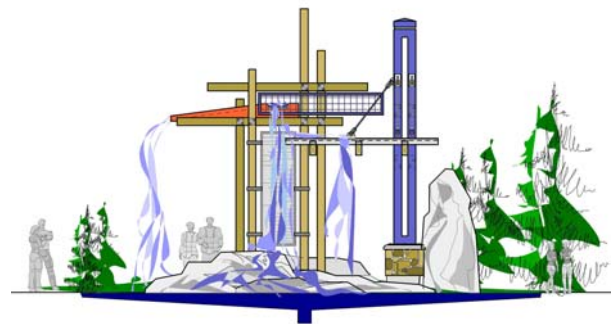


Turning the Corner

an economic diversification initiative



A Master Plan for the Highway & Business Corridor of Terrace Bay



Final Report January 31, 2008

Werner Schwar Landscape Architect

P.O. Box 21048, 640 River St. Thunder Bay, ON P7A 3S0
ph./fax: (807) 346-0607 e-mail: wsla@tbaytel.net

Design Environment Landscape Architect Inc.

Imagineering
Iain Angus & Associates

Executive Summary

‘Turning the Corner’ captures the spirit and intent of Terrace Bay’s **Master Plan for the Highway and Business Corridor**. The plan’s aesthetic enhancements will enrich the community’s social settings and recreational opportunities, showcase its retail services and facilities and proudly welcome and present the town’s attributes and amenities to the travelling public.

The Master Plan for the Highway and Business Corridor examined three discrete but interrelated domains to enrich, diversify and sustain the community’s aesthetic appeal as well as its social and economic well being. The three domains are ...

1. Aesthetic enhancements of the downtown commercial area (specifically Simcoe Plaza and adjoining community/commercial infrastructure and green spaces) as well as new signage and related enhancements along the Highway 17 corridor.
2. Assessment of the potential/actual socio-economic impacts and implications resulting from recent changes within the forest industry in Terrace Bay and from regional tourism.
3. Critique of organizational models and programs employed by other communities to cultivate private/public cooperation to foster and support community enrichment.

By far the largest component of the Master Plan is dedicated to aesthetic enhancement of the downtown core and highway corridor. The Plan outlines area enhancement initiatives for; the Simcoe Plaza Area, the Community Centre/ Tourism Information Centre Area, the Radisson Avenue Area and the Highway 17 Corridor, with the total estimated construction cost at just under \$6.7 million. Seven projects (totalling \$3,987,780.00) are proposed for Simcoe Plaza and adjoining infrastructures which will transform the complexion of the plaza complex and broaden its appeal and use for community events. Two projects (totalling \$743,636) will aesthetically and physically link the Tourist Information and Community Centres to the Simcoe Plaza area. Two projects (totalling \$578,737) for the Radisson Avenue Area will buffer the visual impact of the area and improve service functionality. Six projects (totalling \$1,357,281) for the Highway 17 corridor will significantly enhance the welcoming/reception message(s) to motorists and leisure opportunities for residents.

Given the drastic level and scope of restructuring in forest industry, it is essential that Terrace Bay strengthen the non-forestry components of the local economy and work toward further diversification, particularly in the area of wealth creation. This report outlines a strategy for the redevelopment of the retail sector of the community along with clearly welcoming visitors to Terrace Bay. The capital cost of the project, if funded to the full level outlined in this report, is just under \$6.7 million. That will include an approximate labour cost of \$2.3 million which translates into 93 person years of employment. When the industry standard construction multiplier of 2.1 is applied the economic impact is expanded to \$14 million.

Major initiatives of the Master Plan will be phased in over a 10 year period. The plan’s implementation provides managers with a flexible planning tool to assemble annual work

plans and schedules in anticipation of, or in response to, funding opportunities and user needs.

It is recommended that a community development committee, with representation from Town Council, the business community and interested citizens be created to 'champion the cause' of aesthetic enhancement and beautification in the Simcoe Plaza area. Town Council should take the lead role in establishing and nourishing community enhancement. Direct seed or partial funding, through a beautification program(s) created and sponsored by Council is likely the most powerful incentive to entice business and commercial sector participation/support in Terrace Bay's aesthetic enhancement.

Acknowledgements

The consultant team is indebted to the assistance, cooperation and support of Township of Terrace Bay staff: Dean Main, Community Development Supervisor, Michelle Malashewski, Community Development Assistant and Sean Irwin, Terrace Bay/Schreiber Community Adjustment Coordinator.

The success of the planning exercise reflects the commitment and enthusiasm of Horst Prager, Co-chair of the Project Steering Committee as well as input and guidance from all Steering Committee members.

The consultant team would also like to thank the residents of Terrace Bay who participated in two public meetings to forge the direction of the plan and assess/evaluate its final recommendations. The positive interest and engagement of the community will be the inspiration and motivation that brings this Master Plan to fruition.

Table of Contents

Chapter 1: Introduction and Background.....	1
1.1 Introduction.....	1
1.2 Summary of Methodology	2
1.3 Initial Assessment of Community's Strengths and Weaknesses	3
1.4 Nodal Hierarchy.....	7
1.5 Architectural/Interpretative Motif.....	7
Chapter 2: Aesthetic Enhancement of the Highway and Business Corridor	10
2.1 Introduction.....	10
2.2 Plan Implementation.....	11
2.3 Implementation Strategy.....	14
<i>AEI</i> : Simcoe Plaza Area Improvements	17
<i>AEI</i> : Community Centre/ Tourist Information Centre Improvements	48
<i>AEI</i> : Radisson Avenue Area Improvements.....	56
<i>AEI</i> : Highway 17 Corridor Improvements	60
2.4 Hierarchical Signage	72
2.4.1 Rationale	72
2.4.2 Signature Panels	72
2.5 AEI and Project Summary	75
2.6 Implementation Schedule	76
Chapter 3: Socio-Economic Benefits of the Master Plan for the Highway and Business Corridor of Terrace Bay.....	78
3.1 Introduction.....	78
3.2 Review of Socio-Economic Factors	80
3.2.1 Population Trends.....	80
3.2.2 Forest Industry.....	83
3.2.3 Tourism Trends	84
3.3 Economic Impact.....	92
Chapter 4: Organizational Model for Community Enhancement	93
4.1 Municipal/Not-for-profit Community Organization Cooperation	93
4.2 Economic Development Committee or Community Development Committee.....	93
4.3 Business Improvement Areas.....	93
4.4 Community Improvement Areas.....	94
4.5 Discussion & Summary.....	94

List of Figures

Figure 1: Existing Terrace Bay Downtown Area	4
Figure 2: Existing Community Strengths Summary Plan.....	5
Figure 3: Existing Community Weaknesses Summary Plan	6
Figure 4: Schematic Illustration of Implementation Schedule Template	11
Figure 5: Aesthetic Enhancement Initiatives - Overall Concept Plan	15
Figure 6: Aesthetic Enhancement Initiatives – Developed Area Concept Plan.....	16
Figure 7: Simcoe Plaza Area Improvements - Concept Plan	32
Figure 8: Simcoe Plaza Area Improvements - Concept Sections	33

Figure 9: Simcoe Plaza Area Improvements - Concept Sections	34
Figure 10: Simcoe Plaza Canopy - Typical Concept Plan	35
Figure 11: Simcoe Plaza Canopy - Typical Primary Entrance Section.....	36
Figure 12: Simcoe Plaza Canopy – Typical Primary Entrance Elevation.....	37
Figure 13: Simcoe Plaza Canopy – Typical Secondary Entrance Section.....	38
Figure 14: Simcoe Plaza Canopy – Typical Secondary Entrance Elevation.....	39
Figure 15: Simcoe Plaza Canopy – Typical Interior Infill Section.....	40
Figure 16: Simcoe Plaza Area Improvements – Typical Light Posts with Fixtures and Commercial Signage	41
Figure 17: Simcoe Plaza Area Improvements – Beacon Lookout Area Concept Elevation	42
Figure 18: Simcoe Plaza Area Improvements – Water Wall Monument Area Concept Elevation.....	43
Figure 19: Simcoe Plaza Area Improvements – Water Wall Monument Area Concept Plan.....	44
Figure 20: Simcoe Plaza Area Improvements – Civic Square and South Side of Simcoe Plaza Concept Plan.....	45
Figure 21: Simcoe Plaza Area Improvements – Former Theatre Site Connecting Walkway Concept Plan.....	46
Figure 22: Simcoe Plaza Area Improvements – Former Town Hall Site Connecting Walkway Area Concept Plan	47
Figure 23: Community Centre/ Tourist Information Centre Improvement Area Concept Plan.....	54
Figure 24: Community Centre/ Tourist Information Centre Improvement Area Concept Plan.....	55
Figure 25: Radisson Avenue Area Improvements Concept Plan	59
Figure 26: Entrance Gateway Marker Concept Elevation	69
Figure 27: Signature Panel Conceptual Design Options.....	70
Figure 28: Hierarchical Signage Examples	71

List of Tables

Table 1: <i>Project Components 1.1: Project Canopy and Boulevard Improvements</i>	20
Table 2: <i>Project Components, Project 1.2: Beacon Lookout Area</i>	23
Table 3: <i>Project Components, Project 1.3: Water Wall Monument Area</i>	25
Table 4: <i>Project Components, Project 1.4: Civic Square and South Side of Simcoe St Park Area</i>	27
Table 5: <i>Project Components, Project 1.5: Former Theatre Site Connecting Walkway Area</i>	29
Table 6: <i>Project Components, Project 1.6: Bell Telephone Building Connecting Walkway Area</i>	30
Table 7: <i>Project Components, Project 1.7: Former Town Hall Site Connecting Walkway Area</i>	31
Table 8: <i>Project Components, Project 2.1: Community Centre Area</i>	49
Table 9: <i>Project Components, Project 2.2: Tourist Information Area</i>	53
Table 10: <i>Project Components, Project 3.1: Radisson Ave. Business Area</i>	57
Table 11: <i>Project Components, Project 3.2: Radisson Ave. and Simcoe St Area</i>	58
Table 12: <i>Project Components, Project 4.1: Entrance Gateway Markers</i>	61
Table 13: <i>Project Components, Project 4.2: Highway 17 from Aguasabon Gorge Road to Fort Gary Road</i>	62
Table 14: <i>Project Components, Project 4.3: Highway 17 from Fort Gary Road to Lakeview Drive</i>	63
Table 15: <i>Project Components, Project 4.4: Highway 17 from Lakeview Drive to Radisson Ave.</i>	65
Table 16: <i>Project Components, Project 4.5: Highway 17 from Radisson Ave. to Hudson Drive</i>	66
Table 17: <i>Project Components, Project 4.6: Highway 17 from Hudson Drive to Mill Road</i>	68
Table 18: Master Plan for Highway and Business Corridor in Terrace Bay Preliminary Cost Estimate Summary by Aesthetic Enhancement Initiatives.....	75
Table 19: Master Plan for the Highway and Business Corridor in Terrace Bay Preliminary Cost Estimate Summary Listed by Implementation Strategy & Schedule	77

Chapter 1: Introduction and Background

1.1 Introduction

Turning the Corner symbolizes Terrace Bay's resolve to position itself as a resonant, engaging, community, based on strong forest and expanding retail, service and tourism industries and surrounded by outstanding natural attributes and recreational opportunities. Terrace Bay is in an excellent position to capitalize on its unique and picturesque geographic setting. It is the only community on a 650km stretch of the TransCanada Highway, between Sault Ste Marie and Thunder Bay, where the Highway 17 corridor passes directly through a town's main commercial district.

Terrace Bay has an admirable location. On its passage through town, the Highway 17 corridor follows the tree lined crest of one of a series of gentle coastal terraces ascending inland from Lake Superior. Changes in elevation from one terrace to another afford passing motorists with exceptional views of Lake Superior (to the south) as well as a clear view of the community's downtown commercial area (to the north). All of township's commercial services and facilities are within easy reach and/or plain view of the highway corridor. At a glance it is evident Terrace Bay has the natural attributes and aesthetics to enrich the lives of residents and capture the eye and imagination of passing motorists.

In response to the objectives identified in the Request for Proposals prepared by the Project Steering Committee, the Master Plan for the Highway and Business Corridor of Terrace Bay examined three discrete but interrelated domains to enrich, diversify and sustain the community's social and economic well being. Implicit in each domain is the need to capitalize on the opportunities and maximize the reciprocal benefits the Township can derive from/provide to highway travellers.

The three domains of the Master Plan for the Highway and Business Corridor of Terrace Bay are ...

1. Aesthetic enhancements of the downtown commercial area (specifically Simcoe Plaza and adjoining community/commercial infrastructure and green spaces) as well as new signage and related enhancements along the Highway 17 corridor leading into and through the town.
2. Assessment of the potential/actual socio-economic impacts and implications resulting from recent changes within the pulp and paper industry in Terrace Bay and from regional tourism.
3. Critique of organizational models and programs successfully employed by other communities to cultivate private/public cooperation to foster and support community enrichment.

Each of the above domains is addressed as a separate chapter in this final report.

Although not discussed herein, the plan anticipates the potential tourism impacts of Parks Canada's newly created Lake Superior National Marine Conservation Reserve (established in 2007). It is expected that Terrace Bay will be the eastern entry point for the Reserve.

1.2 Summary of Methodology

The Master Plan was prepared in two phases. Phase One consisted of a Town Hall meeting held on October 16, 2007 and Steering Committee meetings, information gathering and analysis leading to the preparation of preliminary design concepts for the downtown business area, Highway 17 signage and related initiatives to enhance community aesthetics. The development of the preliminary design concepts was strongly influenced by the belief that signs, displays as well as a building's facades are *de facto* the voice of a community. They explicitly communicate messages to visitors and subtly reinforce messages to residents. Accordingly, the downtown business area enhancements, the highway entrance signs and related initiatives were envisioned as components of a community-wide communications program. Each project, be it the face of a building, a sign or display is a statement.

Central to this planning approach was the identification of the community's aesthetic strengths/weaknesses (see section 1.3), as well as recognition of the significant natural, cultural and recreational elements that residents identified with themselves and their home. The latter formed the core elements of a themed architectural and interpretative motif for the Master Plan.

Phase One also entailed the development of a hierarchical structure to identify primary, secondary and tertiary nodes within the community. The structure provides a framework to help prioritize and coordinate the development of an effective community enhancement/communications program. (See section 1.4).

A preliminary report (Phase One-Summary of Concept Development, Master Plan for the Highway and Business Corridor of Terrace Bay) containing background information as well as a full description of the methodology employed to formulate the thematic content, preliminary concepts and development options was reviewed at the November 27, 2007 meeting of the Project Steering Committee and consultant team.

Phase Two focused on the development and refinement of the preferred design concept as identified by the Project Steering Committee. On the strength of direction provided by the committee, the consultant team developed a comprehensive design package and implementation plan for the aesthetic treatment of the downtown core, highway corridor and related community facilities. Phase Two also involved an assessment of the socio-economic impacts and implications from changes within the pulp and paper industry in Terrace Bay and from regional tourism as well as a critique of organization models to support private/public cooperation for community enhancement.

A second public meeting on January 16, 2008 allowed the steering committee and consultant team to present the final design concepts to community residents. Their comments, observations indicated a very strong level of support and a willingness to proceed with the aesthetic enhancement of their community.

1.3 Initial Assessment of Community's Strengths and Weaknesses

The first impressions of the consultant team are likely similar to those of a tourist to the Terrace Bay. Accordingly, first impressions warrant consideration and serve as 'starting points' in the planning process. Figure 1 shows an air photo of the existing community.

Existing Community Strengths (see Figure 2)

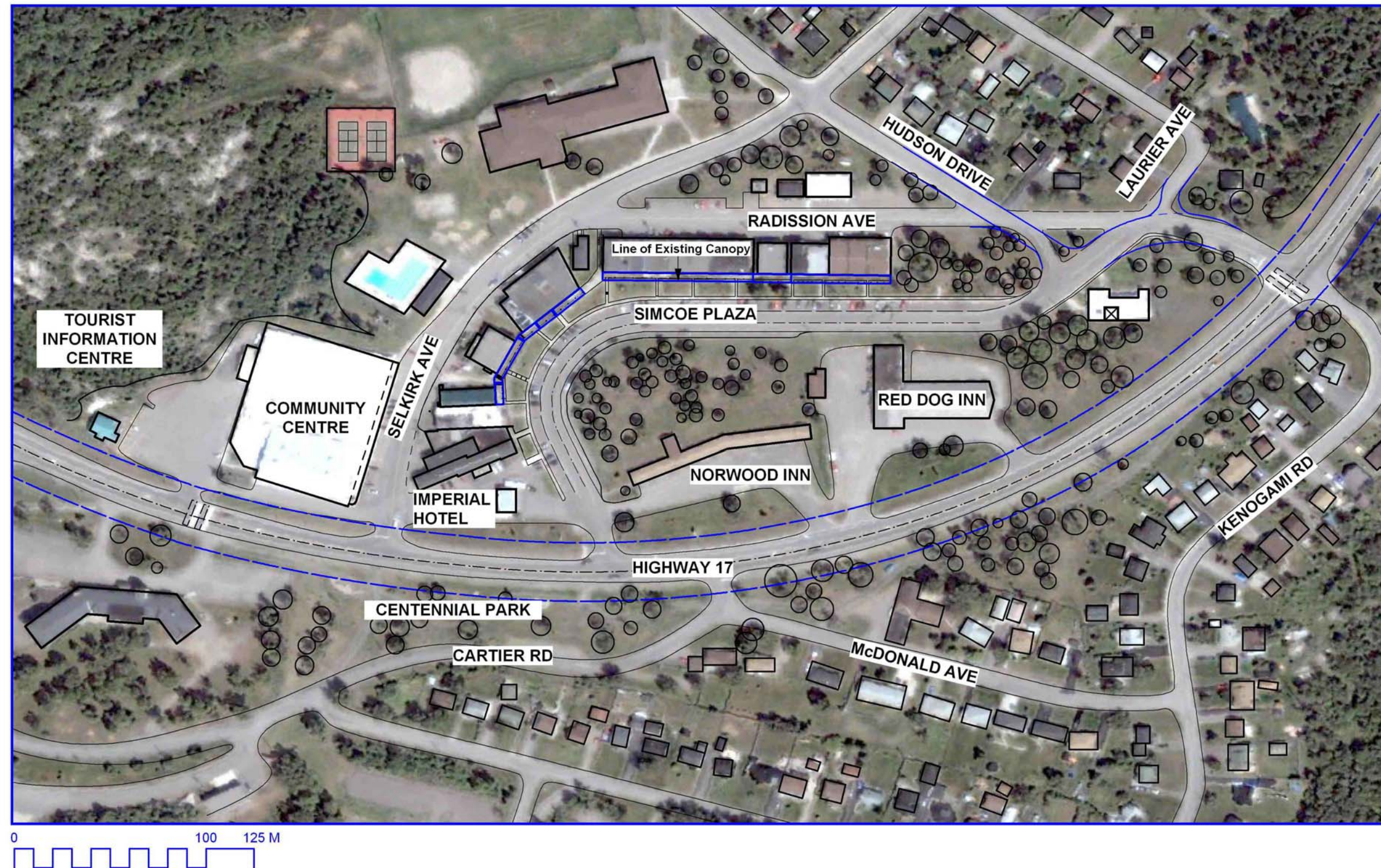
The existing highway and business corridor of Terrace Bay has many features that are unique along Highway 17 and the north shore of Lake Superior. The latter include ...

- Visible park space with wide boulevards and indigenous tree species lining the highway corridor.
- Visible paved and granular recreation trail paralleling the highway through the extent of the town.
- View of Lake Superior from both the Highway and Business corridor.
- Visible downtown from the highway, yet not directly on highway.
- Curvilinear Main Street with adjacent green space on one side of the street and a wide boulevard on the other street side.
- Continuous building façade of retail and municipal buildings along the main street, mostly linked by a canopy.
- Tourist information office adjacent to both the highway and the business corridor.
- Absence of big box retail stores or many franchise outlets.
- Mixed use of retail and municipal services where local residents obtain their services and products and give the appearance of a vibrant shopping street.
- Existing entrance signage to the community along the highway.
- Diverse assortment of quality leisure/recreational venues and facilities.

Existing Community Weaknesses (see Figure 3)

- Existing entrance signage to Terrace Bay while being prominent and attractive is fairly generic and does not express a unique sense of place for the community.
- Signage to alert and direct visitors to the downtown and physical attractions exists but is not overly prevalent or expressive of the community.
- The connection between Radisson Avenue and Simcoe Plaza is not obvious for visitors in terms of the direction one should go.
- The buildings on Simcoe Plaza are of various architectural styles with a canopy in front. The canopy however is not fully unified or expressive of a desirable streetscape image.
- The wide boulevard of Simcoe Plaza does not have unifying planting or decorative site amenities that would help develop a theme in the community.
- While there is a large amount of open green space along Simcoe Plaza, there is a lack of formalized gathering and sitting locations.
- There is little physical connection between the retail side of Simcoe Plaza and the park on the opposite side of the street and the park on the east end of the street.
- The Tourist Information Office is not visually or physically prominently linked to the downtown.
- There is no prominent expression that Terrace Bay is the eastern terminus of the Casque-Isles Trail and the gateway to the Slate Islands and the Aguasabon River.

Figure 1: Existing Terrace Bay Downtown Area



Turning the Corner

an economic diversification initiative

A Master Plan for the Highway & Business Corridor
of Terrace Bay



Final Report January 31, 2008

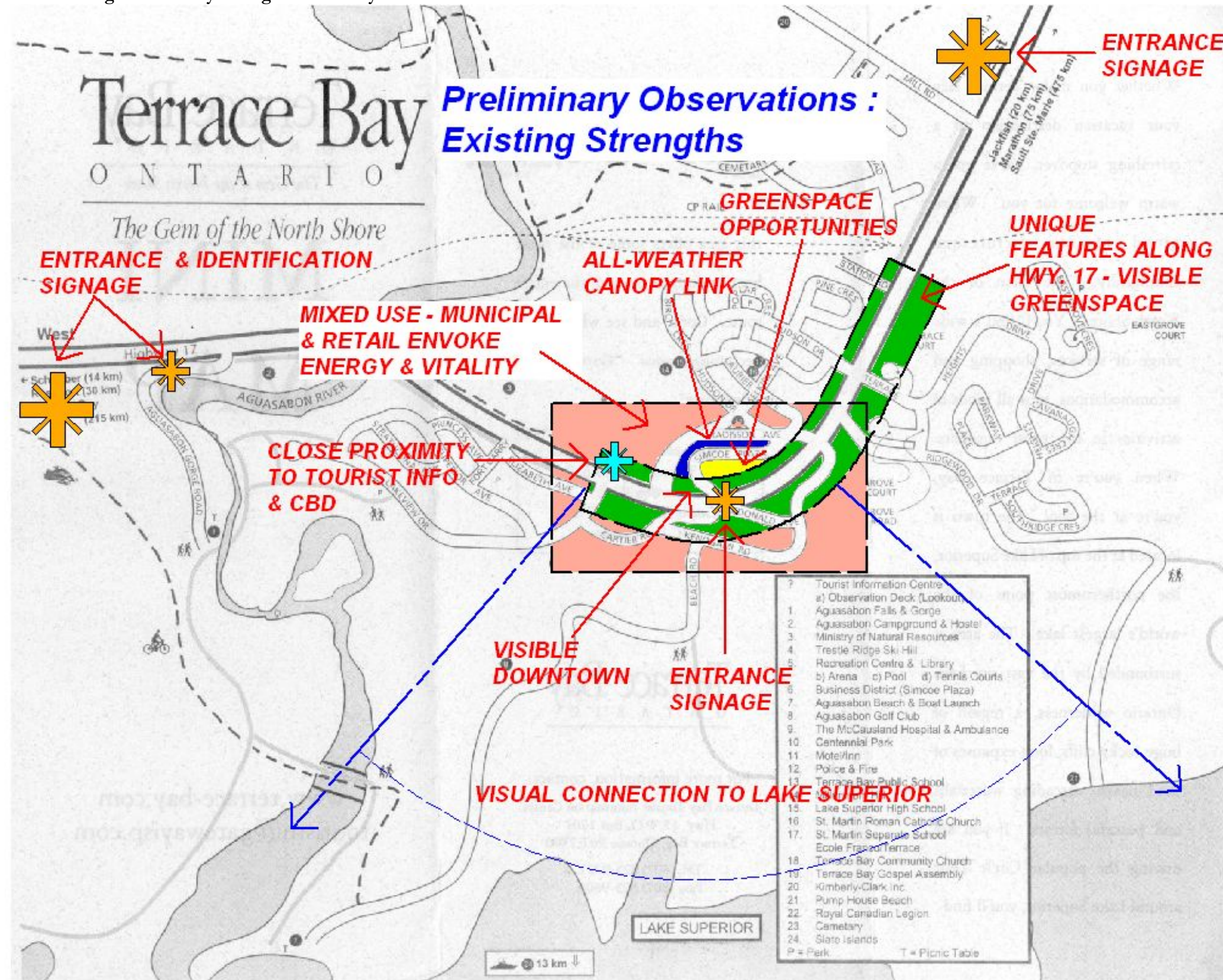
Existing Terrace Bay Downtown Area

Werner Schwar
Landscape Architect
P.O. Box 21048, 640 River St.
Thunder Bay, Ontario P7A 3S0
Phone/Fax: (807) 346-0607
e-mail: wsla@tbaytel.net

DESIGN ENVIRONMENT
Landscape Architect Incorporated
12 Primrose Drive, Sault Ste. Marie, Ontario, P6B 4E6.
Ernst A. Kreps, B.L.A., O.A.L.A., C.S.L.A.
P: (705) 340-5575 Fax: (705) 340-5423 E-mail: design@environment.ca

Figure 1

Figure 2: Existing Community Strengths Summary Plan



Turning the Corner

an economic diversification initiative

A Master Plan for the Highway & Business Corridor
of Terrace Bay



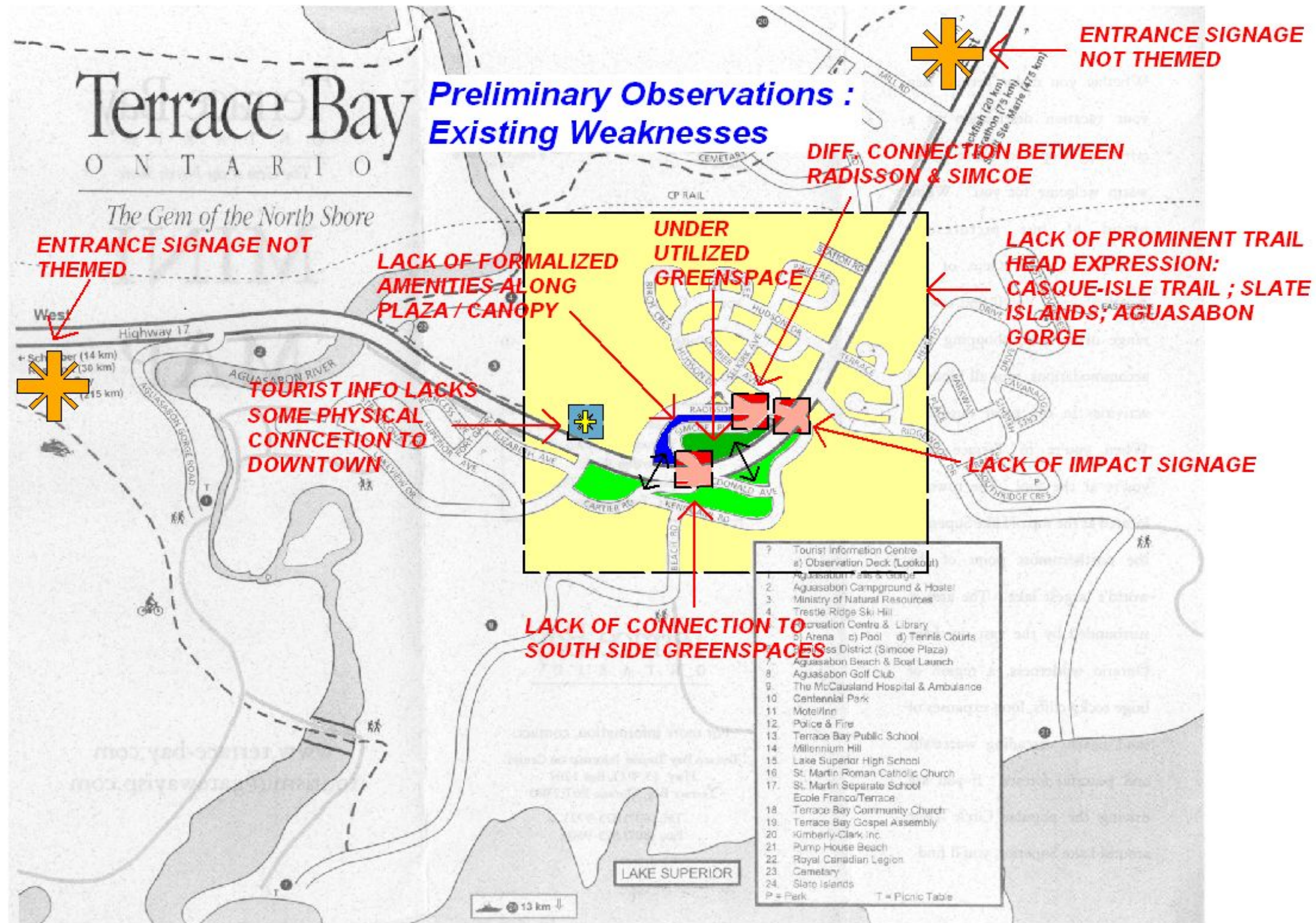
Final Report January 31, 2008

Existing Community Strengths Summary Plan



Figure 2

Figure 3: Existing Community Weaknesses Summary Plan



Turning the Corner
an economic diversification initiative

A Master Plan for the Highway & Business Corridor
of Terrace Bay



Final Report January 31, 2008

Existing
Community Weaknesses
Summary Plan

Werner Schwar
Landscape Architect
P.O. Box 21048, 640 River St.
Thunder Bay, Ontario P7A 3S0
Phone/Fax: (807) 346-0607
e-mail: wsla@tbaytel.net

DESIGN ENVIRONMENT
Landscape Architect Incorporated
12 Primrose Drive, Sault Ste. Marie, Ontario, P6B 4E6
Ernst A. Kreps, B.L.A., O.A.L.A., C.S.L.A.
P: (705) 346-5575 Fax: (705) 346-5423 E-mail: design@environment.ca

Figure 3

1.4 Nodal Hierarchy

Primary Nodes

- Very significant geographic sites and features where very prominent signage, incorporating all or most of Terrace Bay's thematic and/or architectural elements will be represented .
- Venues include ...
 - Simcoe Plaza.
 - Welcoming/reception signage on Highway 17.
 - Downtown Gateway Marker/water feature at the intersection of Highway 17 and Simcoe Plaza.

Secondary Nodes

- Key geographic sites and features where signage incorporating one or more of Terrace Bay's thematic and/or architectural elements will be represented.
- Venues include ...
 - Aguasabon Gorge Road/ access to falls viewing area/Casque –Isles trailhead.
 - Terrace Bay Visitor Information Centre.
 - Aguasabon Beach access.
 - Selected sites along the pedestrian walkway.

Tertiary Nodes

- Features/facilities where signage, incorporating one of Terrace Bay's thematic and/or architectural elements will be represented.
- Venues include ...
 - Trailhead signs/displays.
 - Leisure/recreational activity berms adjacent to pedestrian trail and Highway 17.
 - Site-specific features in the community.

1.5 Architectural/Interpretative Motif

The architectural motif is defined as the physical treatment of a display, sign or facility. It entails all the structural components and the arrangement of same, as well as the use of colours, lighting, landscaping, etc. Interpretative motif dovetails with the architectural motif; however, it has a specific focus on the message or theme (story) and the manner in which the message/theme is presented.

In considering an architectural motif for Terrace Bay, the consultant team referred back to the significant natural, cultural and recreational elements that residents identified with themselves and their home as was identified and conveyed to the consultant team at the October 16, 2007 public meeting. Four natural features captured the feeling and emotions of community residents: water, boreal/wilderness, rock and vegetation. Water, specifically

Lake Superior, the Slate Islands, Aguasabon River Gorge/Falls and Aguasabon Beach seem to be the most prominent touchstone for many residents. The expanse of boreal wilderness surrounding and sustaining Terrace Bay was a common reference point. Equally significant natural elements were the bold rock hummocks and promontories that define the landscape and the diversity of vegetation within the forest as well as within the community. Residents also made frequent mention of the provincially/nationally significant population of woodland caribou on the Slate Islands, while the forest industry and, to a lesser extent the Patterson Island Lighthouse were recognized as significant cultural attributes.

The architectural motif for Terrace Bay as recommended herein and presented in the enclosed conceptual drawings is composed of the four essential elements (water, wood, rock and vegetation). The incorporation of water, literally or figuratively into a sign, display or facility would affirm the importance of Lake Superior and abundance of inland lakes and rivers. The use of large, round, rough-hewed logs or over-sized milled beams attests to the prominence of the forest, the forest industry as well as the raw feeling of wilderness. The inclusion of large rocks and boulders, as part of the sign/display and/or incorporated into the landscape bespeaks the rock expanse of Lake Superior and the gorge/falls of the Aguasabon River. Finally, the judicious planting of indigenous trees/shrubs/ground cover ties the elements together aesthetically and thematically.

The four elements are consistently expressed in a physical or stylized manner in all enhancements. In passing, it is interesting to note that these elements were identified in 1992 by the Moore George - Terrace Bay Highway 17 Corridor Study as the core materials in their proposed 'North Superior' theme for Centennial Park. There are also parallels between the recommended architectural motif as presented herein and those proposed in 2000 by the Planning Partnership - Terrace Bay Regional Gateway Development Feasibility Study.

The bold, innovative use of the four elements in the creation of aesthetically pleasing facades or eye-catching displays addresses two unrelated community attributes frequently expressed by residents; that of warmth and friendliness and the community's close rapport (co-existence) with Nature. Neither of the two attributes can be explicitly stated; however, they can be inferred. The creative or unorthodox use of natural indigenous materials testifies to the community's sense of pride, comfort and confidence in its natural setting. An unconventional, even eccentric expression, be it in the form of a community logo, sign, display or artwork denotes a unique, distinctive flavour to Terrace Bay and tacitly invites visitors to stop and explore.

Consideration of an interpretative motif followed a similar pattern to that of the architectural motif; however, the emphasis was on the story, theme or message to be communicated. Major interpretative themes are generally those that typify or exemplify a community and/or those that ascribe to it a unique, distinctive dimension. Themes or stories that are quite unique to Terrace Bay and surrounding landscape are the woodland caribou on the Slate Islands, the meteoric creation of the Slate Islands and the atypical floristic features (arctic and western disjuncts) of the Slate Islands forests.

In stepping forward to promote and expound the virtues of a community, there is a natural tendency to gravitate to and sensationalize its most unique and alluring attributes. As mentioned above, the presence of woodland caribou was frequently mentioned as a

distinguishing feature. Not surprisingly, caribou was selected as a component of the community's identity image (visual word mark) by the 1992 Moore George - Terrace Bay Highway 17 Corridor Study and 'Caribou Trail' is the name given to the pedestrian walking tour connecting various elements of the downtown core. Equally important in terms of its interpretive potential, in the eyes of many residents and visitors, caribou embody wilderness, especially the northern hinterlands.

On the strength of the above, it seems logical and very appropriate that Terrace Bay adopt the image of the caribou as its visual word mark.

