

SARNIA WATERFRONT MASTER PLAN



Final Master Plan Report
April 2022



Sarnia
ONTARIO

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Sarnia
ONTARIO

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Acknowledgements

The Sarnia Waterfront Master Plan could not have happened without the support of many individuals who have demonstrated their passion and commitment to creating a vibrant waterfront. In particular, the project team would like to highlight the special contribution made by members of the City's Waterfront Master Plan Steering Committee, whose time, expertise, and valuable input was greatly appreciated.

Most importantly, the City and the project team would also like to greatly acknowledge and thank all members of the public, community groups, and other community partners who participated in the development of the master plan by offering their ideas, insights, and recommendations.

Land Acknowledgement

We acknowledge that the Chippewa, Odawa, and Potawatomi peoples, referred to collectively as the Anishinaabeg, inhabited the lands along the Sarnia Waterfront at the time of transfer to the Crown by treaty. Sarnia was part of the Huron Tract Purchase,

which was transferred under Treaty #29 in 1827, and also includes lands associated with the Sombra Township Purchase transferred under Treaty #7 in 1796, and Long Woods Purchase transferred under Treaty #21 in 1819. We also acknowledge the earlier Indigenous people who travelled these lands in the time of the Wampum treaties.

We acknowledge that we are all treaty people, with our own set of rights and responsibilities. Treaties are a foundational part of our society, and the settlement of Sarnia within a treaty area was made possible through the treaty process. The existence of treaties is proof that the first settlers of what is now Canada acknowledged First Nations as sovereign people and negotiated Nation to Nation. By understanding the colonial history of Canada we can renew our relationships with each other and move towards meaningful reconciliation.

Further, it is through the connection of the Anishinaabeg with the spirit of the land, water and air that we recognize their unique cultures, traditions, and values. Today, we are part of this same land that sustains all life, and it is the sacred responsibility of all people to ensure that the environment remains protected. Finally, we acknowledge that the inherent languages of the Anishinaabeg preclude any English or French meaning.

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urbanism



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EXECUTIVE SUMMARY

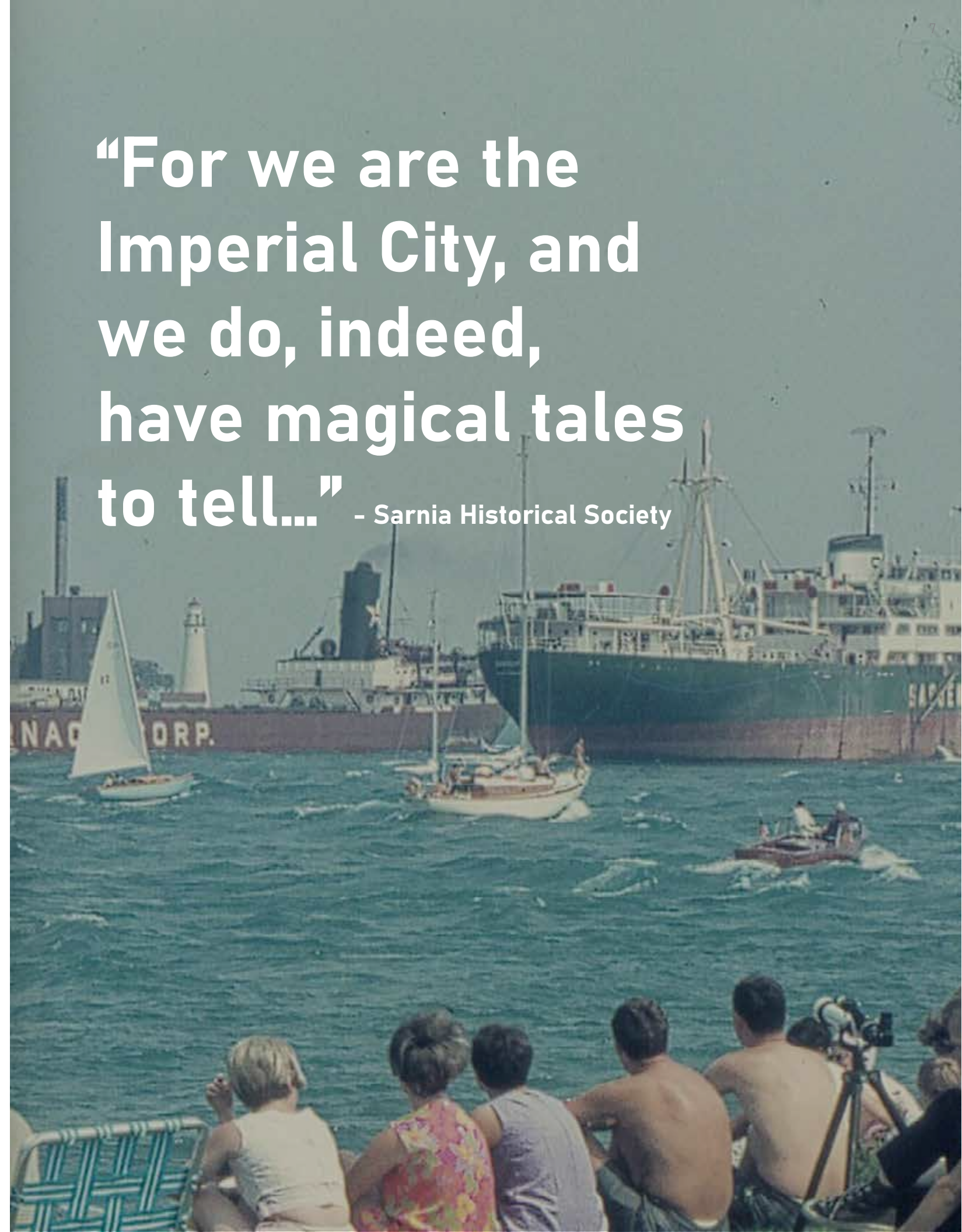
This document is the City of Sarnia's master plan for 3.5 kilometres of publicly owned waterfront along the St. Clair River. The master planning process was initiated in 2021 by the City to develop a renewed vision for the waterfront, building upon previous master plans completed in 1982 and 2005. The City established three primary directives to shape the development of the plan: providing economic development and revenue generation opportunities; enhancing connectivity and integration with the Downtown; and promoting Sarnia as a community of choice.

An extensive public consultation programme was conducted over the summer and fall of 2021 where over 1,700 participants shared their ideas, opinions, and aspirations for the waterfront. The resulting plan is an amalgamation of the work of the project team, the public, and city staff and is a bold new vision, ambitious capital works programme, and economic development strategy that seeks to redefine the City of Sarnia and what is possible along its waterfront.

The plan establishes three primary districts or activity nodes beginning with the Marina District in the north; the Market District adjacent to the Downtown in the centre of the waterfront; and the Innovation District in the far south. These districts are connected by a ribbon of passive parkland and an active mobility network comprised of three primary areas: Centennial Commons, Bayshore Park, and Ferry Dock Landing. Programming

for the various areas of the waterfront includes festival and event spaces, water sports facilities, recreational opportunities, commercial spaces, cultural facilities, and research and development facilities all set in a high quality restorative landscape that provides multiple opportunities for family and community gatherings and rest and relaxation. The master concept is accompanied by a detailed implementation plan outlining how the vision is to be achieved over a 15-year planning horizon through a combination of strategies and tactics and an extensive capital works and operating programme.

**“For we are the
Imperial City, and
we do, indeed,
have magical tales
to tell...” - Sarnia Historical Society**



Part 1: Master Plan

1.0 INTRODUCTION

1.1 CREATING A DYNAMIC WATERFRONT

Public waterfronts are unique assets that not all cities are blessed with. In Ontario, urban waterfronts during the 19th century were typically home to industry, rail lines, port facilities, and other infrastructure that have often left behind a legacy of contamination, fractured ownership, and inaccessibility. Recognizing their value has led many cities in the second half of the 20th century to invest significant resources to redevelop and revitalize their waterfronts with parkland, marinas, cultural and entertainment facilities, and residential and commercial developments to facilitate public access, spur private investment, transform economies, and and promote civic pride.

In Sarnia's case, beginning in the 1960s, successive councils began the process of assembling land along the City's St. Clair waterfront with the goal of creating a publicly accessible waterfront. This resulted in the creation of important and well-used civic and recreational spaces including Centennial Park, the Andrew S. Brandt Marina, and the waterfront promenade. In 2021, the City saw the need for a renewed vision for the waterfront based upon: economic development and revenue generation opportunities; enhancing connectivity and integration with the Downtown; and promoting Sarnia as a community of choice.

This direction forms the basis for the creation of dynamic spaces and strategic programming that rethinks what is possible along a waterfront. To that end, this master plan was developed to create an exciting new vision of what the Sarnia Waterfront can be, a vision based in Sarnia's heritage, its history of industrial innovation, and a local culture that embraces its place on the Great Lakes waterway system.

What do we hope to achieve with this waterfront master plan? The creation of a people-centric waterfront with a multitude of uses, experiences, and programming providing major cultural, recreational, and economic development opportunities for Sarnia and its citizens. We aim to create a waterfront that tells Sarnia's unique story, supports the evolution of Sarnia's economy, and becomes a point of pride for Sarnians and a destination for visitors to the City.



1.2 THE MASTER PLAN PROCESS

The development of this master plan was based on a collaborative process between city staff, the consultant team, and the general public over the course of 2021 following a three-part planning and design process involving: establishing the waterfront's potential; visioning and programming; and master planning.

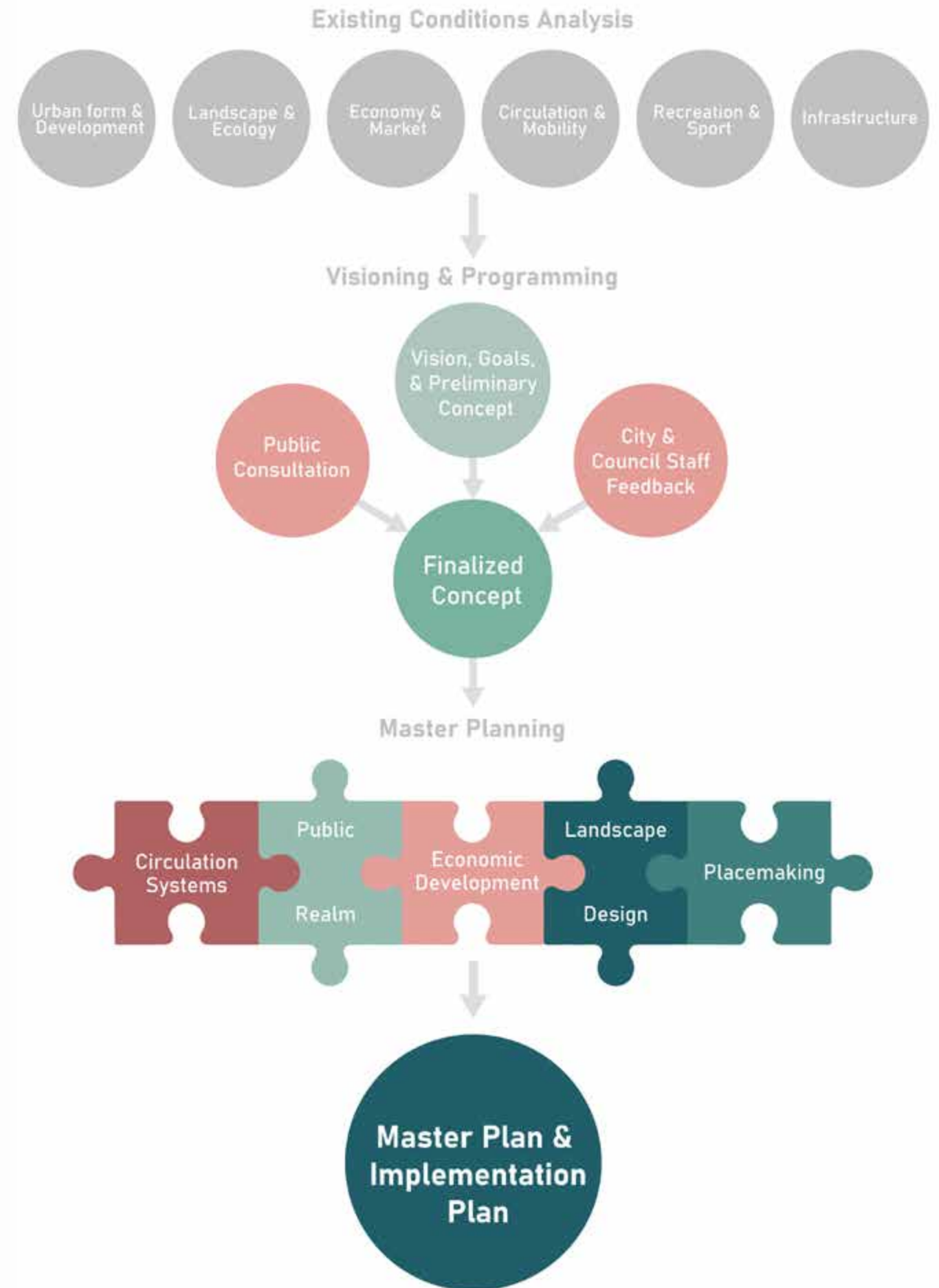
Existing Conditions Analysis. This pre-concept phase was composed of the review and analyses of background information, plans, strategies, and other materials with the goal of understanding the waterfront, its history, and previous planned development proposals. A diagnostic analysis established the analytical, economic, and design foundations for the development of the master plan. These analyses were compiled into an Existing Conditions Report providing a detailed assessment of the waterfront and its context, as well as initial recommendations on the direction of the master plan.

Visioning and Programming. The visioning and programming phase involved a combination of both engagement and conceptual planning for the master plan that established the overall vision, goals, and a preliminary conceptual plan for the waterfront. This process provided the opportunity to create the districting strategy and prioritise major ideas and interventions for the waterfront including both spatial priorities (identification of new facilities and spaces), as well as non-spatial priorities (identification of programming and economic opportunities and community outreach/partnerships). These ideas were tested with both the public, city staff, council, and other stakeholders through the public engagement programme.

Master Planning. With the analyses, visioning, and preliminary conceptual planning finalised, the production of the master concept plan commenced. Based on the analysis and input from the previous phases, a finalized conceptual layout of the waterfront was developed. This involved the

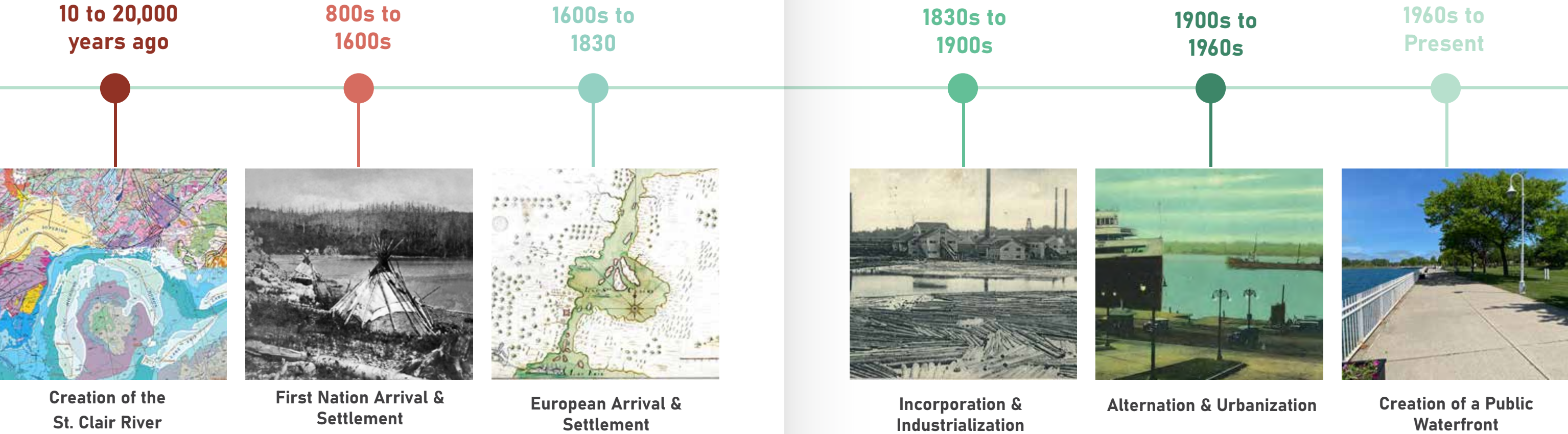
articulation of: site connections; public spaces; and supporting systems (circulation, infrastructure, parking, etc.) and developing the character of outdoor spaces; building typologies; landscaping elements; and commercial/community nodes.

Getting people involved in the master planning process was a central component to the development of the master plan. This process was used to identify the waterfront's value proposition, improve visitor experience, develop placemaking opportunities, and build community and civic pride. The centrality of engagement in the process recognised that community members and other stakeholders are invaluable to understanding how the waterfront does, or should, function. It also recognised that the community provides important insights into historical perspectives, community values, and perceptions. Broad consultation with a wide range of stakeholders formed the basis for decision-making and informed interventions and programming. During the master planning process, over 1,700 Sarnians provided input through surveys, pop up consultations, virtual workshops, social media posts, and email.



2.0 FROM PAST TO PRESENT

2.1 SARNIA'S WATERFRONT IN CONTEXT



The basic structure of Sarnia's existing waterfront is 185-years old dating back to the founding of Sarnia in 1836. Like many Ontario cities, Sarnia was laid out in a grid by surveyors sent by the Crown to facilitate colonist settlement in the territory of the Anishinaabeg of what was then called Upper Canada. This grid plan consisting of blocks and a street network allowed the waterfront to be subdivided amongst this new settler population who ostensibly built homes, businesses, and industry along the waterfront. In 1858 the waterfront would change dramatically with the arrival of the Great Western Railway at Ferry Dock Hill. Rail lines were subsequently extended north to Point Edward, cementing the waterfront's role as a centre of processing and shipping for the next century. During this period significant filling of

Sarnia Bay and waterfront shoreline would occur to facilitate the growth of numerous industrial operations creating the existing shoreline configuration we see today.

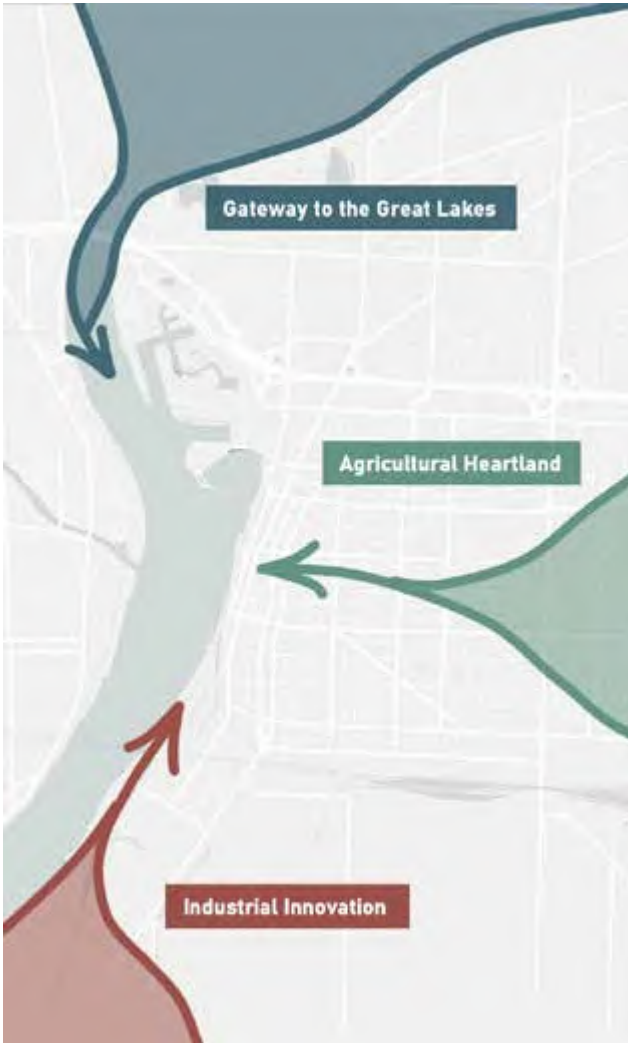
Beginning in the 1960s successive councils began the process of acquiring lands along the waterfront for public use. Following contemporary planning and landscape practices of the time, these initiatives focused on the creation of new parkland, a marina, and a waterfront promenade along the shoreline, while private investment adjacent to the waterfront saw legacy industry and small-scale mixed-use commercial blocks along Front Street replaced by large-scale high-rise residential and office buildings often with little integration or physical connection to the waterfront. Master

plans developed in 1982 and 2005 sought to provide an organized approach to improvements along the waterfront and remained focused on public investment in expanding open spaces, and recreation and leisure opportunities.

During this period, Sarnia also experienced significant change in the role and importance of the adjacent Downtown, as changing transportation, urban development, and retail trends saw businesses move out of the Downtown to shopping plazas and malls located on the outskirts of the City. Today, while Sarnia's waterfront has become a beloved public asset, many areas remain either underdeveloped or underused, while other areas are in need of re-investment and revitalisation.

2.2 SHAPING THE WATERFRONT: CREATION OF NODES AND CONNECTIONS

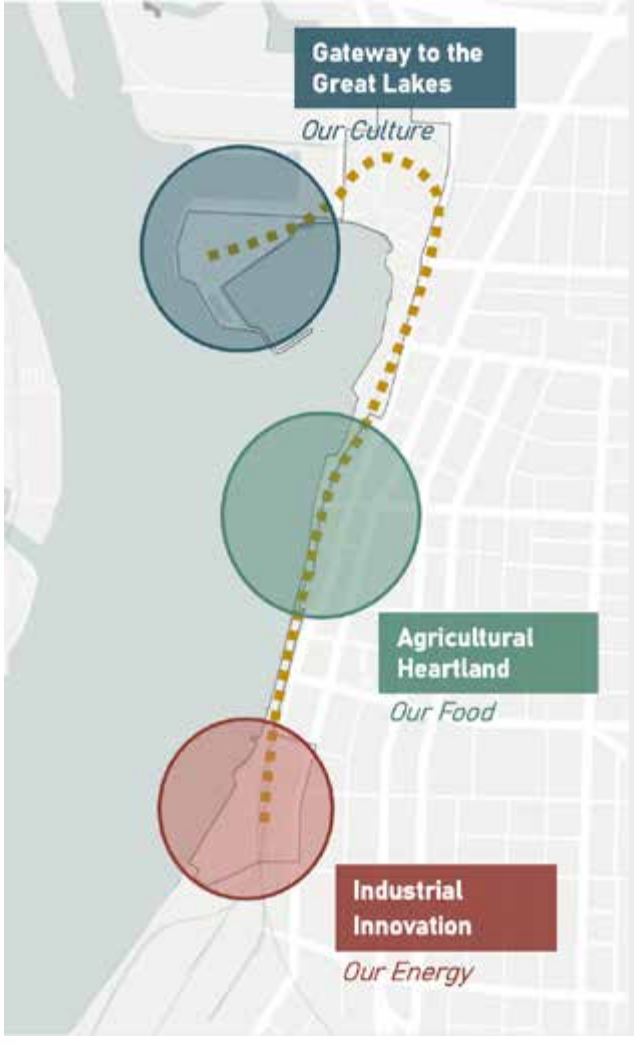
The organizing framework of the waterfront is based on the creation of districts across the waterfront based on the forces that have shaped the waterfront past and present activities and development. These districts are composed of both nodes of activity and connectors that link the activity nodes.



