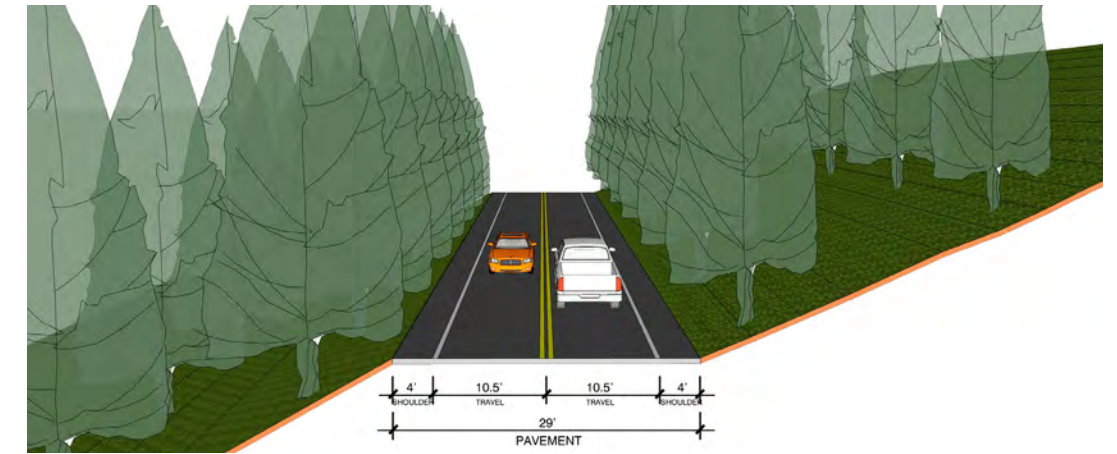
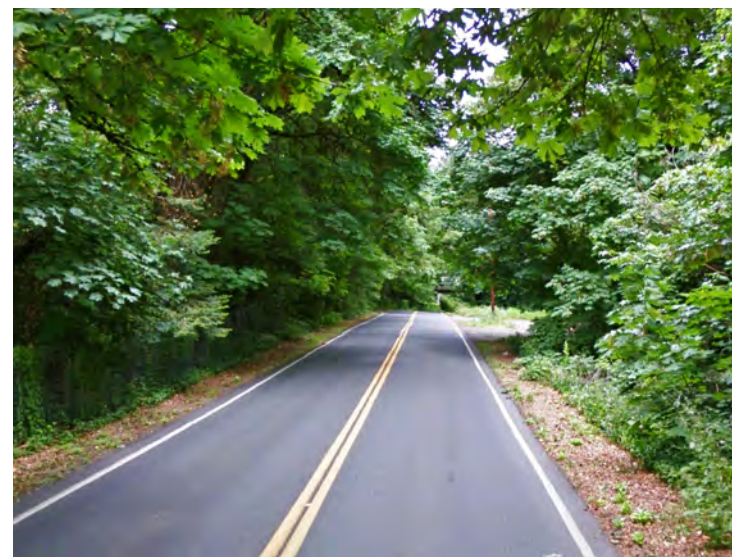
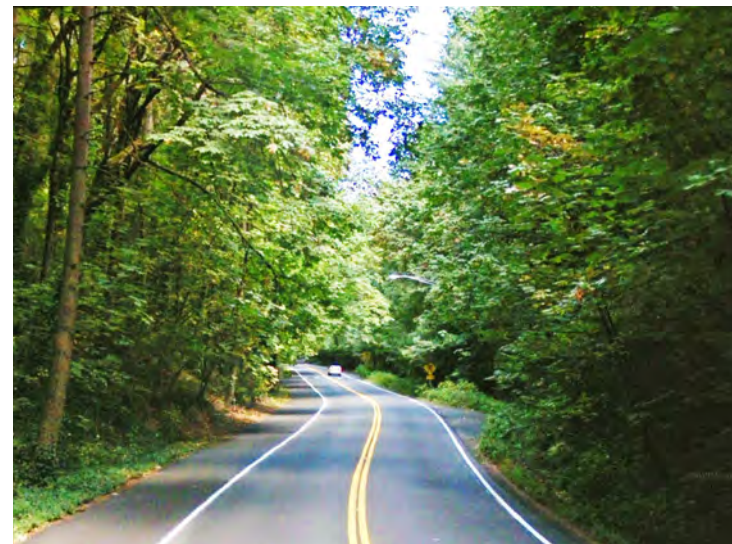
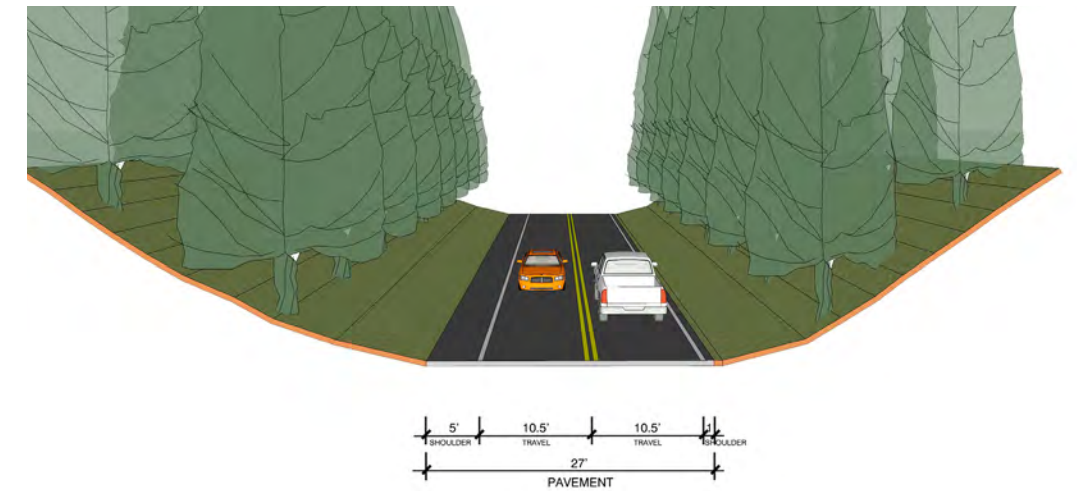


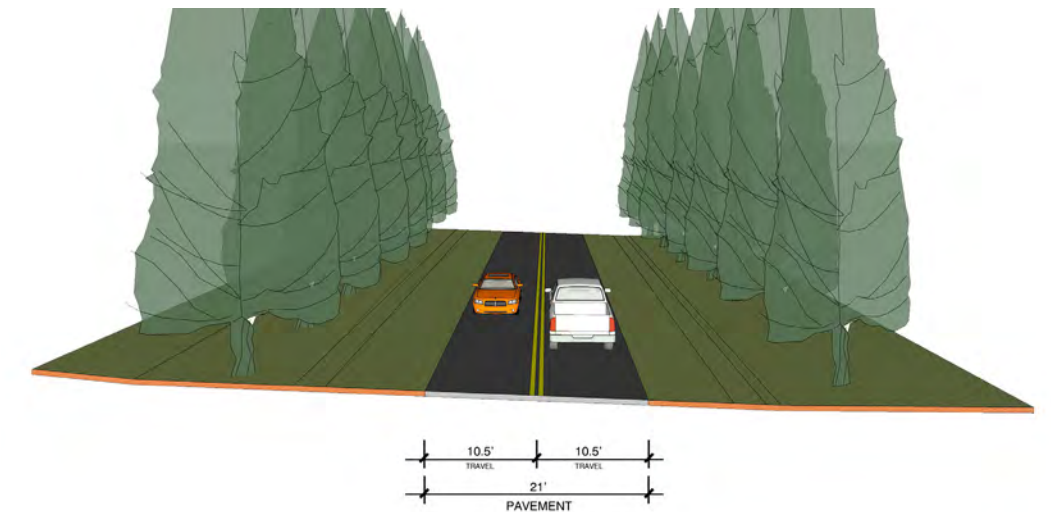
Fig 22: Blandford Drive



BLANDFORD DRIVE SECTION A: EXISTING



BLANDFORD DRIVE SECTION B: EXISTING



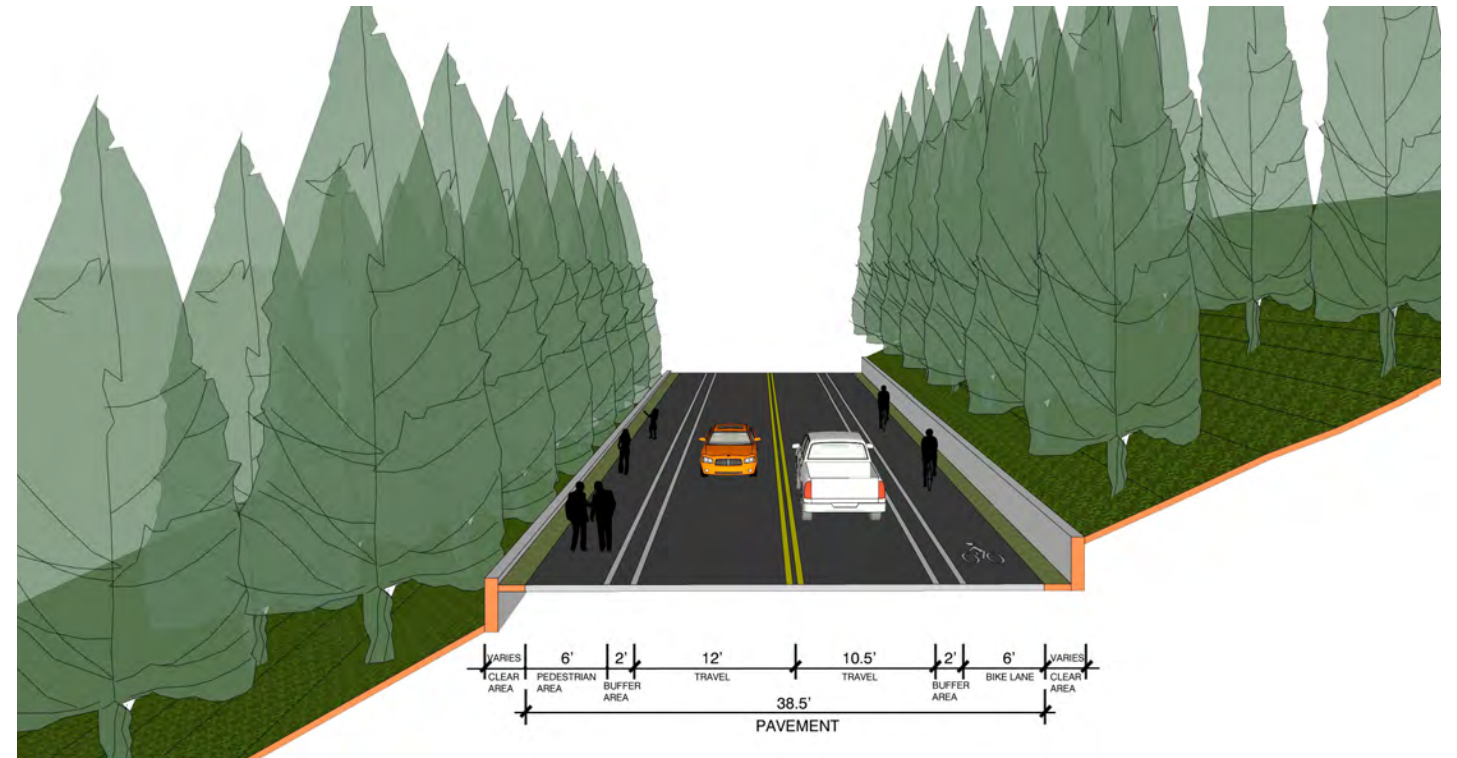
BLANDFORD DRIVE SECTION C: EXISTING

The following diagrams represent possible design ideas intended to improve bicycle and pedestrian safety and connectivity along Blandford Drive. Three high-level options, each providing for improved bicycle and pedestrian facilities, are defined.

NOTE: The cross section diagrams are representative only. Further analysis will be required to determine the feasibility and financial impact of proposed recommendations. A detailed corridor analysis will be required to include a corridor topographic survey, and pavement and stormwater management system designs.

Option 1

- A two-way pedestrian path separated by a 2'-3' buffer area
- Downhill shared bicycle/motor vehicle travel lane (12' travel lane)
- Uphill separated (2'-3') bicycle lane (6' wide)
- Retaining walls and stormwater systems as required
- Additional pavement area required



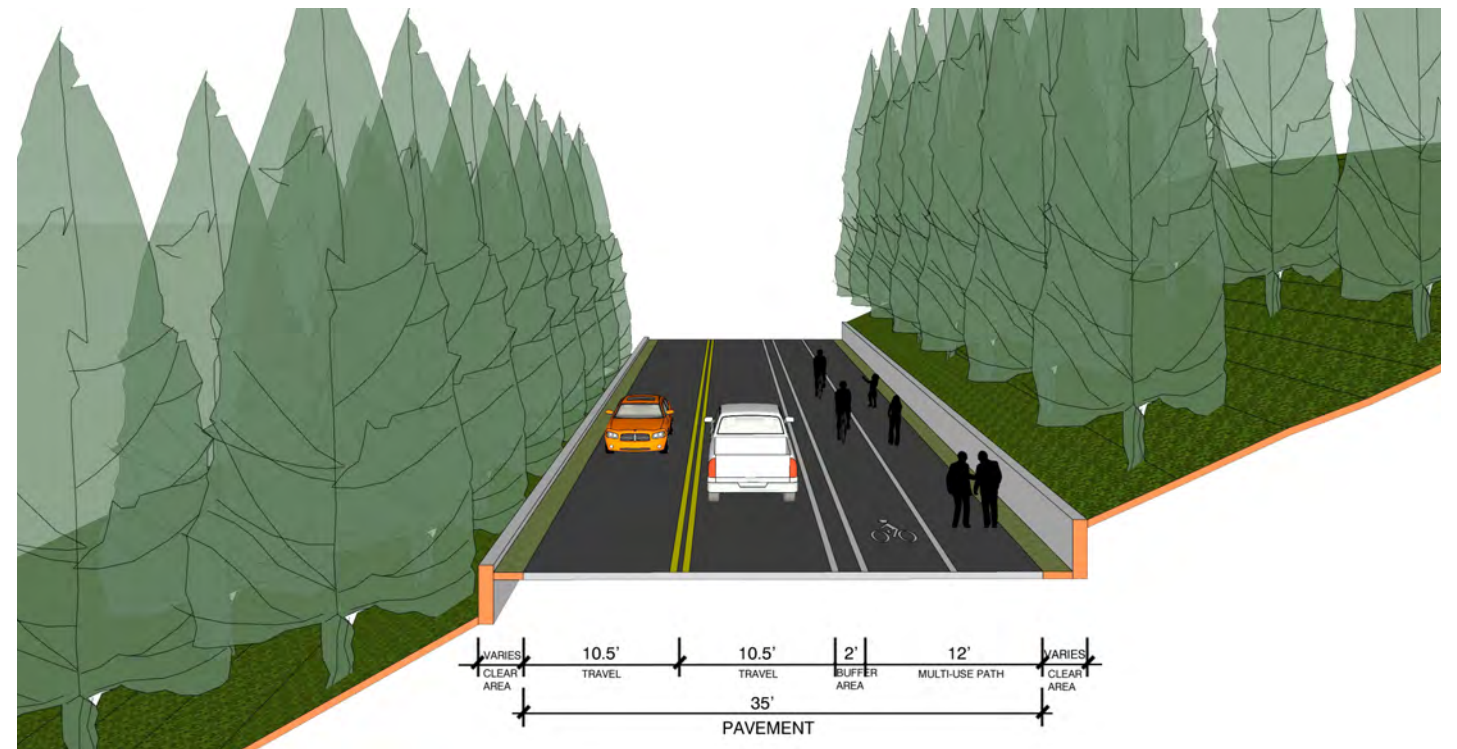
OPTION 1: BLANDFORD DRIVE SECTION A

Option 2

- Uphill bicycle travel lane is adjacent to the two-way pedestrian facility
- Downhill shared bicycle/motor vehicle travel lane
- Retaining walls and stormwater systems as required
- Additional pavement area required

Option 3 (not shown)

- A completely separated two-way multi-use path would be designed away from the existing street pavement
- Additional retaining walls and stormwater management and treatment improvements would be required
- The existing street pavement area would be retained as-is



OPTION 2: BLANDFORD DRIVE SECTION A

PUBLIC REALM / OPEN SPACE

INTENT: Provide a variety of community public spaces to enrich the quality of life for nearby residents and visitors. Improve connections to the diverse set of existing public parks and natural areas just outside the District.

