



**The Corporation of the City of St. Catharines
CITY COUNCIL (BUDGET) AGENDA
Regular, Monday, November 8, 2021
Council Chambers and Electronic Participation, 6:00 PM**

This Meeting of Council will be held in person at Council Chambers and electronically for the Members of Council. Due to capacity limits due to the COVID-19 pandemic the public can only participate electronically.

This Meeting may be viewed online at www.stcatharines.ca/youtube

Public Comments: The public may submit comments regarding agenda matters to the Office of the City Clerk by contacting clerks@stcatharines.ca by Monday, November 8, 2021 before Noon. Comments submitted will be considered as public information and entered into public record.

Electronic Delegations: Those wishing to speak to an item on the agenda must complete the [City's Electronic Delegation Form](#) by Monday, November 8, 2021 before 9:00 a.m. and attend a test session with City staff on Monday, November 8, 2021 at 10:00 a.m.

Chair Mat Siscoe takes the Chair and opens the meeting with a Land Acknowledgement

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- 1. Chair's Report**
- 2. Adoption of the Agenda**
- 3. Adoption of the Minutes**
- 4. Declarations of Interest**
- 5. Motion to Move Consent Reports**

Consent Reports are approved in one motion which approves all of the recommendations contained in each report. Prior to this motion, a councillor may request that one or more of the reports listed under Item 6 be moved to the list of Discussion Reports.

6. Consent Reports

- 6.1 Chief Administrative Officer
2022 Budget - Telephone Town Hall - Public Engagement Results

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- 14 - 33 6.2 Legal and Clerks Services, Office of the City Clerk
Council (Budget) Correspondence

7. Presentations

- 7.1 Transportation Services Division, Niagara Region
Re. Niagara Region's 1-5 Year Transportation Capital Budget Outlook

8. Discussion Reports

- 34 - 36 8.1 Financial Management Services, Director
2022 Preliminary Tax Estimates (City Only)
- 37 - 84 8.2 Community, Recreation and Culture Services, Programs and Cultural
Services
Correspondence from Rodman Art Institute of Niagara
Delegation by Jean Bridge, Chair, and N'ora Kalb, Vice Chair, Rodman
Hall Art Institute of Niagara will precede discussion of the report
- 85 - 91 8.3 Community Recreation and Culture Services
Hanging Baskets
- 8.4 Draft 2022 Capital Budget Amendments
On October 19, 2021, the [Draft 2022 Capital Budget, Four Year Forecast
and Asset Management Status](#) was presented.

1. Replacement of Masefield Avenue Stairs - Lake Access
Councillor Garcia will present the following amendment:

WHEREAS in a 2020 meeting, Council approved a shoreline rehabilitation project on City-owned lakefront on Lake Ontario in the Abbey Mews/Considine area of Port Dalhousie due to a collapsing bank; and

WHEREAS because the shoreline project was considered an emergency, staff were unable to prevent the closing of the stairs and lake access at Masefield Avenue; and

WHEREAS the closed metal stairs, and its wooden predecessors, have provided lake access for residents from Port Dalhousie and elsewhere in the City for at least 60 years or so; and

WHEREAS Council received numerous objecting emails when the closing of the stairs was announced; and

WHEREAS at its July 13, 2020 meeting, Council passed my motion: "That staff be directed to review and recommend future potential features to the new shoreline protection in the Abbey

Mews / Considine Avenue area that will reinstate public access to Lake Ontario; and That staff be directed to include funds in the Draft 2021 Operating Budget to identify potential alternatives and the associated costs" and

WHEREAS the shoreline rehabilitation is now complete and the study conducted as a result of the above motion has just been completed and it identifies what is required to restore proper access and provides a cost estimate;

THEREFORE BE IT RESOLVED that funds for replacing the public stairs/access to Lake Ontario at or near Masefield Ave. which was removed earlier this year as part of a shoreline protection project, be included in the Draft 2022 Capital Budget for consideration of future approval.

2. Secondary Access to Moffatt Street

Councillor Littleton will present the following amendment:

WHEREAS the Environmental Assessment (EA) process is nearing completion for the Secondary Access and a preferred location selected; and

WHEREAS the estimate expenditure referenced in Schedule V (Other potential Capital Projects 2027 and beyond) of the Draft 2022 Capital Budget and Four Year Forecast is \$6.5 million and based on the outcome of the EA process the project cost is estimated to be \$3.5 million; and

WHEREAS development continues in Moffatt Avenue and there remains just one viable entrance and exit point for hundreds of people living in the area;

THEREFORE BE IT RESOLVED that funds for the next step for the realization of a secondary access to Moffatt Street as identified in and supported by the vast majority of participants of the EA process, be included in the 2022 Draft Capital Budget for consideration.

3. Replacement of Fire Hall # 1

Councillor Siscoe will present the following amendment:

That the Fire Hall # 1 be replaced with Fire Hall # 2 in the Draft 2022 Capital Budget; and

That given the associated site issues and opportunity for redevelopment in Geneva/St. Paul/Queenston area, including Garden City Arena property, that Fire Hall # 1 be deferred and that Staff report back to Council regarding timing and development opportunities at the appropriate time; and

That prior year funding reserved for the Fire Training Facility be reallocated in 2022 towards the Fire Hall # 2, which will reduce the debt funding requirement for this project.

4. P22-065 Vansickle Rd.

Mayor Sendzik will present the following amendment:

That bike lanes and traffic calming measures be instituted within the parts of the Vansickle Rd. resurfacing project including the following:

- a. Request for installation of speed display signs and speed capture cameras for tickets by the Region of Niagara;
- b. Installation of bike lanes from St. Paul St. West to Rykert St.; and
- c. Installation of speed reduction humps within certain sections of Vansickle Rd.

5. P22-080 Henley Island Dr.

Mayor Sendzik will present the following motion:

That staff be directed to look at ways of improving the existing road to allow for active transportation and vehicular traffic to coincide on the street which could also result in increased traffic calming measures that will reduce speeds on the road.

6. RN22-MLL Region Road 87

Mayor Sendzik will present the following amendment:

That funds allocated for Region Rd 87 be deferred for one year due to Region's decision to defer project until a later date; and

That \$4.1 Million be included in the Draft 2022 Capital Budget for the reconstruction of Ontario St. between Linwell Rd. and Lakeport Rd. in partnership with the Niagara Region for a completion before the start of the World Rowing Championships in 2024.

7. P18-177 Morningstar Mill – Dam Replacement

Mayor Sendzik will present the following motion:

That prior to the initiating the repairs to the dam at Morningstar Mill, the City engage the Province and the Niagara Peninsula Conservation Authority regarding funding support for the historic dam, and the potential for a new operating model moving forward.

8. P21-143 - Burgoyne Woods Parking Lot
Mayor Sendzik will present the following amendment:

That the Burgoyne Woods Parking lot project be removed from the Draft 2022 Capital Budget; and

That staff be directed to explore the use of materials and methods that are low carbon and/ or Environmentally Sustainable when installing parking lots at City properties; and

That a pilot project be explored at Sunset Beach as a means to research and implement industry best practices; and

That options for the Burgoyne Woods Parking lot be explored following the Sunset Beach pilot project.

- 8.5 Draft 2022 Operating Budget - Questions and notice of amendments to be considered

9. Motions

10. Call for Notices of Motion

11. Report Requests

12. Closed Session

Council will meet in Closed Session for the following purpose(s):

13. Motion Arising from Closed Session

14. Adjournment



Corporate Report City Council

Report from: Office of the Chief Administrative Officer

Report Date: November 4, 2021

Meeting Date: November 8, 2021

Report Number: CAO-177-2021

File: 10.57.10 and 10.57.12

Subject: 2022 Budget, Telephone Town Hall – Public Engagement Results

Strategic Pillar:

This report aligns with the following St. Catharines Strategic Plan pillars: economic, social, environmental and cultural.

Recommendation

That Report CAO-177-2021, regarding the 2022 Operating and Capital Budgets, Telephone Town Hall – Public Engagement Results, be received for information.
FORTHWITH

Summary

Hosting an annual Telephone Town Hall is an effective way to reach thousands of residents, keep them engaged in municipal matters and for the City to reiterate that resident's ideas and concerns are valued.

The purpose of this report is to share the results of the annual Telephone Town Hall with Council and staff to guide them during the budget process.

Relationship to Strategic Plan

A Telephone Town Hall allows for residents to ask questions and raise concerns regarding their community. Resident input could align with any four of the Strategic Plan Pillars, Economic Prosperity, Social Well-being, Environmental Stewardship and Cultural Renaissance. Resident feedback from the Telephone Town Hall and the polling questions guide council and staff to make decisions to ensure all four pillars are supported.

Background

Annually during budget deliberations, Budget Standing Committee (BSC), City staff and Council are faced with the challenge of finding balance between maintaining City services and programs at an effective level and a tax increase that is reasonable to

residents. Public input into the budget deliberation process can be invaluable for residents, members of the BSC and Council as a whole to support that balance.

While the City engages the public in variety of alternative methods, past Telephone Town Hall events arranged by the City have proven to be an effective tool to reach up to thousands of residents at a time, keep them engaged and reiterate that the City values resident's thoughts and concerns. A Telephone Town Hall event is a live event whereby a vendor, selected through the City's procurement process, calls-out to residents by phone to involve them in the budget process.

For the 2022 Capital and Operating budgets, deliberations were held through the General Committee of Council instead of the BSC.

Similar to the 2016 – 2021 Budget Telephone Town Hall events, the 2022 budget process included a call-out to 30,000 residents. The 2015 Telephone Town Hall included a call-out to 15,000 residents.

Report

On Tuesday, October 26, 2021, the City held their eight annual, one-hour Telephone Town Hall from 7 – 8 p.m. The event was held by provider Front Porch Strategies with a call-out of up to 30,000 random households in St. Catharines to participate. The event was hosted by Budget Standing Committee Chair Mat Siscoe and Mayor Walter Sendzik with local broadcaster Tom McConnell as moderator, Councillor Lori Littleton to observe as Vice Chair for BSC and City staff for support.

By phone, participants were provided an opportunity to listen to information about the budget, ask live questions, as well as leave a voicemail message at the end of the Telephone Town Hall.

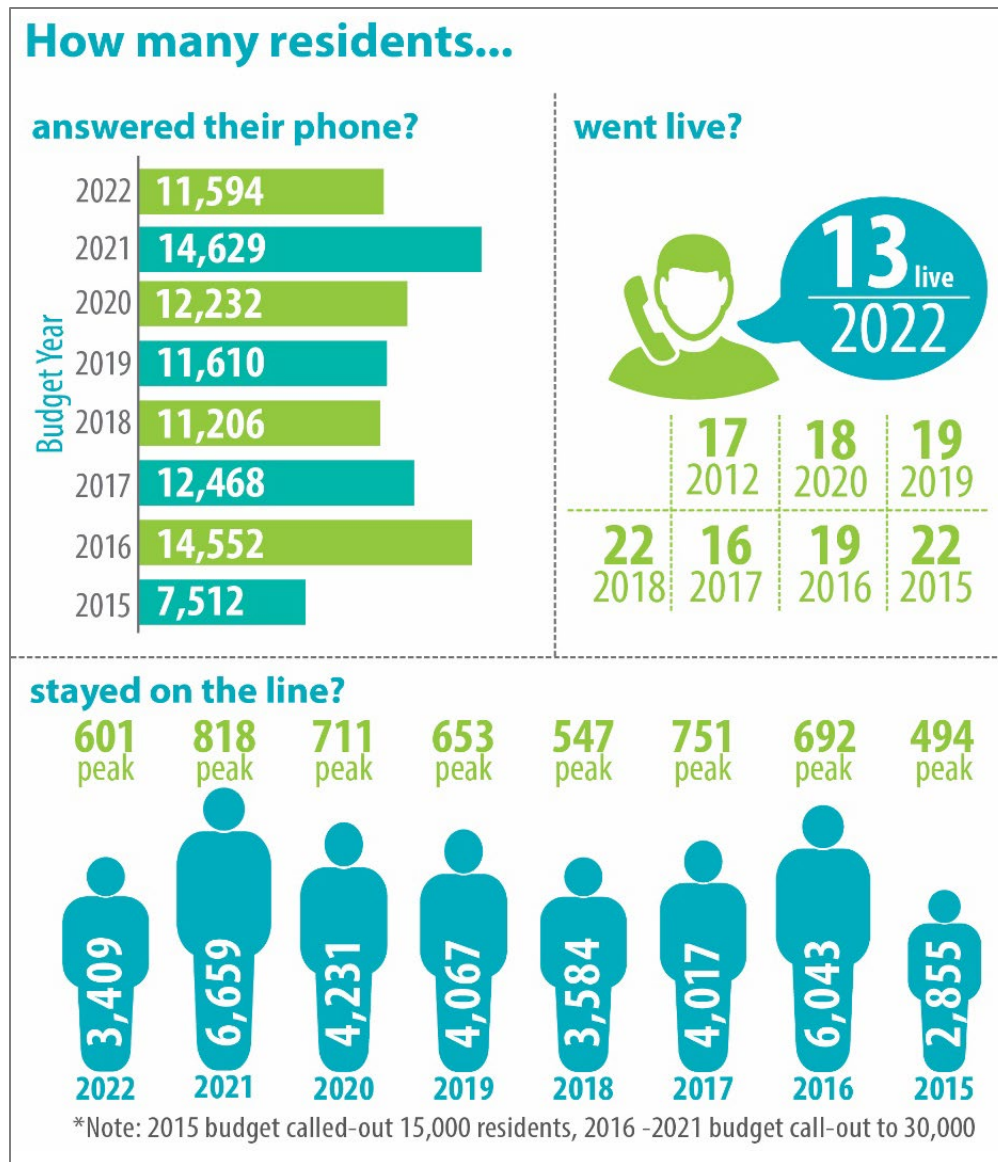
Council members were invited to virtually participate in this year's Telephone Town Hall by listening to the live event and viewing questions residents had asked.

Safety protocols, such as social distancing and wearing face coverings, stemming from COVID-19 were followed.

Telephone Town Hall Response and Feedback

A total of 29,062 households were contacted for the Telephone Town Hall this year. Results show that 40% (11,594 households) live answered, 3,409 residents remained on the line and at peak 601 households participated.

During the Telephone Town Hall, 71 individuals entered the queue with questions, however, the allotted time only allowed for 13 to go live. The below graphic illustrates these results with prior budget year figures.



If residents didn't get the opportunity to go live during the event, a voicemail option was available to residents to leave their comments. A total of 31 voicemails were left during the event and can be found in **Appendix 1**.

Two questions were emailed to budget@stcatharines.ca and six questions were left on the Engage STC website www.engagestc.ca/budget. Voicemails, emails and questions were transcribed and forwarded to appropriate departments, Mayor, BSC Chair and Vicechair for response.

Many voicemails transcribed on **Appendix 1** reveal residents are pleased to be involved in the Telephone Town Hall event and felt it was beneficial.

Polls

The 2022 Budget Telephone Town Hall did not include polling questions for residents as provided in previous years. This was communicated to Council through a memo at the [October 14, 2021](#) meeting of Council.

Financial Implications

Telephone Town Hall was included in the 2021 budget and followed a request for quotation (RFQ) process. Front Porch Strategies was the successful vendor with a total cost of \$8,175.55 (including HST).

Conclusion

Telephone Town Hall is an effective way to reach thousands of residents at a time, keep them engaged in municipal matters and for the City to reiterate that resident's ideas and concerns are important.

Prepared and Submitted by

Trish Sorrenti,
Executive Administrator to the CAO

Approved by

David Oakes
Chief Administrative Officer

Kristine Douglas, CPA, CMA
Director of Financial Management Services and City Treasurer

Appendices

1. Appendix 1 – Voicemail transcripts

#	Voicemail Message
1	Can or will anything be done about the walkers and joggers that use the bicycle lanes on the road? It's very unnerving and very dangerous. As drivers in an accident, would we be responsible when there are sidewalks, not 14 feet away from them? Maybe in the budget you'd have to paint 'bikes only' in these lanes to make sure that pedestrians are off the road and safe. Thank you very much.
2	I was wondering about the garbage situation. There's rodents on my neighbourhood because of it. We need garbage collection every week, not every other week.
3	It has to do with apartment buildings. I've been hearing about apartment buildings, that there's mold in the apartment buildings. And if you've got someone living in there for a long time, how do you clean out these apartment buildings. And these busses. They go too fast at night. Like they're way too fast even during the day when there's nobody on it. I would like to know if you could set up maybe in the future - they're complaining about these ones with wheelchairs that there's too many of them. That there's so many on wheels - like these people could be going to Benny Hinn(sic) or something, they could pray over them, or maybe a van could be set up for them in the future for those people who want to go to there to another city. I want to think about cash receipts. Like I want to know. like if I'm having a problem with my cash receipts, like sometimes they want to give it to me, and sometimes they don't give it to me at the cash register. Like is this a new thing going on? Because they laugh about it you know. They're sort of making me get out of my giving you know? Things like that. I think that's about it.
4	I think it was Monique that called in about getting off the bus at medical buildings and having to cross the road. Why doesn't the city look at maybe doing the same thing as school busses. When they let people off in front of a medical building knowing that they have to cross the road, the arm comes out, and cars in both directions have to stop. At the bus stop it would be a good idea to have the white lines or yellow lines, slanted lines painted on the road. It's just a thought, and this one doesn't have anything to do with the budget, and I know it has to do with the police, but is anything being done about the noisy cars? Especially on Geneva Street? If the police were to hang out around the old parks building, they would be able to catch so many speeders, loud cars- purposely loud cars and motorcycles coming out of the mall especially at closing time, 5:00 and closing time. So I'm sure that they are workers.
5	I had requested about two years ago, before COVID, that we need a walk way going across Lakeshore Drive, approximately by Bradman. There is now a new development going in this spring at Cindy Park, and that is going to add to the traffic, and we have a lot of seniors and young families that need a flashing crosswalk like they have on Vine Street so that you can get across Vine Street, or get across Lakeshore without putting your life in jeopardy. I hope this can be taken care of this spring at the very latest. Thank you
6	One of my questions is about the budget for snow plow, for cleaning our streets and that. Are we ahead or are we costing or whatever? I know it's a costly thing but what I see - I'm quite fortunate to have a four wheel drive vehicle, and I'm able to get up our street. So I'm Queenston Street, Eastchester. So two or three o'clock in the morning or later, I have a small little snow plow business - just a couple people- and I get out there. So I don't expect my street to be clean at two, three four o'clock in the morning, but I got out, and I'm locked in four wheel drive after a good storm, and we only had three or four last year. Our street doesn't get plowed for three, four days. Like people with normal vehicles, especially some of the light vehicles, most everybody has snow tires and that, but for liability I know I'm not supposed to but I drop my plough and get our street, either one lane. But when I get finished my little jobs, yes, you do a good job on the main bus routes and that in the city for sure. And that's very important for the morning commute and that, but some of these side streets don't see ploughing for three days. It looks to me that they want people to pack it down and just make their way and that. Like I say, I'm quite fortunate that I have a four wheel drive, and that I leave it locked in for pretty much all the winter. But I know it's a budget thing where you can't have bare pavement on all the regular streets and that, but sometimes I just think that there's people with front wheel cars and when you get snow up to the running boards, there's no way. Anyhow, it was interesting to listen tonight.
7	Just wanted to say that it's appreciated, and it sounds like the City has their eye on the ball when it comes to the housing crisis. It's good to know, and it's good to know that you guys are paying attention to the mental health crisis as well. I wanted to know what in the City's budget this coming year will be in the budget for the opioid crisis. I know that this is a problem that spreads across the entirety of the Niagara Region. Being that this is my home, I want to make sure that you guys are putting money in to make sure that the problem gets nipped in the bud here. Thank you so much
8	I live at the south end, near Oak Ridge School. I have registered complaints about noise in the parking lot, well after hours when the school is closed.
9	I'm just calling to say thank you to the Mayor and City Councillor for working towards making out city of St. Catharines the best it can possibly be. It's not an easy job, so keep doing the good work, and again, thank you very very much.
10	I'm just saying thank you so much for doing a wonderful job in this pandemic, and I do have a question. At the end of our street on Nello, there's a big circle and a pathway to go to Ted Street, and in the circle, there's only a little tree and a streetlight, and it faces towards Nello, but there's no light in that pathway, and I usually walk around and do my walk at night, and there was two little girls, well they were young teenagers, and they didn't have any cell phone or any light, and they needed to get through to go to Ted Street, which a lot of people do. And now it's getting darker, they were really scared. Thank God I had my cell phone and I took them through with a flashlight because it's so dark and it's really not safe you know in that darkness. I was just wondering if it's possible to get some light there from the lamppost, because there is electricity there. Just put another light there and point it towards the pathway, if that's at all possible. Thank you so much. If you could get back to me that would be greatly appreciated. Again, thank you so much for having these town halls and doing a great job running the city.
11	I was going to ask a question about what you're doing to increase the tax base. Obviously housing is an issue, and keeping more residents here to St. Catharines. Once again that was a really great session, and let's hope one day we can just increase the tax base to get our taxes down.
12	I would like to know what you guys are going to do about the homeless, and what you're going to do about positive living, just handing out needles to the homeless, that are used and unused being left everywhere throughout our city, and what you're going to do about mental health in our city.