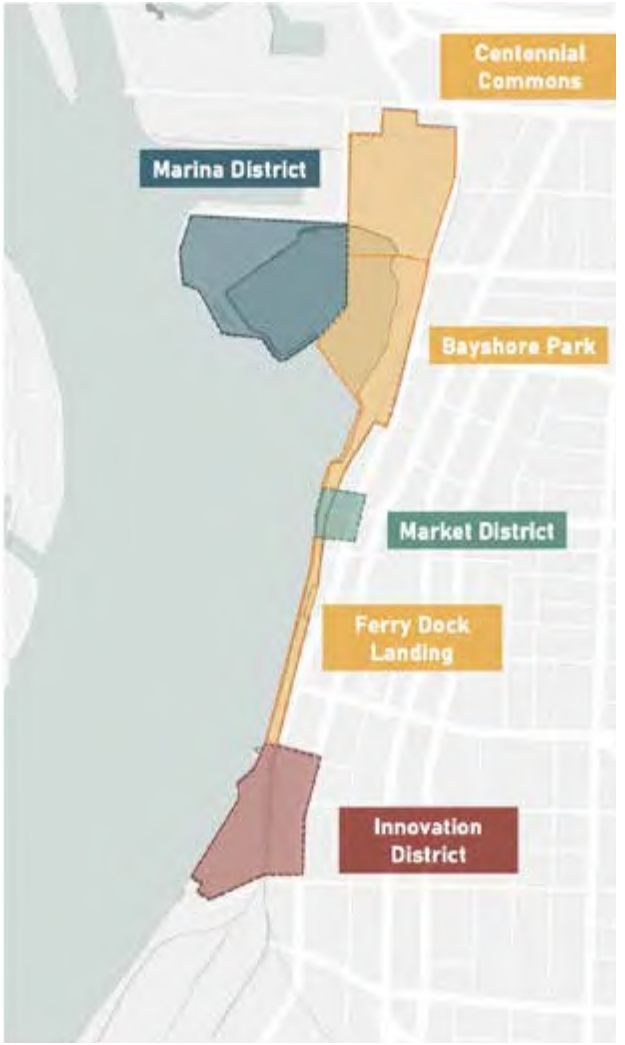
Sarnia has been shaped by many forces, both human and geographical. These include Sarnia's location on the Great Lakes waterway system and Ontario's agricultural heartland. Additionally Sarnia's unique petrochemical industry.



These forces manifest themselves along the waterfront both currently and historically. From the Harbour's grain silos, to the Andrew Brandt S. Marina at Sarnia Bay, to the historical food processing and shipping along the central waterfront, to the former and current industrial operations located along the waterfront and to the south.



These manifestations form nodes and clusters of activity and heritage representative of Sarnia as a City, connected by a ribbon of parks and publicly-owned lands. It is these nodes and the ribbon of publicly-owned lands that form the basis for the organization of the master plan concept.



Using these elements a series of districts connected through a parkland and mobility network was developed. Districting allows us to establish clear zones for programming, landscape design, and activation based on the specific character of each district. It also assists phasing and implementation.



3.0 DEVELOPING A VISION OF TOMORROW

This master plan has been designed to address four primary considerations in order to create a plan that addresses current and future needs of the City and of its residents:

- Macro and Long-term Trends
- Community Aspirations
- Overall Functionality
- Innovative and Best Practices

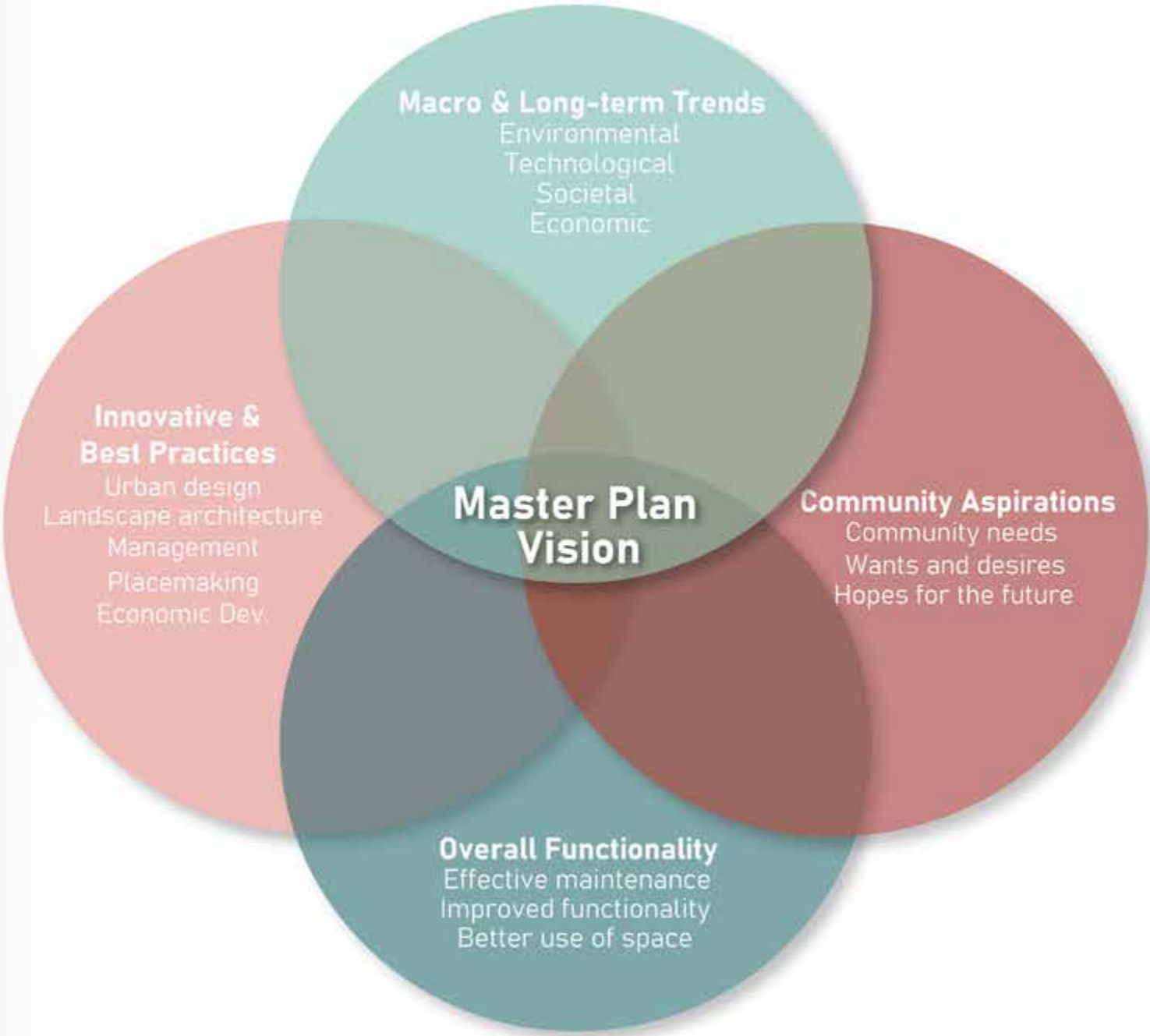
Macro and Long-term Trends. Major shifts in the national and global economies; urgent environmental priorities; the need for reconciliation with Indigenous peoples; and the need to support the creation of a welcoming and inclusive City are all considerations that need to be addressed to create a resilient and ‘future-proof’ waterfront. Identifying, assessing, and understanding the impacts of major social, economic, and environmental trends to ensure this.

Community Aspirations. A good master plan is one that reflects its community. Community input into the master planning process is invaluable not just to understand Sarnians’ wants and needs, but to understanding their aspirations and ambitions for the future. Through this process citizens outlined a desire for a more active waterfront that provides amenity and activation at certain locations, while also providing spaces for relaxation and reflection in other locations. Citizens want to see a waterfront that is well-connected to the Downtown, publicly accessible, sustainable, and one that reflects local culture and history.

Overall Functionality. Any public space, particularly those developed over time, will contain pinch points; unfunctional and underutilized spaces; maintenance issues; and infrastructure and amenities nearing the end of their life cycle. Through the master planning process, city staff, members of the public, and other stakeholders have been engaged with to better understand how the waterfront ‘functions’ today, and what

(often basic) improvements are needed to help the waterfront function better in the future with an eye to reducing operating costs and maintenance requirements and better use of infrastructure and amenities, and other investments made.

Innovative and Best Practices. The rise of digital technology; changes in contemporary urban planning and landscape practice; and entrepreneurial approaches to managing public assets, have introduced new ways of working, living, and recreating that require new types of urban spaces and a renewed approach to managing them. A primary objective of the project team in developing this master plan has been the identification of innovative and best practices in waterfront planning and management in the fields of landscape architecture; urban planning; and economic development.



3.1 THE VISION FOR SARNIA'S WATERFRONT

Rooted in a heritage of innovation, commerce, and recreation, the Sarnia Waterfront will re-imagine what a waterfront can be.

It will redefine the City by welcoming residents, visitors, innovators, and entrepreneurs to explore, enjoy, invest, and create along a continuous thread of beauty and vibrancy.

3.2 GOALS

To support the implementation of the waterfront vision a series of six goals and associated objectives were developed for the master plan. These goals and objectives are articulated in this section and form the basis for the development of specific projects and initiatives along the waterfront.



1. Support healthy and active living and community wellness



2. Celebrate the City's historical, ecological, and industrial heritage



3. Achieve placemaking excellence with memorable experiences and places



4. Be sustainable, restorative, and resilient



5. Promote local entrepreneurship and business development



6. Be a catalyst for private development and investment



Goal 1: Support healthy and active living and community wellness

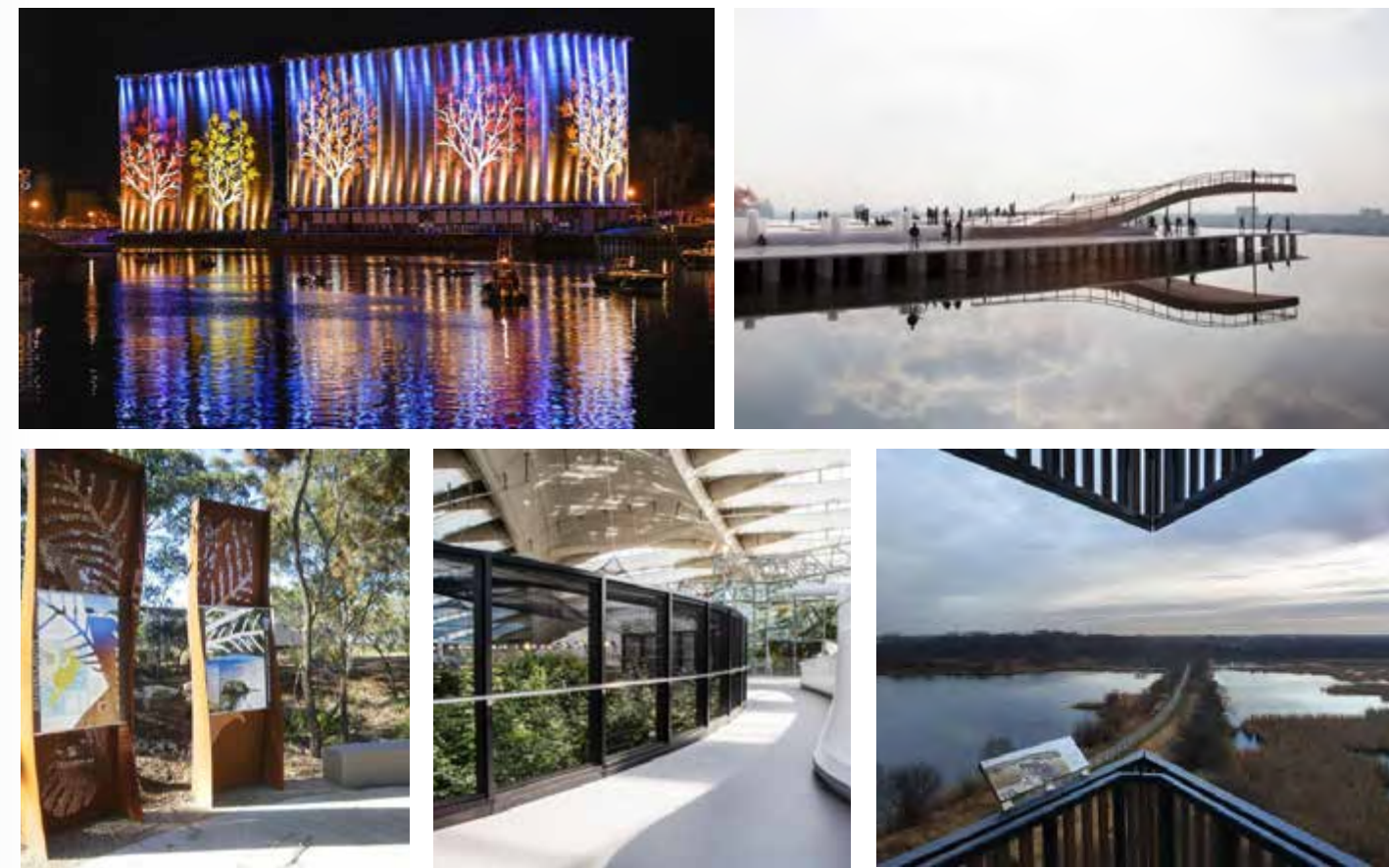


A primary function of the waterfront, has been, and will continue to be, supporting the overall health and wellness of Sarnians through the provision of greenspace, access to water and nature, and providing recreational opportunities. This will be accomplished by:

1. Developing a segregated multi-use trail network (in addition to the existing waterfront promenade) to accommodate recreational cyclists, runners, and other active transportation users connected to regional trail networks.
2. Providing strategically located recreational facilities to accommodate organised and/or team sports in a manner that does not detract from the overall visitor experience.
3. Increasing the availability of locally grown/sourced food and providing educational opportunities for citizens to learn about agriculture, food systems, and healthy eating.
4. Creating walkable developments and supporting the creation affordable housing options within, and adjacent to, the waterfront and the Downtown.
5. Supporting mental health by creating new passive parkland giving residents access to natural areas for rest, relaxation, and reflection.



Goal 2: Celebrate the City's historical, ecological, and industrial heritage



While few remnants of physical heritage exist on the waterfront today, the waterfront has played a defining role in the history and development of Sarnia and is arguably one of the primary reasons for its existence. To that end development, landscape, and programming will be used as mediums to tell Sarnia's story and create a waterfront that is truly representative of the City. This will be accomplished by:

1. Creating distinct thematic districts that speak to Sarnia's history and sense of place, and that build upon existing assets and expertise found in the community.
2. Engaging with the Aamjiwnaang First Nation to identify and restore original Anishinaabeg place names along the waterfront and use interpretational displays to tell First Nation history.
3. Identifying municipally owned land to house a new anchor cultural institution along the waterfront.
4. Using interpretative signage and displays that tell the story of Sarnia's place within the Great Lakes waterway system and showcase the Sarnia Harbour.
5. Celebrating the region's unique infrastructure and industry, and its location along a major river and international border by providing lookout points, terrasses, and cantilevered/floating walkways that take advantage of the waterfront's breathtaking views to the City's industrial area, the Bluewater Bridge, the Sarnia Harbour, and Port Huron (United States).



Goal 3: Achieve placemaking excellence with memorable experiences and places



Successful places offer visitors a wide range of experiences that engage the senses and inspire happiness and joy. Sometimes these spaces are composed of highly programmed experiences, and other times these spaces are flexible and open, allowing the visitor to decide how they want to use it. Placemaking along the waterfront will provide memorable experiences and places by:

1. Developing four season experiences and programming that will activate the waterfront during all seasons.
2. Supporting high quality design of public spaces and experiences by engaging with best-in-class experts in urban design, architecture, landscape architecture, and placemaking.
3. Using a districting strategy along the length of the waterfront in order to create unique areas that provide unique nodes along the waterfront with symbiotic uses and experiences to create clusters of activation.
4. Developing a strategy for both interim and long-term activation to encourage more immediate use of the waterfront to explore and test programming for long-term implementation.
5. Creating designated major event/festival space to host major community celebrations and cultural events.



Goal 4: Be sustainable, restorative, and resilient



Industrialization along the St. Clair River has left a legacy of contamination and ecological damage that substantial resources, both public and private, have been employed in recent years to restore. As stewards of the River and the natural environment, Sarnians have a duty to protect, enhance, and restore our natural environment and to act to address the climate emergency. Along the waterfront this will be accomplished by:

1. Developing a new employment node along the waterfront focused on research and development of clean technology, and the continued diversification of Sarnia's economy.
2. Developing strategies to address energy generation, waste, and emissions from projects and programming along the waterfront to meet the City's environmental and climate change goals.
3. Supporting biodiversity with a landscape programme of native, non-invasive, and drought-tolerant species planted in naturalized low-maintenance landscapes.
4. Developing a long-term strategy for the remediation of the Centennial Park lands and the restoration of Centennial Park as a naturalized oasis.
5. Employing low impact development (LID) practices for proposed development and public works along the waterfront, including for public infrastructure and parking areas.



Goal 5: Promote local entrepreneurship and business development



An industrial city, Sarnia has a proud heritage as a city of skilled trades, makers, entrepreneurs, and innovators. Building on that heritage, the waterfront will provide opportunities to grow and diversify Sarnia's economy and its employment base by:

1. Developing major nodes of employment along the waterfront focused on skills and competencies that exist within the City.
2. Providing multiple opportunities for small business development in the form of incubation space, workshop space, flex/coworking space, concessions, market stall space, and pop-ups.
3. Improving and expanding the Andrew S. Brandt Marina facilities, and other water-based tourism facilities, to enhance Sarnia's place as a boating and tourism destination along the Great Lakes waterway system.
4. Expanding hospitality and service offerings along the waterfront aimed at both Sarnia residents as well as visitors.
5. Creating a centre for local food production and processing to supply local businesses and build new networks between growers and businesses.



Goal 6: Be a catalyst for private development and investment



Aside from the inherent good of investing public resources in the waterfront, the City will focus on using this investment to leverage private investment in lands adjacent to the waterfront, and specifically in the Downtown in order to generally improve adjacent neighbourhoods, providing new housing opportunities, generate additional assessment from new development, and assist in creating revenue streams to pay for waterfront improvements. This will be accomplished by:

1. Creating a city-defining waterfront that improves Sarnia's image and marketability as a community of choice through the development of high-quality public spaces along the waterfront.
2. Developing strategically located, remnant/underutilized City-owned lands along the Waterfront with mixed use developments.
3. Incentivize infill development by creating attractive and well-designed gateways and public realm features that integrate the waterfront into adjacent neighbourhoods.
4. Identifying and marketing specific areas of the waterfront for major investment opportunities for new industry, educational, research, and cultural institutions.
5. Developing a capital project implementation plan that will leverage private sector investments to finance public improvements along the waterfront.

4.0 MASTER PLAN

4.1 SUMMARY

The Sarnia Waterfront Master Plan is the result of a seven-month planning and public engagement process. The process focused on exploring Sarnians' priorities and aspirations for the waterfront and reviewing and testing options, opportunities, and potential programming. Based on the feedback received from the community, a preliminary concept was presented to the public for review, which was subsequently revised and refined into this master concept plan. This master concept plan represents the culmination of the planning and engagement process and is the result of an extensive research, design, and planning exercise.

Overall, the Master Plan is composed three core nodes each with their own distinct identity and programming: the Marina District; the Market District; and the Innovation District. These nodes are connected by a ribbon of public parkland or connectors composed of: Centennial Commons; Bayshore Park; and Ferry Dock Landing.

The core nodes will attract the largest number of users and are designed to contain a diversity of uses and programming to create lively experiences. Programmatic features range from large event facilities, outdoor skating rinks, a Market Hall, terrasses, and research and development facilities. These nodes are located to take advantage of existing facilities and assets in and adjacent to each node, such as the Sarnia Harbour and Marina, the Downtown, and the City's expansive petrochemical industries. These nodes have also been identified to have the least amount of impact on nearby residences.

Connectors are designed as more passive recreational space to provide opportunities for rest, relaxation, and to enhance the ecological functions of the waterfront. Programmatic features of the connectors including public parkland, promenades, picnicking areas, seating areas and shelters, and lookout points and are designed to attract families and recreational users. These areas have a natural aesthetic and provide important ecological functions, providing habitat, and supporting biodiversity. They also serve as places for Sarnians to learn about the natural environment.



4.2 WATERFRONT WIDE DIRECTIONS

This section outlines the overall planning, design, and economic directions that are applicable to the entire waterfront study area, while the following section outlines directions that are specific to individual districts.

4.1.1 Active Circulation

A key component of better integrating the waterfront into its surrounding neighbourhoods is the creation of safe and welcoming access points and gateways, particularly as users are required to cross Front Street with a posted speed limit of 50 kilometres per hour and few traffic calming measures, as well as an active rail spur to the Sarnia Harbour which crosses virtually every entrance to the waterfront. This master plan approaches these challenges by focusing on intersection improvements, a new multiuse trail system, and the creation of more defined gateways and access points.

New Gateways to the Waterfront. The waterfront contains many major access points that serve as a welcoming visual indicator that users are entering the waterfront and the area around the waterfront. Beyond just providing improvements to pedestrian amenity and safety, these gateways serve as ceremonial entrances and in some cases also provide vehicular access to the waterfront or properties abutting the waterfront. Significant public realm improvements including landscaping, signage, paving, and public art are identified along Front Street at: Exmouth, London, George, Lochiel, Cromwell, and Devine Streets.

Waterfront Wayfinding Strategy. Pedestrian and cyclist wayfinding should create a clear direction to primary points of interest both along, and adjacent to, the waterfront. The future development of a signage, wayfinding and interpretation strategy for the waterfront will identify connections between these nodes. Improved signage and mapping will help both local residents and visitors navigate the waterfront and explore the waterfront's key destinations and special features.

Safe Pedestrian Street and Rail Crossings. In addition to major access points, the waterfront also contains several minor or secondary access points that primarily provide access from minor side streets. General intersection improvements including reconfiguring sidewalks with bump-out curbing and markings, and pedestrian scale night lighting to improve the visibility and safety of pedestrians are identified along Front Street

at: Nelson, Maxwell, Derby, Davis, Wellington, Johnston, and Talfourd Streets. Additionally, railway crossings and the rail interface should implement buffering techniques, pedestrian crossings, signage, and barriers.

Multi-use Path System. To reduce conflicts between pedestrians and other forms of active transportation a new multi-use trail is identified to run the length of the waterfront connected to the larger Bluewater Trail System. The proposed alignment links to key destinations while providing a separate corridor of travel which parallels the rail line route along the waterfront to help minimize conflicts with other waterfront uses and users. The multi-use pathway should be asphalt, a minimum of 4 meters wide and should have a central paint line to delineate two lanes of travel. A setback of 2 to 3 meters as well as buffer planting should be maintained between the multi-use trail and active rail line.

Waterfront Promenade. The waterfront promenade should continue to serve as the pedestrian artery of the waterfront. Yet, as the promenade ages and upgrades are planned, improvements including widening of the promenade, distinct paving treatments, replacement of furnishings, and urban tree plantings should be implemented.



