

Sparks Street Mall Vocation Study Phase 2 Vision: Strategic Recommendations



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1 Executive Summary

This study has been prepared for the National Capital Commission, the City of Ottawa, Public Works Government Services Canada, and the Sparks Street Mall Authority. Phase 1 of this study involved comprehensive research into the issues facing Sparks Street and opportunities to reinvigorate it as a vibrant part of downtown Ottawa. Phase 2, which is presented in this document, incorporates the Phase 1 findings, together with extensive input by stakeholders, visitors and residents into a comprehensive vision for the Mall to guide future planning and development.

Background

Sparks Street has been enigmatic from its beginnings as a pedestrian mall in the 1960's. It has struggled to maintain its stature as a significant commercial destination and has failed to attract the quality of tenants found in other parts of downtown Ottawa. At the same time, it generates significant pedestrian volumes during the downtown office hours and has minimal retail vacancies. In addition, there exists strong public sentiment for the pedestrian mall and the historic buildings. The primary purpose of this Phase 2 Vision study is to identify a future direction for Sparks Street, including its urban form, land uses, and competitive positioning, as well as to indicate the actions necessary to successfully revitalize the Mall.

The approach used to develop the Vision included: a review of the Phase 1 Research findings; full-day workshops with stakeholders and Sparks Street Merchants; an internal workshop with the consultants to develop themes and a vision for the Mall; and follow-up workshops with stakeholders, merchants, the Steering Committee and National Capital Commission staff to confirm and finalize the Vision.

Conclusions from the First Workshops (July 2003)

The first workshops were held in July, 2003 with Sparks Street merchants and subsequently with a larger stakeholder group. The primary conclusions were that:

- Change should be incremental and not dramatic.

- Parking is an issue, but can be managed without the construction of a major parking garage adjacent to Sparks Street.
- Heritage is an important component of Sparks Street.
- More co-ordination is needed with downtown transit.
- The pavilions detract from the functioning of Sparks Street.
- The pedestrian mall is what makes the Street unique.
- Leadership is an issue.

Themes Developed for Sparks Street

Based on the Phase 1 Research and the workshops, the consultants developed four alternative themes to guide the future of Sparks Street. The themes are not meant to be mutually exclusive and it was recognized that the ultimate vision will likely draw elements from each individual theme. The four themes were:

Sparks Street as a:

- **Shopping Centre**, including elements such as large anchors, extensive signage, parking, and extended services/management intended to strengthen the retail function of the Mall.
- **Linear Urban Park**, recognizing that it is the most important public open space in the office core and is successful in serving this purpose. This theme would overlay a landscape plan, with a focus on accenting the heritage buildings and a broader range of public programming.
- **Entertainment and Arts District**, recognizing the historic role of the Street as a social hub and its proximity to major cultural attractions, such as the National Arts Centre and the new CBC headquarters. This would include the attraction of arts and entertainment tenants, festivals and events with a cultural/arts theme and the development of a major cultural anchor within the context of an historic district.

- **Transit Corridor**, only in the event that Sparks Street is identified as the preferred route for a proposed light rapid transit line serving the downtown.

The Vision

The Vision for Sparks Street is a linear “Town Square” flanked by complementary cultural, heritage and commercial elements, where artists, musicians, buskers, students, downtown workers, tourists, and Ottawa/Gatineau residents intermingle. It is the “park” for the downtown community and the “off-Broadway” of Ottawa, where visitors can watch a performance by a small theatre company, visit a gallery showing the works of a new artist, dine and dance at a hot new nightspot and be entertained by buskers. It is the place to buy trendy clothing and unique gifts that cannot be found at traditional shopping centres. It is the route for Ottawa’s business community to travel within the core, where they can meet by design or by chance, and where they can consummate deals over coffee, drinks, lunch or dinner.

The district itself should include more than just Sparks Street, encompassing the south side of Wellington Street and Queen Street, as well as the portions of Elgin, Metcalfe, O’Connor, Bank, Kent and Lyon streets between Wellington and Queen. Sparks Street would act as the spine for the district.

In particular:

- The heritage buildings would be enhanced as a backdrop for the district, including façade improvements, illumination, signage guidelines, and interpretive signs. This may also include the designation of Sparks Street as a National Historic Site.
- Signage, sidewalk design, gateway elements and potentially a heritage walk would be used to create strong linkages between Sparks Street and the surrounding downtown precincts.
- Improved on-site signage, design features and store directories would be added to generate better cross visitation between the individual blocks of Sparks Street.

- The linear town square would be created through the addition of landscaping and street furniture. Unlike suburban parks, it would consist predominantly of hard surfaces, broken up by a series of green clusters.
- The pavilions, which are regarded as visual distractions for the storefronts and historic buildings, would be removed.
- As a transportation route, Sparks Street would continue as a pedestrian corridor during the day-time, but to enhance the market for evening entertainment and dining, the Street could be open to traffic after office hours.
- Sparks Street would expand its range of festivals to include more cultural events, such as music festivals, literary events, sidewalk art shows and ethnic festivals.
- As the predominant landlord on the Street, the federal government would develop a long term leasing plan to encourage a greater variety of upscale arts, cultural and entertainment uses.
- In the long term, opportunities for residential and mixed use/residential projects on or in proximity to Sparks Street would be identified and encouraged.

In general, the workshop participants and the merchants were very supportive of this Vision. The primary comments from the workshop were that Sparks should continue to be primarily a shopping and business street, that the arts and culture theme should sufficiently distinguish Sparks Street from other parts of the downtown core, and that leadership by one or more of the stakeholder agencies is critical to achieving this Vision.

In the final section of this document, steps and examples of actions and initiatives are identified in order to realize the Vision.

2 Introduction

This study has been prepared for the National Capital Commission, the City of Ottawa, Public Works and Government Services Canada, and the Sparks Street Mall Authority. It contains the results of Phase 2 of the Sparks Street Vocation Study. The purpose of this study has been to assemble the results of the research and consultation stage of this assignment into a pragmatic vision to guide the future of Sparks Street. In addition to assessing the extensive amount of data collected during the first phase, the consulting team conducted two workshops with selected stakeholders, as well as two evening workshops with Sparks Street Mall merchants to evaluate and further develop various alternative themes or futures for Sparks Street. Following the initial workshops, the consulting team reconciled the various themes into a vision to guide future redevelopment initiatives. This Vision was subsequently presented to the participants and merchants during a second round of workshops, as well as to the four Steering Committee agencies for feedback prior to its finalization.

2.1 Background

The path to success on Sparks Street has been somewhat of a puzzle since its conversion to a pedestrian mall in 1966. At that time, the conversion was part of a general trend across North America aimed at revitalizing downtowns, which were losing their dominance in the face of suburbanization. Although Sparks Street has acted as a zone of transition between the office core and the Parliamentary Precinct, as well as a pedestrian route for downtown workers and tourists, it has struggled in its attempt to be a significant commercial destination. For the most part, it has failed to attract the quality of tenants found in other parts of the downtown core and is generally void of pedestrian and commercial activity during the evenings.

These problems, however, were experienced by many pedestrian malls in North America, some of which have since been re-opened to traffic. Critics of pedestrian malls suggest downtown commercial promenades cannot effectively compete with suburban shopping centres. Others, however, point to the European High Street and a handful of successful North American pedestrian malls as proof that they can succeed.

In 1998, the National Capital Commission released its Vision for the Core Area of the Capital and in 2000, the Concept for the Core Area was presented to the public. The Concept contained a broader proposal for the lands around the intersection of Sparks and Metcalfe

Streets. Two options for redevelopment of this area were proposed, which included an open air public plaza and a parking garage for tour buses and cars. The plaza and proposed mixed use development on the Metcalfe-O'Connor Block (Block 2), were seen as the potential catalysts for a broader revitalization of the area.

In October, 2001, a group of consultants assessed, among other issues, the retail, residential, office and hotel market conditions of Ottawa and of the Sparks Street Mall area. The study concluded that the concept for Block 2 would be feasible from market and planning perspectives and that the redevelopment would have a positive impact on the Central Area.

Despite this, there were many public concerns voiced regarding the plaza-garage component of the redevelopment project, focused on three principal areas:

- The effect of the project on a number of heritage properties;
- The impact of the project on the form and function of Sparks Street; and
- The impact on the visual and functional relationship between Parliament Hill to the north and the downtown commercial core to the south.

Prior to making a significant investment in this or other major changes to Sparks Street, the various stakeholders required a solid understanding of the most appropriate role or “vocation” for Sparks Street in the context of Canada’s Capital City and fourth largest metropolitan region.

2.2 Study Objectives

The Study has been divided into two phases – the first phase being a research phase devoted to collection, analysis and interpretation of a wide range of information, and the second phase being to pose and assess larger vocational and strategic questions regarding the keys to

the future revitalization of Sparks Street. This second phase also involves the development of a future direction for Sparks Street. The particular questions addressed by the Phase 2 Study include:

- What form should the Mall take in terms of land use mix, tenants, and themes?
- How can the Mall acquire a new niche that sets it apart from its competition?
- What will enable it to compete effectively against suburban shopping centres and the other parts of downtown?
- What are the local and regional market implications? and
- What are the building blocks necessary to successfully achieve revitalization?

2.3 Phase 2 Approach

This second phase of the assignment has involved a number of specific components:

- Review and evaluation of the Phase 1 findings by the Study Team;
- Development of themes for Sparks Street;
- Full-day workshop with invited stakeholders to review, evaluate and further develop the themes;
- Reconciliation of the themes into a vision to guide future planning; and,
- Confirmation of the Vision with the workshop participants, the merchants and the steering committee agencies.

2.4 Research Questions

Throughout the course of the research, a set of more detailed questions was developed that was subsequently assessed during Phase 2 , including:

- What (if anything) could make Sparks Street become a destination that could attract more usage from National Capital residents living and working outside of downtown?
- What (if anything) should be done to attract more night time activity to Sparks Street?
- What should be done to make Sparks Street more attractive to tourists, particularly those visiting Parliament Hill?
- How can new downtown developments, such as the CBC headquarters, 131 Queen Street, LeBreton Flats and others, be best planned to the benefit of Sparks Street?
- How important are the design, landscaping and other public realm features to the business realm of the Street?
- Is there a sufficient-sized downtown market to support other major destinations, such as Rideau Centre and the By Ward market, in addition to Sparks Street?
- What uses may be required in downtown Ottawa that might be accommodated on Sparks Street?
- What role do anchors play in the success of downtown retail areas and pedestrian malls and what anchors are most suited to Sparks Street?
- How can new investment be attracted to Sparks Street?

- How should the Mall be best managed and organized?
- Should Sparks Street be better integrated with the eastern downtown area (Rideau Centre, Rideau Street and By Ward Market) and how can this be accomplished?
- What role should Sparks Street play as a retail centre for downtown residents?
- What role can residential intensification in downtown play in revitalizing Sparks Street?
- What would be the impact of changes in accessibility to the street (e.g. opening street to vehicular traffic or transit)?
- What role should the public and private sectors play in revitalization?

3 Round One Visioning Workshops – July 2003

The Visioning program consisted of two sets of workshops. The initial workshops, held in July 2003, comprised an evening meeting with Sparks Street merchants and a full-day workshop with approximately 30 stakeholders from a variety of organizations. Following this first round of workshops, the consultants refined the emerging themes into a unified draft vision that was presented during a second round of workshops to the merchants and stakeholders groups held in December 2003 (see Section 6).

The objectives of the Round One July workshops were:

- Receiving feedback from the Phase 1 Research findings;
- Obtaining insight into the issues facing Sparks Street and potential solutions;
- Presenting and receiving feedback on a number of potential themes for Sparks Street;
- Adding further detail to the themes; and
- Obtaining direction in terms of a unified vision to guide the future development of Sparks Street.

