



MAYOR'S HOUSING TASK FORCE FOR  
SCOTT ROAD

**RECOMMENDATIONS  
REPORT**

Delta



# MESSAGE FROM THE MAYOR

This report details the comprehensive work of the Mayor's Housing Task Force for Scott Road and includes the Task Force's views on the mandate items established by Delta Council.

I would like to thank Vice-Chair Councillor Bruce McDonald, Councillor Dan Copeland, Councillor Jeannie Kanakos, all of the members of the Mayor's Housing Task Force for Scott Road — Emma Adams, Stephen Brar, Justin Dhaliwal, Timothy Doling, Alexandra Hughes, Pawanjit Joshi, Debra Knowles, Linda Lavers-Erickson, Sarvjot Locham, Brian McKenna, John McQuade, Dennis Ostler, Shruti Prakash Joshi, and Kaylie Wong — Delta staff, and consultants from Modus and Calum Srigley Design for their valuable input and dedication. Despite the challenges relating to the COVID-19 pandemic, the Task Force was able to cover the extensive list of items under their mandate in a short timeframe and have generated a series of recommendations on directions and specific initiatives that can be used to help promote the development of diverse and affordable housing options in the Scott Road Corridor area and add certainty regarding future land use for the development community and the public. I would also like to offer special thanks to the representatives from Translink, City of Surrey, Coriolis Consulting, PFS Studios, Urban Development Institute, BC Housing, Beedie Development and Wesgroup for the important contributions that they provided to the Task Force on various special topics. I look forward to seeing the work of the Task Force being put into action very soon.



Mayor George V. Harvie, Chair











# TABLE OF CONTENTS

MESSAGE FROM THE MAYOR	2
EXECUTIVE SUMMARY	6
KEY HIGHLIGHTS	8
BUILDING HEIGHTS & TYPES	8
POLICY RECOMMENDATIONS	9
INTRODUCTION	10
PURPOSE	10
TASK FORCE MEMBERS	11
PROCESS	12
EXPERT INPUT	13
ENGAGEMENT	14
REDEVELOPMENT ECONOMICS	15
A NEW CONCEPT	16
VISION	16
CONNECTIVITY	17
TOWNLINER INNOVATION DISTRICT	18
CENTRAL DISTRICT	20
GARDEN DISTRICT	23
POLICY RECOMMENDATIONS	26
LAND USE POLICY	26
BROAD FINANCIAL APPROACH	27
DIVERSE & AFFORDABLE HOUSING	28
RICH COMMUNITY AMENITIES	29
UNIQUE NEIGHBOURHOODS	30
CONCLUSION	31
APPENDIX A: ENGAGEMENT	A2
APPENDIX B: REDEVELOPMENT ECONOMICS	B10



# EXECUTIVE SUMMARY

In 2020, The City of Delta's Mayor George V. Harvie struck a Task Force to address housing and development challenges along the Scott Road corridor of North Delta.

The Task Force was made up of 14 North Delta residents, the Mayor, and 3 additional members of City Council. Support to the Task Force was provided by City staff and consultants from MODUS and Calum Srigley Design.

A Terms of Reference approved by Council on December 10, 2019, established a mandate for the Task Force to develop a new vision for future land uses, recommend actions to deliver more diverse and affordable housing options, provide greater land use certainty, explore the delivery of neighbourhood amenities, and seek broader community feedback on the future of the Scott Road corridor.

In total, 11 meetings were held over the course of 8 months. Task Force meetings were an opportunity for City Council, staff, and the consultants to facilitate dialogue among the North Delta resident members and listen to them speak to their vision for Scott Road with the intent of finding consensus on recommendations for its future.

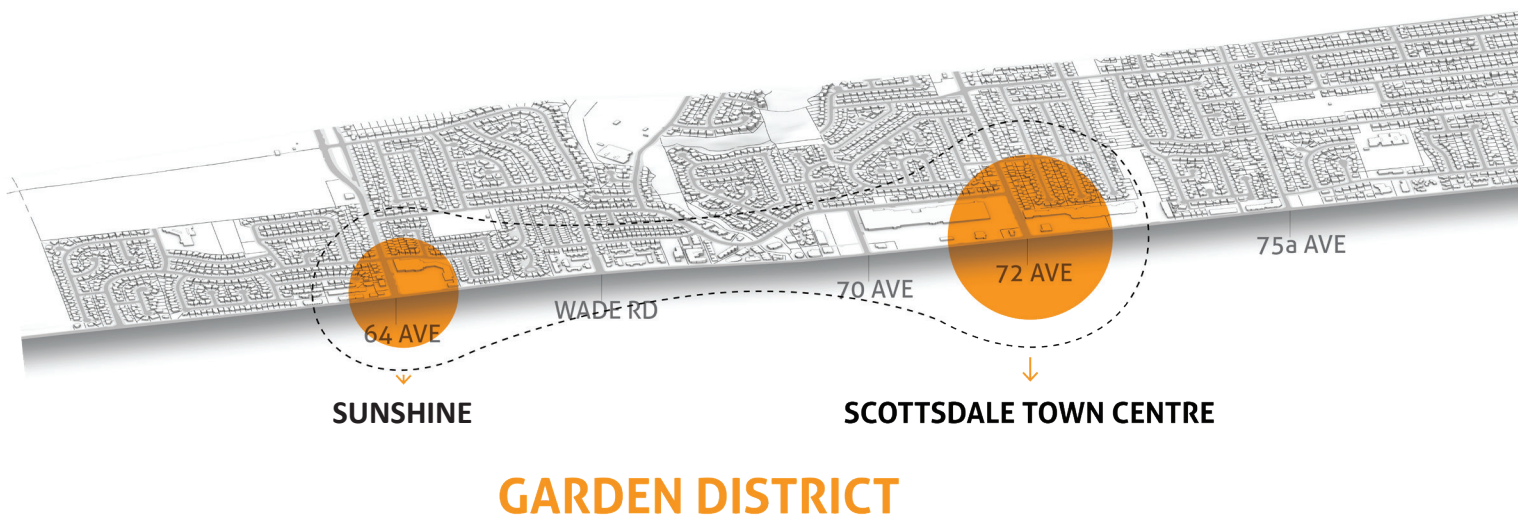
Engagement activities sought to glean important details about how the Scott Road corridor is used, where improvements may be required, what building heights would be appropriate, and what amenities would help make the area more liveable and complete.

The results of these activities helped shape a new concept that breaks apart the corridor into three main districts, composed of six walkable, mixed use neighbourhoods.

The **Townline Innovation District** (96 Ave to 92 Ave) introduces a mix of medium to high density mixed-use developments, live-work opportunities, and a strong public realm that supports active transportation. Innovation in design permeates this neighbourhood with its industrial chic identity recalling the nearby railway and gritty historic uses.

The **Central District** brings together three unique neighbourhoods to form a larger complete district that is well-connected to North Delta's Social Heart. An important feature is a quieter north-south shopping mews that weaves through and links the three neighbourhoods while providing a high quality, safe, and vibrant pedestrian experience.

The **Garden District** is predominantly residential with beautiful public open spaces that emphasize nature and ecology while providing a range of commercial services for daily needs. A comfortable and safe pedestrian experience is integral to this district as it draws people to and from the rich and green amenities nearby, including Watershed Park and Cougar Creek.

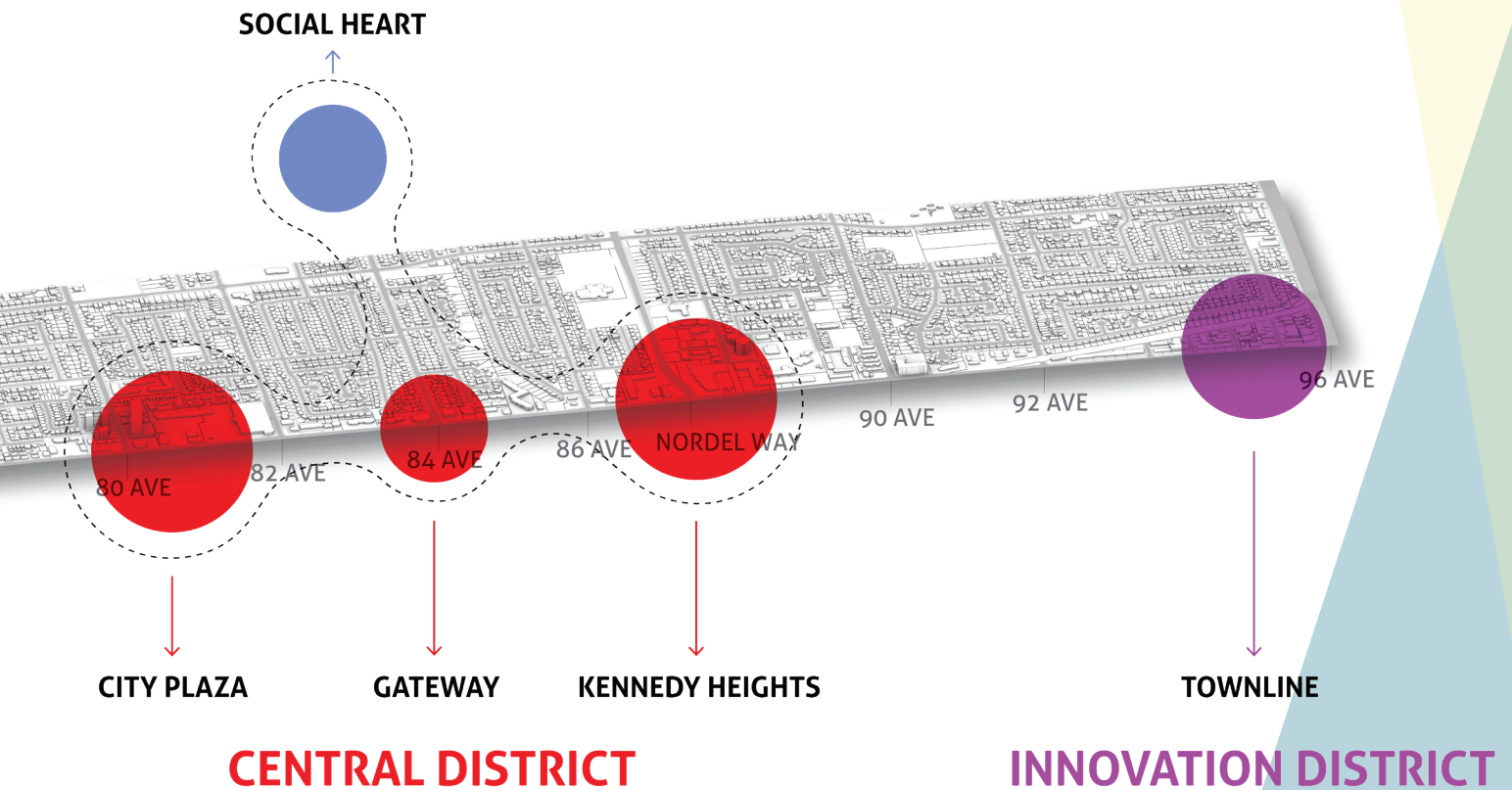


By creating three separate districts, each with its own mixed use, walkable, and complete neighbourhoods, the Task Force has developed a powerful concept. It's a concept that respectfully considers the varying geography and surrounding contexts along Scott Road to establish neighbourhoods that fit within their unique settings.

