

UPLAND

PICTOU WATERFRONT PLAN

FINAL PLAN • MARCH 2022



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EXECUTIVE SUMMARY

Along the Northumberland Shore, the waterfront in the Town of Pictou has held significant status for hundreds of years. Before the arrival of European settlers, the Mi'kmaq used these lands to access the abundance of resources in their traditional territory. Following the arrival of the Ship Betsy and Ship Hector in the mid-1700s, Pictou and its waterfront began to transform. Industries tied to the abundance of natural resources, including the export of lumber, coal, and lobster, propelled Pictou to become a key piece in the early Nova Scotian and Canadian economies. During the 1980s, the waterfront slowly transitioned from the industrial heart of Pictou to one that prioritized public spaces, though gaps remain along the waterfront and opportunities exist for future development.

The community has been working towards several improvements along the waterfront in recent years to capitalize on these opportunities—the development of a new library along the waterfront, the renewal of the Hector Heritage Quay Interpretive Centre and Ship Hector Replica, and investments in marine infrastructure will strengthen the Pictou Waterfront as a cherished public space. Recognizing the need and opportunity to tie these efforts together and to create a vibrant and sustainable waterfront, the Town initiated

the creation of the Pictou Waterfront Plan. The Waterfront Plan will create a strategic vision for the Pictou Waterfront that celebrates the uniqueness of Pictou and establishes a blueprint for future growth.

The Waterfront Plan process commenced in July 2021, and it began with an analysis of the fundamental characteristics of the waterfront and a comprehensive public engagement program. Residents, community members, and other stakeholders could express what they loved about the waterfront and what improvements they felt were needed. Creating a plan founded upon the needs of the community and which celebrates the uniqueness of Pictou was fundamental to the planning process.

The recommendations in this Plan include short- and long-term strategic moves that will leverage the Town's historic, natural, and cultural assets. Taken together, these recommendations will position Pictou's Waterfront as the first-choice destination for residents, visitors, and businesses in the region. The proposed recommendations for the Pictou Waterfront include:

- Creating beach areas, a kayak launch, and seating steps leading into the harbour south of the deCoste Performing Arts Centre.

- Reinstating the breakwater at Market Wharf to restore the Market Wharf Marina.
- Improving the Market Wharf with seating, landscaping, hammocks, public art, and vending sites.
- Extending the Jitney Trail along Caladh Avenue and connecting it with the CN Train Station.
- Turning Caladh Avenue into a one-way street, creating a 'waterfront loop' for automobile traffic.
- Creating multiple plaza spaces along the waterfront.
- Integrating the Hector Interpretive Centre and Fisheries Museum sites, and incorporating the RCMP site into the waterfront by creating a landscaped civic area.
- Relocating the Ricky Sutherland Memorial ball diamond and re-imagining the area with a play space for all ages and residential development.
- Developing the vacant lot left by the Bottle Depot with commercial or mixed-use development.
- Connecting the whole waterfront with a uniform and accessible boardwalk.

In addition to these physical changes, there are a host of other recommendations for the Town in order to implement the Waterfront Plan. These include developing strategic and targeted marketing

strategies, creating a plan for public art and interpretation, and adopting a wayfinding strategy and waterfront brand.

The implementation of the Waterfront Plan is approximately 10 years, with an approximate cost of \$32.5 million (2022 CAD). Despite the cost, the implementation of the Waterfront Plan will reinforce the significance of Pictou's Waterfront along the Northumberland Shore while also creating new land- and marine-based economic development opportunities.

The Town of Pictou is entering an important period in its history. The 250th anniversary of the landing of the Ship Hector and the 150th anniversary of the Town's incorporation are approaching, and the recommendations of the Waterfront Plan will help to initiate a period of growth and prosperity for the Town and community. Through a collaborative and sustainable approach, the Town and its waterfront will become a key destination and asset in the province and Atlantic Canada.

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1. INTRODUCTION

1.1 A WATERFRONT IN TRANSITION

The waterfront in the Town of Pictou has a long history as a site of human activity, ingenuity, and perseverance. The Mi'kmaq people, who are indigenous to these lands, have been present for nearly 7,000 years, using the traditional territory of Mi'kma'ki, for fishing, hunting, and agriculture before the arrival of European settlers. These coastal lands have offered access to rich fresh and tidal waters for centuries.

The abundance of resources and topography of the region made Pictou's harbour an ideal location for a settlement, and following the arrival of Scottish immigrants in the 18th century, the Town of Pictou began to grow steadily—yielding its title "Birthplace of New Scotland." As a nascent Nova Scotia and Canada began to grow, Pictou found itself at the forefront of industrial growth, spurred on by shipbuilding and the rapidly expanding railroad network, with its waterfront at the centre of economic activity. This rapid growth led to the mixing of residential, commercial, and industrial uses—land use patterns that we still see in the present day.

Though the Town has experienced periods of growth and decline through its history, the significance of the waterfront has been forever present. Wharves, factories, and shipyards all line the shoreline which reinforce Pictou's working waterfront.

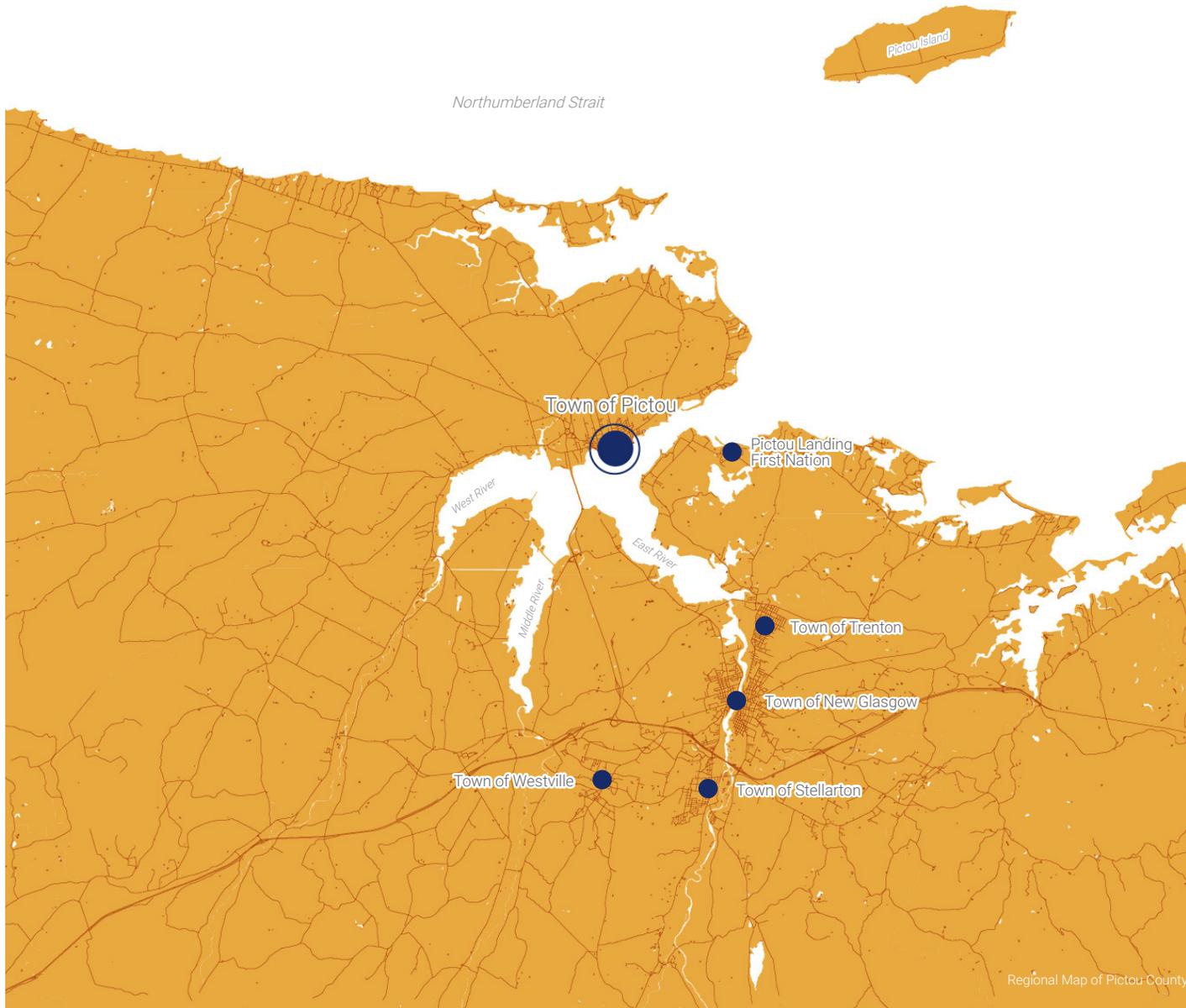
During the 1980s, as marine industry waned, parts of the waterfront were redeveloped as public spaces for residents and visitors to enjoy. The evolution of the waterfront has created a cherished public space, though there remain gaps in the fabric of the downtown and waterfront that represent opportunities for future development.

Anticipating opportunities for the waterfront and recognizing some of its underutilized potential, the Town of Pictou undertook several initiatives to leverage the waterfront as a catalyst for growth and development. The redevelopment and renewal of the deCoste Performing Arts Centre, Library, Hector Heritage Quay Interpretive Centre and Ship Hector Replica created opportunities for education, entertainment, and culture while improvements in marine infrastructure and coastal protections reinforced Pictou as a progressing coastal community. The Pictou Waterfront Plan will tie these efforts together and present a strategic vision for the future that includes a waterfront concept that celebrates the uniqueness of Pictou.



Train unloading parcels circa 1952
Don MacIsaac

1.2 TOWN OF PICTOU CONTEXT



The Town of Pictou is located in Pictou County along the Northumberland Shore of Nova Scotia. Situated on the northern side of Pictou Harbour, the Town is located at the convergence of the West River, Middle River, and East River. The coming together of these fresh and tidal water creates a unique, brackish environment that is a highly productive habitat for a variety of aquatic species such as oysters, clams, mackerel, herring, and Atlantic salmon.¹

Throughout the Town's history, and still, to this day, Pictou has been defined by its access to the water. The waters of Pictou Harbour presented the only direct connection between the Town and the rest of the world during the 18th, 19th, and 20th centuries. As the largest harbour on the North Shore and with some of the warmest waters in all of Atlantic Canada, it is no coincidence that Pictou has been the site of both Indigenous and European settlements. Today, a network of roads, ferries, and rail trails connect Pictou to the rest of Nova Scotia and beyond.

According to the 2021 Statistics Canada Census, 3,107 people call Pictou home.² Pictou is supported by a strong downtown core that celebrates the community's identity with a variety of marine and land based-services, industrial areas, and a burgeoning artistic and cultural scene.

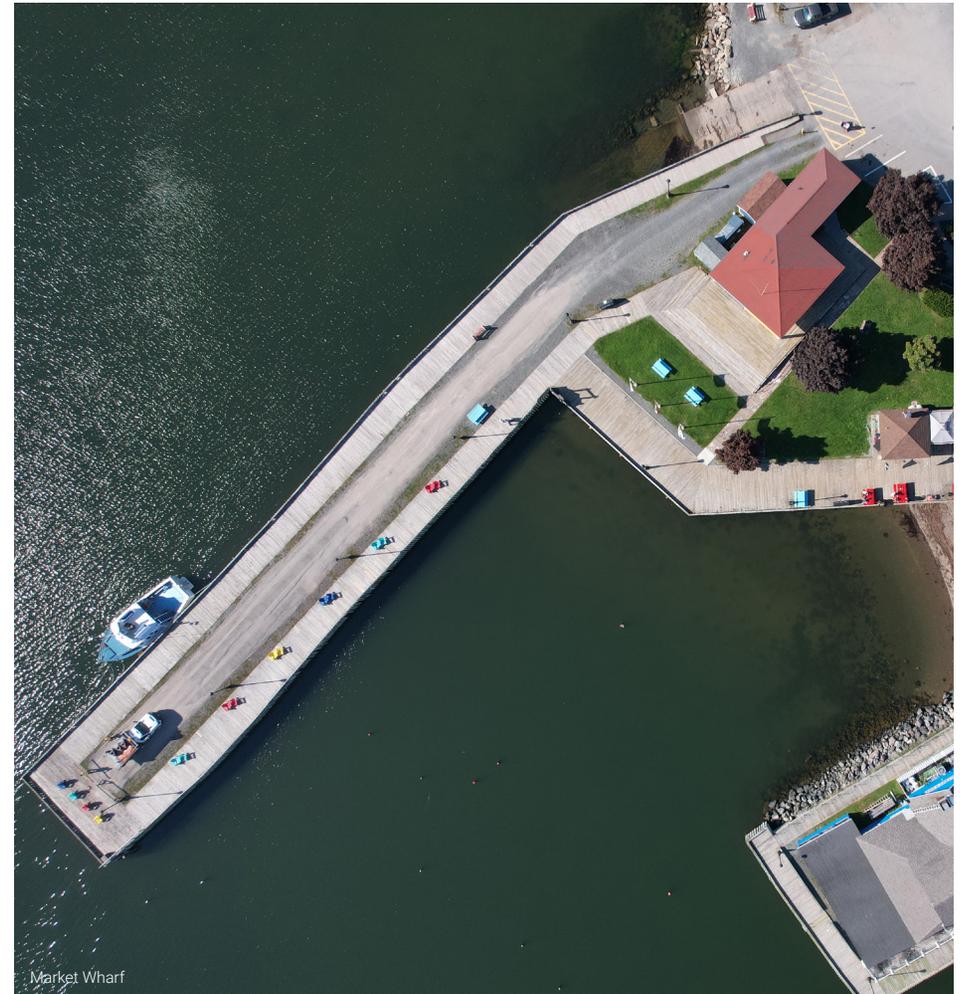
From a regional perspective, the Town of Pictou is wholly situated within the Municipality of the County of Pictou (pop. 20,676)—so too is the Town of Westville (pop. 3,540), the Town of Stellarton (pop. 4,007), the Town of New Glasgow (pop. 9,471), and Town of Trenton (pop. 2,407). The combined population of the Municipality of the County of Pictou and the five towns within its jurisdiction is 43,208 people.³

From the four other towns in Pictou County, Pictou is approximately a 15- to 20-minute drive across the Harvey A. Veniot causeway. Despite this relative separation, all five towns and the County are spatially and symbolically connected to one another. The four other towns are connected to the Town of Pictou through the provincial highway system, while marine connections are limited between Pictou and these towns.

There is a full-service marina in New Glasgow—including fuel, water, and electricity; however, river depth and infrastructural barriers, particularly bridges, limit the size of boats that can travel up the river, leaving the Town of Pictou and the Pictou Marina, a full-service private marina in Pictou Harbour, to capitalize on marine-based opportunities along the Northumberland Shore.

All five towns have strong commercial cores and are supported by a variety of municipal and county institutions, recreation, and health services. There is, however, a lack of high-quality outdoor public spaces, especially those with direct access to the waterfront. The Town of Trenton's waterfront is primarily industrial in nature, with few public spaces. Similarly, there are few public space areas along Stellarton's or New Glasgow's waterfronts, positioning Pictou to fill a regional public space need in Pictou County. As the Pictou Waterfront's vision is realized, it will become the recreational and open space hub of Pictou County.

Although not a municipality, another significant community near the Town of Pictou is the Pictou Landing First Nation. The Pictou Landing First Nation is a Mi'kmaq First Nation band with five reserves, including at Boat Harbour. Ironically, of the four other towns in Pictou County and Pictou Landing First Nation, the First Nation is the closest to the Town of Pictou, but, due to travel distances by car, it is the farthest in terms of travel time. From a marine perspective, however, travel time and distance between the Town of Pictou and the Pictou Landing First Nation is the shortest among the four towns and the First Nation.



1.3 THE HISTORY OF PICTOU AND ITS WATERFRONT



Pictou's Waterfront is not only the geographic centre of the community, but it has long been the commercial, industrial, and institutional focal point for the Town and its residents. However, before the arrival of Europeans, what is now the Town of Pictou and its surrounding areas were long the traditional and unceded territory of the Mi'kmaq peoples.

The presence of the Mi'kmaq in the Pictou region is believed to have begun 3,500 to 7,000 years ago,⁴ and Pictou Harbour was a significant area for the Mi'kmaq. One of the main Mi'kmaq villages in the Pictou region was at A'Se'k, Mi'kmaw for "the other room," and is today known as "Boat Harbour." A'Se'k and the areas near the entrance of Pictou Harbour provided the Mi'kmaq with a "region for hunting, fishing, farming, and for protection from the brutal North Atlantic winds that blew down the Northumberland

during winter."⁵ The significance of these lands, and those around Pictou County, have long been defended by the Mi'kmaq throughout history—from European settlers and foreign Indigenous communities.⁶ Stories dating back to the 17th century of the Mi'kmaq defending Pictou County from invading Mohawk warriors still circulate today.⁷

Although historians debate the exact date of the first European arrival in Pictou, Nicolas Denys, a French merchant and explorer, arrived in Pictou in 1672. Along with the Acadians, who were settled along the Northumberland Shore, Nicolas Denys traded with the Mi'kmaq for fish and furs. The Acadians, however, were deported as part of the British military campaign during the French-Indian War, resulting in large tracts of land along the Northumberland Shore becoming vacant.⁸

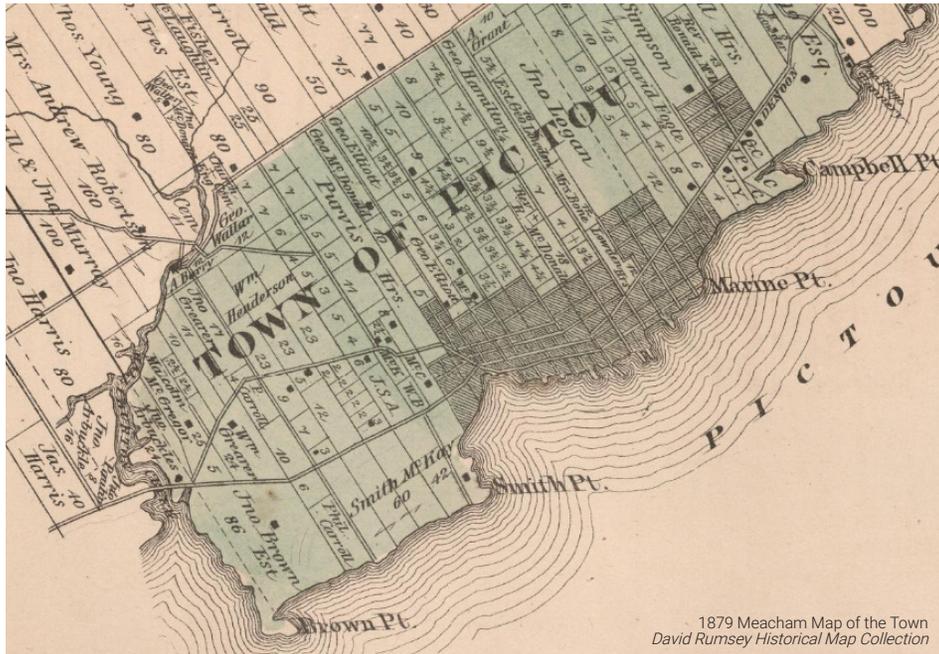
This vacancy, along with the geopolitical situation in Europe—particularly in Scotland—would ultimately lead to the settlement of Pictou and the surrounding areas. Land grants conditional on settling a certain number of people were acquired by British and American merchants who sought to re-sell the land for a huge profit. The need to settle these areas as conditions of the grants created an urgency to bring people to Pictou.

Included within the land that was deeded away was the land around A'Se'k which was given to a regiment of the American Revolutionary War. Although few of the soldiers came to claim the land they were granted, this underscores the persistent threats to the Mi'kmaq following the arrival of European settlers.⁹ Over the proceeding hundred years, the Mi'kmaq had maintained their presence at A'Se'k,

despite attempts to remove them from the area and pressure when settlers began to build homes on Mi'kmaq lands.¹⁰

Although the ship Hector is often considered the first ship to have arrived in Pictou, six years prior in 1767, the Betsy arrived from Philadelphia with six Scottish-Irish families. Many of these families settled and by 1769 there were 120 inhabitants of "Donegal Township". There was little interest, however, in moving to the region from New England, the home of many of the merchants who owned the land. This resulted in merchants looking to take advantage of troubles occurring in Scotland to meet the conditions of the land grants.

For about one hundred years starting in the 18th century, Scottish agricultural tenants were evicted from their land—colloquially



known as the "Highland Clearances"—driving immigration to North America. Merchants saw this as a great opportunity to fulfill the requirements of their land grants and in 1773, the ship Hector arrived carrying nearly 190 passengers from Scotland.¹¹

Following the arrival of the ship Hector, immigrants continued to arrive to settle the land. However, without the assistance of the Mi'kmaq, the settlers may not have survived the conditions presented to them in Pictou. "From them (the Mi'kmaq) they learned to make and use snow-shoes, to call moose, and other arts of forest life."¹²

The word from which the name Pictou is believed to have been derived—Piktuk—is a Mi'kmaq word for "exploding gas",¹³ which is likely related to the nearby coal fields and the spontaneous eruption of methane

gas that would occur. With a growing population, coal extraction became an important industry in the early days of Pictou's history. Coal was first "discovered" by Scottish immigrants in the late 18th century and used as household fuel before significant extraction efforts began during the 1820s and 1830s. While lumber exports were Pictou's primary industry in the early 1800s, coal soon became a significant industry for the Town.¹⁴

In 1827, King George IV granted exclusive mining rights to the British company General Mining Association (GMA).¹⁵ Soon, coal was brought in from the local coalfields and shipped nationally and internationally. Pictou's early days as an export hub for timber and salted fish meant the Town had much of the marine infrastructure needed for coal export.¹⁶ Coal exploration and extraction in Pictou

HISTORICAL TIMELINE

The shores along Pictou Harbour were visited by Breton and Basque fishermen who established trade relations with the Indigenous peoples

1500-1600

The ship Hector sailed from Loch Broom, Scotland, with nearly 190 passengers and arrived in Pictou

1773

Truro to Pictou Landing railway completed

1867

Town of Pictou to Stellarton railway completed

1887

Significant wartime shipbuilding in Pictou

1940s

A fire once again destroys the waterfront

1959

The Harvey A. Venoit Causeway is built across Pictou Harbour

1968

Northern Pulp Mill forced closure by the Province of Nova Scotia

2020

250th Anniversary of the landing of the Ship Hector & 150th Anniversary of the Town's incorporation

2023

Pre 1500 The Mi'kmaq used the land throughout the Pictou region for hunting and fishing for generations prior to the arrival of European settlers. Mi'kmaq presence has continued to the present day.

