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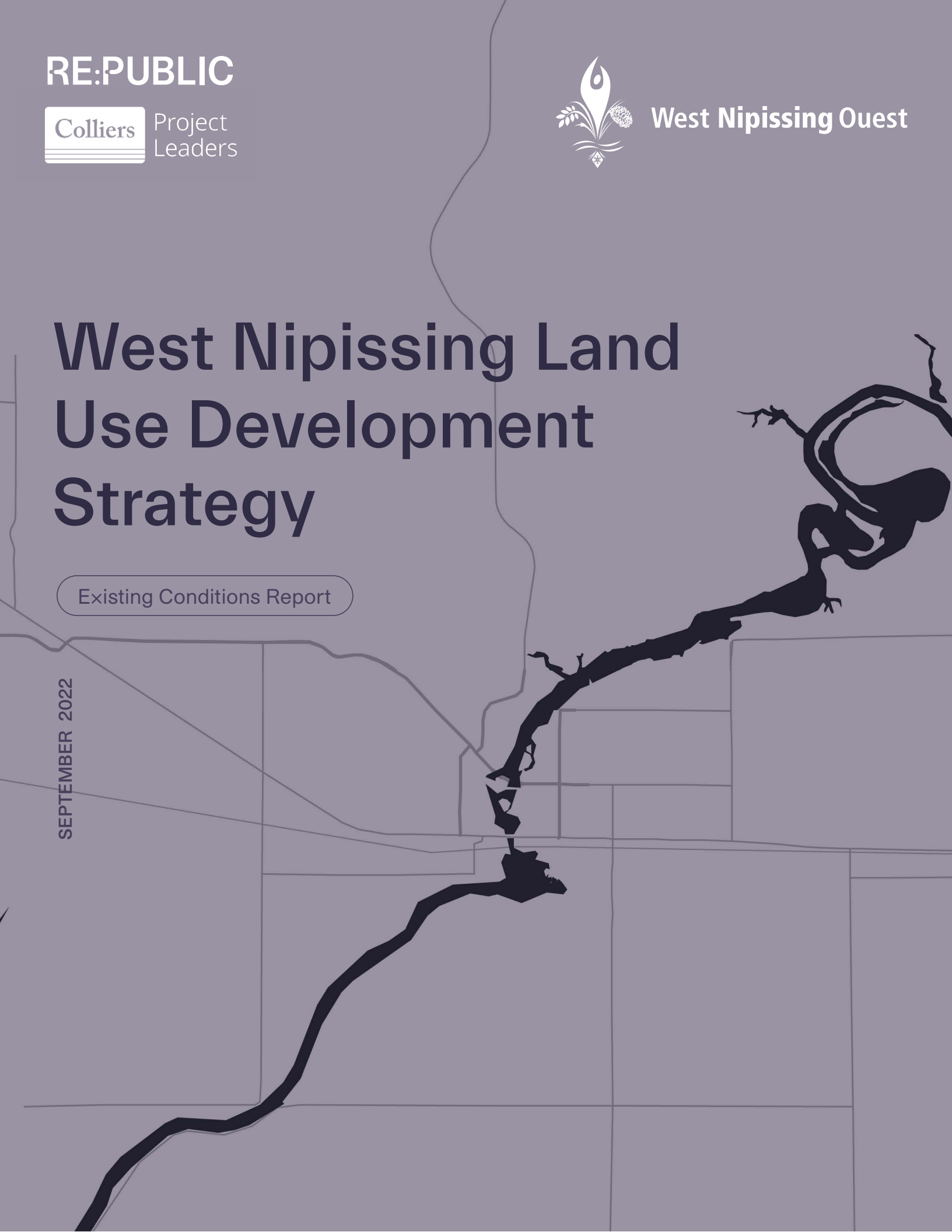


West Nipissing Oust

# West Nipissing Land Use Development Strategy

Existing Conditions Report

SEPTEMBER 2022





# West Nipissing Ouest

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Figure 1: The Former Mill from Highway 17 Bridge, Unknown date

## Executive Summary

In February 2022, a project team consisting of Re:public Urbanism and Colliers Project Leaders was retained by the Municipality of West Nipissing prepare a Land Use Development Strategy for a former pulp and paper mill site located on Highway 17 where the highway crosses the Sturgeon River, in the community of Sturgeon Falls, which is currently owned by the Municipality. The site is composed of:

- Approximately 27 hectares located on the north side of Highway 17, bounded by the Sturgeon River to the east and Ottawa Street on the west
- Certain vacant lots and unopened road allowances lying south of Highway 17 (Front Street)

This document constitutes the Existing Conditions Report for the Land-Use Development Strategy and summarizes the underlying context of the subject sites. This document will serve as the analytical basis for the development of the Land-Use Strategy.

## Introduction



# 1.1 Project Overview

In 2020, the Municipality of West Nipissing purchased the former Weyerhaeuser mill site located within Sturgeon Falls. The site is located along the Highway 17, with lands to the north and south side of the right-of-way. Abutting the downtown of Sturgeon Falls, the largest population centre in the Municipality, the site offers 27 hectares of vacant property fronting the Sturgeon River. The site represents a unique opportunity to develop an ambitious plan that could help reshape the economy and urban landscape of the Municipality.

The project is generally broken into four main phases as follows:

## Phase 1: Establishing the Site's Potential

Phase 1 is a pre-concept phase that will outline the analytical and design foundations for the project, during which the proejct team will review background information, plans, strategies, and other materials related to the site, with the goal of understanding the site, its context, opportunities, constraints, and history at a detailed level. This analysis has resulted in this Existing Conditions document.

## Phase 2: Visioning & Programming

The Visioning and Programming Phase involves conceptual planning and programming for the master concept plan. This will be conducted through consultation with the Municipality and residents to ground truth the background analysis undertaken and to provide an opportunity to prioritise major ideas and interventions on the site including both spatial priorities (identification of new facilities and spaces) and non-spatial priorities (identification of programming opportunities and socio-economic objectives). This phase will result in the preparation of an overall vision and guiding principles for the master concept plan which will be articulated into preliminary conceptual plans for the site.

## Phase 3: Identification of Preferred Concept

Following the development of the vision, guiding principles, and preliminary concepts, a preferred concept will be selected based on criteria developed by the Municipaliuty including: infrastructure and servicing; transportation; development feasibility; phasing; cost; economic impact; and contribution to community, culture and recreation, etc.

## Phase 4: Developing the Land Use & Development Strategy

With the site analysis, visioning, and conceptual planning / programming finalized, the development of the Land Use & Development Strategy will commence. Based on the preferred concept plan, this process will involve the articulation of land uses, open spaces, a circulation and transportation network, and infrastructure systems. It will also involve the process of developing the character of the site including massing and density, building typologies, site activation, and landscaping and public realm elements.

### Legend


 Subject Property Line



Figure 2: Site Aerial

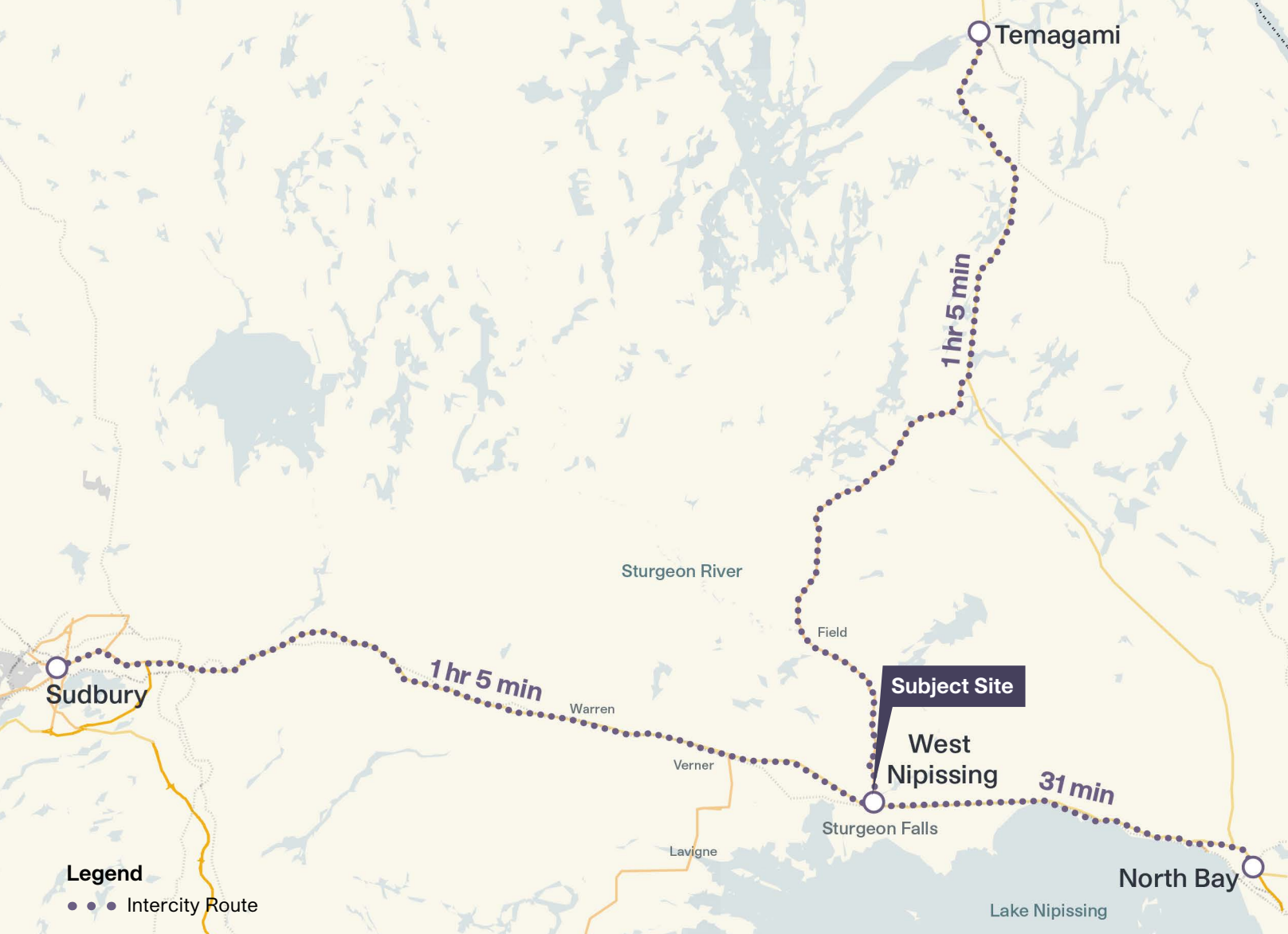


Figure 3: Regional Context Map

## 1.2 Purpose and Structure of the Report

This Existing Conditions Report is the culmination of data gathering, research, analysis, and public consultation. The purpose of this report is to build a strong understanding of the conditions and key opportunities for the site in order to ensure that the resulting master concept plan and strategy are grounded in local context and are feasibly implemented. This document is broken down into the following six sections:

- Section 1: Introduction
- Section 2: Site History
- Section 3: Analysis
- Section 4: What We Heard
- Section 5: Economic Positioning
- Section 6: Conclusions

## 1.3 Regional Context

The subject is located in the community of Sturgeon Falls in the Municipality of West Nipissing in Northern Ontario. Settlement of this region of Ontario was directly related to natural resource extraction operations including minerals, forestry products, that began in the late nineteenth century. While the economic base of the region has diversified somewhat over the years (particularly as it relates to tourism), the region is still highly dependant on the resource-based economy and has endured numerous boom-bust cycles which are reflected in relatively slow and uneven population growth compared to other areas of the Province.

