



**City of Port Colborne  
Regular Meeting of Council 21-20  
Monday, August 24, 2020 – 6:30 p.m.  
Council Chambers, 3<sup>rd</sup> Floor, 66 Charlotte Street**

## **Agenda**

**Notice:** Council will meet through electronic participation in accordance with Bill 137, the Municipal Emergency Act in order to keep the health and safety of our community as a priority. If you wish to provide public comments regarding an item on the agenda please submit to [deputyclerk@portcolborne.ca](mailto:deputyclerk@portcolborne.ca) by noon on Monday, August 24, 2020.

Watch the Council Meeting streaming live on our [YouTube Channel](#).

1. **Call to Order:** Deputy Mayor Mark Bagu
2. **Introduction of Addendum Items**
3. **Confirmation of Agenda:**
4. **Disclosures of Interest:**
5. **Adoption of Minutes:**
  - (a) Regular meeting of Council 20-20, held on August 10, 2020
6. **Determination of Items Requiring Separate Discussion:**
7. **Approval of Items Not Requiring Separate Discussion:**
8. **Delegations/Presentations:**
  - (a) **Presentation:** Paul Blais, MDB Insight Inc. and Jim Burkitt, Gow Hastings Architects Re: Port Colborne Innovation, Creativity and Culinary Incubator Feasibility Study (Page No. 11)
9. **Consideration of Items Requiring Separate Discussion:**
10. **Proclamations:**

Nil.
11. **Minutes of Boards, Commissions & Committees:**
  - (a) Minutes of the Environmental Advisory Committee meeting of March 11, 2020
  - (b) Minutes of the Grant Policy Committee of March 5, 2020

**12. Councillors' Items:**

- (a) Staff Responses to Previous Councillors' Enquiries
- (b) Councillors' Issues/Enquiries

**13. Consideration of By-laws:**

**14. Adjournment:**

**Council Items:**

Notes	Item	Description / Recommendation	Page
WCS MB EB RB GB FD AD DK HW	1.	<p><b><u>Port Colborne Historical and Marine Museum, Report 2020-113, Subject: Museum Annual Report 2019, Museum/Archives Services during the Novel Coronavirus (COVID-19) Pandemic</u></b></p> <p>That Port Colborne Historical and Marine Museum Report No. 2020-113, Subject: Museum Annual Report 2019, Museum/Archives Services during the Novel Coronavirus (COVID-19) Pandemic, be received for information.</p> <p><b>Note:</b> Stephanie Powell Baswick, Director/Curator will be providing a verbal presentation with regard to the above report.</p>	25
WCS MB EB RB GB FD AD DK HW	2.	<p><b><u>Planning and Development Department, Report 2020-103, Subject: Department of Planning and Development Annual Report</u></b></p> <p>That Planning and Development Department, Report No. 2020-103, Subject: Department of Planning and Development 2020 Annual Report, be received for information.</p>	43
WCS MB EB RB GB FD AD DK HW	3.	<p><b><u>Office of the Chief Administrative Officer, Economic Development Division, Report 2020-111, Subject: Recommended Consultant for the Completion of the Port Colborne Tourism Strategic Plan and Cruise Destination Business Case</u></b></p> <p>That Chief Administrative Officer, Economic Development Division, Report 2020-111 be received;</p> <p>That the Mayor and Clerk be authorized to enter into an agreement with KWL Advisory Inc. to complete the Port Colborne Tourism Strategic Plan and Cruise Destination Business Case at a total cost of \$54,975 (including HST); and</p> <p>That a by-law to enter into an agreement with KWL Advisory Inc., be brought forward.</p>	51

WCS MB EB RB GB FD AD DK HW	4.	<p><b><u>Corporate Services Department, Financial Services Division, Report 2020-114, Subject: Investment Policy</u></b></p> <p>That Corporate Services Department, Financial Services Division, Report No. 2020-114, Subject: Investment Policy, be received; and</p> <p>That Council for The Corporation of the City of Port Colborne approve the Investment Policy attached as Appendix A.</p>	119																																				
WCS MB EB RB GB FD AD DK HW	5.	<p><b><u>Corporate Services Department, Financial Services Division, Report 2020-116, Subject: Capital and Related Projects Update</u></b></p> <p>That Council of The Corporation of the City of Port Colborne approve the adjustments identified in Appendix A to the Capital and Related Projects Budget.</p>	133																																				
WCS MB EB RB GB FD AD DK HW	6.	<p><b><u>Planning and Development Department, By-law Enforcement Division, Report 2020-105, Subject: Parking and Traffic – West Street</u></b></p> <p>That the Council of the City of Port Colborne approve the following amendment to By-law No. 89-2000 being a By-law regulating traffic and parking on City roads:</p> <p>1. That Schedule “E” Limited Parking Restrictions, to By-law 89-2000 as amended, be amended by deleting therefrom the following:</p> <table border="1" data-bbox="431 1230 1450 1455"> <thead> <tr> <th>Column 1</th> <th>Column 2</th> <th colspan="2">Column 3</th> <th>Column 4</th> <th>Column 5</th> </tr> <tr> <th>Highway</th> <th>Side</th> <th>From</th> <th>To</th> <th>Times/Days</th> <th>Maximum</th> </tr> </thead> <tbody> <tr> <td>West Street</td> <td>East</td> <td>Clarence St.</td> <td>Charlotte St.</td> <td>9:00 a.m. to 6:00 p.m. Mon to Sat</td> <td>2 hours</td> </tr> </tbody> </table> <p>2. That Schedule “E” Limited Parking Restrictions, to By-law 89-2000 as amended, be amended by adding thereto the following:</p> <table border="1" data-bbox="431 1602 1450 1806"> <thead> <tr> <th>Column 1</th> <th>Column 2</th> <th colspan="2">Column 3</th> <th>Column 4</th> <th>Column 5</th> </tr> <tr> <th>Highway</th> <th>Side</th> <th>From</th> <th>To</th> <th>Times/Days</th> <th>Maximum</th> </tr> </thead> <tbody> <tr> <td>West Street</td> <td>East</td> <td>Clarence St.</td> <td>Charlotte St.</td> <td>8:00 a.m. to 10:00 p.m. Mon to Sun</td> <td>2 hours</td> </tr> </tbody> </table>	Column 1	Column 2	Column 3		Column 4	Column 5	Highway	Side	From	To	Times/Days	Maximum	West Street	East	Clarence St.	Charlotte St.	9:00 a.m. to 6:00 p.m. Mon to Sat	2 hours	Column 1	Column 2	Column 3		Column 4	Column 5	Highway	Side	From	To	Times/Days	Maximum	West Street	East	Clarence St.	Charlotte St.	8:00 a.m. to 10:00 p.m. Mon to Sun	2 hours	143
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<p>WCS MB EB RB GB FD AD DK HW</p>	<p>7.</p>	<p><b>Planning and Development Department, By-law Enforcement Division, Report 2020-106, Subject: Fence Variance – 128 McCain Street</b></p> <hr/> <p>That Planning and Development Department, By-law Enforcement Division, Report 2020-106, Subject: Fence Variance – 128 McCain Street, be received for information; and</p> <p>That the fence variance request for 128 McCain Street not be approved, and that the property be brought into compliance with the Fence By-law.</p>	<p>149</p>																												
<p>WCS MB EB RB GB FD AD DK HW</p>	<p>8.</p>	<p><b>Planning and Development Department, By-law Enforcement Division, Report 2020-108, Subject: Parking and Traffic – Wyldewood Road</b></p> <hr/> <p>That Council approve the following recommended measures in order to alleviate the parking issues on Wyldewood Road:</p> <ul style="list-style-type: none"> <li>• Reduce the speed limit.</li> <li>• Reduce the size of the angle parking permitted in this area.</li> <li>• Implement prohibition of parking and tow away zones.</li> <li>• Implement on-street permit parking for the residential cottage area.</li> </ul> <p>That Schedule 'W' Speed Limits to By-law 89-2000, as amended be further amended to delete the following therefrom:</p> <table border="1" data-bbox="435 1121 1438 1262"> <thead> <tr> <th>Column 1</th> <th colspan="2">Column 2</th> <th>Column 3</th> </tr> <tr> <th>Highway</th> <th>From</th> <th>To</th> <th>Max. Speed</th> </tr> </thead> <tbody> <tr> <td>Wyldewood Road</td> <td>Hwy #3</td> <td>South to Lake Erie</td> <td>60</td> </tr> </tbody> </table> <p>That Schedule 'W' Speed Limits to By-law 89-2000, as amended be further amended by adding thereto the following:</p> <table border="1" data-bbox="435 1373 1438 1885"> <thead> <tr> <th>Column 1</th> <th colspan="2">Column 2</th> <th>Column 3</th> </tr> <tr> <th>Highway</th> <th>From</th> <th>To</th> <th>Max. Speed</th> </tr> </thead> <tbody> <tr> <td>Wyldewood Road</td> <td>Hwy #3</td> <td>720m north of the Termination of the dead end of Wyldewood Road at Lake Erie (Centre line of Michael Drain)</td> <td>60</td> </tr> <tr> <td>Wyldewood Road</td> <td>Termination of the dead end of Wyldewood Road at Lake Erie</td> <td>720m north therefrom (Centre line of Michael Drain)</td> <td>40</td> </tr> </tbody> </table>	Column 1	Column 2		Column 3	Highway	From	To	Max. Speed	Wyldewood Road	Hwy #3	South to Lake Erie	60	Column 1	Column 2		Column 3	Highway	From	To	Max. Speed	Wyldewood Road	Hwy #3	720m north of the Termination of the dead end of Wyldewood Road at Lake Erie (Centre line of Michael Drain)	60	Wyldewood Road	Termination of the dead end of Wyldewood Road at Lake Erie	720m north therefrom (Centre line of Michael Drain)	40	<p>155</p>
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That Schedule 'C2' Parking Prohibitions Tow Away Zone to By-law 89-2000, as amended be further amended by adding thereto the following:

<b>Column 1</b>	<b>Column 2</b>	<b>Column 3</b>		<b>Column 4</b>
<b>Highway</b>	<b>Side</b>	<b>From</b>	<b>To</b>	<b>Times/Day</b>
Wyldeewood Road	West	Termination of the dead end of Wyldeewood Road at Lake Erie	180m north therefrom	Anytime
Wyldeewood Road	West	192m north of the Termination of the dead end of Wyldeewood Road at Lake Erie	528m north therefrom	Anytime
Wyldeewood Road	East	Termination of the dead end of Wyldeewood Road at Lake Erie	186m north therefrom	Anytime
Wyldeewood Road	East	211m north of the Termination of the dead end of Wyldeewood Road at Lake Erie	48m north therefrom	Anytime
Wyldeewood Road	East	305m north of the Termination of the dead end of Wyldeewood Road at Lake Erie	415m north therefrom	Anytime

That Schedule 'F' Angle Parking to By-law 89-2000, as amended be further amended to delete the following therefrom:

<b>Column 1</b>	<b>Column 2</b>	<b>Column 3</b>	
<b>Highway</b>	<b>Side</b>	<b>From</b>	<b>To</b>
Wyldeewood Road	West	A point 420m south of the centre line of the Michael Drain	A point 144m South
Wyldeewood Road	East	A point 439m south of the centre line of the Michael Drain	A point 125m South

That Schedule 'F' Angle Parking to By-law 89-2000, as amended be further amended by adding the following thereto:

<b>Column 1</b>	<b>Column 2</b>	<b>Column 3</b>	
<b>Highway</b>	<b>Side</b>	<b>From</b>	<b>To</b>
Wyldeewood Road	West	180m north of the Termination of the dead end of Wyldeewood Road at Lake Erie	12m north therefrom

				<table border="1"> <tr> <td>Wyldeewood Road</td> <td>East</td> <td>186m north of the Termination of the dead end of Wyldeewood Road at Lake Erie</td> <td>25m north therefrom</td> </tr> <tr> <td>Wyldeewood Road</td> <td>East</td> <td>259m north of the Termination of the dead end of Wyldeewood Road at Lake Erie</td> <td>46m north therefrom</td> </tr> </table> <p>That Schedule 'A' On-Street Permit Parking to By-law 6116/82/14 be amended by adding the following thereto:</p> <table border="1"> <thead> <tr> <th>Column 1 Highway</th> <th>Column 2 Side</th> <th colspan="2">Column 3 From To</th> <th>Column 4 Times/days</th> </tr> </thead> <tbody> <tr> <td>Wyldeewood Road</td> <td>East</td> <td>259m north of the Termination of the dead end of Wyldeewood Road at Lake Erie</td> <td>12m north therefrom</td> <td>Anytime</td> </tr> </tbody> </table>	Wyldeewood Road	East	186m north of the Termination of the dead end of Wyldeewood Road at Lake Erie	25m north therefrom	Wyldeewood Road	East	259m north of the Termination of the dead end of Wyldeewood Road at Lake Erie	46m north therefrom	Column 1 Highway	Column 2 Side	Column 3 From To		Column 4 Times/days	Wyldeewood Road	East	259m north of the Termination of the dead end of Wyldeewood Road at Lake Erie	12m north therefrom	Anytime	
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WCS RB AD	MB GB DK	EB FD HW	9.	<p><b>Engineering and Operations Department, Engineering Division, Report 2020-109, Subject: <u>REVISED – Request for Traffic Safety Review – Intersection of Bell Street and Fares Street</u></b></p> <p>That Council direct staff to install three new amber lights, increase the size of the “Stop” signs, add new “Intersection Ahead” and “Stop Ahead” signs, and relocate the Canada Post mailbox, with the estimated \$15,000 cost to be funded from existing roads maintenance accounts, and to work with the By-law Department to implement prohibited parking limits further from the intersection.</p>	161																		
WCS RB AD	MB GB DK	EB FD HW	10	<p><b>Planning and Development Department, Report 2020-110, Subject: <u>Sale of Vacant Land, Part Lot 26, Concession 2</u></b></p> <p>That Council declares Part Lot 26, Concession 2 as surplus to the City’s needs;</p> <p>That the City enters into an Agreement of Purchase and Sale with Denny Brochu and Amelia Wade for the purchase price of \$6,500 (plus HST), attached hereto as Appendix A.</p> <p>That the Mayor, Clerk and City Solicitor be authorized to sign and execute any and all documents respecting the sale of these lands.</p>	167																		

WCS	MB	EB	11	<b>Department of Chief Administrative Officer, Report 2020-117, Subject: COVID-19 Update #5</b>	175
RB	GB	FD			
AD	DK	HW		That Chief Administrative Officer, Report No. 2020-117, Subject: COVID-19 Update #5, be received for information.	
WCS	MB	EB	12	<b>Memorandum from Councillor Bodner Regarding Site Alteration By-law Moratorium Request</b>	179
RB	GB	FD			
AD	DK	HW		That the Site Alteration By-law be amended to halt the intake of new applications to import fill from outside of Port Colborne until such time as the City has passed a new Site Alteration By-law of January 31, 2021 – whichever comes first.	
<b>Miscellaneous Correspondence</b>					
WCS	MB	EB	13	<b>Region of Niagara Re: Signing of the AMO-Ontario Federation of Indigenous Friendship Centres – Declaration of Mutual Commitment and Friendship with Niagara Region And Friendship Centre Support</b>	181
RB	GB	FD			
AD	DK	HW		That the correspondence received from the Region of Niagara Re: Signing of the AMO-Ontario Federation of Indigenous Friendship Centres – Declaration of Mutual Commitment and Friendship with Niagara Region And Friendship Centre Support, be received for information.	
<b>Outside Resolutions – Requests for Endorsement</b>					
WCS	MB	EB	14	<b>City of St. Catharines Re: Long Term Care Homes</b>	187
RB	GB	FD			
AD	DK	HW		That the resolution received from the City of St. Catharines Re: Long Term Care Homes, be received for information.	
<b>Responses to City of Port Colborne Resolutions</b>					
<b>Nil.</b>					



**Consideration of By-laws  
(Council Agenda Item 11)**

<b>By-law No.</b>	<b>Title</b>
6810/60/20	Being a By-Law to Amend By-Law No. 89-2000, Being a By-Law Regulating Traffic and Parking on West Street
6811/61/20	Being a By-Law to Amend By-Law No. 89-2000, Being a By-Law Regulating Traffic and Parking on Wyldewood Road
6812/62/60	Being a By-law to Amend By-law No. 6116/82/14, Being a By-law to Establish a Permitting System for the Parking of Vehicles on Designated Highways within the City of Port Colborne
6813/63/20	Being a By-law to Authorize Entering into an Agreement of Purchase and Sale with Denny Brochu and Amelia Wade respecting Part Lot 26, Concession 2
6814/64/20	Being a By-law to Authorize Entering into a Lease Agreement with Big Pappi's
6815/65/20	Being a By-law to Authorize Entering into a Lease Agreement with Splashtown Niagara
6816/66/20	Being a By-law to Adopt, Ratify and Confirm the Proceedings of the Council of The Corporation of the City of Port Colborne at its Regular Meeting of August 24, 2020

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## OVERVIEW

This feasibility study was developed to determine the **need, interest and capacity** of an Innovation, Creativity & Culinary Incubator. For this study, need, interest and capacity were defined as follows:

- **Is there a need?** Does the community need this service? Is there demand from the business community for business support services?
- **Is there interest?** Would businesses, community partners and the community at large be interested in getting involved with the proposed incubator?
- **Is there capacity?** Is the Roselawn Centre an appropriate location for the incubator? What is the cost of renovating the facility? Is there enough space for prospective demand?



## IS THERE NEED?

Does the community need this service? Is there demand from the business community for business support services?			YES
<b>Rationale:</b>			
<p><b>Lack of similar services in South Niagara Region</b></p> <p>After reviewing the innovation landscape, it is evident the lack of organization that support and promote entrepreneurship in the South Niagara context.</p>	<p><b>Data suggest growth in focus sectors</b></p> <p>Projections show growth in two of the sectors being considered for this project (culinary 7%, and innovation 5%). The potential business incubator could foster the growth of these industries.</p>	<p><b>Commuting patterns</b></p> <p>There is a strong inter-regional commuting labour force in the South Niagara Region - 48% of labour force already commute to a different census subdivision within then same census division.</p>	<p><b>Support the objectives established in the City's EcDev Strategic Plan</b></p> <p>Port Colborne is aiming to have an entrepreneurial ecosystem, as well as increase in the number of businesses and increase the population.</p>

Legend

- Contractor Evaluation
- Environmental scan
- Statistical analysis
- Online survey
- Stakeholder engagement



## IS THERE INTEREST?

Would businesses, partners and the community at large be interested in getting involved with the proposed incubator?			YES
<b>Rationale:</b>			
<p><b>Pilot project</b></p> <p>The pilot project launched by the City of Port Colborne showed that some local companies were ready to occupy spaces in the Roselawn Centre.</p>	<p><b>Online survey</b></p> <p>18 small businesses responded with services they are looking for which are similar to the proposed incubator.</p>	<p><b>Stakeholder Interviews</b></p> <p>30 stakeholders from different organizations participated in semi structured interviews where they showed interest in collaborating and promoting the incubator.</p>	<p><b>Information Session</b></p> <p>The information session and general conversations around the incubator have caught the attention of local media. Local authorities are also interested in having this project materialize.</p>

Legend

- Contractor Evaluation
- Environmental scan
- Statistical analysis
- Online survey
- Stakeholder engagement



## IS THERE CAPACITY?

What is the cost of turning the Roselawn Centre into the proposed incubator and is there enough space for prospective demand after renovations?

YES

Rationale:

### Power Capacity

After an evaluation of electricity and natural gas supply, the contractor confirms Roselawn Centre can power the proposed incubator



### Physical Space

The main floor plan includes flexible furniture to manage incubator space. A large open-concept kitchen provides efficient space for culinary use. Storage and office space are included in basement and second floor.



### Accessibility

A new elevator is proposed to improve accessibility within the Roselawn Centre.



### Phased Cost

The Contractor has provided a cost-efficient plan for renovating the Roselawn Centre to fit the needs and interest behind the incubator.



Legend



Contractor Evaluation



Environmental scan



Statistical analysis



Online survey



Stakeholder engagement



## A PREVIEW OF THE POTENTIAL INCUBATOR





## IMPLICATIONS OF COVID-19

The proposed incubator would provide cost-effective access to resources, knowledge, and networks that help entrepreneurs get through the initial obstacles in starting and growing their business.

This is an impactful service for businesses during the anticipated economic recovery stage of this pandemic.



A catalyst for innovation,  
an essential element in the  
new economy



Capitalize on potential desire  
for entrepreneurs to migrate  
to smaller communities



A new Roselawn  
Centre built for the  
“new normal”



## FINAL RECOMMENDATION

The outcomes of this study suggest that there is an **interest** and a **need** for an incubator focused on culinary and innovation programs. It is recommended to not pursue a focus on the creativity sector.



Existing base of  
business activity



Existing base of  
business activity



Existing support  
organizations interested in  
supporting this incubator

Despite the well-documented historical challenges, the Roselawn Centre holds promise and has the **capacity** to serve the proposed incubator based on the site evaluation by Gow Hastings and the new development plan.

# THANK YOU!

**Contact:**

Paul Blais, MA, Ec.D., CEcD  
*Executive Vice-President*  
 T: 1.855.367.3535 ext. 241  
 E: pblais@mdbinsight.com



## ADDITIONAL INFORMATION

- Methodology
- About Business Incubation
- Innovation Landscape in the Niagara Region
- Engagement
  - Stakeholder Interviews/Info. Session
  - Business Survey
  - Priority Matrix
- Site Evaluation
- Preview of The Potential Incubator
- Risk Assessment





## METHODOLOGY

To answer the questions related to need, interest and capacity, a holistic approach consisting of primary and secondary research was implemented. The following activities were conducted:



**Baseline research**



**Semi-Structured interviews**



**Online business survey**



**Stakeholder information session at Roselawn Centre**



**Site evaluation and operational requirements**



**Recommendation Matrix**



## ABOUT BUSINESS INCUBATION

Business incubator provide a value-added “intervention system” to tenant companies, which consists of a range of services to small businesses which are designed to nurture and develop them into successful enterprises over a defined period. Possible outcomes include:



**Job creation**



**Neighborhood revitalization**



**Technology commercialization**



**Economic diversification**



**New business formation**



**Community development**



**Wealth creation**



**Industry cluster/sector development**



**Tax revenue generation**

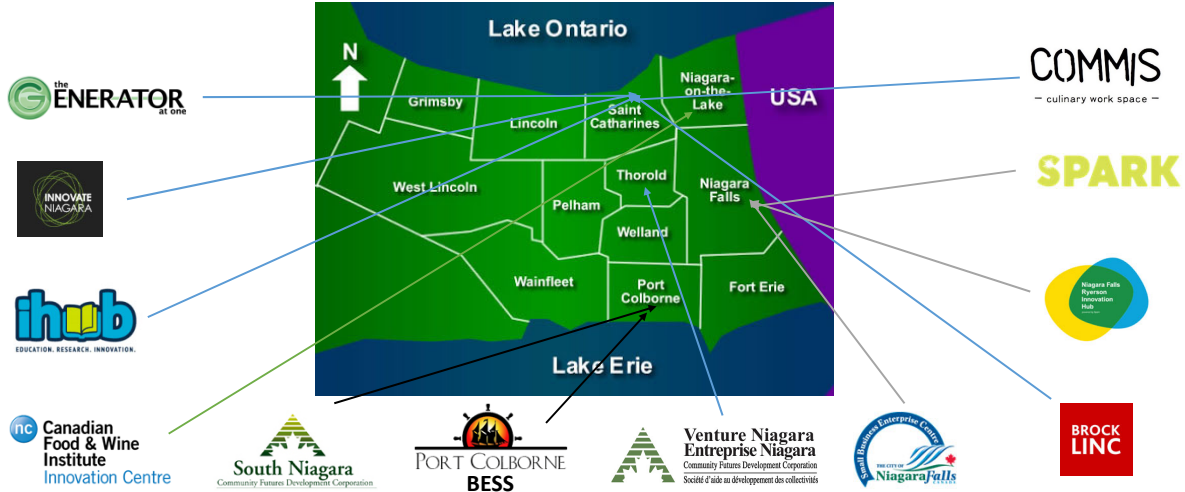


**Empowering minorities**





# INNOVATION LANDSCAPE IN THE NIAGARA REGION



City of Port Colborne - Innovation, Creativity & Culinary Incubator Feasibility Study

13

# ENGAGEMENT





## ENGAGEMENT: STAKEHOLDER INTERVIEWS/INFO. SESSION

30 phone interviews were conducted with local and regional stakeholders. Many of these interviewees plus elected officials and management from the City, made up the 20+ attendees at an information session/workshop held in the Roselawn Centre. These stakeholders represented private business, business innovation and support services, workforce development organizations, economic development services and educational institutions. Four main themes of importance were identified:



**Nature of the  
incubator**



**Market  
potential**



**Challenges and  
barriers**



**Support for the  
initiative**



## ENGAGEMENT: BUSINESS SURVEY

A survey was delivered to understand the potential demand for a business incubator in Port Colborne and the services and programs that would benefit entrepreneurs. 18 businesses responded to the survey. Some of the key findings include:

**33%**

Of respondents are start-ups  
(less than one year of operation)

**28%**

of respondents said they would use a  
co-working space occasionally  
(occasional daily use, as needed)

**47%**

of the responded classified their  
business as food and beverage  
production/food services

**22%**

of respondents said they would  
use the space regularly (regular  
ongoing use, extended period)



## ENGAGEMENT: PRIORITY MATRIX

Market Segment	Needs/Services	Current Situation	Amenities Required	Demand
Culinary	Commercial Kitchens	There is a small number of kitchens for culinary start-ups/businesses in South Niagara. Some options are available in the broader Niagara Region, but these are also very limited.	Cold, frozen, storage	High
			Specialist equipment (e.g. ovens, stoves, vacuum packer, mixers, blast chillers)	High
			Printing and labels	Low
			Dry storage and pallet storage	Mid
			Smallware (pots, pans, bowls, utensils)	Low
			Office/desk space	Mid
Innovation	Co-working Spaces	Compared to commercial kitchens, there is a more variety of co-working spaces in Niagara Region. However, there is still a lack of co-working space in South Niagara (Welland, Port Colborne, Fort Erie and Wainfleet). Currently, no business incubators are operating in South Niagara. Nonetheless, some business support services are offered through local partnerships.	Broadband/High-speed internet	High
			Co-working space	High
			Office/desk space	High
			Meeting/boardroom/event spaces	High
			Printing (including 3D printing)	High
			Co-working makerspace (shared workshop)	Mid
Creativity (Arts and Crafts)	Maker Space	There is no makerspace with a focus on arts and crafts in Niagara Region. Some makerspaces exist in St. Catharines, but these spaces are focused on technology and information.	Printing and labels (including 3D printing)	Low
			Power tools (saws, drills, drivers, sanders)	Low
			Hand tools (measuring tools, cutting tools, hammers, clamps screwdrivers)	Low
			Tool storage	Low
			Welding and soldering tools	Low
			Office/desk space	Low

City of Port Colborne - Innovation, Creativity & Culinary Incubator Feasibility Study

17

## SITE EVALUATION





## SITE EVALUATION AND OPERATIONAL REQUIREMENTS

### GOW HASTINGS ARCHITECTS

After a request for quotation process and active outreach initiative Gow Hastings Architects (Gow) was chosen for the site evaluation based on their technical skills experience working on relevant projects in the Niagara Region.



**Evaluate Current Structure/floor plan of Roselawn Centre**



**Mandatory Modernization Requirements**



**Consideration of Historical Building Modification Limitations**



**Overall Approval of Site for Proposed Incubator**

## PREVIEW OF THE POTENTIAL INCUBATOR

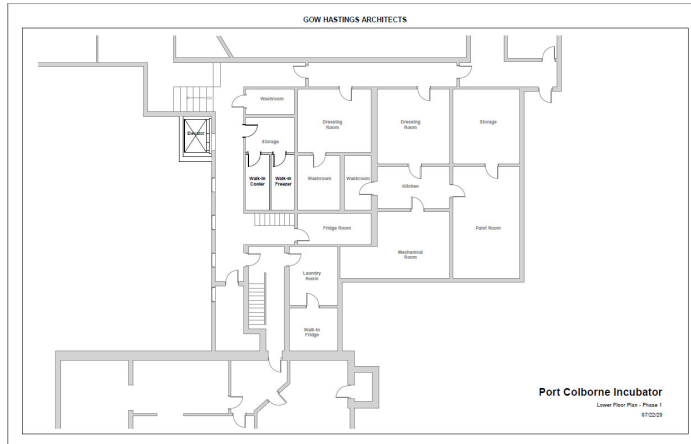




# PHASED APPROACH TO TRANSFORM ROSELAWN CENTRE

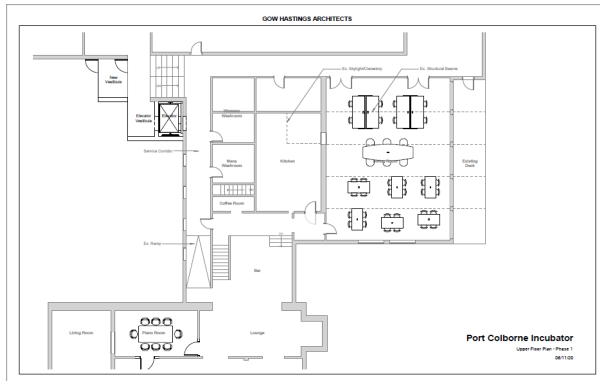
## Phase 1 – Basement

To make the most of the space, Gow has designed a four-phased approach to renovating the Roselawn Centre, which considers the basement, main floor and second floor (Furniture costs only).

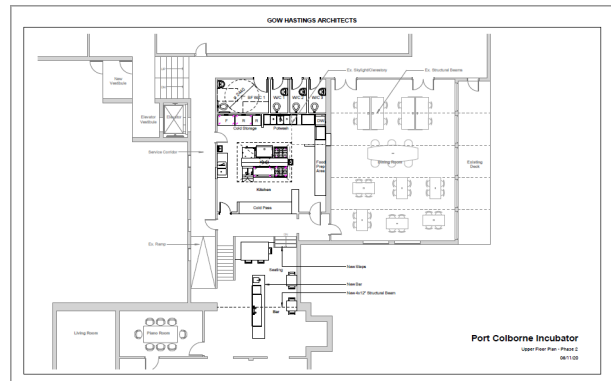


# PHASED APPROACH TO TRANSFORM ROSELAWN CENTRE

## Phase 1 – Main Floor Cost = \$376,725



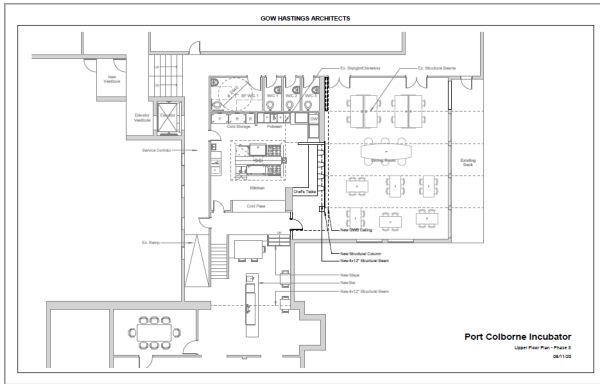
## Phase 2 - Main Floor Cost = \$840,500



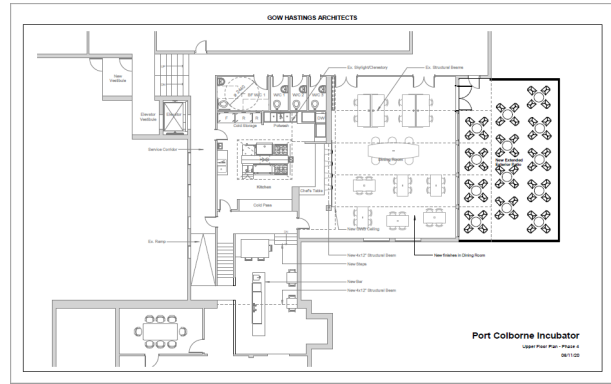


## PHASED APPROACH TO TRANSFORM ROSELAWN CENTRE

**Phase 3 – Main Floor**  
**Cost = \$316,025**



**Phase 4 – Main Floor**  
**Cost = \$453,440**



## PHASED APPROACH TO TRANSFORM ROSELAWN CENTRE

**Phase 1**

**\$376,725**

**Phase 2**

**\$840,500**

**Phase 3**

**\$316,025**

**Phase 4**

**\$453,440**

**Estimated  
 Total Cost**

**\$1,986,690**



## EXTERIOR RENDERING

The exterior render provides a view of the new deck addition and dining room from the eastern Roselawn garden.

This new deck addition is intended to connect the beautiful eastern garden with the incubator portion of the Roselawn Centre.



City of Port Colborne - Innovation, Creativity & Culinary Incubator Feasibility Study

25



## INTERIOR RENDERING

The interior rendering provides a view toward the incubator kitchen from the original dining room featuring the chef's table. The space is outfitted with modern, flexible furniture solutions on wheels equipped to not only function as a renewed event/dining space but also to support hotdesking for the innovation side of the incubator.



City of Port Colborne - Innovation, Creativity & Culinary Incubator Feasibility Study

26



## RISK ASSESSMENT

The ability to identify and respond to risks is an expected process for all business incubators and accelerators. Situations may arise that were not apparent at an earlier time. Nonetheless, some considerations can be anticipated as potential threats and dealt with or planned for proactively.

Potential Challenges:

- **Seed Funding**
- **Occupancy**
- **Financial Break-Even**
- **Graduates Leave Area**
- **Community Support**
- **Shortages of Time/Capacity**







## Port Colborne Historical and Marine Museum

Report Number: 2020-113

Date: August 24, 2020

**SUBJECT: Museum Annual Report 2019, Museum/Archives Services during the Novel Coronavirus (COVID-19) Pandemic**

### 1) PURPOSE

Chief Administrative Officer, Scott Luey, approved the Director/Curator to present the 2019 Annual Report for the Port Colborne Historical and Marine Museum, as well as offer comments on Museum/Archives Services during the Novel Coronavirus (COVID-19).

### 2) HISTORY, BACKGROUND, COUNCIL POLICY, PRACTICES

The Port Colborne Historical and Marine Museum was established by a Council By-law in 1974. Port Colborne City Council appoints a Board of Directors to act on behalf of Council to provide oversight to Museum staff who are supervised by the Museum Director/Curator.

Museum activities are governed by the policies and procedures in accordance with the Ontario Ministry of Tourism, Culture and Sport's Standards for Community Museums in Ontario including the following 10 standards:

- Governance Standard
- Finance Standard
- Collections Standard
- Exhibition Standard
- Interpretation and Education Standard
- Research Standard
- Conservation Standard
- Physical Plant Standard
- Community Standard
- Human Resources Standard

The province has a fundamental commitment to the preservation, presentation and sustainability of the material culture of Ontario, through the community museums of the province. Museums that achieve these standards are eligible to receive Community Museum Operating Grant (CMOG) funding annually. The Port Colborne Historical and Marine Board of Management and staff consistently uphold these standards in an effort and obtain this funding.

### 3) STAFF COMMENTS AND DISCUSSIONS

The 2019 season saw over 16,000 visitors to the Museum grounds from May to December 2019. The 2019 schedule of activities and exhibitions are in keeping with the goals and objectives outlined in the 2018-2022 Strategic Plan including our number one goal: To serve and preserve through annual events, collections management and

outreach.

#### **4) OPTIONS AND FINANCIAL CONSIDERATIONS:**

##### **a) Do Nothing**

Not applicable.

##### **b) Other Options**

Not applicable.

#### **5) COMPLIANCE WITH STRATEGIC PLAN INITIATIVES**

The Chief Administrative Officer, Scott Luey, lead the strategic planning session of the Port Colborne Historical and Marine Museum Board of Management and the plan was approved in 2018. The following five goals resulted:

##### **Goal #1 – Serve and Preserve**

###### **Objective 1.1 – Annual Events**

Museum staff to maintain and grow the three annual events (Christmas, Canal Days, and Pie Social) that the museum currently offers.

###### **Objective 1.2 – Collections Management**

Museum staff will continue to adhere to the Museum's Collection Management Policy.

###### **Objective 1.3 – Outreach**

Museum staff will explore new outreach opportunities to raise the profile of the museum in Port Colborne and beyond.

##### **Goal #2 – Increase Financial Contributions**

###### **Objective 2.1 – Donor Recognition**

Staff to explore improvements to the donor recognition program to broaden the recognition of donors and make donating to the museum more attractive to potential donors.

###### **Objective 2.2 – Online Donation Module**

Staff to work towards creating a tool that allows donations to be made online and the sale of memberships to be conducted online.

###### **Objective 2.3 – Increase Memberships**

Staff to formulate a plan to conduct a membership drive designed to increase membership sales.

##### **Goal #3 – Improve Visitor Experience**

###### **Objective 3.1 – Staff Interaction**

Museum staff to transition to improved customer service standards by providing a trained staff person as the first point of contact in an interaction with museum visitors.

### Objective 3.2 – Operating Hours

Staff are to analyze the operating hours and season of the museum and report any potential improved operating schedules to the board for approval.

### Objective 3.3 – Training Program

Museum staff to develop a training program for staff and volunteers to ensure that both groups have adequate training to provide the best visitor experience.

### Goal #4 – Building Maintenance

#### Objective 4.1 – Building Assessments

Museum staff to work together with City Staff to conduct an assessment on all museum buildings and report results to the board.

#### Objective 4.2 – Building Master Plan

Museum staff to conduct a building plan for current and future buildings and present to the board.

### Goal #5 – Increase Engagement on Social Media

#### Objective 5.1 – Board Reporting

Museum staff to prepare regular reports to the board with respect to social media activity including metrics.

#### Objective 5.2 – Collaboration with City Communications Staff

Museum staff to actively work with City Communications Officer to develop policies and carry out social media activities.

## **6) ATTACHMENTS**

Appendix A – 2019 Annual Report

## **7) RECOMMENDATION**

That Port Colborne Historical and Marine Museum Report No. 2020-113, Subject: Museum Annual Report 2019, Museum/Archives Services during the Novel Coronavirus (COVID-19) Pandemic, be received for information.

8) **SIGNATURES**

Prepared on August 13, 2020 by:

A handwritten signature in blue ink, appearing to read "Stephanie Powell Baswick".

Stephanie Powell Baswick  
Director/Curator

Reviewed and respectfully submitted by:

A handwritten signature in black ink, appearing to read "C. Scott Luey".

C. Scott Luey  
Chief Administrative Officer



# **PRESERVE**

## **More Than a Museum**

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**PORT COLBORNE HISTORICAL AND MARINE MUSEUM**

**2019 ANNUAL REPORT**



This image, one of many used in the museum's exhibit from an album donated by Sam Walker, depicts John Napoleon Falls gazebo on Tennessee Avenue, Port Colborne in the 1890s.

**“WE ENVISION A MUSEUM THAT SERVES  
OUR COMMUNITY AND PRESERVES THE  
HISTORY AND MARINE HERITAGE OF  
PORT COLBORNE AND HUMBERSTONE”**

PORT COLBORNE HISTORICAL AND MARINE MUSEUM VISION STATEMENT



Visitors from Tennessee arrive at Solid Comfort flag train station to enjoy the cool breeze of Lake Erie and the shade of the Carolinian forest.

## LETTER FROM THE CHAIRMAN

The 2019 feature exhibition *Solid Comfort: Tales of Tennessee, the History of the Humberstone Summer Resort Company* provides an opportunity to share with you the multi-faceted approach the museum is taking to serve the community and meet visitor expectations. The exhibit was designed to allow guests to experience the fascinating history of the exclusive company through the artifacts and archives on display in the gallery. To complement the exhibition, outreach and programming initiatives were added including: guided tours of the exhibit, off-site tours of Tennessee Ave, free public lectures, and lectures to museum colleagues and academics. A group of descendants from the resort's founding family travelled internationally to experience the tours, exhibit and lectures, proving that heritage tourism is alive and well in our community.

Visitors from down the street or over the river will find the same thing when they arrive—a group of remarkable, committed volunteers in every corner of the heritage village. During events you will find smiling, informed volunteers serving Edwardian tea, performing heritage demonstrations, greeting at gates and answering questions about the exhibits. That is just the part you see! Our team of volunteers repair buildings, catalogue the collection, guide our policies, raise funds and embody the museum's motto, "To Serve and Preserve". We are grateful for their dedication.

In 2020 you can expect to join us in celebration of the 150th Anniversary of when Port Colborne formally became a village, with a lantern tour of the village, new activities during Arabella's Pie Social and Canal Days, and the feature exhibit *A Village by the Canal*. Explore the interesting history of daily life, skills and traditions that were characteristic of a small village from 1870-1918.

Remembering our past, celebrating our present and looking forward to our future.

Sincerely,

*Terry Huffman*

Chairman of the Board of Management  
Port Colborne Historical and Marine Museum

## 2019 BY THE NUMBERS

**16 108**

TOTAL VISITORS

**211**

HARD-WORKING  
VOLUNTEERS

**486**

MUSEUM  
MEMBERS

**13**

MUSEUM SERVICES PROVIDED

**689**

COMMUNITY MEMBERS  
SERVED BY EDUCATIONAL  
PROGRAMS

**19 083**

ARTIFACTS IN  
PERMANENT  
COLLECTION

**2**

ONLINE  
EXHIBITS

**12**

STRUCTURES  
HERITAGE VILLAGE & MARINE PARK

**18**

TYPES OF  
RESEARCH  
DOCUMENTS  
AT THE HERITAGE  
RESEARCH ARCHIVES

**19**

MARKETING  
TOOLS  
PRODUCED

**11**

EXHIBITS  
PRESENTED

**31**

NEWS MEDIA  
MENTIONS

**13**

DEDICATED STAFF  
2 FULL TIME  
6 PART TIME  
5 SUMMER STUDENT STAFF

**2387**

UNIQUE PAGEVIEWS  
TO WEBSITE

**1180**

INSTAGRAM  
FOLLOWERS

**4 783**

PARTICIPANTS IN SPECIAL EVENTS

**657**

TWITTER FOLLOWERS

**551**

ARTIFACTS  
DONATED  
BY

**26**

GENEROUS  
DONORS

**1 231**

ARTIFACTS  
ON DISPLAY

**17**

MUSEUM  
PUBLICATIONS  
FOR  
RESEARCH  
AND  
SALE

**4**

EXHIBITS  
IN MAIN MUSEUM GALLERY

**2141**

FACEBOOK  
FOLLOWERS

**5**

TELEVISION  
INTERVIEWS

**59**

PHOTO SHOOTS

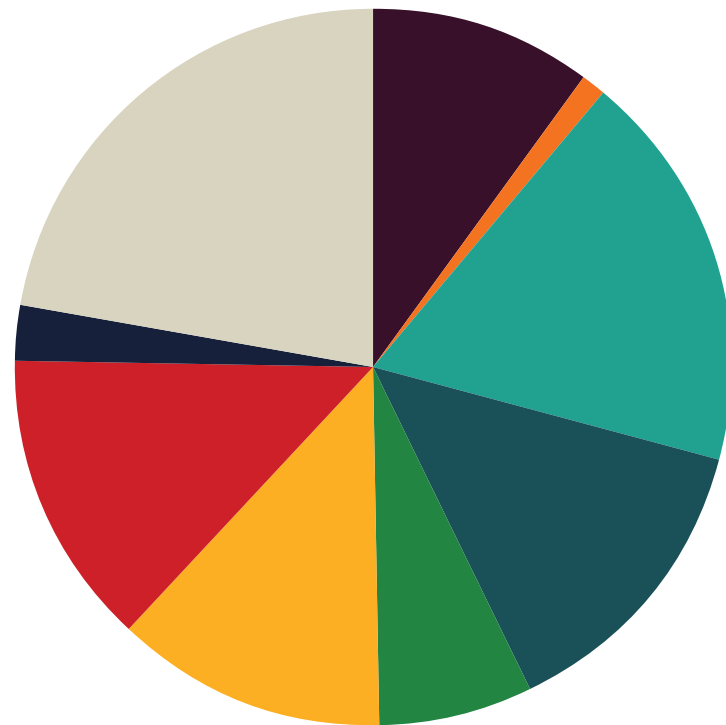


# 2019 FINANCIALS

## MUSEUM-RAISED REVENUE

### ADMISSIONS

School Tours:	212
Donation Box:	884
Canal Days:	4000
Arabella's Kids:	60
Northland Pointe:	110
Christmas:	0
Group Tours/ Bus Tours:	264
<b>TOTAL ADMISSIONS:</b>	<b>5530</b>
Memberships:	631
Fundraising:	9761



### SPECIAL EVENTS

Pie Social:	295
Canal Days:	4170
Christmas Festival:	1415
<b>TOTAL SPECIAL EVENTS:</b>	<b>7443</b>
Donations:	3703
Rent (Archives Rental Hall):	6754
Gift Shop Sales:	7151
Photocopies/Photos/Research (Archives):	1400
Auxiliary Donations:	12000

### GRANTS

Community Operating Grant (Pay Equity Included):	24093
Young Canada Works	10015
Canada Summer Jobs	3770
<b>TOTAL GRANT REVENUE:</b>	<b>37878</b>

# 2019 FAMILY

## MUSEUM VISITORS

Daily Museum:	2891
Tea Room:	2490
Heritage Research Archives:	5158
School Tours (8):	228
Group/Bus Tours (18):	226
Education and Outreach*:	5056
Weddings/Photography Bookings:	59

**TOTAL VISITORS 16108**

\*Walking Tours (152), Northland Pointe Outreach (69), Member's Reception (85), Pie Social (282), Arabella's Kids (5), Canal Days (4072), Grand Old Christmas Festival (311), Conservation (9), Christmas Party Volunteer Appreciation (80)



### MUSEUM MEMBERS

Year 2019 Members:	155
Life Members:	286
Corporate Sustaining:	45
<b>TOTAL MEMBERS:</b>	<b>486</b>

### VOLUNTEERS

Weekly Volunteers:	12
Special Event Volunteers:	168
Tea Room Volunteers:	31
<b>TOTAL VOLUNTEERS:</b>	<b>211</b>



The Thomas family enjoys the Lock 8 Race game during the annual Canal Days Marine Heritage Festival on the museum grounds.



Heritage Tourism Officer Quintin Keddy, a summer student funded by the federal Canada Summer Jobs grant, demonstrates heritage printing to a class of grade four students during the Pioneer Program.

## STAFF

### FULL TIME:

Director/Curator: Stephanie Powell Baswick  
 Assistant Curator: Michelle Mason

### PART TIME:

Archivist: Michelle Vosburgh  
 Archives Assistant: Kyle Harrietha/Abbey Stansfield  
 Custodian/Maintenance: Frank Habjan  
 Education Programmer: Abbey Stansfield  
 Weekend Receptionist: Sherry Spark  
 Registrar: Michelle Vosburgh  
 Administrative Assistant: Amanda Emery

### SUMMER STUDENTS:

Tea Room Assistants: Hannah Charuk, Vittoria Seca  
 Heritage Tourism Officer: Quintin Keddy  
*(Canada Summer Jobs)*  
 Digitization Assistant: Spencer Alder  
*(Canada Summer Jobs)*  
 Heritage Research Assistant: Meaghan Chamberlain  
*(Young Canada Works)*  
 Curatorial Research Assistant: Dario Smagata-Bryan  
*(Young Canada Works)*  
 Museum Artifact Assistant: Katelyn Lewis  
*(Co-op student, Lakeshore Catholic High School)*

## BOARD MEMBERS

### 2018 CITIZEN APPOINTEES:

Bonnie Johnston (1981)  
 Marcia Turner (1995)  
 Cheryl MacMillan (2001)  
 Brian Heaslip (2009)  
 Terry Huffman (2009)  
 Pamela Koudijs (2013)  
 Margaret Tanaszi (2015)  
 Alexander Fazzari (2015)  
 Donna Abbott (2017)  
 Claudia Brema (2018)  
 Bert Murphy (2018)  
 Jeff Piniak (2019)

### COUNCIL APPOINTEE:

Eric Beauregard (2019)

### ASSOCIATE MEMBER:

Tom Lannan (2009)

“HAVING STAFF EXPLAIN SO MUCH TO US—AND WITH SO MUCH KNOWLEDGE AND INTEREST—REALLY MADE THE VISIT ENJOYABLE!”

JESSICA SPEAR *Group tour operator*

# 2019 HIGHLIGHTS

## EXHIBITS

### ON-SITE EXHIBITS:

#### **Solid Comfort: Tales of Tennessee:**

What does Port Colborne have in common with Tennessee? Visit this new exhibit as the fascinating history of the exclusive “Solid Comfort” summer cottage community is revealed through photographs and artifacts from the museum’s collection.

#### **Deadly Dust-Dominion: Grain Elevator Explosion, 1919:**

Located at the southern terminus of the Welland Canal, the grain elevator played an important role in the movement of grain through the Great Lakes. This exhibit not only examines this role, but also the tragic fatal explosion that occurred 100 years ago.

#### **Tugging Along: Tugboats on the Welland Canal:**

Narrow channels, small canal locks, and lots of ship traffic on the third Welland Canal meant plenty of business for the tugs and their crews. Peer into the Marine Exhibit Lighthouse to catch a glimpse of this vital part of the canal scene.

#### **Black & White Christmas**

Breaking from the traditional colours of the holidays, this exhibit showcases black & white artifacts from the museum’s collection. This chic, unique, elegant, and versatile Christmas display is all about style.

#### **Permanent The Welland Canal:**

Using an interactive touch screen display and dozens of archives and photographs, this new, permanent exhibit looks at the people that built the canal, the economic impact of the canal, and its role in shaping the community.

### TRAVELLING EXHIBITS FROM MUSEUM

#### **CITY HALL EXHIBITS**

##### **Celebrating Canada:**

This exhibit features the initiatives and logos from Canada’s Centennial in 1967 as well as the sesquicentennial in 2017. Also included are images and artifacts from our nation’s anniversaries.

##### **Port Colborne- The Welland Canal:**

The canal is a defining landmark that bisects the city of Port Colborne and continues to be an integral part of its economy and tourism. This retrospective exhibit looks at the changes from the first to the fourth Welland Canal.

### ON-LINE EXHIBITS:

#### **www.1812history.com:**

From 1812 to 1815, the inhabitants of what was to become Canada fought side by side with the British forces and their First Nation allies to defend their lands against the Americans. The battles were waged on land and sea on both sides of the border. The impact of the war was felt by all. This website is dedicated to making the surviving records and artifacts from this time period available to everyone. There is much to discover about the War of 1812 era.

#### **portcolborne.ca/page/Half\_A\_Century\_Pictures\_Two:**

Photographs of ships that have travelled through Port Colborne, using the Canal and locks, to reach the Great Lakes. Each of these photographs are from the museum’s collections and were released to the public in 2009 for the 50th Anniversary of the St. Lawrence Seaway Management Corporation. They’re a tribute to the Welland Canal which has given so much to this community.



“MY FAVOURITE PART ABOUT THE MUSEUM IS THAT THERE ARE SO MANY BUILDINGS TO EXPLORE, THE BLACKSMITH SHOP, THE PIONEER HOUSE AND THE BOAT. I BRING MY NEPHEW EVERY SUMMER TO SEE THE NEW EXHIBIT”

CLAIRE JENNINGS *Retired teacher*



**Solid Comfort: Tales of Tennessee:** This exhibit shares the fascinating history of the exclusive “Solid Comfort” summer cottage community through photographs and artifacts from the museum’s collection.

# INTERPRETATION AND EDUCATION

## FEBRUARY

- 02.12 Northland Pointe: *The History of Valentine's Day and Sending Messages*
- 02.22 Heritage Day Open House
- 02.26 Evergreen Academy

## APRIL

- 04.09 MONA meeting: *Dealing with Race and Class in a Walking Tour of the Humberstone Summer Resort Company and Tennessee Avenue: Drawing on New Approaches to the American Civil War, and the "Lost Cause" Myth in Local Public History*
- 04.27 Pelham Historical Society lecture: *Port Colborne and the Welland Canal*

## MAY

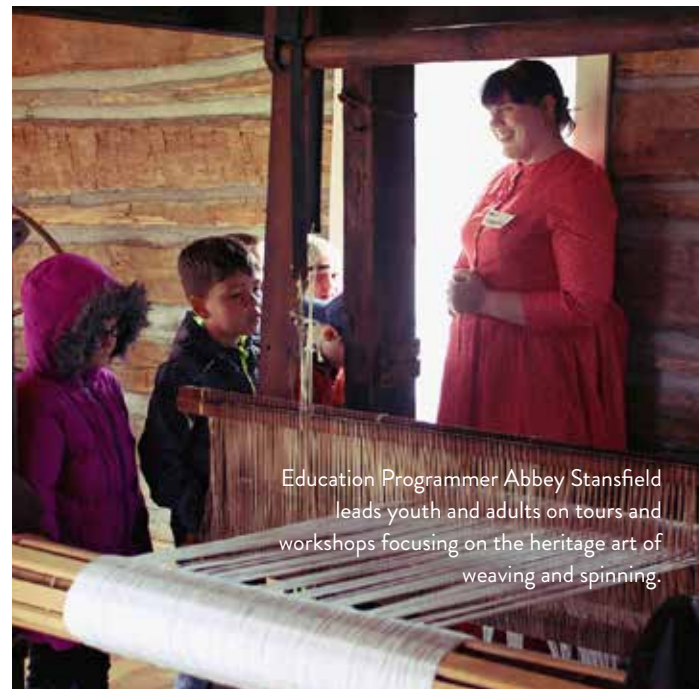
- 05.13 Northland Pointe: *The Humberstone Club*
- 05.13 Mother's Day Tea with Arabella Williams
- 05.14 Du Sacré-Coeur Gr. 3/4s Pioneer Program
- 05.23 Evergreen Academy
- 05.25 Overholt Cemetery tour: Part 1
- 05.25 St. Paul's Cemetery and Overholt Cemetery tour: Part 2

## JUNE

- 06.03 Solid Comfort and Village tour
- 06.10 Solid Comfort and Village tour
- 06.14 McKay School Gr. 3 Pioneer Program
- 06.17 Solid Comfort and Village tour
- 06.21 History Photo Detectives Workshops as part of school tours: McKay School
- 06.24 Solid Comfort and Village tour
- 06.27 Friends of Beaverdams Church: Behind the Scenes tour
- 06.29 US Cycling Group Village tour

## JULY

- 07.01 Solid Comfort and Village tour
- 07.05 West Street Urban History Walking Tours
- 07.08 Solid Comfort and Village tour
- 07.08 Arabella's Kids
- 07.12 West Street Urban History Walking Tours
- 07.15 West Street Urban History Walking Tours
- 07.15 Arabella's Kids
- 07.16 First Friends Daycare: Shipwreck Sleuth
- 07.16 Staff Presentation: *Dealing with Race and Class in a Walking Tour of the Humberstone Summer Resort Company and Tennessee Avenue: Drawing on New Approaches to the American Civil War, and the "Lost Cause" Myth in Local Public History*
- 07.19 West Street Urban History Walking Tours
- 07.22 Arabella's Kids
- 07.22 Solid Comfort and Village tour
- 07.24 ACW Oakwood Daycare: Shipwreck Sleuth
- 07.26 West Street Urban History Walking Tours
- 07.29 Arabella's Kids
- 07.29 Solid Comfort and Village tour



## AUGUST

- 08.02 Humberstone Village Urban History Walking Tours
- 08.05 Solid Comfort and Village tour
- 08.09 Humberstone Village Urban History Walking Tours
- 08.12 Solid Comfort and Village tour
- 08.12 Arabella's Kids
- 08.13 First Friends Daycare: Pioneer Program
- 08.16 Humberstone Village Urban History Walking Tours
- 08.19 Solid Comfort and Village tour
- 08.19 Arabella's Kids
- 08.23 Humberstone Village Urban History Walking Tours
- 08.30 Humberstone Village Urban History Walking Tours

## SEPTEMBER

- 09.14 Spinning Workshop
- 09.14 Weaving Workshop
- 09.19 Archives Speakers Series: *Cooking on Rations*
- 09.21 Humberstone Club and Tennessee Ave walking tour
- 09.24 Humberstone Club and Tennessee Ave walking tour



## OCTOBER

- 10.03 Lundy's Lane Historical Society Lecture: *Port Colborne's History in 10 Objects*
- 10.05 Operations Centre Port Colborne: Touch a Truck/Neff Steam Buggy
- 10.09 Northland Pointe: *The Welland Canal*
- 10.10 Archives Speakers Series: *The Welland Canal Landscape*
- 10.23 West Street Urban History Walking Tours
- 10.24 Humberstone Club and Tennessee Ave Walking tour
- 10.24 Archives Speakers Series: *Creating a Cottage Community: New Perspectives on the History of Tennessee Avenue and the Humberstone Summer Resort Company*

## NOVEMBER

- 11.09 Oakwood Cemetery Tour to Honour Military Service

## DECEMBER

- 12.04 Northland Pointe: *Canadian Christmas Traditions: Evergreens*

# SERVICES AND FACILITIES

## MUSEUM SERVICES PROVIDED:

- Free admission to museum, exhibits, heritage village and marine park
- School tours and education programs
- Summer Club
- Mariner's Service slide show
- Guided group tours
- Bus tours
- Wheels to Meals annual picnic
- Research room
- Conservation workshop
- Museum gift shop
- Arabella's Tea Room
- Covered pavilion
- Picnic tables, benches, gardens and pathways
- 7 washrooms (4 accessible)
- Free parking
- Speaker Series



The shady trees and green grass provide a lovely area to picnic and play an afternoon game of croquet before heading for Edwardian tea at Arabella's Tea Room.

## RESEARCH FACILITIES PROVIDED:

Fully accessible Heritage Research Archives providing documentary history of Port Colborne, Humberstone and the Welland Canal:

- Historic maps
- Historic photographs
- Indexed deeds and property record
- Directories (business and telephone)
- Microfilm
- Census records
- Cemetery records
- Welland Canal files and marine documents
- Ship files
- Family history files
- Local history books
- Microfilmed historic business ledgers
- Assessment and collector rolls
- Land registry records
- Historic newspapers
- Florence Neff Young collection

## 2019 PUBLIC SPEAKING PRESENTATIONS TO:

Port Colborne Historical Society  
 Evergreen Academy  
 Pelham Historical Society  
 Northland Pointe  
 Museums of Niagara Association  
 Port Colborne Museum Auxiliary  
 Friends of Beaverdams Church  
 Trefoil Guild - Girl Guides of Canada  
 Wheels to Meals

## 2019 ARCHIVES SPEAKERS SERIES:

**SEPTEMBER**  
 Abbey Stansfield, M.A.:  
**Cooking on Rations**  
*The challenges of feeding a family during Second World War rationing*

**OCTOBER**  
 Terry Hughes:  
**The Welland Canal Landscape**  
*1930 to the present*

Michelle Vosburgh, Ph.D.:  
**Creating a Cottage Community**  
*New perspectives on the history of Tennessee Avenue and the Humberstone Summer Resort Company*

**NOVEMBER**  
 Michelle Vosburgh, Ph.D.:  
**Oakwood Cemetery Tour**  
*To honour military service*

## RESEARCH ASSISTANCE IS PROVIDED FOR:

Heritage consultants  
 Environmental and industrial researchers  
 Genealogical researchers, students and general researchers  
 City staff  
 Archaeologists  
 Journalists and reporters  
 Authors  
 General interest researchers

## PROJECTS AND PUBLICATIONS

### BUILDING & PROPERTY PROJECTS:

- Replacement of Arabella's Tea Room roof with cedar shingles
- New water tank and water line for Arabella's Tea Room
- Sherk Cabin garden fence repair
- Harlequin maple tree planted
- Heritage Resource Centre first and second floor furnaces replaced.
- Sidewalks ground for any lifts on grounds
- Clean out of carriage house attic and museum basement



Volunteers maintain the heritage gardens, which inspire local artists and act as a backdrop for wedding photos.

### PUBLICATIONS PRODUCED

- 3 Museum newsletters: *Spring, Summer & Fall*
- Museum events and exhibit flyer: "Navigator"
- Arabella's Tea Room flyer (*French & English*)
- Arabella's volunteer handbook
- Pie social activities for Arabella's Tea Room
- Bookmarks, postcards & Christmas cards on heritage press
- Members' Reception & Exhibit Preview invitations
- Cemetery tours flyers
- Urban walking tours flyers & posters
- Pie Social/History Fair/Antique Road Show flyers & posters
- Arabella's Kids registration
- Canal Days flyers & posters
- Speaker Series poster
- Arabella's Volunteer Appreciation invitations
- Christmas Festival flyers & posters
- Education program brochure/flyer
- Canal Days programs
- Volunteer Appreciation invitation

### MUSEUM PUBLICATIONS FOR RESEARCH & SALE

- Golden Age of Humberstone Village
- A-Z Documentary History of Humberstone Village
- Port Colborne: Tales from the Age of Sail
- Coming Home—The 1901 Neff Steam Buggy
- Humberstone Township—The First Fifty Years
- Welland Canals at Port Colborne
- Memoirs of Pat MacDonald
- Scruples of Conscience—The War of 1812 in the Sugarloaf Settlement
- David Sherk and Descendants
- Caspar Sherk and Descendants
- Sherk—Troup House
- Kendricks: Port Colborne Lighthouse Keepers
- The Locktender's House
- Port People—Builders and Shapers of our Culture and Community
- Port Colborne and The Fenian Invasion of Canada June 1866
- Port People—Along the Lakeshore-Builders and Shapers of our Community in Port Colborne and Wainfleet

"I'VE HAD THE PLEASURE OF RECEIVING THE HIGHEST LEVEL OF ASSISTANCE AND PERIODIC HOSPITALITY WHENEVER I'VE VISITED THE PORT COLBORNE MUSEUM... STAFF HAVE CONSISTENTLY GONE ABOVE AND BEYOND EXPECTED PUBLIC SERVICE NORMS IN PROVIDING SOURCES, COMMUNITY CONTACTS AND RESEARCH ASSISTANCE WITH EVERY VISIT AND ALWAYS WITH A FRIENDLY, PROFESSIONAL ATTITUDE."

DAVID MATTHEWS *Researcher*

# JOIN US IN 2020!

## EXHIBITS 2020

### A VILLAGE BY THE CANAL

Explore the remarkable history of daily life 150 years ago, when Port Colborne was incorporated as a village.

### JUDGING

Helen Kinnear was called to the bar 100 years ago, and became the first federally-appointed female judge in Canada.

This exhibit examines her life in Port Colborne and remarkable legal career.

### MISENER FAMILY SHIPPING

Over a century ago Captain Scott Misener began investing in ships. This exhibit sails into Misener Shipping, with items from the museum's collection on display in the Marine Exhibit Lighthouse.

### KEEP ME WARM AT NIGHT

Come and explore Port Colborne's rich heritage of local weaving and the skills and traditions of textile arts.