1672 Nicholas Denys, a French merchant, visited the region, giving Pictou Harbour the name "La riviere de Pictou"

1767 The ship Betsy arrives from Philadelphia with 36 Scottish-Irish settlers, two slaves, and a convict

1788 The first wharf and ship were built in Pictou by Thomas Copeland

1827 King George IV gives exclusive coal mining rights to General Mining Association

1873 The Town of Pictou is incorporated

1917 Freight and passenger terminal moved to Port Tormentine from Pictou

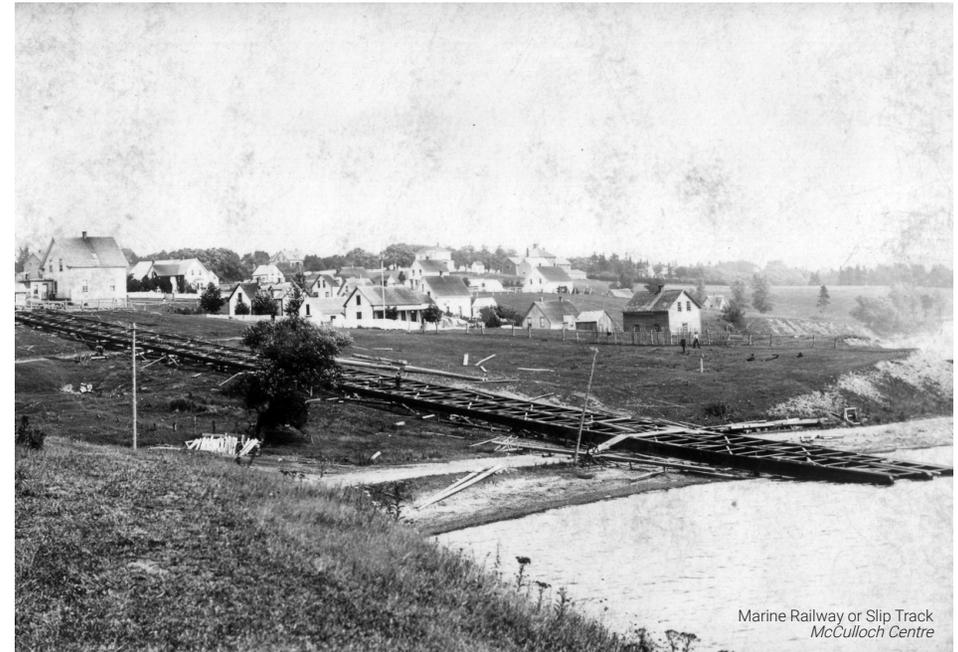
1946 Fire destroys wharves, sheds, rail cars, and freight on Pictou's waterfront

1967 Northern Pulp begins its operations at Abercrombie Point

2021 Waterfront Plan is initiated by the Town of Pictou



Aerial View of Shipyard circa 1950s
Pictou Historical Photograph Society



Marine Railway or Slip Track
McCulloch Centre

County had significant spin-off effects and facilitated further industrial development. With the need to ship coal, Pictou leveraged its expertise in shipbuilding, and with the expansion of the railroad, Pictou soon became a major hub in Atlantic Canada. In 1867, a railway was completed from Truro to Pictou Landing, making Pictou the connecting port to Upper Canada at the time. Passengers, freight, and mail being shipped from Atlantic Canada would connect in Pictou for steamship service to Prince Edward Island and Quebec. It wasn't until 1887 that the Town of Pictou was connected to Stellarton via rail.¹⁷

Pictou was such an important shipping port that there are tales "that one could cross the mile-wide harbour without ever wetting a foot, by stepping from one ship's deck to the next."¹⁸ Pictou's significance was also not lost on the American

government which established a consulate in the Town of Pictou.¹⁹ The building in which the consulate was located still exists today at 157 Water Street.

Despite Pictou's emergence, the Mi'kmaq continued to confront challenges associated with the lack of formal land rights. In 1829, Chief James Lulan wrote a letter to the government seeking formal land rights as European settlers encroached on their traditional hunting and fishing grounds and prevented the Mi'kmaq from practicing agriculture on their territory. However, this land had already been deeded to settlers, "causing friction between the government's settlement plans, and the Mi'kmaq refusal to uproot from lands they had occupied for centuries."²⁰ It was not until 1864 when the land at A'Se'k was secured for the Mi'kmaq when the Provincial Government purchased

a 50-acre plot for \$401.25. By 1928, the Mi'kmaq had secured an additional 400 acres, but this describes the centuries-long struggles the Mi'kmaq faced as colonial expansion occurred around them.²¹

The legacy of shipbuilding in Pictou continued through the 20th century, especially during World War II. During the war, the Town's shipyard was the site of a phenomenal wartime effort in the construction of 24 Park Ships—ships that carried Canadian and Allied personnel, munitions, weapons, and food across the world's oceans. This effort resulted in a population boom in Pictou where the population of the Town doubled during 24 months²² and an entirely new neighbourhood was created to house the workers called Victory Heights.

During the 20th century, fire ripped through

the Pictou Waterfront on two separate occasions. In July of 1946, a fire destroyed \$2 million worth of wharves, sheds, freight, and rail cars, putting 60 people out of work. Exactly 13 years later, despite efforts to rebuild with steel and concrete instead of wood, another blaze destroyed Pictou's waterfront in 1959.²³

One of the most consequential changes to Pictou's waterfront did not happen on the waterfront, but happened across the harbour at Abercrombie Point—the Province of Nova Scotia endorsed the development of what would become the Northern Pulp Mill. In 1964, the Province announced the project, with construction beginning in 1966 and the mill fully operational by 1967.²⁴ Shortly thereafter, the causeway across the harbour—the Harvey A. Venoit Causeway—was built in 1968.²⁵



Last Passenger Train in Pictou circa 1985
Pictou Historical Photograph Society

After decades of controversies surrounding the mill, particularly around the environmental impact caused by the mill's effluent and the nature in which the Province acquired rights to Boat Harbour to treat the effluent, the *Boat Harbour Act* was passed in 2015. This law established January 31, 2020, as the final day Boat Harbour could be used for the reception and treatment of effluent. On January 31, 2020, the Northern Pulp Mill stopped its operation.

Today, the Town and community are looking to guide the future of the waterfront and its ongoing evolution. The waterfront and shoreline have shaped how the Town has developed and played an integral role in the storied history of Pictou. From tales of "ghost ships" that have haunted the Northumberland Shore for the past 250 years, to the days of ice skating on the

harbour and the first lobster carnival in 1934 celebrating the multi-million dollar lobster industry in the region, Pictou's history has shaped the identity of its residents that is still evident today.



Park Ship Launch Onlookers
Pictou Historical Photograph Society

1.4 WATERFRONT TRANSFORMATION

Pictou's waterfront has undergone a significant physical transformation over the past several centuries. Not only have the types of buildings and industries present on the waterfront changed, but the layout and form have evolved throughout the Town's history.

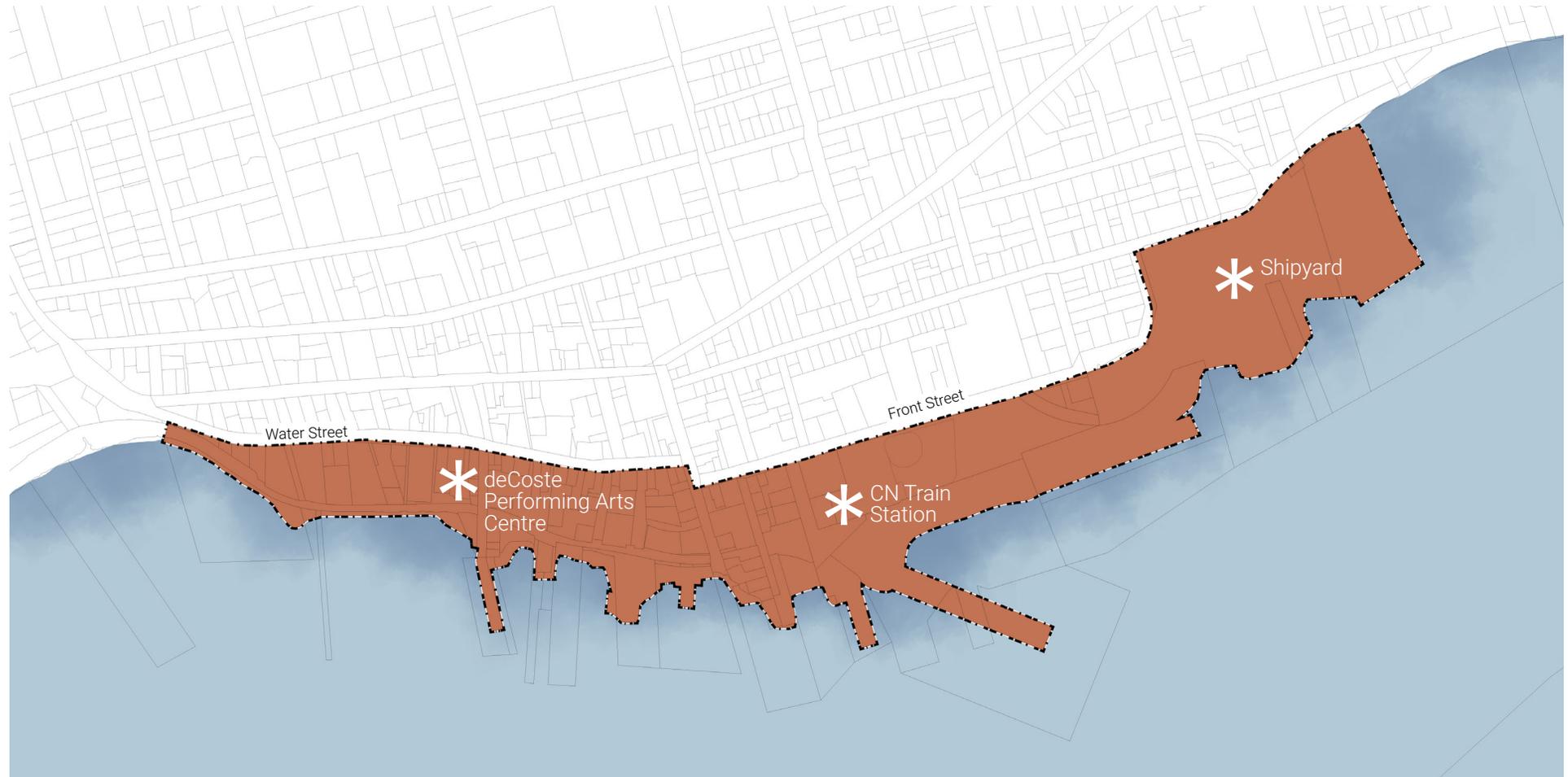
Beginning from an untouched, natural coastline, the Town's physical layout and form changed as it grew. The early days of Pictou consisted of a handful of roads, pathways, and shoreline wharves; however, as the shipping and shipbuilding industries grew, as did the number of roads, structures, and wharves on the waterfront.

By 1864, much of Pictou's street grid had been established, with Water Street functioning as the main waterfront artery. But to accommodate the expansion of the railway, large tracts of land were infilled along the shoreline. Land on the seaward side of Water Street and Front Street were infilled, creating a whole new section of the waterfront for the railway and marine uses. This would eventually become Caladh Avenue and house much of the industrial uses that exist today.

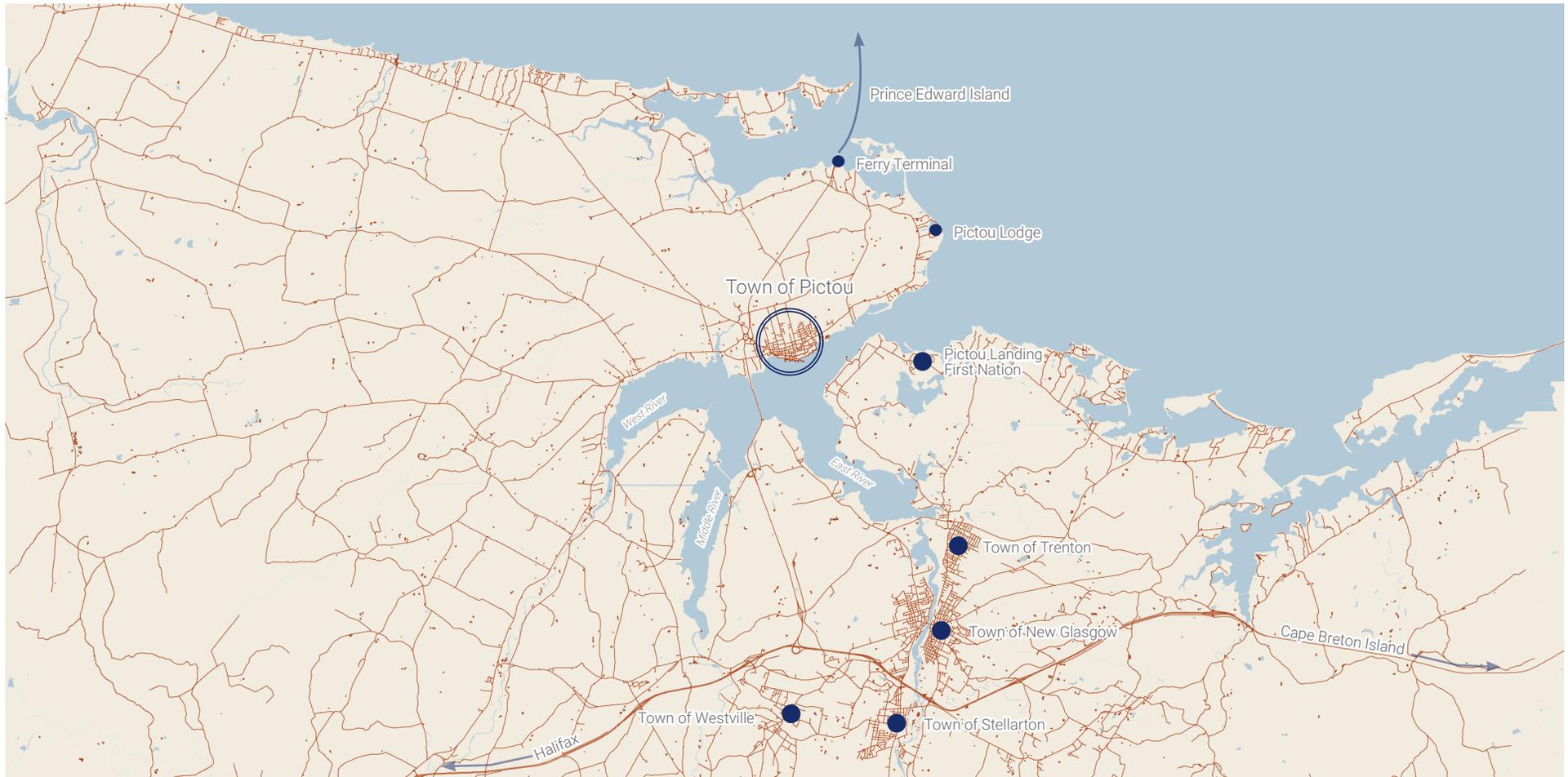


1864 Shoreline Compared to 2022 Shoreline

1.5 PROJECT AREA



The Waterfront Plan includes the most active parts of the waterfront and downtown, including the deCoste Performing Arts Centre, the CN Train Station, and the shipyard. It extends inland from the Pictou Harbour to the upper boundary formed by Water Street and Front Street.

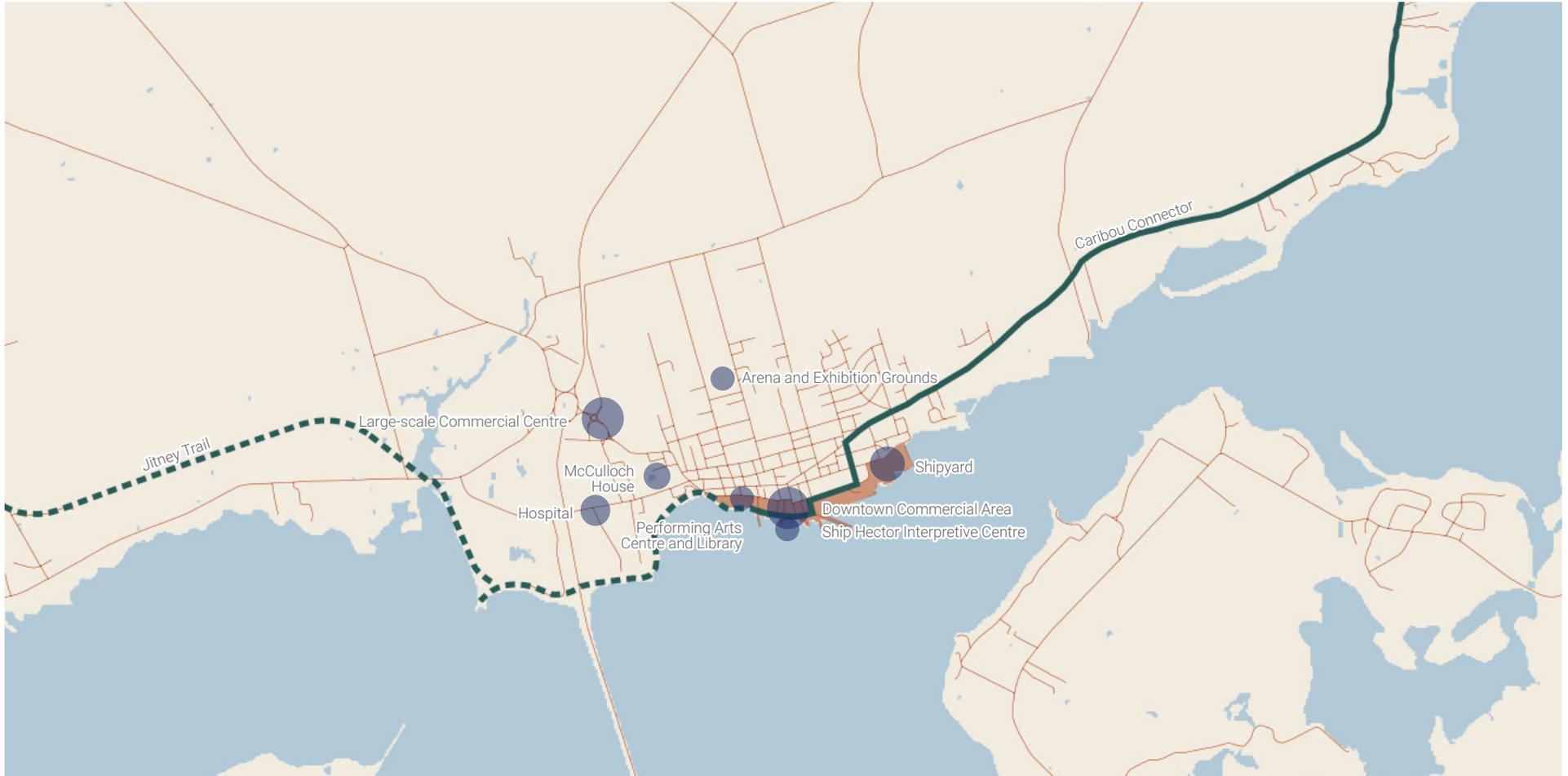


REGIONAL ASSETS

From a regional perspective, the Town of Pictou has many of the prerequisites to capitalize on the proposed changes within the Waterfront Plan. Pictou is located within a short driving distance (15-20 minutes) of other major population centres, including the Towns of New Glasgow, Trenton, Stellarton, and Westville, and the community of Pictou Landing First Nation—a catchment area with a population of approximately 20,000. With a lack of outdoor recreational opportunities along the Northumberland Shore, the improvements to the Pictou Waterfront will not only draw residents of the Town, but it can become a regional hub for events and activities. Pictou is also advantageously located

near and connected to major regional tourist destinations, including Cape Breton Island and Prince Edward Island, and is a short drive from Halifax (1.5 hours) that will allow the Town to capitalize on and draw visitors to the waterfront.

From a marine perspective, with the benefits of reestablishing a fully-functional Market Wharf Marina with Pier B and Pier C, the Town is positioned to strengthen its status in the Province's marine itinerary for recreational boaters and cruise ships, while it will continue its role in industrial shipping.

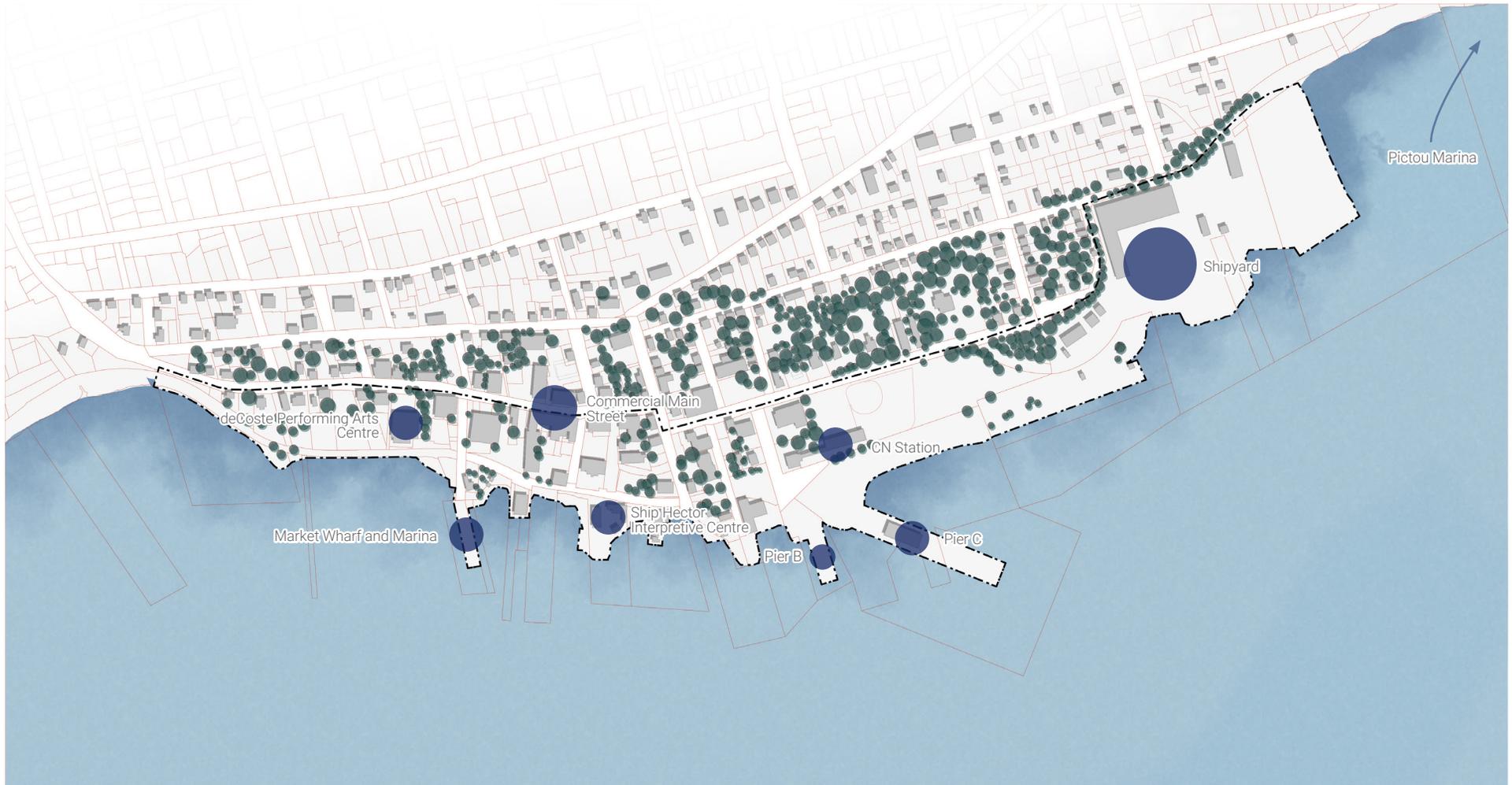


TOWN ASSETS

Pictou has two distinct commercial areas, with big-box retailers located near Highway 106 and a more unique, intimate streetscape in the downtown that is home to many locally-owned businesses. These vastly different commercial areas help to draw Town and regional residents as well as visitors to Pictou for the commercial services that are available. There is also an abundance of cultural, recreational, and institutional assets in Pictou including the deCoste Performing Arts Centre (and future library), Hector Interpretive Centre, Pictou Arena and Exhibition Grounds, Jitney Trail and Caribou Connector, and McCulloch House Museum. These assets, and the Sutherland Harris

Memorial Hospital, which serves a large portion of Pictou County, make the Town an incredible place to live and visit.

Pictou also has a strong heritage, with an active and engaged citizenry who are immensely proud of their Town. The Ship Hector Replica, CN Train Station, the Town's built form and architecture, and the festivals and events such as the Lobster Carnival, which has been occurring since 1934, all exemplify the community's civic pride.