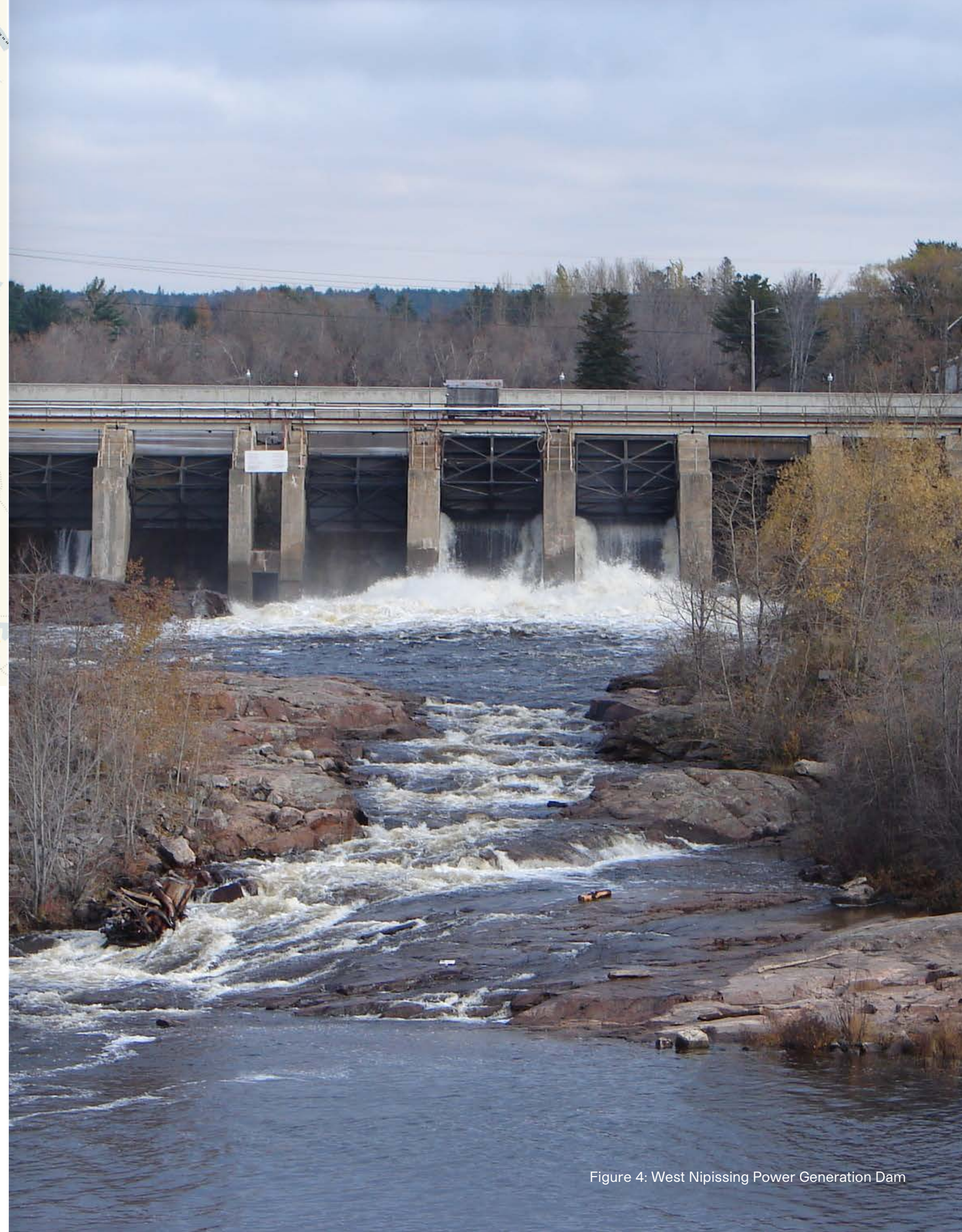


Figure 4: West Nipissing Power Generation Dam



Figure 5: Historic Image Minnehaha Bay

## 1.4 West Nipissing Overview

West Nipissing is an amalgamated municipality of 14,364 people (2021). Spanning an impressive 1,992km<sup>2</sup>, it includes the communities of a number of small rural communities and unincorporated townships. The Municipality is approximately 400 km from both Toronto and Ottawa, and is on a major transportation route (Highway 17) through the region, providing access to: the province's 400-series highway system; Canadian and international markets; a number of large and well-used provincial parks; regional natural resource extraction operations; multiple First Nations; extensive natural areas; and Northern Ontario's 'cottage country'.

## 1.5 Sturgeon Falls

Sturgeon Falls is by far the largest settlement in the Municipality of West Nipissing with a growing population of approximately 7,000 people. Located approximately mid way between the Cities of North Bay and Sudbury and 6 km north of Lake Nipissing, Sturgeon Falls is an important service centre for the immediate area providing health, education, retail, and government services. The community was originally incorporated as a town in 1895 until it was amalgated in 1999 with surrounding municipalities into the present Municipality of West Nipissing.

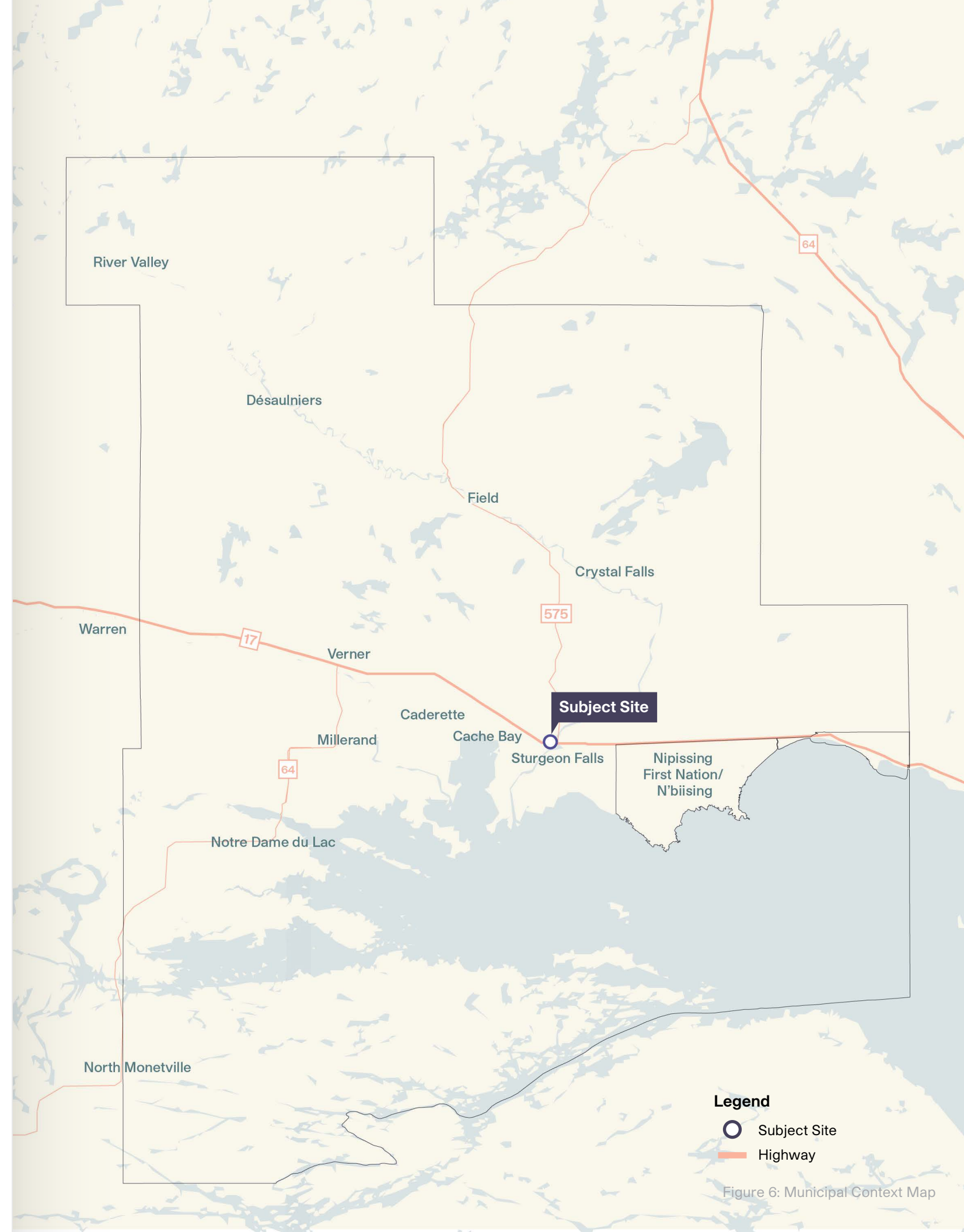


Figure 6: Municipal Context Map



Figure 7: Aerial Winter View

## 1.6 The Site

The Site is made up of two distinct parcels of land. The larger parcel of 11 hectares (27 acres), is located at 129 Cache Bay Road, while the second parcel is a smaller plot of land located on the south side of Front Street (Highway 17), at the intersection of Front Street and Ottawa Street abutting the Sturgeon River and the West Nipissing Power Generation Plant.

The site is currently vacant and all above ground infrastructure has been demolished save and except for an internal roadway, former rail spur, and some surface parking. Relatively flat, the site has a gentle slope towards the Sturgeon River.

The small parcel of land to the south of Front Street has always remained undeveloped and was used solely to connect the site to the nearby railway (currently operated by Ottawa Valley Railway or OVR).

The site is surrounded by low-density residential uses along Ottawa Street, commercial and retail uses found along Front Street, and the West Nipissing Power Generation facility and the Sturgeon River.



Figure 8: Abitibi Mill, 1952



Figure 9: Context Map Immediate Surroundings

## 1.7 Surrounding Context

Several amenities surround the Former Mill site within a 5-10 minute walk. As shown in Figure 9, within its immediate proximity, the site has access to the Downtown Commercial Core, the Library, Minnehaha Bay Marina, the Falls Lookout Park, and West Nipissing Information Centre. Additionally, West Nipissing Power Generation produces hydro electricity on the site, with a dam and turbines located along the junction of the Sturgeon River.



Figure 10: Minnehaha Bay Marina



Figure 11: West Nipissing Power Generation Turbine



Figure 12: West Nipissing Information Centre



Figure 13: Sturgeon Falls Lookout Park

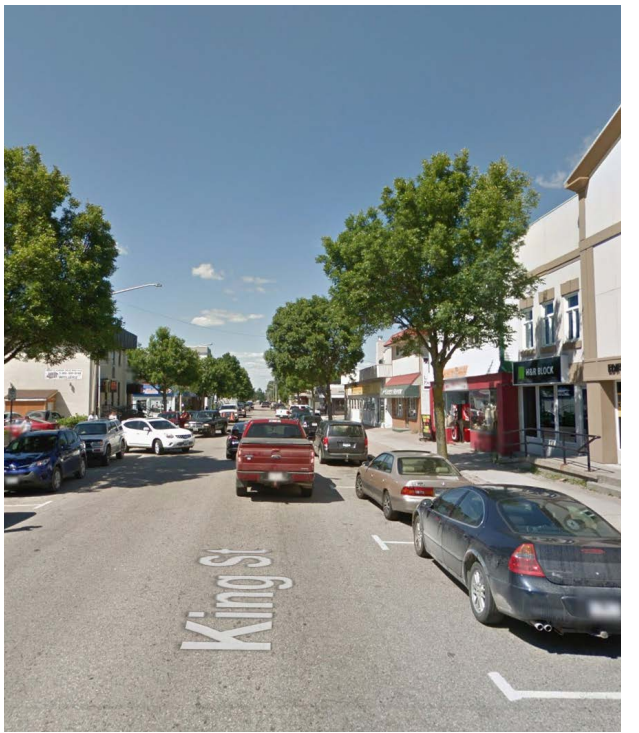


Figure 14: Sturgeon Falls Downtown

## Site History



## 2.1 History



**Indigenous Pre-settler History** - According to the Nipissing First Nation information platform, the people of Nipissing First Nation, known as the Nbisiiing Anishinaabeg, are of Ojibway and Algonquin descent and have lived in the area of Lake Nipissing since time immemorial. According to the publication, *Nipissing 1927* available on the Nipissing First Nation site, the Nipissings were a hunting and gathering people who subsisted on the abundant fish and game of their region. Historically, Nipissings were traders and. Long before European contact, were involved in a commerce in which they conducted trade in all directions. This included trade in corn, fish, tobacco furs, and later French goods. Even after the collapse of the Huron fur trade empire, trapping continued to be the main source of economy for the Nipissings. Several trading posts existed in the area until the Hudson Bay Company came into the territory and set up a post on the sturgeon river.



**European Settlement & the CPR** – In the 17<sup>th</sup> century, fur traders began to populate the area a Hudson’s Bay trading post was placed north on the Sturgeon River. The post closed in 1879, around the same time as the first permanet European settlers arrived.

