

MIRAMICHI

Final Report | November 2019

THE VISION: DOWNTOWNS MASTER PLAN



ACKNOWLEDGMENTS

This Master plan creation process drew upon the collective imagination and dreams of Miramichi's residents and downtown business communities. The City of Miramichi extends many thanks to everyone who participated in the process, and would like to recognize the following individuals for their contribution:

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**FIGURE 1 | PILLARS
OF THE MIRAMICHI
DOWNTOWNS
EXPERIENCE**





1.0 VISION



1.1 INTRODUCTION

Great downtowns are built upon the dreams of their builders and the support of their people. The builders create the places that residents want to live, work, and visit; residents provide sustainability through their participation in the built places. Builders and residents must share a unique, relevant, and exciting vision to ensure successful, vibrant, and sustainable downtowns.

Miramichi's downtowns express strong cultural and industrial history. The close-knit wood and stone buildings combine with narrow streets to provide context and precedent for moving forward. This document describes a 'go-forward' plan for both downtowns considerate of the background analysis and consultation results.

The vision and downtown plans presented in this document are based on the collective dreams and ideas of Miramichi's builders and residents. The creation of this master plan involved exploring the imaginations of those participating in consultation phases. Several downtown 'pillars' emerged as key themes that informed the vision and downtown plans: character, vibrancy, environment, administration, livability, and mobility. Figure 1 describes these pillars.

1.2 VISION

The Miramichi Downtowns Master Plan's vision is based on residents' ideas shared during public consultations. For more detail about this consultation process and residents' ideas, see *The Backgrounder* report.



*“Uniquely, the City of Miramichi is home to **two downtowns and waterfronts**: Historic Chatham and Newcastle. Looking 20 to 25 years into the future, Miramichi's downtowns and waterfronts shall host an authentic urban environment that communicates Miramichi's identity through its **historical and cultural character**.*

*The downtown centres shall have a seamless connection to their respective waterfronts, reinforcing a renewed relationship to the **Miramichi River**.*

Investments in private and public spaces shall result in high quality, human places, fostering a strong sense of place to which residents and visitors connect.

*Pedestrians of all ages and abilities shall navigate the downtowns using a **well-connected** mobility network of streetscapes that prioritize their safety and comfort.*

*Within this setting, the downtowns shall be destinations for a vibrant and **complementary mix** of retail, restaurants, institutions, offices, recreation, residences, and accommodations.”*

The vision incorporates the following concepts; they apply to both downtowns and form the foundation for the proposed physical master plan and its supporting policies, guidelines, and strategies.

PROMOTE HISTORICAL AND CULTURAL CHARACTER.

- » Preserve heritage buildings;
- » Design new buildings referring to built heritage;
- » Create interpretive and physical connections to Miramichi's history and culture across the landscape; and
- » Install public art and memorials.

RECONNECT TO A CONTINUOUS WATERFRONT.

- » Reverse the practice of turning our backs to the water;
- » Increase retail and restaurant activity along the waterfront;
- » Activate backs of buildings facing the waterfront;
- » Strengthen connections between the waterfront and downtown centre;
- » Invest in unique public spaces along the waterfront;
- » Extend opportunities for shoreline and water-based recreation;
- » Establish trails along the entirety of the waterfront with links to essential destinations; and
- » Develop under-utilized waterfront lands.

DEVELOP HIGH QUALITY, HUMAN PLACES.

- » Maintain human-scaled built environments;
- » Invest in public space that supports social connection, gathering, activity, programming, festivals, and events; and

- » Expand residential opportunities and the number of people living downtown.

PRIORITIZE ACTIVE MOBILITY.

- » Give the highest priority to pedestrians;
- » Improve pedestrian and cyclist connections throughout downtown;
- » Enhance accessibility;
- » Design streetscapes that make active modes safe and comfortable; and
- » Limit downtown and waterfront space dominated by vehicle parking and traffic.

SUPPORT A VIBRANT DOWNTOWN ECONOMY.

- » Offer specialty businesses that leverage local expertise, talents, and stories; and
- » Provide retail, dining, accommodation, entertainment, civic, professional, and academic uses.

ACTIVE AND EFFICIENT ADMINISTRATION.

- » The city actively promotes development within the downtown cores.
- » The city plays a leadership role in supporting developers to realize their projects.
- » The city plays a leadership role in supporting the delivery of downtown activities and programs that attract residents to the front door of downtown businesses.

1.3 MASTER PLAN STRUCTURE

The resident-created vision statement presented in this chapter serves as the foundation for Chapter 2 (Miramichi Downtowns Master Plan - Chatham) and Chapter 3 (Miramichi Downtowns Master Plan - Newcastle). The plans are backed by Chapter 4's supporting strategies for parking, servicing, and affordable housing. The policies outlined in Chapter 5 set the stage for implementation; Chapter 6 details the implementation plan.

The Implementation Plan is composed of sections on strategy, phasing, and a shopping list of implementation projects. Master plan implementation shall take place over four phases: the administrative platform, physical platform projects, revitalization projects, and new opportunity projects. The tasks detailed in these phases describe specific actions the city should take as part of their completion. The Shopping List is composed of detailed individual project sheets complete with conceptual renderings and budget estimates.

1.4 MASTER PLAN BOUNDARIES

Figure 2 and Figure 3 illustrate the locations of the downtown study areas and their Downtown Districts. The Downtown Districts represent the urban heart of the study areas. The

FIGURE 2 | DOWNTOWN CHATHAM STUDY AREA

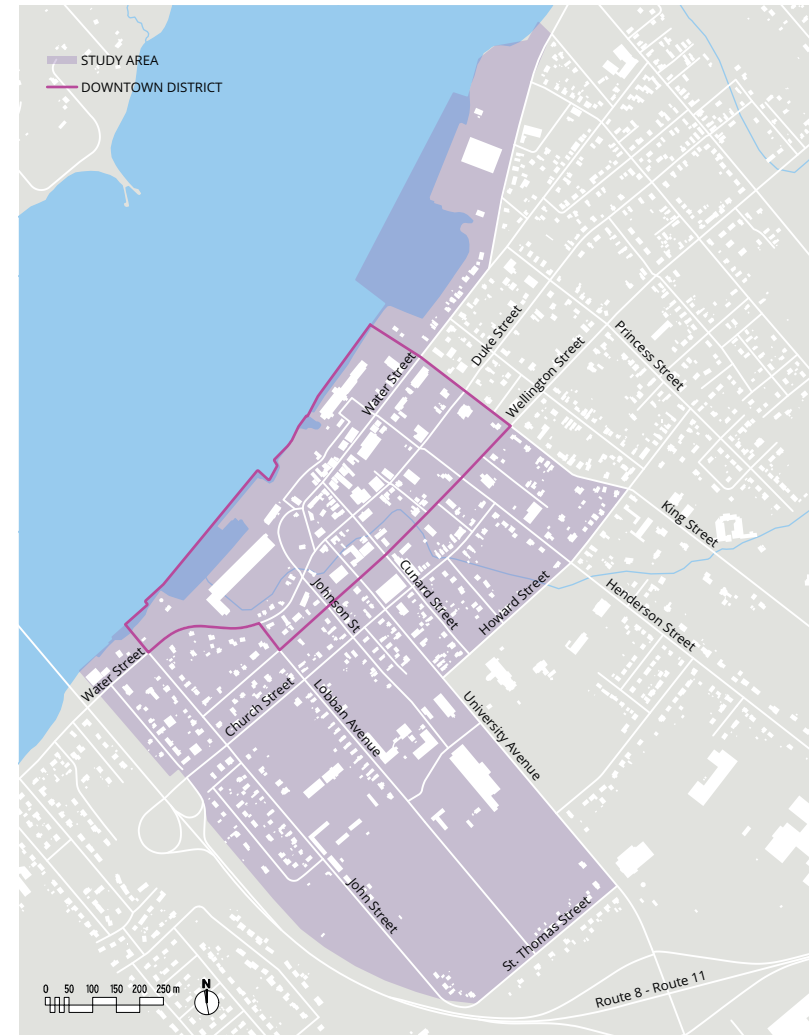
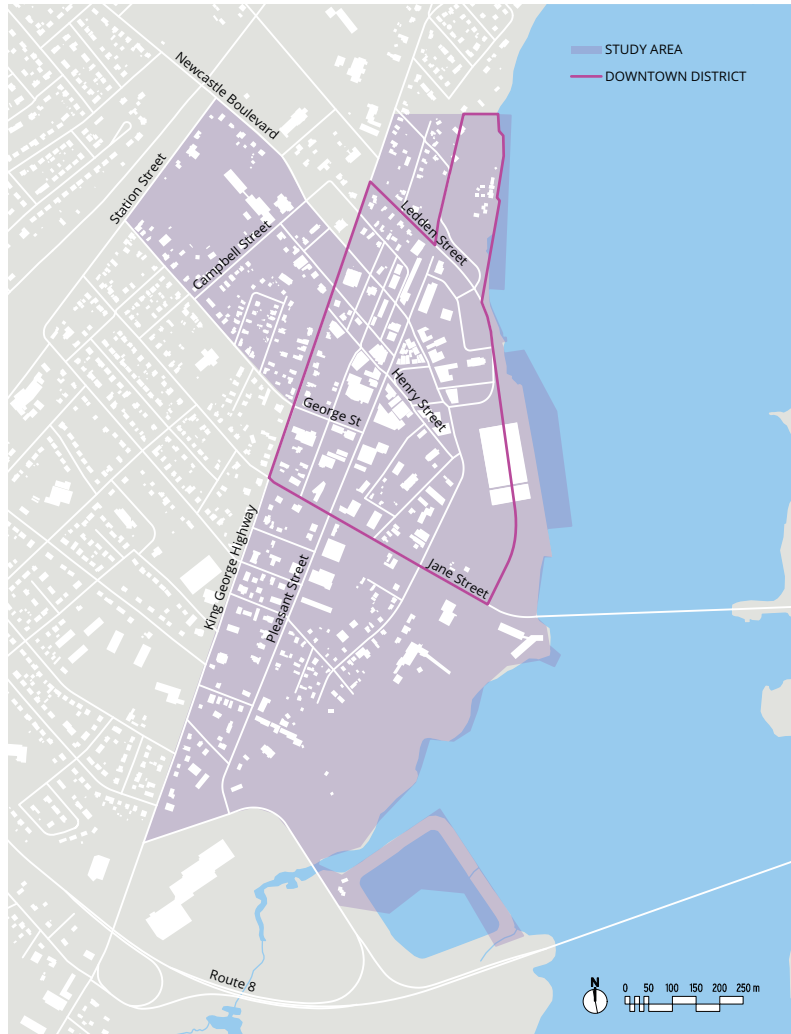


FIGURE 3 | DOWNTOWN NEWCASTLE STUDY AREA

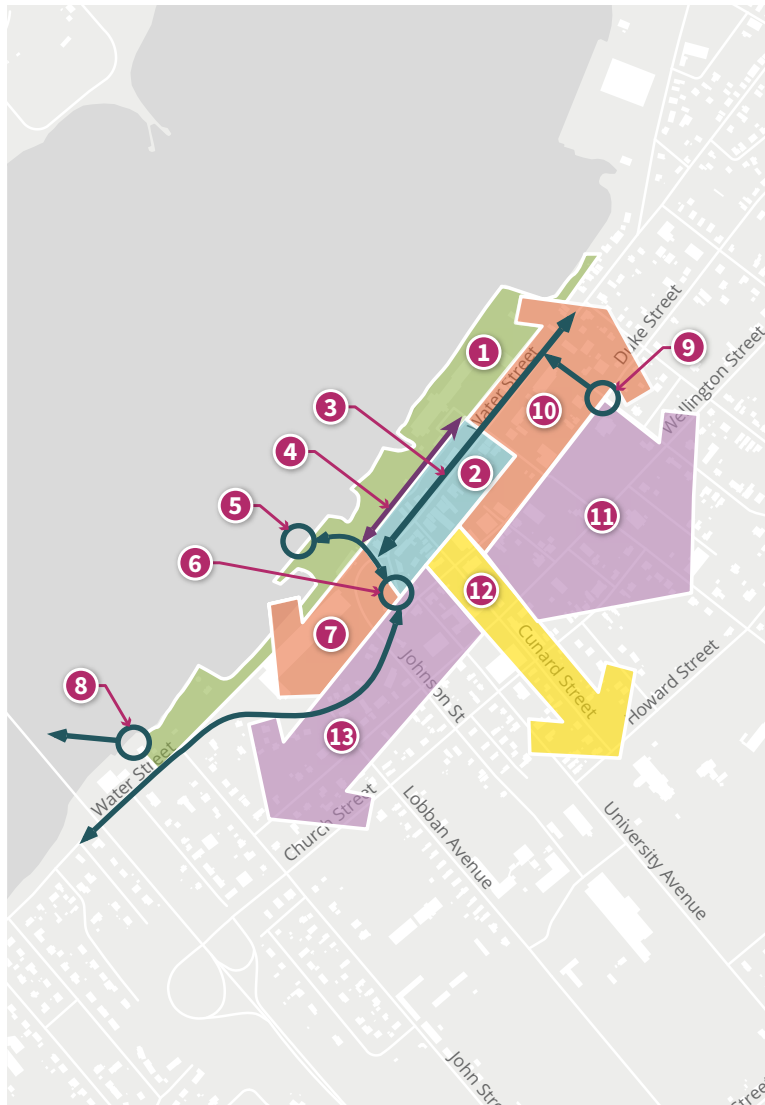


master plan focuses on the Downtown District boundaries; however, the master plan considers the larger study areas where the influence of concepts explored extends throughout the downtown (e.g., circulation).

1.5 MASTER PLAN LAND USE CONCEPTS

This plan identifies areas surrounding Queen Elizabeth Square and Water Street as urban focal points. From these focal points, land-uses transition through to Downtown District-edging streets and shorelines. As these land-uses radiate outward from the city-centre, aspects of their built form (e.g., building height, setbacks, and front yard treatments) influence adjacent areas, or character zones.

Figure 4 and Figure 5 illustrate and describe the land use concepts, as well as provide locations for supporting structural components such as streets, parks, and gateways. Planning within these areas accounts for increasing flood risk due to sea-level rise. Together, these components illustrate how the master plan capitalizes on existing features to maximize land-use at proposed project locations.

FIGURE 4 | DOWNTOWN CHATHAM LAND USE CONCEPTS

- 1 CONTINUOUS WATERFRONT GREEN** is expanded and sustained as recreational and climate change interface with river.
- 2 HISTORIC DOWNTOWN** sustained with tight downtown development formats and pedestrian-dominant streetscape.
- 3 WATER STREET** retained or established at elevations above 4.6 meters to ensure residential occupancy within the downtown.
- 4 LOGGIE DRIVE** retained or established at elevations above 2.9 meters to ensure interactive retail/commercial interface with Waterfront Green.
- 5 STATION WHARF** regional interface between the downtown and river.
- 6 DOWNTOWN GATEWAY - STREET** with signage and landscape treatment expresses strong sense of arrival.
- 7 DOWNTOWN MALL** to be eventually renovated as mixed-use retail and residential centre (when replacement is required).
- 8 DOWNTOWN GATEWAY PARK** to provide a local interface between river and downtown.
- 9 REGIONAL DOWNTOWN GATEWAY** visible through the appearance of Elm Park and increased residential densities around the park.
- 10 MIXED-USE DOWNTOWN CORE EXPANSION** with downtown-scale development formats and increased residential units on upper floors.
- 11 RESIDENTIAL INTERFACE** with increased density development within the downtown study areas.
- 12 CUNARD STREET CORRIDOR** with residential dominant development formats, close to street's-edge building walls, townhouse-style interfaces at the street's edge, and pedestrian dominant street corridor.
- 13 MIXED-USE REGIONAL DEVELOPMENT** extends downtown's tight-knit and street's edge character toward regional routes to signal an arrival into the historic downtown.

FIGURE 5 | DOWNTOWN NEWCASTLE LAND USE CONCEPTS



- 1 REGIONAL GATEWAY** from the King George Highway announces the important Newcastle Boulevard entry into the historic downtown.
- 2 HISTORIC DOWNTOWN CORE** sustained with design guidelines-based development and improved pedestrian environments.
- 3 MIXED-USE DOWNTOWN EXPANSION** with strong street-level retail/commercial environments that express downtown business.
- 4 MIXED-USE DOWNTOWN EXPANSION** with strong street level residential environments that express downtown living.
- 5 LOCAL RESIDENT GATEWAY** provides local gateway into the downtown and waterfront green.
- 6 REGIONAL GATEWAY** into the downtown from regional highways.
- 7 WATERFRONT GREEN** extends from Ritchie Wharf to Strawberry Marsh to function as recreational and climate change interface between the downtown and the river.
- 8 MIXED-USE VILLAGE** extends the downtown to the river with ground floor retail and high density residential projects looking over the river.
- 9 REGIONAL RIVER GATEWAY** with docking, riverfront park pavilion and downtown parking.
- 10 EXISTING DOWNTOWN** core expands commercial activity toward the river.
- 11 COMMERCIAL REVITALIZATION** where residential uses are not possible for climate change reasons.
- 12 LEDDEN STREET EXTENSION** provides a strong linkage into the downtown and riverfront park areas, additional parking and a barrier to climate change effects below 2.9 meters (to support flood-proofed retail/commercial developments between this and Pleasant Street).

MIRAMICHI DOWNTOWNS MASTER PLAN | CHATHAM

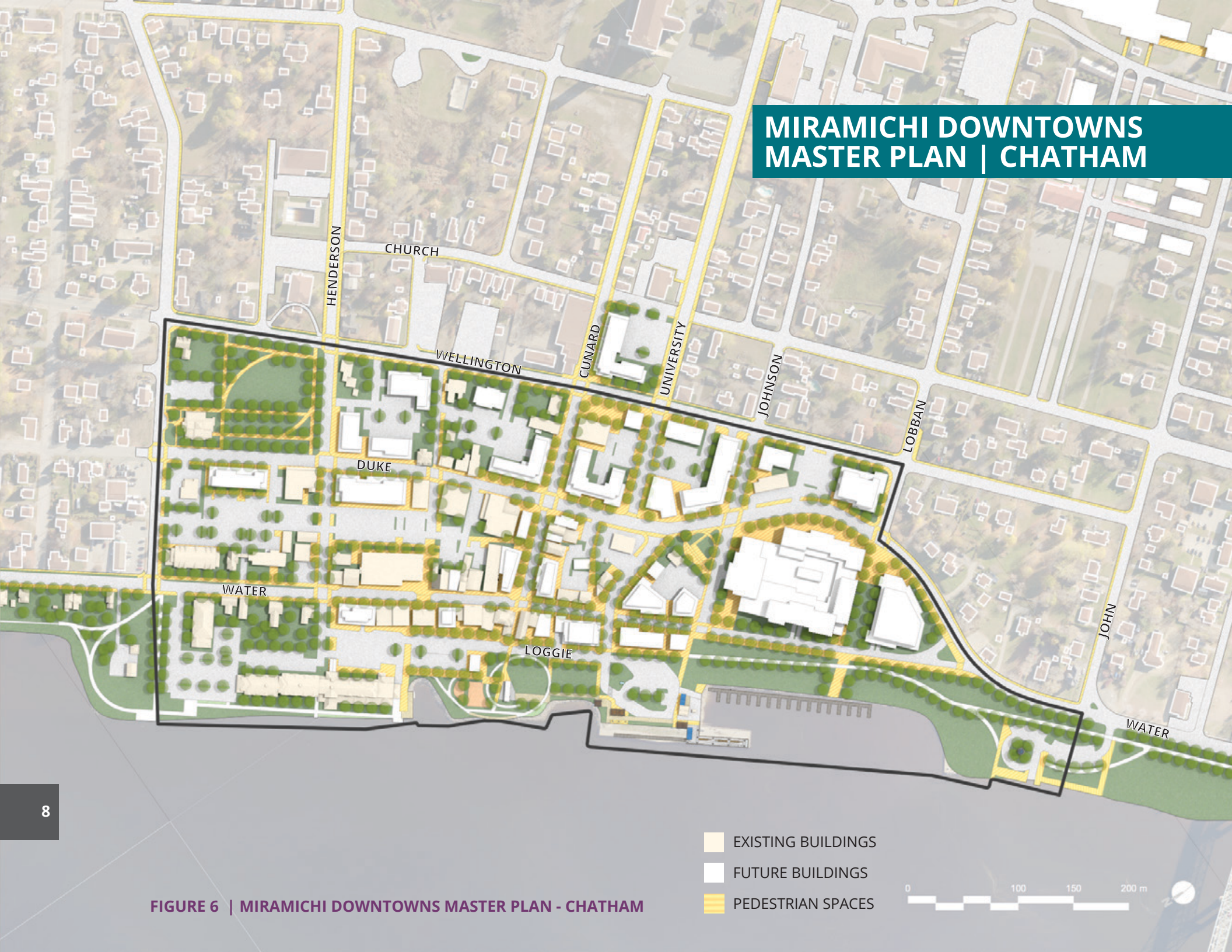
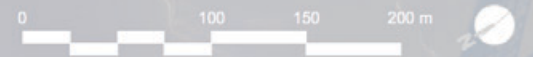


FIGURE 6 | MIRAMICHI DOWNTOWNS MASTER PLAN - CHATHAM

- EXISTING BUILDINGS
- FUTURE BUILDINGS
- PEDESTRIAN SPACES



2.0 MIRAMICHI DOWNTOWNS MASTER PLAN - CHATHAM

2

The Miramichi Downtowns Master Plan - Chatham places resident-proposed ideas for downtown and waterfront enhancements with this chapter's character districts, urban structure, and circulation plans to present a forward-looking vision for the downtown.

This chapter describes Chatham's unique character zones, urban structure, and circulation plan. It also provides a list of projects that city staff and council can implement over short-term, medium-term, long-term, and evolutionary periods. The master plan projects described in this chapter are presented in greater detail in Chapter 7 and discussed further in Chapter 6's Implementation Plan.

2.1 CHARACTER ZONES

Chatham's character zones apply land-use concepts and building form proposals to specific areas illustrated in Figure 7. The following describes these zones.

The Downtown Core Zone is the central downtown business area along Water Street. The prominent and historically relevant tight-knit assembly of buildings along the Water Street streetscape expands toward the waterfront. Loggie Drive improvements provide opportunities for existing and new buildings to open up to Waterford Green and the river.

This zone is typified by two-storey base buildings with third and higher floors playing a subordinate and/or recessed role to the base. Buildings are placed on lot lines to ensure the continuation of the historical building wall-sidewalk/street relationship. Uses within buildings include retail and/or commercial activities on the first floor with upper floor commercial and/or residential use. Ground floors below the 4.6 meters of elevation require flood-proofing. Buildings opening up to Loggie Drive can host in-building and at-grade parking garages or flood-proofed ground floor retail/commercial uses. Sidewalks within this zone ensure an active and participatory pedestrian environment with the expansion of walking surfaces and the addition of amenity zones that border street's edge parking or a driving lane. Amenity zones include seating, street trees, and space for retail patios.

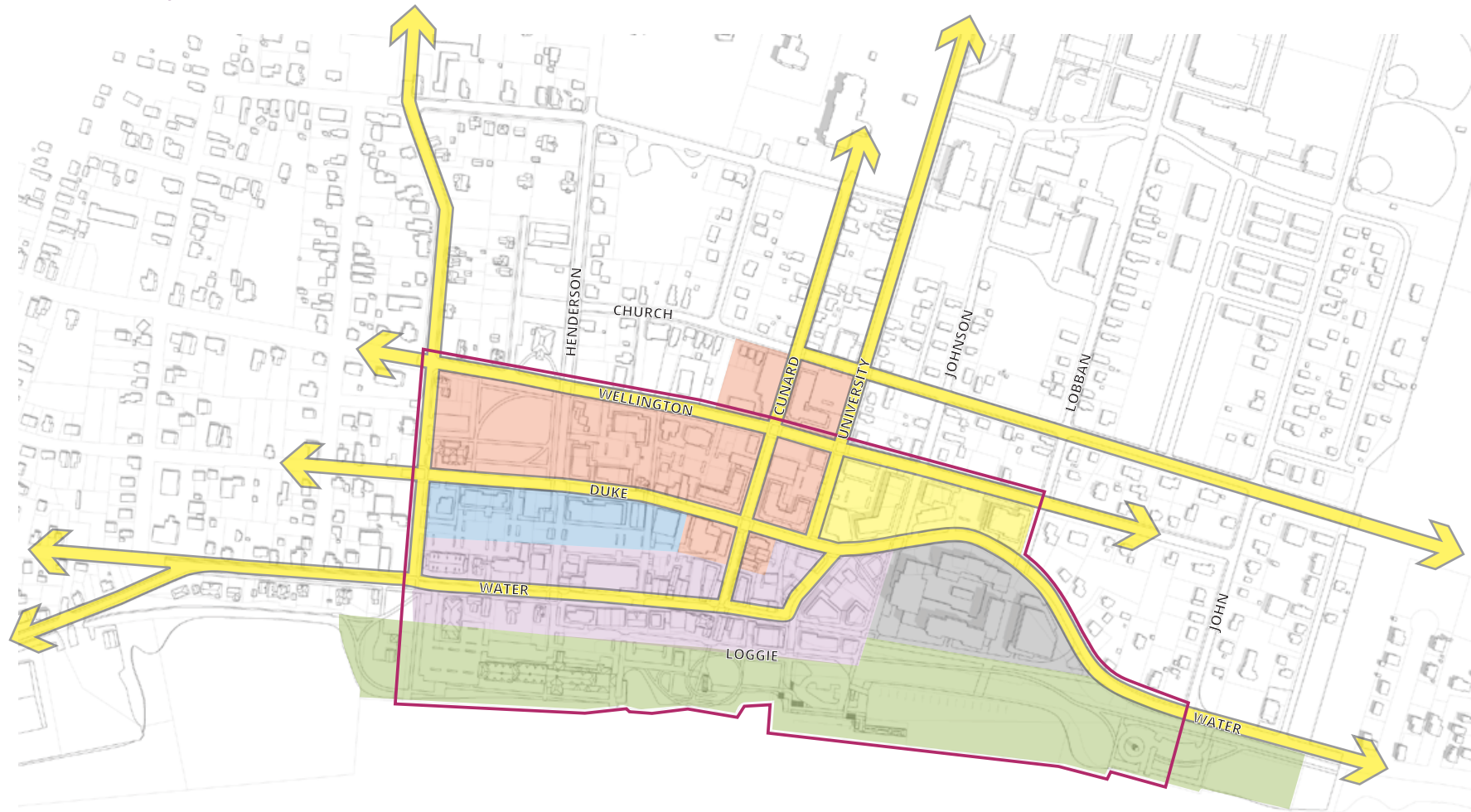
Parking is parallel to the amenity zones on one or both sides of the street (contingent on available width). No parking lots border Water Street within this zone, ensuring continuous street wall. Downtown and waterfront parking is permitted on Loggie Drive (where indicated in the master plan).

The Downtown Mixed-Use Transition Zone is a mixed-use and high-density housing zone. It shall be developed as existing and future parking lands become available for redevelopment along Duke Street. The zone is typified by three-storey bases with recessed upper floors for buildings higher than three levels. The first floors shall have retail/commercial or residential uses.

Underground parking garages shall be built to an elevation at or above 2.9 meters, while ground-floor retail spaces shall be built at or above 4.6 meters. For full residential buildings, underground parking garages may be half in-ground and half out of the ground.

This zone is typified with conventional concrete sidewalk and buildings set back from the back of the sidewalk by a minimum and maximum of 6 meters to allow for street's edge tree planting. No street's edge parking lots are located on Duke Street; however, on-street parallel parking is encouraged on all streets within this zone.

FIGURE 7 | MIRAMICHI DOWNTOWNS CHARACTER ZONES - CHATHAM



CHARACTER ZONES

- | | | |
|---|---|--|
| DOWNTOWN CORE | DOWNTOWN MIXED-USE NEIGHBOURHOOD | DOWNTOWN DISTRICT |
| DOWNTOWN MIXED-USE TRANSITION | DOWNTOWN MIXED-USE REGIONAL | REFERENCE STREETS |
| DOWNTOWN COMMERCIAL TRANSITION | RIVERFRONT GREEN | |

The Downtown Commercial Transition Zone is a commercial and retail zone that replaces the existing mall at end-of-life. The mall shall be replaced by an at-grade, single or multi-level parking structure, as well as retail and commercial uses above 4.6 meters. Upper floor residential uses shall look over the river and downtown.

The conventional concrete sidewalk with internal plaza spaces supporting ground floor uses typifies this zone. Buildings are set back from the back of the sidewalk by a minimum and maximum of 5 meters to support street tree planting. On-street parking is encouraged on all streets within this zone.