WATERFRONT AND MARINE ASSETS

Pictou's Waterfront includes a mix of commercial and marine uses that provide high-quality experiences. There are a significant number of retail, service, and accommodation uses that contribute to the vibrancy of the waterfront, while marine assets, including the Market Wharf and Marina and Piers B and C, help accommodate a range of marine uses. This ranges from recreational boats to larger, industrial-sized boats and cruise ships.

The natural orientation of Pictou's Waterfront and location create ideal conditions for waterfront development. The harbour's warm waters and south-facing orientation give the

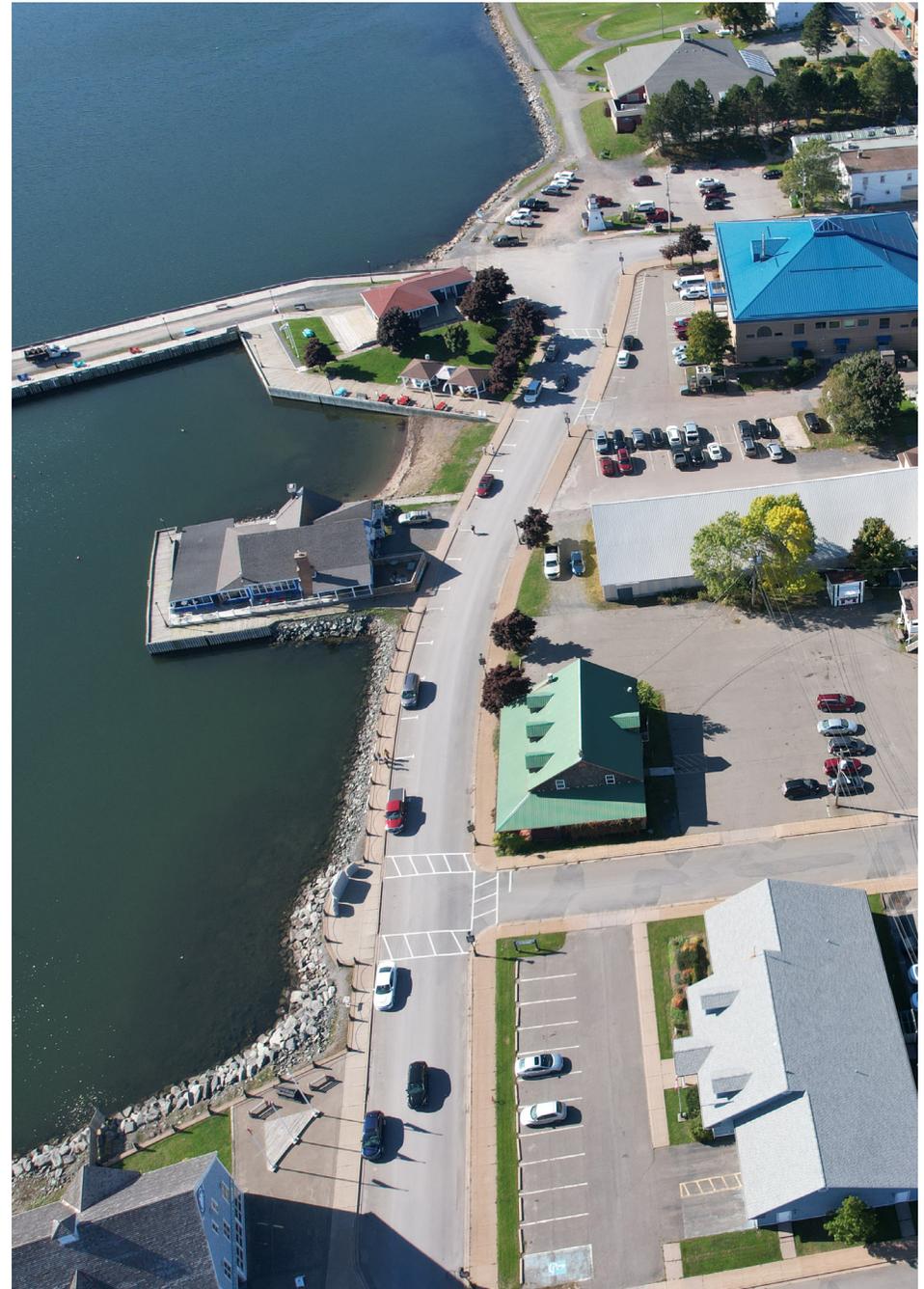
Pictou Waterfront a natural advantage to create a high-quality waterfront experience for its marine and land-based users.

From a development perspective, the Town has acquired a significant portion of the waterfront over the past several years, giving it a level of control not seen in many waterfronts across Nova Scotia. Through this ownership and with the waterfront being fully serviced, the Town can help to create a cohesive waterfront for interventions and implementations such as a continuous boardwalk and mixed use developments.

1.6 WATERFRONT OPPORTUNITIES ANALYSIS

Just as there are assets to be leveraged on the Pictou Waterfront, there are opportunities for the Town and community to address some of the 'missing pieces' or gaps along the waterfront. There are both spatial and non-spatial opportunities for the Pictou Waterfront:

- Re-instituting a fully-functional Town-operated marina by replacing the former breakwater that was damaged in 2020/21.
- Improving access to interact with the water as there are few opportunities for residents or visitors to be near or touch the water.
- Activating areas with unique experiences along the waterfront through development, reuse, placemaking, and programming.
- Broadening and deepening the historical and cultural narrative told about Pictou to include Indigenous history and culture among other facets of Pictou's and Pictou County's history.
- Creating and enhancing opportunities to move along the waterfront as a pedestrian or cyclist.
- Reallocating space dedicated to automobile parking for public spaces while establishing a logical and intuitive parking program.
- Reducing and eliminating barriers, including fencing and uneven surfaces, along the waterfront to ensure it is a fully accessible space.
- Integrating spaces for play and creativity into existing spaces while creating new opportunities for unstructured play and creativity for all ages.
- Promoting appropriate residential development to support a 'critical mass' of waterfront users and to support local businesses.
- Using wayfinding, public art, and interpretation to reinforce Pictou's Waterfront as a unique and identifiable district.
- Creating formal connections and spatial cues to link the downtown with the Pictou Waterfront.
- Establishing formal procedures and plans to make decisions about the future development of the Pictou Waterfront and to help create mutually-beneficial relationships between the Town and private property owners.



1.7 MARINE AND VISITATION TRENDS

Visitors to Pictou

While precise visitation numbers do not exist for the Town of Pictou, Tourism Nova Scotia's Visitor Exit Survey—a periodical survey used to understand the travel patterns and preferences of visitors—attempts to shed light as to the destinations tourists visited, in addition to the activities they participated in while travelling in Nova Scotia.

In 2019, according to the Survey, 18% of provincial visitors visited the Northumberland Shore (considered as Antigonish County, Pictou County, and the northern half of Colchester and Cumberland Counties), down from 22% of visitors in 2017. The Northumberland Shore is, according to the Survey, the fourth-most visited tourism region in the province, behind the Halifax Region (73%), Bay of Fundy and Annapolis Valley (37%), and the South Shore (30%) and is tied with Cape Breton Island (18%). There is a correlative relationship between distance from Halifax and the percentage of people that visit a certain region—generally, the farther a region is from Halifax, the fewer number of visitors visit that region.

Of the 18% of visitors who travelled to the Northumberland Shore in 2019, 26% visited the Town of Pictou. This means that over one-quarter of people who visit the

Northumberland Shore make a stop in the Town of Pictou. The Town is the third most popular destination in the region, behind Antigonish (35%) and New Glasgow (31%), and followed by Amherst (20%).²⁶

Marine User and Visitor Needs and Trends

The marine-based tourism and recreation economy continues to grow across Canada and Nova Scotia. Across the country, marine sector employment in the tourism and recreation economy has grown from 55,926 people in 2014 to 63,587 people in 2018.²⁷ This increase in employment also coincides with increasing marine visitation across Nova Scotia, particularly for recreational boaters. Investments in marine infrastructure, services, and programming have resulted in year-on-year growth of visitation by recreational boats in locations across Nova Scotia.²⁸

Globally, the recreational boating market is expected to continue to thrive into the late 2020s, from a value of \$16.4 billion (USD) in 2021 to \$23.6 billion (USD) in 2027. This expected growth is linked to a growing tourism industry, increasing levels of disposable income, and decreasing technical skill levels needed to operate modern marine vessels.²⁹

With an expected growth in the marine tourism industry, this will require additional

infrastructure, services, and programming in Pictou to meet the needs of these marine-based users. Recreational boaters, in addition to commercial boaters, have specific needs that impact the function of a waterfront. Like visitors who arrive by automobile or tour bus, boaters need spaces to adequately store and service their boat and obtain services such as fuel, wastewater disposal, restrooms and showers, and laundry. In addition to marine-specific services, recreational boaters also need high-quality services and amenities once they arrive at their destination. This may include culinary experiences and outdoor recreation opportunities. In this case, there is a significant overlap between the land-based needs of those who arrive by boat and those who arrive by automobile or bus—high quality experiences.

Anecdotal information in Pictou would suggest the primary users of the Pictou waterfront and harbour are Nova Scotians who may not necessarily require technical marine details or marine guidebooks; however, visitors from outside of the region, including international visitors would need such information to comfortably navigate the Pictou Harbour. Technical information for recreational boaters must also be accompanied by marine-focused itineraries for marine visitors.

Implications for Waterfront Plan

Parallels can be drawn between the most popular attractions, events, and activities in Nova Scotia; visitor travel patterns; and the existing assets on Pictou's waterfront. The Halifax Waterfront, museums and historic sites, and the Bluenose II are three of the top eight most popular places to visit among travellers visiting Nova Scotia for pleasure³⁰—assets that all currently exist in Pictou in some form or another. Taking into account the travel patterns of visitors and the attractions and activities that visitors choose most frequently to experience, insights can be made with regard to improving the success of Pictou's Waterfront:

- The Pictou Waterfront can fill a regional need for public waterfront spaces.
- Strengthen existing assets on the waterfront and grow the number of high-quality events and attractions. The Hector Heritage Quay and deCoste Performing Arts Centre are two examples of unique and keystone assets in Pictou.
- Celebrate Pictou's unique history and culture by differentiating from what currently exists.
- The marine recreational tourism market is expected to continue to grow over the next decade, making it important that Pictou's marina at Market Wharf is reestablished.

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2. COMMUNITY CONSULTATIONS

2.1 INITIAL ENGAGEMENT OVERVIEW

The Waterfront Plan for the Town of Pictou is intended to provide a strategic vision and concept that will guide the development of Pictou's Waterfront. The plan looks to improve the overall design, layout, and function of the waterfront through a bottom-up approach that ensures the waterfront reflects the goals, aspirations, opinions, and values of Pictonians.

Undertaken during the COVID-19 Pandemic, the Planning Team deployed a variety of online and in-person consultation tools and strategies to collect the ideas, insights, and opinions of residents, businesses owners, and other stakeholders and community members about the future of the waterfront.

The Town created a web page on its website to share details about the project, engagement opportunities, and key dates and milestones. The Town also shared project information and engagement opportunities on its Facebook page.

The Project Team collected feedback from residents, community members, and other stakeholders through the following methods:

- an online Interactive Map;
- online small-group resident discussions;
- local and regional stakeholder focus groups and interviews; and
- waterfront pop-ups, walking tours, and intercept surveying.

The Waterfront Plan project officially launched on August 17, 2021, with a press release to the community. The press release outlined the purpose of the project and how residents could stay involved. It also represented the official launch of the Interactive Map.

The Interactive Map allowed community members to provide location-specific comments on a map of the project area. The map prompted users to highlight what community members love about Pictou's Waterfront, what improvements are needed, and what opportunities exist in the future. The Interactive Map was open for comment between August 17 and September 24, 2021.

The Planning Team also facilitated online group discussions with residents in Pictou. The small-group resident discussions were pre-scheduled and required resident registration. The dates and times for the resident discussions were posted on the project's web page.

The Planning Team also facilitated focus groups and interviews with local and regional business owners, organizations, and stakeholders in September 2021.

In addition to the online methods discussed above, the Planning Team facilitated multiple engagements on the waterfront itself. On September 1 and September 8, 2021, the Planning Team facilitated pop-ups to capture the thoughts of people using the waterfront during the evening. The pop-ups coincided with the Town's "Summer Musical Showcase," which showcased local musical artists who performed on the Market Wharf. Additionally, the Planning Team conducted two walking tours - one with interested participants, and another with employees from Pictou Landing First Nation - and intercept surveying to capture the thoughts of residents and visitors of the town.

The input that was collected during the initial phase of engagement was documented and analyzed in a What We Heard Report, and a summary of the findings from the engagement is presented on the following page.

2.2 SUMMARY OF INITIAL ENGAGEMENT

The feedback for the initial phase of engagement for the Pictou Waterfront Plan was collected through a variety of online and in-person methods. The Planning Team sought to find what people loved about the waterfront and where opportunities exist for the future. Some of the recurring themes throughout the initial phase of engagement included:

- ensuring the waterfront is a **safe, enjoyable, and accessible space** for everyone which helps to foster a sense of community;
- enhancing the existing ways and creating additional ways to **interact with the water**;
- broadening and deepening the **historic and cultural interpretation** of Pictou and the waterfront;
- leveraging the artistic, cultural, and entrepreneurial community to **foster identity, celebrate Pictou, and promote economic development**;
- creating facilities, amenities, and services that enable the **year-round enjoyment of the waterfront** and which balances the needs of residents and visitors;
- establishing a **management structure** and fostering a **sense of collaboration** among residents, organizations, and surrounding communities and municipalities; and

- leveraging the Town's **marine and industrial "institutional knowledge"** and existing assets.

From the input, it is clear that residents, community members, and stakeholders hold the waterfront and downtown in high regard but acknowledge that unlocking the full potential of the waterfront will **require a collective effort**. For the full potential of the waterfront to be realized, property owners, residents, stakeholders and businesses must work together to create high-quality public spaces and experiences for waterfront users. The physical manifestation of the waterfront must reflect a cohesive vision for the future. It must be a public space that people choose to spend their time—an extension of one's own home. The waterfront must also reinforce and reestablish the Town's and community's ties to the water.

Residents and other stakeholders see immense **land- and marine-based potential** for the waterfront. Many respondents see the future of the waterfront as a place of convergence—for ideas, commerce, and most of all, people. Despite physical gaps in the waterfront's built form, the inherent characteristics and history of the waterfront can provide a catalyst to spark new growth in Pictou. The 'institutional knowledge' from the Town's

long-standing industrial and marine history positions Pictou to leverage the potential of the harbour and to continue the tradition of Pictou as an ideal location for marine uses.

Creating a cohesive waterfront also relies on ensuring movement to, from, and within the waterfront is **intuitive, logical, and accessible** for all, regardless of age or ability. The future of Pictou's waterfront must find a balance between automobile users, pedestrians, and other modes of transportation. It must leverage existing assets, like the Jitney Trail while forging new opportunities to ensure a well-connected waterfront.

Like many waterfronts across Nova Scotia and Atlantic Canada, the community sees an opportunity to **draw more visitors** to the Town which could potentially have significant economic spin-offs; however, there was also an appreciation that the needs of tourists and visitors must be balanced with the needs of Pictonians—that the waterfront must first and foremost be a place for Town of Pictou residents to want to **spend their time**. The Waterfront Plan comes at a time of economic transition in the Town and County and can serve as the blueprint and foundation to spearhead new growth. While the economic significance of the pulp mill cannot be understated, respondents

overwhelmingly felt the mill's impact on the air and water have been holding back the potential of the waterfront.

There is also an understanding that the waterfront is more than the physical space it takes up. Pictou and its waterfront is located in a **significant area to the Mi'kmaq** and the future of the waterfront must better represent that significance. The future of the waterfront and downtown must be based on a **shared understanding** of the past and building (and in some cases) re-building, relationships, particularly with Indigenous communities. The waterfront must be an inclusive space where everyone can envisage themselves.

And, finally, just as many see opportunities for the waterfront to be **reinvented and rejuvenated**, many feel a fresh approach to economic development, marketing, and waterfront management would also be beneficial to Pictou. **Collaboration** among businesses, community members, Indigenous communities, and surrounding towns and municipalities will create a cohesive approach to solving common problems and benefiting from common opportunities.

2.3 DRAFT WATERFRONT PLAN ENGAGEMENT

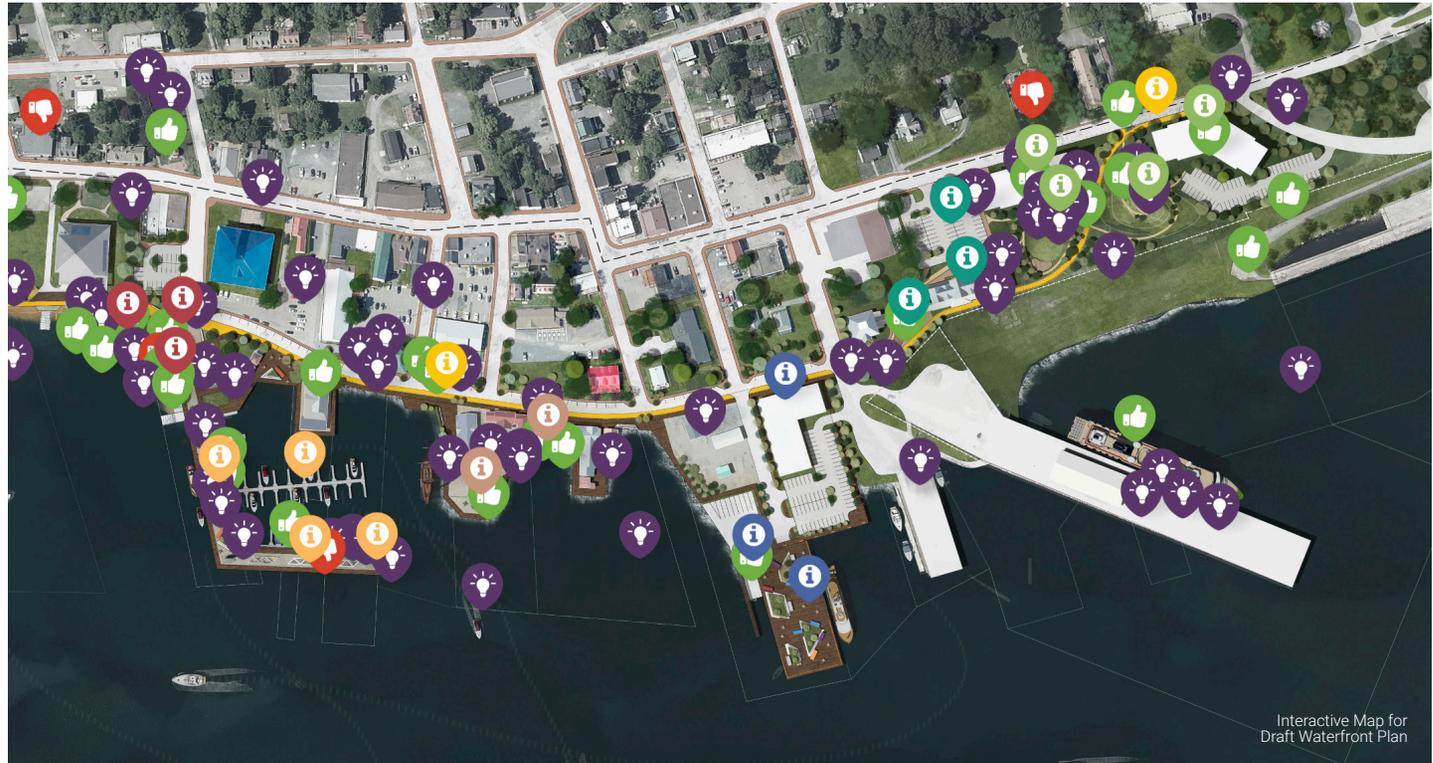
The Draft Waterfront Plan was released to the community on January 20, 2022, and feedback was collected until February 11, 2022. The Plan highlighted the short- and long-term physical changes along the Pictou Waterfront.

The Project Team presented the Draft Waterfront Plan to the community during an online Public Meeting on January 27, 2022, of which 60 participants attended. The Interactive Map was updated to show the Draft Waterfront Plan, and, in total, there were 183 comments left on the map. Input on the Draft Waterfront Plan was also collected through a summary workbook which described the recommendations and allowed community members to provide their input digitally or through hard-copy submission. Approximately 10 stakeholders submitted responses through the summary workbook.

Generally, there was a high degree of support for the proposed changes and respondents suggested additional ways to improve the waterfront, though some concerns expressed included:

- the capital and maintenance costs of the proposed changes;
- potential hazards created by enabling activity near the water; and
- impacts on the ball diamond and Lobster Carnival.

The feedback that was collected on the Draft Waterfront Plan was integrated into the Final Waterfront Plan concept and through changes to the intention of programming and policy recommendations to ensure the Plan reflected local knowledge and opinions.





3. VISION & GUIDING PRINCIPLES

3.1 WATERFRONT VISION

The Waterfront Vision will guide the cohesive development of the Pictou Waterfront and reflects the aspirations and ambitions of the Town and the community. The Waterfront Vision is founded upon input from the community, as well as the fundamental characteristics that make Pictou unique and provides a framework and benchmark for all decisions made by the Town regarding the waterfront.

Pictou's Waterfront will be the centre of civic life and a gathering place of creativity, culture, and innovation. It will be the first-choice public space and destination for residents and visitors with equitable access and inclusion for all. The Waterfront will help strengthen Pictou's connections with surrounding communities and it will spark social, cultural, and sustainable economic opportunities that benefit the town and region. The Waterfront will be reflective of the diverse history, heritage, and cultures that have occupied Pictou and its surrounding areas, all the while ensuring the Town and community continue to evolve together.

3.2 GUIDING PRINCIPLES



CELEBRATING THE WATERFRONT AND ENVIRONMENT

Located on the pristine Northumberland Shore, Pictou's Waterfront will celebrate the uniqueness of Pictou and the region it's located within. The layout of the streets, the placement of buildings, and the topography that gently rises from the coast, contrast the human and natural environments at the interface of land and sea. The richness of the lands and waters has been fundamental to human activity and perseverance for thousands of years.



HOLISTIC HISTORY

The story of Pictou, its waterfront, and the region will be told through a comprehensive and holistic historic lens. From the region's first people, the Mi'kmaw, to the first settlers of the Town, and continuing to Pictou's industrial and marine history, the waterfront will actively portray the breadth and depth of Pictou's history. From Pictou's built form to the interpretation of the waterfront and harbour itself, the manifestation of the waterfront will actively play a role in telling how Pictou came to be.



INCLUSIVITY

The Pictou Waterfront will be an inclusive space where anyone and everyone feels welcome. The Waterfront Plan will seek to eliminate all cultural and physical barriers to ensure the waterfront is accessible and inclusive to all.



STIMULATE ECONOMIC DEVELOPMENT

As Pictou's Waterfront is revitalized and rejuvenated, new and exciting economic development opportunities will emerge. Land- and marine-based opportunities will stimulate entrepreneurship and the vitality of the downtown and waterfront for locals, Pictou County residents, and Indigenous community members.



MEANINGFUL AND MEMORABLE EXPERIENCES

The revitalization of the Pictou Waterfront will present opportunities to create new meaningful and memorable year-round experiences for Town residents, community members, and visitors of Pictou. The Waterfront Plan will first and foremost, however, ensure the waterfront and town are great places to live.



MAKING CONNECTIONS

The Pictou Waterfront will be the local and regional nucleus that ties the community and region together, and it will be the focal point that draws locals, Pictou County residents, and visitors to the town. The Pictou Waterfront will socially, economically, and culturally connect surrounding regions to strengthen symbiotic relationships, capitalize on common opportunities, and solve shared problems. The waterfront will leverage land- and sea-based opportunities to connect Pictou and the waterfront to the region and beyond.



SHOWCASING CREATIVITY

The Town of Pictou and the communities and towns outside of its jurisdiction have a rich history and culture of artistic and creative endeavours. The Pictou Waterfront will present new opportunities to promote and elevate local artists, crafters, and artisans to showcase their work and talent.