Sturgeon Fall’s growth coincided with the arrival of the Canadian Pacific Railway in 1882. The erection of sawmills and the rapid growth of the lumber and pulp and paper industries further stimulated the development of the village and attracted many French-Canadian settlers to the area. In 1895, with a population of about 850, the community was incorporated and officially named Sturgeon Falls, after the sturgeon populations that travelled up the river in large numbers to spawn. Francophones, became the majority when a temporary closure of the paper mill (between 1906 and 1912) led to an exodus of many Anglophones.



**Sturgeon Falls, the Mill Town** – In 1882 the Booth Lumber Company set up shanties for lumbering operations. By 1894 a dam was put installed along the Sturgeon River and the first pulp-mill on the site was started by Paget, Heath and Co. of Huntsville. In the subsequent years the mill passed through multiple owners and at least two sustained closures before being taken over by Abitibi Power and Pulp in 1946. The town's fortunes during this time mirrored that of the mill's with boom-bust cycle in population and growth. Constructed during the 1920s, Highway 17 offered reliable motor vehicle connections to the rest of the Province, while the post-World War II period saw the arrival of the modern tourism industry in Sturgeon Falls which quickly became a popular stop for travellers between en route to Sudbury, North Bay, or the surrounding cottage country.



**The Post-Mill Period** – At its peak in the 1960s the mill employed 600, but production was steadily reduced over the years until its permanent shuttering in 2002 by the last of the mill's owners, Weyerhaeuser, which acquired the mill in 1999. The mill's extensive building complex was finally demolished in 2004 and site was acquired by the Municipality of West Nipissing in 2020. The final closure and demolition of the mill was a substantial loss of both employment opportunity and tax assessment, requiring the Municipality to diversify it's economic development efforts and placing even greater emphasis on the importance of the tourism industry to the municipality.



Figure 15: Historic Images of Sturgeon Falls



Figure 16: Abitibi Power & Paper Company, 1951

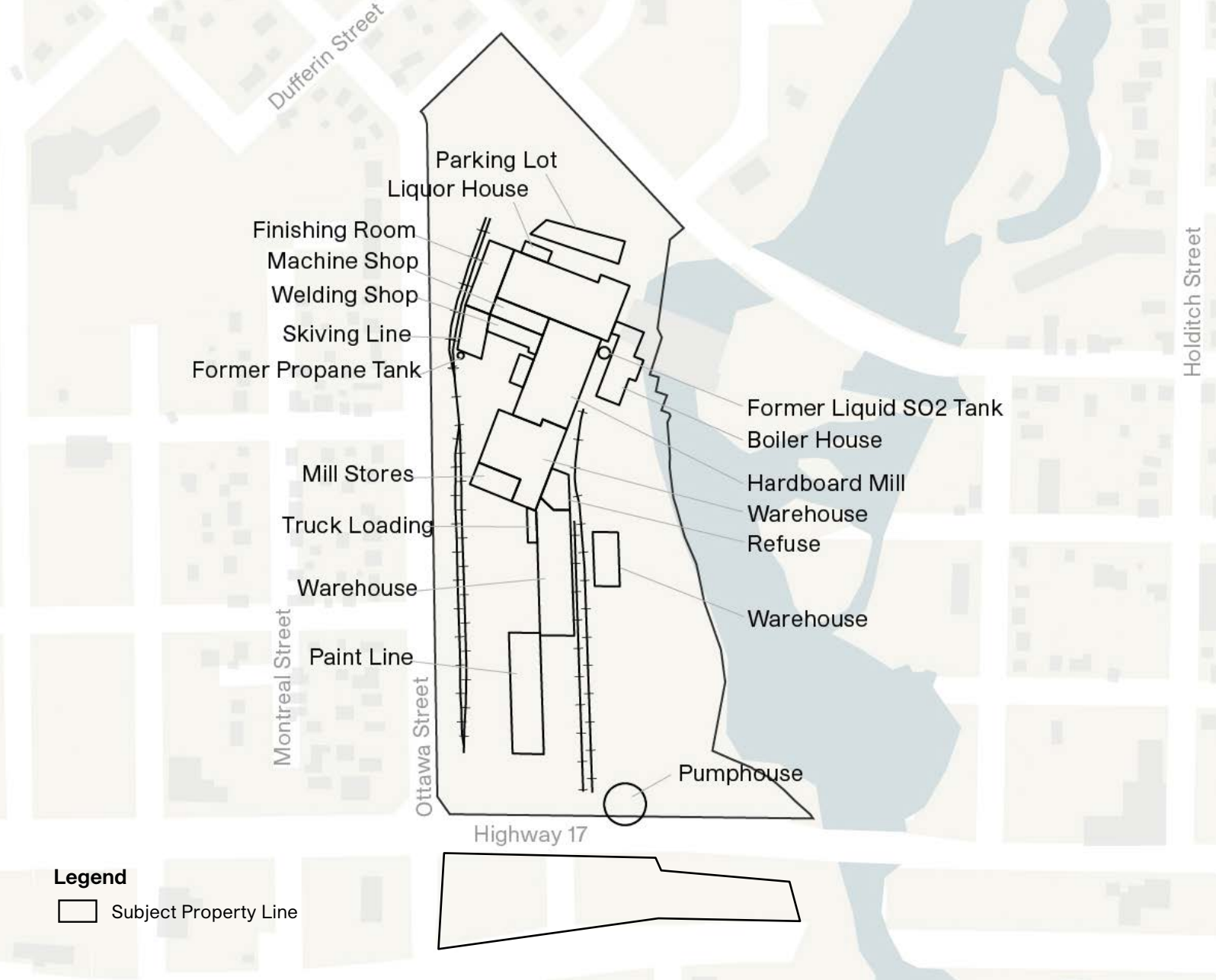


Figure 17: Plan of Previous Buildings Housed on Site

## 2.2 Physical Historic Features

Throughout the site's recent history, it was home to an extensive complex of industrial buildings that composed the site's pulp and paper mill operations, as well as the power generation operations. This complex included several uses, such as the paint line, welding shop, machine shop, pumphouse, and several warehouses, as well as large outdoor areas used to store both raw and finished materials. The site also utilized a rail spur, which once brought goods to and from the mill. Employee and visitor access to the site was taken from Cache Bay Road.

Currently, the vast majority of the site is vacant and almost all above ground buildings, structures, and infrastructure have been demolished. The railway spur which previously served the site remains along the western edge of the area. The site still contains some buildings, and remnants from its industrial past, including historic elements from the dam and generation plant, the rail spur, a gatehouse, rail light indicators, and the pumphouse located off of Highway 17 as show in Figure 18.



Figure 18: Historic Brick Facade of Power Generation Plant



Figure 19: Pumphouse



Figure 21: Rail indicator light



Figure 20: Turbine in Rockface



Figure 22: Rail Spurs



Figure 23: Rail Spurs

## Analysis

3



Figure 24: Map of Mobility Connections

### 3.1 Mobility

Good mobility is critical in maintaining and creating accessibility in our communities. Safe access for pedestrians, cyclists, and boaters provides significant improvements for resident's safety, wellbeing, and health. Vehicular access provides accessibility for those who are unable to reach facilities through walking and/or other means.

#### Vehicular Network

The subject site is well serviced by regional and local highway connections. It is bordered by Highway 17, a significant thoroughfare connecting

to destinations such as North Bay, Sudbury, and more. To the north of the site, Cache Bay Road provides connections to surrounding settlements in and around West Nipissing. Ottawa Street, a secondary connector road, provides a small north-west connection along the western edge of the site. Lastly, Pembroke Street provides the closest southern connection over the rail line.

The development of the subject site should take full advantage of the high traffic and high visibility coming from Highway 17 and Cache Bay Road, as well as creating welcoming entrances into the future community.

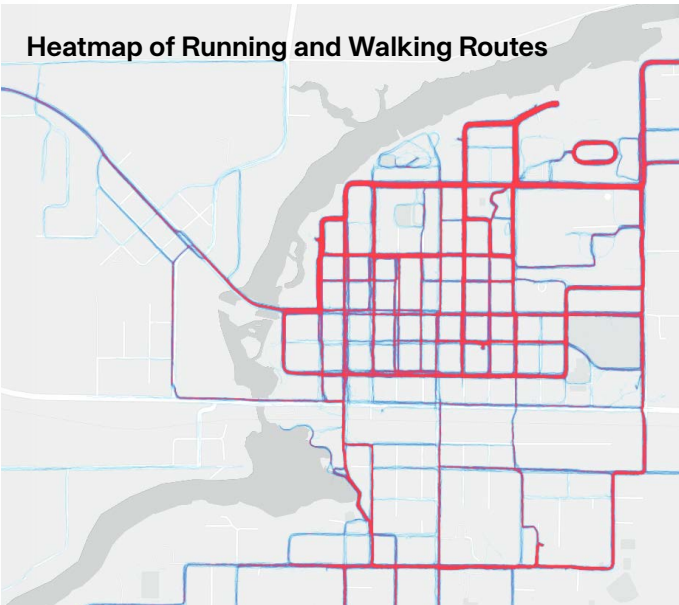


Figure 26: Strava Running Heat Map

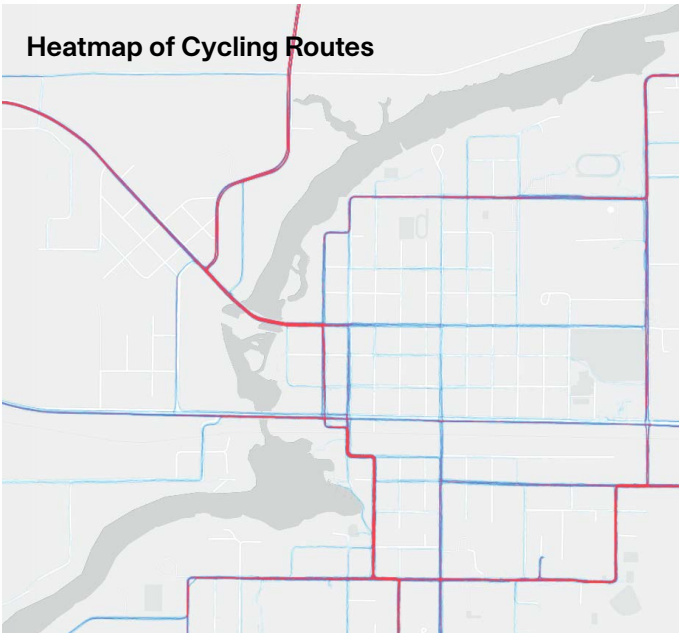


Figure 25: Strava Cycling Heat Map

#### A Walkable Downtown

The site is located adjacent to the central area of Sturgeon Falls, an area that is characterised by a relatively fine-grained network of pedestrian-friendly streets and urban form. To the west and north of the site, the street network becomes less fine grain with fewer pedestrian connections and amenities. Within the site itself there is no pedestrian access or connectivity. To that end, the site, in its current state, represents a significant barrier to pedestrian connectivity along with the Sturgeon River.

The site has the potential to transition from a barrier to a connector by extending the connectivity of the central core of Sturgeon

Falls into the site and along the river, providing a welcoming and accessible space.

#### Trail and Recreational Network

The Municipality of West Nipissing has made significant efforts to create connections along the Sturgeon River's riverfront. Due to complications in the implementation of the waterfront boardwalk, there is an incomplete waterfront trail stemming from Minnehaha Bay to the railway south of the site, when the trail breaks but continues along the river to the west of the Royal Canadian Legion. It is integral that the site plays a role in the continuation of riverfront trails and routes which stimulates the connections to the water and rest of the downtown.

As shown in Figure 20 and 21, the area is heavily used for recreational running and cycling. Figure 21 reveals the downtown as a popular running destination. Figure 20 shows the major cycling routes that exist around the site area. Specifically, Cache Bay Road and Toronto Street are heavily used cycling routes. Moving outward from Sturgeon Falls, Highway 17 is a heavily used cycling accessway, as it is part of the Trans Canada Trail and the Voyageur Cycling Route.

While trails and active networks extend beyond the subject site, it is important to envision the site as a potential instigator of trail and active transport development, creating opportunities to connect the riverfront to the community, and create links with the Downtown.