4.2.1 Vehicular Circulation And Parking

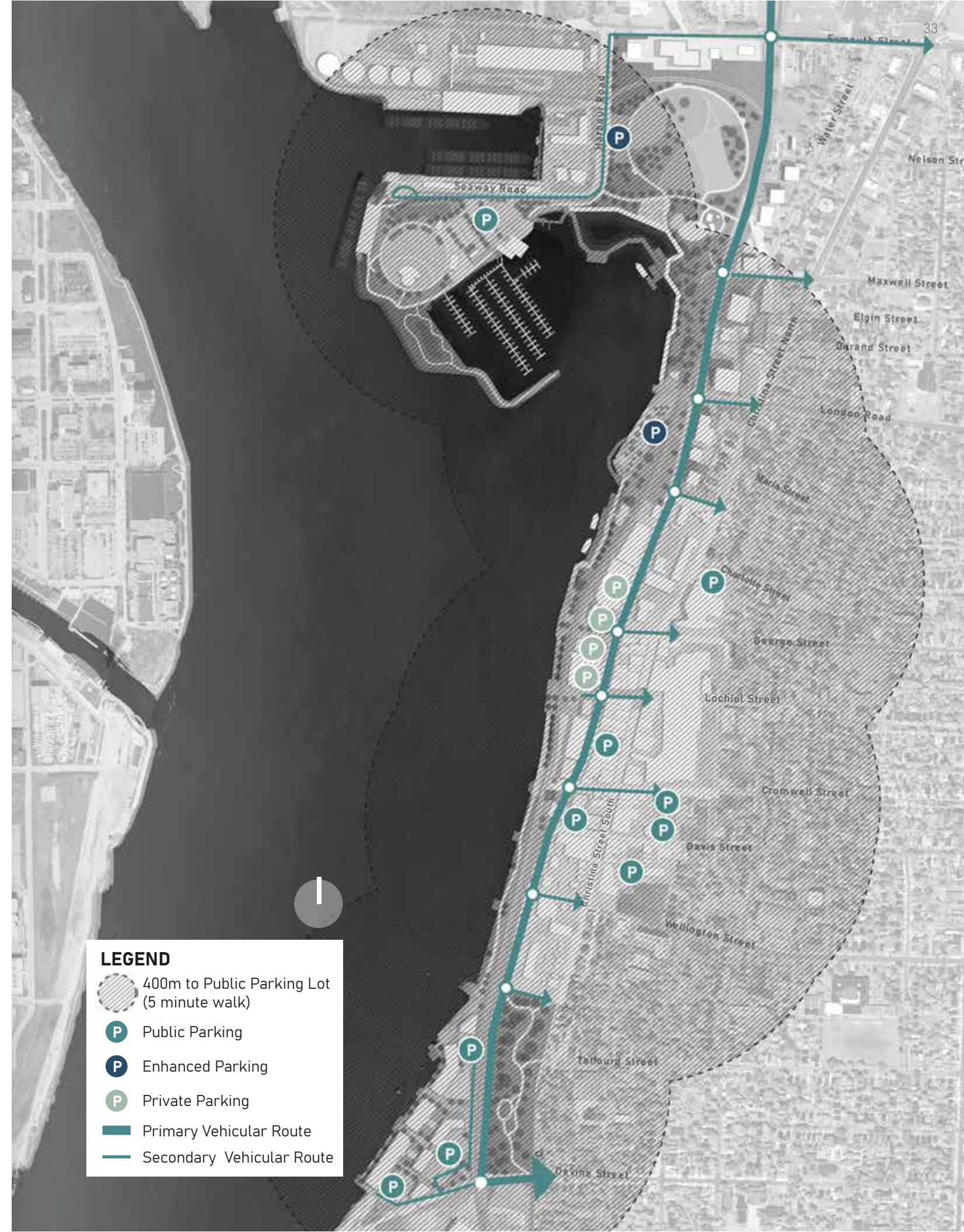
The use of motor vehicles within the waterfront area is largely limited to driveways providing access to private parking for adjacent developments as well as access to designated public parking areas and the public boat launch. While parking areas provide an important service for those arriving by private motor vehicle, they provide little activation or amenity, and are used sporadically. Surface parking within the waterfront currently occupies approximately 40,000 square metres (or 10 acres) of the waterfront. This does not include the private car parks associated with some buildings along the waterfront, or surface parking lots immediately available adjacent to the waterfront. The master plan seeks to rationalize surface parking along the waterfront, preserving strategic parking areas while converting other areas to public use.

Maintaining Strategic Surface Parking. This master plan has identified three surface parking lots as being of strategic importance to the functioning of the waterfront: the Marina Parking Lot, the Centennial Park Overflow Parking Lot, and the London Road Parking Lot. At build-out it is also anticipated that the Innovation District will contain its own parking facilities and have the potential to also provide public parking if needed. These parking areas currently provide approximately 505 parking spaces (excluding boat trailer parking) and 95% of the waterfront is within a five-minute (400 metre) walk of these parking areas. Public parking lots and structures within the Downtown will continue to be a significant source of parking for the waterfront

Conversion of Non-strategic Surface Parking. Remaining surface parking lots within the waterfront are intended to be converted to other public uses, including as additional parkland, a market hall, an extended waterfront promenade, and mixed-use developments. The transition of these lands from parking to other uses is anticipated to occur over the length of the master plan's implementation providing opportunities for the City to monitor impacts of reduced surface parking lots along the waterfront. It's further noted that in some situations such as the development of the market hall facilities and mixed-use facilities, public parking can be incorporated below grade into these buildings.

Enhancing Parking Facility Design. Where surface parking areas are intended to be maintained, these parking areas are to be enhanced aesthetically to better integrate them into their surroundings, and their environmental performance enhanced through low impact design techniques such as permeable paving, naturalized storm drainage, and tree plantings.

Improving the Front/Christina Street Interface. Front Street (and subsequently Christina Street in the southern periphery of the waterfront) is the primary access for both vehicles and pedestrians extending approximately 2.5 kilometres in length. Falling under the combined jurisdiction of the City of Sarnia and the County of Lambton, this street frontage is well maintained street with a primarily functional design and few amenities. This street frontage will be improved during the normal course of the City and County's public works programme with the addition of sidewalks on both sides of the street, the introduction of traffic calming measures (such as bump-out curbs and landscape features), and pedestrian level lighting with the goal of both generally improving the aesthetics and safety of this important interface.



4.2.2 Landscape & Ecology

The waterfront is composed of a highly altered, and in many cases, degraded landscape and ecology that is the result of almost 200 years urbanisation and industrialisation. The St. Clair River itself has been the subject of ongoing bilateral concern between Canada and the United States for many years and despite substantial efforts and resources being employed to remediate the river, there are still restrictions on the consumption of fish and wildlife from the river, as well as restrictions on drinking water. This master plan recognizes that the waterfront is a constructed landscape with complex ecological, social, and cultural relationships and that full restoration to pre-urban state is not feasible nor is likely entirely desirable. Substantial improvements to the ecological and social performance of the waterfront's landscapes will be pursued.

Distinct Landscape Typologies. The waterfront will be comprised of varying landscape typologies that respond to proposed uses and programming in the master plan. These typologies are composed of: Public green space, typified by expanses of lawn, large shade trees, and limited groundcovers located along the edges to facilitate active recreation and social gatherings; Garden spaces as gateway, squares, and plazas, this typology is defined by arrangements of highly ornamental trees, shrubs, ground- covers, and paving; and finally Naturalized spaces which are used minimize overall landscape maintenance needs, filter stormwater runoff, and provide species habitat (including pollinator species) and include a diverse mix of native grasses, trees, and wildflowers to create seasonal interest while providing important ecological services.

Habitat Creation & Supporting Biodiversity. As noted, the St. Clair River and the waterfront has long been adversely impacted by extensive urbanisation and industrialisation. To address this, opportunities will be sought through the waterfront's landscape programme to restore and create new habitat to promote overall ecological health. Despite the surrounding urban context of the waterfront, opportunities to maximize size and interconnectedness of species habitats are significant, particularly in the Marina District, Centennial Commons, and the linear parkland between Ferry Dock Hill and the proposed Innovation District. Biodiversity will be encouraged through the selection of native, non-invasive and drought-tolerant species in naturalized/low maintenance landscaped areas, and to the planting

of a range of flowering species which blossom successively throughout the spring, summer, and fall seasons to support nectar and pollen supplies.

Improving Water Quality. Several storm sewer outlets empty directly into the St. Clair River carrying water from neighbourhoods, roadways, rooftops, and parking lots. Sediments, chemicals, and unwanted nutrients are carried in this stormwater and are a significant source of contamination in the River. Low Impact Design (LID) including use of permeable pavement, flow spreaders, vegetated filter strips, enhanced bioswales, and raingardens will be used to filter stormwater to reduce contaminants entering to the St. Clair. These LID stormwater management methods will be designed as landscape features to make a positive contribution to the waterfront's overall aesthetics.

Shoreline Restoration. The existing shoreline along the St. Clair River is a combination of restored/naturalized shoreline, armoustone walls, riprap stone structures, and steel and concrete seawall. With the guidance of the St. Clair Region Conservation Authority, opportunities to restore and naturalize the shoreline will be identified where feasible to improve water quality and biodiversity in the River by naturally slowing and capturing stormwater running off and using plant materials and soils cleanse the water while providing habitat for small fish and aquatic invertebrates.



4.2.3 Public Realm & Design

Like many public spaces and districts the aesthetic of the waterfront has evolved over the years reflecting a variety of landscape and architectural styles and a variety of levels of investment. A clearly articulated aesthetic and materials palette can assist in defining the character of a space as well as reflect local history and culture. Architecture and landscape should be complimentary and simple architectural forms and natural materials should be selected that reflect Sarnia and Ontario's unique sense of place. The intent of this master plan is not to define a specific architectural or landscape style for the waterfront, but rather to provide guidance that will inform future design decisions in order to develop a cohesive approach to the design of public spaces along the waterfront, and development adjacent to the waterfront.

Enhanced Waterfront Promenade. This master plan envisions general functional and aesthetic improvements to the waterfront promenade and its extension from Ferry Dock Hill to the proposed Innovation District at the far southern periphery of the waterfront in order to provide additional amenity and access to the shoreline. Further cantilevered and floating walkways will allow users the opportunity to experience the waterfront from new vantage points and allow users to engage with the river.

Creation of Lookout Points & Vistas. Fronting onto a river, Sarnia's waterfront provides unique and striking views from the City's petrochemical industries to the Port Huron cityscape to freighters and boaters on the St. Clair to the Sarnia Harbour. These views and vistas provide both visual interest but also tell part of Sarnia's story as a major city on the Great Lakes waterway system. Viewing platforms, and belvederes will be strategically located to take advantage of the waterfront's striking views, and to permit regular opportunities for pauses along the waterfront.

Enhanced Public Plazas & Squares. The waterfront serves as an important gathering place for community celebrations, memorials, performances, rallies, and demonstrations and in many respects is the symbolic heart of the City. Numerous opportunities will be provided along the waterfront to enhance existing public squares and plazas and to add additional spaces to preserve this function of the waterfront and provide additional opportunities for planned and ad hoc gatherings. East-west streets leading to the waterfront provide a particular opportunity for these spaces.

Use of Light. Well planned lighting is important to create an attractive and engaging nighttime experience along the waterfront while also improving safety for users, while avoiding potential negative effects on nearby residents and wildlife. Low impact lighting will be used for areas of the waterfront with residential properties immediately adjacent, including fixtures that are low to the ground. Higher-intensity lighting will be used at intersections and crosswalks where pedestrians are entering roadways as well as spaces such as playgrounds, lookout points, parking lots, and other nodes of activity.



LEGEND

- Enhanced Public Plazas and Squares
- Enhanced Waterfront Promenade
- V Lookout platforms and structures

4.2.4 Programming, Activation & Placemaking

A key component on the waterfront master plan is the development of strong programming and activation from day to night and across the seasons. Programming and activation ensure that the waterfront becomes an attractive, interesting, and engaging space for users. On a basic level, good programming and activation of space also helps to ensure the safety of users by encouraging and creating active use of space and bringing regular use to the waterfront. Given the importance of the waterfront to the City and its location immediately adjacent to the Downtown, programming and activation will be wide-ranging and must accommodate a spectrum of ages, socio-economic backgrounds, residents, and visitors.

Expand Recreation Opportunities. The master plan intends to create greater connectivity to the regional active mobility network where trails sections are missing or under-designed. Additional boat docking and rental facilities are proposed intermittently along the waterfront to provide additional water access. Other active recreational components will include playground facilities, outdoor workout stations, as well as open lawns for group exercises, informal team sports, or simple games of catch.

Create Passive Use Opportunities. Programming and activation do not necessarily mean high intensity uses; it also means creating passive programming opportunities. Often embedded at the edges of active and natural spaces, these spaces will range from picnicking and seating areas to lawns and gardens. Passive activities such as going for a stroll, sunbathing, reading on a park bench, or meeting with friends for coffee are often spontaneous and best accommodated by flexible-use spaces.

Accommodate Community Gathering. Social programming and higher intensity activation will be directed to the waterfront three nodes, notably the Market District and Marina District where there are existing nodes of activation from adjacent activities such as the Downtown and the Marina boat launch. Large community gatherings will take place in designated plazas and squares and along the waterfront that will be designed to host events such outdoor dining, fairs, and ceremonies.












Educational & Interpretive Signage. Educational and interpretative signage will be used to educate users about various facets of Sarnia's history, both cultural and ecological. This signage should be

displayed at important points of interest in a way that maintains a consistent visual language with all wayfinding elements and develops storylines along the waterfront for users to follow. Topics and themes to be explored as part of an interpretative signage installation include: St. Clair River ecology and biology; Great Lakes marine and freight traffic; indigenous and/or settler history, and Sarnia's industrial history along the waterfront.

Flexible Multi-use Structure. Flexible multi-use structures can be a combination of open-air or enclosed buildings that accommodate gatherings or specific programming. Some structures require staffing to operate (such as kiosks and concessions), while others are intended for passive day-to-day use (such as shelters and gazebos). These structures can also provide shelter and rest for members of the public and may also include important washroom and sanitary facilities for visitors.



LEGEND

-  Skating Loop
-  Trail
-  Sports Area
-  Multi-use Path System
-  Interpretive Viewpoint Signage
-  Boat Rental
-  Nature Education
-  Stage
-  Urban Farming
-  Food Market Hall
-  Marina & Boat Docking

4.2.6 Economic Development

Economic development was identified by the City has a major driver of the development of this master plan. Economic development initiatives are activities and projects designed to re-position, not just the waterfront, but the City itself by supporting new industries and developing new businesses that will assist in building resiliency and supporting the diversification of Sarnia's economy. In some cases economic development initiatives are spatial, providing actual space and facilities for initiatives to take place. In other cases these initiatives are related to organizational and programming activities that the City should take on to 'set the table' for investment at the waterfront.

Strategic Development. There are numerous public and private properties along the length of the waterfront where development and redevelopment opportunities exist. Some of these publicly owned lands are intended to be developed by the City while other properties are expected to become more attractive to develop due to infrastructure and public realm improvements proposed in this plan. This master plan envisions these lands to be developed with mixed use developments, directed towards families, with a high level of design consideration and articulation, and human-scale height and massing. Opportunities to provide affordable housing should be prioritized.

Testing & Piloting. Testing and piloting of businesses, programming, and events along the waterfront is a great way to explore new concepts and softly introduce change to existing residents and businesses, inexpensively and with less need for intensive human and capital resources. Feedback from pilots can also assist in refining projects and programming recommended in this plan to ensure better quality outcomes and longer-term success of projects by evaluating their responsive to community needs, and ensuring they are organized and sited properly.

Indigenous Economic Development Opportunities. Supporting economic development is a key driver of this master plan, and there are a multitude of opportunities identified along the waterfront for this, including the creation of significant amounts of space for commercial enterprises. Along with providing general opportunities for small businesses and entrepreneurs, through the indigenous placemaking framework, specific opportunities should be identified and reserved for indigenous small businesses and entrepreneurs to find a home and business supports.

Creating a Destination. While the waterfront is planned to be developed to serve residents, there is no doubt that its location along the Great Lakes waterway system and at a nationally important border crossing, means that there are many opportunities to attract the traveling public to the City. In particular, the Marina District has significant potential to support this, as do existing tour boat operators, the proposed floating spa concept, and the proposed food hall.

Supporting Small Business. Support small and local business can take many forms, from the creation of new and affordable retail, office, and workshop space to creating business supports and incentives to encourage new business. This master plan proposes to create substantial amounts of new floor space to accommodate new businesses and industries. In addition it proposes to revise existing policies and by-laws, including food truck by-laws, and existing community improvement project areas, as well as supporting the creation of a downtown BIA that includes portions of the waterfront.

Creating New Economic Centre. The creation of the Innovation District, centred on the development of new STEM industries and research and development is intended to create one of the largest economic impacts of the entire master plan with the potential to create over 52,000 square metres of new industrial, lab, workshop/incubation, and office space.



LEGEND

- Strategic Development Parcels
-  Potential Mixed Use Development
-  Potential Food Market Development
-  Potential Economic Centre (Innovation District)
-  Potential Cultural Institution

5.0 MASTER PLAN DISTRICTS

5.1 SUMMARY

The master concept plan has three Districts (the Marina District, Market District, and Innovation and Wellness District) connected through parkland areas (Centennial Commons, Bayshore Park, and Ferry Hill Landing). The use of districts allows the Master Plan to set clear and recognizable zones for programming, activation, and investment, based upon each area's existing assets. It provides the opportunity for clustering of unique experiences to design nodes of hyper-concentrated activity and energy, which helps to distinguish distinct areas and grow their unique competitive advantages. By creating these districts, it provides a roadmap for future improvements, activities, programming, development, and business attraction opportunities and creates a successful phasing and implementation plan.

The recommendations for this master plan are organized into seven sections for each area or district in the plan as well as waterfront wide initiatives. In each area a series of capital projects have been identified in the master plan as well as a series of key strategies to fully realize the proposed capital projects. In some cases, these tactics lay the groundwork for the capital projects outlined in the plan. In other cases, these tactics describe how to implement the programming and activation for each area.

This section describes the projects and key strategies proposed on a waterfront-wide basis as well as for each district and also includes the proposed materials palette to further articulate the design vision for each district.



5.2 CAPITAL PROJECT SUMMARY

The following list notes the capital projects to be undertaken as part of the Waterfront Master Plan. These capital projects will be further described in the following sections.

- 1 Waterfront Promenade
- 2 Multi-Use Pathway
- 3 Railway Crossings and Buffers
- 4 Grain Silo Light Projections
- 5 Ice-Skating Loop
- 6 Harbour Tower and Stage
- 7 Great Lakes Shipping Interpretation Node
- 8 Shoreline Pathway
- 9 Shoreline Naturalization
- 10 Breakwater Viewing Platform
- 11 Marina District Pavilions
- 12 Marina Parking Lot Enhancements
- 13 Marina Pedestrian Route Enhancements
- 14 Seaway + Harbour Road Streetscape
- 15 Harbour Master Building
- 16 Centennial Overflow Parking
- 17 Floating Boardwalk
- 18 Restorative Landscape and Remediation
- 19 Wetland and Paddling Pond
- 20 Walking Loop
- 21 Small Craft Launch and Rentals
- 22 Children's Playground
- 23 London Road Plaza
- 24 London Road Flex Space
- 25 Cantilevered Walkway
- 26 Tour Boat Dock
- 27 Market Hall
- 28 Paul Blundy Plaza & Programming
- 29 Lochiel Street Improvements
- 30 Ferry Dock Hill Parkette
- 31 Naturalized Linear Park
- 32 Pedestrian Pathway
- 33 Lookouts
- 34 Site Servicing



5.3 WATERFRONT WIDE DIRECTIONS



5.3.1 Waterfront Wide Capital Projects

- 1 WATERFRONT PROMENADE
- 2 PROGRAMMABLE LIGHTING
- 3 MULTI-USE PATHWAY
- 4 PATHWAY LIGHTING
- 5 RAILWAY CROSSINGS AND BUFFERS

1 WATERFRONT PROMENADE



The waterfront promenade should continue to serve as the pedestrian artery of the waterfront. As the promenade ages and upgrades are planned, the following improvements should be made:

- the promenade should be widened from Centennial Commons to Ferry Dock Landing with a minimum width of 5 to 6 meters wherever possible

- a distinct paving treatment should be used to tie the waterfront together
- a consistent and more modern style of seating and furnishings should be used

Trees should be incorporated either along the outside edge or in the paving using appropriate urban tree planting practices to provide adequate soil volume.

2 PROGRAMMABLE LIGHTING



The integration of programmable LED lighting in key locations throughout the waterfront will greatly enhance the evening waterfront experience and can open the door to a variety of nighttime activation and programming initiatives. Key considerations include:

- lights should allow programmable colour and intensity changes
- opportunities to create visual interest from multiple vantage points including from the water and across the river
- colour and intensity can be programmed to change

based on season, special events and time of day

- programmable lighting should extend into the downtown and key east-west streets to draw people between waterfront and downtown
- provide a centralized control location for the lighting system in a publicly owned facility such as the marina building or another heated indoor space
- phased implementation as part of individual waterfront projects as the plan for the waterfront comes to fruition

3 MULTI-USE PATHWAY



Currently, pedestrians, cyclists, and other forms of active transportation share the waterfront promenade as the path of travel through the waterfront. Separating pedestrian travel from more active uses such as cycling and rollerblading will improve circulation and prevent conflicts between uses. The introduction of a multi-use recreation pathway is a key feature of this master plan. The proposed alignment links to key destinations while providing a separate corridor of travel which

parallels the rail line route along the waterfront to help minimize conflicts with other waterfront uses and users. The multi-use pathway should be asphalt, a minimum of 4 meters wide and should have a painted central line to delineate two lanes of travel. A setback of 2 to 3 meters as well as buffer planting should be maintained between the multi-use trail and active rail line.

4 PATHWAY LIGHTING



Pathway lighting will be needed along the waterfront promenade, the multi-use trail, at district gateways, and along key secondary paths in Centennial Park and the Point Lands in order to connect key waterfront destinations. A phased approach to providing lighting should be considered. Key considerations included:

- providing or upgrading lighting in association with specific waterfront improvement projects as they are budgeted, designed and implemented.
- provide pathway lighting between key waterfront destination as part of pathway paving upgrades as part of a paving contract or other improvements
- where there is access to power, wired pathway lighting is the most cost-effective solution over the short to medium term
- consistency of lighting design will help to visually unify the waterfront
- overhead pedestrian, column and accent lights should be included throughout the promenade
- coordinate approach with Programmable Lighting to incorporate column lights and accent lights as part of the programmable lighting design

Well-designed pathway lighting will create safe and inviting public spaces while limiting light pollution. Down-lighting with full cut-off light fixtures is recommended for pathways and seating areas. This type of lighting is dark sky friendly.

The use of solar lighting should be considered in locations where hydro is not available and there is open access to the sky. Solar lights should only be used where there is no requirement or expectation of uniform light levels all night – especially during extended periods of less daylight and solar exposure during the winter months. Current solar lighting technology with energy saving features (i.e. timers and

adjustable solar panels) will help extend the utility of solar lighting.

The integration of solar lighting is recommended for Centennial Commons, the Innovation District and along the multi-use pathway segment that connects Ferry Dock Hill to the Innovation District. Areas of Centennial Commons and the Ferry Dock Hill pathway are far from existing buildings and likely any electrical conduit. Solar lighting may also be easier to install than wired lighting in locations where there is concern regarding the need to excavate and dispose of contaminated soils where trenching for conduit is required. The use of solar lighting where appropriate in the innovation district will better reflect the theme of the district than traditional wired lighting.

Please refer to the materials palette for more information regarding lighting design.

5 RAILWAY CROSSINGS AND BUFFERS



At almost all points along the waterfront pedestrian, and other active transportation users, will be required to cross the rail spur running the length of the waterfront. Further many activities and buildings abut directly against the rail spur. Both safety and aesthetic improvements are required to ensure an attractive and safe user experience. Improved railway crossings should be developed along the length of the waterfront at these crossing points.

5.3.2 Key Strategies and Tactics

The following strategies and tactics are proposed for the creation and implementation of Waterfront Wide projects and programs. Further details on these strategies can be found in the Implementation Plan in section [8.1 Waterfront Wide](#).

