



# Town of Spanish Marina Expansion Feasibility Assessment. & Strategy February 24, 2023

Prepared by **Limestone**  
PARTNERS



Federal Economic Development  
Agency for Northern Ontario

Agence fédérale de développement  
économique pour le Nord de l'Ontario

**Canada**



## Marina Expansion Feasibility Assessment & Strategy

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## EXECUTIVE SUMMARY

The Town of Spanish, a 670-person town on the north shore of Lake Huron, has gained widespread recognition for its sizable 125-slip marina over the past 20 years. The North Channel area of Lake Huron attracts boaters from southern and northern Ontario as well as the Midwestern United States since it is regarded as the "number one freshwater sailing area in the world." The Spanish Marina has been primarily focused on Canadian, close-to-home visitors, allocating most of its slots to seasonal boaters in the Greater Sudbury and the Algoma region, whereas nearby marinas expressly cater to the higher yield US market.

The Town Council of Spanish recently showed interest in placing more of an emphasis on marketing its marina to the community of transient boaters from the US. The Town has outlined several goals in considering improved/expanded service to the transient boater market, including:

1. To make it easier for the Town to draw and host transient boats from the North Channel;
2. Protect and expand public access;
3. Promote, defend, and preserve public greenspace;
4. Ensure that the marina extension will contribute to these goals.

The goals of the study are to:

1. Analyze opportunities, threats, strengths, weaknesses, and the strategic position of the Spanish Marina within the group of North Channel marinas;
2. Examine the feasibility of expanding or reconfiguring docks to accommodate a greater number of high-yield transient marine users to achieve an increase of tourism receipts; and
3. Provide recommendations that increase waterfront access and use among residents.

This study prepares the groundwork for dock engineering and installation.

There are several factors of change in the macro-environment. These include a need for all northern Ontario regions to work towards increasing tourist yield in order to meet Destination Northern Ontario's goal of 10% growth in tourism receipts for the region; a high growth of transients with larger vessels, particularly those measuring 35' to 40' in the North Channel; and the expansion of smart technology to automate marinas and boost efficiency. Further drivers of change include the fact that smaller boats, specifically those under 25 feet, are being trailered at higher rates as environmental regulations restrict marina dredging expansions, and that there is a sizable demand for cultural and ecologically enriching experiences among voyages with the expanding market of transient retirees.

Fuel service, proximity to other marinas, dining and shopping options, variety in recreational activities, technological connections, and, with an increasing awareness of



the environmental impact of tourism - environmental standards and regulations - are key success factors for marinas in the North Channel.

Many of these are achieved naturally in Spanish. Its position, proximity to numerous other marinas, local Indigenous communities, and biological features of its River are all factors that contribute to its long-term benefits. Since location cannot be modified, these are strong assets. Its main flaws include the great distance between the marina and the downtown, which makes it difficult to extract value, the lack of services, and the inability to accommodate larger transient vessels. Other flaws in the marina's management include an excessive number of berths reserved for low-yield seasonal boaters and a lack of control over the charging of fees for parking and other services.

This proposal concludes that the Spanish Marina could not have expanded past the breakwater structure already in place and that it would have been impossible to build docks on the marina's west or east sides. In the case of the former, the unfeasibility is due to long break-even horizons not acceptable to the Town and in the case of the later, due to water quality and dredging which would be ongoing and causing of a large cost.

Instead, this plan recommends rearranging the marina within the existing break wall and implementing new management strategies to increase value capture that make use of technology, draw on Indigenous culture, and take into account the Spanish River's significance in terms of climate change resilience.

The following are the recommendations that flowed from the report:

1. Replace Pier 5 with dockage to serve 40' boats on both sides and 50-amp service and Pier 4 with 40' dockage to further increase capacity for transient boats, and, subject to engineering design and assessment,
2. Coordinate pricing with nearby marinas,
3. Modify marina slip-holder agreements to maximise the use of limited space, seek environmental certification, charge slip fees per foot of boat (instead of giving 5 free feet when boat sizes are smaller than their occupied docks), and allocating more transient and less seasonal docks,
4. Accommodate up to two food trucks through an RFP process,
5. Establish a small gallery of arts and crafts in the Spanish Marina,
6. Use a GEM Electric Low Speed Vehicle and Turo to close the transportation gap between the Marina and the Spanish Downtown,
7. Establish a Waterfront Micro-Event Committee to organise events all summer long,
8. Purchase Kayak and Binoculars for Rent to Highlight the Biological Importance of the Spanish River,
9. Encourage Public-Private Collaboration for Inflatable Splash Park,
10. Improve Parking Management with Technology and Pricing, and
11. Assess feasibility of expanding Capacity for Accommodations for Transients.

The entire cost of the plan is \$1,297,400, which includes donations from the municipal government in Spanish, the federal government through Fednor, and the provincial



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government through NOHFC. To the best of our knowledge, the majority of expenses might be divided so that the towns' net cost contribution would be close to 33%.

To achieve the aforementioned goals, this strategy comprises implementation strategies for marketing, operations, HR reconfiguration, and environmental management.

This strategy will have an annual incremental economic impact of between \$713,027.15 and \$1,183,083.75 dollars. That amounts to an extra \$2,000 per resident of Spanish, in addition to the current impact. Later, a balanced scorecard technique is recommended for evaluating important performance indicators.



## SECTION A: INTRODUCTION

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### A-1: Project Outline

#### **OVERVIEW**

Over the past two decades, the Town of Spanish, a community of 670 on the Lake Huron North Shore, has become widely known for its expansive 125-slip marina. Known as the “number one freshwater cruising area in the world”, Lake Huron’s North Channel region draws boaters from southern and northern Ontario and the Midwestern United States. . While neighboring marinas cater specifically to the higher yield US market, the Spanish Marina has been focussed more on Canadian, near-home tourists -- allocating most of its slips to seasonal boaters in the Greater Sudbury and the Algoma region.

Recently, the Town Council of the Town of Spanish expressed interest in a greater focus on providing services for the transient boater community from the US. In contemplating enhanced/expanded service to the transient boater market, the Town has identified a number of objectives, namely:

1. To enhance the Town’s capacity to attract and accommodate transient boaters from the North Channel;
2. To safeguard and grow public access, and to support community involvement, by enhancing ways for the Spanish residents to enjoy their waterfront, and
3. To ensure that the marina expansion will contribute to the promotion, protection and preservation of public greenspace.





### **OBJECTIVE**

To support the intended direction for the Spanish Marina as it pertains to transient boaters, improving community use and providing waterfront access , the objectives for the study are to:

- a) Analyze opportunities, threats, strengths, weaknesses and the strategic position of the Spanish Marina within the group of North Channel marinas,
- b) Examine the feasibility of expansion or reconfiguration of docks to accommodate a greater number of high-yield transient marine tourists, while also recognizing the demands of seasonal slip holders;
- c) Recommend congruent waterfront amenities that will enhance community use and access to the waterfront, generate additional economic impact from transient boaters, and provide an enhanced visitor experience, , and maximize the economic impact of the marina, for the Town;
- d) Plan for capital upgrade financing according to the recommendations, adopting the assumption of minimal cost to the tax base of the Town of Spanish, and
- e) Suggest action and performance management plans to support implementation of recommendations.

This study sets the stage for engineering, as that is the proceeding step upon demonstration the business idea is feasible for the town.



## A-2: Town of Spanish and its Marina

### The Spanish Marina

The Spanish Municipal Marina was formally opened to the public in 1997, and is located between the well-known Whalesback and North Channels on lovely Lake Huron. Its proximity to the Benjamin Islands and other nearby islands provides convenient anchoring locations and wind shelter. One of the best sailing spots in the world is said to be here.

The marina offers a twin launch ramp, a service bay, 125 seasonal and transitory berths with a maximum dock length of 80 feet, as well as ample parking. All electrical services are buried, eliminating hazards and obstacles when launching (something trailer sailors will appreciate). By number of berths, the marina ranks as one of the largest of nine municipally owned marinas between Sault Ste. Marie and Little Current. From the long weekend in May to September 30th, the Spanish Municipal Marina is open for business.

The marinas along the North Channel are well differentiated by target market, with some focussing heavily on regional boaters (e.g. Hilton Beach), others on American tourists (e.g. Killarney and Little Current) and others focused on seasonal boaters in their catchment area (e.g. Spanish, Thessalon and Blind River). In the latter category, it is noted there has been increasing focus on transient boaters given their greater economic contribution to the local economy.

In recent years, some marinas have attracted considerable investment to support these endeavours. Given an emphasis by government, a high economic yield and clear demand, there is opportunity for the Spanish marina to explore expansion of its services for transient boaters.

Accordingly, for the Spanish waterfront, Marina development also contributes to the vitality of the Town, and its opportunity to attract and retain residents.

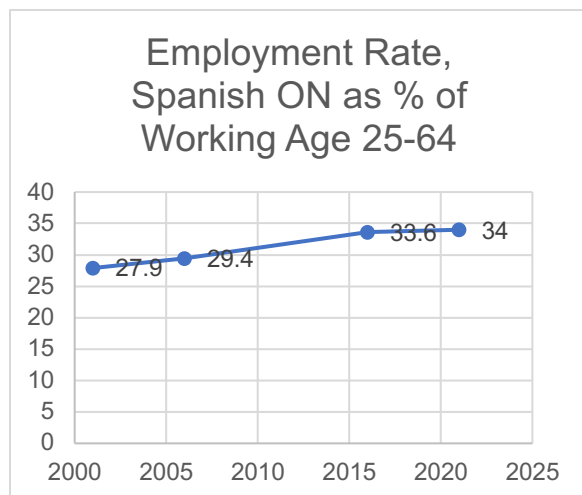
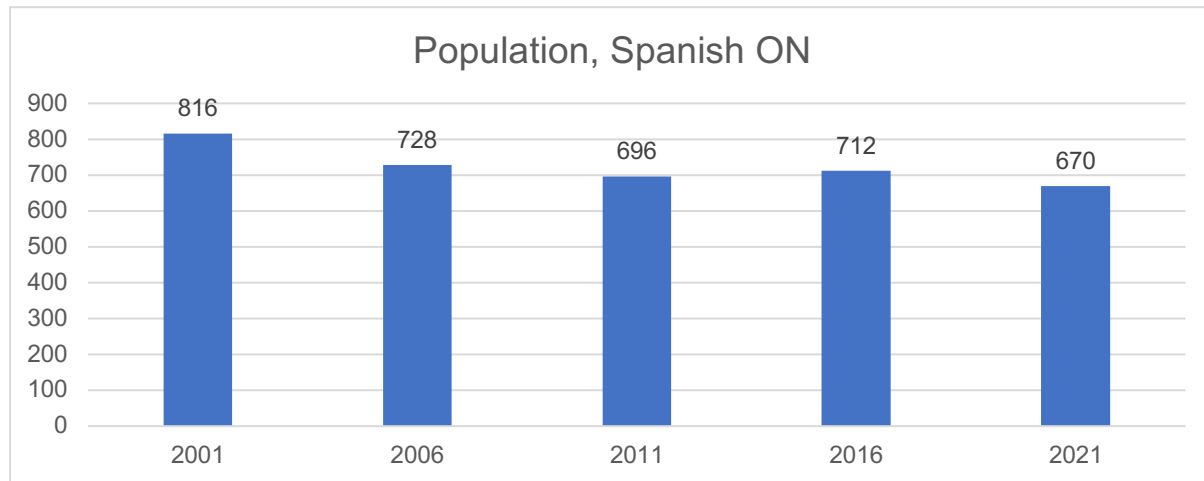
Current Amenities in the Town of Spanish Marina include:

- 125 slips
- Showers and laundry
- 30-amp electric service hookups, and a limited number of slips with 50 amp service
- Potable water [dockside?]
- \* Fitness Centre (also used by the community),
- Meeting Centre (also used by the community),
- Gasoline and Diesel Service
- Live Bait available on-site within the Four Seasons Complex, and
- Charts and Guides available on-site within the Four Seasons Complex.



## The Town of Spanish

The Town of Spanish emerged from a renaming of the Township of Shedden in 2004, and is home to some 670 residents. Like many northern Ontario communities, the tax base has been shrinking as the number of full time residents continues to decline, from 816 in 2001, to 670 in 2021. The employment rate has increased slightly since 2000, whereas the unemployment rate has generally fallen, with a negative trend between 2015 and 2021.





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There are few businesses in Spanish, highlighting its economic dependency on tourism. There are a total of 20 operating businesses in the Town. Major employers within a 5-minute commute of Spanish, in order of size, include:

- Mamaweswen, The North Shore Tribal Council (located in neighboring Cutler)
- Town of Spanish
- Various Tourism Organizations (see below for instance)

Other notable regional employers include:

- Retail/ Dining/ Service
  - Canada Post
  - Gamble's Variety
  - LCBO
  - Lisa's Hair
  - North Channel Pizza
  - Northern Grizzly
  - OAK Realty
  - Small Bites Grocery
  - Spanish Esso
  - Town of Spanish
- Industry
  - WF
- Tourism
  - Almenara en el Rio Marina, Campground, Bear Management & General Outdoor Store
  - Blue Heron Lodge
  - Brennan Harbour Resort
  - Lucky's Snack Bar
  - Rick's Guided Fishing
  - Spanish River Inn
  - Spanish River Resort
  - Waterfalls Lodge





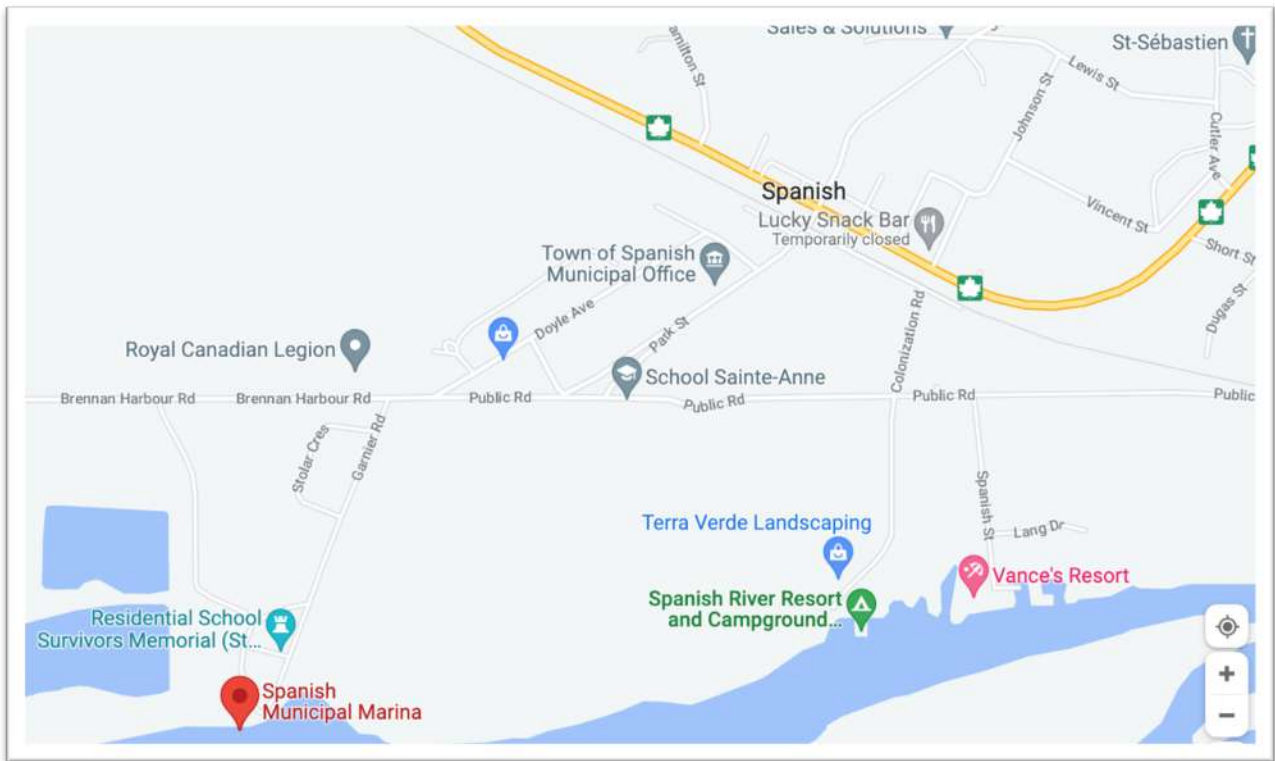


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There are 140 individuals in the Spanish labour market, and they have a strong dependence on regional tourism. There are few other industries to provide alternative employment, although the pandemic created more work from home options, and some employment opportunities may be found in neighboring communities. ).

From a growth perspective, marine tourism is the most significant opportunity in the immediate term. Pivoting to servicing transient boaters is critical: The North American Marine Association suggests Canadian domestic boaters spend approximately CAD \$400 on a typical voyage, and US boating visitors to Canada spend upwards of CAD \$2,750 per trip.<sup>1</sup> Accordingly, growing the utilization of the Marina among transient boaters would have a significant economic impact, given multiplier effects -- indirect and induced economic contributions are likely to be approximately equal to direct tourism spending in Spanish. .

It is noted that downtown Spanish is a considerable distance from the Marina, a 4 minute drive, or a 30-minute walk: a significant barrier to economic value creation.



<sup>1</sup> <https://maritimeboating.com/wp-content/uploads/2019/04/NMMA-Boating-Economic-Impact-Study-2017-Final.pdf>



### **Climate Change Considerations**

Spanish Harbour was reclassified as a Region of Concern in Recovery in 1999<sup>2</sup>, indicating that all steps to restore ecosystem health and water quality have been taken and the area now needs time to recover naturally. Environmental recovery is happening, according to the area's monitoring.

Restoring the water and environmental quality in the harbour has advanced significantly during the previous 30 years. Compliance with federal and provincial pulp and paper regulations has improved water quality, including virtually eliminating toxic dioxins and furans from Espanola Mill, the return of musky fish to the river system after a decades-long absence from the Spanish River and decreased exposure of wildlife to harmful chemicals, with a 77% reduction in polychlorinated biphenyls in water birds and an 82% reduction in toxic dioxins and furans.



### **Indigenous Considerations**

Further, as the Town of Spanish is the former site of the ruins of a Residential School, (only a few hundred feet from the Marina), respect, reconciliation and positive indigenous relations are a focus of priority for the Town. The reservation bordering the Town to the West is Serpent River 7, with Sagamok Anishinabek located to the South on the other side of the Spanish River. From the days of the Acid Plant in the Serpent River region, to ongoing collaboration, the Town's history has been consistently intertwined with its neighbours located on the traditional territory of the Serpent River First Nation.

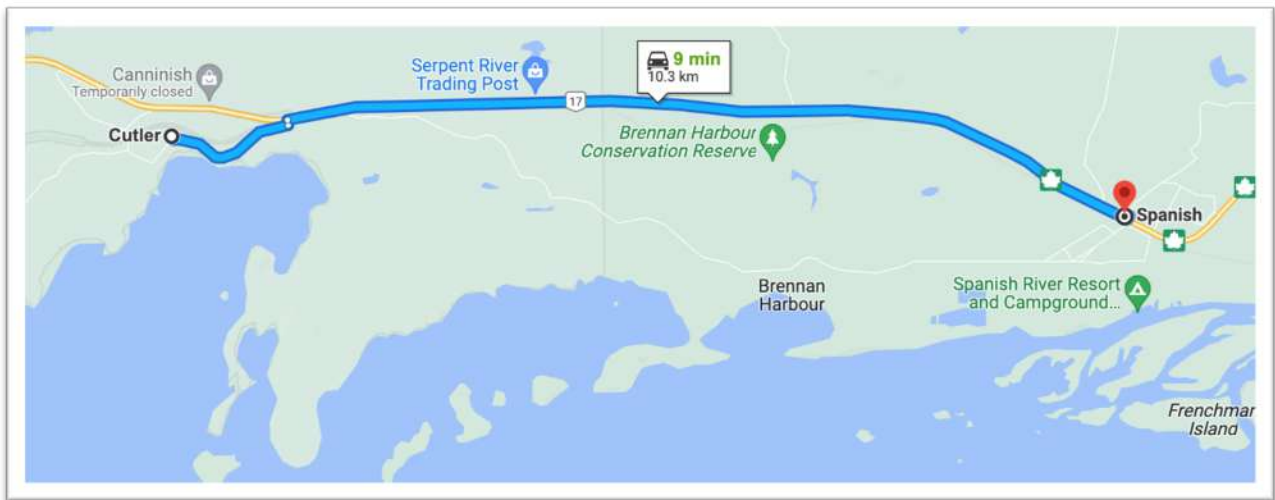
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<sup>2</sup> <https://www.canada.ca/en/environment-climate-change/services/great-lakes-protection/areas-concern/spanish-harbour.html>



## Marina Expansion Feasibility Assessment & Strategy

Serpent River First Nation's welcoming sign on Highway 17, is located within 9 minutes from the Spanish Marina.



### **Diversity, Equity and Inclusion Considerations**

Approximately 15% of residents in Spanish are Indigenous. In Spanish, there are less than 5 individuals of a non-Indigenous visible minority.

### **Events**

Annual Events include the Spanish Christmas Market, Spring Pickerel Run and the Halloween Dance.



### A-3: Consulting Firm and Contact Information

Limestone is a consulting firm with a specialization in northern, Indigenous and marine tourism. The following comprises the consulting team for this engagement:

- **Jib Turner** – a seasoned professional in marine business development, who served previously on the North Channel Marine Tourism Association, has owned and operated marine businesses for ~30 years and has led several strategies and plans for marinas from BC to Ontario. Jib has also led several tourism strategies, including that of Spanish.
- **Andrew Ault** – an economist who has worked with Limestone on several key tourism engagements in each of marine, Indigenous and northern tourism. He holds an MA in Economics, MSc in Finance, MBA, and is a PhD Candidate in Finance.
- **Debby Turner** – a well-known retailer on Manitoulin Island, managing a 144 year-old store catering primarily to marine tourists. She has been involved with Limestone in the development of strategy, with a focus on local economic impact.
- **Gordon Forstner** – a seasoned communications expert and President of Forstner Group Inc., who has advised more than 100 TSX-listed companies, organizations and municipalities in Ontario, across Canada and globally, in respect to major projects, transactions, issues and opportunities, and with several high-profile tourism organizations..

The Limestone team is well positioned and qualified to act as feasibility consultants to Spanish, for the purposes of this report. It is our practise to engage engineering teams for technical design and consultation subject to strategic, economic and financial phases of projects of this scope. The next step of the project would be for the Town to engage a builder of marine docks with engineering plans.





## A-4: Methodology

The goal of any feasibility study is to determine the practical and financial feasibility of the proposed venture, and its boundary conditions.

To do this successfully, we assess all salient contributing factors, including those associated with opportunities, risk, strengths and weaknesses, which we analyze as objectively as possible.

### **STAGE 1: DOCUMENT REVIEW**

The objective of this study is to provide critical information needed to assess the feasibility of the expansion or reconfiguration of the Marina; to provide direction on how the Town should proceed with respect to this, and to re-positioning its Marine Pavilion to create the basis for a successful seasonal business operation.

Accordingly, an understanding of the history and strategic environment had first to be developed. The report considered the following documents:

- Development Maps, 1997, Spanish Marina
- Electrical Maps, 1997, Spanish Marina
- Town of Spanish Municipal Strategy
- Town of Spanish Official Plan
- Town of Spanish All-Season Tourism Strategy
- Destination Northern Ontario Tourism Strategy
- Algoma Kinniwabi Tourism Strategy

### **STAGE 2: SITUATIONAL ANALYSIS**

To develop an analysis as objectively as possible, this strategy relies strongly on evidence found within the academic literature, market statistics, and comparable community indicators, for a comprehensive overview of the macro-environment and competitive arena, particularly as it applies to key drivers of change within North Channel marine tourism and key resources of advantage within the Spanish Marina.

#### Situational Analysis

- Key Drivers of Change in Macro-Environment of North Channel boating and cruise ships.

#### Competitive Analysis

- Critical Success Factors for various boater segments.

#### Resource Analysis

- Areas where Spanish has competitive advantage in terms of its marina

#### Strategic Analysis

- Assesses how opportunities and threats will interact with the strengths and weaknesses of the community from the marina expansion.