#	Voicemail Message
13	My question to the Mayor, is will there be some extra money in city maintenance. I am a person with a disability who travels the city in a wheelchair, and I rely greatly on the bus services, but one of the issues is that many places still don't have cement platforms, so I'm stuck in the grass. And after two days of rain, it's an issue. And another thing is at lights, there's no cement around the push buttons to get the cross walks, so I can't get near them. Anyways Mayor, I would love to hear that there's going to be extra money in addressing these issues. Thank you so much for everything you do for us. Great that the para transit now has the evening bus. I love the service. Thanks again. Bye.
14	I'm a senior who lives in a Niagara Regional Housing building. I can not drink the water as well as many of the residents. It's undrinkable, so we are buying our water. This is not been addressed by NRH yet. They have not answered my question. We don't have a grocery store within walking distance so groceries must be brought in by somebody which is a cost, or go online and know how to order them, or we're stuck taking a cab there and back. We no longer have a bus shelter across the street from us as it burnt down and it won't be replaced apparently. So to go the other way, is not easy to do. We have a beautiful park behind us that we can't use because it is filled with people and their drugs, and people that do services for other people, within sight of others, and I'm not talking about good services. I'm talking about those that get down on their knees for people that even live in here unfortunately, or in the building next door, which is privately owned. It is getting impossible to keep living like this, because there is no quality of life. We can't go outside, because I don't feel safe. So what kind of quality of life is that? We don't have enough policemen, and we don't have enough by-law officers. We have -which our administration fought like hell to get - a part time security system, where as we were added to an existing one, where the security people- not police- who are unarmed, come and see if everything is ok for 10 minutes ok and then they leave again. The people who are doing things know this, so they know their times, so nothing is getting properly done about it. But the clean drinking water is an issue I would like addressed. Because as I said, I'm a senior. I live on less than \$1000 a month....
15	This question is related to affordable housing, about the earlier discussion. I read in the paper recently, that rental increases can not be controlled under the rental control increase by the province, for any residences that are built after 2018. And I am wondering with all of the plans for building affordable housing, are you able as a city to impact anyway that your residences wouldn't have to pay exorbitant rental increases annually.
16	I would like to have information on how to get the information for transit between cities that was mentioned earlier in the program. Thank you.
17	My question today was around the topic of the city cemeteries, more particular to the Victoria Lawn Cemetery. And I was just curious on the creation of the budget, the fiscal budget, when you look at the size of the area which is unfortunately growing year after years as more and more of the community are placed there. As a community member, I tend to walk there quite often. It's a nice area and it's safe. However, I've noticed a deterioration in the upkeep and the cleanliness of the lot itself and tomb stones, but also the mausoleum. I have family members in both mausoleums, and I know that the staff are quite busy with the number one priority of burials, but then there's a lot more work that needs to be done and addressed when you have bigger landscapes and bigger mausoleums. To give an example, the Garden of Memories mausoleum, the light fixtures in there don't appear to have been cleaned in years, and you benchmark this cemetery to others in the region, and unfortunately, I wouldn't rate it as high as others. So I'm just curious again, how you budget for it, and how you see increases in maintaining the lands and the mausoleums at the cemetery, and people in the community are in there. And one other question since I'm not live is around street patrols and whatnot, and how you enforce that. Looking to see if there's any possibility of putting cameras at major intersections. Far too many times you're seeing citizens drive through complete red lights, knowing that the other side will stop for them. So again, not sure if you've ever proposed from council the addition of street cameras that automatically will fine individuals, as enforcement is not stationed at every corner. Again, thank you for your time.
18	My message is two fold. One the issue was brought up, crossing Welland Avenue, crossing Neilson, and the difficulty of crossing over to get another bus. A crosswalk, similar to the one that's on Vine close to Grantham Plaza might work out. The second point I would like to make is that I understand that rental units built after 1918 are not subject to rent control. So therefore what would be done to ensure that the Affordable Rental Housing that's being developed by private developers is going to remain affordable as time goes on.
19	Just a point of clarification. In the preamble they talked about a cost of living increase of 4.7%. But that is not true in fact, the last month it was 4.4 and that cost of living has to go back from January to the present time, which is not at 4.7%. Secondly, I would like to know, I am a senior resident on Linwell Road in St. Catharines. It is a laneway of approximately eight tenths of a kilometre. There are 38 units on that laneway. There are all seniors living in there are we are all paying exorbitant taxes and we do not get the full services if I was living, fronting on Linwell Road. We have to pay for - in our condo fees- for lighting on the laneway, and we have to pay for snow removal, that was normally provided in my previous location in St. Catharines. So it seems like we have incurred, more costs that were normally covered by the city, in a different location. But because of the condominium set up we're still paying very high taxes, we do not get snow removal, and we pay for our own street lighting. my telephone number is 905-935-0788. My first name is Peter my last name is Gauvreau, and I'm at Unit 1, and there are 38 Units. I would like to know what you are going to do to keep- and I understand that taxes will go up, but I don't think they should be going up 4.7, or even 4.4%. Secondly, what are you doing for Old Port Estates, which is the condo development here, to offset the high taxes that we're paying on our very small properties. That's what I would like to know from the budget committee. Thank you.
20	I was wondering if the city at some point can implement some sort of senior discount for public transit users. I use public transit from time to time, and somehow I pay the adult fee but no senior discount. Other cities, I know Toronto has a senior discount where I pay \$2.25 and you can ride around the subway for several hours. And also other cities I know offer senior discount for example the Go Transit when I'm going to Toronto. I hope the City of St. Catharines can implement some sort of senior discount for the riders. Thanks

#	Voicemail Message
21	<p>Just want to first off thank you for coming down our street last year's Grape and Wine Festival. We had a parade on the street, and it was greatly appreciated. We lucked out and won that little excursion, and we're thankful for you to come down and walk our street, and it really brought our whole community together. At the same time I was wondering if you noticed how many city trees we have on our street. Our community was sort of built in the 60s and 70s, and I was wondering after hearing tonight's town hall, if there's a possibility - I know having services vacuum services to sweep up our leaves is an impossibility at this time like they have in Midland. I don't have a city tree on my lot, but end up raking a lot of the leaves and my family does too from all city trees. And I'm wondering if it's possible to install some sort of bylaw whereby our residents could possibly chop down the trees that are unwanted on the condition that some of the trees are replaced by new trees, some that are wanted. That may be a solution at the owner's expense without having to incur expenses upon the city. I'm just hoping that this could be a possibility for all neighbourhoods, because there were so many trees planted back in the 70s that are so unwanted now a days. Yes, they're great for shade, but they're horrible for raking in the fall. So if you could give me a call, and get back to me.</p>
22	<p>Hi, I would like to see a senior citizen property tax discount. Some cities they do. So I would like to recommend that. Maybe not so much money, but a little bit. Thank you.</p>
23	<p>I know there have been discussions or at least thoughts on having an increased tax, or some sort of thing like that on houses that sit vacant for extended periods of time. Like months, years some times to help encourage the owners to fix them and rent them out or sell them to put them on the market for an increased supply. Because we do have such a homeless issue in the city. Just wondering if that has moved forward at all.</p>
24	<p>A couple of points. One regarding medical. I'm an individual who suffers from several illnesses and I'm noticing there are several gaps within our healthcare system. There are communities that successfully make better pathways for people like me. You could try to manipulate the hartals to improve the quality of life? Is this a direction that will be considered for individuals here? Another point is... I understand that the prices of things go up and cost more. The prices of goods are rising in everyday for households and we end up having to cut our spending so we can save a little money. So... like... with this crazy time with covid... raising the costs with taxpayers when many individuals have already been in the pocketbook is not right. If it is not necessary, I think the city should do everything they possibly can to use their dollars in the most efficient way. Like many households are already doing. In order to stop the possible increase in taxes.</p>
25	<p>Just a comment regarding the exploration of the development corporation for affordable housing or just housing in general. Just a caution, if there is no available land for a land bloc, I'm not sure what the benefit would be of bringing in a development corporation. It adds an extra layer of bureaucracy and cost to things. The town of Oakville for example hasn't really had much action. I think the better solution would be to look at existing non-profit housing and corporations that do have the available land and opportunities. We should intensify our support to them. There have been groups out there for 3 or 4 years that have been advocating for serious levels of government funding. They just don't have any partners at the regional or municipal level. There could have been housing built already if there was support for those programs and I hope this is considered versus a development corporation. There are ways for the city to leverages surplus school board land or other properties when they come available. But again, that's not a main source of land in St. Catharines. There are opportunities for that. I do think that if the city has contaminated lands, like the Geneva Wood Street properties, or some of the downtown ones, they should work with EPCM or try to leverage that funding and try to get it cleaned up. They'll be able to get a higher market price for the property for the land if they're selling it and it would provide less risk to a non-profit developer to create affordable housing. We've had a few key opportunities. The Grey Street property near Geneva Street was an option, but unfortunately there wasn't enough funding so the land was sold to a private sector developer for market housing where it could have been provided for affordable housing. So, I hope you will take these points into consideration, thank you and goodbye.</p>
26	<p>One thing that wasn't discussed, especially for seniors, is help for people that are non-smokers. Its very hard to find places where there are no smokers. I live in a basement apartment and the people upstairs from me smoke a lot and it gives me headaches. Seniors deserve to live in a place where they don't have to put up with somebody else's "bad" smells. Anyways, that was it. Thank you.</p>
27	<p>I have a question about property taxes. I'm just wondering what group in city hall is looking into the vacant commercial industrial type properties that are citing vacant right now? These properties are losing tax dollars. This loss is going to be put on the shoulders of the residential taxpayer. Another concern I have is regarding short term rentals. Could city hall restrict short term rentals to only owner-occupied residential dwelling. That way whoever is renting the property is going to ensure a minimal amount of supervision. I worry about the properties that are destroyed from short term rentals. Also, could we add a surtax put on the property tax for those landlords that have their housing units vacant. That way these types of homes come onto the market and will see some improvement. Some of these homes are left vacant for long period of time and they begin to deteriorate which in turn brings down the value of houses in the neighborhood. Those are my comments and questions.</p>
28	<p>Regarding the Welland house that burned down in July. What is the city planning to do with the property? Listening to Anne talking about using the land as a senior complex was a really good idea. We do have an ageing population and perhaps they could designate that land for senior housing. It is a big piece of land and I'd like to know what your plans are. Could you please provide more information about what the senior complex would look like? Could you mail me that information so I can learn how to apply? It was very interesting listening to the both of you and I really enjoyed listening to the questions you received. It's time for me to say goodnight and it's too bad that I didn't get on. I guess there was to many people trying to call in. Anyways I hope you guys have a goodnight, thank you.</p>
29	<p>I've lives in St. Catharines for a long time, and this is the first time I've listen to your townhall questionnaire. I found it most interesting. It touched on a lot of questions I was asking myself. One other thing though is the loud cars going by me. I live off Martindale Road and the cars are very loud, but I know you guys are trying to do something about that. But anyways, thanks so much it was very very interesting for me. Thanks.</p>

#	Voicemail Message
30	I just wanted to make a comment regarding snow removal. I understand that Kilkenny drive is considered a tertiary road. However, is the 13 years that I have been here snow removal has been poor at best. Our road turns into a jagged ice rink and its not safe to cross. Our neighbors and my husband have often had to call the town to get snow removed off our street. If you have any comments for me or if you could improve this process that would be amazing. Goodbye.
31	The one topic that I wanted to bring up on this call was the value of our dollar on the revenue we do have coming in from our transit system. That being making the transit passes transferable. They always say that passes are not transferable, but this is a bad system. All you have to do is lose your pass or have it stolen, and you will no longer have a bus pass. I think our tax dollars will go further if we implement a photo ID system for public transit. A lot of people that use the bus systems are quite dependent on it and many would not be bothered if we required an ID system. If you think about it right now the regional pass could be shared amongst students. Students could just share a transit membership, something that wouldn't exist if we just implemented IDs. Maybe we could even add a code to the pass so they could be deactivated if there ever stolen. I think about this every time my son losses his bus pass, because it means that now someone is riding the bus around for free again. Anyways just a suggestion. Take care bye. Oh... and that's money WE lose as taxpayers, myself included. Anyway thank you, and goodbye.

Memorandum

To: Mayor and Council

Cc: Dave Oakes, Senior Leadership Team

From: Kristine Douglas

Date: November 8, 2022

Subject: Draft 2022 Capital Budget, 2023-2026 Forecast - Amendments

Attached are the known impacts of the amendments that have been submitted for Council's consideration on Monday November 8, 2021 for the draft 2022 Capital Budget and 2023-2026 Forecast.

Respectfully Submitted,



Kristine Douglas
Director Financial Management Services/City Treasurer

To: Mayor Sendzik and Members of Council

Cc: David Oakes, CAO
Senior Leadership Team
Bonnie Nistico-Dunk, City Clerk

From: Anthony Martuccio, Director of EFES

Date: November 3, 2021

Subject: Replacement of the Masefield Stairs – Port Dalhousie

The installation of emergency shoreline protection in the Abbey Mews area of Port Dalhousie, between Considine Avenue and Christie Street, resulted in the closure of the stairs that used to access a beach area / the lake at the end of Masefield Ave. As a result, at the July 13, 2020 Council Meeting, staff were directed to review and recommend future potential options to reinstate public access to the Lake to be included in the Draft 2022 Budget. A subsequent similar motion was brought forward to the October 19, 2021 Budget Standing Committee meeting, along with a request to engage with the Accessibility Advisory Committee.

In late September of 2021, staff received a draft feasibility study that looked at the feasibility of reintroducing stairs in the Abbey Mews area along with potential costs. The estimated costs to implement stairs from the top of slope to the top of the shoreline protection (revetment) and then implement stairs into the shoreline protection to access the water ranges from:

- 1) \$200,000 for a single access point with steel stairs from the top of the slope to the top of the revetment, a small landing at the top of the revetment and concrete stairs in the shoreline protection to access the water.
- 2) \$500,000 for two access points at either end of the revetment via concrete stairs and a stone dust walkway along the entire length of the shoreline protection and concrete stairs in the shoreline protection to access the water.

The chart below outlines the various options that were investigated, along with high level project cost estimates. Detailed engineering would be required to further refine the feasibility and associated costs. (Please refer to the attached conceptual layout identifying potential locations and the proposed conceptual cross-sections for the stairs as reference.)

Option	Number of Access Points Down Slope	Stair Type Down Slope	Finished Top of Revetment Location	Estimated Total Project Cost
1	1	Steel	Only at Access	\$ 200,000
2	1	Concrete	Only at Access	\$ 240,000
3	1	Steel	Full Revetment	\$ 350,000
4	1	Concrete	Full Revetment	\$ 380,000
5	2	Steel	Full Revetment	\$ 420,000
6	2	Concrete	Full Revetment	\$ 500,000

The scenarios above do not allow for accessible access to all. A fully accessible solution would require extensive slope stabilization work to allow a ramp to be built and was determined to not be a feasible option. An alternative would be to provide a hard surface path along the top of the slope between Considine Street and Abbey Ave for general Lakefront access, however slope stability and available City land to accommodate the path would need to be verified. This would cost approximately an additional \$50,000.

The various access points and methods were presented to the Accessibility Advisory Committee on October 27, 2021 for their comments. At this meeting, the committee acknowledged the difficulties of providing fully accessible water access at this location.

The requirement for Fisheries and Oceans Canada (DFO) approval will not be known until detailed designs are completed, however at this time it is not anticipated. Staff are still working to satisfy the requirements for compensation related to the original DFO permit for the shoreline protection works. It is staff's recommendation that further works in this area does not commence until the terms of the original permit are satisfied.

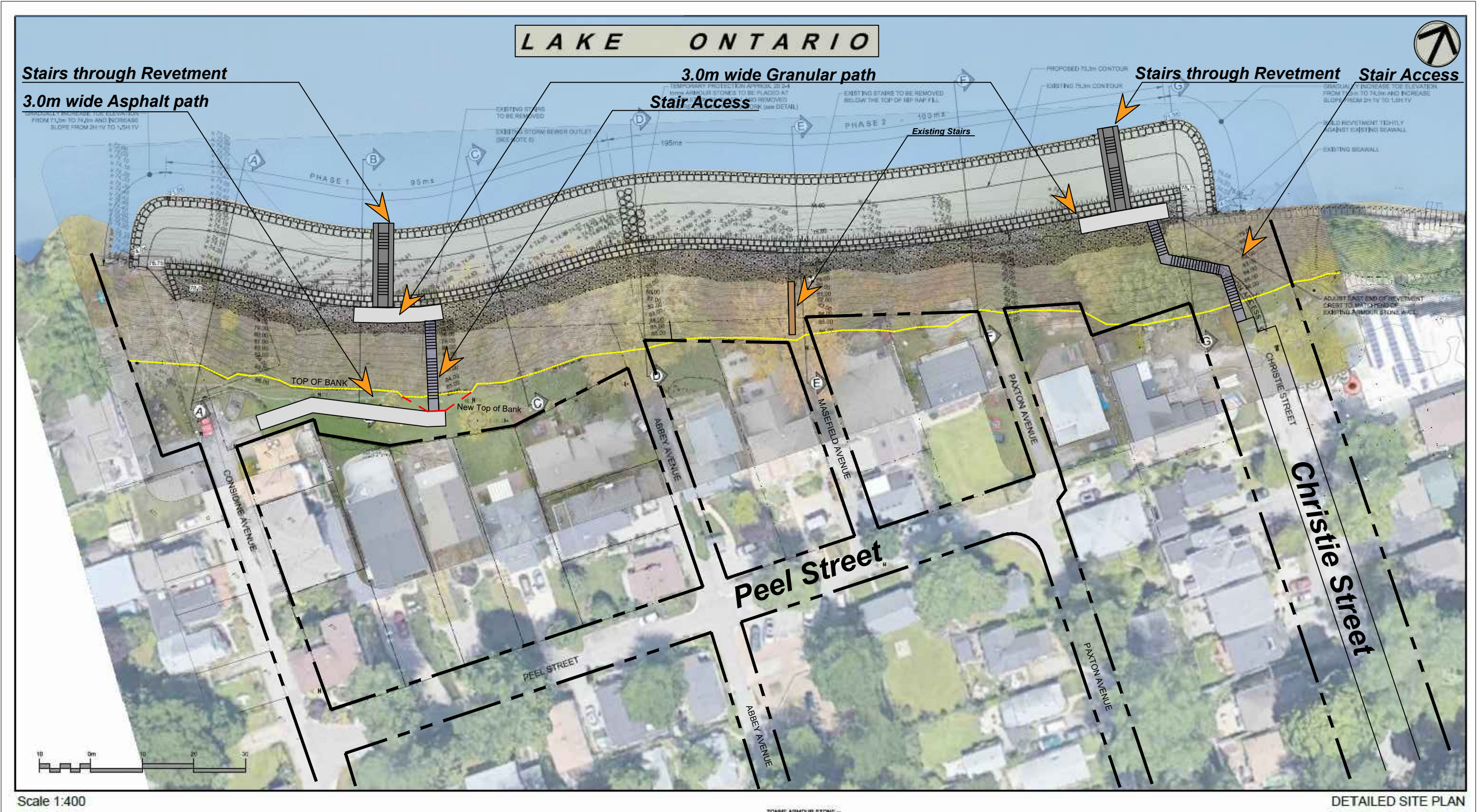
Stair access at Christie Street right down to the lake is not recommended by staff as normal or higher lake levels would eliminate a safe landing area for users. This solution would also increase the potential for trespassing onto privately owned lakefront property.

Other existing lakefront access points in the Port Dalhousie include:

- 1) Lakeside Park (FADS compliant)
- 2) Simcoe Street Staircase (Access to the water, not FADS compliant)
- 3) Graham Ave Staircase (Access to the water, not FADS compliant)
- 4) Pawling Street Staircase (access to shoreline, not FADS compliant)
- 5) Colton Ave Staircase (access to shoreline, not FADS compliant)

All the stairs listed above are older steel staircases that can still be accessed by the public. (Please see the map attached identifying their locations)

This work is not currently identified as high priority by Staff due to competing Capital needs that the City is facing as a result of the significant backlog of work related to maintaining the current condition of our infrastructure, while trying to balance the needs of our community and working towards mitigating and adapting to climate change.



Access Analysis - Considine Ave to Christie Street, Port Dalhousie

Lake Ontario

Simcoe Street

Masefield Ave.

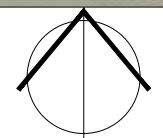
Graham Ave.