INDIGENOUS PLACEMAKING STRATEGY	MULTIMODAL MOBILITY PLAN	WATERFRONT MANAGEMENT PLAN
SIGNAGE AND WAYFINDING STRATEGY	PILOT BIKE-SHARE	FREE WI-FI FEASIBILITY ASSESSMENT
DEVELOPMENT ANALYSIS FOR REDEVELOPMENT LOTS	COMMUNICATIONS & MARKETING PLAN	WATERFRONT & DOWNTOWN PARKING STRATEGY
PUBLIC ART STRATEGY	ACTIVATION PROGRAMMING STRATEGY & BUDGET	FOOD TRUCK BY-LAW
MARKETING OF REDEVELOPMENT LOTS	ENGINEERING STUDIES OF POINT LANDS & FERRY DOCK HILL	DOWNTOWN CIP AREA
BIA FOR DOWNTOWN AND WATERFRONT	WATERFRONT AND DOWNTOWN TREE STRATEGY	



5.3.3 Waterfront Promenade Materials Palette

Paving

- The main material of the promenade is concrete (approx. 6 m wide)
- Changing the finish on the concrete (rough, smooth, broom) could be a simple/cost-effective way to add pattern and texture
- Concrete unit pavers in key areas could help denote seating/gathering spaces, directional changes, other key locations

Furniture

- Options for gathering and seclusion
- Types of seating for lounging, eating, resting, etc.
- Materials are a combination of wood and metal
- Use one or two colours to tie the waterfront together

Lighting

- Bollard and pole lighting, dark sky compliant
- Lighting should be incorporated into furniture wherever possible but especially in gathering spaces

Planting

- Urban tolerant shade trees for tree grate and soil cell applications
- Four-season interest shade trees, small shrubs and grasses
- Diverse selection of native trees, including Carolinian species planted in open green spaces which border promenade

Other Materials

- Wood and metal garbage and recycling bins
- Life saving rings



Use different finished to create patterns



Incorporate colour and local symbology



Use highlights of colour/ material change to guide users



Smaller, directional signage using key words and symbols



Lounge benches facing the water



Versatile seating clusters for gathering



Picnic tables



Directional signage with overview maps and key attractions



Bollards light up less common/intimate areas



Light posts illuminate the main promenade and gathering areas



Incorporate lighting into furniture



Incorporate lighting into furniture



Bur Oak is native and urban tolerant (Quercus Macrocarpa)



Bush Honeysuckle is a small native shrub with good fall colour (Diervilla lonicera)



Low growing yews or junipers create winter interest



Prairie Dropseed (Sporobolus heterolepis) and Purple Coneflower (Echinacea purpurea)



5.3.4 Multi-Use Path Materials Palette

Paving

- The main material of the multi-use path is asphalt (4 m wide) with a centre line
- Rest areas/seating nodes are concrete pads adjacent the path
- Directions and crossings are denoted by pavement graphics/painting

Furniture

- Benches should be placed along the path at regular intervals
- Where tree cover is not available, shade structures should be provided
- Materials are a combination of wood and metal

Lighting

- Bollard and pole lighting, dark sky compliant

Planting

- Planting of trees and shrubs should be set back a least 0.75 meters from multi-use path to limit intruding branches. Some cities maintain a mowed buffer strip

Other Materials

- Metal bike racks at key locations. Potential for custom design by local artist



4 m wide asphalt path with centre line



Benches and signage on concrete pads at entrances and rest areas



Benches at rest areas



Painted/coloured paving to denote crossings/programatic changes



Rest area benches (memorial plaque options)



Backless benches to face the view and the trail



Picnic tables at larger rest areas



Shade structure



Bike racks located at key entrance points along the path



Bollards light up less common areas



Light posts illuminate the main path and seating nodes



Shared path signage



Mowed buffer strip along multi-use recreational trail.

5.4 THE MARINA DISTRICT

Taking advantage of its location extending into the St. Clair River with dramatic views to the Bluewater Bridge, Great Lakes shipping, and Sarnia's vast industrial heartland, the Marina District will be a four-season destination for water recreation and community celebration.

5.4.1 Marina District Projects

- | | |
|--------------------------------|--------------------------------------|
| 1 GRAIN SILO LIGHT PROJECTIONS | 7 BREAKWATER VIEWING PLATFORM |
| 2 ICE SKATING LOOP | 8 MARINA DISTRICT PAVILIONS |
| 3 HARBOUR TOWER + STAGE | 9 MARINA PARKING LOT ENHANCEMENTS |
| 4 INTERPRETATION NODE | 10 SEAWAY + HARBOUR ROAD STREETSCAPE |
| 5 SHORELINE PATHWAY | 11 HARBOUR MASTER BUILDING |
| 6 SHORELINE NATURALIZATION | |

- 1 GRAIN SILO LIGHT PROJECTIONS



Port cities throughout North America are finding creative ways of incorporating grain silos into public realm improvement and waterfront revitalization initiatives. Because the grain silos of Sarnia Bay are still in operation, using the grain silos as a canvas for light projections is most appropriate. Cities including Buffalo, Quebec City, and Minneapolis are

notable precedents. For Buffalo and Quebec City in particular, grain silo light projection and light shows have become successful tourist attractions. A professional lighting design firm with experience in programmable LED lighting and a selection of local artists should be sought for this project.

2 ICE SKATING LOOP



The ice-skating loop will be a key feature of the Marina District. With thoughtful design and programming, the skating loop will be a winter destination for residents and visitors alike. During the summer the underlying concrete path will function as a blading, scootering, and skateboarding loop. It will frame the spectator lawn and provide an accessible pathway during special events. Key features of the ice-skating loop will include a:

- 500 metre, 5-metre-wide ice-skating loop, with artificial cooling capability

- small concession pavilion and ice re-surfacer parking at the north end
- central manicured lawn with solar-powered electronic geese deterrents (for summer use)
- evergreen trees to frame space, provide windbreak and winter interest
- warm and festive lighting

Microclimate considerations and thoughtful lighting design will be important for the success of this space.

3 HARBOUR TOWER + STAGE



The harbour tower and stage will be an iconic structure on the waterfront. The design of these features should be unified and have great architectural appeal. The stage will host concerts, theatre productions, festivals, and other large community celebrations. The tower will provide panoramic views of the St. Clair River and will be visible from the southmost waterfront area drawing people

through the waterfront towards the Marina District. Key considerations include:

- orienting the stage north to avoid the sun in the performers eyes
- specialty lighting to illuminate tower and provide visual interest (to be coordinated with Programmable lighting)

4 INTERPRETATION NODE



An interpretation node is proposed at the end of Seaway Road to facilitate ship viewing. The node will provide interpretative information regarding shipping operations in the harbour, the St. Clair River, and the Great Lakes Waterway System. Key features of the interpretation node will include:

- a viewing platform
- interpretative displays
- bike parking
- connection to the Shoreline Pathway, parking lot, and multi-use trail

5 SHORELINE PATHWAY



The proposed shoreline pathway will connect the interpretation node to the Marina District Pavilion and the existing wetland trail and the Breakwall Viewing Platform. Key features include:

- a minimum 2.5 metre-wide crushed stone chip pathway, compacted to meet accessibility standards
- two viewing platforms overlooking the St. Clair River

6 SHORELINE NATURALIZATION



Shoreline naturalization is proposed along the western shore of the Marina District and along the outer shoreline which surrounds the wetland. Planting and species selection should be done in coordination with the St. Clair Region Conservation Authority. Key features of this project will include:

- planting native riparian species to improve biodiversity of shoreline vegetation

- removing unneeded lawn areas and limiting access to shoreline should minimize the occurrence of geese gathering on pathways and reduce goose droppings
- involving community groups in restoration stewardship activities

7 BREAKWATER VIEWING PLATFORM



Following the pedestrian pathways from south to north, the Breakwater Viewing Platform – located at the tip of the breakwater – will be the final destination point along the waterfront. It will be a mainly passive space that may be used by the public for small picnics, fishing, and taking in the sights. Key features of the Breakwater Viewing Platform will include:

- a steel and timber structure
- views south down the St. Clair River
- interpretation opportunity regarding topics such as industrial history, shipping routes, First Nations or native flora and fauna

8 MARINA DISTRICT PAVILIONS



Two pavilion are proposed to support the functions of the ice skating loop. The design aesthetic of the pavilions will be coordinated with the Harbour Tower and Stage. The main pavilion will house accessible washrooms; skate change rooms and rentals; and staff offices and first aid

station. The second pavilion will be a small building with a “skate-up” counter for refreshments. It could also be expanded to include a garage for the Zamboni. A large entrance plaza connects the two buildings and links the westmost parking lot to the ice-skating loop.

9 MARINA PARKING LOT ENHANCEMENTS



Marina Parking Lot Enhancements. Parking lot enhancements are proposed for the Marina parking area to better visually incorporate the parking as part of the parkland area. Tree planting and green medians are proposed throughout. Specialty paving and power for vendors (such as food trucks) should be introduced in select areas, such as the west-most parking lot that

borders the skating loop and Marina District Pavilion. Key considerations for the parking lot enhancement include balancing introduction of green medians with functional requirements of trailer-hauling vehicles and snow plow maintenance, and selection of suitable tree species with salt and urban tolerance.

10 SEAWAY + HARBOUR ROAD STREETScape



To facilitate the circulation of pedestrians and cyclists along the north edge of Centennial Commons and the Marina District the following features are proposed:

- an on-road bike lane along both the north and south edge of Seaway Road and Harbour Road to allow travel along both the park edge and the harbour edge. This bike lane will connect Centennial Commons with the Marina District. In particular, the proposed interpretation node and the commercial businesses (hotel and restaurant) to the northwest
- a sidewalk is proposed along the south side of Seaway and Harbour Road. It will connect the businesses at the north edge to Centennial Commons, the Marina, and the rest of the Marina District

- street tree planting is proposed along the south side of Seaway and Harbour to provide shade and wind reduction for park users and to better define the park edge
- crosswalks/pedestrian priority paving is proposed at the marina's parking lot entrances

Key considerations for this project include:

- removing/managing curb cuts along the north edge of Seaway and Harbour Road
- managing pinch points in areas where hydro poles are less setback from the street
- consultation with the industries and businesses along the north side of Seaway and Harbour Road
- managing safe and accessible crossings of the active rail line

11 HARBOUR MASTER BUILDING



The Harbour Master Building will be a re-developed multi-purpose facility. It will replace the existing marina building and will generally be in the same location. Like the Harbour Tower and Stage, the Harbour Master Building is an opportunity to introduce iconic, landscape- driven architecture to the Sarnia waterfront. Key features include:

- large outdoor decks and terrasses

- amenities for marina members
- public venues for rental for special events
- restaurant with patio and viewing area for outdoor dining and special events
- potential to integrate retail space for gift shop, convenience store and bait

5.4.2 Key Strategies and Tactics

The following strategies and tactics are proposed for the creation and implementation of the Marina District. Further details on these strategies can be found in the Implementation Plan in section [8.2 Marina District](#).

**NEGOTIATIONS ON
HARBOUR BUILDING
IMPROVEMENTS**

**IDENTIFY SPORTS
RENTAL OPERATOR**

**ENGAGE WITH LOCAL
RESTAURANTEURS**

**INTERIM ACTIVATION
AND PROGRAMMING**

**IDENTIFY PARTNER
FOR WATERSPORTS
OUTFITTER**

EXISTING VIEW OF MARINA DISTRICT



PROPOSED VIEW OF MARINA DISTRICT





5.4.3 Marina District Materials Palette

Paving

- The main material of the Point Lands is concrete
- Concrete pavers highlight plazas and smaller paths
- Wood boardwalk near the waters edge, framed in concrete

Furniture

- Coloured benches spaced along main paths, near entrances
- Versatile/fun/unique seating
- Movable seating in larger plazas and gathering spaces
- Materials are a combination of wood and metal

Lighting

- Lighting should be incorporated into furniture/paving/stairs/railings/etc. wherever possible

Planting

- Trees planted in parking lot mediums should be salt and drought
- Planting material for shoreline restoration should be native and locally sourced
- Evergreen trees such as spruces and cedars should be planted to provide wind protection around ice skating loop

Other Materials

- Concrete and metal fire places of varying sizes for smaller/larger groups for the skating area. Larger fireplace could be a show piece/public art
- Lookout structure made of metal and wood
- Colourful washroom/changerooms facility



Concrete paving with sawcut pattern



Concrete pavers



Boardwalk near waters edge, concrete framing



Large community fireplace focal point/public art sculpture near skating area



Raised deck platforms



Linear seating



Movable tables and chairs



Small, intimate fireplaces near skating area



Lighting to guide pedestrians



Light posts illuminate the main path and seating nodes



Lookout structure



Lookout structure



Kentucky Coffee Tree is a native tree suitable for street tree and parking lot conditions



Red Osier Dogwood is a native shrub used in wetland and riverbank restoration



Eastern White Cedar is an effective wind break.



Willows such as Peachleaf Willow can be used in riverbank restoration (Salix amygdaloides).



5.5 CENTENNIAL COMMONS

Gateway to Sarnia and the Waterfront, the re-imaging of Centennial Park into Centennial Commons will centre around the use restorative landscape to assist in the remediation of the area. As a landmark gateway, the Commons will be home to a new cultural facility and artisan market as well as a range of opportunities for outdoor recreation and relaxation.

5.5.1 Centennial Commons Capital Projects

- 1 FLOATING BOARDWALK
- 2 CENTENNIAL OVERFLOW PARKING
- 3 RESTORATIVE LANDSCAPE AND REMEDIATION STRATEGY.
- 4 WETLAND AND PADDLING POND
- 5 WALKING LOOP
- 6 SMALL CRAFT LAUNCH AND RENTALS
- 7 CHILDREN'S PLAYGROUND

1 FLOATING BOARDWALK



A 300-metre floating boardwalk will connect to the existing boardwalk and span to the south of the Suncor Agora where it will connect to the waterfront promenade. It will be approximately two-meters-wide, and constructed of wood, steel and encapsulated marine foam. The floating boardwalk will serve four key functions:

- creation of a secondary route along waterfront

- allowing pedestrians to have a closer experience on the water
- providing access to the small craft launch and rentals and potential floating spa
- creating a protected paddling space on north side of the boardwalk

1 CENTENNIAL OVERFLOW PARKING



The existing parking lot located on the west side of Centennial Commons is underused. It is proposed that this parking lot be removed and transitioned into an open lawn area that can function as overflow parking for special events. Key considerations include:

- Curb cuts to remain to allow vehicle entry
- Use of temporary signage during events to mark parking lot entry and parking space configurations
- Good drainage and proper bedding material needed to prevent muddy conditions and tire scoring
- Grass must be well established before overflow parking use is permitted

3 RESTORATIVE LANDSCAPE AND REMEDIATION STRATEGY.



In 2015 the City commissioned an assessment process to remediate Centennial Park from the contamination caused by former industrial operations on the site. At this time the contaminants remain in situ and essential work was undertaken to stabilize the contaminants in the ground and make landscape improvements along Sarnia Bay including the installation of playground equipment and an armour stone wall along the bay. In accordance with City Staff recommendations made to Council in the Fall of 2019, the City should undertake a renewed remediation strategy that will allow better use of the Centennial Park lands, while aiding in their clean up.

A landscape approach to remediation is proposed involving the using phytotechnology (phytoremediation) plantings to mitigate soil and water pollutants. While landscape approaches can take decades, they are cost-effective and would allow the parklands to be used by residents during the long-term remediation. This type of planting and landscape strategy provides opportunities to create a naturalized oasis within the City, as well as a living laboratory for landscape approaches to site remediation and presents significant potential for research partnership and funding opportunities from higher levels of government.

4 WETLAND AND PADDLING POND



A wetland and paddling pond are proposed along the shoreline of Centennial Commons. This area will be protected from waves and marina traffic by the Floating Boardwalk. Key features will include:

- a calming paddling experience for less experienced paddlers
- adjacent to small craft launch and rentals
- naturalized shoreline

- creates habitat
- visual interest along shoreline
- regenerate shoreline to a more natural state and
- improved water quality (benthic invertebrate testing)

Analysis of the existing bathymetry of this area will be needed to determine the feasibility of wetland formation.

5 WALKING LOOP



An 800-metre walking loop is proposed to encircle the park and connecting to all major facilities in the park including parking areas, waterfront promenade, playground area, and the Suncor Agora. Key functions and features include:

- a 2.5 metres wide stone dust walking loop, compacted to ensure accessibility

- opportunity to include fitness equipment and distance markers to create a fitness trail
- interpretation stations providing information on the park's remediation programme, history, and/or local flora and fauna

6 SMALL CRAFT LAUNCH AND RENTALS



CC.8 Small Craft Launch and Rentals. An existing small craft launch is currently located in Bayshore Park. It's proposed that the existing facility be relocated as part of the Floating Boardwalk to improve its functionality, as

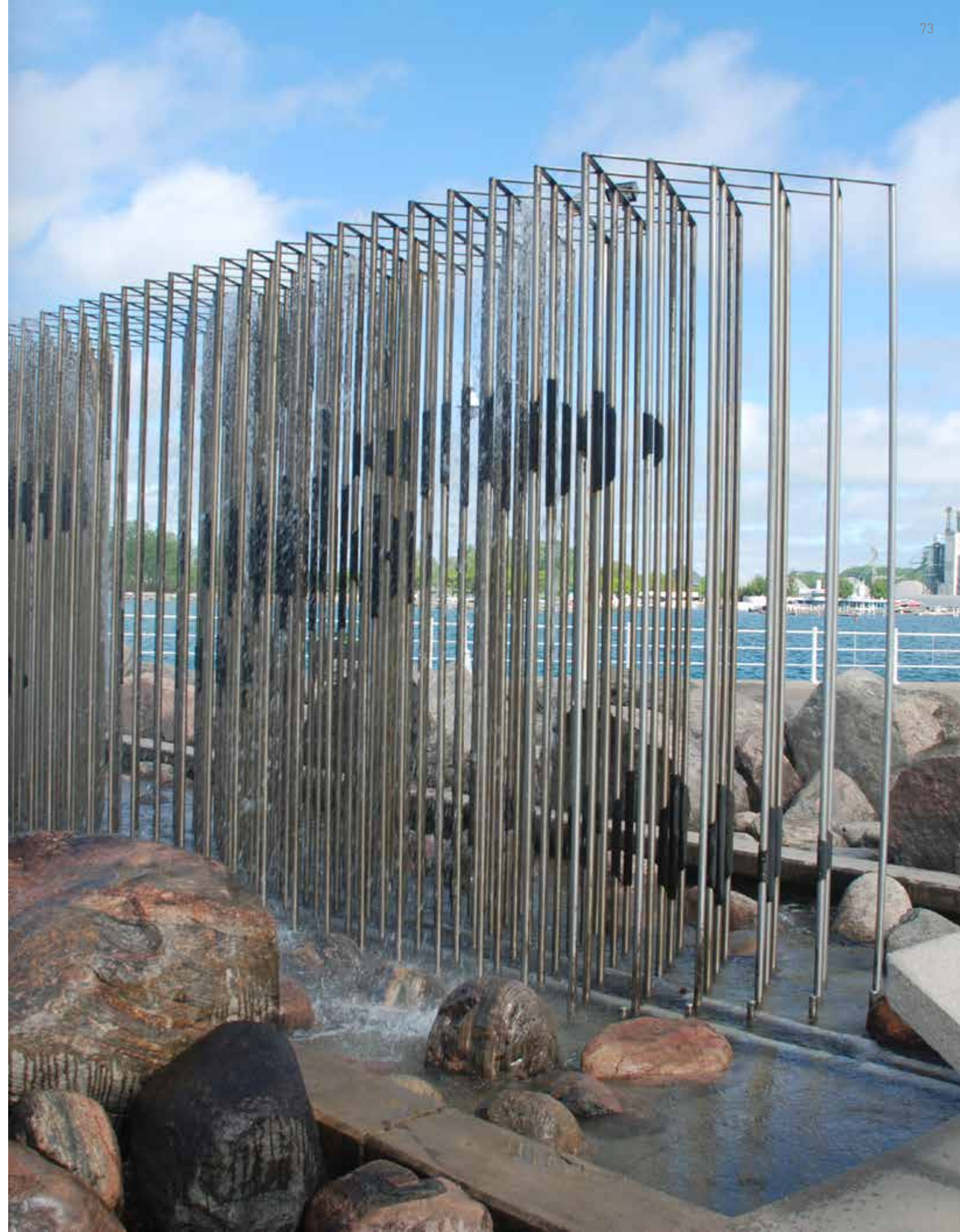
currently it must use the waterfront promenade for its operations. A second small craft launch is also proposed so there is access to both the open river and wetland and paddling pond.

7 CHILDREN'S PLAYGROUND



It is proposed that the existing children's playground in Centennial Commons be enhanced and expanded so that it is appealing for children of all ages and abilities. Priorities include: expand existing children's playground to make it a destination playground and providing a range of play elements for older kids including climbing

structures. The City should consult with nearby residents concerning playground preferences and specific accessibility needs.



5.5.2 Key Strategies and Tactics

The following strategies and tactics are proposed for the creation and implementation of Centennial Commons projects and programs. Further details on these strategies can be found in the Implementation Plan in section [8.3 Centennial Commons](#).

SEASONAL POP-UP CAFÉ	SUNCOR AGORA CHARETTE AND RE- DESIGN
POP-UP FITNESS CLASSES	ANCHOR CULTURAL FACILITY FEASIBILITY STUDY
SEASONAL ARTISAN MARKET AT SUNCOR AGORA	FLOATING SPA OUTREACH

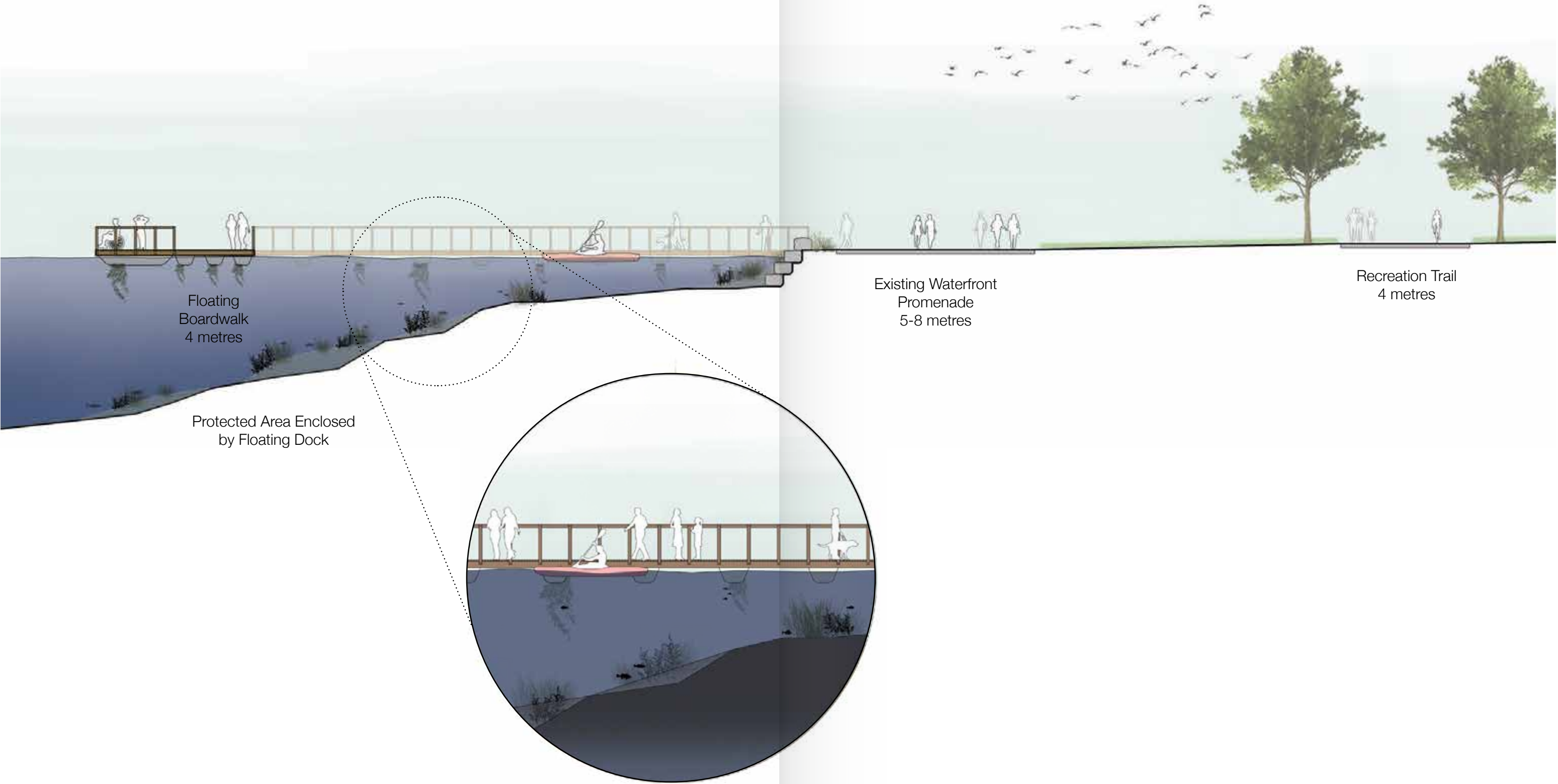
EXISTING VIEW OF CENTENNIAL COMMONS



PROPOSED VIEW OF CENTENNIAL COMMONS



5.5.3 Waterfront Boardwalk Section





5.5.4 Centennial Commons Materials Palette

Paving

- The main materials of Centennial Commons are concrete and concrete pavers
- Large-scale concrete paving patterns highlight plazas and larger public spaces
- Wood boardwalks and artificial beach near the waters edge

Furniture

- Coloured seating blocks in varying shapes and sizes
- Versatile/fun/unique seating
- Movable seating near cafes and markets
- Materials are a combination of wood and metal

Lighting

- Interactive lighting

Planting

- Plant a mixture of fast growing trees and slow growing long-lived trees to provide canopy cover for the near future and for future generations.
- use locally sourced native wetland plants
- Integrate planting into playground to enhance sensory play

Other Materials

- Play areas should integrate local histories/ ecologies in an abstract way to foster imagination
- Splash pad with anti-slip pavers and in-ground water jets
- Exercise equipment could be located along a crushed gravel natural trail and/or at one location with a rubber surface and shade sail



Large-scale patterns created with concrete pavers



Wavy/irregular boardwalk



Exercise equipment trail, granular surface



Exercise equipment with rubber surface and sail shade structure



Versatile seating



Movable tables and chairs for cafes and markets



Textured anti-slip pavers



Water-jet bridges



Abstract metal animal forms



Water/lake related wood play structures



Spinning light posts



Illuminated see-saws



Freeman's Maple is a fast growing tree that can be planted to provide shade in the relative short term.