## EVENTS 2020

APRIL 30	MUSEUM OPEN DAILY 12-5 PM
MAY 31	ARABELLA'S PIE SOCIAL & HISTORY FAIR 12-4 PM
JUNE 1	ARABELLA'S TEA ROOM OPEN DAILY 2-4 PM UNTIL SEPTEMBER 30
JUNE 1-6	ARABELLA'S TEA ROOM TEA FOR TWO WEEK
JUNE, JULY & AUG	GUIDED TOURS OF MUSEUM & HERITAGE VILLAGE   FRIDAYS 1 PM
JULY	WEST ST URBAN HISTORY WALKING TOURS FRIDAYS 10 AM & 6 PM
AUG 2 & 3	CANAL DAYS MARINE HERITAGE FESTIVAL 11-5 PM
AUGUST	HUMBERSTONE VILLAGE URBAN HISTORY WALK- ING TOURS   FRIDAYS 10 AM & 6 PM
SEPT-NOV	ARCHIVES SPEAKERS SERIES
DEC 6	GRAND OLD CHRISTMAS FESTIVAL   12-4 PM
DEC 7-12	ARABELLA'S TEA ROOM CHRISTMAS PUDDING & SAUCE   2-4 PM
DEC 20	MUSEUM CLOSSES FOR THE SEASON

## MEMBERSHIP

We always welcome new members! Museum members benefit from the Museum Musings newsletter, invitations to exhibit previews, 10% off at the gift shop and free admission to Canal Days.

Memberships can be purchased by filling out a membership card and dropping it into the mailbox or by visiting the city website and purchasing online: [portcolborne.ca/page/residents\\_museum\\_membership](http://portcolborne.ca/page/residents_museum_membership). Life Patron membership is available for \$100. Members who donate to the museum with their membership are eligible for an income tax receipts for donations over \$20.

## TOURS

The Museum and Archives offer a number of different tours, including various Urban History Walking Tours in the city of Port Colborne, Cemetery Tours, step-on bus tour, and tours of the Museum's own Heritage Village. These tours offer residents and visitors an entertaining and informative glimpse into our community's past, sharing the stories of the people and places which give Port Colborne such a rich cultural heritage.

Please call for rates and schedules, or follow us on [Facebook](#).

## L.R. WILSON HERITAGE RESEARCH ARCHIVES

The archives is open from 1pm to 5pm on weekdays and by appointment on weekends for heritage research specializing in genealogy, heritage home research, local history and marine heritage.

The McDonald Conference Hall at the L.R. Wilson Heritage Research Archives is available for rent and large enough to accommodate groups with diverse purposes. Hall rental includes 8 tables, 52 stacking chairs and access to a kitchenette which includes a small fridge, microwave, coffee maker and kettle.

### Rental Fees:

4 Hour rental: \$75.00 | 8 Hour rental: \$120.00

*Note: A \$20.00 deposit is required when booking the Conference Hall. Prices do not include HST.*

To book the Conference Hall, please call the museum at 905-834-7604.



Dancers from Tara's School of Dance kick up the energy under the big top during the city of Port Colborne's signature event, Canal Days.

# CHANGING TIMES

## HOW WE'VE ADAPTED AND GROWN IN RESPONSE TO THE CHALLENGES OF COVID-19

### ONTARIO HERITAGE WEEK 2020

February 17 to 23, 2020

This year the L.R. Wilson Archives virtually shared many feature artifacts from the Fred Addis Sports collection. This was also in honour of the City of Port Colborne wrapping up SportsFest 2020.

### VIRTUAL TOP HAT PRESENTATION

March 24, 2020

To mark the opening of the Southern terminus of the Welland Canal, the Port Colborne Museum virtually presented the beaver fur top hat to the first captain. The M.V. CSL Tadoussac spent the winter tied up in Port Colborne and was the first downbound vessel at 4:15am.

### TEA TIME WITH ARABELLA

April 3, 2020

Museum education programmer, Abbey Stansfield, provided an educational video to encourage those at home to enjoy afternoon tea. The video featured Arabella Williams providing insightful tea tips as well as sharing a historical biscuit recipe.



### MAY IS MUSEUM MONTH

May 2020

To celebrate Museum Month this year, the Port Colborne Museum featured an "artifact a day" on Instagram. Staff members each took turns posting an artifact a day and providing background information to these intriguing pieces. In total, the artifacts received 786 likes for the month of May, and saw 39 comments.



### ARCHIVES AWARENESS WEEK

April 6 to 12, 2020

Archives Awareness Week 2020 featured a theme of "Archives Online" this year. The L.R. Wilson Heritage and Research Archives celebrated by sharing a collection of archival documents related to the First World War from the Schooley Collection. These documents presented the journey of Karl Schooley as he volunteered for service in 1916, to his return on the S.S. Melita after being wounded.

### HISTORY FROM HOME

April 9, 2020

The Port Colborne Museum launched a campaign on April 9, 2020 encouraging citizens of Port Colborne to "Help Capture History From Home". Citizens were asked to handwrite letters of their personal experience (thoughts, feelings, drawings, photographs, and/or daily activities at home) during the time, to share a snapshot of what life was like for future generations. Museum staff would reply to letters if requested. These letters were compiled in our Heritage Resource Centre and Archives, and could one day be a part of the collection.



### ARABELLA'S PIE SOCIAL, ON THE ROAD

May 31, 2020

Our annual Arabella's Pie Social and History Fair was cancelled this year. This event usually marks the opening of Arabella's Tea Room for the season and welcomes in another year of visitors at the Museum. Museum Staff decided to give back to the volunteers this year, and delivered an afternoon treat to almost 40 volunteers who dedicate their time to Arabella's Tea Room.

### THEN AND NOW - L.R. WILSON HERITAGE RESEARCH ARCHIVES

2020

"Then and Now" social media posts on the L.R. Wilson Heritage Research Archives Facebook page are a continuous way that we reach out to the public to showcase archives we possess and garner interest in local history. Due to the Archives being closed to the public for walk-in research, requests for these posts have increased and Archivist Michelle Vosburgh has been featuring more "Then and Now" posts since May, 2020. There have been 30 "Then and Now" posts this year so far, highlighting buildings, places, and landscapes in Port Colborne's past and what they look like currently, as well as a social media hashtag #pcthenandnow. As of July 22, 2020 these posts have amassed 1,531 reactions, 154 comments, 392 shares, and have reached over 43,600 people on Facebook.



### GREAT CANADIAN GIVING CHALLENGE

June 2020

This year the Port Colborne Museum is participating in the Great Canadian Giving Challenge. In the month of June, every \$1 donated to a charity registered on the Canada Helps website will give the charity a chance to win \$20,000. The Museum has shared our donation page on social media and encouraged anyone who has the ability to support us to please donate on this platform. As fundraising opportunities have struggled with cancelled events this year, it is the perfect platform to encourage donations.

### YOUR OUTDOOR MUSEUM PARKS AND RECREATION MONTH

June 2020

In support of the City of Port Colborne's Recreation and Parks month for June, the Port Colborne Museum has been taking visitors on a virtual walking tour of the Museum grounds. Each day the Port Colborne Museum's Instagram page shares a photograph of an outdoor feature at the Museum - usually one of our beautiful plants, flowers, or trees, coupled with a historic building in our village. These posts have so far amassed 19 comments, and 717 likes.





Port Colborne Historical & Marine  
**MUSEUM**  
*...more than a museum!*

**PORT COLBORNE HISTORICAL & MARINE MUSEUM**

280 King Street, Port Colborne, ON L3K 5X8  
905-834-7604 | [museum@portcolborne.ca](mailto:museum@portcolborne.ca)

 [PortColborneHistoricalMarineMuseum](https://www.facebook.com/PortColborneHistoricalMarineMuseum)

 [ArabellasTeaRoom](https://www.facebook.com/ArabellasTeaRoom)

 [WilsonArchives](https://www.facebook.com/WilsonArchives)

 [@PortMuseum](https://twitter.com/PortMuseum)

 [@portcolbornemuseum](https://www.instagram.com/portcolbornemuseum)

 <http://www.museumsontario.ca/museum/Port-Colborne-Historical-and-M>



Lakeshore Catholic High School co op student Katelyn Lewis right, prepares a student for her lesson in the 1835 log schoolhouse.

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## Planning and Development Department

Report Number: 2020-103

Date: August 24, 2020

**SUBJECT: Department of Planning and Development 2020 Annual Report**

### 1) PURPOSE:

The purpose of the report is to provide Council with information on the Department of Planning and Development's 2020 activity with respect to applications, complaints and building permits. The report also provides other activities that staff are involved in.

### 2) HISTORY, BACKGROUND, COUNCIL POLICY, PRACTICES

As Council is aware, the Department of Planning and Development is comprised of the following Divisions: Planning, Building and By-law Enforcement.

The Planning Division is mainly responsible for the administration, review and processing of various applications submitted under the *Planning Act*. The Division also processes incentive applications made through a Community Improvement Plan and deals with matters related to the Ontario Heritage Act.

The Building Division is responsible for the issuance of building permits in accordance with the *Building Code Act* and municipal regulations.

The By-law Enforcement Division manages the enforcement of by-laws, regulations, policies, procedures and provides professional public service throughout the municipality.

This report will provide details on what each Division worked on in 2020 with information provided to August 1, 2020 so that this report could be prepared.

### 3) STAFF COMMENTS AND DISCUSSIONS

2020 has been a year unlike any other in dealing with COVID-19. Staff have been busy ensuring the Department's employees are working in a safe environment in City Hall and adhering to protocols when working from home. Recovery plans are also in place in dealing with the pandemic and how to get back to a level of normalcy in City Hall servicing the public.

COVID-19 has required By-law Enforcement staff to conduct enforcement related to the provincial actions on social distancing and opening of businesses. The Division has been working in concert with the Niagara Regional Police on enforcement matters.

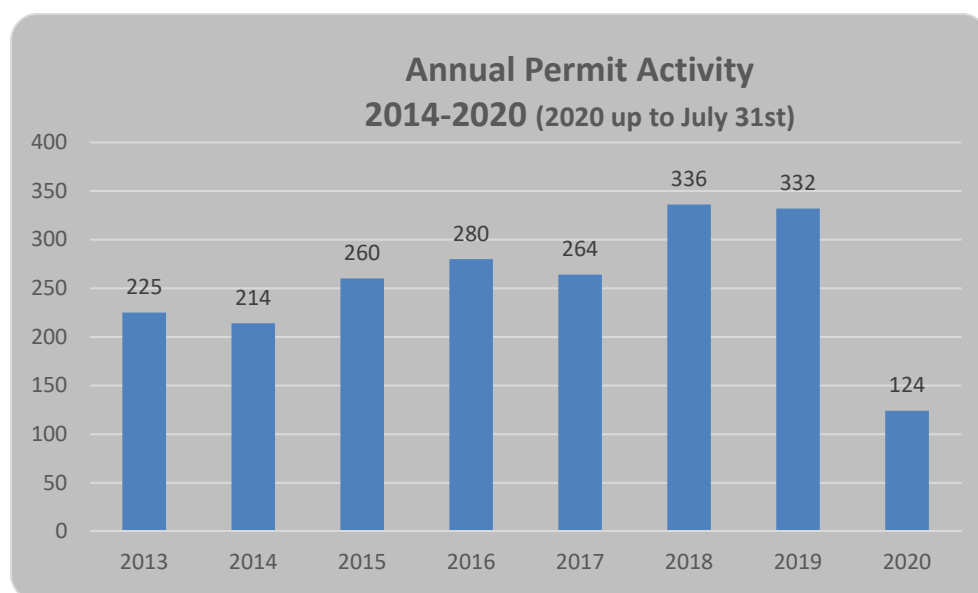
COVID-19 has required the Building Division to follow provincial direction related to types of building permits being issued and how inspections are being done. The Building

Division has been diligent in informing the public (with Communications' assistance) on where things are at related to building permit review and updates through social media.

### **Building Division**

The pandemic has had a dramatic effect on building permit volume in 2020. Permit activity in the spring months (March, April, and May) was down almost 75% from last year. An early summer rush has brought an increase in permit activity, however, a great majority of these projects are small scale projects such as decks, sheds and pools. Therefore, a corresponding recovery in permit revenue is not being realized.

The addition of the new Building Inspector/By-Law Enforcement Officer is starting to provide some efficiencies. The new inspector is steadily gaining knowledge and experience and has begun important independent work in both the Building Division and the By-Law Division. This is helping to increase the capacity of the department and to improve the quality of service delivery, particularly as the department has pivoted to respond to the pandemic.



### **Planning Division**

<b>Application Type for Planner</b>	<b>Number of Applications</b>
Zoning By-law Amendment	2
Site Plan Control/Development Agreement	5
Plan of Subdivision extension and amendment	2
Minor Variance	6
Severance	3
Heritage Registry property removal	2
Zoning By-law complaint inspections	35 properties
JART PC Quarries	2 pending

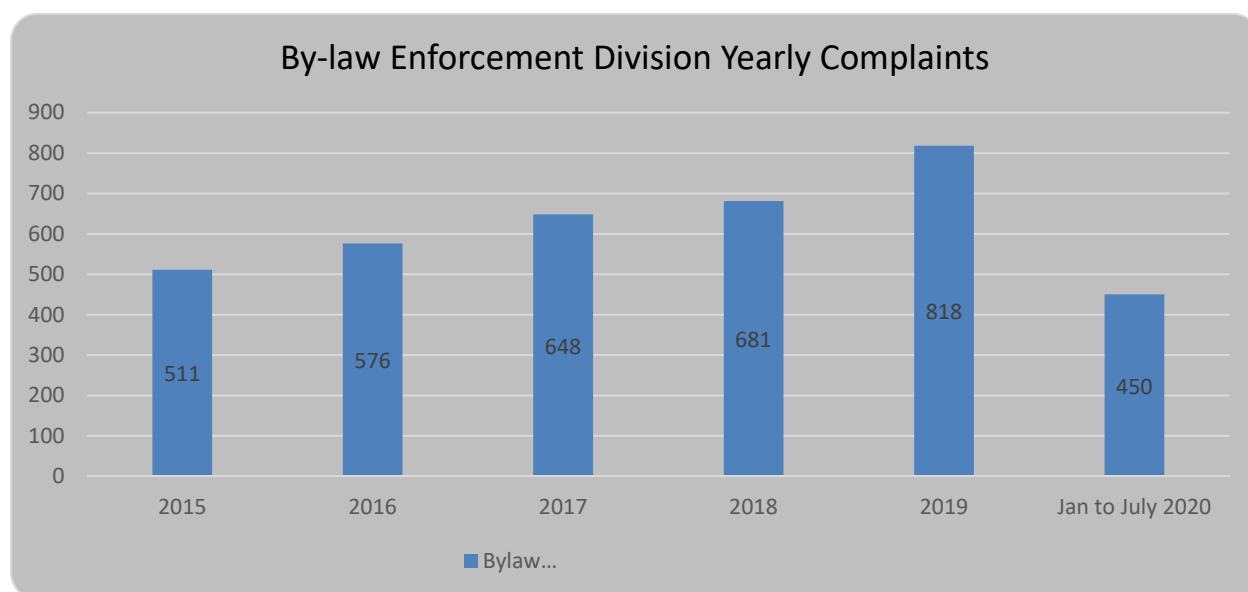
The pandemic has seen a 45% reduction thus far in planning applications from 2019. The reduction in building permit volume has resulted in fewer minor variance applications being made as building construction is down. Planning staff have still been assisting the development community by continuing with pre-consultation meetings and conference calls for future planning applications for development.

<b>Other miscellaneous Planning duties by Director</b>	<b>Number / task</b>
Land purchase requests	4
NYON Energy Park development review	Site plan control & removal of holding provision
LPAT hearings	3
Affordable Housing Strategy	Forthcoming
CIP incentive applications	3
Site Alteration Applications	3
Screening Officer review of parking tickets	30 requests reviewed

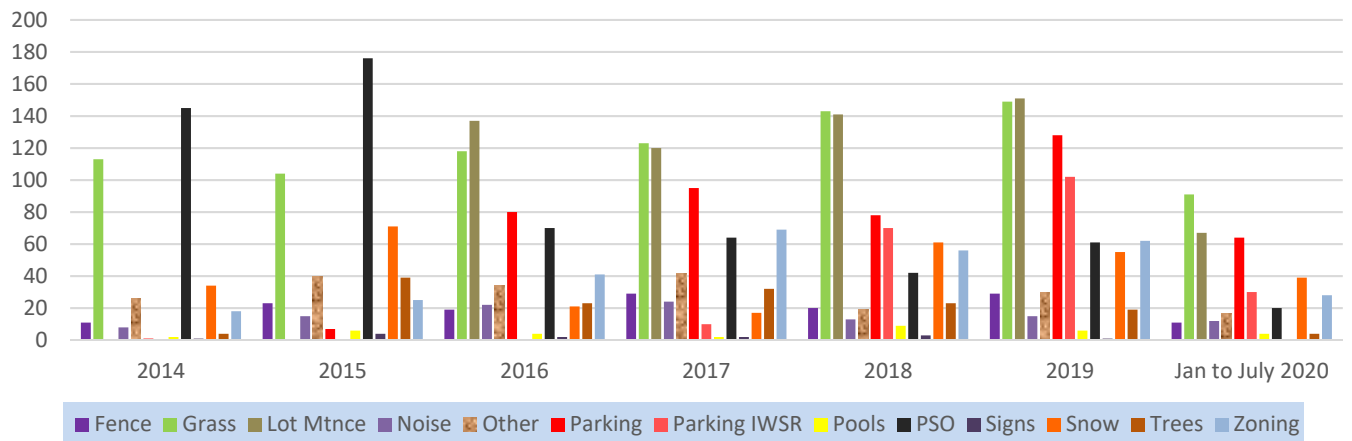
### **By-law Enforcement Division**

By-law complaints have continued to increase over the last few years, and with new by-laws, policies and the increase in complaints, a new detailed procedure was required. CP-09-2017 By-law Complaint Procedures was created.

Complaints increase and decrease based on the season, weather and other issues. A hot dry summer decreases the number of grass complaints, a heavy snowfall and harsh winters increase snow complaints, and parking and traffic issues such as those along lakefront road allowances increase by-law enforcement time inside and outside of the office due to reports, by-law amendments and ticketing.

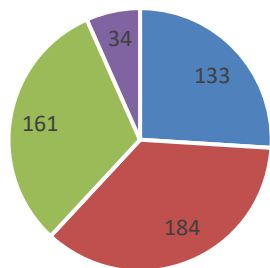


### By-law Enforcement Division Yearly Complaints by Type



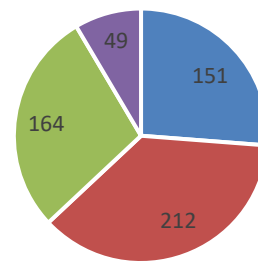
	Fence	Grass	Lot Mtncce	Noise	Other	Parking	Parking IWSR	Pools	PSO	Signs	Snow	Trees	Zoning
2014	11	113	0	8	26	1	0	2	145	1	34	4	18
2015	23	104	0	15	40	7	0	6	176	4	71	39	25
2016	19	118	137	22	34	80	0	4	70	2	21	23	41
2017	29	123	120	24	42	95	10	2	64	2	17	32	69
2018	20	143	141	13	19	78	70	9	42	3	61	23	56
2019	29	149	151	15	30	128	102	6	61	1	55	19	62
Jan to July 2020	11	91	66	12	17	64	30	4	20	0	39	4	28

### By-law Complaints by Ward 2015

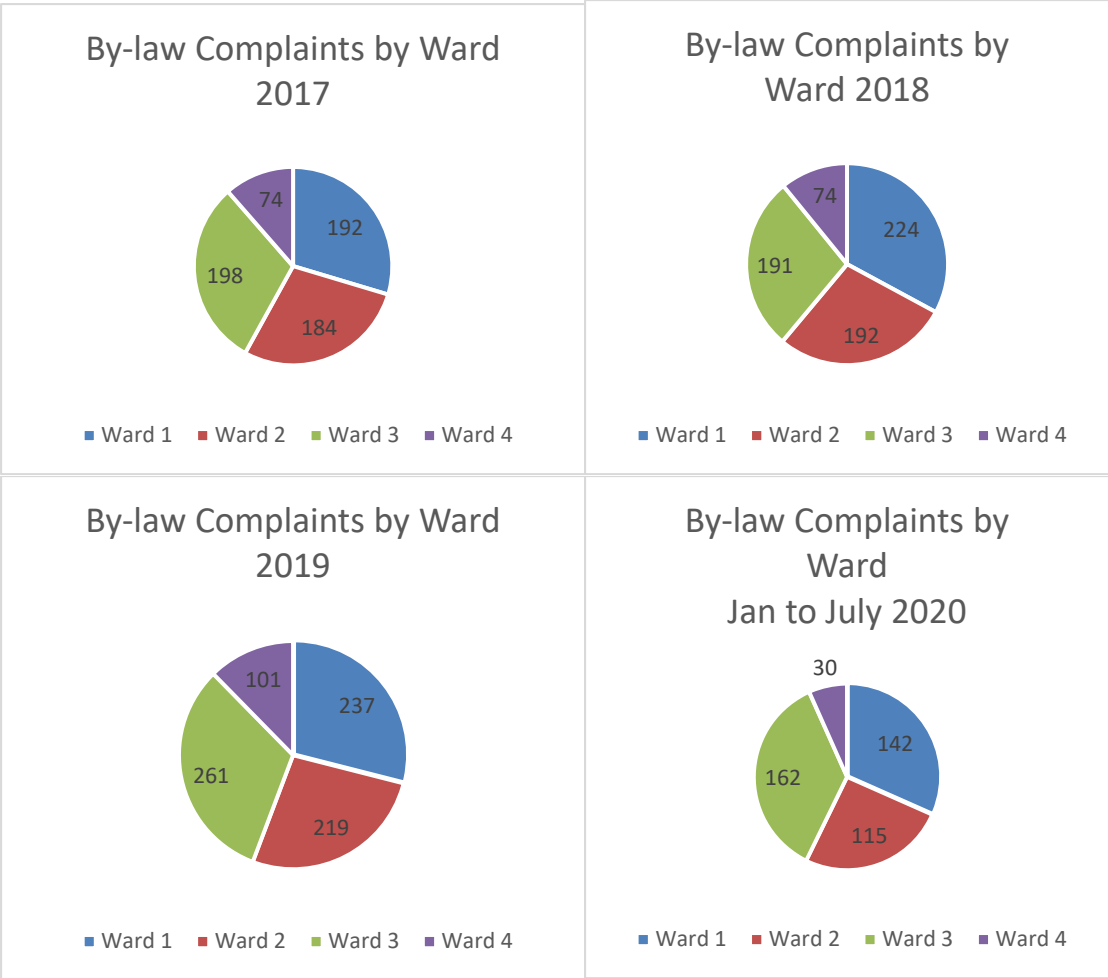


■ Ward 1 ■ Ward 2 ■ Ward 3 ■ Ward 4

### By-law Complaints by Ward 2016



■ Ward 1 ■ Ward 2 ■ Ward 3 ■ Ward 4



Customer Service

Emails – [bylawenforcement@portcolborne.ca](mailto:bylawenforcement@portcolborne.ca) receives 650 to 750 emails per year. This year the email from January to July are 726 emails.

Each officer is averaging 4,500 email communications.

The Manager of By-law Services has approximately 11,000 email communications per year.

Email communications range from accepting calendar invites, to scheduling meetings and responding to customers and staff.

The City does not track the number of phones calls the Division receives or makes; however, there are four (4) phone extensions for the public to access the Division. Phone extensions are 207, 208, 209 & 210

Staff do not track the number of customers that attend the front counter for assistance, however, inquiries range from By-law related issues, to civil disputes to issues that are not under City jurisdiction. The Front Counter is located on the second floor of City Hall.

By-law staff assist with trespassers, homelessness, fire issues, public works, municipal consents, COVID-19 and any other department needs as required.

### Final Director Comments

Council's previous budget approval of the new Building Inspector/By-Law Enforcement Officer and By-law Intake Officer has provided improved customer service and performance from the Building and By-law Enforcement Divisions and has been greatly appreciated.

Staff appreciate Council's approval of additional staff to better service the development community and the response time dealing with complaints from the public and closing of many files. Staff share the same goal as the community does in ensuring the City is kept beautiful and remain proud of the work performed in achieving this.

The Community/Policy Planner position has been vacant since September 2019 and the Planning Clerk/Technician remains vacant since March 2020. The job description of the Planning Clerk/Technician has been revised so that the Community/Policy Planner can remain vacant thereby saving the Department budget funds during a time which has seen a loss in Planning Division revenue as a result of the pandemic. Staff will soon begin with the recruitment of the Planning Clerk/Technician position that will also act as Secretary/Treasurer of the Committee of Adjustment thereby freeing up considerable time for the Planner to focus on development proposals and applications.

The Department is staffed with dedicated and competent employees that are proud in providing good customer service to the community and beyond. The department is fortunate to have a good mix of experienced and younger staff that learn from one another and work well together. Staff are all aware that the Director preaches good customer service and so does City Council.

#### **4) OPTIONS AND FINANCIAL CONSIDERATIONS:**

##### **a) Do nothing**

Not applicable.

##### **b) Other Options**

Not applicable.

#### **5) COMPLIANCE WITH STRATEGIC PLAN INITIATIVES**

Not applicable.

#### **6) ATTACHMENTS**

None.



**7) RECOMMENDATION**

That Planning and Development Department, Report No. 2020-103, Subject: Department of Planning and Development 2020 Annual Report, be received for information.

**8) SIGNATURES:**

Prepared on August 14, 2020 by:



Dan Aquilina, MCIP, RPP, CPT  
Director of Planning and Development

Reviewed & submitted by:



C. Scott Luey  
Chief Administrative Officer

Reviewed & supported by:



Todd Rogers

Reviewed & supported by:



Alex Campbell

Reviewed & supported by:



Amy Dayboll

Reviewed & supported by:



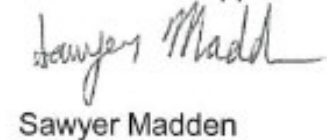
Sherry Hanson

Reviewed & supported by:



Travis Morden

Reviewed & supported by:



Sawyer Madden

Reviewed & supported by:



Madison Cassar

Reviewed & supported by:



David Schulz

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Report Number: 2020-111

Date: August 24, 2020

**SUBJECT: Recommended Consultant for the Completion of the Port Colborne Tourism Strategic Plan and Cruise Destination Business Case**

**1) PURPOSE**

This report was written to seek Council's approval for KWL Advisory Inc. to complete the Port Colborne Tourism Strategic Plan and Cruise Destination Business Case.

**2) HISTORY, BACKGROUND, COUNCIL POLICY, PRACTICES**

The City of Port Colborne completed and approved a new Economic Development Strategy in 2018. The report identified Tourism & Destination Development, as one of the four economic development priorities for Port Colborne to focus on over the coming ten years. At the June 10, 2019 Council session, Council received the Economic Development Division Report 2019-87 and Preliminary Cruise Strategy and Action plan and directed staff to continue to explore the feasibility of the creation of docking infrastructure for cruise ships and to proceed with the next steps as outlined in the preliminary cruise strategy and action plan. Council received a follow-up report (2020-08), Cruise Tourism Infrastructural Development and Land Acquisition, at which point Council directed staff to engage the services of a consultant to develop a business case for Port Colborne as a cruise destination. Council approved a budget of \$60,000 from reserves to finance the procurement.

**3) STAFF COMMENTS AND DISCUSSIONS**

Staff prepared a request for proposals (RFP) for the development of a Tourism Strategic Plan and Cruise Destination Business Case and released it on February 12 and closed on March 24. The RFP was advertised on the City's website and Biddingo, a widely used public tendering service. A courtesy email was sent to a list of over 25 major economic development and tourism consulting firms, alerting them to the RFP. Staff also issued an addendum permitting firms to submit online due to the Covid-19 pandemic. All responding consultants took this opportunity and no hard copies were submitted to City Hall. Twenty-two (22) companies had initially taken the RFP document however only 3 submissions were received by the procurement deadline. This may in part be due to the current Covid-19 pandemic.

The submissions received were first reviewed by staff for quality and for compliance with the RFP and the City's procurement policy. All met the minimum requirements of the RFP and the upset limit of \$55,000 (including HST) communicated by the City. \$5,000 of the initial approved amount was reserved by staff for contingency expenses related to the study. The City received proposals from the following consultants:

- 1) Wavefront Planning and Design Inc. (St. Catharines);
- 2) KWL Advisory Inc. (Hamilton)
- 3) MDB Insight (Hamilton, Toronto and Kingston);

Staff established an evaluation subcommittee to review the submissions. The subcommittee included Councillor Ron Bodner, representing the Niagara South Coast DMO, Councillor Gary Bruno as a representative of Council and EDAC as well as Marilyn Barton and Andrea Boitor, representatives from the EDAC tourism subcommittee. The evaluation subcommittee met via Zoom and along with City staff evaluated the three proposals using criteria established in the RFP. From this initial evaluation, two proposals were shortlisted for reference checks: Wavefront Planning and Design Inc. (St. Catharines), and KWL Advisory Inc. (Hamilton)

At this point, staff contacted references provided in each of the proposals asking a set of standardized questions. Although staff was not able to make contact with every reference, staff was able to award a score for each.

Both Wavefront Planning and Design Inc. and KWL Advisory Inc. were based on strong partnerships with consultants with extensive experience in the cruise industry. Although the scores are close for these two companies, KWL Advisory Inc. received stronger references. The subcommittee believes that KWL Advisory Inc. has the most experience in tourism and destination development. KWL Advisory Inc. was also believed to have more experience working with similar sized municipalities and its partner on this contract, Lakeshore Excursions is believed to bring “on the ground” experience to the study.

Therefore, staff recommend proceeding with hiring KWL Advisory Inc. to complete a new Tourism Strategic Plan and Cruise Destination Business Case for the City of Port Colborne for \$54,975 (including HST).

#### **4) OPTIONS AND FINANCIAL CONSIDERATIONS:**

##### **a) Do Nothing**

This option is not recommended since Council has recognized tourism as an area for strategic focus in the economic development strategic plan and Council strategic planning.

##### **b) Other Options**

Council could accept this report as information and not take any further action at this time. This option is not recommended since this study was identified as a Council priority in the 2019 and 2020 budgets.

Although not recommended, Council may also choose to direct staff to prepare a new RFP to solicit additional bids for the project. Council could also instruct staff to conduct a further evaluation of the bids received. These options are not recommended due to the detailed evaluation undertaken by the sub-committee and time constraints in ensuring that this project is developed as an integral part of the City of Port Colborne Covid-19 Economic Recovery efforts.

#### **5) COMPLIANCE WITH STRATEGIC PLAN INITIATIVES**

This activity is in compliance with the Council approved Economic Development Strategic Plan 2018-2028.

**6) ATTACHMENTS**

Appendix A – Project No. 2020-14 RFP - Development of a Tourism Strategic Plan and Cruise Destination Business Case

Appendix B – Tourism Strategic Plan and Cruise Destination Business Case 2020-14-Addendum #1

Appendix C - DocumentTakerFor2020-14Tourism RFP.xls

Appendix D – KWL Advisory Inc.: Port ColborneRPF2020-14

**7) RECOMMENDATION**

That Chief Administrative Officer, Economic Development Division, Report 2020-111 be received;

That the Mayor and Clerk be authorized to enter into an agreement with KWL Advisory Inc. to complete the Port Colborne Tourism Strategic Plan and Cruise Destination Business Case at a total cost of \$54,975 (including HST); and

That a by-law to enter into an agreement with KWL Advisory Inc., be brought forward.

**8) SIGNATURES**

Prepared on June 16, 2020 by:



Julian Douglas-Kameka  
Economic Development Officer

Reviewed and approved by:



Scott Luey  
Chief Administrative Officer



**PROJECT NO. 2020-14**  
**REQUEST FOR PROPOSAL**

For the Development of a  
*Tourism Strategic Plan and Cruise Destination Business Case*

MAYOR: William Steele

Office of the Chief Administrative Officer: Scott Luey

CITY CLERK: AMBER LAPOINTE

**CLOSING DATE: March 24, 2020 AT 4:00 PM LOCAL TIME**  
**Document Release Date: February 12, 2020**

**Attn: Amber LaPointe, City Clerk**

## Table of Contents

DEFINITIONS .....	4
1.0 PARTIES .....	6
2.0 COMMUNITY BACKGROUND.....	6
3.0 PROJECT OBJECTIVES and DELIVERABLES .....	8
PROJECT OVERVIEW AND CURRENT ENVIRONMENT .....	8
GOALS AND OBJECTIVES OF THE STUDY:.....	9
PROJECT SCOPE AND DELIVERABLES .....	9
TOURISM STRATEGIC PLAN .....	9
CRUISE DESTINATION BUSINESS CASE .....	11
DELIVERABLES .....	12
4.0 PROJECT MANAGEMENT .....	13
5.0 SUBMISSION .....	13
6.0 PROPOSAL .....	15
7.0 BUDGET .....	16
8.0 PROPOSAL COST & MAN-HOUR ESTIMATE .....	16
9.0 OBLIGATIONS OF THE PARTIES.....	17
10.0 PROPOSAL EVALUATION.....	17
11.0 CONFIDENTIALITY .....	17
12.0 INFORMAL/INCOMPLETE PROPOSALS.....	17
13.0 PROPONENT PERFORMANCE (LITIGATION).....	18
14.0 EXCLUSION .....	18
15.0 NEGOTIATIONS.....	18
16.0 TERMS OF REFERENCE.....	19
17.0 ACCEPTANCE OR REJECTION OF PROPOSALS.....	19
18.0 RFP SCHEDULE .....	20
PROJECT SCHEDULE.....	20
19.0 EVALUATION AND SELECTION OF PROPONENTS.....	20
OBJECTIVES .....	20
EVALUATION TEAM .....	20
EVALUATION .....	21
EVALUATION & SELECTION CRITERIA .....	21
ADDITIONAL INFORMATION.....	21
VALUE ADDED SERVICES.....	21
ATTACHMENT 'A' .....	22

**Project No.: 2020-14**

Type: Request for Proposal

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Title: For the Development of a Tourism Strategic Plan and Cruise Destination Business Case

SCHEDULES .....	22
ATTACHMENT 'B' .....	23
SUMMARY OF CONSULTING FEES.....	23
AND DISBURSEMENTSSUMMARY OF CONSULTING FEES AND DISBURSEMENTS.....	23
ATTACHMENT 'C' .....	24
FEE SCHEDULE AND COST BREAKDOWN .....	24
ATTACHMENT 'D' .....	25
INSURANCE REQUIREMENTS .....	25
ATTACHMENT 'E' .....	26
CONSULTANT EVALUATION.....	26
ATTACHMENT 'F' .....	27
LITIGATION & CONFLICT OF INTEREST .....	27
ATTACHMENT 'G'.....	28
ENVELOPE SUBMISSION INFORMATION .....	28
ATTACHMENT 'J'.....	29
PROJECT HISTORY .....	29



## **DEFINITIONS**

The following definitions apply to the interpretation of the Bid Document;

1. "ADDENDUM" means a written change, addition, alteration, correction or revision to a bid, proposal or contract document. Addendum/Addenda may be issued following a pre-bid/pre-proposal site meeting/conference or as a result of a specification or work scope change to the solicitation.
2. An "AGREEMENT" means a legal document that binds the Corporation of the City of Port Colborne and the successful proponent to carry-out a project.
3. An "AUTHORIZED AGENT" is a representative of the Proponent who has the authority to enter into an Agreement on behalf of the Proponent to carry-out a project.
4. An "AWARD" is the acceptance of a Proposal in accordance with this Request for Proposal (RFP).
5. "BUSINESS DAY" means any day from Monday to Friday between the hours of 8:30 am and 4:30 pm, excluding statutory or civic holidays observed by the City of Port Colborne.
6. "CONSULTANT" means the provider of a service who, by virtue of professional expertise or service is contracted by the City of Port Colborne to carry-out a project.
7. "CONTRACT" means a legal document and any attachments that binds the Corporation of the City of Port Colborne and all other parties subject to the provisions of the Contract.
8. "CONTRACT DOCUMENTS" means a form of agreement, together with the Standard Conditions, Specifications and appendices, if any, which constitute the entire understanding between the City and the Successful Proponent regarding the Work.
9. "DISCRETIONARY" refers to a requirement that the City of Port Colborne would find valuable and consider desirable for the project being proposed. Instructions and specifications that are requested by the words "should" and/or "may" are "discretionary" and should be responded to in the proposal indicating they are or are not part of the proposal.
10. "INSURANCE CERTIFICATE" a certified document issued by an insurance company licensed to operate by the Government of Canada or the Province of Ontario certifying that the Proponent is insured in accordance with the City 's requirements.
11. "MANDATORY" refers to a specification or requirement that the Proponent must include in their Proposal and be capable of performing if they are the awarded the contract to carry-out the project. Instructions and specification that are requested by the words "shall" and/or "will" indicate the requirement is "mandatory".
12. "MAY" used in this document denotes permissive.
13. "OWNER" means the City of Port Colborne.
14. "PROPONENT" refers to any legal enterprise making a submission in response to this RFP.

**Project No.: 2020-14**

Type: Request for Proposal

---

Title: For the Development of a Tourism Strategic Plan and Cruise Destination Business Case

15. "PROPOSAL" is a written offer, received from a person\company in response to an invitation to provide goods and/or services based on a Request for Proposal and the corresponding Terms of Reference.
16. "PROPOSED FEE" means the fee estimated by the Proponent to complete the Work.
17. "REQUEST FOR PROPOSAL" (RFP) means the document issued by the City of Port Colborne and used to solicit proposals from Proponents to provide goods, services or construction to the City, where it is not practical and/or possible to prepare precise specifications, or where "alternatives" to detailed specifications will be considered, which may be subject to further negotiation.
18. "SHALL" and "WILL" used in this document denotes imperative.
19. "SUCCESSFUL PROPONENT(S)" means a Proponent whose submission(s) has been accepted by the City.

**Project No.: 2020-14**

Type: Request for Proposal

Title: For the Development of a Tourism Strategic Plan and Cruise Destination Business Case

**1.0 PARTIES**

For the purposes of this contract the following parties are identified:

Owner: ----- The Corporation of the City of Port Colborne  
----- (hereinafter referred to as "**The City of Port  
----- Colborne**" or "**the City**" or "**Owner**" or "**Project Manager**")

**2.0 COMMUNITY BACKGROUND**

The City of Port Colborne (2016 population 18,306) is a lower-tier municipality on Lake Erie, at the southern end of the Welland Canal, in the Niagara Region of southern Ontario, Canada. The community was first formed in 1832 and Incorporated 1870 (village) and 1966 (city). In 1970, Niagara Region municipal restructuring added Humberstone Township, further expanding the city. The City is one of 12 municipalities that constitute the Regional Municipality of Niagara. The municipality offers the best of small and large city infrastructure and activities. While sharing similarities with other municipalities that have distinct urban and rural areas, Port Colborne’s history and vision for the future is unique and makes it special.

Port Colborne is situated on the north shore of Lake Erie, at the mouth of the Welland Canal. It shares its boundaries with the Township of Wainfleet to the west, the Town of Fort Erie to the east, and the City of Welland and City of Niagara Falls to the north. Historically, the City of Port Colborne has benefited both from its proximity to large population centres in Southern Ontario and the Northeast United States, and its strategic location on the Welland Canal and Lake Erie.

The community's location at the intersection of major land, water and rail transportation routes makes it an important gateway for bi-national trade passing between Canada and the United States. Port Colborne has also been recognized regionally and provincially through the Gateway Economic Centre and Places to Grow initiatives. The Region's economic development zone is centered on Port Colborne's Highway 140 corridor identifying this as a key growth area regionally. The Provinces Growth Plan for the Greater Golden Horseshoe identifies Port Colborne as one of three major ports in the region.

The urban area of Port Colborne is located at the southern end of the municipality, centred on the Welland Canal, and consists of a variety of residential neighbourhoods, a downtown/historic core area, as well as various commercial and industrial areas. The urban area makes up less than one-quarter of the municipality’s geographic area. The rural area consists of active agricultural lands, hamlet areas, aggregate resource areas, and a handful of estate residential developments.

The Welland Canal has provided an impetus for industrial development along the waterfront. A number of major industries are located on or close to the waterfront, occupied by residential development (primarily cottages) that have deeded access to the beaches and in many cases, access rights that extend into Lake Erie

Port Colborne faces a variety of challenges for its future, including economic development, waterfront revitalization, growth management, enhancement of its natural environment and support for continued agricultural operations. In addition, the municipality needs to be prepared to take advantage of opportunities such as the redevelopment of contaminated waterfront land, and the proposed construction of the Niagara to GTA Corridor.

As local industry has undergone changes over the past few decades, the City has continuously demonstrated its ability to identify strategic infrastructure, and has consistently stepped forward to protect, support and enhance

## Project No.: 2020-14

Type: Request for Proposal

---

Title: For the Development of a Tourism Strategic Plan and Cruise Destination Business Case

key assets and business. For example, its 1997 acquisition of CN secondary trackage along the Welland Canal led to the founding of Port Colborne Harbour Railway and assures critical transportation to 19 regional industries that rely on rail handling from Port Colborne through to St Catharines, with connections to CN and CP Rail, helping to secure Niagara industry and employment. Moreover, in 2004, the City acquired the railway spur servicing the industries on the east side of the Welland Canal; however it requires rehabilitation and expansion to maximize its usability. Similarly, in 1998 the City took ownership of an 81,000 tonne waterfront grain elevator and 800 foot dock on the west side of the Canal, and the elevator's collecting operations continue to ensure grain supply to regional milling operations, and stabilize employment (there are two additional mills and elevators of similar size on the west side of the Canal).

Tourism has been identified by City Council as an important strategic sector to diversify the local economy. Local stakeholder consultations revealed the public sentiment that increased tourism is expected to act as the catalyst for the preservation and interpretation of local architectural, industrial, and marine heritage, including village streetscapes, the rural countryside, and lakeside "landscapes".

The 2003 Vision 20/20, community-based tourism strategy identified Lake Erie, the Welland Ship Canal and the local recreational trail system, as well as five built facilities - Sherkston Shores Resort, Roselawn Centre, Sugarloaf Harbour Marina, Port Colborne Historical & Marine Museum, and Nickel Beach as Port Colborne's core attractions and noted that the City's comparative advantage lies in both the close proximity of its marine attractions and the great variety of its marine activities (swimming, boating, fishing, scuba diving, ship watching, surfing, etc.).

There are a number of factors impacting tourism destination and product development in the City of Port Colborne. Some factors identified in previous studies include, a lack of direct connections to the Provincial 400 Highway System, the absence of directional signage near the Peace Bridge border crossing, and the absence of "tourism-oriented destination signage" along the Niagara section of the QEW Highway Corridor.

Despite the challenges the City of Port Colborne has explored a number of initiatives and infrastructural upgrades to facilitate the development of its tourism assets including a premier festival (Canal Days), one of Ontario's largest marinas to promote tourism growth and its current initiative, engaging cruise lines and the development of a cruise ship terminal and welcoming centre (Cruise Destination Development).

### **3.0 PROJECT OBJECTIVES and DELIVERABLES**

#### **PROJECT OVERVIEW AND CURRENT ENVIRONMENT**

This Request for Proposal (RFP) has been prepared to solicit written submissions from a technically qualified single consulting firm/individual consultant, or a team of firms, to develop a comprehensive, innovative and sustainable Five (5) year Tourism Strategic Plan and Cruise Destination Business Case, which includes a completion of all the work required, as outlined herein. Bidders are encouraged to recommend additional best practices not included herein, based upon their experiences, industry connection and understanding and previous projects completed.

The City of Port Colborne will contract with a qualified and experience consultant team (or individual) with multi-disciplinary skills and demonstrated experience in strategy formulation, product and market development, market positioning and in-depth knowledge of the travel trade (knowledge of the cruise industry highly desirable).

The Tourism Strategic Plan and Cruise Destination Business Case will be built on comprehensive research, strategic option analysis and a consultative framework. The Tourism Strategic Plan and Cruise Destination Business Case will build on previous studies and past successes, create a new shared vision for tourism competitiveness in Port Colborne and enable the municipality to make evidence based and informed decisions with regards to the community's development as a tourism and cruise ship destination. The report will also outline a business case with regards to the development of a cruise ship terminal and welcoming centre (Cruise Destination Development). As part of the Business Case the completed report should include an environmental scan and economic assessment as well as identify and detail the needed infrastructure improvements required for Port Colborne to capitalize on the Great Lakes Cruise tourism market and recreational craft vessels.

The final Tourism Strategic Plan and Cruise Destination Business Case is expected to identify actual and perceptual barriers impeding tourism development within Port Colborne and recommend innovative strategies and actions to address identified issues and to capitalize on opportunities. In addition the report will identify product offering and positioning to significantly impact winter/shoulder season tourism visitation, undertake critical examination of the market readiness of existing products and assess the suitability of new product offerings.

The Tourism Strategic Plan will build on the work of the Vision 20/20 Tourism Strategy. It will seek to achieve sustainable growth in the Tourism industry by increasing awareness of the City as a premier tourist destination; by encouraging the development and investment in City assets and products; encouraging partnership and collaboration among stakeholders to create packages that sell and increasing education and training for tourism operators.

Being within a region known for tourism, with strong destination attributes, the existing tourism product in Port Colborne may be described as "Vanilla". Many travellers continue to "pass through" Port Colborne on their way to other destinations without stopping to explore the community itself. Too often Port Colborne is viewed as an adjunct to the tourism initiatives of other Niagara communities, rather than a stand-alone tourist destination in its own right nor as a significant part of the regional tourism eco-system. The City lacks an anchor of an iconic image that is a unique identifier for the location. Through this study the City seeks to develop concepts and tools to set itself apart and create a strong visual connection with travellers' "must-do" and "bucket-list".

A continuing challenge faced by the City is determining how to increase local tourism expenditures by expanding the base of tourism activity within the community. There is a need to expand the Port Colborne tourism 'season' beyond July – September to sustain existing businesses and revenues to facilitate more viable operations that contribute to the economy through purchases, jobs and service provision. The City of Port Colborne is viewed

## **Project No.: 2020-14**

Type: Request for Proposal

---

Title: For the Development of a Tourism Strategic Plan and Cruise Destination Business Case as a summer destination, with its flag-ship annual event Canal Days held during Civic holiday weekend. The City is seeking to develop year-round, four-season tourism event and experience opportunities which will enhance the viability and strengthen the sustainability of businesses directly and indirectly associated with the tourism sector.

### **GOALS AND OBJECTIVES OF THE STUDY:**

The intention is to use the Tourism Strategic Plan and Cruise Destination Business Case as a guiding document to establish decision making parameters, identify partnership opportunities, and validate the current delivery model including, budget allocation, key performance indicators all identified actions and strategies, investment Attraction.

### **TOURISM STRATEGIC PLAN PROJECT OBJECTIVES**

The project will undertake a 5-year Tourism Strategic Plan which will outline through a consultative process, a new vision for Port Colborne Tourism and outline strategies to achieve sustainable growth in the local tourism industry by increasing awareness of the City as a premier tourist destination and encouraging the development and investment in City assets and products. The study will identify actual and perceptual barriers impeding tourism development within Port Colborne and recommend innovative strategies and actions to address identified issues and to capitalize on opportunities. Through this study the City seeks to identify and assess the market-readiness of existing tourism products, while identifying inventory and other gaps through a GAP analysis and developing concepts and tools to set itself apart and create a strong visual connection with its audience.

### **BUSINESS CASE PROJECT OBJECTIVES**

Examine the market size and growth potential of Great Lake Cruising and the capability and interest of the cruise ship operators to dock in Port Colborne and add the destination to its itinerary and planned excursions. The completed report should include an environmental scan and economic assessment (including cost/benefit and economic impact analysis) as well as identify and detail the needed infrastructure improvements required for Port Colborne to capitalize on the Great Lakes Cruise tourism market and recreational craft vessels.

### **PROJECT SCOPE AND DELIVERABLES**

#### **TOURISM STRATEGIC PLAN**

The Tourism Strategic Plan will consider a period of 5 years. This project will include, but will not be limited to, the following major tasks

#### **PROJECT SCOPE:**

Develop a five-year tourism strategic plan for the city with a prioritized implementation plan as well as the necessary resources (project management, funding, further studies etc.) required to implement the identified strategies and actions; to increase awareness of the City of Port Colborne as premier tourist destination. This includes:

- **Positioning, Discovery and Visual Identity**
  - Develop new vision and direction for tourism based on a consultative process.
  - Conduct tourism brand and visual identity development research. This includes a brand and visual identity audit review as well as development of the tourism brand messaging and language to be used by the municipality. This will include at a minimum (tourism brand essence, tourism brand promise, key tourism brand messages, tourism audience perceptions, competitive position, and brand voice and tone).

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Title: For the Development of a Tourism Strategic Plan and Cruise Destination Business Case

- Identify, confirm or recommend authentic local visitor experiences that support demand generators.
  - Undertake an inventory of the products/community asset/attributes, assess the market readiness of the existing products, while identifying gaps that will cultivate higher business standards, revenues and implementation of experiential tourism product and multi-season tourism marketing activities. The inventory should include a discussion as to how the products/community asset/attributes could be better leveraged to attract visitation to the destination.
  - Conduct an analysis that identifies strengths, weaknesses, opportunities and threats (SWOT) as well as gaps. This analysis shall consider the labour force, community support, infrastructure, capacity, accessibility, zoning and the interests of various demographic groups, in order to assess actionable tourism opportunities.
  - Identification, evaluation and prioritization of any key product or infrastructure deficiencies in the City. This evaluation should include recommendations for making the best use of current infrastructure and identifying what additional infrastructure is needed.
  - Compile a list of current funding opportunities and other resources available for the implementation of the prioritized actions as well as to identify opportunities and rationale for regional collaboration.
  - Develop a protocol for monitoring and evaluating outcomes, to quantify return on investment for the actions identified in the implementation plan.
- **Create a marketing plan that would innovatively market and promote Port Colborne as a premier tourism destination and a place for tourism business investment.** This includes:
- Research the changing needs of the tourist to effectively match product offerings to determine the specific market segment (s) to focus on.
  - Identify what sets Port Colborne apart from other communities (competitive edge or uniqueness).
  - Identify opportunities for partnership (municipal, regional, provincial, nationally) and outline strategies for leveraging the tourism initiatives of other similar organizations.
  - Develop a communication plan based on the new vision, positioning and visual identity for communicating Port Colborne's Tourism message, utilizing social media platforms and traditional forms of media.
  - Develop Familiarization (FAM) tour guidelines, templates and action plan, which involves tourism stakeholders, products and experiences.
  - Outline recommendations for tourism marketing partnership packages and sponsorship opportunities and provide strategies to build collaboration among stakeholders to create lucrative packages and outline effective ways to convey the benefits of these partnership opportunities to stakeholders.
- **Creating a plan for municipal signs,** which includes:
- Develop concept and location recommendation for an iconic/public art image that would be memorable and a unique identifier for the destination.
  - Provide recommendations for signage to capture and convey the new vision, positioning, and visual identity of Port Colborne as a Tourism destination. This includes: entry portal

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Title: For the Development of a Tourism Strategic Plan and Cruise Destination Business Case

signs, way-finding (directional) for pedestrians and vehicle traffic signs, parks, trails and interpretive signs, highway corridor signs, heritage buildings signs. Identify sign material recommendations to minimize maintenance has reasonable capital costs, and a long-life span and providing recommended priorities for potential sign projects and strategies.

- **Provide recommendations on event development**, how the city decides to commit to staging events and develop a framework and templates for undertaking and or sponsoring Tourism-related events. This includes:
  - Event development: developing concepts for sustainable, profitable experiences and events that Port Colborne could develop over time. Looking at what other communities are doing and positioning Port Colborne differently and outlining event options, scope, planning and roles, funding and marketing opportunities.
  - Develop business case to establish an annual unique event (during shoulder or off-peak seasons) that would place Port Colborne on the map and attract visitors.
- **Develop strategies to enhance the economic value to tourism to the city.** This includes:
  - Identify opportunities for stakeholders to use tourism as a catalyst for economic revitalization initiatives (key areas include East-side, Downtown and Main Street BIAs)
  - Identifying viable tourism business ventures that can be undertaken in the City of Port Colborne.
  - Identify opportunities for existing businesses to diversify their businesses to capitalize on any emerging growth and tourism diversification opportunities.
  - Develop a minimum of 3 profiles of the economic tourism opportunities identified.

## **CRUISE DESTINATION BUSINESS CASE**

### **PROJECT SCOPE**

The business case will consider a period of 5 years. This project will include, but will not be limited to, the following major tasks:

- **Examine the potential uptake by the cruising public of Great Lakes cruising**, current itineraries and future product offerings and the capability and interest of the cruise ship operators to dock in Port Colborne and add the destination to its itinerary and planned excursions.
- **Complete an Environmental Scan.** Specifically taking into consideration:
  - State of cruising industry and cruise ships
  - State of Port Colborne port facilities as well as other Ontario port municipalities, port resources, port area attractions, best practices from other cruising jurisdictions and opportunities for partnership development and roles.
  - Cruise ship customer profile
- **Economic Assessment.** This includes:
  - A 5 Year Port Colborne Specific Cost/Benefit Analysis, outlining the economic impact of attracting and accommodating Cruise Ship in Port Colborne.
  - With respect to a Port Colborne Cruise Terminal/Welcoming Centre, describe direct costs and revenues as well as costs and revenues attributed indirectly to external entities. Propose finance, partnerships and sustainability issues/options.
- **Infrastructure Assessment.** This includes:
  - Survey of Port Colborne Cruise Terminal/Welcoming Centre infrastructure and infrastructure capital plan and financing



## Project No.: 2020-14

Type: Request for Proposal

---

Title: For the Development of a Tourism Strategic Plan and Cruise Destination Business Case

### **DELIVERABLES**

The required deliverables for the City of Port Colborne Tourism Strategic Plan and Cruise Destination Business Case are identified as follows:

- 5-year Tourism Strategic Plan which outlines through a consultative process, a clear new vision, positioning, discovery and visual identity and incorporates proposed strategies into marketing, signage and event development plans and recommends innovative strategies and actions to address identified issues, to capitalize on opportunities and to enhance the economic value to tourism to the city.
- The Cruise Destination Business Case portion of this assignment will address the potential of Port Colborne to become a cruise ship destination, detailing costs, profits/benefits and challenges. The report should outline statement of actions and deliverables/outcomes, gantt chart showing activities versus timing, resourcing requirements for each activity, funding/financing requirements and options, Key Success Factors to guide the actions, partnerships and governance.
- Development and facilitation of stakeholder consultation sessions with local business leaders, regional tourism and economic development agencies, local business associations and industry groups and public officials. This includes an initial project orientation session to outline the proposed study design, methodologies, and report outline for City of Port Colborne staff. The Strategic Plan and Business Case will link directly to other municipal strategies/plans previously approved by City Council; and a public presentation to City Council of the Tourism Strategic Plan and Cruise Destination Business Case at a mutually agreed-upon date;
- The Strategic Plan and Business Case will provide guidance to the City and will contain recommendations and a detailed implementation plan with identified measurable actions that will set out direction(s) and key priorities for programming; the recommendations will be prioritized, broken down into tactics, identifying responsible organizations, evaluation strategies (including methodologies) and including minimum budget amounts required to realize each recommendations, as well as identifying opportunities to leverage funding and for collaboration or synergies with partners (local, regional, provincial and national) for Action Plan items.
- Value add the consultant brings to the project at no extra cost including best practices from similar communities;
- Six printed copies and an electronic copy, in a format required by the City, of the Final Report entitled City of Port Colborne Tourism Strategic Plan and Cruise Destination Business Case;
- Performance measurement system for all identified actions and strategies.

An independent assessment of the role of tourism as an economic diversification strategy in the City of Port Colborne and the subsequent development of a Tourism Strategic Plan and Cruise Destination Business Case must be undertaken with consideration of local and regional policies and plans. As such a review of the following documents are recommended:

- City of Port Colborne Official Plan 2013;
- Vision 20/20 A Community-Based Tourism Strategy (2003)
- Port Colborne 2015 Business Retention & Expansion Report;
- Port Colborne Economic Development Strategy & Action Plan 2018-2028;
- Port Colborne Arts & Culture Master Plan May 2016;
- Port Colborne Parks and Recreation Master Plan (2019)

Extensive community consultations must be conducted with a number of stakeholders and partners in Port Colborne's tourism and business community and the Niagara Region. This includes the City's Economic Development Advisory Committee, the Downtown Port Colborne Business Improvement Area Board of Management, the Main Street Business Improvement Area Board of Management, the Port Colborne-Wainfleet

## Project No.: 2020-14

Type: Request for Proposal

---

Title: For the Development of a Tourism Strategic Plan and Cruise Destination Business Case Chamber of Commerce, The Greater Niagara Chamber of Commerce, Venture Niagara, Niagara College, Brock University and Tourism Partnership of Niagara.

### 4.0 PROJECT MANAGEMENT

The Agreement for this project will be between the Successful Consultant and the City of Port Colborne. It will be the responsibility of the Consultant to prepare said agreement.

The lead contact person for this project will be the City's Economic Development Officer, Julian Douglas-Kameka (email: edo@portcolborne.ca; telephone: 905-835-2900 ext 502). The Consultant will also assign a lead contact person responsible for undertaking the project.

Progress draws for completion of study documentation will only be given upon submission of works.

Any significant change in the Consultant's assigned staff shall be approved by the City's Project Manager in advance.

No direction impacting the scope of the assignment shall be considered unless it is in writing through the City's Project Manager.

### 5.0 SUBMISSION

The Proposal should include items listed hereunder, but also include other considerations based on the consultant's understanding of the project. The consultant is also requested to propose a work plan and time line which addresses the tasks outlined in this RFP.

Proponents are requested to adhere strictly to the instructions concerning submission. The following policy regarding the submission and opening procedures will be applicable.

**FOUR (4) copies of the Proposal must be sealed and submitted to:**

**Amber LaPointe**, City Clerk on the First Floor, City Hall  
66 Charlotte Street, Port Colborne, Ontario, L3K 3C8

**By the following date and time:  
March 24, 2020 AT 4:00 pm local time**

Proposals received later than the time specified will not be accepted, regardless of the postal seal date. Proposals must be plainly marked to reveal the contents and the submitters name and address. Proposals received after this time will be unopened and returned.

Proposals shall be submitted in envelopes with the information on the front as shown in *Attachment 'G'*, as follows:

- o Envelope 1 – Proposal including all items listed below under section **6.0. PROPOSAL** (including addenda if applicable). An electronic copy of all files included in "envelope 1" can be included on a CD or memory stick in "envelope 1".
- o Envelope 2 – Proposal Summary of Consulting Fees and Disbursements, *Attachment 'B'*

**Project No.: 2020-14**

Type: Request for Proposal

---

Title: For the Development of a Tourism Strategic Plan and Cruise Destination Business Case

If you wish clarification of specifications, do not use the envelopes submitted as it will not be opened prior to the Project opening.

The bid must be legible, written in ink, or typewritten. Any form of erasure, strikeout or over-writing must be initialled by the Bidder's authorized signing officer.

All unit prices must be clearly indicated and all extensions written in figures. The bid must not be restricted by a statement added to the Proposal Summary or by covering letter, or by alterations to the Proposal Summary as supplied by the City of Port Colborne unless otherwise provided herein.

Key Contacts for inquiries regarding this RFP are as follows, and must be submitted **by email only**, and directed to the attention of:

**Julian Douglas-Kameka**  
**Economic Development Officer**  
**Email: [ecdevrfp@portcolborne.ca](mailto:ecdevrfp@portcolborne.ca)**

All proponents intending to submit a proposal are advised to register their intention at [ecdevrfp@portcolborne.ca](mailto:ecdevrfp@portcolborne.ca) to ensure access to clarifications and addendums.

City staff may clarify any aspect of a Proposal submission with the Proponent at any time after the Proposal has been opened. Any such clarification will not alter the Proposal and will not be constituted as a negotiation or renegotiation of the Proposal. The Corporation of the City of Port Colborne is not required to clarify any part of a Proposal. Any clarification of a Proposal by a Proponent shall not be effective until confirmation has been delivered in writing.

It will be the responsibility of the proponent to clarify any details in question before submitting their Proposal.

Any Proponent finding discrepancies or omissions in the documents or having any doubts concerning the meaning or intent of any part thereof, should immediately request clarification. Written instructions or explanations will then be sent to all proponents in the form of addenda to the RFP documents.

Proponents may, reasonably in advance of the closing date and time, inquire into and seek clarification of any requirements of this RFP. Inquiries must be directed to the attention of:

**Julian Douglas-Kameka**  
**Economic Development Officer**  
**Email: [ecdevrfp@portcolborne.ca](mailto:ecdevrfp@portcolborne.ca)**

▶ **No inquiries will be taken on the Closing Date.**

Responses, if not already addressed in the bid, will be addressed in the form of addendum, if required. No oral interpretations will be effective to modify any provisions of the proposals.

Any Addendum is the responsibility of the Proponent. The Proponent must ensure that all applicable Addenda are contained in Envelope #1 prior to submission.

## Project No.: 2020-14

Type: Request for Proposal

---

Title: For the Development of a Tourism Strategic Plan and Cruise Destination Business Case

The Consultant shall note that all Elements which may be listed as provisional shall be included in the price submitted (*Attachment 'B'*). However, these Elements will be used at the City's discretion pending budget, and no penalty for non-usage shall be applicable.

Consultants will be required to provide pricing on all provisional items denoted.

After review of all the Proposals, and upon the opening of the Request for Proposal Summary of Consulting Fees and Disbursements, *Attachment 'B'* for those submissions which meet the Evaluation Criteria, the City will then review and determine which provisional items if any will be utilized.

Provisional Items will be noted as such.

### 6.0 PROPOSAL

Submissions are restricted to those consulting firms that can demonstrate qualifications and experience in strategy formulation, tourism product, destination and market development, market positioning and in-depth knowledge of the tourism travel trade (knowledge of the cruise industry highly desirable), and have completed a project of this nature within the last 5 years, for a municipality or jurisdiction of comparable (or greater) population in Canada.

Consultants shall provide a brief Proposal, maximum fifteen (15) pages, not including the covering letter, résumés, company credentials, content page and appendices. Appendices are to be limited to résumés, project lists and corporate information.

The consulting team's Proposal will include:

At least three (3) letters of reference of similar work experience, each reference letter submitted shall have varied content in order to illustrate the proponents understanding of the various requirements of the Proposal. Shall include all applicable contact information as this will be a key component in the qualification of a consultant. Proponents not fulfilling this key component will be scored 0 on *Attachment 'E'* of the *Consultant Evaluation*.

The Consultant's interest in the project and an understanding of the objective(s) of this project, as well as any relevant local expertise should be referenced.

The consultant's proposed methodology for carrying out the work.

A detailed work plan and a weekly project schedule which will identify all major components of this project and their anticipated start and completion dates which must coincide with the dates provided by the City.

