

# 2014 Livable City Design Awards

Celebrate the projects that make Kingston beautiful.

## Jury Report

November 2014



Some of the 2014 Award Nominees. Images provided to the City of Kingston by applicants.





## OFFICE OF THE MAYOR

November 5, 2014

Ladies and Gentlemen,

On behalf of my colleagues on City Council, I am pleased to congratulate the winners of the City of Kingston's 2014 Livable City Design Awards!

The award program attracted 22 nominations in total this year, which represented a wide range of building and landscaping projects located throughout the City. It is particularly encouraging to see the number of projects that incorporate a commitment to the restoration of valuable heritage assets.

The 2014 Livable City Design Awards celebrate the achievements of many dedicated and talented professionals. These professionals contribute to the innovative design practices that have inspired a diverse approach to development in our city. Their continuing dedication to exceptional design and construction is what helps make Kingston a vibrant place to live, work, play, study and visit.

Superior design is important to the ongoing success of our city. The Livable City Design Awards acknowledge and promote design excellence, and in turn, elevate public awareness of the vital role that design plays in city-building.

I would also like to recognize the contributions made by the jury members to this award program. The jurors took on the very difficult task of making their selection from the many outstanding submissions and I thank them for offering their time and expertise to the decision-making process.

Once again, congratulations to our winners and everyone who submitted designs for consideration in this year's competition!

Yours truly,

Mark Gerretsen  
Mayor of Kingston

MG/sf

### MAYOR MARK GERRETSEN

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## **Acknowledgements**

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Thank you to the various City staff and community members who participated in the event, not limited to the following:

Planning and Development Department

Kingston Frontenac Public Library

PrintFusion Inc.



## Awards & Evaluation and Criteria

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The number and type of awards are at the discretion of the jury, and may include the following:

- Award of Excellence – Presented to projects that exemplify, as much as possible, the evaluation criteria and the City’s design objectives and principles; and,
- Award of Merit – Presented to projects that demonstrate excellence in one or more of the evaluation criteria and are in keeping with the City’s design objectives and principles.

The People’s Choice Award was also included again with this year’s awards program, with voting by the public taking place in the early fall.

## Evaluation Criteria

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Each project was assessed according to the following criteria:

- Significance: City Wide Scale – Contribution to the City’s design objectives as related to the City’s image, visual identity, vistas, skyline, and streetscapes;
- Significance: Community Scale – Contribution to the quality of the environment within a community, the demonstration of regard for the context of the locale, and enhancing a sense of place and personal safety or reinforcing a unique history;
- Innovation – The degree of creative response to project requirements and site constraints, affordability, incorporation of technology, and the ability to influence trends;
- Context – The relationship or blending of built form and spaces with existing and planned development, and respect for, or enhancement of, the area’s character;
- Execution – The quality of construction materials, and the interpretation of the design into reality;
- Green Design – Demonstrates an integrated approach to design that supports environmental and sustainable site and building practices; and,
- Accessibility – Displays a high standard of Universal Design principles as set out in the City of Kingston Official Plan.

In addition to the general criteria listed above, the following are criteria specific to heritage projects:

- Heritage – Eligible projects display the highest standards of conservation practice as defined in the City of Kingston’s Official Plan under Section 7.1.6 “Conservation Protocol”. The specifics of this section are available on the City’s website for reference.

## **Judging**

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The Livable City Design Awards are coordinated by the City of Kingston's Planning and Development Department, but all jury members are external to The Corporation of the City of Kingston.

## **The Jury**

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### **Ajay Agarwal**

B.Arch., M.Tech., M.Pl., Ph.D.

Ajay Agarwal teaches courses related to Community Design, Urban Transportation, and International Development at the School of Urban and Regional Planning at Queen's University. Ajay earned his Ph.D. from the University of Southern California (USC), Los Angeles. Ajay was born and raised in India where he practiced as a consulting architect for several years before commencing his graduate studies in the United States. Ajay's research interests lie in the determinants of travel behaviour, and the association between transportation infrastructure and urban spatial structure. Presently he is investigating the emerging travel behaviour of Generation Y, and opportunities and barriers for promoting public transit in midsize Canadian cities.