White Oak is a slow growing tree that can be planted to provide shade in the long term .



Fragrant plants such as lavender can be used to enhance sensory play around the playgrounds.



Broad-leaved cattails are a common native wetland plant that may be suitable for the paddling pond.

5.6 BAYSHORE PARK

Nestled in the calm waters of Sarnia Bay, Bayshore Park provides important connections along the Waterfront and communal green space for nearby residents. A waterfront park in its purest form, Bayshore will provide opportunities for rest and relaxation in a pastoral but engaging setting.

5.6.1 Bayshore Park Capital Projects

- 1 LONDON ROAD PLAZA
- 2 LONDON ROAD FLEX SPACE
- 3 CANTILEVERED WALKWAY
- 4 TOUR BOAT DOCK

1 LONDON ROAD PLAZA



London Road Plaza is an important gateway to the waterfront from the downtown. The existing plaza is dated and is planned to be upgraded as part of this Plan. The existing unit paved plaza has a flag court, concrete steps and ramp, wooden pergola, and flower gardens. A reimaged plaza is proposed at the foot of London Road that will connect the MacPherson Fountain and the proposed London Road Flex Space to create one large activity space. Key considerations for the reimaged plaza include:

- development of a multipurpose shade structure that opens onto Bayshore Park and Plaza space
- development of an overlook structure off of the promenade
- creation of ramp access to address grades/ accessibility
- installation of unique paving treatment and lighting to help distinguish the plaza as a destination
- extending lighting and paving treatment into London Road and Front Street Intersection

2 LONDON ROAD FLEX SPACE



The existing parking lot located off Front Street between the London Road Plaza and the MacPherson Fountain is underutilized. To improve the versatility of this space, it is proposed that the parking lot be retrofitted with specialty paving to accommodate both parking and special events. Key considerations for this flex space include:

- creation of a seamless transition between the flex space and waterfront promenade

- integration of power and lighting to allow space to host pop up events
- integration of tree planting within the flex space and
- the creation of one large gathering space which combines the Flex Space, London Road Plaza and MacPherson Fountain.

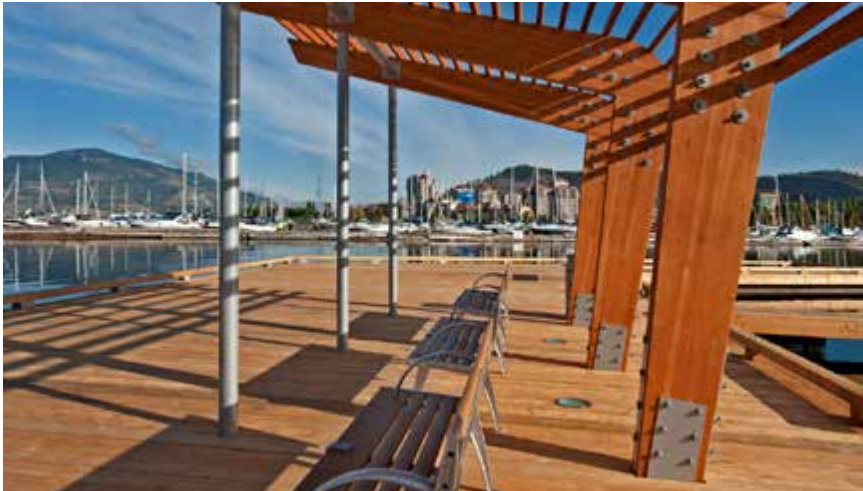
3 CANTILEVERED WALKWAY



A cantilevered walkway is proposed around the west side of the MacPherson Fountain to provide views of the water feature from all angles, and to improve pedestrian circulation in this area. The walkway should be minimum two meters wide. Key considerations for the design of the Cantilevered Walkway include coordination

of material palette with waterfront promenade and MacPherson Fountain, and an assessment of structural integrity of seawall at connection points.

4 TOUR BOAT DOCK

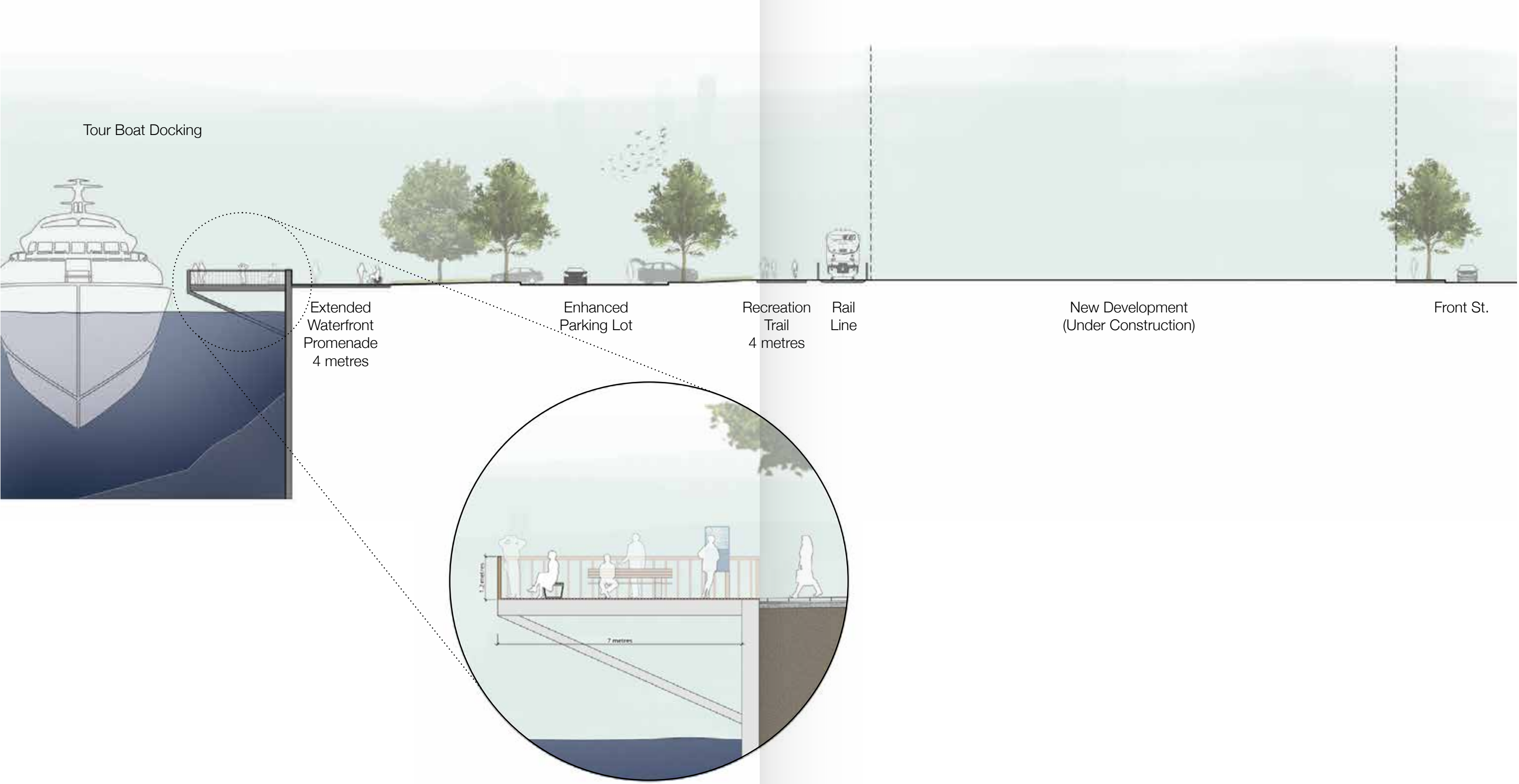


To enhance the operation of tour boats from Bayshore Park, the following improvements are recommended:

- expanding the dock for tour boat operators as part of a widened pedestrian promenade
- expanding the dockside power and potable water supply

- providing additional pathway lighting as needed to ensure illumination of widened promenade.

5.6.2 Tour Boat Docking Area Section





5.6.3 Bayshore Park Materials Palette

Paving

- The main materials of Bayshore are concrete and crushed gravel

Furniture

- Unique seating with various sitting/lounging options
- Gathering and solitary seating options
- Relaxing picnic areas with tables
- Materials are a combination of wood and metal

Lighting

- Directional/patterned lighting built-in to the paving

Planting

- Passive park areas can be planted with sun-loving Carolinian tree species to reflect natural heritage of the St. Clair watershed.

Other Materials

- Dog park should incorporate shade trees and natural agility equipments on asphalt and granular surfacing



Concrete paving with sawcut pattern



Dog park with wood agility equipment, asphalt and granular surface



Unique seating decks/gathering spaves



Unique, versatile seating



Unique, versatile seating



Unique, two-way benches



Picnic tables



Light tubes



Colourful lighting built-in to paving



Colourful lighting to guide pedestrians



Patterned lighting built-in to paving



Sycamore is a species of the Carolinian forest (Platanus occidentalis)



Shagbark Hickory is a species of the Carolinian forest (Carya Ovata)



Tulip Tree is a species of the Carolinian forest (Liriodendron tulipifera)



Swamp White Oak is a species of the Carolinian forest (Quercus bicolor)

5.7 MARKET DISTRICT

The Market District will be the epicentre of vibrancy and activity, connecting the Downtown to the Waterfront through an immersive experiential food hub and marketplace, featuring 'best of' local vendors and restaurateurs from the region, underpinned by culinary learning and urban agriculture.

5.7.1 District Capital Projects

- 1 MARKET HALL
- 2 PAUL BLUNDY PLAZA & PROGRAMMING
- 3 LOCHIEL STREET IMPROVEMENTS

1 MARKET HALL



The proposed Market Hall will be a major activity hub on Sarnia's waterfront and a key destination regionally. The new multi-purpose market building is to be located on the existing Paul Blundy Park area. Designed to create a building presence along front street, key features of the Market Hall will include:

- open-concept market hall space for food vendors and food processors
- rooftop urban agriculture demonstration space and market
- general community use space and potential business incubation space
- below grade public parking
- connected/integrated indoor and outdoor spaces (lower floor to extend out to Paul Blundy Plaza)

2 PAUL BLUNDY PLAZA & PROGRAMMING



With the development of the market hall over the existing Paul Blundy Park, this park space is proposed to be reimagined as a central public plaza on the river-facing side of the Market Hall carrying on the namesake of the former park. Paul Blundy Plaza will be a flexible gathering space for hosting vendors and events associated with the Market Hall. Key features of the plaza include:

- hard surface plaza with power supply for vendors
- trees in paving to provide shade (using soil cells)
- plaza space to extend west across multi-use pathway and railway tracks.
- Programming of this space will become especially important and should contain a combination of food-related programming, as well as small performing arts spaces. Activation and programming should change with the seasons and include permanent and temporary features.

3 LOCHIEL STREET IMPROVEMENTS



Lochiel Street is an important gateway to the waterfront from the downtown and connects Christina Street and the Judith & Norman Alix Art Gallery to the waterfront. Lochiel is a terminating axis running from the redeveloped Bayshore Mall space to the waterfront. At a total length of 200 metres, it has the potential to create a unique experience for users along its entire length. Streetscape improvements are proposed on Lochiel Street from Christina Street to the train tracks at the waterfront entrance and include:

- paving and landscaping enhancements to extend from waterfront to Christina Street to create a flex-street
- lighting enhancements including examining the potential to create a lighting canopy over the street
- incorporation of paving enhancements to the Market Hall and Paul Blundy Plaza
- installation of signature street furniture



5.7.2 Key Strategies and Tactics

The following strategies and tactics are proposed for the creation and implementation of the Market District. Further details on these strategies can be found in the Implementation Plan in section [8.4 Market District](#).

INTERIM ACTIVATION
& PROGRAMMING

MARKET HALL
BUSINESS PLAN

EXISTING VIEW OF MARKET DISTRICT



PROPOSED VIEW OF MARKET DISTRICT



5.7.3 Food Hall Section





5.7.4 Market District Materials Palette

Paving

- The main materials of the Market District are concrete pavers of varying sizes

Furniture

- Colourful gathering spaces with terraced seating
- Materials are a combination of wood and metal

Lighting

- Tall light standards for plazas and gathering spaces

Planting

- Pollinator patches to echo food theme
- Urban tolerant trees for plaza - minimum 20 cubic meters of soil should be provide per tree.

Other Materials

- Portable, wood all-season market stalls
- Gateway feature include large plaza with central sculpture and market hall with large awning
- Beer garden and restaurant patios with shade trees
- Rooftop agriculture planters with movable seating for gathering/outdoor classroom



Coloured concrete pavers



Gateway sculptural features



Gateway to market hall



Tall light standards



Gravel surface beer garden



Illuminated patios



Colourful gathering spaces



Incorporate seating into colourful gathering spaces/ play areas



Shops and food stalls



All-season/non-permanent wood market stalls



Outdoor classrooms



Rooftop agriculture and green roof



Plants for pollinators: Butterfly weed (Asclepias tuberosa)



Plants for pollinators: Joe-Pye weed (Eutrochium purpureum)



Plants for pollinators: Cup Plant (Silphium perfoliatum)



Plants for pollinators: Hairy Beardtongue (Penstemon hirsutus)

5.8 FERRY DOCK LANDING

Ferry Dock Landing will truly integrate the Waterfront into its surrounding neighbourhoods through mid-rise infill development dotted along its periphery. Its linear open space will act as a major mobility connection and provide numerous opportunities for small intimate gatherings, all while taking advantage of its expansive views along the St. Clair River.



5.8.1 Ferry Dock Hill District Capital Projects

- 1 FERRY DOCK HILL PARKETTE
- 2 NATURALIZED LINEAR PARK
- 3 PEDESTRIAN PATHWAY
- 4 LOOKOUTS

1 FERRY DOCK HILL PARKETTE



The large scale, cul-de-sac style entrance of Ferry Dock Hill is a remnant of the area's shipping and ferrying history. It is proposed that this space be transformed into a tiered parkette and gateway feature. The parkette

should reflect the history of Ferry Dock Hill and use a unique paving pattern to create a waterfront gateway feature and provide elevated views of the river.

2 NATURALIZED LINEAR PARK



A narrow piece of city-owned land exists that links Ferry Dock Hill to the proposed Innovation District. With the development of the Innovation District, this corridor will become a vital link between the industrial/commercial Innovation District and the rest of the waterfront. A naturalized landscape with a pedestrian pathway and multi-use recreation trail is proposed for this area, focusing on the restoration of the landscape. Key features of the linear park will include:

- a transitional landscape between urban waterfront to the north and Innovation District to the south

- a less structured waterfront experience with all-season interest
- habitat enhancements such as bat boxes, swallow nesting boxes, and/or pollinator planting
- native trees, shrubs, and grasses
- opportunities for community-driven stewardship
- separation of the multi-use pathway from the waterfront promenade

3 PEDESTRIAN PATHWAY



A meandering granular, 2 to 3 metre-wide walking trail will link Ferry Dock Hill Parkette to the Innovation District. This pedestrian pathway links a series of lookout destinations. It will periodically separate from the multi-use pathway.

4 LOOKOUTS



Four lookout/observation areas are proposed along the naturalized linear park, overlooking the river. These lookout areas can be constructed in a simple manner such as with armour stone borders and granular surfacing. Key considerations include: providing seating and rest areas; interpretation opportunities; and an industrial/

natural aesthetic compared to main promenade design aesthetic (corten steel, armour stone, and wood)







5.8.2 Ferry Dock Landing Materials Palette

Paving

- The main materials of Ferry Hill Landing are asphalt and granular surfacing
- Paths lined with LID swales for water drainage and naturalized planting

Furniture

- Naturalistic furniture made of wood, stone, and metal
- More solitary seating options

Lighting

- Light posts line the main paths, with smaller bollards for the less common areas

Planting

- Plant material for naturalization areas should be native and locally sourced
- buffer planting and or fencing will be needed to provide separation from rail corridor

Other Materials

- Metal and wood shade structures for seating areas where shade trees are not possible
- Cantilevered lookout areas



Central/main asphalt path



Granular paths, medium size



Granular paths, small size



Cantelevered, wood lookouts



Natural stone seating



Wood/concrete bench seating



Light posts illuminate the main path and seating areas



Bollards light up less common areas



Wood and metal shade structures in seating areas without trees



Rock/metal architecture (such as washroom facilities)



LID along main paths and parking



LID along main paths and parking



Buffer Planting: Black Raspberry (*Rubus occidentalis*)



Buffer Planting: Grey Dogwood (*Cornus racemosa*)



Buffer Planting: Purple Flowering Raspberry (*Rubus odoratus*)



Buffer Planting: Fragrant Sumac (*Rhus aromatica*)

5.9 INNOVATION DISTRICT

The Innovation District will form a new hub of economic growth and opportunity for Sarnia and provide a platform for new and emerging industries to take hold and space to form networks with educational and institutional partners in order to diversify Sarnia's economy and build on its proud heritage of industry and innovation.

5.9.1 Innovation District Capital Projects

1 SITE SERVICING

Following on the heels of the economic, engineering, design, and marketing programme for the development of the Innovation District, is the site servicing programme which involves the development of the site's internal road system and servicing of with public utilities. Cost estimates related to the servicing of

the site do not include any required remediation, the cost of which cannot be assessed until appropriate investigations have been completed. In no case is site servicing contemplated without the securement of potential tenants and occupants of the Innovation District.

5.9.2 Key Strategies and Tactics

The following strategies and tactics are proposed for the creation and implementation of the Innovation District. Further details on these strategies can be found in the Implementation Plan in section [8.5 Innovation District](#).