The Heights District and surrounding neighborhoods are uniquely rich in existing parks and recreation facilities and passive open spaces, including several neighborhood parks, school ball fields, Park Hill Cemetery, Blandford Canyon, Burnt Bridge Creek, and the nearby David Douglas Park.

The District will have a rich public realm that embodies and celebrates the local community. Residents and visitors will enjoy spending time in well-designed and well-maintained parks, plazas, streetscapes, and urban trails. The public realm will unite The District and support its identity, providing an excellent venue for vibrant, active public life. Its vibrant community spaces will enrich the quality of life for all residents in and around The District. The Loop corridor within the Redevelopment Area will be the crown jewel of Central Vancouver through exemplary design and exceptional quality materials. Enhanced connectivity will improve access to multiple existing parks and open spaces in surrounding neighborhoods.



Fig 23: Parks and Playfields



POLICIES

The following policies support the Public Realm/ Open Space element of The Heights District Plan. Refer to the Implementation Strategies for more information.

- O-1** Create flexible gathering spaces that range in scale and purpose in order to accommodate community activities and events, and promote social interaction and community involvement.
- O-2** Provide a variety of active open spaces that provide recreational opportunities for all ages and abilities, including recreation areas and community gardens.
- O-3** Ensure that public spaces, streets, and alleyways are well-maintained. Develop an ongoing operations and maintenance plan for all open space areas.
- O-4** Maintain the Park Hill Cemetery road network as an open public pathway used for light recreation such as bicycling and dog walking. Explore opportunities to connect to adjacent properties, establishing the Cemetery as the green heart of The District while respecting its primary function as a resting place and burial ground.
- O-5** Develop a cohesive wayfinding strategy that adds richness to the public realm, reflects the neighborhood character, and is accessible and understandable for a diverse population.

- O-6** Create woonerfs (pedestrian focused shared streets) and activated alleyways where appropriate.
- O-7** Ensure streets function as both mobility infrastructure and as places through activation, pedestrian-scale design, and prioritization of non-motorized mobility.
- O-8** Develop an ongoing programming plan for public open spaces in The District. Identify resources for ongoing City programming by special events staff, and work with local organizations to activate open space with varied and enriching programming.
- O-9** Work with local organizations to design and program a public open space to be used as a weekly farmers market.
- O-10** Interpret and incorporate the neighborhood's rich history as a placemaking strategy.
- O-11** Promote intercultural understanding and represent the diversity of The District through open space programming such as festivals and performances.
- O-12** Incorporate public art such as murals, sculptures, and other mixed media artwork as a way to reflect neighborhood history and culture.
- O-13** Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of all new public open spaces.

ENVIRONMENTAL SUSTAINABILITY

INTENT: The Heights District will strive to achieve high levels of social, economic, and environmental sustainability.

The intent will be accomplished through robust stormwater management systems, energy efficient buildings, reducing the environmental impacts of transportation, and restoring the function of the natural landscape. Sustainable strategies will reduce pollutants in the local environment and respond to local environmental changes. Strategies to ensure environmental sustainability will be considered holistically with social and economic factors.

The graphic to the right depicts several aspects of environmental sustainability along with examples of how they can be addressed. These elements will be considered both independently and interrelatedly moving forward. Sustainability should be examined across multiple scales: at the regional level, district level, and specific to each site. This is not an inclusive list, but a starting point for considering sustainable strategies in The District.

There will be healthy food options available through farmers markets and other programs to supply local, fresh food to The District. Access to these healthy options for all residents will be accomplished through provision of affordable housing, local social services, and robust multimodal connections to transit, bicycle and pedestrian facilities.

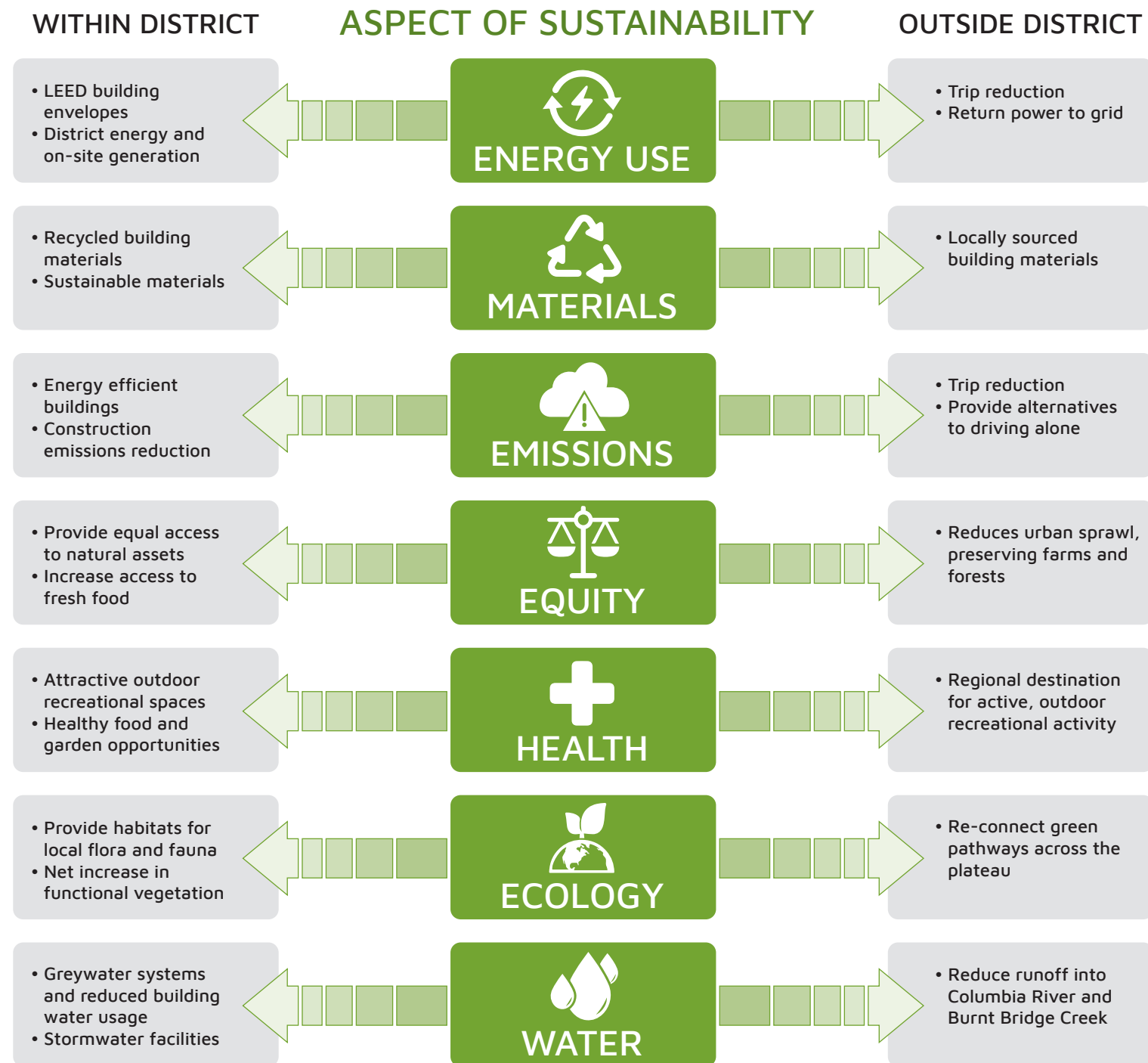


Fig 24: Aspects of sustainability and sample strategies that address them

NEIGHBORHOOD AND SITE-SPECIFIC CERTIFICATION SYSTEMS

Sustainable certification programs are a mechanism for achieving district-wide sustainability goals. Such programs provide tangible performance targets, tracking tools, technical assistance, and communication and marketing materials.

There are a spectrum of available neighborhood-scale certification systems, including USGBC's LEED for Neighborhoods (LEED-ND), Fitwel Community certification, Sustainable SITES Initiative, EcoDistricts, WELL Community Standard and ILFI's Living Community Challenge. Neighborhood-scale certification systems are often implemented over time, at either partial or full project development, or on a parcel-by-parcel basis during implementation. The Heights District Plan is pursuing Fitwel Community certification, as described on the following page.

Community gardens

Community gardens provide access to outdoor activities, fresh food for nearby residents, and can be utilized by nearby schools for project-based learning opportunities. Year-round community-based or third-party maintenance will be required in order to manage City maintenance obligations.



POLICIES

The following policies support the Environmental Sustainability element of The Heights District Plan. Refer to the Implementation Strategies for more information.

S-1 Meet the City of Vancouver's Tree Canopy Achievement Program (TreeCAP) Gold Leaf standard to increase urban tree canopy coverage. Provide opportunities for volunteers to participate in tree plantings through the existing Urban Forestry Program.

S-2 Design roads, roofs, and parking lots to minimize heat island effects.

S-3 Pursue Fitwel Community certification as a nationally certified project.

S-4 Strive to exceed relevant sustainability benchmarks for new buildings and infrastructure, similar to what is required for LEED certification standards. All publicly owned buildings shall meet or exceed LEED Gold Certification.

S-5 Create landscapes that demonstrate and embody sustainability, such as rain gardens and drought resistant plant palettes that contribute positively to the ecosystem.

S-6 Explore opportunities for district-level solutions to waste management and energy production.

S-7 Explore opportunities for local rainwater collection and use pervious paving materials where feasible.

S-8 Explore opportunities to reduce supply chains through local food production and create opportunities to buy food from local distributors at farmers markets, grocery stores, cafes, and restaurants.

S-9 Find ways to ecologically connect Park Hill Cemetery to Blandford Canyon and the ravines that lead to Burnt Bridge Creek, restoring the natural network across the plateau.

S-10 Create pollinator pathways and other natural features that connect the Blandford Canyon, Burnt Bridge Creek, and Park Hill Cemetery ecosystems.

S-11 Create robust, innovative, and visually appealing stormwater management infrastructure as part of a site wide strategy to fully treat and manage the water quality impacts of runoff. The infrastructure should work in harmony with the local ecological system.

FITWEL CERTIFICATION SYSTEM

The City of Vancouver is solidifying the Plan's commitment to sustainability and community health by being the first municipality to pursue the Fitwel Community certification. The certification, currently in its pilot phase, is a new standard through the Center for Active Design (CfAD) for optimizing holistic health benefits in neighborhood-scale projects. Fitwel has been a leading sustainability certification system with a focus on recognizing buildings that are optimized to support health. The new Fitwel Community certification seeks to implement a vision where all buildings and communities are enhanced to strengthen health and well-being.

The Fitwel Community Scorecard evaluates the ability for a project to achieve strategies across seven health impact categories:

- Increasing physical activity
- Promoting occupant safety
- Reducing morbidity and absenteeism
- Supporting social equity for vulnerable populations
- Instilling feelings of well-being
- Impacting surrounding community health
- Enhancing access to healthy foods

These strategies for improving community health were determined through an analysis of more than 5,000 research studies and evidence-based resources. By participating in the pilot phase of the program, the City is helping to ensure the Fitwel Community Scorecard is practical, cost-effective, and scalable while still reflecting the strongest research available linking design with health.

Fitwel certification can be achieved through either a Design or Built Certification pathway within the scorecard. Design certification is available to projects in the master planning or design phases, and built certification is available for existing or recently completed projects. In addition to bringing national recognition to The Heights District, the pursuit of this certification ensures the Plan's commitment to health, wellness, and the public realm is implemented over time, and presents the opportunity to continue this emphasis through the Built Certification as the District redevelops.



MEASURES OF SUCCESS

A successful Heights District will have achieved several key aspirational outcomes of this Plan. These outcomes are directly related to the vision and objectives as well as the Plan's guiding principles.


The Measures of Success serve as a valuable metric-based evaluation tool and provide a guidepost that will influence future decisions as The District evolves over time. They cover a wide range of topics from housing to sustainability and are all addressed by policies and implementation strategies.

The key Measures of Success are broadly defined and are intended to ensure the long-term economic growth and viability of The District. The following categories of Measures of Success have been identified: Housing and Equity; Jobs and Economics; and Environment and Sustainability.

METRICS

The Measures of Success are represented by a series of quantifiable targets or metrics established for The District. These metrics are aspirational targets based on benchmark values. They are intended to gauge progress in realizing the vision and goals for The District over time.

JOBS AND ECONOMICS

 Tax Revenue (sales, utility, property tax)
\$34M over 20 years

 Total Number of Jobs
900–1,000 in The District

 Diverse Business
At least 20% of businesses are women- and minority-owned

 Local Business
Retain 30% of local small business

HOUSING AND EQUITY


 Total Household Units
1,340 within Redevelopment Area and 500 outside

 Housing Type Mix
Over 10% are 3+ bedrooms


 Income-Based Housing
At least 25% of total units

 Health and Wellness
Maintain client-facing social services capacity

ENVIRONMENT AND SUSTAINABILITY

 Energy Performance
Pursue LEED and Fitwel Certification as appropriate.

 Construction Waste Reduction
90% diverted to recycling

 Trip Reduction
10% reduction in drive alone trips

 Tree Canopy Coverage (TreeCAP Program)
Gold Leaf certification 30% canopy coverage

 Traffic Collisions
50% reduction in collisions between pedestrians/bicycles and vehicles

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TOWER MALL REDEVELOPMENT PLAN

OVERVIEW

The Heights District is envisioned as a thriving, vibrant, mixed-income neighborhood. At its core is the 63-acre Tower Mall Redevelopment Area.

Envisioned as a 20-minute neighborhood, The District and the Redevelopment Area include a mix of uses with a network of public amenities linked by pedestrian-friendly complete streets, protected bike lanes, wide sidewalks, and a central placemaking element, The Loop.

The Loop is a three-quarter-mile pedestrian-oriented street and linear park that knits together shops, restaurants, residents, park spaces and workplaces as part of a neighborhood amenity. It will serve as the principal organizing element to unify the urban neighborhood and uses.

PROJECT INFORMATION

Site Area	63 acres
Existing Zoning	Varies
Existing Uses	Commercial office, retail
Property Ownership	11 property owners
Proposed Zoning	HX* (mixed-use)
Maximum Height	6
Parking Provided	2,160 spaces (estimated)

*HX is a proposed new zone classification for The Heights District. "Mixed-use" may include the following uses: residential, retail, office, hospitality, civic, public facilities, parks and plazas. The new proposed HX zoning district will not be applied to the Northcrest Church property through implementation of this Plan.



Fig 25: Artist Rendering: Tower Mall Redevelopment Area

PROPOSED DEVELOPMENT PROGRAM

The projected 20-year development program is based on a market analysis of needs and absorption rates over a 20-year period. Findings from the market study demonstrate a significant need for mixed-income housing with a current and future demand for multi-family housing across a broad spectrum. In addition, neighborhood retail was identified to serve existing and proposed residential, office, and employment uses, with the integration of social and community services that are currently present in The District. The Proposed Land Use Plan knits the uses together with an appropriate level of density, public realm, and open space.