COLLABORATION AND MANAGEMENT

The long-term success of Pictou's Waterfront will be dependent on strategic and collaborative efforts between the Town and its residents, surrounding municipalities and First Nations communities, and stakeholders. As a dynamic and ever-changing space, the waterfront will also require ongoing management of existing and future assets, amenities, and programs.



4. RECOMMENDATIONS OVERVIEW

4.1 RECOMMENDATIONS OVERVIEW

The recommendations for the Pictou Waterfront propose short- and long-term strategic moves that will leverage the Town's historic, natural, and cultural assets. Taken together, these recommendations will position Pictou's Waterfront as the first-choice destination for residents, visitors, and businesses in the region. The physical changes and improvements to the waterfront are shown on the site plan on page 28.

The changes proposed for the Pictou Waterfront not only include alterations to its physical form and function, but they include non-spatial policy and programming initiatives that will help to maximize the waterfront's and Town's potential. The recommendations of this Plan are outlined on the following pages through a series of project sheets. Each project sheet provides a description of the recommendation, steps to implementing the recommendation, potential costs (Class D), potential partners, and who is responsible for implementing the recommendation.

The recommendations, including the recommendations for the site plan, have been broken down into five high-level categories and are highlighted on the following pages.

Identity & Promotion

Pictou's Waterfront offers a distinctly unique experience for residents and visitors. The Town's marine industrial and Scottish-Gaelic history have distinct prominence on the waterfront, but there is not a clear or comprehensive telling of the Town's or region's entire history. Improving the breadth and depth of the story that's being told through interpretation and an enhanced visual identity is vital for the future of the waterfront.

Coupled with improvements to the waterfront's interpretation and identity is the need for greater year-round promotion to targeted user groups. Locals, tourists, and marine visitors all have different needs so the promotion of the waterfront must be strategic.

Go to page 31 for the recommendations regarding the Identity & Promotion of the waterfront.

Access & Corridors

As the geographic, cultural, and historic centre of Pictou, the waterfront is the focal point for many residents and visitors of the Town. They are drawn to the waterfront for its many services and amenities, the opportunities to interact with Pictou Harbour, and the cultural and historic experiences that are available.

The recommendations in this section look to improve movement to, from, and within the waterfront and downtown by creating a multi-modal transportation network that is supported by clear and consistent wayfinding and signage and subtle cues to draw people to the Pictou Waterfront.

Recommendations that improve Access & Corridors on the waterfront begin on page 43.

Area Improvements

The Area Improvements are the key physical changes that will reshape Pictou's waterfront. The recommendations focus on improvements to the physical form and function of the waterfront through short- and long-term strategic moves. The Area Improvements are shown on the Site Plan on page 28.

The recommendations for the improvements are broken down into smaller areas, where specific detail, renderings, and plans are provided. The areas of improvement include the deCoste Performing Arts Centre, the CN Train Station, and the Market Wharf and Marina.

Skip to page 53 to see the improvements for each area along the waterfront.

Programming

Programming includes those 'soft' changes along the waterfront that make it a more enjoyable space to be and initiatives that help to implement the Waterfront Plan. Programming does not necessarily need to be undertaken by the Town, but it can be spearheaded by local community groups and landowners.

The programming recommendations focus on leveraging and promoting artistic and creative endeavours to create a socially, culturally, and economically sustainable waterfront. The recommendations also include programs and initiatives that will help to realize the Waterfront Plan in its entirety.

Programming recommendations begin on page 73.

Planning & Policy

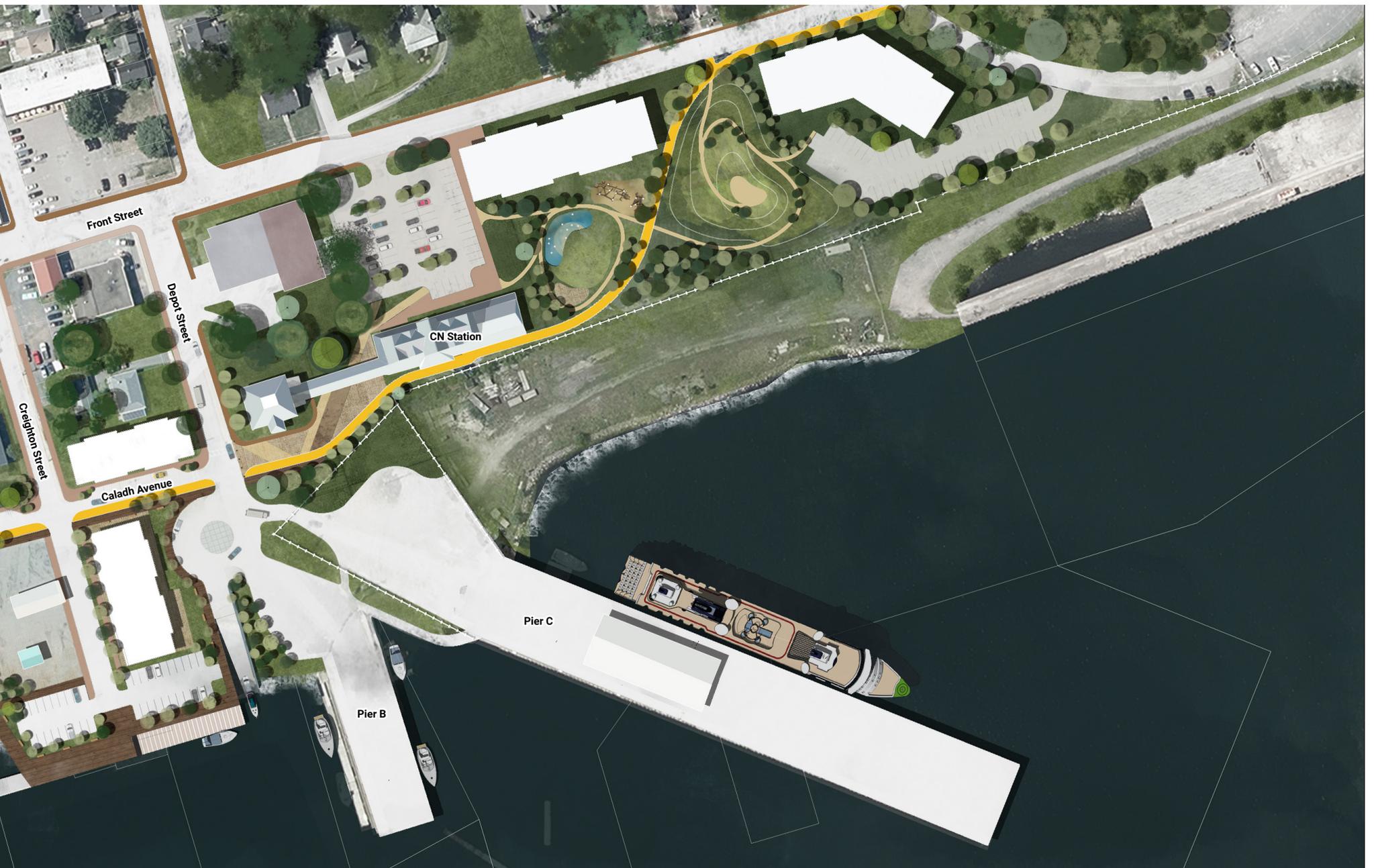
Changes in land use planning policies and regulations are essential in realizing the vision of the Waterfront Plan. The Planning & Policy recommendations include those recommendations that will look to ensure that future growth and development in the downtown and along the waterfront coincide with the vision for the waterfront.

These recommendations begin on page 81.



4.2 SITE PLAN





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5. IDENTITY & PROMOTION

5.1 RECOMMENDATIONS OVERVIEW

Recommendations in this section are intended to create a unique design identity for the Pictou Waterfront, to adopt a more comprehensive interpretive approach, and to establish promotional tools and strategies that draw residents and visitors to the Pictou Waterfront year-round.

The following recommendations will help to accomplish this goal, and they are described in more detail on the following pages:

- IP1 Develop a Pictou Waterfront Identity**
- IP2 Develop a Palette of Site Furniture**
- IP3 Adopt a Holistic Interpretive Approach**
- IP4 Promote the Waterfront to Locals**
- IP5 Promote the Waterfront to Tourists**
- IP6 Promote the Waterfront to Marine Visitors**



IP1 Develop a Pictou Waterfront Identity

Place branding is the process of developing and promoting a recognizable, attractive and cohesive visual identity for a defined area in order to give it an improved sense of place. A cohesive visual identity for the Pictou Waterfront will intuitively communicate the character of the area and help encourage more people to visit. Furthermore, it can create a strong and long-lasting foundation from which to build on, which can be integrated into other waterfront initiatives such as a website, area signage and maps, street furniture, maps and other marketing and promotional materials.

A new visual identity should be developed by a place branding expert that will contribute to building a distinct sense of place and enhance the Pictou Waterfront's beautiful natural setting. The brand can

consist of a wordmark or image, typeface and colour palette that, together, aim to subtly reference the Pictou Waterfront. The visual identity can be applied to physical interventions along the waterfront in signage and street furniture, for example. It can also be applied to marketing and promotional materials, such as a website, brochures, or branded merchandise.

The visual identity should be distinct to the Pictou Waterfront and aim to communicate the rich history of the area and its progressive future. An analysis of other nearby place branding exercises (i.e., the Town of Pictou brand and Hector Heritage Quay brand) should also be completed to ensure that all the place brands do their job effectively while still working well together.

Guiding Principles Achieved

1 2 3 4 5 6 7 8

Implementation Timeline

Short Term (Years 1-3)

Responsibility

Town of Pictou

Potential Partners

Develop Nova Scotia, deCoste Performing Arts Centre, Pictou Landing First Nation, Ship Hector Society

Steps to Implementation

1. Hire a marketing, communications, and design firm to prepare an identity, wayfinding, interpretation, and communication strategy, ensuring that Mi'kmaq partners shape the terms of service and reference.

Potential Costs

Identity, Wayfinding, Interpretation, and Communication Strategy:
\$85,000 + HST

IP2 Develop a Palette of Site Furniture

Site furniture, such as benches, waste bins, bicycle racks, and picnic tables can considerably enhance the comfort and convenience of visitors to the waterfront. In addition, it can also help define and enhance the attractiveness of unique spaces throughout the area.

Currently, a wide variety of site furniture is found throughout the waterfront—some of which are outdated or require maintenance. A set of standardized site furniture is proposed, which aligns with the waterfront identity proposed in the previous section.

Benches

Benches allow waterfront users to stop to rest, socialize, or comfortably admire a view or landmark. A new street bench collection is proposed called the Ogden by Maglin. It is a modern, multi-functional, and modular bench system that comes in a wide spectrum of colours and arrangements. The benches can be assembled into geometric shapes to create curved or straight, backed or backless bench configurations, with optional additions for side tables, stools, planters and table tops.

Experiential seating options, such as hammocks, loungers, and Adirondacks are also provided in different areas of the waterfront. These types of seating offer a different experience for waterfront visitors, enabling them to comfortably hang out in a spot for longer than a hard topped bench would allow. They are also out-of-the-ordinary and can serve as a great photo or "selfie" spots.

Seating should be placed strategically in order to get the most use out of them. The following criteria should be used when

placing a bench. Benches should:

- face toward human activity or scenic views, not away from them;
- face south (whenever possible) to allow for maximum solar exposure during winter months;
- be placed at a minimum interval of 100 metres in busy areas to allow visitors to take regular breaks;
- provide windbreaks such as planting beds to provide shelter from prevailing winds and create a sense of enclosure; and not block pedestrian thoroughfares.



OGDEN COLLECTION BY  MAGLIN®



HERCULES ROPE HAMMOCK BY 



AMERICANA LOUNGE CHAIR BY 



STUDIO 431 HANGING CHAISE BY 

Waste Stations

The regular placement of multi-stream waste stations along the waterfront will help reduce litter and debris from finding its way on the street, wharf or in the water. Waste stations should be attractive, durable and easy-to-maintain, and be provided at regular intervals along the waterfront.

The Bigbelly waste station is a commonly used waste management system in many public spaces throughout North America.

The bins are rich in features and are fully customizable. They offer high capacities with multiple streams for waste, paper, compost, and recyclables. In addition, the bins can include public Wi-Fi service to enhance the visitor experience and enable waterfront visitors to linger longer in a connected environment. The company claims that maintenance crews reduce collections by up to 80%. They also offer models that include solar compactors and electrical outlets.

Bollards

The 500 Bollard by Maglin is a sleek and modern pedestrian bollard that controls traffic without detracting from the appearance of other site amenities. Bollards can be painted in a variety of colours and come in removable options as well.

Planters

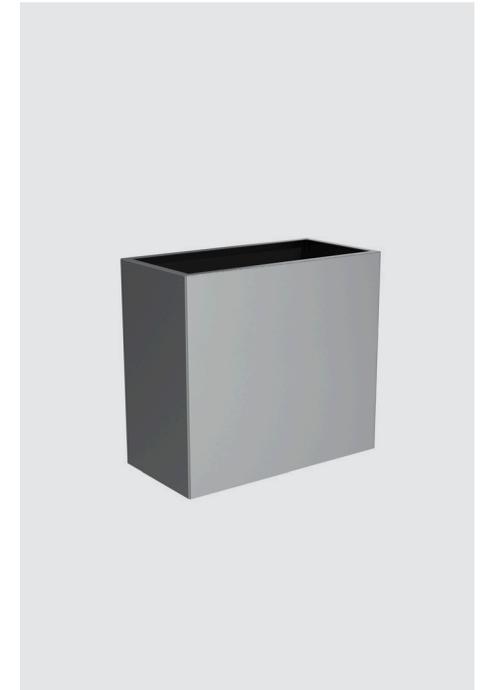
The 1500 Planter by Maglin is available in square and rectangular shapes of differing heights and can be lined up together to create a wall of landscaping or placed alone. The structure is made from robust formed steel while a polyurethane/polyurea waterproof coating coats the inside, eliminating the need for an additional liner and come in a variety of colours.



HIGH CAPACITY KIOSK BY 



500 BOLLARD BY  MAGLIN®



1500 PLANTER BY  MAGLIN®

Bicycle Parking

Effective bicycle parking is an important service to offer residents and visiting cyclists, especially given that the waterfront is located along the Jitney Trail and Blue Route. Without effective bicycle parking, cyclists will feel uncomfortable stopping at a destination or they will lock their bicycles to improvised locations, such as trees, posts, or railings.

Ideally, bicycle racks should offer two points of contact, accommodate both

cable-style locks and u-locks, provide adequate space to get bicycles in and out; and be located in an area of high visibility to make it easy for cyclists to find.

The proposed bike rack, the Downtown by Dero, is standard in urban settings. They are simple, easy to maintain and can be installed in any number of configurations. They can be surface mounted onto an existing concrete pad or fixed to one another and anchored onto a wooden or natural surface. They also offer an

opportunity to include place brands or icons in the centre of the rack loop. Given its locations along the Jitney Trail and Blue Route, it may be beneficial to provide a large centralized and sheltered bike storage facility near the trail, such as the Kolo Shelter by Dero. These are large shelters that can accommodate a large number of bicycles, while also providing overhead shelter.

Similarly, bicycle tool stations like the Fixit by Dero can also be provided in strategic

locations in order to encourage cycling into the waterfront. Several off-the-shelf products are available that include tools necessary to perform basic bike repairs and maintenance, including changing a flat and adjusting brakes/derailleurs. Tools are typically attached to a stand with stainless steel cables and tamper-proof fasteners. Hanging the bike from the hanger arms allows the pedals and wheels to spin freely while making adjustments.



DOWNTOWN BY  DERO



KOLO SHELTER BY  DERO



FIXIT BIKE REPAIR BY  DERO

Lighting

The Pictou Waterfront offers a unique combination of traditional, historic districts and modern public spaces. Recognizing this, two types of lighting fixtures are proposed that offer a complementary juxtaposition of "old" and "new."

Existing lighting along Caladh Avenue and some areas of the waterfront is provided by pedestrian style street lamps with high-pressure sodium (HPS) bulbs. These fixtures provide a warm and ambient yellow-orange glow throughout the street,

illuminating both the roadway and the waterfront. The street lights along Caladh and new fixtures in historic areas such as the Quay District are proposed to be replaced with a more traditional light fixture, such as the Cosmo by Lumca. The existing street lights can also be retrofitted to replace the HPS bulbs with more energy efficient LED heads. This would improve energy cost savings and will also help match the colour profile of the new lights.

The new areas and public spaces proposed in this plan will require additional area

lighting. A modern and versatile family of lighting is required to meet these needs. The Luuma series by Canadian company Lumca, is an attractive family of lighting products that include luminaries, bollards, light columns, wall packs and arches. They are available in multiple configurations for maximum flexibility and feature efficient optical systems for high energy savings.

The Luuma comes in a variety of colours; however, the standard black finish will complement the traditional street lamps on Caladh Avenue nicely.



COSMO BY 

LUUMA BY 

Guiding Principles Achieved
1 2 3 4 5 6 7 8
Implementation Timeline
Short Term (Years 1-3)
Responsibility
Town of Pictou
Potential Partners
Pictou County Trails Association, Accessibility Advisory Committee, Ship Hector Society
Steps to Implementation
1. Hire a marketing, communications, and design firm to establish a palette of street furniture as part of the identity, wayfinding, interpretation, and communication strategy (Recommendation IP1).
Potential Costs
Included in Recommendation IP1

IP3 Adopt a Holistic Interpretive Approach

Site interpretation is a form of information sharing that helps residents and visitors learn more about where they are by providing small, digestible pieces of information. Information that's shared can include the history and culture of an area, but it can also cover the natural environment, architecture, or other relevant topics. Interpretation can be static (e.g., a display board with text), or it can be interactive or include multi-sensory or multi-media (e.g., audio) implementations.

The approach to interpretation on Pictou's Waterfront is in need of an update and refresh. Today, the waterfront is largely told through a singular lens—that of the early Scottish settlers that arrived upon the Ship Hector in 1773. While the significance of the Ship Hector should not be overlooked, the breadth and depth of possible interpretation themes should be expanded while finding ways to appropriately integrate existing interpretation into the future of the Pictou Waterfront.

Potential sites that are well-suited for waterfront interpretation include:

- the Northumberland Fisheries Museum,
- the Hector Heritage Quay,
- the deCoste Performing Arts Centre,
- green spaces, and
- the CN Train Station.

Potential interpretive themes and sub-themes for the Pictou Waterfront are:

The Natural Environment

- **Marine Life:** The Pictou Harbour is a rich marine environment with various aquatic species including oysters, mackerel, and striped bass.
- **Beaches and Dunes:** The Lighthouse Beach Nature Reserve is located just outside Pictou and is home to the endangered piping plover.
- **Avian Species:** Several bird species can be seen in the town and along the waterfront, including the double crested cormorant and bald eagle.

Colonial History

- **Early Scottish Settlers:** The Ship Betsy and Ship Hector carried some of the first inhabitants of Pictou to the region. Many early inhabitants were driven from Scotland during the 'Highland Clearances', finding refuge in Pictou.
- **Shipbuilding:** Shipbuilding was one of the first industries to take off in Pictou and is still a significant contributor to the economy today.
- **Lumber, Fishing, and Coal Industries:** The lumber, fishing, and coal industries were at one point or another important in the early days of Pictou's development as a community and Town.

Contemporary Pictou

- **Wartime Efforts:** Because of Pictou's shipbuilding expertise, it was the site of many significant wartime efforts, including the building of 24 Park Ships during a period of two years during World War II.
- **The Railroad:** The railroad helped connect Pictou to the rest of Canada and its legacy is still imprinted on the Town at the CN Train Station and Caladh Avenue.
- **Architectural Change:** Pictou has a uniquely Scottish architectural built form. Building forms, styles, and techniques could form part of the waterfront's interpretation.

Mi'kmaw History and Culture

As part of a holistic interpretive approach, it is important that the Town, through a consultative approach, works to integrate interpretation of Mi'kmaw heritage and culture into the waterfront. Interpretation of Mi'kmaw heritage and culture must be done by Mi'kmaq people.

Any efforts should focus on creating interpretation with, rather than simply about the Mi'kmaq people. The pieces of heritage and culture that become part of the waterfront's interpretation and how that heritage and culture is interpreted, must be at the discretion of the Mi'kmaq people. Compensation for individuals who contribute should also be provided. The Town should continually, over the life of this Plan, work to engage and build relationships with local First Nation communities.

Guiding Principles Achieved
1 2 3 4 5 6 7 8
Implementation Timeline
Short Term (Years 1-3)
Responsibility
Town of Pictou
Potential Partners
Develop Nova Scotia, deCoste Performing Arts Centre, Pictou Landing First Nation, Museum of Industry, Northumberland Fisheries Museum
Steps to Implementation
1. Hire a marketing, communications, and design firm for Interpretation and Graphic Design (IGD) Services as part of the identity, wayfinding, interpretation, and communication strategy (Recommendation IP1).
Potential Costs
Included in Recommendation IP1

IP4 Promote the Waterfront to Locals

One of the overarching goals of the Pictou Waterfront Plan is to strengthen and reinforce Pictou's Waterfront as a place that can be enjoyed by local Pictonians. Part of locals being able to enjoy and use the waterfront is clear and consistent promotion of the waterfront, events, and changes that occur over the life of this Waterfront Plan.

The Town can proactively work to ensure the waterfront is adequately promoted to its residents through the development of a waterfront promotion strategy. Once developed, the Town should continuously implement the strategy to draw locals to the waterfront. Elements of the strategy should include:

Developing a Webpage and Social Media Campaign for the Waterfront Plan

Making the physical changes along the waterfront will be a significant undertaking by the Town and should be celebrated each step of the way. On the Town's main website, a page dedicated specifically to this initiative could be created. The webpage could include information on the overall project, key pieces of the waterfront redevelopment, how community members can get involved, a photo gallery, and other information related to the project.

Alongside the webpage, a social media campaign showcasing the changes made along the waterfront will serve to raise awareness of the Waterfront Plan and could help attract more locals to use the waterfront. The Town could use its existing social media channels or develop waterfront and downtown specific social media channels to share content.

Developing a Webpage for the Waterfront on the Town's Website

As the Waterfront Plan is fully realized, a greater number of Pictou's residents will come to use the district in their daily lives. A webpage could be dedicated to showing residents what opportunities there are on the waterfront and how the waterfront fits into the parks, recreation, and open space network. The webpage could also highlight amenities that are available on the waterfront (e.g., public wifi, swimming areas, etc.). Any programming or partnerships developed by the Town, such as an 'introduction to boating' program, should also be shared with residents and community members

Creating a Community Calendar for Events

Throughout the engagement for this Waterfront Plan, residents and community groups often cited not knowing what events were happening throughout the town. By creating a community calendar on the Town's main website that community groups can submit their events to, residents and other community groups may become more aware of what events are happening. A community calendar may also result in more co-led community events, helping to maximize resources and to connect community groups from outside of Pictou with those in the town.

Such a website would require some preparatory ground laying where the Town would need to reach out to community groups to ensure they are aware of the community calendar and how they can submit their events.

