

**City of Port Colborne  
Special Committee of the Whole Meeting 10-18  
Minutes**

**Date:** April 20 and April 21, 2018

**Time:** 5:30 p.m.

**Place:** Council Chambers, Municipal Offices, 66 Charlotte Street, Port Colborne

**Members Present:** R. Bodner, Councillor  
B. Butters, Councillor  
A. Desmarais, Councillor  
Y. Doucet, Councillor  
D. Elliott, Councillor (absent on April 20 due to work)  
B. Kenny, Councillor  
J. Maloney, Mayor (presiding officer)  
J. Mayne, Councillor

Absent: F. Danch, Councillor (due to vacation)

**Staff Present:** D. Aquilina, Director of Planning & Development  
T. Cartwright, Fire Chief  
J. Douglas, Economic Development Officer  
N. Giles, Executive Assistant to the Mayor and CAO  
A. Grigg, Director of Community & Economic Development  
N. Halasz, Manager of Parks and Recreation  
A. LaPointe, Manager of Legislative Services/City Clerk (minutes)  
C. Lee, Director of Engineering & Operations  
S. Luey, Chief Administrative Officer  
M. Minor, Marina Supervisor  
P. Senese, Director of Corporate Services  
K. Walsh, Executive Assistant to the Director of Community and Economic Development

Also in attendance were interested citizens and members of the news media.

**Note:**

The meeting was recessed at 9 p.m. and reconvened Saturday, April 21 at 8:35 a.m.

**1. Call to Order:**

Mayor Maloney called the meeting to order.

**2. Introduction of Addendum Items:**

Council and staff received comments from members of the public in the audience, which were then added to the Strategic Plan discussions.

City Council and staff reviewed the summary presentation prepared by Manager of Strategic Projects, which included feedback from City Council and staff on issues identified by Council to be included in the strategic planning session.

A wide ranging discussion was engaged in by all present and the results will be recapped by Mr. Vincent and sent to council in an upcoming report.

Moved by Councillor Y. Doucet  
Seconded by Councillor A. Desmarais

That Chief Administrative Officer, Special Projects and Corporate Strategic Initiatives Division Report 2018-59 be received for information.  
CARRIED.

**9. Adjournment:**

Moved by Councillor Y. Doucet  
Seconded by Councillor B. Kenny

That the Special Committee of the Whole meeting be adjourned at approximately 2:40 p.m. on April 21.  
CARRIED.

AL/

Betty Kenc  
831 HWY #3 E  
P.C.

- Is this process going to involve some of our city stakeholders like, both BIAs, Port Caves, Roselawn, the arts group.
- The downtown CIP > planning should be started now or how to help the downtown retailers & the residents to navigate the downtown during the construction phase. The goal will need to be to retain as many retailers as we can once construction starts and how to keep residents safely moving from one side of the street to the other.
- The downtown BIA has had success in bringing buses to town, which is expected to increase with each coming year. We have a tour operator who is interested in bringing buses for a black day with part of the day spent at one of our beaches & the other part shopping in our downtown. The entrance to Nickel Beach is in need of some TLC to make it as attractive as it can be. Perhaps bike lanes could be added as well as a well thought out flower bed and a better sign at the entrance.

- General overall way finding signs need to be added to what we have so folks can more easily find their way from Main Street to places like Nickel Beach, the marina, the museum, the Vale center.
- Better signage announcing Welcome to Port Colborne would also be great to see on the 3 entry points to the city.



# City of Port Colborne

Strategic Planning Session

Economic Development Input

JULIAN KAMEKA | COMMUNITY AND ECONOMIC DEVELOPMENT

APRIL 20, 2018

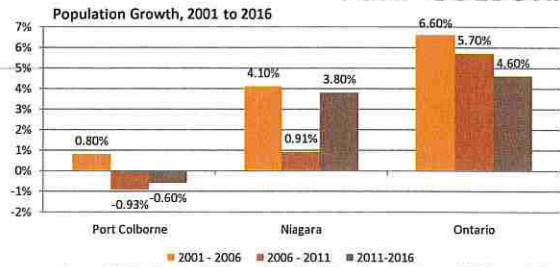
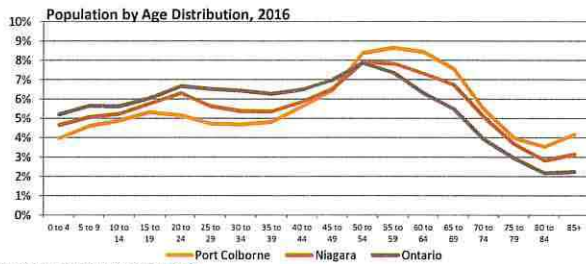
## Objectives



PORT COLBORNE

To provide a summary of the economic development priorities and short-term work plan, and identify key areas necessary for the economic development of the community, to be considered by Council in its strategic planning session.

# What Do We Know?



Source: Statistics Canada, 2016 Census Profile

Source: Statistics Canada, 2016 Census Profile, 2011 National Household Survey, 2006 Census Profile

Port Colborne's population declined from 2011 to 2016. This compares to Niagara where population increased by 4%.

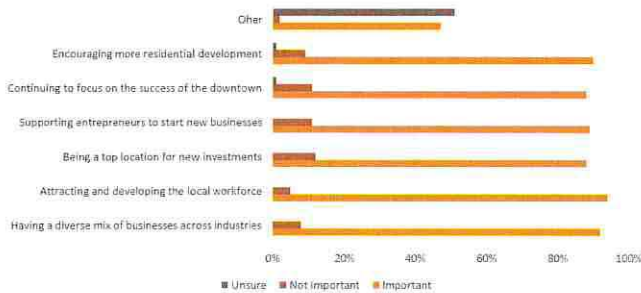


Port Colborne is experiencing an aging population. The median age in Port Colborne is 4 years older than the median age in Niagara and 9 years older than Ontario.

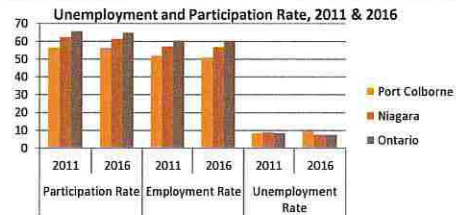
# What Have We Learnt?



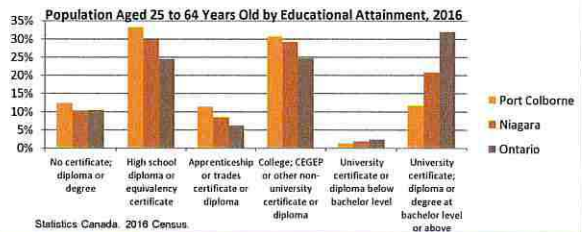
What elements are most important to you when you think about what a successful economy in Port Colborne looks like over the next 20 years?



Port Colborne 2018-2018 Economic Development Strategic Plan



Source: Statistics Canada, 2011 National Household Survey & 2016 Census Profile



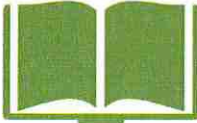
Statistics Canada, 2016 Census



PORT COLBORNE

## Opportunities

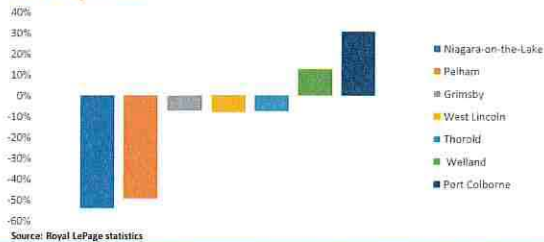
### Workforce Development



Port Colborne has the highest percentage of individuals with an apprenticeship or college degree compared to both Ontario and Niagara.

### Residential Development

Number of Home Sales,  
1st Quarter of 2018



### Industrial Base

Industries with the highest LQ (compared against Ontario) in 2016 based on total businesses are as follows:

- Utilities, 2.86
- Mining and oil and gas extraction, 1.73
- Manufacturing, 1.59

Greatest increase in LQ from 2014 to 2016 of total businesses:

- Administrative and support, waste management and remediation services, 0.17
- Manufacturing, 0.12
- Other services (except public administration), 0.09

## Economic Development Vision Statement



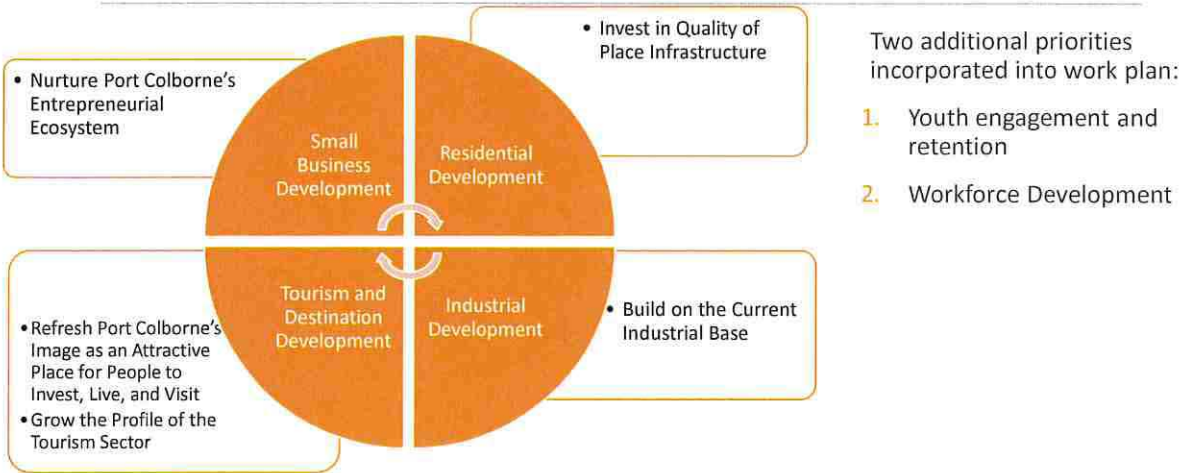
PORT COLBORNE

***Port Colborne is a place to live well and enjoy life in a safe, healthy, prosperous, well-run, inclusive and respectful community***

# Economic Development Priorities and Goals



PORT COLBORNE



# Short Term Action Plan and Priorities



PORT COLBORNE



Refresh Port Colborne's Image



Quality of Place



Workforce Development



Entrepreneurship and Small Business Development



Investment Readiness



Youth Engagement and Retention



## Summary Action Plan

### Entrepreneurship and Small Business Development



PORT COLBORNE

- Develop Corporate calling/visitation program
- Develop Port Colborne Business Enterprise Center
- Develop stakeholder databases and enhance communication
- Explore the feasibility of creating a start-up/incubator space
- Promote small business and entrepreneurship programs in schools
- Promote and Host Port Colborne Ideas and Innovation Fair.
- Develop an inventory/database of experts willing to mentor or provide free advise to support small business development

## Summary Action Plan

### Image and Quality of Place



PORT COLBORNE

- Develop and implement a comprehensive integrated marketing and branding strategy to strengthen Port Colborne's image and brand identity.
- Develop clean and green initiatives to showcase Port Colborne as a beautify and environmentally sustainable Community.
- Promote/support initiatives which position Port Colborne as a thriving, vibrant place for Heritage, Arts and Culture.
- Host annual Port Colborne Heritage, Arts and Culture Summit
- Develop a Public Art Policy and Strategy
- Establish Arts and Culture Grant and engage the community to solicit new events
- Facilitate and promote free public concerts and rotating arts exhibits.
- Establish transit subsidy or a bus pass grant program for target groups (seniors, low income etc)
- Establish a joint venture partnership for the creation of affordable housing



PORT COLBORNE

## Summary Action Plan

### Investment Readiness

- Lobby for resources to service additional lands
- Identify additional funds for the development of Business Plans for the optimal utilization of Municipal assets
- Review by-laws regarding homebased businesses and develop process flow and guidelines for various sectors
- Establish residential incentive programs
- Resource and implement recommendations of the Downtown Central Business District and East Waterfront CIP
- Collaborate with regional partners through South Coast Tourism to capitalize on programs and incentives to grow our local tourism product.



