



# Town of Fort Erie Bay Beach Master Plan

January, 2016

The Planning Partnership  
in association with  
TCI Management Consultants  
LCA Environmental  
Baird + Associates





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Prepared for:

The Town of Fort Erie



Prepared by:

**The Planning Partnership**

TCI Management Consultants  
LCA Environmental  
Baird + Associates

# Acknowledgements

The Bay Beach Master Plan is the product of ongoing collaboration with the Project Team, the Community Focus Group, stakeholders and the hundreds of people who participated in each of the three community workshops. The Project Team was invaluable, providing insights on Fort Erie and the Crystal Beach area, supplying information and giving the consulting team a thorough analysis of every stage of the work. The team welcomed the discussions with the Community Focus Group where a broad range of interests were often tabled. We thank the Community Focus Group for the calm and respectful conversations, even when we had to make some tough decisions. As Bruce Krushelnicki told us at the last community workshop “a diversity of opinion is a sign of a healthy democracy”. We thank the entire community for participating in the workshops, for asking us difficult questions, for being open to opinions they may not have shared and for helping to achieve the broad based community support needed to move forward and make a positive change at Bay Beach.

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Crystal Beach Amusement Park

Crystal Beach was founded as a religious assembly ground “for the spiritual and mental uplift of the common people”. In 1890 the area was named Crystal Beach after the crystal-like quality of the sandy beach and clear water of Lake Erie and John Rebstock set out to create an amusement park and resort. A steamer provided passenger service to shuttle people between Buffalo and Crystal Beach that same year. By the late 1920's the resort included a break wall, dance hall and a roller coaster ride, and was billed as the largest operation when it opened.

Over the years, the resort was expanded to include the Crystal Ballroom, additional amusement rides, a fun house, a midway along Derby Road and a miniature railway. The park operated at its peak in the 1940's and 1950's when 20,000 visitors a day would visit through the summer. The park continued operating for over 100 years until it was closed in 1989.

The Bay Beach property was owned by the Rebstock Family, and developed as a unique cottage enclave, structured around the beach and communal courtyards. It was used for recreational and commercial uses, and included various iterations of rental units (up to 52), a restaurant (the Lobster House), dance hall, snack bar and an entrance to the beach where admission was charged. The Bay Beach property remained under the ownership of the Rebstock Family until it was sold to the Town in 2001.



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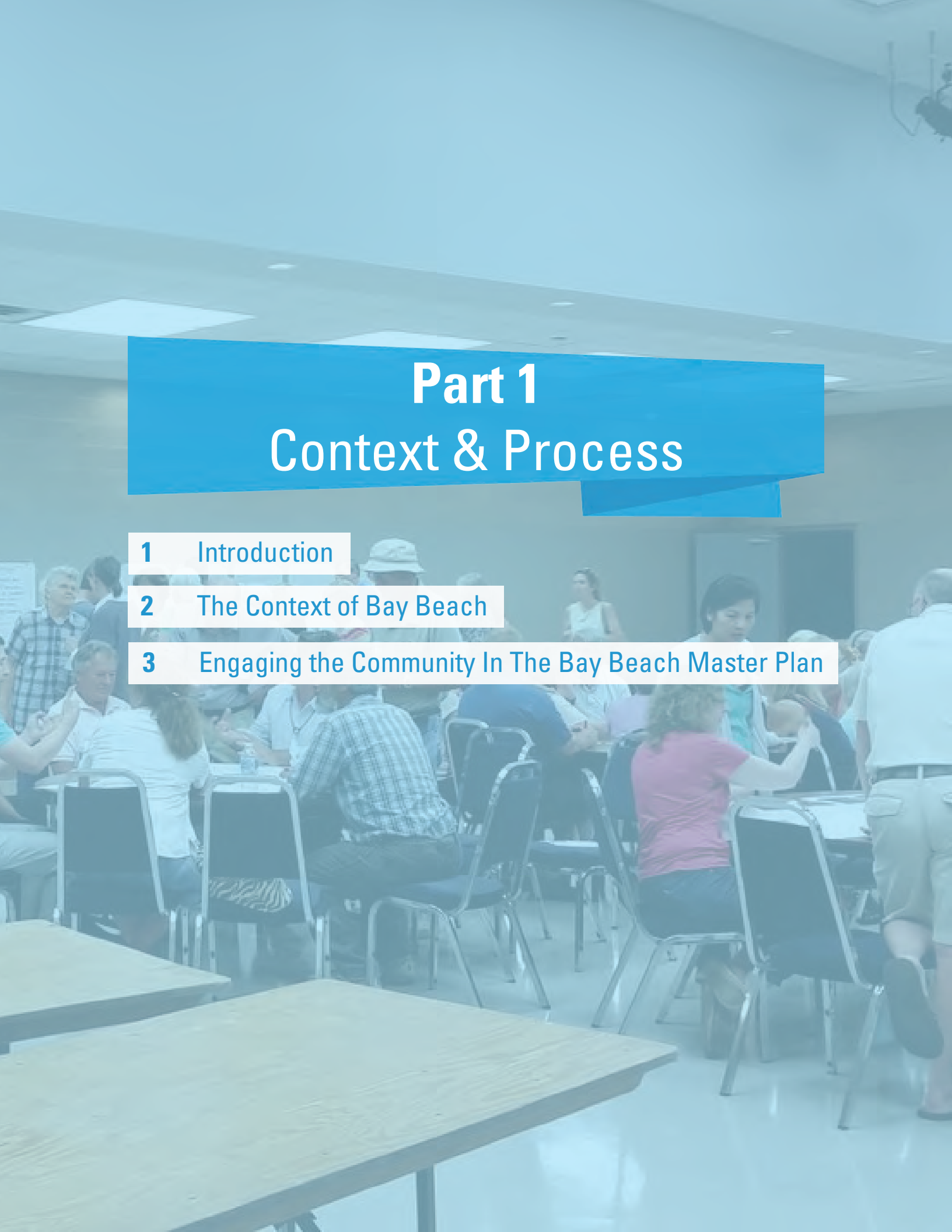
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A photograph of a community meeting with people seated at tables, overlaid with a blue semi-transparent banner containing the title and a list of sections.

# Part 1

## Context & Process

**1** Introduction

**2** The Context of Bay Beach

**3** Engaging the Community In The Bay Beach Master Plan

# 1 Introduction

The Bay Beach Master Plan was initiated to establish a broadly supported community vision for the property with recommendations for the immediate term and longer term. The Terms of Reference provided direction that the Bay Beach lands would be enhanced to:

- » support Crystal Beach as a **mixed use destination** with recreational, commercial activities and residential/rental accommodation; and
- » to serve as a **catalyst in stimulating growth** and development for a year-round tourist/recreational destination.

The Bay Beach Master Plan encompasses the lands on the south side of Erie Road including the beach and water lot and the two parking lots on the north side of the road. Bay Beach is currently designated as a Town-wide “specialized” waterfront park that is one of only five waterfront parks in the municipality. Although the Town has 27 kilometres of shoreline, only 3 kilometres is available to the public. When the property was purchased by the Town in 2001, it was seen as a strategic investment in the community and the village of Crystal Beach. It provided the opportunity to enhance public access and recreation as well as to revitalize the neighbourhood through private development. Over the years, various planning initiatives have been undertaken (outlined in the next section) to provide a context for considering the future of the site and a framework for potential development. In 2009, a private development proposal was brought forth and subsequently withdrawn, spurring the Town to review their vision for the property and resulted in the need to create a community based Master Plan for the Bay Beach site.

The work program for the Master Plan was framed around community engagement in each of the three phases of the study (see Chapter 3).

The Bay Beach Master Plan report is organized in four parts:

## Part 1: Context and Purpose

Provides a snapshot of the development history of the site and the planning context for the Master Plan. It also includes a summary of the consultation program.

## Part 2: Bay Beach Master Plan

Provides a summary of the eight key directions, Bay Beach as a catalyst for revitalizing Crystal Beach, the components of the Master Plan, environmental strategy, parking strategy, infilling the neighbourhood, Official Plan and Zoning changes required.

## Part 3: Financial and Operational Plans

Provides a summary of the capital and operating costs and the revenues.

## Part 4: Implementation Strategy

Provides a summary of roles, responsibilities and phasing of the Master Plan.



The Bay Beach property (outlined in red ) is comprised of three parcels totalling 2.14 ha (5.2 ac), excluding the water lot which is 0.76 ha (1.8 ac):

- » north west lot is 0.31 ha (0.78 ac);
- » north east lot is 0.23 ha ( 0.58 ac); and,
- » lands on the south side of Erie Road is 1.6 ha (3.9 ac).

The Bay Beach property is adjacent to additional town-owned beach lands (outlined in yellow) that extend to and include the Ashwood Avenue pedestrian entrance.



1996



2001



2002



## Community Assist for an Urban Study Effort report (CAUSE)

An Ontario Association of Architects' Program

The CAUSE report concluded that Crystal Beach should evolve as a quiet, stable, distinct and desirable residential community.

Study objectives:

- » enhance the public's enjoyment of the beach, while accepting beach access limitations;
- » ensure the continuation and enhancement of the existing street and lot pattern and house forms; and,
- » ensure the provision of useable open space and the appropriate integration of new development.

Study recommendations include:

- » the Town should initiate a rezoning to recognize and encourage the existing lot and building pattern, and to broaden the range of permitted uses in commercial areas;
- » the Town should acquire derelict properties for resale or development for public use;
- » provide financial aid for building upgrades; and
- » consider reduced development charges for infill projects.

## Town of Fort Erie purchased property

The Town purchased property in 2001 from the Rebstock Family for \$2,050,000 as a strategic investment to:

- » enhance public waterfront access;
- » generate an acceptable return on investment;
- » provide the opportunity to change and enhance the impact of Crystal Beach as a mixed use destination with recreational, commercial facilities and residential/rental accommodation; and,
- » provide the opportunity to realize a synergy to create investment opportunities for a year-round tourist/recreational destination.

## Bay Beach Design Charrette Report

Town Planning Department & Citysense Urban Design

The Design Charrette resulted in 5 scenarios for the site and led to the development of evaluation criteria to consider future development proposals for the Bay Beach property. The criteria included consideration of:

Balance of land uses:

- » housing;
- » hospitality;
- » entertainment;
- » retail; and,
- » park, beach, open space.

Built form:

- » detailed restoration or reconstruction of the existing structures;
- » architectural/landmark qualities;
- » beach vernacular style & materials;
- » maximum heights;
- » porches/verandas; and,
- » animated ground floor.

Open Space:

- » private land: high quality plantings, decorative lighting, sidewalks, site furniture, gazebo/lookouts, public art & signage; and,
- » public private partnership: public parking, streetscape improvements, beach access corridor, plaza landscaping, special features.

Parking:

- » provision of parking spaces.



2005



### Crystal Beach Neighbourhood Plan Community and Development Services

The Neighbourhood Plan established a vision to guide future development in the Crystal Beach Neighbourhood. To support this vision, the Plan contained five commitments:

- » well thought-out neighbourhood planning that sustains the value of our community;
- » respectful use and care for the environment including our parks, trails and especially our lakefront lands;
- » communication and involvement of citizens;
- » vibrant business growth, consistent with a defined historical core; and
- » safety and education in our community.

The Plan also identified the Bay Beach property as a Community Focus Area and provided three development scenarios based on the outcomes of the Design Charrette. The Plan then recommended that an Economic Impact Analysis be undertaken to determine which scenario would provide the greatest overall positive economic, social and aesthetic benefit for Crystal Beach and the Town.

2005



### Bay Beach Economic Impact Analysis C.N. Watson and Associates Ltd.

The Economic Impact Analysis evaluated the three development scenarios from the Neighbourhood Plan to clarify which would provide the greatest overall positive economic benefit for the community and Town. The study concluded that development scenario one would be the preferred concept due to balanced potential for commercial and residential development, enhancing parkland and financial risk to the Town. However, the conclusions noted that the development scenarios did not include detailed land uses and therefore the results may vary once specific land uses are refined.

In conducting the analysis, three perspectives for economic impact were considered:

- » market assessment and stakeholder analysis for proposed building land uses;
- » financial impact and risk; and,
- » economic impact.

2009



### Molinaro Group Development Application

A Zoning By-law Amendment application was jointly submitted by the Town and Molinaro Group on November 26, 2009. The application was approved by the Ontario Municipal Board in 2010. The development proposal and Community Benefits Agreement associated with this application included the following elements:

- » 12-storey, 87-unit residential building;
- » ground floor commercial and public assembly space;
- » community pavilion;
- » outdoor podium;
- » open space improvements;
- » road reconstruction; and,
- » parking lot improvements.

The Molinaro Group terminated their Agreement for Purchase and Sale in 2013.

# Summary of Planning for the Property

# 2 The Context of Bay Beach

## 1. Land Use

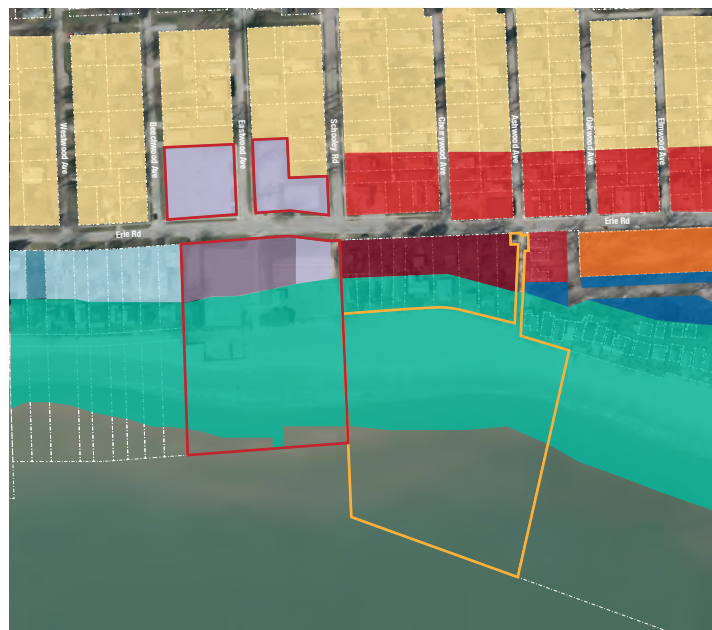
Bay Beach is located within a predominantly residential neighbourhood. Commercial uses along Erie Road connect the property to the commercial core on Derby Road.



- Residential
- Commercial
- Open Space

## 2. Zoning By-law

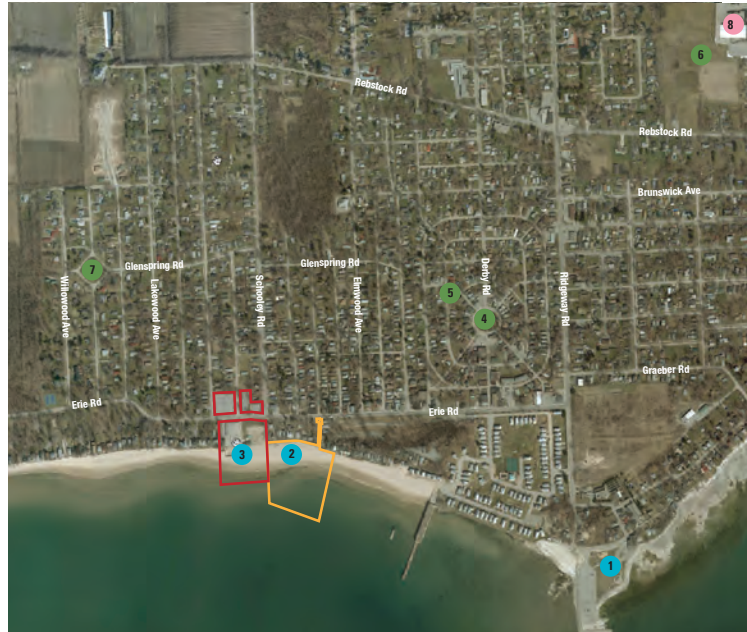
The Bay Beach property is zoned General Commercial and General Commercial Exception Zone. Surrounding zones include Waterfront Residential, Core Mixed Use 2 and Residential 2 Zones.



- C2 - General Commercial Zone
- C2-427 (H) - General Commercial Exception Zone
- CMU2-272 - Core Mixed Use 2 Exception Zone
- CMU2-155 - Core Mixed Use 2 Exception Zone
- CMU2 - Core Mixed Use 2 Zone
- CMU2-275 - Core Mixed Use 2 Exception Zone
- R2 - Residential 2 Zone
- WR - Waterfront Residential Zone
- WR-143 - Waterfront Residential Exception Zone
- WR-155 - Waterfront Residential Exception Zone
- H - Hazard Zone

### 3. Parks and Open Space

The Bay Beach property plays a key role in the parks and open space network within Crystal Beach. Bay Beach contributes to the provision of accessible open space and provides a valuable public beach.



- **Waterfront Park**
  - 1 Crystal Beach Waterfront Park
  - 2 Crystal Beach
  - 3 Bay Beach
- **Park**
  - 4 Queen's Circle
  - 5 Madeline Faiazza Memorial Park
  - 6 Crystal Ridge Park
  - 7 Cherry Hill Park
- **Recreation Centre**
  - 8 Crystal Ridge Arena

### 4. Roads and Parking

The Bay Beach property is bisected by Erie Road and currently contains 208 pay and display parking spaces. Another 350 spaces can be accommodated on a private lot to the east. A number of side streets around Bay Beach permit on-street parking.



- No Parking Any Time
- Parking Unrestricted
- 2 Hour Parking
- Public Parking Lot & Number of Spaces
- Private Event Parking



## 5. Businesses

The Crystal Beach neighbourhood contains a number of businesses, forming the Crystal Beach Business Improvement Area, which are concentrated along Derby Road and leading west towards Bay Beach.



- 1 The Sub King
- 2 Beautiful Brides, Custom Creations
- 3 Mabel's Gourmet Pizza
- 4 The Paddy Wagon Restaurant
- 5 The Sweet Spot
- 6 Beach Store
- 7 Sneakers Sports Bar and Grill
- 8 Crystal Beach Variety Video
- 9 Crystal Wines
- 10 Chester's Chicken to Go
- 11 South Coast Cookhouse
- 12 The Secret Garden
- 13 YogaJoy
- 14 Royal LePage
- 15 Warren Rose Auction Hall
- 16 H.R.M. Crow's Nest
- 17 Crystal Mart
- 18 Canada Post
- 19 Antiques on Erie Ltd.
- 20 Crystal Chandelier

## 6. Vacant Commercial Sites

There is a significant amount of vacant land and commercial buildings within Crystal Beach. This represents the potential for significant economic revitalization in the area. Implementing the Bay Beach Master Plan will play a role in furthering revitalization.



- Vacant Land
- Vacant Building



## 7. Bay Beach Today

Bay Beach is currently a popular beach destination. Beach amenities are very limited with temporary washrooms, a refreshment vehicle and seasonal vendors. Entrance to the beach is monitored by security at both the main beach entrance and the Ashwood Avenue entrance. The Lobster House (boarded up) remains on the site - a building used as a restaurant by the previous owners and then seasonal cottages. The foundations on the beach are remnants of a Dance Hall that was demolished by the Town in 2006. "Pay and display" parking is provided in three parking lots on the property.



