



Final Report

Channel-Port aux Basques Downtown Design Study



Prepared by CBCL Limited
for the Town of Channel-Port aux Basques
in December 2012



Port aux Basques Downtown Design Study

Acknowledgements

The Consulting Team would like to thank the many community members and organizations who contributed to this process by providing written feedback, attending public meeting, participating in interviews, and embedding themselves into the vision of a revitalized Downtown Port aux Basques.

In particular, we would like to thank the members of the Steering Committee for their dedication, passion and enthusiasm for this process.

PROJECT PROPONENTS

This study was initiated by the Town of Channel-Port aux Basques and the Marine and Mountain Zone Corporation (MMZC) and managed by:

- Shauna Strickland
- Shelley MacDougall

FUNDERS

Funding for this study was provided by:

- The Town of Channel-Port aux Basques
- Innovation Business and Rural Development
 - Atlantic Canada Opportunities Agency

CONSULTING TEAM

This report was prepared by CBCL Limited:

- Mary Bishop (Project Manager)
 - Steffen Käubler
 - Bruce Mans
- Ann-Marie Cashin

CBCL Limited
1489 Hollis Street
Halifax, Nova Scotia
B3J 3M5



CBCL LIMITED

Consulting Engineers

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INTRODUCTION



Nestled between the sea and the Table Mountains is the scenic Town of Channel-Port aux Basques. With over 4,000 residents, it is known as the hub of southwestern Newfoundland. The downtown area of Channel-Port aux Basques has been the heart of the community for over two centuries.

This section provides a brief introduction to Downtown Port aux Basques and an overview of the project.

SPATIAL CONTEXT

Downtown Port aux Basques is situated along the neck of a rolling peninsula jutting out from southwestern Newfoundland into the Atlantic Ocean. The downtown is the local hub for the Town of Channel-Port aux Basques, providing industrial, commercial, retail and recreational opportunities and services. The local economy is largely driven by the presence of the Marine Atlantic ferry terminal which provides local employment and brings in additional tourism revenue.

The Town, as a whole, serves as a centre for economic activity in a region that includes

communities from Isle aux Morts to the Codroy Valley with a total population of approximately 8,800. A Regional Economic Capacity Index prepared by Memorial University which measures the trends and allocation of public services, industries, resources and retail businesses within a region, identifies the Town as performing moderately well in a number of economic capacity areas including labour demand and level of services. The presence of a retail centre, post office, hospital, secondary and post-secondary educational institutions, as well as the corresponding employment

generated, place the Town at the centre of what is labelled a “Functional Region” for the flow of goods, services and employment the Town offers for the surrounding communities.

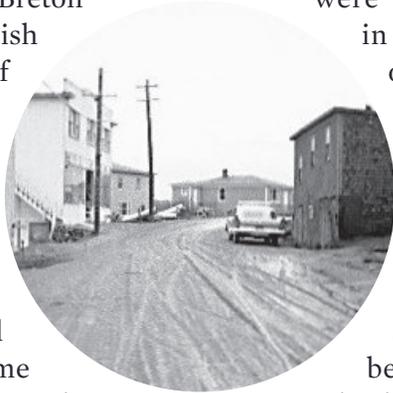
The downtown district is a 1.4 kilometre long area that extends from Harbour View Restaurant on Caribou Road to the Medical Centre on Water Street West (see right).



BRIEF HISTORY OF THE DOWNTOWN

Channel-Port aux Basques was first visited by Basque Fishermen in the early 1500s. The ice-free harbour was then seasonally used by fishermen and whalers for nearly two hundred years. By 1714 there was a concentration of French fishermen living permanently in the community along with a number of Micmac. The French liked the area because it was close to their old fishing grounds in Cape Breton and isolated from their English rivals. By the early 1800s most of the French moved further north settling Grand Bay and areas north of Cape Ray.

By the middle of the 19th century, trading in the area rapidly expanded and Channel and Port aux Basques became increasingly important commercial centres for the region. Merchant companies set up shop and American traders made regular visits. By 1869, 584 residents lived in Channel, the community had two churches, one doctor and five merchants. Merchant houses grew in numbers, and most businesses centred around trading supplies for seal skins and oil, cod oil and a variety of fish. Even though the fishery in the area was not as successful as in other Newfoundland ports, Channel-Port aux Basques became a centre



for business and trade. In 1893, the Channel Head lighthouse was built and the harbour became increasingly busy.

By 1898, the railway had been extended to Channel-Port aux Basques making the port the continental gateway to Newfoundland. When nightly crossings to the harbour were added, Port aux Basques' role in the transportation industry of Newfoundland was firmly established.

In 1910, a visitor to the community noted that "the air at Channel is so crystal pure and bracing, that it seems as if one living there need never be ill or tired... The rocks, the air, the harbour, the sea and the waves dashing in foam over the bar, yield a fine exhilaration and make one unwilling to leave Channel" (A Visit to Newfoundland, 1910).

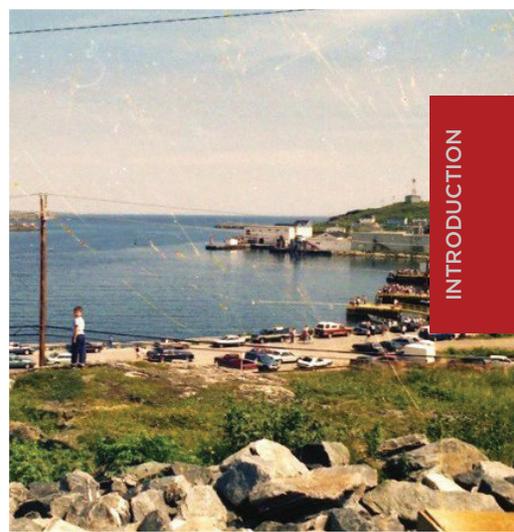
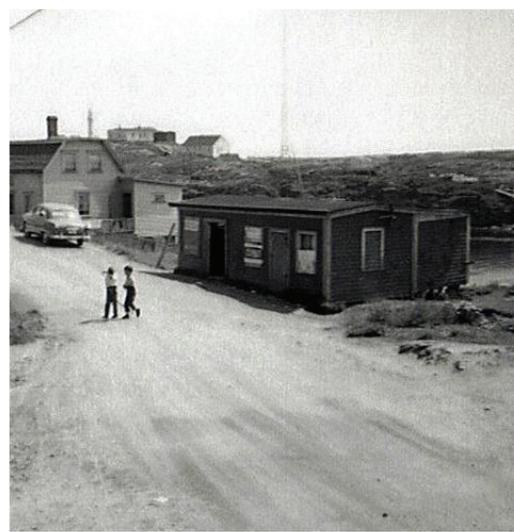
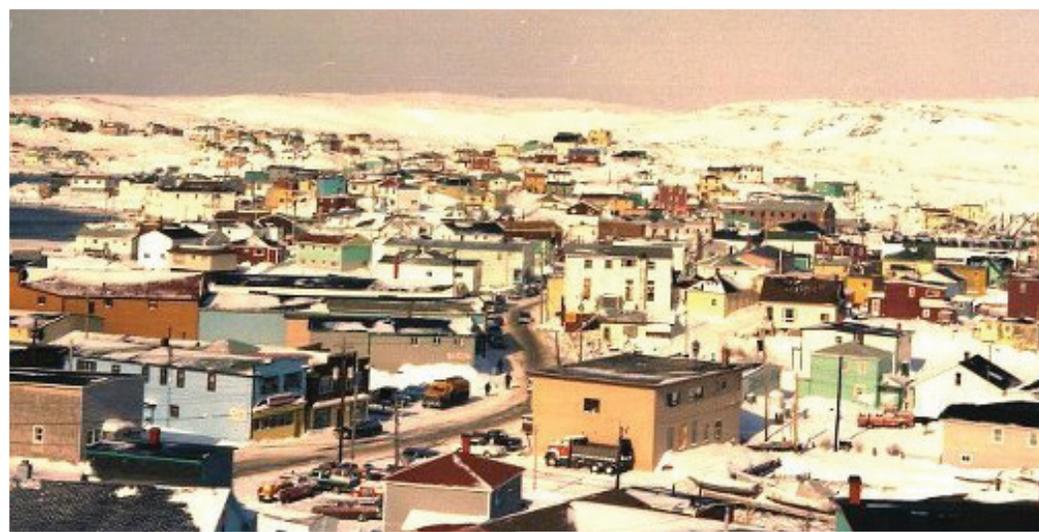
In 1918, a tidal wave destroyed most of Channel Harbour and many buildings were never rebuilt. However, despite difficult periods, businesses in the community continued to flourish. Modern fish processing and freezing plants were built in the 1940s. In 1945, Channel-Port aux Basques was incorporated and the commercial centre

gradually moved to the head of the harbour at the railway terminal. Confederation in 1949 brought more changes to the community, as the Canadian government took over the year-round rail and ferry service and improved wharf and harbour facilities. In 1952, a new hospital was built and the RCMP were stationed here in 1963. In 1957, St. James Regional High School opened and was followed by the opening of Bruce Arena in 1966. In 1967, the Basques Movie Theatre was destroyed by fire.

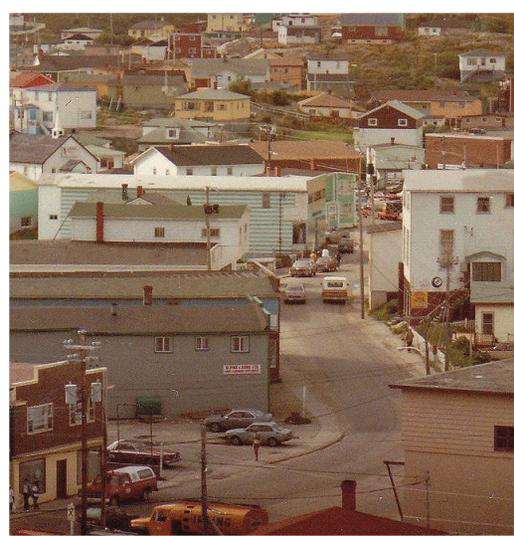
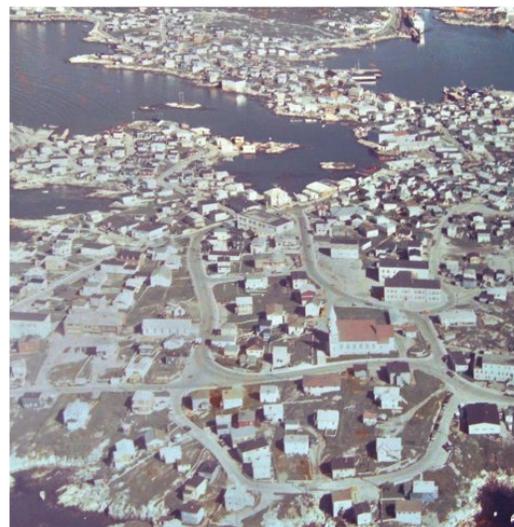
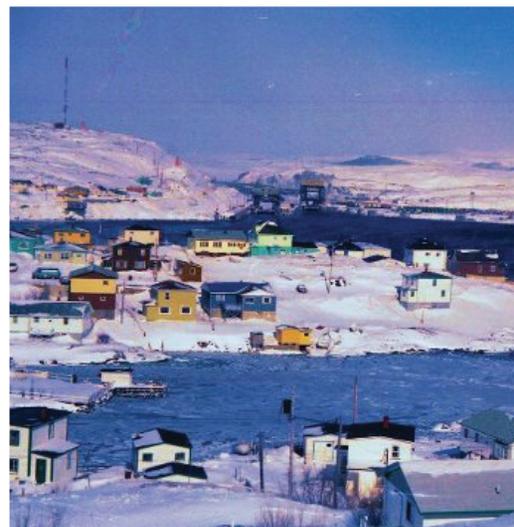
In the 1970s, the nucleus of the Town gravitated further north, as Grand Bay East became the centre for industrial and commercial expansions. By 1986, 5,901 people lived in the Town, which had to overcome yet another challenge when Newfoundland's railroad closed in the 1980s. Despite the hardships that the community has faced over its 300 year-long history, residents continue to respond with resilience, and strive for economic vibrancy and a presence in Newfoundland.

Photos sources:

Albert C. White, Gary Tapp, Calvin Tapp, Max Farrell, and Richard Taylor



INTRODUCTION



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DOWNTOWN REVITALIZATION

CHALLENGES

In recent years, the historic downtown has been hit hard by a series of social and economic events and trends. As seen in many other small towns across Canada, the downtown was once bustling with activity, but has lost some of its vitality because of business and housing growth in other parts of the Town. Over the years, the focus of the community has shifted away from the downtown, as citizens and businesses were attracted by newer and more “spacious” development outside the downtown.

Downtown Port aux Basques was also hit hard by economic trends that affected most rural, coastal Newfoundland towns. The cod moratorium in the early 1990s slowly forced fisheries-related businesses to fold, leaving behind empty fish plants and an underutilized harbour.

Despite the hardships that occurred as a result of the decline of the fishing industry, the presence of the Marine Atlantic ferry operations have provided economic stability to the Town of Channel-Port aux Basques. The Town provides labour, goods and services to travelers and freight traffic passing through the terminal. For some time, passengers waiting to board the ferry had

access to the downtown from the terminal area via a short and picturesque boardwalk along the harbourfront. However, following the events of September 9/11, heightened security concerns resulted in the closure of access to the boardwalk from the Terminal.

THE IMPORTANCE OF DOWNTOWNS

Downtown commercial districts are the most visible indicators of a community’s economic and social health. Often the first place that people think of or want to see in a community, the downtown can either be an asset or a liability in efforts to recruit new residents, tourists, new investment, businesses and industries. Communities in Canada and internationally have experienced the long term effects of population and service decline. Downtown revitalization initiatives recognize the need to generate economic and cultural activity that justifies renewed interest and investment.

The challenge of revitalization is to stimulate new development and activity while retaining the historical integrity and physical qualities that define a downtown’s traditional character and identity. In the Town of Channel-Port aux Basques, with a history of over three centuries of year-around settlement, heritage is an important

asset that can become a tool for economic development. In a downtown setting, heritage includes built heritage, cultural landscapes, historical associations, local traditions, traditional crafts, enterprises and industries, and other tangible and intangible historic and cultural assets that contribute to a sense of place.

Each downtown and main street is unique. However, what many downtowns have in common is that deterioration has typically happened slowly. Revitalization processes are also accomplished slowly and incrementally, without sudden change forced on the community. As slow as it may be, the revitalization process needs a strong footing, a basis on which residents, businesses and decision makers move forward.

PROJECT OVERVIEW

DOWNTOWN REVITALIZATION STUDY

Today, in the aftermath of economic downturn and shifting development patterns, Downtown Port aux Basques faces challenges to return to the vibrant and bustling place it once was. Yet, despite these challenges, the downtown has many strengths and unique attributes on which to build. Recognizing this, the Town has embarked on a process of downtown revitalization to restore the visual appeal and economic diversity of the area. In January 2012, CBCL Limited was commissioned by Town Council to capture (or recapture) the community's vision for their downtown and outline an urban design strategy to reinvigorate the area.

REPORT OUTLINE

This report has begun with some introductory information regarding the conditions that have precipitated this study. The remainder of the report is organized into three sections; analysis, solutions, and implementation.

The **Analysis** section determines “*where we are*”, by assessing existing conditions in the area, including socioeconomic indicators and the urban structure/visual quality of the downtown. This section also includes

a summary of community input that was collected throughout the project. The results of the analysis section are summarized in a Strength Weaknesses Opportunities Threats (SWOT) Analysis. All of the data collected during the analysis section are used to establish a community vision for the downtown and a set of goals, which are used to formulate cohesive solutions that are uniquely tailored and achievable for Downtown Port aux Basques.

The **Solutions** section determines “*where we want to go*”, and includes Five Big Moves that aim to revitalize the downtown and accomplish the vision and goals established in the previous section. These solutions include a downtown theme development, general streetscape design, urban design projects, façade improvements, and a wayfinding plan. Additional functional improvements are also outlined in this section.

The report concludes with the **Implementation** section, which determines “*how we get there*” with clear steps for implementation. The section includes costing estimates, funding opportunities, a phasing schedule and a list of responsibilities for stakeholders and other potential partners.





ANALYSIS

There are many different variables that contribute to a successful and vibrant downtown, ranging from socioeconomic indicators, spatial characteristics, aesthetic qualities, local opinions and attitudes, and so on. As a result, it is important that a comprehensive analysis of these variables be undertaken before any practical recommendations can be made.

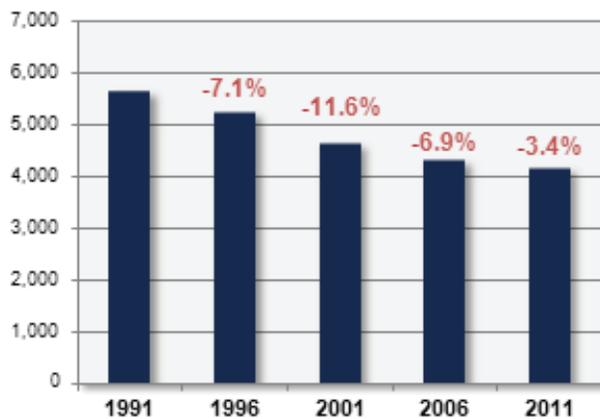
This section first analyzes the numbers, including population and economic performance indicators. Next, an analysis of the urban structure outlines the complex and dynamic evolution of the physical components of the downtown, and how they function together today. This is followed by a synopsis on the many visual qualities of the Town and how these strengths can be built on in a downtown urban design strategy. Last, but certainly not least, an overview of the public consultation process highlights the thoughts and opinions of local residents and businesses.



SOCIOECONOMIC INFORMATION

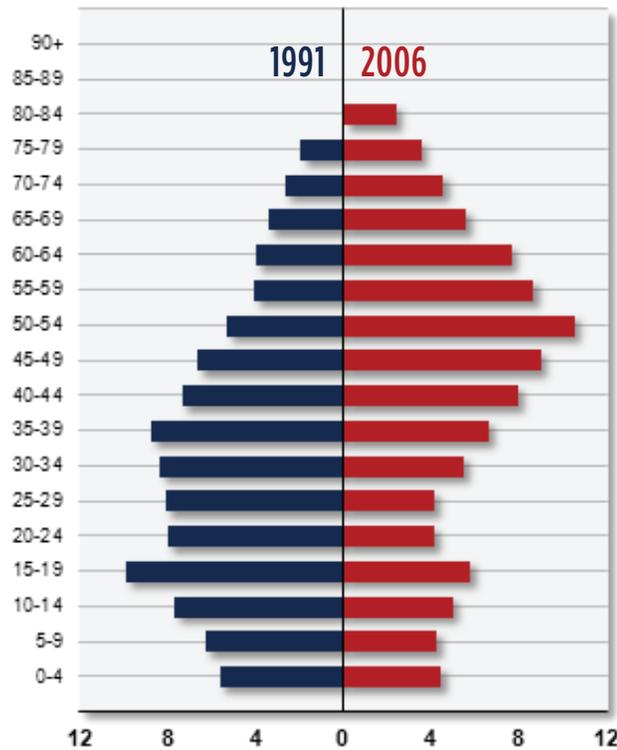
DEMOGRAPHICS

The population of Channel-Port aux Basques has been declining steadily since 1991, when the Town had a population of 5,644. Twenty years later, the population shrunk by 26.1% to a total of 4,170 residents in 2011 (see graph below). This trend of declining population occurred throughout the province and was an inevitable result of the collapse of the fishery in the early 1990s. The Town experienced the highest population decline in the years following the cod moratorium, particularly between 1996 and 2001. Since 2001, however, the rate of population decline has subsided slightly.



POPULATION
1991 to 2011

A more in-depth look at census data reveals how the composition of the population has also changed. Between 1991 and 2006, the proportion of the population in younger age groups declined significantly, while



POPULATION BY AGE GROUPS
% of population, 1991 and 2006

the proportion of the population that is older (50+ years) increased. This exodus of young residents can be attributed to a lack of year round stable employment, reduced opportunities in traditional resource-based industries and the lure of high-paying jobs in urban centres of the province and elsewhere. In 2006, very few people between the ages of 20 and 30 remain in the Town, whereas almost 20% of the entire population were between the ages 50 and 60.

An aging population will have significant social and economic impacts on the community. Labour shortages can be expected unless the community can retain young people to form new families, fill jobs, and start new businesses. The growing number of elderly people will require a variety of housing and healthcare options, as well as amenities that improve walkability and contribute to health and well-being.

REGIONAL SOCIOECONOMIC PROFILE

The Town of Channel-Port aux Basques provides education facilities for all ages. St. James Elementary School houses Kindergarten to Grade 6, and St. James Regional High accommodates Grade 7 to 12. The high school became a regional high school in 2000 when students from Isle aux Morts were moved from LeGallais Memorial School. The Town also offers post-secondary education through a campus of the College of the North Atlantic.

The Dr. Charles L. LeGrow Health Centre is the main source of healthcare for the region. Port aux Basques is also home to an optometrist, dentist, massage therapist and a number of general practitioners.

As a regional centre, Channel-Port aux Basques also hosts a wide range of services from the private sector. Grand Bay Mall and larger retailers like Coleman's, Shoppers Drug Mart, and Canadian Tire, along with

the Port aux Basques Industrial Facility and multiple banking institutions offer resources and services that are not found in the surrounding communities.

The Town is also a regional centre in terms of recreation facilities. Bruce II Sports Centre supplies the region with an ice rink, curling rink, bowling alley, swimming pool, fitness centre, and meeting facilities. Other recreational facilities found within the Town include, a baseball/softball field, soccer pitch, skateboard park and basketball court, the Grand Bay West Trailway and Scott's Cove Park.

Channel-Port aux Basques is an employment centre within the region. Based on Census 2006 data, travel flows to work indicate that while a large proportion of the Town's workers reside within Channel-Port aux Basques, many workers also travel from Cape Ray, St. Andrew's, Upper Ferry, Doyles, Fox Roost-Margaree, Isle aux Morts and even as

far as St. John's to work in the Town.

In addition to the local and regional markets for goods and services the Town has to offer, traffic generated at the Marine Atlantic Ferry Terminal also provides significant year-round economic opportunity to local businesses, particularly during the peak summer travel months of July and August. While the number of vehicles fluctuates from year to year, the most recent statistics show that 110,421 passengers travelled to and from Port aux Basques between January and June, 2012.

The traffic generated by Marine Atlantic operations provides a market opportunity for businesses in Channel-Port aux Basques for a range of goods and services. Understanding the target markets, effective promotion and improved signage are needed to entice these travellers to turn off the Trans Canada Highway into the Town.



• Bruce II Sports Facility

URBAN STRUCTURE ANALYSIS

Port aux Basques is a complex and dynamic town, and is the product of almost four hundred years of unique settlement patterns that have responded to both the rugged landscape and economic changes. In order to develop design guidelines for the future of the Town, a comprehensive analysis of the urban structure is necessary to understand its form and function. The urban form of Downtown Port aux Basques is comprised of physical features, including buildings, blocks, streets and public/open spaces. Functionality is associated with how these physical elements are used on a day-to-day basis, including land uses, circulation, wayfinding and so on.

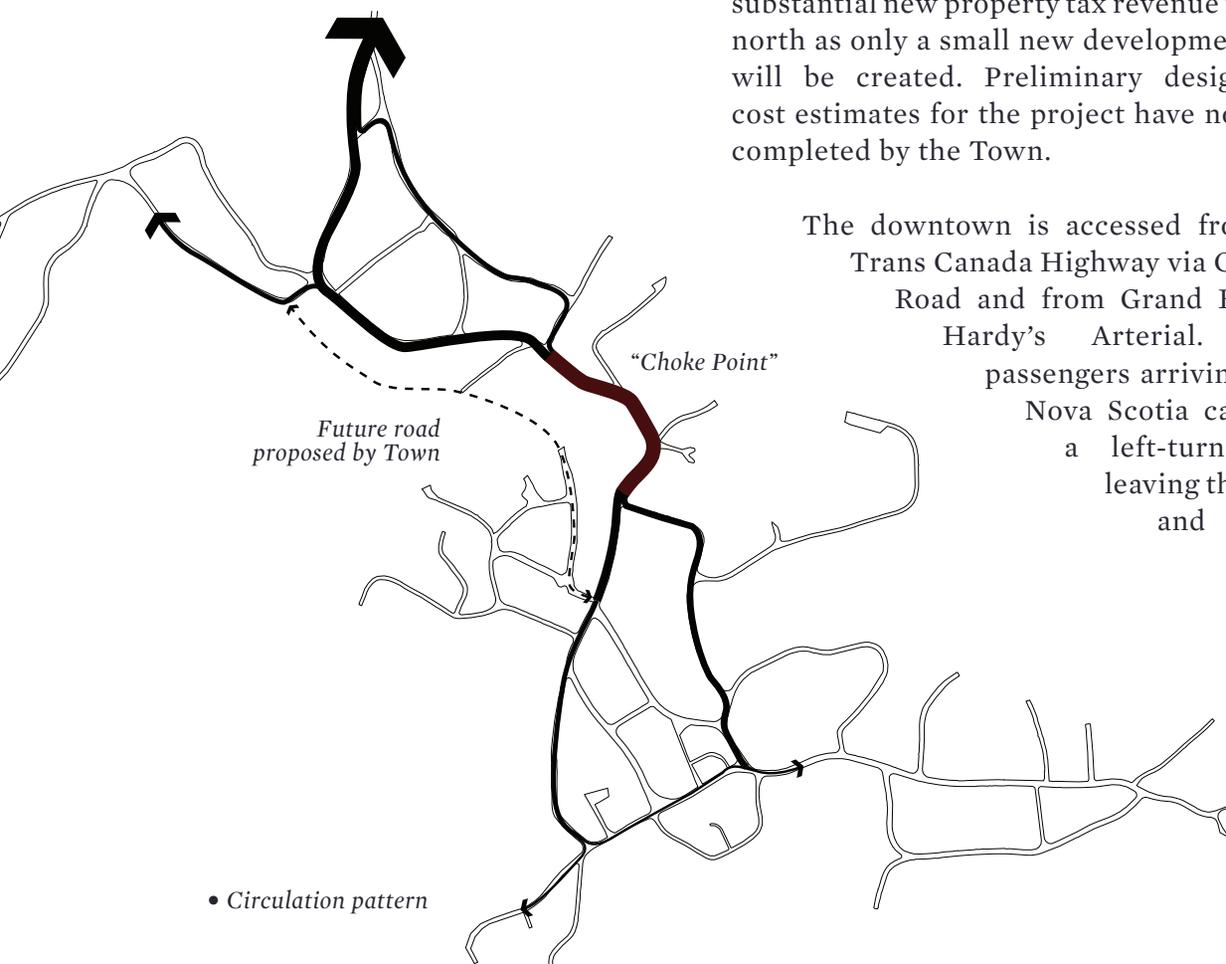
BUILDING COVERAGE

The drawing to the right illustrates the building coverage in Downtown Port aux Basques. These types of drawings are useful to analyze the relationship between buildings and the space surrounding them. The drawing reveals a tightly knit and fine grained urban fabric constrained by the steep slopes and rocky surfaces found throughout the peninsula. Buildings have been creatively negotiated into the difficult terrain and have been built close to one another, to the ocean and to the street right-of-way to make the most out of useful land.



VEHICULAR CIRCULATION

Main Street is the major transportation spine of Downtown Port aux Basques. Besides functioning as a typical main street, by providing access to customers and deliveries, it is also the access road for about 900 households in the residential parts of the district. Similar to roads laid out in urban grids, the existing loops of secondary roads connecting into Main Street provide drivers with a choice, should they want to avoid traffic on Main Street. The only stretch of Main Street on which all motorists have to travel, is a “choke point” between Pleasant and Citadel Road near the Town Hall (see below).



Anecdotally, traffic on Main Street is at times heavy, but drops significantly on weekends due to many residents leaving for their cabins in the Codroy Valley. Traffic counts for the downtown are not available. Over the last decade, the Town has been acquiring properties to the west of Main Street across from Pig Island with the intent to build a new road along the cove connecting Regional Street with Read Street. The rationale for the project largely centres around alleviating tractor-trailer traffic on Main Street. While the new road will create new lot frontages and opportunity for development in the area behind Coleman’s, it will not generate substantial new property tax revenue further north as only a small new development area will be created. Preliminary design and cost estimates for the project have not been completed by the Town.

The downtown is accessed from the Trans Canada Highway via Caribou Road and from Grand Bay via Hardy’s Arterial. Ferry passengers arriving from Nova Scotia can take a left-turn after leaving the ferry and enter

the downtown relatively easily via High Street and Caribou Road. For traffic on the Trans Canada Highway heading to the ferry to Nova Scotia, a combination of poor signage, and lack of visibility of the downtown, means that very little of this outbound traffic enters the Town. Once checked into the terminal, there is no opportunity to leave and bridge waiting times with a visit to the downtown or any other area of the community. The scenic boardwalk that connects the ferry terminal parking lot with the downtown was fenced off by Marine Atlantic due to safety and security concerns in 2002. Ever since, with the viability of Scott’s Cove Park retail in jeopardy and the expensive boardwalk investment underutilized, the Town has been in negotiations with Marine Atlantic to allow ferry passengers access to the downtown. Various alternatives to the boardwalk workable for both parties have been discussed, but no apparent solution is currently in sight.