The Downtown Mixed Use Zone - Neighbourhood is a mixed-use and high-density housing zone that encourages an increase in downtown living. It also transitions to downtown core-adjacent residential areas. Building bases with a minimum and a maximum of two stories typifies the zone. Residential and/or commercial towers can extend above the bases to an unlimited height. Two-storey single or mixed-use buildings are acceptable on streets other than Cunard Street. All buildings on Cunard Street are to be a minimum of three storeys.

Buildings within this zone are placed at a maximum setback of 2 meters from the back-of-sidewalk with plaza space and/or planting filling this gap. All new parking lots within this district are behind new buildings or are separated by public plaza space.

Buildings that are residential-only present townhouse façades with individual entries for units that border streets to ensure 'street life.' Shared entries/exits access residential units above the ground floor. Where there is underground parking, individual townhouse entries may be elevated to approximately 1.2 meters (+/-) above-grade with accessible entrances shared with first floor residential units. All retail/commercial ground floors are to be accessed at-grade.

The Downtown Mixed - Regional is a mixed and single-use building zone that borders Water and Wellington Streets. Residential buildings that are a minimum of two stories and have no base height limitation typify this zone. Single-use commercial/retail buildings within this zone may reach any desired height.

Buildings within this zone are set back from the street's edge sidewalks by a minimum and maximum of 6 meters to support street tree planting.

Parking lots may share front yard locations; however, the space allocated for parking should not exceed the street-facing width of the associated building.

The Riverfront Green Zone is a naturalized and recreational downtown edge, as well as a barrier to future sea-level rise and storm surges as trail development proceeds along the green corridor. The zone is typified by boating gateways and associated facilities, performance and recreational spaces, parking, trails, and planting. Planting is designed to strengthen activity corridors visually while creating shade for users.

2.2 URBAN STRUCTURE

The zone characteristics and the urban structure components described in this section and shown in Figure 8 inform the Chatham plan's layout. These streetscape, trail, and view corridors provide the 'bones' to the various proposed land uses; they are explained below.

Regional Access Corridor. Where indicated, these regional routes border downtown zones and host local and regional gateways for important routes proposed in this master plan. Thus, the routes must function for both regional vehicles and local pedestrians.

Both sides of the routes require continuous sidewalk and street tree planting to communicate 'downtown' to the corridor users. Sidewalks should be at street's edge with street trees planted within the corridor's right-of-way, or on bordering private property.

Local Access Corridor. These streets are proposed as important, local vehicle, pedestrian, and cycling links to the downtown and waterfront areas from residential, academic, civic, and commercial uses located adjacent to the downtown. These corridors should include sidewalks on both sides of the street, as well as continuous tree planting for user comfort and to communicate downtown pedestrian dominance.

Multi-Use and View Corridor. Where illustrated, these proposed linkages are pedestrian and view corridors that reinforce the relationship between downtown and the river's edge (in perpetuity).

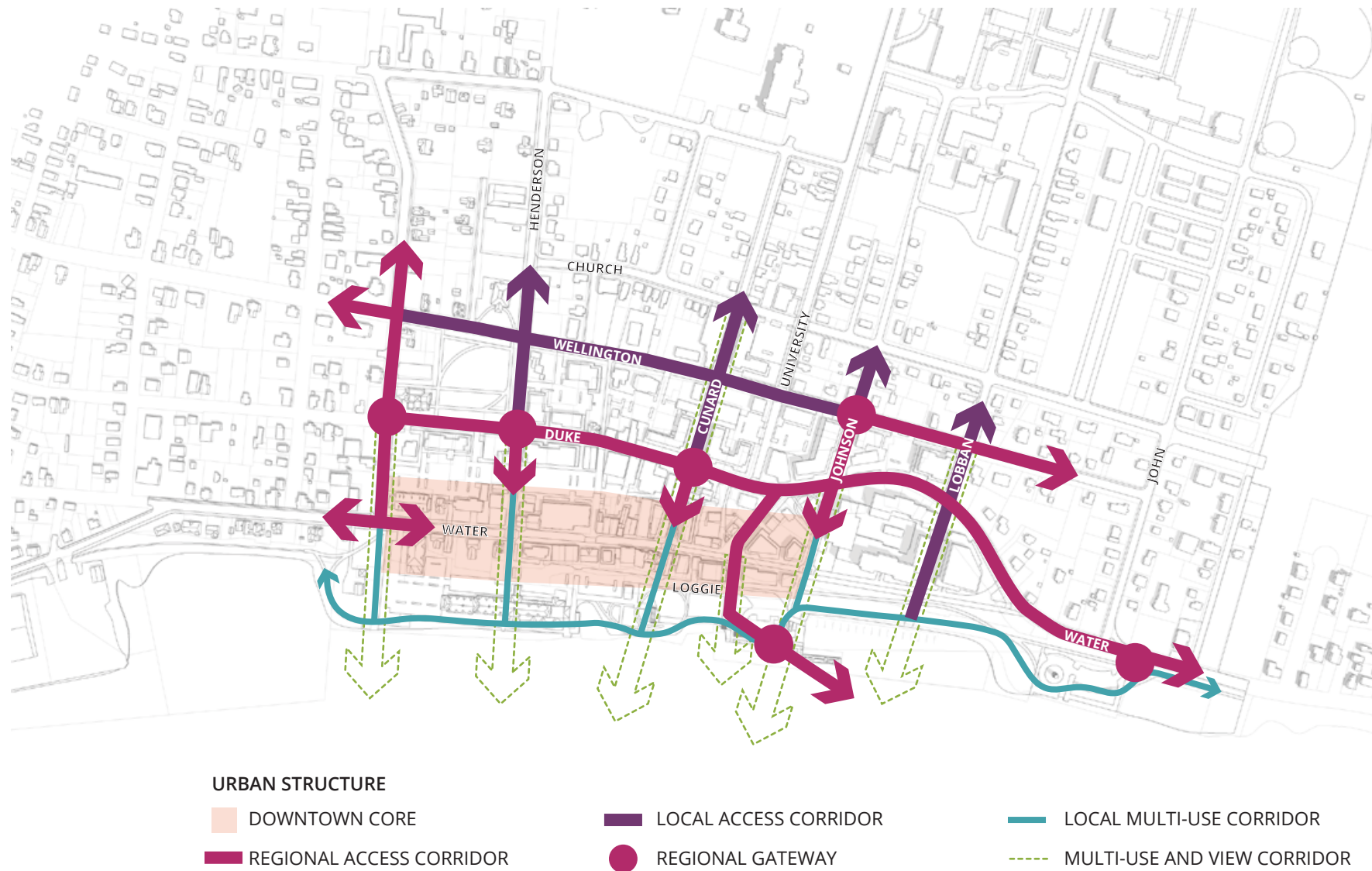
The corridor extending along Henderson Street through the Rodd Miramichi River Hotel to the river, is illustrated to ensure the view of the river is restored if the hotel is eventually replaced or relocated.

Local Multi-Use Corridor. The plan illustrates this corridor as a conceptual river's edge and multi-use pathway that institutionalizes Waterford Green as a people and recreational space. This corridor connects areas located along the river's edge, on both sides of the downtown, with a continuous multi-use path, with several intermediate linkages between the waterfront and adjacent developed areas.

It is important to note that the existing rail line will become this corridor when the line reaches an end-of-life condition.

Regional Gateway. The plan proposes regional gateways to inform visitors from where to access downtown while placing a strong visual image about quality and design through signage and landscape treatments. These regional gateways include river's edge gateways at existing and proposed boating facilities. They function as the primary interface between the river and downtown and host boat ramps, parking, and a visitor facility at the Station Wharf Marina.

FIGURE 8 | MIRAMICHI DOWNTOWNS URBAN STRUCTURE MODEL - CHATHAM



2.3 CIRCULATION

This section presents a circulation plan for the downtown streets and trails that play a definitive master plan role. Figure 9 illustrates the Chatham streets and trails designated for an upgrade to become an Urban Destination Street, Urban Mobility Street, Urban Mobility Street with designated bike route, Urban Pedestrian Link, or Greenway Trail. The following describes the circulation plan street designations, complete with illustrated street sections for corridors proposed for an upgrade.

URBAN DESTINATION STREET

These streets are proposed for an upgrade to enhance the downtown pedestrian and retail environment. Upgrades include widened sidewalks and the addition of a pedestrian amenity area that includes seating, shade, patio space, bike racks, trash receptacles, and other components related to comfort or information. The following images describe existing and proposed urban destination street sections.

URBAN MOBILITY STREET

These are the primary street and pedestrian corridors to and from the downtown core. Whenever possible, these streets shall host sidewalks complete with street trees on both sides of the road and two lanes of traffic. Entrance points from regional transportation routes shall include gateway and supporting wayfinding signage. The following images describe the existing and proposed sections.

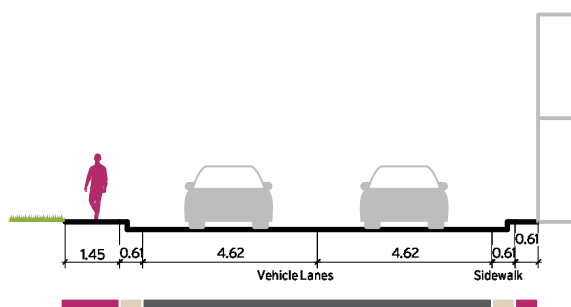
URBAN MOBILITY STREET WITH DESIGNATED BIKE ROUTE

This corridor has the same street components as the Urban Mobility Street, but includes designated bike route infrastructure. Bike routes increase multi-modal transportation options into the Downtown Districts. The following images describe the existing and proposed sections.

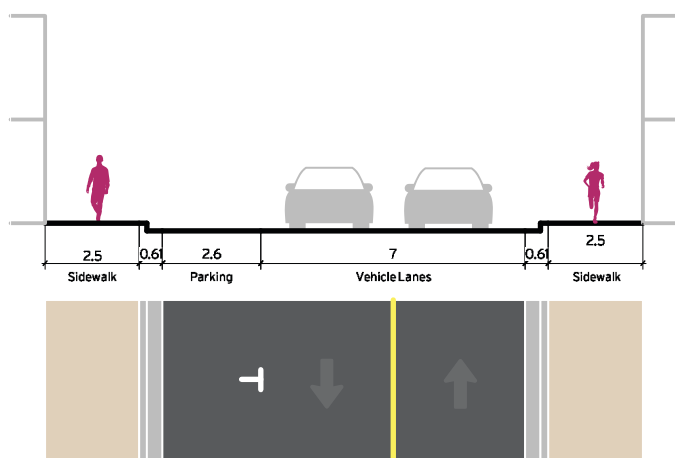
FIGURE 9 | MIRAMICHI DOWNTOWNS MASTER CIRCULATION PLAN - CHATHAM



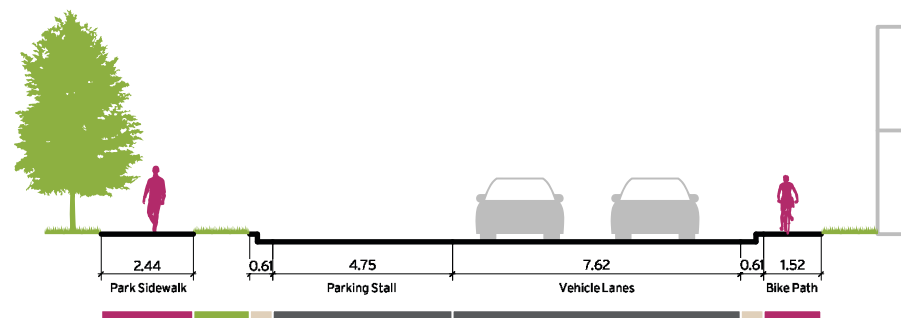
FIGURE 10 | URBAN DESTINATION STREET SECTIONS - CHATHAM



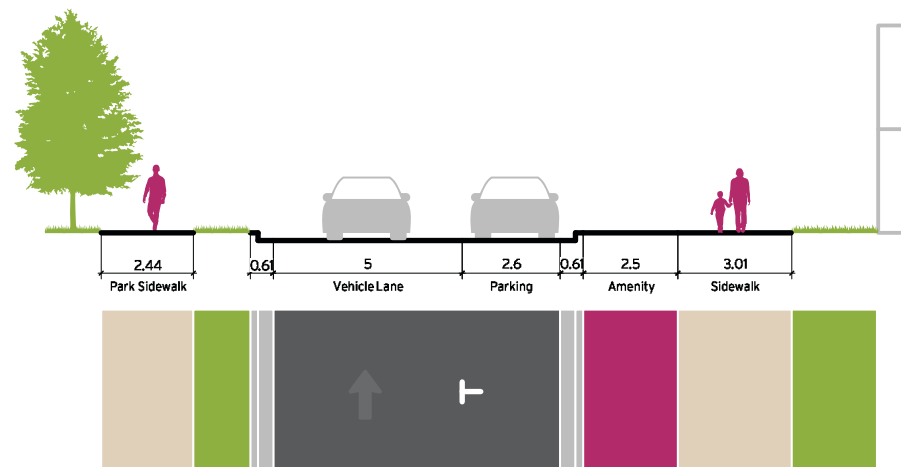
EXISTING: CUNARD STREET



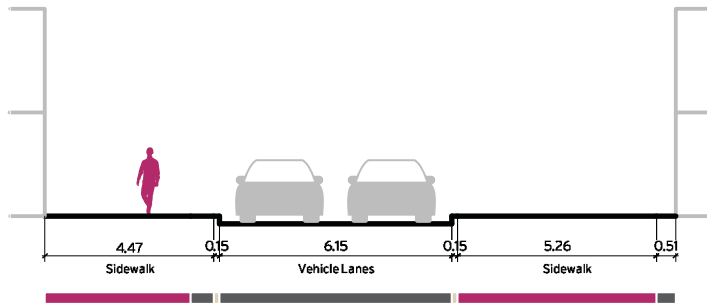
CUNARD STREET FUTURE SECTION



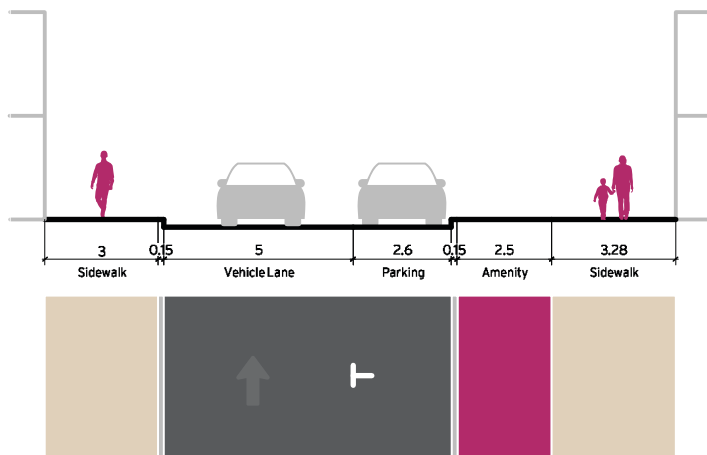
EXISTING: LOGGIE DRIVE



LOGGIE DRIVE FUTURE SECTION

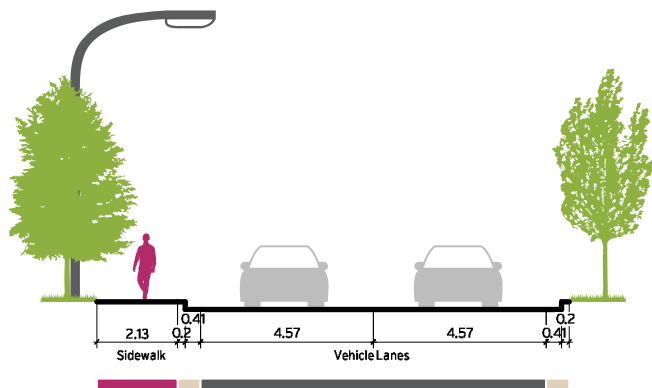


EXISTING: WATER STREET

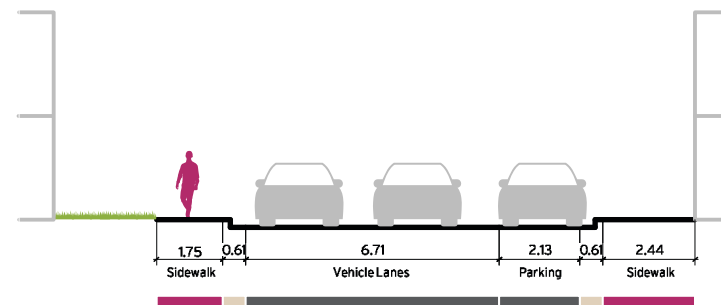


WATER STREET FUTURE SECTION

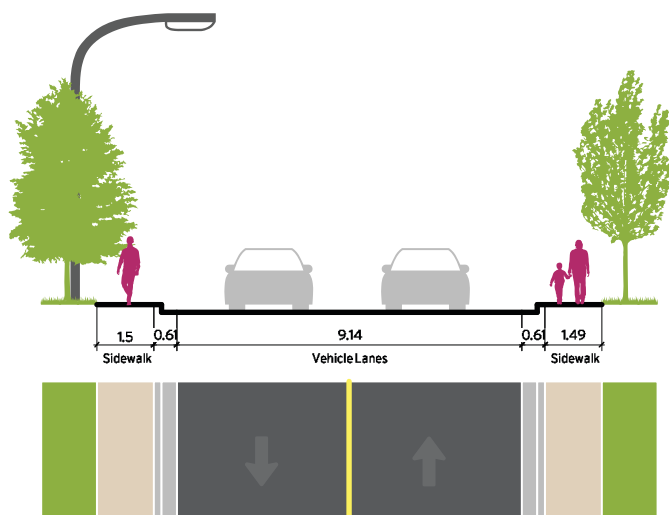
FIGURE 11 | URBAN MOBILITY STREET SECTIONS - CHATHAM



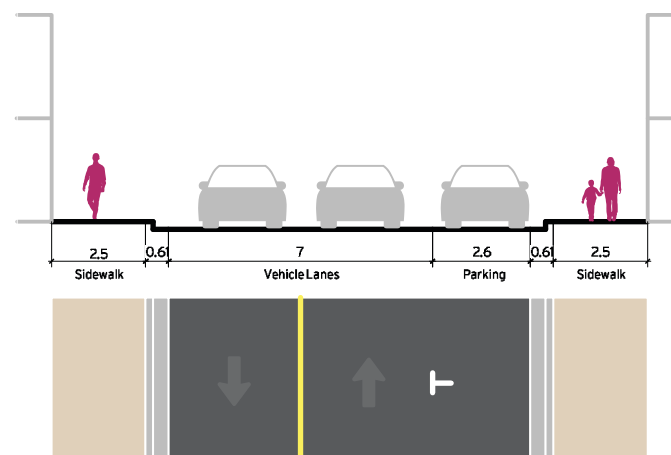
EXISTING: CHURCH STREET



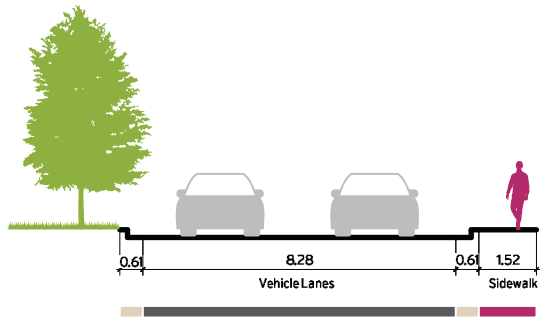
EXISTING: DUKE STREET



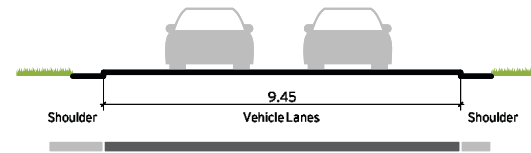
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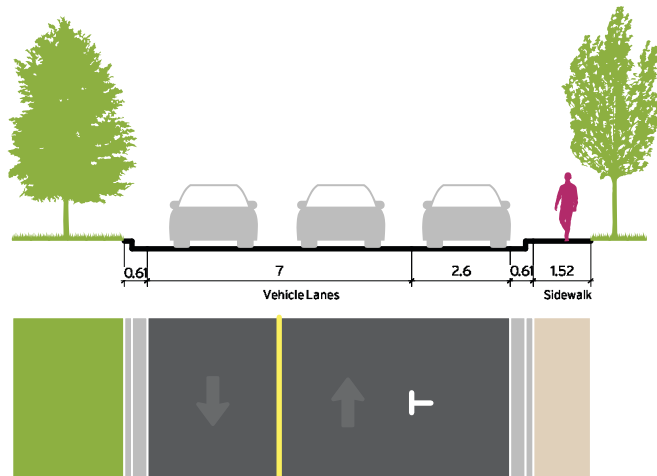
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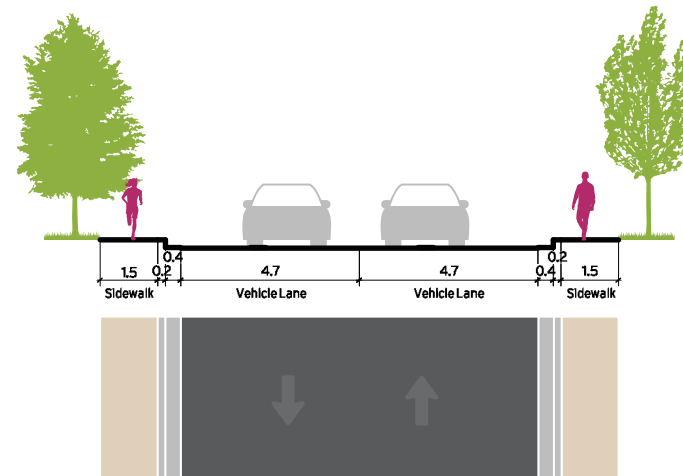
EXISTING: HENDERSON STREET