Chapter 2: Aesthetic Enhancement of the Highway and Business Corridor

2.1 Introduction

The largest component of the Master Plan for the Highway and Business Corridor of Terrace Bay is dedicated to the aesthetic enhancement of the downtown core, the community's entrance signage on Highway 17 as well as signage and beautification of a host of community facilities.

The first step in this portion of the planning process involved the forging of a long term vision for Terrace Bay based on the views and aspirations of residents. During the course of this planning exercise, the consultant team participated in committee and town hall meetings and lengthy one-on-one interviews with citizens to better understand how they see Terrace Bay and how they wish Terrace Bay to be seen by others. Two reoccurring principles underscored citizen comments and influenced the perspective of the planning team. First was the understanding that aesthetic enhancements must first and foremost reflect the spirit and fibre of the community and enhance the 'quality of life' and well being of the residents. Second was the perception that aesthetic enhancements must advance the benefits accrued from economic diversification, specifically from the tourism industry. Both principles accentuate the Master Plan's objectives to improve the community's social and economic well being.

From a planning perspective the two principles readily converge and dovetail into one strategy; however, there are caveats that warrant mention and consideration. The following provisos influenced the consultant team's planning perspective, the recommended development strategies, as well as the implementation strategy and schedule.

- The success of the Highway and Business Corridor as a regional tourism attribute is inextricably linked to its success as a community attribute. Regional tourists will invariably see, respect and enjoy the Highway and Business Corridor in much the same manner that community residents see, respect and enjoy the area. Development recommendations, especially in the short term, should focus on initiatives that offer tangible benefits to community residents as well as local/regional tourists.
- Community support is the catalyst to facility upkeep and sustainability. Benefits garnished from tourism will not provide or sustain the resources required to maintain community aesthetics
- The community's pride in and respect for the Highway and Business Corridor should be reflected in the design and development of facilities. Development scenarios identified by the consultant team have anticipated the engagement of local craftsmen, artisans and organizations in the fabrication of facilities. The latter is premised on the assumption that a significant level and expression of community involvement will create a more interesting and unique experience and possibly, reduce incidences of vandalism.
- Redevelopment strategies for the Highway and Business Corridor should look beyond the immediate horizon and envisage a creative, attractive setting that merges with

broader regional initiatives such as the Lake Superior National Marine Conservation Reserve.

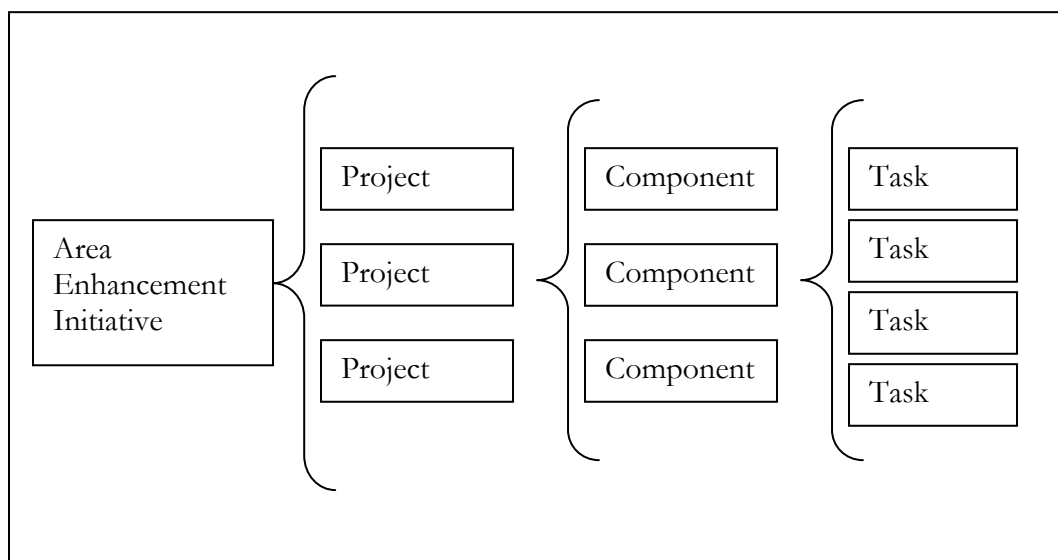
2.2 Plan Implementation

The cumulative cost for the Aesthetic Enhancement of the Highway and Business Corridor portion of the Master Plan is **\$6,666,436.00**. The total is very substantial; however, it is premised on the assumption that all projects will be completed in full. With the support of the Client, the consultant team made a concerted effort to look beyond the present and develop a bold, ambitious vision that builds on Terrace Bay's attributes, amenities and features. The Master Plan encompasses a very broad range of facilities and opportunities tailored to meet the needs of community residents and local/regional tourism.

Fiscal realities and funding opportunities together with community needs and priorities will dictate the scope and schedule of plan implementation. The implementation strategy and schedule recognizes these constraints and provides managers with the planning, operational and fiscal tools to craft a flexible multi-year work schedule that is commensurate with fiscal resources and community needs.

For the purpose of this planning exercise, the Aesthetic Development of the Highway and Business Corridor is divided into four Area Enhancement Initiatives (AEI). Each AEI covers a defined geographic setting within the corridor and, as outlined below serves particular community functions. AEI's are broken down into a series of projects that address specific undertakings. Subsequently, each project is dissected into a string of components and, in turn, components are subdivided into tasks. Figure 4 illustrates the template of the implementation strategy showing the interrelationships of the AEI, projects, components, and tasks.

Figure 4: Schematic Illustration of Implementation Schedule Template



The rationale for the template is threefold. Firstly, the AEI's provide a level of planning that allows one to envision the inter-relationship of development proposals within the entire corridor. This level of planning offers a composite view of the environment and allows managers to see how different projects may interact to positively (or negatively) impact residents and/or visitors to the community.

Secondly, the AEI's provide a framework within which one can identify all the projects, and subsequently the components and tasks that need to be undertaken. The projects essentially define what work needs to be done; the components show how the work can be planned and executed, while the tasks focus on specific elements of construction. The identification of the specific tasks also provides the detailed framework for the preparation of cost estimates and sequence(s) of plan implementation.

The project level of each AEI is the basic 'building block' in the implementation strategy. They provide the essential structure and cohesion to insure that work proceeds in an orderly and rational manner. The 'building blocks' provide managers with a manageable and flexible structure for budget preparation and work load assessment. A project can be planned and undertaken as a singular initiative or, depending on available funding and resources, multiple projects can be lumped together and completed as a singular venture. In a similar vein, projects can be advanced, deferred or deleted from the work plan/implementation schedule as priorities change or circumstances dictate.

The four AEI's identified for the Highway and Business Corridor are the ...

1. Simcoe Plaza Area Improvements
2. Community Centre/Tourist Information Area Improvements
3. Radisson Ave. Area Improvements
4. Highway 17 Corridor Improvements

In addition to defining a geographic setting within the corridor, the AEI's support discrete community functions. The latter can be visualized as follows:

AEI	Community Function
Simcoe Plaza	Commercial Centre
Community Centre/Tourist Information	Information/Leisure Centre
Radisson Avenue Area	Utility Centre
Highway 17 Corridor	Transportation Corridor

Based in part on their functions, the 3 AEI's clustered in the downtown core (Simcoe Plaza, Community Centre/Tourist Information and Radisson Ave.) are listed herein in their order of priority development. It is anticipated that enhancement will commence in and around Simcoe Plaza, then radiate out to include the Community Centre/Tourist Information area and finally the Radisson Avenue area. Aesthetic enhancements along the Highway 17 Corridor will proceed in tandem with the above, starting first with the primary nodes of entrance gateways and the Simcoe Plaza area then advance outward from the downtown core.

The benefits of defining community functions may appear to be somewhat subtle; however, the function of an area within a community invariably influences the manner in which it is perceived, designed and developed. The following is a list of the improvements proposed for each AEI. The lists include existing items that require enhancement as well as facilities or settings that will be created to support the role or create the ambience appropriate to the function of each area.

Simcoe Plaza Area Improvements

Simcoe Plaza is the commercial heart and hub of Terrace Bay. The plaza provides a broad range of opportunities for residents and visitors to intermix as they procure commercial goods and services. Design objectives include an aesthetic, harmonized plaza motif and presentation, improved pedestrian accessibility, creation of public gathering/resting spaces and linkages to adjacent facilities. Aesthetic enhancements identified for Simcoe Plaza include ...

- Improve the existing Simcoe Plaza canopy.
- Creation of a new decorative architectural motif structure in front of the existing canopy.
- Improve pedestrian circulation and store access.
- Creation of informal gathering spaces and provision of pedestrian amenities.
- Creation of a civic gathering area.
- Creation of a identifiable canopy terminus/ attraction.
- Creation of identifiable markers visible from the highway to visually indicate the Simcoe Plaza intersection as significant and serve as an invitation to explore Simcoe Plaza.
- Creation of defined pedestrian links from the Simcoe Plaza to the surrounding community and most importantly the Community Centre.

Community Centre/Tourist Information Centre Area Improvements

This area serves as both the first impression of the community for visitors and as the hub for municipally organized activities for residents. Design objectives focused primarily on stronger visual and physical links between this area and Simcoe Plaza. Aesthetic enhancements include ...

- Creation of a visual link to the Simcoe Plaza through the installation of the architectural motif structure on the Community Centre and Tourist Information Centre facades facing the highway.
- Creation of a physical link to the Simcoe Plaza through an inviting pedestrian circulation system.

Radisson Avenue Area Improvements

This locale functions primarily as the utility and support area for Simcoe Plaza. Design objectives focused on initiatives that would dampen the dominant industrial image of the avenue. Aesthetic enhancements include ...

- Creation of consolidated waste collection areas.
- Creation of defined parking and pedestrian zones.

- Creation of a safer Simcoe Plaza/ Radisson Avenue intersection in which Simcoe Plaza has the physical and visual prominence.

Highway 17 Corridor Improvements

The Highway 17 corridor is the 'main artery' of Terrace Bay from which all other facilities are accessed. Design objectives centred on welcoming/reception projects, pedestrian access and related line of sight (from Highway 17) beautification. Aesthetic enhancements include...

- Creation of Town Entrance Gateway Markers that welcome people to the community and announce arrival.
- Creation of signage to identify secondary nodes off the highway.
- Enhancement of the pedestrian walking path system.
- Enhancement of the municipally owned land off the MTO Highway right-of-way through indigenous tree planting.

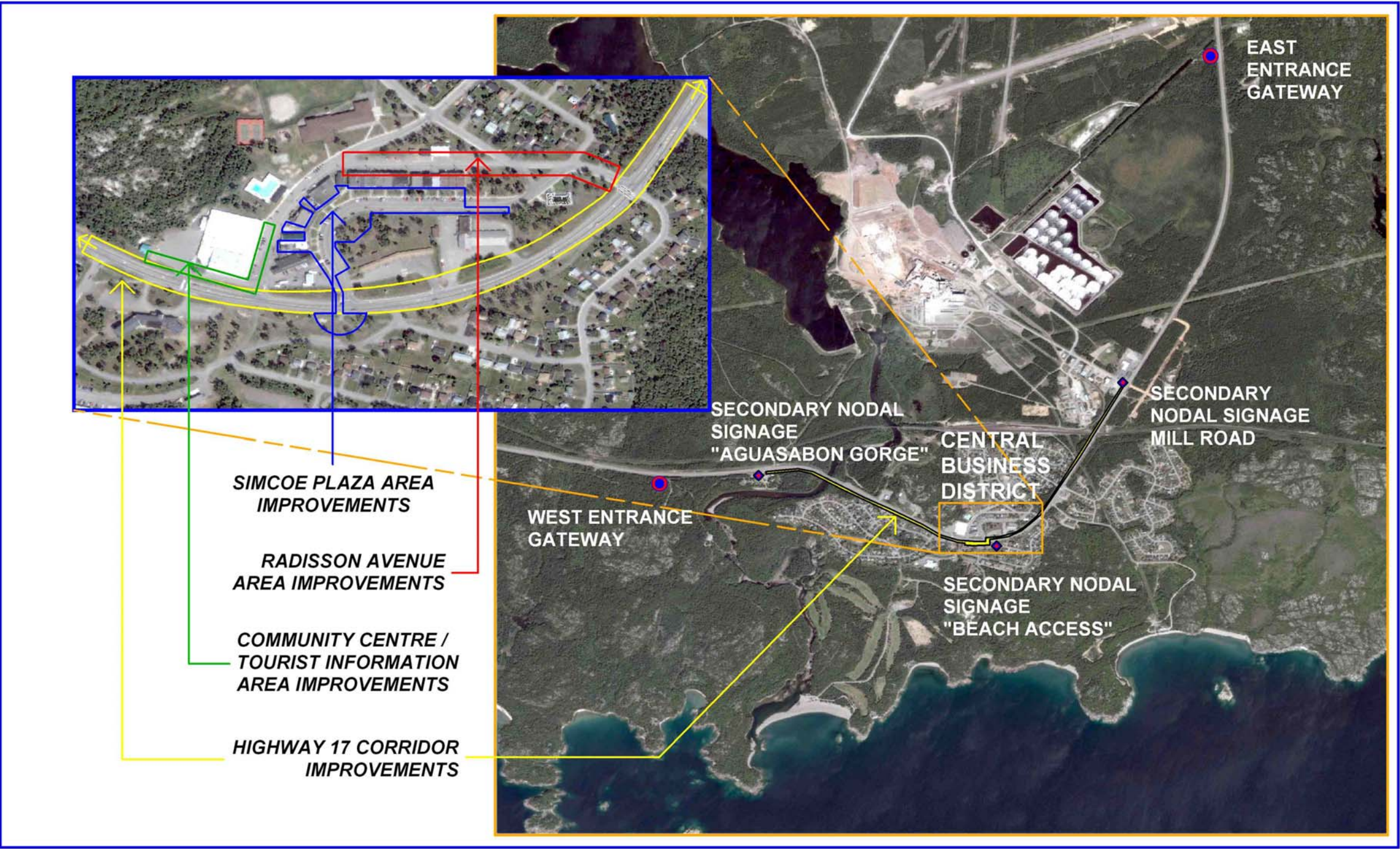
2.3 Implementation Strategy

The implementation strategy identifies the projects and components for each AEI. A project component table, prepared for each project identifies the components and specific tasks as well as the cost estimate for each task.

It is important to note that within each AEI, the projects are presented in a sequential order that reflects a progression from basic updates or development initiatives that should occur relatively early in the Master Plan, through to more sophisticated (and often expensive) development scenarios, that may (or may not) come to fruition in the latter stages of enhancement. It is understood that the sequential order of the projects as presented below, represents the order, or implementation schedule in which they should be undertaken. In the opinion of the consultant team, where possible, each project should be undertaken as a composite unit in as much that all the project's components and tasks should be completed at the same time.

Figures 5 and 6 Aesthetic Enhancement Initiatives Concept Plans graphically depicts the Concept Plan for the developed portion of the Highway and Business Corridor. Further detail can be found in enlarged area concept plans. It should be noted that some of the enlargement plans cover an area of more than one AEI. For simplification and continuity, concept plans are presented following the text portion of each individual AEI section.

Figure 5: Aesthetic Enhancement Initiatives - Overall Concept Plan



Turning the Corner

an economic diversification initiative

A Master Plan for the Highway & Business Corridor
of Terrace Bay



Final Report January 31, 2008

Aesthetic Enhancement Initiative - Overall Concept Plan

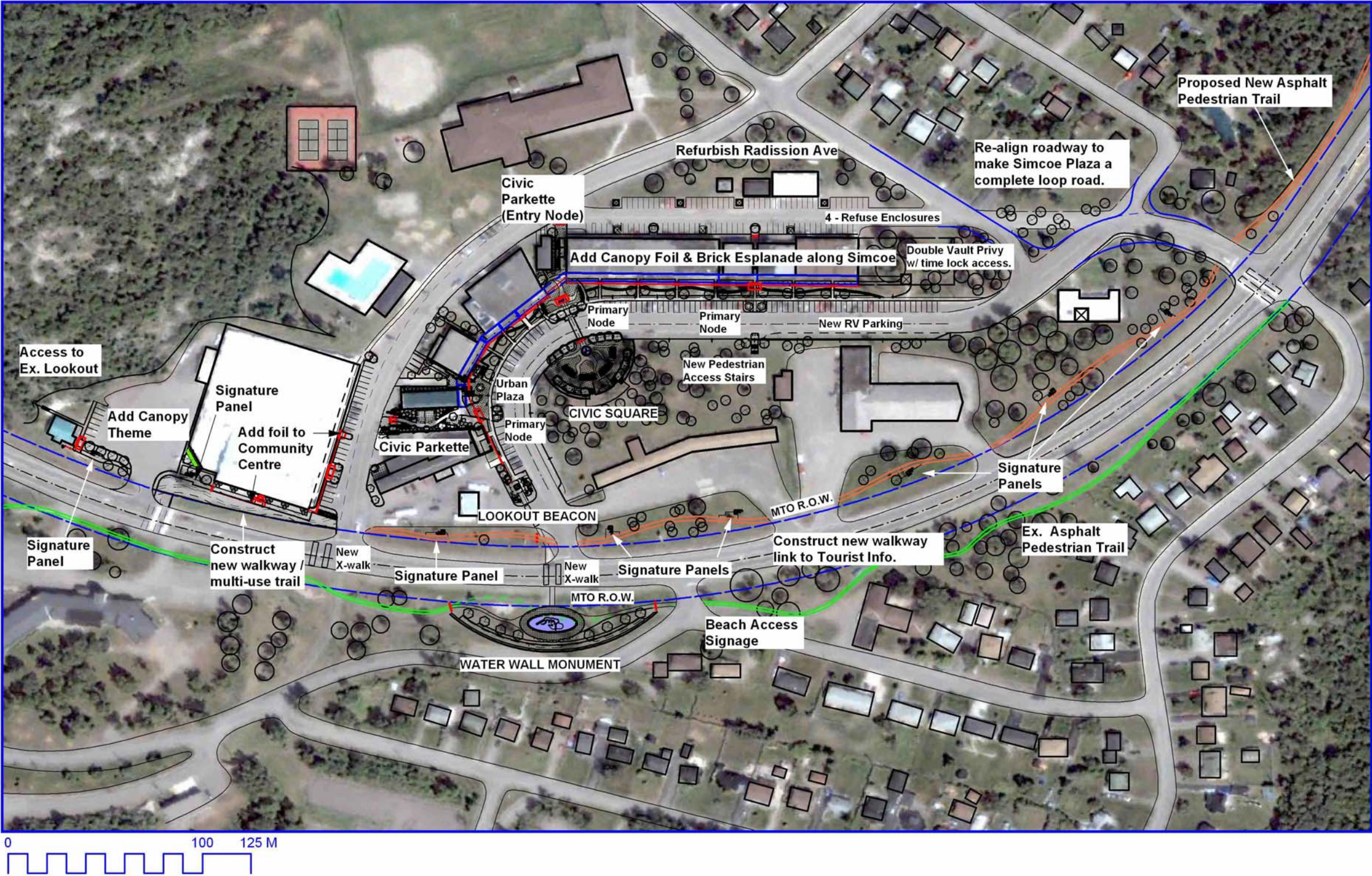


Werner Schwar
Landscape Architect
P.O. Box 21048, 640 River St.
Thunder Bay, Ontario P7A 3S0
Phone/Fax: (807) 346-0607
e-mail: wsla@tbaytel.net



Figure 5

Figure 6: Aesthetic Enhancement Initiatives – Developed Area Concept Plan



Turning the Corner

an economic diversification initiative

A Master Plan for the Highway & Business Corridor
of Terrace Bay



Final Report January 31, 2008

Aesthetic Enhancement Initiative - Developed Area Concept Plan



Werner Schwar
Landscape Architect
P.O. Box 21048, 440 River St.
Thunder Bay, Ontario P7A 3S0
Phone/Fax: (807) 346-0607
e-mail: wsla@tbaytel.net



Design Environment
Landscape Architect Incorporated
12 Primrose Drive, Sault Ste. Marie, Ontario, P6B 4E6.
Ernst A. Kreps, B.L.A., O.A.L.A., C.S.L.A.
P: (705) 346-5575 Fax: (705) 346-5423 E-mail: design@environment.ca

Figure 6

***AEI:* Simcoe Plaza Area Improvements**

Objective: Create an engaging, visually intriguing, viable commercial and community environment. Enhance the aesthetics, functionality and access within Simcoe Plaza through the adoption of an architectural motif (based on the thematic elements of wood, water and rock), consistent signage, defined pedestrian pathways and related enhancements.

***1.1: Project* Canopy and Boulevard Improvements**

This project is arguably the largest single undertaking of the entire master plan. From an efficiency and disturbance standpoint, it should be undertaken as one complete project rather than a series of components spread over a multi-year schedule. If staged implementation is unavoidable, the project can be undertaken in two stages; components east of the Civic Square Area and components south of the Civic Square Area. See Figure 7: Simcoe Plaza Area Improvements - Concept Plan as well as Figure 8 and

Figure 9: Simcoe Plaza Area Improvements - Concept Sections for concept plan and sections illustrating project components. See

Figure 10, Figure 11, Figure 12, Figure 13, Figure 14 and Figure 15 for Simcoe Plaza Canopy typical plans, sections and elevations. See Figure 16: Simcoe Plaza Area Improvements – Typical Light Posts with Fixtures and Commercial Signage.

The main components of this project are:

1.1.1 Component Existing Canopy Restoration

Integrate the existing canopy with that of the proposed architectural motif of the new canopy addition. Replace the canopy columns and clad the underside of the canopy with stained plywood and 25 x 150mm decorative patterning. This task is subject to two critical caveats. First, the structural integrity of the existing canopy must be confirmed. Second, environmental guidelines governing the removal or modification of the asbestos board covering areas of the structure must be respected. The caveats are beyond the scope of this planning exercise; however, their status needs to be investigated and, if necessary, mitigation plans developed.

In addition, the Town wishes to install 5 new surveillance cameras spread out along the length of the existing canopy structure. These cameras are to be tied into the existing camera system the Town already utilizes.

To aid in the identification of businesses for people walking under the canopy, approx. 300 x 600mm in size double sided signs are proposed to hang under the existing canopy at each business. The size, shape and material are to be standardized throughout the Plaza.

1.1.2 Component New Canopy Construction

A new canopy, extending the entire plaza length will provide an aesthetically attractive, harmonized image to Simcoe Plaza. Thematically, the use of heavy timber to support the canopy alludes to the forest and forest products, while the blue steel columns and perforated metal above suggests the flow of water. Prominent steel columns indicate key nodal areas along the Plaza and visually identify Plaza access pathways.

Commercial signage is to be displayed prominently on the timber frame structure of the foil. It is recommended that this signage be standardized in terms of size, shape and material. An oval shaped sandblasted wood sign will contribute to the overall theme of the foil and the Town. Text and content within the sign can be up to the individual business. It would be prudent to have the business association or other similar group as outlined in chapter 4 to oversee and approve all signage and ensure they conform to an agreed to standard.

1.1.3 Component Boulevard Hard Landscaping

Landscaping will improve the visual interest and functionality of the ground plane of the boulevard between the concrete under the existing canopy and the concrete sidewalk adjacent to Simcoe Plaza. The use of decorative unit paving in swirling patterns (subtle reference to the flow of water) will

contrast with the long linear nature of the existing concrete. The landscaping will also widen the useable area adjacent to the canopy and the sidewalk adjacent to parked vehicles.

In 3 key locations on the north side of Simcoe Plaza, asphalt parking spaces will be replaced with curbed and treed “bump outs” to disrupt the long line of parked cars. Boulder outcrop walls also serve to punctuate the boulevard and create informal gathering areas for both plaza merchants and patrons to display/examine goods outside of the stores.

1.1.4 **Component Site Amenities**

Amenities, specifically seating areas will contribute to the functionality of the Plaza. In addition, new street light poles designed to be similar in appearance to the canopy columns and exterior lighting on the canopy will add night time security and visual effect.

1.1.5 **Component Soft Landscaping**

Planting, primarily with dwarf ornamental flowering trees such as crab-apple or chokecherry will add seasonal colour and visual interest to the boulevard. In addition, low shrub planting will help punctuate the nodal areas.

Table 1: Project Components 1.1: Project Canopy and Boulevard Improvements

Code	Item	Quantity	Units	Unit Cost	Total Cost
1.1. Canopy and Boulevard Improvements					
1.1.1	Existing Canopy Restoration				
	Replace and Clad existing columns	60	each	\$ 550.00	\$ 33,000.00
	Replace Beam	230	lin-m	\$ 40.00	\$ 9,200.00
	Wood Panel Cladding for Underside and Soffit	950	m2	\$ 35.00	\$ 33,250.00
	Aluminum Cladding Fascia	230	lin-m	\$ 50.00	\$ 11,500.00
	Aluminum Eavestrough and Downspouts	230	lin-m	\$ 50.00	\$ 11,500.00
	Conting. for Abest. remvl. and rafter replcmnt	1	allow	\$ 25,000.00	\$ 25,000.00
	Security Cameras (5 new cameras & wiring)	1	allow	\$ 10,000.00	\$ 10,000.00
	1.1.1 Sub-total				\$ 133,450.00
1.1.2	New Canopy Construction				
	Primary Gateways - footing, pier, steel, deck	3	each	\$ 25,940.00	\$ 77,820.00
	Secondary Gateways - footing, steel, timber	10	each	\$ 15,295.00	\$ 152,950.00
	Timber Columns - footings, column & caps	46	each	\$ 4,255.00	\$ 195,730.00
	Timber Structure & Infill for Signage	56	each	\$ 1,860.00	\$ 104,160.00
	Nodal Perforated Metal Panels	25	m2	\$ 800.00	\$ 20,000.00
	Nodal Signage	3	allow	\$ 6,000.00	\$ 18,000.00
	Business Signage	20	allow	\$ 3,000.00	\$ 60,000.00
	Business Signage Electrical Rough-in	20	each	\$ 1,200.00	\$ 24,000.00
	Lighting	45	each	\$ 2,000.00	\$ 90,000.00
	1.1.2 Sub-total				\$ 742,660.00
1.1.3	Boulevard Hard Landscaping				
	Concrete Walkways	750	m2	\$ 125.00	\$ 93,750.00

	Replacement Concrete Stairs with Railings	88	m2	\$ 1,000.00	\$ 88,000.00
	Decorative Unit Paving	900	m2	\$ 115.00	\$ 103,500.00
	Boulder Outcrop Walls	90	lin-m	\$ 300.00	\$ 27,000.00
	Removal of existing roadway asphalt	300	m2	\$ 20.00	\$ 6,000.00
	Concrete Curbs	85	lin-m	\$ 85.00	\$ 7,225.00
	Tree Grates and Frames	8	each	\$ 1,600.00	\$ 12,800.00
	Pebble Mulch	120	m2	\$ 60.00	\$ 7,200.00
	1.1.3 Sub-total				\$ 345,475.00
1.1.4	Site Amenities				
	Granite Benches	9	each	\$ 1,000.00	\$ 9,000.00
	Metal Benches	11	each	\$ 1,200.00	\$ 13,200.00
	Steel Bollards	40	each	\$ 500.00	\$ 20,000.00
	Litter Containers	10	each	\$ 750.00	\$ 7,500.00
	Street Lighting Poles and Fixtures	25	each	\$ 5,000.00	\$ 125,000.00
	1.1.4 Sub-total				\$ 174,700.00
1.1.5	Soft Landscaping				
	Deciduous Trees (50-60mm cal.)	29	each	\$ 500.00	\$ 14,500.00
	Deciduous Shrubs	100	each	\$ 45.00	\$ 4,500.00
	Coniferous Shrubs	100	each	\$ 60.00	\$ 6,000.00
	Planting Bed Topsoil & Mulch	200	m2	\$ 20.00	\$ 4,000.00
	Re-sodding of Boulevard	630	m2	\$ 10.00	\$ 6,300.00
	1.1.5 Sub-total				\$ 35,300.00
	Sub total SECTION 1.1				\$ 1,431,585.00
	Contingency of 15%				\$ 214,737.75
	Total Construction Estimate SECTION 1.1				\$ 1,646,322.75
	Consulting Fees of 10%				\$ 164,632.28
	TOTAL SECTION 1.1 - Canopy and Boulevard Improvements				\$ 1,810,955.03

Project 1.2: Beacon Lookout Area

The beacon lookout forms a bold southern terminus for the Simcoe Plaza Canopy. Its prominence and design captures the attention of passing motorists and announces their arrival into the downtown commercial area. Incorporating elements of the canopy's architectural motif together with the stylized image of a light house, the beacon lookout creates a 'pinch point' to define the entrance to Simcoe Plaza. Symbolically the beacon marker is similar to the current Terrace Bay Highway Banner. Finally the beacon marker is also designed to be a functioning lookout; one where visitors can view Lake Superior or access interpretive information to encourage further exploration. See Figure 17: Simcoe Plaza Area Improvements – Beacon Lookout Area Concept Elevation.

The main components of this project are:

1.2.1 *Component* Lookout Structure Construction

Construct the beacon lookout marker. Lighting of the structure will draw attention to the structure during dark hours.

1.2.2 *Component* Hard Landscaping

Removal of existing asphalt parking on Simcoe Plaza and a decrease in the width of Drifter's entrance drive will create pedestrian space around the lookout. The hard surface of concrete and decorative unit paving will be contrasted with boulder outcrop walls and pebble mulch to give a rugged appearance to the base of the beacon lookout as well as provide informal seating.

1.2.3 *Component* Soft Landscaping

Landscaping will augment the rugged image of the base primarily through the use of low coniferous shrubs such as Juniper.

Table 2: *Project Components, Project 1.2: Beacon Lookout Area*

Code	Item	Quantity	Units	Unit Cost	Total Cost
1.2 Beacon Lookout Area					
1.2.1	Lookout Structure Construction				
	Concrete Piers & Footings (outer & inner)	8	each	\$ 6,800.00	\$ 54,400.00
	Stone Base and Coping	8	each	\$ 3,000.00	\$ 24,000.00
	Steel Columns (4) & Frame (outside struct.)	4	each	\$ 9,500.00	\$ 38,000.00
	Steel Columns (4) & Frame (inside struct.)	4	each	\$ 7,500.00	\$ 30,000.00
	Floor Structure & Decking	1	allow	\$ 12,000.00	\$ 12,000.00
	Steel Stairway and Railings	1	allow	\$ 75,000.00	\$ 75,000.00
	Timber Infill and Decoration	1	allow	\$ 12,500.00	\$ 12,500.00
	Nodal Perforated Metal Panels	15	m2	\$ 800.00	\$ 12,000.00
	Nodal Wood Louvres and Cabling	8	each	\$ 2,200.00	\$ 17,600.00
	Identification Signage	1	allow	\$ 10,000.00	\$ 10,000.00
	Interpretive Signage	1	allow	\$ 5,000.00	\$ 5,000.00
	Lighting	1	allow	\$ 25,000.00	\$ 25,000.00
	1.2.1 Sub-total				\$ 315,500.00
1.2.2	Hard Landscaping				
	Concrete Walkway & Crosswalk	100	m2	\$ 125.00	\$ 12,500.00
	Decorative Unit Paving	135	m2	\$ 115.00	\$ 15,525.00
	Decorative Concrete Staining Artwork	1	allow	\$ 5,000.00	\$ 5,000.00
	Boulder Outcrop Walls	50	lin-m	\$ 300.00	\$ 15,000.00
	Removal of existing roadway asphalt	250	m2	\$ 20.00	\$ 5,000.00
	Concrete Curbs	80	lin-m	\$ 100.00	\$ 8,000.00
	Pebble Mulch	50	m2	\$ 60.00	\$ 3,000.00
	1.2.2 Sub-total				\$ 64,025.00
1.2.3	Soft Landscaping				
	Coniferous Shrubs	50	each	\$ 60.00	\$ 3,000.00
	Planting Bed Topsoil	50	m2	\$ 20.00	\$ 1,000.00
	1.2.3 Sub-total				\$ 4,000.00
	Sub total SECTION 1.2				\$ 383,525.00
	Contingency of 15%				\$ 57,528.75
	Total Construction Estimate SECTION 1.2				\$ 441,053.75
	Consulting Fees of 10%				\$ 44,105.38
	TOTAL SECTION 1.2 - Beacon Lookout Area				\$ 485,159.13

Project 1.3: Water Wall Monument Area

Although located on the south side of Highway 17, the water wall monument area is an integral component of Simcoe Plaza and a counterbalance to the Beacon Lookout. The Water Wall serves three separate but related functions. The Beacon Lookout and Water Wall border the north and south side of the Highway 17/Simcoe Plaza intersection. By their presence and prominent, shared architecture features they announce one's arrival into the downtown commercial area and peak viewing interest in surrounding features and facilities. Secondly, the monument serves as a central artistic sculptural against the backdrop of Lake Superior. Finally, the site is a significant nodal point along the 'black path' on the south side of the highway, providing a rest stop and crossing point into the downtown area. It is understood that the monument will be on municipal land, adjacent but not on the MTO right-of-way. See Figure 18: Simcoe Plaza Area Improvements – Water Wall Monument Area Concept Elevation and Figure 19: Simcoe Plaza Area Improvements – Water Wall Monument Area Concept Plan.

The main components of this project are:

1.3.1 *Component* Water Wall Monument

The monument involves the construction of the water wall as a sculptural art piece as well as the mechanical components required to circulate water. Designed for four seasons the water/ice sculpture will flow or stand according to the seasons. Lighting will modify and enhance the water imagery as well as support night time viewing.

1.3.2 *Component* Hard Landscaping

The creation of space for pedestrian circulation and enjoyment of the monument will involve the formation of a terrace just below the level of the MTO right-of-way. Boulder and pebble mulch symbolizing the shore of Lake Superior will retain the terrace's south edge. Boulder outcrop walls and decorative unit paving form a seating area with a rugged hue appearance. Canopy columns on the south edge of the plaza space serve as space defining backdrop referencing the architectural motif, but also to provide a venue for interpretive information on the terraces of Terrace Bay. Finally it is recommended to realign the 'black path' in this area to move it from the MTO right-of-way onto municipal land.

1.3.3 *Component* Soft Landscaping

Landscaping will augment the rugged image of the base primarily with low coniferous shrubs such as Juniper and indigenous trees such as Jack Pine and White Birch. The area between the boulder terraces and Cartier Road is envisioned as an un-mowed wildflower meadow to further compliment the rugged setting.

