

HOPE DOWNTOWN ACTION PLAN

From Bypass to Destination



FINAL REPORT: July 18, 2023

Acknowledgements

Hope is located within the asserted traditional territory of the Stó:lō people. Stó:lō is the Halq'emeylém word for “river,” and also for the Halq'emeylém-speaking people who live within the lower Fraser River Watershed. The Stó:lō are a collective community of Tribes who hold Aboriginal title and rights throughout their traditional territory, which they call S'ólh Téméxw (“Our World”).

We would like to thank all those who were involved in developing this action plan to renew the Downtown area. This plan is a road map to a thriving Downtown. Its success will be a collective effort.

Downtown Action Group

Victor Smith, Tanya Seltenrich, Sarah Brown, Scott Medlock, George Rice, Tanis Hendriks, and Martin Hendriks

Advantage Hope

Chair, Tanya Seltenrich, and Director of Operations, Sarah Brown

Mayor and Council, and District of Hope Staff

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Councillors Pauline Newbigging, Scott Medlock, Heather Stewin, Angela Skoglund,

Crystal Sedore, and Zachary Wells

Chief Administration Officer, John Fortoloczky, and Director of Operations, Kevin Dicken

Hope & District Chamber of Commerce

President, George Rice, and Executive Director, Karen Scalice

Hope Rotary Club

President, Hondo Stroyan, and Director, Pauline Newbigging

Hope Lions Club

President, Frank Wise

Community Futures Sun Country

Executive Director, Linsie Lachapelle, and Grant Writer, Arnice Asquin

Communities in Bloom

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Cascade Lower Canyon Community Forest

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Community Workshop Participants at the April and June Workshops

This report was developed by:

MVH Urban Planning & Design Inc. and Rynic Solutions,

in association with **ADVANTAGE HOPE**, the **DISTRICT OF HOPE**, and

Amy Clarke Consultants, Bluerock Planning Consultants, and Selkirk Planning and Design

Downtown Action Partnership

Dear Community Members:

First, on behalf of *Advantage Hope*, the *District of Hope Mayor and Council*, the *Chamber of Commerce*, and *Communities in Bloom*, we would like to thank all those who took part in our April and June community workshops. These workshops created the building blocks for the *Hope Downtown Action Plan* and helped to outline its opportunities, challenges, and priorities. We would also like to thank *Advantage Hope* staff, *Community Futures Sun Country*, and our consultant team for their outreach and efforts over the last few months to help build a realistic actionable plan that represents the values and priorities of our community.

The attached action plan for our Downtown invites your participation to help in some way. Whether it be actively contributing your time and energy or by simply supporting your Downtown by visiting local stores or attending future events, all these actions help create a vibrant and resilient downtown over four seasons. All these strategies and actions will take time, commitment, funding, and responsible decision-making. The recommended strategies and actions will be reviewed by the Advantage Hope Board of Directors, District of Hope Council, and our partners in detail, then selected and implemented with the community's priorities in mind.

The first section of this *Hope Downtown Action Plan* identifies a list of 15 action priorities with corresponding responsibilities, and funding sources. These action priorities were developed in consultation with the community. Please review this action plan and determine how you can take part to help renew our community's heart. We look forward to your active participation in building a "greater" Downtown while conserving the character and unique sense of place that is so precious to us. It will take our entire community to truly make the Downtown a greater meeting place. Let's do it together! We look forward to your participation and celebrating our successes.

Finally, we are committed to action and formed a partnership – the *Downtown Action Partnership (DAP)*, bringing together *Advantage Hope*, the *District of Hope*, the *Chamber of Commerce*, and *Communities in Bloom* to ensure that coordinated actions are taken with proper funding.

The Downtown Action Partnership (DAP),

Advantage Hope

Chair, Tanya Seltenrich

District of Hope

Mayor Victor Smith

Hope and District Chamber of Commerce

President, George Rice

Communities in Bloom

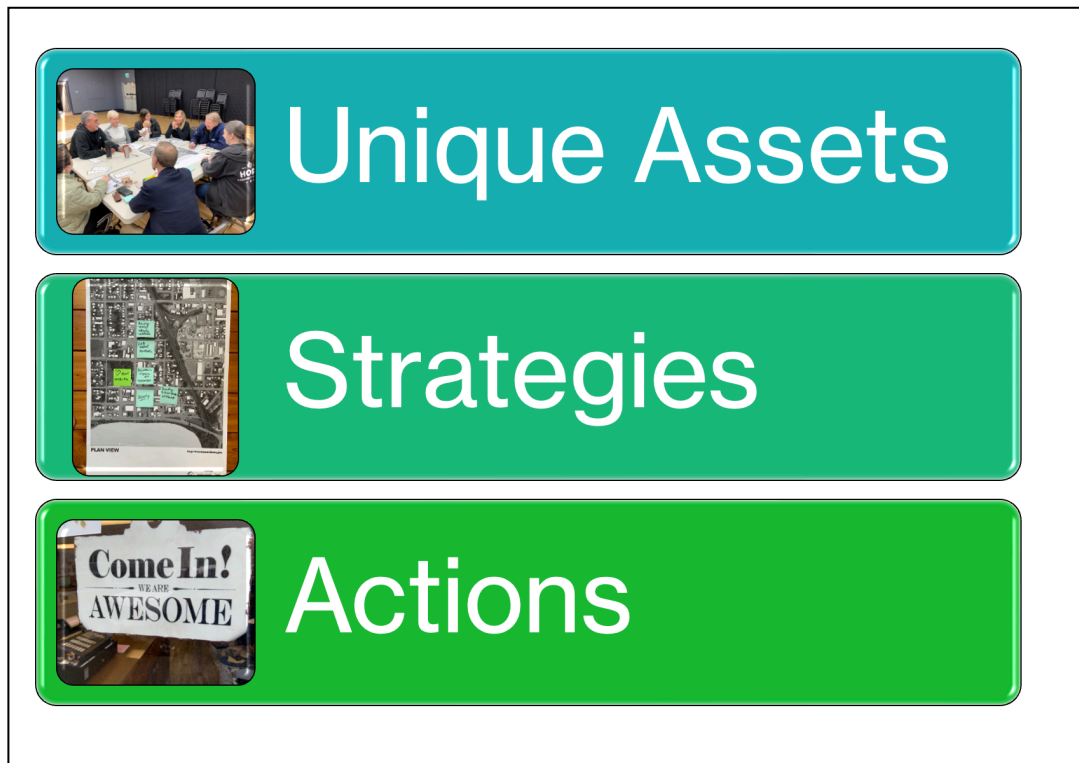
Co-Chairs, John Mason, and Teresa William

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1.0 ACTION PLAN AND STRATEGIES SUMMARY

District of Hope Three Steps to Success



Capture a greater portion of an estimated 8.85 million people passing by Hope each year on Highway 1 alone.

Promote Memorial Park's 7.5 acres (3.0 hectares) as a unique central jewel and as a "trailhead" for regional trail connections.

Recognize 82 wood carvings and more than 50 Electric Vehicle Chargers in Hope.

What an opportunity to be the wood carving capital of the Canada and the electrical vehicle charging capital of British Columbia!

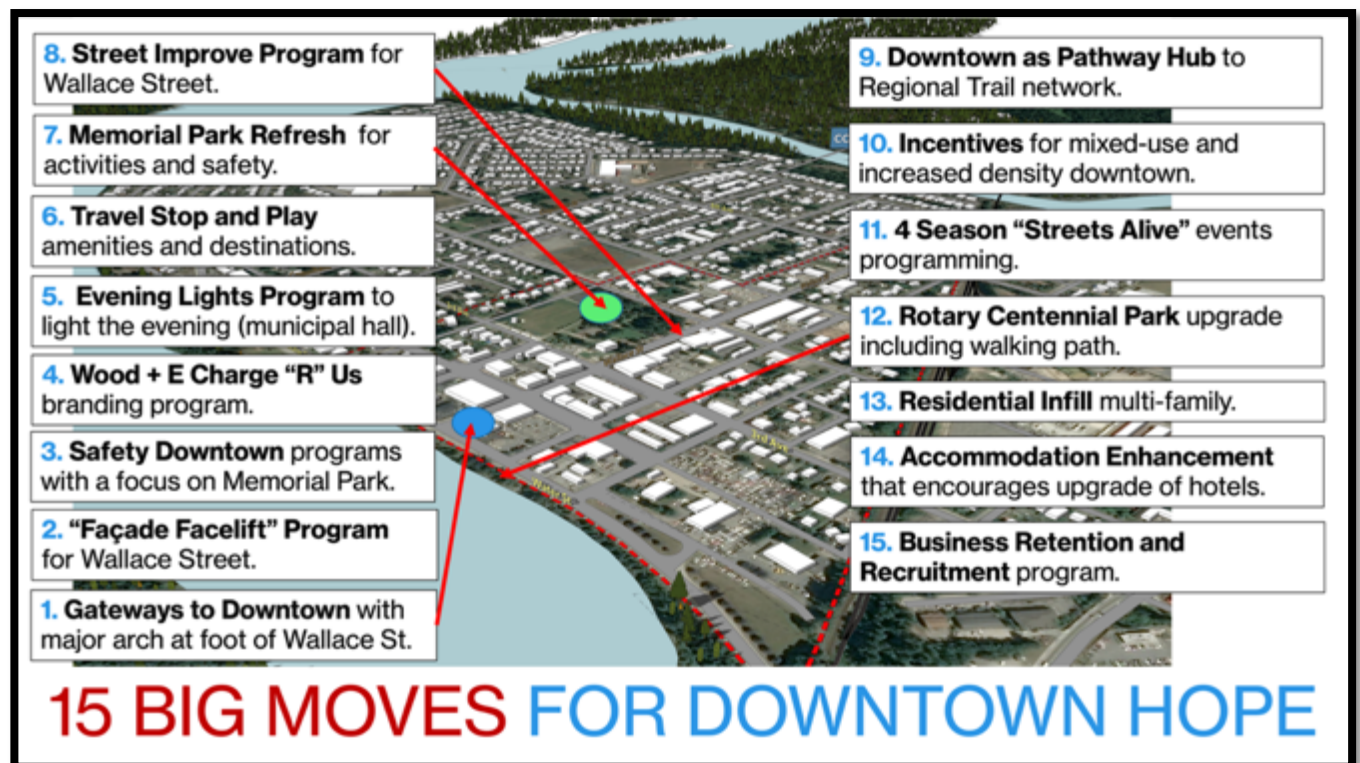
THE CHALLENGE QUESTIONS:

1. Why will travellers stop if they can't find the downtown?
2. What is there to stop for?
3. Why should travellers stay for a while or even a weekend?

This *Hope Downtown Action Plan* is a plan for action. It sets priorities for the downtown area. More and diverse businesses as well as residents close to the downtown will help improve business and provide more services close to home.

The *Downtown Action Group* (DAG) meetings, along with the community workshops in April and June, actively engaged the community. In these workshops, participants explored the opportunities and challenges facing the downtown and contributed ideas for action.

As a result of our analysis, including community input led by the *Downtown Action Group*, the **15 Big Moves (Actions)** and **17 strategies** form the core of this plan. The accompanying 17 strategies create the thinking and reasons behind multiple or single actions. These strategies set the framework for a resilient and successful downtown for years to come. The actions are tasks in the immediate (now), short, and medium term that create the actual success. In this plan, there are 15 specific actions that will help “jump-start” improvements supported by the community. They will collectively build momentum for continued success, more investment, and active participation. The circle of success will continue as more actions are added over the years.



Note: These “15 Big Moves” illustrated above are intended to be achievable in the immediate, short, and medium time frame. Although each move is numbered, these numbers do not necessarily reflect priority as each move depends on resources, support, and timing.



Find your unique identifiers and build on these attractor factors for Hope's Downtown.

HOPE DOWNTOWN “15 BIG MOVE” ACTIONS

	Project Description	Responsibility	Timing/Funding
1.	Gateways to Downtown Build a significant archway like that at the entrance Old Strathcona, Edmonton, AB, or Princeton, BC to signify the main entrance to downtown at the foot of Wallace Street at Water Street (Highway 1). Further, complete two other gateway features at 3rd Avenue/Old Princeton Highway, and the top of Wallace Street at 6th Avenue. <i>(See Strategy 4.6, page 78 for further details).</i>	Downtown Action Partnership (DAP), with District of Hope and Hope Mountain Centre to lead in coordination with Advantage Hope, and Communities in Bloom.	Short Term: Funding can be from donations, in-kind contributions; Provincial funding to be determined.
2.	Facade Facelift Program District of Hope to develop design guidelines in coordination with businesses. Then develop an incentive program for store owners and businesses to improve their facades, especially on Wallace Street (e.g., 50 percent grant/design support) <i>(See Strategy 4.12, page 88 for further details).</i>	Businesses in cooperation with the Chamber of Commerce and District of Hope to help ensure conformance with standards and guidelines.	Short to Medium Term: First, develop design guidelines; then a matching grant program to be determined and coordinated by the Chamber of Commerce.
3.	Safety Downtown Program Identify one priority safety initiative for each of short, medium, and long-term, especially in Memorial Park (e.g., enforce bylaws, remove safety challenges, and add more lighting). <i>(See Strategy 4.4 page 72 for further details).</i>	Downtown Action Partnership (DAP) with District of Hope to lead in liaison with RCMP and the Citizens’ Patrol.	Immediate to Short Term: District of Hope capital funds in cooperation with local businesses and RCMP.
4.	Wood Carving Capital of Canada: Extended Brand and Economic Development Continue to host wood carving signature event and add additional wood-related signature events. Leverage the “wood” brand: 1) for a digital age via an app that enables a digital walk that talks about the carvings; 2) attracting wood-related specialty shops and fabrication in the genre of GPR Greenworks with its wood craft products. A wood toy store would be another example; 3) Custom/externally lit/ creative wood blade business signs; 4) Broader economic development opportunity (mass timber, cellulose fibre, craft manufacturing, re-manufacturing). <i>(See Strategy 4.3, page 70 for further details)</i>	Downtown Action Partnership (DAP) with Advantage Hope to lead in coordination with District of Hope, and Chamber of Commerce.	Short Term: Branding development and program through Advantage Hope. Funding coming from Advantage Hope to ensure advertising, website, and whole strategy is incorporated in communications and events/promotion.

	Project Description	Responsibility	Timing/Funding
5.	Evening Lights Program Special lighting on the District Hall offices and District of Hope sign as well as other more complex projection lighting on the side face of the District Hall (longer term and more expensive). Establish enhanced lighting program, tree lighting, Fraser Street boulevard lighting, and park lighting improvements. <i>(See Strategy 4.15, page 91 for further details).</i>	<u>District of Hope</u> to lead program with additional projection lighting to be investigated, especially during special events like Christmas.	Immediate to Short Term: District of Hope Capital program with potential other special program support from others.
6.	Enhance Highway Travel Stop ‘n Play Amenities, and Amenity Marketing Develop new stop ‘n play amenities: convert tennis to pickleball in Memorial Park. Develop a multi-purpose winter skating and splash pool amenity in Memorial Park (e.g., https://customicerinks.com/splashpads.html). Build a small wiffle ball field in Memorial Park. Create a geotag scavenger hunt (tool e.g. https://www.468insider.com/). Develop an app that enables a digital walk that talks about the carvings). Establish a set of downtown area geocache locations on common geocache apps. Develop a film scene location map. Add new stop ‘n play amenities to existing amenities: EV charging stations, local trails, Memorial Park, Coquihalla River Regional Park including the bike park, Thacker Regional Park, off-leash dog park, skate park, signature events, Kawkawa Lake day use area, disc golf course, and golf course. Hope has done some of this marketing previously (e.g., Park it in Hope! - https://www.hopestandard.com/travel/park-it-in-hope/). Transform tennis courts in Memorial Park – both pickleball and tennis courts. <i>(See Strategy 4.1 page 64 for further details).</i>	<u>Downtown Action Partnership (DAP)</u> with <u>Advantage Hope</u> to lead.	Short to Medium Term: Advantage Hope funds in possible cooperation with local businesses and sponsors.

	Project Description	Responsibility	Timing/Funding
7.	Memorial Park Refresh As the heart of the downtown, Memorial Park needs an upgrade plan that could include more seating, lighting, a spray park, complement tennis courts with pickleball courts, and the basketball courts into special event beer gardens (involve local Mountain Brewery). Invite First Nations as part of the program with art and storytelling opportunities. Other ideas include involving First Nations in murals and stories, more security and lighting, town events chalkboard, flower beds, and EV charge stations. <i>(See Strategy 4.4, page 72 for further details).</i>	<u>District of Hope</u> in coordination with potential sponsors including the local Legion, Rotary, individuals, and corporate funders.	Immediate to Short Term: The District of Hope has existing funding for part of the project in cooperation with the local Legion.
8.	Street Improvement Program Start with the intersection of 3rd Avenue and Wallace Street. Solicit artistic proposals using the “O” of Hope as a brand. Implement after selection. Alternatively, or together, 1. Support outside “parking patios”. 2. Introduce corner extended “bulges” at the corners of Wallace Street and 3rd and 4th Avenues for traffic calming, safety, pedestrian “conversation corners”. 3. Extend sidewalk at the mid-block crossing between 3rd and 4th Avenues; and 4. Add corner bulges at Water, 2nd, 5th, and 6th Avenues. <i>(See Strategy 4.11, page 87 for further details).</i>	<u>Downtown Action Partnership (DAP)</u> with <u>District of Hope</u> to lead.	Short to Medium Term: District of Hope with other sponsors or local groups.
9.	Downtown as Pathway Hub, and Hub Connector Identify Wallace or Park Street as a multi-use path corridor to connect Fraser and Coquihalla River pathway systems, develop a master plan, seek funding to construct. Create a central hub at Memorial Park for regional trailhead and bicycle touring groups to rest or be a destination. <i>(See page 41 for further details).</i>	<u>Downtown Action Partnership (DAP)</u> with <u>District of Hope</u> to lead in liaison with local trail groups.	Short Term: District of Hope capital funds in possible cooperation with local trail groups.

	Project Description	Responsibility	Timing/Funding
10.	Incentives for Mixed and Increased Density Downtown Redevelop and infill vacant parcels, especially on Wallace Street, with 2 to 3 storey mixed use development with retail on the ground floor and office or residential uses above. <i>(See Strategy 4.5, page 73 for further details).</i>	<u>District of Hope</u> in coordination with businesses.	Medium Term: District of Hope to determine incentives (e.g., downtown revitalization tax incentive area) or other considerations like DCC abatement etc.
11.	4-Season “Streets Alive” Events Further develop a weekly/monthly events program that supports local music, food, art, entertainment, and education. Four-season wood carving events, summer (Rambo), fall/Halloween, winter (Grinch), and spring. <i>(See Strategy 4.14, page 90 for further details).</i>	<u>Downtown Action Partnership (DAP)</u> with <u>Advantage Hope</u> to lead.	Immediate: Advantage Hope funding and/or special contractor to coordinate and implement events.
12.	Rotary Centennial Park Upgrade Improve connections across Water Avenue and a gravel pathway through park to enhance waterfront as a destination and stopping point. Expand “storytelling pods” in coordination with First Nations. <i>(See Strategy 4.7 page 80 for further details).</i>	<u>Downtown Action Partnership (DAP)</u> with <u>District of Hope</u> to lead.	*Immediate to Short Term: District of Hope funding.
13.	Residential Infill Program Encourage up to 4-storey buildings on the outside edges of Wallace Street and throughout the downtown area in adjoining neighbourhoods to bring more residents into the downtown area. In special cases, 6-storey buildings may be considered with step backs on the upper two storeys with on-site amenities on larger parcels. <i>(See Strategy 4.13, page 89 for further details).</i>	<u>Developers</u> working with the District of Hope and neighbours to help ensure proper transitions and buffers; Potential BC Housing and/or CMHC Affordable or Innovative Housing programs partners.	Short to Medium Term: Private capital or City-owned land with partners including private developers, BC Housing, and CMHC for affordable or innovative housing components.

	Project Description	Responsibility	Timing/Funding
14.	Accommodation Enhancement A) Form a Love (with heart shape) Hope Product Experience team to assist local business with enterprise enhancement. Secure participation from all downtown hotels in Phase 1. Complete an experience audit including hotel guest exit survey with recommended enhancements for each facility. B) Purchase the Hope Motor Hotel site. Demolish. Sell as a Destination Accommodation opportunity with municipal and other investment in a convention facility/casino/performing arts centre. <i>(See Strategy 4.1 page 64 for further details).</i>	<u>Downtown Action Partnership (DAP)</u> with <u>Advantage Hope</u> to lead.	Short to Medium Term: Advantage Hope funds in possible cooperation with local businesses and sponsors.
15.	Business Retention & Recruitment Retain, expand, and recruit specific businesses that can complement and enrich the business mix. Extend open hours through coordinated efforts during existing and new special events like a new “Friday Night Market”. A more robust retail, pub, and restaurant mix is required in downtown to create a true shopping street. <i>(See Strategy 4.5, page 73 for further details).</i>	<u>Downtown Action Partnership (DAP)</u>, with <u>Chamber of Commerce</u> to lead in coordination with District of Hope and Advantage Hope.	Short to Medium Term: Chamber of Commerce to develop strategy to expand the downtown mix with Advantage Hope, extend the hours through coordinated special events first, and create a more robust retail, restaurant, and pub mix in the downtown.

Framework Strategies to Guide the Actions and Further Inspirations

The following 17 strategies form the thinking behind the 15 actions and provide other inspiring ideas given longer term potential actions. All these strategies are described and illustrated further in the report to provide real examples that have been executed elsewhere in British Columbia or in other places around the world.

