



**The Corporation of the City of St. Catharines  
CITY COUNCIL AGENDA  
Regular, Monday, January 15, 2018  
Council Chambers, City Hall, 6:30 PM**

*His Worship Mayor Walter Sendzik takes the Chair and opens the meeting*

Page

- 1. Mayor's Report**
- 2. Adoption of the Agendas**
- 3. Adoption of the Minutes (Council and General Committee)**
  - 3.1 Regular Meeting of Council, Minutes of [December 11, 2017](#)
  - 3.2 General Committee, Minutes of [December 11, 2017](#)
  - 3.3 Special Meeting of Council, Minutes of [December 12, 2017](#) and [December 18, 2017](#)

**4. Declarations of Interest**

**5. Public Meetings Pursuant to Planning Act and Notice By-law**

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**5.1 Public Meeting Pursuant to Planning Act**

*Planning Act and Ontario Heritage Act Public Meeting – Information Report  
Port Dalhousie Secondary Plan and Heritage Conservation District  
(Report contains links to appendices, which are available upon request)*

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**5.2 Public Meeting Pursuant to Notice By-law**

*Master Fire Plan – 2017, Public Meeting Pursuant to Notice By-law  
2007-310  
(Report contains link to Master Fire Plan, which is available upon  
request)*

*Note: There will be an open house related to this item on Monday,  
January 15, 2018, at 5:00 p.m., in Council Chambers on the third floor,  
50 Church Street)*

**6. Delegations**

**7. Presentations**

There are none

**8. Call for Notices of Motion**

## 9. Motions

### 9.1 Bottled Water in City Facilities

*At the meeting of December 11, 2017, Mayor Sendzik provided notice of the following motion:*

Whereas previous St. Catharines City Councils have passed motions banning plastic water bottles at all municipally-owned and operated facilities and endorsed the principles of banning plastic bottled water to reduce waste and promote municipal drinking water as a safe, convenient and affordable alternative; and

Whereas the list of Canadian and international municipalities, colleges, universities, schools, and public institutions that have banned plastic bottled water continues to grow; and

Whereas the City of St. Catharines continues to offer plastic bottled water for sale at City facilities, in meetings, at public events, despite the direction of successive Councils in 2007, 2011 and 2012; and

Whereas environmental sustainability is one of the pillars of Council's Strategic Plan with a goal to lead in the protection of our environment for future generations; and

Whereas the City of St. Catharines has invested in municipal drinking water infrastructure in City facilities and refill stations are part of normal practice, as funding and redevelopment opportunities are available; and

Whereas, the City of St. Catharines has implemented a Drinking Water Quality Management System to ensure safe, high quality drinking water; and

Whereas the St. Catharines water distribution system is fully compliant with the stringent requirements of the Safe Drinking Water Act;

Therefore Be It Resolved that the City of St. Catharines bans the sale of plastic bottled water in municipal facilities effective immediately; and

Be It Further Resolved that City Council directs the corporation to prepare a comprehensive plan to fully implement a plastic bottle ban based on best practices in Ontario municipalities and to provide Council with an implementation strategy, budget, implications for existing contracts and agreements, communications plan, and education strategy with timelines for implementation. FORTHWITH

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**10. Resolve into General Committee**

**11. Motion Arising from In-Camera Session**

**12. Motion to Ratify Forthwith Recommendations**

**13. By-laws**

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13.1 Reading of By-laws

**14. Agencies, Boards, Committee Reports**

14.1 Minutes to Receive:

- Clean City Advisory Committee, [February 21, 2017](#), [March 21, 2017](#), [May 16, 2017](#), [June 20, 2017](#), [August 15, 2017](#), and [September 19, 2017](#)
- Public Art Advisory Committee, [November 22, 2017](#)
- Recreation Master Plan Advisory Committee, [November 21, 2017 Draft](#)

**15. Adjournment**



CITY OF  
ST. CATHARINES

## Corporate Report

**Report from** Planning and Building Services, Planning Services

**Date of Report:** December 29, 2017

**Date of Meeting:** January 15, 2018

**Report Number:** PBS-015-2018

**File:** 60.2.69

**Subject:** *Planning Act and Ontario Heritage Act Public Meeting – Information Report*  
Port Dalhousie Secondary Plan and Heritage Conservation District

### Recommendation

That Council receive this report for information purposes; and

That Council consider approval of the draft Port Dalhousie Commercial Core and Harbour Area and Secondary Plan and the draft Port Dalhousie Commercial Core and Harbour Area Heritage Conservation District Plan at a future meeting of Council pursuant to the 2-step process for planning applications that was approved by Council on May 8, 2017. FORTHWITH

### Summary

This Information Report is to provide Council and the public with information concerning the Port Dalhousie Secondary Plan and Heritage District studies to be considered at a Public Meeting scheduled for January 15, 2018. This Information Report provides an overview of the process, and a summary of the applicable planning and heritage policies, consultation process, and study background. Drafts of the Secondary Plan and Heritage Conservation District Plan documents are attached to this report.

### Background

On April 13, 2015, Council authorized the preparation of a Secondary Plan for the Port Dalhousie Commercial Core and Harbour areas. The Secondary Plan is to address matters including heritage conservation, built form, public space, transportation, and parking management.

City Council also directed that that an update to the Port Dalhousie Heritage District Guidelines for Conservation and Change be prepared for the Commercial Core and Harbour areas of the Heritage District in conjunction with the Secondary Plan process.

The studies generally cover the non-residential portion of the Port Dalhousie community, including the historic Commercial Core, the Harbour Area (east and west sides), Lakeside Park and Rennie Park (see Location Plan Appendix 1).

On April 18, 2016, Council approved the retention of the firm of Macaulay Shiomi Howson Ltd. to complete the Port Dalhousie Secondary Plan, and Heritage District Guidelines studies. Niagara Region is providing matching funding for these studies through their Smarter Niagara Incentive Program (SNIP).

On November 27, 2017, Council passed the following motions:

1. That, prior to the next council meeting, a report summarizing the secondary plan process and draft plans submitted by the consultants during the process be provided to Council in order that Council be better prepared to review the final recommended version;
2. That staff be directed to submit the new Secondary Plan and Heritage Guidelines to Council for approval as expeditiously as possible; and
3. That staff be directed to submit the new Secondary Plan and Heritage Guidelines to Council for approval no later than the January 15, 2018 meeting.

## Report

The overall objective of the study is to produce a Secondary Plan that provides an effective framework to guide built form, land use, heritage conservation, public realm, and transportation management within the study area. As part of the study, the Port Dalhousie Heritage Conservation District and guidelines will be updated, strengthened, and adopted under the provisions of the Ontario Heritage Act, to capture the desired vision for the community.

The role of the consultant was to provide recommendations that reflect the spirit and intent of the policy context and public consultation process, and that guide an aspirational vision for Port Dalhousie forward towards implementation. The legislative and policy framework, summary of the study's findings, consultation process, and recommendations toward implementation are provided below for Council's consideration.

The consulting team has completed the below documents, which are attached to this information report. These documents are still in draft form and may be modified to reflect additional considerations raised during or following the Public Meeting. The final Secondary Plan and Heritage Conservation District Plan documents will be considered by Council for approval at a future Council meeting.

1. Land Use Report, prepared Macaulay Shiomi Howson Ltd.;
2. Port Dalhousie Commercial Core and Harbour Area Secondary Plan, prepared by Macaulay Shiomi Howson Ltd.;
3. Port Dalhousie Commercial Core and Harbour Area Conservation District Plan, prepared by Catherine Nasmith Architect;
4. Port Dalhousie Commercial Core and Harbour Area Transportation Review, prepared by BA Group; and
5. Community Consultation Workshop Summaries, prepared by Brook McIlroy.

Additional information regarding the study process is provided in the consultant's Land Use Report, prepared by Macaulay Shiomi Howson Ltd., attached as [Appendix 5](#) to this report (provided as a link and also available upon request).

## Secondary Plan

### What is a Secondary Plan?

The Official Plan provides an overall framework for growth management, land use, resource protection, and infrastructure within the municipality. A Secondary Plan provides a more focused and detailed layer of policies to the Official Plan. They include a land use plan for a specific area within the municipality with implementing policies that are adopted into the Official Plan. More specifically, a Secondary Plan is a planning tool that can assist in understanding opportunities and address issues related to land use in defined geographic areas. Secondary Plans can also establish local development policies unique to an area that guide development and change to promote a desired land use mix, built form, and design objectives.

A previous Secondary Plan for Port Dalhousie (The Port Dalhousie Neighbourhood Plan) was approved by City Council in 1981, and by the Province in 1983. This previous secondary plan was replaced by the general policies of the Garden City Plan, which was approved by the Region of Niagara, in 2012.