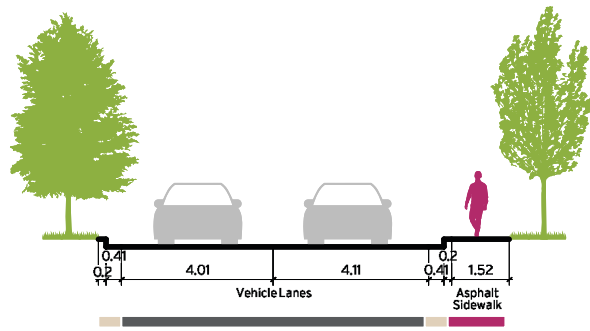
EXISTING: HOWARD STREET



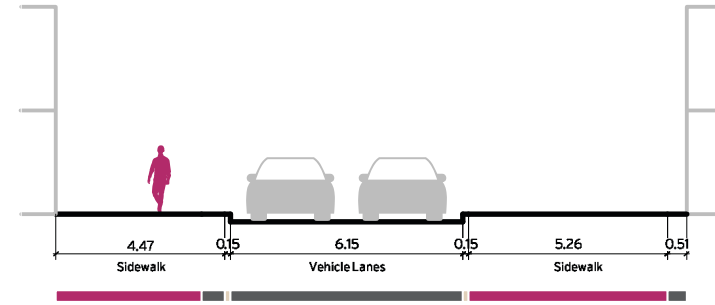
HENDERSON STREET FUTURE SECTION



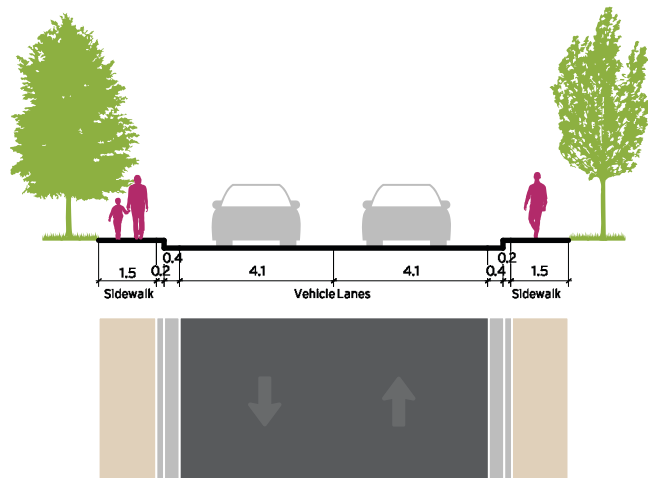
HOWARD STREET FUTURE SECTION



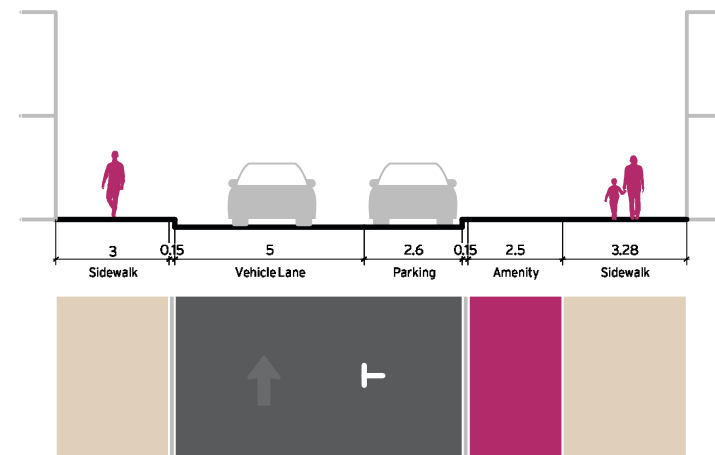
EXISTING: JOHN STREET



EXISTING: WATER STREET

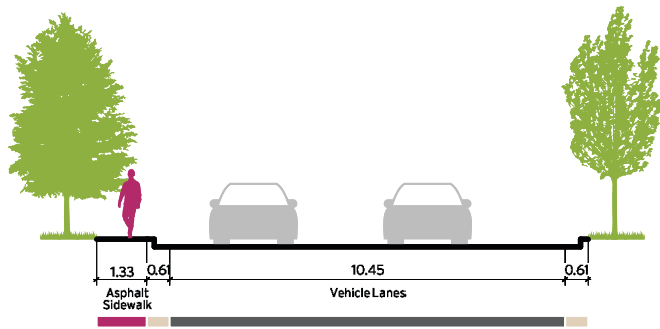


JOHN STREET FUTURE SECTION

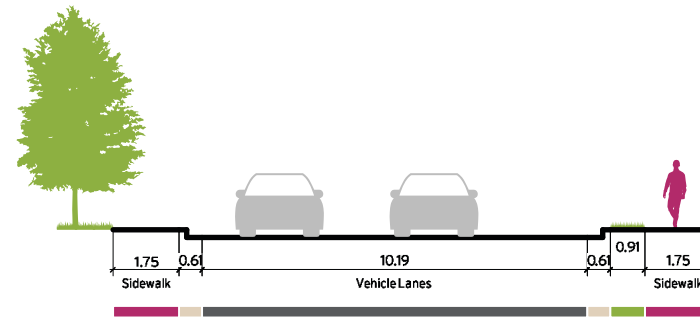


WATER STREET FUTURE SECTION

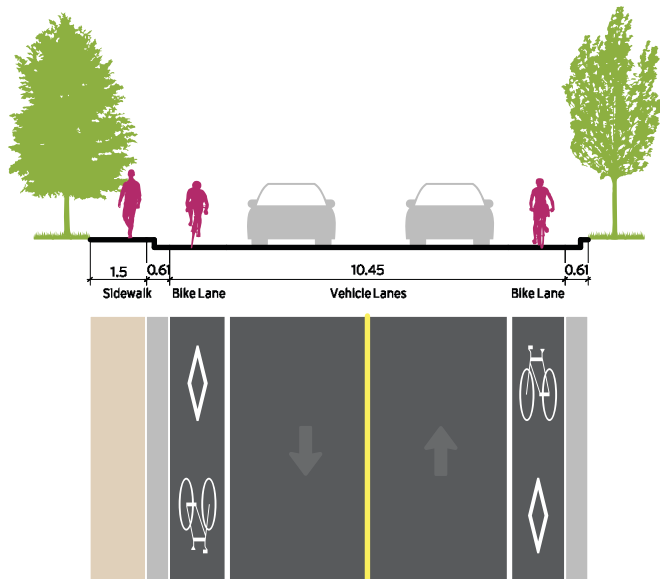
FIGURE 12 | URBAN MOBILITY WITH BIKE ROUTE STREET SECTIONS - CHATHAM



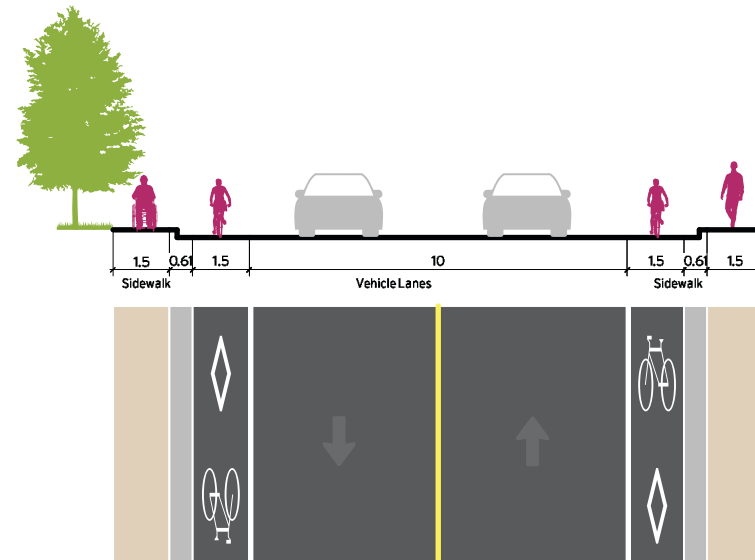
EXISTING: KING STREET



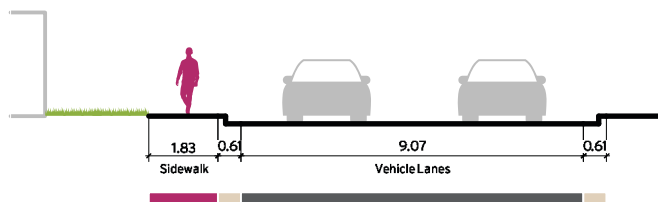
EXISTING: WELLINGTON STREET



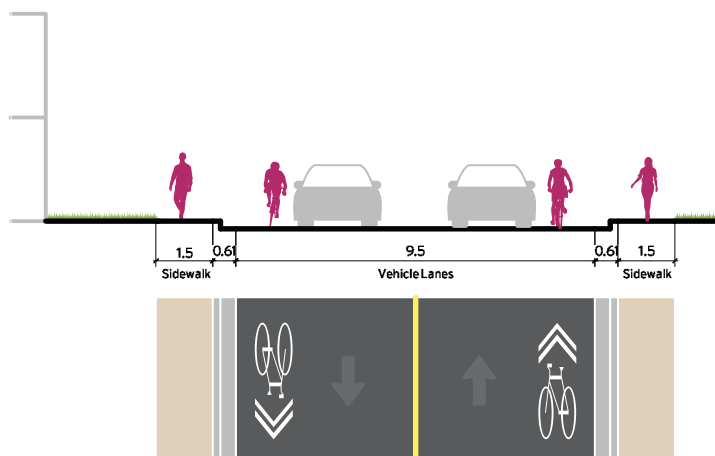
KING STREET FUTURE SECTION



WELLINGTON STREET FUTURE SECTION



EXISTING: UNIVERSITY AVENUE



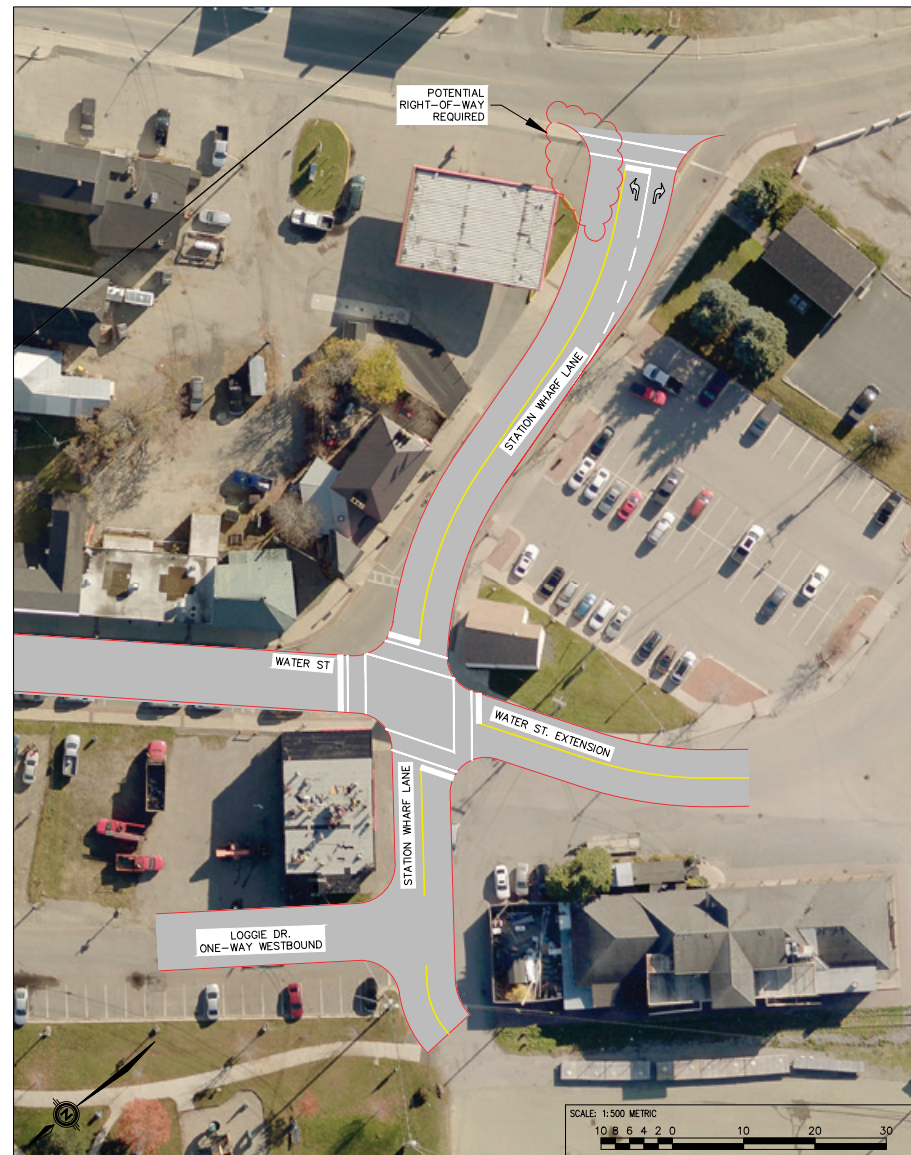
UNIVERSITY AVENUE FUTURE SECTION

The circulation plan also calls for modifications to the existing one-way section of the west end of Water Street. Changes include alignment adjustments to provide a two-way street connection between Duke Street and the reconstructed wharf area. A two-way street connection improves vehicular access by providing a direct link to the wharf as well as a western gateway to Loggie Drive, as illustrated in Figure 13. This new street realignment (referred to as Station Wharf Lane) benefits pedestrian connectivity by reducing the distances of street crossings and establishing sidewalks on both sides between Duke Street and Loggie Drive. The intersection of Water Street and Station Wharf Lane could be controlled by an all-way stop; this would help manage traffic between approaching streets and pedestrian crossings. It would also facilitate planning for a street extension of Water Street west toward the existing Superstore property.

Modification of traffic flow on Loggie Drive to permit only one-way westbound traffic would enable a redefined cross-section with a sidewalk on one side and on-street parking. Along with the addition of the two-way Station Wharf Lane at the west end of Loggie Drive, the one-way conversion would provide another option for access to the existing one-way section of Water Street. Toward the east end of Loggie Drive, consideration could be given to parallel on-street parking on the downtown side of the street to maximize available spaces, while allowing for a sidewalk and land access to redeveloped properties on the south side.

There is an existing crosswalk on Water Street just east of the walk-through from the parking area on the south side of the buildings. Shifting the crosswalk and curb bump-out west to line up with the south parking lot walk-through, while also providing walk-through opportunities on the north side of Water Street to Loggie Drive, would improve pedestrian circulation in the area. This also provides improved pedestrian access between parking areas and businesses along Water Street.

FIGURE 13 | INTERSECTION IMPROVEMENT



2.4 DEVELOPMENT INITIATIVES

The master plan proposes several long-term projects for which the City of Miramichi's Department of Economic Development will seek developer leadership. These include various types of residential, retail, and commercial projects within the downtowns. The Department can aggressively pursue these initiatives when opportunities arise. The adjacent Figure 14 conceptually describes several master plan-located projects for the Miramichi Downtowns Master Plan - Chatham.



FIGURE 14 | MIRAMICHI DOWNTOWNS MASTER PLAN - CHATHAM DEVELOPMENT INITIATIVES

Residential intensification with rental units for those wishing to live adjacent to the Elm Park. Parking to combine surface and structured spaces to meet requirements.

Cunard Plaza development with new public square surrounded by new and or revitalized mixed-use buildings.

Residential intensification zone with ground-floor townhouse units and mature resident lofts over.

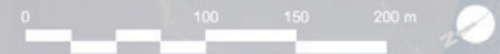
Mixed-use intensification zone with residential towers. Parking is at-grade or combines surface and structured parking.

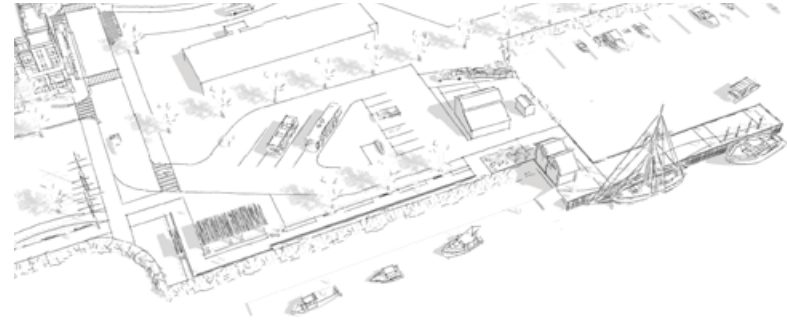
Mixed-use retail and commercial structure with residential towers that capitalize on waterfront views. Project is a private development that replaces the existing mall when the building reaches an end-of-life position.

Water Street mixed-use projects that combine ground floor retail and commercial units with upper floor commercial and residential uses. Sites to be released to the development community by the city.

Mixed-use residential zone that extends the Water Street environment toward the mall.

- EXISTING BUILDINGS
- FUTURE BUILDINGS
- PEDESTRIAN SPACES





2.5 MUNICIPAL INITIATIVES

This section describes the various short-term, medium-term, long-term, and evolutionary projects that evolve the existing downtown toward the master plan vision. The projects are illustrated in master plan format in Figure 15 while Chapter 7 provides additional information on a project-by-project basis.

2.5.1 SHORT-TERM

These projects are important initiatives that provide the platform for later-phased residential, waterfront, and downtown actions.

PROJECT ONE - STATION WHARF

The Project. This project includes upgrades to the pier structure to support increased public use of the facility. Seating, lighting, and retail kiosks are amenities supporting this purpose.

On-land improvements include the creation of a shoreline boardwalk and a vehicle circulation loop with vehicle, bus, and vehicle-trailer parking. Site improvements also include relocating the Waterford Green performance area masts to a street's edge position.

The Benefit. In addition to creating a powerful cultural and social waterfront asset, this project creates an important and historically relevant interface between downtown and the river.

FIGURE 15 | MIRAMICHI DOWNTOWNS MASTER PLAN PROJECTS - CHATHAM

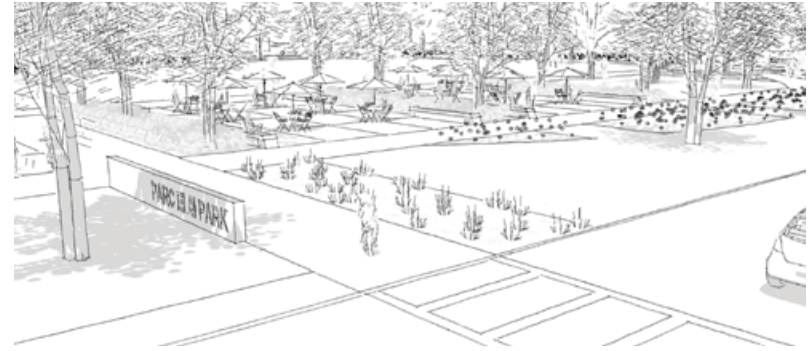




PROJECT TWO - WATER STREET WEST TO STATION WHARF

The Project. This project includes the re-establishment of this street as a two-way corridor between Duke Street and Station Wharf, as well as the creation of a downtown entry plaza at the intersection of Water and Duke Streets. The project includes gateway landscape improvements at Duke Street and additional public space adjacent to O'Donaghue's Irish Pub that can be used as a patio or gathering space.

The Benefit. Improving this street creates a new and highly visible gateway, provides improved traffic flow into the downtown, and enhances access to the wharf. Both street edges offer high-traffic locations for future building projects (including the existing municipal parking lot between O'Donaghue's and the mall).



PROJECT THREE - ELM PARK

The Project. Improvements to this site include the creation of a walking loop with access to the park's four corners. The cenotaph, gazebo, and masts are relocated to end corner locations. The library extends into the park through 'outdoor rooms' where informal seating, shade, and the gazebo create a powerful in-park destination. Other destinations include a public art-styled water fountain and associated seating areas, as well as an updated planting strategy.

The Benefit. Economically, the park creates a 'front yard' for future residential projects along all bordering streets. Socially, the park provides downtown residents, employees, and visitors with a high-quality green space within walking distance from all downtown destinations.



2.5.2 MEDIUM-TERM

The following medium-term improvement projects support Chatham's downtown living and working environments through the creation of recreation, environmental, and streetscape spaces.

PROJECT FOUR - WATERFORD GREEN

The Project. Although proposed as a medium-term project, it is anticipated to be a multi-year initiative implemented as renewal is required, and funding is available. The project includes the creation of a large and programmable green space for informal play or performance events (that can overflow into the Station Wharf site). The plan relocates the existing play area to the opposite side of the park's central events stage and the extension of the Cunard Street corridor to the river. Water's edge improvements include the addition of boardwalks, trails, seating, and shade for all-season shoreline enjoyment.

The Benefit. This project offers many benefits, including the creation of frontage along Loggie Drive for Water Street buildings. These buildings provide entry and/or amenities to the park or residential or parking garage entry for new mixed-use buildings.

The open space created with the 'great lawn' provides activity space capable of supporting over 4,000 people, space for vendor vehicles on Loggie Drive, and space for vendor carts on the boardwalk.

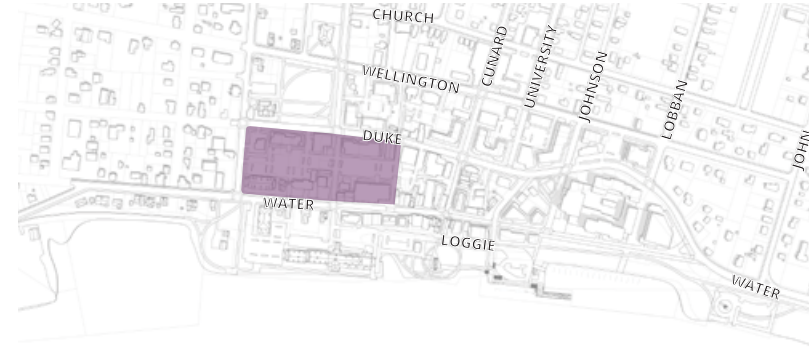


PROJECT FIVE - CUNARD STREET IMPROVEMENTS

The Project. This project upgrades the existing street corridor with downtown-style sidewalk and lighting improvements that express the pedestrian dominance of the street. The street's pedestrian amenities extend from St. Michael's Basilica to the river.

The project also contemplates a town square project at the intersection of Cunard and Water Streets. This becomes a new focal point within the downtown at the intersection of Chatham's most historic street 'axis'.

The Benefit. This street is planned for future medium and high-density residential projects that are well-connected to Water Street shops and services. This ensures that the downtown centre's inherent walkability extends into this residential area.



PROJECT SIX - PARKING DISTRICT

The Project. The City of Miramichi takes a leadership role in downtown parking provision through collaboration, efficient organization, design, and operation strategies to ensure municipal-owned and private downtown retail and commercial parking supply.

The City also expands existing parking supply to areas indicated on the master plan to reduce pressure on areas proposed for re-development. For example, as parking lots are developed between Water and Duke Streets or along the waterfront, the city can promote the development of under-utilized parking lands adjacent to Duke Street to accommodate new retail, commercial, and residential developments.

The Benefit. When combined with on-street parking, the existing and proposed parking lots shall meet downtown employee and visitor requirements. The City of Miramichi can then begin to convert parking areas to proposed development sites.



PROJECT SEVEN - RIVERFRONT PARK GATEWAY

The Project. This initiative involves the replacement of the shoreline rail line with a linear park and western gateway complete with a boat slip, parking, signage, and various amenities (seating, lighting, planting, trails, and wayfinding signage).

The Benefit. This project provides an additional and continual shoreline greenway that allows residents to walk along the entire downtown riverfront. Adjacent land development shall include both mixed and residential uses. The project provides both recreational and economic benefits.

2.5.3 LONG-TERM

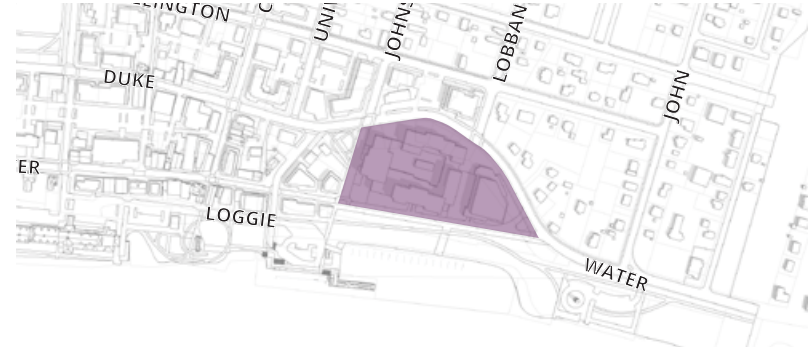
This plan delivers the following projects over 20 to 25 years. They shall evolve relative to the implementation of previously described short and medium-term projects.



PROJECT EIGHT - WATER STREET RENOVATION

The Project. This initiative redefines Water Street as a pedestrian-dominant corridor (as opposed to the present-day vehicle-dominant corridor). It proposes a single row of parking on the north side of the street with an associated sidewalk and amenity surface (with trees, seating, and patio space). The south side of the street is treated with a sidewalk surface (with lighting).

The Benefit. This project improves the retail environment by expanding the street's pedestrian activities. This provides retailers with an opportunity to use the street for patios. Those not requiring interaction with pedestrians shall occupy south-side addresses.



PROJECT NINE - THE MALL RENOVATION

The Project. The mall shall require renovation in the future. This fact, when considered with residents' desire to retain existing mall services, provides an opportunity. This plan re-creates a mixed-use facility with retail, at-grade structured parking, and residential uses, considerate of climate change impacts and downtown traffic modelling.

The Benefit. The renovation of the mall retains land-uses important to downtown residential populations, such as a grocery store and other services.



2.5.4 EVOLUTIONARY PROJECTS

In addition to the previously described projects, the master plan locates several new buildings in areas where vacant land exists, or where existing buildings may eventually be replaced. Although these replacements may not occur over the short-term, they are indicated to ensure revitalization occurs within the context of the master plan and the previously described downtown zones.

MIRAMICHI DOWNTOWNS MASTER PLAN | NEWCASTLE



FIGURE 16 | MIRAMICHI DOWNTOWNS MASTER PLAN - NEWCASTLE





3.0 MIRAMICHI DOWNTOWNS MASTER PLAN - NEWCASTLE

3

The Miramichi Downtowns Master Plan - Newcastle blends resident-formed concepts for downtown and waterfront revitalization and growth with character zones, urban structure, and circulation plans to present a forward-looking vision of Newcastle's downtown.

These elements provide background for a list of projects that city staff and council can implement over short-term, medium-term, long-term, and evolutionary periods. The master plan projects described in this chapter are presented in greater detail in Chapter 7, and related administrative and infrastructure initiatives are discussed further in Chapter 6's Implementation Plan.

3.1 CHARACTER ZONES

Newcastle's character zones apply land use concepts and building form proposals to specific areas illustrated in Figure 17. The following describes these zones.

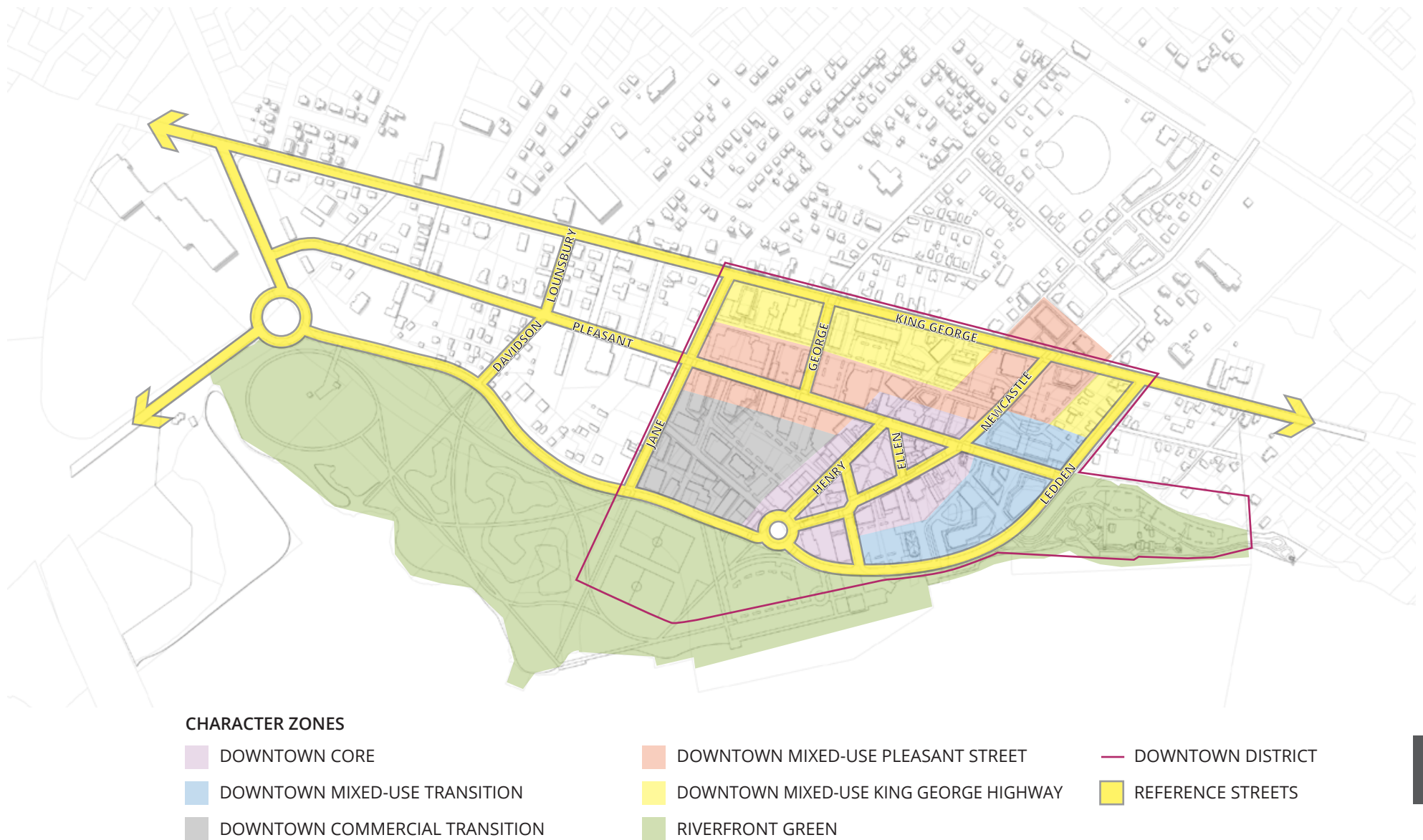
The Downtown Core Zone is the historical, central downtown business area. Queen Elizabeth Square's tight-knit streetscape expands toward the waterfront by recapturing former downtown activity areas for future expansion.

This zone is typified by two-storey base buildings with third and higher floors playing a subordinate and/or recessed role to the base. Buildings are placed on lot lines to ensure the continuation of the historic building wall-sidewalk/street relationship. Uses within buildings include retail and/or commercial activities with floodproofed ground floors. For future flood risk reasons, no new residential development is permitted within this zone.

Sidewalks within this zone ensure an active and participatory pedestrian environment with the expansion of walking surfaces and the addition of amenity zones that border street's edge parking or a driving lane. Amenity zones include seating, street trees, and space for retail patios.

Parking is placed parallel or diagonal to the amenity zone, and no parking lots border the streets. All urban heart edges are building walls.

FIGURE 17 | MIRAMICHI DOWNTOWNS CHARACTER DISTRICTS - NEWCASTLE



The Downtown Mixed-Use Transition Zone is a mixed-use and high-density housing zone. It will be developed as parking lands become available. The zone is typified by a cluster of two-storey bases and residential towers capitalizing on river views. Sub-base parking garage floors will be built at an elevation at or above 2.9 meters, while ground-floor retail spaces are built at or above 4.6 meters.

Building bases are designed to extend Downtown Core character toward Ledden Drive. Due to future flood risk, all primary residential entries should be located at positions accessible from Pleasant Street. Residential towers do not have height restrictions.

Pleasant Street and Ledden Drive will be the only vehicle-dominant corridors within this zone. All spaces will be pedestrian-dominant zones with retail uses that ‘spill into the plaza.’ Emergency and service vehicles are permitted within dominant pedestrian zones.

The Downtown Commercial Transition Zone is an existing dominant commercial and retail zone that intensifies with two-storey (minimum) buildings with rear-lot downtown parking. Due to future flood risk, all buildings are located at an elevation at or above 2.9 meters with floodproofed first floors.

This zone is typified by a conventional concrete sidewalk and buildings set back from the back of the sidewalk by a minimum and maximum of 5 meters. No street’s edge parking lots are located at the edge of this district; however, street’s edge parking lots are permitted within the zone.

The Downtown Mixed-Use Pleasant Street

Zone is a mixed-use and high-density housing zone that capitalizes on the regional nature of the street's vehicle traffic. Building bases with a minimum of two stories and a maximum of three stories typify this zone. Residential and/or commercial towers can extend above the bases to an unlimited height.

The buildings within this zone are placed at a maximum setback of 2 meters from the back-of-sidewalk with plaza spaces that fill this gap. All new parking lots within this district are located behind new buildings or are separated by public plaza space.

The Downtown Mixed King George Highway Zone

is a mixed and single-use building zone that borders a regional transportation arterial. The zone is typified by buildings that are a minimum of three stories, with no base height limitation. The edge of the King George Highway is set back from street's edge sidewalks by a minimum and maximum of 6 meters (to support street tree planting).

Parking lots do not front the King George Highway within this zone. Parking is accessed from building rear locations (for lot or underground parking surfaces).

The Riverfront Green Zone is a naturalized and recreational downtown edge and an evolving barrier to future sea-level rise and storm surges. Boating gateways into the downtown, waterfront and downtown parking, trails, river interfacing wetlands, as well as common and/or recreational open space typify this zone.

3.2 URBAN STRUCTURE

The zone characteristics and the urban structure components described in this section and shown in Figure 18 inform the Newcastle plan's layout. The streetscape, trail, and view corridor descriptions explained below are the urban structural components that give 'bones' to the character zones.