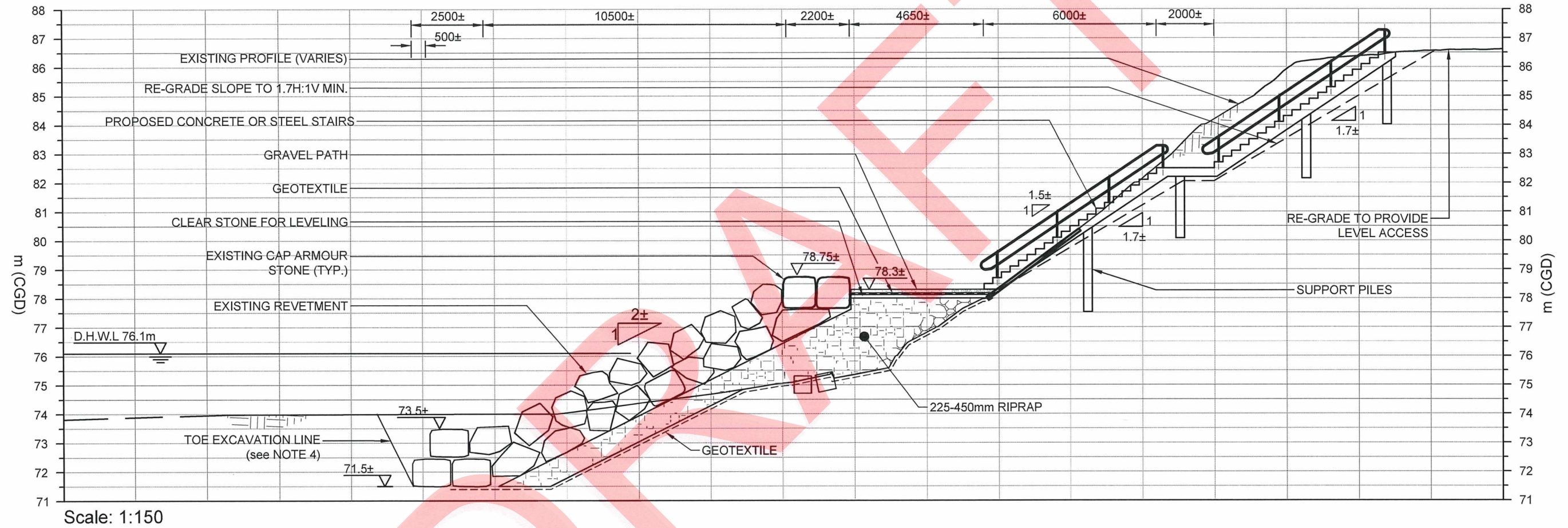
Pawling Street

Colton Ave.

Martindale Pond

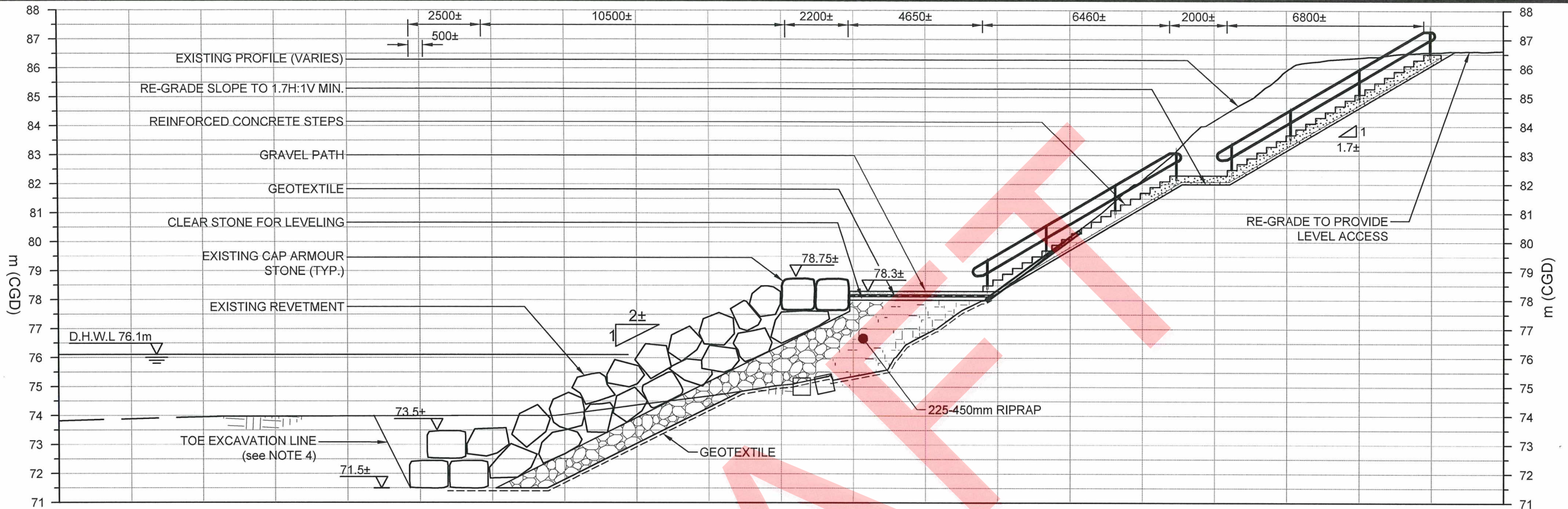
Public Stairs to Lake Ontario - Preliminary Only



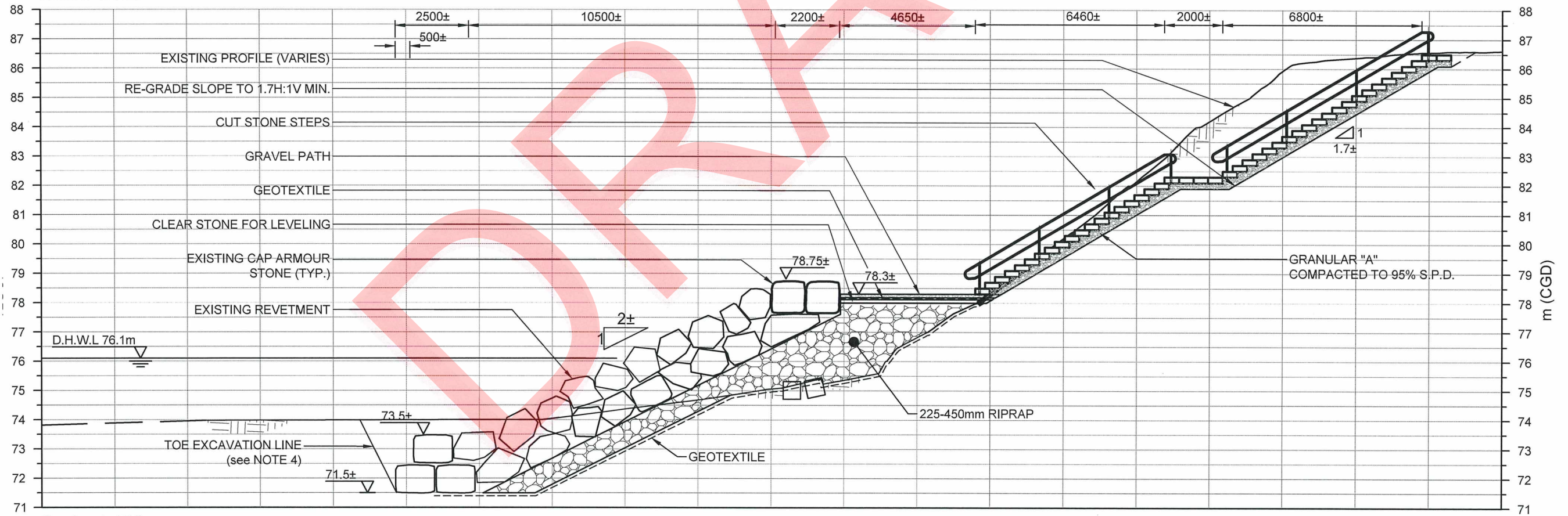


Project: 21-3525
Scale 1:150
SHOREPLAN

Figure 2
City of St. Catharines - Abbey Mews Access Study
Pile Supported Stairs



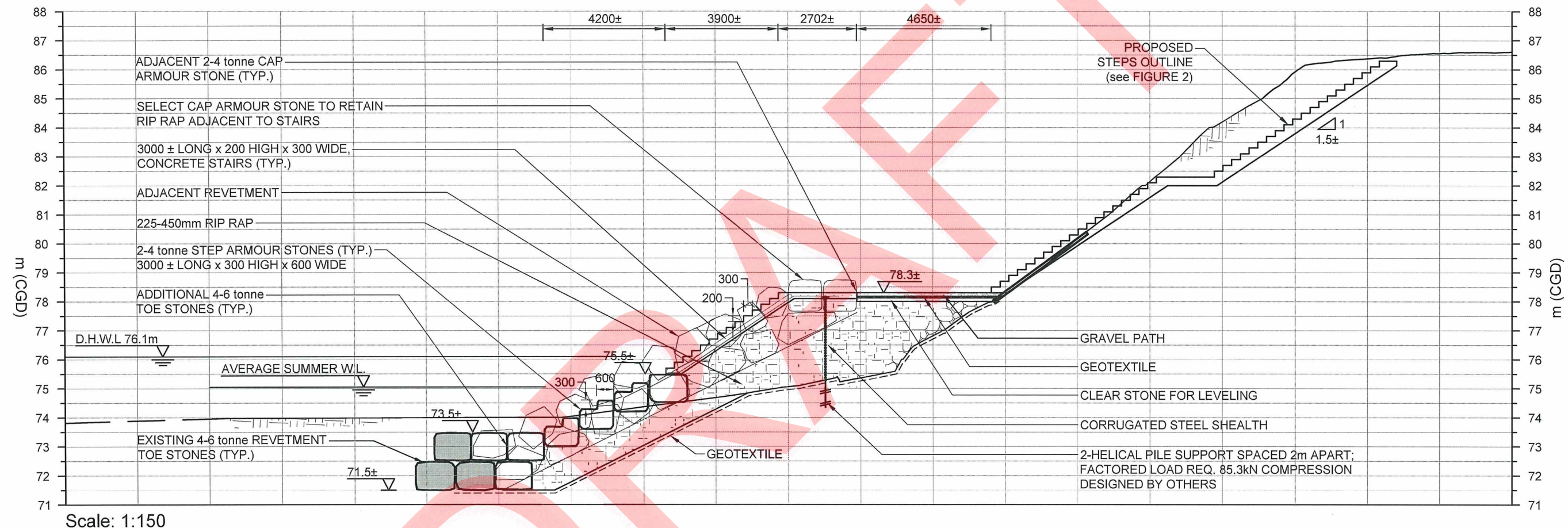
Scale: 1:150

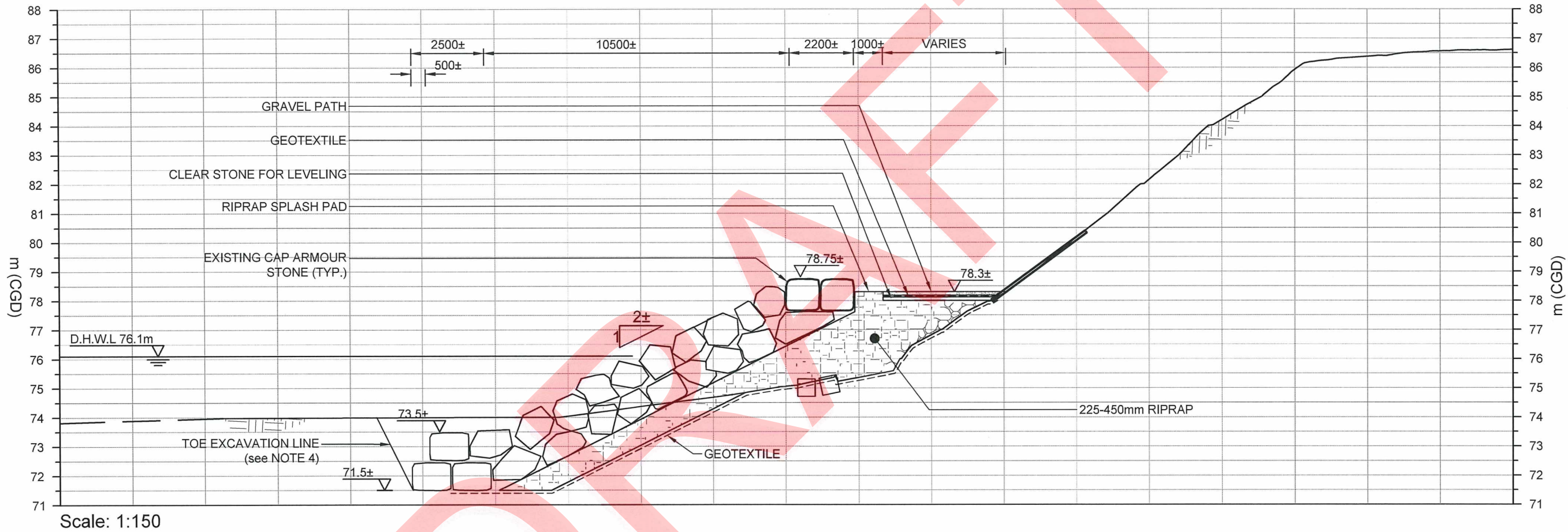


Scale: 1:150

Project: 21-3525
Scale 1:150
SHOREPLAN

Figure 3
City of St. Catharines - Abbey Mews Access Study
Stairs on Grade





Dear City Council,

We are opposed to building out public beach access at the end of Christie St. If the city has the budget for a stair project the staircase leading down from Simcoe St to Rennie Park is heavily used and in desperate need of repair. The Masefield staircase was used by a relatively small number of people, "In the know" as private watercraft storage, launching, and sunbathing.

The presentation at the October 19, 2021 budget meeting glossed over many concerns and considerations of new infrastructure projects on the slope of Lake Ontario. Below is a list of concerns we, as residents of Christie St, hope to see addressed at a future city council meeting before any stairs project gets green lit.

1) Financial

- a) Is there a maintenance budget? who is going to come pick up all the trash that will be created, fix winter damage (every winter there's a solid 10 foot wall of ice against the shore), check water quality, install and maintain proper lighting, and all the other attendant costs of maintaining a public beach?

2) Environmental

- a) Has the NPCA been consulted on the impact of building on the slope? It is our understanding that the slope falls under their purview.
- b) The 20 feet of beach only exists at the mercy of The International Lake Ontario - St Lawrence River Board and the International Joint Commission which, together, govern the level of Lake Ontario. In the time we have lived in the neighborhood we have only seen this sandy beach appear once during the summer of 2021. Other times the water rises and laps against the private shore protection work of 64 Christie St.

3) Public Safety

- a) There is a fire hydrant at the end of Christie St that people already park in front of regularly despite "No Parking" signage immediately adjacent. Parking within three meters of a fire hydrant is illegal but with no enforcement this fire hazard continues and would only worsen with a public staircase to the shore.
- b) Given the existing issues of overcrowding at Lakeside and Sunset beaches, how does this city intend to control crowds within the small confines of Port Dalhousie?
- c) How does the city plan to prevent another Decew Falls type scenario? The armor stone and rip rap shore protection is an unsafe surface for public use and a staircase directly to it would encourage people to treat it like a playground.
- d) Will the city be installing and maintaining buoys to protect swimmers from jet skis? We often observe jet skiers very close to the shoreline.

4) Transparency

- a) The "Save the Masefield Stairs" effort is being organized in a private Facebook Group and, as far as we know, none of the people that actually live on Christie St

have been brought into the discussion. We only found out about the effort through a friend in the area who sent us screenshots of the private group.

5) Reality of Pre Shore Protection Conditions

- a) The quality of the beach accessible from the Masefield stairs was poor. It was narrow and contained the remnants of construction projects and ad hoc shore protection efforts including concrete with exposed rebar, tree trunks, and other debris.
- b) It was stated in the meeting that the quality of the bottom of the lake was compromised by CRL's construction operations. We had a bird's eye view of a majority of the work and interacted with CRL daily. They took enormous steps, under the supervision of environmental agencies, to protect the integrity of the lake bed and wildlife to the best of their abilities. The remnants of old shore protection efforts, ladders, bicycles, and other trash were there long before CRL began work and is the result of decades of people treating Lake Ontario as a dumping ground. The shore is in much better condition now after CRL's efforts than before.

We look forward to a future council meeting where the above concerns will be addressed before any new infrastructure project is funded and green lit. It is our hope that, even with the enthusiasm and sense of urgency imparted at the budget meeting, that city council understands that this is not an emergency. Full consideration to the ramifications of building public beach access in the middle of Port Dalhousie needs to be carefully considered.

Thank you for your time and attention to this matter. We feel this issue may become an inflection point to the ongoing quiet enjoyment of our small neighbourhood.

Memorandum

To: City Council

Cc: Senior Leadership Team

From: David Oakes, Chief Administrative Officer

Date: November 8, 2021

Subject: Fire Asset Capital Requirements and Concerns

The purpose of this memo is to provide a direct response to Council regarding the City's fire assets and their upcoming capital budget requirements.

The following information is intended to provide an overview of the City's fire assets, and propose an alternative capital funding and implementation strategy which is intended to focus on the most critical assets while also allowing for an innovative approach to a Fire Station #1 redevelopment concept.

Fire Asset Renewal

The City of St. Catharines developed a Master Fire Plan (MFP) to evaluate the current capacity of Fire Services (FS), to support the City's Strategic Plan, and address current and future risks in the community.

In 2017, the Master Fire Plan presented to Council identified Fire Stations #1, #2 and #3 as candidates for replacement. The City also decommissioned its existing fire training tower after an engineering study confirmed that planned repairs and maintenance would be cost-prohibitive due to extensive structural damage.

As part of the 2019 Capital Budget, Council approved \$1,800,000 to construct a new fire training tower to replace the existing training tower on Renown Road.

Furthermore, in 2020, the City engaged Hossack & Associates Architects & AW Hooker Quantity Surveyors to conduct a site and building feasibility study for the three fire stations identified as replacement candidates in the 2017 Master Fire Plan, plus Fire Station #6, which was also flagged as a candidate for extensive renovations for similar reasons. The study confirmed all four stations and the training tower are reaching or have reached the end of their useful life and will require repair or reconstruction to address a growing list of concerns and operational challenges, including:

Age of Assets/End of Useful Life:

Three of the fire stations (Fire Station #1, #2 and #3) are over 50 years old, and the training tower which has already been decommissioned is over 40 years old. Given the age and the condition of these facilities, the ongoing annual cost to maintain and upgrade them is substantial, and all of the facilities listed will require substantial repair in the near future to continue to meet the functional needs of Fire Services.

Inclusivity and Diversity Concerns:

Many of the spaces within the City's fire stations were designed decades ago and were done so in a way that failed to anticipate the need for separate living quarters and washrooms for male, female and transgender staff. The 1998 Master Fire Plan identified this as a concern, and since then, there have been a number of instances where staff have voiced their concerns and discomfort about the need to share washrooms, change rooms and living quarters. As the City continues to place an emphasis on diversity and inclusivity for all residents and staff, the living quarters, washrooms and change rooms at the City's fire stations remain a major concern. In addition, in order to diversify the workforce and improve recruitment efforts based on this objective the workplace needs to be able to provide appropriate accommodations.

Operational Challenges and Requirements:

- A number of fire trucks (7, 10, 12, 17) do not fit, or are difficult to fit through the bays of at least one fire station which removes the ability to properly house the trucks within the stations.
- The current electrical and mechanical systems do not support the use of current equipment required by Fire Services.
- It is recommended that Fire Services operates a Class C boat (20 feet) given the frequency of use in Lake Ontario. Current facilities only support the size requirements for a 15-foot boat. It is important to note St. Catharines is the only service that works year-round with the ability to provide inland water rescue.
- There are no facilities for the inspection or testing of Personal Protective Equipment (PPE).
- There are no facilities to dry water rescue gear or firefighting bunker gear.
- Current facilities do not provide the proper area for the decontamination and cleaning of equipment.
- The facilities do not accommodate the equipment storage needs of Fire Services.
- The facilities do not provide enough room for physical fitness training equipment which is critical to the health and wellness of Fire Services staff.

Accessibility Requirements:

Fire Services continues to use its facilities for public education with residents and, specifically, schools. Because of this, it is important that each station is equipped with at least one accessible washroom facility. Additionally, the truck floor and kitchen at each station must meet accessibility standards to accommodate staff and outside of contract workers who may have accessibility needs.

Live Fire Training and Burn Building:

Since the training tower has been decommissioned, Fire Services has not been able to provide adequate training to its staff, including new recruits.

The independent study, along with Fire Services developed an asset renewal plan that addressed the four fire stations and the fire training tower based and prioritized them based on overall need. The relocation and reconstruction of Fire Station #1 was identified as a top priority which is reflected in the table below:

2022 Capital Budget & Forecast 2023-2026						
Fire Service	2021	2022	2023	2024	2025	TOTAL
Renewal						
FS #1	\$250,000	6,500,000	6,500,000			\$13,250,000
FS #2				6,000,000		\$6,000,000
FS #3 - rebuild station					6,000,000	\$6,000,000
FS #6 - addition & renovation					2,000,000	\$2,000,000
TOTAL BY YEAR	\$250,000	6,500,000	6,500,000	6,000,000	8,000,000	\$27,250,000

Fire Station #1 Challenges and Concerns

The existing Fire Station #1 site at 64 Geneva contains a site area of 0.74 acres. Given the size of the property, the City would have to acquire a number of adjacent properties in order to satisfy the space requirements for a reconstructed Fire Station #1 and training tower. Additionally, the location of 64 Geneva Street is not ideal for a Fire Station or training tower as the City has changed considerably since the station was first constructed. Due to these concerns, staff are seeking an alternative site to relocate and reconstruct Fire Station #1 and the training tower.