### Existing Official Plan Policies (The Garden City Plan)

The Port Dalhousie Commercial Core and Harbour Area are designated as Community Commercial in the City's Official Plan, The Garden City Plan (GCP). Community Commercial Centres are primarily intended to provide concentrations of commercial facilities that support the day-to-day and weekly shopping and service needs for the surrounding community. The Garden City Plan also contains additional land use policies that are specific to this area, including that "an appropriate range and mix of medium or higher density residential housing, commercial, employment, institutional and indoor recreation uses are permitted, to support regional based tourist facilities to enhance the economic vitality of the area" (15.1.b). The Plan also specifically permits a 17-storey mixed-use development complex on the lands of the former Port Place project, now known as Union Waterfront.

Lakeside Park and lands on the east side of the harbour are designated Parkland and Open Space. This designation is intended to provide for a variety of active and passive recreational opportunities. Rennie Park is designated Natural Area. The Natural Area designation is comprised of both Natural Hazard and Natural Heritage Lands (Sections 13.1 and 13.2 of the GCP).

The Plan also includes specific policies related to the west harbour area, being the lands around the Legion and Lincoln Fabrics buildings. The Plan directs that prior to any development or redevelopment of lands in the Harbour Area, that an urban design study shall be undertaken "to ensure implementation of appropriate design standards to

support a connected public realm, protection for public access, vistas and views of the waterfront, and protection of cultural heritage amenities”. The Official Plan also designates this area including the area known as Lockhart Point as Community Commercial.

Appendices 2 and 3 illustrate existing Official Plan designations in the study area.

## Existing Zoning

By-law 2013-283 zones the Commercial Core and the Harbour Area as Community Commercial (C2), subject to a number of special provisions. This zone permits a broad range of commercial and service uses, with upper floor apartments. Use of the Union Waterfront lands is specifically restricted to the previously-approved 17-storey mixed-use complex, while the balance of the Commercial Core and the Harbour Area is subject to an 11 metre (three-storey) height limit. Non-residential uses in the Commercial Core are exempt from the zoning by-law’s parking requirements.

Lakeside Park and lands on the east side of the harbor are zoned Major Green Space (G3) permitting a number of active and passive recreational uses. Rennie Park is zoned Conservation/Natural Area (G1) permitting a narrow range of uses recognizing the inherent environmental constraints.

Appendix 4 illustrates existing zoning classifications. Implementing amendments to the zoning by-law will follow approval of the Secondary Plan.

## Proposed New Port Dalhousie Commercial Core and Harbour Area Secondary Plan

The purpose of the new Secondary Plan is to establish a more detailed planning framework for the Port Dalhousie Commercial Core and Harbour area to better manage change in a manner that conserves significant cultural heritage resources, while recognizing appropriate opportunities for growth and supporting the general policy framework provided by the Official Plan. The policy framework outlined in the Secondary Plan seeks to reflect the public input obtained through the public workshops as well as other consultation outlined further in this report, but also to balance conservation objectives with objectives for growth that will help to enliven and sustain the area. The Secondary Plan principally addressed the themes of built form, land use, heritage conservation, public space, transportation, and parking management.

The draft Secondary Plan, prepared by Macaulay Shiomi Howson Ltd., is attached as [Appendix 6](#) to this report (provided as a link and also available upon request). The Secondary Plan serves as an extension to the Official Plan and all relevant general policies contained in the Official Plan continue to apply to these lands.

The vision set out by the draft Secondary Plan is that the Port Dalhousie Commercial Core and Harbour area is part of a distinct lakeside village community with:

- a) a diversity of uses,

- b) vibrant retail, service and tourist businesses,
- c) residential uses in low to mid-rise buildings,
- d) a meaningful public realm,
- e) significant views of water, open space and historic landmarks,
- f) conserved and enhanced heritage buildings and landscapes,
- g) multiple opportunities for waterfront access and public recreation,
- h) an accessible, connected pedestrian and bicycling network, and
- i) high quality design that is contextually sensitive.

The Vision is intended to manage change to ensure that an appropriate balance is maintained between growth that strengthens the vitality of the area and the preservation of the natural and cultural heritage resources that make Port Dalhousie unique.

The draft Secondary Plan follows the vision with a series of guiding principles, objectives and general policies, followed by specific policy guidance on matters of cultural heritage, land use, built form, parkland and open space, transportation and parking, and urban design. The Secondary Plan document also directs that the zoning by-law be amended to implement recommended policy changes within the Secondary Plan area.

The guiding principles described in the Secondary Plan include the following themes, which are followed by a series of objectives to support the vision and these guiding principles.

- a) Connect with the waterfront;
- b) Protect and enhance the character;
- c) Improve connections to the lake's and harbour's edge;
- d) Create a place for business;
- e) Conserve our heritage;
- f) Celebrate what we have;
- g) Make it easy to move around;
- h) Enhance and enliven the open space and harbour areas; and
- i) Instill design excellence.

The commercial, residential and open space land use classifications throughout the study area are largely unchanged, however, the Secondary Plan provides more refined policy direction with respect to built form and land use mix, as well more precise height limits and compatibility considerations. The Secondary Plan also describes priorities for public realm enhancements, including waterfront access and parkland use.

Niagara Region is the ultimate approval authority for municipal official plans and associated secondary plans. If approved by City Council, the Secondary Plan will be forwarded to Regional Council for consideration and ultimate approval.



## **Heritage Conservation District Plan**

### **Existing Port Dalhousie Heritage District Guidelines for Conservation and Change**

In 2003, the Port Dalhousie Heritage District designation was approved. The purpose of this designation is to recognize, protect, and enhance groups of properties that collectively provide the area with special character. Most of the lands within the Secondary Plan and heritage district study area are located within the existing heritage district. Lands located on the east side of the harbour are not part of the heritage district.

Since approval of the heritage district designation, changes in the district have been evaluated based on the Port Dalhousie Heritage District Guidelines for Conservation and Change (2001). The Guidelines speak primarily to the residential precincts of the heritage district and provide some general guidance on alterations or additions to non-residential buildings. At the time, the Guidelines did not contemplate significant redevelopment within the Commercial Core or Harbour Area.

### **Heritage District Designation – Ontario Heritage Act**

Council has directed that that an update to the Port Dalhousie Heritage District Guidelines for Conservation and Change be prepared for the Commercial Core and Harbour areas of the Heritage District in conjunction with the Secondary Plan process. As such, this part of the study area is currently designated under the *Ontario Heritage Act*. As discussed further in this report the proposal is to “overlay” a new heritage district plan over the lands currently within the designated area. The following is a brief overview of the requirements and implications according to the Act in this regard.

The *Ontario Heritage Act* (OHA) enables the council of a municipality to designate the entire municipality or any defined area or areas of the municipality as a heritage conservation district (HCD)(section 41.1). Heritage district designation enables the council of a municipality to manage and guide future change in the district, through adoption of a district plan with policies and guidelines for conservation, protection and enhancement of the area’s special character.

Unlike Part 4 of the Act, which concerns designating individual properties, district designation under Part 5 involves the recognition, protection, and enhancement of groups of properties that collectively lend an area a special character. This character is taken not only from individual properties which may be of architectural and/or historical interest but also from the overall historic and aesthetic values of buildings, streets and open spaces taken together. District designation enables the council of a municipality to manage and guide future change in the district, through adoption of a district plan with policies and guidelines for conservation, protection and enhancement of the area’s special character (Section 41(1)).

Designation under the OHA is essentially a design and demolition control mechanism. The OHA requires that a heritage permit approval be obtained for certain exterior alterations to existing buildings or structures including demolition or removal and new

construction/additions. In 2015, Council created the St. Catharines Heritage Permit Advisory Committee (SHPAC). The SHPAC is mandated to provide advice and recommendations to City staff and Council regarding specific heritage permit applications on a city-wide basis. In addition, council also established the St. Catharines Heritage Advisory Committee which provides advice on heritage matters on a city-wide basis.

Prior to a by-law adopting a heritage conservation district plan, council must ensure that information relating to the proposed heritage conservation district plan, including a copy of the plan, is made available to the public; at least one public meeting is held with respect to the proposed heritage conservation district plan; and the municipal heritage committee is consulted with respect to the proposed heritage conservation district plan (section 41.1(6)). These requirements have been met.