#### Potential Opportunities for Mobility

1. **Creating a gateway development** along Highway 17 to attract visitors and residents using the major transport corridor.
2. Transitioning the site from a **barrier to a connector by extending the walkable downtown network into the site**
3. Developing wayfinding and signage to draw users into the site from downtown.
4. **Connecting the riverfront trail network** to the site and to Minnehaha Bay.
5. **Offering multimodal trails and paths** for pedestrians, runners, and cyclists along abutting roadways and through the site.
6. Ensuring there are **signalled intersections with pedestrian crossings along Highway 17.**

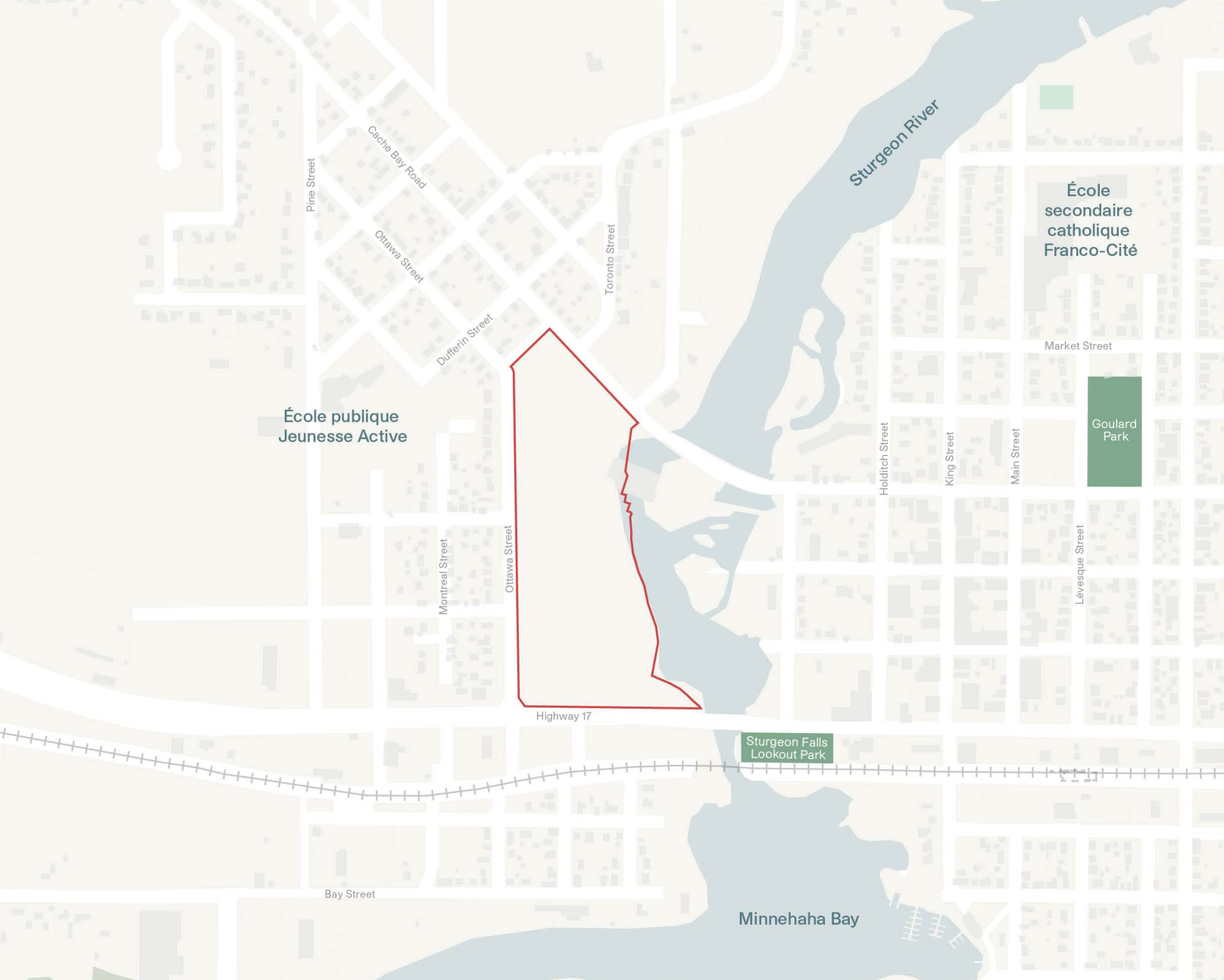


Figure 27: Parks and Greenspace Map

## 3.2 Parks and Greenspace

Parkland and greenspace is vital in community mental and physical health, and overall wellbeing. Active greenspace can give residents a sense of place and increase livability in our urban areas.

West Nipissing is known for its natural beauty, and the region is home to several provincial parks and recreational areas. When it comes to green areas in the central area of Sturgeon Falls, however, there is a distinct lack parkland (often common in central urban areas). As shown in Figure 19, the area surrounding the subject site is lacking in public parkland, with only Sturgeon Falls Lookout Park in close proximity to the area.

### Potential Opportunities for Parks and Greenspace

1. **Developing an accessible riverfront park** to provide green in the central area.
2. **Creating outdoor recreation spaces for all ages.**
3. **Creating both large and small greenspaces, as well as green streets** to promote health and livability.

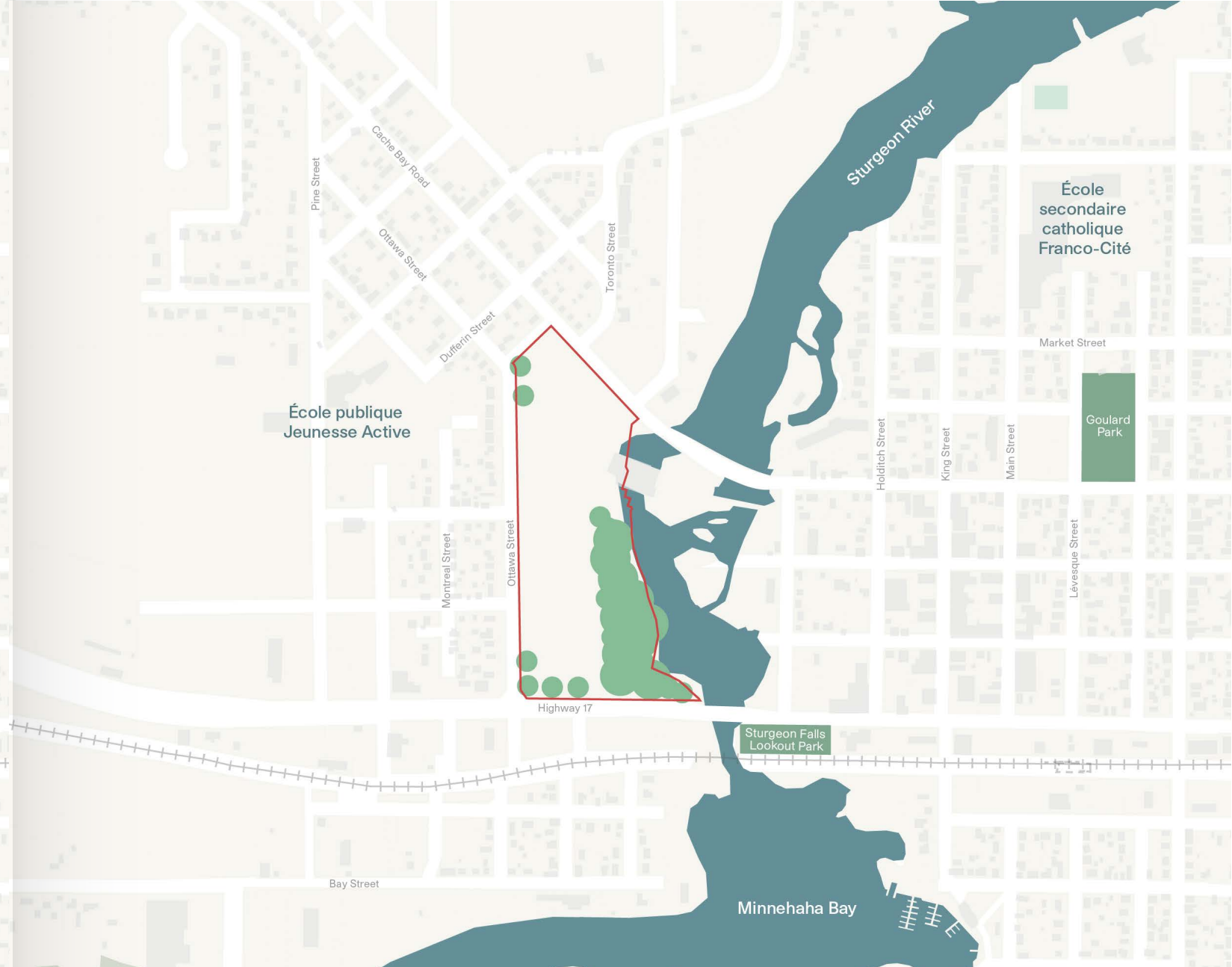


Figure 28: Ecological Elements

## 3.3 Ecological and Natural Features

While parks and greenspaces can improve liveability and public wellbeing, sustainable and healthy ecosystems can provide protection for biohabitats, mitigation for flooding, shading against heat islands, and restoration of our natural systems.

West Nipissing is located in the belt where the St. Lawrence Forest of Ontario's central region transitions to Boreal Forest of the north, providing habitats for hundreds of species. There is a wide variety changes throughout the season, with nesting and migration patterns with over 200 recorded species in the area.

The subject site sits along the Sturgeon River, flowing in to Lake Nipissing. The river is also

home to several fish species, including the Sturgeon, which travel throughout the river at different times of the year.

### Potential Opportunities for Ecological and Natural Features

1. Assisting and/or creating **riverfront restoration projects** which may protect flora and fauna habitats.
2. Developing and creating parks and open spaces which provide **natural habitat and biodiverse landscapes**, and provide climate impact mitigation.

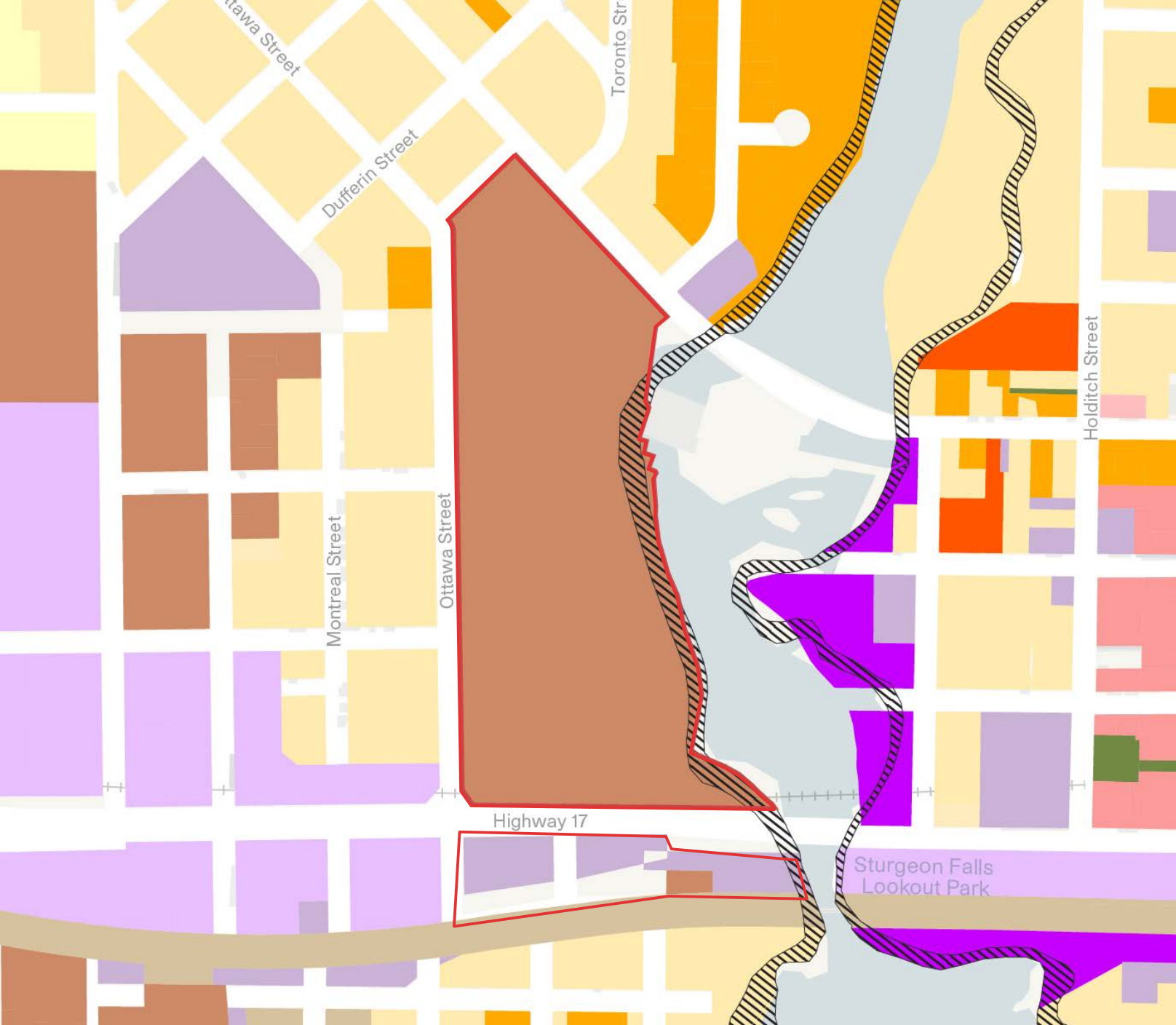


Figure 29: Zoning Map

### 3.4 Zoning and Land Use

Due to the historic uses on the site, the current zoning in the subject area is a "Heavy Industrial (M2) Zone" to the north, and a "Commercial (CF) Zone" to the South. Additionally, the shore of Sturgeon River provides Hazard Land designations to the east of the site due to potential flooding risks. Primarily Low-Density Residential and Community Facilities zones surround the subject area to the west, east, and north, while the right-of way for the rail corridor, zoned "Light Industrial (M1) Zone" sits to the south.