To date, two alternative sites have been considered by staff. Each site has implications that extend beyond Fire Services should Fire Station #1 and the training tower be relocated – these implications include an impact on other City facilities, residents in the surrounding areas, and key redevelopment opportunities - and thus, staff are recommending further site analysis before making a recommendation for a location for Fire Station #1.

Given the additional analysis required, staff are proposing a revised renewal plan that prioritizes Fire Station #2 and addresses more immediate capital budget concerns.

Revised Renewal Plan

Staff are proposing the reprioritization of the Fire Service assets requiring renewal, which would have Fire Station #2 addressed first, giving staff additional time to ensure an appropriate site is selected for the relocation of Fire Station #1. In this revised plan, the capital budget requirement for 2022 decreases from \$6.5 million to \$6.0 million. Staff are also proposing the reallocation of \$2.0 million reserved for the fire training centre to further offset some of the capital requirement in 2022, as the training centre will likely be included with the Fire Station #1 relocation. The result of this revised plan would be a \$4.0 million capital requirement in 2022 and a \$2.5 million reduction in the original proposed debt funding.

2022 Capital Budget & Forecast 2023-2026						
Fire Service	2021	2022	2023	2024	2025	TOTAL
Renewal						
FS #2	\$250,000	6,000,000				\$6,250,000
FS #1			6,500,000	6,000,000		\$12,500,000
FS #3 - rebuild station					6,000,000	\$6,000,000
FS #6 - addition & renovation					2,000,000	\$2,000,000
TOTAL BY YR for facilities	\$250,000	6,000,000	6,500,000	6,000,000	8,000,000	26,750,000
LESS Funding Allocation (Training Centre)		(2,000,000)				
TOTAL BY YR for facilities LESS Allocations		4,000,000	6,500,000	6,000,000	8,000,000	

This revised plan addresses the concerns and operational challenges identified in the Master Fire Plan and independent study completed in 2020 through the reconstruction of Fire Station #2. It allows for Fire Services to address several critical needs which have been detailed in this memo, while reducing the short-term capital budget requirement. Furthermore, it allows staff to balance the needs of Fire Services with the rest of the Corporation and deliver on several key priorities, including diversity, equity and inclusion, public safety, and health and safety of the workforce.

It is imperative to note that the City is approaching a stage where these assets must be replaced. This revised plan attempts to satisfy the needs of Council and the capital budget while still addressing critical needs within the Fire Services department. Staff will continue to work with Council to identify solutions that allow for infrastructure needs to be addressed while balancing the capital budget requirements of the City.

David Oakes
Chief Administrative Officer

Memorandum

To: Mayor and Council

Cc: Dave Oakes, Senior Leadership Team

From: Kristine Douglas

Date: November 8, 2022

Subject: Draft 2022 Capital Budget, 2023-2026 Forecast - Amendments

Attached are the known impacts of the amendments that have been submitted for Council's consideration on Monday November 8, 2021 for the draft 2022 Capital Budget and 2023-2026 Forecast.

Respectfully Submitted,



Kristine Douglas
Director Financial Management Services/City Treasurer

2022 Capital Budget Proposed Amendments Summary

Adj #	Description	Councillor	Capital Budget Sch #	2022-2024	2022	2022				2022		
						External Grants/ Reserves	Rate Support & COOR	Tax Supported COOR	Debt	Total Funding	Impact on Debt Ratio - 2023	Impact on Median Household
From Adj details on separate sheets				Total all yrs	Gross Cost							
1	Masefield Stairs Option 1 Masefield Stairs Additional Costs	Garcia	SCH C	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ 10,000	\$ 190,000	\$ 200,000	0.010%	\$ 0.14
2	Option 2	Garcia	SCH C	300,000	300,000	-	-	15,000	285,000	300,000	0.020%	\$ 0.22
3	Defer Fire Hall #1	Siscoe	SCH O	(500,000)	(500,000)	2,000,000	-	-	(2,500,000)	(500,000)	-0.150%	\$ -
4	Moffatt St Secondary Access	Littleton	SCH B	3,500,000	1,000,000	-	-	50,000	950,000	1,000,000	0.060%	\$ 0.71
5	Regional Projects Reprioritization Remove Burgoyne Woods Parking	Sendzik	SCH K	-	(3,496,200)	32,800	(1,774,176)	6,000	(1,760,824)	(3,496,200)	-0.100%	\$ 0.09
6	Lot (P21-143)	Sendzik	SCH M	(135,000)	(135,000)	-	-	(7,000)	(128,000)	(135,000)	-0.010%	\$ (0.10)
TOTAL				\$ 3,365,000	\$ (2,631,200)	\$ 2,032,800	\$ (1,774,176)	\$ 74,000	\$ (2,963,824)	\$ (2,631,200)	-0.170%	\$ 1.06

Adj #	Description	Councillor	2023	2023					2023	
			Gross Cost	External Grants/ Reserves	Tax Support	Rate Support & COOR	Tax supported COOR	Debt	Total Funding	Impact on Debt Ratio - 2023
From Adj details on separate sheets										
1	Masefield Stairs Option 1	Garcia								
	Masefield Stairs Additional Costs									
2	Option 2	Garcia								
3	Defer Fire Hall #1	Siscoe								
4	Moffatt St Secondary Access	Littleton	\$ 500,000				\$ 27,500	\$ 472,500	\$ 500,000	0.030%
5	Regional Projects Reprioritization	Sendzik	3,496,200	(32,800)		1,774,176	(6,000)	1,760,824	3,496,200	0.100%
	Remove Burgoyne Woods Parking									
6	Lot (P21-143)	Sendzik								
			\$ 3,996,200	\$(32,800)	\$ -	\$ 1,774,176	\$ 21,500	\$ 2,233,324	\$ 3,996,200	0.130%

2022 Capital Budget Proposed Amendments Summary

Adj #	Description	Councillor	2024	2024			2024	
							Impact on Debt Ratio - 2023	Impact on Median Household
			Gross Cost	COOR	Debt	Total Funding		
From Adj details on separate sheets								
1	Masefield Stairs Option 1	Garcia						
	Masefield Stairs Additional Costs							
2	Option 2	Garcia						
3	Defer Fire Hall #1	Siscoe						
4	Moffatt St Secondary Access	Littleton	\$ 2,000,000	\$ 120,000	\$ 1,880,000	\$ 2,000,000	0.100%	\$ 1.71
5	Regional Projects Reprioritization	Sendzik						
	Remove Burgoyne Woods Parking							
6	Lot (P21-143)	Sendzik						
			\$ 2,000,000	\$ 120,000.00	\$ 1,880,000.00	\$ 2,000,000.00	0.10%	\$ 1.71



Corporate Report City Council

Report from: Financial Management Services, Director

Report Date: November 1, 2021

Meeting Date: November 8, 2021

Report Number: FMS-175-2021

File: 10.57.12

Subject: Preliminary Estimate 2022 City Tax Rate

Strategic Pillar:

This report aligns with the following St. Catharines Strategic Plan pillars:



Recommendation

That Report FMS-175-2021, regarding Preliminary Estimate of the 2022 City tax rate, be received for information.

Summary

This reports the preliminary estimate 2022 City tax rate for Council's consideration.

Relationship to Strategic Plan

The preliminary estimate 2022 City tax rate supports all pillars of Council Strategic Plan.

Background

On October 19, 2021 staff presented the City's Departmental Expenditure and Non-Tax Revenue and Parking Meter Reserve Update to Council with a Net City Expenditure increase of 4.76% from 2021. On November 3, 2021 Council received presentations from the City's Agencies, Boards and Commissions (ABCs).

Report

Table 1 below summarizes the City's total net expenditures for 2022 including its ABCs.

TABLE 1

Description of Item	Dollar (in 000's)	% Change from 2021
Draft 2022 City Departmental Operating Expenditures	\$104,968.3	5.13%
ABCs 2022 Budgets:		
St. Catharines Transit Commission	\$14,044.0	2.99%
St. Catharines Public Library Board	\$5,876.4	3.50%
Niagara District Airport	\$447.1	2.36%
FirstOntario PAC (includes \$71K for property insurance responsibility of City as owner of the facility)	\$1,716.0	3.50%
Total Estimated City's 2022 Expenditure Budget	127,051.8	4.78%
Non-Tax Revenues	(11,075.0)	(8.28%)
Net Tax Levy for 2021	\$115,976.8	4.45%

Based on the total City expenditures and net tax levy amount for 2022 in Table 1 above, Table 2 below displays the impact on the median residential home for 2022 with an assessed value of \$254,000.

TABLE 2

	2022	2021	\$ Change	% Change
CVA – Median Household	<u>\$254,000</u>	<u>\$254,000</u>	<u>\$0</u>	<u>0.00%</u>
City	\$1,652.45	\$1,586.44	\$66.01	4.16%
Hospital	<u>31.39</u>	<u>\$31.48</u>	<u>(\$0.09)</u>	<u>(0.29%)</u>
Sub-Total City	\$1,683.84	\$1,617.92	\$65.92	4.07%
Infrastructure Levy @1.5%	\$23.67	\$23.19	\$0.47	2.03%
Total City	<u>\$1,707.51</u>	<u>\$1,641.11</u>	<u>\$66.40</u>	<u>4.05%</u>

As shown in the table above, the current position of the City's 2022 operating budget results in an annual increase in the City portion of property taxes on the median household of \$66.40 which equates to:

- \$5.53 per month, or
- \$1.28 per week, or
- \$0.18 per day.

This is based on the tax ratios remaining the same in 2022 as 2021. The tax ratios are part of tax policy which in a two-tier system is the responsibility of the upper tier, which in our situation is the Region of Niagara.

At its meeting of April 19, 2021, the BSC provided guidance for the 2022 overall expenditure budget increase of 1.3% and 2.3%.

The following is information regarding the additional amount required in the current drafted 2022 operating budget to meet this guidance.

To achieve an impact of the median household in 2022:

- of 2.3% - additional expenditure reductions or revenue funding of \$2.02 million would be required
- of 1.3% - additional expenditure reductions or revenue funding of \$3.17 million would be required

Financial Implications

There are no financial implications involved with the Council receiving the Preliminary Estimate 2022 City Tax Rate for information purposes. It is intended, however, to allow Council to continue budget deliberations which will assist with the approval of the 2022 Operating Budget.

Environmental Sustainability Implications

There are no direct environmental implications associated with this report. However, several projects and initiatives included in the 2022 operating budget are pertaining to environment and climate change related investments as the City continues to better align with and enhance connectivity between Council's Strategic Plan and the Corporation's priorities, long-term goals, and initiatives.

Conclusion

The annual impact on the median household based on the current expenditures for 2022 for the City departments and its ABCs is \$66.40 or 4.05%.

Prepared and Submitted by

Lucia Chen, Manager, Budgets and Procurement

Approved by

Kristine Douglas, Director, Financial Management Services / City Treasurer



Corporate Report City Council

Report from: Community, Recreation and Culture Services, Programs and Cultural Services

Report Date: October 26, 2021

Meeting Date: November 8, 2021

Report Number: CRCS-178-2021

File: 35.65.10 & 35.65.107

Subject: Correspondence from Rodman Art Institute of Niagara

Strategic Pillar:

This report aligns with the following St. Catharines Strategic Plan pillars: cultural.



Recommendation

That Report CRCS-178-2021, regarding Correspondence from Rodman Art Institute of Niagara, be received for information.

Summary

This report provides context and analysis of the Preliminary Business Plan (Appendix 1) and Request for Early-Stage Funding (Appendix 2) received from the Rodman Art Institute of Niagara (formerly, Rodman Hall Art Centre Inc. or RHAC Inc.) as correspondence to Council (Budget) on September 22, 2021.

Relationship to Strategic Plan

This report supports the Cultural Renaissance Goal of the Strategic Plan: Celebrate the City's rich history, diversity, arts and cultural assets through leadership, promotion and investments that support measurable, sustainable creative growth.

Background

The Rodman Hall Art Centre (Rodman Hall) at 109 St. Paul Crescent was established in 1960 and, over its nearly 60-year existence, became known as a well-respected public art museum. Its exhibits and public events featured internationally celebrated artists from across Canada. In 2003, Brock University purchased the building and its

permanent art collection from a community group, formerly the St. Catharines and District Arts Council, and continued to operate it as an art gallery.

In 2015, Brock University announced its plan to end stewardship of Rodman Hall. In response, the Rodman Hall Alliance, a volunteer, ad hoc group of visual arts professionals, was formed to advocate for saving Rodman Hall as a public art gallery and museum. The Rodman Hall Alliance joined forces with other community groups to form the Rodman Hall Coalition, who, at the direction of the Rodman Hall Advisory Board and Brock University, investigated approaches to transferring Rodman Hall back to the community.

In 2019, the City established the Rodman Hall Task Force, whose purpose was to provide information and recommendations to Council regarding the future of Brock University's Rodman Hall building, grounds and the art collection housed in the facility. The Task Force was composed of representatives from various City Advisory Councils: Arts and Culture, Heritage, Museum, and Public Art. The building and property were sold to a developer in October 2020 before the Task Force recommendations could be presented to Council.

Established in 2019, as a response to the closure of Rodman Hall, the Rodman Art Institute of Niagara ("Rodman Institute"), is a volunteer led, community-based non-profit organization formed to care for the 1000-piece art collection formerly housed at Rodman Hall. Currently operating as a gallery without walls, it is the Rodman Institute's long-term vision to establish a new public art gallery in St. Catharines with a regional mandate and in adherence to all professional museum standards.

The Rodman Art Institute of Niagara's Board of Directors is comprised of:

- Jean Bridge (Chair) – Visual artist and founder of Generator at One - Interactive Media incubator
- N'ora Kalb – Director of Operations at Innovate Niagara, a one-stop resource for entrepreneurs in high growth sectors.
- Ken Lucyshyn – Senior Vice President, Walker Industries
- Reinhard Reitzenstein – Artist/sculptor, professor of art, University of Buffalo
- Shannon Passero – Creator of the innovative design house and fashion boutique, The Post Office, in downtown Thorold.
- Darren Schmahl – Horticulturalist and educator
- Shawn Tylee – Manager, Corporate Affairs, Rankin Construction
- Dr. Peter Vietgen – Professor, Faculty of Education, Brock University and President of the Canadian Society for Education through Art.

At its [August 9, 2021](#) meeting, City Council approved a \$133,905 expenditure from the Civic Project Fund for the removal, storage, and relocation of six sculptures in the Rodman Hall outdoor art collection to various locations in the downtown under a 20-year lease agreement.

In September 2021, the Rodman Institute submitted a Preliminary Business Plan (Appendix 1) and Request for Early-Stage Funding (Appendix 2) as correspondence to Council (Budget). At its meeting on [September 22, 2021](#), Council (Budget) passed the following motion:

That staff be directed to prepare a report in response to the correspondence received from the Rodman Hall Art Centre Inc., including the impact of and options for funding.

Report

The Rodman Institute has completed a Preliminary Business Plan (Appendix 1) which outlines its short-term strategy for organizational development, collection management, artistic programming, audience development, community engagement, and strategic planning. It is requesting early-stage funding (2022 to 2024) from the City to directly support its strategic planning work to develop a new public art gallery in St. Catharines. In 2022, the \$75,000 contribution would be directed toward community consultations and visioning led by professional consultants to be selected through an RFP process. A needs assessment and market analysis would then follow in the second year. In the third year, the focus would shift to site selection, a feasibility study, and partnership development for the capital project needed to develop a permanent, purpose-designed, and purpose-built public art gallery in the downtown cultural corridor. More details can be found in the Rodman Institute's Request for Early-Stage Funding (Appendix 2) and Funding Primer (Appendix 3).

Contribution from Brock University

In a Memorandum of Agreement (MOA) with the Rodman Institute (then RHAC Inc.) dated August 9, 2021, Brock University agreed to issue a gift agreement, once the Rodman Institute receives confirmation of its status as a registered charity from the Canada Revenue Agency, for the following:

- The entire 1,000+ piece art collection formerly housed at Rodman Hall Art Centre, and;
- Two endowments, the Hansen Fund (valued at \$556,910.51 as at May 1, 2021), and the Governor's Fund (valued at \$444,807.57 as at May 1, 2021), with a combined value of almost \$1M and annual proceeds of approximately \$40,000, and;
- Providing up to \$700,000 (held in reserve) for the removal, storage and maintenance of the collection during the organization's start-up period (up to 5 years).

The Rodman Institute has already submitted its application and expects to receive charitable status by Spring 2022. With these key resources in place, the collection, the endowments, and the financial reserve, combined with a committed Board of Directors, the Rodman Institute has a strong foundation that the community can build upon and, according to Zhe Gu, Visual Arts Officer at the Ontario Arts Council, "all the ingredients for a successful public art gallery".

In the interim, Brock University has assigned responsibility for the Rodman Hall art collection to the Rodman Institute, which has conducted a comprehensive audit of the collection (detailed examination, inventory, and documentation) and moved the artwork to storage facilities capable of providing museum standard conditions, such as climate control and security.

The collection is valuable and comprised of over 1,000 objects including paintings, drawings, prints, and sculptures by Canadian, American, and European artists from the past three centuries. While the collection includes some works by famous European artists such as Picasso, Chagall, Matisse, and Henry Moore, its focus is on Canadian artists both historical and contemporary, including the Group of Seven. The collection also includes works by leading modern and contemporary artists. The Rodman Institute describes the art collection as a treasured resource for the community that is “a comprehensive record of artistic expression, collecting and philanthropy in Canada and Niagara” with twenty percent (20%) of the works certified as Canadian Cultural Property because of their national significance.

Operating as a Gallery Without Walls

As a new organization, the Rodman Institute must establish a track record by demonstrating its value through creative programming and community engagement. Because the collection is in storage, the Rodman Institute has developed innovative strategies to operate as a gallery without walls, including:

- Gathering increasing levels of copyright permissions so that works in the collection can be used in online catalogues, marketing, and digital exhibitions, and;
- Developing interpretive materials for the outdoor sculptures that will be relocated from Rodman Hall to create a downtown public art walk, and;
- Creating large-scale, high-impact vinyl outdoor murals in downtown St. Catharines presenting significant works from the collection, and;
- Presenting a large-scale creative exhibition in 2024 involving works from the collection, in collaboration with art galleries throughout the Niagara region.

Temporary, digital, collaborative and popup art projects are intended to keep the collection present as a community asset and will be funded with project grants from government agencies at the municipal, provincial, and federal level, and help the Rodman Institute establish the minimum three-year organizational track record of activity needed for it to then seek annual operating funding.

Developing a Sustainable Funding Model

The short-term focus for the Rodman Institute during this start-up phase is on building its organizational capacity (establishing legal, accounting and HR frameworks) and developing a sustainable funding model. Political will and financial support from the community will be key to the Rodman Institute’s near-term survival and future viability. The previous Rodman Hall Art Centre relied on Brock University as its parent entity and primary funder, so the new Rodman Institute will need to broaden its base of financial

support to include government and grant-based funders, philanthropic donations, sponsorship and earned revenues, among other revenue streams.

On the other hand, the previous Rodman Hall Art Centre was also contending with a heritage building and all the associated overhead and maintenance costs and accessibility issues, whereas the Rodman Institute is unencumbered and free to vision a new public art gallery that can be purpose-designed and purpose-built with accessibility and environmental considerations incorporated from the outset.

Early indication from funders such as Canadian Heritage, Ontario Arts Council and the Niagara Region have been promising and some view the Rodman Institute as the next iteration of the Rodman Hall Art Centre and, therefore, perceive it not as a new organization but one with a 60-year history.

Early-stage support from the City is an indicator to other funders and will have a leveraging effect as the Rodman Institute seeks project funding from various government agencies and develops relationships with the private sector. The Preliminary Business Plan (Appendix 1) includes a Comparison of Municipally-Funded Art Galleries, showing recognized comparator cities contributing as little as \$0.68 per capita in Kitchener-Waterloo and as much as \$4.05 per capita in Cambridge. The Rodman Institute is committed to integrated planning with the City as a key stakeholder and its strategic and feasibility planning process will explore different partnership models and relationship options involving both the City and the Region.

Funds Requested from the City

Table 1 below outlines how the funds requested from the City would be utilized by the Rodman Institute of Niagara. Beginning in 2023, staff recommend that the Rodman Institute reevaluate its staff funding model and present a self-sustaining funding model to Council for consideration. As the Corporation continues to navigate the effects of the COVID-19 pandemic and the uncertainty of the impact future waves will have on financial recovery, it is recommended that alternative funding models be explored for the Rodman Institute's staffing expenditures.

Table 1: Rodman Institute of Niagara's Usage of City Funds

City of St. Catharines Early Stage Investment in Development of Public Art Gallery - Deliverables and Allocation of Expense					
<i>Deliverables</i>	2022	<i>Deliverables</i>	2023	<i>Deliverables</i>	2024
Community & Stakeholder consultation - vision & market assessment	20,000.00	Economic Impact Study process & report	\$20,000.00	Feasibility Study (40% of cost) process & report	\$20,000.00
Strategic Planning process and comprehensive Strategic Plan	30,000.00	Site Selection process & report	\$35,000.00	Contract Strategic Plan for operation and capital project	\$20,000.00
Staff (30% of Executive Director)	25,000.00	Staff (50% of Executive Director)	\$45,000.00	Staff (50% of Executive Director and administrator)	\$85,000.00
	75,000.00		\$100,000.00		\$125,000.00

Financial Implications

The Rodman Institute of Niagara is seeking funding of \$75,000 from the City of St. Catharines. These funds would be directed toward its strategic planning process and the necessary feasibility and market studies needed to establish a new public art gallery in the downtown, as well as the necessary staff to coordinate and advance this process in 2022.

