

NWT ARTS STRATEGY / continued

- Measurables**
- Number of producing artists (all disciplines)
 - Number of public art venues in NWT (for each discipline)
 - Number of annual events or showcase opportunities
 - Number of visitors to venues or events

NWT ARTS STRATEGY - ACTION PLAN

As an example, NWT Arts Strategy includes such short term action items as:

- Provide instruction in teaching arts at Aurora College;
- Offer courses in art and fine crafts at Aurora College;
- Provide information on postsecondary arts programs and scholarships in other parts of Canada;
- Encourage and support individuals and organizations to produce, exhibit, perform and disseminate art to the public;
- Provide support and funding to the NWT Arts Council and northern performers including artists and arts organizations in all disciplines;
- Develop a directory of suppliers of raw materials, funding agencies and other industry related material;
- Develop a unique merchandising identification system that authenticates 'Made in the NWT' products;
- Develop and maintain a directory of artists and cultural industries in the NWT;

Public Art within an Urban Design Framework

Establishing a public art program will require considerable effort on the part of the City of Yellowknife, local artists and volunteers, and to a large degree is beyond the scope of the Urban Design Initiative. However, as the public art process unfolds in the community, the notion of public art processes and potential venues should be considered within the context of urban design and placemaking.



TYPES OF PUBLIC ART PROCESSES

- **Individual Art Commissions** incorporated into public spaces:
 - based upon specific themes
 - can apply to gifted pieces
 - located in specific places that require little or no alterations to the existing spaces
- **Art Integrated into Capital Projects** including functional and/or decorative components designed (and fabricated) by artists in collaboration with architectural, landscape architectural and/or engineering design team.
 - Themes would be determined by overall project theme, program or function
 - Artist participation through all stages of project – concept, design and construction
 - Determined percentage of capital budget for overall project (e.g. 1.5%)
- **Community Art Projects** which foster community and cultural identity through collaboration between artists and community in the creation of artwork that captures the spirit of the community. Non-artist members of the community actively participate in making the work of art.
 - Project would be based upon and driven by community participation
 - Artist leads community to create an art project (e.g. artist with school children)
 - Process of conceptualizing and development is as important as the finished artwork
 - Community members contribute their ideas and skills
 - Artists contribute their creativity, design and implementation skills and expertise
- **Functional Art Projects** such as light standards, bus shelters, benches, fences, which would be designed by artists and express particular themes and/or are simply aesthetically engaging.
- **Ephemeral Art Projects** which are temporary and suggest that their presence is dependent upon the effects of time and weather. The degenerative process is acknowledged as inherent to the art. Ephemeral art projects:
 - Are excellent for special events and celebrations (eg parades, festivals)
 - Can be installed to develop a receptive environment for further art projects.
 - Can be constructed of cheap, local and found materials that do not endure over time
 - May be associated with topical issues



VENUES FOR PUBLIC ART IN YELLOWKNIFE

General

- Signage - Interpretive; directional; informational
- Celebrations / Festivals - Gateways; tent structures / kiosks; wayfinding; ephemeral projects
- Transportation and Roadways - Bus shelters; bus stop signs; benches
- Architectural elements - Entrances; handrails / stairs; windows; lighting; integrated structural elements
- Green infrastructure - Stormwater management facilities; alternative power; recycling
- Ephemeral - Flags; kites; small sculptural elements; found object art.

Downtown locations

- Sidewalk and public walkways
- Outdoor spaces/entries and open spaces associated with shopping malls
- Art works integrated into architectural projects

Gateways

- Gateways into the downtown
- Gateways between neighbourhoods and at entrances to neighbourhoods

Routes

- Special routes, such as, between the airport and downtown
- Trails and walkways

Waterways

- Highlighting waterfront spaces
- Along waterfront routes

Parks and greenspaces

- Play structures, climbing walls, toboggan slides
- Plazas, site furnishings, bridges, lighting, park spaces, accessories (eg. manhole covers)

Public facilities

- Airports, libraries, community centres, schools, other civic buildings.