#### Economic Analysis

- Sets standards to expectations economically



Accordingly, this strategy will commence by carefully examining the trends in the macro environment of marine tourism nationally and within the North Channel, which will surface opportunities and threats. It will then assess the competitive rivalry of the regional tourism market, in order to determine critical success factors for a marina catering to transient boaters, and specifically assessing the Spanish Marina against those criteria. VRIO analysis is then performed to classify resources as to their contribution to the competitive advantage of the Spanish Marina. These activities then suggest areas of strength and weakness. The aforementioned analysis sets the stage for strategic formulation.

### **STAGE 3: STRATEGIC FORMULATION**

To develop formulations, the situational analysis points naturally towards several strategies which act to either:

- Build on an opportunity by leveraging a strength or mitigating a weakness
- Mitigate against a threat by leveraging a strength or mitigating a weakness

Strategies were to be developed in three categories:

- Marina reconfiguration
- Pavilion amenities
- Marine Park amenities
- Solutions to encourage tourism spending in the local community

As community involvement is critical to development of effective strategies, the consultants planned for thirty interviews with local businesspeople, marina users and key stakeholders in the region.

To confirm volumes of, and narrow trends in, demand, a survey (Appendix A) was commissioned for this report, posted on several Facebook pages targeting transient North Channel marine tourists.

Understanding the importance of community involvement, the Town of Spanish hosted an Open House for 33 residents, to be engaged in planning with the consultants, Limestone Partners. In this Open House, the goal was to uncover (a) citizen preferences as to what is determined feasible, (b) citizen preferences for marina configuration and amenities and (c) citizen engagement towards generating ideas to encourage transient boaters' economic contribution in the local community. At the Open House, the Consultants presented ideas of reconfiguration based on balancing the need for meeting transient demand while also maintaining local usage of the marina. Three options for consideration were presented, with each scenario developed, all-in costs, less grants and a 20% contingency were examined. In addition, they also engaged the Town residents on ideas for Pavilion usage and expansion of Marina amenities.

Where possible, costs were observed for all aspects based on interviews with marinas in the vicinity who recently underwent similar renovations, or direct from manufacturers. Revenue estimates were based on previous years' revenues and trends in revenues from



2017 to present. Revenue projections for services not currently offered were gleaned from their provision at other marinas in the North Channel vicinity. Water depths were taken directly from the consultants, through cutting a whole through ice in February, 2023 and measuring using a tape measure until it reached bottom.

Comparable marinas include:

- Richards Landing
- Hilton Beach
- Little current
- Gore Bay
- Thessalon
- Blind River
- Killarney

While the study focussed on reconfiguration and expansion of amenities; management and policy were also examined within the study, including policies relating to marketing, operations and slip pricing and tenure.

Throughout the project, Limestone was engaged in a series of 30 minute to 1-hour long interviews with various stakeholders. We believe there will be a need for approximately thirty interviews to capture the trends in most niches, where Limestone will discuss with them, their expansion, attraction of new investment and current operations alongside challenges they may face, such as in the labour force, training, infrastructure planning and land use planning. As outreach is conducted, Limestone will issue a report for next steps to each relationship, based on their needs and stakes in the project.

### **STAGE 4: FINANCIAL AND ECONOMIC ANALYSIS**

The impact on community GDP is quite considerable from the marina due to its role in bringing in tourist dollars to the community from outside. In this stage, an economic analysis was conducted on each pier configuration (by dock size) evaluating economic benefits to the community, with respect to employment, secondary employment, and GDP inflow to the community as a result of investment.

The economic analysis aims to be accurate by using weighted data from Statistics Canada's recent census for the Spanish.

This analysis will examine the following, in terms of economic impact:

- **Direct Economic Impact**, through spending, including analysis on impact to existing businesses (generally), new business and new jobs, in the tourism industry,
- **Indirect Economic Impact**, through servicing the growth in those people of Spanish dependent upon tourism as a sector of the economy, and
- **Induced Economic Impact (Multiplier Effects)** of spending, where tourism entails that, each spent dollar from out-of-town visitors will spend.



Financial details were estimated for each feasible strategy, in terms of (a) financing strategy, (b) expected net operating benefit or cost, and (c) any phases in its provision. This report's approach to pro-forma is to project revenue in line with the market analysis and conservative estimates of boating traffic. Estimation of operating expenses and liabilities will be based on comparator data and industry standards, as well as specific quotes from suppliers.

### **STAGE 5: ACTION PLAN DEVELOPMENT**

Action plans were developed that developed SMART goals for each strategy, assigning responsibility and funding resources.

In particular, actionable strategies were segmented into four areas:

- (a) Capital Upgrades, Finance & Administration
- (b) Marketing
- (c) Operations
- (d) Human Resources

### **STAGE 6: PERFORMANCE MANAGEMENT**

Key performance indicators developed for each actionable plan.

The report was prepared to Council for February 15, 2023.





## A-5: Assumptions

The following served as assumptions throughout the study:

### Positive Net Impact on Tax Base

- With a shrinking tax base, the ratepayers of Spanish cannot afford to unreasonably spend on their Marina beyond their means. Accordingly, this report adopts a view that all investments to the Marina must be net positive, meaning that, the strategies ought to yield a direct return back to the community.

### Private Sector Involvement Where Feasible

- The report understands that in smaller communities, private businesses depend largely on the public infrastructure. Accordingly, no strategy in this report would directly compete with any business.

### Future-Oriented for 10 Years

- This report suggests the strategies must not only meet current needs, but meet all reasonable needs for the next ten years foreseeable.

### Community Inclusion

- This report adopts strongly that the Marina ought to not only cater to visiting boaters, but be a central point of pride for all residents and visitors of Spanish; and be well used among its users.

### Respect for Climate Change

- Beyond economic feasibility, this report ensures that its strategies recognize the challenges of climate change and operate to not to be overly invasive on the climate.



## A-6: Report Organization

The balance of the report proceeds in four sections.

First, the situational environment is first highlighted through explorations of key drivers of change in the macro-environment to outline opportunities and threats, critical success factors among marinas in the North Channel to highlight areas of weakness and key resources of competitive advantage for Spanish to highlight areas of strength. This Situational Analysis also assesses the current state of infrastructure as it relates to transient and seasonable boaters.

Second, from this analysis, strategic analysis then follows. These strategies each build from the situational environment and capitalize on an opportunity or mitigate against a threat by either leveraging a strength, building upon a weakness, or a combination thereof. Financial operating implications for each strategy are then discussed.

To derive expected revenues and expenses, projections were made from previous financial statements and their trends in revenues. Expenses were assumed as a constant percentage of revenues at 85% for slips. This study did not use audited, reviewed or verified financial statements, however, those used are appropriate for their use in this study, namely, to investigate feasibility of the various strategies.

Third, a financing strategy is recommended in recognizing governmental contributions and for all recommendations, the need to deliver a positive return to the community.

Fourth, implementation plans in five domains are highlighted, namely capital upgrades, operations, maintenance, human resources, marketing and environment. These implementation plans compile ongoing additional tasks associated with implementation of each additional strategy; and outlines specific steps, individuals responsible and proposed timelines of each tactic.

Performance management concludes the report, with an assessment of key economic indicators pointing to the economic impact of each of the recommendations. A strong performance management will ensure the strategy can be evaluated in terms of success, and adjusted if necessary.

In all cases, information utilized was compiled from a range of sources with the belief the information reflects the actual situation best. That said, Limestone has not verified any information collected by interviews or otherwise, and assumes no responsibility for any losses, damages or expenses incurred by any party, including the Town of Spanish, as a result of reliance on this report.



## SECTION B:

# SITUATIONAL ANALYSIS

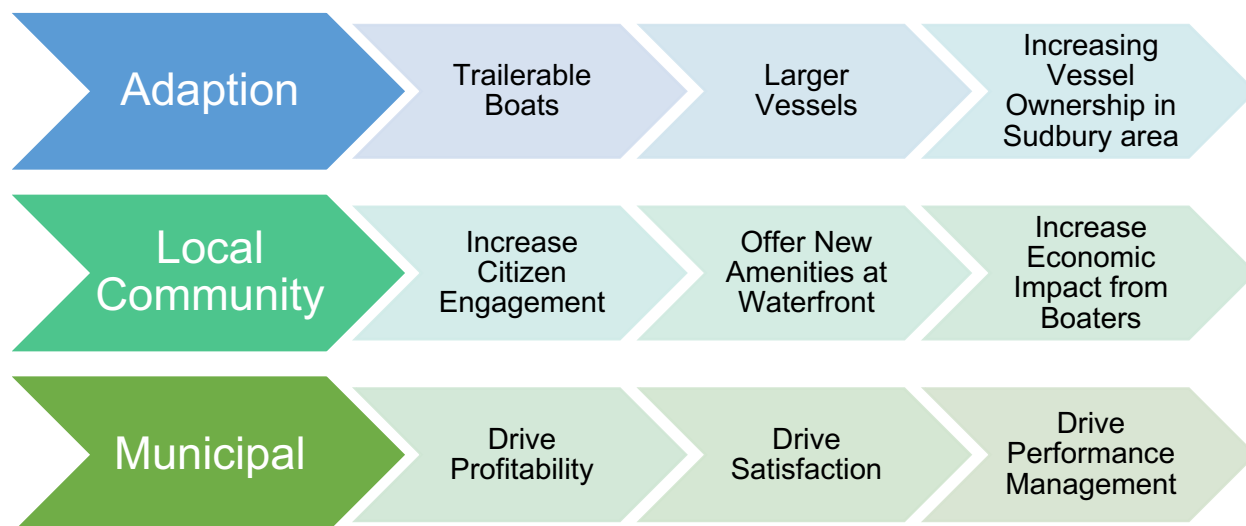
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### B-1: Key Drivers of Change in North Channel Marine Tourism

Spanish Marina needs to consider the market environment, and the non-market environment throughout the layers in which it operates, to create a thorough situational analysis. A situational analysis explores all Political, Economic, Social, Technological, Legal, and Environmental **drivers of change** and helps to provide a list of potentially important issues influencing strategy, classified as either **opportunities or threats**. Key drivers of change are factors that are likely to have a high impact on certain industries and sectors and will have an impact on the success or failure of the strategies within them. It is important to assess the impact of each factor.

Major underlying themes in the situational analysis, are that factors relating to the following would be important:

- Market adaptation, leading to relevance of all factors suggesting change in transient boating within the North Channel;
- Local Community engagement, namely through amenities offered at the Waterfront; *and*
- Municipal performance management as it relates to driving profitability and user satisfaction.



## Political Factors

### 1. FedNor and NOHFC are committed towards investment in Marine Tourism

Several marinas in the North Channel and Region have recently received a new NOHFC and FedNor contributions to expand capacity for, and experience for transient users. These investments recognize that the marinas play an ever-increasing role in the economy within these communities, many of which have suffered from a lack of primary industry beyond tourist in the nearby periphery. Blind River recently received \$500,000 from NOHFC and \$500,000 from FedNor to renovate their marina pavilion and replace 24 transient dock slips to enhance transient experience with a co-located museum, art gallery and event space. In 2021, this Blind River Marina received just under \$200,000 to locate such museum and art gallery at the pavilion. Gore Bay is currently seeking funds to support expansion to transient boaters and cruise ship tourists, and other marinas in northern Ontario have received similar amounts of funding (i.e. \$420,000 in Hearst).

### 2. Destination Northern Ontario's focus on 10% tourism receipts

DNO is a major tourism organization responsible for tourism funding allocation. Their major strategic direction, is to increase tourism receipts by 10%.





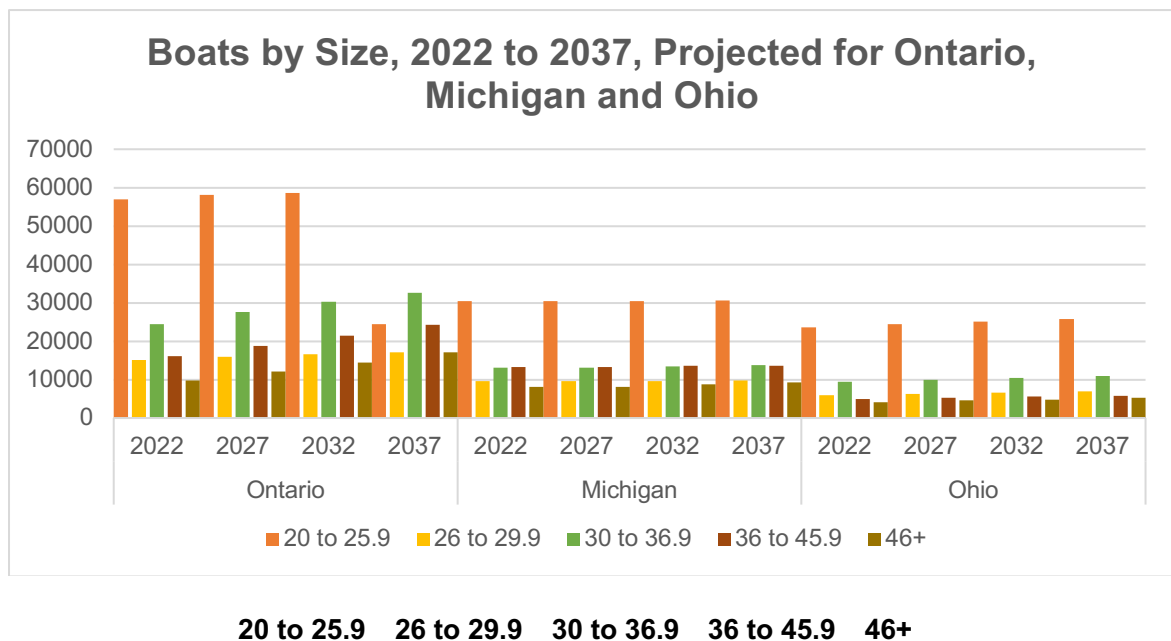
**3. Marine Tourism highly promoted as a focus segment within the Algoma and Manitoulin regions of Northeastern Ontario.**

Many of the local communities on the North Channel are highly dependent upon the tourism case of Saint Joseph Island. Richard Landing, for example, maintains an economy simply as a bedroom and farming service community. The Marina is thereby seen as a major feature however it is too small, and caters only to domestic seasonal boaters, and is thereby limited in its role in respect to making any sizable economic difference. Across the channel in Little Current, however, much of the local economy is tied to year-round tourism, catering primarily to high-yield American tourists. A similar environment is also present in Killarney and Gore Bay. Collectively, these communities have developed a strong reputation in marine tourism, which has carried over to a reputation of the overall destination for domestic and international road travelers.

**Economic Factors**

**1. Growth in Larger Vessels**

Many of the boats that travel the Great Lakes as transient boats are 30' or greater, mostly for safety reasons. For longer voyages, the minimum would be 34'. Not surprisingly, in Ontario, and to a degree Michigan and Ohio, the highest growth rates of boat sales, by size, are in larger vessels. This indicates continued growth in transient boating on the Great Lakes of high-yield tourists.





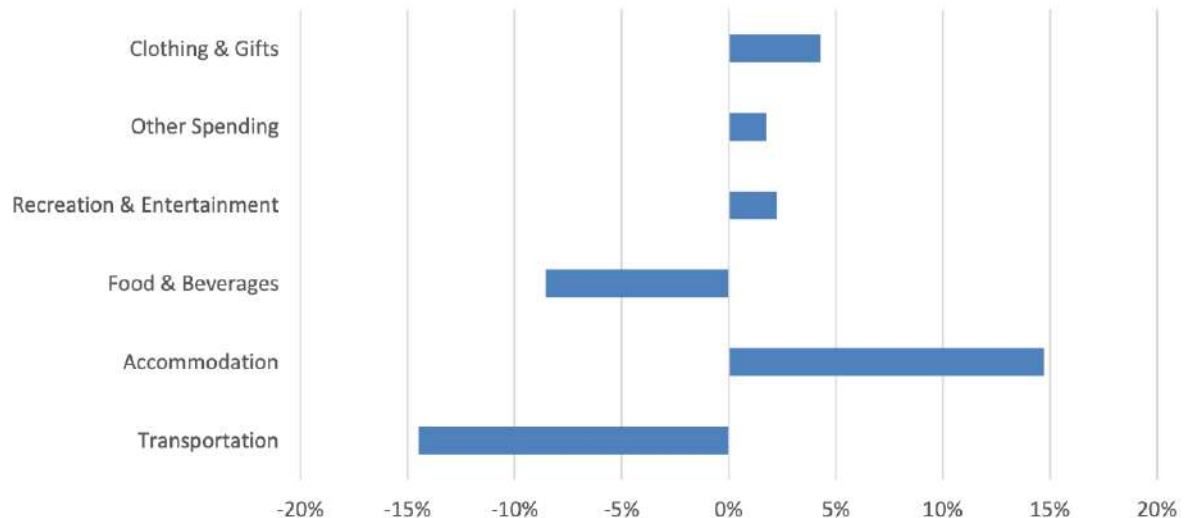
## Marina Expansion Feasibility Assessment & Strategy

Ontario	2022	57020	15150	24440	16050	9820
	2027	58050	15920	27550	18840	12060
	2032	58600	16540	30300	21490	14490
	2037	59190	17050	32670	24250	17060
	<b>Growth</b>	<b>3.81%</b>	<b>12.54%</b>	<b>33.67%</b>	<b>51.09%</b>	<b>73.73%</b>
Michigan	2022	30430	9600	13110	13270	8180
	2027	30430	9600	13110	13270	8180
	2032	30520	9650	13490	13540	8770
	2037	30570	9700	13790	13690	9350
	<b>Growth</b>	<b>0.46%</b>	<b>1.04%</b>	<b>5.19%</b>	<b>3.17%</b>	<b>14.30%</b>
Ohio	2022	23570	5980	9380	4990	4170
	2027	24430	6320	9960	5290	4540
	2032	25110	6620	10470	5580	4830
	2037	25710	6920	10970	5840	5230
	<b>Growth</b>	<b>9.08%</b>	<b>15.72%</b>	<b>16.95%</b>	<b>17.03%</b>	<b>25.42%</b>



## 2. The Economic Yield of Transient US Boaters is 6.875 times greater than domestic boaters.

The National Marine Manufacturers Association of Canada<sup>3</sup> suggests a big difference between US border spending out to median boaters spending. Canadians spent on average only \$400 per trip whereas American tourist spend upwards of \$2750 (page 4), suggesting key differences in expenditure will be in terms of dining, giftware and art and accommodation.



**Source:** National Marine Manufacturers Association of Canada Report on Economic Impact, 2017, page 60.

## 3. Economic Yield of Non-Motorized Boat Users

It is absolutely no secret that non-motorized water recreation is growing in popularity. For example, non-motorized water recreation includes the use of kayak and stand-up paddleboards. Here, the cost of ownership is lower and there is no need for fuel -- however these activities still contribute to the local economy if they are encouraged to do so, for example by associating that activity with light dining and other recreational and tourism options. It is noted many of these tourists are near home. The American Trails Association<sup>4</sup> suggests these users are light spenders, although they do purchase giftware, gear and healthy/light dining. On average, \$35.31 (\$47.06 CAD) is spent per paddler per day of trip.

<sup>3</sup> <https://maritimeboating.com/wp-content/uploads/2019/04/NMMA-Boating-Economic-Impact-Study-2017-Final.pdf>

<sup>4</sup> <https://www.americantrails.org/resources/an-economic-argument-for-water-trails>



**4. Dry Docking with Valet is growing in popularity as an option to grow, given special constraints of expansion**

Given the special requirements and high capital cost of marine expansion, many marinas have now turned to vertical storage to store the smaller boats and keeping the bigger ones in the water at all times. Valet service from trailers is increasingly offered -- whereby marinas designate an employee to take the boat from the storage area into the water in an efficient time frame.

**5. Boating remains an economically strong sector in Canada.**

According to the most recent *National Marine Manufacturers Association Canada* (NMMA) publication, "The Economic Impact of Recreational Boating in Canada," approximately 12.4 million adult Canadians go boating each year. Recreational boating generates over \$10 billion in revenue and contributes \$5.6 billion to Canada's GDP. The recreational boating business employs around 75,000 Canadians, and boaters spend \$1.4 billion on boating vacations each year.

**6. Sales of New Boats in Canada continues to increase.**

According to that same study, the number of units sold climbed by 4.7 percent to 39,000. Sales of outboard-powered boats grew by 4.3 percent. The average selling price of a small aluminium fishing boat grew by 4.8 percent to \$19,000. These boats account for 78.7% of the market for outboard engines. Aluminum pontoon boats are becoming increasingly popular, with sales up 8.9%. PWC's sales grew by a remarkable 12.8%. Sales of inboard wakeboard boats climbed by 2.3 percent to \$255 million, accounting for 12.75 percent of the total boat market.

Engine sales were 20% higher in 2011 than in 2010, with 40,826 engines sold for \$321 million. Engines on the market are also becoming more powerful. Engines averaged 58 horsepower in 2017, with a median power of 100 hp and an average price of \$7800, up from 46 hp in 2010.

**7. Most new boat buyers in North America are first-time buyers, with over 50% of these being new boat sales. This is indicative of growth in the recreational boater population.**

The Boats Group's *Boat Trader*, *Yacht World*, and *boats.com* marketplaces (which attract the largest boat-buying audience in America) serve as a gauge for consumer demand, attracting 18 million monthly visits.

The extensive study found that when comparing Boats Group's leads to Info-National Link's Boat Registration Database, the company's rate of conversion increased to 17.5 percent, suggesting that one out of every six sales leads filed on a Boats Group portal resulted in a boat sale. According to earlier lead conversion analysis conducted by Boats Group, the single largest cohort of Boats Group



consumers submitting leads was prospects with no past indication of boat ownership, accounting for 56 percent of the total lead base. When they contacted a seller through a Boats Group portal, app. 60% of the remaining 44 percent of users who had previously owned at least one boat were current boat owners, and 40% were deemed lapsed boat owners.

Three-quarters of the Boats Group's phone and email leads that resulted in a sale were for new boats. This figure is much higher than the total market, which had 24% new boat sales and 76% pre-owned boat sales during the same time period. In all, roughly 12% of all new boats sold in the United States were the result of a Boats Group initiative. Pontoon (56 percent), Tow Boats (45 percent), Freshwater Fish (42 percent), and Saltwater Fishing (42 percent) were the segments with the highest tendency for new boat sales (37 percent ).

### **8. The fastest growing segment of participants in boating are women.**

Summer 2021 has seen a tidal wave of women shopping for boats from coast to coast, according to Boat Trader. Reports of record-breaking boat sales have made national news, and according to Boat Trader's newest data, the increase is partly due to ladies and mothers stranded at home with their children, who have promptly guided their family and friends to the waterfront for some much-needed fun. In fact, the overall number of women visiting Boat Trader has increased by 75% YoY across all age categories (18-24 years (+198%), 25-34 years (+71%), 35-44 years (+37%), 45-54 years (+55%), 55-64 years (+65%), and 65+ years (+126%).

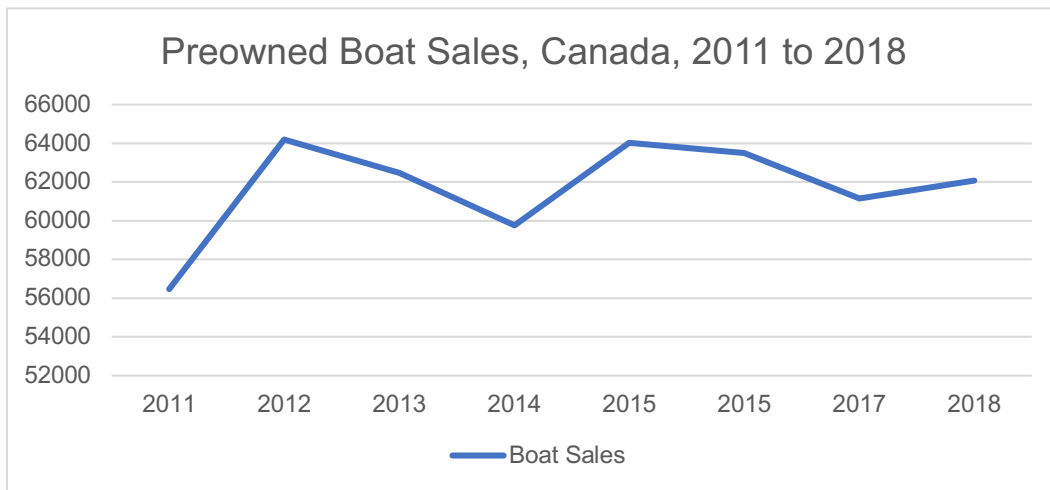
Women have traditionally been the greatest niche market of boaters, playing a significant role in the decision-making process inside their households, and their influence over boat purchases is only growing. More women are getting involved at an earlier stage as a result of the pandemic, researching and viewing boat inventory online, making the shift in female engagement stand out in these unique times.