Guiding Principles Achieved
Implementation Timeline
Short Term (Years 1-3)
Responsibility
Town of Pictou
Potential Partners
Community groups and organizations, Ship Hector Society, deCoste Performing Arts Centre
Steps to Implementation
<ol style="list-style-type: none"> 1. Create separate webpages on the Town's website regarding the waterfront development and for the waterfront as a community space. 2. Create a community calendar on the Town's main website. 3. Develop a social media campaign and methodology to post about project changes and highlights.
Potential Costs
Website Services: \$5,000 -10,000 + HST

IP5 Promote the Waterfront to Tourists

Pictou sees a significant number of tourists and visitors throughout the summer months who come to take in the waterfront and the offerings of the town. Visitors and tourists do not only include out-of-province or out-of-county visitors, but it includes Nova Scotian and regional residents who travel to the Northumberland Shore for day trips or as part of multi-day trips. As one of the few waterfronts destination on the Northumberland Shore, there is a huge opportunity for Pictou's Waterfront to fill a regional gap that is missing; however, this evolving asset must be adequately promoted to visitors. Just as a promotional strategy is needed for locals, the Town should develop a strategy to promote the waterfront to communicate all it has to offer to visitors, and continually implement it once created. This strategy may include:

Using Print Material Promotion

Despite the tendency to defer to digital technologies, many people, especially travellers, receive their information from printed materials. Print material specifically aimed at advertising Pictou and Pictou's Waterfront should be developed and placed in high-impact areas such as Nova Scotian and other maritime visitor information centres (VICs), areas with high visitation from travellers (e.g., Halifax Waterfront, Peggy's Cove, Lunenburg waterfront), and on the Prince Edward Island to Nova Scotia ferry. The print materials should highlight the offerings of Pictou while differentiating it from other regional and provincial hot spots.

Developing a Social Media Campaign

Just as a social media campaign will help to inform locals of what is happening on the waterfront, a social media campaign aimed at attracting visitors could also be undertaken by the Town. Not only should the information highlight the physical features of the waterfront, but highlighting the breadth and depth of experiences could help attract more visitors to Pictou.

The social media campaign to attract tourists should be two-pronged:

- Use the Town's social media channels to promote content directed to tourists. The Town could partner with a social media influencer to help with content creation directed to potential visitors.
- Work with 'higher-level' organizations, including Tourism Nova Scotia and Destination Eastern and Northumberland Shores, to create and push content through their social media channels. Tourists and visitors may be more likely to get their travel information and inspiration from regional or provincial agencies as opposed to the Town's.

On-Site Promotion

Promotion of waterfront amenities and services should also be actively promoted on the waterfront. A visitor should be able to find out where amenities are located and where the key destinations are when they are on the waterfront. On-site promotion can be achieved through a comprehensive wayfinding and signage program, which is described in greater detail in **Recommendation AC2**.

Guiding Principles Achieved



Implementation Timeline

Medium Term (Years 4-7)

Responsibility

Town of Pictou, Market Wharf and Marina, Destination Eastern and Northumberland Shores, Pictou County Regional Enterprise Network

Potential Partners

Develop Nova Scotia, Tourism Nova Scotia, Destination Eastern and Northumberland Shores, Pictou County Regional Enterprise Network

Steps to Implementation

1. Develop a comprehensive and multi-faceted promotion campaign and materials to advertise the Pictou Waterfront to tourists.

Potential Costs

Ongoing print and advertising costs

IP6 Promote the Waterfront to Marine Visitors

Pictou is ideally placed to capitalize on expected growth in the recreational boating market. As the Waterfront Plan is implemented and additional marine spaces and amenities become available, a comprehensive marketing, promotion, and communication strategy will be needed. The strategy should focus on promoting the waterfront and its amenities and services to prospective marine visitors. While the implementation of the strategy should follow upgrades to the Market Wharf and Marina (**Recommendation A12**), the Town can begin preparing the strategy in the short term.

Some elements of a comprehensive marketing, promotion, and communication strategy may include:

Targeted Ads for Marine Visitors

Once the existing marina is fully operational and additional services and amenities, such as fuel and pumping stations, become available to the public, targeted ads to potential marine visitors should be created as part of a communication and marketing plan. Pictou's location within Atlantic Canada makes it an ideal stopping ground for trips around the Atlantic Provinces, while it also provides access to the North (Greenland and the Northwest Passage) and the St. Lawrence River. The ads should highlight all the services that are available to marine visitors and where potential visitors can find more information.

Develop a Marine Guidebook with Technical Maritime Detail

Technical travel information is important in the decision-making of potential marine visitors. Information regarding the chart depth of the harbour, berth sizes and fees, and services available should all be available to anyone who wishes to visit the town. This information should be easily available on the Town's or marina's website and updated on a regular basis. Information in a marine guidebook should also include:

- the address and contact information for the marina;
- the hours and months of operation;
- all marine services that are available (at the marina and in the region); and
- prices for berthing.

Because many marine visitors plan their trips in the off-season (fall, winter, and spring), there should be a contact at the Town or marina available to speak to potential visitors year-round.

Develop Marine-Focused Itineraries

Like land-based visitors, marine visitors plan their travel around the availability of services and experiences but are somewhat more restricted than other travellers. The lack of a private automobile can be a limiting factor for marine visitors and highlights the importance of planned itineraries that attract and keep marine visitors in a region. The comprehensive marketing, promotion, and communication strategy should include efforts to develop short- to medium-length itineraries for marine visitors. While the development of these itineraries falls outside of the scope of the Town's responsibilities, it can work with its partners such as Destination Eastern and Northumberland Shores to ensure they are developed.

Guiding Principles Achieved
1 2 3 4 5 6 7 8
Implementation Timeline
Short Term (Years 1-3)
Responsibility
Town of Pictou, Market Wharf and Marina, Destination Eastern and Northumberland Shores, Pictou County Regional Enterprise Network
Potential Partners
Develop Nova Scotia, Tourism Nova Scotia, Destination Eastern and Northumberland Shores, Pictou County Regional Enterprise Network, Atlantic Canada Cruise Association
Steps to Implementation
1. Hire a marketing, communications, and design firm to develop a waterfront marketing, promotion, and communication strategy as part of Recommendation IP1 .
Potential Costs
Included in Recommendation IP1

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6. ACCESS & CORRIDORS

6.1 RECOMMENDATION OVERVIEW

Recommendations in this section aim to reinforce the Pictou Waterfront as the geographic, cultural, and historical centre of Pictou. As the focal point of the Town and region, a clear and logical transportation network to the waterfront and along the waterfront is necessary. The following recommendations will help to achieve the Town's goal of facilitating connections along the waterfront and ensuring access.

- AC1 Extend the Jitney Trail and Create 'Waterfront Loop'**
- AC2 Develop a Waterfront Wayfinding System**
- AC3 Link the Downtown and the Waterfront**
- AC4 Develop an Integrated Approach to Parking**
- AC5 Improve Waterfront Access from Rotary**

1

Celebrating the Waterfront and Environment

2

Holistic History

3

Inclusivity

4

Stimulate Economic Development

5

Meaningful and Memorable Experiences

6

Making Connections

7

Showcasing Creativity

8

Collaboration and Management

AC1 Extend the Jitney Trail and Create 'Waterfront Loop'

The Jitney Trail is a highly-used and loved recreational asset in the Town and region, and is used by walkers, joggers, cyclists, and more. The trail forms part of the Trans Canada Trail, a network of multi-use recreational trails that extends across Canada, and is part of Nova Scotia's Blue Route bicycle network. The Jitney Trail formally begins just south of Louisville and terminates at the Market Wharf and Marina at which point the trail becomes the Pictou to Caribou Connector. The Pictou to Caribou Connector runs along Three Brooks Road and connects to the Caribou Ferry Terminal. This recommendation prioritizes the extension of the Jitney Trail to create a promenade-like environment, while also facilitating a 'waterfront loop' for automobile drivers.

Jitney Trail Multi-Use Path

In its current configuration, the transition between the Jitney Trail and the Pictou to Caribou Connector is unclear and there is no dedicated space for trail users along Caladh Avenue. Trail users arriving from the west must either connect to the boardwalk or the Town's sidewalk system, creating potential user conflicts. Users arriving from the other direction are met with no clear route to move along the waterfront. Extending the Jitney Trail as a multi-use path along Caladh Avenue to the CN Train Station will create a safe, logical, and accessible route through Pictou for trail users and will help to connect both ends of the waterfront.

This recommendation will be achieved by turning Caladh Avenue into a one-way street with on-street automobile parking on the north side of Caladh Avenue. The multi-use path will be located on the south side of Caladh Avenue and is approximately three metres in width. The path will be between the boardwalk along Caladh Avenue and the driving lane for vehicles on Caladh Avenue. At three metres in width, there is enough room to accommodate bi-directional traffic of trail users and means the pathway could be separated from the automobile travel lane with planters, Jersey barriers, or flexible posts and bollards.

With the addition of landscaping, sidewalk bump-outs, and new development along Caladh Avenue, the extension of the Jitney Trail will help to create a promenade-like environment. The promenade will support multi-modal transportation, prioritizing pedestrian and active forms of movement along Caladh Avenue, while enabling convenient access to waterfront amenities and services. Where tree planting does occur, the Town may consider using soil cell technologies to ensure the trees have enough soil volume for long-term growth. Soil cells help mitigate soil compaction in urban environments. Street trees will also require metal grates around their base and soil.

Waterfront Loop

The Jitney Trail Multi-Use Path will effectively create a 'Waterfront Loop' for automobile drivers. Currently, many drivers

on Water Street turn south onto Market Street in order to connect to Caladh Avenue. With the proposed change, drivers entering the waterfront from West River Road may be more likely to drive down Water Street through downtown Pictou in order to reach Caladh Avenue.

Not only will the Waterfront Loop help to bring more automobiles down Water Street, potentially bringing more customers to local businesses, but it could help to alleviate parking concerns on the waterfront. With the implementation of the Jitney Trail extension, boardwalk, and improvements in wayfinding signage (**Recommendation AC2**), the parking lot at the CN Train Station will be a realistic option for visitors to park their vehicles and explore the rest of the waterfront as a pedestrian or cyclist.

As part of this recommendation, a Commercial Truck Route Policy may be required. For commercial trucks arriving to the waterfront, their route should follow Denoon Street, to Welsford Street, to Front Street, to Depot Street. Currently, commercial trucks use parts of Caladh Avenue as their route to the waterfront and require large turning radii, taking away from the amenity along the waterfront. By directing commercial trucks down the route listed above, their presence can be limited on major street along the waterfront all the while enabling them to support businesses and industries. For trucks leaving the waterfront, Coleraine Street to Church/Denoon Street may be the most appropriate route.

Guiding Principles Achieved
1 2 3 4 5 6 7 8
Implementation Timeline
Short Term (Years 1-3)
Responsibility
Town of Pictou
Potential Partners
Waterfront businesses, deCoste Performing Arts Centre, Accessibility Advisory Committee
Steps to Implementation
<ol style="list-style-type: none"> 1. Develop policy for commercial truck travel within the downtown and Pictou Waterfront. 2. Hire an engineering and construction firm to change street layout and to install updated street signage and street markings.
Potential Costs
Infrastructure Upgrades: \$5,907,000 + HST





CALADH AVENUE AND JITNEY TRAIL MIXED USE PATH (A)

The extension of the Jitney Trail through the waterfront and the formal boardwalk will create a promenade-like environment along Caladh Avenue.

AC2 Develop a Waterfront Wayfinding System

An important guiding principle of this Waterfront Plan is to make connections (Guiding Principle #6). An intuitive wayfinding system throughout the waterfront would accomplish this by directing people into and throughout the Pictou Waterfront.

Good wayfinding systems help visitors navigate through an area easily and use sign messaging, symbols and colours that legibly and intuitively communicate with users.

Wayfinding signs also provide an opportunity to incorporate the proposed Waterfront identity throughout the area, establishing the area as a unique and

special place while also improving the sense of arrival for visitors.

A wayfinding system should include directional fingerboard signs, as well as orientation signs. Both sign types should integrate the results of the Pictou Waterfront Identity Study (see **Recommendation IP1**).

Directional fingerboard signs provide the necessary information to circulate users throughout the waterfront. These signs should be located at key decision points such as entry and exit points, intersections, junctions and destinations.

Orientation map panels should include a map of the Pictou Waterfront that includes key destinations, amenities and businesses. They typically include a “you are here” indicator to help visitors orient themselves within an area and find their intended destination. Orientation map panels should be placed in regular intervals along the waterfront, including one at either end of the area (such as the deCoste Performing Arts Centre and the CN Train Station or Waterfront Common) and one in the middle (such as the Hector Heritage Quay).

The orientation map panels use the same black steel structure as the interpretive panels.



EXAMPLES OF WAYFINDING SIGNS

Guiding Principles Achieved

1 2 3 4 5 6 7 8

Implementation Timeline

Short Term (Years 1-3)

Responsibility

Town of Pictou

Potential Partners

Waterfront businesses, Accessibility Advisory Committee, Ship Hector Society

Steps to Implementation

1. Hire a marketing, communications, and design firm to develop a wayfinding strategy as part of the identity, wayfinding, interpretation, and communication strategy (**Recommendation IP1**), ensuring that Mi'kmaq partners shape the terms of service and reference.

Potential Costs

Included in **Recommendation IP1**

AC3 Link the Downtown and the Waterfront

Geographically, Water Street and Caladh Avenue are the key corridors of Pictou's downtown and waterfront, respectively. Water Street's distinctive streetscape, characterized by two- to four-storey structures and commercial storefronts at grade contributes to Pictou's commercial core. Many of the structures are distinctively Scottish in their architecture—especially the prominence of stone facades. At Coleraine Street, Water Street jogs south and turns into Front Street. Caladh Avenue, which runs parallel to Water Street, offers a uniquely different pedestrian experience. Buildings are generally shorter (one to three storeys), set further back from the street, and there are several vacant lots or large areas of land dedicated to automobile parking. Connecting these areas—Caladh Avenue and Water/Front Streets—are a series of six perpendicular streets.

Over a distance of approximately 400 metres, these six streets provide direct connections between the waterfront and the downtown, including Market Street, Commercial Street, Coleraine Street, and Depot Street. Not only do these streets provide physical access to the waterfront, but they also provide pedestrians and automobile drivers spatial cues and a visual reference for how to access the waterfront. Protecting these views is critical in linking the waterfront and the downtown, but these spatial corridors also represent opportunities to link Water Street to through waterfront initiatives, programming, and policy.

Placemaking

In collaboration with the community, the Town could explore projects to help create draws from Water Street to Caladh Avenue, and vice-versa. Though placemaking initiatives should be based on community input, possible initiatives could include:

- Temporary street closures on those streets that run perpendicular to Water Street/Caladh Avenue for street festivals and events. These events could be recreational (e.g., a ball hockey tournament), or could be used to facilitate artistic, cultural, or historic events (e.g., an art walk).
- Using street paint, paint the surface of the roadway on the streets that run perpendicular to Water Street/Caladh Avenue. There is also an opportunity, through a story-telling lens, to designate each street to tell a different story, history, or culture that's significant in Pictou and Pictou County.
- On corner lots, facilitate mural paintings on blank building facades to activate street corners.
- Dedicate space to raised garden beds or community gardens on streets perpendicular to Water Street/Caladh Avenues.
- Explore permanent overhead string lighting to create a 'light tunnel'.
- Activate street corners through temporary seating or other features to facilitate social interaction and lingering.

Placemaking is discussed further in **Recommendation P4**.

Wayfinding

Wayfinding signage will also be an important implementation in linking the downtown and the waterfront. Wayfinding signage placed along Water Street/Caladh Avenue will serve to direct pedestrians and automobile drivers to key amenities and points of interest. This recommendation is explored in more detail in **Recommendation AC2**.

Public Art

There are opportunities to create terminating views along the waterfront and in downtown that will work to draw people to specific areas. The future wharf extension at Market Wharf will provide an excellent opportunity to create a terminating view through public art—a public art piece placed at the end of the wharf could be seen along Commercial Street.

Public art could also be placed in the gazebo park on Water Street to attract pedestrians from Caladh Avenue while also improving the overall entrance to the waterfront. Additional Public Art recommendations are described in **Recommendation P1 and P2**.



Guiding Principles Achieved

- 1
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Implementation Timeline

Short to Medium Term (Years 1-7)

Responsibility

Town of Pictou, community members

Potential Partners

Community groups and organizations

Steps to Implementation

1. To be implemented as **Recommendations P1, P2, P4, and AC2.**

Potential Costs

Direct costs associated with placemaking, wayfinding, and public art

AC4 Develop an Integrated Approach to Parking

Automobile parking is and will continue to be an important piece of the Pictou Waterfront. Parking must not only serve visitors to the waterfront, but it should also help residents to meet their day-to-day needs, such as visiting Town Hall or shopping; however, parking should not compromise or take away from high-quality environments along the waterfront.

The current configuration of parking areas on the waterfront includes on- and off-street public parking in addition to private off-street parking. As the Waterfront Plan is implemented, a more unified and integrated approach to parking is needed that ties assets and amenities together.

The integrated approach to parking will include:

- dispersed off-street parking lots,
- on-street parking options,
- electrical vehicle parking stalls,
- strategically located restricted parking, and
- wayfinding signage.

Dispersed Off-Street Parking Lots

Public off-street parking will bookend the waterfront. With the creation of the "Waterfront Loop" (**Recommendation AC1**) for vehicles, there will be multiple opportunities for drivers to find a public parking lot to stop and visit the waterfront. Between the parking at the CN Train Station (60+ spaces), the 40 new spaces at the Creighton Street Development (**Recommendation AI4**), and any new parking at the deCoste Performing Arts Centre (~50 spaces) will create a

significant inventory of off-street parking. Private parking is also available on the waterfront. These lots and their parking spaces are owned and managed by individual property owners and are largely out of the direct control of the Town.

On-street Parking Options

On-street parking will be an important asset in the long-term sustainability of the waterfront. On-street parking allows town residents and visitors to make "stop and go" visits to stores and restaurants which is important for local businesses. Public on-street parking will continue to be available on both Water Street and Caladh Avenue.

Electrical Vehicle Charging Stations

As the uptake of electric vehicles (EVs) increases, there will also be increased demand for publicly available charging stations. There are currently no publicly available EV charging stations in the Town, and the closest publicly available charging stations are located at the Harbour Light Campground and in New Glasgow. Integrating EV charging stations into the on- and off-street parking options will not only help meet the demand for growing EV uptake, but it could help to attract visitors to the Town who travel via electric vehicle.

Potential locations for EV charging stations include:

- CN Train Station Parking Lot,
- deCoste Performing Arts Centre Parking Lot, and
- along Caladh Avenue's on-street parking.

Strategically Located Restricted Parking

Current on-street parking does not include a time limit for parking, but as the waterfront develops, and the need for parking increases, there may be locations where one-hour parking may be necessary to ensure residents of the Town can still access the services they require. One-hour restricted parking in front of Town Hall, for example, would allow residents to come and go from Town Hall, where parking would otherwise be a challenge to find.

The implementation of restricted parking would require additional enforcement from Town staff to ensure the restrictions are being implemented and enforced.

Wayfinding Signage

As part of an integrated parking system, wayfinding and signage will provide information to drivers about where they can and cannot park. Wayfinding signage required to support this recommendation includes:

- information and directions to public parking lots;
- permitted and restricted parking areas for on-street parking; and
- accessible parking spaces.

This recommendation is explored in more detail in **Recommendation AC2**.

Guiding Principles Achieved
Implementation Timeline
Short to Medium Term (Years 1-7)
Responsibility
Town of Pictou, private businesses
Potential Partners
deCoste Performing Arts Centre, Pictou County Chamber of Commerce, Nova Scotia Power, community groups and organizations
Steps to Implementation
<ol style="list-style-type: none"> 1. Implement off-street parking, on-street parking, and wayfinding as respective recommendations. 2. Develop a restricted parking area and enforcement mechanism for restricted parking areas.
Potential Costs
Level II Charging Station: \$2,500 - 5,000 + HST

AC5 Improve Waterfront Access from Rotary

Travelling to the Pictou Waterfront, visitors are likely to use Highway 106 as the main route. Using this route, drivers must proceed through two rotaries (roundabouts) and West River Road to Water Street before arriving at the waterfront.

In its current configuration, the large intersection at West River Road/Church Street/Water Street/Atlantic Avenue/Haliburton Street creates navigation issues, particularly for first-time visitors. The intersection is a wide swath of asphalt with few markings and conflicting wayfinding signage. When approaching the intersection from West River Road (heading eastbound toward the waterfront), it is unclear whether visitors intending to get to

the waterfront should bear right on Water Street or bear left onto Church Street. Patterns in the asphalt and signage to a hotel and Pictou Lodge Resort encourage drivers to veer left onto Church Street.

This point of confusion can be alleviated in two ways. First, by simply adding signage for the Pictou Waterfront (and downtown Pictou), drivers will be better equipped to make the right decision at the intersection. Ideally, truck traffic should be sent along Church Street instead of through the downtown and waterfront.

Second, an intersection reconfiguration will help visitors navigate this junction more intuitively and safely. The space within the existing right-of-way does not seem

to be able to accommodate a roundabout; however, it is possible to create a new median or traffic island in the middle of the intersection to more effectively reroute traffic movements. This approach could help formalize the intersection with well-defined travel lanes that are supported by directional signage that indicate destinations on both Water Street and Church Street. This approach also provides an opportunity to include gateway signage or attractive landscaping that will improve the sense of arrival for visitors.

A traffic engineering study will be required to determine the best solution for this intersection.



WATER AND CHURCH STREET INTERSECTION

Road geometries, asphalt patterns and signage at this intersection encourage potential Waterfront visitors to drive left onto Church Street, even though they should bear right onto Water Street.

Guiding Principles Achieved
1 2 3 4 5 6 7 8
Implementation Timeline
Medium Term (Years 4-7)
Responsibility
Town of Pictou
Potential Partners
Pictou Fire Department, Department of Transportation
Steps to Implementation
<ol style="list-style-type: none"> 1. Submit a request for proposals for transportation engineering services to reconfigure the West River Road, Church Street, Water Street, Atlantic Avenue, and Haliburton Street intersection. 2. Proceed with infrastructure upgrades.
Potential Costs
Infrastructure Upgrades: \$756,000 + HST



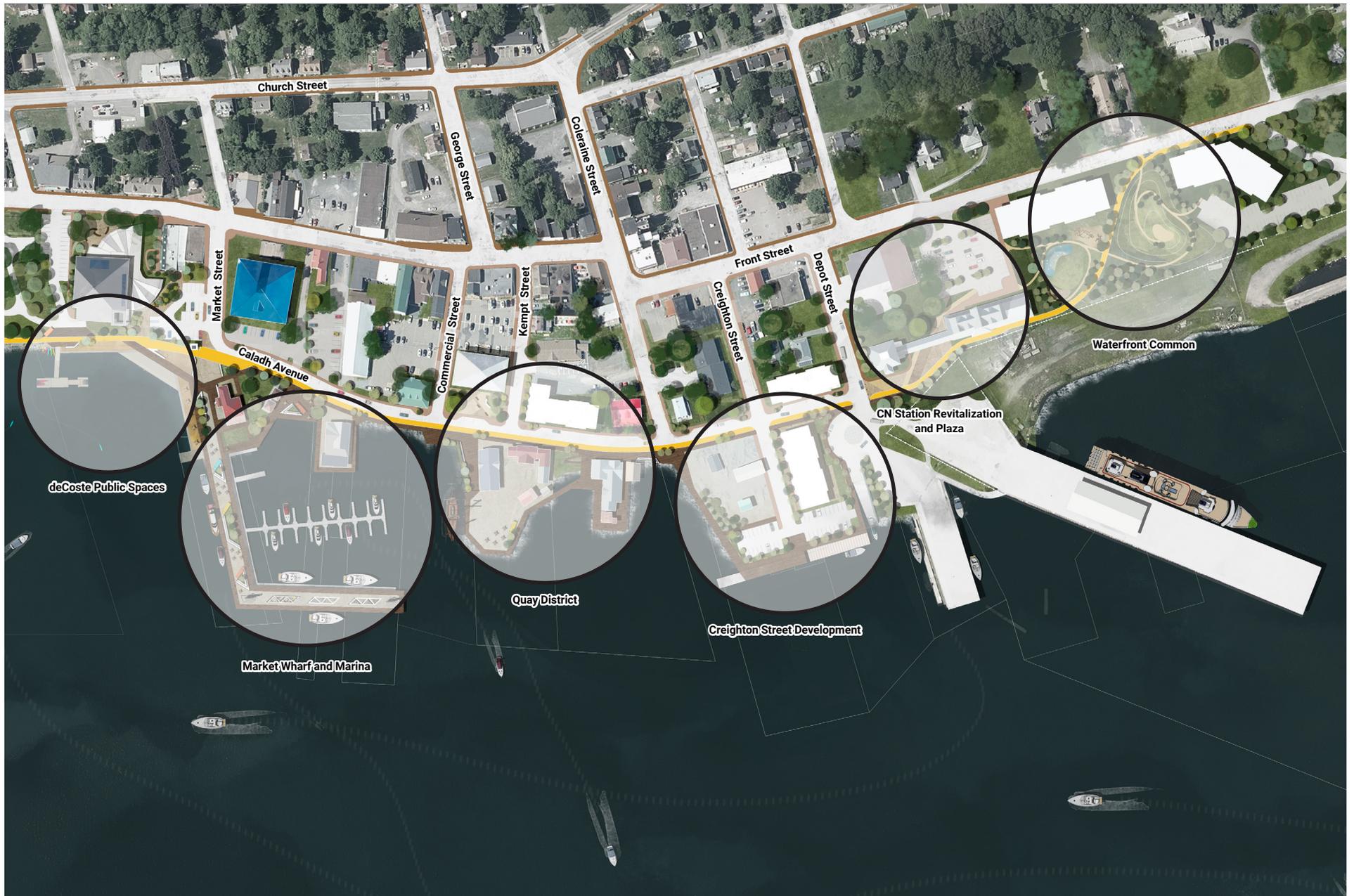
7. AREA IMPROVEMENTS

7.1 RECOMMENDATIONS OVERVIEW

The recommendations in this section look to fundamentally reshape the form and function of the Pictou Waterfront all the while ensuring the waterfront continues to accommodate public spaces and a mix of uses. The areas addressed in this section are:

- AI1 **deCoste Public Spaces**
- AI2 **Market Wharf and Marina**
- AI3 **Quay District**
- AI4 **Creighton Street Development**
- AI5 **CN Station Revitalization and Plaza**
- AI6 **Waterfront Common**
- AI7 **Harbour Walk**

- 1 Celebrating the Waterfront and Environment
- 2 Holistic History
- 3 Inclusivity
- 4 Stimulate Economic Development
- 5 Meaningful and Memorable Experiences
- 6 Making Connections
- 7 Showcasing Creativity
- 8 Collaboration and Management



AI1 deCoste Public Spaces

As one of the catalysts for the Pictou Waterfront Plan, the ongoing deCoste Performing Arts Centre and library redevelopment will reshape the western extent of the waterfront. With the library addition, a new year-round indoor public space will be created in Pictou, filling a major amenity gap along the waterfront, and will support the already successful deCoste Performing Arts Centre which is one of rural Nova Scotia's busiest theatres with over one hundred events per year, in addition to weekly free waterfront concerts.