PORT COLBORNE

## Summary Action Plan

### Workforce Development and Youth Engagement

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>▪ Develop youth retention and engagement strategies</li> <li>▪ Develop and promote a Mayor's Youth Art Exhibit</li> <li>▪ Strengthen the Youth Advisory Committee to engage the youth community in a new youth strategy and initiatives.</li> <li>▪ Increase promotion of the provincial Starter and Summer Company programs within schools.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Develop Workforce Development Strategies</li> <li>▪ Develop a Workforce Development Taskforce involving representatives from the school boards, career services, Industry representatives, municipal and regional representatives.</li> <li>▪ Engage organizations external to the City to address workforce challenges</li> </ul> |
|--|---|

## Economic Development Recommendations for Council



PORT COLBORNE

- Commit resources to service additional lands
- Commit funds and instruct staff to identify additional funds for the development of Business Plans for the optimal utilization of Municipal assets.
- Make a commitment to the expansion of fibre optic network and the creation of a master plan with a defined implementation schedule
- Approve resources for a workforce development Strategy developed around youth retention, resident attraction, education and training

## Economic Development Recommendations for Council



PORT COLBORNE

- Approve an economic development grant program geared towards community based economic development and heritage, arts and culture initiatives and overseen by a grant review committee.
- Instruct a joint departmental team to conduct benchmark research and review local homebased business policies as a means to create the most attractive environment for this target group and create a competitive advantage.
- Make budgetary provision for local business enterprise activities, the hosting of an Ideas and Innovation Fair and a feasibility study for the creation of a general business development incubator/share-use space.

## Economic Development Recommendations for Council



- Commit resources and access incentives under the Regional Lakefront Enhancement Strategy
- Approve residential attraction incentives and the expansion of façade improvement CIP (City wide) to enhance curb appeal and the character of the community.
- Consider the creation of a transit subsidy (Seniors and low income groups)
- Support the hosting of Port Colborne Heritage, Arts and Culture Summit.

## Next Steps



The next steps in bringing the strategy to life and driving forward its implementation are as follows:

1. Build commitment and buy-in among the key partners
2. Develop a more detailed action plan with identified roles and responsibilities and clear indication of resource requirements; and
3. Develop a more detailed monitoring and evaluation framework based on the activities identified in the detailed action plan and the measures highlighted above, together with agreed responsibilities for the collection and collation of relevant data.

# THANK YOU

---



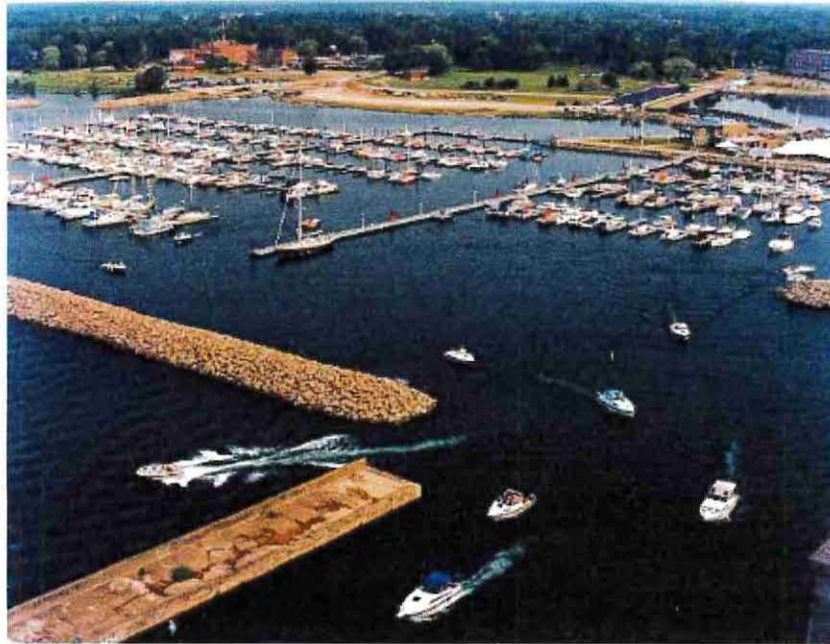
Julian Douglas Kameka  
Economic Development Officer  
Community and Economic Development  
edo@portcolborne.ca  
(905)835-2901, Ext. 502  
Fax: (905)835-2969



**CITY OF PORT COLBORNE  
STRATEGIC PLANNING EXERCISE  
APRIL 20 and 21, 2018**

Facilitated by: Cecil Vincent

# SUGARLOAF MARINA



**Councillor Input:**

**Dredging of Marina a priority, when will this be undertaken?**

**Staff Response:**

At its meeting of February 26, 2018, Council approved the recommendation of Community & Economic Development Report No: 2018-29, Subject: Sugarloaf Marina Dredging Project – Status Update. As a result, staff has been authorized to issue a Request for Proposal (RFP) for professional engineering services to manage the Marina dredging project. In addition, \$100,000 has been allocated to the completion of the project, in addition to the \$200,000 that was previously allocated to the project. Staff are currently in the process of preparing the RFP, and is expected to be issued in late April or early May of 2018.



**Councillor Input:**

**Weed growth in mid-season a restriction on ease of use of Marina, solutions?**

**Staff Response:**

During 2018 Budget Deliberations, Council approved increasing the hours of work for one of the Marina's Maintenance staff person from 24 hours to 40 hours. This will increase the number of times weed harvesting can take place per week (from three times per week, to potentially five times per week, depending on weather). Weather also plays a significant role in when, and how rapidly, weeds grow. Weed growth and management has been a considerable challenge for many years. Staff are persistent in their weed harvesting efforts and continually review other viable options. Staff are currently exploring the application of an herbicide, known as "Reward" to combat weed growth. Herbicide application was explored approximately five years ago; however, the quoted price was cost prohibitive at the time. However, staff's most recent review has indicated the City may be able to proceed with its application for a more reasonable cost. The herbicide has received favourable reviews from other Marinas.

Councillor Input:

Parking – need expansion

Staff Response:

Available parking, as well as the size of the parking stalls, has been a consistent challenge at the Marina, particularly on busy weekends. In the past, the size of the parking spaces was at the minimum permitted width, which is not ideal for large trucks (commonly required by boat owners for towing purposes). As a result, large trucks would often encroach into another parking space when parked, causing other vehicles to park outside of the parking stall boundaries as well. This decreased the number of stalls available and increased congestion. Recognizing this issue, the width of many of these parking spots has been increased in order to properly accommodate truck parking. This change has resulted in an improvement; however, parking remains a challenge during events and on busy days.

**Councillor Input:**

Winter storage - need expansion.

**Staff Response:**

The Marina has reached its maximum capacity for boat storage, as expanding the boat storage area into further into the parking areas in front of the Marina office and restaurant is not recommended. The removal of derelict boats (as discussed further below) will provide additional space to accommodate more paying storage customers. Staff have explored expanding the storage area east towards King Street, however were informed that the railway tracks located at the rear of the storage area inhibit any expansion to the east of the existing yard because the marine mobile lift and hydraulic lift cannot cross the tracks. As a result, options for storage area expansion are limited, other than arranging offsite storage.

**Councillor Input:**

Is Marina being properly maintained? Where is study of needed investments to maintain the Marina properly?

Maintenance of Marina needs more/quicker attention.

**Staff Response:**

A Level One Inspection of Sugarloaf Marina Docks was completed by a third party at the end of 2017. Several maintenance requirements outlined in the inspection report are currently being addressed through the Marina maintenance budget. Staff will present a report regarding the inspection and associated budget implications for Council's consideration is forthcoming.

Staff is working to take a more proactive approach to maintenance. Council's approval of seasonal full-time hours for maintenance staff will assist in ensuring a timely response to maintenance matters.

**Councillor Input:**

A number of boats have been in storage for an extended period of time without using the Marina, what is status of these, are they abandoned? Can the City dispose of same and/or collect fees and free up storage area.

**Staff Response:**

Staff is currently working with the City's Solicitor regarding the legalities of taking ownership of boats left abandoned at the Marina. Staff are currently in receipt of a form letter drafted by legal counsel that, once finalized, will be sent to the owners of abandoned boats, with the final intention being for the City to assume ownership of such boats. After such time, the City can proceed with selling or auctioning off the boats that are in good condition, and disposing of those that are of no value. Many of the abandoned boats were inherited by the City from the Marlon Marine and Port Colborne Marine leases.

**Councillor Input:**

Marina maintenance an issue need more dedicated evaluation and promotion of use of facilities for non-boating uses by general public, family barbecues etc. Promote as a community asset.

**Staff Response:**

**Facilities for Non-Boaters:**

Marina staff actively promote a variety of events that attract non-boating patrons to the Marina (such as those that take place at the pavilion). In addition, Don Cherry's has obtained a liquor license for the pavilion area, which has expanded the event types (such as concerts) that can take place in that location, and will likely attract an increased number of non-boating patrons to the Marina. Staff has also observed an increase in third party and/or private events at the pavilion, including weddings, family reunions, birthday celebrations, fundraisers, church services, etc. The introduction of Zumba and yoga at the pavilion has also increased the number of non-boating patrons. Staff have also witnessed an increase in cyclists making use of the Marina and Don Cherry's.