Appendix A contains a list of workshop participants who were selected from the following areas:

- Sparks Street and downtown businesses;
- The Sparks Street Mall Authority and Business Improvement Area (BIA);
- The City of Ottawa;

- The National Capital Commission;
- Public Works & Government Services Canada;
- The downtown hospitality industry;
- Transportation groups;
- The heritage community; and
- Ottawa economic and tourism development agencies.

The workshop was facilitated by senior study team members. Following the July workshop, the study team reconciled the results into a consolidated vision, which is presented in Section 5 of this document. This consolidated Vision was presented to the workshop participants at the Round 2 workshop in December 2003 for comment.

3.1.1 Major Findings of the Workshop

The following points summarize input and feedback received at the July workshop. In most cases, these points were supported by the majority of participants.

1. **Change should be incremental and not dramatic.** Many participants felt very strongly that the disruption caused by a major redevelopment on the Mall would create more harm than good and were concerned that Sparks Street would not recover. Some felt that the last major redevelopment of the Mall (late 1980s) resulted in the loss of a number of businesses and suggested that smaller changes over time might be more effective. Several noted that successful streets evolve into greatness and cannot be created by a major reconstruction project.

2. **Parking is an issue, but can be managed without the construction of a major parking facility adjacent to Sparks Street.** The most vocal participants indicated that parking was not as big an issue as the Phase 1 survey results suggested. They noted that in the evenings and on weekends adequate parking was available in nearby office buildings and that the survey responses were likely more indicative of “perception rather than reality”. There was some feeling, however, that more should be done to encourage nearby office buildings to extend the operating hours of their parking garages and that new developments should be mandated to include more short term, public parking. Some participants did favour the development of a new parking structure dedicated to Sparks Street and the surrounding area. Others suggested that tourist and commuter parking could be located on LeBreton Flats, with a shuttle service to the downtown.
3. **Heritage is an important component of Sparks Street.** The vast majority of participants felt that the heritage buildings between Elgin and Bank Streets were what distinguished Sparks Street from other parts of the core and believe that more should be done to preserve and celebrate them. Most felt that the demolition of older buildings and their replacement with newer office buildings in the past has hurt Sparks Street. They stressed that any future changes to Sparks Street should be sensitive to the historic properties. At least one person took a dissenting view, however, and suggested that older buildings are inefficient and should make way for modernization.
4. **More co-ordination is required with downtown transit.** A significant amount of time was spent addressing transit issues. While a wide variety of solutions were proposed, there was a general consensus that improved transit service would be beneficial to Sparks Street. Many noted that bus transit currently worked well for commuters but became complicated and infrequent outside of peak commuting periods. A number of the participants favoured a transit line on Sparks Street, citing other successful pedestrian areas which had incorporated light rapid transit, such as Dallas and a number of European cities. One proposed linking the major downtown tourist attractions by a street car, similar to what is being proposed in Niagara Falls. Others cautioned that a streetcar on Sparks Street would restrict its ability to hold special events and detract from its pedestrian friendly environment. Many were unsure of the source of funding for major transit improvements.
5. **The pavilions detract from the effective functioning of Sparks Street.** There was widespread and possibly unanimous criticism of the pavilions. Most suggested they lacked aesthetic appeal and from a functional perspective they blocked retailer signs and

storefronts, obstructed sightlines throughout the Mall, and dissuaded persons from moving between the various blocks. One person suggested that if they couldn't be torn down that they should be painted a less harsh colour than dark green.

6. **The Pedestrian Mall is what makes Sparks Street Unique.** Most felt that Sparks Street should retain its pedestrian characteristic because that is what made it unique. Many, however, felt that opening the street up to transit or vehicles would increase retail business. A number were in favour of opening the street up to traffic during the evenings and the winter months.
7. **Leadership is an Issue – The Downtown Community Needs to be Bridged.** The vast majority of participants recognized the issue of the multiple number of decision makers with respect to Sparks Street and questioned who would lead any revitalization strategy. A number cited frustrations with regard to planning improvements because of the difficulty in gaining consensus among all of the major players. In addition, beyond the confines of Sparks Street, many recognized the need for the downtown community to gain a unified voice and work together.

4 Sparks Street Themes

Based on the review of the Phase 1 research, four separate themes were developed for Sparks Street. These represent the functions that Sparks Street currently fulfills or those which it has the potential to fulfill. This section outlines the basic elements for each of these themes and discusses the extent to which Sparks Street could attain these attributes. The themes presented below are not meant to be mutually exclusive. The ultimate vision for Sparks Street should contain elements from a number of different themes.

4.1 The Four Core Themes

As a Shopping Centre

The Ottawa community generally views Sparks Street as a commercial street, which was its traditional role. Even though the retail function has eroded, the public tends to judge Sparks Street by the quality of its retail space. There still exists a considerable amount of retail space on the Mall, which serves primarily the downtown office market and tourists. The challenge for this theme will be to create an environment that will attract new retail anchors and unique specialty shops.

As Linear Urban Park

National Capital Region residents overwhelmingly support Sparks Street as a pedestrian mall. People go out of their way to walk on Sparks Street even though a minority visit with the intention of shopping. The survey respondents enjoy the relaxed and easy going feel to Sparks Street, which includes the cafés, the paving stones, historic buildings and greenery. With very few downtown public open spaces west of Elgin Street, in many ways Sparks Street currently functions as a linear urban park.

As an Entertainment and Arts District

Sparks Street was once the social and cultural centre for Canada's new capital. Based on the results of the telephone survey, Ottawa residents indicate a need for more entertainment opportunities in downtown Ottawa. A significant volume of the area's theatre takes place at the National Arts Centre, which is situated near the eastern end of Sparks Street. There appears to be a demand for smaller theatre venues. The University of Ottawa has a strong arts program. Major institutions such as the National Gallery, the National Arts Centre, and member organizations of Ottawa's Arts Court help to maintain a vibrant arts community in the Ottawa area.

As a Transit Corridor

Sparks Street was also at one time the major transit corridor in the downtown. The majority of streetcars entering the core travelled on Sparks Street. With recent proposals for a new Light Rapid Transit (LRT) line with a possible route on Sparks Street, an opportunity exists for the restoration of this function. Several successful pedestrian malls in North America also function as transit corridors. Current rail technologies used both in Europe and North America can be integrated into pedestrian areas with minimal disruption, depending on the headway between transit vehicles. The trade-off with this option is that it has implications with respect to holding special events, such as the Buskers Festival. It is also important to note that Sparks Street has a relatively narrow right-of-way at 18 metres compared to 20 metres for most downtown arterial roads. This limits the capacity of the street to accommodate vehicular traffic and/or transit vehicles and at the same time, pedestrians and occasional events.

4.2 Theme 1: Sparks Street as a Shopping Centre

4.2.1 Basic Concept

Successful shopping centres contain a number of basic elements:

Anchor tenants, capable of attracting visitors from a wide area. The smaller specialty stores benefit from the traffic drawn to the major anchors. Traditionally, shopping centre anchors were conventional department stores. Today with a very much weakened department store sector, shopping centres are increasingly turning to large format or big box specialty retailers. Not long ago, anchor tenants consumed over half of the space at a regional shopping centre. Today, anchors occupy closer to 40% of regional shopping centre space. In an urban setting, anchor tenants could be drawn from a wide range of store types.



Well known retailers that anchor downtowns and main street settings.

“**Dumbbell Layout**”, in which anchor tenants are placed so as to encourage traffic throughout the whole mall. Originally shopping centres were designed as “dumbbells” with a large department store at either end of a mall corridor. As anchors and corridors were added, the design became more complex, but the principle remained the same – dead ends without anchors were to be avoided because they generated less traffic and lower rents.

Gateways, a signal to passing traffic and pedestrians that there is something worthwhile beyond or inside. Most major shopping centres are situated on expressways or major arterial routes. Gateway elements help them to stand out, not only to persons intending on visiting immediately, but to other passing traffic that may be enticed to visit at a later date.



Gateway Features in Retail Areas

Parking – Typical suburban shopping centres contain about 5 parking spaces for every 1,000 square feet of gross leasable area. On this basis, Sparks Street would require some 2,300 spaces or roughly 30 acres of parking.

Services – The shopping centre industry has learned that by providing customer services, visitors stay longer, spend more and exhibit greater customer loyalty. Basic services typically found in suburban shopping centres, include: washrooms, information kiosks, food courts, security, and mall maps. Other services that may be provided by larger or more upscale malls, include: child care services, gift wrapping, relaxation areas, gift certificates, stroller and wheel chair loans, and parking lot vehicle assistance, among others.



A typical mall tenant directory.



Wayfinding signs found throughout the Philadelphia downtown core.

Signage- Signage is essential in the retail industry. This includes:

- Off-site billboards and wayfinding signs to assist customers to travel to the shopping centre;
- Creative on-site signage to create a sense of place and to attract visitors within visual distance;
- On-site directional signage to assist customers to find individual stores and services and to facilitate better pedestrian movement throughout the entire mall;

- On-site information signage to inform customers with regards to special events and local community information; and
- On-site retailer signs at gateway locations to identify the centre or precinct as the location where specific retailers can be found.



Management – Shopping centres are typically owned by a single corporate entity, or in some cases a partnership. Management is either delegated to staff or outsourced to a third party management firm. The management team is usually responsible for developing a leasing plan, negotiating leases, providing general maintenance and upkeep and marketing based on a budget usually approved on an annual basis. Individual leases are used to control retailer performance standards, operating consistency, and competitive overlap. Clauses of such leases may address:

- Storefront design and signage standards;
- Uniform operating hours;
- Merchandise and service exclusivity agreements; and
- Sales reporting.

4.2.2 Sparks Street Current Situation

Although Sparks Street has about the same amount of retail and service space as a small regional shopping centre, and retailing is an important component of its current function, it lacks many of the ingredients that characterize successful shopping centres. It lacks any identifiable retailers that might be classified as anchors and could draw a substantial customer volume to the area. Its gateways are not well defined and both on-site and off-site signage are generally lacking. Although not all shopping centre services are appropriate for Sparks Street, some, such as on-site mall directories and public washrooms, are basic to the needs of any visitor and do not presently exist on Sparks Street. Parking has been cited as a reason many Ottawa residents do not travel downtown more frequently and is an issue addressed extensively in the Phase 1 report. As a downtown shopping area, Sparks Street would not need to maintain the same level of parking as a suburban shopping centre, but a better strategy is needed to address the need for short term parking. Management is probably the most difficult issue to address due to the multiple number of stakeholders. Unlike a shopping centre, there is no centralized control over leasing, operating hours or the overall tenant mix. However, the BIA develops and implements mall-wide marketing, special events and promotions, and the Mall Authority is responsible for the physical maintenance and upkeep of the Mall.

4.2.3 Primary Theme Objectives

- To transform Sparks Street into a competitive retail destination complementary to the other downtown commercial areas;
- To increase retail sales on Sparks Street;
- To increase visitation by the regional population base not working downtown;
- To increase visitation during non-peak hours and on week-ends;
- To enhance connectivity throughout the entire downtown area; and
- To augment the retail market attraction of downtown Ottawa as a whole.