A description of the consulting team, the lead persons, and the relevant experience and qualifications of each individual along with an estimate of the percentage of time each key member will dedicate to this project (The individual's hours divided by total project hours). Also the region where the lead consulting team members reside will also be considered when reviewing local expertise.

Identification of all sub-consultants, their qualifications and experience, as well as their specific role in the project.

Commitment (time and resources) expected to be provided by the City.

## Project No.: 2020-14

Type: Request for Proposal

---

Title: For the Development of a Tourism Strategic Plan and Cruise Destination Business Case  
Disclosure of any perceived conflict of interest. (*Attachment 'F'*)

Project History of the past 3 years and its current status as relevant to the Consultants project team. (*Attachment 'H'*)

A detailed work plan and time frame for the project including timing for each step of the work program, to be presented in a calendar-style format, based on the time allotted for the project based on the fixed schedule provided by the City in *Attachment 'A'*. The consulting team will meet all work program commitments, timing and completion dates as agreed upon by the City and the consulting team unless both parties agree to appropriate revisions to the agreement due to unforeseen circumstances. Any overruns in timing (unless otherwise agreed upon), or cost will not be the responsibility of the City of Port Colborne.

A complete cost breakdown for the project presented in a tabulated format in cumulative hours with a total upset cost for completion and presentation of the final report.

All reports, plans, drawings, specifications, designs, construction data and documents prepared by the Consultant shall be and remain the property of the City.

The cost estimate of the Proposal shall be submitted in Envelope #2.

### 7.0 BUDGET

Respondents shall stipulate a fixed price to perform the project as outlined herein. The price stipulated will be inclusive of all labour, materials, equipment, travel, accommodation, meal, parking and incidental expenses incurred by the respondent in the performance of this project. The contract for this project will be determined by a bid process and will be a fixed price contract. Quotes must clearly indicate sales tax as a separate line-item.

Respondents are required to provide an outline as to the estimated number of consulting days required for the project as well as the estimated number of days each member of the consulting team will be providing for the work.

Payment for the project will be in-line with key deliverables outlined in this RFP and will be discussed with the successful consultant. The Consultant must submit an invoice to the City outlining items that are being billed for (eg, hours, travel etc). Upon receipt and verification of the invoice, payment will be issued.

The project will be awarded through a competitive process. The total budget for this project should be no more than \$60,000.00 Canadian DOLLARS inclusive of taxes (separately noting any applicable sales taxes).

### 8.0 PROPOSAL COST & MAN-HOUR ESTIMATE

In the Proposal, the Consultant will provide the overall project cost breakdown and include the following:

Fee schedule of per diem or hourly rates for each consultant staff and sub-consultant of the project team (*Attachment 'C'*).

A detailed time and cost breakdown of the workload, i.e., by staff and man-hours.

Disbursement costs, which may include mileage, telephone charges, printing and reproductions, fax charges, courier services, computer services, etc.

**Project No.: 2020-14**

Type: Request for Proposal

---

Title: For the Development of a Tourism Strategic Plan and Cruise Destination Business Case

Compliance with the City's insurance requirements as indicated in *Attachment 'D'*.

A summary of consulting fees and disbursements as illustrated in *Attachment 'B'*.

The Consultants shall note that the City of Port Colborne will consider the estimated total consulting service fees for this project as an upset limit based on the work plan and the project duration assumed and will not consider extra items unless prior written approval has been obtained.

The proposal shall warrant that the costs quoted for services in response to the RFP are not in excess of those which would be charged to any other individual or entity for the same services performed by the prospective contractor.

**9.0 OBLIGATIONS OF THE PARTIES**

The following items are general obligations of the Consultant and City:

Submission of a Proposal does not obligate the City of Port Colborne to acceptance and, as such, the City of Port Colborne reserves the right to accept or reject any Proposal, based on technical merit, interpretation of this Request for Proposal, cost effectiveness, timeliness, etc.

Acceptance of any Proposal will be subject to approval by City of Port Colborne Council.

The selected consultant will be required to enter into a written agreement with the City of Port Colborne before commencement of the project. It shall be the responsibility of the Consultant to prepare said agreement.

All Proposals will be subject to an evaluation process by City Staff which will consider such items as professional expertise and experience, and previous project performance (*Attachment 'E'*).

**10.0 PROPOSAL EVALUATION**

All Proposals will initially be reviewed and assessed based on non-cost criteria. Subsequently, some Proposals may be further assessed incorporating costs before a preferred Proposal is determined. See *Attachment 'E'* for Evaluation Sheet. See also **19.0 EVALUATION AND SELECTION OF PROPONENTS.**

**11.0 CONFIDENTIALITY**

The City of Port Colborne will treat all bids as confidential. The City will comply with the Municipal Freedom of Information and Protection of Privacy Act, and its retention by-law pursuant to the Municipal Act, in respect of all bids. All reports approved by the Council of the City of Port Colborne will become public information. These reports will not include bid documents. The City will retain all copies of all bids successful or otherwise, and they will be destroyed in accordance with the City's Retention By-Law.

**12.0 INFORMAL/INCOMPLETE PROPOSALS**

Proposals shall be rejected as informal/incomplete for any of the following:

- a) Late
- b) Incorrect Fee/Schedule Breakdown document

## Project No.: 2020-14

Type: Request for Proposal

---

Title: For the Development of a Tourism Strategic Plan and Cruise Destination Business Case

- c) Incorrect/Missing envelopes
- d) Incomplete documentation
- e) Missing/Incomplete Addendum
- f) Proposal not signed and/or sealed
- g) Proposal completed in pencil
- h) Erasures, overwriting or strikeouts not initialed
- i) Proposals submitted by fax or email

### **13.0 PROPONENT PERFORMANCE (LITIGATION)**

The Corporation may, in its sole discretion, reject a Proposal if a Proponent:

- i. Has, at any time, threatened, commenced or engaged in legal claims or litigation against the Corporation of the City of Port Colborne
- ii. Is involved in a claim or litigation initiated by the Corporation.
- iii. Previously provided goods or services to the Corporation in an unsatisfactory manner.
- iv. Has failed to satisfy an outstanding debt to the Corporation.
- v. Has a history of illegitimate, frivolous, unreasonable, or invalid claims.
- vi. Provides incomplete, unrepresentative or unsatisfactory references.
- vii. Has engaged in conduct that leads the Corporation to determine that it would not be in the Corporation's best interests to accept the Proposal.
- viii. Has a conflict of interest or that which may be viewed as a conflict of interest either with or by the Corporation.

Proponent's must sign and submit the Litigation & Conflict of Interest Statement. (*Attachment 'F'*)

### **14.0 EXCLUSION**

Except as expressly and specifically permitted herein, no proponent shall have any claim for any compensation of any kind whatsoever, as a result of participating in this Request for Proposal, and by submitting a Proposal each proponent shall be deemed to have agreed that it has no claim.

### **15.0 NEGOTIATIONS**

If all Proposals are over budget, the Owner reserves the right to negotiate the terms of the project contract, including price and scope of work, directly with the qualified proponent, to identify cost saving opportunities associated with alternate process, material or construction methods. If an acceptable contract agreement cannot be met with the qualified proponent, the Owner reserves the right to negotiate an acceptable contract with the next qualified proponent.

If an agreement cannot be reached which is acceptable to the Owner, the Project will be cancelled without award.

The Owner further reserves the right in its sole discretion to cancel the contract at any time without an award being made.

## **16.0 TERMS OF REFERENCE**

A detailed Proposal with Recommendations as outlined in the **Project Objectives and Deliverables** shall be prepared for submission to the Project Manager:

Detailed and specific recommendations that can be acted upon by the City. The report is to be in a form that is user-friendly and easily understood yet technical enough for implementation.

Meeting minutes after each meeting with Staff and any other interested parties, will be the responsibility of the successful consultant, all to be submitted to the City for review and approval within one (1) week of the meeting date.

Final submission of reports/drawings.

All reports will be prepared in Microsoft Word and/or Excel. Ownership of both hard copies and digital copies must be transferred to the City upon completion of the project. Metric units are to be used.

Any mapping and associated database information is to be provided in ERSI (.shp) shapefile with object data attached. All information is to be tied to UTM coordinates using the standard NAD83 (Zone 17) datum and should be accompanied by supporting files (font files and plot files) if applicable. Please note that graphical images (.pdf, .cdr, .tif) and CAD files are not considered an acceptable GIS format.

## **17.0 ACCEPTANCE OR REJECTION OF PROPOSALS**

The City of Port Colborne reserves the right to discuss any and all Proposals, to request additional information from the consulting teams and to accept or reject any or all Proposals, whichever is in the best interest of the City.

All Proposals may be subject to an evaluation process.

An award will be made to the firm, which in the opinion of the City, is best qualified to meet the City's requirements. The City will not be required to justify its decision to those firms not selected. The City will not be liable for any costs incurred by the consulting teams in the preparation of their Proposals.

The City may at any time by notice in writing to the Consultant suspend or terminate the Services or any portion thereof at any stage of the undertaking. Upon receipt of such written notice, the Consultant shall perform no further Services other than those reasonably necessary to close out the Consultant's Services. In such event the Consultant shall be paid by the City for all services performed and for all disbursements incurred pursuant to this Agreement and remaining unpaid as of the effective date of such termination.

If the City is in default in the performance of any of the City's obligations set forth in this Agreement, then the Consultant may, by written notice to the City, require such default be corrected. If, within thirty (30) days of receipt of such notice, such default shall not have been corrected the Consultant may immediately terminate this Agreement. In such event the Consultant shall be paid by the City for all services performed and for all disbursements incurred pursuant to this Agreement and remaining unpaid as of the effective date of such termination.

No activities or services included as part of this proposal may be subcontracted to another organization, firm, or individual without the approval of the City of Port Colborne. Such intent to subcontract should be clearly described



## Project No.: 2020-14

Type: Request for Proposal

Title: For the Development of a Tourism Strategic Plan and Cruise Destination Business Case in the proposal and the names of subcontractors/subcontracted firms must be provided. It is understood that the contractor is held responsible for the satisfactory completion of the service or activities included in the subcontract.

Any consortium of companies or agencies submitting a proposal must certify that each company or agency of the consortium can meet the requirements set forth in the RFP.

### **18.0 RFP SCHEDULE**

RFP Issued	February 12, 2020
Deadline for questions	March 20, 2020
Deadline for staff response to questions	March 23, 2020
Submission of Proposals	March 24, 2020
Staff Review Proposals	March 31, 2020
City Council awards contract	April 8, 2020
Project Start-up	April 9, 2020

### **Project Schedule**

Project performance and completion based upon the following schedule.

<b>ITEM</b>	<b>DUE DATE</b>
Project Start-up	April 9, 2020
Interim Report	May 22, 2020
Draft of Final Report Submission to City Staff	June 25, 2020
Final Report Submission to City Staff	July 15, 2020
Presentation to City Council	July 27, 2020

### **19.0 EVALUATION AND SELECTION OF PROPONENTS**

#### **OBJECTIVES**

The objective of the Evaluation and Selection Process is to identify the Proposal that effectively meets the requirements of this RFP and provides the best value to the Owner.

The City of Port Colborne has established the following general criteria for the selection of a company /consultant for this study:

- Demonstrated knowledge of strategy formulation, product and market development, market positioning and in-depth knowledge of the travel trade (knowledge of the cruise industry highly desirable);
- Understanding of the objectives of the City of Port Colborne;
- Proven experience in conducting broad-based community consultations through various formats.
- Proven ability to meet, either in-house or through sub-contractors, the project requirements on schedule and within budget;
- Proven ability to provide creative solutions and initiatives;
- Prior experience in conducting similar projects.

#### **EVALUATION TEAM**

An evaluation team will evaluate the Proposals. The evaluations will be conducted using pre-determined criteria set out in this RFP. The Owner reserves the right to have a third party that will be subject to strict confidentiality obligations, review the Proposals to support and advise the evaluation team as necessary.

**Project No.: 2020-14**

Type: Request for Proposal

---

Title: For the Development of a Tourism Strategic Plan and Cruise Destination Business Case

**EVALUATION**

The Proposal evaluation will be comprised of the following stages:

- Stage 1: Evaluation of Mandatory Criteria
- Stage 2: Evaluation of Technical Criteria
- Stage 3: Reference Checks of Short Listed Proponents
- Stage 4: Evaluation of Cost Criteria

**EVALUATION & SELECTION CRITERIA**

**Stage 1 - Evaluation of Mandatory Criteria**

Proposals that do not meet the mandatory criteria will be rejected without further evaluation.

**Stage 2 - Evaluation of Technical Criteria**

Subject to the evaluation Committee's right to reject an unacceptable Proposal under the Submission requirements; the Evaluation Committee will evaluate and score the Proposal information provided. For each criterion, each Proposal will be assessed and points will be awarded on the basis of the extent to which the requirements of the RFP documents are satisfied and the comparative merit of the individual Proposal as compared to other Proposals.

**Stage 3 - Reference Checks of Short Listed Proponents**

The Evaluation Committee may consult with the references of the short-listed Proponents. Based on the feedback from references, the technical ratings may be adjusted.

**Stage 4 - Evaluation of Cost Criteria**

Evaluation of cost criteria will be conducted after evaluation of the technical criteria and references.

**ADDITIONAL INFORMATION**

The Evaluation Committee may, at its discretion, verify and make inquiries with respect to references given by a proponent, and request clarifications or additional information with respect to any Proposal. The Evaluation Committee may make such requests to only selected Proposals without making the same requests for all Proposals. The Evaluation Committee may consider such clarifications or additional information in evaluating a Proposal.

**SELECTION**

The Evaluation Committee will rank the Proponents and will select the Preferred Proponent.

**VALUE ADDED SERVICES**

Respondents should indicate any "value added" services/items that would be included or available to the Corporation with respect to the Proposal should their firm be awarded this Proposal and that would not be an additional cost to the Corporation.

**SCHEDULES**

The following dates listed are ones which will move this project forward. Should the consultant wish to alter the schedule; it should be noted below with an explanation for the change in timing. Bearing in mind that any change to the schedule may affect the total score.

<b>SCHEDULE</b>	
RFP Closing Date	March 24, 2020
Staff Report to Council and Award of RFP	April 8, 2020
Project Start-up	April 9, 2020
Interim report	May 22, 2020
Draft of Final Report Submission to City Staff	June 25, 2020
Final Report Submission to City Staff	July 15, 2020
Presentation to City Council	July 27, 2020

Consultants revised schedule if necessary:

<b>SCHEDULE</b>	
RFP Closing Date	
Staff Report to Council and Award of RFP	
Project Start-up	
Draft Report Submission to City Staff	
Final Report Submission to City Staff	
Presentation to City Council	

Explanation of changes in schedule:

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**ATTACHMENT 'B'**

**SUMMARY OF CONSULTING FEES**

**AND DISBURSEMENTSSUMMARY OF CONSULTING FEES AND DISBURSEMENTS**

Excluding H.S.T.

Project: \_\_\_\_\_

Consulting Firm: \_\_\_\_\_

Professional Liability Insurance: \$ \_\_\_\_\_ Expiry Date: \_\_\_\_\_

Comprehensive Liability Insurance: \$ \_\_\_\_\_ Expiry Date: \_\_\_\_\_

Automobile Insurance: \$ \_\_\_\_\_ Expiry Date: \_\_\_\_\_

- |    |                      |    |       |
|----|----------------------|----|-------|
| 1. | Consulting           | \$ | _____ |
| 2. | Disbursements        | \$ | _____ |
| 3. | Payroll Burden _____ | %  | _____ |
|    | Total                | \$ | _____ |

**Project No.: 2020-14**

Type: Request for Proposal

Title: For the Development of a Tourism Strategic Plan and Cruise Destination Business Case

**ATTACHMENT 'C'**

**FEE SCHEDULE AND COST BREAKDOWN**

**FEE SCHEDULE AND COST BREAKDOWN (example)**

Project:																	
Consulting Firm:																	
Activity	Staff	Labour					Costs							Total	Total Phase		
		Fee Hr.					Total Hours	Sub-Consultant	Equipment	Inspection	Other	Disbursement					
												Computer	Mileage			Report	Other \$

**ATTACHMENT 'D'**

**INSURANCE REQUIREMENTS**

The City of Port Colborne's insurance requirements for consultants are described below. The coverage provided by these policies shall not be changed or amended in any way or cancelled by the Consultant unless approved by the City in writing.

**COMPREHENSIVE GENERAL LIABILITY AND AUTOMOBILE INSURANCE**

The Consultant shall provide the City of Port Colborne with a certified copy of Third Party Liability in a form satisfactory to the City Solicitor as follows:

Policy to be written on the comprehensive form including Contractual Liability and Complete Operations with an inclusive limit of not less than two million dollars (\$2,000,000.00) Bodily Injury and Property Damage with a deductible not greater than five thousand dollars (\$5,000.00). The Liability Insurance Policy shall not contain any exclusions of liability for damage, etc., to property, building or land arising from the removal or weakening of support of any property, building or land whether such support be natural or otherwise.

Standard Automobile Policy on both owned and non-owned vehicles with inclusive limits of not less than two million dollars (\$2,000,000.00) Bodily Injury and Property Damage with a deductible not greater than five thousand dollars (\$5,000.00).

A "Cross Liability" clause or endorsement.

An endorsement certifying that the City of Port Colborne is included as an additional named insured.  
An endorsement to the effect that the policy or policies will not be altered, cancelled or allowed to lapse without thirty (30) days prior written notice to the City.

**PROFESSIONAL LIABILITY INSURANCE**

The Insurance Coverage shall be in the minimum amount of two million dollars (\$2,000,000.00). The Consultant shall provide to the City proof of Professional Liability Insurance carried by the Consultant

**ATTACHMENT 'E'**  
**CONSULTANT EVALUATION**

**CONSULTANT PROPOSAL  
EVALUATION SHEET**

	ITEM/FACTOR	WEIGHTING	COMPANY 1 (1 – 10)	WEIGHTED SCORE	COMPANY 2 (1 – 10)	WEIGHTED SCORE
1.	Applicable Technical Expertise and Resources	15				
2.	TEAM Strength and Leadership	10				
3.	Similar Work Experience and Local Expertise					
4.	Project Understanding	15				
5.	Methodology (Work Plan, Innovation, Client Administrative Input, Workload, etc.)	20				
6.	Value Added	5				
7.	Project History	10				
8.	Cost Factor	15				
	<b>Sub-Total</b>		<b>Only Top 3 Scoring Proposals will advance to Items 9.</b>			
9.	Reference Checks	10	If applicable			
	<b>Grand Total:</b>					

**Notes:**

- Cost score will show maximum (150) for lowest cost and pro-rated proportionally to highest cost (to a value of up to 1.5 times of low cost). No points will be awarded for costs exceeding 1.5 times of low cost.





**Project No.: 2020-14**

Type: Request for Proposal

Title: For the Development of a Tourism Strategic Plan and Cruise Destination Business Case

**ATTACHMENT 'G'**

**ENVELOPE SUBMISSION INFORMATION**

***Envelope #1***

**Amber LaPointe  
City Clerk  
66 Charlotte Street  
Port Colborne, ON  
L3K 3C8**

a) PROPOSAL  
b) ADDENDUM (if applicable)

**PROJECT NO.: 2020-14  
RFP – For the Development of a Tourism Strategic Plan and Cruise Destination Business Case**

**CLOSING: March 24, 2020 AT 4:00 PM LOCAL TIME**

**CONSULTANT: \_\_\_\_\_**

***Envelope #2***

**Amber LaPointe  
City Clerk  
66 Charlotte Street  
Port Colborne, ON  
L3K 3C8**

a) CONSULTING FEES

**PROJECT NO.: 2020-14  
RFP – For the Development of a Tourism Strategic Plan and Cruise Destination Business Case**

**CLOSING: March 24, 2020 AT 4:00 PM LOCAL TIME**

**CONSULTANT: \_\_\_\_\_**

**Project No.: 2020-14**

Type: Request for Proposal

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Title: For the Development of a Tourism Strategic Plan and Cruise Destination Business Case

**ATTACHMENT 'J'**

**PROJECT HISTORY**

The Consultant is required to provide their Project History for the past 3 years and the current project status as relevant to each of the Consultants project team members.

The following information should be listed for each project member and/or each project accordingly:

**Project Team Member**

**Project Name**

**Project Completion Date, if project not complete what is anticipated Completion Date**



**ADDENDUM #1  
REQUEST FOR PROPOSAL**

**For Development of a Tourism Strategic Plan  
and Cruise Destination Business Case**

**2020-14 RFP**

**ISSUE DATE: February 12, 2020  
CLOSING DATE: March 24, 2020  
TIME: 4:00 p.m. EST**

**LOCATION: City of Port Colborne  
66 Charlotte Street  
Port Colborne, ON, L3K 3C8**

**ATTN: CITY CLERK  
LATE SUBMISSIONS WILL NOT BE ACCEPTED  
THE LOWEST OR ANY PROPOSAL MAY NOT NECESSARILY BE ACCEPTED**

This document can be made available in other accessible formats where practicable upon request.

## **Addendum #1**

**Issue Date: March 23, 2020 at 12:30 pm**

Please review the information below. Thank you again for your interest in this RFP. This addendum relates to **Electronic Submissions**.

**Electronically transmitted submissions will now be accepted for this RFP, through [www.biddingo.com](http://www.biddingo.com).**

Due to concerns surrounding COVID-19, the City of Port Colborne is taking proactive measures to limit the transmission of the virus and are monitoring the situation closely.

The Municipality has closed all offices, facilities, and non-essential services beginning March 16, 2020 until further notice.

In addition to receiving hard copies at the Municipal office drop box as noted in the initial RFP, **bidders are advised that bids can now be submitted online through [www.biddingo.com](http://www.biddingo.com).**

The City of Port Colborne may change any of the above dates and times, including the RFP Submission Deadline, in its sole discretion and without liability, cost, or penalty. In the event a change is made to any of the above dates, the City of Port Colborne will post any such change to the RFP on the Public Portal: [www.biddingo.com](http://www.biddingo.com). In the event of any change in the RFP Submission Deadline, the Proponents shall thereafter be subject to the extended RFP Submission Deadline.

### **Proposal Submission**

Proposal Submission to be considered in the RFP process, a Proponent's Proposal must be received by the Proposal Submission Deadline, as set out in the RFP Tentative Timetable. Submissions **may** be made through the following public portal: [www.biddingo.com](http://www.biddingo.com). The City of Port Colborne relies on Biddingo.com's electronic advertisement to provide public notice of this business opportunity and is not obligated to notify past or present Proponents in any other manner.

### **Details for Proposal Submissions**

To access the bid form and start your submission, click the **Bid Documents / Online Submission**. For technical support, please contact Biddingo.com directly at 1-416-756-0955 or via email at [ebidding@biddingo.com](mailto:ebidding@biddingo.com). Biddingo.com offers free eBidding training sessions. Sign up today at [www.biddingo.com/training](http://www.biddingo.com/training). Proposals cannot be submitted after the RFP Submission Deadline. Each Proponent is responsible for ensuring its Proposal is submitted prior to the RFP closing date and time.

### **Receipt discretion**

A Proponent should allow sufficient time in the preparation of its Proposal to ensure its Proposal has been uploaded and completed the submission process on Biddingo.com by the RFP Submission Deadline. Uploading large documents may take significant time, depending on the size of the file(s) and Internet connection speed. Proposals that are uploaded onto Biddingo.com but not submitted before the closing deadline will be deemed late, and thus rejected.

### **Withdrawal of Proposal**

A Proponent may withdraw its Proposal by providing written notice to the RFP Coordinator before the RFP Submission Deadline, and by selecting the "Withdraw my eBid Response" button provided within the RFP on Biddingo.com.

### **Questions and Clarifications**

The City of Port Colborne will accept questions regarding this RFP through Biddingo and the dedicated email account, [ecdevrfp@portcolborne.ca](mailto:ecdevrfp@portcolborne.ca). Questions are to be directed to the RFP representative as identified on Biddingo. Questions must be submitted by the Proponents' Deadline for Questions included in the "Essential Information" section above. To the extent that The City of Port Colborne considers that the answer to a question may assist other Proponents in the preparation of their proposals, The City of Port Colborne may share the question and response with them. Proponents will not be identified with questions asked. Questions may be reworded to the extent that The City of Port Colborne considers appropriate. Please note that The City of Port Colborne may not answer questions where The City of Port Colborne does not consider the information requested to be required to prepare a proposal, or where the answer to the question posed may be found in the RFP.

### **Amendments to RFP**

If The City of Port Colborne determines that it is necessary to provide additional information relating to the RFP, then such information will be communicated by way of addenda. Each addendum will form an integral part of the RFP. Addenda may contain important information including significant changes to the RFP and extensions to the Proposal Submission Deadline.

Unless this RFP has been issued by invitation only, addenda will be posted on Biddingo™ ([www.biddingo.com](http://www.biddingo.com)), and Proponents will be responsible for monitoring those sites regularly and for obtaining all addenda issued by The City of Port Colborne. All addenda will be posted at least seven (7) days prior to the RFP Submission Deadline, unless it is an Addendum that extends the RFP Submission Deadline. Biddingo.com is the official and sole distributor of this RFP and any issued Addenda. If a Proponent(s) obtains this RFP by any means other than through Biddingo.com, ensuring the accuracy of the RFP and the receipt of any Addenda is

the sole responsibility of the Proponent. Any amendment or supplement to the RFP made in any other manner will not be binding on The City of Port Colborne.

### **Submission of Proposals in Prescribed Manner and to Prescribed Location**

Proposals must be submitted in the manner set out in the "Essential Information" section above. Proposals are to be submitted to [www.biddingo.com](http://www.biddingo.com).

### **Deadline for Submissions**

Proposals must be submitted on or before the Proposal Submission Deadline. For the purpose of calculating time, Biddingo time (synchronized with any computer clock) during the upload / submission process will govern.

### **Notification to Other Proponents and Debriefing**

If and when The City of Port Colborne negotiates and concludes a contract with one or more Proponents further to the process described in this RFP, The City of Port Colborne will post the name(s) of the Proponent(s) and the value of the award(s) on the Biddingo™ website ([www.biddingo.com](http://www.biddingo.com)). In addition, the Proponents who submitted proposals but were not selected to negotiate with (or otherwise did not conclude contracts with) The City of Port Colborne will be notified in writing. If requested to do so within sixty (60) days of such notice, The City of Port Colborne will debrief these Proponents regarding The City of Port Colborne's evaluation of their proposals.

2020-14 - Development of a Tourism Strategic Plan and Cruise Destination Business Case

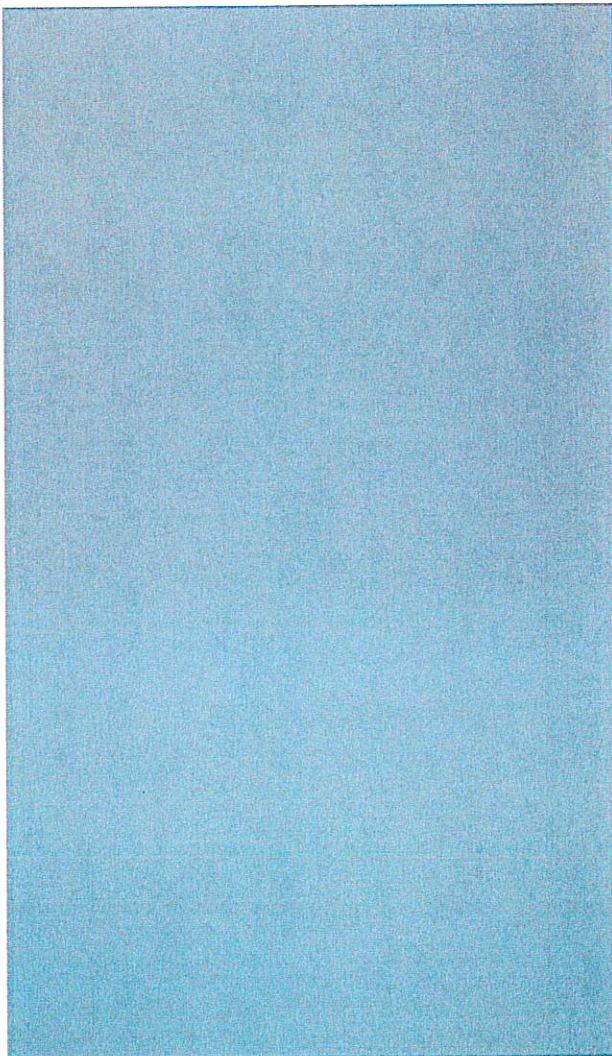
Bid #  
Published Date  
NOI Date  
Deadline for question  
Closing Date  
Addendums

02/13/2020  
03/20/2020  
03/24/2020  
0

Company	Contact Person	Title	Email	Phone	City	Invitee	Doc Takers	Amendment Notification(s)
az2 strategic consulting, inc.	Stephanie Vucko	CEO	admin@az2sc.com	438-407-1116	Laval		Full doc taker	
BDO Canada LLP	Pamela Radan	Director	requests@bdo.ca	226-217-2363	Toronto		Full doc taker	
Blue Water Sourcing Inc	Olusegun Raji	Director	oraji@bluewatercanada.com	613-901-3362	Gloucester		Full doc taker	
Brain Trust Marketing & Communications	Richard Innes	Procurement Specialist	richard.innes@sympatico.ca	905-273-6159	Mississauga		Full doc taker	
CapServCo Limited Partnership	Princess Dela Fuente Aziz	Senior Director	proposalscentral@granthornton.ca	416-369-6437	Toronto		Full doc taker	
CBRE Ltd.	Fran Hohol	Senior Consultant	fran.hohol@cbre.com	647-943-3743	Toronto		Full doc taker	
CPCS	Joel Carlson	Senior Associate	canada@cpccs.ca	647-542-5889	Toronto		Full doc taker	
DPRA Canada	Ron Muckleston	Senior Associate	ron.muckleston@dpdra.ca	416-945-9908	Toronto		Full doc taker	
Hatch	Lilijana Radman	Attn: Maria Skropolithas	irc@hatch.ca	905-403-4196 OR 905-403-3893	Mississauga		Full doc taker	
KPMG LLP	Ken Lambert	Mr.	tapinbox@kpmg.ca	416-777-3911	Vaughan		Full doc taker	
KWL Advisory Inc.	John Stevenson	President	ken.lambert@kwiadvisory.ca	647-449-1369	Dundas		Full doc taker	
LeisurePlan International Inc.	Chandra Haiko	Office Manager	johns@leisureplan.ca	416-703-8670	Toronto		Full doc taker	
MDB Insight Inc.	Jimao Peng	Proposal Analyst	info@mdbinsight.com	416-367-3535 x 238	Kingston		Full doc taker	
Optimus SBR	Lianne White	Proposal Analyst	jimao.peng@optimussbr.com	416-649-6041	Toronto		Full doc taker	
PricewaterhouseCoopers LLP - Main National Account	Rob Hong		pwcproposals@ca.pwc.com	613-755-5901 ext 2292	Ottawa		Full doc taker	
Sapling Financial Consultants	Tamara Shay	Bids Manager	rhp@saplingfinancial.com	416-625-2633	Toronto		Full doc taker	
Shear Enterprise	Karen Crothers	Marketing Lead	ishayenterprise@gmail.com	259-985-6591	Tacoma		Full doc taker	
Steer Davies Gleave	Janet Carmegle	General Manager	canadabids@steergroup.com	604-629-2610	Vancouver		Full doc taker	
The Osborne Group	Curt Neilson		icamegile@osborne-group.com	416-498-1550	Toronto		Full doc taker	
Valley Elevator Company Ltd	Janis Fedorowick		cwnelison@valleyelevator.ca	613-699-9987	Ottawa		Full doc taker	
Wavefront Planning and Design Inc.	Ashwin Kully		wavefrontplanning@gmail.com	289-952-8404	St Catharines		Full doc taker	
WeUs:Them Inc.			ashwin@weusthem.com	902-407-8150	Halifax		Full doc taker	



## REQUEST FOR PROPOSAL



**Project Name:**

Development of a Tourism Strategic Plan  
and Cruise Destination Business Case

Date: March 24, 2020

**Prepared for:**

**Ms. Amber LaPointe**

**KWL | Advisory Inc.**

**P: +647.449.1369**

**E: ken.lambert@kwladvisory.ca**

Response to RFP #2020-14

Closing date: March 24, 2020



March 24, 2020

## CITY OF PORT COLBOURNE

Re: RFP- Development of a Tourism Strategic Plan and Cruise Destination Business Case

To Whom It May Concern:

KWL Advisory in conjunction with Lakeshore Excursions is pleased to provide a proposal of service for the development of a Tourism Strategic Plan and a Cruise Destination Business Case for the City of Port Colborne.

Ken Lambert of KWL Advisory is a seasoned professional with broad experience in tourism, strategic planning, program development and implementation. He is currently completing the final stages of a Destination Development Plan for the City of Kawartha Lakes, and has a targeted date of April 30 for the completion of a Master Tourism Plan on behalf of the City of Barrie.

Ken has recently delivered, in September 2019, a Tourism Development Plan for the Municipality of Saugeen Shores located on Lake Huron in Bruce County. He has completed tourism consulting assignments with the City of Mississauga Tourism, Waterloo Regional Tourism, Sault Ste. Marie Tourism, and the Twenty Valley Tourism Association in the Niagara Region. All of these assignments have been executed within the past three-five year period.

Bruce O'Hare, President Lakeshore Excursions founded Lakeshore Excursion in 2000 in the port of Little Current and remains the president of the firm. At the time that Lakeshore Excursions was incorporated, the idea of cruising on the Great Lakes was very much in its infancy. Fast forward twenty years and Lakeshore Excursions today operates shore excursions in over 25 ports, from Boston Massachusetts to Thunder Bay, Ontario and everywhere in-between. It is fair to say that Lakeshore Excursions has worked with more passenger ships and cruise companies than any other destination management company on the Great Lakes both, in Canada and the United States. In the last few years, the firm has seen an equal split between revenue generated in US and Canadian ports.

Bruce will be joined on the Cruise Destination Business Case by Grant Eccles. In the tourism industry, Grant has worked with several prominent tour companies in various capacities both in Canada and the U.S. and operated his own specialty tour company in western Canada for a number of years. No stranger to the cruising world, Grant has been a partner in Lakeshore Excursions for over 15 years overseeing many of the St Lawrence and Great Lakes ports – most specifically including the Niagara Region.

Familiar with the intricacies of the Welland Canal, Grant has coordinated and overseen the tour operations of cruise ship visits stopping in Port Colborne, Port Weller, and at Lock 3, Thorold. With a high degree of customer service and communications skills, Grant brings an extensive amount of industry experience to this consulting partnership.

The impact of the tourism consulting and strategic development experience of Ken, combined with both Bruce and Grants multi - year experience and in-depth knowledge in the Great Lakes cruise industry,

offers the City of Port Colborne a consulting team well prepared to provide a detailed and well-researched Tourism Strategic Plan and Cruise Destination Business Case.

We would welcome the opportunity to assist you with this exciting project. If you have any questions regarding this proposal, please contact me directly, at 647-449-1369 or Bruce O'Hare at 705-368-1367.



Sincerely,  
Ken Lambert  
KWL | Advisory

# Table of Contents

**INTRODUCTION..... 5**

TOURISM STRATEGIC PLAN AND A CRUISE DESTINATION BUSINESS CASE .....5

**OUR UNDERSTANDING OF YOUR NEEDS ..... 7**

THE CONSULTING TEAM APPROACH .....10

TEAM CREDENTIALS .....11

**RELEVANT EXPERIENCE ..... 13**

**PROPOSED METHODOLOGY AND PROCESS: ..... 15**

TOURISM STRATEGIC PLAN: PROPOSED WORK PLAN AND APPROACH.....15

TOURISM STRATEGIC PLAN .....15

CRUISE DESTINATION BUSINESS CASE .....19

**TIMING AND PROFESSIONAL FEES ..... 21**

TIMING.....21

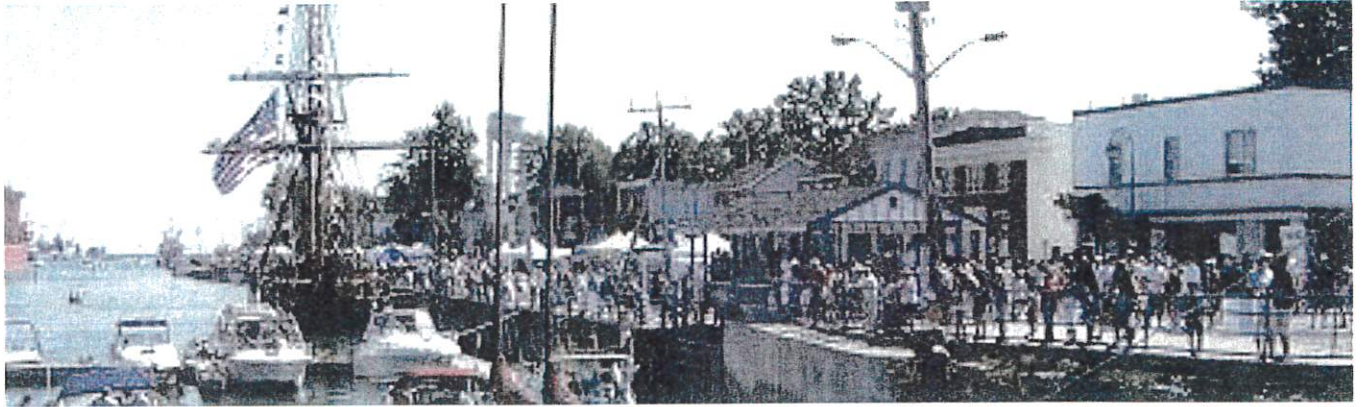
PROFESSIONAL FEES .....21

TIMELINE AND WORK PLAN .....21

**REFERENCES ..... 23**

**RESUMES ..... 24**

## Introduction



### Tourism Strategic Plan and a Cruise Destination Business Case

The City of Port Colborne is an Ontario municipality situated on Lake Erie at the mouth of the Welland Canal. Located within the Niagara Region, one of Ontario's most significant tourism destinations, its access to the Great Lakes positions it well for future economic growth. Furthermore, Port Colborne is currently undergoing a surge in Great Lakes cruise activity which may evolve as the primary enabler of tourism growth over the next decade.

Port Colborne's Economic Development Strategic Plan adopted by city council two years ago, cites tourism development as having a strong impact on both complementing the existing local base as well as on an increasingly robust economy. It points to high quality recreational assets, enhanced food & beverage options and a relatively low cost business structure. Challenges such as waterfront revitalization and the improvement of its natural environment are key elements affecting future tourism growth. On a positive note, there exists the possibility of the construction of an east-west road corridor linking the Port Colborne area with Hamilton and the GTA, a significant opportunity in considering its future tourism potential.

Clearly, the notion of improved access to Port Colborne from the QEW and points west to Hamilton and the GTA will result in the development of a destination offering that, combined with improved cruise facilities, would better position Port Colborne as a regional destination. Coupled with the potential growth of the City as a cruise destination is the redevelopment of its contaminated waterfront lands which serves as a factor that reimagines and positions Port Colborne as a viable element of Niagara's tourism landscape.

The recently completed 2018-28 Economic Development Strategy cites its strong tourism assets such as the beach, lake and canal which have potential to be linked with local festivals, events and active outdoor pursuits such as cycling to develop visitor experiences that serve to define the Port Colborne destination. There is the potential to enhance dining and beverage options as well as the culture and heritage visitor product to elevate the overall experience for both the drive market and the disembarking cruise visitor.

Smaller Ontario communities having gained tourism traction in recent years are those that either a) develop their waterfront if their location permits, or b) develops an enhanced 'Main Street' through establishing an architectural motif which adds value to the retail and food & beverage assets. Port Colborne's West Street is an example of a retail cluster with nearby heritage landmarks which serve as a

foundation for building a more robust tourism product. Further discussion of this opportunity will be reflected in the Methodology and Work Plan within the document.

The Niagara South Coast Tourism Association serves as the regional organization promoting visitor activities, Lake Erie beaches, festivals & events as well highlighting the food & beverage and accommodation options within the region. This organization in conjunction with Port Colborne Economic and Tourism Development Corporation will require a focal point for this consulting assignment, as establishing a coordinated marketing message within the broader region is included as one of the elements of the study.

Beyond the development of a cruise dock and terminal, guiding visitors through an attractive reception area, there exists outdoor elements such as cycling routes that run throughout Niagara's South Coast tourism region. The Welland Canal is a prime visitor attraction reflecting a long history of waterway engineering, replete with walkways and cycling paths for visitors to the region. The potential to attract cruise ships in the mid-range of 200-400 passengers is a factor which would transition Port Colborne and its downtown core into a more robust retail and an effective food & beverage destination. Additionally, the incremental impact of numerous cruise ship employees heading into town to attain supplies and shop is to be noted.

The obvious barrier impeding tourism within Port Colborne is a lack of a lure destination within the community coupled with a walkable, accessible and attractive waterfront. Giving passengers a reason to get off the ship and explore the downtown shops, access banking and a post office, enjoy lunch in a local pub with accessible free wi-fi is essential for the port to succeed in the cruise business. All of these factors have been an important part of the waterfront redevelopment which has led to success of other destinations on the Great Lakes, one of which is the Port of Little Current.

In each of the markets throughout the Great Lakes, our consulting partner, Lakeshore Excursions works with cruise ships in attempting to position the port to highlight its unique or niche tourism product. The overall intent is to provide a compelling reason for a cruise itinerary planner to include the location on the schedule. In certain cases the "product" is obvious and apparent. The Hornblower Niagara Falls experience is an example, as is the CN Tower in Toronto as well as the carriage ride on Mackinac Island. Packaging an iconic destination is easy and requires only logistics. The more complicated part of the exercise is to seek out, design, and package a new experience for the cruise ship passenger that was not off the shelf and readily apparent. That process takes work and creativity, and sometimes a little bit of luck. A visit to a traditional Sugar Shack, ride in a freighter canoe, lunch at a local Royal Canadian Legion with pancakes and local maple syrup is an example of the end result of the product development process. This is the most rewarding part of what we do at Lakeshore Excursions and the kind of creativity we bring to the mix as part of the consultancy team.

The Welland Canal shipping season operates nine months of the year, closing only from January thru the end of March. There is a top hat ceremony to begin the season on March 29<sup>th</sup> of each year. An interpretive center / ship viewing facility as part of the capital infrastructure project planned for the Port Colborne waterfront would allow for a three-season lure for tourist visiting the Niagara region.

There are ship viewing locations in both St.Catharines including a small heritage museum, as well as one at Thorold Lock 7. Neither of these locations are close to a business center that passengers could explore independently, nor do these locations have ships tie up for the day while excursions are operated for passengers in the Niagara region. Often itinerary planners will operate full day excursions to the Niagara region, visiting the iconic sites, lunching at a vineyard and visiting Niagara on the Lake, departing in the morning and returning in late afternoon to and from their ship in Port Colborne. Having an attraction alongside the ship docking location would encourage the option of a 'half day' morning or afternoon excursion in

Niagara for itinerary planners, and an afternoon at leisure in Port Colborne. Therein lies the opportunity for Port Colborne.

Having exceptional tourism product along with adequate docking infrastructure does not in itself make for a successful port in attracting cruise ships to a port. Both the municipal intent and expertise must be evident in ports such as these, otherwise these communities may be overlooked when cruise planners visit a region. Within Ontario, Collingwood and Owen Sound are examples of such communities. On the American side of the Great Lakes, Sturgeon Bay Wisconsin is another example of a community possessing deep nautical heritage in Great Lakes commercial shipping, without experiencing success in developing a niche in the Great Lakes cruise ship business.

The following proposed Tourism Strategic Development process, coupled with a Cruise Destination Business Case, will be executed with the purpose of providing the foundation and impetus for a five year, fully actionable business plan structured to build both Port Colborne's tourism capabilities and marketing presence moving forward. This process would be executed by a partnership of a consulting practitioner with expertise in Ontario's tourism industry over a +20 year period; as well as Great Lakes cruise veterans, Bruce O'Hare and Grant Eccles of Lakeshore Excursions who both possess extensive experience in the Great Lakes passenger cruise industry.

## Our Understanding of Your Needs

A Tourism Strategic Plan inclusive of a Cruise Destination Business Case will require a structured process undertaken to provide clarity for the City of Port Colborne, as it seeks to continue to grow its economic base. A Tourism Strategic Plan is achieved through a comprehensive research procedure of all relevant destination documentation, combined with insight and support from a consulting group having recent, relevant experience with destinations throughout the province.

A Tourism Strategic Plan is deemed successful for a given destination when a combination of repeat visitation occurs in combination with the attraction of new visitors. All of which is predicated on the requirement to offer compelling experiences developed by virtue of a quality tourism infrastructure. To attain growth in tourism spending over a five-year period, the City of Port Colborne requires a consulting process which can address a variety of requirements ranging from identifying:

- Current asset gap analysis and market readiness study
- Current tourism status relevant to regional 'attractor' destinations
- SWOT developed in conjunction with and verified by PC stakeholders as a window to a five year strategy
- Destination brand including the development of a visual identity
- Destination funding and asset investment requirements including potential event development over a five-year horizon
- Visitor wayfinding support throughout Niagara region and local environs

- Focus on local tourism business stakeholders in elevating their education and awareness of product and marketing expertise by offering 'best practice' regional tourism examples proven successful in the current environment, both from a visitor experiential and digital marketing perspective.
- Overall reflect how the existing Port Colborne tourism product can be clustered, within the region, with the highly recognized Niagara tourism experience.
- Compile a list of current funding opportunities and other resources available for the implementation of the prioritized actions as well as to identify opportunities and rationale for regional collaboration.
- Provide the client with a directional marketing plan for execution and implementation of the study outcomes
- Develop a protocol for monitoring and evaluating outcomes, to quantify return on investment for the actions identified in the implementation plan

All of the above shall be constructed within a five-year asset development and marketing framework which presents realistic options supported by funding mechanisms. This type of study begins with stakeholder input to a destination vision that best represents the future tourism product of Port Colborne.

A fundamental component of the study lies in developing a Cruise Destination Business Case supported by a comprehensive market study of the Great Lakes cruise industry. The outcome of the market study is intended to provide a fully vetted cruise destination opportunity on behalf of Port Colborne.

A Cruise Business Case will comprise half of the study content and include the following elements, however; the overall requirement may best be summed from a previous statement by Mayor Steele with respect to this issue:

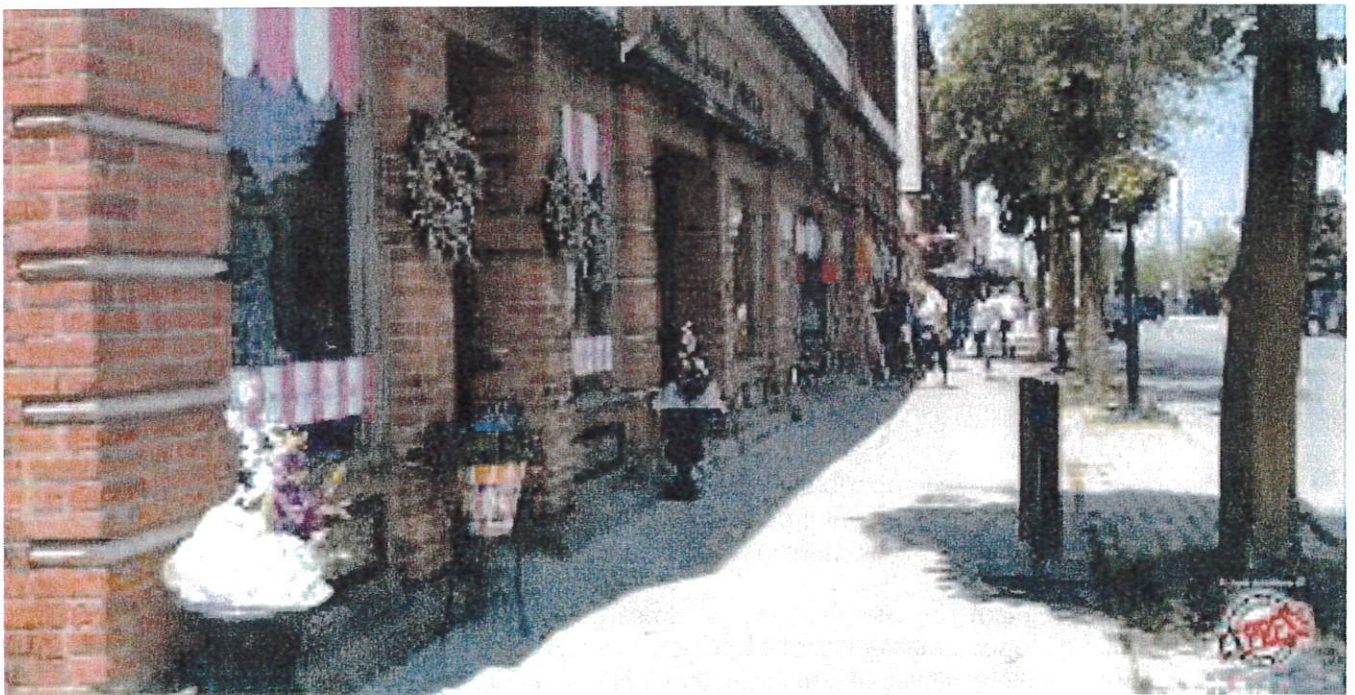
**What will it take to “Put the Port back into Port Colborne”?**

- Development of a fully vetted environmental scan of the current Great Lakes cruise industry including a future economic outlook assessment with respect to passenger volume metrics and vessel supply projections.
- Provide detail within a Business Case format of the required infrastructure required to support a Great Lakes terminal facility
- Offer the client a detailed opportunity assessment including required factors for success in embarking on a cruise terminal development process in Port Colborne. For instance, factors such as the following will be examined in the development of a structured Business Case:
  - Recognizing that The Great Lakes is a “Small Ship” destination, due to the size of the gauge of the St. Lawrence Seaway locks, the region can only host ships labeled as ‘intimate Small Ships’. The positive to this style of cruising is that it offers the passenger a stylized experience rather than a passive holiday.
  - Cruise shipping traveling to and from the upper Great Lakes are required to pass by Port Colborne, offering the city an excellent opportunity for cruise commerce.
  - Originally the Welland Canal was merely a transit mechanism between the upper and lower Great

Lakes. Due to recent product developments, it has now become integrated into the Niagara Peninsular, offering cruise guests multiple opportunities to disembark inside the locks and sample the Niagara wineries. The Welland Canal has therefore morphed from a simple transit mode into a key tourism element.

- Port Colborne may be studied as both a 'Port of Call' or a 'Turn-around Port'
- The regulatory environment has changed since 9/11 with stricter certification by Transport Canada particularly if a port accepts international traffic.
- Tourism Product Development: Cruise guests require surrounding attractions and experiences that are offered in other Great Lakes ports. The close proximity to Niagara attractions and two USA airports are factors to be considered in the Business Case review.

The following Team Approach as well as the proposed Methodology and Work Plan detailed in this document are intended to respond to the above requirements detailed in the Port Colborne RFP for a Tourism Strategic Plan and the Cruise Destination Business Case.





## The Consulting Team Approach

The Tourism Strategic Plan is required to build on previous studies and past successes relevant to the destination of Port Colborne and the surrounding Niagara Region. The client requires the development of a new shared vision for tourism competitiveness in Port Colborne to enable the municipality to make evidence based and informed decisions with regards to the community's development as a tourism and cruise ship destination.

There exists the goal of achieving sustainable growth in the Tourism industry by increasing awareness of the City as a premier tourist destination; by encouraging the development and investment in City assets and products; encouraging partnership and collaboration among stakeholders to create packages that sell, in addition to increasing education and training for local tourism practitioners.

The overall approach to the assignment will include a fundamental research-based process which includes the access of prior Economic Development studies; as well as the inclusion of local and regional statistical documentation from both the tourism industry and the Great Lakes cruise industry. There exists the opportunity to attain insight from consultation of business stakeholders; supported the consultants' years of experience in both Ontario tourism and the Great Lakes passenger cruise environment.

The City of Port Colborne has established a number of objectives resulting from its Tourism Strategic Plan and Cruise Destination Business Case:

- Prepare the municipality to capitalize on both the redevelopment of the waterfront lands, and the potential construction of a corridor from the Niagara region to the GTA
- Utilize increased tourism spending to enhance village streetscapes and lakeside landscapes
- Develop a tourism wayfinding structure within the Niagara Region's 'feeder' points such as the Peace Bridge border crossing
- Develop a cruise ship terminal and visitor welcoming centre.

This consulting proposal developed through expertise in both tourism destination development and marketing, combined with a level of solid cruise industry background and skill in within Ontario.

The team approach utilizing the business backgrounds of both consultants will be conducted as follows:

- A detailed comprehensive research protocol identifying Port Colborne's past industry developments, historical challenges not met, further used as a basis to establish local stakeholder feedback
- Conduct qualitative tourism research through interviewing stakeholders of similar / related destinations within the broader geographic region
- Identify the key pillars of a future tourism strategy derived from a SWOT process in order to attain a level of consensus with the client prior to developing further elements of the plan such as branding and marketing communications output
- Develop an early/ mid-term tourism 'opportunity' document relative to both the Tourism Strategy and Cruise Business Case. Review with the client to ensure alignment with the perspective and output of Port Colborne's Economic Development Advisory Committee

- Once a full review of the research phase, identification of opportunities and risks within a SWOT, including the key investment requirements; the initial output of a draft Tourism Strategy will be created for client review
- Develop an 'opportunity profile' for non-peak season tourism development, a period which would typically run from latter Fall through late Spring. The off-season perspective will provide output on both visitor experience development and marketing programs intended to elevate the profile of the Port Colborne visitor experience during this non-peak travel period.
- Conduct a Cruise destination Business Case for the development of a Cruise Terminal and Welcome Center to include:
  - The positive impact of the potential cruise destination within the Niagara Region
  - A broad-based estimate with respect to the associated capital costs with the development of a cruise terminal on the Great Lakes.
  - Determination of the required product development elements in support of a cruise dock
  - Perspective on the regulatory environment that influences much of Great Lakes Cruise development and operations
- Regular client meetings and interim reporting throughout the consulting assignment to ensure that the ongoing analytical process is communicated to the client to ensure that feedback on both sides is frequent.

The consulting team will approach these objectives with a combination of statistical analysis, community research, stakeholder consultation and tourism and cruise industry knowledge acquired through years of travel business experience. This process depends on extensive input from the local and regional tourism partners, Economic Development staff and Municipal Counsellors if appropriate; as well as potentially surveying the local citizens through the execution of an on-line survey mechanism.

## Team Credentials

### Ken Lambert, KWL Advisory Consulting Practice

Ken Lambert has served as a senior consultant with HLT Advisory from 2013- Summer 2017 when the firm determined to move solely into gaming. The work assignments Ken conducted while with HLT Advisory were mostly municipal and DMO tourism development plans and strategic planning initiatives. Over the past 30 months, Ken, principal of KWL Advisory has conducted assignments for clients in the tourism and lodging environments specifically related to strategic planning, destination development and hotel development.

Ken has served as an executive in the hotel, DMO and airline industries in Canada and Asia over the past 25 years, while most recently serving as Vice-President Sales & Marketing for Delta Hotels in Canada. Over a 12 year period. Ken has held CEO positions with Ottawa Tourism and, as well, served as the senior executive for the Americas' DMO for Hong Kong Tourism during the late '90's. In addition, Ken has served as Chair of the Tourism Industry Association Canada (TIAC) as well as a Board member for six years, and as a Board member of the Ontario Tourism Marketing Partnership (OTMP) for seven years. He

has also been invited to numerous marketing and tourism conferences as a speaker and panelist throughout Canada.

Ken has conducted tourism development and strategic plan assignments, over the past few years, with City of Kawartha Lakes *Economic Development*, , City of Barrie *Invest Barrie* , Municipality of Saugeen Shores *Economic Development* including through the period of 2015- 2017: the Twenty Valley Tourism Association, City of Mississauga, and Waterloo Regional Tourism

**Ken will be the project lead and will be responsible for all aspects of the tourism component of this project.**

### Bruce O'Hare, President, Lakeshore Excursions

Bruce O'Hare founded Lakeshore Excursion in 2000 in the port of Little Current and remains the president of the firm. At the time that Lakeshore Excursions was incorporated, the idea of cruising on the Great Lakes was very much in its infancy. Fast forward twenty years and Lakeshore Excursions today operates shore excursions in over 25 ports, from Boston Massachusetts to Thunder Bay, Ontario and everywhere in-between. It is fair to say that Lakeshore Excursions has worked with more passenger ships and cruise companies than any other destination management company on the Great Lakes, both in Canada and the United States. In the last few years, the firm has seen an equal split between revenue generated in US and Canadian ports.

Bruce has learned what make ports successful and 'must visits' from the perspective of the client. He recognizes that the cruise industry is evolving with a shift to introduce new expedition style ships- with a different focus. The focus of these new ships is different from the classical ship. The difference is in both the design and the target consumer of these new vessels. The team at Lakeshore has been well suited to advise the industry on new port options and shore excursion planning ideas for this new consumer.

Bruce and his team at Lakeshore Excursion have grown the business from one ship and one port initially, to multiple ships in many ports. The firm has been at the leading edge in product development and itinerary planning; for new firms looking at the Great Lakes region. Bruce is an accomplished mariner, and that skill has served him well on the ship operation side of the business. With the exception of Lake Superior, Bruce has sailed all of the Great Lakes and enjoys racing sailboats competitively when the opportunity presents.

Prior to launching Lakeshore Excursions, Bruce had a successful career in media broadcast sales at both the local and national level. At the ripe age of 32, Bruce choose to abandon the security of working for a national broadcaster and left the media business to, along with his wife Kelly, purchase the Anchor Inn Hotel in Little Current on Manitoulin Island. The Anchor Inn Hotel would eventually become a dominant player in the hospitality industry on Manitoulin Island. Marine Tourism played an important role in the growth and success of that company. The Port of Little Current on the North Channel of Lake Huron is one of the busiest and most desired destinations for recreational boating on the Great Lakes. Marketing skills learned in the media business played a role in the growth and success of the Anchor Inn Hotel. Kelly and Bruce sold the Anchor Inn Hotel in July 2017. The Port of Little Current is today one the most successful cruise destination ports on the Great Lakes.

Bruce's vast experience within the Great Lakes cruise industry serves him well for taking on an assignment

such as that required by the Municipality of Port Colborne.

### Grant Eccles, Partner, Lakeshore Excursions

In the tourism industry, Grant has worked with several prominent tour companies in various capacities both in Canada and the U.S. and operated his own specialty tour company in western Canada for a number of years. No stranger to the cruising world, Grant has been a partner in Lakeshore Excursions for over 15 years overseeing many of the St Lawrence and Great Lakes ports – most specifically including the Niagara Region.

Familiar with the intricacies of the Welland Canal, Grant has coordinated and overseen the tour operations of cruise ship visits stopping in Port Colborne, Port Weller, and at Lock 7, Thorold. With a high degree of customer service and communications skills, Grant brings an extensive amount of industry experience to the consulting team.

## Relevant Experience

### **KWL Advisory Inc. Ken Lambert**

#### Town of Saugeen Shores: Tourism Development Plan

The Town of Saugeen Shores retained Mellor Murray Consulting and KWL Advisory to develop its first focused and deliberate Economic Development Strategy to ensure the community's future prosperity and superior quality of life.

The strategy reflected the unique challenges and opportunities facing Saugeen Shores driven by an economy anchored by the nuclear power industry and tourism sector. The town had experienced strong population growth in recent years. The strategy was developed with guidance from a volunteer committee and input from a broad range of community stakeholders. The plan included a full review of economic and demographic data including benchmarking Saugeen Shores against four other similar communities. It also included an environmental scan of the forces that will influence the community's growth prospects in the coming years.

Reference: Jessica Linthorne, Manager, Strategic Initiatives, Town of Saugeen Shores  
(519) 832-2008 ext. 121  
jessica.linthorne@saugeenshores.ca

#### City of Kawartha Lakes Destination Development Plan

The City of Kawartha Lakes retained KWL Advisory and Mellor Murray Consulting to develop a Destination Development Plan intended to assess all tourism assets and visitor experiences for the purpose of enhancing its recognition as a travel destination targeting the GTA population.

The current study, which began in Oct'19 and currently being completed within April '20, involves a process which included product mapping and ranking, stakeholder engagement, and a market preparedness study.

Furthermore, the study included a best practice review of three comparator communities with similar tourism opportunities in Quebec, New York State and Michigan.

The final report details proposed visitor experiences relative to the numerous tourism assets relative to natural elements such as waterways and parks as well as those amenities found within its three principal towns.

Reference: Laurie McCarthy, Economic Development Officer – Tourism  
705-324-9422 x 1233  
lmcCarthy@kawarthalakes.ca

#### Twenty Valley Tourism Association

Ken Lambert conducted a coordinated planning process that provided measurable tourism strategies on behalf of the TVTA. In developing TVTA's 2017-20 Strategic Action Plan, Ken conducted a comprehensive stakeholder process including Board facilitation workshops, stakeholder input from both winery owners and supporting industries within the region, as well as including research from similar wine tourism entities across Canada.

Reference: Sue-ann Staff, TVTA Board Chair  
877-566-1719  
sue-annstaff.com

#### **Lakeshore Excursions      Bruce O'Hare**

Bruce is not a consultant, but an experienced tour operator with in-depth knowledge of all aspects of the Great Lakes cruise industry, and a knack for recognizing new tourism products and opportunities. That said, Lakeshore Excursions in 2019, completed a 6-month consultancy contract with Viking Cruise Lines, providing ship operations, shore excursion product development in multiple Great Lakes ports for Viking. Bruce and some of the senior partners at Lakeshore Excursions have made multiple sales trips to European cruise companies, including Viking Cruise Lines, and have established a deep network of contacts with itinerary planners in the cruise industry.

#### **Lakeshore Excursions      Grant Eccles**

Grant is a long time veteran of Canada's passenger cruise industry, with more recent experience working with cruise ships and operators within the Welland Canal locks. Grant's hands-on cruise ship experience will be crucial to the delivery of a comprehensive and evidence-based business case required by the City of Port Colborne to inform the municipal leaders on moving forward with a cruise passenger facility.

## Proposed Methodology and Process:

This chapter lays out our understanding of your needs, including project objectives and deliverables, as well as a proposed scoping of work to complete the assignment. The following work plan relates to the tourism strategic planning portion which is deemed to be independent of the cruise destination business case to be completed as part of this assignment.

### Tourism Strategic Plan: Proposed Work Plan and Approach

The following work steps set out the general approach we intend to take in completing the tourism component of this assignment. The Tourism Strategic Plan will build on the Economic Development Tourism Strategy in seeking to achieve sustainable growth in the Tourism industry by increasing awareness of the City as a premier tourist destination.