**SITE ASSESSMENT
& ENGINEERING
STUDIES**

**ECONOMIC IMPACT &
FEASIBILITY STUDY**

SITE SERVICING

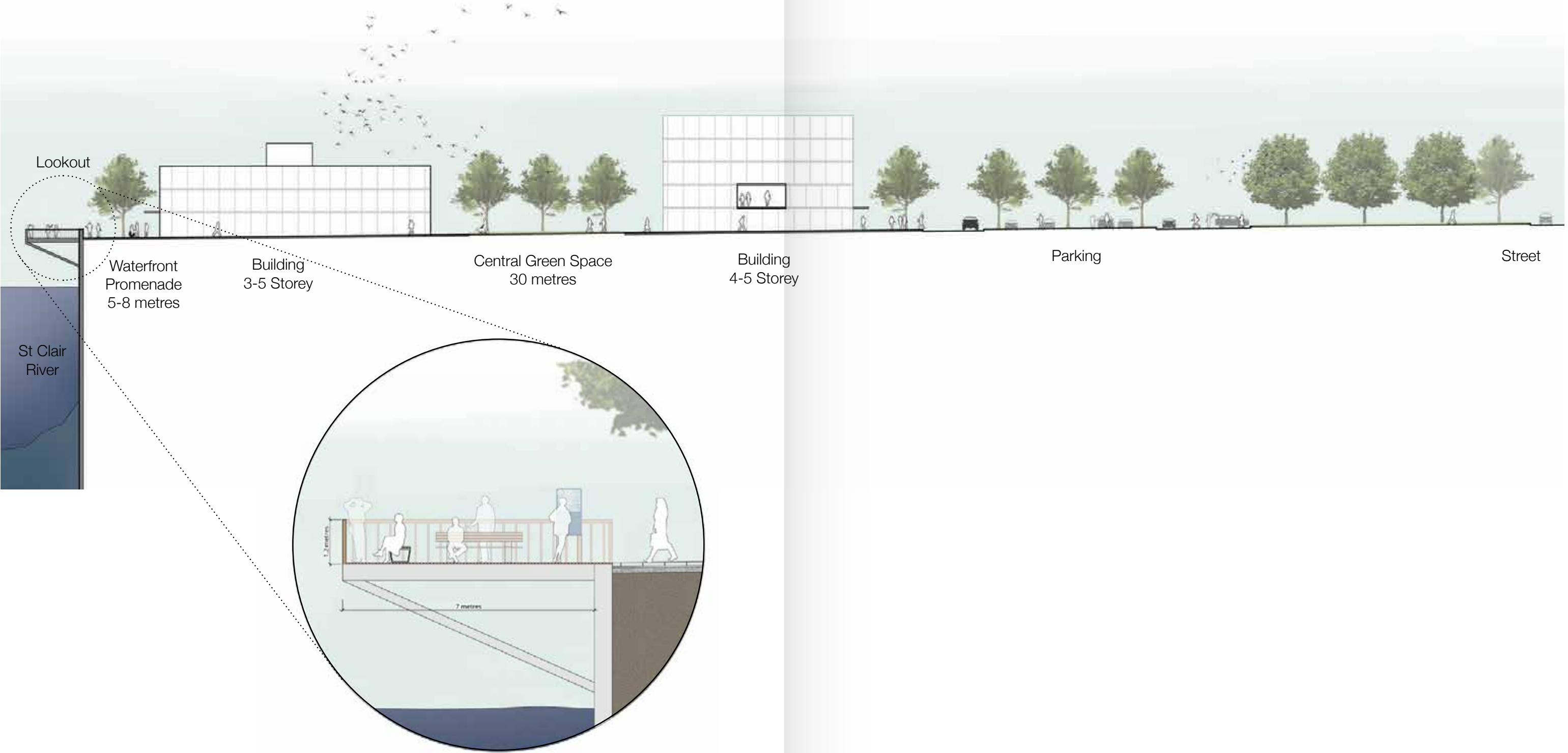
**COMMENCE LEASE
RENEGOTIATIONS**

**INNOVATION
DISTRICT MASTER
PLAN**

**MARKETING
PROGRAMME &
OUTREACH**



5.9.3 Innovation District Section





5.9.4 Innovation District Materials Palette

Paving

- The main materials of the Innovation District are concrete and concrete pavers
- Parking lots with LID swales for drainage and naturalized planting

Furniture

- Large gathering spaces with lighting made of wood and stone/concrete
- Movable tables and chairs

Lighting

- Tall light posts light the main gathering spaces
- Lighting should be incorporated into furniture and infrastructure where possible

Planting

- Bioswales or rain gardens in lid parking lots
- Green roofs
- Street tree planting and perimeter tree planting for central green
- Simple architectural planting palette at building entrances

Other Materials

- Concrete/stone water feature in main plaza, doubles as seating/play area



Striped concrete paving and unit paving pattern



Green mounds/cutouts in paving



Central green with trees



Stage/pavilion at one end of central green



LID parking lot



LID parking lot



Cantelevered, wood lookout



Tall light standards



Incorporate lighting into architecture



Central water feature



Integrated seating



Movable tables and chairs



Switchgrass (Panicum virgatum)



Dwarf Fountain Grass (Pennisetum alopecuroides 'Hameln')

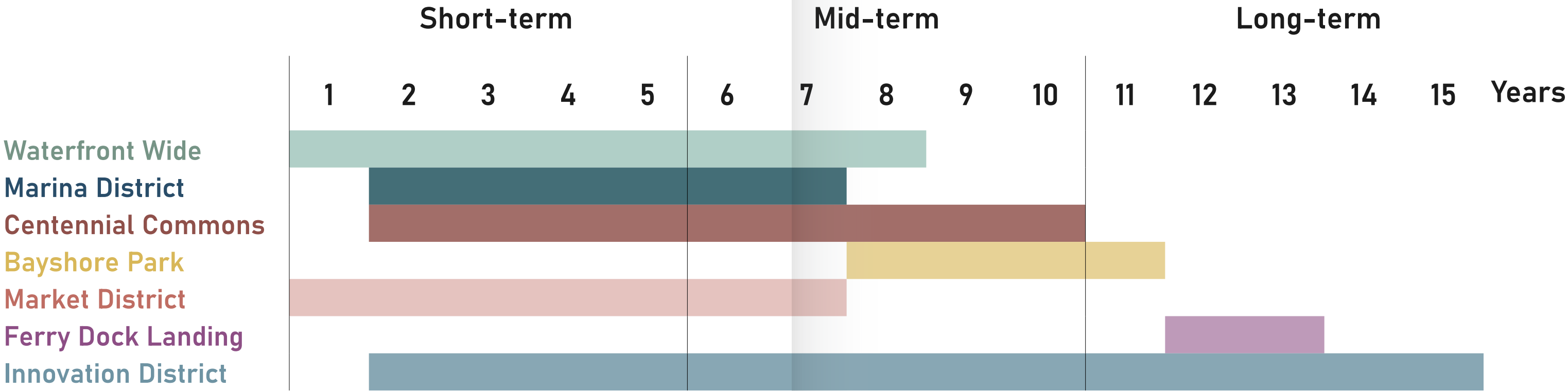


Canadian Serviceberry (Amelanchier canadensis)

6.0 DESIGN TO IMPLEMENTATION

6.1 IMPLEMENTATION SUMMARY

The implementation of this plan will be accomplished through the collective efforts of city council, city staff, and the public over a 15-year planning horizon. Initiatives and projects have been broken down into seven categories being: waterfront-wide initiatives and projects (such as the development of a renewed waterfront promenade), followed by district-specific initiatives and project for each of the six districts. A detailed implementation plan is found in Volume II of this document providing guidance and direction of specific matters relating to realizing the vision and projects outlined in this master plan as well as forecasted costing.



Part 2: Implementation Plan

1.0 IMPLEMENTATION FRAMEWORK

The implementation of this master plan will be undertaken through the collective efforts of City Council, staff, the business and non-profit communities, and the public. While the Master Plan details 'what' is intended to occur along the waterfront, this document contains the implementation framework, detailing 'how' these projects are to be developed and brought to life. Building upon the analysis performed as part of the master planning process, six core strategies have been identified for the City to pursue to further its goals, forming a strategic framework to guide its future initiatives. This strategic framework forms the basis of a series of underlying implementation tactics that relate to the realization of the goals and objectives set out in this document and should be maintained in developing and assessing other tactics, as the implementation effort evolves.

Formalizing a Year-Round Waterfront Activation Programme. Background research has revealed that the Waterfront is currently used primarily by residents during fair-weather conditions. Identification of formal programming that extends the useable seasons of the Waterfront will provide additional opportunities for use, enable community gathering and engagement, diversify visitors and enhance revenue generation potential.

Identifying and Attracting Year-Round Permanent Anchor Uses. There is substantial opportunity to introduce a variety and mix of experiences that contribute to creating an all-season destination, through the attraction of new anchor uses to the Waterfront in the form of long-term/year-round tenants, programmed buildings and other spaces. Carefully selected destination uses can become major anchors and contribute to increasing activity and visitation, while generating stable revenues to fund Waterfront projects and maintenance.

Evaluating and Pursuing the Development of Underutilized Parcels. There are many underdeveloped and residual lands and spaces along the Waterfront that offer significant opportunities to additionally develop the Waterfront, while creating new revenue sources for the City via land sales, land leases and/or growing the tax base. As the majority of these lands are owned by the City, it presents the opportunity to direct and manage the outcomes over time in alignment with the City and community's goals.

Updating Existing Agreements and By-laws. Some of the existing regulatory and planning tools associated with the Waterfront need review and updating to ensure consistent and fair treatment of all parties, that policies are truly supporting and enabling the City's desired outcomes in the best way possible, including spawning economic activity and private investment and maximizing the City's return on its community initiatives and investments.

Establishing a Funding and Resourcing Structure. A new and modern funding and resourcing structure can assist in ensuring that the master plan and major projects and interventions are properly prioritized, coordinated and implemented. The development of a new structure will set the groundwork for a successful and accountable Waterfront.

Attracting Enhanced and Diverse Recreation. Existing recreational uses along the Waterfront are limited and there is substantial opportunity to attract additional sports and recreation services and concessions that offer both unique watersports experiences and promote healthy lifestyles, while increasing visitation and additionally activating the Waterfront experientially and economically.





2.0 ACTIVATION & PROGRAMMING GUIDELINES

The waterfront has many spaces designed for a wide range of programming, activities, and special events. A wide range of activities and events, assist in creating a dynamic environment that users wish to return to because of the varied experiences they will have. Local businesses; arts and culture groups; and community organizations are key to developing and implementing these activities and events, and it is the responsibility of the City to ensure these activities are of good quality and project a positive image of the waterfront. Generally, activation and programming of the waterfront's public spaces should follow these five guidelines:

Create an experience. Programming and events along the waterfront should surprise and delight the senses including sight, smell, sound, taste, and touch should be a primary consideration with the goal of creating positive and memorable 'experiences' for the user.

Be Four Season. Programming and events should be encouraged throughout the year, and particularly promoted in winter and shoulder seasons when there is naturally less demand. Programming and events should also reflect the changing of the seasons and the celebration of holidays with the goal of making the waterfront a premier destination for community-wide celebrations.

Be authentic. Avoid overly sanitized and staged programming and concentrate on providing an authentic experience for users. Authenticity means developing programming that involves local businesses, artists and cultural groups, and providing local produce and products, in a welcoming, fun, and unique atmosphere.

Play with scale. Ensure that event activities are clustered together to create a sense of excitement and community. This will differ based on the type of event, for example, busker performances should be located to facilitate small intimate gatherings of people to watch and enjoy a performance, while a live performance may require larger space to accommodate large numbers of spectators.

Be intuitive. Programming and events should make sense and be intuitively found by the user. The three thematic districts of the master plan should help guide this. For example, programming and events surrounding food and commerce should be hosted in the Market District; programming and events surrounding boating, fishing, watersports should be grouped around the Marina District; programming and events surrounding education and learning should be directed to the Innovation District.



3.0 TESTING & PILOTING PROGRAMMING

Testing and piloting programming and events along the waterfront is a great way to explore new concepts and softly introduce change to existing residents and businesses, inexpensively and with less need for intensive human and capital resources. Feedback from pilot programming and events can also assist in refining projects recommended in this plan to ensure better quality outcomes and longer-term success of projects by evaluating their responsive to community needs, and ensuring they are organized and sited properly. There are three notable projects in the master plan which it is recommended be piloted and tested to assist with long term implementation:

Outdoor event/festival space in the Marina District – using and grading the existing outdoor space, including testing the siting of the stage; determining the location of associated concessions and public facilities; and addressing general logistics including loading and unloading, trailer parking, etc.

Year-round Artisan market in Centennial Commons – using the existing facilities at the Suncor Agora, including testing the composition and variety of vendors; orientation of vendor facilities; and provision of servicing and utilities.

Outdoor food and urban agriculture in the Market District – using the City-owned George Street parking lot, including testing the composition and

variety of vendors; orientation of vendor facilities; and provision of servicing and utilities.

Other general pilot programming and projects that the City may wish to consider generally along the waterfront include:

Bicycle Parking – installation of temporary bicycle parking racks, supervised or secure parking, covered parking, bike lockers, and/or bike repair stations could be provided along the waterfront to understand where preferred locations are and what the operational challenges might exist.

Pop-up Retail – exploring partnerships with community groups, and local businesses and business organizations to create a pop-up retail program at major gateways and specifically in and around the Market District to provide opportunities for current or prospective vendors to try out a new concept or start a new business

Waterfront Terraces – test different locations small patios and terraces at gateways and points of interest along the waterfront promenade.

Free Wi-Fi – Explore providing a public Wi-Fi zone along the waterfront or in specific active locations including signage and advertising if provided by a third party.



4.0 PUBLIC ART & MEMORIALS

The waterfront contains many significant and varied public art installations. Some of these pieces are commemorative such as the monument to Alexander Mackenzie, other pieces memorialize like the Victims of Chemical Valley memorial, while other pieces are large sculptural installations like those found in Rainbow Park. The waterfront is also home to a significant number of other memorial installations such as the commemorative benches along the waterfront, the MADD memorial bench, the VON memorial garden, and a dedicated ash-scattering site for cremated remains. As important parts of the waterfront's landscape, the installation and organization of public art and memorials requires a deliberate and thoughtful approach to displaying and engaging with these pieces.

New Public Art Installations – There are many opportunities for public art installations along the waterfront, they can include sculpture, murals, as well as decorative landscape features, pavilions, and fountains. During the detailed design stage of the capital programme public art installation opportunities should be identified with the assistance of an art curator/specialist.

Memorials – Currently there is a significant overpopulation of memorials along the waterfront. These installations create a solemn and somber experience for users that can be at odds with the creation of an inviting waterfront and conflict

with existing and planned programming, such as the existing VON memorial garden adjacent to Suncor Agora performance space and playgrounds. Over the life of this plan, it will be appropriate to relocate some memorials to different spaces along the waterfront. In other instances, it may be appropriate to remove/relocate the memorial from the waterfront altogether. The City should develop a policy regarding memorial installations along the waterfront in order to:

- Ensure memorials are located in areas conducive and appropriate for private reflection and remembrance; and
- Limit their prominence, particularly in areas intended to create a fun user experience.

Public Art Strategy – As detailed in the Implementation Plan (initiative WW.13) a public art strategy is proposed to ensure the appropriate curating and display of public art and memorials.

5.0 SELECTING & RETAINING THE RIGHT PROFESSIONALS

The selection of design experts and expert trades will be key to developing projects along the waterfront that reflect its civic importance and create a waterfront that Sarnians can be proud of. Landmark places, such as waterfronts, are of such significance to the identity of a city that extra care and consideration should be given to bringing in best-in-class experts to assist in implementing the plan. The following is a summary of some of the considerations the City should give to retaining professionals to implement the master plan.

Schematic & Detailed Design – Multi-disciplinary teams will be required to undertake schematic and detailed design work to implement this plan. The first major project will set standards for furniture, lighting, paving, planting and other elements of the public realm that will carry through the entire build-out. It is recommended that sufficient time is allocated to the consultant team to work through these defining details. At various points the teams will include:

- Landscape Architect
- Urban Planner/Designer
- Architect
- Active Transportation Specialist
- Electrical Engineer
- Lighting Consultant
- Structural Engineer
- Civil Engineer
- Cost Consultant
- Market/Real Estate Analysis
- Development Consultant
- Land Appraiser
- Geotechnical Engineer
- Irrigation Specialist
- Arborist
- Horticulturalist
- Public Art Curator/Specialist
- Events Planner/Coordinator

Given the waterfront's industrial history and extensive filling along the shoreline, geotechnical studies should be conducted prior to commencement of detailed design at locations with known fill or suspected contamination to ascertain soil conditions and make recommendations on appropriate design and construction methods to implement the projects outlined in this plan.

Retaining Contractors & Trades – A prequalification process is recommended for the retention of contractors and trades. The purpose of prequalification is to ensure that candidate firms and professionals invited to bid on work at the waterfront can deliver quality and value to the City and the waterfront. It also allows the City to better manage the risks associated with the open tender process in a transparent, open, and fair manner where the City, through pre-determined criteria, can eliminate candidates who do not demonstrate that they have the necessary financial capacity, technical expertise, managerial ability, and/or similar experience (particularly as it relates to high quality public works projects) to work along the waterfront.

Using Design Competitions – Design competitions can be used selectively for certain landmark elements of the waterfront plan such as the proposed lookout tower and stage in the Marina District; the restoration plan for Centennial Commons; and/or for major public art installations. Design competitions can have an extremely broad reach and appeal to design professionals both nationally and internationally. For projects along the waterfront in which the City decides to explore the use of a design competition, defined objectives and/or project brief should be developed such as:

- Creation of a landmark project that interprets Sarnia's history and future aspirations
- Commitment to achieving a certain environmental standard or certification
- Definition of a programme for the space around the project (i.e. activation and circulation strategies)

Appropriate award monies should for entrants should also be identified along with jury membership which should be a combination of council representation; academic representation; and professional representation. A two-stage juried competition process would first involve a general call for submissions and a shortlisting of 3 to 5 teams. A second stage would include a more refined submission included conceptual design and capital budget/costing. From which the selection of a winning team would take place.

6.0 TAKING ADVANTAGE OF DEVELOPMENT OPPORTUNITIES

Since the 1960s successive municipal administrations have assembled lands along the waterfront for public use. These land assemblies took place as the opportunity arose and have occasionally resulted in the public ownership of parcels with some limited value to the waterfront as programmable space and have been maintained as either manicured lawn or surface parking. There is significant value in these parcels both monetarily and community-wise, that should be unlocked with the goal of reinvesting funds raised back into waterfront improvements outlined in this

plan, and to create a more vibrant waterfront and downtown.

Strategic Development Parcels – There are four City-owned sites that are recommended to be considered for redevelopment with a market value of approximately \$77 million (2021) for an estimated 730 residential units. This does not include potential commercial lease values or potential public parking revenues. These sites are intended to serve as a key source of funding for the redevelopment of the waterfront.



George Street Parking Lot

Proposed Development	6-storey mixed use building with commercial on ground floor
Average Unit Size	80 m ²
Parking Solution	3 levels below grade (including 1 level of public parking)
Residential Unit Yield	~140 units
Commercial Floor Space Yield	~2,000 m ²



Ferry Dock Hill Lot

Proposed Development	6-storey mixed use building with commercial on ground floor
Average Unit Size	80 m ²
Parking Solution	3 levels below grade (including 1 level of public parking)
Residential Unit Yield	~75 units
Commercial Floor Space Yield	~1,000 m ²



Vendome Lot

Proposed Development	6-storey mixed use building with commercial on ground floor
Average Unit Size	80 m ²
Parking Solution	3 levels below grade (including 1 level of public parking)
Residential Unit Yield	~180 units
Commercial Floor Space Yield	~2,500 m ²



SPCA Site*

Proposed Development	Two, 10-storey residential buildings
Average Unit Size	80 m ²
Parking Solution	3 levels below grade
Residential Unit Yield	~335 units
Commercial Floor Space Yield	None

* It is acknowledged that the SPCA is a long-term tenant of the City's and that any potential redevelopment of the site would only take place after negotiations with the SPCA and relocation of their existing operations.

7.0 PARKING STRATEGY

A key component of the redevelopment of the waterfront is the removal of several surface parking lots (both formal and informal) along the waterfront and replacing these parking areas with active uses whether parkland, activation, or development opportunities. In many cases existing surface parking lots are intended to be replaced with below-grade parking structures associated with proposed development. The redevelopment of existing surface parking lots will take place over 15-year planning horizon of this plan providing opportunities for the City to plan for the replacement of parking, and to employ strategies to reduce demand, such as promoting transit usage, cycling, and walking.

Parking to be Maintained

Parking Area	Number of Spaces
London Street Parking Lot	100
Marina Parking Lot	275
Centennial Park Overflow Parking	130
Total	505

Parking to be Redeveloped

Parking Area	Number of Spaces	Proposed Timeline
Centennial Park Parking Lot	150	Year 4
Maxwell Street Parking Lot	21	Year 10
Tour Boat Dock Parking Lot	15	Year 10
George Street Parking Lot	95	Market Dependant
Paul Blundy Park Parking Lot	20	Year 8
Ferry Dock Hill Parking Area	70	Year 12
Vendome Parking Lot	68	Market Dependant
Total	439	

Parking to be Added / Replaced

Parking Area	Number of Spaces	Proposed Timeline
Centennial Overflow Parking Lot	70	Year 4
Vendome Parking Lot	68	Market Dependant
Ferry Dock Hill Parking Lot	70	Year 10
George Street Parking Lot	95	Market Dependant
Paul Blundy Park Parking Lot	20	Year 8
Ferry Dock Hill Parking Lot	70	Market Dependant
Market Hall Parking Lot	130	Year 8
Total	433	

Parking Replacement Strategy – There are approximately 945 City-owned and publicly available parking spaces found along the extend of the waterfront today including the City’s George Street Parking Lot (used for City Hall parking weekdays) and the Vendome Parking Lot. Of the existing 945 spaces approximately 440 spaces are proposed to be redeveloped over the 15-year planning horizon of this plan and replaced by approximately 435. As such, this plan anticipates a net loss of five to six parking spaces from the implementation of the capital programme. This inventory does not include the potential for public parking in the Innovation District which can also add additional supply as does the incorporation of additional levels of public parking on redevelopment sites.

Parking Strategy – As detailed in the Implementation Plan (initiative WW.10) a downtown and waterfront parking strategy is proposed to ensure parking is appropriately supplied, located, and priced.

8.0 IMPLEMENTATION STRATEGIES

This master plan is underpinned a series of placemaking strategies and tactics that are designed to lay the foundations for the capital projects in the master plan; activate the waterfront both in the interim and long term; and establish a framework for the long-term management of the waterfront. This section outlines strategies and tactics to be employed by the City in the implementation of this master plan.

8.1 WATERFRONT WIDE STRATEGIES & TACTICS

Indigenous Placemaking Strategy. This master plan recommends that the City establish a framework, in consultation with the Aamjiwnaang First Nation, that seeks to identify concrete actions and physical interventions along the waterfront that support reconciliation and celebrate Sarnia’s First Nations culture and heritage. This framework should:

- Seek opportunities to expand the presence and visibility of indigenous histories and culture
- Create physical space for indigenous ceremonies, teachings, and community gatherings
- Build relationships between the City and local First Nations
- Provide access to land and water along the waterfront for traditional and contemporary use
- Support economic development opportunities for First Nations.

In particular, the restoration of indigenous place names along the waterfront is a powerful, and yet simple method, of increasing the presence and visibility of Sarnia’s indigenous histories and culture and work towards addressing the erasure of indigenous people and their presence on the land and water. The redevelopment of the waterfront and the restoration of landscapes provides an opportune time to restore place names.

Communications & Marketing Plan. The communications and marketing plan will aim to position the waterfront as a must-visit destination in the region. The plan should create and emphasize a defined brand and identify for the waterfront that will resonate with visitors and citizens of Sarnia, encourage them to participate in making it their own and increase their desire and reasons to come to the waterfront and enjoy it. For example, each district could have a hashtag linked to it and a key place to take a picture (selfie). The plan should include a web page and social media channels that are animated, regularly distributing content to maintain engagement, and updated according to the events calendar.

Activation Programming Strategy & Budget. The master plan’s Existing Conditions Report found that Sarnia’s events and activities are dispersed throughout the downtown, the waterfront, Canatara Park, and other local community venues. There is an opportunity to put in place an activation program and budget to expand city-run or -initiated programming to ensure that the waterfront remains an active and attractive destination year-round and supporting generating economic activity there year-round. Each event and scheduled activity should produce a positive and measurable return in the form of revenue, customer experience, spending and/or time spent at the waterfront. Overlapping events should be marketed together and offer cross-visitation opportunities, otherwise they risk dispersing the energy of attendance at and investment into each event, thus limiting the full capture of potential visitors and spending. It would be essential to have an individual or organization responsible for overseeing the organization of the calendar, building partnerships, and coordinating with the marketing and communications strategy.

In addition, investing in lower-cost regular or seasonal activities can produce a higher return for the City over time in building people’s more routine familiarity with the Waterfront, rather than focusing on large, one-off annual events. As part of this process, the City should investigate different

reasonable revenue generation opportunities, including parking fees for residents and non-residents, nominal admission fees, activity and user fees, and vendor fees and/or related revenue-sharing.

Engineering Studies of Point Lands & Ferry Dock Hill. In advance of implementing projects at both the Marina District and Ferry Dock Landing, engineering assessments namely: geotechnical and environmental site assessments should be completed specifically on the Point Lands and Ferry Dock Hill where buildings and structures are proposed in order to properly assess the engineering requirements to undertake these areas’ respective projects.

Waterfront Management Plan. Waterfront parks provide the public with access to and views of the St. Clair River and Lake Huron for active and passive recreation that may include a range of water-based or waterfront activities and are a stand-alone category of park in the Parks, Recreation and Culture Master Plan 2018 to 2033 (March 2019). The scale and level of development of facilities, activities, and functions proposed in this plan will benefit from the creation of a management plan providing direction on: creation of an overall management structure; defining departmental responsibilities for the implementation of the master plan; and establishing a municipal budget for the implementation of the master plan and subsequent programming.

Signage and Wayfinding Strategy. Develop a signage, wayfinding and interpretation strategy for the waterfront that also identifies connections between Downtown and the Waterfront.

Improved signage and mapping will help both residents and visitors navigate the waterfront and explore the waterfront’s key destinations and special features.

Key considerations include:

- prepare a strategy to direct location, hierarchy and graphic design for signage to be applied throughout the waterfront
- strategy should include fabrication specifications and installation details that can be adopted by future projects
- engage with the Aamjiwnaang First Nation to identify and restore original Anishinaabeg place names along the waterfront and use interpretational displays to tell First Nation history
- implement signs over time in conjunction with waterfront projects and as new opportunities emerge
- create a distinct style/brand for each waterfront area

Free Wi-Fi Feasibility Assessment. The City is currently undertaking a pilot project to provide free Wi-Fi for visitors in the downtown with the goal of learning how residents and visitors would like to consume free open-access connectivity in order to take those lessons and introduce free Wi-Fi to other locations. In order to assist in the digital integration of the downtown and waterfront, the City should explore expanding this pilot project to the waterfront.