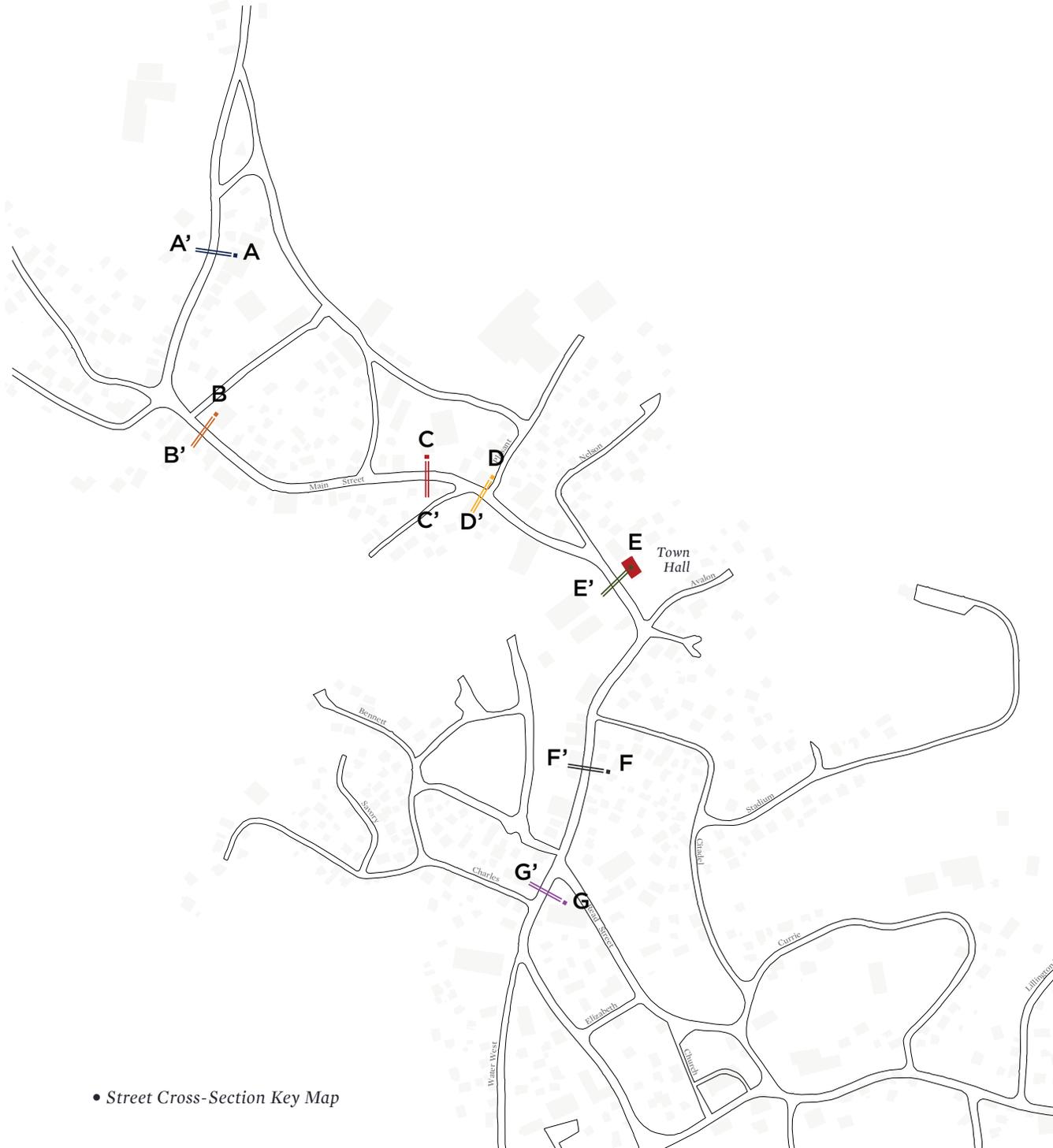
HARD SURFACES

The existing road surface is in reasonable condition. The sidewalks, on the other hand, require attention. Over time, the concrete curbs have fallen apart due to contact from snow plow blades and vehicle parking on the sidewalks. As a result, the sidewalks have submerged to the point where they are almost level with the roadway itself, which may compromise the sense of safety for pedestrians. Furthermore, the concrete pads are often cracked and unlevel with one another, creating tripping hazards for users.

STREET LAYOUT

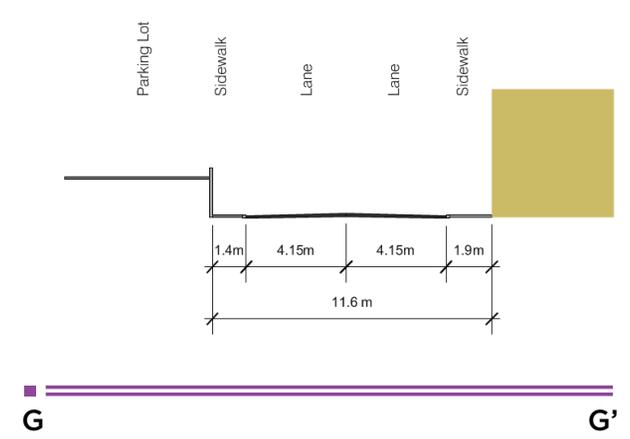
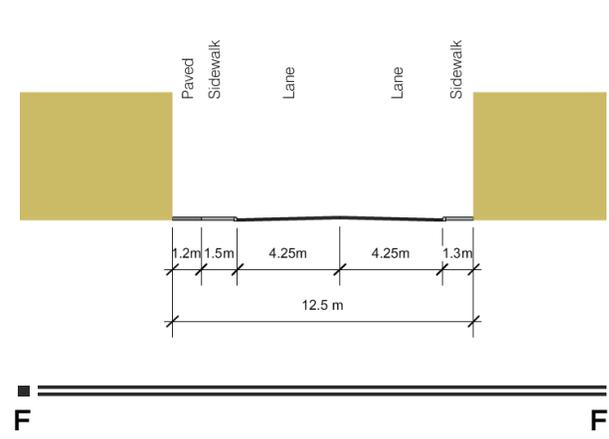
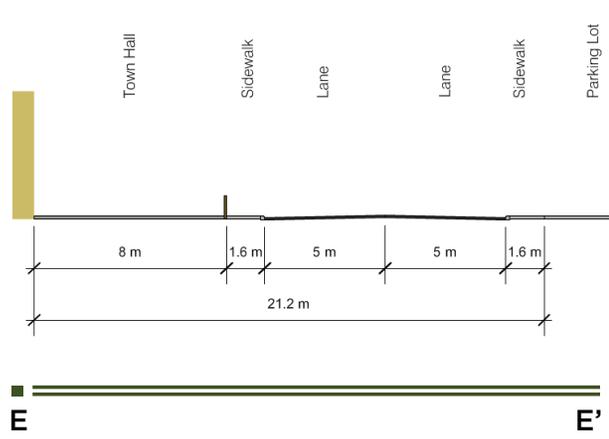
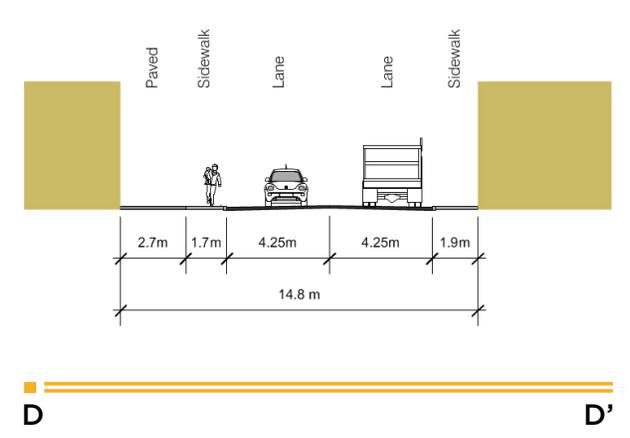
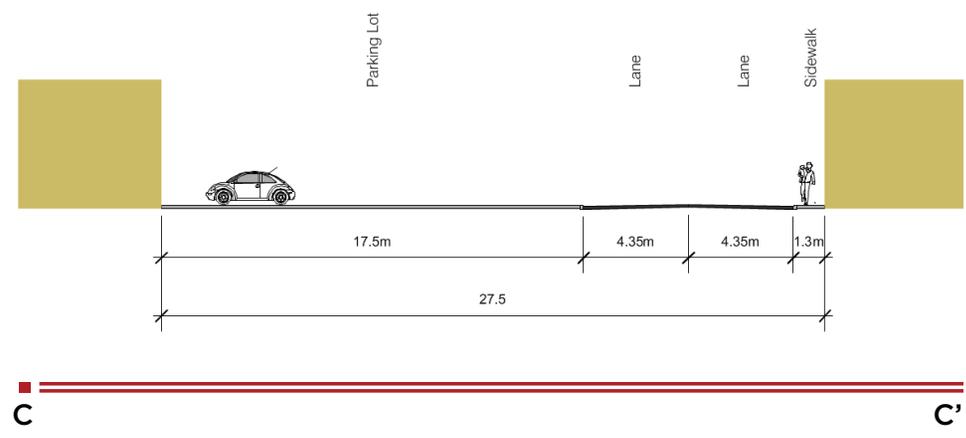
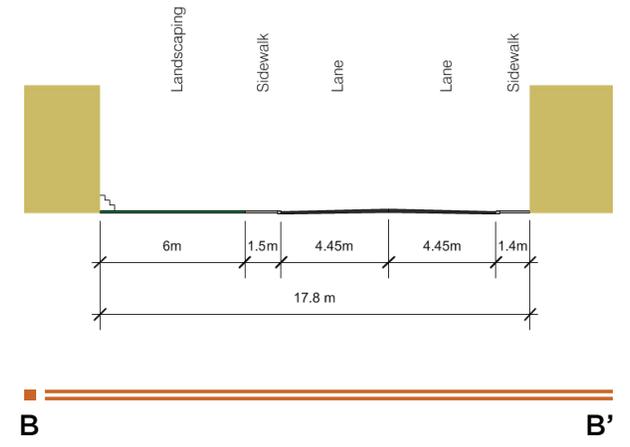
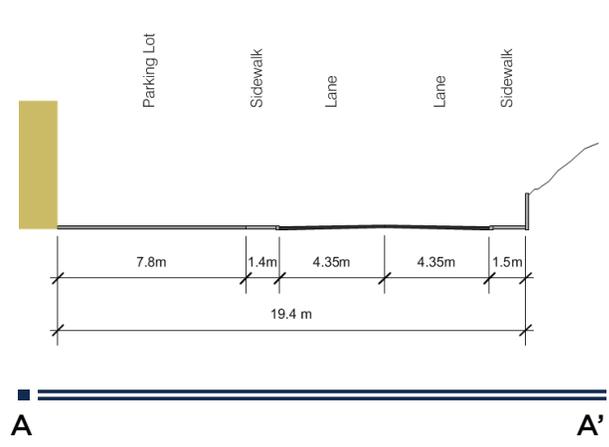
The narrow, winding street network of Port aux Basques is a result of the same geographical constraints that influenced the building coverage. Steep slopes forced roads to follow contour lines as closely as possible, often running parallel to the coastline. Narrow necks of land and the limited developable land likely contributed to the narrow right-of-ways found throughout the downtown. Most of the roads in Port aux Basques were developed prior to contemporary road engineering standards, which require wide traffic lanes to allow for high speeds for automobiles. As a result, Port aux Basques benefits from streetscapes that offer a charming human scale that is increasingly rare across Canada. Contemporary engineering standards have often damaged the vitality of streets by sacrificing pedestrian flow and comfort for the convenience of shorter travel times for motorists. The seven cross-sections that were measured along Caribou Road and Main Street in Downtown Port aux Basques, on the other hand, depict a tight, human environment in the heart of the Town.

Road lane widths range between 4.15 to 5 metres. The entire Main Street area is flanked by sidewalks on both sides, with widths between 1.3 and 1.9 metres.



• Street Cross-Section Key Map

PORT AUX BASQUES CROSS-SECTIONS



PARKING

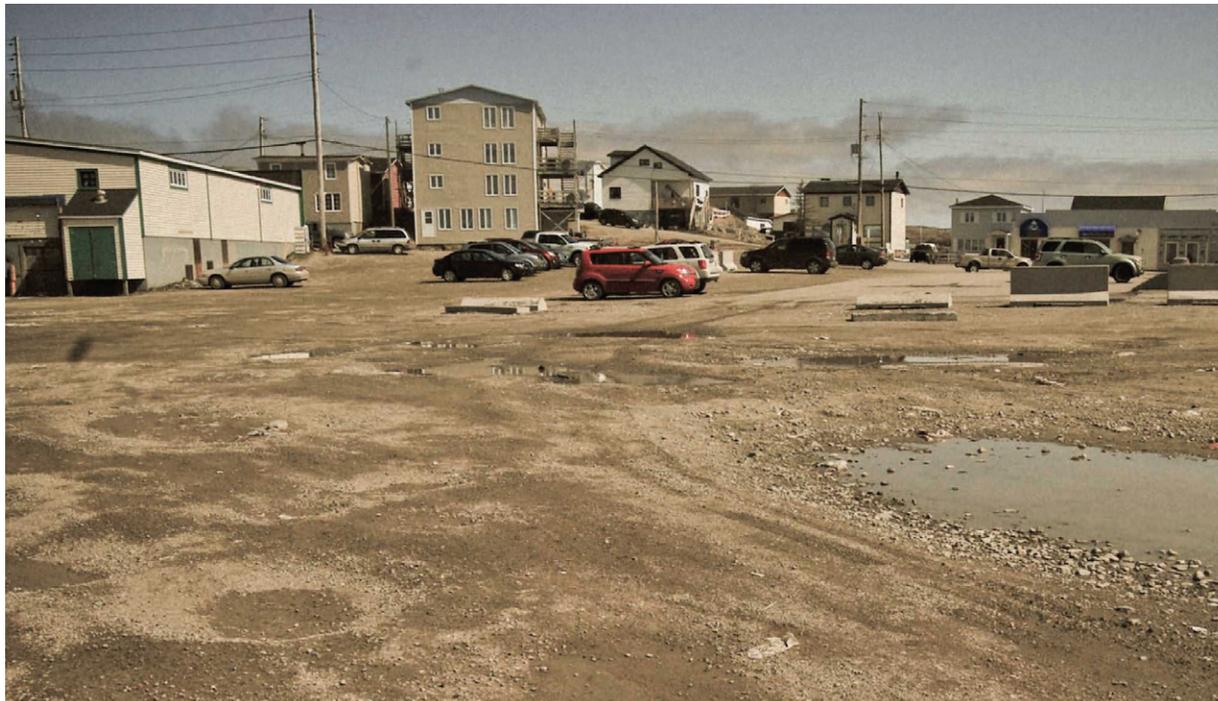
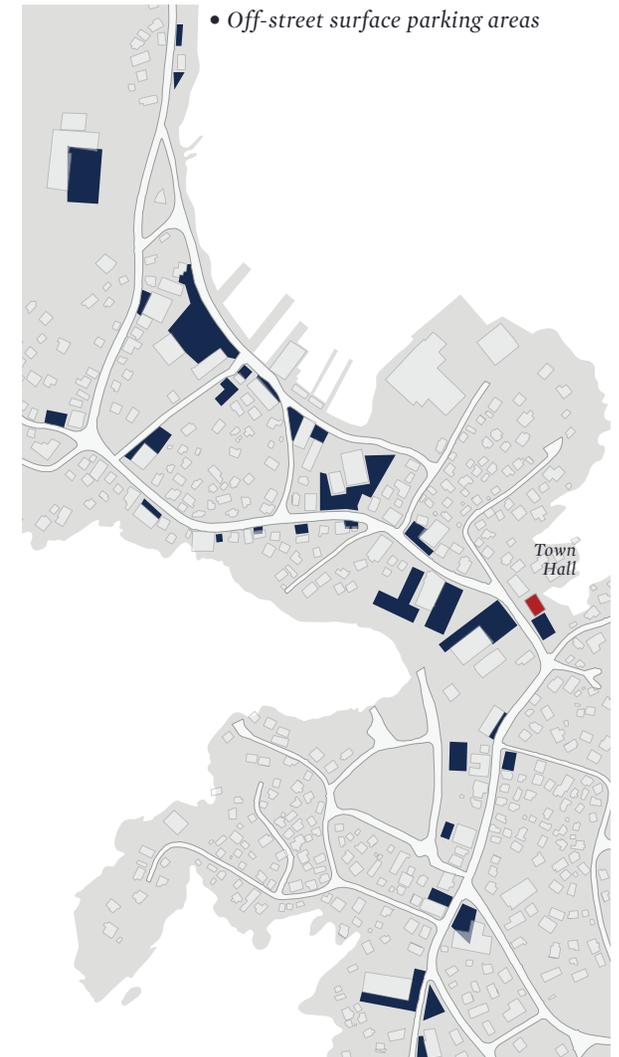
The issue of adequate parking supply is often at the centre of the debate about the wellbeing of downtown districts. Discussions around parking, often known as the “P-word”, are plagued with perception and exaggerated importance. Does Downtown Port aux Basques actually have a parking problem? To answer that question, it is important to differentiate between the **parking supply** problem and the **parking management** problem.

Parking management, that is delineation of parking spaces, signage and sharing arrangements between businesses, is by and large non-existent in Downtown Port aux Basques. Sunken sidewalk curbs and non-designated on-street parking spaces enable downtown customers to park wherever it

appears convenient. This is not a bad situation per se, but one that nurtures perceptions about unpredictability and overcrowding when drivers seek parking opportunities.

Parking supply in Downtown Port aux Basques is a combination of on-street and off-street parking. There are a total of 36 different off-street parking sites and on-street parking is possible on one side of most of Main Street. Total off-street parking surfaces amount to about 15,000 square metres, which translates into about 500 parking spaces. Downtown parking occupancy studies have shown that peak demand for parking typically averages at 2.5 spaces per 100 square metres of commercial gross floor area (GFA). Commercial gross floor area in Port aux Basques’ Downtown District amounts to approximately 16,000

square metres, which in turn would translate into a peak demand for about 400 parking spaces. Even if on-street parking was not an option as it currently is, the off-street parking supply can easily absorb peak demand for space. Assuming that on-street parking was available on at least half the length of the 1.3 kilometres of Main Street in the downtown, another 100 parallel on-street parking spaces could be provided.



OPEN SPACE

A difficult terrain has been a significant constraint regarding development on the peninsula. It has, however, also corresponded to a large amount of open space for residents to enjoy for aesthetics and recreation. The majority of these open spaces are preserved, natural areas situated in riparian or coastal areas or on steep slopes. By far the largest open space are the barren lands on the east of the peninsula. These lands feature the highest elevations and afford visitors with spectacular views over the Town. Residents use the area for recreational walks along informal trails which can be accessed from a number of cul-de-sacs that nudge into the large open areas. As this uninhabited area stretches all the way from the centre of the downtown to Channel Head, it has potential to become an important trail link to the lighthouse on Channel Head. The Town has

considered building a pedestrian bridge or commissioning a boat to enable visitors to reach the lighthouse.

Other open spaces throughout the Town are used as Town-managed parks or sports fields. At the heart of the downtown is a large grassed area, delineated with wooden bollards, which was created when a cove was filled in. The field is the largest flat piece of land and has, due to its central location, much potential to become a recreational focal point in the downtown. Scott's Cove Park at the entry point to downtown is an important community gathering space with daily outdoor concerts during the summer. It is also a key tourism facility as its colourful kiosks are easily visible from the incoming ferry. The inviting visual cues that Scott's Cove Park sends to outsiders are an important asset for attracting tourists.



• Open space along eastern shore



• Scott's Cove Park

EXISTING LAND & BUILDING USES

Downtown Port aux Basques is predominantly a residential district. However, existing commercial and retail ventures are very visible as they are largely centred around Main Street. Downtown commerce dominates the face of Main Street and, when entered from Caribou Road to the north, conveys the impression of a relatively thriving business district. The concentration of businesses at the core of the downtown makes Main Street a dense, convenient and walkable district. The exposure to local business customers is exceptional since most residents of the downtown inevitably pass by nearly all storefronts as they drive or walk from their homes to other parts of

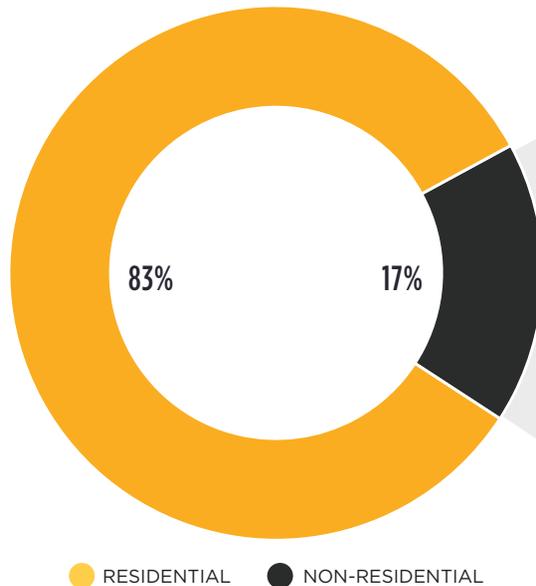
the Town. Local residents are provided with a variety of retail options, many of which serve daily convenience needs. Downtown business activity is augmented by a number of institutions, most notably Town Hall, and neighbourhood corner stores scattered throughout the residential districts. Largely absent from the business mix are restaurants, cafes or entertainment establishments.

Industrial activities, formerly centered along the waterfront have mostly ceased to exist with the closure of Seefreez Foods. The small herring plant, erected in the early 1960s and a larger cold storage and processing facility, located on Pleasant Street, hosted several owners and tenants

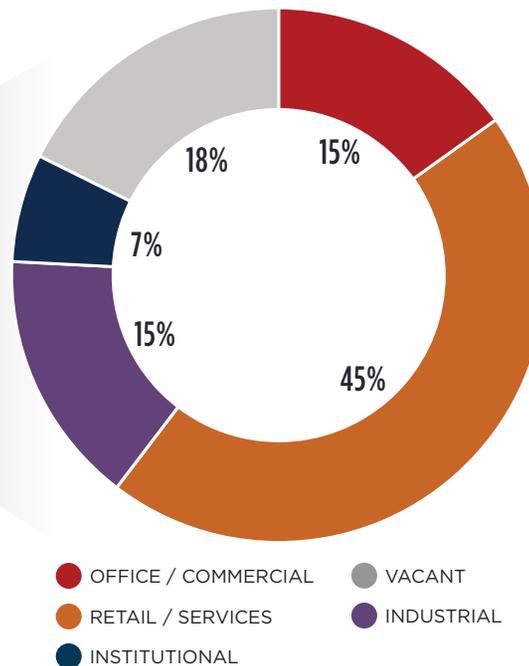
who were important employment generators in the Town. In 2007, the facilities were officially closed when Seafreez Foods closed for business. The industrial buildings have since been renovated by the Town to make the facility market-ready for potential buyers or renters.

There are approximately 2025 dwelling units in the Town of Channel-Port aux Basques, over half of which were built before 1971. About 45%, or 900 of those homes are located in peninsular Port aux Basques. The distribution of residential and non-residential gross floor areas (GFA) in the downtown is depicted in the chart to the bottom-left. The percentages of non-residential building uses in the Central Business District are also highlighted to the bottom-right.

PENINSULA FLOOR AREA RESIDENTIAL v. NON-RESIDENTIAL



DOWNTOWN FLOOR AREA NON-RESIDENTIAL FLOOR AREA



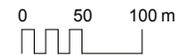
The vacancy rate in existing retail and office buildings along Main Street stands at about 8 percent (or 771 square metres) and only a relatively small number of lots are visibly void of buildings. However, if the former fish plant is included in the equation, an additional 4,000 square metres of vacant space become part of the mix of available commercial rental space and the vacancy rate for commercial and institutional buildings is closer to 18%.



LEGEND

- OFFICE / COMMERCIAL
- RETAIL / SERVICES
- RESIDENTIAL
- INDUSTRIAL
- INSTITUTIONAL
- VACANT

EXISTING USES



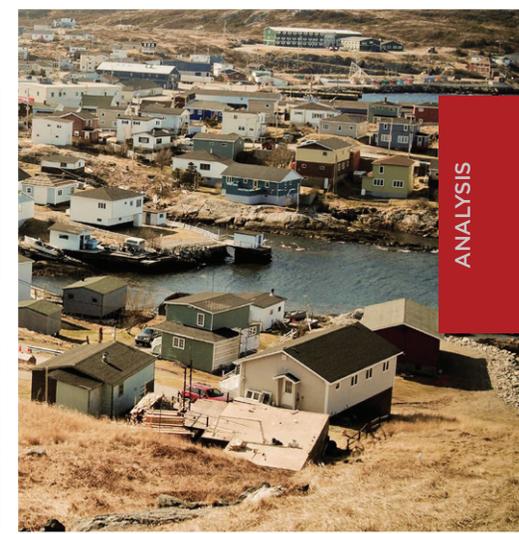
VISUAL ANALYSIS

The visual qualities of a town are the product of time, local traditions and practices, and the surrounding natural environment. Every place includes landmarks, symbols, materials, natural features, an architectural vernacular and more that are uniquely distinct. This section analyzes the urban aesthetics and natural surroundings that contribute to the distinct, visual qualities of Downtown Port aux Basques.

NATURAL SURROUNDINGS

Downtown Port aux Basques is situated between the imposing elements of the open ocean and an escalating mountain range. The visual impact of the elements are inescapable and their qualities are incredible. Beautiful coves, bays and fjords shape the southern coastline where the ocean has pounded the rocky peninsula. The northern periphery of Port aux Basques is flanked by a magnificent barren landscape, decorated with lakes, wetlands, stunted shrubs, coniferous trees and tabletop mountains. Not only do these uncompromising elements surround the Town, they also infiltrate it. Not surprisingly, the Town has conformed to the land and sea, with buildings densely nestled in the most habitable areas of the peninsula. The visual result is an attractively rare balance of urban settlement and natural elements.





VIEWS

The visual quality of the surrounding landscapes significantly contribute to the importance of views. There are many different types of views, each presenting different experiences while offering unique opportunities.

Panoramic views are more than 90 degrees wide and provide the observer with a great sweeping view of the natural setting and/or man-made townscape. There are countless panoramic views that offer great views of Downtown Port aux Basques. One is located

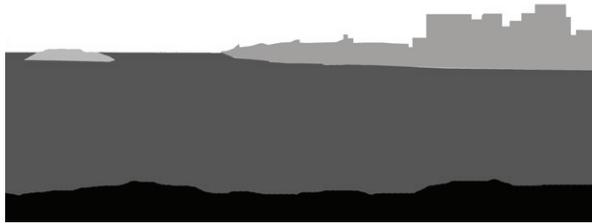
at St. Christopher Hotel and offers wide views of the downtown facing south.

Another is located at the old Bruce Arena site and offers great north-facing views. There is a similar panoramic view at the Canadian Coast Guard site.

Vistas are 20 to 90 degree-wide mid-range views which provide the observer a considerable viewing angle but restricted by natural or man-made objects on one or two sides. There are numerous vistas located at the end of dead end streets throughout the

peninsula which offer great views of the surrounding natural landscape, such as the following examples.

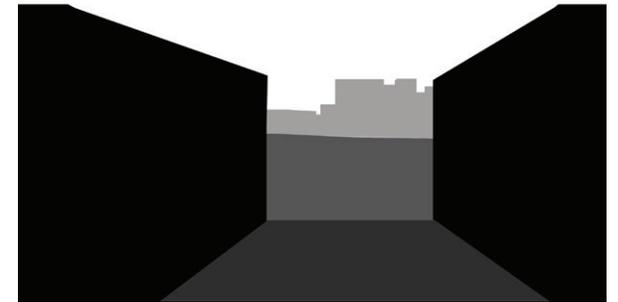
View corridors are less than 20 degrees wide and are long, narrow views framed by objects on both sides (such as buildings or trees). View corridors are often formed along streets, where buildings along the street act as a frame and create a focal point at the end of the view. The narrow, curvy roads of Port aux Basques form short view corridors throughout the downtown.



• Panoramic view



• Vista



• View corridor





• View corridor along Main Street



• Vista of Rat Island from Bennett Road



• Panoramic View of downtown Port aux Basques from the Canadian Coast Guard site

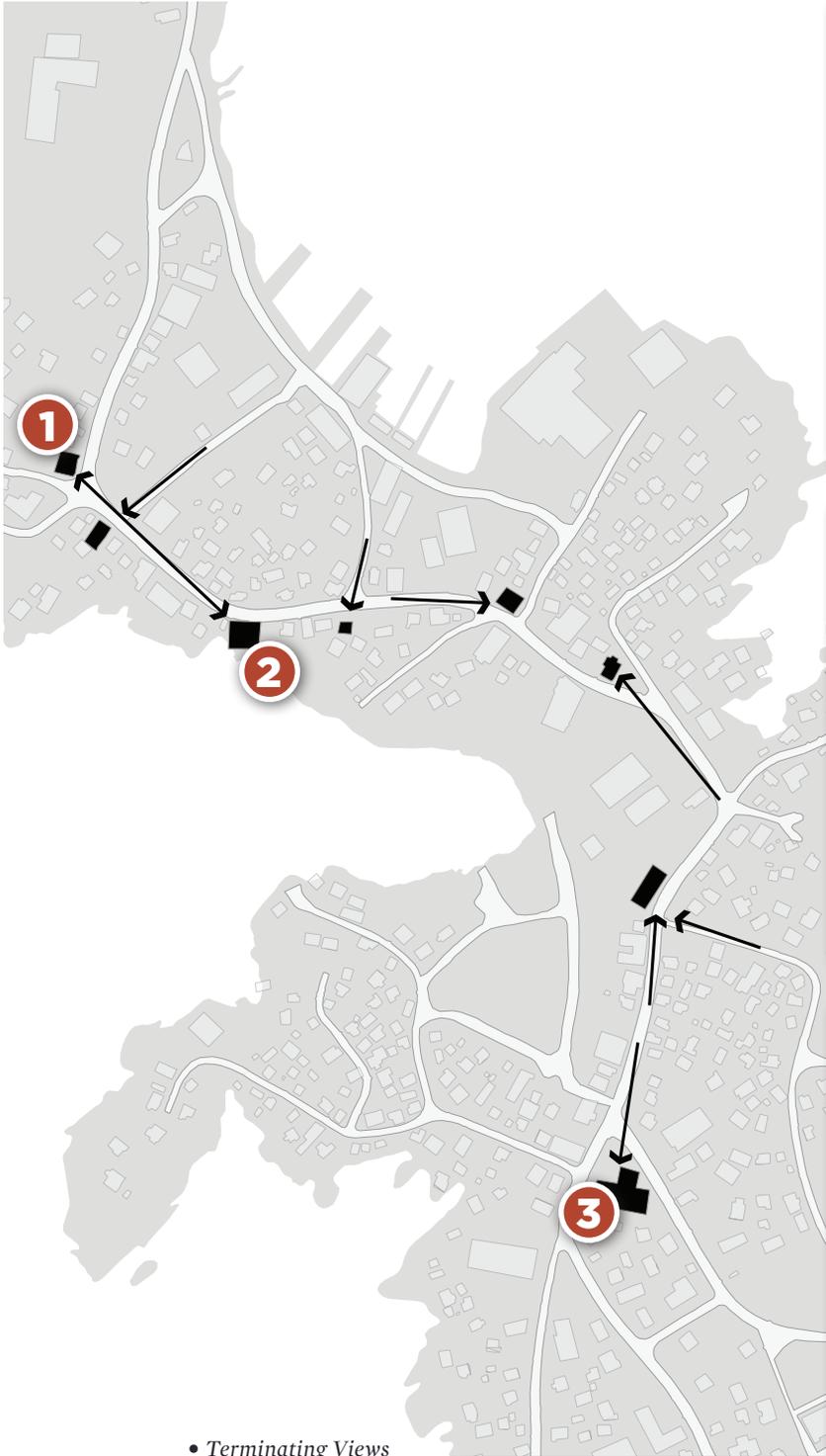
LANDMARKS

Landmarks are the distinguishing features on the receiving end of a view that generally “catch the eye”. Landmarks are created if a building or structure has a high visual impact, a high visual quality, or if it has historic or economic value to the Town.