The Act also states that a heritage district plan shall include:

- a) a statement of the objectives to be achieved in designating the area as a heritage conservation district;
- b) a statement explaining the cultural heritage value or interest of the heritage conservation district;
- c) a description of the heritage attributes of the heritage conservation district and of properties in the district;
- d) policy statements, guidelines and procedures for achieving the stated objectives and managing change in the heritage conservation district; and
- e) a description of the alterations or classes of alterations that are minor in nature and that the owner of the property in the heritage conservation district may carry out or permit to be carried out on any part of the property, other than the interior of any structure or building on the property, without obtaining a permit under section 42. (Section 41.1(5))

Once an HCD plan is in effect in a municipality, despite any other general or specific Act, the council of the municipality shall not, carry out any public work in the district that is contrary to the objectives set out in the plan; or pass a by-law for any purpose that is contrary to the objectives set out in the plan. In the event of a conflict between a HCD plan and a municipal by-law that affects the designated district, the plan prevails to the extent of the conflict, but in all other respects the by-law remains in full force (sections 41.2 (1)(2))

### **Provincial Policy Statement (2014) – Heritage Policies**

The *Provincial Policy Statement* (PPS) states that the long term prosperity and well-being of Ontario depends upon planning for strong, sustainable and resilient communities for people of all ages, a clean and healthy environment and a strong and competitive economy. Further, that the Province's natural heritage resources, water resources, including the Great Lakes, agricultural resources, mineral resources, and cultural and heritage resources provide important environmental, economic and social benefits.

Policy 2.6.1 provides that significant built heritage resources and significant cultural heritage landscapes shall be conserved. In accordance with the PPS, a significant built heritage resource means, in part, a building, structure, monument, installation or any manufactured remnant that has been determined to contribute to have cultural heritage value or interest. Built heritage resources are generally located on property that has been designated under the OHA.

A significant cultural heritage landscape means, in part, a geographical area that may have been modified by human activity and is identified as having cultural heritage value or interest by a community. According to the PPS, examples may include, but are not limited to, heritage conservation districts, designated under the OHA, villages, parks, gardens, battlefields, mainstreets and neighbourhoods, cemeteries, trailways, viewsheds, natural areas and industrial complexes of heritage significance. If approved, a new heritage district plan for the Port Dalhousie Commercial Core and Harbour areas would reinforce significant cultural heritage landscape resources for the area under review, as set out by the PPS.

### **Official Plan (The Garden City Plan) - Heritage Policies**

The Official Plan contains policies guiding the establishment of heritage districts.

Specifically, The City, in consultation with the Heritage Committee, may designate Heritage Conservation Districts, pursuant to Part V of the Ontario Heritage Act, where it has been determined that the district possesses one or more of the following attributes:

- a) The area contains a group of buildings or features that reflect an aspect of local history through association with a person, group, or activity;
- b) The area is characterized by buildings and structures that are of cultural heritage value or interest;
- c) The area contains other important physical and aesthetic characteristics that alone would not be sufficient to warrant designation, but provides an important context or association including such matters as landscape features or archaeological sites (Part C, Section 3.2.4)

Further, that prior to designating a Heritage Conservation District, the City will:

- a) By by-law define an area to be examined for future designation;
- b) Undertake a study pursuant to the provisions of the Ontario Heritage Act and any other applicable statutes and regulations;
- c) Prepare and adopt a Heritage Conservation District Plan pursuant to the provisions of the Ontario Heritage Act and any other applicable statutes and regulations;
- d) Establish for each district a “district committee” that will advise Council on matters pertaining to the designated district where appropriate; and
- e) Be guided by the requirements of the Ontario Heritage Act.

## **Proposed New Port Dalhousie Commercial Core and Harbour Area Heritage Conservation District Plan**

Further to Council's direction, the consultant has prepared the draft Port Dalhousie Commercial Core and Harbour Area Heritage Conservation District Plan (The HCDP). The proposed Port Dalhousie Commercial Core and Harbour Area Plan constitutes a sub-district within the geographical confines of the existing Port Dalhousie Heritage Conservation District. The draft Heritage Conservation District Plan is attached as [Appendix 7](#) to this report (provided as a link and also available upon request).

## **Heritage Conservation District Plan Content Requirements**

The draft Plan contains the required components set out by Section 41.1(5) of the Ontario Heritage Act (referenced above). The overall purpose of the Plan is to provide a framework for protecting and enhancing those elements considered important in the district and guiding future changes, on both public and private lands.

## **Heritage District Amendment Process**

The process to amend an existing Heritage Conservation District Plan (HCD) is not specifically set out in the Ontario Heritage Act or its regulations. As such, the steps to amend it would be the same as creating a new HCD according to Section 41.1 of the Ontario Heritage Act. The proposed approach to this Heritage Conservation District update for the study area is to create a new Sub District Plan that will supersede the existing 2001 Plan within the study area. The 2001 Plan will remain intact for the remainder of the heritage plan area.

## **Statement of Cultural Heritage Value**

According to the draft HCDP, the heritage value of the Port Dalhousie Core Commercial and Harbour Heritage Conservation Sub-District is in its representation of the history and development of the commercial, industrial and recreation/tourism areas of the village of Port Dalhousie, from its beginnings as an important canal terminus sited at the junction of the 12 Mile Creek Valley and Lake Ontario, becoming a service location for the first three Welland Canals, and later to a period of ferry and light rail serviced recreational and light industrial use in the early 20th century.

Port Dalhousie is among the best preserved 19th-century canal villages in the country, with unique streetscapes, road patterns, broad vistas and open views between buildings oriented to the canals, piers and lighthouses, boats in the harbour, and shorelines. It is also an area of high archaeological potential containing remnants of the three Welland canals and foundations of former industrial buildings. Even though the land has been disturbed, as a former junction between waterways, and in the traditional territory of the Mississauga of the New Credit First Nation, there may also be First Nations archaeological deposits.

Beginning in 1826 as the northern entry of the First Welland Canal, the village of Port Dalhousie developed and prospered as the Lake Ontario terminus and service provider for the Second and Third Welland Canals until 1932. From the 1830s to the 1960s, shipbuilding, servicing and repairs were important industrial components, recognized

throughout the Great Lakes region by the shipping industry. Port Dalhousie has also been a popular tourist destination for over a century. Lakeside Park was established in 1902 as a private amusement park. Visitors were transported by ferries and light rail, most notably for Emancipation Day picnics held in the park for the Canadian and American black communities. The village is also associated with the historic Royal Canadian Henley Regatta, which has been held here annually since 1903.

The Port Dalhousie Core Commercial and Harbour Area Heritage Conservation Plan Sub-District addresses the historic street plan with its orientation to the canal(s) and harbour, the shipyard and the lakeshore. The commercial core, the canal(s) and harbour area, the embankments, Lakeside Park and the beach, recreational boat mooring areas and the Royal Henley Regatta course have all been maintained as important heritage components.

## Transportation and Parking

In support of the new Port Dalhousie Commercial Core and Harbour Area Secondary Plan, the consulting team also undertook a transportation review to assess the existing transportation system and parking operations and to identify strategies for addressing these matters. The Transportation Review is included as [Appendix 8](#) to this report (provided as a link and also available upon request).

With respect to the street network, the Transportation Review found that the Regional streets that provide access to the study area have constrained widths and limited opportunity for expansion, but that there is capacity to accept traffic growth. The study indicated that intersection capacities should be reviewed on a site-by-site basis as future development applications come forward.

With respect to public parking, the Transportation Review confirmed that parking utilization is high within the commercial core and Lakeside Park, particularly on summer weekends, but generally low in east harbour. The consultants suggest improving connectivity to underused parking areas in the east harbour, providing additional public parking in strategic locations, encouraging active transportation, and considering operational changes such as the introduction of paid parking at prime locations/times.

With respect to private parking for new development, the Transportation Review recommends that the existing parking exemption for commercial uses be maintained, but that it should only apply to small scale commercial uses. It is recommended that any new larger-format commercial development (greater than 400 m<sup>2</sup>) should be required to provide parking on site for that use (the portion in excess of 400 m<sup>2</sup>). Smaller commercial uses would not be required to provide on-site parking, as is currently the case.

## Community Consultation

There has been extensive public consultation as part of the study process. This has included public workshops and meetings with key stakeholders. The public workshops

hosted by the consulting team and city staff, as well as additional consultation with the City's heritage committees and Port Dalhousie Business Improvement Association are summarized below. Workshop summary documents are packaged as [Appendix 9](#) to this report (provided as a link and also available upon request).

### **Visioning Workshop (June 21, 2016)**

A visioning workshop was held at the Port Dalhousie Lions Hall on June 21, 2016. The purpose of the visioning workshop was to provide an overview of the Port Dalhousie Secondary Plan and Heritage District Guidelines update studies, and to obtain feedback about the area's opportunities and constraints. There were approximately 50 attendees at this workshop. Participants were provided information in the form of a presentation and display boards and then engaged in an exercise where they provided information about themselves and then identified what makes the Commercial Core and Harbour areas special.