Waterfront & Downtown Parking Strategy – Public parking is frequently a sensitive issue in central neighbourhoods such as downtowns. While supply is often perceived to be the problem, it is often actually a problem of ensuring that existing parking supplies are appropriately located, priced, and signed parking. In the case of the waterfront, parking matters are inextricably linked with the Downtown as both areas provide parking for one another. To ensure that a detailed plan is in place to address parking supply and demand for both the redeveloped waterfront and the Downtown in the future, a joint parking study should be completed early into the implementation of the plan. This study should address: present and future parking demand; present and future parking supply; the

relationship of parking to meeting the City’s climate change and public health objectives; and should propose appropriate and innovative parking and mobility solutions for both areas.

Food Truck By-law. By-law No. 128 currently prevents food trucks and refreshment vehicles from operating in close proximity to each other, except for temporary events. The current restrictions in the by-law should be amended at the time of renewal of the current agreements. This change will allow for creatively employing and co-locating these mobile food and beverages uses in more flexible and longer-term formats to create stronger experiences in animating spaces. In turn, the city may be able to explore increasing concession and permit fees or seek an alternative agreement structure that also allows for capturing a percentage of vendor sales.

Downtown CIP Area. To further strengthen the waterfront as a key priority for the city, the entire area (all six districts) should be included in Sarnia’s current Community Improvement Plan (CIP), which includes the downtown and Mitton Village. Its inclusion in the CIP will ensure that it is treated the same as other commercial districts and will be able to access related public investments and private sector grant and incentive programs to facilitate development and property improvements in the waterfront area. It is strongly suggested that the city continue to seek and leverage additional funding and resources where necessary.

BIA for Downtown and Waterfront. It is strongly suggested that the project of forming a Business Improvement Area be pursued in the form most appropriate to Sarnia’s context and needs and ensure that it includes the waterfront area. Although sharing common objectives, these types of associations can take many administrative, structural, and financial forms. The different forms of funding can be combined in a variety of ways to achieve a strategy that reflects the characteristics, needs and projects of the area served by the association. The most common funding structures are:

Partially or largely funded by the municipality, which in turn may seek funding from a higher level of government.

Partially or largely funded by merchant members or, in the case of a BIA, a levy on commercial and industrial property owners – funding capacity depends on the type of businesses, properties and the economic vitality of the area

Highly project-funded, i.e. merchants or property owners come together to organise a project and apply to the municipality for funding or a private grant explicitly for that project.

Development Analysis for Redevelopment Lots. Four city-owned sites have been identified for redevelopment in order to fund waterfront improvements. The City has not historically taken an active role in soliciting private investment to develop land, and as such should engage land development professionals to undertake a development analysis for the identified lots. This analysis for each site should include:

- Highest and best analysis
- Massing and density study
- High level pro forma
- Recommended deal structures from outright sale/long term lease to development partnership.

Mixed use development is proposed on all sites (apart from the SPCA site). Key considerations for the proposed developments will include:

- Thoughtful and strategic framing of waterfront views from within and outside of the buildings
- Innovative site design of loading and servicing requirements
- Opportunities and constraints of site including topography, regulated areas, and proximity to a railway
- Enhancement of surrounding streetscape to improve the pedestrian connection from downtown to the waterfront (accessibility/grades and pedestrian property/safety)

- Development of affordable housing or social housing, along with market-rate housing
- Development of family units (i.e. 2+ bedrooms)
- Incorporation of below grade public parking
- Incorporation of commercial/community spaces at street level

Public Art Strategy – An inventory of all public art installations along the waterfront should be undertaken with the services of an art curator/ specialist and landscape architect to develop a programme to reorganize, display, and maintain existing and future public art installations in an appropriate manner, accompanied by information on each piece. This may include the creation of a sculpture garden or similar outdoor gallery space.

Marketing of Redevelopment Lots. Proper marketing of the redevelopment sites will be key to attracting the right partner to the table. Marketing packages should be developed for each of the identified sites and include:

- Summary city economic information
- Summary real estate market performance information
- Summary of waterfront master plan
- Information regarding key available properties/ parcels
- Any parcel-specific development parameters/ guidelines established by the City.

A targeted outreach strategy should be developed to identify, build relationships with, and solicit interest from quality regional investors/developers. This process should be led and managed through the City’s Economic Development Department or a related entity, with potential assistance and support elicited from qualified local brokers or other quality real estate professionals in Sarnia.

WW.14 Multimodal Mobility Plan. To develop a true multi-modal transport culture, actions need to be backed up by policies and plans evidencing a clear commitment, vision and defined actions to get there. Piecemeal interventions are not sufficient and a comprehensive action plan to

implement is required to realize this as a goal for Sarnia. It is strongly recommended that actions be taken in several areas such as encouragement, enforcement, and education in addition to improvements to the built environment. These actions could be integrated into an update to the City’s Transportation Master Plan, which was last updated in 2014.

Pilot Bike-share. Even before contracting with a permanent bike-sharing company, it is possible to test the idea with a temporary bike-sharing fleet. Whether for commuting from one end of the waterfront to the other or connecting to downtown, such a service has many advantages. A bike-share fleet is inexpensive and can result in efficiency gains and considerable savings in transportation costs. Be sure to officially designate a person to be responsible for the fleet. This person will be responsible for ensuring that the fleet operates smoothly, that the terms of use are respected, and will help promote the fleet to citizens (this could be an integral part of the communications and marketing plan). It is possible to fund the bike share system through public funding, collaboration with and sponsorship from a private company, or a financial institution. To ensure that Sarnia’s bike share fleet continues to meet the needs of users, it is important to track usage. Conduct usage surveys over the summer to see if it would be cost-effective and useful to implement a permanent bike share system.

8.2 MARINA DISTRICT STRATEGIES & TACTICS

Negotiations on Harbour Building Improvements. Bridgeview Marina Limited has had a lease with the City of Sarnia since 2006 for the Andrew S. Marina. Brandt Marina in Sarnia Bay. In this agreement, it is understood that Bridgeview is responsible for the majority of the costs incurred and that the City is responsible for any major capital and structural repairs. The City is therefore able to initiate changes to either renovate or redevelop the marina building while engaging Bridgeview in the process. It is recommended that the City work with Bridgeview to establish a collaborative process to achieve consensus in a planning and development exercise to modernize the facility, optimize Bridgeview’s business, and achieve the City’s goals, which include creating new targeted commercial concepts and tenancies with year-round operations.

Identify Sports Rental Operator. The City should seek to identify an operator to offer recreational sports rentals next to the marina, which will add to the vibrancy and activity of the area, generate additional revenue for the City, and create an additional small-business opportunity for a local operator. This can be done through a request for proposal issued by the City. Existing operations at Kenwick-on-the-Lake and other beach properties through a watersports rental service agreement with Beach Bums have proven extremely successful, and the company is considering expanding the program to also offer bike and other sports equipment rentals. While Beach Bums offers water sport rental opportunities adjacent to the Andrew S. Brandt Sarnia Bay Marina on weekends, through the Sarnia Boarder Pass, the company is also looking to expand the program to include bike and other sports equipment rentals.

Identify Partner for Watersports Outfitter. The revitalized harbour building is intended to contain new space for a four-season watersports retailer to be housed. A watersports outfitter could include boat and watercraft showroom/point of sales; fishing and angling outfitter; canoes, kayaks, paddle board point of sales; and/or general

outdoors outfitter. As proposed facility to house the outfitters will be a ‘new build’ rental rates will likely favour established businesses and/or national brands. As an anchor tenant of the Marina District, the identified partner should have the ability to attract customers regionally as well as locally.

Engage with Local Restaurateurs. Along with the development of a year-round watersports outfitter within a revitalized harbour building, space for a four-season restaurant is also recommended to be included. Like the outfitter, the restaurant is intended to be an anchor facility, providing an up-market dining experience as well as potentially providing associated banqueting facilities. As such, the City should begin conducting outreach to top local/regional restaurateurs with the capacity and business plan to operate such a business. Particularly focus should be with restaurateurs specializing on local cuisine and ingredients such as fish and local produce and meat.

Interim Activation and Programming. In advance of making the capital investments and improvements to implement the future skating loop and amphitheatre identified in the master plan, a pop-up event space can begin to animate the area, drive visitors to the space, and familiarize the community with its intended future programming.

8.3 CENTENNIAL COMMONS STRATEGIES & TACTICS

Seasonal Pop-up Café. Sarnia has a number of small, independently-owned coffee shops and cafés, who should be afforded the opportunity to activate Centennial Commons with a pop-up and then permanent café kiosk. Pop-up café space should be located along the waterfront promenade to provide maximum exposure for the operator. Permanent café kiosks should have a high quality/ innovative design that reflects the prominence of the kiosk.

Pop-up Fitness Classes. Sarnia’s fitness community has several local operators delivering circuit training, yoga and meditation, Pilates, dance, and other similar activities which could translate

well to this waterfront park setting in warmer weather. The content of the classes (i.e. meditative vs. high intensity) should be a determining factor for their location, whether deeper into Centennial Commons for a quieter, more reflective experience, versus closer to the promenade.

Seasonal Artisan Market at Suncor Agora. an markets, fairs, and walks can provide an excellent space to support local entrepreneurship and local artists by providing inexpensive locations and space for residents and visitors to Sarnia to purchase handmade items not available in most stores. The City should engage with the local artisan community to establish seasonal market events in Centennial Commons to provide year-round activation of the area. Priority should be given to local vendors and providing goods using a wide range of media (i.e. sculpture, ceramics, fibre, woodwork, glass, metalwork, painting, etc.). Use of the Suncor Agora should be explored to accommodate the market at least for an interim period.

Suncor Agora Charette and Re-design. In its current configuration, the Suncor Agora is not achieving its potential as a community meeting and performance space, and it requires a significant and thoughtful re-evaluation of both its use and design, particularly considering the directions contained in this master plan. To that end, the City should undertake a design charette with qualified facilitators in the fields of architecture and landscape architecture to develop a community-led vision of what the facility could become. The outcome of this exercise should be a conceptual/schematic design of a revitalized facility, along with the development of an implementation plan, including costing, for the facility.

Anchor Cultural Facility Feasibility Study. The development of a new anchor cultural and/or tourism-oriented facility (e.g. children’s museum; discovery centre; biodome; science centre; botanical garden; etc.) has the potential to not only establish the waterfront as a major destination for Sarnians, but also establish Sarnia as a major regional tourism destination and would aid in capturing additional border city tourism dollars. A feasibility study for a new cultural anchor should

include a consultation process to determine community needs and desires for a new anchor facility, potential private sector partners, and potential available funding resources to support its planning and development.

Floating Spa Outreach. A floating spa concept on a boat (or barge) would marry Sarnia’s maritime spirit with the contemplative relaxation that Centennial Commons already offers, ideally by transforming a historic ferry or other vessel into a “spa-on-the-water” including a wellness restaurant. The City’s Economic Development Department should commence outreach to established and reputable spa operators in Southern Ontario to explore establishing a presence along the waterfront.

8.4 MARKET DISTRICT STRATEGIES & TACTICS

Interim Activation & Programming. Given the future vision of transforming the park into a culinary anchor and destination, its interim activation strategy should set the stage for that evolution and focus on related food oriented four-season programming, including food kiosks, a seasonal market and beer garden, all of which can begin to evaluate and gestate relationships for delivery of the eventual permanent market.

Market Hall Business Plan. Creating an exciting destination market hall and innovative food district for Sarnia will require extensive development and business planning efforts to identify and define the range of commercial opportunities within the project. It will be necessary to articulate the vision, program, design and financial plan of this new culinary anchor clustering and celebrating the best of Sarnia’s local and regional food producers, purveyors and restaurateurs. Those potential stakeholder groups should be engaged as part of a targeted outreach process to inform the envisioning, planning and future tenancies, including Lambton College as a preferred local culinary educational partner. Implementation and tenanting of the project will require a targeted deal-making process identifying and securing best-in-class operators and strategic partners

for each element of the targeted commercial program making up the vision. Quality, local Sarnia businesses should be targeted and presented with the opportunity to be part of the market, on a preferred basis.

8.5 INNOVATION DISTRICT STRATEGIES & TACTICS

Site Assessment & Engineering Studies. The large amount of land available in the Innovation District provides an incredible opportunity for redevelopment to better employ the lands for their highest and best use towards supporting Sarnia’s economic future. The lands are a longstanding brownfield site, and thus the City needs to better understand required remediation measures through appropriate engineering and environmental studies to assess the constraints and opportunities for enabling productive and sustainable development of the land over time. A pragmatic and balanced approach should pursue the long-term commercial, environmental and economic success of proposed solutions. To understand the constraints of the site, the following must be assessed: geotechnical/hydrogeological conditions; shoreline condition; servicing; and, contamination levels and remediation programme.

Economic Impact & Feasibility Study. A study of the development potential for the innovation district is needed. This study can be undertaken either as a precursor, or in conjunction with the master plan process (IN.4) and will examine the potential impact and economic activity throughout local and regional economies that can be generated by the project in terms of new tax assessment, job creation, income generation, to demonstrate the economic impact and importance of the project to higher levels of government, the general public, and other stakeholders. It will also identify a feasibility business model and feasible development potential of the District.

Commence Lease Renegotiations. Given agreements with the existing tenant, which were recently renewed through 2025, the City must engage in negotiations regarding any renewals or notice required, with a view towards building

flexibility into future arrangements that balance of the tenant’s time required to responsibly plan for any transition off the site, with the City’s desire to eventually to free the land up for redevelopment at the appropriate time.

Innovation District Master Plan. A master plan illustrating the urban form of the Innovation District needs to be developed. This should include the configuration of buildings, parking strategy, outdoor amenity spaces, servicing, interface with the adjacent properties and waterfront, and connectivity to the rest of Sarnia’s waterfront. Key considerations in the design will include setbacks from the active rail lines, building heights and orientation and circulation. The master plan will involve the development of a master concept to model site development options and establish key urban design and development parameters desired by the City to guide the development of the district and its relationship to surrounding lands/assets, and incorporate all into a site marketing package and strategy.

Marketing Programme & Outreach. With the completion of engineering assessments, feasibility analysis, and a master plan for the Innovation District, a marketing programme by the City’s Economic Development Department should be commenced targeting private and public sectors, and non-governmental organizations. The City’s economic development strategy should take a proactive role in targeting the desired potential businesses, institutions and sectors to help grow and diversify the City’s economic base. Example sectors the City should consider targeting include: renewable energy generation; water technology; medical research and development; biosciences/biotech; light industrial innovation/manufacturing and tech flex/maker space; and higher education.

9.0 IMPLEMENTATION PLAN

The redevelopment of the Sarnia Waterfront will be implemented through multiple phases of work over a 15-year planning horizon. This implementation plan breaks projects down into three major phases: short, medium, and long term, as well as breaking down project by district. Projects and initiatives outlined in the implementation plan fall into two general categories: strategies and tactics, which are composed of programming, administrative, organizational, and economic development efforts; and the capital and operational programme, which is composed of the plans major capital work and operating expenses.

Certain projects outlined in this plan, such as the redevelopment of underutilized city-owned parcels, the attraction of an anchor cultural facility, and the development of the Innovation District, have only partial costing provided or not capital costing at all as they are highly dependant on both market conditions, project feasibility, and the identification of financial partners, and/or government funding, and potential revenue that can offset project cost. As such, providing a costing for these projects would not provide an accurate indication of the required expenditure.

9.1 IMPLEMENTATION TIMELINE

Consideration was given to potential or recommended timing and sequencing of implementation for the projects outlined in this plan. This decision was informed by the project team's experience working on other waterfront master plans, input from city staff, as well as the relative immediacy of the issues addressed by each project or their catalytic potential to create significant economic change at the waterfront.

Short-Term. It is recommended that the City initiate identified short term projects within one to five years of the adoption of this master plan. Initiatives in this timeframe are generally plan-based and focus on establishing additional programmatic direction for the Waterfront's many public spaces, or on establishing an

implementation strategy related to new user experiences for residents and visitors at the waterfront.

Medium-Term. It is recommended that the City initiate identified medium-term projects within five to ten years of the adoption of this master plan. These actions are primarily initiatives that require time to synchronize with the work processes and schedules of other stakeholders. It is expected that these tactics will fit into the workflow of other stakeholders and have a catalytic effect on specific areas of the waterfront.

Long-Term. The long-term tactics are those recommended for implementation from 10 to 15 years period. Many projects in this timeline often have sub-steps and foundational work that begins well before, but are generally major in scope and will require extensive planning, development time and potentially significant funding/capital before they are fully implemented.

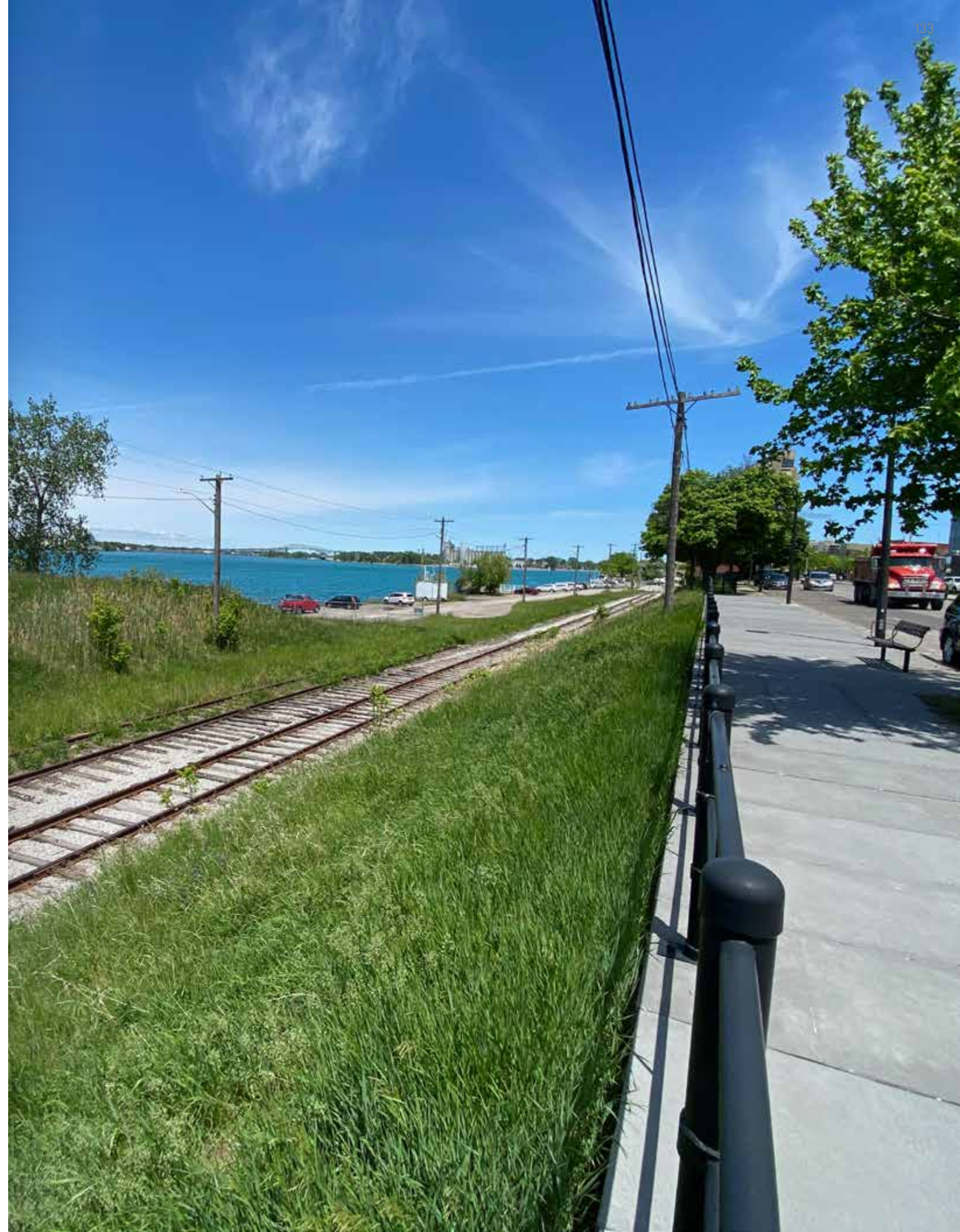
9.2 TYPES OF PROJECTS

In addition to the timelines proposed for each project, projects are illustrated as falling into one of three categories of work. Understanding the type of project to be undertaken is essential to the phasing of the master plan's initiatives and projects.

Strategy. Projects that fall into the strategy category are the development of plans, reports, strategies, or other work that essentially lays the groundwork for capital projects, and that is intended to activate an area or capital project.

Design. Design work refers to the pre-construction phase of a capital project. This includes both preliminary and detailed engineering, landscape, and/or architectural design.

Construction. Construction simply refers to the construction and development phase or the actual capital works associated with the project.