Table 3: *Project Components, Project 1.3: Water Wall Monument Area*

Code	Item	Quantity	Units	Unit Cost	Total Cost
1.3. Water Wall Monument Area					
1.3.1	Water Wall Monument				
	Timber and Metal Water Feature	1	allow	\$ 50,000.00	\$ 50,000.00
	Canopy Column Beacon	1	allow	\$ 10,000.00	\$ 10,000.00
	Granite Boulders and Slabs	1	allow	\$ 10,000.00	\$ 10,000.00
	Lighting	1	allow	\$ 5,000.00	\$ 5,000.00
	Pebble "Waterless" Pond	200	m2	\$ 75.00	\$ 15,000.00
	1.3.1 Sub-total				\$ 90,000.00
1.3.2	Hard Landscaping				
	Rough Site Grading	1250	m2	\$ 8.00	\$ 10,000.00
	Concrete Walkway	60	m2	\$ 125.00	\$ 7,500.00
	Decorative Concrete Staining Artwork	1	allow	\$ 5,000.00	\$ 5,000.00
	Asphalt Walkway	200	m2	\$ 85.00	\$ 17,000.00
	Decorative Unit Paving	50	m2	\$ 115.00	\$ 5,750.00
	Boulder Outcrop Walls	12	lin-m	\$ 300.00	\$ 3,600.00
	Boulder Terraces	120	lin-m	\$ 600.00	\$ 72,000.00
	Canopy Columns with Lights	10	each	\$ 2,500.00	\$ 25,000.00
	Pebble Mulch	120	m2	\$ 60.00	\$ 7,200.00
	Painted Lines Crosswalk	22	lin-m	\$ 50.00	\$ 1,100.00
	1.3.2 Sub-total				\$ 154,150.00
1.3.3	Site Amenities				
	Metal Benches	8	each	\$ 1,200.00	\$ 9,600.00
	Litter Containers	2	each	\$ 500.00	\$ 1,000.00
	1.3.3 Sub-total				\$ 10,600.00
1.3.4	Soft Landscaping				
	Deciduous Shrubs	120	each	\$ 45.00	\$ 5,400.00
	Coniferous Shrubs	10	each	\$ 60.00	\$ 600.00
	Planting Bed Topsoil & Mulch	10	m2	\$ 20.00	\$ 200.00
	Wildflower Meadow	400	m2	\$ 15.00	\$ 6,000.00
	1.3.4 Sub-total				\$ 12,200.00
	Sub total SECTION 1.3				\$ 266,950.00
	Contingency of 15%				\$ 40,042.50
	Total Construction Estimate SECTION 1.3				\$ 306,992.50
	Consulting Fees of 10%				\$ 30,699.25
	TOTAL SECTION 1.3 - Water Wall Monument Area				\$ 337,691.75

Project 1.4: Civic Square and South side of Simcoe Plaza Area

The Civic Square is envisioned as a multi-purpose facility primarily for the citizens of Terrace Bay. It will be a venue for community celebrations, events, and gatherings as well as a gallery for public art and forum for public expression. From a functional perspective, small events can be contained in the square; however, for large community events, where partial closure of Simcoe Plaza to vehicular traffic is justified, the square can serve as the stage with the audience assembled on Simcoe Plaza. The Civic Square also links the open park space on the south side of Simcoe Plaza with commercial activity on the north side. See Figure 20: Simcoe Plaza Area Improvements – Civic Square and South Side of Simcoe Plaza Concept Plan.

The main components of this project are:

1.4.1 *Component* Hard Landscaping

The key elements of the civic square include the colonnade of canopy columns that define the entrance and architecturally link the square with the north side canopy. A water feature and ground plane paving constitute the main part of the square creating a venue for small informal community gatherings. Landscaping will form an even grade and create a promontory overlooking the green space below. The relocation of the Town's Cenotaph to the Civic Square will locate it in a position of prominence within the community and within a space that can accommodate Remembrance Day ceremonies.

The square's semi-circular shape acts as a keystone to ground and accentuate the long arc of Simcoe Plaza. Construction of the square also incorporates recreational vehicle or vehicle/trailer parking spaces on the south side of Simcoe Plaza.

1.4.2 *Component* Site Amenities

Site amenities, specifically seating, lighting and heritage displays will enhance the functionality of the civic square. The canopy columns and associated exterior lighting will enrich the ambience and provide night time security. Heritage information, particularly photographic images drawn from the community's image bank will prompt public interest and use of the setting.

A changeable electronic message sign board incorporated into the water feature provides a highly visible location for the Town and Community Groups to display information or upcoming events.

The addition of public restrooms at the Civic Square fulfills a need identified by the community. It is envisioned that this public restroom would be located under the Civic Square accessed from the lower grade on the south side of the Square. These facilities could be permanently 'built in' or utilize the Fitzpatrick Vault System. It would also house the electrical panel and meter as well as power and water supply for special events. An alternative location for a Fitzpatrick Vault System would be in the open space at the east end of the Plaza.

1.4.3 *Component* Soft Landscaping

Landscaping will add seasonal colour and interest to the plaza area primarily with dwarf ornamental flowering trees such as Crab-apple or Chokecherry. In addition low shrub planting helps to punctuate nodal areas. In the south section of the Civic Square the raised planters could either be permanent or moveable planters. The open space area will be under planted with a random mix of native species such as White Birch, Trembling Aspen, Black Ash, Jack Pine and Red Pine.

Table 4: *Project Components, Project 1.4: Civic Square and South Side of Simcoe Plaza Park Area*

Code	Item	Quantity	Units	Unit Cost	Total Cost
1.4 Civic Square and South side of Simcoe Plaza Park Area					
1.4.1	Hard Landscaping				
	Rough Site Grading	1500	m2	\$ 8.00	\$ 12,000.00
	Concrete Walkway & Plaza	400	m2	\$ 125.00	\$ 50,000.00
	Concrete Stairs with Railings	25	m2	\$ 1,000.00	\$ 25,000.00
	Concrete Ramp with Railings	100	m2	\$ 700.00	\$ 70,000.00
	Concrete Retaining Wall	80	f-m2	\$ 500.00	\$ 40,000.00
	Decorative Unit Paving	120	m2	\$ 115.00	\$ 13,800.00
	Canopy Structure Gateway	1	each	\$ 15,295.00	\$ 15,295.00
	Canopy Columns	10	each	\$ 3,400.00	\$ 34,000.00
	Decorative Guardrail	40	lin-m	\$ 500.00	\$ 20,000.00
	Water Feature	1	allow.	\$ 15,000.00	\$ 15,000.00
	Electronic Message Board	1	allow.	\$ 160,000.00	\$ 160,000.00
	Cenotaph Relocation	1	allow.	\$ 5,000.00	\$ 5,000.00
	Removal of existing roadway asphalt	250	m2	\$ 20.00	\$ 5,000.00
	Concrete Curbs	50	lin-m	\$ 85.00	\$ 4,250.00
	Tree Grates and Frames	6	each	\$ 1,600.00	\$ 9,600.00
	1.4.1 Sub-total				\$ 478,945.00
1.4.2	Site Amenities				
	Interpretive Signage	1	allow	\$ 10,000.00	\$ 10,000.00
	Metal Benches	8	each	\$ 1,200.00	\$ 9,600.00
	Steel Bollards	10	each	\$ 500.00	\$ 5,000.00
	Litter Containers	2	each	\$ 750.00	\$ 1,500.00
	Canopy Column with Light Fixture	12	each	\$ 5,000.00	\$ 60,000.00
	Hydro Service Panel & underground wiring	1	allow	\$ 25,000.00	\$ 25,000.00
	Restroom Facility including servicing	1	allow	\$ 150,000.00	\$ 150,000.00
	1.4.2 Sub-total				\$ 261,100.00
1.4.3	Soft Landscaping				
	Deciduous Trees (50-60mm cal.)	34	each	\$ 500.00	\$ 17,000.00
	Coniferous Trees (150-200cm ht.)	20	each	\$ 500.00	\$ 10,000.00
	Deciduous Shrubs	70	each	\$ 45.00	\$ 3,150.00
	Coniferous Shrubs	80	each	\$ 60.00	\$ 4,800.00
	Planting Bed Topsoil & Mulch	150	m2	\$ 20.00	\$ 3,000.00

	Re-sodding of disturbed areas	1000	m2	\$ 10.00	\$ 10,000.00
	1.4.3 Sub-total				\$ 47,950.00
	TOTAL SECTION 1.4				\$ 787,995.00
	Contingency of 15%				\$ 118,199.25
	Total Construction Estimate SECTION 1.4				\$ 906,194.25
	Consulting Fees of 10%				\$ 90,619.43
	TOTAL SECTION 1.4 - Civic Square and South Side of Simcoe Plaza Park Area				\$ 996,813.68

Project 1.5: Former Theatre Site Connecting Walkway Area

The walkway will establish a defined pedestrian connection between Simcoe Plaza and the Community Centre complex. See Figure 21: Simcoe Plaza Area Improvements – Former Theatre Site Connecting Walkway Concept Plan.

The main components of this project are:

1.5.1 Component Hard Landscaping

Hard landscaping creates an attractive, useable and inviting walkway link between Simcoe Plaza and the Community Centre.

1.5.2 Component Site Amenities

Amenities, primarily seating and lighting contribute to safety and usability of the walkway. Lighting adds night time security and visual effect.

The additional of white wall panels on the south façade of the LCBO building would allow for the display of local artwork or function as an informal theatre screen for the presentation of film or video.

1.5.3 Component Soft Landscaping

Soft landscaping adds seasonal visual interest primarily with dwarf ornamental flowering trees such as Crab-apple or Chokecherry. Aesthetically, shrub planting softens the stark visual impact of adjacent blank building walls.

Table 5: *Project Components, Project 1.5: Former Theatre Site Connecting Walkway Area*

Code	Item	Quantity	Units	Unit Cost	Total Cost
1.5 Former Theatre Site Connecting Walkway Area					
1.5.1	Hard Landscaping				
	Rough Site Grading	500	m2	\$ 8.00	\$ 4,000.00
	Concrete Walkway	140	m2	\$ 125.00	\$ 17,500.00
	Decorative Unit Paving	80	m2	\$ 115.00	\$ 9,200.00
	Boulder Outcrop Wall	30	lin-m	\$ 300.00	\$ 9,000.00
	Canopy Structure Gateway (west side)	1	each	\$ 25,940.00	\$ 25,940.00
	Tree Grate and Frame	4	each	\$ 1,600.00	\$ 6,400.00
	Concrete Curbs	25	lin-m	\$ 85.00	\$ 2,125.00
	1.5.1 Sub-total				\$ 74,165.00
1.5.2	Site Amenities				
	Lighting Pole and Fixture	4	each	\$ 5,000.00	\$ 20,000.00
	Steel Bollards	4	each	\$ 500.00	\$ 2,000.00
	Metal Benches	6	each	\$ 1,200.00	\$ 7,200.00
	Art / Theatre Wall	1	allow	\$ 10,000.00	\$ 10,000.00
	1.5.2 Sub-total				\$ 39,200.00
1.5.3	Soft Landscaping				
	Deciduous Trees (50-60mm cal.)	14	each	\$ 500.00	\$ 7,000.00
	Deciduous Shrubs	60	each	\$ 45.00	\$ 2,700.00
	Coniferous Shrubs	60	each	\$ 60.00	\$ 3,600.00
	Planting Bed Topsoil & Mulch	120	m2	\$ 20.00	\$ 2,400.00
	Fine Grade, Topsoil & Sodding	240	m2	\$ 10.00	\$ 2,400.00
	1.5.3 Sub-total				\$ 18,100.00
	TOTAL SECTION 1.5				\$ 131,465.00
	Contingency of 15%				\$ 19,719.75
	Total Construction Estimate SECTION 1.5				\$ 151,184.75
	Consulting Fees of 10%				\$ 15,118.48
	TOTAL SECTION 1.5 - Theatre Site Connecting Walkway Area				\$ 166,303.23

Project 1.6: Bell Telephone Building Connecting Walkway Area

This project creates a defined pedestrian connection between Simcoe Plaza and the schools to the north side of Radisson Ave. As well, it screens and buffers the view of the Bell Building from Simcoe Plaza. See Figure 20: Simcoe Plaza Area Improvements – Civic Square and South Side of Simcoe Plaza Concept Plan.

The main components of this project are:

1.6.1 Component Hard Landscaping

Hard landscape elements such as the decorative unit paving and canopy structure gateway lend an attractive and inviting quality to the walkway link

between Simcoe Plaza and Radisson Ave. The walkway will meet current accessible standards and be composed of both a ramp and stair system.

1.6.2 *Component* Site Amenities

Amenities, including seating, canopy columns and exterior lighting will promote use, as well as provide elements of visual intrigue and night time security. Site amenities will both define access to and soften the visual impact of the Bell building

1.6.3 *Component* Soft Landscaping

Soft landscaping adds seasonal colour and visual interest to the area primarily with dwarf ornamental flowering trees such as Crab-apple or Chokecherry. Shrub planting softens the austere impact of adjacent blank building walls.

Table 6: *Project Components, Project 1.6: Bell Telephone Building Connecting Walkway Area*

Code	Item	Quantity	Units	Unit Cost	Total Cost
1.6 Bell Telephone Building Site Connecting Walkway Area					
1.6.1	Hard Landscaping				
	Remove existing Asphalt Roadway	30	m2	\$ 20.00	\$ 600.00
	Concrete Curbs	22	lin-m	\$ 85.00	\$ 1,870.00
	Concrete Walkway	70	m2	\$ 125.00	\$ 8,750.00
	Decorative Unit Paving	50	m2	\$ 115.00	\$ 5,750.00
	Canopy Structure Gateway	1	each	\$ 15,295.00	\$ 15,295.00
	Canopy Columns	7	each	\$ 2,500.00	\$ 17,500.00
	Decorative Metal Sreening	12	lin-m	\$ 500.00	\$ 6,000.00
	1.6.1 Sub-total				\$ 55,765.00
1.6.2	Site Amenities				
	Metal Benches	2	each	\$ 5,000.00	\$ 10,000.00
	Canopy Columns with Light Fixture	1	each	\$ 5,000.00	\$ 5,000.00
	Steel Bollards	4	each	\$ 500.00	\$ 2,000.00
	1.6.2 Sub-total				\$ 17,000.00
1.6.3	Soft Landscaping				
	Deciduous Trees (50-60mm cal.)	3	each	\$ 500.00	\$ 1,500.00
	Deciduous Shrubs	35	each	\$ 45.00	\$ 1,575.00
	Coniferous Shrubs	40	each	\$ 60.00	\$ 2,400.00
	Planting Bed Topsoil & Mulch	75	m2	\$ 20.00	\$ 1,500.00
	Fine Grade, Topsoil & Sodding	30	m2	\$ 10.00	\$ 300.00
	1.6.3 Sub-total				\$ 7,275.00
	TOTAL SECTION 1.6				\$ 80,040.00
	Contingency of 15%				\$ 12,006.00
	Total Construction Estimate SECTION 1.6				\$ 92,046.00
	Consulting Fees of 10%				\$ 9,204.60
	TOTAL SECTION 1.6 - Bell Telephone Bldg. Site Connect. Walkway Area				\$ 101,250.60

Project 1.7: Former Town Hall Site Connecting Walkway Area

The project enhances the existing pedestrian connection between Simcoe Plaza and Radisson Avenue. See Figure 22: Simcoe Plaza Area Improvements – Former Town Hall Site Connecting Walkway Area.

The main project components are:

1.7.1 Component Hard Landscaping

Hard landscaping will update the walkway link between Simcoe Plaza and Radisson Ave., and enhance the adjacent facades to create a more inviting passage.

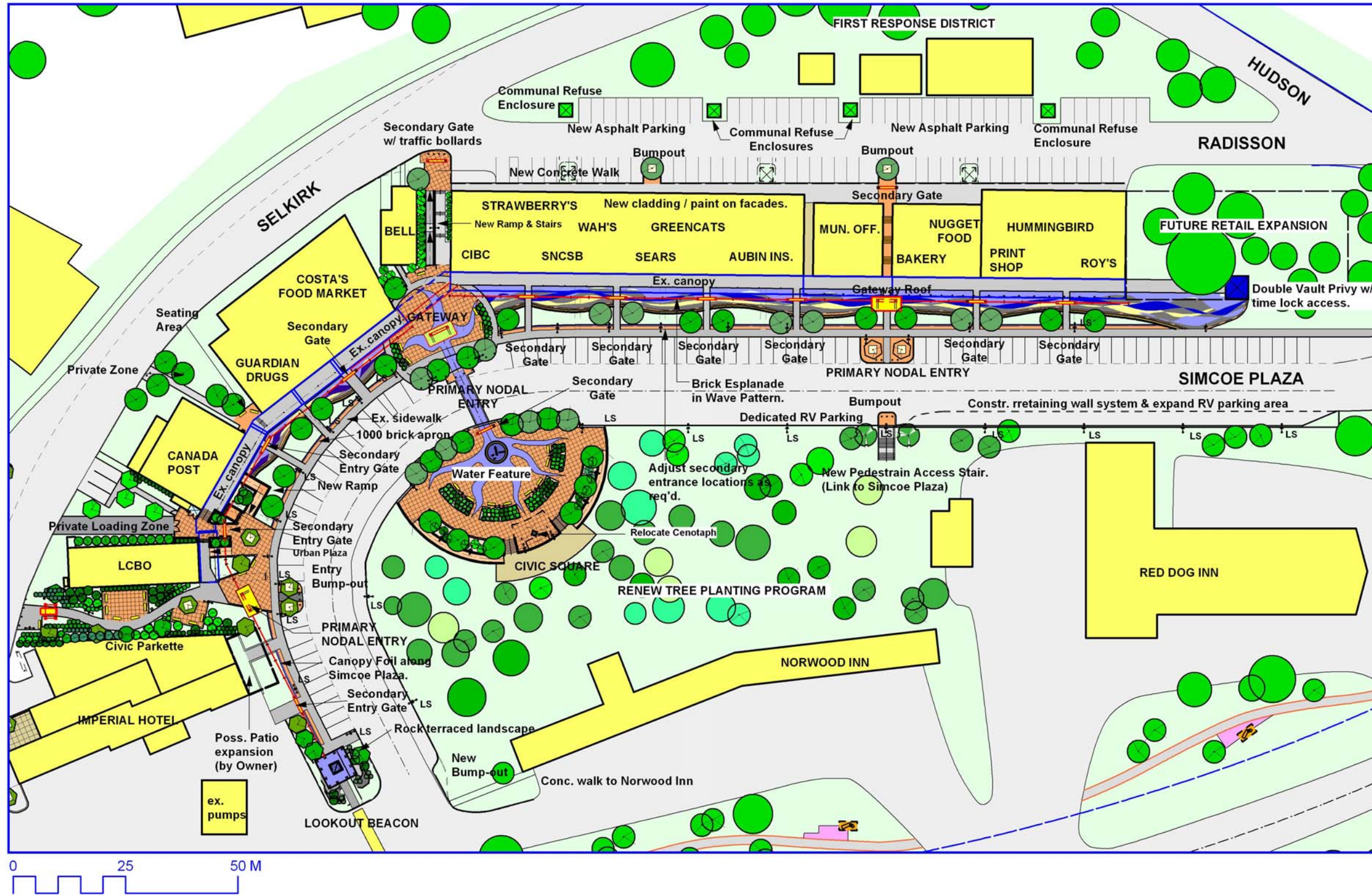
1.7.2 Component Site Amenities

Amenities consist of lighting, primarily for night security.

Table 7: *Project Components, Project 1.7: Former Town Hall Site Connecting Walkway Area*

Code	Item	Quantity	Units	Unit Cost	Total Cost
1.7 Former Town Hall Site Connecting Walkway Area					
1.7.1	Hard Landscaping				
	Remove existing Asphalt Roadway	25	m2	\$ 20.00	\$ 500.00
	Remove existing Concrete Stairway	40	m2	\$ 50.00	\$ 2,000.00
	Concrete Curbs	25	lin-m	\$ 85.00	\$ 2,125.00
	Concrete Walkway	65	m2	\$ 125.00	\$ 8,125.00
	Concrete Stairway with Railing	40	m2	\$ 500.00	\$ 20,000.00
	Canopy Structure Gateway	1	each	\$ 15,295.00	\$ 15,295.00
	Adjacent Building Façade Reclading	200	m2	\$ 100.00	\$ 20,000.00
	1.7.1 Sub-total				\$ 68,045.00
1.7.2	Site Amenities				
	Light Fixtures	4	each	\$ 500.00	\$ 2,000.00
	1.7.2 Sub-total				\$ 2,000.00
	TOTAL SECTION 1.7				\$ 70,045.00
	Contingency of 15%				\$ 10,506.75
	Total Construction Estimate SECTION 1.7				\$ 80,551.75
	Consulting Fees of 10%				\$ 8,055.18
	TOTAL SECTION 1.7 - Former Town Hall Site Connecting Walkway Area				\$ 88,606.93

Figure 7: Simcoe Plaza Area Improvements - Concept Plan



Turning the Corner

an economic diversification initiative

A Master Plan for the Highway & Business Corridor of Terrace Bay



Final Report January 31, 2008

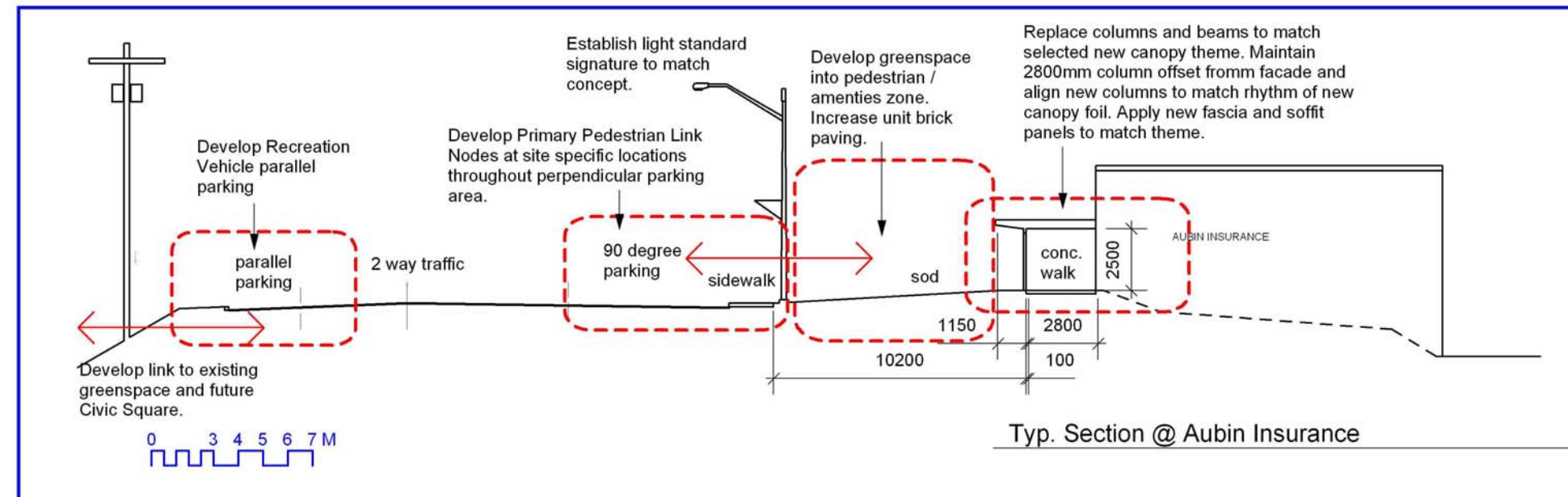
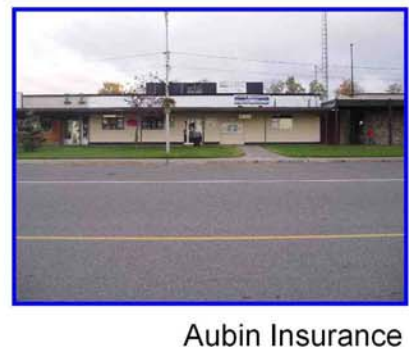
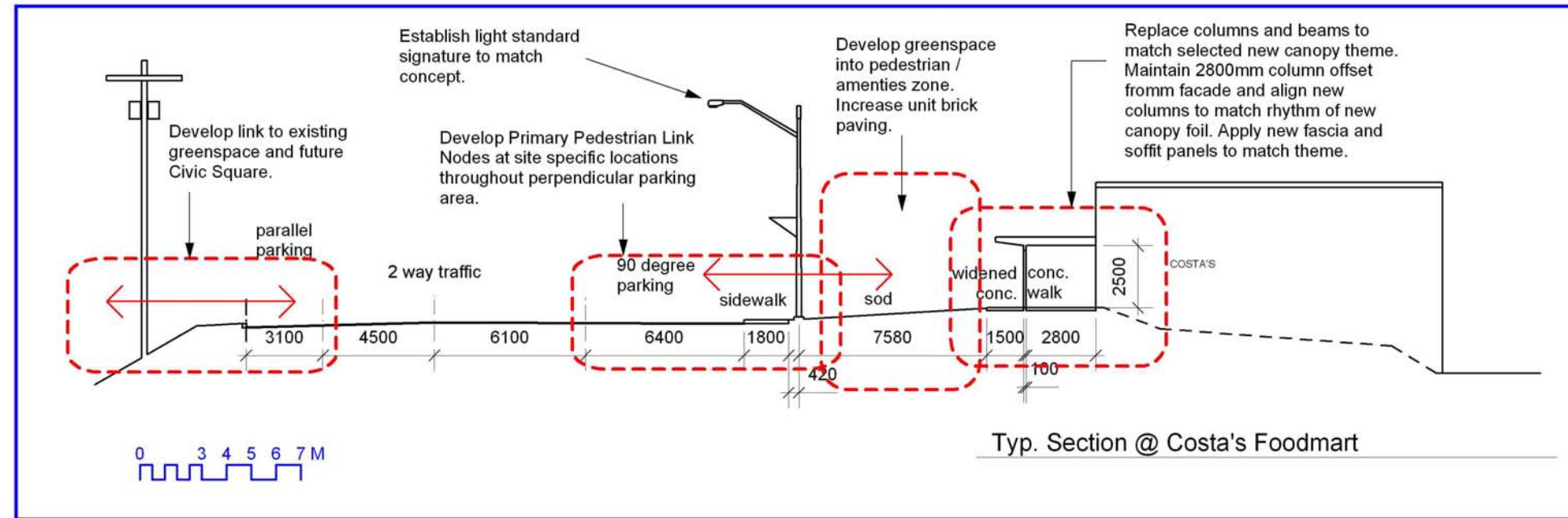
Simcoe Plaza Area Improvements Concept Plan

Werner Schwar
Landscape Architect
P.O. Box 21048, 640 River St.
Thunder Bay, Ontario P7A 3S0
Phone/Fax: (807) 346-0607
e-mail: wsla@tbaytel.net

DESIGN ENVIRONMENT
Landscape Architect Incorporated
12 Primrose Drive, Sault Ste. Marie, Ontario P6B 4E6
Ernst A. Kreps, B.L.A., O.A.L.A., C.S.L.A.
P: (705) 946-5578 Fax: (705) 946-5427 E-mail: design@designenvironment.ca

Figure 7

Figure 8: Simcoe Plaza Area Improvements - Concept Sections



Turning the Corner

an economic diversification initiative

A Master Plan for the Highway & Business Corridor of Terrace Bay



Final Report January 31, 2008

Simcoe Plaza Area Improvements - Concept Sections

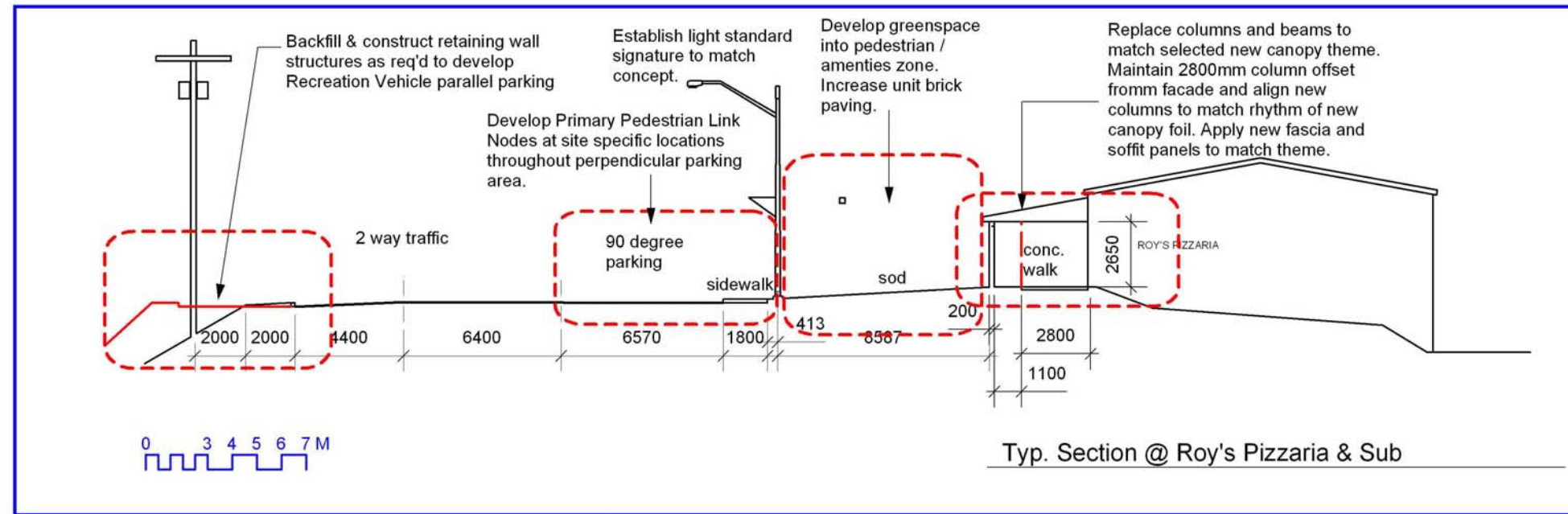
Werner Schwar
Landscape Architect
P.O. Box 21048, 640 River St.
Thunder Bay, Ontario P7A 3S0
Phone/Fax: (807) 346-0607
e-mail: wsla@tbaytel.net

DESIGN ENVIRONMENT
Landscape Architect Incorporated
12 Primrose Drive, Sault Ste. Marie, Ontario P6B 4E6
Ernst A. Kreps, B.L.A., O.A.L.A., C.S.L.A.
P: (705) 946-5578 Fax: (705) 946-5427 E-mail: designenvironment@shaw.ca

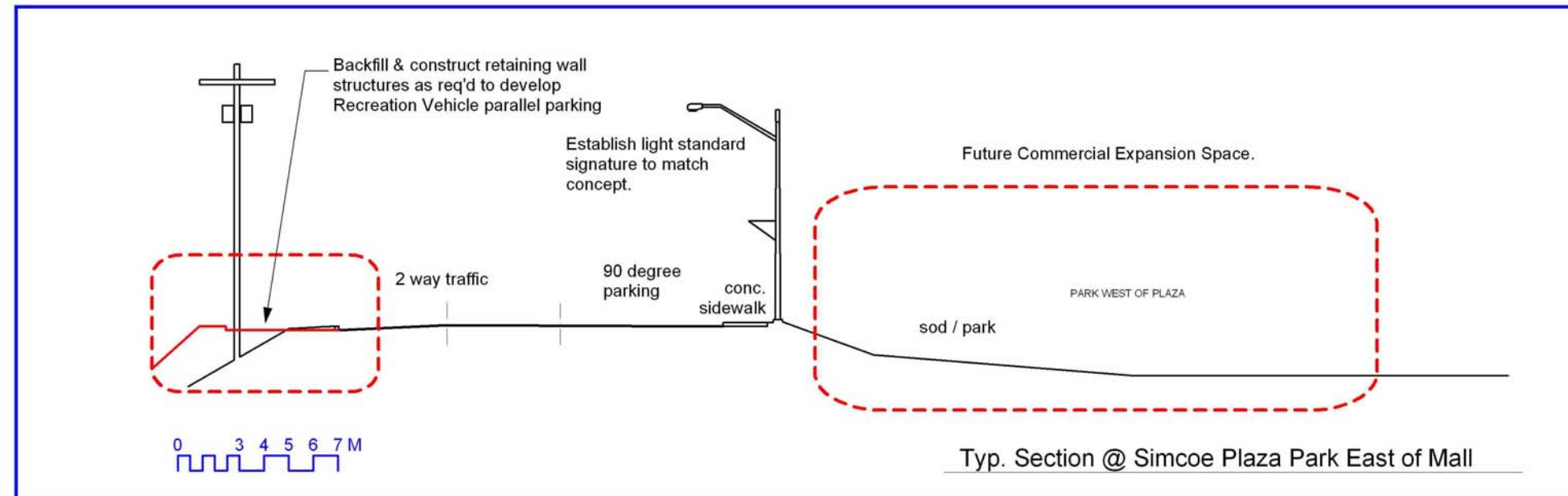
Figure 8

Figure 9: Simcoe Plaza Area Improvements - Concept Sections

Hummingbird Haus & Roy's Pizzeria



Simcoe Plaza East Park



Turning the Corner

an economic diversification initiative

A Master Plan for the Highway & Business Corridor
of Terrace Bay



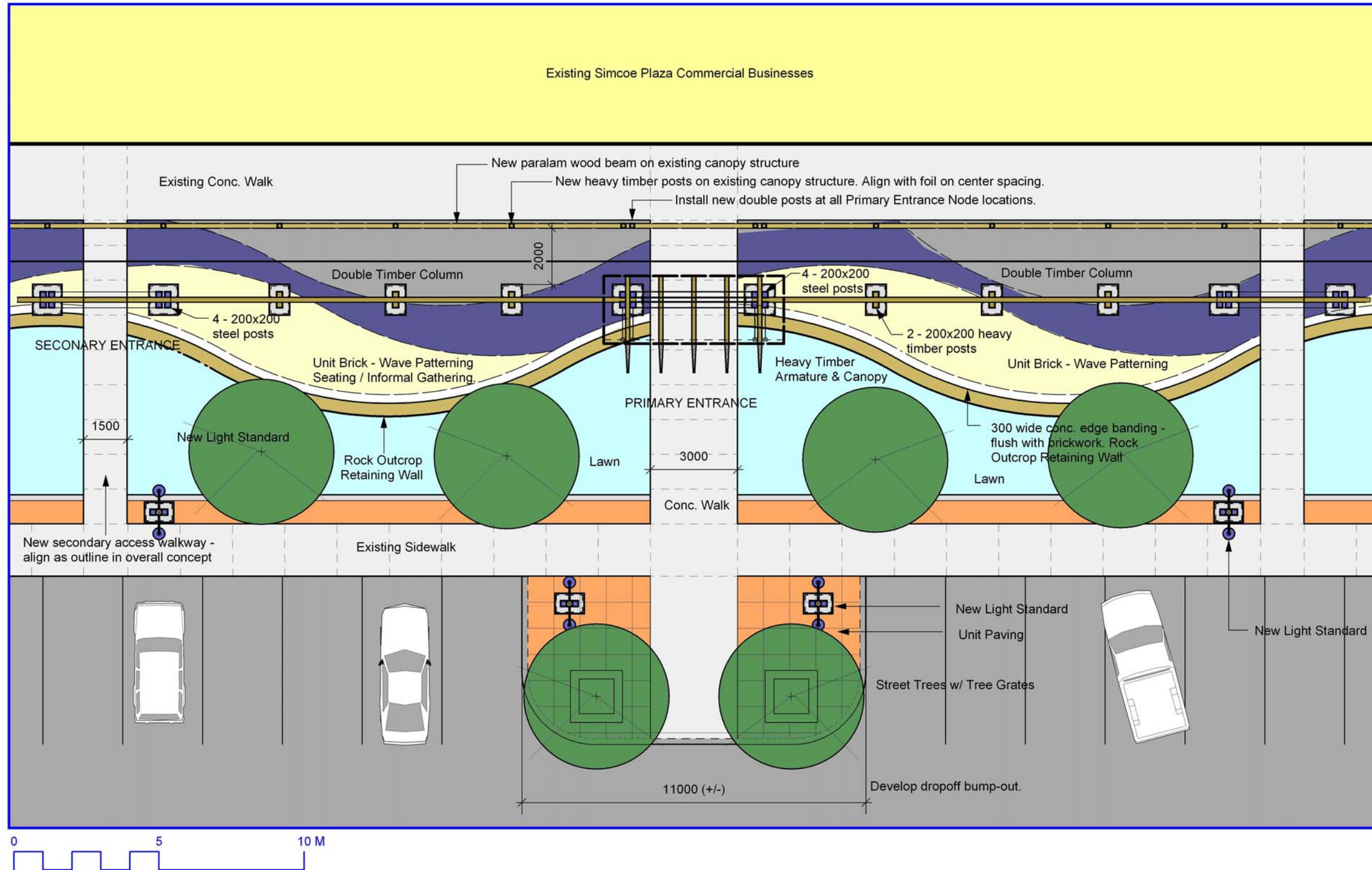
Final Report January 31, 2008

Simcoe Plaza Area Improvements - Concept Sections



Figure 9

Figure 10: Simcoe Plaza Canopy - Typical Concept Plan



Turning the Corner

an economic diversification initiative

A Master Plan for the Highway & Business Corridor
of Terrace Bay



Final Report January 31, 2008

Simcoe Plaza Canopy

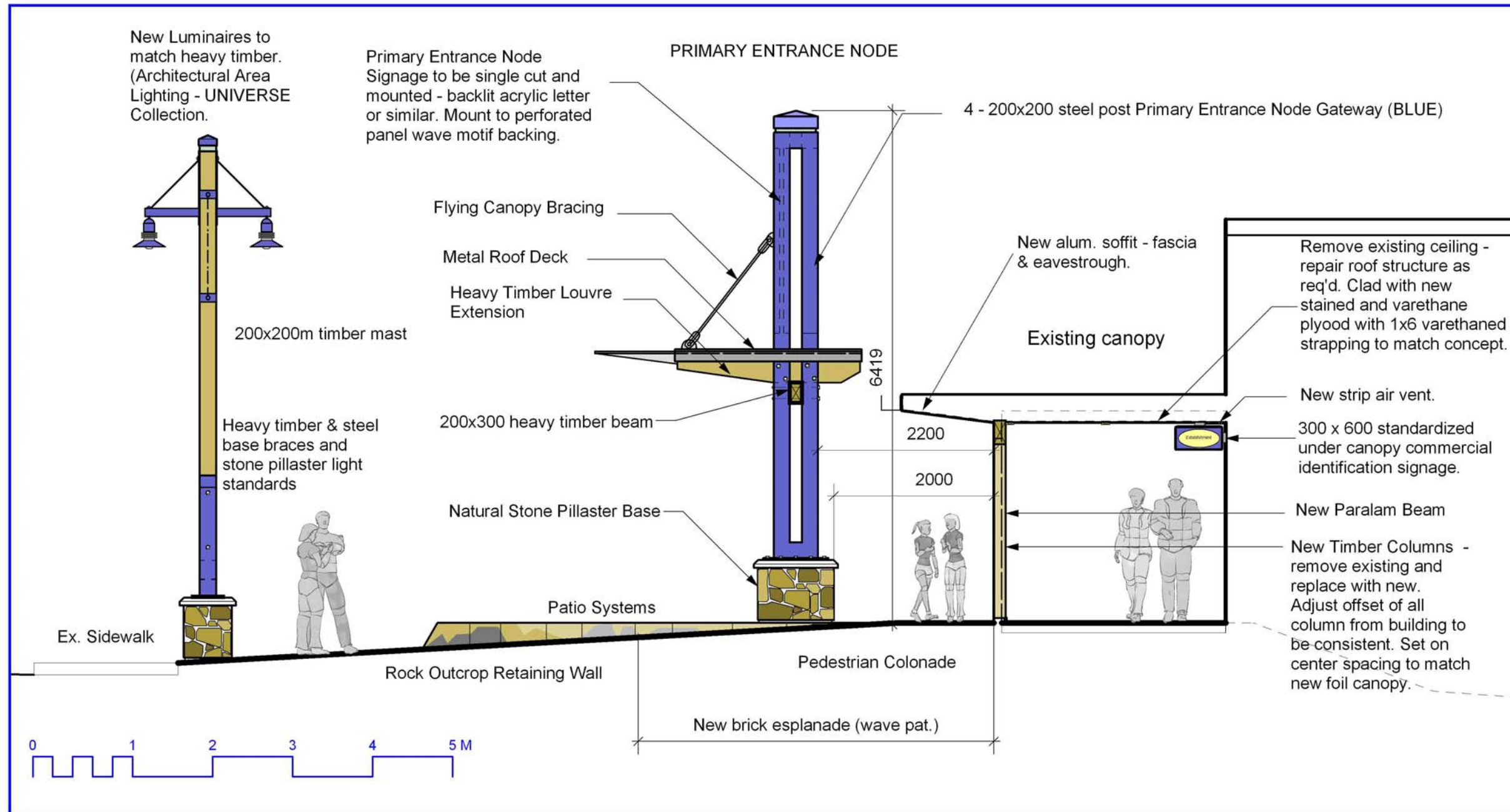
Typical Concept Plan

Werner Schwar
Landscape Architect
P.O. Box 21048, 640 River St.
Thunder Bay, Ontario P7A 3S0
Phone/Fax: (807) 346-0607
e-mail: wsla@tbaytel.net

