



ARMSTRONG STREET

ENGAGING COMMUNITY | REALIZING POTENTIAL



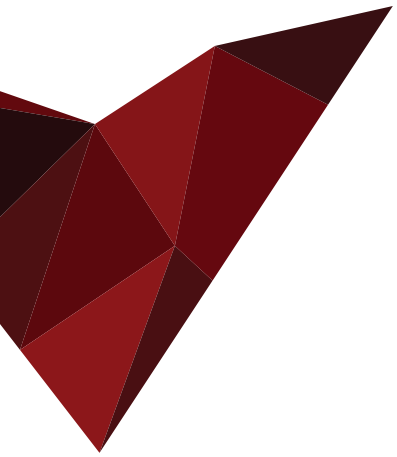


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1.1 INTRODUCTION

Over the past twelve weeks, Atelier has been engaged in a land use and transportation study for Armstrong Street in Ottawa, Ontario. We have conducted an analysis of the area, reviewed various planning documents, researched best practices elsewhere, and consulted with various stakeholders and local residents. With strong foundational information, we developed a set of recommendations and implementation strategies pertaining to optimal zoning and transportation options along Armstrong Street.

This is the final report that concludes our involvement in this project. Our recommendations were guided by our mandate, which was to develop:

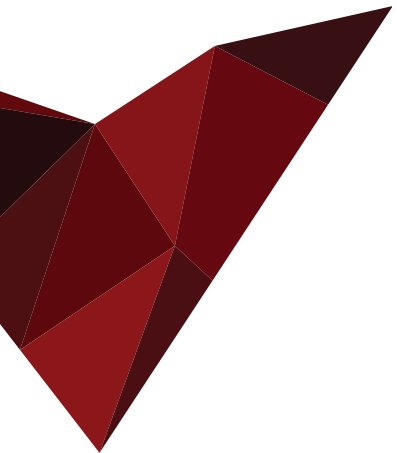
1. Recommendations on the appropriate range and mix of commercial and residential uses;
2. Recommendations on the appropriate heights and massing for buildings;
3. Solutions to facilitate the development of incubator space for new businesses that complement the more established businesses on Wellington Street West;
4. Strategies for development on empty lots and parking lots;
5. Recommendations for appropriate zoning on “through lots” that abut Armstrong Street and Wellington Street West;
6. Measures to facilitate and improve the use of Armstrong Street as an active cycling and pedestrian route, and to improve the streetscape.

A large portion of the work involved hosting a public open house for residents. The open house provided members of the public an opportunity to learn about the project, pose questions to members of Atelier, the Wellington West BIA, and the local councillor. In addition, members of the public were asked to share their vision for the future of Armstrong Street. From this input, and from supplementary research, we were able to visualize the future of the street and make recommendations as appropriate. Our detailed implementation strategy provides steps to ensure the success of the recommendations.

This report contains background information of the study area and major findings from the situational report; the public consultation process and the proposed ideas that guided our intervention strategy; a list of final recommendations for zoning, transportation, and incubator space; implementation strategies, which include the steps to implementation, and measures to look at the effectiveness of the interventions over time.



Residential houses on Armstrong Street



OTTAWA

GEOGRAPHY



1.2 THE STUDY AREA

The study area consists of Armstrong Street between Parkdale Avenue and Bayview Road, as well as the blocks immediately to the north and south feeding in and out of Armstrong Street.

Though Wellington Street West is not strictly within the study area, it will feature prominently in our analysis and recommendations, because of its strong influence in the area.

The area north of Armstrong Street will also factor into the analysis. As Ottawa undergoes construction for the new Light Rail Transit corridor to the north of the study area, Scott Street will become the temporary Bus Rapid Transit route. These significant changes to public transit infrastructure will be part of the analysis.



McCormick park on Armstrong Street & McCormick Street

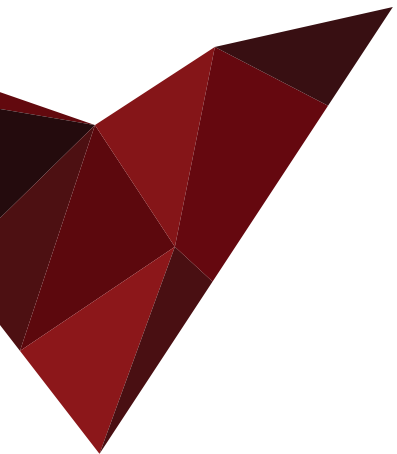
1.3 PLANNING FRAMEWORK

The policy and regulatory framework is made up of the Provincial Policy Statement (PPS), which provides direction on matters of provincial interest related to land use planning and development in Ontario, and the City of Ottawa's Official Plan and Zoning.

The study area is located within the General Urban Area designation on Schedule B (Urban Policy Plan) of the City's Official Plan. As per Section 3.6.1 of the Official Plan, the intent of the General Urban Area designation is to accommodate the housing and lifestyle needs of all ages, incomes, and life circumstances in order to create complete, sustainable communities. The General Urban Area designation permits the development of a wide range of uses, including residential development at all densities and employment, retail, service, cultural, leisure, entertainment and institutional uses. The amended Official Plan explicitly refers to opportunities for active transportation including safe walking and cycling facilities, good transit service, well-connected streets and open space, and a mix of housing with convenient access to shops, services and places to work. It also identifies the lack of affordable rental housing as one of the most compelling problems in Ottawa.

In addition to this framework, the Wellington Street West Community Design Plan, the Scott Street Community Design Plan and the City's urban design guidelines provide additional recommendations for development in the study area.

STUDY AREA //
PLANNING
FRAMEWORK



HISTORY// BACKGROUND

2.1 HISTORY

Wellington Street West (originally called Richmond Road) is one of the oldest roadways in the City of Ottawa, originally laid out in 1818. In the 1880s a few buildings were erected just east of the current Parkdale intersection on Wellington Street West. These buildings became the commercial heart of the Town of Hintonburg, which incorporated in 1893. In 1896, the introduction of a streetcar line along Wellington Street West opened the door for new development in the area. Hintonburg was annexed by the City of Ottawa in 1907. During this time, Hintonburg and Mechanicsville were dominated primarily by working-class families.

In the 1950s and 1960s the Hintonburg neighbourhood went into decline. Massive changes came to the area, some of which were a result of Jacques Gréber's plan for the National Capital. One change was the development of Tunney's Pasture, which was conceived in an attempt to decentralize government offices in the downtown. The development on the North side of Scott Street required the expropriation and demolition of a large part of Mechanicsville. Other interventions in this time included the demolition of a bridge at the east end of Wellington West that connected to downtown and the construction of the Queensway Highway 417. These interventions led to the isolation of Hintonburg.

Recent initiatives and investments from the public and private sectors has brought new life to the area. Wellington Street West is now a place where local businesses enjoy heavy pedestrian and cycling traffic, a diverse set of users, and proximity to downtown.

2.2 SMALL-C COMMERCIAL: BACKGROUND

In November 2013, the City of Ottawa began work on a citywide Local Commercial Study, intended to provide opportunities for neighbourhood commercial businesses and services. In an effort to maintain small-scale commercial uses in neighbourhoods, the study identified existing legal non-conforming stores in residential areas and modified the zoning to ensure the stores would continue to be permitted, despite any changes in the type of use. The study also proposed new areas where limited commercial activity would be appropriate by identifying pedestrian and cycling linkages.

The Local Commercial Study sought the input of the public to identify locations where limited commercial activity was appropriate. Residents were encouraged to answer an online questionnaire that was made publicly available. The online questionnaire was open for public response from November 21, 2013 to January 31, 2014. In total, there were 584 questionnaire participants (people who viewed and completed the questionnaire) with 359 questionnaire participants from the affected wards. Sixty respondents were from the Champlain Park, Tunney's Pasture, West Wellington, Hintonburg, and Civic Hospital area (K1Y Forward Sortation Area).

The Local Commercial Study has resulted in the recommendation of two new zoning categories:

A new zoning suffix (-c): identifies properties currently operating a local business, as well as appropriate streets/areas within a residential zone.

A new Local Commercial Subzone (LCc): permits residential and non-residential uses. Commercial uses are limited in size.