4.2.4 Sparks Street as a Shopping Destination

The purpose of this theme would be to enhance Sparks Street's competitiveness as a shopping destination, not only within the downtown core but also within the National Capital Region. Its primary market would be the population in Central Ottawa and persons working downtown, but the Mall would also draw other regional residents and tourists due to its unique tenant mix, strong anchor tenants and entertainment elements. It would complement the retailing available in other parts of the downtown core and, together with the Rideau Centre, Bank Street, the By Ward Market and other commercial areas, would encourage cross-shopping through joint promotions, and visual and transportation solutions. Design elements and services would be intended to enhance customer comfort and enjoyment with the ultimate goal of increasing the average time spent on the Mall and hence, expenditures. Developing or highlighting a specific theme will be important to distinguish Sparks Street from other parts of the core, with heritage being an important element of the theme. Management will still be a difficult issue to overcome due to multiple decision makers, but may be alleviated through the use of a third party management firm and greater co-ordination at the government/Board level.

The major improvements that would be recommended to support this concept are:

Development and Promotion of a Theme

The purpose of introducing and promoting a specific theme is to differentiate Sparks Street from its competition in a way such that its target markets will embrace it as something special. In survey research, elements that scored relatively well in terms of use and enjoyment of the Mall were the historic buildings and the landscaping/greenery. These could be emphasized as part of the theme. Sparks Street is generally not viewed as being stylish and fashionable. This image also needs to be addressed as part of the theme.

Events and Entertainment

Entertainment is an important part of shopping centre leasing and marketing. Sparks Street currently hosts two successful events – the Chicken & Rib Cook-off and the Buskerfest. As part of the shopping centre theme, a marketing plan would be developed to add both large and smaller events throughout the year to support the retail environment by drawing targeted customers and by enhancing the profile of the Mall. Both consumer and non-commercial events could be introduced, such as car shows, antique shows, art exhibits, etc., all consistent with the goals of a targeted marketing plan. The events could also be planned to attract visitors during non-peak hours. Street performers,

temporary tenants, and artists would be sought to locate on the street in accordance with a set of guidelines designed to maintain the integrity of the street and to protect permanent retailers from unfair competition.

Anchors

Emphasis would be placed on creating and attracting anchors. To differentiate itself from the Rideau Centre and other downtown locations, anchors should be sought which are unique to the core. Specialty retail chains in the fashion, sporting goods, home décor, jewellery, and other categories could make suitable anchors. The criteria for anchor tenants would be large trade areas and customer bases, strong penetration in the middle and above income segments, name recognition, and large marketing budgets with exposure in a variety of media. Anchors would require floor plates greater than 20,000 feet; presently, such spaces are in limited supply on Sparks Street, but might be accommodated in some of the buildings currently occupied by banks or other institutions that may not be renewing their leases. The retail component of 240 Sparks also represents an anchor for Sparks Street due to its mix of fashion and other retailers. As part of the shopping centre theme, 240 Sparks would be better integrated into Sparks Street through signage and design features aimed at moving visitors between Elgin Street and 240 Sparks. Discussions would be held with management to explore opportunities for street front access on Sparks Street for 240 Sparks retailers.

Tenant Mix

The tenant mix is difficult to regulate because of the multiple number of landlords. However, the Mall Authority could seek to achieve consensus among building owners and subtly influence tenant interest through its marketing and promotional activities. The tenant mix should strive to achieve differentiation from other parts of downtown. While specialty independent retailers would be an important component of the mix, a selection of chains, including some not available at Rideau Centre would provide Sparks Street with brand recognition and better exposure from chain marketing initiatives. The retail tenants would be rounded out by a strong selection of eating and drinking establishments to draw traffic after hours and on weekends.

Gateways and Signage

Signage and gateways would be critical to establishing a “sense of place” for Sparks Street and encouraging visitation from other parts of the city and region. As a minimum, high profile gateway signage would be added at the Elgin Street entrance, at Bank Street facing

Wellington and Bank Street facing Queen Street. These would function as the main entranceways to the shopping street from the eastern downtown area, from Parliament Hill and from the Bank Street Promenade. A major opportunity also exists for a strong gateway element on Metcalfe Street facing Parliament Hill to enhance the exposure of Sparks Street to tourists visiting the Parliament Buildings. Smaller gateways could be created at other strategic sites. Off site directional signage would be placed strategically in the downtown core to direct visitors from high traffic areas, such as the Rideau Centre, Parliament Hill, Confederation Boulevard, Bank Street, and from major parking areas. Internal directional signage and mall directories on each block would be added to help customers find stores, services, parking, hotels, and other Sparks Street destinations.

Improved Connectivity with Downtown

Cross shopping is often extremely beneficial in retailing. It occurs when a critical mass of retailing exists that generates more traffic than that attracted by individual retailers on their own. When retail clusters, such as exist within downtown Ottawa, are disjointed, most retailers suffer. Case study analysis indicated that most successful pedestrian malls have strong linkages to other major commercial nodes, such as shopping centres and department stores. While physical connections may be difficult, the use of design elements to create visual linkages can be extremely effective. As a shopping centre, Sparks Street should be better connected with the eastern downtown, including the Rideau Centre and the By Ward Market; with the tourist market on Parliament Hill, and in the future, with the redeveloped LeBreton Flats. As noted above, gateways and signage will be important in this regard. Formal and informal pathways created by distinctive sidewalk treatments, landscaping, signage, map references and other elements would encourage better customer flows throughout the whole of the downtown area. Transit options, such as free fares for trips with the downtown core, such as exists in Calgary, or links to a future core area transit loop could also be implemented.

Traffic and Transit

Opening the street to traffic or transit would not be inconsistent with this theme and could generate higher visitor volumes and sales during off peak times. Based on feedback from stakeholders, regional residents and Sparks Street users, there is a strong desire to maintain the street as a pedestrian mall. However, Sparks Street could be opened to traffic during the evenings (as was successfully done in Calgary) and/or potentially during the winter months.

Internal Design

As a shopping centre, Sparks Street would require long sightlines down the Mall, which would require the removal of the pavilions. A good range of high quality, low profile street furniture would be added to provide rest areas and animate the street. This would be augmented by a selection of greenery to add shade and colour, but not to detract from the storefronts. Cafés would be located next to building frontages, creating minimal obstruction within the right-of-way.

Operating Hours

When implemented, the changes outlined above would provide Sparks Street with broader market appeal during non-peak hours. By agreement, Sparks Street landlords would include appropriate lease provisions to ensure that their tenants adhere to a consistent set of operating hours. These would include some after hours and weekend openings.

Services

A broader range of services would be added to support retail customers. As a minimum, these would include:

- Mall plans and directories near gateway locations;
- Publicly accessible washrooms;
- Full time security/ambassadors; and
- Parcel/baggage check facilities during the tourist season.

4.3 Theme 2: Sparks Street as a Transit Mall

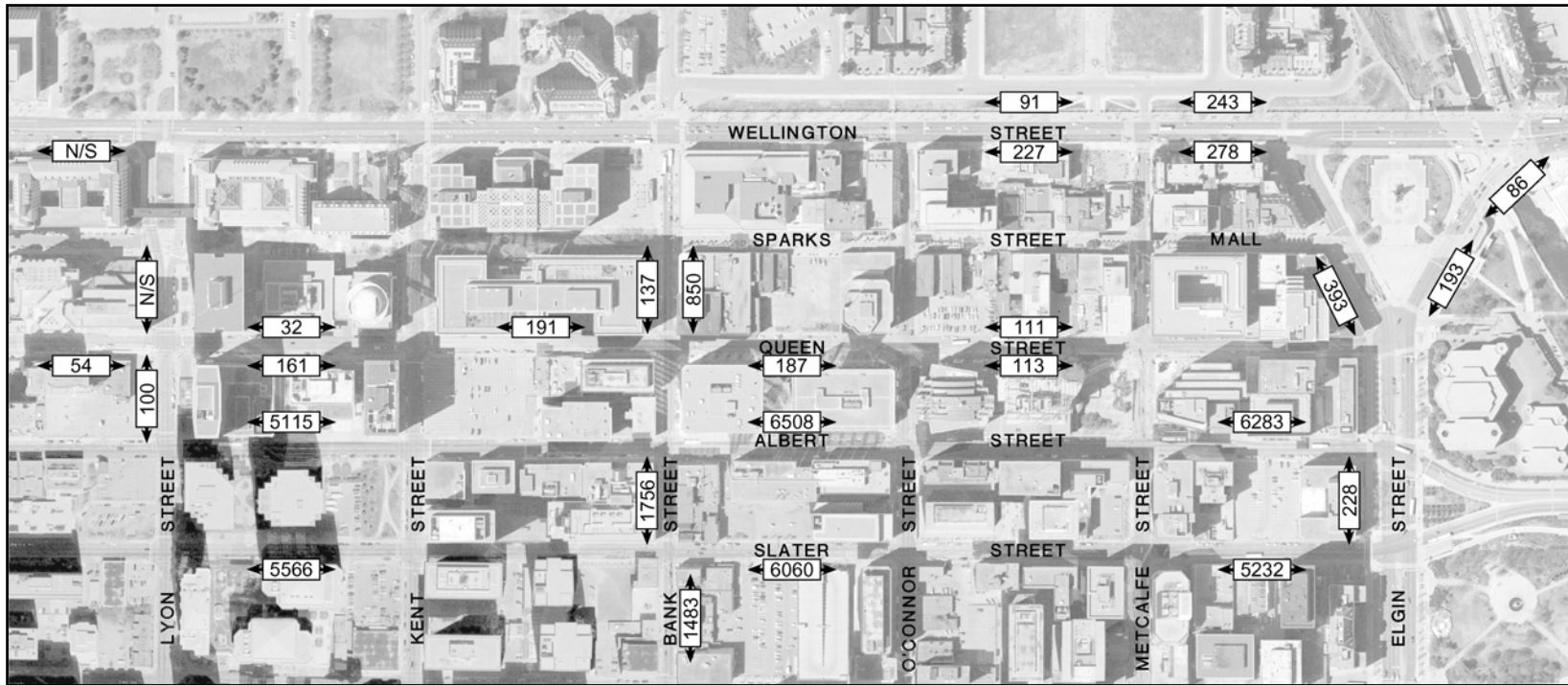
4.3.1 Basic Concept

The capacity of Ottawa’s downtown core to handle bus transit volumes is being reached. The City of Ottawa is exploring options to add light rapid transit (LRT) service to the downtown area. Sparks Street has been identified as a possible option for at-grade east-west service linking the northern terminus of the O-train to the downtown. If Sparks Street was selected as the LRT route, the street would be transformed from a pedestrian mall to a transit mall. This theme explores the implications of this proposal and how the street could be designed to maximize the benefits to Sparks Street. As noted above, at one time, Sparks Street was the major transit corridor in the downtown core prior to its transformation to a regular street and then to a pedestrian mall.

4.3.2 Sparks Street Current Situation

In terms of public transit, the City of Ottawa is currently served by a number of bus rapid transit lines (transit ways) and a commuter rail line (O-train) to transport commuters from suburban locations to the core. Bus and rail service in Ottawa is operated by OC Transpo, a corporation of the City. Within the western downtown area, buses drop passengers off primarily on Albert (westbound) and Slater (eastbound) streets, and to a lesser extent on Bank Street and other downtown corridors. Transit service from the Outaouais region is provided along Wellington and Rideau Streets, one block north of the Mall, by the *Société de transport de l’Outaouais*. While Sparks Street is situated in close proximity to the OC Transpo transitway bus stops along Albert and Slater and STO service on Wellington, it does not enjoy direct exposure to transit traffic. The case studies revealed that transit can be beneficial to pedestrian malls, in terms of both traffic and sales. Vancouver’s Granville Street, for example, which has an exclusive right of way for electric buses, generates its highest pedestrian volumes after 5 pm. 16th Street Mall in Denver offers a free bus shuttle between two transit terminals that transports approximately 52,000 persons per day.