To help implement this bold vision for Scott Road, the Task Force has endorsed fifteen policy recommendations, grouped into five major categories:

- Land Use Policy
- Broad Financial Approach
- Diverse & Affordable Housing
- Rich Community Amenities
- Unique Neighbourhoods

With the guidance of the expert contributions to this process, there is no doubt Scott Road will transform into a lively and attractive corridor, sought after by both residents and developers alike, hoping to be a part of this next chapter of North Delta's story.





# KEY HIGHLIGHTS

The Mayor's Housing Task Force for Scott Road developed a new corridor concept and a range of policy recommendations to help implement it. These are a few of the highlights that are described in more detail later on in the report.

## BUILDING HEIGHTS & TYPES

One of the Task Force's main concerns were building heights and types. Whereas the current North Delta Area Plan applies similar building height maximums across mixed use neighbourhoods, the Task Force explored each one individually. The table below summarizes the Task Force's new concept for Scott Road with details on building height maximums and the types of buildings that are envisioned.

In general, the Task Force desired lower allowable heights and a focus on more mid rise building forms with each neighbourhood incorporating some ground-oriented building types like townhouses.



District	Innovation District	Central District			Garden District	
Neighbourhood	Townline	Kennedy Heights	Gateway	City Plaza	Scottsdale Town Centre	Sunshine
Building Heights	low rise: up to 6 storeys  mid and high rise: base - 18 storeys max - 29 storeys	low rise: up to 6 storeys  mid and high rise: base - 18 storeys max - 28 storeys	low rise: up to 3 storeys along 84 Ave  4-8 storeys along Scott Road	low rise: up to 6 storeys  mid rise: up to 18 storeys	low rise: up to 6 storeys  mid rise: up to 12 storeys	low rise: up to 3 storeys
Building Types	townhouses  live/work  mixed use and residential apartments	townhouses  mixed use and residential apartments	townhouses  mixed use & residential apartments	townhouses  mixed use & residential apartments	townhouses  mixed use & residential apartments	townhouses  live/work

# POLICY RECOMMENDATIONS

The following 15 recommendations are being put forward by the Task Force to implement the new concept and contribute to more certainty in the development process moving forward. They are grouped into five categories, addressing the Task Force's priorities for the Scott Road corridor.

## *LAND USE POLICY*

1. Update the North Delta Area Plan to reflect the recommended land uses and densities for the six neighbourhoods as described in this report.
2. Remove UPH maximums for multifamily developments within the Scott Road corridor.
3. Establish base densities and heights with some allowances for additional height or density when appropriate corresponding contributions are provided towards the community amenities and neighbourhood improvements identified in this report.

## *BROAD FINANCIAL APPROACH*

4. Update the Scott Road Revitalization Bylaw to incentivize development types that are desired by the Task Force but may be more economically challenging to achieve.
5. Investigate further reductions of parking requirements for new development along Scott Road.

## *DIVERSE & AFFORDABLE HOUSING*

6. Remove barriers and explore inclusionary zoning to encourage more diverse forms of housing.
7. Explore incentives to make rental housing attractive to developers.
8. Continue working with BC Housing and local non-profit housing organizations to build more below-market housing.

## *RICH COMMUNITY AMENITIES*

9. Provide new public urban plazas and parks through redevelopment.
10. Design the Kennedy Heights neighbourhood plaza to accommodate a market space.
11. Design the Scottsdale Town Centre neighbourhood plaza to accommodate safe and celebratory gatherings.
12. Develop two new pedestrian mews parallel to Scott Road.
13. Develop greenways that promote active transportation from surrounding North Delta neighbourhoods to the Scott Road corridor.
14. Align the provision of community facilities and services with current and projected needs.

## *UNIQUE NEIGHBOURHOODS*

15. Create new placemaking features that highlight the unique character and names of the newly identified neighbourhoods.



# INTRODUCTION

In 2020, The City of Delta's Mayor George V. Harvie struck a Task Force to address housing and development challenges and create greater certainty about future development along the Scott Road corridor of North Delta.

Membership of the Task Force included 14 residents with a strong interest in their local community. A total of 11 meetings were held both in person and online, each including various forms of engagement activities to better understand Task Force members' ideas and perspectives for the future of Scott Road. Expert input was also sought from a variety of different agencies and stakeholders to ensure decisions and perspectives were well informed.

This report is intended to provide a summary of the Task Force's process, findings, and key recommendations.

## PURPOSE

The existing North Delta Area Plan is a bold and ambitious document that seeks to address long-term growth, change, and community aspirations in the North Delta community. It envisions significant growth along the Scott Road corridor, where frequent transit, jobs, shops and services are all within a short walking distance.

The plan calls for six mixed use nodes, four of which are intended to allow for high rise buildings up to 32 storeys in height. The other two nodes are designated for lower heights, up to and including 5 storeys.

Since the plan was approved in 2014, some proposals have aligned with the vision, but others have required site specific amendments to the current plan's land use designations, resulting in uncertainty. At the same time, housing costs in the region have increased dramatically which has put pressure on communities to explore new ways to integrate affordable housing units in developments.

Some projects have struggled to meet the density requirements set out in the plan, others have proposed high rise buildings outside of the high density nodes, and some have failed to provide the kind of amenities that the community would deem necessary and appropriate. This has led to challenging public meetings involving developers and residents - both questioning what kind of development is desirable and feasible for Scott Road.

In the hopes of adding certainty and clarity to these questions, spurring development that is aligned with North Delta's community values, and reinvigorating the vision for the Scott Road corridor, the Mayor's Housing Task Force for Scott Road was created in early 2020.

The Task Force's work resulted in 15 recommendations and a new concept for the Scott Road corridor, which are all detailed in this report.



# TASK FORCE MEMBERS

## NORTH DELTA RESIDENTS

- Emma Adams
- Stephen Brar
- Justin Dhaliwal
- Timothy Doling
- Alexandra Hughes
- Pawanjit Joshi
- Debra Knowles
- Linda Lavers-Erickson
- Sarvjot Locham
- Brian McKenna
- John McQuade
- Dennis Ostler
- Shruti Prakash Joshi
- Kaylie Wong

## CITY OF DELTA COUNCIL

- Mayor George V. Harvie, Chair
- Councillor Bruce McDonald, Vice Chair
- Councillor Dan Copeland
- Councillor Jeannie Kanakos

## CITY OF DELTA STAFF

- Sean McGill, City Manager
- Marcy Sangret, Acting Deputy City Manager
- Steven Lan, Director of Engineering
- James Klukas, Acting Director of Community Planning & Development
- Mike Ruskowski, Senior Planner
- Diane Parsons, Committee Clerk

## CONSULTANTS

- Rob Barrs, MODUS
- Patrick Oystryk, MODUS
- Calum Srigley, Calum Srigley Design Consultant

The Task Force was made up of 14 North Delta residents, the Mayor, and 3 additional members of City Council. Support to the Task Force was provided by City staff and consultants from MODUS and Calum Srigley Design.

Mayor George V. Harvie was the designated Chairperson and Councillor Bruce McDonald, the Vice Chairperson.

Task Force meetings were an opportunity for City Council, staff, and the consultants to facilitate dialogue among the North Delta resident members and listen to them speak to their vision for Scott Road with the intent of finding consensus on recommendations for its future.





# PROCESS

The Task Force met 11 times over the course of 8 months from March to October 2020. Only the initial meeting was held prior to the implementation of health and safety guidelines and requirements related to the COVID-19 pandemic. The second meeting in May was held entirely online using the Zoom teleconference platform. All other meetings were held in a hybrid fashion, telecasted on Zoom, from the North Delta Centre for the Arts. Task Force members could choose whether they wanted to participate in person or online.

Each meeting had a theme and involved an engagement activity to glean input, ideas, and feedback on the future of Scott Road. Also, guest speakers were occasionally invited to provide expert input into the process. Of note was Blair Erb, Principal of Coriolis Consulting and expert in urban economics, who prepared a development

feasibility analysis. The analysis explored redevelopment potential for various housing options along the Scott Road corridor and is summarized in this report.

Another major component of the process was a design charrette held from July 27-29 during which the consultant team used the Task Force's input to develop a new concept for Scott Road. The charrette concluded with a presentation of the concept to a panel of development industry experts. Their role was to act as a sounding board on the feasibility and desirability of the proposed updates to land use and density regulations along Scott Road.

MEETING	1	2	3	4	5
DATE	MARCH 2	MAY 19	JUNE 1	JUNE 8	JUNE 29
THEME	<b>Setting the Stage</b>	<b>Planning Foundations</b>	<b>Vision Workshop</b>	<b>Incorporating Transit</b>	<b>Land Economics 101</b>
ITEMS	<ul style="list-style-type: none"> <li>• Introduction to project, process, staff, and consultants</li> </ul>	<ul style="list-style-type: none"> <li>• Delta overview</li> <li>• Housing Needs Assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Mapping Exercise</li> <li>• Issues &amp; opportunities along the corridor</li> <li>• Craft a vision and principles</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation from Translink</li> </ul>	<ul style="list-style-type: none"> <li>• Preliminary findings from Coriolis on land economics</li> <li>• Surrey Context</li> </ul>

MEETING	6	7	8	9	10	11
DATE	JULY 13	JULY 27	JULY 29	AUGUST 17	SEPTEMBER 21	OCTOBER 13
THEME	<b>Concept Workshop #1</b>	<b>Concept Workshop #2</b>	<b>Presentation &amp; Panel Discussion</b>	<b>Review New Concept</b>	<b>Present the Draft Report</b>	<b>Present the Final Report</b>
ITEMS	<ul style="list-style-type: none"> <li>• Townline Neighbourhood Plan</li> <li>• Translating the vision, principles, and economics input into a concept</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation of feasibility study</li> <li>• Adding detail and refining the concept</li> </ul>	<ul style="list-style-type: none"> <li>• Present the concept</li> <li>• Expert panel to respond to and comment on the concept</li> </ul>	<ul style="list-style-type: none"> <li>• Provide input and feedback on the new concept</li> <li>• Ensure consensus on future of the corridor</li> </ul>	<ul style="list-style-type: none"> <li>• Present the draft Recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Present the final report</li> </ul>



## EXPERT INPUT

Several experts were asked to present information to the Task Force in relation to various topics of importance to the redevelopment efforts along Scott Road.