DESIGN ENVIRONMENT
Landscape Architect Incorporated
12 Primrose Drive, Sault Ste. Marie, Ontario, P6B 4E6
Ernst A. Kreps, B.L.A., O.A.L.A., C.S.L.A.
P: (705) 946-5676 Fax: (705) 946-5427 E-mail: designenvironment@shaw.ca

Figure 10

Figure 11: Simcoe Plaza Canopy - Typical Primary Entrance Section



Turning the Corner

an economic diversification initiative

A Master Plan for the Highway & Business Corridor of Terrace Bay



Final Report January 31, 2008

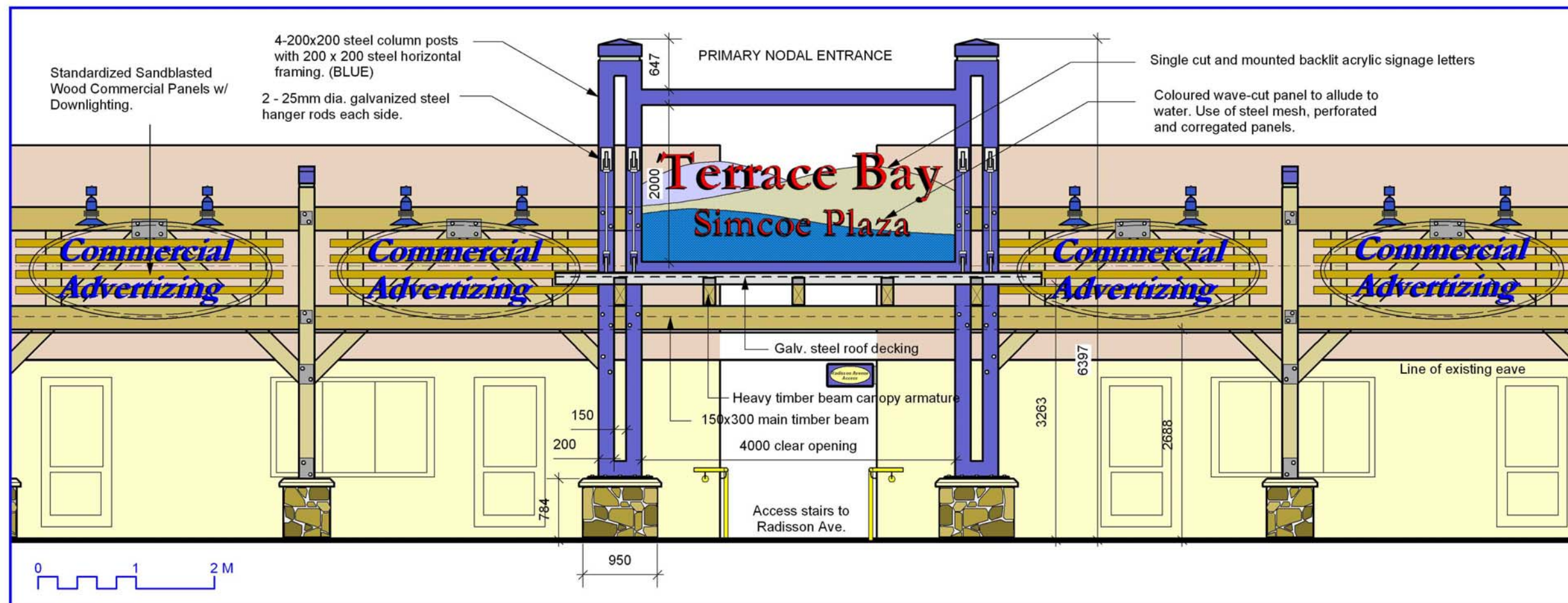
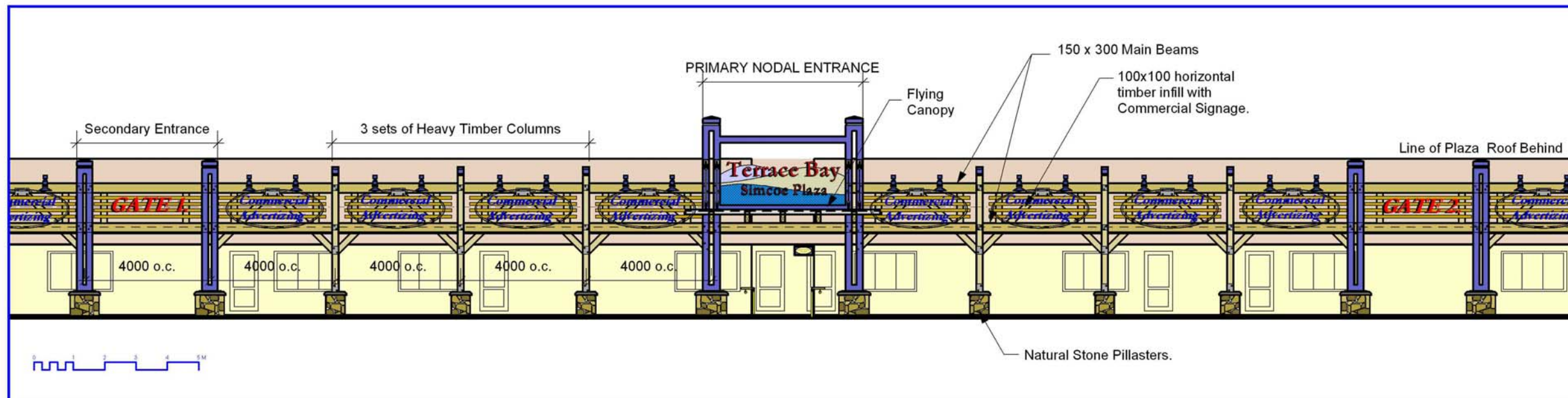
Simcoe Plaza Canopy Typical Primary Entrance Section

Werner Schwar
Landscape Architect
P.O. Box 21048, 640 River St.
Thunder Bay, Ontario P7A 3S9
Phone/Fax: (807) 346-0607
e-mail: wsla@tbaytel.net

DESIGN ENVIRONMENT
Landscape Architect Incorporated
12 Primrose Drive, Sault Ste. Marie, Ontario P6B 4E6
Ernst A. Kreps, B.L.A., O.A.L.A., C.S.L.A.
P.L. (705) 346-5575 Fax: (705) 346-5422 E-mail: designenvironment@shaw.ca

Figure 11

Figure 12: Simcoe Plaza Canopy – Typical Primary Entrance Elevation



Turning the Corner
an economic diversification initiative

A Master Plan for the Highway & Business Corridor
of Terrace Bay



Final Report January 31, 2008

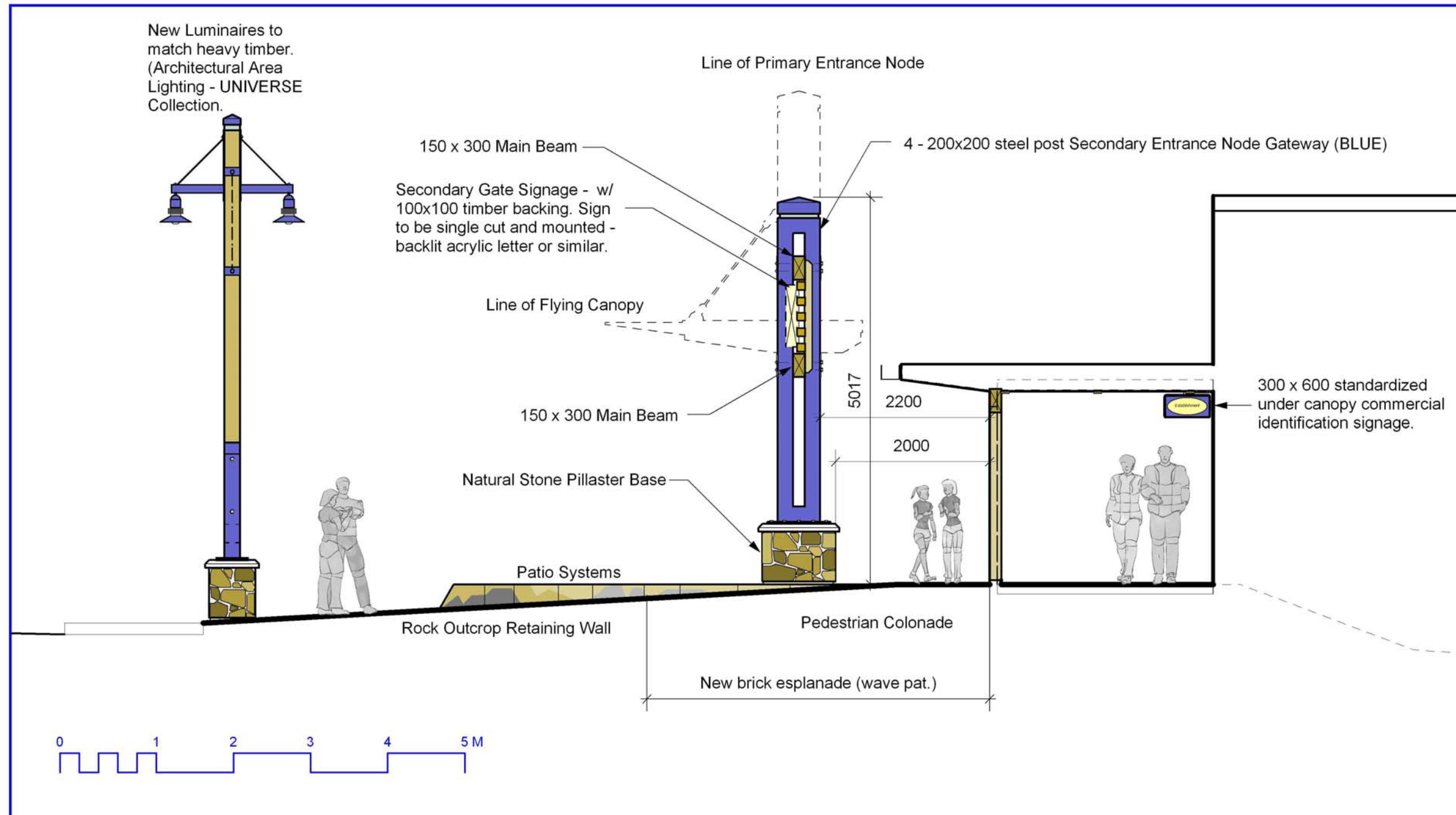
Simcoe Plaza Canopy
Typical Primary
Entrance Elevation

Werner Schwar
Landscape Architect
P.O. Box 21048, 640 River St.
Thunder Bay, Ontario P7A 3S0
Phone/Fax: (807) 346-0607
e-mail: wsla@tbaytel.net

DESIGN ENVIRONMENT
Landscape Architect Incorporated
12 Primrose Drive, Sault Ste. Marie, Ontario, P6B 4E6.
Ernst A. Kreps, B.L.A., O.A.L.A., C.S.L.A.
P.L. (705) 346-9575 Fax: (705) 346-9422 E-mail: designenvironment@shaw.ca

Figure 12

Figure 13: Simcoe Plaza Canopy – Typical Secondary Entrance Section



Turning the Corner
an economic diversification initiative

A Master Plan for the Highway & Business Corridor
of Terrace Bay



Final Report January 31, 2008

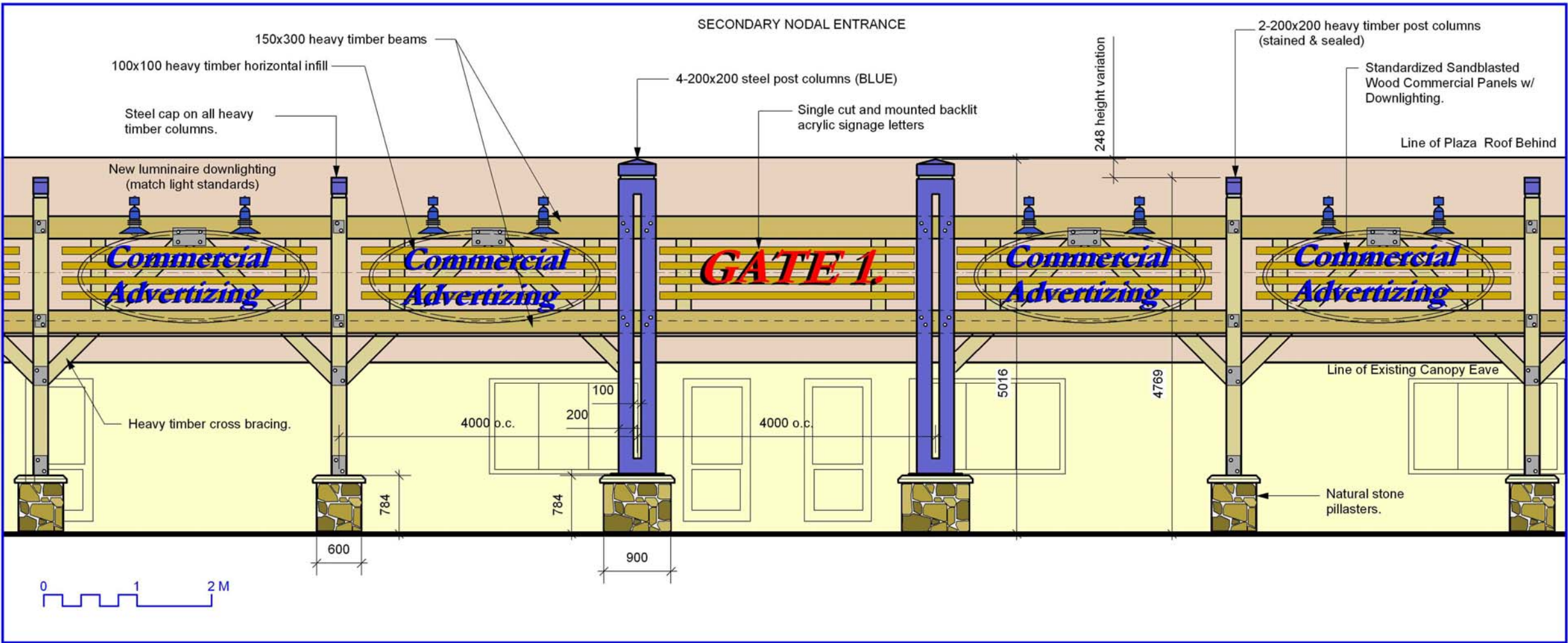
Simcoe Plaza Canopy
Typical Secondary
Entrance Section

Werner Schwar
Landscape Architect
P.O. Box 21048, 640 River St.
Thunder Bay, Ontario P7A 3S9
Phone/Fax: (807) 346-0607
e-mail: wsla@tbaytel.net

DESIGN ENVIRONMENT
Landscape Architect Incorporated
12 Primrose Drive, Sault Ste. Marie, Ontario, P6B 4E6
Ernst A. Kreps, B.L.A., O.A.L.A., C.S.L.A.
P: (705) 945-9579 Fax: (705) 945-5423 E-mail: designenvironment@shaw.ca

Figure 13

Figure 14: Simcoe Plaza Canopy – Typical Secondary Entrance Elevation



Turning the Corner

an economic diversification initiative

A Master Plan for the Highway & Business Corridor
of Terrace Bay



Final Report January 31, 2008

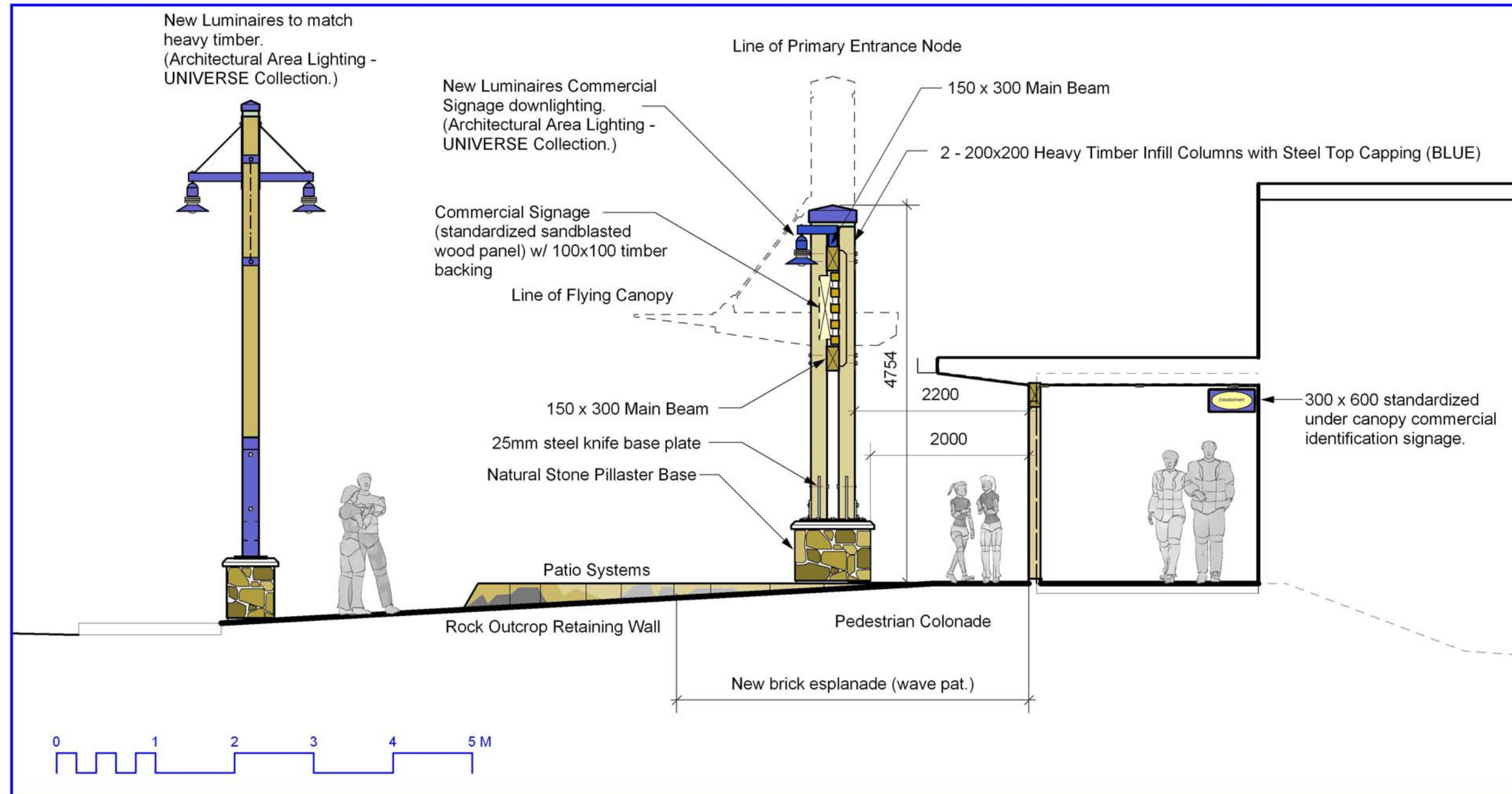
Simcoe Plaza Canopy Typical Secondary Entrance Elevation

Werner Schwar
Landscape Architect
P.O. Box 21048, 640 River St.
Thunder Bay, Ontario P7A 3S9
Phone/Fax: (807) 346-0607
e-mail: wsla@tbaytel.net

DESIGN ENVIRONMENT
Landscape Architect Incorporated
12 Primrose Drive, Sault Ste. Marie, Ontario P6B 4E6
Ernst A. Kreps, B.L.A., O.A.L.A., C.S.L.A.
P: (705) 945-9575 F: (705) 945-9423 E: ernst@designenvironment.ca

Figure 14

Figure 15: Simcoe Plaza Canopy – Typical Interior Infill Section



Turning the Corner

an economic diversification initiative

A Master Plan for the Highway & Business Corridor
of Terrace Bay



Final Report January 31, 2008

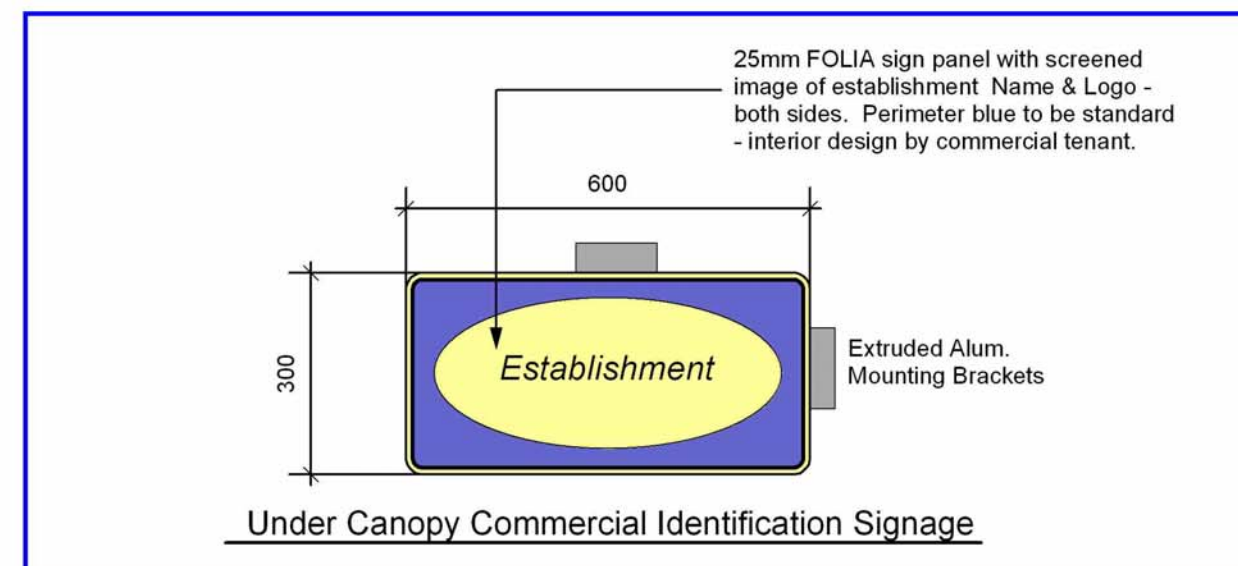
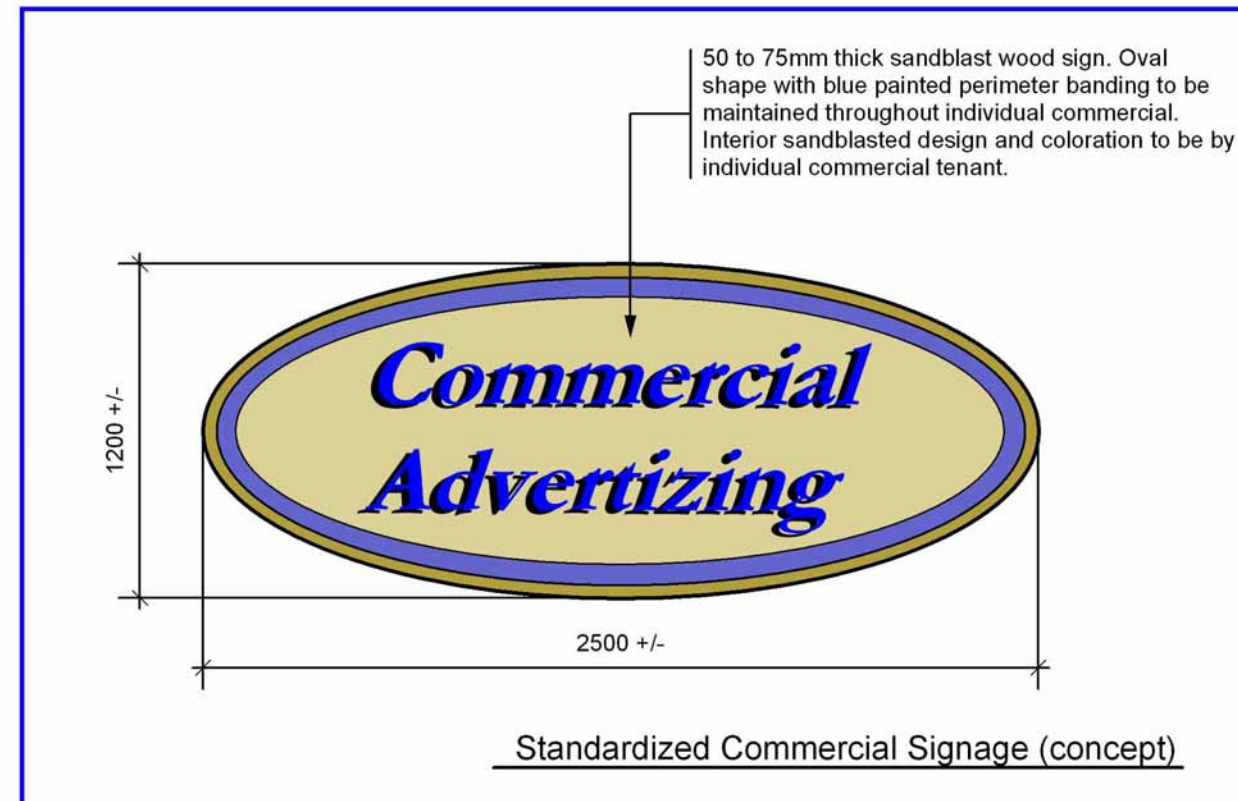
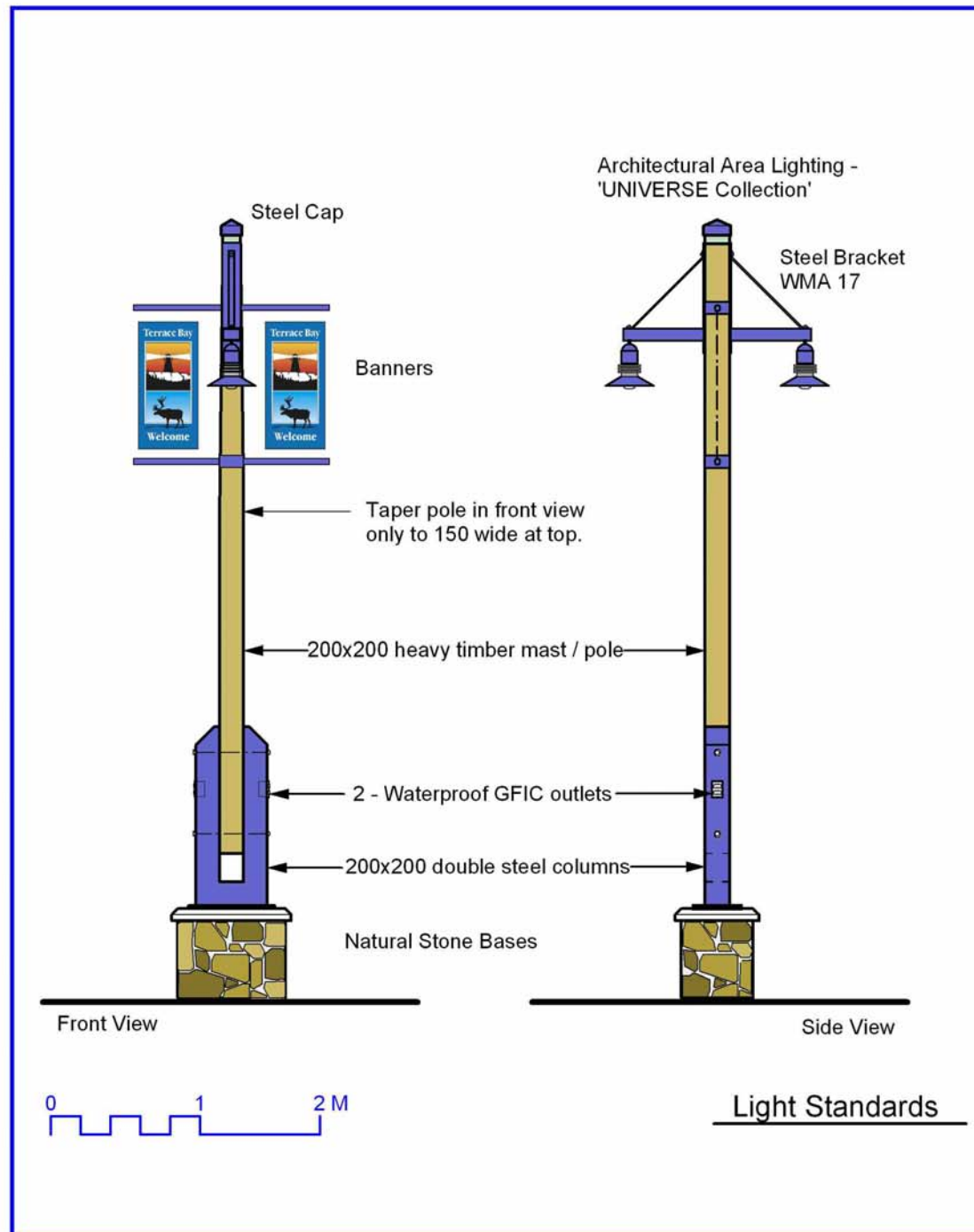
Simcoe Plaza Canopy Typical Interior Infill Section

Werner Schwar
Landscape Architect
P.O. Box 21048, 640 River St.
Thunder Bay, Ontario P7A 3S9
Phone/Fax: (807) 346-0607
e-mail: wsla@tbaytel.net

DESIGN ENVIRONMENT
Landscape Architect Incorporated
12 Primrose Drive, Sault Ste. Marie, Ontario P6B 4E6
Ernst A. Kreps, B.L.A., O.A.L.A., C.S.L.A.
P: (705) 945-9579 Fax: (705) 945-5423 E-mail: designenvironment@cheek.ca

Figure 15

Figure 16: Simcoe Plaza Area Improvements – Typical Light Posts with Fixtures and Commercial Signage