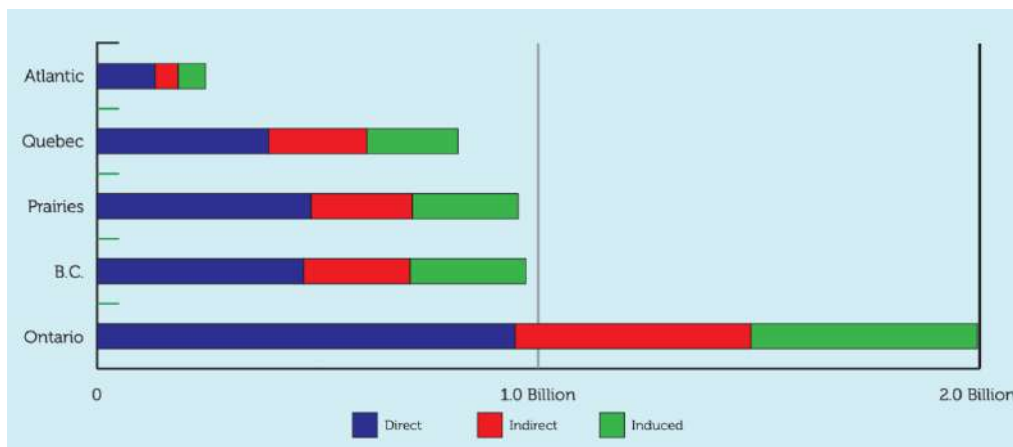
**9. Pre-owned boating has grown sizably since 2012 and remained stable in times since, suggesting its role as a viable option for many.**

The National Marine Manufacturers Association of Canada reports stable boat sales from 2011 to 2018, the most recent reported year. *(Note, this data is from 2019 – the year before the COVID-19 pandemic, which would have otherwise shown a slump due to the external shock it has caused.)*



**10. Marinas lead to substantial direct and indirect economic impact, with \$400 million in direct economic impact, \$200 million in indirect impact and \$200 million in induced impact, in Canada alone.**

**11. Ontario remains largest boating market in Canada.**

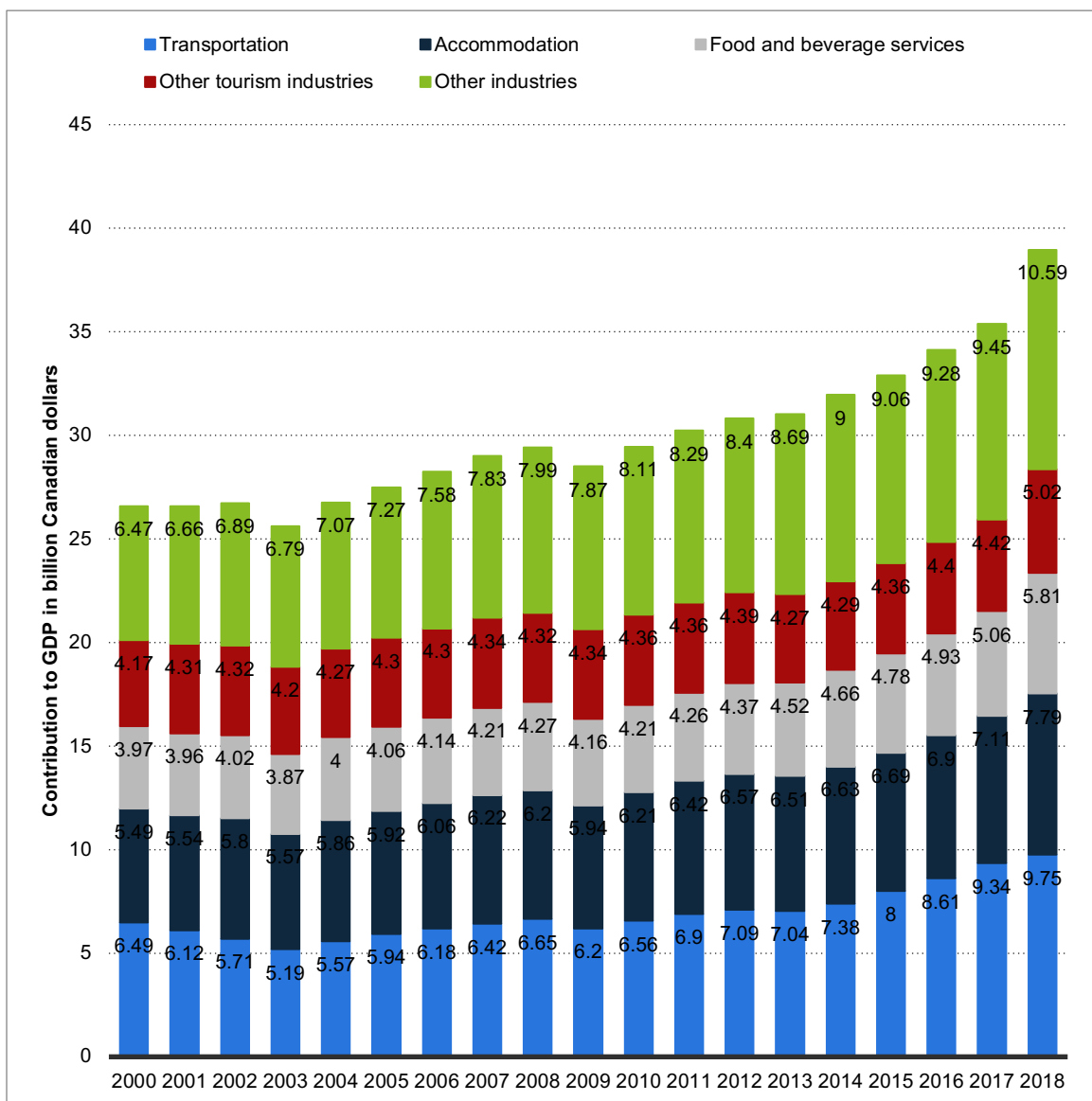




## 12. Tourism represents real economic growth, as it brings money into the economy.

One in 11 Canadian jobs relies on tourism, and in British Columbia, 400,000 jobs are strongly related to the tourism sector. Tourism is also the top employer of youth, and a strong employer of new Canadians. It is important to note that the majority of tourism spending comes from accommodation, gas, and food and beverage sources.

Contribution of tourism to GDP in Canada 2000-2018, by industry, (billions of 2018 CAD\$)

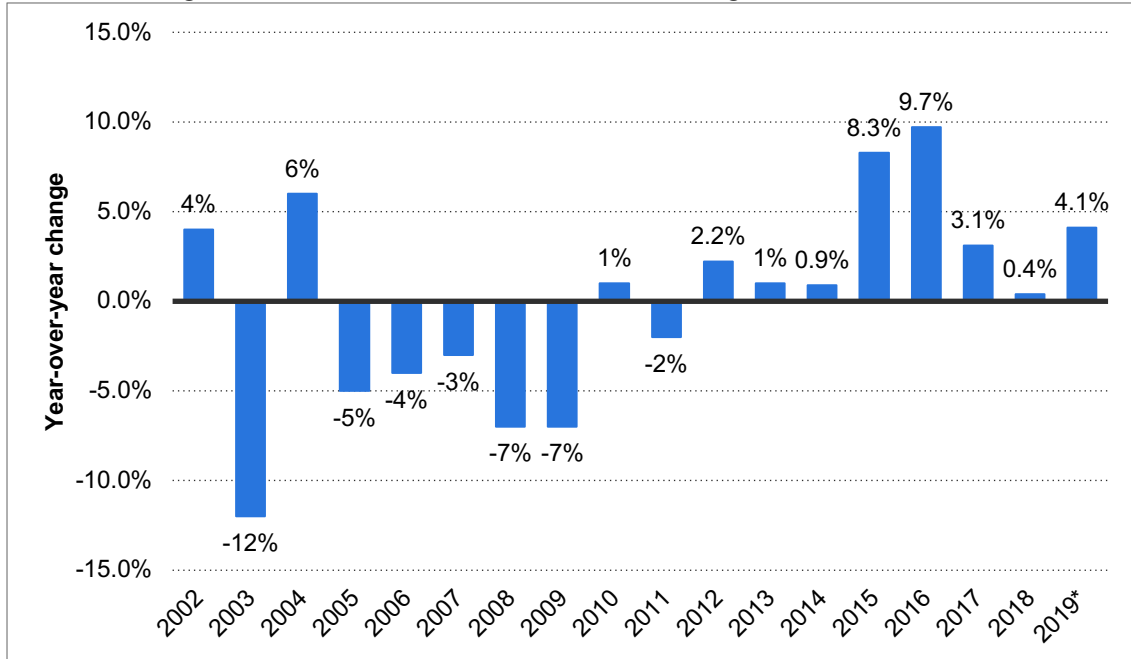


Source: StatCan; ID 430000

### 13. Continued growth in US residents travelling to Canada.

Increasingly, US travellers are high-spenders, and come to Canada by air. Accordingly, air capacity is a requirement to accommodate increasing volumes of US travellers. The Exchange Rate with the US is also a strong predictor of US tourism to Canada. As the dollar remains strong, Canada can be well prepared to welcome more US visitors.

Annual change in number of U.S. residents traveling to Canada 2002-2019



Source: StatCan; ID 214784

### 14. Growth in Trailerable Boats

Trailerable boats are smaller and are towed on a trailer by their user, to a wide range of destinations. These boats are smaller, and primarily used for supporting watersport recreation, fishing and smaller voyages.

The boat trailer industry is growing in Canada with a CAGR of 4.8% Year-Over-Year, Factors driving this demand is a greater disposable income among Canadians, as well as opportunities for accessible financing. For example, Legend Boats in Greater Sudbury provides financing as a manufacturer, to make the cost of ownership more accessible. Many of these buyers are newer to boating or travel to destinations that are near home.



Not having to commit to a marina slip furthermore underlies the cost-effectiveness for them to trailer around their boat and they can go to different sites or just the same one all the time.

## **Social Factors**

### **1. The growth of the Sharing Economy is growing in boating.**

While separate from an Airbnb model, most boat sharing apps feature a franchised business featuring a fleet of boats to which can be shared amongst its paid members. Some examples include Freedom Boat Club, Skipperi, Aqua Boat Club, and Carefree Boat Club.

These organizations recognize the high cost of boating ownership and present a social model to share the cost among a collective of members.

### **2. Market trends in Canada point to an increasing size of the target segment for recreational boating.**

Nationwide, participants in boating are more likely to be married with children at home, have a total family income of less than \$100,000, have a university education, and work full-time. Boaters were 75 percent more likely than non-boaters to have some post-secondary education, 68 percent more likely to be employed part-time (compared to 56 percent of non-boaters), and 62 percent more likely to be married (compared to 54 percent of non-boaters).

### **3. In North America, there were 17 Million First Time boaters in 2016.**

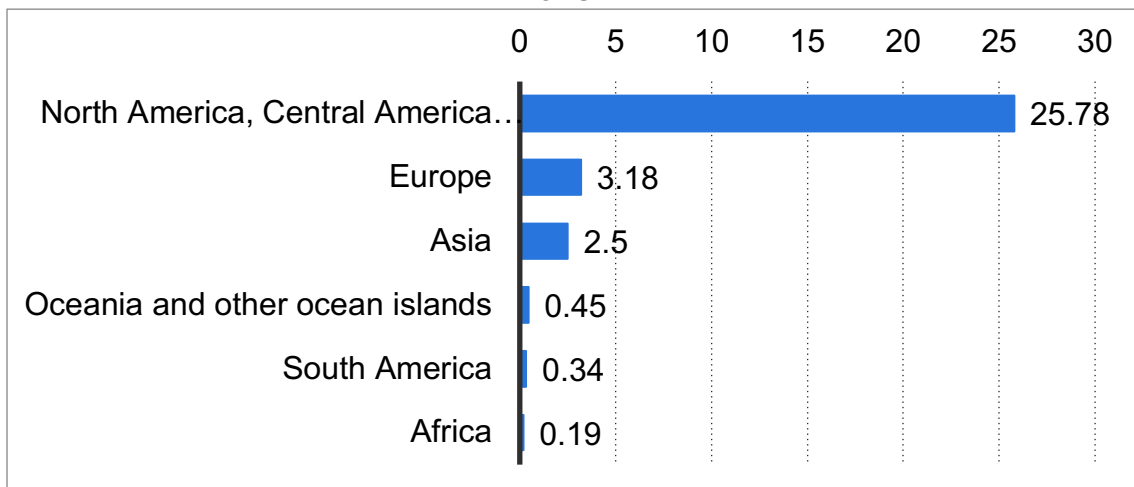
Of this total, the National Marine Manufacturers Association reports **8.5 million were children, and the remaining were mostly male, who were renters, with a median income of around \$60,000 USD.**



#### 4. Growing International Tourism in Canada

The United Nations World Tourism Organization's long-term forecast reveals international tourist arrivals' growth rate in North America is 2.6%, between 2017-2019, despite decline in the US, which infers an increased strength in Canada's role in international tourism. Worldwide, Europe remains the top region for outbound travel at 48%, with Asia at 36%, and the Americas at 17% of international tourists. In Canada, similar trends are found, as evidenced in the chart below. In Canada, 2017 saw 32 million international guest arrivals, with 3.18 from Europe, and 2.5 from Asia. The United States remains a strong contributor to tourism in Canada, British Columbia, and the Northwest.

**Number of international tourist trips to Canada 2019, by region of origin, in millions**



**Source:** StatCan; ID 422469

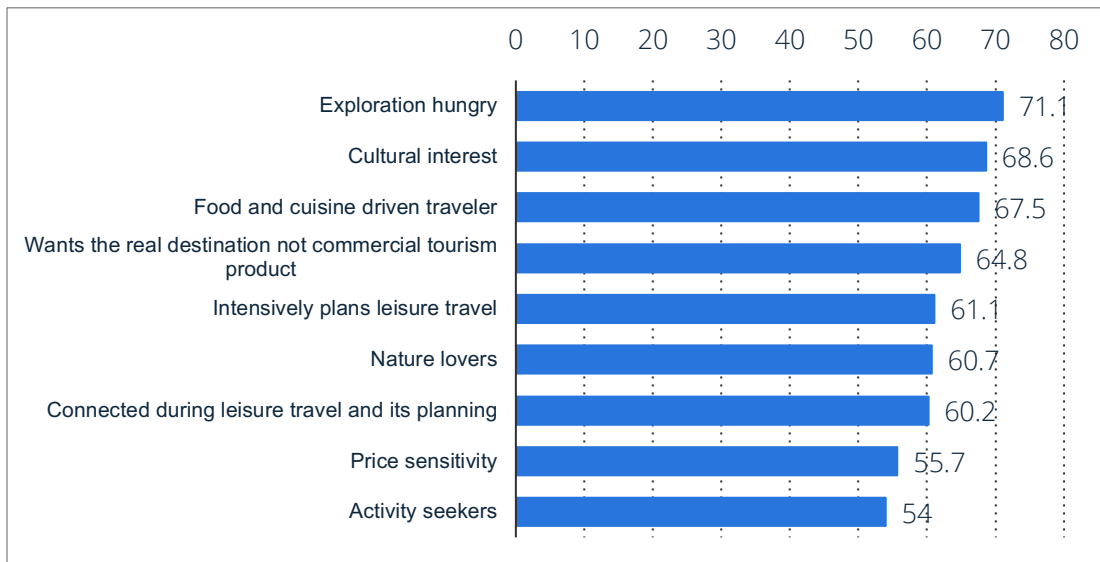




**5. Stronger and growing desire for authentic and immersive experiences desired by Generation X and millennial segments.**

Immersive travel entails living as a local and learning about the culture. According to academic studies, Generation Xers and millennials, like to learn about destination, getting to know the region or its people -- rather than merely visiting with friends.

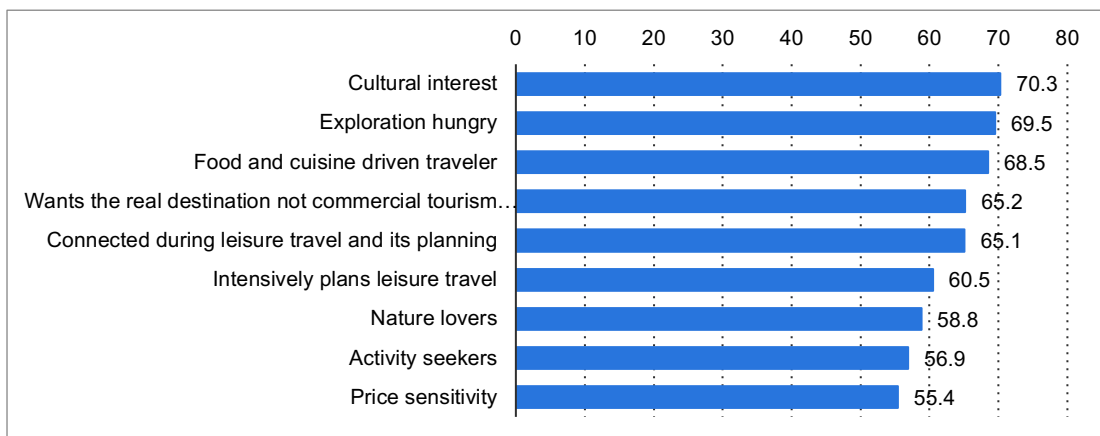
**Profile of Generation X**  
Average Traveler Psychographic Intensity Index score\*



**Note:** 2,007 Respondents

**Source:** Destination Analysts; ID 318088

**Profile of Millennials**  
Average Traveler Psychographic Intensity Index score\*



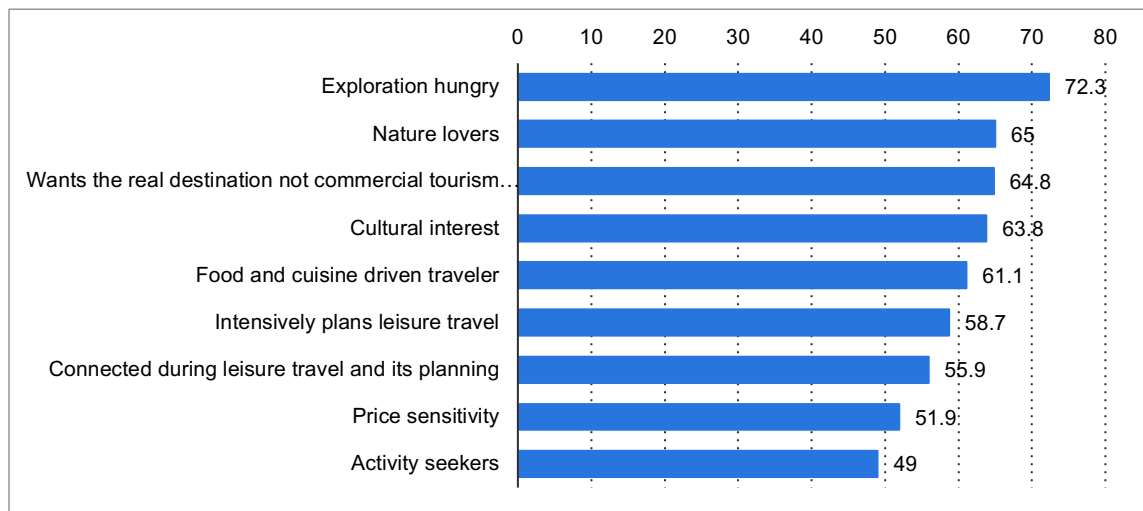
**Note:** 2,007 Respondents

**Source:** Destination Analysts; ID 31809



### Profile of Baby Boomers

Average Traveler Psychographic Intensity Index score\*

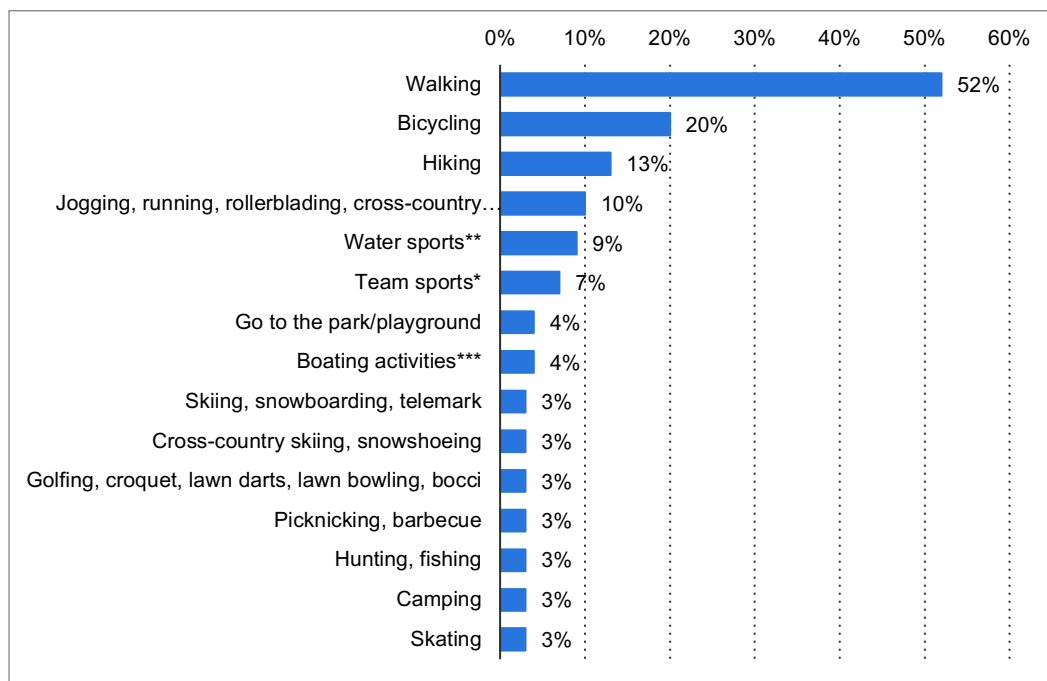


Note: 2,007 Respondents

Source: Destination Analysts; ID 318071

#### 6. Boating remains one of the more popular close-to-home activities among Canadians.

#### Most popular close to home outdoor activities among households in Canada in 2015



Source: StatCan; ID 425103

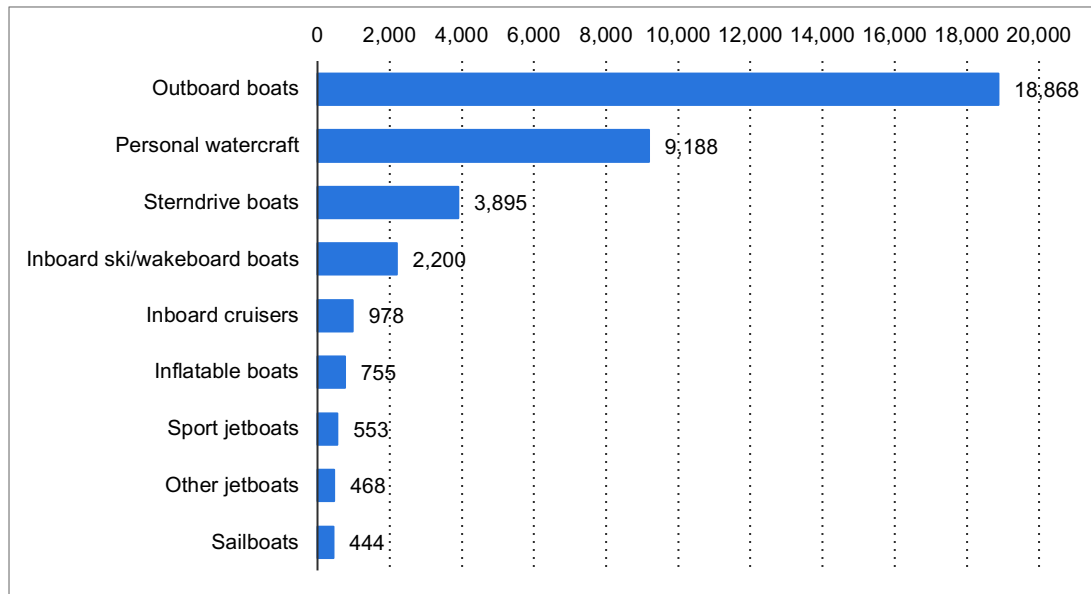


**7. The popularity of boating is mostly concentrated on outboards in Canada overall.**

Outboards and wave runners are the most popular choices of watercraft.

