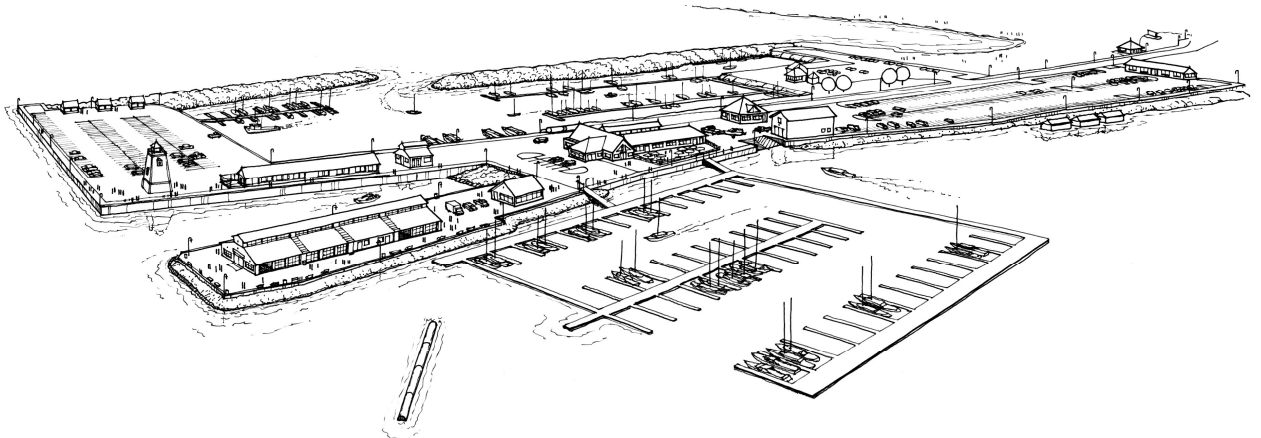


FINAL REPORT

**POINTE-DU-CHÊNE WHARF
DEVELOPMENT PLAN UPDATE**



Submitted to:

Pointe-du-Chêne Harbour Authority Inc.
Pointe-du Chêne, New Brunswick

Submitted by:

AMEC Environment & Infrastructure,
A Division of AMEC Americas Limited
Fredericton, New Brunswick

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1.0 INTRODUCTION

AMEC Environment & Infrastructure, a division of AMEC Americas Limited (AMEC), was retained by the Pointe-du-Chêne Harbour Authority Inc. to prepare an update and refine the Pointe-du-Chêne Wharf Business and Long-Range Development Plan, prepared by AMEC in 2004.

1.1 Scope of Work

The scope of work, as defined in the AMEC proposal dated January 9, 2012, is provided below.

AMEC will investigate the following components:

- Pan Am Wharf – extension to wharf to line up with existing west face; museum development; acquire / build Pan Am Clipper replica.
- Dredging – review dredging on northern area and potential for Parlee Beach nourishment.
- Water – review water supply requirements and cost / location for additional drilled well.
- Lighting – make recommendations regarding lighting requirements and aesthetics (standards).
- Marina – review requirements, cost estimates, location and design of marina expansion to south of Pan Am Wharf.
- Boat slip – review relocation of boat slip from current location to position in between Pan Am Wharf and main wharf.
- Entrance gate – investigate and make recommendations regarding improved automation (scanner), cash control, and lottery (“50/50”) sales.
- Bait sheds - investigate and make recommendations regarding use, location and potential conversion into retail / food concessions (boutiques).
- Wharf repairs – investigate and make recommendations regarding rehabilitation of the south wall of the main wharf opposite existing Pan Am Wharf.
- Parking - investigate and make recommendations regarding off-site parking (space, cost, control, access, etc.).
- Shediac Island – review potential for increased visitation, scheduled shuttle service, and interpretation.
- Parlee Beach – review potential for enhanced linkage (boardwalk) between beach and wharf.
- Landscaping – make recommendations for general improved aesthetics, furniture and “green space”.
- Event coordinator – prepare job description and qualifications for an event coordinator.
- Funding sources – identify potential funding sources for capital improvements.
- Benefits – estimate economic impacts resulting from increased visitation and expenditures in the region.