**Councillor Input:**

Want a fully transparent accounting of costs for the Marina, a business based Profit & Loss based statement. What do we do in off-season, re: maintenance and permanent staff assignments?

**Staff Response:**

**Accounting of Costs:**

The request for an overview of costs and revenues should be responded to by the Corporate Services (Finance) Department.

**Offseason Duties of Staff:**

An overview of monthly offseason activities provided below.

**Fall (September to November):**

Summer student employment at the Marina (dock attendants and front desk staff) ends after Labour Day. The marina is open seven days a week until Thanksgiving (staff work eight-hour shifts as opposed to the thirteen-hour shifts during the summer season). Generally, the volume of boats in the Marina during the peak season is maintained during this time. Therefore, the majority of summer duties are continued during the Fall (garbage collection, washroom and office housekeeping, fuelling and pump-outs). During the Fall, this work is carried out by four staff members (during budget deliberations, Council approved the addition of a Customer Service Representative).

One staff member is a 24-hour part-time employee, and the other employees take two days off each week. Haul-outs also begin during the Fall season (requiring a minimum two staff, but ideally three to four in order to achieve optimal efficiency). A summary of staff duties during this period, includes, but is not limited to the following:

- Regular duties – garbage, cleaning docks, dock maintenance, washrooms, fuelling boats, pump-outs, front desk duties (answering phone, processing payments, and reservations);
- Budget preparation for the following year;
- Processing account receivables and collections;
- Year-end reporting;
- Haul-outs;
- Boat storage;
- Removing everything from the docks and grounds, including storing picnic dock canopies, garbage cans, recycling bins, fire extinguishers, electric barbecues, life rings, dock boxes, pavilion weather screens, etc.;
- Locking and winterizing dock hydro pedestals;
- Removing docks for the winter (ramp docks, harbour master docks, fuel docks, World Fishing Network fishing dock);
- Removal of No Wake Buoys;
- Winterizing equipment (pump-out machine).
- Staff avoid taking vacation/lieu time during this period.



**Winter (December to April):**

In December, Marina staff finalize the winterization and closing processes. This includes follow up on outstanding accounts receivable, budget preparation and submission, and obtaining quotes, for the following year. The remainder of the winter is used to plan and prepare for the upcoming season including, but not limited to the following:

- Marketing and advertising;
- Event planning;
- Report preparation;
- Summer student recruitment;
- Processing seasonal dock payments and transient boater reservations;
- Consultation with industry peers and professionals (municipal counterparts and private sector service providers) regarding best practices, service expansion options and industry trends;
- Project research and implementation (i.e. dredging, weed harvesting obtaining quotes, issuing tenders , Pay & Display parking machines at the ramp, policy review, etc.);
- Staff training (i.e. Safe Lifting for Marina Operations, Fuel Site Operations for Municipal Workers, Propane handling training, Due Diligence Awareness Training, Health & Safety Awareness Training, etc.);
- Building maintenance;
- Preparation of spring launch schedules;
- Research and preparation of grant funding opportunities;
- Customer communication-social media (i.e. e-mail updates, newsletters, Dock Talk filming, etc.);
- Updating data systems (i.e. Harbour Management System);
- Monitoring and ensuring security of boats in storage;
- During the above period, staff take vacation/lieu time during this time (which build-up during the spring, summer and fall seasons).

**Councillor Input:**

Stay in City hands, but consider setting up as an independent City-owned corporation.

**Staff Response:**

Numerous changes have taken place at the Marina over time. In 2013, a lease agreement to manage the travel lift, boat handling and storage operations with a third party operator matured. Shortly after that time, following an unsuccessful Request for Proposal to solicit a P3 model to work with the municipality, staff undertook a re-evaluation of the Marina business model. The approved business model provided direction to staff to implement total ownership of the Marina service operations and capture 100% of the revenue stream. At that time, existing staffing levels were maintained and existing staff were trained in the operation of the travel lift and all manner of boat handling services, including (launch and haul out services), movement and storage service.

**Councillor Input:**

Develop a business plan for next five plus years, capital needs and involve users in future of Marina.

Must remain in City hands but a long-term growth strategy is needed. Also, need to ensure accountability measures are followed when evaluating progress.

**Staff Response:**

Several years ago, a strategic plan was developed for the Marina; however, the plan has not been updated. To date, a business plan for the Marina has not been developed. During 2018 Budget Deliberations staff was directed to prepare a report regarding the retail Marina store and business plan. This report is forthcoming. Since that time, the Marina has grown from a 500-slip marina to a 700 plus-slip marina, and now includes a fuel dock and an array of City-owned equipment, including a marine mobile lift, tele-handler, and hydraulic trailer - used for the purpose of hauling out and launching boats. Also since that time, Marina revenue has increased as a result of various services such as an increased number of docks available for rent, fuel sales. In addition, boat storage, launch and haul-out services are also provided, which at one point, were provided by the third party operator. Staff work diligently each year to continue with trend in growth as well as to expand services and operations. Council may wish to consider a Marina Master Plan to identify growth potential and capital investment. Input from Marina stakeholders would benefit the creation of such a Plan. Currently, staff works to involve and seek input from patrons as much as possible when undertaking significant decisions and/or projects.

Staff continually receive input from patrons in-person interactions as well as through surveys, and Dock Talk video newsletter, and customer comment box, which is always available for questions, concerns, ideas, feedback, etc. Staff recommends the approval of resources toward the engagement of an expert to prepare a business and marketing plan and that staff be instructed to review and identify additional funding opportunities to support this process.

**Councillor Input:**

Not for sale. Needs improvements in weed harvesting, and should possibly revisit users committee.

**Staff Response:**

Please refer to comments above regarding dredging and weed harvesting.

**User Committee:**

A Marina Advisory Committee was established several years ago. Council dissolved the Committee in 2010. Since that time, staff have not received any input from patrons seeking the reestablishment of the Committee.

**Councillor Input:**

Create a pedestrian bridge/walkway from western entrance to Marina to berm/break wall and a walkway along top of break wall surrounding the small boat loading area.

**Staff Response:**

Marina staff continually review options to improve and expand Marina services and amenities. A pedestrian walkway would support this end, and would be an attractive amenity for non-boaters. A review of construction feasibility and cost would be required. Should Council direct, Marina staff could investigate and prepare a report for Council's consideration. This process would likely involve the Engineering & Operations and Corporate Services (Finance) Departments. Construction would have a budget impact; however, costs are unknown at this time. Council may wish to undertake the development of a master plan to guide future development and capital investment in the Marina.

**Councillor Input:**

**Need to attract non-boating public to use the area fishing off walkway example of this potential.**

**Staff Response:**

Marina staff continually review options to improve and expand Marina services and amenities, including options to increase the Marina's appeal to non-boaters. Installation of the fishing dock, located in the lagoon, is an example of staff's efforts to attract non-boating anglers to the Marina. Financial support for the installation was provided by a partial allocation of the funds received after Port Colborne was named the 2013 World Fishing Network Ultimate Fishing Town. Expansion of the dock is projected to take place in 2019 as a result of financial support from the Port Colborne and District Conservation Club from funds generated through the 444 Walleye Tournament that took place in 2017. The donation will be in the amount of \$10,000, and staff will submit a request during the 2019 budget deliberations for the City to allocate matching funds. This will expand the current dock further into the lagoon in order to accommodate an increased number of fishing patrons. Staff is also considering the eventual expansion of the dock from one side of the lagoon to the other (similar to a boardwalk). Ensuring ease of access for persons with disabilities, patrons with baby strollers, etc. is a challenge due to the existence of a step and a steep gangway.

**Councillor Input:**

Need a fishing Pier to expand citizen/non-boater access to our marina asset.

**Staff Response:**

Please refer to the above comments regarding the expansion of the current lagoon fishing dock. The installation of a fishing pier (perhaps along the rock wall) would serve to attract greater numbers of non-boating patrons. Financial impact of such a project is unknown at this time, however, are expected to be significant. Council may direct staff to explore this option and prepare a report regarding feasibility and next steps.



**Councillor Input:**

Need new fishing tournament to add to promotion of Marina and public access to Lake Erie.

**Staff Response:**

Several very successful fishing tournaments have been hosted at the Marina in the recent past. Marina and Event staff continue to pursue opportunities to increase the number of fishing tournaments and recreational sporting leagues at the Marina each year. For example, the new Sugarloaf Walleye League, which will occur every Thursday evening for an eight-week period during the summer season. The Sugarloaf Sailing Club hosts races on Wednesday evenings during the summer.

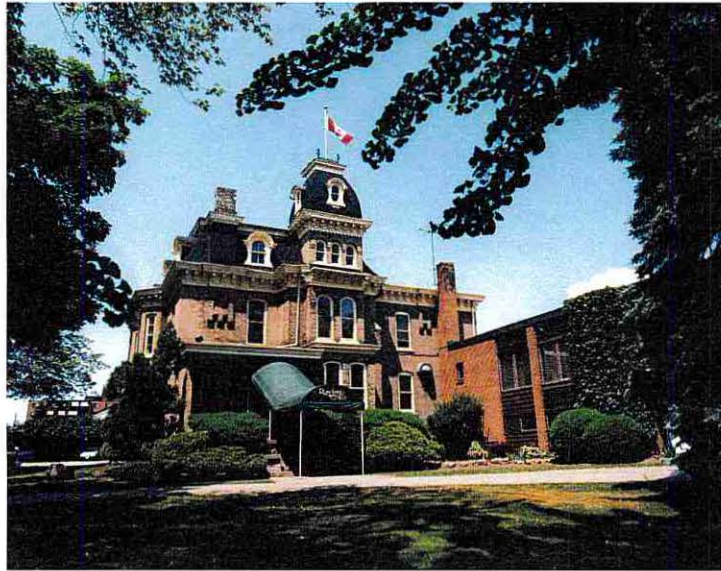
Councillor Input:

Need access by foot to break wall.

Staff Response:

Mentioned above.

# ROSELAWN CENTRE FOR THE ARTS



**Councillor Input:**

**Tremendous Asset that needs a committed Council initiative to fund and complete structural changes and repairs.**

**Staff Response:**

This initiative is currently underway. Grants and Council funding are currently being utilized for repairs. See further details regarding interior and exterior renovations below.

Council has been putting \$100,000 a year for the last few years including 2018. Current renovations almost complete which took advantage of the Canada 150 grant of \$140,000 plus funds from Friends of Roselawn and City funding. In addition, new fencing is budgeted for the south side of the grounds and updating the fire systems. Once the renovations are completed, a new capital improvement plan is required for the interior of the building, which I believe, needs to include the electrical systems. (Jim Huppunen from the City's Engineering Department is now in responsible for facility maintenance and has mentioned this)

Councillor Input:

Need to bring more private sector use into the Centre.