*"People use the lake as a toilet..."*

Remnant foundations



*"Cement and decaying buildings still standing and using beach space"*

*"Depressing"*

Beach users in July



Parking area north of Erie Road



*"People leave garbage everywhere"*

*"Time to move forward..."*

Lobster House and parking south of Erie Road

## 8. Number of Current Users

Bay Beach has always been a popular destination. Photographs from the last century when the site was used as a cottage resort, and today show a very well used beach.

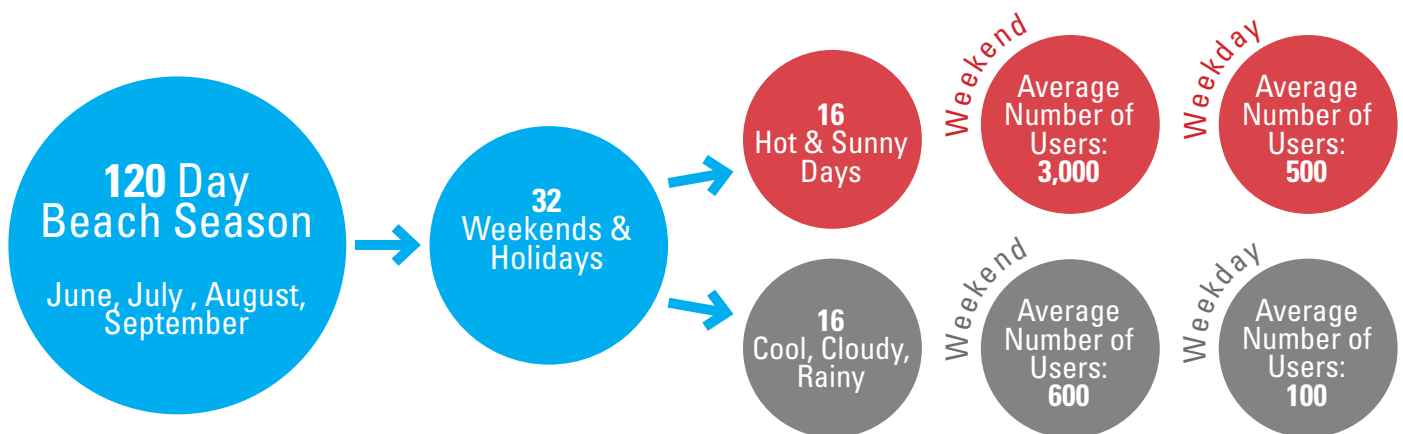


Historic Bay Beach



Hot sunny day in the summer of 2015 at Bay Beach

While no official count of the users of the beach has been done in the past, participants in the Community Workshops have stated there are thousands of beach goers that crowd the beach on the hot summer weekends. The following assumptions were made to estimate the number of beach users in a summer in order to estimate the current economic impact:



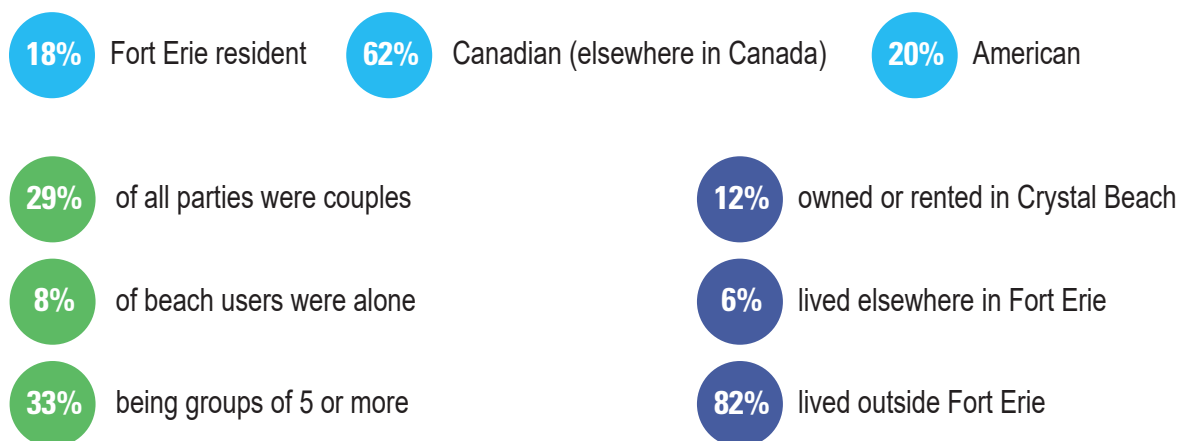
A conservative estimate of 84,000 people use Bay Beach over the summer season, calculated as follows:

	Hot Sunny Days	Cool Rainy Days	Total
Weekend and Holiday Use (32 days)	16 days @ 3,000 = 48,000	16 days @ 600 = 9,600	57,600 users
Weekday Use (88 days)	44 days @ 500 = 22,000	44 days @ 100 = 4,400	26,400 users
<b>Total Use</b>	<b>70,000 users</b>	<b>14,000 users</b>	<b>84,000 users</b>

## 9. Characteristics of Beach Users

An informal survey (a tally to provide an order of magnitude indication of use and expenditure) of beach users was undertaken on Thursday, July 23, 2015 and Saturday, August 15, 2015 to help estimate the economic impact of the beach. 18% of respondents to the survey said they came to the beach that day from Fort Erie (12% were in Crystal Beach, 6% were elsewhere in the community). Some of the respondents were renting in Fort Erie, some had cottages in Fort Erie but lived elsewhere permanently, and some lived in Fort Erie permanently. The remaining 82% of beach users were non-residents of Fort Erie, and of these, 62% lived in Canada, and 20% lived in the United States.

80 parties were surveyed, representing an estimated 333 people, the average party size was 4.2

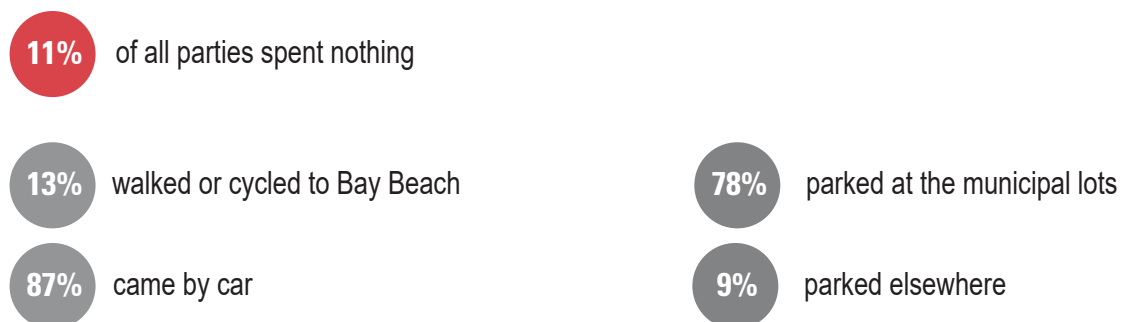


total estimated expenditure in Crystal Beach (from these 80 parties): \$3,045

total average expenditure of \$9.14 per person, or \$38.06 per party

persons living outside of Fort Erie spent on average \$9.11 per person

persons living inside Fort Erie spent on average \$9.31 per person



\* when numbers do not add up to 100%, all respondents did not answer

## 10. Current Economic Impact of Beach Users

Calculating the estimate of total summer beach use with the expenditure information from the survey of beach users, enables a calculation of the total current economic impact of Bay Beach on the Town of Fort Erie.

- » 84,000 people (rounded) use the beach each year;
- » 82% live outside Fort Erie (69,000 persons); and,
- » each non-Fort Erie resident spends on average \$9.11 in Fort Erie on the day of their visit (including parking).

**Current non-resident beach use results in an additional expenditure in Fort Erie of only \$629,000.** This is very low. As a rule of thumb, an estimate of tourist expenditures is typically in the order of \$20 to \$30 dollars per visit, not \$9.00.

## 11. Current Cost of Operating Bay Beach

There has been wide spread misconception that the current operation of Bay Beach was profitable, given that there was a charge for parking. A detailed assessment of the revenue and expenses incurred for current beach operation and management of parking in 2014 revealed that there is a net cost to the municipality from running the beach in the order of \$70,000 a year.

Beach Maintenance	Revenue	Expenses	Net
- Concession	\$8,000		
- Wages and Benefits		\$39,732	
- Utilities		\$6,800	
- Building Maintenance		\$4,100	
- Gate Security		\$23,500	
- Materials and Supplies		\$2,400	
- Grooming: beach raking, garbage pick-up, etc.		\$28,456	
<b>Subtotal</b>	<b>\$8,000</b>	<b>\$104,988</b>	<b>(\$96,988)</b>

Parking Lot	Revenue	Expenses	Net
- Parking Lot Fees	\$55,000		
- Parking Lot Fines	\$3,000		
- Parking Lot Security (issuing tickets)		\$22,100	
- Parking Lot Repair & Maintenance		\$7,700	
<b>Subtotal</b>	<b>\$58,000</b>	<b>29,800</b>	<b>\$28,200</b>

Total Costs of Current Bay Beach Operation	Revenue	Expenses	Net
<b>TOTAL</b>	<b>\$66,000</b>	<b>134,788</b>	<b>(\$68,788)</b>

Source: Town of Fort Erie



Planning for Bay Beach has been underway for 12 years. It's time for positive change on the site.

For such a significant site providing much needed waterfront access, Bay Beach looks uncared for with remnant building foundations and a boarded up building.

Even with the thousands of people visiting the beach in its current condition, there is very little economic impact on Crystal Beach.

The current operation of Bay Beach costs the municipality \$70,000 a year.



Remnant building foundations at Bay Beach

# 3 Engaging the Community in the Bay Beach Master Plan

The Bay Beach Master Plan was prepared through an open and collaborative process involving all those interested in participating. A wide ranging community consultation program was implemented involving residents, visitors, business owners, organization representatives, beach users, Town staff, representatives of technical agencies and Council. A variety of methods were used to engage the community in face-to-face consultation and tools to enable online consultation were implemented over the course of the eight-month study. Every effort was made to provide a variety of consultation opportunities and experiences to engage the entire community. Information was regularly shared and presented through the newspaper, website, email, Facebook and Twitter. The Project Team overseeing the Master Plan was comprised of senior Town staff, the Mayor and the ward Councillor. A Community Focus Group was also established to provide guidance, input and feedback. The ten member group was appointed by Council and represented a range of interests with respect to Bay Beach. The Group included representation of long time, full and seasonal residents, new residents, community organizations, volunteers and business owners.

The team received hundreds of inputs to the Master Plan over the course of the study; these are summarized in the “What We Heard” reports which have been posted to the Town’s website: one dated July 31, 2015 and the second dated September 30, 2015.

The strategy for developing a community based Master Plan for Bay Beach involved extensive community engagement. A community workshop was held in each phase of the study to provide participants the opportunity to provide their input as well as to review the evolving plans. Each of the three consultation events included focused discussions with the Town’s Project Team, the Community Focus Group, other stakeholders including the Ministry of Natural Resources, the Conservation Authority and the Region of Niagara, special interest groups (heritage, environment and local businesses) and residents and property owners.

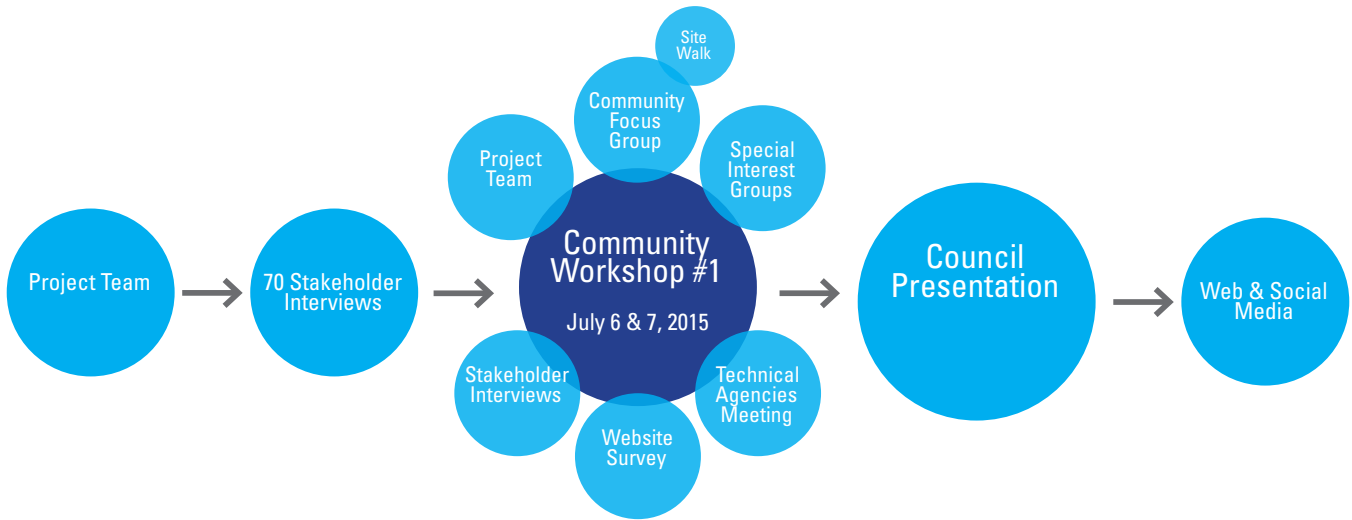


Community Workshop



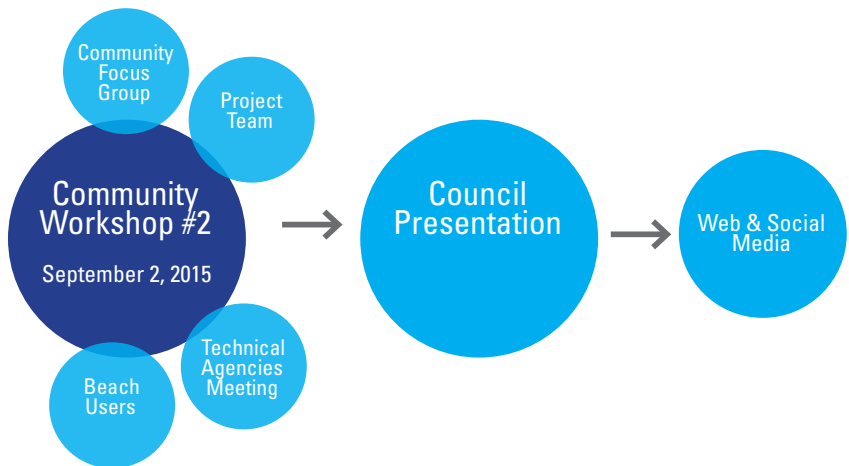
## Phase 1

Study Startup and Foundation of the Master Plan



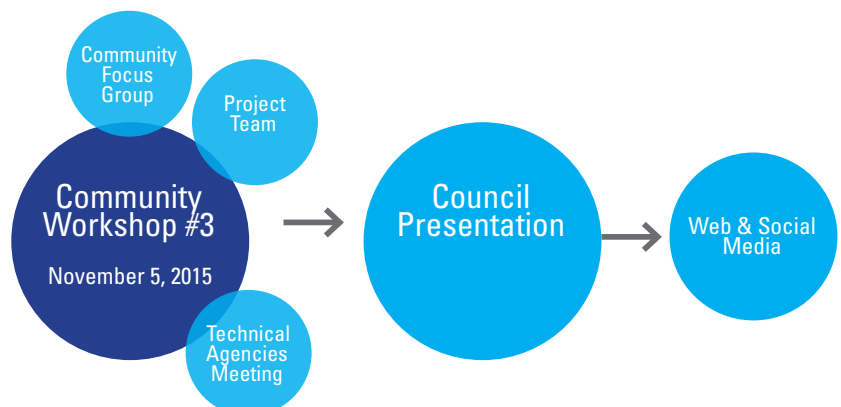
## Phase 2

Master Plan Development: 3 Concepts



## Phase 3

Action Plan for Implementation



## Community Workshop #1 - July 6 & 7, 2015

This event was open to anyone who was interested in participating and was advertised in the local newspaper, on the Town website and through social media, and by email and phone calls to the project stakeholder list. In addition, individuals who participated in one-on-one interviews and members of the Community Focus Group were invited to come and encouraged to spread the word. The first day of the workshop included meeting with the Project Team and Community Focus Group, one-on-one meetings and stakeholder meetings. The first evening session had a great turnout with approximately 100 individuals in attendance. The evening opened with a presentation from the consultant team introducing the project, existing conditions and comments received so far. Participants then took part in small group table exercises to provide specific input into the development of preliminary guiding principles.

The second day of Community Workshop #1 was used for the team to develop initial thoughts on concept options for the site. The team met with the Project Team, Community Focus Group and had a meeting with representatives of technical agencies. Approximately 80 individuals attended the evening presentation outlining the preliminary guiding principles and the initial options for the Bay Beach property. Following the presentation, participants worked in small table groups to record comments and opinions on the initial options.

## Community Workshop #2 - September 2, 2015

The second Community Workshop discussed the Bay Beach Master Plan and presented the eight key directions for the project, which summarized the input received. Three concepts were presented that were based on input received on the options presented at the first workshop. Participants were asked to register for one of three presentations that were followed by table group discussions where comments were recorded on the three concepts. The workshop's presentation provided precedents of environmental restoration strategies and principles, as well as information on Blue Flag beaches and their requirements. Topics of discussion included, open space, buildings, access, parking, land use, and the environment.

## Community Workshop #3 - November 5, 2015

The third Community Workshop discussed the final concept for the Bay Beach Master Plan. The workshop's presentation provided an overview of the site's planning history, and spoke about the evolution of the Master Plan throughout the community engagement process. Each aspect of the plan was discussed in detail. The land use plan, environmental strategy, parking strategy, costs and revenues, and the implementation strategy were also presented. Workshop participants were asked to register for one of three presentations, each of which was followed by a facilitated question and answer period.



Community Focus Group site walk

## One-on-One Stakeholder Meetings

About 90 invitations were sent out to the project stakeholder list with an invitation to a one-on-one interview with a member of the team. On June 25 and July 6 2015, the consultant team held over 70 one-on-one interviews with residents, business owners, community group representatives and Councilors, gathering input and insight into the context and opportunities for Bay Beach. These interviews allowed participants to provide input in a confidential manner, without comments being attributed to any one individual.

## Stakeholder Groups

Three meetings were held during Community Workshop #1 with key interests to enable focused discussions with respect to environmental concerns, heritage and the interests and/requirements of the technical agencies (Ministry of Natural Resources, Niagara Peninsula Conservation Authority and Niagara Region).

## Council Presentation

Presentations were made to Council during the study process to ensure Council was kept up to date on work in progress. Presentations were made to Council on July 20, 2015 to report out on the results of Community Workshop #1, on September 28, 2015 to report out on the progress of Community Workshop #2 and on January 11, 2016 to present the final Bay Beach Master Plan.

## Community Focus Group

The team met with the Community Focus Group prior to the general public event at each Community Workshop. At Community Workshop #1 a walkabout of the study area was followed by a presentation to introduce the project and the existing conditions. The Community Focus Group was asked for input regarding fundamental principles and key directions, and reviewed and provided comments on the preliminary concept sketches which illustrated early thinking on options for beach protection, open space, access, parking and possible development.

At Community Workshop #2, the Community Focus Group reviewed and commented on three concepts that were prepared based on the input from the previous workshop.