1.2 Background

AMEC prepared a long term development plan and business plan for the Pointe-du-Chêne Harbour Authority Inc. in 2004. This plan is illustrated in Figures 1.1 and 1.2.

Figure 1.1: Artist Rendering

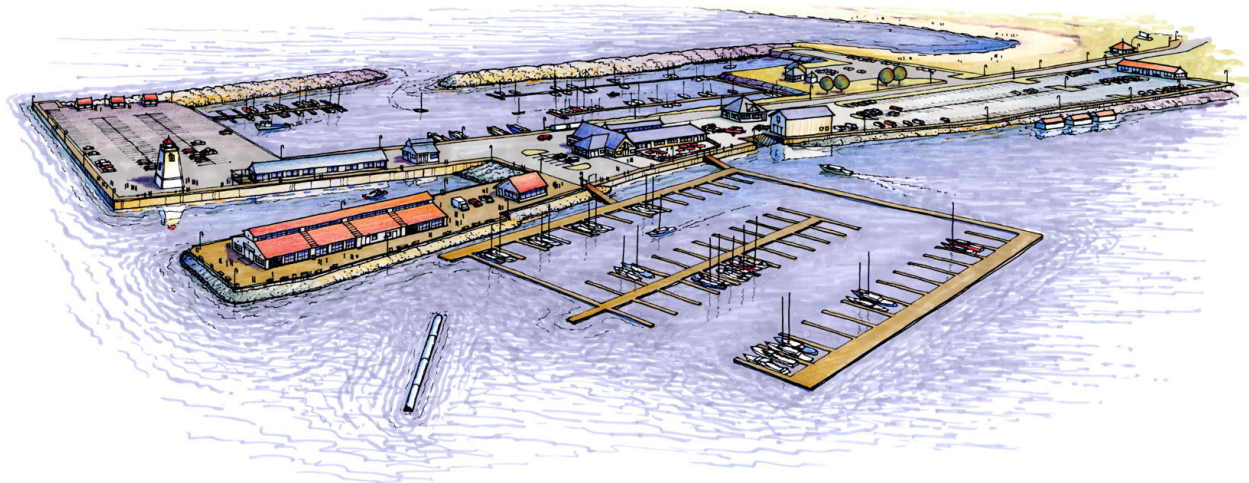
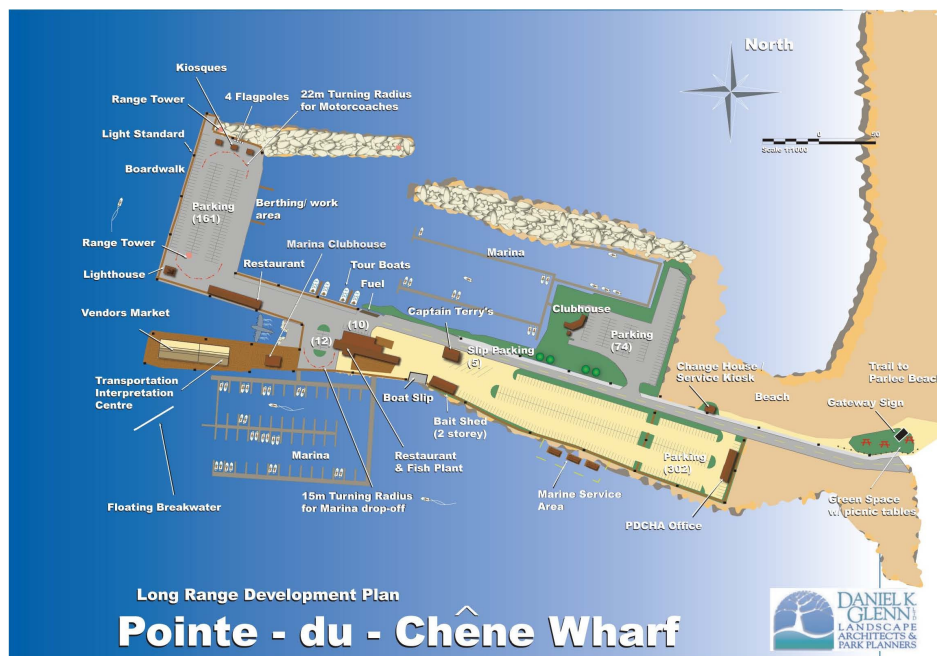