#### Potential Opportunities for Zoning and Land Use

1. Assuring that zoning is updated appropriately to include the possibility for **mixed-use, parkland, and/or residential uses**.
2. Reviewing surrounding uses of the site, assuring that the proposed uses are **sensitive to the existing context**.



Figure 30: View looking North from West Nipissing Power Generation



Figure 31: Images of Surrounding Built Form

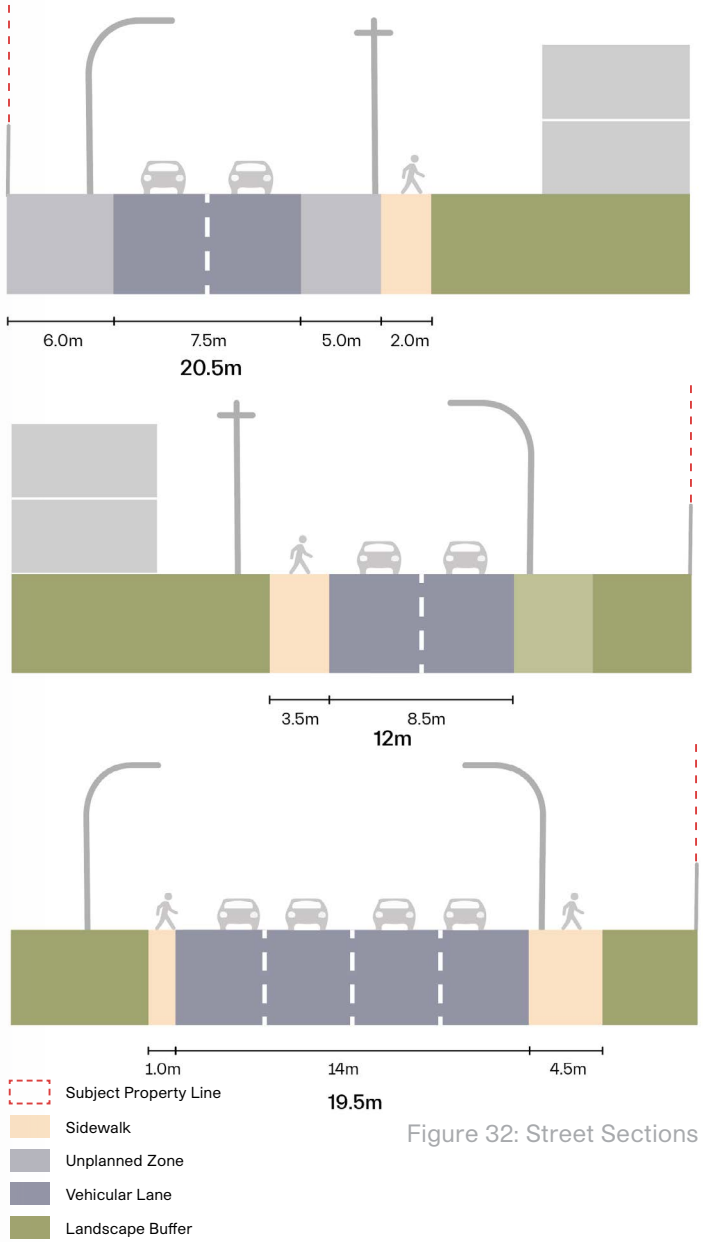
### 3.5 Surrounding Built Form

To the west of the subject site, the existing built form is primarily composed of residential low-rise buildings along Ottawa Street. As shown above, these buildings are often comprised of 1-2 storey, single detached units which are broken up by extensive lawns and driveways extending into the streetscape.

On the site, there is only one cluster of buildings at the hydro electric generation plant. The forms and façades are a low-rise cluster of renovated buildings with significant historical values within the exterior and interior.

#### Potential Opportunities for Surrounding Built Form

1. Focusing on **sensitive transition from low-density to higher density building forms.**
2. **Highlighting existing facades and historic features on site.**



### 3.6 Surrounding Streetscapes

Street design has the ability to create welcoming environments for all forms of mobility, including walking, cycling, and driving. It is vital that streets surrounding the subject site offer safe connections for pedestrians and cyclists, while creating ease of access to all visitors.

Street sections have been provided above to illustrate the current configuration of streets abutting the site. As the site has been closed to the public for several years, there is naturally a lack of pedestrian amenity and streetscaping design in the sections neighbouring the site fence, as shown in the analysis above.

#### Cache Bay Road

Cache Bay Road, located on the northern end of the site, is a 20.5 m right-of-way with two vehicular lanes. To the left and right of the lanes, there are gravel areas which do not contain clear delineation of use. Only one side of the street abutting the site contains a pedestrian sidewalk.

#### Ottawa Street

Ottawa Street is located on the western edge of the site. The street right-of-way is small and residential in character. There are two vehicular lanes and pedestrian sidewalks on the western side of the street.

#### Highway 17

Highway 17 is a major thoroughfare for vehicular traffic. The result is a large, 4-lane roadway with pedestrian sidewalks on both side of the road. At some points along the road, southern sidewalk reduces to 1.0 m wide, a notably narrow sidewalk for a high-traffic area.

#### Potential Opportunities for Surrounding Streetscapes

1. **Improving pedestrian amenities along surrounding streetscapes**, including widening sidewalks and considering pedestrian-scale lighting.
2. **Including cycling lanes** on surrounding streets to promote safety and access.
3. **Addressing the landscape treatment abutting the site** to promote a more welcoming environment and streetscape through tree plantings, path design, and sensitive building transitions.



Figure 33: Key View Map

### 3.7 Significant Views

The subject site has enormous potential in terms of significant views and view corridors which can draw users into the site and enhance the visitor experience. Abutting the Sturgeon Falls and the Sturgeon River, the site has pronounced views to and from this water body. Views from the Highway 17 Bridge, Cache Bay Road, and from high elevations along the eastern edge of the site provide scenic viewpoints to the river.

Additionally, surrounding intersections along Highway 17 and Cache Bay Road will provide significant viewpoints as they are the future gateways to the site.

#### Potential Opportunities for Viewsheds

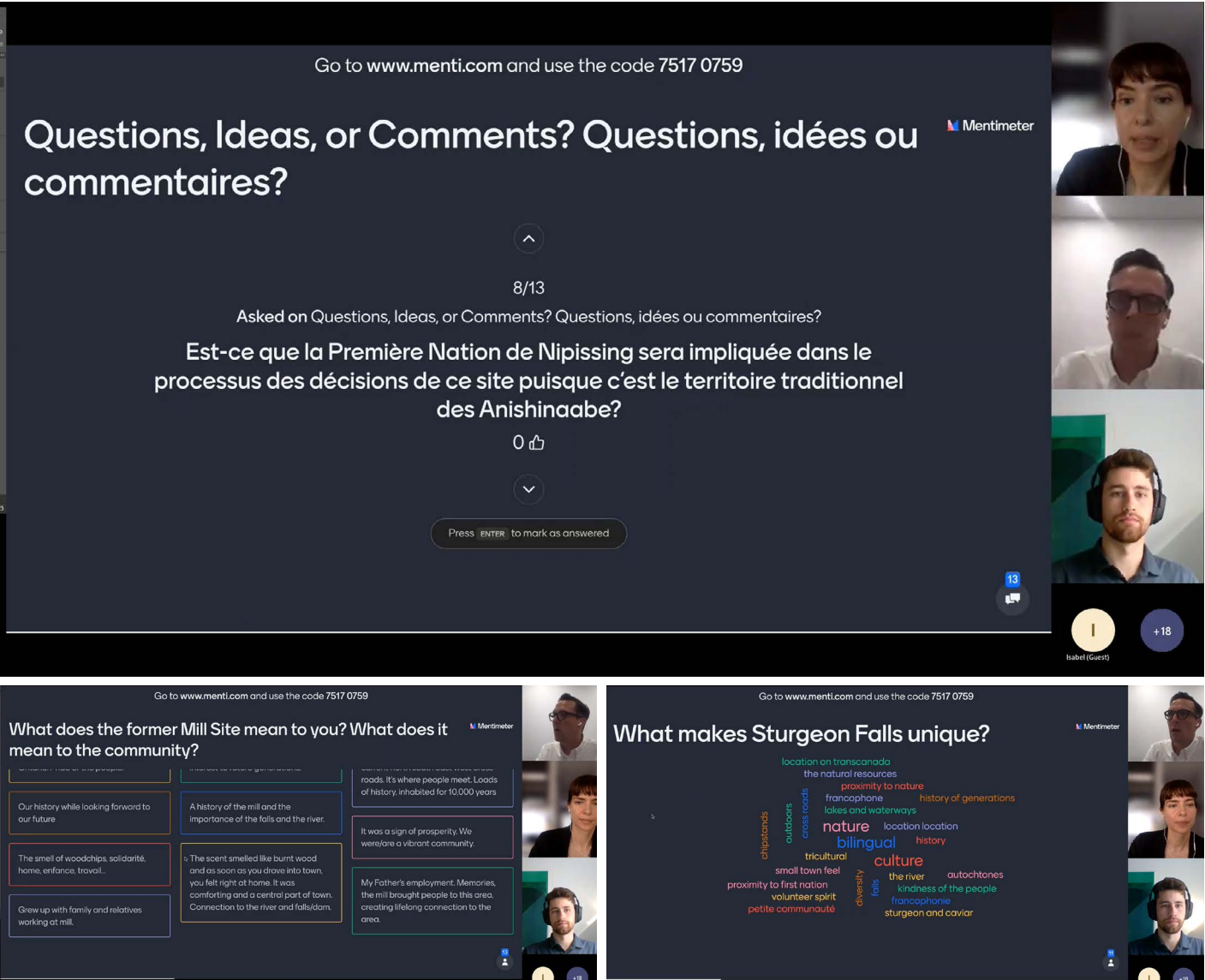
1. Preserving and enhancing views toward the Sturgeon River.
2. Developing new views along the waterfront area through pathways, platforms, and openings.
3. Developing welcoming and pronounced gateways views at intersections.
4. Highlighting views towards West Nipissing Power Generation historic site elements including generators, turbines, and façades.



Figure 34: Significant views of subject site

## What We Heard

4



## 4.1 Consultation Summary

Following up on the background research prepared in Phase 1 of the project, Phase 2 was intended to develop a vision and guiding principles for the Strategy. To develop a well-rounded set of principles and a community-driven vision, the project team undertook stakeholder and community consultation. The consultation engaged 56 members of the community through a bilingual virtual

public workshop and an online survey where participants shared their memories, priorities, and experiences around the subject site.