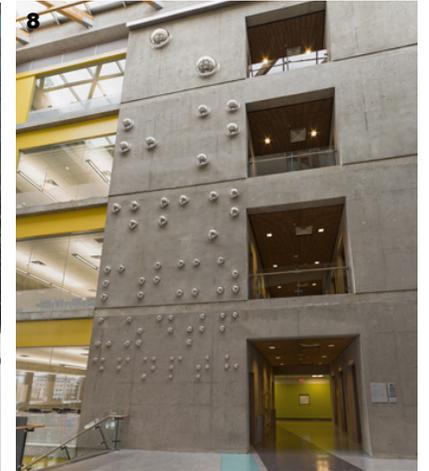
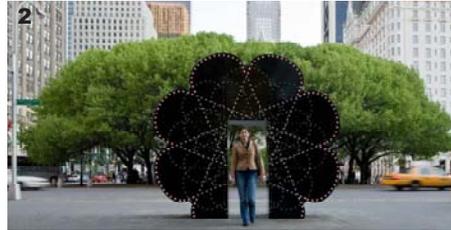
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Types of public art include:

- 1 Land art.
- 2 Gateways as public art.
- 3 Public space as art, Winnipeg MB.
- 4-6 Public art integrated into the design of site furnishings.
- 7 Public art articulating public space, Vancouver BC.
- 8 Public art integrated with architecture.



Implementation

Ultimately, public art is realized through a thoughtful and coordinated public art policy. The purpose of a public art policy is to direct the integration of artwork into public spaces and public works projects throughout the City through a well-administered and appropriately funded public art program. A strong policy designed specifically for Yellowknife will ensure a public art program that is integrated with the environment and is relevant to the City of Yellowknife. A good public art program should guide how the City commissions, acquires and manages its visual art pieces and collections; and provide cultural leadership and opportunity, guide the evolution of a distinct and vibrant artistic character for the City's emerging public places, and ensure a visual legacy for all to enjoy. (City of Calgary Public Art Program).

- Establish a public art committee within the City of Yellowknife. The City should ideally create a position within Planning and Development to establish and manage this committee, which should include representation from the Aurora Arts Society and other local artists. The first roles of the committee should be to establish a vision, guiding principles and short term / immediate action plan which can form the basis of a public art policy moving forward.
- Coordinate and partner with other organizations, such as the GNWT, to share resources, knowledge and existing models in the advancement of a public art policy.
- In the immediate future, the City of Yellowknife should continue its leadership role in working with local artists to incorporate public art into capital projects such as streetscaping and open space development.



Architectural heritage is an important element of the history, culture and personality of a place. While the development of municipal designation and protection policies is relatively straightforward, it can be more difficult to strike a balance between preservation and economic viability. The Hudson's Bay Warehouse was selected as a model to explore the issues of heritage preservation in Yellowknife; specifically, appreciating the building in context and understanding its relationship to its urban setting; identifying and incorporating internal features and structural elements into planned building programmes; and appropriately incorporating new technologies to maximize long term building performance.



Existing Context

The City of Yellowknife has taken two key steps that facilitate the designation, recognition and restoration of architectural heritage within the community. Firstly, City Council established the **Yellowknife Heritage Committee** in February 1985. The committee consists of eleven members representing the community: two City Councillors and nine representatives from the community who are appointed by Council. Secondly, the City of Yellowknife established **Heritage By-Law No. 4540**, which provides the Heritage Committee with tools to designate and recognize heritage resources, and defines the process and criteria for the restoration of heritage resources.

Of note, By-law no. 4540 relates to the designation of buildings with architectural and / or cultural significance, or of value to their to their architectural context. Presently, City Council has designated the following heritage sites in Yellowknife:

- Wildcat Café
- Canadian Pacific Float Base
- Weaver and Devore Store
- Hudson's Bay Warehouse
- Back Bay Cemetery
- Fireweed Studio
- Old Log School House
- Bank of Toronto Building
- Yellowknife Post Office

The integrity of these sites is protected through regulations which clearly lay out processes related to their upgrading and restoration. The By-law also provides for the recognition of those heritage sites which on their own are not of singular significance, but contribute positively to the architectural identity and integrity of their context. Finally, the By-law provides for incentives (primarily grants and abatements) to facilitate the restoration of sites protected under the By-law.

While the City of Yellowknife has laid the groundwork for the preservation of architecturally and culturally significant sites, beyond designating properties little has been done to advance the restoration of buildings in the community. To this end, the Hudson's Bay Warehouse in Old Town has been selected as a model to explore, understand and address the various opportunities and challenges which go hand in hand with architectural restoration.