Figure 1.2: Long Term Development Plan



2.0 PAN AM WHARF

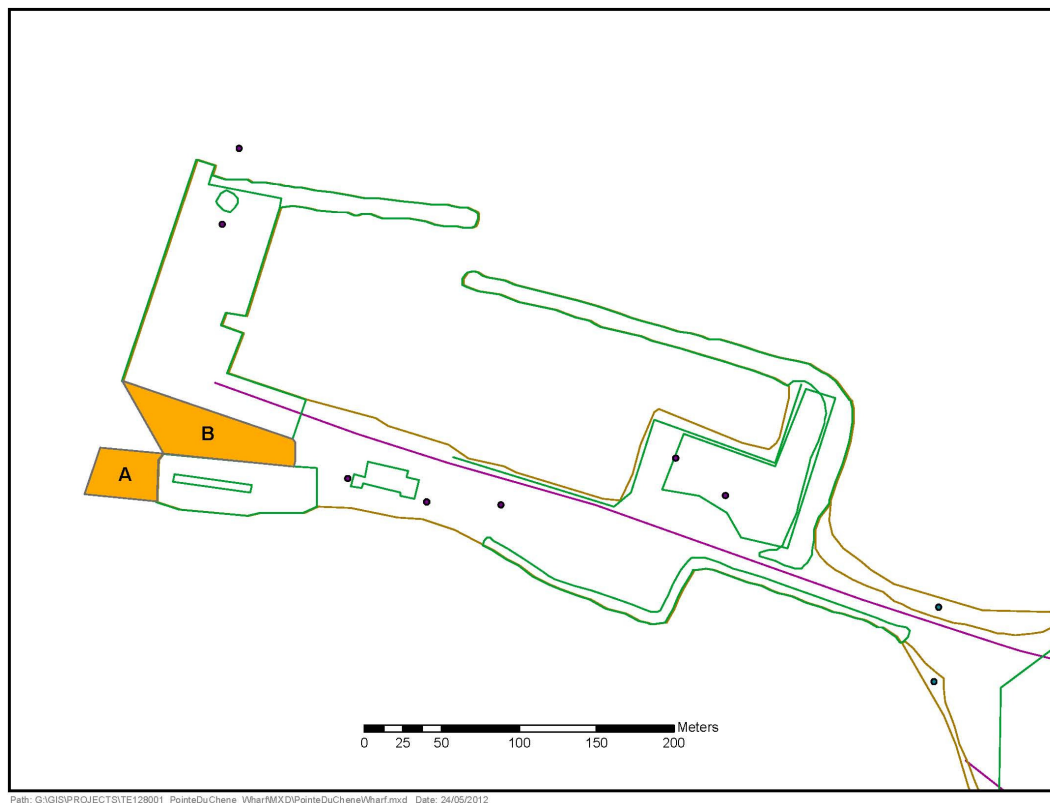
This section describes potential improvements to the Pan Am Wharf.



2.1 Wharf Extension

The current wharf is comprised of compacted fill contained by a perimeter of armour stone. Floating finger docks are located on the northern and southern sides of the wharf, which is about 30 m wide. There is a desire to extend the western extremity of the wharf to align with the western face of the main wharf, as shown in Figure 2.1, shaded portion marked “A”. This would entail an extension of about 40 m. From a constructability perspective this would be rather straightforward involving placement (1200 m^2 by about 3m depth = 3600 m^3) of fill and about 110 – 120 linear m of armour stone. If the fill has side slopes on say 3 sides, at 2 to 1 slopes equals about 9 cu m per m of perimeter. Both fill and stone should be similar to the existing material.