#### Initial Client Meeting

Target start-up meeting within a week of selection to proceed with KWL (Ken Lambert) and Lakeshore Excursions (Bruce O'Hare, Grant Eccles) to confirm the work program and deliverables (should any changes by client be required). In addition, we would define the frequency of communications with the client as well as the proposed dates for formal updates requiring face-to-face meetings. A timeline detailing all activity from initial meeting through to delivery of draft plan will be provided by the consultants within a week of this meeting.

Additionally, we will lead the client through a detailed review of the proposal to answer questions and make necessary alterations prior to initiating the process. At this time we would wish to acquire the information, data or research the client has available for use in the preparation for both the tourism plan and cruise business case development.

During this session a 'first-cut' timeline of client meetings and deliverables will be established, as well as any required discussion of other guidelines to be adhered to by consultants while working in the local market. Requirements for key presentations to staff or City Council which have identified timing will be discussed and booked at this time.

### Tourism Strategic Plan

#### Literature Review / Data Transfer

Developing a destination tourism plan requires a thorough understanding of the destination's characteristics, salient attractor elements, and the identification of the appropriate target audience characteristics required to support the growth of tourism receipts. The consultant team will conduct this research in three steps: literature review, asset and experience analysis and market preparedness assessment.

- Literature & Document Review
- Tourism Asset & Experience Analysis

- Current Visitor Profile
- Market Preparedness Assessment

The research will begin with a full literature review of prior regional Niagara destination research, all prior strategic plans and relevant documents such as the Economic Development Strategy (2018) germane to the tourism industry. This recent analysis cited the need to cluster the various tourism assets; host off-season experiential events, in addition to developing innovative ecotourism experiences. Unquestionably, these elements have become a part of many of the Ontario municipality directional tourism efforts, and would clearly be part of the overall mix considered within a the required tourism process for Port Colborne.

This review will ensure that the consulting team has a thorough understanding of the policies and the research proceeding this work and a fulsome understanding of the existing visitor data to support the required output and key elements throughout the study. This process will also include a review of provincial studies relevant to destinations with similar characteristics to Port Colborne, particularly those bordering on parts of Lake Erie or Lake Huron.

The second component of the study includes the development of an exhaustive inventory of all tourism-related assets such as natural outdoor areas including beaches, food & beverage offerings, current accommodation inventory as well as all cultural experiences on offer within Port Colborne and environs.

The client will be provided with a comprehensive study of not only asset inventory and experiences, but also the provision of a product experience matrix that serves to define the base level of the destination's local and regional visitor experience through four seasons. The current Great Lakes cruise experience will be included in this section recognizing that an overall cruise business case will be incorporated as a separate document.

The initial research phase will also evaluate the local asset state of market preparedness in relation to other like destinations within the broader region. The asset inventory will include accommodation, festivals and events, including all activity-based experiences throughout the peak and off-peak periods.

## Stakeholder Engagement

Stakeholder engagement is an essential component of the strategic planning process. A transparent approach will help establish a culture in which those stakeholders identified by the client not only contribute to the content of the Tourism Strategy, but also take ownership for its ongoing implementation, and may, possibly participate in future tourism development programming.

Prior to beginning a series of in-depth stakeholder interviews, the consultants will provide the participants with a brief on current trends and issues relative to the Niagara Region and the broader provincial landscape. It is necessary to share a common understanding with the client and the identified stakeholders on the emerging travel trends or issues related to the region. This document will be modified throughout the process as stakeholder input provides further input to the development of the plan.

All stakeholders engaged in this process by the consultant will receive periodic ongoing communication of the findings as determined by the client's requirement.

## SWOT Analysis

The acquisition of information throughout the initial processes of assimilating all available data including destination research combined with the personal stakeholder interview process, will result in a first-cut SWOT. The preliminary SWOT analysis will be tested in terms of all elements of the destination perceived strengths and weaknesses, as well as the key findings that determine the threats and opportunities that are deemed to be relevant in the development of Port Colborne's tourism strategy.

The SWOT will be adjusted throughout the process as the consultant gains information and perspective. It will include numerous factors presented to the client and industry steering committee which, over a period of time, will be culled in order to surface the key elements that will be essential, ultimately, to the development of the tourism strategy.

## Best Practice Research

The earlier stages of the tourism development process will involve reaching out to select comparator Great Lake communities. Tourism studies require research and outreach to destinations within the broader region which possess similar opportunities or issues in developing an increased level of visitor spending. This section will also address best practices of Ontario communities use of visual identity for tourism wayfinding as well providing examples of relevant destination's brand messaging approaches deemed successful within the regional tourism environment. KWL Advisory will, as well, utilize findings from past municipal tourism assignments to establish a base line of opportunity for Port Colborne.

Another component of the research will relate to the 'Main Street' revitalization projects abounding throughout Ontario's small-mid-size communities. Consultant's past work along the Lake Huron shores from Goderich to Southampton, as well as towns in the Kawartha Lakes such as Bobcaygeon and Fenelon Falls, will be utilized in reference to the potential for attracting visitors to retail and food & beverage clusters, particularly in both lakeside and Trent-Severn waterway communities.

## Initial Findings Review /Client Feedback

Approximately 30% of the way through the consulting process will involve an update meeting to provide the client with a summation of the research and feedback acquired to date. At this session, the preliminary direction of the Tourism Strategic Plan will be shared with the client; a time at which any concern about the study's direction and outcome will be addressed and altered if required. This review will also include a component of current and potential definition of visitor profiles; a key element in defining the overall strategy moving forward. Documentation and experienced-based support from the cruise consultants will assist in providing a comprehensive current and potential visitor profile for Port Colborne.

Tourism studies such as this proposed assignment typically include consultant interaction with regional tourism bodies such as RTO 2 and/or other related economic development bodies that would have valuable input to the Tourism Plan.

## Defining Opportunities which enhance Tourism Development

The process continues once the client's mid-term feedback has been considered to include the following:



- Destination funding and asset investment requirements over a five year horizon
- Visitor wayfinding support throughout Niagara region and local environs
- Destination brand development
- Tourism brand visual identity development research
- Summation of all relevant factors creating future visitor demand for Port Colborne
  - Tourism infrastructure audit including opportunities to enhance or construct current state
  - Connect the strategic recommendations to municipal investment requirements complete with potential funding mechanisms
  - Utilize past research and consulting assignments within the Niagara region and throughout the Province of Ontario to establish a regional partnership/ marketing framework for future use by Port Colborne.
  - Provide an evaluation process for all strategic initiatives provided in the Tourism Strategic Plan.

This component of key factors will be accomplished, in part, through a comprehensive assessment of similar Ontario communities which have addressed infrastructure solutions, best practice in visitor wayfinding, and tourism brand development.

### Draft Review of the Tourism Strategic Plan

The second- to- last process in developing the ultimate version of the Tourism Strategic Plan includes a fulsome review with the client and steering committee on a draft document that has all required completed elements. This key series of review meetings provides input for the consultant to ensure that the delivered plan will be missing no elements required by the client.

This process is typically one that may last for a few weeks, as required edits and refining of context are part of the process between client and consultant. The consultant will be available to present/discuss contents of the draft plan with certain stakeholders or steering committee groups within Port Colborne.

### Refine Tourism Strategy

The final Strategic Plan will be guaranteed to be delivered on the date first enunciated by the client in the opening meeting shall no delays throughout the process be affected by the client. A common delay experienced in these processes involving municipal planning procedures, relates in many cases, to the availability of elected councilors to receive, review and comment on the Plan. The consultant recognizes that flexibility in scheduling is a requirement to meet the needs of municipal timelines which may be altered at any time.

The proposal includes the requirement for the consultant to attend an appropriate number of review meetings including presentations to ensure that all stakeholder groups are able to have input to the final draft prior to the completion of the study.

## 60-day Follow-up/Support

The fee included in this proposal includes a 60 day period of access to the consultant shall any document changes or additional presentations be required.

## Cruise Destination Business Case

The cruise industry is evolving with a shift to introduce new expedition style ships with a different focus, different from that of the classical ship. The difference lies in both the design and the target consumer of these new vessels. The port of Killarney ON, has been planned as a new destination by both Hapag Lloyd Cruiselines and Viking Expeditions, as a direct result of the efforts of Bruce and the team at Lakeshore Excursions, both anticipating and recognizing these changes.

The client requires a Business Case to identify both the potential and challenges of a cruise ship terminal and welcoming center. The Business Case process and format will be agreed upon with the client prior to its commencement. The timing of the Business Case is assumed to occur during the second half timeline of the overall Tourism Strategy assignment. The purpose of executing a five year horizon Business Case for the development of a Port Colborne Cruise Terminal reflects on the requirement for a systematic process which includes the following elements:

- Provide the client with relevant background information in the form of an Environmental Scan related to the Great Lakes passenger cruise industry including recreational craft vessels.
- Provide a comprehensive overview of the current cruise infrastructure throughout the affected jurisdictions in Canada and the USA.
- Define the current cruise itineraries and any potential future alterations of the product as passenger cruising evolves on the Great Lakes over a five year period.
- Assess the opportunity or challenges with respect to the sustainability of a Port Colborne cruise terminal, citing factors that are currently relevant based on the consultants' collective experience
- Offer examples and details of existing port destinations on the Great Lakes which may possess similar circumstances to that experienced by Port Colborne; indicating ports as examples of which have successfully/unsuccessfully pursued a cruise lock
- Define the business needs related to the Port Colborne destination
- Provide an economic assessment which outlines the type of direct and indirect costs of developing a cruise terminal
- Assess the inherent risks in pursuing the development of a cruise terminal and convey the level of uncertainty related to the proposal
- Provide the client with a mid-term update of the process and expected outcomes in a review session
- Provide a detailed analytical, fully vetted assessment including all required elements deemed to successfully develop and operate a cruise terminal in Port Colborne. Conversely, this process may arrive at an alternative conclusion that is predicated on a fully researched process and offers data

and details to support its position.

The following factors serve as a general example of considerations to be explored in the Cruise Destination Business Case:

- The current composition of the Great Lakes Cruise Fleet
- The configuration of the St. Lawrence Seaway locks and the Welland Canal
- Great Lakes (30) Ports which require significant itinerary manoeuvring to accommodate US border security entries
- The opportunity for Port Colborne due to its position on the Welland Canal offering a valid opportunity for cruise commerce
- The risk of the logjammed Welland Canal whereby cruise operators decide to eliminate the itinerary through the Canal and remain in the upper lakes.
- The length of season of the Great Lakes cruise business as global warming continues to create 'high water' issues which affect cruise management decisions which may impact Port Colborne's development plans.
- Cruise Lines: There are approximately 60 ships world wide that can access the St.Lawrence Seaway locks and cruise the lower and upper Great Lakes. This plan will identify which of these firms are worth pursuing and how this can be done.

The consultants from their experience Great cruise industry to insight in a case which address all variables outcomes establishing passenger facility at Colborne.



will borrow multi-year within the Lakes passenger offer business will potential and of a cruise Port

## Timing and Professional Fees

This section sets out the professional fees and parameters.

### Timing

KWL Advisory and Lakeshore Excursions proposes the following timeline to complete the project. Key milestone and deliverable dates will be discussed with client representatives at the initial meeting. Any changes required by the client will be discussed and a revised timetable issued. The range of dates reflects a timeframe that may only be altered by the client as required.

### Professional Fees

The consultant fee of \$54,975 including HST will be applied to this proposal.

No additional expenses will be added to this fee, unless the client requires an unforeseen item to be purchased by the consultants. In such an instance, there will exist a sign-off component by the client.

Payment of consulting fees may be established in the initial client meeting, and are typically separated in three payments that reflect the following: 30% / 30% / 40%. The first two payments will occur roughly around the 30-40% completion and the 70/80% completion, while the remaining 40% payment will be activated when the final document is received and approved by the client.

### Timeline and Work Plan

The consulting team is prepared to begin this work per the early April timelines indicated, and will commit to completing the entire exercise by mid-July per requirements in the RFP. The work allocation of consultants serves as only an approximation as it is difficult to precisely detail future hours of this type of project. Clearly, the work-up on the tourism component will require many more hours of consulting work than that of the Cruise business case which is predicated, to a significant extent on the many years of experience and insight gained by the two cruise executives.

The following chart delineates the assumed work allocation of the consultants on the following two categories of study. There is also an early indication of the types of activities which will require the presence at, a minimum, of one of the consultants in Port Colborne.

Project & Task	Week of	K Lambert	Bruce O'Hare/ Grant Eccles	Sub-Total
<b>Phase 1: Data/Knowledge Transfer</b>				
Initial meeting with project team	Apr 9	2	4	6
Product Mapping/Literature Review		25		25
Defining Visitor: Profiling Analysis		15	20	35
Stakeholder Engagement		35		
Proxy community best practice review		20		
Cruise Business Case / prelim data			20	
Develop mid-term directional brief		25	15	30
Client consultation: direction/changes required		4	4	8
Stakeholder brief on current data/direction		8	8	16
Develop Destination Plan: Technical Doc.		15	12	14
<b>Phase 2: Destination Plan Presentation</b>				
Present Draft Document: Council	Feb 10	5	5	10
Present Draft Document: Stakeholders	Feb 17	5	5	10
Revise Draft Doc. Per feedback	Feb 24	8	8	16
Present Final Destination Dev. Plan	Mar 9	5	5	10
Provide 90 day access to client (N/C)	Mar-May 31	TBD	TBD	
<b>Total Project Hours</b>		<b>172</b>	<b>106</b>	<b>278</b>
Hourly Rate		\$175	\$175	
Professional Fees		<b>\$30,100</b>	<b>\$18,550</b>	<b>48,650.00</b>
HST				\$6,325
Project Cost incl. HST				\$54,975
Represents consultants on-site				

## References

Contact Name & Title:	Client:
Ms. Jessica Linthorne ,	Municipality of Saugeen Shores. ON/ Summer'19
Email: Jessica.Linthorne@saugeenshores.ca	Manager: Strategic Initiatives
Phone # 519-832-2008 ext.	
Project Components & Services Provided	Saugeen Shores Tourism Strategy

Contact Name & Title:	City of Kawartha Lakes
Ms. Laurie McCarthy	
Email: lmcCarthy@kawarthalakes.ca	Economic Development Officer: Tourism/ Winter'20
Phone: 705-324-9411 ext. 1233	
Project Components & Services Provided	Kawartha Lakes Destination Development Plan

Client Name	Viking Cruises
Client Address	Schaferweg 20,4057 Basel, Switzerland
Contact Details Email:	Name: Joost Ouendag T: n/a E: joost.ouendag@vikingcruises.com
Project Components & Services Provided	Overview of 20 Great Lakes ports focusing onship operators, infrastructure availability/excursion product

## Resumes

KEN LAMBERT

PRINCIPAL

Providing specialized consulting and support services to the Canadian and International hospitality, leisure and tourism industries



### Areas of Specialization:

- Tourism development
- Strategic Planning Facilitation
- Lodging Feasibility Studies
- Travel and Tourism
- Recreation and Leisure

KWL | ADVISORY INC.

Direct: 647.449.1369

Email: ken.lambert@kwladvisory.ca

## BACKGROUND

Ken Lambert, having completed four years with the HLT Advisory Inc. consulting practice in 2017, continued his consulting career over the past three years under the brand, KWL Advisory. Ken has had an accomplished career at the executive level in the North American tourism and accommodation sectors as a strategic leader of brand, sales and destination management. Over a 15 year period from 1998 to 2013 Ken, as Vice President of Brand Marketing & Global Sales, managed Delta Hotels brand and revenue generation efforts throughout Canada.

Ken is a seasoned tourism professional who has served in both the senior role within the Americas for Hong Kong Tourism, and as CEO of Ottawa Tourism. In both cases, he was responsible for all marketing, sales and operational management elements within both Destination Marketing Organizations. He has served as the senior strategist targeting meetings & incentive travel both domestically in Ottawa and globally on behalf of Hong Kong.

Ken is experienced as a leader in all aspects of the brand and revenue disciplines including Marketing Communications, Revenue Management, e-Commerce, Sales, Media Relations, Consumer Research as well as Call Center management. His experience as a lodging executive included hand's on financial accountability in all of the roles mentioned above including P&L responsibilities in both Brand and DMO's including marketing, staffing, office /real estate leasing, and loyalty program liability management.

Ken's recent consulting assignments since 2013 include the authorship of numerous tourism strategic plans within Ontario; on behalf of municipalities and tourism marketing organizations such as Waterloo (WRTMC) and Southwest Ontario RTO1.

## PROFESSIONAL AND BUSINESS EXPERIENCE

### Tourism Destination Strategy & Development Planning

- Completed tourism development and Master Plan strategies within recent past for Ontario municipalities including: Mississauga, Barrie, Saugeen Shores and Kawartha Lakes.
- Within role as consultant with HLT Advisory, has provided analysis and strategy on behalf of Canadian tourism studies, released nationally within the industry.
- Facilitated the Ontario-wide RTO update process in 2016 of the Sorbara 'Discovering Ontario: Report on the Future of Tourism' document which initiated the RTO tourism structure in Ontario.
- Has shared authorship in recently released economic impact studies on Toronto's Billy Bishop Airport, assessing potential growth parameters and its impact on the community.
- Served as a board member of Tourism Industry Association of Canada (TIAC) for 8 years serving in a consultative role on behalf of issues affecting Canadian hotels, tourism markets and convention centers. During that period, he was instrumental in the development of a modernized Board Governance model
- Elected and stood as Board Chair for a two-year term in which he spoke publicly throughout the country on national and regional issues. He also oversaw key items such as Association finance involving P&L monitoring, investment decisions and staff compensation.
- Was involved over a two year period in the ground breaking Open Skies bilateral discussions, and participated in numerous lobbying efforts with the country's elected officials on behalf of issues key to the tourism industry.
- Participated as a board member of Ontario Tourism Marketing Partnership (OTMP) over a 7 year period including involvement in numerous committees charged with developing the current RTO regional tourism structure charged with enhancing the marketing efforts across the province.

### Convention and Meeting Facilities

- Responsible for destination marketing of National Capital Region including national and international outreach on behalf of the Ottawa Congress Centre.
- Developed strategic tourism plan on behalf of destination including tactical meetings and convention sales plan targeting national & US associations, as well as international associations affiliated with the National Capital Region.
- Represented Hong Kong Convention Centre, meeting planner negotiation, client relations and tactical marketing in North & South America.
- Strategic leader in targeting US Meetings, Incentive and Convention decision makers for the Asian market. Participated on global committees such as PATA focused on the international movements of the meetings market.
- As Vice-President Sales for Delta Hotels & Resorts' 45 properties within Canada; senior responsibility for all meetings and incentive travel sales efforts for both domestic and international markets.
- Directed front-line sales staff and held primary role in connecting with decision makers in USTOA (tour operators) and MPI and ASTA (travel agents) in USA.



## Lodging and Accommodation

- Marketing strategist over a 15-year period targeting Canada's business and leisure traveller; employing a combination of traditional media and on-line channels as well as direct response and social media applications
- Currently, as HLT consultant, providing support to lodging ownership groups with respect to top-line revenue enhancement; loyalty program analysis; sales development and structure; and on-line revenue generation and distribution strategies and execution.
- Held responsibility for the brand health, messaging and media spend as well as managing Delta's loyalty program with over 100,000 active members. He had approximately 10 marketing staff reporting to him who managed all brand standards on behalf of hotels; on-line tactics, web sites and communications as well Corporate public relations.
- Led Delta's national and regional sales structures with responsibility for approximately \$350 million in annual room revenue. His role included maintaining relationships through a number of direct reports with key national travel managers of blue chip corporations, whose travel programs represented 25% of Delta's overall room revenue.
- As Vice-President Sales & Marketing, personally conducted revenue - generating sessions with all Delta hotels, which assessed and altered staffing structure, hotel messaging, and sales direction and activity in the Canadian marketplace.
- Responsibility for the brand's revenue management strategy, including pricing, distribution, and On-line Travel Agent contractual agreements.

## **Bruce O'Hare, President Lakeshore Excursions**

- Bruce O'Hare, President Lakeshore Excursions founded Lakeshore Excursion in 2000 in the port of Little Current and remains the president of the firm. At the time that Lakeshore Excursions was incorporated the idea of cruising on the Great Lakes was very much in its infancy. Fast forward twenty years and Lakeshore Excursions today operates shore excursions in over 25 ports, from Boston Massachusetts to Thunder Bay, Ontario and everywhere in-between. It is fair to say that Lakeshore Excursions has worked with more passenger ships and cruise companies than any other destination management company on the Great Lakes, in both Canada and the United States. In the last few years, the firm has seen an equal split between revenue generated in US and Canadian ports.
- Bruce and his team at Lakeshore Excursion have grown the business from one ship and one port initially, to multiple ships in many ports and the firm has been at the leading edge in product development and itinerary planning; for new firms looking at the Great Lakes region. Bruce is an accomplished mariner, and that skill has served him well on the ship operation side of the business. With the exception of Lake Superior, Bruce has sailed all of the Great Lakes and enjoys racing sailboats competitively when the opportunity presents.
- Prior to launching Lakeshore Excursions, Bruce had a successful career in media broadcast sales at both the local and national level. At the ripe age of 32, Bruce choose to abandon the security of working for a national broadcaster and left the media business to, along with his wife Kelly, purchase the Anchor Inn Hotel in Little Current on Manitoulin Island. The Anchor Inn Hotel would eventually become a dominant player in the hospitality industry on Manitoulin Island. Marine Tourism played an important role in the growth and success of that company. The Port of Little Current on the North Channel of Lake Huron is one of the busiest and most desired destinations for recreational boating on the Great Lakes. Marketing skills learned in the media business played a role in the growth and success of the Anchor Inn Hotel. Kelly and Bruce sold the Anchor Inn Hotel in July 2017. The Port of Little Current is today one the most successful cruise destination ports on the Great Lakes.

- Bruce is not a consultant, but an experienced tour operator with in-depth knowledge of all aspects of the Great Lakes cruise industry, and a knack for recognizing new tourism products and opportunities. That said, Lakeshore Excursions in 2019, completed a 6-month consultancy contract with Viking Cruise Lines, providing ship operations, shore excursion product development in multiple Great Lakes ports for Viking. Bruce and some of the senior partners at Lakeshore Excursions have made multiple sales trips to European cruise companies, including Viking Cruise Lines, and have established a deep network of contacts with itinerary planners in the cruise industry.

### **Grant Eccles: Partner Lakeshore Excursions**

- In the tourism industry, Grant has worked with several prominent tour companies in various capacities both in Canada and the U.S. and operated his own specialty tour company in western Canada for a number of years. No stranger to the cruising world, Grant has been a partner in Lakeshore Excursions for over 15 years overseeing many of the St Lawrence and Great Lakes ports – most specifically including the Niagara Region.
- Familiar with the intricacies of the Welland Canal, Grant has coordinated and overseen the tour operations of cruise ship visits stopping in Port Colborne, Port Weller, and at Lock 3, Thorold.
- With a high degree of customer service and communications skills, Grant brings an extensive amount of industry experience.

Attachment A: no changes required by KWL Advisory

Attachment B :

**ATTACHMENT 'B'  
SUMMARY OF CONSULTING FEES  
AND DISBURSEMENTSSUMMARY OF CONSULTING FEES AND DISBURSEMENTS**

Excluding H.S.T.

Project: \_\_\_Port Colborne \_\_\_Tourism Strategic Plan & Cruise Destination Business Case  
\_\_\_\_\_

Consulting Firm: \_\_\_KWL Advisory Inc. \_\_\_\$48,650 project fee / no disbursements required  
\_\_\_\_\_

Professional Liability Insurance: \$ 2,000,000 Expiry Date: 2020/12/31

Comprehensive Liability Insurance: \$5,000,000 Commercial General Liability Expiry Date: 2020/9/27

Automobile Insurance: \$1,000,000 Expiry Date 2020/9/27

Consulting \$48,650

2. Disbursements \$ nil

3. Payroll Burden % nil

**Attachment C: Labour Cost Breakdown**

Staff	Project Activity	Cost/hr	Total Hours	Disbursements	\$ Total Phase
<b>K. Lambert</b>	<b>Project Development</b>	<b>@\$175</b>	<b>188</b>	<b>nil</b>	<b>32,900</b>
	Product mapping		15		2,625
	Research review		10		1,750
	Visitor Profile Analysis		15		2,625
	Best practice communities		15		2,625
	SWOT		10		1,750
	Destination brand study		20		3,500
	Wayfinding /identity		20		3,500
	Tourism infrastructure/investment		25		4,375
	Visitor demand metrics		10		1,750
	Strategic direction doc.		10		1,750
	Mid-term interim document		10		1,750
	Marketing Plan document		10		1,750
	Presentation/Meetings				
	Initial Client Mtg		2		350
	Client review/directional		5		875
	Present interim draft		3		525
	Present final draft		3		525
	Prepare/present final doc.		3		525
	Present final: Council		2		350
	Present update meetings		10		1,750
	Total Billable Hours	@\$175	188	nil	32,900
<b>B. O'Hare/ G.Eccles</b>	<b>Project Development</b>	<b>@\$175</b>	<b>90</b>		<b>\$15,750</b>
	Product research / Literature Review		7		1,225
	Destination Cruise business case work up		40		7,000
	Business Case directional		25		4,375
	Interim document		10		1,750
	Present Update meetings		8		1,400
	Total Billable Hours	@\$175	90	nil	\$15,750
<b>Total</b>	<b>Total Billable Hours</b>		<b>285</b>		<b>48,650</b>

Activity	Costs													Total	Total Phase
	Staff	Ken Lambert	Bruce O'Hare	Grant Eccles	Total Hours	Sub-Consultant	Equipment	Inspection	Other	Disbursement					
	Fee Hr.	\$175	\$175	\$175						Computer	Mileage	Report	Other \$		
Develop tourism plan and cruise business case		149	50	33	232	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$40,600	
Review and presentation		23	16	7	46									\$8,050	
															\$48,650

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Report Number: 2020-114

Date: August 24, 2020

**SUBJECT: Investment Policy**

**1) PURPOSE**

The purpose of this report is to introduce and request approval of an Investment Policy for the City of Port Colborne.

**2) HISTORY, BACKGROUND, COUNCIL POLICY, PRACTICES**

Investments have historically been managed by the Treasurer in accordance with Ontario Regulation 438/97 under the *Municipal Act*, 2001, as amended, as well as sections 26 and 27 of the *Trustees Act*.

These regulations set out minimum standards for which the proposed Investment Policy attached as Appendix A further enhances and defines.

**3) STAFF COMMENTS AND DISCUSSIONS**

When preparing the proposed policy, staff consulted with Local Area Municipalities (LAMs). The Investment Policies among the LAMs are very similar given the direction imposed by the *Municipal Act*. The Investment Policy proposed in Appendix A most closely resembles the City of Thorold's Investment Policy. Thorold's policy was utilized as the originating basis given its application for a similar size city, comprehensiveness, clarity, and readability.

The proposed policy outlines objectives to adhere to statutory requirements, preserve capital, maintain liquidity, and obtain a complete rate of return when making investment decisions. It defines an investment strategy based around diversification, eligible investments, authorized dealers, investment term targets, buy and hold and performance standards. It further outlines a standard of care that outlines prudence, delegation of authority and authorization, ethics and conflict of interest, and safekeeping and custody. Lastly, the policy outlines provisions for internal borrowing from reserves and Tri-annual reporting requirements.

An investment report for the period of January 1, 2020 to August 31, 2020 (forecasted) is attached as Appendix B.

**4) OPTIONS AND FINANCIAL CONSIDERATIONS:**

**a) Do Nothing**

This option is not recommended as the City would continue to not have an Investment Policy.

**b) Other Options**

Council could amend the proposed Investment Policy. Should amendments be proposed to the eligible investments, staff would request time to consider any amendments in order to ensure their compliance with the *Municipal Act*.

**5) COMPLIANCE WITH STRATEGIC PLAN INITIATIVES**

Implementing an Investment Policy will support the City of Port Colborne in ensuring a transparent and accountable financial framework.

**6) ATTACHMENTS**

Appendix A – Investment Policy  
Appendix B – Investment Report

**7) RECOMMENDATION**

That Corporate Services Department, Financial Services Division, Report No. 2020-114, Subject: Investment Policy, be received; and

That Council for The Corporation of the City of Port Colborne approve the Investment Policy attached as Appendix A.

**8) SIGNATURES**

Prepared on August 13, 2020 by:



Bryan Boles, MBA, CA, CPA  
Director of Corporate Services /  
Treasurer

Reviewed and respectfully submitted by:



C. Scott Luey  
Chief Administrative Officer





<b>Administrative Policy No:</b>	FIN - 01
<b>Policy:</b>	Investment Policy
<b>Effective:</b>	August 24, 2020 (NEW)
<b>Revised:</b>	
<b>Current Legislation:</b>	<i>Municipal Act, 2001</i> as amended, Ontario Regulation 438/97 and <i>Trustees Act</i> Section 26 and 27.
<b>Applicable to:</b>	Investment Transactions
<b>Policy Owner:</b>	Director of Corporate Services / Treasurer

## Policy Statement

The Corporation of the City of Port Colborne (the “City”) shall invest public funds in a manner that maximizes investment return and minimizes investment risk while meeting the daily cash requirements of the City and conforming to legislation governing the investment of public funds.

The purpose of this Investment Policy is to ensure integrity of the investment management process. The objective of this investment policy is to maximize investment income at minimal risk to capital. Accordingly, emphasis on investments is placed on security first, liquidity second and overall yields third.

This investment policy shall govern the investment activities of the City’s Operating and Capital cash flow, Reserves and Reserve Funds as well as Trust Funds. This policy applies to all investments made by the City on its own behalf and on behalf of its agencies, boards and commissions and any new funds created by the City.

### 1) Objectives

The primary objectives of this investment policy, in priority order, are as follows:

#### a) **Adherence to statutory requirements;**

All investment activities shall be governed by the *Municipal Act, 2001* as amended. Investments, unless further limited by Council, shall be those eligible under Ontario Regulation 438/97 or as authorized by subsequent provincial regulations. Trust fund investments shall be in accordance with *Trustees Act* Section 26 and 27.

#### b) **Preservation of capital**

Meeting this objective requires the adoption of a defensive policy to minimize the risk of incurring a capital loss and of preserving the value of the invested principal. As such, this risk shall be mitigated through the investment strategy which includes requirements to invest in properly rated financial instruments in accordance with applicable legislation, to limit the type of investments to a maximum percentage of the total portfolio and to be mindful of the amount invested within individual

institutions.

**c) Maintenance of liquidity**

The investment portfolio shall remain sufficiently liquid to meet daily operating cash flow requirements and limit temporary borrowing. The portfolio shall be structured to maintain a proportionate ratio of short, medium and long-term maturities to meet the funding requirements of the City. The term liquidity implies a high degree of marketability and a high level of price stability. Important liquidity considerations are a reliable forecast of the timing of the requirement of funds, a contingency to cover the possibility of unplanned requirement of funds and an expectation of reliable secondary marketability prior to maturity.

**d) Competitive rate of return**

Investment yields shall be sought within the boundaries set by the three foregoing objectives and then consideration shall be given to the following guidance;

- i) Higher yields are best obtained by taking advantage of the interest rate curve of the capital market, which normally yields higher rates of return for longer term investments;
- ii) Yields will also fluctuate by institution as per individual credit ratings (greater risk confirmed by a lower credit rating) and by the type of capital instrument. For example, an instrument of a small trust company would in many cases have a slightly higher yield than a major bank;
- iii) A lower credit rating generally makes an investment more difficult to sell on the secondary market and therefore less liquid; and
- iv) Capital instruments that are non-callable will have a lower yield than instruments which are callable, but the call feature does not necessarily compromise marketability.

**2) Standards of Care**

**a) Prudence**

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived

**b) Delegation of Authority and Authorization**

The Director of Corporate Services / Treasurer shall have overall responsibility for the prudent investment of the City's investment portfolio. The Director of Corporate Services / Treasurer shall have the authority to implement the investment program

and establish procedures consistent with this policy. Such procedures shall include the explicit delegation of the authority needed to complete investment transactions however the Director of Corporate Services / Treasurer shall remain responsible for ensuring that the investments are compliant with regulations and this policy. No person may engage in an investment transaction except as provided under the terms of this policy.

The Director of Corporate Services / Treasurer shall be authorized to enter into arrangements with banks, investment dealers and brokers, and other financial institutions for the purchase, sale, redemption, issuance, transfer and safekeeping of securities in a manner that conforms to the *Municipal Act, 2001* and the City's policy manual.

### **c) Ethics and Conflicts of Interest**

Staff involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment policy, or that could impair their ability to make impartial decisions. Staff shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Staff shall not undertake personal investment transactions with the same individual with whom business is conducted on behalf of the City.

### **d) Safekeeping and Custody**

All securities shall be held for safekeeping by a financial institution approved by the Municipality. Individual accounts shall be maintained for each portfolio. All securities shall be held in the name of the municipality.

All security transactions entered into shall be conducted on a delivery against payment basis. Securities may be held by a third party custodian designated by the Director of Corporate Services / Treasurer.

## **3) Investment Strategy**

### **a) Diversification**

To minimize credit risk and to maintain liquidity of the investment portfolio, investment diversification shall be guided by the following:

- i) Limiting investments to avoid over-concentration in securities from a specific issuer or sector (excluding Government of Canada securities);
- ii) Limiting investment in securities to those that have higher credit ratings;
- iii) Investing in securities with varying maturities; and
- iv) Investing in securities which have an active secondary market.

## **b) Eligible Investments**

The City may invest in certain securities as set out by O. Reg 438/97 to the *Municipal Act*, as amended from time to time. The *Trustees Act* governs investment of trust funds. In keeping with the primary objective of the City's investment policy, namely preservation of capital, permissible investments have been restricted to those of high credit quality and reasonable liquidity. The City will diversify the use of investment instruments and financial institutions to ensure security of funds. Eligible investments, diversification and ratings shall be in accordance with Schedule A.

All investments must be in Canadian funds, in accordance with O. Reg 438/97.

These portfolio percentage limitations apply at the time an investment is made. City and Trust Fund investments must be calculated independently of each other.

Publications of the relevant credit rating agencies shall be monitored on an ongoing basis. Should a rating change result in increased risk with respect to established limitations, the appropriate action to sell the investment within 30 days of the Director of Corporate Services / Treasurer becoming aware of it, must be taken to ensure the City's portfolio remains within the limitations and terms outlined in this policy.

The portfolio percentage targets shall apply at the time the investment is made. At specific times the portfolio percentages may deviate from the target for various reasons, for example the timing of maturities. The current guideline is to maintain a range of  $\pm 10\%$  from each term target. Prior to any changes to the portfolio based on term targets, the Director of Corporate Services / Treasurer may, at their discretion, retain the investment(s), that contravenes the portfolio targets provided that such action is not contrary to the *Municipal Act*, 2001.

## **c) Authorized Dealers**

The City may invest funds through the investment arm of a Schedule I banks.

The City may also invest funds directly through the administrators of the identified sectors in Schedule A subject to the specified limits for those sectors.

## **d) Investment Term Targets**

For the purpose of this policy, a short-term investment is defined as maturing in less than one year, medium-term as maturing between one and five years and long-term as maturing in greater than five years.

In general, the term of an investment will be based on a term strategy, comprising of short and mid-term duration. Longer terms may be considered for funds where the expected use has longer horizons and maximizing investment income is a primary consideration.

The term of the investment will be determined by analyzing the anticipated cash flow requirements of general operating funds, reserves and reserve funds, and trust funds.

**e) Buy and Hold**

To achieve the primary objectives of this investment policy, internally managed funds shall, for the most part, follow the buy and hold strategy. As noted above, higher yields are best obtained by taking advantage of the interest rate curve of the capital market, which normally yields higher rates of return for longer term investments. By purchasing securities at varying maturity dates and holding the investments to term the interest rate risk is minimized, liquidity is maintained and capital is preserved. To be successful with the buy and hold strategy, matching cash requirements to investment terms is a key element and requires a solid cash flow forecast.

**f) Performance Standards**

The investment portfolio shall be managed in accordance with parameters specified within this policy. The portfolio should obtain a market average rate of return throughout budgetary and economic cycles proportionate with investment risk constraints and the cash flow needs of the City.

The performances of investments shall be measured using the baseline yield for investments is the interest rate earned by the City on cash held in its bank account.

**4) Internal Borrowing**

In developing the cash requirements for the year, sufficient cash shall be available to fund operating and capital expenditures.

If funds are required to support operating or capital expenditures during the year, the best option is to borrow from the Reserve and Reserve Funds rather than obtaining external financing. In order for this to occur, the Reserve and Reserve Funds must have sufficient cash available (i.e. not locked into long-term investments and/or funds not required for the duration of payback term) to support the internal financing through this period. A fair rate of interest shall be applied based on the interest rate which would be paid on the equivalent rate available for external debt servicing.

**5) Reporting**

a) The Director of Corporate Services / Treasurer shall provide a Tri-annual investment report to Council which includes, at a minimum, the requirements set forth in O. Reg. 438/97. Under the current regulations the investment report shall contain the following:

i) A statement on the performance of the municipality's investment portfolio during the reporting period;

ii) An estimate of the relationship between all of the City's investments in its own

long-term and short-term securities and all of its investments, as well as description of any chances, if any, in that estimate since the previous report was prepared;

- iii) a statement from the Director of Corporate Services / Treasurer as to whether or not all investments are consistent with the City's investment policies and objectives;
  - iv) an indication of the date of each transaction relating to the securities issued by the municipality and each provision of such securities, as well as the purchase price and sale price of each of them;
  - v) any other information required by Council or that should be included in the Director of Corporate Services / Treasurer's opinion.
- b) If an investment is made by the municipality that is not consistent with the investment policies and goals adopted by the municipality, the Director of Corporate Services / Treasurer shall report the inconsistency and corrective action in the Tri-annual investment report to Council.

## 6) Definitions

**Credit Rating Agencies:** recognized rating houses, i.e. Dominion Bond Rating Services; Moody's Investor Services; Standard and Poor's Corporation of Canadian Bond Rating Service

**Credit Risk:** is the risk to an investor that an issuer will default in the payment of interest and/or principal on a security.

**Diversification:** a process of investing assets among a range of security types by sector, maturity, and quality rating.

**Interest Rate Risk:** the risk associated with declines or rises in interest rates that cause an investment in a fixed income security to increase or decrease in value.

**Liquidity:** a measure of an asset's convertibility to cash.

**Market Value:** current market price of a security.

**Maturity:** the date on which payment of a financial obligation is due. The final stated maturity is the date on which the issuer must retire a bond and pay the face value to the bondholder.

**One Investment Program:** a professionally managed group of investment funds composed of pooled investments that meet the eligibility criteria defined by O.Reg 438/97. The program consists of Money Market Funds, Bond Funds and Equity Funds. The ONE Fund is operated by LAS (Local Authority Services Ltd., a subsidiary of the Association of Municipalities of Ontario) and the CHUMS Financing Corporation (a subsidiary of the Municipal Finance Officers' Association of Ontario).

**Ratings:** defines how a credit agency rates the ability of an insurer to make timely and full payment of its obligations to policyholder claims and benefits, as well as financial contract guarantees and benefit obligations

**Schedule I Banks:** domestic banks that are authorized under the *Bank Act* to accept deposits, which may be eligible for deposit insurance provided by the Canadian Deposit Insurance Corporation.

**Schedule II Banks:** are foreign bank subsidiaries authorized under the *Bank Act* to accept deposits, which may be eligible for deposit insurance provided by the Canada Deposit and Insurance Corporation. Foreign bank subsidiaries are controlled by eligible foreign institutions.

Schedule A – Eligible Investments, Diversification and Ratings

Sector	Minimum DBRS (1) Credit Rating		Maximum Portfolio Share	Institutional Limit
	Short-term	Long-term		
<b>Federal</b>	n/a	n/a	100%	100%
<b>Provincial</b>	R-1 mid	AA (low)	100%	25%
		AA (low)	20%	20%
<b>Municipal &amp; Boards</b>		AA (low)	50%	15%
	School board or similar	AA (low)	5%	5%
<b>Banks</b>	Schedule I Banks	AA (low)	100%	50%
	Schedule II Banks	AA (low)	50%	15%
<b>Other Financial</b>	Loan or Trust Companies	AA (low)	50%	15%
	Credit Union to which the <i>Credit Union and Caisses Populaires Act, 1994</i> applies <sup>(2)</sup>	n/a	Insured Limit	Insured Limit
<b>Joint Municipal Investment Pools – One Investment</b>			50%	
<b>Program Money Market/High Interest Savings</b>				
<b>Joint Municipal Investment Pools-One Investment</b>			25%	
<b>Program Bonds</b>				
<b>Joint Municipal Investment Pools – One Investment</b>			5%	
<b>Program Equity</b>				
<b>Total Joint Investment One Funds</b>			50%	



(1) - Recognized Credit Rating Houses- Category Ratings shows as used by Dominion Bond Rating Services (DBRS). Equivalent ratings acceptable through Moody's Investor Services, Standard and Poor's Corporation or Fitch Ratings. Ratings' Description are below.

(2) - Must also meet all criteria under O. Reg 438/97

**Rating's Description**

Commercial Paper and Short-Term Debt		Bond and Long-Term Debt	
Symbol	Credit Quality	Symbol	Credit Quality
R-1 (high)	Highest	AAA	Highest
R-1 (middle)	Superior	AAA	Superior
R-1 (low)	Satisfactory	A	Satisfactory
R-2 (high)	Adequate	BBB	Adequate
R-2 (middle)	Adequate	BB	Speculative
R-2 (low)	Adequate	B	Highly Speculative
R-3 (high)	Speculative	CCC	Very Highly Speculative
R-3 (middle)	Speculative	CC	Very Highly Speculative
R-3 (low)	Speculative	C	Very Highly Speculative
D	In Arrears	D	In Arrears
NR	Not Rated		

## Investment Report

Investment income for the first two trimesters of the year (January 1, 2020 – August 31, 2020) was \$ 157,785.

At the time of writing this report the proposed policy FIN – 01 stipulates no more than 50% of the City's investments should be concentrated in any one Schedule I Bank. Presently all the City's investments are in one Schedule I Bank. Financial Services advises Council that it will take up to a year to migrate to the proposed diversification standards established in the Investment Policy.

### Investment Performance

The City is currently experiencing a favourable budget to actual variance despite declining interest rates. The historical budget practice did not budget interest earned on and to be transferred to reserves. Looking forward to the 2021 budget, Financial Services will include forecasted reserve implications. At the September 28, 2020 Council meeting, Financial Services will be presenting a proposed Reserve and Reserve Fund Policy which will propose which reserves would be subject to interest accumulation.

	Trimester 1	Trimester 2 (Forecasted)	Sub-Total	Trimester 3	Total
<b>Actual</b>	\$95,102	\$86,013	\$181,115	Next Report	Next Report
<b>Budget</b>	\$11,670	\$11,660	\$23,330	\$11,670	\$35,000
<b>Variance</b>	\$83,432	\$74,353	\$157,785	Next Report	Next Report

Trimester 1	Trimester 2	Trimester 3
2.1% - Annualized	1.5% - Annualized	Next Report

As a point of reference, the interest rate earned on the bank account has declined from 1.95%-2.10% on January 1, 2020 to 0.45%-0.60% at the time of writing this report. This decline is directly related to the Bank of Canada reduction in the overnight rate from 1.75% to 0.25% over the same time period in response to COVID-19 economic implications. In the event interest rates remain low as the current investments come due, Council can expect the City's annualized return to decrease.

### Investment Term Holdings

Funds	Book Value	Weight
Investments < 1 Year	\$ 7,258,390	33%
Cash	\$14,598,936	67%
<b>Total Portfolio</b>	<b>\$21,857,326</b>	<b>100%</b>

Financial Services highlights that the investment to cash ratio is temporarily skewed to cash as a result of cashflow timing around property taxes and the recent collection of the construction loan for the Nickel Storm Sewer project.

## Investments

Institution	Type of Investment <sup>^</sup>	Purchased Amount	Interest Rate	Maturity Date	Percentage of Holdings
Scotiabank	Bank - GIC	\$ 775,000	2.500%	Dec 03, 2020	11%
Scotiabank	Bank - GIC	\$ 108,903	2.200%	June 17, 2021	2%
Scotiabank	Bank - GIC	\$1,184,965	2.050%	June 23, 2021	16%
Scotiabank	Bank - GIC	\$5,189,522	2.050%	June 23, 2021	71%
Total excluding cash		\$7,258,390			100%
CIBC	Chequing Account*	\$14,598,936	0.450%/0.600%	N/A	
Total including Cash		\$21,857,326			

<sup>^</sup>The City does not own any of its own long-term or short-term debentures.

\* The chequing account represents the cash balance held by the financial institution at the end of the trimester (August 14, 2020 for the purpose of this report). The balance includes the USD account converted at a spot rate of 1.29.

## Transactions

Transaction Date	Type	Type of Investment	Purchase Balance	Maturity Balance	Interest Rate	Purchase Date
June 5, 2020	Maturity	Bank - GIC	\$1,267,630	\$1,291,783	1.900%	June 5, 2019
June 19, 2020	Maturity	Bank - GIC	\$1,599,134	\$1,666,012	2.760%	Dec 19, 2018
July 23, 2020	Maturity	Bank - GIC	\$ 862,850	\$ 904,009	3.150%	Jan 23, 2019

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**Corporate Services Department  
Financial Services Division**

**Report Number: 2020-116**

**Date: August 24, 2020**

**SUBJECT: Capital and Related Projects Update**

**1) PURPOSE**

The purpose of this report is to provide Council with an update on the City's capital and related project program and to seek approval to adjust certain project budgets as identified.

**2) HISTORY, BACKGROUND, COUNCIL POLICY, PRACTICES**

The Financial Services Division has developed Appendix A, with the support of all City departments, to highlight progress on capital and related projects. Financial Services asks Council to view this initial layout as a work in progress.

In preparing this report, certain assumptions and estimates were necessary. They are based on information available to staff at the time of preparing the forecast. Users of this report are cautioned that actual results will vary as more information becomes available.

The report has been divided into the following sections:

	Number of Projects	%	Proposed Adjusted Budget	%
Completed or cancelled projects	29	21%	\$ 920,623	6%
Projects in Progress to be Completed in 2020	38	28%	\$ 2,869,517	19%
Projects Associated with Grant Applications AWARDED	2	2%	\$ 687,920	4%
Projects Associated with Grant Applications NOT YET AWARDED	32	23%	\$ 6,630,246	44%
Projects to be completed Post 2020	29	21%	\$ 4,030,253	27%
Deferred Capital Projects (Approved by Council)	7	5%	\$ -	- %
	<b>137</b>	<b>100%</b>	<b>\$15,138,559</b>	<b>100%</b>

Financial Services highlights that a review is on-going to establish guidelines to identify inclusion criteria for the operating vs. capital and related projects' budgets. For example, small dollar items related to ongoing equipment replacement may be better included in the operating budget while all road work may be better included in the capital and

related project budget given the material nature of those figures.

Going forward, Financial Services will be working with departments to include a “spend to date” column. This being the first report of this kind, staff have found certain limitations with the accounting system where projects are being aggregated. While the expenditures recorded and paid are correct, the allocation between projects proves time consuming. Financial Services will be setting up the capital projects differently in the general ledger starting in 2021 to avoid this complication. Departments have had a chance to review and remain committed to meeting the adjusted budgets identified.

A technical point to Appendix A is in the completed or cancelled project section; the comments say “substantially completed”. This is because as projects are completed, there is often a timing difference between certain certifications and final invoices being received.

### **3) STAFF COMMENTS AND DISCUSSIONS**

The table above highlights that 79% of the capital and related projects have either been completed, will be completed, were deferred or related to a grant that has not been awarded yet and could not be started.

Perhaps the most significant project at 51% of the “to be completed post 2020” section of Appendix A, is the Downtown CIP - Phase 1. As identified in Appendix A, this is a multi-year project that is moving towards tender ready for design with conceptual drawings which can facilitate a grant application, if required. The City’s plan is to issue the tender after asset condition assessments have been substantially completed on City assets. This work will be proposed in September 2020 with the 2021 capital budget. If approved in the 2021 capital budget, the asset condition assessments would begin immediately.

Appendix A highlights through the “Project +/-” column that certain adjustments to capital projects is recommended as a result of new grants received, new project costs identified and/or projects being completed under budget and/or reduced in-year as a potential mitigation to COVID-19 costs. In aggregate, this report asks Council for approval to increase the capital and related capital budget by \$393,478 as a result of \$796,467 received in new grants net of \$209,898 in levy savings and \$205,591 in reserve fund savings. Comments related to each project associated with any financial changes are included in Appendix A.

Important to highlight is the sum of the resulting changes and classifications in Appendix A which has identified that a total of \$1,997,174 in funding is available as the City’s matching for the ICIP grant that staff recently sought Council’s approval to pursue. There is the potential for these funds to be further enhanced by the Vale Community Investment Fund which could see the amount available for City match increasing to approximately \$3,000,000.

The \$1,997,174 is the sum of the levy (\$209,898) and reserve (\$205,591) fund project savings plus the levy (\$55,420) and reserve (\$1,526,265) funding associated with “Projects Associated with Grant Applications NOT YET AWARDED”.

4) **OPTIONS AND FINANCIAL CONSIDERATIONS:**

a) **Do Nothing**

A “do nothing” scenario would prevent certain projects impacted by changes in the budget from moving forward, closing out or providing funding to leverage potential ICIP funding.

b) **Other Options**

Council could recommend portions or introduce new adjustments to the Capital and Related Projects Budget.

5) **COMPLIANCE WITH STRATEGIC PLAN INITIATIVES**

This Capital and Related Projects report has been developed to support a sustainable City of Port Colborne.

6) **ATTACHMENTS**

Appendix A – Capital and Related Projects Summary

7) **RECOMMENDATION**

That Council of The Corporation of the City of Port Colborne approve the adjustments identified in Appendix A to the Capital and Related Projects Budget.

8) **SIGNATURES**

Prepared on August 14, 2020 by:



Bryan Boles, MBA, CPA, CA  
Director of Corporate Services / Treasurer

Reviewed and respectfully submitted by:



C. Scott Luey  
Chief Administrative Officer

Account #	Project Sponsor (Representative of User Base) - Department	Project Sponsor (Representative of User Base) - Division	Responsible by (Dept)	Account Name	Project Name/Description	Original Budget	Council Approved Adjustments	Project + / -	Adjusted Budget	Approved Budget Year (s)	Original Source of Funding					When can project be closed out (Year)	Comments
											Operating	Reserves	Debt	Gas Tax	Restricted Grants		
<b>Completed or Cancelled Project</b>																	
3-540-33173	Community Services	Parks	Parks	Downtown BIA Comm Improve Plan	Downtown - Trash Receptacles - purchased 40 garbage containers in downtown core@\$1,206 each plus HST	50,000	-	-	50,000	2020	50,000	-	-	-	-	2020	Substantially complete
3-600-33564	Community Services	Parks	Engineering	P & R Park Expenditures	Sunset Park-New Asphalt Walkway & Swingset - Project #16 Comm Services	33,985	-	(8,675)	25,310	2020	-	33,985	-	-	-	2020	Substantially complete
3-600-33564	Community Services	Parks	Fleet	P & R Park Expenditures	Purchase of an Arm Mower - Trail maintenance to replace contractors	30,000	-	-	30,000	2020	-	30,000	-	-	-	2020	Substantially complete
3-600-33573	Community Services	Parks	Parks	Nickel Beach Improvements	Park Furniture - Accessible Beach Mat	1,000	-	-	1,000	2019	-	1,000	-	-	-	2020	Substantially complete
3-640-33591	Community Services	Recreation	Recreation	Vale Centre Upgrades	VHWC-Floor Scrubber Replacement - Project #21 Comm Services	10,000	-	(120)	9,880	2020	-	10,000	-	-	-	2020	Substantially complete
3-670-33568	Community Services	Marina	Marina	Marina Capital Expenditure	Hydro Pedestal Replacements-10 per year - Project #33 Comm Services	15,000	-	-	15,000	2020	15,000	-	-	-	-	2020	Substantially complete
3-670-33568	Community Services	Marina	Marina	Marina Capital Expenditure	Dock Float Replacements-16 floats per year - Annual amount	11,000	-	-	11,000	2020	5,500	5,500	-	-	-	2020	Substantially complete
3-670-33568	Community Services	Marina	Marina	Marina Capital Expenditure	Marine Moblie Lift-Automatic Greasing System - Project #34 Comm Services	10,000	-	70	10,070	2020	-	10,000	-	-	-	2020	Substantially complete
3-670-33162	Community Services	Marina	IT	Sugarloaf Marina	Mitel Phone system addition	1,900	-	-	1,900	2019	-	1,900	-	-	-	2020	Substantially complete
0-400-72120	Fire	Fire	Fire	Fire General Admin	Risk Assessment - Year 1 of 5 Program for Compliance with Ontario Regulation	15,000	-	(15,000)	-	2020	15,000	-	-	-	-	2020	Completed in-house
3-400-34550	Fire	Fire	Fire	Fire Equipment Purchases	Radio System Back-up	15,000	-	(15,000)	-	2020	15,000	-	-	-	-	2020	Partnering with St. Catharines
3-310-33118	Community Services	Recreation	Facilities	City Hall	VHWC - Lighting upgrades	50,000	-	1,000	51,000	2019	-	-	-	50,000	-	2020	Rebate anticipated of \$6,000 to \$12,000 which will be reserved for future energy saving initiatives
3-310-33121	Planning and Development	By-law	Facilities	Animal Shelter	Project F2020-08 Air Exchanger/replace hot water heater & ventilation	6,500	-	-	6,500	2020	-	6,500	-	-	-	2020	Substantially complete
3-600-33565	Community Services	Parks	Facilities	P & R Facility Projects	Centennial Park - Project F2020-06 (Pavilion LED lighting and electrical upgrades)	6,500	-	-	6,500	2020	-	6,500	-	-	-	2020	Substantially complete
3-600-33584	Community Services	Recreation	Facilities	Sherkston Community Centre	Sherkston community Centre - Project F2020-11 install exterior lights/accessibility issues	2,500	-	-	2,500	2020	2,500	-	-	-	-	2020	Substantially complete
3-640-33591	Community Services	Recreation	Facilities	Vale Centre Upgrades	VHWC - Washroom and Dressing room tiles, Replacement of all rooms with tiles missing or loose	37,500	-	1,200	38,700	2019-2020	37,500	-	-	-	-	2020	Substantially complete
3-640-33591	Community Services	Recreation	Facilities	Vale Centre Upgrades	VHWC - fall arrest cable system, fall arrest protection on the roof-updated cost	46,000	-	(43,000)	3,000	2019	-	46,000	-	-	-	2020	Introduced SOP model as alternative to project
3-670-33162	Community Services	Marina	Facilities	Sugarloaf Marina Centre	Marina Building - Project F2020-07 Facility repairs/Security and Maintenance Issues	17,600	-	-	17,600	2020	-	17,600	-	-	-	2020	Substantially complete
3-670-33607	Community Services	Marina	Facilities	SHM Leasehold Improvements	Marina Restaurant - Project F2020-04 (Flooring replacement)	42,000	-	-	42,000	2020	42,000	-	-	-	-	2020	Substantially complete
0-540-74610	Public Works	Engineering	Engineering	Engineering General Admin	Facility Maintenance Study	75,500	-	(75,500)	-	2020	-	75,500	-	-	-	2020	To be closed and consolidated into 2021 capital budget request to assess the condition of all City assets
0-540-74612	Public Works	Engineering	Engineering	Facility Energy Audit	Renewable Passive Energy Generation - consultant required to investigate feasibility of installing at Operations Centre	15,000	-	(15,000)	-	2020	-	15,000	-	-	-	2020	To be closed and reconsidered in a future year following the condition assessment work to be proposed in the 2021 captial budget.
3-500-33129	Public Works	Engineering	Financial Services	Roadway Construction	Roads Debenture	34,567	-	-	34,567	2020	34,567	-	-	-	-	2020	Payment complete



3-800-34012	Museum	Museum	Financial Services	Log Cabin	Unfunded museum log cabin	11,000	-	596	11,596	2020	11,000	-	-	-	-	2020	Funding a previously approved project that was overbudget in prior year
3-600-33562	Community Services	Recreation	Recreation	Canada Summer Games	Canada Summer Games 2021 - 3rd year of 4 yr commitment to Sport Tourism Capital Reserve - \$30,000	7,500	-	-	7,500	2018-2021	7,500	-	-	-	-	2020	Transfer to reserves complete
3-600-33562	Community Services	Recreation	Recreation	Canada Summer Games	Games Event - Project #28 Comm Services (Cultural Event yr 1 of 2 funding)	5,000	-	-	5,000	2020-2021	5,000	-	-	-	-	2020	Transfer to reserves complete
3-645-33133	Community Services	Administration	Finance	Roselawn Centre	Annual Allocation Vehicles and Equipment - Annual allocation (Annual Replacements / Building-replace 2008 Nissan Sentra / Eng Project-02 1/2 ton truck due to restructuring)	80,000	-	-	80,000	2020	80,000	-	-	-	-	2020	Transfer to reserves complete
3-500-33150	Public Works	Fleet	Fleet	Equipment Replacement	Building-replace 2008 Nissan Sentra / Eng Project-02 1/2 ton truck due to restructuring)	400,000	-	-	400,000	2020	400,000	-	-	-	-	2020	Transfer to reserves complete
3-700-33700	Library	Library	Library	Library Building Renov	Annual allocation - per library capital budget	45,000	-	-	45,000	2020	45,000	-	-	-	-	2020	Transfer to reserves complete
0-900-82110	Planning and Development	Planning	Planning	Planning And Development	Official Plan Review - Annual cost for 5 yrs	15,000	-	-	15,000	2019-2023	15,000	-	-	-	-	2020	Transfer to reserves complete
						1,090,052	-	(169,429)	920,623		780,567	259,485	-	50,000	-		

**Projects in Progress to be Completed in 2020**

3-600-33574	Community Services	Parks	Engineering	Parkway Trails	Friendship Trail(East West)-Replace Asphalt - Project #13 Comm Services	32,938	-	-	32,938	2020	32,938	-	-	-	-	2020	In progress
3-640-33591	Community Services	Recreation	Facilities	Vale Centre Upgrades	VHWC - Main entrance pylon sign - rebuild the sign including design	9,000	-	61,000	70,000	2020	-	9,000	-	-	-	2020	In progress. Additional funding recommended from project related to Sealing Floors plus other closed out projects.
3-640-33591	Community Services	Recreation	Facilities	Vale Centre Upgrades	VHWC - Sealing Floors in Rink 1 and Rink 2, coat with concrete sealer-both are stained	33,000	86,000	(45,000)	74,000	2020	-	33,000	-	-	-	2020	Project moved forward from a multi-year approach to all at once while building empty due to social distancing - see Report 2020-81. Currently estimating to be underbudget and for remainder to fund VHWC sign
3-600-33564	Community Services	Parks	Parks	P & R Park Expenditures	Picnic Tables-Replace in various parks and repairs - Project #18 Comm Services	29,037	-	-	29,037	2020	29,037	-	-	-	-	2020	In progress
3-670-33568	Community Services	Marina	Fleet	Marina Capital Expenditure	Truck replacement-lease for 36 months - Project #35 Comm Services (annual lease payments)	11,352	-	-	11,352	2020	-	11,352	-	-	-	2020	In progress
3-600-33565	Community Services	Parks	Parks	P & R Facility Projects	Ice Box @ HH Knoll Park (Previously "Dawg's Burgers and Fries") - Steel roof and gutter replacement - REPURPOSED	30,000	-	26,000	4,000	2016-2017	-	30,000	-	-	-	2020	Funds reallocated - see Report 2020-68. \$4,000 to remove current facility and the adjacent concrete slab with remaining funds earmarked for future site development (to be presented to Council later in 2020 for consideration)
3-500-33134	Public Works	Engineering	Engineering	Valley Camp/Public Works Bldg	Building Demolitions-11 King St Facility - Project ENG 2020-10 (Demolish sand dome and pump house)	35,000	-	-	35,000	2020	-	35,000	-	-	-	2020	Funding received through TIAO / Niagara South provided completed in 2020
3-150-35110	Economic Development	Economic Develo	Engineering	Engineering	Cruise Ship Berthing Facility (Council Reported) - Project ENG 2020-09 (Design concepts with 3D renderings of final concept)	10,000	-	-	10,000	2020	-	10,000	-	-	-	2020	Funding received through TIAO / Niagara South provided completed in 2020
3-500-33150	Public Works	Operations	Operations	Equipment Replacement	Roadwatch Monitoring System in Winter Control Vehicles - Project OPS-19 (Equip 9 vehicles to monitor road conditions)	6,300	-	-	6,300	2020	6,300	-	-	-	-	2021	In progress
3-400-34550	Fire	Fire	Fire	Fire Equipment Purchases	Annual Fire Equipment	15,000	-	-	15,000	2020	15,000	-	-	-	-	2020	In progress
3-400-34550	Fire	Fire	Fire	Fire Equipment Purchases	Auto Extraction/Air Bags Lifting Device	15,000	-	(5,000)	10,000	2020	1,875	13,125	-	-	-	2020	In progress
3-400-34553	Fire	Fire	Fire	Fire Hall	Painting/carpets/computers/office furniture	5,000	-	-	5,000	2020	5,000	-	-	-	-	2020	In progress
3-400-34556	Fire	Fire	Fire	Bunker Gear/Air Bottles	bunker gear replacement/helmets	20,000	-	(10,000)	10,000	2020	15,150	4,850	-	-	-	2020	In progress
3-400-34558	Fire	Fire	Fire	Smoke and CO2 Alarm Program	Fire Safety Initiative - Smoke and Carbon Monoxide Alarm Program	15,000	-	(10,000)	5,000	2020	15,000	-	-	-	-	2020	In progress

3-400-34557	Fire	Fire	Fire	Fire Prev Equip/Educ/Training	SCBA	450,000	-	(8,500)	441,500	2019-2020	-	450,000	-	-	-	2020	In progress
3-640-33591	Community Services	Recreation	Facilities	Vale Centre Upgrades	VHWC - Fitness & Gymnasium areas water drips, fabricate/install an interior gutter cover to capture drips along central roof	10,000	-	-	10,000	2019	-	10,000	-	-	-	TBD	In progress
3-500-33131	Community Services	Parks	Facilities	Other Facilities Maintenance	Lighthouse on Main St - Project FAC 2020-05 (Restoration of outside of building)	13,500	-	-	13,500	2020	13,500	-	-	-	-	2020	In progress
3-600-33123	Community Services	Recreation	Facilities	Bethel Community Centre	Heritage engineer inspection and roof replacement	51,000	-	24,000	75,000	2016	-	51,000	-	-	-	2020	In progress. Grant application has been submitted for \$25,000 as a potential cost offset
3-600-33588	Community Services	Recreation	Facilities	Soccer Complex	Soccer Building - Project F2020-03 (pump for sanitary sewer system)	5,000	-	-	5,000	2020	-	5,000	-	-	-	2020	In progress
3-800-34009	Museum	Museum	Facilities	Heritage Research Archives	Museum Archive Building HVAC	18,500	-	-	18,500	2019	-	18,500	-	-	-	2020	In progress
3-500-33125	Public Works	Engineering	Engineering	Railway Crossing Improvements	At Grade Rail Crossing Improvements (Council Request) - Project ENG 2020-11 (Works required based on RFP for inspections done)	100,000	-	25,000	125,000	2020	61,761	38,239	-	-	-	2020	In progress
3-500-33129	Public Works	Engineering	Engineering	Roadway Construction	Road Resurfacing Program	1,145,194	-	(220,194)	925,000	2020	480,194	-	-	665,000	-	2020	In progress.
3-500-33141	Public Works	Engineering	Engineering	Traffic Signals	Flashing Speed Zone Amber Beacons - Project OPS-03 (Install a 40km/hr beacons at Saint Therese School-Killaly St E)	25,000	-	-	25,000	2020	25,000	-	-	-	-	2020	In progress
3-500-33155	Public Works	Engineering	Engineering	Sidewalk Replacement	Sidewalk Replacement - Annual Allocation	125,000	-	-	125,000	2020	125,000	-	-	-	-	2020	In progress
3-595-33437	Public Works	Engineering	Engineering	Bulk Water Station	Elm St Bulk Water Station	269,690	-	-	269,690	2018	-	269,690	-	-	-	2020	In progress
3-500-33593	Public Works	Facilities	Facilities	Operations Centre Construction	Operations Centre - Project F2020-02 (Various items)	199,000	-	-	199,000	2020	199,000	-	-	-	-	2020	In progress
3-600-33123	Community Services	Recreation	Facilities	Bethel Community Centre	Project F2020-09 install outside security lights/accessibility items/flooring	7,000	-	(3,500)	3,500	2020	3,000	4,000	-	-	-	2020	In progress. Split project - Move accessibility portion to be completed in 2021 (see projects deferred below)
3-800-34009	Museum	Museum	Museum	Heritage Research Archives	Large Format Scanner - Archives	5,000	-	-	5,000	2019	-	5,000	-	-	-	2020	In progress
0-915-72410	Planning & Development	Building	Information Technology	Building Division	New Inspection Software and Hardware	46,500	-	-	46,500	2018	-	46,500	-	-	-	2020	In progress
0-900-82110	Planning & Development	Planning & Development	Planning & Development	Planning And Development	Affordable Housing Strategy	75,000	-	-	75,000	2020	52,700	22,300	-	-	-	2020	In progress
3-800-34006	Museum	Museum	Museum	Museum Building	Cedar shingles - 2nd year of project to treat and repair of 6 roofs	10,000	-	-	10,000	2020	10,000	-	-	-	-	2020	In progress. To include Carriage House, School House, and Blacksmith Shop
3-800-34008	Museum	Museum	Museum	Historical & Marine Museum	Building Equip/Repairs - Lifeboat preservation and upgrade garage of Arabella's	10,000	-	-	10,000	2020	10,000	-	-	-	-	2020	In progress
3-800-34009	Museum	Museum	Museum	Heritage Research Archives	Accessibility - repair sidewalk to Heritage Resource Centre	10,000	-	-	10,000	2020	10,000	-	-	-	-	2020	In progress
3-800-34009	Museum	Museum	Museum	Heritage Research Archives	Shelving/Art Rack Heritage Resource Building	25,000	-	-	25,000	2019	-	25,000	-	-	-	2020	In progress
3-540-33144	Corporate Services	Information Technology	Information Technology	Computer Upgrades	Annual allocation for computers	104,950	-	-	104,950	2020	104,950	-	-	-	-	2020	In progress
3-310-33118	Corporate Services	Information Technology	Information Technology	City Hall	New Server Rack	3,000	-	-	3,000	2018	-	3,000	-	-	-	2020	In progress
3-540-33144	Corporate Services	Information Technology	Information Technology	Computer Upgrades	Genetec Security System Upgrade - All security cameras and door controllers/ provide access to NRPS	3,000	-	-	3,000	2020	-	3,000	-	-	-	2020	In progress
3-540-33144	Corporate Services	Information Technology	Information Technology	Computer Upgrades	IT Security Assessment	23,750	-	-	23,750	2020	-	23,750	-	-	-	2020	In progress
						3,001,711	60,000	(192,194)	2,869,517		#####	#####	-	665,000	-		

**Projects Associated with Grant Applications AWARDED**

3-600-33573	Community Services	Parks	Engineering	Nickel Beach Improvements	Bike Lane Project-Welland St from Clarence St	487,920	-	-	487,920	2020	-	-	-	-	487,920	2021	In progress. Investing in Canada Grant Application-Public Transit \$348,814 plus Vale Community Investment Fund \$139,106. 2021 spend timeline.
3-600-33582	Community Services	Parks	Facilities	HH Knoll Park	HH Knoll Park Improvements (FedDev Ont Grant) - Solar Lighting/Wayfinding Signage/Accessibility Sidewalk/Facilities lighting	200,000	-	-	200,000	2020	-	-	-	-	200,000	2021	In progress. 2021 spend timeline.