### **Colin Berman**

B.Arch. Sci., OALA, CSLA

Colin Berman is an Associate at Brook McIlroy in Toronto and is a licensed Landscape Architect with over 12 years of professional experience and a range of landscape architectural, urban design and streetscape projects throughout Canada. His experience includes downtown revitalization studies, municipal and federal parks, streetscape and public realm plans, institutional, commercial and multi-unit residential landscapes, installation designs, residential gardens and LEED-certified projects that utilize cutting edge sustainable landscape technologies. Colin has also planned public consultation strategies and facilitated events for a range of public realm projects, focusing on a collaborative, task-based approach to public participation.

Mr. Berman has considerable experience in design and the preparation of construction documents, as well as undertaking contract administration duties. His involvement from the conception of a design through to implementation has given him the capabilities and knowledge to manage a project from start to finish. Some of Colin's recent projects include Downtown Guelph's Streetscape Manual & Built From Guidelines, Downtown Streetscape Master Plan in Oakville, Guelph Civic Museum Landscape, Williamsville Cycling Lane Study in Kingston, Lower Harwood Avenue Study in Ajax, Prince Arthur's



Landing Waterfront Master Plan Implementation in Thunder Bay, Lakeview Waterfront EA in Mississauga, and 'The GreenWay' pedestrian link at the University of Saskatchewan.

### **Jessica Hawes**

OAA, BES, MArch, MRAIC, RPP, MCIP, LEED AP

Jessica Hawes, a Senior Associate at Brook McIlroy, is an Architect and Urban Designer specializing in the sustainable planning and design of buildings and cities. She has received both a Bachelor of Environmental Studies and a Master in Architecture from the University of Waterloo and is a LEED Accredited Professional.

Jessica has been responsible for the coordination and design of multiple planning and architecture projects, including sustainable community master plans, development studies, urban design guidelines, secondary plans and strategic growth studies. Recently her work has focused on the Kingston Residential Intensification and New Community Design Guidelines, the Williamsville Main Street Study for Kingston, the Downsview Secondary Plan, and the design and construction of Prince Arthur's Landing in Thunder Bay.

Prior to working at Brook McIlroy, Jessica worked internationally in the United Kingdom, Southern Africa and the United States on such projects as the design and construction of theatres, condominiums, retail centres, and office/commercial spaces, as well as the development and implementation of long-term strategic plans, growth strategies, and urban design guidelines.

### **André Scheinman**

André Scheinman has, for over thirty-four years, specialized in the planning for, and preservation of historic sites, structures and cultural landscapes. André is a founding member of the Canadian Association of Heritage Preservation Consultants (now CAHP), and is a thirty-four year member of both the Association for Preservation Technology (APT) and the International Committee on Monuments and Sites (ICOMOS). He was honoured by ICOMOS in 1998 for his contribution to international conservation in reference to his involvement with the international delegation (1988) to the then Soviet Union toward the conservation of the World Heritage Site at Kisi.

Prior to establishing his own firm, André was a consultant to the Ontario Heritage Foundation (OHF), responsible for architectural/historical/technical research, condition assessments and developing construction documents for the restoration of significant OHF properties. He was also a consultant to the (then) Ontario Ministry of Citizenship and Culture, responsible for the development, implementation and technical support of

the Building Rehabilitation and Improvement Campaign (BRIC) grant programs to assist the owners of designated heritage buildings. André also worked as the manager of heritage preservation projects for Quadrangle Architects in Toronto, with prime responsibility for such projects as the Fort York Architecture and Engineering Study and the restoration of the Queen's Wharf Lighthouse.

Since establishing André Scheinman Heritage Preservation Consultant in Kingston (1988), André has undertaken a wide variety of heritage projects for both private and public sector clients, including many National Historic Sites (NHS). Recent and/or current projects include the Isabel Bader Performing Arts Centre, Queen's University; East Block Restoration, Parliament Hill, Ottawa; Old Sydenham Ward Heritage Conservation District Study, Kingston; and the Presqu'ile Point Lighthouse.

## **Jury Statement**

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The real focus that emerged when contemplating the awards this year was on projects that lead by example. These are the types of development that represent what the community would want to see replicated. They also go beyond what they need to do. They collaborate effectively with partners. They see the broad vision and also take care of the details.

The projects were independently evaluated for their significance to the City and their community, their responsiveness to the context, their incorporation of accessibility and green design, their innovation and execution. Conservation practices were also considered for heritage restoration projects.