A good example of landmarks containing all three criteria is available in a south-facing, panoramic view of the peninsula. Toward the west, the St. James Anglican Church has a high visual quality due to its unique architectural features and bright façade. The Coast Guard tower, on the other hand, is not particularly attractive (although some may consider it “interesting”), but it does have a high visual impact as it protrudes well into the skyline. Finally, the fish plant has a moderate to low visual impact and quality, but has a high historic and economic value. Similar landmarks can be observed looking over the Town to the north.

View corridors along streets can also create identifiable landmarks, being the key “terminating view” that is being framed. The narrow roads of Port aux Basques form view corridors throughout the downtown, highlighting structures and features in a unique way. For example, the Scotiabank sits along a bend in the road, and becomes an attractive terminating view at the end of the street.





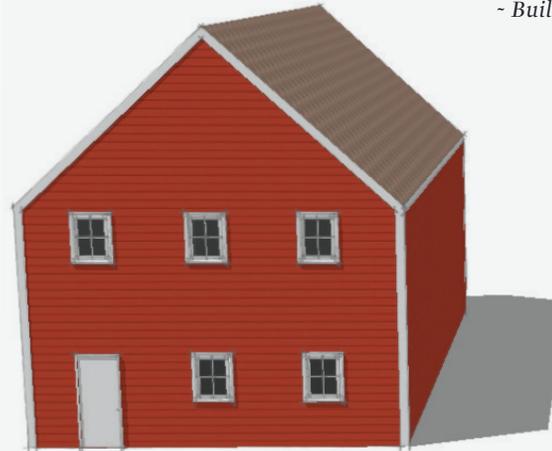
• Terminating Views

ARCHITECTURAL STYLE

The existing architectural vernacular of Port aux Basques is a mix of traditional and contemporary building styles. Traditional Newfoundland homes are typically four-sided, salt box style homes featuring a gable style roof with narrow or no eaves, four inch horizontal clapboard painted with vibrant traditional colours, wide (usually white) trim and minimally placed double-hung windows.

The past four to five decades marked a departure from traditional building techniques to the more practical and cost-effective techniques of contemporary building used throughout North America. Contemporary homes come in a variety of shapes and sizes, although one and a half storey bungalows are the most common housing type in Port aux Basques. Varying roof types, including hipped roofs and the odd mansard style roofs, are also more prevalent, as are larger, wider windows and modern-style doors. The most noticeable difference in contemporary housing is the exterior cladding. Narrow, three inch vinyl siding is the most common type of exterior material, which usually comes in neutral tones such as taupe, white or beige. The result of this transition is that Port aux Basques has lost much of the vibrant colour it once had (see pictures on bottom-right).

TRADITIONAL



- Building shapes -

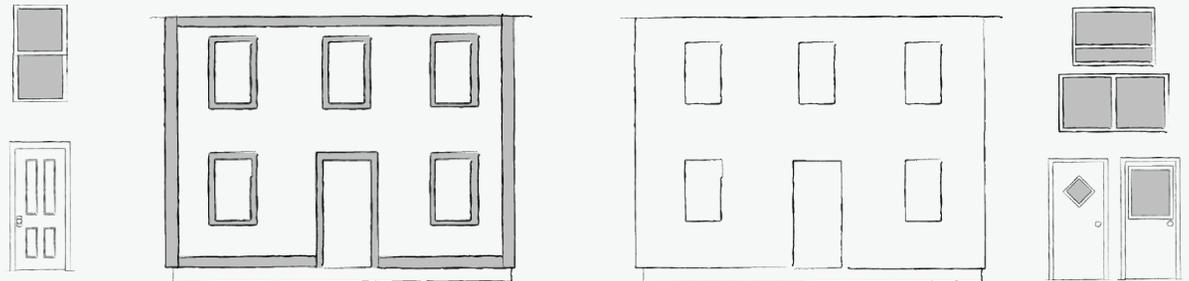
CONVENTIONAL



- Exterior colours -



- Common door and window styles and trim -



- Photo comparison of exterior colours -



FAÇADES

The quality of building façades in Downtown Port aux Basques ranges from well-kept and appropriately restored buildings to façades in state of disrepair with an unwelcoming appearance. Examples of renovations along Main Street include installing aluminum or vinyl slipcovers over façades, downsizing storefront or upper windows or installing over-sized sign panels. Concealing historic materials was a common trend made in previous decades, which was practical and affordable, but usually also negatively altered the overall character of the building.

The range of façade tones often found in the colour pallet of traditional Newfoundland communities is noticeably absent in the downtown. White dominates the urban landscape, with the pleasant exception of the colourful kiosks of Scott's Cove Park.

The qualities inherent in the historic fabric of Downtown Port aux Basques, with its assembly of older small-footprint buildings lined along a curving Main Street, provide an ideal departure for a rectification of design errors made in the past. This overall setting is a valuable asset that could be greatly enhanced by historic preservation of buildings or contemporary building in-fills that sensibly interpret the Town's vernacular architecture.



STREETSCAPING ELEMENTS

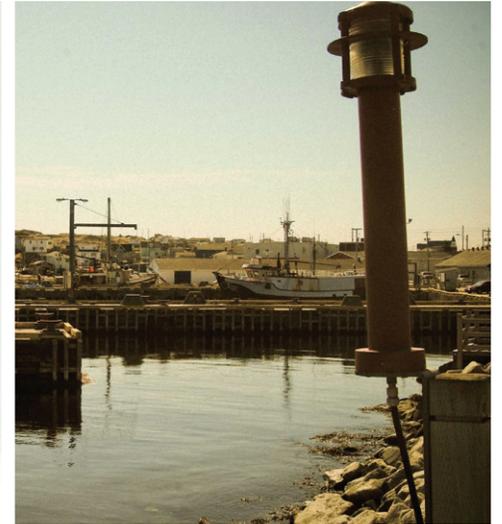
The downtown is noticeable absent of street trees and landscaped areas. The majority of vegetation found in the area are stunted shrubs on a thin layer of top soil and random grassy areas. There are also a handful of raised planters along Main Street, however, they were mostly empty.

The majority of street lighting along main street is derived from standard street lamps attached to utility poles. There are, however, two different types of marine-style, ornamental lamp posts located near the harbour and Town Hall, which appear to have succumbed to the elements over time.

The Town has a consistent style of wooden bollards which are used to delineate park or landscaped areas from the street right-of-way.

The only concentration of benches are located in the harbour area along the boardwalk. These sturdy, wooden benches are built into the boardwalk and wharf and match the aesthetic of the wooden bollards.

There are very few waste receptacles throughout the study area, aside from the Scott's Cove Park area.



PUBLIC ART

There are a series of painted murals displayed on buildings and in public spaces throughout the downtown. The murals are meant to depict how the Town looked many years ago.



THE ASTROLABES

An astrolabe is an ancient instrument used by navigators and astronomers to determine latitude, longitude, and time of day. It is comprised of a disk with 360 degrees marked on its circumference and an indicator that pivots around the center of the suspended device like the hand of a clock.

There are only twenty-one known sea astrolabes in the world, two of which were discovered near Port aux Basques in the area of Isle aux Morts. Both astrolabes were uncovered amongst ship wrecks by Wayne Mushrow, a scuba diver and resident of Port aux Basques. The first astrolabe was discovered in 1981 and was found to be in excellent condition. It was dated 1628, is thought to be of Portuguese origin, and was named The Mushrow Astrolabe after its discoverer. The second, found in 1983 in a similar location, was dated 1617 and thought to be of French or Spanish origin.

The Provincial Historic Resources Act gives the Crown ownership of such discoveries to protect them for the benefit of all Newfoundland and Labradorians. However, Mr. Mushrow felt very strongly that he deserved credit for the discoveries, and that the astrolabes could help boost tourism in the area if they were preserved and displayed in the Port aux Basques museum. After many years of negotiations between the provincial government and Mr. Mushrow, in 2001 a ceremony was held recognizing Mr. Mushrow's contributions to the history of Newfoundland and included the official naming of the second astrolabe as The Mushrow Astrolabe II. As part of the negotiations, Mushrow Astrolabes I and II are displayed in the Gulf Museum every summer. Realizing the value in the artifact and local citizens' pride in the discovery, the Town of Channel-Port aux Basques has constructed a large replica of the Mushrow Astrolabe near the Town Hall.



Photo source:
portauxbasques.ca

COMMUNITY & STAKEHOLDER INPUT

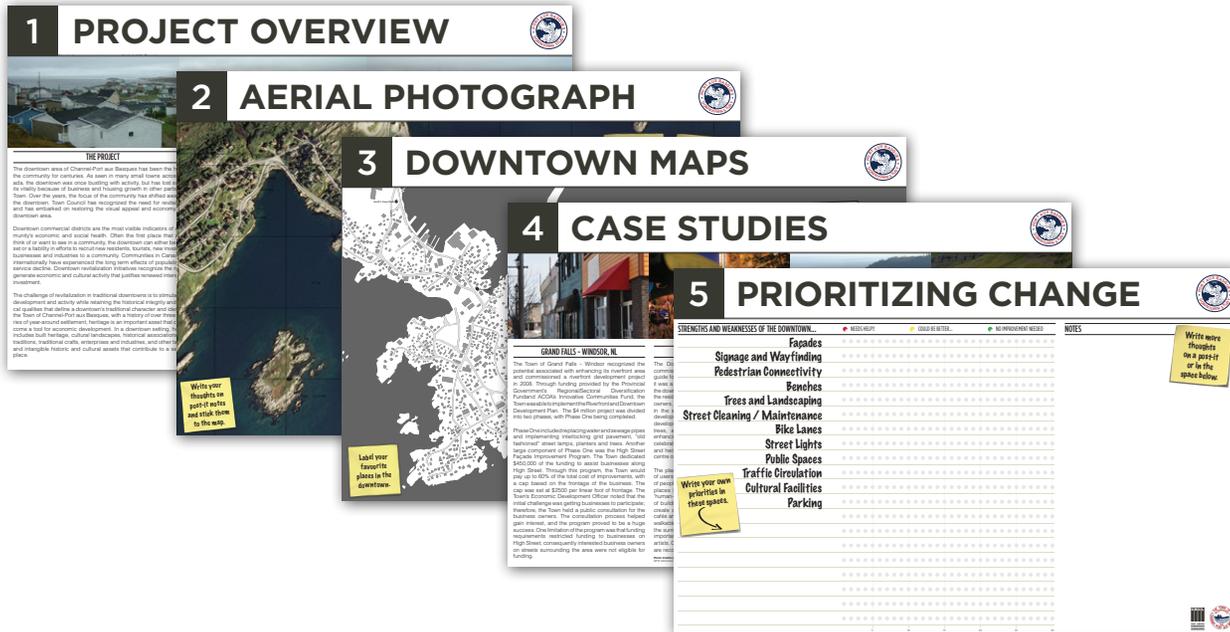
Throughout the project, the study team took advantage of invaluable and extensive local knowledge from the public and stakeholders. Several meetings, interviews and public consultations were held in order to refine the analysis, outline strengths and weaknesses, define a community vision for the downtown, and discuss potential solutions for revitalization.

A Steering Committee was also established which was comprised of local residents and stakeholders to help guide the direction of the report. Throughout the study period, three “progress reports” were composed by the study team which outlined the work completed to date. The reports were sent to the Town and members of the Steering Committee to digest and return feedback. The result of this iterative approach is a final report that matches the vision and goals of the community .

KICK-OFF MEETING

The first round of consultation occurred in early 2012, when the consulting team visited Port aux Basques to meet the Town and Steering Committee. Later, staff members from the Town and the consultants went on a walking tour of the study area, which was documented by the local newspaper, the Gulf News.





PUBLIC CONSULTATION

A second round of consultation occurred between April 19 and 23, starting with a stakeholder and public consultation session on April 19, 2012 at the Fire Hall. Approximately twenty local residents and business owners attended the two-hour event. Five panels that summarized the results of background research, including project information, map information, relevant case studies and other relevant information (see Appendix C for panels). Participants were invited to provide their thoughts and ideas directly on the panels.

After participants viewed the panels they were given a brief overview of the project from the consultants. The attendees were then divided into small groups to consider the strengths and weaknesses of Downtown Port aux Basques.

Two questions in particular were posed to each group:

- 1 *What do you love about Downtown Port aux Basques?*
- 2 *What elements are preventing Downtown Port aux Basques from becoming a great downtown?*

At the end of the exercise, each group was asked to choose one person to present their ideas to the rest of the participants. As each group presented, it became clear that they had all identified similar strengths and weaknesses about the downtown.

In the days following the consultation session, two “drop-in” sessions were hosted at the Bruce II Sports Complex where people could visit a temporary workspace set up by the consultants and view some of the work



completed during the design work session. These sessions allowed for an iterative design process, where stakeholders and residents could continue to offer feedback throughout the week. Panels were also posted throughout the Sports Complex and visitors left comments and suggestions

For the remainder of the work week, the consulting team met with various business owners, residents and others, collected field data and began the design process. Visits and meetings were conducted with the following groups:

- Marine and Mountain Zone
- Chamber of Commerce
- Public Library
- 50 Plus Club
- Town of Channel Port aux Basques staff members and councillors
- Various merchants and business owners
- Town engineer

SWOT ANALYSIS

A SWOT analysis is a planning tool that guides users through a logical series of questions and thinking focused around the perceived strengths, weaknesses, opportunities, and threats of Downtown Port aux Basques. Strengths and weaknesses are things over which the Town has some degree of control and thus can make changes to improve the situation. Opportunities and threats are external factors which the Town does not control, and given this lack of control, will need to develop strategies to take advantage of opportunities that present themselves or have plans to counteract the threats.

This SWOT analysis is the result of public consultations, meetings, interviews, desktop research, site visits and professional assessments of the study team.

STRENGTHS

- Marine Atlantic ferry service brings in many visitors
- A diverse mix of uses, including a wide range of retail and hospitality-based businesses
- A small remnant of traditional Newfoundland-style buildings remain in the downtown
- A balanced and attractive integration of urban development into the natural landscape
- Spectacular natural setting between the ocean and mountains
- Large amount of open space provides recreational opportunities and great views
- Scott's Cove Park is the social/cultural heart of the Town
- Ice-free port
- Built environment has a unique, "human-scale" quality
- A long and interesting history
- Enthusiastic business community
- Local pride in the downtown
- Walkable downtown

WEAKNESSES

- Boardwalk to ferry terminal is blocked due to security concerns
- Lack of tourist-based businesses (boutiques, coffee shops, etc)
- Contemporary construction techniques have diminished the historic character and reduced the amount of colour in the area
- Narrow roads are difficult for newcomers to navigate and stay oriented
- Road and sidewalk surfaces are decaying
- Several vacant, empty or abandoned lots, including a vacant fish plant
- Harsh climate (fog, wind and cold)
- Lack of streetscaping (such as benches, lighting, waste bins, landscaping, etc)
- Narrow, curvy roads congest traffic flow and cause parking shortages
- Lack of trails on the peninsula
- Lack of historical interpretation in the downtown
- Nondescript façades
- Poor wayfinding system

OPPORTUNITIES

- Relink the downtown to the ferry terminal via the boardwalk
- Several potential infill or adaptive reuse development sites (ie; old arena and school site, Town depot)
- The Town depot is an incompatible use for the downtown and would be better used as a large green space or park
- A market-ready fish plant
- Trail potential to picturesque lighthouse on Channel Head
- The Town can take advantage of an increasingly aging population by offering specialized services and infrastructure for older residents
- Market Town to travellers on Marine Atlantic ferry
- Global phenomenon of downtown renaissance
- Retirees and young, enthusiastic and well-travelled people returning home
- Proximity of downtown businesses to residential areas

THREATS

- Economically dependant on Marine Atlantic ferry terminal
- Population is declining, young adults are leaving and the remaining population is aging
- Ferry traffic can easily bypass the Town
- Contemporary building techniques may eradicate the historic character
- Climate change will bring about more frequent, and more severe storms
- Businesses finding better conditions outside of the downtown
- Development happening elsewhere
- Non-favourable perceptions of the downtown

SUMMARY

Interestingly, most positives have a reciprocating negative. For example, the Town has a recently renovated, market-ready fish plant that is available for use if a potential tenant is interested. In the meantime, the fish plant is a vacant building in a prime location which has negative consequences. Along the same line, participants at the public meeting identified that the narrow roads of the downtown were a positive due to their unique and historic character, however they also recognized the negative aspects due to the lack of space for on-street parking and traffic circulation.

In order for the downtown to become a vibrant and successful place, the Town will need to creatively shift perceived weaknesses into strengths, take advantage of opportunities and mitigate threats.



SOLUTIONS

The majority of the report, thus far, has described the current status of Downtown Port aux Basques. The results of analysis have been summarized in the SWOT analysis which outlines “*where we are now*”. This section describes “*where we want to go.*” A community vision statement and set of goals are first outlined that set the stage for Five Big Moves for downtown revitalization.

First, an over-arching downtown theme development is proposed that presents a distinct look and aesthetic direction for the downtown. This identity is the common thread that ties all of the solutions together. Second, a general streetscape design is proposed to improve the overall aesthetics for the downtown, including street furniture, landscaping guidelines, public art and other initiatives. Third, a pair of urban design projects are proposed for the Harbourfront and a new proposed civic park. Fourth, façade improvement guidelines are outlined. Finally, a wayfinding and signage strategy is described that will improve the ease of flow for users of the downtown. Some other functional improvements are also included to wrap up this section.

COMMUNITY VISION & GOALS

COMMUNITY VISION

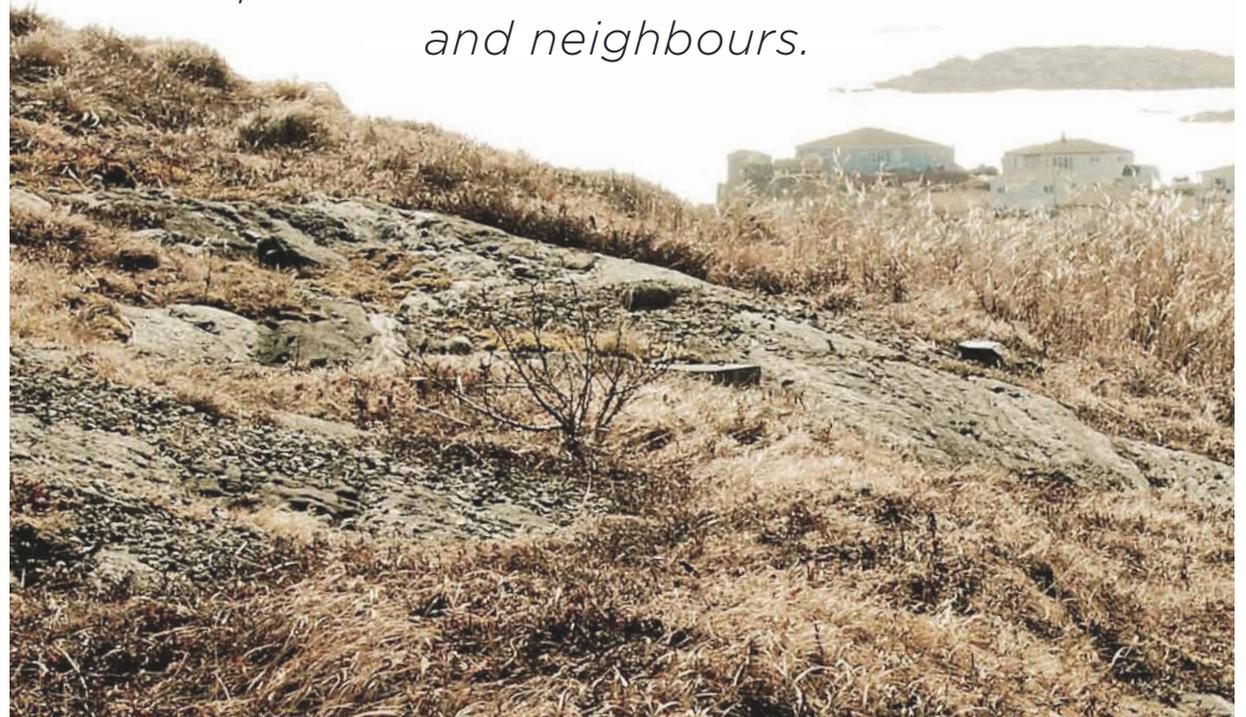
A community vision is a statement of commitment from the Town, business owners, stakeholders and residents that sets the wheels in motion for revitalization in the downtown district. A strong community vision is one that is exciting and inspiring enough to instigate action, while practical enough to avoid apathy and inactivity. The community vision has been composed to succinctly summarize the visions of community members as discussed at the public engagement session.

GOALS

Goals are a starting point for the solutions that follow in this section. Seven goals are outlined on the following page that offer practical ways to realize the community vision. In essence, these goals aim to transform perceived weaknesses into strengths, and to take advantage of any potential opportunities that may exist. They can also be used as a benchmark from which to determine future success, which is discussed in more detail in the Implementation section.

COMMUNITY VISION

To reestablish Downtown Port aux Basques as a colourful and attractive place that is economically strong, resilient, fun and truly represents who we are as residents and neighbours.



GOALS

GOAL 1 BUILD A DISTINCT DOWNTOWN IDENTITY

A bold, new identity for the downtown will reinforce local strengths to improve the appeal of Downtown Port aux Basques while enhancing its ability to attract new residents, businesses and visitors.

GOAL 2 IMPROVE THE APPEARANCE OF THE DOWNTOWN

An attractive looking downtown will improve the overall appeal of the area and do well to attract tourists and business investment.

GOAL 3 IMPROVE THE FUNCTIONALITY OF THE DOWNTOWN

An efficient and organized downtown will help improve navigation and throughfare for freight and tourist travel, which in turn adds dollars to the economy.

GOAL 4 EMBRACE THE ELEMENTS

The downtown needs to be successful year-round. In order to achieve this, it must embrace the elements by offering amenities and activities that are conducive to cold weather during the winter.

GOAL 5 MAINTAIN A CLEAN & SAFE DOWNTOWN

It is important that users of the downtown feel safe and comfortable during all hours of the day. Clean streets that are well lit with street amenities will significantly improve perceived safety.

GOAL 6 PRESERVE & PROTECT PORT AUX BASQUES HISTORY

Port aux Basques has a wonderfully unique history. The downtown can act as a foundation from which to present these stories to visitors and future generations of Port aux Basques residents.

GOAL 7 PROMOTE THE DOWNTOWN AS A PLACE TO DO BUSINESS

Every downtown is dependent on business. In order to succeed, Downtown Port aux Basques will need to work with local entrepreneurs to make the downtown a better place for all.

THE FIVE BIG MOVES

The remainder of this section describes five key actions that will drive the revitalization of Downtown Port aux Basques and maximize public gain from new investment in the area. These “Five Big Moves” will enable the Town to effectively bundle its efforts and set priorities for the short, mid and long-term implementation goals of this plan. These five moves are augmented by a number of smaller associated functional improvements.

1 DOWNTOWN THEME DEVELOPMENT

The development of a downtown theme will enable the Town and downtown merchants to create an attractive, unique and consistent identity to connect with visitors, customers, investors and local residents.

2 STREETSCAPE DESIGN

A consistent, functional and attractive treatment of the Main Street public right-of-way will make a visible difference that will greatly improve the appearance of the downtown.

3 URBAN DESIGN PROJECTS

Three urban design projects throughout the downtown will become focal points for community beautification and will send a message that the public sector is willing to invest in the area.

4 FAÇADE IMPROVEMENTS

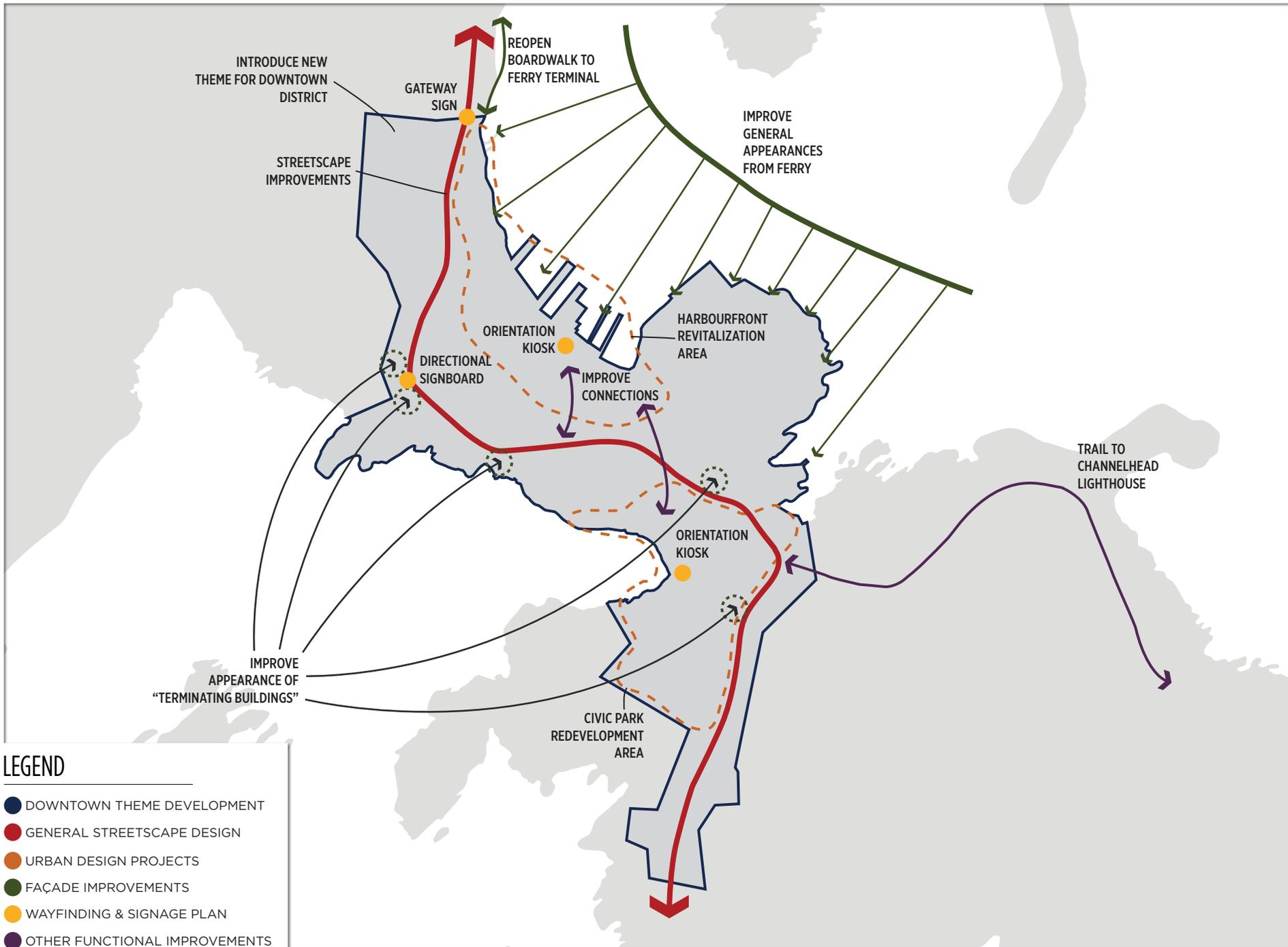
A façade improvement program will encourage business investment in improving the appearance of buildings in the downtown.

5 WAYFINDING & SIGNAGE PLAN

A unified system of signs will lead visitors and residents to the downtown, help navigate parking and find amenities and attractions.

OTHER FUNCTIONAL IMPROVEMENTS

A number of other functional improvements are also identified which, collectively, will contribute to revitalization efforts.



LEGEND

- DOWNTOWN THEME DEVELOPMENT
- GENERAL STREETSCAPE DESIGN
- URBAN DESIGN PROJECTS
- FAÇADE IMPROVEMENTS
- WAYFINDING & SIGNAGE PLAN
- OTHER FUNCTIONAL IMPROVEMENTS

THE FIVE BIG MOVES

MOVE

1

DOWNTOWN THEME DEVELOPMENT

Theme development is the process of creating an idea or “brand” that will help build an attractive, unique and consistent identity for Downtown Port aux Basques. The theme should be inspiring and compelling. A successful theme will reinforce local strengths to improve the appeal of a place while enhancing its ability to attract new residents, business investment and visitors/tourists. Furthermore, a well developed and locally supported theme can establish a strong and long-lasting foundation from which to build on, influencing downtown initiatives such as marketing material, signage, land use concepts, future development, streetscape design and façade improvements.

Theme development is a useful tool that Port aux Basques hasn’t fully taken advantage of. Until now, the Town has identified itself as the “Gateway” to Newfoundland. Port aux Basques is indeed a gateway, however, it is also much more than that. By using more descriptive marketing strategies, the Town can begin to develop a new and fresh identity that truly captures the essence of the community.

A distinct and strategic brand can help entice more of the approximately 400,000

people using the ferry to stop in and have a look. It will also make a strong statement that the downtown is enthusiastically “open for business” and serious about improving future economic conditions. The following section proposes a bold, new identity for the downtown, including a consistent primary colour palette, a new logo and an underlying theme/slogan.

THEME OBJECTIVES

- Attract residents to the downtown
- Attract new business and industry
- Attract tourists and visitors, particularly ferry passengers
- Communicate the rugged beauty of Port aux Basques, highlighting the mountains and the sea
- Communicate the idea of “activity” of the area, highlighting recreation, retail, community, and the interesting built environment of the downtown

EXISTING LOGO

The goal of this proposed new theme package is to market the downtown district specifically, but in a manner that is consistent with and in the context of, the existing municipal logo of the Town. The new downtown theme builds on the strengths and general aesthetics of



EXISTING MUNICIPAL LOGO

the logo, which will provide opportunities for future synergies between the municipal logo and the downtown theme.

PRIMARY COLOUR PALETTE

The consistent use of an attractive colour palette is an easy way to improve recognizability and perceived sense of place. Colours can be used to differentiate one place from another and to symbolically represent local values.