The future years funding requests for 2023 (\$100,000) and 2024 (\$125,000) would be conditional on the presentation of a strategic plan and annual operating results of the previous year (2022 and 2023, respectively).

The \$75,000 requested by the Rodman Institute is not currently included in the draft 2022 operating budget as the request was received after the draft operating budget was prepared for submission to Council. The additional \$75,000 would represent approximately \$1.07 or 0.06% City property tax increase on median household in 2022.

Environmental Sustainability Implications

There are no environmental implications associated with this report.

Conclusion

With the closure of Rodman Hall Art Centre, the valuable permanent art collection previously housed in that facility is now in the care of the Rodman Art Institute of Niagara, a new non-profit organization committed to re-establishing a public art gallery in St. Catharines. During this three-year start-up phase, the Rodman Institute will focus on doing the foundational work necessary to develop its organizational capacity, programming track record and strategic plan to develop a permanent, purpose-designed, and purpose-built public art gallery in the downtown cultural corridor.

Prepared by

Noora Rizvi
Culture Supervisor

Submitted by

Lori Mambella
Manager, Programs and Culture Services

Approved by

Phil Cristi
Director, Community, Recreation and Culture Services

Appendices

- Appendix 1 – Preliminary Business Plan
- Appendix 2 – Request for Early-Stage Funding
- Appendix 3 – Rodman Funding Primer

RODMAN HALL ART CENTRE, Inc.



PRELIMINARY BUSINESS PLAN

FOR START-UP PHASE

2021-2024

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EXECUTIVE SUMMARY

This report lays out dynamic plans by Rodman Hall Art Centre, Inc. (RHAC, Inc.) for continuing the legacy and benefits of a professional-level public art gallery in St. Catharines. In the coming three-year start-up phase, RHAC, Inc. will lay the foundations for the establishment of a vibrant new visual arts presentation venue that will deeply engage and reflect our community.

We begin with the remarkable gift from Brock University to the community of the 1000-piece Rodman Hall Art Centre collection. These art treasures will form the core of a future art gallery. In addition to the collection, Brock University has generously provided significant funding and endowments that will enable care of the collection and planning for its new home. Brock University's community-spirited support for the arts in the region will, we trust, be matched by new civic partnerships and philanthropy necessary to allow the community to realize a cultural goal central to the quality of life in our region.

RHAC, Inc. proposes in this Preliminary Business Plan innovative ways to honour Brock University's gift of the collection and link it to sustained robust exhibition of visual arts during the 3-year start-up period between 2021 and 2024 during which we will operate as a gallery without walls. RHAC, Inc. will focus during this time on:

- care for and store the community's art collection;
- presentation of early-stage art exhibits and other programs featuring the collection — online, on the street, and in collaboration with other cultural institutions;
- establishment of new sustaining partnerships and private-sector fundraising; and • pursuit of comprehensive planning for a new public art gallery.



Our community can, with growing commitment and support from donors, civic and other governments, ensure that the visual arts enjoy a prominent place in the dynamic cultural ecosystem we are building in Niagara. Over the past decade, strategic investments in cultural amenities such as the First Ontario Performing Arts Centre, transportation and urban design infrastructure, and in bolstering the creative activity of artists have resulted in flourishing urban spaces is positively impacting our economy. Niagara hosts award-winning theatre, music and arts festival offerings that engage residents and attract visitors to our region. The establishment of a new and significant public art gallery will be a vital complement to the culture, entertainment and gastronomic scene our communities have nurtured.

Such new arts infrastructure is critical to achieving the vision expressed in ambitious planning reports that guide development of the Region and the City of St. Catharines.

Over the next several years — with early-stage, incremental investments of \$75K in 2022, \$100K in 2023 and \$125K in 2024 by the City of St. Catharines — RHAC, Inc. will demonstrate the value of innovative and accessible visual art programming and collaborate with the City in strategic and feasibility planning for new arts infrastructure. This start-up funding will support staffing hires and engagement of professional strategic and feasibility planning services that will lay a firm foundation for a new public art gallery and its sustainability over time. Such funding and careful planning will enable RHAC, Inc. to also attract necessary support and commitment from new partners, stakeholders, and donors.

This Preliminary Business Plan outlines the priorities and goals for this work over the short- to medium-term. It details the many programs and activities necessary to achieve these goals and the timeframe in which these will be achieved. This plan is broken out into 6 main program areas — collection management, artistic program, community engagement, strategic planning, administration and volunteers — with strategies to advance each core program as listed below.

<i>Collection Management</i>	<i>Artistic Program</i>	<i>Community Engagement</i>	<i>Strategic Planning</i>	<i>Administration</i>	<i>Volunteers</i>
Move & Store	Collaborate to Exhibit Collection	Resonant Communications and Brand	Environment, Vision, Benchmarks	Expand, Mature Operations	Foster and Manage Volunteer Programs
Facilitate Access	Present Contemporary Artists	Community Visioning and investment	Mid-term Plan, Stakeholder Commitments	Operational Systems	
Manage	Complementary Outreach Activities	Sustainability Partnerships and fundraising	Site Selection, Feasibility Study	Agreements, Approvals, Governance	
			Capital Planning	Grow and Diversify Revenue from all sources	

The budget modelling summarized below and itemized in the full budget at the end of this Plan (see pages 17-19) is predicated on an early (2022, 2023, 2024) investment from the City of St. Catharines and the generous gift from Brock University. This budget reflects the focus on the art collection with its move to and maintenance in museum storage facilities. This budget provides for modest artistic programs (exhibitions, projects and events) and envisions, in 2024, an ambitious region-wide installation art festival that will be carried out as a collaboration between multiple art galleries in the region and private-sector partners. This budget includes expansion of human resources necessary for operation and investments in professional expertise to conduct strategic and feasibility planning. Ramping up fundraising, sponsorships, government and arts council grants, new partnerships and earned revenues will, along with civic and Brock University contributions, enable RHAC, Inc. to meet start-up and planning goals. Clear expectations of the performance by RHAC, Inc. in the coming 3 years (see pages 13-15) will assure that support from all sources is effective.

RHAC NEAR-TERM OPERATIONS BUDGET SUMMARY				
	2021	2022	2023	2024
REVENUE				
Earned	202,500.00	2,000.00	15,000.00	19,500.00
Grants - City		75,000.00	100,000.00	125,000.00
Grants - Region	10,500.00	13,000.00	15,000.00	50,000.00
Grants - Arts Councils and Government		12,000.00	25,000.00	230,000.00
Sponsorships and fundraising		93,000.00	115,000.00	179,000.00
Endowment interest		40,000.00	40,000.00	45,000.00
Brock University gift	140,000.00	560,000.00		
Total Revenue	353,000.00	795,000.00	310,000.00	648,500.00
EXPENSES				
Exhibitions Projects Events Education	33,500.00	44,700	45,600.00	196,000.00
Collection and storage	233,875.00	140,500.00	146,500.00	152,000.00
Operation including other facility & human resources	85,200.00	231,700.00	279,900.00	357,500.00
Total Expense	352,575.00	416,900	472,000.00	705,500.00

It is important to note that the \$600,000 gift from Brock University will be held in reserve to support the art collection for up to 5 years and to cover unforeseen contingencies during the period of start-up, however long it may be. An update to this plan and budget will be completed by early 2024 when additional information is known regarding the scope of the capital project and full-scale operations of the proposed permanent facility for the RHAC Inc.

INTRODUCTION

Rodman Hall Art Centre, Inc. (RHAC, Inc.) is a not-for-profit, independent, community-based organization committed to advancing the public's appreciation of the arts by caring for our community's art collection and providing a vibrant platform for the visual arts and creative experiences. RHAC, Inc. is in its early stage of start-up focusing in the coming three years on:

- maintenance, protection and public access to the Rodman Hall Art Centre collection;
- exhibitions, creative projects and related public events for the community; ○
- establishing sustaining stakeholder partnerships and private sector fundraising plan; ○
- strategic planning for creating a new permanent public art gallery for Niagara.

This Preliminary Business Plan identifies near-term goals of RHAC, Inc. and outlines the actions we will take to achieve these. It provides clear direction for RHAC, Inc in terms of expected organizational performance and establishes a framework for the measurement of outcomes. To give validity to this Business Plan, particular attention has been paid to the practical implementation of two key concepts:

- (i) development of appropriately scaled activities
- (ii) pursuit of stakeholders and market opportunities

This Preliminary Business Plan takes account of prior achievements, an analysis of strengths, weaknesses, opportunities, and threats (see Appendix A) and continues the process of defining RHAC, Inc.'s future through the development of a set of specific programs, management and marketing goals focusing on:

- (i) early-stage operation to safe-guard and present the collection and support presentation of artistic programs
- (ii) engage the community and increase stakeholder support
- (iii) planning and administration
- (iv) establishment of diverse income bases
- (v) planning for development of future public art gallery facilities

The actions – especially in strategic planning – laid out in this Preliminary Business Plan will create the context for a future capital arts infrastructure project that will continue the momentum of cultural and business development achievements in the City of St. Catharines and benefit the quality of life for the community. This will be achieved through:

- (i) developing partnerships with stakeholders, including artists, arts, cultural and community organizations, business sector (e.g. tourism) as well as Provincial and Federal Government agencies
- (ii) effective and efficient use of resources
- (iii) integrated planning with the City of St. Catharines and the Niagara Region
- (iv) marketing and promotion
- (v) acting through collaboration with other cultural institutions and local artistic initiatives

RHAC, Inc. PLANNING STATEMENTS

Mission:

RHAC, Inc. cares for the community's art collection through engagement with the visual arts and creative experiences.

Vision:

RHAC, Inc. is dedicated to collaborative visual art experiences that are inclusive and transformative

STRATEGIC OBJECTIVES

The strategic objectives of RHAC, Inc. for the next 4 years listed below provide an early-stage framework for the actions necessary to demonstrate the benefits of a temporary platform for visual arts in this community and to establish near-term stability within which to plan for a new permanent public art gallery. These objectives are based on the strategic priorities of RHAC, Inc. The objectives are to:

- care for the community's art collection and produce programs that position our new public art gallery as a fundamentally necessary public amenity, accessible to all
- tailor early-stage activities to the capacity of our community to sustain these
- engage visitors where they live – in person or online – in the visual arts through exhibitions, creative projects, and public programs
- expand our capacity for professionalism by securing relevant human resources.
- promote and market our programs and activities to the community
- collaborate with other public art galleries and exhibiting institutions in the region to extend the reach of RHAC, Inc. while it is not situated in a permanent location
- establish new civic, government and private-sector partnerships to sustain its operation

CURRENT ORGANIZATIONAL CAPACITY

RHAC, Inc. has an operational Board of Directors consisting of 8 members representative of the art, business, and education communities. It has executive, negotiating, and communications committees. Incorporated in 2019, RHAC, Inc. has established governance structures that include all necessary legal and financial frameworks to guide its operation.

The Art Gallery employs 3 contractually engaged part-time staff — Administrative Support and Community Engagement Coordinator, Collection Registrar, Collection and Program Assistant. Our board and supporters have devoted many hundreds of volunteer hours to establish governance, business processes, advocacy and planning. As implementation of planning for a permanent facility solidifies beyond this business plan (post 2024), human resources related to operation of a more fully functioning public art gallery will be assessed and updated.

BRIEF HISTORY AND CONTEXT FOR BUSINESS PLANNING

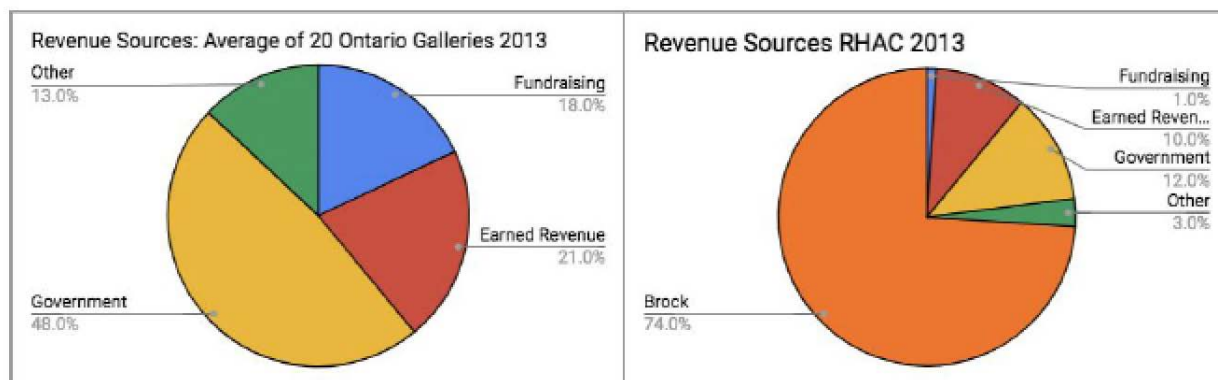
Rodman Hall Art Centre (RHAC) has been our community's public art gallery since 1960. Its extraordinary legacy is exemplary, having provided many hundreds of curated and award-winning exhibitions that celebrated and enhanced the careers of three generations of regional artists and brought the work of outstanding international and nationally renowned artists to this community. RHAC was operated by Brock University between 2003 and 2020 as a university art gallery that also served the St. Catharines community. The gallery's 1000-work art collection of primarily Canadian historical to contemporary art reflects our region and supports appreciation of and scholarship in the arts. RHAC has also contributed significantly to the art education of children, youth and adults in the region.



The gallery typically saw between 25,000 and 30,000 visitors annually with 2400 individuals participating in programs such as classes, workshops, and seminars. Collaborations within the community for programs and events have included: Brock University, Marilyn I. Walker School of Fine and Performing Arts, Niagara Artists Centre, District School Board of Niagara, Niagara Catholic District School Board, Ridley College, Foster Festival, Carousel Players, Willow Arts Community, St. Catharines Historical Society, Festival of Readers, First Ontario Performing Arts Centre, The Friends of Laura Secord, In the Soil Festival, and Culture Days Canada.

Brock University has been the main funding partner and 'parent' of RHAC supplying 74% of its annual operating budget of approximately \$750,000. Other sources of revenue included annual grants by federal and provincial arts councils, income from endowments and earning from community education fees and rentals. New and more diverse funding partnerships must be established to ensure sustainability of a future public art gallery of a similar scope.

The chart below represents 2013 data on funding sources for public art galleries in Ontario as compared to funding sources for Rodman Hall Art Centre. This amply demonstrates the need for municipal investment in our community's art gallery as a critical component of future sustainability.



The chart below maps the level of civic support for public art galleries in cities that are comparable to St. Catharines and provides insight into the range of expectations continuing civic support for our new public art gallery.

Comparison of Municipally-Funded Art Galleries in Ontario					
Gallery and City	Type	Partners	Expense (\$)	Partner support (%)	Municipal support
INDEPENDENT (Primarily Supported by Municipality)					
Art Gallery of Windsor (AGW)	Independent (primarily supported by municipality)	City of Windsor, pop 233,763	\$ 1,548,574.00	In Kind Unbudgeted \$700,00) value (in 2017)	\$2.99 per capita
Kitchener-Waterloo Art Gallery (KWAG)	Independent (primarily supported by municipality)	Cities of Kitchener and Waterloo, pop 601,220	\$ 1,187,287.00	34.80%	\$0.68 per capita
Oakville Galleries (Og2)	Independent (primarily supported by municipality)	City of Oakville, pop 211,382	\$ 1,200,000.00	30%	\$1.70 per capita
Ottawa Art Gallery (OAG)	Independent (primarily supported by municipality via service agreement)	City of Ottawa, pop 934,243	\$ 2,213,297.00	37%	\$0.88 per capita
Art Gallery of Sudbury (AGS)	Independent but primarily supported by municipality, with in-kind support by Laurentian U.	City of Sudbury and Laurentian U., pop 164,926	\$ 613,711.00	30.9%	\$1.14 per capita
Art Gallery of Guelph (AGG)	Independent founded under provincial act. Partnership agreement with City of Guelph, University and School District.	City of Guelph, University of Guelph, School District, pop 135,474	\$ 1,159,780.00	36% from the University of Guelph, 16% from the City of Guelph, .04% from School District	\$1.36 per capita
MUNICIPALLY OWNED FACILITY - INDEPENDENTLY OPERATED					
Maclaren Art Centre Barrie	Facility is municipally owned, Independent organization supported primarily through earned revenues, corporate sponsorships, fundraising events and donors/supporters	Grants (under 10%) each from municipality OAC and Canada Council, pop 153,356	\$ 1,850,000.00	7% municipality/region	0.84 per capita
MUNICIPALLY OWNED AND PRIMARILY FUNDED					
Judith and Norman Alix Gallery (JNAAG), Sarnia	Municipally owned and funded.	County of Lambton, pop 123,399	\$ 1,667,424.00	90%	\$12.16 per capita
Cambridge Galleries (CAG) at the Idea Exchange (The Cambridge Public	Library unit municipally funded.	City of Cambridge, pop 145,623	\$ 842,900.00	70 % plus in kind assistance	\$4.05 per capita
Grimsby Public Art Gallery (GPAG)	Municipally owned and funded. A separate sub-department under Parks, Recreation, Culture and Facilities division. Shares space with Library but separate staff. Budget does not include facility costs.	Town of Grimsby, pop 27,314	\$ 395,000.00	70%	\$10.11 per capita
Woodstock Art Gallery	Municipally Owned and Funded.	City of Woodstock. Population approx 45,000	\$ 800,000.00	70%	\$12.44 per capita
INDEPENDENT					
Niagara Falls Art Gallery	Independent	City of Niagara Falls and Federal Government Grants, pop 48,460	\$ 407,298.00	City of Niagara Falls 8.3%, Federal Grants 17.4%	\$0.69 per capita

Compiled in 2020

As a critical contribution to future sustainability of our community's public art gallery, Brock University has agreed to transfer the RHAC art collection to RHAC Inc. along with 2 endowments. Brock has also provided significant funds to protect and maintain the collection. Brock has enabled a comprehensive audit of the collection which has been conducted by RHAC, Inc. Brock's generosity and potential partnership will continue to be a positive factor in the success of a new public art gallery.

THE ROLE OF A PUBLIC ART GALLERY IN ARTISTIC AND CULTURAL DEVELOPMENT FOR THE COMMUNITY

Arts and cultural development contribute to the well-being of the community in the broadest sense. The visual arts and public galleries are a marker of a community's quality of life. Galleries help define the identity of a community and region by visibly reflecting people, values and places. They engage a community's imagination. Galleries contribute to life-long learning, personal fulfilment, and community participation. A 2019 study for the Canadian Museums Association found that visiting museums can be linked with improved health and wellbeing – equivalent to receiving a monetary bonus of \$1,440 a year.¹ This study also found that for every dollar invested in non-profit museums, society gets nearly four dollars in benefits.

The Ontario Association of Art Galleries Data Exchange aggregate findings on participation and benefit from public art galleries published in 2014 is quantified as follows:

- The presentation of 667 exhibitions involving over 3,400 artists.
- Total attendance of 2.8 million people.
- Over 850,000 participants in the galleries' arts education programs.
- 1,456 staff members, compared with 4,789 volunteers.
- Total operating revenues of \$172 million and operating expenses of \$162 million.²

Cultural industries, including public galleries are a growing and vital part of the economy. A summary in Canadian Art Magazine of the 2016 report by Hill Strategies on culture and the Canadian economy estimated that the direct economic impact of Canada's culture industries was \$61.7 billion in 2014, or 3.3% of the country's GDP; an impact that is ten times that of sports.³ The local cultural sector provides substantial employment and should be viewed as a partner in



promoting Niagara and St. Catharines as a favourable destination for visitors from within the region as well as national and international tourists.

Rodman Hall Art Centre has amply demonstrated how a public art gallery can work in concert with social, cultural and educational organizations to leverage and expand opportunities across sectors. Partnerships with such educational institutions at all levels as well as community and cultural organizations, festivals and presenters have in the past and will continue to be critical in how a new public art gallery serves the community.

Local government plays a vital role in fostering an environment in which arts and cultural activity continue to flourish. This Business Plan is an invitation for the City and other stakeholders to join with RHAC Inc. to position the future public art gallery as an engine for transformative change that will influence innovation and creativity by enhancing the arts, creative activity and future economic prosperity of the region.

¹ Canadian Museums Association, Value Study of GLAMs in Canada, Report for the Ottawa Declaration Working Group. Dec. 2019. ms.ca/site/reportsandpublications/studyglamscanada2020

² Hill Strategies, Ontario Association Of Art Galleries Data Exchange. Nov. 2014. <https://hillstrategies.com/2014/11/26/ontario-association-of-art->

³ Study: Culture Affects Economy More Than Sports and Forestry, Canadian Art Magazine. Jun. 2016. <https://canadianart.ca/news/cultureimpacts-economy/>

CORE PROGRAMS

The following programs have been identified as essential to RHAC, Inc. achieving its Planning Statements, to address its weaknesses and threats, to maximise strengths and opportunities and to succeed in the role of a thriving public art gallery.