### **BLAIR ERB, CORIOLIS**

Blair Erb of Coriolis Consulting joined the Task Force on two occasions (June 29 & July 27). The first was to present the basics of a typical development pro-forma and how a developer might approach a project from an economics standpoint.

The second occasion was to present the results of feasibility analysis conducted for the Scott Road corridor, a summary of which is provided in this report.

### **JEFF DEBY, TRANSLINK**

Jeff Deby of Translink joined the Task Force on June 8. He presented plans for a new RapidBus line along Scott Road.

### **PATRICK KLASSEN, CITY OF SURREY**

Given Scott Road acts as the boundary between the City of Delta and the City of Surrey, Patrick Klassen, Manager of Community Planning at the City of Surrey was invited to present the land use plans for development on the Surrey side of Scott Road.

### **MARTA FAREVAAG, PFS STUDIOS**

Marta Farevaag, Principal at PFS Studios, has been retained by Delta to lead a multi-disciplinary consulting team for the Townline node's neighbourhood plan process. She was invited to present what is being envisioned for that area on July 13. The recommendations in this report are intended to in turn shape the Townline Neighbourhood Plan.

### **JEFF FISHER, URBAN DEVELOPMENT INSTITUTE, RAYMOND KWONG, BC HOUSING CURTIS NEESER, BEEDIE DEVELOPMENT, & RYAN THÉ, WESGROUP**

All four of these development industry experts were invited to join the Task Force as part of the Panel Discussion on July 29, providing their best insights and feedback on the new concept.





# REDEVELOPMENT ECONOMICS

As input into the Task Force's work and process, Coriolis Consulting was retained to analyze the economics of redevelopment on Scott Road. Blair Erb, Principal at Coriolis, was invited to Task Force meetings on two occasions. The first meeting, he presented important information related to a developments' typical pro-forma, and the second meeting, he presented his team's findings on the feasibility of certain development types along the corridor.

Coriolis' study paid particular attention to:

- The forms of housing that are likely financially viable for redevelopment;
- The minimum densities likely required to make redevelopment financially viable; and,
- The viability of market rental development.

The results of the analysis provided helpful context for developing the new concept. Its detailed findings can be found in Appendix B of this report.



*Townhouse development was seen as likely viable in the redevelopment of low value single family lots*



# A NEW CONCEPT

The new concept for the Scott Road corridor is presented in this chapter. It is a reflection of the Task Force's desires to re-imagine this important north-south connection and key commercial destination within North Delta. The concept seeks to break apart the homogenous character of Scott Road and treat each neighbourhood with greater deference to its immediate context and surroundings.

## VISION

Scott Road will be a thriving, liveable corridor connecting a series of distinct districts, each enhancing and celebrating its unique setting.

**It will consist of 3 major districts that hold 6 walkable and complete neighbourhoods.**

### *INNOVATION DISTRICT*

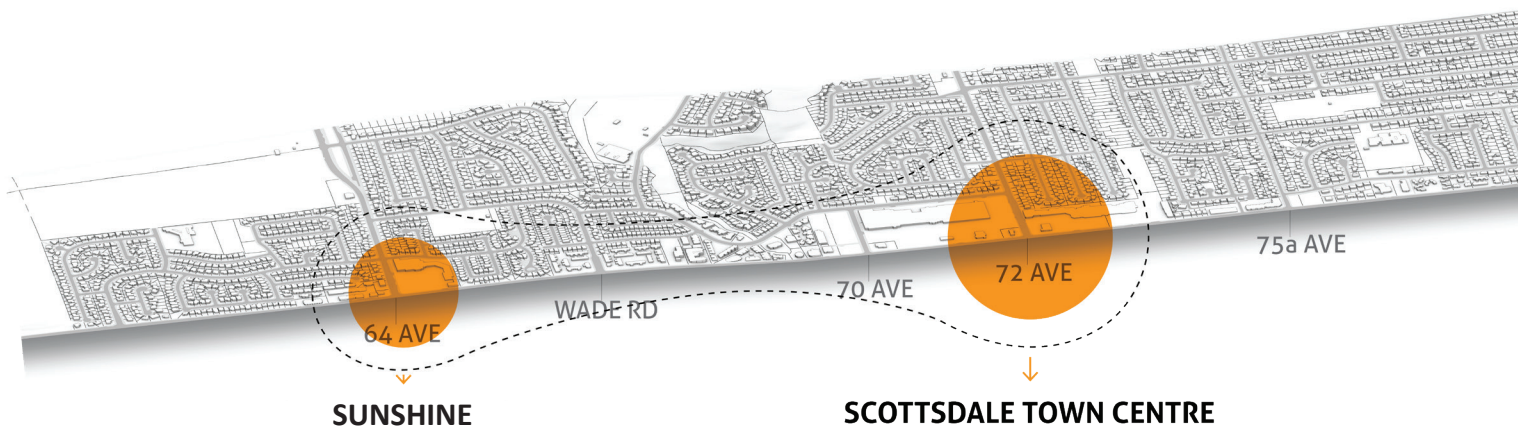
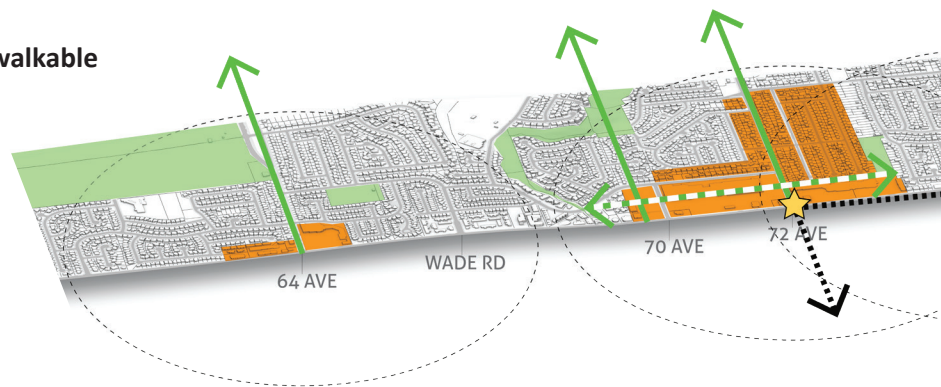
- Townline

### *CENTRAL DISTRICT*

- City Plaza
- Gateway
- Kennedy Heights

### *GARDEN DISTRICT*

- Scottsdale Town Centre
- Sunshine



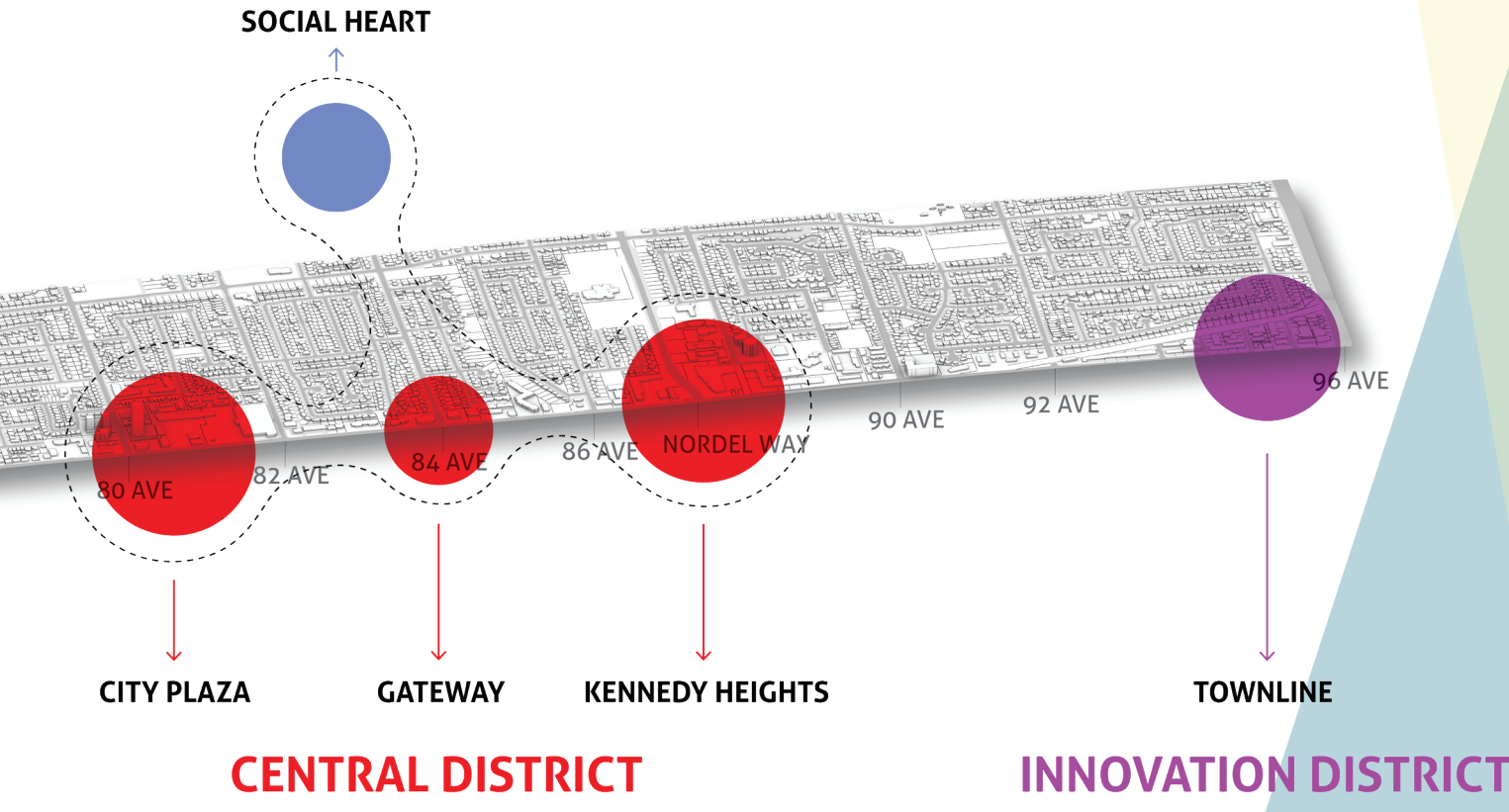
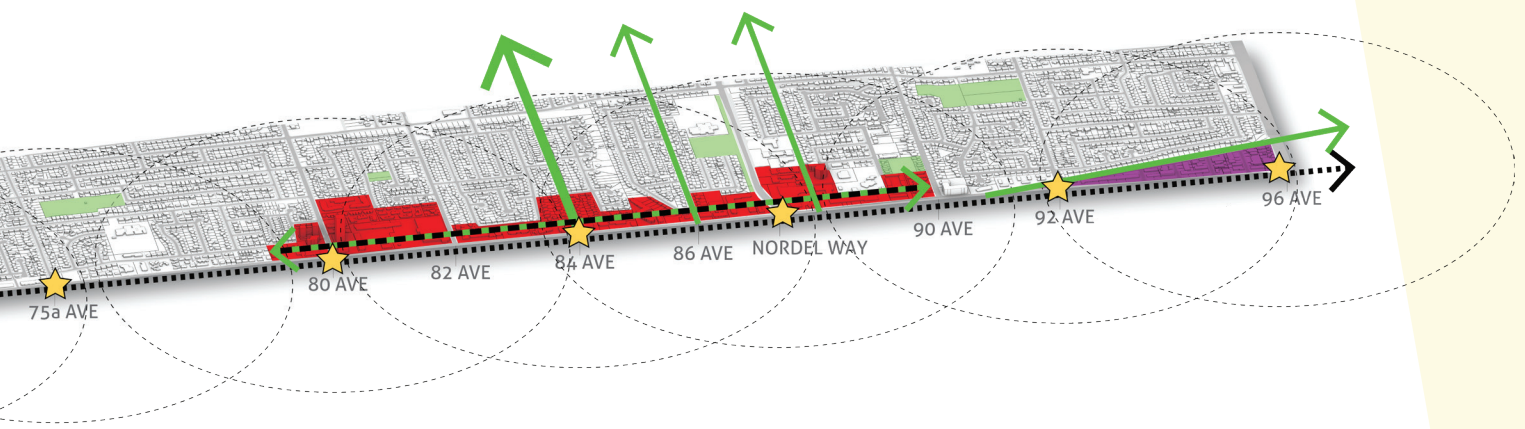
## GARDEN DISTRICT