PROPOSED LAND USE PLAN



Fig 26: Proposed Land Use

Land Use	Proposed 20-Year Development Program
Residential	1,340 units (1,000 sf avg.)
Commercial	56,000 sf
Office	65,000 sf
Hospitality	83,000 sf (156 hotel rooms)
Civic	16,000 sf
Church/Multi-Purpose	20,000 sf
Parks & Open Space	6.1 acres
Total	1.58M sf

Fig 27: Projected Development Program

CONCEPT ALTERNATIVES

As part of the site planning process for the Tower Mall Redevelopment Area, a series of concept alternatives were developed and reviewed based on the established project guiding principles. The Community Advisory Committee (CAC) and the project team reviewed a series of high-level alternatives and refined them into a set of three preliminary concepts, shown on the next page.

The CAC evaluated each of the three preliminary concept alternatives based on quantifiable and qualitative criteria and the previously established project design drivers. These preliminary concepts were later presented at an Open House event and Online Survey.



Fig 28: The Loop, a pedestrian-focused walkway, serves as the principal organizing element to unify the urban neighborhood and uses

CONCEPT 1: PROMENADE



PROS

- Central civic space is a strong placemaking strategy
- Public realm is organized in an east-west orientation, with buildings optimized for solar gain
- Limited impacts on established residential uses adjacent to the Tower Mall Redevelopment Area

CONS

- No major transformation of Devine
- Limits opportunity along the southern edge of the site

CONCEPT 2: THE LOOP



PROS

- Connects a larger area of the neighborhood
- Brings a self-branding element to the neighborhood
- Strong links to adjacent open spaces
- Potential for variety and diversity of experiences

CONS

- Less direct relationship to Mill Plain
- Would take longer to build out

CONCEPT 3: GRAND PARK



PROS

- Creates a signature, environmental placemaking feature that connects neighborhoods
- Brings a self-branding element to the neighborhood
- Provides the greatest density, tallest buildings, and mix of uses along Mill Plain
- Opportunity for urban agriculture, stormwater and sustainable design interventions

CONS

- Increased public investment cost to develop a new, signature Grand Park
- Maintenance and operational costs associated with the Grand Park

CONCEPT ALTERNATIVES EVALUATION

The Concept Alternatives process initially reviewed nine alternatives that were reduced to three through public input. The pros and cons of each were evaluated through a rigorous public involvement process.

Three Preliminary Concepts were evaluated by the Community Advisory Committee (CAC) with further input from City staff, as well as by the public through an Open House and online survey. The CAC evaluated each alternative based on quantifiable and qualitative criteria and established design drivers.

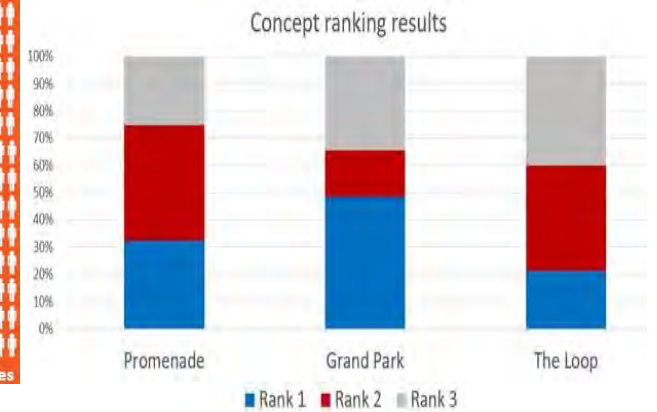
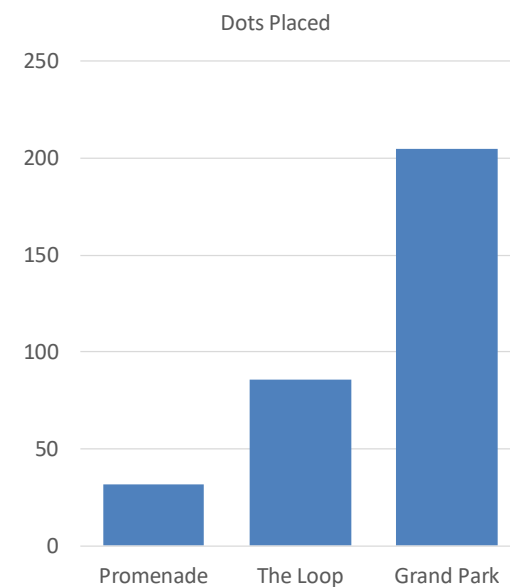
The input from each group in the process varied, with preferences ranging from one alternative to another (see graphs summarizing public input below right).

Overall, the outreach and engagement process resulted in advancing The Loop concept while merging key supported elements from the other concepts into a draft preferred site plan concept.



SUMMARY

Open House #2 provided a forum for stakeholders and the public to discuss redevelopment concepts with each other and the project team. Participants were presented with three preliminary alternatives. They were given three dots each and asked to place them on the concepts to show their preference, as well as provide feedback on each of the three alternatives. General feedback that applied to all concepts was also collected.



SUMMARY

Online Survey #2 was an option for project stakeholders and the general public to view and comment on the redevelopment concepts, complementing the second Open House. Like the in-person Open House, the Online Survey allowed participants to weigh in on their preferences among the three alternatives, as well as provide comments specific to each alternative.

THE HEIGHTS DISTRICT COMPARATIVE EVALUATION (Community Advisory Committee)

		Promenade	Loop	Grand Park
11-1-2018	Priority Level			
Design Drivers	Priority Level			
Connectivity	4	32	48	20
Community Health Wellness and Equity	4	24	44	36
Sustainability	4	32	32	32
Economic Development	2	18	20	10
Urban Character / Form	2	22	22	12
Arts / Culture	2	20	20	16
Public Realm	2	16	18	18
Mixed income Housing	2	16	22	10
		180	226	154

PREFERRED CONCEPT PLAN

The Preferred Concept Plan leverages the proposed three-quarter-mile Loop as a primary organizing feature and public amenity. Inspired by the organic development patterns of the neighborhood and the connected system of trails throughout the District, the Loop is designed as a multimodal street for cyclists, pedestrians and slow-moving vehicles. Amenities for different sections of the Loop vary and respond to adjacent uses. The Loop includes enhanced paving, lighting, furnishings and integrated art. The Loop will function as a civic strolling and gathering place. In this concept, density is focused more towards the center of the Tower Mall Redevelopment Area and along Mill Plain. Development along the southern, western and eastern boundaries is predominantly lower in scale, contextually relating to the existing neighborhood fabric. Development in the northern section of the Redevelopment Area, which is north of Mill Plain and directly abuts the existing Northcrest Neighborhood, is intended to focus density along Mill Plain and transition to lower density buildings as it moves toward existing single family housing. This area will be uniquely addressed by updated zoning standards in order to minimize impacts on the neighborhood.



Fig 29: Redevelopment Area Concept Site Plan



Fig 30: Artist Renderings: Redevelopment Area

NEIGHBORHOOD DISTRICTS

The Tower Mall Redevelopment Area's organizational structure is defined by a series of character zones that provide a unique set of design pre-requisites. Each character zone is expressed differently to address unique character attributes, massing, scale and uses, as well as how they relate to the context of adjacent uses. The following character zones have been established for The District:

District Gateways serve as entries to The Heights District and include elements that define it. Buildings help frame the intersections, public art and signage provide wayfinding, and the scale and context of adjacent uses are acknowledged and respected.

The Activity Center is the "heart" of The District. This includes the most diversity of uses, highest density of buildings, highest quality of construction materials, and amenities.

The Residential Neighborhood includes lower-scale townhomes, family housing, quiet, tree-lined streets, and parks, with views toward Park Hill Cemetery's open spaces and informal walking paths.

The Innovation Hub incorporates eclectic uses, such as health-supportive services, office employment, and live/work uses, at a comfortable scale adjacent to the proposed MacArthur Boulevard greenbelt.



Fig 31: Neighborhood Districts



Fig 32: District Gateways

DISTRICT GATEWAYS

District Gateways serve as entries to The District and are expressed with gateway features such as buildings that front the street, iconic art, appropriately scaled signage, and contextual relationships between the street and adjacent uses.



ACTIVITY CENTER

The Activity Center is the “heart” of The District. This includes the most diversity of uses, highest density of buildings, and highest quality of construction materials and amenities. Proximity to future BRT stations and existing infrastructure creates synergies with adjacent neighborhoods within The District.

Anchored by a civic plaza and festival street for events and markets, mid-rise buildings with structured parking, hotel and retail uses emphasizing food and beverage, and market-rate housing with transparent, activated street fronts, weather protection, and a community building overlooking the plaza.



Fig 33: Activity Center



Fig 34: Residential Neighborhood

RESIDENTIAL NEIGHBORHOOD

The Residential Neighborhood includes lower-scale townhomes, offices, family housing, quiet streets, and street end parks, with views to the trees and Park Hill Cemetery's large open space and informal walking paths.



INNOVATION HUB

The Innovation Hub incorporates an eclectic collection of uses and structures that support healthcare services, retail, and flexible craftmaking and work spaces, designed at a comfortable scale adjacent to the MacArthur Boulevard greenbelt.



Fig 35: Innovation Hub

PUBLIC REALM AND OPEN SPACE

The District contains a network of connected, vibrant and diverse community spaces that help enrich the quality of life for residents and visitors. New public spaces within the Redevelopment Area are urban in nature, and seek to complement the variety of existing parks, open spaces and recreation facilities within and adjacent to the District. Key attributes of new open spaces within the Redevelopment Area include:

- A rich public realm that embodies, celebrates and welcomes the local community and provides venues for vibrant and active public life
- Well-designed and well-maintained parks, plazas, streetscapes and pathways where residents and visitors enjoy spending time
- Connections that link the sub-districts within the Redevelopment Area, and the Redevelopment Area to the rest of the District
- Design features and amenities that enrich the quality of life for residents within the Redevelopment Area, the District, and in surrounding neighborhoods
- Equal access for residents and visitors

6.1 ACRES OF PARKS AND PUBLIC OPEN SPACE*

Civic Park	1.0 acre
Neighborhood Park	1.5 acres
Pocket Parks	0.5 acres
Linear Plaza (The Loop)	0.5 acres
MacArthur Greenbelt	2.6 acres
Total Park Space	6.1 acres

* Additional public or quasi-public park and amenity space may be provided by individual development projects as part of the overall Tower Mall Redevelopment Plan. This may include small pocket parks, buffer areas, and/or alleyways. Long term maintenance and operations of all public and non-public spaces will be further defined through implementation of the Plan.



Fig 36: Public Realm and Open Space

CIVIC PARK

The estimated 1-acre Civic Park is the heart of the Redevelopment Area and serves as the event venue for The District. The urban park supports surrounding mixed uses and includes space and infrastructure for a farmers market, an event stage, an interactive spray feature for kids' play, hardscape for gathering and circulation, lawn for flexible and daily use, a large tree alley for shade, and areas along the edges for bioretention.

Program:

- Event plaza
- Market stalls
- Retail supportive seating & café space
- Interactive water feature
- Adjacent festival street that can be closed to vehicle traffic to support events



Fig 37: The Civic Park



Fig 38: Artist Rendering: Activity Center

NEIGHBORHOOD PARK

An estimated 1.5-acre Neighborhood Park spanning both sides of Devine Road supports residential uses of the development. The west side of the park is dedicated to community garden plots and a large sculpture serving as the southern entry gateway to the District. The east side of the park includes a compact off-leash dog park, with both natural and synthetic turf and mesh perimeter fence. Special treatment in the roadway and removable bollards create a larger event venue for outdoor movies and other community events when the Civic Park is at capacity or in use.

Program:

- Community gardens
- Outdoor movies and neighborhood events
- Pet-friendly
- Existing tree preservation
- Outdoor art
- Stormwater planters
- Seating area



Fig 39: Neighborhood Park





Fig 40: Artist Rendering: Neighborhood Park

POCKET PARK

A series of small Pocket Parks with age-appropriate play areas are integrated with surrounding residential uses and provide connections to the adjacent Park Hill Cemetery that doubles as a public open space and walking loop.

Program:

- Community gardens
- Children's play
- Passive open space

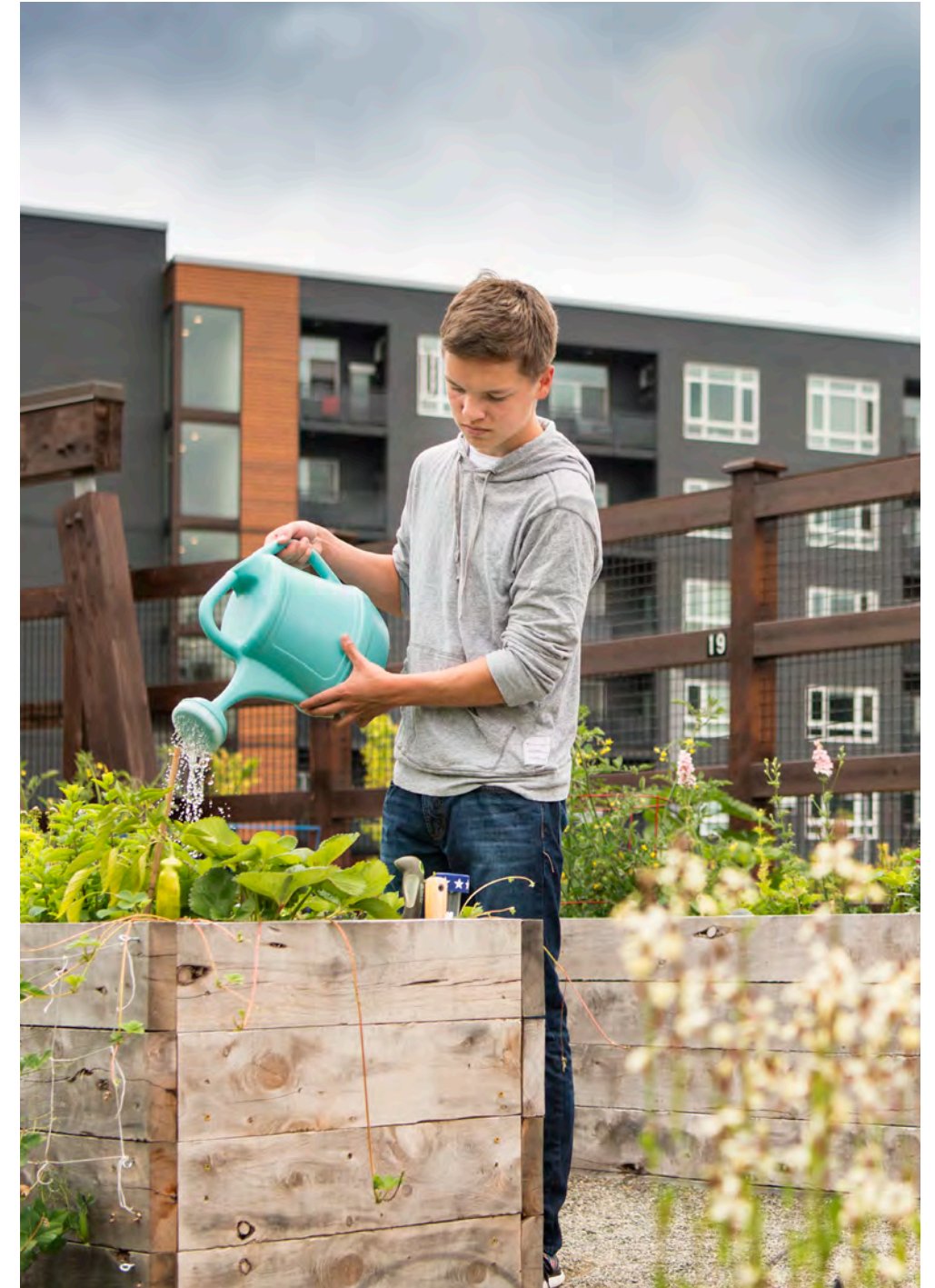
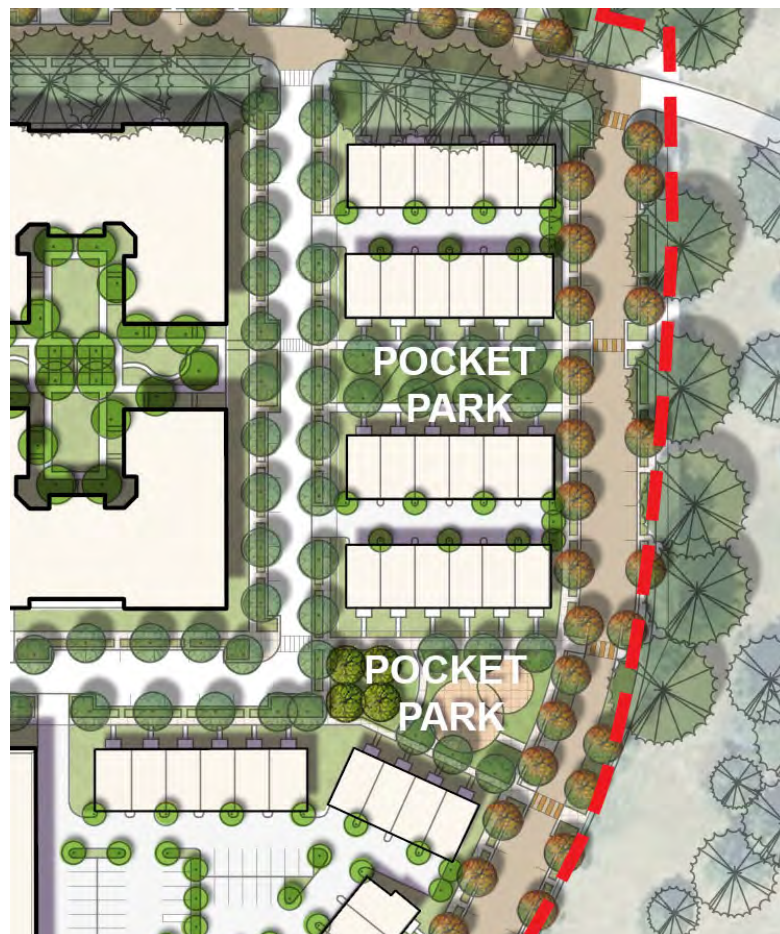