At Community Workshop #3, the Community Focus Group reviewed and commented on the final draft concept plan for the site, the capital and operating costs, revenues and implementation strategy.

## Web Site & Social Media

Over the course of the Bay Beach Master Plan study process, there has been enthusiastic online feedback from interested residents and stakeholders about what they would like to see happen at Bay Beach. Online feedback was received through email, both to the Town of Fort Erie and to members of the consultant team.

As well, information was posted on the Town's Facebook page, Twitter, and website.

## Beach Users

Beach users were asked a series of questions on September 2, 2015 during Community Workshop #2. The intent of the casual survey was to solicit ideas from beach users on how the beach and park could be improved.



“need removable, roll away beach mats”

“designate areas for dune development”

“Raised platform and boardwalk; not retaining sea walls”

“hibernation areas identified and monitored”

“a small outdoor market”

“Tell the unique history of Crystal Beach”

“application for funding under the Lakefront Enhancement Strategy is a competitive process”

“interpretative signage, plaques, story boards”

“new development must be done in the same style as the rest of Crystal Beach”

“job creation”

“would a Heritage Conservation District benefit the Crystal Beach area?”

“need washrooms and change rooms”

“no development north of erie road”

“describe how the plan helps the Region achieve the goals of its Strategic Plan”

“more parking”

“don't want high density”

“lots of day-trippers who don't spend money”

“Fowler's toad need dunes to hibernate”

“beach should remain public”

“a bicycle lane would be nice”



“parlay economic returns into additional waterfront acquisitions”

“condo or hotel”

“tourist hub”

“skating, cross-country skiing, ice sculpting”

“connect beach area to commercial areas”

“consider small fee for visitors”

“more permanent residents”

“rope off the dunes”

“informational signage & environmental education”

“desperately needed condos for seniors”

“encourage investment in community”

“design to blue flag standards”

“all we need is parking and good washrooms”

“beach-goers need lodging”

“naturalization”

“like the idea of development as long as it’s mixed use, multi-level”

“upper beach too programmed”

“locate parking further away to generate foot traffic”

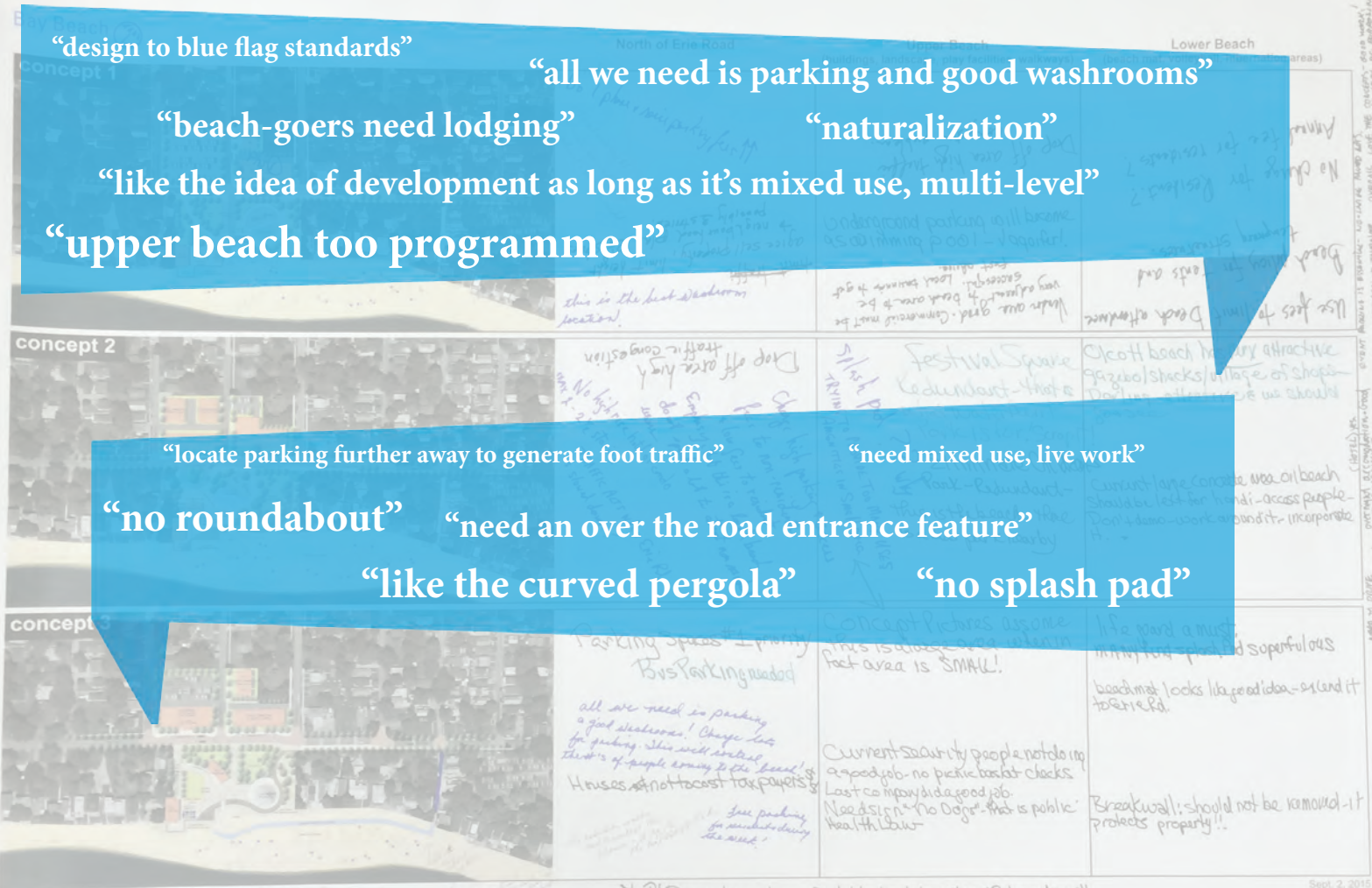
“need mixed use, live work”

“no roundabout”

“need an over the road entrance feature”

“like the curved pergola”

“no splash pad”



Many opportunities were provided to participate in the master plan process:

**100+** emails

**70** one-on-one meetings

**25+**

telephone conversations

**3**

Council presentations

**180** participants in workshop #1

**150+**

participants in workshop #2

**80+** participants in workshop #3



[facebook.com/FortErie](https://facebook.com/FortErie)



[town.forterie.ca/pages/BayBeachMasterPlan](http://town.forterie.ca/pages/BayBeachMasterPlan)





# Part 2

## Bay Beach Master Plan

4 Eight Key Directions

5 Bay Beach as a Catalyst for Revitalizing Crystal Beach

6 The Bay Beach Master Plan

7 Bay Beach Property

8 Environmental Strategy & Shoreline Protection

9 Parking Strategy

10 Infilling the Neighbourhood

11 Official Plan & Zoning



# 4 Eight Key Directions

Eight key directions provide the framework for the Bay Beach Master Plan. The key directions were developed during Community Workshop #1 and were further refined based on input from the Project Team, members of the Community Focus Group and members of the public.



## Enhance tourism/create a catalyst for economic development in the Crystal Beach area

- » Pedestrian linkages to the Village Centre.
- » Integrated parking solution.
- » No commercial activities that would 'cannibalize' the downtown.
- » 'Brand' improvements and marketing of Crystal Beach.
- » Improved marketing.
- » Product development: range of accommodation (boutique hotel), festivals/events, retail and restaurants.
- » Coordinated with regional tourism priorities.



## Create a community focus

- » Re-establish the site as a community focus.
- » Window on Lake Erie.
- » Greenspace/gateway to Lake Erie.
- » Public asset for all to enjoy.



## Enhance public access

- » Improved signage.
- » Identifiable routes and connections for pedestrians and cyclists.
- » Universal access (for those with various abilities).

# 4

## Enhance the beach experience

- » Public building to house beach amenities on the south side of Erie Road.
- » An enhanced and safe beach experience considering:
  - » Improved washrooms;
  - » Change rooms;
  - » Picnic pavilion;
  - » Boardwalk;
  - » Remove concrete walls and remnants of the dance hall foundation;
  - » Beach events;
  - » Seasonal retail/food vendors on the Upper Beach only; and,
  - » Enforcement of beach rules.
- » Heritage interpretation (interpretive panels, interpretive display).
- » Community space, community/tourist information.
- » Enhanced beach maintenance/management.

# 5

## Preserve and enhance the natural environment

- » Restoration of dunes.
- » Protection of Fowler's Toad habitat.
- » Environmental stewardship including interpretive features.

# 6

## Optimize return on investment to enable improvements

- » Sell north east lot to generate taxes from new development.
- » Increase parking rates.
- » Charge beach admission.
- » Increase revenue through charging admission, permits for vendors, lockers.
- » Provide a catalyst for revitalization of Crystal Beach community.
- » Value of increased beach enjoyment for residents.

# 7

## Infill the neighbourhood (in association with a parking strategy)

- » Infill must be consistent with overall scale and character of Crystal Beach;
- » Create a vibrant street edge; and,
- » Infill must enhance the pedestrian/walkability experience of users.

# 8

## Accommodate parking

- » Integrate parking strategy.
- » Accommodate parking for Bay Beach and village core.
- » Create a synergy between the site and village core.
- » Provide on street and off street parking.

# 5 Bay Beach as a Catalyst for Revitalizing Crystal Beach

Implementation of the Bay Beach Master Plan represents an important public investment in the Crystal Beach community. The public park, access and beach are crucial elements that will have a positive contribution to the image, quality of life and quality of place of Crystal Beach. As described below, investment by the public sector has been shown to promote investment by the private sector. Infilling the neighbourhood will also set a precedent for the character of development that is envisioned to rejuvenate the neighbourhood. There are many benefits resulting from the investment of public sector in public space.

## Enhanced Economic Value

There has been considerable work done in the United States on measuring the economic value of parks. Much of this work has been spearheaded by the California-based Trust for Public Land (TPL). In addition to the economic benefits identified by TPL, numerous studies have shown that significant public investment in parks can generate a number of positive economic impacts.

- » Promote **reinvestment by the private sector** in old and new building stock – Experience indicates that investment in parks stimulates private sector investment in new buildings. Creating a beautiful park is an investment in the future. Spending public dollars can secure existing tax revenues and have the potential to generate tremendous additional financial returns to all levels of government.
- » Maintain **existing retailers and attract new businesses** – Success breeds success, and an enhanced park in proximity to businesses can help to retain current tenants and attract new retailers. Public investment sends a strong message to the private sector.
- » Improve a **community's reputation** – Tourism increases with an array of park spaces, activities, and events that are supported by the public sector.
- » Improve **real estate values** – Research in New York, Portland, Dallas, Boulder and Mississauga has concluded that parks enhance real estate values (including rent, sale prices, assessed property values) of property located close by.

## Healthy & Complete Communities

Parks contribute to healthy and complete communities, and offer an attractive quality of place for residents, businesses and visitors. For residents in particular, the social and health benefits of parks have been well documented and are associated with the role parks play in community development, and in creating a sense of community, reducing the incidence of crime, promoting physical activity, supporting psychological and social development. Parks are “necessities” in urban settings, not “amenities.”

## Promotes Health

Proximity to parks is associated with higher levels of physical activity by nearby residents, which can reduce the incidence of certain chronic illnesses associated with a sedentary lifestyle. Beyond the physical health benefits, parks can also improve psychological health and development. Play is also central to learning and development in small children, connected to muscle strength, coordination, cognition, and reasoning.

## Crime Reduction

The perceived and real sense of safety contributes to a community's attractiveness and positive functioning, which can be impacted by the incidence of crime. Notably, poorly maintained parks are associated with the exact opposite effect – that being an increase in the perceived or real incidence of crime.



Infilling the neighbourhood with compatible development will contribute to creating a memorable place. Parking that sits vacant for most of the year does not create a sense of place. Memorable places are shaped by beautiful buildings, tree-lined streets and public space. High quality residential development or a small inn makes a positive contribution to Bay Beach and will help to support Crystal Beach. Erie Road, envisioned as a tree-lined pedestrian spine and an essential ingredient to encourage greater economic impact resulting from people visiting an improved Bay Beach, living in the Bay Beach neighbourhood and supporting businesses in the village core.

## Future Economic Impact through Implementation of the Bay Beach Master Plan

At present, the beach user survey in Chapter 2 showed that the average non-resident beach-goer spent only \$9.11 in all of Fort Erie (and that presumably included whatever they paid for parking). Some 11% of beach users reported having spent nothing at all in the Town.

Fort Erie and the retail community (through the Business Improvement Association) needs to take the opportunity afforded by improvements at Bay Beach to encourage overall revitalization throughout Crystal Beach. A number of integrated strategies could be pursued:

- » provision of information about downtown businesses and special offers at the information kiosk at the Upper Beach;
- » distribution of coupons, etc., for downtown businesses;
- » integration of the Upper Beach area into the rest of the community through enticing design, walking paths, etc.
- » preparation of a Secondary Plan to give a focus to uses in Crystal Beach;
- » the development of a Community Improvement Plan (CIP) in the area to incent compatible development in the rest of the community;
- » more active programming of the beach to encourage visitors at non-peak times, who then might be encouraged to shop in the rest of the village core;
- » undertaking preliminary assessments of the viability of various investment types (e.g. hotel, B&B) as a means of enticing interest in investment on the area; and,
- » parking located to draw visitors through core business area.

If the average daily expenditure of Bay Beach visitors could be tripled or quadrupled to the range of daily visitor expenditure seen in other major tourist destinations, the **economic impact on Fort Erie would be in the order of \$2 to \$2.5 million**. If 84,000 people spent on average \$30 a day (parking, entrance fee, food, vendors, etc.), rather than \$10, this would result in \$2.5 million spent in Fort Erie. This clearly shows the significant economic benefit building upon the catalytic effect of the Bay Beach improvements.





**PARCEL 1**  
OPTION A - RESIDENTIAL  
(STREET TOWNHOUSES AS SHOWN)  
2 1/2-STOUREYS (4-UNITS)  
OPTION B - PARKING (FOR HOTEL)  
OPTION C - PARKING (FOR RESIDENTIAL)

**PARCEL 2**  
OPTION A - RESIDENTIAL  
(DECK TOWNHOUSES AS SHOWN)  
3-STOUREYS (10-UNITS)  
OPTION B - HOTEL  
3-4 STOUREYS  
OPTION C - RESIDENTIAL  
(APARTMENT, LIVE-WORK)  
3-4 STOUREYS

PARKING  
108 SPACES

BEECHWOOD AVENUE

EASTWOOD AVENUE

SCHOOLEY ROAD

ERIE ROAD

PEDESTRIAN CROSSING

PARKING/DROP-OFF

PEDESTRIAN CROSSING

DROP-OFF/LOADING/  
FOOD TRUCKS

PEDESTRIAN CROSSING

SERVICE ACCESS

OPEN PLAY/  
PICNIC AREA

HERITAGE PERGOLA  
SHADE STRUCTURE

PLAY AREA

UPPER BEACH

OPEN PLAY/  
PICNIC AREA

MAINTENANCE ACCESS

GARBAGE STORAGE

WASHROOMS/  
LOCKERS/  
CHANGE ROOMS

VENDOR STALLS

LOBSTER HOUSE/  
PAVILION

GATE/  
KIOSK

BOARDWALK

RAMP DOWN TO BEACH

STACKED STONE WALL

SAND DUNES/GRASSES  
(NEW HIBERNATION AREA)

SAND DUNES/GRASSES  
(NEW HIBERNATION AREA)

VEGETATIVE BUFFER

STACKED STONE WALL

EXISTING TOAD HIBERNATION AREA  
UNDER EXISTING FOUNDATION

TERRACE  
(ON EXISTING  
SHORE WALL)

SAND DUNES/GRASSES  
(NEW HIBERNATION AREA)

SCOUR PROTECTION AT BASE  
(SAND COVERED)

STACKED STONE WALL

SAND DUNES/GRASSES  
(NEW HIBERNATION AREA)

EXISTING TOAD HIBERNATION AREA  
TO BE SIGNED AND FENCED

BEACH MAT

BEACH VOLLEYBALL

LOWER BEACH

# The Bay Beach Master Plan





CHERRYWOOD AVENUE

ASHWOOD AVENUE

OAKWOOD AVENUE

ERIE ROAD

PEDESTRIAN CROSSING

ERIE ROAD

GATE/KIOSK

ASHWOOD ENTRANCE

SEASONAL PARKING

ASHWOOD ENTRANCE





# 6 The Bay Beach Master Plan



Bay Beach Master Plan



The Bay Beach Master Plan will have the greatest affect on revitalizing the village core and spurring continued infilling of the neighbourhood if each of its component parts is successfully implemented. The Master Plan has four essential component parts:

- 1 Re-envisioning Bay Beach as a green jewel on Lake Erie's shoreline.
- 2 Activating the street and infilling the neighbourhood through redevelopment in the north east lot.
- 3 Creating an enhanced pedestrian streetscape along Erie Road that links the village core, new development and the beach.
- 4 Providing a balanced parking strategy that meets the needs of the summer beach users without sterilizing prime waterfront lands.

## 1. Bay Beach Property

Bay Beach has two components: the Upper Beach above the crest of the dune and the Lower Beach that extends to and includes the Ashwood Avenue entrance. The Upper Beach is 0.83 hectares of public space with over half of the area dedicated to green space and dune restoration. A public festival square and pedestrian routes accommodate access with hard surface paving. A play area is a focus for the Upper Beach. New facilities include a re-purposed Lobster House as an open-air pavilion, a new washroom building with lockers and change rooms, a pergola for shade and a kiosk to manage access and monitor admission to the Lower Beach. A stacked stone wall on the Lower Beach provides shoreline protection and encourages sand dune formation along the crest of the dune. The wall incorporates parts of the existing shore wall and helps support a new beach overlook. Removal of the majority of the dance hall foundations creates additional beach area. Beach mats run parallel and perpendicular to the water and provide a connection between the Ashwood entrance and the main beach. Beach volleyball courts could be accommodated on the sand as temporary features.

## 2. Infilling the Neighbourhood

Three possible scenarios are demonstrated for the north east lot to infill the neighbourhood with residential or commercial uses that are compatible with the Crystal Beach area. Chapter 10 describes this component of the Master Plan and describes the guidelines that will be used to direct detailed planning and design of the site.

## 3. Erie Road

Erie Road is envisioned as a shared street for pedestrians, cyclists and cars. It is essential that it be a pedestrian priority zone where cars move very slowly. Enhanced streetscape, defined pedestrian crossings and drop off areas are identified. Sidewalks will connect Bay Beach to the village core and event parking located a short walk away.

## 4. Parking Strategy

A parking strategy has been developed to balance the need to provide parking for beach users without sterilizing large areas that will sit vacant for the majority of the year. The strategy incorporates event parking to support high demand on some weekends in the summer, in locations that will also support business in the village core by creating a synergy between Bay Beach and the core area. The parking strategy is an integral part of the Master Plan and is described in Chapter 9.