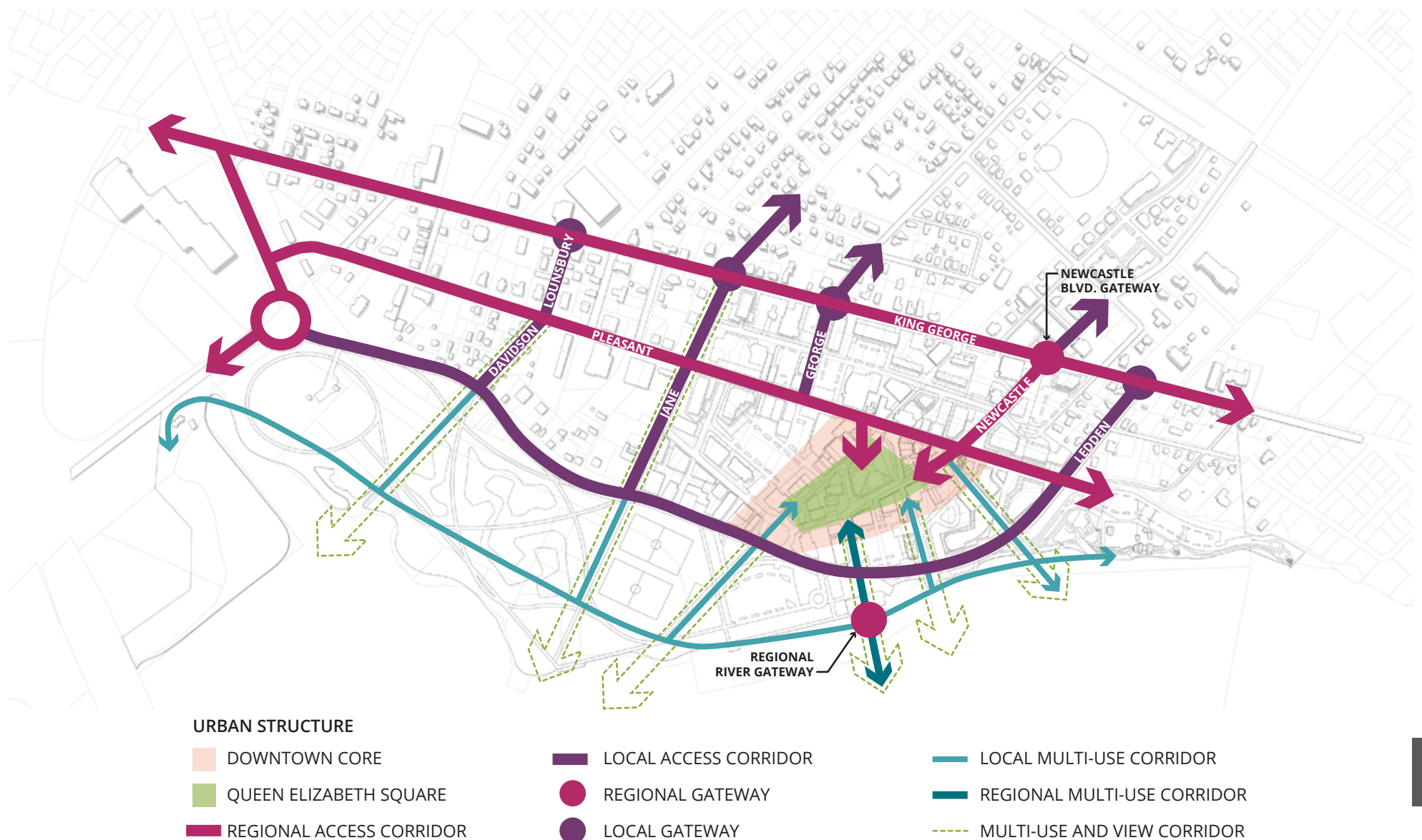
Regional Access Corridor - King George Highway. The regional route borders the downtown zones and hosts local and regional gateways for important routes proposed in this master plan. Thus, the highway must function for both regional vehicles and local pedestrians.

Both sides of the highway require continuous sidewalk and street tree planting to communicate 'downtown' to the corridor users (when viewed with a consistent building edge). Sidewalks should be at street's edge with street trees planted within the corridor right-of-way, or on bordering private property.

Downtown Access Corridor - Pleasant Street. This regional route transitions vehicles and pedestrians from adjacent highways into the downtown zones. For Pleasant Street areas located within the downtown zones, this route should have consistent building walls, concrete sidewalk, and street's edge amenity zones (complete with street trees, downtown street lighting, seating, patio space for retail uses, as well as continuous parallel parking).

Together, these components communicate a sense of arrival within downtown.

FIGURE 18 | MIRAMICHI DOWNTOWNS URBAN STRUCTURE MODEL - NEWCASTLE



Local Access Corridor - Newcastle Boulevard.

This route transitions vehicles and pedestrians from the King George Highway into the downtown zones. The route is limited in available width and steeply slopes from the highway into the downtown core.

This route should have a concrete sidewalk at the street's edge as well as street tree planting and downtown lighting to communicate arrival into the downtown.

Local Access Corridor - Ledden Street

Extension. This route serves two significant purposes. First, this is a local route for those with 'local knowledge' wishing to access downtown parking, Ritchie Wharf, or the future Riverfront Green. Second, the street is proposed for gradual elevation change to form a barrier against future flood risk elevations (2.9 meters above sea level by the year 2100).

The proposed project extends Ledden Street from its present corridor to a corridor that connects the King George Highway to a proposed Route 11 egress ramp traffic circle. The proposal also moves the street from a vehicle dominant street to a 'parkway' that functions as a multi-modal transportation and recreational asset. It has a sidewalk on the downtown side of the street, a multi-use asphalt trail on the water side of the street, and parking on both sides of the street.

Local Access Corridor - Lounsbury and Jane Streets.

The plan identifies these streets as important local vehicle, pedestrian, and cycling links to the downtown and waterfront green from residential areas along and to the west of the King George Highway. These corridors should include sidewalks on both sides of the street, as well as continuous tree planting for user comfort and to communicate downtown pedestrian dominance.

Multi-Use and View Corridor. Where illustrated, the plan proposes these linkages as pedestrian and view corridors that reinforce the relationship between downtown and the river's edge (in perpetuity).

Local Multi-Use Corridor. This corridor is a conceptual river's edge and multi-use pathway that institutionalizes the waterfront green as people and recreational space. This corridor connects Ritchie Wharf with the Strawberry Marsh with a continuous multi-use path, with several intermediate linkages between the waterfront and adjacent developed areas.

Regional Gateway. The plan proposes two regional gateways: 1) at King George Highway and Newcastle Boulevard intersection, and 2) at the Route 11 egress ramp and Pleasant Street intersection. These gateways are placed to inform visitors from where to access downtown, providing a strong visual image about quality and design through signage and landscape treatments.

An additional regional gateway is proposed for the intersection of the extended Fountain Head Lane and the river. This boating facility is proposed as the primary interface between the river and downtown and will host a boat ramp, parking, and visitor facility.

Local Gateway. As illustrated, four local gateways are proposed to ensure ease of access for local vehicle, pedestrian, and cycling traffic to the downtown and waterfront. Simple city wayfinding signage and street improvements communicate this message to local users.

3.3 CIRCULATION

This section presents a circulation plan (Figure 19) for the downtown Newcastle corridors that are designated for an upgrade to become either an Urban Destination Street, Urban Mobility Street, Urban Mobility Street with a designated bike route, Urban Pedestrian Link, or Greenway Trail. The following describes the circulation plan's street designations and provides illustrated street sections for corridor upgrades.

URBAN DESTINATION STREET

Upgrades to these streets are proposed to enhance the downtown pedestrian and retail environment. They include widened sidewalks and the addition of a pedestrian amenity area that includes seating, shade, patio space, bike racks, trash receptacles, and other components related to comfort or information. Figure 20 describes existing and proposed urban destination street sections.

URBAN MOBILITY STREET

Urban Mobility Streets are the primary street and pedestrian corridors leading to and from the Downtown Districts. Whenever possible, these streets shall host sidewalks complete with street trees on both sides and two lanes of traffic. Entrance points from regional transportation routes shall include gateway and supporting wayfinding signage. Figure 21 describes the existing and proposed sections.

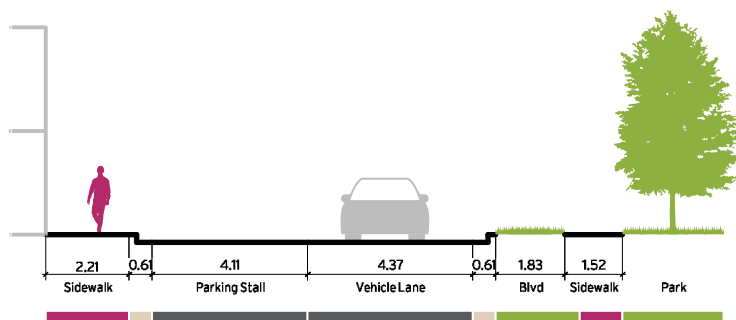
URBAN MOBILITY STREET WITH DESIGNATED BIKE ROUTE

These streets have the same components as the Urban Mobility Street, but include bike infrastructure to increase multi-modal transportation options into the Downtown Districts. Figure 22 describes the existing and proposed sections.

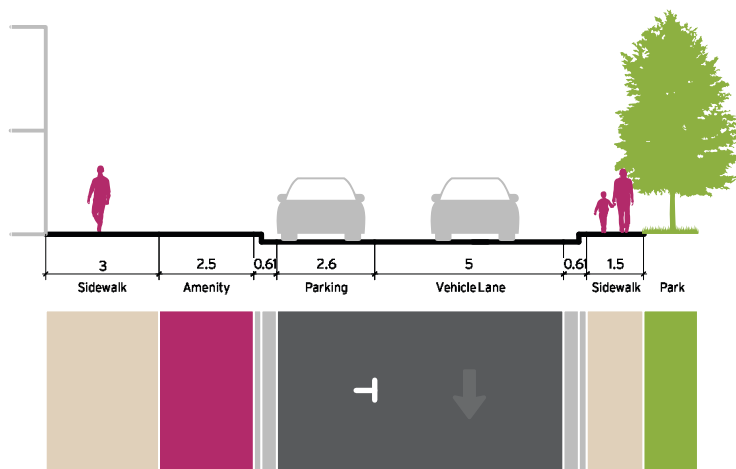
FIGURE 19 | MIRAMICHI DOWNTOWNS MASTER CIRCULATION PLAN - NEWCASTLE



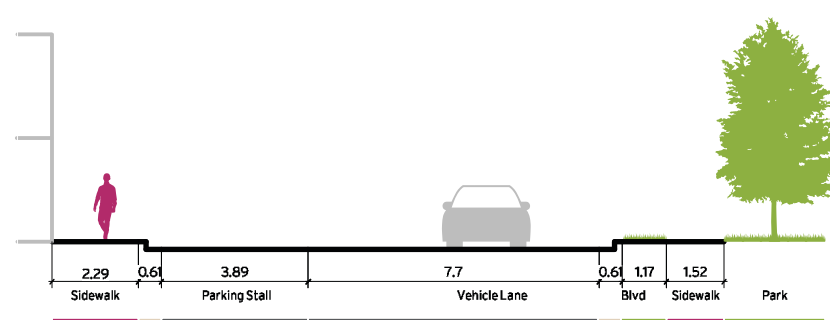
FIGURE 20 | URBAN DESTINATION STREET SECTIONS - NEWCASTLE



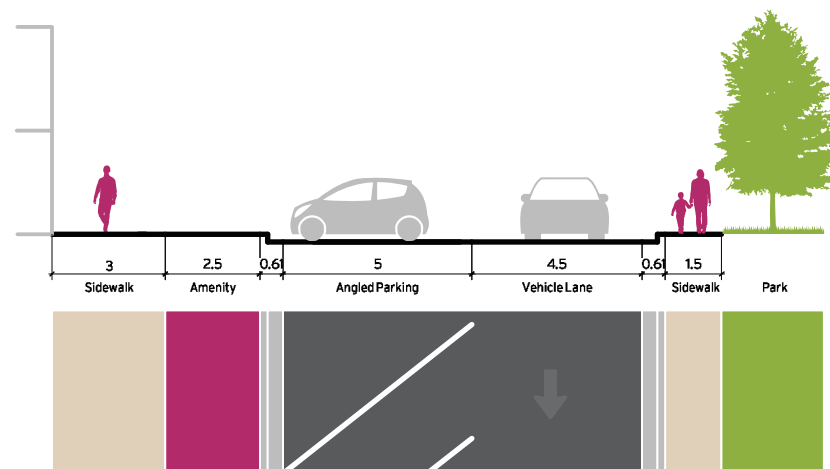
EXISTING: ELLEN STREET



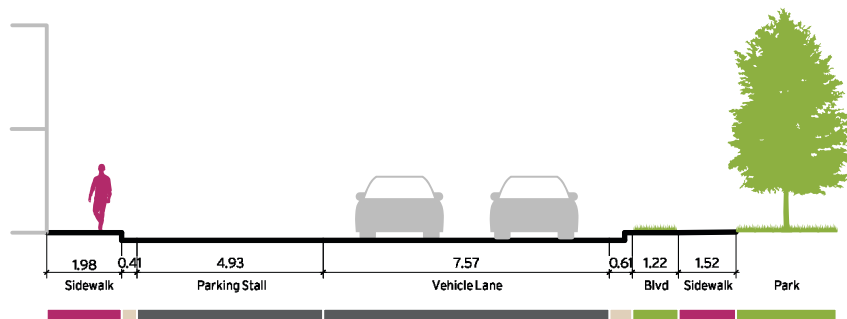
ELLEN STREET FUTURE SECTION



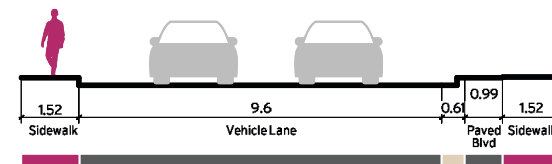
EXISTING: HENRY STREET



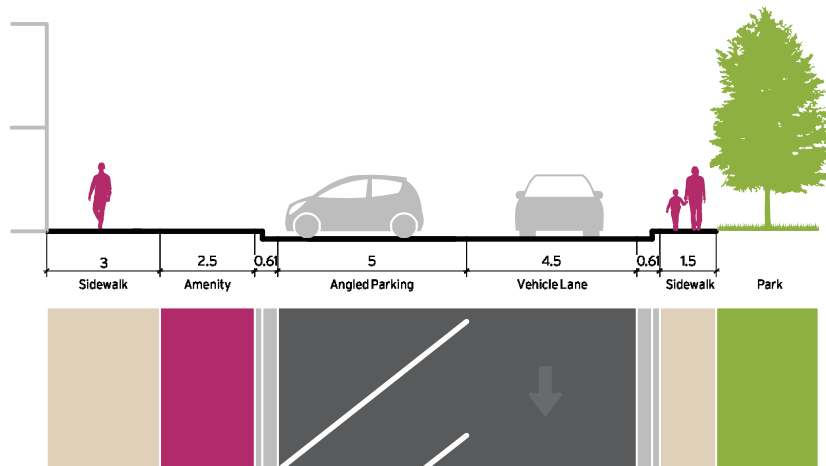
QUEEN ELIZABETH SQUARE FUTURE SECTIONS - HENRY, JAIL, NEWCASTLE



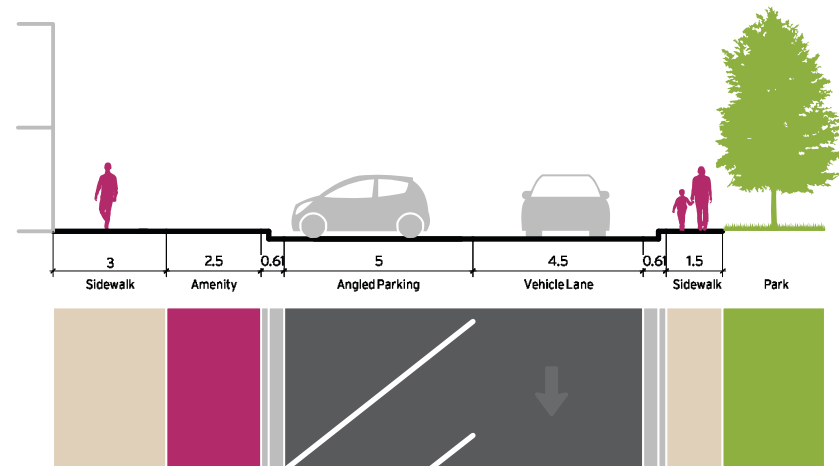
EXISTING: JAIL STREET



EXISTING: NEWCASTLE BLVD

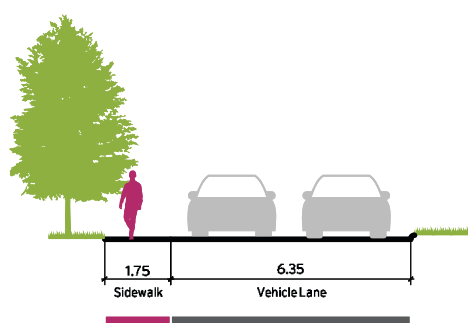


QUEEN ELIZABETH SQUARE FUTURE SECTIONS - HENRY, JAIL, NEWCASTLE

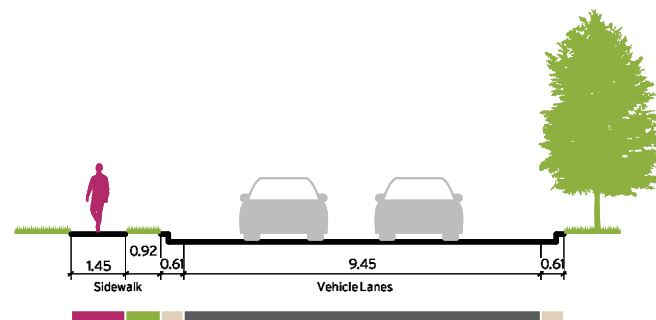


QUEEN ELIZABETH SQUARE FUTURE SECTIONS - HENRY, JAIL, NEWCASTLE

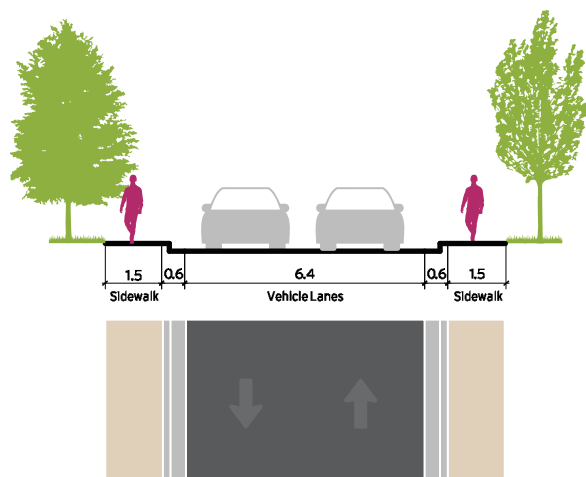
FIGURE 21 | URBAN MOBILITY STREET SECTIONS - NEWCASTLE



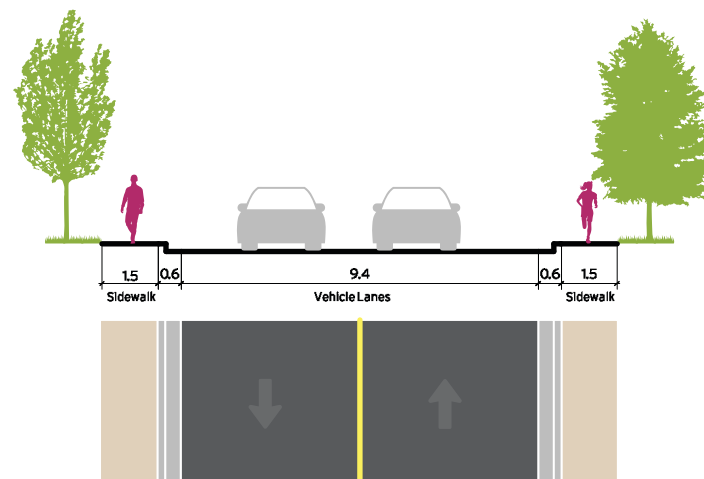
EXISTING: GEORGE STREET



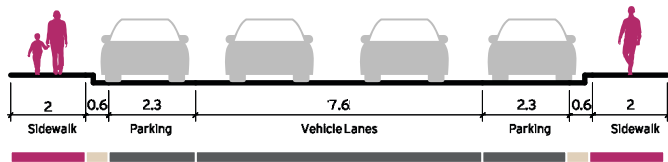
EXISTING: KING GEORGE HIGHWAY



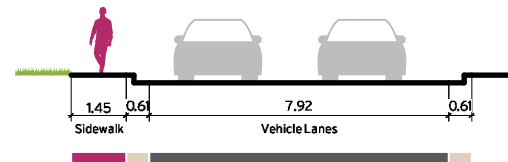
GEORGE STREET FUTURE SECTION



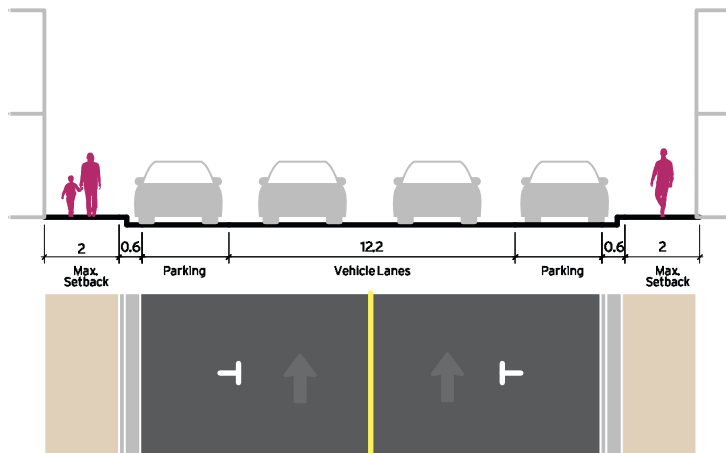
KING GEORGE HIGHWAY FUTURE SECTION



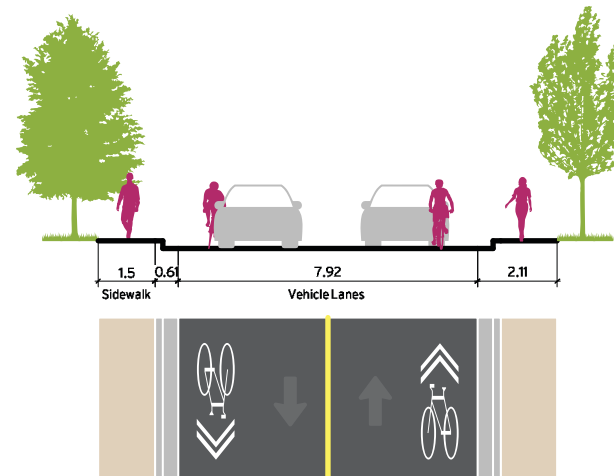
EXISTING: PLEASANT STREET



EXISTING: JANE STREET

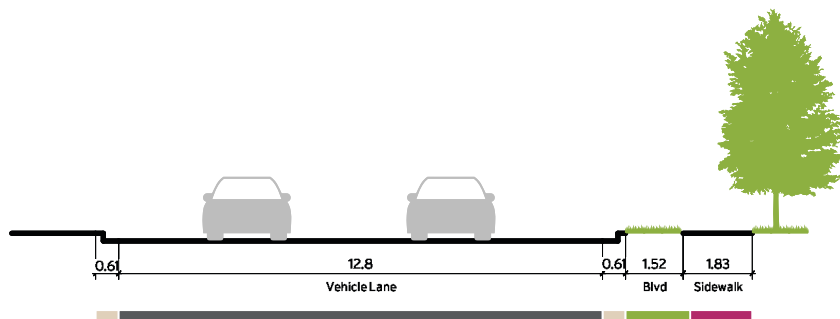


PLEASANT STREET FUTURE SECTION

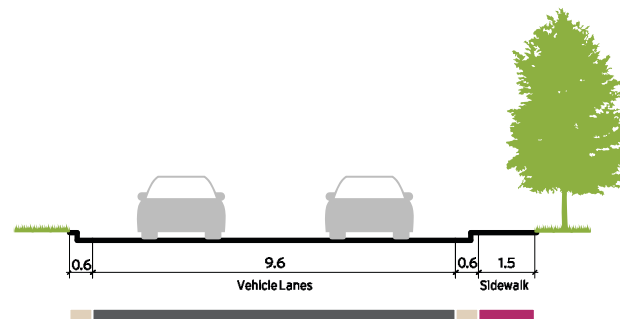


JANE STREET FUTURE SECTION

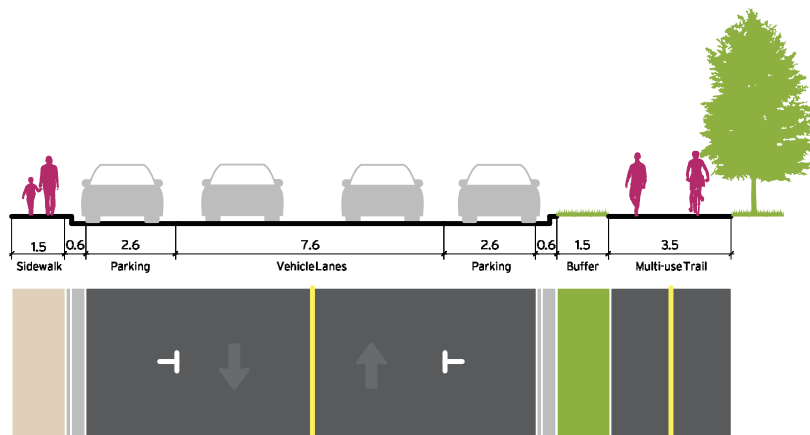
FIGURE 22 | URBAN MOBILITY WITH BIKE ROUTE STREET SECTIONS - NEWCASTLE



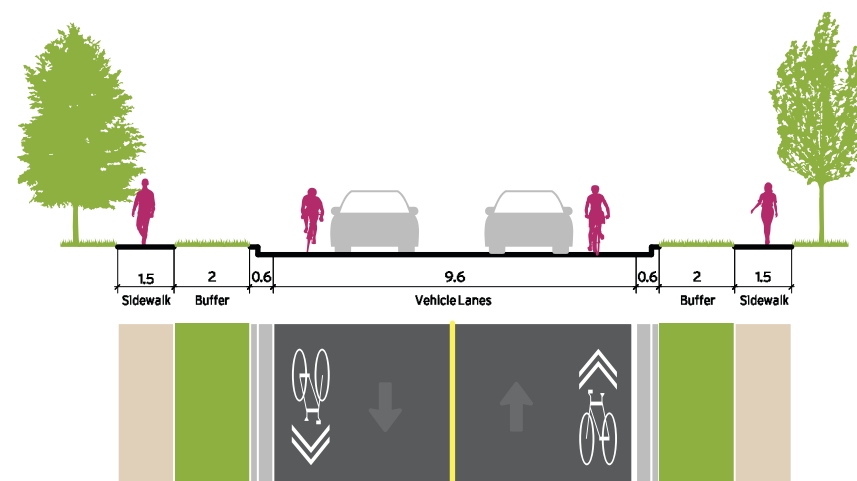
EXISTING: LEDDEN STREET



EXISTING: NEWCASTLE BOULEVARD



LEDDEN STREET FUTURE SECTION



NEWCASTLE BOULEVARD FUTURE SECTION

Required modifications to the street network at the center of the study area improve vehicular and pedestrian flow into and through the Downtown District (Figure 23 to Figure 24).

One of the fundamental changes is the creation of a two-way section on Pleasant Street to allow eastbound traffic to continue past Henry Street. This change permits access to parking areas on the east side of Queen Elizabeth Square and continued mobility through to turn onto Newcastle Boulevard towards King George Highway. This modification would involve minor revisions to the intersection of Pleasant Street and Henry Street and curb modifications and traffic signal installation at the intersection of Pleasant Street at Newcastle Boulevard (Figure 23).

Allowing eastbound thru-traffic to bypass the streets around Queen Elizabeth Square provides opportunities to reduce the required street width and expand sidewalks and public spaces adjacent to the buildings in this area. Figure 24 shows an overview of potential changes.

Modification to the curb on the west side of Henry Street and provision of curb extensions at its intersection with Jail Street provide wider sidewalk space and re-aligns the mid-block crosswalk with the corner of Queen Elizabeth Square (Figure 27). The curb extension shall provide for a shorter pedestrian crossing distance and improve sightlines between pedestrians and vehicles. Vehicles continuing along Henry Street should be required to slow and make a right turn movement, providing for better pedestrian flow from Jail Street to the west side of Henry Street.

