

NORTH BAY DOWNTOWN WATERFRONT MASTER PLAN



Territorial Acknowledgment

This study acknowledges that the Downtown Waterfront Master Plan exists on Robinson Huron Treaty territory and that the land on which the North Bay community gathers is the traditional territory of the Nipissing First Nation people.

This Master Plan was guided by input from the Community of North Bay.

Steering Committee

Beverley Hillier, Manager Planning Services

Kathleen Fralic, Development Planner/Grant Accessing Program (GAP) Coordinator

Jordan Jackson, Policy Planning Intern

Erin Richmond, Manager Economic Development

Tanya Bedard, Economic Development Officer

Adam Lacombe, Senior Capital Project Engineer

David Schroeder, Parks Manager

Gerry McCrank, Senior Project Manager

Peter Hobbs, Vice Chair Downtown Improvement Area

Sohail Rouhani, Co Chair Downtown Inc.

Document Prepared for:



With support from:



Consultant Team:

BrookMcIlroy/



MNP
LLP

0.1 EXECUTIVE SUMMARY

The North Bay Downtown Waterfront Master Plan Study was commissioned by the City of North Bay in spring 2016, and was carried out over a 10-month process. North Bay is fortunate in having a large and publicly accessible waterfront in such close proximity to a vibrant downtown. This Downtown Waterfront Master Plan capitalizes on opportunities to forge improved connections between the downtown and the waterfront, to reflect North Bay's Indigenous history in meaningful ways, and to create new centres of activity (both indoors and outdoors) that can maintain a vibrant downtown and waterfront year round.

Furthermore, implementation of the Downtown Waterfront Master Plan has the potential to have significant economic benefits. These benefits may include:

- Attracting new businesses and creating jobs;
- Encouraging private sector investment;
- Impacts of construction;
- Expanded opportunities for local residents;
- Increases in tourism;
- New or expanded festivals and events; and
- Opportunities for the local film and television industry.

The findings of this study are based on consultation with Indigenous communities, youth and the public, who participated in 5 workshops, focus group meetings and an on-line questionnaire. In total, over 2,000 points of contact were made with members of the community in and around North Bay throughout the study, which guided the refinement of Master Plan concepts and recommendations.

Vision statement

North Bay's Downtown Waterfront will be unified in a comprehensive long-term vision that brings together economic strength, social parity, environmental sustainability, and cultural vibrancy.

Guiding Principles

1 Celebrate North Bay History and Indigenous Culture

The Plan looks to recognize the history of the Downtown Waterfront Area and to create welcoming spaces for all residents through diverse programming and new development.

2 Introduce New Year-Round Destinations

Celebrate the four seasons in North Bay by adding new winter and night time uses to complement the popular summer and shoulder season uses that exist today.

3 Support a Mixed-Use Downtown

An economically strong downtown includes people living and working in proximity to the existing retail and recreational facilities. New opportunities for mixed-use redevelopment are identified to increase the number of people living and working downtown.

4 Focus Design on Environmentally Sustainable Buildings, Parks and Streetscapes

All public and private downtown waterfront redevelopment should place sustainability first. Streets, buildings, and parks should be constructed with an understanding of the environmental impacts of development and with an aim to reduce those impacts.

5 Encourage Diversity in Building Design and Form

North Bay's downtown heritage character buildings contribute to the unique character of the City. These buildings should be protected and retained. The design of new buildings should be complementary to the existing heritage styles while representing the era in which they are designed.

6 Create a Connected Downtown Circulation Network

The Downtown Waterfront has a walkable and accessible urban structure. Additional pedestrian connections between the downtown and waterfront are encouraged to improve this overall connectivity.

7 Follow an Economically Feasible Approach to Implement the Vision

The strength of the Master Plan is directly tied to its implementation. Priority projects must be selected to maximize the benefits to the community and to match funding opportunities as they arise.

0.2 MASTER PLAN CONCEPT





Master Plan Elements

1. Main Street Revitalization
2. 2-Way Traffic on Oak Street
3. Parking Reconfiguration
4. Preserved Mini-Train
5. Mini-Train Crossing
6. Kids' Enviro-Park
7. Park Pavilion
8. Splash Pad and Skating Trail
9. Future Market Building Site
10. Skate Park
11. Tree Grove

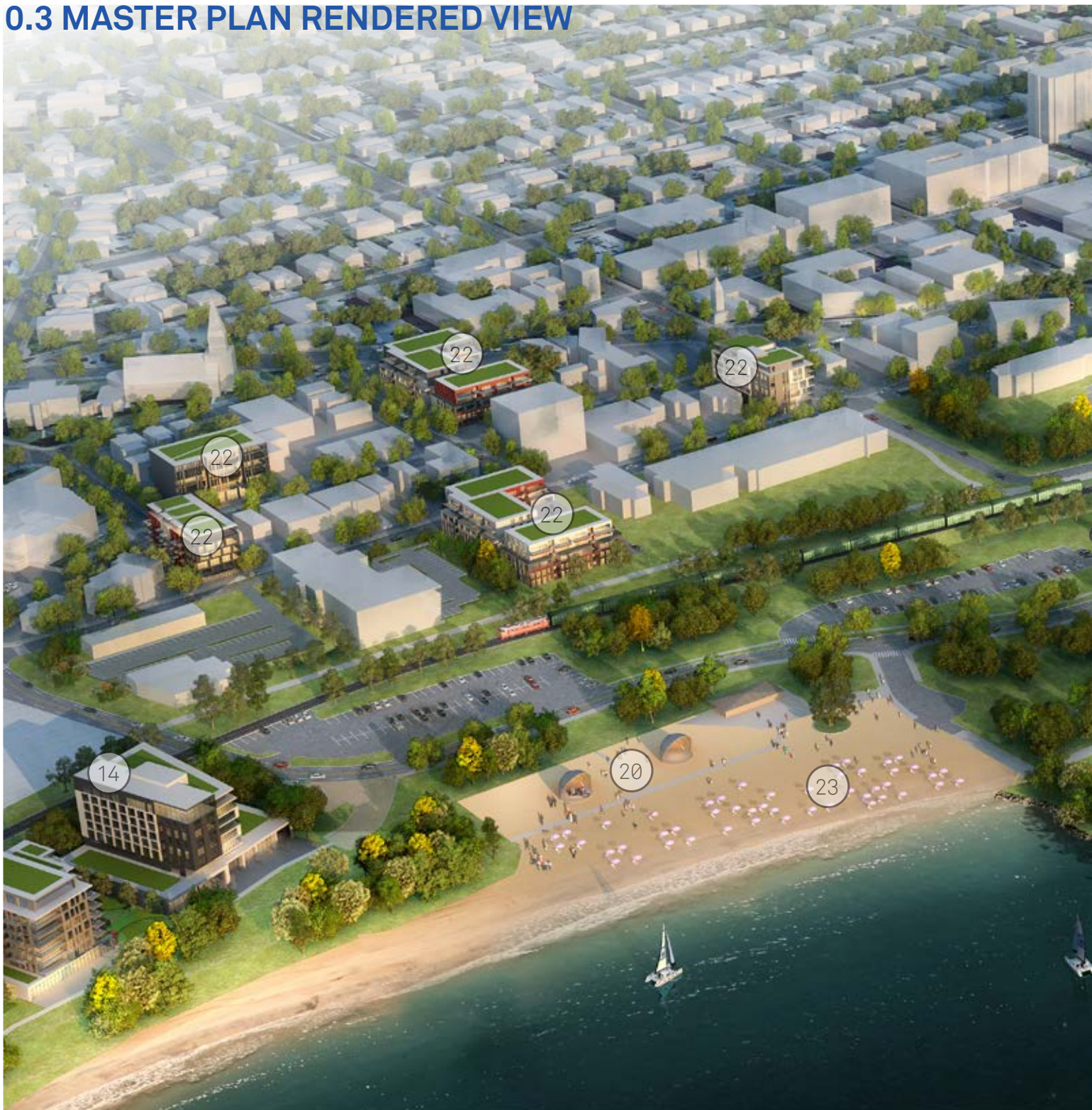
12. Youth and Recreation Zone

13. Innovation Hub
14. Residential Hub
15. Environmental Assessment Study Area for Pier Reconstruction
16. Cultural Gathering Place
17. Cultural Centre / Waterfront Restaurant
18. Community Hub
19. Pedestrian and Cycling Underpass
20. Winter City Programming
21. Innovation Space
22. Downtown Waterfront Living

Existing Area Features

23. Marathon Beach
24. Symbolic Wave Pattern and Busker Stage
25. Marina
26. Existing Beach

0.3 MASTER PLAN RENDERED VIEW



Master Plan Elements

1. Main Street Revitalization
2. 2-Way Traffic on Oak Street
3. Parking Reconfiguration
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22. Downtown Waterfront Living

Existing Area Features

23. Marathon Beach
24. Symbolic Wave Pattern and Busker Stage
25. Marina



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Appendix A Consultation Summaries



1.0 INTRODUCTION





Downtown Waterfront aerial image looking southeast towards the downtown (December 2015)

1.1 THE OPPORTUNITIES

North Bay is fortunate in having a large and publicly accessible waterfront in close proximity to a vibrant downtown. This asset is much loved by residents and appreciated by visitors, contributing to North Bay's reputation as a dynamic centre in Northern Ontario. The downtown and waterfront are key drivers of North Bay's continued economic development and vitality, and, together, they contribute to providing a high quality of life for residents.

This Downtown Waterfront Master Plan capitalizes on opportunities to forge improved connections between the downtown and the waterfront, to support economic development, to reflect North Bay's Indigenous history in meaningful ways, and to create new centres of activity (both indoors and outdoors) that can maintain a vibrant downtown and waterfront year round. At the same time, the Master Plan aims to boost the number of people who can benefit from these opportunities. More people will be able to live, work and play in the Downtown Waterfront due to increased density throughout the commercial zones, particularly north and south of the core. A new streetscape along Main Street will also contribute to the renewed vibrancy of this retail street and will celebrate North Bay's role as one of Ontario's premier winter cities. These initiatives will all have benefits for North Bay's economy, which the Master Plan explores further in Section 4.8. This Master Plan will help to shape a Downtown Waterfront that is unique and welcoming to residents, visitors and businesses alike.

The Downtown Waterfront Master Plan provides guidance for the redevelopment of North Bay's Downtown Waterfront. The redevelopment proposed in this plan is anticipated to be implemented over a long term implementation process, which is described in detail in Sections 6.2-6.5. It is expected that future revitalization will not precisely follow the concept plan but will evolve to meet the needs of the City and the Study Area.

1.2 THE STUDY

The North Bay Downtown Waterfront Master Plan Study was commissioned by the City of North Bay in spring 2016, and was carried out over a 10-month process. The findings of this study are based on consultation with youth, Indigenous community members, and the public, who participated in 5 workshops, focus group meetings and an on-line questionnaire. In total, over 2,000 points of contact were made with members of the community in and around North Bay, the outcomes of which guided the refinement of Master Plan concepts and recommendations.

The outcomes of the study include a Master Plan for the downtown and waterfront area, a revitalization plan for Main Street, and Design Guidelines to assist in the detailed design and implementation of key components of the Plan. In addition, an implementation strategy provides a phasing plan, high level costing estimates and Official Plan and Zoning-By-Law Amendments to reflect the key recommendations.

1.3 BACKGROUND OVERVIEW

A number of existing documents, policies and studies have guided the development of the Downtown Waterfront Master Plan. Details about permitted land uses, building types and building heights are contained in the Official Plan and Zoning By-Law, and though these documents provided a guiding framework for understanding the waterfront and downtown today, some amendments to align with the vision of the Master Plan are recommended.

In addition to these key policy documents, Brook McIlroy has reviewed existing development applications, downtown improvement strategies, Master Plans, municipal standards and population data to help guide a Downtown Waterfront Master Plan that supports, rather than diverges from, previous work. The documents summarized below, in addition to extensive consultation with the public, have contributed to the development of the Downtown Waterfront Master Plan.

1. Waterfront Tourist Commercial Feasibility Study (2014)

The Waterfront Tourist Commercial Attraction Feasibility Study of 2014 was prepared in the context of a waterfront that had once functioned exclusively as a utilitarian shoreline for the Canadian Pacific Railway, but was transformed into a recreational park in 1987. The study seeks to identify tourist commercial opportunities that are compatible with existing commercial activities in the Downtown Waterfront and will further stimulate economic activity. Arguing that a limited range of summertime activities on the waterfront reduces the city's potential to expand tourism, the study focuses on opportunities for investment, alternative design approaches and opportunities to restructure waterfront management around the Marina and King's Landing Wharf. Many of the recommendations for potential development features are reflected in the Downtown Waterfront Master Plan, including a year round waterfront restaurant, event space, a splash pad/skating rink, a skateboard plaza, public art, stronger representation of Indigenous heritage, a parking strategy, improved wayfinding and signage, and an institutional, educational or research facility.

2. Community Waterfront Friends Plan (c.2000)

The Community Waterfront Friends Plan emerged from a grassroots organization of the same name that was founded in 2000 with the goal of encouraging community-based development of the newly acquired rail lands. The plan proposes a sweeping waterfront park with public attractions for all ages. Portions of the plan, including the conversion of the CP Station into a museum, environmental clean-up of the rail lands, a pedestrian underpass and landscaping surrounding these central waterfront features have already been completed, and will be preserved as part of this Master Plan. Additional recommendations are reiterated in the Downtown Waterfront Master Plan, including a water feature and a network of outdoor recreation spaces for children and youth.

3. Downtown Action Strategy and Summary (1999)

The Downtown North Bay Action Strategy and Summary describe a new action strategy, which complements the Downtown Improvement Area for the downtown. The document delineates the following action strategy items and goals:

- Redefining Downtown's Role;
- Improving Downtown Promotion and Image;
- Attracting New Investment and Reinvestment;
- Attracting More People to Downtown;
- Creating a 24 Hour Downtown;
- Connecting the Downtown with the Waterfront;
- Improving Downtown Parking;
- Thinking Outside the Box (identifying creative approaches that reflect Downtown's unique context and history).

The recommendations of the Downtown Waterfront Master Plan support this initiative by introducing Official Plan and Zoning By-Law Amendments that will encourage new development, improved connections between the downtown and the waterfront and a revitalized streetscape for Main Street.

4. Sustainability Plan (2006)

The Sustainable Community Advisory Committee 2006 report aims to "identify a vision statement and strategic sustainable planning principles" in anticipation of the City's pending Official Plan. The report is intended to guide the development of the Official Plan's policies and supplement the land use plan's (UPlan) background research. The report places emphasis on the three main elements of sustainability (environmental sustainability, economic prosperity, and social needs) that must be considered to ensure that "the actions of today's generations will not negatively impact the actions of future generations." The report includes a summary of the facilitation process that was conducted with the Sustainable Community Advisory Committee (SCAC). It was through that series of facilitation meetings that the city established five Guiding Principles as well as a number of sustainable community principles. The Guiding principles are:

- Manage development while protecting and enhancing the community's need for a diverse, clean and healthy natural environment.
- Promote retail and expand a strong and diverse economic base for North Bay.
- Be a caring community with equal opportunities/access to housing, employment, education, recreation, health and social care
- Include the citizens of North Bay throughout the collaborative public consultations
- Review achievement of objectives in the Official Plan and validate the strategic direction on a regular basis.

5. Cultural Plan (2011)

The 2011 Cultural Plan begins by reflecting its deep respect for the community's history and

heritage and declaring that culture is a priority for the City. The plan seeks to highlight the role of culture in stimulating economic growth and improved quality of life and in inspiring collaboration between local government, businesses, community members and post-secondary partners to achieve City-wide goals. The Plan was guided by a steering committee and community advisory committee with a commitment to engaging with the public. The plan is framed by a vision and list of values that address the role of culture, diversity and inclusion, participation and collaboration, economic sustainability, and cultural heritage in community life.

The plan defines municipal cultural planning as a place-based municipal process that is underpinned by the following themes: cultural resources (broadly defined), cultural mapping, adopting a 'cultural lens', cross-sectional strategies, networks and engagement. The report also includes a review of North Bay's cultural plans and programs to date as well as the assets identified by a process of cultural mapping. The DWMP reflects the recommendations of this plan by incorporating a number of cultural facilities and public art features.

6. Parks Plan Update (2009)

The 2009 Parks Plan Update for the City of North Bay assesses progress since the 1991 Culture, Recreation and Parks Master Plan and identifies opportunities and strategies for improvement over the following five years (2009-2014). The plan takes a comparative look at the current population's needs in relationship to other communities in the province. It also looks to the greater planning context, and how socio-economic trends drive the demand for park services, facilities and programming. By discussing the implications of a relatively diverse (in age range and interests) aging population and rising obesity on social and leisure trends, it connects social needs to regional parkland standards and local land use, sustainability and transportation.

7. Arts and Entertainment District Capitol Centre Report (1999)

The 1999 North Bay Arts and Entertainment District Capitol Centre Report addresses the "declining fortunes" of North Bay, something the study argues can be reversed by intervention in cultural opportunities as an urban revitalization strategy. The report looks at the opportunities that would soon arise from new development (including the planned CP Rail Lands Purchase and Canada's Passage North), placing an emphasis on potential enhancements of the Capitol Centre. The objectives for establishing an Arts and Entertainment District are:

- To significantly revitalize Downtown North Bay
- To create an environment for renewed private sector investment in the downtown
- To increase tourist visitation and spending in Downtown North Bay
- To offer daytime and evening activities, extending the duration of favourable uses
- To make the area safer and more attractive
- To provide facilities for the production and presentation of the arts to residents and tourists
- To enhance opportunities for artists
- To connect the arts more intimately with community development

The report calls for the establishment of an organizational structure or coordinating agency to ensure the success of an Arts and Entertainment District in North Bay. It then highlights a

number of recommended steps for establishing such a district, from gaining the initial community consensus to beginning shared programming activities and events. The report also presents a breakdown of the market for arts and entertainment attractions to provide guidance in growing the entertainment marketplace and choosing which activities to pursue.

8. Investment Attraction Strategy for Downtown North Bay (2013)

The Investment Attraction Strategy (2013) for North Bay aims to rejuvenate and stimulate activity in the downtown core. The document is broken up into sections describing the study's research, analysis and recommendations. The research and analysis assess the needs of downtown community members, market trends, and provide a comparative analysis with similar downtown commercial areas. As supplemental projects, this study found the need for a Downtown North Bay Marketing Strategy and a Downtown Member Handbook (both standalone documents) to enhance the voice of the downtown core and provide more information for downtown businesses. The recommended strategies from this report, many of which are reflected in the Master Plan, include:

- Create an attractive place to live and stay
- Encourage mixed use development
- Consistently meet consumer expectations
- Establish a cultural and entertainment hub
- Address parking challenges
- Support youth
- Encourage business development and investment
- Create an accessible and safe place
- Establish an affection for the downtown

9. Baylor Report

In 2015, North Bay's Economic Development Department formed a research partnership with Baylor University's Business Focus Firm Project. Steered by MBA students, the study included a comprehensive community survey in its first phase, leading the group to identify four key areas of opportunity: 'Talk, Sell, Retain and Develop'. In the second phase, students developed strategic priorities and recommendations for economic development based on those key opportunity areas. The project team's recommendations, many of which are reflected in this Master Plan, focused on enhancing quality of place, developing job growth, and increasing community engagement and communication.