Figure 2.1: Pan Am Wharf – Potential Modifications



The actual price per tonne of riprap in the Moncton area varies from \$25 to \$50 depending on the complexity of placement, the quality specified (NBDOT Class A or B), and the competitiveness of the contractors. A safe rule of thumb is \$35 per tonne. Based on other project experience, rip rap in place costs about \$2000 per linear metre. Till fill, in place and compacted, is about \$100 per tandem load (8 - 10 m³), or about \$15 per m³ in place.

Allowing for contingencies, the estimate is based on 4,600 m³ of fill and 120 linear m of rip rap. The anticipated cost is in the order of \$69,000 for the fill and \$240,000 for armouring, for a total cost of, say, \$310,000. Some savings may be possible by re-using the rip rap at the western end of the wharf, but the cost of maneuvering the in-situ rocks may outweigh new material costs.

2.2 Wharf Infill

An alternative proposal to the extension of the wharf is to infill the portion between the Pan Am wharf and the main wharf as shown in Figure 2.1, shaded portion marked “B”. The western alignment of the fill would connect the northwest corner of the Pan Am wharf with the southwest corner of the main wharf.

The concept would involve the placement of fill and repositioning of armour stone to provide one continuous level surface comprising approximately 3500 m². This surface could be used for the placement of the proposed Pan Am Clipper museum, subject to geotechnical investigation, or additional parking.

A contractor has provided an estimated cost of \$180,000 – \$200,000 for this work, which would also be subject to the environmental approvals identified in section 2.1.



On balance this option is lower cost and provides more working surface,

but removes a sheltered berthing area which generates revenue. The cost estimate appears to be reasonable, assuming a 3 m depth and based on the unit costs described above. This option would also obviate the necessity to repair the sheet piling of the south face of the main wharf, which has been estimated to cost about \$600,000.

2.3 Permitting Considerations

The placement of new fill will be subject to permitting and approvals under the *Navigable Waters Protection Act* (NWPA), administered by Transport Canada. It is also very likely that authorization under the *Fisheries Act* (section 35), administered by Fisheries and Oceans Canada (DFO), will be required. In addition a harmful alteration, disruption or destruction assessment (HADD) may be required for deposition of deleterious substances, which is administered by Environment Canada. Another possible requirement will be an underwater benthic habitat survey in order to characterize the bottom habitat as part of the DFO authorization. There have been announcements recently about possible proposed amendments to these regulations, but to date, nothing has transpired. The best first step would be to discuss this proposal with the Transport Canada office in Moncton with the contact below.

Kevin LeBlanc, Senior Environmental Assessment Officer
Transport Canada - Environmental Services
95 Foundry Street, Moncton, New Brunswick E1C 5H7
Telephone : 506-851-2915
Fax : 506-851-7542
kevin.leblanc@tc.gc.ca

2.4 Pan Am Clipper Museum

2.4.1 Background

Shediac has an interesting history with air transportation. The first Transatlantic airmail sent to Lancashire, England was stamped at the Shediac Post Office on June 24th, 1939. Flights went from Shediac to Foynes, Eire. Prior to that, in July of 1933, the first air squadron left Italy to cross the Atlantic Ocean. Twenty-five (25) hydroplanes under the command of General Italo Balbo safely landed on the calm waters of Shediac Bay. The first commercial flights from North America to Europe by Pan American "clipper" departed from the Shediac terminal on July 19th, 1937. The "clipper" stopped in Shediac one a week to refuel. With the start of World War II in September of 1939 hydroplane use declined and the Shediac terminal ceased operations. During the war, the terminal was used by small Canadian Government military planes.