FIGURE 23 | PLEASANT-NEWCASTLE INTERSECTION

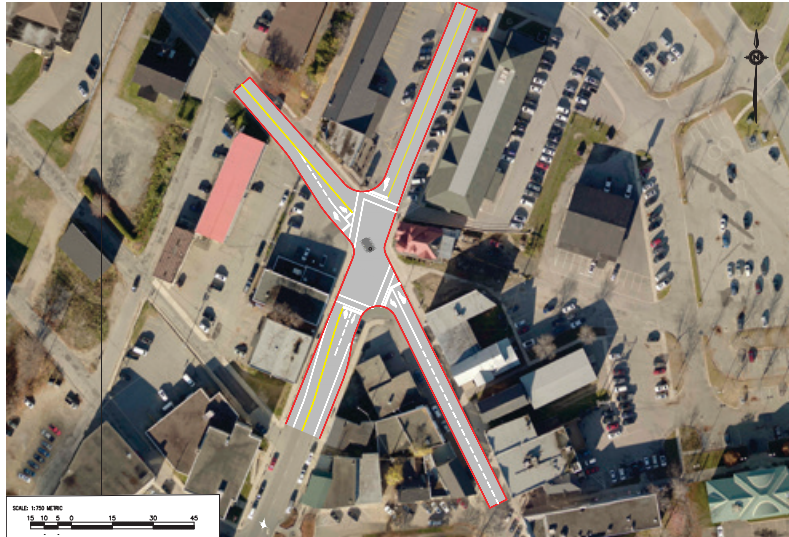


FIGURE 24 | QUEEN ELIZABETH SQUARE

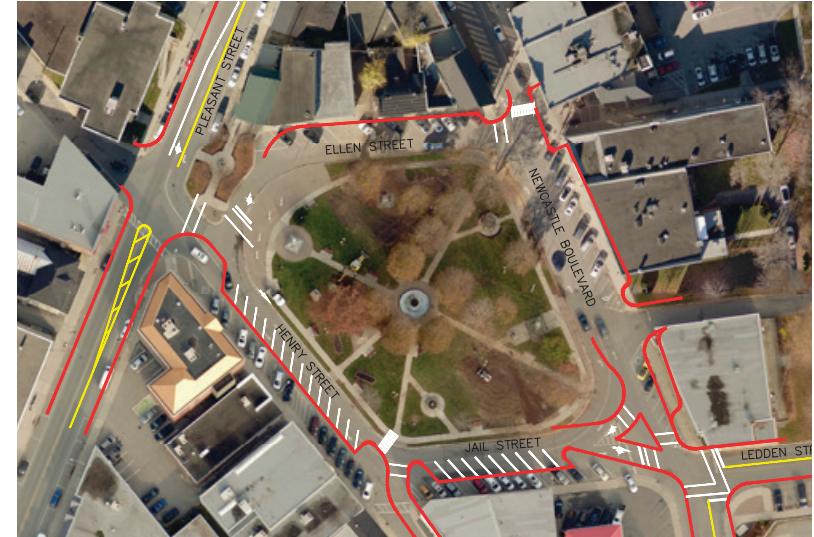


FIGURE 25 | NEWCASTLE-ELLEN INTERSECTION

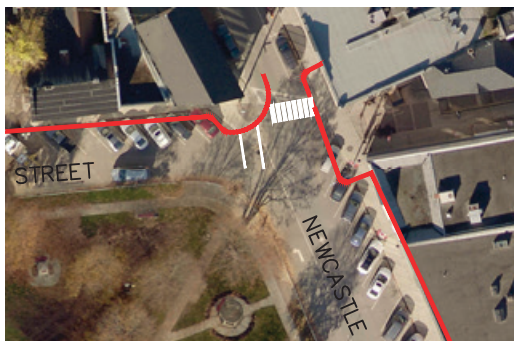
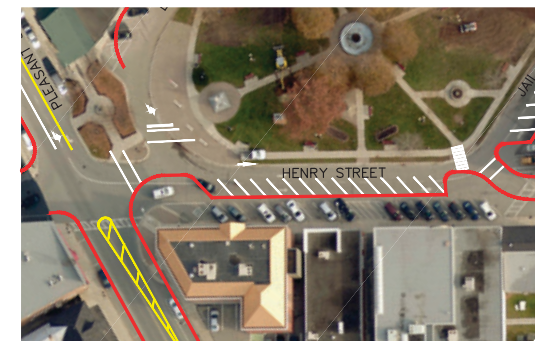


FIGURE 26 | JAIL-LEDDEN INTERSECTION



FIGURE 27 | HENRY STREET



The intersection of Newcastle Boulevard / Jail Street / Ledden Street should be considered for all-way stop sign control (Figure 26). This all-way stop enhances alignment through the intersection and allows for the addition of crosswalks that are absent from the existing intersection.

Enhancements to the pedestrian crossing on Newcastle Boulevard at Ellen Street through the provision of curb extensions, as shown in Figure 25, improve crosswalk alignment with the proposed extension of Ellen Walk toward the parking areas to the east. It will also shorten pedestrian crossing distance and improve visibility between pedestrians and drivers.

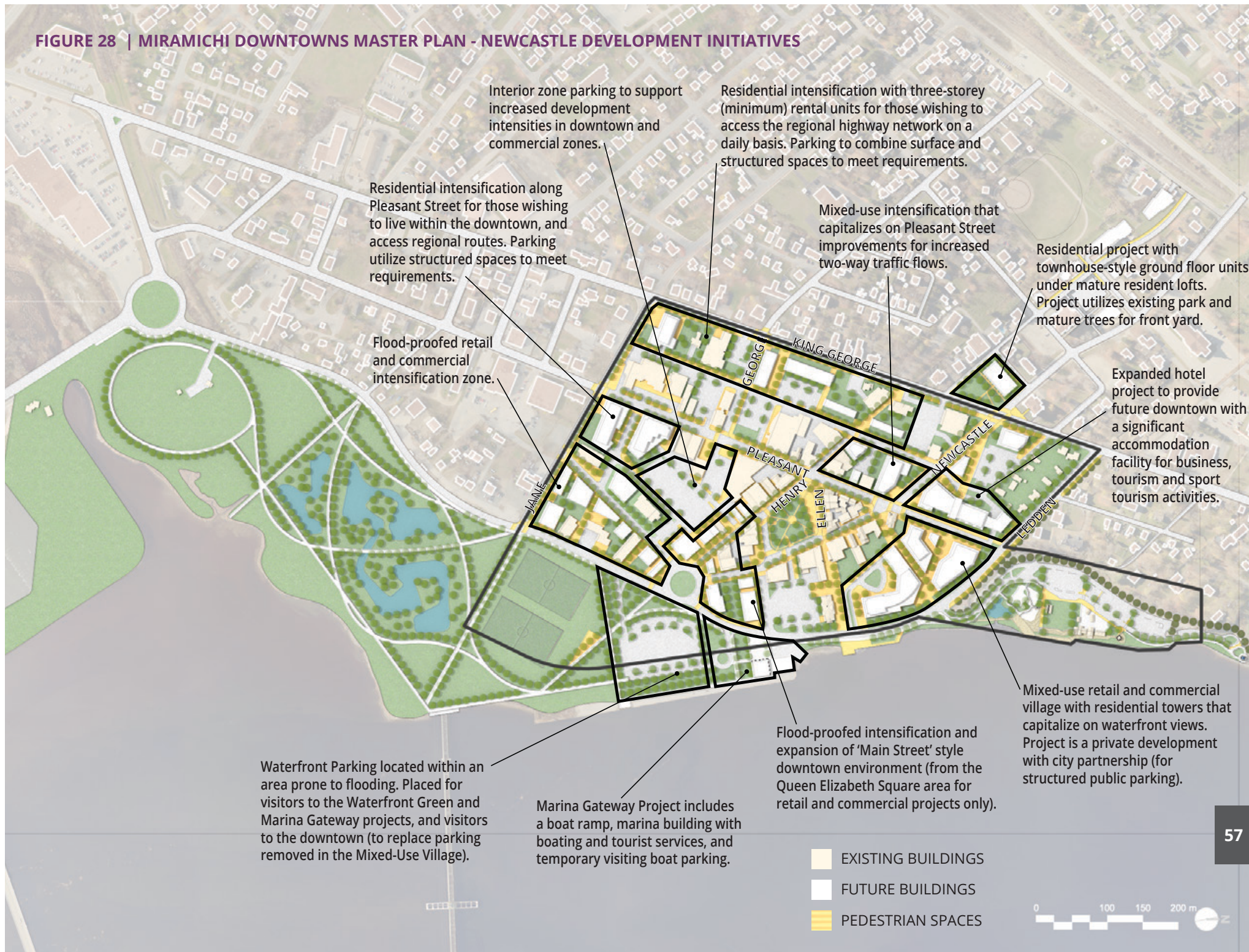
Modifications to the alignments around Queen Elizabeth Square can be phased-in as the changes on one block to not require significant upstream or downstream changes.

3.4 DEVELOPMENT INITIATIVES

The master plan proposes several long-term projects for which the City of Miramichi's Department of Economic Development will seek developer leadership. These include various types of residential, retail, and commercial projects within the downtowns. The Department can aggressively pursue these initiatives when opportunities arise. The adjacent Figure 28 conceptually describes several master plan-located projects for the Miramichi Downtowns Master Plan-Newcastle.



FIGURE 28 | MIRAMICHI DOWNTOWNS MASTER PLAN - NEWCASTLE DEVELOPMENT INITIATIVES





3.5 MUNICIPAL INITIATIVES

This section describes the short, medium, long-term, and evolutionary projects that evolve the Newcastle downtown toward the resident-informed vision presented in the master plan. The projects are illustrated in master plan format, while Chapter 7 presents the projects in a 'shopping list' format.

3.5.1 SHORT TERM

The following projects are proposed as early implementation initiatives.

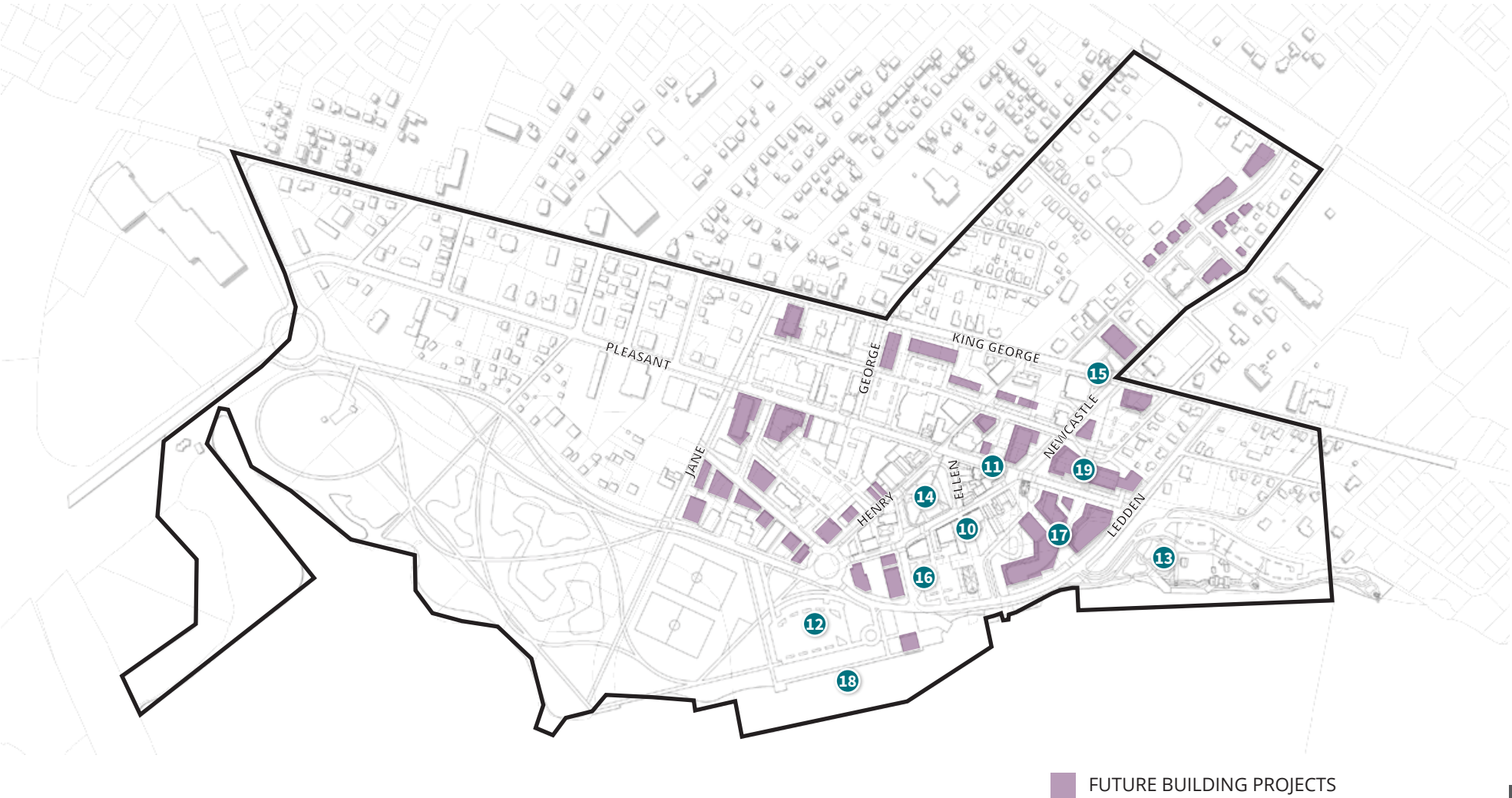
PROJECT TEN - ELLEN STREET AND FOUNTAIN HEAD LANE

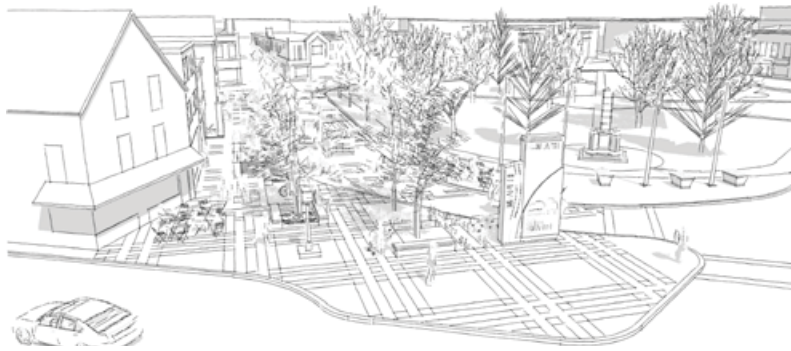
The Project. Although these will be created as two different projects, the plan proposes them as one initiative. They ensure the connection between the heart of downtown to existing parking and future mixed-use development with similar themes and designed pedestrian linkage.

This initiative has two essential aspects. First, the project renovates Ellen Street to become a pedestrian and business-friendly corridor. This renovation includes an improved and widened sidewalk and an amenity surface complete with planting, seating, lighting, bike racks, and patio space. Parallel parking and a single driving lane provide vehicle access to the street's edge services and residences.

Second, the street's pedestrian infrastructure extends toward the riverfront, providing a pedestrian link from Queen Elizabeth Square to downtown parking lots located between Newcastle Boulevard and Ledden Street.

FIGURE 29 | MIRAMICHI DOWNTOWNS MASTER PLAN PROJECTS - NEWCASTLE





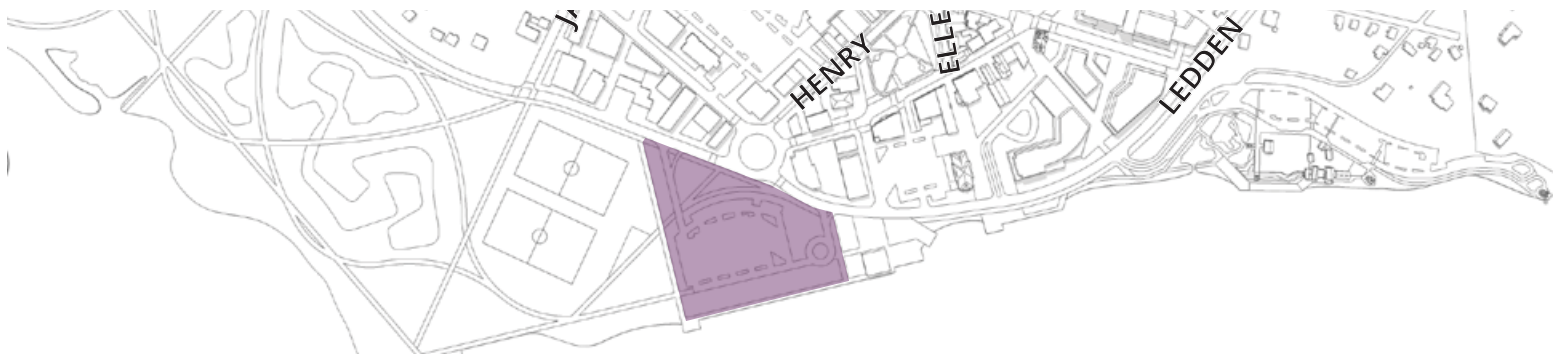
The Benefit. This project provides Ellen Street businesses with an improved storefront environment as well as linkage to parking areas that will eventually evolve into a mixed-use development zone. This project ‘sets the bar’ with a level of design and public space quality that the remaining Queen Elizabeth Square streets can adopt in later revitalization phases.



PROJECT ELEVEN - PLEASANT STREET

The Project. Pleasant Street, between Newcastle Boulevard and Henry Street, is returned to a two-way corridor to create continuous traffic flow and to ease access to downtown parking.

The Benefit. Pleasant Street shall function as a single corridor that accesses all areas of downtown, irrespective of the entry point. All other streets shall ‘hinge’ from this corridor. Also, this removes the streets surrounding Queen Elizabeth Square from functioning as a downtown collector street. Corridor width previously required for additional traffic lanes can be allocated to improve pedestrian and retail environments.



PROJECT TWELVE - PARKING MANAGEMENT TO MIXED-USE DEVELOPMENT

The Project. The city takes a leadership role in the provision of parking downtown. It works with private lot providers to ensure municipal-owned and private downtown retail and commercial parking supply (through efficient organization, design, and operation strategies).

The city also expands existing parking supply to areas indicated on the master plan to reduce pressure on areas proposed for re-development. For example, as lots are added behind the Kin Centre or are created on waterfront lands, the city can release under-utilized parking lands. The land adjacent to Ledden Drive and Pleasant Street can then accommodate retail, commercial, and residential developments (where flood risk does not impact future residential development).

The Benefit. When combined with on-street parking, the existing and proposed parking lots shall meet downtown employee and visitor requirements. The city can then begin to reduce parking demand by improving active transportation and transit, as well as other initiatives.

3.5.2 MEDIUM-TERM

The following projects are proposed to improve downtown Newcastle's core assets.



PROJECT THIRTEEN - RITCHIE WHARF

The Project. The existing wharf site requires an upgrade to meet the needs of emerging and future activities that shall sustain visitation over the next 20 to 25 years. The upgrade creates a single parking lot that can also function as a performance overflow space, play area improvements, as well as the creation of dedicated performance and retail areas. The plan reserves the under-utilized east end of the site for future ancillary benefits (accommodation, retail, recreational, and/or climate change resilience assets).

The Benefit. A revitalized Ritchie Wharf sustains the site's significant heritage within the downtown, city, region, and province. The proposed changes simplify and clarify the site's activity areas and remove the infrastructure that is not in keeping with, or required.



PROJECT FOURTEEN - QUEEN ELIZABETH SQUARE

The Project. The Ellen Street and Fountain Head Lane projects provide a precedent for the complete street's edge renovation of Queen Elizabeth Square. Parking management initiatives shall clarify parking needs. Together, these shall determine the final street, parking layout, and public space infrastructure surrounding the Square. This project proposes to expand the park's character to the surrounding building edges with pedestrian and amenity area improvements.

The Benefit. The renovation of the remaining Square's edges shall extend the pedestrian-dominant environment developed on Ellen Street to all retail edges. This environment shall extend from the corner of Newcastle Boulevard and Pleasant Street to the present downtown core along Pleasant Street and Henry Street.



PROJECT FIFTEEN - NEWCASTLE BOULEVARD GATEWAY

The Project. This area is an important intersection at the interface between the downtown and the King George Highway. It currently hosts the architecturally significant former courthouse, a church, the church parking lot, and under-utilized lands at the south-west corner of the intersection. This project proposes a gateway area that includes new townhouse and apartment residences, gateway signage and landscape improvements adjacent to the church parking lot, and streetscape improvements that extend downtown character from Queen Elizabeth Square.

The Benefit. This project creates a strong, themed gateway for those visitors wishing to access the services and on-street parking available within the heart of Newcastle's downtown. Adjacent and more localized gateways provide workers or residents with fast access to parking areas or retail and recreational environments.



PROJECT SIXTEEN - THE MIRAMICHI RIVER GATEWAY PROJECT

The Project. This initiative explores Miramichi's rich cultural and economic history through the creation of a waterfront facility that provides a local gathering space. It also serves as a tourism asset from both land and water, as well as a service gateway for boaters (e.g., washer and drying facilities, washrooms).

The Benefit. The project utilizes an existing boat ramp and adjacent parking (between the existing Kin Centre and the proposed Gateway Project). The facility provides a complete land-water interface, combining multiple products to create a significant Miramichi waterfront address.

Another significant benefit to this facility is it serves as a demonstration project for how new buildings are designed and constructed within future flood risk areas. As it complements the history and nature of Newcastle's downtown, the facility can demonstrate and celebrate strategies such as elevated, finished floor levels and wet-proofing floors and walls. As such, this and adjacent buildings are retail/commercial, and placed above the 2100 HHWLT elevation line (2.9 meters above sea level).



3.5.3 LONG-TERM

The following projects are proposed for implementation over the next 20 to 25 years, revitalizing under-utilized lands for recreational and development purposes.

PROJECT SEVENTEEN - MIXED-USE VILLAGE

The Project. This waterfront, high-density residential project capitalizes on adjacency to downtown and the river. The development adds mature and professional housing downtown. It creates a village where highly-permeable retail storefronts interface with pedestrian-friendly plaza spaces and upper-floor residential entries. This area will be active and popular.

The Benefit. The project creates significant tax revenue for the city while meeting mature resident housing demand and increasing the residential population within downtown.



PROJECT EIGHTEEN - RIVERFRONT GREENWAY

The Project. This project creates a continuous riverfront recreation-based greenway from Ritchie Wharf to Strawberry Marsh. Trail networks, walking loops, sports fields/common grounds, parking, and marshlands combine to create a people prioritized interface between downtown and the river in perpetuity.

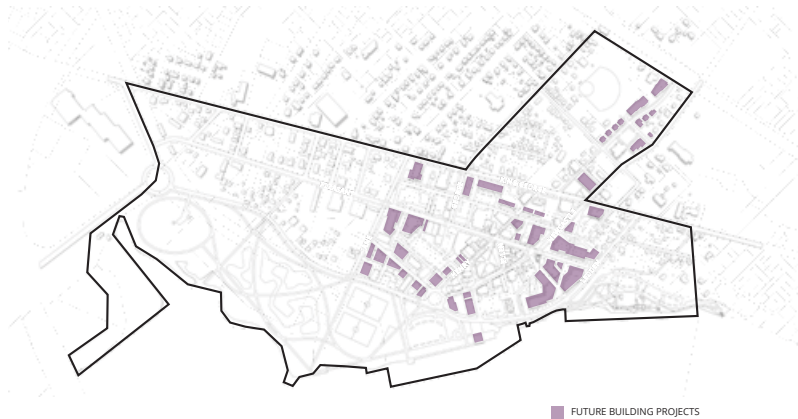
The Benefit. In addition to the recreational amenity the greenway establishes, the project becomes a climate change adaptation asset, physically positioning the site to protect against predicted future flood risk elevations.



PROJECT NINETEEN - UPGRADED HOTEL

The Project. The existing Pleasant Street hotel and restaurant are ideally located for future improvements that significantly increase rooms and meeting space within downtown Newcastle. Present facilities require a significant upgrade or replacement due to age or climate change-related flood risk impacts. This upgrade is a long-term project, allowing the city sufficient time to work with existing Newcastle hotel owners to determine interest in this project.

The Benefit. This project ensures the provision of high-quality and high-volume hotel accommodation and conference facilities within proximity to downtown shopping, business, and tourism facilities such as Ritchie Wharf or the proposed River Gateway Project.



3.5.4 EVOLUTIONARY PROJECTS

The master plan locates several new buildings in areas where existing buildings may eventually be replaced. These replacements are indicated and described to ensure revitalization occurs within the context of the master plan. The following describes the proposed replacement building types.

Mixed or Single-Use Downtown Buildings located in the **Mixed-Use King George Highway Zone** are encouraged to replace ageing structures as they reach end-of-life. The plan utilizes existing or amalgamated lots to create single-use residential buildings or mixed-use buildings with ground floor uses that differ from upper floor residential uses.

Residential uses in this zone are encouraged to provide affordable and mixed-generational products for those who capitalize on the King George Highway for mobility in their daily lives.

Mixed or Single-Use Downtown Buildings located in the **Mixed-Use Pleasant Highway Zone** are encouraged to replace ageing structures. The plan utilizes existing or amalgamated lots for new buildings with ground floor uses that differ from upper floor residential uses. Where commercial market conditions permit, second floors are also encouraged to vary use from upper floor residential units.

Residential products in this zone target those wishing to live downtown; however, they may need to access the regional highway network daily. The plan proposes residential products in the **Downtown Mixed-Use Transition Zone** for professional and mature residents wishing full integration into downtown life (with periodic access to the regional highway network).

The plan encourages **Single or Mixed-Use Commercial/Retail Buildings** located in the **Downtown Commercial Transition Zone** to replace structures as they reach end-of-life with new projects on existing or amalgamated lots. New projects will wrap around the edge of the zone, with internal surface parking that serves this zone and the downtown core zones.

4.0 SUPPORTING STRATEGIES

4

4.1 PARKING STRATEGY

On-street and in-lot parking are important components of the Miramichi's downtown experience. Existing surface parking lots consume highly visible and available land-base, and impact character through the appearance of large asphalt surfaces within the urban centres. In the cases of both downtowns, regionally-oriented streets feed vehicles to surface parking lots. Downtown residents, employees, and visitors who come to the area in their vehicles use this parking.

The downtowns function primarily as regional business and retail destinations, as well as support an emerging residential population. For this reason, parking remains an important component of urban viability. However, extensive surface parking lots occupy properties that can be dedicated to land uses that would add more interest and activity to the downtowns. This land could also generate business income and tax revenue for the city.

Applying parking demand management strategies such as transit and active transportation improvements reduce parking demand; however, parking remains essential within the downtowns for the immediate future. Therefore, this parking strategy proposes to identify reasonable parking quantity thresholds, within the parameters of existing use, accompanied by parking demand management strategies. Following initial master plan implementation stages, later phases propose

parking threshold reductions in keeping with the realization of cultural and infrastructure change. This strategy shall make surface parking lots available for future mixed-use projects that sustain character while increasing interest and visitation in the downtowns. New downtown jobs and increased municipal property tax revenues shall support sustained growth in the local and regional economy.

As with all downtowns, community debate over parking is highly engaging and eventful. Existing downtown off-site surface parking lot locations and supply levels often result from planning requirements designed to encourage visitation by providing increased parking, while removing the negative visual effect of asphalt surfaces from historic downtown streetscapes. These standards were intended to make downtowns more competitive with malls and other destination retail centres. Over time, planners have learned that additional downtown vehicle parking does not attract visitation to retailers.

Contemporary planning, led by urban design principles, accepts that retail centres provide regional draw into towns and cities, while downtowns function primarily as interrelated social, cultural, and human-scaled destinations for residents. Visitation downtown occurs as an

ancillary benefit of having an eclectic mix of shops, services, residences, and public spaces. Thus, what is good for residents is good for visitors, all of which is good for the local economy.

Some North American jurisdictions continue to oversupply parking relative to use and/or need. This oversupply is usually delivered through parking regulations that address it relative to individual building requirements, rather than the downtown in its entirety. In this case, parking is generally constructed on the site associated with the building. This is a common model delivered in the absence of a strategy that provides parking considerate of a collective, shared downtown requirement and present parking space utilization.

This plan's parking strategy aligns needs with supply. It proposes a strategy that ensures parking supply is considered relative to new development and parking demand management efforts. The city must carefully monitor and evolve this strategy to support downtown revitalization and continued growth. The benchmarks provided for both downtowns are the starting point. Experience gained through parking strategy implementation shall ensure an appropriate evolution of downtown parking.

It is important to note that the downtown parking supply is not effectively managed when a series of private surface lots are created relative to municipal by-law requirement, independent of collective need. A well-managed parking strategy is delivered with a clear understanding of present demand and future demand, as well as the ability to implement parking demand management tools that lower use over time. This requires public and private leadership that continuously monitors utilization and can act quickly when downtown intensification or growth requires additional parking. This parking strategy proposes that the City of Miramichi's Department of Economic Development takes a leadership role in guiding and monitoring parking for both downtowns. The following statements define this mandate.

- » The city, working with its Business Improvement Area partners, encourages parking delivery at appropriate benchmarks.
- » The city potentially acquires land required to provide additional parking. This acquisition supports Downtown District revitalization and intensification of office, restaurant, and retail uses.

- » The city continues to allow large-footprint, residential, and accommodation land uses to provide on-site parking.
- » Alternative parking shall be available on off-site city-owned lots for projects located within the Downtown Districts.
- » In lieu of providing minimum parking space requirements on-site, at Council's discretion, developers building non-residential or accommodations projects within the Downtown Districts may be able to pay \$5,500 per space. Projects that may qualify include developments on vacant land, full removal and replacement of existing buildings, full existing building renovation, and building expansions (for the area of the renovation).
- » The city shall develop and deliver parking demand management strategies that reduce parking space benchmark requirements.
- » The city shall make previously acquired lands for parking available for development as parking demand management strategies and transportation evolution reduce demand on Downtown District parking.