**Number of new boats sold in Canada in 2016, by type**

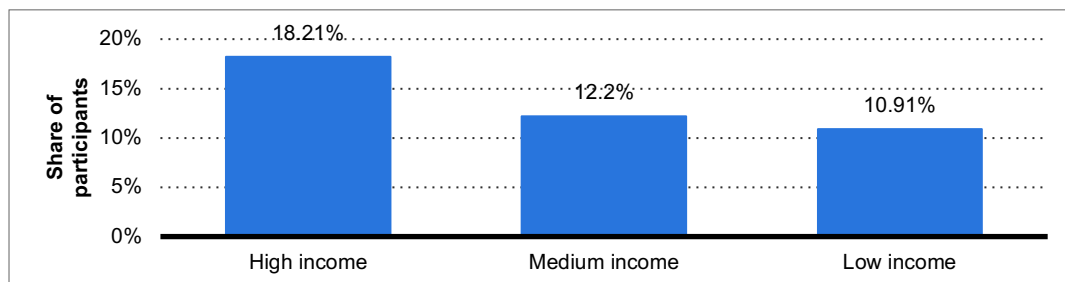
**Boating Interest by Income**



Source: NMMA; ID 742050

**8. Financial barriers to boating participation suggest the activity is mostly done by those with high income.**

Boating participation, does, however, highly dependent upon income levels, with a vast majority in the upper quartile of income, with 18.21%, showing that boating is a high yield segment, especially related to gas purchases and shopping.



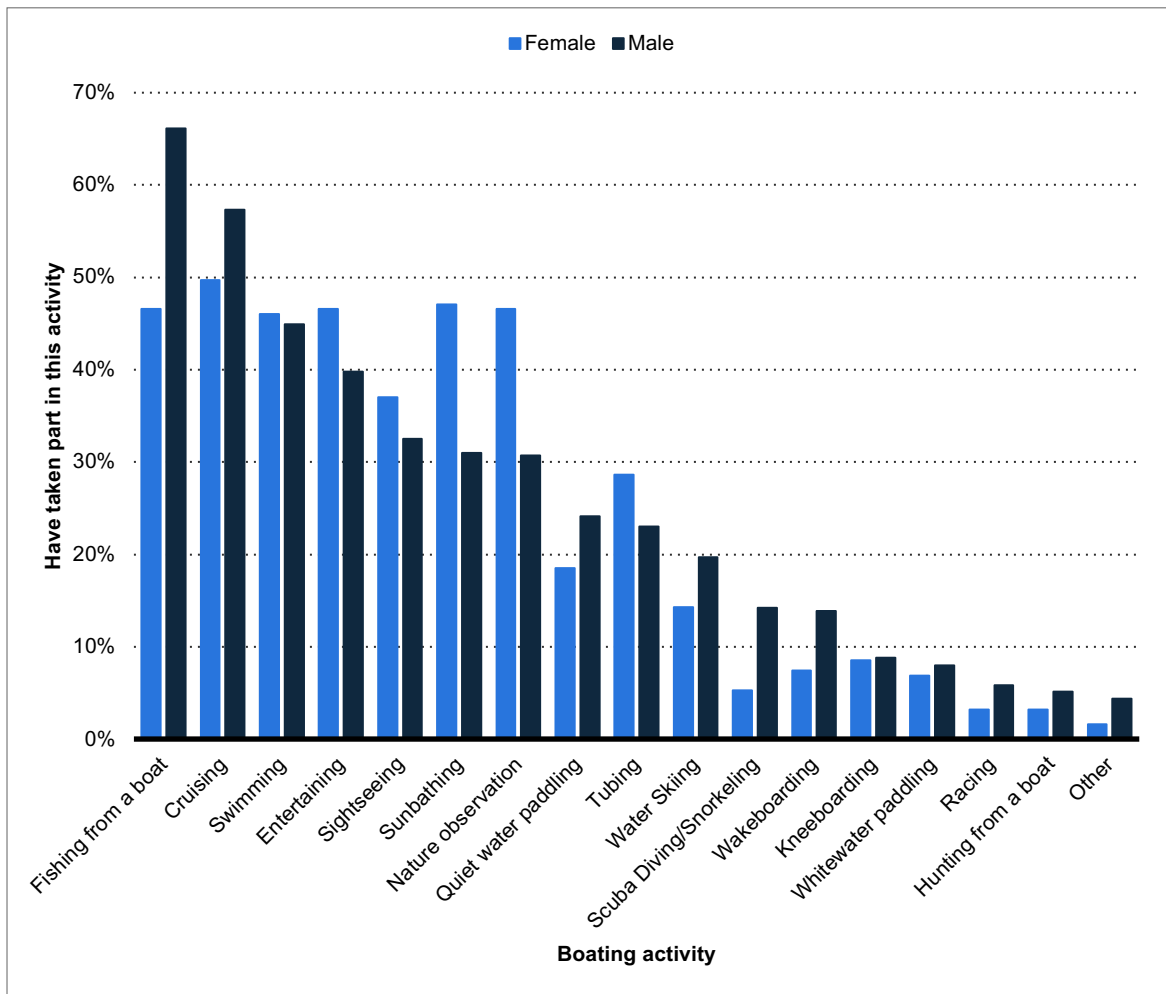
Source: Statista Survey; ID 24274



### 9. Males are more interested in fishing, water skiing and boat cruising, while women prefer sunbathing and nature observation

This is important, as boating and fishing areas that are looking to attract couples and families would also need to boast nice beaches and areas to sight-see, as well as other resources that are capable of producing a wide range of activities, beyond boating and fishing. This would be also true of fishing resorts looking to diversify their offerings and market segments.

**Participation in boating activities by gender**



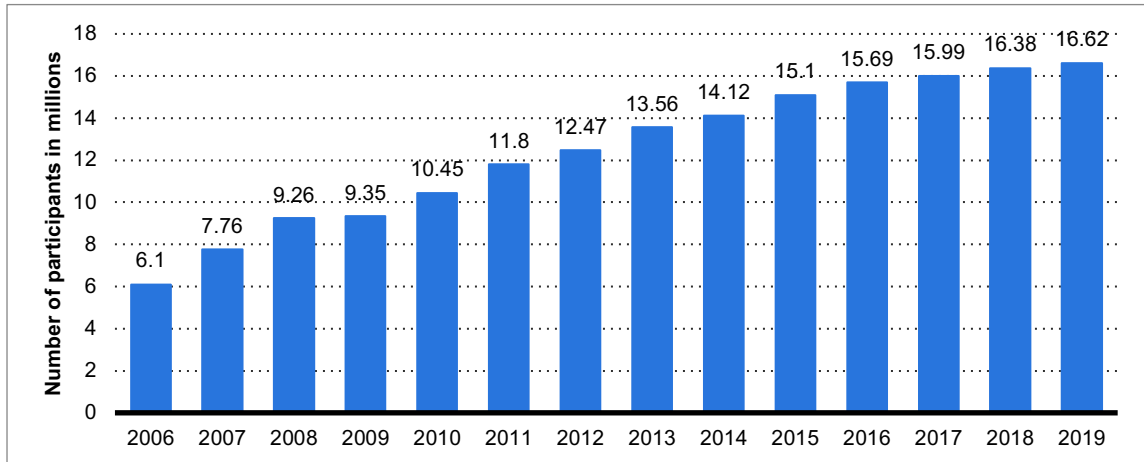
**Source:** Outdoor Foundation; RBFF; ID 240578



## 10. Kayaking is a fast-growing form of boating.

With low costs to participation and no need for fuel, eco-cautious consumers are gravitating towards kayaking, which has nearly tripled in market size since 2006.

**Kayaking per year, 2006-2019, North America**



## Technological Factors

### 1. Growth of e-Commerce and M-Commerce in Marinas

As international e-commerce has expanded, so has mobile commerce, or M-Commerce: the proportion of online commercial transactions made via mobile devices such as smartphones and tablets. As a result of the effects of COVID-19, U.S. e-commerce surged 44% to \$861 billion in 2020. Mobile sales now account for more than fifty percent of internet income, and their growth shows no signs of slowing.<sup>5</sup>

E-influenced commerce on traditional brick-and-mortar retail sales has garnered a great deal of attention, but the ramifications for the marina business are equally substantial. The first visit to a marina is becoming increasingly virtual as mariners evaluate their options and anchorages online. As smartphone apps for booking slip reservations and marina services continue to proliferate, these virtual interactions and transactions are likewise becoming increasingly mobile.

While M-commerce is beginning to change how marinas attract and engage with customers, it is also discretely becoming the vanguard of a far wider technological transformation for the industry. These evolving tools make it possible to monitor, direct, and integrate every aspect of marina operations, from boat navigation and

<sup>5</sup> <https://www.marinadockage.com/smart-marinas-how-going-mobile-is-shaping-and-connecting-the-industrys-tech-enhanced-future/>





storage to security, infrastructure performance, and the generating of new revenue.

Examples of e-Commerce and M-Commerce for marinas include:

- a) BookMarina
- b) MarinaMax
- c) Dockwa

## **2. SmartMarina technology adoption is growing .**

New marina developments, as well as marinas seeking to renovate or reconstruct their facilities, will be confronted with numerous technological challenges largely focused on emerging technology, with few existing models to draw from. Determining which aspects of a marina's infrastructure and operations might benefit from the use of new technologies will become a crucial aspect of corporate strategy. Drystack automation is unquestionably a consideration for markets where the requisite amount of investment makes economic sense. However, for many markets and marinas, adopting this technology may not make economic sense.

SmartMarina technology focuses on three core areas:

- (a) smart infrastructure – including the world of automated drystack storage and the use of sensors to monitor and improve marina performance and environmental outcomes;
- (b) smart administration and operations – with opportunities to deliver services and communicate with a new generation of customers more efficiently; and
- (c) smart boat and navigation/docking systems – and the implications for expanded and more secluded docking areas.

An example is RMS, an innovative cloud marine management suite.<sup>6</sup>

## **3. Greater Role of Technology in Trip Planning**

Technology plays an increasing role in trip planning, with video marketing and Instagram playing exceptional roles in attracting people of all ages, putting emphasis on online booking, and social media. Millennials are 84%, and non-millennials are 73% more likely to plan a trip based on someone else's vacation photos, or social media updates (amp agency, 2016). When it comes to destination inspiration, leisure travelers ages 18 to 34 are 2.4 times more likely than those over 35, to discover travel destinations via mobile applications (Facebook, 2018). A social-media-first branding strategy is used by all hotel

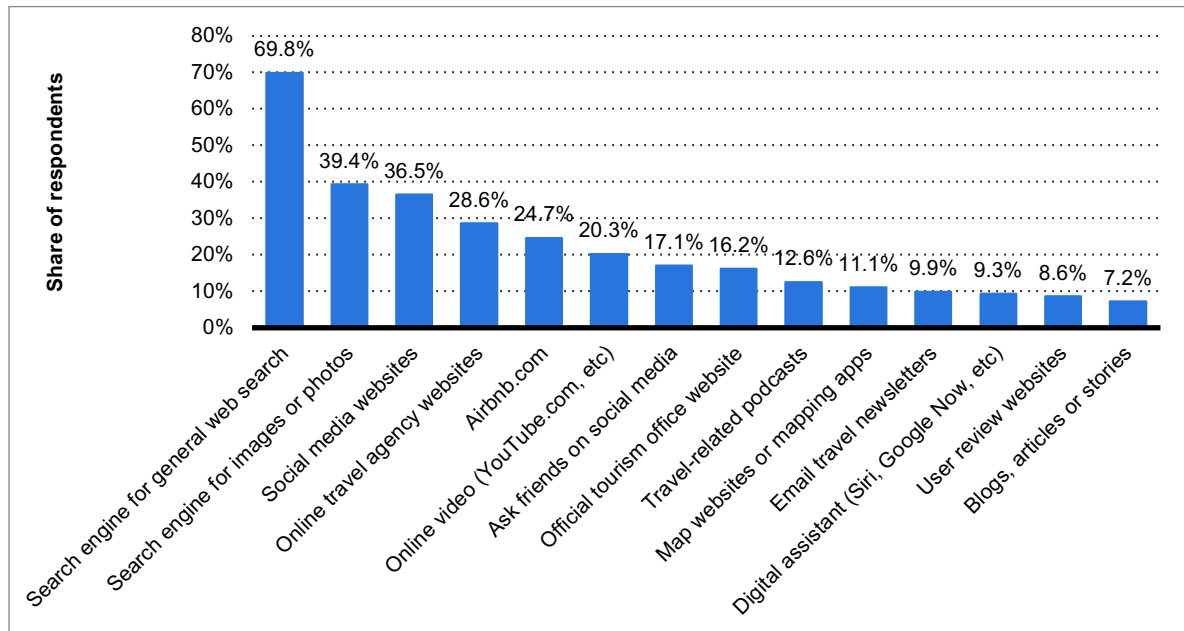
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<sup>6</sup> [https://www.rmscloud.com/?rms\\_region=global](https://www.rmscloud.com/?rms_region=global)



segments, from international luxury hotel chains (79%), to hotel groups (73%), to independent hotels (52%) (Sojern, 2019). Clearly, technology is becoming the norm for travellers, with mobile payments and wi-fi being essential components to retain millennials, and tech-savvy baby boomers.

### Mobile phone services used to plan leisure travel in the US as of Spring 2019



**Source:** Destination Analysts; ID 185454

It is on this note, that heightened popularity of Facebook groups and blogs are seen within the transient boating space.

Examples include:

- Boating the North Channel
- LCYC Cruisers Net
- Boating Ontario

### **Environmental Factors**

#### **1. The Spanish Harbour and River have recently undergone remediation successfully.**

The Town of Spanish recognises the Marina's historical significance to the Serpent River First Nation, as well as the importance of rehabilitating Spanish River's water quality from the pollution pre-1990 in Espanola. To that aim, is a responsibility to use the site towards highlighting the benefits of ecological restoration and Indigenous histories, with the use of art, park signs, informational displays, and recreational infrastructure.



## 2. Boating is becoming more eco-friendly and gas efficient over time.

Over the last 20 years, marine engine emissions have decreased by up to 95 percent, while fuel efficiency has grown by more than 40 percent. By 2025, Ontario wants to raise the ethanol content in standard gasoline to 15%. Carburetors and injectors on many boats, PWCs, and other small engines would be affected. The industry is promoting Bio-isobutanol (BI), a more efficient fuel additive derived from corn that does not cause marine engine breakdowns.

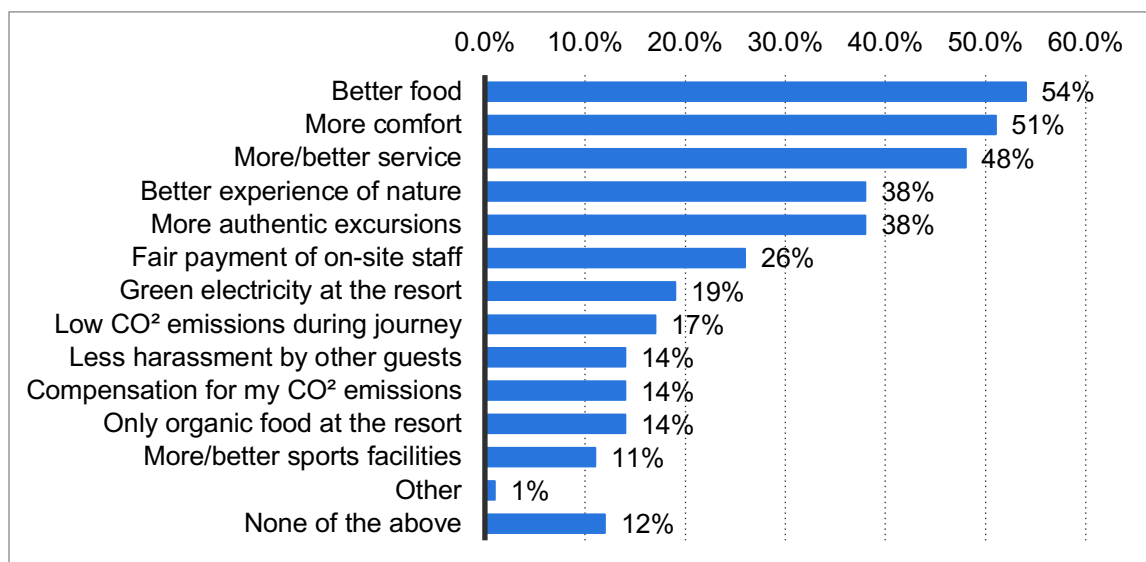
## 3. Climate change having significant impact on fish populations and water quality

Mercury levels in Ontario lakes, as well as increasing invasive species, and a lack of sufficient research on climate change adaptation for northern Ontario fisheries, means fish populations and water quality continue to remain environmentally threatened. Salmon were recently revitalized in Spanish River.

## 4. Increasing consciousness of overconsumption and the environmental impact of tourism.

This suggests sustainable experiences are important to meet the needs of the up and coming segment of recreational boaters. Millennials and baby boomers alike prefer local, organic, and environmentally friendly items when they shop in a region.

### Circumstances in which travelers would pay more for aspects of their vacation, 2017



Source(s): Statista Survey; ID 707460



## **Legal Factors**

### **1. Insurance for adventure tourism is at a high cost**

Insurance for adventure tourism is a significant barrier to the rental and leasing of eco-tourism equipment, such as kayaks and other watercraft. Some regional municipalities offer rentals of this equipment, should entrepreneurs not have the contribution margins that would cover the price of insurance, and other fixed costs.

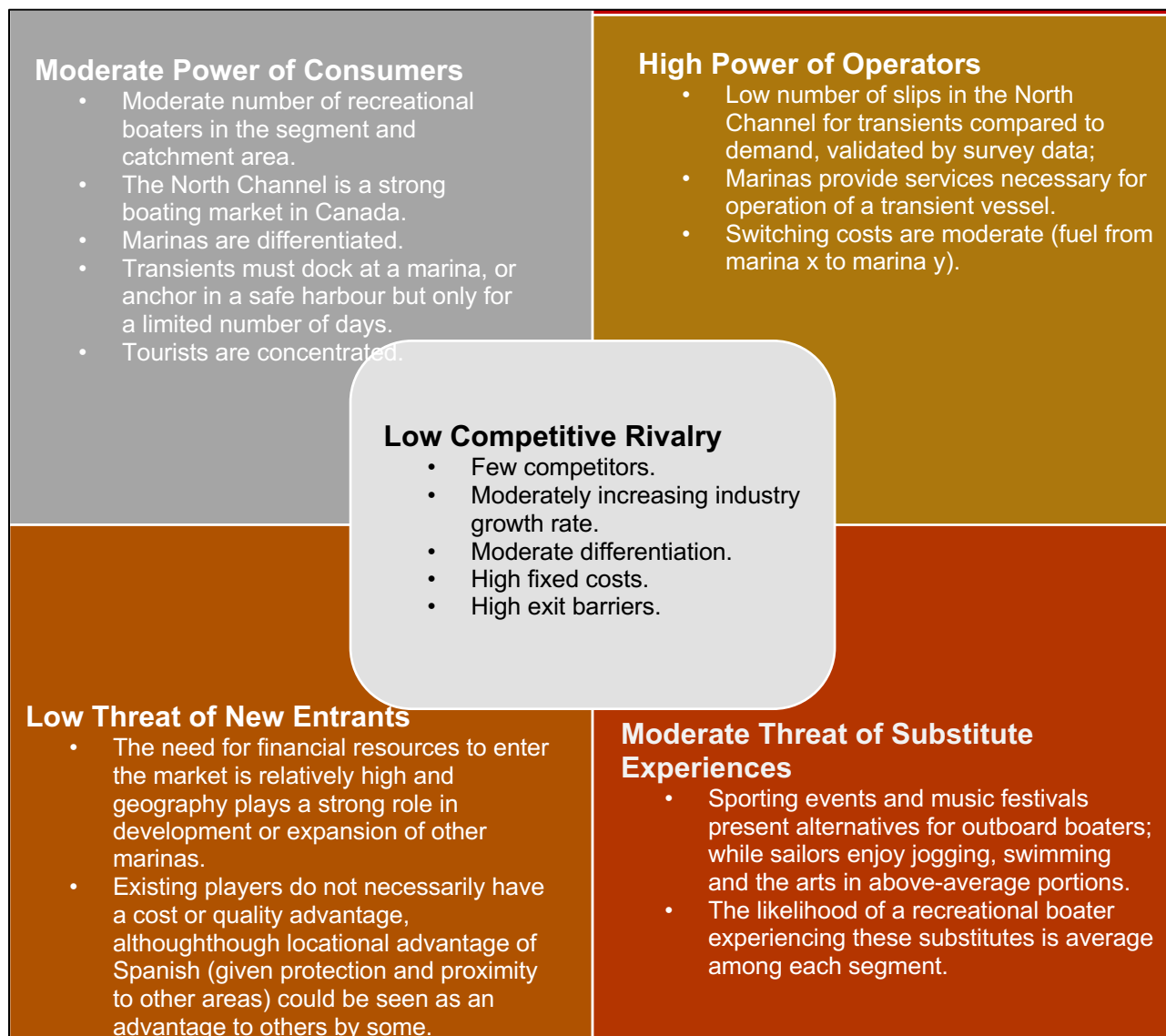
### **2. Regulations RE: Marina Development**

Given continued focus of provincial and federal governments, legislation governing environmental standards are strict, esp. as they pertain to permitting for dredging, and especially in protected areas or those with Indigenous or Black heritage.



## B-2: Key Success Factors for Regional Marinas

### Five Forces Analysis



### Power of Consumers: Low

The marinas in the North Channel and the surrounding region are differentiated.

- Richards Landing and Hilton Beach provide near-home transient and seasonal boaters with access to the Western North Channel. Hilton Beach is home to many sailboats while Richards Landing is mostly locals and power boats.
- Bruce Mines and Thessalon cater mostly to local populations, with Spanish catering to local populations of Elliot Lake to Greater Sudbury.
- Gore Bay and Blind River provide central access at lower cost to other marinas.





- Little Current and Killarney provide value-added marina services and town amenities including roofed lodging, dining and art/cultural stores while providing access to the Eastern North Channel.

Compared to others, those who prefer Spanish likely also are driven by a more relaxed vibe, more natural experiences and less boating traffic -- along with ecological values. Transient boaters must use a marina along their voyage, for example for access to essential services (fuel, showers, etc.). Tourists largely originate from the Mid-Western United States region, accented by much smaller numbers of Canadian boaters, primarily from southern Ontario.

### **Power of Operators: High**

The combination of the high cost of marina development, limited regional capacity and few private marina operators provides municipal marinas with significant market power. . Marinas provide services necessary for vessel operation, with the exception of owners with lakefront property, or those who choose to tow their boats overland. Switching from one marina to another are small, except for large craft that need to be transported on semi trailers . Operators can also integrate horizontally in providing amenities, such as waterfront dining, or shopping.

### **Threat of New Entrants: Low**

The threat of new entrants is very low. The capital required for marina development along the North Channel is a major barrier to entry, given that the low water depths, as well as strict regulation of dredging for most developments. Existing players do not necessarily have the capital to expand, unless government provides the. Existing players also do not currently have any unique quality advantages, aside from proximity to different areas of the Channel. ***Environmental regulation makes development on the Spanish River cost prohibitive.*** Dry dock storage for seasonal craft is necessary to accommodate the growing capacity for transient boating.

### **Threat of Substitute Experiences: Moderate**

Transient boaters are tourists who also seek a wide range of other experiences during summer months. Popular activities include attending sporting events, music festivals, and the arts, as well as outdoor recreation.. The likelihood of engagement in these activities is approximately the same among Canadian pleasure travellers, -- between a 42% and 47%.