Tactics for enhancing North Bay's quality of place and attractiveness included enhanced spaces for gathering, creating walkable and inviting streetscapes, and reclaiming North Bay's history. Job growth recommendations focused on building a culture of collaboration between businesses and supporting innovative start-ups, capitalizing on institutional resources, and refining the structure and roles for economic development in the government. Finally, the report offered recommendations for building trust between the municipal government and community by increasing opportunities for two-way communication and implementing place-making initiatives and community-driven planning strategies.

10. Environmental Assessment Study (2016)

An Environmental Assessment (EA), which was initiated in 2016, identifies and examines various alternatives for the repair, replacement or redesign of the King's Landing Wharf and Waterfront Marina. The EA presents four alternatives: Alternative 1 (Do Nothing), Alternative 2 (Repair the Existing Wharf), Alternative 3 (Decommission and Remove the Existing Wharf), Alternative 4 (Remove and Replace the Existing Wharf with a Naturalized Spit and Recreational Trail). Through the EA process, Alternative 4 has been identified as the preferred alternative, and the preliminary preferred design has been integrated into this overall Master Plan. This alternative removes the existing wharf and replaces it with a naturalized spit including paved recreation trail, lighting, seating and fishing piers. The pier on the south side of the marina will be extended to accommodate the operation of the Chief Commanda II. As part of the pier widening proposal, a commercial area will be developed for the existing Commanda restaurant patio and other potential tenants.



EA Study - Preferred Alternative #4 (2016)

11. Canadian Urban Institute, Investing in Northern Ontario Downtowns (2014)

This study, part of the Northern Ontario Downtowns project, presents a history of growth in some of Northern Ontario's cities and proposes five principles for a successful downtown (Visibility; Visionary; Prosperity; Liveability; Strategy). The report begins by tracking population growth and development over four eras from 1871 to 2014. These four eras include: Development of rail and related transportation infrastructure (1871-1910); Consolidation and municipal growth (1911-1945); Sustained government investment in key institutions (1946-1970); Collaboration, innovation and strategic planning in a low-growth environment (1971 – present). Through community engagement and research in Northern Ontario's five largest cities, the study focuses on the successes of cities' strategies to sustain growth and attract investment in their downtowns. The findings of this report support many of the recommendations of the DWMP, and can be found throughout the document.

1.4 EXISTING CONTEXT

The Downtown Waterfront Master Plan has been developed based on an understanding of existing conditions, opportunities and constraints. This section outlines a number of key considerations.

Open Spaces - Dispersed throughout the downtown and waterfront is a significant amount and variety of open space. While some of these spaces are programmed, there are significant opportunities to introduce a wider range of activities and uses within the unprogrammed areas, while maintaining a balance between passive and active space, and natural areas like beaches.

- Park
- Beach
- Programmed Space/
Active Uses
- Underutilized Open
Space

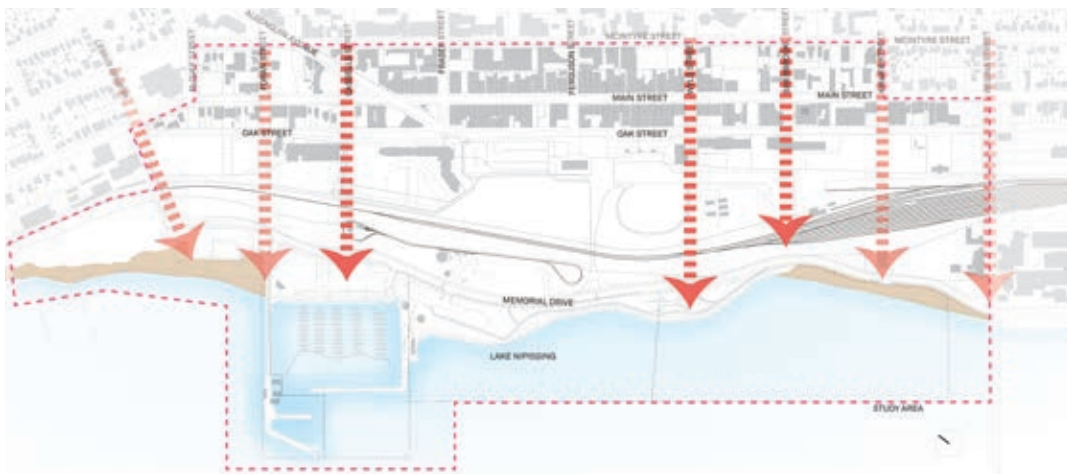


Barriers and Access - The railway continues to be a significant barrier for people wishing to move between the downtown and the waterfront. In general, both the downtown and waterfront are well served by trails and pathways, but few of those connections actually puncture the barrier that divides these two areas. In the long term, it is important to create additional connections between the downtown and waterfront in order to improve accessibility and augment the vitality of new uses and activities on both sides.

- Existing Barrier
- Existing Pedestrian
Connection
- Existing Pathway
Network



Key Views - In order to preserve the key elements of North Bay's character, it is important to maintain views to the lake from the downtown. Existing vistas are often blocked by landforms, buildings and the rail line, with few opportunities for uninterrupted views. Thus, the preservation of existing vistas, and creation of new ones, plays a major role in maintaining downtown North Bay's connection to the waterfront.



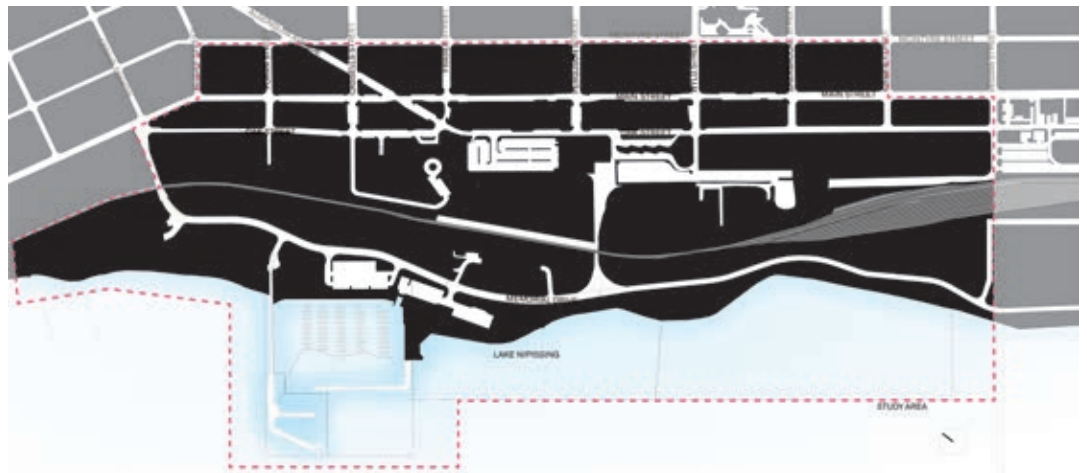
 Key View

Key Streets - Downtown North Bay benefits from a grid of major streets that facilitate safe and efficient circulation and define the character of the downtown. Algonquin Avenue breaks this grid by creating a north-south axis through downtown North Bay with a strong view into the existing green space by the Museum while also connecting visitors to parking. Main and Oak Streets provide a vibrant retail experience, with the opportunity for revitalization to improve the pedestrian-oriented character at all times of the year. Ferguson Street is an important street that connects the downtown with the waterfront, with a significant opportunity for upgrades to reflect that importance.



 Key Streets

Block Structure - The compact block structure in downtown North Bay creates pedestrian friendly spaces and facilitates connectivity between destinations. But that block structure disappears as it approaches the waterfront, making pedestrian circulation increasingly difficult. A particular opportunity exists to improve the definition of blocks in the Museum area to facilitate easier access between the downtown and the various waterfront spaces and activities.



Building Fabric - North Bay's Main Street benefits from an established building fabric and consistent streetwall. On Oak Street, however, some gaps exist which can be filled through redevelopment or the creation of open spaces and community spaces that can host events and activities.

- Existing Building Footprint
- Development Applications

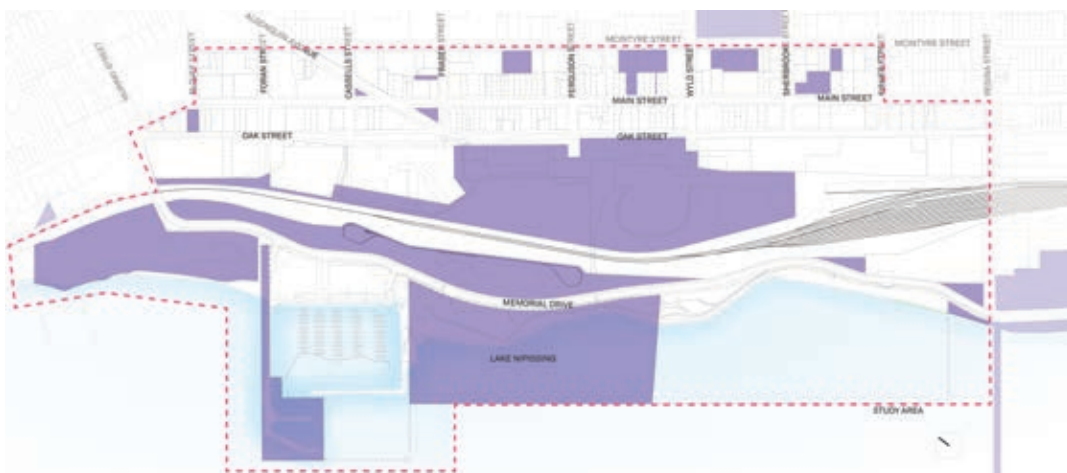


Surface Parking Lots - Drawing residents and visitors downtown requires North Bay to provide not just attractive spaces and activities, but also ample space for parking. However, as the Downtown Waterfront grows, much of the area's surface parking will be re-purposed, and efforts to maintain an appropriate parking supply will be necessary, as discussed Section 5.6. As redevelopment occurs, parking should be strategically placed, and underutilized lots should be re-purposed. A reassessment of parking needs will provide more space for mixed-use development, allowing more people to live and work downtown.





Surface Parking Lots

City Owned Properties - The large quantity of city owned land in the downtown waterfront is a major advantage that can be leveraged in waterfront redevelopment projects. When necessary, the city is in a position to leverage the value of some of this property to offset the expense of Downtown Waterfront improvements and new programming. However, a strategic approach to land disposition (discussed in Section 6.4) will be required.




City-Owned Properties

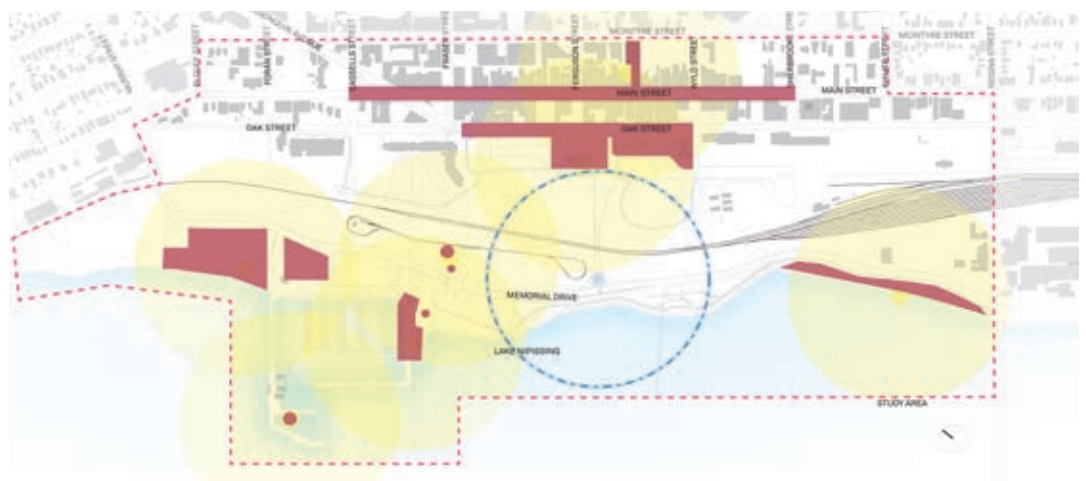
Topography - Downtown North Bay takes advantage of prominent views of the lake due to the grading of the landscape, which generally slopes down towards the lake. Currently, the upper floors of downtown buildings and the top of Algonquin Avenue entering the downtown remain the best vantage points. Unfortunately, the railroad berm, which buffers the view of the rail tracks, also limits the visibility of the lake views. The grades along Main Street provide an important opportunity to highlight the unique features of North Bay. These two elements should be acknowledged in any efforts to redevelop the Downtown Waterfront.

- 5 m Contour Line
-  Major Grade Change
-  Main Street Grade Change

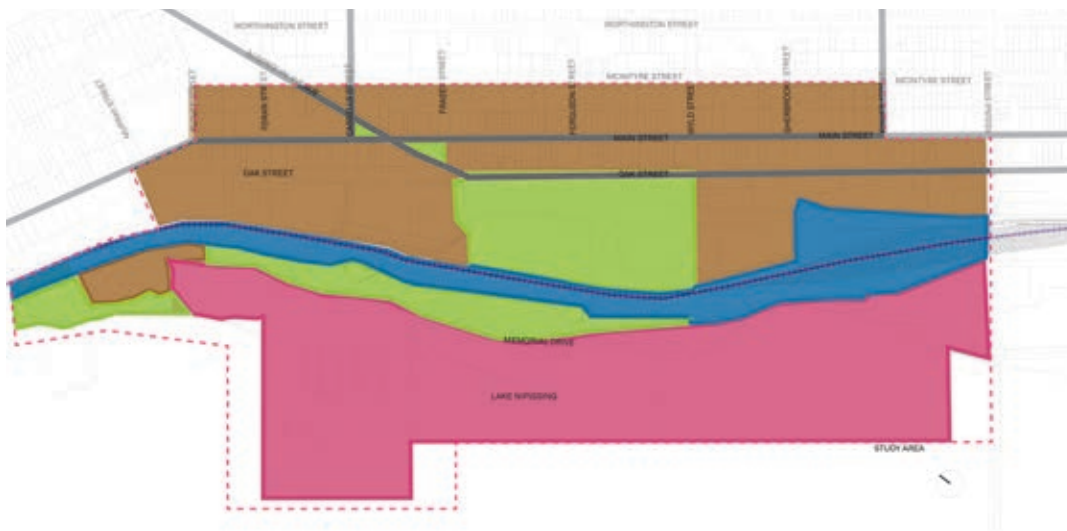


Activities - Well placed activity generators are important in creating a vibrant and pedestrian friendly downtown. North Bay has a number of existing activity generators, but there are gaps that exceed a comfortable five minute walking radius (in yellow). The opportunity exists to create new activity generators that will close the gaps between existing destinations and create a more interesting walking experience.

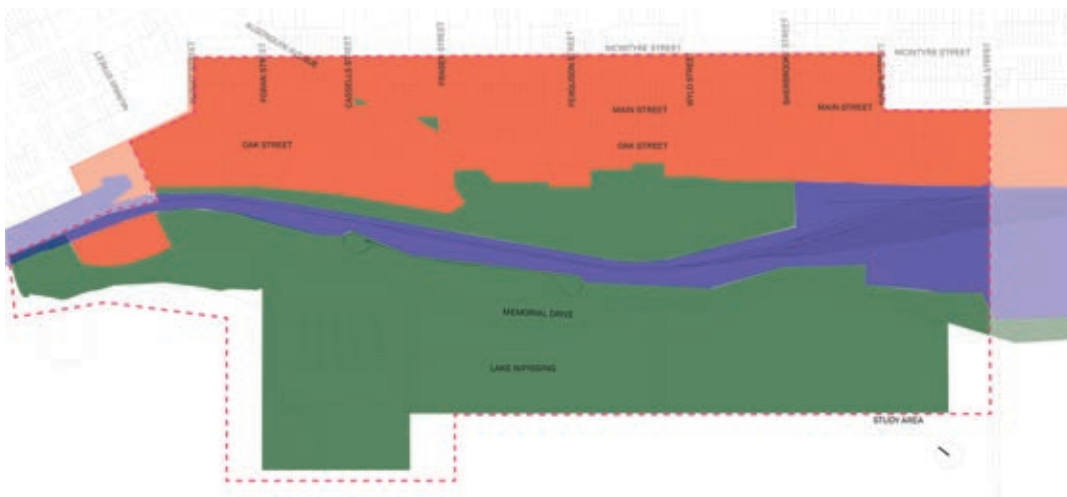
- Activity Generators
- 5 min walking radius
-  Activity Gap



Existing Land Uses and Zoning - Permitted land uses and building types are identified in the Official Plan and Zoning By-Law. Some updates to existing permissions should be considered to reflect the emerging and evolving character of the downtown, and to encourage new types of development within the study area, while also protecting existing parklands and open spaces.



- OFFICIAL PLAN
LAND USES**
- Central Business District
 - General Industry
 - Open Space
 - Waterfront
 - Major Road
 - Railway



- ZONING BY-LAW
BUILDING TYPES**
- Open Space / Parkland
 - Railway Industrial
 - General Commercial

Building Heights - Existing zoning in the downtown restricts the heights of most buildings to 3 storeys or less, except along Ferguson Street, where buildings may be up to 10 storeys in height. To increase density and encourage more people to live and work downtown, however, taller buildings should be considered in other locations. A balance must be struck between encouraging infill development to sustain retail and commercial vibrancy while maintaining the existing intimate character of the downtown.

- 3 storeys
- 10 storeys



1.5 CONSULTATION OVERVIEW

Consultation for the North Bay Downtown Waterfront Master Plan took place during focus group meetings, 5 public and stakeholder workshops, at a farmer's market booth, and remotely through a questionnaire that received over 1,200 responses. Workshops included the general public, Indigenous community members, local youth and city stakeholders to guide visioning, review proposed plans and provide feedback throughout the study process. Detailed summaries of each consultation workshop are included in Appendix A.