Downtown Ottawa Average 8 Hour Weekday Transit Loadings and Unloadings



Source: City of Ottawa Counts, Summer 2002. Calculated based on data from peak AM midday and peak PM periods.

4.3.3 Primary Theme Objectives

- To accommodate the need for improved transit downtown;
- To maximize the exposure of Sparks Street retailers and businesses to transit passengers;
- To accommodate transit, with minimal impact on the most desirable qualities of Sparks Street (e.g. pedestrian movement, ability to hold special events, outdoor cafés, and leisurely atmosphere);
- To use transit to transport people to Sparks Street during non-peak periods; and
- To encourage better cross visitation within the downtown core.

4.3.4 Sparks Street as a Transit Mall

The purpose of this theme would be to enhance the profile of and accessibility to Sparks Street by virtue of its designation as a public transit route and its inclusion in a region-wide transit system. The numbers of people actually travelling along Sparks Street would be greatly increased, thereby improving the exposure of shops and services available on the street. Visitation to the street and hence volume of sales would increase. The profile of the street as a destination, and particularly as a destination to which one could take rapid transit, would be elevated significantly.

The main elements integral to the successful introduction of this theme would include the following considerations:

- The mode of transit would be electric low-floor LRT operating at low speed, similar to European models and the LRT in Portland, Oregon. The low speed and extended headways between trains would be essential to preserving a pedestrian-friendly environment where pedestrians are able to safely cross tracks.

- The way that transit is introduced, planned and situated in the street should support retail and special events.
- Free transit service would be offered within the core to encourage better cross shopping and visitation between the various parts of downtown.
- A marketing campaign would be launched which would focus on “taking transit” to the Mall.
- The potential for an inter-provincial loop, extending beyond Sparks Street, to connect with museums, other attractions and employment nodes, would be explored and pursued if possible.
- If possible, multiple routes would be made available to Sparks Street patrons to provide a more flexible and frequent level of transit.

Three potential alignments for the installation of LRT on Sparks Street could include:

- Two-Way Centre Alignment, which could accommodate vehicles in two directions and would reduce sidewalk space on both sides of the street;
- Two-Way Offset Alignment, which would accommodate two way transit traffic, but would allow for a wide pedestrian corridor on one side of the street; or
- One-Way Centre Alignment, which would reduce impact on pedestrian movement and increase pedestrian safety. It would, however, entail a parallel alignment on either Queen or Wellington Streets and would only offer exposure to either in-bound or out-bound passengers.



Strasbourg



Portland

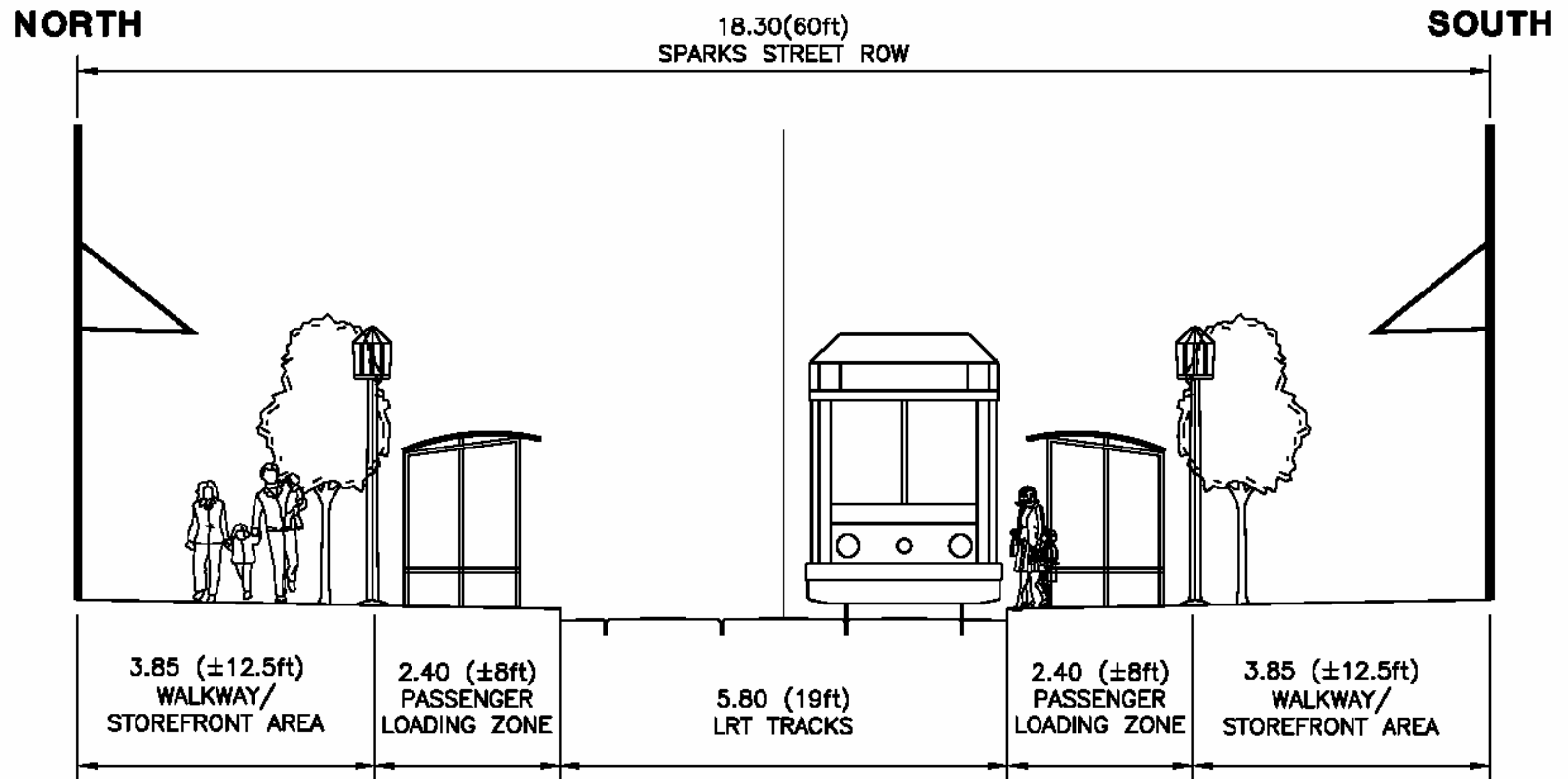


Amsterdam

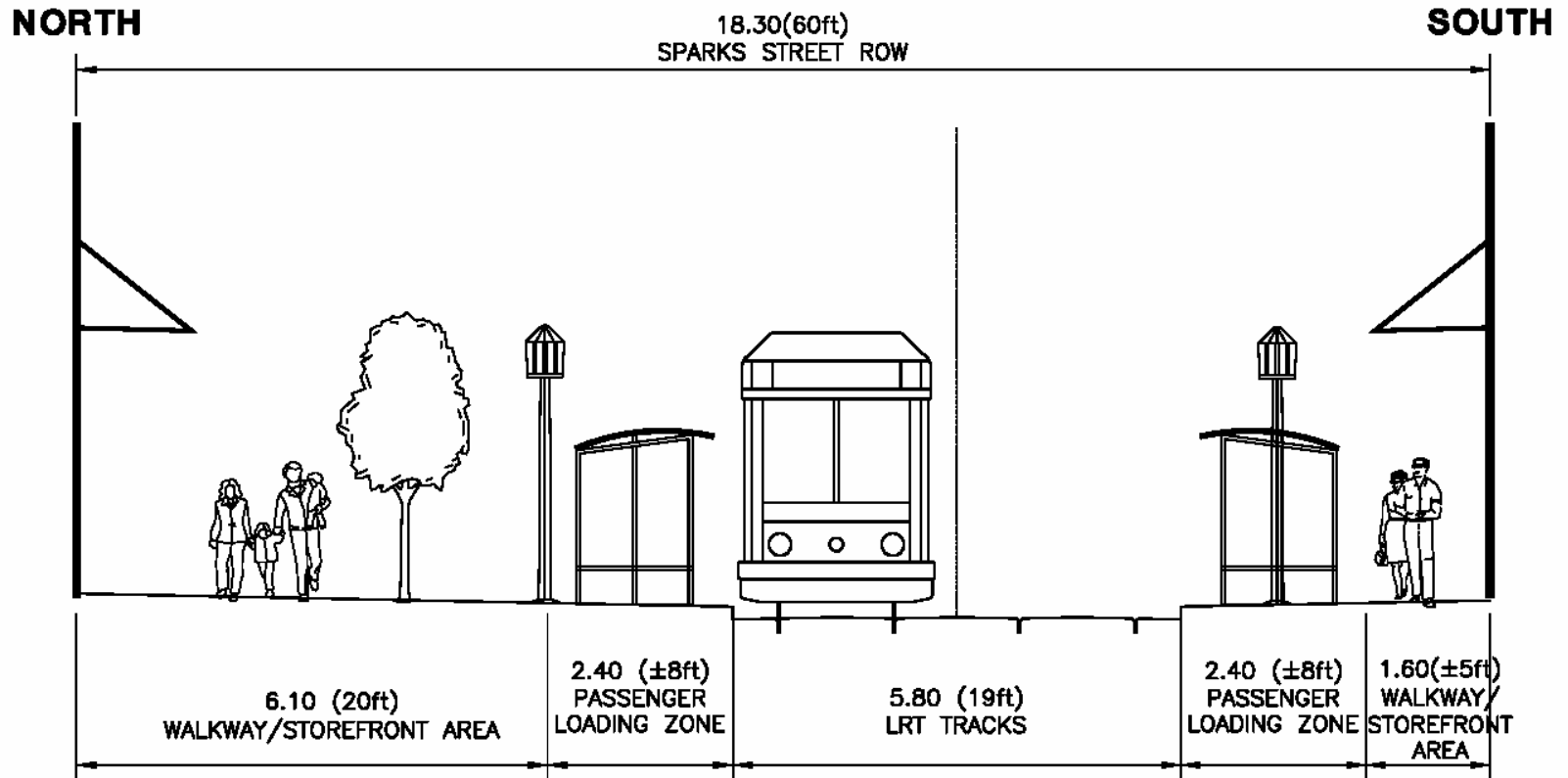
These alignments are illustrated in the following figures. It is important to note that these figures illustrate cross-sections at the station locations only, where the station shelters and loading areas occupy part of the right-of-way. For example, in the two-way centre alignment, there would be about 3.9 metres of walkway on either side of the street where stations exist. This would increase to just over a 6.2-metre width on either side of the track outside of the passenger loading zones. This greater width would be able to accommodate typical commercial pedestrian traffic, but would be less adaptable for outdoor cafés, kiosks, street vendors and performers, outdoor retail displays, and special events.

The two way offset alignment provides between about 6.2 and 8.5 metres of width on one side of the street, which would support outdoor activities on one side of the street; however, pedestrian movement and programming options would be greatly constrained on the other side. The one way centre alignment provides the greatest opportunity for street programming and pedestrian movement, but would require that an additional transit right-of-way be placed on one of the neighbouring east-west streets.