Councillor Jeff Leiper voted in favour of the Zoning By-law amendment, but requested that a holding symbol be included until an area-specific study can assess whether commercial uses are appropriate along Armstrong Street.

2.2 SMALL-C COMMERCIAL: RESIDENTIAL NEIGHBOURHOOD COMMERCIAL ZONING

The Residential Neighbourhood Commercial zoning allows certain small-scale non-residential uses in residential buildings. These are: artist studio, convenience store, instructional facility, medical facility, personal service business, restaurant, retail food store and retail store. There are many constraints attributed to small-c zoning:

- The uses must be located on the ground floor or in the basement; To ensure these uses remain small-scale, all non-residential uses may not exceed a GFA of 100 m²;
- The zoning prohibits associated parking to maintain the local focus of the uses;
- Convenience stores and restaurant uses are not permitted within a residential building containing a semi-detached or townhouse dwelling;
- Storage and refuse collection must be located within the building, and any accessory building to the non-residential use must be located in the rear, interior or interior side yard.

Specific regulations apply to restaurant uses in a small-c zone:

- Restaurant uses must be ancillary to and located in the same building as another non-residential use. This provision serves to influence the kind of restaurant uses;
- The indoor seating may not exceed 15 square meters;
- Outdoor commercial patios are only permitted on corner lots. They must be fully visible and accessible by the public street and be located in the front and/or corner side yards. The patio cannot be larger than 10 square meters, and may not be elevated.



Commercial building on the corner of Armstrong Street and Garland Street



Commercial building on the corner of Armstrong Street and Hamilton Street North

SMALL-C
COMMERCIAL
ZONING

ZONING

2.3 ZONING

RESIDENTIAL FOURTH DENSITY ZONE

This zoning allows a wide mix of residential building forms ranging from detached to low rise apartment dwellings, in some cases limited to four units, and in no case more than four storeys, in areas designated as General Urban Area in the Official Plan. It permits some ancillary uses.

TRADITIONAL MAINSTREET ZONE

This zoning accommodates a broad range of uses including retail, service commercial, office, residential and institutional uses. It allows mixed-use buildings but excludes auto-related uses. The built form of permitted non-residential uses is subject to certain requirements to ensure an active street frontage, such as transparent windows and front-facing entrances.

GENERAL MIXED USE ZONE

This zoning allows residential, commercial and institutional uses, or mixed use development. It limits commercial uses to individual occupancies or in groupings in well-defined areas so as to not interfere with Traditional Mainstreets. It permits uses that are often large and serve or draw from broader areas which may generate traffic and noise.

LOCAL COMMERCIAL ZONE

This zoning allows a variety of small, locally-oriented convenience and service uses as well as residential uses, but restricts the size of individual occupancies of non-residential uses to 900 square metres in gross leasable area.

OPEN SPACE ZONE

This zoning permits parks, open space and related and compatible uses, which must be low-scale and low-intensity.

MINOR INSTITUTIONAL ZONE

This zoning permits a range of community uses, institutional accommodation and emergency service uses. It ensures the scale and intensity of minor institutional uses located near residential uses are compatible with the neighbourhood.

Please refer to the complete list of permitted non-residential uses for commercial zones in the appendix for more information.



Residential house on Armstrong Street

2.4 BUILT ENVIRONMENT OVERVIEW

Armstrong Street has a diverse building stock. Some buildings date back to the late 1800s. Poor maintenance of some of the older structures means that several buildings are in need of major repairs. Run-down structures have been replaced by new low-rise infill developments that have sprouted up in the area in recent years. The sleek and modern new houses have a distinct architectural style, yet most of them do fit the scale of the surrounding area.

The older character of the neighbourhood means that the streets and sidewalks are narrow, and the buildings are close to the sidewalk. Though it may be challenging to work with, the building configuration contributes to the charm of the area. The east-west streets also curve north-easterly to make for irregular blocks and corners. These intersections are unique and provide for interesting building forms.

The morphology of the area is unique. The northern part of the study area is predominantly residential with a fairly uniform grid consisting of single-detached homes. The housing pattern is disrupted moving southward towards Armstrong Street. The buildings in the southern section of the study area are much larger in scale, sometimes occupying entire blocks. Along Wellington Street West, the morphology is fairly uniform as well. The buildings fronting Wellington Street West are bigger and taller than anywhere else in the study area.

In a sense, there are three observable spatial patterns: the classic grid pattern of the residential neighbourhood, the elongated commercial buildings along Wellington Street West, and a transition zone between the two on Armstrong Street. The study area is therefore characterized by a mix of these two distinct and established environments. Armstrong Street has a diverse built environment, where many land uses and building types converge to create an area that is unique from its surroundings.

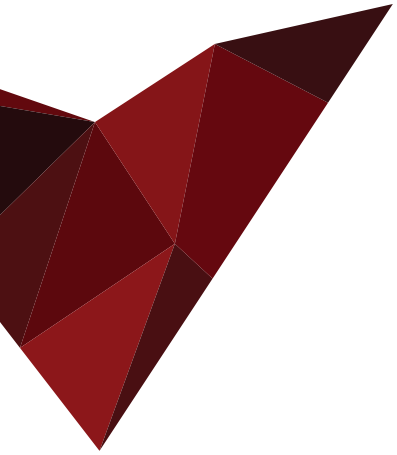


Aging building on Armstrong Street



Residential houses on Armstrong Street

BUILT ENVIRONMENT



2.5 DEMOGRAPHICS

Our team has analyzed the demographics of Armstrong Street based on the 2011 Census data of the census tract in which the site is located. The 2011 Census data of the Ward, Kitchissippi, is also analyzed wherever available for the purpose of comparison. Overall, the data shows that the neighbourhood within the census tract has been a working-class community with lower income and level of education. The infographics is a summary of the demographics in the area, which may help paint a picture of the neighbourhood and its character.