Need a master Plan for its development and engagement of private sector partners.

Consult with user groups for their input and ideas on expanding opportunities to expand use especially those that promote tourism and Citizen use of facility.

Strongly supportive of City ownership. City needs to get more aggressive in its efforts to grow the Centre and its use by all citizens.

Explore possible lease options as a way to grow the center.

Council needs to move faster and address issues with physical facility and promotion of a wider use of the facility for all the Community.

We need a long-term growth vision strategy, Strategic plan session.

Keep in City Hands. Continue to expand and develop it use.

Need a master Plan for its development and engagement of private sector partners.

Need a business model to identify more revenue generating options.

**Staff Response:**

Staff recommends that Council allocate financial resources towards the engagement of an expert to prepare a business and marketing plan and that staff be instructed to research and identify funding opportunities.

Need a business strategy and may come from the economic strategic plan being completed.

Marketing of the facility could be much better, interior improvements could increase the desirability.

One option would be to enter into a lease with a third party to operate the kitchen in order to assume management and operation of the current cooking/catering services for City events at Roselawn and promote the facility for their own functions. Securing chefs and server staff can be challenging due to the irregular schedule of programs and events.

We now have Showboat, Chamber of Commerce and Friends of Roselawn as tenants. This should be part of the business plan as to the type of tenants we want, where will they be housed and a proper market value assessment of rents to be charged that Council will enforce. Other issue to be addressed firstly is the condition of the inside of the building in both the new section and the heritage building for access and proper HVAC. Currently the area where staff are now has problems with hot and cold circulations.

**Councillor Input:**

Needs fixing up and structural study findings need to be addressed starting now.

Engage private sector partners, rehab building and grounds. More attention needed to ensure sidewalks; roads and property's surrounding facility are kept up to standards.

**Staff Response:**

Exterior renovations are currently underway (supported by Canada 150 grant funding). An updated interior condition assessment (more detailed than the assessment conducted in 2009) was recently completed. Fire System upgrades were recently completed. The Engineering & Operations Department is implementing the above projects. Once completed, an inspection and preventative maintenance plan will be implemented to ensure facility condition is maintained (and properly budgeted for) and any necessary repairs are completed in a timely manner.

While staff has worked hard to ensure the exterior and interior renovations have minimal impact on facility bookings, there has been some impact since, on occasion, access to certain rooms of the facility has been limited due to the renovation process. Staff eagerly await completion of these programs in order to confirm facility bookings for the season.

Please refer to response above regarding structural improvements. Maintenance and standards of surrounding areas fall under the responsibility of the Engineering & Operations Department and the Planning & Development Department.

Councillor Input:

Possible use for some residential uses?

Staff Response:

Please refer to response above regarding the development of a Master Plan.

The property may need zoning approval for residential use.

The age/quality of construction of the upper floors and lack of accessibility would probably preclude residential use.



# NICKEL BEACH



**Councillor Input:**

Needs additional parking outside beach area.

**Staff Response:**

Staff are currently working with representatives of Vale to review and update the terms of the existing agreement. Staff have proposed adding language in the agreement that will allow the City to pursue expanding services at the beach, and Vale has indicated a willingness to consider same (this includes food services, non-motorized water sports, expanded beach access, increased parking accommodations, and more). At this point, staff's proposal is simply to include language in the agreement that would allow the City to explore these options in order to maximize the development and use of the beach. Vale representatives are in the process of preparing their recommended updates. After that time, staff will review their additions and make further proposals regarding term updates (as outlined above).

Consultation regarding additional parking would also need to be undertaken with various other City departments. Some initial consideration has been given by staff regarding the removal of the gate at the beach entrance to develop the current greenspace (which includes the small playground) into a large parking area. A new access gate would then have to be reinstalled directly at the lip of the beachfront for vehicle access. Please refer to Nickel Beach – Appendix A for visual reference.





<p><b>THE CITY OF PORT COLBORNE</b> PRELIMINARY GENERAL PLAN</p>	<p>DATE: 11/11/11</p> <p>BY: [Signature]</p> <p>FOR: [Signature]</p>
--	--



NO.	DATE	BY	DESCRIPTION
1	08/01/2011	...	...
2	...	...	...
3	...	...	...

**NOTES:**

1. THIS PLAN IS A PRELIMINARY PLAN. THE CITY ENGINEER SHALL BE RESPONSIBLE FOR THE DESIGN OF THE PROJECT AND THE CITY ENGINEER SHALL BE RESPONSIBLE FOR THE DESIGN OF THE PROJECT AND THE CITY ENGINEER SHALL BE RESPONSIBLE FOR THE DESIGN OF THE PROJECT.
2. THE CITY ENGINEER SHALL BE RESPONSIBLE FOR THE DESIGN OF THE PROJECT AND THE CITY ENGINEER SHALL BE RESPONSIBLE FOR THE DESIGN OF THE PROJECT.

DATE:	08/01/2011
BY:	...
PROJECT NO.:	...
PROJECT NAME:	...



**THE CITY OF PORT COLBORNE**  
**NICKEL BEACH IMPROVEMENTS**  
 LAKE ROAD  
 ACCESS ROAD & PARKING LOT  
 PRELIMINARY  
 GENERAL PLAN

CONSULTANT No. 4	DATE	TIME
...	...	...
...	...	...
...	...	...

# **Cost Estimates Prepared in July 2015 for Nickel Beach Parking Lot Construction**

## **Asphalt Parking Lot**

This estimate includes the following:

Removal of existing security fence crossing the proposed parking lot

Asphalt milling of the existing Lake Road entrance way into Nickel Beach along with reinstatement

Asphalt parking lot with full curb and gutter, and line painting

Asphalt to existing access road, which is proposed to be the new entrance to the parking lot

Concrete walkway from parking lot to beach

Supply and installation of 4 double swing gates

Installation of proposed security gate along West side of access road and South limit of parking lot

Grading of 320m long lakeside berm to be hydro seeded with a wild flower/fescue mix (All earth used to construct berm is to be taken from existing site)

Estimated costs in 2015 - \$70,970 – detailed breakdown below

Nickel Beach Parking Lot (Asphalt Parking Lot)

Preliminary Cost Estimate

July 2015

SCHEDULE OF QUANTITIES

SECTION 1: GENERAL

Item	Spec. No.	Description	Unit	Est. Quantity	Unit Price	Amount
1.1		Geotechnical Investigation	LS	1	\$10,000.00	\$10,000.00
1.2		Bonding	LS	1	\$1,000.00	\$1,000.00
1.3		Construction Layout	LS	1	\$1,000.00	\$1,000.00
1.4		Traffic Control	LS	1	\$500.00	\$500.00
1.5		Install, Maintain & Remove Silt Control Devices	m	250	\$5.00	\$1,250.00
1.6		Payment for Testing				
		a) Compaction Testing for Granular	Ea	10	\$75.00	\$750.00
		b) Field Sample for Asphalt	Ea	10	\$160.00	\$1,600.00
1.7		Construction Schedule	LS	1	\$500.00	\$500.00
<b>TOTAL SECTION 1: GENERAL</b>						<b>\$16,600.00</b>

**SECTION 2: REMOVALS**

Item	Spec. No.	Description	Unit	Est. Quantity	Unit Price	Amount
2.1		Removals - a) asphalt & concrete road deck b) Security Fence & Gate	m <sup>2</sup> m	20 110	\$10.00 \$18.18	\$200.00 \$2,000.00
2.2		Earthworks	m <sup>3</sup>	2390	\$5.00	\$11,950.00
2.3		Clearing & Grubbing/Vegetation Removal	m <sup>2</sup>	5000	\$5.00	\$25,000.00
2.4		Asphalt Milling - Existing Roadway Only	m <sup>2</sup>	920	\$4.00	\$3,680.00
2.5		Base Repairs - Asphalt Roadway	m <sup>2</sup>	30	\$43.00	\$1,290.00
2.6		Rock excavation by <del>hoerammig</del>	m <sup>3</sup>	5	\$50.00	\$250.00
<b>TOTAL SECTION 2: REMOVALS</b>						<b>\$44,370.00</b>



**SECTION 3: SEWERS**

Item	Spec. No.	Description	Unit	Est. Quantity	Unit Price	Amount
3.1		Hand Laid Rip Rap with Filter Cloth	m <sup>2</sup>	165	\$50.00	\$8,250.00
3.2		Subdrain	m	250	\$7.00	\$1,750.00
<b>TOTAL SECTION 3: SEWERS</b>						<b>\$10,000.00</b>

## **Surface Treated Parking Lot**

This estimate includes the following:

Removal of existing security fence crossing the proposed parking lot

Surface Treated parking lot with full curb and gutter, and line painting

Surface Treatment to existing access road which is proposed to be the new parking lot entrance

Concrete walkway from parking lot to beach

Supply and installation of 4 double swing gates

Installation of proposed security gate along West side of access road and South limit of parking lot

Grading of 320m long lakeside berm to be hydro seeded with a wild flower/fescue mix (All earth used to construct berm is be taken from existing site)

Estimated costs in 2015 - \$66,000 – detailed breakdown below

**Nickel Beach Parking Lot (Surface Treatment)**

Preliminary Cost Estimate

July 2015

**SCHEDULE OF QUANTITIES**

**SECTION 1: GENERAL**

Item	Spec. No.	Description	Unit	Est. Quantity	Unit Price	Amount
1.1		Geotechnical Investigation	LS	1	\$10,000.00	\$10,000.00
1.2		Bonding	LS	1	\$1,000.00	\$1,000.00
1.3		Construction Layout	LS	1	\$1,000.00	\$1,000.00
1.4		Traffic Control	LS	1	\$500.00	\$500.00
1.5		Install, Maintain & Remove Silt Control Devices	m	250	\$5.00	\$1,250.00
1.6		Payment for Testing				
		a) Compaction Testing for Granular	Ea	10	\$75.00	\$750.00
		b) Field Sample for Asphalt	Ea	10	\$160.00	\$1,600.00
1.7		Construction Schedule	LS	1	\$500.00	\$500.00
<b>TOTAL SECTION 1: GENERAL</b>					<b>\$16,600.00</b>	