## 4.2 Community and Stakeholder Consultation Workshop

On August 27, 2022, a virtual workshop was hosted with members and stakeholders from the community. A total of 15 individuals attended the live session and a total of 41 members engaged in the posted session online. The presentation and live workshop survey was hosted through Menti, a live polling website which allows for real-time feedback and results to be shown on respondent screens. During the workshop, six questions were asked to the public which focused on the present, past, and future of the Mill Site. A final question period provided the opportunity for participants to engage and ask questions.

The following sections reveal the results from the live survey and "Main Takeaways" from the responses provided.

### Q1: Its 2040, what is the legacy of the former Mill Site?

The responses for Q1 received in the Menti session have been provided below:

- Providing Housing.
- Transitioning from industry. The empty space has been made into a beautiful park and safe space for families.
- Developed with consultations with First Nations in West Nipissing.
- The water dam.
- A multi use site with housing and retail along the travelled corridor, lots of green space and river access, trails, public use space, some outdoor sporting facilities.
- A sustainable neighbourhood with renewable energy and a sustainable park.
- Housing (including some geared to first time home buyers), mining bitcoin with the current power generation, parks, mixed-use development.
- A showcase of the history of the area, similar to what we see in other areas. A beautiful park where history is the forefront.
- A public gathering park, but there is concern in the council's ability to overlook potential property tax income.
- A beautiful park and trails so the entire community can enjoy.
- The site history of job creation.
- A sense of family.
- A multi-use community with highway frontage as commercial uses which are not offered in Sudbury. Towards John Street/ Cache Bay Road, this area is used to support housing based on actual needs. All this should be consulted with First Nations.
- A place to live and flourish in a housing development and playground for those who could not afford to live in highly priced rentals.
- A family friendly area where Sturgeonites can enjoy the "JOIE DE VIVRE", through various social and physical activities.
- A great multi-use space for all to enjoy. There's nothing left of the former mill and the only reminder is a blue Ontario historic sign to remind people of the history.
- A park to keep and attract people. For young to aged, a community garden and an information centre to showcase our green space and joie de vivre.
- A park for walking, sitting, enjoying the trees, the birds, and the flowers.
- A public park for all of the community to enjoy with paths and beautiful trees and perineal flowers for the birds and bees to enjoy too.
- A large park with walking trails and a picnic area with a dog park. An information centre for the West Nipissing area.
- A green space for community to be together and to enjoy nature.

- A great location for affordable housing in combination with an active business centre
  - From their living rooms, people of all ages enjoy a beautiful natural setting in all four seasons. Residents did not need to be millionaires to own these homes, nor on social assistance.
  - From a brownfield to a green field. The site was a workhorse for the community for decades now it will be a place for residents to live, relax, and play.
  - A park with picnic tables, dog park, splash pad, and walking path that could be a rink in the winter. An entrance onto the highway and easy convince to the information centre,
  - An area broken down into various sections. A small dog park, a senior's area and a public garden area. The land is large enough to not limit ourselves to one type of project.
  - It is a place to gather, offering different experiences, such as family ice skating, bicycle path, seating areas, pubs/distillery, stores, Indigenous meeting area, connecting to the downtown core by a bridge over the river, technology hub\area.
  - A part of the development is tiny houses for seniors with a park.
  - The site provides affordable housing.
  - A nice park for adults with bike trails, benches and places where people can go spend some time.
  - A pyrolysis plant to recycle plastic. Would create jobs and it is an excellent location to resources.
  - Best time to have a beautiful green space on the TransCanada and accessible to youth to aged group. It also cost less & me. I'm sure there are grants to improve biophysical and social health. Community garden, paths, benches. Go to North Bay trails!



## Q1 Main Takeaways

When responding on the future legacy of the site, there were four themes which participants envisioned:

1. **The creation of community parkland** which is used by visitors of all ages and can connect residents with nature.
2. **The creation of affordable and geared housing** for the community on-site.
3. **Mixing uses** so that the site can realize it's maximum potential.
4. Creating educational uses and/or design which **reflects the history of the site.**

## Q2: What makes Sturgeon Falls unique?

The responses provided for Q2 in the Mentimeter have been summarized in the following word cloud.

## Q2 Main Takeaways

When responding on the unique features of sturgeon falls, four elements were commonly used:

1. **Bilingualism, culture, and history.**
2. A welcoming **community**.
3. Access to **nature**.
4. The **river** and the location of the **falls**.



"I want people to look to us as the example for change."

"L'opportunité de développer un lieu qui offre une variété d'activités en pleine air pour les citoyens de tous les groupes d'âge, à travers les saisons."

"The smell of woodchips, solidarité, home, enfance, travail..."

"A chance of a new beginning."

"History, a location to connect and build a connection... building a community!"

### Q3: What does the former Mill Site mean to you? What does it mean to the community?

The responses provided for Q3 in the Mentimeter session have been provided below:

- Heritage.
- Opportunity for it to be something better.
- To me it's a space where we can be completely innovative and show everyone else how best to use leftover space. I want people to look to us as the example for change.
- For me personally, it means a former place of work. I have fond memories of collaborating with hard working people which ironically, is one of the staples of people in Northern Ontario. Pride of the people.
- It has historical meaning for the community, but that could be of little interest to future generations.
- It's right on the historic route, and the current north/south/east west crossroads. It's where people meet. Loads of history, inhabited for 10,000 years.
- Our history while looking forward to our future
- A history of the mill and the importance of the falls and the river.
- It was a sign of prosperity. We were/are a vibrant community.
- The smell of woodchips, solidarité, home, enfance, travail...
- The scent smelled like burnt wood and as soon as you drove into town, you felt right at home. It was comforting and a central part of town. Connection to the river and falls/dam.

- My Father's employment. Memories, the mill brought people to this area, creating lifelong connection to the area.
- Grew up with family and relatives working at mill.
- The Mill created jobs and a community grew from those jobs. There is lots of history attached to the Mill.
- I have no attachment to the Mill itself as I never had the chance to really see what's involved. Although, I think the land involves has potential to become an attractive environment.
- I am new to the community, so I only know a small amount of the history. I have little attachment to the site, and I would like to see it changed to a multi-use community space.
- L'opportunité de développer un lieu qui offre une variété d'activités en pleine air pour les citoyens de tous les groupes d'âge, à travers les saisons.
- Best time to have a beautiful green space on the TransCanada and accessible to youth to aged group. It also cost less & me I'm sure there are grants to improve biophysical and social health. Community garden, paths, benches. Go to North Bay trails!
- Factory or a beautiful park
- It's a place I'd like to explore. it's part of the community's s history. And currently it is a vast piece of land fenced off doing little for the community
- When I was young, the paper mill was an ethical conundrum. On one hand, it was the largest employer in our community. On another, it caused breathing difficulties in the kids at Jeunesse Active, a school in which smoke would billow in every morning.
- A wasted opportunity.

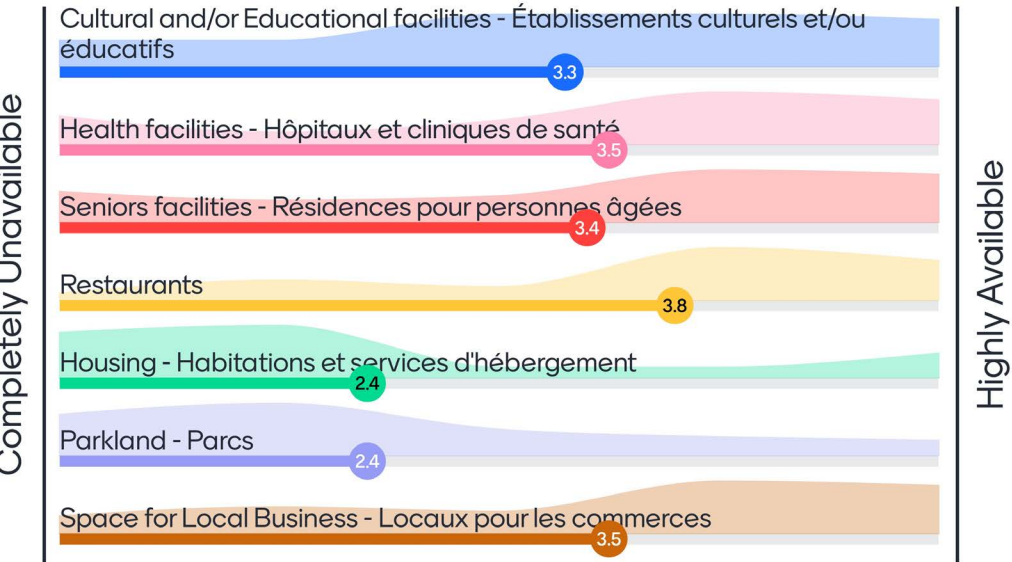
- A reminder of how one industry played a significant role in the health and vibrancy of the community. A daily reminder about how its about time the community moves forward. It screams 'don't let me crumble. Tear me down to build you up'.
- A chance of a new beginning.
- A chance for the community to welcome guests to our community and show off our beautiful falls.
- The mill was the initial foundation of the community. So many years revolved around the mill site that when it closed there was great concern the community members would leave.
- A history of the lumber sector that employed many individuals. It means to the community a memory of the good and the bad that the mill experienced throughout. How the mill was involved in different capacities with the community.
- It had a whistle that blew at noon.
- History, a location to connect and build a connection... building a community!
- Hope that this community can grow and help everyone.

### Q3 Main Takeaways

When responding on the meaning of the Former Mill Site, there were 4 main themes:

1. The **economic importance** of the Mill in the community.
2. The Mill as the **identity of "home"** for residents in Sturgeon Falls.
3. The importance of the Mill to **gathering and community**.
4. The site as a symbol of **opportunity for the future**.

Q4: How would you rank the availability/accessibility of the following in the community?



Q5: Which of the following uses would you like to see developed on the site? Please select the uses in order of priority.



**Q4 & Q5 Main Takeaways**

From the responses in Q4, respondents believe there are adequate institutional facilities for culture, education, and health in the community, however respondents believe there is a lack of parkland and housing.

When responding to Q5, there were clear preferences for potential uses on the site. Parkland and housing were highly preferred, while the following options were measured closely in third. Health facilities were the least preferred, as there are already several health services provided within the

Q6: What's your big or small idea for the site?

The responses received for Q6 in the Mentimeter session have been provided below:

- Housing complex on the site.
  - Cultural facility/educational uses combined with walkways and a park.
  - Worried about traffic to the area. Something would need to be done to accommodate that
  - We need to go multi-use. I imagine low-rise accommodations with lobbies as space for small businesses and eateries, with a big open green space and a path along the water that connects the marina to the mill site. Go “radical” and become the example.
  - Small Idea: Housing (with a special consideration for first time home buyers)  
Big Idea: There's an enormous opportunity to bring balance to the community - meaning bringing some services (biz, restos, etc) to the West side of the river.
  - Green space for unorganized fun would benefit those who don't or can't pay money to enjoy. Benches. Outdoor workout equipment. Chess table. Dynamic lighting.
  - Community gathering park but also creating opportunities for local vendors for markets etc.
  - Connecting Marina pathway to pathway at site.
  - No matter what we decide, it needs to be done in collaboration with our First Nations.
  - Multi-use is crucial. A good blend of commercial residential and public space.
  - Multi-housing plex towards Cache Bay Road
- based on the Housing Strategy, development fronting highway with commercial.
- I do not know that my big idea can be supported by the community. The vision I have would be to have a multicultural centre that attracts local and Canadian talent which would be accompanied by a resto. Clean food, reasonably priced, NOT a franchise.
  - Might be fun to consider this place a small hub for bike share. It wouldn't solve our transportation issue, but it could help.
  - A place where families can go and spend quality time in nature.
  - There's a huge opportunity to stagger the residential development in a way that enables excellent East facing views for each residence. I cannot stress enough the importance of establishing a minimum building standard for this development.
  - A multi-use path on the river.
  - Housing! Along the river.
  - Un endroit où les familles puissent passer du temps de qualité.
  - Local restaurants and patios along the river.
  - I imagine a place for food trucks to pull up. Ice cream. Beaver tails.
  - A green park with seating and lit up path. Somewhere where family can gather and go for a walk and feel safe. Include some history and educational elements about the previous mill
  - The businesses I foresee being able to set up shop here would be ideally located immediately North of Hwy 17 without direct access to Hwy 17. Access only off Hwy 64 to ensure we do not impede on highway traffic flow.