4.1.1 EXISTING CONDITIONS

The parking strategy presented in this master plan is planned for the Downtown Districts. For the purpose of downtown comparative analysis, the Business Improvement Areas (BIAs) are also discussed. The BIA boundaries are similar to those of the Downtown Districts. Areas outside of the Downtown Districts, but existing within the study area boundaries, shall deliver parking as prescribed in the present City of Miramichi Zoning By-law No.91. This section describes downtown parking's current regulatory, physical, and administrative conditions.

MIRAMICHI'S ZONING BY-LAW

The present Zoning By-law prescribes parking space allocation relative to land and building use. Tables 1 and 2 include relevant existing minimum parking requirements (City of Miramichi Zoning By-law No. 91, Section 4.2 Parking; Minimum Parking Space Requirements) for the associated land uses within the Downtown Districts. Minimum parking space requirements are a standard regulatory measure for towns and cities operating in pre-master plan situations; however, they require developers to manage parking supply independent of collective downtown need.

Developers are currently required to create on-site parking spaces on lands intended for proposed development within downtown zones except in the case of areas zoned Central Commercial (CC). The Downtown Parking Exemption (Section

4.2.7 of Zoning By-law No. 91) gives Council discretion to allow developers to pay the City \$500 per parking space instead of providing required parking for new or expanded Central Commercial buildings.

As demonstrated in Tables 1 and 2, applying Miramichi's Zoning By-Law to the estimated existing land use profile would result in a significant over-supply of parking in the BIAs. For example, Table 2 indicates that an estimated 1,063 of the available 1,635 parking spaces are commonly used at peak periods within the Newcastle BIA. If parking were created at rates prescribed in the Zoning By-Law, the Newcastle BIA's 561,764 square feet of retail, commercial, and residential apartment space would require approximately 1,977 parking spaces.

This standard was developed long after the downtowns were originally built, and these estimates suggest that the requirements (for non-residential uses) should be updated within the Downtown Districts. Any residential or accommodation development such as hotels, apartments, condominiums and other housing shall require parking to meet current standards. It should remain the responsibility of the developer to provide parking on-site unless otherwise permitted or negotiated. Residential development is an essential component of the master plan, and its parking should be structured within buildings or immediately adjacent to residences.

LOCATION AND UTILIZATION - DOWNTOWN CHATHAM

As described in Table 1, there are an estimated 1,169 parking spaces within Chatham's BIA (see Figure 30). One hundred twenty-four are on-street spaces, and 1,045 are surface lot spaces. These spaces supply approximately 351,362 square feet of use-specific built floor space (not counting buildings' common areas) plus 105 residential apartment units.

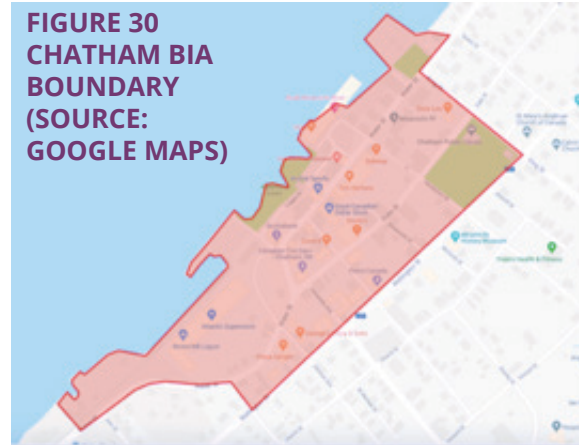
Chatham's BIA parking is utilized at approximately 71% of the existing supply. This estimate was averaged over five site visits during peak-period morning and afternoon use. It suggests that approximately 830 parking spaces are required within the BIA.

LOCATION AND UTILIZATION - DOWNTOWN NEWCASTLE

As described in Table 2, there are approximately 1,635 parking spaces within Newcastle's BIA (Figure 31). One hundred forty-one are on-street spaces and 1,494 are surface lot spaces. These spaces supply approximately 561,764 square feet of use-specific built floor space (not counting buildings' common areas) plus 63 residential apartment units.

Presently, the Newcastle BIA parking spaces are utilized at approximately 65% of supply. As with Chatham, this estimate was averaged over five site visits during peak-period morning and afternoon use. It suggests that approximately 1,063 parking spaces are presently required within the BIA.

**FIGURE 30
CHATHAM BIA
BOUNDARY
(SOURCE:
GOOGLE MAPS)**



**FIGURE 31
NEWCASTLE BIA
BOUNDARY
(SOURCE:
GOOGLE MAPS)**



TABLE 1 | EXISTING PARKING REQUIREMENTS, CHATHAM BIA

LAND USE	EXISTING EST. SQ. FT.	EXISTING EST. PARKING SPACES	UTILIZATION (@71%)	CITY OF MIRAMICHI ZONING BY-LAW NO. 91, SECTION 4.2 PARKING, MINIMUM PARKING SPACE REQUIREMENTS	EST. REQ. PARKING	PRECEDENT LOW (PER 1,000 SQ. FT.)	EST. REQ. PARKING - Low (PER 1,000 SQ. FT.)	PRECEDENT AVG. (PER 1,000 SQ. FT.)	EST. REQ. PARKING - Avg. (PER 1,000 SQ. FT.)	PRECEDENT HIGH (PER 1,000 SQ. FT.)	EST. REQ. PARKING - High (PER 1,000 SQ. FT.)
Office	69,129			Office: 1 per 25 sq. m. of floor area (~3.7 / 1,000 sq. ft.)	256	0.9	62	1.4	97	1.9	131
Institutional / Community	23,747			Any other use or purpose otherwise not specified: 1 per 28 sq. m. of floor area (~3.3 / 1,000 sq. ft.)	78	0.9	21	1.4	33	1.9	45
Hotel	68,524			1.25 per guest room	245	1	69	1	69	1	69
Residential (Apartments Only)	105			1.25 / dwelling unit	131	0.5	50	0.8	75	1.4	140
Restaurant	30,860			Eating / licensed establishment: 1 per 7 sq. m. of floor area (~ 13.3 / 1,000 sq. ft.) or 1 per 3 seats, whichever is greater	410	4.6	142	4.6	142	4.6	142
Retail	156,847			Retail store, personal service shop: 1 per 28 sq. m. of floor area (~3.3 / 1,000 sq. ft.)	518	0.9	141	2.1	329	3.3	518
Industrial	2,256			Wholesale establishment, warehouse distribution centre, or truck terminal: 1.0 / 232 sq. m. of floor area (~0.4 / 1,000 sq. ft.) Assembly plant, processing plant or manufacturing plant: 1 per 3 employees, or 1 per 93 sq. m. floor area (~1 / 1,000 sq. ft.), whichever is greater	2	0.5	1	0.8	2	1	2
TOTAL	351,362	1,169	830		1,640		486		746		1,046

TABLE 2 | EXISTING PARKING REQUIREMENTS, NEWCASTLE BIA

LAND USE	EXISTING EST. SQ. FT.	EXISTING EST. PARKING SPACES	UTILIZATION (@65%)	CITY OF MIRAMICHI ZONING BY-LAW NO. 91, SECTION 4.2 PARKING, MINIMUM PARKING SPACE REQUIREMENTS	EST. REQ. PARKING	PRECEDENT LOW (PER 1,000 SQ. FT.)	EST. REQ. PARKING - Low (PER 1,000 SQ. FT.)	PRECEDENT AVG. (PER 1,000 SQ. FT.)	EST. REQ. PARKING - Avg. (PER 1,000 SQ. FT.)	PRECEDENT HIGH (PER 1,000 SQ. FT.)	EST. REQ. PARKING - High (PER 1,000 SQ. FT.)
Office	163,759	1,635	1,063	Office: 1 per 25 sq. m. of floor area (~3.7 / 1,000 sq. ft.)	606	0.9	147	1.4	229	1.9	311
Institutional / Community	29,430			Any other use or purpose otherwise not specified: 1 per 28 sq. m. of floor area (~3.3 / 1,000 sq. ft.)	97	0.9	26	1.4	41	1.9	56
Hotel	17,828			1.25 per guest room	64	1	18	1	18	1	18
Residential (Apartments Only)	63			1.25 / dwelling unit	79	0.5	32	0.8	47	1.4	88
Restaurant	21,313			Eating / licensed establishment: 1 per 7 sq. m. of floor area (~ 13.3 / 1,000 sq. ft.) or 1 per 3 seats, whichever is greater	283	4.6	98	4.6	98	4.6	98
Retail	225,701			Retail store, personal service shop: 1 per 28 sq. m. of floor area (~3.3 / 1,000 sq. ft.)	745	0.9	203	2.1	474	3.3	745
Industrial	103,734			Wholesale establishment, warehouse distribution centre, or truck terminal: 1.0 / 232 sq. m. of floor area (~0.4 / 1,000 sq. ft.) Assembly plant, processing plant or manufacturing plant: 1 per 3 employees, or 1 per 93 sq. m. floor area (~1 / 1,000 sq. ft.), whichever is greater	104	0.5	52	0.8	78	1	104
TOTAL	561,764	1,635	1,063		1,977		576		985		1,420

4.1.2 PARKING SPACE BENCHMARKS

Tables 1 and 2 describe low, mean, and high parking benchmarks derived from precedent Canadian cities. Parking values relate to the indicated land-use type. The low benchmark values relate to Canadian cities where high-density downtowns combine with transit, active transportation, infill development, and other parking demand management strategies to reduce dependency on, and utilization of, downtown parking. The high benchmark values relate to cities that have not implemented demand management tools or are influenced by an anomaly such as parking-reliant lease agreements (often associated with government contracts). The average benchmark values relate to cities where some form of parking management has influenced demand.

This master plan proposes use-based figures that serve as general go-forward benchmarks when the city monitors parking supply (between the precedent low and average benchmarks). These benchmarks are the same for both downtowns. They are easily applied relative to new or renovated uses within the Downtown Districts.

Under this master plan, the city shall monitor the parking supply for retail, restaurant, and office uses on municipal-owned lots, or private lots in association with the landowners. This master plan describes estimates of the existing parking supply and utilization of this supply. This information, when accompanied by the following benchmarks for land uses, provides the tools required to monitor parking.

Parking Benchmarks

Land Use	Delivery
Office	1 space per 1,000ft ²
Community/Institutional	1 space per 1,000ft ²
Restaurant	4.6 spaces per 1,000ft ²
Retail	2.1 spaces per 1,000ft ²
Hotel, Motel	1.2 spaces per unit
Residential	1.2 spaces per unit
Industrial	0.8 spaces per 1,000ft ²

4.1.3 LOCATING PARKING IN THE MASTER PLAN

FUTURE NEED

The master plan proposes downtown land-use models that format development over the next 50 plus years. The city has worked hard to stall population decline through immigration attraction strategies. Economic development efforts shall focus on increasing the corporate and population base that supports downtown revitalization.

The downtown plans provide a vision that responds to the community's desire to improve their downtowns and waterfronts while providing housing, retail, and commercial development formats. These projects also serve as economic development initiatives that create opportunities.

Table 3 describes the estimated total BIA parking spaces required in the downtown plans. The plans and table articulate the interrelated relationship between future development and parking, providing a long-term direction to plan new parking construction and parking demand management strategies. Planning toward this result ensures the city is moving toward a people-centric downtown.

The relationship between parking, development, demand management, and administration cannot be overstated. The necessity of parking is perceived as an essential component of downtown life; however, downtowns are best when built for human interaction with social and economic spaces. Parking is a mobility-based support service similar to transit, trails, bike lanes, and sidewalks that serves to create diverse and interesting downtowns. These tools can be applied to an evolving downtown 'in-balance' and in a manner that allows the city to capitalize on its economic opportunities.

It is important to note that no downtown is built exactly the same as the master plan is conceived. Retaining the vision and the actions required to realize the vision is essential to ensure the city is creating the type of downtown desired by its residents. Establishing parking benchmarks and implementing strategic actions that evolve cultural approaches to mobility and manage parking demand support this goal.

4.1.4 PARKING ADMINISTRATION AND DEVELOPMENT

The parking-dominant downtowns aggressively created by planners and builders between the 1950s and 1980s have resulted in downtowns that prioritize the automobile above the pedestrian visitor. Planners now realize the social and economic impacts on downtowns under this scenario and have begun to withdraw these associated parking standards. Primarily, this occurs under downtown master plan exercises where residents address character and vision.

As noted in Section 4.1.1, developers are currently required to create on-site parking spaces on lands intended for proposed development within downtown zones except in the case of areas zoned Central Commercial (CC). The Downtown Parking Exemption (Section 4.2.7 of Zoning By-law No. 91) gives Council discretion to allow developers to pay the city \$500 per parking space instead of providing required on-site parking for new or expanded Central Commercial zoned buildings.

This plan recommends Council consider the elimination of the present Downtown Parking Exemption. It also recommends Council consider maintaining an 'in lieu payment option' for developers building non-residential or accommodations projects within the Downtown Districts, with an increased payment of \$5,500 per parking

space. It is important to note that the \$5,500/space cost is based on an estimated per-space budget value that city will need to evaluate further prior to implementation.

Furthermore, the city's Department of Economic Development can support the delivery of downtown parking, as described in this chapter using the following strategies:

- » Improve the use of the existing parking supply;
- » Clarify the purpose of on-street parking as visitor-only parking;
- » Encourage collaboration with other parking providers to maximize the effectiveness of maps, signage, and electronic technologies that facilitate the identification of parking areas and available spaces;
- » Work with developers to expand the existing parking supply;
- » Potentially acquire land to expand the current parking supply as needed;
- » Develop and implement parking demand management strategies;
- » Develop and implement a paid parking strategy (and technologies) in the downtowns that

generates revenue on city-owned lots and on-street parking spaces (intended to release developers from paying the proposed \$5,500 / space in lieu).

This plan proposes municipal creation and management of off-site parking within the BIAs (Figure 30 and Figure 31) to service the parking requirements of existing buildings and proposed infill on underutilized lands. The city lots proposed in this master plan shall provide an additional 118 surface parking spaces in downtown Chatham and 84 surface parking spaces in downtown Newcastle, compared to the existing number of surface parking lot spaces provided within these areas (Table 3). This increased capacity shall serve an initial increase in parking demand that accompanies downtown development. Surface lots can later be developed once parking demand management strategies are implemented.

As part of a paid parking strategy, this report recommends the city follow the example of municipalities across Canada implementing new parking technology to manage paid parking systems. Many Atlantic Canadian cities use the HotSpot application as part of their paid parking system, which can be integrated with parking

meters and gated lots. Another example, ParkPlus, was developed by the Calgary Parking Authority and launched in the City of Calgary in 2007. It uses licence plate recognition technology that facilitates a pay-by-plate system. ParkPlus allows for the management of parking payment, enforcement, and permits in real-time, also using a mobile application. These types of parking solutions improve customer service, increase revenue, reduce costs, and provide data for further system refinement and informed decision-making.

It is important to note that parking management systems continue to evolve toward increasingly user-friendly and location-relevant technologies. Spaces no longer need to be individually identified to gather payments. Past capital expenditures for parking space identification, signage, and street meters are no longer necessary. They can be diverted to parking enforcement staff and enhancements such as pedestrian improvements that provide better linkage between lots and retail areas.

FIGURE 32 | CHATHAM COLLECTIVE PARKING AREAS**FIGURE 33 | NEWCASTLE COLLECTIVE PARKING AREA**

4.1.5 LONG-TERM PARKING DEMAND

Once fully implemented, the master plan locates a total of 1,287 and 1,719 parking spaces in the Chatham and Newcastle BIAs (respectively). These totals consider all existing spaces, new lots, new structured parking, and new streets. To achieve a level of parking demand that meets medium to low-range benchmarks, strategies that reduce parking demand while supporting new development are needed. At the national level, the Victoria Transport Policy Institute researches parking demand management strategies and the general results realized from implementing these initiatives. This section proposes the implementation of the following tools:

**TABLE 3 | BIA PARKING SPACE COMPARISON:
EXISTING SPACE AND MASTER PLANS**

PARKING SPACE ESTIMATES	Chatham BIA	Newcastle BIA
EXISTING TOTAL:	1169	1635
MASTER PLAN TOTAL:	1287	1719
PARKING SPACES ADDED:	118	84

Shared Parking Strategy. Mixed-use buildings offer the opportunity to share parking among multiple uses based on time-of-day occupancy efficiently. For example, a portion of residential parking can be made available for other purposes during daytime periods.

Destination Parking Strategy. Downtown land can be made available by creating larger lots in areas adjacent to the downtown (where shuttle and active transportation connectivity is available).

Compact Development Strategies. This master plan proposes two downtown residential development zones where daily life needs are met within a short walking distance. This type of development reduces vehicle ownership and/or daily vehicle trips for those living within the core.

Active Transportation Route and Destination Improvements. Improved and high-quality trail and bike lane connections into Downtown Districts can reduce parking demand.

Technology/Information. The use of technologies that maximize allocation and distribution supports the management of and access to parking.

These strategies require long-term vision, and their implementation can support the provision of a land base for redevelopment.

4.2 SERVICING STRATEGY

WSP prepared a report, *Servicing Report Downtowns Miramichi Redevelopment Plan*, concerning the servicing requirements and potential impacts of the master plans on the downtown municipal infrastructure networks. WSP submitted this report to the City of Miramichi Department of Engineering for review in July 2019. In addition to more detailed analysis, the report makes the following recommendations for future development:

NEWCASTLE

STORM SEWER

- » Further planning and investigation into storm sewer impacts before the preliminary or detailed design of a raised parkway along the river in Newcastle.
- » The municipality institute a “Zero Net” policy. Any new development or redevelopment located in the drainage area tributary to the Newcastle downtown be required to provide on-site stormwater storage to mitigate any potential increase in the impervious surface and stormwater runoff.
- » In the short term, implement recommendations from WSP’s 2017 *Flood Mitigation Investigation for Downtown Newcastle*. They alleviate localized flooding issues on Newcastle Boulevard and in

the parking lots north of Ledden Street.

Recommendations A1, C1, and C2 are cheaper options that help mitigate higher frequency flooding events.

- » At the design stage, evaluate on a case by case scenario any potential street and intersection reconfigurations for localized storm sewer re-alignments or modifications.
- » New storm sewers should be designed in accordance with the City of Miramichi design guidelines and criteria.
- » Catch basins are fitted with Inlet Control Devices (ICDs) to prevent the surcharging of stormwater.

SANITARY SEWER

- » The capacity of the sanitary trunk sewer, lift station and treatment lagoon should be evaluated to determine if the system can handle additional flows from the proposed development on the Opera House / Irving properties.
- » Further evaluation of the effects of a storm surge on the water table elevation and associated impacts to the sanitary sewer system prior to the preliminary or detailed design of a raised parkway along the river in Newcastle.

WATERMAIN

- » Impacts of the redevelopment of the Opera House / Irving properties on the available pressures and flows in the existing water main network should be verified by creating a water model / updating an existing water model (if it exists).

CHATHAM

STORM SEWER

- » A Zero Net policy for areas further up from Water Street is recommended to mitigate the impact of any new development or redevelopment on the capacity of the existing storm sewer system, prevent localized flooding, and identify the need for potential storm sewer upgrades.

SANITARY SEWER

- » Over the long term, it is recommended to relocate the lift station just east of the Rodd Hotel above the 4.6m elevation.
- » Evaluate the impacts of a flood/storm surge elevation on the water table, as well as its impact on the trunk sewer, lift station, and force main to the treatment lagoon.
- » To service the proposed new residential units on Cunard Street between Duke Street and Church Street, investigate the Cunard Street sanitary sewer's available capacity to determine if it needs to be upgraded between Wellington Street and Water Street.

- » To service the new residential units proposed on University Avenue between Church Street and Wellington Street, at a minimum, replace the sanitary sewer on University Avenue from Church Street to Duke Street. Sizing shall depend on capacity and slope would need to be further investigated.
- » To service the proposed new residential units on Duke Street between Henderson Street and King Street, investigate the capacity of the King Street sanitary sewer before development.
- » To service the proposed new residential units at the corner of Henderson Street and Duke Street, investigate the capacity of the Henderson Street sanitary sewer and Water Street sanitary sewer before development.

WATERMAIN

- » The impacts of the redevelopment on the available pressures and flows in the existing water main network should be verified by creating a water model or updating an existing model if it exists.

4.3 AFFORDABLE HOUSING STRATEGY

The provision of affordable housing in downtown Miramichi is both an important issue and opportunity. Council's interest in affordable housing is noted in the Municipal Development Plan 2011 - 2025 (p.106 (1)): "It is a proposal of Council to encourage and support the provision of affordable housing alternatives and a mix of densities in all areas of the City." Despite this commitment, an affordable housing strategy for Miramichi has not been developed.

Affordable housing is conventionally defined as shelter costs (rent + utilities) that are below 30% of before-tax household income. Households "in core housing need" do not meet at least one of three standards: adequacy (repair), suitability (crowding), or affordability. As of 2011, CMHC reported that the average household income before taxes of Miramichi households in core housing need was \$14,269 and that their average monthly shelter costs were \$537. Shelter costs represent 45% of these households' income before taxes, an unaffordable proportion.

In addition to issues of affordability, Miramichi appears to lack an adequate supply of rental units more generally. As of October 2018, CMHC reported that the vacancy rate of Miramichi apartment buildings with 3-5 units was 0%, with 6-19 units was 2.3%, and with 20-49 units

was 0.9%. Miramichi's total apartment structure vacancy was 1.7% compared to the NB average of 3.2%. This low vacancy suggests that more rental units are required in general, both at market prices and prices reflecting the requirements of households in core housing need.

There are many strategies that municipalities in similarly sized population centres employ to encourage and support the provision of affordable housing. These include but are not limited to:

- » Quotas
 - » E.g., 20% quota of affordable housing units for some downtown projects, particularly those receiving government assistance.
- » Grants
 - » E.g., grants for projects that rehabilitate affordable housing and rental units.
- » Loans
 - » E.g., loans for private or non-profit developers of affordable housing projects.
- » Incentive or Bonus Zoning Agreement By-laws
 - » E.g., relaxing maximum building heights if a project satisfies public needs such as provisions for affordable housing, exempting affordable housing units from density calculations.

- » Relaxation of on-site parking requirements
 - » E.g., relaxing on-site parking requirements to encourage smaller, more affordable housing units.
- » Council administered reserve fund
 - » E.g., reserve funds used as working capital to facilitate the delivery of affordable housing ownership and rental units within the municipality.
- » Housing Needs Assessment
 - » I.e., gaining a comprehensive understanding of housing needs so that municipalities can encourage the development of appropriate housing types to accommodate current and potential residents.

In addition to city incentives, the Province of New Brunswick and the Government of Canada administer initiatives supporting private and non-profit developers who create affordable housing.

- » Provincial Affordable Rental Housing Program forgivable loan
 - » Non-profit groups, max. \$40,000 per unit, up to 100% of the units
 - » Private entrepreneurs, max. \$40,000 per unit, put to 50% of the units

- » Federal - Provincial Housing Agreement: Canada Community Housing Initiative and New Brunswick Priorities Housing Initiative
 - » Cost-matched funding, create additional 151 affordable rental units in private, public, and non-profit sectors.

Affordable housing within the context of urban centres is challenging. Downtown land values, development costs and demand for units with improved amenities often direct investment away from affordable housing. This helps to ensure developers are maximizing return for both the project owner and the municipality. This will also occur in Miramichi.

The Chapter 1 land use concept plans locate Mixed-Use Regional Development character zones that are ideal locations for affordable housing within the downtown. The City of Miramichi can support the creation of affordable housing within these zones to ensure a broad range of residents can live downtown while meeting the needs of this important market segment.



5.0 POLICY

5

This chapter outlines policies and proposals to support master plan implementation.

5.1 URBAN STRUCTURE

URBAN STRUCTURE POLICIES (US)

US-1 Council shall conserve or create essential view corridors to ensure visual and/or corridor links to important cultural landmarks and landscapes.

URBAN STRUCTURE PROPOSALS (us)

us-1 Further to Policy US-1, Council shall refer to Figure 8 and Figure 18 as guides for view corridor creation and/or conservation.

us-2 Further to proposal us-1, it is proposed that Council explore amending the City of Miramichi Zoning By-law No. 91 to conserve and create essential view corridors.

5.2 CIRCULATION PLAN

CIRCULATION PLAN POLICIES (CP)

CP-1 Council shall support the walkability of downtown urban structure, year-round, giving priority to pedestrian routes and facilities.

CP-2 Council shall promote the use of self-propelled, active transportation modes (i.e., bicycles, pedestrian movement), by maintaining and expanding its active transportation network.

CP-3 It is the intent of Council to support the creation of new downtown street corridors, as proposed for implementation over the life of this plan, that generate new development opportunities.

CIRCULATION PLAN PROPOSALS (cp)

cp-1 Further to Policy CP-1 and in recognition of the benefits of establishing pedestrian-prioritized streets downtown, Council shall continue to invest in and support investment along Urban Destination Streets to create pedestrian-dominant corridors.

cp-2 Further to proposal cp-1, it is proposed that Council refer to Figure 9 and Figure 19 as guides for municipal streetscape investments.

cp-3 Further to proposal cp-1, Council may wish to encourage downtown businesses to enhance the pedestrian-prioritized streetscapes along Urban Destination Streets through:

- » Façade improvement incentives
- » Expedited Urban Destination Street amenity and accessory approvals (e.g., patios, awnings).

cp-4 Further to Policy CP-2, it is proposed that Council explore amending the City of Miramichi Generalized Future Land Use Plan (Sc. A to BL 90) to include greenway trails identified in Figures 7 and 16.

cp-5 Further to Policy CP-2, it is proposed that Council refer to Figure 9 and Figure 19 as guides for bike route creation when renovating existing streets or constructing new streets.

cp-6 Further to Policies CP-2 and CP-3, Council may explore the creation of a Future Roads & Active Transportation Routes Schedule of the Municipal Development Plan, informed by the new roads and active transportation routes identified in Figure 9 and Figure 19.

5.3 CLIMATE CHANGE RESILIENCE

CLIMATE CHANGE POLICIES (CC)

CC-1 Council shall explore options to enhance the downtowns' resilience to climate change.

CLIMATE CHANGE PROPOSALS (cc)

cc-1 Further to Policy CC-1, recognizing the downtowns' increasing flood risk related to climate change, Council shall explore amending the City of Miramichi Municipal Development Plan and Zoning By-law No. 91 to institute flood risk-mitigating development requirements.

cc-2 Further to Policy CC-1, it is proposed that Council engage an expert to provide viable physical climate change adaptation measures (particularly the reduction of flood risk) to the downtowns.

cc-3 Further to proposal cc-2, it is proposed that the study of viable downtown adaptation measures include but are not limited to:

- » Creation of a raised flood barrier (by extending and raising Ledden Street) to protect the eastern section of downtown Newcastle,
- » Creation of a raised flood barrier (by extending and raising Loggie Drive) to protect the eastern section of downtown Newcastle,
- » Flood resilient future land uses,
- » Flood resilient building practices,
- » Employment of ecosystem services to mitigate flood risk.

5.4 MIRAMICHI DOWNTOWNS - URBAN DESIGN MANUAL

URBAN DESIGN MANUAL POLICIES (UD)

UD-1 Council shall encourage the development of new public space projects, new buildings, renovations of existing buildings, and new or renovated streets within the Downtown Districts to follow the guidelines of the *Miramichi Downtowns - Urban Design Manual*.

UD-2 Council recognizes that the *Miramichi Downtowns - Urban Design Manual* guidelines are created to provide developers and those overseeing development with a common tool that ensures Downtown District revitalization and development occur in line with the intent of this master plan.

UD-3 Council recognizes that the *Miramichi Downtowns - Urban Design Manual* guidelines are applied to projects that utilize vacant lands, that remove and replace existing buildings, fully renovate the interior space of existing buildings for a new or intensified use, or increase an existing building's footprint by 30% or greater.

URBAN DESIGN MANUAL PROPOSALS (ud)

ud-1 To achieve Policy UD-1, Council shall explore implementing the *Miramichi Downtowns - Urban Design Manual* guidelines through overlay zoning in the Zoning By-law.

ud-2 Further to Policy UD-1, Council shall explore the establishment of a system of licenses, permits, or approvals for sidewalk cafés, sidewalk retail, mobile vending, and awnings or canopies extending past property lines into the ROW.

5.5 DOWNTOWN FINANCIAL INCENTIVE PROGRAM

FINANCIAL INCENTIVE POLICIES (FI)

FI-1 Council shall explore the establishment of the Downtown Financial Incentive Program that is applied within the Downtown Districts to projects that utilize vacant lands, that remove and replace existing buildings, fully renovate the interior space of existing buildings for a new or intensified use, or increase an existing building's footprint by 30% or greater.