A. Collection management

B. Artistic program (Exhibitions, creative projects and related public events)

C. Community Engagement

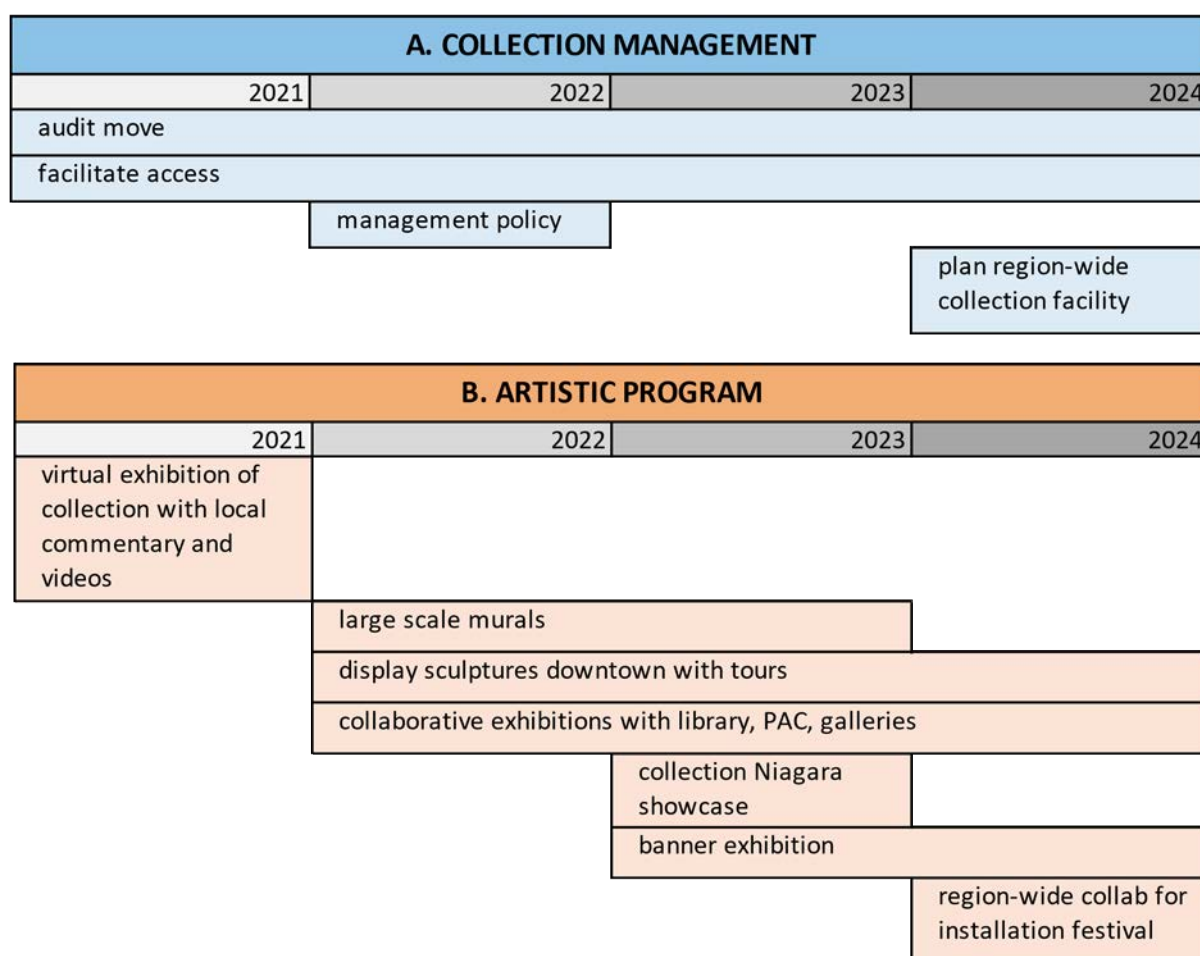
D. Strategic Planning

E. Administration

F. Volunteers

The charts below itemize and provides a timeline for the actions that correspond to key strategies associated with each core program.

This information is further detailed in Appendix B which specifically maps objectives, strategies, actions, time-lines and responsibilities necessary to accomplish each program.



C. COMMUNITY ENGAGEMENT			
2021	2022	2023	2024
board development, rebrand, market, advocacy			
	region-wide marketing collaboration		
	community visioning		
fundraising stratgey	fundraising campaign		
		youth council	
map partnerships	build partnerships		
stewardship plan			
	establish and build endowment		
grants- regional project	provincial and federal project	Canadian Heritage foundations	

D. STRATEGIC PLANNING			
2021	2022	2023	2024
Preliminary business plan	environmental analysis		
	update BP with mid- term and capital planning		
	stakeholder consultations	stakeholder commitments	
		site selection	partnerships and feasibility study
			capital fundraising
			update Business Plan

E. ADMINISTRATION			
2021	2022	2023	2024
collection ownership, approvals from PCH, charitable registration			
	early stage funding agreement City	Funding agreement Region	
HR/contract Collection, admin/CE,	Project coordinators, technicians, grant		
	pt admin coordinator,	pt technician	
	HR/ ft staff Director/curator,	ft Director/curator ft admin coordinator pt program coordinator	ft program coordinator
operation systems, office	systems for HR, financial planning and donor relations, Plan for earned income		

F. VOLUNTEERS			
2021	2022	2023	2024
volunteer plan			
	volunteer drive		
	training and management system		

BENEFITS TO THE COMMUNITY AND MEASURES OF SUCCESS FOR RHAC, Inc. OPERATION AND PROGRAMS

Promote, support and expand access to the visual arts

RHAC, Inc. programs provide access to all people including those from equity-seeking communities. Our early-stage programs are designed to engage and encourage participation in events and public programs in non-traditional formats and in institutional settings where audiences have reason to visit and discover art.

This will be measured by:

- *Numbers of copyright permissions to enable images to appear in online catalogue and artworks to be used in exhibitions and marketing (goal is 20% in 2022, 40% in 2023 and 60% in 2024)*
- *Numbers and participation in events as established through counting participants and through event feedback forms, and audience surveys that will provide evidence of the range and diversity of people who participate in our programs (goal is: 25% increase each year in numbers and 40% in diversity of participation each year)*

Support individual professional and artistic development

RHAC, Inc. will provide opportunities to regional artists and art workers through exhibitions, employment, and educational experiences (internships). Each presenter is paid Artist Fees for exhibition of artworks, the delivery of workshops, artist talks, presentations, demonstrations, etc. RHAC, Inc. can leverage a variety of federal and provincial youth employment programs aimed extending employment opportunities to students and recent graduates to expand its capacity to employ youth and those building careers in the culture sector. Such employment serves to help retain talent in Niagara.

Indicators of this benefit will be measured through:

- *Number of artists paid fees for their work (goal is 15% increase each year)*
- *Number of Young Canada Works and other youth employment positions created in collection and gallery administration, social media and web development (goal is 20% increase each year)*



Stimulate arts and cultural development in Niagara

RHAC, Inc. programs and creation of staff positions will do much to stimulate the arts in Niagara by enabling RHAC, Inc. to produce curated and juried exhibitions and creative projects that reflect this community. This includes participation by the public to talks, demonstrations and workshops

that accompany exhibitions, as well as exposure of artists themselves to knowledge in art practices of all types, and the full range of creative preoccupations that drive art production.

Indication of how RHAC, Inc. programs stimulate cultural development will be found in:

Numbers of participants

- *Qualitative response by artists to targeted surveys.*
- *Surveys that determine retention of talent in the community (artists choosing to stay and work in our community) and creative activities of graduates from art programs*

Contribute to innovation within and across art forms

RHAC, Inc.'s program for 2021 – 2024 encompasses a variety of innovative ways to present a number of art forms from digital creation and online presentation to digitally supported means to find and learn about art. Other planned elements of the artistic program that will be offered in collaboration with allied cultural institutions will engage creators and art audiences with other artistic form such as books, poetry and literature. The extent and nature of innovation and crossover between the arts will be measured by:

- *Number and type of collaborations with existing institutions (expansion of 10% each year)*
- *Amount and quality of creative production by participants in workshops (expand 15% each year)*
- *Qualitative participant feedback*

Improved community buy-in and support for a new public art gallery

The community has lost a significant arts amenity and a great deal of work is needed to build back an audience as well as the belief that the visual arts are integral to our community. By taking the gallery into existing institutions and non-traditional spaces where people already live, work and visit, RHAC, Inc. aims to encourage a new level of awareness of the arts. RHAC, Inc. will also bring information and offer new communities reason to support our gallery through offering speakers to service clubs and community groups, by reaching out and enlisting individuals, businesses and groups in our cause. *Key indicators of our success in this will be:*

- *Numbers who participate in community consultation and visioning sessions*
- *Numbers that join 'friends of' RHAC, Inc. (goal is increase of 100 each year)*
- *Revenue achieved from new sponsorships and donors (goal is \$35,000 in 2022, \$45,000 in 2023, and \$104,000 in 2024 when we launch region-wide installation art festival with partners)*

Build fiscal, organizational and governance stability

RHAC, Inc. must diversify and expand its revenues to replace those provided by Brock University and other sources in order to continue to offer an artistic program and maintain an operation, and to build credibility amongst all funders and donors. New levels of professional staffing will increasingly necessary to operate. The RHAC, Inc. board must recruit new, energetic members to its ranks and those of working committees who must provide sensitive and competent oversight and planning. *Indicators of success in these areas are:*

- *Commitment of interim civic funding from the City of St. Catharines in the coming three years (2022, 2023, 2024) leading to a agreement an annual operational funding*
- *Receipt of project grants from the Ontario Arts Council, Canada Council for the Arts, Niagara Cultural Investment Program*
- *Registration as a charity no later than Feb. 2022*

- *Successful application to other programs and foundations at the federal and provincial level to support cultural initiatives and sustainability (minimum goals are: Trillium Grant for outreach and equity and Canadian Heritage of feasibility study)*
- *establishment of an endowment to support gallery operations into the future (Community Foundation of Niagara or Ontario Arts Foundation)*
- *Meeting of sponsorship and fundraising goals as outlined in the budget*
- *Creation of new on-line store for art and art-related sales including fundraising art auction) (goal is net \$3,500 in 2025)*
- *Re-establishment of a community art education program. (goal is gross \$15,000 in 2025)*
- *Management of board and committee turn-over and recruitment based on a matrix that identifies skills, knowledge and community diversity goals; (goal is creation of executive and communications (2021), finance and fundraising (2022) and special projects committee (2023).*
- *Completion of a strategic planning process and feasibility study (goal is comprehensive community and stakeholder consultation (2021-22), benchmarks for market capacity, and economic impact (2022), site selection and feasibility analysis for a new public art gallery (2024).*

AUDIENCE DEVELOPMENT PLAN 2021 – 2024

TARGET AUDIENCES

1. people living and/or working in the region
2. young people including K-12 and postsecondary students in the arts
3. people from culturally and socio-economically diverse backgrounds
4. Indigenous people
5. people with a disability
6. people living and/or working in the GTA and elsewhere (tourists)

AUDIENCE DEVELOPMENT STRATEGIES

This Audience Development Plan outline's RHAC, Inc. strategies for audience development and participation.

The Gallery is committed to participation and engagement in the artistic programs and activities and building our audience. The strategies encompassed by this Audience Development Plan include programs which will aid audience research, and our marketing and promotions efforts.

RHAC, Inc. intends to utilize a number of strategies to increase visitor numbers as well as engagement and participation in our 2021-23 program. These strategies are as follows:

share information and promote programs in a widely circulated newsletter, in eblasts and social media

- develop relationships with school boards, postsecondary institutions and facilitate tours of exhibitions and creative projects and programs for school groups that contribute to and extend curriculum in areas of art appreciation and, where possible, skills development.
- train selected volunteers to become guides and interpreters of artistic programs
- employ artists as educational guides for school and targeted visitor groups from the general public
- use online platforms and technology where appropriate to further engagement
-

RHAC, Inc. has identified as high priority the collaboration with Niagara-based cultural institutions to carry out many of its programs. These collaborations will leverage such partnerships and networks to increase the reach of our audience and to position Niagara as a destination for cultural tourism.

RESULTS INDICATORS FOR PROGRAMS AND MARKETING

Results indicators will be used to evaluate the success, benefits (or otherwise) of the strategies outlined in the body of the Business Plan.

Examples of other results indicators, in addition to those set out in the Business Plan include:

- participant event feedback forms
- audience surveys
- email correspondence with artists in our database
- web-based response from 'Friends Of', recipients to newsletter and volunteers
- Visitor and Comments solicited online through THE RODMAN website • Website metrics

NEAR-TERM BUDGET

This budget provided below is based on comparisons, histories, best practices and all information available at this time.

RHAC NEAR-TERM OPERATIONS BUDGET 2021-24				
REVENUES				
	2021	2022	2023	2024
Contributed				
Grants - City of St. Catharines		75,000.00	100,000.00	125,000.00
Grants - Region of Niagara		13,000.00	15,000.00	50,000.00
Grants - Arts Councils (projects)	10,500.00	12,000.00	25,000.00	50,000.00
Special Project Grants (International Art Festival)				120,000.00
Grants - Canadian Heritage Cultural Spaces Program				60,000.00
Grants - Operation				
Partnerships		10,000.00	10,000.00	10,000.00
Sponsorships		15,000.00	20,000.00	74,000.00
Donations and Foundations		15,000.00	25,000.00	30,000.00
Fundraising (events, memberships, auction)		51,000.00	60,000.00	65,000.00
Endowment Interest		40,000.00	40,000.00	45,000.00
Brock University gift	140,000.00	560,000.00		
Total Contributed	150,500.00	791,000.00	295,000.00	629,000.00
Earned				
Fee for Service Agreements	202,500.00			
Sales		2,000.00	3,000.00	3,500.00
Education fees			12,000.00	16,000.00
Total Earned	202,500.00	2,000.00	15,000.00	19,500.00
TOTAL REVENUE	353,000.00	793,000.00	310,000.00	648,500.00
EXPENSES				
	2021	2022	2023	2024
Artistic Program				
Artistic salaries-permanent & temporary employees		42,500.00	62,500.00	85,000.00
Artistic fee for service contracts	11,000.00	16,500.00	11,500.00	30,000.00
Copyright, reproduction and royalties	7,000.00	6,500.00	6,500.00	38,500.00
Production / technical salaries-permanent & temp				
Production / technical and professional fees	9,000.00	11,500.00	10,500.00	16,000.00
programming /distribution / special projects	6,500.00	7,000.00	7,500.00	98,500.00
Touring / circulation expenses			4,000.00	6,000.00
Membership and Registration		1,200.00	1,600.00	2,000.00
Other artistic, program and service expenses		2,000.00	4,000.00	5,000.00
TOTAL Artistic Program Expenses	33,500.00	87,200.00	108,100.00	281,000.00

Maintenance of Collection				
Collections management salaries-temporary				
Collections management fee for service contracts	45,000.00	4,000.00	3,000.00	3,000.00
Digitization	20,200.00			
copyright permissions	3,000.00			
Art handlers - temporary	33,000.00	4,500.00	4,500.00	6,000.00
Material	25,675.00			
Move	48,000.00			
Loans and presentation		35,000.00	35,000.00	35,000.00
Storage rental	28,000.00	79,000.00	84,000.00	88,000.00
Contingency	25,000.00			
maintenance	6,000.00	6,000.00	8,000.00	8,000.00
Insurance		12,000.00	12,000.00	12,000.00
TOTAL Collection Expenses	233,875.00	140,500.00	146,500.00	152,000.00
Facility				
Facility operating salaries-permanent & temporary				
Facility operating professional fees				
General facility - operation				
Other facility expenses (office and other rental)	2,000.00	15,000.00	17,000.00	12,500.00
TOTAL Facility Expenses	2,000.00	15,000.00	17,000.00	12,500.00
Marketing and Communications				
Marketing / Communications salaries-permanent &				
Marketing / communications professional fees	2,500.00	5,000.00	6,500.00	7,500.00
Marketing production fees	2,000.00	1,000.00	2,000.00	2,500.00
Advertising purchases			2,000.00	2,000.00
Other				
TOTAL Marketing and Communications Expenses	4,500.00	6,000.00	10,500.00	12,000.00
Fundraising				
Fundraising salaries-permanent & temporary				
Fundraising professional fees				
Fundraising costs	20,000.00	20,000.00	20,000.00	25,000.00
Other				
TOTAL Fundraising Expenses	20,000.00	20,000.00	20,000.00	25,000.00
Administration and Planning				
Administration salaries-permanent & temporary		42,500.00	82,500.00	85,000.00
Administration fee for service contract	31,000.00	32,000.00	6,000.00	7,500.00
Administration professional fees	5,200.00	5,200.00	6,000.00	7,500.00
Education - coordination, contracts, materials		6,500.00	8,400.00	9,000.00
Strategic and other business planning	10,500.00	50,000.00	55,000.00	100,000.00
Other (phone, postage, general office, software,	12,000.00	12,000.00	12,000.00	14,000.00
TOTAL Administration Expenses	58,700.00	148,200.00	169,900.00	223,000.00
TOTAL EXPENSES	352,575.00	416,900.00	472,000.00	705,500.00

Budget Notes:

Revenues:

- The one-time gift from Brock University will be held in reserve to support management and presentation of the art collection for up to 5 years and to cover unforeseen contingencies that may occur during the period of start-up, however long it may be. Portions of this fund may also be applied to shortfalls in revenue to cover expenses.
- RHAC, Inc. will be required over multiple years to demonstrate high-level artistic programming and sustainable operational capacity to become eligible for funding from Federal and Provincial arts councils and other similar public sources. Until

that time, RHAC, Inc. will pursue all avenues for project (non-operating) funding from the Canada Council for the Arts, the Ontario Arts Council and from Civic governments.

- RHAC, Inc. will pursue funding from Arts Councils as well as funding from the Regional Municipality of Niagara and from Provincial and Federal Ministries for special projects such as the 2024 plan for a region-wide International Installation Art Festival. We will also seek funding from Canadian Heritage Cultural Space Program for feasibility studies and capital projects.
- The early-stage funding RHAC, Inc. anticipates from the City of St. Catharines will support RHAC, Inc. staff and external professional service providers to undertake specific elements of sustainability planning (stakeholder consultations, market assessment, strategic planning, evaluation of economic impact, analysis of site options, and feasibility study and follow up business plan to be carried out in sequence throughout 2022, 2023 and 2024).

Expenses:

- Expenses for human resources (salaried Executive Director and administrator and various contracts for curators, coordinators, technicians, marketers, educators, etc.) are assigned to program areas. Therefore the expense for the Executive Director and administrator is divided between Artistic Program and Administration/ Planning.
- Staff will expand from one Executive Director in 2022 to also include full-time Administrator and a part-time Program Coordinator in 2023 and both a full-time Program Coordinator and Administrative Coordinator in 2024.
- This budget includes a major escalation in operating expenses related to artistic program to allow us to develop a major region-wide art festival as a year-long international culture and tourism attraction in the form of showcase of major large-scale installation art works whose display will be distributed throughout the region. This project will be undertaken through a collaboration between art galleries cultural institutions and museums in the region and the wine/beverage industry.

Appendix 1

STRENGTHS, CHALLENGES, AND OPPORTUNITIES

The RHAC, Inc. Board conducted a analysis in 2021 of issues and circumstances that impact its decisions. The following emerged:

Strengths: Rodman Hall's unique 60-year history, art collection, exhibition record and education programs are the core assets that the Gallery brings to its transition into the future. Peter Harris, the founding director's contribution should be honoured and celebrated as a cornerstone of arts and culture in Niagara. The collection of over 1000 artworks, comprised primarily of Canadian historical through to contemporary art that was built largely through gifts from the local community, is an enormous source of pride. Brock University, whose diligent stewardship of the gallery and collection since 2003, is now transferring ownership of the collection to community along with significant endowments and financial gifts. These are a strong foundation upon which the community can build a new public art gallery. Brock is a wholehearted champion of the effort to establish a new gallery and they have dedicated crucial resources and advocated amongst future stakeholders for support of a future art gallery. This, coupled with the presence and dedicated work of volunteers and board members, will ensure that the future gallery is relevant and responsive to its community. The apparent political will of civic leaders to support strategic planning and development of new visual arts infrastructure is also a highly positive factor.

Challenges: The obstacles facing RHAC, Inc. are complex and multifaceted - requiring purposeful direction and an iterative approach with multiple initiatives and activities occurring at the same time. For the remainder of 2021 RHAC, Inc. must balance care and storage for the collection with development of modest operations that enable temporary, collaborative and popup art projects to keep it present as a community asset. At the same time RHAC, Inc. must establishment legal and accounting and HR frameworks and undertake necessary strategic planning and business modeling so that it is well positioned to attract stakeholders, grants and donors. The Board is acutely aware that political will and financial support from the community is key to its near-term survival and to its future viability.