The deCoste Performing Arts Centre is located at a critical point along the waterfront—it's near the trailhead for the Jitney Trail and is directly adjacent to the Market Wharf and Marina. The redesign of the public spaces around the deCoste Performing Arts Centre and future library focus on integrating these indoor public spaces with the rest of the waterfront while also creating unique experiences for waterfront users.

Formal access to coastal waters in Pictou is limited. The existing beach area is sandwiched between two wharves and is close to the marina where boat traffic creates potential hazards for swimmers. The design concept looks to create multiple ways for people to interact with the water and create passive outdoor areas along the waterfront. Three at-grade beach areas will be created—two along the Jitney Trail and one flanking Market Wharf. Creating beach areas at grade reduces the risk of sand loss as Pictou Harbour is a tidal harbour. The beach areas will be accompanied

by an accessible small boat launch for recreation watercraft (e.g., kayaks) that will also double as the entrance to an accessible swimming dock. This dock will ensure people with disabilities have safe and accessible ways to enter the water.

The at-grade beaches will surround a set of seating steps leading down into the water. While these steps will require regular maintenance, they will become a huge draw to the Pictou Waterfront and vibrant public space. If services in this area allow, public outdoor showers and bottle fill stations could be valuable additions for the beach area and accentuate the existing Jitney Trail.

Both the deCoste Performing Arts Centre and the library will result in waves of people "spilling out" onto the waterfront after an event or visiting the library so it is vitally important that there are logical connections between these assets and the rest of the waterfront. The design concept aims to guide users of the performing arts centre and library to connect to the Market Wharf by extending the boardwalk from the Market Wharf to the library. As the official start of the Harbour Walk (**Recommendation AI7**) that encompasses the entire waterfront, this area will set the tone and treatment pattern that will be followed throughout the waterfront.

The boardwalk will be accompanied by angular seating, allowing waterfront users to take in the scenic views and sun exposure. To accommodate the beach areas, seating steps, boardwalk, and Jitney Trail, there will be a loss of approximately 10 parking spots (from the gravel parking lot immediately south of the deCoste's paved parking). Despite this loss in parking, the additional spaces provided behind the library and enhanced long-term connections between the parking at the CN Train Station and the library/deCoste Performing Arts Centre will help mitigate the loss of these spaces.

The newly created boardwalk, beach areas, and seating will also take up the space of the existing boat launch area which is proposed for the Creighton Street Development (**Recommendation AI4**). Maintaining the boat launch where it currently exists has the potential to create user conflicts between boaters launching their vessels and the significant number of pedestrians visiting the performing arts centre and library.

Other design features include screening the lighthouse pump station with landscaping and including a small vending or rental location southwest of the deCoste Performing Arts Centre.

Guiding Principles Achieved

1 2 3 4 5 6 7 8

Implementation Timeline

Medium Term (Years 4-7)

Responsibility

Town of Pictou

Potential Partners

deCoste Performing Arts Centre, Market Wharf and Marina

Steps to Implementation

1. Hire a design/engineering firm to develop detailed drawings for infrastructure upgrades.
2. Hire a construction firm to build infrastructure upgrades.

Potential Costs

Infrastructure Upgrades:
\$2,306,000 + HST





DECOSTE PUBLIC SPACES AND MARKET WHARF (B)

This view provides a rendering looking south along the seating steps at the beach area at the deCoste Performing Arts Centre.

A12 Market Wharf and Marina

The design concept for Market Wharf and Marina looks to reestablish the Market Wharf Marina through marine infrastructure improvements and to reinforce this area as a key public open space. These changes will support marine and land-based economic development and the creation of new public spaces for residents and visitors to enjoy.

Marine Infrastructure Improvements

Before the previous breakwater was removed due to damage it sustained during several high wind events in 2020/21, Market Wharf functioned as a mid-sized marina with approximately 40 slips and three moorings. The existing marina at Market Wharf is complemented by a suite of marine services including showers, wifi, and electrical hook-up. The existing building associated with the marina is proposed to maintain its current function as a shower and rest area for recreational boaters.

With the loss of the breakwater, however, the marina's capacity was drastically reduced to five slips and ultimately impacted the number of seasonal visitors using the marina's services. For the 2021 season, visitors hoping to come to Pictou were limited in their options, with Pictou Marina (a private marina located outside of the downtown that offers fuel and other marine services) being the only other available option.

Reestablishing the breakwater will serve to restore the former capacity of the Market Wharf Marina, and given the Town's location, it will be important in drawing new visitors to the Northumberland Shore, a key

piece in the Province's itinerary for marine traffic. Strengthening Pictou's prominence in the province's marine itinerary will help to attract visitors from Nova Scotia and beyond, and it will help to create new economic opportunities for the Town and community. The breakwater will increase the number of small- and medium-sized boats (30 to 60 feet) that can visit Pictou and will help to create a dynamic space, providing marine travellers access to the high-quality amenities and services available in downtown Pictou.

Public Space Improvements

The Market Wharf functions as the primary public open space on the Pictou Waterfront. As the marine infrastructure improvements are made, there are opportunities to create additional public space along the waterfront while also improving the existing public open space by introducing elements of play and creativity to strengthen this asset's presence. The public space improvements focus on promoting flexible and multi-purpose spaces for the public to enjoy.

The existing boat launch area will be turned into a plaza surrounded by landscaping and seating. It will provide a welcoming atmosphere to anyone arriving at the Market Wharf. The plaza will be separated from the roadway with temporary bollards that can be removed for access needed by utility vehicles and event vehicles, such as food trucks. This plaza can accommodate tents or other structures for festivals and events.

Down the centre of the existing wharf, new permanent stepped seating will be installed, with interstitial spaces being used for temporary seating and vendors. Vendor spaces could be used by service providers (e.g., boat tours), merchandise or ware sellers, or food vendors. These four to six vendor spaces could be installed permanently or they could be temporary and removed during the winter months. Existing gravel will be replaced with a finished surface to promote greater accessibility.

A similar design treatment as the Market Wharf will be applied to the existing beach area which currently functions neither as a beach nor a usable public space. Instead, this space will be used to connect the Market Wharf with the adjacent commercial space with temporary and permanent seating, vending, and landscaping.

The new wharf extension will be activated by public art and playful installations, and work to draw people to the end of the wharf. Hammock-style seating and swings along the wharf extension will inspire play and creativity. With the site's proximity to the deCoste Performing Arts Centre and library, these features reinforce creative and artistic endeavours. Adding a roof or cover to the existing performance space could also facilitate more creative endeavours.

Finally, the No. 2 Construction Battalion memorial will maintain its location between the two plaza areas.

Guiding Principles Achieved
1 2 3 4 5 6 7 8
Implementation Timeline
Short Term (Years 1-3)
Responsibility
Town of Pictou, Market Wharf Marina
Potential Partners
Market Wharf Marina, private property owners, Develop Nova Scotia
Steps to Implementation
<ol style="list-style-type: none"> 1. Hire a design/engineering firm to develop detailed drawings for infrastructure upgrades. 2. Hire a construction firm to build infrastructure upgrades.
Potential Costs
Infrastructure Upgrades: \$8,657,000 + HST



A13 Quay District

Fisheries Museum and Hector Interpretive Centre

The Ship Hector and the Hector Heritage Quay Interpretive Centre are significant cultural draws to the Pictou Waterfront; however, they can only be accessed by those who pay admission to enter the Interpretive Centre. This creates a sizable gap on the edge of the waterfront that isn't easily accessible and creates an underutilized space in a key area.

Adjacent to the Interpretive Centre is the Northumberland Fisheries Museum and Lighthouse Research & Interpretative Centre (Fisheries Museum). While architecturally attractive, the stairs and ramp at the front of the building make the space feel private. The narrowness of the boardwalk combined with the existing interpretive panels and seating creates an unwelcoming and uncomfortable space. Creating spatial and visual cohesion with adjacent properties will help to better integrate the Fisheries Museum into the overall waterfront.

Both the Hector Heritage Quay Interpretive Centre and Fisheries Museum are privately owned, and any improvements to these areas will require a cost-sharing agreement, or another type of agreement to facilitate these changes.

The primary proposed recommendation for the "Quay District" is to open the area behind the Hector Heritage Quay Interpretive Centre up to the public, while keeping some areas of the property closed to the public. This change could help the

Hector Heritage Quay Interpretive Centre draw more visitors by igniting interest from individuals who didn't intend on visiting the Interpretive Centre, while also helping to create a more cohesive waterfront experience. There is also an opportunity to integrate a plaza space suitable for leasing as a venue for a hospitality or tourism business such as a food truck, beer garden, or market stall.

To connect the Hector Heritage Quay Interpretive Centre with the Fisheries Museum, a boardwalk bridge connection is proposed. This connection will span over the water and connect to the widened boardwalk around the Fisheries Museum. With a widened passageway around the museum, additional space for interpretation, seating, and public art will be available and it will improve accessibility on the site.

The improvements to the Quay District will create additional spaces for public art and interpretation. A widened boardwalk and stepped seating on the western side of the Hector Heritage Quay Interpretive Centre creates room for art or interpretive implementations beyond the existing stone tablets commemorating the Ship Hector. On the opposite end of the District, additional stepped seating will create an ideal place for public art—with the potential to move the existing lighthouse cap and large buoy to this site.

RCMP Station

The RCMP Station along the Pictou Waterfront is prominently situated in the Quay District across the street from the Hector Heritage Quay Interpretive Centre and Fisheries Museum. Currently occupied by the RCMP, should this Town-owned property become vacant there are opportunities to re-envision the use and design of this site.

The site could assume a commercial use or an institutional use which would complement the interpretive centre and museum across the street. To integrate this site into the overall design of the waterfront, the development concept focuses on re-imagining the parking in the front of the building. Converting this area to a civic space with passive seating and through the addition of landscaping this area will complement the future use of this structure.

Despite the loss of 12 parking spaces from converting the parking lot to a civic space, the Town also owns the lot behind the current RCMP Station. This lot can accommodate approximately 40 parking spaces, making up for any potential loss in parking spaces.

Guiding Principles Achieved
1 2 3 4 5 6 7 8
Implementation Timeline
Long Term (Years 8-10+)
Responsibility
Town of Pictou
Potential Partners
Northumberland Fisheries Museum, Hector Heritage Quay Interpretive Centre, RCMP
Steps to Implementation
<ol style="list-style-type: none"> 1. Develop cost-sharing agreement with Fisheries Museum and Hector Quay Interpretive Centre. 2. Hire a design/engineering firm to develop detailed drawings for infrastructure upgrades. 3. Hire a construction firm to build infrastructure upgrades.
Potential Costs
Infrastructure Upgrades: \$3,050,000 + HST



A14 Creighton Street Development

Former Bottle Depot

The recent Town-purchased property at the end of Creighton Street offers immense potential for the Pictou Waterfront. This property was formerly home to a bottle depot, but the structure no longer exists. Today, the concrete pad from the former structure and a small wharf space along the coast are all that remain. The proposed redevelopment of this site includes a new structure on-site and the creation of new marine infrastructure to accommodate marine traffic.

Formerly an industrial site and adjacent to other marine uses, this site offers potential for a variety of uses including commercial or mixed-use development. Light industrial uses, such as a small-scale brewery or workshop, could also be considered for this site. Any new structure should be located close to the street and provide building access from the street as well as the rear/side of the structure, if possible. The development will include 40 car parking spaces that are accessed from Creighton Street. The cost estimates for this site assume the Town will not be responsible for the cost of construction for the new structure. This development will complement future development on the adjacent westward property.

The newly-located boat launch will be on the eastern side of the development and will include floating docks for the temporary tie-up of vessels. The Town should prioritize the development of the new boat launch to ensure the existing boat launch can be moved from the Market

Wharf area. This site is also proposed to be the long-term location for boat fuelling and pumping—services that are missing from the Pictou Waterfront. The boat launch will be accessed via Depot Street and a turning area, which will also serve Pier B and Pier C. The centre of the turning area will be treated with permeable pavers to provide stormwater management services as well as to break up continuous asphalt surfaces.

From the Fisheries Museum, the newly created boardwalk jogs south, around the north and south side of the parking area, creating connections between the new development and the rest of the waterfront. The parking areas and boardwalks are separated with landscaping and other physical features to ensure pedestrian comfort and safety. The boardwalk will be accompanied by a set of seating steps facing eastward which will provide direct access to the water and opportunities to view sunsets. The boardwalk area may be a suitable location as a public fishing area.

With these lots being under Town ownership, there could be opportunities in the future to create a new wharf structure should the demand for marine space warrant such an approach, especially as Pictou's presence and significance in the Province's marine itinerary grows. There may also be opportunities to partner with stakeholders and owners of existing marine assets, including Pier B and Pier C, to offset the need to create additional wharf space in Pictou.

Cruise Ship Welcome Site

Across the street from the Creighton Street development, there is a Town-owned property that currently serves as a small welcome site for cruise ship passengers. The site has a wayfinding map, benches, and grassy areas. With the creation of a new plaza at the CN Train Station (**Recommendation A15**), the Town could also use this site to facilitate commercial or mixed-use development as demand for such space grows. Orienting the building's facade towards Caladh Avenue will help to create a unified streetscape. This project should be viewed as secondary to the development of the former bottle depot site.

Guiding Principles Achieved
1 2 3 4 5 6 7 8
Implementation Timeline
Medium Term (Years 4-7)
Responsibility
Town of Pictou
Potential Partners
Develop Nova Scotia , Department of Economic Development, Pictou County Chamber of Commerce, Market Wharf and Marina
Steps to Implementation
<ol style="list-style-type: none"> 1. Develop boat launch area. 2. Look for expressions of interest for a commercial, light industrial, or mixed-use tenant for new structure. 3. Hire a design/engineering firm to develop detailed drawings for new structure and marine assets. 4. Hire a construction firm to build new structure and marine assets.
Potential Costs
Infrastructure Upgrades: \$6,538,000 + HST



AI5 CN Station Revitalization and Plaza

Despite its architectural and historical significance, the CN Train Station is an underutilized asset along the Pictou Waterfront. Adaptively reusing the CN Train Station for a more active purpose will not only bring life back into the building itself, but it will create an anchor on the eastern extent of the waterfront and help to reignite the rail history of the town. With the building's high ceilings, long corridors, outdoor overhang, and ample parking, the CN Train Station has the potential to serve as a local and regional community commercial space or rentable community space. The CN Train Station's proximity to the cruise ship terminal also means this building has the potential to serve as a welcome centre for visitors.

Although this recommendation is listed as a Medium Term project, the Town should immediately begin looking for expressions of interest for use of the CN Train Station building. As a key asset and point of interest, bringing an active use to the structure will activate the eastern end of the Pictou Waterfront. This site could also potentially serve as a community maker space or bike rental facility.

Changes to the outside of the structure will also help to enhance its significance. The proposed physical improvements to the CN Train Station are to:

- create a "Station Plaza" on the south side of the lot;
- enhance the connection between Caladh Avenue and the CN Train Station Parking Lot; and
- improve the function and design of the CN Train Station parking lot.

The Station Plaza, located at the terminus of Caladh Avenue, will be a grade-level plaza space that will activate this underutilized space. The plaza space will be separated from the street with removable bollards and will include landscaping and trees to create physical and visual barriers between neighbouring uses. This plaza will be one of the first areas to explore for cruise ship passengers arriving at Pier C and will replace the small welcome area for cruise ship passengers on Caladh Avenue. It also has the potential to function as an outdoor market or be included as the future location for the Lobster Carnival. From the plaza, visitors can proceed westward along the Harbour Walk or multi-use path in the direction of the deCoste Performing Arts Centre or eastward towards the Waterfront Common (**Recommendation AI6**). Currently, however, there are no clear links from the CN Train Station to amenities beyond such as the old foundry.

Paving patterns or paint on asphalt will reinforce movement patterns and connections between the Station Plaza and CN Train Station parking lot, and the linear design of the patterns pays homage to the rail history of the town. Additionally, the Jitney Trail multi-use pathway (**Recommendation AC1**) will flow through the Station Plaza to the Waterfront Common.

Finally, the parking lot for the CN Train Station will be improved and expanded. As the popularity of the waterfront grows, there will be an increased demand for parking along the waterfront, including in off-street lots. The addition of trees, curbs, and traffic flow infrastructure greatly improves this asset in addition to enhanced connections to Caladh Avenue and the Jitney Trail.

Guiding Principles Achieved
1 2 3 4 5 6 7 8
Implementation Timeline
Medium Term (Years 4-7)
Responsibility
Town of Pictou
Potential Partners
Customs House Inn, Canada Post
Steps to Implementation
<ol style="list-style-type: none"> 1. Issue and evaluate expressions of interest for use of CN Train Station building 2. Hire a design/engineering firm to develop detailed drawings for infrastructure upgrades. 3. Hire a construction firm to build infrastructure upgrades.
Potential Costs
Infrastructure Upgrades: \$3,306,000 + HST





CN PLAZA (C)

This view provides a rendering looking east at the CN Plaza towards the CN Station building. In this rendering, the plaza has been converted into a Christmas market with stalls and overhead lighting.

AI6 Waterfront Common

The Pictou Waterfront Common will serve as a recreation and open space destination of the waterfront. Located next to the CN Train Station where the current ball diamond exists, the proposed recommendations look to re-imagine this space for structured and unstructured play and use, with the existing ball diamond being replaced to another location in the Town. The major changes include introducing play areas, a small performance space, and a landscaped berm. Atop the berm, there will be excellent views of the harbour which are currently hidden by the fencing along the southern property line, and there are opportunities for public art and site interpretation.

The current ball diamond is undersized and underutilized. As a result, transitioning this space into a less structured passive green space with supporting infrastructure will provide far-reaching benefits to the community. There are several sites within the Town where a full-sized ball diamond could be located, and the Town will look to ensure the ball diamond is replaced before removing the existing ball diamond. The relocated ball diamond should be associated with an elementary or junior high school and the Town should have a minimum of one lit field within its boundary. Finally, as a memorial ball diamond commemorating Ricky Sutherland, an active baseball player in Pictou, the relocated field should continue to memorialize Ricky Sutherland.

The removed ball diamond will make way for unstructured play areas and a playground and a secondary play space that could be suitable for a splash pad or alternative play experience. The Town could also consider outdoor fitness equipment in this area. The multi-purpose lawn and performance space will create unstructured areas that can also be the site of programming opportunities such as outdoor movies or performances.

The Waterfront Common will be connected with a series of intertwining pathways and walkways, and the Jitney Trail extension will run through the centre of the Common. The pathways and Jitney Trail extension improve direct connections to Front Street, creating informal connections between the downtown and Pictou's working waterfront. The Waterfront Common will also be integrated into the design of the CN Train Station (**Recommendation AI5**) to create a distinct movement pattern between this area and the rest of the Pictou Waterfront.

The transformation of the ball diamond and adjacent lot will impact the Lobster Carnival, particularly, the loss of the vacant lot next to the ball diamond. This loss, however, can be mitigated by accommodating the carnival in other locations around the waterfront, such as along Caladh Avenue or the deCoste Performing Arts Centre parking lot. As a long-term recommendation, the Town

should work with the Lobster Carnival and its representatives in finding an adequate site to host the event when changes to the ball diamond occur.

As a significantly large site, there are also opportunities to integrate new residential housing developments along Front Street to complement these site improvements. The new residential uses will front onto Front Street and could be developed as multi-unit residential structures. The subdivision and sale of properties for residential development will help to partially finance improvements along the waterfront, while residential development will add a significant base of people to the waterfront which will improve business viability in the downtown and along the waterfront. As this area was infilled for the CN Train Station, geotechnical studies regarding the construction of residential development may be necessary.

Guiding Principles Achieved

1 2 3 4 5 6 7 8

Implementation Timeline

Long Term (Years 8-10+)

Responsibility

Town of Pictou

Potential Partners

Customs House Inn, Canada Post, Pier C, Pictou Shipyard

Steps to Implementation

1. Complete geotechnical studies related to potential residential development.
2. Issue and evaluate expressions of interest for residential development.
3. Subdivide and sell or lease lots.
4. Hire a design/engineering firm to develop detailed drawings for common features.
5. Hire a construction firm to build upgrades.

Potential Costs

Infrastructure Upgrades:
\$1,863,000 + HST





WATERFRONT COMMON (D)

This view provides a rendering looking south atop the landscaped berm. Atop the berm, Pictou Harbour is visible, and there are spaces for sitting and relaxing on the berm.



WATERFRONT COMMON (E)

This view provides a rendering looking south at the performance space. The performance space, in this rendering, is being used for an outdoor movie.

AI7 Harbour Walk

Tying all the recommendations together will be a cohesive boardwalk system that connects the deCoste Performing Arts Centre/Library to the CN Train Station and Waterfront Common. Design features such as using similar materials and colours and applying a similar design aesthetic throughout the project area will help tie each of the districts together.

The Harbour Walk will be implemented as other area improvements are conducted, but the Town could begin the initial phases of implementing the boardwalk along Caladh Avenue, adjacent to the Jitney Trail

multi-use pathway. The boardwalk will span the entire length of the street, creating a spatial link between each end of the Pictou Waterfront. As area improvements are implemented, they can be tied into the boardwalk.