### **Competitive Rivalry: Low**

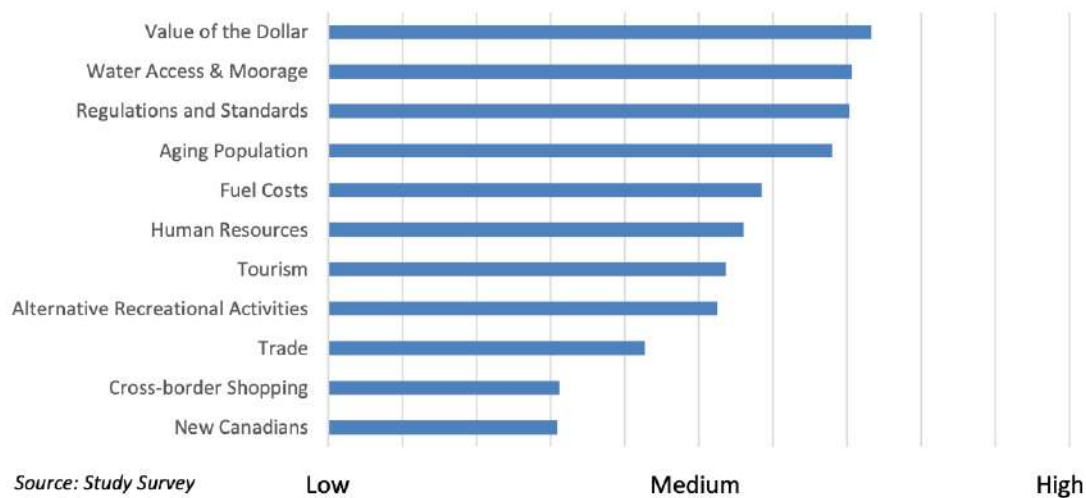
Competitive rivalry is low for regions catering to the recreational boater. While boating is experiencing a moderately increasing industry growth rate, waitlists statistics reflect high growth in the North Channel. Municipal marina infrastructure is a requirement for competition in the area. There are high fixed costs. While there are high exit barriers,



given the size and location of land marinas occupy, and the costs of redevelopment; there is thus low competitive rivalry in the market, as capacity is well-utilized.

The National Marine Manufacturers Association of Canada suggests the following as determinants of marina choice<sup>7</sup>:

**Figure C: Relative Importance of Boating Industry Issues and Influences**



Source: NMMA, 2017

### Summary

The marine business is attractive. The power of consumers remains low, as does the threat of new entrants, and competitive rivalry. These points infer that the industry is not overly price sensitive, and that little new competition can be expected. Moderate threat of substitution infers that those in the recreational boater traditional demographics are not the most, or the least likely segments to choose to engage in other activities instead of boating, but instead are positioned in the middle of the twenty-one potential activities a pleasure traveller can engage in. The high power of operators infers that forward integration is possible by marinas adding value to the recreational boater, through the offering of additional dining services and learning exhibits.

<sup>7</sup> <https://maritimeboating.com/wp-content/uploads/2019/04/NMMA-Boating-Economic-Impact-Study-2017-Final.pdf>



### **Boater Profile**

Results of a survey conducted for this study suggests transient tourists in the North Channel have an average vessel length of 34.51 feet, and they own their vessel (100.0%). Transients are relatively split between powerboats (51.7%) and sailboats (48.3%) with one (75.95%) or two (24.1%) drivers. The average maximum passenger capacity is 8.4, with an even split between “2 passengers” and “4 to 5 passengers” on board at any time. The profile is of an older demographic, with over 75% reporting they have 25 years or more of boating or sailing experience. Nearly all respondents choose to navigate in areas protected from high winds and waves. The average boater makes 12 trips per year, and their seasonal voyages are distributed as follows:

- July (1.5 average)
- August (1.92 average)
- June (2.92 average)
- September (4 average)
- May (4.96 average)
- October (5.69 average).

The average boater uses between 3 and 7 docking facilities per year, with less than 10% constraining themselves to a single facility.

Boaters suggest the following as being importance to them in terms of marina facilities:

1. Safety
2. Fuel availability
3. Laundry, Gym, Washrooms
4. Condition & Appearance
5. Timing/ Weather
6. Geographical Features of Port of Call
7. Fishing/Swimming
8. Restaurant/Dining
9. Cultural/Indigenous elements
10. Shopping/Giftware

In terms of town amenities, the following were most important:

1. Supplies
2. Showers
3. Dining
4. Laundry
5. Places to Relax
6. Culture
7. Gym
8. Events



On a scale of 0 to 10 Familiarity with the port of call, averages 6.3.

These consumers are not price sensitive, ranking the importance of the cost of docking at 5.6., on a scale from 0 to 10, However, they do have a strong preference for sheltered waterways (average 7 on a scale from 0 to 10).

To gauge trends in how vessel size is changing, other studies were consulted. In Port Elgin's recent study, the greatest rate of growth was in the larger vessel category . A similar distribution was found from internal survey data in 2022..

Length	2017	2022	2027	2032	2037	% increase
20 ft. to <26 ft. (6 m. to <8 m.)	55,470	57,020	58,050	58,600	59,190	6.7%
26 ft. to <30 ft. (8 m. to <9 m.)	13,320	15,150	15,920	16,540	17,050	28.0%
30 ft. to <36 ft. (9 m. to <11 m.)	21,240	24,440	27,550	30,300	32,670	53.8%
36 ft. to <46 ft. (11 m. to <14 m.)	13,360	16,050	18,840	21,490	24,250	81.5%
46 ft. and over (14 m. or more)	7,800	9,820	12,060	14,490	17,060	118.7%

**Source:** Port Elgin Harbour Assessment, 2017<sup>8</sup>

Overall, this clearly indicates strong growth among boats 36 feet and over, and hence, a strong need to respond to this demand.

### **Key Success Factors**

Synthesizing the results of the survey performed for this study (N=87), with results from the National Marine Manufacturers' Association and Port Elgin study cited elsewhere, the following can then be gleaned as key success factors:



#### **Fuel Service:**

Having a competitive fuel location is important for monetizing and serving the recreational boater, given the amount of gas required by boats for exploration. While recreational boaters may come with boats filled with gas, transient adventures from the US are long and would require refuel. With limited ranges on boat motors, having fuel service in the region is also an important driver of overall activity.

#### **Differentiation in Leisure:**

Differentiation is one method to win in competition among differentiated lines of business. Currently, most communities along the North Shore focus on town assets with less

<sup>8</sup> <https://www.saugeenshores.ca/en/explore-and-play/resources/Documents/Port-Elgin-Harbour-Strategic-Assessment-Final-Report-Jan-2018.pdf>



highlighting Indigenous and ecological appreciation, or water-based recreational experiences.

Ensuring a focus on ecological and Indigenous history, as well as ensuring accessibility to a wide range of water-based activities becomes essential to ensuring boaters will visit a particular marina, especially if these provide means to do activities for partners and children. The situational analysis discusses differences by gender for boating use. As a family activity, it is necessary to have activities that appeal to all boaters (of all genders).

### **Proximity to Other Marinas:**

As discussed in the profile of the transient boater, proximity to home-base is a key determinant of their selection of a marina, as they seek to maximize recreational time. Highlighting any locational advantage/ centrality of location would advantage the marina by attracting boaters from elsewhere.

### **Dining and Shopping Options:**

The “Five Forces” [what?] reveal that forward integration by regions is a viable and meaningful way to provide extra services to recreational boaters and capture more value from activities. This entails having dining and shopping services, with dining establishments open later in the evening to cater to those who return from boating during the day.

### **Technology Connections:**

Today’s modern boater has accessories such as smart phones and computers, and having a strong Wi-Fi connection is important, VHF communications for weather and traffic are also necessities.

While storage and seasonal rates provide some strategic lock-in, focusing on amenities and activities that help to create a sense of community is both strategic and important. . Community consultation and interviews revealed that boaters choose marinas on the basis of where their friends dock their boats, explaining why word-of-mouth is so strong as a marketing tool. Facilities that focus on community building, and family-friendly services are stronger at retaining boaters, especially combined with good facilities.

### **Regulations and Standards:**

Surprisingly, elite boaters care about ensuring their activities are somewhat sustainable and impact cautious. Certification of marinas for the cleanliness of the water, and ecological impact, provides peace of mind to transient boaters who may be unsure of water quality.





## B-3: Key Resources of Competitive Advantage for the Spanish Marina

Understanding the Spanish Marina's **tourism resources**, in terms of competitive advantage, leads to an understanding of what **key resources are required to change** the external environment, and where **key challenges** may occur in making those changes.

A VRIO analysis asks four questions related to each asset, on a yes/no basis. Once a "no" is reached on any one of the ordered questions, "no" becomes the value to all other assets. The questions are as follows:

- (a) **V**alue: Is it valuable in providing something that tourists like?
- (b) **R**arity: Is it rare compared to its immediate competition?
- (c) **I**mitability: Is it easy for competition to imitate the resource?
- (d) **O**rganization: Are activities in the town organized for exploitation economically?

As a result, each resource can be categorized as being at a:

- (a) Competitive Disadvantage – Providing something that is not valuable
- (b) Competitive Parity – Providing something valuable, but not rare
- (c) Temporary Competitive Advantage – Providing something rare, yet easily imitated
- (d) Underused Competitive Advantage – Providing something valuable, rare, and imitable, but not organized to exploit for economic potential; or
- (e) Sustainable Advantage – Providing something valuable, rare, difficult to imitate, and organized for exploitation economically



	V	R	I	O	
<b>Natural Destination Drivers</b>					
Spanish River Activities					Competitive Parity
Spanish Marina Scenery					Sustained Competitive Advantage
Indigenous Culture					Underused Competitive Advantage
<b>Infrastructural Destination Drivers</b>					
WiFi at the Marina					Competitive Parity
Fuel Service at Spanish Marina					Competitive Parity
Dining at the Marina					Competitive Disadvantage
Kayak Rentals					Competitive Disadvantage
Downtown Access					Competitive Disadvantage
Lodging					Competitive Disadvantage
Community Businesses Appealing to Mariners					Competitive Parity
<b>Location from Market</b>					
Proximity to Other Marinas					Sustained Competitive Advantage
Proximity to the City of Greater Sudbury					Sustained Competitive Advantage
Proximity to the U.S.A.					Sustained Competitive Advantage



Spanish River Activities	V	R	I	O
<p><b>Description:</b> Spanish Marina has many beautiful activities for boaters to enjoy. This includes meeting space in the <i>Four Seasons Complex</i> and its amenities such as showers, a fitness center and a lounge.</p> <p>There remains a strong number of activities for those bringing their own equipment within the River itself, including bird watching, hiking a short boardwalk, and history to be seen with one's eyes (former Residential School).</p> <p>The fishing has been suggested to be of good quality, and the protection of its harbour could warrant a number of eco-activities (e.g. kayaking).</p>	<p><b>Value:</b> The diversity of recreational ecological opportunities along the Lakeshore differentiates it from other North Channel Marinas.</p> <p><b>Rarity:</b> As other marinas focus more heavily on town centres; relaxing spots are more of a voyage away. In Spanish, not only are major points of interest in close proximity (Benjamin Islands, etc.) but the river itself presents an interesting ecological landscape.</p> <p><b>Imitability:</b> No other marina along the channel is in a similar position,</p> <p><b>Organization:</b> Many of the activities require some equipment boaters may not have on board (binoculars, kayaks, etc.)</p>			

Spanish River Scenery	V	R	I	O
<p><b>Description:</b> Because of the lower population, there is more potential engagement with nature in Spanish River. Further, the Indigenous peoples are very connected to the Lake and the legends surrounding some scenery integrate their story</p>	<p><b>Value:</b> Learning experiences are desired by many consumers.</p> <p><b>Rarity:</b> Scenery is more nature-based compared to other locations in the Channel.</p> <p><b>Imitability:</b> Spanish River has multiple protections which prohibit much more residential or commercial development along its shore.</p> <p><b>Organization:</b> Many boaters enjoy the natural scenery of the Algoma region.</p>			



## Marina Expansion Feasibility Assessment & Strategy

Indigenous Culture	V	R	I	O
<b>Description:</b> It is also one of very few marinas where there are two indigenous communities along with the shore that have many traditional unique significance Serpent River First Nation which is to the west and Sagamok First Nation on the Spanish River which is to the south.	<b>Value:</b> Learning experiences are desired by many consumers. <b>Rarity:</b> No other marina port on the North Channel is located on a site of a former residential school. <b>Imitability:</b> Unless if other marinas build Indigenous cultural infrastructure, it remains unlikely to imitate. <b>Organization:</b> Not as engrained in the value proposition of the marina nor activities as it could be.			
WiFi at the Marina	V	R	I	O
<b>Description:</b> Wi-Fi is important for technologically connected modern consumers.	<b>Value:</b> Wi-Fi allows boaters to work from their boats, stay in touch on social media with friends or work from boat and enjoy their boating experience fully. <b>Rarity:</b> Most other marinas also offer Wi-Fi in the region.  <i>Not rare, thus, imitability and operability not evaluated.</i>			
Fuel Service at the Spanish Marina	V	R	I	O
<b>Description:</b> Fuel pumps at Spanish Marina.	<b>Value:</b> Fuel service necessary for powering vessels on Spanish River. <b>Rarity:</b> Many other marinas offer fuel.  <i>Not rare, thus, imitability and operability not evaluated.</i>			




Dining at the Marina	V	R	I	O
<b>Description:</b> Dining options located on the Highway Corridor only.	<b>Value:</b> Transients must walk 30 minutes to Highway Corridor.  <i>Not valuable, thus rarity, imitability and operability not evaluated.</i>			

Rentals	V	R	I	O
<b>Description:</b> Currently offered by the private lodging sector.	<b>Value:</b> Only lodged guests at other resorts in Spanish could rent equipment from the private sector.  <i>Not valuable, thus rarity, imitability and operability not evaluated.</i>			

Lodging (RV, Tent & Roofed)	V	R	I	O
<b>Description:</b> Motel located on the Highway offering short-stay; with seasonal rentals available on the Lakeshore from the private sector.	<b>Value:</b> Only daily rental option for roofed accommodation has 1 star reviews in the recent two years; and most private sector RV/ Tent parks are at capacity.  <i>Not valuable, thus rarity, imitability and operability not evaluated.</i>			



Community Businesses Appealing to Mariners	V	R	I	O
<p><b>Description:</b> Spanish is a full service community. This includes propane sales, the variety and grocery store including a delicatessen, the café with meals to go, the outdoor store with all the gear for fishing and other water recreation. There is an LCBO store and Canada Post located in Spanish.</p>	<p><b>Value:</b> Transient boaters find the amenities valuable, namely the grocery and liquor markets, however it is noted the 30 minute walking distance is not desirable.</p> <p><b>Rarity:</b> Every store offered in Spanish sells items available elsewhere at other ports in the north Channel.</p> <p><i>Not rare thus, imitability and operability not evaluated.</i></p>			

Proximity to Other Marinas	V	R	I	O
<p><b>Description:</b> Spanish Marina is close to Little Current, Blind River, Killarney and Gore Bay marinas.</p> <p>This very central location means it can draw boaters who are transients that visit the other marinas very easily, as it is in the middle of these and not necessarily at one of the ends.</p> 	<p><b>Value:</b> Little Current, Blind River, Killarney and Gore Bay are a secondary major markets for the Spanish Marina.</p> <p><b>Rarity:</b> Because of regulations of the environment, there are few marinas compared to demand from Sudbury and Elliot Lake boaters.</p> <p><b>Imitability:</b> Environmental regulations prohibit future development.</p> <p><b>Organization:</b> Currently, they are the 2<sup>nd</sup> and 3<sup>rd</sup> most popular markets for the Marina, following Spanish residents themselves.</p>			





Proximity to the Greater Sudbury Area	V	R	I	O
<p><b>Description:</b> Being located closest to a highway leading to the City of Greater Sudbury is certainly an advantage given it is a large market for trailerable boats and kayaking.</p> <p>The population of the City of Greater Sudbury is over 160,000 – the largest amalgamated City in Northern Ontario, and second-largest urban core.</p>	<p><b>Value:</b> Canadian tourists are a major secondary major market for the Spanish Marina.</p> <p><b>Rarity:</b> Because of regulations of the environment, there are few marinas catering to Sudbury.</p> <p><b>Imitability:</b> Spanish is located closest to the Sudbury vs. other marinas.</p> <p><b>Organization:</b> Currently, they are a popular seasonal markets for the Marina, leading to continued integration in appealing to their transient needs.</p>			

Proximity to USA	V	R	I	O
<p><b>Description:</b> Spanish Marina, like other marinas in the North Channel, is located in close proximity to the US side of Lake Huron and Lake Michigan.</p>	<p><b>Value:</b> US tourists are of highest value to the Spanish Marina given highest average spending in Canada overall.</p> <p><b>Rarity:</b> Only few Canadian marinas are in close proximity to the Mid-Western US given underdevelopment of Lake Superior and water quality in Lake Erie.</p> <p><b>Imitability:</b> Environmental regulations prohibit future development.</p> <p><b>Organization:</b> Currently, they are a major market for transient service and would be poised to grow substantially, to match other marinas in the area.</p>			



## SECTION C:

# STRATEGIC FEASIBLE RECOMMENDATIONS

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### C-1: Overall Recommended Approach

The overall approach to the strategy is to maximize profitability and use of the marina, by transient users who are very high yield, while ensuring residents that use the Marina can have an enhanced waterfront experience. Together, these activities will contribute positively to the livelihoods of many, and to the economy of Spanish.

During the engagement, over thirty interviews were held, along with an open house that collectively painted a picture of the community views about waterfront development. Several initiatives were discussed for the waterfront, as were several concerns about transient docks displacing local usage. Through discussions, however, these concerns seemed to be alleviated with the plan focused on maximizing revenue and economic impact through increased transient use while safeguarding several piers for seasonal boating aligned with their current use.



## **C-2: Reconfigure the Docks to Build Capacity for Transient Boats**

### **Alternatives Considered**

1. Status-Quo design and simply reallocate some existing docks to transient boats
2. Expansion of the breakwall to accommodate new docks for large transient boats
3. Installation of docks on the East side to open slip capacity, and reconfigure some slips within the existing breakwall for transient boaters
4. Reconfiguration of dockage to expand 40' docks to 40 slips.

### **Recommendation**

Option 4 is recommended. Thus, the recommendation is to replace Pier 5 with dockage to support 40' boats on both sides and 50-amp service.

Additionally, pending engineering design and review, it is recommended that Pier 4 be replaced with 40' dockage targeted to further enhance capacity for transient boats.

### **Rationale**

Most interviews, especially with small businesses, were highly supportive of maximizing revenues and the numbers of transient boaters at the marina. Currently, the Spanish Marina is operating at capacity with seasonal boaters, and only a minimal number of transient-designated slips. The demand for municipal moorage in Spanish, and across the North Channel, far exceeds capacity for both seasonal and transient docks. Interviews confirmed that limited transient dockage is limiting the potential of Spanish to be a world class tourism destination. Safeguarding public access and community affordability is a key pillar of the plan while ensuring expansion capacity for transient users.

Accordingly, for the Town to capitalize on more transient boaters, the Marina must adapt. As discussed in the Situational Analysis, most boaters on the Great Lakes have a large vessel for safety reasons, with an average of 34.1 feet. Accordingly, this large size warrants dockage at 40' capacity. It is noted, larger vessels could continue to be accommodated by reserving the ends of each Pier for transient boaters, effectively making the largest slip 85' (when including the 5' width of a dock, plus 2 40' slips).

The status-quo does not allow Spanish to compete for transient boaters given limited spots for boats 36' and above.

The expansion of the break wall is not cost feasible given a longer payback period of 11.0 years, depending on NOHFC/FedNor funding, which even in a best case scenario would be far outside the line of acceptability within the community.

In regard to installation of docks on the east side, it is also not cost feasible as the water depth is too shallow and dredging would represent an which ongoing cost because the riverbed is less stable on the east side.



To maximize the number of transient slips it makes most sense to reconfigure the current marina within the existing parameters of the breakwall. Thus, the only feasible option from a cost perspective is reconfiguration. Given the strong growth of larger boats, it is necessary that most transient slips be designated 36' to 40'

### **Incremental Financial Implications**

#### ***Capital Contribution***

Item	Amount CAD	Amount CAD + Applicable Contingency (15% Engineering Contingency + 20% Construction Contingency + 25% Electricity Contingency)
New Docks – Pier 5	\$350,000	\$560,000
New Docks – Pier 4	\$350,000	\$560,000

#### ***Incremental Operating Income***

The assumptions of this model are that Spanish charges \$35.82 per foot with 30 amp service; and that transients would pay \$8.80 per week. We assume a 15-week season May 15 to August 30. We assumed expenses for transients would be 50% of the cost of the rate (to cover additional summer students, supports, etc.)

Assumption	High	Medium	Low
Line Item			
Additional Revenue from Transients	89,760	82,368	74,976
Assuming % Occupancy Overall, Transient	85	78	71
Lost Revenue from Seasonal Boaters	35,676.72	35,676.72	35,676.72
Estimated Incremental Revenue – Direct Marina Expenditure*	54,083.28	46,691.28	39,299.28
Estimated incremental expenses at 50%	27,041.64	23,345.64	19,649.64
<b>Incremental EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization) Contribution Margin</b>	<b>27,041.64</b>	<b>23,345.64</b>	<b>19,649.64</b>





### C-3: Harmonize Prices with the Local Marina

#### Alternatives Considered

1. Status Quo
2. Increase Prices to Maximize Revenue

#### Recommendation

The status quo maximizes revenue of the marina given its competitors hence continued harmonization of prices is recommended.

#### Rationale

The status quo suggests Spanish is a well-managed marina. Its income exceeds its direct costs, and pricing is within the mid-high range among all North Channel municipal marinas.

Given the exceptional location and demand, there is potential to strengthen its revenue by continuing to harmonize its pricing strategy, targeting prices closer to the high range. Given the rates of other nearby marinas, we recommend that the fees for the slips be increased to be harmonized with other marinas within Spanish as well as with municipal marinas in the Western North Channel. Higher rates would not only mean internal competition would be minimized but also a reserve can be created for future dock repairs and maintenance.

Hence, we propose to increase the pump out fee to \$15.00 and the launch fee to be \$10. We also recommend the Marina continue to evaluate the prices of nearby locations and remain in the higher range.

Item	Spanish	Little Current	Almenara en El Rio	Blind River	Gore Bay
Dockage – Daily	2.07	2.00	1.90	1.90	1.84
Monthly – Serviced 30 amp	25.24	25.50	23.25	15.50	27.83
Seasonal – Serviced	35.82	N/A	20 to 24	31.62	36.00
Gasoline/ Diesel	\$market	\$market	\$market	\$market	\$market
Pump Out	\$10.86	\$13.28	15.00	11.72	14.96
Showers	Included	Included	N/A	5.00	9.00
Launch Fee	\$8.85 to 13.03	\$5 in, \$5 out	\$5 in, \$5 out	\$10	8.00



**Financial Implications**

With the harmonization of prices, some prices go down while others increase. Total revenue may remain the same.





## **C-4: Change Management Policies to Enhance Boater Experience and Profitability**

### **Allocation of Transient and Seasonal Docks (High Priority)**

#### **Alternatives Considered**

- (a) Status Quo
- (b) Allocate Pier 5 to Transient Boating
- (c) Allocate Pier 4 to Transient Boating
- (d) Allocate Piers 4 and 5 to Transient Boating

#### **Recommendation**

To allocate Piers 4 and 5 to Transient Boating and the end of each dock.

#### **Rationale**

The Town has clearly suggested a desire to maximize revenue at the marina, and economic impact from transient boaters. At the same time, however, is a need to accommodate existing boaters – namely locals – in their access to the marina. While the status quo accommodates locals well, it does not maximize the revenues of the marina given limited capacity for larger boats of 40' or greater.

Through consultation, it was determined that most locals have smaller boats, which can be housed in Piers 1, 2, and 3. Given reconfiguration was recommended as per Recommendation C-2, allocation should also be suggested. Allocating just pier 5 or pier 4 for transient would allow the other piers to be given to seasonal slips. However, there is sufficient evidence that transient demand would exceed the supply of just one pier's allocation.

Accordingly, to maximize the revenue of the marina, it makes most sense to allocate the new pier 4 and pier 5 to transient boating. Should an existing seasonal guest wish to continue docking at Spanish, they would now have to pay monthly transient fees which covers their opportunity cost to the Marina.

#### **Financial Implications**

Assumes the C-2 recommendation is accepted. Currently, transient dockage brings in around \$16,000 per season. As shown in recommendation C-2, this will increase to \$74,976 to \$89,760 with an incremental income above the opportunity cost of a full seasonal pier, of \$39,299.28 to \$54,083.28 depending on occupancy rate.



## Marina Slip Fees Charged Per Foot of Boat (High Priority)

### Alternatives Considered

1. Status Quo
2. Implement new policy charging for each foot of dock, and not vessel

### Recommendation

To implement new policy charging for each foot of dock, whereas transient and seasonal mariners would be charged as per the total feet of the dock they purchase.