**SECTION 2: REMOVALS**

Item	Spec. No.	Description	Unit	Est. Quantity	Unit Price	Amount
2.1		Removals - a) asphalt & concrete road deck b) <u>Securtiv</u> Fence & Gate	m <sup>2</sup> m	20 110	\$10.00 \$18.18	\$200.00 \$2,000.00
2.2		Earthworks	m <sup>3</sup>	2390	\$5.00	\$11,950.00
2.3		Clearing & Grubbing/Vegetation Removal	m <sup>2</sup>	5000	\$5.00	\$25,000.00
2.4		Rock excavation by <u>hoerammig</u>	m <sup>3</sup>	5	\$50.00	\$250.00
<b>TOTAL SECTION 2: REMOVALS</b>						<b>\$39,400.00</b>

**SECTION 3: SEWERS**

Item	Spec. No.	Description	Unit	Est. Quantity	Unit Price	Amount
3.1		Hand Laid Rip Rap with Filter Cloth	m <sup>2</sup>	165	\$50.00	\$8,250.00
3.2		<u>Subdrain</u>	m	250	\$7.00	\$1,750.00
<b>TOTAL SECTION 3: SEWERS</b>						<b>\$10,000.00</b>

## **Granular Parking Lot**

This estimate includes the following:

Removal of existing security fence crossing the proposed parking lot

Granular parking lot with full curb and gutter perimeter, and 8 foot precast curbs depicting parking areas

Existing access road to new parking lot be topped up with

Concrete walkway from parking lot to beach

Supply and installation of 4 double swing gates

Installation of proposed security gate along West side of access road and South limit of parking lot

Grading of 320m long lakeside berm to be hydro seeded with a wild flower/fescue mix (All earth used to construct berm is be taken from existing site)

Estimated costs in 2015 - \$65,800 – detailed breakdown below

Nickel Beach Parking Lot (Granular Parking Lot)

Preliminary Cost Estimate

July 2015

**SCHEDULE OF QUANTITIES**

**SECTION 1: GENERAL**

Item	Spec. No.	Description	Unit	Est. Quantity	Unit Price	Amount
1.1		Geotechnical Investigation	LS	1	\$10,000.00	\$10,000.00
1.2		Bonding	LS	1	\$1,000.00	\$1,000.00
1.3		Construction Layout	LS	1	\$1,000.00	\$1,000.00
1.4		Traffic Control	LS	1	\$500.00	\$500.00
1.5		Install, Maintain & Remove Silt Control Devices	m	250	\$5.00	\$1,250.00
1.6		Payment for Testing				
		a) Compaction Testing for Granular	Ea	10	\$75.00	\$750.00
		b) Field Sample for Asphalt	Ea	10	\$160.00	\$1,600.00
1.7		Construction Schedule	LS	1	\$500.00	\$500.00
<b>TOTAL SECTION 1: GENERAL</b>					<b>\$16,600.00</b>	

**SECTION 2: REMOVALS**

Item	Spec. No.	Description	Unit	Est. Quantity	Unit Price	Amount
2.1		Removals - a) Security Fence & Gate	m	110	\$18.18	\$2,000.00
2.2		Earthworks	m <sup>3</sup>	2390	\$5.00	\$11,950.00
2.3		Clearing & Grubbing/Vegetation Removal	m <sup>2</sup>	5000	\$5.00	\$25,000.00
2.4		Rock excavation by <del>hoer</del> ramming	m <sup>3</sup>	5	\$50.00	\$250.00
<b>TOTAL SECTION 2: REMOVALS</b>						<b>\$39,200.00</b>

**SECTION 3: SEWERS**

Item	Spec. No.	Description	Unit	Est. Quantity	Unit Price	Amount
3.1		Hand Laid Rip Rap with Filter Cloth	m <sup>2</sup>	165	\$50.00	\$8,250.00
3.2		Subdrain	m	250	\$7.00	\$1,750.00
<b>TOTAL SECTION 3: SEWERS</b>						<b>\$10,000.00</b>

## **Additional Work at Nickel Beach**

**Playground** - The supply and installation of an approved playground will cost up to **\$50,000**.

**Lighting** - The addition of lighting throughout the parking lot is possible by tying into the existing lighting system currently on Lake Road. The cost for this system would be approximately **\$15,000**.

**Water Service** - A water service would be available via the 200mmØ watermain that is located at the corner of Lake Road and Fares Street. A 2" service could be installed by directional drilling (approximately 600m) from the existing main to the parking lot with 4 to 5 bore pits located at strategic points, which in turn would produce minimal restoration work. A sampling station would also be required at the end of this run. The initial cost for this item can range from **\$100,000 to \$200,000**; City staff would also have to add this location to their weekly water sampling schedule along with routine maintenance.

**Sanitary Service** - Along with watermain, a sanitary service may be required by the building department, which can vary in price from **\$25,000 to \$200,000** depending upon the type of system used. An on-site storage tank, which would require pumping when full, would be at the lower end of this pricing, while a forcemain system to return collected sewage to the City's gravity sewer main would be at the top end.



**Storage Building/Compound** - A fenced in area (approximately 5m x 6m) would run approximately **\$1,500**. To relocate an existing precast storage building an outsourced inspection would be required to determine if the unit can be transported as a whole without causing damage. A new precast storage building can run up to **\$50,000** (this would include permits and engineered drawings to suit) to accommodate the same footprint.

Councillor Input:

Follow up on fence repairs along north side of sand dunes. (Vale?)

Staff Response:

Staff is currently in discussion with Vale representatives regarding these repairs.

Staff are working with Vale on this as part of the negotiation of a new lease

**Councillor Input:**

**Need for better and more signage to direct people to the Beach.**

**Staff Response:**

In 2017, summer staff used a temporary sign (“Nickel Beach Open →”) that was located in the median dividing Clarence and Welland Streets. Installation of a permanent sign (with direction) is recommended for this location. Staff will work with the appropriate departments to regarding the design and installation. An overall review of wayfinding signage within the City will also be incorporated into Active Transportation initiatives.

The City have funds for signage but may need permission depending on where the city wants to place them i.e. regional or provincial roads, private property.

Staff are of the opinion that wayfinding signs need to be improved throughout the City, but are trying to be cognizant of ‘sign pollution’ where there are simply too many signs creating confusion for the public. A more concerted effort at wayfinding signs is planned.

**Councillor Input:**

Need to work on improving streetscape, property standards enforcement on road to Nickel Beach.

**Staff Response:**

The Department of Community & Economic Development is in support of this initiative in order to improve and beautify the route to Nickel Beach. By-law Enforcement can respond regarding property standards and enforcement. Should Council direct, staff can work with the Engineering & Operations Department regarding streetscape improvements.

**Councillor Input:**

**Beach is not promoted properly, it is a great asset.**

**Staff Response:**

The beach promoted through the City's social media platforms and website during the season. In addition, promotional material and information is published in the Leisure Guide and Visitor Guide. The creation of the new Corporate Communications Officer position will allow staff to strengthen promotional initiatives for the beach (and for all departmental initiatives). Staff are in the process of working with the Corporate Communications Officer to outline promotional needs and future activities.

The Chief Administrative Officer and Corporate Communications Officer are championing a promotional initiative around City-owned beaches (Nickel and Centennial) to help direct the public away from private beaches that do not have parking and restroom facilities toward public beaches that do.

**Councillor Input:**

**Need services at beach, private sector, not City financed.**

**Staff Response:**

**Food:**

Vendor requests submitted each season with no applications received for the past number of years. Resolutions may include building permanent infrastructure (such as the canteen that existed in years prior) to attract a vendor in facilitating seasonal food operations, or simply offering more services at the beach location in general in order to make location more attractive for a food vending business.

**Other services:**

Lack of shoreline and beachfront maintenance over a number of years (approx. 2012-2016) has resulted in a loss of 20-30 feet of width in usable beach space. Staff had site meetings with the Ministry of Natural Resources and Forestry in March 2018 in seeking approval for maintenance that will bring back more usable space, which will provide more opportunities for increased services. A current proposal of interest has been submitted to the City by the owner of Ausmosis (private sector), based out of St. Catharines, to provide recreational beach rentals and services which include paddle boards, kayaks, beach umbrellas, children's toys, lessons etc. Ausmosis is currently in partnership with the City of St. Catharines at the Port Dalhousie beach location and has a large following for their recreational water services in the Niagara Region. Additional services include recreation and league opportunities such as beach volleyball, Ultimate Frisbee, or soccer.

Staff have put out RFP's in the last 2 years for food services and no one submitted bids. The City intends to put out another RFP this year. We have had inquiries to set up and rent out paddleboats, standup paddling, kayaks etc. but there were liability issues that could not be resolved.

This is part of the lease with Vale, commercial activities are regulated by the lease and it has a direct bearing on what can take place on the beach.

**Councillor Input:**

Tie in to Bike tourism and market beach as a part of overall tourism attractions.

**Staff Response:**

Addition of bike racks on site would be key for cyclists. Marketing opportunities for attraction of bike tourism can be explored further with the Corporate Communications Officer.

The Active Transportation Advisory Committee has discussed establishing a trail off the Friendship Trail to loop through Nickel Beach and then return to the trail. Active transportation discussions have also included the need to install rubber matting on the beach for to accommodate cyclists and persons with disabilities (assistive mobility devices).



**Councillor Input:**

Need to improve washrooms and parking. Try to collaborate with Vale Inco on renewed vision use of Beach

**Staff Response:**

**Parking:**

Please refer to response above regarding parking.

**Washrooms:**

The washroom facilities at the beach have not had any significant upgrades in many years. Currently, the only water supply on the property is supplied to the washrooms by Vale via hose stretched from Vale building, over the dunes, to the washrooms each season.

Upgrading the water supply system is an item under discussion with representatives of Vale (as referenced above). Future enhancements of the beach could include the addition of a municipal water supply to the beachfront. A municipal water supply would facilitate various improvements including washroom upgrade and modernization (potentially including private change rooms, and rinse/shower stations, as well as the potential installation of drinking water stations at various locations. Further, a municipal water supply would assist with equipment and facility maintenance. A municipal water supply would also be of benefit to food vendors.

**Councillor Input:**

Need to get final legal control over beach and to get serious about improvements needed to change the beach from a sandy area to an attraction for not only Port residents but also all Niagara!

**Staff Response:**

Pursuing legal ownership of the beach from Vale is not an option that staff have explored to date. As outlined above, staff are currently working with Vale to update and revise the terms of the existing lease agreement.

The adoption of a plan to guide the growth, development and continued investment in the beach is recommended. Such a plan (including infrastructure and recreation activities) would be outlined in the Recreation Master Plan (discussed above).

Current position of Vale is that Vale does not want to give up ownership.

**Councillor Input:**

Currently Nickel Beach lacks a Vision; need update on status of lease agreement between City and Vale. No parking on Beach should be permitted, a new parking area adjacent to beach entrance needs to be built.