Fig 41: Pocket Parks



Fig 42: Artist Rendering: Pocket Park

MACARTHUR GREENBELT

The MacArthur Greenbelt is a multimodal and stormwater conveyance corridor offering passive open space that enhances the existing residential development as well as new residential uses. The Greenbelt provides access to adjacent neighborhoods and connection to the 20-minute walkshed.

Program:

- Benches
- Walking loop markers and interpretive signage
- Integrated art representing culture, history, and environment
- Stormwater planting
- Separated pedestrian walkway
- Two-way separated bike facility



Fig 43: MacArthur Greenbelt



Fig 44: Artist Rendering: MacArthur Greenbelt at Devine Road Roundabout

THE LOOP

The Loop is programmed and provides amenities such as specialty lighting, built-in and movable seating, and bioretention planters. The Loop is a path that links uses and parks while having its own park-like character and associated materials and amenities. It will feature outdoor dining, outdoor games, lounge seating, pathway markers and interpretive signage, integrated art representing culture, history, and the environment, and stormwater plantings.

The Loop Festival Street

The Loop passes through the mixed-use center of the project and through the neighborhood park. The festival street segment of The Loop features amenities such as raised crossings, special paving, and the ability to be closed down with removable bollards during festivals and events.

The Loop Residential Street

The Loop through the residential neighborhoods is park-like with large shade trees, stormwater planters and a variety of benches.

The Loop Retail Street

The Loop through the Activity Center is retail supportive with areas for outdoor dining, festival lighting, special paving and interpretive art.



Fig 45: Artist Rendering: The Loop at the Activity Center

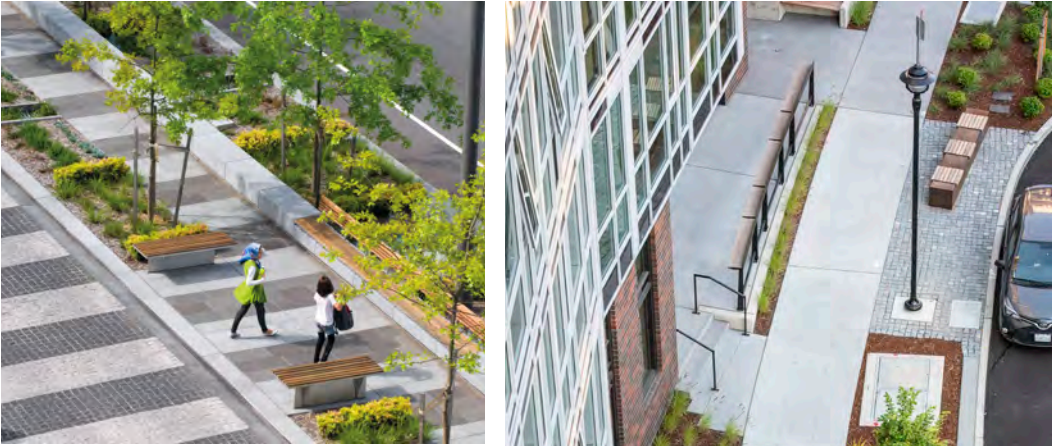
THE LOOP RETAIL STREET



THE LOOP FESTIVAL STREET



THE LOOP RESIDENTIAL STREET



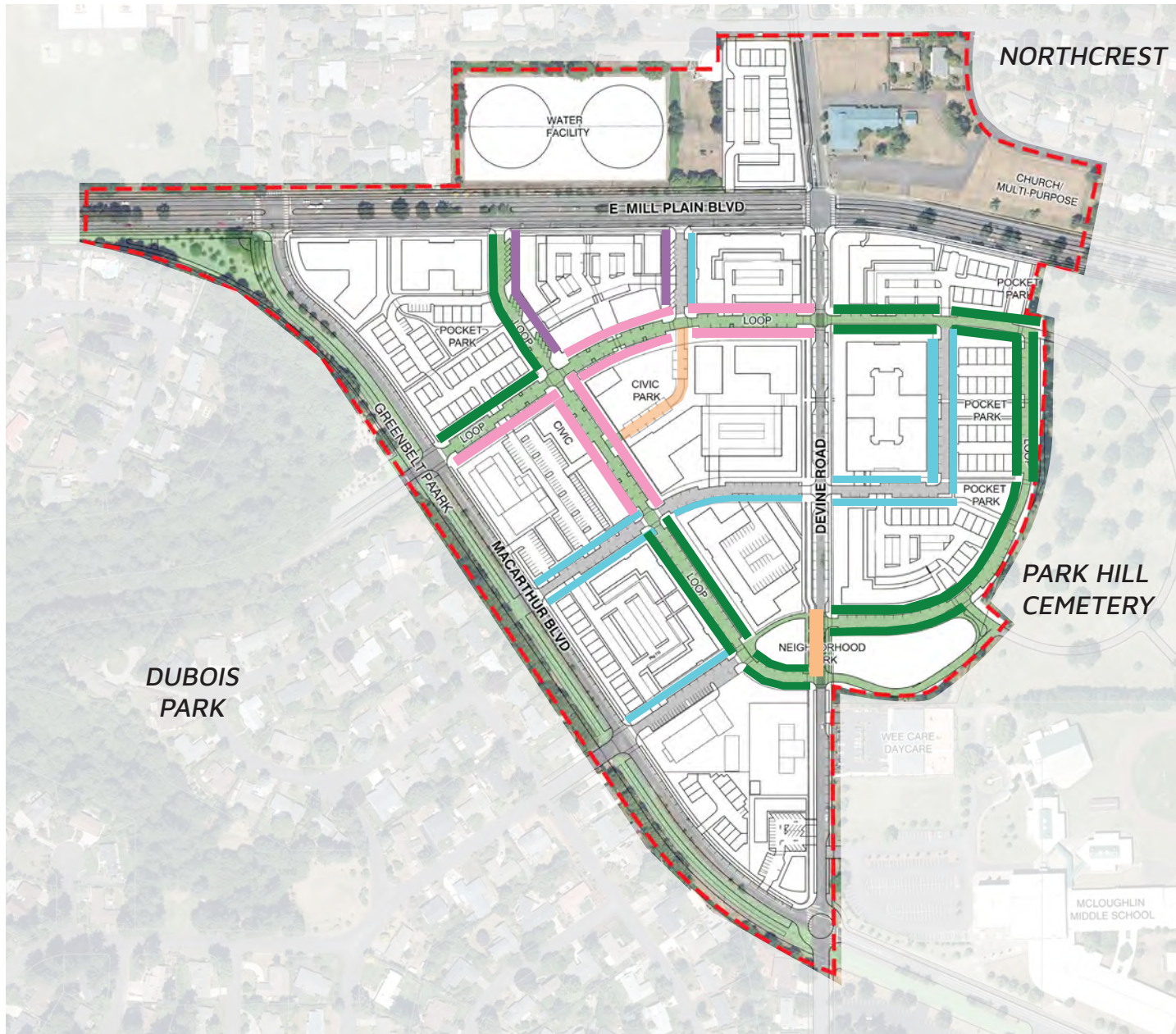


Fig 46: Internal Streets Diagram

INTERNAL STREETS

Internal streets within the Redevelopment Area are designed to provide a safe, multimodal function consistent with the character and context of adjacent uses. Each street type responds to the character and scale of the Redevelopment Area. Features that activate the street, such as outdoor restaurants, seating, patios, storefronts, entrances to residential buildings, and publicly accessible plazas, are important to the internal street network. All street types are intended to support on-street parking and shared bicycle facilities with sharrow pavement markings as needed. Figure 41 highlights the various Internal Street types for the Redevelopment Area.

- Loop Retail Street**
 The Retail Street is a major feature of the Activity Center. This street type supports retail uses and may include wider sidewalks, outdoor café seating, festival lighting, special paving, street trees and interpretive art.
- Loop Residential Street**
 The Loop Residential Street type is characterized as neighborhood-scale and park-like with large shade trees, stormwater planters, and a variety of seating areas with benches, lighting, and artworks that add interest and enjoyment.
- Loop Festival Street**
 A portion of The Loop in the mixed-use Activity Center is envisioned as a flexible festival street or woonerf (pedestrian-oriented shared street) that can support temporary closure for special events. This street type may include special placemaking amenities such as raised crossings, removable bollards, and paving materials and infrastructure for electrical power, lighting, and staging needs.
- Standard Street**
 The Standard Street is a low speed, traffic calmed street that includes shared travel lanes, street trees, pedestrian lighting and generous sidewalks.
- Internal Street with Angled Parking**
 Similar to the Standard Street, this low-speed street type accommodates shared travel lanes, sidewalks and street trees. On one side of the street is parallel parking while the other is reverse angle parking to expand event and retail parking during peak use. Sharrows are provided to inform motor vehicle operators that travel lanes are shared with bikes.

*Internal street typologies are designed to be paired with adjacent land uses (i.e. retail, residential, festival); flexibility in which typology is applied in which location should be considered based on the type of uses in each location.

THE LOOP RETAIL STREET

The Loop Retail Street is concentrated in the Activity Center. This street type supports retail uses and includes wider sidewalks, outdoor café seating, festival lighting, special paving, stormwater features, street trees, and interpretive art.



Fig 47: Key Map: The Loop Retail Street

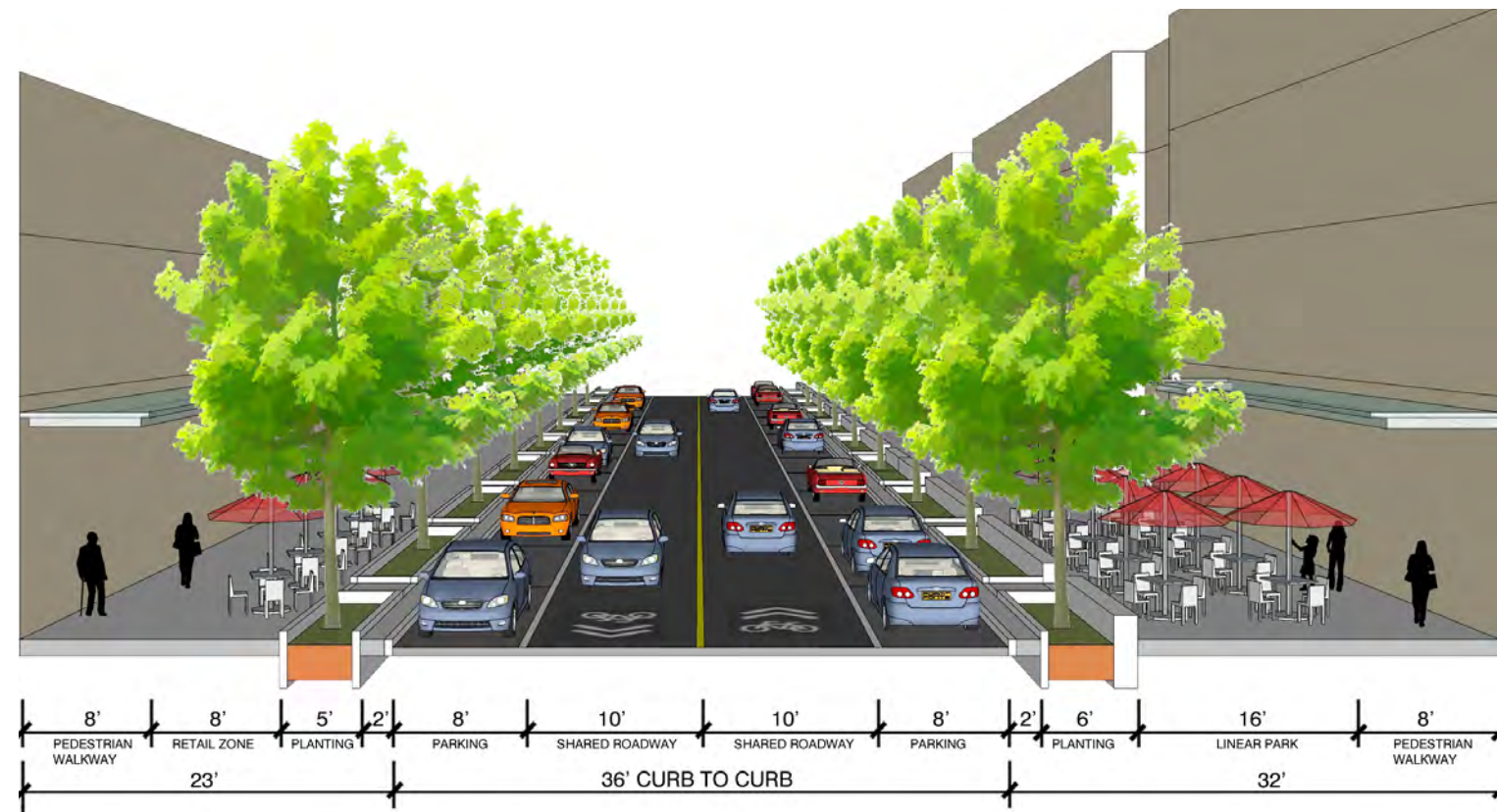


Fig 48: The Loop Retail Street Section (Linear Park Along Retail)

THE LOOP FESTIVAL STREET

A portion of The Loop in the mixed-use Activity Center is envisioned as a flexible festival street or woonerf (pedestrian-oriented shared street) that can support temporary closure for special events. This street type may include special placemaking amenities such as raised crossings, flush curbs, removable bollards, and paving materials and infrastructure for electrical power, greywater disposal, fresh water access, lighting, and staging needs.