1. Transform from Bypass to Destination
2. Build on the Brand: HOPE
3. Embrace the Wood “R” Us and EV Charging Central Themes
4. Enhance the Heart – Memorial Park
5. Mix It Up and Strengthen Downtown Businesses
6. Welcome with Effective Gateways and Wayfinding
7. Better Connect to Your Riverfront and the Mighty Fraser River
8. Extend Uses Outdoors with Sidewalk and Parking Patios
9. Create Conversation Corners
10. Tame the Traffic and Improve Accessibility for a Safer Place
11. Develop the Wallace Street Plaza or the 3rd Avenue Street Plaza
12. Create a Facade Facelift Program
13. Add Compact Housing Around the Edges
14. Expand Events and Programming
15. Add Special Lighting
16. Create Policy Districts and Update Development Regulations
17. Cultivate Effective Leadership and Partnering

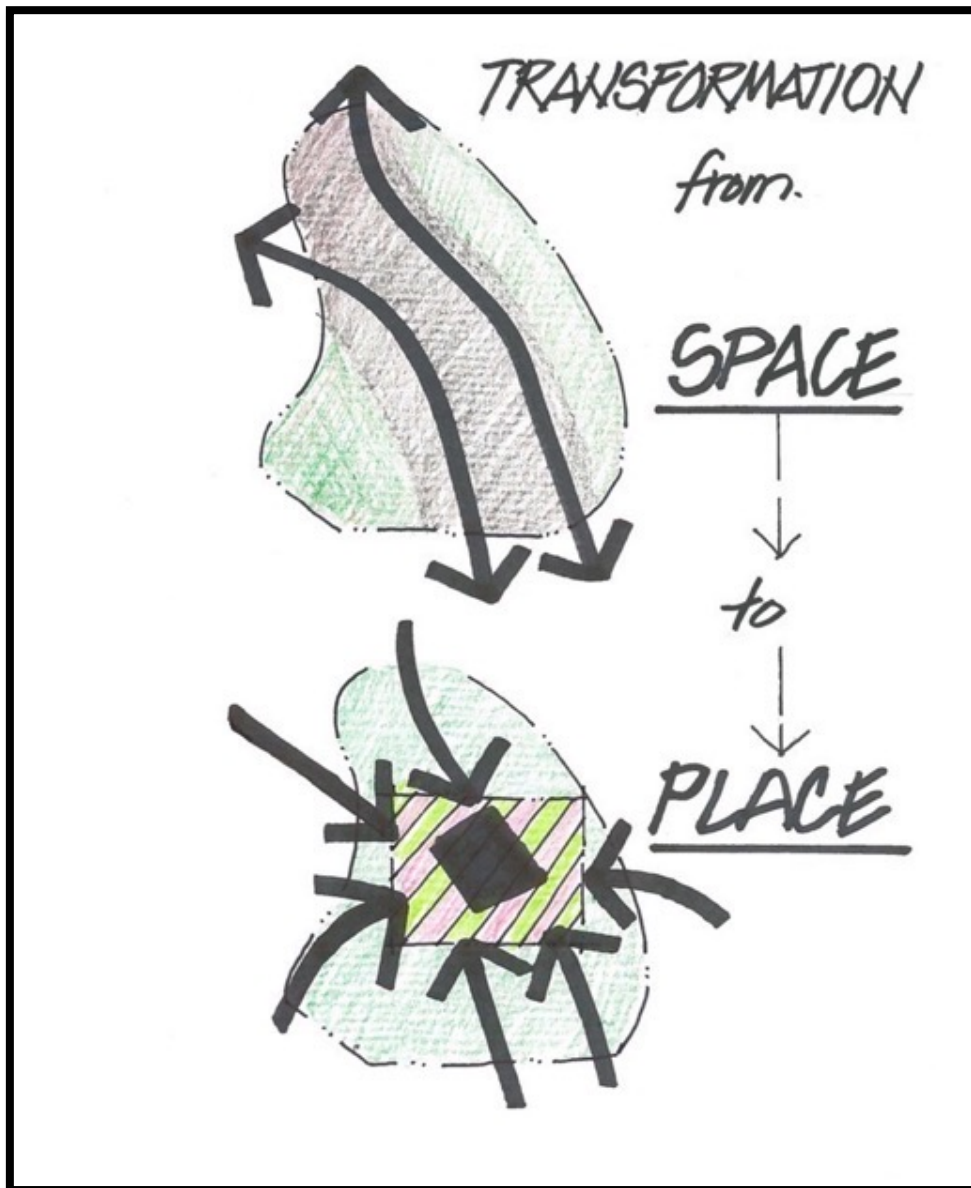
Value proposition lies at the core of why and whether people invest, relocate or visit. Getting to the “right” value proposition requires determining “why” we matter to potential investors, visitors, and those who may relocate...through their eyes, their perception, and their decision-making process. There’s a world of choices. Why Hope? To answer this question well means there are selected competitive advantages in Hope. And there will also be challenges that need to be worked on to enhance value proposition. Hard truths elevate our ability to achieve the ambitious and exceptional by getting at the roots versus addressing symptoms. Fix root challenges and water flows downhill so to speak. Three core, hard truths are identified, for which solution generation would have significant positive multiplier effect on all other downtown enhancement initiatives.

Community leadership and **proper funding** are both critical to actions and success. The recommended **Downtown Action Partnership (DAP)** consisting of the *District of Hope*, *Advantage Hope*, the *Chamber of Commerce*, and *Communities in Bloom* will collectively identify and coordinate resources that then can further stimulate community, business, and developers interests in the downtown. The need for a committed staff position such as a community development professional (on contract) to help direct the implementation and help lead business interests and coordinate should also be considered. Various matching grant incentives by both the District of Hope and other sources, can provide potential seed funding for special programs that will encourage private investments including facade improvements, outdoor patios, and signage enhancements among others. The Province of British Columbia may also come into play with their recent *Complete Communities* funding program.

2.0 INTRODUCTION

2.1 Purpose and Scope

The *Hope Downtown Action Plan* is intended to guide decisions by Advantage Hope, the District of Hope, the Chamber of Commerce, Communities in Bloom, other private businesses, other non-profit organizations, and the community, for ten to fifteen years. It provides a practical framework to move forward and solidify the downtown's role as the heart of the District and the Region. This study includes four components: business development, physical improvement, promotional activities, and organizational building.



Fundamental to Hope's Downtown Action Plan is to transform it to a special destination.

2.2 Past Efforts

Advantage Hope was founded in 2009 as a non-profit organization to help support economic development in the District of Hope. The 2016 District of Hope *Integrated Official Community Plan* (IOCP) has clear objectives and policies for the downtown that supports mixed business and residential uses. It sets a positive framework for change including street improvements and façade enhancements while respecting the importance of Memorial Park as the centre of the community downtown. Rarely do you find such a “park jewel” of such size and richness in the centre of small towns. The 2019-2021 *Business Walk Survey Reports* emphasized the need for further improvements in the downtown. Although the downtown is well-maintained for the most part, the hotels and many businesses need interior and exterior face-lifts to attract destination tourists.

Challenges continue to limit business and prosperity. The fluctuation of seasonal business and the lingering impacts of the pandemic, in combination with a relatively small variety and diversity of businesses, limit the downtown as a memorable destination, the community heart, and the place to be. Certain ingredients and a collective commitment are missing. Safety is also an important issue, especially in and around Memorial Park.

Now is the time for a coordinated effort to further renew the downtown – not only necessary physical improvements but also the addition of business improvement strategies, community partnerships, programming, and actively involve a larger area beyond Wallace Street in the longer term. A richer mix of more destination businesses downtown (entertainment, food, and retail) and more compact residential development along its edges will create a more vibrant downtown throughout the year. Further, mostly tired hotels sorely need make-overs to attract tourists to support the retail and service providers.

This “greater downtown core” initiative will invite new residents from two demographics – people in their twenties and people in their sixties who want to live close to arts, entertainment, interesting shops and restaurants, professional services, and an active street life. Live, work, play, and learn within a five-minute walk of everything is the new “cool” lifestyle. This is the future complete downtown.



Wood is a unique feature in Hope: Make it the woodcarving and wood craft centre of Canada.

2.3 Goals and Principles

Goals: Form and function

- Create enduring business vitality throughout the entire year.
- Improve surveillance measures so residents and visitors feel safe.
- Make the downtown the social and cultural destination with local meaning.
- Organize the downtown community for success.
- Develop physical improvements with the community.

Principles

- **Welcome Visitors with Effective “Gateways”:** If they can’t find you, they will pass you by. Relatively simple when there are close to seven million vehicles passing by. Make Hope more accessible and visible.
- **Focus on the Wallace Street Core Area First:** Focus improvements where there are the most pedestrians – around Memorial Park down to the waterfront.
- **Start with a Practical and Achievable Action Plan with Pilot Projects:** This Plan outlines specific short term practical steps to build momentum and achieve early successes.
- **Reinforce the Existing Character and Uses:** This Plan intends to protect and enhance the existing character areas of the downtown, encourage unique specialty locally owned retail, food, and beverage space, while expanding complementary support services, arts, and entertainment.
- **Create a “Pedestrian First” Downtown:** A series of short-term pedestrian and vehicular improvements are recommended to prioritize pedestrian safety, access, emphasis, and activity in the downtown.
- **Connect with Important Adjoining Activities and Destinations:** As part of the pedestrian-first initiative, the downtown should improve safe connections and convenient pedestrian, bicycle, and transit connections.
- **Encourage Residential Redevelopment in and Around the Downtown:** Further residential redevelopment in medium density housing should be encouraged and is important in increasing activity in the downtown as a place to live, work, and play.
- **Target and Direct Right Growth:** Encourage quality development and protect the important features, character, uses, and buildings in the downtown to create a unique and outstanding place. Build on both the historic and contemporary areas of the downtown – respecting and improving both.

2.4 Key Success Factors

Too many downtown plans under-perform, fall short of their objectives, or outright fail with no one accountable to performance. Even with well-intentioned and polished plans, many of them do not match the expectations so enthusiastically expressed during the planning process. There are many reasons why but still the fact remains – the plans did not create the success and enduring momentum that they were intentioned to create. Ultimately, the downtown should be vibrant, exciting, and prosperous. It should be the place to be in the community and reflective of the economic health of the region. So how does Hope get there from here?

Underlying these reasons are four fundamentals that, if not embedded in the plan framework and implementation, will not give rise to enduring and measured success.

First, like any business, without leadership, commitment, and tenacity, all plans will fail.

Downtown plans need a commitment from Advantage Hope, Mayor, Council, and staff in tandem with the business community led by the Chamber of Commerce and Communities in Bloom. As is the case in many small towns, there is little accountability as there is a small staff stretched to their limit with limited resources. At the same time, small businesses have limited resources, given competing needs. A central coordinator and organization with connected community partnerships are fundamental to enduring success. An “action plan” must be embedded into the District of Hope’s and Advantage Hope’s Capital Plans, with annual and multi-year targets, key public actions, funding commitments, responsible parties, and additional implementation strategies as alternative contingency planning. Simply put, private investment follows public commitment.

***Hope’s Action Response 1:** Lead change. Commit a staff member or a new position or a contract person to help in leading actions in the downtown and create an organization like a **Downtown Action Partnership** to help coordinate initiatives in the downtown area. In addition, the “greater” downtown edges also need support with residential infill and other initiatives that help bring more people living in, and supporting, the downtown (see next “second” fundamental for further explanation).*

Second, the Downtown is more than Main Street. In this case, the adjoining businesses transition areas, the residential neighbourhoods, and Memorial Park should all help the downtown’s success. Residents are local buyers and recreation destinations create potential spin-offs. Add the transitional service businesses on the edges and you have more buyers, jobs, and other demands for goods and services.

***Hope’s Action Response 2:** Think bigger than Main Street. More people living around the downtown core mean more business, activity, and prosperity. Support these newcomers with a further mix and local critical mass of businesses, arts, and entertainment to draw even more people to the centre.*

Third, there is a direct correlation between the downtown and the health of the District of Hope. One is connected to the other. Any investment in the downtown is an investment in the core of the District of Hope. Infill and density is expected in our downtowns. The additional density and the corresponding increase in tax revenue help pay for services and amenities that residences need. We also tend to form impressions of place based on downtowns, which

translated to investment and tourism dollars with significant potential for positive multiplier impact in the longer term. The new digital economy offers further opportunity, especially if seniors and young adults are looking for a mountain climate and recreation out their back door. Add a higher quality of life to these fundamentals, with arts and local culture, then you can build competitive advantage as compared to other destinations. According to extensive research by Richard Florida, younger people (Millennials) are looking for place first ahead of jobs. They can live anywhere (almost) in the new economy. This attitude is in distinct contrast to past generations where the search for jobs came first and place followed.

Hope's Action Response 3: Create a complete downtown with work, play, and learn close to where you live. Focus offices, institutions, civic uses, and the arts in the core area in addition to the food and beverages space as well as retail.

Fourth, you need a walking-first place not a car-centric space. People buy things - cars don't buy things. The next generation and seniors are looking for places to walk – attractive walks both quiet and active. The active Main Street and the quiet neighbourhood street should be all within a five to ten minutes' walk or bike from their homes. Great walking places realize greater revenues and appreciate over time. Strong place-making and place-keeping principles should, when properly designed and implemented, realize greater appreciation in well-defined environments versus the less controlled suburban environments where regulations can be less stringent and result in inconsistencies. Less predictability creates uncertainty for investment and real estate values.

Hope's Action Response 4: Change the policies and create the incentives to reinforce the downtown as the walking place, a safe place to bicycle and the preferred place to experience the action and attractions of Hope.

So, a great downtown helps contribute to and build a valued community that in turn attracts stable businesses, residents, and visitors, and that in turn creates a tax base to support the community, its amenities, and services, and so continues the cycle of success.



3.0 WHAT WE HEARD, SAW, AND FOUND

3.1 Public Engagement and Feedback

Community Workshop #1, April 26, 2023

The following is the workshop summary of the Downtown Hope Community Workshop that took place at the Legion on April 26, 2023, from 7:00 to 9:00 pm with approximately 20 residents in attendance at various times during the evening. The attendees were divided into two tables and asked to answer the following questions:

1. Where is the **heart(s)** of downtown?
2. What are **missing**?
3. What are **three big ideas**?

A summary of the results is outlined below:

Table 1

Two Hearts: Memorial Park #1 and the Recreation Centre #2.

Memorial Park Improvements: Make more seating in Memorial Park; add fountains; don't let people monopolize benches.

Incentives: Introduce a revitalization tax credit.

Façade Improvements: Need some controls for colours in the downtown and attractive facades. Reduce taxes with improvements.

Farmers Market: Location is ideal. Can we also use old grocery store lot?

Downtown Parking: Staff to park their vehicles off Wallace Street and reserve those parking spaces for customers. Continue free parking but time limits of 2 to 3 hours. There is not enough seniors or accessible parking.

Rotary Centennial Park: The waterfront park needs a walkway through the park.

Bus Parking: Need better parking signs and directions.

Old School Field: Great walking track.

Lighting: Year-round lighting for ambience and safety. Continue and enhance Christmas lighting.

Tenants: Tenants can't afford more increases in rents and associated costs.

Safety and Security: Need more policing, especially at night.

Mixed Use: Need more residential uses over commercial uses in the downtown.

Landlords: Need to buy into action plan.

Need a Unified Vision for Hope: What are we? Who are we?

Table 2

Memorial Park Heart: The park needs further enhancements.

Security: This is a continuing issue downtown, especially in Memorial Park. There needs to be more RCMP presence.

Downtown Core: Is 3rd Avenue to 4th Avenue along Wallace Street.

Sidewalks and Facades: Need to improve storefronts and attractiveness of downtown.

Housing: Need denser housing, more rental housing to attract people in the downtown area.



Downtown Community Engagement Workshop on April 26, 2023

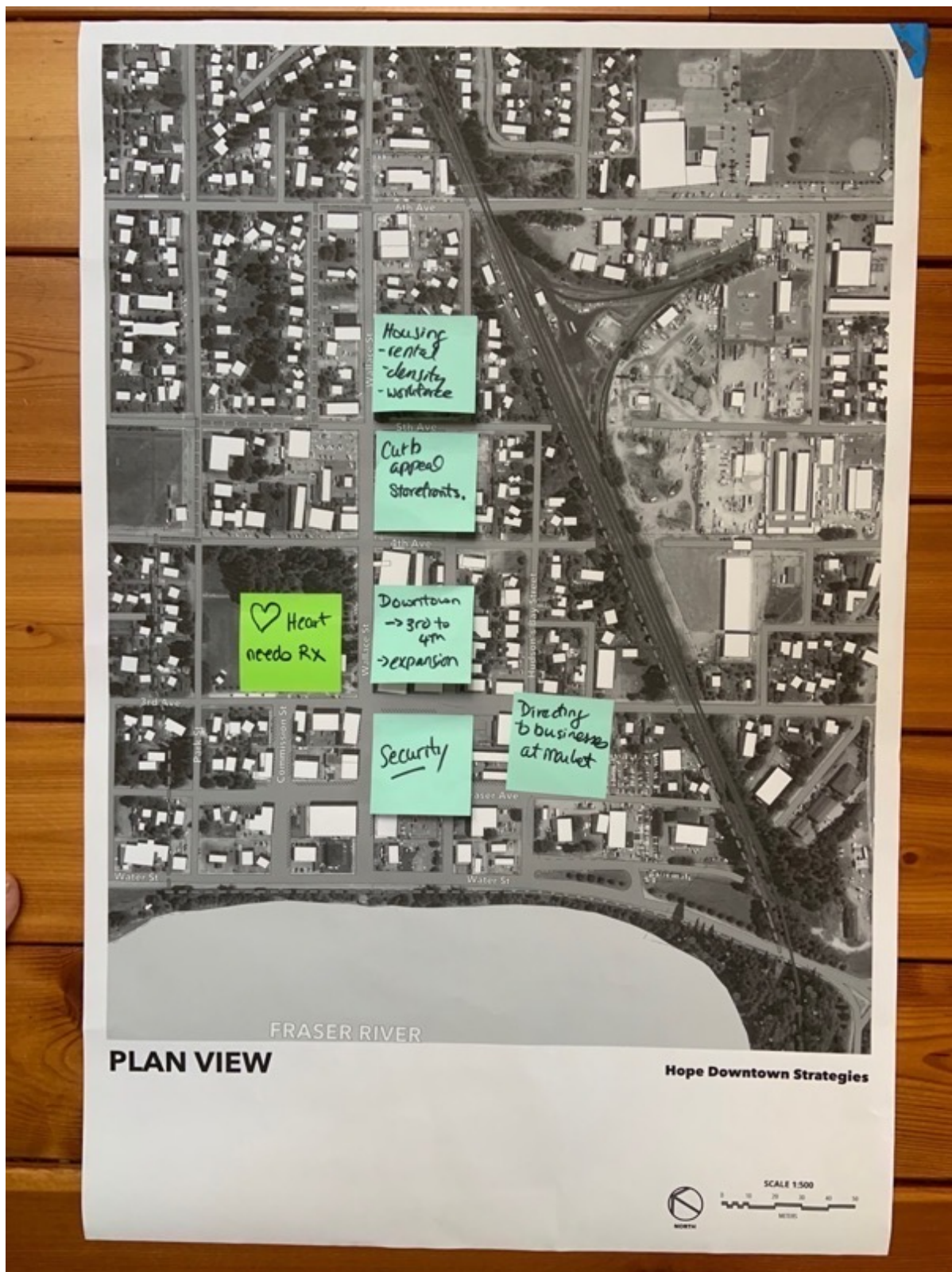


TABLE 1: Mapping at community meeting discussion points

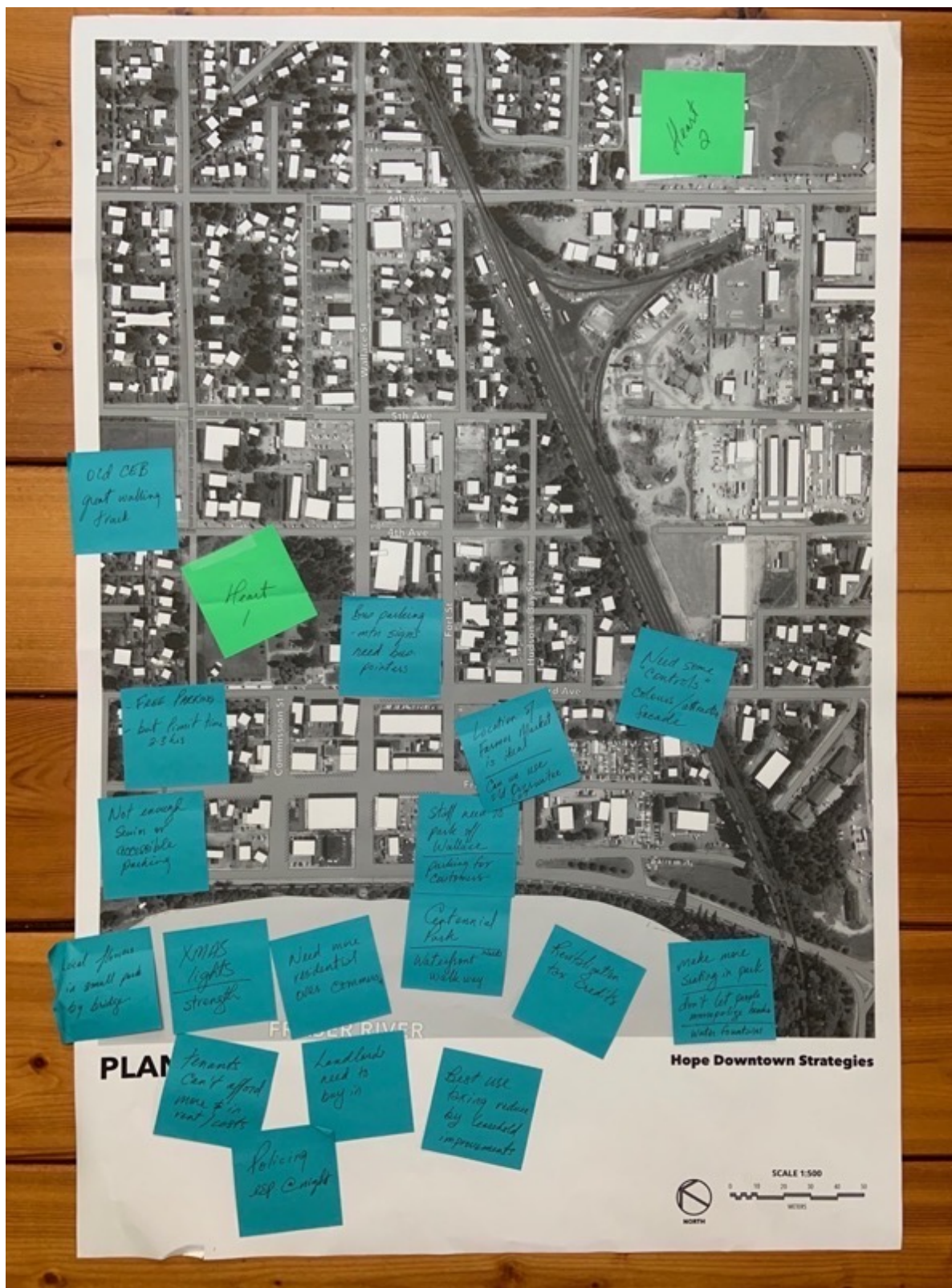


TABLE 2: Mapping at community meeting discussion points

Downtown Health Assessment Survey Results

The *Downtown Health Action Tool Assessment* (DHATA) developed by MVH Urban Planning & Design was used at the community workshop on April 26 to help assess the strengths and weaknesses of Hope's Downtown. The survey has 20 indicators that measure various aspects of downtowns from four lenses: social, economic, physical, and organization/leadership. The highest score for each of the indicators is 5 with the lowest score 1. The perfect score is 100, assuming all 20 indicators receive a perfect 5 score.