**Staff Response:**

**Vision:**

Please refer to above response regarding the Recreation Master Plan.

**No Parking on Beach:**

In 2016, staff conducted a public engagement survey regarding Nickel Beach. 337 responses were collected from individuals aged 18-80, that travelled from all over Niagara, the GTA, and the United States seasonally to access the beach. 85% of respondents indicated that they use the beach for parking purposes. 75% of respondents indicated they would not return to Nickel Beach if drive-on access to the beach was eliminated. Nickel Beach is one of a few beaches in Ontario that has retained drive-on access drive-on day passes/seasonal passes are currently the only revenue generating opportunity that Nickel Beach offers. A defined vision of Nickel Beach moving forward should continue to include parking directly on the beach in balance with offering other services such as recreation, events, accessibility and food for beach goers, as indicated by survey respondents.

Vision should come from a recreation master plan, the lease is currently being renegotiated, vehicles on the beach etc. should be decided by all of Council and the community as a whole – the rec master plan has been funded but never undertaken.

# CANAL DAYS



**Councillor Input:**

Can we get more tall ships as part of Canal Days, need to re-enforce our marine heritage as focus of Canal Days.

**Staff Response:**

Tall Ship procurement is at a minimum of \$35,000 each. Accommodating an increased number of Tall Ships could be a challenge to due limited space on West Street.

Additional vessels could potentially be accommodated at a different location.

The timing of the City's budget process has an impact on the timeframe in which staff has to work to secure vessels. Vessels typically plan navigation schedules two to three years in advance. Most vessels are paid in American funds.

Very costly especially if we cannot sell cruises to recoup costs.

Ships are a budget issue, if Council and the community would like to see more ships it will have to be funded from the budget or grant money. This year we are planning to add a ship with grant money from the province but we won't always be successful in receiving that grant.

**Councillor Input:**

Needs a reboot, consider less days, possibly a two day festival. Possible additional private sector driven changes?

**Staff Response:**

Discussion has taken place regarding a reduction in the number of festival days from four to three. Staff reviewed this option for 2017, however some contracts were already in place and secured. If the number of days are reduced, staff recommend concluding the event after the fireworks display on Sunday evening.

**Councillor Input:**

Seems to be some disagreement within current users/participants on how Canal Days should evolve.

**Staff Response:**

A strategic planning exercise was undertaken with the Canal Days Advisory Committee several years ago. Difficulty in gaining consensus from the Committee was encountered due to different interests of the various “sanctioned events” that sat as voting members of the Committee at the time. As a result, the strategic planning process was not completed.

The Committee’s terms of reference were updated to increase the number of citizen members. Other festival stakeholders are invited to attend, but now do not exercise a vote. Staff and the Committee continually review the festival each year, and look for new and innovative opportunities for improvement.

**Councillor Input:**

How do we grow and expand its positive impacts on the City as a whole.

**Staff Response:**

The creation of the new Corporate Communications Officer position will allow staff to strengthen promotional initiatives for the festival (as well as for all departmental initiatives). Staff are in the process of working with the Corporate Communications Officer to outline promotional needs and future activities.

Staff is actively working on improving the festival but not every idea is unanimously agreed upon by Council and the public.



**Councillor Input:**

Need a specific strategic planning session on this event to gather all possible ideas.

**Staff Response:**

Staff and the Committee continually review opportunities for festival improvements (including debrief meetings at the conclusion of the event each year. Since 2006, Festivals and Events Ontario has recognized Canal Days as one of the top 50 and/or top 100 festivals in Ontario.

**Councillor Input:**

Sponsorship needs renewed efforts. Promote its uniqueness. Working pretty well but sponsorship has weakened. Need focus staff to re-energize this effort.

**Staff Response:**

This year, City staff engaged the services of a third party firm to manage and strengthen the City's sponsorship program as it relates to securing support for the Canal Days festival. The firm has considerable experience with grant writing and securing sponsorship. The framework includes regular reports to staff regarding sponsorship activities and current status and ongoing communication. Staff provide additional support to support to augment these efforts, when requested by the firm. The management firm has made a number of positive recommendations on how to bolster the City's sponsorship efforts this year and into the future, for Canal Days and other sponsorship activities. A more formalized plan, structure, and process for soliciting, communicating, and recognizing sponsors has been implemented.

Sponsorship has been a problem in that it is the same sponsors each year and no new blood. Mostly local sponsors and we need bigger names to come to the table with more dollars. This is a struggle for all.

Sponsorship is problematic. Staff think contracting out sponsorship on a commission basis is the way to go, however this was tried unsuccessfully last year and the year before. Staff believe the problem was the provider and it should be tried again with a different provider.

**Councillor Input:**

Try to identify additional Crowd-pleasing events and efforts to ensure access to events at many locations as possible.

**Staff Response:**

Please refer to the above comments regarding the current process of reviewing festival improvements.

Staff are always looking to improve the CD experience and include other areas of the city. This is one of the reasons behind relocating the concerts.

**Councillor Input:**

Need to get better control over our budgeting efforts, overspending and overestimating revenues seems to be a consistent problem. Should it be reporting to a Council committee?

**Staff Response:**

Please refer to the comments below regarding budget and economic impact.

There is a Canal Days Committee. The event has not overspent or overestimated revenues. The event is very dependent of weather especially and has a direct impact on the city revenues. The only revenue realized by the City is the bar sales at concerts and on Patio on West, cruise ship sales, donations at events and sponsorships and vendor revenue. Most revenue, other than vendors, is generated during the event weekend after all expenditures have been committed to hold the event. Another problem is that the City has not been allocating budgeted funds to the event. Only \$25,000 has been budgeted each year for many years with no increases, as councils in the past believed the event should fund itself. Council needs to put more funding to the event if they want to continue this event as a signature event and an economic and tourism boost for Port Colborne. In 2018 Council approved an additional \$15,000 due to relocation of the concerts.

**Councillor Input:**

What is true cost of it and can economic impacts of events be spread to other commercial sectors of community.

Possibly smaller events with a one day focus.

**Staff Response:**

**Cost and Economic Impact:**

Community & Economic Development staff work with the Corporate Services (Finance) Department to provide a financial overview and accounting of costs to Council following the event each year (presented in a report to Council).

In addition, this year, and as per previous practice, an Economic Impact Study will be conducted for the event. The Economic Development Officer will be engaged during this process and staff will review further opportunities to maximize the economic impact for the City and business community.

Each year, staff diligently work to ensure competitive pricing is secured and services/value is optimized. Recognizing an industry trend toward annual increases, staff work throughout the year to foster positive relationships and negotiate with industry service providers to ensure competitive pricing is secured and maintained. This process includes obtaining quotes from a number of service providers.

Staff are committed to providing the highest level of service for the most competitive price possible.

Comparatively, numerous events throughout Ontario (smaller in size and significance) operate with larger budgets. Staff are cognizant of the need to minimize costs while also delivering the highest quality event possible.

#### Small Scale Events:

The City hosts and supports a number of one-day events throughout the year. Staff are continually evaluating new event ideas and proposals. For example, this year staff is working with a business representative from the private sector to introduce a reinvigorated Oktoberfest event (proposed to take place on one day). In addition, staff (with approval of Council) provide support to a number of third party organized events throughout each year. Although one-day events are shorter in duration, setup, logistics, staffing, and other requirements, are often similar to large-scale events.

# VALE HEALTH & WELLNESS CENTRE



**Councillor Input:**

More disabled parking needed on south side nearer soccer fields.

**Staff Response:**

Staff can work with the By-law Enforcement Division to implement additional accessible parking for persons with disabilities. Council may wish to establish additional accessible parking near to the Soccer canteen.

The current disabled parking meets or exceeds all of the code requirements but Council can decide to have more designated areas.



**Councillor Input:**

Roof leaking needs a final fix.

**Staff Response:**

This project now falls under the responsibility of the Engineering & Operations Department (as facility management responsibilities have been transferred to that Department).

That being said, several repairs were undertaken with the original contractor (prior to the implementation of the City's organizational review), which were expected to repair the leak.

In addition, the Manager of Parks and Recreation has experience with resolving a leak in a similar facility in the past, and will provide, input regarding the successful method of repair to the Engineering & Operations Department.

**Councillor Input:**

Community room noise issues need to be addressed.

**Staff Response:**

This project now falls under the responsibility of the Engineering & Operations Department (as facility management responsibilities have been transferred to that Department). That being said, prior to implementation of the organizational review, a barrier wall and blinds were installed with the intention of mitigating the challenges of amplified sound in the Golden Puck Community Room. However, it has come to staff's attention that sound resonance continues to be a challenge. The installation of acoustic baffles could be a viable option.

Commented [SL1]: Same comment, suggest deletion.

# ECONOMIC DEVELOPMENT AND TOURISM



**Councillor Input:**

Industrial land servicing on East side planned but unlikely until 2019. Need to work aggressively with Region to make this a priority. Residential land development needs to become a primary focus for growth of City.

**Staff Response:**

Staff supports the commitment of resources by Council to develop an adequate inventory of employment lands - a vital element in site selection exercises and industrial and residential investment attraction.

**Councillor Input:**

City openness and promotion of “Tiny Houses” as a possible empowerment for addressing some of our poverty based issues. Possible partnership with organizations or private sector to promote it. City could be the driver of “Tiny” house development by providing lands, waiving fees, providing staff supports and entering into partnerships with the private sector and colleges, universities and other public sector members.

**Staff Response:**

Be based on intensification to avoid suburban sprawl. Consultation with the Planning & Development Department would be required (policy changes to support and encourage such development).

There may also be an opportunity to collaborate with Habitat for Humanity to promote this initiative. In the past, the City has sold vacant lands to this organization for minimal cost and has waived associated fees to support their initiatives. The New Economic Development Strategic Plan identifies residential development as one of the key economic development priorities for the City.

Would need a zoning change to reduce the minimum floor area of a dwelling under the current zoning by-law. The proposed new zoning by-law no longer sets a minimum floor area of a dwelling. The City’s proposed zoning by-law addresses increased affordability options (ability for second dwellings/accessory apartments). Agreed, so long as our planning rules and building code allows them, it is up to the private sector to pursue it – the City is not in the development business but can put policies in place to encourage private development.

Councillor Input:

Need a stronger effort to create poverty reduction strategies.

Staff Response:

Not sure we have the staff internally to work on this, we can collaborate with other agencies but simply don't have in house expertise. The City does work closely with community agencies through the Social Determinants of Health Committee.

**Councillor Input:**

NSCTA need renewed membership commitment, City needs a tourism focus; expand our waterfront access, possible fishing charters development.