Coincidentally, the colours used in the existing municipal logo symbolize the characteristics of the downtown incredibly well. Blue, for example, is often used to symbolize water, peace, calmness and hospitality. Red is often used to symbolize

excitement and human activity (representing the vibrant business community) and also harsh conditions (representing the unforgiving sea, uncompromising landscape and harsh climate). White is a neutral tone often used to describe cold (and snowy) places, which matches the climate of Port aux Basques appropriately. It also can be used to describe cleanliness and simplicity.

Blue and red are also contrasting colours, which effectively describes the juxtaposition of urban settlement weaved between the natural surroundings. It can also reflect the social characteristics of the local people, who are traditionally hard working and resilient, yet incredibly hospitable and enthusiastic.

These colours already have a strong history in the downtown and appropriately symbolize its dynamic characteristics. Therefore, it seems fitting to use this palette

as the primary colour scheme to represent the downtown. As primary colours, blue, red and white will be used in the logo, marketing material, signage, and other important material used for the downtown. A palette of complementary hues are also proposed as secondary colours when blue, red or white are not appropriate (such as on maps, charts, graphics, etc).

LOGO

The new logo features a bold new look that is composed of an icon and typeface which utilize the established primary colour palette. The typeface chosen for the logo is Gotham XNarrow. It is a striking and legible, sans-serif typeface similar to the one used in the Town logo, but with a modern twist.

The icon includes unique symbols and icons that effectively convey the marketable characteristics of the downtown to potential

viewers. The attractive combination of mountains next to the ocean is a unique feature of Port aux Basques which together symbolize beauty and ruggedness, but also highlight opportunities for outdoor recreation, such as kayaking, hiking, skiing, etc. The logo also conveys a sense of human activity and settlement, ensuring that viewers recognize that Port aux Basques isn't only surrounded by beauty, but offers goods and services that are worth exploring.

The icon and typeface are versatile and can be arranged in a variety of ways. Depending on the medium used, they can be arranged horizontally or vertically. There is also a circular "badge" style of the logo that is similar to the current Town logo. The primary colour scheme is used consistently throughout all of the potential arrangements.

R 178	R 20	R 255
G 32	G 44	G 255
B 37	B 80	B 255

PRIMARY COLOUR PALETTE

R 60	R 255	R 200
G 80	G 175	G 100
B 0	B 30	B 0

R 44
G 44
B 44

SECONDARY COLOUR PALETTE



HORIZONTAL ARRANGEMENT



CIRCULAR ARRANGEMENTS



VERTICAL ARRANGEMENT

TAGLINE/SLOGAN

Developing an attractive and well thought-out logo and colour palette is an effective approach to attracting immediate attention and developing a consistent aesthetic for an area. However, in terms of delivering messages to targeted viewers, logos and colours are subversive in nature. A specific slogan or tagline that describes the theme of the downtown more directly would supplement the aesthetic qualities of a well designed logo and colour palette.

The primary goal of the tagline is to maximize visitor attraction, particularly the 400,000 vehicles traveling through the Town via the ferry each year. Rather than market the Town as a gateway, which is something one passes through, Downtown Port aux Basques needs to market itself as an experiential destination, where visitors will stay. In order to do this, a successful theme will have to convince tourists that Port aux Basques is worth a stop.

The tagline “Your first taste of Newfoundland” is a strategic hook that revolves around the underlying theme of establishing Downtown Port aux Basques as the very first experience of Newfoundland for tourists arriving from Nova Scotia.



**DOWNTOWN
PORT AUX BASQUES**
Your first taste of Newfoundland

Depending on location and specific audience, sub-taglines could be used to further emphasize Port aux Basques’ uniqueness. These may include:

- Shop on the Rock
- Main Street, Southern Newfoundland
- Endurance is a Way of Life
- Visitors love it, Locals live it.

OVERALL THEME EXECUTION

Promotion is a key aspect in making any downtown plan successful. In Channel-Port aux Basques, we not only want to attract business and tourists to the downtown, but local residents and people from surrounding communities as well. This section offers ways to market Downtown Port aux Basques to the various interest groups.

Local residents

- It is widely recognized by best practices in downtown redevelopment that if you first make the downtown environment attractive for local residents, then businesses and tourists will follow. Marketing Downtown Port aux Basques to the local residents should be treated as a re-introduction to the downtown; demonstrate that this is a place they want to be.
- One method to catch the attention of a large number of residents is to hold a special, pedestrian-oriented festival, or marketplace with activities. This could include public events such as concerts, closing off the street for a street dance, or showing movies on the outside of a

building. Such events can accommodate and interest people of all ages which will draw in a larger crowd.

- More specifically, the Town could initiate Downtown Port aux Basques Days. This could include events reflective of the culture of Port aux Basques like a harbour event, promoted through banners along the downtown streets and include events such as those discussed above.
 - In order to draw residents to the downtown year-round, the downtown should hold ‘Shop Local Days’ every few months. This could also be achieved in association with the Port aux Basques Chamber of Commerce and could promote shopping throughout the entire Town of Channel-Port aux Basques.
 - In combination with the above strategies, the Town must make the residents aware that these events are occurring. A ‘What’s Happening Downtown’ promotion could be distributed throughout the Town through flyers, and advertisements on the local community cable channel, radio and in the newspaper.
- Visitors**
- Marketing materials such as brochures featuring the new logo, colour scheme and slogan should be placed on the ferries and in the North Sydney terminal building. The aim is to interest people in Port aux Basques before they step foot on the island. These materials should

include high quality photographs and accompanying literature featuring the various types of experiences that visitors can take advantage of in Port aux Basques, ranging from accommodations, services, dining, eco-tourism and events/festivals.

- In addition to brochures on the ferries, there is a need for more active promotion at the Visitor Information Centre. This could include an employee at the visitor centre distributing the Downtown Port aux Basques brochures, or promotions for services at downtown businesses. The idea of special promotions should be brought to the business owners within the downtown to determine their interest level.
- An investment should be made in signs featuring the new logo, colour scheme and slogan, which should be placed in strategic areas along the road to entice visitors into the downtown area, or to make them feel like they are “missing out” on something if they pass by. Furthermore, a new wayfinding system featuring the new identity will allow visitors to travel through the Town more efficiently and with less aggravation.
- Social media has become a powerful tool in marketing. Downtown Port aux Basques can use this relatively easy method of marketing to promote what’s happening in Downtown Port aux Basques. This form of marketing may be used to market just the downtown or the entire Town of Channel-Port

aux Basques. Events may be promoted through Facebook and Twitter, while high quality pictures and video may be displayed through YouTube and Flickr.

- Recently, the Department of Tourism, Culture and Recreation has launched a successful marketing campaign. As a main entrance point to the island, Channel-Port aux Basques should be a part of this provincial campaign. More specifically, the Department has listed target markets. Downtown Port aux Basques includes aspects that are directly linked to the ‘Touring & Exploring Market’, which includes sightseeing and soft-adventuring experiences from nature viewing to cultural experiences and the ‘Hunting & Fishing Market’ for sport enthusiasts. Moreover, the Newfoundland and Labrador Brand includes three pillars: People (the real character of our people, their attitude and way of life), Culture, and Natural Environment, all of which are the essence of Downtown Port aux Basques. The Town of Channel-Port of Basques can take advantage of the Department’s Tourism ‘Open Mic’ Program in which they can present their tourism product offerings to the Department.

Businesses

- Efforts to attract businesses to the downtown will require identifying the goods and services presently available in the downtown and those that are needed. Identifying needs, also identifies opportunities for entrepreneurs who already operate downtown, and for

new business entrants. Conducting a commercial space inventory to identify the availability and location of space in the downtown where businesses could expand or where new businesses could locate would be a useful tool for the Town’s economic development officer. The inventory should include the type, size of space and whether the space is for sale or lease. The inventory should also document commercial space that is already occupied. The inventory should be conducted periodically and business occupancy rate used as a measure of success of downtown redevelopment initiatives.

- As downtown initiatives begin to get underway, the Town could organize an event in a Trade Show format to bring together Council, business development agencies of government, downtown business owners, prospective entrepreneurs, those seeking employment, and the general public to generate interest in the opportunities in the downtown and its redevelopment.
- The downtown area should be part of the Town’s overall promotion and marketing efforts. It has been found that a vibrant downtown is not only a great marketing tool, but supports the idea that Channel-Port aux Basques is a great place to live and open a business.

STREETSCAPE DESIGN

An injection of visually attractive streetscaping elements and general improvements will offer a fresh look for the downtown and improve the visual appearance of the area. A good streetscape design will also enhance safety and comfort for users, and will be compatible with the local history and architectural vernacular. Main Street (and a small section of Caribou Road) is the main artery along which downtown activity occurs and as such, deserves unique attention. This section outlines details on how Main Street can be rejuvenated through the careful selection of specific streetscaping components and other improvements.



• *Degrading concrete curbs in Port aux Basques*

RIGHT-OF-WAY SURFACES

The road surfacing of Main Street is in decent condition and does not need to be repaired immediately. While there are occasional cracks and potholes scattered throughout the road, conditions are not bad enough to justify resurfacing the road any time soon.

The sidewalks, on the other hand, are currently in extremely poor condition and pose safety issues due to cracked and unlevel sidewalk pads. The freeze-thaw cycle has had a detrimental impact on the sidewalk pads, while snow plow blades and curb parking have degraded the curbs.



• *Granite curbs last much longer than concrete*

Almost the entire Main Street corridor requires new sidewalks. Strong curbs are a requisite, as they will need to be able to handle the occasional run-in with a snow plow. The Town can also protect its sidewalks by prohibiting curb parking. A strong curb will also protect the pads from additional damage. In many places, granite curbs are used in such circumstances. Granite curbs have an indefinite lifespan as they do not wear down or crack like concrete curbs. Although granite curbs have up-front cost of five to six times more than concrete curbs, they are more cost effective over the long term. The feasibility and costs of using granite also depends on local availability. It is recommended that granite be used in popular areas and on corners and bends where plow contact is more likely to occur. In other areas, reinforced concrete curbs can be used.

Concrete is also an issue on the pads of sidewalks, particularly in areas with cold climates such as Port aux Basques. An alternative to pouring concrete is the use of concrete paving stones. First, pavers are permeable, which is beneficial for stormwater management and avoiding freeze-thaw issues associated with cracking. Second, dark-coloured pavers

retain more heat than concrete and will help melt snow faster to clear the throughfare for pedestrians. Third, pavers have a long lifespan because they don't crack like poured concrete and can be replaced brick-by-brick (as opposed to replacing or patching an entire concrete pad). Depending on the quality of installation, the subsurface may need to be reset over time, however, these costs are affordable because each brick can be reused. Finally, pavers look attractive and have a unique "historic-urban" quality about them that will improve the general appearance of the downtown.

STREET CROSS-SECTION DESIGN

The flow and function of Main Street can be improved with some simple adjustments. The existing width of the vehicular right-of-way along Main Street ranges between 8.3m and 10m, which accommodates an ebb-and-flow of two-way traffic and on-street parking where it is safe to do so. Furthermore, within the 11.5m street right-of-way, there are no painted lines delineating lanes from one another and from on-street parking areas. While this informal approach may work for the local population, visitors are likely left feeling confused, frustrated or unsafe. Undelineated on-street parking also creates a perpetual perception of a lack of parking.

A fresh set of paint separating lanes from one another and outlining on-street parking stalls will improve the overall flow and function of Main Street. Furthermore, consistent lane widths and parking stall dimensions will reduce general confusion and improve perceived safety conditions. Currently, lane widths vary between 4.15m and 5.0m. A consistent 4.25m lane width will provide a safe and consistent throughfare for motorists at 30 km/h. On-street parking areas at a minimum width of 2.1m will provide just enough space for passing motorists to drive by, whereas a width of 2.4m will accommodate parked cars comfortably. These standards can be retrofitted into the existing right-of-way



- *Brick paving patterns have an attractive urban quality about them.*

without any significant alterations (see Cross Section A)

In areas like the Town depot location, where the municipality owns property adjacent to Main Street, the street right-of-way should be widened to accommodate indented parking bays (see Cross Section B). This approach could also be taken in locations where adjacent business/property owners show interest in having indented customer parking bays installed

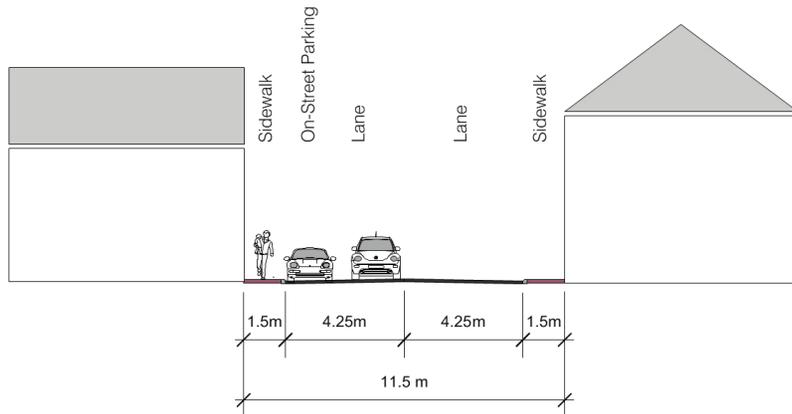
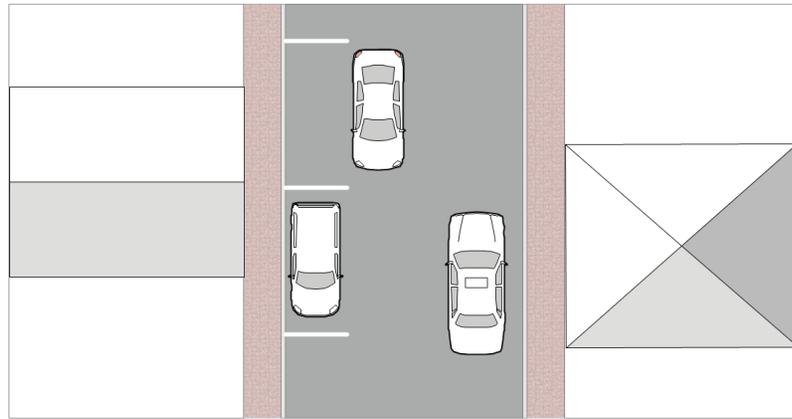
on their property. This will eliminate the ongoing risk associated with cars crossing the sidewalk to access off-street parking in front of Main Street stores. Indented parking bays also provide the opportunity for a sodding strip and tree planting at the beginning and end of the curb indent.

Off-street parking, in locations like the BMO and Shoppers Drug Mart parking lot, should be clearly separated and screened from Main Street (see Cross Section C). A

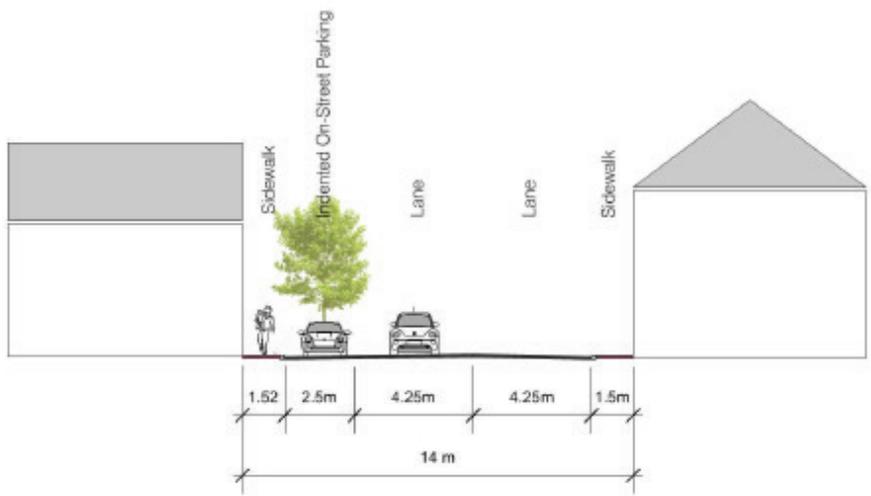
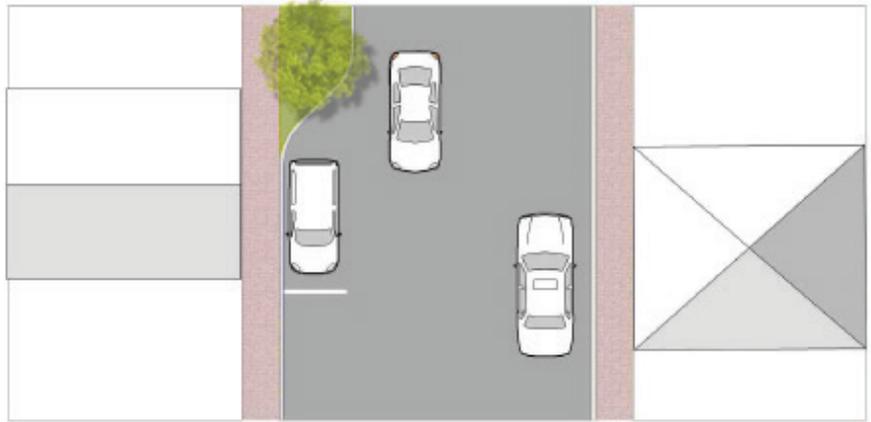
dedicated driveway to access the lots will prevent cars from randomly crossing the sidewalk to access off-street parking. Tree planting on the sodding strip will close a gap in the street wall that occurs where buildings have a large setback from the sidewalk. Curbed parking will also allow for safer pedestrian circulation and additional amenities like benches and bike racks in front of larger stores.

Should the Town's plans for the new bypass road paralleling Main Street along the bay come to fruition, the new road right-of-

CROSS-SECTION A



CROSS-SECTION B



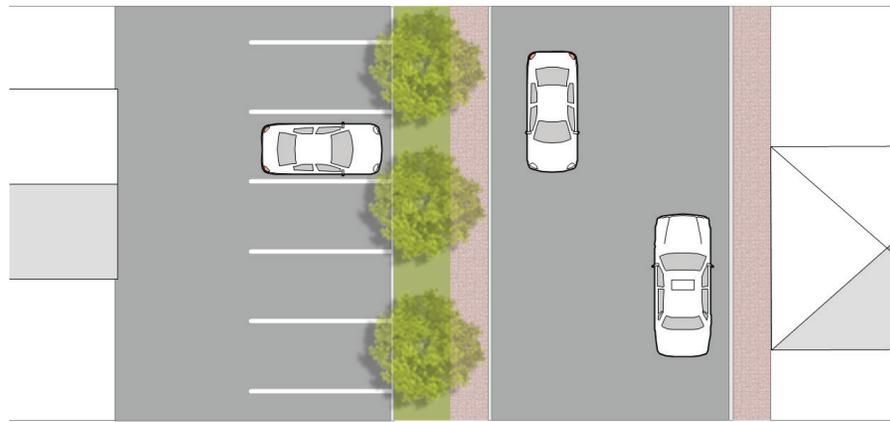
way and associated infill should be used to accommodate a wide boardwalk along the bay (Cross Section D). This boardwalk could be used to create a pedestrian loop around Downtown that could become both a tourist walk and route for a casual stroll by residents. The rationale surrounding the Town's bypass road proposal are further explained in Appendix B.

Currently, sidewalks are provided on both sides of the road right-of-way for the majority of Main Street, although there

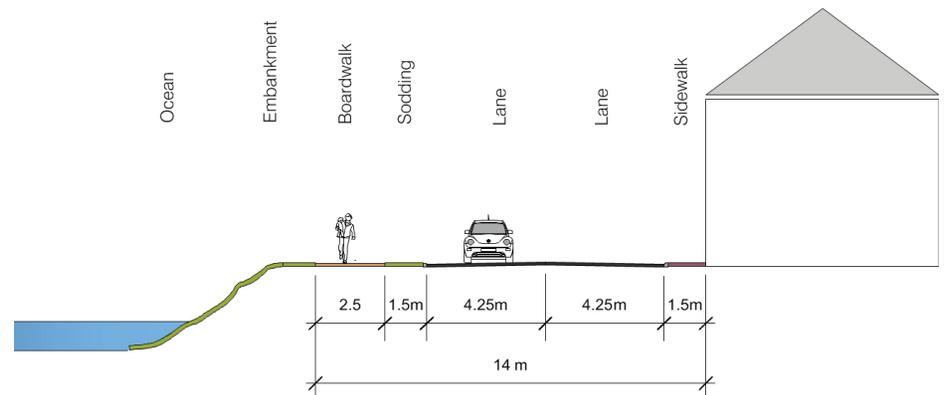
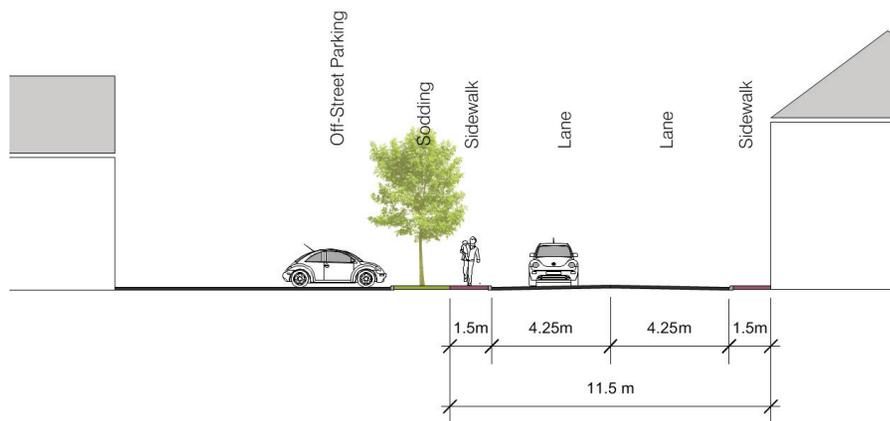
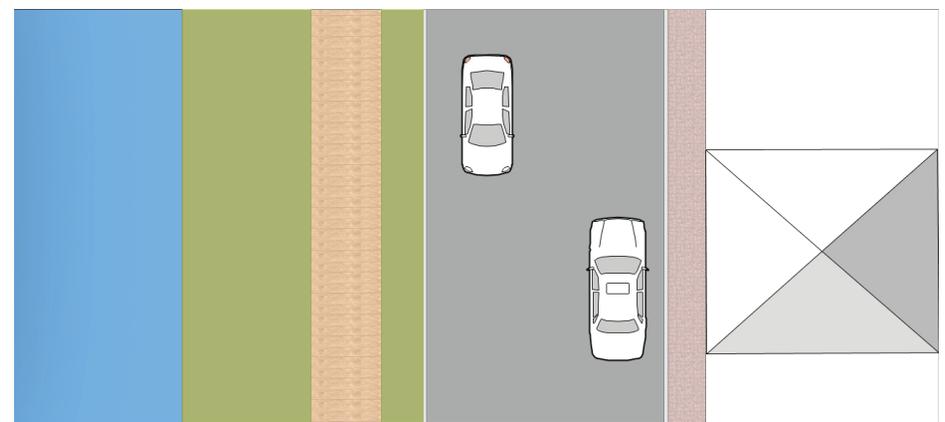
are areas where sidewalks do not exist. Existing sidewalk widths range between 1 and 3m. Narrow and discontinuous sidewalks will have a negative impact on pedestrian comfort. At a minimum, sidewalks should be 1.5m wide, which is wide enough for two pedestrians to walk beside one another. However, where the public right-of-way allows it or private property owners accommodate it, sidewalks should be expanded as wide as possible to allow for street amenities (such as benches,

waste receptacles, lamp posts, bike racks, etc) without obstructing passage. Wider sidewalks are also more comfortable and inviting for large groups of pedestrians to travel along.

CROSS-SECTION C



CROSS-SECTION D



SEATING

Seating opportunities are important to allow users to rest or enjoy one of the many views in the downtown area. As a result, benches should be placed in popular areas, such as along the Harbourfront, within the new civic park area, and every so often along Main Street. It is important that benches do not block pedestrian throughfare along the sidewalk. They should be placed in “amenity strips” along the sidewalk where there is enough space to allow pedestrians to pass by without obstruction (see below).

The Series B series, from Custom Park & Leisure, comes in various forms to fit in diverse spaces. The wood seating is comfortable and durable, and the powder-coated metal arms and legs comes in blue to match the Town’s colour palette.

BENCH SPECIFICATION SHEET



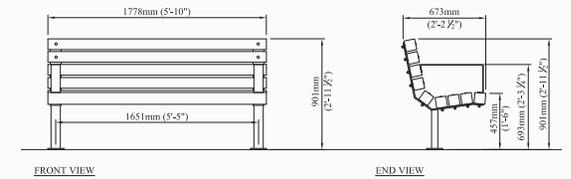
MANUFACTURER



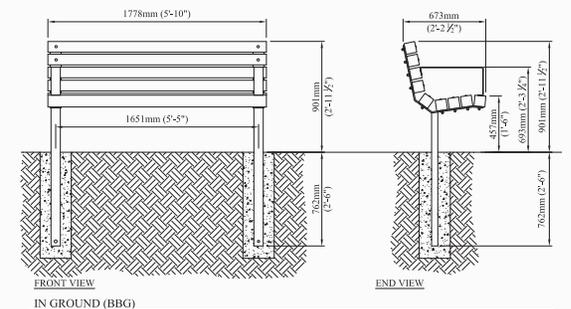
SERIES

SERIES B

DIMENSIONS



SURFACE MOUNT (BBS)



FINISH & MATERIALS

- Framing in powder coated metal, with dark blue paint finish
- Clear cedar wood, with sikkens stain

INSTALLATION

- Surface mounted or in ground

OTHER DETAILS

- Recycled plastic option also available

WASTE BINS

In order to maintain a litter free downtown, an appropriate number of waste bins should be strategically placed in popular areas and consistently along Main Street. Landscape Forms manufactures a cylindrical waste receptacle that features a wooden body surrounding a metal bin that can hold 25 gallons of waste. Similar to their benches, Landscape Forms can paint the metal bin component to match the blue to complement the Town's colour palette.

They can also come in different lid formats to allow for recycling bins if, in the future, the Town opts to implement a recycling program.

WASTE BIN SPECIFICATION SHEET



MANUFACTURER

landscapeforms® Gretchen™

SERIES

DIMENSIONS

FINISH & MATERIALS

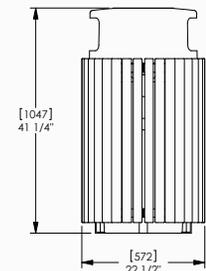
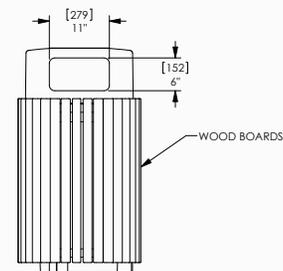
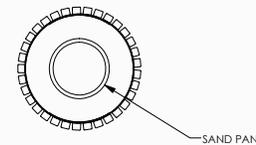
- Lid is 14-gauge spun metal
- Side panels available in IPE wood finish

INSTALLATION

- Free standing or surface mounted

OTHER DETAILS

- 25 gallon capacity



LIGHTING

Streets in the downtown are mostly lit by tall, powerful streetlamps fastened to utility poles. While this is the cheapest way to provide on-street lighting, it also creates an environment that feels unwelcoming. Alternatively, pedestrian-oriented lamp posts that are shorter and provide a full spectrum light at lower wattages provide a warmer and fuller light which is safer and more aesthetically pleasing for users. Ideally, lamps should be no higher than 5 metres above ground and have a wattage less than 150 watts. At these specifications, lamp posts should be placed approximately 10 metres on centre.

The costs of this type of lighting system are much higher than conventional approaches, however, there are many benefits including:

- an improved sense of safety;
- a vibrant and aesthetically pleasing streetscape;
- the market opportunity for increased pedestrian traffic during night hours;
- decreasing sidewalk obstructions by combining signs and banners with lamp posts; and
- the opportunity to hang community banners on lamp posts, which will improve the sense of place along Main Street.

Costs of the proposed lighting system can also be curbed by investing in LED lamp technology, which have a much longer lifespan, consume less energy, and as a result, cost considerably less over time. Also, a combination of pedestrian-oriented lamp posts and vehicular-oriented street lamps could be implemented to reduce costs.

LIGHTING SPECIFICATION SHEET



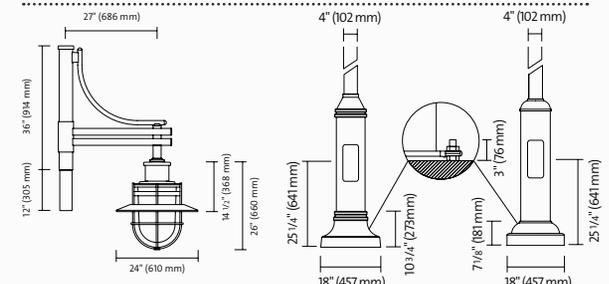
MANUFACTURER

**PHILIPS
LUMEC**

SERIES

**CANDELA
SERIES**

DIMENSIONS



FINISH & MATERIALS

- *Die cast aluminum*
- *Polyester powder-coat finish in a variety of colours*

INSTALLATION

- *Surface mounted*

OTHER DETAILS

- *Banner brackets can be mounted to post.*

Pedestrian-oriented lamp posts also have the opportunity to reflect the local history and architectural vernacular. Philips Lumec currently has an ornamental lamp post system that is complementary to the marine character of Port aux Basques. Their Candela series offers a variety of marine influenced fixtures that offer a unique blend of traditional and contemporary styles. The fixture comes in a red finish which complements the primary colour palette established in the downtown theme. The post system is rugged enough to endure cold winters and can also be fitted with brackets for banners that can advertise community events.

BIKE RACKS

Bicycle tourism is a rapidly growing industry, and Downtown Port aux Basques can capitalize on its strategic location to the ferry terminal by offering bicycle infrastructure such as bike racks. Studies also show that improving bicycle infrastructure can help improve cycling among the local population as well. The Pi series, from Landscape Forms, fits with other pieces of street amenities and can match the colour scheme as well. The bike rack was inspired by the mathematical variable pi (π), however, the wavy top bracket also has an aquatic look which would fit in well along the harbourfront. Moreover, the small footprint of the rack will make it easy to fit in along the streetscape as well.