Source: <http://www.shediac.org/history.cfm>

With Anglo-American cooperation on the horizon, Pan Am began surveying the route across the Atlantic. On June 25, 1937, a Pan American S-42B named Pan American Clipper III, fitted with extra fuel tanks and under the command of Captain Harold Gray, flew from New York to Shediac and back, without landing. An additional flight to Gander followed, and on July 3, 1937, Imperial Airways and Pan American made the first reciprocal survey flights across the North Atlantic. The British flying boat Caledonia crossed westward, while Captain Gray's Pan American Clipper III flew the route from New York to Shediac, Botwood, and Foynes.

Source: <http://www.clipperflyingboats.com/transatlantic-airline-service>

2.4.2 Potential Museum

The long term development plan proposed the concept of a "transportation interpretation centre" oriented to presenting and bringing the wharf's role in the history of early transatlantic flight to life. This notion should be pursued in greater depth to capitalize on the more than 60,000 visitors to the wharf each year (albeit many of these are repeat visitors over the season).

While one idea for housing the centre has been to acquire an actual Pan Am Clipper, this would be exceedingly expensive: these planes are very rare and command a high asking price and transportation costs to PDC would be exorbitant. In addition the plane's dimensions (length of 32 m, wingspan of 46 m, and weight of 23,000 kg) would strain the capacity of the existing wharf. There are also challenges related to maintenance, security and winter conditions. It would be an impressive sight, but probably not a feasible venture. There is a potential to build a scale replica of a version of the plane (possibly in wood) but this would require skilled trades people and also be very expensive.

A more feasible option would be to start with a relatively modest building of about 20 m x 15 m and begin to acquire display and interpretive material. There are several suppliers which offer Pan Am Clipper memorabilia in the form of museum quality scale models, historic posters, books, videos, multimedia, etc. There is the addition potential for sales of merchandise, such as T-shirts, models, coffee mugs, children's toys, etc.

Aviation history and model aircraft have strong appeal to a wide ranging age group. The centre could involve:

- large diorama of the Pointe-du-Chêne area and wharf during the late 1930's – early 1940's;
- posters and prints of the era;
- model displays of the various types of clippers (Sikorsky S-42 and S-43, China Clipper, Dixie Clipper, Yankee Clipper);
- mock up of part of the interior or the cockpit, a large wall drawing of a cross-section (cut away) of an entire plane;
- interactive computer simulation of a typical flying boat landing in Shediac Bay; and
- gift shop.

More detailed information related to memorabilia and merchandise is available at the following website: <http://www.flyingclippers.com/main.html>

A detailed feasibility assessment is beyond the scope of this report. At the conceptual level, the building shell would cost about \$150,000 (depending on design); the display cases, furniture and effects and diorama about \$50,000 and the interpretation material about \$25,000. With contingencies the centre could be up and running for about \$250,000. Annual revenues, based on a modest \$3 entry fee would be in the range of \$25,000 - \$35,000.

3.0 DREDGING

Access into the Pointe-du-Chêne Wharf harbour behind (south of) the breakwater is governed by the depths in the narrow channel between the main breakwater and the marina breakwater. In the late 1980s this depth was about 2.1 metres (6.9 feet) below Lowest Normal Tide. The chart depths along the entrance from Shediac Bay to Shediac Harbour are of the order of 4.0 metres (~13 feet), and these depths govern the size of the vessels that are able to enter the harbour. These depths vary depending on the season and storm events.

According to the New Brunswick Department of Natural Resources, dredging occurs on occasion depending on necessity. In recent years, dredging has reportedly been undertaken in 2005, 2006, and 2008. In 2005, a permit was issued for the dredging of 5000 m³ from the entire inner harbor (i.e. between the breakwaters and the wharf). The final dredged amount and destination of removed materials is not known. In 2006, an unknown quantity of material was dredged from a "U" shaped area around the eastern tip of the main breakwater. The material was deposited at Parlee Beach for beach nourishment. In 2008 a total of approximately 350 m³ was to be dredged from an area in the inner marina, south of the more southern marina dock. The material was to be disposed of in a containment cell east of the marina, near the east end of the marina breakwater. Dredging is currently scheduled to take place in 2012, with a permit having been issued for removal of 400 m³ of material from the same "U" shaped area at the entrance of the inner harbour, as in 2006.