The key messages that were heard through consultation, which were fundamental to the development of the Downtown Waterfront Master Plan, include:

- Establish a Downtown Waterfront vision that celebrates North Bay's history and Indigenous culture
- Consider returning Oak Street to 2-way traffic
- Increase patio space, foliage, seating, public art and accessibility on Main Street
- Create a walkable environment with more connections between the downtown and the waterfront
- Provide more gardens, natural spaces and open spaces that are active year round
- Prioritize the construction of a splash pad/skating park
- Create a youth recreation space
- Create new active uses and destinations
- Support a healthy active downtown



June Consultation Workshop

1.6 CASE STUDIES

Several municipalities have enjoyed the benefits of investing in their downtowns and waterfronts over the past several decades, offering lessons for North Bay about potential impacts. Two municipalities in particular, the City of Burlington and the City of Thunder Bay, are examples of communities that have developed and implemented downtown and waterfront master plans that have been reported to provide direct measurable economic benefits for the local community. In both cases, the redevelopment is now largely complete, and the master plans were implemented reasonably closely to the plan that was originally envisioned and approved by the respective City Councils.

City of Burlington

In 2003, the City of Burlington approved its downtown waterfront master plan, encompassing a public investment of over \$20 million. At that time, the public investment was anticipated to leverage over \$100 million in private sector investment.¹ The master plan, which focused on the redevelopment of Spencer Smith Park, was implemented over the next ten years. In addition, the City of Burlington's 2003 Tourism Vision & Strategy outlined a strategic action focused on "developing the waterfront in a manner that will be a major draw for tourists and provide long term benefits to residents".²

Almost 15 years after the original waterfront master plan was approved, the redevelopment is reported to have generated economic benefits for the local community. Commercial development and redevelopment in the downtown is reported to have grown and thrived, particularly along the main downtown thoroughfares, Brant Street and Lakeshore Road.³ In addition, attendance at community festivals and events is reported to have increased significantly since the approval of the waterfront master plan including the annual Sound of Music Festival and the Rotary Ribfest event in Spencer Smith Park.⁴ Towards the end of the redevelopment over 87 percent of residents and businesses at a public consultation event agreed that Downtown Burlington has "a lot going for it", while less than one percent disagreed or strongly disagreed.⁵



Burlington Waterfront

- 1 City of Burlington Tourism Vision Report (Feb 2003) – Prepared by Economic Growth Solutions Inc.
- 2 City of Burlington Tourism Vision Report (Feb 2003) – Prepared by Economic Growth Solutions Inc.
- 3 City of Burlington, Downtown Benchmarking and Best Practices Report (June 12, 2012)
- 4 City of Burlington, Downtown Benchmarking and Best Practices Report (June 12, 2012)
- 5 Downtown Burlington Interim Commercial Strategy Discussion Paper, urbanMetrics Inc., February 21, 2013.

City of Thunder Bay

In 2007, the City of Thunder Bay adopted a waterfront master plan for Prince Arthur's Landing that encompassed both a major public infrastructure component of \$60 million and a leveraged private sector component of \$75 million. Both the public and the private component were substantially completed at the end of 2016, with the exception of the construction of a new waterfront hotel scheduled to open in 2018. The waterfront redevelopment in Thunder Bay has generated economic impacts in the form of construction and operations spending, tax generation and job creation. As well new businesses and visitors have been reported to be attracted to the downtown waterfront area.

In 2009, the economic impacts of the construction phase of the waterfront redevelopment project in Thunder Bay were estimated at \$200 million in direct and indirect construction spending, and over 1,400 person years of direct and indirect employment throughout the local economy. In addition, the redevelopment was estimated to generate annual economic impacts related to its operations, including the new 102 room 4 star hotel, commercial development and tourism. The total direct and indirect operating impact was estimated at \$41 million. It was further estimated that Prince Arthur's Landing would support 355 direct and indirect jobs in the broader economy.⁶

According to the City of Thunder Bay, since opening in December 2011 Prince Arthur's Landing has seen record attendance, the opening of several new businesses and over 21 awards of excellence for planning and architectural design.⁷



Thunder Bay Waterfront

⁶ Prince Arthur's Landing at Marina Park, City of Thunder Bay, Economic Impact Assessment Executive Summary, Deloitte, March 2009. <http://www.thunderbay.ca/Assets/City+Government/Waterfront+Development/docs/PAL+Economic+Impact+Assessment+Executive+Summary.pdf>.

⁷ Prince Arthur's Landing, City of Thunder Bay, http://www.thunderbay.ca/City_Government/News_and_Strategic_Initiatives/Waterfront_Development/Prince_Arthur_s_Landing.htm.



2.0 THE VISION



2.1 VISION STATEMENT

North Bay's Downtown Waterfront will be unified in a comprehensive long-term vision that brings together economic strength, social parity, environmental sustainability, and cultural vibrancy.



John M Craddock Wetland Nature Preserve in Muncie, Indiana



Mississauga Port Credit Development



Winnipeg Warming Huts Competition, Gehry Partners 2012



Pickering Waterfront, On



Colonel Sam Smith Park, Toronto On.



Guelph City Hall Splash Pad

Design Precedents

2.2 GUIDING PRINCIPLES

1. Celebrate North Bay History and Indigenous Culture

The Plan looks to recognize the history of the Downtown Waterfront Area and to create welcoming spaces for all residents through diverse programming and new development.

2. Introduce New Year-Round Destinations

Celebrate the four seasons in North Bay by adding new winter and night time uses to complement the popular summer and shoulder season uses that exist today.

3. Support a Mixed-Use Downtown

An economically strong downtown includes people living and working in proximity to the existing retail and recreational facilities. New opportunities for mixed-use redevelopment are identified to increase the number of people living and working downtown.

4. Focus Design on Environmentally Sustainable Buildings, Parks and Streetscapes

All public and private downtown waterfront redevelopment should place sustainability first. Streets, buildings, and parks should be constructed with an understanding of the environmental impacts of development and with an aim to reduce those impacts.

5. Encourage Diversity in Building Design and Form

North Bay's downtown heritage character buildings contribute to the unique character of the City. These buildings should be protected and retained. The design of new buildings should be complementary to the existing heritage styles while representing the era in which they are designed.

6. Create a Connected Downtown Circulation Network

The Downtown Waterfront has a walkable and accessible urban structure. Additional pedestrian connections between the downtown and waterfront are encouraged to improve this overall connectivity.

7. Follow an Economically Feasible Approach to Implement the Vision

The strength of the Master Plan is directly tied to its implementation. Priority projects must be selected to maximize the benefits to the community and to match funding opportunities as they arise.



 DWMP Study Area

An aerial photograph of a city neighborhood. The image shows a mix of residential streets with houses, commercial buildings, and a large green field with a baseball diamond. A major road with a roundabout is visible on the right side. The text '3.0 THE PLAN' is overlaid in pink in the upper right quadrant.

3.0 THE PLAN

3.1 CONCEPT PLAN

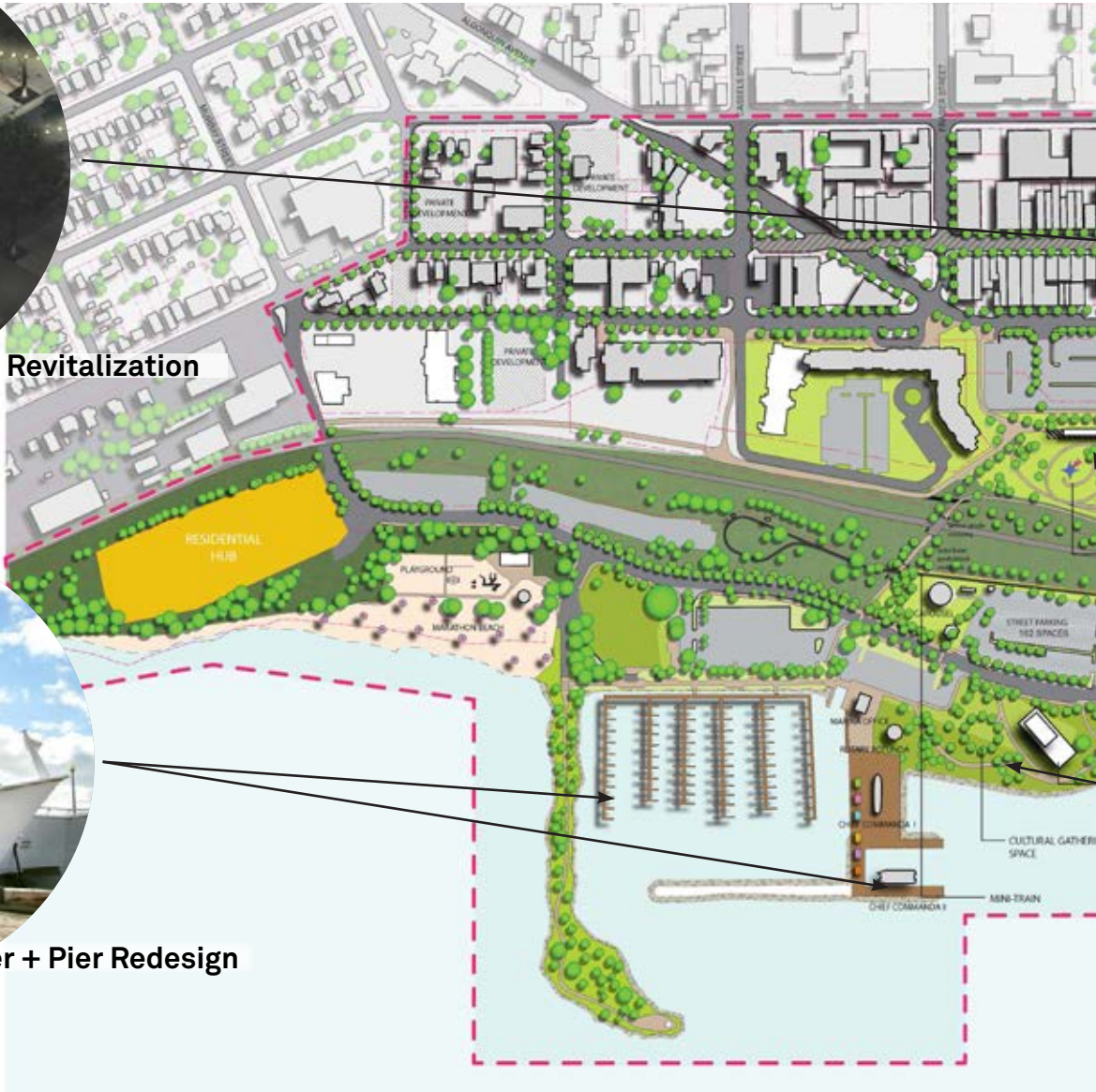
The Downtown Waterfront Concept Plan (shown below) demonstrates one way that the recommended programming and redevelopment of the study area can occur. As the Master Plan is implemented, this concept plan will evolve to reflect the detailed design and planning of each proposed initiative. The following pages provide an overview of the recommendations and core elements of the Downtown Waterfront Master Plan.



Main Street Revitalization



Breakwater + Pier Redesign





Parks and Water Features



Private Developments



Cultural Space

3.2 PLAN ELEMENTS

This section provides an overview of the key elements of the Downtown Waterfront Master Plan. These include:

- Establishing a vision for 3 Downtown Waterfront Districts containing 6 distinct Character Areas;
- Defining North Bay as one of Ontario's premier winter cities;
- Enhancing connections;
- Creating new destinations; and
- Refining permitted building heights to encourage new development.

Each of these elements plays a role in contributing to economic development. A summary of potential economic benefits is provided in Section 4.9.

3.2.1 Downtown Waterfront Districts

The Downtown Waterfront Master Plan Area is divided into three distinct Districts. Each District has been defined based on the existing character of the area, vision for the future and opportunities for redevelopment through a balanced mix of uses.

The three Districts are as follows:

Downtown Living District

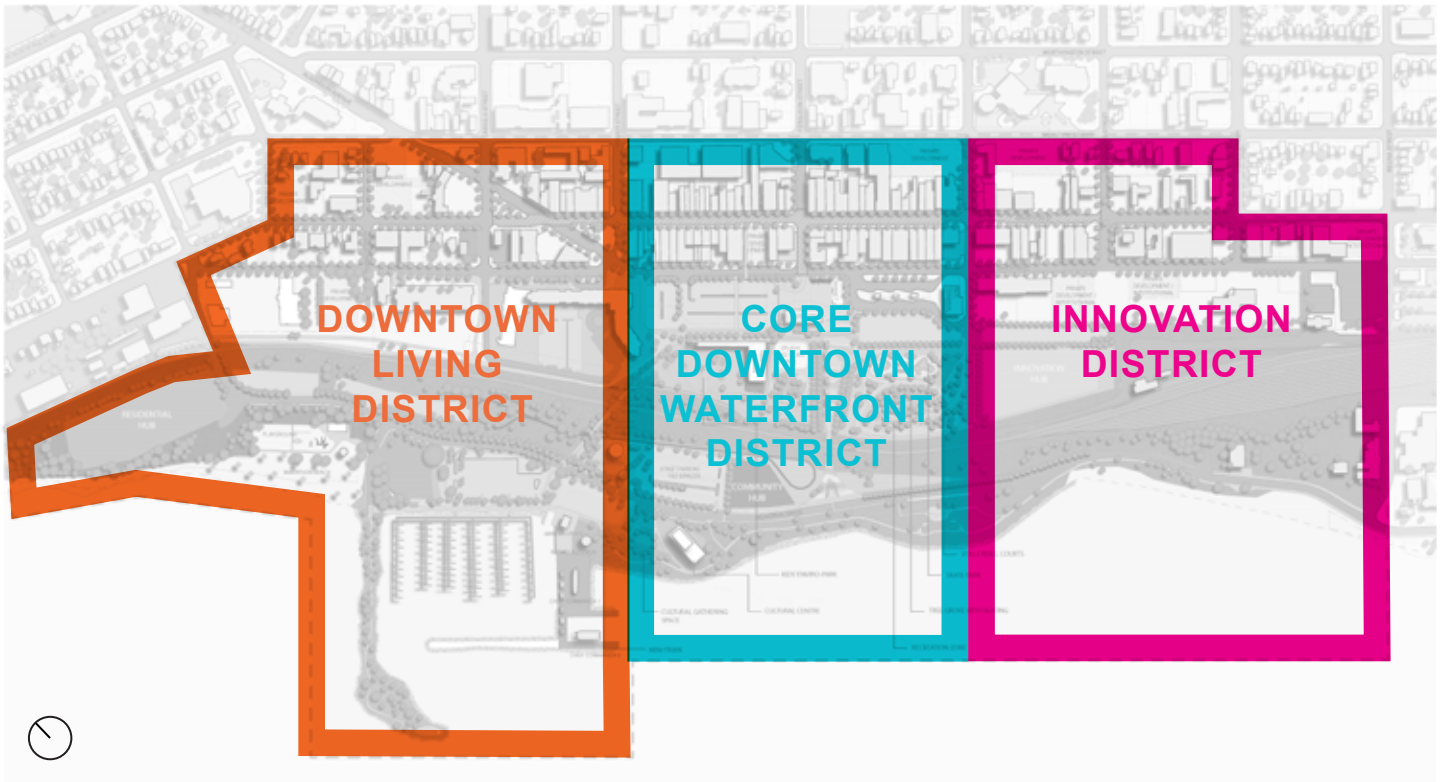
The Downtown Living District is a mixed-use district with a focus on residential redevelopment. This area will encourage more people to live downtown, attracted by excellent access to amenities like recreation, retail and employment.

Core Downtown Waterfront District

The Core Downtown Waterfront District will be the heart of North Bay with seamless connections between the downtown and the waterfront. The existing heritage character of Main Street and Oak Street will be retained, while the District will also introduce a vibrant mix of community, residential and retail uses. The Core will accommodate a variety of year-round activities for all ages, interests, and abilities.

Innovation District

The Innovation District is a mixed-use district with a focus on employment and education uses. Under this vision, the existing under-utilized industrial sites will evolve to accommodate mixed-uses with an innovation centre or employment, research or educational uses on the lower floor and, in some cases, residential uses above. Introducing forward-thinking employment uses in this area supports the creation of new education and employment services, increases business opportunities, and stimulates overall economic activity in the downtown.



Downtown Waterfront Districts

3.2.2 Character Areas

For the purpose of describing the plan, the Districts are further divided into 6 key Character Areas, responding to the proposed building types, programming potential, and connection to the surrounding context. The six Character Areas have been identified to allow for more detailed site, programming and building design recommendations by area, which can be found in Section 4.0 of this document. Each Character Area is identified on the map below:

- Western Waterfront
- Western Downtown
- Central Waterfront
- Central Downtown
- Eastern Waterfront
- Eastern Downtown



3.2.3 Winter City

This Master Plan recognizes and celebrates North Bay as a winter city. With winter lasting a significant amount of the year, public spaces, streetscapes and buildings should be designed to invite activity in the outdoors, create appealing indoor spaces, and encourage a sense of community even in the coldest and snowiest of months. These initiatives are also of benefit during the shoulder seasons, as weather can often be unpredictable. Some elements of the Master Plan create spaces specifically for winter use, like the skating trail and the warming huts, but other elements, like catenary lighting over Ferguson Street and the orientation of buildings and open spaces will contribute to the usability and vibrancy of winter streets and spaces. Key elements of the plan that will establish North Bay as one of Ontario's premier winter destinations include:

1. The Skating Trail
2. Winter warming huts
3. Utilization of Winter City Guidelines (see Section 5.2)
4. Consideration of predominant winds and sun exposure
5. Utilization of the existing sheltered space for winter activities, like a Winter Market, where appropriate.



Key Winter City Program Areas

3.2.3 Connections

The Downtown and Waterfront Area is bisected by the existing rail corridor. The long-term plan for the railway is unknown, but in the immediate term, the Master Plan recommends the creation of a connected public realm to reinforce travel between the two areas and facilitate pedestrian circulation. Core recommendations include:

- Introducing overhead and pedestrian lighting to bring colour and vibrancy to the areas between Main Street and the waterfront;
- Reconfiguring the underpass near the carousels as a pedestrian and cyclist trail connection, including a pedestrian underpass at the mini-train to ensure a safe pedestrian environment;
- Introduce an overall wayfinding strategy to support active transportation and to highlight the connectivity of the waterfront;
- Examine programming options within the existing pedestrian underpass to create a protected destination within the core of the waterfront;
- New trail connections throughout park spaces; and
- Enhance the sense of arrival from the lake with creation of a new centrally-located commercial pier.

- New and Enhanced Connections
- Existing Connections



3.2.4 Destinations

The Master Plan process began with a review of the existing Downtown Waterfront destinations. The review mapped activities within the area and overlaid 5 minutes walking radii centered on these points of activity. The 5 minute walking radius is a comfortable distance within which people will visit multiple destinations in a single visit. The review found that North Bay's Downtown Waterfront had many high quality destinations, but that the lack of programmed activities in the centre of the study area made it more challenging to connect centres of activity to each other. The Downtown Waterfront Master Plan looks to bring a series of new destinations to the central waterfront area and reinforces the existing uses with new complementary uses. These include:

1. Splash Pad and Skating Trail with new pavilion building
2. The Youth and Recreation Park
3. The Community Hub
4. The Innovation Hub
5. The Cultural Park
6. The Commercial Pier
7. The Naturalized Spit
8. Marathon Beach
9. Residential Hub
10. Future Market Building



3.2.5 Heights

Permitted building heights throughout the Downtown Waterfront have been re-examined through the Master Plan process. It is recognized that increasing the density of people living and working in the downtown will contribute to the ongoing health and vitality of this area; however, at the same time, new development should contribute to the character and attributes that make the downtown so successful today. Within the Main Street area, maximum building heights will be in keeping with the existing 2 to 4 storey building fabric, while to the east and west, slightly taller forms of development will introduce new uses and economically feasible development forms. Along Ferguson Street, the existing permissions allowing for buildings up to 10 storeys are recommended to be retained.