Respect context



Exterior Character of the Building

The existing metal siding (1) camouflages the buildings identity as a historical landmark. Reverting to a white, wide horizontal wooden clapboard siding (2) would help re-establish a sense of history at the street level.

Removing the existing siding would allow the opportunity to expose windows which are currently covered up, helping to restore some of the original character of the exterior of the building, as well as helping to brighten an otherwise dimly lit interior.

Removal and / or replacement of existing windows and doors with updated, high performance equivalents would greatly increase the efficiency of the building as well as its desirability for future clientele. In doing so, a distinct effort should be made to maintain the proportions and stylings of the current windows and doors.



Footprint, Height and Datums

Unaltered roof height and general footprint maintain balance in the scale of the neighborhood, especially on the sides fronting onto the street. New eaves (3) are incorporated to maintain proper drainage, and carefully follow the roofline so as not to detract from the overall composition.





Respect context



Access Issues

Any changes made to the footprint of the building must take into account access to the other buildings neighboring the site. Conversely, changes to the building could promote unwanted access to other buildings via this site, for example adding a rear access point, or offering parking near the deck area. Access concerns also relate to light and views. Adding onto the Hudson's Bay Warehouse where parking is currently located could block views of the lake from neighbouring homes. Building any higher could also block light when the sun is low in the sky. These ideas must be discussed to allow for conscientious design which compliments rather than detracts from the neighborhood as a whole.

Privacy Issues

In this example, the Hudson's Bay Building sits in very close proximity to a residence up the hill to the back, and is sited quite close to the street. If this building were to be redeveloped, any programming on the street side would likely be public in nature due to the height of the windows and the ease of interaction from passersby. To the rear of the building, views from the building would want to be calculated so as not to intrude on those neighboring the site. Because light access is a concern, strategies such as skylights or lightwells will help to mediate the problem. Appropriate landscaping can also limit access to certain sides of the building to increase privacy, depending on its intended use.





Original Exposed Structure to be Maintained

Original structure was observed framing windows (1), with additional supports in the centre of the room installed more recently. The placement of these newer supports must have been decided based on the integrity of the roof trusses above them. With further work and strengthening of the roof construction, the original structural design of the building could be reintroduced (2) to regain the initial feel of the interior. Every effort should be made to retain the original design strategy.

Celebrate structural features

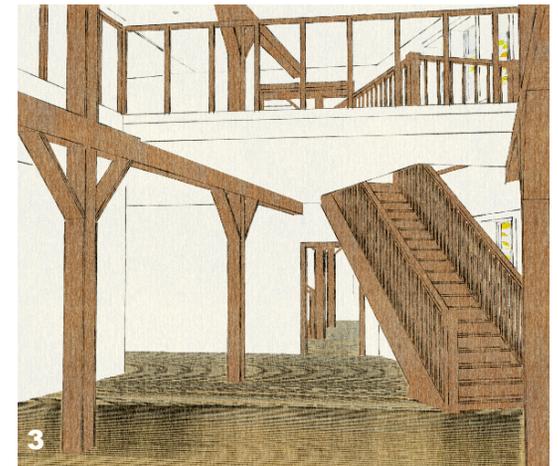


Re-establishing Datums and Bay Sizes

While repairs or replacements of original roof trusses may be needed to correct the ceiling lines, this will allow for much clearer datums in the room and will compliment the original geometry of the structure. The improvements of these lines will therefore give further importance to the original elements. Optimization of the structural resolution will allow for more regular bay sizes, in turn better accommodating future users and their associated programs.

Large Changes Respect the Original Design Intent

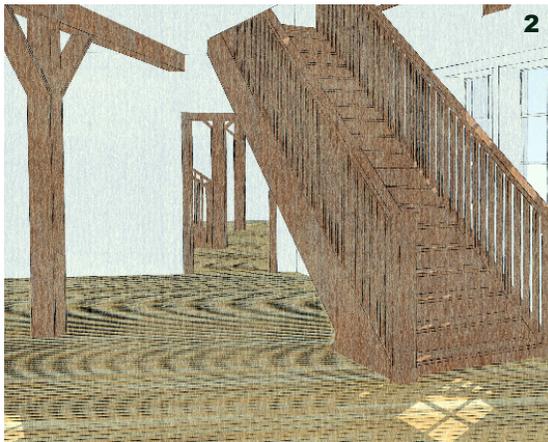
The example (3) shows a large part of the second floor being removed to allow better light penetration and increased verticality in the space. Original structural lines are restored to emphasize the original materials, construction technique and overall design. Where possible, all original flooring is kept intact and new railings built to match the existing palette.