						687,920	-	-	687,920					687,920			
<b>Projects Associated with Grant Applications NOT YET AWARDED</b>																	
3-600-33573	Community Services	Parks	Engineering	Nickel Beach Improvements	Waterfront Development Project - Project #2 Comm Services-Investing in Canada Grant Application-Recreation \$2,085,139 (Vale Community Investment Fund \$758,361)	2,843,500	-	-	2,843,500	2020	-	-	-	-	#####	TBD	Investing in Canada Grant Application-Recreation \$2,085,139 plus Vale Community Investment Fund \$758,361. Grant application submitted in late 2019. Have not received update on application status. Subsequent application to be made under the new 2020 ICIP grant
3-600-33573	Community Services	Parks	Engineering	Nickel Beach Improvements	Nickel Beach Parking Lot	338,500	-	-	338,500	2020	-	35,967	-	-	302,533	TBD	Vale Community Investment Fund & Nickel Beach Reserve. Funds held until grant funding secured. Subsequent application to be made under the new 2020 ICIP grant
3-600-33573	Community Services	Parks	Parks	Nickel Beach Improvements	Water Supply and Washroom/Changeroom Upgrades	50,000	-	-	50,000	2018	-	50,000	-	-	-	TBD	Funds held until other Nickel Beach grant funding secured. Subsequent application to be made under the new 2020 ICIP grant
3-600-33573	Community Services	Parks	Parks	Nickel Beach Improvements	Security Cameras - placement for main entrance	6,300	-	-	6,300	2019	-	6,300	-	-	-	TBD	Associated with 2020 ICIP Grant
3-645-33133	Community Services	Administration	Facilities	Roselawn Centre	Project #4 Community Services - Condition assessment-interior finish/mechanical,electrical and structure. Waiting for outcome of grant funding applied for to determine extent of the scope of work.	15,000	-	-	15,000	2020	-	15,000	-	-	-	TBD	Grant application submitted in late 2019. Have not received update on application status. Subsequent application to be made under the new 2020 ICIP grant.
3-645-33133	Community Services	Administration	Facilities	Roselawn Centre	Roselawn Interior Renovation/Rehabilitation - Project #5 Comm Services-Investing in Canada Grant Application-Recreation	2,559,700	-	-	2,559,700	2020	-	682,672	-	-	#####	TBD	Grant application submitted in late 2019. Have not received update on application status. Subsequent application to be made under the new 2020 ICIP grant
3-645-33133	Community Services	Administration	Facilities	Roselawn Centre	New kitchen windows and raised roof repairs	5,500	-	-	5,500	2019	-	5,500	-	-	-	2020	Associated with 2020 ICIP Grant
3-645-33133	Community Services	Administration	Facilities	Roselawn Centre	Main theatre entrance roof replacement	20,000	-	-	20,000	2019	-	20,000	-	-	-	2020	Associated with 2020 ICIP Grant
3-640-33591	Community Services	Recreation	Information Technology	Vale Centre Upgrades	VHWC- 2 - 70" monitors for promotion and tournament stats	10,000	-	-	10,000	2020	-	-	-	-	10,000	TBD	Donation from Golden Puck Hockey over 2 years - to be completed when funds received
3-310-33118	Public Works	Facilities	Facilities	City Hall	Fall arrest protection on the roof	12,000	-	-	12,000	2019	-	12,000	-	-	-	TBD	Associated with 2020 ICIP Grant
3-600-33565	Community Services	Facilities	Facilities	P & R Facility Projects	Humberstone Centennial Park - replace south side large older pavilion roof - metal roof	17,400	-	-	17,400	2017	-	17,400	-	-	-	TBD	Associated with 2020 ICIP Grant
3-600-33565	Community Services	Facilities	Facilities	P & R Facility Projects	HH Knoll Park - replace old band shell roof with original cedar shingles	16,500	-	-	16,500	2017	-	16,500	-	-	-	TBD	Associated with 2020 ICIP Grant
3-310-33118	Public Works	Facilities	Facilities	City Hall	City Hall - Replacement of Windows over 3 years - 2019 - 3rd floor/ 2020 - 2nd floor \$40,000/ 2021 - 1st floor \$40,000	85,000	-	-	85,000	2019-2021	40,000	45,000	-	-	-	TBD	Associated with 2020 ICIP Grant
3-310-33118	Public Works	Facilities	Facilities	City Hall	Upgrades to 6 year old HVAC units	20,000	-	-	20,000	2019	-	20,000	-	-	-	TBD	Associated with 2020 ICIP Grant
3-310-33118	Public Works	Facilities	Facilities	City Hall	Flat roof area patched & vents installed to prevent condensation leaking	10,000	-	-	10,000	2019	-	10,000	-	-	-	TBD	Associated with 2020 ICIP Grant
3-310-33118	Public Works	Facilities	Facilities	City Hall	City Hall bus shelter vestibule - Install an exhaust fan to clear the air (transit reserve)	2,500	-	-	2,500	2019	-	2,500	-	-	-	TBD	Associated with 2020 ICIP Grant
3-310-33118	Public Works	Facilities	Facilities	City Hall	Remote monitoring system for the Stand-by generator and sump pumps	5,000	-	-	5,000	2019	-	5,000	-	-	-	TBD	Associated with 2020 ICIP Grant
3-640-33591	Community Services	Recreation	Facilities	Vale Centre Upgrades	VHWC - Insulating ductwork, in the Bocce Club area	4,600	-	-	4,600	2019	-	4,600	-	-	-	TBD	Associated with 2020 ICIP Grant
3-640-33591	Community Services	Recreation	Facilities	Vale Centre Upgrades	VHWC - Insulating ductwork, in Rink 1 area	16,500	-	-	16,500	2019	-	16,500	-	-	-	TBD	Associated with 2020 ICIP Grant
3-640-33591	Community Services	Recreation	Facilities	Vale Centre Upgrades	VHWC - Remote monitoring system for the Stand-by generator and sewage pumps	5,000	-	-	5,000	2019	-	5,000	-	-	-	TBD	Associated with 2020 ICIP Grant
3-640-33591	Community Services	Recreation	Facilities	Vale Centre Upgrades	VHWC-pool rehab of tiles - capital improvement per YMCA Agreement	42,000	-	-	42,000	2020	-	42,000	-	-	-	TBD	Associated with 2020 ICIP Grant
3-645-33133	Community Services	Administration	Facilities	Roselawn Centre	New kitchen windows and raised roof repairs	5,500	-	-	5,500	2019	-	5,500	-	-	-	TBD	Associated with 2020 ICIP Grant. ED business plan also requested

3-645-33133	Community Services	Administration	Facilities	Roselawn Centre	Project #4 Community Services - Condition assessment-interior finish/mechanical,electrical and structure. Waiting for outcome of grant funding applied for to determine extent of the scope of work.	15,000	-	-	15,000	2020	-	15,000	-	-	-	TBD	Associated with 2020 ICIP Grant. ED business plan also requested
3-645-33133	Community Services	Administration	Facilities	Roselawn Centre	Main theatre entrance roof replacement	20,000	-	-	20,000	2019	-	20,000	-	-	-	TBD	Associated with 2020 ICIP Grant. ED business plan also requested
3-645-33133	Community Services	Administration	Facilities	Roselawn Centre	Replace the Public Announcement (PA) Speaker System	8,500	-	-	8,500	2019	-	8,500	-	-	-	TBD	Associated with 2020 ICIP Grant. ED business plan also requested
3-670-33610	Community Services	Parks	Facilities	Harbourmaster Building	HarbourMaster Building - Siding complete/skirting replaced/deck structure and boards replaced	24,500	-	-	24,500	2018	-	24,500	-	-	-	TBD	Associated with 2020 ICIP Grant
3-600-33582	Community Services	Parks	Engineering	HH Knoll Park	HH Knoll Park-Replace Asphalt Walkways - Project #11 Comm Services	55,326	-	-	55,326	2020	-	55,326	-	-	-	TBD	Associated with 2020 ICIP Grant
3-310-33118	Corporate Services	Information Technr	Information Technolog	City Hall	City Hall Server Room Relocation - Provide a secure location in basement/provide needed office space first floor	180,000	-	-	180,000	2020	-	180,000	-	-	-	TBD	Associated with 2020 ICIP Grant
3-310-33118	Corporate Services	Information Techn	Information Technolog	City Hall	Access Control Door Reader for Server Room	2,000	-	-	2,000	2018	-	2,000	-	-	-	TBD	Associated with 2020 ICIP Grant
3-310-33119	Corporate Services	Administration	Administration	Modernization Project	Customer Service Initiative and Renovations	175,000	-	-	175,000		-	175,000	-	-	-	TBD	Repurposed from Modernization project. Associated with 2020 ICIP Grant
3-310-33118	CAO	Administration	Facilities	City Hall	3rd Floor Furniture Replacement - Council chambers/Library/Committee Room 3	54,420	-	-	54,420	2020	10,420	44,000	-	-	-	TBD	Associated with 2020 ICIP Grant
3-310-33118	CAO	Administration	Facilities	City Hall	Replace portions of carpeting/painting etc	5,000	-	-	5,000	2020	5,000	-	-	-	-	TBD	Associated with 2020 ICIP Grant
						6,630,246	-	-	6,630,246		55,420	#####	-	-	#####		

**Projects to be completed Post 2020 (COVID-19 impact was identified as a factor in each)**

3-600-33564	Community Services	Parks	Engineering	P & R Park Expenditures	New solar park lighting (funding Parks reserve) - 9,000 each for 5 parks	45,000	-	-	45,000	2013-2016	-	45,000	-	-	-	2020	Deferred to 2021
3-600-33573	Community Services	Parks	Parks	Nickel Beach Improvements	Waterfront Development Master Plan - Project #1 Comm Services-phase 1 conceptual phase 2 design and build (Vale Community Investment Fund)	50,000	-	-	50,000	2020	-	-	-	50,000	-	2021	Deferred to 2021. RFP currently in development
3-600-33580	Community Services	Recreation	Recreation	Soccer Complex	Soccer Complex-Wood Bridges Replacements - Project #10 Comm Services	17,600	-	-	17,600	2020	-	17,600	-	-	-	2021	Deferred to 2021
3-600-33581	Community Services	Parks	Parks	Skateboard Park	Skateboard Park Parking Lot - Project #15 Comm Services	4,000	-	-	4,000	2020	-	4,000	-	-	-	2021	Deferred to 2021
0-670-81310	Community Services	Marina	Marina	Sugarloaf Marina	Business Plan Study - Project #6 Comm Services-RFP to provide Business Case for Marina (Council Request)	65,000	-	-	65,000	2020	-	65,000	-	-	-	2021	RFP issued and contract awarded. Estimated completion date is now February 2021
0-682-81730	Community Services	Recreation	Recreation	Other Special Events	150th Anniversary Celebration - Project #7 Comm Services-Region Grant for July 27th Event (Council Request)	10,000	-	-	10,000	2020	-	2,500	-	-	7,500	2021	Deferred to 2021
3-670-33568	Community Services	Marina	Marina	Marina Capital Expenditure	Replacement of Dock #6 - Project #36 Comm Services	250,000	-	-	250,000	2020	-	250,000	-	-	-	2021	Deferred to 2021. Business Plan in Development
3-655-33135	Community Services	Cemetery	Cemetery	Cemeteries	Overholt Cemetery Expansion - Project #30 Comm Services	80,330	-	-	80,330	2020	-	80,330	-	-	-	2021	In progress. Working with realtor to submit offer of purchase
3-645-33133	Community Services	Administration	Facilities	Roselawn Centre	Replace the Public Announcement (PA) Speaker System	8,500	-	-	8,500	2019	-	8,500	-	-	-	2021	Pending negotiation with Showboat
3-400-34553	Fire	Fire	Facilities	Fire Hall	Project F2020-01 (Facility repairs-roof/bay floors/lighting/walls and paint	67,500	-	-	67,500	2020	30,568	36,932	-	-	-	2021	Deferred to 2021
3-400-34553	Fire	Fire	Facilities	Fire Hall	Remote monitoring system for the Stand-by generator and sewage pumps	5,000	-	-	5,000	2019	-	5,000	-	-	-	2021	Deferred to 2021
3-600-33123	Community Services	Recreation	Facilities	Bethel Community Cente	Project F2020-09 install outside security lights/accessibility items/flooring	-	-	3,500	3,500	2020	-	-	-	-	-	2021	Split project - Accessibility portion to be completed in 2021 (see projects deferred above in section to be completed in 2020)

3-600-33123	Community Services	Recreation	Facilities	Bethel Community Centre	Furnace replacement & hazardous material removal in area-2020/2021	16,000	-	-	16,000	2020	16,000	-	-	-	-	2021	Deferred to 2021
3-600-33584	Community Services	Recreation	Facilities	Sherkston Community Centre	Repairs, new flashing-leaking into the attic	12,000	-	-	12,000	2016	-	12,000	-	-	-	2021	Roof repair done for \$1,200 to stop leak. Monitoring
3-600-33584	Community Services	Recreation	Facilities	Sherkston Community Centre	Sherkston community Centre - remove chimney & fix roof/new hot water tank/replace sewer vent pipe	7,500	-	-	7,500	2019	-	7,500	-	-	-	2021	Deferred to 2021
3-500-33126	Public Works	Engineering	Engineering	Roadway Improvements	Elm St & Elgin St Intersection Improvements - Project ENG 2020-07 (Resolve safety issues with the intersection)	50,000	-	-	50,000	2020	-	50,000	-	-	-	2021	Deferred to 2021
3-500-33126	Public Works	Engineering	Engineering	Roadway Improvements	Lake End Access Gates - Project ENG 2020-08 (Install lockable gates at lake end roads)	22,500	-	-	22,500	2020	-	22,500	-	-	-	2021	Deferred to 2021
0-540-74510	Community Services	Operations/Parks	Engineering	Public Works General Admin	Urban Forest Management Plan & Parks Tree Inventory Study - Project OPS-12 & Project #8 Comm Services	85,000	-	-	85,000	2020	85,000	-	-	-	-	2021	Deferred to 2021
3-600-33584	Community Services	Recreation	Facilities	Sherkston Community Centre	Sherkston community Centre - Sewer/Septic system work for compliance	47,800	-	-	47,800	2020	-	47,800	-	-	-	2021	Deferred to 2021
3-500-33129	Public Works	Operations	Engineering	Roadway Construction	Crack Sealing Operations - fund operating cost 0-500-73500	33,000	-	-	33,000	2020	33,000	-	-	-	-	2021	Deferred to 2021
3-540-33173	Public Works	Engineering	Engineering	Downtown BIA Comm Improve Plan	Downtown CIP-Phase 1 Clarence St/West St to Catharine St	2,062,422	-	-	2,062,422	2019-2021	-	#####	-	200,000	418,760	2021	Multi year project. Moving towards tender ready for design with conceptualls which can also facility grant application if required. Plan to issue tender after asset condition work completed (to be proposed in 2021 capital budget)
3-800-34003	Museum	Museum	Museum	Exhibits Equipment Replacement	Exhibit Cases	5,000	-	-	5,000	2020	5,000	-	-	-	-	2021	Deferred to 2021
3-900-33150	Planning & Development	Planning	Information Technolog	Replacement	Plotter for second floor	10,000	-	-	10,000	2020	10,000	-	-	-	-	2021	Deferred to 2021
3-310-33119	Corporate Services	Administration	Administration	Modernization Project	Customer Service Initiative and Renovations	-	-	796,467	796,467	2019	-	-	-	-	-	2021	The City then received two grants for 711,467 and 85,000 to cover updates to the first floor, technology upgrades and an opportunity review for potential efficiencies at the City.
3-150-35110	Economic Development	Economic Develo	Economic Develo	Cruise Destination/Tourism	Tourism Strategy and Cruise Destination Business Case (Council Reported)	200,000	-	(28,866)	171,134	2020	-	200,000	-	-	-	2021	Funding received through TIAO / Niagara South provided completed in 2020
3-160-35129	Economic Development	Economic Develo	Facilities	Industrial Park Parcel Sale	Industrial Land clearing - Invertose Drive 23, over 3 years-\$20,000/year	60,000	-	-	60,000	2017-2019	-	60,000	-	-	-	2021	Deferred to 2021
0-155-71210	Economic Development	Economic Develo	EDO	Corporate Administration	Economic Development Strategy/Research	30,000	-	-	30,000	2020	30,000	-	-	-	-	2021	Deferred to 2021
0-155-71210	Economic Development	Economic Develo	Economic Develo	Corporate Administration	New Tourism Branding	10,000	-	-	10,000	2020	-	10,000	-	-	-	2021	Deferred to 2021
0-155-71210	Community Services / Public Works	Parks / Operation	Parks / Operations	Corporate Administration	Active Transportation Masterplan - Safer roads and trails for cyclists and walkers- Committee recommended	50,000	-	-	50,000	2020	-	50,000	-	-	-	2021	Deferred to 2021
						3,259,152	-	771,101	4,030,253		209,568	#####	-	250,000	426,260		
<b>Deferred Capital Projects (Approved by Council)</b>																	
3-600-33564	Community Services	Parks	Parks	P & R Park Expenditures	Parks-replace 500 feet of Panel Fence-event use - Project #20 Comm Services	4,500	-	4,500	-	2020	4,500	-	-	-	-	2021	Deferred to 2021 budget for Council approval. Funds reallocated to concrete floor resurfacing project at VHWC. See Report 2020-81.
3-600-33573	Community Services	Parks	Financial Services	Nickel Beach Improvements	Capital Reserve Fund - Annual Allocation to capital reserve	15,000	-	15,000	-	2020	15,000	-	-	-	-	2021	Deferred to 2021 budget for Council approval. Funds reallocated to concrete floor resurfacing project at VHWC. See Report 2020-81.
3-600-33582	Community Services	Parks	Parks	HH Knoll Park	HH Knoll Park-Enhancement to Flower Carpet Bed - Project #19 Comm Services	4,500	-	4,500	-	2020	4,500	-	-	-	-	2021	Deferred to 2021 budget for Council approval. Funds reallocated to concrete floor resurfacing project at VHWC. See Report 2020-81.

3-600-33582	Community Services	Parks	Parks	HH Knoll Park	HH Knoll Park-Waterfront Landscaping Project - Project #31 Comm Services	3,500	-	3,500	-	-	2020	3,500	-	-	-	-	2021	Deferred to 2021 budget for Council approval. Funds reallocated to concrete floor resurfacing project at VHWC. See Report 2020-81. Deferred to 2021 budget for Council approval. Funds reallocated to concrete floor resurfacing project at VHWC. See Report 2020-81. Deferred to 2021 budget for Council approval. Funds reallocated to concrete floor resurfacing project at VHWC. See Report 2020-81. Deferred to 2021 budget for Council approval. Funds reallocated to concrete floor resurfacing project at VHWC. See Report 2020-81.
3-640-33591	Community Services	Parks	Parks	Vale Centre Upgrades	VHWC-Landscape Improvements (Councillor Request) - Project #22 Comm Services	20,000	-	20,000	-	-	2020	20,000	-	-	-	-	2021	
3-640-33591	Community Services	Parks	Parks	Vale Centre Upgrades	VHWC-Berm Headwall housing Opening Stone (Councillor Request) - Project #23 Comm Services	20,000	-	20,000	-	-	2020	20,000	-	-	-	-	2021	
3-680-33594	Community Services	Parks	Parks	Canal days	West St Electrical Infrastructure for Canal Days - fund over 3 years 2019/2020/2021	5,000	-	5,000	-	-	2019-2021	5,000	-	-	-	-	2021	
						72,500	-	72,500	-	-		72,500	-	-	-	-		
Sub-total						14,741,581	-	12,500	409,478	15,138,559		#####	#####	-	965,000	#####		
Transfer to Capital Reserve (Related to Projects Under Budget)												-	193,898	-	205,591	-	-	-
New Grant Funding (Incremental to Capital Budget)												-	-	-	-	-	796,467	
Total						14,741,581	-	12,500	409,478	15,138,559		#####	#####	-	965,000	#####		

Report Number: 2020-105

Date: August 24, 2020

Subject: Parking and Traffic – West Street

**1) PURPOSE:**

The purpose of the report is to provide Council with the outcome of the poll conducted as well as options for timed parking stalls on West Street between Clarence and Charlotte Streets.

**2) HISTORY, BACKGROUND, COUNCIL POLICY, PRACTICES**

Mr. Greg Poisson addressed Council as a delegation on July 27, 2020 and requested an extension to the time limited parking. Council then requested that Staff review the limited parking hours on West Street, engage with the Downtown BIA for input, and provide a report with these findings.

The existing conditions of this location on West Street are as follows:

- This is a 8 metre wide highway.
- There are 6 metre depth angled parking stalls.
- There are 16 parking stalls and 1 accessible parking stall.
- There is prohibited parking on the west side of the highway.
- This is a commercial area, with resident accessory use.
- The speed limit on West Street is 50 km/hr.

The current parking requirements are as follows:

- No parking in an accessible parking stall without a permit.
- No parking over the time limit as per the signage which is currently 8 a.m. to 6 p.m. daily.

**3) STAFF COMMENTS AND DISCUSSIONS**

As part of his request, Mr. Greg Poisson, the business owner of Canalside Restaurant Inn and Kitchen Store located at 230 to 234 West Street informed Council and staff that there have been times when parking in front of his business has not been available due to other business owners, rental unit occupants and visitors parking there. At that time, Staff advised that the hours for “Limited Parking Restriction” could be changed.

Engineering Comments:

Engineering and Operations have reviewed the request for parking and have no

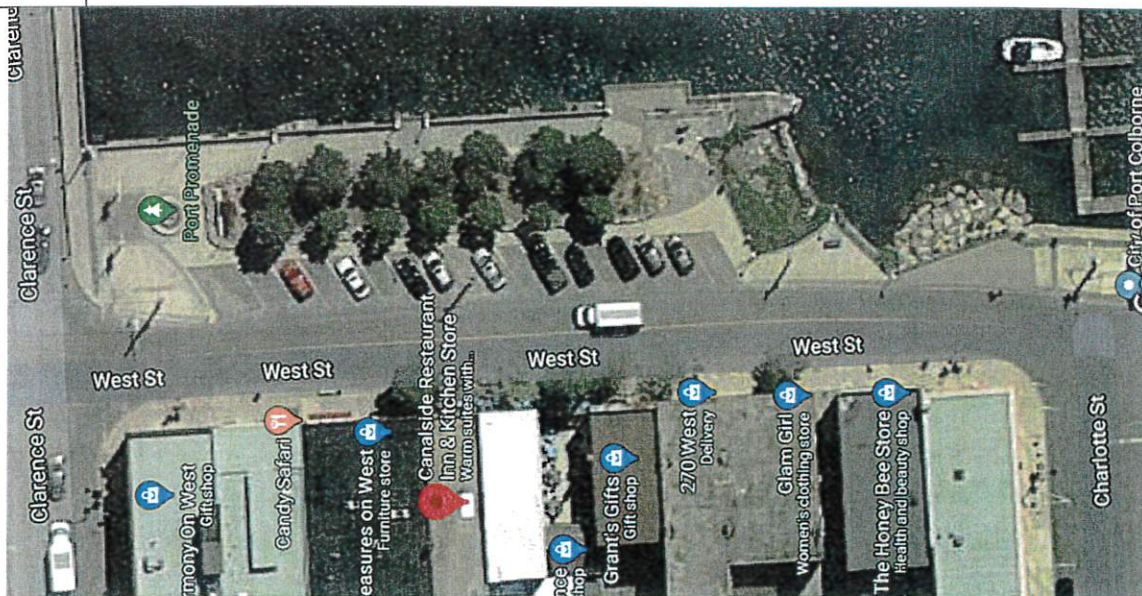
objections to extend the "Limited Parking Restriction" on West Street.

West Street Merchant (from Clarence to Charlotte Streets) Comments:

<b>Business Name</b>	<b>Address</b>	<b>Spoke to</b>	<b>Store Hours</b>	<b>Residents Above (How many)</b>	<b>Change to parking (Yes/No)</b>	<b>If Yes (Year Round/ May to Oct?)</b>	<b>Time Limit? (Proposed: 8-10)</b>
The Honeybee Store	218 West St	<u>No Response</u>	10am-4pm	N/A	N/A	N/A	N/A
Glam Girl	220 West St	Karen Donnelly (Owner)	10am-5pm	8 Units (Above Glam Girl/Hands on Health/270 Degrees West/Grants Gifts)	Yes	Year Round	8am-10pm
Hands on Health	222 West St	Alicja (Owner)	9am-9pm	8 Units (Above Glam Girl/Hands on Health/270 Degrees West/Grants Gifts)	Yes	Year Round	8am-10pm
270 Degrees West	224 West St	Monica Root (Owner)	10am-5pm	8 Units (Above Glam Girl/Hands on Health/270 Degrees West/Grants Gifts)	No (Not opposed if change occurs)	Year Round if change is presented	8am-10pm
Grants Gifts	226 West St	Paula (Owner)	10am-5pm	8 Units (Above Glam Girl/Hands on Health/270 Degrees West/Grants Gifts)	Yes	Year Round	24 hours a day/7 days a week



The Picket Fence	230 West St	Paula (Owner)	10am-5pm	N/A	Yes	Year Round	24 hours a day/7 days a week
Ridgeway Lavender	230 West St	<u>No Response</u>	11am-6pm	7 Units (Canalside/ Ridgeway Lavender/ Candy Safari)	N/A	N/A	N/A
Canalside	232 West St	Greg Poisson (Owner)	11:30am-10pm	7 Units (Canalside/ Ridgeway Lavender/ Candy Safari)	Yes	N/A	8am-10pm
Candy Safari	238 West St	Jenni (Owner)	11am-9pm	7 Units (Canalside/ Ridgeway Lavender/ Candy Safari)	Yes	Year Round	8am-10pm
Harmony on West	244 West St	Bonnie Beres (Owner)	11am-5pm	1 Unit	No (Not opposed if change occurs)	N/A	N/A
BIA Opinion	N/A	Betty Konc	N/A	N/A	No	N/A	N/A
BIA Comment	There is already an issue in regard to resident parking. Extending this enforcement time could cause a further issue to residents as most building owners do not have parking to supply meaning they park after the enforcement hours on the street.						



## Summary

Currently, the By-law Enforcement staff summer schedule is from May to September. Officers work 7 days a week between sunrise to sunset depending on issues and availability. Outside of this schedule, staff are scheduled to work off hours on an as-needed basis.

After careful review, staff has no objections to extending the "Limited Parking Restriction" from 6 p.m. to 10 p.m.

### 4) **OPTIONS AND FINANCIAL CONSIDERATIONS:**

New updated signage would be required with the new time limit and restrictions.

#### a) **Do nothing**

Keep the status quo "as is". This option is not recommended, as the majority of businesses are requesting a greater restriction or have no objection to the proposed change to the time limit.

#### b) **Other Options**

This section is not applicable.

### 5) **COMPLIANCE WITH STRATEGIC PLAN INITIATIVES**

This section is not applicable.

### 6) **ATTACHMENTS**

None.

### 7) **RECOMMENDATION**

That the Council of the City of Port Colborne approve the following amendment to By-law No. 89-2000 being a By-law regulating traffic and parking on City roads:

1. That Schedule "E" Limited Parking Restrictions, to By-law 89-2000 as amended, be amended by deleting therefrom the following:


<u>Column 1</u>	<u>Column 2</u>	<u>Column 3</u>		<u>Column 4</u>	<u>Column 5</u>
Highway	Side	From	To	Times/Days	Maximum
West Street	East	Clarence St.	Charlotte St.	9:00 a.m. to 6:00 p.m. Mon to Sat	2 hours

2. That Schedule "E" Limited Parking Restrictions, to By-law 89-2000 as amended, be amended by adding thereto the following:

<u>Column 1</u>	<u>Column 2</u>	<u>Column 3</u>		<u>Column 4</u>	<u>Column 5</u>
Highway	Side	From	To	Times/Days	Maximum
West Street	East	Clarence St.	Charlotte St.	8:00 a.m. to 10:00 p.m. Mon to Sun	2 hours

**8) SIGNATURES**

Prepared on July 28, 2020 by:

  
 Sherry Hanson, C.P.S.O.  
 Manager of By-law Services

Reviewed by:

  
 Sherry Hanson C.P.S.O.  
 Acting Director of Planning and Development

Reviewed and respectfully submitted by:

  
 C. Scott Luey  
 Chief Administrative Officer

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Report Number: 2020-106

Date: August 24, 2020

Subject: Fence Variance – 128 McCain Street

### 1) PURPOSE

The purpose of this report is to present Council with a fence variance request from Rachel McPherson of 128 McCain Street.

### 2) HISTORY, BACKGROUND, COUNCIL POLICY, PRACTICES

It is Council Policy to review any variance requests for fences and decide on each case based on the information presented. The applicant's property is located at the corner of McCain Street and Steele Street. The front entry to the dwelling is on McCain and the fence is located in the exterior side yard and rear yard adjacent to a neighbouring driveway.

### 3) STAFF COMMENTS AND DISCUSSIONS

The current Fence By-law 5510/107/10, Section 3.3.2, establishes fence heights of 2 m (6.56 ft) above the effective ground level in any rear or side yards. However, if the rear yard of one property abuts the front yard of the adjacent property, then the exception is applied.

#### “3.3 Fence Heights in Residential Zones

**3.3.1** No person shall construct or permit to be constructed or maintained within 4.5 metres of the street line in front yard: or within the required front yard if it is less than 4.5 metres.

- (i) a fence of closed construction of a height greater than 1.0 metre above effective ground level; or
- (ii) a fence of open construction of a height greater than 1.25 metres above effective ground level.

Where a building or a part of a building is closer to the front lot line than 4.5 metres, this distance shall be known as the Required front yard.

**3.3.2** Except as otherwise provided in this By-law, no person shall construct or permit to be constructed or maintained any fence of a height greater than 2.0 metres above the effective ground level in any rear and /or side yards from the rear lot line to the front setback line as illustrated in Schedule “A” to this By-law.

EXCEPTION – When the rear yard of one property abuts the front yard of an adjoining property and the safety of passing pedestrians from vehicular movement may be affected by obstructed views, no person shall construct or

permit to be constructed or maintained within 4.5 metres from a driveway of an adjoining lot:

(i) a fence of closed construction that exceeds 1 metre in height above effective ground level,

or

(ii) a fence of open construction that exceeds 1.25 metres in height above effective ground level.”

The views of the fence since 2007 have changed from compliance with the by-law to non-compliance.



2018



2020



The existing condition of the fence and hedgerow at this location are as follows:

- Hedgerow 2m from property line.
- Hedgerow and fence back to back greater than 1m of closed construction.
- Required lowered fence/hedge is 1m from property line to a distance of 4.5m.

The existing conditions of this location on Steele Street are as follows:

- This is a 9m wide highway.
- There is prohibited parking on the east side of the highway, between Killaly Street West and Main Street West.
- This is a residential area.
- The speed limit on Steele Street is 50 km/hr.
- This is a primary road.
- This highway is the main access used by ambulance, fire and police to attend the urgent care centre and Lake Erie.

The By-law Enforcement Division reviewed the area and spoke with the homeowner and the adjacent homeowner. After careful review, the By-law Enforcement Division are not in favour of and do not recommend allowing the variance for 128 McCain Street. Staff recommend that the fence and hedge row be brought into compliance.

#### **4) OPTIONS AND FINANCIAL CONSIDERATIONS:**

##### **a) Do Nothing**

This section is not applicable.

##### **b) Other Options**

This section is not applicable.

**5) COMPLIANCE WITH STRATEGIC PLAN INITIATIVES**

This section is not applicable.

**6) ATTACHMENTS**

Appendix A – Fence variance application form and attachments


**7) RECOMMENDATION**

That Planning and Development Department, By-law Enforcement Division, Report 2020-106, Subject: Fence Variance – 128 McCain Street, be received for information; and

That the fence variance request for 128 McCain Street not be approved, and that the property be brought into compliance with the Fence By-law.

**8) SIGNATURES**

Prepared on August 4, 2020 by:

  
Sherry Hanson, C.P.S.O.  
Manager of By-law Services

Reviewed by:

  
Sherry Hanson C.P.S.O.  
Acting Director of Planning and Development

Reviewed and respectfully submitted by:

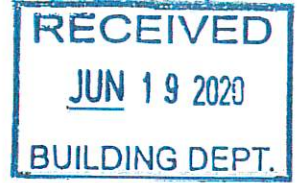
  
C. Scott Luey  
Chief Administrative Officer





PORT COLBORNE

Application Form



Request for Relief from Fence By-law

Applicant

- 1) Name: Rachel MacPherson
- 2) Address: 128 McCain St.
- 3) Phone #: [REDACTED]
- 4) Email: [REDACTED]

Area in question \_\_\_\_\_ Site Plan Attached

Address: 128 McCain St.

Location: (check all that apply)

- Front Yard
- Side Yard
- Exterior Side Yard
- Required Front Yard
- Rear Yard
- Corner Lot

Fence Construction:  Open  Closed

Existing Fence Height: 1.6 m Proposed Fence Height: 1.6 m

Is the Fence adjacent to a driveway	✓	Is there an easement/swale on the property	
Is there an existing Site Plan Agreement		Is there a Pool on the property	

Comments: The fence we built is parallel to an existing fence of 20+ years. The fence runs along steel st. 4.1 m from road side. There has been no safety concerns in the past and no new obstructions of view made. Over a year ago we planted a row of trees, the rear neighbor was aware and ok with addition.

Applicant Signature R. [Signature] Date: 17/06/2020

Office Use Only:

Variance Fee	\$450.00	Zoning	
Paid by:		Date	



Report Number: 2020-108

Date: August 24, 2020

Subject: Parking and Traffic – Wyldewood Road

**1) PURPOSE**

The purpose of this report is to provide an update to Council with respect to the outcome resulting from Council's request to review parking restrictions on Wyldewood Road at the August 10, 2020 meeting.

**2) HISTORY, BACKGROUND, COUNCIL POLICY, PRACTICES**

Wyldewood Road has started to develop issues with parking as individuals are increasingly attempting to access the water at the road end.

Current By-law Restrictions in this area:

**Angle Parking**

Column 1	Column 2	Column 3		By-law Amendment
Highway	Side	From	To	
Wyldewood Rd.	West	A point 420m south of the centre line of the Michael Drain	A point 144m South	Original restriction implemented in 89-2000
Wyldewood Rd.	East	A point 439m south of the centre line of the Michael Drain	A point 125m South	Original restriction implemented in 89-2000

**Prohibited Parking**

Column 1	Column 2	Column 3		Column 4	Amendment
Highway	Side	From	To	Times/Days	
Wyldewood Rd.	West	Centre line of Michael Drain	A pt. approx. 420m south of centre line of Michael drain	Any time	By-law Amendment

Wyldeewood Rd.	West	A point 420m south of the centre line of the Michael Drain	A point 144m south therefrom	12 midnight to 6:00 a.m. daily	3100/135/94
Wyldeewood Rd.	East	A point 439m south of the centre line of the Michael Drain	A point 125m south therefrom	12 midnight to 6:00 a.m. daily	3100/135/94

The By-law Enforcement Division proposes implementation of the following:

- Increased area of Prohibited Parking.
- Tow away zones.
- Permit parking for the cluster of cottages located at 575 Wyldeewood Road.
- Increased patrols after the erection of signage.

The following measures are recommended to alleviate the parking and traffic issues on Wyldeewood Road:

- Reduce the speed limit south of the north limit of Wyldeewood Road to 40 km/h, sign previously erected, however, a by-law amendment is required.
- Remove the illegal 25 km/hr speed limit sign.
- Create permit parking in front of 575 Wyldeewood Road, approximately 16 stalls.
- Create some Prohibited Parking/Tow-Away Zone from the beach end to the north limit of Firelane 13 – this is 720 metres (Centre line of Michael Drain) from the termination of the end of Wyldeewood Road.

### 3) STAFF COMMENTS AND DISCUSSIONS

#### Engineering Comments

An evaluation of the posted speed limit on Wyldeewood Road has been completed and the outcome confirms that the existing posted speed should remain at 60 km/hr. The following risk factors were taken into consideration during the evaluation: geometry (horizontal & vertical), average lane width, roadside hazards, pedestrian exposure, cyclist exposure, pavement surface, number of intersections, private access driveways, and on-street parking. Council could direct staff to collect speed data on the south end of Wyldeewood Road to determine if typical operating speeds are below 60 km/hr which would justify the City lowering the posted speed limit. If staff are directed to collect speed data on the south end of Wyldeewood Road, staff recommends completing the same to all lake end roads to ensure consistency. This work could be funded through the Traffic Study Reserve.

#### Fire Department Comments

- Obstruction of the roadway, as well as parking in fire lanes has been an issue in the past.

- Fires on the beach have also been a problem as recently as June 2020.
- Speed reduction would make the roadway safer for both vehicles and pedestrians choosing to walk on roadway.
- Tighter enforcement would also reduce unsafe situations.

#### By-law Enforcement Division Comments

- Speed Limit reduction may help with pedestrians now using the road, as they would be parking as far as 720 metres down the road.
- Implement “No Parking/Tow Away Zone” on the west side of Wyldewood Road from the termination of the end of Wyldewood Road to 700 metres north therefrom.
- Reduce the size of the angle parking located on the east side of Wyldewood Road.
- Create Permit Parking Only, similar to the housing across from the Hospital (Urgent Care Centre).

In order to implement these recommendations, a number of By-law amendments would require approval.

#### **4) OPTIONS AND FINANCIAL CONSIDERATIONS:**

Staff time and materials to install the requested parking restrictions.

##### **a) Do Nothing**

Leaving the status quo is not the desire of Council.

##### **b) Other Options**

Council could choose to implement some, but not all, of the recommendations in this report.

#### **5) COMPLIANCE WITH STRATEGIC PLAN INITIATIVES**

Not applicable.

#### **6) ATTACHMENTS**

None.

#### **7) RECOMMENDATION**

That Council approve the following recommended measures in order to alleviate the parking issues on Wyldewood Road:

- Reduce the speed limit.
- Reduce the size of the angle parking permitted in this area.
- Implement prohibition of parking and tow away zones.
- Implement on-street permit parking for the residential cottage area.

That Schedule 'W' Speed Limits to By-law 89-2000, as amended be further amended to delete the following therefrom:

Column 1	Column 2		Column 3
Highway	From	To	Max. Speed
Wyldeewood Road	Hwy #3	South to Lake Erie	60

That Schedule 'W' Speed Limits to By-law 89-2000, as amended be further amended by adding thereto the following:

Column 1	Column 2		Column 3
Highway	From	To	Max. Speed
Wyldeewood Road	Hwy#3	720m north of the Termination of the dead end of Wyldeewood Road at Lake Erie (Centre line of Michael Drain)	60
Wyldeewood Road	Termination of the dead end of Wyldeewood Road at Lake Erie	720m north therefrom (Centre line of Michael Drain)	40

That Schedule 'C2' Parking Prohibitions Tow Away Zone to By-law 89-2000, as amended be further amended by adding thereto the following:

Column 1	Column 2	Column 3		Column 4
Highway	Side	From	To	Times/Day
Wyldeewood Road	West	Termination of the dead end of Wyldeewood Road at Lake Erie	180m north therefrom	Anytime
Wyldeewood Road	West	192m north of the Termination of the dead end of Wyldeewood Road at Lake Erie	528m north therefrom	Anytime
Wyldeewood Road	East	Termination of the dead end of Wyldeewood Road at Lake Erie	186m north therefrom	Anytime
Wyldeewood Road	East	211m north of the Termination of the dead end of Wyldeewood Road at Lake Erie	48m north therefrom	Anytime
Wyldeewood Road	East	305m north of the Termination of the dead end of Wyldeewood Road at Lake Erie	415m north therefrom	Anytime

That Schedule 'F' Angle Parking to By-law 89-2000, as amended be further amended to delete the following therefrom:

Column 1	Column 2	Column 3	
Highway	Side	From	To
Wyldeewood Rd.	West	A point 420m south of the centre line of the Michael Drain	A point 144m South
Wyldeewood Rd.	East	A point 439m south of the centre line of the Michael Drain	A point 125m South

That Schedule 'F' Angle Parking to By-law 89-2000, as amended be further amended by adding the following thereto:

Column 1	Column 2	Column 3	
Highway	Side	From	To
Wyldeewood Rd.	West	180m north of the Termination of the dead end of Wyldeewood Road at Lake Erie	12m north therefrom
Wyldeewood Rd.	East	186m north of the Termination of the dead end of Wyldeewood Road at Lake Erie	25m north therefrom
Wyldeewood Rd.	East	259m north of the Termination of the dead end of Wyldeewood Road at Lake Erie	46m north therefrom

That Schedule 'A' On-Street Permit Parking to By-law 6116/82/14 be amended by adding the following thereto:

Column 1	Column 2	Column 3		Column 4
Highway	Side	From	To	Times/Days
Wyldeewood Rd	East	259m north of the Termination of the dead end of Wyldeewood Road at Lake Erie	46m north therefrom	Anytime

8) SIGNATURES

Prepared on August 11, 2020 by:



Sherry Hanson, C.P.S.O.  
Manager of By-law Services

Reviewed by:

Reviewed by:



Dan Aquilina, RPP, MCIP, CPT  
Director of Planning and Development

Reviewed and Respectfully Submitted:



C. Scott Luey  
Chief Administrative Officer



Report Number: 2020-109

Date: August 24, 2020

**SUBJECT: REVISED – Request for Traffic Safety Review - Intersection of Bell Street and Fares Street**

**1) PURPOSE:**

At the meeting on August 10, 2020, Council referred Report 2020-102 to the Engineering Department to provide further alternatives for safety recommendations at the intersection of Bell Street and Fares Street.

**2) HISTORY, BACKGROUND, COUNCIL POLICY, AND PRACTICES:**

Bell Street is a collector road owned by the City of Port Colborne that runs east-west from Welland Street to James Street. There are sidewalks and on-street parking on both sides of the street for the entire length, with the exception of the final block on the east end, between Mercury Avenue and James Street. Bell Street has stop signs where it intersects with McRae Avenue, Elizabeth Street, and Mercury Avenue, as well as both termination points. The speed limit on Bell Street is 40 km/h at the intersection with Fares Street.

Fares Street is a collector road owned by the City of Port Colborne that runs north-south from Lake Road to Killaly Street East. There are sidewalks and on-street parking on both sides of the street for the entire length, with the exception of the final block on the south end, between Rodney Street and Lake Road. Fares Street has stop signs where it intersects with Nickel Street, Durham Street, and Bell Street, as well as both termination points. The speed limit on Fares Street is 50 km/h at the intersection with Bell Street.

In the past, this intersection had a four-way beacon hanging in the center with amber flashing lights facing east-west towards Bell Street traffic and red flashing lights facing north-south towards Fares Street traffic. In 2013, Report 2013-42 was submitted to Council seeking direction for the continued use of the overhead beacon. Council's decision at the time was to remove the four-way beacon and replace it with new red flashing lights mounted on the stop signs facing north and south towards Fares Street traffic. Those red flashing lights are still in use today.

Collision reports provided by the Niagara Regional Police Service (NRP) reveal that nine collisions have occurred at this intersection within the last five years, accounting for 0.55% of overall collisions reported throughout the city. Four of these collisions were the result of disobeying the stop sign on Fares Street while the remaining five were for failing to yield to oncoming traffic.

**3) STAFF COMMENTS AND DISCUSSIONS:**

Engineering staff have taken several additional suggestions from Council members and reassessed the intersection at Bell Street and Fares Street. Those suggestions include all-way stop control, flashing amber beacons as a cautionary warning facing Bell Street

traffic, and a sign warning drivers they are approaching a high-collision intersection. These are in addition to staff's original suggestions of installing "bump-out" curbs, relocating the Canada Post mailbox, and extending the No Parking limit further from the intersection on all sides.

Based on the Ontario Traffic Manual guidelines, all-way stop control is not warranted nor recommended at this intersection. It should be noted to Council that the City may have some liability in collisions that occur at intersections with unwarranted stop control. The following are relevant reasons for **not** installing all-way stop control:

- where the protection of pedestrians is a prime concern, this concern should be addressed by other means
- as a speed control device
- as a means of deterring the movement of through traffic in a residential area

Under these provincial guidelines, with respect to all-way stop control, there is consideration given to intersections with high traffic volume or high collision rates. Based on the available information, the intersection of Bell Street and Fares Street does not meet the threshold for either consideration. For high traffic volume, the minimum total traffic passing through an intersection in *one hour* must exceed 350 vehicles. Based on a traffic count performed in August of 2019, the total number of vehicles passing through the intersection never exceeded more than 133 in one hour. For high collision rate, there must be a minimum of four reported collisions *per year* over a period of *three years*. Only collisions that could be relieved by an all-way stop may be considered (i.e., right angle and turning type collisions). Based on the information provided by the NRP, only five collisions over the last five years would qualify to be counted for this consideration, far below the threshold.

Staff have completed a concept design for the construction of "bump-out" curbs, attached as Appendix A. Rebuilding the intersection with this design would result in southbound and northbound drivers on Fares Street being able to safely stop further into the intersection and improve sight lines. Vehicles headed northbound would be approximately 2.0 metres further north, and vehicles headed southbound would be approximately 3.0 metres further south. While this would still not result in ideal sight lines, it would help to address the collisions resulting from unsafe turns, which account for a little over half of the reported collisions. The estimated cost for this work is \$140,000. Due to the relatively low number of reported collisions, the cost to implement this improvement is comparatively quite high. Due to this fact, the Engineering Department does not recommend pursuing this option at this time.

A new assessment of the existing signage surrounding the intersection was performed and staff have completed a proposed plan to reconfigure this signage to better engage drivers approaching from all directions. This plan is attached as Appendix B. Among the recommendations are the addition of an amber flashing light facing eastbound traffic on Bell Street (an amber light already exists facing westbound traffic), amber lights mounted on "Stop Ahead" signs for southbound and northbound traffic on Fares Street, replacing the standard "Stop" signs with larger "Stop" signs (maintaining the red lights mounted above), relocating the Canada Post mailbox further north, and expanding the "No Parking"

limits further away from the intersection. Estimated cost to implement this plan is \$15,000.

**4) OPTIONS AND FINANCIAL CONSIDERATIONS:**

**a) Do nothing**

Council could decide to leave the intersection in its current state.

**b) Reconfigure signage as proposed in Appendix B (Recommended)**

Council could direct staff to install three new amber lights, increase the size of the “Stop” signs, add new “Intersection Ahead” and “Stop Ahead” signs, and relocate the Canada Post mailbox, with the estimated \$15,000 cost to be funded from existing roads maintenance accounts, and to work with the By-law Enforcement Division to implement prohibited parking limits further from the intersection.

**c) Reconstruct the intersection with “bump-out” curbs as proposed in Appendix A**

Council could direct staff to prepare a request in the 2021 capital budget for an estimated \$140,000 to proceed with rebuilding the intersection incorporating “bump-out” style curbs.

**5) COMPLIANCE WITH STRATEGIC PLAN INITIATIVES:**

This section is not applicable.

**6) ATTACHMENTS:**

Appendix A - Bump-out Curb Design  
Appendix B - Proposed Signage

**7) RECOMMENDATION:**

That Council direct staff to install three new amber lights, increase the size of the “Stop” signs, add new “Intersection Ahead” and “Stop Ahead” signs, and relocate the Canada Post mailbox, with the estimated \$15,000 cost to be funded from existing roads maintenance accounts, and to work with the By-law Department to implement prohibited parking limits further from the intersection.

**8) SIGNATURES:**

Prepared on August 14, 2020, by:



Brian Kostuk  
Development & Asset Inventory  
Supervisor

Reviewed by:



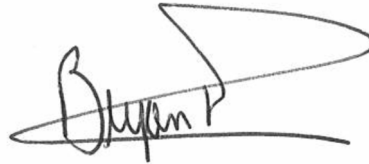
Steve Shypowskyj  
Manager of Projects & Design

Reviewed by:



Chris Lee  
Director of Engineering & Operations

Reviewed and Respectfully Submitted by:

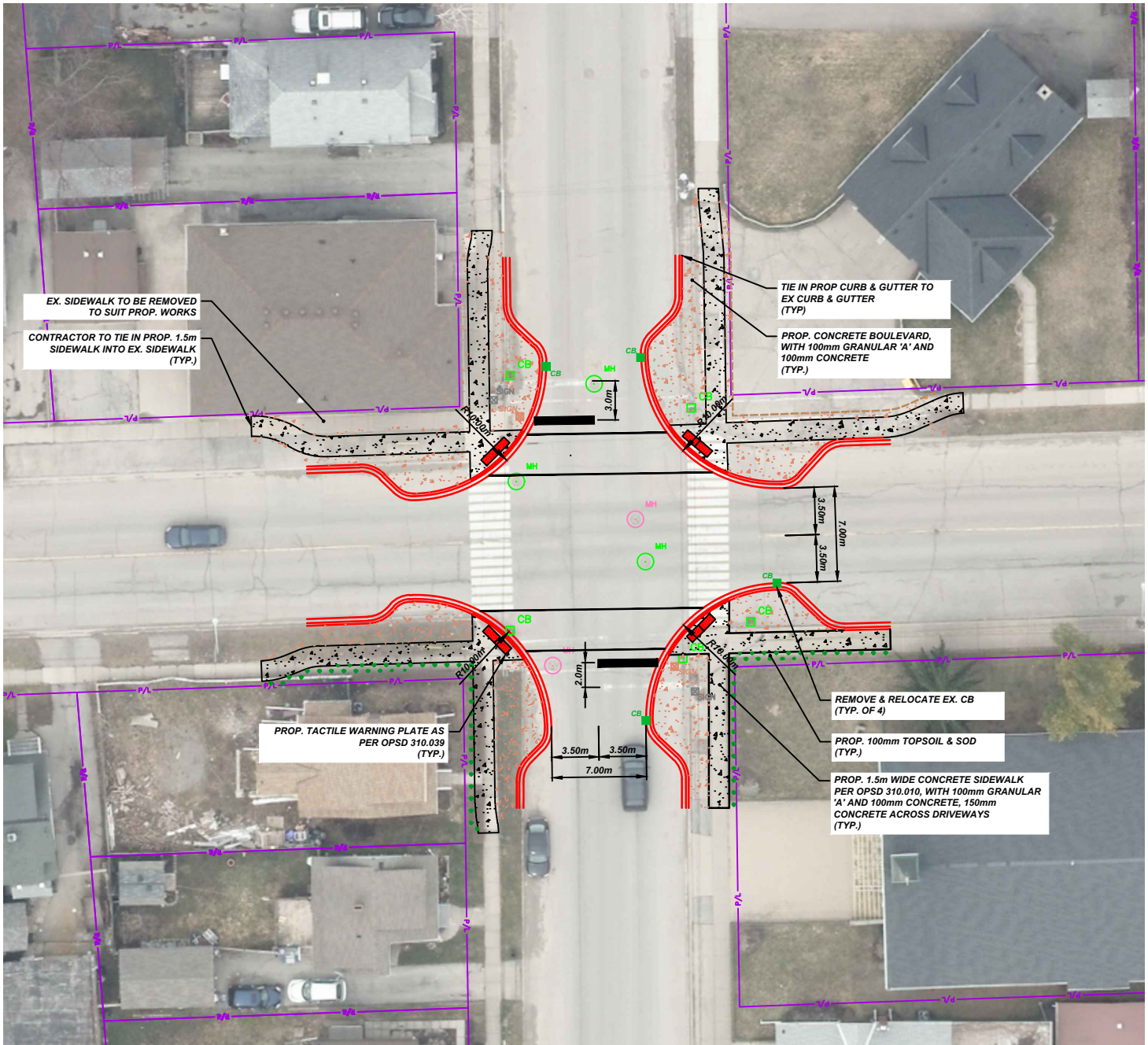


Bryan Boles  
Director of Corporate Services/Treasurer

Reviewed and Respectfully Submitted by:



Scott Luey  
Chief Administrative Officer



NO.	REVISION	DATE	INIT.



**THE CITY OF PORT COLBORNE  
INTERSECTION IMPROVEMENTS  
BELL STREET @ FARES STREET**

BUMP OUT CURBS CONCEPT  
**PRELIMINARY NOT FOR CONSTRUCTION**

CONSULTANT FILE No. -	REV.
DATE -	0
SCALE NTS	
REF. No.	
DWG No. Appendix A	



**FARES STREET**

**BELL STREET**

**EXISTING "STOP SIGN AHEAD" SIGN ON POLE  
ADD NEW AMBER BEACON**

**NEW MAIL BOX LOCATION**

**EXISTING "STOP" SIGN WITH RED BEACON, TO BE ENLARGED**

**EXISTING MAIL BOX LOCATION**

**EXISTING "NO PARKING" SIGN  
EXISTING "40 km/hr" SIGN**

**NEW "NO PARKING" SIGN LOCATION**

**NEW FLASHING AMBER BEACON WITH "INTERSECTION AHEAD" SIGN**

**EXISTING X-WALK AHEAD SIGN**

**EXISTING X-WALK SIGN**

**EXISTING "NO PARKING" SIGN**

**EXISTING "40 km/h" SIGN**

**EXISTING X-WALK AHEAD SIGN**

**NEW "NO PARKING" SIGN LOCATION**

**EXISTING X-WALK SIGN**

**EXISTING "STOP" SIGN WITH RED BEACON, TO BE ENLARGED**

**EXISTING "FIRE TRUCK ZONE" SIGN ON POLE TO BE REMOVED**

**EXISTING FLASHING AMBER BEACON WITH "INTERSECTION AHEAD" SIGN**

**NEW "STOP SIGN AHEAD" SIGN WITH AMBER BEACON**

**EXISTING "PEDESTRIAN CROSSING" SIGN ON POLE TO BE MOVED TO NEXT POLE NORTH**



**THE CITY OF PORT COLBORNE  
BELL AND FARES STREET INTERSECTION**

**PROPOSED SIGNAGE**

DATE	2020-08-14
SCALE	NTS
REF. No.	
DWG No.	<b>SCHEDULE B</b>



Report Number: 2020-110

Date: August 24, 2020

**SUBJECT: Sale of Vacant Land, Part Lot 26, Concession 2**

**1) PURPOSE:**

The purpose of the report is to obtain Council's approval to enter into an Agreement of Purchase and Sale with Denny Brochu and Amelia Wade for land next to 211 Second Concession Road.

**2) HISTORY, BACKGROUND, COUNCIL POLICY, PRACTICES**

On June 22, 2020, Council received Planning and Development Department Report 2020-39, which outlined the recommended sale of vacant land to Denny Brochu and Amelia Wade for \$6,500 plus HST. Consideration of this report was deferred to a later Council meeting.

On July 15, 2020, direction was provided to staff during closed session in accordance with the *Municipal Act, 2001*.

**3) STAFF COMMENTS AND DISCUSSIONS**

Attached under separate cover as Appendix C is a confidential memorandum with respect to the July 15, 2020 staff direction.

Given the original closing date of the sale was based on a June 24, 2020 consideration date, staff have revised the sale agreement accordingly.

The parcel is to be purchased for \$6,500 plus HST and will be required to be merged with 211 Second Concession Road. The sale is scheduled to now close on September 30, 2020.

**4) OPTIONS AND FINANCIAL CONSIDERATIONS:**

**a) Do nothing.**

Although not recommended, Council can decide to do nothing and continue to retain the property.

**b) Other Options**

Although not recommended, Council could counter-offer or change any listed conditions of the sale.

**5) COMPLIANCE WITH STRATEGIC PLAN INITIATIVES**

Not applicable.

**6) ATTACHMENTS**

Appendix A - Agreement of Purchase and Sale

Appendix B - By-law

Appendix C - Confidential Memorandum – Provided Under Separate Cover

**7) RECOMMENDATION**

That Council declares Part Lot 26, Concession 2 as surplus to the City's needs;

That the City enters into an Agreement of Purchase and Sale with Denny Brochu and Amelia Wade for the purchase price of \$6,500 (plus HST), attached hereto as Appendix A.

That the Mayor, Clerk and City Solicitor be authorized to sign and execute any and all documents respecting the sale of these lands.

**8) SIGNATURES**

Prepared on August 14, 2020 by:

Reviewed and Respectfully Submitted:



Dan Aquilina, MCIP, RPP, CPT  
Director of Planning and Development



Scott Luey  
Chief Administrative Officer



## AGREEMENT OF PURCHASE AND SALE

**Buyer:** Denny Brochu and Amelia Wade

**Seller:** The Corporation of the City of Port Colborne

**Address of Property:** Vacant Land approximately .61 acres

**Frontage** more or less: 290'

**Depth** more or less: 326'

**Legal Description:** Part Lot 26, Concession 2

**Purchase Price:** Six Thousand and Five Hundred (\$6,500) CDN Dollars

**Deposit** Three Hundred (\$300) CDN Dollars

The Seller is in receipt of the deposit.

The Buyer agrees to pay the balance of the purchase price to the Seller, by certified cheque or bank draft on closing subject to the usual adjustments.

Schedule A attached hereto shall form part of this agreement.

1. **Chattels:** None.
2. **Fixtures:** None.
3. **Rental Items:** None.
4. **Irrevocability:** This offer shall be irrevocable by the Buyer until 6:00pm on **September 1, 2020**, after which time, if not accepted, this offer shall be null and void and the deposit shall be returned to the Buyer in full without interest or deduction.
5. **Completion Date:** This agreement shall be completed no later than 6:00pm on **September 30, 2020 (see Schedule A)**. Upon completion, vacant possession of the property shall be given to the Buyer unless otherwise provided for herein.
6. **Notices.** Any notice to given herein shall be in writing and delivered to the Buyer or the Seller at the address for service provided for herein. The parties agree that this agreement may be sent and received by facsimile transmission and that such transmissions of this agreement may be accepted and executed by the party receiving such transmission. All such transmissions once executed shall constitute a binding agreement between the parties. The parties also agree that all notices or waivers may be sent and received by facsimile transmission as above.
7. **HST.** If this transaction is subject to the HST, then such tax shall be in addition to the purchase price. If this transaction is not subject to the HST the Seller shall certify on or before closing that the transaction is not subject to the HST.
8. **Title Search.** Buyer shall be allowed until **September 5, 2020** (Requisition Date) to examine the title to the property at his own expense and to satisfy himself that there are no outstanding work orders, open files, notices of violation or deficiencies or any other encumbrances or regulatory directive affecting the property and that its present use may be lawfully continued and that the principal building may be insured against risk of fire. Seller consents to the municipality or other governmental agencies releasing to the Buyer or his solicitor details of all

outstanding work orders or deficiency notices affecting the property, and Seller agrees to execute and deliver such further authorizations in this regard as Buyer may reasonably require.