FINANCIAL INCENTIVE PROPOSALS (fi)

fi-1 To implement Policy FI-1, upon the establishment of the Downtown Financial Incentive Program, Council shall maintain it for not less than 15 years for residential-dominant development projects within the Downtowns and ten years for commercial/retail-dominant development projects in the Downtowns.

fi-2 Further to Policy FI-1, Council shall evaluate the need to continue, modify, or terminate the Downtown Financial Incentive Program upon expiry of the proposed incentives.

fi-3 Further to Policy FI-1, Council shall place the highest importance on projects that:

- A. Add new residential units or renovate existing buildings to support new residential units;
- B. Provide affordable housing;
- C. Mitigate and/or adapt to climate change;
- D. Include publicly accessible parking garages that replace surface parking lots, and;
- E. Follow the guidelines of the *Miramichi Downtowns - Urban Design Manual*.

fi-4 Council may take the following steps to explore the expansion of the eligibility boundary as Downtown build-out occurs:

- A. Detailed financial analysis that ensures the proposed project is of sufficient scale to realize property tax revenue that off-sets the grant cost to the city,
- B. Resident consultation that demonstrates support for the project and belief that the project is in keeping with the character of the neighbourhood, and
- C. Application of the *Miramichi Downtowns - Urban Design Manual* guidelines to developer plans.

5.6 PARKING

PARKING MANAGEMENT POLICIES (PM)

PM-1 Council shall refer to the parking strategy presented in Section 4.1 as a general guide for Downtown District parking supply and demand management.

PM-2 Council shall refer to the parking-specific public space guidelines, as stated in the *Miramichi Downtowns - Urban Design Manual*, as a guide to ensure that surface and structured parking contribute to the Downtown Districts' urban environment as much as possible.

PARKING MANAGEMENT PROPOSALS (pm)

pm-1 To implement Policy PM-1, Council can monitor Downtown District parking supply and demand throughout this plan's implementation.

pm-2 Further to Policy PM-1, Council may explore updating Downtown District minimum parking space requirements through an amendment to Zoning By-law No. 91 or through overlay zoning, to reflect plan recommended benchmarks.

pm-3 Further to Policy PM-1, Council may explore various options to reduce Downtown District parking demand by:

- » Improving active transportation through careful street and trail design;
- » Encouraging the incorporation of active transportation amenities (e.g., change facilities, bike storage) in new developments;
- » Making improvements to the transit system;
- » Creating parking lots outside of the Downtown Districts, with transit and active transportation links to the Downtown Districts;
- » Using technology to increase the potential for shared parking.

pm-4 To implement Policy PM-1, Council may explore amending Zoning By-law No. 91 to remove the present Downtown Parking Exemption (4.2.7).

pm-5 Further to proposal pm-4, Council may explore the creation of a new By-law applying to the Downtown Districts, replacing Downtown Parking Exemption's (4.2.7, Zoning By-law No.91) item #4, specifying Council's ability to (in its discretion) allow a developer to pay the city in lieu of providing required minimum parking spaces. It would reflect master plan recommendations (\$5,500 per parking space, for non-residential and accommodations projects in the Downtown Districts), and may be accomplished using overlay zoning.

pm-6 Further to Policy PM-2, Council may explore amending Zoning By-law No. 91, or use overlay zoning, to implement Downtown District:

- » Surface parking lot design standards,
- » Parking garage standards, and
- » Bicycle parking standards

pm-7 Further to proposal pm-6, Council may enter into an agreement to dictate the maximum timeline of a new non-building associated, off-site surface parking lot in the Downtown Districts.

5.7 IMPLEMENTATION

IMPLEMENTATION PLAN POLICIES (IP)

IP-1 Council shall accept this master plan as a Secondary Municipal Plan; to be implemented as components as council requires.

IP-2 Council shall refer to the Chapter 6 Implementation Plan as a guide to implementing the Miramichi Downtowns Redevelopment Master Plan.



6.0 IMPLEMENTATION PLAN

6

The downtown plans described in this document require a carefully formed strategy and task-based roadmap that moves them from vision to reality. This chapter's tasks fall under definitive phases that direct the implementation roadmap.

It is important to note that Council requires a list of projects that can be extracted from the master plan document and implemented when an opportunity occurs. Although the implementation plan is presented in a linear format, projects can be extracted and actioned as desired without impact to other plan components.

6.1 STRATEGY

This implementation strategy is tailored for downtown development in Miramichi. It focuses on the creation of an administrative platform before moving into tasks that result in physical projects. This strategy shall position the City of Miramichi, the Greater Miramichi Regional Service Commission (GMRSC), the BIAs, and the development community on a shared and interactive foundation designed to move the master plan forward.

The strategy proposes to move the City of Miramichi, with the support of the GMRSC, into a downtown development leadership role, relative to supporting the developer. This shall be done through the creation of an appropriate guidance entity and supporting tools that proactively support the building community and direct municipal investment to support development. This entity acts as both a customer service agent for developers and an economic promotional agent for the city. Active municipal participation assures developers that their projects are receiving the city's full attention and assistance to ensure developers can succeed. Significant private investment in planning, design, and construction projects can proceed with a high level of confidence in the various supporting or regulatory processes.

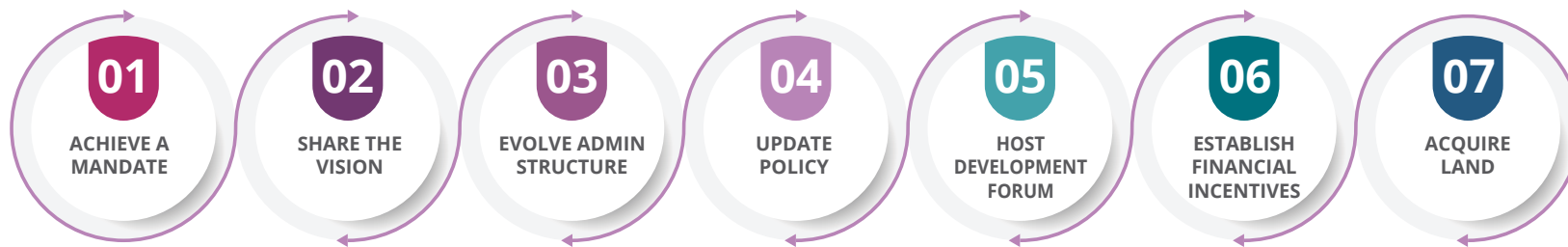
Implementation can then move into creating the physical platforms that shall support downtown development. This includes street and public space improvements on which developers can capitalize for renovation or new downtown projects. All municipal projects proposed in the implementation plan are created to improve the business environment to encourage later-phase downtown investment.

It is important to note that the City of Miramichi has worked hard to stop population decline. This is a start; however, a sustained population base shall not support significant economic and physical change. The city must empower its economic development professionals to work with developers as well as provincial and federal partners to create new opportunities. Many components of this master plan can occur at the present population level; however, new industries and/or businesses must be seeded or imported to ensure Miramichi's business environment equals its natural and cultural environments.

6.2 PHASING

This implementation plan proposes four phases that move the city from administrative tasks to the physical platform, revitalization projects, and new opportunity projects. This logical sequence provides the city with an implementation framework; however, it is important to understand that tasks shall be iterative and flexible. The order of projects shall move based on opportunity and funding; the order of tasks shall move based on staffing and evolving council priorities. Retaining the master plan's vision and intent shall ensure community support as staff and council deliver the exciting projects described in this chapter.

FIGURE 34 | PHASE ONE IMPLEMENTATION



PHASE ONE - THE ADMINISTRATIVE PLATFORM

The master plan requires city and community participation to realize the residents' vision. This section describes an administrative platform that supports master plan implementation.

Task One - Achieve a Mandate to Implement the Plan. The first implementation task commences with Miramichi City Council's acceptance of the implementation of this master plan. Acceptance is a staff and council discussion that follows plan adoption. During this process, staff shall lead Council through the detailed first phase actions and outcomes. Council can approve the various actions based on political, administrative, and/or financial priorities.

Task Two - Share the Vision. This master plan describes a clear vision for Miramichi's downtowns relative to anticipated investment and results. The City of Miramichi should share this vision with the local, provincial, and federal representatives that shall participate in the various projects proposed in this document. Thus, copies of this plan and an overview presentation should be provided to representatives to ensure a shared understanding of vision and process, as well as a sense of 'what's coming' relative to funding requests.

Task Three - Evolve Administrative Structure. This task includes 1) creation of a Downtown Advisory Committee, 2) creation of an internal Development Review Committee, 3) expansion of the city's Economic Development Department to administer these committees and facilitate master plan implementation, 4) increased collaboration with the Greater Miramichi Regional Service Commission (GMRSC), and 5) continued BIA promotion of the downtowns.

Downtown Advisory Committee (DAC). The DAC is a standing committee that meets at regularly scheduled intervals to support the master plan vision and make annual recommendations to Council on the implementation of its proposed projects. The Economic Development Officer shall lead it and membership shall include city staff, councillors, residents as assigned by the Mayor and Council, and BIA representatives. The inclusion of BIA representatives on this committee closes any gap between the city and the BIAs and helps to align downtown redevelopment efforts.

Development Review Committee (DRC). The DRC is an internal, ad-hoc committee that forms in response to development projects where city support is required to ensure compliant projects proceed in a feasible and procedurally efficient manner. The Economic Development Officer shall lead it and membership may include (as required by project) the city manager (re: incentives and investments), public works (re: operational considerations), engineering (re: infrastructure considerations), recreation (re: LFPP), and a professional planner(s). It closes the gap between the city and the GMRSC, supporting developers through the design and approvals process with the purpose of increasing the municipal tax base. This committee shall fulfill the following roles:

- » Developer customer service.
- » Project development assistance.
- » Evaluation and negotiation of municipal financial incentives and/or investments.
- » Leveraging complementary public investments.
- » Identifying related servicing, utility, and/or road construction requirements.
- » Planning for lands for public purposes (subdivision).

Economic Development Department (EDD). The backbone of the administrative platform is Miramichi's EDD. This plan proposes tasking this department to become the lead point of contact and primary promoter of development within Miramichi's downtowns. Council may explore the expansion of staff resources dedicated to economic development. Staff shall work directly with the development community to develop project proposals, identify where municipal investment is required to support proposals, and to negotiate parking requirements with developers. As the initial point of contact for developer proposals, they bring municipal and GMRSC representatives together on a project-by-project basis and ensure that response times are prompt throughout the process. The department shall:

- » Coordinate economic development and marketing initiatives specifically for the downtowns, and;
- » Work actively to attract new developers for identified projects.
- » Build relationships with existing and potential developers.
- » Expand the city's tax base through measured success.
- » Coordinate the DAC.
- » Coordinate the DRC and work with representative planners, staff members, and developers to ensure development proposals reflect the character and spirit of the *Miramichi Downtowns - Urban Design Manual*;
- » Inform council of any variance requirements that may emerge in the planning approval process;
- » Identify and promote lands for development within the context of the master plan.
- » Collect lands for future parking and/or development.
- » Issue and administer RFP processes that lead to the development of the lands.
- » Administer downtown public parking on local government-owned land relative to the master plan.
- » Build and maintain intergovernmental relationships and public-private partnerships to implement the master plans;
- » Develop clear accountability, performance, and review measures to ensure developer proposals proceed as efficiently as possible;
- » Develop and deliver a council-approved financial grant program based on the program described in this document's design guidelines;
- » Support downtown Business Improvement Area (BIA) administrations in meeting their missions to promote, develop, and enhance the downtowns.

Planning and Building Services. The Greater Miramichi Regional Service Commission (GMRSC) continues to supply planning and building services for the city.

Business Improvement Corporations. The BIAs continue to serve as a common platform for businesses to promote the downtowns. The city shall explore strategies to renew its working relationship with the BIA and enhance the participation of downtown property owners.

In order to implement Task Three's administrative structure, Council shall:

- » Establish the DAC (Local Governance Act 9(1)).
- » Establish the DRC (Local Governance Act 9(1)).
- » Explore the dedication of additional staff resources to economic development.

Task Four - Amend the Municipal Development Plan and Zoning By-law. This master planning process includes the Miramichi Downtowns - Urban Design Manual to ensure the historic character of Miramichi's downtowns are conserved and celebrated when considering new developments. The GMRSC, as instructed by City Council, can modify relevant sections of the Municipal Development Plan and the Zoning By-law to align with this plan's vision and the Miramichi Downtowns - Urban Design Manual.

This master plan is recommended for adoption as a Secondary Municipal Plan, as part of Miramichi's Municipal Development Plan, and further expressed in the Zoning By-law (in whole or in parts as per council's direction). Key amendments are described in the next chapter; however, it is important to note that the GMRSC shall determine how to appropriately integrate the master plan in part, or in its entirety. This master plan has several figures and concepts images that may be useful within policy documents; however, not all figures and images shall be used. The GMRSC's planners are keenly aware of what master plan components are required as part of this process.

Task Five - Host a Downtown Miramichi Development Forum. The previous task takes a very positive and exciting step toward a supportive developer environment within the downtowns. The Department of Economic Development, in association with City Council and the GMRSC should host a single-day development forum to articulate the goals of the plan and the updated developer support model. The forum should include:

- » A presentation of the opportunities available to developers within the master plans;
- » A presentation of the customer service model and financial incentive program that shall be available to developers;
- » A presentation of the Miramichi Downtowns - Urban Design Manual and how they are implemented through the developer gateway and planning processes, and;
- » A discussion of the proposed parking strategy for feedback before implementation.

Task Six - Establish a Downtown Financial Incentive Program.

This plan recommends the creation of a Downtown Financial Incentive Program to assist with the revitalization of projects that utilize vacant lands, that remove and replace existing buildings, fully renovate the interior space of existing buildings for a new or intensified use, or increase an existing building's footprint by 30% or greater. Council has an opportunity to work directly with developers to support the creation of both single and mixed-use projects within this master plan's designated downtown areas. The proposed program incentivizes new or renovated high-value, mixed-use projects within the downtowns. Renovations that do not meet the above noted criteria do not qualify. All projects are required to satisfy the Miramichi Downtowns - Urban Design Manual requirements that focus largely on the street environments, as well as all additional and relevant Zoning By-Law requirements for components such as out buildings.

The proposed incentive program relates to the increase in assessment after the completion of a revitalization project. It provides scalable annual or one-time grant based on the equivalent value of municipal revenues collected on the project.

The incentive returns monies to the developer over ten years, on an annual scale starting at 100% of the equivalent value at year one and ending at 10% on year ten. The city can pay the incentive over the ten years, or the city and developer can negotiate project components that can be applied to the program. For example, a developer may require sanitary sewer upgrades to support project creation. If agreeable to both parties, the city can perform the upgrades and recover costs from the scaled incentive. This approach can also apply to the Downtown Parking Exemption (recommended to be updated to \$7,500 per space) or other agreeable development requirements.

As part of this program, the master plan also proposes another Downtown Financial Incentive created to encourage downtown residential development. The city can incentivize residential developments by applying investments into new unit creation. Incentives will be applied based on the number of new units, and are scaled based on an assessed minimum unit value of \$120,000 or higher. Units assessed at rates lower than this are rationally scaled relative to this value. This is proposed for all new residential unit creation only, and is applied to both renovation and new project builds.

The program shall catalyze development activities,

which shall, in turn, contribute to the attraction of additional new businesses and residents, as well as the generation of new employment opportunities. The Downtown Financial Incentive Program shall be available for the following periods:

- » Commercial dominant projects in the Downtown District: 10 years.
- » Residential dominant projects in the Downtown District: 15 years.

New development downtown shall increase city property tax revenues. Once sufficient levels of new revenue are generated, strategic public investment in public facilities and public space may replace this Downtown Financial Incentive Program. At this time, developers shall invest based on opportunities afforded by a rapidly improving downtown that provides Miramichi residents great places to live, work, play, and learn.

Task Seven - Land Acquisitions. This master plan identifies several projects that require the acquisition of properties for public space or development purposes (see Chapter 7 for proposed projects). The City of Miramichi should begin the acquisition of lands for the parking and public space projects, and begin to release existing parking lands identified for downtown intensification as new parking areas are created.

PHASE TWO - PHYSICAL PLATFORM PROJECTS

Following Phase One, this master plan's implementation moves to tasks that create a platform for private investment within the downtowns. All projects are previously identified and are further described on the project sheets in Chapter 7. The following projects are important catalyst projects that should receive priority.

Task One - Elm Park Revitalization. The city should develop detailed contract documents for tendering and construction processes of this important park site. This includes the relocation of parking to the opposite side of Wellington, Henderson, and Duke Streets.

Simultaneously, the city's Department of Economic Development should work with the adjacent property owners to explore the replacement of vacant or under-utilized lots as residential development sites.

Task Two - Ellen Street Project. This is an important project modelling precedent for how existing downtown streets convert to pedestrian-dominant corridors that support downtown retailers. The project also provides a precedent for how to connect amalgamated parking areas to retail centres (thought the Fountain Head Lane plaza).

The city should commission detailed design and tender documents to complete this project. This should include a detailed evaluation of all material and amenity types relative to both cost and benefit.

Task Three - Station Wharf Site and Street Upgrades. This project extends wharf and pier development into public space through the placement of pedestrian and vehicle circulation, as well as pier seating, retail kiosks, and lighting.

The project also proposes an upgrade of Water Street from the Scotiabank to Duke Street. This is restored as a two-way corridor that extends from Duke Street to the wharf.

The city should commission a detailed study of these initiatives as a single project prior to proceeding with contract documents and tendering/construction processes.

Task Four - Bike Routes. Streets proposed as bike routes host sufficient asphalt width to support bike lanes and/or signage that designates the corridor as a bike route. The city should apply graphics and signage to TAC standards for the corridors designated in this master plan.

Task Five - Pleasant Street Intersections and Corridor. The one-way section of Pleasant Street, from Henry Street to Newcastle Boulevard, is proposed for reinstatement as a two-way street. This work shall require modifications to the Newcastle Boulevard and Pleasant Street intersection; therefore, the city should commission detailed design and tendering/construction documents for the modified portion of Pleasant Street and the Pleasant and Newcastle intersection.

Task Six - Chatham's Eastern Riverfront Green Master Plan. The city should commission a detailed study of the railway corridor conversion to recreation park for the riverfront lands located east of Station Wharf to Centennial Bridge. This should include an analysis of costs related to acquiring lands, removing the railway and barge, and revitalizing the land relative to the concept proposed in this master plan.

Task Seven - Newcastle Boulevard Corridor Study. This master plan proposes to create a promotional gateway into Newcastle's downtown along Newcastle Boulevard from the King George Highway to Pleasant Street. This study should propose a

land use development strategy for the lands on all sides of the boulevard/highway intersection, define appropriate gateway signage, and propose a landscape treatment for the pedestrian and vehicle corridors between the highway and Pleasant Street.

Task Eight - Ritchie Wharf Revitalization. The city should commission the creation of a detailed landscape improvement plan and associated tendering and construction documents that provide the information required to move forward with Ritchie Wharf's revitalization. This project shall occur in pieces; however, the requirements of the various components should be understood and related before commencing with the construction of any specific component.

Ongoing Task - Developer Actions. The previous projects create a platform for adjacent private development opportunities. Using financial incentives and *Miramichi Downtowns - Urban Design Manual* guidelines, the Department of Economic Development should be actively working with developers to encourage the creation of private projects that provide a return on the city's investment.

PHASE THREE - REVITALIZATION PROJECTS

The following tasks move implementation from physical platform development to revitalization of key downtown assets, developed in association with private development projects.

Task One - Queen Elizabeth Square. The city should commission the creation of detailed tendering and construction documents for the remaining streets around the Square. This should include a parking arrangement in keeping with BIA preference.

Task Two - Waterford Green and Loggie Drive Revitalization. This project includes the phased revitalization of the park green and the upgrade and elevation of Loggie Drive and associated parking areas. Project deliverables include detailed design and contract documents that allow the city to proceed as funding becomes available.

Task Three - Water Street RFP. The master plan proposes the creation of a single structure that reads as three buildings when viewed from Chatham's Water Street. The structure shall sit on the Water Street-edge parking lot located between the Rodd Miramichi River Hotel and Water Street.

The city should develop and release a request for proposals for the creation of a mixed-use complex that hosts ground floor parking (accessible from Loggie Drive), ground floor retail space (accessible from Water Street), and at least two floors of residential units that offer views of Water Street and the Miramichi River.

The RFP should specify the exact project requirements and incentives offered, as well as ask for responses that include development proposals and the purchase price the developer shall offer the city for the parcel.

The revenue from this purchase can go directly into the Loggie Drive project.

Task Four - The Chatham Cunard Street Corridor. This street and extension to the river (from Water Street) is an essential component of the master plan. The city should commission the creation of detailed designs for the street corridor that provides developers with a sense of the type of public space placed between the street and their building.

Detailed contract and construction documents can be developed in association with development proposals. The city may wish to conduct street corridor improvements on a lot-by-lot basis, or in blocks. This can be determined prior to construction contingent on funding or continued opportunity on the street.

PHASE FOUR - NEW OPPORTUNITY PROJECTS

Task One - Water Street Revitalization.

This is a phased project that sees this important downtown street convert from a vehicle to a pedestrian-dominant corridor. The city should prepare for street renovation by commissioning the creation of a detailed design and contract/construction document package that shall allow revitalization as opportunity requires, or funding supports enhancement.

Task Two - Newcastle Urban Residential Village. This is an important master plan project that replaces existing waterfront parking areas with mixed-use and multi-generational housing. The project involves the partnership of the city, developers, and landowners. The city should work with its partners to develop detailed master plans for the site that articulate architectural and engineering requirements (including at-grade parking garage with retail/commercial sandwiched between the parking and upper level residential towers).

Task Three - West Chatham Greenway.

This land is an important recreation and ecological asset that is presently occupied for industrial and residential purposes. Future climate change impacts may require a change of land use within this corridor; therefore the city should potentially acquire all land within the designated greenway. This land can be repositioned for recreational and purposes resilient to climate change and may include residential development on the industrial site in keeping with the design guidelines.

Task Four - Newcastle Riverfront Greenway. Similar to Chatham's shoreline, this is an essential component of the plan for recreation and ecological reasons. The city should potentially acquire lands within the designated greenway to create recreation space that also functions as a climate change adaptation zone. This includes extending and elevating Ledden Drive as identified in this plan.

Master plans can be simultaneously developed for the West Chatham Greenway and Newcastle Riverfront Greenway.

Task Five - Downtown Centre Revitalization. This downtown Chatham mall shall require significant renovation or replacement at some future point. This timeline may be accelerated due to climate change impacts.

The city should commence discussions with the mall's ownership about creating a new facility that provides the mall's important downtown services. This facility should retain these uses within a mixed-use structure that also includes structured parking and upper-level residential units that overlook the greenway and river.



7.0 MIRAMICHI DOWNTOWNS MASTER PLAN PROJECTS

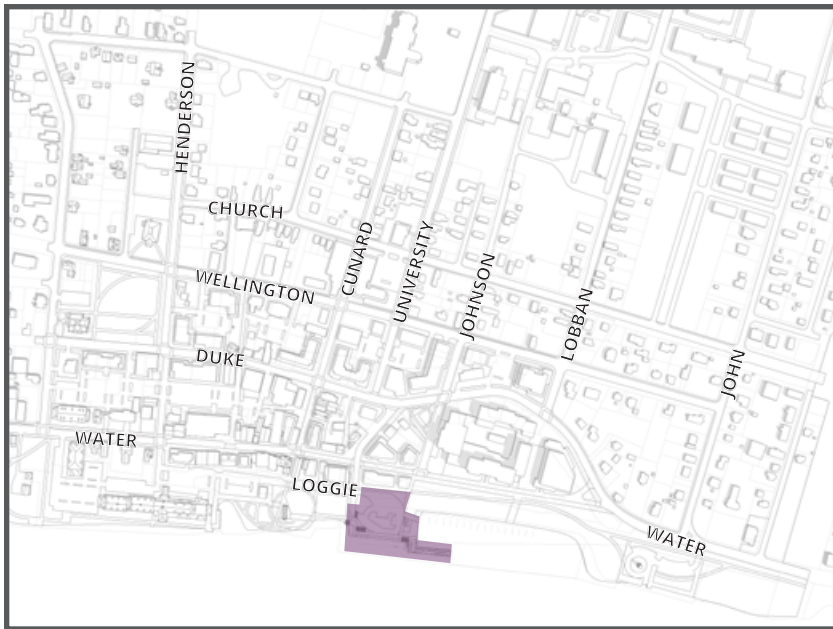


This chapter provides greater detail and associated costs for the projects described in the previous chapters. They are presented in a two-page spread format and can be extracted for consideration with other master plan projects, developer projects, or funding applications.

PROJECT ONE STATION WHARF

This project includes upgrades to the pier structure to support increased public use of the facility. Seating, lighting, and retail kiosks are amenities supporting this purpose.

On-land improvements include the creation of a shoreline boardwalk and a vehicle circulation loop with vehicle, bus, and vehicle-trailer parking. Site improvements also include relocating the Waterford Green performance area masts to a street's edge position.

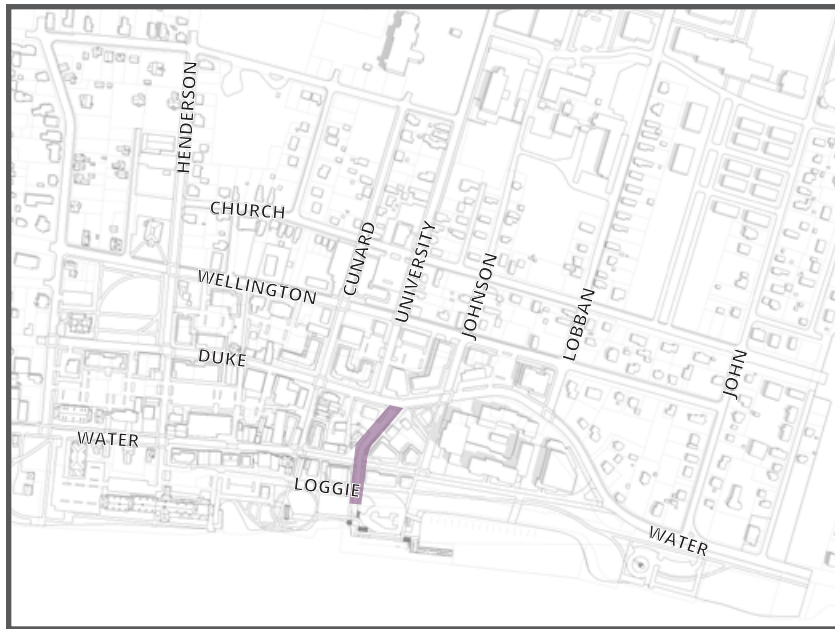


Unit Cost Chart			
Asphalt and Base (sq.m.)	\$100	800	\$80,000
Concrete Sidewalk (sq.m.)	\$130	120	\$15,600
Concrete Curb (lin.m.)	\$120	50	\$6,000
Lighting and Underground (lin.m.)	\$1,300	50	\$65,000
General Amenities (bike racks, trees, trash, etc.) (lin.m.)	\$750	50	\$37,500
Detailed (in, at and above ground) survey - per	\$7,500	1	\$7,500
Excavation, conservation and removal - cu.m	\$55	250	\$13,750
Structural drainage (lin.m.)	\$1,250	25	\$31,250
Sub-base grade setting (sq.m.)	\$45	250	\$11,250
Parking space painting (per space)	\$15	30	\$450
Formed metal tie-up seating/lighting - per	\$1,850	7	\$12,950
Wharf end destination lighting - per	\$1,250	3	\$3,750
Concrete boardwalk zone paving - sq.ft.	\$150	150	\$22,500
Wharf interpretation display - lump sum	\$16,500	1	\$16,500
Wood boardwalk - sq.m.	\$400	30	\$12,000
Planting - lumpsum	\$15,000	1	\$15,000
Bike rack system - lump sum	\$4,000	1	\$4,000
Site entry sign - per	\$16,500	1	\$16,500
Natural turf area development (topsoil & seed) - sq.m.	\$18	350	\$6,300
New tree placement - per	\$800	8	\$6,400
Shoreline planting - sq.m.	\$35	50	\$1,750
			\$385,950
Design & Contract Management	11%		\$42,455
Project Contingencies	15%		\$64,261
Project Total (not including applicable taxes)			\$492,665



PROJECT TWO WATER STREET WEST TO STATION WHARF

This project includes the re-establishment of this street as a two-way corridor between Duke Street and Station Wharf. The project includes gateway landscape improvements at Duke Street and additional public space adjacent to O'Donaghue's Irish Pub that can be used as a patio or gathering space.