Uncertainty, over the past several years, regarding the how RHAC would transition to the community has meant that the public knows little about the disposition of the gallery. As a result, RHAC, Inc. must rebuild connection the arts and culture community as well as general public. With Brock University having been the single, funding stakeholder for many years, RHAC, Inc. finds itself having to build a new base of stakeholders to sustain the gallery for the future. Without this, the organization faces an incapacity to operate as it once did and therefore its possible future viability.

Opportunities: RHAC, Inc. is poised to re-kindle its relationship with its community and reimagine how it will be an art gallery for the people of St. Catharines and the Niagara Region in a fiscally prudent and sustainable manner. RHAC, Inc. should develop a robust business model that broadens its base of financial support to include government and grant-based funders, philanthropic donations, sponsorship and earned revenues among other revenue streams. With the City of St Catharines preparing to engage in critical culture and civic space planning processes, RHAC, Inc. should position itself as a strategic partner that is committed to life-long learning through the arts, enhancing the quality of life of the community while also contributing to the social and economic fabric of the city and of the region. Building on its rich 60-year legacy the Gallery looks forward to being a reflection of the region by broadening its audience and base of stakeholders, collaborators and partners as it prepares to take on significant projects and physically re-locate to a more accessible location where it can offer a responsive and relevant program that showcases its collection and presents engaging high quality visual art programs.

Appendix 2A

PROGRAM A: COLLECTION MANAGEMENT**OBJECTIVE**

Ensure that the art collection is protected, enhanced and appreciated.

STRATEGIES

A 1 Move and store collection

A 2 Facilitate public and scholarly access to collection **A**

3 Manage the collection to museum standards

STRATEGY A1: Move and Store Collection

ACTION	TIMING	RESPONSIBILITY
A1.1 Locate, evaluate facilities, and move collection to selected facility(s) suitable for the various levels of care required	Jun. – Aug. 2021	Collection Registrar Board
A1.2 Obtain approvals and move outdoor sculptures to City of St. Catharines downtown sites	Jun. – Sep. 2021	Board Chair
A1.3 Monitor collection and report on collection conditions to appropriate authorities.	Aug. 2021 ongoing	Collection Registrar Director/Curator
A1.4 Develop consortium of public art galleries, museums, and other institutions that manage cultural and historic archives to map needs, specify requirements and obtain funding for new collective region-wide museum storage facility	Jan. 2023 - Apr. 2024	Director/Curator Board Regional Galleries Committee

STRATEGY A2: *Facilitate Public and Scholarly Access to Collection*

ACTION	TIMING	RESPONSIBILITY
A2.1 Produce online collection catalogue with details and images (leveraging public domain copyright permissions) of the collection	Oct. 2021	Collection Registrar Collection Assistant
A2.2 a) Establish policies for the loan of artworks to other qualified institutions b) Facilitate loans to qualified institutions for exhibition of works from the collection	Dec. 2021 Sep. 2021 ongoing	Collection Registrar Collection Registrar Admin/Community Engagement Coordinator Director/Curator
A2.3 Support curators and scholars in examination and research related to the collection	Sep. 2021 ongoing	Collection Registrar Director/Curator Admin. Coordinator

STRATEGY A3: *Manage the Collection to Art Museum Standards*

ACTION	TIMING	RESPONSIBILITY
A3.1 Systematically gather increasing level of copyright permissions for works in the collection that do not fall under public domain so that images of these works can be used in online catalogue of collection, exhibitions and marketing.	Jul. 2021 ongoing	Collection Registrar Collection Assistant Admin. Coordinator
A3.2 Review and revise collection policy	Jun. – Dec. 2022	Director/Curator Board
A3.3 Identify items in the collection that do not conform to policy. deaccession to raise funds for care of the collection	Jan. – Dec. 2023 and ongoing	Director/Curator Board

Appendix 2b

PROGRAM B. ARTISTIC PROGRAM

(exhibitions, creative projects, and related events)

OBJECTIVE

Demonstrate the value and purpose of a future public art gallery through the creation of curated exhibitions of professional calibre and related events during a period when the gallery will have not have a dedicated facility

STRATEGIES

- B 1** Leverage the Rodman Hall Art Centre Collection as a vital community asset in collaboration with existing institutions
- B 2** Present the work of artists from the region and elsewhere
- B 3** Develop community outreach activities to complement and extend exhibitions.

STRATEGY B1: *Leverage the Collection as Vital Community Asset in Collaboration with Existing Institutions*

ACTION	TIMING	RESPONSIBILITY
B1.1 Create integration of program and communications that fosters awareness of the collection	Jun. -Aug. 2021	Board Communications Committee Admin/Community Engagement Coordinator
B1.2 Develop and market virtual 3D exhibition – Favourites from the Rodman Hall Art Centre Collection	Oct. – Nov. 2021	Collection Registrar Collection Assistant Board Chair
B1.3 Develop and disseminate video documentary of the Favourites from the Rodman Hall Art Centre Collection with commentary from community members	Nov. 2021 ongoing	Board Chair Contract Project Coordinator Contract Video Artist
B1.4 Produce Downtown Public Art Walk featuring Rodman Hall Art Centre and other sculptures. Support this with signage and wayfinding	Oct. 2021 – Sept. 2022 and ongoing	Admin/Community Engagement Coordinator Board Chair Staff City of St.Catharines

tools and program of community engagement activities and events.		Contract Project Coordinator
B1.5 Create three large-scale high-impact, vinyl outdoor murals in downtown St. Catharines that present significant works from the collection	Jun. 2022 to Sep. 2023	Director/Curator St.Catharines Downtown Association Program Coordinator
B1.6 Present exhibition works from the collection that showcases Niagara artists and subjects in collaborating institution	Sept. – Dec. 2023	Director/Curator Program Coordinator St.Catharines Museum
B1.7 Develop in collaboration with other public art galleries in the region an exhibition of artworks from the collection that highlights works by major International and Canadian artists	Apr. – Dec. 2024	Director/Curator Program Coordinator RiverBrink Art Museum

STRATEGY B2: *Present the Work of Artists from the Region and Elsewhere*

ACTION	TIMING	RESPONSIBILITY
B2.1 Develop 3-year program of curated exhibitions and complementary public events (in collaboration with public art galleries in the region) to celebrate leading artists whose work is relevant to Niagara	Jun. 2021	Director/Curator Contract Project Coordinator
B2.2 Augment Downtown Public Art Walk with inclusion of outdoor work(s) by regional artist(s) to complement works already included in project	Apr. 2022 - Jun. 2023	Director/Curator Program Coordinator
B2.3 Seek Federal and other funding and establish curated biennial exhibition of artists from the Niagara region to be hosted simultaneously at multiple Niagara public art galleries.	Feb. 2023	Director/Curator Program Coordinator Board TBD Committee
B2.4 With support from federal and provincial governments undertake planning for a major curated International Installation Art Festival with projects from leading artists from the region, Canada and other nations to be distributed throughout the region at public art galleries and wineries/breweries/distilleries.	Planning to commence in Jan. 2022 - Dec. 2023	Director/Curator Board TBD Committee with Regional Galleries Committee

B2.5 Exhibition of art banners throughout the city commissioned by regional artists	Sep. 2023 – Dec. 2024	Director/Curator Program Coordinator
B2.6 Produce International Installation Art Festival described that is a significant cultural and tourist initiative with a duration of 2 seasons and that is supported by funding from federal, provincial, regional and city governments and by sponsorship from the Niagara wine and beverage industries.	May 2024 – Nov. 2025	Director/Curator Board/Regional Committee Contract Curator

STRATEGY B3: *Develop Community Outreach Activities and Collaborations*

ACTION	TIMING	RESPONSIBILITY
B3.1 Produce a 'talk-back' event featuring responses of marginal and non-traditional audiences to the Favourites from the Collection exhibition.	Jan. 2022	Program Coordinator
B3.2 Create wayfinding, online and face-to-face tours and community conversations to engage diverse communities in the Downtown Public Art Walk	Apr. 2022	Program Coordinator
B3.3 Facilitate with the St. Catharines Library, visual art reading group.	Sep. 2022 ongoing	Director/Curator Program Coordinator
B3.4 Develop and implement Wellness Through Visual Arts program in collaboration with the Niagara Health system	Sep. – Dec. 2022 and ongoing	Program Coordinator Contract Project Coordinator
B3.5 Collaborate with public art galleries, private galleries and local businesses in the region on bus tours to enable broad regional audiences to access art exhibitions across the region	Jan. 2023 ongoing	Program Coordinator
B3.6 Create in collaboration with Niagara public art galleries a jointly operated community art education program designed to serve children, youth and adults in Cities across Niagara	Mar. 2023 and ongoing	Board/Regional Gallery Committee Program Coordinator Contract Staff

Appendix 2C

PROGRAM C: COMMUNITY ENGAGEMENT**OBJECTIVE**

mobilize our community to enable and sustain dialogue, involvement and transformation through the visual arts.

STRATEGIES

- C1** Develop communications strategy that will create a new brand identity that resonates with the community
- C2** Build community vision and sense of ownership for our public art gallery
- C3** Pursue long-term sustainability and partnerships

STRATEGY C1: *Develop and Implement Communications and Marketing Strategy that will Create Brand Identity and Call to Action that Resonates with the Community*

ACTION	TIMING	RESPONSIBILITY
C1.1 Establish brand and implement across types of platforms (website, social media) and all communications	Jun. – Sep. 2021	Board Communications Committee Admin/Community Engagement Coordinator
C1.2 Develop messaging and deploy it across media platforms and in all advocacy and communications	Jun.-Sep. 2021	Board Communications Committee Admin/Community Engagement Coordinator
C1.3 Establish marketing program to broad community: Newsletter, Farewell to Rodman Hall event in August, Information townhalls in the fall	Jun.– Oct.2021 and ongoing	Board Communications Committee Admin/Community Engagement Coordinator Director/Curator
C1.4 Plan and implement advocacy campaign among arts organizations, potential partners, governments to advance the establishment and funding of a new public art gallery	Jun. 2021 ongoing	Board Communications Committee Admin/Community Engagement Coordinator Director/Curator

C1.5 Develop joint marketing campaign among public art galleries in Niagara to drive greater awareness of programs among the arts audience in Niagara and amongst tourists.	Apr. 2022 and ongoing	Board/Regional Gallery Committee Director/Curator
C1.6 Establish consortium of public art galleries in Niagara to support a regional art gallery brand and to cross-marketing of exhibitions, programs and events in the participating art galleries	Jan. 2024 and ongoing	Board/Regional Gallery Committee Director/Curator

STRATEGY C2: *Build Community Vision and Investment*

ACTION	TIMING	RESPONSIBILITY
C2.1 Build working RHAC, Inc. board committees with board and new community members that is inclusive of the diversity of stakeholder communities that will benefit from a new public art gallery (indigenous, racialized and marginalized)	Jun. – Dec. 2021	Board Admin/Community Engagement Coordinator
C2.2 Roll out advocate speakers (from board and committees) to service clubs, media interviews, and other public speaking roles	Jun. 2021 ongoing	Board and Committees
C2.3 Identify and enlist RHAC, Inc. champions to speak and advocate on our behalf.	Sep. 2021 ongoing	Board Admin/Community Engagement Coordinator
C2.4 Pursue relevant short-term and project funding to enable compelling and accessible programs. Early priority is funding from City 2022 budget and beyond	Jun. 2021 ongoing	Board Chair Admin/Community Engagement Coordinator Director/Curator
C2.5 Implement broad and inclusive community visioning event(s) and stakeholder consultations that engage the community in imagining and defining the short-, medium- and long-term future of a public art gallery for St. Catharines and Niagara	Jan. – Jun. 2022	Board Strategic Planning Committee External Cultural Consultant Director/Curator
C2.6 Develop and implement “Friends of” Campaign	Sept. 2022 and ongoing	Board Fundraising Committee Admin. Coordinator

C2.7 Establish a youth action council that will advise and guide future planning for a public art gallery and all its programs.	Jan. 2023 and ongoing	Board Director/Curator
C2.8 Produce Gala Fundraising event	Feb. 2023 Feb. 2024	Board Fundraising Committee Program Coordinator
C2.9 Develop a annual public weekend event focused on building awareness and excitement about a future public art gallery.	Jun. 2023 and ongoing	Board Fundraising Committee Program Coordinator

STRATEGY C3: *Pursue Long-Term Sustainability Partnerships and Fundraising*

ACTION	TIMING	RESPONSIBILITY
C3.1 Identify sustainability partners and build relationships around partner terms of reference and focusing on mutual benefit	Jun. 2021 – Jun. 2023	Board Admin/Community Engagement Coordinator External Cultural Consultant
C3.2 Identify relevant funding and grant opportunities at all levels of government; prioritize and pursue grant writing and applications	Jun. 2021 ongoing	Admin/Community Engagement Coordinator Director/Curator Program Coordinator
C3.3 Present proposals to City of St. Catharines for early-stage project-based support for 2022, 2023	Jun. 2021 Jun. 2022	Board Admin/Community Engagement Coordinator
C3.4 Develop comprehensive fundraising strategy	Oct. 2021 ongoing	Board Fundraising Committee Admin/Community Engagement Coordinator
C3.5 Identify and build relationships with prospective angel donors and private-sector foundations	Oct. 2021 ongoing	Board Admin/Community Engagement Coordinator
C3.6 Identify and pursue potential operational funding stakeholders and initiate a stewardship plan.	Jan. - Jun. 2022 ongoing	Board Director/Curator

C3.7 Establish endowment fund with the Community foundation of Niagara for operation of the public art gallery	Jun. 2022	<u>Board</u> <u>Director/Curator</u>
C3.8 Apply for new project funding from Ontario Art Council and Canada Council for the Arts leading to establish track record and eligibility for future operational funding	Jun. 2022, 2023, 2024 and ongoing	Director/Curator Program Coordinator

Appendix 2D

PROGRAM D: STRATEGIC PLANNING**OBJECTIVE**

Create relevant, inspiring, and effective plans that bring the community, stakeholders, board, volunteers and staff, and stakeholders together around defining common goals, performance measures, and means for implementation

STRATEGIES

- D1** Environment Scan, Community Visioning and Benchmarking
- D2** Mid-term Strategic Directions, Business Plan and Stakeholder Commitments
- D3** Site Selection and Feasibility Analysis
- D4** Plan and Establish Capital Infrastructure Project

STRATEGY D1: *Environmental Scan, Community Visioning and Benchmarking (pre-steps to strategic planning)*

ACTION	TIMING	RESPONSIBILITY
D1.1 Board planning retreat to conduct preliminary environmental scan, risk analysis, stakeholder identification	Jan. 2022	Board External Cultural Consultant
D1.2 Report on analysis of key issues and workshops for board, staff and potential stakeholders	Feb. 2022	Board External Cultural Consultant
D1.3 Update Preliminary Business Plan with research including - community consultation and visioning sessions, market awareness and capacity study, stakeholder and fundraising feasibility study (ongoing operation and capital-build), economic impact study	Mar. - May 2022	External Cultural Consultant Director/Curator Board Executive
D1.4 Analysis of D1.3 and development of future-oriented business model and plan for permanent gallery including revenues and expenses related to future and ongoing	Jun. – Sept 2022	External Cultural Consultant Board Executive

operation and programs as well as capital/build considering naming opportunities		
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STRATEGY D2: *Mid-term Strategic Direction, Business Model, and Stakeholder Commitments*

ACTION	TIMING	RESPONSIBILITY
D2.1 Board retreat for review of community consultation, review of foundation statements, scenarios goalsetting for revenue development	May. 2022	Board Director/Curator External Cultural Consultant
D2.2 Strategic and business modeling process leading to full-scale roadmap for development of permanent public art gallery.	Jun. – Sep. 2022	External Cultural Consultant Board Executive
D2.2 Stakeholder consultations in support of the fundraising plan	Sep. 2022	External Cultural Consultant Board Fundraising Committee
D2.3 Establish stakeholder commitments and stewardship	Jan. – Jun. 2023	Board Fundraising Committee Director/Curator
D2.4 Develop and roll out fundraising and marketing plan	Jun. – Dec. 2023	Board Fundraising Committee

STRATEGY D3: *Site Selection and Feasibility Analysis*

ACTION	TIMING	RESPONSIBILITY
D3.1 Identify site(s)	Jan. – Sep. 2023	Board
D3.2 RFP and selection of consultant for feasibility analysis	Sep. 2023	Board Executive
D3.3 Conduct feasibility analysis that includes full economic impact and estimate of preliminary buy-in from potential stakeholders	Oct. 2023 – Jan. 2024	External Feasibility Consultant

STRATEGY D4: *Plan and Establish Capital Infrastructure Project*

ACTION	TIMING	RESPONSIBILITY
D4.1 Match operational and community needs with cost projections	Jan. - Apr. 2024	Board Capital Project Committee Director/Curator
D4.2 Develop capital fundraising case and strategy to support new cultural infrastructure campaign. Set campaign goals	Jan. – Jun. 2024	Board Capital Project and Fundraising Committees Director/Curator
D4.3 Define, prioritize, and pursue funding opportunities at the federal and provincial level to support elements of arts infrastructure	June. – Dec. 2023	Board Capital Project Committee Director/Curator
D4.4 Pursue and establish partnerships for capital infrastructure project	Apr. – Sep. 2024	Board Capital Project Committee Director/Curator
D4.5 Preliminary functional plan leading to renovation or facility design	Sep. – Dec. 2024	Board Capital Project Committee Project Partners External Feasibility Consultant
D4.6 Update business plan re capital project budget for fundraising and marketing	Sep. – Dec. 2024	Board Capital Project Committee External Feasibility Consultant

Appendix 2E

PROGRAM E: ADMINISTRATION**OBJECTIVE**

Provide professional and effective operational infrastructure for management of the Rodman Hall Art Centre collection and core artistic and community programs and support strategic and capital project planning

STRATEGIES

- E1** Expand and mature operation capacities
- E2** Establish and maintain operational systems
- E3** Conclude agreements, approvals and governance requirements
- E4** Pursue sources for contributed and earned revenue for operation and capital project

STRATEGY E1: *Expand and Mature Operation Capacities*

ACTION	TIMING	RESPONSIBILITY
E1.1 Engage Collection Registrar and other staff for collection audit and planning/ facilitation of the collection's move into storage	Jan. 2021 ongoing	Board
E1.2 Engage Interim Administration and community engagement support	Jun. – Dec. 2021	Board
E1.3 Engage project coordinators and other service providers as necessary for realization of 2022 programming	Jun. 2021 – Dec. 2022	Board
E1.4 Engage Interim Director/curator (3-year contract)	Jan. 2022	Board HR Committee
E1.5 Develop phased staffing plan to include administrative and programming coordinators	Feb. – Mar. 2022	Board HR Committee Director/Curator
E1.6 Implement phased staffing plan	Apr. 2022 ongoing	Director/Curator

E1.7 Engage grant-writer to pursue wide range of funding opportunities consistent with core mission.	Apr. 2022 - ongoing	Director/Curator
E1.9 Update operational Business Plan and engage City in operational budget planning	Jun. 2023	External Cultural Consultant Director/Curator Board Executive
E1.10 Develop capital fundraising case and strategy to support new cultural infrastructure campaign. Set campaign goals	Jan. – Jun. 2024	Board Capital Project and Fundraising Committees

STRATEGY E2: *Establish Operational Systems*

ACTION	TIMING	RESPONSIBILITY
E2.1 Engage accountant and bookkeeper for year end and monthly accounts	May. 2021	Board Chair
E2.2 Identify and establish productivity, project management and communication tools	Jun. – Jan. 2021	Board Chair
E2.3 Establish office and IT services	Sep. 2021	Admin/Community Engagement Coordinator Board Executive
E2.4 Renew access to NOVA system (Ontario Arts Council)	Jan. 2022	Director/Curator
E2.5 Establish administrative systems for Human Resources management, fundraising and donor relations	Jan. 2022	Director/Curator
E2.6 Establish financial planning policies to enable investments and manage income from endowments	Jan. – Apr. 2022	Board Executive or Finance Committee

STRATEGY E3: *Conclude Agreements, Approvals and Governance Requirements*

ACTION	TIMING	RESPONSIBILITY
E3.1 Conclude agreement with Brock University for transfer of collection, endowments and startup fund (includes legal consultation)	Jun. 2021	Board Negotiating Committee
E3.2 Gain approvals from Ministry of Canadian Heritage Movable Cultural Properties and Designation of Institutions regarding transfer and storage of collection.	Jun. 2021	Board Chair and Brock University
E3.3 Achieve charitable registration, amend articles of incorporation, amend bylaws following legal consultation	Jun. – Dec. 2021	Board Chair
E3.4 Establish core board working committees (executive, communications, finance, nominating)	Jun. – Sep 2021	Board Admin/Community Engagement Coordinator
E3.5 Consult with and develop early-stage agreements for civic financial support (City and Region)	Jun. 2021 – Jun. 2022	Board Executive Admin/Community Engagement Coordinator
E3.6 Develop mid-term agreements for civic financial support (City and Region)	Jun. – Dec. 2024	Board Executive Director/Curator External Cultural Consultant

STRATEGY E4: *Pursue sources of Contributed and Earned Revenue for Operation and Capital Project*

ACTION	TIMING	RESPONSIBILITY
E4.1 Develop comprehensive list of one time and recurring arts project funding opportunities and plan for grant writing	Sep. - Oct. 2021	Admin/Community Engagement Coordinator
E4.2 Research and pursue charitable foundations and angel funders in the cultural sector	Sep. - Oct. 2021	Admin/Community Engagement Coordinator

E4.3 Examine, weigh and map opportunities for generation of earned revenue	Oct. – Nov. 2021	Admin/Community Engagement Coordinator Board
E4.4 Close outstanding Canada Council grant by producing artist catalogue	Oct. 2021	External Contractor Board Chair
E4.5 Grant applications for artistic program project funding from civic agencies, Ontario Arts Council, Canada Council for the Arts for 2022 and 2023	Mar. – Sep. 2022 Mar. – Sep. 2023	Director/Curator Program Coordinator

Appendix 2F

PROGRAM F: VOLUNTEERS**OBJECTIVE**

Provide an enjoyable, educational and participative program for gallery volunteers

STRATEGIES

- F1** Foster a vibrant volunteer program that reflects community commitment to the future sustainability of the cultural life of the region

STRATEGY F1: Foster Vibrant Volunteer Program

ACTION	TIMING	RESPONSIBILITY
F1.1 Establish sustainable plan for volunteer engagement that includes roles, tasks/skills matching and safety requirements	Nov. 2021. – Feb. 2022	Board Volunteer Committee Admin/Community Engagement Coordinator
F1.2 Identify and implement management system for volunteers	Nov. 2021. – Feb. 2022	Board Volunteer Committee Admin/Community Engagement Coordinator Director/Curator
F1.3 Conduct volunteer drive	Feb. 2022	Director/Curator
F1.4 Present annual volunteer training sessions	Apr. 2022 ongoing	Director/Curator

RODMAN HALL ART CENTRE, Inc.