DEMOGRAPHICS

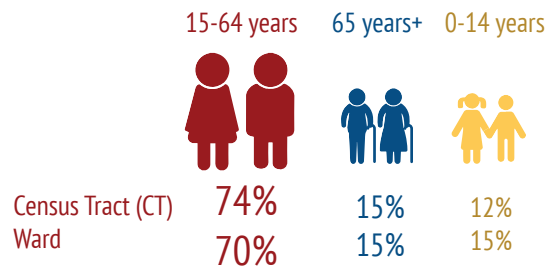


Armstrong Park

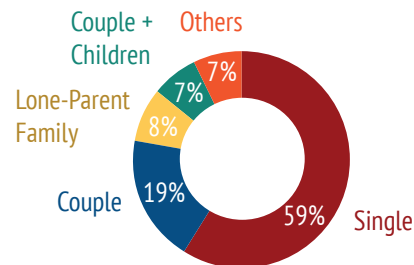


Private parking lot on Armstrong Street

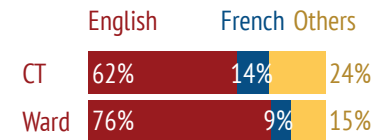
AGE



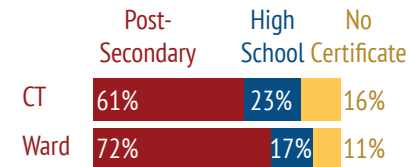
FAMILY STRUCTURE



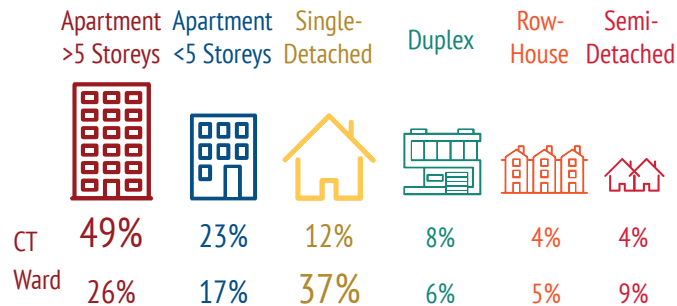
LANGUAGE



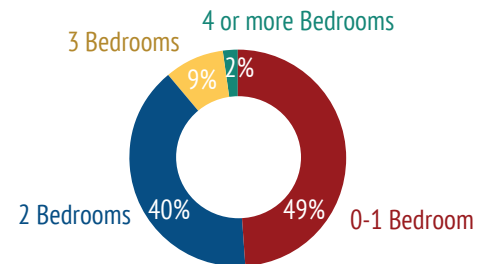
EDUCATION



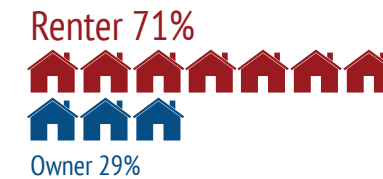
DWELLING TYPE



DWELLING SIZE

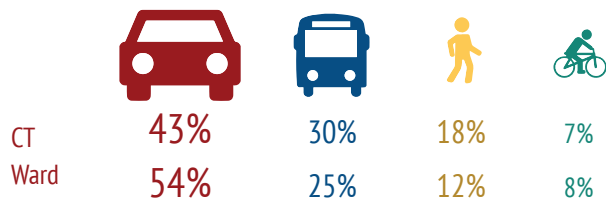


HOME OWNERSHIP



DEMOGRAPHICS

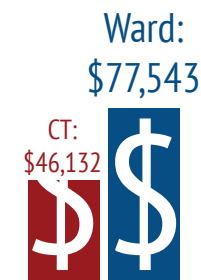
MODAL SHARE

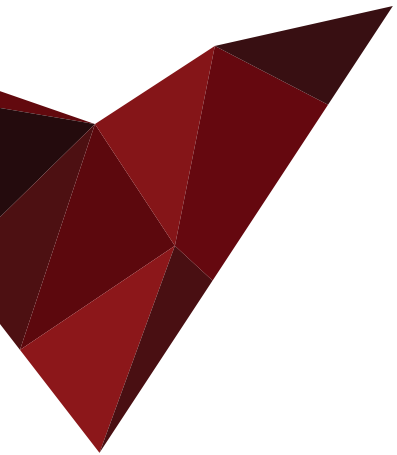


HOUSEHOLDS SPENDING >30% OF TOTAL INCOME ON HOUSING



MEDIAN HOUSEHOLD INCOME





TRANSPORTATION



2.6 TRANSPORTATION

Armstrong Street is a narrow two-way right-of-way, lined with narrow sidewalks on both sides. The width of Armstrong Street does not allow for any on-street parking, but underutilized private parking lots dot the southern side of it. Armstrong Street is a designated bike route, but it lacks any bike infrastructure. The Street sees moderate levels of traffic by car, bicycles and pedestrians. The Ottawa Transportation Plan prioritizes the development of active transportation facilities and awareness. It is a calmer alternative route to the bustling and crowded Wellington Street West.

The Transportation Master Plan supports the aim of Wellington West to further push the modal share of active transportation by making walking and cycling safe, attractive and accessible to all residents and visitors. The key principles outlined with regard to active transportation are:

- Prioritize development of Bus Rapid Transit and Light Rail Transit (LRT);
- Reduce free parking at key destinations;
- Encourage active transportation in communities through education, promotion, and improvement of facilities and connections;
- Identify and facilitate year-round use of integrated pedestrian/cycle networks, especially to transit nodes and between communities; and
- Develop multi-use paths for walking, cycling and other active modes, especially to rapid transit.

Construction of the Light Rail Transit (LRT) project began in early 2013. Two of its stations (Tunney's Pasture Station and Bayview Station) will be located in close proximity to Armstrong Street. This, in combination with the redevelopment of Tunney's Pasture, is expected to greatly increase the number of people in the neighbourhood.

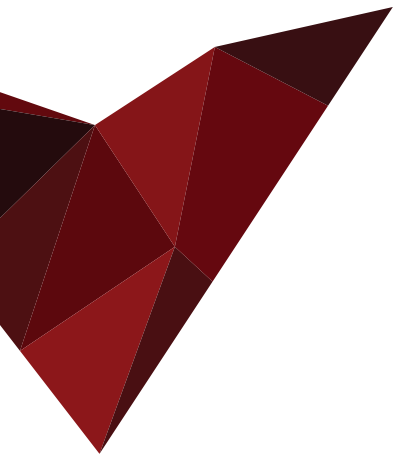


Armstrong Park



Parking lot abutting Armstrong Street and Wellington Street West

TRANSPORTATION



SWOT ANALYSIS

2.7 SWOT ANALYSIS

After gathering background information, conducting surveys with users of Armstrong Street and consulting various stakeholders, Atelier prepared a SWOT analysis. The analysis was performed in terms of the residential and commercial development potential of the street. The study area's main strength is its enviable location in Ottawa, as well as its diverse and engaged community. The built environment represents the most important weakness of Armstrong Street. Many of the buildings are in need of major repairs, and the streetscape is fragmented. These weaknesses offer significant opportunities for redevelopment along Armstrong Street. Redevelopment has already occurred along the street, which has led some residents and stakeholders to be concerned about gentrifying forces displacing existing lower-income residents. The complete SWOT analysis can be found below.

STRENGTHS	• Proximity to Wellington • Proximity to downtown • Proximity to transit • Calm • Diversity of residents (income, age, family structure) • Established neighbourhood • Access to green space/parks • Access to playgrounds • Sense of community • Access to social services • Safety • Community and political will	• Traffic, speeding cars • Narrow sidewalks • Lack of bike infrastructure • Poorly maintained buildings • Past bad reputation • Fragmented • Aesthetically displeasing • Deteriorating infrastructure	WEAKNESSES
OPPORTUNITIES	• Diversity in building stock (age and type) • Vacant/underutilized land • Vacant commercial units • Lower commercial rents than Wellington West • Arts District in Hintonburg	• Differences in opinion on commercial uses • Rising rents and price of homes • Homogenization in the population caused by rising rents/gentrification • Over-commercialization of Armstrong • Businesses off Wellington currently not performing well • Development pressures on affordable rents	THREATS



Parking lot next to a building with commercial activity on Armstrong Street



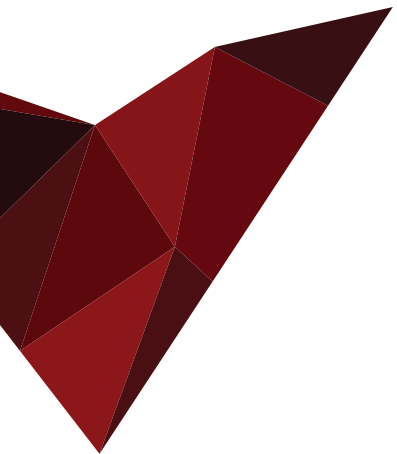
Intersection of Armstrong Street and Merton Street



The corner of Armstrong Street and Garland Street



Residential houses on Armstrong Street



INCUBATOR SPACE PRECEDENTS

2.8 INCUBATOR SPACES PRECEDENTS

Many cities have used the concept of incubator space as way to encourage new businesses. Typically, these programs involve grants or subsidies, small commercial spaces, mentorship and business support from established entrepreneurs. Subsidy programs for incubator space vary from place to place, but generally involve an infusion of money and resources into new businesses until they become self-sufficient. Three examples of such programs are described below.

In the Lachine borough of Montreal, a program called Concours Notre-Dame Académie offers opportunities for new businesses that set up shop along Notre-Dame Street. A bursary of \$30,000 is split between two start-ups that are thought to bring the most value to the area. On top of the money, the start-ups are given access to technical and professional resources to help them flourish. The contest is renewed each year. This ensures a steady stream of new businesses to infuse life into the street.

In Sioux Falls, South Dakota, the Downtown Sioux Falls Retail Incubator Program is offered to new retailers that establish in the downtown. The program requires that retailers adhere to certain conditions, such as completing mentoring programs using a specified accountant, sharing sales and inventory information, and complying with certain hours of operation. The program awards subsidies to cover the shopkeepers rent over a period of 18 months. For the first 6 months, the subsidies will cover 50% of the rent, up to a maximum of \$830/month; for the next 6 months, the subsidies decrease to 33% of the rent or a total of \$560/month; and for the last 6 months, the subsidies decrease again to cover 17% of the rent, or a maximum of \$275/month. This program is successful in providing a transition period for small businesses to become financially viable.

In Belfast, UK, the City's Start-up Retail Programme helps new businesses to develop skills, business models and products through workshops, expert advice and mentorship. The program also provides the opportunity to receive a £400 bursary, meet with buyers and test trade at different locations such as the renowned St. George's Market.