BIKE RACK SPECIFICATION SHEET



MANUFACTURER

landscapeforms® Pi™

SERIES

DIMENSIONS

FINISH & MATERIALS

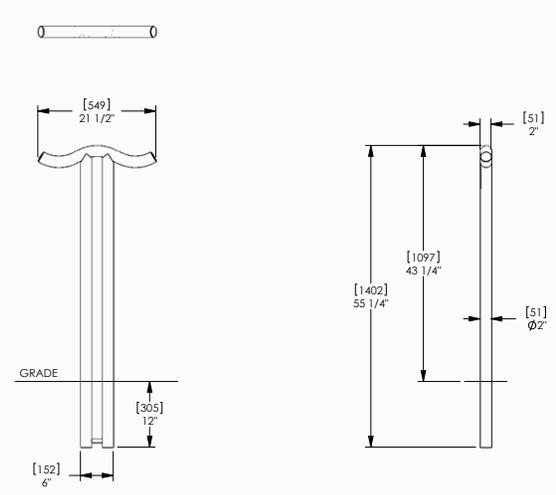
- Die cast aluminum
- Polyester powder-coat finish in a variety of colours

INSTALLATION

- Surface mounted or embedded

OTHER DETAILS

- Supports bike frame to allow quick-release front tires to be removed and secured
- Bikes may also be suspended or leaned
- Each rack holds two bikes
- Accepts horseshoe style locks



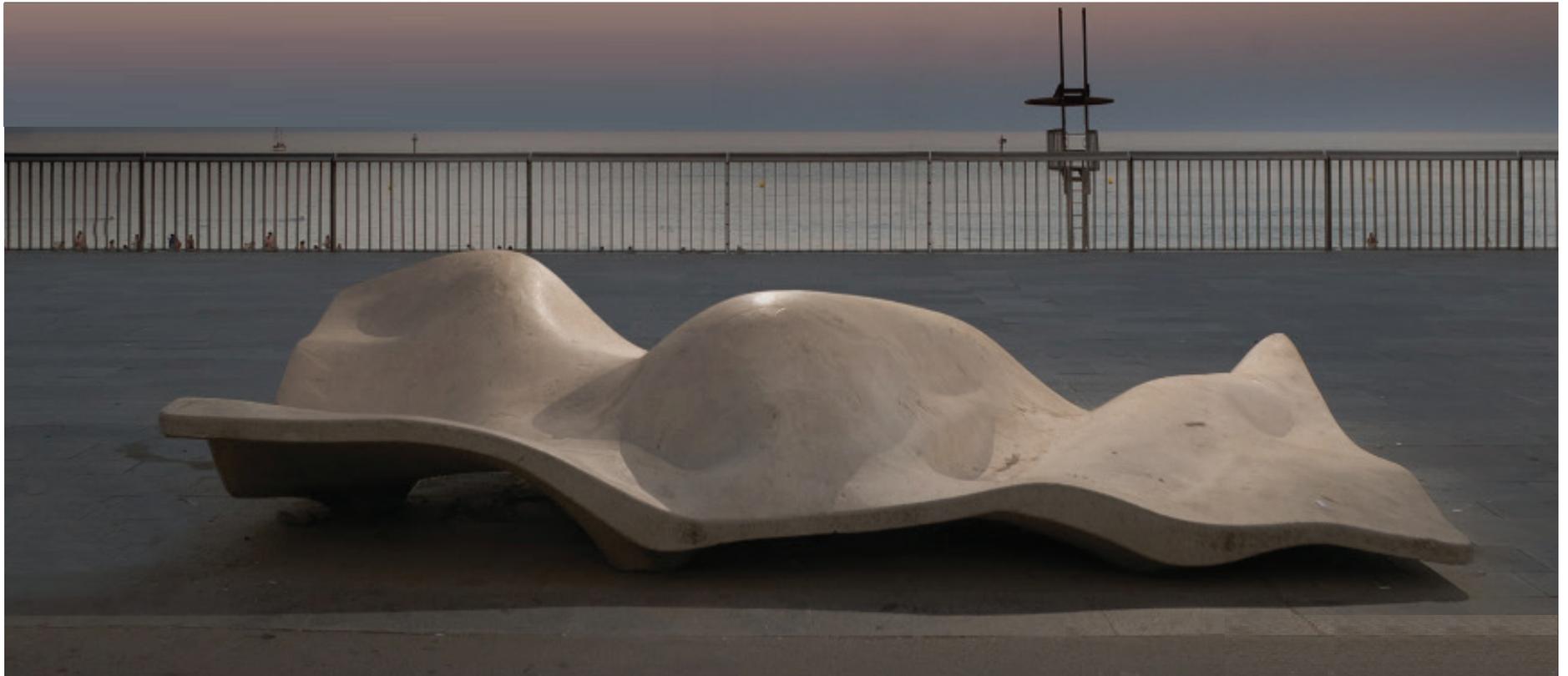
PUBLIC ART

The public realm can often benefit from an engaging public art component. Local artists can produce works of art that dictate local histories or ideologies, or that simply look aesthetically pleasing.

Recently, the scope and application of public art has expanded significantly to include new mediums, functions and processes. Traditional mediums such as murals, sculptures and statues are still common, however, interactive electronic mediums are also being installed in places. Public art in other places have also taken

on alternative functions, such as providing seating opportunities (see below), playing music or entertainment, or providing shelter and/or shade. Large public art pieces, such as a tall obelisks or statues can be used for wayfinding as well. Public art processes are also transforming. Traditionally, public art has been created by a single artist. Today, public art can be the product of a community building exercise or it can be a collaborative process involving a variety of artists or community members.

Public art installations can be used to highlight prominent locations in Downtown Port aux Basques, or it can be used in areas that simply need a facelift.



LANDSCAPING

Landscaping is one of the most effective ways to enhance streetscapes. The colour, texture and depth of natural plant material soften the hard edges of urban infrastructure. An infusion of colour from a new palette of trees, shrubs and ground vegetation can revive the duller, harsher areas of the downtown, particularly during the winter when much of the existing vegetation loses its colour and texture.

Typical streetscaping guidelines recommend large, prominent trees to be lined along the streetscape to create comfortable environments. The constraining natural and built environment of Port aux Basques, however, make landscaping a unique challenge. The rocky terrain, cold and windy climate, salty air and narrow street corridors cannot accommodate elegant street trees and fancy flowering plants.

Despite these spatial and environmental constraints, ornamental landscaping would

not fit into the character of Downtown Port aux Basques. For example, luscious hanging baskets with bright flowers and plants may come across as forced and out of place. Moreover, these types of plants typically require consistent sunlight and high maintenance, both of which are not usually available.

There exists, however, a variety of both local and non-local trees, shrubs and ground vegetation that are cold hardy and do not require a high amount of maintenance, and can still significantly enhance the streetscape. In fact, the downtown can draw from its natural surroundings to establish a unique palette of vegetation. While the bulk of vegetation in the area is of the typical green, coniferous variety, there are other species that offer attractive rustic, earth-tones, including darker reds, oranges, yellows and blues (see below). These native species can be utilized to introduce year-round

colour into the downtown without the need for constant maintenance. There are also other non-native species that have similar characteristics that may be successful in the downtown.

The following criteria are used to draft a palette of vegetation that can be used in the downtown:

- Species should include dark reds, oranges, yellows, and blues.
- Species must be cold hardy, salt tolerant and wind tolerant.
- The majority of species should require little soil depth.
- Species that maintain their colour year-round should be preferred.

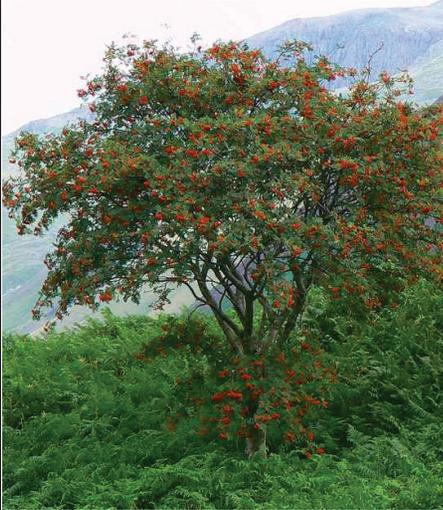
It should also be noted that the following plant palette will be dependent on commercial availability of plants in local nurseries and greenhouses.



TREE SPECIES

MOUNTAIN ASH

Sorbus americana



NATIVE

- Deciduous
- Grows on wet or dry sites
 - Grows up to 12m tall
 - Bark is light grey
- Leaves are dark yellow-green, clear yellow in fall
- Bright red berries ripen in October and attract birds
- Single trunk trees preferred



BALSAM FIR

Abies balsamea



NATIVE

- Coniferous
- Adaptable to variety of soils and climates
 - Grows up to 25m tall
 - Shallow root system
- Shiny dark green leaves
- Bark is greyish-brown
- Full form with regular branching pattern



TAMARACK

Larix laricina



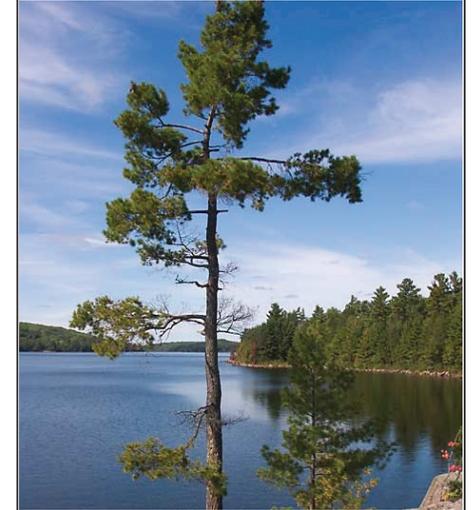
NATIVE

- Deciduous Conifer
- Grows best in wet areas
 - Grows up to 25m tall
 - Shallow, wide-spreading root system
- Twigs are orange-brown to pinkish
- Foliage turns yellow in fall
- Can be quite elegant under the right conditions



JACK PINE

Pinus banksiana



NON-NATIVE

- Grows in poor conditions
- Usually short, but can grow up to 20m tall
 - Shallow root system
 - Needles are yellowish-green
- Bark is reddish-brown to dark brown
 - Intolerant of shade



GROUNDCOVER SPECIES

BUNCHBERRY

Cornus canadensis



NATIVE

- Tough, evergreen shrub
- Grows on a wet or dry sites
 - Dark, crimson purple flowers bud in summer
- Grows between 25-90 cm
- Plants can be poisonous to small animals and livestock



BROADLEAF STONECROP

Sedum spathulifolium



NON-NATIVE

- Flowering stonecrop plant
 - Grows in rocky habitat along coastal areas
 - Occasionally produces yellow flowers
- Succulent plant that requires very little water



MOSSY STONECROP

Sedum acre



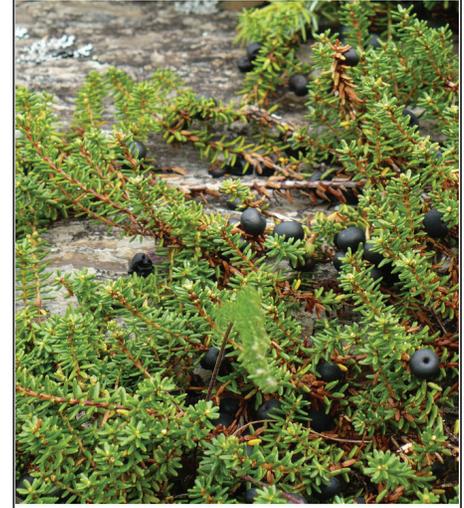
NATIVE

- Creeping, stonecrop plant
 - Grows in dry, sandy soils or rocky areas
- Flowers are white or yellow
 - Easy to control
 - Shallow root system
- Green, succulent leaves



BLACK CROWBERRY

Empetrum nigrum



NATIVE

- Creeping, evergreen shrub
 - Grows in shady, moist areas and in rocky, coastal areas
- Grows inconspicuous bluish-black berries
 - Berries have a lovely fragrance



SHRUB SPECIES

SHEEP LAUREL

Kalmia angustifolia



NATIVE

- Tough, evergreen shrub
- Grows on a wet or dry sites
- Dark, crimson purple flowers bud in summer
- Grows between 25-90 cm
- Plants can be poisonous to small animals and livestock



SWEET GALE

Myrica gale



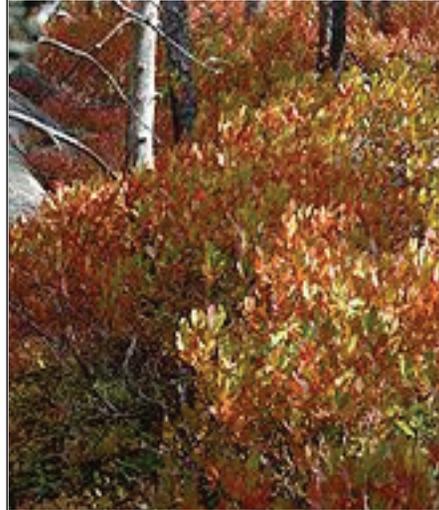
NATIVE

- Deciduous, flowering shrub
 - Thrives in wet, areas
 - Between 1 and 2 m
 - Blue-green leaves with yellow-orange flowers
 - Foliage has a nice scent



LOWBUSH BLUEBERRY

Vaccinium angustifolium



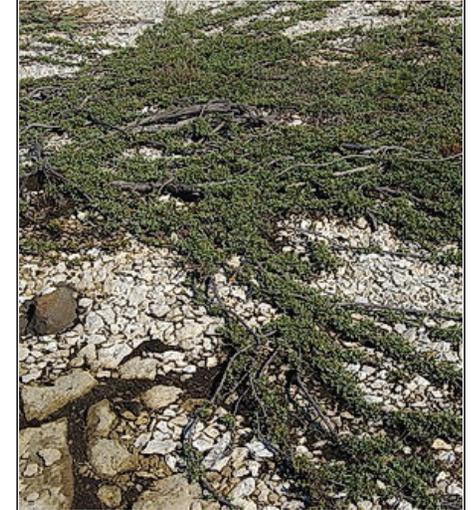
NATIVE

- Low spreading deciduous shrub
- Grows best in open areas with well-drained, acidic soils
 - Grows around 35 cm
- Blue-green leaves turning scarlet red during fall
 - Reddish-brown stems
- White, bell-shaped flowers



CREeping JUNIPER

Juniperus horizontalis



NATIVE

- Low-growing coniferous shrub
 - Grows between 10-30 cm
 - Very long branches that trail over the ground
 - Leaves turn purplish over winter



LABRADOR TEA

Ledum groenlandicum



NATIVE

- Flowering shrub
- Grows in wet areas or rock slopes
- Grows up to 50 cm
- White flowers have a nice fragrance
- Evergreen leaves are bright green



RED OSIER DOGWOOD

Cornus stolonifera



NATIVE

- Deciduous shrub
- Grows well in wet areas
- Grows 1.5-4 m
- Bright red stems with green leaves
- Bark is greyish-brown
- Root system provides excellent soil retention



STEEPLEBUSH

Spiraea tomentosa



NATIVE

- Deciduous shrub
- Grows where soil is poor and acidic
- Grows up to 80 cm
- Reddish-purple flowers bloom in summer
- Stems are a burned brown colour



MUGHO PINE

Pinus Mugo



NON-NATIVE

- Coniferous shrub
- Upswept irregular branches
- Very hardy
- Root system provides excellent soil retention
- Good for foundation planting



MOVE
3URBAN DESIGN
PROJECTS

Two urban design projects to be pursued by the Town will create public spaces that complement Scott's Cove Park located at the northern periphery of downtown. Both projects will augment this well received public space by drawing visitors further into the downtown area.



TOWN HALL PLAZA AND DOWNTOWN COMMONS

The Town Hall Plaza and Downtown Commons proposal takes advantage of the opportunity arising from the planned relocation of the Town depot. Situated across from the Town Hall, the depot currently occupies a key property at the heart of the downtown. Town-lead investments and public realm improvements in this strategic location have potential to instill confidence in the revitalization of downtown and can entice downtown businesses and residents to invest in improvements to their private properties.

The redevelopment concept also makes the best use of one of the few continuous flat areas on the Port aux Basques peninsula. As most of this level land has been claimed from the sea by infilling, it is also one of the areas in the Town most prone to potential flooding if sea levels continue to rise and the severity of storm events increases. Therefore, Phase 1 of the redevelopment concept favors the notion of open space investments over the introduction of more intense building uses that tend to be more susceptible to costly damage from flooding. If however, further studies determine a low risk of flooding, Phase 2 of the redevelopment concept proposes an infill development with commercial buildings facing Main Street.

In Phase 1, the existing two grass fields are augmented by a third formal park green space that draws the overall open space closer to Main Street and creates the opportunity for trail connections from Town

Hall to the fields, the water and a potential wharf. The combined fields will be known as the **Downtown Commons** and will accommodate a multitude of recreational uses, ranging from sports to cultural uses at a gazebo, to family gatherings at picnic tables spread across the fields.

The currently underused fields also present an opportunity for an unconventional approach to attracting tourists to the downtown. RV travelers arriving or leaving by ferry, could be enticed to stay an extra night in Port aux Basques by offering one night of free RV parking in the central park area. Offset from residences and not equipped with services, designated RV parking spaces could line the perimeter of the fields.

The area between the existing office building and Coleman's will become **Town Hall Plaza** and is treated as a hard surface precinct that creates a more formal connection from Town Hall and Main Street to the bay. An intriguing paving pattern will emphasize the civic nature of the plaza and allow for utmost flexibility in uses. These may include additional temporary seating for concerts, skateboard ramps, benches and removable planters.

Across from Town Hall the **Astrolab Park** will become a shaded seating area for quiet conversations and chance encounters. The form of the seating arrangement will be inspired by the shape of the Astrolab and its iconic profile will be visible from higher elevations on the peninsula as well as from the second floor of Town Hall. The existing

Astrolab sculpture will be relocated from its current location to the centre of the seating area. The new prominent location will make the Astrolab sculpture both visible for a glimpse from Main Street and for more reflective viewing from the surrounding benches. The new park will also provide opportunity for interpretive displays explaining the significance of this unique piece of Port-aux-Basques' naval history.

The paving pattern of the new Town Hall Plaza will delineate an intuitive connection between Town Hall, Astrolab Park and a new wharf to the west of the plaza, that will let visitors experience the currently underexposed bay.

Overall, the ensemble of formal and informal open spaces combined with the presence of Town Hall will create an opportunity for an invigorated town centre and window to Downtown Port aux Basques that will draw visitors deeper into the district.

LAND OWNERSHIP

The properties for the proposed Town Hall Plaza and Astrolab Park are under private ownership (see Appendix C). In order to implement these public realm improvements, the Town could obtain ownership through a land swap in exchange for the Town Depot or purchase of the property. Phase 2 of the redevelopment concept should be pursued by a private developer subsequent to sale of the Town Depot lands and subdivision into smaller grain parcels.



• Townhall Plaza and Downtown Commons Urban Design Strategy





• *Astrolab Park and Townhall Plaza*

HARBOURFRONT BEAUTIFICATION

The harbour has the potential to become an attractive public space within the downtown core of Port aux Basques and to become a “conductor” that draws visitors from Scott’s Cove Park further into the downtown. A handful of simple design solutions can revitalize the Harbourfront to make it a vibrant public space, while still ensuring the area remains an efficient, working harbour.

Marine Drive runs parallel to the Harbourfront and provides access to harbour facilities and parking areas. There are several parking areas along Marine Drive, including parallel, on-street parking and several large surface lots by commercial and retail buildings. The majority of these parking areas do not have delineated spaces and rely on an informal parking process. There are also no defined boundaries between parking areas and the Marine Drive right-of-way. The lack of a legible street edge along Marine Drive results in an inefficient use of parking areas, a reduction in overall traffic flow and in an appearance as a large sea of asphalt.

Therefore, a spatial definition is the most important objective to beautifying the harbour area. Well defined street edges will improve the prominence and flow of Marine Drive and make it a true waterfront promenade. There are several strategies that can be employed to better define the edges of a street, such as installing a raised curb, planting trees, installing lamp posts, or simply painting a line. Even a solution as simple as placing large boulders along the

street edge can create a barrier between parking areas and the street. Off-street parking lots will feature clear entrance points and painted spaces to increase the organization and vehicle capacity of each lot.

The street edge along the northeast side of Marine Drive will feature a continuation of the Boardwalk that currently ends just south of Scott’s Cove Park. This side of the street will provide an important space for pedestrians to walk through the area. Where possible, a wooden boardwalk will continue along the entire waterfront. In areas where wharf access is required, a painted surface or pavers can be installed to allow continued wharf access while still maintaining a legible right-of-way for pedestrians that connects the boardwalks. A new sidewalk along Pleasant Street will create a formalized link that will ease pedestrian flow to Main Street.

In summary, a legible and attractive street edge along Marine Drive will increase the prominence and general attractiveness of the street, while revitalizing the Harbourfront as a unique public space and improving parking capacity and traffic flow. A beautified Harbourfront will also contribute to giving a welcoming visual impression to first-time visitors viewing the Town from the arriving ferry.





• Harbourfont Promenade



• Delineation and Provision of Pedestrian Amenity Space at Main Street Surface Parking Lot



FAÇADE IMPROVEMENTS

The physical appearance of the downtown's storefronts affects several aspects of its revitalization. Storefront improvements done with respect to context and surroundings show that positive change is happening. The appearance of façades portrays Downtown Port aux Basques' image, which affects how people perceive the district and whether they decide to shop or invest there.

Although architectural styles and their elements differ from building to building, and from region to region, most mainstreet commercial buildings were originally constructed with similar elements and divided into similar segments: the storefront, the upper façade and the cornice. These elements and segments work together to create a total composition.

While cohesiveness is important, property owners and the Town should embrace the architectural variety that has developed and never attempt to make the downtown's buildings look as if they all come from the same area. When planning for the restoration of any building, the individual history and style should be studied to determine how it evolved. Only then can it be determined what

improvements are appropriate. Similarly, new infill development should not blindly mimic historic styles but should be done applying contemporary design that combines the Newfoundland vernacular with universal mainstreet design principles.

COLOUR

Visitors to Newfoundland often remark on the brilliantly painted houses and outbuildings. Traditionally, however, the colour palette in use in the province was very limited. Only when commercially-made paints became available by the early twentieth century more vibrant colours were introduced to urban and rural landscapes. Today, the image of Newfoundland towns as colourful human settlements juxtaposing the often greyish elements, transcends the notion of hardship and survival. Applying façade colour palettes such as the ones promoted by the Heritage Foundation of Newfoundland and Labrador, can help Downtown Port aux Basques to convey the image of a vibrant small-town business district.

FAÇADE IMPROVEMENT PROGRAM

A program to improve the appearance of commercial premises should complement

and support the Town's investment in improving streets and public spaces in the downtown. Through public and private sector investment, the goal of the program would be to produce eye-catching storefronts that reflect the history and heritage of Port of aux Basques, and contribute to an attractive streetscape for customers.

There are various models for Façade Improvement Programs that have been used in other places. Essentially, these programs provide incentives to property owners in the form of design expertise, direct grant or subsidy, and tax relief. An in-depth description of how facade improvement programs are typically rolled out can be found in Appendix A.

SAMPLE FAÇADE IMPROVEMENTS

The sample façade improvements presented here are meant to illustrate principles for the rejuvenation of Main Street façades. They are not meant to prescribe a certain architectural style or color scheme, but are rather meant to depict how Main Street buildings should relate to pedestrians and drivers travelling through the downtown.

SEARS BUILDING BEFORE



This sample façade improvement demonstrates changes that could be made to the building occupied by the Sears Store. The current building turns its face away from Main Street, depriving pedestrians from any glimpse at the retail offerings and leaving the business owner without an

opportunity for visual merchandising. The sample improvements to the Sears store façade recite the elements of the historic George Battiste Store as it could be seen in the 1940s in the same location.



SEARS BUILDING AFTER



EXTERIOR DETAILS

- Painted, wooden shake cladding
- Wide, painted cornerboards
- Wide, painted fascia board
- Small flush-mounted sign (not backlit)
- Two directional lamps to indirectly illuminate sign

DOORS & WINDOWS

- Recessed main entry, with small transom window
- Traditional-style side door windwell
- Upper store windows added
- Large storefront windows
- All windows and doors include wide, painted trim

OTHER FEATURES

- Flower boxes on store-front windows

GATEWAY SENIORS 50+ CLUB

BEFORE



This sample façade improvement demonstrates changes that could be made to the building occupied by the Gateway Seniors 50+ Club. In contrast to the Sears

building, this change does not restore the façade of the original G. E. Pike Store, but rather illustrates the adaption of a typical Mainstreet business district façade.



GATEWAY SENIORS 50+ CLUB

AFTER



EXTERIOR DETAILS

- Horizontal, wooden clapboard cladding
- Wide, painted cornerboards
- Wide, painted fascia board
- Flush-mounted, horizontal sign
- Small, projecting sign
- Ornamental, wall-mounted lamps
- Retractable fabric awning

DOORS & WINDOWS

- Recessed main entry
- Additional side door with transom window
- Upper windows added
- Large “storefront” windows with wooden base paneling
- All windows and doors include wide, painted trim

OTHER FEATURES

- Sidewalk benches
- Sidewalk planters
- Sideyard patio

MOVE
 5

SIGNAGE & WAYFINDING PLAN

A well designed and organized wayfinding strategy will help visitors and residents navigate through a space easily and intuitively. Great wayfinding systems use both physical signs and information as well as implied symbols and landmarks that legibly and intuitively communicate with its users. On the other hand, a poorly organized wayfinding system may confuse, over stimulate or frustrate users. Port aux Basques has an informal street pattern, featuring many turns, intersections, hills and dead end streets. Under these conditions, a well designed wayfinding system will contribute to making downtown more legible to visitors exploring the Town.

There are three categories of signs that belong to an effective wayfinding system; directional, identification and orientation signs.

Directional signs provide the necessary information to circulate drivers and pedestrians through the area. These signs are located at key decision points such as entry and exit points, intersections and destinations.

Identification signs indicate important destinations within a certain area. These signs include the name or function of a place or space and should be inviting to potential users.

Orientation signs can be maps, directories, or kiosks that present contextual information for visitors or users to orient themselves with their surroundings. It is useful for such signs to include a “You are here” indicator for users to find their whereabouts quickly and easily.

Currently, Port aux Basques has several directional signs that point users to various destinations in the Town, such as the downtown, the harbour, the ferry terminal and the Bruce II Sports Facility. There are also a handful of identification signs that indicate important destinations. All of these signs, however, range in terms of appearance and do not work together as an overall wayfinding system.



DIRECTION SIGN



ORIENTATION SIGN



IDENTIFICATION SIGN



EXISTING DIRECTION SIGNBOARD ON MAIN STREET

There are several design tools that can be used to improve the effectiveness of wayfinding, including the use of typography, colour and symbols.

A legible and well designed **typeface** is important for motorists and pedestrians to read while travelling at speed. It is also important to be consistent with the typeface in order to improve recognizability from one sign to another.

Colour is another important design tool that can help improve recognizability. A consistent and complementary colour palette can also be used to colour code different types of destinations and thus help people visualize how to intuitively navigate through complex areas. Furthermore, it is important that colours maintain legibility by contrasting well with the typeface. The example below shows successful and unsuccessful examples of contrasting colour palettes.

Symbols or icons are a powerful, concise and non-verbal way to supplement a good wayfinding system. They are also useful for their ability to communicate without using a specific language, which is useful for places that attract visitors from far-away places. Many symbols or icons such as washrooms or no smoking are recognized all over the world.

The following pages present a concept wayfinding system that provides a full range of sign types (including identification, directional, orientation and regulatory signs) and utilizes the three design tools (colour, typeface, and symbols).

The colours and typeface used for the following concepts are based on the aesthetics established in the overall theme development for Downtown Port aux Basques.