The following is a summary of the findings:

- 1. Participation and Scoring:** 14 people completed the assessment, noting the assessment was not a scientific survey but a tool to generate discussion, especially around strengths and weaknesses. The total score out of a possible 100 points ranged from 42 to 76 with an average of 57. The individual total marks were as follows: 42, 62, 60, 60, 76, 50, 62, 69, 64, 42, 61, 50, 60, 42.
- 2. General Indication:** This average score of 57 indicates a "Low to Medium Downtown". In other words, Hope's downtown is both weak and strong with many medium or "ok" scores.
- 3. Common Downtown Strengths:**
 - A clear downtown "Heart": Memorial Park.
 - Outdoor meeting places like Memorial Park.
 - Civic presence: District Hall.
 - Uniqueness and identity (mixed reviews but great potential).
- 4. Common Downtown Weaknesses:**
 - Few high values, high sales, and low vacancy properties.
 - No incentives to improve downtown for property owners and tenants.
 - No building unity and continuous elements.
 - Need stronger organization and leadership (although some believe there is).
 - The aspect of improving safety stood out as a common theme.
- 5. Mixed Reviews:**
 - Many variations in strengths and weaknesses emerged across the survey.
 - Organization and leadership had mixed reviews.
 - The general "medium" reviews signals potential for improvement and enhancements.

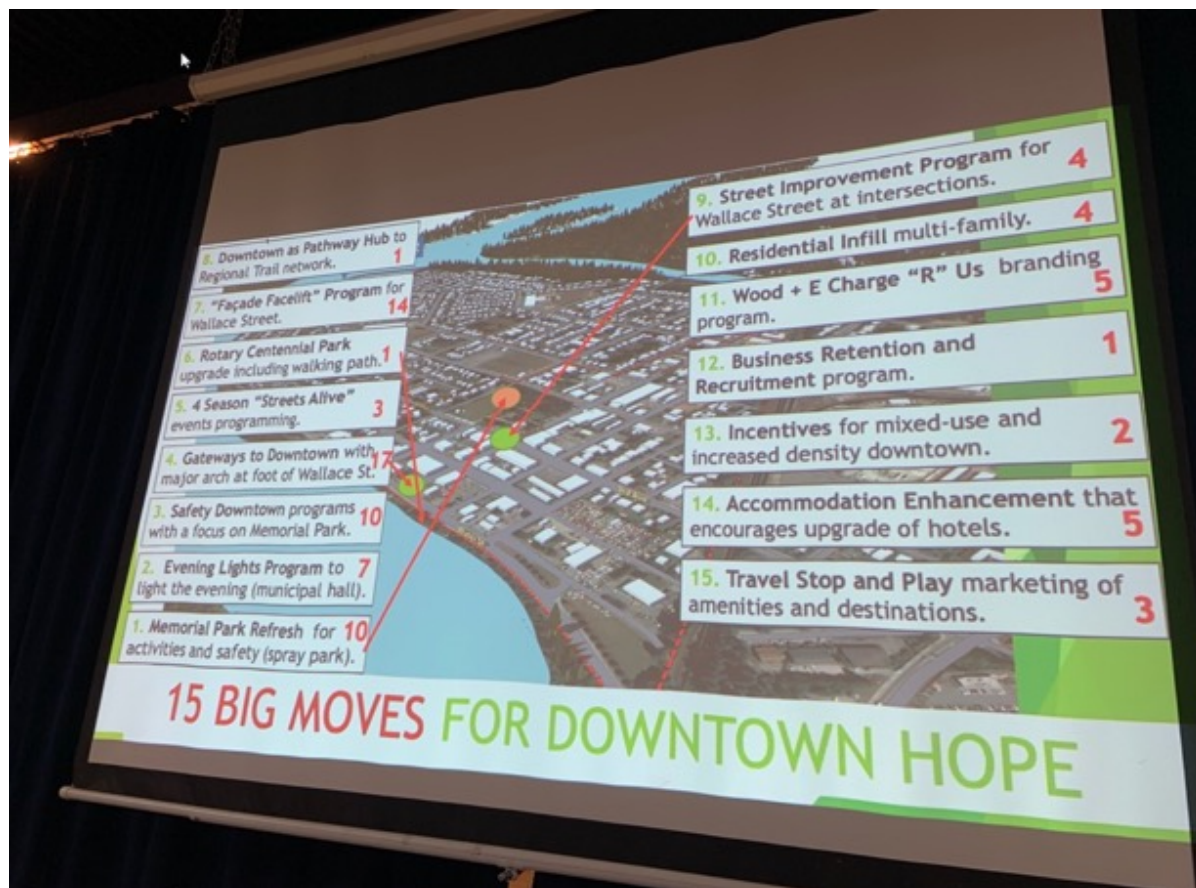
Downtown Action Planning Community Workshop June 20, 2023

A second community workshop was organized on June 20, 2023, from 7:00 pm to 9:00 pm at the Legion. Twenty-seven residents attended the downtown action planning workshop. Informed by previous consultation, MVH Planning & Design presented 15 BIG MOVES to catalyze downtown enhancement actions. Attendees were asked to each select their Top 3 initiatives for purpose of further focusing priority actions. Note that ranking is an indication of what is more important relative to other action initiatives and does not necessarily determine the order of implementation.

A top 5 was then chosen from participants top 3 results to include those others that ranked in the top category of preference:

Top 5

- 1) Gateways to Downtown
- 2) Façade Facelift Program
- 3) Safety Downtown
- 4) Memorial Park Refresh
- 5) Evening Lights Program



The above exhibit represents the top 5 ranking based on most points: Gateways, Façade Facelift, Safety, Memorial Park Refresh, and the Evening Lights Program rose to the top.

Attendees were then each assigned one of the Top 5 priorities for the purpose of further discussing, detailing, and prioritizing ideas within the assigned initiative. With attendees split into six tables, a 6th-ranked initiative was added: *Accommodation Enhancement*. Results of table discussion were as follows:

1) Gateways to Downtown

In order of priority: Water & 6th Welcome Poles, 6th and 3rd gateway, Exit 170 signage

2) Façade Facelift Program

Form and character improvement, 50% discount – paint and materials, use post-secondary school to generate design thematic, upgrade light standards.

3) Safety Downtown

Enforce existing bylaws, remove safety challenges, add more lighting.

4) Memorial Park Refresh

Spray Park, First Nations involvement – murals and stories, security and lighting, town events chalkboard, flower beds, tennis + pickleball, beer garden on court (Mountain Brewery...love local), park EV stations to nurture longer stays.

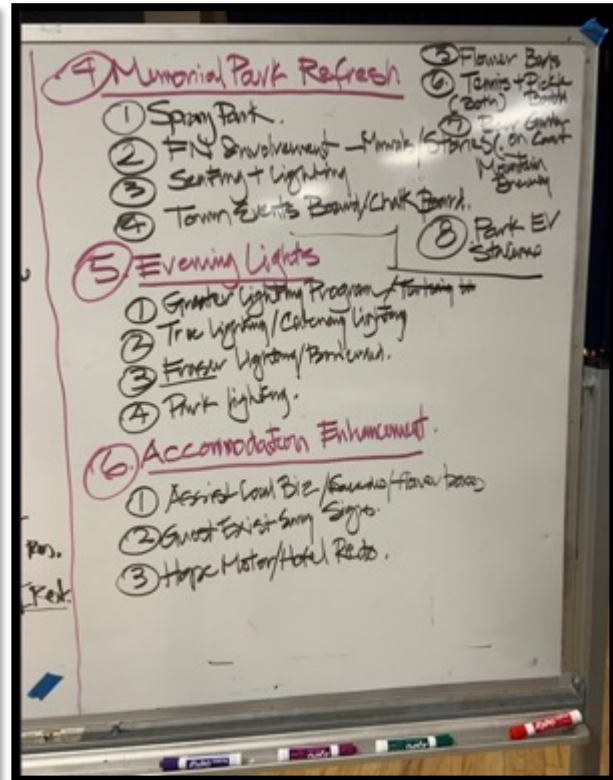
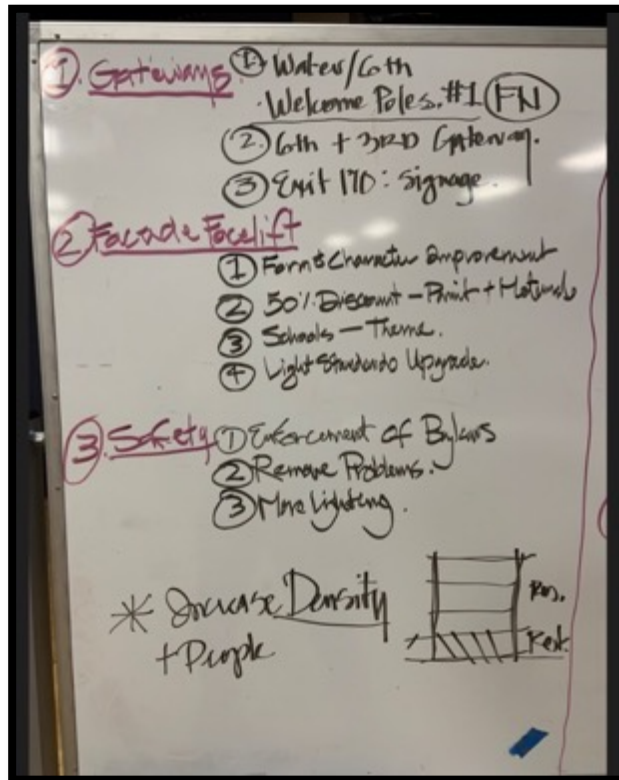
5) Evening Lights Program

Establish enhanced lighting program, tree lightnig, Fraser Street lighting/boulevard, park lighting. Consultant addition based on discussion – consider adding interactive lighting and storytelling. Examples with links:

- Downtown gaming centre – https://www.breezecreative.com/?gad=1&gclid=Cj0KCQjwmZeJBhC_ARIsAGhCqndnc6e3hiX7AkZG1L6gcpH53P-BbuNkpsxDlvdUJ6BM8kVtY7Mw4wYaAgpUEALw_wcB
- Outdoor escape room experiences - <https://www.cluedupp.com/>
- Outdoor projection mapping - <https://www.youtube.com/watch?v=AWeB0AWATIs>, <https://avalliance.com/projection-mapping-services/>
- Indoor active gaming centre - <https://activate.ca/> , <https://www.mtlblog.com/montreal/downtown-montreal-is-getting-6-new-interactive-installations-for-you-to-find-play-with>
- Indigenous - <https://www.mtlblog.com/quebec/quebec-has-a-new-enchanted-night-walk-through-the-forest-with-dazzling-light-displays>

6) Accommodation Enhancement

Assist local business/advisory group/flower boxes, guest survey, Hope Motor Inn demolition and redevelopment.



Community discussions at Downtown Action Planning Workshop on June 20, 2023.

Attendees at the June 20th Community Workshop were then asked to individually rank a Top 10 to provide further depth of prioritization. Ranking was aggregated and averaged to generate the following Top 10:

Top 10 Initiatives:

1. Gateways to Downtown
2. Façade Facelift Program
3. Safety Downtown Program
4. Wood Carving Capital of Canada
5. Evening Lights Program
6. Enhance Highway Travel Stop 'n Play Amenities and Amenity Marketing
7. Memorial Park Refresh
8. Street Improvement Program
9. Downtown as Pathway Hub and Hub Connector
10. Incentives for Mixed Use and Increased Density Downtown

Initiatives 11-15:

11. 4-Season Streets Alive Program,
12. Rotary Centennial Park Upgrade,
13. Residential Infill Program,
14. Accommodation Enhancement,
15. Business Retention & Recruitment.

Top 10 ranking moves accommodation enhancement down the list, while elevating “wood carving capital of Canada” compared to the Top 3 ranking exercise. It should be noted that lower-ranked initiatives are not unimportant. Rather, initiative ranking suggests attendees wish to focus on shorter term visible and tangible actions, while lower-ranked initiatives are largely bigger picture, longer-term initiatives.

3.2 Downtown Physical and Policy Analysis



Downtown Urban Form and Function Definition and Opportunities

- **Memorial Park** is the “Heart” and unique jewel of Hope’s Downtown. It is a unique, memorable feature. The diverse recreation programming and the huge evergreen trees are unique identifiers, complemented by the wood sculptures. Seldom is there a central park of this size in small downtowns. Jackson, Wyoming is another example. Many early towns and villages built in the 1600’s to 1800’s across North America had central parks in the downtown to graze their livestock and as a forecourt to the main church, termed as the “Commons” like the “Boston Common”. Most frontier towns in Canada did not have this central park feature or it was lost in redevelopment over the years.
- **Wallace Street** is the “Main Street” of Hope’s Downtown and requires upgrades, building infills, and façade facelifts as the streetscape and buildings are mostly tired and old. Some new uses and buildings located south of 3rd Avenue are an excellent addition but the downtown needs more diverse retail and restaurant offerings to establish it as a *destination* “Main Street” like Baker Street in Nelson, British Columbia. The core area of the Downtown is located south of 4th Avenue to Water Avenue. The balance from 4th to 6th Street appears to be “Uptown”, still part of the Wallace “Main” Street but of a different character. Wallace Street has vacant or underutilized lots in this Uptown stretch. These and other redevelopment sites in the central area offer opportunities for mixed-use redevelopment. These developments could be up to 3 to 4 stories that would help frame the street and create more continuous retail and other engaging street uses. The residential uses above commercial would bring more people to the area and provide more surveillance to the street for increased safety and security – termed “eyes on the street.” Reduced parking standards in tandem with multi-storey density would generate a much better redevelopment business model.
- **Rotary Centennial Park (waterfront park)** is separated by Highway 1 (Water Avenue) from the Downtown and is therefore largely inaccessible and underutilized. The “mighty” Fraser River is at the doorstep of the Downtown offering unique foreground and middle ground views of its dynamic river flow and features.
- **The Gateway opportunity** at the base of Wallace Street at Water Avenue provides for a wood arch extending over Wallace Street. This arch could be like the arch in Princeton, BC, and a bookend as the west entrance to the Hope/Princeton Highway 3 (*see photo on next page*).
- **3rd Avenue** has an extraordinary right-of-way width and provides unique landscape opportunities or special programming like the Farmers Market or other events that require street closure.
- **Redevelopment opportunities** are presented in many areas on the outside of Wallace Street as the land is underutilized or is of older building stock. The lots are ripe for redevelopment or infill

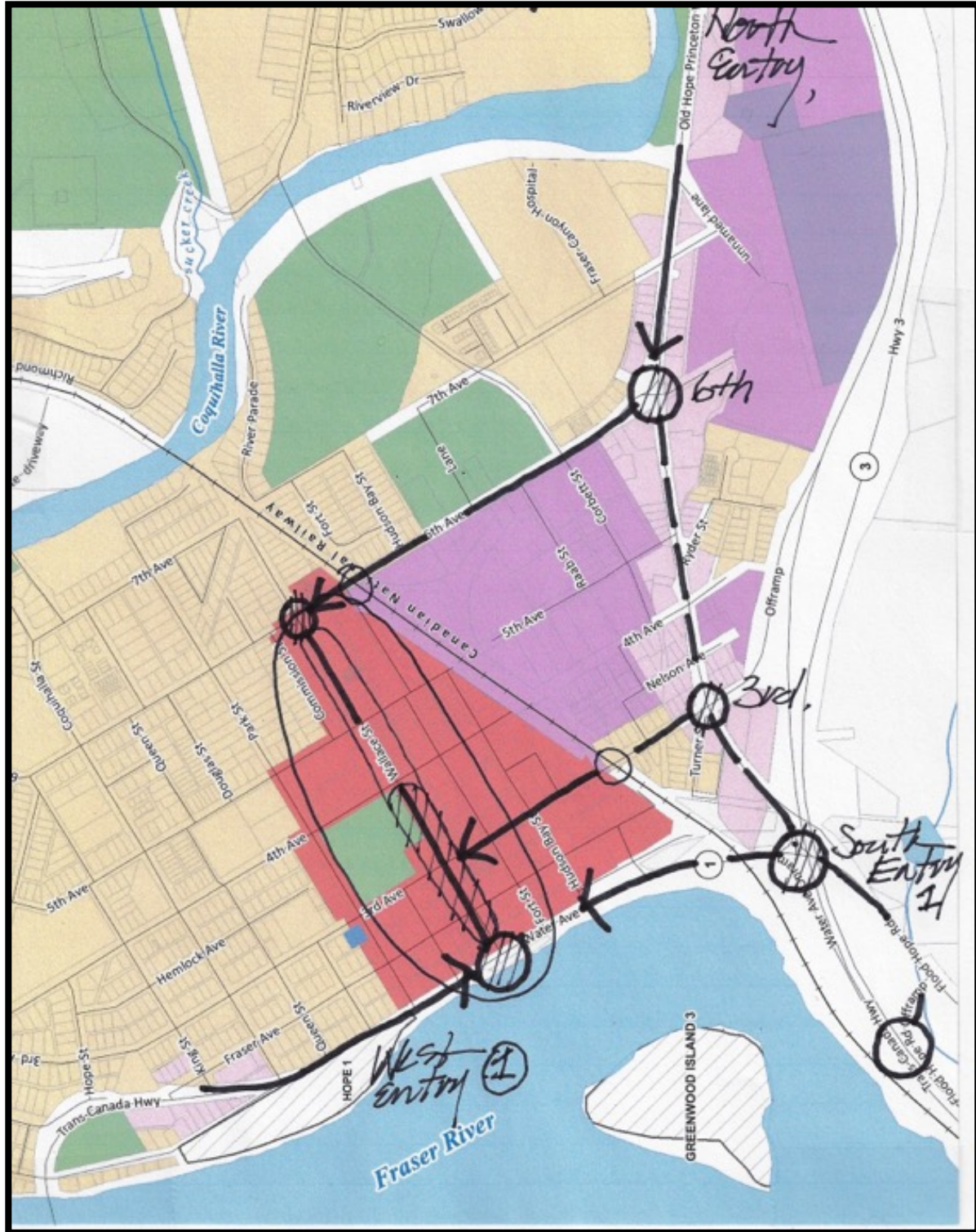
of more intense multi-family residential uses (both rental and ownership) up to 3 to 4 storeys (see map illustration below).