Top priorities were identified including; enhanced access and improvement of the piers, respect for cultural heritage through appropriate development, revitalization on vacant lots that focusses on a mix of retail uses, improving the aesthetic quality of streetscape, improvements to cycling infrastructure, and, the provision of adequate parking in the Commercial Core.

### **Land Use, Parking, and Heritage Alternatives Workshop (September 21, 2016)**

An alternatives workshop was held at the Port Dalhousie Lions Hall on September 21, 2017. The purpose of the alternatives workshop was to build upon the input obtained at the visioning workshop and to provide alternatives moving forward for discussion. There were approximately 40 attendees at this workshop. Following a presentation by the consulting team participants worked in small groups to review potential alternatives in six key areas, including; study area boundaries, building height and massing, retail/commercial uses, Lakeport Road streetscape, commercial core parking, and heritage district options.

### **Alternatives Follow up Workshop (November 29, 2016)**

A third round of public consultation was held at the Port Dalhousie Lions Hall on November 29, 2017. The purpose of this workshop was to build on previous public consultation and define the parameters for the preferred approach. There were approximately 40 attendees at this workshop. Following a presentation from the consulting team participants worked in groups to review secondary plan objectives, heritage conservation district principles, and the potential community benefits that could be realized by utilizing Section 37 of the Planning Act (bonusing).

### **Final Draft Workshop (October 25 2017)**

The final workshop was held at the Port Dalhousie Lions Hall on October 25, 2017. The purpose of the workshop was to obtain community input before final draft versions of the Secondary Plan and Heritage Conservation District Plan were produced. There were approximately 150 attendees at this workshop. Following a presentation by the consultants and a question and answer period, participants formed smaller groups to

review and comment on the respective plans. Themes arising from the discussion and group sessions included; the role of contributing (heritage) properties, significant views, the role of small businesses, building heights and setbacks, permitted uses, and transportation. The question of Section 37 bonusing provisions again was also raised.

### **St. Catharines Heritage Advisory Committee and St. Catharines Heritage Permit Advisory Committee**

On December 8, 2016 and September 21, 2017, the consulting team made presentations to the St. Catharines Heritage Advisory Committee (SCHAC) and the St. Catharines Heritage Permit Advisory Committee (SCHPAC) at joint meetings of the committees. The presentations were followed by roundtable discussions. A number of matters were raised which are set out in the Minutes of those meeting which are attached as Appendix 10.

### **Port Dalhousie Business Improvement Association**

On December 20, 2016, the consulting team made a presentation to the Port Dalhousie Business Improvement Association (PDBIA). A number of matters were raised by the PDBIA which are attached as Appendix 11. The consulting team followed up that meeting with a second meeting with the PDBIA held in September of 2017. It should be noted that this group has requested an additional meeting to address matters relating to draft policies mainly regarding economic and environmental sustainability, amongst other matters. Staff are planning on attending a meeting in early January for further discussion. Additional comments and policy modifications may be forthcoming once the meeting has occurred.

## **Circulation**

The draft documents were circulated to all relevant departments and agencies in accordance with the Planning Act. No department or agency has objected to the draft Secondary Plan or Heritage Conservation District Plan. Comments from Niagara Region and City departments have been considered in the reports. The Niagara Peninsula Conservation Authority has advised that they have no objections to the documents.

## **Financial Implications**

No direct financial impacts to the City are triggered by approval of these policy documents at this time. If approved, the Secondary Plan policies would furnish the groundwork for planned change that will provide additional tax revenue potential. Future changes in parking operations may also have a financial impact such as revenue from paid parking and enforcement should council wish to pursue these considerations. Public realm and parking improvements envisioned in the Secondary Plan may also have a financial impact and would be subject to further council approval.

## **Relationship to Strategic Plan**

The Commercial Core and Harbour Area studies tie into several aspects of the City's Strategic Plan. These related goals and actions are listed below.

### **Economic Sustainability**

- Action: Prioritize redevelopment initiatives consistent with provincial planning legislation and the City's Official Plan to intensify mixed-use residential developments and ultimately enhance the property tax base and support job creation.
- Action: Focus on the redevelopment of the commercial core of Port Dalhousie, the General Motors and Hotel Dieu sites on Ontario Street, and the former General Hospital site on Queenston Street, setting target dates for redevelopment for each project with quarterly updates to Council.

### **Social Sustainability**

- Goal: Strive for the highest quality of life for all citizens.
- Goal: Connect people, places and neighbourhoods

### **Cultural Sustainability**

- Goal: Embrace our diversity and celebrate our heritage and history
- Goal: Support cultural festivals and events that build civic pride, encourage local engagement and attract people to the community.

## **Conclusion**

In summary, this information report presents and explains the Port Dalhousie Commercial Core and Harbour Area Secondary Plan and Heritage Conservation District Plan documents, as well as the process that gave rise to these draft documents. The Secondary Plan will provide an enhanced tool to help manage growth and change within the study area, while the Heritage Conservation District Plan will provide enhanced protections for the areas significant heritage resources. These documents are intended to work together and complement one another. A Recommendation Report will be presented to Council at a future meeting, to be scheduled.