The quality of submissions and range of project types was very high, and this held across a variety of project types. There were high quality heritage restorations, high quality modern buildings – and excellent fusions of the two. Clearly, designers are getting better and better every year.

While this was generally an excellent group of projects, we encourage more projects to aim for and achieve high standards of sustainability that go well beyond building code. This is what will set future projects apart. Sustainability is just part of the design process – not an add-on.

Well done, Kingston.

## 2014 Nominations

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- **258-260 Princess Street**  
Mixed-Use Renovation & Addition
- **44-46 Colborne Street**  
Residential Renovation & Addition
- **8 Maitland Street**  
Residential Renovation
- **The Alford Building**  
119-121 Princess Street
- **Alwington Avenue Bioswale Project**  
Alwington Avenue and King Street West
- **Cataraqui Woods Dentistry**  
1065 Midland Avenue
- **Courtyards on Crossfield**  
Crossfield Avenue / Augusta Drive
- **Dianne's**  
195 Ontario Street
- **École Sir John A. Macdonald Public School**  
529 St. Martha Street
- **31 Lyons Street**  
Residential Development
- **Hewett House**  
3 Hewett Avenue
- **Hotel Dieu Hospital Redevelopment Stair and Elevator Tower Addition**  
166 Brock Street

- **Jack Astor's Bar and Grill**  
330 King Street East
- **James Medley House**  
230 James Street, Barriefield Village
- **Lake Ontario Park**  
920 King Street West
- **McIntyre McFadden House**  
2493 Highway 2
- **Park Lane Suites**  
1 Mack Street
- **The Royal Cataraqui**  
233 Queen Mary Road
- **Queen's University School of Medicine**  
15 Arch Street
- **Riverstone Residential Development**  
539 Armstrong Road
- **Smith Robinson Building**  
27 Princess Street
- **Trailhead Kingston**  
262 Princess Street

## Award of Excellence

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### **Courtyards on Crossfield**

Crossfield Avenue / Augusta Drive

**Designer:** Geertsma Homes Ltd.

**Clients:** Multiple Private Residents

#### **Project Description:**

These New Urbanist homes are designed to create a harmonious streetscape that avoids garage and driveway dominance. From the brick detailing to precast quoins and corbels, the architecturally controlled exteriors and private courtyards have homeowners excited about living in a unique neighbourhood.

#### **Jury Comment:**

The Courtyards on Crossfield have introduced a development typology not yet seen in greenfield development in Kingston. At a city-wide scale, this willingness to innovate is significant. Working within a pre-existing lot context, the project has attempted something progressive for the suburban context – and it has succeeded. There is an intimacy in this streetscape that eludes some of the surrounding blocks. By relocating the garages to the rear, the street becomes a more inviting place to gather and linger. The project overcomes the problem of sameness by introducing an array of interesting house designs. The demonstrated diversity of homes is impressive.



## Award of Excellence

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### **École Sir John A. Macdonald Public School**

529 St. Martha Street

**Designers:** ZAS Architects Inc.; Colbourne & Kembel, Architects Inc.; Graham Hess and Associates Inc.

**Client:** Limestone District School Board

#### **Project Description:**

The building takes multiple steps to create a safe and productive learning environment. It uses the corner placement for locating major public spaces (entrance, library) and plans the site to facilitate walking, safe pedestrian passages, bicycle access and parking. It uses windows for daylight and views to and from the street, integration of durable construction materials, design for universal accessibility, and automated systems for efficiency.

#### **Jury Comment:**

You can easily imagine children enjoying their day at École Sir John A. Macdonald Public School. With fully accessible light-filled spaces, a careful design that enshrines the library as a central space, and thoughtful indoor / outdoor connections, the treatment of the school raises the bar for centres of learning. This showpiece building integrates a diversity of materials, including colourful tiles along the street. The building form uses attractive articulation, and especially notable is that all sides are addressed. Also notable is the obvious preciousness of land, using a sensibly designed three-storey

form, thereby preserving an abundance of land around it. That land is also thoughtfully designed with separation between cars and play spaces and prominent and heavily used bike parking. One of the key elements in this building project is that it changes the language of what a school in a suburban context can look like.