# 7 Bay Beach Property

## 1. Re-purposed Lobster House

A building assessment commissioned by the Town in 2007 determined that the existing Lobster House could be “easily upgraded due to its type of construction”. The report noted that, given its age, the wood frame structure was in exceptional condition and also concluded that there were no “visible signs of distress”. Many participants in the study process expressed interest in preserving the building, to showcase the history of Bay Beach and to use it as a potential shade structure, for events, seating and picnicking. The Lobster House is envisioned to be retained and renovated as a seasonally flexible building that could be an open air pavilion. The existing west wall of the building would be maintained, to serve both as a noise and visual barrier to the neighbouring property. Potentially designed with ‘garage doors’ or ‘retractable walls’, the structure could function as an event space, a shelter for picnic tables, a market hall, or gallery for the display of interpretive information on the history and heritage of Crystal Beach. Over time, if demand exists, there may be an opportunity to incorporate a restaurant where the lessee would be responsible for building improvements and operation. Consideration of other possible uses for the building should ensure they support community events, gathering and would have an appeal to a broad segment of the community. Tourist attractions would be best located in the village centre, reminiscent of its days as a centre of attraction when the amusement park was in operation.



Bay Beach Master Plan





Existing Lobster House



Potential re-purposed Lobster House and Festival Square



Precedent for a Market Pavilion

## 2. Washrooms

Throughout the consultation events, the community voiced strong concerns over the state of the existing washroom facility and, in particular, the insufficient number of washrooms to serve visitors to the beach. There was broad based community support for the provision of a new washroom facility in an accessible location. Although some suggested that the washroom building be located on the Lower Beach, legislation does not permit such permanent structures be located within the floodplain. One of the essential components identified in the Master Plan is a new washroom facility, centrally located on the Upper Beach, in proximity to both the re-purposed Lobster House Pavilion, play area, picnic area, and the main access to the Lower Beach. In this location, it is intended to frame both the view to the lake as well as the 'Festival Square'. The new building is envisioned to be of a high quality, contemporary design and include washrooms, change rooms, lockers and foot wash stations. Several other foot wash stations will be located in the Upper Beach. It is also suggested that a porch or shade canopy could form part of the structure.

During the detailed design stage, the layout and exact number of men's and women's stalls and change rooms, as well as the location of lockers and foot wash areas, will be determined along with other elements such as lighting, materials, colours and finishes.



Bay Beach Master Plan





Precedent for a washroom building



Precedent for a washroom building



### 3. Admission Gates/Kiosks

The consultation process revealed a strong desire to implement an admission fee for the use of the beach as well as continued security check. It was suggested that all public access points to the Lower Beach would require a 'control' gate to effect this plan. Two admission gates/kiosks are proposed – one at the Ashwood Avenue entrance and one at the main beach. The former is envisioned to be a small ticket booth while the latter is envisioned to be a larger structure, including a small on-site administration' office to accommodate security staff and a beach supervisor. The main gate/kiosk has been located at the top of the ramp to control access to the Lower Beach as well as to allow site/security staff to survey both areas. The design of the gates/kiosks should be coordinated with the design of other structures in Bay Beach.

### 4. Festival Square

Responding to the desire for a gathering area within the site, as well as the need to organize seasonal vendors associated with the beach activities, the Master Plan proposes the creation of a Festival Square on the Upper Beach. The Festival Square is intended to be a flexible and multi-purpose paved space that is framed by the Lobster House Pavilion, the new washroom facility and the main gate/kiosk. As the main focal point of the site, the Festival Square is envisioned to host seasonal vendors, markets, festivals, community events and gatherings. Detailed design of the Square should explore opportunities for seating, tables and chairs, umbrellas, special paving, bicycle racks and lighting.



Bay Beach Master Plan



Precedent for an outdoor market



Precedent for seasonal vendors



Precedent for seasonal vendors



Precedent for seasonal vendors



## 5. Erie Road

It was pointed out a number of times during the consultation process that Bay Beach suffers from a lack of presence on the street and 'curb appeal'. It was noted that views of (and into) the beach are limited if not non-existent partially due to existing parking and partially due to the berm. 'Eyes-on-the park' by people walking and driving by will help to ensure a safe public space. A key recommendation of the Master Plan is to 'pedestrianize' and 'beautify' Erie Road and to open views into the site by reducing the height of the existing berm where possible.

Erie Road near Bay Beach is envisioned as a pedestrian priority area – a shared street where pedestrians, cyclists and cars share the space. The streetscape enhancements proposed along Erie Road include:

- » clearly delineated pedestrian crossings at the intersections with Beechwood Avenue, Eastwood Avenue and Schooley Road, that may include traffic calming elements such as special paving within the roadway, table-top intersections, rolled curbs and bollards;
- » designated and signed passenger drop-off and unloading areas in lay-bys along the north and south sides of Erie Road (no lay by would be incorporated in front of the residential development on the north east lot);
- » bicycle racks;
- » designated food truck parking spaces along the south side of Erie Road which will encourage activity between the Upper and Lower Beach as well as to activate the street edge; and,
- » considers accessibility through urban braille as implemented in Ridgeway.



Bay Beach Master Plan





Gateway to Bay Beach from Eastwood Avenue



Erie Road (looking east) pedestrian priority zone



## 6. Pedestrian Walkways / Access

The Master Plan envisions Bay Beach as a destination where pedestrians are prioritized and have safe access and circulation to all areas of the Upper and Lower Beach. Walkways have been designed to combine safe and efficient movement with opportunities for leisurely strolling and breathtaking vistas. The pedestrian system is made up of:

- » clearly delineated pedestrian crossings along Erie Road that may include traffic calming elements such as special paving within the roadway, table-top intersections, rolled curbs and bollards;
- » enhanced sidewalks along the south side of Erie Road (minimum 2.0 metres wide with special paving) that considers accessibility and provides a safe and attractive route to and from the main beach from the seasonal parking area located east of the site;
- » a main walkway down the centre of the site, connecting Erie Road to the gate/kiosk at the entrance to the Lower Beach; evocative of the ‘beach’ experience, as well as memories of Bay Beach in its heyday, it is envisioned as a ‘boardwalk’;
- » a secondary ‘boardwalk’ walkway that wraps around the children’s activity area, delineating the Upper Beach from the Lower Beach, the naturalized berm from the sand dunes below; and,
- » removable beach mats on the Lower Beach to provide accessible connections between the main beach entrance to the Ashwood Avenue entrance, and these areas to the water’s edge.

The Master Plan envisions Bay Beach as a destination where pedestrians are prioritized and have safe access and circulation. During detailed design of the site, all of the walkways and access points will meet the requirements of Accessibility for Ontarians with Disabilities Act (AODA) design requirements.



Bay Beach Master Plan





Historic photo of Bay Beach boardwalk



Roll-up beach mat, Cape Cod



Barrier-free access to the water, Ireland



Removable beach access - Waverly Beach, Fort Erie



## 7. Beach Terrace

Making use of the existing shore wall that extends out of the Lobster House, the Master Plan proposes to create a pedestrian terrace that extends south of the Lobster House and provides viewing opportunities to the beach and lake. The terrace sits on top of an existing shore wall structure and will have a privacy screen on the west side that protects the neighbours privacy. Following the line of the existing 'L' shaped shore wall, and the boardwalk, the terrace is envisioned to be constructed as a wood deck with railings. Flowing from the Lobster House and the Festival Square, this space may be similarly used for events and gatherings. Screening will be placed under the terrace on the east face to ensure people do not use the space, yet dunes and habitat can be protected. Chapter 7 provides additional detail on the shore wall.



Bay Beach Master Plan

## Crime Prevention Through Environmental Design

Crime Prevention Through Environmental Design (CPTED) is an approach to design that is aimed at deferring criminal behaviour. Natural surveillance occurs by designing the landscape, locating buildings, organizing access in a way to maximize visibility and foster positive social interaction. For example, designing Erie Road to increase pedestrian and bicycle traffic, infilling the north east lot with buildings with windows and porches overlooking the property and providing lighting in the Upper Beach are ways to enhance natural surveillance. Natural access control clearly identifies public access. For example, the Master Plan defines pedestrian routes and eliminates areas where people can gather behind remnant walls on the Lower Beach.





Existing view towards the proposed beach overlook to be built on the existing 'L' shaped shore wall (highlighted in blue)



Proposed beach overlook on the existing 'L' shaped shore wall, with screening



## 8. Children's Play Area

The Upper Beach includes a children's play area as an amenity that could offer an alternative activity for beach visitors and, more importantly, activate the space as a year round neighbourhood destination. The Master Plan locates a children's play area within the eastern portion of the Upper Beach on a flat area carved into the existing berm. In this location it is separated but visible from the street, sheltered from the beach by the naturalized and planted berm and creates an activity zone that can be accessed from all directions. It was further suggested that the design of the play area should be natural in character, incorporating organic and natural forms and materials in keeping with the character of this beach/park.

## 9. Pergola

Recognizing that new trees, regardless of species, will take time to establish and grow a canopy that would provide shade, the Master Plan proposes a pergola structure in the Upper Beach. This structure is designed to create an edge between the children's activity area and the street, while creating a point of interest that may be viewed from various vantage points along Erie Road.

It is envisioned that the design of the pergola would be coordinated with the design of the new washroom facility, incorporating similar elements and materials. Through detailed design, the opportunity for seating beneath the pergola as well as display of heritage interpretation will be explored.



Bay Beach Master Plan



Precedent for children's play area



Precedent for children's play area



Precedents for pergola/shade structure





## 10. Landscape Character

The community expressed a desire to have more trees in the Upper Beach to provide shade, a distinctly lacking feature in the current space. The Master Plan identifies clusters of large canopy trees located in the Upper Beach and along the sidewalk and internal walkways while naturalized vegetation within the berm areas will provide a transition to the Lower Beach sand dunes (and grasses). The types of trees (form, species, urban tolerance, suitability for the existing conditions) will be determined at the detailed design stage and in conjunction with a soils plan. Shrub planting will be kept to a minimum to avoid screening views of the lake. The boardwalk that wraps around the edge of the open play area has been shifted to accommodate buffer planting along the top of the low shore wall.

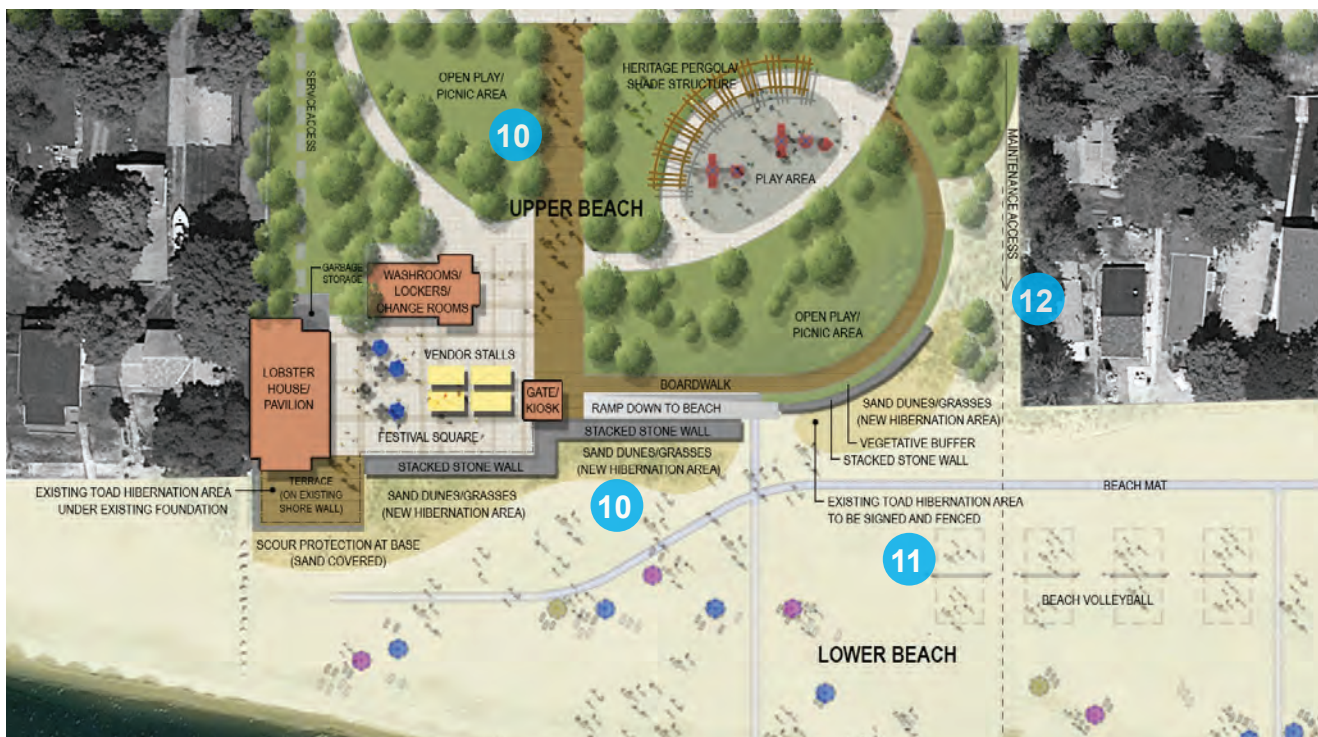
As part of the environmental strategy, the Master Plan identifies opportunities for dune regeneration within the Lower Beach areas that will help to re-establish the naturalized and native coastal ecosystem that once lined the shores of Lake Erie. These landscape features, formed through the depositing of sediment that naturally occurs along the waterfront, should focus on 'catalyzing succession' as a planting strategy – introducing robust plantings of native grasses and protective thickets.

## 11. Beach volleyball

Beach volleyball could be temporarily located for special events, supplied, installed and removed by the event organizer. Given the popularity of the beach, permanent volleyball courts was considered to take up too much space in the sand.

## 12. Maintenance/Emergency Access

Area residents have historically accessed their beach lands for maintenance purposes along the eastern edge of the Bay Beach property. An existing gate and break in the existing shore wall accommodates this use. As a courtesy to adjacent property owners, the Master Plan accommodates this current practice, in an area restricted to a route immediately adjacent to the eastern limit of the property. Trees and other planting will ensure a clear access route to the Lower Beach. Access by Town maintenance vehicles, beach vendors, police, fire and EMS will be accommodated on the internal park walkways.



Bay Beach Master Plan





Precedent for dune grass regeneration



Possibility for temporary beach volley ball courts

### 13. Use Of Lower Beach For Events

The Lower Beach is currently used for regular organized events such as “Church on the Beach”. In the summer of 2015, every Sunday from June 28 to September 6 the church offered a service at 9:00 am located close to the Ashwood Avenue entrance. With implementation of the Bay Beach Master Plan and the new procedures for charging admission (see Part 4 of the report), the Town will need to prepare a protocol for if and how to continue to allow events that require regular, single purpose use of large areas of the beach. Beachfront access is a precious resource in the Town. In considering organized events for Bay Beach, uses that appeal to the general public and require a waterside location for programming should be a key consideration.

### 14. Accessibility

The Accessibility for Ontarians with Disabilities Act (AODA) is legislation that mandates how businesses and organizations provide accessible services to the community. The legislation identifies that all public spaces constructed or redeveloped on or after January 2, 2016, must be fully compliant. Relative to public parkland, this applies to trails and walkways, outdoor eating areas, outdoor play spaces, beach access, parking and maintenance. In addition, local Accessibility Advisory Committees are to be consulted during the design phase of newly constructed or redeveloped facilities.

The Town of Fort Erie’s Multi-Year Plan Statement of Organizational Commitment states that the municipality is cognizant of the diverse needs of its residents and strives to provide services and facilities that are accessible to all. The Town of Fort Erie envisions itself as a well-designed community that is safe, convenient and comfortable for all persons, with or without disabilities. The Town of Fort Erie is committed to meeting the accessibility needs of people with disabilities in a timely and proactive manner and will use reasonable efforts to provide equitable access to programs, goods, services and facilities.

Creating an accessible and inclusive public space has been a priority in the development of the Bay Beach Master Plan. Ramps will provide access between the Upper and Lower Beach and beach mats will continue access along the beach and down to the water’s edge. Washrooms and change rooms will be designed to meet AODA requirements, the children’s play area will reflect the recommendations of Annex H of the CSA Standard for Children’s Playspaces and Equipment (Z614-14), and site amenities such as benches and signage will be designed to meet the needs of the entire community.

The Fort Erie Accessibility Advisory Committee will be consulted directly through the detailed design of Bay Beach.



## 15. Active Transportation

Active transportation refers to any form of human-powered transportation, such as walking, cycling, in-line skating, and skateboarding. There are many ways to engage in active transportation, whether it is walking to the bus stop, cycling to work and using the Friendship Trail to skateboard to school. Through its Fort Erie Active Transportation Committee (FEAT), the Town of Fort Erie supports active transportation as an alternate to motorized transportation, to promote a healthy and active lifestyle and to improve the environment. The principles of active transportation and walkable communities are considered through the development of neighbourhood and site plans, as well as ongoing park and trail improvements. Improvements to Bay Beach will provide for and encourage active transportation, through the provision of bike racks, safe and accessible access, sidewalks, beach mats, and proximity to bus stops.



Friendship Trail, Fort Erie

# 8 Environmental Strategy & Shoreline Protection

## Shoreline & Coastal Conditions

The shoreline in the Bay Beach Master Plan area is generally a sandy beach backed by dunes, on which homes, cottages and other development have been established for over a hundred years. As part of the Lake Erie shoreline, this area is subject to flooding and dynamic beach hazards associated with high lake levels, storm surge and wave action. In response to these natural hazards, various forms of shore walls have been constructed by private property owners along the back of the entire beach in Abino Bay over the past few decades.

The Bay Beach site comprises 125 metres of the 6000 metre shoreline in Abino Bay - 2% of the shoreline. Most of the Bay Beach site is lined with some form of structure, such as stacked concrete blocks, stacked blocks on a continuous concrete base, a wooden building, a concrete ramp, concrete foundation walls and a concrete shore wall. Included in these walls and structures, are the old dance hall foundation walls. There is a about 9 m along the east property line that is not lined with some form of structure. There is an additional 150 m of Town owned beach that extends to just east of the Ashwood Avenue entrance. This 175 m is entirely lined with shore walls of private cottages that abut the Town owned beach.

The existing elevation at the beach at the site varies. The elevation ranges between 176 m and 176.8 m at the base of the existing shore wall. The elevation of the Upper Beach ranges between 177.5 (in the parking area) and 178.3 in the backshore. The difference in elevation between the two areas is typically 1.5 m and is achieved by the existing wall.

Water levels on Lake Erie vary from season to season, in response to climatic conditions and the passage of individual storm events. During these storms, strong winds which blow along the length of the lake tend to push up or raise the water level at the downwind end of the lake. This increase in water level is referred to as “storm surge”. Waves at the shore are anticipated to run up above the 100 year flood level of 177.0 m.

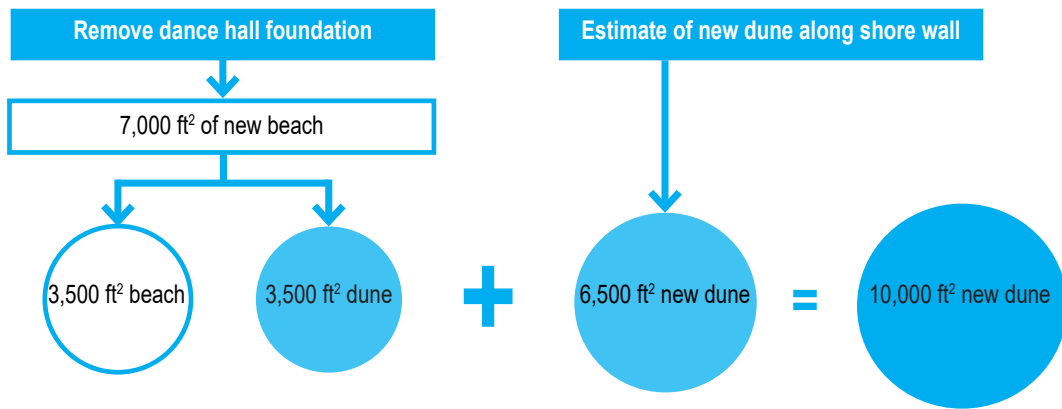
The beach profile varies over time in response to storm conditions at higher and lower water levels. During storms at higher water levels, the beach can be inundated all the way back to the existing seawalls. The 100-year flood level contour (177.0 m) generally extends along the base of the existing shore protection at the site; the 25-year flood level (176.73 m) is virtually at the same location.