Request for Early-Stage Funding (2022 – 2024) From the City of St. Catharines To Support Development of New Public Art Gallery

Rodman Hall Art Centre, Inc. (RHAC, Inc.) proposes that the City of St. Catharines dedicate funds in the 2022 budget and recommend continued additional funds in 2023 and 2024 to support preliminary work to establish a new public art gallery in St. Catharines.

Background and Context

Rodman Hall Art Centre, founded in 1960, is now closed and our not-for-profit community-based organization — Rodman Hall Art Centre, Inc. — is responsible for the community's extraordinary art collection. Brock University has made this possible by transferring the collection to RHAC, Inc. along with a generous gift that will enable RHAC, Inc. to protect and support the collection while the community establishes a permanent and professional new public art gallery as home to the collection and a place to present the artwork of leading artist from our region and around the country.

It should be noted that the gift from Brock University is dedicated to storage, management, presentation, and development of the collection. RHAC, Inc. is seeking funds from the City of St. Catharines for necessary and prudent strategic planning to guide the development of a new public art gallery. Our organization is also seeking funding for creative and educational projects, operation and development of the gallery as it evolves from the Regional Municipality of Niagara, Ontario Arts Council, Canada Council for the Arts, Trillium Foundation, Canadian Heritage and other public sources and through earned revenue, donations, sponsorships and philanthropy. A detailed budget for the 2021-2024 can be found in the attached Preliminary Business Plan.

Goals and Benefits

We estimate it will take five or more years to establish permanent, purpose-designed and built visual arts infrastructure worthy of our community's cultural ambitions and Rodman Hall Art Centre's 60-year legacy of excellence in professional-level presentation of the visual arts. We wish, ultimately, to be part of the cultural and economic renaissance in downtown St. Catharines — an ambition that the City of St. Catharines is now realizing as a result of strategic investments in culture and economic development. We see a new public art gallery as a critical and essential addition to the cultural and entertainment amenities now clustered in downtown.

While we undertake planning for the future and grow our base of stakeholders beyond Brock University and the City of St. Catharines, we will operate as a gallery without walls — focusing on

display of the collection and the work of artists from the region through online presentation and innovative exhibitions and displays of art in collaboration with existing cultural institutions and organizations that will bring lively engagement in the visual arts to the public. Our first steps include the recently approved plan to relocate six outdoor sculptures to sites in the City's downtown; the creation of an online catalogue of the collection; and a web-based 3D virtual exhibition of selected works from the collection.

Preliminary investment from the City of St. Catharines is central to our community's achievement of a new public art gallery. The ultimate establishment of such arts infrastructure is consistent with the Cultural Renaissance pillar of the City's Strategic Plan through the Strategic Goal – Celebrate the City's rich history, diversity, arts and cultural assets through leadership, promotion and investments that support measurable, sustainable creative growth. Support for a public art gallery is also consistent with Priority # 2 of the City's Culture Plan 2020 which places priority on further developing opportunities to experience arts and heritage through direct programming, in partnership, and through investment in the cultural sector.

Early-Stage Investment, Details, and Deliverables

Rodman Hall Art Centre, Inc. is seeking confirmed funding from the City of St. Catharines for \$75,000 in 2022 and recommended funding of \$100,000 in 2023 and \$125,000 in 2024. These funds will enable our organization to undertake foundational work to establish a new art gallery. This will encompass strategic planning and dedicate staff to coordinate and advance this process. Such work is set to begin in 2022 with community and stakeholder consultations leading to needs assessment and vision for an art gallery and assessment of comparables and the market; economic impact study and site selection in 2023; and feasibility study and business plan that includes operation and capital development in 2024. The following is a budget for use of these funds:

City of St. Catharines Early Stage Investment in Development of Public Art Gallery - Deliverables and Allocation of Expense					
<i>Deliverables</i>	2022	<i>Deliverables</i>	2023	<i>Deliverables</i>	2024
Community & Stakeholder consultation - vision & market assessment	20,000.00	Economic Impact Study process & report	\$20,000.00	Feasibility Study (40% of cost) process & report	\$20,000.00
Strategic Planning process and comprehensive Strategic Plan	30,000.00	Site Selection process & report	\$35,000.00	Contract Strategic Plan for operation and capital project	\$20,000.00
Staff (30% of Executive Director)	25,000.00	Staff (50% of Executive Director)	\$45,000.00	Staff (50% of Executive Director and administrator)	\$85,000.00
	75,000.00		\$100,000.00		\$125,000.00

Note:

In 2022 we will begin conversations with Canadian Heritage, Cultural Spaces Program regarding a new building for a public art gallery in St. Catharines. We expect planning work specified above which is being undertaken in 2022/3 will enable identification of a site in 2023. We will continue to work with Cultural Spaces so that we may reasonably expect Canadian Heritage to

contribute significantly to this major feasibility study and ultimately to an ambitious capital arts infrastructure project.

It also bears noting that, in addition to funding from the City of St. Catharines, we will pursue all opportunities for funding from every level of government and strive for donations from corporate and individual sources to enable the future public art gallery to be viable and sustainable.

We refer the reader seeking additional information to the Rodman Hall Art Centre, Inc. Preliminary Business Plan submitted with this Request for Funding. We look forward to presenting to the Budget Standing Committee and answering questions on Sept. 20, 2021.

Submitted Aug. 31, 2021 by:

Rodman Hall Art Centre, Inc.
Board of Directors:

Jean Bridge, Chair

N'ora Kalb

Ken Lycyshyn

Shannon Passero

Reinhard Reitzenstein

Darren Schmahl

Shawn Tylee

Peter Vietgen

Rodman Art Institute of Niagara 3

formerly Rodman Hall Art Centre, Inc.

WHAT EARLY-STAGE FUNDING FROM THE CITY WILL DO FOR RODMAN:

It will support FOUNDATIONAL WORK in: strategic planning, stakeholder development and diversification of funding sources.

	Budgeted costs: Strategic Planning (consultants)	Budgeted Costs: Development (Rodman board, volunteers, and staff)	City Contribution
2022	Community Consultations, Visioning \$50,000	Stakeholder Development, grant writing and fundraising (operation and project) \$94,500	\$75000
2023	Preliminary needs assessment, Market Analysis (audience and fundraising capacity) \$55,000	Stakeholder Development, grant writing and fundraising (operation and project) \$110,100	\$100000
2024	Site Selection, Partnerships, Feasibility Study \$100,000	Stakeholder and Partner Commitments, fundraising (operation and capital) \$119,500	\$125000

The city's commitment NOW will unlock support and resources from other levels of government and private-sector donors.

TOGETHER THE CITY AND RODMAN WILL PREPARE FOR A FUTURE CAPITAL PROJECT IN DOWNTOWN ST. CATHARINES.

IN THE SHORT TERM: RODMAN WILL BE A GALLERY WITHOUT WALLS

While foundational work is underway, Rodman must demonstrate its value to the community through creative programming.

Artistic programming and basic operation will be built with diversified funding sources including regional, provincial and federal grants as well as private sector sponsorships and fundraising.

This budget estimates below (extracted from the Rodman Preliminary Business Plan) shows how foundational work can be accomplished while also undertaking limited programming and administration (operation). Brock University's gift – which is to be dedicated to the collection - is not included in this budget extract.

Revenue			
	2022	2023	2024
City	\$ 75,000	\$100,000	\$125,000
Region	\$ 13,000	\$ 15,000	\$ 50,000
Provincial/Federal	\$ 12,000	\$25,000	\$230,000
Fundraising	\$ 95,000	\$130,000	\$198,500
	\$195,000	\$270,000	\$603,500
Expense			
Strategic Planning	\$ 50,000	\$ 55,000	\$100,000
Development	\$ 94,500	\$110,100	\$119,500
Artistic Programming	\$ 49,700	\$ 77,000	\$290,000
Administration	\$ 17,200	\$ 30,000	\$106,500
	211,400	272,100	616,000

Note: Rodman contemplates a large creative project in 2024 that will extend to the entire Niagara region. With ambitious public art installations Rodman will engage a wide range of beverage, culinary and tourist partners and attract significant funding from provincial and federal sources.



Corporate Report City Council

Report from: Community, Recreation and Culture Services, Business Planning and Strategic Services

Report Date: October 20, 2021

Meeting Date: November 17, 2021

Report Number: CRCS/MW-173-2021

File: 10.57.33

Subject: Hanging Baskets

Strategic Pillar:

This report aligns with the following St. Catharines Strategic Plan pillars: environmental.



Recommendation

That there be no changes to the active hanging baskets program for 2022; and

That staff review the impact of expansion of the hanging basket program on both capital and operating budgets after the completion of the transition of existing hanging baskets to environmentally friendly hanging baskets.

Summary

This report will identify the costs involved with the installation, purchase, and maintenance of an additional 17 environmentally friendly hanging baskets in Port Dalhousie and up to a maximum of 10 environmentally friendly hanging baskets in any City wards that do not already have hanging baskets. The report will also outline the future Sponsorship & Advertising Revenue Generation Strategy's relationship to hanging baskets.

Background

On October 19, 2021, Council approved the following report requests:

Hanging Baskets in Port Dalhousie

"That staff be directed to prepare a report identifying what would be required to reinstate the hanging flower baskets program for Port Dalhousie where we have had hanging baskets every year for many years."

Hanging Baskets in All Wards

“That staff be directed to prepare a report on the cost of providing up to a maximum of 10 environmentally friendly hanging baskets in any wards that do not already have hanging baskets.”

Future Sponsorship Program

“That staff report back on how non-core capital and operating costs related to hanging baskets and flower planting can be included in the city’s future sponsorship program to help maintain beautification efforts, improve civic engagement and keep costs reasonable.”

Report

This report will identify the costs involved with the installation, purchase, and maintenance of an additional 17 environmentally friendly hanging baskets in Port Dalhousie and up to a maximum of 10 environmentally friendly hanging baskets in any City wards that do not already have hanging baskets. The report will also outline the future Sponsorship & Advertising Revenue Generation Strategy’s relationship to hanging baskets.

Historical and Current Hanging Basket Locations

Prior to the 2020 season, the City maintained 210 hanging baskets located in the downtown streetscape, Merritton and Port Dalhousie. Table 1 below illustrates the historical (prior to 2020) and active locations of the City’s hanging baskets:

Table 1: Historical and Active Hanging Basket Locations

Location	Number of Hanging Baskets Prior to 2020	Active Number of Traditional Hanging Baskets During 2021 Season	Active Number of Environmentally Friendly Baskets During 2021 Season	Total Active Number of Baskets During 2021 Season
Downtown Streetscape	160	148	12	160
Merritton	16	-	8	8
Port Dalhousie	34	-	17	17
Total	210	148	37	185

City Transitioning All Hanging Baskets to Environmentally Friendly Product

As the City of St. Catharines has declared a Climate State of Emergency, the City’s hanging basket program will transition assets to an environmentally responsible product. The Environmentally Friendly Hanging Baskets Program will replace current baskets in Downtown each year from 2022-2024 pending Council approval of the annual Capital Budget funding, with a planned acquisition of 55 baskets within each

annual budget of \$35,000. The environmentally friendly hanging baskets will reduce the amount of water needed to sustain the baskets, resulting in a significant reduction of staff time spent watering and maintaining the baskets while still allowing the City to help beautify the downtown core, streetscapes, shopping, and tourist areas.

Running a diesel watering truck for five days a week to water the hanging baskets does not coincide with the City's Climate State of Emergency declaration. By installing environmentally friendly hanging baskets, the City is limiting the fuel consumption and gas emissions resulting from operating the diesel watering truck, adhering to the Environmental Stewardship Pillar. Also, by running the watering truck less often, less maintenance will be required on the vehicle.

Staff will be using hanging baskets that are made from 95% recyclable material and use excess carpet from the carpeting industry, which has no recycling program to help keep some carpet out of landfills. The self-watering hanging baskets reduce the current seven-days a week watering cycle to once every five-to-seven days (this will vary depending on location and weather conditions). This product works through a wicking system (made from the recycled carpet) in which water is filled through a side port and held inside a reservoir, regulating water delivery based on moisture levels of the soil inside the basket. The environmentally friendly hanging baskets have a 10-year warranty on the planter (it is also UV protected) and a five-year warranty on the wicking system.

Hanging Baskets in Port Dalhousie

There are currently 17 environmentally friendly hanging baskets in Port Dalhousie. Prior to the 2020 season, there were 34 hanging baskets in Port Dalhousie. Table 2 below provides the estimated capital cost of installing 17 additional self-watering hanging baskets in Port Dalhousie.

Table 2: Environmentally Friendly Hanging Baskets in Port Dalhousie

Item	Quantity	Cost per unit	Total
Environmentally Friendly Hanging Baskets	17	\$335	\$5,695
Bracket Arms	17	\$170	\$2,890
Freight	1	\$250	\$250
Hanging Basket Bracket Arms Installation			\$1,190
HST		13%	\$1,303
Inflationary Increase Estimate – Sept. 2021		4.4%	\$441
Total Capital Cost			\$11,769

Note: these figures in Table 2 represent the 2021 cost levels.

Environmentally Friendly Hanging Baskets Operational Impact

The self-watering hanging baskets reduce the current seven-days a week watering cycle to once every five-to-seven days (this will vary depending on location and weather conditions). As staff are seasonally watering the 17 existing environmentally friendly hanging baskets in Port Dalhousie, the operational impact of the 17 additional environmentally friendly hanging baskets is minimal. The cost of plant materials would be accommodated through the current operating budget.

Flower Pot Program in Port Dalhousie

Through the City's Flower Pot Program, St. Catharines businesses can rent professionally designed and planted 24-inch pots filled with a beautiful mixture of flowers that will add a touch of colour to stores fronts, offices and businesses. In 2021, the Green Advisory Committee provided a 50% cost share with the Port Dalhousie Beautification and Work Committee for 10 flower pots in the Port Dalhousie core.

Businesses are responsible for watering and maintaining the flower pots throughout the season.

Hanging Baskets in All Wards

There are currently three wards within the City that do not have hanging baskets: Grantham, St. Andrew's and St. George's. Table 3 below provides the estimated cost of installing up to a maximum of 10 environmentally friendly hanging baskets in each of those wards.

Table 3: Environmentally Friendly Hanging Baskets in Each of the Three Wards

Item	Quantity	Cost per unit	Total
Environmentally Friendly Hanging Baskets *	30	\$335	\$10,050
Bracket Arms *	30	\$170	\$5,100
Water tank Insert			\$20,000
Freight *	1	\$250	\$250
HST		13%	\$4,602
Inflationary Increase Estimate – Sept. 2021		4.4%	\$1,760
TOTAL			\$41,762
Hanging Basket Materials			\$1,800
Fleet Operating Costs			\$5,000
Hanging Basket Bracket Arm Installation			\$2,100
Staffing			\$35,209

Inflationary Increase Estimate (non-staffing costs only) – Sept. 2021		4.4%	\$392
Total Operating Cost			\$44,501
TOTAL			\$86,263

- *Note: these figures represent the 2021 cost levels

Operational Impact

The installation of up to a maximum of 10 environmentally friendly hanging baskets in each of the three wards currently without hanging baskets provides no opportunity for operational efficiencies. New watering routes would have to be developed which would require an estimated 720 additional seasonal staffing hours annually. Due to operational demands, staff cannot accommodate this additional staffing within the current complement, and would need to hire the equivalent of one additional casual to complete this work. With respect to fleet, it would require one additional watering truck to provide this service. The most cost-effective way to provide the additional watering truck is to purchase a watering insert for an estimated \$20,000 which can be used with an existing vehicle.

Further, the environmentally friendly hanging basket is larger and requires more storage space. There is insufficient room to store these baskets at the Lake Street Service Centre and with Geneva Street no longer available, staff are utilizing alternative storage in the basement barn at Happy Rolph's. This storage is limited and is not sufficient for the expanded program. As the City expands this program, alternative storage will be required, and this will have a budget impact.

If the additional environmentally friendly hanging baskets are approved without additional staffing resources or fleet resources, the service levels for general horticultural maintenance will decrease by 720 hours. This will have an impact on the condition of planting beds and horticultural displays throughout the city.

Finally, if the staff recommendation is approved as is, we can capture operational efficiencies as the transition to environmentally friendly baskets is completed in the downtown core. This would allow the expansion of the basket program across the City without the need of additional staff or fleet resources.

Future Sponsorship & Advertising Revenue Generation Strategy Relationship to Hanging Baskets

The development of the Sponsorship & Advertising Revenue Generation Strategy will deliver an inventory and valuation of the City's sponsorship and advertising revenue generation opportunities, a review of related corporate policies including the previously Council approved Sponsorship & Advertising Policy and a sales execution model that will maximize revenue potential for the corporation. Environmentally friendly hanging baskets and flower pots will be included as City assets offered for potential sponsorship opportunities.

In 2021, Canadian Tire dealers in St. Catharines generously provided a one-time sponsorship of \$15,000 for the installation of 17 environmentally friendly hanging baskets for Port Dalhousie and 8 environmentally friendly hanging baskets for Merritton.

Environmental Sustainability Implications

As the City of St. Catharines has declared a Climate State of Emergency, the City's hanging basket program will transition all existing assets to an environmentally responsible product and recommend any new hanging baskets be environmentally friendly.

Financial Implications

As the City of St. Catharines has declared a Climate State of Emergency, the City's hanging basket program will transition assets to an environmentally responsible product. The Environmentally Friendly Hanging Baskets Program will replace current baskets in Downtown each year from 2022-2024 pending Council approval of the annual Capital Budget funding. As the hanging baskets program is currently in transition, staff recommend that there be no changes to the active hanging baskets program for 2022. Staff will review the impact of expansion of the hanging basket program on both capital and operating budgets after the completion of the transition of existing hanging baskets to environmentally friendly hanging baskets. The operational efficiencies of fully transitioning to the environmentally friendly hanging baskets will provide additional capacity of the water truck program.

If Council wishes to proceed with the additional environmentally friendly hanging baskets programs, the following costs outlined in Table 2 and Table 3 would need to be funded. If the program is not funded, other programs or service level reductions to cover these costs will be required.

As outlined in Table 2, the estimated capital cost of installing 17 additional self-watering hanging baskets in Port Dalhousie is \$11,769, which includes an inflationary increase for 2022. Should Council decide to proceed with adding 17 self-watering hanging baskets in Port Dalhousie in 2022, \$11,769 would need to be included in the 2022 Capital Budget. This amount could be funded by prior year surpluses in the Infrastructure Levy Reserve.

As outlined in Table 3, the estimated cost of installing and maintaining up to a maximum of 10 environmentally friendly hanging baskets in each of the three wards that currently do not have hanging baskets is \$86,263. Should Council decide to proceed with this in 2022, \$41,762, which includes an inflationary increase would need to be added to the 2022 Capital Budget. This could be funded by prior year surpluses in the Infrastructure Levy Reserve. In addition, \$44,501 is required in the 2022 Operating Budget which represents \$0.64 or 0.03% tax impact of the median household in 2022.

Conclusion

This report identifies the costs involved with the installation, purchase and maintenance of an additional 17 environmentally friendly hanging baskets in Port Dalhousie and up to a maximum of 10 environmentally friendly hanging baskets in each of the City wards that do not already have hanging baskets. The report also outlines the future Sponsorship & Advertising Revenue Generation Strategy's relationship to hanging baskets.

Prepared & Submitted by

Eric Lamothe
Manager of Strategic and Business Services

John Bellehumeur
Manager of Parks, Cemeteries, Forestry and Horticulture

Approved by

Phil Cristi
Director of Community, Recreation and Culture Services

Darrell Smith, P. Eng.,
Director of Municipal Works