# CONNECTIVITY

As a major transportation corridor expecting significant investments from Translink for a new RapidBus route within the next few years, connectivity along Scott Road is of great importance. Traffic congestion is already of great concern in this area. To ensure liveability along the Scott Road corridor, there is a need for investment to improve walking, biking, rolling, and transit infrastructure.

The map below illustrates some of the major connections, in the form of greenways and mews, that are envisioned within each of the three districts. It also presents the suggested locations for future RapidBus stops.

- > RAPIDBUS ROUTE
- > GREENWAY
- > CENTRAL DISTRICT MEWS
- > GARDEN DISTRICT MEWS
- ★ POTENTIAL RAPID BUS STOP
- 10 MIN WALKING RADIUS





# TOWNLINE INNOVATION DISTRICT

## VISION

The Townline Innovation District (96 Ave to 92 Ave) introduces a mix of medium to high density mixed-use developments, live-work opportunities, and a strong public realm that supports active transportation. Innovation in design permeates this neighbourhood with its industrial chic identity recalling the nearby railway and gritty historic uses. Townline is an ideal place to spearhead new construction materials and take advantage of the Province's push towards mass timber technologies for mid rise and high rise buildings.

While the district redevelops and evolves into a fully realized neighbourhood, existing affordable commercial and industrial properties will be prime locations to attract entrepreneurship, light industrial and creative artisan uses.

## DENSITY

This district was identified by the Task Force as one that could accommodate the highest densities and tallest buildings. In general, densities should be highest near 96 Ave and should gradually decrease towards 92 Ave.

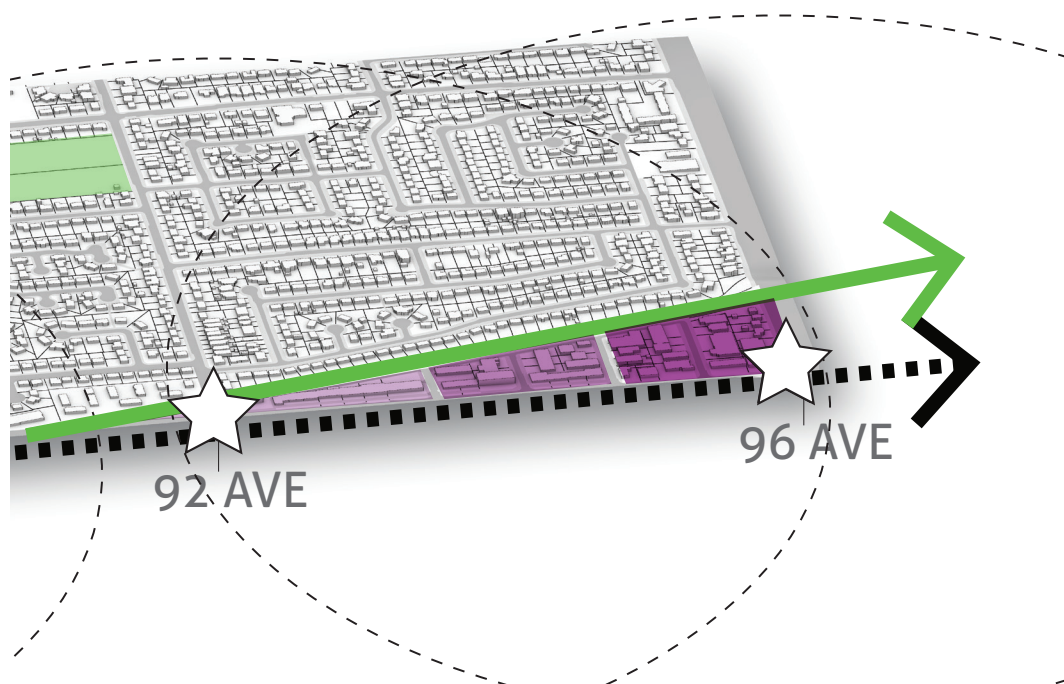
## Building Types & Heights

- live/work townhouses
- mixed use & residential up to 6 storeys
- mixed use & residential towers up to 18 storeys
- mixed use & residential towers between 18 and 29 storeys when developers provide contributions towards community amenities and neighbourhood improvements, with Council retaining authority to determine the best form and type of amenities for an individual project.

## FEATURES & AMENITIES

The following are the features and amenities envisioned by the Task Force to contribute to the Townline Innovation District's liveability:

- **A new park:** central in location and surrounded by active ground floor uses to help animate the space.
- **Multi-use trail:** along the railway corridor and 119B Street, this multi-use greenway would help link this District to various other North Delta neighbourhoods.
- **Neighbourhood Facility:** as a community space, this facility could hold a daycare, recreation space, a gym, and/or a youth centre.



*the Townline District will have taller buildings near 96 Ave, with densities and heights gradually decreasing towards 92 Ave*



*public spaces that are enlivened by active ground floor uses like shops and cafes will make for a vibrant neighbourhood*



*unique design details that evoke the railway and Towntown's industrial past can help set this neighbourhood apart*



# CENTRAL DISTRICT

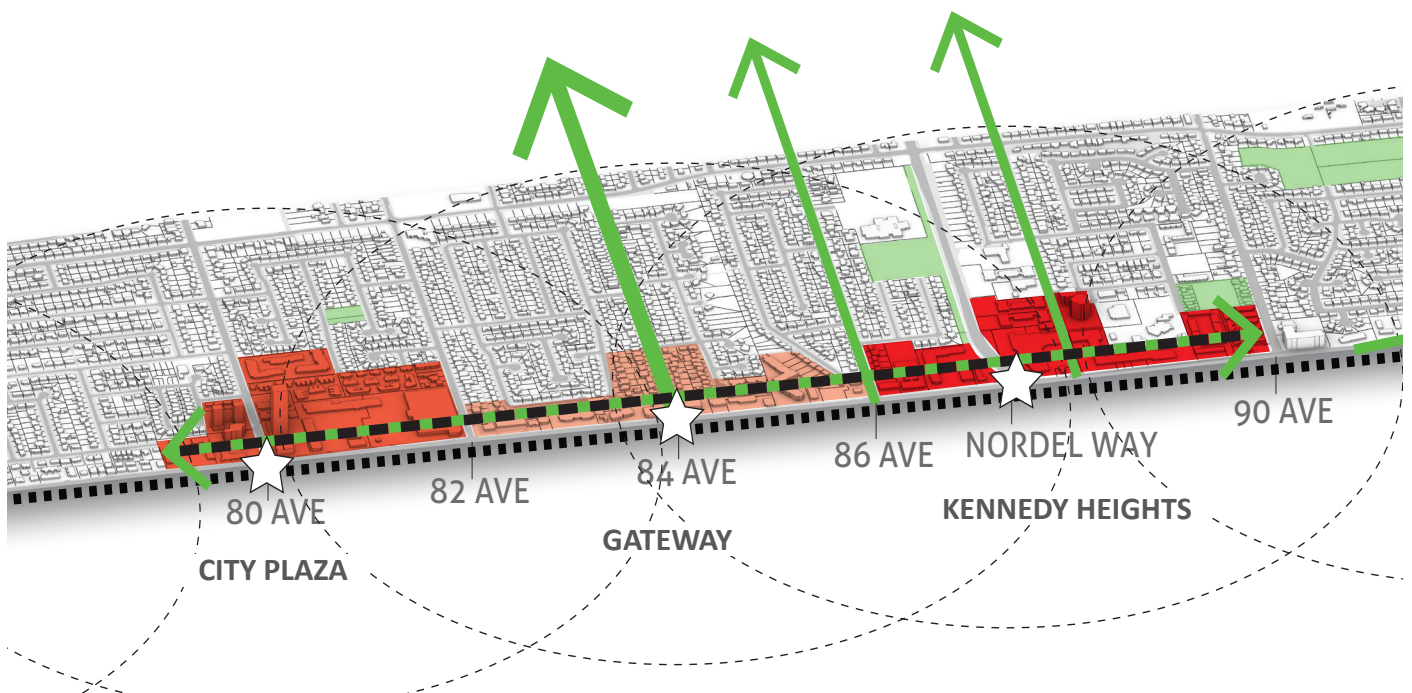
## VISION

This large district will bring together three unique neighbourhoods to form a larger complete Central District. An important feature is a quieter north-south shopping mews that weaves through and links the three neighbourhoods while providing a high quality, safe, and vibrant pedestrian experience, slightly removed from the traffic volumes of Scott Road.

Kennedy Heights (90 Ave to 86 Ave) is a high-density neighbourhood that promotes gathering, entertainment, and festivals. It provides a place for the community to come together to celebrate events and is well served by restaurants and venues. It has been identified as the favoured location for a new outdoor market space for potential farmers' markets, food festivals, and night time entertainment.

The Gateway neighbourhood (86 Ave to 82 Ave) - being the main link to the Social Heart - will hold a welcoming public open space with a civic use suitable for family gatherings. Its scale of density is smaller to better reflect its surroundings and it creates an inviting "gateway" from the Central District to the Social Heart. Current land use regulations that envision townhouses along 84 Ave towards the Social Heart should be retained.

City Plaza (82 Ave to 79 Ave) introduces mixed-use development in medium-density forms and promotes a lively shopping experience. Its high quality urban environment with some midrise buildings helps contribute to a range of exciting new amenities including a large urban plaza giving the feel of a small downtown.