Fig 49: Key Map: The Loop Festival Street



THE LOOP RESIDENTIAL STREET

The Loop Residential Street type is characterized as a neighborhood-scale and park-like street with large shade trees, stormwater planters, and a variety of seating areas with benches, lighting, and artworks that add interest and enjoyment.



Fig 50: Key Map: The Loop Residential Street

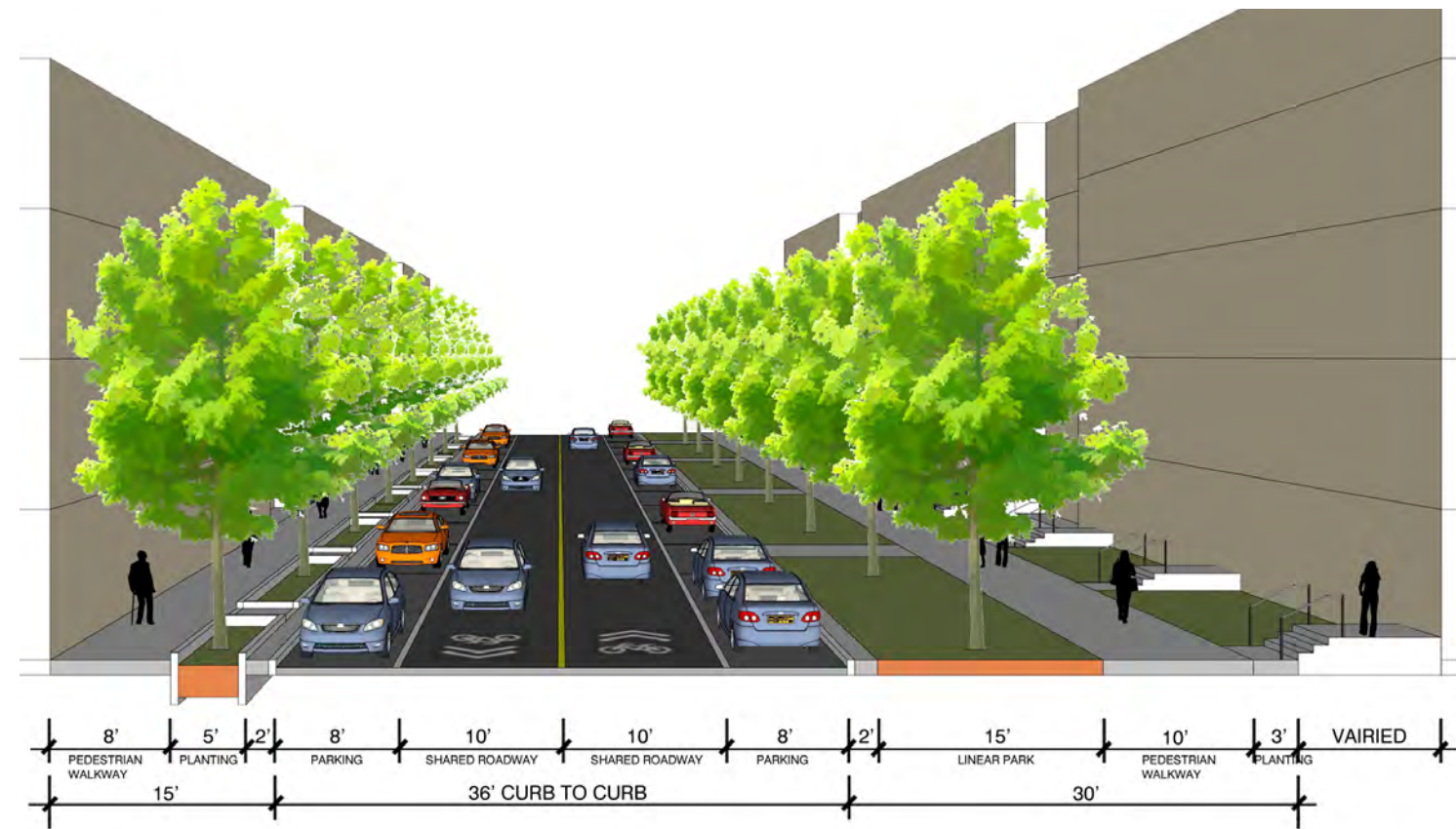


Fig 51: The Loop Residential Street Section (Linear Park Along Residential)

STANDARD STREET

The Standard Street is a low-speed, traffic-calmed street that includes shared travel lanes, street trees, pedestrian lighting, and generous sidewalks.



Fig 52: Key Map: Standard Streets

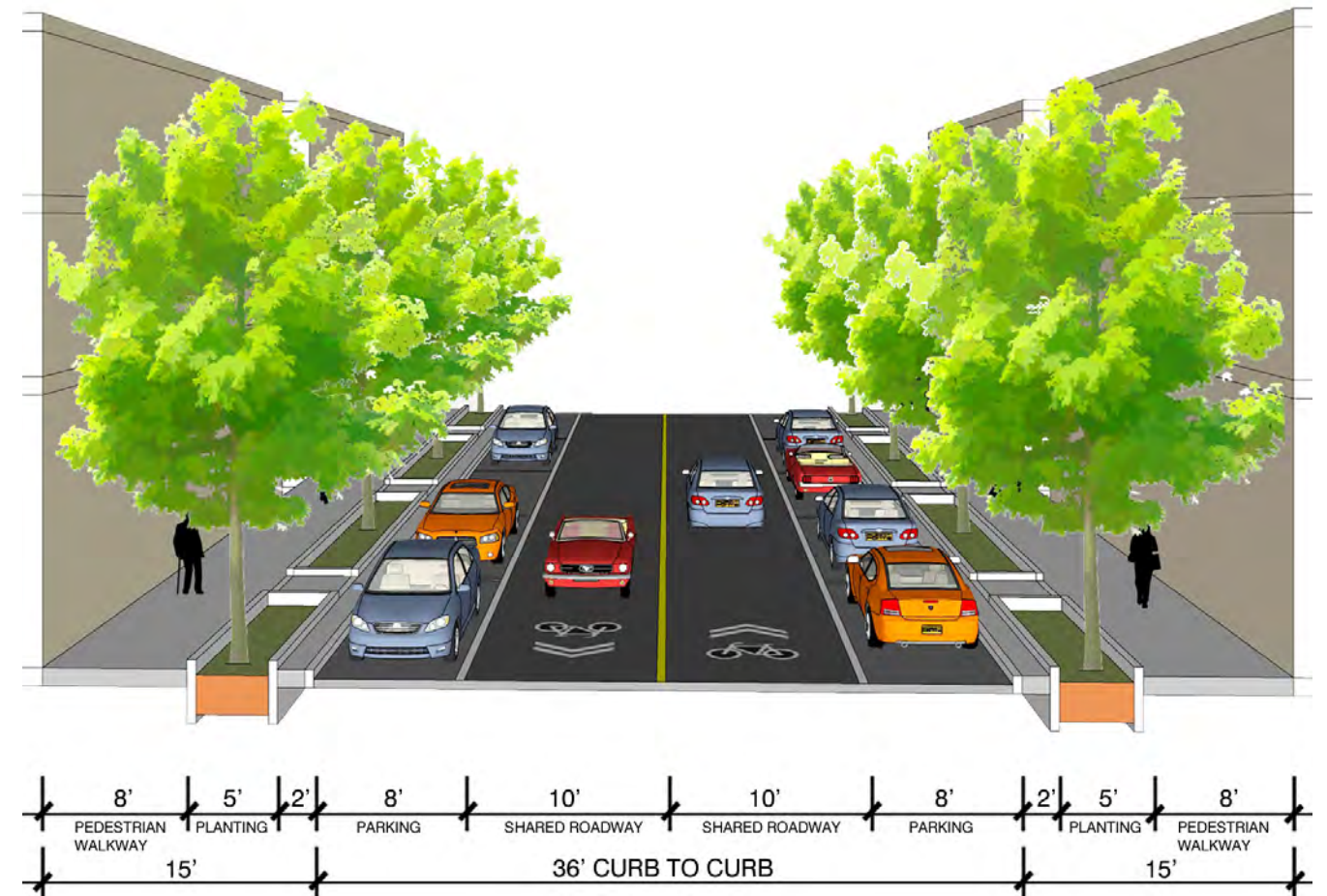
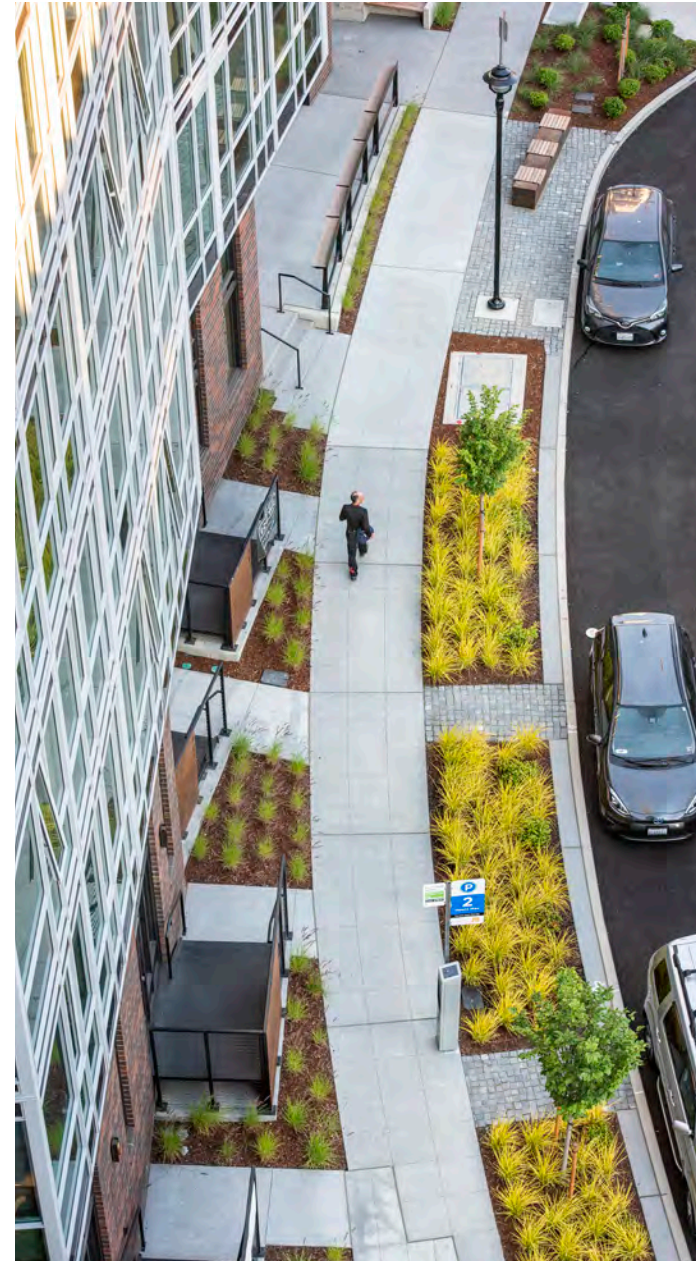


Fig 53: Standard Street Section

INTERNAL STREET WITH ANGLED PARKING

Similar to the Standard Street, this low-speed street type accommodates shared travel lanes, sidewalks, and street trees. On one side of the street is parallel parking while the other is reverse angle parking to expand event and retail parking during peak use. Sharrows are provided to inform motor vehicle operators that travel lanes are shared with bikes.



Fig 54: Key Map: Streets with Angled Parking

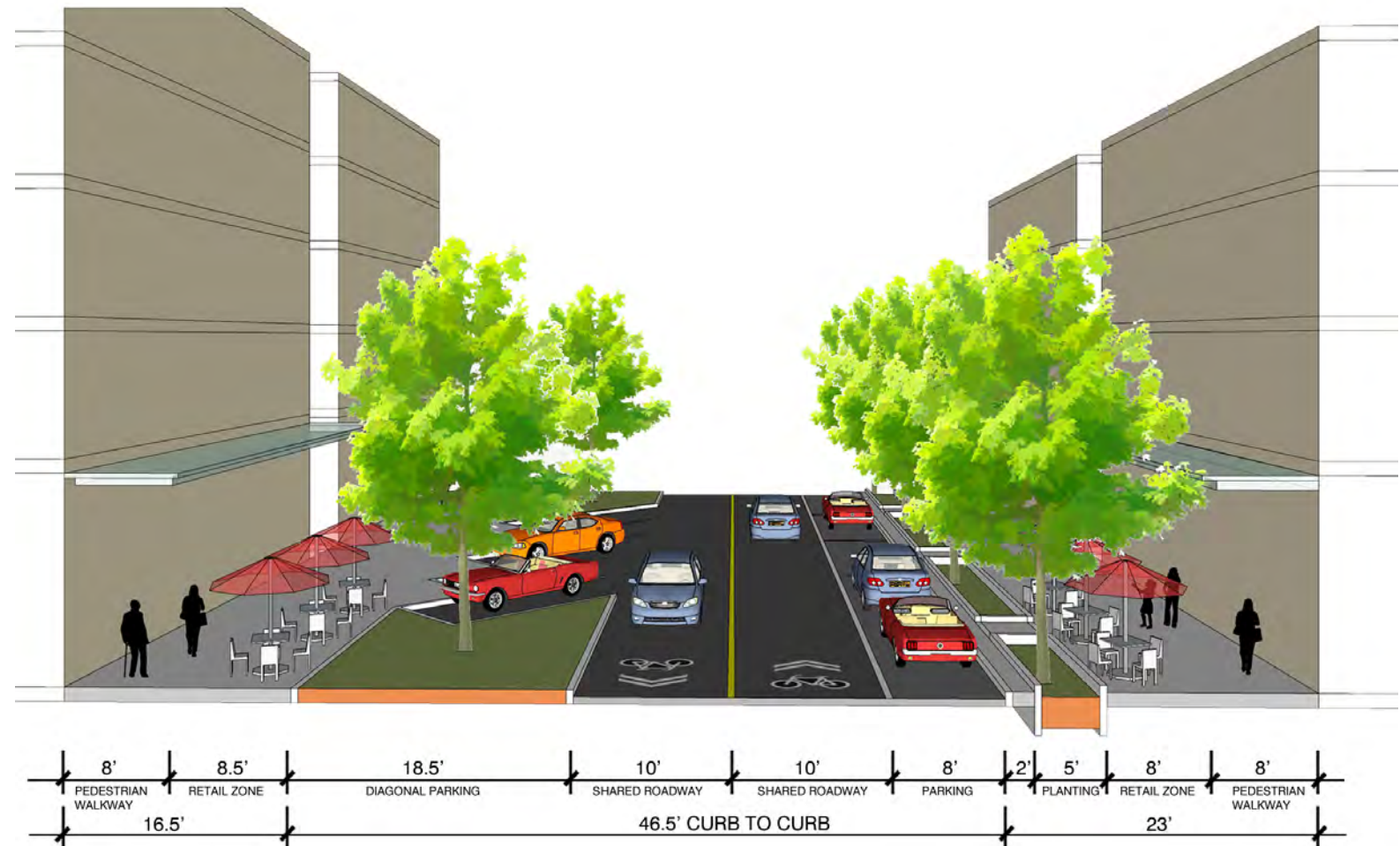
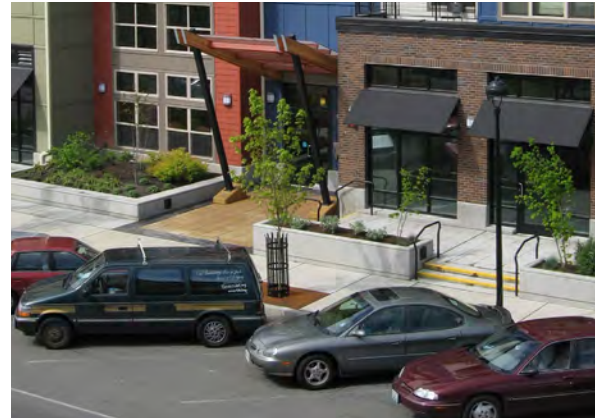


Fig 55: Internal Street Section with Angled Parking

ACTIVATED ALLEYS

Alleys connect uses and provide functional access to garages as well as trash and recycling pick-up. In a few key high-use areas, activated alleyways can provide retail and pedestrian focused amenities allowing additional programming and activities.