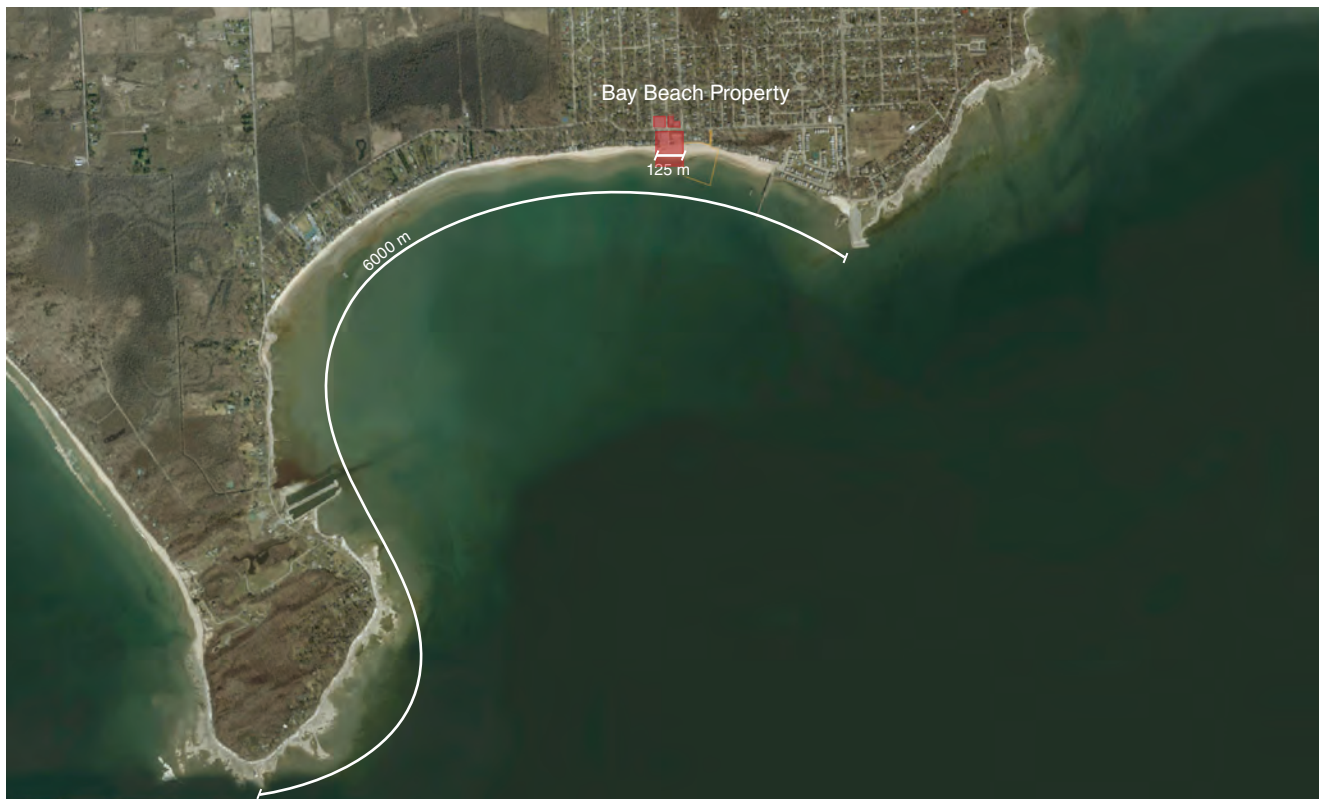
Existing shore wall on Bay Beach property



# New Beach and Dune illustrated in the Master Plan



Existing shore wall along cottages east and west of the site

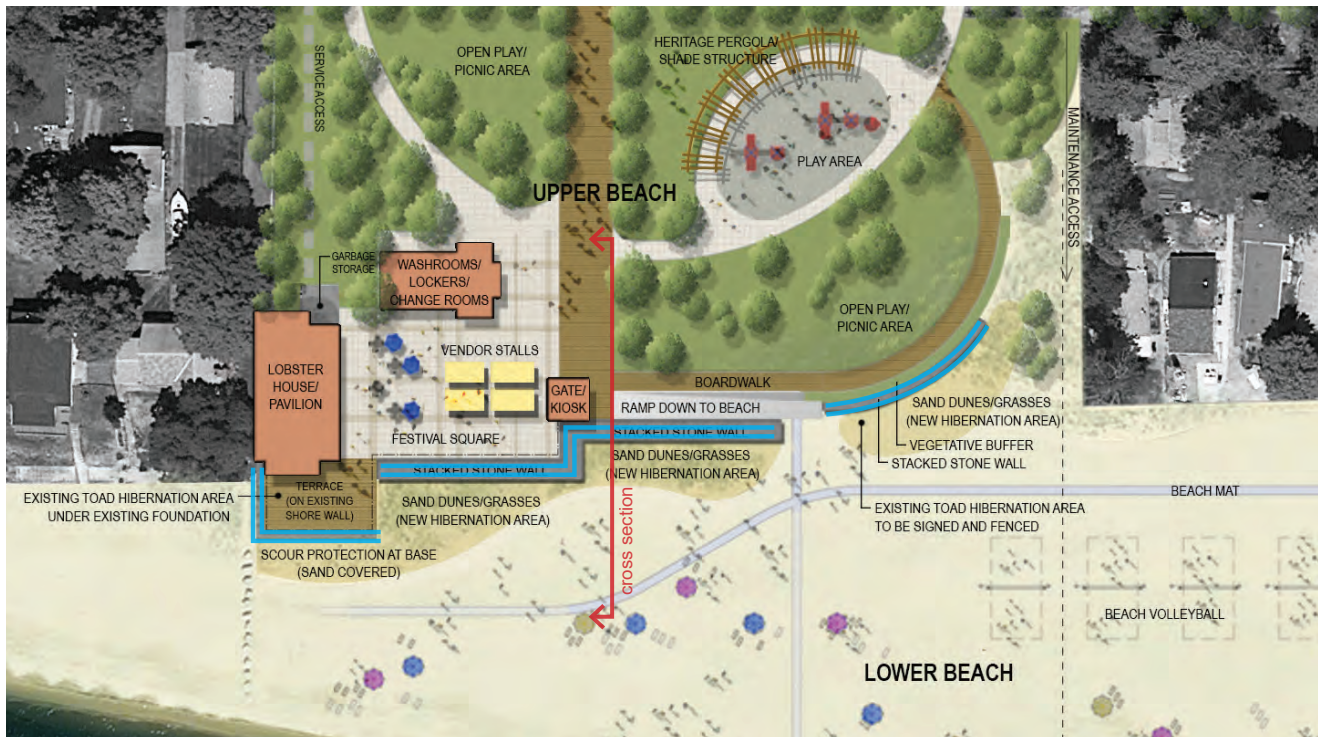


Bay Beach property is 125 metres within 6000 metres of Abino Bay

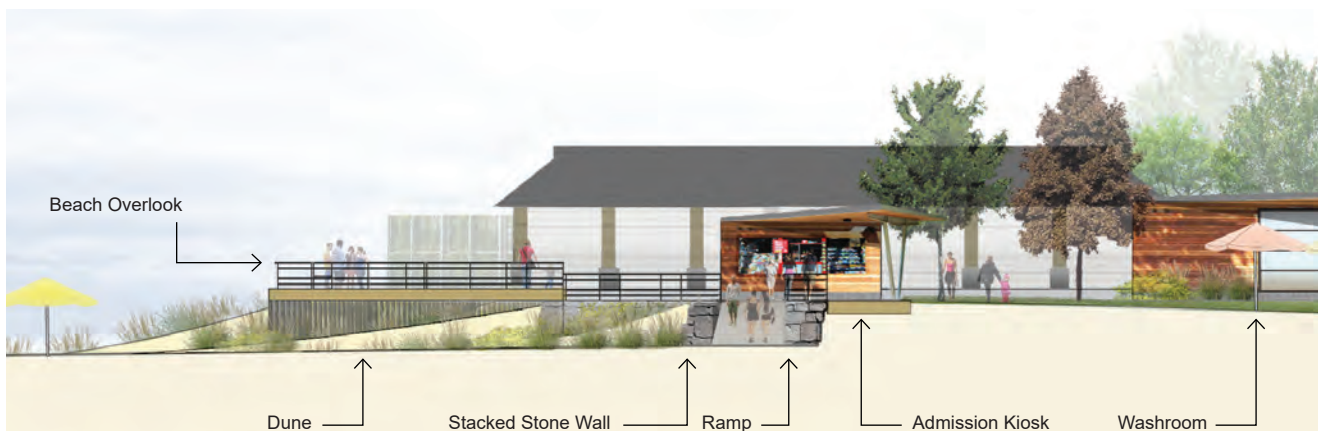
## Proposed Shoreline Protection

The limit of the dynamic beach is identified in the Niagara Peninsula Conservation Authority's Lake Erie Shoreline Management Plan Update (2010) as the existing line of seawalls and shore protection at the Bay Beach site and on private property to the west and east of the site. To be clear about the shore wall:

- » shoreline protection along the back of the beach is recommended to address the hazards of high lake levels, storm surge and wave action;
- » the shore wall replaces the existing structure that lines most of the site;
- » there is insufficient space available to maintain a natural dune without shore walls to adequately protect the Town's investment in the site and its amenities, at an acceptable level of risk, from being damaged or destroyed by surge and wave action; and,
- » the exact limit of the shoreline protection along the boardwalk in the Upper Beach will be determined during detailed design of the site.



Bay Beach Master Plan, location of replaced/new shore protection walls



Cross section looking towards the Lobster House illustrating stacked stone walls and new dune formation

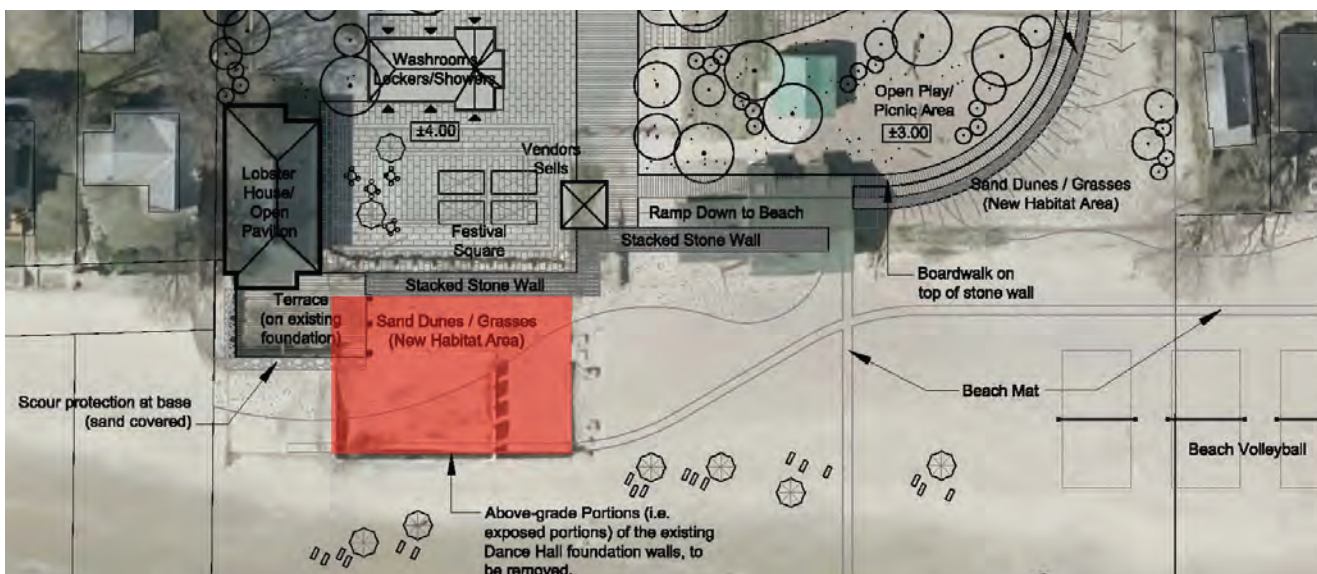


There are four components to the proposed shoreline protection works:

- » replacement of the existing stacked concrete block seawalls and miscellaneous structures along the back of the beach with stacked armour stone (existing concrete block will be re-used where possible);
- » removal of the above grade portion of the existing dance hall concrete foundation walls;
- » retention of the existing 'L' shaped concrete wall in front of Lobster House; and,
- » increase the opening at east end of property.

The proposed protection works balance the objectives of enhancing the natural environment, preserving habitat, and protecting the Town's investment in the amenity areas and infrastructure of the public space, including the Festival Square, washrooms/lockers/showers and accessibility ramp, from the damaging effects of high lake levels, storm surge and wave action.

- 1** A **low stacked armour stone wall** will provide effective protection and is commonly used to protect shoreline cottages in Abino Bay. The stacked armour stone walls are semi-flexible structures that readily accommodate some settlement. The stacked wall will be partially buried at the back of the beach and will allow for the grade change between the Lower and Upper Beach areas. Dunes and grasses will form in front of the wall over time.
- 2** The **above grade portions of the dance hall foundation wall** will be removed, opening up approximately 7,000 square feet of new beach. About 3,500 square feet is indicated for new dune formation (see green area on next page), leaving the 3,500 square feet for beach users.
- 3** The **existing short 'L' shaped length of existing concrete shore wall** (approximately 14 m alongshore length) at the west end of the site is being retained because it is in good condition and has historically protected the Lobster House. It is cost effective to retain this section of shore wall, otherwise the Town would have to demolish it, only to build something similar to protect the west end of the site. In addition, the Town has a responsibility to not increase the risk of damage to the neighbouring property to the west.
- 4** At the east side of the site, the existing 9 m wide **unprotected opening is being increased to approximately 20 m in width**. The increased width will be used to increase the dune area, to create more toad hibernation areas and to provide a narrow width at the east property limit to accommodate the continued vehicle access for maintenance of neighbouring cottage properties.



Above grade portion of Dance Hall foundation to be removed creating approximately 7,000 square feet of beach, habitat and dune

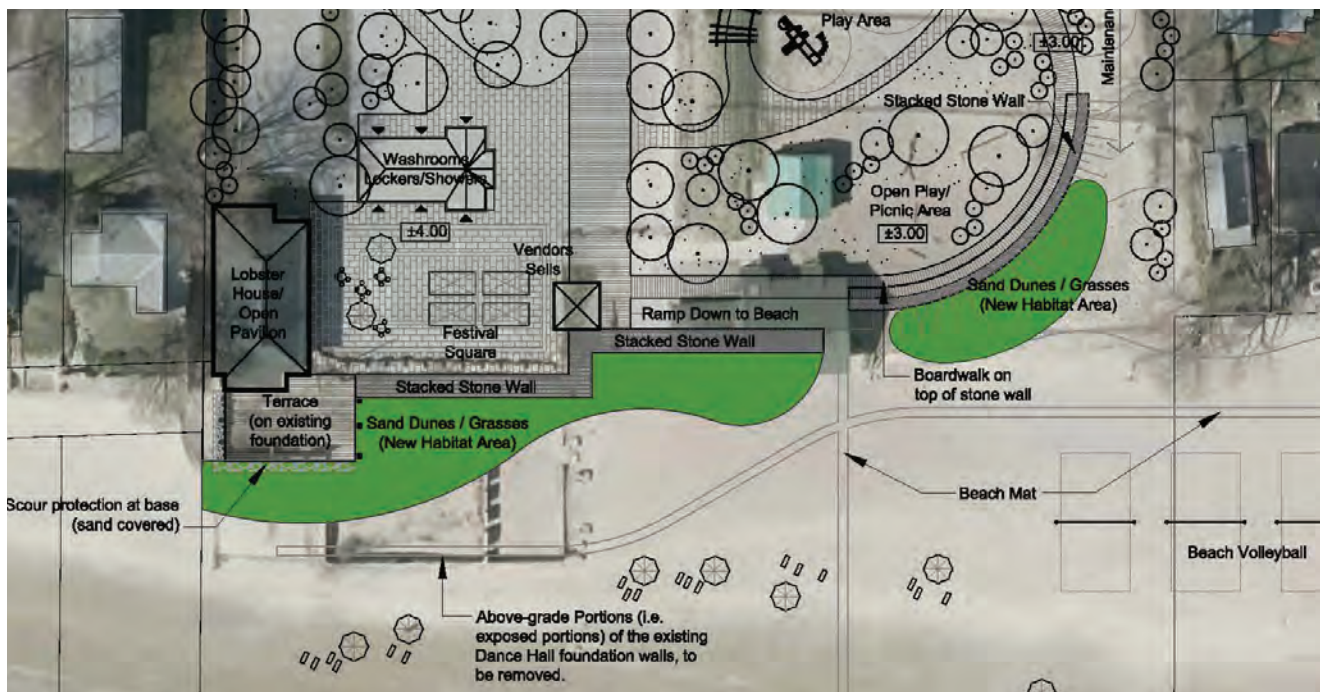
## Fowler's Toad Hibernation Area

Fowler's Toad is a medium sized toad that uses both aquatic and terrestrial habitats to complete its life cycle. It is assessed as a Species at Risk in Ontario and listed as Endangered. There are two small areas on the Lower Beach that are used for hibernation - one function of the habitat.

An Overall Benefit Permit was issued by the Ministry of Natural Resources and Forestry for the Bay Beach site in July 2012 as part of development planned by the Molinaro Group. The Overall Benefit Permit addressed the need to create habitat in the form of sand dunes, fencing to discourage trespassing, educational signage, brochures and stewardship guides, maintenance, monitoring and reporting. The Molinaro Group withdrew their application to develop the site in 2014.

The current areas used for hibernation habitat are about 1600 sq. ft. in size and are maintained and protected in the Master Plan. The Bay Beach Master Plan illustrates in green on the drawing on this page, approximately 10,000 sq. ft. of new dunes created along the edge between the Upper and Lower Beach. The created dunes area will be stabilized with planting to encourage dune formation over time. Fencing and interpretive signage will protect against foot traffic.

The Ministry of Natural Resources and Forestry requires any alteration to existing habitat (in this case used for hibernation) for species at risk to be approved under the Overall Benefit Permit such that there is a net gain in habitat (opportunity for hibernation) availability post-development. As well, the Overall Benefit Permit will ensure that the construction phasing is completed with consideration for the toads and that a monitoring plan will be initiated to ensure that the created habitat is serving the intended purpose - in this case hibernation. The Town will work with the Ministry to ensure implementation and monitoring results in a net benefit on the site.