*the three neighbourhoods would be linked by a shopping mews, parallel to Scott Road*



## DENSITY

This district was identified by the Task Force as one that could accommodate a range of densities and building types depending on the neighbourhood. The highest densities should generally be located adjacent to Scott Road and taper down towards more ground-oriented buildings in proximity to existing single detached neighbourhoods.

## KENNEDY HEIGHTS

### Building Types & Heights

- mixed use & residential up to 6 stories
- mixed use & residential towers up to 18 storeys
- mixed use & residential towers between 18 and 28 storeys when developers provide contributions towards community amenities and neighbourhood improvements, with Council retaining authority to determine the best form and type of amenities for an individual project.

## GATEWAY

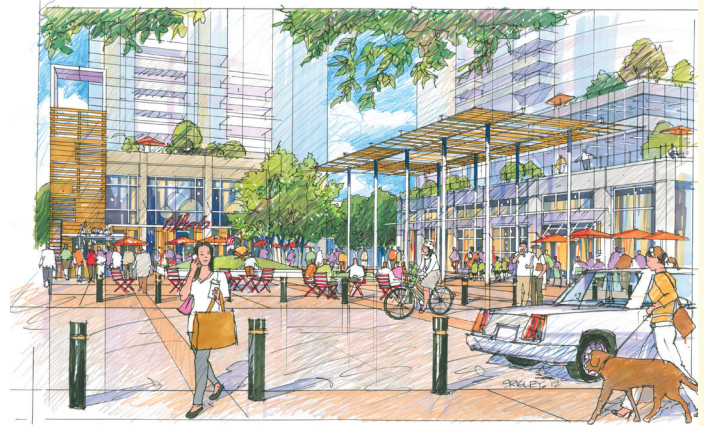
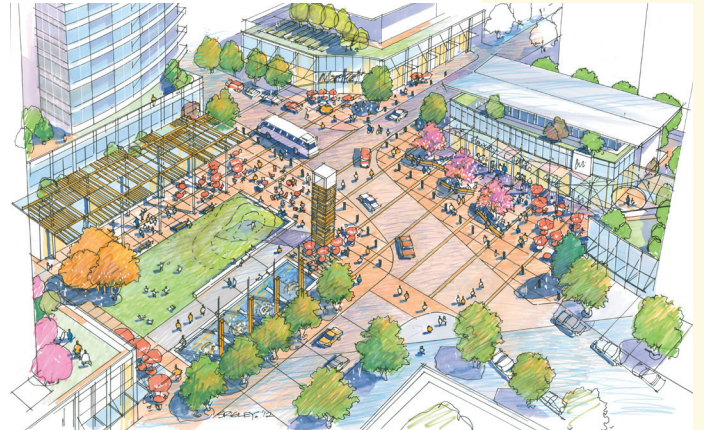
### Building Types & Heights

- townhouses along 84 Ave
- 4-8 storey mixed use & residential along Scott Road

## CITY PLAZA

### Building Types & Heights

- townhouses & stacked townhouses up to 4 storeys
- mixed use & residential up to 6 storeys
- mixed use & residential towers up to 18 storeys



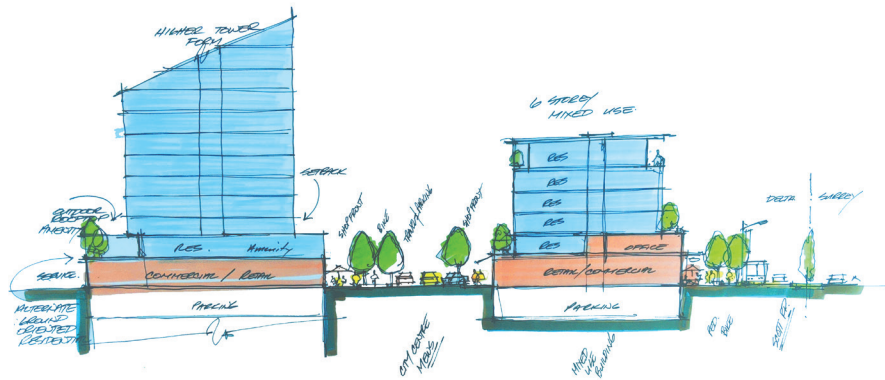
*hardscaped public plazas that can be used for events, festivals, and markets are key for the Central District*



# FEATURES & AMENITIES

The following are the features and amenities envisioned by the Task Force to contribute to the Central District's liveability:

- **Three new plazas:** one for each of the three neighbourhoods and located in a high profile location or intersection with Scott Road.
  - Kennedy Heights - designed with weather protection and intended to accommodate a public market space underneath.
  - Gateway - smaller in scale and family-friendly.
  - City Plaza - an urban place that invites active uses to go along with the shopping environment that surrounds it.
- **Greenways:** along 84 Ave, 86 Ave, and 88 Ave, greenways connect the Central District to the social heart.
- **Shopping Mews:** parallel to Scott Road and more human-scaled, it connects the three neighbourhoods and provides a vibrant shopping experience with restaurant patios and shops spilling out into the mews.



*a cross section of the shopping mews illustrates a more human-scaled space where patios and shops can spill out onto the street*





# GARDEN DISTRICT

## VISION

This district is predominantly residential with beautiful public open spaces that emphasize nature and ecology while providing a range of commercial services for daily needs. A comfortable and safe pedestrian experience is integral to this district as it draws people to and from the rich and green amenities nearby, including Watershed Park & Cougar Creek.

Scottsdale Town Centre (74 Ave to Caribou Rd) provides a high quality green public realm for the benefit of the increased residential population in this area. A major design component includes a strong north-south green mews allowing residents to move to the commercial activity at the Scott Road-72nd intersection. This primarily 6 storey neighbourhood may be punctuated by a couple of taller mid-rise buildings (up to 12 storeys) at 72nd Ave, where a new urban plaza is anticipated to host celebratory gatherings - like when the Vancouver Canucks win a playoff game... or maybe the Stanley Cup!

The Sunshine neighbourhood (properties adjacent to 64 Ave) will be equipped with quiet and leafy pedestrian networks. The proposed form in this area will be low to medium density ground-oriented development. A small-scale mixed-use village will be centered around a significant green space, recalling the character of the nearby Watershed Park.

## DENSITY

This district was identified by the Task Force as one that could accommodate primarily townhouses and low rise apartment buildings up to 6 storeys, with some taller buildings at the intersection with 72 Ave.

### SCOTTSDALE TOWN CENTRE

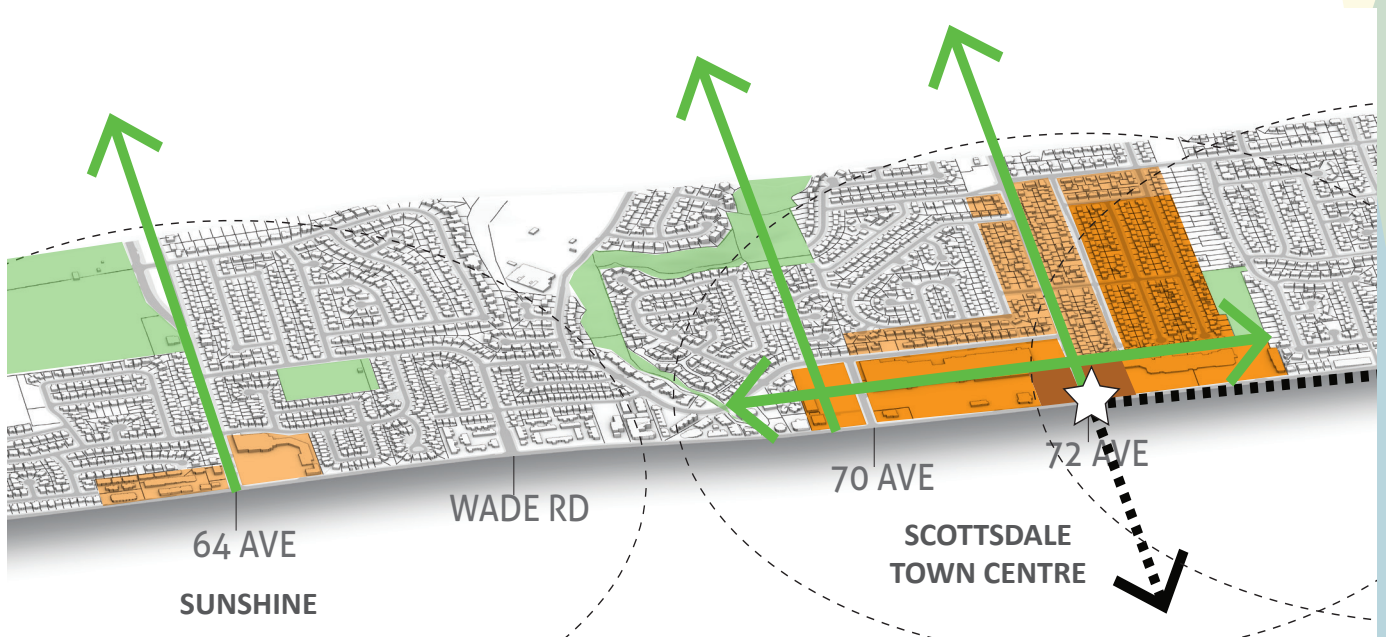
#### Building Types & Heights

- townhouses & stacked townhouses up to 4 storeys
- mixed use & residential up to 6 storeys
- mixed use and residential midrise up to 12 storeys (at 72 Ave intersection)

### SUNSHINE

#### Building Types & Heights

- townhouses & live/work up to 3 storeys

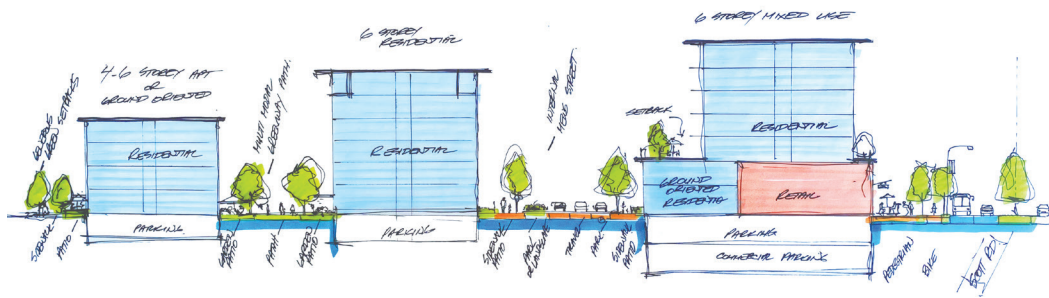




## FEATURES & AMENITIES

The following are the features and amenities envisioned by the Task Force to contribute to the Garden District's liveability:

- **A new park and a new plaza:** a "village green" park for Sunshine Village and a celebratory plaza at 72 Ave for the Scottsdale Town Centre.
- **Greenways:** as active transportation connections into surrounding North Delta neighbourhoods and linkages to Cougar Creek and Watershed Park.
- **Pedestrian Mews:** a human-scaled, green, and leafy connection running parallel to Scott Road in the Scottsdale Town Centre.
- **Neighbourhood Facility:** as a community space, this facility could hold a library, recreation space, and/or other needed spaces for neighbourhood programs.