### Rationale

At the moment, mariners are charged based on the size of dock they book, unless their boat is 5 feet less than the size of reserved dock, whereby they are charged an adjusted (price of the feet of dock minus 5 feet). Originally, this was implemented to balance opportunity cost considerations with the recognition these smaller boats at larger docks would use less services (e.g. electricity).

Given substantial seasonal and transient demand for the marina in Spanish, however, the importance of covering the full opportunity cost has only grown. To maximize the revenue of the marina, and fairness to all mariners, there is a need to change marina tenure policy in order such that each dock for a seasonal or transient border is priced at the full dockage allocated.

Further, it should be policy that it be encouraged that those leasing a larger 40' dock must pay a monthly transient rate to cover their opportunity cost.

### ***Financial Implications***

No capital contributions. Assumes 10 boaters seasonal charged 5 feet less than the dock they have and 8 to 10 transients.

	High	Medium	Low
Additional Revenue – Seasonal Dockage	\$3,500	\$3,325	\$3,150
Additional Expenses (0%)			
<b>Incremental Income</b>	<b>\$3,500</b>	<b>\$3,325</b>	<b>\$3,150</b>



## **Marina Slip-holder Agreement (High Priority)**

### **Alternatives Considered**

- a. Status Quo
- b. Adjust the Slip-Holder Agreement to suggest any mariner, transient or seasonal, who prepaid a period of moorage and is going on an extended (multi-day) trip, ought to report to the Marina Supervisor who would then lease that slip out to a transient for that period.

### **Recommendation**

To modify the Slip-Holder Agreement to stipulate that any mariner—transient or seasonal—who has paid for a period of moorage and is leaving on a lengthy (multi-day) voyage should notify the marina manager, who will then rent that slip to a transient for that time.

### **Rationale**

There is a desire to maximize space at the Marina. Accordingly, there are informal conversations occurring between the Marina Manager and slip holders, whereas seasonal boaters leaving on long voyages let the Manager know so that he could rent out the slip to a transient to maximize the limited usage however participation rates could be better, given some slip holders want to be paid and do not recognize this policy is designed to keep everyone's costs down.

To keep costs low, marina utilization should be maximized. In the Status Quo, those going on multi-day ventures must inform the Marina manager, who would then be authorized to assign them to transient boaters. While these Mariners would not get paid, this policy would become part of the Agreement and hence recognize its necessity of implementation to keep overall costs low.

Should the seasonal slip holder return before their stated return, with 24 hours' notice they should be returned their slip from the transient owner. The remaining transient dock must be accommodated elsewhere should there be transient availability, or temporarily on the courtesy dock parked in Mediterranean style.

### **Financial Implications**

No capital contributions. Assumes no change to the number of seasonal boaters. Assumes 10 (low), 14 (medium) or 18 (high) weeks of transient docks would be sold under this policy on a dock with an average size of 30'.



### ***Incremental Operating Income***

	High	Medium	Low
Additional Revenue – Dual-Sell Transient Dockage from Seasonal Slips	\$2640	\$3,696	\$4,752
Additional Expenses (0%)	0	0	0
<b>Incremental Income</b>	<b>\$2,640</b>	<b>\$3,696</b>	<b>\$4,752</b>

## **Environmental Certification (Medium Priority)**

### **Alternatives Considered**

1. Status Quo
2. Seek Accreditation by Clean Water

### **Recommendation**

Given the ecology of Spanish Harbour, and some potential resistance to visit due to perceived lack of water quality by some boaters as well as recognition of climate change to draw in eco-tourists, it is recommended that Spanish seek Clean Marine accreditation.

### **Rationale**

Currently, the Spanish Marina is not Clean Marine Certified. Other Marinas in the area, including Gore Bay are accredited and have competitive advantage as a result. As a program of BoatingOntario, there is no cost to seek accreditation beyond costs to ensure all environmental policies are in place.

Certification will ensure that that respectful relationships among the key partners of the Spanish marina, for instance the local indigenous communities, banks and government offices will acknowledge the contribution of the Spanish marina to the greater environment and its recognition of climate change. Further, it can also serve to continue to provide peace of mind on water quality to transient boaters, attract track millennials and ensure that the Spanish harbour conservation area is that preserved responsibly and ethically.



**Financial Implications**

We anticipate the costs of accreditation would range from simply just policy, to minor testing of water and equipment.

***Incremental Operating Income***

	High	Medium	Low
Cost of Policy Implementation	\$2,500	\$1,750	\$0
<b>Incremental Cost</b>	<b>\$2,500</b>	<b>\$1,750</b>	<b>\$0</b>



## **C-5: Invite, through RFP process, Capacity for up to Two Food Trucks**

### **Alternatives Considered**

- a. Status Quo
- b. Allocate space in the Pavilion to a restaurant operation
- c. RFP for up to 2 Food Trucks Option with Chairs and Tables outside

### **Recommendation**

RFP for up to 2 Food Trucks Option with Chairs and Tables outside

### **Rationale**

The status quo suggests all visitors buy food on the highway corridor and can bring it to the marina. This is impractical for boaters unless they wish to walk 30 minutes up the highway. It also leads to leakage with many buying meals at other ports of call or from Sudbury in the case of trailerable boats.

Surveys made it clear, that a dining option can enhance the vibrancy of the marina, through engaging transient and seasonal boater use and enjoyment of the lakeside facilities. We also believe it would be a welcome addition for locals, and for those exploring the Spanish River Marine Park, especially those walking the lakeshore.

Given costs of renovation and operation of a full-service restaurant on the marina, it is likely the case that it is a risky proposition. Within Spanish, there are already several restaurants including a new gastropub in the works. It is unlikely a town of 670 could sustain an additional full-service restaurant.

Food trucks have been expanding in popularity recently, given their relatively low cost of operation, portability and flexibility in menu offerings. With flexible staffing and funding available through NOHFC and loans through ELNOS, entrepreneurship could be made accessible to local and Indigenous participants. Based on offerings at other ports of call, there is reason to believe there is demand for coffee/lunch/light fare as well as fish and chips/ burgers.

To complete this the Town must pass a motion to allow food trucks in Spanish and a permitting process for them similar to restaurants. Food Trucks are subject to inspection from Algoma Public Health.





### **Financial Implications**

#### ***Capital Contribution***

	Cost	Cost + Applicable Contingency
Picnic Tables and Adirondack Chairs	\$2,000	\$2,000

#### ***Incremental Operating Income***

	High	Medium	Low
Additional Income	2,500	2,000	1,500
Additional Costs to Administer RFP	0	0	0
<b>Incremental Income</b>	<b>2,500</b>	<b>2,000</b>	<b>1,500</b>



## C-6: Introduce Small Arts & Crafts Gallery in the Spanish Marina

### **Alternatives Considered**

- a. Status Quo
- b. Convert Meeting Space at Pavilion into Arts and Crafts Gallery

### **Recommendation**

- a. Convert Meeting Space at Pavilion into Arts and Crafts Gallery

### **Rationale**

There is considerable interest, and economic contribution from transient boaters in the sales of art and giftware. Currently there is a lack of a giftware store in Spanish. The nearest giftware shop is the Serpent River Trading Post in Cutler, ON. It is unreasonable, unless a boater hitchhikes, that there would be any business at the Trading Post as a result of the Spanish Marina.

Accordingly, as with every other North Channel marina, there is a need to locate a giftware space near the marina.

The meeting room is heavily underutilized during summer months in Spanish. Converting the space to an art gallery or gift shop can be done at minimal cost beyond signage and purchase of initial inventory. With heavy interest in Indigenous art, it is recommended this be the theme of the gift shop. It can be staffed with one summer student and one seasonal manager.

There may be interest by the Serpent River First Nation to lease the space in the future for operation and we suggest the Town be open to that conversation.

### **Financial Implications**

#### ***Capital Contribution***

To purchase tables, and proper improvements to the room.

	High	Medium	Low
Renovations to Meeting Space (e.g. Procurement of Tables, Signage & Insurance)	\$15,000	\$10,000	\$5,000



***Incremental Operating Income***

We assume the opportunity cost would be most closely linked to actual revenue in 2019 from the complex.

	High	Medium	Low
Additional Income - Arts	\$300,000	\$200,000	\$100,000
Additional Costs (50% COGS + 20% Operating)	210,000	140,000	70,000
Opportunity Cost – Meeting Space Revenue	4,022	4,022	4,022
<b>Incremental Income</b>	<b>85,978</b>	<b>55,978</b>	<b>25,978</b>



## **C-7: Bridge the Transportation Gap from the Marina to the Downtown Spanish with a GEM Electric Low Speed Vehicle and Turo**

### **Alternatives Considered**

1. Status Quo
2. Procurement of 4 E-Bikes
3. Procurement of a 4 Passenger GEM Car
4. Procurement of a Car

### **Recommendation**

It is recommended that the Town procure a 4-passanger GEM Car if available; or Onward Lifted 4 Passenger electric golf cart by ClubCar (with an orange triangle for slow moving vehicle – 30 km/h max speed).

### **Rationale**

Transportation to the downtown core of Spanish is widely recognized as number one issue preventing economic contribution similar to other marinas.

Purchase of four e-bikes, a GEM e4 low-speed vehicle or a small car would accomplish the goal, though with different costs and considerations, as detailed below.

Electric scooters are surprisingly more expensive than the other options in terms of total cost of ownership, at \$18,130 assuming 1,000 km. in 5 years. GEM Electric Vehicles are widely used by marinas to support mariners' transportation needs around town. They only go at low speeds, and like e-bikes, are powered by electricity. They last 7 years instead of 5, and are able to transport larger items easily. Their low speed will deter those in town from renting them for purposes aside from supporting the marina. While a small car has the lowest cost, it is noted some staff time must be spent on fleet management during the winter to ensure proper running. Should the car be chosen, insurance can be procured through Intact for TURO, which is a peer-to-peer car share platform. Hourly rates can be assigned on TURO without the option for a daily rate to ensure equitable access. Nonetheless, some use by community members would still be assumed, thus not meeting the objective of serving the mariners.



## Marina Expansion Feasibility Assessment & Strategy

	Achieves Goal of Transporting Passengers Downtown Efficiently	Cost per km	Asset Longevity	MSRP	5 Year Cost of Ownership (assuming 5,000 km)	Other Considerations
Status Quo (Walking)	NO, current walking and hitchhiking is not sustainable for many mariners who are aging.	N/A	N/A	N/A	N/A	No economic contribution
4 E-Bikes/ E-Scooter	YES, e-bikes are capable of moving people around. 4 would be necessary given almost half transient boaters come in parties of 4.	\$0.13	5 years.	\$18,000 CAD	\$18,650	Utility for Boater Satisfaction
GEM e4 Low-Speed Electric Cart	YES, Gem Cars have capacity for 4 and are road-legal at low speeds (under 50 km/h).	\$0.11	7 years	\$20,000 CAD	14,835	Availability
Car (Mitsubishi Mirage for demonstration purposes)	YES, the vehicle has capacity for 4.	\$0.87 (given insurance, maintenance, and gas)	5 years, with a residual value of \$7,000	\$14,298 CAD	11,648	Fleet Management in the Winter

Additionally, to offset the costs, a small billboard or car wrap is recommended for installation with the opportunity for businesses to advertise at an affordable rate.



Mitsubishi                      Mirage



GEM e4



Sample e-Bike





## **Financial Implications**

### ***Capital Contribution***

In the low range, we assume no delivery fee; in high, a \$2,000 delivery fee is assumed.

	High	Medium	Low
GEM e-4 or OnWard 4 Pass. Lifted by ClubCar	\$20,798	\$19,798	\$18,798
Billboard – Plywood with signs	\$400	\$300	\$200

### ***Incremental Operating Income***

Assumed cost of \$30 per hour, with 40 to 60 hours per season rented.

	High	Medium	Low
Additional Income – E-Car Rental	\$1,800	\$1,500	\$1,200
Additional Costs (15% Security, Electricity and Maintenance)	(270)	(225)	(180)
<b>Incremental EBITDA</b>	<b>\$1,530</b>	<b>\$1,275</b>	<b>\$1,020</b>
<b>Incremental Depreciation</b>	<b>(2,967)</b>	<b>(2,967)</b>	<b>(2,967)</b>
<b>Advertising Income (10 businesses * \$200 per board)</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
<b>Incremental Income</b>	<b>\$593</b>	<b>\$338</b>	<b>\$83</b>



## **C-8: Introduce a Waterfront Micro-Event Committee, to host Micro-Events throughout the Summer**

### **Alternatives Considered**

1. Status Quo
2. Offer a Major Event at the Spanish Marina
3. Offer a Series of Micro-Events at the Spanish Marina

### **Recommendation**

To offer a series of micro-events to the Spanish Marina.

### **Rationale**

Events are important to bring people to the waterfront and lengthen their stays in Spanish. There are currently no events at the Spanish Marina, which is unlike almost every other Marina in the North Channel.

Major events in the Marina area were marketed previously (Rock Concerts), however their success was only mixed. A lack of accommodation and dining led to low economic returns to the community and a lack of interest among mariners in these events saw no synergy with having the events in the Marina vicinity.

Micro events are considered to be the main catalyst for increased vibrancy at the marina because they will not only involve the local populace but also improve the marina experience for transient and seasonal boaters. They will also draw highway traffic that is already passing through the town and enormous amounts of traffic during the summer, and they do not have to be complicated. A number of events have been proposed that are already being provided to nearby communities at other times during the year. These initiatives have gained a lot of traction in Blind River; they provide waterfront music venues for Saint Joseph Island and support an artist festival.

It is suggested that the town of Spanish establish a committee for the waterfront area that would have authority over the provision of events and allocate a budget of \$10,000 annually for operating those events. Each event should be operated on a cost plus basis, meaning that it would be expected that costs associated with running the event would be covered by user fees, such as those charged to vendors in the summer.



**Financial Implications**

***Incremental Operating Loss***

	High	Medium	Low
Cost - Committee	\$12,000	\$10,000	\$8,000



## C-9: Acquire Kayak and Binocular Rentals to Build on Spanish River's Ecological Significance

### **Alternatives Considered**

1. Status Quo
2. Town Offer Kayak and SUP rentals
3. Town RFP for a Provider of Kayak and SUP rentals

### **Recommendation**

That the town offer kayak and SUP rentals.

### **Rationale**

We understand supporting non-motorized water recreational vessels, was a strong priority from the Spanish people. Primarily targeting eco-adventure residents and visitors, non-motorized rentals allow for enthusiasts and beginners to appreciate the natural surroundings of Spanish River. With affordable rates, these rentals are able to charge fees that still take care of the insurance and maintenance and provide a residual to the Town. The proposed fleet will consist of 4 kayaks and 2 SUPs for rental. This fleet can grow with demand, over time. Two pairs of binoculars are also recommended for rental. Rates are recommended to be competitive with other providers in the area<sup>9</sup>.

An RFP process may not be recommended as demand is likely not going to support a full-time staff member. By the Town being involved in its delivery, existing summer students can service the rental counter. Should demand exceed expectations, this can be re-evaluated.

In the future, an RFP process can be made to encourage a vendor of a boat-share in the Spanish Marina. These are popular in BC (Freedom Boat Club) and in Ontario using an Airbnb style website (GetMyBoat.com).

### **Financial Implications**

#### ***Capital Contribution***

	High	Medium	Low
Kayaks	\$3,000	\$2,500	\$2,000
SUPs	\$1,200	\$900	\$600
Cost to Invite Operator of Rentals/ Club	\$0	\$0	\$0



***Incremental Operating Income***

**Assumed 250 to 750 hours of rentals per season at \$10 per hour.**

	High	Medium	Low
Revenue - Kayaks and SUPs	7500	5000	2500
Costs – Depreciation and Insurance	500	500	500
<b>Incremental Income</b>	<b>7,000</b>	<b>4,500</b>	<b>2,000</b>



## **C-10: Invite Private-Public Partnership for Inflatable Splash Park**

### **Alternatives Considered**

1. Status Quo
2. Request Funding of a Splash Pad
3. Issue RFP for Inflatable Waterpark

### **Recommendation**

That the town RFP for an inflatable water park.

### **Rationale**

The Status Quo leaves plenty to be desired in the way of entertainment for smaller children, who often accompany their parents on long trips. Many other marinas have infrastructure for smaller children, in many cases, being a splash pad.

It is understood a splash pad request was made by the Town previously, however its population did not warrant funding for such infrastructure.

Inflatable waterparks are becoming increasingly popular around the world, including in Canada, and are seen on many lakes where natural heritage must be preserved. These private sector parks pay a fee to the municipality from which they rent the water lot, and charge the users a fee for using the inflatable waterpark. They also carry insurance, employ staff, and keep water park thieves at bay. The Town of Gore Bay and City of Greater Sudbury hosted inflatable waterparks last year, and have been in Barrie/ Orillia and in BC for a number of years.



For this to be a viable option, we advise the Town to charge the private operator a fee, in this case \$10000 per season. This will bring in money for the town to help defray the cost of hosting the micro events relative to the committee.





### **Financial Implications**

#### ***Incremental Operating Income***

Assumed fee of \$1,000 per week charged to the Town.

	High	Medium	Low
Incremental Revenue	12,000	10,000	8,000
Cost – Issue RFP and Monitor Performance	0	0	0
<b>Incremental Cost</b>	<b>12,000</b>	<b>10,000</b>	<b>8,000</b>



## C-11: Strengthen Parking Management with Pricing & Technology

### Alternatives Considered

1. Status Quo (Free Parking in Off-Season, No Monitoring)
2. Casually Staffed Parking Lot
3. Technology enabled Parking system

### Recommendation

To offer a technology enabled parking system with a parking pass machine, and cameras on the main lot.

### Rationale

The status-quo does not allow one to charge for off-season, leading to lost revenue.

A causally staffed parking lot would have a sincere upset cost annually, as even a 0.2 FTE allocated to an existing staff member for spot checks, would cost \$6,400 annually which will need one infraction per day to break-even year-round.

Given the size of the Spanish Marina parking lot, and demands on existing staff, it is recommended the Town instead pursue a technology enabled parking system with a ticket machine and cameras. These systems provide an accessible way to pay for parking for tourists, while cameras serve a monitoring capacity. While there will be some leakage compared to a casually staffed parking lot, the lost revenue is outweighed by the incremental expense otherwise to be incurred. A parking machine costs approximately \$5,500 with cameras at around \$250, and last roughly 15 years.

### Financial Implications

#### ***Capital Contribution***

	High	Medium	Low
Parking Ticket and Technology and Cameras	\$7000	\$5750	\$4500



***Incremental Operating Income***

Assumes a peak of 10 weeks at \$35 per week for 25 to 40 spaces occupied.

Assumes a 15 year life of parking machine, 10 year life of cameras and \$1,000 allocated cost to staff monitoring.

	High	Medium	Low
Additional Revenue - Parking	\$14,000	\$11,375	\$8,750
Additional Costs – Parking Technology and Enforcement	\$1,425	\$1,425	\$1,425
<b>Incremental Income</b>	<b>\$12,575</b>	<b>\$9,950</b>	<b>\$7,325</b>



## C-12: Build Capacity for Transient Accommodation

### Alternatives Considered

1. Status Quo
2. Recommend to build a RV/ Tent Park or Hotel
3. Recommend a Feasibility Study to examine Accommodation Gap in Spanish

### Recommendation

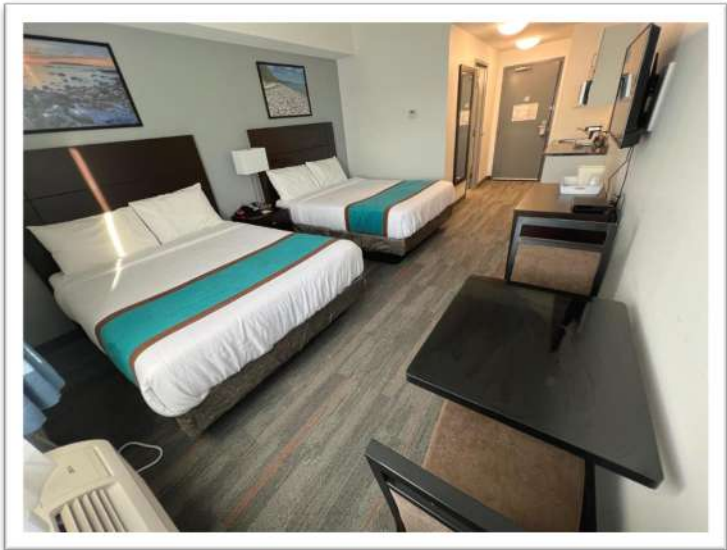
That the Town proceed with a Feasibility Study to examine potential to build new accommodations at the Marina.

### Rationale

There is a high yield among RV owners and trailer sailors, when they wish to stay overnight. However, there is a lack of desirable accommodation capacity in the town of Spanish. In particular, its motel has received almost exclusively 1-star reviews in recent times, and the existing RV and trailer parks are full of seasonal guests. A lack of accommodation capacity sincerely hurts the Town in being able to economically capitalize on multi-day tourists who do not own a boat. A number of new hotels have been announced in smaller towns within northern Ontario, including a Motel 6 in White River, Motel 6 Plus in Hornepayne and the recent opening of a Travelodge in Marathon. The Travelodge was modular and took mere months to be built and installed this summer.



Travelodge, built quickly (3 mos.) in Marathon, ON



That said, there are some factors which ought to be considered before one recommends a new build for a hotel or RV/tent park. In particular, the Algoma district has one of the lowest VFR (value for room) in the province, resulting from low occupancy and low nightly rates. While these statistics may be heavily influenced by the City of Sault Ste. Marie, it is also noted that ELNOS conducted a feasibility study for a hotel in Elliot Lake, to which, it did not find enough demand to support a new build<sup>10</sup>. Accordingly, it is recommended Spanish conduct a feasibility study to determine capacity for accommodation development, including RV/tent parking at the Marina.

**Financial Implications**

***One-Time Expenditure***

	High	Medium	Low
Feasibility Study	\$55,000	\$50,000	\$45,000

<sup>10</sup>[https://static1.squarespace.com/static/5eb2f629459c9263d7d48029/t/634ff7cb83ea440dc10e08e2/1666185168899/ELNOS+Annual+Report+Fiscal+Year+2021\\_Optimized.pdf](https://static1.squarespace.com/static/5eb2f629459c9263d7d48029/t/634ff7cb83ea440dc10e08e2/1666185168899/ELNOS+Annual+Report+Fiscal+Year+2021_Optimized.pdf)



## SECTION D:

# FINANCIAL PARTNERSHIP STRATEGY

The following are the breakdowns of the various tactics that will be used, with an anticipated total cost of \$1,297,400.

Capital Expenditure	Estimated Cost	Estimated Cost + Applicable Contingency
Docks	700,000	1,200,000
Picnic Tables and Muskoka Chairs	2,000	2,000
Renovations to Meeting Space	10,000	10,000
GEM Car	20,000	20,000
Kayak Dock	5,000	5,000
Kayaks and SUPs	3,400	3,400
Parking Ticket Technology and Cameras	5,750	7,000
<b>TOTAL</b>		
One-Time Expenditure		Estimated Cost
Feasibility Study – Accommodations		50,000
<b>TOTAL</b>		





The strategy's total cost is \$1,297,400, including contributions from the provincial government through NOHFC, the federal government through Fednor, and the town government in Spanish. We believe that, to the best of our ability, most costs could be split so that the towns' net cost contribution would be around 33%.

The institution sponsoring initiatives that improve economic development in the region is the Federal Economic Development Agency for Northern Ontario, or Fednor.

There is a focus on creating municipal infrastructure, particularly infrastructure that prioritises economic development and growth, based on a review of other recent Fednor investments.

The appropriate programmes for Spanish would be the "Planning and Delivery Expertise" to fund, in particular, a feasibility study to assess and capitalise on the feasibility of the accommodation. The other programme that would be relevant is referred to as implementing priorities, and it would involve actions to stimulate investment and to revitalise waterfront development. Fednor offers support to towns in order to create conditions for economic growth which would include dock reconfiguration and reconfiguration of meeting room to the art Gallery space. Based on our study, we think there is capacity for the Fed to contribute more to the documents by up to \$350,000.