This Master Plan recommends updates to the Zoning By-Law, and also provides site and building design guidelines that will further ensure that these new forms contribute to achieving the vision for the Downtown Waterfront.



LIBRARY
INCOME
TAX

TAXI

75
2.4 X 7.2

PIZZA

PIZZA

PIZZA

4.0 DESIGN CONSIDERATIONS BY CHARACTER AREA





Downtown Waterfront aerial image looking south (December 2015)

4.1 INTRODUCTION

The six character areas within the North Bay Downtown Waterfront each have a distinct identity and specific programmatic recommendations. Initiatives recommended for each Character Area, shown below, are described in this section. The plan for Main Street's revitalization and a summary of potential economic benefits are also included.

Character Areas





4.2 CENTRAL WATERFRONT

The Central Waterfront will be the focus for enhanced community life with outdoor and indoor event, dining and cultural spaces. Introducing public and private development in this area of the waterfront is essential to ensuring 24 hour activity and vibrancy. This area is bounded by the rail corridor to the east, the axis created by Fraser Street to the north, and the axis created by Wyld Street to the south.

The public consultation process highlighted the water's central importance for the Nipissing First Nation. Thus, the creation of a cultural centre on the waterfront is a compelling opportunity for the City and residents of North Bay to recognize the water's significance and the long-standing Indigenous cultural history on this shoreline. Future programming in this area could include a cultural gathering space such as a fire circle celebrating Indigenous culture (1) and a Cultural Centre (2), potentially with a restaurant and/or an Indigenous Centre.

These investments will provide more opportunities for community events and festivals, which have been shown by the Canadian Urban Institute's "Investing in Northern Ontario's Downtowns" study to "increase the awareness and vitality of the downtown."¹

A major site in this area is also reserved for a public or private Community Hub (3). Potential uses include a community centre, library, information centre, retail spaces and/or artisan studios. This site is next to the existing pedestrian underpass, which could be programmed in the winter to include seating, vendor spaces, music and lighting (4).

The popular mini-train and Carousels will be retained in this area (5). The existing parking areas adjacent to the carousel (6) can be reconfigured to better serve intensifying uses in this area. Retaining walls will be introduced to expand the parking area to approximately 162 spaces.

¹ CUI, "Investing in Northern Ontario's Downtowns", 25.



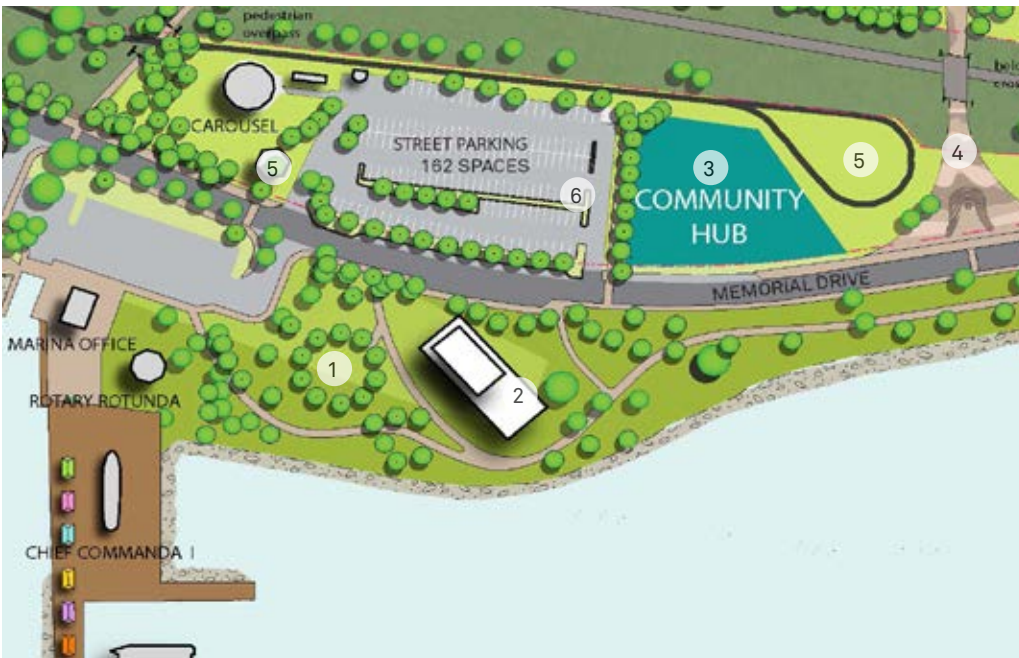
Cultural Gathering Circle (1)



Indigenous Cultural Centre building integrated with waterfront setting (2)



Cultural Hub may contain a variety of uses (3)



Pedestrian underpass can become more inviting with lighting and seating (4)



Aerial Image of Central Waterfront Area



4.3 CENTRAL DOWNTOWN

The Central Downtown will be a major mixed use and commercial centre for North Bay with year round outdoor recreation activities. It is bounded by McIntyre Street to the east, the rail corridor to the west, Fraser Street to the north and Wyld Street to the south. In this area, the existing plaza, pedestrian underpass and Museum create a hub of activity that can be further reinforced with new destinations.

Currently, the land southwest of Oak Street is a large grassy open space, programmed with seasonal activities and a single trail that leads to the top of the bank overlooking the waterfront. In the future, the northern portion of this area could operate year-round, with a summer splash pad and winter skating trail (1). It could be served by a park pavilion building containing concessions, change facilities and washrooms (2). Adjacent to the splash pad and pavilion will be a new children's play area with a focus on teaching Indigenous history and culture and environmental sustainability (3). At the northwest end of this park, a new pedestrian underpass connecting to the Central Waterfront area will be created (4), and northeast of the park, a future market building is proposed (5).

To the south, two new beach volleyball courts (6) will be included in a youth-focused recreation park that also contains a new skate park (7) and space for other activities. In addition to the youth programming, a tree grove park with trails, trees, benches and fitness stations is recommended to make the space inviting for all ages (8). To enhance connectivity within the downtown and between these new activity generators, the Master Plan also recommends returning two-way traffic to Oak Street.

Infill redevelopment is encouraged in this area, though building heights along Main Street (9) within the Central Downtown area should not surpass 4 storeys (with the exception of the existing permitted 10 storeys on Ferguson, which should remain). This will help to preserve important views of the waterfront and maintain compatibility with the existing heritage character of the area.



Winter skating and summer splash pad (1)



Environment-themed children's park (3)



Include new recreational beach volleyball courts within youth focused park (6)



Aerial Image of Central Downtown Area



4.4 WESTERN WATERFRONT

The Western Waterfront will capitalize on its engagement with the water via marina activities and waterfront living. Plans for the Western Waterfront should enhance Marathon Beach, the wharf and marina, and develop a new residential hub. This area is bounded by the rail corridor to the east, the axis created by Fraser Street to the south, and 10th Street to the north.

Marathon Beach (1) is a highly valued and popular downtown waterfront destination at the trailhead of existing community trails. It contains change facilities and a children's playground. In the future, complementary year round activities, such as warming huts should be considered for this area.

South of Marathon beach, the area bounding the marina is currently subject to a Class Environmental Assessment (EA). As per the EA process the preliminary preferred design will be redeveloped with a naturalized character, extending the shoreline out into the water to form a spit (2). Key elements within this area include the existing concert facility (3), which requires upgrades for both sound and capacity, retention of existing parking (4), the marina office (5), the Rotary rotunda (6), and the Chief Commanda I (7). A new seasonal commercial pier with small vendor stalls (8) is recommended to complement the Cultural Park and provide a new docking location for the Chief Commanda II (9).

At the north-western end of the study area sits the former Kenroc Site (10). This site contains contaminated soil and must be remediated before any development proceeds. This remediation should be a point of negotiation between the city and potential developers, as a partnership may be most effective. Future residential development in this area should include a continuous Waterfront Trail along the shoreline, active building uses at grade, and building massing that maintains view corridors. The minimum depth for continuous public access to the waterfront is already defined by the existing property lines, and any development should adhere to those boundaries. To provide a balance of public and private uses on the waterfront, this area is recommended as a Residential Hub, where private development will bring the Downtown's vitality to the water's edge. A mix of uses is important to ensure that people are living, working and playing downtown and on the waterfront, 24 hours a day, 365 days a year. Private uses to be considered in this area include residential, restaurants, and/or hotel with a maximum height of 8 storeys.



Proposed winter activities and programming at Marathon Beach (1)



Kiosks and vendors along the new commercial pier (8)



Potential redevelopment of former Kenroc site (9)



Aerial Images of Western Waterfront Area



4.5 WESTERN DOWNTOWN

The Western Downtown will complement the Western Waterfront by further contributing to diverse residential options near the water. This area is bounded by McIntyre Street to the east, the rail corridor to the west, and Fraser Street to the south.

Building heights up to 6 storeys are recommended in this area. This height will allow for a mix of building types with a priority on increasing the number of residential units in the downtown area. This will enable more people to live and work in close proximity to the waterfront, which has been a recurring theme in previous studies completed for the City. Currently, 98% of North Bay residents live within 10 km (10 minute drive) of the Downtown, with 18% living within 500 metres (walking distance) and 3% within the Downtown's boundaries.¹ Increasing Downtown housing will allow more people to frequent its businesses without the constraint of needing a car or walking long distances. Permitted building types may include mixed-use developments with office or retail on the ground floor and residential uses on the upper floors or single use residential buildings that create a rhythm of front yards and extend the residential character of adjacent neighbourhoods.

Throughout the Western Downtown, there are a number of publicly and privately owned surface parking lots and underutilized sites (1). As demand to live downtown increases, these sites can be redeveloped, but should be compatible with the character of the existing heritage buildings.

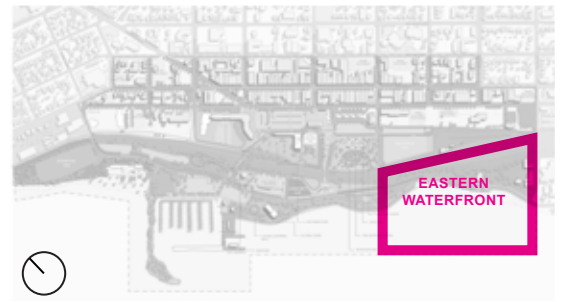
¹ CUI, "Investing in Northern Ontario Downtowns", 2014, p.27.



Emphasis on new residential development (1)



Aerial Image of Western Downtown Area



4.6 EASTERN WATERFRONT

The Eastern Waterfront will focus on recreation. The beach (1) will remain a key focus of activity, with enhanced trails for walking and jogging. Any future redevelopment that occurs within the existing adjacent industrial sites should support a mix of education, employment and residential uses (2). This area is bounded by the rail corridor to the east, Wyld Street to the north and Regina Street to the south.



View of the Southern Waterfront today (looking south)



Focus on enhancing passive recreational uses, like trails (1)



Adjacent development should support educational uses in addition to employment and residential uses (2)



Aerial Image of Eastern Waterfront Area



4.7 EASTERN DOWNTOWN

As part of the Innovation District, the Eastern Downtown will focus on education and employment. This area is bounded by McIntyre Street to the east, the rail corridor to the west, and Regina Street to the south (excluding the southeast corner of Main Street and Fisher Street).

The Eastern Downtown will become home to a new Innovation Hub (1), which will create an employment cluster with education and research facilities or an innovation centre as the anchor. This Innovation Hub will support new small businesses, usher in new spaces for higher learning, and create a vibrant business centre in the Downtown. An Innovation Hub will also provide an attractive tool for retaining young people and encouraging population growth in North Bay. Currently, 20% of Downtown North Bay's population is between the ages of 20-29, but the rate of youth out-migration in Northern Ontario's major downtowns is still high.¹ However, anecdotal reports from the CUI's "Investing in Northern Ontario's Downtowns" study imply that "suitable job opportunities" tied to a high quality of life will aid in drawing young people back to Downtown North Bay.²

The remainder of the Eastern Downtown will be characterized by heights up to six storeys to allow for mixed use development with space for office or commercial retail on the ground floor and residential or employment units above (2).

1 CUI, "Investing in Northern Ontario Downtowns", 2014, p.29.
2 *ibid.*



Aerial Images of Eastern Downtown Area



Innovation Hub should contain uses to create new vibrant business activity (1)



May include higher learning or business incubator space (1)



Introduce new mixed-use development throughout this area (2)

4.8 MAIN STREET REVITALIZATION

A key component of the Master Plan is the revitalization of Main Street, which extends from Plouffe Street to Fisher Street, and is the main commercial street within the downtown. Main Street from Cassells Street to Sherbrooke Street and Ferguson Street from Main Street to Oak Street will have an enhanced streetscape treatment to better integrate the downtown with the waterfront. Elements such as unit paving, new furnishings, lighting, signage, banners and planting will create an enhanced pedestrian experience and contribute to retail vibrancy. Granite slabs will speak to North Bay's northern context and lighting over Ferguson Street will create an inviting winter atmosphere.

This revitalization area has been divided into three Zones (Zone A, B and C), each of which reflects the surrounding context and character. The following pages show the plan for each Zone.

Section 4.9 discusses the economic impacts of this revitalization. North Bay can reasonably expect private investment to surpass the public investment necessary for Main Street's revitalization: The US based National Main Street Centre has found that private investment increased as a result of public expenditure on main streets by a 26-to-1 margin between 1980 and 2015. These cumulative upgrades to Main Street will attract more residents and visitors, adding to Downtown North Bay's vibrancy.



Main and Ferguson Streets should be designed to create an inviting atmosphere in winter



Utilize large granite boulders within the streetscape design



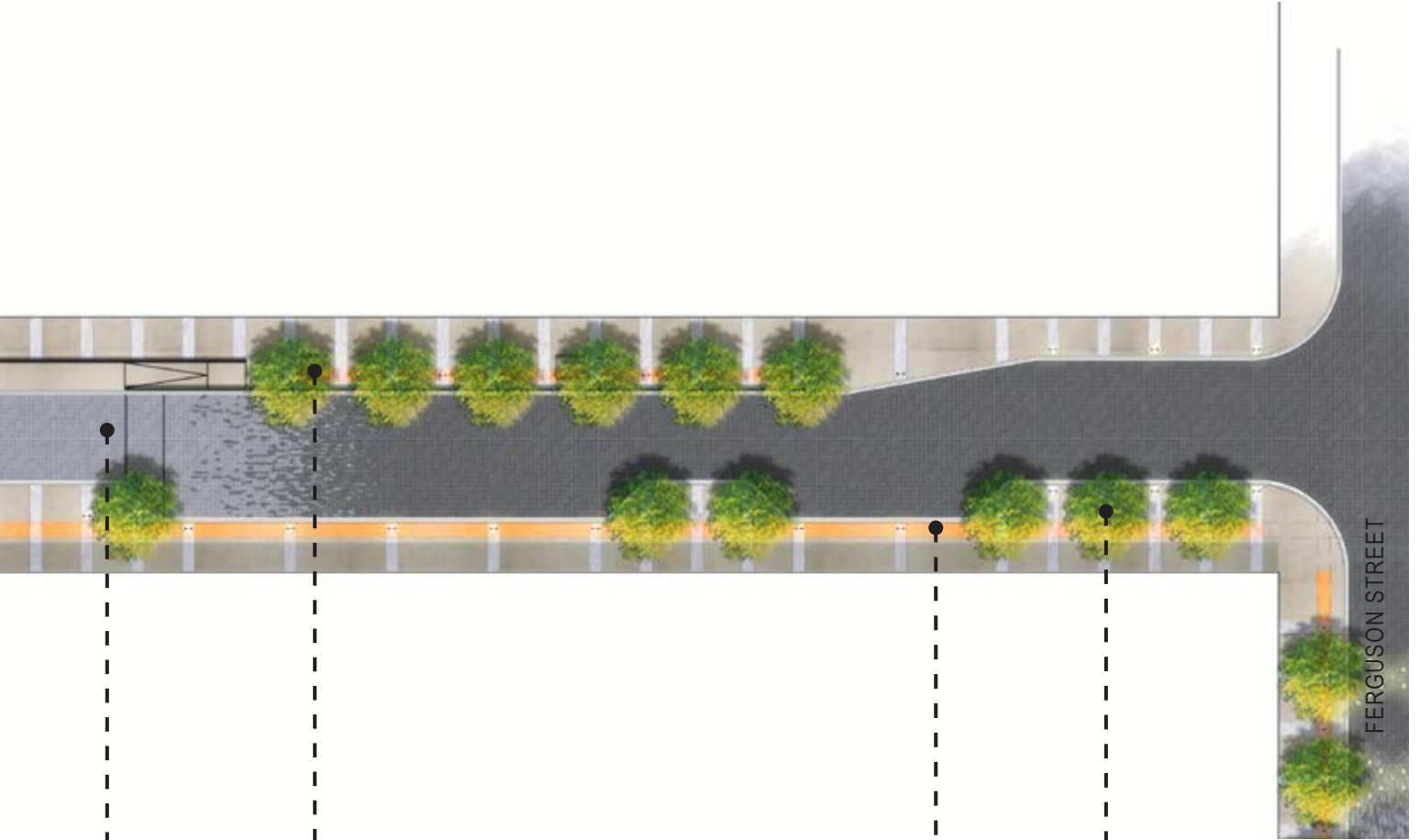
Lighting should create an effect like the Northern Lights