9.3 IMPLEMENTATION PLAN INDEX

Legend

	Capital Project
	Implementation Strategy

Waterfront Wide (WW)

WW.1	Indigenous Placemaking Strategy
WW.2	Communications and Marketing Plan
WW.3	Activation Programming Strategy
WW.4	Engineering Studies of Point Lands & Ferry Dock Hill
WW.5	Waterfront Management Plan
WW.6	By-law, BIA, and CIP Amendments
WW.7	Signage & Wayfinding Strategy
WW.8	Waterfront Promenade
WW.9	Free Wifi Feasibility Assessment
WW.10	Waterfront & Downtown Parking Strategy
WW.11	Development Analysis for Redevelopment Lots
WW.12	Public Art Strategy
WW.13	Marketing of Redevelopment Lots
WW.14	Multi-mobility Plan & Bike Share Pilot
WW.15	Programmable Lights
WW.16	Multi-use Pathway
WW.17	Pathway Lighting
WW.18	Rail Crossings & Buffers
WW.19	Waterfront and Downtown Tree Strategy

Marina District (MI)

MI.1	Grain Silo Light Display
MI.2	Interim Activation & Programming
MI.3	Ice-skating Loop
MI.4	Negotiations on Harbour Bldg Improvements
MI.5	Habour Tower and Stage
MI.6	Engage Marina Retailers & Restaurateurs
MI.7	Great Lakes Shipping Interpretation Node
MI.8	Shoreline Pathway
MI.9	Shoreline Naturalization
MI.10	Breakwater Viewing Platform
MI.11	Marina District Pavilions
MI.12	Marina Parking Lot Enhancements
MI.13	Marina Pedestrian Route Enhancements
MI.14	Seaway & Harbour Roads Streetscape
MI.15	Harbour Master Building

Centennial Commons (CC)

CC.1	Temporary Café Kiosk & Pop-up Fitness Classes
CC.2	Cennential Overflow Parking
CC.3	Floating Boardwalk
CC.4	Artisan Market at Suncor Agora
CC.5	Restorative Landscape & Remediation
CC.6	Wetland & Paddling Pond
CC.7	Walking Loop
CC.8	Small Craft Launch & Rentals
CC.9	Anchor Cultural Facility Feasibility Study
CC.10	Floating Spa Outreach
CC.11	Children's Playground
CC.12	Suncora Agora Charette & Re-design

Bayshore Park (BP)

BP.1	London Road Plaza
BP.2	London Road Flex Space
BP.3	Cantilvered Walkway
BP.4	Tour Boat Dock

Market District (MK)

MK.1	Interim Activation & Programming
MK.2	Market Hall Business Plan
MK.3	Market Building
MK.4	Paul Blundy Plaza & Programming
MK.5	Lochiel Street Improvements

Ferry Dock Landing (FD)

FL.1	Ferry Dock Hill Parkette
FL.2	Naturalized Linear Park
FL.3	Pedestrian Pathway
FL.4	Lookouts

Innovation District (ID)

IN.1	Site Assesment & Engineering Studies
IN.2	Economic Impact & Feasibility Study
IN.3	Commence Lease Renegotiation
IN.4	Master Plan & EcDev Marketing Package
IN.5	Marketing Programme & Outreach
IN.6	Site Servicing



9.4 SHORT-TERM SCHEDULE & COSTING

Legend

	Waterfront Wide (WW)		Bayshore Park (BP)		Innovation District (ID)
	Marina District (MI)		Market District (MK)		
	Centennial Commons (CC)		Ferry Dock Landing (FD)		

		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
WW.1	Indigenous Placemaking Strategy	Strategy	\$45,000				
WW.2	Communications and Marketing Plan	Strategy	\$30,000				
WW.3	Activation Programming Strategy	Strategy	\$50,000				
WW.4	Engineering Studies of Point Lands & Ferry Dock	Design	\$100,000				
WW.5	Waterfront Management Plan	Strategy	\$10,000				
WW.6	By-law, BIA, and CIP Amendments	Strategy	\$5,000				
CC.1	Temporary Café Kiosk & Pop-up Fitness Classes	Strategy	\$5,000				
MK.1	Interim Activation & Programming	Design & Construction	\$100,000				
MI.1	Marina Modernization	Design & Construction	\$250,000				
WW.7	Signage & Wayfinding Strategy	Strategy	\$60,000				
WW.8	Waterfront Promenade	Design	\$253,300	Construction	\$1,688,500		
WW.9	Free Wifi Feasibility Assessment	Strategy	\$10,000				
WW.10	Waterfront & Downtown Parking Strategy	Strategy	\$40,000				
MI.2	Grain Silo Light Display	Design	\$50,000	Construction	\$300,000		
MI.3	Interim Activation & Programming	Design & Construction	\$100,000				
MK.2	Market Hall Business Plan	Strategy	\$225,000				
FL.1	Ferry Dock Hill Parkette	Design	\$35,000	Construction	\$232,900		
FL.2	Naturalized Linear Park	Design	\$12,000	Construction	\$79,600		
FL.3	Pedestrian Pathway	Design	\$5,800	Construction	\$38,200		
FL.4	Lookouts	Design	\$13,000	Construction	\$86,100		
WW.11	Development Analysis for Redevelopment Lots	Strategy	\$200,000				
WW.12	Public Art Strategy	Strategy	\$15,000				
MI.4	Ice-skating Loop	Design	\$232,500	Construction	\$1,550,000		
MI.5	Negotiations on Harbour Ride Improvements	Strategy	\$10,000				
CC.2	Centennial Overflow Parking	Design	\$31,800	Construction	\$211,500		
CC.3	Floating Boardwalk	Design	\$218,200	Construction	\$1,454,000		
IN.1	Site Assessment & Engineering Studies	Design	\$100,000				
WW.13	Marketing of Redevelopment Lots	Strategy	\$20,000				
MI.6	Harbour Tower and Stage	Design	\$225,000	Construction	\$1,500,000		
CC.4	Artisan Market at Suncor Agora	Strategy	\$75,000				
CC.5	Restorative Landscape & Remediation	Design	\$150,000	Construction	\$3,000,000		
CC.6	Wetland & Paddling Pond	Design	\$9,800	Construction	\$64,700		
CC.7	Walking Loop	Design	\$19,500	Construction	\$129,800		
CC.8	Small Craft Launch & Rentals	Design	\$2,300	Construction	\$15,000		
MK.3	Market Building	Design	\$1,500,000	Construction	\$9,000,000		
MK.4	Paul Blundy Plaza & Programming	Design	\$90,500	Construction	\$344,700		
MK.5	Lochiel Street Improvements	Design	\$40,500				
WW.14	Multi-mobility Plan & Bike Share Pilot	Design	\$120,000				
MI.7	Engage Marina Retailers & Restaurants	Strategy	\$10,000				
IN.2	Economic Impact & Feasibility Study	Strategy	\$100,000				
IN.3	Commence Lease Renegotiation	Strategy	\$20,000				
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	PHASE TOTAL
SUBTOTAL		\$595,000	\$804,100	\$3,232,800	\$5,307,600	\$14,344,700	\$24,284,200

9.5 MID-TERM SCHEDULE & COSTING

		YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	
WW.15	Programmable Lights	Design	\$270,000	Construction	\$4,500,000		
WW.16	Multi-use Pathway	Design	\$118,600	Construction	\$790,400		
WW.17	Pathway Lighting	Design	\$128,200	Construction	\$854,100		
WW.18	Rail Crossings & Buffers	Design	\$100,000	Construction	\$650,000		
MI.8	Great Lakes Shipping Interpretation Node	Design	\$24,800	Construction	\$165,000		
MI.9	Shoreline Pathway	Design	\$60,600	Construction	\$403,600		
MI.10	Shoreline Naturalization	Design	\$127,400	Construction	\$849,100		
MK.5	Lochiel Street Improvements	Construction	\$481,600				
MI.11	Breakwater Vining Platform	Design	\$30,000	Construction	\$200,000		
MI.12	Marina District Pavilions	Design	\$245,400	Construction	\$1,635,600		
MI.13	Marina Parking Lot Enhancements	Design	\$45,000	Construction	\$300,000		
MI.14	Marina Pedestrian Route Enhancements	Design	\$3,600	Construction	\$24,300		
		Strategy	\$200,000				
		Strategy	\$5,000				
IN.4	Master Plan & EcDev Marketing Package	Design	\$200,000				
WW.19	Waterfront and Downtown Tree Strategy	Design	\$20,000				
CC.11	Children's Playground	Design	\$56,300	Construction	\$375,000		
CC.112	Suncor Agora Charette & Re-design	Design	\$50,000				
MI.15	Seaway & Harbour Roads Streetscape	Design	\$56,900	Construction	\$378,800		
MI.16	Harbour Master Building	Design	\$1,395,000	Construction	\$5,580,000		
IN.5	Marketing Programme & Outreach	Strategy	\$50,000				
BP.1	London Road Plaza	Design	\$109,900	Construction	\$732,250		
BP.2	London Road Flex Space	Design	\$111,600	Construction	\$743,750		
		YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	PHASE TOTAL
SUBTOTAL		\$1,311,200	\$8,941,200	\$3,788,100	\$4,555,300	\$1,476,000	\$22,071,800

9.6 LONG-TERM SCHEDULE & COSTING

		YEAR 11		YEAR 12		YEAR 13		YEAR 14		YEAR 15	
BP.3	Cantilvered Walkway	Design	\$201,400	Construction	\$1,342,500						
BP.4	Tour Boat Dock	Design	\$189,500	Construction	\$1,263,000						
						IN.6	Site Servicing	Design	\$280,000	Construction	\$6,194,100
		YEAR 11	YEAR 12	YEAR 13	YEAR 14	YEAR 15	PHASE TOTAL				
SUBTOTAL		\$390,900	\$2,605,500	\$0	\$280,000	\$6,194,100	\$10,178,100				

10.0 ROLES & RESPONSIBILITIES

While specific departmental responsibilities for waterfront projects is intended to be established in the master plan’s recommended waterfront management plan, there are four broad levels of responsibility for the City that are identified in this plan ranging from leading to advocating. These levels of responsibility are intended to identify extent of involvement and capacity required by the City to implement the plan. For each project a primary and secondary role has been identified for the City.

Lead (LE). Initiatives and projects where the City will take a lead role in implementing initiatives directly. In some cases this may be in partnership with other stakeholders.

Advise (AD): Initiatives and projects where the City will provide meaningful input into planning and development of a project such hiring consultants, designers, or other professionals to undertake projects.

Facilitate (FA). Initiatives and projects where the City will connect with various stakeholders and engage/ facilitate discussion in the implementation of an initiative or project.

Advocate (AO): Initiatives and projects where the City will take an active role in communicating a desired version of the initiative and outcome.

Legend

	Primary Role
	Secondary Role

Master Plan Initiative / Role	LE	AD	FA	AO
Waterfront Wide				
WW.1 Indigenous Placemaking Strategy				
WW.2 Communications & Marketing Plan				
WW.3 Activation Programming Strategy & Budget				
WW.4 Engineering Studies of Point Lands & Ferry Dock Hill				
WW.5 Waterfront Management Plan				
WW.6 Food Truck By-law				
WW.6 Downtown CIP Area				
WW.6 BIA for Downtown and Waterfront				
WW.7 Signage and Wayfinding Strategy				
WW.8 Waterfront Promenade				
WW.9 Free Wi-Fi Feasibility Assessment				
WW.10 Waterfront & Downtown Parking Strategy				
WW.11 Development Analysis for Redevelopment Lots				
WW.12 Public Art Strategy				
WW.13 Marketing of Redevelopment Lots				
WW.14 Multimodal Mobility Plan				
WW.14 Pilot Bike-share				
WW.15 Programmable Lighting				
WW.16 Multi-Use Pathway				
WW.17 Pathway Lighting				
WW.18 Railway Crossings and Buffers				
WW.19 Waterfront and Downtown Tree Strategy				

Master Plan Initiative / Role	LE	AD	FA	AO
Marina District				
MI.1 Marina Modernization				
MI.2 Grain Silo Light Projections				
MI.3 Interim Activation and Programming				
MI.4 Ice-Skating Loop				
MI.5 Negotiations on Harbour Building Improvements				
MI.6 Harbour Tower and Stage				
MI.7 Identify Sports Rental Operator				
MI.7 Identify Partner for Watersports Outfitter				
MI.7 Engage with Local Restaurateurs				
MI.8 Great Lakes Shipping Interpretation Node				
MI.9 Shoreline Pathway				
MI.10 Shoreline Naturalization				
MI.11 Breakwater Viewing Platform				
MI.12 Marina District Pavilions				
MI.13 Marina Parking Lot Enhancements				
MI.14 Marina Pedestrian Route Enhancements				
MI.15 Seaway + Harbour Road Streetscape				
MI.16 Harbour Master Building				
Centennial Commons				
CC.1 Seasonal Pop-up Café				
CC.1 Pop-up Fitness Classes				
CC.2 Centennial Overflow Parking				
CC.3 Floating Boardwalk				
CC.4 Seasonal Artisan Market at Suncor Agora				
CC.5 Restorative Landscape and Remediation Strategy				
CC.6 Wetland and Paddling Pond				
CC.7 Walking Loop				
CC.8 Small Craft Launch and Rentals				
CC.9 Anchor Cultural Facility Feasibility Study				
CC.10 Floating Spa Outreach				
CC.11 Children's Playground				
CC.12 Suncor Agora Charette and Re-design				
Bayshore Park				
BP.1 London Road Plaza				
BP.2 London Road Flex Space				
BP.3 Cantilevered Walkway				
BP.4 Tour Boat Dock				
Market District				
MK.1 Interim Activation & Programming				
MK.2 Market Hall Business Plan				
MK.3 Market Hall				
MK.4 Paul Blundy Plaza & Programming				
MK.5 Lochiel Street Improvements				
Ferry Hill Landing				
FL.1 Ferry Dock Hill Parkette				
FL.2 Naturalized Linear Park				
FL.3 Pedestrian Pathway				
FL.4 Lookouts				
Innovation District				
IN.1 Site Assessment & Engineering Studies				
IN.2 Economic Impact & Feasibility Study				
IN.3 Commence Lease Renegotiations				
IN.4 Innovation District Master Plan				
IN.5 Marketing Programme & Outreach				
IN.6 Site Servicing				

11.0 FUNDING THE PLAN

This master plan outlines a \$55 million (2021) capital and operating programme for its implementation. It is anticipated that funding for the waterfront will come from a variety of sources, both public and private. This section outlines the framework, potential funding sources, and recommended sources of funding on a per project basis to more clearly understand the expectations and assumptions associated with the implementation of this plan.

11.1 FUNDING FRAMEWORK

The financial requirements to implement this master plan are not intended to be met solely by the City's property tax base. While this may be required at the outset of this plan, it is intended that the waterfront become self-funding and self-sustaining in the long term. The following are six principles are intended to inform decision-making as it relates to funding projects along the waterfront.

Revenue generating projects such as the Market Hall, Marina Building, and Redevelopment Lots, should be developed with a business case that outlines how the proposed project can become self-sustaining.

Financing and borrowing should be used sparingly and use of general city revenues should be reserved primarily for start-up costs associated with implementation with the goal of shifting away to a self-funding model over time.

Grants from higher levels of government should be prioritized for all major planning and capital projects where possible.

Revenue from the development of city owned lots should form a primary funding source as soon as possible in the life of the plan.

Revenue generation should be a primary consideration when assessing rental rates and users' fees, except in specific circumstances where free/low-cost community access, and/or business incubation are involved.

11.2 POTENTIAL FUNDING SOURCES

Seven potential funding sources have been identified to fund the 65 initiatives outlined in this plan and are outlined below:

Grants from Higher Levels of Government (GG). There are several government programmes, at both the federal and provincial levels, that the City should investigate and pursue to secure funding to help implement a number of the, particularly larger, initiatives outlined in this plan. Granting programming from higher levels of government reflect the priorities of the given government and will likely change over the course of the implementation of this plan. Priorities as they existing today see grant monies applicable to the waterfront are focused on: brownfield remediation; recreational and transportation infrastructure; cultural and tourism infrastructure; and internet connectivity.

Development of City Owned Redevelopments Lots (COL). As noted previously, four city-owned lots that are currently underutilized and/or underperforming have been identified in this plan for development. The goal of redevelopment is three-fold: repair the urban fabric; increase the residential base in the downtown; and provide revenue to fund waterfront projects. Revenue streams from the redevelopment of city-owned lands will depend on the deal structure created with the development partner and market conditions at the time of development.

Revenue from Waterfront Rents & Concessions (R&C). There are currently a number of revenue streams received by the City along the waterfront related to the lease of city-owned lands (such as the former CN lands); rents received for the use of city-owned facilities (such as the marina); and rents received for special events and the operation of concessions along the waterfront. These revenue streams are often ideal for funding operating expenses along the waterfront. With the implementation of this master plan, a number of new planned rental opportunities and concessions should increase these revenue streams over the course of the plan’s implementation.

General City Revenue (GCR). General city revenues are essentially composed of the property tax base, as well as user fees, and development charges. No site-specific fees or charges are proposed to be implemented as a part of this plan, and in keeping with the overall goals of this plan, use of general city revenue streams to fund waterfront initiatives should be kept to a minimum and focused on those initiatives that are particularly community focused.

Financing/Borrowing (F/B). Financing of capital projects is available to the City through both public and private organizations. In certain circumstances it may be appropriate to consider financing to undertake a waterfront initiative. Instances where it may be appropriate to consider financing include:

Situations where it is desirable to spread out the cost of the project over its useful life to allow project costs to be paid not just by the existing tax base, but by future users as well.

Where there is limited access to internal financing sources like reserves or reserve funds and there are limited assets to dispose of in order to raise capital.

Where interest rates are lower than the rate of inflation for a project, there may be a cost savings to borrow for a project sooner, rather than pay a higher cost for the project later.

Corporate Sponsorship (CS). Sarnia is home to several major corporations who have a proud history of sponsoring community projects and programming. Corporate sponsors can be an excellent vehicle for funding waterfront projects when they align with the corporation’s strategic priorities or philanthropic goals. Naming rights are particularly attractive for large scale projects.

Community Fundraising & Private Giving (CFR). For certain community-focused projects, community fundraising with the public and local community groups, while resource intensive, can provide an excellent opportunity to both raise funds and develop a culture of community building and civic pride. Additionally, private giving from individuals and community groups can be used to sponsor and fund amenities such as seating, trees, gardens, and paving, giving recognition to the donor in the form a plaque or similar recognition.

11.3 RECOMMENDED FUNDING SOURCES BY INITIATIVE

Based on the seven potential funding sources outlined above, the following details the recommended or suggested funding sources that should be investigated for each initiative. It should be noted that these are only recommendations, and the full discretion as to how to fund individual projects rests solely at the discretion of the City.

11.4 SELECT POTENTIAL PUBLIC FUNDING OPPORTUNITIES

Appendix I of this master plan outlines several government programmes, at both the federal and provincial levels, that Sarnia should investigate and pursue to secure funding to help implement a variety of elements of this plan. These funding opportunities have identified and summarized, in brief, but there are others that may be appropriate. The City should research and study all in greater detail to understand and determine requirements, eligibility, and funding availability.

Master Plan Initiative / Funding Source	GG	COL	R&C	GCR	F/B	CS	CFR
Waterfront Wide							
WW.1 Indigenous Placemaking Strategy							
WW.2 Communications & Marketing Plan							
WW.3 Activation Programming Strategy & Budget							
WW.4 Engineering Studies of Point Lands & Ferry Dock Hill							
WW.5 Waterfront Management Plan							
WW.6 Food Truck By-law							
WW.6 Downtown CIP Area							
WW.6 BIA for Downtown and Waterfront							
WW.7 Signage and Wayfinding Strategy							
WW.7 Waterfront Promenade							
WW.9 Free Wi-Fi Feasibility Assessment							
WW.10 Waterfront & Downtown Parking Strategy							
WW.11 Development Analysis for Redevelopment Lots							
WW.12 Public Art Strategy							
WW.13 Marketing of Redevelopment Lots							
WW.14 Multimodal Mobility Plan							
WW.14 Pilot Bike-share							
WW.15 Programmable Lighting							
WW.16 Multi-Use Pathway							
WW.17 Pathway Lighting							
WW.18 Railway Crossings and Buffers							
WW.19 Waterfront and Downtown Tree Strategy							

Master Plan Initiative / Funding Source	GG	COL	R&C	GCR	F/B	CS	CFR
Marina District Projects (MD)							
MI.1 Marina Modernization							
MI.2 Grain Silo Light Projections							
MI.3 Interim Activation and Programming							
MI.4 Ice-Skating Loop							
MI.5 Negotiations on Harbour Building Improvements							
MI.6 Harbour Tower and Stage							
MI.7 Identify Sports Rental Operator							
MI.7 Identify Partner for Watersports Outfitter							
MI.7 Engage with Local Restaurateurs							
MI.8 Great Lakes Shipping Interpretation Node							
MI.9 Shoreline Pathway							
MI.10 Shoreline Naturalization							
MI.11 Breakwater Viewing Platform							
MI.12 Marina District Pavilions							
MI.13 Marina Parking Lot Enhancements							
MI.14 Marina Pedestrian Route Enhancements							
MI.15 Seaway + Harbour Road Streetscape							
MI.16 Harbour Master Building							
Centennial Commons (CC)							
CC.1 Seasonal Pop-up Café							
CC.2 Centennial Overflow Parking							
CC.3 Floating Boardwalk							
CC.4 Seasonal Artisan Market at Suncor Agora							
CC.5 Restorative Landscape and Remediation Strategy							
CC.6 Wetland and Paddling Pond							
CC.7 Walking Loop							
CC.8 Small Craft Launch and Rentals							
CC.9 Anchor Cultural Facility Feasibility Study							
CC.10 Floating Spa Outreach							
CC.11 Children's Playground							
CC.12 Suncor Agora Charette and Re-design							
Bayshore Park (BP)							
BP.1 London Road Plaza							
BP.2 London Road Flex Space							
BP.3 Cantilevered Walkway							
BP.4 Tour Boat Dock							
Market District (MD)							
MK.1 Interim Activation & Programming							
MK.2 Market Hall Business Plan							
MK.3 Market Hall							
MK.4 Paul Blundy Plaza & Programming							
MK.5 Lochiel Street Improvements							
Ferry Dock Landing (FL)							
FL.1 Ferry Dock Hill Parkette							
FL.2 Naturalized Linear Park							
FL.3 Pedestrian Pathway							
FL.4 Lookouts							
Innovation District (ID)							
IN.1 Site Assessment & Engineering Studies							
IN.2 Economic Impact & Feasibility Study							
IN.3 Commence Lease Renegotiations							
IN.4 Innovation District Master Plan							
IN.5 Marketing Programme & Outreach							
IN.6 Site Servicing							

12.0 ADMINISTERING THE PLAN

12.1 INTERPRETATION

The master plan is designed with a significant amount of flexibility that is intended to help the City respond to changing economic, social, and environmental conditions and to entertain a wide range of potential tenants and users of the waterfront. It is not intended to preclude the development of a project not currently contemplated by the master plan, but that may arise from specific opportunities that present themselves to the City. In such instances the City should review the opportunity against the vision and overall goals and objectives of this plan and ensure the proposed

12.2 REVIEWING THIS PLAN

This plan should be reviewed at regular intervals of 5 years to ensure it is being implemented as originally envisioned and to ensure that the proposed projects and costings are still relevant and applicable as some may be particularly impacted by market and economic conditions.

Appendix I: Select Potential Public Funding Opportunities

CANADA COMMUNITY BUILDING FUND (CCBF)

Website: <https://www.buildingcommunities.ca>

The Canada Community Development Fund is a permanent source of federal funding for local infrastructure. Funds are provided upfront to communities twice a year and can be strategically invested in 19 project categories to address local priorities. The City of Sarnia could apply for funding in certain categories such as Brownfield Redevelopment, Culture, Recreation and Tourism. The tactics and recommendations outlined several project ideas and concepts that could qualify and benefit from these funds

Brownfield Redevelopment: A remediation or decontamination project as well as the development project that will be done on the land following remediation.

Culture: The construction or renovation of infrastructure that supports the arts, humanities or heritage.

Recreational: The construction or renovation of infrastructure facilities related to recreational activities, including active transportation projects, including cycling lanes and paths, sidewalks, hiking and walking trails.

Tourism: The construction or renovation of infrastructure that attracts visitors for recreation, leisure, work or other purposes.

Broadband and Connectivity: The construction, material enhancement or renewal of infrastructure that provides internet access to residents, businesses, and/or institutions in Canadian communities.

INVESTING IN CANADA INFRASTRUCTURE PROGRAM

Website: <https://www.infrastructure.gc.ca/plan/icp-pic-INFC-eng.html>

The Government of Canada program provides funding to communities in four areas. Two potential categories of interest to the City of Sarnia, relative to the Waterfront Master Plan are:

- Green Infrastructure (which includes brownfield remediation activities)
- Community, Cultural and Recreation Infrastructure.

FEDERATION OF CANADIAN MUNICIPALITIES – GREEN MUNICIPAL FUND

Website: <https://www.fcm.ca/en/programs/green-municipal-fund>

The Federation of Canadian Municipalities funds a variety of initiatives under several categories through the Green Municipal Fund, some of which may be appropriate for the implementation of the vision for the waterfront, including:

Land Use

- Plan: Community brownfield action plan
 - Funds the creation of a plan that identifies and prioritizes opportunities to revitalize a community's brownfields
- Study: Site remediation or risk management
 - Funds feasibility studies of initiatives that have the potential to bring a brownfield site back into economically productive use

- Capital project: Brownfield site redevelopment
 - Funds capital projects for initiatives that bring a brownfield site back into economically productive use
- Pilot project: Renewable energy production on a brownfield
 - Funds pilot projects for initiatives that generate renewable energy on a brownfield site
 - Transportation
- Study: Transportation networks and commuting options
 - Among other items, funds feasibility studies that support a modal shift to less polluting forms of transportation via public transit, walking, or cycling
- Capital project: Transportation networks and commuting options
 - Among other items, funds capital projects that support a modal shift to less polluting forms of transportation via public transit, walking, or cycling

BROWNFIELDS FINANCIAL TAX INCENTIVE PROGRAM (BFTIP)

Website: <https://www.ontario.ca/page/brownfields-financial-tax-incentive-program>

BFTIP is an Ontario government funding tool available to municipalities to provide tax support for brownfield remediation. To be eligible for this program, the land in question must be part of a Community Improvement Plan (CIP). Therefore, it is essential to include the waterfront in the CIP. The CIP may also provide for municipal financial incentive programs for redevelopment properties, including loans and grants, to stimulate private investment.