COURTHOUSE

Bembo

RESTAURANT

Apex New



Hoefler

Amusement

Ziggurat

1053

Valuta

Museum

Avenir

University

Baskerville

INSTITUTE

Bell Gothic

TYPEFACES

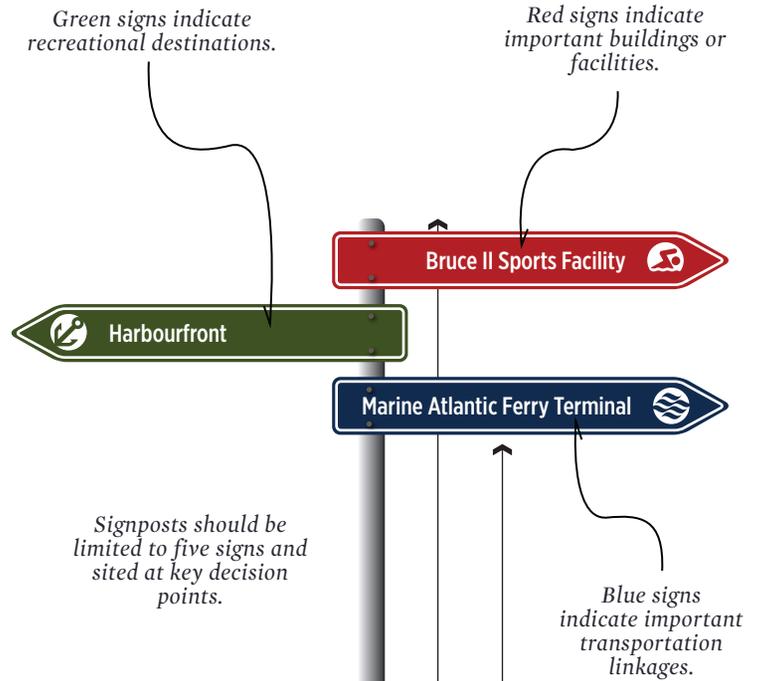
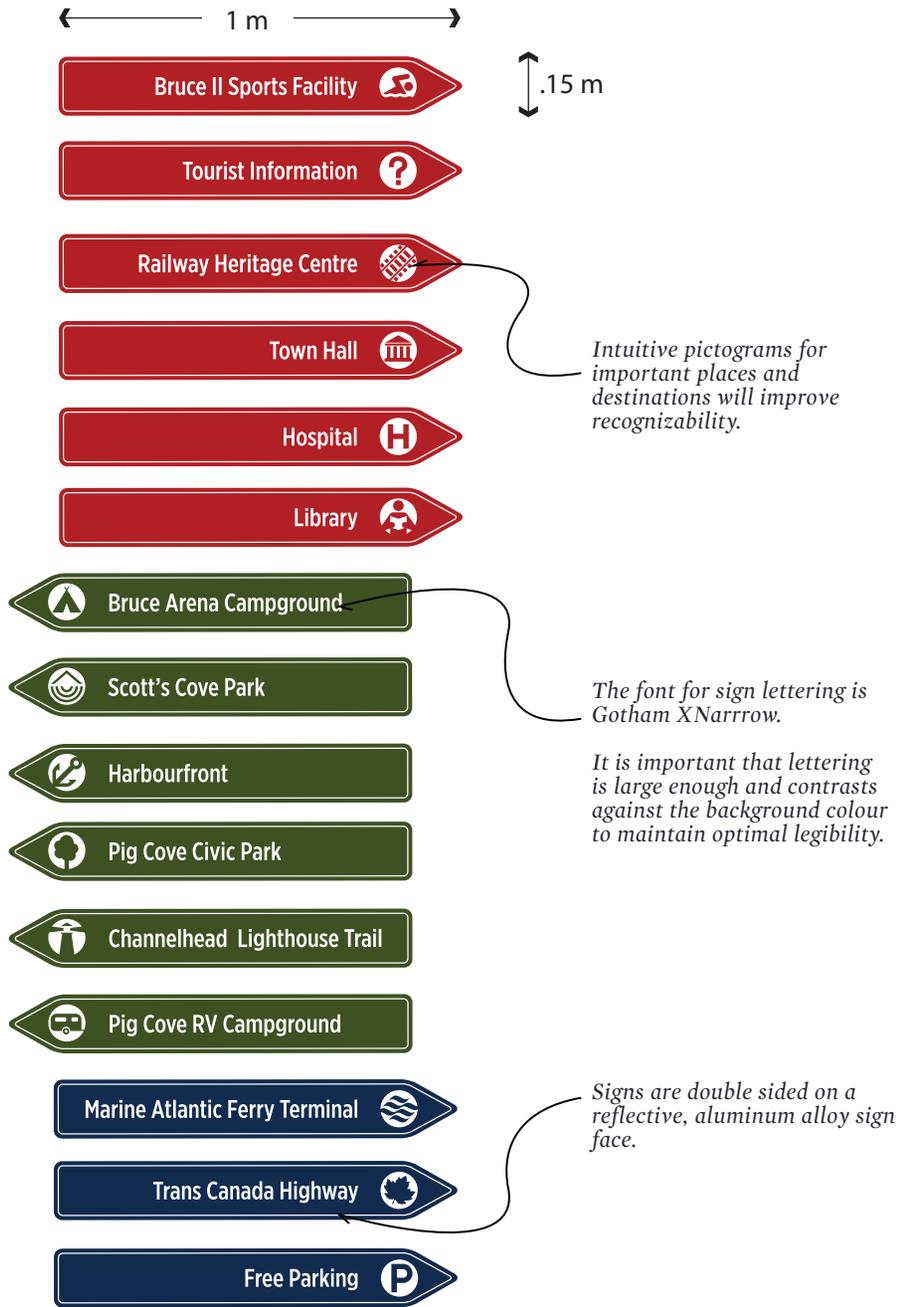


COLOUR



SYMBOLS

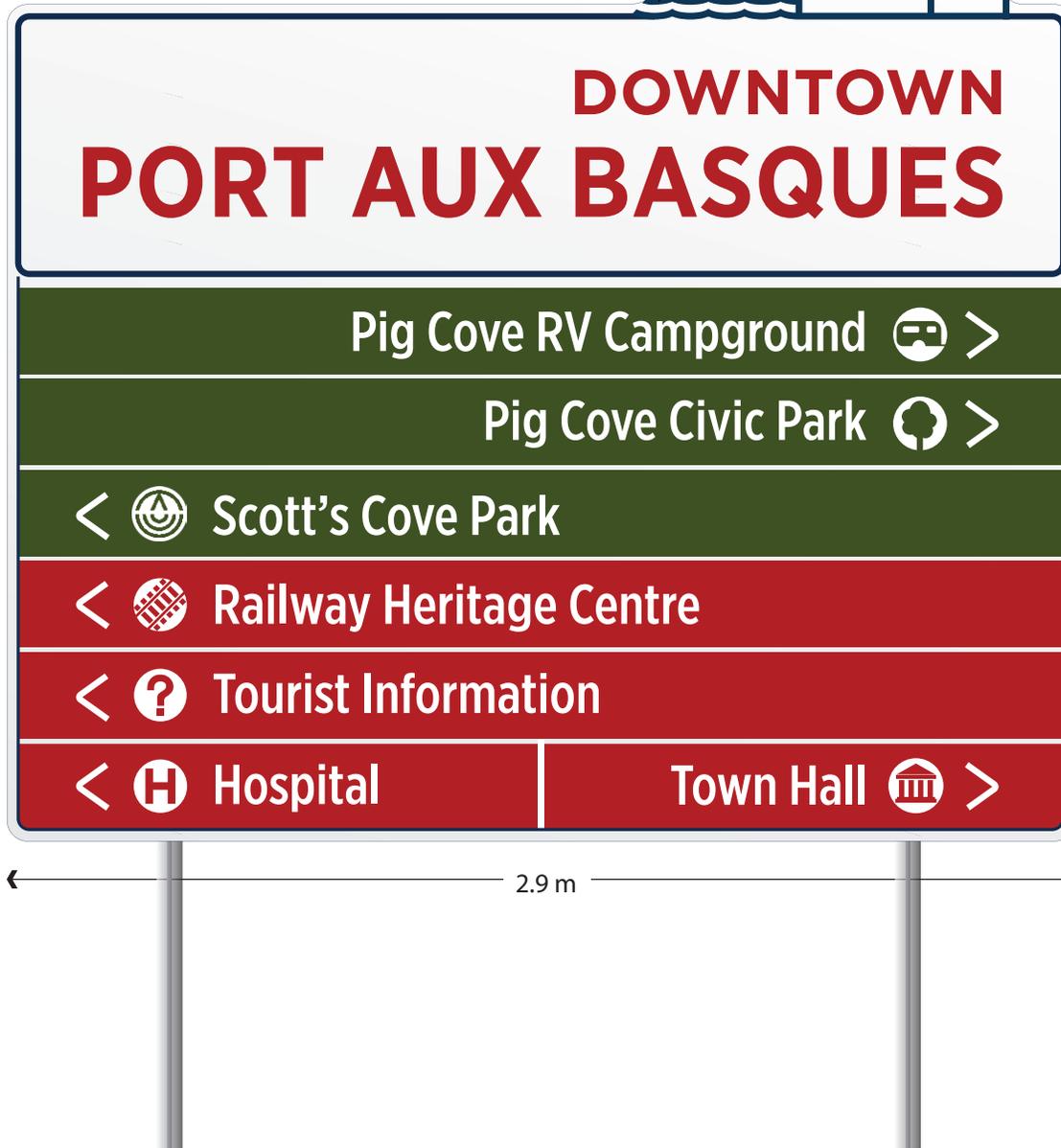
Examples from Gibson (2009).



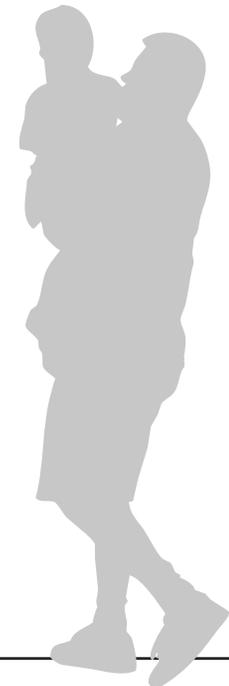
DIRECTIONAL SIGNS

DIRECTIONAL SIGNPOST

The downtown logo should be incorporated where ever possible



A large signboard should be used at important intersections to direct motorists to key destinations.



DIRECTIONAL SIGNBOARD

Side view

0.3 m



Front view

0.8 m



An orientation kiosk should include the name of the district that it is located in.

Sign placards should be removable to allow for easy and affordable changes in the future.

Orientation kiosks should be placed in major pedestrian areas, such as the Harbourfront, and the new civic park.

Maps and directions will help pedestrians orient themselves.



Tourist maps should be simple, easy to read, and highlight downtown attractions and services.

ORIENTATION KIOSK

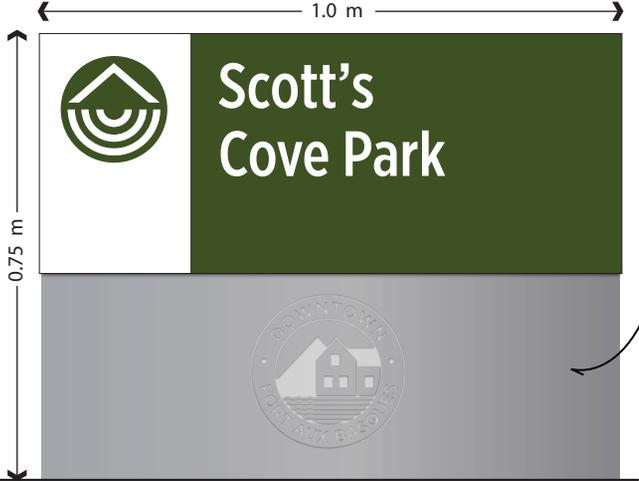
Mounted identification signs are to be used on important buildings or facilities.

Mounted identification signs should be located slightly below eye level for maximum exposure.



Ground identification signs should indicate important districts, such as parks or outdoor areas.

Aluminum alloy sign rests on a granite base with the downtown logo engraved into surface.



MOUNTED IDENTIFICATION SIGN

GROUND IDENTIFICATION SIGN

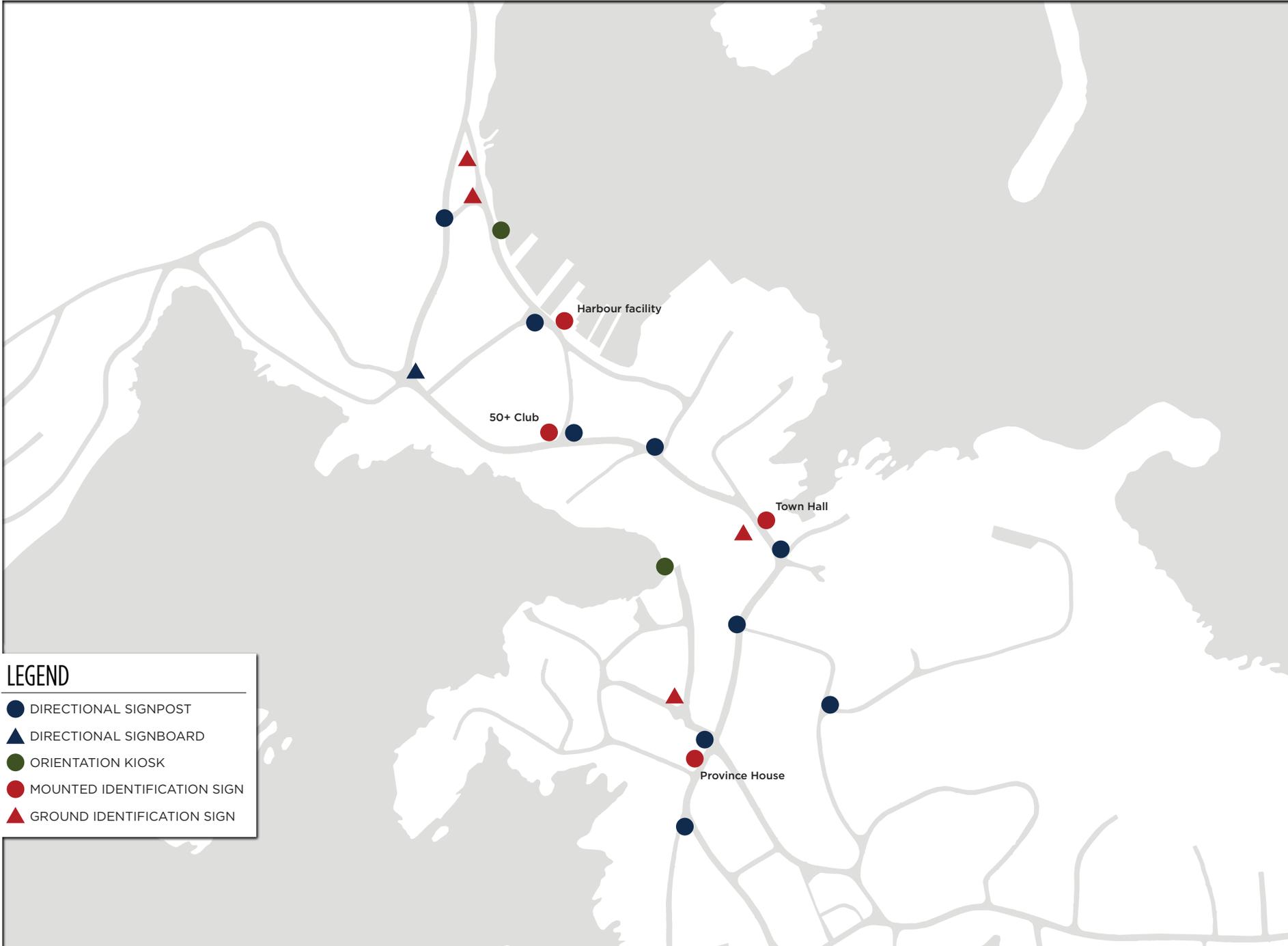
SITING

A crucial component of a successful wayfinding system is the siting of different types of signs throughout the subject area. Signs should present appropriate messages to users at important decision points to help them seamlessly navigate to their intended destination. In Port aux Basques, directional signposts should be placed at important intersections, particularly along Main Street. Directional signboards should be placed at the major junction where Main Street meets Regional Street. An orientation kiosk should be placed at the Harbourfront to help people orient themselves, and another kiosk should be placed in a central location in the future civic park site near Town Hall. A concept siting plan is presented on the following page.

TOURIST MAP

Another practical orientation tool for visitors is a paper map that functions within the framework of the larger wayfinding system. The concept map to the right uses the same aesthetics and destination markers as the larger wayfinding system and will help visitors stay oriented while navigating through the winding roads of the downtown. The same map should be used on orientation kiosks, so that if visitors lose themselves on their paper map, they can reorient themselves effortlessly with the “You are here” marker on the kiosks. Tourist maps should present appropriate messages to the user in a simple and clear fashion. In the case of Port aux Basques, it would be useful to simplify the street network and landbase (as seen in the concept to the right) in order to reduce complexity. Finally, local downtown businesses should be indicated on the map.

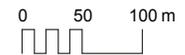




LEGEND

- DIRECTIONAL SIGNPOST
- ▲ DIRECTIONAL SIGNBOARD
- ORIENTATION KIOSK
- MOUNTED IDENTIFICATION SIGN
- ▲ GROUND IDENTIFICATION SIGN

WAYFINDING SITING PLAN



GATEWAY SIGN

In terms of geography, the downtown district is a rather ambiguous term. Even locals often disagree on where the downtown begins and ends. This feeling of uncertainty is shared with visiting motorists as they travel along Caribou Road toward the downtown, where there are no clear “signals” that they have effectively “arrived” downtown. A result of this ambiguity is a diminished sense of place for the downtown.

One way to let downtown users know that they have arrived is by simply erecting a sign that says so. A gateway sign communicates both arrival and hospitality for visitors, who feel assured and welcomed to explore and spend some time downtown.

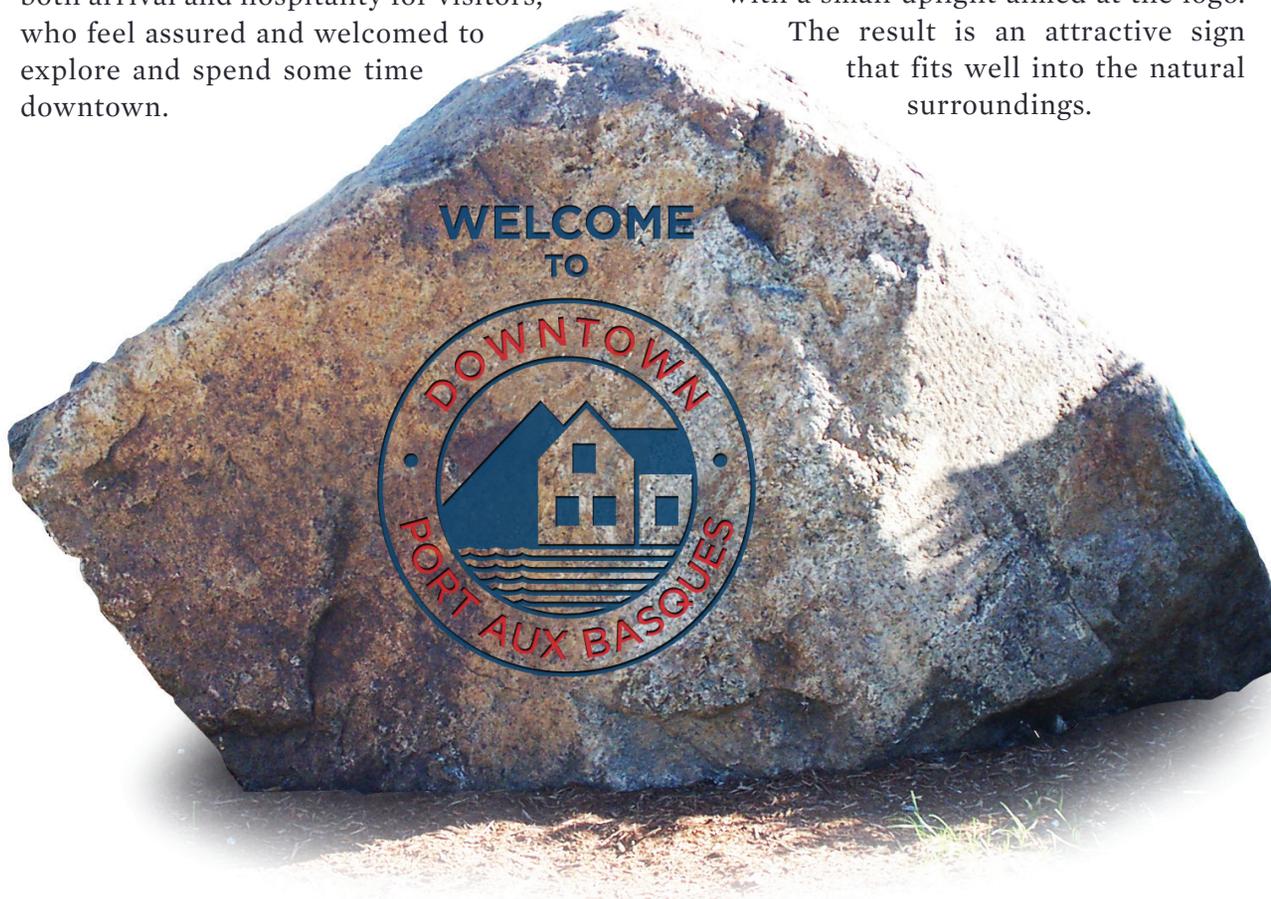
Gateway signs should be exciting and indicative of the place they are introducing. For example, a typical road-side sign with basic lettering stating “Welcome to Port aux Basques” does nothing to communicate the vibrancy and beauty of the Town. Creative alternatives that complement the characteristics of the downtown and the natural surroundings will be much more invigorating for visitors as they arrive. An alternative gateway sign concept for Port aux Basques could be placing a large local granite rock and engraving and painting the Town logo into it (see below). At night, the rock structure could be indirectly illuminated with a small upright aimed at the logo. The result is an attractive sign that fits well into the natural surroundings.

OTHER SIGNS

There are also several other types of formal and informal signage throughout the Town that need to be a part of a larger signage strategy.

Advertisement signs are signs that are privately owned and advertise local business ventures. The Town has regulations against the placement of advertisement signs on public property, despite the presence of many advertisement signs throughout the downtown along streets. These unpermitted advertisement signs cause several problems. First, they have the potential to reduce the effectiveness of municipal regulatory signs and the proposed wayfinding system. This is because a cluttered and random assortment of signs can lead to a phenomenon known as “sign clutter”. Studies have shown that an overabundance of signs with different messages posted at various heights and locations may inadvertently overstimulate users and worsen their reaction time or cause them to ignore signs altogether. Second, advertisement signs are often designed with poor standards to begin with, and are not properly maintained once posted, resulting in general unsightliness and disrupting views of the surrounding landscape. In short, the overprovision of signage has both a negative impact on local aesthetics and does not benefit motorists or pedestrians.

On a similar note, the local Chamber of Commerce operates a large sign in a prominent location near the TransCanada Highway entrance which provides advertising space for up to 26 local businesses. The sign appears to be quite old and is succumbing to the climate.





• Example of Sign Clutter



Lettering has worn off while dirt and dust have encased the sign.

The effectiveness of the sign should be reconsidered. While the sign is large overall, individual business advertising space is small and difficult for drivers to read. It is likely that the clutter of messages are not effectively communicating with potential viewers.

The Town should consider replacing this billboard sign with a directional signboard outlined in the wayfinding strategy. This will direct motorists to specific services or attractions in a more effective fashion. The Town can continue to promote local businesses in other more effective ways, by:

- including business locations on a tourist map;
- offering advertising space on the tourist map; and
- placing standardized identification signs at the site of businesses.

Another alternative can be to replace the existing sign with a large installation or public art piece that catches the eye and encourages motorists to visit Downtown Port aux Basques. The Town could commission a local artist to design the installation or hold a design competition for submissions. The installation should be locally significant, should complement the natural surroundings, and should include a wayfinding component that directs people to the downtown.

OTHER FUNCTIONAL IMPROVEMENTS

This section provides information on additional, independent improvements that the Town of Channel-Port aux Basques can undertake which do not fit within one of the “Five Big Moves.”

FERRY TERMINAL BOARDWALK

Currently, the boardwalk connecting the Port aux Basques harbourfront to the Marine Atlantic ferry terminal has been blocked due to security concerns. The Town has unsuccessfully attempted to negotiate with Marine Atlantic to reopen this connection to bring in more visitors.

Although specific details regarding this closure are not known, the Town should continue to work with Marine Atlantic officials to find a reasonable solution for both parties. Ferry corporations in other provinces such as BC Ferries in Horseshoe Bay, British Columbia have successfully found a way to let ferry passengers queue their cars and explore the nearby town while they wait to board.

CHANNEL HEAD LIGHTHOUSE TRAIL

There are large amounts of open space surrounding the downtown that contribute to the aesthetic quality of the area. There are, however, recreational opportunities

that could be recognized as well. There are currently few formal trail systems near the downtown area, despite the large amount of open space to work with. Furthermore, the Channel Head Lighthouse is an underexposed landmark located on

an island south of the peninsula that has sightseeing potential.

There is an opportunity to build a trail connection from the Town Hall area of the downtown to this lighthouse along the



eastern portion of the peninsula where the majority of open space exists. Trail linkages to residential areas in the southern end of the peninsula can be designed to encourage locals to use active forms of transportation for recreational purposes, or to simply do some shopping downtown. The trail can also be advertised to incoming tourists who are interested in hiking or sightseeing opportunities.

Wooden staircases in areas with greater elevation changes would make the trail more accessible and could also increase its aesthetic value. Finally, the trail could feature a bridge structure connecting the mainland to the Channel Head island so trail users can get close to the actual lighthouse.

BRUCE ARENA CAMPGROUND

The old Bruce I Arena site is located just south of the downtown area and has been relatively unused since it burnt down in 1995. The remaining foundation provides a flat area overlooking the downtown and surrounding area with spectacular views.

Until a development opportunity is proposed for this site, the Town could take the opportunity to offer an informal camping areas for backpackers and adventure travelers. The campground is accessible by foot via the street network, or via a potential trail network connecting the downtown to the Channel Head Lighthouse. Although the economic potential of attracting campers to the area may not be huge, there is an opportunity to build on the Town's hospitable reputation while attracting potential shoppers to the area.

KEEPING THE DOWNTOWN CLEAN

The general appearance in terms of tidiness is an important element in the success of downtown areas. The absence of litter, swept streets and sidewalks, clean and inviting storefronts and public spaces convey a sense of civic pride and confidence. This in turn contributes to economic growth by encouraging investment and increasing property values. The following initiatives could be considered in Port aux Basques.



Participate in Tidy Towns

Tidy Towns is a provincial organization committed to fostering civic pride, environmental responsibility and beautification through community participation. The Town of Channel-Port aux Basques has previously taken part in the Tidy Towns competition and was the Landscape Criteria Award Winner in both 2010 and 2011. Continued participation in the competition will benefit the Town as a whole. With the energy that has been generated as a result of the Downtown Redevelopment Plan, efforts to beautify the downtown will contribute to the Town's future success in this program.

Continue Partnerships with the Conservation Corps

Conservation Corps Newfoundland and Labrador is a non-profit organization that provides youth with training and employment in environmental and cultural heritage conservation. They offer a variety of programs that focus on climate change education, Greener Futures for businesses, including the hiring of Green Teams for community based projects. This summer, the Town of Channel-Port aux Basques sponsored a Green Team to raise awareness about the endangered Piping Plover in Grand Bay West, help monitor the protected area, provide educational tours at the Railway Heritage Museum and deliver a series of environmentally themed workshops in the community. The Town could continue to sponsor the Conservation Corps for projects, some of which could involve initiatives in the downtown such as the preparation and maintenance of flower baskets or planters in the downtown, and projects related to the Civic Park development. The Town may also partner with Conservation Corps for more general clean-up activities. As an example, the City of Mount Pearl has partnered with the organization for the Waterford River Clean-Up Blitz and the Great Big Green Team Community Clean Up. The Waterford River Clean-Up Blitz was an event where community volunteers and local businesses helped to clean up a specific area in Mount Pearl, while the Great Big Green Team Community Clean Up is just one of twenty community clean-ups occurring throughout Newfoundland and Labrador.

Downtown Clean-up Blitz

Similar to the events held in partnership with the Conservation Corps, the Town could hold their own Downtown Clean-up Blitz. This may be held on a weekend during the summer or in conjunction with Earth Day in April. The Town would market the event and create a mini-competition, encouraging teams to enter with prizes awarded, for example, for the team who collects the most garbage, the best dressed team or the team who recovers the most unique item.

20 Minute Spring Makeover

Once the winter snow has melted, community streets are often left littered with debris. As a means of tidying up the clutter prior to the summer, communities often hold spring makeovers from April/May to June. This is similar to the above Downtown Clean-up Blitz but would occur over a longer period of time and may incorporate a larger area than the downtown. During the two or three months of the events, the Town would market the makeover and try to encourage community groups, school and businesses to spend only 20 minutes cleaning up some of the debris in their area. Often, towns provide garbage bags to interested groups.

The Golden Broom Award

Clean & Beautiful is a non-profit organization in St. John's which has been reducing litter and promoting beautification through community involvement for 25 years. The organization's Beautification Committee offers the Golden Broom Award to businesses in the downtown that take

pride in the presentation and maintenance of their property. Members of the Committee organize a walkabout during the summer and take note of the businesses in the downtown that they feel have taken exceptional care of their properties through cleanliness and beautification. The Golden Broom Award is presented in October. Port aux Basques could consider a similar award to businesses in the Downtown District.

Clean Team

While the Green Team may be dedicated to environmental and cultural heritage conservation, which may include litter clean-up, the Clean Team is an initiative offered through a Downtown Committee with sole purpose of tidying downtown businesses. This program has been successfully implemented by the Downtown Winnipeg Business Improvement Zone (BIZ). The Clean Team would consist of high school and university students who offer complimentary services to clean the properties of downtown business owners. This would include removing weeds, litter, old posters, graffiti and cigarette butts, and sweeping sidewalks and entranceways. Following this initial cleaning of property, the owners are encouraged to maintain the property and take ownership of their neighbourhood. At the end of the summer, the Clean Team chooses three businesses that have made an extra effort to maintain their properties with the Order of the Neon Broom (similar to the Golden Broom above). If funding is available, the top three businesses are also given a cash prize to put toward façade improvements. A similar program could be implemented

in Downtown Port aux Basques to assist and encourage business owners to create and maintain inviting storefronts that contribute to the overall downtown improvement initiative.



• *Main Street Rendering*



IMPLEMENTATION



The solutions outlined in the previous section offer strategies to achieve the community vision and goals of downtown revitalization. However, positive action will not occur without clear directions on how to implement these solutions.

The section concludes the report with details and steps on ***“how we get there.”*** These steps include costing estimates, funding opportunities, a phasing schedule and a list of responsibilities for stakeholders and other potential partners.

PHASING PLAN

The rejuvenation of Downtown Port aux Basques will hinge on a number of facets of revitalization efforts. While the public and private improvements to the downtown presented in this report will make a visible difference in the district, they are just one piece of the overall revitalization puzzle.

The Main Street Four Point Approach developed by the American National Trust for Historic Preservation provides a useful

guide on how communities can approach commercial district revitalization and management. Even though primarily conceived of as a preservation tool, the simultaneous and incremental activities derived from this approach have been proven to be successful in the rebirth of downtowns for over four decades. The four key areas for successful downtown revitalization are identified in the chart below:

The key areas addressed by each short, mid and long term priority action and the associated “Big Moves” (page 42) are outlined in the following pages.

While the proposed 7+-year implementation road map of this report focuses on achieving the physical improvements that are at the core of this design study, it is also intended to assist the Town of Channel Port aux Basques in keeping an eye on the big picture and set in motion *all* necessary initiatives that advance the downtown’s revival.

The phasing sequence for capital projects identifies the ideal sequence of improvements based on the relationship between them. However, should funding become available from an unexpected source, or other pressures surface, opportunities to implement should be capitalized upon. This is of particular importance to road maintenance and improvement work that may have to be undertaken in the coming years, regardless of the phasing sequence proposed in this study. For example, road improvements required as a result of wear and tear, provide opportunities to incorporate street right-of-way improvements such as those recommended as part of the Downtown revitalization.

ORGANIZATION

Organization establishes consensus and cooperation by building partnerships among various groups who have a stake in the downtown. **Provides management and advocacy for the downtown.**

PROMOTION

Promotion creates a positive image that will rekindle community pride and improve consumer and investor confidence. It helps sell the image and promise of downtown to the community and the surrounding region. **Communicates the downtown’s unique characteristics to shoppers, investors, business owners and visitors.**

DESIGN

Design means getting the downtown into top physical shape and creating a pleasant, inviting atmosphere. **Directs attention to all of the downtown’s physical elements:** public and private buildings, storefronts, signs, public spaces, landscaping, merchandising, displays and promotional materials.