## Economic Positioning



## 5.1 Target Market Overview

### EXISTING CUSTOMER BASE

To determine the ideal land use and vision for the site, it is essential to understand who frequents the area today, who might visit the site tomorrow, and forecast, what experiences these visitors will be seeking and when.

As stated previously the site is located in adjacent to both the Highway 17 commercial corridor and the downtown area of Sturgeon Falls, areas frequently visited by residents visitors.

The map below highlights the current drive time populations and visitation metrics from West Nipissing and the Broader region.

The current local and regional area around Sturgeon Falls does not offer an immediate or substantially large customer base to draw from, with a total of roughly 14,300 people living within

a half hour's drive from the site. However, there are attractions within the region which draw in a large customer base from locations such as Sudbury, North Bay, and Temagami (with a combined population of 220,000) and few alternative travel routes aside from Highway 17 through Sturgeon Falls.

Areas and draws around the region:

- Sudbury, North Bay, and Temagami
- Minnehaha Bay
- Lake Nipissing
- West Sandy Island Provincial Park
- Sturgeon River Provincial Park
- Mashkinonje Provincial Park
- Temagami River Provincial Park

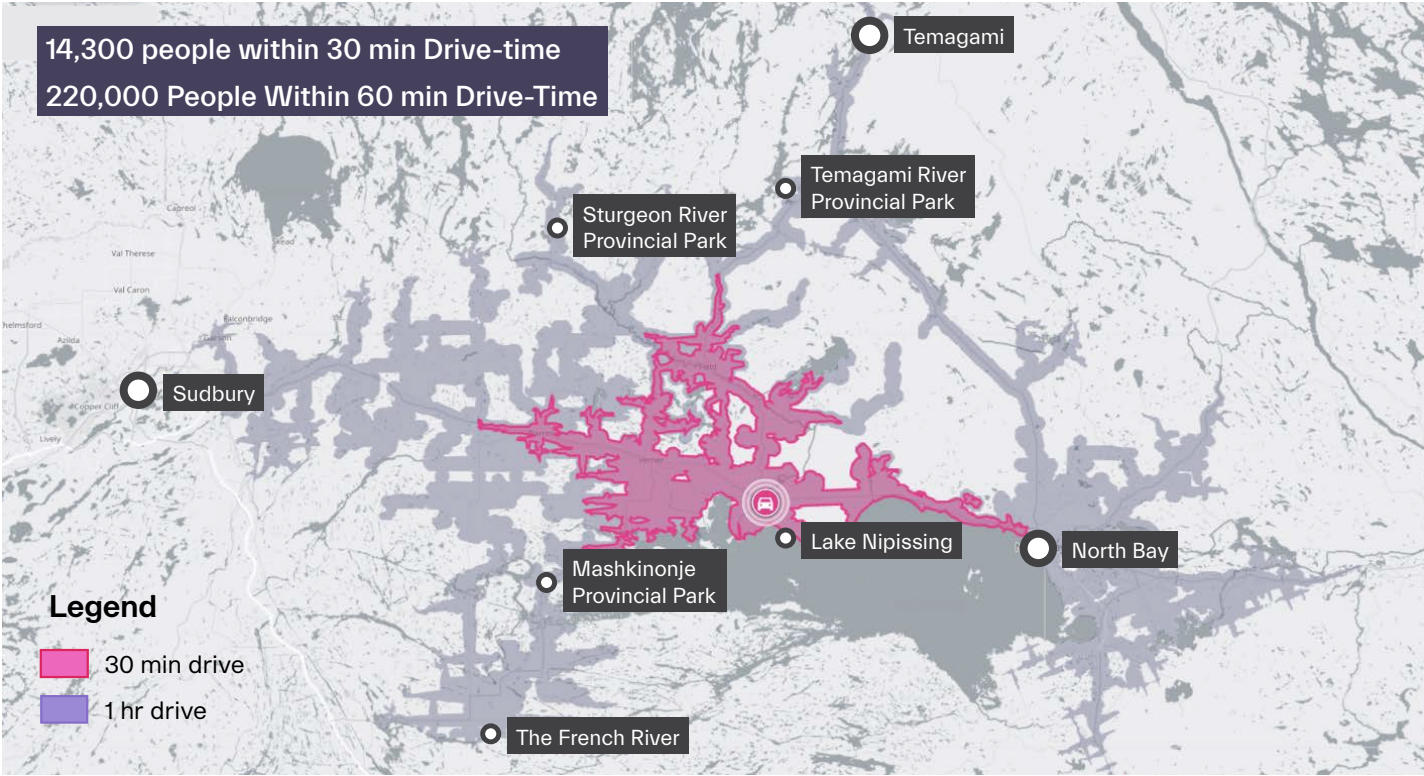




Figure 35: Population Access within 30 and 60 min Drive Time

### FUTURE CUSTOMER BASE

If the site was to be programmed with additional unique and authentic local and designation experiences, activations, and enhancements, the potential customer base could be expanded to the following:

PRIMARY TARGET MARKET (Daily/Weekly)	DESIRED USES
 <ul style="list-style-type: none"><li>• Residents of Sturgeon Falls</li><li>• Proximate shoppers of downtown and Highway 17</li><li>• Proximate Employees</li></ul>	 <ul style="list-style-type: none"><li>• Variety of food and beverage</li><li>• Recreational amenities</li><li>• Frequent and regular daily and weekly activities</li><li>• Experiential retail</li><li>• Parks and Greenspace</li></ul>
SECONDARY TARGET MARKET (Daily/Weekly)	DESIRED USES
 <ul style="list-style-type: none"><li>• Greater West Nipissing within 30 minutes drive from the destination</li></ul>	 <ul style="list-style-type: none"><li>• Variety of food and beverage</li><li>• Recreational amenities</li><li>• Frequent and regular daily and weekly activities</li><li>• Experiential retail</li></ul>
TERTIARY TARGET MARKET (Daily/Weekly)	DESIRED USES
 <ul style="list-style-type: none"><li>• Residents within a one-hour drive time</li><li>• Visitors to Sturgeon Falls</li><li>• Portion of Highway 17 traffic</li></ul>	 <ul style="list-style-type: none"><li>• Destination dining and retail</li><li>• Short-stay accommodation</li><li>• Larger seasonal/annual festivals</li><li>• Cultural and eco-destination experiences</li><li>• Riverfront experiences</li></ul>

The target market evaluation involved identifying existing and potential future customers or “end-users” for West Nipssing, which in turn allows the Municipality to qualify and build a business case for, or against, certain uses and experiences. It is important to note that defining the target market is not a perfect science and there may be some overlap between customers in each target market segment. Above all, this outline of trade area is a tool for identifying the core population groups who can be captured at the site, and the desired uses of these groups.

## 5.2 Regional & Local Advantages for Consideration in Site Redevelopment

From a regional perspective, West Nipissing is in the centre of two globally relevant industries: Forestry and mining. With respect to the municipality itself, its main areas of economic strength are in forestry, agriculture, health, education, retail services and tourism.

West Nipissing’s geographic locale has several advantages. The regional market territory entails large volumes of activity from a population of approximately 235,000. Served by Highway 17 and located near the Highway 11 junction, West Nipissing is easily accessible from all four geographic corners of Ontario by rail and land. With full service airports in Sudbury and North Bay, connections nationally and internationally are only a short drive away.

West Nipissing rests along the shore of Lake Nipissing, a spatial mid-point of Canada’s largest mining cluster in the centre of one of Canada’s most concentrated forests. As part of the basin of an ancient lake, the land is richer than much of Northeastern Ontario’s typical soil, contributing to a vibrant agricultural economy.

The market overview analysis uncovered many strengths in the West Nipissing/Sturgeon Falls marketplace that can be leveraged, built upon, and showcased as part of the site development.

### AGRICULTURE & AGRI-TOURISM

An increased focus on health and wellness along with a return to local food, reconnecting with the outdoors, with one another and with the necessity of food are all factors that continue to support agriculture and the agri-tourism economy in Ontario. According to the Ontario Farm Fresh Marketing Association, the agri-tourism industry in Ontario includes an estimated 750 on-farm markets across the province that receive over 8 million visitors annually and contribute \$1.2 billion to the provincial economy. The continued success and impact of the local food movement is visible through the growing demand for specialty foods, farm-to-fork/table eateries, community gardens, farmer’s market’s, agriculture programs, food halls, and even the development of agriculture-focused communities.

The agricultural sector has been fundamental to the development of West Nipissing. Rooted in the former municipalities of Lavigne, Verner and neighbouring townships, the agricultural sector remains one of the primary economic engines of the Municipality.

Leveraging the local food and agri/rural-tourism movement that is already successful in West Nipissing will be a key opportunity for the redevelopment. There are many ways that food can be leveraged in the area to improve accessibility and contribute additional revenue to the Municipality. There are already successful examples of local farming operations and regional partnerships in the area such as Dalew Farms, Leisure Farms, Co-op Régionale Verner Ag Centre, and West Nipissing Sudbury East Federation of Agriculture.

There are a multitude of ways that food can be leveraged to improve accessibility and generate

additional revenue for the Municipality. These range from smaller soft programming such as pop-up and mobile examples to larger permanent concepts, and even institutional partnerships and food initiatives. The potential to program specialty agricultural and food programming can offer a truly unique experience for visitors and residents and will differentiate Sturgeon Falls from other communities by celebrating local strengths, social interaction and encouraging wellness through food.

### Potential Opportunities for the Site

- Including a Public Greenhouse
- Providing Seasonal Food Stands and Kiosks
- Developing Year-Round Marketplace
- Including Culinary Institutional Anchor With Community Programs

### 'JOIE DE VIVRE' AND THE NORTHERN ONTARIO LIFESTYLE

As the Municipality’s motto states, residents of West Nipissing embrace the 'joie de vivre', of the Northern Ontario lifestyle, often characterized by the love of outdoor recreation, angling, and hunting set amongst great natural beauty. This lifestyle is also a sought after experience for Ontarians who have a strong tradition of travelling to areas such as West Nipissing to experience nature and the Northern Ontario lifestyle, particularly during summer months and 'cottage / camping season'.

This distinct lifestyle and culture should be a driving force in the redevelopment of the site and can be expressed in a multitude of ways from programming and uses on the site, to site design, to branding.

### Potential Opportunities for the Site

- Aiming to reflect Joie de vivre through the creation of areas for public experience, gathering, and enjoyment of nature.
- Using the concept of Joie de vivre as a branding initiative for the development to draw potential residents into the area.

### A STRONG TRI-NATIONAL CULTURE

West Nipissing is one of the most bilingual communities in Ontario, with 68.3% of its residents fluent in both English and French, and the region is also home to a significant population of indigenous peoples and this is reflected the history, culture, and institutions of the community and the region.

The benefits of this multicultural and multilingual of West Nipissing creates a welcoming destination. According to the 2015 Tourism Attraction Study, in 2007 3.1 million visits to Ontario from Québec Francophones (for leisure, to visit relatives or friends and a smaller portion for business). Most of them between 18 and 64 years old, families with school-aged children. Additionally, there is potential to draw French visitors from areas in Quebec to Northern Ontario.

### Potential Opportunities for the Site

- Assuring the history reflected in the site design responds to Indigenous, Francophone, and Anglophone histories on and off site.
- Assuring that the rich culture of West Nipissing is reflected in the design and land use developed on site.
- Development of tri-lingual wayfinding and information boards.

A FOUR-SEASON OUTDOOR DESTINATION

According to the 2015 Leakage Analysis Study commissioned by the Municipality, nearly two-thirds of the visits into Nipissing are related to outdoor activities of some kind, including parks, sports, historic sites and traditional outdoor activities (boating, fishing, golfing, skiing and hunting). This is the second-highest proportion for 76 predominantly outdoor motives after Parry Sound. Thousands of individuals travel through West Nipissing for outdoor activities yearly. As shown in the chart below, 17% of respondents from the Tourism Attraction Study stated that they visited West Nipissing to visit National and Provincial Parks and 43% sated they visited for ourdoor/sports activities. As such there are significant opportunities to attract these visitors to the site, whether through temporary visits along their drive or accomodation along their trip.

As shown in Figure 30, Q3 (the summer months) is most popular for visitors, yet there are still significant amounts of visits in the winter. Within the region there are many trails for skiing, x-country skiing, and snowmobiling. There are several opportunities for Downtown Sturgeon Falls to embrace winter visitors and winter activities, to draw visitors into the downtown. This can be done through the creation of winter markets, skating trails, ski trails, snowmobiling facilities and accommodations, and more.