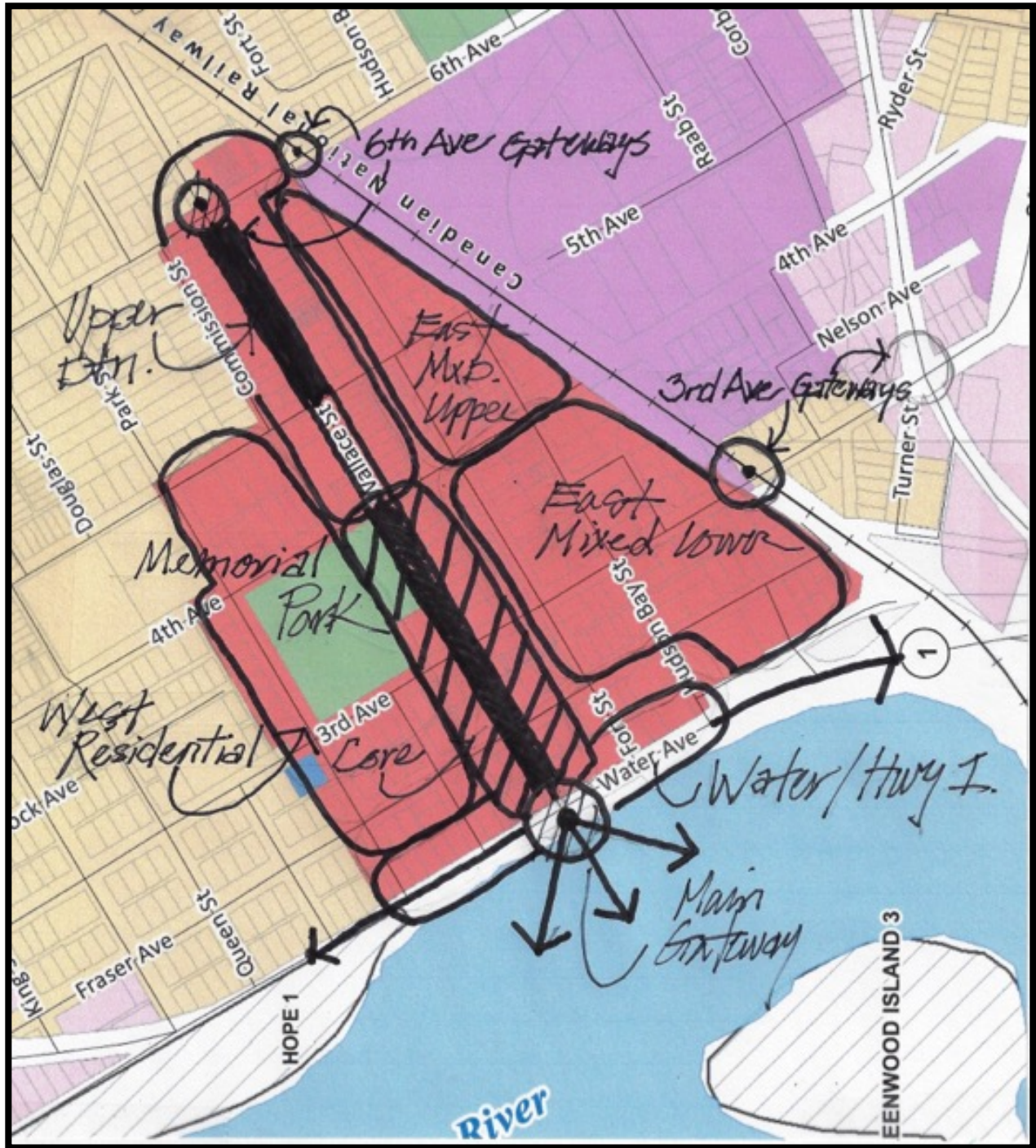
Hope's Downtown core area and adjacent areas offer excellent opportunities for infill and redevelopment as much of the land is underutilized or occupied by mature building stock. In this 3D map (above) the buildings are illustrated in white, further contrasting the vacant or underutilized parcels of land in and around the Downtown.



The Princeton gateway, Princeton, BC and the Old Strathcona gateway, Edmonton, Alberta (above) are examples of significant entrance feature designs for Downtown Hope.



Gateways to Hope (illustrated above): It is easy to bypass Hope's Downtown, although there are many entry points from Highway 1, as well as from 3rd and 6th Avenues along the Old Hope Princeton Way. The primary gateway is at the junction of Highway 1 (Water Avenue) and Wallace Street. The customer journey also begins on Highway 1, where east (Exit 170) and westbound MOTI green signs should add "Town Centre" or "Downtown" as per MOTI precedent elsewhere to direct a high traffic corridor more effectively.



Downtown Hope Characteristics (illustrated above) and adopted from Downtown designated area in IOCP

1. The downtown core area is highlighted by the Memorial Park "Heart" along Wallace Street and the area from 4th Avenue south to Water Avenue.
2. The main gateway is at the intersection of Water Avenue and Wallace Street.
3. Uptown is the area from 4th Avenue north to 6th Avenue along Wallace Street.
4. The area east of downtown is a mixed use residential and commercial area (upper and lower areas).
5. The area west of downtown is primarily a residential area that wraps around Memorial Park.



Wallace Street is car-centric with the only pedestrian focus at Memorial Park (looking south above 4th Avenue).



Limited sidewalk space for pedestrians along Wallace Street (east side of street looking north on 300 Block).



Hope Crime Prevention serves the community well, but further attention needs to be given especially to the Memorial Park area according to citizen feedback.



The Friday Famer's Market is a great addition to further activate the Downtown.

Integrated Official Community Plan (IOCP)

The *Integrated Official Community Plan* (2016) has policies and appropriate land use designations that support the Downtown initiatives recommended in this study. From supporting mixed use and higher densities on Wallace Street, to providing mixed land use designations, the intentions are broadly supported.

LAND USE DESIGNATION	INTENT & PURPOSE
Downtown Hope	The Downtown Hope designation is applied to the downtown core area and is intended as the District's primary business and public activity centre. It provides for a range of commercial uses (including retail, offices, and services), as well as civic and cultural uses, and mixed use – multi-family residential located in conjunction with commercial uses.

- | | |
|---------------|---|
| Objective 1.2 | To encourage the densification of the Downtown core to facilitate potential transit service. |
| Policy 1.2.1 | Encourage mixed-use commercial and residential uses in and around the downtown core through a Downtown Hope designation. |
| Policy 1.2.2 | Review the Zoning Bylaw to allow more flexibility of uses in the Downtown Hope designation to promote and support economic development. |

Extracts from the *Integrated Official Community Plan* (2016) above.

Zoning Bylaw

As noted above, in accordance with policy 1.2.2 of the IOCP, the Zoning Bylaw should be reviewed to permit more flexibility in the uses in Downtown Hope to advance residential intensification and economic development. On first review, this should include the following:

- 1) Addition of creator, temporary/pop-up and manufacturing-related permitted uses to enable craft manufacturing activities that animate the downtown core (e.g., brewpub, craft sausages, fudge-making), or enables temporary enterprise structures on vacant lots. Example definitions are provided as follows:

Brewers and distillers – minor

means the brewing or distilling of alcoholic beverages or alcohol products with alcoholic content exceeding one (1) percent by volume. This product must be licensed under *the Liquor Control and Licensing Act*. The public tasting and retail sales of alcohol product is limited to that which is produced on-site. All processes, functions and mechanical equipment associated with the use must be contained indoors. The total area for production must be limited to a maximum gross floor area of 5000 m².

Pop-up

means a Commercial Use that is temporarily located within an existing Building, temporary structure, or outdoors without significant or any modification to the Site. A pop-up use can include retail sales and service, food or beverage sales, artisan manufacturing by hand or with a limited level of automation, fitness instruction, outdoor theatre, or a combination of these uses provided all provincial health and safety regulations are adhered to and there is no impact beyond the Site. A pop-up use does not include Cannabis Retail, Livestock, or any service that is not same day.

Add Art Gallery – including studio as a permitted use.

Custom indoor manufacturing

means development used for small scale on-site indoor production of goods by hand; manufacturing primarily involving the use of hand tools and provided such developments have fewer than 5 production employees. Typical uses include but are not limited to jewellery, denture appliances, toy and musical instrument manufacturing, gunsmiths, pottery and sculpture studios, and food manufacture with retail activity.

- 2) Consideration of reduction or elimination of downtown and/or non-residential parking standards and parking in lieu payment requirement to better enable infill and revitalization business models that are currently deterred by parking standards that don't yield an adequate market ROI. Examples: City of Edmonton, Sandpoint (Idaho). Sample clause: PARKING REQUIREMENTS: There are no minimum parking requirements for developments within the C1 zone; however, developers should determine appropriate on-site parking requirements as needed to service the development. Note: completion of a parking

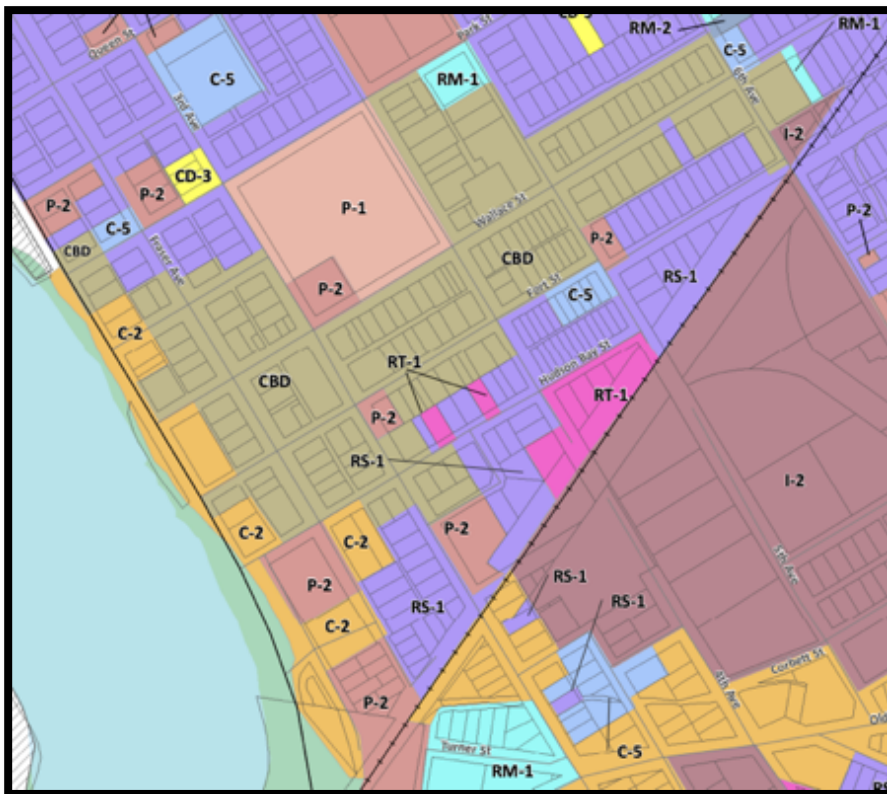
study using a tool as simple as Google Maps can be helpful to addressing fear that “there isn’t enough parking. E.g., Village of Fruitvale: “a Google Maps count of parking stalls (Figure 1) indicates there are 320 stalls in the downtown core. At 0.75 vehicles per capita in BC in 2017 (Src: <https://www.thestar.com/vancouver/2018/06/17/bc-drivers-registering-more-cars-despite-green-policies-like-the-carbon-tax-and-more-public-transit-options.html>) yielding a 1500 vehicle count in Fruitvale based on population, 21% of Fruitvale vehicles would have to be located downtown at all times to fill available parking. A daytime Google map count of use was 39, or 12% of stalls. This “over-parking” availability suggests there is considerable infill potential in downtown without impact to parking availability.”



3) Clarify mixed use to enable residential uses to potentially be behind retail on a main floor vs only 2+ floor to enable business models for long-depth lots. MIXED USE: A mixed-use building incorporating residential and other uses shall provide a commercial use on the first floor which must occupy a minimum of 90% of any street frontage and a minimum of 50% of the gross floor area of the main floor.

IOCP LAND USE DESIGNATION	COMPATIBLE ZONING CATEGORIES
Downtown Hope	CBD Downtown Commercial
	P-2 Institutional
	RS-1 Single Family Residential
	RS-2 Compact Single Family Residential
	RT-1 Two Family Residential
	RM-1 Multiple Family Residential
	C-2 Highway Commercial
	C-4 Neighbourhood Public House
	C-5 Commercial Transition
	RM-2 Ground Oriented Multiple Family Residential
	RS-1S Single Family Residential with Secondary Dwelling
	RS-1T Single Family Residential with Secondary Suite

Extract from the *Integrated Official Community Plan (2016)* above.



Zones in the downtown (excerpt above) should be reviewed to permit more flexibility for residential intensification and economic development (as per policy 1.2.2 of the *Integrated Official Community Plan*).

Off-Street Parking Spaces Required for Commercial Use	
Use	Minimum Number of Off-Street Parking Spaces
<i>Liquor primary use</i> (bar, neighbourhood pub, cocktail lounge, night club)	1 per 3 seats
<i>Marina or dock</i>	1 per boat space
<i>Medical or dental office, veterinary clinic</i>	1 per 25 m ² floor area
<i>Office</i> (Business or professional office)	1 per 30 m ² floor area
<i>Recreational accommodation</i> (campground, holiday park)	1 per sleeping unit, plus 1 visitor parking space per every 3 sleeping units
<i>Restaurant</i> (café, coffee shop, delicatessen, fast food outlet)	1 per 4 indoor seats with a minimum of 3 for employees, plus 1 additional space for every 12 seasonal outdoor seats
<i>Retail uses</i> (general store, financial institution, nursery, commercial service use, retail sale of cannabis) (AM#1443).	1 per 20 m ² floor area, excluding any storage area
<i>Tourist accommodation</i> (hotel, motel or motor inn, holiday or tourist cabin)	1 per sleeping unit
<i>Vehicle services</i> (service station, vehicle sales or rental operation, vehicle service or repair, commercial vehicle storage)	1 per 2 employees, plus 2 per service bay

The Parking Standards should also be reviewed to ensure parking is not a deterrent to redevelopment of mixed-use buildings.

Trails Master Plan

The *Hope Trails Master Plan* (HTMP) was completed in 2019 and details the existing and potential rich trail network in and around Hope. The variety of immediately adjacent trail systems is strongly differentiating as tourism product (highly accessible and affordable multi-use trail mecca with an extensiveness, uniqueness (railway, starting point for the Fraser Canyon to Coast Trail and ruggedness that could be special when this vision is realized). There is an opportunity to create a central orientation point in Downtown Hope that is a symbolic “Trailhead” for the surrounding trails where hikers can meet and obtain detailed information on the options and choices. Obviously, the *Information Centre for Advantage Hope* is a great resource but could be further complemented with an outside meeting area/shelter, possibly in Memorial Park by the bus shelter on the south side or a similar convenient rendezvous point.

2	REGIONAL DESTINATION TRAILS	25
MAP 3	Coquihalla Summit	26
A	Needle Peak and Flatiron Trail.....	28
B	Yak Peak Route.....	32
MAP 4	Illal Meadows	36
A	Illal Meadows Trail	38
MAP 5	1849 HBC Heritage Trail.....	42
A	HBC Heritage Trail.....	44
MAPS 6.1/6.2	KVR: Coquihalla Summit to Othello Tunnels South & North.....	48
A	KVR Connector Route.....	52
B	Ladner Trestle.....	57
MAP 7	Mt Hope/Wells Peak.....	62
A	Mt Hope/Wells Peak.....	64

This excerpt (above) from the *Hope Trails Master Plan* table of contents (2019) illustrates the “world class” hiking in the Hope area. Providing a symbolic “Trailhead” outdoor meeting area in Downtown Hope for orientation, could be a central rendezvous point to explore trails in and around Hope. The initiative could be coordinated by Advantage Hope.

Connect Trails Master Plan with Downtown Hope

A complementary BIG idea is to “connect the dots” between in-community *Trails Master Plan* implementation with a formalized multi-use connector through the downtown. The challenge posed by the *Trails Master Plan* is an informal connection between pathway systems on each of the Fraser and Coquihalla Rivers. If we thought big about Wallace or an adjacent street alignment, why not formalize a multi-use path connector between the two? This action would more effectively promote a park-and-stay tourist visit (and resident quality of life) for e.g., because there’s 9K of linked pathways vs two separate systems and an imagination you need to have through downtown (less kid-friendly etc.). At the same time, create a “trailhead” at Memorial Park both for regional trails bikers and touring bicyclists. This “trailhead” would be the meeting place or a destination for trail and road bike enthusiasts.



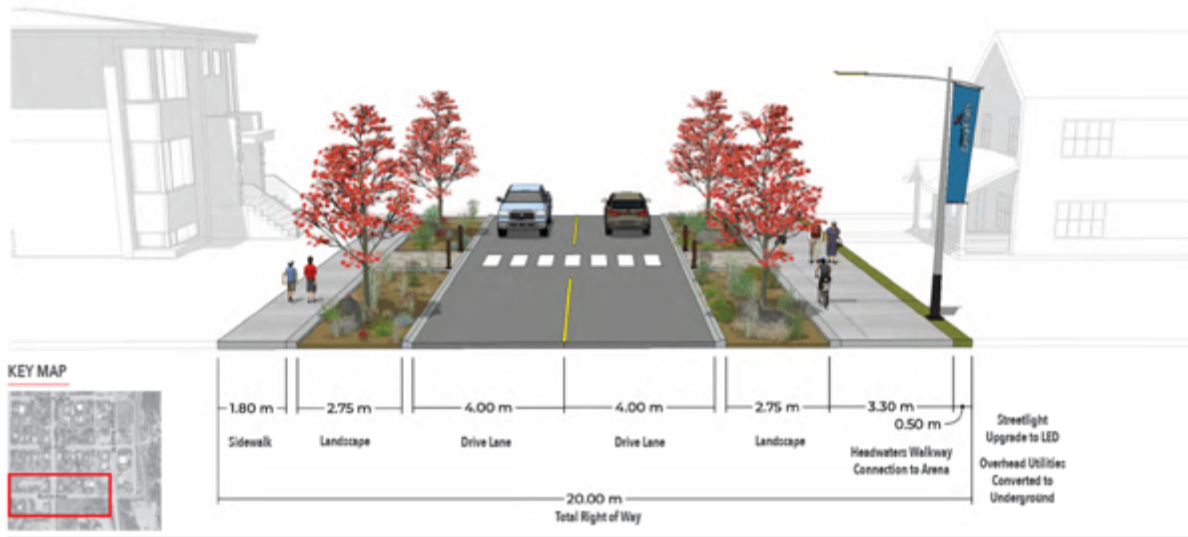
Potential Trail Connections at south end and north end of Wallace Street in Downtown Hope

Examples of dedicated multi-use paths in urban environments



Village of Canal Flats Downtown Plan: removal of angle parking to free more right of ways for wider pedestrian system with a demarcated bike lane.

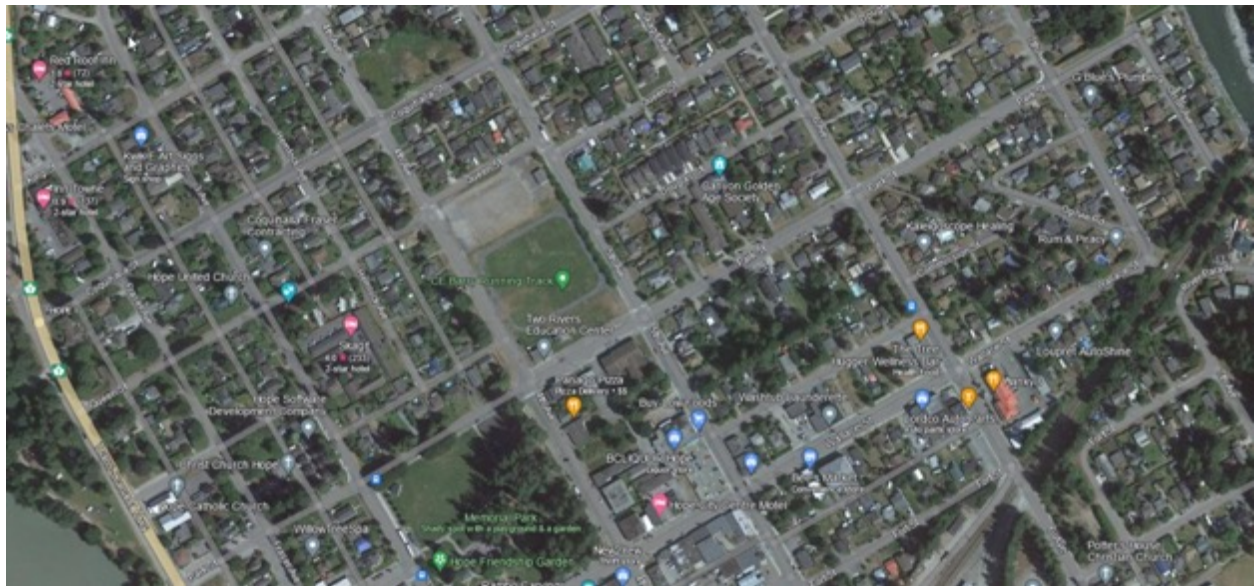
BURNS AVENUE (LOOKING WEST)



e.g., Edmonton



An implementation example concept is closure of Park to 3rd Avenue to get an off-street connector into Memorial Park. Add an interesting 4-way intersection at 4th Avenue linking the two central parks. Create a dedicated multi-use path remainder of Park Street to Coquihalla River. This would have the effect of building a second interesting street downtown...atmospheric...which could position for mixed use infill along Park St. and around the two parks.



Of note, an MRDT can – under special permission – include capital expenditure. Current MRDT revenue is \$250K/year. Using rough estimates, a 3% MRDT at 3% x 800 rooms x \$100 summer (90 days) x 800 x \$80 shoulder/winter (275 days) at 50% total occupancy rate (average summer/shoulder/winter) = \$370,000 MRDT revenue annually. The District of Hope could approach the Province to consider a capital expenditure for trail connector activity in-Hope HUB CONNECTOR initiative, and as the end component of the Fraser Canyon to Coast Trail (waterfront to Silver Creek).