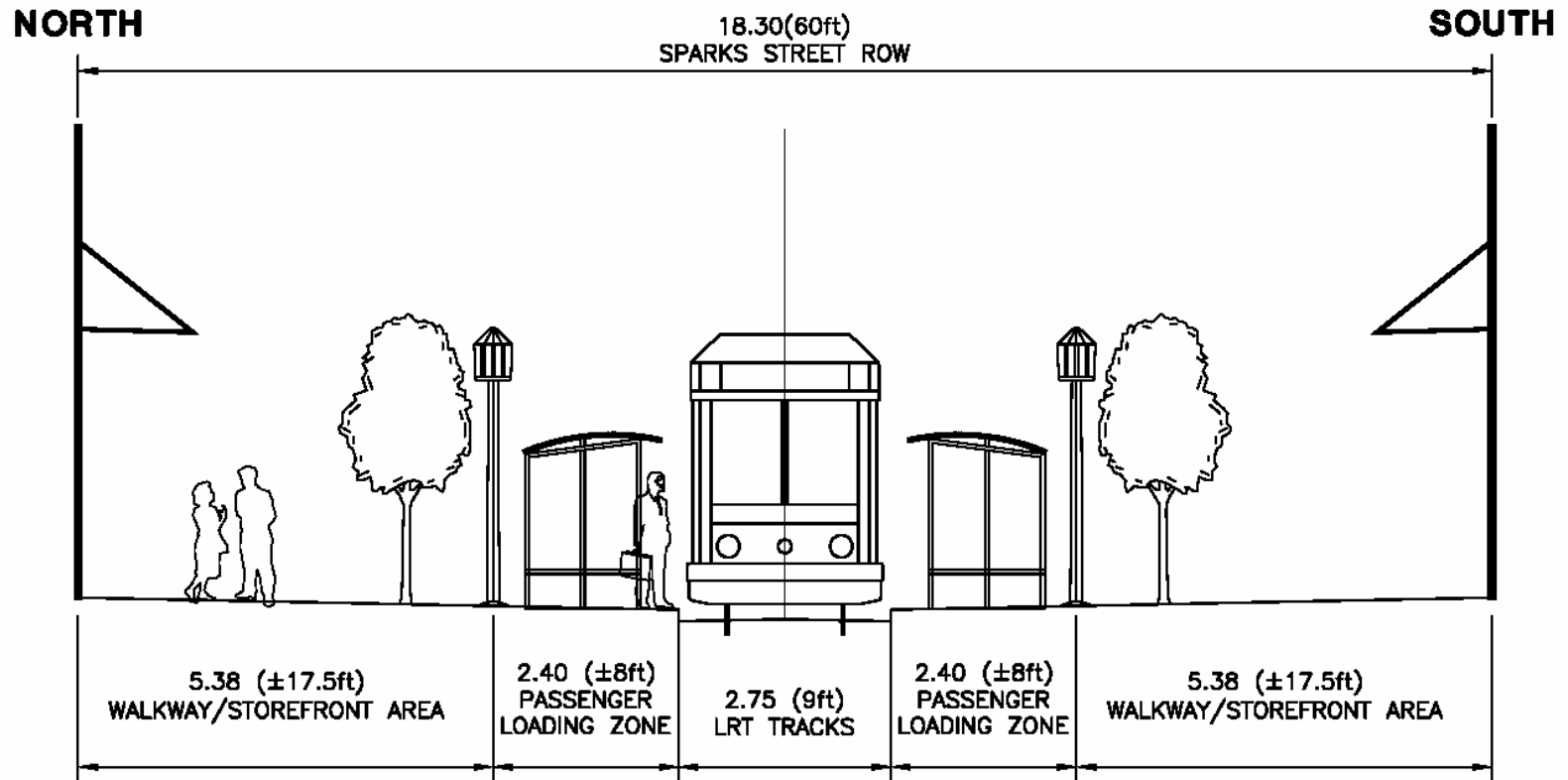
Ultimately the introduction of transit on the street would have a dramatic impact on the function and usage of Sparks Street. These impacts would need to be carefully addressed in future planning and programming.



Sparks Street Cross Section – Two Way Centre Alignment



Sparks Street Cross Section – Two Way Offset Alignment



Sparks Street Cross Section One Way Centre Alignment

4.4 Sparks Street as a Linear Urban Park

4.4.1 Basic Concept

Based on the results of the surveys and other research, Sparks Street functions successfully as public open space. The majority of visitors go out of their way, at least on an occasional basis, to walk on Sparks Street, even though very few intend to shop. The historic buildings, greenery, fountains, cafés, and leisurely atmosphere attract people to the Mall. On this level, Sparks Street functions as the city’s most used public park. With very limited open space opportunities in the western downtown core, Sparks Street is important in this regard. This theme enhances Sparks Street’s park-like characteristics and in doing so makes the market for retail, commercial and residential space along the edge more attractive, in the same way that New York’s Central Park, and the Boston Common and Post Office Square in Boston support higher land values around them.



Pearl Street – Boulder, Colorado

4.4.2 Current Situation

While Sparks Street attracts a strong leisure following, it does not take full advantage of its linear urban park role due to a number of deficiencies:

- A limited capital and operating budget means that physical repairs are not necessarily undertaken on a timely basis.
- Seating and other functional street furniture is not sufficient to meet demand during peak periods.
- Service vehicles interfere with pedestrian and leisure traffic during the morning hours.
- Sparks Street lacks basic park services, e.g. restrooms, drinking fountains, etc.

- The pavilions have minimal functional value and obstruct sightlines throughout the street.
- Historic buildings add a unique and culturally rich backdrop to the open space, but have largely been ignored in previous urban design initiatives and physical improvement projects.

4.4.3 Primary Theme Objectives

- To reinforce the role of Sparks Street as the major public open space in western downtown;
- To create a “sense of place” – a unique and fun environment to attract tourists and regional residents who would not regularly travel downtown;
- To re-establish Sparks Street as a “fashionable address” to benefit existing businesses and to attract new development; and
- To reinforce Sparks Street as an active pedestrian avenue connecting the eastern and western parts of the downtown core.

4.4.4 Sparks Street as a Linear Park Theme

In this theme, the primary function of Sparks Street would be as an urban park. Businesses and activities on either side of Sparks would have a symbiotic relationship with the park elements. The buildings, heritage facades, shops, cafés and other businesses would be an important element of the leisure experience for visitors.

Heritage Buildings

The heritage buildings would be given greater prominence through interpretive elements and design features. In the evening, they would be illuminated to create a more inviting environment after working hours. Mid-block linkages would be reinforced or created to enhance the



Gastown - Vancouver

connectivity of Sparks Street to the surrounding areas and to reinforce the physical and psychological linkages between the buildings and the park.

An Identity for Sparks Street

Gateway elements would be placed at strategic entrances to Sparks Street to welcome visitors and to establish its identity and function as an urban recreation and leisure area. A series of landmarks would be created to further establish Sparks Street as a “top of mind” destination and a recognized “meeting place”.

Sparks Street Landscape

As a park, Sparks Street would maintain a simple, yet changing landscape. Clusters of trees and floral groups would define the various parts of the street. A variety of thematic approaches would take account of different sun conditions. Water elements could be added to draw people to discover different parts of the street. To reflect Sparks’ history as a street and its function as a pedestrian conduit, it would have a hard surface, rather than grass. In this way, it would also assert itself as an “urban park”, with different experiences than the ‘green’ open spaces found in other parts of the city. Sightlines will be important, with unobstructed views towards the former Union Station and the National War Memorial/Confederation Square.



Pearl Street – Boulder , CO

Animation

Street vendors, buskers, and musicians would be important to the character of the linear urban park. As with landscape elements, these activities would be scattered throughout the street to maintain the sense of a changing streetscape. Event programming will be an important part of Sparks Street, with the aim of generating more week-end leisure crowds.

Services and Management

Public washrooms would be added, together with other services, such as ambassadors¹ to provide security, by-law enforcement and visitor information. As a park, it would be expected that the municipal and federal governments would take on a greater role, including increased funding, in recognition of the public benefits that Sparks Street is providing. Efforts would be made to reduce service vehicle access, particularly parking and drop-offs for trips not involving the delivery of heavy goods or equipment.

4.5 Sparks Street as an Arts, Culture and Entertainment District

4.5.1 Basic Concept

Sparks Street was historically Ottawa’s social and cultural centre. It was the heart of commerce and the fashionable street where people went to be seen. It was where the best shops, hotels, dining establishments and theatres were to be found. Though this past prominence is not evident today, Sparks Street still hosts or is near to a number of significant cultural establishments, hotels, restaurants and event sites. As part of this theme, more arts, cultural and entertainment uses and activities would be encouraged on the Mall. A niche or specialization in the arts, culture and entertainment sphere would be defined and pursued, to complement similar activities in neighbouring parts of the downtown core and thereby strengthen the attraction of the core as a whole. These uses and this image for Sparks Street would elevate the profile and attractiveness of the street, bringing people to venues after normal office hours and on weekends, supporting restaurants, shops and cafés, creating more of a destination for residents and tourists alike.

¹ “Ambassador” programmes have been initiated in a number of downtown areas. Ambassadors are casually uniformed downtown association employees who provide security, by-law and parking enforcement and visitor information services.



★ ORPHEUM THEATRE 1927
Built for Vaudeville, this was once the largest theatre in Canada and the Pacific Northwest. The Granville entryway, built in the Second Renaissance style, leads to the main hall, home of the Vancouver Symphony Orchestra. This elegant building has continuously operated as a cultural centrepiece, bringing in world-class musicians and performers from around the globe.
88.4 Granville Street - 2,800 Seats

★ COMMODORE BALLROOM 1929
This venue, with its decorative tile, was designed by H.H. Gillingham. It remains today, an outstanding example of the Art Deco style. This multi-level complex features the famous Commodore Ballroom, the five-pin Commodore Lanes & Billiards and numerous modern shops at street level. 870 Granville Street - 1,000 Seats

★ SCOTIABANK DANCE CENTRE 1929
One of the street's newest tenants, the Dance Centre is 32,000 square feet of history. Its magnificent glass-enclosed, seven-story structure is centred solely around dance arts. Collaborative architect and designer, Arthur Erickson has restored the building with deliberate, complementary contrast, featuring reflective glass which is translucent and floating. Sprung floors protect the dancers' bodies in prolonged practice sessions – straight-ahead design to accommodate ever-evolving forms of artistic expression. Davie & Granville Streets - 150-Seat Production/Performance Space

★ VOGUE THEATRE 1942
Acknowledged by the Canadian and American Art Deco Societies, this Kaplan & Sprachman design is both elegant and intimate. Renowned for its acoustic quality, the Vogue's management team is committed to maintaining and restoring this classic 1,150-seat theatre. Recent upgrades include the restoration of the exterior neon sign, new bars and interior aesthetics.
928 Granville Street - 1,150 Seats



granville
the entertainment district

** See inside of brochure for a more detailed map of the Entertainment District*

TRANSPORTATION
On Foot – a short walk from any point in the downtown area.

Public Transit – easily accessible by most bus routes and serviced by SkyTrain. (Transit information line: 604.521.0400)

By Car – access restricted in the 300 – 800 block Pedestrian Mall. Open to cars in 900 – 1300 blocks. Parking is available in numerous lots with lane access.

HOURS
Most stores open 7 days per week.
See inside directory for listings.

THE BETTER
DOWNTOWN VANCOUVER
71 BUSINESS IMPROVEMENT ASSOCIATIONS

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P604.685.7811 F604.685.7812 Email: dvbia@downtownvancouver.net
www.downtownvancouver.net



granville
the entertainment district
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- 7 Hotels
- 26+ Eateries
- 2 Department Stores
- 12 Pubs
- 30+ Eclectic Boutiques
- 5 Live Venues
- 13 Movie Screens
- 1 Street

Different
ENTERTAININGLY



Granville Timeline & Heritage Information

1880's The frontier logging village of Granville gives way to the city of Vancouver.

1910's A construction boom hits the city and the Hudson's Bay is built at the corner of Georgia & Granville Streets.

1920's Granville Street becomes "Theatre Row" with the development of three large theatres as a result of the popularity of "talkies."

1940's With numerous theatres Granville is the entertainment hub of Vancouver. The extensive display of neon leads to the nickname "The Great White Way."