Example of festoon lighting over Ferguson Street

Zone A: Fraser Street to Ferguson Street





FERGUSON STREET



RAISED MIDWAY BLOCK CROSSING



SEATING NODE

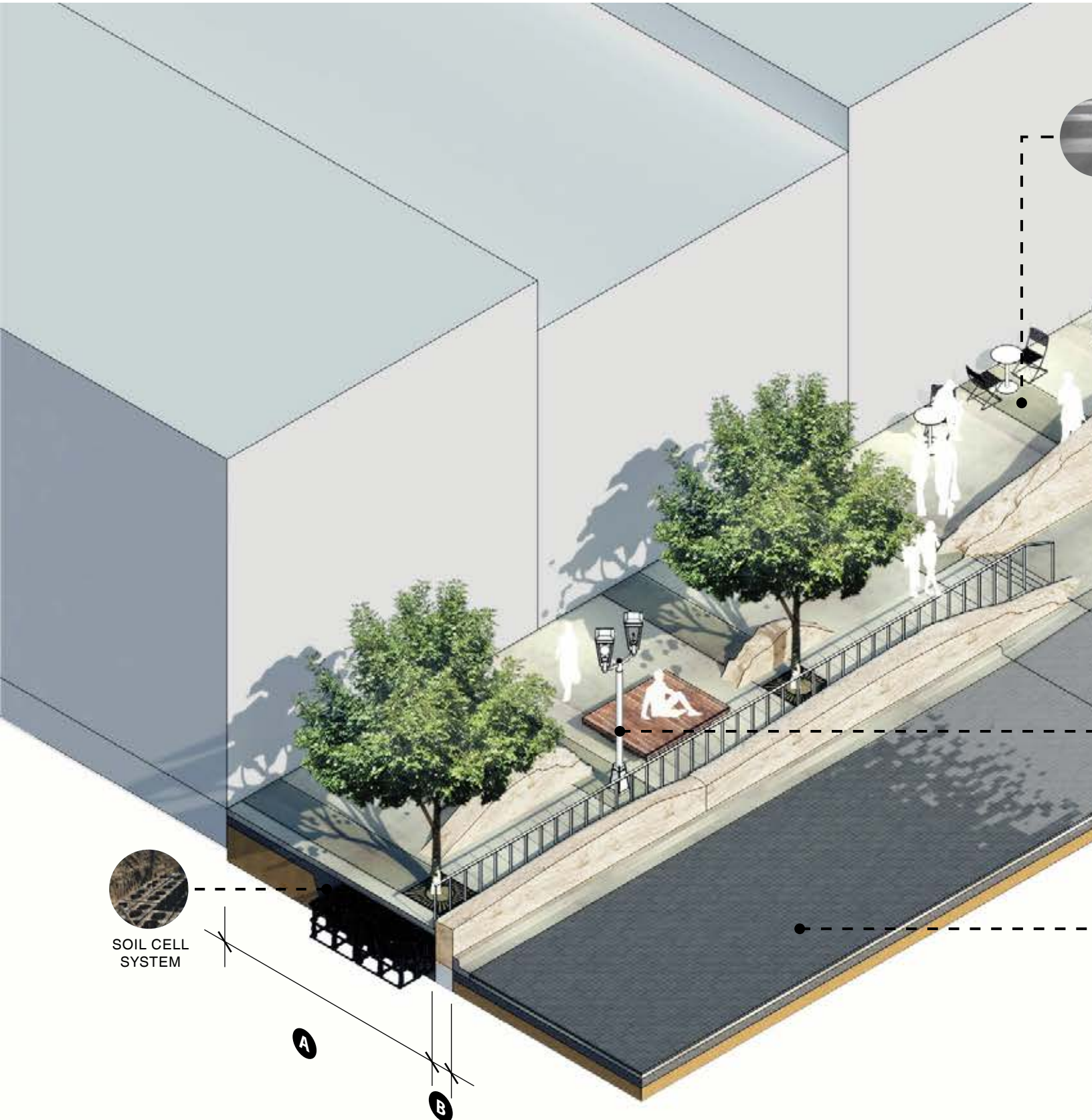


FURNISHING ZONE



SOIL CELL SYSTEM

Zone A: Fraser Street to Ferguson Street



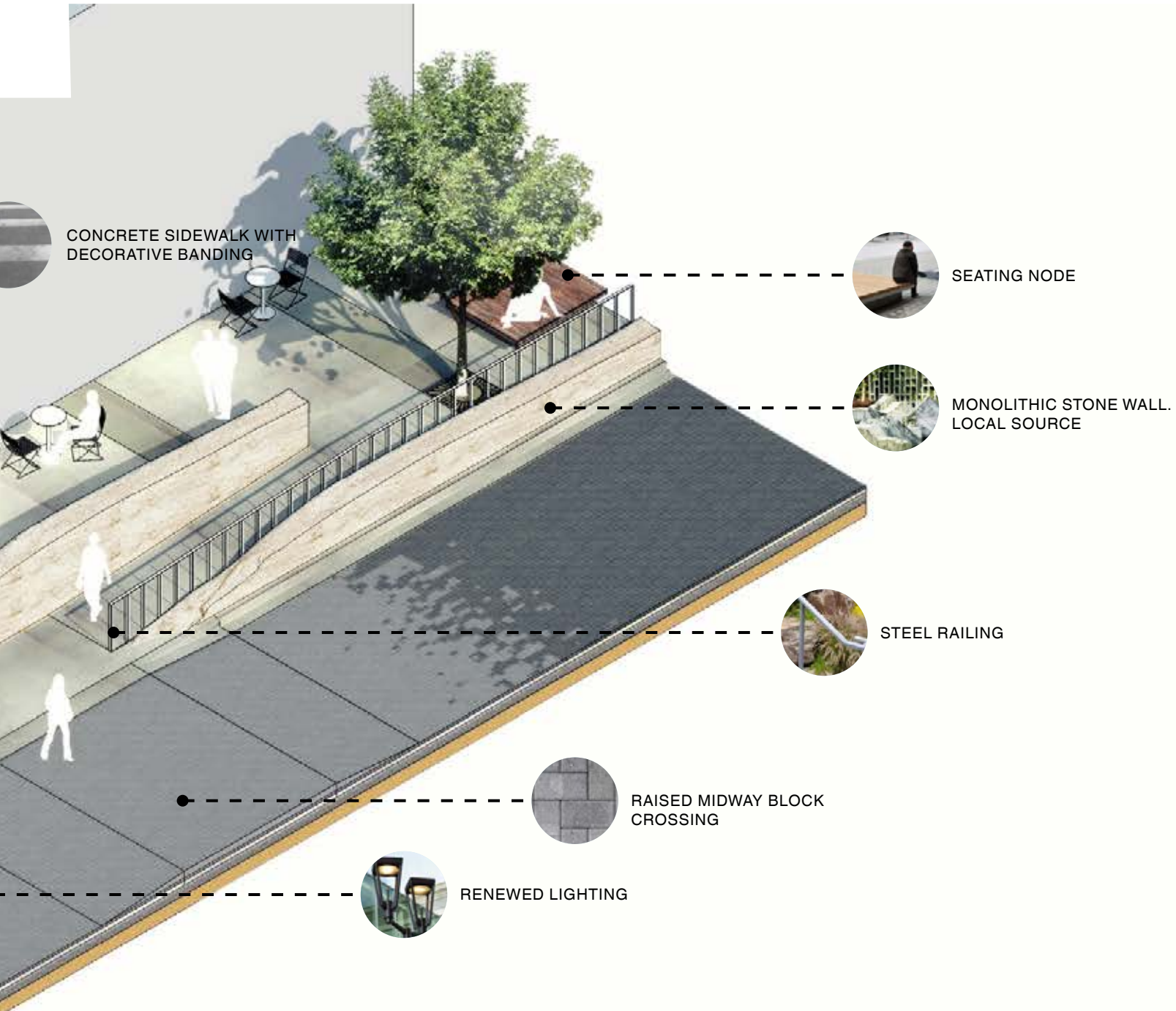
SOIL CELL SYSTEM

A

B

A +/- 5.5m R.O.W.

B 0.3m WALL



CONCRETE SIDEWALK WITH DECORATIVE BANDING

SEATING NODE

MONOLITHIC STONE WALL. LOCAL SOURCE

STEEL RAILING

RAISED MIDWAY BLOCK CROSSING

RENEWED LIGHTING

UNIT PAVING ON STREET

ZONE A: CORE



Zone B: Cassells to Fraser Street & Ferguson Street to Sherbrooke Street

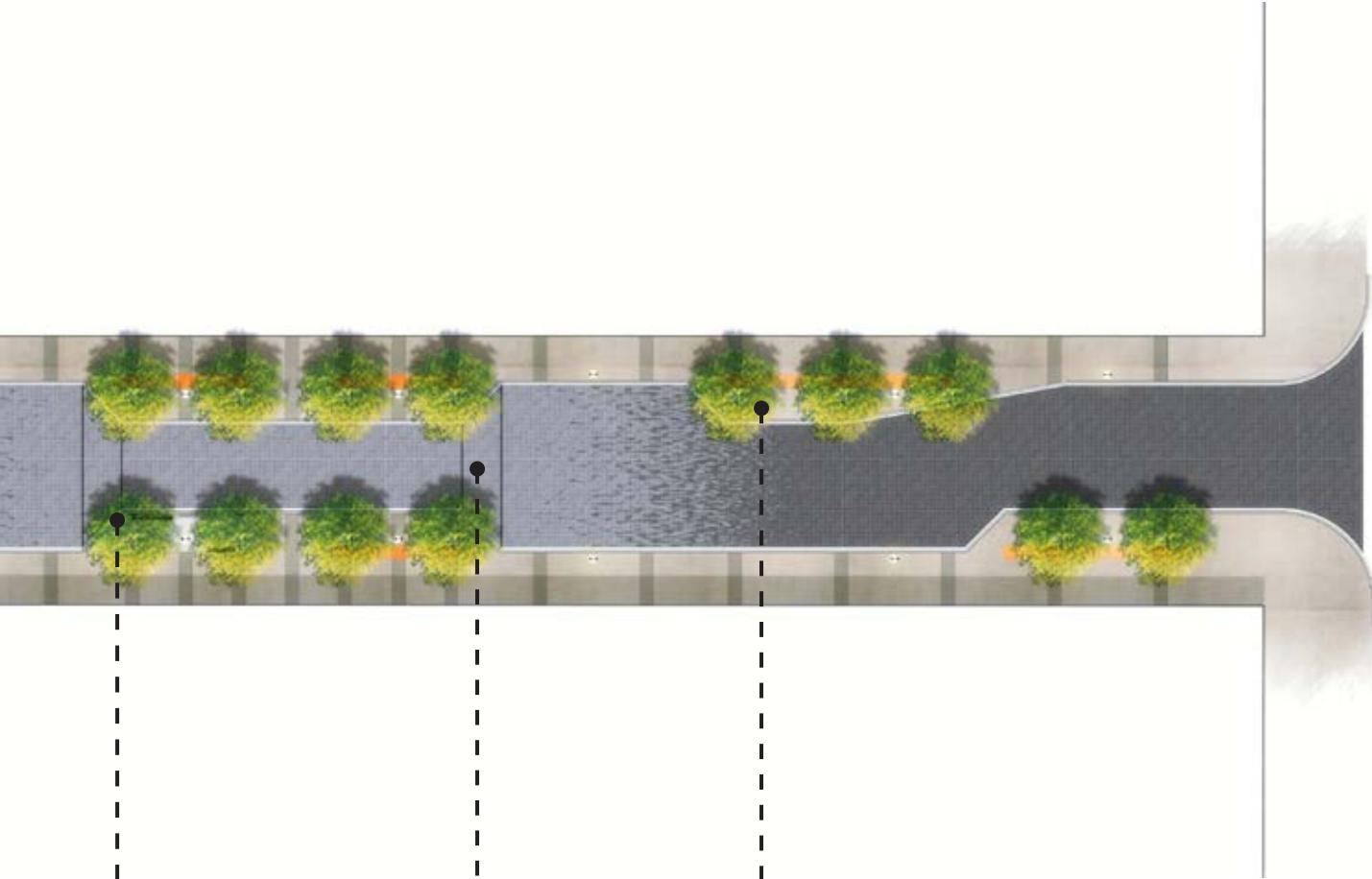


RENEWED LIGHTING



FURNISHING ZONE





WYLD STREET



MONOLITHIC STONE ACCENTS AND OPPORTUNITIES FOR PUBLIC ART.



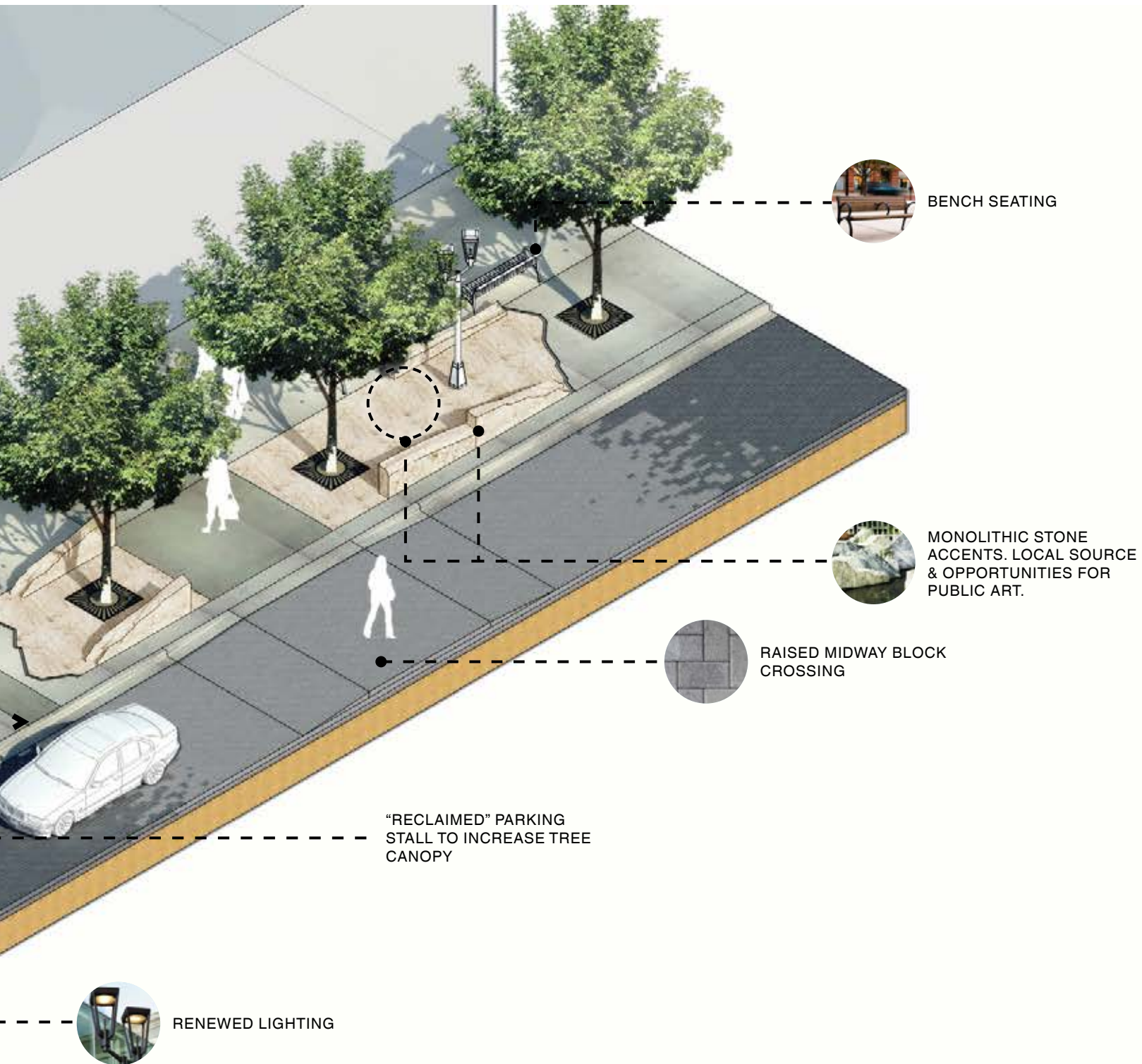
RAISED MIDWAY BLOCK CROSSING

"RECLAIMED" PARKING STALL TO INCREASE TREE CANOPY

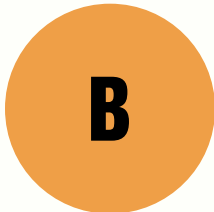
Zone B: Cassells to Fraser Street & Ferguson Street to Sherbrooke Street



EX. UTILITY DUCT - - - - -

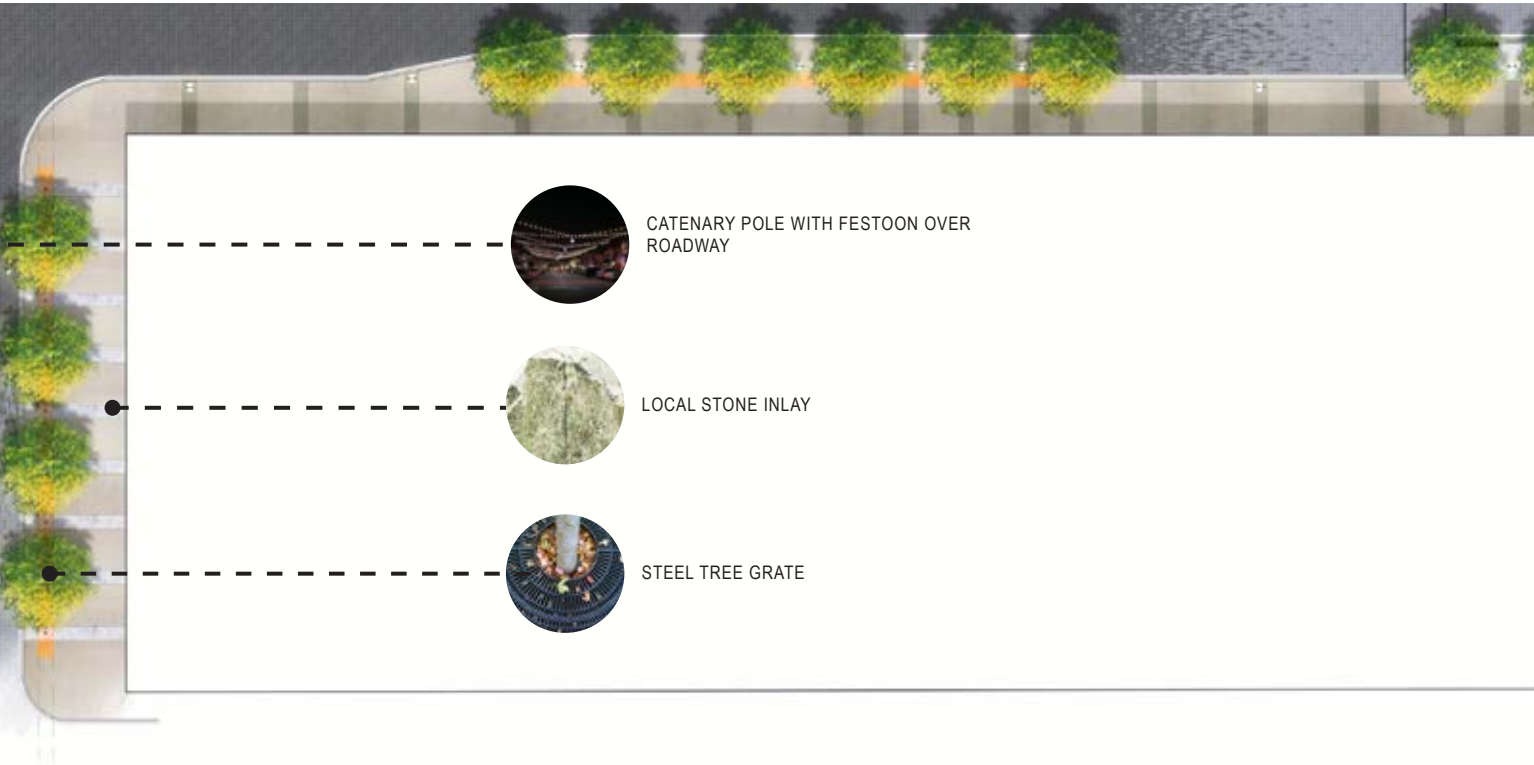


ZONE B: INNOVATION / RESIDENTIAL



Zone C: Ferguson Street from Main to Oak Streets





CATENARY POLE WITH FESTOON OVER ROADWAY



LOCAL STONE INLAY



STEEL TREE GRATE

Zone C: Ferguson Street from Main to Oak Streets

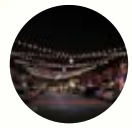




UNIT PAVING ON STREET WITH
SUBTLE COLOUR GRADIENT
TOWARDS WATERFRONT



BENCH SEATING



CATENARY POLE WITH
FESTOON OVER ROADWAY

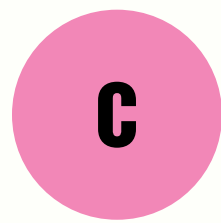


LOCAL STONE INLAY



STEEL TREE GRATE

ZONE C: WATERFRONT LINK



4.9 ECONOMIC DEVELOPMENT BENEFITS

Implementation of the Downtown Waterfront Master Plan has the potential to have significant economic benefits. These benefits may include:

- Attracting new businesses and creating jobs;
- Encouraging private sector investment;
- Impacts of construction;
- Expanded opportunities for local residents;
- Increases in tourism;
- New or expanded festivals and events; and
- Opportunities for the local film and television industry.