*a cross section of the residential-oriented pedestrian mews illustrates a peaceful and green walk*







*the pedestrian mews is envisioned as tranquil and leafy environment that evokes the nearby Cougar Creek and Watershed Park*



*Scottsdale Town Centre provides beautiful green spaces among its six storey residential complexes*



# POLICY RECOMMENDATIONS

The following policy recommendations are being put forward by the Task Force, with input from City of Delta staff and industry experts. Implementation of these recommendations would bring to life the vision and the concept illustrated in the previous chapter. There are a total of 15 recommendations, grouped into five major categories:

- Land Use Policy
- Broad Financial Approach
- Diverse & Affordable Housing
- Rich Community Amenities
- Unique Neighbourhoods

## LAND USE POLICY

### 1. LAND USE DESIGNATIONS

**Update the North Delta Area Plan to reflect the recommended land uses and densities for the six neighbourhoods as described in this report.**

The Task Force's vision for Scott Road is a departure from some existing policies in the North Delta Area Plan. The land use designations should be updated so that uses, density ranges, and building heights are consistent with the new concept developed by the Task Force, with associated policies updated to articulate the vision.

### 2. DENSITY CALCULATIONS

**Remove UPH maximums for multifamily developments within the Scott Road corridor.**

Currently, density in the North Delta Area Plan is calculated using both a Unit Per Hectare (UPH) and Floor Space Ratio (FSR) approach for most land use designations. This needlessly adds complexity to the development process and creates situations where a proposed project may align with one calculation but is inconsistent with the other.

FSR calculations provide more flexibility in unit sizes and allow the market to determine how many units can fit within a set building floor space. For these reasons, many communities are shifting to calculating density for multifamily developments solely through FSR, or a combination of FSR and maximum height, without reference to the number of units.

### 3. BASE DENSITIES & BONUSING

**Establish base densities and heights with some allowances for additional height or density when appropriate corresponding contributions are provided towards the community amenities and neighbourhood improvements identified in this report.**

A major theme throughout Task Force meetings was the idea that high densities and taller buildings should not be permitted without corresponding benefits to the community. The Task Force also felt taller buildings should be limited to fewer neighbourhoods than they are currently permitted in the North Delta Area Plan.

To create more certainty for both developers and residents, base densities and heights should be established for development in the areas intended for higher densities (Townline and Kennedy Heights).

In these two areas base densities should allow for buildings up to 18 storeys in height. A developer wishing to exceed these densities should provide contributions towards the community amenities and neighbourhood improvements that are identified in this report, with Council retaining authority to determine the best form and type of amenities for an individual project.

## BROAD FINANCIAL APPROACH

### 4. SCOTT ROAD REVITALIZATION BYLAW

**Update the Scott Road Revitalization Bylaw to incentivize development types that are desired by the Task Force but may be more economically challenging to achieve.**

The Scott Road Revitalization Bylaw enables projects to have property taxes frozen for up to 3 years, reduces Development Cost Charges (DCC), and waives a range of application fees. Apartment or mixed-use projects need to be 10 storeys or more in order to be eligible for incentives and the amount of DCC reductions increases as projects climb in density. This works against the vision of the Task Force - that higher densities are expected to contribute more (and not less) to community amenities.

Given the challenging economics of developing midrise buildings (between approximately 7-18 stories), rental housing, below-market housing, and office space, it is recommended the Scott Road Revitalization Bylaw be updated to incentivize types of development that are consistent with the Task Force vision and not just the highest density housing projects.

### 5. REVIEW PARKING MINIMUMS

**Investigate further reductions of parking requirements for new development along Scott Road.**

One of the most expensive components of any development project is underground parking. In light of new transit and active transportation investments across Metro Vancouver, many communities are re-evaluating their parking requirements with the aim of ensuring new development isn't oversupplying vehicle parking. Today, Delta's Zoning Bylaw does allow a 15 percent parking reduction for development within 125 m of Scott Road.

However, with a RapidBus route planned for Scott Road, further reductions in requirements and some based on housing tenure (i.e. rental and below-market housing) may be a potent incentive for more affordable housing. Reductions could also be explored for developments in proximity to future RapidBus stops. This may also free up development revenues for greater amenity contributions and public realm improvements.

Any future parking reductions should be considered against potential spillover impacts in surrounding neighbourhoods.



# DIVERSE & AFFORDABLE HOUSING

## 6. DIVERSE FORMS

**Remove barriers and explore inclusionary zoning to encourage more diverse forms of housing.**

The Scott Road corridor has the potential to develop into an area with a great diversity of housing forms. However, in some cases regulatory barriers may prevent or discourage certain housing types.

It's recommended the Zoning Bylaw be examined to ensure new and creative housing types (i.e. apartments with lock-off suites, microsuites) are not excluded from the building blocks a developer could use to address market needs.

Other types of units may be difficult to build because they are not as attractive to developers. In those cases, the City should explore inclusionary zoning. This would mandate a specific mix or percentage of unit types within a development project and may work well to address the needs identified in Delta's recent Housing Needs Assessment Report. Housing types that would broaden the choice for current and future residents include:

- apartments with lock-off suites
- 3+ bedroom apartment units
- townhouses in the podiums of high rise buildings
- stacked townhouses
- live/work housing
- universally accessible housing
- student housing
- seniors housing

## 7. RENTAL HOUSING

**Explore incentives to make rental housing attractive to developers.**

With very low vacancy rates across the region, increasing the City's rental housing stock is important. The Scott Road corridor, with its great transit and proximity to community facilities and jobs is well-suited for additional rental housing.

Nonetheless, given the input provided to the Task Force by Coriolis Consulting and the development community, in most cases rental housing along the Scott Road corridor may not be viable under current conditions. The City of Delta should explore ways to make rental housing attractive to developers.

Example incentives outlined in this report include an updated Scott Road Revitalization Bylaw and reduced parking requirements.

## 8. BELOW-MARKET HOUSING

**Continue working with BC Housing and local non-profit housing organizations to build more below-market housing.**

Similarly to rental housing, proximity to community facilities, jobs, and transit make the Scott Road corridor an ideal location for below-market housing. The Task Force felt the Central District (more specifically the Gateway neighbourhood at 84 Avenue) and Townline Innovation Districts would be well-suited for new below-market housing.

It is recommended that the City continue to work with BC Housing and local non-profit housing groups (including places of worship), apply for grants from senior levels of government, and further research how to encourage the development of below-market housing.

# RICH COMMUNITY AMENITIES

## 9. URBAN PLAZAS & PARKS

**Provide new public urban plazas and parks through redevelopment.**

Each of the six neighbourhoods should receive its own urban plaza or park space (plazas being more hardscaped versus parks being more softscaped in character). Ideally, these spaces would be dedicated to the City to ensure their long-term maintenance and operation as vibrant public places.

They should be situated adjacent to the key intersection at which the neighbourhood is located, or in a similarly high profile and visible location. Programming within this space should reflect the identified vision and character of the neighbourhood as expressed in this report.

## 10. MARKET SPACE

**Design the Kennedy Heights neighbourhood plaza to accommodate a market space.**

The Kennedy Heights neighbourhood has been identified as a place that would be well-suited to celebrate food and culture. An urban plaza at this location should be designed to accommodate various types of outdoor markets that would enliven the neighbourhood (i.e. farmer's, artisan, and night markets) and be protected from the elements with a weather canopy to allow events to thrive even when it rains.

## 11. CELEBRATION SPACE

**Design the Scottsdale Town Centre neighbourhood plaza to accommodate safe and celebratory gatherings.**

Spirited fans of the Vancouver Canucks have historically gathered at the intersection of Scott Road and 72 Ave to celebrate playoff wins. The urban plaza that is expected to be built in this neighbourhood should be designed to safely accommodate such gatherings with a celebratory environment.

## 12. PEDESTRIAN MEWS

**Develop two new pedestrian mews parallel to Scott Road.**

Both the Central and the Garden District are anticipated to include pedestrian mews parallel to Scott Road. The Central District mews should emphasize a more urban and lively shopping experience, while the Garden District mews (near 72 Ave) should focus on a more tranquil, green and leafy environment. Both should be designed to allow active uses like cafes and shops to spill out into the space.

## 13. GREENWAYS

**Develop greenways that promote active transportation from surrounding North Delta neighbourhoods to the Scott Road corridor.**

Each of the three districts should plan for active transportation greenways that connect out to surrounding neighbourhoods. In the Townline area, a greenway will run parallel to the railway tracks. In the Central District, greenways are to be situated along 84 Ave, 86 Ave, and 88 Ave for direct connections to the Social Heart. In the Garden District, greenways should connect the respective neighbourhoods to Cougar Creek and Watershed Park.

## 14. COMMUNITY FACILITIES & SERVICES

**Align the provision of community facilities and services with current and projected needs.**

Each of the three districts should have community facilities and services based on the needs of the greater North Delta area. Where facilities and services may be insufficient, these should be identified and noted in negotiations for community amenity contributions.

The City should review the provision of community facilities like libraries and recreation centres against the updated land uses and anticipated growth in North Delta. This will help determine if new facilities are warranted and where they are most needed.



# UNIQUE NEIGHBOURHOODS

## 15. PLACEMAKING FEATURES

**Create new placemaking features that highlight the unique character and names of the newly identified neighbourhoods.**

As a way to begin improving the quality of the public realm along Scott Road, the City should utilize place-based street furniture elements. Features like street light banners, utility hole covers, benches, maps, signage, and others could be designed to highlight the unique identities each neighbourhood is given in this report.



# CONCLUSION

The Mayor's Housing Task Force for Scott Road comes to a close with a transformative new vision and concept, and 15 recommendations to help implement them.

Over the course of 11 informative and productive meetings, the Task Force laid bare their aspirations for this important corridor. Scott Road is, in so many respects, an essential connecting thread for the North Delta community. It is where residents find jobs, shop for their daily needs, and meet with friends and family.

These activities will become even more convenient as the City of Delta and Translink prepare for a new RapidBus line that will greatly enhance transit and connectivity along Scott Road and within the Metro Vancouver region.

As such, it's an opportune time to rethink how the Scott Road corridor should meet the needs and aspirations of current and future residents. By creating three separate districts, each with its own mixed use, walkable, and complete neighbourhoods, the Task Force has developed a powerful concept. It's a concept that respectfully considers the varying geography and surrounding contexts along Scott Road to establish neighbourhoods that fit within their unique settings.

To bring the Task Force's vision to life, the implementation of the recommendations in this report is a crucial next step. There is no doubt Scott Road will transform into a lively and attractive corridor, sought after by both residents and developers hoping to be a part of this next chapter of North Delta's story.