Turning the Corner

an economic diversification initiative

A Master Plan for the Highway & Business Corridor
of Terrace Bay



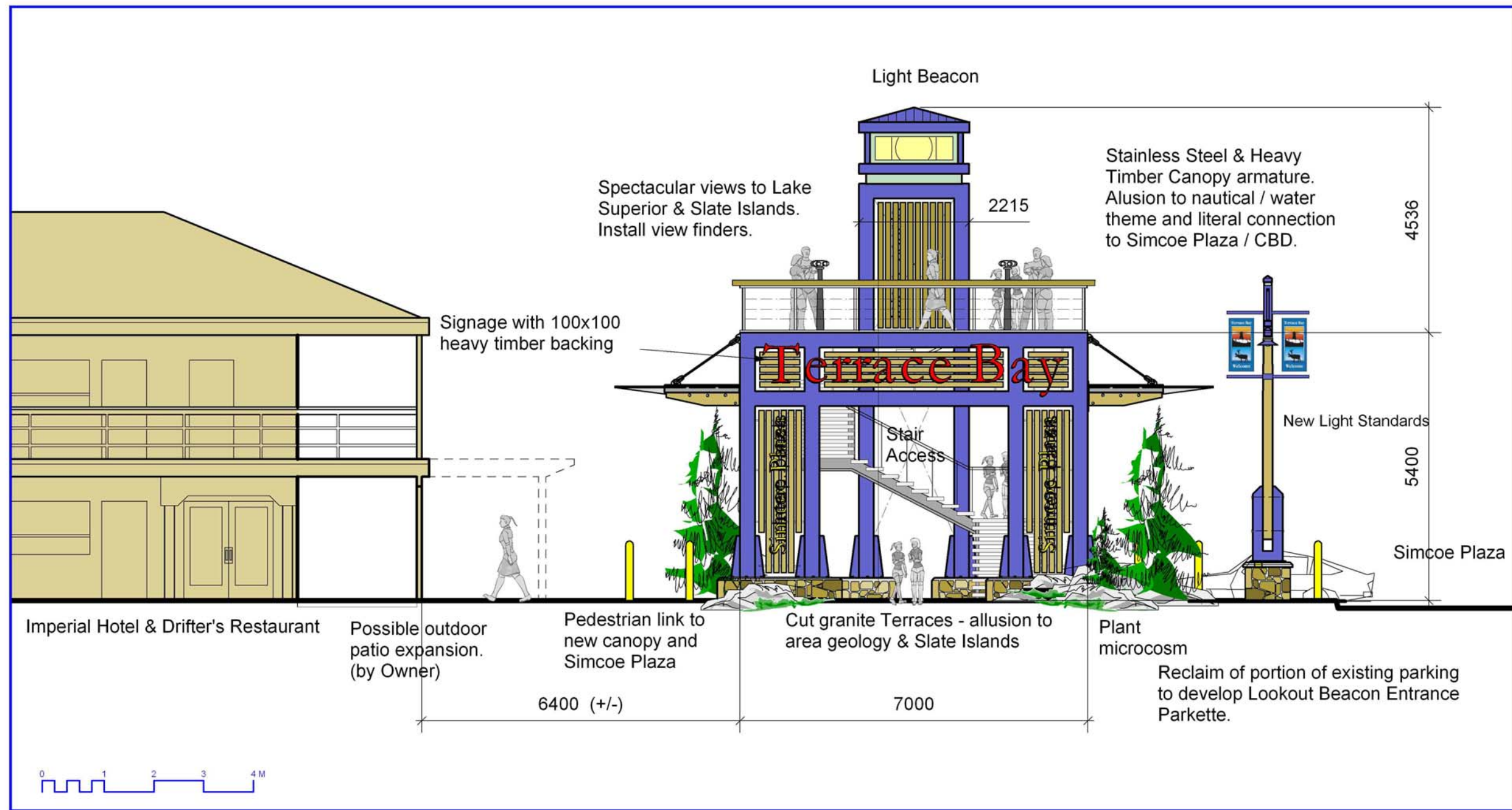
Final Report January 31, 2008

Simcoe Plaza Area
Typical Light Posts
with Fixtures
and Commerical Signage



Figure 16

Figure 17: Simcoe Plaza Area Improvements – Beacon Lookout Area Concept Elevation



Turning the Corner

an economic diversification initiative

A Master Plan for the Highway & Business Corridor
of Terrace Bay



Final Report January 31, 2008

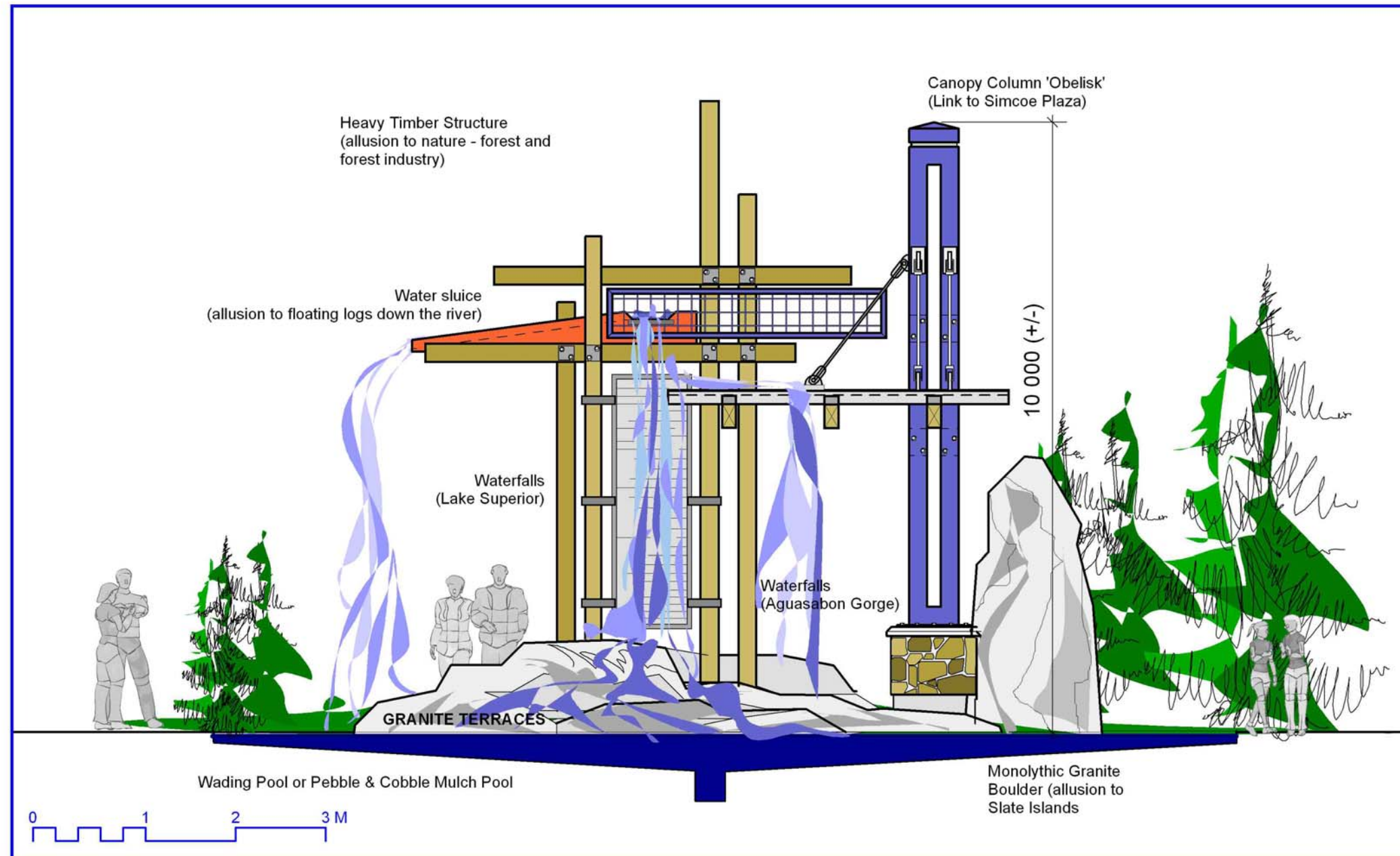
Simcoe Plaza Area Beacon Lookout Area Concept Elevation

Werner Schwar
Landscape Architect
P.O. Box 21048, 640 River St.
Thunder Bay, Ontario P7A 3S0
Phone/Fax: (807) 346-0607
e-mail: wsl@tbaytel.net

DESIGN ENVIRONMENT
Landscape Architect Incorporated
12 Primrose Drive, Sault Ste. Marie, Ontario, P6B 4E6.
Ernst A. Kreps, B.L.A., O.A.L.A., C.S.L.A.
P: (705) 340-5575 Fax: (705) 340-5423 E-mail: design@environment.ca

Figure 17

Figure 18: Simcoe Plaza Area Improvements – Water Wall Monument Area Concept Elevation



Turning the Corner

an economic diversification initiative

A Master Plan for the Highway & Business Corridor
of Terrace Bay



Final Report January 31, 2008

Simcoe Plaza Area Waterwall Monument Area Concept Elevation



**Werner Schwar
Landscape Architect**
P.O. Box 21048, 640 River St.
Thunder Bay, Ontario P7A 3S0
Phone/Fax: (807) 346-0607
e-mail: wsla@tbaytel.net

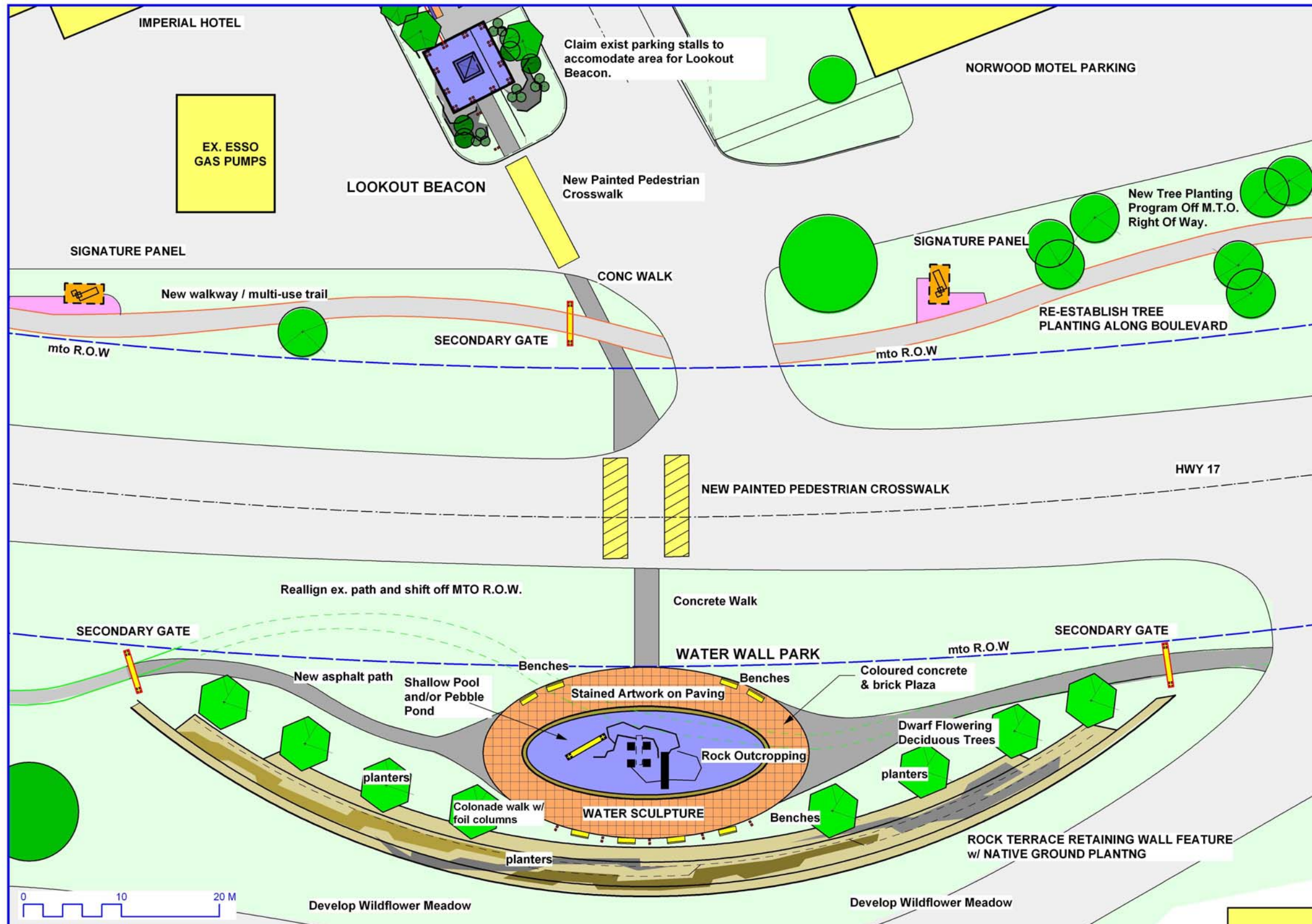


**Design
Environment
Landscape Architect Incorporated**
12 Primrose Drive, Sault Ste. Marie, Ontario, P6B 4E6.
Ernst A. Kreps, B.L.A., O.A.L.A., C.S.L.A.
P: (705) 348-5575 Fax: (705) 348-5427 E-mail: design@environment.ca

Figure 18



Figure 19: Simcoe Plaza Area Improvements – Water Wall Monument Area Concept Plan



Simcoe Plaza Area Waterwall Monument Area Concept Plan



Werner Schwar
Landscape Architect
P.O. Box 21048, 640 River St.
Thunder Bay, Ontario P7A 3S0
Phone/Fax: (807) 346-0607
e-mail: wsla@tbaytel.net



Figure 19

0 10 20 M

an economic diversification initiative



Simcoe Plaza Area
Civic Square & south side of
Simcoe Plaza Concept Plan

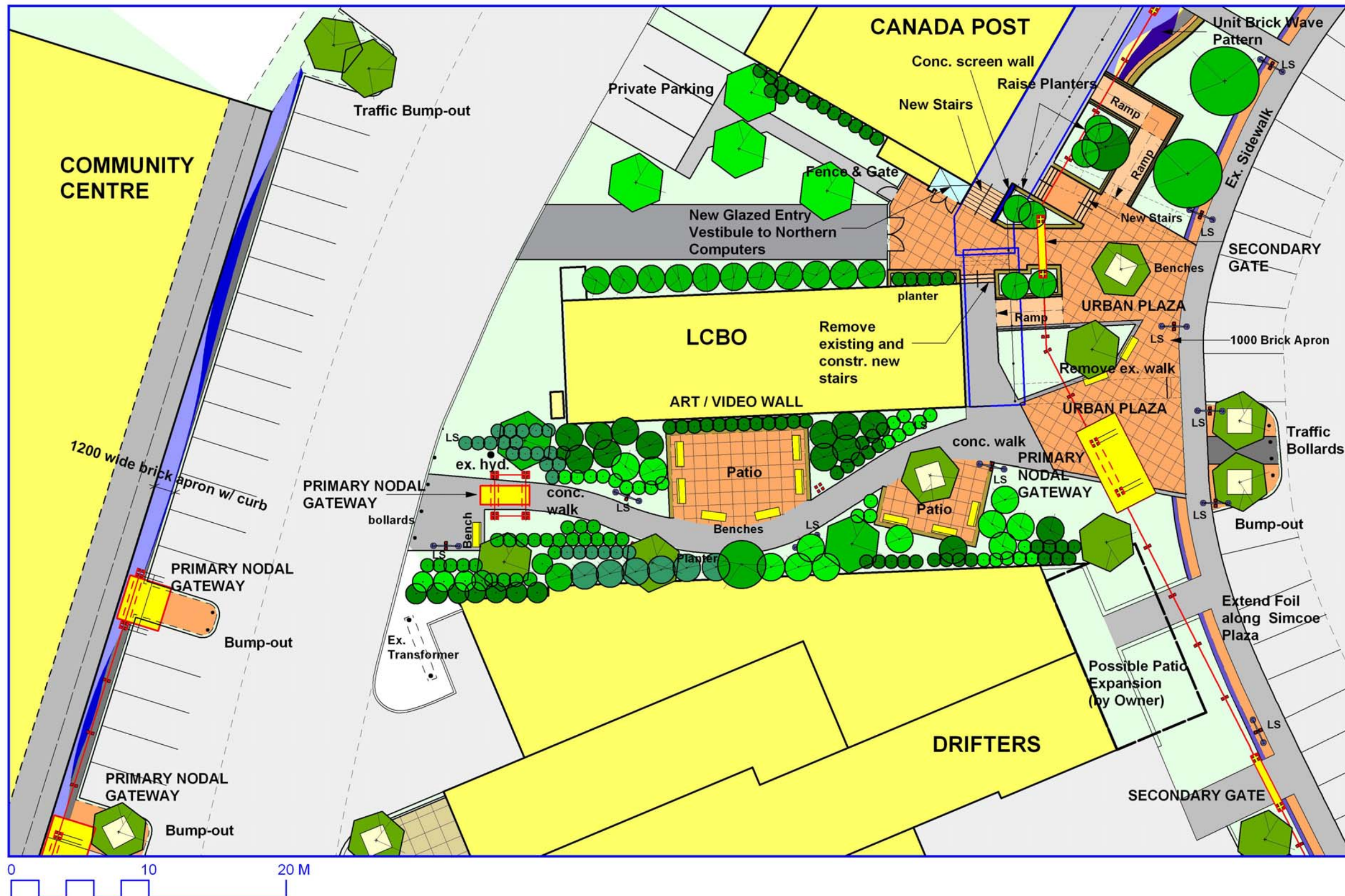


Werner Schwar
Landscape Architect
P.O. Box 21048, 640 River St.
Thunder Bay, Ontario P7A 3S0
Phone/Fax: (807) 346-0607
e-mail: wsla@tbaytel.net



Figure 20

Figure 21: Simcoe Plaza Area Improvements – Former Theatre Site Connecting Walkway Concept Plan



Turning the Corner

an economic diversification initiative

A Master Plan for the Highway & Business Corridor
of Terrace Bay



Final Report January 31, 2008

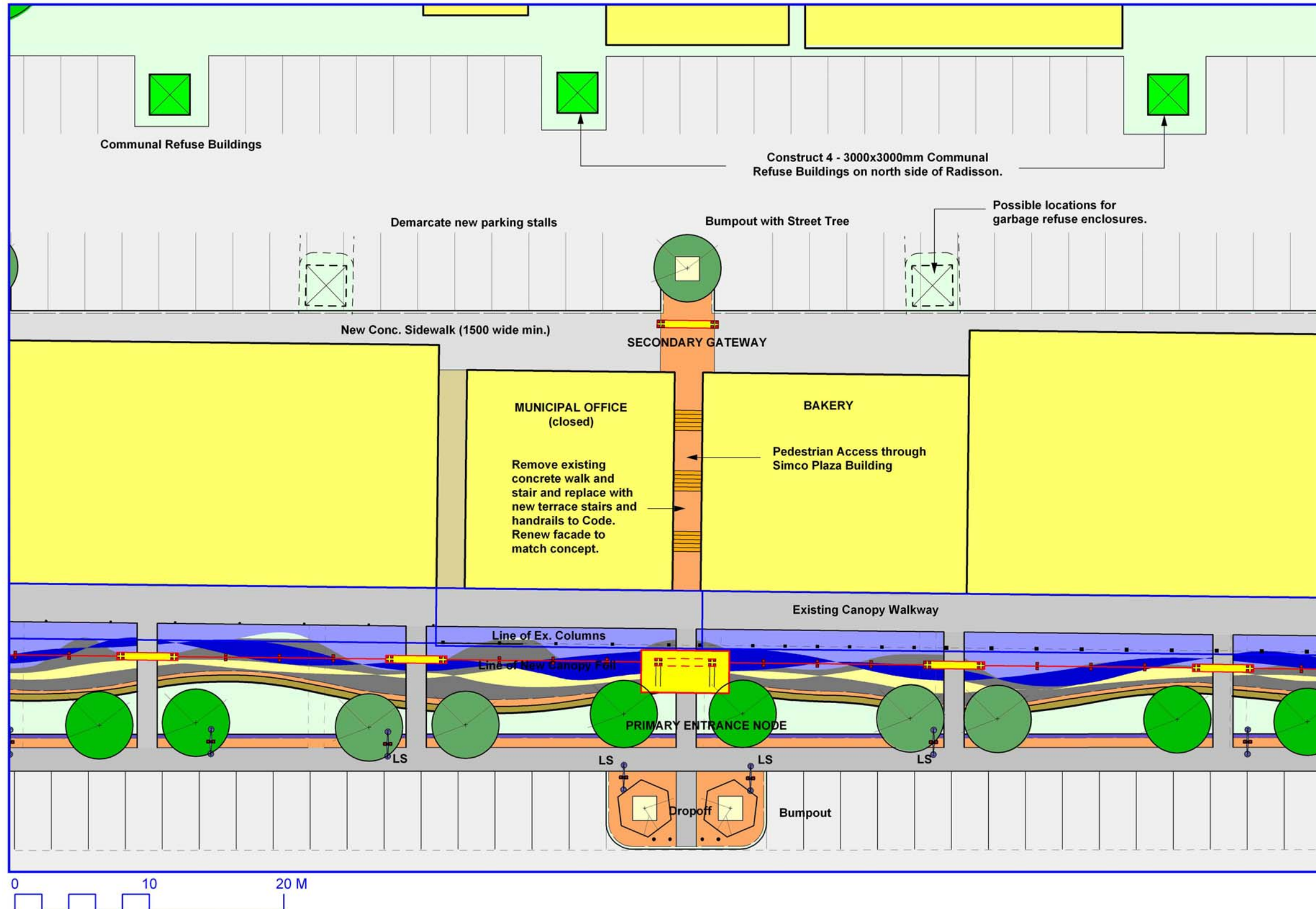
Simcoe Plaza Area Former Theater Site Connecting Walkway Concept Plan

Werner Schwar
Landscape Architect
P.O. Box 21848, 640 River St.
Thunder Bay, Ontario P7A 3S0
Phone/Fax: (807) 346-0607
e-mail: wsla@tbaytel.net

DESIGN ENVIRONMENT
Landscape Architect Incorporated
12 Primrose Drive, Sault Ste. Marie, Ontario, P6B 4E6
Ernst A. Kreps, B.L.A., O.A.L.A., C.S.L.A.
Ph: (705) 948-5579 Fax: (705) 948-5423 E-mail: designenvironment@shaw.ca

Figure 21

Figure 22: Simcoe Plaza Area Improvements – Former Town Hall Site Connecting Walkway Area Concept Plan



Turning the Corner
an economic diversification initiative

A Master Plan for the Highway & Business Corridor
of Terrace Bay



Final Report January 31, 2008

Simcoe Plaza Area
Former Town Hall Site
Connecting Walkway Area
Concept Plan

Werner Schwar
Landscape Architect
P.O. Box 21848, 640 River St.
Thunder Bay, Ontario P7A 3S0
Phone/Fax: (807) 346-0607
e-mail: wsla@tbaytel.net

DESIGN ENVIRONMENT
Landscape Architect Incorporated
12 Primrose Drive, Sault Ste. Marie, Ontario, P6B 4E6.
Ernst A. Kreps, B.L.A., O.A.L.A., C.S.L.A.
P: (705) 948-5579 Fax: (705) 948-5423 E-mail: designenvironment@shaw.ca

Figure 22

AEI: Community Centre/ Tourist Information Centre Improvements

Objective: Enhance the visual appearance and appeal (from Highway 17) of the Community and Tourist Information Centres through the strategic extension of the Simcoe Plaza canopy structure architectural motif. The extended canopy structure will visually and physically enhance the linkage between the Community and Tourist Information Centres and Simcoe Plaza.

Project 2.1: Community Centre Area

This project helps to visually integrate the Community Centre into the overall architectural motif of the Simcoe Plaza Canopy and clearly identify primary entrances. In addition this project improves the physical connection between the Community Centre, Simcoe Plaza and motels of Terrace Bay. See Figure 23 and Figure 23: Community Centre/ Tourist Information Centre Improvement Area Concept Plans.

The main components of this project are:

2.1.1 Component Canopy Addition

The canopy identifies the community centre as part of the greater downtown area. In addition, it delineates the centre's main pedestrian entrance. On the south building face, the canopy provides the structure for a thematically designed (allusion to water) perforated metal screen to replace the temporary fencing. The metal screen lends visual intrigue as well as establishing an effective safety barrier for falling roof snow.

2.1.2 Component Hard Landscaping

Landscaping, specifically through the use of patterned unit paving will give the south side of the Community Centre an amenable pedestrian feel while maintaining vehicular access. Enhancement of the walkway maintains the critically important visual and physical connection of the pedestrian pathway to the Tourist Information Centre. Cut granite boulders and pebble mulch assembled into stylized terraces (evoking the rugged shoreline image) will form a durable, visually appealing foundation to the building.

On the east side of the Community Centre, pedestrian 'bump outs' will replace some of the asphalt parking spaces. The 'bump- outs' give prominence to pedestrian entrances as well as cushion the expanse of continuous asphalt.

2.1.3 Component Site Amenities

Amenities, specifically a small seating area at the southwest corner of the building will be utilized by people waiting for pick up and drops off or people on the trail system.

2.1.4 Component Soft Landscaping

Soft landscaping, primarily with dwarf ornamental flowering trees such as

Crab-apple or Chokecherry adds seasonal colour and visual interest to the boulevard. Low shrub planting punctuates and defines the seating area. Finally, tough low coniferous shrub planting such as Juniper adds interest to the rugged landscape between the metal screen and building face.

Table 8: *Project Components, Project 2.1: Community Centre Area*

Code	Item	Quantity	Units	Unit Cost	Total Cost
2.1 Community Centre Area					
2.1.1	Canopy Addition				
	Primary Gateway-footing, pier,steel,deck	3	each	\$ 25,940.00	\$ 77,820.00
	Secondary Gateway-steel columns & frame	2	each	\$ 15,295.00	\$ 30,590.00
	Wood Columns	20	each	\$ 4,255.00	\$ 85,100.00
	Timber Structure & Infill for Signage	22	lin-m	\$ 1,860.00	\$ 40,920.00
	Nodal Perforated Metal Panels	24	m2	\$ 800.00	\$ 19,200.00
	Nodal Signage	2	each	\$ 5,000.00	\$ 10,000.00
	Perforated Metal Panel Fencing	55	lin-m	\$ 500.00	\$ 27,500.00
	2.1.1 Sub-total				\$ 291,130.00
2.1.2	Hard Landscaping				
	Concrete Walkways	480	m2	\$ 125.00	\$ 60,000.00
	Decorative Unit Paving	480	m2	\$ 115.00	\$ 55,200.00
	Removal of existing roadway asphalt	710	m2	\$ 20.00	\$ 14,200.00
	Concrete Curbs	250	lin-m	\$ 85.00	\$ 21,250.00
	Tree Grates and Frame	2	each	\$ 1,600.00	\$ 3,200.00
	Cut Granite Terrace Boulders	60	each	\$ 500.00	\$ 30,000.00
	Pebble Mulch	80	m2	\$ 60.00	\$ 4,800.00
	2.1.2 Sub-total				\$ 188,650.00
2.1.3	Site Amenities				
	Metal Benches	2	each	\$ 1,200.00	\$ 2,400.00
	Litter Containers	1	each	\$ 500.00	\$ 500.00
	2.1.3 Sub-total				\$ 2,900.00
2.1.4	Soft Landscaping				
	Deciduous Trees (50-60mm cal.)	10	each	\$ 500.00	\$ 5,000.00
	Deciduous Shrubs	50	each	\$ 45.00	\$ 2,250.00
	Coniferous Shrubs	75	each	\$ 60.00	\$ 4,500.00
	Planting Bed Topsoil & Mulch	125	m2	\$ 20.00	\$ 2,500.00
	2.1.4 Sub-total				\$ 14,250.00
	TOTAL SECTION 2.1				\$ 496,930.00
	Contingency of 15%				\$ 74,539.50
	Total Construction Estimate SECTION 2.1				\$ 571,469.50
	Consulting Fees of 10%				\$ 57,146.95
	TOTAL SECTION 2.1 - Community Centre Area				\$ 628,616.45

Project 2.2: Tourist Information Centre Area

This project visually integrates the Tourist Information Centre into the overall architectural motif of the Simcoe Plaza Canopy. In addition, it improves the physical connection between the Tourist Information and Community Centres, Simcoe Plaza and motels of Terrace Bay. See Figure 23: Community Centre/ Tourist Information Centre Improvement Area Concept Plan.

The main components of this project are:

2.2.1 *Component Canopy Addition*

The canopy serves to identify the building as part of the greater downtown area.

2.2.2 *Component Hard Landscaping*

Landscaping will create a defined pedestrian link to the Community Centre and Simcoe Plaza, while at the same time formalizing the connection with those facilities and the Lookout Trail. The removal of existing asphalt paving at the south end of the parking area and the relocation of the existing access from Highway 17 will effectively widen the boulevard on which the pedestrian walkway is located.

2.2.3 *Component Site Amenities*

Amenities, including limited picnic and seating facilities are provided as part of the Tourist Information site.

2.2.4 *Component Soft Landscaping*

Soft landscaping, primarily with dwarf ornamental flowering trees such as Crab-apple or Chokecherry adds seasonal colour and visual interest to the boulevard. Planting softens the view of the large adjacent parking lot from the highway and defines the entrance area.

In addition to the above components to enhance the Tourist Information Centre Area, the following observations/suggestion may improve the centre's operations and effectiveness. Given that the suggestions address operational issues or the potential for future capital development in partnership with other agencies, such as Parks Canada, they are proposed for consideration only and are not included in the cost estimates or implementation schedule of this Master Plan.

Architectural Statement

The architectural elements of the Tourism Information Centre (exterior and interior) fail to do justice to the attributes of Terrace Bay. The building's design, character and ambience are generic in as much as a visitor is likely to be greeted by similar edifice and ambience in visitor centres throughout north-western Ontario. This is a criticism of the standardized, almost regimented approach taken to the design of the centres at the time of their construction in the 1980's.

Contrast the façade of the existing visitor centre with the proposed Adventure Centre as conceptually illustrated in the Terrace Bay Regional Gateway Development Feasibility Study (Planning Partnership, 2000). In the latter, the building speaks on behalf of the community. Its bold architecture and audacious use of indigenous materials bears witness to the strength of character and confidence of a proud, engaging community. By contrast, the façade of the existing visitor centre is mute.

With the formal announcement of the creation of the Lake Superior National Marine Conservation Area (LSNMCA), it may be possible in the near future, to consider an addition to the visitor centre in partnership with Parks Canada. The expanded (or new) building could serve both as the visitor centre for Terrace Bay and the eastern gateway reception/orientation centre for the LSNMCA. Should that eventuality come to pass, it would be most advantageous if the expanded edifice reflected a bold, daring expression of the recommended architectural motif.

Bolder Presentation of Terrace Bay's Natural Character/Attributes

Terrace Bay's amenities and attributes should dominate the visitor centre experience. Innovations that might be considered include ...

- A wall mural of Aguasabon Falls or caribou or images of the Casque Isles Hiking Trail covering all or a considerable portion of the wall behind the information desk (the existing wall is currently painted uniform white).
- Display of a caribou rack(s) gives an organic (real) dimension to the presence of caribou in proximity to Terrace Bay.
- A life sized sculpture of a caribou (life like or stylized) might be the focal point that greets visitors as they enter the building.
- A display of a shatter cone or a melt stone (preferably real or if necessary an artefact) with illustrations depicting a meteorite impact and the likely formation of the Slate Islands.
- A display explaining the 'terraces' in Terrace Bay.
- Invite local provincial parks (Neys, Rainbow Falls, Schreiber Point, possibly Pukaskwa National Park) or the LSNMCA to place (temporary loan) a natural/cultural history display (i.e. stromatolites) in the visitor centre. The parks would be responsible for the creation, major maintenance, and placement/installation cost. The parks/conservation area benefit from the promotion while the visitor centre receives an interesting, engaging display.

Rearrange Setting

- The existing information desk often creates a physical barrier, with staff on one side and visitors on the other. It may be more advantageous to have a more open setting that fosters better staff/visitor interactions.
- Bring the 'inside out' and the 'outside in'. For example, a display on pillow lava, a very common (and fascinating) feature (volcanic) in basalt

rock (superb examples exposed on the south side of Highway 17, just west of Steel River) could be located outside the visitor centre. Outside displays create interest before the visitor enters the building. Possibly the Ontario Ministry of Northern Development and Mines could provide (or help locate) excellent rock specimens for temporary/permanent display in (or outside) the visitor centre.

Presentation of Cultural/Economic/Recreational Attributes

- A display of products (pulp/paper) as produced in Terrace Bay.
- A display promoting activities one can do while in Terrace Bay, specifically a visit to the Aguasabon Falls and Gorge, picnic lunch at Aguasabon Beach, a saunter on the Caribou Trail, etc. It is assumed that the latter are currently promoted; however, a prominent display would likely provoke further interest.

Citizen Involvement in the Centre

- Display (and possibly sell) artwork created by local artisans. Local artists creating work that touches on or is relevant to the themes proper to Terrace Bay could display their creations, or possibly have items available on consignment. The expression of local artists definitely adds charm, flavour and intrigue to a centre. A consignment arrangement might also help the artists augment their income and the community offset the expenses of operating the centre.
- In partnership with the local high school, invite students studying art to express themselves on the walls in or outside the visitor centre. Murals (the bus and hockey murals) are a part of the town's heritage. It may be beneficial to see if that tradition can continue.

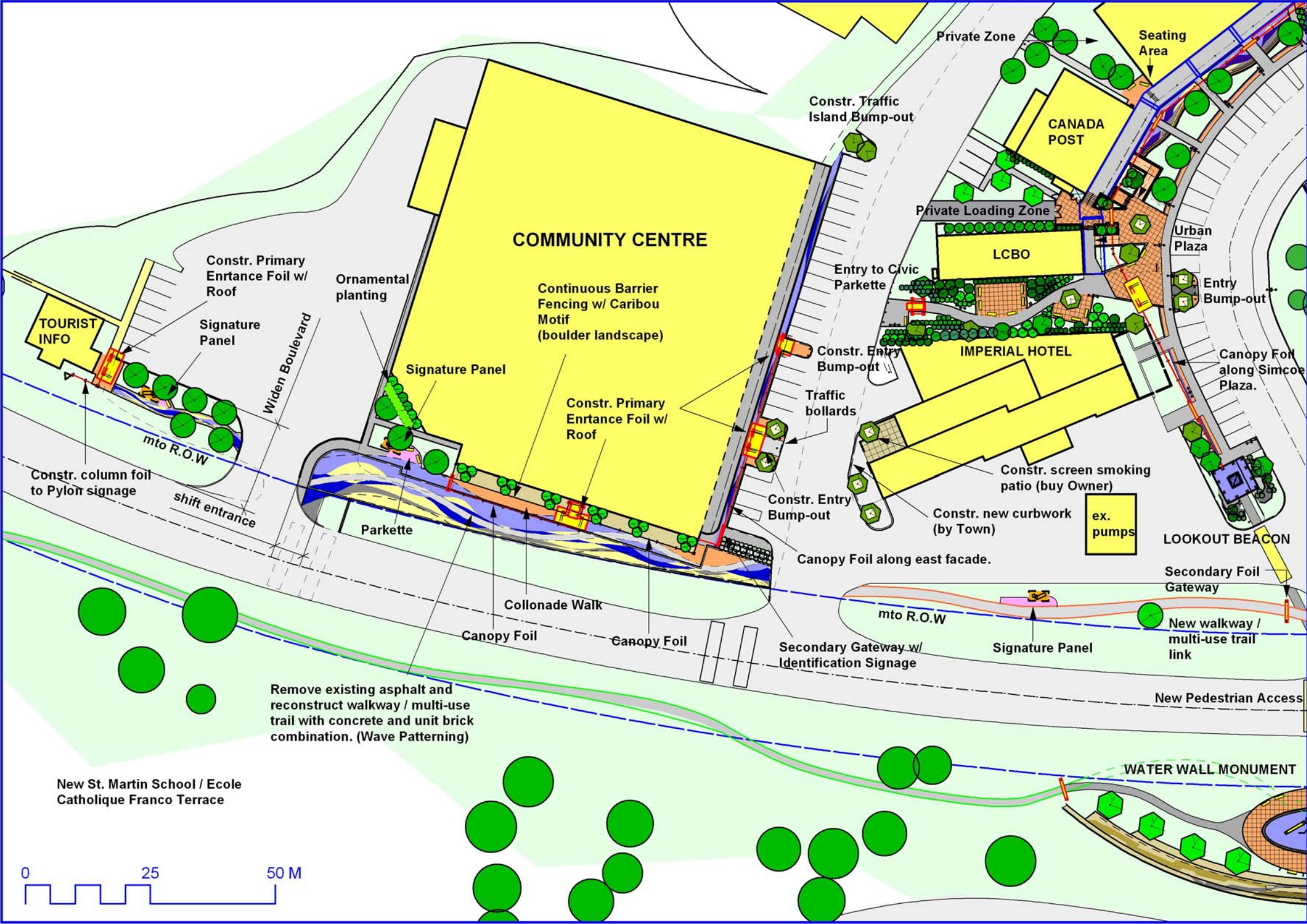
Geographic Scope of Information

- Only display material that relates to Terrace Bay and neighbouring communities and attractions/facilities/features along the north shore of Lake Superior. Commendable as it may be to serve as an information outlet for all (or most) of Ontario or Canada, literature from distant sites takes up valuable floor or wall space that should be devoted to Terrace Bay or the north Superior area.