Attracting New Businesses and Creating Jobs

Downtown Waterfront redevelopment is expected attract new offices to the area, as well as commercial businesses aimed at providing retail and other services to those living, working and visiting the waterfront and downtown. The proposed Innovation Hub, with new institutional and business incubator spaces, also offers new types of space that may attract or retain educational or training institutions, emerging and creative enterprises, or start-up businesses looking to locate in an affordable market with a high quality of life.

The plan identifies the potential for 8,000 m² GFA of retail space, primarily along Main and Oak Streets, and 17, 929 m² GFA of office space within the Innovation Hub. Assuming a full build out of these sites and an average of 80 people per m² in office and 30 people per m² in retail spaces, approximately 100 retail and 598 office jobs could be generated in a variety of sectors, including, the creative sector, offices, and knowledge, retail and service industries. The market building and the seasonal buildings along the new Pier also offer 645 m² GFA of space for a wide range of craft, clothing, food and other vendors, on both a seasonal and year-round basis.

Public facilities along the waterfront will also create new jobs. The splash pad/skating rink, Park Pavilion, cultural centre and the market building will all require management, maintenance and operational staff.

Encouraging Private Sector Investment

Public investment in Main Street revitalization has been found to spur significant private investment, including rehabilitation of buildings, façade improvements, and other property upgrades. It can also attract additional visitors, which results in a more vibrant retail economy, fewer retail unit vacancies, and the establishment of new businesses. In many places, this public investment, in infrastructure, sidewalks, lighting or public space, is outstripped by private investment. The National Main Street Centre, a non-profit that works with small towns and communities throughout the US, has been tracking the amount of private investment leveraged by public investment on main streets since 1980. It has found that nationwide and cumulatively between 1980 and 2015, for every \$1 of public investment in main streets, there has been \$26 of private investment.

As part of the National Main Street Centre, the Main Street Program in Michigan has carefully documented the impact of investment in main streets throughout the state. Since beginning the Main Street program in 2003, 48 communities have participated, and over 250 net new businesses and 1,300 new jobs have been created.¹ The Michigan Main Street Centre also reports that nearly 80% of all investments in Main Street infrastructure and property upgrades have come from the private sector. The new businesses are reported to have provided small scale economic momentum that creates jobs, sales tax revenue and contributes to overall economic stability in the affected communities.² Jobs have also been created within the construction industry to upgrade streetscapes, rehabilitate buildings and in new construction. Other measures of main street success include additional residential units introduced into the upper floors of retail buildings. In addition to paying rent and contributing to the 24 hour-a-day vibrancy of the street, the Centre reports that those residents spend significant amounts of money at main street businesses.

Similar benefits are anecdotally reported in many communities in Ontario, where public investment has successfully leveraged significant private investment.

Impacts of Construction

New construction associated with the implementation of the Master Plan is also expected to create positive economic impacts through the purchase of goods and services, the generation of employment and the generation of tax revenues for municipal, provincial and federal governments. These impacts would occur over the period of construction and would be realized both through public and private investment.

1 "Ten Years of Excellence, Economic Impacts of Main Street in Michigan", PlaceEconomics, Washington D.C. May 2014.

2 "Ten Years of Excellence, Economic Impacts of Main Street in Michigan", Place Economics, Washington D.C. May 2014.

Benefits for Local Residents

Redevelopment and revitalization of the downtown and waterfront is anticipated to lead to increases in the variety of opportunities and activities available to local residents. This can contribute to North Bay's reputation as an attractive and enjoyable place to live, while also contributing to civic pride. Improvements to quality of place may also support efforts to attract and retain new businesses and skilled labour, including graduating Nipissing University or Canadore College students who are looking for their first job.

At the same time, the plan identifies potentially 667 new residential units, that can provide a variety of types of housing for approximately 1470 residents (assuming an average unit size of 105 m² and 2.21 people per unit³), including students and seniors, who will be able to live in close proximity to the waterfront recreational offerings, new jobs in the Innovation Hub and the already vibrant Main Street.

Increases in Tourism

Tourism can be an important component in the growth of a region's economy. When visitors come to a region they spend money on accommodation, food, beverages, retail goods, entertainment and transportation. That spending creates incremental economic activity that likely would not have occurred in the region in the absence of the visitors.

Today, North Bay receives an estimated 1.2 million visitors annually.⁴ The proposed downtown and waterfront redevelopment is expected to attract additional visitors to North Bay. It may also contribute to longer visitor stays if the additional recreational, cultural and retail offerings entice visitors to extend their stay in the region.

³ Watson & Associates Economists Ltd., *City Of North Bay Population, Housing And Employment Forecast Update, 2006-2031*, Table 5.1, Mid-2021 Forecast, Completed May 2009.

⁴ City of North Bay, "Tourism Cultural Industries", <http://www.investinnorthbay.ca/north-bay-industries/tourism-cultural-industries/>.

New or Expanded Events and Festivals

Many visitors to North Bay attend sporting and music events such as the Summer in the Park Festival, which has an attendance of over 6,000 annually.⁵ North Bay may be able to leverage the revitalized Main Street and waterfront to attract new events and festivals to the region, or to increase attendance at existing events and festivals. Construction of the Cultural Centre and Gathering Place and revitalization of Main Street, in particular, are expected to offer new spaces for events and festivals.

In other regions, redevelopment has led to significant economic impacts through new events and increased attendance at existing events. In Louisville, for example, three events held at Waterfront Park are reported to have a combined annual economic impact of more than \$140 million dollars (USD).⁶

In addition, marketing of events through television, radio and other media coverage may increase North Bay's profile and visibility and contribute to increased tourist visits.

Opportunities for the Local Film and Television Industry

Film production is one of the fastest growing industries in Ontario. In 2015, film and television productions spent approximately \$1.5 billion in the province.⁷ Production spending in Ontario creates positive economic impacts through the purchase of goods and services from local vendors, the employment of local crews and the personal expenditure of non-resident labour while in Ontario.

North Bay has become a popular filming location, and to support the expansion of the local industry a new post-production facility is planned at Canadore College.⁸ The redevelopment of the waterfront may support the continued expansion of the local industry by providing additional filming location options in North Bay, thereby supporting the attraction of additional productions.

In addition to the impacts of production spending, areas where film and television productions are filmed sometimes benefit from film induced tourism (FIT). FIT is the phenomenon of films and television programs encouraging viewers to visit the country or region where filming occurred.⁹ Consequently, attracting additional film and television productions to the North Bay area may also support expansion of tourism in the area due to FIT.

5 Jennifer Hamilton-McCharles, "Planning for Summer in the Park 2017 Underway", August 14, 2016, <http://www.nugget.ca/2016/08/14/planning-for-summer-in-the-park-2017-underway>.

6 "Louisville Waterfront Park's Economic Impact on Louisville and Kentucky", 2016.

7 North Bay Now Staff, "Exactly What Film Industry Has Done North Bay", March 18, 2016, <http://www.nofstudios.com/news/north-bay-now-exactly-what-film-industry-has-done-north-bay>.

8 CBC News, "\$875K to North Bay's Canadore College to establish new film post-production program", January 20, 2017, <http://www.cbc.ca/news/canada/sudbury/canadore-college-production-program-1.3944866>.

9 Oxford Economics. *The Economic Impact of the UK Film Industry*. Oxford, 2007.



5.0 GUIDELINES





Downtown Waterfront aerial image looking north (December 2015)

5.1 INTRODUCTION

These guidelines are intended to assist in implementation of plan elements by providing additional design direction for key components of the Master Plan.

Guidelines are provided for the following features and elements:

- All Season Design
- Wayfinding
- Environmental Sustainability
- Street Design
- Parking
- Public Building and Site Design
- Private Building and Site Design
- Signage
- Public Art

The purpose of these guidelines is to visually unify the downtown and waterfront, encourage design excellence in new construction and foster a common understanding of the desired Downtown Waterfront vision for landowners, developers, designers and City staff.

5.2 ALL SEASON DESIGN

The design of buildings, streets and public spaces is critical to creating a Downtown and Waterfront Area that is inviting and active in all seasons. Key guidelines that should be considered in the design of all elements of the Master Plan include:

- Attention to placement and orientation of buildings to block wind and reduce downdrafts, as well as to maximize exposure to the sun
- Ensure that public spaces are designed to facilitate year-round use and winter maintenance, including trails, sidewalks, gathering spaces, legibility of signage, etc
- Create spaces that facilitate winter events, gatherings and programming
- Create visual appeal within the winter landscape and building design, including the use of lighting, colour, etc
- Plant a variety of tree and plant species that will change colour or lose leaves at different times of the year; or use some species that do not lose their leaves (eg. columnar oaks)
- Introduce seasonal public art elements that respond to the changing environment and draw people downtown in the winter



Designing buildings to take advantage of sun exposure



Winter programming and activities bring life to the waterfront and downtown

5.3 WAYFINDING

A multi-tiered approach to wayfinding and signage invites people to the Downtown Waterfront, orients them to programs and activities, and helps them move seamlessly between destinations. Within the Downtown Waterfront, two scales of signage are proposed - City-Wide Signage and Area Signage, and should be implemented by the City and DIA. Finally, Roadway Signage is also recommended.

5.3.1 Downtown Waterfront Signage

Downtown Waterfront Signage, which is recommended in addition to Roadway Signage, is divided into three categories: City-Wide Orientation, Area Orientation and Interpretive Signage. Each category is described below.

City-Wide Orientation

A City-Wide Orientation Signage system is intended to orient visitors and identify amenities and travel routes, enhance connectivity and communicate the distinctive nature of each area of the City. Two scales of City-Wide signage are proposed:

Primary Signage:

Primary Park Signs are larger in scale and are located at the main vehicle entrance to a program area. A Primary Sign is visible from the nearest traffic route and identifies the area name and core programming element. Primary Park Signs should be complete with lighting and landscaping. Primary Signs would include Downtown Waterfront Welcome Signage located at gateway locations to the Downtown Waterfront Area. Suggested locations include at the Marina and along Algonquin Avenue and Lakeshore Drive when approaching the Downtown Waterfront Area.



DOWNTOWN WATERFRONT SIGNAGE

- Primary Park Signage
- Secondary Park Signage
- Minor Orientation Signage
- Interpretive Signage

The Welcome Signage should incorporate:

- “Welcome to North Bay’s Downtown Waterfront” message
- Downtown Waterfront plan/map
- General information about the Downtown Waterfront Area
- Landscaping Features

Secondary Park Signage:

Secondary Park Signs are pedestrian in scale and are located where pedestrians and cyclists enter/exit a program area. Secondary Signs provide a map of the area within the context of the Downtown Waterfront, identifies the available activities, identifies permit/rental end event information, and includes some comfort features such as seating. Area visitors will benefit from knowing where they are relative to the overall Downtown Waterfront and what activities can be found in the area they are visiting.

Area Orientation

Area Orientation Signage is pedestrian in scale and intended to be viewed from short distances. This type of sign provides directional information for Downtown Waterfront activities and features using simple, easily understood symbols and arrows. This type of signage can also be used to denote distances and mark trails and loops. This type of signage may provide a unique opportunity to work with Indigenous artists to create unique symbols for Downtown Waterfront orientation. These symbols can then be integrated with the overall mapping and area signage.

It is recommended that the symbols be engraved on a square post and finished with a high contrast colour or inlayed into the paving. Posts should be of a high quality, durable material such as stone (granite, limestone or sandstone) or concrete and located outside of the path of travel. The material of the post and the method of applying the symbol should be consistent throughout the Downtown Waterfront.

Interpretive Signage

Interpretive Signage will play a major role in sharing narratives about North Bay’s Downtown Waterfront. For this reason, the Master Plan recommends an expansion of the existing MHC and Heritage Gardeners Interpretive Signage program within the study area. All aspects of the area, including natural systems, cultural and historical information and contemporary themes, can be a subject of this type of sign. The design of Interpretive Signage should respond to the nature of information presented; however, all signs should be legible to people of all ages and abilities. Interpretive Signage may take advantage of technology, for example, having users use their cell phones to call a pre-recorded message conveying special information.

Interpretive Signage should be constructed out of durable materials that are easily maintained and replaced if necessary.

5.3.2 Roadway Signage

The Master Plan proposes that roadway signage be included in the City signage initiative. The goal of Roadway Signage is to improve the awareness of the Downtown Waterfront Area for passing motorists/travelers. Signage is recommended at the City's major entrance locations from the Trans-Canada Highway System and Highway 11. Roadway signage should be scaled for vehicular use, easily recognizable, strategically located and be distinguishable from other roadway signage, similar to the province of Ontario Tourism Oriented Directional Signs.



Examples of interpretive and orientation signage

5.4 ENVIRONMENTAL SUSTAINABILITY

The City of North Bay has an opportunity to make a strong commitment to sustainable design in the Downtown Waterfront Area. As a significant land owner, the City itself can shape the sustainability of future development through site and building design on public lands, while also encouraging private developers to do the same. The following guidelines provide some direction on sustainability measures that should be pursued.

Landscape Design

- Landscape design should follow sustainability best practices such as: reducing potable water usage, using appropriate native species, restoring native plant communities, and planning for sustainable maintenance.
- Strategies to minimize water consumption can include the use of mulches and compost, alternatives to grass, drought tolerant plant material selection, and rainwater collection systems.
- Stormwater should be managed on-site whenever possible.
- Wherever possible, rainwater/stormwater features should be designed to provide a landscape amenity.
- Water features should not use potable water and the primary source of irrigation should be storm water collection facilities.
- New trees should be planted to contribute to the City's existing tree canopy and where the rhythm of existing trees is interrupted, new trees should be planted as infill to maintain a continuous canopy.

Energy

- Energy derived from fossil fuels is a major source of greenhouse gas emissions and is becoming increasingly expensive. Energy conservation will be a pervasive requirement and on-site generation of energy from renewable sources is a primary target.
- Developments can achieve long-term energy savings with the installation of more efficient building systems. Energy use in individual dwelling and commercial units can also be separately metered and billed to encourage efficient energy choices.
- Energy that is produced but not used in the Study Area can be sold back to the energy grid, and ways of reusing excess heat created as a by-product of energy generation should be investigated.

Life Cycle Costing

Designers and development proponents are encouraged to conduct life-cycle cost analysis to choose the most efficient technical systems and design alternatives. Life-cycle costing considers long-term capital, operating and indirect costs.

Both public and private design proposals could include a project life-cycle cost analysis that compares the proposed design with a standard 'non-sustainable' base option, and highlights the life-cycle cost benefits for the expected project life. The life-cycle cost analysis should include, but is not limited to, building, landscape, infrastructure, maintenance and replacement costs.

- All life-cycle costing for built structures should follow ASTM E917-05(2010) Standard Practice for Measuring Life-Cycle Costs of Buildings and Building Systems.
- All other development should use CMHC's The Life-Cycle Costing Tool for Community Infrastructure Planning.

Water

Water is a resource that can be collected, treated and reused. Water use reduction should be a primary goal in the development in the Downtown Waterfront Area, reflecting the importance of Lake Nipissing and minimizing the energy associated with water management.

- Buildings (new and retrofit) should be spaced, designed and constructed of materials that minimize the flows required for fire protection.
- In situations where potable water is not required, such as irrigation, re-use of grey water or stormwater is recommended.
- Stormwater should be collected and treated in accordance with provincial standards. Surplus stormwater should be directed to the naturalized areas in the open spaces and then returned to the Lake at a natural rate. Permeable surfaces and site grading should also permit stormwater to enter the ground naturally.
- Consumption of water is encouraged to be metered and billed per individual unit, and assessed on a full-cost basis.

Site Conditions and Contamination

Some areas of Downtown Waterfront have an industrial history. This history suggests that in some areas there will be contaminants within existing soils. In these areas, a formal process of cleaning and decontaminating the soils will be required. This is a legislative process that ensures the long term health and developability of the land.

5.5 STREET DESIGN

Streets should be designed in a comprehensive manner that considers the placement of trees, sidewalks, bike circulation, vehicular travel lanes, on-street parking, pedestrian and street lighting, transit, above- and below-grade infrastructure, loading and servicing, access drives and storm water design.

- All streets in the Downtown Waterfront should be designed with a priority on pedestrian circulation as well as cycling where appropriate.
- Decision-making that affects transportation options should favour modes of travel in the following order: walking (including assisted-mobility devices); cycling and other non-motorized vehicles; local buses; private vehicles.
- Where separated bicycle lanes are not provided, signage and road markings, such as sharrows, should be introduced to identify the street as a shared corridor between vehicles and bicycles.
- Streetscape designs should incorporate continuous tree-lined boulevards that safely separate pedestrian and automobile traffic, assist in reduced vehicle speed and reduce the heat-island effect. Tree health can be encouraged with the use of soil cells and tree trenches where space is limited.
- Safe and comfortable transit shelters should be incorporated into the streetscape design at all transit stops, especially on the waterfront where waiting riders are more exposed to the elements.
- Street lighting, furnishings, pavement treatments and transit infrastructure should be consistent throughout the Downtown Waterfront.
- Roadway lane widths should be minimized where possible, but should accommodate required turning movements and snow storage.
- Roadway design should incorporate design measures so that posted speeds are respected and not exceeded, such as bump-outs, tree planting, on-street parking and well marked pedestrian crossings.
- Future development should accommodate carpooling and car-sharing; small, fuel-efficient and/or alternative fuel vehicles and conventional cars and trucks.
- All Downtown Waterfront streets, sidewalks and paths should be designed to be AODA-compliant.
- Paving material for paths and sidewalks should be aesthetically pleasing, accessible and low-maintenance, and should encourage traffic calming, surface permeability and a reduced urban heat island-effect. Sidewalks / clearways should be no less than 2 metres in width.
- LED lighting should be provided along pedestrian and bicycling routes wherever possible.