### **Prepared by:**

Scott Ritchie, MCIP, RPP  
Urban Design Planner

### **Prepared by:**

Kevin Blozowski, MCIP, RPP  
Heritage Planner

### **Submitted by:**

Judy Pihach, MCIP, RPP  
Manager of Planning Service

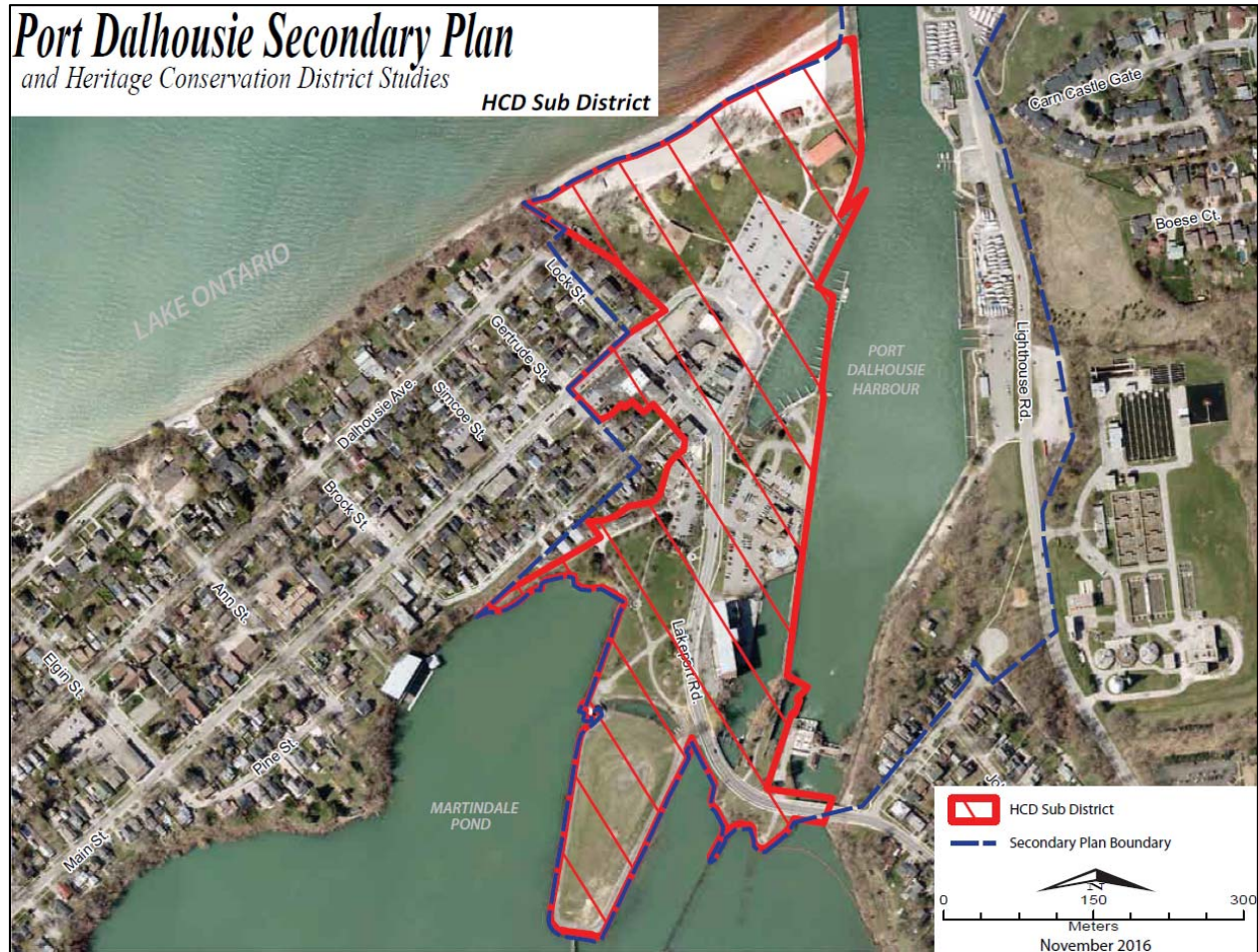
### **Approved by:**

James N. Riddell, M.PL., MCIP, RPP  
Director of Planning and Building Services

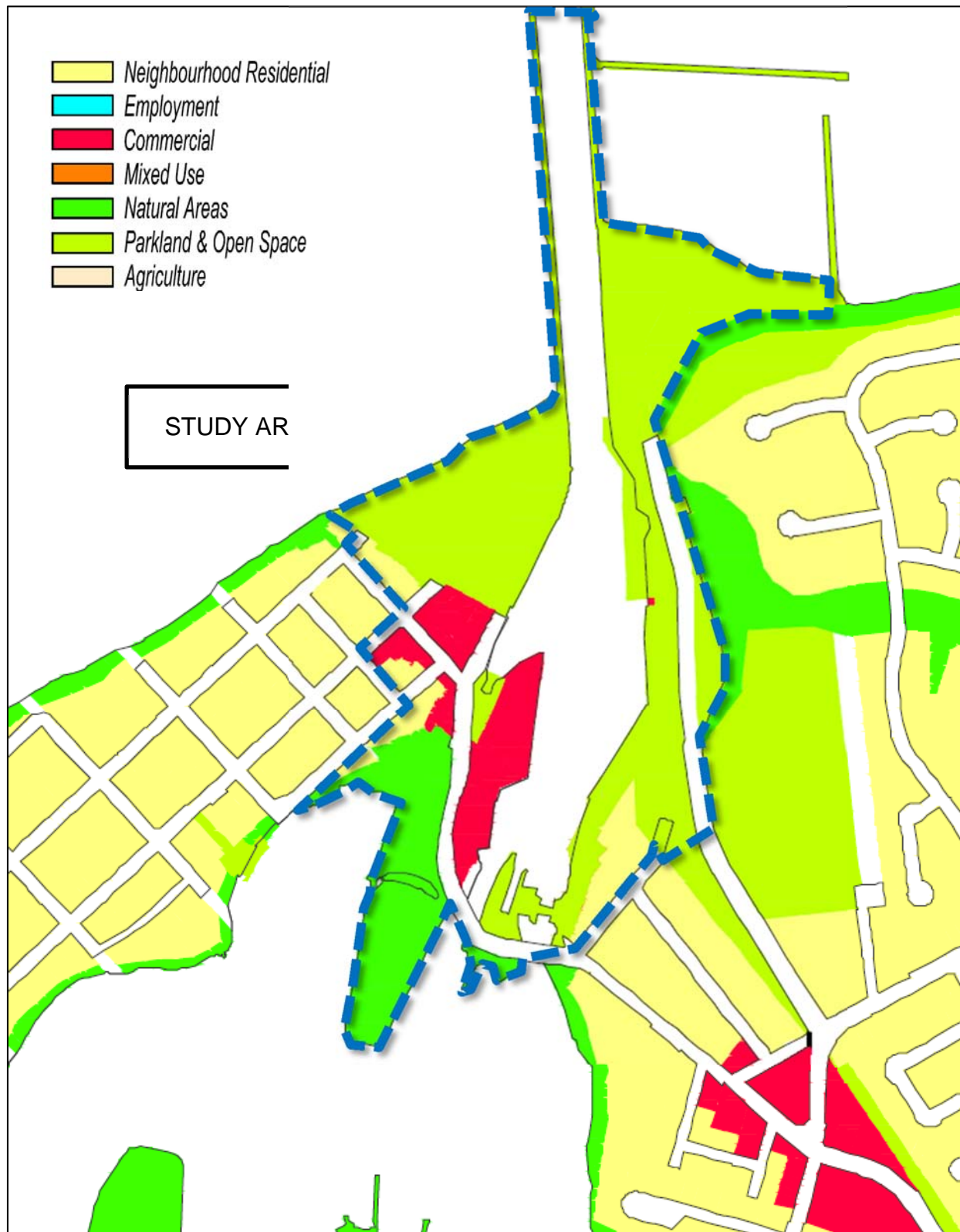


# APPENDIX 1

## STUDY AREA MAP SHOWING SECONDARY PLAN BOUNDARY AND HCD SUB DISTRICT BOUNDARY



APPENDIX 2  
OFFICIAL PLAN - GENERAL LAND USE PLAN, SCHEDULE D1

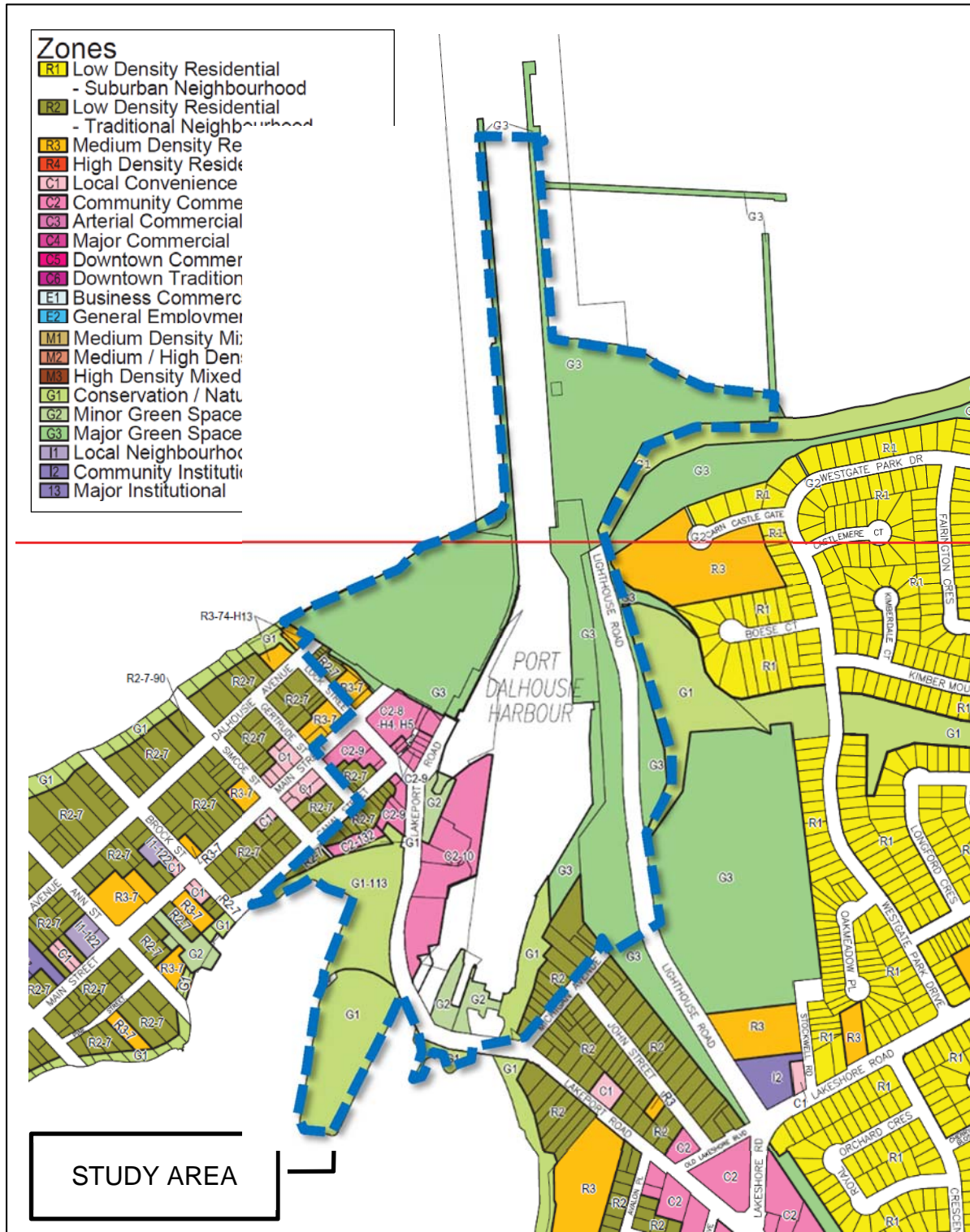




**APPENDIX 3  
OFFICIAL PLAN – NORTH PLANNING DISTRICT, SCHEDULE E1**



# **APPENDIX 4** **ZONING BY-LAW 2013-283 – SCHEDULE A1/A7**



# St. Catharines Heritage Advisory Committee 10

## Joint meeting of the St. Catharines Heritage Advisory (SCHAC) Committee and the St. Catharines Heritage Permit Advisory Committee (SCHPAC)