As the MRDT program is intended to primarily fund tourism marketing, programs and projects, consideration will only be given in special circumstances to the financing of capital expenditures (other than affordable housing) such as new tourism facilities or infrastructure. Proposals for capital spending must be included in the designated recipient's Five-Year Strategic Business Plan and must demonstrate strong local stakeholder support in order to be considered as an authorized use of MRDT program funds. A business case must be provided, including budget, for each capital project and all capital projects must be completed within the current Five-Year Strategic Business Plan time period. These proposals will be approved on a case-by-case basis by the Province of British Columbia ("the Province".)

3 | Page



Municipal and Regional District Tax Program Requirements – Summer 2021

Applicants must contact Destination British Columbia program staff prior to submitting an application including capital expenditures (refer to Section 13: Further Information). Refer to Section 8 for information required for affordable housing initiatives.

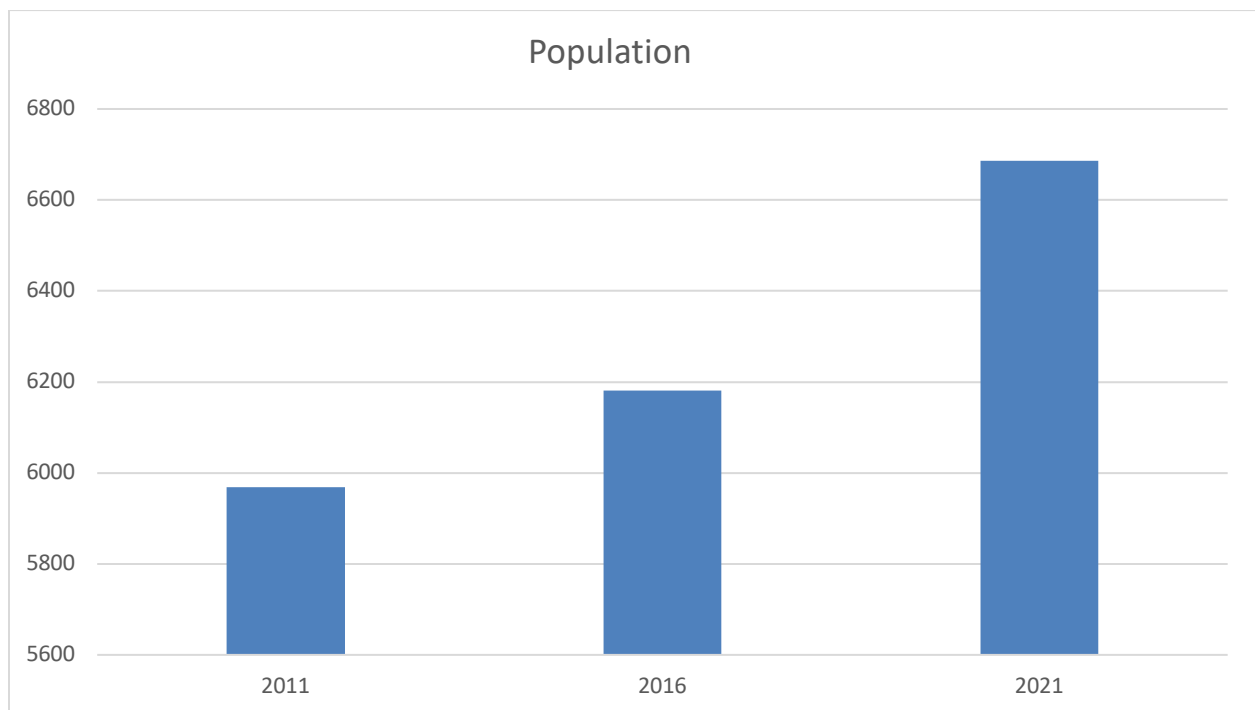
3.3 Downtown Market Analysis: Demand Factors

CONCLUSION: HOPE AND ITS DOWNTOWN IS UNDERPERFORMING RELATIVE TO MARKET DEMAND FACTORS. MARKET ANALYSIS SUPPORTS EARLY STAGES OF BUSINESS CASES FOR EXPANDED RETAIL AND SERVICES ACTIVITY IN HOPE, AND DOWNTOWN HOPE.

Hope's demand factors suggest robust potential to capture consumer spending and generate economic development. Downtown enhancement initiatives would create a positive cycle of additional market capture. However, key indicators like below average hotel ratings and uptown business mix suggestive of compromised investment economics, suggests potential is not being realized.

1) Population

The District of Hope has healthy population growth.



Metro Vancouver Rank (24 Communities)

- # growth: 14
- % growth: 21

2) Business Mix

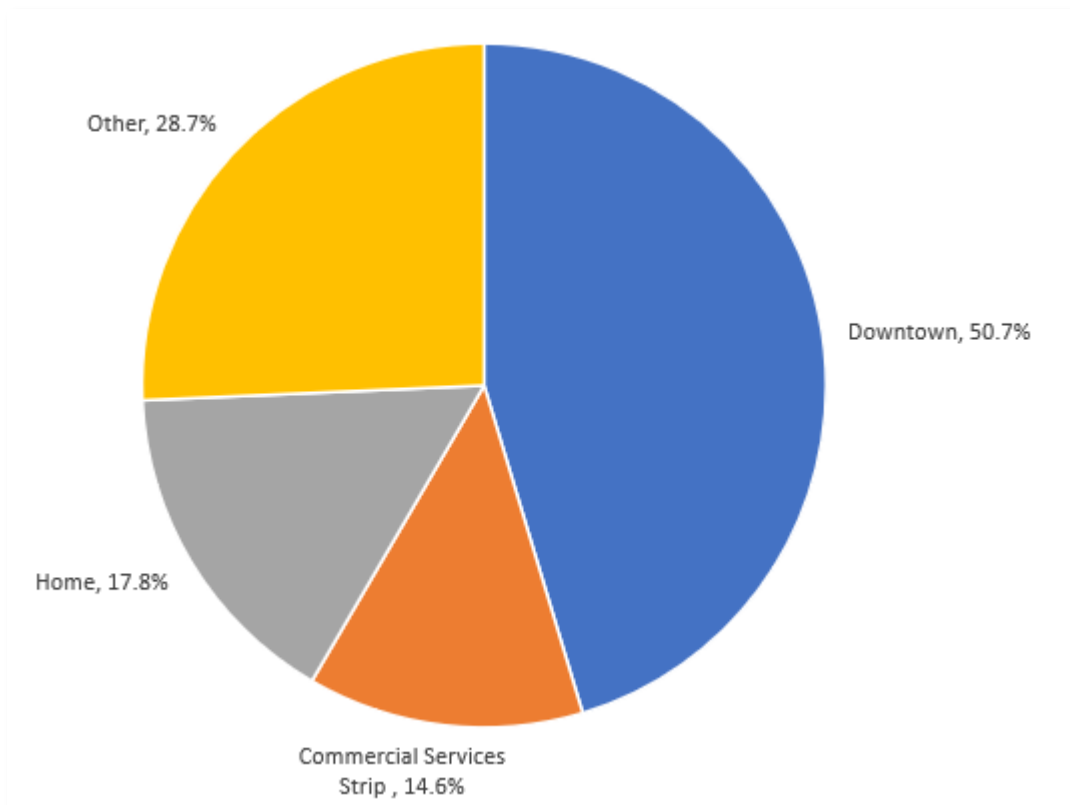
The physical geography of Hope's commercial core has a distinct "downtown" vs "commercial services" (Old Hope Princeton Way). Downtown has a feel for locals and is more atmospheric/pedestrian. Commercial services have a feel for selected land-extensive local shopping requirements (e.g., grocery) with strong focus on vehicle-drive, highway-related "fast" commercial services. Hotel accommodation is roughly equally split between the downtown and commercial services strip. There is poor pedestrian/sign/visual connectivity between the two – to the detriment of both in terms of leveraging greater downtown spending.

By NAICS code the downtown and commercial service strip have distinctive functionality. The downtown is the professional, scientific, and technical services and healthcare/social assistance heartbeat of the community. Retail activity – which is a core of downtown animation – is evenly split between downtown and the highway commercial node. Sixty percent of activity in the commercial services strip consists of retail and accommodation and food services vs 34 percent in the downtown. A reverse ratio would be preferable for a vibrant downtown core. The downtown would benefit from far more proportional presence of retail, high-experience accommodation, and food services activity – with professional and healthcare services assuming a small role and/or second floor location.

DOWNTOWN			
NAICS Canada 2017 Classification			
NAICS Cat	Sector	Number of Businesses	# of total
11	Agriculture, forestry, fishing and hunting	0	0.0%
21	Mining, quarrying, and oil and gas extraction	0	0.0%
22	Utilities	0	0.0%
23	Construction	14	7.4%
31-33	Manufacturing	4	2.1%
41	Wholesale trade	2	1.1%
44-45	Retail trade	34	18.0%
48-49	Transportation and Warehousing	4	2.1%
51	Information and cultural industries	5	2.6%
52	Finance and insurance	1	0.5%
53	Real estate and rental and leasing	7	3.7%
54	Professional, scientific and technical services	22	11.6%
55	Management of companies and enterprises	4	2.1%
56	Administrative and support, waste management and remediation services	10	5.3%
61	Educational services	3	1.6%
62	Health care and social assistance	14	7.4%
71	Arts, entertainment and recreation	3	1.6%
72	Accommodation and food services	31	16.4%
81	Other services (except public administration)	31	16.4%
91	Public administration	0	0.0%
Total		189	
Unclassified		2	

COMMERCIAL SERVICES STRIP		
NAICS Canada 2017 Classification		
NAICS Code	NAICS Sector	
		Number of Businesses % of total
11	Agriculture, forestry, fishing and hunting	1 1.8%
21	Mining, quarrying, and oil and gas extraction	0 0.0%
22	Utilities	0 0.0%
23	Construction	8 10.9%
31-33	Manufacturing	2 3.6%
41	Wholesale trade	0 0.0%
44-45	Retail trade	9 16.4%
48-49	Transportation and Warehousing	2 3.6%
51	Information and cultural industries	0 0.0%
52	Finance and insurance	0 0.0%
53	Real estate and rental and leasing	1 1.8%
54	Professional, scientific and technical services	0 0.0%
55	Management of companies and enterprises	0 0.0%
56	Administrative and support, waste management and remediation services	2 3.6%
61	Educational services	0 0.0%
62	Health care and social assistance	1 1.8%
71	Arts, entertainment and recreation	0 0.0%
72	Accommodation and food services	24 43.6%
81	Other services (except public administration)	7 12.7%
91	Public administration	0 0.0%
	Total	55
	Unclassified	1

Business Location



3) Industry Profile

Industry and occupation profiles can be relevant to thinking about a dynamic future for downtown. Of relevance to downtown considerations, Hope has comparative (to Vancouver CMA) over-representation in retail, accommodation & food services industry, and sales and service occupations. This can be expected in context of Hope's location on the TransCanada Highway as the gateway to the Coquihalla (west) and Metro Vancouver (east) – which makes Hope a natural stopping place. However, these are lower wage industries and related occupations. To support these lower wage industries and occupations that are core to downtown vibrancy requires pursuit of deeper housing choice and affordability options to be able to generate labour needed to sustain accommodation, food services, and retail businesses. Downtowns are natural locations for housing affordability and choice given infill, densification, and mixed use are more tolerated than other locations in communities.

INDUSTRY	Hope	%	Vancouver CMA	%	BC	%	Canada	%
Total	2725		1435305		2603110		18823480	
Agriculture, Forestry, Fishing, Hunting	100	3.7%	12760	0.9%	60320	2.3%	434800	2.3%
Mining, Quarrying, Oil and Gas Extraction	35	1.3%	4030	0.3%	24955	1.0%	239030	1.3%
Utilities	30	1.1%	8120	0.6%	14820	0.6%	147750	0.8%
Construction	290	10.6%	114600	8.0%	234345	9.0%	1469085	7.8%
Manufacturing	220	8.1%	83255	5.8%	152790	5.9%	1540490	8.2%
Wholesale	50	1.8%	54360	3.8%	80165	3.1%	610295	3.2%
Retail	390	14.3%	159825	11.1%	301060	11.6%	2149640	11.4%
Transportation/Warehousing	140	5.1%	86180	6.0%	142230	5.5%	981030	5.2%
Information/Cultural Industries	40	1.5%	55000	3.8%	71295	2.7%	200460	1.1%
Finance and insurance	80	2.9%	66980	4.7%	95560	3.7%	815225	4.3%
Real estate	45	1.7%	38130	2.7%	59155	2.3%	343940	1.8%
Professional, Scientific, Technical Services	125	4.6%	160590	11.2%	238650	9.2%	1571160	8.3%
Management of Companies	15	0.6%	4050	0.3%	5785	0.2%	45455	0.2%
Administration, Waste Management, Remediation	105	3.9%	59880	4.2%	110295	4.2%	792600	4.2%
Education	135	5.0%	110765	7.7%	192855	7.4%	1413320	7.5%
Health Care and Social Assistance	345	12.7%	163115	11.4%	319525	12.3%	2446370	13.0%
Arts, Entertainment, Recreation	50	1.8%	32895	2.3%	60755	2.3%	350710	1.9%
Accommodation and Food Services	260	9.5%	96660	6.7%	182105	7.0%	1085270	5.8%
Other Services	135	5.0%	61285	4.3%	113780	4.4%	797935	4.2%
Public Administration	145	5.3%	62815	4.4%	142730	5.5%	1188915	6.3%

OCCUPATIONS	Hope	%	Vancouver CMA	%	BC	%	Canada	%
Total	2725		1435305		2603110		18823480	
Management	45	1.7%	20140	1.4%	32255	1.2%	254760	1.4%
Business, Finance & Admin.	295	10.8%	274800	19.1%	446160	17.1%	3303180	17.5%
Natural/Applied Sciences	115	4.2%	137100	9.6%	209185	8.0%	1587980	8.4%
Health	205	7.5%	103155	7.2%	199185	7.7%	1504100	8.0%
Social Science, Educ., Gov't, Religion	330	12.1%	167840	11.7%	309360	11.9%	2322345	12.3%
Art, Culture, Recreation	55	2.0%	74525	5.2%	110585	4.2%	596785	3.2%
Sales/Service	825	30.3%	366180	25.5%	666705	25.6%	4616050	24.5%
Trades, Transport, Equip. Operators	640	23.5%	227715	15.9%	469450	18.0%	3239500	17.2%
Primary Industry (natural resources, ag and rel)	115	4.2%	18980	1.3%	72075	2.8%	541235	2.9%
Manufacturing/Utilities	100	3.7%	44875	3.1%	88155	3.4%	857540	4.6%
	2725		1435310		2603115		18823475	

4) Housing Cost

Hope has a deep housing affordability value proposition. Median dwelling value is 43% lower than the Vancouver CMA while median total household income is only 54% lower than the Vancouver CMA. Median monthly shelter costs for rented dwellings are 63% of the Vancouver CMA median. At a median rental cost of \$950/month, the monthly salary to meet the standard 30% of income affordability measure is approximately \$18/hour. This hourly wage can support the labour force supply for the local service industry that is the predominant labour supply for the Downtown. However, prices have been rising in Metro Vancouver and Hope will have to work hard to protect and deepen its ability to generate housing for the local service industry.

Hope			Vancouver CMA	
Median monthly shelter costs for owned dwellings (\$) ⁶⁵	725	55% lower	Median monthly shelter costs for owned dwellings (\$) ⁶⁵	1,620
Average monthly shelter costs for owned dwellings (\$) ⁶⁵	1,071	46% lower	Average monthly shelter costs for owned dwellings (\$) ⁶⁵	1,980
Median value of dwellings (\$) ⁶⁶	600,000	43% lower	Median value of dwellings (\$) ⁶⁶	1,050,000
Average value of dwellings (\$) ⁶⁶	595,500	54% lower	Average value of dwellings (\$) ⁶⁶	1,304,000
Median total income of household in 2020 (\$)	64,000	29% lower	Median total income of household in 2020 (\$)	90,000

Median monthly shelter costs for rented dwellings (\$) ⁶⁵	950
Average monthly shelter costs for rented dwellings (\$) ⁶⁵	1,020

Median monthly shelter costs for rented dwellings (\$) ⁶⁵	1,500
Average monthly shelter costs for rented dwellings (\$) ⁶⁵	1,624

5) Household Expenditure

Hope's population is big enough to sustain significant local spending. While some consumer spending leakage to Chilliwack in particular - given there is no big box retail presence in Hope – can be expected, Hope's 30-minute drive to nearest larger scale retail will reduce spending leakage. Spending patterns can provide some insight to retailers re consumer market size in specific consumer spending categories.

ANNUAL HOUSEHOLD EXPENDITURE				
Average Household Expenditure, 2019 (latest data available)				
		British Columbia 2019 *	Private Dwellings (2021)	Estimated Annual Hope Consumer
Total Expenditure		102091	3243	331,081,113
Total Current Consumption		77511		251,368,173
Food purchased from stores		7553		24,494,379
Food purchased from restaurants		3086		10,007,898
Shelter		23874		77,423,382
Principal		21582		69,990,426
Rented living quarters		5010		16,247,430
Owned living quarters		14357		46,559,751
Water, fuel, electricity for principal		2216		7,186,488
Other accommodation		2291		7,429,713
Household operation		5938		19,256,934
Communications		2964		9,612,252
Household furnishings and equipment		2540		8,237,220
Household furnishings		1095		3,551,085
Household equipment		1320		4,280,760
Household appliances		613		1,987,959
Clothing and accessories		3691		11,969,913
Transportation		14259		46,241,937
Private		12194		39,545,142
Public		2064		6,693,552
Healthcare		3209		10,406,787
Personal care		1376		4,462,368
Recreation		5247		17,016,021
Recreation equipment and related services		1210		3,924,030
Home entertainment equipment and related services		245		794,535
Recreation services		2676		8,678,268
RVs and associated services		1115		3,615,945
Education		2357		7,643,751
Reading/printed materials		182		590,226
Tobacco products/alcoholic beverages		1782		5,779,026
Games of chance		119		385,917
Miscellaneous		2298		7,452,414
Income taxes		15784		51,187,512
Personal insurance payments/pension contributions		4970		16,117,710
Gifts of money, alimony and contribution to charity		3826		12,407,718
* Src: http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/famil130k-eng.htm				
BC spending is 18% higher than Canada.				

6) Work Patterns

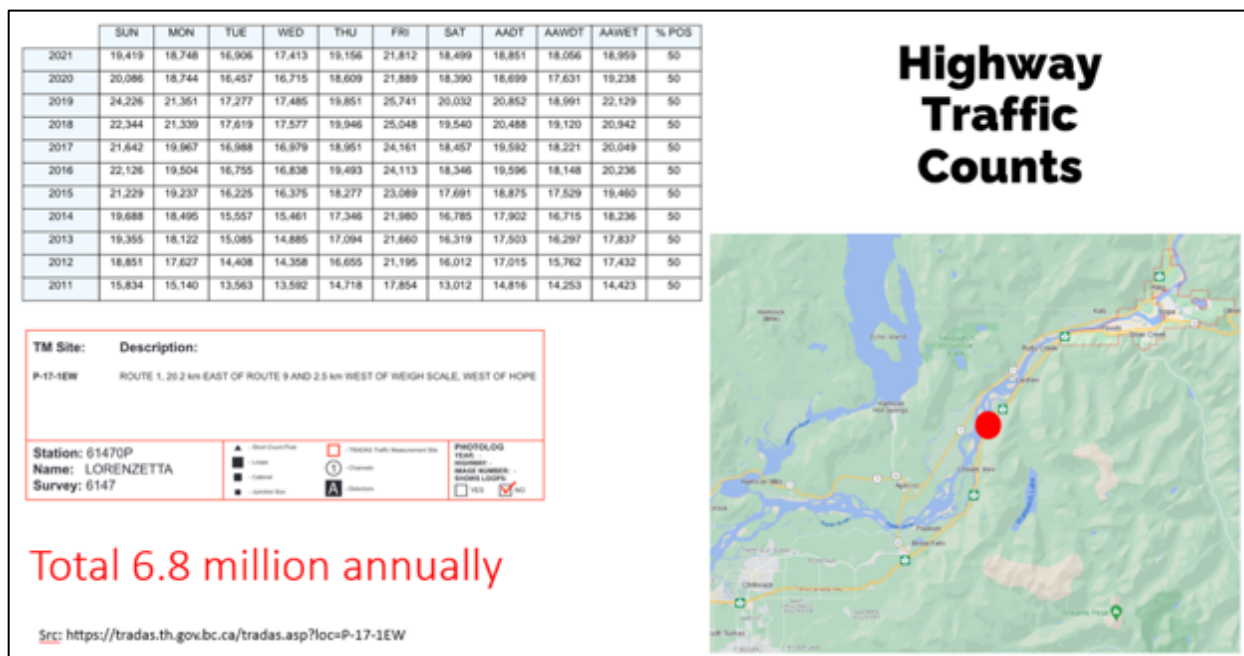
In the context of household expenditure, spending capture and leakage insights can be acquired via work patterns that determine how much of the Hope labour force remains in Hope to work – and further how many people might come into Hope for work. Hope has a healthy retention of daily workforce at 62% of the total Hope workforce. The remainder 38% commute outside Hope for work, or have no fixed workplace address (e.g., transportation). In addition, 28% of total jobs in Hope are held by those who drive into Hope for work.