## Award of Excellence

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### **Hewett House**

3 Hewett Avenue

**Designers:** Shoalts and Zaback Architects Ltd.

**Client:** Royal Military College of Canada

#### **Project Description:**

Located at the Royal Military College, the prominent Hewett House project re-established the original landscape and ornamental driveway, conserved and repaired the historic architecture, and adapted the house to new uses. This provides the focus for the needed investment and the necessary ongoing use which is essential to the continuing viability of the historic structure. The project sets a new standard of restoration and stewardship of historic buildings at the R.M.C. campus.

#### **Jury Comment:**

Hewett House is a remarkable place. What is especially striking in this project is the length to which the project team went to re-establish the original elements of the building. This transformation is embodied in the exceptional reconstruction of the curved staircase which at some point had been replaced with something more plainly utilitarian. It is hoped that the great care taken with this effort will have the ability to influence trends in historical renovation.



## Award of Excellence

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### **James Medley House**

230 James Street, Barriefield Village

**Designer:** Robert Cardwell

**Clients:** Robert and Elizabeth Cardwell

#### **Project Description:**

After being abandoned, neglected and vandalized for a number of years, Barriefield's James Medley House has been undergoing the process of reclaiming the historic appearance. Part of this process was this project, which consisted of replacing its long missing front veranda, the result of which has dramatically changed the face that the house had presented to the street for over the last 100 years.

#### **Jury Comment:**

James Medley House is an admirable project. The attention to detail, scale, and proportioning of the work in the overall restoration and the reconstruction of the verandah of this historic home is well done, allowing the original architecture to shine. It is noteworthy that the homeowner went above and beyond to the highest standard of restoration. This is an important undertaking for the Barriefield Heritage Conservation District and sets an important precedent in terms of maintaining a high restoration standard.



## Award of Excellence

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### **McIntyre McFadden House**

2493 Highway 2

**Designers:** Hughes Downey Architects

**Clients:** Don Taylor

#### **Project Description:**

This limestone farmhouse dates to the late 1800's, and it is a familiar landmark for travellers along the highway. Following a period of trespass, vandalism, and a major fire, the building suffered increasingly serious structural problems. The project included repairing the limestone walls, replacing the roof and chimney, restoring the windows and trim and interior elements, and integrating a new addition, all culminating in a successful and accurate pre-fire restoration of the building.

#### **Jury Comment:**

Rising from what can only be described as a ruin, the heritage restoration of McIntyre McFadden House is a remarkable achievement. The amount of work - the care in restoration, the scale and proportion of new and adjacent buildings - were all clearly a labour of love. To restore and sensitively add space and features to satisfy the demands of modern living - and moreover to respectfully add a garage structure - is extremely challenging, but was accomplished successfully in this instance. The home is very visible from the road, and as such has long been valued as a landmark for the neighbouring community and passersby. This project takes a heritage building,

reestablishes its original beauty, adds modern elements – and makes it work. McIntyre McFadden House represents a benchmark for heritage restoration projects in Kingston.



## Award of Excellence

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### **Smith Robinson Building**

27 Princess Street

**Designers:** Shoalts and Zaback Architects Ltd.

**Client:** ABNA Investments Ltd.

#### **Project Description:**

This project successfully restored and adaptively reused the iconic S&R building for a multi-tenant commercial and office development. The design preserves and restores the original 19th Century building, re-establishes the integrity of original design and creates the flexible spaces and the new building infrastructure needed to meet the requirements of the current users. Features include reconfigured barrier-free access, previous blank facades replaced with curtain wall windows, an outdoor patio and sustainability features that bring the project to LEED Silver standards.

#### **Jury Comment:**

The Smith Robinson Building is a landmark of the downtown and a very important building to still have active in the city core. This renovation and addition has successfully harmonized what was essentially a concrete block into the historic fabric. The modern treatment of the new portion of the building works very well with the historic origins. From the arch treatment on the end wall to the incorporation of new windows to the copper flashing at top on dormer cheeks, the project detailing was done in a way that is compatible with the historic fabric. The project architects embraced not only the

original historic building but later building expression as well, allowing the completed development block to tell its story. The 1960s portions of the building will someday be 200 years old as well, and the careful crafting of this project celebrates the various stages of its existence. The execution of the new features in a heritage building epitomizes a 'living building' that carefully balances the original historic structure while allowing the city to evolve over time.