### Minutes

Thursday, December 08, 2016

Burgoyne Woods Room at 4:30 pm

#### Members:

Dr. John Bacher (SCHPAC)  
Gail Benjafield (SCHAC) (to 5:50pm)  
Nancy Cameron (SCHAC)  
Peter Connolly (SCHPAC)  
John Crawley (SCHAC)  
Marty Mako (SCHAC)  
Robin McPherson (SCHAC and SCHPAC)  
Brian Narhi (SCHAC and SCHPAC)  
Edward Smith (SCHPAC)  
Mike Sullivan (SCHAC)  
David Webb (SCHPAC)

#### Absent:

Dr David Bergen (SCHPAC)  
Dennis Gannon (SCHAC)  
Holly Washuta (SCHAC)

#### Staff Liaison:

Kevin Blozowski, Planning and Building Services  
Hailey McWilliam, Planning and Building Services  
Jim Riddell, Planning and Building Services

#### Public:

Lorelei Jones, Macaulay Shiomi Howson  
Catherine Nasmith, Catherine Nasmith Architects

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The St. Catharines Heritage Advisory Committee  
is an Advisory Committee of City Council



**1. Call meeting to order (Chair)**

Robin McPherson called the meeting to order at 4:32 pm.

**2. Additions/Deletions to the agenda**

There were no additions or deletions to the agenda.

**3. Motion to approve the agenda**

Moved by: Brian Narhi

“That the SCHAC ratify and adopt the agenda for this SCHAC meeting held on Thursday, December 8, 2016, copies having been previously distributed.”

**CARRIED**

**4. Motion to adopt the minutes of the previous meeting**

Moved by: Gail Benjafield

“That the SCHAC ratify and adopt the minutes, as revised, of the SCHAC meeting held on Thursday, November 10, 2016, copies having been previously distributed.”

**CARRIED**

**5. Presentations (invited guests)**

**5.1 Port Dalhousie Secondary Plan and Heritage District Guidelines**

Council has authorized the preparation of a Secondary Plan and Heritage Conservation District (HCD) update for the commercial core and harbour areas of Port Dalhousie. The firm of McCaulay Shiomi Howson (MSH) has been retained by the City to undertake these studies. Lorelei Jones (MSH) and Catherine Nasmith (NA) made a presentation to the Committees and engaged the group in a roundtable discussion.

Overall, the project was well received. The following themes emerged from the discussion:

- How will contributing versus non-contributing buildings be defined?
  - Could a third category of potentially contributing buildings be included?

- Can the HCD boundary be expanded to include the submerged remnants of the First Welland Canal?
- The cohesion of the area needs to be further refined related to the first three Welland Canals.
- The potential loss of the Rennie Park area is a concern.
- Enforcement mechanisms should be succinct and clear.
- The indigenous heritage of the area should be recognized.
- Active transportation should be facilitated, emphasizing accessibility.
- Natural heritage should be addressed.
- Section 37 of the Planning Act seems too broad and is open to interpretation.
- Public access to the piers and marina should be maintained.
- Connectivity including the existing stairways and pathways should be further emphasized.
- The Committees should be provided the opportunity to review the inventory of buildings. A thematic inventory could be helpful.
- Enhance the legibility of the First Welland Canal in the landscape.
- Part 4 designations should be re-introduced.
- Consider actions aimed at recognizing the first three Welland Canals.
- The recreational heritage aspects of the area should be recognized.
- Design compatibility needs to be addressed.
- The heritage character aspects of the precincts needs to be incorporated into the document.

The Committees will provide comments after reviewing the presentation materials. In 2017, the consulting team will provide an updated presentation to the Committee outlining the progression of the Secondary Plan and HCD update.

It was then,

Moved by: Nancy Cameron

“That the SCHAC receives the presentation of the consulting team”.

**CARRIED**

Moved by: John Bacher

“That the SCHPAC receives the presentation of the consulting team”.

**CARRIED**

## **6. Business arising from the minutes**



There was no business arising from the minutes.

**7. Business**

There was no business beyond Item 5.1.

**8. Updates from Sub-Committees**

There were no updates from the Sub-Committees.

**9. Information/Correspondence**

Secondary Plan and HCD information, including:

- Views analysis
- Presentation handout
- Preliminary principles outline

**10. Date of Next Meeting**

Thursday, January 12, 2017

**11. Adjournment**

The meeting adjourned at 6:30 pm

**Next Regular Meeting – Thursday, January 12, 2017  
Burgoyne Woods Room, Third Floor, City Hall**



## St. Catharines Heritage Advisory Committee

### **Joint meeting of the St. Catharines Heritage Advisory (SCHAC) Committee and the St. Catharines Heritage Permit Advisory Committee (SCHPAC)**

#### **Minutes**

**Wednesday, September 21, 2016**

**Burgoyne Woods Room at 4:00 pm**

#### **Members:**

Gail Benjafield (SCHAC)  
Nancy Cameron (SCHAC)  
Peter Connolly (SCHPAC)  
John Crawley (SCHAC) (from 4:25pm)  
Marty Mako (SCHAC) (from 4:45 pm)  
Robin McPherson (SCHAC and SCHPAC)  
Brian Narhi (SCHAC and SCHPAC)  
Edward Smith (SCHPAC)  
Mike Sullivan (SCHAC)  
Holly Washuta (SCHAC)  
David Webb (SCHPAC)

#### **Absent:**

Dr. John Bacher (SCHPAC)  
Dr. David Bergen (SCHPAC)  
Dennis Gannon (SCHAC)

#### **Council:**

Councillor Carlos Garcia  
Councillor Joe Kushner (from 4:10 pm)  
Councillor Bruce Williamson (from 4:25 pm)

#### **Staff Liaison:**

Kevin Blozowski, Planning and Building Services  
Jim Riddell, Planning and Building Services

The St. Catharines Heritage Advisory Committee  
is an Advisory Committee of City Council



Sean House, Planning and Building Services  
Dylan Prowse, Planning and Building Services

**Public:**

Lorelei Jones, Macaulay Shiomi Howson  
Catherine Nasmith, Catherine Nasmith Architects

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**1. Call meeting to order (Chair)**

Brian Narhi called the meeting to order at 4:00 pm.

**2. Additions/Deletions to the agenda**

There were no additions or deletions to the agenda.

**3. Motion to approve the agenda**

Moved by: Robin McPherson

“That the SCHAC ratify and adopt the agenda for this SCHAC meeting held on Thursday, September 21, 2017, copies having been previously distributed.”

**CARRIED**

**4. Motion to adopt the minutes of the previous meeting**

Moved by: Mike Sullivan

“That the SCHAC ratify and adopt the minutes of the SCHAC meeting held on Thursday, May 11, 2017, copies having been previously distributed.”

**CARRIED**

**5. Presentations (invited guests)**

**5.1 Port Dalhousie Secondary Plan and Heritage District Guidelines**

Council has authorized the preparation of a Secondary Plan and Heritage Conservation District (HCD) update for the commercial core and harbour areas of Port Dalhousie. The firm of McCaulay Shiomi Howson (MSH) has been retained

by the City to undertake these studies. Lorelei Jones (MSH) and Catherine Nasmith (NA) made a presentation to the Committees and engaged the group in a roundtable discussion. The consulting team previously made a presentation to a joint committee meeting in December 2016 to introduce the project and obtain initial feedback.

The purpose of this meeting is to present a final draft of the Secondary Plan and Heritage Conservation District (HCD) plans. Staff will provide both committees a hard copy of the HCD plan in conjunction with the notice of public meeting for the final public workshop, scheduled for October 25, 2017, at the Port Dalhousie Lions Centre. Staff and the consulting team updated the Committees regarding matters raised at the December 2016 joint meeting.

The following themes/matters of interest emerged from the discussion:

- More attention/focus needs to be dedicated to the heritage of the first three Welland Canals. This includes legibility, delineation, and recognition (plaquing, 3-D representation, virtual reality, landscaping). Maintenance is an issue. Connectivity is a key component.
- Archaeological investigation where intervention is proposed requires attention and guidance, including the recreational areas (eg. Lakeside Park)
- The extrapolation of heights is important, particularly considering previous planning/OMB approvals in the core area and potential developments in the harbour area.
- There is some urgency to proceeding with this process considering development pressures in the area.
- Recognition of the former N.S. and T Railway in the heritage landscape is important.
- Generally, the recreational heritage of the study area should be recognized in addition to its industrial heritage.

It was then,

Moved by: Robin McPherson

“That the SCHAC/SCHPAC receives the presentation of the consulting team”.

**CARRIED**

**6. Business arising from the minutes**

There was no business arising from the minutes.