Maintain Original Character

If the building is to accommodate other uses in the future, it would have to be brought up to minimum code standards. The slope of the current stairs (1) is too steep and the original materials are in poor condition. The example (2) shows the stairs rebuilt to match the original in terms of material palette and construction style.



Integration of New Elements

New elements which are added to the existing palette, ie. outlets, light fixtures, signage, should be kept explicitly separate from original elements. The example shows an outlet and its conduit (3) carelessly screwed to an original column. Wherever possible, new elements such as these should be attached to non-original or at least concealed building parts (ie. drywall, studs, roof joists, etc.) All necessary interventions with original materials should be clean and minimalist so as not to detract from the character of the space (4).



Restoring Important Elements

Original interior doors, stairs, fixtures, lighting, flooring, etc. should be maintained where possible. If changes need to be made for performance reasons, the character of the interior spaces is of primary importance. One should find new elements appropriate to replace the existing. In the case of material availability issues (ie. flooring), thoughtful alternatives could be acceptable. The example (5) shows thick, original wooden doors which have been well preserved. These should be kept intact at all cost; however, in the case that their fixtures are inadequate for future use (ie. security) any additions should be thoughtfully chosen to maintain the character of the existing building.





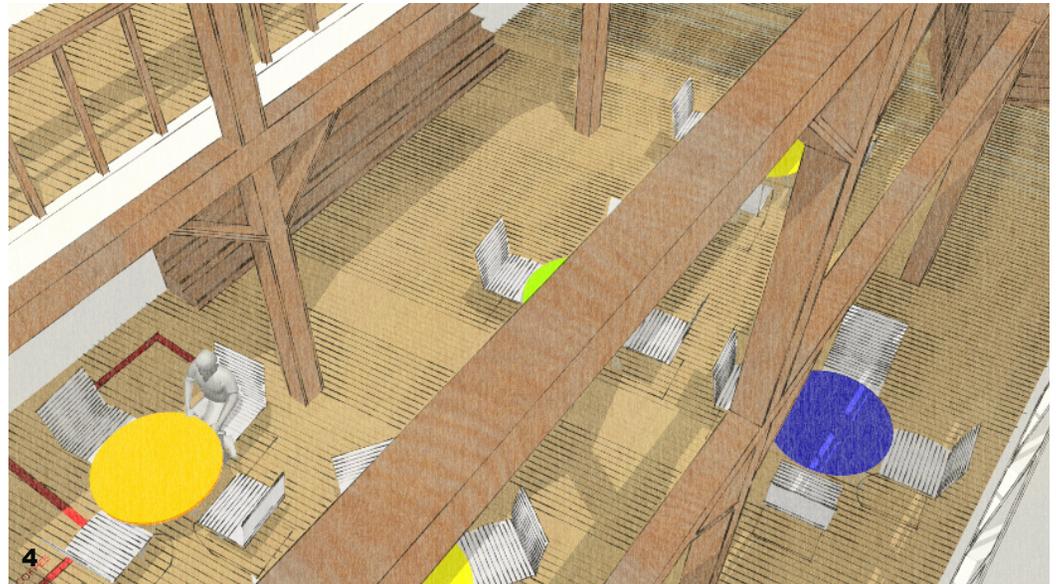
Retain Evidence of the Original Use

While it is reasonable to assume that the future uses of historic sites will not reflect their originally intended program, where necessary, an effort should be made to reflect this history.

In the case of the Hudson's Bay Warehouse, which was used largely for storage and shipping of goods, the painted outlines of areas where palletes were stacked are still present (1, 2). If a restoration were to occur, this would be a good opportunity to re-finish the floors and restore these painted inscriptions (3), leaving a glimpse of a previous age. While new programming would undoubtedly exist, these marks could remain as a memory.

In the example (4), while large interventions have occurred to develop better spaces and building performance, the original floor is intact complete with the restored markings to indicate the original program of the building.