1960's "Theatre Row" becomes a major cultural centre with the expansion of restaurants, clubs and art facilities.

1990's The City of Vancouver designates Granville Street as "The Entertainment District" and large-scale refurbishment of the street continues.

Granville Street Entertainment District - Vancouver

4.5.2 Current Situation

There are a number of opportunities and considerations that would be integral to the achievement of this theme:

- Ottawa has a vibrant arts community, supported by national institutions, such as the National Arts Centre and the National Gallery, its universities and colleges, and a wide variety of community and cultural groups.
- There are a number of arts and cultural institutions in the vicinity of Sparks Street, that could represent a nucleus on which to build: the National Arts Centre on Elgin Street; the Contemporary Photography Museum, National Library/Archives and the future National Portrait Gallery on Wellington Street; the Currency Museum on Sparks Street; and multiplex theatres in the World Exchange Tower one block to the south.
- To be added to the cultural mix, will be the CBC Headquarters building, currently under construction on Sparks Street. With broadcast studios at street level, this new use represents a significant opportunity to enhance the cultural attraction of the area, in a similar way as the City TV/Much Music building influenced Queen Street in Toronto, or the Musique Plus building in Montreal attracted new activity to Rue Ste. Catherine.
- Sparks Street hosts a number of unique retailers with historic or cultural orientations, including an antique map dealer, a coin and stamp dealer, book sellers, native crafts shops, and international restaurants.
- Though many of Sparks Street’s original buildings have been demolished, Sparks Street is still home to or in close proximity to many of the city’s finest heritage buildings and structures. Sparks Street lacks a strong image as a heritage district, but with particular attention this perception could be altered, and the heritage environment could become an attraction in its own right.



The City-TV/Much Music Building and “Speakers Corner” - Toronto

- Nearby downtown precincts have created or are creating identities for themselves. The By Ward Market has become established as a noteworthy dining centre and tourist shopping district. Elgin Street is a popular evening entertainment destination, with clubs, restaurants and shops. The Rideau Street area is marketing itself as an arts district with a focus on the youth/bohemian crowd: a number of small theatres and eclectic night life activities operate in the vicinity of Rideau, Daly and King Edward Streets. Sparks Street and its vicinity could create an identity for itself as well, by offering a place for galleries, antique/art shops, small performing arts venues, trendy dining establishments and other uses and activities.
- Sparks Street's proximity to a large tourist population, the University of Ottawa, the burgeoning downtown arts community, a large office workforce, and the proximity of nearby national cultural venues would indicate favourable support for an arts and cultural orientation on the Street.
- While small concentrations of arts and cultural activities have developed in central Ottawa, there is no unified arts and cultural district of any magnitude - a home for new, emerging and experimental theatre, artists, and galleries, as well as the shops, restaurants and services that would cater to this community. Sparks Street could contribute to the achievement of this 'critical mass' by supporting these uses, in collaboration and connection with neighbouring uses and precincts.

4.5.3 Primary Theme Objectives

- To create an exciting mix of upscale cultural and entertainment activities in an informal setting.
- To enable Sparks Street to enhance the competitiveness of downtown by offering a cluster of cultural and entertainment activities not found elsewhere in the region.
- To create a cluster of attractions that will draw tourists and regional visitors during evenings, weekends and non-tourist seasons.
- To enhance Sparks Street's competitiveness by differentiating itself from the other parts of downtown.

4.5.4 Sparks Street as an Arts, Cultural, Entertainment District Theme

The philosophy behind this theme would be to undertake a series of small scale projects to help to stimulate the evolution of Sparks Street and the surrounding area into a recognized district with strong cultural and historic orientations. Research and workshop feedback cautioned that cultural districts cannot be created by mega projects and that the most successful examples evolve into their current states. Initiatives that would support this theme include elevating the profile of the history and heritage buildings on Sparks Street, retenanting empty buildings and unused spaces with cultural uses, increased programming of on-street entertainment and cultural activities, the addition of festivals and events with a cultural theme, and a co-ordinated effort by federal property owners to market their space to arts/cultural tenants.

Elevating the Heritage Profile of the Street

Heritage buildings on Sparks Street are deemed to be a critical component of the arts, culture and entertainment theme. These buildings would be highlighted using accenting design elements, illumination during the evenings, and interpretive signs and plaques. Façades would be improved where possible to recapture original features and character. Other design features, such as distinctive street signs and gateway elements, would be introduced to delineate the district. An emphasis would be placed on marketing the history of the street and providing tour operators with appropriate information to enhance their knowledge of the heritage features and programming on Sparks Street. Consideration would be given to the designation of the three blocks of Sparks Street from Elgin to Bank streets as a National Historic Site²; the NHS designation awarded to the Stephen Avenue Walk in Calgary served to heighten the profile of and attention paid to this street. A NHS designation for Sparks Street would also underscore the importance already accorded to many structures on Sparks Street by the Federal Heritage Buildings Review Office and the City of Ottawa.



Zellers Building on Sparks Street. Formerly the Poulin Dry Goods Store, constructed 1871-1872.

² An application, submitted by the City of Ottawa, to designate the three block section of Sparks Street from Elgin to Bank Streets as a National Historic Site is being reviewed by the Historic Sites and Monuments Board of Canada.

Re-tenanting Empty Buildings and Unused Spaces with Cultural Uses

In certain vacant or underutilized premises, an opportunity exists to attract uses such as dinner theatres, performing arts spaces, galleries, etc. The Bank of Montreal building at O’Connor and Sparks streets (constructed between 1929 and 1932), could represent a potential space for a cultural use, such as a small theatre or gallery. Vacant cinemas at Place de Ville may also play a role.

Street Activities

Some pedestrian malls, such as Calgary’s Stephen Avenue Walk have relatively liberal policies with regard to on-street activities, including entertainers, musicians, and merchants. Such activities stimulate an overall increase in pedestrian traffic. Under this theme, Sparks Street would be more encouraging to street entertainers, musicians, buskers, artists, and complementary vendors. This may include the establishment of an ‘artists row’ on the Mall.



Artists Row - Florida



Pearl Street – Boulder Colorado

Festivals and Events

Sparks Street would be a centre for cultural events in Ottawa, such as the “Word on the Street”, a festival held in a number of North American cities, which celebrates the writing and publishing community. Word on the Street features book signings, readings, children’s story telling, musical performances and booths for a wide variety of book and magazine sellers.

Marketing to Arts, Culture and Entertainment Tenants

The current retail tenant mix on Sparks Street represents a fairly haphazard assortment of retailers and services oriented to tourists, the downtown workforce, and others. Lacking coordination, the resultant mix of uses does not appear to support any long term vision for the Mall. As the largest property owner on the Street, the federal government can establish a leadership position in developing a long range leasing plan for the ground floor properties in its Sparks Street buildings. In general, the arts community is not capable of paying downtown

commercial rents, however, successful arts districts typically experience significant rent increases as their popularity grows. By strategically leasing to a balanced mix of arts and cultural tenants and other commercial uses based on a strong vision, property values throughout an entire district can be enhanced. Toronto's Distillery Historic District is an excellent example of this strategy, where Artscape Toronto Inc., a non-profit real estate developer, negotiated a below market 20 year lease with the project owners for some 50,000 square feet of space that was subsequently sub-leased to approximately 40 artists, theatre and dance groups. This was instrumental in kick-starting the 440,000 square foot complex, which is now nearly fully leased.

5 Recommended Vision

The Vision presented in this section is a product of the review and analysis of the four preceding themes. The Vision features and combines those elements and characteristics deemed to have the greatest potential to stimulate a revival of the Sparks Street Mall. Many of them derive directly from the four themes. This Vision was presented to the steering committee agencies, the stakeholders and the merchants for comment in December 2003. Reaction to the recommended Vision from these groups appears in Section 6 (below).

5.1 Goals and Criteria for Success

The Vision for Sparks Street must enable it to achieve four goals:

1. To expand its attractiveness as a public leisure area beyond the downtown community;
2. To become a more successful commercial centre;
3. To attain a more diversified range of uses that extend the hours/periods of activity on the Mall; and
4. To become a tourist destination in its own right.

The recommended Vision has been developed with these goals in mind, recognizing that a number of criteria must be met in order to achieve these goals:

- In order for Sparks Street to be a compelling attraction for tourists and regional residents outside of the downtown community, **it must offer more in the way of commercial and entertainment opportunities than it does now.**
- To become a true destination, as opposed to a place that happens to be convenient for persons already in the area, **Sparks Street must present a strong image of the experience it offers.**

- To be competitive within the downtown core, **it must differentiate itself from other parts of the core, in terms of its shops and services, tourist attractions, and culture.**
- In order to maximize its draw, it must function as seamlessly as possible within the rest of the downtown area. Although it must present a unique impression, **people should feel as though the trip to Sparks Street is effortless.** In this way it will be better positioned as both a contributor to and a benefactor of the downtown economy.
- **Sparks Street must continue to be embraced by the downtown community and the regional population.** If its local community reject its, it will be difficult to sell to tourists.

5.2 The Vision – Sparks Street Historic and Cultural District

The Vision for Sparks Street is a linear “Town Square” flanked by complementary cultural, heritage and commercial elements, where artists, musicians, buskers, students, downtown workers, tourists, and Ottawa/Gatineau residents intermingle. It is the “park” for the downtown community to enjoy a lunch-hour concert; for Ottawa residents to have cappuccino on a Saturday morning; and for tourists to take an evening stroll. It is also the “off-Broadway” of Ottawa, where visitors can watch a performance by a small theatre company, visit a gallery showing the works of a new artist, and dine and dance at a hot new nightspot. It is the place to buy trendy clothing and unique gifts that cannot be found at traditional shopping centres. It is where tourists can come face to face with buskers, musicians and street artists behind a backdrop of Sparks’ historic streetscape. It is the route for Ottawa’s business community to travel within the core, where they can meet by design or by chance, and where they can consummate deals over coffee, drinks, lunch or dinner.

The district itself should include more than just Sparks Street, encompassing the south side of Wellington Street and north side of Queen Street, as well as the portions of Elgin, Metcalfe, O’Connor, Bank, Kent and Lyon streets between Wellington and Queen. Sparks Street would act as the spine and centerpiece for the district.

Design Elements

Design elements, such as sculptures, greenery and varying sidewalk treatments play two important roles – to create an intriguing and enriching atmosphere for the activities within the district and to compel visitors to come to and move throughout the whole of the area.

Heritage Buildings & Profile

The heritage buildings are the backdrop for what’s happening on the street. As described in the Arts, Culture and Entertainment theme (Section 3), they would be preserved and highlighted wherever possible through façade improvements and illumination, heritage tours, promotional literature, and signage guidelines. The design of the Mall should frame significant structures and provide good sight lines throughout the Mall. A well lit mall is not only important to pedestrian safety, but also essential to attracting evening visitors. Interpretive signs and historic plaques would be found throughout the district. An important part of this program would be to consider the designation of Sparks Street as a National Historic Site to further elevate the status of the street’s history.

External Connections

Sparks Street must be better connected to its surroundings, particularly the Parliamentary Precinct to the north, the eastern downtown and the future LeBreton Flats development to the west. Pathways should be created through distinctive sidewalk and cross walk designs drawing people who have completed their visit to Parliament Hill on the north side of Wellington Street southwards into the Sparks Street district. Gateway elements should be placed at strategic entry points, such as on Metcalfe Street and Bank Street, facing the Parliamentary Precinct, to beckon visitors to enter the district.