Delta





MAYOR'S HOUSING TASK FORCE FOR  
SCOTT ROAD

**RECOMMENDATIONS  
REPORT APPENDICES**

Delta



# APPENDIX A: ENGAGEMENT

## HOPES & FEARS

At the very first meeting, the Task Force members were asked to provide their hopes and their fears in relation to the process and to the future of Scott Road. Each member was provided sticky notes and markers to note their thoughts and they were organized in various categories.

Some of the greatest hopes related to complete communities and the idea that the Scott Road corridor should develop sustainably in a way that would benefit the greater community and not threaten liveability of existing neighbourhoods.

Some of the greatest fears were related to the impacts of height and density, with some Task Force members concerned about the transformation of the corridor into a concrete jungle devoid of green and family-friendly spaces.

A summary of the results of that exercise is shown below.

## HOPES

### Complete Communities (8 comments)

- Controlled
- Sustainable
- Viable
- Live, Work, Study, Play.

### Housing Options (4 comments)

- Diversity
- Affordability

### Character & Identity (3 comments)

- Uniqueness
- Community Feel

### Design & Beauty (3 comments)

- Liveability
- Visually pleasing

### Fun (2 comments)

- Have fun
- Be innovative

## FEARS

### Density (6 comments)

- Concrete jungle
- Congestion
- Not family-friendly

### Planning Pace (4 comments)

- Moving too fast or too slow
- Too ambitious or not bold enough

### Gentrification (3 comments)

- Pushing existing, long term residents out

### Consensus (3 comments)

- Conflicting views on Task Force
- Conflicting views across jurisdictions (Surrey)

### No Fears (2 comment)

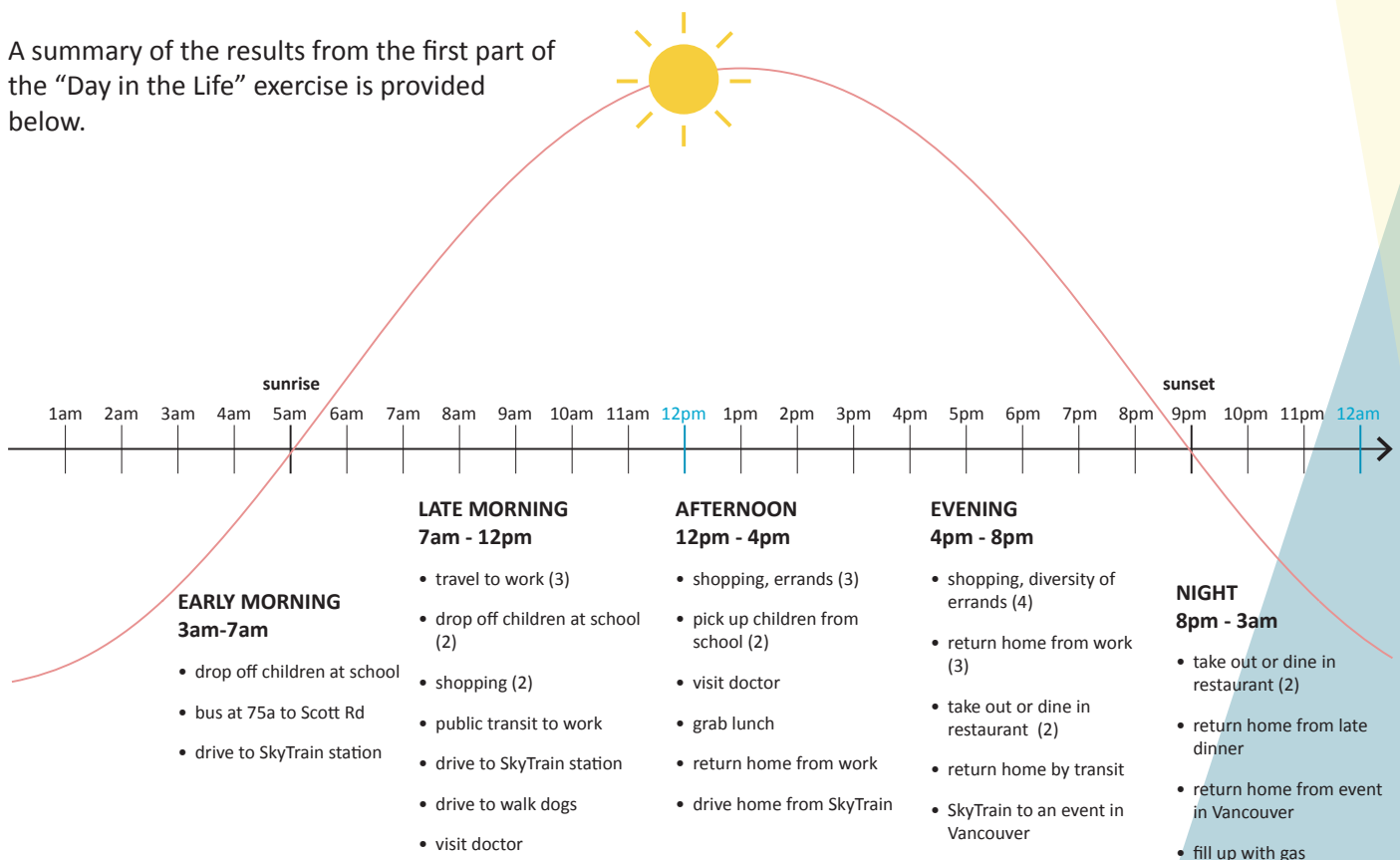
# A DAY IN THE LIFE

To better understand how Scott Road functions for residents and visitors, the “Day in the Life” exercise explored ways in which Task Force members and others interact with the corridor. There were two parts to this exercise.

In the first part, Task Force members were asked to think about their typical day and write down the kind of activities that involve Scott Road. Each person will use Scott Road differently and interesting details about time of use and types of uses were gleaned from the activity.

The second part required Task Force members to step into the shoes of someone else, or more precisely, a fictional character created for the exercise. These included persons with disabilities, people who are vulnerably housed, business owners, youth, a recent immigrant family and more. Members were given a profile and some broad considerations about lifestyles and were asked to imagine how they might use the Scott Road corridor throughout the day.

A summary of the results from the first part of the “Day in the Life” exercise is provided below.



## KEY TAKEAWAYS:

- **EVENINGS ARE THE BUSIEST TIME OF DAY**
- **SHOPPING, ERRANDS, AND GENERAL TRAVEL ARE KEY ACTIVITIES ALONG SCOTT ROAD**
- **SCOTT ROAD ISN'T BEING USED PASSIVELY, IT'S A VERY FUNCTIONAL CORRIDOR**
- **A DIVERSITY OF USES AND THE NEED TO DESIGN A "STREET FOR EVERYONE"**





## BEAUTY

**Urban design (9):** More human-centred form and materials on buildings, less concrete, more greenery

**Landscaping and vegetation (9 comments):** Greenery, vegetation and landscaping in streetscape. More greenspaces between buildings

**Walking and cycling paths (6):** Wider sidewalks, bike paths, greenways

**Mountain views (2)**  
**Other comments (2)**

## ECOLOGY

**Green spaces (8):** Between buildings, rooftop gardens, along sidewalks

**Green transportation (4):** Bike paths, lanes for electric vehicles, car free times

**Community gardens (3):** In parks, on rooftops

**Green buildings (3):** High environmental standard for buildings (i.e. LEED), greenery on buildings

**Rain gardens (2)**  
**Landscape features (2)**  
**Other comments (2)**

## CHOICE

**Mix of dwellings and unit types (8):** More choice in dwelling and unit types, e.g. range of densities, units with 2-3 bedrooms, condos without age restrictions

**Complete community (7):** Mixed use buildings, commercial and community amenities, e.g. shops, community centre, libraries, recreation opportunities

**Mixed income, affordable housing (6):** Prioritize affordable housing, mixed income buildings with market and nonmarket housing

**Shared outdoor spaces (2)**  
**Pedestrian-friendly sidewalks (2)**  
**Wood construction (1)**

## COMMUNITY

**Safety and security (8):** Community policing, block watch, eyes on the street, CCTV cameras

**Gathering spaces (7):** Public, community spaces for gatherings, festivals, events

**Liveliness (6):** People and activities on the street, street cafes, food stalls

**Lighting (3)**  
**Activating alleys (1)**  
**Library (1)**

## PLACE

**Cultural diversity (4):** Businesses, restaurants from different cultural communities

**Public space design (3):** Beautify public space with art, greenery

**Spaces to gather (3):** Pedestrian-friendly, family-friendly, patios

**Building design (3):** Environmentally-friendly, green, modern

**Access for those with physical limitations (1)**  
**Other comments (2)**

## CONNECTIVITY

**Markets and local businesses (4):** More public markets, businesses, restaurants

**Transit (2):** More transit access to corridor

**Urban design (2):** Building form, pathways between buildings

**Connections with Surrey (2)**  
**Spaces to socialize (1)**  
**Multi-building gatherings (1)**



# COMMUNITY MAPPING

At the fourth meeting, a community mapping exercise was conducted. Each Task Force member was provided with their own map of Scott Road and were asked to mark down where they believe certain features or elements are present or lacking.

Example questions included:

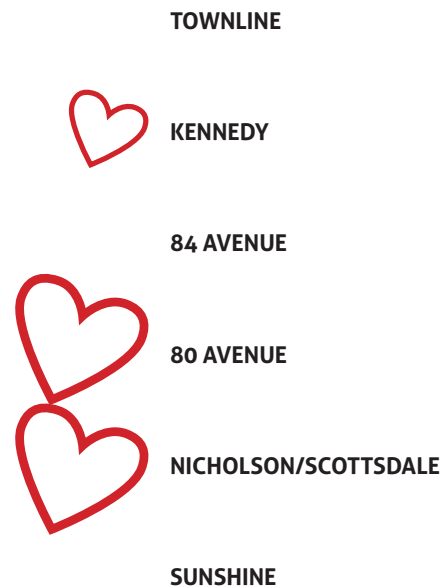
- Where is (or should be) the heart(s) of Scott Road?
- Where do you like to gather or meet with friends/family?
- Where is a place that needs more green?
- Where is a place that needs more social activity?
- Where are the best views?
- Where is a place that needs a refresh?
- Where is a place that feels unsafe?

On the back of the map, space was provided to describe or explain the placement of stickers. Once compiled the results revealed where certain types of investments could be prioritized to enhance the various segments and nodes of Scott Road.

Examples of the results from this exercise are summarized to the right and on the next page along with sample quotes from the participants.

## WHERE IS (OR SHOULD BE) THE HEART(S) OF SCOTT ROAD?

Task Force members identified the 80th Ave and Nicholson/Scottsdale nodes as the most significant hearts, and to a lesser degree, the Kennedy node as well.