Capital Expenditure	Estimated Cost + Applicable Contingency	NOHFC Assumption	NOHFC	FedNor Assumption		FedNor	Town of Spanish
Docks	1,200,000	Up to 500,000	500,000	Up to 500,000		500,000	200,000
Picnic Tables and Muskoka Chairs	2,000						2,000
Renovations to Meeting Space	10,000						10,000
GEM Car	20,000						20,000
Kayak Dock	5,000						5,000
Kayaks and SUPs	3,400						3,400
Parking Ticket Technology and Cameras	7,000						7,000
<b>TOTAL</b>			<b>500,000</b>			<b>500,000</b>	<b>247,400</b>



**Note, since each strategy proposed will earn revenue given depreciation, the taxpayers of Spanish are not responsible for contributing \$247,400 but rather are investing \$247,400 into their Marina, which will generate a direct and positive return.**

One-Time Expenditure	NOHFC Assumption	NOHFC	FedNor Assumption	FedNor	Town of Spanish
50,000	N/a	N/a	90%	45,000	5,000
<b>TOTAL</b>				<b>45,000</b>	<b>5,000</b>

NOHFC's main interest in this, of course, is to promote new investment into northern Ontario. The applicable programme in this case is the community enhancement programme, and the specific Funding stream would be the “enhance your community” programme. through this programme, renovation of capital assets such as the waterfront meeting space to an art gallery could be covered. The dock reconfiguration is also going to fall under the category of “improving your community” programme.

A council decision will need to be taken in order to determine whether or not they deem the extended pay back acceptable in the event that one partner's money is insufficient and the payback period to the town of Spanish is recognised.

Spanish in northern Ontario falls under regional tourism agency called “Algoma Kinniwabi Tourism Association”. Destination Northern Ontario has recently begun to sponsor projects linked to tourism in the region.

The analysis is predicated on the following hypotheses. Coverage for the analysis only includes the busiest boating months, which would be mid-July to mid-August; we assume that any other times only 25% of marine-related services are used. Comparisons between low, mid, and high level ranges serve as the foundation for analysis. The midrange is 78%, the high range is 85% and each low level range corresponds to an estimate of 71% transitory occupancy.

New revenue streams are generated as a result of the suggested tactics, and those revenue streams have accumulated proportionally.



<b>Incremental Contribution Margin</b> <i>(after expenses and opportunity cost)</i>	High	Medium	Low
Slip Fees after Policy change	\$4,752	\$3,696	\$2,640
New Transient Docks	27,041.64	23,345.64	19,649.64
Parking	\$12,575	\$9,950	\$7,325
Splash Pad Fee	12,000	10,000	8,000
Kayaks	7,000	4,500	2,000
E-Car Rental	\$593	\$338	\$83
Arts Gallery	85,978	55,978	25,978
Food Truck Revenue	2,500	2,000	1,500
Cost - Committee	\$12,000	\$10,000	\$8,000
Cost – Env Cert	\$2,500	\$1,750	\$0
<b>TOTAL CONTRIBUTION MARGIN</b>	<b>\$137,940</b>	<b>\$98,058</b>	<b>\$59,176</b>



## SECTION E:

## ACTION PLAN

### E-1: Capital Upgrades Plan

Item #	Item	Responsibility	Dates Start to End	Trigger Point (Prerequisite)
<b>Milestone #1: Acquire Engineering Drawings</b>				
1	Issue RFP for Dock Drawings conforming to recommendations of this study (Max \$25,000)	CAO	February 2023	N/A
2	Successful proponent selection	CAO Manager of Public Works	March 2023	1
3	Complete Renderings of Marina Reconfiguration	Marine Engineering Firm	March 2023	2
<b>Milestone #2: Installation of Docks</b>				
0	Allocate finances for recommendations	CAO Manager of Public Works		N/A
1	Issue RFQ for New Docks	CAO Manager of Public Works	Week 2, April	0
2	Select successful proponent	CAO	Week 3, April	2



		Manager of Public Works		
3	Remove existing docks	Successful Contractor  Marina Supervisor	Week 3, April Week 4, April	2
4	Install docks			3
5	Configure fire suppression system			4
6	Installation of 50 amp service to new docks			4
Milestone #3: Art Gallery Reconfiguration				
0	Allocate Finances for recommendations	CAO		N/A
1	Interior Finishes	CAO Manager of Public Works Marina Manager	March to April 2023	0
2	Purchase Inventory	CAO	April 2023	1
Milestone #3: Acquire Parking and Electric Vehicle				
0	Allocate finances for recommendations	CAO	March, 2023	N/A
1	Acquire Parking Technology	CAO Manager of Public Works	April, 2023	0
2	Acquire E-V			0
3	Acquire Cameras			1 or 2
Milestone #4: RFP Food Truck and Water Park				
1	Create RFPs	CAO Manager of Public Works Marina Supervisor CAO	April 2023	N/A
2	Selection of Successful Proponents		May 2023	N/A



## E-2: Operations Plan

### Introduction

This Operations Plan defines the specific responsibilities of the Spanish Marina operations. The goal of this document is to develop and define operational protocols for the Spanish Marina. It refers to the Spanish Marina's day-to-day activities, as well as its employees and/or subcontractors. This manual's scope covers criteria for inspecting, evaluating, maintaining, and reporting on the Spanish Marina's waterfront facilities, and it must be utilized in conjunction with the publications indicated. As new structures are added to the *Spanish Marina* or as references and standards change, this guidebook must be updated on a regular basis.

Users of this Manual will understand their roles, responsibilities, and commitments, allowing them to keep the facility in good working order for years to come.

**ANY ENCOUNTERED CONDITION AT THE SPANISH MARINA THAT AFFECTS LIFE SAFETY MUST BE REPORTED TO THE MARINA OPERATOR AND THE CITY IMMEDIATELY.**

**UNSAFE AREAS MUST BE CORDONED OFF IMMEDIATELY TO PREVENT ACCESS BY ANYONE BUT AUTHORIZED PERSONNEL.**

**MARINA OPERATIONS IN UNSAFE AREAS SHALL BE SUSPENDED UNTIL THE UNSAFE CONDITION IS RECTIFIED TO THE CITY'S SATISFACTION. ANY INCIDENT OR INJURY TO TENANTS, MARINA PERSONNEL, OR THE GENERAL PUBLIC MUST BE REPORTED TO THE CITY IMMEDIATELY.**

### Facilities

These amenities are those at the Water Park:

- Marina
- Rentals
- Art Gallery
- Food Truck (Contractor)
- Splash Park (Contractor)

### Proposed Responsibilities for Capital Upgrades

#### Town of Spanish

Responsible for capital improvements to and major repair or modifications of Spanish Marina infrastructure as stated in the Contract between the City and Lessee.

Verifies the Marina Operator's adherence with this Operations Manual and other associated manuals (Environmental Plan and Operations).

Approves routine repair and maintenance activities.

#### Food Truck, and Splash Pad Operators (Lessees)

Responsible for fulfilling the obligations dictated by the Management Agreement with the Town of Spanish, as well as, overall operation and maintenance of the Spanish Marina assets related to (a) picnic tables and garbage from food service for the food trucks and (b) garbage and debris in the case of the splash park. Reports operation and maintenance constraints and conditions to Town of Spanish shall be made monthly by each contractor.





## Marina Expansion Feasibility Assessment & Strategy

### Marina Manager

The Marina Supervisor shall be a qualified individual. The Manager is responsible for overseeing the day-to-day berthing, mooring, and servicing of vessels at the Marina. The Manager is responsible for providing daily and monthly inspections of the contractors also, in order to identify conditions affecting operation or maintenance of the facility and reports directly to the CAO.

### Slip holder Services and General Marina Operations

*Please note all environmental and maintenance operations are located in their respective appendices.  
Please note, operational protocols for boat rentals and valet services are in a separate section.*

Operational Task	Responsibility	Supervisor	Timing
<b>1. Maintain an effective system of slip tenure.</b>			
Slips will be offered to former slip holders from the season before. Slips will go on sale February 1 of the calendar year. The slip holder will have until March 30 to purchase the slip.	Marina Supervisor	General	Throughout
Slip waitlist will be maintained, and slips will be offered in priority order when new slips arise.	Marina Supervisor	General	Throughout
Effectively process payments, including: Collect payments for slips, boat launch rents, and passes in accordance with the Municipal Fees and Charges Schedule.  To book slips for clients, use the designated POS. Before assigning any slips to a customer record, book them with the authorized booking system and double-check all information using the Municipal forms given. Report any difficulties identified promptly.	Marina Supervisor	General	Throughout
<b>2. Hire a strong complement of staff each year and develops talent over their tenure. Maintain a healthy workplace.</b>			
General Manager will be hired who will be well-qualified in all areas of marina operations.	Marina Supervisor	General	Each Season
Seasonal staff of dockhands, customer associates, gas attendants, and others hired each season.	Marina Supervisor	General	Each Season, for May 1 and July 1
When seasonal staff openings come up mid-season, and opportunities for year-round employment, these opportunities will be marketed locally. Selection will ensure equity, diversity and inclusion practices and also allow for preference to those local and living within the Town of Spanish.	Marina Supervisor	General	Throughout
Staff will be trained to safely do their jobs with a high degree of customer service excellence. Training will meet provincial employment standards.	Marina Supervisor	General	Throughout
Safety procedures will be maintained and update. Issues will be addressed immediately.	Marina Supervisor	General	Throughout
A record of employment for each employee will be kept and maintained during and after their employment.	Marina Supervisor	General	Throughout
Employees to receive performance reviews, and act upon and record any issues in performance. Let go of	Marina Supervisor	General	Throughout



## Marina Expansion Feasibility Assessment & Strategy

employees in accordance to provincial standards when necessary.			
<b>3. Market the marina services with excellence</b>			
Marketing/ Social Media Agency to be selected annually.	CAO	General	Throughout
Marketing Plan will be executed with excellence.	Contracted Marketer	General	Throughout
<b>4. Engage with the City, community, marina users, Indigenous peoples and other stakeholders.</b>			
All customer complaints will be addressed promptly.	Marina Supervisor	N/A	Throughout
City will be kept informed of issues needing attention. 3- to 5-year inspections will be held and all staff necessary will make themselves available for these inspections.	Marina Supervisor	N/A	Throughout
Serpent River First Nation will be kept informed of issues pertinent to their community and heritage.	Marina Supervisor	N/A	Throughout
<b>5. Maintain high environmental, customer service and maintenance standards to ensure the marina complies and exceeds in performance environmentally, user satisfaction is high and that all equipment is in working order.</b>			
Environment: Ensure the Environment Management Plan protocols are followed entirely and consistently	Marina Supervisor	General	Throughout
Customer Service: Consistently monitor and survey marina users on satisfaction Stay attuned with positive and negative online reviews, complementing staff when a positive note is left and addressing issues underlying negative issues Report any complaints received regarding the facilities to the Municipality in writing and in a timely manner Abide by the terms and conditions of the contract as stated therein Not modify nor complete any major work on the Marina facility without express written permission from the Municipality at an agreed-upon rate and terms.	Marina Supervisor	General	Throughout
Maintenance: Ensure the <i>Maintenance</i> protocols are followed entirely and consistently. This includes standards for building maintenance and aesthetics.	Marina Supervisor	General	Throughout

### Food Truck and Water Park Operations

Operational Task	Responsibility	Supervisor	Timing
<b>1. Select vendors who feature a high-quality menu that is priced appropriately.</b>			
Issue RFP annually and select if requests exceed capacity of 2.	CAO	N/A	Reviewed Each Year
<b>2. Maintain a safe and clean area</b>			
Area will meet and exceed public health standards of cleanliness.	Manager of Public Works	N/A	Throughout



## Marina Expansion Feasibility Assessment & Strategy

Contractors will follow Maintenance Plan and Environmental Management Plan in all applicable areas.	Manager of Public Works	N/A	Throughout
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### Kayak Rentals Operations

Operational Task	Responsibility	Supervisor	Timing
<b>1. Maintain a high-quality fleet of boats for rental.</b>			
Acquisition.	Marina Supervisor and CAO	Summer Student, Rentals	Throughout
Regular inspected to ensure they are in good working order. When they are deemed no longer of high working order, they are sold appropriately.	Marina Supervisor	Summer Student, Rentals	Throughout
Procured boats will be selected to meet customer needs and inspected for safety.	Marina Supervisor	Summer Student, Rentals	Throughout
<b>2. Hire and maintain a full staff complement as necessary</b>			
When staff openings come up, these opportunities will be marketed locally. Selection will ensure equity, diversity and inclusion practices and also allow for preference to those local and living within the Town of Spanish.	Marina Supervisor		Throughout
Staff will be trained to safely do their jobs with a high degree of customer service excellence. Training will meet provincial employment standards.	Marina Supervisor	Supervisor,	Throughout
Safety procedures will be maintained and update. Issues will be addressed immediately.	Marina Supervisor		Throughout
A record of employment for each employee will be kept and maintained during and after their employment.	Marina Supervisor		Throughout
Employees to receive performance reviews, and act upon and record any issues in performance. Let go of employees in accordance to provincial standards when necessary.	Marina Supervisor		Throughout
<b>3. Maintain safety and cleanliness of all boats in the fleets.</b>			
Boats will be inspected for safety and cleanliness after each rental and before each rental.	Marina Supervisor	Summer Student, Rentals	Throughout
<b>4. Promote the services to a targeted range of users.</b>			
Items in the marketing plan that apply to the Marina Rentals will be marketed with excellence.	CAO	Contracted Marketing Service	Throughout
Customer service will be maintained of a high standard, and complaints will be addressed promptly. Reputation is the most important marketing asset.	CAO	Contracted Marketing Service	Throughout

### Operational Impact Assessment



## Marina Expansion Feasibility Assessment & Strategy

Impact	Management Principals	Performance Criteria	Monitoring Requirements	Corrective Action	Ultimate Responsibility
Building and structures need to be of high aesthetic quality.	Buildings and structures are seen from residents and tourists and should be welcoming and demonstrate care.	Site remains in good repair.	Regular Inspections.	Repair and make good on any items detracting from visual amenity.	Manager of Public Works
Impact of litter	Control litter to not detract from visual appeal.	No litter on site or adjacent waters.	Regular Inspections.	Remove litter, provide receptables and clean and repair trash receptables appropriately. Also, maintain stormwater drains are not blocked with leaves or debris.	Manager of Public Works
Failure of Landscaping	Landscaping is maintained to make the building look visually appealing.	Landscaping maintained.	Regular Inspections.	Repair and replant as necessary.	Manager of Public Works
Employment opportunities for locals and youth.	Minimize disadvantage to local residents. Maximize opportunities for local residents and youth to be employed during construction.	Advertising and recruitment locally  Preference given to locals with equivalent skills and qualifications for positions  Ensure staff is well represented by regional youth.  Ensure diversity, equity and inclusion practices in staff.	% local % youth % minority % Indigenous	Increase local employment where resources are available	Manager of Public Works



## Marina Expansion Feasibility Assessment & Strategy

Information on cultural heritage of Indigenous peoples is known.	The operation is located on traditional territory, and hence, should reflect and respect that by incorporating their stories in the operation.	The operation incorporates learning of Indigenous peoples.	# of touchpoints maintained speaking to local Indigenous culture	Increase touchpoints.	Manager of Public Works
Healthy and Safe Operation	The operation should be free of violence and harassment, including sexual harassment, by any employees and customers.  The operation should be a positive place to work.	The operation is operated safely.	# of workforce accidents	Address accidents in accordance with ON provincial policy.	Manager of Public Works
Community Use of Operation	The operation is a publicly owned amenity to a public park and should be open to all.	Community enjoys facilities and participates in the services offered.	% slips occupied % Vertical Storage occupied # on waitlist # of boat repairs # of transactions in art gallery # of customers to Food Truck # of customers to Food Truck Café # of Events # of Rentals # of Community Residents enjoying free amenities	Explore reviews online to identify and address potential issues in service delivery.  Survey the park users to identify and address potential issues in service delivery.	Marine Manager



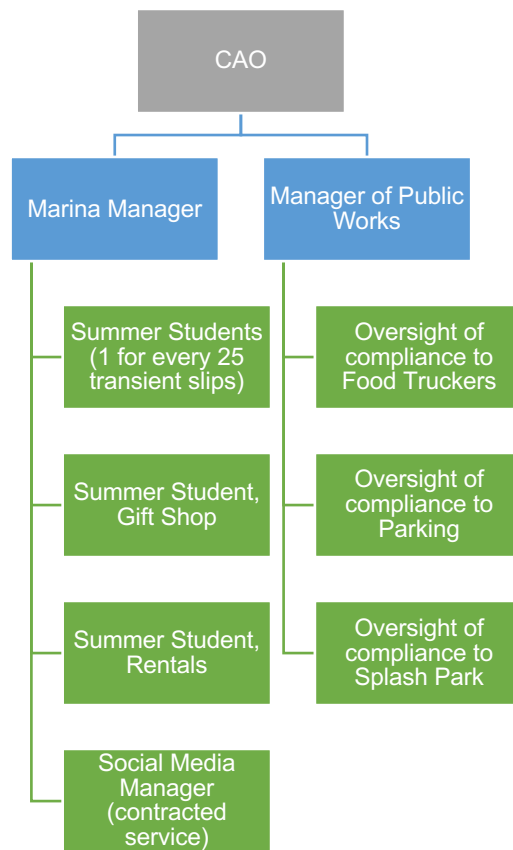
## E-3: Reporting Structure

### 1.0 Introduction

Building on the successful reputation from operating the Spanish Marina in the last two and a half decades, the Town is geared to grow its destiny as the hub of the community in the summer. Passionate about lakeshore accessibility for all people, the Town's belief is that the operations and construction of the future marina for Spanish River, is our way of building a local legacy so that future generations can get involved.

### 2.0 Proposed Reporting Structure

It is industry standard to have one summer student for every 25 slips, plus those servicing on-land amenities (i.e. gift shop). Overseen by the Marine Manager, who is in turn supervised by the CAO, would yield the following structure:







## E-4: Marketing Plan

### 1.0 Introduction

Spanish Marina is a marine destination featuring spectacular waterfront on Spanish River, boasting a full-service marina. In addition to its scenic views. With close regional proximity to world-class birding areas, scenic waterfalls, golfing, cross-country skiing and canyons, Spanish River is nothing short of being “A North Channel Original”.

The marinas in the Spanish and region are differentiated; the municipal being public, and the private one catering to seasonal boaters. The Spanish Marina is the only marina open to the public (NCYC is private; Almenara is private).

With a changing economy and evolving boating trends there is an opportunity to review and enhance marina services with respect to exploring off-season development, and increasing the volume of summer tourists from the local community.

Marina development is important for the vitality of Town of Spanish as it may increase resident satisfaction and retention, as well as engagement with and a willingness to preserve the Spanish Harbour. With the recent Spanish River Revitalization, the Marina is now ready to grow into its Community Hub role as it once was and build on the momentum from the past two years.

### 1.1 Objectives

The development of a comprehensive 5-year marketing strategy and action plan is required for the operator to make informed decisions regarding their future investment in the marina.

The plan is based on empirical evidence, and aims to accomplish the following:

- a) identify ideal target audiences, and their price sensitivity, size and growth projections,
- b) identify business, infrastructure, and partnership opportunities that increase its use for the local community.
- c) suggest a performance measurement to marketing plan progress.

Altogether, strategies proposed will stem from the assumption that Spanish Marina has finite financial resources and requires a positive return on any investment in advertising.

Promote Spanish River as an affordable, accessible, and regional destination for marine and as a hub for eco-tourism and non-motorized activities.

Spanish Marina is home to some of the most unique and amazing natural destination drivers in the region and presents itself as only one hour away from Sudbury and home to the North Shore’s largest marina which aligns with Spanish River’s exclusive waterfront and scenic vistas. Focussed marketing activities on digital marketing and word-of-mouth, for how the marina is a hub for those exploring the area through non-



motorized activities, will allow more community members to experience the natural aura of the area.

A marketing strategy, at its core, is a recommendation for how the marina can utilize and change its resources to best meet opportunities and defend against threats. Accordingly, it examines how strengths and weaknesses of its resources can meet a changing and dynamic external environment.

## 2.0 Resources

While hiring an individual is always a possibility, the volume of work may not warrant full time employment, and the quality may not be consistent from a local. Further, the current hiring landscape may prohibit direct employment to fulfil marketing objectives.

Instead, it is recommended in all cases that a content marketing firm be hired by the Municipality, overseen by the CAO.



One example is KONNECT, at [www.letskonnect.ca](http://www.letskonnect.ca).

## 3.0 Recommendations

### **Promote Spanish Marina as an affordable, accessible, and regional destination for marine and as a hub for eco-tourism and non-motorized activities.**

Spanish Marina is home to some of the most unique and amazing natural destination drivers in the North Channel and presents itself as only one hour and a half away from Greater Sudbury and is the closest large Lake Huron marina to the City.

Focussed marketing activities on digital marketing and word-of-mouth, for how the marina is a hub for those exploring the Lake through non-motorized activities, will allow more community members to experience the natural aura of the area.

Action	Responsibility	Budget
Create a video highlighting nature on Instagram and YouTube pages for the Marina.	CAO to hire firm to manage.	\$2,000



Promote Kayak & SUP rentals and lake life on Spanish River to nature-focussed boaters without a boat of their own, in each of Spanish, and Elliot Lake, through a Facebook advertisement.	CAO to hire firm to manage.	\$1,000 annually
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**Promote Spanish River as a unique, one-of-a-kind natural destination to high-yield transient boaters.**

Compared to other areas, Spanish River is more natural and less commercialized. This is highly attractive to nature-focussed boaters and those who value lake recreation in a less busy lake.

Action	Responsibility	Budget
Develop targeted Facebook Page with “blurbs” from transient boaters. These blurbs can highlight natural experiences of the region. This can be promoted on a range of Facebook pages including LCYC Cruisers’ Net.	CAO to hire firm to manage.	\$2,500 annually

**Promote food truck on the waterfront and market the Spanish River experience to all patrons.**

Licensed dining is essential to revitalization of the Marina. Offering and marketing lakeside dining to residents of Spanish, would anchor and strengthen the community’s connection to the Lake and its Indigenous peoples.

Action	Responsibility	Budget
Design a curated, seasonally-revolving menu that creates excitement at the marina	Food Trucker	\$0 to the town
Market the Food Truck and lakeside dining experience on social and traditional marketing, to engage a wide range of audiences, in other Spanish materials.	Food Trucker	\$0 to the town

**Promote recreational activities of Spanish River (e.g. water park).**

Spanish River can provide families a wealth of enjoyable nature-based recreational experiences, beyond its spectacular fishing, including water skiing, touring, socializing, and swimming.

Action	Responsibility	Budget
Work with other private sector operators of Spanish River experiences (i.e. adventure organizations, etc.) to develop itineraries in content marketing	Water Park Operator	\$0 to the town
Social media marketing to focus on recreational activities on Spanish River	Water Park Operator	\$0 to the town



**Use the Marina building as an educational piece for learning from the local Indigenous populations, with revolving, small exhibitions and an art gallery.**

Treating the Marina Building as a learning piece, would help tourists immerse themselves in the local culture and understand the stories of the regional Indigenous peoples.

Action	Responsibility	Budget
Work with the Serpent River First Nation to develop exhibits or art pieces on a basis to their liking	Marina Supervisor	\$0
Labour required to arrange display Indigenous art	CAO to hire summer student	\$250 per exhibit
Pricing Policy	CAO	\$0
Oversight	Marina Manager	\$2,000 in salary
Develop a social media campaign to promote new exhibits	CAO to hire summer student	\$250 per exhibit

**Promote Expanded Event and Live Entertainment Portfolio, especially in Winter and off-season months.**

As events draw people in, expanding the portfolio of these, including live entertainment, in the Winter and off-season, would help anchor off-season vibrancy.

Action	Responsibility	Budget
Develop a list of local bands interested in performing at the Marina	Proposed Committee	\$10,000
Arrange for the events at the Marina	CAO  Library	
Market the entertainment at the Marina		

Some events include:

- Escape Rooms
- Art Shows
- Dortwood Observatory
- Science North (Requires application)
- Silent Auction
- StoryWalk
- Plant Swap
- Birdwatching

**Many of these events are offered in Massey via the Sables-Spanish Library:**

<https://www.facebook.com/masseyandtownshippubliclibrary>



**Promote abundance of scenic winter and off-season eco-tourism activities.**

In the winter, the marina has potential to anchor community activities, with its dining facilities, as a gateway to Spanish River’s plethora of adventures, such as Lakefront walking, or hiking the bluffs.