Percentage Rent and Rent Subsidy

Percentage rent is a common practice in commercial real estate, where the landlord charges a minimum fixed rent with additional rent based on natural breakpoints calculated from the annual gross sales of the tenant. This practice encourages the landlords to help create a high quality retail environment in order to maximize their returns. The additional rent beyond a breakpoint would also promote healthy turnovers of the retail space from more established businesses to new tenants who are at earlier stages of their venture.

As rent is one of the most significant costs of a retail business, a 3-year rent subsidy program would help ease the financial burden of these entrepreneurs. Below is an example of how a combination of a percentage rent and a rent subsidy would work:

Rent subsidy:

Year 1: 40% of rent

Year 2: 20% of rent

Year 3: 10% of rent

Natural breakpoint = rent per year / 5%

Example:

\$20/sf for a 1,000 sf space

Rent: \$20,000/year or \$1,667/month

Rent subsidy:

Year 1: 40% = \$8,000/year or \$667/month

Year 2: 20% = \$4,000/year or \$333/month

Year 3: 10% = \$2,000/year or \$167/month

Rent paid by tenant:

Year 1: \$12,000/year or \$1,000/month

Year 2: \$16,000/year or \$1,333/month

Year 3: \$18,000/year or \$1,500/month

Natural breakpoint = $\$20,000 / 5\% = \$400,000$

Once the annual gross sales of the tenant exceeds \$400,000, the tenant would pay 5% of its annual gross sales as rent. The subsidy would also terminate at that point. For example, an annual gross sales of \$500,000 would mean the tenant pays \$25,000 for rent that year. If the annual gross sales of the tenant does not exceed the natural breakpoint beyond year 3, the tenant has to pay its minimum rent (\$20,000/year) without the subsidy.



Armstrong street facing McCormick Park

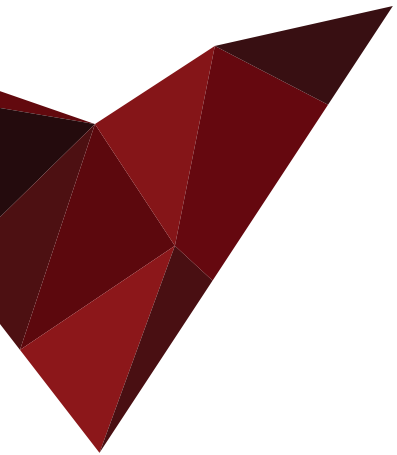
3.1 STRATEGIC OBJECTIVES

Based on the findings of the analysis presented in the previous section, Atelier has developed five strategic objectives. These objectives represent the direction that future development along Armstrong Street should follow. The strategic objectives are:

- Creating a safe and complete street
- Reaching a balance between residential and commercial uses
- Ensuring the vitality of local businesses in the area
- Preserving the diversity of residents through affordable housing options
- Promoting social equity

These objectives served as the basis for the ideas presented at the Public Open House event. No matter the scale of proposed intervention, Atelier worked within the above parameters to propose various ideas for Armstrong Street.

STRATEGIC OBJECTIVES



3.2 DEVELOPMENT IDEAS

Atelier developed three ideas regarding land use and three ideas regarding transportation:

LAND USE

The first idea was a no-change scenario. It proposed that the small-c commercial uses be permitted only on already existing commercial lots. The second idea was what is currently proposed by the City, limited small-c commercial zoning between Merton and Carruthers. The third idea was to propose small-c development throughout the entire length of Armstrong Street.

IDEAS: LAND USE



Land use idea showing no change, no new commercial uses



Land use idea showing limited small-c commercial zoning as proposed by the city



Land use idea showing small-c development throughout the entire Armstrong Street



Transportation idea showing small scale interventions with cycling sharrows



Transportation idea showing Armstrong Street as a one way street with dedicated bikelanes

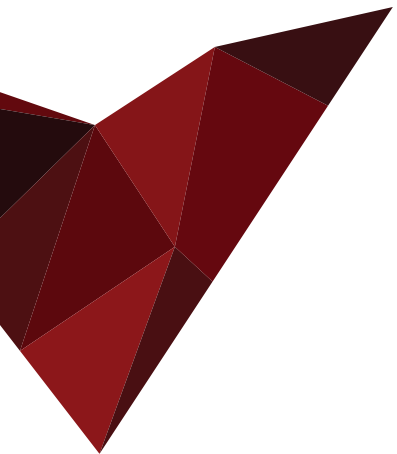


Transportation idea showing Armstrong Street transformed into a shared street with benches and planters.

TRANSPORTATION

All three ideas include cycling infrastructure and improvements to the pedestrian experience. The narrow street limited options. The first idea proposed small-scale interventions centered around cycling sharrows. The second idea had dedicated bike lanes, which requires Armstrong to be converted to a one-way street. The third idea saw Armstrong transformed into a shared street with benches and planters.

IDEAS:
TRANSPORTATION



PUBLIC OPEN HOUSE EVENT

3.3 OPEN HOUSE

FORMAT

On November 10th, 2015, Atelier and the Wellington West BIA organized a public open house event to obtain input from residents. The event was advertised one week prior by posters in nearby businesses, door-to-door leafleting, online newsletters and social media. Running from 4:30pm to 7:00pm at the Hintonburg Community Centre, the event was well attended by nearby residents. Approximately 70 people participated in the open house.

The open house was loosely structured. As participants arrived, they were greeted by the Wellington West BIA executive director who encouraged them to go through three stations. Atelier facilitators, Councillor Jeff Leiper and his staff circulated in the room. The first station presented the City's small-c zoning and proposed areas. The second station presented the land use and transportation ideas developed by Atelier, and was designed to get people excited about the possibilities on Armstrong Street. The third station consisted of two blank boards bordered by a composite image of Armstrong Street. Participants were encouraged to comment directly on the boards and on a third board showing a map of the study area, so that they were able to point to things they liked and disliked about the area. An exit survey was distributed to participants which sought their opinion on the proposed ideas.

FEEDBACK

Amongst the participants who completed the exit survey and left written comments at the third station, there was the broadest support for the second land use scenario (zoning as proposed by the City) and the third transportation idea (the shared street). Many residents were excited about the mixed-use potential of Armstrong street, as well as new cycling infrastructure.

The main issues raised by residents were:

// Cycling infrastructure and safety: Participants agreed that Armstrong Street needs better cycling infrastructure. Many residents were against sharrows, preferring the option of adding bike lanes, while others opposed transforming the street into a one-way to make way for a bike path. Many residents were excited at the idea of a shared street, though one person feared it was too dangerous.

// Small-c commercial zoning: Residents were generally supportive of creating incubator space and of the small-c commercial zoning, though concerns about the increase in parking demand, commercial hours of operation being incompatible with residential uses and the disappearance of affordable housing were raised.

// Sidewalks: Residents frequently mentioned that the sidewalks were built for drivers over pedestrians and that the many curb cuts hindered the pedestrian environment. Some residents were concerned the street was too narrow to allow for wider sidewalks, fearing it would impact traffic flow.

// Parking: Residents were split between flagging the need for more parking, cautioning that additional commercial activity would increase the need for parking in the area and urging that no parking be added on Armstrong Street.

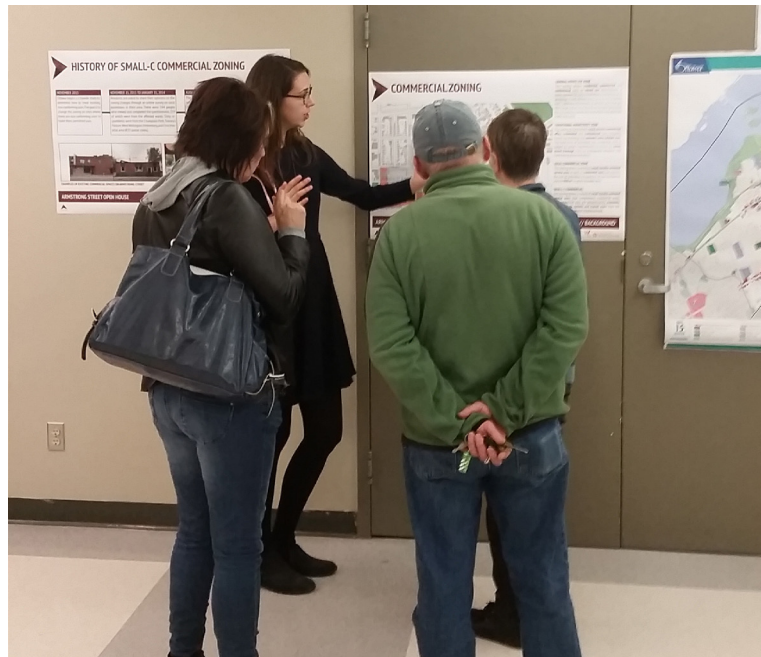
To a lesser degree, participants also raised the issue of:

// Affordable housing: Residents were concerned about the loss of affordable rental units on Armstrong and feared that this existing trend would be exacerbated by more commercial development on the street.