Table 9: *Project Components, Project 2.2: Tourist Information Area*

Code	Item	Quantity	Units	Unit Cost	Total Cost
2.2 Tourist Information Centre Area					
2.2.1	Canopy Addition				
	Primary Gateway -footing, pier, steel, deck	1	each	\$ 25,940.00	\$ 25,940.00
	Wood Columns	4	each	\$ 4,255.00	\$ 17,020.00
	Timber Structure & Infill for Signage	4	each	\$ 1,860.00	\$ 7,440.00
	Nodal Perforated Metal Panels	8	m2	\$ 800.00	\$ 6,400.00
	2.2.1 Sub-total				\$ 56,800.00
2.2.2	Hard Landscaping				
	Concrete Walkways	45	m2	\$ 125.00	\$ 5,625.00
	Decorative Unit Paving	90	m2	\$ 115.00	\$ 10,350.00
	Removal of existing roadway asphalt	250	m2	\$ 20.00	\$ 5,000.00
	Concrete Curbs	50	lin-m	\$ 100.00	\$ 5,000.00
	2.2.2 Sub-total				\$ 25,975.00
2.2.3	Site Amenities				
	Metal Bench	1	each	\$ 1,200.00	\$ 1,200.00
	2.2.3 Sub-total				\$ 1,200.00
2.2.4	Soft Landscaping				
	Deciduous Trees (50-60mm cal.)	6	each	\$ 500.00	\$ 3,000.00
	Deciduous Shrubs	10	each	\$ 45.00	\$ 450.00
	Coniferous Shrubs	10	each	\$ 60.00	\$ 600.00
	Planting Bed Topsoil & Mulch	25	m2	\$ 20.00	\$ 500.00
	Sodding	240	m2	\$ 10.00	\$ 2,400.00
	2.2.4 Sub-total				\$ 6,950.00
	TOTAL SECTION 2.2				\$ 90,925.00
	Contingency of 15%				\$ 13,638.75
	Total Construction Estimate SECTION 2.2				\$ 104,563.75
	Consulting Fees of 10%				\$ 10,456.38
	TOTAL SECTION 2.2 - Tourist Information Centre Area				\$ 115,020.13

Figure 23: Community Centre/ Tourist Information Centre Improvement Area Concept Plan



Turning the Corner

an economic diversification initiative

A Master Plan for the Highway & Business Corridor
of Terrace Bay



Final Report January 31, 2008

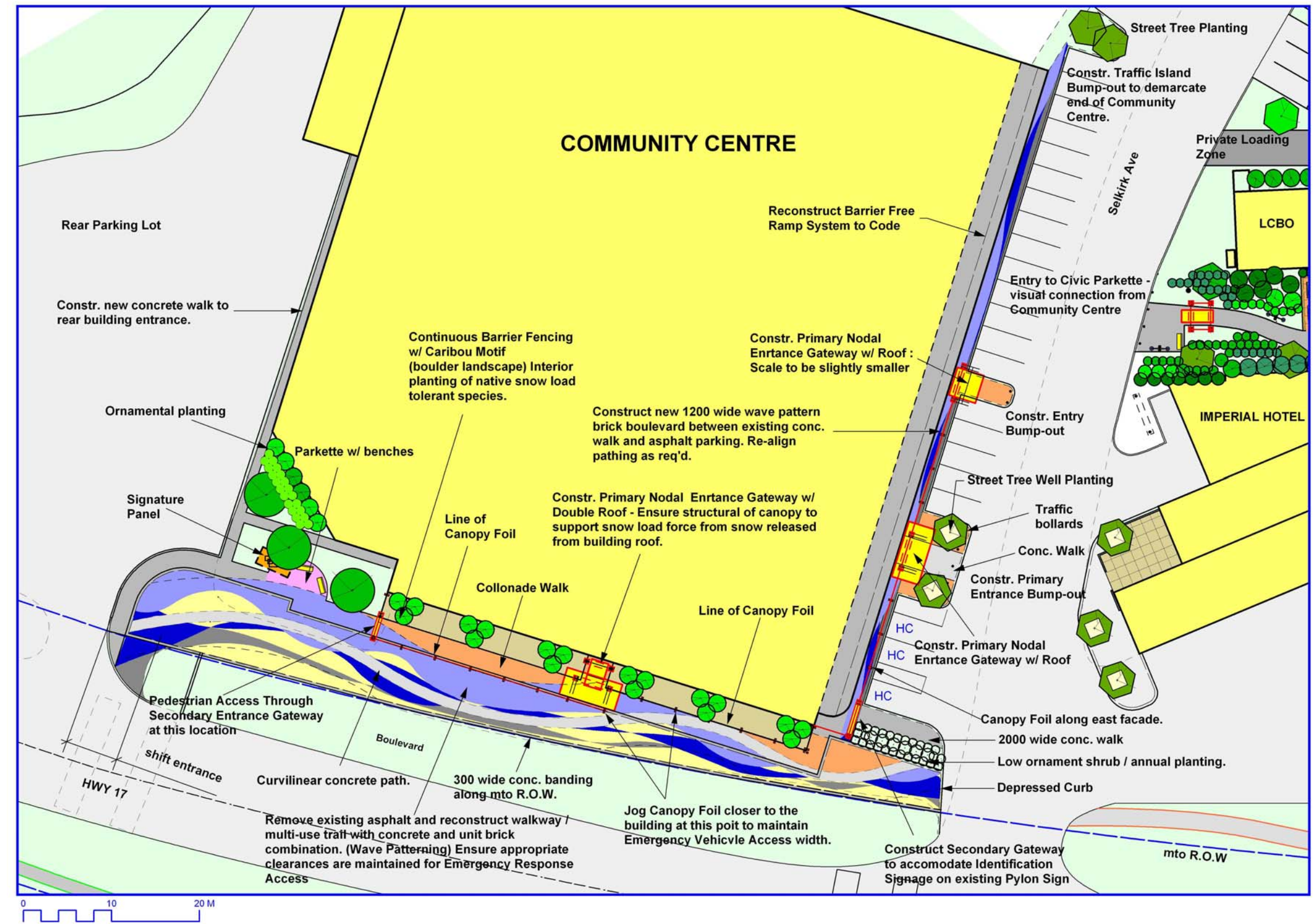
Community Centre/ Tourist Information Centre Improvement Area Concept Plan

Werner Schwar
Landscape Architect
P.O. Box 21848, 640 River St.
Thunder Bay, Ontario P7A 3S0
Phone/Fax: (807) 346-0607
e-mail: wsl@tbaytel.net

DESIGN ENVIRONMENT
Landscape Architect Incorporated
12 Primrose Drive, Sault Ste. Marie, Ontario, P6B 4E6
Ernst A. Kreps, B.L.A., C.S.L.A.
P: (705) 948-5579 Fax: (705) 948-5423 E-mail: designenvironment@shaw.ca

Figure 23

Figure 24: Community Centre/ Tourist Information Centre Improvement Area Concept Plan



Turning the Corner

an economic diversification initiative

A Master Plan for the Highway & Business Corridor
of Terrace Bay



Final Report January 31, 2008

Community Centre/ Tourist Information Centre Improvement Area Concept Plan

Werner Schwar
Landscape Architect
P.O. Box 21048, 640 River St.
Thunder Bay, Ontario P7A 3S0
Phone/Fax: (807) 346-0607
e-mail: wsl@tbbaytel.net

DESIGN ENVIRONMENT
Landscape Architect Incorporated
12 Primrose Drive, Sault Ste. Marie, Ontario, P6B 4E6.
Ernst A. Kreps, B.L.A., O.A.L.A., C.S.L.A.
P: (705) 948-5579 Fax: (705) 948-5423 E-mail: design@environment.ca

Figure 24

***AEI:* Radisson Avenue Area Improvements**

Objective: Enhance the visual appearance and functionality of Radisson Avenue.

Project 3.1: Radisson Avenue Business Area

The Township can initiate basic improvements to the complexion of Radisson Ave. Extensive enhancements, possibly including coordinated or complimentary painting of the building's exterior facade will require public/private sector cooperation (see chapter 4). Burying the above ground hydro poles as recommended in past reports would reduce visual clutter; however, it is the opinion of this consultant team that the costs far outweigh the benefits. Comparable enhancements can be accrued with the components identified below coupled with private and/or public/private sector undertakings (i.e. harmonized exterior painting). See Figure 25: Radisson Avenue Area Improvements Concept Plan.

The main components of this project are:

3.1.1 *Component Road Work*

The creation of a continuous concrete sidewalk and curb on the north façade of the building as well as 'bump outs' provides a unified ground foundation to the buildings and introduces an appealing visual dimension to the street's physical structure. A continuous concrete curb defines the street limits and demarcates the parking areas. Finally, four enclosed garbage storage buildings for the Simcoe Plaza and Radisson Ave. businesses would eliminate the visual clutter of individual waste receptacles on Radisson Ave. There was considerable discussion as to whether the garbage storage should be located on the north or south side of Radisson Avenue. The consultant team recommends the north side of the street to reduce visual clutter along the building façade; however this is an issue that should be addressed further at the business association level in the future.

3.1.2 *Component Soft Landscaping*

Dwarf ornamental trees will be planted in the 'bump outs' on the south side of the street. Native species will be planted under existing trees on the north side of the road and sodding will restore disturbed areas.

Table 10: *Project Components, Project 3.1: Radisson Avenue Business Area*

Code	Item	Quantity	Units	Unit Cost	Total Cost
3.1 Radisson Avenue Business Area					
3.1.1	Road Works				
	Removal of existing roadway asphalt	480	m2	\$ 20.00	\$ 9,600.00
	Concrete Walkway	480	m2	\$ 125.00	\$ 60,000.00
	Concrete Curb north side of street	150	lin-m	\$ 85.00	\$ 12,750.00
	Asphalt Parking	520	m2	\$ 85.00	\$ 44,200.00
	Garbage Enclosure Buildings	4	each	\$ 20,000.00	\$ 80,000.00
	3.1.1 Sub-total				\$ 206,550.00
3.2.1	Soft Landscaping				
	Deciduous Trees (50-60mm cal.)	12	each	\$ 500.00	\$ 6,000.00
	Topsoil & Sod	500	m2	\$ 10.00	\$ 5,000.00
	3.2.1 Sub-total				\$ 11,000.00
	Sub total SECTION 3.1				\$ 217,550.00
	Contingency of 15%				\$ 32,632.50
	Total Construction Estimate SECTION 3.1				\$ 250,182.50
	Consulting Fees of 10%				\$ 25,018.25
	TOTAL SECTION 3.1 - Radisson Avenue Business Area				\$ 275,200.75

Project 3.2: Radisson Avenue and Simcoe Plaza Area

This project improves safety at the Simcoe/Radisson intersection as well as presents Simcoe Plaza as the dominant main direction of travel. The reconfiguration would require renaming the resultant new extension. It is suggested that the name Simcoe Plaza be given to the semicircle road which brings traffic from Highway 17 to the Simcoe Plaza Retail Area. This consistent name of the main street is easier to recognize and navigate. See Figure 25: Radisson Avenue Area Improvements Concept Plan.

The main components of this project are:

3.2.1 Component Road Work

The street realignment would present Simcoe Plaza as the dominant traffic corridor. Radisson Ave. is relegated to a side street with a t-intersection structure onto Simcoe Plaza. For safety, the Laurier Ave. / Simcoe Plaza intersection is also realigned to a t-intersection. The new road alignment allows for a new continuous concrete sidewalk (on the south side of Simcoe Plaza) extending from the Highway 17 crosswalk and pedestrian path to the plaza.

3.2.2 Component Soft Landscaping

Tree planting utilizing primarily native species will mitigate the visual impact from the removed portions of Radisson Ave. Sodding will restore disturbed areas on the north side of the street.

Table 11: *Project Components, Project 3.2: Radisson Avenue and Simcoe Plaza Area*

Code	Item	Quantity	Units	Unit Cost	Total Cost
3.2 Radisson Avenue and Simcoe Plaza Intersection					
3.2.1	Road Works				
	Removal of existing roadway asphalt	2000	m2	\$ 10.00	\$ 20,000.00
	Concrete Curbs	215	lin-m	\$ 100.00	\$ 21,500.00
	Concrete Sidewalk	270	m2	\$ 125.00	\$ 33,750.00
	Asphalt Paving	1700	m2	\$ 85.00	\$ 144,500.00
	Signage	1	allow	\$ 2,500.00	\$ 2,500.00
	3.2.1 Sub-total				\$ 222,250.00
3.2.2	Soft Landscaping				
	Deciduous Trees (50-60mm cal.)	5	each	\$ 500.00	\$ 2,500.00
	Topsoil & Sod	760	m2	\$ 20.00	\$ 15,200.00
	3.2.2 Sub-total				\$ 17,700.00
	TOTAL SECTION 3.2				\$ 239,950.00
	Contingency of 15%				\$ 35,992.50
	Total Construction Estimate SECTION 3.2				\$ 275,942.50
	Consulting Fees of 10%				\$ 27,594.25
	TOTAL SECTION 3.2 - Radisson Avenue and Simcoe Plaza Intersection				\$ 303,536.75

The map illustrates the First Response District in Radisson, Ontario, showing a row of commercial buildings along Radisson Avenue. Key features include:

- Streets:** Selkirk, Hudson, Laurier Ave, and Hwy 17.
- Buildings and Businesses:** Strawberry's, Wah's, Greencats, CIBC, SNCsB, Sears, Aubin Ins, Municipal Office, Nugget Food, Bakery, Hummingbird Print Shop, Roy's, Red Dog Inn, and Norwood Inn.
- Infrastructure:** New asphalt parking, communal refuse enclosures, new concrete walks, and a physical pedestrian link between Simcoe Plaza and Radisson Ave.
- Future Development:** Future retail expansion area and a double vault privy with time lock access.
- Other Features:** School, Civic Square, and a scale bar indicating 0, 25, and 50 meters.

***AEI:* Highway 17 Corridor Improvements**

Objective: Enhance the visual appearance of the Highway 17 Corridor and the aesthetics, standards and amenities of the existing trail system. The most significant improvements involve ...

- 1) Signage – Use the hierarchical signage program as outlined in section 2.4 (Hierarchical Signage) to locate or replace existing signage along the highway corridor to integrate with the proposed architectural motif for the Simcoe Plaza.
- 2) Recreation Pathway – Improve location, connections, surfacing and lighting.
- 3) Native Tree Planting – Undertake a tree planting campaign on Township lands off the MTO right-of-way.

It is beyond the scope of the Master Plan to address specific details of planting regimes. However, for the purposes of this report, recommendations and costs assume the use of large calliper trees in wire baskets. The use of field dug trees or smaller potted stock may be an option to reduce cost and/or involve volunteers from the community. An ancillary document entitled 'Plant Material Guidelines' prepared by the consultant team provides species specific planting and maintenance guidelines. The viability of the planting recommendations as well as the cost estimates for tree/shrub planting as identified herein assume compliance with the plant material guidelines.

The projects within this AEI are geographically based. Each geographical area may have its own micro-site specific issues which go beyond the scope of this report. The recommendations of the Master Plan focus on improvements which fulfill overall, corridor wide objectives. Site specific issues or concerns are to be addressed at a later stage in the planning process. See Figure 5 and Figure 7 for Highway Corridor Concept Plans for all projects and components in this AEI. For cost effectiveness and operational simplicity and continuity, planting regimes are presented in sequential order proceeding from west to east along the breadth of the highway corridor.

Project 4.1: Entrance Gateway Markers

Sculptural Entrance Gateways on Hwy 17 will replace the existing gateway signs to demarcate the entrances into Terrace Bay. These structures shall be installed as per MTO Billboard and Municipal Entrance Display signage regulations. By their size, composition and colour, the Sculptured Entrance Gateways are a prominent, bold declaration that welcomes visitors to Terrace Bay, and projects an image of its quality recreational and commercial opportunities. See Figure 26: Entrance Gateway Marker Concept Elevation and section 2.4 Hierarchical Signage.

4.1.1 Component Gateway Marker Construction

The main components of this project are:

- a) The Beacon – a stylized lighthouse of similar architectural motif and construction to the Downtown Beacon Lookout and Canopy Structure.
- b) Signage – the Terrace Bay signage and logo will be located on this structure and the letters backlit for night visibility.
- c) Stylized Natural Landscape – rough cut granite boulders contrasted with flowing waves of blue perforated metal and bands of pebble mulch.
- d) Caribou – a cut-out metal representation.
- e) Background – the native trees serve as backdrop to the gateway.

Table 12: *Project Components, Project 4.1: Entrance Gateway Markers*

Code	Item	Quantity	Units	Unit Cost	Total Cost
4.1 Entrance Gateway Markers					
4.1.1	Gateway Marker Construction				
	remove existing entrance signage	2	allow	\$ 1,000.00	\$ 2,000.00
	Gateway Identification Marker	2	each	\$ 85,000.00	\$ 170,000.00
	4.1.1 Sub-total				\$ 172,000.00
	Sub total SECTION 4.1				\$ 172,000.00
	Contingency of 15%				\$ 25,800.00
	Total Construction Estimate SECTION 4.1				\$ 197,800.00
	Consulting Fees of 10%				\$ 19,780.00
	TOTAL SECTION 4.1 - Entrance Gateway Markers				\$ 217,580.00

Project 4.2: Highway 17 from Aguasabon Gorge Road to Fort Gary Road

Extend the pedestrian pathway system on the south side of the highway westward to Aguasabon Gorge Road.

4.2.1 Component Hard Landscaping

The main components of this project are:

- a) Asphalt surface the existing granular portion of the pedestrian trail. and
- b) Investigate the creation of a pedestrian trail off the highway right-of-way from the Aguasabon River to Aguasabon Gorge Road.

Both of these components are subject to further investigation as steep grades adjacent to the highway embankment will make a trail connection to the river bridge difficult. In addition, the MTO preference for trails off the right-of-way will further compound the difficulty of making the proposed connection.

4.2.2 Component Site Amenities

Amenities, specifically lighting may enhance use; however, trail lighting is subject to MTO approval. It is recommended that the existing Aguasabon Gorge Lookout entrance sign be replaced with a secondary nodal sign type.

Table 13: Project Components, Project 4.2: Highway 17 from Aguasabon Gorge Road to Fort Gary Road

Code	Item	Quantity	Units	Unit Cost	Total Cost
4.2 Aguasabon Gorge Road to Fort Gary Road					
4.2.1	Hard Landscaping				
	Site Prep. New Walkway Link (500m)	1250	m2	\$ 50.00	\$ 62,500.00
	New Asphalt Walkway Link (500m)	1250	m2	\$ 85.00	\$ 106,250.00
	Asphalt surface on ex. Walkway (350m)	875	m2	\$ 50.00	\$ 43,750.00
	4.2.1 Sub-total				\$ 212,500.00
4.2.2	Site Amenities				
	Benches (100m o.c.)	0	m2	\$ 1,200.00	\$ -
	Litter Containers (100m o.c.)	0	m2	\$ 750.00	\$ -
	Aguasabon Gorge Identification Sign	1	allow	\$ 5,000.00	\$ 5,000.00
	Ped. Light Poles and Fixtures (20m o.c.)	25	each	\$ 3,000.00	\$ 75,000.00
	4.2.2 Sub-total				\$ 80,000.00
4.2.3	Soft Landscaping				
	Deciduous Trees (50-60mm cal.)	0	each	\$ 500.00	\$ -
	Coniferous Trees (150-200cm ht.)	0	each	\$ 500.00	\$ -
	4.2.3 Sub-total				\$ -
	Sub total SECTION 4.2				\$ 292,500.00
	Contingency of 15%				\$ 43,875.00
	Total Construction Estimate SECTION 4.2				\$ 336,375.00
	Consulting Fees of 10%				\$ 33,637.50
	TOTAL SECTION 4.2 - Aguasabon Gorge Road to Fort Gary Road				\$ 370,012.50

Project 4.3: Highway 17 from Fort Gary Road to Lakeview Drive

Enhance the existing pedestrian pathway system on the south side of the highway.

4.3.1 Component Site Amenities

Locate a bench and litter container at approximately 100m intervals along this section of pathway. Pedestrian lighting requested by the community is subject to MTO approval.

4.3.2 Component Soft Landscaping

Plant a random mix of native conifer and deciduous trees in random groupings/clusters on Township lands off the MTO right-of-way.

Table 14: *Project Components, Project 4.3: Highway 17 from Fort Gary Road to Lakeview Drive*

Code	Item	Quantity	Units	Unit Cost	Total Cost
4.3 Fort Gary Road to Lakeview Drive					
4.3.1	Site Amenities				
	Benches (100m o.c.)	3	m2	\$ 1,200.00	\$ 3,600.00
	Litter Containers (100m o.c.)	3	m2	\$ 750.00	\$ 2,250.00
	Ped. Light Poles and Fixtures (20m o.c.)	15	each	\$ 3,000.00	\$ 45,000.00
	4.3.2 Sub-total				\$ 50,850.00
4.3.2	Soft Landscaping				
	Deciduous Trees (50-60mm cal.)	15	each	\$ 500.00	\$ 7,500.00
	Coniferous Trees (150-200cm ht.)	15	each	\$ 500.00	\$ 7,500.00
	4.3.3 Sub-total				\$ 15,000.00
	Sub total SECTION 4.3				\$ 65,850.00
	Contingency of 15%				\$ 9,877.50
	Total Construction Estimate SECTION 4.3				\$ 75,727.50
	Consulting Fees of 10%				\$ 7,572.75
	TOTAL SECTION 4.3 - Fort Gary Road to Lakeview Drive				\$ 83,300.25

Project 4.4: Highway 17 from Lakeview Drive to Radisson Avenue

Improve the existing pedestrian pathway system on the south side of the highway and create a new pedestrian pathway system on the north side of the highway. The latter will connect the Tourist Information Centre in the west with the Simcoe Plaza, motels and the existing trail to the east. The new trail allows pedestrian traffic to traverse the downtown core of Terrace Bay without crossing the highway and flow directly into the downtown area. In anticipation of high use levels, trail amenities include seating facilities and generous tree restoration planting.

4.4.1 *Component Hard Landscaping*

Construct a new asphalt pathway on the north side of the highway from the Community Centre eastward to Radisson Ave. As this pathway should preferably be off the MTO right-of way, land-use agreements (possibly a trail concession) with affected proprietors will be required. Replace the retaining wall adjacent to the south side pathway at Kenogami Road. A dry-stone Boulder Wall replacement is recommended as it is in keeping with the overall trail image.

4.4.2 *Component Site Amenities*

The most significant component of this project is the construction of Signature Panels along the north side of the new north side highway path. See Section 2.4, Hierarchical Signage and Figure 27: Signature Panel Conceptual Design Options. Cost estimates for the panel are based on the architectural motif and materials that will be standard for all signature panels.

In lieu of the trail's proximity to Simcoe Plaza and anticipated high levels of use, the project calls for a grouping of 2 benches and one litter container at approximately 100m intervals along the pathway on the south side of the highway. Pedestrian lighting requested by the community is subject to MTO approval; however, existing highway lighting may provide sufficient illumination for safe pedestrian use.

4.4.3 *Component Soft Landscaping*

The area adjacent to the downtown core has suffered the greatest decline in White Birch trees. Areas on the south and north side of the highway will benefit from the planting of a random mix of native conifer and deciduous trees in random groupings/clusters on Township lands adjacent to the MTO right-of-way.

Table 15: *Project Components, Project 4.4: Highway 17 from Lakeview Drive to Radisson Ave.*

Code	Item	Quantity	Units	Unit Cost	Total Cost
4.4 Lakeview Drive to Radisson Avenue					
4.4.1	Hard Landscaping				
	North side new Asphalt Walkway (450m)	1125	m2	\$ 85.00	\$ 95,625.00
	Replace ex. Retaining Wall with Boulder	50	lin-m	\$ 500.00	\$ 25,000.00
	4.4.1 Sub-total				\$ 120,625.00
4.4.2	Site Amenities				
	Metal Benches (2 per 100m o.c.)	10	each	\$ 1,200.00	\$ 12,000.00
	Litter Containers (100m o.c.)	5	each	\$ 750.00	\$ 3,750.00
	Signature Panels (not incl. artwork)	9	allow	\$ 6,000.00	\$ 54,000.00
	Ped. Light Poles and Fixtures (20m o.c.)	25	each	\$ 3,000.00	\$ 75,000.00
	Terrace Bay Beach Identification Sign	1	allow	\$ 5,000.00	\$ 5,000.00
	4.4.2 Sub-total				\$ 149,750.00
4.4.3	Soft Landscaping				
	Deciduous Trees (50-60mm cal.)	100	each	\$ 500.00	\$ 50,000.00
	Coniferous Trees (150-200cm ht.)	100	each	\$ 500.00	\$ 50,000.00
	Topsoil & Sod of disturbed areas	1350	m2	\$ 10.00	\$ 13,500.00
	4.4.3 Sub-total				\$ 113,500.00
	Sub total SECTION 4.4				\$ 383,875.00
	Contingency of 15%				\$ 57,581.25
	Total Construction Estimate SECTION 4.4				\$ 441,456.25
	Consulting Fees of 10%				\$ 44,145.63
	TOTAL SECTION 4.4 - Lakeview Drive to Radisson Avenue				\$ 485,601.88

Project 4.5: Highway 17 from Radisson Avenue to Hudson Drive

Construct a new pedestrian pathway system on the north side of the highway from Radisson Ave. to the existing trail at Hudson Drive. The project essentially completes the north side pedestrian pathway system (linking together existing trails and the new trail identified in project 4.4). Amenities are identified for the existing south side pedestrian pathway. With the exception of the gravel parking lot to the west of the Shell Station, where vehicles often park over the trail, the south side trail is functional. On site signage and/or a physical barrier (i.e. strategically placed boulders) would separate the parking area from the pathway. The latter will; however, require the permission of the proprietor. It is understood that that pathways will not be located on the MTO right-of-way.

4.5.1 Component Hard Landscaping

Create a new asphalt pathway on the north side of the highway from Radisson Ave. eastward to Hudson Drive. The pathway should be north off the MTO right-of way, therefore trail routing will be through the existing wooded area.

4.5.2 *Component* Site Amenities

Given the proximity of the trails (north and south side) to the downtown core, high use levels are anticipated. Trail amenities include a grouping of 2 benches and one litter container at approximately 100m intervals along the pathway on the south and north side of the highway. Pedestrian lighting requested by the community is subject to MTO approval. Existing highway lighting on the south side of this section may limit or preclude the need for additional illumination.

4.5.3 *Component* Soft Landscaping

Restore areas disturbed during trail construction or regraded to improve existing drainage problems. Woodlands adjacent to the disturbed areas will serve as a seed source for revegetation.

Table 16: *Project Components, Project 4.5: Highway 17 from Radisson Ave. to Hudson Drive*

Code	Item	Quantity	Units	Unit Cost	Total Cost
4.5 Radisson Avenue to Hudson Drive					
4.5.1	Hard Landscaping				
	Site Prep. new Asphalt Walkway (250m)	625	m2	\$ 50.00	\$ 31,250.00
	North side new Asphalt Walkway (250m)	625	m2	\$ 85.00	\$ 53,125.00
	4.5.1 Sub-total				\$ 84,375.00
4.5.2	Site Amenities				
	Metal Benches (2 per 100m o.c.)	10	each	\$ 1,200.00	\$ 12,000.00
	Litter Containers (100m o.c.)	5	each	\$ 750.00	\$ 3,750.00
	Ped. Light Poles and Fixtures (20m o.c.)	10	each	\$ 3,000.00	\$ 30,000.00
	4.5.2 Sub-total				\$ 45,750.00
4.5.3	Soft Landscaping				
	Deciduous Trees (50-60mm cal.)	0	each	\$ 500.00	\$ -
	Coniferous Trees (150-200cm ht.)	0	each	\$ 500.00	\$ -
	Topsoil & Sod of disturbed areas	1350	m2	\$ 10.00	\$ 13,500.00
	4.5.3 Sub-total				\$ 13,500.00
	TOTAL SECTION 4.5				\$ 143,625.00
	Contingency of 15%				\$ 21,543.75
	Total Construction Estimate SECTION 4.5				\$ 165,168.75
	Consulting Fees of 10%				\$ 16,516.88
	TOTAL SECTION 4.5 - Radisson Avenue to Hudson Drive				\$ 181,685.63

Project 4.6: Highway 17 from Hudson Drive to Mill Road

This project is to enhance and extend the pedestrian pathway system on the north side of the highway eastward to Mill Road.

4.6.1 *Component* Hard Landscaping

The main components of this project are

- a) Identify the intersection of Mill Road as a secondary node through the creation of a boulder outcrop wall planting bed.
- b) Investigate the feasibility of a pedestrian trail from the Station Road to Mill Road.

The practicability of the latter is beyond the scope of this plan; however, steep embankments on the approaches to the railway bridge coupled with MTO's disinterest in trails on their right-of-way will make trail routing and construction difficult. Accordingly, costs for trail construction in this area are not identified.

4.6.2 *Component* Site Amenities

Trail amenities are limited to pedestrian scale lighting, subject to MTO approval. Signage, specifically a secondary nodal sign type entrance sign identified in the northwest corner of the Mill Road/Highway 17 intersection should be located off the MTO and the Mill Road right-of-ways.

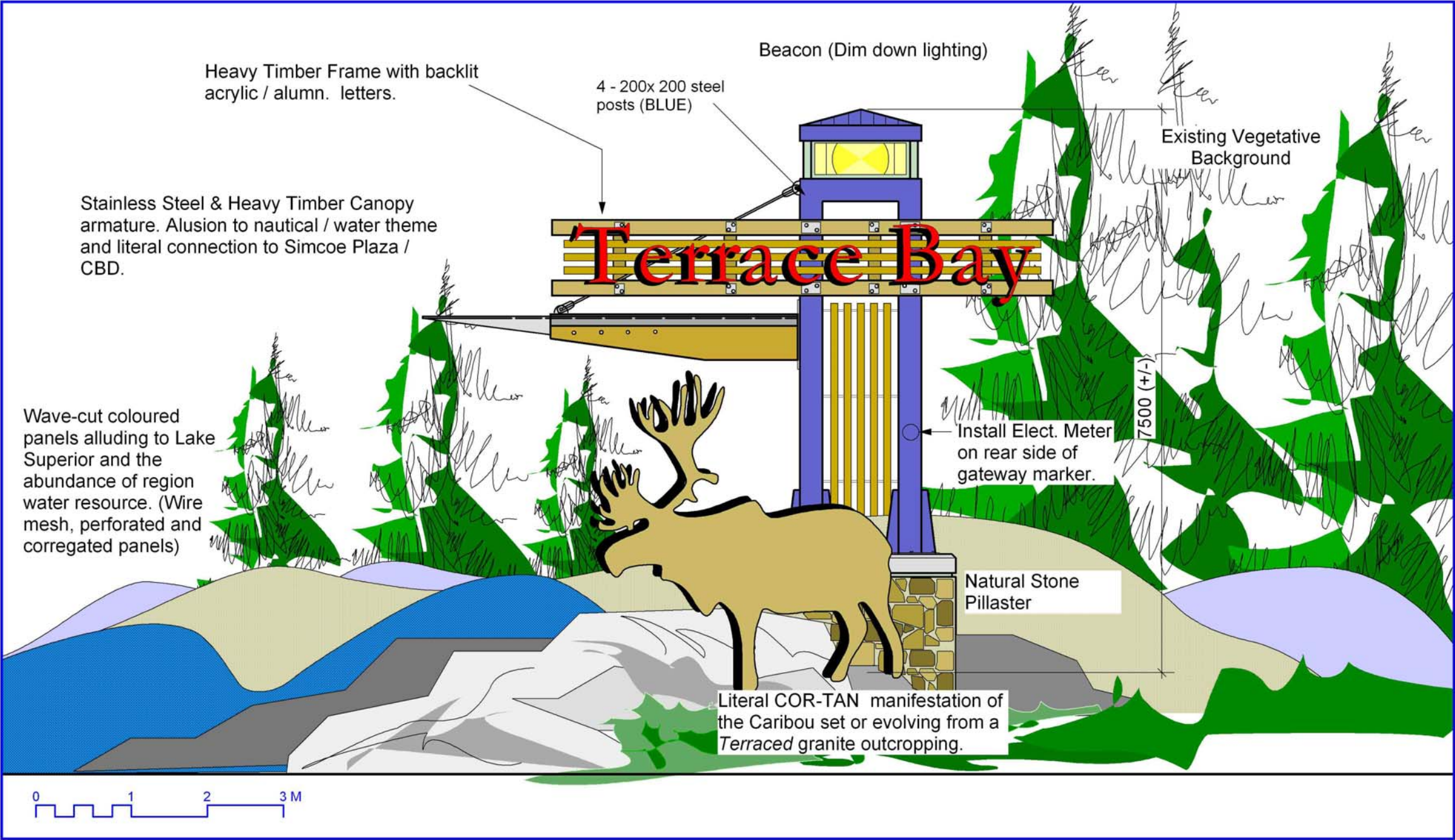
4.6.3 *Component* Soft Landscaping

Restoration of areas regraded to improve existing drainage problems. Woodlands adjacent to the disturbed areas will serve as a seed source for revegetation.