ECONOMIC RESTRUCTURING

Economic Restructuring strengthens the community’s existing economic assets while diversifying its economic base. **Provides a balanced commercial mix.**

SHORT-TERM PRIORITIES (1-3 YEARS)

ACTION

KEY AREA

BIG MOVE

RESPONSIBILITY

Adopt design study	D		Town
Decide where your downtown begins and where it ends (delineation)	O P D E		Town, Residents, Business Owners
Establish a Business Improvement Area (BIA) and a managing non-profit organization with the mission and capacity to carry forward the downtown's revitalization (i.e. downtown business association)	O		Town, Business Owners
Pursue provincial cost-share opportunities for façade incentive program	D	4	Town, MMZC
Tender façade and architectural design guideline manual	D	4	Town
Implement and promote façade incentive program	D	4	Town, Downtown Business Association
Make changes to Municipal Plan and Development Regulations to adequately recognize the specific needs of downtown (i.e. Downtown Zone, Overlay Zone, etc.)	D		Town
Explore cost-shared federal-provincial infrastructure programs to invest in capital works projects	D	2, 3, 4	Town, MMZC
Relocate and remediate municipal depot	D	3	Town
Tender downtown branding strategy (logo, taglines)	D	1	Town, MMZC, Downtown Business Association
Enter into negotiations to purchase downtown plaza property	D	3	Town
Tender traffic impact study for new bypass road	D		Town
Delineate and mark on-street parking	D	2	Town
Begin implementing streetscape design and harbourfront design components	D	2	Town
Enable and market un-serviced RV parking at Downtown Commons	O P D E	3	Town, MMZC, Tourism Newfoundland
Continue negotiations with Marine Atlantic over future of boardwalk	D		Town, MMZC, Downtown Business Association
Initiate creation of downtown tourist map, promote the downtown on Marine Atlantic Ferries	P		Town, MMZC, Downtown Business Association
Advocate the downtown with provincial and federal officials	O		Town, MMZC
Develop promotional calendar and organize downtown events (i.e. downtown days, shop local promotion, entrepreneurial exchange fair)	P		Downtown Business Association

MID-TERM PRIORITIES (4-6 YEARS)

ACTION

Initiate a market-based business development strategy (based on goods and services gap analysis)
Explore incentives for downtown development with a sound understanding of downtown real estate dynamics
Tender detailed design and construction of road network around downtown commons
Initiate detailed design and construction of downtown plaza
Tender comprehensive design study for municipal depot site
Subdivide and sell municipal depot site for redevelopment
Continue implementing streetscape design and harbourfront components
Tender detailed signage and wayfinding plan
Install wayfinding signage
Initiate detailed design of bypass road (pending the outcome of the traffic impact study)

KEY AREA BIG MOVE RESPONSIBILITY

E		Town, Downtown Business Association
E		Town, MMZC
D	3	Town
D	2	Town
D	5	Town, Downtown Business Association
D	5	Town, Downtown Business Association
D		Town

LONG-TERM PRIORITIES (7 YEARS +)

ACTION

Continue implementing streetscape design and harbourfront components
Construct new bypass road (pending the outcome of the traffic impact study)

KEY AREA BIG MOVE RESPONSIBILITY

D	2	Town
D		Town

COST ESTIMATES

The total implementation budget for the 7+ year downtown design plan is approximately \$11.2 million (2012 dollars). Not included in this budget are the environmental remediation costs for the municipal depot property, cost (or revenue) from property transactions and the cost of implementation of the façade improvement program.

It should be noted that this opinion of probable costs is presented on the basis of experience, qualifications, and best judgement. It has been prepared in accordance with acceptable principles and practices. Market trend changes, non-competitive bidding situations, unforeseen labour and material adjustments, availability and the like are beyond the control of CBCL Limited and as such cannot warrant or guarantee that actual costs will not vary from the opinion provided.

Downtown Theme Development **\$ 25,000**

Finalized Logo Design

Item	Quantity	Units	Unit Cost	Cost
Downtown Branding Strategy	1	lump sum	\$ 20,000	\$ 20,000
Project Sub-total				\$ 20,000
Contingency (25%)				\$ 5,000
Total				\$ 25,000

Streetscape Design
\$ 4,745,608
Main Street Right of Way

Item	Quantity	Units	Unit Cost	Cost
New road surface	11,985	sm	\$ 150	\$ 1,797,750
Curb and gutter	2,820	lm	\$ 110	\$ 310,200
Sidewalk paving (concrete pavers)	4,230	sm	\$ 190	\$ 803,700
Sodded planting strip (section only)	66	sm	\$ 14	\$ 924
Traffic control	1	lump sum	\$ 20,000	\$ 20,000
Indented parallel parking (18 spots)	285	sm	\$ 150	\$ 42,750
Marked parallel parking (30 spots)	30	each	\$ 100	\$ 3,000
Parking signs	20	each	\$ 200	\$ 4,000
Raised traffic table (concrete pavers)	425	sm	\$ 150	\$ 63,750
Waste containers	15	each	\$ 1,000	\$ 15,000
Benches	20	each	\$ 750	\$ 15,000
Planters	30	each	\$ 350	\$ 10,500
Project Sub-total				\$ 3,086,574
Contractors Overheads & Fee (15%)				\$ 462,986
Contingency (25%)				\$ 887,390
Design & Engineering (10%)				\$ 308,657
Total				\$ 4,745,608

Urban Design Projects
\$ 3,959,931
Harbourfront

Item	Quantity	Units	Unit Cost	Cost
New road surface	3,060	sm	\$ 150	\$ 459,000
Curb and gutter	275	lm	\$ 110	\$ 30,250
Sidewalk paving (concrete pavers)	318	sm	\$ 190	\$ 60,420
Sodded planting strip	588	sm	\$ 14	\$ 8,225
Lighting along boardwalk	16	each	\$ 9,000	\$ 140,400
Tree planting	24	each	\$ 1,500	\$ 35,250
Traffic control	1	lump sum	\$ 20,000	\$ 20,000
Paved visitor parking lot	1,190	sm	\$ 60	\$ 71,400
Marked parallel parking (30 spots)	25	each	\$ 100	\$ 2,500
Parking signs	5	each	\$ 500	\$ 2,500
Waste containers	6	each	\$ 1,000	\$ 6,000
Benches	6	each	\$ 750	\$ 4,500
Bike racks	6	each	\$ 350	\$ 2,100
Project Sub-total				\$ 842,545
Contractors Overheads & Fee (15%)				\$ 126,382
Contingency (25%)				\$ 242,232
Design & Engineering (10%)				\$ 84,255
Total				\$ 1,295,413

Downtown Plaza

Item	Quantity	Units	Unit Cost	Cost
Property acquisition	1	lump sum	\$ TBD	\$ TBD
Concrete paving	2,950	sm	\$ 210	\$ 619,500
Astrolab public art and seating installation	1	lump sum	\$ 100,000	\$ 100,000
Tree planting	28	each	\$ 1,500	\$ 42,000
Top soil and seed	280	sm	\$ 14	\$ 3,920
Paved parking lot	470	sm	\$ 55	\$ 25,850
Tree planting	24	each	\$ 1,500	\$ 35,250
Waste containers	5	each	\$ 1,000	\$ 5,000
Benches	10	each	\$ 750	\$ 7,500
Bike racks	6	each	\$ 350	\$ 2,100
Lighting and electrical	15	each	\$ 9,000.00	\$ 135,000
Project Sub-total				\$ 976,120
Contractors Overheads & Fee (15%)				\$ 146,418
Contingency (25%)				\$ 280,635
Design & Engineering (10%)				\$ 97,612
Total				\$ 1,500,785

Downtown Commons (Phase 1)

Item	Quantity	Units	Unit Cost	Cost
Remove buildings (former Town Depot)	3	each	\$ 40,000	\$ 120,000
Remediate site (former Town Depot)	1	lump sum	\$ TBD	\$ TBD
Top soil and seed (former Town Depot)	5,300	sm	\$ 14	\$ 74,200
New road surface	2,618	sm	\$ 150	\$ 392,700
Gazebo	1	lump sum	\$ 150,000	\$ 150,000
Unserviced RV parking spots	10	each	\$ 500	\$ 5,000
Picnic tables	10	each	\$ 1,500	\$ 15,000
Project Sub-total				\$ 756,900
Contractors Overheads & Fee (15%)				\$ 113,535
Contingency (25%)				\$ 217,609
Design & Engineering (10%)				\$ 75,690
Total				\$ 1,163,734

Downtown Commons (Phase 2)

Item	Quantity	Units	Unit Cost	Cost
Sale of property	1	lump sum	\$ TBD	\$ TBD
Total				\$ 0

Façade Improvements **\$ 23,063**

Façade Improvement Plan				
Item	Quantity	Units	Unit Cost	Cost
Façade improvement guidelines	1	lump sum	\$ 15,000	\$ 15,000
Grants and tax incentives	1	lump sum	\$ TBD	\$ TBD
Project Sub-total				\$ 15,000
Contractors Overheads & Fee (15%)				\$ 2,250
Contingency (25%)				\$ 4,313
Design (10%)				\$ 1,500
Total				\$ 23,063

Signage and Wayfinding **\$ 138,375**

Signage and Wayfinding Plan				
Item	Quantity	Units	Unit Cost	Cost
Sign design and site planning	1	lump sum	\$ 15,000	\$ 15,000
Sign production and installation	1	lump sum	\$ 75,000	\$ 75,000
Project Sub-total				\$ 90,000
Contractors Overheads & Fee (15%)				\$ 13,500
Contingency (25%)				\$ 25,875
Design & Engineering (10%)				\$ 9,000
Total				\$ 138,375

Other Items **\$ 2,352,375**

New Bypass Road				
Item	Quantity	Units	Unit Cost	Cost
Traffic impact study	1	each	\$ 30,000	\$ 30,000
Property acquisition	1	each	\$ TBD	\$ TBD
Construction (including fill)	1	each	\$ 1,500,000	\$ 1,500,000
Project Sub-total				\$ 1,530,000
Contractors Overheads & Fee (15%)				\$ 229,500
Contingency (25%)				\$ 439,875
Design & Engineering (10%)				\$ 153,000
Total				\$ 2,352,375

TOTAL Design Implementation **\$ 11,244,351**

FUNDING OPPORTUNITIES

In many cases, streetscape improvements and façade improvement programs are funded entirely by a municipality, or local business improvement areas/associations. However, when part of a larger re-development project, the following funding agencies may provide a portion of the total cost of the project. The municipality can then allocate a portion of the fund toward streetscape improvements and a façade improvement program.

FEDERAL



**Atlantic Canada
Opportunities
Agency**

ACOA: Community Infrastructure Improvement Fund (CIIF)

The CIIF supports the improvement and expansion of community facilities, such as community centres, cultural centres, parks, recreational trails, libraries, recreational facilities, tourism facilities, docks, and other existing community infrastructure assets that have a local community impact, such as local roads, drinking water treatment, solid-waste management and waste-water

infrastructure. CIIF can fund a maximum of 50 per cent of the total project costs and is open to local governments like the Town of Channel-Port aux Basques. Projects are selected on the basis economic benefits including the potential for job creation, readiness, funds leveraged, and their ability to be completed by March 31, 2014.

For more information visit:
<http://tinyurl.com/acoaciif>

ACOA: Innovative Communities Fund

The Innovative Communities Fund focuses on investments that lead to long-term employment and economic capacity building in rural communities. It is open to non-commercial, not-for-profit organization and considers funding for projects that clearly demonstrate linkages and partnerships within the community, benefit the economic development of the community, lead to sustainable and viable economic activity, are incremental in nature, have a fixed duration, and demonstrate capability to conduct the proposed activity.

For more information visit:
<http://tinyurl.com/acoaicf>



**Infrastructure
Canada**

Infrastructure Canada: Building Canada Fund

The Building Canada Fund is a cost-shared program that invests in public infrastructure owned by provincial, territorial, and municipal governments. Generally, for municipal projects the federal share is limited to one-third the total cost of the project, with the remaining funded by the province and the municipality. This program has two components: Major Infrastructure Component which cover large infrastructure projects such as drinking water, wastewater, public transit, the care National Highway System and green energy, and Communities Component, which targets projects in communities with a population of less than 100,000. The Communities Component focuses on projects that meet environmental, economic and quality of life objectives.

For more information visit:
<http://tinyurl.com/icbcf>

Infrastructure Canada: Gas Tax Fund

The purpose of the Gas Tax Fund is to provide municipalities with predictable, long-term funding that can help the municipalities build and revitalize public infrastructure that contribute to positive environmental results. This includes drinking water, wastewater infrastructure, public transit, community energy systems, solid waste management, and local roads projects that lead to cleaner air, water and reducing greenhouse gas emissions.

For more information visit:
<http://tinyurl.com/icgastax>

PROVINCIAL***Department of Innovation, Business and Rural Development: Regional/Sectoral Diversification Fund***

The purpose of this fund is to provide nonrepayable contributions to eligible organization for development and implementation of economic initiatives that address regional and sectoral development. The program will provide up to 25 percent of the total project costs and takes into account the availability of other funding sources in the assessment of application. It is available to non-commercial, not-for profit organizations and in this case could include the Town of Channel-Port aux Basque, or any community-

based organization involved in economic development. The funded projects may comprise of developing infrastructure that benefits the regions and the province, creating an environment for business development and completing strategies to enhance development and implementation of key sectors. The initiatives should link to sectors identified as priorities, focus on small business growth and expansion, focus on industrial diversification and assist with the removal of barriers to business development and growth.

For more information visit:
<http://www.ibrd.gov.nl.ca/regionaldev/rsdf.html>



APPENDICES



APPENDIX A

FACADE PROGRAM

PROGRAM ELEMENTS

There are various models for Façade Improvement Programs that have been used in other places. Essentially, these programs provide incentives to property owners in the form of design expertise, direct grant or subsidy, and tax relief.

Design Advisory Services

Based on design guidelines adopted by the Town, the program should offer assistance to property owners to develop plans for storefront improvements. This could be in the form of an advisory service, the cost of which would be borne by the Town, or be included as part of a grant or subsidy to the applicant. The service could include assistance in developing a design, identifying appropriate materials, preparing cost estimates and assisting applicants in completing their applications to the program.

Direct Grant or Subsidy

Overall program budgets will depend on the availability of funds. Façade improvement programs typically offer reimbursements of up to a percentage of total renovation costs up to a maximum amount per approved site. For example, some programs provide reimbursements of approximately 60-75% of the total approved improvement costs, with

the applicant paying the remaining 25-40%, while others set a maximum reimbursement of approximately \$3,000-\$4,000. For municipal governments, setting a maximum program budget in any fiscal year and adjusting the budget amount pending annual review of the demand for the program is a recommended approach. Additional financial considerations could also include waiving of any permit fees (renovation or sign fees for example) for façade improvements for approved applicants in the program.

Tax Relief

While such programs help to offset improvement costs, business owners often fear renovations will trigger an increase in property assessment, with a corresponding increase in municipal taxes. If the municipality is committed to this project and willing to invest municipal funds into it, a means of reducing this fear from business owners is to implement a tax incentive. Consideration could be given to providing a grant to the applicant that is exactly equal to the annual tax increase (above the taxed amount prior to the renovation) for a set number of years (often 5 or 7 years) after the renovation is complete. In this case, it is not necessary for any money to exchange hands, the entire process is done on paper. After the

set period has expired, the taxes would rise to their normal levels.

ELIGIBILITY

Once the downtown area has been defined, the business owners or tenants within the selected area would be eligible to make application to the program. Initially, the program should focus on business premises with storefront retail or service occupancies, but over time, consideration could be given to extending the program to owners of other properties in the downtown that would benefit from improvements to the exterior of their buildings. For residential properties, this could include improvements to fences and yards. Specific design guidelines could be developed for these types of properties.

Façade Improvement Programs often include, but are not limited to the following eligible costs:

- Removing inappropriate exterior finishes or materials that cover original architectural details;
- New architectural details;
- Restoring exterior finishes or materials and repainting;
- Recessing / reconfiguring or replacing exterior doors or entrances;

- Repairing or replacing windows;
- Signs (new, repairs or replacement);
- Exterior lighting;
- Display area lighting;
- Awnings (new, repairs or replacement);
- Some roofing components (with special approval);
- Window boxes, permanent planters; and
- Design consultant fees, if required.

Applicants should also be required to obtain from the Town or any relevant regulatory agencies, any permits that may be required. This could be reviewed with the applicant as part of the advisory service, however it would be the responsibility of the applicant to secure all necessary permits to complete the project.

APPLICATION

Application to the program would be a requirement. The application would be made by the property owner or tenant, but in the case of a tenant, the property owner's written consent for proposed improvements would be required.

An application form would include applicant name and business name, a description of proposed improvements, contractor estimates,, as well as current photos of the building. If an historical photo of the building is available it should also be included. Some Façade Improvement Programs require drawings of the proposed improvements prior to approval, in the form of a rendering or sketch, architectural plans, color and material samples of paint and awnings, sign plans, awning design and a description of the historical significance of the property. If the program offers an advisory service,

applications could be submitted and if accepted, reassessed after submission of plans and drawings as a result of assistance provided through the Town.

The Town may consider charging an application fee, which may be refundable upon acceptance into the program or added to the reimbursement amount at the time of final reimbursement, or may applied to architectural or urban design fees.

PROCESS

Façade Improvement Committee

The Town may wish to consider establishing a committee to review applications. Such a committee may be formed by the municipal government, or oftentimes extend beyond the local government to include local business or property owners, community members with an interest in the downtown and design professionals. Once the applications have been reviewed, the committee will notify the applicant the outcome of the review. The activities of such a Committee could be coordinated and administered by the Economic Development Coordinator who would be responsible for processing applications, working with applicants and making recommendations to the Committee and Council on program activity, budget and outcomes.

Completion of the Project

Once a project has been approved, the applicant should be expected to sign an agreement with the Town. The agreement would indicate the financial terms and conditions and set out the requirements for reimbursement subject to submission of invoices and possible final inspection of the

work. The agreement could also address a timeline for the project. For example, the Town could require work to commence within 30 days of written approval, and completion within 4 months..

PROMOTION

Other Towns in Newfoundland and Labrador that have similar programs have suggested that gaining initial interest may be difficult; however, once one business begins to make improvements, it inspires others to apply to the program. As a means of gaining interest in the project, it is recommended that a meeting with downtown business owners be held to introduce the program and application process and discuss the advantages of participating in it.

FUNDING

There are several funding programs that may be considered for supporting a municipal downtown improvement programs. These include ACOA's Community Infrastructure Improvement Fund (CIIF) and Innovative Communities Fund; Infrastructure Canada's Building Canada Fund or Gas Tax Fund and the Department of Innovation, Business and Rural Development's Regional/Sectoral Diversification Fund.

In many cases, streetscape improvements and façade improvement programs are funded entirely by a municipality, or local business improvement area/association. However, when part of a larger re-development project such as the one envisaged for Downtown Port aux Basques, various funding programs can be accessed for various elements of the project.

APPENDIX B

CASE STUDIES

GRAND FALLS - WINDSOR, NL

The Town of Grand Falls - Windsor recognized the potential associated with enhancing its riverfront area and commissioned a riverfront development project in 2008. Through funding provided by the Provincial Government's Regional/Sectoral Diversification Fund (administered through the Department of Innovation, Trade and Rural Development) and ACOA's Innovative Communities Fund, the Town was able to implement the Riverfront and Downtown Development Plan. The \$4 million project was divided into two phases, with Phase One being completed.

Phase One of the redevelopment along High Street included replacing water and sewage pipes and implementing interlocking grid pavement, "old-fashioned" street lamps, planters and trees. Furthermore, a large component of Phase One was the High Street Façade Improvement Program. The Town dedicated \$450,000 of the funding to this program to assist businesses along High Street. Through this program, the Town would pay up to 60% of the total cost of improvements, with a cap based on the frontage of the business. The Town would provide up to \$2500 per linear foot of frontage. Twelve businesses (approximately



65% of the businesses on High Street) participated in the program. The Town's Economic Development Officer noted that the initial challenge was getting businesses to participate in the program. Therefore, the Town held a public consultation for the business owners, provided them with information regarding the project and were able to answer their questions. The consultation process helped gain interest, and once one or two businesses applied, many more quickly followed and the program proved to be a huge success. One limitation of the program was that

funding requirements restricted funding to businesses on High Street; consequently business owners on streets surrounding the area who were interested in the program were not eligible for funding.

Phase Two of the Riverfront Downtown and Development Plan will include a boat launch in Sanger Park, a pier walk, natural seating area, kiosk, expanded parking, boat trailer parking and upgraded site access. In addition, it will include a restructuring of High Street exits, so that they may connect with the Riverfront.



MONCTON, NB

Downtown Moncton Development Vision

The Downtown Moncton Development Vision was commissioned in 2006 by the City of Moncton and Downtown Moncton Centre-Ville Inc. (DMCI), with the purpose of being a guide for development and investments in Downtown. Furthermore, it was a call to action, recognizing that the success of the downtown redevelopment would depend, in part, on the residents, community groups, developers, property owners, businesses, and all people who are interested in the success of Downtown.

The “10 Big Moves” development vision was created based on a three-day symposium with the community. The consultation was held in a landmark building within the study area and included breakout sessions, as well as walking sessions, where people were able to explore the study area by foot. The ten guiding principles include ensuring sustainable development, putting pedestrians first, planting more trees, encouraging more residential development, enhancing and encouraging more public spaces, celebrating and retaining the area’s cultural landscape and heritage,

creating ‘grand avenues’ and promoting the downtown area as a centre of tourism and business in the region.

The plan promotes multiple destinations for a variety of users, dispersed throughout Downtown in order to provide services for a wide variety of people for different reasons, at different times of the day, month and year. It also places importance on creating a downtown with a ‘human-scale’. This does not simply take the height of buildings into consideration, but also the need to create a vibrant street life which includes sidewalk cafés and ‘spill-out’ activities, that are accessible and walkable, not only through the downtown, but from the surrounding neighbourhoods.

The plan also places an importance on the need for public art and venues for artists. Civic spaces and plazas and other open spaces are recognized as good locations for such activities.

St. George Street Conceptual Plan

From the Downtown Moncton Development Vision, St. George Street was identified as a main street in Downtown Moncton. The

City of Moncton commissioned a St. George Street Conceptual Plan that would enable the City of Moncton, DMCI and other key stakeholders to further implement the action items of the Downtown Moncton Development Vision. The Conceptual Vision would anticipate a higher residential population, an increase in diversity and number of business offerings and a significant level of civic improvement. The Conceptual Plan aims to improve the quality of the pedestrian environment, redevelop vacant sites with mixed use infill projects, enhance the adjacent heritage residential district and strengthen the role for the arts and culture. These improvements were broken down into an implementation schedule over five years which estimated an approximate budget and who would be responsible for the funding of each project. The Conceptual Plan identified specific locations for infill development and the creation of a square, but also relatively easy ways to improve the pedestrian environment by implementing screening for parking lots, expanding curbs and sidewalks and increasing the number of trees, benches, recycling receptacles, planters and bicycle racks.

The St. George Street Conceptual Plan was viewed by the DMCI as a success and was used as the basis and a case study for a further report commissioned by the DMCI, Downtown Design Solutions St. George Street: A Case Study (A useful model for Downtown Moncton), which applied design concepts, similar to that used on St. George Street, to other areas of Downtown Moncton.



GIBSONS, BC

Coastal communities in British Columbia are currently experiencing similar challenges to those in Newfoundland and Labrador: changes in fishing and resource based industries, aging populations, and growing environmental impacts. Gibsons Harbour Area Plan recognizes these challenges and is intended to spur and guide healthy development while addressing these trends to ensure the long-term stability and prosperity of the Town.

The public consultation component of the plan included an open house which included table discussions using the PARK approach: participants identified elements to (P)reserve, (A)dd, (R)emove and (K)eep out. Following this initial consultation, a three day intensive charette was held, as well as an open house event summarizing the results of the charette, an information session on a draft plan and an online discussion forum was created.

Similar to Channel - Port aux Basques,

tourism in Gibsons is under-exploited. The harbour is picturesque and unique, but the assemblage of shopping and activities is insufficient to attract and retain visitors. As a means for attracting new businesses and tourists, the Town has introduced land use designations that are specific to the Harbour Area. These include Marine, Mixed Marine, Multi-Family Residential Special Character, Residential/Tourist Accommodation, Low Density Infill, Build Out and Commercial Harbour. In addition, they have set design standards, made improvements to the roads, introduced traffic calming measures, incorporated marine elements into their street designs and furniture, created policies for parking (including installing signage directing visitors to public parking and a requirement to screen parking areas), and encouraged public access along the shoreline and pedestrian linkages between the waterfront and street edges.

While the Town has a desire to increase to number of visitors to Gibsons, the economic and cultural initiative policies place an emphasis on supporting uses which will serve the local (year round) population, as well as visitors. Such policies include:

- Create and implement a “Gibsons Landing Enhancement Strategy” focused on low cost investments aimed at making the Landing a more welcoming and appealing destination for residents and visitors;
- Actively encourage the initiation of a Harbour to Harbour passenger ferry;
- Explore the use of targeted incentives

to encourage innovative development including DCC reductions, property tax holidays, reduced parking requirements and other means;

- Work with Harbour user groups and Harbour Authority to pursue funding and develop a long term financial plan aimed at expanding marina capacity for the purpose of accommodating additional pleasure craft and commercial vessels;
- Create a pedestrian, market plaza, which could also incorporate parking;
- Increase tourist accommodation within walking distance of the Harbour area;
- Provide for the day-to-day needs of residents of all ages in the Landing by encouraging a broad base of shops, restaurants and services (e.g. green grocers, meat/ fish, canned goods and specialty foods, drugstores and convenience); specialty retailers (durable, semi-durable and apparel); and service commercial activities;
- Retain a mix of uses serving both commercial and recreation activities in the harbour to guard against the harbour becoming dominated by uses catering to seasonal tourism;
- Encourage the varied use of public space and streets for year round community markets, performances, and other activities and support existing festivals and cultural activities;
- Support a local arts centre, arts school, or local arts association, exhibition and sales, and public education facility; and
- Support the expansion of a visitor information centre that provides easy access and parking.



SEYÐISFJÖRÐUR, ICELAND

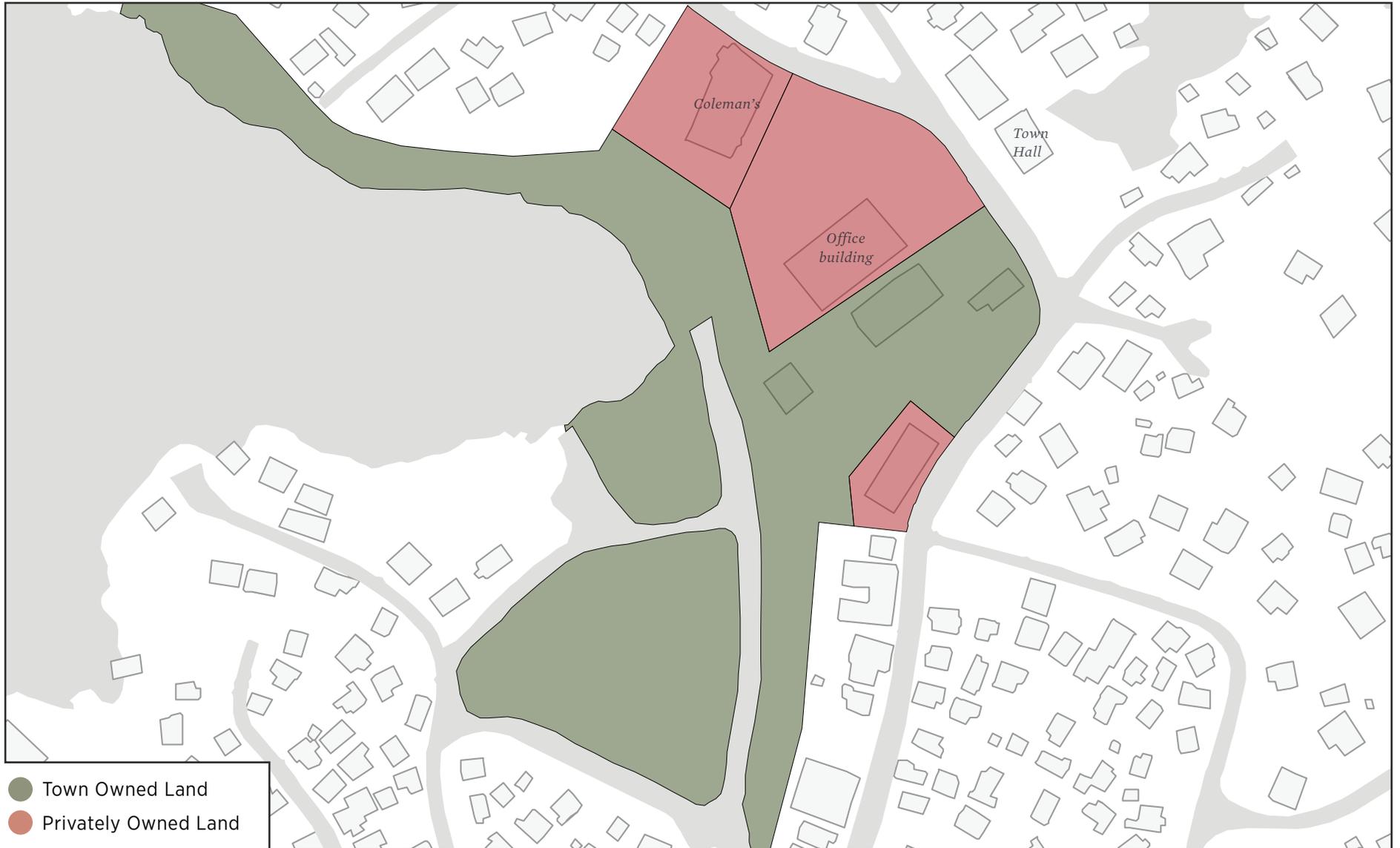
Seyðisfjörður is one of the few land connections for regular passenger traffic and trade outside of the Keflavik Airport. The Town has taken advantage of this opportunity by working in cooperation with its small population of only 700 to create a unique identity that has drawn in international tourists by focusing on history, arts and culture. Recently, the Town has opened three museums, an art gallery, an initiated a historic walking tour and summer concert series. Seyðisfjörður has also implemented design standards and restoration efforts to maintain its historic character. They have also taken advantage of their scenic beauty developing a trails system for hiking and snow mobiles, and by encouraging recreational businesses that offer horseback riding, kayak rental

and golfing. While they have made many improvements in attracting tourists, they are still aiming to diversify their economy in order to increase their population and make the town more desirable for a younger population.

In the 2012-2030 Master Plan, the Town identified traffic and transport as a major area for improvement. By increasing road safety, especially for winter driving, they were able to extend their tourist season. In addition, they have created more connectivity throughout the town by implementing new roads and trails. The trails have been designed to connect attractions, such as the small trailer parking area, with the downtown.