**7. Business**

There was no business beyond Item 5.1.

**8. Information/Correspondence**

- December 8, 2016 joint SCHAC/SCHPAC Minutes

**9. Date of Next Meeting**

Thursday, October 12, 2017

**10. Adjournment**

The meeting adjourned at 6:10 pm

**Next Regular Meeting – Thursday, October 12, 2017  
Burgoyne Woods Room, Third Floor, City Hall (SCHAC)**



City of St. Catharines  
Mayor Sendzik & Council, Cc: Brian York

February 10, 2017

Wolfgang Guembel  
Chair – Port Dalhousie Business Association

Mayor Sendzik and Members of Council,

On behalf of the Port Dalhousie Business Association I am writing to you to formally express our concerns with respect to the Secondary Plan for Port Dalhousie.

At our December Board Meeting the consultants hired by the City presented their proposal for the Secondary Plan. We expressed our concerns, which include the following:

- lack of any economic development and financial tools, to compensate for the extreme costs of salvaging not only facades but demising walls of heritage buildings when new constructions occurs,
- lack of any environmental sustainability tools or policies,
- we made comments regarding specific height restrictions and how detrimental they could be to good planning and project viability,
- we expressed the notion that development should be evaluated for sustainability, viability, and functionality and not overly rigid and arbitrary metrics such as height,

**The Port Dalhousie Business Association requests that:**

- we receive specific feedback to the issues that we have raised
- the Secondary Plan is **not passed** until there has been further consultation with Port Dalhousie Business Association,
- in the mean time, any site plan applications for developments in Port Dalhousie, **NOT be held up or delayed** until the Secondary Plan is passed, but rather be FAST TRACKED

We look forward to further discussion and to contributing to a sustainable plan for Port Dalhousie and its development future.

Wolfgang Guembel - Chair



CITY OF  
ST. CATHARINES

## Corporate Report

**Report from** Fire and Emergency Management Services, Fire Chief

**Date of Report:** December 27, 2017

**Date of Meeting:** January 15, 2018

**Report Number:** FEMS-009-2018

**File:** 68.13.1

**Subject:** Master Fire Plan – 2017, Public Meeting Pursuant to Notice By-law 2007-310

### Recommendation

That Council adopt and approve the [Master Fire Plan](#); and

That Council appoint three members of Council to the Master Fire Plan Implementation and Review Team Working Group for the purpose of reviewing the plan on an annual basis and making recommendations to Council on the implementation schedule.

FORTHWITH

### Summary

This report is asking Council to approve the Master Fire Plan and to appoint 3 members of Council to the Master Fire Plan Implementation and Review Team Working Group.

### Background

At a meeting of Council on October 18, 2017, Council voted to receive the Master Fire Plan and directed the Acting Fire Chief to hold a public meeting to allow the public an opportunity to comment on and ask questions regarding the Plan.

Further, Council directed staff to establish a new Master Fire Plan Implementation and Review Committee Working Group.

The original report dated October 18, 2017, is attached as Appendix 1.

The City of St. Catharines initiated a [Master Fire Plan](#) (linked to this report and available upon request) to evaluate the current capacity of Fire and Emergency Management Services (FEMS) and address the current and future risk in the community.

The municipality is responsible for providing fire protection services, as articulated in the Fire Protection and Prevention Act (FPPA). By completing and implementing a Master Fire Plan, Council will continue to demonstrate that it is taking the necessary steps to provide fire protection services based upon risk.

The intent of the plan is to enhance the delivery of fire protection services for residents and visitors presently and into the future. This report identifies risks and evaluates the current capabilities of FEMS based upon the three lines of defence:

Report Page 1 of 4

1. Public education
2. Inspection and code enforcement
3. Emergency response (suppression)

A Master Fire Plan Committee was established in 2015, met 19 times and also created a number of sub-committees to develop the 2017 Master Fire Plan. As a result, the Plan identifies 16 recommendations that the Committee agrees, if implemented, will strengthen the overall fire protection delivery system.

## Report

Based upon the completed evaluation, the significant findings of the Master Fire Plan are:

1. A comprehensive risk based approach to the delivery of all components of the fire protection service should be used as a continuous, proactive and systematic process to understand, manage, and communicate risk from an organization-wide perspective. It is about making strategic decisions that contribute to the achievement of FEMS.
2. To ensure timely arrival of emergency personnel, as per the current Council endorsed standard, appropriate staffing and equipment, as well as infrastructure maintenance and renewal, must continue to be a priority.
3. Additional officers, staff and resources are required to manage ever increasing workloads, legislative requirements, and scope of programs delivered as proposed by the department, as well as to keep pace with any proposed growth of the department and the City as a whole.

The risk to the City, as faced by all other communities and as demonstrated in this Master Fire Plan, is two-fold:

1. Community risk due to fire and other emergencies
2. Organization risk

Understanding the specific risk associated with the delivery of fire protection services, and developing the means to address those risks, is fundamental to providing fire protection services.

As part of the Master Fire Plan each component of the fire protection delivery service was analyzed against a set criteria and the risk to the community. Based upon this analysis where either a gap was identified or the ability to provide the optimal level of effective and efficient services, recommendations or opportunities for improvement were developed.

While the present fire protection delivery service is efficient and effective, current capabilities should be enhanced to provide for a level of service consistent with the needs and circumstances of the community.

The recommendations presented in the Master Fire Plan are the result of:

1. Analysis of simplified risk assessment
2. Consideration of current and future capabilities
3. Identification of ways to address risks and/or improve services

The Master Fire Plan Committee has consensus that the recommendations within this report will enhance services and should be recognized as priorities by the City of St. Catharines. Understanding that some of the recommendations require financial investment, the Committee has suggested an implementation schedule which uses a phased-in approach to allow for future planning.

## **Financial Implications**

While there are 16 recommendations as part of the Master Fire Plan, a number of the recommendations are not anticipated to have any financial implications or are anticipated as part of the City's asset management plan or fleet vehicle replacement schedule.

The recommendations which do require financial investment on the part of the City are included as part of a suggested implementation schedule which allows for future planning and preparation.

The Implementation and Review Team Working Group will be tasked with providing annual updates to Council on the financial investment required to implement the Master Fire Plan.

## **Relationship to Strategic Plan**

The Master Fire Plan provides a framework for fire service operations that will strengthen the overall fire protection delivery system. An effective fire service helps to provide its residents, industries, businesses and visitors with a safe environment to live, work and play.

This is consistent with the mission for the City of St. Catharines, as set out in the Strategic Plan which states: "Together with our community and guided by our strategic goals, we will provide quality municipal services that enhance our social fabric, environmental sustainability, and cultural vitality; contributing to economic prosperity of our community."

The Master Fire Plan identifies the current services provided by FEMS and makes recommendations for improvements to ensure quality services are being delivered in an effective and cost efficient manner. This will assist in providing our residents with a safe and affordable community in which to live.

Additionally, effective fire prevention, public education and fire suppression services help to lessen the effects of fire on our environment, thereby assisting in air and water quality.



A fire safe community may also encourage economic prosperity and growth as businesses wishing to expand or re-locate are confident their assets are well protected.

## **Conclusion**

In conclusion, this report recommends that Council adopt and approve the Master Fire Plan.

Further, that Council appoint three members of Council to serve on the Master Fire Plan Implementation and Review Team Working Group, which will consist of the Fire Chief, the Deputy Fire Chiefs, the Deputy CAO, the Director of Finance, two members of the St. Catharines Professional Fire Fighters Association, and other staff as deemed necessary from time to time. The committee's purpose will be to review the plan on an annual basis and make recommendations to Council on the implementation schedule.

Final approval for the implementation of each recommendation that has a financial implication will rest with Council, upon the annual recommendations of the Implementation and Review Team Working Group.

### **Prepared, Submitted and Approved by:**

Jeff McCormick

Acting Fire Chief, Director of Fire and Emergency Management Services



CITY OF  
ST. CATHARINES

## Corporate Report

**Report from** Fire and Emergency Management Services, Fire Chief

**Date of Report:** October 12, 2017

**Date of Meeting:** October 18, 2017

**Report Number:** FEMS-272-2017

**File:** 68.13.11

**Subject:** Master Fire Plan – 2017

### Recommendation

That Council adopt and approve the 10-year [Master Fire Plan](#); and

That Council dissolve the Master Fire Plan Committee. FORTHWITH

### Background

The City of St. Catharines initiated a Master Fire Plan (MFP), linked to this report, to evaluate the current capacity of Fire and Emergency Management Services (FEMS) and address the current and future risk in the community.

Master Fire Plans are considered a blueprint for local fire protection that address all legislative and regulatory requirements while taking into account the community's capability to fund and support the level of service determined by City Council. Annual business and/or operational planning should be part of the benchmarking of the implementation of the approved Master Fire Plan.