Table 17: *Project Components, Project 4.6: Highway 17 from Hudson Drive to Mill Road*

Code	Item	Quantity	Units	Unit Cost	Total Cost
4.6 Hudson Drive to Mill Road					
4.6.1	Hard Landscaping				
	Asphalt Walkway	0	m2	\$ 85.00	\$ -
	Boulder Outcrop Wall at Mill Road	25	lin-m	\$ 300.00	\$ 7,500.00
	4.6.1 Sub-total				\$ 7,500.00
4.6.2	Site Amenities				
	Pedestrian Light Poles and Fixtures	0	each	\$ 3,000.00	\$ -
	Mill Road Industrial Identification Signage	1	allow	\$ 5,000.00	\$ 5,000.00
	4.6.2 Sub-total				\$ 5,000.00
4.6.2	Soft Landscaping				
	Deciduous Trees (50-60mm cal.)	0	each	\$ 500.00	\$ -
	Coniferous Trees (150-200cm ht.)	0	each	\$ 500.00	\$ -
	Shrub Planting	20	each	\$ 60.00	\$ 1,200.00
	Planting Bed Topsoil & Mulch	20	m2	\$ 20.00	\$ 400.00
	Topsoil & Sod of disturbed areas	100	m2	\$ 10.00	\$ 1,000.00
	4.6.3 Sub-total				\$ 2,600.00
	TOTAL SECTION 4.6				\$ 15,100.00
	Contingency of 15%				\$ 2,265.00
	Total Construction Estimate SECTION 4.6				\$ 17,365.00
	Consulting Fees of 10%				\$ 1,736.50
	TOTAL SECTION 4.6 - Hudson Drive to Mill Road				\$ 19,101.50

Figure 26: Entrance Gateway Marker Concept Elevation



Turning the Corner

an economic diversification initiative

A Master Plan for the Highway & Business Corridor of Terrace Bay



Final Report January 31, 2008

Entrance Gateway Marker Concept Elevation

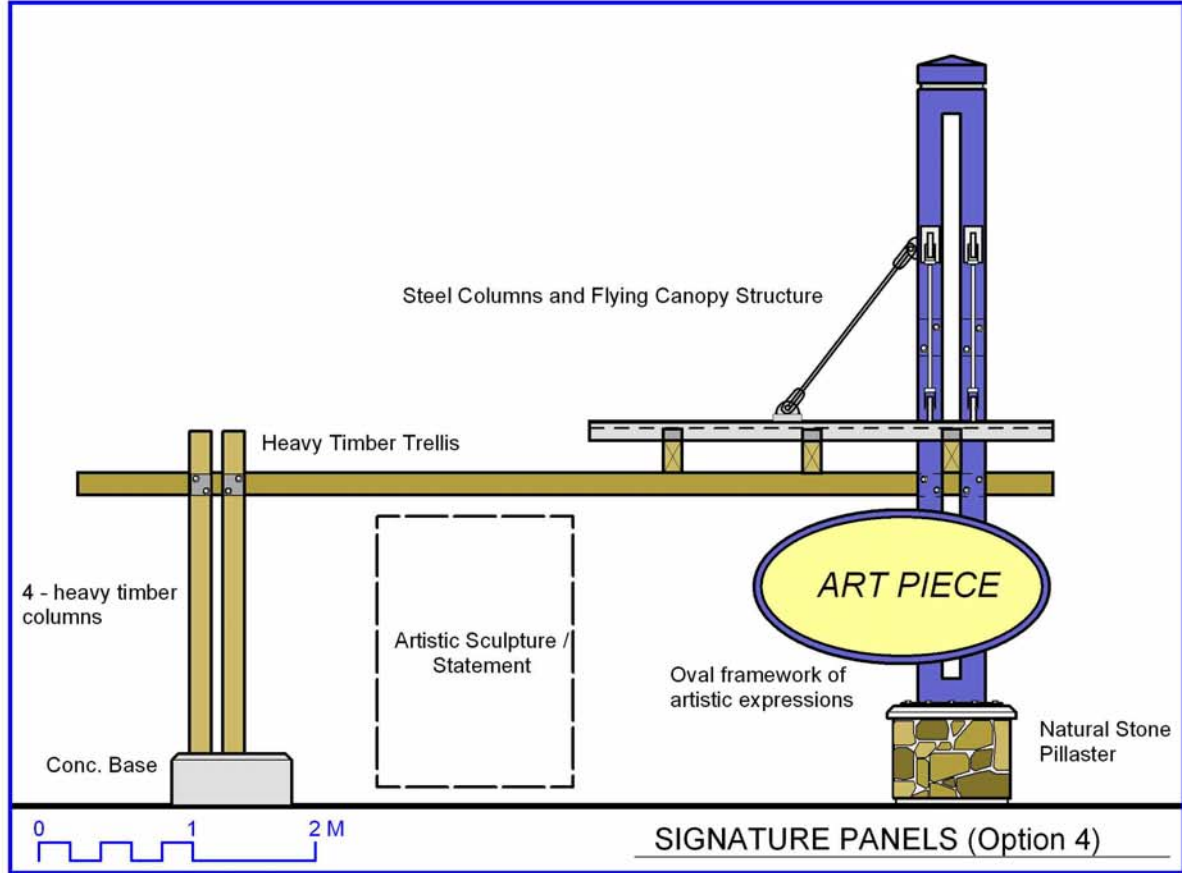
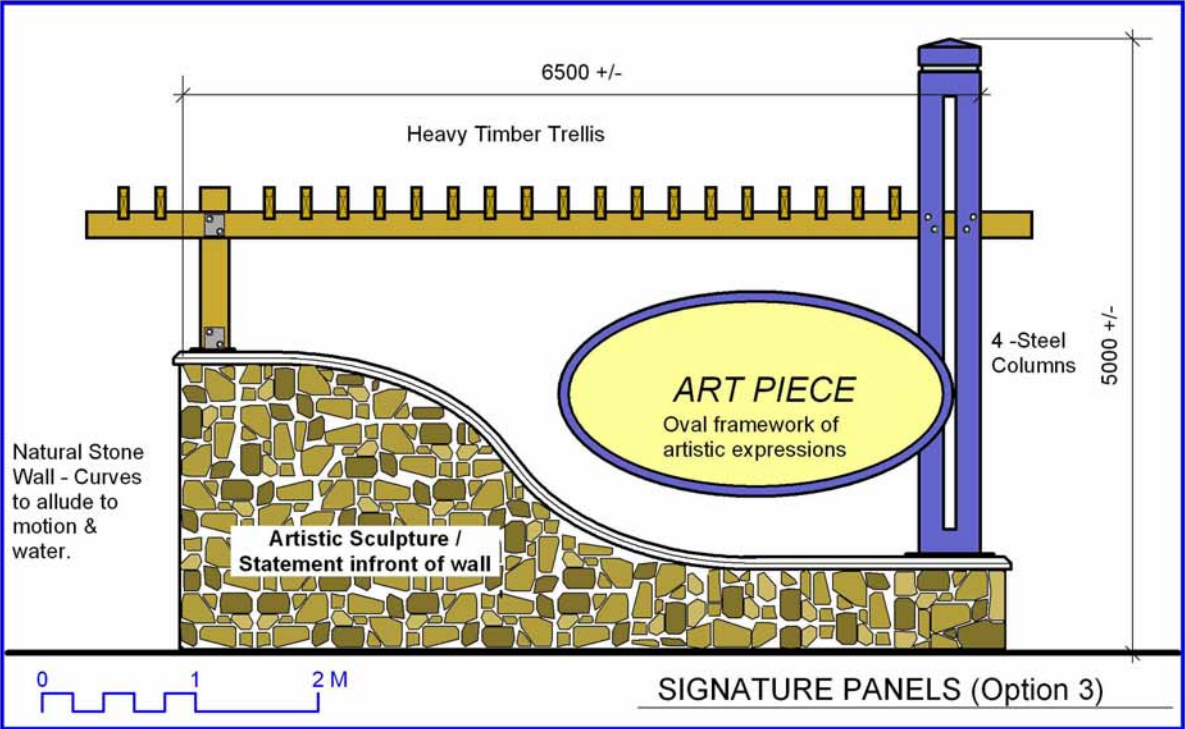
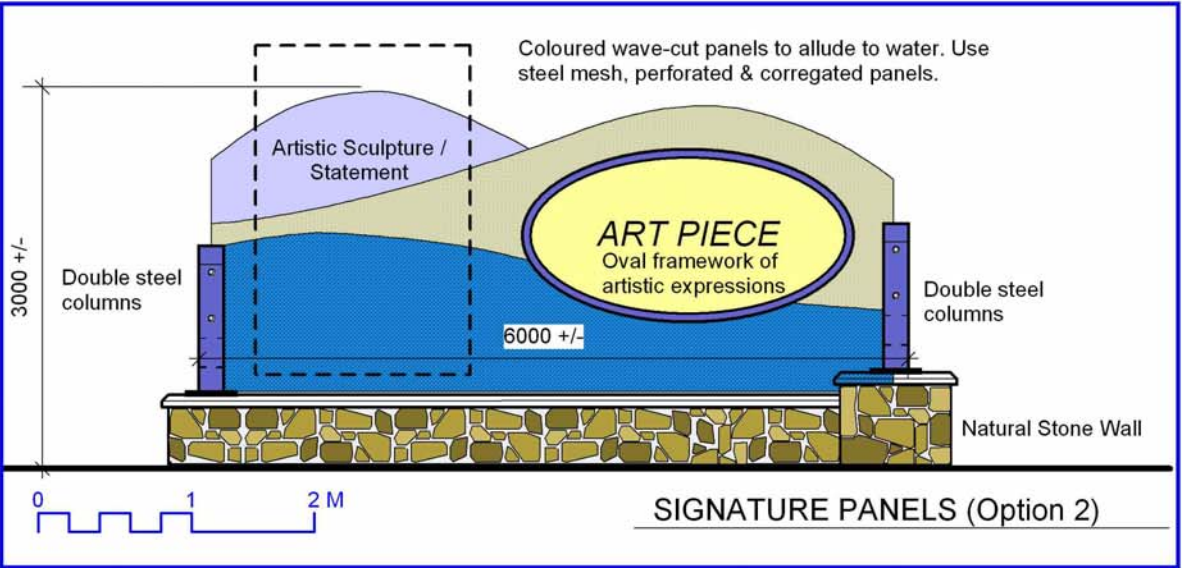
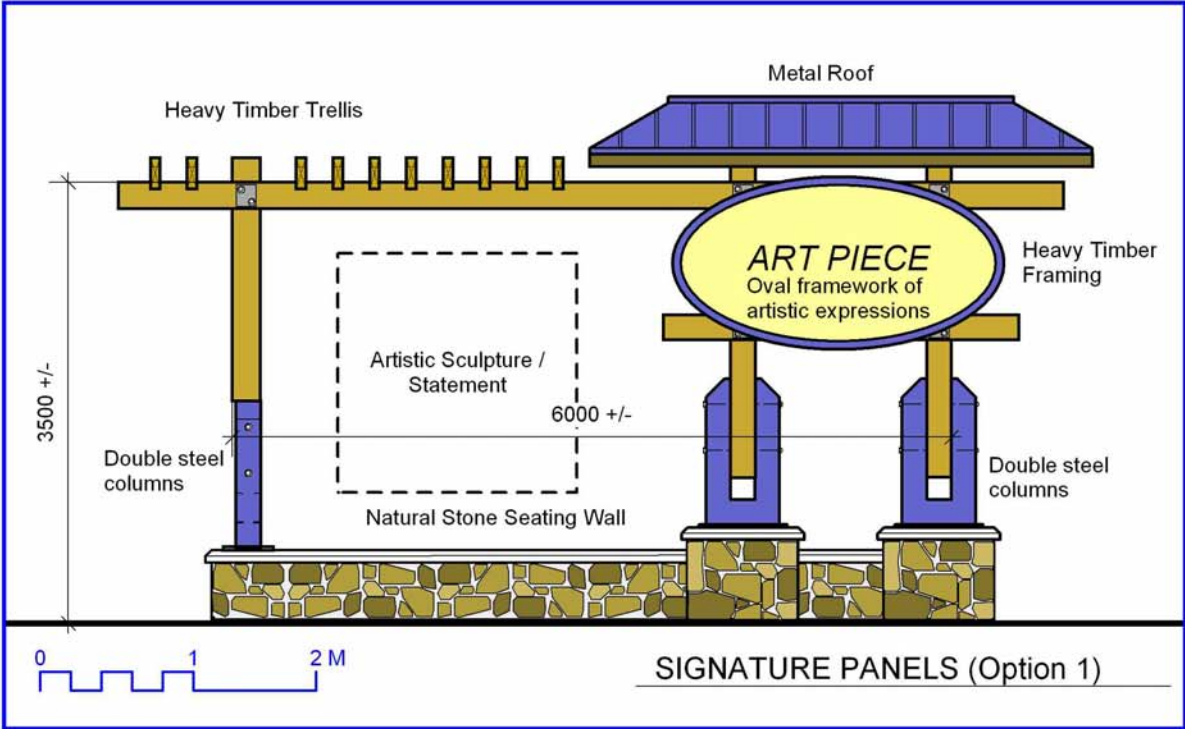


Werner Schwar
Landscape Architect
P.O. Box 21048, 640 River St.
Thunder Bay, Ontario P7A 3S0
Phone/Fax: (807) 346-0607
e-mail: wsl@tbaytel.net

DESIGN ENVIRONMENT
Landscape Architect Incorporated
12 Primrose Drive, Sault Ste. Marie, Ontario, P6B 4E6.
Ernst A. Kreps, B.L.A., O.A.L.A., C.S.L.A.
Ph: (705) 540-5575 Fax: (705) 540-5422 E-mail: designenvironment@shaw.ca

Figure 26

Figure 27: Signature Panel Conceptual Design Options



Turning the Corner

an economic diversification initiative

A Master Plan for the Highway & Business Corridor
of Terrace Bay



Final Report January 31, 2008

Signature Panels Conceptual Design Options

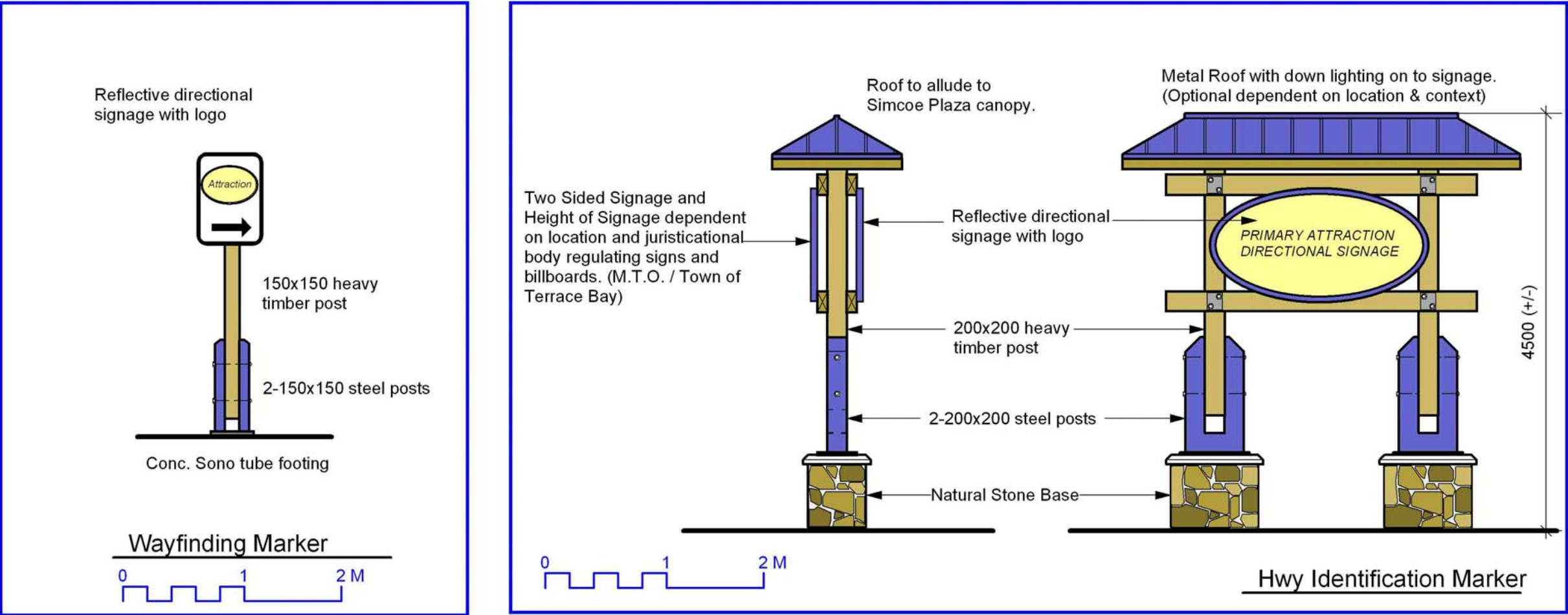


**Werner Schwar
Landscape Architect**
P.O. Box 21048, 640 River St.
Thunder Bay, Ontario P7A 3S0
Phone/Fax: (807) 346-0607
e-mail: wsl@tbbaytel.net



Figure 27

Figure 28: Hierarchical Signage Examples



Turning the Corner

an economic diversification initiative

A Master Plan for the Highway & Business Corridor
of Terrace Bay



Final Report January 31, 2008

Hierarchical Signage Examples



**Werner Schwar
Landscape Architect**
P.O. Box 21048, 640 River St.
Thunder Bay, Ontario P7A 3S0
Phone/Fax: (807) 346-0607
e-mail: wsla@tbaytel.net

**DESIGN
ENVIRONMENT**
Landscape Architect Incorporated
12 Primrose Drive, Sault Ste. Marie, Ontario, P6B 4E6.
Ernst A. Kreps, B.L.A., O.A.L.A., C.S.L.A.
Ph: (705) 546-5575 Fax: (705) 546-5422 E-mail: designenvironment@shaw.ca

Figure 28

2.4 Hierarchical Signage

2.4.1 Rationale

Section 1.2 Summary of Methodology introduced the 3 tiered hierarchical nodal structure envisioned for Terrace Bay. The hierarchical structure is intended to create an aesthetic, pleasing and consistent approach to displays/signage throughout the community. Sign content explicitly communicates information, but sign presentation, including elements such as basic design, fabrication of material(s), primary and accent colours, printing fonts etc. create and subtly reinforce the perception that each and every sign is part of a community wide communications package.

Concept drawings as provided herein fully illustrate facility development and signage at each of the primary nodes (Simcoe Plaza, Welcoming/Reception signage on Highway 17, Downtown Gateway Markers). Figure 28: Hierarchical Signage Examples illustrates examples of signage features for secondary (Aguasabon Gorge Road, Terrace Bay Visitor Centre, Aguasabon Beach and selected sites along pedestrian walkway) and tertiary nodes (trailhead signs, site specific features in the community).

2.4.2 Signature Panels

Project 4.4: Highway 17 from Lakeview Drive to Radisson Avenue (Component 4.4.2) introduced the concept of signature panels along the highway corridor. Signature panels are key elements in the aesthetic enhancement of the Highway and Business Corridor; however, they are an atypical component within the hierarchical approach outline above. (See Section 1.2 Summary of Methodology). Signature panels are envisaged as innovative, artistic and hopefully very controversial features that will, most likely define a visitor's perception and recall of the community.

The objective of the signature panels is to attract the eye and hold/build the interest and curiosity of vehicle passengers as they proceed through Terrace Bay. The panels link and reinforce the welcoming/reception message of the sculptured entrance gateways with the very prominent downtown gateway marker. They must be sufficiently prominent and powerful to capture visitor interest and attention, yet subtle and restrained to compliment rather than compete against commercial interests or further clutter the congestion of signage within and adjacent to the highway corridor.

The master plan identifies the location of eight or nine signature panels each of which portrays a natural, cultural or recreational attribute of Terrace Bay. The exact number of panels is to be determined and is dependent on MTO approval, property ownership and community involvement. For the purposed of this plan, nine community attributes are proposed as possible options, for each of signature panels. It is understood that the proposed attributes and treatments as proposed below are merely examples that attempt, albeit in a feeble manner, to verbally illustrate an audacious unorthodox approach where artwork is the primary medium. It is anticipated that the identification of the most appropriate attributes suitable for depiction in signature panels would be made by a designated committee representing the views and perspectives of residents. It is further

anticipated that the treatment/interpretation of each of the attributes would be determined by the committee in consultation with the artist commissioned to complete the work.

The artistic approach of the signature panels is visceral or emotional rather than didactic or educational. It is premised on the belief that an appealing stimulate to the eye and imagination will entice a passing viewer to stop and explore further. The panels also create photographic settings where visitors can pose against the backdrop of creative artwork.

Proposed community attributes and possible artistic treatments ...

1. **Golf** (recreation activity)
 - A collection of old golf irons/woods welded together to depict a slightly larger than life profile of a golfer in full swing.
2. **Caribou** (natural history)
 - Life sized profile of a woodland caribou (or two or three caribou) fashion from drift wood or sculptured in logs beams or stone.
3. **Pulp and Paper** (cultural)
 - Stylized tree from which grow the day-to-day products made from paper.
4. **Lake Trout** (natural history)
 - Stylized image of a lake trout carved in metal or wood
5. **Paddling** (canoe/kayak) (recreational activity)
 - Profile of a paddler or a canoe, or the profile of a canoeist portaging a canoe fashioned from old, broken paddles
6. **Hiking/walking** (recreational activity)
 - Profile of a hiker carved from a log or fashioned from logs and beams
7. **Terraces** (natural history)
 - Terrace Bay is founded on and takes its name from the abandoned beaches of proglacial lakes that preceded Lake Superior. Translating this theme into a visual entity overtaxed the imagination of the consultant team; however, an artist may have the genius to visualize and capture the history of the terraces.
8. **Pulp truck** (cultural)
 - Trucks hauling log or chips to pulp mills are a ubiquitous image of the north. An artist may be able to translate something seen everyday into something never seen before. A truck fashioned out of logs or chips or an equally radical and brilliant restructuring of the ordinary may cast a most intriguing visual image.
9. **Skier's/sled rider**
 - Winter could be depicted in the image of a downhill or cross-country skier, made from old skies, boots and polls. A sled and rider welded together from old sled parts to may render an utterly original and fascinating interpretation of the ordinary.

Figure 27: Signature Panel Conceptual Design Options shows typical backdrop designs for a Signature Panel based on a low profile landscaped earth and elements of the community's architectural motif. The design of the panels strikes a balance that insures continuity and consistency in their architectural motif of the eight panels yet affords sufficient latitude and license for artistic expression.

The merit and significance of the Signature Panels is greatly enhanced if at least some of the artists involved are from or near Terrace Bay. The Panels are in essence an expression of the community; hence, the more local the artist the more likely the art will bespeak the reality of Terrace Bay.

2.5 AEI and Project Summary

Table 18 provides a synopsis of the projects within each of the four AEI's as well as a cost estimate for each project.

Table 18: Master Plan for Highway and Business Corridor in Terrace Bay Preliminary Cost Estimate Summary by Aesthetic Enhancement Initiatives

SYNOPSIS : Section 1 Simcoe Plaza Area Improvements		
1.1	Canopy and Boulevard Improvements	\$ 1,810,955.03
1.2	Beacon Lookout Area	\$ 485,159.13
1.3	Water Wall Monument Area	\$ 337,691.75
1.4	Civic Square and South Side of Simcoe Plaza Area	\$ 996,813.68
1.5	Former Theatre Site Connecting Walkway Area	\$ 166,303.23
1.6	Bell Telephone Building Site Connecting Walkway Area	\$ 101,250.60
1.7	Former Town Hall Site Connecting Walkway Area	\$ 88,606.93
	TOTAL Simcoe Plaza Area Improvements in 2007 dollars	\$ 3,986,780.33

SYNOPSIS : Section 2 Community Centre/ Tourist Information Area Improvements		
2.1	Community Centre Area	\$ 628,616.45
2.2	Tourist Information Centre Area	\$ 115,020.13
	TOTAL Community Ctr./ Tourist Info. Area Improvements in 2007 dollars	\$ 743,636.58

SYNOPSIS : Section 3 Radisson Avenue Area Improvements		
3.1	Radisson Avenue Business Area	\$ 275,200.75
3.2	Radisson Avenue and Simcoe Plaza Intersection	\$ 303,536.75
	TOTAL Radisson Avenue Area Improvements in 2007 dollars	\$ 578,737.50

SYNOPSIS : Section 4 Highway 17 Corridor Improvements		
4.1	Entrance Gateway Markers	\$ 217,580.00
4.2	Aguasabon Gorge Road to Fort Gary Road	\$ 370,012.50
4.3	Fort Gary Road to Lakeview Drive	\$ 83,300.25
4.4	Lakeview Drive to Radisson Avenue	\$ 485,601.88
4.5	Radisson Avenue to Hudson Drive	\$ 181,685.63
4.6	Hudson Drive to Mill Road	\$ 19,101.50
	TOTAL Highway 17 Corridor Improvements in 2007 dollars	\$ 1,357,281.75

Overall Construction Cost Review:		
	Section 1.0: Simcoe Plaza Area Improvements	\$ 3,986,780.33
	Section 2.0: Community Centre/ Tourist Information Area Improvements	\$ 743,636.58
	Section 3.0: Radisson Avenue Area Improvements	\$ 578,737.50
	Section 4.0: Highway 17 Corridor Improvements	\$ 1,357,281.75
	TOTAL COST ESTIMATE in 2007 dollars (contingency & consultant fees included), (GST not included)	\$ 6,666,436.15

2.6 Implementation Schedule

The implementation template and strategy for the Master Plan for the Highway and Business Corridor of Terrace Bay provides managers with a versatile, flexible planning tool to assemble annual plans and schedules in anticipation of, or in response to, funding opportunities and user needs. The sequential arrangement of projects for each AEI imparts a logical, cost efficient framework for a supple, easily adjustable plan implementation schedule.

In addition to the above, the consultant team prepared the following implementation schedule based in large measure on the premises and assumptions identified in the introduction to this section. At the outset of this planning exercise, it was established that the Master Plan must anticipate and respond to the needs and aspiration of residents. Accordingly, projects that provide tangible benefits to community residents are included in the early stages of community enhancement. Support projects that are not essential to community enrichment and/or tourism benefits are included in the latter stages of the plan. Where possible, service and facility infrastructure projects have been staggered such that essential infrastructure work is incorporated in the early stages of the plan while less critical work is scheduled into the latter stages.

The implementation schedule is designed to be a 'fluid' document, capable of amendments in response to management priorities. The schedule calls for five stages of construction that will cover a ten-year plus development period. The stages are:

- Stage 1 1 to 3 years
- Stage 2 3 to 5 years
- Stage 3 5 to 7 years
- Stage 4 7 to 9 years
- Stage 5 10 years +

The following table shows the projects and cost tabulations scheduled for each of the five stages.

Table 19: Master Plan for the Highway and Business Corridor in Terrace Bay Preliminary Cost Estimate Summary Listed by Implementation Strategy & Schedule

SYNOPSIS : Phase 1 Cost Estimate Listed by Implementation Plan & Schedule		
Proj.#	Project Name	Project Cost
1.1	Canopy and Boulevard Improvements	\$ 1,810,955.03
4.1	Entrance Gateway Markers	\$ 217,580.00
	TOTAL Phase 1 Improvements in 2007 dollars	\$ 2,028,535.03
SYNOPSIS : Phase 2 Cost Estimate Listed by Implementation Plan & Schedule		
Proj.#	Project Name	Project Cost
1.2	Beacon Lookout Area	\$ 485,159.13
1.3	Water Wall Monument Area	\$ 337,691.75
1.5	Former Theatre Site Connecting Walkway Area	\$ 166,303.23
4.4	Lakeview Drive to Radisson Avenue	\$ 485,601.88
4.5	Radisson Avenue to Hudson Drive	\$ 181,685.63
	TOTAL Phase 2 Improvements in 2007 dollars	\$ 1,656,441.60
SYNOPSIS : Phase 3 Cost Estimate Listed by Implementation Plan & Schedule		
Proj.#	Project Name	Project Cost
2.1	Community Centre Area	\$ 628,616.45
2.2	Tourist Information Centre Area	\$ 115,020.13
4.2	Aguasabon Gorge Road to Fort Gary Road	\$ 370,012.50
4.3	Fort Gary Road to Lakeview Drive	\$ 83,300.25
	TOTAL Phase 3 Improvements in 2007 dollars	\$ 1,196,949.33
SYNOPSIS : Phase 4 Cost Estimate Listed by Implementation Plan & Schedule		
Proj.#	Project Name	Project Cost
1.4	Civic Square and South Side of Simcoe Plaza Area	\$ 996,813.68
1.6	Bell Telephone Building Site Connecting Walkway Area	\$ 101,250.60
1.7	Former Town Hall Site Connecting Walkway Area	\$ 88,606.93
	TOTAL Phase 4 Improvements in 2007 dollars	\$ 1,186,671.20
SYNOPSIS : Phase 5 Cost Estimate Listed by Implementation Plan & Schedule		
Proj.#	Project Name	Project Cost
3.1	Radisson Avenue Business Area	\$ 275,200.75
3.2	Radisson Avenue and Simcoe Plaza Intersection	\$ 303,536.75
4.6	Hudson Drive to Mill Road	\$ 19,101.50
	TOTAL Phase 5 Improvements in 2007 dollars	\$ 597,839.00

Chapter 3: Socio-Economic Benefits of the Master Plan for the Highway and Business Corridor of Terrace Bay

3.1 Introduction

Terrace Bay was built on a foundation of the Forest Industry. It started out as a typical one industry town in the Northwest, and while to a certain extent diversification has occurred, the Mill represents the primary source of wealth and employment for the community. In 2000/2001 forestry jobs represented 59% of the major employers' workforce¹ dropping to 39% five years later². During the same period, forestry employment dropped by 48% while the remainder of the major employers saw their workforce decline by 11%. The forest industry located within the town limits pays approximately 56%³ of the total property taxes needed to run the community and to pay for the quality of life that exists in it.

As with almost every other forest based community in the Northwest, Terrace Bay has been hit by the so called 'perfect storm' that has seen mills downsized, closed and even torn down. Unlike some communities, Terrace Bay has weathered this storm and has seen a new, north-western Ontario based owner acquire the assets and re-open the mill. While the town has breathed a collective sigh of relief it is important to note that the economic damage has been significant.

As this report will outline the community has lost 594 net permanent jobs in the past two years even with the re-opening of the mill. The economic and social impact is significant. These 594 jobs represent a loss of \$23.3 million annually in revenue to all orders of government with the town itself losing \$ 1.8 million each year in direct and indirect revenue. In addition, as these people leave the community, there are fewer and fewer individuals available to support the volunteer sector which drives most small communities in north-western Ontario. That absence places additional pressure on the remaining volunteers and the town to provide those quality of life services that make Terrace Bay such an attractive community.

Even tourism, a growing focus of the community, is in a state of turmoil. Tourist registrations have been in a constant decline since 2002 while summer highway tourist traffic continued to increase until 2004 then started to decline. The US economy plus the new restrictions on border crossing are adding to the ongoing challenge of attracting tourists to visit rocks, trees and rivers.

It is essential that Terrace Bay strengthen the non-forestry components of the local economy and work toward further diversification, particularly in the area of wealth creation. With the forest sector severely influenced by factors totally outside of the ability of the Municipality or

¹ Major employers only (Forest Industry, CP, Hospital, Municipal Government and School Boards

² STBCAP Adjustment Plan, P 13.

³ 2004 including Large Industrial Occupied and Large Industrial Excess categories; STBCAP Adjustment Plan, Nov 2006

Community to influence (exchange rates, energy costs etc.), Terrace Bay needs to have a diversified economy that will sustain the town.

This report outlines a strategy for the redevelopment of the retail sector of the community along with clearly welcoming visitors to Terrace Bay.

The report identifies that it will take an investment of under \$6.7 million to complete the work outlined in this report. That investment will result in a construction related economic impact of \$14 million. In turn, the three orders of government will see their revenue increase by \$3.8 million just for the construction phase. On an ongoing basis, as a result of an anticipated 10% increase in tourist stops in Terrace Bay, it is projected that there will be an annual impact starting at \$3.6 million, with the governments seeing their revenue increase by just over \$2 million a year. Totally funded by governments, this project will pay them back within a combination of the construction benefits and the first year of renewed economic vigour in the community.

3.2 Review of Socio-Economic Factors

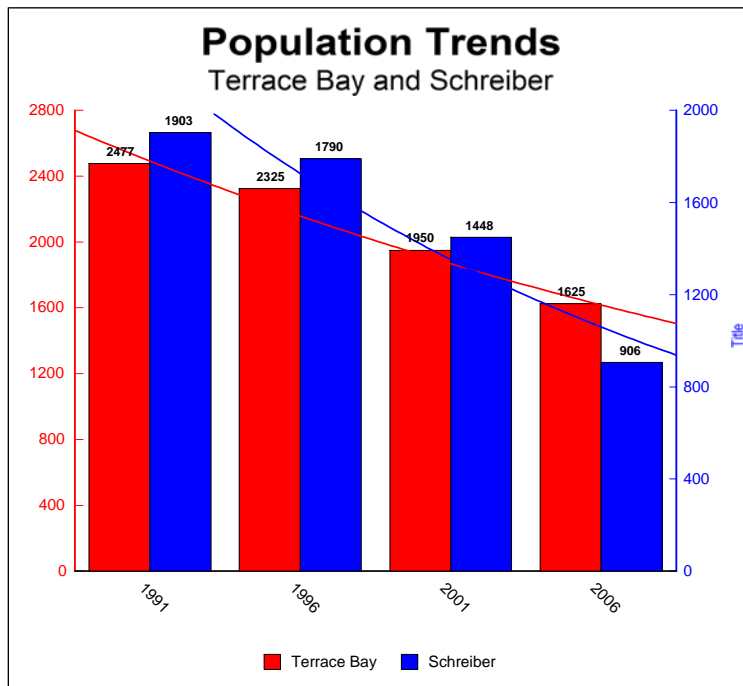
3.2.1 Population Trends

The recent Canada Census provides a comparison between 2001 and 2006 as it relates to Terrace Bay's population, number of dwellings and the population density. The Census has recorded a population drop of 325 or 16.7%. Northwest Ontario showed an overall increase of .0015% from 2001 to 2006. Neighbouring Schreiber saw its Census population drop from 1,448 to 901, a decline of 37.8%, while Nipigon dropped by 246 or 11.1%.

Terrace Bay - Township (Census subdivision)⁴

Topic	Characteristics	Total
Population and dwelling counts	Population in 2006	1625
Population and dwelling counts	Population in 2001	1950
Population and dwelling counts	2001 to 2006 population change (%)	-16.7
Population and dwelling counts	Total private dwellings	838
Population and dwelling counts	Private dwellings occupied by usual residents	691
Population and dwelling counts	Population density per square kilometre	10.8
Population and dwelling counts	Land area (square km)	151.0422

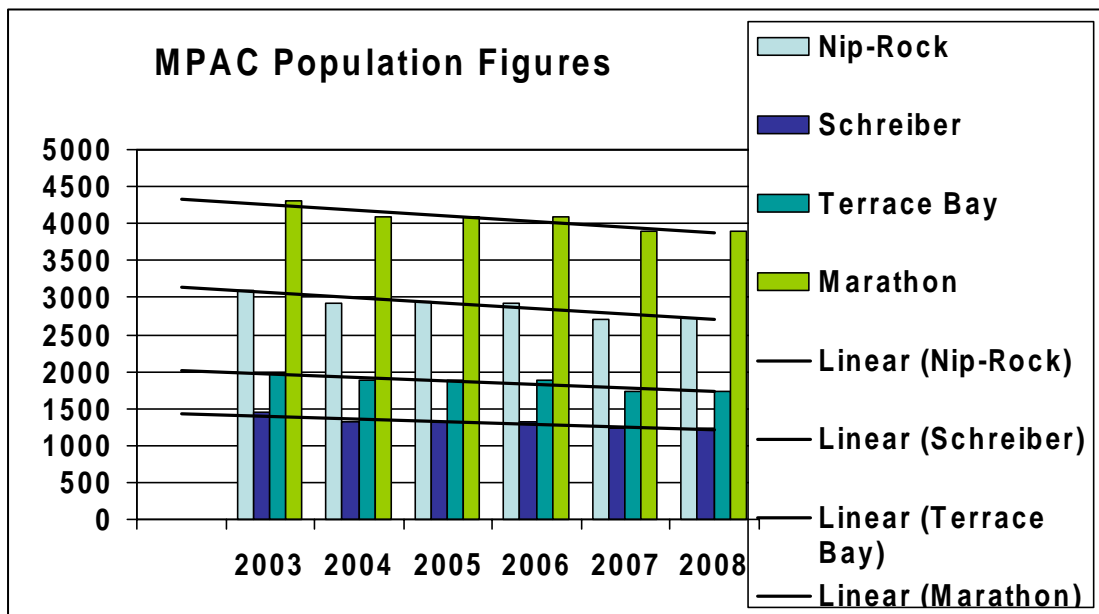
When the Census information is captured, respondents are asked to record where they are at



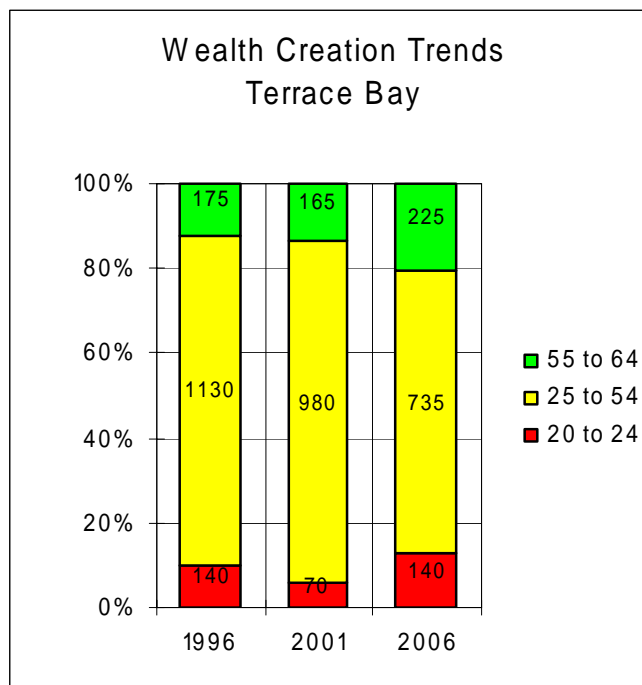
a specific point in time. It is widely understood that many of the skilled and unskilled workers whose permanent residence is in the Northwest commute to fly-in mines and to the Alberta Oil Fields. Their homes and families remain in the region but the traveling worker would have been counted at their place of work thereby skewing the count for many communities in the Northwest. For this and other reasons Municipal leaders throughout the Northwest disputed the results of the 2006 Census citing in a number of cases major discrepancies in the totals.