Along Caladh Avenue, the boardwalk will be located between the multi-use pathway to the north and waterfront infrastructure to the south. This portion of the boardwalk will be approximately 3.0 metres in width. Elsewhere on the waterfront, the boardwalk will vary in width to accommodate plaza spaces.

Waterfront visitors will be encouraged to relax, linger and enjoy the Harbour Walk, as opposed to getting through it as fast as possible. A variety of experiential seating options (**Recommendation IP2**), landscaping areas, public art installations (**Recommendation P1**), and interpretive installations (**Recommendation IP3**) will help activate the Harbour Walk and encourage the area to be more of a destination and less of a thoroughfare.



Guiding Principles Achieved

1 2 3 4 5 6 7 8

Implementation Timeline

Ongoing

Responsibility

Town of Pictou

Potential Partners

Develop Nova Scotia, deCoste Performing Arts Centre, Pictou Landing First Nation, Hector Heritage Society

Steps to Implementation

1. Implement Harbour Walk as individual Area Improvements and as part of the Caladh Avenue and Jitney Trail redesign.

Potential Costs

To be implemented as Area Improvements (**Recommendations AI1-6 and AC1**)



8. PROGRAMMING

8.1 RECOMMENDATIONS OVERVIEW

Improving the physical form of the waterfront is only one piece of the long-term revitalization of Pictou's waterfront. At the core of any community are places that facilitate interactions between people; that are safe and comfortable to sit, contemplate, and rest; and places that develop and strengthen relationships. Programming is a process that aims to directly or indirectly support the physical form and changes on the waterfront.

The following recommendations will look to support the physical changes on the waterfront through programming initiatives:

- P1 Develop a Public Art Policy**
- P2 Support the Artistic Community**
- P3 Implement a Water Quality Testing Program**
- P4 Develop an Integrative Approach to Placemaking**
- P5 Activate the Waterfront Through Programming**
- P6 Establish a Formal Waterfront Management Structure**



P1 Develop a Public Art Policy

Public art describes artwork that has been shaped through a public process. It can be located indoors or outdoors and can include stand-alone installations in addition to art integrated into facades, onto surfaces, or temporary installations, among others. It will be important the Town has a policy in place early on in the waterfront's development to guide decisions about public art.

Public Art Installations and Policy

Public art can serve many functions beyond simply displaying the act and art of creativity. It can be interpretive and can speak to the natural and human history of the Town and region; it can serve as a visual cue and point of interest; it can reinforce the overall design of the waterfront district; and when designed with placemaking principles, it can be a catalyst for human interaction and engagement.

There are many sites ripe for public art installations in the downtown and the waterfront, including:

- the Market Wharf extension,
- the gazebo park along Water Street,
- between the Hector Heritage Quay and Northumberland Fisheries Museum, and
- the CN Train Station;
- and the Pictou Common.

Public art installations require clear processes and procedures in determining what sites are under consideration, what the parameters are for the specific art pieces, and how art pieces are selected. This will require careful collaboration with local artists, creators, and community groups. The Town should look to create a Public Art Policy with regard to the processes and procedures for engagement, procurement, and funding of public art.

Guiding Principles Achieved
1 2 3 4 5 6 7 8
Implementation Timeline
Short Term (Years 1-3)
Responsibility
Town of Pictou
Potential Partners
Craft Nova Scotia, deCoste Performing Arts Centre, Pictou Landing First Nation, Ship Hector Society, County Regional Enterprise Network
Steps to Implementation
1. Develop a Public Art policy that includes processes and procedures for engagement, procurement, and funding for public art.
Potential Costs
Staff time associated with policy development

P2 Support the Artistic Community

The pursuit of artistic endeavours can work to stimulate the local economy. In addition to the creation of a Public Art Policy (**Recommendation P1**), there are other initiatives the Town can take to support the artistic community in Pictou and Pictou County.

Artist and Crafter Incubator

Incubators are workspaces that help support new and emerging businesses and entrepreneurs by removing some of the primary barriers to starting a business. With its strong artistic community, the Town and region could benefit from an incubator space to provide burgeoning artists and crafters with a space to perfect their craft and begin their businesses without being exposed to many of the risks that are associated with starting a business. The incubator may include:

- craft and artisan equipment;
- studio space;
- guidance and mentorship opportunities; and
- sales and marketing advice.

While providing a space for artists and crafters falls outside of the scope of municipal governance, the Town and its partners can work to find potential spaces in the downtown or waterfront that could function as an incubator space.

Annual Arts Competition

As a way to activate and support artistic endeavours in Pictou, the Town could host an annual arts competition. The competition could focus on a singular medium (e.g., canvas painting) or be open to any and all artistic mediums. Each year the Town could select a theme that would provide artists with an overall direction for their submission.

The pieces could be put on display in a location on the waterfront with the winning submission a year-long showcase in a prominent location in the town.

Guiding Principles Achieved



Implementation Timeline

Medium Term (Years 4-7)

Responsibility

Town of Pictou, Pictou County Regional Enterprise Network

Potential Partners

Craft Nova Scotia, deCoste Performing Arts Centre, Pictou Landing First Nation, Ship Hector Society, County Regional Enterprise Network

Steps to Implementation

1. Work with organizations and local and regional partners for the development of an artist and crafter incubator and annual arts competition.

Potential Costs

Staff time associated with programming.

P3 Implement a Water Quality Testing Program

One of the prevailing themes of the Waterfront Plan is helping residents and visitors more easily engage with the waters of Pictou Harbour. In urban waterfront areas in Nova Scotia, there are few opportunities to actually interact with the water for reasons including physical barriers that prevent one from entering or touching the water. Another barrier that is often cited is the perception that coastal waters in or near urban areas are not safe to swim or play in.

With Pictou's industrial history and because wastewater was formerly disposed of in the harbour, the water in Pictou Harbour is perceived not to be safe for swimming. Introducing swimming in the harbour through the Waterfront Plan creates new opportunities to interact with the shoreline; however, residents and visitors must feel safe were they to engage in aquatic activities such as swimming.

The Town should adopt a long-term Water Quality Testing Program to breed and ensure confidence in the quality of Pictou Harbour. The quality of water should be tested in the areas that are proposed for swimming in the harbour at regular intervals and there must be a clear reporting system to the public regarding the results. Water quality results could become part of the recommended webpage dedicated to the waterfront for locals (**Recommendation IP4**).



Guiding Principles Achieved

1 2 3 4 5 6 7 8

Implementation Timeline

Short Term (Years 1-3)

Responsibility

Town of Pictou

Potential Partners

Department of Environment and Climate Change, Coastal Action, Ecology Action Centre

Steps to Implementation

1. Submit a request for proposals for Water Quality Testing and Reporting Services for Pictou's Waterfront.
2. Award the request for proposal
3. Work with the successful candidate to test the quality of the water and to develop a reporting system.

Potential Costs

Water Quality Testing and Reporting:
\$2,500 - 5,000 per year

P4 Develop an Integrative Approach to Placemaking

To support the physical changes on the waterfront, the Town should actively use placemaking to bring life to the public spaces along the waterfront.

Placemaking looks to shape the public realm through a collaborative process. Placemaking can be applied to newly created spaces or it can focus on re-imagining and reinventing existing spaces and looks to create opportunities for joy, play and interaction in under-utilized locations. Placemaking can come in all shapes and sizes, and importantly, it does not need to come from big efforts or expensive investments. It can be as simple as re-imagining an under-utilized space with a set of picnic tables or tables and chairs. Placemaking can be permanent or it can be temporary and movable. It often takes shape as street furniture, landscaping, public art, or all-ages play.

Placemaking initiatives should be community-driven with emphasis placed on collaboration and inclusivity. Actively including the public in placemaking decisions will reinforce local ownership and pride in the waterfront and downtown—things that will be vital to the long-term sustainability of Pictou's waterfront.

While the exact placemaking implementations will emerge through consultations with the community, businesses, and property owners, there are several potential options for potential initiatives that could take place. Careful attention should be paid to implementing placemaking opportunities in the shoulder seasons and winter months to support the year-round vibrancy of the waterfront. Potential placemaking implementations include:

- winter campfires;
- seasonal festivals (e.g., Christmas market, HarvFest);
- temporary street closures;
- street or mural paintings;
- movie nights;
- public art;
- play boxes;
- "learn to" events (e.g., learn to kayak, bike, fish, play an instrument, or draw)
- spring clean-ups; and,
- art, farmers', or flea markets.

As part of this recommendation, the Town could develop formal evaluation criteria to track what placemaking initiatives work best and what changes could be made for future initiatives. Over time, a catalogue of programming initiatives will eventually be developed that the Town can use as a starting point when offering programming and placemaking opportunities.

Placemaking will serve as a valuable tool for the Town as it looks to reinvent public spaces during the implementation of the Waterfront Plan and following its completion. As an intervention in the public realm, there are several potential and appropriate locations for placemaking along the Pictou waterfront, including:

- within the public right-of-ways including along streets, at street corners and important intersections, and along sidewalks;
- the Market Wharf;
- parking lots;
- underutilized buildings or structures; or
- green spaces and parks.

To facilitate placemaking, the Town could allocate a small amount in its budget each year for placemaking projects. Additionally, the Town could create a process that permits community groups and organizations to formally conduct placemaking on their own.

Guiding Principles Achieved
1 2 3 4 5 6 7 8
Implementation Timeline
Short Term (Years 1-3)
Responsibility
Town of Pictou
Potential Partners
Develop Nova Scotia, deCoste Performing Arts Centre, Pictou Landing First Nation, Hector Heritage Society
Steps to Implementation
<ol style="list-style-type: none"> 1. Put a call out in the community for ideas about placemaking and programming opportunities for the waterfront. 2. Implement programming and placemaking opportunities. 3. Evaluate the success of implementations.
Potential Costs
Direct costs associated with placemaking opportunities offered

P5 Activate the Waterfront Through Programming

Just as placemaking will be a useful tool for the Town to activate the waterfront, so too will the use of programming. While related to placemaking, programming focuses on activating places and infrastructure which leads to increased vibrancy, economic participation, a greater sense of place—ultimately making the waterfront a more attractive and inviting place. Programming requires a greater level of organization and planning compared to placemaking; however, programming does not necessarily mean it's a top-down approach. Like placemaking, programming can and should be community-driven.

Activating the waterfront through programming could include events and festivals, busking, and vendors which will help to improve the waterfront as a destination. As the Project for Public Spaces describes, programming is important for "expressing a community's unique character, fostering a sense of belonging and ownership, and even creating a common ground that brings people together across cultures."³¹ Pictou's Lobster Carnival is a great existing example of programming that enriches the downtown, waterfront, and Town as a whole.

Similar locations for placemaking can be used for programming along the Pictou Waterfront. This may include:

- within the public right-of-ways including along streets, at street corners and important intersections, and sidewalks;
- the Market Wharf;
- parking lots;
- underutilized buildings or structures; or
- green spaces and parks.

Importantly, programming should aim to be free and inclusive to everyone and look to bring people together, though some elements of programming may require financial spending (e.g., the cost of food at a food truck festival).

As the Pictou Waterfront Plan is implemented, there will be more opportunities for programming initiatives to pursue. However, the Town should look to continue to support existing programming initiatives (e.g., Lobster Carnival) while also exploring new opportunities as the form and function of the waterfront changes.

Similar to **Recommendation P4**, the Town could develop formal evaluation criteria to track what programming initiatives work best and what changes could be made for future initiatives.

Guiding Principles Achieved



Implementation Timeline

Short Term (Years 1-3)

Responsibility

Town of Pictou

Potential Partners

Develop Nova Scotia, deCoste Performing Arts Centre, Pictou Landing First Nation, Hector Heritage Society

Steps to Implementation

1. Put a call out in the community for ideas about placemaking and programming opportunities for the waterfront.
2. Implement programming and placemaking opportunities.
3. Evaluate the success of implementations.

Potential Costs

Direct costs associated with programming opportunities offered

P6 Establish a Formal Waterfront Management Structure

From a public and private perspective, the waterfront has largely been managed and developed through a unilateral decision-making structure whereby the Town and private property owners have solely made decisions about their properties. With the significance and dynamic nature of the waterfront, a more collaborative decision-making approach would be highly beneficial. Bringing private interests to the table and into the decision-making process can help to ensure the waterfront develops in a mutually-beneficial and cohesive manner, especially where the Town lacks ownership and influence over properties. Additionally, implementing the Waterfront Plan will impact Town operations and will require a plan to manage the waterfront to ensure a high-quality experience for all users and businesses.

Waterfront Management and Operations Plan

Physical changes along the waterfront as a result of this plan, among other proposed changes, will impact how the Town operates and will require staff resources to adequately manage and maintain the waterfront. The development of a Management and Operations Plan should be prioritized by the Town to ensure adequate resources are available and to assign responsibilities for the implementation and management of the waterfront. The plan should establish an approach, procedures, and implementation of the Waterfront Plan.

As part of the Management and Operations Plan, the Town may determine additional

staff resources are required. As the waterfront changes and as it becomes increasingly popular, more staff time will need to be dedicated to the management of the waterfront. Currently, responsibilities related to the waterfront are divided among different Town departments and staff. Having a dedicated staff person who is responsible for the development and management of the waterfront would centralize waterfront efforts into one role. If funding does not allow for a dedicated staff person solely employed by the Town, the Town could also explore a shared-service agreement with a nearby municipality where they split their time between municipal units.

Just as important as implementing the Waterfront Plan will be, the maintenance of existing assets will be critical in the success of the waterfront.

Implementation Structure

While there are different types of waterfront development corporations, Pictou's context may be best served by a corporation that operates at an arms-length of the Town. Such a corporation would be legally separate from the Town and run by a board of directors made up of elected officials, municipal staff, and private sector representatives who make decisions about waterfront development projects. These types of waterfront development corporations are often given an initial public investment and operate under a strict set of bylaws, standards, and policies. The funding parameters, such as sources of initial investment, ongoing operational

funding, and project by project funding, will need to be established by the Town. Two of the primary weaknesses of this model are the potential lack of capital resources, as tax revenue and other funding need to be directed to the corporation, and being sensitive to changing governments.

Alternatively, Town Council could establish a waterfront development advisory committee that would be responsible for advising Council on the waterfront's development. Like a development corporation, the committee could include elected officials, private sector representatives, and members of the public, but the committee would be responsible for making recommendations to Council as opposed to being directly responsible for projects as a waterfront development corporation would. Like development corporations, this model too is sensitive to changing governments.

Data Collection and Sharing

Included within this recommendation is for the Town to develop a comprehensive data collection and sharing tool. Beginning collection of simple metrics, such as foot traffic, will help to measure the success of the recommendations of this plan. Data and information the Town should look to collect includes:

- industrial shipping vessels per year;
- cruise ships and cruise ship passengers per year;
- visitors to the waterfront (foot traffic);
- recreational powerboat visits; and
- mooring and berth rentals.

Guiding Principles Achieved
Implementation Timeline
Short Term (Years 1-3)
Responsibility
Town of Pictou
Potential Partners
Local businesses and property owners, elected officials, members of the public, Town staff, Develop Nova Scotia
Steps to Implementation
<ol style="list-style-type: none"> 1. Develop Waterfront Operations and Management Plan. 2. Determine whether a waterfront development corporation or advisory committee (or other) should be created. 3. Initiate process to develop preferred option. 4. Establish a data collection and sharing tool.
Potential Costs
Staffing costs related to management/ operations plan development and management structure development



9. PLANNING & POLICY

9.1 RECOMMENDATIONS OVERVIEW

To see the Waterfront Plan come to fruition, the Town will need strong and clear land use planning policies and recommendations that reflect the vision and aspirations of the plan. The following recommendations look to support future development along the Pictou Waterfront that is in keeping with the vision, while also supporting development that is complementary to the existing built form and architecture in the town:

PP1 MPS/LUB Amendments

PP2 Adopt Design Guidelines and a Property Improvement Program

- 1 Celebrating the Waterfront and Environment
- 2 Holistic History
- 3 Inclusivity
- 4 Stimulate Economic Development
- 5 Meaningful and Memorable Experiences
- 6 Making Connections
- 7 Showcasing Creativity
- 8 Collaboration and Management

PP1 MPS/LUB Amendments

The Pictou County Inter-Municipal Planning Strategy, Pictou's Secondary Municipal Planning Strategy, and Land Use Bylaw govern how land is used and managed in the Town of Pictou. These documents can determine where development happens, what uses can occur, what a building or structure may look like (e.g., how tall a building is, where it is located on a lot, etc.), and other factors related to development. Because of the broad nature of these documents, they will be important in ensuring that new development in the downtown and along the waterfront is in keeping with the vision for the waterfront and downtown.

Municipal planning strategies establish the vision and policies of Council and are a blueprint for the community, while land use bylaws include the specific rules and regulations that must be followed for development. Administratively, Pictou shares a Land Use Bylaw with the Towns of Stellarton, New Glasgow, Trenton, and Westville meaning that any changes to the standards could impact development in those other four towns.

Eliminating Parking Requirements

Although parking is important for visitors and employees, mandated minimum parking can be a barrier to development (e.g., the cost to provide parking or the need to purchase a larger lot to accommodate parking). Within the Waterfront Zone, many new uses or expansions to commercial or institutional developments are exempt from the parking requirements in the Land Use Bylaw. This approach to parking ultimately

gives the decision of how many spaces to provide to the property owner, rather than having to meet a specific standard.

This same approach could be expanded to the Downtown Core Zone and the Downtown Commercial Zone. Currently, uses in these zones, except for a change of use, are not exempt from parking requirements. Because lot sizes are generally smaller, and due to the significance of this area in the town, eliminating parking requirements could help to maximize land use while reducing the burden of providing parking.

Additionally, the Town could look to prohibit automobile parking for new development in the front yard. When located in the front of buildings, parking can take away from the pedestrian environment.

Adopting a Set of Design Guidelines

The Town should adopt a set of design guidelines for new development in the downtown and along the waterfront so new development fits into the general form and character of the area. Once developed, these guidelines can be adopted into the Town's planning documents. This recommendation is discussed more in **Recommendation PP2**.

Update Land Use Zoning

There are potential changes to land use zones that could be made to facilitate the Waterfront Plan. Firstly, the Waterfront Zone could permit light industrial uses; at least by development agreement. This will enable industrial uses such as light

manufacturing along the waterfront which could help to reinforce Pictou's industrial history and working waterfront. Currently, the Waterfront Zone does not permit light industrial uses. Restrictions could be placed on outdoor storage and display of goods, landscaping, fencing, among others to ensure any light industrial development fits into the design of the waterfront. Appropriate light industrial uses may include micro-breweries, micro-distilleries, or a small woodworking studio.

To help create a more unified streetscape, the Town could adopt a Maximum Front Yard Setback requirement in the Waterfront Zone. This will result in buildings being placed closer to the front lot line and create a more continuous streetscape. The RCMP building, which is setback approximately 15 metres from the street, creates a significant gap along the streetscape, for example.

Prohibit Third Party Signs on the Waterfront

Third party signs are signs that advertise a business at an off-site location. While third party signs placed by a business may help point potential customers in their direction, when left unregulated, they can result in sign pollution and clutter, taking away from the general amenity of an area. As an alternative to prohibiting third-party signs altogether, the Town could develop a set of standards for third party signs in the Downtown Core Zone, the Downtown Commercial Zone, and the Waterfront Zone so signs have to meet a specific design aesthetic that matches the

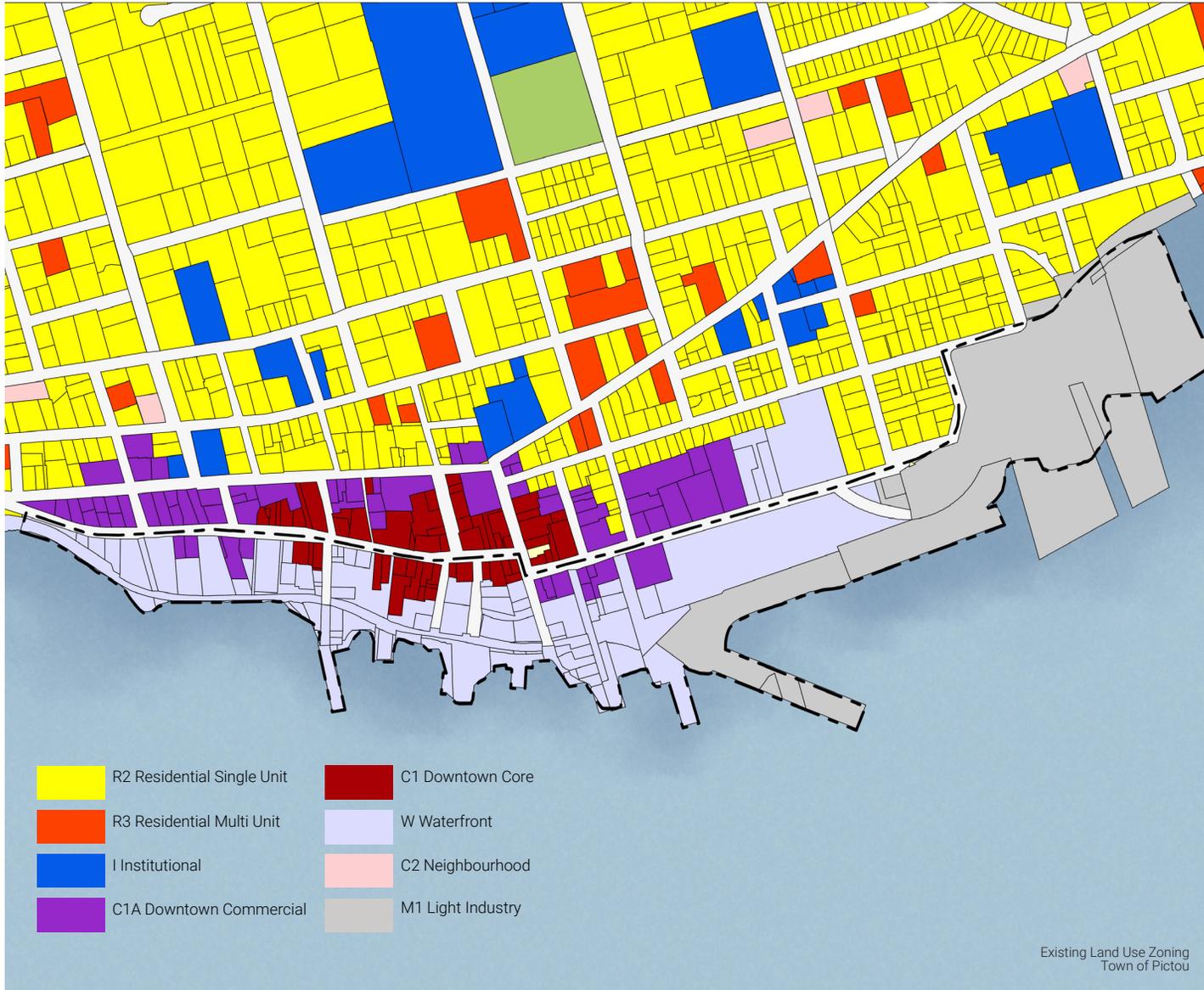
overall waterfront brand and wayfinding standards.

Sea Level Rise

Sea level rise and climate change will impact Pictou and its waterfront. New private development should be considered with respect to projected sea level rise and restrictions introduced through the provincial *Coastal Protection Act* and Regulations. Additionally, any waterfront infrastructure developed should be engineered and built to an elevation to withstand sea level rise impacts.

Include Waterfront Plan Vision and Guiding Principles within the Town of Pictou's Planning Documents

As Pictou's Waterfront becomes an increasingly popular place, private investment will follow. Ensuring growth and development that occurs is in keeping with the Vision and Guiding Principles are vitally important. The Town could adopt policy within its Secondary Municipal Planning Strategy that requires development in the Waterfront Plan area to be evaluated against the Vision and Guiding Principles for the Waterfront.