-  Activated Alleyway: highly programmed space
-  Service Alley: intended as pedestrian access space



Fig 56: Key Map: Alleyway



PROPOSED LAND USE MIX

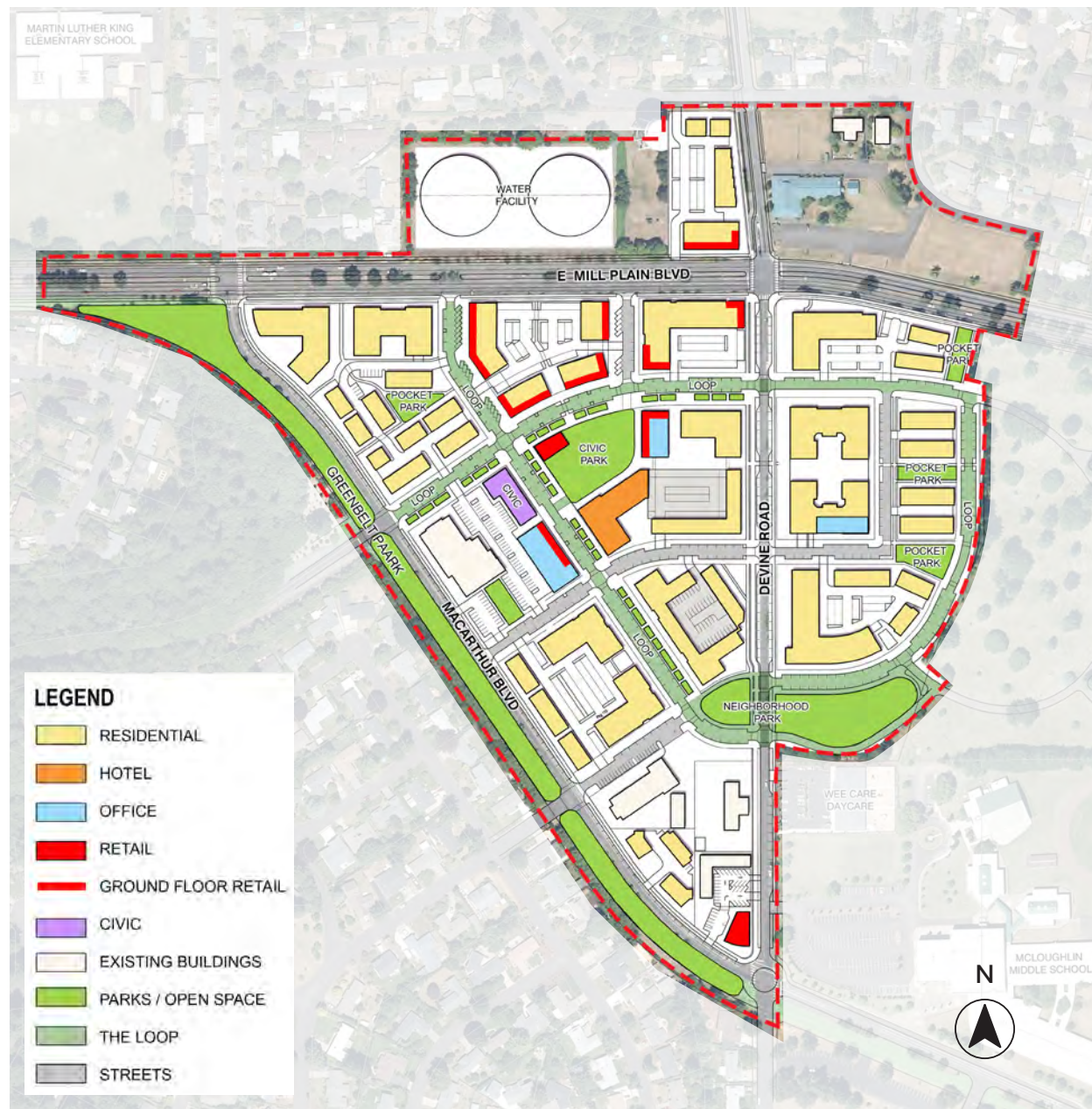
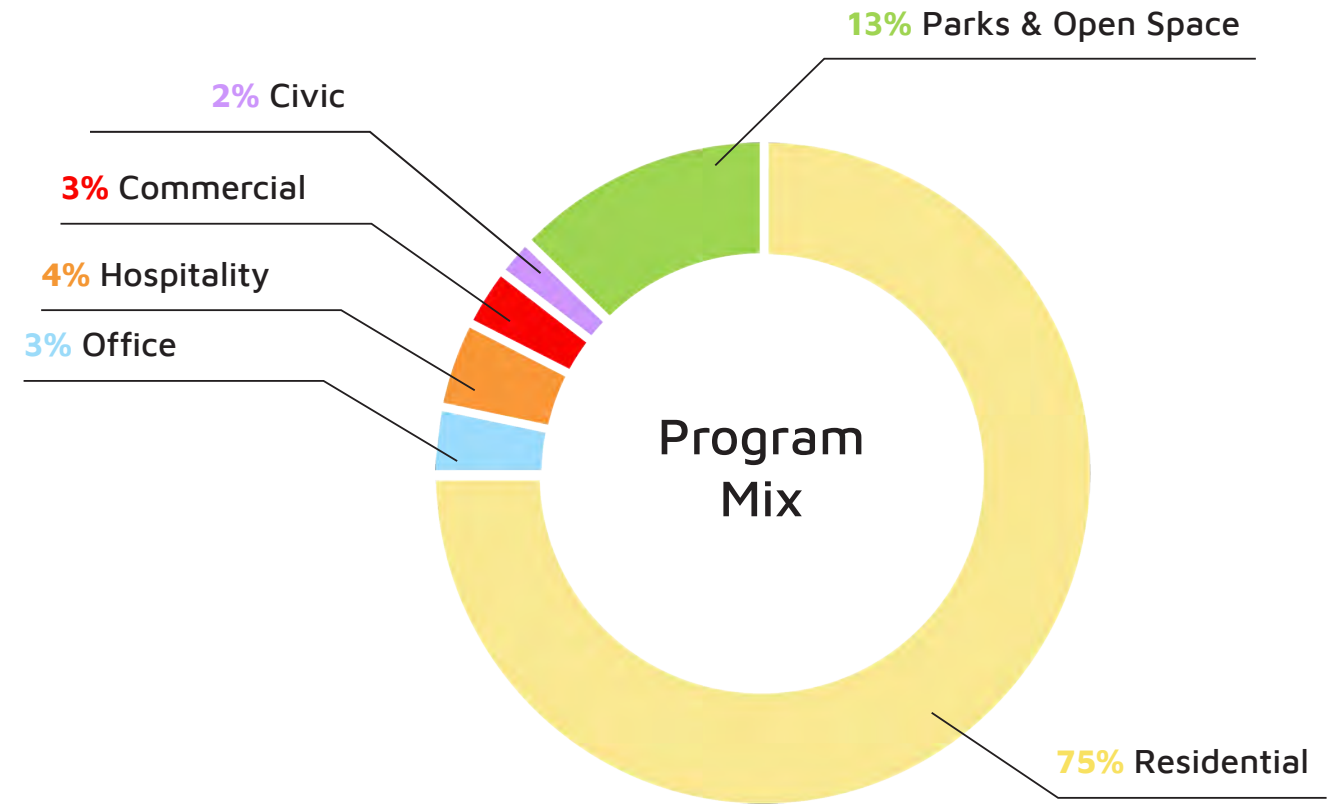


Fig 57: Proposed Land Use Mix



Heights Program	% Overall	Square Footage	Comments
Residential	75%	1,444,700	
Office	3%	65,000	
Hospitality	4%	83,000	
Commercial	3%	56,000	
Civic	2%	36,000	Includes 20,200 SF for Church/Multi-Purpose and 15,800 SF for Public Building with Library
Parks & Open Space	13%	245,000	
Total	100%	1,929,7000 (est.)	

Development area estimates includes street right-of-way, easements, and alleyways

PARKING

The following strategies will ensure a right-sized parking approach for the Redevelopment Area:

- Parking for the Redevelopment Area is based on a multimodal, complete street model. The Redevelopment Area will be served by C-TRAN's future Mill Plain Bus Rapid (BRT) Transit line, and new and enhanced bicycle and pedestrian infrastructure will support multimodal trips.
- In order to ensure compatibility with existing single-family neighborhoods located on the periphery of the Redevelopment Area, the parking strategy should implement a tiered parking strategy that utilizes the sub-districts framework and requires higher minimum parking ratios for areas that directly abut existing single-family development, and allows for reduced minimum parking ratios in areas that do not abut single-family development when combined with enhanced transportation demand management strategies.
- Parking strategies are based on anticipated market demands, balancing construction costs and market rents.
- The majority of the proposed Redevelopment Area relies on a combination of structure, surface, and tuck-under parking (open ground-floor parking underneath the building). This approach is the most cost effective and also minimizes surface parking by prioritizing access to alternative options.
- Townhomes are self-parked with garages under the units.
- Within the mixed-use Activity Center, a combination of below and above grade parking is proposed. A shared parking approach is encouraged between daytime office employment parking uses and evening residential uses to maximize efficiency. In addition, parking agreements for surface lots with nearby schools should be pursued for events that do not conflict with school-related activities. The shared parking approach will accommodate higher demand without compromising placemaking.
- Retail, parks and event parking are served by on-street parking and available shared event parking spaces.

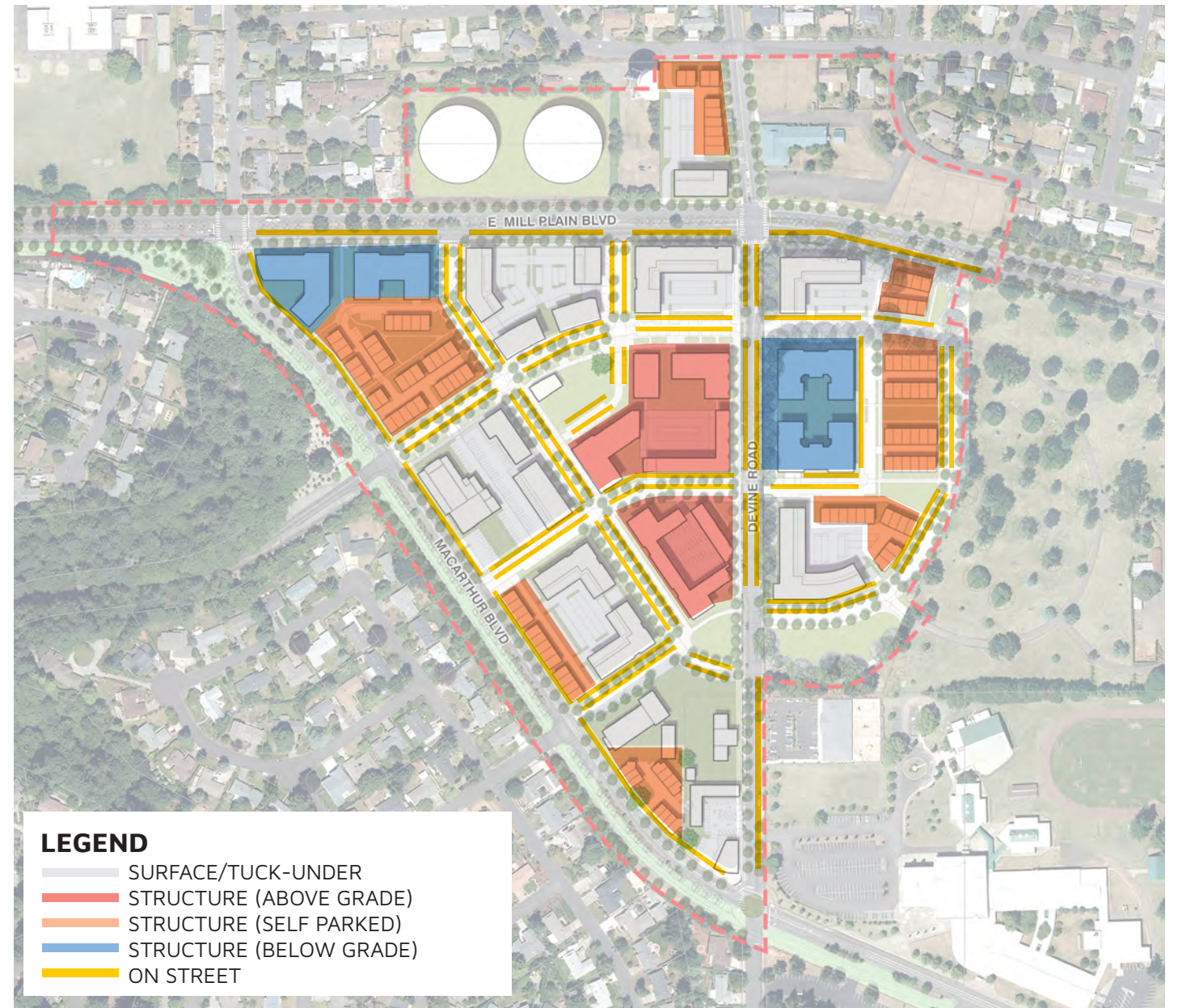


Fig 58: Parking Diagram

Parking Strategy	% Overall	Proposed Parking Spaces
Surface/Tuck-under Parking	30.8%	665
On Street Parking	18.7%	405
Structure Parking (Above Grade)	20.7%	447
Structure Parking (Self Parked)	10.6%	228
Structure Parking (Below Grade)	19.2%	416
Total	100%	2,161

Parking: Tower Mall Redevelopment Area

- All data is preliminary and based on a planning level analysis
- Based on proposed uses
- Assumes mixed-use zoning, except for Northcrest Church property
- Assumes parking reductions in areas that do not abut existing single-family development when combined with enhanced Transportation Demand Management (TDM) strategies
- On-street parking supports retail and event activity, and provides additional parking for overflow from other uses

PHASING

A detailed Redevelopment Area Phasing Strategy will be developed, and will impact how and when parking is constructed. Parking for residential townhomes, stacked flats and individual office uses are less costly and can be more easily implemented. The more intense mixed-use parcels in the Activity Center will require structured parking and will potentially include shared facilities. Given the costs associated with structured parking, these facilities will need to be refined through future design and development processes.

IMPLEMENTATION STRATEGIES

OVERVIEW

The Implementation Strategies outlined below address both The Heights District and the Tower Mall Redevelopment Area. This section serves as a delivery framework and is intended as a guide for future decision making and programming.

IDENTIFY A PROJECT CHAMPION

The City of Vancouver should identify a lead department and project champion to ensure the advancement of the next steps for The District and Redevelopment Plan implementation.