// Height limits: Residents cautioned that permitted greater height limits were not wanted and not appropriate for the area.

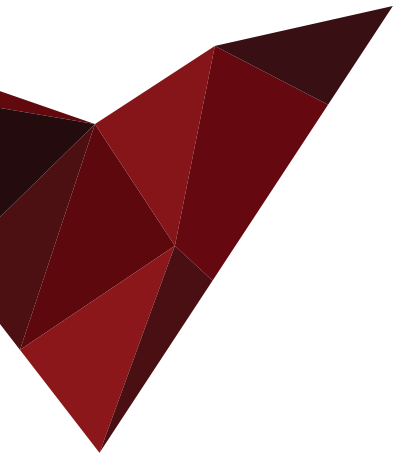
// Snow removal: In discussions related to transportation options, residents feared that snow removal would prevent more innovative interventions, since the City already had trouble managing the snow on the street.

// Restaurants: Though stakeholders brought it up frequently during our analysis, only two residents were concerned by permitting restaurants on Armstrong Street.



Pictures from the public house event held in November.

PUBLIC OPEN HOUSE EVENT



FINAL RECOMMENDATIONS

4.1 FINAL RECOMMENDATIONS

After 12 weeks of research, analysis, and discussions with local stakeholders, the Atelier team has developed a set of recommendations tailored to the needs of Armstrong Street. Our recommendations are designed to optimize land use and transportation for the future of the street. Our recommendations aim to:

- Maintain the unique, predominantly residential character of the street
- Allow for affordable commercial space to help the businesses along Wellington Street West

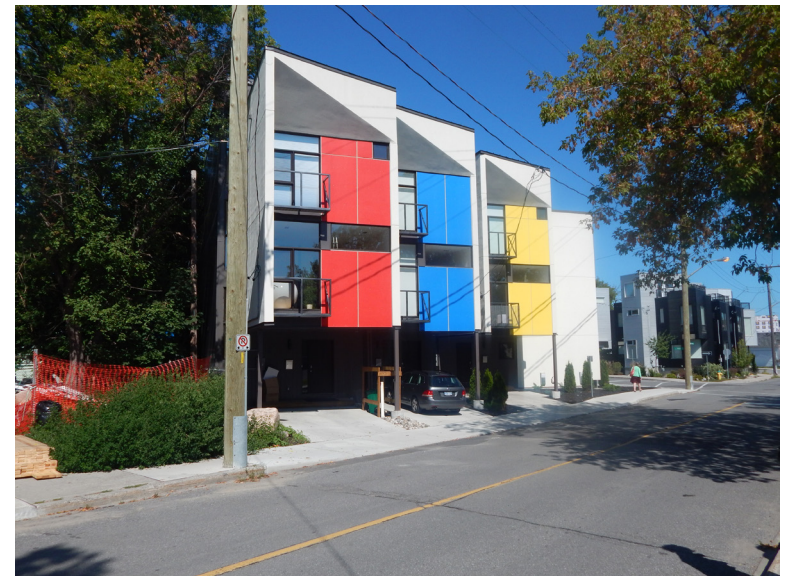
Our decision-making process was heavily influenced by the following factors:

- Armstrong is a primarily residential street
- There is a significant portion of low-income and affordable housing in the area
- Residents have a strong sense of community and pride for their neighbourhood
- The idea of bringing commercial on a residential street has raised concern in the community
- The expensive new infill developments in the area have raised both residential and commercial rents

Our work required us to strike a balance between the expressed desires of our clients, the desires of the major stakeholders, and the desires of the community. These aspects were taken into consideration when Atelier formed a vision for the future of Armstrong Street:

In 2040, Armstrong Street is a vibrant community with a distinct residential character. Its strategic location next to Wellington Street West allows it to be a major active transportation connection between Hintonburg and the rest of the city.

The final recommendations are divided into three categories: zoning, commercial incubator strategies, and transportation. They are listed in the table below. Included with the final recommendations are implementation strategies. The implementation strategies describe how to practically approach and implement each recommendation. The timeline states how long each recommendation will take to implement. The costs for each recommendation are estimates, including engineering, design, and construction. Lastly, the measures of effectiveness are to be used to evaluate the results of implementation. If the measures reveal the recommendations are not having the desired results, further study should consider changes.

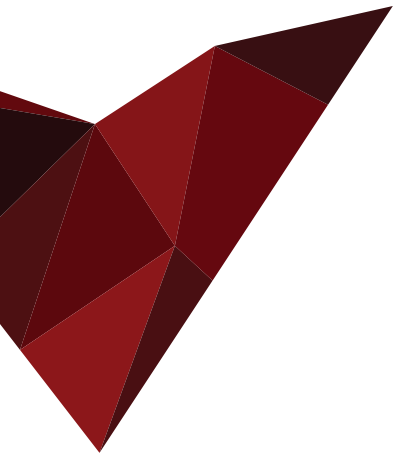


Residential houses on the corner of Armstrong Street and Pinhey Street

ARMSTRONG STREET MASTERPLAN



MASTERPLAN



FINAL RECOMMENDATIONS ZONING

4.2 ZONING

The results from the public consultation revealed an openness from the community to pursue small-c zoning as it was proposed by the city. For those who were concerned about noise and potential bars with patios, Atelier recommends a restriction on outdoor commercial patios. If, over time, it is found that the small-c zoning is benefitting the community, whereby there are few commercial vacancies, the residential market is not under pressure, and residents and business owners are satisfied with the project, small-c may be extended to other areas along Armstrong, especially to areas where there are vacant lots.

Atelier also considered the presence of surface parking lots along Armstrong Street to be a negative influence on the overall character. We recommend encouraging new developments on these lots, as long as the developer provides underground parking to replace the surface parking lot. In this case, the developer would get a height bonus, allowing building heights to reach a maximum of 6 storeys. This would not be out of scale for the area, especially since these parking lots are all behind tall residential (9+ storeys) apartments. A further zoning requirement would call for building setbacks on buildings taller than 3 storeys to ensure that Armstrong Street does not become overshadowed.



Armstrong Street seen from Parkdale Market



Parking lot on the corner of Armstrong Street and Pinhey Street



Parking lot on Armstrong Street, behind a tall building on Wellington Street West



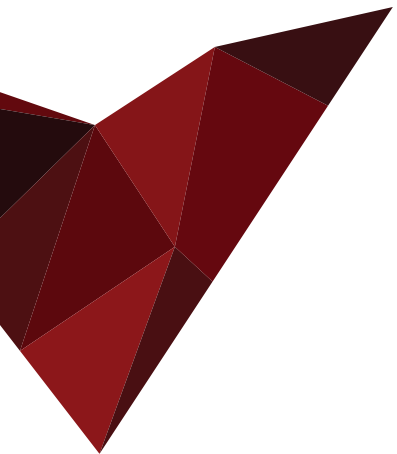
Apartment house in construction on Armstrong Street