9. **Future Use.** Seller and Buyer agree there is no representation or warranty of any kind that the future intended use of the property by the Buyer is or will be lawful except as may be specifically provided for in this agreement.
10. **Title.** Provided that the title to the property is good and free from all registered restrictions, charges, liens and encumbrances except as otherwise specifically provided in this agreement and save and except for (a) any registered restrictions or covenants that run with the land providing that such are complied with; (b) any registered municipal agreements and registered agreements with publicly regulated utilities provided such have been complied with, or security has been posted to ensure compliance and completion as evidenced by a letter from the relevant municipality or regulated utility; (c) any minor easements for the supply of domestic utility or telephone services to the property or adjacent properties; (d) any easements for drainage, storm or sanitary sewers, public utility lines, telephone lines, cable television lines or other services which do not materially affect the present use of the property. If within the specified time referred to in paragraph 8 any valid objection to the title or to any outstanding work order or deficiency notice, or to the fact the said present use may not lawfully be continued, or that the principal building may not be insured against risk of fire is made in writing to Seller and which Seller is unable or unwilling to remove, remedy or satisfy or obtain insurance save and except against risk of fire in favour of the Buyer and any mortgagee and which Buyer will not waive, this agreement notwithstanding any intermediate acts or negotiations in respect of such objections shall be at an end and all monies paid shall be returned without interest or deduction. Save as to any valid objection so made by such day and except for any objection going to the root of title, Buyer shall be conclusively deemed to have accepted Seller's title to the property.
11. **Closing Arrangements.** Where each of the Seller and Buyer retain a lawyer to complete the Agreement of Purchase and Sale of the Property, and where the transaction will be completed by electronic registration pursuant to Part III of the Land Registration Reform Act, R.S.O. 1990, Chapter 14 and the Electronic Registration Act, S.O. 1991, Chapter 44, and any amendments thereto, the Seller and Buyer acknowledge and agree that the exchange of closing funds, non-registrable documents and other items (the "Requisite Deliveries") and the release thereof to the Seller and Buyer will (a) not occur at the same time as the registration of the transfer/deed (and any other documents intended for registration in connection with the completion of this transaction) and (b) be subject to conditions whereby the lawyer(s) receiving any of the Requisite Deliveries will be required to hold same in trust and not release same except in accordance with the terms of a document registration agreement between the said lawyers, the form of which is as recommended from time to time by the Law Society of Upper Canada. Unless otherwise agreed to by the lawyers, such exchange of the Requisite Deliveries will occur in the applicable Land Titles Office or such other location agreeable to both lawyers.
12. **Documents & Discharge.** Buyer shall not call for the production of any title deed, abstract, survey or other evidence of title to the property except such as are in the possession or control of the Seller. If requested by Buyer, Seller will deliver any sketch or survey of the property within Seller's control to Buyer as soon as possible and prior to the Requisition Date. If a discharge of any Charge/Mortgage held by a corporation incorporated pursuant to the Trust and Loan Companies Act (Canada), Chartered Bank, Trust Company, Credit Union, Caisse Populaire or Insurance Company and which is not to be assumed by Buyer on completion, is not available in registerable form on completion, Buyer agrees to accept Seller's lawyer's personal

undertaking to obtain, out of the closing funds, a discharge in registerable form and to register same on title within a reasonable period of time after completion, provided that on or before completion Seller shall provide Buyer a mortgage statement prepared by the mortgagee setting out the balance required to obtain the discharge, together with a direction executed by Seller directing payment to the mortgagee of the amount required to obtain the discharge out of the balance due on closing.

13. **Inspection.** Buyer acknowledges having had the opportunity to inspect the property and understands that upon acceptance of this Offer there shall be a binding agreement of purchase and sale between Buyer and Seller.
14. **Insurance.** All buildings on the property and all other things being purchased shall be and remain until completion at the risk of the Seller. Pending completion, Seller shall hold all insurance policies, if any, and the proceeds thereof in trust for the parties as their interests may appear and in the event of substantial damage, Buyer may either terminate this Agreement and have all monies paid returned without interest or deduction or else take the proceeds of any insurance and complete the purchase. No insurance shall be transferred on completion. If Seller is taking back a Charge/Mortgage, or Buyer is assuming a Charge/Mortgage, Buyer shall supply Seller with reasonable evidence of adequate insurance to protect Seller's or other mortgagee's interest on completion.
15. **Planning Act.** This Agreement shall be effective to create an interest in the property only if Seller complies with the subdivision control provisions of the Planning Act by completion and Seller covenants to proceed diligently at his expense to obtain any necessary consent by completion.
16. **Documentation Registration.** The Transfer/Deed, shall save for the Land Transfer Tax Affidavit, be prepared in registerable form at the expense of the Seller, and any Charge/Mortgage to be given back by the Buyer to Seller at the expense of the Buyer. If requested by Buyer, Seller covenants that the Transfer/Deed to be delivered on completion shall contain the statements contemplated by Section 50(22) of the Planning Act, R.S.O. 1990.
17. **Residency.** Buyer shall be credited towards the Purchase Price with the amount, if any, necessary for Buyer to pay to the Minister of National Revenue to satisfy Buyer's liability in respect to tax payable by Seller under the non-residency provisions of the Income Tax Act by reason of this sale. Buyer shall not claim such credit if Seller delivers on completion the prescribed certificate or statutory declaration that Seller is not then a non-resident of Canada.
18. **Adjustments.** Any rents, mortgage interest, realty taxes including local improvement rates and unmetered public or private utility charges and unmetered cost of fuel, as applicable, shall be apportioned and allowed to the day of completion, the day of completion itself to be apportioned to the Buyer.
19. **Time Limits.** Time shall in all respects be of the essence hereof provided that the time for doing or completing any matter provided for herein may be extended or abridged by an agreement in writing signed by Seller and Buyer or by their respective lawyers who may be specifically authorized in that regard.
20. **Tender.** Any tender of documents or money hereunder may be made upon Seller or Buyer or their respective lawyers on the day set for completion. Money may be tendered by bank draft

or cheque certified by a Chartered Bank, Trust Company, Province of Ontario Savings Office, Credit Union or Caisse Populaire.

21. **Family Law Act.** Seller warrants that spousal consent is not necessary to this transaction under the provisions of the Family Law Act, R.S.O. 1990 unless Seller's spouse has executed the consent hereinafter provided.
22. **UFFI.** Seller represents and warrants to Buyer that during the time Seller has owned the property, Seller has not caused any building on the property to be insulated with insulation containing urea formaldehyde, and that to the best of the Seller's knowledge no building on the property contains or has ever contained insulation that contains urea formaldehyde. This warranty shall survive and not merge on the completion of this transaction, and if the building is part of a multiple unit building, this warranty shall only apply to that part of the building which is subject to this transaction.
23. **Agreement in Writing.** If there is a conflict or discrepancy between any provision added to this agreement including any schedule attached hereto and any provision in contained herein the added provision shall supersede to the extent of such conflict or discrepancy. This agreement including the any schedule attached hereto shall constitute the entire agreement between the Buyer and Seller. There is no representation, warranty, collateral agreement or condition, which affects this agreement other than as expressed herein. This agreement shall be read with all changes of gender or number required by the context.

Dated: \_\_\_\_\_, 2020.

Signed, Sealed and Delivered in the presence of:

\_\_\_\_\_  
Denny Brochu

\_\_\_\_\_  
Amelia Wade

The Seller hereby accepts the above offer.

Dated: \_\_\_\_\_, 2020.

Signed, Sealed and Delivered in the presence of:

\_\_\_\_\_  
William C. Steele - Mayor

\_\_\_\_\_  
Amber LaPointe - City Clerk

We have the authority to bind the  
Corporation

Rocco Vacca - Seller's Lawyer  
SULLIVAN MAHONEY LLP  
Phone: (905) 357-5863 Fax: (905) 357-0501  
Email: [rvacca@sullivanmahoney.com](mailto:rvacca@sullivanmahoney.com)

Rick Dilts - Buyer's Lawyer  
Martens Lingard LLP  
Phone: (905) 687-6551 Fax: (905) 687-6553

### **Schedule A**

The Buyer has submitted with this offer Three Hundred Dollars (\$300) to the Seller as a deposit and agrees to pay the balance of the purchase price to the Seller by certified cheque on closing subject to the following:

The Buyer acknowledges that the property is being sold "as is."

The Buyer acknowledges that the property shall be merged with the Buyer's property located immediately to the west and municipally known as 211 Second Concession Road.

The Corporation of the City of Port Colborne

By-law No. \_\_\_\_\_

Being a By-law to Authorize Entering into an Agreement of Purchase and Sale with Denny Brochu and Amelia Wade respecting Part Lot 26, Concession 2

Whereas at its meeting of August 24, 2020, Council approved the recommendations of Planning and Development Department, Report No. 2020-110, Subject: Sale of Vacant Land, Part Lot 26, Concession 2; and

Whereas Council is desirous of entering into an Agreement of Purchase and Sale with Denny Brochu and Amelia Wade for the sale of Part Lot 26, Concession 2, for the purchase price of \$6,500 (plus HST);

Now therefore the Council of the Corporation of the City of Port Colborne enacts as follows:

1. That The Corporation of the City of Port Colborne enter into an Agreement of Purchase and Sale with Denny Brochu and Amelia Wade for the sale of Part Lot 26, Concession 2 for the purchase price of \$6,500 (plus HST), which agreement is attached hereto as Schedule "A".
2. That the Mayor and the Clerk be and each of them is hereby authorized and directed to sign said agreement, together with any documents necessary to complete the conditions of said agreement, and the Clerk is hereby authorized to affix the Corporate Seal thereto.
3. That the City Solicitor be and is hereby directed to prepare and register all such documents in the proper Land Registry Office as may be required to give full force and effect to this By-law.

Enacted and passed this 24<sup>th</sup> day of August, 2020.

\_\_\_\_\_  
William C. Steele  
Mayor

\_\_\_\_\_  
Amber LaPointe  
City Clerk



Report Number: 2020-117

Date: August 18, 2020

Subject: COVID-19 Update #5

**1) PURPOSE:**

This CAO generated report is provided as a follow up to the COVID-19 pandemic update that was provided to City Council on July 27, 2020.

**2) HISTORY, BACKGROUND, COUNCIL POLICY, PRACTICES**

The City's Emergency Operations Centre (EOC) was activated in response to the COVID-19 pandemic on March 13, 2020 by bringing together the City's Emergency Control Group (ECG). The COVID-19 pandemic continues to affect the nation and the City continues to prepare, respond, and plan recovery from the impacts of the pandemic to the municipality. As described in a previous staff report, the City's response is based on four principles:

- Maintaining essential City services to the community throughout the emergency;
- Continuing to ensure the safety and security of the public and City staff;
- Ensuring the organization remains financially stable throughout COVID-19; and
- Continuing to remain consistent in the City's actions with the actions of other agencies.

In order to respond appropriately to the impacts of the pandemic and adhere to these principles, the City's response has been divided into three phases:

- First phase – initial response and precautions for users and staff
- Second phase – maintaining essential services
- Third phase – recovery and reopening

Currently, the City is in the third phase, recovery and reopening, as staff continue to execute plans that were developed for reopening the City's programs, services, and facilities.

**3) STAFF COMMENTS AND DISCUSSIONS**

The City continues to maintain essential services during the COVID-19 pandemic. In recent months more services, programs, and facilities have reopened; the City has moved beyond maintaining essential services and now offers almost all municipal services that were available prior to the pandemic, albeit often with precautions in place. The precautions in place to protect the community and staff have been described in past reports. These precautions remain in place and are actively being monitored, evaluated,

and adjusted as needed. City management is content with the precautions in place and, based on feedback from staff and union officials, City Staff are also content with the current working conditions.

With these precautions in place, the role of administering the City during the pandemic has become more operational and less a function of emergency management. On that basis, the ECG is meeting less frequently, and the City's normal management meetings are resuming a schedule that is similar to pre-pandemic levels. As such, staff intend to cease providing the regular COVID-19 Update reports to Council and submitting reports on an as needed basis or as a verbal update to Council at Council meetings.

**Vale Health & Wellness Centre - Arena**

The City opened one ice rink at the Vale Health & Wellness Centre in August. Precautions are in place for ice users to protect the public and City staff. The City is in contact with Port Colborne Minor Hockey and other user groups in the City, as well as recreation associations that staff and/or the City belongs to. At this point, staff are happy with the precautions in place as well as the volume of ice rentals and plan to bring the second ice rink online in the weeks to come.

**City Hall**

As reported in the past, City Hall remains open to visitors on an appointment-only basis, virtually every service that City Hall offers is available. Some staff are still working remotely due to physical distance requirements put in place by management or in order to address individuals' vulnerability to the coronavirus. Staff, including members of the ECG, communicate with staff from other municipalities on a regular basis and are monitoring the decisions to open municipal administration buildings with an eye toward making a similar decision for Port Colborne.

**4) OPTIONS AND FINANCIAL CONSIDERATIONS:**

As reported in the past, staff are forecasting a balanced budget for 2020. Staff is aware that the Provincial and Federal Government have announced COVID relief funding for municipalities. The Financial Services Division will be presenting further financial updates as part of the City's budget process in the months to come, including the proposed uses of COVID relief. Financial Services has also provided a Capital Update for the August 24, 2020 Council Meeting.

a) **Do nothing.**

Not Applicable.

b) **Other Options**

Not Applicable.



**5) COMPLIANCE WITH STRATEGIC PLAN INITIATIVES**

Not Applicable.

**6) ATTACHMENTS**

None.

**7) RECOMMENDATION**

That Chief Administrative Officer, Report No. 2020-117, Subject: COVID-19 Update #5, be received for information.

**8) SIGNATURES**

Prepared on August 18, 2020 and respectfully submitted by:

A handwritten signature in black ink, appearing to read "C. Luey", followed by a period.

C. Scott Luey  
Chief Administrative Officer

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PORT COLBORNE

## Memorandum

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**To: Mayor Steele and Members of Council**

**From: Councillor Ron Bodner**

**Date: August 24, 2020**

**Re: Site Alteration By-law Moratorium Request**

Council is aware that staff is working on an updated Site Alteration By-law. I've been advised it will be ready in January 2021. The Site Alteration By-law regulates the placing and/or dumping of fill on properties in Port Colborne and sometimes that fill is from outside of Port Colborne. Council has been advised by the Environmental Advisory Committee (December 2019) that the quality of fill should be assessed and monitored. I believe the importing of fill should be regulated and I have concerns about applications received between now and the passing of the new by-law being held to a different standard than the new by-law will apply.

For the reasons stated above, I'd like to request that a moratorium on additional permit applications to import fill from outside of Port Colborne be put in place until Council passes the new by-law for the protection of residents of Port Colborne.

I am requesting that the following motion be approved:

*That the Site Alteration By-law be amended to halt the intake of new applications to import fill from outside of Port Colborne until such time as the City has passed a new Site Alteration By-law or January 31, 2021 – whichever comes first.*

Thank you for your consideration,

Councillor Ron Bodner  
Ward 4

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July 24, 2020

**Council Session CL 12-2020, July 23, 2020**

**LOCAL AREA MUNICIPALITIES**

City of Port Colborne  
**RECEIVED**

**JUL 24 2020**

**CORPORATE SERVICES  
DEPARTMENT**

**SENT ELECTRONICALLY**

**RE:** Signing of the AMO-Ontario Federation of Indigenous Friendship Centres -  
Declaration of Mutual Commitment and Friendship with Niagara Region And  
Friendship Centre Support  
**Minute Item 11.2 CL 12-2020, July 23, 2020**

Regional Council, at its meeting held on July 23, 2020, passed the following resolution:

WHEREAS Niagara Region is working with the local Indigenous Friendship Centres, the Fort Erie Native Friendship Centre and the Niagara Regional Native Centre;

WHEREAS the Fort Erie Native Friendship Centre and the Niagara Regional Native Centre have been active contributors to the wellbeing of residents in the community;

WHEREAS Niagara Region has a good and ongoing relationship with the Fort Erie Native Friendship Centre and the Niagara Regional Native Centre and wants to set a leading example in the area of Indigenous relations by demonstrating overlapping community interest and work;

WHEREAS the Association of Municipalities of Ontario (AMO) and the Ontario Federation of Indigenous Friendship Centres (OFIFC) Declaration of Mutual Commitment and Friendship reflects the municipality's understanding of and working relationship with Indigenous people in the community;

WHEREAS the Fort Erie Native Friendship Centre and the Niagara Regional Native Centre are contemplating the signing of this declaration and participation in related concurrent activities during the virtual AMO Conference in August of 2020;

WHEREAS this declaration is a living document that additional local Friendship Centres can sign onto at any future date.

NOW THEREFORE IT BE RESOLVED:

1. That Niagara Regional Council **AUTHORIZES** the Regional Chair to sign in conjunction with the local Indigenous Friendship Centres, the joint AMO-OFIFC Declaration of Mutual Commitment and Friendship on behalf of the Region and participate in related concurrent activities during the AMO 2020 Conference;
2. That Council **DIRECT** staff to work with AMO in order to coordinate the declaration signing and related concurrent activities in advance of the AMO 2020 Conference; and
3. That the Regional Clerk **CIRCULATE** the AMO-OFIFC Declaration of Mutual Commitment to the Local Area Municipalities of Niagara for consideration by their respective local Councils.

A copy of the AMO-OFIFC Declaration of Mutual Commitment to the Local Area Municipalities of Niagara is attached for consideration by your Council.

Yours truly,



Ann-Marie Norio  
Regional Clerk

## **Declaration of Mutual Commitment and Friendship (FINAL)**

### **Improving the Quality of Life of Indigenous People Across Ontario's Municipalities Joint and Ongoing Commitment Between Signatories: the Association of Municipalities of Ontario (AMO) and the Ontario Federation of Indigenous Friendship Centres (OFIFC)**

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1. WHEREAS in Ontario, over 85 percent of Indigenous people live in municipalities;
2. WHEREAS the growing percentage of Indigenous people living in municipalities and the Friendship Centres that serve them participate in and contribute to municipal community life;
3. WHEREAS the Friendship Centres have existed in Ontario municipalities for over half a century and have vital roles to play in community development, social cohesion, and improving the quality of life for Indigenous people living in urban and rural areas;
4. WHEREAS the Friendship Centres receive their mandate from their communities and are inclusive of all Indigenous people;
5. WHEREAS municipal governments have a growing and critical role in human and social services and community development and many have shown leadership in working in partnership with Indigenous organizations;
6. WHEREAS the Truth and Reconciliation Commission defines reconciliation as “an ongoing process of establishing and maintaining respectful relationships”;
7. WHEREAS strengthening relations between Indigenous and non-Indigenous people is essential to municipal governments, Friendship Centres, and communities across Ontario;
8. WHEREAS municipal governments play an important role in providing and delivering valuable programs and services to meet the needs of their residents, as well as being responsible, in all or some part, for over two hundred and eighty (280) pieces of provincial legislation that impact daily life of all who live in Ontario;
9. WHEREAS many municipal governments and Friendship Centres have taken up the responsibility to collaborate on a variety of initiatives that improve Indigenous quality of life and have had tangible community impacts;
10. WHEREAS municipal governments are on the front-lines working directly with all individuals to support and determine social determinants of health, demonstrating a notion of direct responsibility contributing to community wellbeing and prosperity;
11. WHEREAS the AMO has developed the Indigenous Relations Task Force to advise the AMO Board of Directors on municipal-Indigenous relationship building;
12. WHEREAS the OFIFC was founded in 1971 and works to support, advocate for and build the capacity of member Friendship Centres across Ontario;
13. WHEREAS the Friendship Centre Movement is the largest Indigenous service network in the province supporting the vibrant and quickly-growing Indigenous population through programming, research, education, and policy advocacy;
14. WHEREAS AMO and OFIFC are partnering on a variety of initiatives to improve collaboration and information sharing amongst our membership, not limited to the work

of the AMO-OFIFC Indigenous Relations Working Group and the AMO-OFIFC Memorandum of Understanding signed on date; AND

15. WHEREAS this declaration is a living document that municipal governments and Friendship Centres can sign onto or use as a framework for the development of local or regional declarations that can be addended to this declaration;

**THAT SIGNATORY MUNICIPAL GOVERNMENTS RECOGNIZE:**

16. THAT Indigenous people reside and build community and resilience in municipalities across Ontario;
17. THE value of Indigenous knowledge and expertise to design, plan, implement, and evaluate public policy and programs that impact the wellbeing of Indigenous people is paramount;
18. THE responsibility taken up by Indigenous Friendship Centres to meet Indigenous community need;
19. THE value of building relationships and partnerships with Friendship Centres to improve the quality of life of Indigenous people in their municipality; AND
20. THAT the exchange of information and skills within and between municipal governments and related associations contribute to improved understanding in the area of Indigenous relations.

**THAT SIGNATORY ONTARIO INDIGENOUS FRIENDSHIP CENTRES RECOGNIZE:**

21. THAT they are and have been leaders in urban Indigenous community development and in reflecting and responding to the needs of Indigenous people in municipalities for over half a century;
22. THAT they are engaged in local and regional affairs and that they contribute to municipal life and that they lead the Indigenous social, community, economic, and cultural development of municipalities across Ontario;
23. THE responsibility taken up by municipal governments to meet and serve Indigenous communities;
24. THAT municipal governments provide essential services that Friendship Centre community members rely on to thrive;
25. THAT municipal governments are leaders in Ontario in meeting community needs through local programs, services and community development, be they in human and social services, public safety or public works/infrastructure, and are integral to community well-being and the social determinants of health;
26. THAT the development and maintenance of good relationships and partnerships with municipal governments is essential to achieving long-term positive impact on Indigenous communities; AND
27. THAT Friendship Centres acknowledge that they operate in a municipal landscape and rely on municipal governments.



**ALL SIGNATORIES RECOGNIZE:**

- 28. THAT we are uniquely positioned to improve community-wellbeing through local policy development, programs and services as we are well-equipped to be responsive to community needs;
- 29. THAT community-identified needs and priorities should provide the basis for policy and program development, and that we are uniquely positioned to improve the quality of life of Indigenous people living in municipalities;
- 30. THAT mutual respect, responsibility, trust, transparency and collaboration to meet common community priorities are key principles of relationship building between non-Indigenous and Indigenous organizations;
- 31. THAT the Friendship Centres and municipal governments play key roles in working against racism, inequality, discrimination, and stigma within and between communities;
- 32. THAT the goal of this declaration is to provide municipal governments and Friendship Centres with a framework for relationship-building to advance reconciliation in communities across Ontario;
- 33. THAT the goal of this declaration is to enhance social cohesion between Indigenous and non-Indigenous people and support closer cultural, social and civic ties between Indigenous and non-Indigenous people;
- 34. THAT we can play a leadership role and set a standard by advancing reconciliation locally and regionally through partnerships and collaboration;
- 35. THAT fostering local and regional partnerships is integral to improving the quality of life for all communities; AND
- 36. THAT we establish and maintain an ongoing dialogue and working relationships at the local and provincial orders.

**SIGNATORIES AND ADJACENT DATES:**

AMO

OFIFC

Ongoing Signatures:

Municipal Governments (Elected Officials)

Friendship Centres (Presidents)

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AUG 17 2020

CORPORATE SERVICES  
DEPARTMENT

August 17, 2020

Honourable Patty Hajdu  
Minister of Health  
House of Commons  
Ottawa, ON K1A 0A6

Sent via email:  
[Patty.Hajdu@parl.gc.ca](mailto:Patty.Hajdu@parl.gc.ca)

Honourable Merrilee Fullerton  
Minister of Long-Term Care.  
6th Floor - 400 University Ave.  
Toronto, ON M7A 1T7

Sent via email:  
[merrilee.fullerton@pc.ola.org](mailto:merrilee.fullerton@pc.ola.org)

Honourable Christine Elliott  
Minister of Health  
5th Floor - 777 Bay St.  
Toronto, ON M7A 2J3

Sent via email:  
[christine.elliott@pc.ola.org](mailto:christine.elliott@pc.ola.org)

**Re: Long-Term Care Homes  
Our File 35.2.2**

Honourable Ministers,

At its meeting held on August 10, 2020, St. Catharines City Council approved the following motion:

WHEREAS many seniors in residing in local long term care facilities are residents of St. Catharines; and

WHEREAS the COVID-19 pandemic has demonstrated a need for additional support; and

WHEREAS subsequent outbreaks and a second wave of COVID-19 is a real possibility recurring in long term care homes;

THEREFORE BE IT RESOLVED that City Council support the current provincial review of the long term care system that will hopefully identify further changes to protect and to serve residents; and

BE IT FURTHER RESOLVED that City Council encourage the Ministry of Long Term Care to provide a minimum of 4 hours of direct care per day per resident in long term care homes; and

BE IT FURTHER RESOLVED that City Council encourage the Ministry of Long Term Care to support mandatory testing for all staff providing services to seniors in assisted living, life lease or retirement housing workplaces; and

BE IT FURTHER RESOLVED that City Council supports the Ministry of Long Term Care to build new long term care beds; and

BE IT FURTHER RESOLVED that City Council appeal to the Federal and Provincial Governments to provide funding as quickly as possible for additional personal support workers, nurses and PPE costs associated with the COVID-19 pandemic and increase staffing to adequate levels in long term care homes to sufficient capacity to provide care; and

BE IT FURTHER RESOLVED that this resolution be forwarded to all local area municipalities; all Niagara MPPs and MPs; the Honourable Patty Hajdu, Minister of Health; the Honourable Christine Elliott, Minister of Health; and the Honourable Merrilee Fullerton, Minister of Long-Term Care.

If you have any questions, please contact the Office of the City Clerk at extension 1524.



Bonnie Nistico-Dunk, City Clerk  
Legal and Clerks Services, Office of the City Clerk  
:em

Cc. Chris Bittle, MP - St. Catharines, [Chris.Bittle@parl.gc.ca](mailto:Chris.Bittle@parl.gc.ca)  
Dean Allison, MP - Niagara West, [Dean.Allison@parl.gc.ca](mailto:Dean.Allison@parl.gc.ca)  
Vance Badawey, MP - Niagara Centre, [Vance.Badawey@parl.gc.ca](mailto:Vance.Badawey@parl.gc.ca)  
Tony Baldinelli, MP - Niagara Falls, [Tony.Baldinelli@parl.gc.ca](mailto:Tony.Baldinelli@parl.gc.ca)  
Jennifer Stevens, MPP - St. Catharines, [JStevens-CO@ndp.on.ca](mailto:JStevens-CO@ndp.on.ca)  
Jeff Burch, MPP - Niagara Centre, [JBurch-QP@ndp.on.ca](mailto:JBurch-QP@ndp.on.ca)  
Wayne Gates, MPP - Niagara Falls, [wqates-co@ndp.on.ca](mailto:wqates-co@ndp.on.ca)  
Sam Oosterhoff, MPP - Niagara West-Glanbrook, [sam.oosterhoff@pc.ola.org](mailto:sam.oosterhoff@pc.ola.org)  
Niagara Area Municipalities

The Corporation of the City Of Port Colborne

By-Law No. 6810/60/20

Being a By-Law to Amend By-Law No. 89-2000,  
Being a By-Law Regulating Traffic and Parking on  
West Street

Whereas at its meeting of August 24, 2020, the Council of The Corporation of the City of Port Colborne (Council) approved the recommendation of Planning and Development Department, By-law Enforcement Division, Report No. 2020-105, Subject: Parking and and Traffic – West Street; and

Whereas Council is desirous of amending the provisions of By-law 89-2000, Being a By-law Regulating Traffic and Parking on City Roads, as amended, in accordance with the recommendations the above referenced report.

Now therefore the Council of The Corporation of the City Of Port Colborne enacts as follows:

1. That Schedule "E" Limited Parking Restrictions, to By-law 89-2000 as amended, be amended by deleting therefrom the following:

<u>Column 1</u>	<u>Column 2</u>	<u>Column 3</u>		<u>Column 4</u>	<u>Column 5</u>
Highway	Side	From	To	Times/Days	Maximum
West Street	East	Clarence St.	Charlotte St.	9:00 a.m. to 6:00 p.m. Mon to Sat	2 hours

2. That Schedule "E" Limited Parking Restrictions, to By-law 89-2000 as amended, be amended by adding thereto the following:

<u>Column 1</u>	<u>Column 2</u>	<u>Column 3</u>		<u>Column 4</u>	<u>Column 5</u>
Highway	Side	From	To	Times/Days	Maximum
West Street	East	Clarence St.	Charlotte St.	8:00 a.m. to 10:00 p.m. Mon to Sun	2 hours

3. That this by-law shall come into force and take effect on the passing, subject to the display of official signs.

Enacted and passed this 24th day of August 2020.

\_\_\_\_\_  
William C. Steele  
Mayor

\_\_\_\_\_  
Amber LaPointe  
City Clerk

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The Corporation of the City Of Port Colborne

By-Law No. 6811/61/20

Being a By-Law to Amend By-Law No. 89-2000,  
Being a By-Law Regulating Traffic and Parking on  
Wyldeewood Road

Whereas at its meeting of August 24, 2020, the Council of The Corporation of the City of Port Colborne (Council) approved the recommendation of Planning and Development Department, By-law Enforcement Division, Report No. 2020-108, Subject: Parking and and Traffic Wyldeewood Road; and

Whereas Council is desirous of amending the provisions of By-law 89-2000, Being a By-law Regulating Traffic and Parking on City Roads, as amended, in accordance with the recommendations the above referenced report.

Now therefore the Council of The Corporation of the City Of Port Colborne enacts as follows:

1. That Schedule 'W' Speed Limits to By-law 89-2000, as amended be further amended to delete the following therefrom:

Column 1	Column 2		Column 3
Highway	From	To	Max. Speed
Wyldeewood Road	Hwy #3	South to Lake Erie	60

2. That Schedule 'W' Speed Limits to By-law 89-2000, as amended be further amended by adding thereto the following:

Column 1	Column 2		Column 3
Highway	From	To	Max. Speed
Wyldeewood Road	Hwy#3	720m north of the Termination of the dead end of Wyldeewood Road at Lake Erie (Centre line of Michael Drain)	60
Wyldeewood Road	Termination of the dead end of Wyldeewood Road at Lake Erie	720m north therefrom (Centre line of Michael Drain)	40

3. That Schedule 'C2' Parking Prohibitions Tow Away Zone to By-law 89-2000, as amended be further amended by adding thereto the following:

Column 1	Column 2	Column3		Column 4
Highway	Side	From	To	Times/Day
Wyldeewood Road	West	Termination of the dead end of Wyldeewood Road at Lake Erie	180m north therefrom	Anytime
Wyldeewood Road	West	192m north of the Termination of the dead end of Wyldeewood Road at Lake Erie	528m north therefrom	Anytime

Wyldeewood Road	East	Termination of the dead end of Wyldeewood Road at Lake Erie	186m north therefrom	Anytime
Wyldeewood Road	East	211m north of the Termination of the dead end of Wyldeewood Road at Lake Erie	48m north therefrom	Anytime
Wyldeewood Road	East	305m north of the Termination of the dead end of Wyldeewood Road at Lake Erie	415m north therefrom	Anytime

4. That Schedule 'F' Angle Parking to By-law 89-2000, as amended be further amended to delete the following therefrom:

Column 1	Column 2	Column 3	
Highway	Side	From	To
Wyldeewood Rd.	West	A point 420m south of the centre line of the Michael Drain	A point 144m South
Wyldeewood Rd.	East	A point 439m south of the centre line of the Michael Drain	A point 125m South

5. That Schedule 'F' Angle Parking to By-law 89-2000, as amended be further amended by adding the following thereto:

Column 1	Column 2	Column 3	
Highway	Side	From	To
Wyldeewood Rd.	West	180m north of the Termination of the dead end of Wyldeewood Road at Lake Erie	12m north therefrom
Wyldeewood Rd.	East	186m north of the Termination of the dead end of Wyldeewood Road at Lake Erie	25m north therefrom
Wyldeewood Rd.	East	259m north of the Termination of the dead end of Wyldeewood Road at Lake Erie	46m north therefrom

6. That this by-law shall come into force and take effect on the passing, subject to the display of official signs.

Enacted and passed this 24th day of August 2020.

\_\_\_\_\_  
William C. Steele  
Mayor

\_\_\_\_\_  
Amber LaPointe  
City Clerk



The Corporation of the City Of Port Colborne

By-Law No. 6812/62/60

Being a By-Law to Amend By-Law No. 6116/82/14 Being a By-law to Establish a Permitting System for the Parking of Vehicles on Designated Highways within the City of Port Colborne

Whereas at its meeting of August 24, 2020, the Council of The Corporation of the City of Port Colborne (Council) approved the recommendation of Planning and Development Department, By-law Enforcement Division, Report No. 2020-108, Subject: Parking and Traffic – Wyldewood Road; and

Whereas Council is desirous of amending the provisions of By-law 6116/82/14 Being a By-law to Establish a Permitting System for the Parking of Vehicles on Designated Highways within the City of Port Colborne Schedule 'A' – On-Street Parking Permits in accordance with the recommendations in the above referenced report;

Now therefore the Council of The Corporation of the City Of Port Colborne enacts as follows:

1. That By-law 6116/82/14 Schedule "A" – On-Street Parking Permit By-law, be amended by adding thereto the following:

<u>Column 1</u>	<u>Column 2</u>	<u>Column 3</u>		<u>Column 4</u>
Highway	Side	From	To	Times/Days
Wyldewood Rd	East	259m north of the Termination of the dead end of Wyldewood Road at Lake Erie	46m north therefrom	Anytime

2. That this by-law shall come into force and take effect on the passing, subject to the display of official signs.

Enacted and passed this 24th day of August 2020.

\_\_\_\_\_  
William C. Steele  
Mayor

\_\_\_\_\_  
Amber LaPointe  
City Clerk

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The Corporation of the City of Port Colborne

By-law No. 6813/63/20

Being a By-law to Authorize Entering into an Agreement of Purchase and Sale with Denny Brochu and Amelia Wade respecting Part Lot 26, Concession 2

Whereas at its meeting of August 24, 2020, Council approved the recommendations of Planning and Development Department, Report No. 2020-110, Subject: Sale of Vacant Land, Part Lot 26, Concession 2; and

Whereas Council is desirous of entering into an Agreement of Purchase and Sale with Denny Brochu and Amelia Wade for the sale of Part Lot 26, Concession 2, for the purchase price of \$6,500 (plus HST);

Now therefore the Council of the Corporation of the City of Port Colborne enacts as follows:

1. That The Corporation of the City of Port Colborne enter into an Agreement of Purchase and Sale with Denny Brochu and Amelia Wade for the sale of Part Lot 26, Concession 2 for the purchase price of \$6,500 (plus HST), which agreement is attached hereto as Schedule "A".
2. That the Mayor and the Clerk be and each of them is hereby authorized and directed to sign said agreement, together with any documents necessary to complete the conditions of said agreement, and the Clerk is hereby authorized to affix the Corporate Seal thereto.
3. That the City Solicitor be and is hereby directed to prepare and register all such documents in the proper Land Registry Office as may be required to give full force and effect to this By-law.

Enacted and passed this 24<sup>th</sup> day of August, 2020.

\_\_\_\_\_  
William C. Steele  
Mayor

\_\_\_\_\_  
Amber LaPointe  
City Clerk

## AGREEMENT OF PURCHASE AND SALE

**Buyer:** Denny Brochu and Amelia Wade

**Seller:** The Corporation of the City of Port Colborne

**Address of Property:** Vacant Land approximately .61 acres

**Frontage** more or less: 290'

**Depth** more or less: 326'

**Legal Description:** Part Lot 26, Concession 2

**Purchase Price:** Six Thousand and Five Hundred (\$6,500) CDN Dollars

**Deposit** Three Hundred (\$300) CDN Dollars

The Seller is in receipt of the deposit.

The Buyer agrees to pay the balance of the purchase price to the Seller, by certified cheque or bank draft on closing subject to the usual adjustments.

Schedule A attached hereto shall form part of this agreement.

1. **Chattels:** None.
2. **Fixtures:** None.
3. **Rental Items:** None.
4. **Irrevocability:** This offer shall be irrevocable by the Buyer until 6:00pm on **September 1, 2020**, after which time, if not accepted, this offer shall be null and void and the deposit shall be returned to the Buyer in full without interest or deduction.
5. **Completion Date:** This agreement shall be completed no later than 6:00pm on **September 30, 2020 (see Schedule A)**. Upon completion, vacant possession of the property shall be given to the Buyer unless otherwise provided for herein.
6. **Notices.** Any notice to given herein shall be in writing and delivered to the Buyer or the Seller at the address for service provided for herein. The parties agree that this agreement may be sent and received by facsimile transmission and that such transmissions of this agreement may be accepted and executed by the party receiving such transmission. All such transmissions once executed shall constitute a binding agreement between the parties. The parties also agree that all notices or waivers may be sent and received by facsimile transmission as above.
7. **HST.** If this transaction is subject to the HST, then such tax shall be in addition to the purchase price. If this transaction is not subject to the HST the Seller shall certify on or before closing that the transaction is not subject to the HST.
8. **Title Search.** Buyer shall be allowed until **September 5, 2020** (Requisition Date) to examine the title to the property at his own expense and to satisfy himself that there are no outstanding work orders, open files, notices of violation or deficiencies or any other encumbrances or regulatory directive affecting the property and that its present use may be lawfully continued and that the principal building may be insured against risk of fire. Seller consents to the municipality or other governmental agencies releasing to the Buyer or his solicitor details of all

outstanding work orders or deficiency notices affecting the property, and Seller agrees to execute and deliver such further authorizations in this regard as Buyer may reasonably require.

9. **Future Use.** Seller and Buyer agree there is no representation or warranty of any kind that the future intended use of the property by the Buyer is or will be lawful except as may be specifically provided for in this agreement.
10. **Title.** Provided that the title to the property is good and free from all registered restrictions, charges, liens and encumbrances except as otherwise specifically provided in this agreement and save and except for (a) any registered restrictions or covenants that run with the land providing that such are complied with; (b) any registered municipal agreements and registered agreements with publicly regulated utilities provided such have been complied with, or security has been posted to ensure compliance and completion as evidenced by a letter from the relevant municipality or regulated utility; (c) any minor easements for the supply of domestic utility or telephone services to the property or adjacent properties; (d) any easements for drainage, storm or sanitary sewers, public utility lines, telephone lines, cable television lines or other services which do not materially affect the present use of the property. If within the specified time referred to in paragraph 8 any valid objection to the title or to any outstanding work order or deficiency notice, or to the fact the said present use may not lawfully be continued, or that the principal building may not be insured against risk of fire is made in writing to Seller and which Seller is unable or unwilling to remove, remedy or satisfy or obtain insurance save and except against risk of fire in favour of the Buyer and any mortgagee and which Buyer will not waive, this agreement notwithstanding any intermediate acts or negotiations in respect of such objections shall be at an end and all monies paid shall be returned without interest or deduction. Save as to any valid objection so made by such day and except for any objection going to the root of title, Buyer shall be conclusively deemed to have accepted Seller's title to the property.
11. **Closing Arrangements.** Where each of the Seller and Buyer retain a lawyer to complete the Agreement of Purchase and Sale of the Property, and where the transaction will be completed by electronic registration pursuant to Part III of the Land Registration Reform Act, R.S.O. 1990, Chapter 14 and the Electronic Registration Act, S.O. 1991, Chapter 44, and any amendments thereto, the Seller and Buyer acknowledge and agree that the exchange of closing funds, non-registrable documents and other items (the "Requisite Deliveries") and the release thereof to the Seller and Buyer will (a) not occur at the same time as the registration of the transfer/deed (and any other documents intended for registration in connection with the completion of this transaction) and (b) be subject to conditions whereby the lawyer(s) receiving any of the Requisite Deliveries will be required to hold same in trust and not release same except in accordance with the terms of a document registration agreement between the said lawyers, the form of which is as recommended from time to time by the Law Society of Upper Canada. Unless otherwise agreed to by the lawyers, such exchange of the Requisite Deliveries will occur in the applicable Land Titles Office or such other location agreeable to both lawyers.
12. **Documents & Discharge.** Buyer shall not call for the production of any title deed, abstract, survey or other evidence of title to the property except such as are in the possession or control of the Seller. If requested by Buyer, Seller will deliver any sketch or survey of the property within Seller's control to Buyer as soon as possible and prior to the Requisition Date. If a discharge of any Charge/Mortgage held by a corporation incorporated pursuant to the Trust and Loan Companies Act (Canada), Chartered Bank, Trust Company, Credit Union, Caisse Populaire or Insurance Company and which is not to be assumed by Buyer on completion, is not available in registerable form on completion, Buyer agrees to accept Seller's lawyer's personal

undertaking to obtain, out of the closing funds, a discharge in registerable form and to register same on title within a reasonable period of time after completion, provided that on or before completion Seller shall provide Buyer a mortgage statement prepared by the mortgagee setting out the balance required to obtain the discharge, together with a direction executed by Seller directing payment to the mortgagee of the amount required to obtain the discharge out of the balance due on closing.

13. **Inspection.** Buyer acknowledges having had the opportunity to inspect the property and understands that upon acceptance of this Offer there shall be a binding agreement of purchase and sale between Buyer and Seller.
14. **Insurance.** All buildings on the property and all other things being purchased shall be and remain until completion at the risk of the Seller. Pending completion, Seller shall hold all insurance policies, if any, and the proceeds thereof in trust for the parties as their interests may appear and in the event of substantial damage, Buyer may either terminate this Agreement and have all monies paid returned without interest or deduction or else take the proceeds of any insurance and complete the purchase. No insurance shall be transferred on completion. If Seller is taking back a Charge/Mortgage, or Buyer is assuming a Charge/Mortgage, Buyer shall supply Seller with reasonable evidence of adequate insurance to protect Seller's or other mortgagee's interest on completion.
15. **Planning Act.** This Agreement shall be effective to create an interest in the property only if Seller complies with the subdivision control provisions of the Planning Act by completion and Seller covenants to proceed diligently at his expense to obtain any necessary consent by completion.
16. **Documentation Registration.** The Transfer/Deed, shall save for the Land Transfer Tax Affidavit, be prepared in registerable form at the expense of the Seller, and any Charge/Mortgage to be given back by the Buyer to Seller at the expense of the Buyer. If requested by Buyer, Seller covenants that the Transfer/Deed to be delivered on completion shall contain the statements contemplated by Section 50(22) of the Planning Act, R.S.O. 1990.
17. **Residency.** Buyer shall be credited towards the Purchase Price with the amount, if any, necessary for Buyer to pay to the Minister of National Revenue to satisfy Buyer's liability in respect to tax payable by Seller under the non-residency provisions of the Income Tax Act by reason of this sale. Buyer shall not claim such credit if Seller delivers on completion the prescribed certificate or statutory declaration that Seller is not then a non-resident of Canada.
18. **Adjustments.** Any rents, mortgage interest, realty taxes including local improvement rates and unmetered public or private utility charges and unmetered cost of fuel, as applicable, shall be apportioned and allowed to the day of completion, the day of completion itself to be apportioned to the Buyer.
19. **Time Limits.** Time shall in all respects be of the essence hereof provided that the time for doing or completing any matter provided for herein may be extended or abridged by an agreement in writing signed by Seller and Buyer or by their respective lawyers who may be specifically authorized in that regard.
20. **Tender.** Any tender of documents or money hereunder may be made upon Seller or Buyer or their respective lawyers on the day set for completion. Money may be tendered by bank draft

or cheque certified by a Chartered Bank, Trust Company, Province of Ontario Savings Office, Credit Union or Caisse Populaire.

21. **Family Law Act.** Seller warrants that spousal consent is not necessary to this transaction under the provisions of the Family Law Act, R.S.O. 1990 unless Seller's spouse has executed the consent hereinafter provided.
22. **UFFI.** Seller represents and warrants to Buyer that during the time Seller has owned the property, Seller has not caused any building on the property to be insulated with insulation containing urea formaldehyde, and that to the best of the Seller's knowledge no building on the property contains or has ever contained insulation that contains urea formaldehyde. This warranty shall survive and not merge on the completion of this transaction, and if the building is part of a multiple unit building, this warranty shall only apply to that part of the building which is subject to this transaction.
23. **Agreement in Writing.** If there is a conflict or discrepancy between any provision added to this agreement including any schedule attached hereto and any provision in contained herein the added provision shall supersede to the extent of such conflict or discrepancy. This agreement including the any schedule attached hereto shall constitute the entire agreement between the Buyer and Seller. There is no representation, warranty, collateral agreement or condition, which affects this agreement other than as expressed herein. This agreement shall be read with all changes of gender or number required by the context.

Dated: \_\_\_\_\_, 2020.

Signed, Sealed and Delivered in the presence of:

\_\_\_\_\_  
Denny Brochu

\_\_\_\_\_  
Amelia Wade

The Seller hereby accepts the above offer.

Dated: \_\_\_\_\_, 2020.

Signed, Sealed and Delivered in the presence of:

\_\_\_\_\_  
William C. Steele - Mayor

\_\_\_\_\_  
Amber LaPointe - City Clerk

We have the authority to bind the  
Corporation

Rocco Vacca - Seller's Lawyer  
SULLIVAN MAHONEY LLP  
Phone: (905) 357-5863 Fax: (905) 357-0501  
Email: [rvacca@sullivanmahoney.com](mailto:rvacca@sullivanmahoney.com)

Rick Dilts - Buyer's Lawyer  
Martens Lingard LLP  
Phone: (905) 687-6551 Fax: (905) 687-6553

**Schedule A**

The Buyer has submitted with this offer Three Hundred Dollars (\$300) to the Seller as a deposit and agrees to pay the balance of the purchase price to the Seller by certified cheque on closing subject to the following:

The Buyer acknowledges that the property is being sold "as is."

The Buyer acknowledges that the property shall be merged with the Buyer's property located immediately to the west and municipally known as 211 Second Concession Road.



The Corporation of the City of Port Colborne

By-law No. 6814/64/20

Being a By-law to Authorize Entering into a Lease Agreement with Big Pappi's

Whereas the Council of the Corporation of the City of Port Colborne approved the recommendations of Report No. 2020-47, Subject: Proposed Agreements at Nickel Beach – Splashtown Niagara Inflatable Water Park, and Big Pappi's Food and Shake Shack;

Whereas Council is desirous of entering into a Lease Agreement with Big Pappi's for the provision of food vending services at Nickel Beach.

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

1. That the Corporation of the City of Port Colborne enter into a Lease Agreement with Big Pappi's which Lease Agreement is attached to this By-law as Schedule "A".
2. That the Mayor and the Clerk be and each of them is hereby authorized and directed to sign the said Agreement, together with any documents necessary to complete the conditions of the said agreement, and the Clerk is hereby authorized to affix the Corporate Seal thereto.

Enacted and passed this 24<sup>th</sup> day of August, 2020.

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William C. Steele  
Mayor

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Amber LaPointe  
City Clerk

## Big Pappi's – Nickel Beach Food Vending Agreement

THIS CONTRACT made this \_\_\_\_\_ day of \_\_\_\_\_.

BETWEEN:

THE CORPORATION OF THE CITY OF PORT COLBORNE  
(hereinafter called the "City")

AND

THE CORPORATION OF BIG PAPPI'S

(hereinafter called the "Licensee")

### 1. PURPOSE

- 1.1 In consideration of the sum of the fees outlined in Section 3, the City hereby grants the Licensee the right to manage a food vending operation within a specified area at Nickel Beach (69 Lake Rd.) as outlined on the plan attached as Schedule "A".
- 1.2 The food vending station will be set up for operation throughout the City's operational season (as hereinafter defined) at Nickel Beach. The Licensee will have the option to move the food station anywhere within the operating boundaries highlighted in Schedule "A" as they see fit.
- 1.3 The rights and privileges granted by this contract are for the management, operation and maintenance of food vending operation for the general public to enjoy.
- 1.4 Nothing in this contract shall be construed as granting the Licensee any rights to conduct special events within the Park and any area other than that specified on the attached map unless otherwise approved by the City.

### 2. TERM

- 2.1 The term of the Management Contract shall be for five years commencing April 1, 2021 and expiring November 15, 2025.
- 2.2 The Licensee will operate annually within periods that coincide with the City's seasonal operations, generally from Victoria Day weekend to the beginning of October (weather permitting) (the "Operational Season"). Approximate daily hours, weather pending, are 11:00 a.m. to 7:00 p.m.
- 2.3 Either the City or the Licensee may terminate this contract effective November 15<sup>th</sup>, 2021 OR in any year following, by giving written notice of termination to the other party by November 15<sup>th</sup> of that year should they be unsatisfied with the contract or operations. The written notice of termination must include clarification on reasons for termination. If either party chooses to terminate the contract for any reason whatsoever, the Licensee shall remove all personal property, buildings, or equipment from the designated area, and all future obligations shall be at an end, however, any outstanding obligations or fees are to be performed or paid.
- 2.4 The Licensee will have the first right of refusal to negotiate an extension or new contract without a request for proposal process, so long as the Licensee is not in breach of any terms of this Agreement. All terms within an extended contract would remain the same with the exception of fees which will increase by an amount as determined by the City.

**3. FEES**

3.1. The Licensee will pay the following base fee structure (the "Seasonal Base Fee"):

Year	Seasonal Fee
2021	\$1250
2022	\$1750
2023	\$2250
2024	\$2250
2025	\$2250

OR 7.5% of the total annual gross operating sales before taxes and discounts (whichever is greater) (the "Gross Sales Fee"). The Licensee will provide a statement of gross operating sales (before taxes and discounts) to the City no later than November 1<sup>st</sup> annually. After receiving the statement of gross operating sales, the City will calculate the Gross Sales Fee. If the Gross Sales Fee is greater than the Seasonal Base Fee, then the City will generate, and provide the Licensee with appropriate invoicing showing the amount by which the Gross Sales Fee exceeds the Seasonal Base Fee within 5 business days following November 1<sup>st</sup>. Payment will be required from the Licensee no later than November 15<sup>th</sup> annually. Additional property taxes or sublet fees will not be charged in addition to this.

3.2. For the right to manage a food vending operation at Nickel Beach, fees as outlined in 3.1 are as follows:

- First year only, the Licensee will pay a \$500 (no HST) non-refundable deposit no later than April 1, 2021, applied to the 2021 annual fee.
- Beyond the first year deposit, the Licensee will pay the full seasonal fee owing as outlined in 3.1, no later than November 15<sup>th</sup> annually.

3.3 The Licensee will ensure that they are in compliance with all regulations and requirements in relation to a food vending operation, obtain and pay for any permits, and other related costs that may be required from outside organizations, such as, but not limited to, Niagara Regional Public Health. The City does not make any representations as to the ability of the Licensee to operate a food vending station.

3.4 The City agrees to give the Licensee exclusive rights to food vending operations within the area outlined in schedule "A", including all special events hosted on the property of 69 Lake Rd., unless otherwise approved by the Licensee.

**4. DEFAULT**

4.1 If the fees above, or any part thereof, shall be in arrears or unpaid by the Licensee at any time or times, then, such non-payment of fees, defaults, breach or non-observance is not corrected within fifteen days from the date of written notice from the City to the Licensee, the City may terminate this contract by giving to the Licensee written notice. The notice will be delivered to the Licensee or any officer of the Licensee or mailed to the last known address of the place of business or office of the Licensee, with such notice served by mail to be deemed to have been given on the fifth (5<sup>th</sup>) business day following that on which the letter containing the notice was posted, and any notice which is given electronically or by facsimile, to be effective on the date delivered. Once the Licensee receives notice, this contract shall be ended, and in that event, it shall be lawful for the City, its employees or agents, to have all items removed at the expense of the Licensee without any compensation being payable to the Licensee and all outstanding obligations and fees owing under this Agreement to be performed or paid.

- 4.2 No acceptance of fees subsequent to any breach or default, other than non-payment of fees, nor any condoning, excusing or overlooking by the City on previous occasions of breaches or defaults similar to that for with re-entry is made shall be taken to operate as a waiver of this condition nor in any way to defeat or affect the rights of the City hereunder.
- 4.3 Any other breach of this Agreement, if not cured within 5 business days, shall entitle the City to cancel this Agreement in accordance with section 4.1, with all fees, expenses and other obligations currently due and owing under this Agreement at that date to be paid immediately.

## **5. MAINTENANCE**

- 5.1 The Licensee shall be responsible to keep the area identified in Schedule "A" clean and clear of garbage and debris. All waste accumulation will be disposed of in the appropriate waste bins provided by the City.
- 5.2 In order to ensure that the facilities are being maintained to the satisfaction of the City, the Licensee and the City will undertake joint inspections of the facilities at regular intervals as may be agreed upon between the parties, and the Licensee undertakes to rectify forthwith any maintenance deficiencies identified during such inspections.
- 5.3 The Licensee will be responsible for supplying and keeping all equipment aesthetically pleasing and in good repair, including damage caused by vandalism.

## **6. OPERATION**

- 6.1 The Licensee shall pay all operating expenses incurred in managing the food vending operation.
- 6.2 The Licensee agrees to manage and operate in a manner consistent with good business and safety practices satisfactory to the City in the City's sole discretion.
- 6.3 The facilities shall be managed by the Licensee in such a manner to provide a safe, enjoyable food and beverage service to the public in the City's sole discretion.
- 6.4 The Licensee will ensure that all staff used for the food vending operation are trained, and certified under all safe food handling requirements as set out from time to time by the Niagara Region or other authority.
- 6.5 It is the Licensee's responsibility to cooperate with the Niagara Region Public Health Department, or comparable agency, for any required testing/inspections, as they deem necessary.
- 6.6 The Licensee is responsible for the safe and environmentally friendly installation and operation of the food vending station. The Licensee will ensure that any safety certification, and/or legislative requirements are satisfied for the operation of food vending services. Copies of any said certifications are to be provided to the City prior to each annual operating season.
- 6.7 The Licensee will provide any type of physical barrier between vehicle traffic area's and the food vending area.
- 6.8 Approved signage areas will be determined on site. The Licensee shall not erect any signs within the Park without obtaining approval from the Manager of Parks and Recreation or designate.

- 6.9 The City acknowledges and accepts that the Licensee is not obligated to stay open if they choose not to, due to weather, staffing, or any other reason to be determined.
- 6.10 The Licensee will have the option of adding new features/structures to the food vending station annually pending formal approval from the City. A request for any of said additions will be provided to the Manager of Parks & Recreation or designate no later than February 15<sup>th</sup> of the operating season where new features are to be added.
- 6.11 The Licensee will be provided access to the hydro panel outlined on schedule "A" in order to operate the food vending operation. The Licensee will incur all costs associated with alternative hydro access other than that which is outlined in schedule "A".

**7. FINANCES**

- 7.1 The Licensee will provide the City with a statement of gross total annual sales (before taxes and discounts) following the end of each operating season, no later than November 1<sup>st</sup> annually. Such statements will be used by the City for the calculations of annual rental fees, being either the Seasonal Base Fee or the Gross Sales Fee as outlined in section 3.1.

**8. INDEMNIFICATION AND INSURANCE**

- 8.1 The Licensee shall indemnify and save harmless the City and its employees, trustees and officers, independent contractors, subcontractors, agents, volunteers, successors, and assigns (collectively the "City of Port Colborne"), of any and all losses, costs, claims, obligations, expenses, demands, actions, causes of action, deficiency, liability, or damages which may be brought against the City of Port Colborne or which it may suffer or incur, directly or indirectly, as a result of, in respect of or arising out of any act or any negligence by the Licensee or its employees, volunteers or agents, any non-performance or non-fulfilment of any terms of this Agreement, or any loss of use, revenue or profit by any person, organization or entity, including but not limited to, incidental, indirect, special and consequential damages. Liabilities include but are not limited to, any and all liability for damages to property and injury to persons (including death), judgments, claims, demands, causes of action, contracts, suits, actions or other proceedings of any kind. Any expenses including but not limited to, legal fees on a solicitor-client basis, which indemnified persons, entities or organizations, may suffer or incur howsoever caused arising out of or in connection with, in any way related to, or as a result of:
  - Anything done or omitted to be done by the Licensee or the Licensee's employees, volunteers, agents or personnel with respect to their obligations under the Contract, including any breach by the Licensee of its obligations under this Contract or any breach by the Licensee's representations, warranties and covenants set forth in the respondent proposal; and
  - Any alleged infringement or infringement of any patent, copyright, trade mark, trade secret, or other intellectual or industrial property right or contractual right or obligation of any third party by reason of the purchase, use or possession of any of the services or deliverables under this Contract.
- 8.2 The Licensee shall, at their expense obtain and keep in force during the term of the Agreement, Commercial General Liability Insurance satisfactory to the City of Port Colborne, and underwritten by an insurer licensed to conduct business in the Province of Ontario. The policy shall provide coverage for Bodily Injury, Property Damage and Personal Injury and shall include but not be limited to:
  - A limit of liability of not less than \$2,000,000/occurrence with an aggregate of not less than \$2,000,000
  - The City of Port Colborne, and Vale Canada Ltd. as an additional insured with respect to the operations of the Named Insured

- The policy shall contain a provision for cross liability and severability of interest in respect of the Named Insured
- Non-owned automobile coverage with a limit not less than \$2,000,000 and shall include contractual non-owned coverage (SEF 96); Coverage to include damage caused by operating or moving vehicles
- Products and completed operations coverage
- Broad Form Property Damage
- Contractual Liability
- The policy shall provide 30 days' prior notice of cancellation

8.3.0 The Licensee shall maintain insurance against liability imposed by any Workers' Compensation Act or comparable legislation respecting the injury to or death of all permanent and part time employees engaged by the Licensee in the food vending operation.

## **9. SERVICE RESERVATION**

9.1 The City has the right to maintain and operate services installed on the lands owned or operated by the City known as Nickel Beach, including the lands designated in Schedule "A" as the Approved Food Vendor Area, and the right to grant leases or licenses, privilege or permission to install, lay, maintain and use services on, under, over or across the said lands, including but not limited to any utility or telecommunications lines. The Licensee shall not do anything or cause or permit anything to be done which will in any way interfere with the rights and privileges or permissions thereby granted.

## **10. ACCESS**

- 10.1 While acting in the scope of their duties, the City, its servants or agents shall, at all times and for all work purposes, have free access to any and every part of the area identified on Schedule "A".
- 10.2 During the term of this Agreement, the general public shall have at all times free and unrestricted access to the lands known as Nickel Beach, including the lands designated in Schedule "A" as the Approved Food Vendor Area.

## **11. SECURITY**

11.1 If required, the Licensee will coordinate security services for any items kept on the property. The City is not responsible for any loss or damage to the Licensee's property at any time.

## **12. CONSTRUCTION OF BUILDINGS OR STRUCTURES**

- 12.1 With the exception of the food vending station outlined in Appendix A, the Licensee shall not construct or erect any permanent buildings or other structures on the said facilities without the prior written consent of the City, and all such buildings or structures shall be constructed and thereafter maintained by and at the cost and expense of the Licensee to the satisfaction of the City.
- 12.2 During the term of this Agreement, the City will provide the Licensee the right of first refusal to assume food-vending operations within any building or structure erected by the City on the property of 69 Lake Rd. that is intended to provide food services on terms as determined by the City at the time of such food vending operations.

## **13. COMPLIANCE WITH LAW**

- 13.1 The Licensee shall in all respects abide by and comply with all rules, regulations and by-laws of the municipality and other governing bodies in any manner affecting the said facilities.
- 13.2 The Licensee shall ensure that all products and services provided in respect to this contract are in accordance with and under the authorization of all applicable authorities municipal, provincial, and federal legislation, including, but not



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Legend

Notes

Area's identified are approximations.

0.1 0 0.06 0.1 Kilometers

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The Corporation of the City of Port Colborne

By-law No. 6815/65/20

Being a By-law to Authorize Entering into a Lease Agreement with Splashtown Niagara

Whereas the Council of the Corporation of the City of Port Colborne approved the recommendations of Report No. 2020-47, Subject: Proposed Agreements at Nickel Beach – Splashtown Niagara Inflatable Water Park, and Big Pappi's Food and Shake Shack;

Whereas Council is desirous of entering into a Lease Agreement with Splashtown Niagara for the provision of an aqua park at Nickel Beach.

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

1. That the Corporation of the City of Port Colborne enter into a Lease Agreement with Splashtown Niagara which Lease Agreement is attached to this By-law as Schedule "A".
2. That the Mayor and the Clerk be and each of them is hereby authorized and directed to sign the said Agreement, together with any documents necessary to complete the conditions of the said agreement, and the Clerk is hereby authorized to affix the Corporate Seal thereto.

Enacted and passed this 24<sup>th</sup> day of August, 2020.

---

William C. Steele  
Mayor

---

Amber LaPointe  
City Clerk

## Splashtown Niagara- Nickel Beach Aqua Park Agreement

THIS CONTRACT made this \_\_\_\_\_ day of \_\_\_\_\_, 2020.

BETWEEN:

**THE CORPORATION OF THE CITY OF PORT COLBORNE**

(hereinafter called the "City")

AND

**Derek Stonier**

**SPLASHTOWN NIAGARA**

(hereinafter called the "Licensee")

### 1. PURPOSE

- 1.1 In consideration of the sum of the fees outlined in Section 3, the City hereby grants the Licensee the right to manage an Inflatable Waterpark (the "Inflatable Waterpark") within a specified area at 69 Lake Road (hereinafter called the "Park") as outlined on the plan attached as Schedule "A", together with the right to set up a 15' x 15' kiosk on land near the entrance to the water area specified on the attached Schedule "A".
- 1.2 The Inflatable Waterpark structure shall remain set up and in place during the summer months. A storage trailer that will hold life jackets and other required equipment will be allowed near the entrance to the waterfront. The Licensee will be allowed to move the storage trailer anywhere within the operating boundaries highlighted in Schedule "A" as they see fit.
- 1.3 The rights and privileges granted by this contract are for the management, operation and maintenance of an Inflatable Waterpark for the general public to enjoy.
- 1.4 Nothing in this contract shall be construed as granting the Licensee any rights to conduct special events within the Park and any area other than that specified on the attached map.