Guiding Principles Achieved

1 2 3 4 5 **6** 7 8

Implementation Timeline

Medium Term (Years 4-7)

Responsibility

Town of Pictou, towns in Pictou County

Potential Partners

Pictou County Municipalities

Steps to Implementation

1. Conduct required changes to Municipal Planning Strategies and Land Use Bylaw as standalone amendments or include them in comprehensive review of planning documents.

Potential Costs

Staff time associated with amendments

PP2 Adopt Design Guidelines and a Property Improvement Program

Design Guidelines

Over the life of the Waterfront Plan and beyond, new development will occur in downtown Pictou and along the waterfront. Several vacant lots have the potential for new growth, while existing structures may be torn down or renovated. It is important that new growth conforms to and complements the existing built and architectural form that has evolved over Pictou's history. A set of design guidelines will provide the Town with clear directions and guidelines that will guide growth and development in the downtown and waterfront areas.

The design guidelines should be focused on a specific area and should include provisions for:

- preserving the existing heritage character of the area by supporting development that is in keeping with the architectural style and built form of Pictou's downtown and waterfront;
- supporting a vibrant commercial and mixed-use streetscape;
- the location of parking, services, and utilities;
- supporting cohesiveness of the built form;
- embracing diversity and variety in building form and architecture while preventing new development from poorly mimicking historic styles;
- the articulation and orientation of building storefronts and entrances; and
- the types of permitted building materials, among others.

As discussed in **Recommendation PP1**, the Town must first complete a study to understand the architectural history and style of Pictou before developing design guidelines. Once the study has been completed, a set of design guidelines can be developed and adopted as part of the Town's land use planning documents. As part of the planning documents, new development will need to conform to the design guidelines.

Additional amendments to the Land Use Bylaw or Secondary Municipal Planning Strategy may also be necessary following the development of the design guidelines.

Property Improvement Program

Public realm improvements in downtown Pictou and along the waterfront could be matched by opportunities for private businesses and property owners to improve the appearance and function of their properties. Storefront revitalization and other exterior property improvement projects can have impacts that extend beyond individual storefronts and into the broader commercial district and region. When individual and collective property improvements, like facade upgrades or landscaping changes, take place, it can improve the overall perception of an area for shoppers and retailers. People may be more likely to visit an area that has high-quality appearances, thus making it a desirable location to establish a business.

It should be noted that although cohesiveness of the built form is important, it is just as important to embrace diversity and variety in building form and architecture while preventing new development from mimicking historic styles.

Property or facade improvement programs could either be implemented as a loan from the Town or as a grant given to businesses and property owners following the development of the design guidelines. Such a program could be the incentive that property and business owners need to redesign, renovate, or restore their properties. For example, the Town of Bridgewater, NS, has a matching grants program, up to \$5,000, for commercial properties downtown.

There are a number of potential property improvements that would enhance the waterfront and downtown:

- entryways accessibility improvements,
- exterior painting,
- awnings or canopies,
- doors or windows replacements,
- lighting,
- signage,
- cornice, parapets and other architectural features,
- re-pointing of masonry or cleaning,
- re-design of storefront, or
- landscaping.

Guiding Principles Achieved
1 2 3 4 5 6 7 8
Implementation Timeline
Medium Term (Years 4-7)
Responsibility
Town of Pictou
Potential Partners
Pictou County Municipalities; Department Of Communities, Culture And Heritage; Department of Canadian Heritage
Steps to Implementation
<ol style="list-style-type: none"> 1. Hire a planning and/or architecture firm to study the built form in Pictou and to develop a set of design guidelines. 2. Adopt design guidelines as part of land use planning documents. 3. Develop a Property Improvement Program.
Potential Costs
Built Form and Architectural Analysis + Design Guidelines: \$20,000 - 30,000 + HST

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10. NEXT STEPS

10.1 OVERVIEW

The Waterfront Plan represents the long-term vision and blueprint for the Pictou Waterfront. Implementation of the Plan and its recommendations are meant to be completed over the next 10 years.

This section outlines the phasing plan for the implementation of the Waterfront Plan recommendations and includes a list of priority projects for the Town to pursue following its adoption. The costs associated with each recommendation are included with each recommendation (Chapters 5-9), and the full costing breakdown for public infrastructure has been included in the Appendix.



10.2 CONSOLIDATED TIMELINE

Year 1 Year 2 Year 3 Year 4 Year 5 Year 6 Year 7 Year 8 Year 9 Year 10

Identity & Promotion

- IP1** **Develop a Pictou Waterfront Identity**
- IP2** **Develop a Palette of Site Furniture**
- IP3** **Adopt a Holistic Interpretive Approach**
- IP4** **Promote the Waterfront to Locals**
- IP5** **Promote the Waterfront to Tourists**
- IP6** **Promote the Waterfront to Marine Visitors**

Year 1	Year 2	Year 3							
Year 1	Year 2	Year 3							
Year 1	Year 2	Year 3							
Year 1	Year 2	Year 3							
			Year 4	Year 5	Year 6	Year 7			
Year 1	Year 2	Year 3							

Access & Corridors

- AC1** **Extend the Jitney Trail and Create 'Waterfront Loop'**
- AC2** **Develop a Waterfront Wayfinding System**
- AC3** **Link the Downtown and the Waterfront**
- AC4** **Develop an Integrated Approach to Parking**
- AC5** **Improve Waterfront Access from Rotary**

Year 1	Year 2	Year 3							
Year 1	Year 2	Year 3							
Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7			
Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7			
			Year 4	Year 5	Year 6	Year 7			

Year 1 Year 2 Year 3 Year 4 Year 5 Year 6 Year 7 Year 8 Year 9 Year 10

Area Improvements

- A11 deCoste Public Spaces
- A12 Market Wharf and Marina
- A13 Quay District
- A14 Creighton Street Development
- A15 CN Station Revitalization and Plaza
- A16 Waterfront Common
- A17 Harbour Walk

			Year 4	Year 5	Year 6	Year 7			
Year 1	Year 2	Year 3							
							Year 8	Year 9	Year 10
			Year 4	Year 5	Year 6	Year 7			
			Year 4	Year 5	Year 6	Year 7			
							Year 8	Year 9	Year 10
Ongoing									

Programming

- P1 Develop a Public Art Policy
- P2 Support the Artistic Community
- P3 Implement a Water Quality Testing Program
- P4 Develop an Integrative Approach to Placemaking
- P5 Activate the Waterfront Through Programming
- P6 Establish a Formal Waterfront Management Structure

Year 1	Year 2	Year 3							
			Year 4	Year 5	Year 6	Year 7			
Year 1	Year 2	Year 3							
Year 1	Year 2	Year 3							
Year 1	Year 2	Year 3							
Year 1	Year 2	Year 3							

Planning & Policy

- PP1 MPS/LUB Amendments
- PP2 Adopt Design Guidelines and a Property Improvement Program

			Year 4	Year 5	Year 6	Year 7			
			Year 4	Year 5	Year 6	Year 7			

10.3 PRIORITY PROJECTS

The implementation of the Waterfront Plan will require a strategic and long-term plan. While the timeline and costing have been established for individual recommendations, there are several projects that the Town should prioritize, and there are opportunities to pursue multiple recommendations simultaneously. This section outlines the three priority projects for the Town.

Project 1 Setting the Stage

- P3** **Implement a Water Quality Testing Program**
- P6** **Establish a Formal Waterfront Management Structure**
- IP4** **Promote the Waterfront to Locals**

The recommendations above will set the stage for the rest of the Waterfront Plan to be developed over the next decade. First and foremost, the Town should establish a formal waterfront management structure; the changes along the waterfront will impact operational and maintenance procedures in the Town. Establishing this plan and a formal management structure will be vital for the Town to take the next steps in implementing the Waterfront Plan. The Town should also immediately begin collecting baseline data, such as foot traffic, to help measure the success of the Waterfront Plan.

As an over-arching opportunity for the waterfront, introducing swimming and use of the harbour requires a greater level of confidence in the community that swimming is safe. Implementing a water quality testing program and a formal reporting mechanism to the community could help to ease concerns. Finally, before work begins on physical changes on the Pictou Waterfront, the Town should establish a webpage dedicated to the Waterfront Plan on its website so members of the public can track the Plan's implementation progress. The webpage can be used to share the results of the water quality testing program also.

Deliverables:

- Waterfront Operations and Management Plan
- Waterfront Implementation Structure
- Water Quality Testing Program and Reporting Mechanism
- Waterfront Plan Webpage

Project 2

Identity, Wayfinding, and Interpretation

- IP1** Develop a Pictou Waterfront Identity
- IP2** Develop a Palette of Site Furniture
- IP3** Adopt a Holistic Interpretive Approach
- IP6** Promote the Waterfront to Marine Visitors
- AC2** Develop a Waterfront Wayfinding System

Before major physical changes on the Pictou Waterfront occur, an identity for the waterfront should be established to create and formalize a sense of place. This identity will ultimately influence the street furniture, approach to interpretation, and wayfinding system that will be implemented on the waterfront. The recommendations above look at packaging these efforts together into a single project or study for the Town to pursue.

Deliverables:

- Pictou Waterfront Identity
- Palette of Street Furniture
- Interpretation Plan
- Wayfinding System
- Marine Visitation Marketing and Communications Strategy

Project 3

Initial Waterfront Upgrades

- AC1** Extend the Jitney Trail and Create 'Waterfront Loop'
- AI2** Market Wharf and Marina

The recommendations above represent the first steps in the physical changes along Pictou's Waterfront. Extending the Jitney Trail along Caladh Avenue and transitioning this street to a one way street will establish the long-term travel patterns for the waterfront. While the Town waits for potential funding opportunities, the mixed-use path can be extended using temporary measures such as planters or Jersey barriers.

The importance of the Market Wharf Marina cannot be understated. Reestablishing the breakwater will create additional capacity at the marina and enable the Town to attract additional marine visitors to Pictou all the while creating new economic development opportunities.

Deliverables:

- Transition Caladh Avenue into a One-way Street
- Commercial Truck Travel Policy
- Reestablishment of Breakwater and Marina
- Public Space improvements on Market Wharf

10.4 CONCLUSION

From the reestablishment of the Marina to the creation of several beach areas and a Waterfront Common, the Pictou Waterfront will be the outdoor open space hub and marine centre along the Northumberland Shore. Over a 10-year period, the recommendations of this Waterfront Plan will reshape how the Pictou Waterfront looks, feels, and operates. As importantly, however, it will ensure, through programs, policies, and other initiatives, that the waterfront grows and develops sustainably.

Over eight months, the Town of Pictou undertook a progressive and proactive program to create a plan and vision for the Pictou Waterfront that will tie ongoing and future efforts together. The program included extensive public engagement and analysis which led to the development of this Waterfront Plan.

Although it was a Town-led initiative, the Waterfront Plan is founded upon the ideas and values of the community, and it looks to celebrate and reinforce the things that make Pictou unique. Although this phase of the Waterfront Plan is complete, the Plan will require constant care, attention, and support from the community to ensure its successful implementation.





APPENDIX

COSTING BREAKDOWN

Item	Approximate Quantity	Unit	Unit Cost	Subtotal
DECOSTE PUBLIC SPACES				\$ 2,306,000.00
Miscellaneous removals	1	sum	\$ 40,000.00	\$ 40,000.00
Shape subgrade including berm	1	sum	\$ 20,000.00	\$ 20,000.00
Sidewalks (West of deCoste Centre)	200	m2	\$ 100.00	\$ 20,000.00
Angular seating near berm	50	m	\$ 400.00	\$ 20,000.00
Additional parking spaces behind Culture Hub	35	no	\$ 8,000.00	\$ 280,000.00
Construct Plaza	1350	m2	\$ 200.00	\$ 270,000.00
Boardwalks	80	m2	\$ 200.00	\$ 16,000.00
Seating steps	600	m3	\$ 400.00	\$ 240,000.00
Kayak ramp to dock including accessible features	1	sum	\$ 200,000.00	\$ 200,000.00
Kayak dock	1	sum	\$ 75,000.00	\$ 75,000.00
Kayak rental kiosk	1	sum	\$ 50,000.00	\$ 50,000.00
Enhance beach area	1	sum	\$ 75,000.00	\$ 75,000.00
Bollard lighting	1	sum	\$ 50,000.00	\$ 50,000.00
Sodding allowance	2000	m2	\$ 18.00	\$ 36,000.00
Trees, shrubs, plantings allowance	1	sum	\$ 50,000.00	\$ 50,000.00
Site furniture - benches, tables, waste receptacles allowance	1	sum	\$ 60,000.00	\$ 60,000.00
Upgrade Jitney Trail	500	m2	\$ 20.00	\$ 10,000.00
Environmental measures during construction	1	sum	\$ 25,000.00	\$ 25,000.00
Subtotal				\$ 1,537,000.00
Contractor's General Requirements and Profit	20%			\$ 307,400.00
Design and Construction Contingencies	25%			\$ 461,100.00
MARKET WHARF				\$ 8,657,000.00
Miscellaneous removals	1	sum	\$ 70,000.00	\$ 70,000.00
Shape subgrade including berm	1	sum	\$ 30,000.00	\$ 30,000.00
Construct replacement pier and breakwater	1	sum	\$ 4,300,000.00	\$ 4,300,000.00
Allowance to upgrade existing building	1	sum	\$ 250,000.00	\$ 250,000.00
Plaza (including centre portion of wharf and breakwater)	1950	m2	\$ 200.00	\$ 390,000.00
Covered stage structure	1	sum	\$ 200,000.00	\$ 200,000.00
Boardwalk	800	m2	\$ 200.00	\$ 160,000.00
L seating	105	m	\$ 400.00	\$ 42,000.00
Removable bollards	12	no	\$ 2,000.00	\$ 24,000.00
Upgrade Jitney Trail	620	m2	\$ 20.00	\$ 12,400.00
Water and electrical services to vending site on wharf	80	m	\$ 400.00	\$ 32,000.00
Bollard lighting	1	sum	\$ 75,000.00	\$ 75,000.00
Sodding allowance	600	m2	\$ 18.00	\$ 10,800.00
Trees, shrubs, plantings allowance	1	sum	\$ 25,000.00	\$ 25,000.00
Site furniture - seating, tables, swing hammocks allowance	1	sum	\$ 100,000.00	\$ 100,000.00
Marine bar and grill property	1	sum	\$	\$
Environmental measures during construction	1	sum	\$ 50,000.00	\$ 50,000.00
Subtotal				\$ 5,771,200.00
Contractor's General Requirements and Profit	20%			\$ 1,154,240.00
Design and Construction Contingencies	25%			\$ 1,731,360.00
QUAY DISTRICT				\$ 3,050,000.00
Miscellaneous removals	1	sum	\$ 25,000.00	\$ 25,000.00
Shape subgrade including berm	1	sum	\$ 25,000.00	\$ 25,000.00
Modifications to Hector Centre and Museum allowance	1	sum	\$ 500,000.00	\$ 500,000.00
Plaza (behind Hector Interpretive Centre)	400	m2	\$ 200.00	\$ 80,000.00
Plaza/Work Area	35	m	\$ 100.00	\$ 3,500.00
Construct public space in front of town hall	1100	m2	\$ 200.00	\$ 220,000.00
Boardwalks	935	m2	\$ 200.00	\$ 187,000.00
Infill shoreline at Hector Interpretive Centre yard with riprap	100	m	\$ 300.00	\$ 30,000.00
Create, widen wharf superstructure around museum	75	m	\$ 6,000.00	\$ 450,000.00
Bridge structure	70	m2	\$ 3,500.00	\$ 245,000.00
Upgrade Jitney Trail	400	m2	\$ 20.00	\$ 8,000.00
Stepped seating	50	m2	\$ 400.00	\$ 20,000.00
Bollard lighting	1	sum	\$ 150,000.00	\$ 150,000.00
Sodding allowance	250	m2	\$ 18.00	\$ 4,500.00
Trees, shrubs, plantings allowance	1	sum	\$ 25,000.00	\$ 25,000.00
Site furniture - benches, tables, waste receptacles allowance	1	sum	\$ 20,000.00	\$ 20,000.00
Environmental measures	1	sum	\$ 40,000.00	\$ 40,000.00
Subtotal				\$ 2,033,000.00
Contractor's General Requirements and Profit	20%			\$ 406,600.00
Design and Construction Contingencies	25%			\$ 609,900.00

CREIGHTON STREET DEVELOPMENT				\$ 6,538,000.00
Environmental measures	1	sum	\$ 25,000.00	\$ 25,000.00
Miscellaneous removals	1	sum	\$ 150,000.00	\$ 150,000.00
Infill portion of harbour	3000	m3	\$ 25.00	\$ 75,000.00
Riprap to shoreline	150	m	\$ 300.00	\$ 45,000.00
Boat and kayak launch - wave break	1	sum	\$ 500,000.00	\$ 500,000.00
Floating wharf (West side of Pier B)	200	m2	\$ 1,500.00	\$ 300,000.00
Floating deck section	500	m2	\$ 1,500.00	\$ 750,000.00
Miscellaneous shaping of subgrade	1	sum	\$ 60,000.00	\$ 60,000.00
Fuel station/pump station	1	sum	\$ 300,000.00	\$ 300,000.00
Renew utilities on Creighton Street	100	m	\$ 7,500.00	\$ 750,000.00
Repave Creighton Street, boat parking area, Depot Street	3000	m2	\$ 100.00	\$ 300,000.00
Repave parking area	1000	m2	\$ 85.00	\$ 85,000.00
Boardwalks	1100	m2	\$ 200.00	\$ 220,000.00
Upgrade Jitney Trail	500	m2	\$ 20.00	\$ 10,000.00
Bollard lighting	1	sum	\$ 150,000.00	\$ 150,000.00
Concrete curbs to parking area	300	m	\$ 135.00	\$ 40,500.00
Signage, line painting to parking area	1	sum	\$ 15,000.00	\$ 15,000.00
Stepped seating	300	m2	\$ 400.00	\$ 120,000.00
Cul du sac island	200	m2	\$ 200.00	\$ 40,000.00
Second playground	1	sum	\$ 300,000.00	\$ 300,000.00
Sodding allowance	2400	m2	\$ 18.00	\$ 43,200.00
Trees, shrubs, plantings allowance	1	sum	\$ 40,000.00	\$ 40,000.00
Site furniture - benches, tables, waste receptacles allowance	1	sum	\$ 40,000.00	\$ 40,000.00
Subtotal				\$ 4,358,700.00
Contractor's General Requirements and Profit	20%			\$ 871,740.00
Design and Construction Contingencies	25%			\$ 1,307,610.00
CN STATION REVITALIZATION				\$ 3,306,000.00
Environmental measures	1	sum	\$ 5,000.00	\$ 5,000.00
Miscellaneous removals	1	sum	\$ 25,000.00	\$ 25,000.00
Prepare subgrade	1	sum	\$ 10,000.00	\$ 10,000.00
Refurbish/repurpose CN Station (base building)	1	sum	\$ 1,000,000.00	\$ 1,000,000.00
Rework intersection of Caladh Avenue/Depot Street	1	sum	\$ 250,000.00	\$ 250,000.00
Plaza	1500	m2	\$ 200.00	\$ 300,000.00
Construct parking area	2000	m2	\$ 85.00	\$ 170,000.00
Storm system for parking area	1	sum	\$ 100,000.00	\$ 100,000.00
Concrete curbs	400	m	\$ 135.00	\$ 54,000.00
Sidewalk	200	m2	\$ 100.00	\$ 20,000.00
Removable bollards	6	no	\$ 2,000.00	\$ 12,000.00
Line painting and signage	1	sum	\$ 10,000.00	\$ 10,000.00
Upgrade Jitney Trail	200	m2	\$ 25.00	\$ 5,000.00
Allowance for exterior lighting	1	sum	\$ 100,000.00	\$ 100,000.00
Sodding allowance	1000	m2	\$ 18.00	\$ 18,000.00
Trees, shrubs, plantings allowance	1	sum	\$ 25,000.00	\$ 25,000.00
Site furniture - benches, tables, waste receptacles allowance	1	sum	\$ 100,000.00	\$ 100,000.00
Subtotal				\$ 2,204,000.00
Contractor's General Requirements and Profit	20%			\$ 440,800.00
Design and Construction Contingencies	25%			\$ 661,200.00
WATERFRONT COMMON				\$ 1,863,000.00
Environmental measures	1	sum	\$ 5,000.00	\$ 5,000.00
Miscellaneous removals	1	sum	\$ 5,000.00	\$ 5,000.00
Prepare subgrade	1	sum	\$ 30,000.00	\$ 30,000.00
Playground	1	sum	\$ 400,000.00	\$ 400,000.00
Performance space	1	sum	\$ 250,000.00	\$ 250,000.00
Performance space lighting	1	sum	\$ 75,000.00	\$ 75,000.00
Art and Site Interpretation area and lookout	1	sum	\$ 100,000.00	\$ 100,000.00
Decorative fencing	70	m	\$ 200.00	\$ 14,000.00
Pathway construction - concrete	350	m2	\$ 125.00	\$ 43,750.00
Pathway construction - gravel	350	m2	\$ 75.00	\$ 26,250.00
Extend Jitney Trail	600	m2	\$ 75.00	\$ 45,000.00
Allowance for exterior furniture	1	sum	\$ 80,000.00	\$ 80,000.00
Sodding allowance	6000	m2	\$ 18.00	\$ 108,000.00
Trees, shrubs, plantings allowance	1	sum	\$ 60,000.00	\$ 60,000.00
Subtotal				\$ 1,242,000.00
Contractor's General Requirements and Profit	20%			\$ 248,400.00
Design and Construction Contingencies	25%			\$ 372,600.00
ACS IMPROVE WATERFRONT ACCESS FROM ROTARY				\$ 756,000.00
Signage	1	sum	\$ 2,500.00	\$ 2,500.00
Reconfigure West River Road intersection with Church Street	1	sum	\$ 300,000.00	\$ 300,000.00
Subtotal				\$ 302,500.00
Contractor's General Requirements and Profit	20%			\$ 60,500.00
Design and Construction Contingencies	25%			\$ 90,750.00

CALADH AVENUE (MARKET STREET TO DEPOT STREET)				\$	5,907,000.00
Environmental measures during construction	1	sum	\$	25,000.00	\$ 25,000.00
Harbour walk boardwalk	1865	m2	\$	200.00	\$ 373,000.00
Remove asphalt paving	3000	m2	\$	5.00	\$ 15,000.00
Miscellaneous removals	1	sum	\$	50,000.00	\$ 50,000.00
Temporary detours, road closures	1	sum	\$	50,000.00	\$ 50,000.00
Cut and shape subgrade	4200	m2	\$	20.00	\$ 84,000.00
Gravels and asphalt	1	sum	\$	400,000.00	\$ 400,000.00
Curb and gutter	1000	m	\$	150.00	\$ 150,000.00
Sidewalk	500	m2	\$	110.00	\$ 55,000.00
Water services - miscellaneous modifications	1	sum	\$	100,000.00	\$ 100,000.00
Sanitary services - miscellaneous modifications	1	sum	\$	100,000.00	\$ 100,000.00
Storm sewer	1	sum	\$	950,000.00	\$ 950,000.00
Electrical and communications in existing U/G ductbank	1	sum	\$	1,000,000.00	\$ 1,000,000.00
Street lighting - decorative fixtures	10	no	\$	25,000.00	\$ 250,000.00
U/G conduit and wiring	500	m	\$	250.00	\$ 125,000.00
Signage and pavement markings	1	sum	\$	25,000.00	\$ 25,000.00
Sodding allowance	2000	m2	\$	18.00	\$ 36,000.00
Trees, shrubs, plantings allowance	1	sum	\$	125,000.00	\$ 125,000.00
Site furniture - benches, tables, waste receptacles allowance	1	sum	\$	25,000.00	\$ 25,000.00
Subtotal					\$ 3,938,000.00
Contractor's General Requirements and Profit	20%				\$ 787,600.00
Design and Construction Contingencies	25%				\$ 1,181,400.00
Total Construction Cost			\$		32,383,000.00

ENDNOTES

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