McCormick Park



Armstrong Street & Parkdale Market

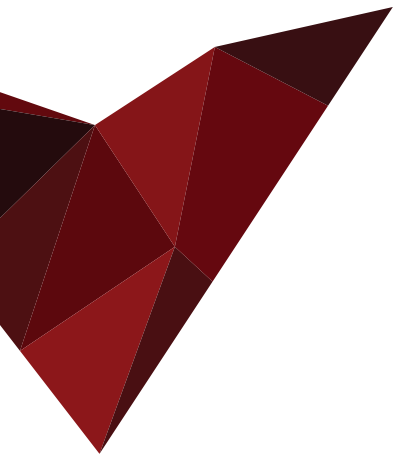


FINAL RECOMMENDATIONS ZONING

Recommendation	Implementation Strategy	Timeline	Cost	Measure of effectiveness
ZONING				
That the City proceed with small-c zoning on Armstrong Street, but prohibit patios.	Amend the zoning to include two exceptions prohibiting patios. The provisions of exception 2249 related to active frontages should be included into the new exception. // Amend zoning of area A from R4H[2249]-c to R4H[xxxx]-c // Amend zoning of area B from R4M[2259]-c-h to R4M[xxxx]-c // Amend zoning of area C from R4T[2259]-c-h to R4T[xxxx]-c	Short term (1 year)	No direct costs	Measured after 5 years The effects of the new zoning on commercial uses should be assessed by // Number of new construction projects // Number of commercial units // Square footage of commercial space // Commercial unit vacancy rate // Types of businesses/variety of goods and services The effects of the new zoning on commercial uses should be assessed by // Number of new construction projects // Average rent // Percentage of renters // Average property prices // Housing type mix
That the City study the possibility of extending small-c commercial zoning in the future depending on success and demand of small-c commercial zoning between Carruthers Street and Merton Street.	Upon completion of Step 1 of the implementation of a shared street on Armstrong Street, further study of additional small-c commercial uses may be undertaken. If the study finds that the following conditions are satisfied, the City may explore extending small-c zoning, with an exception prohibiting patios, along the southern side of Armstrong Street towards Garland: // there is a low commercial vacancy rate on Armstrong street and that there is demand for additional commercial uses // results from a community public consultation indicate strong support for more commercial uses from Armstrong residents	Medium Term (5 years)	No direct costs	N/A

Recommendation	Implementation Strategy	Timeline	Cost	Measure of effectiveness
ZONING				
That the zoning be amended to permit maximum building heights of 20 m, in cases where below grade parking is provided on lots currently occupied by large parking lots behind buildings fronting on Wellington Street West, equivalent to the number of parking spots previously available on the lot (see Master Plan).	Amend the zoning to permit 20 m maximum building height on lots A, B and C on the condition of providing parking below grade.	Short term (1 year)	No direct costs	Measured after 5 years The incentive to build on parking lots should be assessed, based on the // Number of off-street surface parking spaces // Number of off-street below grade parking spaces // Heights of new-builds // Number of approved variances related to height and massing // Usage of parking spaces (occupancy, time of day, duration)
That the zoning be amended to require that setbacks for buildings higher than 3 storeys or 11.0 metres.	Amend the zoning to require that for buildings higher than 3 storeys or 11.0 m, whichever is the lesser, part of the building abutting the yard adjacent to Armstrong Street must be stepped back so that no part of the building projects beyond a 45 degree angular plane measured from the top of the 3rd storey where it abuts such yard upwards to the highest height limit.	Short term (1 year)	No direct costs	Measured after 5 years // Number of approved variances related to height and massing
That the zoning be amended to require a minimum building height of 2 storeys on all properties abutting Armstrong Street	Amend the zoning to require a minimum height of 2 storeys along Armstrong Street.	Short term (1 year)	No direct costs	Measured after 5 years // Number of 1-storey buildings on Armstrong Street

FINAL RECOMMENDATIONS ZONING



4.3 RECOMMENDATIONS/IMPLEMENTATION
FOR INCUBATOR PROGRAM

The incubator recommendation focuses on the WWBIA taking an active role to support businesses. Leadership and educational programs can help small emerging businesses get off the ground. In addition, the WWBIA may consider offering financial incentives to businesses. This could take the form of percentage rent strategy, as discussed in the incubator precedents.

Recommendation	Implementation Strategy	Timeline	Cost	Measure of effectiveness
INCUBATOR PROGRAM				
That the BIA launch an incubator program consisting of support, mentorship and shared services to new businesses on Armstrong Street.	The Wellington West BIA, Hintonburg Community Association and the Kitchissippi Ward Councillor discuss options for supporting new businesses on Armstrong Street through financial support, mentorship and shared services.	Short term (1 year)	Low to Medium cost to BIA	Measured annually // Number of businesses participating in mentorship and shared services // Number of new businesses (all and participants) // Average age of businesses (participants and non-participants of the incubator program)

FINAL
RECOMMENDATIONS
INCUBATOR
SPACE

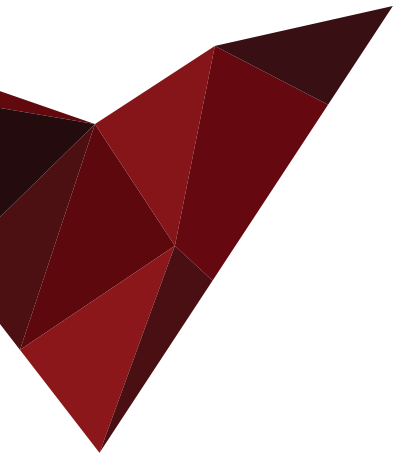
4.4 TRANSPORTATION

The transportation recommendation is the most ambitious. This option was pursued due to enthusiastic interest expressed during the public consultation. The rationale for having a shared street along Armstrong is that it will help connect the Parkdale Market with the new LRT stations and other areas of the city, offer passersby and patrons of local shops a quiet place to relax, and act as a front yard for residents. In addition, it will significantly reduce the speed of motorized traffic, which was a common concern expressed by residents.

We recognize the complexity and difficulties associated with such a project. For this reason, we propose that the shared street begin via a pilot project, which would operate on a stretch of Armstrong Street from Merton Street to Carruthers Avenue. This portion will have street benches and furniture, public art, and signage to help all users. This intervention will be in place for the summer months only. If the pilot project is found to be a success, the city should work towards a more permanent installation along the entire length of the street.

Recommendation	Implementation Strategy	Timeline	Cost	Measure of effectiveness
TRANSPORTATION				
That the City of Ottawa transform Armstrong Street into a shared street with minimal signage, 10 km/h speed limit, a bike repair station, bike racks, trees and public art	Implementation should occur in multiple stages, starting with a pilot project which will engage the community. 1. Pilot project involving residents to make Armstrong Street more focused on pedestrian and cyclist experience, from Parkdale to Merton. This step to 2. Review results of pilot project 3. Conduct traffic study 4. Formalize pilot project interventions by making the street and sidewalks at grade and burying electrical wiring for the area between Parkdale and Merton (pilot project area). 5. Complete shared street intervention from Merton to Bayview.	Medium to Long term (5-15 years)	High cost	Measured annually, before and after completion of the shared street: // Number of accidents // Traffic counts (pedestrians, cyclists, automobiles) // Average speed of vehicles // Number of complaints // Level of satisfaction of residents // Usage of street furniture // Participation in pilot project (measured before completion only)

FINAL
RECOMMENDATIONS
TRANSPORTATION



CONCLUSION

5.1 CONCLUSION

Over the past 12 weeks, the Atelier team researched and analysed the unique dynamics of Armstrong Street. The contagious enthusiasm of residents fuelled our work. As part of the required study on Small-C Zoning, Atelier evaluated the appropriateness of small commercial businesses on the residential street and concluded such uses would be appropriate. Residents spoke excitedly of Meat Press, a new local gourmet sandwich shop on the corner of Armstrong Street and Garland Street. Speaking to Councillor Leiper, the Hintonburg Community Association and the Wellington West BIA, it became clear that the strength of Armstrong Street and the surrounding area came from its engaged and tight-knit community.

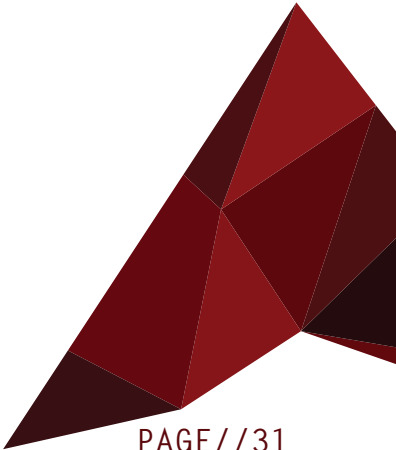
Beyond the potential for more commercial offerings on Armstrong, Atelier was committed to making the street more accessible to active transportation, and encouraged stakeholders and residents to think big. Our recommendation for a shared street is intended to improve the quality of life of current residents, as well as improve pedestrian and cycling connections in the area. As the first step of the Small-C Zoning Study, Atelier hopes this report will widen the horizon of possibilities on Armstrong Street.