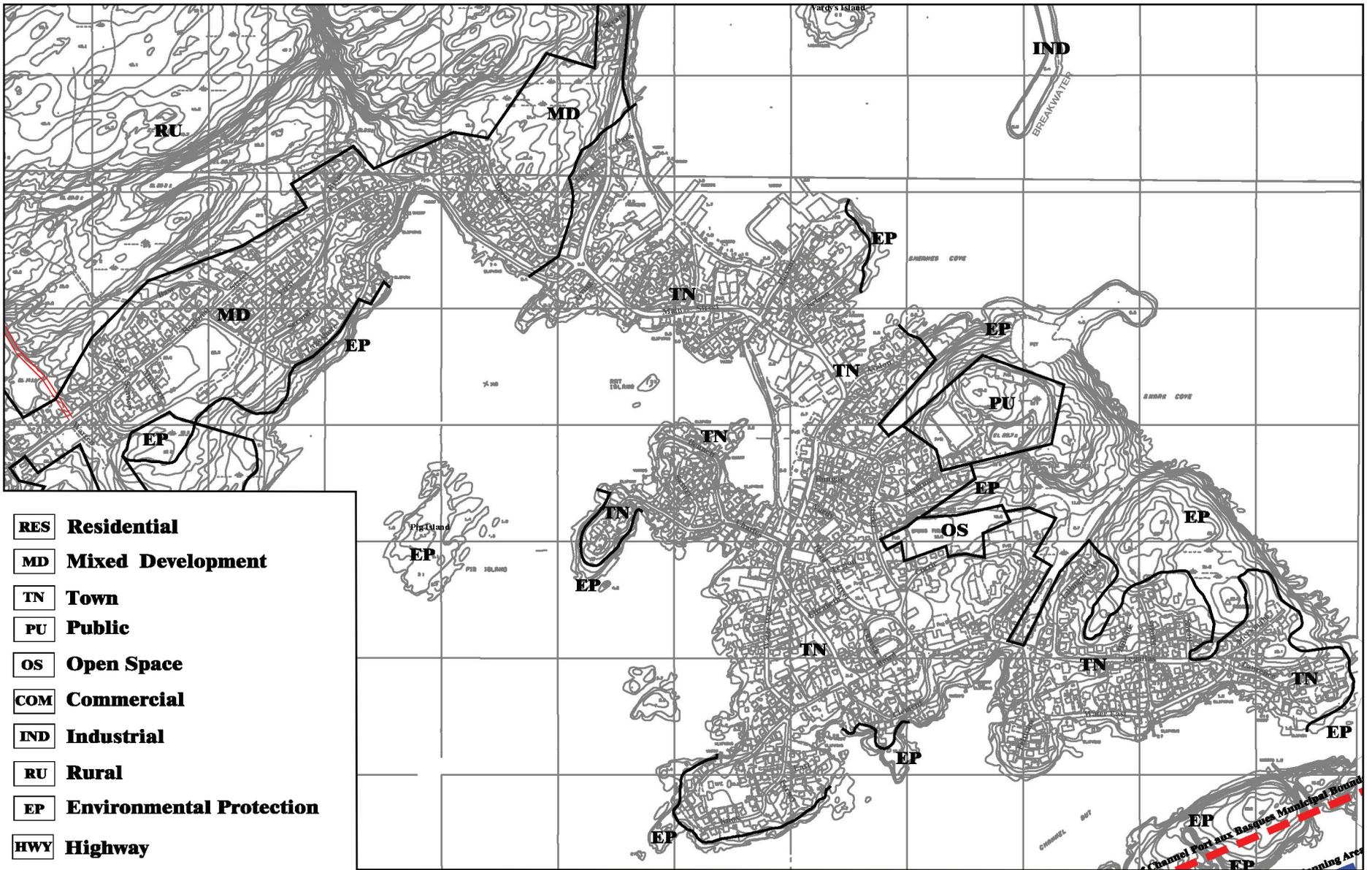
APPENDIX C

LAND OWNERSHIP MAP

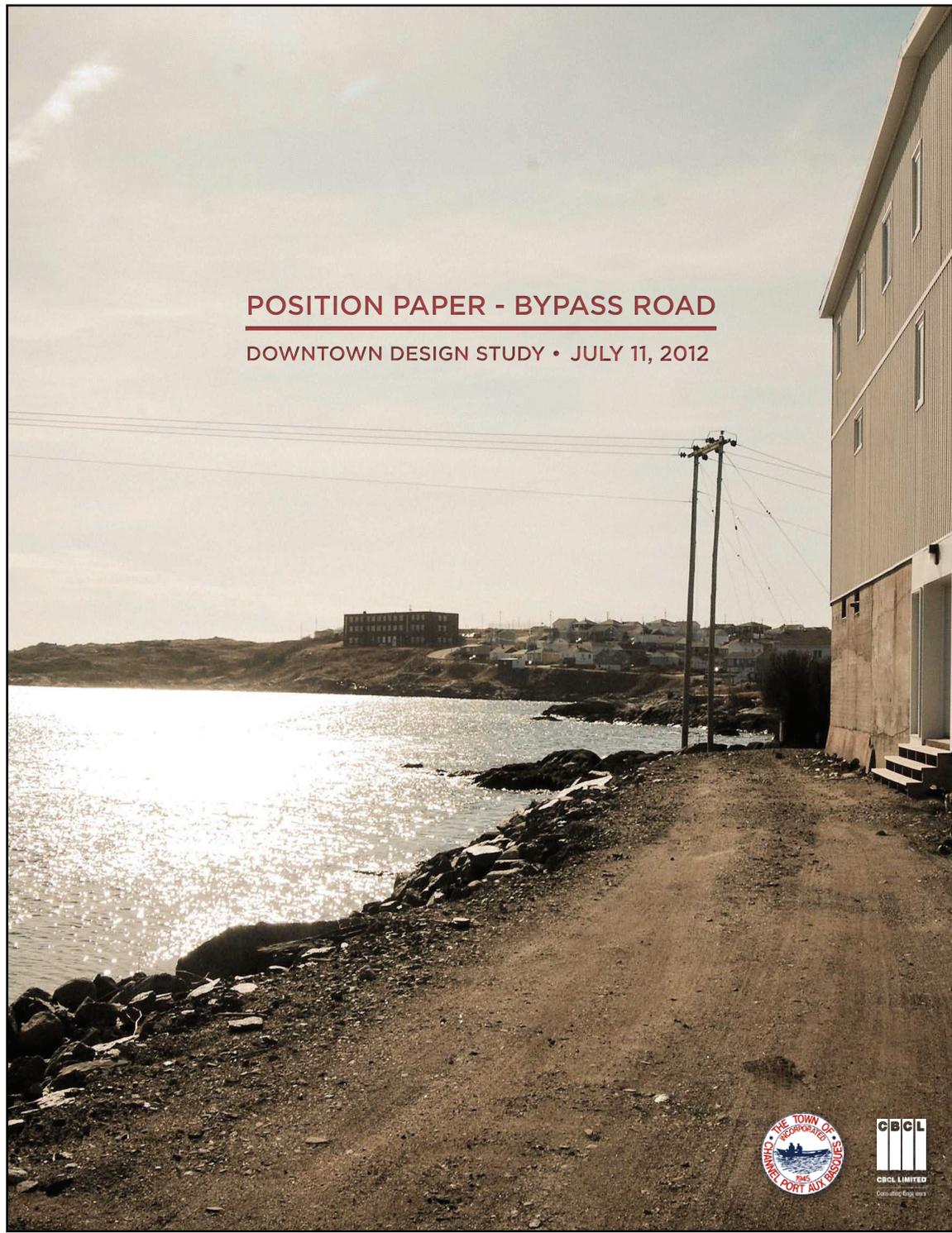


APPENDIX D

DOWNTOWN ZONING



APPENDIX E BYPASS ROAD PAPER



POSITION PAPER - BYPASS ROAD
DOWNTOWN DESIGN STUDY • JULY 11, 2012





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1.0 INTRODUCTION

1.1 Objective

In early 2012, CBCL Limited was engaged by the Town of Channel-Port aux Basques to prepare a Downtown Design Study. The study will guide the revitalization efforts of the Town and will assist in restoring the visual appeal, functionality and economy of the downtown area.

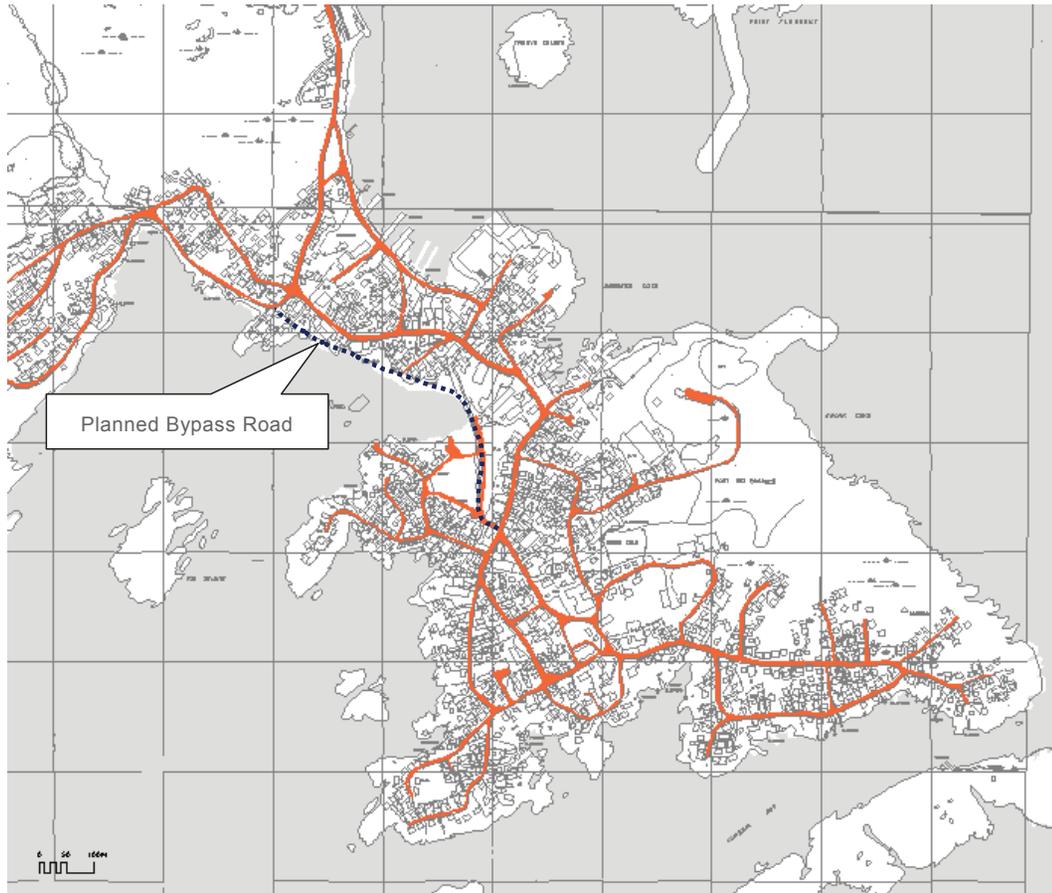
Over the course of the Study, the subject matter of a new bypass road previously proposed by the Town has come to the forefront of issues the Downtown Design Study intends to address. Over the last decade, the Town has been acquiring properties to the west of Main Street across from Pig Island with the intent to build a new road along the cove connecting Regional Street with Read Street. It is our understanding that the rationale for the project largely centres around alleviating tractor-trailer traffic on Main Street and creating an opportunity to convert a section of Main Street into a one-way street. Preliminary design and cost estimates for the project have not been completed.

As the new bypass road will have an overall impact on the functionality of the downtown and will require a significant capital cost commitment by Council, the Downtown Design Study Steering Committee requested that CBCL Limited prepare a Position Paper to evaluate the positive and negative consequences of the bypass road project. The Position Paper presented here is not a comprehensive cost-benefit or traffic impact analysis. Rather, it is, based on the information presently available to the project team, a narrative approach to assist Town Council in answering the question “Are the benefits of building the new bypass road worth the project costs?”

1.2 Existing Downtown Vehicular Circulation

Main Street is the major transportation spine of Old Town Channel-Port aux Basques. Besides functioning as a typical main street, by providing access to customers and deliveries, it is also the access road for about 900 households in the residential parts of the district. Similar to roads laid out in urban grids, the existing loops of secondary roads connecting into Main Street provide drivers with a choice should they want to avoid traffic on Main Street. The only stretch of Main Street on which all motorists have to travel, is the section between Pleasant and Citadel Road near the Town Hall.

Anecdotally, traffic on Main Street is at times heavy, but drops significantly on weekends due to many residents leaving for their cottages in the Codroy Valley. Traffic counts for the downtown are not available.



1.3 **Deliveries**

A telephone survey conducted by the Town in July 2012 shows that approximately 30 weekly truck deliveries are made to larger businesses along Main Street. A breakdown of those deliveries is presented in the table below. The business locations are indicated in the associated map.

Port aux Basques Downtown Design Study / Bypass Road Position Paper

Business	Deliveries	Type Of Truck
1. Sears	3 Deliveries – Mon., Wed., Fri. Also 3-4 A Week to Souvenir Shop when Opened.	18 Wheeler & Cube Van
2. Home Hardware	1 Shipment A Week – 18 Wheeler 1 A Week Propane – 5 Tonne Truck	18 Wheeler and 5 Tonne Truck
3. Stan Dawes	2 Times Weekly	18 Wheeler
4. Shoppers Drug Mart	5 – 6 Times Weekly	4 Shipments – 18 Wheeler 2 Shipments – 5 Tonne Truck
5. Colemans Furniture World	At least one a week	5 Tonne Truck
6. Colemans Grocery Store	3 Freight Trucks Pepsi Truck Milk Truck Chip Truck Meat Truck R. Doyle Central Dairies Bread Truck	2 – 18 Wheeler 5 – 5 Tonne Trucks
7. Speedy Automotive	1 Major Freight Truck	5 Tonne Truck
8. First Choice Convenience	6 Deliveries Weekly Pepsi Beer TRA Milk Bread Folows	2 Shipments – 18 Wheelers 4 Shipments – 5 Tonne Truck



1.4 National and International Trends

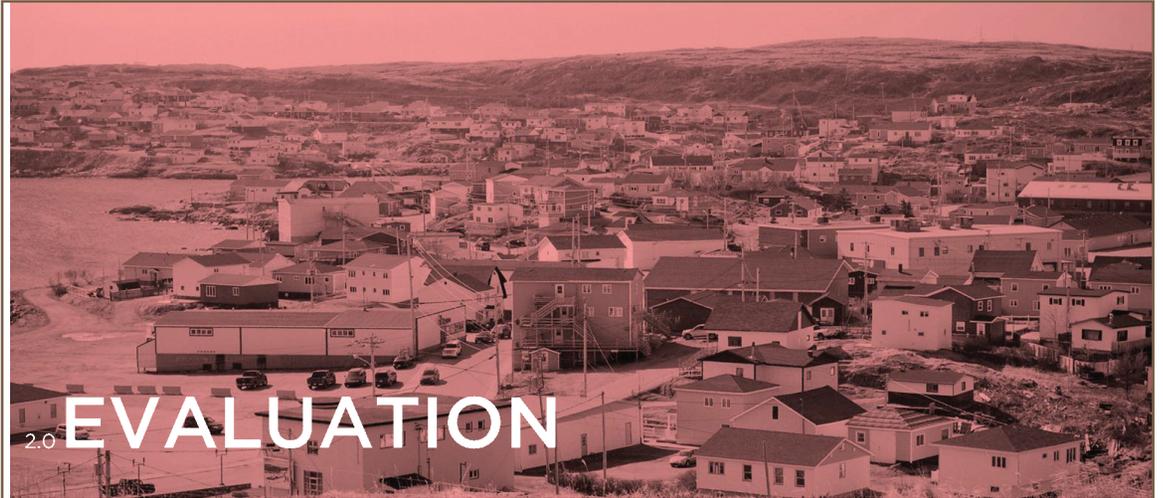
Many factors combine to make downtown main streets successful. One important aspect is the traffic pattern. In the 1960s and '70s the primary downtown traffic issue was how to reduce "congestion" and make traffic move faster on main streets. In the late '80s and '90s there was a realization that some traffic congestion in commercial business districts was in fact a benefit to local businesses. An important objective of traditional commercial district revitalization is to improve retail sales and enhance the visibility and accessibility of retail offerings. Slower traffic streets have proven to be more pedestrian friendly and tend to create customer friendly environments that can increase the retail segment of commercial main streets.

Another important perception indicating the success of a main street district is "Does it feel exciting? Are there lots of people?" Some main streets are so efficient in moving traffic that they can feel empty. Therefore, it can be argued, that in order to appear busy, a commercial district needs to have a certain level of traffic congestion.

Realizing those dynamics, many towns around North America have converted higher speed downtown one-way streets back to slower two-way streets and as a result have experienced a significant reduction in vacant floor space after the conversion.

In the mid 1990's, the Bonavista Historical Society prepared an Historic Townscape Management Plan for the town of Bonavista. This Plan considered the historic Church Street – the Town's main commercial area - which had declined considerably following a decision to convert the street to one-way traffic. The Plan called for redevelopment of the street, provision of defined on-street parking, controlled and defined access to high traffic businesses such as the Post Office, streetscaping, and façade improvements to existing buildings. The Plan also recommended returning the street to two-way traffic.

The Plan with respect to Church Street has been implemented, and today, Church Street is a vibrant downtown street which is home to a number of new business enterprises.



2.0 EVALUATION

1.5 Purpose & Need

Some years ago, the Town began to implement the new bypass road from the Court House to Martins Corner Area. Some land was filled in and properties purchased to continue the development of the new road.

The Town's objectives for the road development are to:¹

- Address safety concerns resulting from transport trucks loading and unloading on narrow Main Street;
- Reduce traffic flow;
- Increase parking capacity for downtown shopping; and
- Create a direct link to the future civic park.

1.6 Positive Impacts

The positive impacts of implementing the new bypass road include but may not be limited to:

- Increases one-way capacity on Main Street;
- Improves one-way traffic flow on Main Street;
- Creates alternative transport and access road to southern portions of peninsula;
- Reduces congestion on road network;
- Creates room for on-street parking and loading zones on Main Street;
- Enables travel time savings; and
- Attempts to address perceived safety concerns.

¹ Summary received from Town staff on July 3, 2012.



1.7 Negative Impacts

Some of the positive impacts listed above, may appear in this list of negative impacts depending on the point of view. Negative impacts of the new bypass road include but may not be limited to:

- Higher one-way traffic speeds on Main Street will negatively impact pedestrian environment²;
- Faster speeds will result in smaller fields of vision and less exposure of businesses on Main Street;
- One-way Main Street will cut in half the exposure of Main Street retailers to vehicular traffic;
- Less vehicular exposure will reduce impact of visual merchandising as display windows are essentially street-level billboards;
- Difficult to access Main Street retail and services for people who arrive from direction opposite the one-way traffic flow;
- The downtown parking supply is sufficient and the perceived shortage of on-street parking can be addressed by delineating stalls and providing better signage (Progress Report 1, Downtown Design Study);
- No new frontage for additional building lots will be created and no new property tax revenue will be generated;

² http://www.who.int/violence_injury_prevention/publications/road_traffic/world_report/speed_en.pdf

- Due to low elevation the new road will be vulnerable to rising sea levels and damage from more frequent and intense storm events as the climate continues to change;
- Property owners that currently have waterfront lots will no longer have waterfront access;
- Major capital cost due to required infill;
- Added impact on Town budget due to rehabilitation cost;
- Added impact on Town budget due to annual maintenance cost for the additional street.

1.8 Cost Estimate

The proposed road route was assessed by municipal engineers from CBCL Limited who prepared a Class D estimate which indicates that the new bypass road could cost between \$1 to 1.5 million, exclusive of property acquisition costs, engineering and HST.

This opinion of probable costs is presented on the basis of experience, qualifications and best judgement. It has been prepared in accordance with acceptable principles and practices. Sudden market trend changes, non-competitive bidding situations, unforeseen labour and material adjustments and the like are beyond the control of CBCL Limited. We cannot warrant or guarantee that actual costs will not vary significantly from the opinion provided.



Thus far, the Town of Channel-Port aux Basques has made noteworthy investments into the bypass road project through the purchase of properties and the initiation of waterfront infill. While it may be difficult at this juncture to abandon a project that has seen significant resources committed to it, the bypass road project is still at a stage at which careful consideration could be given to a go or no-go decision to proceed.

The Draft Concept Plan for Downtown Port aux Basques, proposes that the Civic Park Redevelopment Area (see plan below) become a civic space in the downtown, with vehicular access coming off the Main Street in the area of Colemans and connecting back to the Main Street via Read Street. The purpose of this street connection would be to provide access to new parking areas for the downtown and public gathering spaces, and for RVs using designated sites for short term overnight stays. It could also be used for deliveries to Colemans.

In terms of the Town's proposed road, the Concept would essentially eliminate that portion of the road between Colemans and Regional Street. The concept instead proposes a pedestrian boardwalk or pathway along or near the shoreline from the civic park back to Main Street utilizing the shore land already filled by the Town.

The information on traffic movement, particularly for truck traffic, seems to indicate a low level of traffic 5-6 delivery trucks per day. Conflicts and safety concerns arising from parked delivery vehicles could be addressed by delineating and managing both loading and on-street parking areas on Main Street



Before committing further resources to the bypass road project, it would be prudent for the Town to investigate in more depth, both the positive and negative impact assumptions made in this position paper. In particular, the impacts on traffic pattern, the budgetary implications and the vulnerability to sea level rise should be studied. Consequently, the Town should:

- Conduct a traffic count and traffic impact study;
- Prepare preliminary cost estimates;
- Investigate delineation of loading zones and on-street parking;
- Investigate options for alleviating traffic concerns through improvements to Main Street; and

- Review the toolkit “Managing Municipal Infrastructure in a Changing Climate” published by Municipalities Newfoundland & Labrador (MNL), focusing on the issues of coastal road infrastructure.³

Before proceeding further with the completion of the Downtown Redevelopment Study, the consulting team would like direction from Council on whether the Plan must accommodate the bypass road as originally intended by the Town, or whether consideration will be made to abandon a portion of it as recommended.

³ http://www.municipalitiesnl.com/?Content=Resources/All_Documents+1009

APPENDIX F PUBLIC MEETING PANELS

1 PROJECT OVERVIEW



THE PROJECT

The downtown area of Channel-Port aux Basques has been the heart of the community for centuries. As seen in many small towns across Canada, the downtown was once bustling with activity, but has lost some of its vitality because of business and housing growth in other parts of the Town. Over the years, the focus of the community has shifted away from the downtown. Town Council has recognized the need for revitalization and has embarked on restoring the visual appeal and economy of the downtown area.

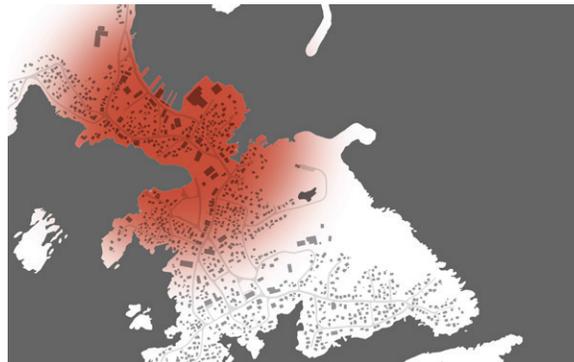
Downtown commercial districts are the most visible indicators of a community's economic and social health. Often the first place that people think of or want to see in a community, the downtown can either be an asset or a liability in efforts to recruit new residents, tourists, new investment, businesses and industries to a community. Communities in Canada and internationally have experienced the long term effects of population and service decline. Downtown revitalization initiatives recognize the need to generate economic and cultural activity that justifies renewed interest and investment.

The challenge of revitalization in traditional downtowns is to stimulate new development and activity while retaining the historical integrity and physical qualities that define a downtown's traditional character and identity. In the Town of Channel-Port aux Basques, with a history of over three centuries of year-around settlement, heritage is an important asset that can become a tool for economic development. In a downtown setting, heritage includes built heritage, cultural landscapes, historical associations, local traditions, traditional crafts, enterprises and industries, and other tangible and intangible historic and cultural assets that contribute to a sense of place.

STEPS TO A SUCCESSFUL DOWNTOWN

Each downtown and main street is unique. Lessons learned in one place cannot simply be applied in another. However, what many downtowns have in common is that deterioration has typically happened slowly. Revitalization processes are also accomplished slowly and incrementally, without sudden change forced on the community. As slow as it may be, the revitalization process needs a strong footing, a basis on which residents, businesses and decision makers move forward. A common overall theme and restoration visualization as will be the foundation and starting point for revitalizing Downtown Port aux Basques.

STUDY AREA



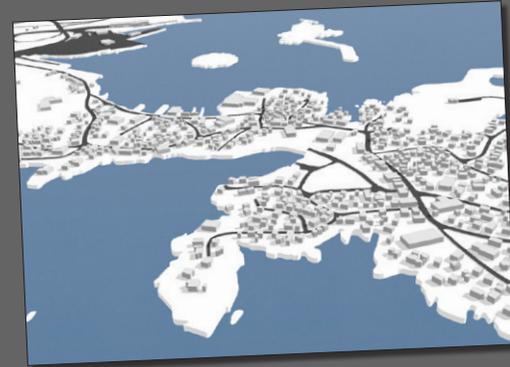
WORKWEEK SCHEDULE

	THURSDAY April 19	FRIDAY April 20	SATURDAY April 21	SUNDAY April 22	MONDAY April 23
MORNING	Client Meeting	Working Session	Working Session	Working Session	Working Session
LUNCH	Site Visit	12-2 PM Stakeholder Drop-In	12-2 PM Stakeholder Drop-In		
AFTERNOON					Client Meeting
DINNER	Prepare for Public Meeting				
EVENING	7-9 PM Public / Stakeholder Meeting				



3

DOWNTOWN MAPS



Label your favourite places in the downtown.



4 CASE STUDIES



GRAND FALLS - WINDSOR, NL

The Town of Grand Falls – Windsor recognized the potential associated with enhancing its riverfront area and commissioned a riverfront development project in 2008. Through funding provided by the Provincial Government's Regional/Sectoral Diversification Fund and ACOA's Innovative Communities Fund, the Town was able to implement the Riverfront and Downtown Development Plan. The \$4 million project was divided into two phases, with Phase One being completed.

Phase One included replacing water and sewage pipes and implementing interlocking grid pavement, "old fashioned" street lamps, planters and trees. Another large component of Phase One was the High Street Façade Improvement Program. The Town dedicated \$450,000 of the funding to assist businesses along High Street. Through this program, the Town would pay up to 60% of the total cost of improvements, with a cap based on the frontage of the business. The cap was set at \$2500 per linear foot of frontage. The Town's Economic Development Officer noted that the initial challenge was getting businesses to participate; therefore, the Town held a public consultation for the business owners. The consultation process helped gain interest, and the program proved to be a huge success. One limitation of the program was that funding requirements restricted funding to businesses on High Street; consequently interested business owners on streets surrounding the area were not eligible for funding.



MONCTON, NEW BRUNSWICK

The Downtown Moncton Development Vision was commissioned in 2006 with the purpose of being a guide for development and investments. Furthermore, it was a call to action, recognizing that the success of the downtown redevelopment would depend, in part, on the residents, community groups, developers, property owners, businesses, and all people who are interested in the success of Downtown. The "10 Big Moves" development vision consists of ensuring sustainable development, putting pedestrians first, planting more trees, encouraging more residential development, enhancing and encouraging more public spaces, celebrating and retaining the area's cultural landscape and heritage, and promoting the downtown area as a centre of tourism and business in the region.

The plan promotes multiple destinations for a variety of users in order to provide services for a wide variety of people at different times of the day and year. It also places importance on creating a downtown with a 'human-scale'. This does not simply take the height of buildings into consideration, but also the need to create a vibrant street life which includes sidewalk cafés and 'spill-out' activities, that are accessible and walkable, not only through the downtown, but from the surrounding neighbourhoods. The plan places an importance on the need for public art and venues for artists. Civic spaces and plazas and other open spaces are recognized as good locations for such activities.

Photo Credits (left to right):
GFW-Advertiser, Tourism New Brunswick, Town of Gibsons, Ami Geirsson (Flickr)



GIBSONS, BRITISH COLUMBIA

Coastal communities in British Columbia are currently experiencing similar challenges to those in Newfoundland and Labrador: changes in fishing and resource based industries, aging populations, and growing environmental impacts. Gibsons Harbour Area Plan recognizes these challenges and is intended to spur and guide healthy development.

Similar to Channel - Port aux Basques, tourism in Gibsons is under-exploited. The harbour is picturesque and unique, but the assemblage of shopping and activities is insufficient to attract and retain visitors. As a means for attracting new businesses and tourists, the Town has introduced land use designations that are specific to the Harbour Area. In addition, they have set design standards, made improvements to the roads, introduced traffic calming measures, incorporated marine elements into their street designs and furniture, created policies for parking and encouraged public access along the shoreline and pedestrian linkages between the waterfront and street edges.

While the Town has a desire to increase to number of visitors to Gibsons, it also supports uses which will serve the local (year round) population, by encouraging a broad base of shops, creating a pedestrian, market based plaza, and encourage the varied use of public space and streets for year round community markets, performances, and other activities, such as festivals and cultural activities.



SEYÐISFJÖRÐUR, ICELAND

Seyðisfjörður is one of the few land connections for regular passenger traffic and trade outside of the Keflavik Airport. The Town has taken advantage of this opportunity by working in cooperation with its small population of only 700 to create a unique identity that has drawn in international tourists by focusing on history, arts and culture. Recently, the Town has opened three museums, an art gallery, an initiated a historic walking tour and summer concert series. Seyðisfjörður has also implemented design standards and restoration efforts to maintain its historic character. They have also taken advantage of their scenic beauty developing a trails system for hiking and snow mobiles, and by encouraging recreational businesses that offer horseback riding, kayak rental and golfing. While they have made many improvements in attracting tourists, they are still aiming to diversify their economy in order to increase their population and make the town more desirable for a younger population.

In the 2012-2030 Master Plan, the Town identified traffic and transport as a major area for improvement. By increasing road safety, especially for winter driving, they were able to extend their tourist season. In addition, they have created more connectivity throughout the town by implementing new roads and trails. The trails have been designed to connect attractions, such as the small trailer parking area, with the downtown.





Port aux Basques Downtown Design Study

CBCL Limited
1489 Hollis Street
Halifax, Nova Scotia
B3J 3M5



CBCL LIMITED

Consulting Engineers