Directional signs and a gateway element at Elgin Street will be important to encourage people in the By Ward Market area and at the Rideau Centre, Chateau Laurier and other attractions in the eastern part of downtown, to walk up to the Sparks Street district. Signage should also be present to direct people from the major cultural centres, such as the National Gallery and the NAC. Research should also be undertaken to explore the possibility of introducing a formal heritage walk (i.e. similar to Boston’s Freedom Trail), taking visitors through the downtown core from the Market, through Sparks Street and ultimately ending up in LeBreton Flats. Whereas Confederation Boulevard is a national route, the new route would celebrate the evolution of Ottawa as a City.

Partial elements of a pedestrian connection between Sparks Street and LeBreton Flats already exist, including the Garden of the Provinces, the recreational pathway system, the limestone cliffs and the Pooley's Bridge/heritage pumping station site. These pedestrian connections should be improved and formalized through appropriate landscaping treatment and designated street crossings.

Mid-block connections between buildings such as the Hardy Arcade will further promote the linkages between Sparks Street and the other parts of downtown.

Gateways

Arches, columns, distinctive sidewalk patterns and other strong visual symbols will provide a sense of destination and arrival. Gateways should be visible to passing traffic and to pedestrians in adjacent precincts.

Internal Connections

To further enhance the critical mass of retail activity along Sparks Street, it will be necessary to establish better linkages between the three blocks east of Bank Street, and 240 Sparks (the C D Howe Building) and Place de Ville in Block 5. This should be accomplished via sidewalk and crosswalk design elements, consistency of landscape design of the Mall, and raised crosswalks of distinct materials. These changes would provide better definition to the street crossings and a better sense of continuity throughout the entire Mall.

Internal Directional Signage

Directional signage, including strategically placed directories will be used to provide a more "visitor friendly" mall and to help channel visitors throughout the whole of the district.

Pavilions

The pavilions have become visual obstacles and inhibit the success of the street, in both a commercial and a design sense. They impair important sightlines to storefronts and to vistas that might otherwise be visible along the Mall. They have minimal functional value and have been widely criticized for their lack of aesthetic appeal. They would be removed to create a less cluttered streetscape.

Park Features

The linear urban park would be the central feature of the district. Unlike suburban parks, it would consist primarily of hard surfaces broken up by a series of “green clusters” – i.e. landscaping elements, such as tree groves, gardens, fountains and plants. Features would be designed to ensure maximum sunlight to the street level, particularly during the winter months. Additional seating areas and benches would be created, with the flexibility required for event programming.

As a Transportation Route

Sparks Street would continue as a pedestrian corridor during the daytime. It is recognized, however, that the market for commercial elements of Sparks Street could be enhanced by adding vehicular traffic or street cars, although either of these would seriously impair other functions of the street. The width of the street is such that both vehicles and transit cannot be accommodated together. As has been successful in Calgary, Sparks Street could be opened to traffic during the evening to encourage a greater range of night life activities. The LRT line would only be considered only if it is deemed essential to meet the City of Ottawa’s transportation objectives. To maintain the pedestrian safety and the general freedom for pedestrians to cross tracks, any LRT system on Sparks Street should take the form of one-way low speed street cars with limited headways. As part of the pedestrian friendly approach to Sparks Street, there would be a reduction of non-essential service traffic and parking on the street during pedestrian hours.

Festivals and Programming

Sparks Street would expand its range of festivals beyond the Busker Festival and the Rib Cook off to include more cultural events, such as music festivals, literary events, sidewalk art shows, ethnic festivals, etc. A more liberal policy would be applied to attract a wider range of street performers, musicians, artists, buskers, and temporary merchants. Most shopping centres and pedestrian malls recognize that some competition between temporary and permanent tenants is necessary in order to create the festive atmosphere that attracts people. Policies

must still be in place to maintain the quality of products sold, the quality of the selling area, and to avoid excessive merchandise overlap with permanent tenants.

Leasing

The federal government, as the predominant landlord on Sparks Street, would develop a long term leasing plan for its buildings to attract a greater variety of arts, cultural and entertainment uses to the Mall. The leasing plan should be designed to enable Sparks Street to complement rather than compete with other parts of the downtown core and should only involve below market rents in strategic situations where potential tenants would enhance the overall value of the Mall and could not otherwise afford the space.

Parking

Short term daytime parking is a core wide issue, affecting tourists and National Capital Region residents not already working or going to school in the core. Parking is less of an issue for Sparks Street during the weekends and evenings, owing to the number of vacated office parking areas in its vicinity. The Sparks Street Mall Authority already has some joint marketing agreements in place with respect to the parking facilities at 240 Sparks Street and the World Exchange Tower. Downtown parking issues should be addressed on a core-wide basis, in terms of identifying vacant evening and weekend parking opportunities, negotiating operating hours and rates with private operators, and developing a downtown parking marketing campaign.

Residential

The addition of housing on or near to Sparks Street is highly desirable, and demand for residential accommodation in downtown Ottawa is extremely strong. However, the predominance of office uses above-grade on and around Sparks Street, will likely limit the amount of residential development that could occur on Sparks Street or to the immediate south. The office market, which is fuelled largely by the federal government, is also extremely tight. In this climate, the conversion of downtown office space to housing units would not be economical. There are, however, some potential redevelopment sites to the west of Sparks Street near Bronson Avenue, that may add new downtown residents to the area.

6 Round Two Workshops – Feedback and Confirmation of the Vision – December 2003

The Vision developed above was presented to a number of groups for feedback, including:

- NCC staff
- The Steering Committee (City of Ottawa, PWGSC, the Mall Authority, NCC)
- Sparks Street Mall merchants
- The stakeholder group.

Presentations to the NCC and the Steering committee took the form of internal meetings held in the National Capital Commission offices on Elgin Street. The presentation to the Sparks Street merchants took place on the evening of December 4th in L'Ange Café on Sparks Street. The stakeholder workshop was held during the morning of December 5th in the NCC's Capital Information Centre theatre on Wellington Street. Participants from the first stakeholder workshop were invited to the final presentation. Due to the arts and culture focus of the Vision, members of the Ottawa arts community were also invited to attend this second workshop. The list of workshop participants appears in Appendix A.

6.1 General Comments

Generally, the groups were enthusiastic with regards to the Vision presented to them. However, key questions surfaced related to leadership and how the action items would be realized. (Recommendations regarding the development of an action plan are presented in Section 7.) In particular, the participants wanted to know what commitments would be made by the individual agencies to follow through with an implementation plan.

Other areas where there was general consensus:

- The core vocation of the street should continue to be a business-shopping-service street, but a theme should be introduced to establish an identity and to generate a renewed interest, and to assist in increasing visitation after downtown office hours, during weekends and during the winter months.
- The arts, entertainment and heritage theme was generally supported, but some participants cautioned that Sparks Street must differentiate itself from other arts areas in the city (e.g. Rideau BIA/Arts Court area). The participants agreed that the nature of the area surrounding Sparks Street (i.e. in the office core and adjacent to the Parliamentary Precinct) lends itself to a more upscale treatment than the Rideau Street area, which has a more youthful and bohemian orientation.
- Leadership by one or more agencies is seen as critical. The participants also recognized the need for a coalition of agencies and interests due to the multiple levels of jurisdiction over the Mall. Partnerships (public-public; public-private) will be required to mobilize resources and implement the elements of the Vision.
- A number of participants noted that many arts organizations need financial support/assistance and that may have to be a component of the plan.
- The participants agreed that both cultural and retail anchors will be important to establishing Sparks Street as a “top of mind” destination. They noted that 240 Sparks could be better positioned and oriented in order to play this role.
- The stakeholders reiterated their support for the removal of the pavilions from the Mall.
- Most agreed that signage and wayfinding needs to be significantly improved and that identifying features are required to highlight the Mall (e.g. gateway signage). Customer services, such as mall directories, washrooms, ambassadorial security, were seen as relatively easy to introduce in the short term.
- Most agreed that the heritage of the street is poorly presented and that more effort should be made to celebrate the buildings, events, history and personalities associated with the street.
- The participants would support residential development on or near the Mall.

6.2 Comments with Regards to Transportation

Transportation issues raised more debate than other aspects of the Vision.

- While a number of participants favoured the introduction of either traffic or light rapid transit on the Mall, others voiced concerns that traffic or transit would detract from the open space/pedestrian attributes of the street that are highly valued and would also inhibit open air programming and the outdoor cafés. There was more sympathy towards opening the Mall to traffic during non-peak periods, such as during the winter months. The question of a pilot project, whereby the street would be opened to traffic for a limited duration during low season, was raised as a possibility.
- It was also pointed out that a regional LRT line serving the downtown core would need to be rapid and frequent in order to accommodate demand. High speed service and limited headways between vehicles would be inconsistent with the nature of a transit mall as presented by the consultants, which recommended slow moving transit vehicles with long headways, to minimize the impact on the pedestrian environment.
- One participant put forward the idea for a heritage streetcar on the Mall, possibly connecting the Mall to other attractions; this could have strong tourist appeal.
- Parking is still a concern of merchants and other stakeholders. Daytime, short term, weekday parking is the big issue. Concern was expressed regarding parking requirements for new buildings (are there any stipulations for public parking?), and how new construction eliminates public surface parking lots thereby reducing the supply of short term, public parking spaces. Participants indicated a need to better market the parking that is already available in the downtown and vicinity of Sparks. A suggestion was made that building owners should be approached to explore the possibility of designating a certain number of underground garage spaces for short term public parking.

6.3 Comments with Regards to the Arts Theme

- Some participants suggested creating a “cultural corridor” along Sparks connecting different venues, attractions and historic sites.
- Some suggested that the Mall should explore the idea of a “Canadian showcase” (e.g. crafts, art, literature, music).

- Most agreed that higher arts – such as literary events, dance, theatre, film, visual arts, public displays - would distinguish Sparks Street from other parts of downtown, notably the Rideau/Nicholas/Daly area.
- Performance and screening space of all kinds and sizes is seen to be lacking in Ottawa. The National Arts Centre representative cited success with the 4th Stage, claiming that there is sufficient demand to justify a 5th and a 6th stage.
- There was a desire for an arts performance space that also has teaching facilities (practice halls, classroom areas) attached to it.
- A suggestion was raised that the programs and needs of a variety of arts groups should be brought together in a multi-media collaboration or initiative to create a year-round continuity of programming on the street (indoor/outdoor, formal/informal, performance/teaching, etc.)

6.4 Comments by the Sparks Street Merchants

- Lease terms with the federal government are a concern for some. A number of merchants have 5 year terms, with 3 month termination clauses, which limits their desire/ability to make large investments in their premises.
- Lack of daytime, short term parking in the area is seen as a serious issue for many retailers.
- A number of retailers commented that they do not benefit from the visitors attending area festivals or Sparks Street events (e.g. the Rib Cookoff or Canada Day), as these people are not there to shop.
- Most merchants recognized a need for a cohesive, downtown-wide initiative focused on marketing and promotion that could also address concerns shared by all downtown retailers, like parking, advertising, maps, and signage.
- There seemed to be a general lack of understanding with regards to the upcoming 131 Queen project in terms of schedule, steps, project leader, and potential impacts on Sparks Street businesses.
- Some questioned whether the costs of making improvements to heritage buildings would outweigh the volume of new business that would be attracted as a consequence.

- Overall, there seemed to be a renewed desire to work together to bring about change and experiment with new ideas (e.g. illumination, street dances, movie nights), although participants expressed the need for leadership by the various public agencies. They also expressed a frustration that there has been too much study and not enough action.
- In summary, the participants were generally very receptive to the Vision presented by the consultants. Most of the comments raised related to how it could be implemented, and who would assume responsibility and take the necessary leadership.