DISTRICT PLAN INTERDEPENDENCIES

As a lead agency and principal landowner in the Tower Mall Redevelopment Area, the City of Vancouver will assume a significant strategic role in leading and coordinating the next phases of concept development, design, and project delivery. The City is well-positioned to identify key project partnerships for the Redevelopment Area to ensure that the redevelopment of Tower Mall and District-wide project initiatives coincide with other citywide priorities.

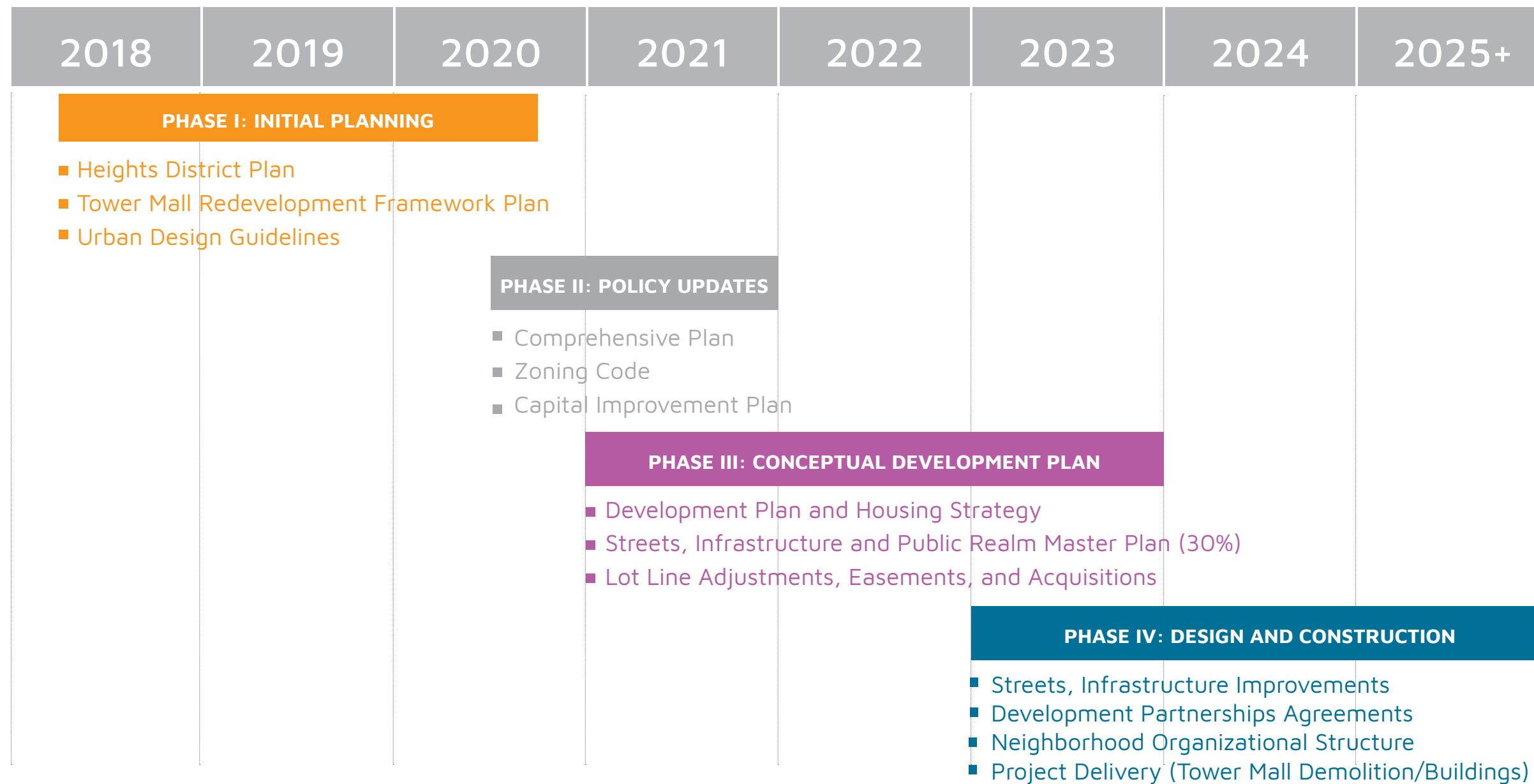
The Implementation Strategies associated with each category are critical to the success of The District. The Tower Mall Redevelopment Area will serve as a catalyst project to reinvigorate District-wide development. The overall redevelopment will be best served if the City provides the necessary leadership to define key partnerships, required resources and next steps in the process. The following categories and strategies will help ensure the success of the Tower Mall Redevelopment Area and the long-term health of The District.

POLICY AND DEVELOPMENT CODE AMENDMENTS

Integrating the vision framework findings and recommendations for The Heights District Plan will be a high priority for implementation. The City of Vancouver will advance necessary changes to the City's policies and adopted development regulations in order to guide decisions regarding future development, City investments in capital improvements, and other City programs that could impact The District. This will include modifications and amendments to the Comprehensive Plan, updates to the Land Use Development Code, changes to Transportation Standards, and development of urban design guidelines and sustainability standards.

IMPLEMENTATION TIMELINE

The timeline below illustrates an estimated project phase schedule and key milestones anticipated over the next five to seven years. The project timeline will likely be adjusted depending on any number of variables. Phase I will culminate with the City Council’s adoption of the Heights District Plan. Following adoption, City staff will continue already initiated work on Phase II, updating policies and regulations to allow for future plan implementation.



SUPPORTING PLANS AND PROGRAMS

To implement The Heights District Plan, the City will be required to modify existing City plans and programs that may impact short- and long-term improvements in The District. This initial step will ensure that City-wide plans and programs are consistent with The District vision to create a vibrant urban neighborhood center that is economically feasible and context sensitive.

The City will seek implementation efficiencies where multiple plans or programs could provide leverage and/or funding to support The District vision. For example, the pedestrian and bicycle initiatives may have applicable funding sources that could be combined with funding for stormwater management and the City’s street tree program. The leveraging of funding sources for new District streets and rights-of-way improvements will help achieve each program’s goals in a more efficient manner.

CAPITAL IMPROVEMENT PROGRAMMING

The City will ensure that public investment projects associated with The District and the Tower Mall Redevelopment Area are included in the City of Vancouver 5-Year Capital Facilities Plan (CFP) and the 5-Year Transportation Improvement Program (TIP). Projects may include land acquisition/transfers, rights-of way and easements, dedications, design and construction of street rights-of-way, streetscape, utilities, public parks, civic spaces and/or open spaces, and any other improvements to publicly-owned land in the Redevelopment Area.

ONGOING COMMITMENT

The City may establish key metrics, performance targets, and standards associated with low impact development project requirements and sustainable development strategies, as well as ensure funding for long term care, maintenance, and operations are in keeping with the project vision, goals, and objectives.

PARTNERSHIPS

An essential element of implementing The Heights District Plan is to attract developers that share in the vision for the future of The District. This will involve soliciting proposals leading to a Master Development Agreement that encompasses the entire range of guiding principles. Non-profit organizations will also serve valuable roles such as providing income-based housing and programming open space. Finally, the national, state, and county governments will serve as valuable resources for funding and various programs that assist in achieving the vision.

PHASE II: LAND USE CODE AND POLICY UPDATES

IMPLEMENTATION STRATEGY

RESPONSIBLE CITY DEPARTMENTS

LAND USE	
<p>Comprehensive Plan Update Update the City of Vancouver Comprehensive Plan to align with the Heights District Plan goals and objectives and policies. Update any plans adopted by reference into the Comprehensive Plan, including the Capital Facilities Plan (CFP) and Transportation Improvement Program (TIP).</p>	<ul style="list-style-type: none"> • Community and Economic Development (Long Range Planning, Current Planning)
<p>Land Use Development Code Update Update the zoning map and text to address the policy recommendations of the Heights District Plan. Create and adopt new Heights Mixed Use (HX) Zoning District and associated Design Guidelines.</p>	

PHASE II: LAND USE CODE AND POLICY UPDATES (CONTINUED)

IMPLEMENTATION STRATEGY

RESPONSIBLE CITY DEPARTMENTS

LAND USE (CONTINUED)	
<p>Design Policy Develop and adopt design guidelines and standards to guide future development throughout the District.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Long Range Planning, Current Planning)
<p>Moratorium Eliminate the moratorium for the Tower Mall Redevelopment Area.</p>	
SUSTAINABLE DEVELOPMENT	
<p>Sustainability Program Establish and adopt a Sustainability Framework for the Heights District; Update relevant code sections to implement the strategy.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Long Range Planning, Economic Development)
<p>Stormwater Management Study the feasibility of a comprehensive and integrated stormwater management system to include low water use landscapes and bioswales, rain gardens and other stormwater management infrastructure in civic spaces, parks, open spaces and streets.</p>	<ul style="list-style-type: none"> • Public Works (Surface Water Engineering, Urban Forestry, Streets and Transportation) • Community and Economic Development (Transportation Planning) • Parks & Recreation
<p>Stormwater Management Funding Identify and apply for relevant stormwater management grants from State of Washington.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Long Range Planning) • Public Works (Surface Water Engineering)
<p>Low Impact Development Create incentives, standards and metrics for low impact development in the Heights District.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Long Range Planning) • Public Works (Surface Water Engineering)

PHASE II: LAND USE CODE AND POLICY UPDATES (CONTINUED)

IMPLEMENTATION STRATEGY

RESPONSIBLE CITY DEPARTMENTS

HOUSING	
<p>Mixed-Income Housing Strategy Implement mixed-income housing targets as established by the plan. Encourage a range of multi-family unit types and sizes, both rental and home ownership opportunities. Develop policies and programs to encourage/incentivize mixed-income buildings and neighborhoods.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Economic Development, Housing, Long Range Planning)
<p>Multi-Family Tax Exemption (MFTE) Program Expand the City’s multi-family tax exemption program to apply to the Heights District. Structure program to support implementation of the income-based housing strategy and community benefits within the District, including adjusting the market-rate option to require one of the following: Contribution to infrastructure above what is typically required; contribution to parks and open space beyond what is typically required; payment in lieu to support income-based housing in other nearby developments; or payment in lieu to support development of public or non-profit-owned or operated community services.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Housing)
<p>Reside Vancouver Anti-Displacement Strategy Develop a plan, phasing, and timing for implementing the recommendations in the Reside Vancouver Anti-Displacement Strategy to prevent displacement of low- and moderate-income households and communities of color that are currently living in neighborhoods adjacent to the Heights and in Central Vancouver. This should be done in advance of significant infrastructure investments that will increase demand and prices for homes in the area.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Long Range Planning, Housing)
PROPERTY DEVELOPMENT	
<p>Steward the Vision Create and support a long-term project champion to ensure the advancement of the next steps for the Heights District and Redevelopment Plan implementation over the next 20+ years.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Long Range Planning, Economic Development)
<p>Town Plaza Building Demolition Plans/Permits Finalize demolition and deconstruction plans, and secure necessary permits.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Current Planning, Building) • Public Works (Engineering & Construction Services)
<p>Capital Improvement Program Update Identify any improvements related to water, storm water, sewer, and utility facilities that should be included in the city’s Capital Improvement Program and update as appropriate.</p>	<ul style="list-style-type: none"> • Public Works (Surface Water Engineering, Waste Water Collection and Treatment, Water Engineering)

PHASE II: LAND USE CODE AND POLICY UPDATES (CONTINUED)

IMPLEMENTATION STRATEGY

RESPONSIBLE CITY DEPARTMENTS

PROPERTY DEVELOPMENT (CONTINUED)	
<p>Develop/Implement Marketing Materials Produce marketing materials to attract interest from private developers.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Economic Development)
<p>Temporary Public Space Installations and Programming Coordinate with existing tenants to implement temporary installations or programming that will activate public and private spaces in the Heights. Temporary interventions could include murals and public art, temporary pop-ups such as library or shops, food trucks and stalls, public seating, or other projects that encourage placemaking.</p>	
PUBLIC REALM, PARKS & OPEN SPACE	
<p>Public Realm Development Incentives Create incentives for developers to contribute to street and public realm infrastructure systems and programming needs.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Economic Development) • Public Works (Streets & Transportation, Finance & Asset Management) • Parks & Recreation
<p>District Wayfinding Program Develop a district-wide wayfinding system to guide the cohesive design of temporary and permanent navigational signage. The wayfinding should improve navigation to and within the District; encourage walking and exploration; support the vitality of the District businesses and services; and reflect its community character.</p>	<ul style="list-style-type: none"> • Public Works (Streets & Transportation, Finance & Asset Management) • Parks & Recreation
PARTNERSHIPS	
<p>Interagency Coordination Pursue opportunities to work with state, county and other agencies in order to deliver projects that fit with the vision for The Heights District.</p>	<ul style="list-style-type: none"> • Community and Economic Development • Public Works
<p>Private-Public Partnerships Identify all potential partners that may help contribute to the long-term success of The Heights District. Identify corporate and non-profit organizations that share similar intrinsic values and potential growth opportunities for The Heights District and Tower Mall Redevelopment Area.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Economic Development)

PHASE II: LAND USE CODE AND POLICY UPDATES (CONTINUED)

IMPLEMENTATION STRATEGY

RESPONSIBLE CITY DEPARTMENTS

PARTNERSHIPS (CONTINUED)	
<p>Adjacent Properties Coordinate with adjacent property owners in the Tower Mall Redevelopment Area on plan development and technical assistance as required.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Long Range Planning, Current Planning, Economic Development)
<p>Ongoing Community Engagement Develop a framework to continue to facilitate community engagement and provide updates to key stakeholders as the Plan implementation progresses. Reconvene the CAC on an annual basis or as appropriate to provide updates and continue to solicit their feedback and support the engagement as project champions. Proactively communicate with adjacent neighborhoods and project stakeholders through all phases of the project.</p>	<ul style="list-style-type: none"> • Community and Economic Development • Office of Neighborhoods
TRANSPORTATION	
<p>Update Transportation Plans/Programs Incorporate public infrastructure investments identified through the Heights planning process into relevant transportation planning documents and programs, including the Transportation System Plan (TSP), Transportation Improvement Program (TIP) and the Traffic Impact Fee (TIF) Program. Develop new street standard details for streets internal to the Tower Mall Redevelopment Area, and updated street standard details for existing arterials within the Heights District.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Transportation Planning) • Public Works (Streets & Transportation)
<p>Neighborhood Traffic Impacts Work with adjacent neighborhoods to identify and quantify existing traffic challenges, particularly with regard to diversion traffic. Implement a program to conduct baseline traffic speed and volume counts and annually update counts as redevelopment occurs. Identify thresholds to addressing neighborhood traffic challenges in accordance with the City’s existing Neighborhood Traffic Calming Program and Pavement Management Program. As redevelopment occurs, prioritize projects based on impact, safety, traffic speeds and volumes, level of congestion, and availability of resources. Tie priority improvements to redevelopment triggers.</p>	