Unit Cost Chart			
Asphalt and Base (sq.m.)	\$100	1,500	\$150,000
Concrete Sidewalk (sq.m.)	\$130	300	\$39,000
Paving Unit Sidewalk or Plaza (sq.m.)	\$235	150	\$35,250
Concrete Curb (lin.m.)	\$120	250	\$30,000
Lighting and Underground (lin.m.)	\$1,300	100	\$130,000
General Amenities (bike racks, trees, trash, etc.) (lin.m.)	\$750	100	\$75,000
Detailed (in, at and above ground) survey - per	\$7,500	2	\$15,000
Excavation, conservation and removal - cu.m	\$55	650	\$35,750
Electric wiring (lin.m.)	\$1,300		\$0
Structural drainage (lin.m.)	\$1,250	100	\$125,000
Sub-base grade setting (sq.m.)	\$45	575	\$25,875
Tree pit excavation & structural topsoil placement	\$550	10	\$5,500
Crosswalk painting (per)	\$1,000	3	\$3,000
Benches - per	\$3,500	20	\$70,000
Bike rack system - lump sum	\$4,000	1	\$4,000
Shade structures - per	\$9,500		\$0
Site entry sign - per	\$16,500	1	\$16,500
General planting - lump sum	\$8,500	2	\$17,000
Natural turf area development (topsoil & seed) - sq.m.	\$18	650	\$11,700
New tree placement - per	\$800	20	\$16,000
Shrubs and grasses - sq.m.	\$125	50	\$6,250
Street tree irrigation allowance	\$600	10	\$6,000
Tree grates - per	\$4,500	10	\$45,000
			\$861,825
Design & Contract Management	11%		\$94,801
Project Contingencies	15%		\$143,494
Project Total (not including applicable taxes)			\$1,100,120



PROJECT THREE ELM PARK

Improvements to this site include the creation of a walking loop with access to the park's four corners. The cenotaph, gazebo, and masts are relocated to end corner locations. The library extends into the park through 'outdoor rooms' where informal seating, shade, and the gazebo create a powerful in-park destination. Other destinations include a public art-styled water fountain and associated seating areas, as well as an updated planting strategy.



Unit Cost Chart				
Detailed (in, at and above ground) survey - per	\$7,500		2.5	\$18,750
Excavation, conservation and removal - cu.m	\$55		550	\$30,250
Structural drainage (lin.m.)	\$1,250		100	\$125,000
Sub-base grade setting (sq.m.)	\$45		480	\$21,600
Tree pit excavation & structural topsoil placement	\$550		15	\$8,250
Granular Trail (sq.m.)	\$65		1,200	\$78,000
Bench lighting - per	\$250		6	\$1,500
Concrete plaza - sq.m.	\$150		600	\$90,000
Benches - per	\$3,500		20	\$70,000
Bike racks system - lumpsum	\$4,000		2	\$8,000
General planting - lumpsum	\$8,500		1	\$8,500
Natural turf area development (topsoil & seed) - sq.m.	\$18		3,000	\$54,000
New tree placement - per	\$800		20	\$16,000
Shrubs and grasses - sq.m.	\$125		150	\$18,750
Local Plumber Installation Allowance - lumpsum	\$6,000		1	\$6,000
Mechanical allowance (line, WQMS system) - lumpsum	\$14,000		1	\$14,000
Primary spray events - per	\$6,000		10	\$60,000
Shipping - lumpsum	\$3,500		1	\$3,500
Structural drainage - lumpsum	\$12,500		1	\$12,500
Surfaced concrete pad & edging - sq.m.	\$179		125	\$22,375
Utility Hook-Up - lumpsum	\$8,500		2	\$17,000
				\$683,975
Design & Contract Management	11%			\$75,237
Project Contingencies	15%			\$113,882
Project Total (not including applicable taxes)				\$873,094



PROJECT FOUR A WATERFORD GREEN

Although proposed as a medium-term project, it is anticipated to be a multi-year initiative implemented as renewal is required, and funding is available. The project includes the creation of a large and programmable green space for informal play or performance events (that can overflow into the Station Wharf site). The plan relocates the existing play area to the opposite side of the park's central events stage and the extension of the Cunard Street corridor to the river. Water's edge improvements include the addition of boardwalks, trails, seating, and shade for all-season shoreline enjoyment.

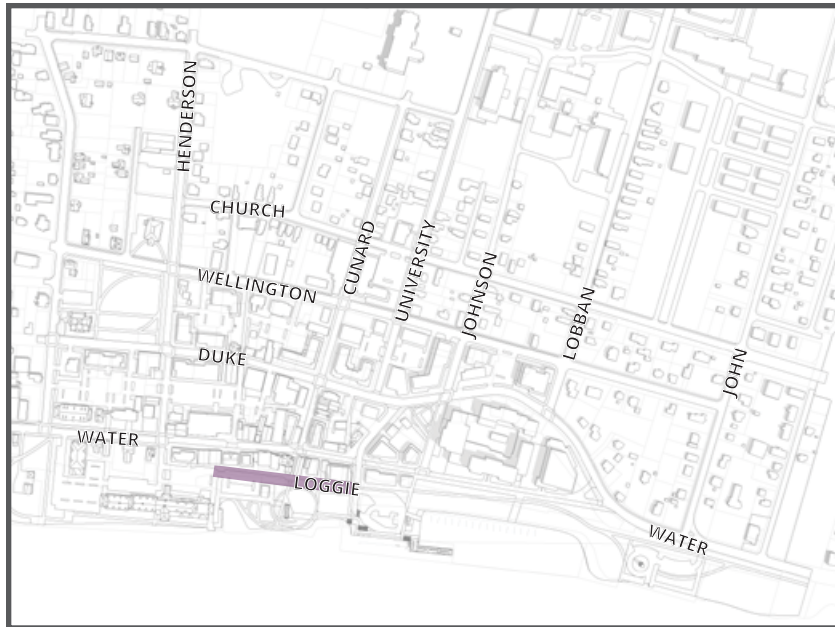


Unit Cost Chart			
Concrete Sidewalk (sq.m.)	\$130	360	\$46,800
Detailed (in, at and above ground) survey - per	\$7,500	2	\$15,000
Excavation, conservation and removal - cu.m	\$55	1,000	\$55,000
Electric wiring (lin.m.)	\$1,300	200	\$260,000
Structural drainage (lin.m.)	\$1,250	150	\$187,500
Sub-base grade setting (sq.m.)	\$45	1,000	\$45,000
Tree pit excavation & structural topsoil placement	\$550	20	\$11,000
Parking space painting (per space)	\$15	150	\$2,250
Parking Areas			
Asphalt driving and painted parking surfaces - sq.m.	\$140	1,800	\$252,000
Concrete curb	\$135	225	\$30,375
Parking area lighting (per)	\$13,600	5	\$68,000
Asphalt Trail (sq.m.)	\$150	875	\$131,250
Granular Trail (sq.m.)	\$65	650	\$42,250
Concrete plaza - sq.m.	\$150	150	\$22,500
Wood boardwalk - sq.m.	\$400	95	\$38,000
Bike racks system - lumpsum	\$4,000	2	\$8,000
Shade structures - per	\$9,500	2	\$19,000
Site entry sign - per	\$16,500	2	\$33,000
Wood kiosks (with electrical and water) - per sq.ft.	\$195	400	\$78,000
General planting - lump sum	\$8,500	4	\$34,000
Natural turf area development (topsoil & seed) - sq.m.	\$18	2,500	\$45,000
New tree placement - per	\$800	20	\$16,000
Shoreline planting - sq.m.	\$35	300	\$10,500
Shrubs and grasses - sq.m.	\$125	125	\$15,625
Street tree irrigation allowance	\$600	10	\$6,000
			\$1,472,050
Design & Contract Management	11%		\$161,926
Project Contingencies	15%		\$245,096
Project Total (not including applicable taxes)			\$1,879,072



PROJECT FOUR B | LOGGIE DRIVE

This project includes the re-establishment of this street as a two-way corridor between Duke Street and Station Wharf, as well as the creation of a downtown entry plaza at the intersection of Water and Duke Streets. The project includes gateway landscape improvements at Duke Street and additional public space adjacent to O'Donaghue's Irish Pub that can be used as a patio or gathering space.



Unit Cost Chart			
Asphalt and Base (sq.m.)	\$100	2,400	\$240,000
Concrete Sidewalk (sq.m.)	\$130	2,450	\$318,500
Paving Unit Sidewalk or Plaza (sq.m.)	\$235	1,850	\$434,750
Concrete Curb (lin.m.)	\$120	600	\$72,000
Lighting and Underground (lin.m.)	\$1,300	300	\$390,000
General Amenities (bike racks, trees, trash, etc/ lin.m.)	\$750	300	\$225,000
Detailed (in, at and above ground) survey - per	\$7,500	3	\$22,500
Excavation, conservation and removal - cu.m	\$55	1,800	\$99,000
Structural drainage (lin.m.)	\$1,250	300	\$375,000
Sub-base grade setting (sq.m.)	\$45	1,600	\$72,000
Tree pit excavation & structural topsoil placement	\$550	15	\$8,250
Crosswalk painting (per)	\$1,000	3	\$3,000
Bike racks system - lump sum	\$4,000	2	\$8,000
New tree placement - per	\$800	20	\$16,000
Tree grates - per	\$4,500	10	\$45,000
			\$2,329,000
Design & Contract Management	11%		\$256,190
Project Contingencies	15%		\$387,779
Project Total (not including applicable taxes)			\$2,972,969



PROJECT FIVE CUNARD STREET IMPROVEMENTS

This project upgrades the existing street corridor with downtown-style sidewalk and lighting improvements that express the pedestrian dominance of the street. The street's pedestrian amenities extend from St. Michael's Basilica to the river.

The project also contemplates a town square project at the intersection of Cunard and Water Streets. This becomes a new focal point within the downtown at the intersection of Chatham's most historic street 'axis'.



Unit Cost Chart			
Concrete Sidewalk (sq.m.)	\$130	240	\$31,200
Paving Unit Sidewalk or Plaza (sq.m.)	\$235	400	\$94,000
Concrete Curb (lin.m.)	\$120	225	\$27,000
Lighting and Underground (lin.m.)	\$1,300	50	\$65,000
Land Acquisition (sq.ft.)	\$35	5,000	\$175,000
General Amenities (bike racks, trees, trash, etc/ lin.m.)	\$750	120	\$90,000
Detailed (in, at and above ground) survey - per	\$7,500	1.5	\$11,250
Excavation, conservation and removal - cu.m	\$55	600	\$33,000
Structural drainage (lin.m.)	\$1,250	35	\$43,750
Sub-base grade setting (sq.m.)	\$45	250	\$11,250
Tree pit excavation & structural topsoil placement	\$550	10	\$5,500
Crosswalk painting (per)	\$1,000	3	\$3,000
Bench lighting - per	\$250	10	\$2,500
Concrete plaza - sq.m.	\$150	350	\$52,500
Planting - lumpsum	\$15,000	1.5	\$22,500
Benches - per	\$3,500	8	\$28,000
Bike rack system - lump sum	\$4,000	1	\$4,000
Shade structures - per	\$9,500		\$0
Site entry sign - per	\$16,500	1	\$16,500
Street tree irrigation allowance	\$600	10	\$6,000
Tree grates - per	\$4,500	10	\$45,000
			\$766,950
Design & Contract Management	11%		\$84,365
Project Contingencies	15%		\$127,697
Project Total (not including applicable taxes)			\$979,012



PROJECT SEVEN | RIVERFRONT PARK GATEWAY

This initiative involves the replacement of the shoreline rail line with a linear park and western gateway complete with a boat slip, parking, signage, and various amenities (seating, lighting, planting, trails, and wayfinding signage).

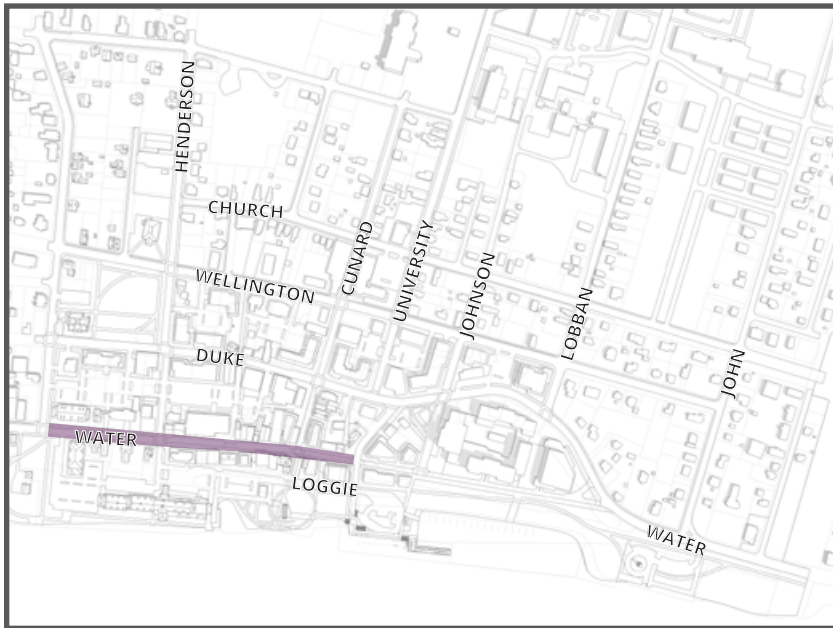


Unit Cost Chart			
Asphalt and Base (sq.m.)	\$100	1,200	\$120,000
Lighting and Underground (lin.m.)	\$1,300	50	\$65,000
Land Acquisition (sq.m.)	\$35	4,000	\$140,000
Shoreline Multi-Use Trail (lin.m.)	\$500	140	\$70,000
Detailed (in, at and above ground) survey - per	\$7,500	1.5	\$11,250
Excavation, conservation and removal - cu.m	\$55	600	\$33,000
Structural drainage (lin.m.)	\$1,250	30	\$37,500
Sub-base grade setting (sq.m.)	\$45	750	\$33,750
Parking space painting (per space)	\$15	45	\$675
Concrete boardwalk zone paving - sq.ft.	\$150	350	\$52,500
Benches - per	\$3,500	2	\$7,000
Site entry sign - per	\$16,500	1	\$16,500
General planting - lump sum	\$8,500	2	\$17,000
Natural turf area development (topsoil & seed) - sq.m.	\$18	800	\$14,400
New tree placement - per	\$800	25	\$20,000
			\$638,575
Design & Contract Management	11%		\$70,243
Project Contingencies	15%		\$106,323
Project Total (not including applicable taxes)			\$815,141



PROJECT EIGHT | WATER STREET RENOVATION

This initiative redefines Water Street as a pedestrian-dominant corridor (as opposed to the present-day vehicle-dominant corridor). It proposes a single row of parking on the north side of the street with an associated sidewalk and amenity surface (with trees, seating, and patio space). The south side of the street is treated with a sidewalk surface (with lighting).



Unit Cost Chart			
Asphalt and Base (sq.m.)	\$100	2,850	\$285,000
Concrete Sidewalk (sq.m.)	\$130	2,850	\$370,500
Paving Unit Sidewalk or Plaza (sq.m.)	\$235	1,850	\$434,750
Concrete Curb (lin.m.)	\$120	600	\$72,000
Lighting and Underground (lin.m.)	\$1,300	300	\$390,000
General Amenities (bike racks, trees, trash, etc.) (lin.m.)	\$750	300	\$225,000
Detailed (in, at and above ground) survey - per	\$7,500	4	\$30,000
Excavation, conservation and removal - cu.m	\$55	2,100	\$115,500
Structural drainage (lin.m.)	\$1,250	300	\$375,000
Sub-base grade setting (sq.m.)	\$45	1,850	\$83,250
Tree pit excavation & structural topsoil placement	\$550	30	\$16,500
Crosswalk painting (per)	\$1,000	6	\$6,000
Bike rack system - lump sum	\$4,000	3	\$12,000
New tree placement - per	\$800	20	\$16,000
Tree grates - per	\$4,500	30	\$135,000
			\$2,566,500
Design & Contract Management	11%		\$282,315
Project Contingencies	15%		\$427,322
Project Total (not including applicable taxes)			\$3,276,137



PROJECT TEN A | ELLEN STREET

Although these will be created as two different projects, the plan proposes them as one initiative. They ensure the connection between the heart of downtown to existing parking and future mixed-use development with similar themes and designed pedestrian linkage.



Unit Cost Chart			
Asphalt and Base (sq.m.)	\$100	455	\$45,500
Paving Unit Sidewalk or Plaza (sq.m.)	\$235	1,150	\$270,250
Concrete Curb (lin.m.)	\$120	140	\$16,800
Lighting and Underground (lin.m.)	\$1,300	70	\$91,000
Detailed (in, at and above ground) survey - per	\$7,500	1	\$7,500
Excavation, conservation and removal - cu.m	\$55	525	\$28,875
Structural drainage (lin.m.)	\$1,250	70	\$87,500
Sub-base grade setting (sq.m.)	\$45	1,050	\$47,250
Tree pit excavation & structural topsoil placement	\$550	8	\$4,400
Bench lighting - per	\$250	12	\$3,000
Benches - per	\$3,500	12	\$42,000
Bike rack system - lump sum	\$4,000	2	\$8,000
Site entry sign - per	\$16,500	1	\$16,500
General planting - lump sum	\$8,500	2	\$17,000
New tree placement - per	\$800	8	\$6,400
Street tree irrigation allowance	\$600	8	\$4,800
Tree grates - per	\$4,500	8	\$36,000
			\$732,775
Design & Contract Management	11%		\$80,605
Project Contingencies	15%		\$122,007
Project Total (not including applicable taxes)			\$935,387



PROJECT TEN B | FOUNTAIN HEAD LANE

Although these will be created as two different projects, the plan proposes them as one initiative. They ensure the connection between the heart of downtown to existing parking and future mixed-use development with similar themes and designed pedestrian linkage.

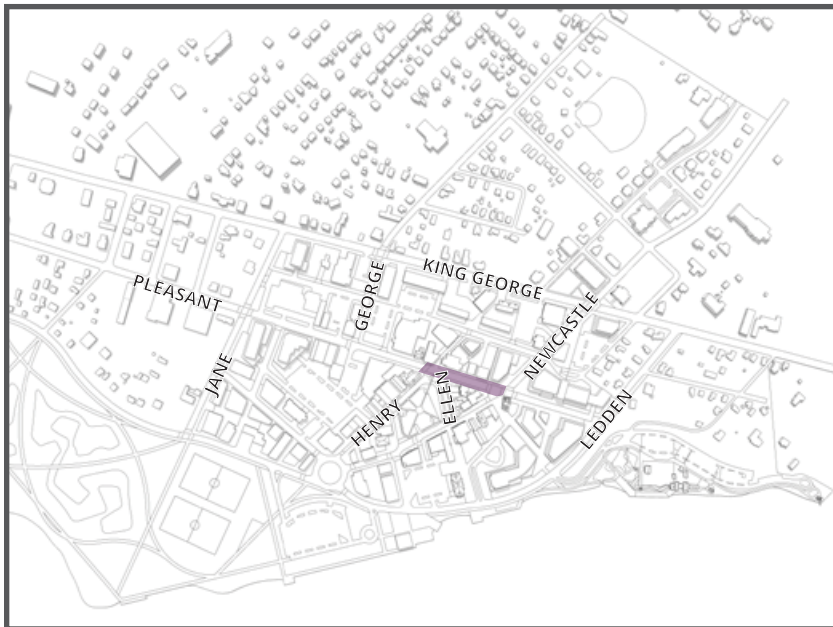


Unit Cost Chart			
Paving Unit Sidewalk or Plaza (sq.m.)	\$235	600	\$141,000
Detailed (in, at and above ground) survey - per	\$7,500	0.6	\$4,500
Excavation, conservation and removal - cu.m	\$55	450	\$24,750
Structural drainage (lin.m.)	\$1,250	60	\$75,000
Sub-base grade setting (sq.m.)	\$45	210	\$9,450
Tree pit excavation & structural topsoil placement	\$550	4	\$2,200
Asphalt driving and painted parking surfaces - sq.m.	\$140	350	\$49,000
Concrete curb	\$135	80	\$10,800
Parking area lighting (per)	\$13,600	4	\$54,400
Benches - per	\$3,500	15	\$52,500
Bike rack system - lump sum	\$4,000	1	\$4,000
General planting - lump sum	\$8,500	1	\$8,500
New tree placement - per	\$800	4	\$3,200
Tree grates - per	\$4,500	4	\$18,000
Turf (soil & sod) - sq.m.	\$25	80	\$2,000
			\$459,300
Design & Contract Management	11%		\$50,523
Project Contingencies	15%		\$76,473
Project Total (not including applicable taxes)			\$586,296



PROJECT ELEVEN | PLEASANT STREET

Pleasant Street, between Newcastle Boulevard and Henry Street, is returned to a two-way corridor to create continuous traffic flow and to ease access to downtown parking.



Unit Cost Chart			
Asphalt and Base (sq.m.)	\$100	3,600	\$360,000
Concrete Sidewalk (sq.m.)	\$130	350	\$45,500
Concrete Curb (lin.m.)	\$120	500	\$60,000
Lighting and Underground (lin.m.)	\$1,300	150	\$195,000
General Amenities (bike racks, trees, trash, etc.) (lin.m.)	\$750	150	\$112,500
Detailed (in, at and above ground) survey - per	\$7,500	2.5	\$18,750
Excavation, conservation and removal - cu.m	\$55	900	\$49,500
Structural drainage (lin.m.)	\$1,250	180	\$225,000
Sub-base grade setting (sq.m.)	\$45	3,600	\$162,000
Parking space painting (per space)	\$15	30	\$450
Street line pairing (lin.m.)	\$14	180	\$2,538
Crosswalk painting (per)	\$1,000	6	\$6,000
			\$1,237,238
Design & Contract Management	11%		\$136,096
Project Contingencies	15%		\$206,000
Project Total (not including applicable taxes)			\$1,579,334



PROJECT THIRTEEN | RITCHIE WHARF

The existing wharf site requires an upgrade to meet the needs of emerging and future activities that shall sustain visitation over the next 20 to 25 years. The upgrade creates a single parking lot that can also function as a performance overflow space, play area improvements, as well as the creation of dedicated performance and retail areas. The plan reserves the under-utilized east end of the site for future ancillary benefits (accommodation, retail, recreational, and/or climate change resilience assets).

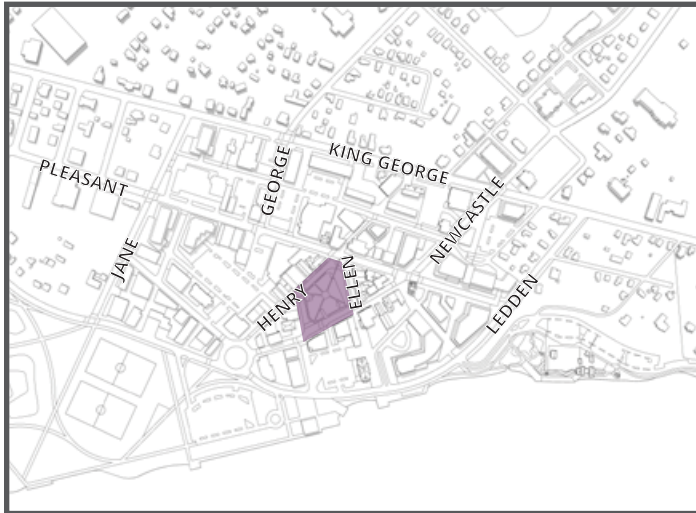


Unit Cost Chart			
Asphalt and Base (sq.m.)	\$100	7,600	\$760,000
Concrete Sidewalk (sq.m.)	\$130	570	\$74,100
Concrete Curb (lin.m.)	\$120	650	\$78,000
Lighting and Underground (lin.m.)	\$1,300	380	\$494,000
Shoreline Multi-Use Trail (lin.m.)	\$500	400	\$200,000
General Amenities (bike racks, trees, trash, etc.) (lin.m.)	\$750	400	\$300,000
Detailed (in, at and above ground) survey (per)	\$7,500	3	\$22,500
Excavation, conservation and removal (cu.m.)	\$55	2,280	\$125,400
Structural drainage (lin.m.)	\$1,250	150	\$187,500
Sub-base grade setting (sq.m.)	\$45	1,200	\$54,000
Tree pit excavation & structural topsoil placement	\$550	20	\$11,000
Parking space painting (per space)	\$15	250	\$3,750
Street line pairing (lin.m.)	\$14	380	\$5,358
Crosswalk painting (per)	\$1,000	3	\$3,000
New tree placement (per)	\$800	20	\$16,000
Shrubs and grasses (sq.m.)	\$125	150	\$18,750
Turf (soil & sod) (sq.m.)	\$25	950	\$23,750
			\$2,377,108
Design & Contract Management	11%		\$261,482
Project Contingencies	15%		\$395,788
Project Total (not including applicable taxes)			\$3,034,378



PROJECT FOURTEEN | QUEEN ELIZABETH SQUARE

The Ellen Street and Fountain Head Lane projects provide a precedent for the complete street's edge renovation of Queen Elizabeth Square. Parking management initiatives shall clarify parking needs. Together, these shall determine the final street, parking layout, and public space infrastructure surrounding the Square. This project proposes to expand the park's character to the surrounding building edges with pedestrian and amenity area improvements.



		Henry	Street	Jail	Street	Newcastle	Blvd
Unit Cost Chart		Units	Cost	Units	Cost	Units	Cost
Asphalt and Base (sq.m.)	\$100	525	\$52,500	440	\$44,000	530	\$53,000
Paving Unit Sidewalk or Plaza (sq.m.)	\$235	1,230	\$289,050	950	\$223,250	1,242	\$291,870
Concrete Curb (lin.m.)	\$120	180	\$21,600	180	\$21,600	195	\$23,400
Lighting and Underground (lin.m.)	\$1,300	90	\$117,000	70	\$91,000	100	\$130,000
Detailed (in, at and above ground) survey - per	\$7,500	1	\$7,500	1	\$7,500	1	\$7,500
Excavation, conservation and removal - cu.m	\$55	680	\$37,400	580	\$31,900	692	\$38,060
Structural drainage (lin.m.)	\$1,250	80	\$100,000	70	\$87,500	95	\$118,750
Sub-base grade setting (sq.m.)	\$45	1,200	\$54,000	925	\$41,625	1,305	\$58,725
Tree pit excavation & structural topsoil placement	\$550	7	\$3,850	5	\$2,750	6	\$3,300
Bench lighting - per	\$250	18	\$4,500	10	\$2,500	12	\$3,000
Benches - per	\$3,500	18	\$63,000	10	\$35,000	12	\$42,000
Bike rack system - lump sum	\$4,000	2	\$8,000	1	\$4,000	2	\$8,000
General planting - lump sum	\$8,500	2	\$17,000	1	\$8,500	2	\$17,000
New tree placement - per	\$800	7	\$5,600	5	\$4,000	6	\$4,800
Street tree irrigation allowance	\$600	7	\$4,200	5	\$3,000	6	\$3,600
Tree grates - per	\$4,500	8	\$36,000	5	\$22,500	3	\$13,500
			\$821,200		\$630,625		\$816,505
Design & Contract Management	11%		\$90,332		\$69,369		\$89,816
Project Contingencies	15%		\$136,730		\$104,999		\$135,948
Project Total (not including applicable taxes)			\$1,048,262		\$804,993		\$1,042,269



PROJECT FIFTEEN | NEWCASTLE BOULEVARD GATEWAY

This area is an important intersection at the interface between the downtown and the King George Highway. It currently hosts the architecturally significant former courthouse, a church, the church parking lot, and under-utilized lands at the south-west corner of the intersection. This project proposes a gateway area that includes new townhouse and apartment residences, gateway signage and landscape improvements adjacent to the church parking lot, and streetscape improvements that extend downtown character from Queen Elizabeth Square.



Unit Cost Chart			
Lighting and Underground (lin.m.)	\$1,300	50	\$65,000
Land Acquisition (sq.m.)	\$35	315	\$11,025
Detailed (in, at and above ground) survey - per	\$7,500	0.5	\$3,750
Excavation, conservation and removal - cu.m	\$55	63	\$3,465
Structural drainage (lin.m.)	\$1,250	10	\$12,500
Sub-base grade setting (sq.m.)	\$45	75	\$3,375
Wave-formed benches - per	\$2,500	8	\$20,000
Site entry sign - per	\$16,500	2	\$33,000
New tree placement - per	\$800	10	\$8,000
Shrubs and grasses - sq.m.	\$125	35	\$4,375
Turf (soil & sod) - sq.m.	\$25	450	\$11,250
Utility Hook-Up - lump sum	\$8,500	1	\$8,500
			\$184,240
Design & Contract Management	11%		\$20,266
Project Contingencies	15%		\$30,676
Project Total (not including applicable taxes)			\$235,182





The Planning Partnership