% HOPE LABOUR FORCE WORKING IN HOPE			
2021			
62			
1535 divided by 2470			
<i>Note: work from home plus Hope workforce that stays in Hope to work divided by total Hope resident workforce</i>			
WORK PATTERNS	2021	% of total Hope jobs	% of total Hope-related workforce
# who stay in Hope*	1535	71.6%	49.8%
# coming into Hope to work	610	28.4%	19.8%
<i>Total</i>	<i>2145</i>		
# who leave Hope for work**	935	43.6%	30.4%
Total Hope-related workforce	3080		
Place of Work - 2021			
	Hope		
Employed workforce age 15 years plus	2470		
Worked at home	385		
Worked outside Canada	0		
No fixed workplace address	435		
Worked at usual place	1650		

<i>Worked At Usual Place Outflow</i>		% of worked at usual place	% of total employed workforce
Hope	1150	69.7%	46.6%
Chilliwack	165	10.0%	6.7%
Kent	60	3.6%	2.4%
Surrey	55	3.3%	2.2%
Abbotsford	50	3.0%	2.0%
Richmond	20	1.2%	0.8%
Vancouver	20	1.2%	0.8%
Burnaby	20	1.2%	0.8%
Whistler	10	0.6%	0.4%
Wood Buffalo	10	0.6%	0.4%
Mission	10	0.6%	0.4%
Other	80		20.8%
Total	1650		
Excluding Hope	500		
<i>Worked at Usual Place Inflow</i>		% of worked at usual place	% of total employed workforce
Hope	1150	65.3%	46.6%
Chilliwack	275	15.6%	11.1%
Kent	65	3.7%	2.6%
Fraser Valley B	60	3.4%	2.4%
Abbotsford	40	2.3%	1.6%
Harrison Hot Springs	25	1.4%	1.0%
Fraser Valley D	15	0.9%	0.6%
Maple Ridge	15	0.9%	0.6%
Ohamil 1	15	0.9%	0.6%
Surrey	15	0.9%	0.6%
Vancouver	15	0.9%	0.6%
Albert Flats 5	10	0.6%	0.4%
Chawathil 4	10	0.6%	0.4%
Langley	10	0.6%	0.4%
Lukseetsissum	10	0.6%	0.4%
Schkam 2	10	0.6%	0.4%
Seabird Island	10	0.6%	0.4%
Stullawheets	10	0.6%	0.4%
Total	1760		

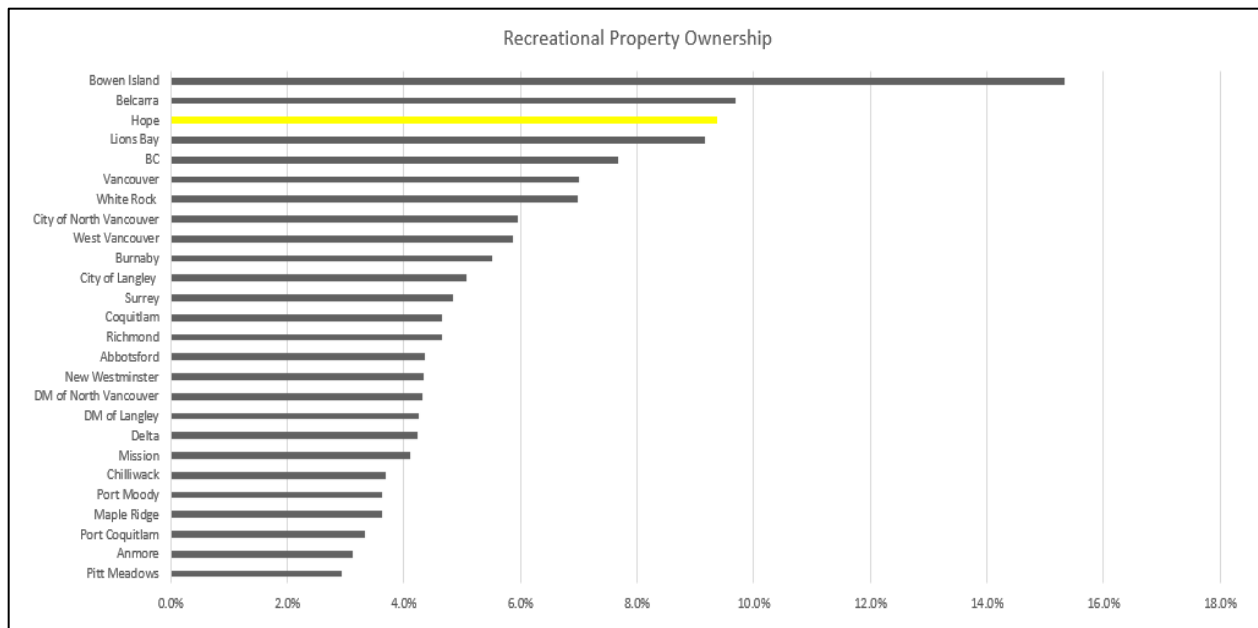
7) Highway Traffic

Hope is a transportation crossroads, with Highways 1, 3, 5, and 7 intersecting at Hope. Taking a highway traffic measurement location between Hope and Chilliwack that will largely capture the movement to and from these four highways, there at 6.8 million annual vehicle movements. Using a conservative estimate of 1.3 people per vehicle yields an estimated market capture potential for Hope businesses of 8.85 million people year. This is very significant and can sustain a local retail and services sector in Hope that is much larger than Hope's resident population could support. This is evidenced by the presence of 790 accommodation units in Hope for a population size that would typically sustain 1-2 mid-size hotel/motels at a total of 100 units.



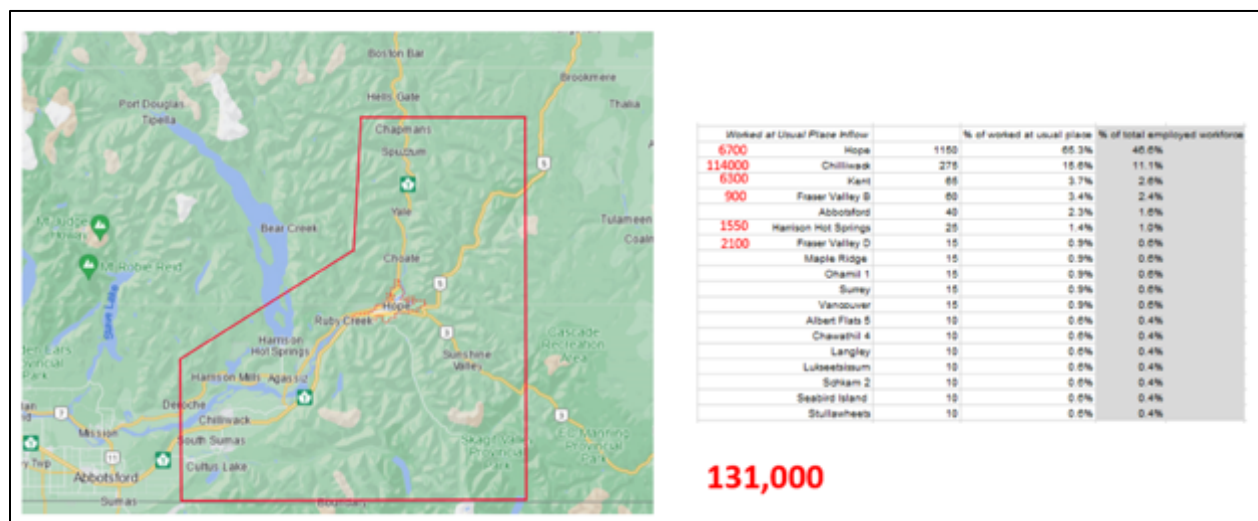
8) Recreational Property Ownership

Census Canada has an approximate measure for recreational property ownership: the net of total dwellings minus dwellings occupied by usual residents. Hope has the 3rd highest recreational property ownership rate in Metro Vancouver at 9.4% of total dwelling units. This generally means there will be more dwelling units present than resident population would suggest – in this case adding approximately 9% to local potential spending capture.



9) Trade Area

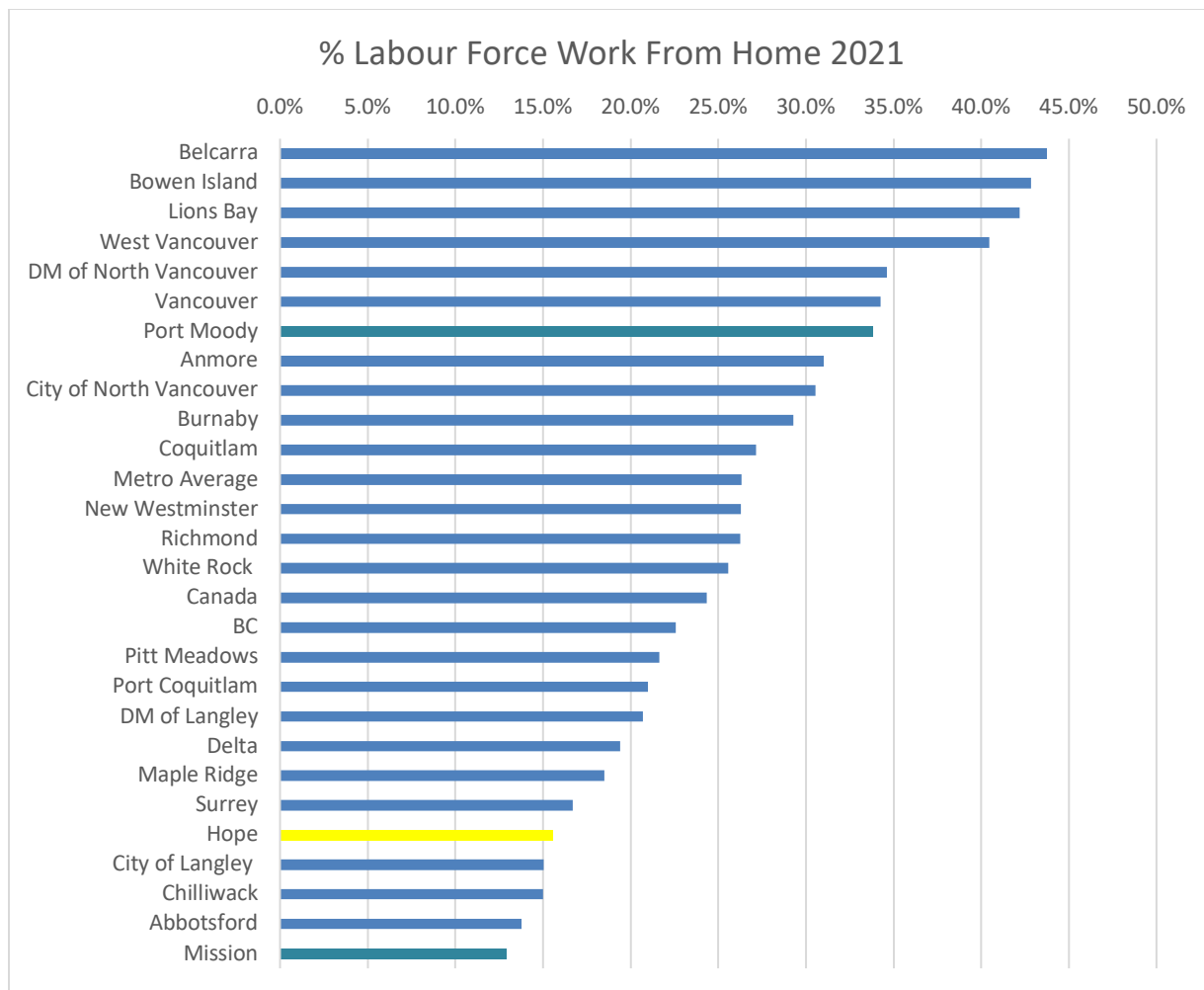
Trade area can be estimated by looking at work patterns – the typical movement of people daily. Work-related inflow into Hope comes from Chilliwack, Kent, Harrison Hot Springs, and Regional District of Fraser Valley Areas B and D. Drawing this geographically yields an estimated trade area of 131,000 (including Hope) – which is healthy in terms of sustenance for professional services, general services, and retail activity.



10) Employment

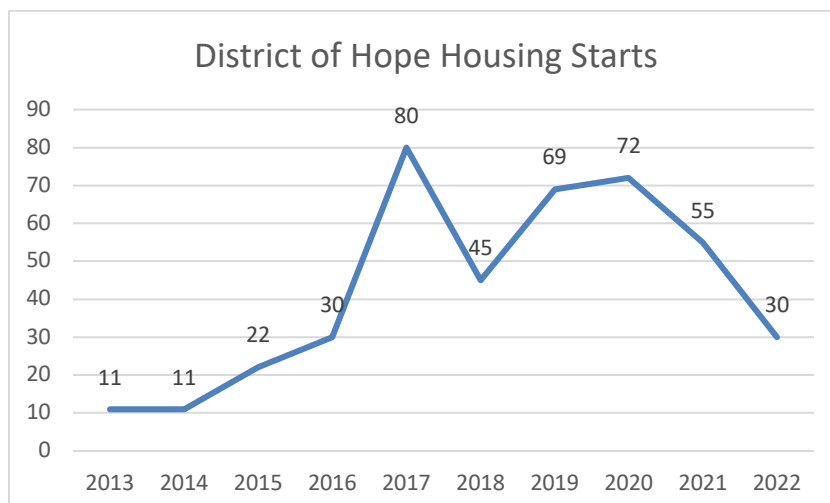
Hope has significant self-employed labour force – just below the Metro Vancouver average but in the top third regionally. On the other hand, Hope has a comparatively low proportion of the labour force who work from home. This suggests the self-employed are “main street” business owners and contractors. Self-employment is a key means to reduce commuter ratio (with its additional benefits including community connectivity) and increase potential for local consumer spending capture. That the self-employed have significant presence in Hope should place a high priority on economic development strategy targeting/resident attraction initiatives.





11) Housing Starts

Hope has a healthy number of housing starts for a small community.

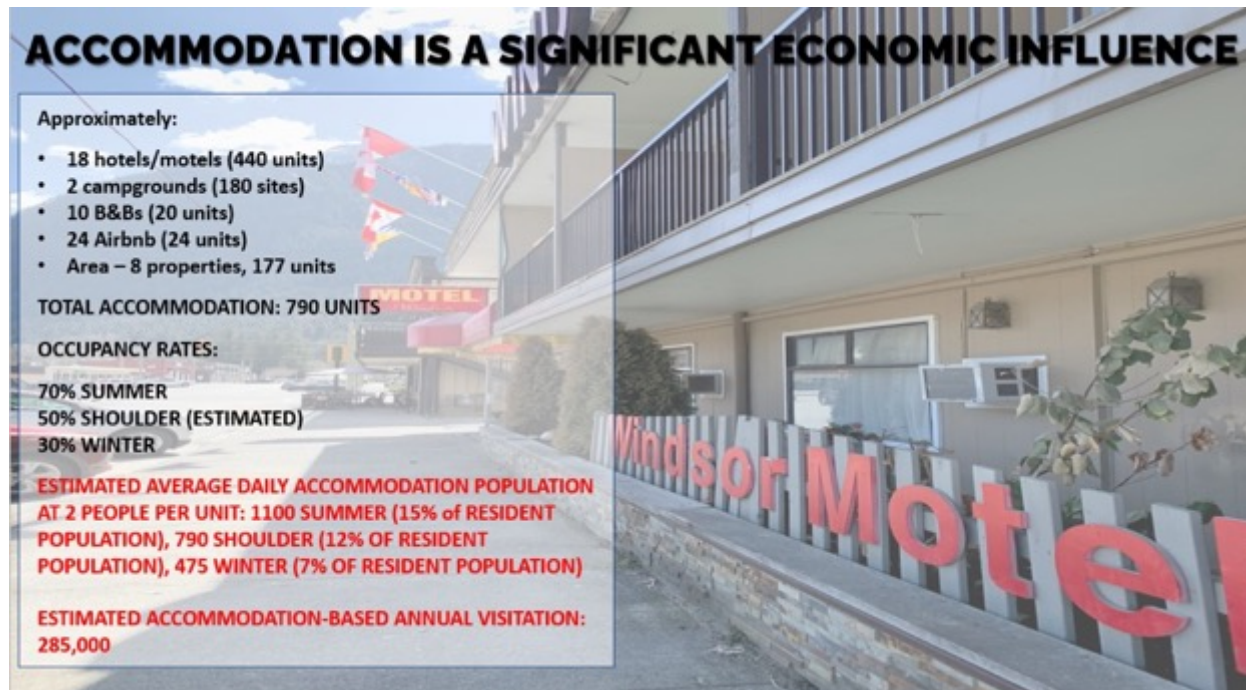


12) Accommodation

Hope reflects its location at a crossroads – with 790 accommodation units. This is a very significant contributor to local population and local spending. Using some reasonable/conservative assumptions, local accommodation generates:

- An estimated addition of 1100 visitors in the summer (15% of the resident population), 790 visitors/night in the shoulder season, and 475 visitors/night in the winter season.
- A total annual discretionary accommodation-only consumer spend of \$22.M* - which represents 9% of total Hope household annual consumer spending (Source: Census Canada, Annual Household Expenditures). **According to a report published by Statistics Canada in 2019, the average expenditure per overnight visitor in Canada was approximately CAD \$209 per night. This figure includes expenses for accommodation, meals, transportation, shopping, entertainment, and other activities. Source: Chat GPT. A rough estimate of \$100 for the accommodation unit generates estimate discretionary additional spend of \$109/night.*

Accommodation Units	Season	# Days	Occupancy Rate	Total Accommodation Days	People/Unit	Discretionary Spend / Night at 1.5 / unit	Total Season Spend
790	Summer	120	70	66360	1.5	\$163	\$10,816,680
790	Shoulder	90	50	35550	1.5	\$163	\$5,794, 650
790	Winter	150	30	35550	1.5	\$163	\$5,794, 650
TOTAL							\$22,405,980



KEY DOWNTOWN VIBRANCY ISSUES

1) SAFETY

Memorial Park is unique for: a) its size at 7.5 acres; and b) direct integration with the downtown experience. Memorial Park and the adjacent old school site also offer green spaces that are attractive for downtown mixed use/housing re-investment – which in turn creates population that supports downtown visitation and spending.

However, community engagement has identified safety as a key issue downtown. The park by its very nature creates an environment for those who can use a hand up. It dissuades people from visiting downtown, and/or during certain times of the day. Vibrant downtowns are 16 hour/day experiences. Safety is a foundation on which quality of experience is built. Small communities are not well equipped with infrastructure, programs, and other supports to manage social issues. The issue spills over onto Wallace Street, where businesses have bars on windows and posters identifying theft as an issue. If the issue is serious for residents, it is magnified tenfold in terms of working to capture consumer expenditure from overnight visitors and/or highway stops. One can image a tired family of four with restless kids who need food, water, and play. When we consider stop options, we seek: a) convenient experiences; b) unique experiences; c) safe experiences. We will go elsewhere if ANY of these can't achieve favourable impression.

We need to tackle harder truths to move forward with ambition – be it programming, function, and/or form-based solution-seeking.

2) ACCOMMODATION EXPERIENCE

Accommodation experience is underperforming. Comparative online ratings for local accommodation are significantly below average ratings for all TripAdvisor properties. First impression is often lasting impression. Word of mouth is THE most powerful form of marketing by a longshot. Quality of experience can be directly correlated with ability to capture additional consumer expenditure. With estimated total annual overnight accommodation of approximately 285,000 people, any negatives are magnified when any compromised quality of experience is socialized in the market. Our perception of accommodation can readily spill over into perception of the broader community.

ACCOMMODATION IS UNDERPERFORMING

The "hole in the donut" is In-Hope accommodation ratings – significantly below average rating for all Tripadvisor properties. B&B and Airbnb perform better than ratings averages.

Ratings:

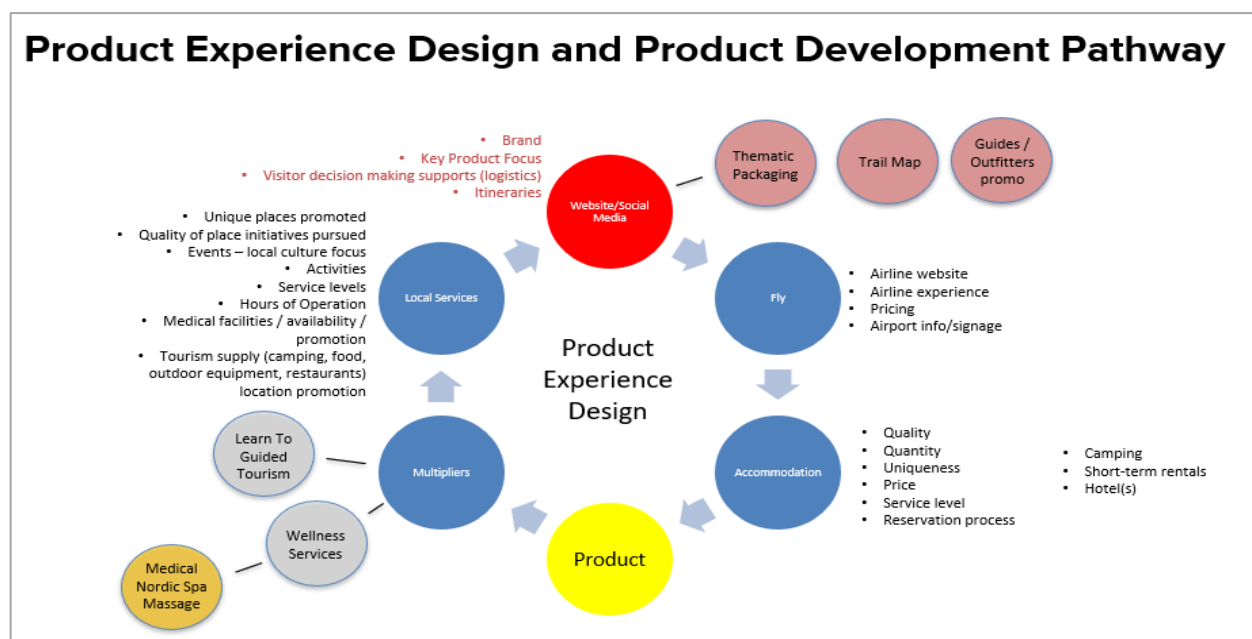
- In Hope (18 facilities with ratings): **3.64**
- In Hope B&B (4 operations): 4.52
- In Area (6 facilities): 4.1

Tripadvisor Average – all properties: TripAdvisor average **4.3** – <https://tripadvisor.mediaroom.com/2021-10-27-Tripadvisor-Content-Moderation-Transparency-Report-Reveals-New-Data-In-Fight-Against-Fake-Reviews>

Average Hope Airbnb rating: **4.87**

Average Airbnb rating – all listings: **4.73** <https://onbfacts.com/airbnb-ratings-overview/>

Ratings suggest that is imperative to organize a broad-based accommodator initiative to: a) deconstruct the customer A to Z process of determining where to travel, the travel process to a destination, and the on-the-ground destination experience - and to redesign the process where required to maximize quality of experience. Differentiate the quality of experience and motivate travel.