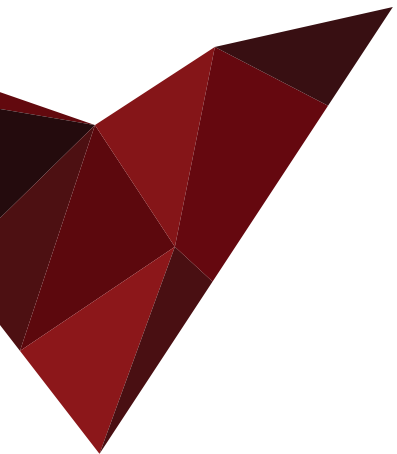


Residential houses on Armstrong Street



Corner of Armstrong Street and Stirling Ave





6.1 APPENDIX A:

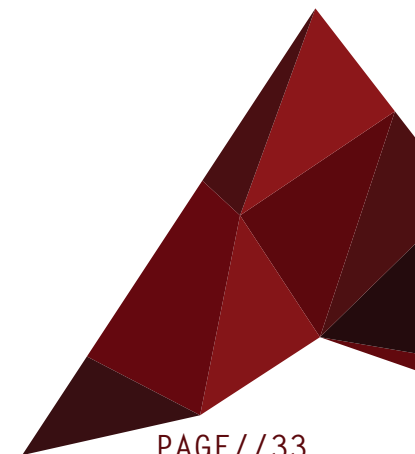
LIST OF PERMITTED NON-RESIDENTIAL USES FOR COMMERCIAL ZONES

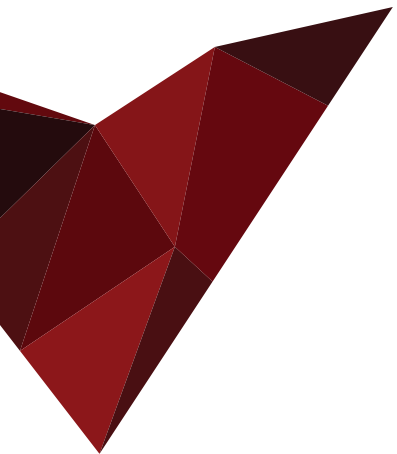
APPENDIX A: NON RESIDENTIAL USES FOR COMMERCIAL ZONES

Traditional Mainstreet Zones	General Mixed Use Zone	Local Commercial Zone	Residential Neighbourhood Commercial Suffix (small c)
animal care establishment	animal care establishment	animal care establishment	artist studio
animal hospital	animal hospital	animal hospital	convenience store
artist studio	artist studio	artist studio	instructional facility
bank	bank	bank	medical facility
bank machine	bank machine	bank machine	personal service business
catering establishment	catering establishment	community gardens	restaurant
cinema	community centre	community health and resource centre	retail food store
community centre	community garden	convenience store	retail store
community garden	community health and resource centre	day care	
community health and resource centre	convenience store	drive-through facility	
convenience store	day care	instructional facility	
day care	diplomatic mission		
diplomatic mission	drive-through facility		
emergency service	emergency service		
home-based business	funeral home		
home-based day care	home-based business		
hotel	home-based day care		
instructional facility	instructional facility		
library	library		
medical facility	medical facility		
municipal service centre	municipal service centre		
museum	office		
office	personal service business		

Traditional Mainstreet Zones	General Mixed Use Zone	Traditional Mainstreet Zone
park	place of assembly	medical facility
parking garage	place of worship	municipal service centre
personal service business	post office	office
place of assembly	recreational and athletic facility	personal service business
place of worship	research and development centre	post office
post office	residential care facility	recreational and athletic facility
recreational and athletic facility	restaurant	restaurant
research and development centre	retail food store	retail food store
residential care facility	retail store	retail store
restaurant	service and repair shop	service and repair shop
retail food store	shelter	small batch brewery
retail store	small batch brewery	
school	technology industry	
service and repair shop	training centre	
small batch brewery		
theatre		
training centre		

APPENDIX A: NON RESIDENTIAL USES FOR COMMERCIAL ZONES





APPENDIX B: OPEN HOUSE FEEDBACK

6.2 APPENDIX B:

ARMSTRONG STREET OPEN HOUSE FEEDBACK

Comments from boards

The following comments were left on the two blank boards and study area map by open house participants. They are listed here in no particular order:

Re traffic: small scale interventions would be best

Shared use: street narrowing

Small scale commercial? Yes!

No height bonusing

No one way Armstrong, prefer woonerf

Have city buy one of the parking lots to ensure folks will patronize any commercial development

No Armstrong (don't live there)

Lots of drivers/cyclists don't know what sharrows are

Very intrigued by #3 transportation - if well implemented will be very cool

Commercial business hours. Not suitable for residential area

Increase size of sidewalk for comfort of pedestrians

Yes wider sidewalks and unclutter planters, bike stand, patio, street signage

[in reference to previous comment] - hard getting around

Shared space no

Create a dual bikeway with car traffic

No sharrows, does not equal bike infrastructure

[in reference to previous comment] Seconded! Segregated bike lanes not sharrows

Yes clearly visible bike lanes sharrows are too confusing

Armstrong, if a real 'bike route' needs traffic calming. Physical features more than paint. Still not a replacement for Wellington West bike lanes

Greening the Street face would be nice- it's a bit industrial. Sidewalk repair or transport # 3

Love idea of mixed use- but not higher buildings

Reduce traffic on Armstrong (+speed reduction)

[in reference to previous comment] Yes Please! esp. at Parkdale + Armstrong

Like the idea of small commercial along Armstrong

Happy to see small single spaces for startups and smaller businesses. Much needed!

[in reference to previous comment] I agree with above

#3 transportation idea. Fantastic didn't know this was possible.

[in reference to previous comment] Me too!

Can't crowd out affordable housing/rental units. Plan low income, need central housing to keep costs low

Some residents of neighbourhood don't have parking and use street (me!) Can't we institute some permit parking for residents

Like the green bike lanes.

I like the idea of small c. Create a nice community space -small town square feel. mini high street.

No loss of low income housing. When teardowns happen, enforce height limits.

If Armstrong is a bike+ped priority street it needs street lighting and priority 1 winter maintenance INCLUDING the N-S side streets that connect to Wellington West. (Sure you don't just want to put bike lanes on Wellington?)

Look for street areas w/no utility under and put in d shaped diversions w/a tree. Replace stop signs with a bullet traffic circles that are 4' high and block the view.

Generally in favour of small-c commercial development on Armstrong. Would bring some street life.

Like it or not, parking will be a problem. Dare I suggest a parking garage?

Segregated bike infrastructure NOT sharrows. Also no parking that risks riders getting doored.

Used Armstrong to bike here tonight and didn't spend a single 1\$ since I avoided all the shops. If keeping cyclists from shopping is the goal, you ahev achieved it! A+

Make Parkdale one-way to Hospital while you are at it!! with bike lanes Pedestrian/cyclist priority lighting at Parkdale/Armstrong

[in reference to previous comment] Seconded

Got a flat tire from a pothole here (Armstrong/Hinchey) cycling. Utility cuts a problem.

Make McCormick St. a one-way or install no parking on McCormick Street

Make all N-S segments contraflow for cyclists

Build sidewalks for pedestrians rather than for ease of access to driveways

[in reference to previous comment] I agree!

Pedestrian light timing at Melrose. FIX IT.

[in reference to previous comment] Dangerous intersection for pedestrians

Install a STOP sign at Merton and Armstrong

Stop sign & CROSSWALKS at Merton & Armstrong

Please plant trees where possible

Pedestrian light timing at Fairmont. Fix it.

Exit questionnaire and feedback

Thank you for taking part in the Armstrong Street Open House. Your comments will help guide the future of the street and the surrounding area.