See Section 4.8 for specific design details for Main Street and Ferguson Street.

5.6 PARKING

On-Street Parking

On street parking currently exists throughout the downtown and is important in supporting the vibrant retail character. This supply of on-street parking should be retained as much as possible throughout the downtown and waterfront area.

Parking Structures

One parking structure exists in the study area today, on McIntyre Street. It is recommended that, as the downtown and waterfront evolve and surface parking lots are redeveloped, additional parking structures may be required to maintain an appropriate supply of parking while improving the public realm. Parking structures should be designed to fit with the existing public realm by contributing to a consistent streetwall, meeting building height guidance and through the use of upgraded materials and finishes. Vehicular entrances should be provided off side streets where possible, with multiple pedestrian entrances provided on the primary frontage. Visibility and safety are priorities, so pedestrian entrances should be prominent and well-lit. Significant site landscaping and upgraded materials are encouraged.

Preferential parking spaces should be provided for electric cars with charging stations, people with disabilities and expectant mothers, in addition to spaces for e-bikes, bicycles, motorcycles and mopeds.



On-street parking using bump-outs



Structured parking incorporating upgraded materials

Surface Parking Lots

In general, it is anticipated that many of the major surface parking lots in the downtown area will be redeveloped over time, however convenience parking and on-site parking will remain throughout this area. In the waterfront, surface parking lots will also be retained. New surface parking areas or reconstructed surface parking should be designed with Low-Impact Development approaches in mind to capture, treat and infiltrate stormwater on-site wherever possible. Interventions like rain gardens, swales and tree planting should be accommodated in the layout and design of lots. Permeable paving should also be considered depending on soil conditions.

Bicycle Parking

Bicycle parking is recommended to be a priority, with bicycle rings provided along all public streets, and short and long-term bicycle parking options in key locations. Ample bicycle parking, with a mix of covered and uncovered spaces, is recommended to be provided at each of the key program areas along the waterfront, in close proximity to trails, building entrances or activity areas, as applicable. Interior bicycle parking is also recommended in the design of residential, institutional and office buildings.



Surface parking incorporating significant landscaping and Low-Impact Development



Ample bicycle parking along a street

5.7 PUBLIC BUILDING AND SITE DESIGN

Future public buildings will become important anchors within the study area and will frame and connect to parks and open spaces. The design of these buildings and facilities should be developed through a public process and should consider an open design competition or design review process to foster community interest and feedback.

Key considerations for future public buildings and their sites include:

- Building should be designed with an open and transparent ground floor that connects to surrounding open spaces and invites visitors inside as they explore the area.
- Large overhangs and canopies should be considered to provide semi-interior and weather protected areas for informal gathering, picnic areas and event spaces.
- Building entrances should be clearly articulated and designed to seamlessly connect with the existing and planned trails and sidewalks.
- Buildings should be oriented towards key views and open spaces and should act as landmark elements within the area.
- Future development should be integrated in existing park spaces in a manner that limits disruption to the existing park uses and trails.
- Future building and site design should carefully consider the role of the facility in fostering future fall, winter and spring programming.



Newmarket, River Walk Commons



Le Vaud, Switzerland, Park Pavilion

5.8 PRIVATE BUILDING AND SITE DESIGN

Building Uses

In the Central Downtown, it is expected that buildings will contain mixed-uses, with retail, service or commercial uses on the ground floor and residential and/or office uses on the upper floors. In other areas, single use buildings are permitted in keeping with the character of the area. For example, in the Western Downtown, single-use residential buildings are permitted, and in the Eastern Downtown, single-use institutional or office buildings are permitted. However, a mix of uses is encouraged throughout each character area.

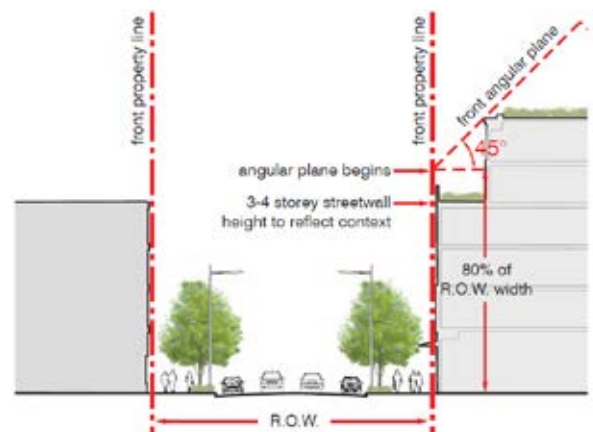
Site Layout

Buildings should generally be built to the property line, though articulation to create building forecourts and courtyards is encouraged on larger sites. Surface parking, where appropriate, should be located at the rear of buildings or internal to the lot. Where underground parking is possible within a building, the entrance should be located off of the flanking street and not the primary street.

Building Height and Massing

Permitted maximum and minimum building heights will vary throughout the downtown area:

- In the Central Downtown area, along Main Street, buildings must be a minimum of 2 storeys and a maximum of 4 storeys (with the exception of properties along Ferguson Street which should comply with existing zoning). Elsewhere, buildings may have a maximum height of 6 storeys.
- In the Eastern and Western Downtown areas, buildings must be a minimum of 2 storeys and a maximum of 6 storeys. On Main Street, new buildings must incorporate a front façade angular plane to preserve the main street character. Beginning at a height of 80% of the width of the right-of-way, all portions of the building must fit within a 45 degree angular plane. Elsewhere, buildings are not required to comply with angular plane provisions.



Buildings on Main Street must fit within a 45 degree angular plane beginning at the height equivalent to 80% of the right-of-way width

Ground Floor Height and Building Entrances

Ground floor height should be consistent with adjacent buildings, matching one if not both of the adjacent ground floor heights. If one of the adjacent buildings has a heritage character and the other does not, the proposed building should reflect the ground floor height of the heritage building. Where no consistent ground floor height exists or where neighbouring properties are vacant, a minimum ground floor height of 4.5 metres is recommended.

Primary building entrances should face and be highly visible from the primary public street. On corner sites, or where the development extends the depth of the block to front onto two primary streets, entrances should be provided on all street frontages. Entrances should be visually prominent, and may incorporate overhangs, canopies, awnings, double-height glazing, etc.

Setbacks

A consistent front setback should be established to reflect the strong streetwall that currently exists throughout the downtown. A maximum 2 metre setback from the build-to line is permitted, however, to create some variation and to allow for front patios and retail spill-out spaces.

Façade and Articulation

Building facades should provide variety and interest along the streetscape and should predominantly incorporate high quality, natural materials like brick, stone, wood and metal. Individual buildings should complement but not replicate the heritage character, particularly in the Central Downtown, and should embody a modern character, incorporating elements of colour, punched openings, and well-articulated ground floors. Primary facades should not include blank walls, except where it is anticipated that future adjacent development will abut the building.

On larger sites, or where properties are consolidated, individual buildings should generally not be more than 60 metres in length. Where building frontages are longer than 40 metres in



Articulation and use of materials break up the visual impact of larger buildings

length, massing should be broken up or articulated to express individual commercial storefront units, integrate varying building setbacks or create forecourts and courtyards. Buildings should be designed to incorporate vertical bays that reflect the traditional rhythm of storefronts in the downtown (approximately 6 to 12 metres), and horizontal demarcations should also be considered in keeping with neighbouring buildings. Vertical and horizontal demarcations may consist of changes in colour, materials, masonry coursing, columns and/or cornice lines.

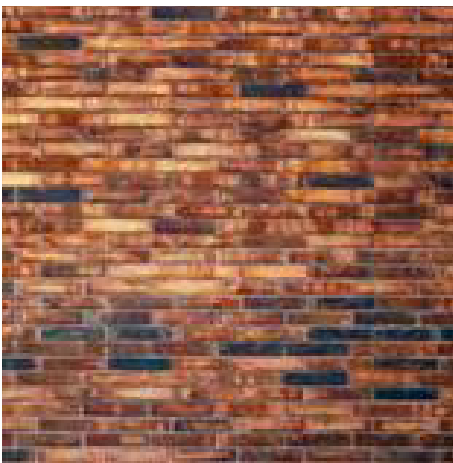
Residential balconies are encouraged on upper floors of mixed-use buildings. Balconies should be designed as an extension of interior living spaces, and should generally be recessed and/or integrated into the design of the building façade to minimize the physical and apparent building mass.

Simplicity is encouraged in the selection of architectural style, colour palette and materials.

Heritage Integration

Where a redevelopment site is adjacent to a heritage character building, the proposed building should be designed to integrate visually with the adjacent heritage context. This can be achieved through similar proportions and massing, inclusion of ground floor retail spaces, use of similar materials, detailing around entrances, windows, parapets and cornices, and consistent use of signage.

Where the development seeks to alter or add to a heritage-style building, the design should include treatments that are similar to the original building, or those that act as a contemporary or complementary design response to showcase the distinctiveness of the original elements. Use of upgraded materials, setbacks and setoffs, and appropriate details should be emphasized.



Appropriate materials throughout the Downtown include brick, stone and wood

Materials that do not age well, including non-traditional stucco, vinyl, exterior insulation finishing systems and highly reflective glass are highly discouraged.

Roofs, Cornices and Parapets

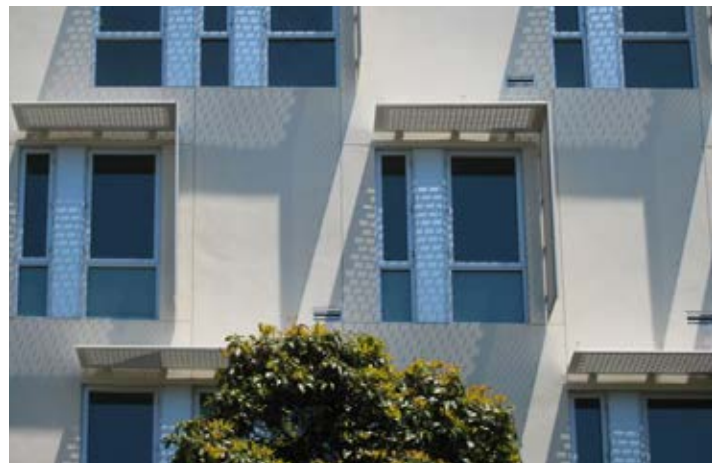
Roofs, cornices and parapets should be designed to reinforce the established streetwall, contribute to heritage character, where applicable, and improve the visual quality of buildings within the downtown area. Rooftop mechanical equipment and elevator cores should be architecturally integrated within the building design, screened from view with materials that are complementary to the overall building materials or screened through use of a setback of at least 5 metres.

Sustainable Site and Building Design

New developments and renovations should seek to demonstrate best practices in green development, guided by LEED or another third party rating system. Key considerations include the reduction of water and energy consumption, solar and wind orientation, the use of appropriate mechanical and construction technologies, use of recycled building materials, flexible floorplates, green roofs and site landscaping, use of renewable energy sources, etc. See Section 5.4 Environmental Sustainability for additional guidelines.



Consistent rooflines contribute to streetscape character



Buildings should incorporate green building features like architectural sunshades

5.9 SIGNAGE

Retail unit and commercial building signage should reflect the heritage character of the Downtown, particularly along Main Street and Oak Street. Signs should be purposeful, discreet, and of a high quality. Signage that goes beyond sending a simple message should not be allowed.

Building and retail signage should consider legibility for both pedestrians and vehicular traffic, location and orientation to ensure that it does not create an obstacle, identification of the building, enhancing the desired character of the area (design and materials), and reducing negative impacts (lighting levels, scrolling messaging, impeding views and vistas).

Primary building or commercial signage should be located on the entablature (the horizontal band that separates the storefront windows from the upper façade). The text font should be easily legible, be non-reflective, and be of a strong contrasting colour to the background.

The following are sign types that should be prohibited in the Central Downtown, unless approved by City Council:

- Roof signs
- Signage with removable lettering
- Pylon signs
- Any type of third party signage
- Inflatable signs
- Obsolete or unsafe signs
- Handwritten signs
- Digital, electronic, neon or otherwise internally illuminated signs, except for small “open for business” signs in retail windows.
- Buildings as signs
- Signs attached to street furnishings
- Animated signs
- Movable signs (excluding sandwich boards)

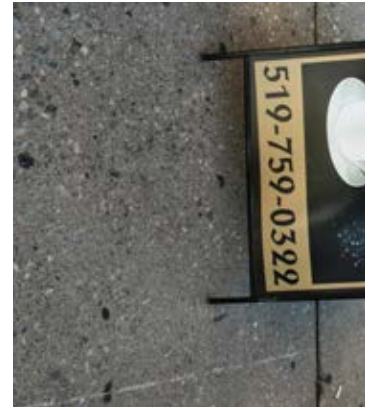
Examples of appropriate signage types of the Central Downtown Area



Banner signs



Destination signage



Sandwich signs (outside of walkways)



Signage within the entablature / awning signage



Suspended signage boards



Signage within the entablature framing the shop fronts



Mural signage

5.10 PUBLIC ART

Development of a Public Art Policy/ Program is one of the immediate phasing recommendations in the Master Plan. The following three key principles should guide development and implementation of that policy.

Placemaking

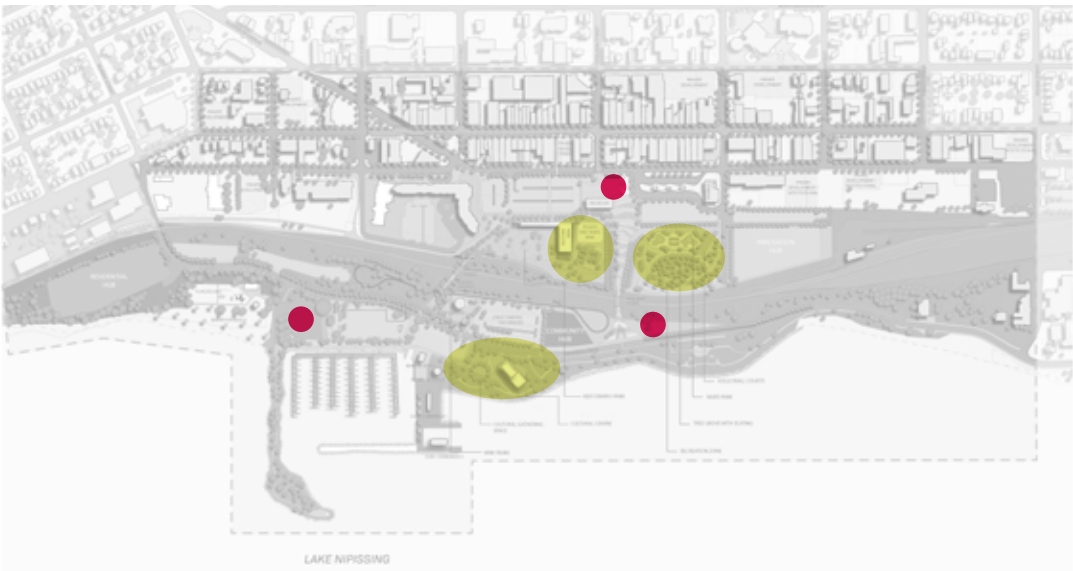
Public art should contribute to developing a sense of place and a cultural richness along the waterfront. It should play a key role in bringing life to the first Guiding Principle of this Master Plan - to Celebrate North Bay History and Indigenous Culture. It should speak to themes like the history and role of the water and the shoreline, natural or industrial heritage features, the unique cultural heritage of the Indigenous groups who have used this land, as well as speaking to contemporary identity and themes. At the same time, art should fit within its context, reflecting appropriate scale, lighting, etc.

Diverse and Interactive

Public art should include a mix of stand-alone and integrated pieces; temporary and permanent pieces; and bold and subtle pieces. Art should generate a sense of exploration and engagement, and some pieces may invite climbing, sitting, touching, and manipulation. The map opposite identifies key locations for landmark pieces of art; however, opportunities to integrate visual imagery and story-telling within functional elements, like furnishings, signage or shade structures, also exist throughout the waterfront and downtown area. A public art walking guide can also be a useful way to engage community members and visitors in experiencing public art (for example, the Downtown Calgary Art Guide).

Local Involvement

Procurement, siting and design of public art along the waterfront should involve the local community in a number of ways. In the detailed design stages of master plan elements, it is recommended to have an artist on the design team. A local public art program can also be established to call on local artists to design unique elements. In the Town of Collingwood, for example, a public art program has resulted in unique benches along the waterfront trails and individually painted Adirondack chairs throughout the downtown. Public art with an Indigenous focus should be led by local Indigenous artists and community members.



● Potential Stand Alone Public Art Locations (integrated with Wayfinding Elements)

● Recommended locations for integrated Public Art incorporated into the landscape / building designs



Examples of stand-alone and integrated public art pieces

artomain
Local Art - Fine Craft - Gallery

WAYNE travel
services
www.waynetravel.com





6.0 IMPLEMENTATION

6.1 INTRODUCTION

The Downtown Waterfront Master Plan establishes a comprehensive vision for the downtown and waterfront area that focuses on opportunities for economic development, additional recreational amenities and the revitalization of Main Street.

This vision will be implemented over a long period of time, and through many different partnerships, including all three levels of government, private developers, not-for-profit groups, and even potentially volunteer organizations and private donors.

The local development community is expected to play a major role in implementation of the Master Plan, though this may not occur for several years. Appropriate policies are needed for potential development sites, and private sector investment can be made more attractive through public investment in public spaces. In addition, through the development approvals process, the City is able to make use of municipal funding mechanisms to implement elements of the Master Plan. These mechanisms include cash-in-lieu parkland dedication, Development Charges, Section 37 benefits, and the benefits of an additional tax base.

Members of the local business community will also be important partners on an ongoing basis, with opportunities to establish new businesses or lease commercial spaces in the new Market Building, vendor spaces on the Pier, or the waterfront restaurant.

Finally, the Provincial and Federal governments are key partners in downtown and waterfront revitalization, often providing funding for municipalities for new infrastructure, parks and recreational facilities, and cultural spaces.