⁴ Statistics Canada. 2007. *Terrace Bay, Ontario (table). 2006 Community Profiles*. 2006 Census. Statistics Canada Catalogue no. 92-591-XWE. Ottawa. Released March 13, 2007

The chart on the previous page (Population Trends)⁵ shows that while the population decline in Schreiber is more pronounced than that of Terrace Bay the trend lines are



relatively similar. Regardless of the dispute over the accuracy of the 2006 Census the Community is declining in population and has been doing so for the past 15 years. An examination of all of the North Shore Communities, as shown in the graph below, finds that all of them have been experiencing the identical trends in terms of declining population. An analysis of the trends found within the Census report provides Terrace Bay with a clear indication of the challenges they face. As the chart to the right shows, over the ten year period from 1996 to 2006 the under 20 population declined by 71% - a loss of 510 young people. It is important to note that because of their ages, it can be assumed that this is not the traditional youth out migration but a decline in the birthrate over a number of years along with the younger families moving elsewhere. At the other end of the spectrum the 55 and up group increased by 105



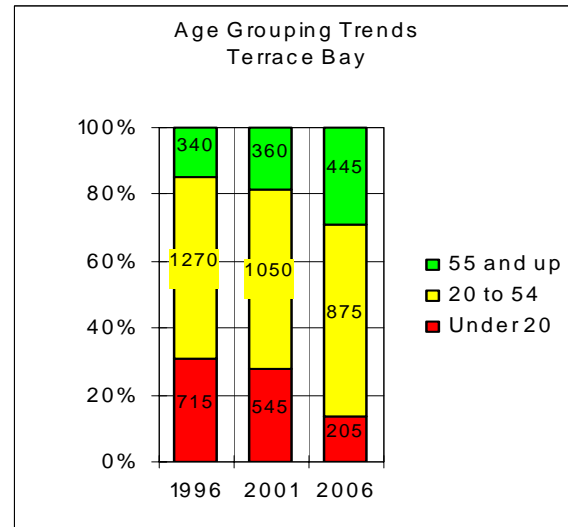
⁵ Statistics Canada. 2007. *Terrace Bay, Ontario (table). 2006 Community Profiles*. 2006 Census. Statistics Canada Catalogue no. 92-591-XWE. Ottawa. Released March 13, 2007 and STBCAP Adjustment Plan, November 2006

people or 31%. The middle range, which constitutes the wealth generators of the community, saw a decline of 395 or 31%.

An examination of the 20 to 24 age group shows that while there was a loss of 50% between 1996 to 2001, the 2006 Census indicates that this age group has rebounded to its 1996 levels.

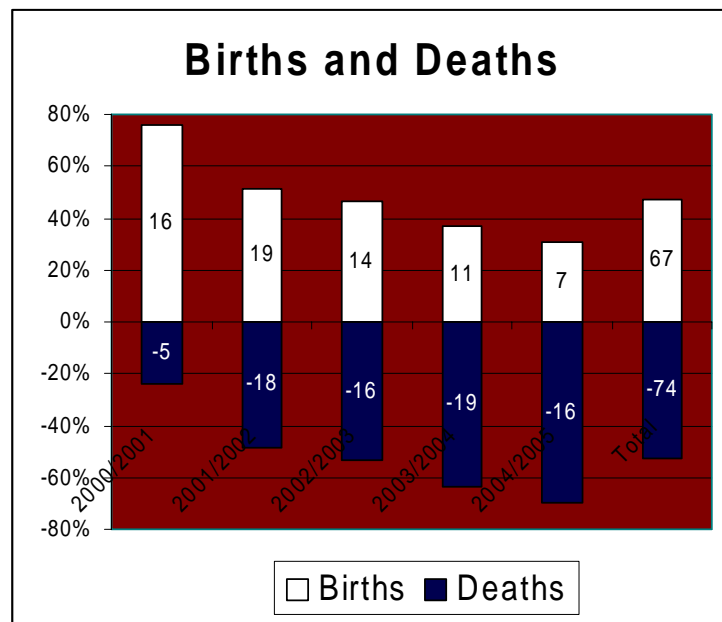
An examination of the trends within the wealth generating group from 20 to 64 shows that the largest group 25 to 54 has declined by 395 people or 35% over the 10 year period. This means that there are that many fewer wage earners in the community and an equal number of consumers who are no longer circulating their money amongst local merchants and services. This is also one of the more traditional age groups where volunteers are found to run the many quality of life programs and services Terrace Bay has to offer.

It is also important to note that 20 percent of the wealth generating group is in the 55 to 64 age group and if not already retired they will soon be while at the other end there are only 140 coming up to replace the 225 that will be retiring.



An examination of a five year period of births and deaths (2000 through 2005) finds that births are on a decline and deaths are rising. Over the 5 year period there were 7 more deaths than births.

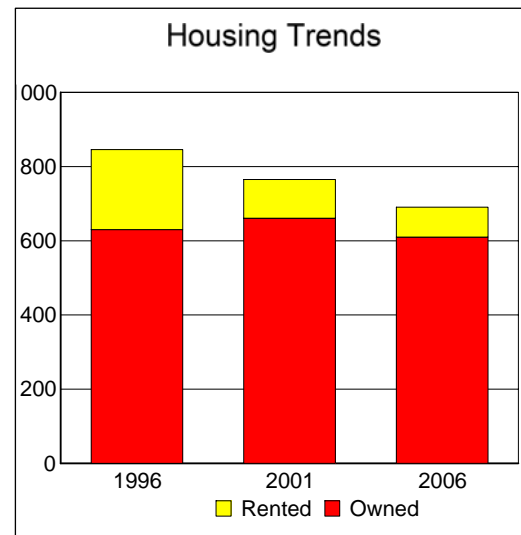
An examination of the 2006 Census⁶ for Terrace Bay did provide some good news. In the one year before the census was taken the population⁷ increased by 4% as people moved into Terrace Bay from elsewhere in Ontario (50 people) or elsewhere in Canada (15 people). In the 5 years before the Census the total moving to the community was 100 or an overall increase of 6.5% with all coming from within Ontario.



⁶ Ibid

⁷ Population is defined as anyone older than one year (newborns are not included in the calculation)

The number of owner occupied homes has remained relatively static over the 10 year period from 1996 to 2006, however, as the chart to the right shows, the number of rented properties has declined significantly. In 1996 there were 215 rental units and that declined by 63% to 80 units. Municipalities and the Province of Ontario do rely on the Municipal Property Assessment Corporation annual population tracking for a number of funding programs and it is felt that this provides a more accurate indication of the population trends of a community and the region. In 2007 MPAC has indicated that Terrace Bay has a population of 1,737, 112 more than shown in the 2006 Census.

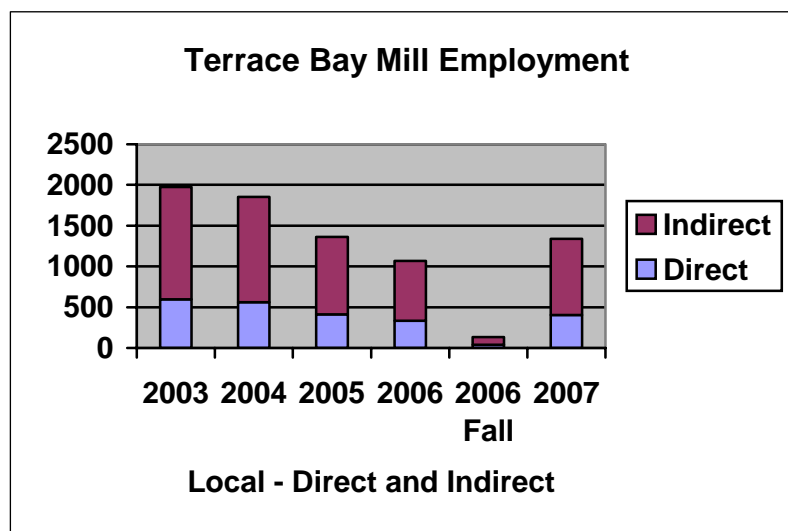


3.2.2 Forest Industry

Terrace Bay was built on a foundation of the Forest Industry. It started out as a typical one industry town in the Northwest, and while to a certain extent diversification has occurred, the Mill represents the primary source of wealth and employment for the community. As with almost every other forest based community in the Northwest, Terrace Bay has been hit by the so called 'perfect storm' that has seen mills downsized, closed and even torn down. Unlike some communities, Terrace Bay has weathered this storm and has seen a new, north-western Ontario based owner acquire the assets and re-open the mill. While the Town has breathed a collective sigh of relief, it is important to note that the economic damage has been significant.

Using formulas incorporated into the Report of the Minister's Council on Forest Sector Competitiveness, it is possible to track the impact on the economy due to the downsizing of the workforce in the community and area.

The mill recently employed 598⁸ in the mill itself. That translated into an additional 1,375 jobs⁹ elsewhere in the community and an additional 1,035 jobs¹⁰ throughout the



⁸ December 31, 2003

⁹ Factor of 2.3 jobs for each mill job (Minister's Council on Forest Sector Competitiveness – Ontario)

¹⁰ Factor of 1.73 jobs for each mill job (Minister's Council on Forest Sector Competitiveness – Ontario)

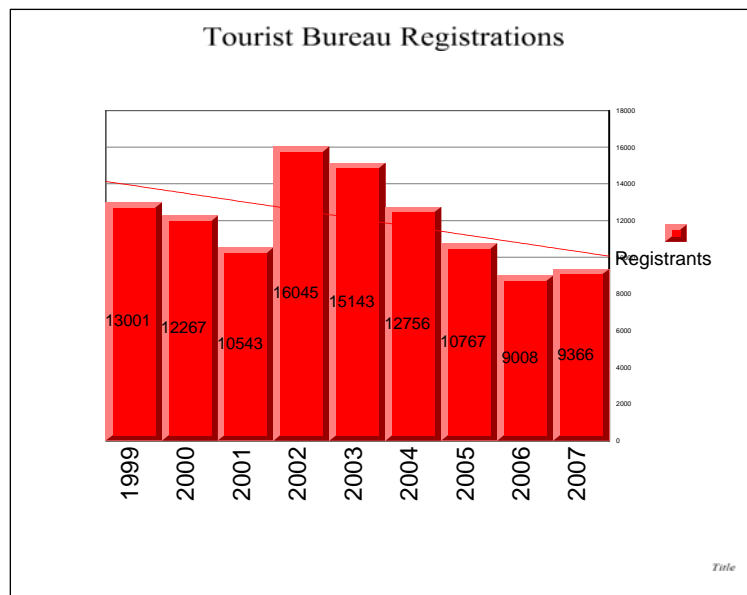
province. The reopened mill now employs 406¹¹ a net loss of 192 full time, well paid positions. Those re-established jobs will support an additional 934 local jobs for a total of 1,340 in Terrace Bay and perhaps Schreiber. The net loss of local employment is in the range of 634 positions.

Each job in the community contributes to the economic health of the local economy. As a result of the loss of jobs the following is the net loss to the economy each year:

Municipal	\$ 823,000 ¹²
Provincial	\$ 3,730,000 ¹³
Federal	\$ 6,088,000 ¹⁴
TOTAL	\$10,641,000

3.2.3 Tourism Trends

A key indicator for a highway community like Terrace Bay is the amount of drive through traffic that the community is exposed to each day of the year and the long term trends. The following chart is derived from Ministry of Transportation Traffic Volumes¹⁵ and shows that between 1993 and 2004 the year round annual average daily totals have increased at a steady pace. The total increase over the 11 year period was 700 vehicles a day or 48% over the 1993 volumes.¹⁶ In 2005 there was a decrease of 50 vehicles a day. There was a significant increase in local traffic at the CPR crossing as shown in the blue bar in the graph below.



¹¹ December 31, 2007

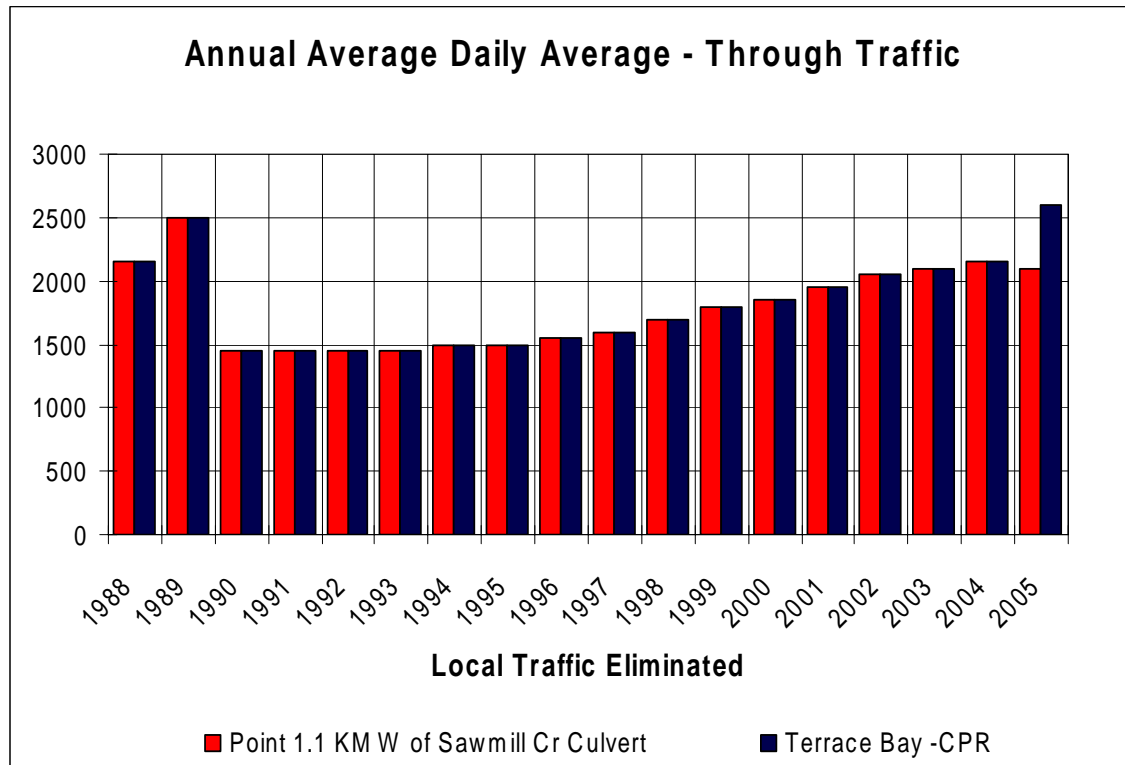
¹² Loss of \$1,298 per mill job eliminated (Minister's Council on Forest Sector Competitiveness – Ontario)

¹³ Loss of \$5,886 per mill job eliminated (Minister's Council on Forest Sector Competitiveness – Ontario)

¹⁴ Loss of \$9,609 per mill job eliminated (Minister's Council on Forest Sector Competitiveness – Ontario)

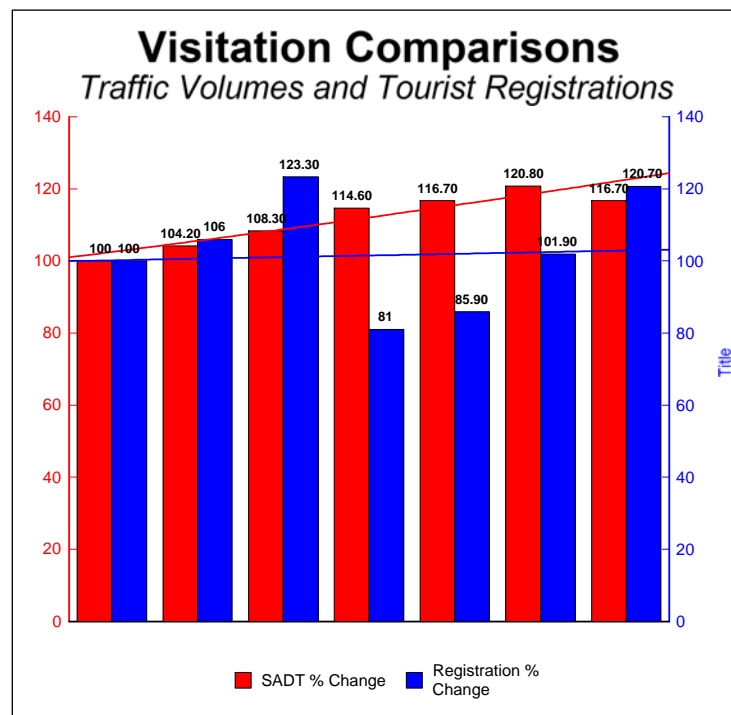
¹⁵ Volumes recorded at a point 1.1 KM West of Sawmill Cr Culvert were used to reflect through traffic from both the east and west.

¹⁶ It is important to note that the data does not separate out passenger vehicles from commercial trucks and buses.



A further review of the MTO traffic volumes indicates a similar change in the Summer Annual Daily Totals¹⁷ for the period of July 1 to August 31. The following chart shows the growth from the low in 1993 to an overall increase of 48.7% or 950 by 2004. In both cases the volumes are nowhere near the high of 1989. It is significant to note that while there was a growth of 700 cars a day for the annual average, there was a growth of 950 vehicles a day in the summer. However, that changed in 2005 when the volume at Sawmill Cr declined

A total of non-local 766,500 vehicles a year pass through Terrace Bay¹⁸ with the July and August traffic totalling 173,600 non resident vehicles. Applying the average Ontario family size

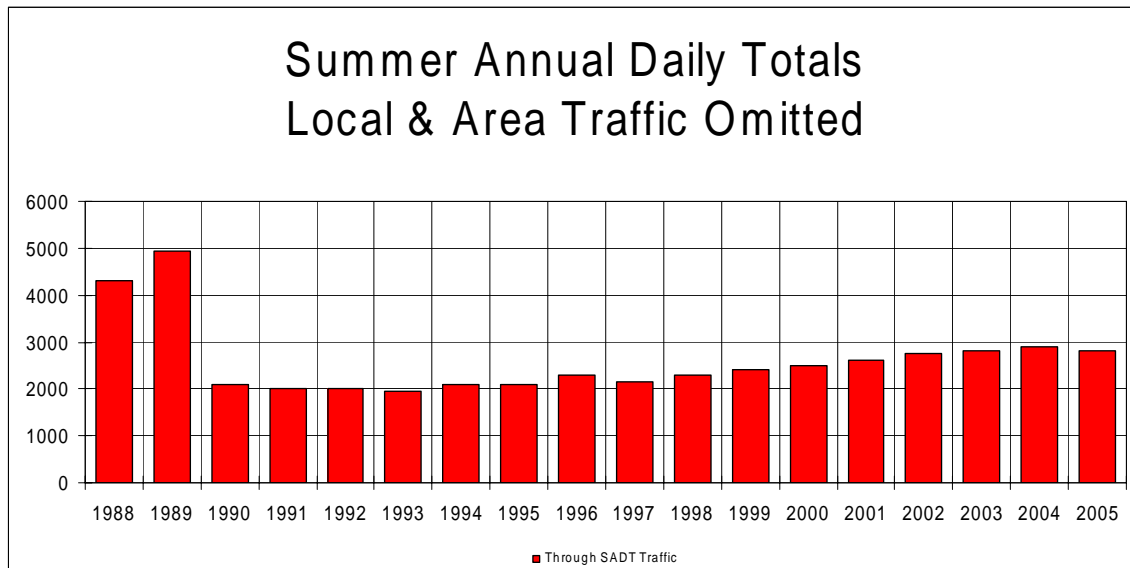


¹⁷ Volumes recorded at a point 1.1 KM West of Sawmill Cr Culvert were used to reflect through traffic from both the east and west.

¹⁸ Based on 2005 MTO data

of 3.0 would suggest that during July and August a total of 520,800 people pass through Terrace Bay. Comparing that assumption with the number of registrants at the Terrace Bay Tourist Bureau just under 2% of the travelling public stop and register (1.79%). However, it must be noted that a significant portion of the summer traffic is commercial in its nature and the drivers would not likely be the ones that would stop at the Tourist Bureau.

That being said there is a significant number of tourist vehicles passing through the community without stopping. The challenge for the community is to ‘capture’ those vehicles for at least an hour and then provide them with further reasons to shop, eat and stay over.



When the year to year changes between traffic volumes and tourist registrations are compared as a percentage (and using 1999 as the base year the following chart is produced. The trend line for traffic volumes continues to suggest an annual increase while the average for the tourist registrations is relatively flat. At the very least, tourist registrations should be able to keep up with the annual increases in traffic volumes.

A PROFILE OF CANADIAN TRAVELLERS WHO VISITED NORTHERN ONTARIO¹⁹:

- “Majority reside in Ontario, particularly Toronto
- Seek undiscovered and less built up destinations
- Seek more solitude and isolation than other Canadian Travellers
- Seek to be more physically challenged than other Canadian Travellers
- Have a strong relationship with outdoor recreation activities, particularly camping and fresh water fishing
- Value accessibility by car more than other modes of transportation
- Are not traveling to be pampered or stay in luxury accommodation

¹⁹ Canadian Travelers who visited Northern Ontario - A Profile for Marketing Implications **June 2007** Travel Activities and Motivations Survey (TAMS)

- Have higher incomes compared to other Canadian travellers
- Generally are slightly younger than other Canadian travellers
- Live mainly with a spouse or partner without young children
- A majority use the advice of friends and relatives as an important source of information for planning their trips
- A majority of them made their travel decisions over the Internet (accommodation and air tickets)

PRODUCT IMPLICATIONS:

- Experiences that offer relaxation and physical activity
- Product development could move towards offering experiences that incorporate relaxation with physical activity. 67.3% of Canadian travellers to Northern Ontario seek to relax and relieve stress. However, this group of travellers differs on the fact that they also seek to be more challenged physically than all other Canadian travellers.
- 52.8% swam in lakes during a trip in the past two years
- 41.9% camped during a trip in the past two years
- 35.2% fished in fresh water during a trip in the past two years

Camping as a popular activity

Camping is of significant interest to Canadians who have visited Northern Ontario. Supporting this is the fact that 14.3% of Canadian travellers to Northern Ontario indicated that the availability of camping was highly important in their travel making decisions compared to all Canadian travellers (12.7%). Fewer travellers to Northern Ontario indicated that the availability of camping was of no importance in their travel making decisions (47.3%) compared to all Canadian travellers (51.0%).

A niche market for nature-based activities

Although shopping at clothing, shoe and jewellery shops and dining at restaurants that offer local ingredients are activities that are common to most Canadian travellers to Northern Ontario, they are also common to most Canadian travellers in general. Among the most frequently mentioned activities by travellers who had visited Northern Ontario, there are a number which relate to the natural environment (swimming in lakes, fresh water fishing, camping, and visiting national or provincial nature parks).

There exists an opportunity to capitalize on the existence of specialized outdoor activities in the North such as fresh water fishing.

Relaxation in the outdoors is an influential factor as 24.6% of Canadian travelers who visited Northern Ontario indicated that sunbathing/sitting on the beach was a main reason for taking an overnight trip in the past 2 years.

The remoteness of the North is also an influential factor.

However, given the importance of activities such as shopping and dining, there is a need to emphasize that these activities are available alongside of the specialized, nature-based activities.

FACTORS PREDICTING TRAVEL:

Northern Ontario's primary travel market includes residents of Ontario. Toronto not only generated most of the Canadian travellers visiting Northern Ontario (primarily because of its population size), but also had the highest incidence of travel to Northern Ontario.

Factors predicting travel to Northern Ontario include: participation in one of Northern Ontario's intrinsic activities; fresh water fishing as a main reason for travel; and traveling to seek undiscovered, less built up places.

OPPORTUNITIES FOR GROWTH:

- The Primary potential visitor market for Northern Ontario is Toronto.
- Secondary potential visitor markets for Northern Ontario include:
 - Montreal
 - Areas of British Columbia (excluding Victoria and Vancouver)
 - Vancouver and Calgary, however, to a lesser degree
- These areas had the highest incidence of Canadians who did not visit Northern Ontario, rated Ontario highly and indicated that at least one of Northern Ontario's intrinsic activities was a main reason for taking a trip in the past two years.

A PROFILE OF AMERICAN TRAVELLERS WHO VISITED NORTHERN ONTARIO:²⁰

- More active than other American travellers
- Seek undiscovered and less built up destinations
- More sensitive to costs than other American travellers
- Value accessibility by car more than other modes of transportation
- Are not traveling to be pampered or stay in luxury accommodation
- Have higher incomes compared to other American travellers
- Are older couples (average age 48.3) without young children
- A majority uses past experience as an important source of information for planning their trips

²⁰ IBID

- Are more educated than other American travellers
- A majority of them make their travel decisions over the Internet (accommodation, air tickets and car rentals)

PRODUCT IMPLICATIONS:

Move away from family-orientation

Product development could move away from being family-oriented to being specifically designed for adults. 49.2% of US travellers to Northern Ontario indicated that “having lots of things for adults to see and do” was highly important in their considerations for a travel destination, while 58.6% indicated that “having lots of things for children to see and do” was of no importance. In addition, only 27.3% lived with children under 17.

Camping as a popular activity

Camping is seen to be of significant interest for US travellers who have visited Northern Ontario. In fact, 34% of them have participated in camping activities while on overnight trips compared to only 17% of other US travellers. Supporting this is the fact that 53.3% of US travellers to Northern Ontario indicated that luxury accommodation was of no importance in their travel making decisions and only 11.1% indicated that it was highly important.

A niche market for nature-based activities

Although dining at restaurants that offer local ingredients and shopping at clothing, shoe and jewellery shops are activities that are common to most US travellers to Northern Ontario, they are also common to most US travellers in general. Of the most frequently mentioned activities by travellers who had visited Northern Ontario, there are a number which relate to the natural environment (fresh water fishing, camping, visiting well known natural wonders and visiting national or provincial/state nature parks).

There were also a number of specialized nature-based activities (mainly fresh water fishing, viewing flora and fauna, hunting and visiting nature parks) that were listed as main reasons for taking a trip.

There exists an opportunity to capitalize on the existence of specialized outdoor activities in the North.

The remoteness of the North is also an influential factor as 40% of US visitors to Northern Ontario indicated that they prefer to visit undiscovered places before too many hotels and restaurants are built, compared to 26.1% of all other US travellers.

However, given the importance of activities such as shopping and dining, there is a need to emphasize that these activities are available alongside of the specialized, nature-based activities.

FACTORS PREDICTING TRAVEL:

Northern Ontario's primary travel market includes US residents residing in the Near Market within 300 km of the Ontario Border. Although the long-haul market (Tier 3 and Tier 4) generated most of the US travellers visiting Northern Ontario (primarily because of its population size), it had a much lower incidence of Northern Ontario visitation when compared to the Near Market.

Proximity to Ontario (Tier 1 and 2) is a factor in predicting travel to North Ontario by Americans. Age and participation in fresh water fishing also influenced the probability of traveling to Northern Ontario, but when compared to distance these factors (age and fresh water fishing) are somewhat less important.

The long-haul regions (Tier 3 and 4) also had a higher percentage of travellers visiting other provinces in Canada. However, travellers in the near market (Tier 1 and 2) had a higher incidence of visiting Ontario than other provinces in Canada.

OPPORTUNITIES FOR GROWTH:

For the long-haul market, 2 states and 2 major urban areas emerged as potential visitor markets for Northern Ontario:

- California and in particular Los Angeles
- Texas and in particular Huston

For the near markets,

- Illinois, and in particular Chicago

emerged as a potential visitor market for Northern Ontario.

These areas had the highest incidence of Americans who did not visit Ontario, rated it highly and indicated that at least 1 of Northern Ontario's intrinsic activities was main reason for taking a trip in the past 2 years."

Taking Advantage of the Existing Traffic

Once the business district has been revamped and new gateway marker and downtown gateway marker with the viewing platform there will be a 'wow' factor that will draw tourists off the highway and into the community.

It is not unreasonable to expect that Terrace Bay will be able to capture an additional 10% of the vehicles currently passing through each summer day. It is anticipated that an additional

129 vehicles²¹ will be enticed to stop resulting in an additional 386 individuals a day visiting the community. Using the Statistics Canada Canadian Travel Survey here is the likely spending that will potentially occur if that 10% shift is achieved:

Expenditures²²

Private Transportation - Operation	\$409,014
Accommodation	\$38,213
Food & Beverage - At Stores	\$79,426
Food & Beverage - At Restaurants/Bars	\$173,817
Recreation & Entertainment	\$145,085
Retail - Clothing	\$82,743
Retail - Other	\$82,843
Two Month Summer Total Expenditure	1,011,141
Daily Expenditure	16,309
Expenditure per car	126.42
Expenditure per person	42.14

The above noted expenditures will convert into an additional 6 new direct jobs and 2.25 indirect and induced jobs for a total growth of 8.25 jobs. Tax revenue will increase by \$145,000 for the Federal Government, \$112,372 for the Province and \$6,242 for the Municipality. Labour income will increase by \$327,230 from direct, indirect and induced employment.

²¹ 10% of existing summer volume is 17,360 less current registrations of 9,366 for a growth of 7,994 vehicles a season. This equates to 129 more vehicles and 387 people a day additional visitors to the community.

²² The Economic Impact of Terrace Bay Tourism Analysis – Ontario Ministry of Tourism TREIM model

3.3 Economic Impact

The capital cost of the project, if funded to the full extent outlined in this report, is just under \$6.7 million. That will include an approximate labour cost of \$2.3 million which translates into 93 person years of employment. When the industry standard construction multiplier of 2.1 is applied the economic impact is expanded to \$14 million.

Component	Capital Cost	Labour Content 35%	Jobs	Construction Employer Multiplier of 2.1
Terrace Bay Revitalization	6,666,436	2,333,253	93	13,999,516

Governments, which will be asked to contribute to the revitalization, will get a direct return on their investment through the increased economic activity. The following chart outlines their return:

Component	Municipal at 3%	Provincial at 7%	Federal at 17%	Total Recovery
Terrace Bay Revitalization	419,985	979,966	2,379,918	3,779,869

For a capital investment of \$6.7 million governments will see \$3.8 million or 57% returned on just capital alone.

When the return from increased economic activity is factored in after 12 years the entire government investment will have been repayed through the enhanced economic activity. Thereafter there will be an annual and ongoing return to governments in the following magnitude.

Federal Government	\$145,000
Provincial Government	\$112,372
Municipal Government	\$ 6,242
TOTAL	\$263,614

The payback period will shorten as the newly redeveloped downtown increases its level of attraction of the existing vehicle load already travelling through Terrace Bay above the 10% projected in this report.

Funding this project will be a win-win for each order of government that participates financially.

Chapter 4: Organizational Model for Community Enhancement

As outlined in the preliminary report (Phase One-Summary of Concept Development, Master Plan for the Highway and Business Corridor of Terrace Bay), the consultant team investigated four approaches or organizational models to develop, foster and sustain community enhancement.

The four approaches can be summarized as follows:

4.1 Municipal/Not-for-profit Community Organization Cooperation

Cobalt Ontario is an excellent example of a community that has successfully partnered with not-for-profit (volunteer) community organizations or interest groups to seek third party funding for heritage and beautification projects. However, reductions in the population of Terrace Bay have strained and/or exhausted the ability of community groups to recruit new volunteers or find the resources to maintain their current agendas. In addition, the magnitude and scope of the projects identified in the Master Plan require that a sponsoring or affiliated organization have strong municipal and/or business representation. Given the above, it is unlikely a municipal/not-for-profit community partnership approach will benefit Terrace Bay.

4.2 Economic Development Committee or Community Development Committee

Penetanguishene Ontario successfully employs a committee approach to foster community enhancement. With representation from council, the district Chamber of Commerce as well as interested public, the committee has the perspective to entertain a broad range of issues and opportunities. Initiatives proposed by the committee are forwarded to council for approval and, in some instances seed or partial funding. This approach is relatively easy to establish, flexible to manage and, if adequately supported/funded, effective in its purpose. An excellent example of the committee approach is a 50/50 co-sponsorship accord for the aesthetic enhancements to Penetanguishene's commercial facades. In the opinion of the consultant team, the committee approach, specifically one involving municipal councillor level and Chamber of Commerce representation has considerable merit and potential for Terrace Bay.

4.3 Business Improvement Areas

Business Improvement Areas offer a self-help approach to revitalizing business districts. They allow local business people and property owners to join together and, with the support of the municipality, organize, finance and carry out improvements and promote economic development. The approach has substantial potential; however, it does entail a substantial commitment of time and financial resources.

4.4 Community Improvement Areas

A community improvement area approach is a flexible, comprehensive, coordinated and strategic framework for dealing with lands and buildings. It has been effectively used for area revitalization as well as a tool to foster social cohesion, environmental greening and economic stability and growth. Community Improvement Areas have been used as an instrument to assist building owners in rehabilitating building facades to present a better image to customers.

4.5 Discussion & Summary

In the opinion of the consultant team, Terrace Bay can identify the Simcoe Plaza area, as well as adjoining infrastructures as a business or community improvement area and commit itself to area enhancement. In a similar vein, an economic or community development committee approach could deliver comparable benefits. All four tools or techniques have the potential to foresee the benefits and opportunities of area enhancement and the practicality to realistically define short and long term strategies. Similarly, they provide a forum that supports community involvement, consensus and cooperation.

In summary, it is recommended that the community of Terrace Bay engage one of the above four models as a vehicle to foster and sustain its drive for community enhancement. Left on its own, without the support of a committee or formal entity to champion its cause, community beautification will flounder. It is also recommended that Town Council take the lead role in establishing and nourishing community enhancement. Direct seed or partial funding, through a beautification program(s) created and sponsored by Council is likely the most powerful incentive to entice business and commercial sector participation/support in Terrace Bay's aesthetic enhancement. Once engaged, the business and commercial sector can quickly become 'champions for the cause'.