### 2. TERM

- 2.1 The term of the Management Contract shall be for five years commencing April 1, 2021 and expiring November 15, 2025.
- 2.2 The Licensee will operate annually within periods that coincide with the City's seasonal operations, generally from Victoria Day weekend to the beginning of October (weather permitting). Approximate daily hours, weather pending, are 10:00 a.m. to 7:00 p.m.
- 2.3 Either the City or the Licensee may terminate this contract effective November 15<sup>th</sup>, 2021 OR in any year following, by giving written notice of termination to the other party by November 15<sup>th</sup> of that year should they be unsatisfied with the contract or operations. The written notice of termination must include clarification on reasons for termination. If either party chooses to terminate the contract for any reason whatsoever, the Licensee shall remove all personal property, buildings, or equipment from the designated area, and all future obligations shall be at an end, however, any outstanding obligations or fees are to be performed or paid.
- 2.4 The Licensee will have the first right of refusal to negotiate an extension or new contract without a request for proposal process. All terms within an extended contract would remain the same with the exception of fees which will increase by an amount as determined by the City.

**3. FEES**

3.1. The Licensee will pay the following base fee structure (the "Seasonal Base Fee"):

<b>Year</b>	<b>Seasonal Fee</b>
2021	\$2500
2022	\$3500
2023	\$4500
2024	\$4500
2025	\$4500

OR 5% of the total annual gross operating sales before taxes and discounts (whichever is greater) (the "Gross Sales Fee"). The Licensee will provide a statement of gross operating sales (before taxes and discounts) to the City no later than November 1<sup>st</sup> annually. After receiving the statement of gross operating sales, the City will calculate the Gross Sales Fee. If the Gross Sales Fee is greater than the Seasonal Base Fee, then the City will generate, and provide the Licensee with appropriate invoicing showing the amount by which the Gross Sales Fee exceeds the Seasonal Base Fee within 5 business days following November 1<sup>st</sup>. Payment will be required from the Licensee no later than November 15<sup>th</sup> annually. Additional property taxes or sublet fees will not be charged in addition to this.

3.2. For the right to manage the Inflatable Waterpark, fees as outlined in 3.1 are as follows:

First year only, the Licensee will pay a \$1,000 (no HST) non-refundable deposit no later than April 1, 2021, applied to the 2021 annual fee.

Beyond the first year deposit, the Licensee will pay the full seasonal fee owing as outlined in 3.1, no later than November 15<sup>th</sup> annually.

3.3 The Licensee will ensure that they are in compliance with all regulations and requirements in relation to using the water lot, obtain and pay for any permits, and other related costs that may be required from outside organizations, such as, but not limited to, the Ministry of Environment, Conservation and Parks, Niagara Conservation Authority. The City does not make any representations as to the ability of the Licensee to operate the Inflatable Water Park.

3.4 The Licensee will be required to hold two community-supporting events, one which shall be required to be held during the first season of operation, and the second of which shall be required to be held on an annual basis, as set out below:

The initial event will be a free trial period for local residents to use the Inflatable Waterpark during the first season of operation. The Licensee will provide residents a free, 1-hour trial voucher for use of the park upon redemption. It is the Licensee's responsibility to distribute and advertise the free trial promotion. Unless otherwise agreed upon by both the Licensee and the City, this will be a one-time event held during the first season of operation.

The second event will be an annual fundraising event. Each year of operation, the Licensee will choose a local non-profit organization for which to raise the funds for. The Licensee will coordinate all aspects of the event. Annual event proposals including the identified organization, date & time, as well as the target funds to be raised, will be provided to the City for approval no later than February 15<sup>th</sup> annually. Following the event operation, the Licensee will be responsible to distribute funds raised to the identified organization. The Licensee will provide the City with a summary of funds raised and distributed.

3.5 The Community and Economic Development Department, Parks & Recreation division's summer day camp programs will be provided access to the Inflatable Waterpark at rate of \$10.00 per camper, per day, for a maximum of 30 summer

day campers each time, with the exception of camp staff, which will be at no charge when supervising campers within the Inflatable Waterpark. Proposed dates and times for summer camp access each season will be provided to the Licensee in advance of each operating season for approval.

- 3.6 The City agrees to give the Licensee exclusive rights to aquatic water parks, aquatic play structures and water slide operations within the area outlined in schedule "A".

#### **4. DEFAULT**

- 4.1 If the fees above, or any part thereof, shall be in arrears or unpaid by the Licensee at any time or times, then, such non-payment of fees, defaults, breach or non-observance is not corrected within fifteen days from the date of written notice from the City to the Licensee, the City may terminate this contract by giving to the Licensee written notice. The notice will be delivered to the Licensee or any officer of the Licensee or mailed to the last known address of the place of business or office of the Licensee, with such notice served by mail to be deemed to have been given on the fifth (5<sup>th</sup>) business day following that on which the letter containing the notice was posted, and any notice which is given electronically or by facsimile, to be effective on the date delivered. Once the Licensee receives notice, this contract shall be ended, and in that event, it shall be lawful for the City, its employees or agents, to have all items removed at the expense of the Licensee without any compensation being payable to the Licensee and all outstanding obligations and fees owing under this Agreement to be performed or paid.
- 4.2 No acceptance of fees subsequent to any breach or default, other than non-payment of fees, nor any condoning, excusing or overlooking by the City on previous occasions of breaches or defaults similar to that for with re-entry is made shall be taken to operate as a waiver of this condition nor in any way to defeat or affect the rights of the City hereunder.
- 4.3 Any other breach of this Agreement, if not cured within 5 business days, shall entitle the City to cancel this Agreement in accordance with section 4.1, with all fees, expenses and other obligations currently due and owing under this Agreement at that date to be paid immediately.

#### **5. MAINTENANCE**

- 5.1 The Licensee shall be responsible to keep the area identified in Schedule "A" clean and clear of garbage and debris including, if required, the collection and disposal of seaweed and litter from the water lot area. The public portion of the waterfront is raked once a day during operating hours by the waterfront lifeguards.
- 5.2 In order to ensure that the facilities are being maintained to the satisfaction of the City, the Licensee and the City will undertake joint inspections of the facilities at regular intervals as may be agreed upon between the parties, and the Licensee undertakes to rectify forthwith any maintenance deficiencies identified during such inspections.
- 5.3 The Licensee will be responsible for supplying and keeping all equipment aesthetically pleasing and in good repair, including damage caused by vandalism.

#### **6. OPERATION**

- 6.1 The Licensee shall pay all operating expenses incurred in managing the Inflatable Waterpark.

- 6.2 The Licensee agrees to manage and operate the Inflatable Waterpark in a manner consistent with good business and safety practices satisfactory to the City in the City's sole discretion.
- 6.3 The facilities shall be managed by the Licensee in such a manner to provide a safe, enjoyable waterfront recreation area for the public in the City's sole discretion.
- 6.4 The Licensee is responsible for providing all lifeguards required for the operation of the business. The lifeguards must be trained to the National Life Saving Society's standards.
- 6.5 The Licensee will follow the Life Saving Society's guidelines and recommendations for all ratios of supervision for children within the Inflatable Waterpark, including total lifeguards on duty at all times.
- 6.6 It is the Licensee's responsibility to adhere to any direction from Niagara Region's public health department as it relates to the operation of the Water Park.
- 6.7 The Licensee will ensure that all participants are wearing appropriately fitted Personal Flotation Devices (life jackets) at all times with no exceptions. Personal Flotation Devices will be provided to participants by the Licensee.
- 6.8 The Licensee is responsible for the safe and environmentally friendly installation and operation of the Inflatable Waterpark. The Licensee will diligently follow Wubit's safety and anchoring guidelines for the installation/take down of the Water Park. The Licensee will ensure that only certified divers are involved with the installation of any required anchors or other equipment. These divers will be onsite at the beginning and end of each season as needed for set up/take down operations. A copy of any relevant anchoring system chart/map will be provided to the City no later than one month prior to installation each year.
- 6.9 The Licensee will provide a physical barrier between the boating area and the play area which will include all relevant safety signage. The physical barrier will meet Wubit's guidelines for Inflatable Waterpark operations.
- 6.10 Approved signage areas will be determined on site. The Licensee shall not erect any signs within the Park without obtaining approval from the Manager of Parks and Recreation or designate.
- 6.11 The Licensee will not sell any food, beverages or other products, in conjunction with this contract.
- 6.12 The City recognizes, and accepts, that the Licensee is not obligated to stay open if they choose not to, due to weather, staffing, or any other reason to be determined.
- 6.13 The Licensee will have the option of adding new features to the Inflatable Waterpark annually pending formal approval from the City. Such approval will be at the City's sole discretion. A request for any of said additions will be provided to the Manager of Parks & Recreation or designate no later than February 15<sup>th</sup> of the operating season where new features are to be added.

## **7. FINANCES**

- 7.1 The Licensee will provide the City with a statement of gross total annual sales (before taxes and discounts) following the end of each operating season, no later than November 1<sup>st</sup> annually. Such statements will be used by the City for the calculations of annual rental fees, being either the Seasonal Base Fee or the Gross Sales Fee as outlined in section 3.1.

## **8. INDEMNIFICATION AND INSURANCE**

8.1 The Licensee shall indemnify and save harmless the City and its employees, trustees and officers, independent contractors, subcontractors, agents, volunteers, successors, and assigns (collectively the "City of Port Colborne") of any and all losses, costs, claims, obligations, expenses, demands, actions, causes of action, deficiency, liability, or damages which may be brought against the City of Port Colborne or which it may suffer or incur, directly or indirectly, as a result of, in respect of or arising out of any act or any negligence by the Licensee or its employees, volunteers or agents, any non-performance or non-fulfilment of any terms of this Agreement, or any loss of use, revenue or profit by any person, organization or entity, including but not limited to, incidental, indirect, special and consequential damages. Liabilities include but are not limited to, any and all liability for damages to property and injury to persons (including death), judgments, claims, demands, causes of action, contracts, suits, actions or other proceedings of any kind. Any expenses including but not limited to, legal fees on a solicitor-client basis, which indemnified persons, entities or organizations, may suffer or incur howsoever caused arising out of or in connection with, in any way related to, or as a result of anything done or omitted to be done by the Licensee or the Licensee's employees, volunteers, agents or personnel with respect to their obligations under the Contract, including any breach by the Licensee of its obligations under this Contract or any breach by the Licensee's representations, warranties and covenants set forth in the respondent proposal; and any alleged infringement or infringement of any patent, copyright, trade mark, trade secret, or other intellectual or industrial property right or contractual right or obligation of any third party by reason of the purchase, use or possession of any of the services or deliverables under this Contract.

8.2 The Licensee shall, at their expense obtain and keep in force during the term of the Agreement, Commercial General Liability Insurance satisfactory to the City of Port Colborne, and underwritten by an insurer licensed to conduct business in the Province of Ontario. The policy shall provide coverage for Bodily Injury, Property Damage and Personal Injury and shall include but not be limited to:

- A limit of liability of not less than \$5,000,000/occurrence with an aggregate of not less than \$5,000,000
- The City of Port Colborne, and Vale Canada Ltd. as an additional insured with respect to the operations of the Named Insured
- The policy shall contain a provision for cross liability and severability of interest in respect of the Named Insured
- Non-owned automobile coverage with a limit not less than \$2,000,000 and shall include contractual non-owned coverage (SEF 96); Coverage to include damage caused by operating or moving vehicles
- Products and completed operations coverage
- Broad Form Property Damage
- Contractual Liability
- The policy shall provide 30 days' prior notice of cancellation

8.3.0 The Licensee shall maintain insurance against liability imposed by any Workers' Compensation Act or comparable legislation respecting the injury to or death of all permanent and part time employees engaged by the Licensee in the operation Inflatable Waterpark.

## **9. SERVICE RESERVATION**

9.1 The City has the right to maintain and operate services installed on the lands owned or operated by the City known as Nickel Beach, including the lands designated in Schedule "A" as the Approximate Land kiosk designation or the approximate water park designation, and the right to grant leases or licenses, privilege or permission to install, lay, maintain and use services on, under, over or across the said lands, including but not limited to any utility or telecommunications lines. The Licensee shall not do anything or cause or



permit anything to be done which will in any way interfere with the rights and privileges or permissions thereby granted.

**10. ACCESS**

10.1 While acting in the scope of their duties, the City, its servants or agents shall, at all times and for all work purposes, have free access to any and every part of the area identified on Schedule "A".

**11. SECURITY**

11.1 The Licensee is required to obtain on-site security services while the Inflatable Waterpark is installed.

**12. CONSTRUCTION OF BUILDINGS OR STRUCTURES**

12.1 With the exception of the daily operations kiosk outlined in Schedule "A", the Licensee shall not construct or erect any permanent buildings or other structures on the said facilities without the prior written consent of the City, and all such buildings or structures shall be constructed and thereafter maintained by and at the cost and expense of the Licensee to the satisfaction of the City.

**13. COMPLIANCE WITH LAW**

13.1 The Licensee shall in all respects abide by and comply with all rules, regulations and by-laws of the municipality and other governing bodies in any manner affecting the said facilities.

13.2 The Licensee shall ensure that all products and services provided in respect to this contract are in compliance with and under the authorization of all applicable authorities municipal, provincial, and federal legislation, including, but not limited to; the Occupational Health & Safety Act of Ontario, Workplace Safety & Insurance Act, Environmental Protection Act, and the Ministry of Natural Resources Explosives Regulatory Division requirement.

**14. ASSIGNMENT**

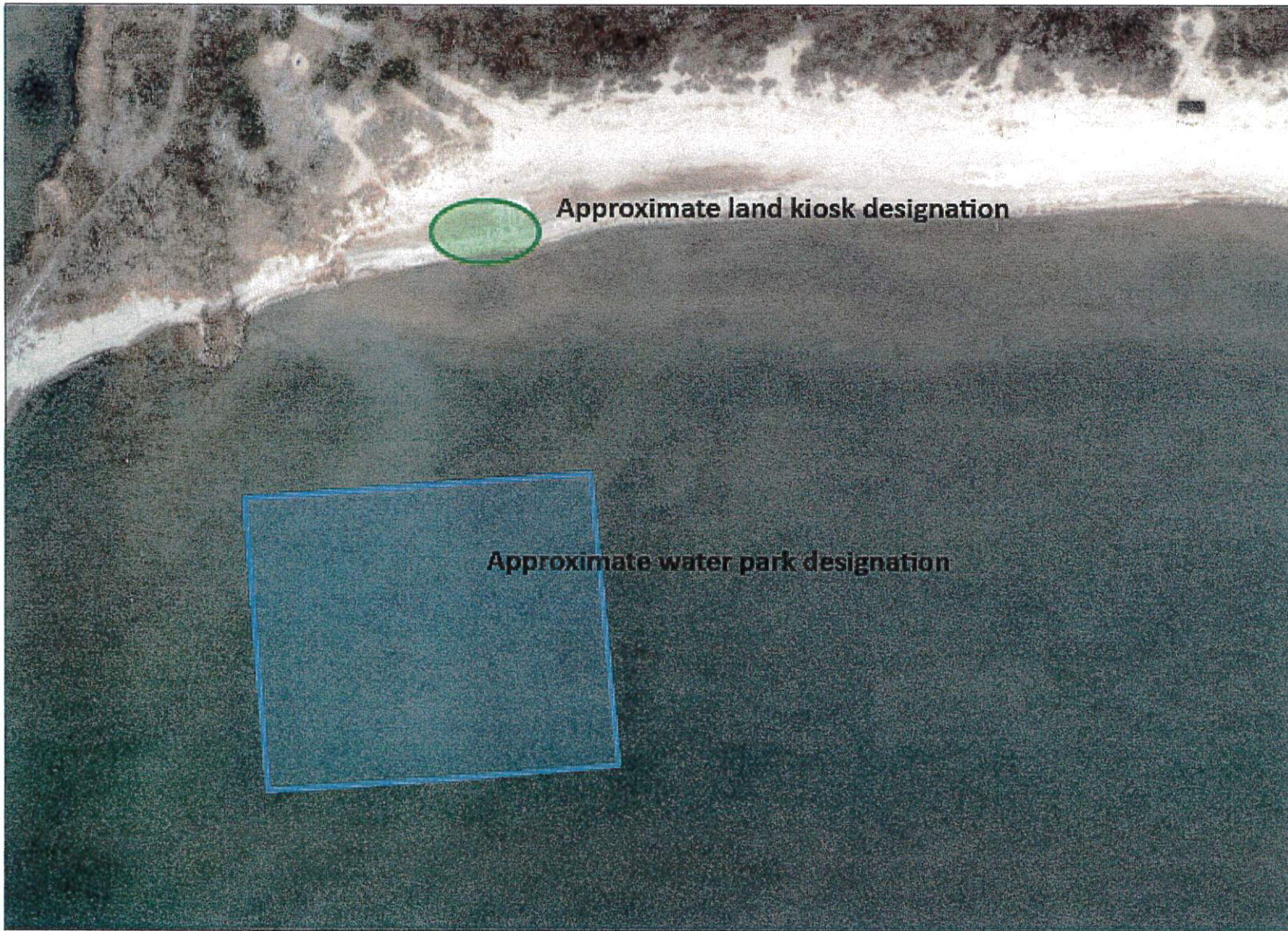
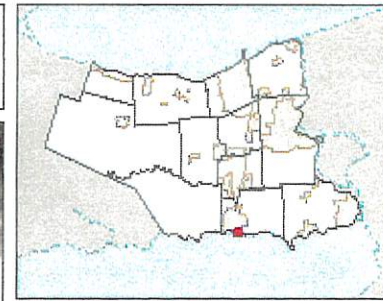
14.1 The Licensee shall not make any assignment of this contract nor any transfer of its rights or privileges under this contract without obtaining the prior consent in writing of the City to such assignment or transfer, which consent may be arbitrarily withheld in view of the special purpose nature of this contract.

**15. INABILITY TO OPERATE**

15.1 Notwithstanding anything to the contrary in this Agreement, if the City or Licensee is delayed or hindered in or prevented from the performance of any term, covenant or act required hereunder by reason of being unable to obtain materials, goods, equipment, services or labour; pandemic, including any issues resulting from the current COVID-19 pandemic; or by reason of any Statute, law or Order or Direction of any Administrator, Board, Governmental Department or Office or other authority required thereby, or by reason of any other cause beyond its control, whether of the foregoing character or not, the City or Licensee, as the case may be, shall be relieved from the fulfilment of such obligation while such condition is in effect, and the City or Licensee respectively shall not be entitled to compensation for any inconvenience, nuisance, damage or discomfort thereby occasioned.

15.2 If, by reason of the current COVID-19 pandemic and any related restrictions or closures, the Licensee is delayed or unable to set up, commence and operate the Inflatable Waterpark as contemplated by this Agreement, then the Seasonal Base Fees under this Agreement for the particular year shall be determined on a proportionate basis, which Seasonal Base Fees shall be based on the number of days the Licensee does in fact operate the Inflatable Waterpark as a proportion of the total number of days in the Operational Season for that particular year.





Legend

0.1 0 0.06 0.1 Kilometers

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Notes

Area's identified are approximations.

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The Corporation of the City of Port Colborne

By-Law No. 6816/66/20

Being a by-law to adopt, ratify and confirm the proceedings of the Council of The Corporation of the City of Port Colborne at its Regular Meeting of August 24, 2020

Whereas Section 5(1) of the *Municipal Act, 2001*, provides that the powers of a municipality shall be exercised by its council; and

Whereas Section 5(3) of the *Municipal Act, 2001*, provides that a municipal power, including a municipality's capacity rights, powers and privileges under section 9, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise; and

Whereas it is deemed expedient that the proceedings of the Council of The Corporation of the City of Port Colborne be confirmed and adopted by by-law;

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

1. Every action of the Council of The Corporation of the City of Port Colborne taken at its Regular Meeting of August 24, 2020 upon which a vote was taken and passed whether a resolution, recommendations, adoption by reference, or other means, is hereby enacted as a by-law of the City to take effect upon the passing hereof; and further
2. That the Mayor and Clerk are authorized to execute any documents required on behalf of the City and affix the corporate seal of the City and the Mayor and Clerk, and such other persons as the action directs, are authorized and directed to take the necessary steps to implement the action.

Enacted and passed this 24th day of August, 2020.

\_\_\_\_\_  
William C. Steele  
Mayor

\_\_\_\_\_  
Amber LaPointe  
City Clerk

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**City of Port Colborne  
Regular Council Meeting 20-20  
Minutes**

- Date:** August 10, 2020
- Time:** 6:30 p.m.
- Place:** Council Chambers, Municipal Offices, 66 Charlotte Street, Port Colborne
- Members Present:** M. Bagu, Councillor (via Zoom)  
E. Beauregard, Councillor (via Zoom)  
R. Bodner, Councillor  
G. Bruno, Councillor  
F. Danch, Councillor (via Zoom)  
A. Desmarais, Councillor  
D. Kalailieff, Councillor  
W. Steele, Mayor (presiding officer)  
H. Wells, Councillor (via Zoom)
- Staff Present:** D. Aquilina, Director of Planning and Development Department (via Zoom)  
B. Boles, Director of Corporate Services (via Zoom)  
A. Griggs, Director of Community and Economic Development (via Zoom)  
S. Hanson, Manager of By-law Services (via Zoom)  
B. Kostuk, Development and Asset Inventory Supervisor (via Zoom)  
C. Lee, Director of Engineering and Operations (via Zoom)  
A. LaPointe, Manager of Legislative Services/City Clerk  
S. Luey, Chief Administrative Officer  
C. Madden, Deputy Clerk

Also in attendance was one member of WeeStream.

1. **Call to Order:**

Mayor Steele called the meeting to order.

Mayor Steele delivered his Mayor's Report, a copy of which is attached.

2. **Introduction of Addendum Items:**

None.

**3. Confirmation of Agenda:**

**No. 145** Moved by Councillor H. Wells  
Seconded by Councillor R. Bodner

That the agenda dated August 10, 2020 be confirmed, as circulated.

CARRIED

**4. Disclosures of Interest:**

Councillor Wells declared a pecuniary interest regarding item 3 (Planning and Development Department, By-law Enforcement Division, Report 2020-104, Subject: Fence Variance – 1731 Barber Drive). Councillor Wells refrained from discussing and voting on item 3.

Councillor Beauregard declared a pecuniary interest regarding item 5 (By-law 6803/53/20, Being a By-law to Regulate the Discharge of Firearms and Bows in the City of Port Colborne), as he is employed by Sullivan Mahoney and the firm has provided legal advice with respect to this item. Councillor Beauregard refrained from discussing and voting on item 5.

**5. Adoption of Minutes:**

**No. 146** Moved by Councillor M. Bagu  
Seconded by Councillor D. Kalailieff

(a) That the minutes of the regular meeting of Council 19-20, held on July 27, 2020, be approved as presented.

CARRIED

**6. Determination of Items Requiring Separate Discussion:**

The following items were identified for separate discussion:

Items 1, 2, 3, 5, and 6.

**7. Approval of Items Not Requiring Separate Discussion:**

**No. 147** Moved by Councillor E. Beauregard  
Seconded by Councillor A. Desmarais

That Items 1 to 6 on the agenda be approved, with the exception of items that have been deferred, deleted or listed for separate discussion, and the recommendation contained therein adopted.



**Items:****4. Engineering and Operations Department, Operations Division, Report 2020-100, Subject: Energy Consumption and Greenhouse Gas Emissions Report (2018)**

Council Resolved:

That Engineering and Operations Department, Operations Division, Report No. 2020-100, Subject: Energy Consumption and Greenhouse Gas Emissions Report (2018), be received for information.

CARRIED

**8. Delegations/Presentations**

- (a) **Presentation:** Bill Myers, Customer Service Project Coordinator Re: Customer Service Update

Bill Myers, Customer Service Project Coordinator, provided an update on the Corporation's Customer Relationship Management Project and responded to questions received from Council. A copy of his presentation is attached.

**9. Consideration of Items Requiring Separate Discussion:****1. Engineering and Operations Department, Engineering Division, Report 2020-101, Subject: Request for Traffic Safety Review – Intersection of Killaly Street East and Elizabeth Street**

**No. 148**

Moved by Councillor H. Wells  
Seconded by Councillor E. Beauregard

That Engineering and Operations Department, Engineering Division, Report No. 2020-101, Subject: Request for Traffic Safety Review - Intersection of Killaly Street East and Elizabeth Street, be received for information; and

That Council direct staff to relocate the southbound stop control location on Elizabeth Street to address sight line obstructions.

CARRIED

**2. Engineering and Operations Department, Engineering Division, Report 2020-102, Subject: Request for Traffic Safety Review – Intersection of Bell Street and Fares Street**

**No. 149** Moved by Councillor E. Beauregard  
Seconded by Councillor A. Desmarais

That Engineering and Operations Department, Engineering Division, Report No. 2020-102, Subject: Request for Traffic Safety Review - Intersection of Bell Street and Fares Street, be received for information; and

That Council direct staff to include a request in the 2021 budget package to hire an external consultant to provide a full traffic study for the Bell Street and Fares Street intersection.

Moved in referral by Councillor A. Desmarais  
Seconded by Councillor E. Beauregard

That Engineering and Operations Department, Engineering Division, Report 2020-102, Subject: Request for Traffic Safety Review – Intersection of Bell Street and Fares Street be referred to the Director of Engineering and Operations for further review of alternative options.

CARRIED

**No. 150** Moved by Councillor A. Desmarais  
Seconded by Councillor E. Beauregard

That the Manager of By-law Services be directed to coordinate the removal of interfering parking stalls, and the Director of Engineering and Operations coordinate the removal of the Canada Post mailbox as well as any other obstructions located at the intersection of Bell and Fares Streets.

CARRIED

**3. Planning and Development Department, By-law Enforcement Division, Report 2020-104, Subject: Fence Variance – 1731 Barber Drive**

**No. 151** Moved by Councillor R. Bodner  
Seconded by Councillor M. Bagu

That Planning and Development Department, By-law Enforcement Division, Report 2020-104, Subject: Fence Variance – 1731 Barber Drive, be received for information; and

That Council grant the approval of the fence variance for 1731 Barber Drive.

CARRIED

**5. By-law 6803/53/20, Being a By-law to Regulate the Discharge of Firearms and Bows in the City of Port Colborne**

**No. 152** Moved by Councillor G. Bruno  
Seconded by Councillor A. Desmarais

That staff bring forward By-law 6803/53/20, Being a By-law to Regulate the Discharge of Firearms and Bows in the City of Port Colborne, for approval.

Moved in referral by Councillor A. Desmarais  
Seconded by Councillor D. Kalailieff

That By-law 6803/53/20, Being a By-law to Regulate the Discharge of Firearms and Bows in the City of Port Colborne be referred to the Manager of By-law Services in order to review the definition of the term “firearm”; and

That staff engage with key stakeholders during the review.

CARRIED

**6. Township of South Glengarry Re: Funding and Inspections for Long Term Care Homes due to COVID-19 Pandemic**

**No. 153** Moved by Councillor M. Bagu  
Seconded by Councillor A. Desmarais

That the resolution received from the Township of South Glengarry regarding funding and regular inspections for Long Term Care facilities, be supported.

CARRIED

**10. Proclamations:**

None.

**11. Minutes of Boards, Commissions & Committees:**

None.

**12. Councillors' Items:****Staff Responses to Previous Councillors' Enquiries****(a) Update on Site Issues along Friendship Trail (Griggs)**

The Director of Community and Economic Development informed Council that a quote has been received for the installation of wig wags at each roadway intersection along the Friendship Trail. Further, she reported that due to pricing, one wig wag will be installed at the Empire Road intersection on the Friendship Trail and a proposal to have wig wags installed on the remaining City roadway intersections along the Friendship Trail will be brought forward during the 2021 budget deliberations. As an interim measure, the Director of Community and Economic Development confirmed that stop notifications in high visibility paint will be installed at all City roadway intersections along the Friendship Trail.

**Councillors' Issues/Enquiries****(a) Patching Roads (Bagu)**

In response to Councillor Bagu's inquiry regarding the budget allotment for patching roads, the Director of Corporate Services/Treasurer confirmed that while there was some confusion around this matter, after speaking with the Manager of Projects and Design, there is a contractor in place to do this specific road work and the funds are allotted for in the current budget.

**(b) Vale Centre Roof Update (Bagu)**

In response to Councillor Bagu's request for an update on the roof repairs at the Vale Health and Wellness Centre, the Director of Engineering and Operations confirmed that the roof repairs have been completed and staff are just finalizing the connections of the heat trays for the winter.

**(c) City of Port Colborne Domain Names (Bagu)**

In response to Councillor Bagu's inquiry regarding whether the City of Port Colborne has more than one domain name for staff email addresses, the Chief Administrative Officer confirmed that there is only one domain and it is @portcolborne.ca.

**(d) Reopening the Front Counter at City Hall (Bagu)**

In response to Councillor Bagu's inquiry regarding when the front counter at City Hall will reopen without appointments required, the City Clerk and Chief Administrative Officer confirmed that this is the method that is used consistently across the majority of municipalities and that services will continue at the front counter on appointment basis only for the next while.

**(e) Food Truck Parked at Centennial Park (Bodner)**

Councillor Bodner queried as to whether City staff permitted a food truck to be open and located at Centennial Park over the past weekend. The Director of Community and Economic Development indicated that she has reached out to Licensing regarding whether a licence had been issued for a food truck at this location as well as to By-law regarding whether any complaints had been received about this matter. The Director of Community and Economic Development confirmed that once she received responses, she would forward this information to Council.

**(f) Accessible Parking Spots at Centennial Park (Bodner)**

In response to Councillor Bodner's inquiry regarding whether accessible parking spots could be installed at Centennial Park, the Director of Community and Economic Development and the Manager of By-law Services confirmed they will investigate this request.

**(g) Stones and Pot Hole on Miller Road (Bodner)**

Councillor Bodner informed Council that a portion of Highway 3 had been blocked off for drain maintenance and drivers were therefore rerouted to use Miller Road from Highway 3 to Killaly Street. Councillor Bodner further reported that a rough patch of stone and a pot hole had resulted on Miller Road due to the high levels of traffic. The Director of Engineering and Operations informed Council that staff had spoken with the Ministry of Transportation officials on site at this location who then requested the contractor to sweep the streets of stone and repair the patch of road.

**(h) Interim Control By-law Lapse (Bodner)**

Councillor Bodner informed Council that there have been concerns received with respect to the dumping of concrete and asphalt into Pit 1 and queried as to whether a new interim control by-law could be put in place even if there hasn't been enough time as prescribed under the *Planning Act* since the last interim control by-law was in place. The Director of Planning and Development informed Council that an interim control by-law may not be required as he will

be bringing a report forward in the near future regarding a proposed zoning by-law amendment that will address lands owned Mineral Aggregate Operation.

**(i) Children Playing Signs on Shamrock Avenue (Danch)**

In response to Councillor Danch's request for an update on the children playing signs to be installed on Shamrock Avenue, the Director of Engineering and Operations confirmed that staff are waiting for locates. The Director of Engineering and Operations further reported that he will check in with staff to ensure this is completed as soon as possible.

**(j) City Owned Lands (Desmarais)**

In response to Councillor Desmarais' inquiry regarding whether the City has any industrial lands that are available for sale and if so, how many, the Chief Administrative Officer informed Council that there is one available lot left in the City's Industrial Park. The Chief Administrative Officer further reported that the City is aware of privately owned land that is zoned industrial where the City's Economic Development Officer is working with investors to attract development. The Chief Administrative Officer then reported on the East Side Employment Lands, which is an area where some lands are owned by the City and some are privately owned, and explained the Niagara Region's Infrastructure Investing Plan to put full servicing on those lands so that they become more attractive to future investors.

**(k) Nickel Street Property (Desmarais)**

Councillor Desmarais expressed concern about the state of a property on Nickel Street as a large portion of the siding has detached and frequently gets blown onto neighbouring properties. The Chief Administrative Officer confirmed that he will investigate this issue alongside staff.

**(l) Centennial Beach (Desmarais)**

In response to Councillor Desmarais' request to have staff collect the garbage and do the cleanup of Centennial Beach in the evenings so that it is clean for the next morning, the Director of Community and Economic Development confirmed that the times for staff collection will be shifted to the evenings.

**(m) Nickel Beach Issues (Desmarais)**

Councillor Desmarais expressed concern about the behaviours of people who park along the street when attending Nickel Beach. The Manager of By-law Services informed Council that By-law will coordinate with the Niagara Regional Police to shift the times of inspections in this area to the afternoon so that they are present for the afternoon rush of people who are exiting the beach.

**(n) Railroad Crossing at Sugarloaf and Elm Streets (Kalailieff)**

Councillor Kalailieff inquired as to whether the City could order an inventory of panels for the railroad tracks at Sugarloaf and Elm Streets, for in the event that a replacement is required again, the work could be completed quickly. The Director of Engineering and Operations informed Council that the panels used to repair the tracks were custom built and the amount it would cost to order an inventory would be very expensive.

**(o) Miller Road – Thank you to staff (Wells)**

Councillor Wells expressed appreciation towards the Director of Engineering and Operations for addressing the issue of stones on the corner of Killaly Street and Miller Road.

**(p) Remnants of a Water Intake System (Wells)**

Councillor Wells indicated that he has received multiple concerns with respect to remnants of a concrete water intake system being located at the Wyldewood Road road end in the water. In response to Councillor Wells' request for an update on how the City is remedying this issue, the Director of Engineering and Operations informed Council that staff have been decommissioning parts of this system for about three years. The Director of Engineering and Operations further reported that as the sand shifts, concrete parts tend to resurface, but that one main issue staff have faced in the past is the high lake elevations as staff aren't able to get out into the depth of the water where the concrete has been located. The Director of Engineering and Operations confirmed that staff regularly monitor this area to remove parts that become exposed as soon as possible.

**(q) Wyldewood Road road end (Wells)**

Councillor Wells informed Council that he has received a number of concerns regarding multiple issues that have occurred at the Wyldewood Road road end beach area and requested input from staff and Council regarding potential solutions.

**No. 154**

Moved by Councillor H. Wells  
Seconded by Councillor R. Bodner

That the Manager of By-law Services be directed to review restricted parking at the Wyldewood Road road end and prepare a report to Council with recommendations.

CARRIED

**Notice of Motion**

Councillor Bodner provided notice of his intention to introduce a motion at the August 24, 2020 Council meeting with respect to the dumping of concrete and asphalt into Pit 1 and the Quarry.

**13. Consideration of By-laws:**

**No. 155** Moved by Councillor G. Bruno  
 Seconded by Councillor F. Danch

That the following by-laws be enacted and passed:

6808/58/20	Being a By-law to Amend By-law 5991/97/13 Being a By-law to Set a Lapsing Date of Draft Plan of Approval for Rosedale Subdivision
6809/59/20	Being a By-law to Adopt, Ratify and Confirm the Proceedings of the Council of The Corporation of the City of Port Colborne at its Regular Meeting of August 10, 2020

CARRIED

**14. Adjournment:**

Mayor Steele adjourned the meeting at approximately 10:50 p.m.

\_\_\_\_\_  
 William C. Steele  
 Mayor

\_\_\_\_\_  
 Amber LaPointe  
 City Clerk

AL/cm





MAYOR'S REPORT  
AUGUST 10, 2020 COUNCIL MEETING

**COVID-19 UPDATE**

Good evening and welcome to our virtual council meeting.

Tonight we are welcoming four of our councillors back into the council chambers. Joining us are Councillors, Bruno, Kalailieff, Desmarais and Bodner and well as our CAO Scott Luey, Clerk Amber LaPointe, Deputy Clerk Charlotte Madden, and a member of Wee Stream who are live streaming this meeting for us.

Our other four city councillors and various city directors are each attending from home.

As we remain in Stage 3 of the COVID-19 recovery process, we continue to emphasize social distancing, hand washing and face coverings where social distancing can't be maintained or where required by the Region's face covering by-law.

We ask for your patience while we all work together for a safe and gradual return of services.

**Opening of recreation opportunities**

Rink 1 at the Vale Health & Wellness Centre welcomed back skaters as of Tuesday, Aug. 4, 2020, to permit holders only offering training opportunities for hockey players and figure skaters.

All users are to follow the outlined public/user rules and regulations, including wearing a mask/face covering as per the Niagara Region Face Covering By-law.

To ensure adherence to the indoor gathering limits set out by the Province in stage three of their reopening framework, the walking track and remainder of the Vale Health & Wellness Centre will remain closed to the public until further notice.

The Port Colborne YMCA continues to plan to resume safe programming opportunities for their members in the coming weeks.

The TA Lannan Sports Complex has reopened to host the Sir John Colborne Youth Soccer Club (SJCYSO) to provide training opportunities for their athletes.

In addition, a local co-ed slo-pitch league will also begin operating a shortened season starting Friday, Aug. 7.

Outdoor Zumba classes at the Sugarloaf Marina pavilion returned today.

Classes will run every Monday and Wednesday evenings from 7 – 8 p.m. Fees are \$5 per class and can be paid to the instructor upon arrival. Sugarloaf Marina offices and washrooms, including the water bottle refill station, will not be available for access during the outdoor class times.

The City is also resuming issuing permits for pavilions at City parks.

### **Cancellation of City Events**

For the protection of the community and staff due to public health concerns regarding COVID-19, the City's community and economic development department has made the decision to extend the cancellation of all City events, including third party community events held on City property, until Oct. 31, 2020.

This cancellation affects the following events:

- Port Colborne Downtown Cruisers Association Cruise Nights
- Nickel Beach Bonfire
- Volunteer Appreciation Banquet
- Terry Fox Run – which will be held virtually
- HarvestFest

### **Canadian Association of Municipal Administrators**

I received a letter last week from the President of Canadian Association of Municipal Administrators.

They have a Long Service Recognition Awards Program that recognizes and celebrates dedication to public service and municipal management.

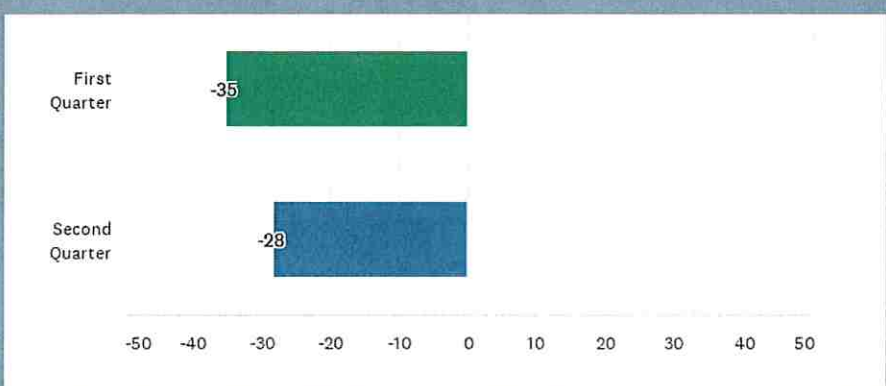
I would like to extend our congratulations to our Chief Administrative Officer, Scott Luey for his fifteen years of municipal service in a management capacity.

# Customer Relationship Management Project Update

Amber LaPointe, Project Lead - Customer Relationship Management  
Bill Myers, Project Coordinator - Customer Relationship Management



## City of Port Colborne Net Promoter Score (NPS)



- CITY OF PORT COLBORNE CUSTOMER SATISFACTION SURVEY RESULTS AS OF AUGUST 6, 2020.

# CRM Project Update Agenda

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- Introduction
- Customer Satisfaction Survey
- Call Center
- CityWide
- Website Redesign Project
- Front Counter and City Hall Redesign
- Service Delivery Review
- Next Steps



## Introduction

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A Customer Relationship Management System is a set of tools that helps track and communicate with your prospective and current customers more effectively so as an organization we can build better relationships and ultimately drive better service.

- Municipal Modernization Grant
- CAO Report 2019-69
- Project Planning
- Project Implementation

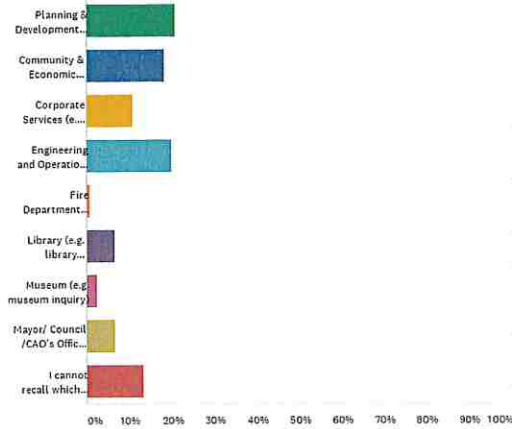


## How likely is it that you would recommend the City of Port Colborne's services to a friend or colleague?

Answered: 120 Skipped: 0

	DETRACTORS (0-6)	PASSIVES (7-8)	PROMOTERS (9-10)	TOTAL	NET PROMOTER® SCORE
First Quarter	59% 37	17% 11	24% 15	53% 63	-35
Second Quarter	58% 33	12% 7	30% 17	48% 57	-28
Total Respondents	70	18	32	120	

Please select the most relevant department that serviced your most recent request.



ANSWER CHOICES	RESPONSES
Planning & Development (e.g. animal control, building permit, by-law inquiry, parking inquiry, encroachment, zoning)	20.83% 25
Community & Economic Development (e.g. parks, recreation, trails, economic development)	18.33% 22
Corporate Services (e.g. Customer service, freedom of Information, property tax, water bill, licenses, oaths and affidavits)	10.83% 13
Engineering and Operations (e.g. roads, sidewalks, drainage, traffic, ditches, railway, projects and tenders)	20.00% 24
Fire Department (e.g. burn complaint, burn permit, smoke detectors)	0.83% 1
Library (e.g. library inquiry, membership cards)	6.67% 8
Museum (e.g. museum inquiry)	2.50% 3
Mayor/ Council / CAO's Office (e.g. City vehicle complaint, unresolved issue, tax and/or water rates, communications)	6.67% 8
I cannot recall which department assisted my last request.	13.33% 16
<b>TOTAL</b>	<b>120</b>

## City of Port Colborne Call Center

7131 Calls handled by the Call Center since the beginning of 2020.

Process workflow adjusted to accommodate operational needs and to provide better customer service.

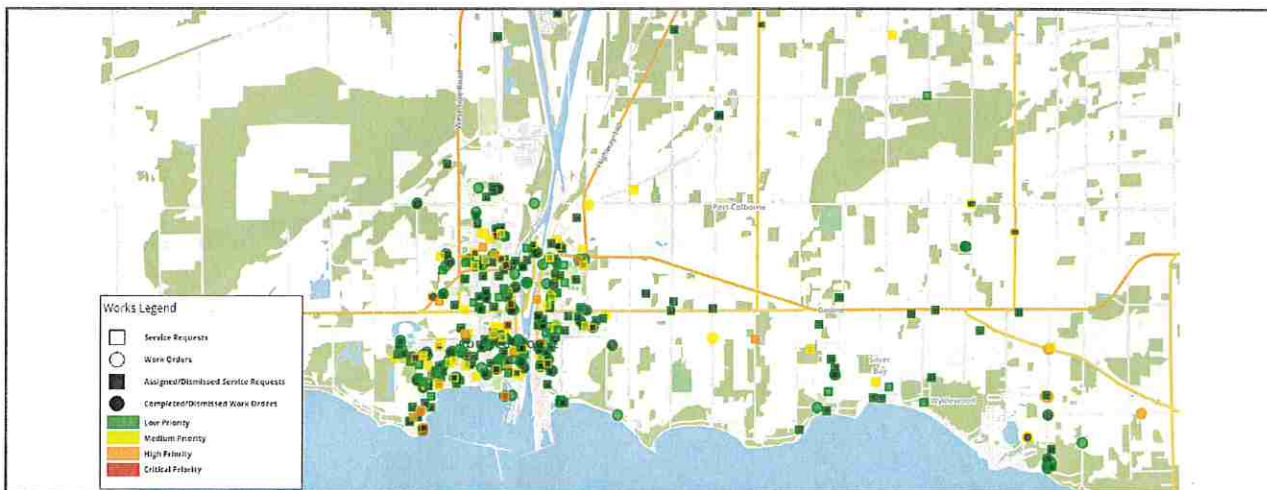
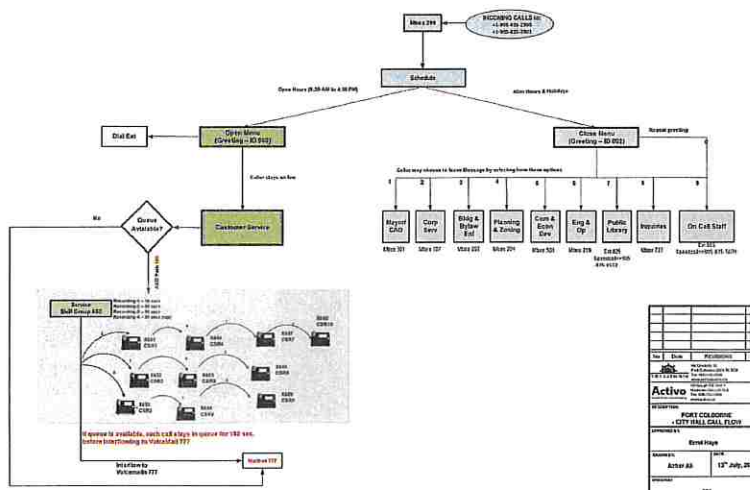


# Continued Process Refinement

Increased customer service backup positions on phones.

Ability to monitor phone activity through integrated reporting.

Strive to provide one stop service for our customers through increasing knowledgebase and call tracking.



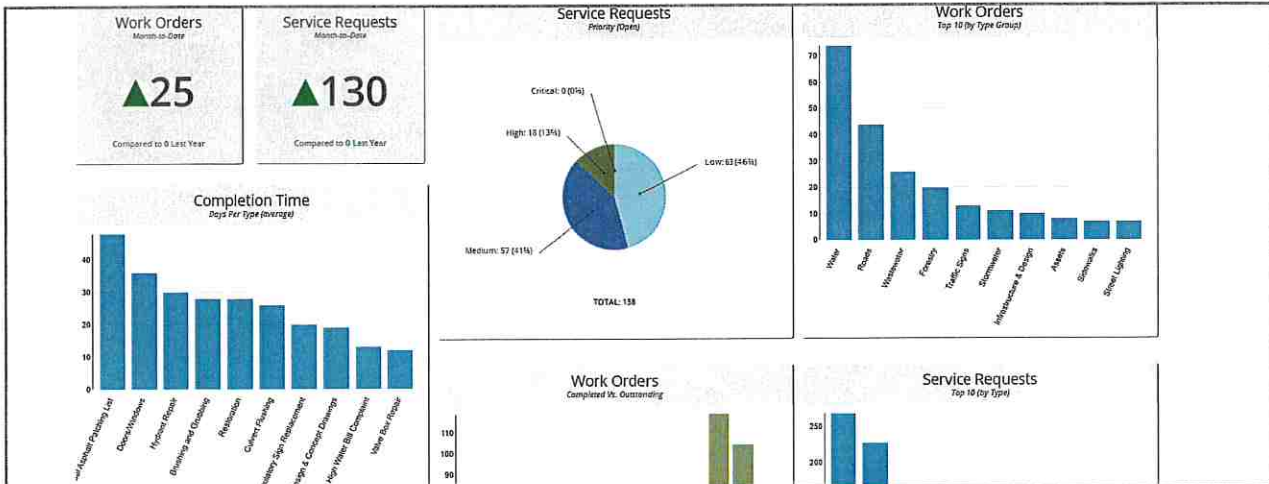
## CityWide

1,162 Service Requests, 249 Work Orders since June 1, 2020

# List view of Service Requests and Work Orders

- Gain real-time access to data
- Improved and automated email communication
- Manage tasks, integrate with Work Order System.
- Track KPI's (Key Performance Indicators)

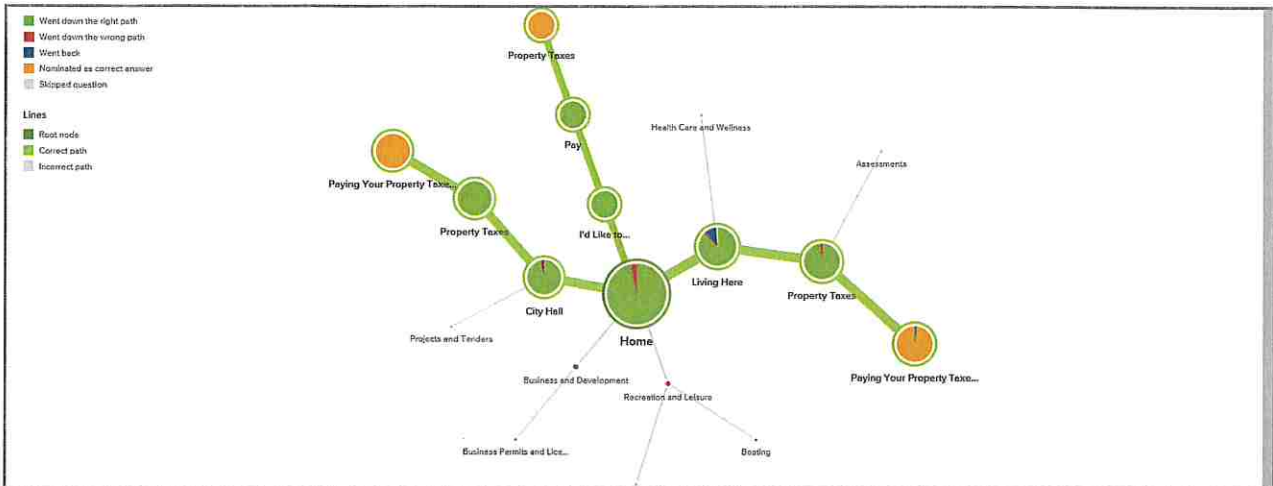
ID	Department	Service Request Type	Priority	Status
SR-1297	Parks and Recreation	Nickel Beach Inquiry	Low	Closed
SR-1296	Planning and Development	Parking Inquiry	Low	Closed
SR-1295	Corporate Services	Property Tax Inquiry	Low	Closed
SR-1294	Parks and Recreation	Nickel Beach Inquiry	Low	Closed
SR-1293	Corporate Services	Property Tax Inquiry	Low	Closed
SR-1292	Parks and Recreation	Seasonal Sports Inquiry	Medium	Closed
SR-1291	Parks and Recreation	Nickel Beach Inquiry	Low	Closed
SR-1290	Parks and Recreation	Nickel Beach Inquiry	Low	Closed
SR-1289	Operations	Property Reinstatement L...	Low	Open
SR-1288	Operations	Water Meter Inquiry	High	Open
SR-1287	Parks and Recreation	Nickel Beach Inquiry	Low	Closed
SR-1286	Operations	Driveway Inquiry	Medium	Open
SR-1285	Corporate Services	Water Bill Inquiry	High	Closed
SR-1284	Parks and Recreation	Nickel Beach Inquiry	Low	Closed
SR-1283	Parks and Recreation	Nickel Beach Inquiry	Low	Closed
SR-1282	Parks and Recreation	Nickel Beach Inquiry	Low	Closed
SR-1281	Parks and Recreation	Nickel Beach Inquiry	Low	Closed
SR-1280	Parks and Recreation	Nickel Beach Inquiry	Low	Closed
SR-1279	Parks and Recreation	Syringe Inquiry	Critical	Closed
SR-1278	Operations	Sidewalk Inquiry	Medium	Open
SR-1277	Corporate Services	Oaths & Affidavits	Medium	Open



# Dashboard

Tool for management to use evidence-based decision making for strategies to improve service delivery. Can also be used to monitor progress on service requests and work orders.





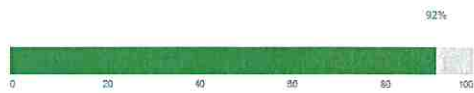
## Website Redesign Project

Cross corporate initiative involving staff from all City departments as well as the public on the complete rebuild of the City of Port Colborne's new website.

## Treejack Public and Staff Engagement

### Tasks

#### Success



This chart shows the average success score across all your tasks.  
Out of all the tasks completed by participants, 92% ended up at a "correct" answer.

#### Directness



This chart shows the average directness score across all your tasks.  
Out of all the tasks completed by participants, 78% of answers were chosen without backtracking.



# Website Design Concepts

- Home Page
- Landing Page Templates

## Home Page Design Concept

- Updated branding guidelines has allowed us to build out design of new website.
- Call to action buttons selected based off of feedback from Treejack exercise
- Integrated with City social media pages.

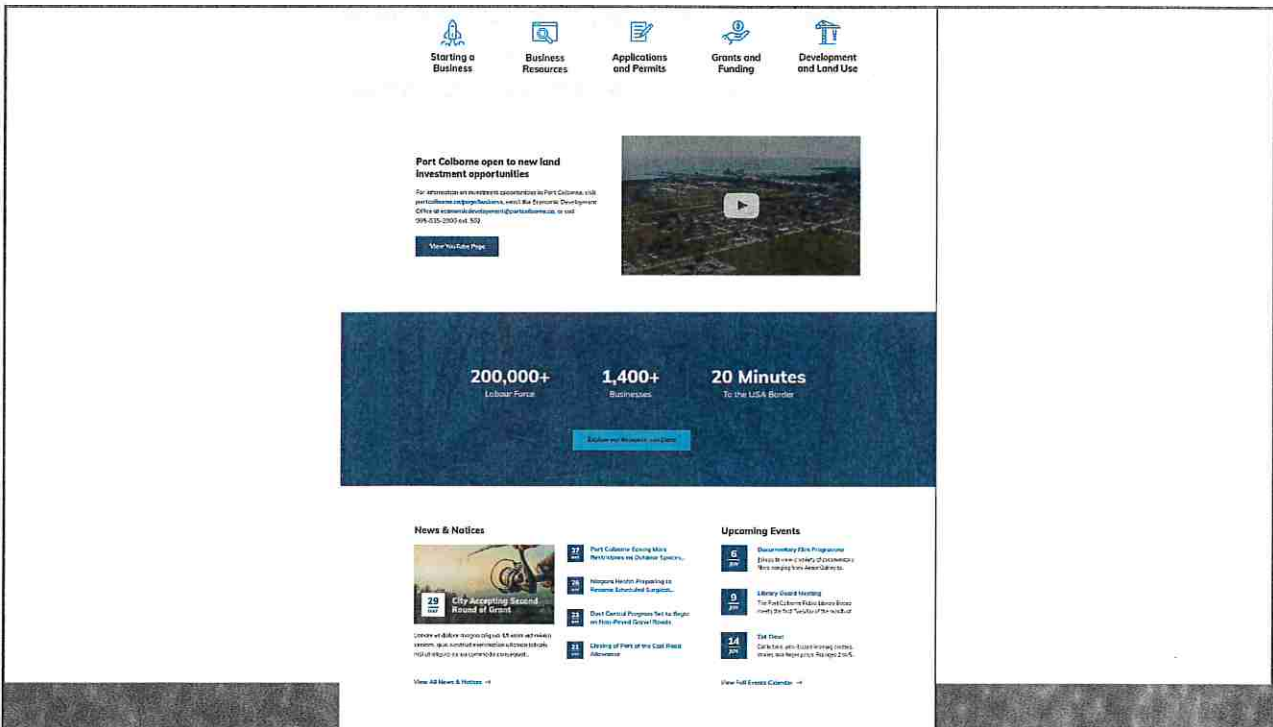
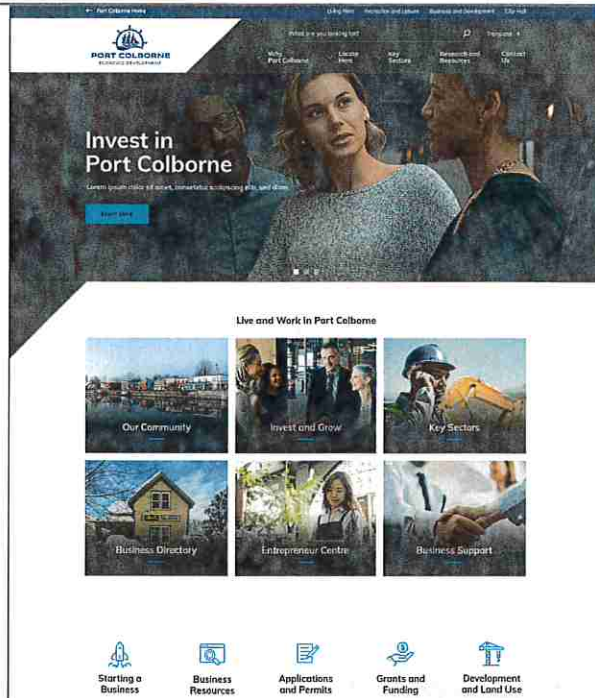


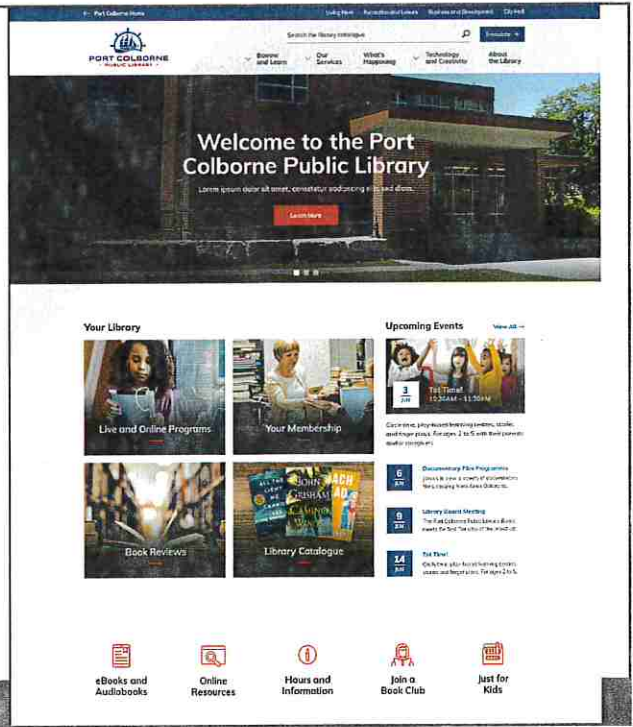
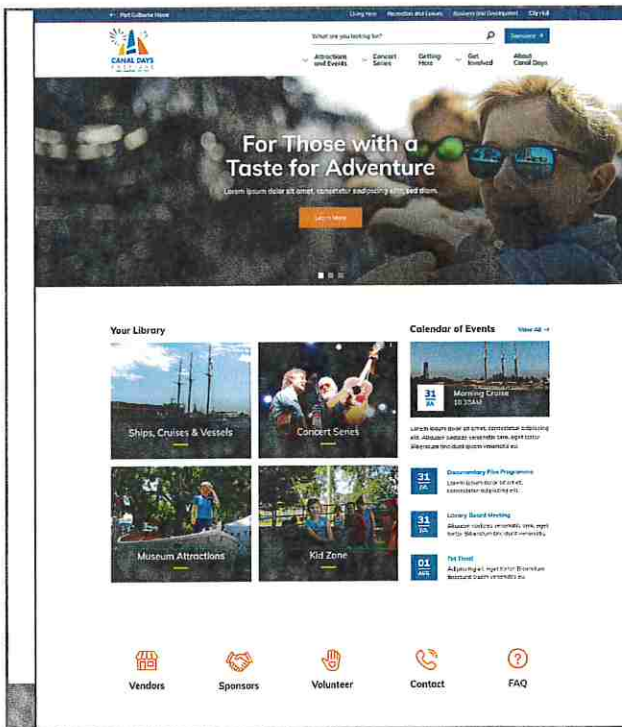
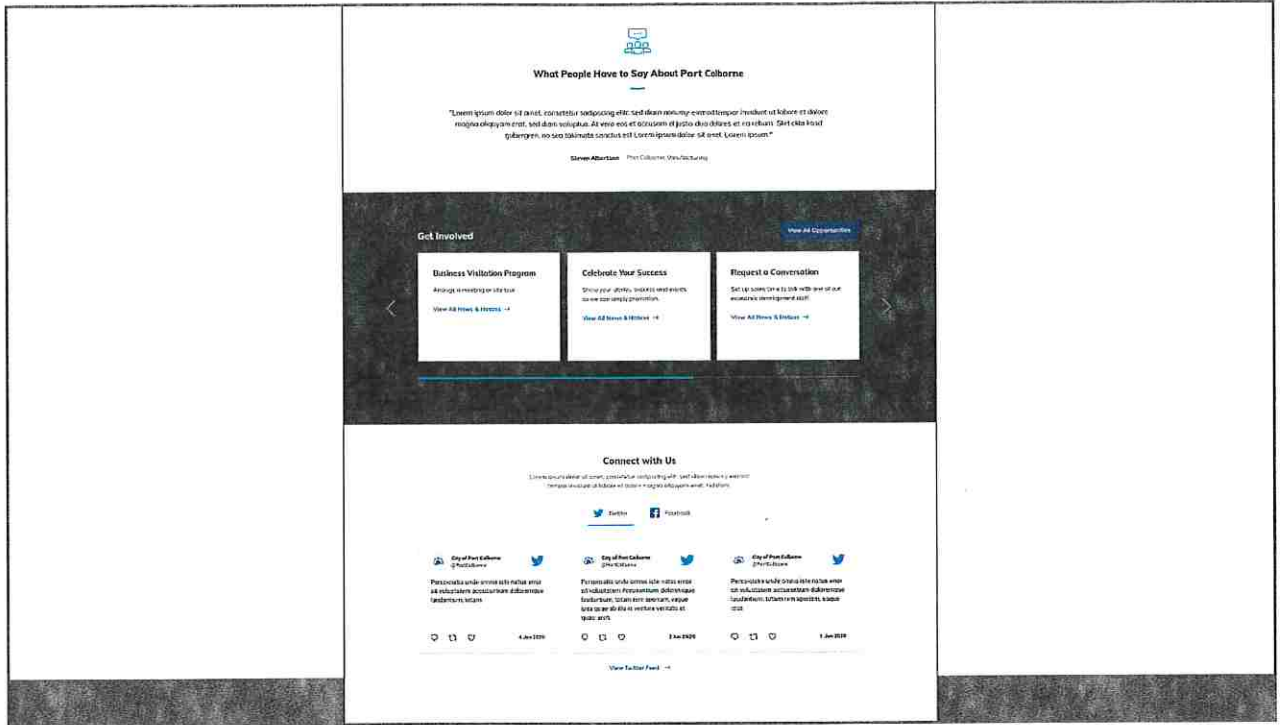
# Landing Page Templates (Economic Development)

Ability to build out distinct landing pages that have their own unique look and feel.

Themes still relate back to approved branding guidelines and rest of website.

Worked with departments to ensure templates align with operational need.







## Front Counter and City Hall Redesign

Improving our in-person customer experience through thoughtful and intentional design. Optimizing our workspace through space planning.



## Port Colborne City Hall – Second Floor Concept

Additional offices and cubicles added to second floor.  
Committee Room moved to front of second floor to optimize space.



## Service Delivery Review

The overall goal of the service review is to better understand the current suite of services, and identify opportunities for improvements, and efficiencies.

## Next Steps

- Call Center Improvements
- Building out Customer Satisfaction Survey
- CityWide Sustainment, continued enhancements
- New City Website go live set for January 2021.
- Report to council to be brought forward by Engineering for City Hall Redesign, Conceptual Design phase to conclude by beginning of Fall, 2020.
- Service Delivery Review final report to be presented to Council September, 2020.



Further to our earlier discussion, please find the following suggested amendments to the proposed By-laws.