3) HIGHWAY TRAFFIC CAPTURE

There is a need to develop PRODUCT that is unique enough to have people visit. We all do this when we travel – usually based around food, and sometimes around specific types of retail or entertainment experiences (e.g., McKay’s ice cream – Cochrane, AB, antique shop cluster – Nanton, AB, Hitchin’ Post (burger and fries shack) – High River, AB, Peter’s Drive-In – Calgary, AB, D Dutchmen Dairy – Sicamous, BC, Davison Orchard, Vernon, BC. Elevated and unique experiences become destinations in and of themselves. All business is not required to do this; in fact, any community can be lucky to have one experience like this. And great communities pursuing ambition may have a handful of these experiences. The key bridge for communities to cross is to nurture and support these “unicorns” knowing that all business boats rise in the tide of benefit from people seeking these unique/better experiences.

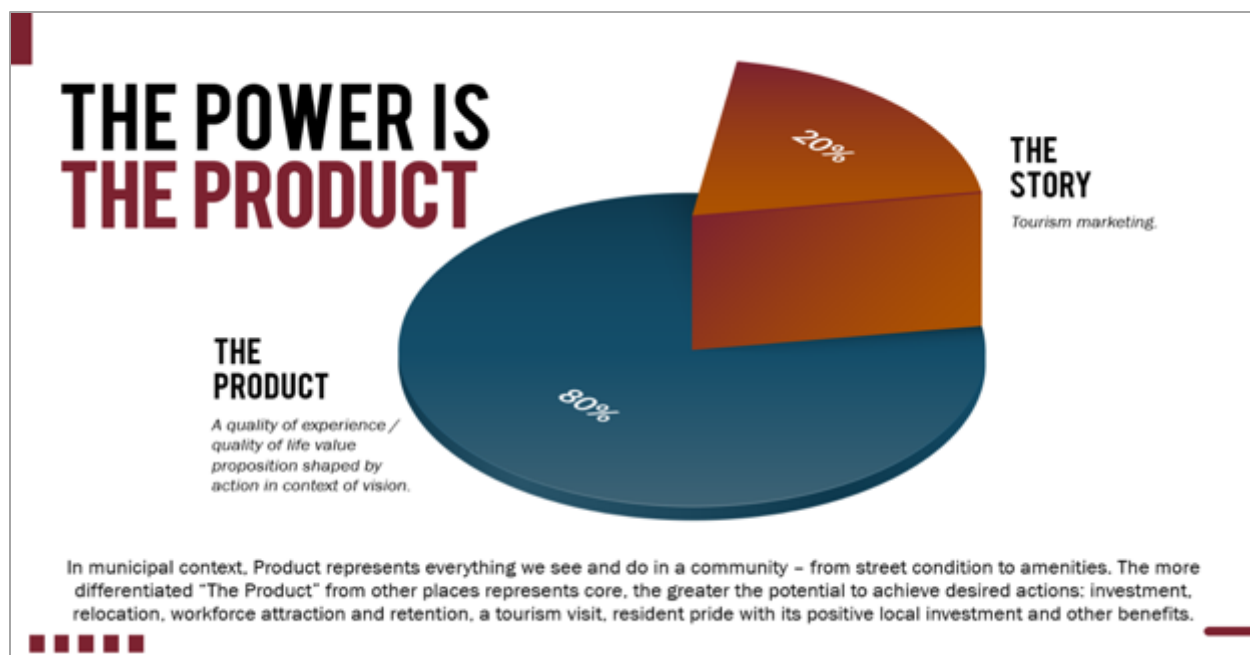
Hope needs to think about strategies and an evolutionary path for Hope and its downtown: from Drive-by to Pit Stop to Rest Stop to...STOP. We need to nurture downtown-as-destination – in form, function, quality of experience/unique experiences, and family-friendliness.

Hope also needs to leverage presence and investments in key community amenities that are of interest to stop/overnight visitation in stop ‘n play packaging – including but not limited to local trails, Memorial Park, Coquihalla River Regional Park including the bike park, Thacker Regional Park, off-leash dog park, skate park, signature events, Kawkawa Lake day use area, disc golf course, and golf course. Hope has done some of this marketing previously (e.g., Park it in Hope! - <https://www.hopestandard.com/travel/park-it-in-hope/>).

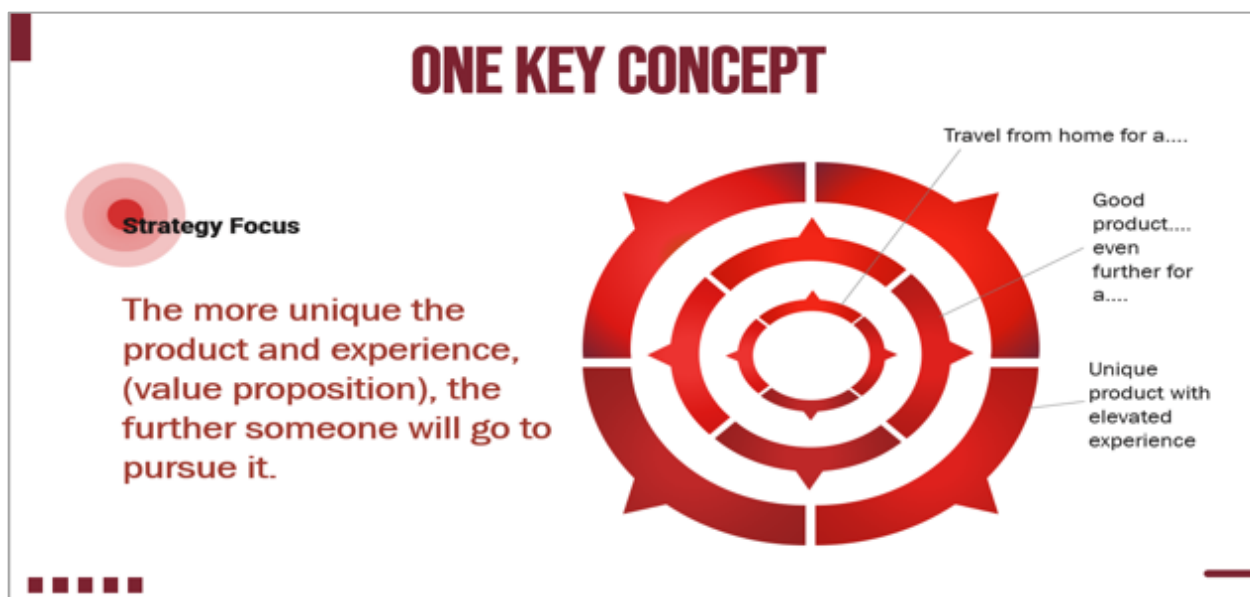
The Power of Product: The Concentric Pull Model

In application, we tend to narrow our marketing actions to that of “salesmanship.” We have a product. We just need to sell it better.

However, developing “the product” in terms of community and economic development path-forward strategic pillars that build value proposition is paramount to a prosperous downtown future. Great product sells itself.



The degree of product power is directly correlated with differentiation. Differentiation sells for downtowns. Same does not sell. The Concentric Pull model of tourism claims that people will travel further and spend more (i.e., overcome resistance) for a travel product they deem to be more unique and attractive. For example, Northern Ontario attracts three overnight anglers for every one general overnight tourist. What will be Hope’s 2-3 key product differentiators in future, and how do we make it happen? Answering this question should guide investment of time and energy in downtown destination development, tourism development, and community and economic development.



3.4 Emerging Common Themes

The following is a summary of the major themes and conclusions that emerged from the community engagement workshops on April 26 and June 20, other community feedback, and site analysis:

1. **The Bypass Downtown:** Potential visitors have difficulty finding downtown Hope as there are three bypasses, yet Hope is at the intersection of four major highways 1,3,5, and 7.
2. **Gateway:** Hope needs at least one significant gateway feature (e.g., Princeton Arch) and other more significant signs (than exist) as guides to free public parking and recreation vehicle parking.
3. **Unique Identity and Attractors:** Build on the “Wood Carving Capital” theme and the EV Charging centre of BC, as well as the other unique identifiers of Hope including being at the intersection of mountains, valleys, rivers, and transportation routes.
4. **Main Street Core:** Wallace Street is the “Main Street” with a core area south of 4th Avenue and “Uptown” between 4th and 6th Avenue.
5. **Park is the Heart:** Memorial Park is the “Heart” of Hope’s Downtown and could do with additional improvements such as more benches and other program enhancements.
6. **Safety in the Core:** Safety is of utmost importance, especially in and around Memorial Park.
7. **Waterfront Rotary Centennial Park and Connection:** The waterfront should be better-connected to downtown and transformed into a linear park destination, especially with the show piece of the Fraser River along its entire length.
8. **Four Season Events and Special Social Media Use:** The downtown should have more and 4-season comprehensive events programming inside and outside. For example, Friday Night Markets with food trucks, a “wood carving hunt” and “Rambo Trail”. Continue with the “Art Walk.”
9. **Façades Facelift:** Many of the downtown facades need a make-over, especially along Wallace Street.
10. **Evening Special Lighting:** Expanded feature lighting (retaining the dark sky) could light up the downtown to improve safety and ambiance.
11. **Green Wallace Street and the Downtown Area:** Build on Communities in Bloom work and add flowers and trees where possible.

12. **Infill the Edges:** Encourage a diversity and choice of more compact multiple family residential units (rental and ownership) to attract more people into the Downtown.
13. **Upgrade the Hotels:** Encourage the upgrade of existing Hotels/Motels in the Downtown area.
14. **Upgrade Wallace Street and Sidewalks:** Improve the street to be a more pedestrian street. For example: 1. Create major art in the intersection of Wallace Street and 3rd Avenue – the art would reflect the “O” in Hope in the circular shape and reflect it mountains/rivers context. 2. Extent major “bulges” into the roadway between 3rd and 4th Avenues for the three crosswalks and to slow traffic.
15. **Retain and Expand businesses:** Expand the local mix of businesses, especially along Wallace Street to provide more retail, and restaurant offerings for locals and visitors, especially a Brew Pub among other “Wood” merchandizers including antique shops.



Memorial Park: The “Heart” of Downtown Hope (aerial photo above) needs improved safety and security measures as well as physical and programming enhancements.

4.0 VITALIZATION STRATEGIES

4.1 Transform from Bypass to Destination

As was mentioned earlier, there are almost 7 million vehicles passing by Hope annually. It is time to capture a greater portion of those potential visitors. On a conservative basis, 7 million vehicles translate to nearly 9 million people. Hope is a unique confluence of four highways and two rivers. It is the gateway to the interior of British Columbia and the Fraser Valley. This intersection of sensational geography and history is an excellent opportunity to not only capture the passerby for a few hours but for a day or a weekend.

Fundamentals of Destination Hope: To move from bypass to destination, challenges must be resolved, and opportunities realized to enhance Hope's Downtown attractiveness:

- The Downtown must be easy to find. It must be memorable and create unique experiences to a reason to come back again and again.
- The Downtown must feel safe, clean, and welcoming.
- The Downtown must have attractions for the whole family.
- There must be several reasons to stay for a while either events, programming of the street or further activities in Memorial Park.
- Hope needs destination accommodation. The vacant former Hope Motor Hotel could be converted to a **Destination Hotel, Casino, Convention & Performing Arts Centre** to enhance the destination Hope (photo on next page). The "Hope" brand story and Hope history as a meeting ground readily encompasses the notion of "refresh" in spa and wellness, in learning, in gathering and meeting, and in retreats in many health and wellness in mind, body and spirit forms – with max. two-hour access to the Metro Vancouver Market (photo on next page).
- The Hope Cinema could become a centre for **special film festivals** (e.g., Rambo, Rocky, and Adventure – Everest and other themes/see photo next page).
- Wallace Street needs an upgrade of sidewalks, crosswalks, and building facades.
- The critical mass of retail, restaurant, and pubs open after 6pm is important.



The Downtown Hope Cinema could become a centre for film festivals (e.g., Rambo, Rocky, Adventure).



The vacant Hope Motor Hotel could become a hotel and convention centre and destination for the region.

Other strategies that follow help in some way to give potential visitors a reason to stop and then come back after a memorable positive experience. Hope's Downtown then becomes a destination not merely a "bypass downtown."

4.2 Build on the Brand: Hope

Definition: There is something significant in the word “Hope.” The Oxford dictionary defines hope as: “**to want something to happen and think that it is possible.**” This definition is a perfect descriptor for our plan and intentions. At the same time, the many interpretations of the word “hope” has so many possibilities for application in different parts of the Downtown to inspire visitors and residents.

Productizing the Definition of Hope as a Spirit: the notion of optimism, spirit, and wellness can be leveraged with “A Place Called Hope” marketing campaign with myriad potential tactics: e.g.s: 1) Hope...To See You Again on the back of welcome signs; 2) Hope Rocks for sale in the VIC with positive phrases...throw the rock in the river or a lake to release positive energy for the positive phrase; 3) Hope – a place for reflection. Create a small infinity pool in “Memorial Park” with potential for a digital memorial/legacy storytelling; 4) Create digital stories: e.g. a Message in a Bottle Museum dedicated to stories and messages people would send afar (for a comparative see Museum of Broken Relationships - <https://www.brokenships.com/>); 4) Nurture enterprise that aligns with brand sentiment – e.g. Hope Springs Water company with a bottled water brand called Eternal, spa/wellness enterprise, destination accommodation, the “Rambunctious” survivalist product store.

Building on the “O” in Hope: The “O” can be a circle and the meeting of the forest, mountains, and rivers. How do we apply that to the street graphics and wayfinding in an innovative way? For example, one application could be a super graphic embedded in the intersection at 3rd Avenue and Wallace Street fronting on the District Hall. The painted graphic could be a large circle (mimicking the “O” in Hope) with “Welcome to Hope” embedded in the outside of the circle in blue and green colours. The power and symbolism of the “O” or circle is powerful in many cultures.

Telling the Story of Hope: Build on the messaging of the intersection rivers, mountains, valleys, and transportation. The Histories of the *First Nations*, the *Great Hope Slide*, *Mining*, and *Pacific Railway*. ...surrounded by mountains, emerald forests, on the shores of the massive Fraser River. All these stories can reveal the rich dimensions of geographical, cultural, and economic histories. These stories can translate to enriched heritage walks, sculpture walks, and art walks and associated smart phone apps.



The dynamic intersection of history, culture, geography, and transportation at Hope makes for multiple themes and stories for visitors to discover.



The “Great Trees” of the Pacific Northwest are present in Memorial Park. Combined with wood sculpture (the bear cub as seen here above), these trees are true live monuments to the spectacular past forests.



The successful "Rambo" anniversary events in October of 2022 showcased the potential attraction of Hope as a destination and previewed the potential future of well-publicized events and a "Rambo" walk app.

4.3 Embrace Wood “R” Us and EV Charging Central Themes

Hope can be the wood carving capital of Canada, if not the world. Think BIG. Through more special events, special branding, invitation to artists, fabricators, and retailers to join this unique wood-focused community, Hope could easily become a major destination for anything associated with wood. In the winter, there could be a complementary ice sculpture competition at the Recreation Centre ice rink.



The “Wood” brand and theme can embrace art, fabrication, and retail opportunities.

The Electric Vehicle (EV) Charging Centre for British Columbia is another theme. With over 50 charging stations, its location is perfect as one of the prime charging centres in British Columbia. This program should consider more than charging facilities:

- Orientation and Hope's Downtown information signs.
- Invitations to visit Memorial Park and the various activities.
- A walking tour map and sculpture walk free app.
- Incentives to visit Downtown cafes and retail stores such as discounts or vouchers.
- Washrooms and other clean, safe facilities.



This “lonely” charging station in Downtown Hope needs further amenities and “connection” information to make it more inviting, memorable, and always the place to stop and recharge on the way to or back from other destinations.



Exclusive Tesla charging station just east of Wallace Street on 2nd Avenue.

4.4 Enhance the Heart – Memorial Park

Memorial Park is the “Heart” of Hope’s Downtown. Valued by residents and visitors, a variety of improvements could further enhance the park as a destination:

- Create a spray park adjoining the children’s playground to cool off in the summer.
- Increase the number of sitting areas, specifically benches and picnic tables around the central open space and through the forest area.
- Create a “Clean and Safe” Program like the City of Lethbridge “Clean Sweep” program to improve the safety and security aspects of Memorial Park. This barriers to park use came up again and again in community discussions.
- Add pickleball to the tennis amenity.
- Consider converting the adjoining basketball court to a beer garden during special events.
- Ensure that the washrooms are clean and secure and open 24 hours with supervision.



The potential spray park in Memorial Park will bring visitors and residents to Downtown to cool down and have fun with their children.

4.5 Mix It Up and Strengthen Downtown Businesses

Hope's Downtown needs to grow and enrich itself to become a destination. This strategy includes retaining, expanding, and improving the mix of businesses in the downtown based on the important premise that local business should come first and consist of the dominant use (3:1 ratio of local to chain retailers). The local first approach not only creates a home-grown and unique "vibe" but increases local investments and profits reinvested in the community versus elsewhere. The local shopper also comes first over the visitor as they spend more, and the downtown serves them first with visitors providing additional prosperity.



Sign in the window of a Wallace Street business welcomes new residents and visitors.

Business Improvement strategies include:

- Create a **Downtown Action Partnership (DAP)** to lead and coordinate improvements in liaison with the local businesses.
- Establish a partially committed staff position (or a part-time contracted economic development coordinator) as a key driver for business recruitment and retention activities as well as events planning and project implementation.
- Recruit a few more locally owned smaller anchor stores that create multiple reasons for locals and visitors to come to the downtown and stay for an extended period. A home-grown destination anchor example is Home Hardware (see Osoyoos downtown Home Hardware store on page 75) or numerous wood specialty or antique stores. The existing *Buy*

Low grocery store is a great existing anchor. Its presence should be made more prominent along Wallace Street.

- Think of bringing more civic activities and destinations into the downtown beyond the proposed the summer Farmer's Market and wood carving competition location like an interactive children's museum. Bozeman, Montana has created a children's museum adjacent to its downtown (see photo next page).
- Consider Introducing a Hope Downtown Discount Card (OTC Discount Card), which could be sold for \$5 at businesses in the downtown and would provide a 15% discount to any business. This could be valid/applicable during the shoulder seasons from October to April.
- It may be possible to introduce a Hope Downtown Dollars (HD Dollars) program in which participating businesses could sell HD Dollars (like gift cards or gift certificates) that can be used at downtown shops, restaurants, service providers and hotels. The HD dollars would be produced in \$5, \$10, and \$20 denominations. (This program has been successfully used in tourism markets like Vernon and Charlottetown). There is no fee for businesses to participate. They simply accept the dollars as cash and the Advantage Hope or the District of Hope will reimburse them the full face value once returned to us. This could be an effective tool for Holiday Seasons such as Christmas.
- Through LOCO BC (www.locobc.ca), which advocated for Buying Local, the Town could set up a Buy Local Week.
- Provide opportunities for roof-top patios, pop-up businesses and food trucks during special events, and even work/live opportunities on the side streets off Wallace Street.
- Ensure that redevelopment or infill of parcels on Wallace Street are at least 2 to 3 storeys with retail uses on the first floor and offices and/or residential uses above.



New three-storey mixed-use building with retail on first floor and residences above in Ladner, BC.



Recruit a few more locally owned destination anchor stores on Main Street like Home Hardware (Osoyoos, BC).



Recruit more special family arts, culture, and education destinations like a Children's Museum (Bozeman, MT).



Second floor patio use potential in Gardner, Montana could apply to Hope' Downtown.



Modern design indoor/outdoor patio (Bozeman, MT) and special park play structures (Berlin, Germany)

These special features invite and attract locals and visitors to the downtown area. An innovative play structure could be erected in Memorial Park that is part of an "Adventure Play" theme.



Modern work/live opportunities in Downtown Hope just off Wallace Street (Whitehorse, Yukon).



Pop-up business incubator workshops that are solarised could be temporary installations as part of an Arts Village on vacant parcels, or along the waterfront (Whitehorse, Yukon).