Areas for dune formation against stacked stone wall - 10,000 square feet



## Blue Flag Certification

The Blue Flag certification is an internationally recognized and respected identity awarded annually to beaches and marinas that meet strict Operational and Performance criteria. Blue Flag Canada has certified 25 beaches and 6 marinas in Canada, including the following beaches in Ontario:

- » Wasaga Beach;
- » Waubuno Beach in Parry Sound;
- » Cherry Beach in Toronto;
- » Bayfield Main Beach, Bayfield;
- » Station Beach, Kincardine; and,
- » Port Stanley Main Beach, Port Stanley.

A beach may be eligible for Blue Flag accreditation if it is a designated swimming area, is open to the public and has facilities and services to comply with the Blue Flag criteria. Before applying for the Blue Flag certification, a feasibility study is completed by Blue Flag Canada to assess the beach, its facilities and provide recommendations for how conditions can be improved. With approval of the recommendations by the beach operator, the beach becomes a candidate for Blue Flag certification. Once all the criteria have been met, the beach is eligible to apply for certification. Applications are reviewed by a national jury who identify successful applications that are then forwarded to the international jury. If successful, Blue Flag Canada then performs control visits during the beach season to make certain all criteria are being met.

Blue Flag accreditation is not recommended at this time for Bay Beach. An existing storm sewer is located on the east side of Bay Beach along the right-of-way for Schooley Road. Relocation of the storm sewer would cost of about \$5 million, 5 years to complete the necessary environmental approvals, and relocation at an alternate public or private Abino Bay waterfront outlet, for which options are very limited. Blue Flag accreditation requires the beach to fully comply with water quality sampling and frequency requirements and there can no discharge of “urban wastewater” in the swimming area.

Of the 33 Blue Flag criteria, 26 will be met with implementation of the Bay Beach Master Plan, including for example:

- » environmental education;
- » information about the local ecosystem;
- » map of facilities at Bay Beach;
- » posted code of conduct;
- » regular water quality testing;
- » protection of sensitive areas;
- » regular maintenance, clean toilets;
- » prohibition of dogs on the beach;
- » promotion of sustainable transportation;
- » management of users and uses; and,
- » provision of drinking water.

At this time, implementation of the Bay Beach Master Plan will achieve the intent of the Blue Flag program to ensure a “clean and environmentally sustainable beach” with “facilities and services that tourists around the world look for” without applying for accreditation.

## 8.5 Environmental Strategy

1 Plan for a net gain of hibernation areas

2 Remove above grade portions of dance hall foundation

3 Protect shoreline at the crest of the dune with stacked rock/stone

4 Enhance localized natural dune formation with beach grass

5 Incorporate signage, control pedestrian access and delineate the areas to be restored

6 Plant native trees and shrubs

Species to be planted on the dune (for dune formation) include Marram or American Beachgrass. Upland transition (lower shrubs for the top of dune): sand cherry, ninebark, highbush cranberry and fragrant sumac. Upper Beach: paper birch and aspen (both fast growing) with red oak

7

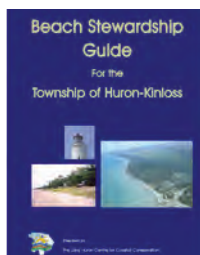
Implement a larger scale stewardship plan to enhance the environmental conditions on the entire Crystal Beach/Bay Beach shoreline. The Bay Beach site is a tiny fraction of the larger system



Educational signage



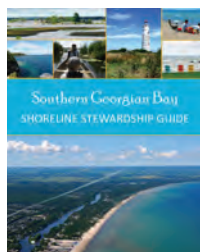
Dune Fencing to protect dune grasses



### Beach Stewardship Guide for the Township of Huron-Kinloss

[http://www.huronkinloss.com/public\\_docs/documents/Beach-Stewardship-Guide.pdf](http://www.huronkinloss.com/public_docs/documents/Beach-Stewardship-Guide.pdf)

The Stewardship Guide for Huron-Kinloss Township outlines what can be done to minimize the disturbance of dune ecosystems. The Guide suggests undertaking beach cleanups that are sensitive to the coastal environment and limiting the use of heavy machinery on the beach. It also outlines how residents can replant native dune vegetation, while controlling invasive species.



### Southern Georgian Bay Shoreline Stewardship Guide

<http://lakehuron.ca/index.php?page=shoreline-stewardship-guide>

The Stewardship Guide for Southern Georgian Bay outlines methods to use vegetation to help bind the soil, provide habitat and improve water quality. The Guide also discusses actions the community could take including natural landscape treatment on private property, and natural shore protection. The Stewardship Guide provides a description of “beach basics”, various shoreline conditions and methods to care for beaches. The Guide provides an excellent resource with information on native plants, removal of invasive plants, soft surfaces, dune formation and stabilizing vegetation.



# Community Stewardship Plan

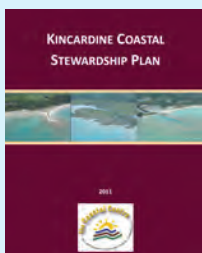
The Town of Fort Erie would participate as a landowner in a community initiated and led stewardship plan.

## Intent

- » to promote long term care and awareness of the intrinsic value of the Lake Erie shoreline, including Bay Beach and adjacent lands; and
- » to build a sense of community through social and recreational events.

## Priorities

- » setting an example of effective beach management practices that encourage naturalized areas may assist in developing a greater awareness and encourage private landowners to further the initiative along the Lake Erie shoreline;
- » engage property owners, businesses, environmental groups, non-government organizations and local government agencies (municipal, regional, Ministry of Natural Resources and Forestry and Niagara Peninsula Conservation Authority);
- » initiate a committee of the groups identified above and schedule regular meetings;
- » develop a vision for Abino Bay shoreline with clear goals and objectives, including strategies for implementation;
- » determine the common goals – water quality, safety and accessibility, shoreline protection and enhancement, habitat conservation and recreational opportunities;
- » incorporate an educational component which will help to develop relationships with general public and youth; and
- » actively involve the community and local naturalists to assist in the monitoring initiatives and help to minimize the potential negative impacts to the preservation areas.



### Kincardine Coastal Stewardship Plan

<http://lakehuron.ca/index.php?page=kincardine-coastal-stewardship-plan>

The Stewardship Plan was developed to help ensure that the resiliency and health of area beaches were not compromised by human activity. The Plan describes beach processes and the role of dune vegetation and provides management recommendations. Dune stabilization and restoration measures are described including fencing, beach grass planting, structure and gardens. A variety of tools to promote education and awareness are summarized including workshops, lectures, signs, interpretive signs, beach access signs and the use of media.



Precedent for dunes with native planting

# 9 Parking Strategy

A Parking Strategy is one of four foundations of the Bay Beach Master Plan. Currently, there are 208 parking spaces provided in lots on the north and south sides of Erie Road. In addition to these 'pay-and-display' lots, there is on-street parking available. Parking concerns dominated almost every conversation on the Master Plan – how much, where it should be located and how much to charge. It is clear that on some hot, sunny summer weekends, on and off street parking is very well used. Even if it was assumed that parking was full every single day of July and August, this would only be 15% of the year, meaning that for 300 days of the year, the parking lots sat empty as a blight on the landscape. The challenge of the master planning exercise is to balance the need for off street parking in the summer with opportunities to infill the neighbourhood with development that makes a positive contribution to the community and enhances the sense of place.

Sense of place – creating memorable urban spaces and places – was not created by parking lots. Beautiful buildings, parks, streetscapes and civic buildings are some of the elements that create memorable places. The challenge of the master planning exercise was how to use the supply and location of parking to support both the Bay Beach Park and the village core – to create a synergy where visitors to the Beach would also support local businesses and visitors to the village core would visit the beach.

The Parking Strategy establishes a balanced approach to parking including:

- » parking located across the street from the site and within a short walk of the beach, close to the village core; and,
- » parking provided by the Town and by the private sector.



Parking strategy for the Bay Beach Master Plan

There was general consensus from the outset of the master planning process that the parking lot on the south side of Erie Road would be removed as parking is not the best use for prime beach front property, where limited public access exists. In considering options for the north side of Erie Road, it was recommended that the north west lot would be maintained for public parking with 108 spaces. Infilling the neighbourhood through development of the north east lot will occur in tandem with implementing the following 10 point parking strategy.



1

Locate parking close to or in downtown Crystal Beach a short walk to/from the Beach

Having parking located in the village centre, on lands zoned for commercial, will encourage beach-goers to support local businesses, helping with the recovery of the commercial area.

2

Parking can be located on private lands that are zoned for commercial uses and are not in residential areas

All parking need not be provided by the Town. There are a substantial number of vacant, privately-owned lands in the village centre that could be developed as private parking lots.

3

Parking can be temporary/seasonal/event based

Parking can be provided as “event” parking to support high demand on hot summer weekends. Event parking need not be paved as most of the year it will not be used for parking and will maintain a more appealing visual aesthetic of green open space as opposed to asphalt parking.

4

Prohibit on-street parking for some streets in defined areas close to Bay Beach on some/all summer weekends (permit only parking)

The Town can prohibit on-street parking by visitors to the beach on some or all summer weekends. On-street parking can still be available to owners and their visitors through permits displayed on the dashboard of cars.

5

Pay for parking on all Town-owned lots. Pay for on-street parking in defined areas on summer weekends and holidays

All Town owned parking near Bay Beach and in the village centre, both on and off street, should be “pay and display”. On street parking should be paid parking on weekends and holidays (where parking is permitted).

6

Pay more the closer you park to Bay Beach

A \$10+ per day fee should be charged for all parking near Bay Beach. A lower fee could be charged at event parking lots and other Town owned lots in and closer to the village centre. This will encourage people to park closer to the businesses. A two-tiered parking system should be established.

7

Enforce parking regulations

Parking enforcement is the key to ensuring that the parking strategy works and to provide for orderly parking in the area. The Town implemented parking enforcement on weekends and holidays in the summer of 2015. Parking enforcement on weekends and long weekends will be carried forward with implementation of the Bay Beach Master Plan.

8

Provide for drop off at Bay Beach

There is a need for drop off at Bay Beach to provide an opportunity to drop off family and beach equipment at the beach prior to parking. Lay-bys on Erie Road at the beach will enable convenient drop off.

9

Connect parking lots to Bay Beach with a sidewalk

Erie Road will have a continuous sidewalk adjacent to event parking and eventually to Ridgeway Road to ensure safe pedestrian connections to all parking.

10

Landscape all parking lots

All parking lots should have landscaping at the street, and perhaps decorative fencing. This will enhance the streetscape character of the area.

# 10 Infilling the Neighbourhood

As one of the foundations of the Bay Beach Master Plan, scenarios for development on the north side of Erie Road (including on the two parcels of land currently used as surface parking lots) were explored. A number of development options were conceptualized based on urban design considerations such as improving the overall quality of the neighbourhood, activating the Bay Beach area and, most importantly, creating a community hub that will enhance the sense of place and identity for Crystal Beach. The potential development options also took into consideration marketability, and the need to support the village centre without competing with its retail uses.

Through the consultation process, there was broad based support for three potential scenarios for infill development on the north east lot. All three scenarios maintain surface parking on the north west lot.

The potential development scenarios on the north east lot include:

- » 10 lane-based beach townhouses fronting onto Erie Road and 4 street townhouses fronting onto Eastwood Avenue; or
- » one 4-storey apartment building fronting onto Erie Road; or,
- » one 4-storey inn fronting onto Erie Road.



Bay Beach Master Plan, with infill development





This scenario includes ten 3 storey beach townhouses fronting onto Erie Road and looking over Bay Beach to the Lake. Four 2.5 storey street townhouses are located on Eastwood Avenue as a transition to the adjacent residential neighbourhood. No driveways or garages would be located along Erie Road. Access and parking would occur at the rear of the townhouses. According to a recent market appraisal of the property commissioned by the Town of Fort Erie, this has the most market appeal and was considered the 'highest and best use'.



This scenario includes a 4 storey apartment building or 4 storey inn fronting onto Erie Road and looking over Bay Beach to the Lake. Parking would be provided on site. The 4 storey apartment building would have 38 units and the inn would have approximately 60 rooms. No driveway would be located on Erie Road. Vehicle access would occur at the rear of the apartment or inn.





Precedent for residential development



Precedent for residential development



Precedent for development of small inn



Precedent for development of small inn



Precedent for development of small inn



# Understanding the Architectural Character of Crystal Beach

Recognizing and enhancing the existing character of the neighbourhood was identified as an important principle for any new development in Bay Beach. Through urban design considerations, development must ensure that new buildings are compatible with existing built form (height & massing, architectural style) and that appropriate transitions to neighbourhoods are provided (height & massing, landscaping).

As the basis for understanding the character of Bay Beach, The Crystal Beach Pattern Book, completed for the Town in 2009, provided a highly visual and descriptive accounting of the built form in the community. It identified Bay Beach as one of the five character areas in Crystal Beach, having both distinctive streetscapes and built form. With the latter, it was noted that two common architectural themes were found in Bay Beach - the 'Cabin' and the 'Prairie' styles.

The Cabin style is described as a "folk style" with "home-made, pre-fabricated or kit construction, rather than the involvement of architects". Cabin houses were built typically as seasonal cottages. The Prairie style homes are described as having "craftsman" details and typically consisting of one and a half storeys.

The findings in The Crystal Beach Pattern Book, combined with the Master Plan team's observations and photo inventory confirmed key architectural characteristics in Bay Beach; these include:

- » low pitched roofs;
- » symmetrical arrangement of windows and doors;
- » doors centred on the front façade of homes;
- » front porches, many of which extend across the full front façade;
- » main entries that are raised (above finished grade);
- » entry features when there are no porches; and,
- » dormers on multi-storey homes.



Set back from local road



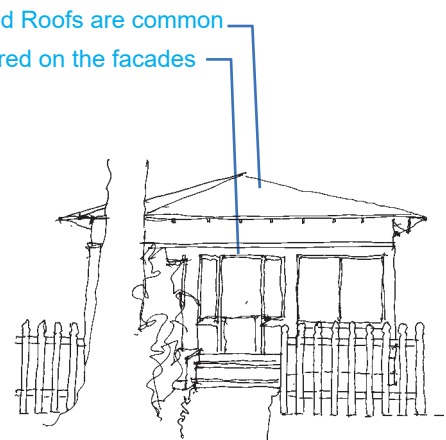
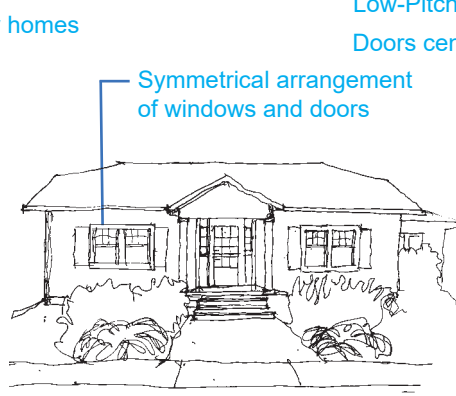
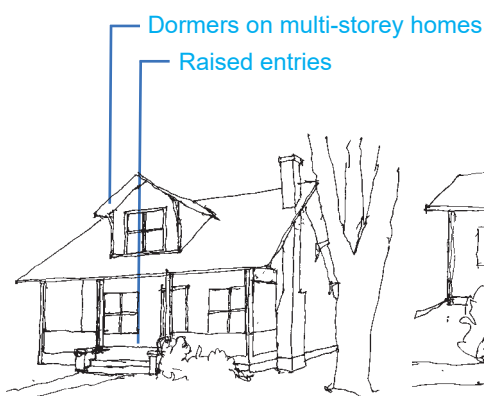
Full front porch



Dormer



Low Pitched Roof



## Application of the Common Elements in Bay Beach

The application of the built form elements identified as being common to the Crystal Beach area does not mean that new buildings on the Bay Beach site should be designed to replicate them exactly. Faux cottage is not the objective of the design guidelines. Instead, the key elements should be referenced in any new designs.

The annotated photo below illustrates how new development can be built to complement the character of existing buildings in Crystal Beach.