Given the available information, it is likely that dredging will continue to occur at a pace of approximately every other year, with typical maintenance volumes of less than 500 m³. However, in order for the Pointe-du-Chêne Wharf to accommodate large vessels in the inner harbour and at the wharf, additional dredging would be required. This program should involve depth soundings of the area along with a marine sediment sampling program, which would determine whether there are contaminants within the potential dredged material. As demonstrated in the past, it is likely that future dredge materials can be used for beach nourishment, in consultation with Parlee Beach or contained on-site.

The costs of the dredging program will be dependent upon the quality and quantity of the dredging spoils and the required methods of disposal. For inland disposal, assuming a site with an appropriate liner, the costs could be in the range of \$30.00 to \$40.00 per m³.

4.0 WATER SUPPLY

Potable water for the wharf is currently supplied by three wells. There is no pump test data available regarding the safe yield of these wells. Future water demand will be dependent on the type of new businesses attracted to the wharf and the desire to supply water to boats at the marina south of the Pan Am Wharf and in the harbor. Typical design standards for water supply require approximately 30 gallons per day per pleasure craft berth, and 35 gallons per day per restaurant seat.

In the immediate- to medium-term a supplemental well could be developed on or near the wharf, or a well / communal well-field in the vacant property north of the South Cove inlet.

In the long-term consideration should be given to connecting to the Town of Shediac municipal system. This could be explored in conjunction with the provision of piped water supply to all residents of the Pointe-du-Chêne Local Service District. The construction of a water main from the current end-of-pipe at the Pointe-du-Chêne Road causeway, to the wharf (approximately 1000 m) would cost in the order of \$100,000.

5.0 DESIGN

5.1 Lighting

Appropriate lighting is necessary to help ensure the safety of citizens as well as provide added security of property. Improved lighting will also be beneficial to the wharf for enabling enjoyment of activities in the evening as well as improving the aesthetics. Lamp posts should be positioned from the gateway sign, continuing along both sides of the wharf access and around the Pan-Am Clipper Wharf and main wharf, as shown on the long range development plan. The approximate lateral spacing of lamp posts should be on the order of 30 – 60 m, depending on the level of activity anticipated. The result is approximately 43 street lamps.

As suggested in the original long range development plan, the street lamps should be of a nautical theme. Examples of various nautical themed lamps can be seen in Hastings, Australia (<http://www.flickr.com/photos/rosewal/6065016662/>) or Port Stanley, Ontario (<http://www.portstanleynews.com/details/headline.aspx?menu=1440+News+News+Purchase+of+Decorative+Street+Lights>). Alternatively, a beach or ocean theme could be considered, or may include the “oak” theme into the lamp post or light fixture design. An example of a beach / ocean lamp design is in Lyme Regis, UK (<http://www.nhm.ac.uk/natureplus/blogs/whats-new/2011/04?fromGateway=true>). Design options are endless, from wrought iron to wooden posts, from standard lantern style light fixture to a more creative design. The Pointe-du-Chêne Wharf may wish to commission a private firm to design, construct and install the lamps; alternatively, to enhance the appeal and to support local entrepreneurs, they may wish to approach one or multiple local or regional artists, crafts persons, architectural or design firms, to submit designs for the lighting.



It is recommended that the Pointe-du-Chêne Wharf consider advanced lighting technologies such as the use of light emitting diodes (LED) and the use of timers or motion sensors so that lights are on only when needed, thereby reducing energy usage. These new technologies may be more costly upfront, however have been shown to save municipalities money in the long term. Examples of Canadian cities that have made the switch to advanced outdoor lighting technologies include Toronto, Ottawa, and Vancouver.