Potential Opportunities for the Site

- Developing recreational trails and connections
- Developing a naturalized park reflecting the Northern Ontario landscape
- Reviewing possibilities for winter tourist accommodation
- Reviewing possibilities for snowmobile and ski accommodation and facilities
- Creating areas for fishing along the river

Seasonality of person-visits, Nipissing 2006-2010

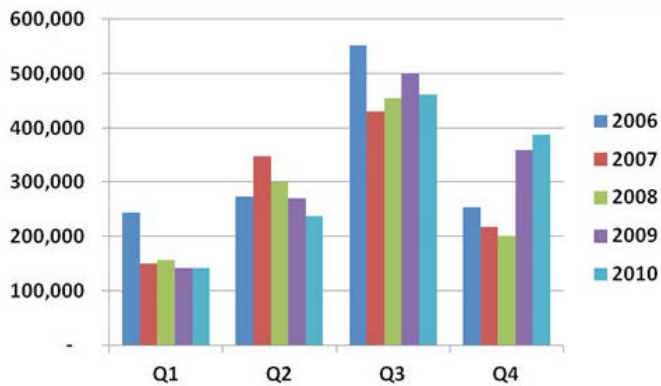


Figure 36: Seasonality in-person visits, West Nipissing Tourism Attraction Study

Percentage of in-person Visits, West Nipissing Tourism Attraction Study, 2015

	NIPISSING
RESPONSE RATE	85%
Festivals/Fairs	2%
Cultural Performances	3%
Museums/Art Galleries	8%
Zoos/Aquariums/Botanical Gardens	1%
Sports Events	2%
Casinos	1%
Theme Parks	2%
National/Provincial Nature Parks	17%
Historic Sites	7%
Any Outdoor/Sports Activity	43%
Boating	22%
Golfing	2%
Fishing	17%
Hunting	1%
Downhill skiing/ Snowboarding	2%

Figure 37: Percentage of in-person visits, West Nipissing Tourism Attraction Study

RETAIL FOOD AND BEVERAGE

According to the Tourism Attraction Study, in West Nipissing, upwards of 800 jobs fall within the North American Industry Classification System (NAICS) categories for retail trade, accommodations and food services.

Customers today are seeking unique experiences and environments, which is evidenced by the rise of food destinations and national retailers “unbranding”. Experience-based retail can range from specialty food shops to activity-based retail, where tenants activate their spaces and neighbourhoods. While retail is changing rapidly across the globe, food & beverage has emerged as a bright spot. Pre-pandemic trends showed Canadians are spending more on food products, eating out, and other food-related activities.

Although the Covid-19 pandemic has had a considerable effect on retail performance, with the sector operating at approximately 24% of normal levels in 2020, and closure of non-essential businesses, resilient retail and food and beverage uses, including concepts offering a range of products and experiences with an omni-channel approach, have been able to better withstand challenging market conditions. It is estimated that brick-and-mortar stores will continue to provide a valuable physical experience and deeper engagement for customers, especially as places begin to open post pandemic, building on consumer’s built-up savings and pent-up demand for experiential offerings will continue to be a driver in the marketplace.

Drawing on the strong 'foodie scene' and the likely growth in demand for smaller-scale retailtainment and food experiences is a great opportunity to tie into at the site development. Leveraging food-related programming by attracting local food purveyors, restaurateurs and food entrepreneurs as well as experience-

based concepts such as food halls, food markets, specialty food shops, and even urban farms, can build a unique high demand amenity and destination in Sturgeon Falls. Equally as important will be to improve connections to the Downtown and potentially exploring partnerships with downtown businesses to provide additional offerings directly by the water. While there are a few dining options near the Site today, no additional offerings exist outside of limited food truck vendors throughout the rest of the downtown.

Potential Opportunities for the Site

- Clustered Food Truck Experience
- Permanent Cafe Kiosk
- Pop Up Beer Gardens & Dining Al Fresco
- Waterfront Restaurant
- Experiential Retailer Kiosks/Outpost (sports, bike, etc.)

ARTS & CULTURE

Arts and cultural institutions, uses, activities and events can attract significant visitation, add vibrancy and vitality to a community, and form a unique amenity for residents and visitors. Cultural spaces can be multi-functional and constantly activated, acting as community hubs that provide important gathering spaces for socialization.

West Nipissing has a growing arts and culture sector with several activities and institutions to visit including:

- Downtown Art Walk
- Sturgeon River House Museum
- West Nipissing Sports Hall of Fame
- Société historique de Nipissing Ouest
- Expressions! West Nipissing Art Gallery
- Conseil des Arts de Nipissing Ouest (CANO)

While artist-based uses may not generate significant rental income, such institutions can form strong ties to the local economy, by promoting local artisans and creatives as well as locally made artisanal goods and create a dynamic offering of both family-friendly and nighttime entertainment creating a 24/7 destination environment. Leveraging the existing dynamic art & cultural scene in West Nipissing can be a great asset. Arts and cultural spaces and events that offer greater community connections, provide additional daytime population, and attract additional creative uses to cluster together, can truly differentiate an area’s offerings and create economic spin-off benefits.

Potential Opportunities for the Site

- 1. Small-Scale Studios/Makerspace
- 2. Destination Performing Arts
- 3. Pop-up Entertainment and Events (sponsored and through partnerships)

GENERATING ENERGY

West Nipissing Power Generation has a unique history, ownership structure, and provides significant revenue for the Municipality. The Sturgeon Falls generating station is an important asset for West Nipissing and, according to Dun & Bradstreet, the station generates \$1.89 million per year. This hydroelectric generating station was initially built in 1902 but have received significant upgrades to maintain sustainable generation of hydroelectricity.

In staff workshops organized by the Project Team, West Nipissing Power Generation Staff noted interest in expanding generation on the site, using solar PV to generate additional electricity. Additionally, there were requests to maintain the accessway for larger vehicles accessing the east side of the site.

Though the interests of expanding the generation capacity of the site were intended for the existing facility, there is potential to incorporate options for power generation into the site as well. This can be developed through solar, wind, and district energy being integrated into the proposed site options and will be explored in the land use options.

Potential Opportunities for the Site

- 1. Generating Energy through wind solar, and district heating in development options
- 2. Developing a land use option for an “energy park” with energy generation scattered through a natural park setting
- 3. Assuring that West Nipissing Generation can easily operate their existing functions and maintain access to their facilities



## Conclusions

6

## 6.1 Conclusions

The preceding analysis has provided an in-depth understanding of the past and current conditions on the site. The Project Team has developed a historical and spatial analysis of the site, and conducted ample public consultation, feeding into the future concept plan.

The Site has enormous potential to become a pillar of Sturgeon Falls and West Nipissing. The following summary of opportunities, developed in each section of the analysis have been provided below, and will be considered in the development of the concept options:

### MOBILITY

1. Creating a gateway development along Highway 17 to attract visitors and residents using the major transport corridor.
2. Transitioning the site from a barrier to a connector by extending the walkable downtown network into the site.
3. Developing wayfinding and signage to draw users into the site from downtown.
4. Connecting the riverfront trail network to the site and to Minnehaha Bay.
5. Offering multimodal trails and paths for pedestrians, runners, and cyclists.
6. Ensuring there are signalled intersections with pedestrian crossings along Highway 17.

### PARKS AND GREENSPACE

1. Developing an accessible riverfront park within the subject area.
2. Creating greenspaces for recreation of all ages.
3. Creating both large and small greenspaces, as well as green streets to promote health and livability.

### ECOLOGICAL AND NATURAL FEATURES

1. Assisting and/or creating riverfront restoration projects which may protect flora and fauna habitats.
2. Developing and creating parks and open spaces which provide natural habitat and biodiverse landscapes and provide climate impact mitigation.

### ZONING AND LAND USE

1. Assuring that zoning is updated appropriately to include the possibility for mixed-use, parkland, and/or residential uses.
2. Reviewing surrounding uses of the site, assuring that the proposed uses are sensitive to the existing context.

### SURROUNDING BUILT FORM

1. Focusing on sensitive transition from low-density to higher density building forms.
2. Highlighting existing facades and historic treatments on site.

### SURROUNDING STREETSCAPES

1. Improving pedestrian amenities along surrounding streetscapes, including widening sidewalks and considering pedestrian scale lighting.
2. Including cycling lanes on surrounding streets to promote safety and access.
3. Addressing the landscape treatment abutting the site to promote a more welcoming environment and streetscape through tree plantings, path design, and sensitive building transitions.

### VIEWSHEDS

1. Preserving and enhancing views toward the riverfront.
2. Developing new views along the waterfront area through pathways, platforms, and openings.
3. Developing welcoming and pronounced gateways views at intersections.
4. Highlighting views towards West Nipissing Power Generation historic site elements including generators, turbines, and facades.

### ECONOMIC DEVELOPMENT OPPORTUNITIES

1. Agriculture and Agri-Tourism
2. Including a Public Greenhouse
3. Providing Seasonal Food Stands and Kiosks
4. Developing Year-Round Marketplace
5. Including Culinary Institutional Anchor With Community Programs

### JOIE DE VIVRE AND A NORTHERN ONTARIO LIFESTYLE

1. Aiming to reflect Joie de vivre through the creation of areas for public experience, gathering, and enjoyment of nature.
2. Using the concept of Joie de vivre as a branding initiative for the development to draw potential residents into the area.

### A STRONG BILINGUAL CULTURE

1. Assuring the history reflected in the site design responds to Indigenous, Francophone, and Anglophone histories on and off site.
2. Assuring that the rich culture of West

Nipissing is reflected in the design and land use developed on site.

3. Development of tri-lingual wayfinding and information boards.

### A FOUR-SEASON TOURISM DESTINATION

1. Developing recreational trails and connections
2. Developing a naturalized park reflecting the Northern Ontario landscape
3. Reviewing possibilities for tourist accommodation
4. Reviewing possibilities for snowmobile and ski accommodation and facilities
5. Creating areas for fishing along the river

### RETAIL FOOD AND BEVERAGE

1. Clustered Food Truck Experience
2. Permanent Cafe Kiosk
3. Pop Up Beer Gardens & Dining Al Fresco
4. Waterfront Restaurant
5. Experiential Retailer Kiosks/Outpost (sports, bike, etc.)

### ARTS AND CULTURE

1. Small-Scale Studios/Makerspace
2. Destination Performing Arts Centre
3. Pop-up Entertainment and Events (sponsored and through partnerships)

**GENERATING ENERGY**

- 1. Generating Energy through wind solar, and district heating
- 2. Developing a land use option for an “energy park” with energy generation scattered through a natural park setting
- 3. Assuring that West Nipissing Generation can easily operate their existing functions and maintain access

**PUBLIC CONSULTATION**

**Q1**

When responding on the future legacy of the site, there were four themes which participants envisioned:

- 1. The creation of community parkland which is used by visitors of all ages and can connect residents with nature.
- 2. The creation of affordable and geared housing for the community on-site.
- 3. Mixing uses so that the site can realize it's maximum potential.
- 4. Creating educational uses and/or design which reflects the history of the site.

**Q2**

When responding on the unique features of sturgeon falls, four elements were commonly used:

- 1. Bilingualism, culture, and history.
- 2. A welcoming community.
- 3. Access to nature.
- 4. The river and the location of the falls.

**Q3 S**

When responding on the meaning of the Former Mill Site, there were 4 main themes:

- 1. The economic importance of the Mill in the community.
- 2. The Mill as the identity of "home" for residents in Sturgeon Falls.
- 3. The importance of the Mill to gathering and community.
- 4. The site as a symbol of opportunity for the future.

**Q4 & Q5**

From the responses in Q4, there is a (perceived) high quantity of institutional facilities for culture, education, and health. The respondents perceive a lack of availability in parkland and housing.

When responding to Q5, there was clear preferences for potential uses on the site. Parkland and housing were highly preferred, while the following options were measured closely in third. Health facilities were the least preferred, as there are already several health services provided within the community.

**Q6**

Many themes mentioned throughout the consultation have been reflected in the "big or small" ideas section of the workshop. There are four main themes within the participants' responses:

- 1. The creation of affordable / geared housing.
- 2. The creation of parkland with recreational facilities.
- 3. The introduction of multi-use pathways.
- 3. Access to the riverfront
- 4. Introduction of local retail and restaurants within mixed-use development.