*Symmetrical arrangement of windows and doors*

*Dormers on multi-storey buildings*

*Low-Pitched Roofs*

*Doors centred on the facades*

*Front porches*

*Raised entries*



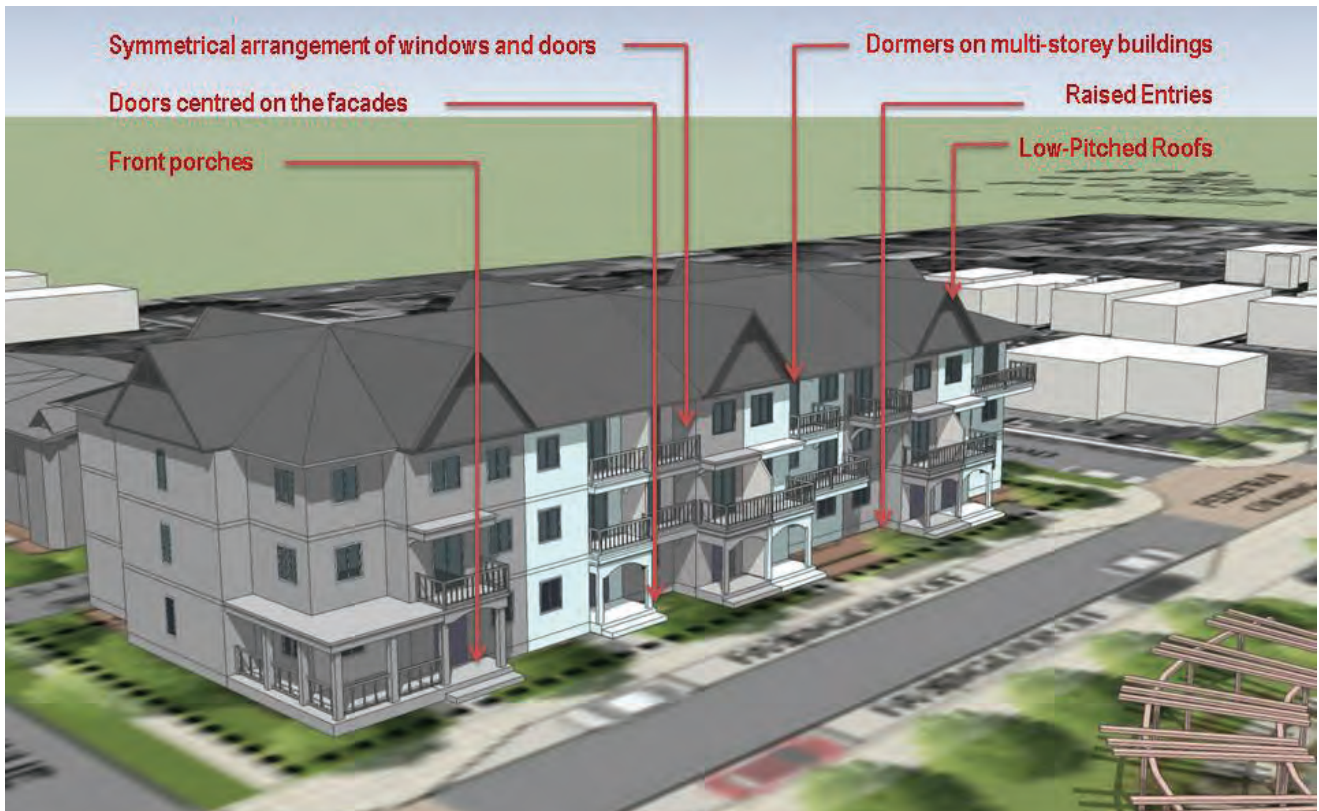


# Urban Design Guidelines for Bay Beach

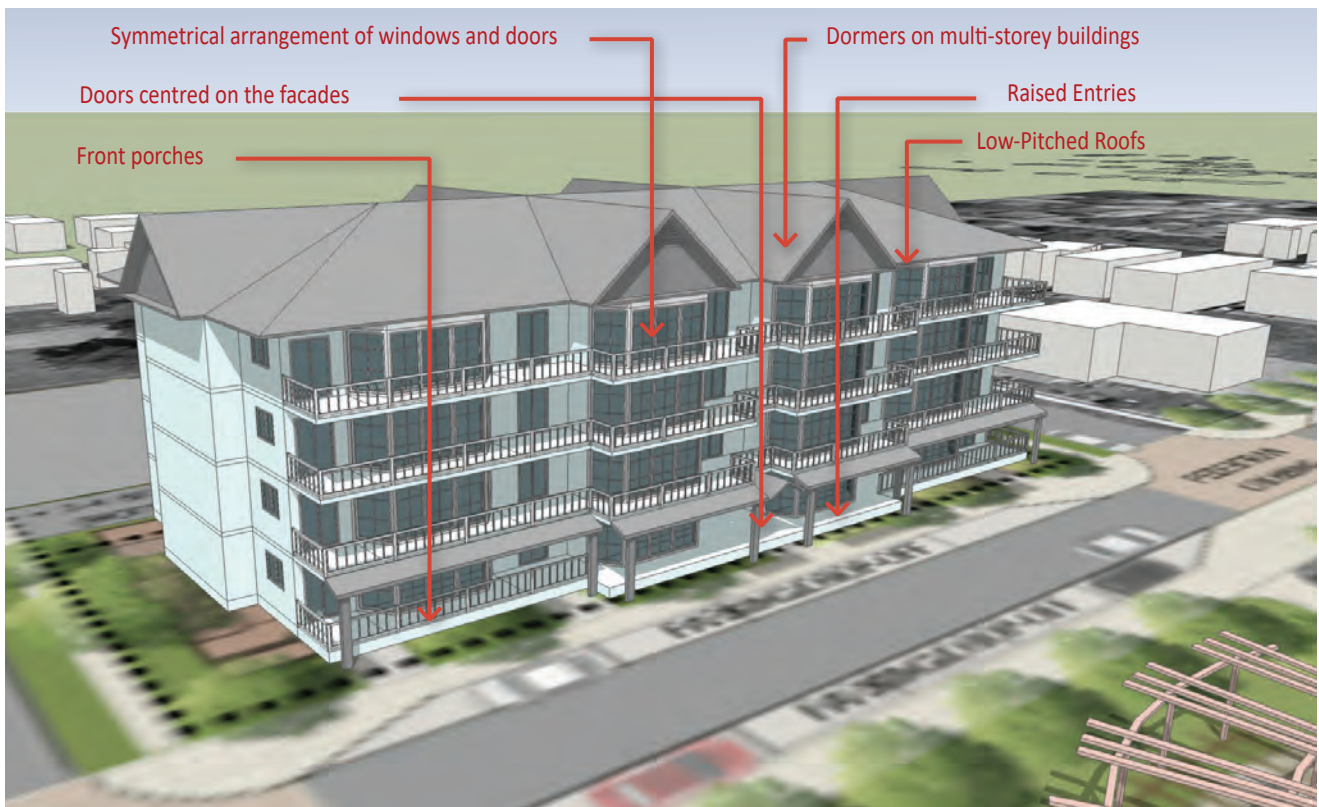
To ensure that new buildings are compatible and complementary to the architectural character of the Crystal Beach area, developers and builders should refer to the following urban design guidelines:

	Townhouses	Apartment Building	Inn
Building Placement	<ul style="list-style-type: none"> <li>» 5.3 m setback from sidewalk on Eastwood Avenue to the main front wall or porch; and,</li> <li>» 3 m from the right of way for Erie Road to the main front wall or porch.</li> </ul>	<ul style="list-style-type: none"> <li>» 2 m setback from the Erie Road right of way to the main front wall or porch.</li> </ul>	<ul style="list-style-type: none"> <li>» 2 m setback from the Erie Road right of way to the main front wall or porch.</li> </ul>
Building Design	<ul style="list-style-type: none"> <li>» Provide porches/balconies on the front facing Erie Road;</li> <li>» Provide and articulate the entry feature at doors to individual units;</li> <li>» Arrange windows and doors symmetrically on the front facade;</li> <li>» Raise the entry above grade;</li> <li>» 3 storeys on Erie Road; and,</li> <li>» 2.5 storeys on Eastwood.</li> </ul>	<ul style="list-style-type: none"> <li>» Provide porches/balconies on the front facing Erie Road;</li> <li>» Provide and articulate the entry feature to the building. A main front door should address Erie Road;</li> <li>» Arrange windows and doors symmetrically on the front facade;</li> <li>» Raise the entry above grade; and,</li> <li>» 4 storeys.</li> </ul>	<ul style="list-style-type: none"> <li>» Provide porches/balconies on the front facing Erie Road;</li> <li>» Provide and articulate the entry feature to the building. A main front door should address Erie Road;</li> <li>» Arrange windows and doors symmetrically on the front facade;</li> <li>» Raise the entry above grade;</li> <li>» 4 storeys; and</li> <li>» Commercial on main floor.</li> </ul>
Roof	<ul style="list-style-type: none"> <li>» Roofs should be low in slope. Maximum slope should be 1 metre in height for every 5 metres in depth; and,</li> <li>» Upper level windows should be embedded in the roof slope in the form of dormers.</li> </ul>	<ul style="list-style-type: none"> <li>» Roofs should be low in slope. Maximum slope should be 1 metre in height for every 5 metres in depth; and,</li> <li>» Upper level windows should be embedded in the roof slope in the form of dormers.</li> </ul>	<ul style="list-style-type: none"> <li>» Roofs should be low in slope. Maximum slope should be 1 metre in height for every 5 metres in depth; and,</li> <li>» Upper level windows should be embedded in the roof slope in the form of dormers.</li> </ul>
Garage	<ul style="list-style-type: none"> <li>» No front garages on Erie Road; Beach Townhouses will be accessed from a rear lane; and,</li> <li>» Townhouses on Eastwood Avenue should have the garage door located behind the main face of the residence.</li> </ul>	<ul style="list-style-type: none"> <li>» Parking will be accessed from a rear lane; and,</li> <li>» Townhouses on Eastwood Avenue should have the garage door located behind the main face of the residence.</li> </ul>	<ul style="list-style-type: none"> <li>» Parking will be accessed from a rear lane; and,</li> <li>» Townhouses on Eastwood Avenue should have the garage door located behind the main face of the residence.</li> </ul>

# Application of Design Guidelines



3 storey beach townhouses



4 storey apartment building or inn



# 11 Official Plan & Zoning

## Official Plan

The lands comprising the Bay Beach Master Plan are currently designated as “Site Specific Policy Area 4” in the Town’s Official Plan (OP). The Bay Beach Site Specific Policy Area 4 identifies the north east parcel as “Part 3” to be sold for residential purposes subject to the development of a long term parking solution as approved by Council. Therefore the policy contemplates the long term vision for this site as “Residential”. The Zoning of the lands identified on “Part 3” are zoned General Commercial C2 Zone which permits the Hotel and Motel use. These lands are therefore, deemed to conform to the Official Plan.

The proposed residential uses as well as the hotel and motel use in the Master Plan are consistent with the OP. Likewise, the proposed open spaces uses are consistent with the OP.

## Zoning

Currently the lands comprising the Bay Beach Master Plan include a General Commercial (C2) Zone on the two parcels north of Erie Road and a General Commercial Holding (C2-427(H)) Zone, General Commercial (C2) Zone and Hazard (H) Zone on the lands south of Erie Road. The General Commercial C2 Zone allows for “Hotel” and “Motel” uses, and dwelling units that are contained within a commercial use building. It does not allow for the types of dwelling units that are proposed in the Master Plan on the north side of Erie Road.

In order to implement the Bay Beach Master Plan, adjustments to the existing zoning should balance the need for flexibility while ensuring that the intent of the Master Plan is followed.

For the Bay Beach lands, the existing General Commercial Zone allows for the existing parking use to continue on the North West parcel and the potential development of a hotel/ motel on the north east parcel. However, to allow for the potential development of an apartment building and townhouses on the north east parcel, the General Commercial Zone should be amended to permit the following: “Dwelling, Apartment”, “Dwelling, Block Townhouse” and “Dwelling, Street Townhouse” in accordance with the provisions of Section 14.3 for the townhouse dwellings and Section 15.3 for the apartment dwelling. In addition, both these sections (14.3 and 15.3) will limit building heights to a maximum of 4 storeys. This amendment to the Zoning Bylaw needs to be implemented immediately to ensure the proposed infill development can occur.

For the lands located on the south side of Erie Road, consideration should be given to amending the General Commercial and General Commercial Holding (C2-427(H)) Zone to Open Space, with provisions for potential restaurant uses that are limited in size to the Lobster House floor plate, commercial vendor areas, and increase in lot coverage to 20%, for example. This amendment to the Zoning Bylaw should occur after the implementation of the Bay Beach Master Plan. Current permissions for residential uses of this property would be removed at that time.

The Bay Beach Master Plan meets the 8 key directions for the site set by the community at the July 2015 workshop.


The Bay Beach Master Plan provides for a green jewel on Lake Erie's shoreline and in the neighbourhood providing a focus for compatible infill development that will help support Crystal Beach.

An enhanced Bay Beach could have an economic impact of in the order of \$2 m to \$2.5 m a year in the Town of Fort Erie.

Implementation of the Bay Beach Master Plan results in a net benefit for the Fowler's Toad habitat.

A balanced parking strategy will help to support the village core of Crystal Beach.





# Part 3

## Financial & Operational Plans

**12** Capital Cost Estimate of Construction

**13** Sources of Revenue for Capital Cost

**14** Operations & Management Recommendations

**15** Sources of Revenue to Offset Operating Costs

# 12 Capital Cost Estimate of Construction

The capital costs for the construction of Bay Beach, as identified in the Master Plan, is approximately \$2 million. The following table is a summary of the order of magnitude costs for the components illustrated in the Master Plan. These costs are based on preliminary estimates and are subject to further refinements to the concept during detailed design and preparation of construction documents. Pricing will be confirmed at the time of tendering.

Item	Description	Cost
Site Preparation, Demolition, Removals	<ul style="list-style-type: none"> <li>» remove dance floor foundations (to below grade);</li> <li>» demolish and remove existing washroom building; and,</li> <li>» grading.</li> </ul>	\$45,000
Erie Road	<ul style="list-style-type: none"> <li>» sidewalk (to event parking lot); and,</li> <li>» lay-by Drop-off / Loading Area.</li> <li>» does not include the pedestrian crossings on Erie Road.</li> </ul>	\$300,000
Buildings/Walls	<ul style="list-style-type: none"> <li>» washroom building (change rooms, lockers &amp; foot wash);</li> <li>» admission Gate / Kiosk (2);</li> <li>» Lobster House Repurposing; and,</li> <li>» armourstone sea wall &amp; scour protection wall.</li> </ul>	\$500,000 \$60,000 \$175,000 \$300,000
Children's Activity Area	<ul style="list-style-type: none"> <li>» playground; and,</li> <li>» pergola (shade structure).</li> </ul>	\$100,000
Festival Square	<ul style="list-style-type: none"> <li>» paving; and,</li> <li>» beach overlook and railing,</li> </ul>	\$180,000
Pedestrian Walkways / Access	<ul style="list-style-type: none"> <li>» walkways;</li> <li>» boardwalk and railing;</li> <li>» pedestrian lighting; and,</li> <li>» removable beach mats.</li> </ul>	\$250,000
Planting	<ul style="list-style-type: none"> <li>» trees and shrubs;</li> <li>» sod; and,</li> <li>» dune planting.</li> </ul>	\$80,000
Site Furniture	<ul style="list-style-type: none"> <li>» benches;</li> <li>» bollards and bicycle lock-ups; and,</li> <li>» tables and chairs.</li> </ul>	\$75,000
Detailed Design Fee & Construction Documents	<ul style="list-style-type: none"> <li>» detailed design fee &amp; construction documents.</li> </ul>	\$120,000
<b>Total</b>		<b>\$2,185,000</b>



# 13 Sources of Revenue for Capital Cost

There are a number of sources of revenue to cover the capital cost of construction of Bay Beach. A two year funding strategy is recommended with the following six sources of revenue.

## 1. Sale of the north east lot

The Town recently commissioned a Market Appraisal Report of the north east lot to estimate the market value for the highest and best use of this portion of the property. Market value is defined as the most probable price a property should bring in a competitive and open market under all conditions required for a fair sale. The estimated value of the north east lot is in the order of \$500,000 that if sold would be attributed to the capital cost of construction of Bay Beach improvements.

## 2. Town's parkland reserve

Pursuant to the Planning Act, a 5% Parkland Dedication is required as a condition of the subdivision, development or redevelopment of residential land, or 2% for commercial or industrial development. Parkland dedication may be taken in the form of land or cash in lieu, depending on condition of lands/need for parkland. The Town has a reserve fund where cash in lieu is "banked". The Town is allocating \$357,500 to implementation of the Bay Beach improvements over the next two years.

## 3. Town's Development Charges Reserve

Development Charges By-law No. 43-2014 provides for the allocation of funds from every new residential and commercial property constructed to be used for the construction of new parks or new park amenities necessitated through community growth. The Town is allocating \$292,500 for the implementation of Bay Beach over the next two years.

## 4. Grant from the Niagara Region's Lakefront Enhancement Strategy

The Lakefront Enhancement Strategy is a funding program that enables the Region, Niagara Peninsula Conservation Authority, private sector interests and the public to work together in achieving improved access to and enjoyment of the Lake Erie and Lake Ontario waterfronts. Eligible projects will address the Region's priorities including strengthening clusters of key destinations, expanding lakefront networks and capitalizing on opportunities to acquire large assets. Key to considering eligible projects is the regionally significant economic benefits that will result from implementation. Eligible projects must also demonstrate support by the local municipality and other partners and stakeholders.

Funding to implement the Bay Beach Master Plan is consistent with the strategies to enhance/create destinations along the shoreline, foster economic prosperity, improve the trail network, provide lakefront access and control shoreline erosion. Examples of eligible projects include construction of washrooms, shoreline protection, a new park, installation of interpretive plaques, signage and new trails. Based on the existing Lakefront Incentive Program funding strategy, the Town can apply for up to \$850,000 of matching funding through this program. It is recommended the Town submit an application for the full amount through the next program intake.

## 5. Funding from service clubs and associations

During the consultation process, several community groups and organizations expressed interest in helping to realize the overall vision of a revitalized Bay Beach through participating in discrete component parts of the overall development plan (for example, the children's play area, or the washroom / locker areas). While no specific commitments were made, it should be recognized that there are possibilities of this sort that can offset the overall costs of development to the municipality. After approval by Council, Town staff should actively solicit such interest and meet with community groups and organizations that come forward wanting to be involved. In addition to helping fund the project itself, such involvement also builds active community interest and a sense of community 'ownership'.

## 6. Community fundraising initiatives

In addition to the participation of specific groups and organizations, there is also the potential for general community fundraising. For example, a 'buy a brick campaign' is a very popular way to involve the entire community, at an affordable cost, in a fundraising initiative and has been used in many instances (see: <http://www.thefundraisingauthority.com/fundraising-ideas/brick-fundraising/>). Other examples of community oriented fundraising events include memorial trees, memorial benches, marathons, silent auctions, charity events, etc.



Precedent for memorial tree



Precedents for memorial bench



# 14 Operation & Management Recommendations

The enhanced beach operations envisaged at Bay Beach assumes that the municipality operates it as a 'flagship' facility. The lack of supply of beach amenities and poor quality of facilities was a constant focus of discussion from beginning to the end of the master plan process. Users expect a high standard of operation and maintenance - this will be exacerbated with a charge for beach admission. Furthermore, commercial, recreational and event based activities envisioned for the site require careful attention to management to ensure its success. A key concern of residents is a need to manage capacity of the Lower Beach - which could be a key responsibility of a new Beach Supervisor position.

To ensure Bay Beach has a high standard of operation, staffing on the site should include a new position of Beach Supervisor, continued security, continued parking enforcement and maintenance of the Upper Beach, Lower Beach and new facilities. The use of high quality and robust materials, as well as attention to the maintenance of the site will help to deter vandalism that contributes to increasing the costs of maintenance.

## Beach Supervisor

It is recommended that Bay Beach have an on-site supervisor to manage all aspects of its operation during the prime operating times, to act as the eyes and ears on the beach and supervise formal activities and general public use. Having this position in place will minimize issues and ensure positive public relations. This position would supervise all security and maintenance personnel at the Beach, and would be in charge of day-to-day operations. It is expected that the Beach Supervisor would be on site from Thursday to Monday through the 20-week beach season. This position will also act as an on-site 'ambassador' to users of the beach. This position would report to the Town's Operations Division.

Specific responsibilities of the beach supervisor include:

- » scheduling and supervision of all maintenance and security staff and contracts;
- » monitor Upper and Lower Beach facilities, scheduling of repair and maintenance of facilities, collection and remittance of the beach admission fee;
- » monitoring beach capacity and possibly closing the Lower Beach at times to manage use;
- » liaison for on-going special events, programming and activities at the Beach;
- » oversight and supervision of commercial activities allowed at the Beach (e.g. food trucks and seasonal vendors);
- » rental of facilities;
- » collection of data and information on characteristics, satisfaction and expenditure of users;
- » liaise with facilities management staff and event staff; and,
- » prepare an annual report on the operations of Bay Beach to be presented to Town Council.

## Gate Security and Parking Enforcement

At present, the Town of Fort Erie contracts out security and intends to continue this into the future. The gate security will be responsible for checking for alcohol for those entering the beach and on the beach, ensuring no by-law infractions, and to check for beach access passes for local residents and visitors. Two or three security personnel will work at Bay Beach depending on the day of week and weather. Parking enforcement will be allocated to seasonal by-law enforcement officers working Thursday to Monday during summer months.

## Maintenance staff

In the past, the Town of Fort Erie has retained summer students to maintain the beach and washroom, while Facilities Management staff maintain facilities on site. It is recommended that seasonal beach and maintenance staff be assigned responsibilities that will include:

- » beach maintenance and raking;
- » sweeping;
- » garbage collection;
- » grass cutting and playground maintenance;
- » daily washroom maintenance; and,
- » overall tidiness and appeal.

The Town's Facilities Maintenance staff would only be responsible for building repair to the washroom, admission kiosks, Lobster House or pergola at the request of the Beach Supervisor. Day-to-day maintenance of the site's buildings is not anticipated.



The following table summarizes the cost of operations for the Bay Beach as envisaged in the Master Plan and compares the costs to 2014 operating costs. Chapter 15 summarizes the sources of revenue that will be available to cover the operating costs resulting in a break even condition for beach operation. As described in Part 1 of the report, the current beach operation is costing the Town about \$70,000 a year.