Three ideas were proposed about potential zoning changes along Armstrong Street:

1. Primarily residential: To revert back to the original residential zoning prior to the small-c (commercial) study and to rezone already existing commercial uses along Armstrong Street as small-c.
2. Limited commercial: To keep the small-c zoning changes as recommended by the City.
3. Commercial development: To extend the small-c zoning to all the lots on the southern side of Armstrong from Carruthers Avenue to Bayview Road and to all the lots on the south side of Grant Street.

Which of these ideas do you like best? Why?

2 - Lower rent for new start ups would help the local economy, only issue is parking. The street is too narrow for parking. Hard to get out of your driveway

I deeply value the mixed income opportunities and would be heartbroken if small c development removed options for rental units.

#2. Change is going to happen, best to be proactive. We can always extend to #3 later, if #3 works for the neighbourhood

3 - More interesting neighbourhood

#2 small c because there isn't enough traffic to support larger commercial. #2 gives more control over the types of businesses.

2, we'd like to see a mix, small business but not necessarily restaurants, definitely not bars

2. Start smaller scale redevelopment to ensure residential nature of the neighbourhood is maintained

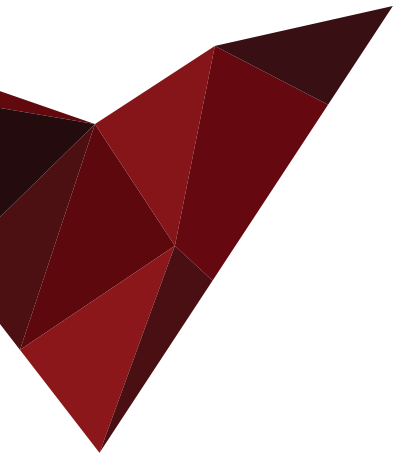
My choice would be #1. What I am afraid would happen if property owners on Wellington where to purchase land behind them on Armstrong they would build higher than the story height limit on Wellington.

3 - most lively - Armstrong has SO MUCH potential!!

I support option 1 of primarily residential. In no way do I see that the whole south side should be commercial. Here is my reasoning

1. I don't like the idea of commercial being zoned along Armstrong as that probably means that developers could by lots that match up between Wellington and Armstrong and then have very large plots of land. This then becomes a zone where developers would (probably successfully) argue for a larger/taller developments.... pushing height limits. Even if it were say 3 storeys max zoning on Armstrong, towers become much more possible for developers as we see them argue at the OMB. 2. I don't see Armstrong as a viable business location. For instance, the Meat Market building remained vacant for probably 3+ years. Garland Grocer has had at least 4 tenants fail in the last 8 yrs. There are limited businesses that can make this side street work. Are there any examples where a whole adjacent side street right beside a main street in a residential area has been successful - if so where? I think that lots of examples need to be found. (e.g., nothing like this in

APPENDIX B: OPEN HOUSE FEEDBACK



APPENDIX B: OPEN HOUSE FEEDBACK

the Glebe, Old Ottawa South, Westboro, etc etc etc) 3. If the south side of Armstrong becomes fully commercial over a 20-30yr period, it puts a lot of pressure on the north side to also become commercial. (Home owners not wanting to live across from commercial, busier traffic so less appealing for house living, incentive to sell older homes to build more lucrative commercial buildings). I could easily landowners on the north side of Armstrong slowly start to apply to commercial. My feeling is that housing needs to be a priority in this part of Hintonburg. At the very most, I could see rezoning lots along the side streets that connect Wellington and Armstrong but only for businesses with entrances on the side streets and no more than say 30 wide from the side street. Armstrong should be primarily a residential street. One of the things that makes Hintonburg one the most livable neighbourhoods in the city is that businesses are primarily grouped along main streets (Wellington, Parkdale, Holland) allowing residents easy access while maintaining quieter residential streets.

1. Primarily residential. Presently, I see a good 'mix'. Need to keep as many residences as possible.

Armstrong Street is essentially a residential street and should remain that way. Allowing additional commercial makes no sense and would detract from the street's residential character.

Do you have any other ideas for land use along Armstrong Street?

"As long as small c zoning is introduced to promote a certain value of the street development. a) creating opportunities for small business to practice field before moving into a larger space. b) create opportunity for small business to stay small as rents rise on busier streets c) diversify visual space, create beauty"

Cycle route to get cyclists off Wellington Street whenever possible.

Make McCormick street a one-way from Wellington St. to Armstrong st or install no parking signs on the east side of McCormick

No

Keep 'heights' low.

If additional commercial is desired, consider the blocks surrounding the Parkdale Market (Parkdale, Armstrong, Hamilton). That area is

already commercialized and additional commercial activity would suit it. Keep the heights low!

Three ideas were proposed about potential improvements to transportation along Armstrong Street:

1. Small scale interventions: To include bicycle signage and an informational speed radar.
2. Medium scale interventions: To widen the sidewalks, add separated bike lanes, and change the flow of traffic to one-direction heading west.
3. Large scale interventions: To create a shared street to allow bicycles, pedestrians, and vehicles to share the street equally with one another.

Which of these ideas do you like best? Why?

2) Traffic needs to be calmed on Armstrong. Looks like the best option to do that. I like the bike lane option and raised crosswalks.

"the street is narrow, so widening sidewalks is not really an option either get rid of them or just fix them"

#3. Brick roadway looks 100% better, creates a more communal atmosphere. Definitely not #2. A one-way street would be terrible.

3 - Didn't know this was even being considered, fantastic idea

#2 because it is closer tied to the city's direction to encourage walkability. #3 would be too dangerous.

3. Because we should go big or not at all. Make a European example work. Change our culture to make all transportation modes work together.

"This proposal will BOOST the areas economically (Jobs) + (Tourists) !! Plus include historical Hintonburg stuff (statues + plaques)"

#1 Don't widen the sidewalks we need better traffic flow. If \$2 a litre doesn't get one out of their vehicle nothing will.

3 - "large scale" actually will produce the most intimate & diverse street usage

I don't know what I want in terms of design but I do know what I don't want. By widening the sidewalk I worry that this would take away

space from already homes being so close to road.

1st choice: No change. 2nd choice: #1 small scale interventions. Walking, which is my primary mode of transportation is good along Armstrong.

Do you have any other ideas for transportation (for walking, cycling, driving) changes along Armstrong?

Snow removal needs to be addressed. Over the last few years, I have noticed that the snow banks have been removed less and less.

We have lots of one ways - keep Armstrong two way.

“1. Bulb outs at all intersections 2. Raised intersections 3. Traffic islands - see York St. at Sussex”

Have post (maybe hydro lic) that blocks weekend access to cars down Parkdale and Garland

Have the city run a parking lot to help avoid circling of cars looking for space. Lower the speed limit to 20km/h.

Perhaps make Armstrong Street a pedestrian/cycling road only (like a mall) - with permission for residents and deliveries only.

Make sure all sidewalks are level sidewalks for walking.

No

Ensure new buildings; residences remain in ‘scale’ to existing buildings

Do you have any other comments/ideas/issues you want to share?

Snow removal is difficult already

1) There should not be a loss of low-income housing. 2) When teardowns happen height restrictions need to be enforced.

“1. Bury hydro lines and remove poles 2. Build sidewalks for pedestrians rather than for people getting in and out of driveways. Check out sidewalks in Cabbagetown in Toronto 3. Parkettes, benches, trees where possible”

Concerned about compatibility of uses in local commercial: food services/restaurants (late evening), patios an issue, when no patio smokers outside smoking - these are not compatible uses for residential. Home based businesses are already allowed throughout

the community without the Local Commercial. This is sufficient for compatible uses. Do not support the proposed zoning change.

Improved signage and greenway

Ensure that there is a 3 storey limit on all buildings to let the sun shine in just like Wellington Street (That’s what is nice above Wellington)

1. McCormick st a one way Wellington to Armstrong or install no parking signs. 2. Remove the first 2 parking spots at the corner of Hinton & Wellington next to the royal oak rest.

I think the street and sidewalk should be fixed. It looks terrible. Maybe use some interlocking along some of the sidewalks as well as small trees like on Preston.



Armstrong Street

APPENDIX B: OPEN HOUSE FEEDBACK



Joshua Adams
Ryan Lo
Zoé Poirier Stephens
Kristín Una Sigurðardóttir