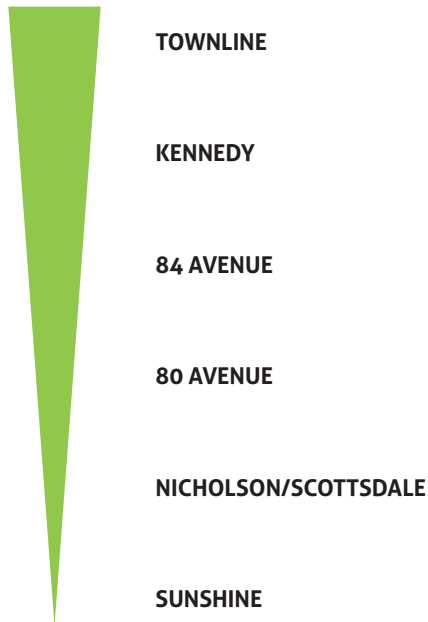


*84-80 is kind of in the centre. There's already the rise so it's the first area to start growing. Restaurants in this area already bring in lots of social activity and 84th connects us to (the) rec centre and facilities.*



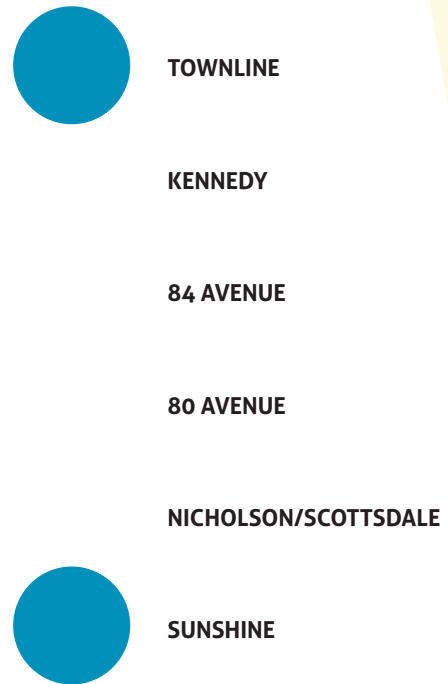
### WHERE IS A PLACE THAT NEEDS MORE GREEN?

The need for green space is high in the northern parts of Scott Road and that need gradually diminishes towards the south, according to Task Force members.



### WHERE IS A PLACE WITH THE BEST VIEWS?

Two nodes were identified as having the best views. Both the Townline node and Sunshine nodes have views to the North Shore mountains, but the Sunshine node also provides views to Boundary Bay.



*These areas need major green spaces especially (between) 96-90th. The traffic along here is quite noisy and greening would make a difference.*

*(Around Sunshine), my wife and I really enjoy driving south and seeing Boundary Bay glistening in the sun.*



# DESIGN CHARRETTE

A design charrette was a major component of the Task Force process and included two workshops, a day and a half production period, and a panel discussion.

## WORKSHOP #1

Held on July 13, the first of two workshops began with a discussion about the different “building blocks” and development types that can be built along Scott Road. Then it explored the corridor in elevation based on various applications of these building blocks. Several different options were shown with building heights at certain nodes shifting up or down. An example of a concept, “The Taper”, whereby building heights at the northern Townline node are the highest and each following node is reduced in height, is illustrated below. The faded elements in the background depict the existing conditions within the North Delta Area Plan.

This was intended to provoke dialogue and after each concept was presented a round table session was conducted to ask members their thoughts.

## WORKSHOP #2

Held on July 27, the second workshop introduced a land use concept based on the feedback provided at the first workshop. The Task Force was asked if this concept broadly reflected their input and what they liked or disliked about the proposed concept.

Then, a discussion was facilitated about the potential character and identity of each mixed-use node. Members were given the opportunity to describe the existing and potential qualities of the different nodes in a way that would distinguish each. Questions included:

- How would you define the existing character/focus of the node?
- What will make this node special and different in the future?

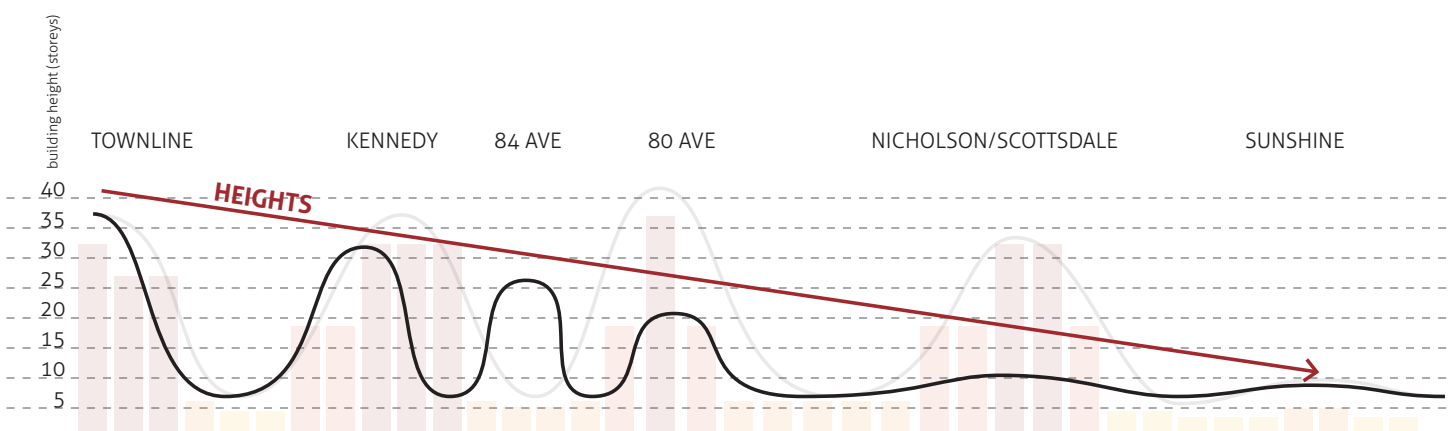
This feedback helped create a concept plan for Scott Road over a day and a half of production from July 28-29.

## PRODUCTION

Using the feedback that had been provided to the consultants to date, MODUS’ design team spent a day and half in the North Delta Centre for the Arts developing a new concept for Scott Road.

A new vision, illustrations, sketches, precedent imagery, and more were diligently composed with the intent of presenting all this work to a panel of development industry experts on the evening of July 29.

The results of the design charrette, with edits made based on feedback from the panel and the Task Force is shown in the section entitled “A New Concept” of this report.



## **PANEL DISCUSSION**

On July 29, four development industry experts joined the Task Force to review and respond to the work completed over the course of the design charrette. The panelists were:

- Jeff Fisher, Urban Development Institute;
- Raymond Kwong, BC Housing;
- Curtis Neeser, Beedie Development; and,
- Ryan Thé, Wesgroup.

After presenting the new concept, panelists were asked to reflect on its feasibility and its ability to attract new development interest. Other questions asked of the panelists included:

*What are some of the most important amenities you look for when assessing the viability of a redevelopment project?*

*How big of a role do parking requirements play in the affordability of a project?*

*How soon do you think wood frame construction above 6 storeys in height will come to market, and do you think it could have an impact on the economics of development along Scott Road?*

*What policies encourage you to incorporate market and below-market rental units in a new development?*

*What policies encourage you to build amenities like childcare, public plazas and green spaces?*

After a comprehensive dialogue about the concept, the Task Force was provided the opportunity to comment on it, and ask questions of the panelists.

Overall, it was an engaging evening where Task Force members had the rare opportunity to discuss important growth, land use, and development matters with industry experts.





# APPENDIX B:

## REDEVELOPMENT ECONOMICS

As input into the Task Force's work and process, Coriolis Consulting was asked to perform a development feasibility analysis of the Scott Road corridor with particular attention on:

- The forms of housing that are likely financially viable for redevelopment;
- The minimum densities likely required to make redevelopment financially viable; and,
- The viability of market rental development.

Coriolis' study involved selecting case study sites that are representative of the types of properties that would be candidates for redevelopment along Scott Road. The value of each site was estimated under existing use and zoning and then using proformas, Coriolis analysed the financial performance of redevelopment under different height and density scenarios.

This financial analysis allowed Coriolis to estimate the minimum density required to ensure the redevelopment land value equals (or exceeds) the estimated existing value of the property. If the redevelopment land value is equal to or higher than the existing property value, then redevelopment is financially attractive. Otherwise, the property is more valuable to retain in its existing use and redevelopment is unlikely to proceed. The study assumed there would be no Community Amenity Contributions (CACs) or affordable housing required as part of rezoning and redevelopment. Any requirement for these would increase the estimated required densities needed for redevelopment.

The study looked at two different types of redevelopment case studies:

- assembly of three single detached lots; and,
- low density commercial property.

Each case study explored a variety of development scenarios ranging from stratified townhouses to high rise apartments, and a rental redevelopment scenario for apartment buildings. The assembly scenario was assumed to redevelop into purely residential uses, while the commercial scenario was assumed to redevelop into a mixed use format.

## KEY FINDINGS

### *SINGLE DETACHED ASSEMBLY*

For a case study involving an assembly of three single detached lots, key findings are summarized below.

- 1. Townhouse development is likely viable on low value single family lot assemblies.**
- 2. 4 to 6 storey strata apartment is viable on single family assemblies.**
- 3. Concrete (highrise) strata apartment likely requires a minimum density of about 4.5 FSR to be financially viable on single family lot assemblies.**
- 4. There is little or no opportunity for amenity contributions from strata projects up to 6 storeys.**
- 5. Densities in excess of 4.5 FSR are likely required to create the financial opportunity for significant amenity contributions from highrise strata projects.**

## COMMERCIAL PROPERTY

For the case study involving a low density commercial property, the key findings are summarized below.

1. **Redevelopment of older commercial properties is generally not viable below about 3.5 FSR (likely 6 storeys).**
2. **Concrete mixed use strata projects likely require a minimum density of about 6.0 to 6.5 FSR to be viable.**
3. **The inclusion of office space negatively affects viability and, if required, will require increased height and density.**
4. **There is little or no opportunity for amenity contributions from projects up to 6 storeys.**
5. **Densities in excess of about 6.0 to 6.5 FSR are likely required to create the financial room for significant amenity contributions.**



## RENTAL REDEVELOPMENT

In both the single detached assembly and commercial property scenarios, rental redevelopment did not appear to be viable under current conditions. For rental development along Scott Road, findings from the analysis are summarized below.

1. **Rental development is currently only viable in situations where the developer acquired the site at a very low historic cost or in cases where the developer is willing to accept a very low profit.**
2. **Rental development economics could improve over time if market rents continue to increase and/or higher density mass timber construction becomes cost effective.**
3. **Rental units could be incorporated as a portion of a larger higher density strata project if the rental units can be physically accommodated in addition to the (larger) strata component. Ideally, the rental units would be in a separate building to avoid any conflicts with the strata owners about building management.**