## Award of Merit

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### **258-260 Princess Street**

Mixed Use Renovation and Addition

**Designers:** Shoalts and Zaback Architects Ltd.

**Client:** BPE Development

#### **Project Description:**

With a downtown location, the 258-260 Princess Street project retains the prominence of the 19th Century storefronts by reconstructing and restoring the original façade, adds a new floor that is set back from the street, and provides a roof top patio for the upper residential unit.

#### **Jury Comment:**

Located on a central block downtown, this mixed use project adds to the density and vibrancy of the City's core. The reconstruction and restoration work are admirably done in a way that is respectful to heritage character. In commercial areas, flexibility is often required, and this is an example of how shop fronts can evolve. In this instance, the storefronts work with the building as a whole and the building complements the streetscape. The extra storey is well integrated and functions to add density to downtown. If Princess Street is to continue to be successful, there have to be great places for people to live and shop, and this achieves both goals.



## Award of Merit

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### **44-46 Colborne Street**

Residential Renovation and Addition

**Designers:** Shoalts and Zaback Architects Ltd.

**Clients:** Gerry Shoalts and Linda Williams; Don Kerstens and Heesok Lim

#### **Project Description:**

These modest attached 1860's houses are an example of the typical historic fabric. They have been carefully restored while being adapted to contemporary needs including a replaced roof, matching dormers, reconstructed additions, new stairs and landings.

#### **Jury Comment:**

While this project does not immediately 'stand out', that is, in fact, part of the intended outcome. This pair of private homes works with the context of the streetscape and the project has been thoughtfully executed. The façade of the building has not been substantially altered, but the added dormers are a notable improvement. The rear of the building is an interesting and respectful renovation that integrates a modern approach into a historic building. A successful modern renovation that is respectful to important heritage buildings makes this project worthy of merit.



## Award of Merit

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### **8 Maitland Street**

Residential Renovation and Addition

**Designers:** Hughes Downey Architects

**Clients:** Beverley Baines and Denis Magnusson

#### **Project Description:**

Overlooking Lake Ontario, this house was originally constructed as a stone boathouse in 1841 as part of a larger property. Extensive renovations and changes to the landscaping have made the house and the area more open and inviting for both the occupants and public.

#### **Jury Comment:**

This thoughtful residential design has combined renovations that reveal the beautiful stone of the original building with a minimalist approach to building additions. Well executed restoration and addition details serve to create a unified composition that is historically significant and pleasingly contemporary. The changes carried out during the extensive project have improved relationships between the private and public realms where the home meets both the street and the Lake Ontario shoreline.



## Award of Merit

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### **The Alford Building**

119-121 Princess Street

**Designers:** Alexander Wilson Architect Inc.

**Client:** RHA Holdings Inc.

#### **Project Description:**

Located downtown and constructed in 1852, the proudly restored Alford Building is comprised of seven apartments and three commercial spaces. The goal of the renovation of the Alford Building was to merge the old physical characteristics of the building with environmentally viable technologies.

#### **Jury Comment:**

What is truly commendable about the Alford Building is how far the building has come. This project was more than a restoration – it was a recovery. The design and ownership team had their hands full bringing this important structure back to its former glory. In so doing, they have highlighted the handsome features of the building. While the front façade is well done, it is more commendable that such efforts were made for the renovation of the less visible Annex façade - a view that is currently only seen from a parking lot and in passing from Queen Street. The incorporation of salvaged materials has further contributed to the character of the building, and the efforts are commendable. Reinstating apartments in historic buildings is always challenging, and this project does it in a way that is worthy of praise.





## Award of Merit

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### **Alwington Avenue Bioswale Project**

Alwington Avenue & King Street West

**Designers:** City of Kingston; Stone & Maple Landscaping

**Clients:** City of Kingston

#### **Project Description:**

The Alwington Avenue Bioswales help control, divert and filter rain water while adding to the beautification of the City. Alongside a road resurfacing and the installation of new sidewalks, the bump-outs with water intakes create bioswale zones at the north and south ends of Alwington Avenue and also act to calm traffic and reduce speeding.

#### **Jury Comment:**

The Alwington Avenue Bioswale is a positive streetscape innovation and a subtle but important shift in thinking. It demonstrates that small projects at the grassroots level - student-initiated, community embraced and municipally implemented - can be realized. While this is a relatively modest intervention to capture, detain and infiltrate stormwater, it is important to demonstrate that municipal streets can serve as more than places for cars alone. The streetscape is a challenging context for change, and this project brought disparate groups together successfully. Initiatives like this are required to bring public attention to these incremental opportunities for change.