Beach Management and Maintenance	Current (2014) Expenses	Assumptions Regarding Enhanced Beach Operations	Future Operating Costs (rounded – in \$2015)
<b>Staffing</b>			
<b>Beach Supervisor</b>	n/a	new Beach Supervisor position – 20 weeks per year, 40 hours/week (Thursday through Monday).	\$35,000
<b>Facilities management</b>	total cost = \$39,732  summer students hired; and,  building and washroom maintenance, garbage collection on site.	facilities maintenance only (e.g. building repair).	\$15,000
<b>Gate Security</b>	total cost = \$23,500  contracted to manage the Ashwood and Upper Beach entrance.	parking enforcement will be responsibility allocated to seasonal by-law enforcement officer (Thurs. to Mon.);	\$40,000
<b>Parking Enforcement</b>	total cost = \$22,100  undertaken by security staff and by-law enforcement.	gate security will be hired by contract – responsible for checking for alcohol (those entering the beach and on the beach); ensuring no by-law infractions; checking for beach access passes of local residents and pay per use - 2 to 3 security personnel, depending on day of week; and,  hours will be reduced to reflect hours that admission is charged.	
<b>Beach and site maintenance</b>	total cost = \$28,456  (beach raking, garbage pickup, etc.).	<ul style="list-style-type: none"> <li>• beach maintenance and raking</li> <li>• washroom maintenance</li> <li>• garbage collection</li> <li>• grass cutting</li> <li>• playground maintenance</li> <li>• tidiness</li> </ul>	\$60,000

<b>Beach Management and Maintenance</b>	<b>Current (2014) Expenses</b>	<b>Assumptions Regarding Enhanced Beach Operations</b>	<b>Future Operating Costs (rounded – in \$2015)</b>
<b>Other Costs</b>			
<b>Utilities</b>	\$6,800 for existing washroom	includes utilities to entrance kiosks and Lobster House pavilion;  \$15,000 for new washroom (2.5 x existing size); and,  \$5,000 for electricity to parking lot, kiosks and pavilion.	\$20,000
<b>Building maintenance</b>	\$4,100 for existing washroom	assuming minimal maintenance during first 10 to 15 years.	\$10,000
<b>Materials and supplies</b>	\$2,400 at present for washroom supplies, cleaning materials, etc.	will triple for more active programs and events.	\$7,500
<b>Parking lot machines</b>	\$7,700 at present (3 machines)	keep two machines in single proposed lot.	\$5,000
<b>Admission machines</b>	n/a	2 machines at main gate; 1 machine at Ashwood.	\$7,500
<b>Life cycle replacement for beach improvements</b>	n/a	recommended average 33 year lifecycle = 3% of capital costs (excluding design fee component of capital cost estimate).	\$60,000
<b>TOTAL MANAGEMENT AND MAINTENANCE COST</b>	<b>\$134,788</b>		<b>\$260,000</b>



# 15 Sources of Revenue to Offset Operating Costs

There are a number of sources of revenue that can be generated from Bay Beach to offset the cost of managing and operating the facility. When compared against the cost of operation, Bay Beach can be cost neutral or even a revenue generator for the Town of Fort Erie. The sources of revenue include:

- » charging for beach admission;
- » charging for parking in the north west lot and on-street;
- » parking fines;
- » vendor permits;
- » food truck permits;
- » locker rentals; and,
- » event fees/permits.

## Beach Admission

The possibility of charging for admission to the Lower Beach was the topic of extensive conversation during the study. While an admission charge to the Lower Beach might seem to fly in the face of a philosophy oriented towards greater public accessibility, the informal survey indicated that 82% of beach users were non-residents of the Town, and, moreover, their average per-person expenditure was extremely low. Accordingly, a beach admission fee was suggested as a source of revenue to offset the costs of operation and maintenance for the enhanced beach. The idea proposed is that non-residents of Fort Erie would be charged an admission fee, while residents (or those renting local residences) would be exempt upon showing some form of identification verifying address. A separate admission fee will be determined for groups. The Town of Fort Erie will develop a beach admission policy to determine the operational details of implementing an admission fee such as what to charge, days of the week and hours of day to charge, stamp/wristband/card to indicate payment, passes for resident's friends and family, etc. The policy should also consider charging admission for private or commercial bookings of the beach or park that would result in exclusive use or limit public access.

It is difficult at this level of analysis to estimate with any precision the price-sensitivity of an admission fee of this type. In the absence of an admission fee, the beach improvements would most likely generate some additional traffic to the beach as a result of increased beach size, vendors, larger washrooms, other amenities – probably a 10 to 20% increase would be expected. A major increase is not likely as the fundamental nature of the beach experience is not being changed through the enhancements envisioned in the Master Plan. On the other hand, the imposition of an admission fee would be expected to decrease the number of users, as particularly cost-conscious patrons would presumably seek free beaches elsewhere (which exist in the market area). At this level of the analysis, it might reasonably be expected that the two factors might cancel one another out, and the overall level of use of beach use (previously estimated to be in the order of 84,000 users per season) would remain at approximately that level.

A reasonable per person fee for walk-ins to the beach (after they had parked elsewhere) would be in the order of \$5 for adult users (children could get in for free). The revenue accruing to the Town from charging a fee for admission is estimated to be:

assume 84,000 persons use the beach per season (current estimate)

82% of these users live outside Fort Erie (from the beach tally survey)  
= 69,000 non-resident users per year

each adult is charged \$5 for admission for the day; kids under age 16 get in free

assuming an even mix of adults and kids, average charge per person would thus be \$2.50

**= \$173,000 generated in revenue to the Town**

This is a conservative scenario, assuming a very reasonable admission cost that is not likely to affect attendance to any significant degree. If the Town, however, chooses to impose a higher beach admission it would likely reduce utilization. A detailed price sensitivity study would be required to determine the extent to which different price points would influence overall utilization.

The Town could regulate the utilization of the beach through admission price policy over time (i.e. increasing prices) if it were demonstrated that the capacity of the beach was being exceeded. **The Town is not expecting to implement an admission fee until improvements are implemented in 2017.**

## Parking Revenue

Currently, the Town operates three parking lots on the property with approximately 208 spaces. The Town charges \$2/hr or \$5/day. Revenue from parking in the three lots is estimated to be \$55,000 annually. The Master Plan illustrates that parking will be maintained in the north west lot with capacity for 108 cars. Parking in the lot on the south side of Erie Road with 66 spaces and parking in the north east lot with 46 spaces will be removed.

Parking fees will be doubled to \$4/hr and \$10/day starting in 2016. Although Town-owned parking is reduced by half, the fees are doubled, resulting in parking revenue estimated to remain as \$55,000 annually. Note that many users of the beach will still pay for parking when they come to Crystal Beach, but because the parking will not occur on the site it is not explicitly counted here. It still, however, represents revenue to the Town of Fort Erie, and should be considered as a benefit to the municipality. As well, some parking will occur on privately owned lots.

In addition, there will be parking fines incurred that will represent additional revenue to the Town. Currently, the Town realizes an estimated \$3,000 in parking lot fines. With additional security and emphasis upon parking enforcement of the Bay Beach Master Plan parking strategy, it is anticipated that revenue from this source might increase to \$10,000. In total, parking revenues and fines will amount to an estimated \$65,000 per year.

## Other Revenue



Revenue will be generated from a number of other sources. Permit fees will be required for use of site amenities by large groups such as church on the beach, volleyball tournaments and concerts. Vendor permits will be issued for seasonal operations on the Upper Beach. Vendor permits will be issued at a cost of \$300/season for up to 5 permits a year. Food trucks will be allowed to conduct business on Erie Road. Food trucks will be required to pay \$5000/season and two permits will be issued a season. Lockers will be provided in the washroom facility. The Master Plan assumes 50 lockers will be provided with a locker fee of \$2.00.

The estimated additional yearly revenue of the operation and maintenance of Bay Beach is summarized on the following table and indicates that the various sources of revenue will cover the cost of the enhanced beach operation resulting in a break even condition for the Town of Fort Erie. The current beach operation costs the municipality \$70,000 a year.

Revenue Element	Revenue from Beach Operations
Beach Admission	\$173,000
Parking Revenues and Fines	\$65,000
Vendor Permits, Locker Fees, Food Truck Permits (rounded)	\$22,000
<b>Total Additional Revenues</b>	<b>\$260,000</b>

## Charges for Beaches in the Vicinity of Bay Beach:

**Nickel Beach** - \$10 per vehicle daily parking pass – walk-ins free

**Waverly Beach** - free

**Crescent Beach** - free

**Knight's Beach Resort** - \$13 for car and driver; walk-ins: \$6.50

**Long Point Provincial Park** - \$11.25 to \$20.00 per car; walk-ins (adult: \$2)

**Main Beach, Port Stanley** - parking fee: \$1 per half hour to a max of \$10

**Sherkston Shores** - no longer offers a day pass options, but was \$25 per person in 2014

**Windmill Point Quarry** - \$9 per adult; \$5 per child

Note that some of these offerings (Knight's Beach, Sherkston Shores, Windmill Point Quarry, Long Point Provincial Park) have a range of amenities beyond just access to a beach or swimming area that justifies a higher daily admission fee.

## Revenue from Property Taxes

For each of the options to infill the north east lot, a multi-step process was undertaken to estimate the assessment value of the development, and the taxes that would accrue to the Town of Fort Erie. The market value considered construction cost, land cost, property taxes payable and a discount factor for Niagara. The procedure results in an estimate of the taxes generated by development. It is intended as a guide to select an alternative, as well as to provide an estimate of the return to the community if a certain development option is selected.

The table below shows the total estimated value of the development (after the 'MPAC discount'), the total taxes generated to the upper and lower tiers of government, as well as the school boards, and the amount that accrues directly to the Town of Fort Erie. These are order-of-magnitude estimates:

Development Scenario	Market Value of Development	Total Taxes Generated	Taxes Accruing Directly to Town of Fort Erie
<b>Option 1</b> – Residential – Townhouses (estimated to be 22,800 sq.ft)	\$3,565,000	\$42,341	\$17,760
<b>Option 2</b> – 4 storey apartment building – 38 units (estimated to be 34,200 sq.ft)	\$8,811,500	\$186,249	\$83,295
<b>Option 3</b> – 4 storey Inn (estimated to be 39,000 sq. ft)	\$10,356,000	\$278,586	\$88,338



## Summary of Operating Costs and Revenue

The financial analysis of each scenario takes the revenues directly from the beach operation and adds to these the revenues generated by the additional taxes on the development of the north east lot (which varies depending upon the specific development scenario).

Each scenario results in a surplus of revenue to the municipality as indicated below:


Development Scenario for the North East Lot	Revenues Accruing to Town			Costs of Beach Operation	Surplus to Municipality from Operations
	Revenues from Beach Operations	Revenues from Additional Taxes on Developed Lot	Total Revenues		
Beach Townhouses and street townhouses	\$260,000	\$18,000	<b>\$278,000</b>	<b>\$260,000</b>	<b>\$18,000</b>
4 storey apartment building - 38 units	\$260,000	\$83,000	<b>\$343,000</b>	<b>\$260,000</b>	<b>\$83,000</b>
4 storey inn - 60 rooms	\$260,000	\$88,000	<b>\$348,000</b>	<b>\$260,000</b>	<b>\$88,000</b>

There is broad-based community support for enhanced operation of Bay Beach.

A new Beach Supervisor is key to ensuring a high standard of day-to-day operation of the site where a high level of use is expected to continue and where a number of commercial and recreation uses and special events will require dedicated attention to ensure success of this flagship park.

A number of sources of revenue, including charging admission beginning in 2017, will offset the operating costs resulting in a break even condition for Bay Beach.

With the inclusion of taxes generated by development in the north east lot, Bay Beach will generate an annual surplus of revenue to the municipality.

An architectural rendering of a modern urban street scene. In the foreground, a wide, light-colored concrete sidewalk runs along the left side of the frame, bordered by several dark, rectangular bollards. A crosswalk with white stripes crosses the sidewalk and a dark asphalt road. Several people are walking across the crosswalk. In the background, there are green trees, a clear blue sky, and a multi-story building with a balcony. A blue banner is overlaid on the top half of the image, containing the title and table of contents.

# Part 4

## Implementation Strategy

**16** Roles & Responsibilities of Various Partners

**17** Implementation Schedule



# 16 Roles & Responsibilities of Various Partners

The implementation of the Bay Beach Master Plan will require the participation of many partners to guide the various aspects required for implementation including detailed design, construction administration, management and operation, funding, marketing, promotion and stewardship of the environment.

## Town of Fort Erie

- » Apply for funding.
- » Work with community partners relative to fundraising initiatives.
- » Guide detailed design and preparation of construction documents.
- » Manage project budget for construction.
- » Oversee tendering process.
- » Administer construction.
- » Update policies and process relative to the management of the new facility.
- » Oversee management and operation of Bay Beach and parking.

## Niagara Region

- » \$850,000 of funding through the Lakefront Enhancement Strategy Incentive Program.

## Ministry of Natural Resources and Forestry

- » Oversee implementation of the Overall Benefit Permit and protection of toad hibernation areas.
- » Oversee stewardship within the larger Lake Erie shoreline area.

## Regional Tourism Organization

- » Tourism marketing and promotion of the Bay Beach and Crystal Beach area.

## Service Clubs and Interest Groups

- » Fundraising for construction of components of Bay Beach.

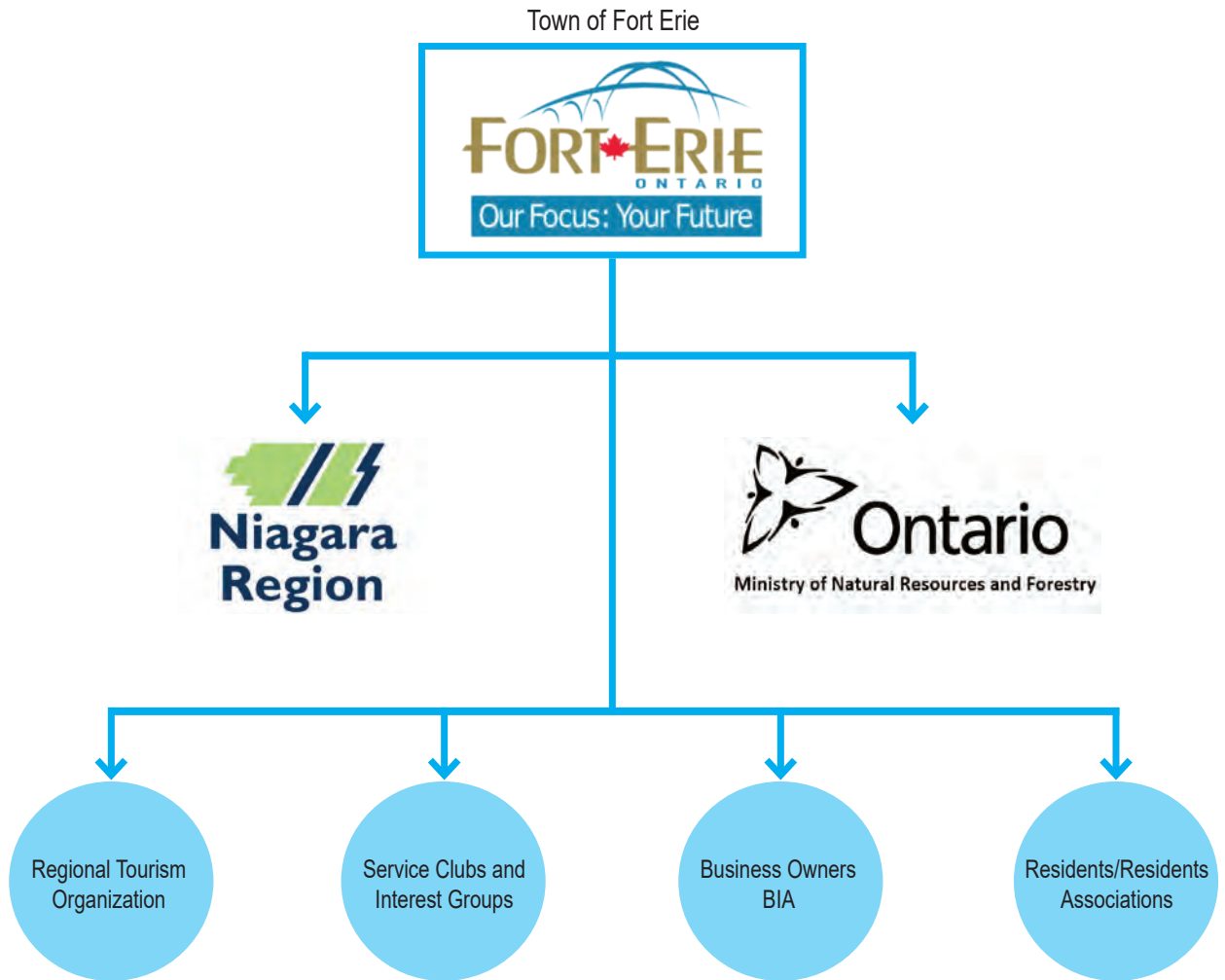
## Business Owners and the Crystal Beach Business Improvement Association

- » Marketing and promotion of Crystal Beach.

## Residents/Residents Associations

- » Stewardship of shoreline dune restoration in Abino Bay and the larger Lake Erie shoreline.

# Partners for Implementation



# 17 Implementation Schedule

The implementation schedule for the Bay Beach Master Plan is summarized on the table on the facing page. The table indicates the sequence and timing of the key activities and tasks over the 2016-2017 period. Communications, funding applications, approvals, detailed design, development of new policy procedures, negotiations with the private sector and construction will occur over the next 2 years.

The intent is to ensure Bay Beach is accessible during construction. During 2016, the focus will be on the west half of the site with construction of the path, Festival Square, the shore wall, the ramp to the beach, renovations to the Lobster House, construction of the gate house and new washroom. During 2017, construction will shift to the east with construction of the boardwalk, playground, pergola and landscape. In addition, streetscape, drop off and the sidewalk along Erie Road will be constructed in 2017.





Task/Action	2016				2017			
	January - March	April - June	July - Sept	October - Dec	January - March	April - June	July - Sept	October - Dec
<b>Communication</b>								
Promote approved Master Plan								
Display Master Plan drawing and next steps at beach								
<b>Funding</b>								
LES funding application to Region								
Confirm funding from other sources								
Implement "buy a brick for Bay Beach" campaign								
2017 Capital Funding Request								
2017 Operating Budget Request								
Meet with potential community partners								
<b>Approvals</b>								
Zoning amendments								
Development approvals (north east lot)	To be determined							
Benefit Permit (MNR)								
<b>Detailed Design of Site</b>								
Landscape Approvals								
Construction documents								
Tender and award contract								
<b>New Policy/Procedures</b>								
Beach Admission policy								
Beach Management policy								
Update Parks and Beaches Bylaw								
Job description: Beach Supervisor								
Update Vendor/Refreshment Vehicle Policy								
Install billboard on site with Master Plan and information								
Implement new parking rates, parking signs								
Pilot project for beach admission								
<b>Private Sector</b>								
Sale of north east lot								
Event parking agreement(s)								
<b>Construction</b>								
Demolition and removals								
Servicing and grading								
Shore protection								
Washroom, pergola, kiosks								
Lobster House renovation								
Hard surface, walkways, ramp, railing								
Streetscape and sidewalk on Erie Road								
Lighting								
Landscape planting								
Playground								
Signage								
Beach mats								



Bay Beach Property