Celebrate intended use





Improve building performance

Water Drainage

If an older building is not protected against water infiltration, it can yield serious consequences including rot of structural elements, surface staining of most materials, mold growth, etc. This example (4) shows where the leak exists and the superficial damage which indicates that deeper problems are likely. Proper roof drainage would solve this problem and help to preserve the building. These leaks can lead to massive heat loss in cold months.



Daylighting

If the building was to be redeveloped in the future, day-lighting is an area which could be improved to achieve better performance from the building in terms of energy consumption.

In this study case, due to the fact that the roof has been replaced at least once in the lifespan of the building, the installation of one or more skylights could be done with minimal disruption of important original elements (1-3). This would provide for more comfortable living or working spaces as well as cost savings in terms of artificial lighting needed. The removal of part of the second story also greatly aids in ambient lighting for spaces with little access to direct sunlight.

Windows

Single glazed windows can yield 20% heat loss in normal conditions. In a climate such as that of Yellowknife, the impact is much greater. Replacing the old windows with new double-glazed, similarly styled equivalents would greatly improve the carbon footprint of the building without an impact on its exterior (or interior) character. High performance door frames can also help to limit heat loss and drafts in the building. The image to the left (5) shows a new door that completely departs from the existing condition, allowing uninterrupted views to the interior space.



Implementation

To continue to preserve architectural heritage in Yellowknife, there are a number of opportunities to support and strengthen the protection of heritage resources in the community:

- Undertake a restoration project, such as the Hudson's Bay Warehouse, either alone or in support of a private property owner, as both a demonstration project and a means to better understand the complexities of architectural restoration.
- Review and update the existing Heritage By-law to strengthen the toolkit available to preserve architectural resources. In addition to grants and abatements, the City can refund permit fees and work with proponents to find land use and code equivalencies which may facilitate restoration. Additionally, the City may undertake off-site improvements, including infrastructure and streetscaping, which may bolster the viability of projects.
- Review and update the existing Heritage By-law to strengthen the city's appreciation and protection of its own corporate history.
- Explore overlay zoning within areas as Old Town to protect the overall architectural identity and integrity of unique neighbourhoods. Overlay zoning superimposes special regulations which can modify or add to the permitted uses, design characteristics, bulk requirements of the underlying zone or district. The overlay zoning concept is consistent with form-based zoning, which emphasizes the compatibility of architectural form over the compatibility of uses.
- To support overlay and form-based zoning, undertake a detailed analysis of potential districts. Identify geographical boundaries and architectural and urban design character, such as building form and materials, and urban design pattern and texture.



Implementing the Urban Design Initiative

Implementation strategies have been identified throughout the Urban Design Initiative, and are summarized below. In each case, the City of Yellowknife should direct its energy to short term goals - those activities which can be easily achieved in a relatively short time period and have significant impact on the advancement of urban design and placemaking in the community.

ENGINEERING / DEVELOPMENT STANDARDS

Short term goal:

- Incorporate a basic standard of streetscaping (hardscaping), street furnishings, lighting and landscaping in City of Yellowknife Engineering Standards, which should become the basis for all public and private projects within the city.

To support this goal:

- Formalize standard plant lists and landscape construction details and specifications. Emphasis should be placed on the use of native trees, shrubs, perennials and groundcovers, as well as the use of locally sourced mulches and planting materials.
- Formalize a standard lighting palette. Emphasis should be placed on the use of luminaires which are energy efficient and limit light pollution.
- Undertake a thorough inventory of existing street furnishings and replacement cycles to understand the implications of furnishing installation and replacement from the perspective of asset management.

ZONING BY-LAW

Short term goal:

- Update the By-law as appropriate to reflect ongoing changes to building and site signage.
- Update the By-Law, based on best practice reviews, to enhance landscape requirements on private property.
- Update the By-law with appropriate zoning mechanisms (e.g. overlay zones) to require a basic level of streetscape development in private development , including streetscaping (hardscaping), street furnishings, lighting and landscaping.



Long Term Goals:

- Explore form-based and similar zoning strategies which shift emphasis from building uses to building typologies and forms.
- Explore zoning mechanisms (e.g. overlay zones) within areas as Old Town to protect the overall architectural identity and integrity of these unique neighbourhoods.