**Staff Response:**

The City engaged the services of a consultant to undertake the process of developing an Economic Development Strategic Plan, which will guide the City's economic development efforts now and into the future. The consultant's initial presentation of the Strategy took place at the April 9, 2018 Council meeting. A report will recommending Council's approval of the Plan will be submitted for Council's consideration at the subsequent Council meeting.

In addition, the Strategy identifies the need to focus its tourism efforts. The staff are exploring opportunities to apply an economic development lens to various City services including community events, recreational programming, trails, and the like. Niagara South Coast Tourism Association is currently undergoing a process to reformat and establish common interests among member municipalities. City staff are committed to working with partners to leverage any, and all, opportunities that can be attracted to the community through its association with NSCTA.

CAO is actively working with Welland and Fort Erie, as well as the Chamber of Commerce, to resuscitate the NSCTA.

**Councillor Input:**

We need a stronger focus on Tourism as a tool for economic development and expanding residential development.

**Staff Response:**

A strategic goal identified in the 2018-2028 Economic Development Strategic Plan is “to grow the profile of the tourism sector”. Staff will seek to identify funds from the different levels of government to undertake a rebranding and marketing exercise.

In addition, to the City’s events, trails, sport tourism has been growing, particularly since the construction of the Vale Health & Wellness Centre (see attached tournament listing). Such tournaments/events, in addition to City, and third party events, are amongst the initiatives the Community & Economic Development Department undertakes and promotes that have an economic and tourism impact.

Several years have passed since the last hotel viability study was completed by the City. In light of the City’s growing offerings in the areas of events, parks, and recreation, it may be an appropriate time to revisit this study in order to re-examine the opportunity to attract a hotel to accommodate the City’s considerable, and growing, number of visitors each year. Such an accommodation would be well suited to the area surrounding the Vale Health & Wellness Centre (understanding the challenges with available land).



Currently, those visitors attending events and/or participating recreational programming and sport tourism events, are often required to secure accommodations in neighbouring communities. A hotel would provide positive economic impact, employment opportunities, and would support additional development of the City's events and programs.

New EDO is in agreement and actively working on this.

**Councillor Input:**

Highlight lighthouse for promotion of City marine heritage. Solar based lighting of lighthouse exterior.

**Staff Response:**

Staff are currently reviewing this initiative, as outlined in the Economic Development Strategic Plan. A rebranding and marketing exercise will provide the framework for marketing of the community assets, and is therefore, recommended.

Mayor and CAO actively working with Seaway on this issue.

# OTHER BEACHES, PARKS, TRAILS AND COMMUNITY CENTRES



**Councillor Input:**

Pleasant Beach access and parking needs addressing and solving. Create a parking lot for beach.

**Staff Response:**

Staff recommended removal of parking. Send all beach goers to City beaches and promote same.

Make road allowances available only to local residents/pedestrians.

Current Council position, while not based upon on a formal decision seems to support trying to steer people away from PB and toward NB or Centennial. Staff are aware of at least one member of Council in favour of building a parking lot at Pleasant Beach to accommodate the public. Possibly an issue for Recreation Master Plan.

Councillor Input:

Garbage pickup at Pleasant Beach need to be finalized and enforced.

Staff Response:

Completed.

Compound has been built and is ready for use in 2018.

**Councillor Input:**

**Parks and Recreation Master Plan is needed.**

**Staff Response:**

The funding for this project was approved in a previous budget year, and this project will undertaken this year.

Councillor Input:

Humberstone Centennial Park needs a visioning document to guide future uses and growth of this facility.

Staff Response:

This will be included in the Recreation Master Plan.

Develop and promote Humberstone Centennial Park/Beach and develop fee structure.

**Councillor Input:**

Welland Canal Trail and Friendship Trail would benefit from a Visioning exercise.

**Staff Response:**

This will be included in the Recreation Master Plan.

What would the expected outcome of visioning exercise? The trails are already built and are being used. More trails?



**Councillor Input:**

A Recreational waterway in Port Colborne should be put to a visioning exercise to identify potential for it. Possible from Forks Road to West side?

**Staff Response:**

This may be redundant so close to the recreational waterway in Welland. However, if Council was particularly interested in the Seaway Weir property near Mud Lake that is part of the divestiture it could be pursued. If it is Council's desire the City could acquire this as part of the Seaway Lands divestiture that is currently underway.

**Councillor Input:**

Bike paths - need to identify and signage for bike paths within City/downtown, etc.

**Staff Response:**

The Active Transportation Advisory Committee has identified this as one of its top priorities. Implementation of new wayfinding signage will follow the standardized format under the Niagara Region Route Identification and Destination Wayfinding Signage for Cyclists.

In addition, City staff and the Active Transportation Advisory Committee are currently exploring available funding sources to support the development of an Active Transportation Master Plan to guide the City's development as it relates to cycling and active transportation initiatives and investments into the future.

**Councillor Input:**

Centennial Park needs a refresh.

**Staff Response:**

This initiative is currently underway (in consultation with Ward 4 Councillors). Staff expect a greater number of visitors to Centennial Park as a result of the changes implemented at Pleasant Beach. A number of improvements are being implemented this year at Centennial Park, including parking lot repairs and the potential installation of cedars as a buffer between the park and the residential area.

Should be included in Recreation Master Plan.

Councillor Input:

Community Centers need a refresh.

Staff Response:

Roofing is expected to be tendered by the Engineering & Operations Department this year. In addition, landscaping improvements will be completed at the Community Centres this year.

Should be included in Recreation Master Plan.

# HEALTH SERVICES



**Councillor Input:**

Physician Recruitment, need to review and update funding commitments, staffing and possible committee expansion.

**Staff Response:**

Staff, in consultation with the Physician Recruitment, Retention, and Health Services Committee, is able to review the City's current physician incentive program, and other structures under the existing model. The following outlines some additional items that could be considered under such a review:

**Smaller Incentives:**

Ability to take on new patients, patient satisfaction (encourage doctors to do a survey), house calls, mentorship & education (residents), health services committee involvement

**Larger Incentives:**

Partnerships (forming health organization), technology, equipment (that stays within community), assistance (i.e. Nurse Practitioner, Physician Assistants, new project formation - similar to the memory clinic).

**Committee Expansion:**

Due to the high need for physicians, the Committee's current meeting schedule could be intensified to accommodate monthly meetings with a clearly defined plan of annual activities.

The Council and the Committee could also consider hosting a strategic planning session with doctors and community partners to solicit input regarding health care in the community and ways to attract new physicians. Such an activity could take place on an annual basis, and would serve to bolster staff and Committee efforts to support health care services in the community.

Council committed to an annual amount to reserves of \$10,000. The reserve was depleted with the last physician commitment of \$90,000 over 3 years. Council did budget an additional \$35,000 for 2018 for any new physician in 2018.

Council should review what exactly the City's role is and what business we want to be in when it comes to Health Care.

**Councillor Input:**

Urgent Care Centre in Port Colborne must remain a 24-hour operation. What do we have in commitments on this? We need to become a strong advocate for our urgent care centre, and that its role be expanded.

**Staff Response:**

Avenues in which to support same. The ongoing review of funding options and statistical data to support the City's case, will continue, in consultation with the Committee. Political support (Mayor, local MP and MPP) will continue to be integral components of this process.

This is an area of Provincial responsibility, the City can continue to advocate but can't do much more.



**Councillor Input:**

Continuing growing need for new doctors with more doctor retirees imminent.

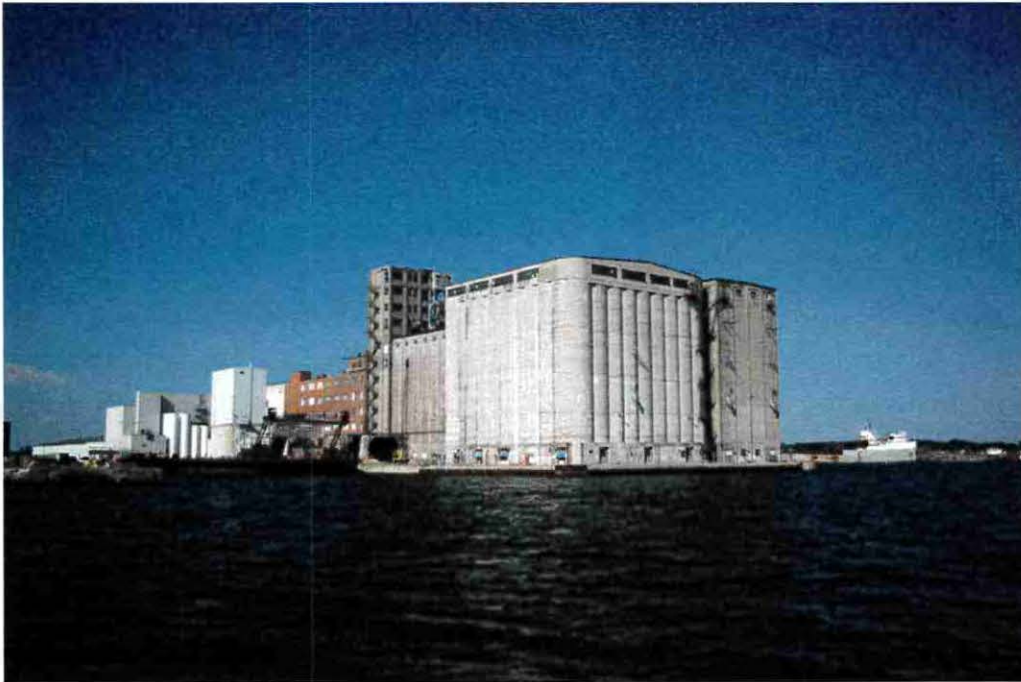
**Staff Response:**

Staff recommend consultation with current local physicians to discuss the creation of a five-year plan to create a strategy for the upcoming five years (i.e. upcoming retirements, succession planning, necessary supports, etc.) It will be important to determine what current and evolving role such physicians can take in future recruitment efforts. These efforts will be supported by continuing to foster new and established partnerships with the local healthcare community (i.e. innovative partnerships (perhaps such as Boggio's – current expansion) Also, staff and the Committee will continue to review its methods to encourage an increased number of specialists to provide service in Port Colborne (for example: one day per month). Staff can also explore whether the NHS has hospital space available that can be utilized by physicians at reduced rent.

**Community Outreach:**

Partnerships with community agencies can be enhanced (i.e. Port Cares, Meals on Wheels, etc.). Further community outreach could include hosting a health and wellness forum at the Vale Health & Wellness Centre. In addition, the City's age-friendly designation and documentation will be reviewed by staff in order for priorities to be included in the Committee's action plan as it relates to seniors.