The municipality is responsible for providing fire protection services, as articulated in the Fire Protection and Prevention Act (FPPA). By completing and implementing a Master Fire Plan, Council will continue to demonstrate that it is taking the necessary steps to provide fire protection services based upon risk.

The intent of the plan is to enhance the delivery of fire protection services for residents and visitors presently and into the future. This report identifies risks and evaluates the current capabilities of FEMS based upon the three lines of defence:

- 1) public education
- 2) inspection and code enforcement and
- 3) emergency response (suppression)

A Master Fire Plan Committee was established in 2015, met nineteen times and also created a number of sub-committees to develop the 2017 Master Fire Plan. As a result, the plan identifies 16 recommendations that the Committee agrees, if implemented, strengthen the overall fire protection delivery system.

## Report

The significant findings of the Master Fire Plan, based upon the completed evaluation are:

1. A comprehensive risk based approach to the delivery of all components of the fire protection service should be used as a continuous, proactive and systematic process to understand, manage, and communicate risk from an organization-wide perspective. It is about making strategic decisions that contribute to the achievement of FEMS.
2. To ensure timely arrival of emergency personnel, as per the current Council endorsed standard, appropriate staffing and equipment, as well as infrastructure maintenance and renewal, must continue to be a priority.
3. Additional officers, staff and resources are required to manage ever increasing workloads, legislative requirements, and scope of programs delivered as proposed by the department, as well as to keep pace with any proposed growth of the department and the City as a whole.

The risk to the City, as faced by all other communities and as demonstrated in this Master Fire Plan, is two-fold:

- 1) Community risk due to fire and other emergencies and
- 2) Organization risk

Understanding the specific risk associated with the delivery of fire protection services, and developing the means to address those risks is fundamental to providing fire protection services.

As part of the Master Fire Plan each component of the fire protection delivery service was analyzed against a set criteria and the risk to the community. Based upon this analysis where either a gap was identified or the ability to provide the optimal level of effective and efficient services, recommendations or opportunities for improvement were developed.

While the present fire protection delivery service is efficient and effective, current capabilities should be enhanced to provide for a level of service consistent with the needs and circumstances of the community.

The recommendations presented in Master Fire Plan are the result of:

- 1) Analysis of simplified risk assessment;
- 2) Consideration of current and future capabilities;
- 3) Identification of ways to address risks and/or improve services.

The Master Fire Plan Committee has consensus that the recommendations within this report will enhance services and should be recognized as priorities by the City of St. Catharines. Understanding that some of the recommendations require financial investment, the Committee has suggested an implementation schedule which uses a phased-in approach to allow for future planning.

## Next Steps

The Committee further recommends an annual review of the plan to follow up on recommendations, including those listed as important for monitoring and ongoing review. To ensure the annual review is conducted, a new Master Fire Plan Implementation and Review Team will be established.

As identified in the City's new committee structure, departmental working groups are led by staff for obtaining ongoing input regarding an area of municipal responsibility that lies primarily within the mandate of a single department. Participation is by invitation and Councillors are not members. These meetings are not open to the public and do not follow procedural rules. Departmental working groups are a resource to staff and act as a focus group to assist with continuous service delivery improvement.

The MFP Committee is confident that the recommendations presented before Council, if approved, will ensure fire protection services is delivered in a way that is reflective of current and future needs of the community to reduce the risk to lives and property loss.

## Financial Implications

While there are 16 recommendations as part of the Master Fire Plan, a number of the recommendations are not anticipated to have any financial implications or are anticipated as part of the City's asset management plan or fleet vehicle replacement schedule.

The recommendations which do require financial investment on the part of the City are included as part of a suggested implementation schedule which allows for future planning and preparation. It's important to note that the implementation schedule and priorities may change as the plan is a living document and circumstances may change. As such, FEMS has recommended the plan be reviewed annually. At that time, Council will be provided more details, as well as an opportunity to consider the recommendations, the financial investment, and how best to move forward. Financial details are further explored within the MFP.

## Relationship to Strategic Plan

The Master Fire Plan provides a framework for fire service operations that will strengthen the overall fire protection delivery system. An effective fire service helps to provide its residents, industries, businesses and visitors with a safe environment to live, work and play.

This is consistent with the mission for the City of St. Catharines, as set out in the Strategic Plan which states; Together with our community and guided by our strategic goals, we will provide quality municipal services that enhance our social fabric, environmental sustainability, and cultural vitality; contributing to economic prosperity of our community.

The Master Fire Plan identifies the current services provided by FEMS and makes recommendations for improvements to ensure quality services are being delivered in an effective and cost efficient manner. This will assist in providing our residents with a safe and affordable community in which to live.

Additionally, effective fire prevention, public education and fire suppression services help to lessen the effects of fire on our environment, thereby assisting in air and water quality.

A fire safe community may also encourage economic prosperity and growth as businesses wishing to expand or re-locate are confident their assets are well protected.

## Conclusion

In conclusion, this report recommends that Council adopt and approve the 10-year Master Fire Plan. Further, at Council's direction, a Master Fire Plan Implementation and Review Team is to be formed for the purpose of reviewing the plan on an annual basis and making recommendations to Council on the implementation schedule.

Final approval for the implementation of each recommendation that has a financial implication will rest with Council, upon the annual recommendations of the Implementation and Review Team.

## Notification

That the Master Fire Plan Committee be informed of Council's decision and, if approved, be so notified of the dissolution of the Committee.

### Prepared by:

Maggie Riopelle,  
Commissioners Office

Jeff McCormick,  
Acting Fire Chief, Director of Fire and Emergency Management Services

### Submitted and Approved by:

Jeff McCormick,  
Acting Fire Chief, Director of Fire and Emergency Management Services

## **By-laws to be considered Monday, January 15, 2018**

- (a) A By-law to authorize a Participant Agreement with The Regional Municipality of Niagara. (One reading – with respect to the 2018 Niagara Ortho-photography Project. Delegation By-law No. 2004-277, as amended.)
- (b) A By-law to amend By-law No. 89-2000 entitled “A By-law regulating traffic and parking on City Roads.” (One reading - with respect to One Way Highways on Race Street. Delegation By-law No. 2004-277, as amended.)
- (c) A By-law to authorize the acceptance of a Transfer of Easement from 55 Oakdale Investments Inc. (One reading – with respect to an access easement to maintain a canal lock structure at 55 Oakdale Avenue. Delegation By-law No. 2004-277, as amended.)
- (d) A By-law to authorize a Letter of Agreement with Her Majesty the Queen in right of the Province of Ontario, represented by the Minister of Transportation for the Province of Ontario. (One reading - with respect to the Dedicated Gas Tax Funds for Public Transportation Program. Delegation By-law No. 2004-277, as amended.)
- (e) A By-law to authorize a contract with R-Chad General Contracting Inc. (One reading – with respect to Ontario Street Parking Garage Stairwell and Elevator Rehabilitation, Project No. P13-150. Delegation By-law No. 2004-277, as amended.)
- (f) A By-law to assume and declare certain lands to be a highway and to be known as Tuscany Court. (One reading – with respect to 1042A Vansickle Road North – Mondavi Estates Subdivision, Plan 30M-409. Delegation By-law No. 2004-277, as amended.)
- (g) A By-law to authorize a Renewal of Licence Agreement with Donatelli Productions Limited. (One reading – with respect to the use of a portion of the Merritton Works Yard. Delegation By-law No. 2004-277, as amended.)
- (h) A By-law to authorize a Transfer Payment Agreement with Her Majesty the Queen in right of Ontario as represented by the Minister of Municipal Affairs (“The Province”). (One reading – with respect to the National Disaster Mitigation Program. Delegation By-law No. 2004-277, as amended.)
- (i) A By-law to authorize a tender award to Gedgo Excavating Ltd. (One reading – with respect to Hartzel Road – Storm Sewer Replacement, under Project No. P16-008. To be considered by General Committee, January 15, 2018.)
- (j) A By-law to authorize an agreement with WSP Canada Inc. (One reading – with respect to consulting engineering services agreement for Cecil Street Underground Improvements, under Project No. P17-021. To be considered by General Committee, January 15, 2018.)

- (k) A By-law to authorize an agreement with Ellis Engineering Inc. (One reading – with respect to consulting engineering services agreement for Lake Street, Old Coach Road, and Cindy Drive culvert replacements, under Project No. P17-124. To be considered by General Committee, January 15, 2018.)
- (l) A By-law to confirm the proceedings of council at its meeting held on the 15<sup>th</sup> day of January, 2018. (One reading - with respect to confirming the proceedings of the meeting held on January 15, 2018.)