North Bay's Downtown Waterfront Vision is recommended to be implemented through:

- The municipal planning process, including policy and/or zoning by-law amendments and, where required, plan(s) of subdivision;
- City / development community partnership with a focus on creating jobs, activities and residential units within the Downtown Waterfront;
- An integrated and collaborative design review process, including updated site plan control; and,
- City and local leadership that is committed to the vision and its phasing plan to guide redevelopment.

Outlined in the section that follows are tools and techniques available to the City to embark on implementation of the Master Plan.

6.2 PLANNING PROCESSES

Amendments to the existing Official Plan and Zoning Bylaw will be required to implement the vision for the Downtown Waterfront. Outlined below are the recommended amendments and updates.

6.2.1 Zoning Bylaw Amendment Directions

1. General Approach

To integrate the directions arising from the Master Plan into the existing framework of the Zoning By-law.

2. Section 4 Parking and Loading Space Provisions

Section 4.2 General Parking Regulations: Currently Section 4.2.2 requires for mixed use buildings that the number of parking spaces be the combined total of the number required for each type of use. Consider whether an approach should be introduced in the Downtown Waterfront that recognizes that residential visitor parking could be provided by commercial or office uses on the site given the different times when such parking would be in use.

Section 4.15 General Loading Space Requirements: Consider whether loading space requirement should be modified for the Downtown Waterfront to decrease the requirements.

3. Section 6 Commercial Zones

The C1 and C2 Zones are applicable in the Downtown Waterfront. The uses permitted include the full range of commercial buildings and high density housing. With respect to the regulations, consideration should be given:

- To increasing the Floor Space Index requirement for the C2 Zone to 100%;
- Adding a special schedule for height in the Downtown Waterfront and adding a reference to that to Table 6C.

4. Section 7 Industrial Zones

The MR Zone is applicable in the Downtown Waterfront. It applies to the railway lands and no change is required to the Zone.

5. Section 8 – Open Space and Parkland Zones

The P and O Zones are applicable in the Downtown Waterfront. The list of permitted uses which includes a Recreational Facility, Public Authority and a Recreational Facility in the P Zone but not in the O Zone needs to be reviewed to ensure that the proposed uses recommended for the Downtown Waterfront are permitted. If necessary the list of permitted uses will need to be revised.

Similarly, although the regulations are limited, they will need to be reviewed to ensure that the proposed uses can be accommodated. In particular, the limited on lot coverage to 10% in the O Zone, and 10% in the P Zone except when the primary use is a recreational facility when it is 50%..

6. Schedules

Adding a schedule related to height in the Downtown Waterfront should be considered.

6.2.2 Official Plan Amendment Directions

1. General Approach

To integrate the directions arising from the Master Plan into the existing framework of the Official Plan.

2. Section 1.4 Vision and Guiding Principles

Add a paragraph at the end of the Guiding Principles setting out the role of the Downtown Waterfront in the City.

3. Section 2.2 Employment Lands

Modify paragraph 7 to better reflect objective of establishing seamless connections between the downtown and the waterfront.

4. Section 2.2.1.1 Central Business District

- Reflect Downtown Waterfront Area within the Central Business District and recognition of seamless connections between the two areas. Reference Waterfront policies.
- Add an objective which speaks to the implementation of the Master Plan to strengthen the connectivity between the Downtown and Waterfront areas.
- Modify the policies related to planned function to speak to the connection to the waterfront with a focus on the lands south of McIntyre Street. Reference Waterfront policies.
- Modify policies for Central Business District Residential Uses to reflect directions in Master Plan.

- Modify Central Business District Design Policies to delete/amend as appropriate the policies with respect to height. Reference new Schedule for Downtown Waterfront to be added which will illustrate Character Districts and Heights. Reference Waterfront policies.
- Modify the Urban Design policies to reflect relevant recommendations from the Master Plan such as Main Street Revitalization.

5. Section 4.2 Waterfront

Delete the existing section and add a new section titled Downtown Waterfront including:

- Vision: General statement of vision for this area
- Guiding Principles: In accordance with the Master Plan
- Downtown Waterfront Area: Description of area and reference to new schedule
- Character Areas: Policies specific to each Character Area in particular
 - General character
 - Proposed Heights
 - Key specific directions based on programming areas in the Master Plan (e.g. Main Street Revitalization)

6. Schedules

- Schedule A Settlement Area: Fine tune designations to reflect Master Plan
- Schedule 4 Planning Districts: Review boundary and change title of CBD within the study area to Downtown Waterfront
- Schedule 5 Transportation Plan: Fine tune designations to reflect Master Plan (i.e. may include special designation for Main Street in Downtown)
- Schedule 11 Residential Intensification Area: Unlikely to change but review
- Schedule 12: Add new Downtown Waterfront Schedule which will illustrate Character Districts and Heights

6.3 DESIGN REVIEW PROCESS

An integrated design process will be required to ensure that new development demonstrates the quality and character that is required to achieve the Master Plan vision. This can be achieved through a number of ways, including an engaged design review panel process, or training for current staff to become more familiar with urban design standards and the Master Plan Guidelines.

Site Plan Control is an essential tool in shaping the design of new private buildings and development, including matters of exterior design such as character, scale and appearance (material choices). When updated to include the Master Plan Guidelines, this tool will allow the existing Development Application Review Team to implement the Guidelines contained in this document through a mandatory review and commenting process. When a development proposal is being prepared within the Master Plan area, designers should use the Guidelines as a base to prepare a design brief for review by City staff and the Design Review Committee. This will allow reviewing to assess the design intention of the development and to review the appropriateness of a building's design and determine what changes, if any, are needed.

6.4 IMPLEMENTATION PRIORITY AREAS

The priority recommendation from the Master Plan is to bring year round activities to the Downtown Waterfront Area that encourage the economic sustainability of the downtown and provide engaging activities for all ages and abilities. The most supported and requested programming piece for the waterfront is the introduction of a new splash pad and ice skating trail. This facility has the potential to encourage year round activity, bring families downtown, and create a central draw in the Downtown Waterfront. The new splash pad and ice skating trail is recommended to be located to the west of the historic rail station at the visual terminus of Algonquin Avenue.

A second priority recommendation is to encourage more people living and working downtown. As one of the largest land owners in the downtown, the City has the opportunity to free up and encourage mixed-use development through a review on downtown and waterfront land holdings. Three major areas for land disposition are identified as the Residential, Innovation and Community Hubs. Disposition and redevelopment of the Innovation Hub should be prioritized as it will attract more residents living in the downtown. A Downtown Waterfront parking study is required to determine the need of existing parking facilities and to look for redevelopment sites in the short to medium term. Specific sites for priority redevelopment consideration include the former Kenroc Site and properties along McIntyre Street East.

6.5 NEXT STEPS

Following approval of the Downtown Waterfront Master Plan a number of key next steps are required to move the vision forward. These next steps include:

- **Oak Street Traffic Study** - Undertake a traffic study to transition Oak Street back to a two-way street
- **Land Disposition and Parking Strategy** – In the short term, a Land Disposition Strategy should be undertaken. This strategy should look to maximize the value of the identified development parcels and recommend an incremental process that releases land for development in a strategic manner. As properties are unlocked for development, the City should simultaneously be evaluating the existing and future downtown parking capacity, ensuring that the right balance of parking to development is maintained.
- **Splash Pad / Skating Rink Schematic Design** – The first phase of implementation focuses on creating the splash pad and skating rink facilities on the west side of the Railway Museum. Schematic Design for this work should be undertaken as soon as possible to ensure that the project is shovel ready when funding opportunities arise.
- **First Nation and Indigenous Community Consultation** - The Master Plan process has highlighted strong community-wide support for acknowledging the culture and heritage of the area's Indigenous population. Regularly scheduled consultation meetings (eg. 1 or 2 per year depending on implementation activities), are recommended. A core consultation/advisory group should be identified and invited to participate in this process on an ongoing basis. These meetings should provide an update on the implementation process, discuss upcoming Indigenous placemaking and programming opportunities and identify partnership / funding opportunities for upcoming initiatives.
- **Ongoing Community Awareness and Consultation** – Community members in North Bay been very generous with their time in helping to shape the recommendations of the Downtown Waterfront Master Plan. The Master Plan looks to bring together the extensive work that has already been undertaken by the community and to move the City forward in the revitalization process. Part of that process will be maintaining open and transparent communication with the community. This can be achieved through transitioning the Downtown Waterfront Master Plan website into an Implementation Website that provides regular updates on upcoming projects. Efforts should also be made on-site to provide information about the construction process including links to the website, key renderings and conceptual plans. Regular information meetings should continue to be held at major milestones throughout implementation and consultation workshops should be undertaken during detailed design stages for major elements of the Master Plan.

6.6 MASTER PLAN PHASING

Immediate (6-18 months)

- Create a Public Art Policy/Public Art Program (Parks, Rec. & Leisure)
- Review Existing Community Improvement Plans (Planning Services)
 - Extend the Downtown Improvement Area boundary
 - Downtown Community Improvement Plan
 - Brownfield Community Improvement Plan
- Review existing Site Plan Control (SPC) By-law with the intention to integrate the Master Plan Guidelines
- Introduce staff training in urban design principles to aid in the implementation of guidelines on development applications.
- Review policies to make it easier for groups to host activities on publicly owned properties (activities such as outdoor movie nights) (Parks, Rec. & Leisure Services)
- Review policy/licensing requirements for more retail and food vendors at the downtown and waterfront (Parks, Rec. & Leisure Services)
- Establish support services for property owners within the core area (Planning Services), including a designated contact who is available to advise on the planning process for downtown development in advance of application submissions.
- Undertake Parks Plan update to reflect DWMP (Parks, Rec. & Leisure Services and Planning Services)
 - Undertake needs assessment for recreation features envisioned in the DWMP
- Introduce a new Downtown Waterfront parking strategy
- Ensure the live webpage dedicated to the project is available and is updated often to indicate which steps to implement the Plan are ongoing, in progress, or completed
- Brand the Downtown Waterfront District in partnership with the Downtown Improvement Area and improve wayfinding within the study area

- Immediate Term Projects
- Short Term Projects
- Medium Term Projects
- Long-Term Projects



- Paint waterfront fixtures from blue to black to match Main Street fixtures
- Support private sector downtown renewal projects (Economic Development/Planning Services), including the creation of an Innovation Hub, bringing institutional uses downtown and supporting small business incubators

Short Term (1 - 5 years)

- Undertake a Transportation Study to convert Oak Street back to two-way (Engineering Services)
- Add trail to and through the western pedestrian underpass (Engineering Services and Parks, Rec. & Leisure Services)
- Introduce at minimum two new public art pieces (completed through the Public Art Program/Policy)
- Main Street and Ferguson Street construction (Engineering Services)
- Core Area Improvements including new splash pad/skating rink, pavilion (Parks, Rec. & Leisure Services)
- Core Area parking lot (if required)
- Cultural Gathering Place, such as a Fire Circle to celebrate Indigenous culture, at waterfront (Parks, Rec. & Leisure Services and community partner)
- Begin process for former Kenroc Site contamination clean up (to be managed by the city with potential negotiation with site developer)

Medium Term (5-10 years)

- Youth Park, Skate Park and Tree Grove with Seating
- Cultural Centre celebrating local Indigenous culture and Restaurant on the Waterfront
- Select partner for Residential and Innovation Hubs
- Construction of new waterfront parking area to accommodate additional activity on the waterfront (Determine parking requirements based on park attendance and usage following park improvements).

Long Term (10-15 years)

- Construct Community Hub
- With successful partner, construct Residential and Innovation Hubs
- Construct new indoor market building

6.7 COST ESTIMATES

High level Order of Magnitude cost estimates have been prepared based on the Phasing Plan. Costs are identified for planning purposes and have been developed through assumed unit costs. Refined costing will be required as part of the detailed design and tender process. Costs may change depending on the size of structures, materials used, level of finish and other factors.

Costs identified in this section are for public sector investments. It is expected, however, that these investments will spur additional private sector investment, including in building rehabilitation, new construction and new business development. Based on experiences of other municipalities throughout North America, the potential exists for private sector investment to exceed public sector investment.

The following pages summarize the costing analyses for each recommended plan component. The reference plan below provides context for the overall Downtown Waterfront costing summary on the facing page. The Main Street revitalization streetscape improvement cost estimates for are broken up by zones, with separate summaries for the Main Street Core, Waterfront Link, and Innovation areas. As the Environmental Assessment is ongoing, costing for the Chief Commanda pier improvements and naturalized breakwater are forthcoming.



Costing reference plan

MAIN STREET 'CORE' ZONE A COSTING

STREETSCAPE IMPROVEMENTS ON MAIN STREET FROM FRASER STREET TO FERGUSON STREET

ITEM	DESCRIPTION OF WORK	EST. QTY.	UNIT TYPE	UNIT PRICE	TOTAL COST	TYPE OF WORK
CORE						
Hardscape						
1.0	Concrete Pavement	1680.0	sq.m.	\$100.00	\$168,000.00	Landscape
2.0	Granite Paving on Concrete Base	365.0	sq.m.	\$300.00	\$109,500.00	Landscape
3.0	Roadway Unit Paving on Concrete Base	2007.0	sq.m.	\$225.00	\$451,575.00	Landscape
4.0	Concrete Curbs	32.0	l.m.	\$125.00	\$4,000.00	Landscape
5.0	Concrete Ramp	1.0	budget	\$7,500.00	\$7,500.00	Landscape
6.0	Concrete Stairs	1.0	budget	\$5,000.00	\$5,000.00	Landscape
7.0	Granite Walls	120.0	l.m.	\$2,800.00	\$336,000.00	Landscape
8.0	Supply and install Wood-Top Bench	8.0	each	\$5,000.00	\$40,000.00	Landscape
9.0	Supply and install Metal Bench	4.0	each	\$2,500.00	\$10,000.00	Landscape
10.0	Supply and install Trash Receptacles	4.0	each	\$2,000.00	\$8,000.00	Landscape
11.0	Supply and install Bike Racks	4.0	each	\$1,500.00	\$6,000.00	Landscape
12.0	Supply and install Guard Rail	98.0	l.m.	\$600.00	\$58,800.00	Landscape
Lighting & Planting						
13.0	Feature Lighting on Granite Wall	1.0	budget	\$80,000.00	\$80,000.00	Landscape
14.0	Supply and Install Pedestrian Lighting	20.0	each	\$6,000.00	\$120,000.00	Landscape
15.0	Supply and Install Soil Cells (10 of soil cubic meters / tree)	32.0	each	\$6,500.00	\$208,000.00	Landscape
16.0	Deciduous Trees (with grate)	32.0	each	\$1,125.00	\$36,000.00	Landscape
					+ SUBTOTAL	\$1,648,375.00
					+ Permitting and Consulting (15%)	\$247,256.25
					+ Contingency (30%)	\$568,689.38
					TOTAL (excludes HST)	\$2,464,320.63

Notes

- * does not include geotechnical, survey and remediation measures if required
- * taxes not included
- * civil infrastructure and servicing costs are not included
- * escalation is not included

MAIN STREET 'INNOVATION/ RESIDENTIAL' ZONE B COSTING

STREETSCAPE IMPROVEMENTS ON MAIN STREET FROM CASSELLS STREET TO FRASER STREET AND FERGUSON STREET TO SHERBROOKE STREET

ITEM	DESCRIPTION OF WORK	EST. QTY.	UNIT TYPE	UNIT PRICE	TOTAL COST	TYPE OF WORK
CORE						
Hardscape						
1.0	Concrete Pavement	11.000	sq.m.	\$100.00	\$1,100.00	Landscape
2.0	Roadway Unit Paving on Concrete Base	12.000	sq.m.	\$250.00	\$3,000.00	Landscape
3.0	Concrete Curbs	0.500	l.m.	\$125.00	\$62.50	Landscape
4.0	Supply and install Metal Bench	0.030	each (per l.m)	\$2,500.00	\$75.00	Landscape
5.0	Granite Feature	0.010	each (per l.m)	\$28,000.00	\$280.00	Landscape
6.0	Supply and install Trash Receptacles	0.030	each (per l.m)	\$2,000.00	\$60.00	Landscape
7.0	Supply and install Bike Racks	0.100	each (per l.m)	\$1,500.00	\$150.00	Landscape
Lighting & Planting						
8.0	Supply and Install Pedestrian Lighting	0.100	l.m.	\$6,000.00	\$600.00	Landscape
9.0	Supply and Install Soil Cells (10 cubic meters / tree)	0.125	each (per l.m)	\$5,400.00	\$675.00	Landscape
10.0	Deciduous Trees (with grate)	0.100	each (per l.m)	\$1,125.00	\$112.50	Landscape
					+ SUBTOTAL A	\$6,115.00
					+ Permitting and Consulting (15%)	\$917.25
					+ Contingency (30%)	\$2,109.68
					TOTAL PER METER (excludes HST)	\$9,141.93
					x INNOVATION / RESIDENTIAL (960m)	\$8,776,248.00

Notes

- * does not include geotechnical, survey and remediation measures if required
- * taxes not included
- * civil infrastructure and servicing costs are not included
- * escalation is not included

'WATERFRONT LINK' ZONE C COSTING

STREETScape IMPROVEMENTS ON FERGUSON STREET FROM MAIN STREET TO OAK STREET

ITEM	DESCRIPTION OF WORK	EST. QTY.	UNIT TYPE	UNIT PRICE	TOTAL COST	TYPE OF WORK
CORE						
Hardscape						
1.0	Concrete Pavement	437.0	sq.m.	\$100.00	\$43,700.00	Landscape
2.0	Granite Paving on Concrete Base	117.0	sq.m.	\$300.00	\$35,100.00	Landscape
3.0	Roadway Unit Paving on Concrete Base	365.0	sq.m.	\$225.00	\$82,125.00	Landscape
4.0	Concrete Curbs	11.0	l.m.	\$125.00	\$1,375.00	Landscape
5.0	Supply and install Metal Bench	4.0	each	\$2,500.00	\$10,000.00	Landscape
6.0	Supply and install Trash Receptacles	2.0	each	\$2,000.00	\$4,000.00	Landscape
7.0	Supply and install Bike Racks	4.0	each	\$1,500.00	\$6,000.00	Landscape
Lighting & Planting						
8.0	Supply and Install Festoon Lighting Poles	12.0	each	\$1,900.00	\$22,800.00	Landscape
9.0	Supply and install Festoon Lighting	1.0	budget	\$10,000.00	\$10,000.00	Landscape
10.0	Supply and Install Soil Cells (10 of soil cubic meters / tree)	10.0	each	\$6,500.00	\$65,000.00	Landscape
11.0	Deciduous Trees (with grate)	10.0	each	\$1,125.00	\$11,250.00	Landscape
+ SUBTOTAL A					\$291,350.00	
+ Permitting and Consulting (15%)					\$43,702.50	
+ Contingency (30%)					\$100,515.75	
TOTAL (excludes HST)					\$435,568.25	

Notes

- * does not include geotechnical, survey and remediation measures if required
- * taxes not included
- * civil infrastructure and servicing costs are not included
- * escalation is not included