To support these goals:

- Undertake a detailed analysis of potential districts (e.g. Old Town) in which form-based or overlay zoning mechanisms may be appropriate. Identify geographical boundaries and architectural and urban design character, such as building form and materials, and urban design pattern and texture.

BUILDING BY-LAW

Short term goals:

- Encourage new construction to meet current national standards for energy efficiency.

HERITAGE BY-LAW / HERITAGE COMMITTEE

Short term goals:

- Review and update the existing Heritage By-law to strengthen the toolkit available to preserve architectural resources. In addition to grants and abatements, the City can refund permit fees and work with proponents to find land use and code equivalencies which may facilitate restoration. Additionally, the City may undertake off-site improvements, including infrastructure and streetscaping, which may bolster the viability of projects.
- Review and update the existing Heritage By-law to strengthen the city's appreciation and protection of its own corporate history.

To support this goal:

- Assume a leadership role in a restoration project such as the Hudson's Bay Warehouse, either alone or in support of a private property owner, as both a demonstration project and a means to better understand the complexities of architectural restoration.



ADVANCING OTHER INITIATIVES

Ongoing goals:

- Continue to advance and support the facade improvement program. Explore the development of a design review committee or similar mechanism to assist in the delivery of this program.
- Initiate a community-wide signage plan, including an inventory of existing signs, kiosks and banners, and their respective replacement cycles. Address communication requirements and graphic design standards for gateway, identity / branding, and wayfinding signage. Explore the opportunity to introduce standardized, pre-fabricated sign families.
- Advance the development of a public art policy for Yellowknife. The City should ideally create a position within Planning and Development to establish and manage this committee, which should include representation from the Aurora Arts Society and other local artists. The first roles of the committee should be to establish a vision, guiding principles and short term / immediate action plan which can form the basis of a public art policy moving forward. Coordinate and partner with other organizations, such as the GNWT, to share resources, knowledge and existing models in the advancement of a public art policy.
- Continue to show leadership in working with local artists to incorporate public art into capital projects such as streetscaping and open space development.

Capital Investments

Through the Urban Design Initiative, the City of Yellowknife has a unique opportunity to implement the Urban Design Kit-of-Parts in an efficient and coherent manner, either alone or in partnership with private investors, organizations and other levels of government. In advancing the Kit-of-Parts from conceptual design (as illustrated in this plan) through to detailed design, the following should be considered:

- The continued partnership with Public Works and Engineering to ensure roadway upgrades include streetscape enhancements, including a standard palette of hardscape / street furnishings / lighting / signage and landscaping.
- The development of kit-of-part elements beyond the standard palette (above), including custom site furnishings and structures, unique lighting features, traffic calming elements and green technology (e.g. rainwater gardens).
- The continued integration of public art, if even on a project-by-project basis. Emphasis should be placed on opportunities for immediate partnerships that can easily be integrated into capital works (e.g. street furnishings, sidewalk



stamping). These partnerships and experiences are critical in advancing the establishment of a public art policy and committee within the City of Yellowknife.

In terms of specific capital projects as referenced and illustrated in this plan, the following provide some representative order of magnitude costs which may assist in future budget processes by the City of Yellowknife:

| Capital Improvement | Reference (page/s) | Budget (1) |
|---|--------------------|-------------|
| Streetscape Development, Old Airport Road - COOP Corner north to Borden Drive (+/- 375 lin.m, both sides of street, roadworks not included) | 24,43 | \$1,050,000 |
| Plaza Development, Range Lake Road revitalization catalyst (public portion) | 22 | \$450,000 |
| Streetscape Development, 52nd Street - Franklin to 49th Avenue (+/- 150 lin.m, both sides, roadworks included) | 30,43,44 | \$690,000 |
| Streetscape Development, Franklin Avenue - 51st to 52nd Street (+/- 75 lin. m, both sides of street, roadworks not included) | 30,43,44 | \$240,000 |
| Plaza Development, 50 / 50 Corner (public portion) | 28 | \$950,000 |
| Streetscape Development, Old Town - between Bretzlaff Drive and the Boat Launch (+/- 200 lin. m, both sides of street, roadworks not included) | 39 | \$375,000 |
| Plaza Development, Old Town revitalization catalyst (public / waterfront portion) | 38 | \$1,250,000 |

Notes

(1) Budgets are order of magnitude figures based on 2010 costs. Figures include +/- 30% contingency, do not include land costs.