# **CITY GRAIN ELEVATOR (Leased to P & H)**





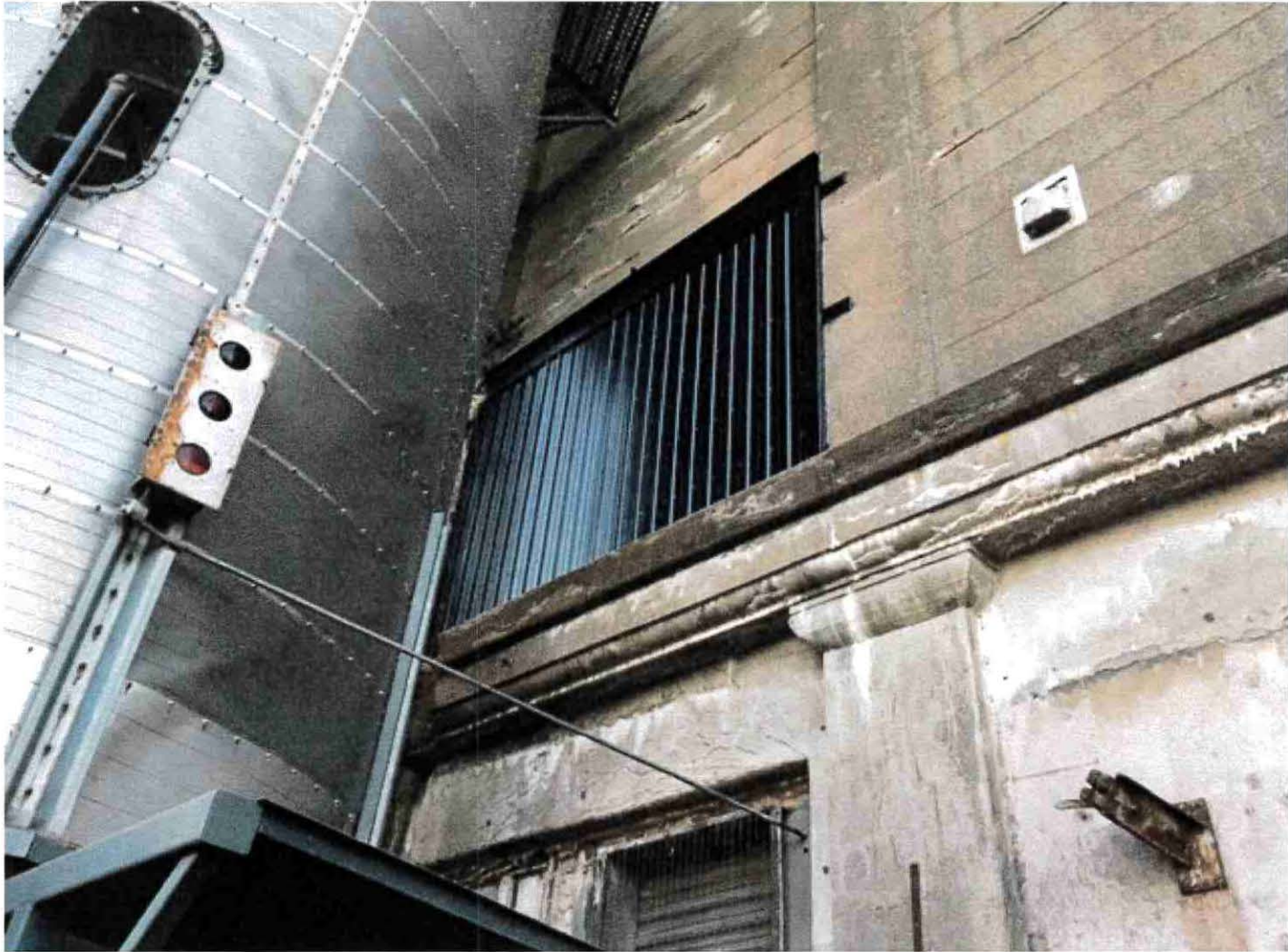
**Blow out at grain elevator July 2017 – cost of repairs \$60,000+**





19 R

19 R



Councillor Input:

Quarantine wall appears to be failing, what are options for repair / maintenance.

Staff Response:

The wall has already been repaired once; continued monitoring will determine any pending failures.

North end of Quarantine Wall





Middle of Quarantine Wall



South end of Quarantine Wall



Councillor Input:

Investigate in the longer term what are the possibilities of conversion post commercial operations for a residential location.

Staff Response:

Agreed that this should be pursued

Councillor Input:

Need to review future-status under this Strategic planning session. Future of site, other uses etc.

Staff Response:

See above.

Councillor Input:

Site for a light show on side to attract visitors to HH Knoll Park / Marina area.

Staff Response:

Would have to be investigated as to cost, impact on P&H operations etc.

# CITY-OWNED RAIL LINES



**Councillor Input:**

Road crossing maintenance still an issue that needs to be addressed on an expedited basis.

Improve crossings.

**Staff Response:**

Rail line study has been completed. Final report is due in early 2018. Recommendations are contained regarding maintenance on all elements of rail lines, including crossings.

Councillor Input:

Update for Council on any issues related to City ownership of east side and west side rail lines.

Staff Response:

No issues currently identified.



# OTHER



Councillor Input:

Residential land development needs to become a primary focus for growth of City.

Staff Response:

Certain areas may require the need of a secondary plan to address servicing, phasing, uses, etc.

Agreed but this is a private sector initiative. We have already eliminated development charges to stimulate growth but the market and developers need to act.

Councillor Input:

Crosswalk at Catherine and Clarence

Staff Response:

Crosswalk on Clarence is approved. Construction is planned for 2018, prior to Canal Days.

**Councillor Input:**

Consider getting rid of ward system so that a more Citywide approach to government is the result.

**Staff Response:**

A report was provided to Council in 2018 to establish a committee in the next Council term to discuss wards and council size. There are advantages and disadvantages of at-large vs ward systems.

Councillor Input:

Move on CIP downtown

Staff Response:

Discussed at budget and confirmed this is number one priority for council and staff will hire a grant-writing consultant to apply for the grant under the new Federal/Provincial Funding Agreement.

**Councillor Input:**

Perception that Property standards are not being enforced consistently and that some of our bylaws are now antiquated. How do we address both issues? More staff, new by-laws etc.

**Staff Response:**

Staff are continually monitoring by-laws and amending to address quicker enforcement. Many complaint files are closed satisfactorily and without delay, however some are more complicated and elevate to Council and Social Media levels. A report will be presented on April 23 suggesting a few ways to strengthen the Lot Maintenance By-law.

Councillor Input:

Canal Lands clean up. Need to force clean up as the Canal Lands are an attraction for City to market.

Staff Response:

Staff are uncertain what lands are being referred to. Is it the Transport Canada Lands at the mouth of the East Side of the Canal?

Staff do not think there is much the City can do to remediate these lands since we do not own them.

**Councillor Input:**

Storm Sewer funding. Can we use similar approach as in rural areas with a special assessment to benefiting properties?

When is the Wellington watershed issue going to be addressed?

Storm water management in general, where are we as a City in dealing with this in the long term.

**Staff Response:**

A storm sewer study and financing strategy was presented to Council a year ago.

It is staffs intention to bring back a report in 2018 to provide options for a fees schedule and public input for a 2019 implementation.

These fees would fund the current storm sewer debenture for the Nickel Area project just being completed and will fund future storm sewer projects.

The City could implement a storm sewer levy on every water bill as has been done successfully in other jurisdictions.



**Councillor Input:**

We need a plan for our budget that limits the budget increases to COLA as a way to limited negative impacts on those whose incomes are so controlled.

**Staff Response:**

The City's budgets have been prepared with a base budget increase of cost of living for current levels of services but is increased by any new debt incurred and the annual capital levy increase. The costs are also dependent on areas which are influenced by outside agencies such as utilities (hydro costs) and staff increases due to collective agreements. The City has taken advantage of tax room created from reductions to Education and Regional tax rates due to increased assessment throughout the Region and Province. There has been very little assessment growth in Port Colborne in recent years. Overall tax increases including the City, Education and the Region have been held to 2 to 3 percent.

Councillor Input:

More attention to safe road crossings (for pedestrian traffic), seniors.

Staff Response:

Safe road crossings are addressed in the downtown CIP by design entailing bump-outs. Continue to implement these design features in all future redevelopment areas.

Councillor Input:

A tiered City fee structure to assist those on low and fixed incomes to stay in tier homes.

Staff Response:

Administrative nightmare to determine who may be eligible for fee reductions but will be a decision of Council to implement such a fee structure. Reduced fees for some users will result in other users paying increased fees to subsidize.

Councillor Input:

More responsive snow removal in downtown core.

Staff Response:

Downtown core, winter control/funding requires an established level of service criteria and fund same.

Staff believe we are very responsive. Staff understand some people want the snow on downtown sidewalks trucked out of the downtown core but this isn't a realistic expectation with current staffing levels.

Councillor Input:

Biggest issue is greenhouse and grow-ops, private license, time for a comprehensive review of local ability to license and provide direct inspection an oversight. Inspection by City staff and non-compliance with approved number of plants would result in license cancellation

Staff Response:

City doesn't have this authority.

Councillor Input:

“Paraphernalia” stores must be located in a zone other than residential or perhaps in industrial zones in rural wards.

Staff Response:

Retail stores are permitted to sell retail products. It would be difficult to regulate.

Councillor Input:

What is status of zoning and compliance of quarry operations in City, particularly in rural ward?

Staff Response:

Applications by Port Colborne Quarries for Official Plan and Zoning Amendments made in 2017 have not been brought to Council for consideration and won't be unless matters raised have been addressed.

Matters resulting in zoning non-compliance has been resolved.

Issues pertaining to the 1982 Site Plan Agreement between the City and Port Colborne Quarries have been to Council in closed session and will return in the near future.

Councillor Input:

Are there any issues, services that the City should review for its current level of involvement in or that we should possibly consider engaging more directly in?

Staff Response:

There are some things that the City has no control over such as the urgent care, other than supporting but not financially, and council needs to concentrate on the core services of a municipality financially. What business are we really in?



**Councillor Input:**

**Proposed changes in training requirement for the Fire Service in Ontario.**

**Staff Response:**

If implemented as proposed between now and 2022 the certification process will add additional training resulting in a larger commitment by all Volunteers and full time staff as well the resulting financial impact.

Additionally the recruitment of Volunteers will be far more difficult, time consuming and expensive.

The proposed Certification process will be lengthy and costly to continue to offer current service levels as identified within our Core Services.