## Award of Merit

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### **Jack Astor's Bar and Grill**

330 King Street East

**Designers:** Shoalts and Zaback Architects Ltd.

**Clients:** Springer Group of Companies; SIR CORP

#### **Project Description:**

This high-profile project adjacent to Springer Market Square renovated a monolithic modernist building to meet the needs of a new restaurant while respecting the heritage of the streetscape. The work included reinforcing the roof, creating a new rooftop patio, recladding the façade, converting the interior to restaurant use, and installing new windows, a modern cornice and canopies.

#### **Jury Comment:**

After being avoided for many years, a difficult empty bank building has been transformed into a lively and attractive restaurant adjacent to one of Kingston's most celebrated public spaces. Jack Astor's, a national chain restaurant, has stepped beyond their standard format and has sensitively and successfully incorporated into a downtown heritage district. This project faced many design challenges, from scale and structural rigidity to heritage integration and signage, and the issues were resolved well. The Brock Street façade successfully breaks the building face with banding materials that divide the frontage to a better scale, and the windows and small patio on King Street

brings more life to the street. It is also a good example of how the design negotiation process can work as multiple iterations evolve into a better project. This prominent corner building now makes a dynamic contribution to downtown Kingston.

## Award of Merit

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### **Park Lane Suites**

1 Mack Street

**Designers:** Podium Developments Inc.; Peter Higgins Architect Inc.

**Client:** Peter Hartel

#### **Project Description:**

The development of Park Lane Suites has met its overall intention: to provide quality housing and improve the safety and reputation of the university district, and the City of Kingston overall. Adjacent to Victoria Park, the project introduces street-oriented high-quality residences with careful attention to architectural detail and constructed of durable materials such as smooth-cut limestone.

#### **Jury Comment:**

Park Lane Suites raises the bar for multi-unit buildings intended for the student housing market. This building, with its high quality finishes and its orientation towards the street and the adjacent park, seems targeted towards students looking for a home. In form and finishes it integrates well with the surrounding established neighbourhood.





## Award of Merit

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### **Queen's University School of Medicine**

15 Arch Street

**Designers:** Diamond Schmitt Architects; Shoalts and Zaback Architects Ltd.

**Client:** Queen's University

#### **Project Description:**

This project restored two historic houses on Barrie Street, connected them with the new medical facility on Arch Street, and created one fully accessible, unified, integrated four-storey complex serving the School of Medicine's needs for teaching and administration. The building fits unobtrusively behind the historic houses on Barrie Street adjacent to City Park and incorporates natural limestone to result in a large, complex, highly technical facility with multiple sustainable design features sitting comfortably within the centre of the most historic part of campus.

#### **Jury Comment:**

The Queen's University School of Medicine embodies many of the best qualities of infill development. It embraces a broader vision that creates an effective transition between the Sydenham Heritage Conservation District and the university campus. The standout features of the project are the preserved heritage buildings, which are successfully incorporated into the new structure and are comfortably connected. In its siting and massing, the design and integration of the site is exceptional. The construction is executed well with high-quality materials. The diversity of façades respond well to the

changing context, with interesting variation at the corners. The City Park elevation is engaging, creating a very strong contribution to campus and Kingston's public realm.



## Award of Merit

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### **Trailhead Kingston**

262 Princess Street

**Designers:** Sherman Hill; James and Linda Malcolm

**Clients:** James and Linda Malcolm

#### **Project Description:**

This extensive renovation of the interior and exterior of this historic building included the rebuilding and restoration of the original façade. The restoration project is a seamless transition between new and old and adds to the beauty of Kingston's downtown heritage landscape.

#### **Jury Comment:**

The Trailhead Kingston building is a well done restoration and renovation that adds to the beauty of Kingston's downtown heritage landscape. The owner and project team have gone to great lengths to restore the original building. The façade is the public centerpiece of this renovation. It is unique and eye-catching, and it is clear that a lot of thought went into the project with an impressive result.



## People's Choice Award

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### École Sir John A. Macdonald Public School

529 St. Martha Street

**Designers:** ZAS Architects Inc.; Colbourne & Kembel, Architects Inc.; Graham Hess and Associates Inc.

**Client:** Limestone District School Board