RE: By-Law No. 6803/53/20

We would like to proffer a request to amend the proposed By-Law to:

1. Correct the definition of Firearm to directly reflect the definition under the Criminal Code of Canada (see point below)
2. Omit the term BOW(s) in the By-law as it does not fall under said definition

Reasoning:

- Per "Part 1 - Title and Definitions" , 1. Short Title, The City has requested to have this By-law referred to as "The Discharge of Firearms By-Law"  
You will note that The City has not included the term in the By-Law Short Title, but has included it in the By-law itself. We propose that The City choose to remove the term BOW from this By-law.
- Under "Part 2 – Application of the By-law, Application section, point 5, refers the Federal Acts .
  - Criminal Code, R.S.C 1985, c. C-46 – wherein the definition of "Firearm" is as follows:
    - **firearm** means a barrelled weapon from which any shot, bullet or other projectile can be discharged and that is capable of causing serious bodily injury or death to a person, and includes any frame or receiver of such a barrelled weapon and anything that can be adapted for use as a firearm;
  - You will note that in addition to the above definition, the RCMP requires a **Possession and Acquisition Licence (PAL)** for any firearm capable of producing muzzle velocities in excess of 500 feet/second. Please note that while there are air/pellet guns that fall under these parameters, there are also many that do not. It seems unjust that the by-law consume all such types under a single category.

And by doing so, we would propose the change of the By-law 6803/52/20 being a by-law to amend 4588/119/04, Being a By-law to Regulate Noise

We would like to propose the correction of the associated By-Law name (Per the Short name and our above noted request) in this by-law.

We would like to add that with respect to the detonation of Exploding Shooting Target (Tannerite), such targets will only detonate when struck by something with a velocity of at least 2000 feet per second. It will not detonate by means of arrow, bolt or any other projectile with a lesser velocity.

In short, we currently own 30 acres of property in the designated area and we feel that our family should be able to enjoy archery on our own property as it poses no safety or noise concerns.

Feel free to contact us, should you have any questions.

Best regards,

Darren and Mandy Kish



AUG 13 2020

CORPORATE SERVICES  
DEPARTMENT



## PORT COLBORNE

**Meeting  
Environmental Advisory Committee  
March 11, 2020, 6:00 p.m.**

**The following were in attendance:**

Staff: Darlene Suddard  
Janice Peyton

Council: Councillor Mark Bagu  
Councillor Harry Wells

Public Members: Ryan Waines  
Jack Hellinga  
George McKibbon  
Norbert Gieger  
Trent Doan  
Clayton Nadeau  
Kerry Royer  
Tim Hoyle

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**1. Call to Order**

George McKibbon was Acting Chair in Beth Palma's absence.

George called the meeting to order at 6:05 p.m.

**2. Adoption of the Agenda**

Moved by Harry Wells  
Seconded by Mark Bagu

That the agenda dated March 11, 2020 be accepted as circulated.  
CARRIED.

**3. Disclosures of Interest**

Nil.

**4. Approval / Review of Previous Meeting Minutes**

Moved by Mark Bagu

Seconded by Jack Hellinga

That the minutes of January 8, 2020 be accepted as written.  
CARRIED.

## 5. Items Arising from Previous Minutes

### a) **Roadside Mowing Initiative Update**

Darlene advised that Council received a roadside mowing initiative presentation from Patty Moss. Staff have been directed to work with Patty and the Environmental Advisory Committee in order to prepare a report to Council that investigates the recommendations proposed by Patty.

Staff have met with Patty. Patty provided a map with location requests for signs and the QR code wording. Darlene will review these requests and forward to the committee for member review.

Darlene advised that the roads staff have liability concerns; these concerns will be identified in the report to Council. The Parks department is agreeable to Patty's request to use the Friendship Trail. Parks does have some concerns about Poison Ivy in some areas. Staff have met on site with Patty regarding the feasibility of naturalizing the parcel of land at Reuter Road and Durham Street.

Darlene advised that she is working on the request of Council to provide information on Pollinator Partnership Canada.

Councillors in Ward 4 received a request to promote butterfly routes in fields rather than along roadways. Darlene advised there is an opportunity to plant pollinators in the buffer fields once drain maintenance is completed. Councillor Wells suggested planting pollinators on the trail that runs along the canal lands. Norbert suggested approaching the Region to get buy-in from all of the municipalities along the canal trail lands. Kerry thought that perhaps Vanessa Aykroyd, Landscape Architect with the Region, could assist with this initiative.

### b) **Draft Report on Boulevard Trees**

The report on boulevard trees went before Council on January 13, 2020. Council received the report for information and staff were directed to review previous decisions on boulevard tree planting, including the tree installation policy, October 2007 and By-law No. 6175/01/15, and report back to Council.

Darlene advised that this item is currently being reviewed by Engineering staff. Inventory of urban tree species has been

included in the 2020 budget request. Staff have been using the City of St. Catharines tree by-law as a model for the review. Committee members agreed that climate change should be taken into consideration.

Clayton advised that he attended a seminar on Oak Wilt disease and said that it is something to be mindful of. Oak wilt is a fungal pathogen killing thousands of oak trees in North American forests and woodlands each year.

#### **Featured snippet from the web**

As of summer 2019, Oak wilt is currently not known to occur in Ontario or any other Canadian province, but given its presence <600 meters from Windsor, ON, it is important to know about this non-native disease before it establishes.

#### **c) Site Alteration Permit Review and Costing**

The Site Alteration Permit Review and Costing report went before Council on January 13, 2020. Council received the report for information and staff were directed to consider the approach for a coordinated review and fee structure associated with a revised site alteration by-law as set out in the report, and to review the recommendation that the administration of the revised site alteration by-law be undertaken by the Director of Engineering & Operations.

Darlene advised that the report is currently under the review of the Planning department.

Jack suggested that all municipalities within the Region get together to create one all encompassing process within the Region of Niagara.

Darlene has been working on this item regarding excess soils, from a municipal perspective. Darlene commented that the financial impact on municipalities will be substantial.

#### **d) Vale CBRA Community Status Report/Questions & Acquired Responses**

This report went before Council on February 24, 2020 and was approved as presented. George advised that Councillor Desmarais spoke to the issue, advising that residents in her ward do not have a lot of trust regarding this item, because of past experience. George suggested the committee make an application for an award for this report.

Moved by Norbert Gieger

Seconded by Jack Hellinga

That EAC members make an application to the American Planning Association for an award for the Vale CBRA Community Status Report.

CARRIED.

Jack asked if Vale is contributing to the improvements that have been made to the drain that runs along the East side of Vale property. Darlene will ask the Drainage Superintendent if Vale has been approached about this.

The committee discussed the possibility of making further recommendations regarding the CBRA.

Moved by Mark Bagu  
Seconded by Ryan Waines

That the 5 member sub-committee meet and report back to the EAC on further measures regarding the Vale CBRA.

CARRIED.

## 6. New/Other Business

### a) **GHG Emissions Reduction Plan – Darlene**

Darlene provided highlights of the Greenhouse Gas Emissions Reduction Plan that was presented to Council on February 24, 2020 by Climate Change Coordinator Mae Lannan. A copy of the report is attached to the minutes.

The following emission reduction initiatives were suggested and discussed:

- Contact Citysolar (Tesla) to inquire about our City being a pilot project for electric vehicles. Darlene will discuss this with the Fleet Manager.
- Rent city owned electric vehicles to residents when they are not being used. A city in Quebec is currently carrying out this initiative. Darlene will have staff look into this.

The committee agreed that it would be useful to make a recommendation to Council in support of this plan.

Moved by Trent Doan  
Seconded by Norbert Gieger

That Council be advised that the EAC strongly supports the Greenhouse Gas Emissions Reduction Plan for the following reasons:

1. The plan provides baseline measurements of energy use and greenhouse gas emissions in order to measure progress;
2. The plan provides for administrative reporting to staff and to Council on the implementation of the plan and the performance of its measures;
3. The plan provides for a committee of staff responsible for the various facilities operated by the City and is chaired by a staff member who in turn reports to Council
4. The plan establishes targets and procedures for comparison with other municipalities; and
5. The plan examines alternative energy sources and helps promote the electrification of the City's fleet of vehicles.

CARRIED.

#### **b) Climate Warming Adaption**

George had this item placed on the agenda so that members would begin to think about how we will adapt to climate change. George wondered if some members wanted to form a sub committee to pull together some ideas.

Harry commented that Darlene has included climate change in the drinking water system risk assessment.

Darlene advised that wastewater/storm water is next for risk assessment and that climate change will be included.

Darlene and George will meet to discuss this further before the next committee meeting.

#### **c) New Provincial Policy Statement 2020**

George provided a summary of the revised Provincial Policy (attached to the minutes) Statement and reviewed what it means for Port Colborne. Committee members commended George on his summary saying that it was very informative. George wondered if members wanted to forward the summary to Council for information. Jack advised that the Region is currently preparing comments and thought it would be good to wait to see what is presented to Regional Council. Kerry added that the NPCA is pooling staff comments also. George will look at the Region and NPCA comments and report back at the next meeting.

#### **d) Reducing Plastics**

George provided an article on Lake Erie Bill of Rights. A copy is attached to the minutes. George asked if the committee would like to review the plastics report. Jack and George agreed to bring some ideas of what the committee may be able to do with regard to this item to the next committee meeting.

#### **7. Next Meeting/Adjourn**

Moved by Jack Hellinga  
Seconded by Kerry Royer

That with no further business to discuss, the meeting be adjourned at 7:55 p.m.

The next EAC meeting will be on May 13, 2020 at 6:00 pm.



PORT COLBORNE

# City of Port Colborne Greenhouse Gas Emissions Reduction Plan

Prepared: February 12, 2020

## Executive Summary/Abstract

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Climate change is the long-term change in temperature and weather patterns, which results in rising temperatures, forecast unpredictability, extreme weather events and natural disasters such as floods, and droughts. In Niagara, climate change projections indicate a warmer, wetter future with more extreme weather events. The climate change we are seeing now is based on GHG emissions from the 1980s, which means the consequences of today's GHG emissions will not be seen for at least 25-50 years. According to Canada's Changing Climate Report (2019), Canada is warming at twice the global rate due to local conditions. Canada's loss of snow and sea ice is reducing reflectivity of the surface, which increases the absorption of solar radiation, causing larger surface warming than other regions.

Recognizing the impacts of climate change and the role that the City can play in decreasing GHG emissions, the City of Port Colborne's Greenhouse Gas Emissions Reduction Plan commits to leading by example in its own corporate operations; adopting and demonstrating sustainable, energy conserving, climate change mitigation practices that are communicated and encouraged throughout the community. The City's corporate operation sectors include buildings, fleet, streetlights, and solid waste. The energy and emissions associated with these sectors are tracked in the corporate inventory. The City's GHG emissions inventory is based on operations from 2017, with the total being 1730 tonnes of eCO<sub>2</sub>. An overall emissions reduction target of 10% by 2030 has been set, which is based on reductions from building retrofits, employee energy training, waste diversion program, energy efficiency standard commitment for new-builds, and the application of a climate lens policy. Specific objectives have been developed under focus areas for facilities, fleet, staff, and solid waste.

Monitoring of the GGRP and its objectives will be carried out by City energy staff and the City's energy conservation committee (ECC). The status of emissions data and corresponding objectives will be compiled, analyzed, and reported to council as a supplementary component of the *Energy Consumption and Greenhouse Gas Emissions Report*. At least once every five (5) years the Plan will be reviewed and objectives will be updated to account for changes in usage, technology and availability of alternative energy sources.

## Terminology

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A **greenhouse gas (GHG)** is a gas that absorbs and emits radiant energy within the Earth's atmosphere. The amount of GHG's in the Earth's atmosphere has been related directly to the overall increase in the Earth's temperature.

The primary greenhouse gases in Earth's atmosphere are **carbon dioxide (CO<sub>2</sub>)**, **methane (CH<sub>4</sub>)**, and **nitrous oxide (N<sub>2</sub>O)**. When discussing emissions the focus tends to be on CO<sub>2</sub>, which is generally because it is the easiest to understand. All GHGs have a **global warming potential**



factor (**GWP**) – this means that the gases can all be expressed in terms of CO<sub>2</sub> and we consider this *equivalent CO<sub>2</sub>* (eCO<sub>2</sub>). The quantity of eCO<sub>2</sub> is generally expressed in tonnes, as a frame of reference, the volume of 1 tonne of eCO<sub>2</sub> at standard temperature and pressure would fill a two-storey, three-bedroom house.

A common unit used to express energy is a *gigajoule* (GJ). This unit allows comparisons to be made between different sources of energy consumption.

The *Partners for Climate Protection* (PCP) program was designed to guide Canadian municipalities in taking action against climate change, through the reduction of GHG emissions.

## Contents

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1. Introduction.....	1
2. Principles, Approaches, & Framework .....	2
2.1. Vision Statement .....	2
2.2. Commitment .....	2
2.3. Management and Leadership .....	3
2.3.1. Energy Conservation Committee .....	3
3. Description of Reporting Inclusions .....	3
4. Baseline Inventory of Corporate Energy and GHG Emissions .....	4
4.1. Current Energy Consumption.....	5
4.2. Current Emissions Output .....	6
5. Objectives .....	7
6. Quantitative Goals.....	8
7. Energy Use Management .....	9
8. Monitoring.....	10
8.1. Reporting.....	11

## Table and Figure List

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Figure 1: GGR Plan Framework .....	2
Table 1: Energy Costs and eCO <sub>2</sub> Emissions by Sector .....	5
Table 2: Energy Costs and eCO <sub>2</sub> Emission by Source .....	5
Figure 2: Breakdown of corporate energy consumption by sector and energy source .....	6
Figure 3: Breakdown of emission output by sector and output by energy source .....	7
Table 3: Description of Initiative Categories.....	8
Table 4: Facility Emissions Change & Estimated GHG Inventory Change.....	8
Table 5: Quantitative Goal Breakdown.....	9
Table 6: Emission/Energy Related Projects .....	10

# 1. Introduction

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Natural Resources Canada has identified climate change as one of the defining challenges of the 21<sup>st</sup> century. It is a global problem, and tackling it requires action at all levels of government. Scientific evidence shows that the primary cause of the Earth's changing climate is due to the surge in GHG emissions from human activity. In response to this challenge, countries and cities around the world are setting targets and developing local plans to reduce their GHG emissions.

The City of Port Colborne (City) reports annually, to the province, on GHG emissions produced from City owned facilities that are heated and/or cooled. This, as well as creating and updating an Energy conservation and demand management (ECDM) plan for the City, is a provincial requirement of which the City has met. Both the annual GHG reports and the ECDM have established a starting point for the City to monitor energy trends and the associated GHG emissions. Previously, the City has not committed to a GHG emissions reduction target, or outlined specific actions to reduce GHG emissions. While the ECDM efforts to reduce energy consumption within the facilities will correspondingly reduce GHG emissions, more specific objectives are required to reduce GHG emissions and the City's contribution to climate change.

The City recognizes the importance of local governments in the fight against climate change, and has developed this plan to present a comprehensive strategy and action plan for reducing GHG emissions from the City's corporate operations. The various initiatives proposed in this plan (and their underlying actions) have been reviewed and verified by necessary staff.

The cornerstone of this GHG emissions reduction plan is the corporate GHG emissions inventory, which forms the baseline against which future emissions reduction goals can be measured. The baseline inventory also helps to inform decisions on which areas to reduce and by how much: contributing to an overall reduction target. The inventory considers both direct and indirect emissions. An example of a source of direct emissions would be gasoline used to fuel City vehicles, which releases emissions at the same time it is combusted. An indirect source of emissions would be a power plant that generates electricity for the grid in Ontario, from which City facilities draw electricity. Since the emissions are not produced in the same location or at the same time as the energy is consumed, it is an indirect source.

Council has been very supportive of mitigation initiatives that will reduce Port Colborne's GHG emissions. For example, in the past, they have directed staff to investigate the feasibility of installing a renewable passive energy generation system, which would assist in reducing GHG emissions in the Engineering and Operations Centre. This ongoing commitment, coupled with the GHG reductions plan, would ensure that reductions strategies are being integrated into the broader organization and lead to targets being met.

## 2. Principles, Approaches, & Framework

The City's GHG emissions reduction plan focuses on the City's corporate emissions output. The baseline emissions are calculated from energy associated with City buildings, vehicles and machinery (fleet), streetlights, and solid waste.

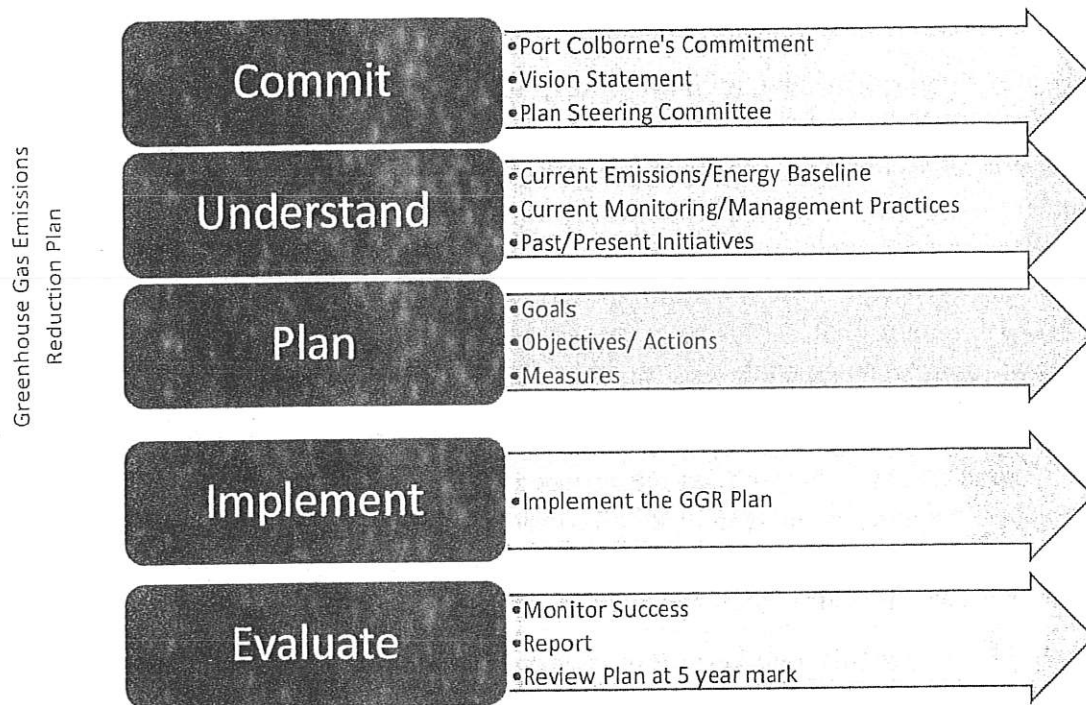


Figure 1: GGR Plan Framework

### 2.1. Vision Statement

To carry out the strategic and proactive pursuit of responsible emissions reduction on a local level, which contribute to the federal governments' international commitments. Bearing in mind that one of the main considerations when establishing infrastructure is climate, it can be expected that rapid change in climate will have a crippling impact on existing infrastructure. By taking action, the City has the opportunity to save money in municipal operations, lower energy costs for residents and businesses and increase investment in the local economy. Therefore, the City's GHG emissions reduction actions also contribute to the long-term environmental, economic, and social wellbeing of the residents, businesses and visitors of the City of Port Colborne.

### 2.2. Commitment

The City of Port Colborne aims to lead the community by example in terms of GHG emissions reductions, and demonstrate to residents and businesses how GHG emissions reductions can

be implemented locally, as well as the benefits such actions can bring to the community. Therefore, the City commits to the following:

- i. Allocation of the resources necessary to develop and implement a strategic GHG emissions reduction plan, aimed at reducing GHG emissions and the related environmental impacts, while increasing efficiency
- ii. Promotion of responsible GHG emissions/energy management throughout the City, implementing economically viable emissions reduction projects, organizational measures, and renewable energy initiatives where possible
- iii. Compliance with legislated environmental requirements and standards (i.e. annual Greenhouse Gas Report)
- iv. Continual improvement of the Plan and its projects and initiatives

*The vision and subsequent commitments of the Plan outline the approach towards improving emissions output within City facilities and act as a foundation for the remainder of the Plan.*

### 2.3. Management and Leadership

The development and implementation of the Plan is the responsibility of the City's Climate Change Coordinator and the Energy Conservation Committee.

#### 2.3.1. Energy Conservation Committee

The Energy Conservation Committee (ECC), chaired by the Environmental Compliance Supervisor, acts as the City's steering committee, responsible for the review and implementation of this Plan. The ECC is comprised of City Staff representatives from various departments within the City in addition to an appointed member of Council ([Appendix A](#)). Members are committed to the continual improvement of the City's GHG emissions reduction and energy conservation efforts, while ensuring the success of the Plan. The Committee meets regularly to discuss energy related issues, economic considerations of initiatives, regulatory requirements, and incorporation of proposed initiatives into current policies and operational standards and to evaluate the effectiveness of the conservation and reduction efforts against the goals and objectives of this Plan.

## 3. Description of Reporting Inclusions

To estimate GHG emissions from corporate operations, the City applies the *PCP Protocol: Canadian Supplement to the International Emissions Analysis for the Quantification and Reporting of Greenhouse Gas Emissions Inventories* ([the PCP Protocol](#)). The PCP Protocol

identifies a number of GHG emissions sources that should be included in a municipal government's corporate GHG Inventory:

**Buildings Emissions:** Includes GHG emissions generated from electricity and natural gas used at City owned and leased facilities where the City pays utility costs.

**Fleet Emissions:** Includes emissions from all vehicles and machinery operated by City departments.

**Streetlights Emissions:** Includes greenhouse gas emissions from electricity used to power streetlights, traffic lights and signals, and miscellaneous outdoor lighting throughout the City.

**Landfill Emissions:** Includes emissions from solid waste collected at City facilities and public receptacles, which are landfilled.

**Water and Wastewater Treatment:** Emissions from water and water treatment are not included in the City of Port Colborne's inventory given that responsibility for these operations resides with the Niagara Region. Based on the structure of water and wastewater treatment, this sector does not meet the protocol's definition of "operational control" for a municipality, and is therefore excluded from the GHG inventory. The Niagara Region has reported energy and emissions data for water and wastewater facilities in the annual Greenhouse Gas Report, as well as the 2019 - 2023 Energy Conservation and Demand Management Plan. This data can be found on the [Niagara Region website](#).

**Land use:** Land use related emissions are not included in the baseline GHG inventory as they are generally only included in community level plans to attribute emissions to agriculture, and as this Plan only applies to corporate GHG emissions.

**Renewable Electricity:** At this time all of the electricity purchased by the City comes from Ontario's Electricity Grid. Ontario's Electricity System is one of the lowest GHG emitting systems in North America. While there are no current renewable energy systems within the City of Port Colborne, the City commits to explore the viability of implementing and developing renewable energy systems in City facilities.

#### 4. Baseline Inventory of Corporate Energy and GHG Emissions

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Tables 1 and 2 breakdown the emissions and energy inventory, displaying the amount of energy from each sector and source, respectively, as well as the emissions. Here energy is expressed in gigajoule (GJ) of energy use, and eCO<sub>2</sub> is expressed in metric tonnes.

Table 1: Energy Costs and eCO2 Emissions by Sector

Sector	Energy (GJ)	Total eCO <sub>2</sub> (t)
Buildings	40,593	1,164
Vehicle Fleet	6,579	469
Streetlights	1,872	10
Corporate Waste	-	87
<b>Total</b>	<b>49,044</b>	<b>1730</b>

Table 2: Energy Costs and eCO2 Emission by Source

Energy Type	Total Use	Energy (GJ)	Total eCO <sub>2</sub> (t)
Electricity (kWh)	5,739,720	20,663	115
Natural Gas (m <sup>3</sup> )	557,380	21,755	1,059
Diesel (L)	116,648	4,468	321
Gasoline (L)	60,339	2,112	148
Waste	-	-	87
<b>Total</b>		<b>49,044</b>	<b>1,730</b>

#### 4.1. Current Energy Consumption

Overall the City's energy consumption has increased from 2011 to 2017, with the largest increase in 2013 (attributed to the introduction of the Vale Health and Wellness Centre). As demonstrated in Figure 2, the City's buildings (facilities) sector is responsible for the majority of the City's overall energy consumption, while vehicles and streetlights make up a much smaller proportion of the City's overall energy consumption. Additionally, Figure 2 displays energy consumption broken down by energy source, which exhibits that the City has similar demands for electricity and natural gas, and quite different demands for diesel and gasoline.

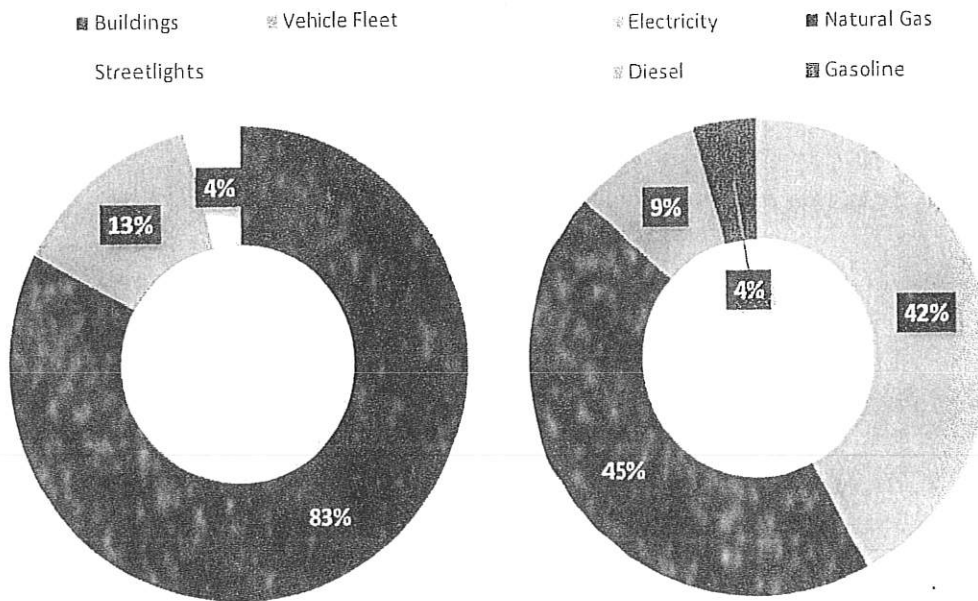


Figure 2: Breakdown of corporate energy consumption by sector and energy source

#### 4.2. Current Emissions Output

Emissions quantities are determined by energy usage and associated emissions factors; therefore, understanding the City's energy demand and consumption trends is essential for analyzing emissions data. By knowing the emissions associated with different energy sources combined with the City's energy demand, staff can develop more accurate emissions reduction targets and objective.

In comparing Figure 2 to Figure 3, it is evident that emissions are not directly proportional to energy consumption. The emissions from the vehicle fleet (Figure 3) account for 27% of the City's GHG emissions inventory, while the fleet only accounts for 13% of the City's energy consumption (Figure 2). An additional difference in the emissions inventory is the presence of solid waste. Solid waste has no energy value in the inventory because collection is outsourced, and therefore only the emissions from the breakdown of solid waste was calculated.



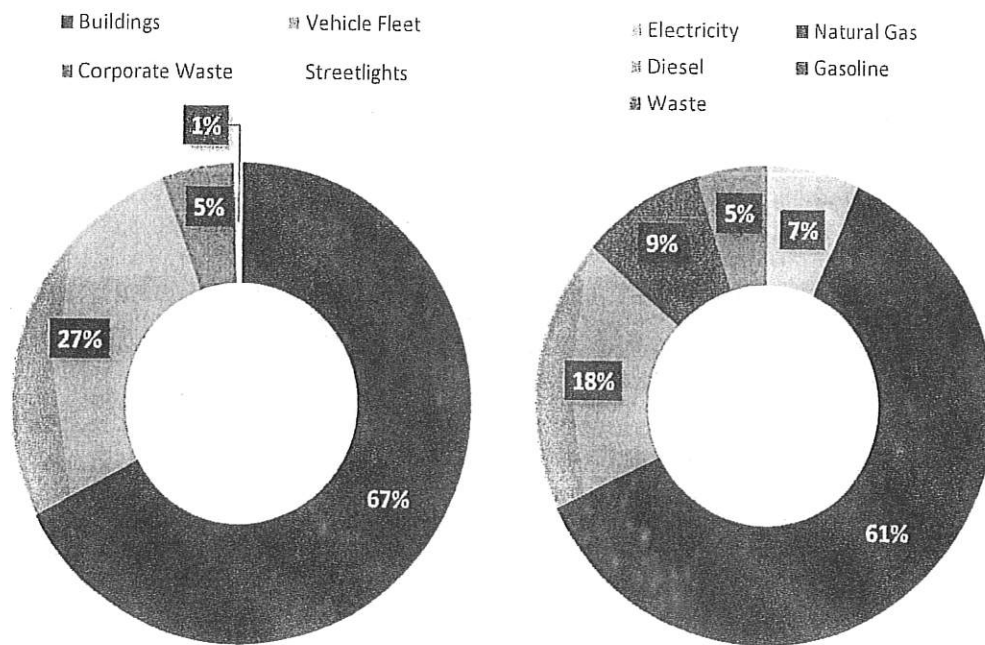


Figure 3: Breakdown of emission output by sector and output by energy source

Looking at emissions based on source is helpful to understand how the sources of energy impact the City's emissions, as seen in Figure 3 above. This also demonstrates where the greatest potential is for emissions reduction. Considering that building are the largest sector it can be assumed that this is a sector where the most reductions can be made. Looking at emissions by source gives a more detailed analysis: natural gas reductions at City facilities will have the most impact on the emissions inventory. The City's waste emissions are higher than most corporate inventories (proportionally); however, this inventory includes waste collected from public receptacles as well.

## 5. Objectives

In order to better categorize and manage the objectives of the City, focus areas have been generated based on the goals and overall vision. These focus areas include:

- Facilities
- Fleet
- Staff
- Solid Waste

The objectives for the Plan have been designed to provide direction on how to achieve the quantitative goals and Plan vision. Recognizing potential resource constraints, consideration has been given to the need for the City to build and enhance internal capacity in order to develop the

necessary resources to implement the Plan. As the City progresses in its emissions reduction and energy practices, it is expected that the objectives will evolve as well.

The objectives, detailed in Appendices B-E, contain information regarding the focus area, initiative commitment, required actions, measure of success, personnel required, as well as timelines. The initiatives in this plan consist of programs, processes, and/or projects which are explained in table 5 below.

Table 3: Description of Initiative Categories

Initiative Category	Definition	Example
Program	Longer term objectives with broad applications	Awareness Programs
Process	Shorter term objectives with more specific applications	Facility energy tracking
Project	Specific actions (generally capital projects) to improve efficiencies	Retrofits and upgrades to building envelopes

## 6. Quantitative Goals

In 2014, the Province of Ontario eliminated coal-fired electricity generation from the grid, and ramped up funding for the construction of renewable energy projects. In 2003, 25% of electricity was from coal-fired generation, and by 2017 31% of electricity was from renewable sources. This has resulted in significant GHG emission reductions which has directly benefitted the City's GHG emissions inventory. As illustrated in Table 4 below, the total annual GHG emissions for City facilities has decreased significantly, even though the total energy consumption has slightly increased. This verifies that the reduction in GHG was an indirect result of the Provincial changes to the electricity generation system rather than a result of City activities.

Table 4: Facility Emissions Change & Estimated GHG Inventory Change

Facilities			Estimated GHG Emissions Inventory Change (pre 2017)	
Year	GHG tonnes/year	GJ	Assumed 2013 inventory based on facility sum	2017 inventory sum
2013	1,355	34,548	2,015	1,730
2014	1,261	34,743		
2015	1,209	33,828	(-)14% change in the inventory	
2016	1,014	33,864		
2017	1,070	36,939		
Overall Change	(-)21%	7%		

The estimated 2013 GHG emissions inventory is based on the assumption that the only difference in emissions is due to the facilities sector. Considering the changes to the City's fleet and

streetlights this is likely a conservative assumption as there is no accurate data from 2013 to calculate the impacts of these changes. The estimated 2013 inventory demonstrates that the City's overall GHG emissions have decreased at least 14% as of 2017. As mentioned previously, this reduction can mainly be attributed to the phasing out of coal by the Province.

City staff have chosen 2017 as the baseline inventory year, this decision was made for a number of reasons, mainly because it is the most accurate representation of the City's current activities, with the most complete data. City staff also feel that using this baseline will mean more accurate tracking of the impact of GHG emission reduction initiatives undertaken by the City, rather than reductions from changes made on the provincial level. Thus, while many PCP municipalities in Ontario have set reduction targets of 20-30% for 2030, with a baseline inventory year prior to 2015 (meaning that coal generated power would still be included in their GHG baseline), the City of Port Colborne is aiming for a 10% reduction in corporate emissions by 2030. Although on the surface this may seem like a low target for the City to undertake, City energy staff are confident that, with the aforementioned details considered, this is realistic and ambitious target.

The 10% goal is based on a combination of initiatives summarized below:

**Table 5: Quantitative Goal Breakdown**

<b>Lower Targets (1.5 – 2.5% each)</b>
Building retrofits
Employee energy training
Waste diversion program
Energy efficiency standard commitment for new-builds
<b>Higher targets (3 – 4% each)</b>
Application of a Green procurement policy/ climate lens

## 7. Energy Use Management

Port Colborne has been proactive in improving the energy conservation and efficiency of its facilities. Table 2 below is an outline of energy related projects that have already been implemented, and/or budgeted for in City facilities. As many of these projects were carried out or began in 2018-2019, the impact of these measures has yet to be analyzed and accounted for in energy data. Future energy reports and Plans will highlight the effectiveness of various conservation projects and their impact on overall consumption (the year 2020 will be the first to be compared to the original emissions inventory).

Table 6: Emission/Energy Related Projects

Project	Facility	Year
HVAC Replacement	Museum- Heritage & Resource Centre	2019
	Museum- Complex	2019
Window Replacement	City Hall	2019-2021
	Roselawn Centre- Kitchen	2019
Timed Lighting	Lion's Field	2019
Lighting Retrofit: T8 to LED	City Hall	2018
	Vale	2019
	Roselawn	2018
	Marina	2018
	Museum	2018
	Fire Hall	2018

One of the most significant initiatives to be undertaken by the City during this Plan, is the implementation of a climate lens. A climate lens is the consideration of greenhouse gas mitigation and adaptation requirements in all decision making (City of Victoria). A climate lens is intended to incent behavioral change and consideration of climate impacts into the planning of infrastructure projects with a view to reaching the City's emissions reduction target.

While the focus of this funded project is to reduce GHG emissions, it will incorporate the goals from the City's Energy Conservation and Demand Management (ECDM) Plan, which is focused on reducing energy consumption for the City's facilities and increasing energy efficiency.

## 8. Monitoring

The implementation of the Greenhouse Gas Emissions Reduction Plan will allow for strategic and centralized monitoring of emissions output and energy consumption. As part of the plan, a monitoring system will be developed to provide continuous information to key staff members. The overall inventory will be updated in an excel spreadsheet on an annual basis, with the results reported to council. Emissions factors for each source of GHG will need to be updated to match the monitoring year. Continual monitoring will contribute to informed decision-making and the development of stronger objectives in future Plans.

The City has committed to review and evaluate the Plan, revising and updating it as necessary. The progress towards identified goals and objectives will be evaluated and new objectives will evolve as the capacity for emission and energy management within the City grows. The review and evaluation process is ongoing and will provide critical feedback that contributes to the

commitment to continuous improvement in emission and energy management of Port Colborne's activities.

### 8.1. Reporting

The development of reports based on progress monitoring will deliver key information to various stakeholders:

Reports regarding progress of the Greenhouse Gas Reduction Plan, including conservation measures, and changes in the processes and implementation of programs, will be developed by the Energy Conservation Committee and delivered to key identified audiences within the City. Suggested audiences include the Mayor and Council, Directors, and the Senior Management Team.

Emissions data will be compiled and analyzed annually with a status report presented to council in conjunction with the *Energy Consumption and Greenhouse Gas Emissions Report*. At least once every five (5) years the Plan will be reviewed and objectives will be updated to account for changes in usage, technology and availability of alternative energy sources.

## Appendix A: Energy Conservation Committee

<b>Departments with Representatives</b>
Community & Economic Development (2)
Engineering and Operations Centre
Fire & Emergency Services
Museum
Library
Facilities
An appointed member of Council is also a part of the ECC.
Environmental Compliance Supervisor, Darlene Suddard is the chair of this committee

Appendix B: Outlined Facility Focused Objectives

Objective	#	Action	Measure of Success	Personnel					Years		
				1	2-5	5-10	1	2-5	5-10		
The City commits to lower utility demands for activities and facilities	1	Systematically upgrade lighting to the highest efficiency option to meet a particular need.	Continue to update inventory to track current and proposed energy conservation measures.	Facilities Staff	X	X					
	2	Where appropriate, upgrade ventilation to demand responsive technologies.	Demand response technologies are included in annual energy analysis.	Facilities Staff		X	X				
	3	Develop processes to provide departmental managers with information on the energy bills for their departments to review.	Record of utility bill analysis and critique (maybe a quarterly survey).	Energy Staff	X						
	4	Continually communicate with Hydro to ensure proper bill adjustments for single rate facilities.	Attempt to offset energy use start time, as to lower peak demand (possibly an intern project)	Energy Staff	X	X					
	5	Install automated system for monitoring lighting and temperature with an alert system for out-of-ordinary events.	Trial project for at least one major City Facility	Facilities Staff						X	

Objective	#	Action	Measure of Success	Years				
				1	2-5	5-10		
				Personnel				
The City monitors initiatives in other municipalities and other organizations that are designed to reduce energy use and emissions and assesses the applicability of these initiatives to the City.	6	Benchmark energy use and targets against other similar municipalities.	In yearly update the City references the performance of our facilities in comparison to those of other municipalities.	Energy Staff	X			
	7	Install sub-meters on major systems in largest energy using buildings to provide real time information to operations staff. Investigate diurnal and seasonal patterns of energy use to take advantage of load shifting opportunities and reduce use of electricity during peak times when it is expensive and more carbon intensive Adopt new building construction standards for corporate facilities that will support the goal of 10% GHG reduction. Develop a standard for major renovations that fits the City's energy and GHG reduction goals.	Yearly update of GHG inventory.	Facilities Staff		X		
City ensure that it monitors and tracks energy use and GHG emissions to be able to measure progress against targets.	8		Yearly update of GHG inventory.	Energy Staff	X			
	9		Included in the City's Climate Lens	Energy Staff			X	
City has operating policies and procedures that ensure its energy-using equipment is maintained and operated to reduce energy use and emissions.	10		Included in the City's Climate Lens	Energy Staff	X			



Appendix C: Outlined Fleet Focused Objectives

Objective	#	Action	Measure of Success	Personnel	Years		
					1	2-5	5-10
The City commits to lower fuel demands for all fleet related activities	1	Deploy cost-effective idle-reducing technologies, possibly including: LED lights, auxiliary batteries, automatic shut-off devices	Record of technology trial, and its impact on emissions.	Fleet Manager Energy Staff	X	X	X
	2	Develop a plan for implementing electric vehicle charging facilities to address near and longer-term plans for electrification of transportation	Report to council on EV charging plans	Planning Energy Staff	X		
	3	Investigate phasing out purchases of gasoline light duty vehicles	Results of investigation included in the yearly council update	Fleet Manager Energy Staff		X	X
	4	When new ice resurfacing machines are purchased, choose electric models	Results of investigation included in the yearly council update				X
	5	Test out all-electric vehicles in applications where they make sense	Results of investigation included in the yearly council update		Fleet Manager	X	X
The City is constantly evaluating innovative ways of increasing energy efficiency, and reducing GHG emissions.							

Objective	#	Action	Measure of Success	Personnel	Years		
					1	2-5	5-10
New equipment is chosen with a consideration of its energy use, emissions, and life-cycle cost.	6	When purchasing new vehicles and other equipment consider purchasing 'best in class' options, taking into account life cycle costs and carbon intensity as per green procurement policy.	Policy is included in the City's Climate Lens	Fleet Manager Energy Staff	X	X	X
	7	Develop criteria for right sizing new vehicles	Policy is included in the City's Climate Lens	Fleet Manager Energy Staff	X		
The City has reached its preferred state by preparing a series of targets and milestones updated regularly along the way.	8	Fleet and facility energy analysis	GHG inventory is updated on a yearly basis.	Energy Staff		X	
	9	Ensure that data systems for fleets are capturing relevant data on distance travelled, fuel use, fuel and vehicle type, driver, etc. and that staff have knowledge in how to extract and analyze data	GHG inventory updated, and the implementation of driver training	Fleet Manager Energy Staff	X		
City ensure that it monitors and tracks energy use and GHG emissions to be able to measure progress against targets.	10	Survey staff compliance with anti-idling	Surveys completed as needed	Energy Staff		X	

Objective	#	Action	Measure of Success	Personnel	Years		
					1	2-5	5-10
City has operating policies and procedures that ensure its energy-using equipment is maintained and operated to reduce energy use and emissions.	11	Prepare/update of the Corporate Fleet Strategy addressing changes in needs, technologies and updates or creation of associated city policies, including vehicle maintenance, travelling with loads, duty cycles etc.	Strategy is endorsed by council	directors	X		
	12	Eliminate underutilized or excess vehicles. (Excess availability of vehicles tends to lead to increased use.)	GHG inventory is updated to reflect this action	Fleet Manager Energy Staff	X	X	
	13	Accelerate replacement of oldest, least-efficient vehicles	Trend of vehicle replacement is tracked in the five-year review of this plan.	Fleet Manager Energy Staff	X		
	14	Substitute communications technology for transportation, such as virtual meetings or work from home policies (while also encouraging carpools)	Track internal distance traveled for meetings.	Energy Staff			X

Appendix D: Outlined Staff Focused Objectives

Objective	#	Action	Measure of Success	Personnel	Years		
					1	2-5	5-10
<p>The City commits to lower GHG output for activities</p> <p>The City manages its energy in a way that reduces the burden on ratepayers, while maintaining a high level of service for residents, businesses, and a healthy work environment.</p> <p>City staff members have the training and information they require to effectively and efficiently manage their energy use and emissions within their areas of responsibilities.</p>	1	Consider starting a bike sharing program for staff members to get around facilities.	Include viability results in the annual update.	Energy Staff	X		
	2	Provide regular information on energy usage and costs to facility and vehicle operators	Include the annual GHG inventory update in Internal newsletter.	Energy Staff	X		
	3	Develop a plan for communicating about the City's energy reduction programs and initiatives to all staff	Staff training for new and existing staff	Energy Staff	X		
	4	Conduct an assessment of training needs of city staff as well as building operators	Record staff feedback acquired in preliminary training survey.	Energy Staff	X		
	5	Develop an ongoing energy training and awareness plan for all levels of staff that may include workshops, lunch and learns, building systems training, utility billing training and city energy policy training.	Staff training for new and existing staff	Energy Staff	X	X	X
	6	Staff with energy management and building operations responsibilities attend conferences and trade shows for information sharing	In yearly GRP update – reference which conferences were attended	Energy Staff Facilities Staff	X	X	X

Objective	#	Action	Measure of Success				Years	
			1	2-5	5-10	Personnel		
City collaborates with others both inside and outside the corporation, such as technology firms, to enhance knowledge of how to use and manage operation systems.	7	Develop resources to guide facility operators to make better (energy) choices.	Existence of a Climate Lens metric system specific to the City	X				
	8	Work with operators to identify specific steps to achieve facility or vehicle type specific targets	Record staff feedback acquired in preliminary training survey.		X			
	9	Develop bi-annual training program on efficient driving, awareness of environmental issues, anti-idling policy and practices, and potential cost savings for staff using Corporate vehicles	Staff training for new and existing staff	HS Energy Staff		X		
	10	Continued meetings for the City's internal ECC, to monitor progress towards targets, and to ensure that targets for individual areas are collectively meeting overall corporate targets	Meeting minutes	Energy Staff	X	X	X	
	11	Consider energy and emissions impacts when other corporate plans and policies are being proposed.	Incorporated into the City's Climate Lens	Energy Staff	X	X	X	
	12	Participate in multi-municipality groups e.g. energy managers, fleet managers, etc.	Record of group meetings	Energy Staff	X	X	X	

Objective	#	Action	Measure of Success	Personnel	Years		
					1	2-5	5-10
The City monitors initiatives in other municipalities and other organizations that are designed to reduce energy use and emissions and assesses the applicability of these initiatives to the City.	13	Sponsor a series of lunch and learns on energy related initiatives with special guests from other jurisdictions, organizations and vendors.	Record of group meetings	Energy Staff	X	X	X
	14	Identify and adopt industry best practices (e.g. ORFA).	Incorporated into the City's Climate Lens	Energy Staff	X		
The City is constantly evaluating innovative ways of increasing energy efficiency, using renewable energy, and reducing GHG emissions.	15	Establish corporate standards for service provision and energy-saving equipment (e.g. light switches, ranges of acceptable temperatures).	Incorporated into the City's Climate Lens	Energy Staff	X		
	16	Develop interdepartmental and possibly inter-municipality competitions on reducing energy use.	Communicated in internal newsletter	Energy Staff	X		
New equipment is chosen with a consideration of its energy use, emissions, and life-cycle cost.	17	Monitor changes in technology, costs, performance and availability of alternative lower carbon fuels, including biodiesel, CNG, renewable diesel, and hydrogen for heavy duty vehicles	Include in the annual GGRP update to council	Energy Staff	X	X	X
	18	Investigate establishing a reserve account to reinvest energy savings, possibly funded by an internal carbon shadow price	In yearly GRP update – reference options	Energy Staff	X		

Objective	#	Action	Measure of Success	Personnel	Years		
					1	2-5	5-10
	19	**Develop a clear and well-publicized process for funding smaller projects from the energy reserve	In yearly GRP update – reference how this was used	Energy Staff	X	X	X
	20	Adopt the federal shadow price for carbon for the purposes of decision-making and assessing projects	Incorporated into the City's Climate Lens	Energy Staff	X	X	X
	21	Set annual targets for each sector to meet the overall efficiency targets	Evaluated in the annual GRP update to council	Energy Staff	X	X	X
	22	Consider grading the City on energy use in a yearly review to solidify implementation by developing report card for each sector	Evaluated in the annual GRP update to council	Energy Staff	X		
	23	Ensure operators have tools needed to achieve goals	Record staff feedback acquired in training survey.	Energy Staff	X	X	X
	24	Re-affirm/update targets as required to reflect progress	GRP targets are reassessed after five-years time	Energy Staff	X	X	X
	25	Evaluate the need for additional ECC members to meet the City's energy goals	Staff training for new and existing staff	Energy Staff	X		
<b>Council and senior management have knowledge of energy use and emissions from City operations, and ensure sufficient resources are allocated for plan implementation.</b>	26	Develop energy KPIs (key performance indicators) to be integrated into the Business Leadership Team dashboards	Incorporated into the City's Climate Lens	Energy Staff	X	X	X

Objective	#	Action	Measure of Success	Personnel	Years		
					1	2-5	5-10
The City leverages its expenditures on energy efficiency, renewables, and emission reduction opportunities by taking advantage of incentives offered by utilities and other levels of government	27	Monitor new sources of funding and incentives related to energy efficiency or GHG reduction initiatives	Discussed at ECC meetings	Energy Staff ECC Members	X	X	X
City ensure that it monitors and tracks energy use and GHG emissions to be able to measure progress against targets	28	Consider certifying to ISO 50001 Energy Management Systems	Included in the annual GRP update to council	Energy Staff		X	
	29	Confirm protocols for on-going monitoring and valuation of energy saving initiatives	Included in the annual GRP update to council	Energy Staff		X	



Appendix E: Outlined Waste Focused Objectives

Potential Impact		Action Items	Implementation Plan	Department Lead(s)	1	2-5	5-10	Years
This supports our goal of going paperless, reducing our paper usage where possible.	The printers automatically default to two-sided printing, reducing the number of sheets printed.	To begin implementation at city hall in 2020, and if successful, to look at expanding to other facilities.	IT	X				
This has the potential to reduce our Corporate Waste by diverting items to other waste streams.	Ensuring Proper Bins in City Facilities: As new construction or retrofits occur at City facilities, that provision be made for sufficient facilities for the collection, handling and storage of source separated wastes, specifically for the three streams currently being collected.	In 2020, new recycling and organics collection containers will be in place in certain public receptacle areas.	Energy Staff Facilities Staff Community Services					
This has the potential to reduce our Corporate Waste by diverting items to other waste streams.	At existing City facilities, ensure that the collection containers for the source separation program be located conveniently and properly sized, with adequate labeling and signage in order to encourage greater participation in diversion programs.	This will require the proper bins in place first to be launched.	Energy Staff Facilities Staff Community Services	X				
This has the potential to reduce our Corporate Waste by diverting the items to other waste streams.	To promote awareness of and encourage participation in the source separation program and ensure its continuing success, information should be provided to those who will use the program in the form of communication through signage,		Energy Staff Facilities Staff Community Services					

Potential Impact	Action Items		Implementation Plan	Department Lead(s)	Years	
					1	2-5
	labels, information on the corporate intranet or other reminders and motivational tools.					
To reduce the amount of waste by creating more awareness of how to divert waste.	Conduct waste audits and utilize the information to update the City's GHG inventory for 2021	All completed waste reduction work plans must include all reasonable actions that can be taken to reduce, reuse and recycle waste. These actions must be identified in a step-wise process that follows the 3Rs Hierarchy*	Energy Staff	X		
<b>3Rs Hierarchy*</b> <i>First – Reduce waste by developing actions that will stop waste from being produced in the first place.</i> <i>Next – Reuse any waste at your establishment or donate to others.</i> <i>Lastly – Recycle any waste materials through a recycling company.</i> <i>Investigate expanding textile recycling bins in public facilities</i>						

## The New Provincial Policy Statement 2020: what it means for Port Colborne.

**Introduction:** The revised Provincial Policy Statement was released on February 28, 2020. It takes effect on May 1, 2020. Municipal planning decisions need to be consistent with the revised Policy Statement (PPS). Here is a summary of the major changes. Under each change, we explain the new policies.

Major policy initiatives on employment use that affect Port Colborne and are discussed in a separate section. We close with a discussion of related Provincial initiatives that underscore the importance of the changes to employment use policy.

This report is prepared for information purposes for Council and staff.

**Major Changes:** Here are the major changes:

- a) Policy 1.1.1 b places emphasis on affordable and a **market-based range and mix** of residential types. The emphasis on a market based range and mix is repeated in subsequent policy for emphasis. **Homelessness** is also emphasized as a municipal planning concern under policy in 1.2.1 h. The term also gets references in other policies as well. This is new to the PPS and is a positive and important step in Port Colborne where affordable and secure housing is an issue. Innovation is sought where the range of housing options is concerned and where residential intensification is encouraged. Amended definitions are provided for housing options and residential intensification that provide more clarity as to what the Province expects.
- b) Policy 1.1.1. i emphasizes regional and local municipalities are to prepare for the **impacts of a changing climate**. A definition of “impacts from a changing climate” is provided. While mitigation, such as reducing reliance on carbon-based fuels isn’t mentioned, **adaptation** is front and centre in several policies. Where infrastructure is concerned, policy 1.2.1 states infrastructure **shall** be provided that prepares for the impacts of a changing climate. Unfortunately the mitigation work being undertaken on Port Colborne’s Greenhouse Gas Emissions Reduction Plan isn’t covered by new PPS policy.
- c) The section 3.0, protecting public health and safety emphasizes where risks arising from a changing climate exist, the Province, planning authorities and conservation authorities are to work together. Policy 3.1.3 emphasizes municipalities **shall prepare** for the impacts of a changing climate that may increase with risks associated with natural hazards. However, the absence of attention to mitigation policy distorts an evidence based approach to climate change. Where the PPS is silent and municipal actions on mitigation are not inconsistent with other PPS policy, municipalities can pursue local initiatives to reduce greenhouse gas emissions.



- k) In policy 3.2.3 planning authorities should support where feasible on site and local re-use of **excess soil** while protecting human health and the environment.

**Major Employment Area Policy Changes:** The changes to the employment area policies may be the most profound changes to the Policy Statement. These changes emphasize land use compatibility where the adverse effects associated with air, noise and odour emissions are concerned. Historically these matters were addressed through the application of the Ministry of Environment, Conservation and Parks' **D Series Land Use Compatibility Guidelines**. The Guidelines were drafted by the MECP in the 80's and prior to the Sewell Report on the Planning Act were Provincial policy.

In the early 90s MECP changed their status to that of guidelines. In early versions of the Provincial Policy Statement, the guidelines were used to help implement policy 1.2.6.1 on land use compatibility. That policy stated land use compatibility "should" be sought between industrial and sensitive uses (e.g., residences, schools and such uses). The 2020 version of the Provincial Policy Statement strengthens this requirement substantially with new and stronger language.

Here are the new and amended policies. The amended policies are in *italics* while the new policy is underlined.

*1.2.6.1 Major facilities and sensitive land use **shall** be planned and developed to avoid, or if avoidance is not possible, minimize and mitigate any potential adverse effects from odour, noise and other contaminants, minimize risk to public health and safety, and to ensure the long term operational and economic viability of major facilities in accordance with provincial guidelines, standards and procedures.*

1.2.6.1 Where avoidance is not possible in accordance with policy 1.2.6.1, planning authorities shall protect the long term viability of existing or planned industrial, manufacturing or other uses that are vulnerable to encroachment by ensuring that the planning and development of proposed adjacent land uses are only permitted if the following are demonstrated in accordance with provincial guidelines, standards and procedures:

- a) There is an identified need for the proposed use;
- b) Alternative locations for the proposed use have been evaluated and there are no reasonable alternative locations;
- c) Adverse effects to the proposed sensitive use are minimized and mitigated; and
- d) Potential impacts to industrial, manufacturing or other uses are minimized and mitigated.

Additional modified and strengthened policy follow in section 1.3 Employment. These require municipalities to promote economic development and competitiveness by providing a mix of industrial opportunities for a diverse economic base including candidate sites where new industries can be developed e.g., market ready sites. Infrastructure is to be available to support existing and future development.



MECP's D Series Land Use Compatibility Guidelines are outdated and do not easily apply where air and odour emissions are addressed with the air modelling under OR 419 occurs. Noise is addressed by NPC 300 which isn't entirely compatible with the compatibility guidelines. Odour and fugitive emissions are another matter and may not be well addressed by OR 419. While contaminants of concern regulated by OR 419, the application of that regulation with the land use compatibility guidelines isn't well explained.

The potential implications may be profound. Low risk incidents where noise, air and odour occur may become a municipal responsibility using regulatory powers provided for by the Municipal Act. Or a mix of low risk incidents plus odour and fugitive emissions plus some noise emissions resulting from land use incompatibility may become a municipal responsibility.

**Potential Future Implications:** These changes may converge and leave local municipalities with more exacting planning requirements where land use compatibility policy applies.

This is further complicated by Provincial licensing requirements on aggregate and mineral resources. The land use compatibility guidelines exempt aggregate operations under the Aggregate Resources Act and Vale's operations are licensed under the Mining Act. Where Seaway lands are concerned, Federal activities are exempt from Provincial jurisdiction, but land use compatibility requirements where adjoining sensitive uses along the Welland Canal are concerned, remain. This uneven field together with the application of very sophisticated air and noise modelling techniques, risk analysis and land use design may complicate matters significantly. As matters unfold we will update this report.





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## LAKE ERIE BILL OF RIGHTS

### ESTABLISHING A BILL OF RIGHTS FOR LAKE ERIE, WHICH PROHIBITS ACTIVITIES AND PROJECTS THAT WOULD VIOLATE THE BILL OF RIGHTS

*We the people of the City of Toledo* declare that Lake Erie and the Lake Erie watershed comprise an ecosystem upon which millions of people and countless species depend for health, drinking water and survival. We further declare that this ecosystem, which has suffered for more than a century under continuous assault and ruin due to industrialization, is in imminent danger of irreversible devastation due to continued abuse by people and corporations enabled by reckless government policies, permitting and licensing of activities that unremittingly create cumulative harm, and lack of protective intervention. Continued abuse consisting of direct dumping of industrial wastes, runoff of noxious substances from large scale agricultural practices, including factory hog and chicken farms, combined with the effects of global climate change, constitute an immediate emergency.

*We the people of the City of Toledo* find that this emergency requires shifting public governance from policies that urge voluntary action, or that merely regulate the amount of harm allowed by law over a given period of time, to adopting laws which prohibit activities that violate fundamental rights which, to date, have gone unprotected by government and suffered the indifference of state-chartered for-profit corporations.

*We the people of the City of Toledo* find that laws ostensibly enacted to protect us, and to foster our health, prosperity, and fundamental rights do neither; and that the very air, land, and water – on which our lives and happiness depend – are threatened. Thus it has become necessary that we reclaim, reaffirm, and assert our inherent and inalienable rights, and to extend legal rights to our natural environment in order to ensure that the natural world, along with our values, our interests, and our rights, are no longer subordinated to the accumulation of surplus wealth and unaccountable political power.

*We the people of the City of Toledo* affirm Article 1, Section 1, of the Ohio State Constitution, which states: “All men are, by nature, free and independent, and have certain inalienable rights, among which are those of enjoying and defending life and liberty, acquiring, possessing, and protecting property, and seeking and obtaining happiness and safety.”

*We the people of the City of Toledo* affirm Article 1, Section 2, of the Ohio State Constitution, which states: “All political power is inherent in the people. Government is instituted for their equal protection and benefit, and they have the right to alter, reform, or abolish the same, whenever they may deem it necessary; and no special privileges or immunities shall ever be granted, that may not be altered, revoked, or repealed by the general assembly.”

*And since all power of governance is inherent in the people*, we, the people of the City of Toledo, declare and enact this Lake Erie Bill of Rights, which establishes irrevocable rights for the Lake Erie Ecosystem to exist, flourish and naturally evolve, a right to a healthy

Erie Ecosystem, in or from any jurisdiction, shall be strictly liable for all harms and rights violations resulting from those activities.

(d) The Lake Erie Ecosystem may enforce its rights, and this law's prohibitions, through an action prosecuted either by the City of Toledo or a resident or residents of the City in the Lucas County Court of Common Pleas, General Division. Such court action shall be brought in the name of the Lake Erie Ecosystem as the real party in interest. Damages shall be measured by the cost of restoring the Lake Erie Ecosystem and its constituent parts at least to their status immediately before the commencement of the acts resulting in injury, and shall be paid to the City of Toledo to be used exclusively for the full and complete restoration of the Lake Erie Ecosystem and its constituent parts to that status.

#### **Section 4 – Enforcement – Corporate Powers**

(a) Corporations that violate this law, or that seek to violate this law, shall not be deemed to be "persons" to the extent that such treatment would interfere with the rights or prohibitions enumerated by this law, nor shall they possess any other legal rights, powers, privileges, immunities, or duties that would interfere with the rights or prohibitions enumerated by this law, including the power to assert state or federal preemptive laws in an attempt to overturn this law, or the power to assert that the people of the City of Toledo lack the authority to adopt this law.

(b) All laws adopted by the legislature of the State of Ohio, and rules adopted by any State agency, shall be the law of the City of Toledo only to the extent that they do not violate the rights or prohibitions of this law.

#### **Section 5 – Effective Date and Existing Permit Holders**

This law shall be effective immediately on the date of its enactment, at which point the law shall apply to any and all actions that would violate this law regardless of the date of any applicable local, state, or federal permit.

#### **Section 6 – Severability**

The provisions of this law are severable. If any court decides that any section, clause, sentence, part, or provision of this law is illegal, invalid, or unconstitutional, such decision shall not affect, impair, or invalidate any of the remaining sections, clauses, sentences, parts, or provisions of the law. This law would have been enacted without the invalid sections.

#### **Section 7 – Repealer**

All inconsistent provisions of prior laws adopted by the City of Toledo are hereby repealed, but only to the extent necessary to remedy the inconsistency.

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**March 5, 2020**  
**MEETING OF THE GRANT POLICY COMMITTEE**

City of Port Colborne  
**RECEIVED**

**AUG 06 2020**

CORPORATE SERVICES  
DEPARTMENT

Minutes of the Grant Policy Committee held on March 5, 2020 at 5:00 p.m. in the Library at City Hall, 66 Charlotte Street, Port Colborne.

The following Committee Members and Staff were present:

Committee Members	Chairman Bea Kenny Councillor Eric Beauregard Councillor Gary Bruno Brenda Haymes Nancy Giles, Executive Assistant to the Mayor/CAO
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Regrets: Mayor William Steele

**CALL TO ORDER:**

Chairman Kenny called the meeting to order at 5:03 p.m.

**APPROVAL OF THE AGENDA**

Moved by G. Bruno  
Seconded by B. Haymes

That the agenda as presented be approved.  
CARRIED.

**APPROVAL OF THE MINUTES OF THE OCTOBER 19, 2019 MEETING**

Moved by E. Beauregard  
Seconded by G. Bruno

That the minutes of the October 19, 2019 meeting be approved as presented.  
CARRIED.

**DONATION/SPONSORSHIP APPLICATIONS**

The purpose of the meeting was to review the donation/sponsorship applications received from various organizations.

Brenda Haymes declared an indirect pecuniary interest with respect to the application of the Niagara Health Foundation.

Bea Kenny declared an indirect pecuniary interest with respect to the application of the Niagara Health Foundation.

Moved by G. Bruno  
Seconded by B. Haymes

That donation/sponsorship requests be approved for a total of \$19,100 maximum for the first allocation for the year 2020 as follows:

Evening Optimist Club	\$1,200
Friends of Port Colborne Lighthouses	\$ 600
Education Foundation of Niagara	\$1,800
Habitat for Humanity	\$3,400
Port Colborne Lions Club	\$5,000
(conditional upon receiving 3 quotes for mould removal before releasing funds and if under \$5,000 some funds can be used for vents in the washrooms)	
Women's Place of South Niagara Inc.	\$2,000
YMCA of Niagara	\$2,000
Community Living Port Colborne Wainfleet	\$1,800
(conditional upon receiving full funding from other sources to run the program)	
Port Colborne Art Crawl	\$1,300

CARRIED.

Letters will be sent to all applicants advising them of the committee's decision and inviting them to a future council meeting.

### CORRESPONDENCE

None.

### OTHER BUSINESS

The following suggestions were made for changes to policy:

When receiving requests for capital investments, need 3 estimates with the application.

Dollars must be spent within one year of approval.


These will be brought forward to council.

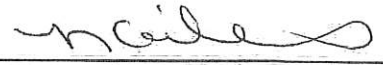


ADJOURNMENT:

Moved by E. Beauregard  
Seconded by B. Haymes

That we do now adjourn. Time of adjournment 6:00 p.m.  
CARRIED.

  
\_\_\_\_\_  
CHAIRMAN

  
\_\_\_\_\_  
SECRETARY

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