4.6 Welcome with Effective Gateways and Wayfinding

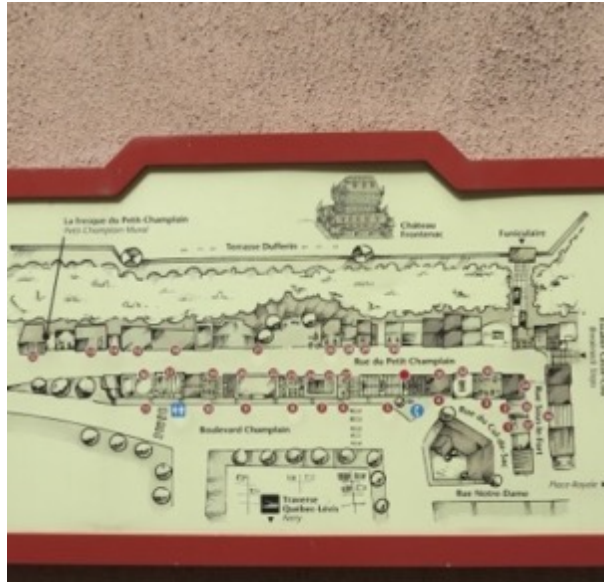
Hope needs significant signage/features to act as gateways and attractors for the downtown. There is excellent potential to improve the visitor and local orientation and experience through effective wayfinding (signage) and landmarks downtown. For motorists, a larger and more prominent “free parking” and “P” parking logo along Wallace Street and a large similar sign on the civic parking lots would greatly enhance clear signage. For the pedestrian, selective information kiosks, blade signs in front of retail stores, public washroom signs, and further strategic positioning of Downtown Maps (kiosks) would improve the visitor experience (see images on next page).



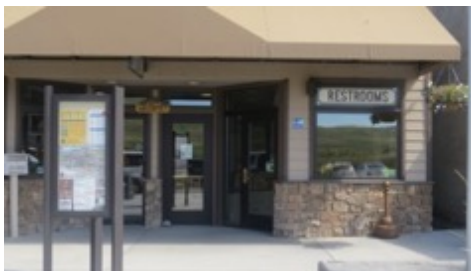
Entrances to Downtown Hope and entrance example from Princeton, BC.



Primary Gateway concepts for intersection of Wallace Street and Water Avenue.



Parking wayfinding and tourist ambassadors help visitors (Osoyoos and Quebec City, PQ).



Create gateways, welcome, restrooms and photo opportunity (Toronto, Ont., and Gardiner, MT).

4.7 Better Connect to Your Riverfront and the Mighty Fraser River

Rotary Centennial Park and the balance of the Fraser riverfront is a significant public recreation amenity at the foot of Hope's Downtown. Unfortunately, the park and area are largely separated from the Downtown by Highway 1 (Water Avenue). There are several improvements that should be considered:

- Upgrade the park design to include a riverfront soft pathway in the park (separate from the sidewalk) that connects the features and public art (photos below).
- Coordinate the interpretative signage, sculptures, and viewpoints.
- Consider other pedestrian activated crosswalks at the east and west end so that pedestrians in the downtown area can make a loop along the waterfront and back to the Downtown.
- Reduce the traffic speed further along this section of the riverfront.



There is significant potential in the enhancement and safer connection of Rotary Centennial Park to Downtown.

4.8 Extend Uses Outdoors with Sidewalk and Parking Patios

The following existing sidewalk at Jojo's Café in Osoyoos is a great example for expansion into a formal patio adjacent to the use with parking spots converted to motorcycle and bike parking (see illustration below). Other patio options do exist (see other photo examples). Make sure employees do not park in front of the store in other areas to leave room for customers.



Jojo's Café in Osoyoos: Existing Situation.



Jojo's Cafe Patio Concept: Potential outdoor patio, external boardwalk and bike/motorcycle parking.



Outdoor Patio and Sidewalk Bypass with overhead shade structure (Peachland, BC).



Extending the uses and inviting the public to a “Community Table” (Squamish, BC).



Cool Corner Oasis overhead patio screening concept (Bozeman, MT).



Mobile or permanent food trucks for local food infill concept (Bozeman, MT and White Rock, BC).



Movable seating, fold-up benches, and colourful chairs create lingering places (Whitehorse, Yukon, and Whistler, BC).

4.9 Create Conversation Corners

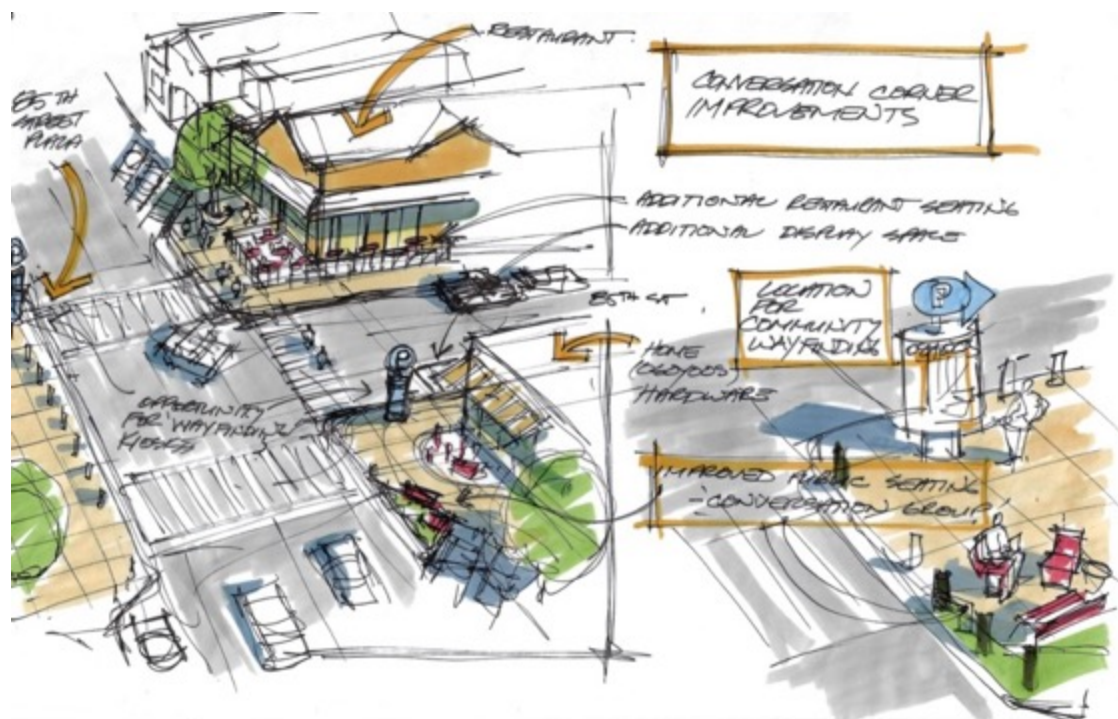
The potentially improved and safer pedestrian crossings on Wallace Street and associated sidewalk extensions (bulges) offer an opportunity pedestrian improvements such as seating, planting, public art, information, and planting to facilitate more meeting places and informal conversations in the Downtown (see illustration below and next page).



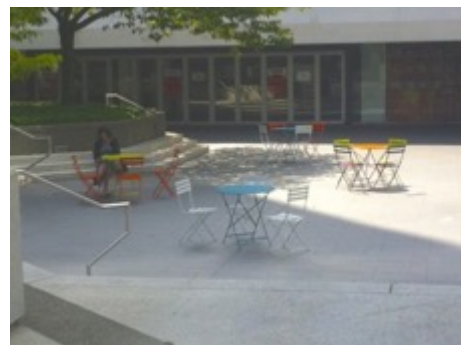
Existing Sidewalk Extension (bulge) on Main Street in Osoyoos.



Potential Conversation Corner Parkette Concept for corner bulge enhancements (Nelson, BC).



Conversation Corners: A wayfinding kiosk, public art, and seating could be part of the programming of these corner sidewalk extensions. It is suggested that each corner bulge design program be customized to meet the needs of that particular corner with input from adjacent businesses.



4.10 Tame the Traffic and Improve Accessibility for a Safer Place

Wallace Street in the core offers the opportunity to expand the sidewalks for outdoor patios and create a “shopping promenade experience” by reshaping the street and parking. This option is a significant undertaking and normally requires major capital investment.

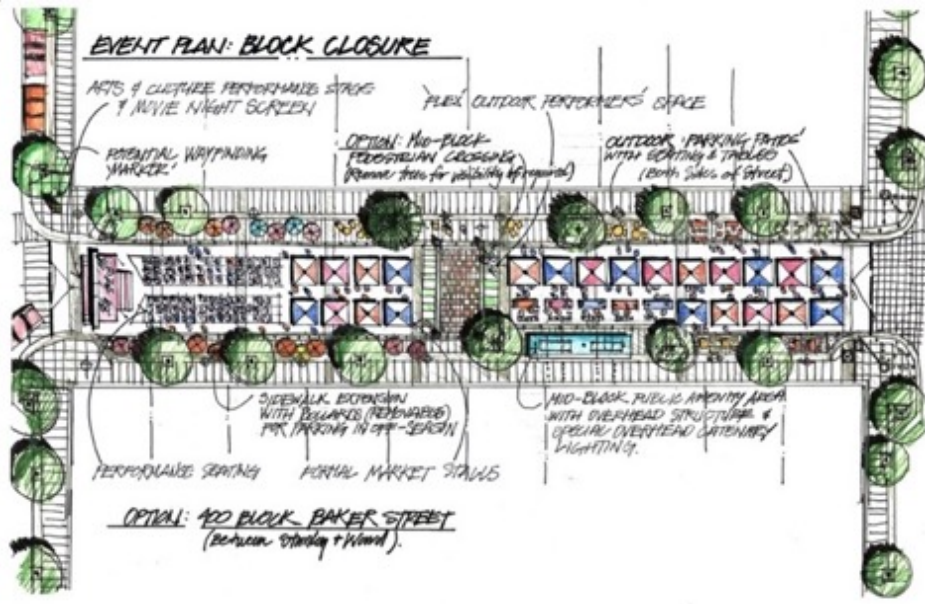
As an example of sidewalk widening, review Kelowna’s Bernard Avenue below. By changing the angle parking to parallel parking, the sidewalk was expanded 2.5 metres on each side. As a result, the whole pedestrian experience has changed with continuous outdoor patios, a wide sidewalk promenade, and a high level of pedestrian activity day and night.



Wide sidewalks create an outdoor living room for all activities and more walking space (Kelowna, BC).

4.11 Develop the Wallace Street or 3rd Avenue Plaza

The creation of the transformable Wallace Street or 3rd Avenue Plaza fronting on Memorial Park. This plaza would create a central meeting place and celebration space for the community. It could be programmed and closed for special elements. 3rd Avenue currently hosts the Farmers Market and other special events. Hope could build a regional following for a special market like Penticton or Nelson, British Columbia. With significant 30m right-of-way on 3rd Avenue, there is ample room to recreate the street as an “outdoor living room” that is a destination and experience. Keep in mind, this initiative could start as a temporary closure like the Farmer’s Market on 3rd Avenue and then extend to Wallace Street depending on the size of the event.



Special Events Plan, Street Closure Concept (Nelson, BC).

4.12 Create a Facade Facelift Program

There is a need to improve some facades in Hope's Downtown area to establish a consistent look in form, massing, materials, and colour, especially on Wallace Street. Some efforts have been made recently that have resulted in a mountain – rock/stone and timber combination akin to Banff, Alberta. At the same time, there is a need to encourage a minimum standard of maintenance to further improve the care downtown. Current design guidelines and standards should be updated to obtain a consistent look and feel throughout the central area. A recommended "Facade Facelift" program could create incentives to improve some of the facades.



Some new buildings in Hope's Downtown have a rock, stone, and wood facades character, while creating a contemporary look.

4.13 Add Compact Housing Around the Edges

There are many underutilized lots or vacant lots in and around Hope's Downtown that offer excellent opportunities for redevelopment and residential intensification. In other cases, many of the large lots have mature homes on them that are ready for redevelopment. These redevelopments could include duplexes, townhomes and up to four storey apartments to encourage more people to live closer to Hope's Downtown core for convenience and vibrancy. The new more compact housing could provide needed rental and ownership units to offer more diversity, choice, and affordability in Downtown Hope.



Potential rowhouse site redevelopment concept in the Downtown area.

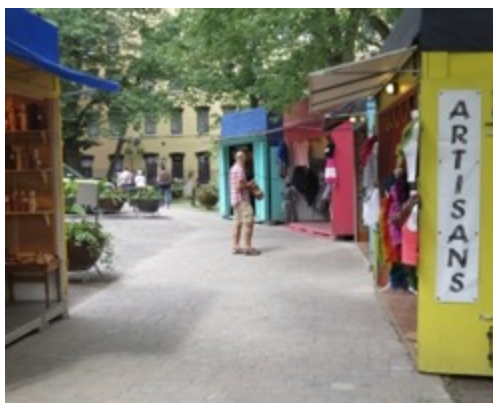
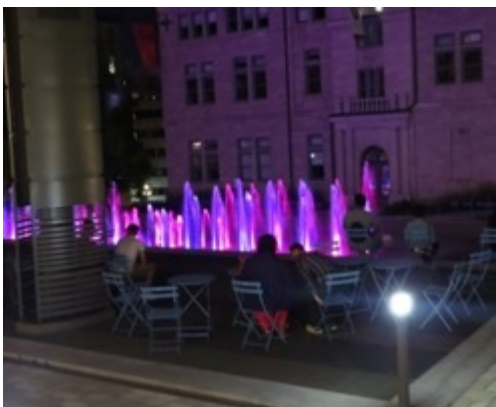


Additional potential four storey apartment housing adjacent to Downtown with amenities and services (Fort Langley, BC).

4.14 Expand Events and Programming

Adding “Streets Alive” programming on a weekly and seasonal basis will be important for return visits to Hope’s Downtown. You must give people a reason to visit the downtown and there should be multiple options between eating out, a quick great coffee or a visit to the museum. These options should be listed and distributed to the community on a weekly or monthly basis, be posted on the Advantage Hope and/or District of Hope website and mounted on information kiosks in the downtown. First, a four-season special event carving program including summer (Rambo), fall/Halloween, winter (Grinch), and spring would enhance Hope as a destination.

An “Sculpture Walk” around Memorial Park, both digital and physical could give Hope a greater unique flavour. The addition of permanent and rotating public art installations and heritage interpretation are also key strategies to making the downtown greater. Also creating an ongoing maintenance program funded by the sites is important.



Temporary and permanent art installations, lighting, and temporary artisan markets can help transform the Downtown into a meeting and gathering place (Quebec City, PQ).

4.15 Add Special Lighting

The District of Hope could consider adding special building lighting as part of an “enlightening” program that could change with the season and event in terms of colours and projection content.

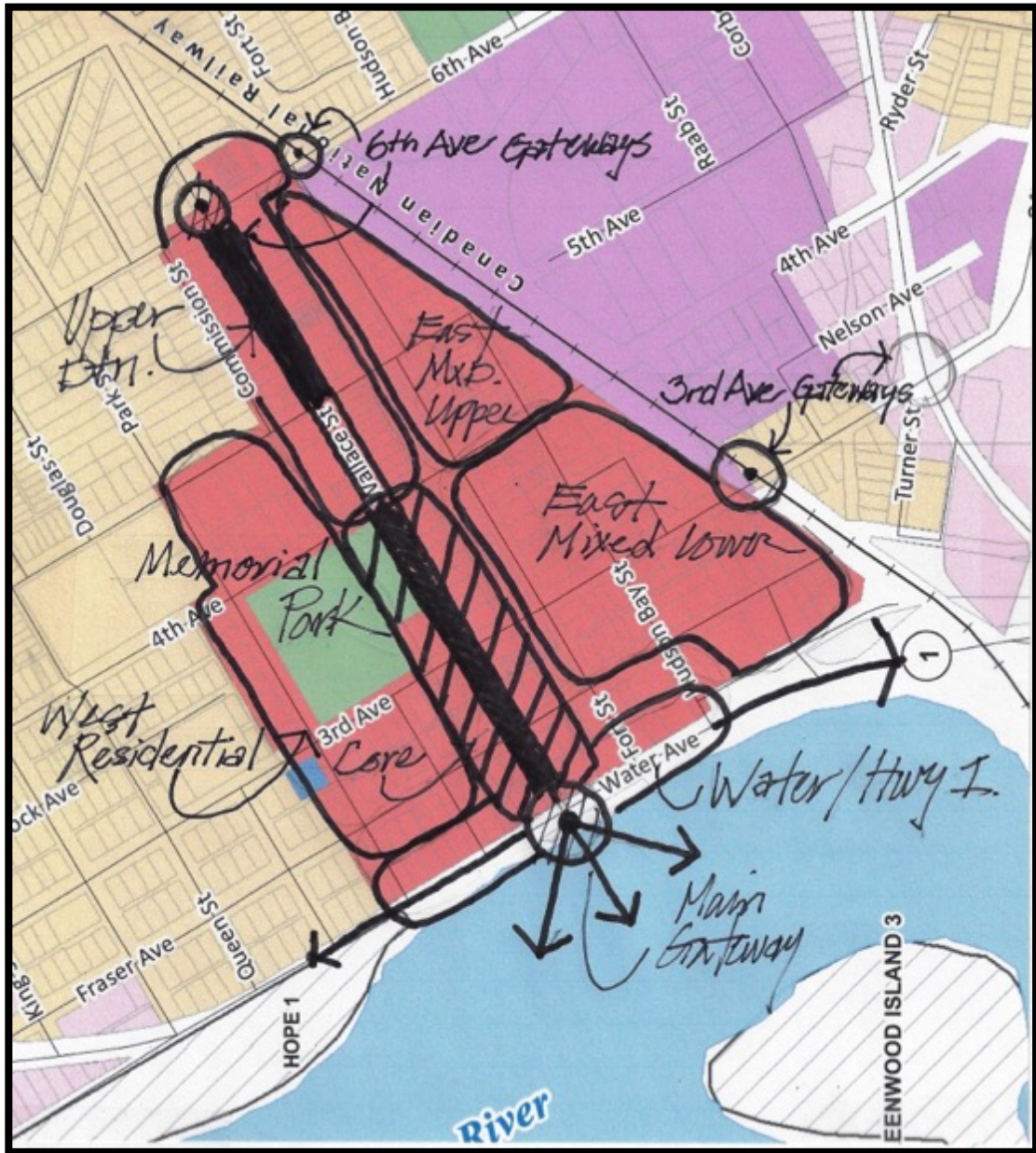
As a beginning, the District of Hope is proposing to create special lighting for both the District Hall and the sign in front of the Hall. Funds are available for both these initiatives.



Special evening lighting proposed for the District Hall and the District of Hope sign in front of the Hall.

4.16 Create Policy Districts and Update Zoning Bylaw Regulations

These potential *Integrated Official Community Plan* and zoning districts should include more mixed uses and compact housing to create a complete and more vibrant downtown. With the districts in place, appropriate land use emphasis, programming, and incentives can be directed at the specific areas. The Downtown Sub-Districts concept evolved from the analysis of current land uses, location, and future potential. Zoning modifications should follow with the sub-district approach.



Downtown *Integrated Official Community Plan* proposed sub-districts. Further zoning districts would permit more flexibility in use and advance more compact housing and mixed uses.

4.17 Cultivate Effective Leadership and Partnering

The **Downtown Action Partnership (DAP)**, as mentioned earlier, will consist of *Advantage Hope*, *the District of Hope*, *the Chamber of Commerce* and *Communities in Bloom*. The DAP will oversee and support the implementation of the Action Plan.

This leadership strategy is the critical aspect of success that is largely overlooked in many cases in implementing a plan for action. *Advantage Hope* and/or the *District of Hope* should commit a current or part of a future position to lead the action plan and associated projects. This position will help ensure that the action plan is implemented accordance with timing, funding, and priority. An *Action Plan Progress Report* card should be used (See Appendix A) as a tool of reporting and accountability after six months and then every year once momentum and organization/funding are in place.

The greater Hope community should also be actively involved in the pilot projects, whether it is in-kind or financial including the Rotary Club, Lions Club, Community Futures Sun Country, and the Cascade Lower Canyon Community Forest. First Nations should also be part of this active involvement and consultation since Hope's Downtown is part of their traditional territory.



**It takes a committed team effort to make things happen and make a real difference.
This process is underway.**

APPENDIX A: Project Report Card

The purpose of the *Project Report Card* is for the **Downtown Action Partnership** and others to monitor action progress. The Project Report Card should be completed, first in the upcoming six months to ensure recognition and budgeting for next year, and then on an annual basis to help ensure accountability and progress.

	Project Description	Responsibility	Timing/Funding Adjustment
1.	Gateways to Downtown		
2.	Facade Facelift Program		
3.	Safety Downtown Program		
4.	Wood Carving Capital of Canada: Extended Brand and Economic Development		
5.	Evening Lights Program		
6.	Enhance Highway Travel Stop 'n Play Amenities, and Amenity Marketing		
7.	Memorial Park Refresh		
8.	Street Improvement Program		
9.	Downtown as Pathway Hub, and Hub Connector		

	Project Description	Responsibility	Timing/Funding
10.	Incentives for Mixed and Increased Density Downtown		
11.	4-Season “Streets Alive” Events		
12.	Rotary Centennial Park Upgrade		
13.	Residential Infill Program		
14.	Accommodation Enhancement		
15.	Business Retention & Recruitment		