7 Action Plan – Implementing the Vision

The following paragraphs summarize our recommended next steps to achieving the Vision. The actions have been divided into short, medium and long term items. These paragraphs summarize a generalized list of actions. The details as to how they should be implemented and the assignment of responsibilities should be initiated by the various stakeholder agencies. One of the most important themes to emerge from the workshops related to the implementation of the Vision and the mechanisms that would be available to encourage commitment by the City, the Federal Government and other key organizations. For the Vision to be realized, it will be crucial for the key parties involved, including the City, Public Works and Government Services Canada, the National Capital Commission, the Sparks Street Mall Authority, and other relevant organizations to establish some form of on-going relationship to plan, co-ordinate and implement the required actions.

The short term actions noted below are those that can be undertaken with minimal requirement for inter-jurisdictional involvement, such as the development of a cultural programming plan and improved on-site signage, as well as those which have already commenced, such as enhancing the heritage aspect of the street.

The medium term items are those which require more complex decisions and may extend beyond the realm of Sparks Street, such as co-ordinated downtown marketing and operational initiatives by all of the BIA's in the core. Medium term items also include the removal of the pavilions and the experimental opening of the street to traffic during non-peak periods, which could not be undertaken with the pavilions in place.

The long term items are those which could entail the largest capital outlays and would require significant planning to occur. These include the redevelopment of the entire Mall and the introduction of infill residential projects on and in the vicinity of Sparks Street.

At this point, we have not identified time-lines for each of the action items. The points which follow are intended to prioritize actions based on how critical they are for the Vision to be realized, their current progress, the chain of decisions involved and funding requirements.

7.1 Short Term Action Items

Action 1: Elevating the Heritage Profile of the Street

Heritage buildings on Sparks Street are seen by stakeholders and visitors as one of the Street’s most important assets and are also a critical component of the arts, culture and entertainment theme. Buildings with significant features should be highlighted using accenting design elements, illumination during the evenings, and interpretive signs and plaques. Façades would be improved where possible to recapture original features and character. Details of the history of the street should become part of the marketing program to visitors and tour operators. Ideally the three blocks of Sparks Street from Elgin to Bank streets would be designated as a National Historic Site, similar to the designation awarded to the Stephen Avenue Walk in Calgary. Recognizing the potential complexities of the implementing legislation with regards to the rights of individual property owners, a secondary strategy could be the informal identification of Sparks Street and surrounding area as a historical district for marketing purposes.

Action 2: Development of a Cultural Programming Plan

The cultural programming plan would provide more definition of the culture of the street and how to distinguish it from other parts of the downtown core. It would involve several components, including special event programming, street vendors and performers, a leasing plan and the securing of cultural anchors, such as theatres and galleries. Special event programming would involve the identification of new events that would heighten the cultural profile of the street and a strategy for piggybacking onto existing Ottawa/National Capital Region events, such as Canada Day, Winterlude, etc. Many successful pedestrian malls encourage a wide variety of vendors, street performers, musicians, etc. providing that they meet reasonable aesthetic and other public standards and provide a “fair” level of competition for permanent merchants. The major land owners should discuss leasing opportunities that may have longer term benefits for the Mall relating to the cultural theme. Similarly, a plan should be developed to secure a major cultural anchor, particularly one that would enhance visitation during non-peak hours, including the identification of sites and potential tenants.

Action 3: Establishment of a Sparks Street Brand

There is a lack of focus as to what Sparks Street is and what it should become. The Vision should be communicated through the branding of the Mall. The heritage and cultural brand should be pervasive throughout the marketing, programming and design of the Mall.

Action 4: Addition of On-site Directional and Information Signage

Directional signage and informational signage is key to increasing cross-visitation between blocks and between individual merchants, and ultimately the number of visitors on the Mall as a whole. Currently, signage on the Mall is minimal, particularly for first time and infrequent visitors and for shoppers. More directional and informational signage, including tenant directories, should be placed on Sparks Street to encourage pedestrian traffic throughout the whole Mall.

Action 5: Strategic Leasing Plan

Because the National Capital Commission and PWGSC control the largest share of properties on the Mall, the opportunity exists to identify longer term strategies to secure tenants that would be consistent with the cultural Vision, as noted in Action 2. The strategy should not involve reduced rents, but rather a targeted effort to attract higher end arts and cultural tenants, such as galleries, studios, theatres, night clubs, restaurants, and other venues that could afford market rents. This should also involve ensuring that lease terms encourage longer-term investments by existing and prospective tenants.

Action 6: Short Term Parking Strategy

A strategy is urgently required to address the shortage of short term parking throughout the core. The strategy should include: the development of informational materials, e.g. brochures, parking maps, directional signs, partnership opportunities with building owners to increase the supply of short term parking spaces, policies with regards to the development of new parking structures, and a review of downtown parking requirements for new developments.

Action 7: Sparks Street Master Development Plan

A 10 year development plan should be established to guide the implementation of the Vision. This plan would form the basis for future capital improvements to the Mall and should receive approval by the major stakeholders to allow for the longer term commitment of resources.

7.2 Medium Range Actions

Action 8: Physical Improvements

The pavilions impair retail and Street sightlines and are seen as unattractive by a large number of stakeholders and Sparks Street visitors. For these reasons, they should be removed once a replacement landscaping scheme has been identified. Together with the removal of the pavilions, should be the addition of gateway elements at key entry points, such as Metcalfe and Elgin Streets.

Action 9: Re-introduction of Traffic During Non-Peak Periods

Sparks Street is under-utilized, particularly during evening hours. Some pedestrian malls have been very successful in generating after-hours commercial activity by opening up to traffic during evening periods. Consideration should be given to a pilot project, which would involve allowing traffic on the street during evening periods. It is recognized that the pedestrian aspect of Sparks Street is one of its most important attributes as indicated by the respondents to the surveys conducted as part of the Phase 1 research. For this reason, it is not recommended that the traffic restrictions be lifted during periods when the Mall can serve large pedestrian volumes. Rather the recommendation is intended to enable the Mall to expand its exposure to the broader downtown market during non-peak periods.

Action 10: Co-ordinated Downtown Marketing

As noted previously, some of the most successful pedestrian malls are managed by an association responsible for the entire downtown core. This ensures uniformity in standards, ensures a more co-ordinated marketing effort between all parts of downtown, and can achieve some cost savings. The Downtown BIA's and the City should explore solutions to issues affecting the entire downtown core, including: parking, security, street vendors, directional/wayfinding signage, marketing, and special events.

Action 11: Informational/Wayfinding Signage (Off Site)

One of the issues for Sparks Street is its physical separation from the visitor destinations east of Elgin Street and its lack of exposure to Parliament Hill visitors. An effective approach to moving visitors more efficiently throughout the core is through a comprehensive wayfinding programme. With the development of LeBreton Flats and the relocation of the War Museum, downtown Ottawa will effectively expand westwards, making efficient visitor movement between downtown attractions even more of an issue. For this reason, a strategy with related

policies should be developed and implemented for a downtown signage program to guide visitors to the attractions and facilities within the downtown core.

7.3 Long Range Actions

Action 12: Full-scale Implementation of a Landscaping Plan

The preferred Vision would see Sparks Street overlaid with linear urban park features, including appropriate landscaping, pavement treatments, street furniture and other elements. This would involve the redevelopment of all five blocks and may even include a linkage through to LeBreton Flats. The basic principles and components of the landscaping plan would be included as part of the Master Development Plan.

Action 13: Infill Residential Development

A large downtown residential base is an important contributor to the success of downtown pedestrian districts. Given current market conditions, particularly the demand for office space and the situation of Sparks Street abutting the office core, it is unlikely that significant residential development activity will occur on or in close proximity to the Mall in the near future. In the longer term, however, there may be opportunities for residential conversions on the street itself or infill developments on surrounding sites particularly towards the western part of the core area. It is also likely that the landscape treatment of Sparks Street as a linear park will also make the Sparks Street area a more attractive residential location. To facilitate housing on Sparks Street, policies should be developed to integrate mixed-use residential/commercial conversion projects within the Mall. Policies should ensure that redevelopment is sensitive to the pedestrian and commercial characteristics of the Street.

Action 14: Implementation of Mid-Block Connections Between Buildings

As identified in the Phase 1 Research component of the Vocation Study, an issue facing Sparks Street is its lack of connectivity with other parts of the core. One way to address this is through improved mid-block connections, such as that available through the Hardy Arcade. As redevelopment occurs over time, policies should be in place to encourage developers to include mid-block connections from surrounding streets onto the Mall.

Appendix A – Stakeholder Group Participants

**APPENDIX A
STAKEHOLDER WORKSHOPS PARTICIPANTS**

ROUND ONE STAKEHOLDER WORKSHOP, JULY 2003

City of Ottawa

Tara Peel	Ward Councillor's Office
Richard Kilstrom	Planning
Bob Spicer	Planning
Peter Steacy	Transportation
Stuart Lazear	Heritage
Chari Marple	Local Architectural Conservation Advisory Committee

Interest / Business Groups

David Gladstone	City Centre Coalition
Robert Smythe	Centretown Citizens Association
David Jeanes	Heritage Ottawa/ Transport 2000
David Flemming	Heritage Ottawa
Catherine Lindquist	Ottawa Tourism & Convention Authority
Ralph Wiesbrock	KWC Architects
Doug Casey	Charlesfort Developments
Sandra Matthews	Ottawa Global Marketing

Sparks Street Merchants / Businesses

David Cordick	Olympia & York / Mall Board Chair
Sharon McKenna	Manager, Sparks Street Mall Authority
Hollander Layte	L'Ange Café
Eric Schwartz	Ottawa Leather Goods
David Appotive	Howards Jewellers
John Schioler	Alexandra O
John Payne	Carmello's
Victor Ferreira	Delta Hotel
Richard Chmiel	On behalf of Tempest Management/240 Sparks

National Capital Commission

Lori Thornton	Planning
François Lapointe	Planning
Arto Keklikian	Planning
Mark Monteiro	Property Development & Planning
Gérald Lajeunesse	Landscape Architecture

Public Works & Government Services Canada

Rob Miceli	Commercial Leasing
Scott Manning	Real Estate Development

Canadian Broadcasting Corporation

Diane Kenyon	Corporate Branding
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ROUND TWO STAKEHOLDER WORKSHOP, DECEMBER 2003

City of Ottawa

Diane Holmes	Ward Councillor
Stuart Lazear	Heritage
Chris Gordon	Transportation
Nicole Zuger	Cultural Affairs

Interest / Arts / Business Groups

Robert Smythe	Centretown Citizens Association
Linda Balduzzi	Arts Court
Ken Rockburn	Arts Court
Jack Horowitz	National Film Board
David Flemming	Heritage Ottawa
David Jeanes	Heritage Ottawa, Transport 2000
Catherine Lindquist	Ottawa Tourism & Convention Authority
Henriette Riegel	Currency Museum, Bank of Canada
James Richardson	Third Wall Theatre Company
Eleanor Crowder	Salamander Theatre

Sparks Street Mall Visioning Report

Amanda Lewis	Ottawa School of Speech & Drama
Michel Dozois	National Arts Centre
Ralph Wiesbrock	KWC Architects
Peggy Ducharme	Downtown Rideau BIA

Sparks Street Merchants / Businesses

Eric Schwartz	Ottawa Leather Goods
Sharon McKenna	Manager, Sparks Street Mall Authority
John Schioler	Alexandra O
Stan Ages	Ages Holdings (Yesterdays)
David Appotive	Dahavland Corporation
Richard Chmiel	On behalf of Tempest Management, 240 Sparks

Canadian Broadcasting Corporation

Diane Kenyon	Corporate Branding
Wynne Anne Sibbald	Communications