PHASE III: CONCEPT DEVELOPMENT REFINEMENTS

IMPLEMENTATION STRATEGY

RESPONSIBLE CITY DEPARTMENTS

COMMUNITY & ECONOMIC DEVELOPMENT	
<p>Retain Local Businesses & Services Develop policy and programs to retain existing local businesses and service providers within the Heights District. Partner with existing local businesses and service providers to relocate to other spaces within the district as The Heights redevelops. Develop a preference policy for local businesses to be included in Development Agreements with private developers.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Economic Development, Long Range Planning, Housing)
<p>Minority-Owned, Women-Owned and Disadvantaged Business Enterprises Establish targets for involvement of businesses in the District that are certified by Washington State Office of Minority & Women’s Business Enterprises (OMWBE), including policies and programs to increase OMWBE-certified participation in contracting opportunities, and targeted recruitment of OMWBE-certified businesses as tenants in retail, commercial, and office space. Integrate into development and disposition agreements (DDAs) and community benefits agreements and other resources to support desired outcomes. Provide technical assistance and other resources to support locally-owned and OMWBE-certified businesses.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Long Range Planning, Economic Development, Housing)
<p>Prioritize Family Wage Jobs Develop policies and programs for recruiting family wage jobs to the District. Identify target sectors and clusters appropriate for creative office/mixed-use development program. Integrate into Disposition and Development Agreements (DDAs) and provide technical assistance and other resource to support desired outcomes.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Economic Development)
HOUSING	
<p>Affordable Housing Providers Seek a variety of qualified housing providers to ensure diverse housing products and mixed-income housing typologies (market rate, affordable, workforce, senior living, etc.).</p>	<ul style="list-style-type: none"> • Community and Economic Development (Housing, Economic Development)
<p>Funding Strategies to Support Affordable Housing Development In addition to the MFTE program, develop policies and programs to support development of income-based housing in The Heights.</p>	
<p>Senior Citizen Property Tax Reduction Program Increase education efforts to help seniors on restricted incomes understand their options for reducing property taxes that may increase due to new investments in the District.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Housing, Economic Development) • Communications, Office of Neighborhoods

PHASE III: CONCEPT DEVELOPMENT REFINEMENTS (CONTINUED)

IMPLEMENTATION STRATEGY

RESPONSIBLE CITY DEPARTMENTS

PROPERTY REDEVELOPMENT	
<p>Concept Plan Refinement Continue Development Plan, Branding, Identity</p>	<ul style="list-style-type: none"> • Community and Economic Development (Economic Development)
<p>Geotechnical Survey Complete site, topographic, and boundary survey.</p>	
<p>Heights Master Development Agreement Initiate the documentation and solicitation for a Master Developer and Agreement to advance the Tower Mall Redevelopment Plan Concept.</p>	
<p>Land Ownership Pursue necessary parcel lot line adjustments and acquisitions necessary to secure access and utility easements.</p>	
<p>Conceptual Development and Entitlements Develop a Conceptual Development Plan and associated entitlements.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Economic Development, Current Planning) • Public Works (Streets & Transportation, Engineering & Construction Services)
<p>Development Agreements on City-Owned Property Review and amend any existing development agreements, covenants, etc., that may conflict with or inhibit implementation of The Heights District Plan on City-owned property.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Economic Development)
<p>Development Agreements on Privately-Owned Property Assist with reviewing and amending any existing development agreements, covenants, etc. that may conflict with or inhibit the facilitation and implementation of The Heights District Plan.</p>	
<p>Development Incentives Create/expand development incentives to support implementation of The Heights District Plan and the Tower Mall Redevelopment Plan. Examples include:</p> <ul style="list-style-type: none"> • Multifamily Tax Exemption Program • Impact fee credits • Fee waivers • Commercial development tax incentive • Expedited review (similar to Downtown) 	<ul style="list-style-type: none"> • Community and Economic Development (Economic Development, Housing) • Finance
<p>Funding Strategies / Policy Identify various potential funding options, such as grants, capital improvement programs, and regional and statewide funding strategies. Examples include:</p> <ul style="list-style-type: none"> • State funding programs: Commerce, Ecology • Tenant assistance programs • Local Improvement District (LID), Business Improvement District (BID), Master HOA 	<ul style="list-style-type: none"> • Community and Economic Development (Economic Development, Housing) • Finance

PHASE III: CONCEPT DEVELOPMENT REFINEMENTS (CONTINUED)

IMPLEMENTATION STRATEGY

RESPONSIBLE CITY DEPARTMENTS

PROPERTY REDEVELOPMENT (CONTINUED)	
<p>Monitoring and Reviews Establish a mechanism for reviewing and monitoring project development, design and delivery and key performance measures established by the Plan, including: architectural/urban design standards, sustainability certification, development thresholds, and housing goals (see Measures of Success on page 37 for full list).</p>	<ul style="list-style-type: none"> • Community and Economic Development (Economic Development)
<p>Demolition of Tower Mall Building Deconstruct building in accordance with sustainability goals.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Economic Development, Current Planning) • Public Works (Engineering & Construction Services)
<p>Remediation of Former Tower Mall Building Site Remediate any contamination identified in accordance with legal obligations and sustainability goals.</p>	
PUBLIC REALM, PARKS AND OPEN SPACE	
<p>Public Realm Operations and Maintenance Plan Develop a detailed public realm plan to address programming of public spaces, strategies to implement projects, and long-term operations and maintenance needs and funding requirements for landscaping and the right-of-way.</p>	<ul style="list-style-type: none"> • Public Works (Streets & Transportation, Operations & Maintenance, Engineering & Construction Services) • Parks and Recreation Department (Special Events Program)
<p>Public Realm Development Incentives Create incentives for developers to contribute to street and public realm infrastructure systems and programming needs.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Economic Development) • Public Works (Streets & Transportation, Finance & Asset Management) • Parks & Recreation

PHASE III: CONCEPT DEVELOPMENT REFINEMENTS (CONTINUED)

IMPLEMENTATION STRATEGY

RESPONSIBLE CITY DEPARTMENTS

PARTNERSHIPS	
<p>Interagency Coordination Purse opportunities to work with state, county and other agencies such as C-TRAN in order to deliver projects that fit with the vision for The Heights District.</p>	<ul style="list-style-type: none"> • Community and Economic Development • Public Works
<p>Private-Public Partnerships Identify all potential partners that may help contribute to the long-term success of The Heights District. Identify corporate and non-profit organizations that share similar intrinsic values and potential growth opportunities for the Heights District and Redevelopment Area.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Economic Development)
<p>Adjacent Properties Coordinate with adjacent property owners in the Heights Redevelopment Area on plan development and technical assistance as required.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Long Range Planning, Current Planning, Economic Development)
UTILITIES	
<p>City Water Facility Master Plan Process Coordinate with Public Works as they move through their site plan process for Water Station #5. Design the streetscape frontage improvements along Mill Plain Blvd. to align with the vision for the District and enhance the pedestrian experience. Study the feasibility of a pedestrian connection from Mill Plain to the neighborhoods to the north, in order to improve access and connectivity to the District. Identify opportunities to add educational and/or artistic elements to new water facility structures and fencing.</p>	<ul style="list-style-type: none"> • Public Works (Water Engineering, Streets & Transportation) • Community and Economic Development (Economic Development, Transportation Planning) • Culture, Arts & Heritage Program
TRANSPORTATION	
<p>Streets / Public Realm Master Plan Reach 15% design phase in order to facilitate entitlement process.</p>	<ul style="list-style-type: none"> • Public Works (Streets & Transportation) • Community and Economic Development (Transportation Planning)
<p>Mill Plain Blvd. Design Mill Plain Blvd. from MacArthur Blvd. to N Andresen Rd. as a multimodal grand boulevard to include BRT stations, buffered sidewalks, protected bike lanes, on-street parking, safe street crossings, and landscaping. Consider creating a streetscape concept plan to ensure that development along the street matches the District vision.</p>	
<p>Mill Plain BRT Coordinate with C-TRAN to site and design BRT stations and bus travel lanes along Mill Plain Blvd. BRT stations at Devine Road, within the Redevelopment Area, should include special features and enhancements that visually and physically integrate and connect transit with the surrounding development, as well as additional amenities like bike parking and enhanced wayfinding.</p>	

PHASE III: CONCEPT DEVELOPMENT REFINEMENTS (CONTINUED)

IMPLEMENTATION STRATEGY

RESPONSIBLE CITY DEPARTMENTS

TRANSPORTATION (CONTINUED)	
<p>MacArthur Blvd. Design MacArthur Blvd. from Mill Plain Blvd. to N Andresen Rd. as a neighborhood collector/green street to include enhanced stormwater management systems such as silva cells, protected bike facilities, a pedestrian greenway on the south side of the street, and roundabouts at Devine Rd. and Andresen Rd. Redesign intersection at MacArthur and Mill Plain Blvd.: slip lane will become bike-only; intersection will be redesigned to accommodate new turn lanes; and median area will include stormwater management, enhanced landscaping, and a gateway/entryway treatment for the District. Coordinate with adjacent neighborhoods to plan and design the greenbelt feature along MacArthur Blvd.</p>	<ul style="list-style-type: none"> • Public Works (Streets & Transportation) • Community and Economic Development (Transportation Planning)
<p>Andresen Rd. Redesign Andresen Road from Mill Plain Blvd. To MacArthur Blvd. Decrease travel lanes to one in each direction, add protected bike facilities on each side of the street. Increase sidewalk width, improve/add enhanced landscaping and/or stormwater management in planter strips and median, and add protected crossings where neighborhood streets intersection with the roadway to improve access and safety to the District.</p>	
<p>Devine Rd. Design Devine Rd. from Mill Plain Blvd. to MacArthur Blvd. to reduce the travel lane widths and provide for a two-way protected bike facility, wider sidewalks and landscape areas. Include an enhanced crossing and/or special pavement materials where the Neighborhood Park crosses Devine.</p>	
<p>Phase Improvements to Address and Enhance Neighborhood Livability Improvements to existing arterial streets should be phased to reduce congestion impacts and impacts to adjacent neighborhoods. The MacArthur-Lieser-St. Helens intersection, while not in the District, has a significant impact on the Level of Service (LOS) within the District and diversion into neighborhoods, and should be a top priority that is implemented prior to the Andresen roadway retrofit or the installation of a roundabout at the MacArthur and Andresen intersection. Similarly, the MacArthur/Andresen roundabout and Andresen roadway retrofit should happen concurrently; travel lanes on Andresen should not be reduced until or as part of implementation of the intersection improvements.</p>	<ul style="list-style-type: none"> • Public Works (Streets & Transportation, Finance & Asset Management) • Community and Economic Development (Transportation Planning)
<p>Tower Mall Redevelopment Area Internal Street Network Design new internal streets as per the Redevelopment Framework Plan. Identify and address all affected access and easement issues with adjacent properties. Adopt new street standards specific to the district. Design streets with speed limits of 20 mph or less.</p>	
<p>Land Acquisition / Easements Study land acquisition, land transfer, and/or easement requirements as a condition of development approval to create an expanded network of public right-of-way.</p>	

PHASE III: CONCEPT DEVELOPMENT REFINEMENTS (CONTINUED)

IMPLEMENTATION STRATEGY

RESPONSIBLE CITY DEPARTMENTS

TRANSPORTATION (CONTINUED)	
<p>Transportation Demand Management Program Develop a Transportation Demand Management program for the District to manage parking demand and congestion, and reduce driver trips to and from the District. The program should include strategies to improve infrastructure for transit, walking, bicycling, and ride-sharing; implement efficient parking management practices; leverage partnerships, and provide reward programs for modal choices.</p>	<ul style="list-style-type: none"> • Community and Economic Development (Transportation Planning)
<p>The Loop Road Plan, program and design the Loop as a multimodal linear park, including streets, parks and right-of way infrastructure. Achieve high-quality design standards with enhanced materials, landscaping, public amenities like street furniture and lighting, public art, and programming.</p>	<ul style="list-style-type: none"> • Public Works (Streets & Transportation, Surface Water Engineering, Urban Forestry) • Community and Economic Development (Economic Development, Long Range Planning, Transportation Planning) • Parks & Recreation
<p>Multimodal Infrastructure and Amenities Ensure that multimodal infrastructure and amenities are included within the public right-of-way.</p>	<ul style="list-style-type: none"> • Public Works (Streets & Transportation) • Community and Economic Development (Transportation Planning)
<p>Ongoing Safety Monitoring of Neighborhood Streets Determine measures for monitoring the safety of neighborhood streets during and after redevelopment.</p>	
SUSTAINABLE DEVELOPMENT	
<p>Enhance Urban Tree Canopy Achieve TreeCAP Gold Leaf certification by increasing the urban tree canopy to 30% canopy coverage throughout the District. Existing trees should be preserved where possible.</p>	<ul style="list-style-type: none"> • Public Works (Urban Forestry, Surface Water Engineering)

PHASE III: CONCEPT DEVELOPMENT REFINEMENTS (CONTINUED)

IMPLEMENTATION STRATEGY

RESPONSIBLE CITY DEPARTMENTS

PROPERTY REDEVELOPMENT	
Geotechnical Survey Complete site, topographic, and boundary survey.	<ul style="list-style-type: none"> • Community and Economic Development (Economic Development)
Heights Master Development Agreement Initiate the documentation and solicitation for a Master Developer and Agreement to advance the Tower Mall Redevelopment Plan Concept.	
Demolition of Tower Mall Building Deconstruct building in accordance with sustainability goals.	<ul style="list-style-type: none"> • Community and Economic Development (Economic Development, Current Planning) • Public Works (Engineering & Construction Services)
Remediation of Former Tower Mall Building Site Remediate any contamination identified in accordance with legal obligations and sustainability goals.	

PHASE IV: PROJECT DELIVERY DESIGN AND CONSTRUCTION

IMPLEMENTATION STRATEGY

RESPONSIBLE CITY DEPARTMENTS

PUBLIC REALM, PARKS AND OPEN SPACE	
Programming Public Open Space Develop a unique program of events and activities to serve residents and visitors and activate public open space. Integrate into existing Special Events Program, and facilitate events that reflect the vision for The Heights, including public markets, cultural events, classes and events focused on sustainability and health, organized walks/runs, and community building events like Movies in the Park.	<ul style="list-style-type: none"> • Parks & Recreation (Special Events Program)
Public Art Program Develop a comprehensive public art program and funding strategy. Work with the City of Vancouver Culture, Art & Heritage Commission, as well as local and regional arts councils and organizations to develop an arts plan containing an approach to selecting and siting public art. Identify a long-term funding mechanism for public art such as a 1 percent for art program.	<ul style="list-style-type: none"> • Culture, Arts & Heritage Program • Community and Economic Development (Economic Development)
Infrastructure Systems Schematic Design development of parks to appropriate level of design for each phase (30%, 60%, 100%).	<ul style="list-style-type: none"> • Parks & Recreation

PHASE IV: PROJECT DELIVERY DESIGN AND CONSTRUCTION (CONTINUED)

IMPLEMENTATION STRATEGY

RESPONSIBLE CITY DEPARTMENTS

UTILITIES	
City Water Facility Utility Line Relocate the existing water utility line as part of the new proposed internal street system for the Tower Mall Redevelopment Area. Design the streetscape frontage along Mill Plain Blvd. and study the feasibility of a pedestrian path connection from Mill Plain Blvd. to the neighborhood to the north.	• Public Works (Water Engineering, Engineering & Construction Services)
Infrastructure Systems Schematic Design development of utilities to appropriate level of design for each phase (30%, 60%, 100%).	• Public Works (Surface Water Engineering, Waste Water Collection and Treatment, Water Engineering)
TRANSPORTATION	
Infrastructure Systems Schematic Design development of streets to appropriate level of design for each phase (30%, 60%, 100%).	• Public Works (Streets & Transportation)

NEXT STEPS

The Heights District Plan represents the long-range vision for The District and the Tower Mall Redevelopment Area. The build-out for the Redevelopment Area is anticipated to take many years to be fully realized. Updates to applicable plans, codes and policies are required to advance the plan. In addition, an aggressive capital investment program that identifies required funding to catalyze public and private investment for near and long-term needs will be critical.

The Plan vision will likely be realized incrementally. Establishing changes to the regulatory process and the adoption of development guidelines and standards will be a necessary first step. These changes to the comprehensive plan and regulatory framework require minimal financial investment while realizing the design and aesthetic character priorities established by the community. Additional study and analysis will be needed as the vision transitions to policy and investment.