Action	Responsibility	Budget
Develop a marketing campaign focussing on winter recreational opportunities along Spanish River, with itineraries that integrate dining and other activities at the Spanish Marina.	CAO via Hire Fire to Manage	\$2,400 annually
Purchase content marketing and social marketing to support campaign.		\$1,000 annually



## E-5: Environmental Management Plan

*Note, this is a draft environmental management plan to assist the Town in becoming compliant with Clean Marine's program. It is recommended it serve as a starting ground, and be changed according to their review.*

### 1.0 Overview

An environmental management plan (EMP) is used to assist in minimising impact to the environment and maximize sustainability in the design and installation of Park amenities, dock reconfiguration, and overall environmental sustainability of operations of the Spanish Marina. It also considers relevant environmental policies that respect the traditional territory of the Serpent River First Nation.

The role of the EMP is to ensure that:

- a) Best practice environmental management is achieved at all stages of the project,
- b) Environmental monitoring is carried out to confirm that environmental management methods are successful in preventing undesirable environmental consequences and to ensure compliance with any permit and approval restrictions, and
- c) If unacceptable environmental impacts are discovered, make sure that corrective efforts are taken to restore any harm that has happened and to prevent future unacceptable impacts or non-compliances.

The EMP is a living document that should be updated on a regular basis to reflect changes in environmental management procedures due to ongoing monitoring results, new techniques, legislation, and the Marina Supervisor's environmental policies, in cooperation with the appropriate authorities.

### 2.0 Definitions – Design and Construction

#### Impact

The impact that needs to be managed is stated. This is the starting point for determining what should be protected or avoided.

#### Management Principles

The operational policy or management objective that will be met for each impact is referred to as management principles. The overall goal of management principles is to accomplish a specific result.

#### Performance Criteria

For each impact identified in the EMP, one or more performance criteria are supplied.





Performance criteria are meant to provide a succinct definition of the standard that will be met in managing the impact, and they are presented in clear, quantitative words. The mentioned environmental performance parameters are acceptable or best practise guidelines.

### **Monitoring**

Monitoring is taking measurements of the environment or other factors and comparing results to predetermined standards.

Audits can be used to offer a regular review of environmental performance and compliance for a specific activity or activities, in addition to monitoring each aspect of the EMP.

### **Corrective Action**

If monitoring or auditing reveals that performance standards have not been met, corrective action must be taken as soon as possible to address the non-compliance.

### **Responsibilities**

When the construction and operational roles for employees and workers are specified, Project Management will determine who is responsible for putting the plans into action.

## **3.0 Training – Design and Construction**

The EMP will only be effective in managing environmental consequences if everyone involved in its implementation and evaluation understands its substance, interpretation, and performance measurement. The Marina Supervisor is committed to providing training for its on-site personnel and ensuring that the contractor's contractual agreements mention the necessity for proper training for all contracted members of the workforce.

Environmental monitoring personnel will be trained and competent in the equipment's operation, calibration, and maintenance. Sampling personnel will be educated and skilled in sample collection, handling, storage, and transportation methods.

## **4.0 Regulatory Compliance**

Relevant guidelines include:

- ISO 14000 International Standard for Environmental Management
- Clean Marine Guidelines



## 5.0 Implementation Plans During Design and Construction

*These processes are relevant for dock reconfiguration, as well as ongoing operations of the Marina.*

### Spanish River Coastal Processes

Impact	Management Principles	Performance Criteria	Monitoring Requirements	Corrective Action	Responsibility
Storm Surge and other extreme weather conditions	All land and building floor heights must meet accepted best practice standards with respect to height above sea level	N/A	Survey and preparation of as-built drawings during Construction	Rework as necessary	Town via Manager of Public Works
Extreme weather events	We should be diligent to protect against extreme weather for safety.	Impact by weather events.	Debrief and revise plan after emergency events  Very protected from the breakwater; damage to docks is rare.	Revise plans appropriate Staff will ensure all boats are secure.	Marina Supervisor

### Coastal Flora

Impact	Management Principles	Performance Criteria	Monitoring Requirements	Corrective Action	Responsibility
Threatened species killed or injured during construction.	Search for threatened species in areas to be excavated or reclaimed prior to construction in that area.	No threatened species injured or killed.	Observation prior to construction activities.	Relocation of plant or animal prior to works in that area.	Town via Manager of Public Works



## Marine Ecosystems

Impact	Management Principles	Performance Criteria	Monitoring Requirements	Corrective Action	Responsibility
Disturbance of marine habitat	<p>Minimise zones of impacts</p> <p>Minimise level of segregation and habitat fragmentation</p> <p>Incorporate zones of protection in design documents</p>	<p>Footprint of disturbance considered minimal for scope of design</p> <p>Design of footings, pilings and rock breakwaters to maximise value of hard substrate</p>	Ensure limits of disturbance are defined on designs and are not exceeded	Re-design of zones of impact	Town via Marina Supervisor
Injury or killing for endangered species	Endangered species should be protected.	Adequate monitoring in place to detect most endangered species in area of concern	Visual monitoring of areas	Cease dredging until animal has left area	Town via Marina Supervisor
Direct and indirect effects on marine ecosystems	Impacts are understood and responded to	Impacts minimised wherever practicable	<p>Biological monitoring at quarterly intervals during all new dock installations</p> <p>Further monitoring depending on results of initial monitoring</p>	Amend construction practices as appropriate to minimise impacts	Town via Marina Supervisor
Oil and hydrocarbon spills killing and polluting marine vegetation and fauna	Vegetation and fauna should be protected from oil spills or hydrocarbon spills.	No fuel spills.	Close Observation.	<p>Spill kit can be deployed</p> <p>Staff trained on use.</p> <p>Fire department will be called.</p> <p>Don't pump diesel near water.</p>	Town via Marina Supervisor



## Air Quality

Impact	Management Principles	Performance Criteria	Monitoring Requirements	Corrective Action	Responsibility
Odour from kitchens and commercial areas	Design exhaust fans and outlets to allow appropriate dispersion of odours  Design waste management areas to minimise odour impacts on marina users	No odour detectable by marina patrons	To be implemented during operation phase	Modify design if odour problems exist	Town via RFP requirement to Food Truck vendors
Odour from sewage pump out facilities	Design facilities to ensure containment of odour	No odour detectable by marina patrons	To be implemented during operation phase	Modify design if odour problems exist	Town via Marina Supervisor
Odour and volatile hydrocarbons from fuel storage and handling facilities	Design facilities with standards of relevant policies and guidelines	Meets all applicable standards	To be implemented during operation phase	Modify design if odour or emission problems exist	Town via Marina Supervisor
Heavy vehicle and equipment emissions	Minimise emissions from heavy vehicles and equipment	Vehicles and equipment maintained in accordance with manufacturer's requirements  Vehicles and equipment shut down when not in use	" Maintenance history of vehicles and equipment " Spot checks for idling vehicles and equipment	" Conduct maintenance " Turn vehicles and equipment off when appropriate	Town via Marina Supervisor
Hydrocarbon emissions and odour from fuel storage and handling facilities	Manage fuel storage and handling facilities so that odour and volatile hydrocarbon emissions are minimised	Emissions from fuel storage and handling facilities comply with all policies applicable.	Spot checks.	Modify design and/or operation to ensure compliance	Town via Marina Supervisor.
Odour from kitchens	Odour from exhaust fans and kitchen wastes are minimised	No problem odours detectable by marina users	Spot checks for odour	Remove odorous wastes  Repair or modify exhaust fans	Town via Marina Supervisor.
Odour from sewage pump out facilities	Odour from sewage pump out facilities is minimised	No problem odours detectable by marina users	Spot checks for odour	Repair or modify system as appropriate	Town via Marina Supervisor.
Emissions from boats	Exhaust emissions from boats are minimised	Boat engines are not left idling unnecessarily	N/A	Remind patrons to turn engines off whenever possible	Town via Marina Supervisor.
Emissions from boat repair facilities	No adverse effects on local air quality due to boat repair facilities	Compliance with legislation.	N/A	Take steps to comply with Environmental Authorities	Town via Marina Supervisor



## Noise and Vibration

Impact	Management Principles	Performance Criteria	Monitoring Requirements	Corrective Action	Responsibility
Noise levels from marine facilities, areas, air conditioning plant and other noisy activities	Assess and control noise emissions through consideration of appropriate siting, acoustic enclosures and the like during the detailed design of each facility	Indicative compliance of individual activities with likely environmental authority limits developed with the Spanish parks Committee.	Review design and noise level estimates	Modify appropriate	Town via Marina Supervisor
<b>NOISE</b> Potential reduction in amenity for residents and tourism operators	<p>Restrict work construction hours to 6:30am-6:30pm Monday to Saturday, unless inaudible at the nearest sensitive places.</p> <p>Regularly maintain construction equipment;</p> <p>Use best available noise attenuation devices for mobile and stationary plant</p> <p>Undertake further assessment during detailed design stage of the works to determine the best available method for minimising noise from piling</p> <p>Restrict piling works to the hours of 8 am –4 pm</p> <p>Maintain Community Consultation program and complaints register</p> <p>Prepare a construction noise management plan</p>	<p>No audible noise at nearest sensitive places outside 6:30 am to 6:30pm</p> <p>All noise complaints in response to construction works resolved</p>	<p>Monthly noise monitoring at nearest sensitive place.</p> <p>Event monitoring in response to valid complaints in relation to construction noise</p>	<p>Respond to any valid complaints through investigation and mitigation as appropriate</p> <p>Modify activities where practicable to ensure noise levels meet recommendations of this report.</p>	Town via Marina Supervisor



## Marina Expansion Feasibility Assessment & Strategy

<b>VIBRATION</b> Potential structural damage to dwellings located up to 50 m from the works  Potential reduction in human comfort at dwellings located within 50 m of works	Maintain Community Consultation program and complaints register throughout the duration of works " Prepare and implement detailed Vibration management plan as part of the Construction Environmental Management Plan " dilapidation survey of dwellings located within 30 m of the works " Conduct vibration monitoring at dwellings, where necessary	Complaints in response to ground borne vibration from the works resolved	Possible ground vibration monitoring during pile driving works within 50m of potentially affected dwelling if dilapidation survey indicates risk	Any valid complaints received in response to the construction works shall be investigated and addressed as soon as practicable after the complaint is made.	Town via Marina Supervisor
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### Waste Management

Impact	Management Principles	Performance Criteria	Monitoring Requirements	Corrective Action	Responsibility
Volume of waste sent to landfill	Waste management hierarchy prioritizing compost and recycling	Volume of waste sent to Landfill  % of total waste recycled;	Annual waste audit	Revise waste management practices	Town via Manager of Public Works
Visual impact of waste facilities	Minimise visual intrusion of waste storage and handling facilities	Waste management plan	Complaint register periodic site peripheral inspection	Review existing screening	Town via Marina Supervisor
Vermin	Reduce vermin potential	Waste management plan	Periodic inspection to assess potential for vermin	Review control procedures  Commission Pest Control study	Town via Marina Supervisor
Odour nuisance	Minimise potential for odour generation	Waste management plan	Complaint register Periodic area inspection	Review maintenance procedures	Town via Marina Supervisor
Vector Control	Minimise potential for vector development	Site inspection records	Periodic inspection to assess potential for standing water	Review disposal practices	Town via Marina Supervisor
Volume of waste sent to landfill	Waste management hierarchy	Waste Management Plan; Volume of waste sent to landfill; % of total waste recycled;	Annual waste audit	Revise waste management practices	Town via Marina Supervisor





### Infrastructure and Facilities

Impact	Management Principles	Performance Criteria	Monitoring Requirements	Corrective Action	Responsibility
Capacity of water supply infrastructure to area may be inadequate	Agreement to be reached with Spanish Council in relation to payment of charges to allow augmentation of water supply	Water supply meets demand of this and other developments without diminishing access elsewhere in the community	" N/A	" N/A	Town via Manager of Public Works
Capacity of Sewage. transmission and disposal infrastructure may be inadequate	Agreement to be reached with Spanish Council in relation to payment of charges to allow augmentation of sewage infrastructure	Wastewater transfer and treatment meets demand of this and other developments without diminishing quality of treatment	" N/A	" N/A	Town via Manager of Public Works
Power Supply to be confirmed	Agreement to be reached with Spanish's energy supplier	Power Supply meets demands without diminishing access to this service by others	" N/A	" N/A	Town via Manager of Public Works



### Visual Amenity

Impact	Management Principles	Performance Criteria	Monitoring Requirements	Corrective Action	Responsibility
Buildings may appear bulky and block views	Buildings and structures to be designed to maximise aesthetic appeal and sympathy with Spanish townscape	Development approval from Spanish Council	N/A	N/A	Town via Manager of Public Works
Construction site appears messy	Maintain site in a neat condition	Site neat No waste lying about	Daily inspection	Clean and/or tidy messy areas	Town via Manager of Public Works
Minimise exposure of construction site	Retain mangroves Landscape site as soon as practicable	Mangroves retained Use fast growing species Which will maximise screening without blocking Vistas	Landscaping complete And successful	Repair any areas where Revegetation is unsuccessful	Town via Manager of Public Works
Buildings and structures may become shabby	Maintain high level of Aesthetic quality	Site remains in good repair	Regular inspections	Repair and make good Any items detracting From visual amenity	Town via Marina Supervisor
Impact of litter	Control litter so that it Does not detract from Visual amenity	No litter on site or in Adjacent waters	Regular inspections	Remove litter Provide additional receptacles  Clean or repair trash Racks on stormwater drains	Town via Marina Supervisor

### Cultural Heritage

Impact	Management Principles	Performance Criteria	Monitoring Requirements	Corrective Action	Responsibility
Accidental discovery of items of cultural heritage Significance of the Serpent River First Nation.  <b>This is unlikely given the proposal only recommends dock reconfiguration.</b>	All accidental finds identified as such and reported	Workers involved in excavation briefed on identification of cultural heritage material  Archaeologist approved by traditional owners identified and retained for duration of construction period  Procedure developed for notification of Syilx people. and/or archaeologist in the case that cultural heritage materials are identified	Ongoing inspections by construction supervisors	Follow procedures developed	Town via Manager of Public Works and CAO



## **6.0 Environmental Protection During Operations – Design and Construction**

*Note, Algoma Public Health has jurisdiction of water quality testing at the Spanish Marina facility.*

### **6.1 Violations**

No hazardous materials, such as oil, fuel, dyes, or trash, are permitted to be discharged into the Marina waters. If any tenant break this rule, they will be removed from the Marina right away. If a breach of relevant Provincial or Federal regulations is discovered, the Marina Supervisor or relevant Town Staff (e.g. Manager of Public Works or CAO) in charge of marina operations will be notified immediately.

For minor violations of the rules, urgent action will be taken to fix the problem, and the appropriate regulatory bodies will be notified of the violation and the corrective actions taken. The marina will contact and communicate with the proper authorities if a major infraction occurs to remedy the situation.

### **6.2 Facilities and Services Relating to Water Quality Management and Pollution Prevention**

Restrooms are to be open during normal business hours, seven days a week. Showers and bathrooms are locked and only accessible to those who have been given the code to get access. There are also petrol stations, washing facilities, and electricity hook-ups at the Marina.

However, there are no facilities for boat maintenance or repair at the Spanish Marina. In the event of an unintentional fuel spill, a leaking boat, or a sinking boat, absorbent pads and containment booms are provided at the Marina.

### **6.3 Waste Management**

The Marina has six trashcans, which are emptied into a dumpster operated by the Town. Batteries must never be thrown away at the Marina, and littering is strictly forbidden. Failure to follow these rules will result in instant expulsion from the premises.

### **6.4 Fueling System/Facilities and Pollution Prevention Strategies**

All required fuel dispenser permits must be displayed by the Marina Operator.

Spanish Marina employees will be in control of ensuring that boats are serviced in a safe and environmentally friendly manner at the Marina pumps. Fueling boats and related lubricants, as well as assisting with dock moorings, are all expected chores. Prior to beginning the fueling services, marina workers will ensure that the boat(s) are securely tied. Employees at the Spanish Marina will have entire control and



responsibility over the fuelling operations. It is the responsibility of the Spanish Marina employee to ensure that all standards outlined below are met.

Marina staff have the right and are expected to stop serving any boat operator or other client who either refuses to comply with the rules stated below or conducts themselves in a manner that jeopardises the fuel dock's safe and environmentally acceptable operation.

The Marina Supervisor shall be responsible for ensuring that all workers obtain all information essential for or impacting the safe and ecologically sound functioning of the fuel dock.

At all times, at least one trained staff will be present at the Marina. During the summer, additional employees will be present as traffic conditions warrant to ensure the safe and fast service of all boats.

Electrical power to the gasoline pumps must be cut off in the event of an emergency shutdown using the power switch at the fuel pump. The pumps' electrical power will be turned off until the emergency is rectified. At the tank, the dock's edge, and the pumps, manual cut off valves will be installed. The valves will be serviced and maintained as per the manufacturer's instructions.

All relief valves must be installed, operated, and maintained.

The requirements, methods, and procedures provided in this manual, as well as other reference material indicated, must be familiar to marina workers. It will be the Dockmaster's responsibility to brief each new employee on the need of ecologically sound operations when new staff are hired.

The Marina Supervisor shall instruct each new employee regarding the methods and procedures presented in this manual and shall demonstrate the proper use off all equipment, including spill and clean-up equipment.

The Marina Supervisor or his designated representative shall supervise the new employee during the initial period of work to ensure that all processes outlined in this report are followed. Failure to follow the processes outlined in this report will result in an employee's termination.

When the Marina is open, the gasoline dispensers will be operating. The Marina contains absorbent pads and booms on the main dock in the event of an oil, gasoline, or diesel spill. The absorbent pads are thrown into the region of the ringed booms to clear the water after the booms have been used to surround the spill.



### **6.5 Pollution Prevention Strategies**

The fuelling dock has absorbent mats and booms close to the fuel dispensers. The leak must be cleaned up as soon as possible by skilled Marina staff. Used oil and other materials that have been polluted with petroleum products and/or other hazardous chemicals will be disposed of in a facility that has been certified. If there are considerable quantities of the waste, a certified contractor will be engaged to dispose of it properly.

### **6.6 Contingency Plan if Water Quality Problem is Detected**

If further sampling and analysis at Spanish Marina reveal a water quality concern in the Marina basin, steps will be taken right away to figure out what's causing the problem and what needs to be done to fix it.





## SECTION F:

# PERFORMANCE MANAGEMENT

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### F-1: Basis of Analysis

Economic Value Added (EVA) is method of measuring the return on investment expected from the company above the relative cost of capital. This report adopts EVA as the primary method. This method is calculated on the net operating profit, after taxes, and unlike residual income, uses average operating assets once adjusted. This means that it uses a realistic proxy for average operating assets upon the firm's utilization of adjustments (in most cases ~15). The EVA method is sound in nature in that it values the firm based on the value of returns from invested capital above the firms average cost of capital. The difficulty with this approach is attributable to the early stage of the startup in the business lifecycle and the growth-based nature of the venture. Compared to other models, it is recognized as imperfect yet the best available model to use when a firm has established trends on existing revenues and expenses.

$$EVA = \text{Net Operating Profit after tax} - (\% \text{ Cost of Capital} \\ * \text{Average Operating Assets Adjusted})$$

This is adopted in all analyses in the calculation of anticipated benefits.





## F-2: Anticipated Benefits

To estimate potential economic impact, this study utilizes rates of spending established by the North America Marina Association<sup>11</sup>. As demonstrated earlier, the average boater spends between \$400 domestic to \$2700 foreign. By adding capacity, the Town of Spanish is developing services necessary to ensure it can capitalize on more of the higher yield transient foreign US boaters.

Using the economic multiplier approach the number of times the dollar stays within the community before leaving is considered, as is the calculated total economic value that is added (through labour) associated with that dollar before it leaves. In this approach, the general multiplier for spending in the town of Spanish is used, from Dr. Mozammi's calculator which considers receipts staying within the census area and is well within the northern Ontario average of 1.8-2.2.

Estimated Number of Additional Transient Boaters	High	Mid	Low
Estimated Spending	\$1,056,324.78	\$846,478.08	\$636,631.38
Direct	\$558,902.00	\$447,872.00	\$336,842.00
Indirect	\$262,683.94	\$210,499.84	\$158,315.74
Induced	\$234,738.84	\$188,106.24	\$141,473.64
Sales Taxes			
Federal	\$52,816.24	\$42,323.90	\$31,831.57
Provincial	\$73,942.73	\$59,253.47	\$44,564.20
<b>TOTAL ADDITIONAL ANNUAL ECONOMIC IMPACT</b>	<b>\$1,183,083.75</b>	<b>\$948,055.45</b>	<b>\$713,027.15</b>

## F-3: Key Performance Indicator Balanced Scorecard



Key performance indicators, or KPIs, are used to assess how an organisation is performing in comparison to where it wants to go in the future. KPIs can be used to monitor daily internal operational delivery in order to measure operational objectives. These two tasks are distinct from one another and call for various KPIs. Strategic KPIs are actively monitor progress or trends towards a defined destination. It is crucial to continuously track the KPIs so that the Spanish Council can get a clear picture of the developments and their progress as they relate to the Spanish Marina.

The balanced scorecard framework is a widely known tool to organize KPIs into key quadrants that extend beyond simple profitability. Several organisations were the subject of a 1990 Nolan Norton Institute study on balanced measurements of financial and non-financial success. The study's chairman was David Norton, and Harvard scholar Robert Kaplan served as a consultant. The Balanced Scorecard was first introduced in the book "*The Balanced Scorecard*," which was published in 1996. The *Foundation for Performance Measurement* and the *Balanced Scorecard Institute* were both founded in 1998. Over 65% of Fortune 1000 firms currently utilise the Balanced Scorecard, and it is being used more and more by federal agencies, provincial and municipal governments, in Canada and around the world.

Municipalities utilise a balanced scorecard as a strategic planning framework to prioritise their initiatives, goods, and services, communicate about their objectives, and schedule their everyday operations. Municipalities can use the scorecard to track and evaluate the effectiveness of their strategies to see how well they have done.

There are four major areas of relevance to a balanced scorecard approach at the Spanish Marina:

### **The Financial Viewpoint**

The Marina's objective from a financial standpoint is to make sure that it generates a return on its investments and controls major risks associated with operating a marina. By meeting the demands of all parties engaged in the Marina, including ratepayers, transient and out-of-town clients, and local mariners, the objectives can be accomplished.

Since the ratepayers are the ones that provide the tax revenue for the endeavour, they should be pleased when it succeeds financially. They aim to make sure that the Marina is consistently bringing in money and that it achieves objectives like boosting profitability and creating new revenue streams. This revenue can then pay for other improvements in the municipality.

In the case of the Spanish Marina, the following are proposed to serve as KPIs:

- a) Revenue Growth on Moorage
- b) Occupancy Rates of Transient Docks
- c) Surplus/Deficit of Marina Operations



### **The People Viewpoint**

The viewpoint of the people keeps track of how the Marina gives value to its transient, seasonal and local clients and assesses the degree of client satisfaction with the Marina's services. The level of mariner happiness reflects the performance of the Marina. Obviously, a Marina's profitability can be impacted by how well it treats its mariners.

The company's reputation in comparison to its rivals is taken into account by the balanced scorecard. How do clients view your business in comparison to rivals? It enables the organization to step out of its comfort zone to view itself from the customer's point of view rather than just from an internal perspective.

Some of the strategies that a company can focus on to improve its reputation among customers include improving product quality, enhancing the customer shopping experience, and adjusting the prices of its main products and services.

In the case of the Spanish Marina, the following are proposed to serve as KPIs:

- % of Repeat Boaters
- Transient Boater Satisfaction, annually surveyed
- # locals using the Marina facilities (observed ballpark)

### **The Internal Business Processes Viewpoint**

How efficiently the Marina operates is determined by its internal procedures. A balanced scorecard puts into perspective the metrics and goals that can improve the efficiency of the Marina. Also, the scorecard helps evaluate the Marina's services and determines whether they conform to the standards that mariners desire.

In the case of the Spanish Marina, the following are proposed to serve as KPIs:

- Expenses as % of Revenue
- Revenue Growth from Pavilion

### **The Organisational Capability Viewpoint**

The ability of the marina plays a key role in optimising goals and objectives and producing positive outcomes. The personnel in the Marina are required to demonstrate high performance in terms of leadership, the Spanish town culture, application of knowledge, and skill sets.

Proper infrastructure is required for the organization to deliver according to the expectations of management. For example, the marina should use the latest technology to automate activities and ensure a smooth flow of activities.

In the case of the Spanish Marina, the following are proposed to serve as KPIs:

- Professional Development among New Staff
- % Repeat Yearly Seasonal Staff



## Marina Expansion Feasibility Assessment & Strategy