The Canadian Urban Institute has produced a guidance document to help municipalities: “*Municipal Policy Options Guide for Advanced Outdoor Lighting*”. Across Canada municipalities and provinces generally refer to standards of the Illuminating Engineering Society of North America (IESNA) and/or the Transportation Association of Canada (TAC) when developing outdoor lighting policies. The use and application of outdoor lighting are subject to enforceable building codes and municipal codes (Canadian Urban Institute 2011).

According to a local company in Fredericton (Bird Stairs), costs for decorative exterior lamps and posts could range from \$200 to \$600 each. However this costs does not include shipping and installation, which could be completed by a local electrical contractor. Special order designs could cost even more, depending on the material and complexity of design.

5.2 Parking

The Pointe-du-Chêne Wharf enjoys significant vehicular circulation during the shoulder season and summer months. It is a popular drive-through destination for both local residents and out-of-province visitors. Most of these visitors have no intention of staying or parking on the wharf; they are simply “cruising”. In this context, the current parking space on the wharf is probably sufficient for the near-term. It is recognized that very few patrons would be interested in parking off-site and walking to the wharf from remote location, no matter how short the walk. Nevertheless, there will be times associated with special events when wharf on-site parking is not sufficient. This section explores some opportunities for parking improvements and development should parking become an issue in the future.

5.2.1 On-site

There are currently 165 designated spaces marked on the main wharf asphalt (northwest portion). It is estimated that there about another 100 spaces randomly scattered on the remainder of the wharf, some on paved surface, but most on gravel. These spaces are not marked and actual vehicle positioning can best be described as haphazard. It is estimated that the number of parking spaces on the wharf could be increased by about 10% (say, another 18 spaces) through improved alignment of road lanes, access and egress paths and “tighter” parking space painting. This would require paving the existing gravel surfaces. The estimated surface area is 6500 m² which would cost in the order of \$160,000 and would yield about 216 parking spaces. The long term development plan suggested an eastern extension of the hard standing by infilling but this would be rather costly and involve environmental issues (see section 2.1).

5.2.2 Off-site

The investigation of off-site parking potential focused on Crown Land parcels located within the least possible walking distance from the wharf entrance. Figure 5.1 provides the location of Crown Land in the vicinity of the wharf.

Figure 5.1: SNB Properties



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 User: tanya.morehouse, Date: 14/05/2012

The surface areas for these land parcels are indicated in Table 5.1.

Table 5.1: Crown Land Surface Area

Shading	Area (acres)
Yellow	5.92
Green	13.49
Red	32.45
Beige	25.31

Considerable portions of these parcels are wetlands and not suitable for development. The highest potential locations close to the wharf are shown at Figure 5.2 and are clustered around the walking trail, both north, and south of the South Cove inlet which passes under the walking trail bridge and the Pointe-Du-Chêne Road causeway.

Figure 5.2: High Potential Parking Areas



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 User: dale.mccoy, Date: 24/05/2012

The first priority would be the property (00863548) immediately north of South Cove and west of the walking trail and Railway Avenue. This parcel comprises approximately 5.91 acres. However, about 25% of the land is boggy; thus, the useable area would be in the order of 4.5 acres. A site walkover indicates the terrain to be reasonable level, compacted soil which could be readily developed by removing vegetation, grading and applying a gravel surface. Vehicle access would be possible either from Railway Avenue or Wallace Street. Once their vehicles are parked, patrons could access the wharf by walking along Glebe Avenue – St. John Street – Railway Avenue; a distance of about 500 m (5 minutes). This parcel has the additional advantage of offering scenic vistas of Shediac Bay, with opportunities for perimeter landscaping and the development of a lookout.

Figure 5.3: Property North of South Cove



The second priority would be the property (00865170) south of South Cove and between the walking trail and Pointe-Du-Chêne Road. This parcel comprises approximately 9.87 acres. However, about 25% of the land is boggy; thus, the useable area would be in the order of 7.4 acres. A site walkover indicates the terrain to be reasonable, but a soils investigation to determine physical development issues is recommended. Vehicle access would be from Pointe-Du-Chêne Road, but would require careful design as this road has high traffic volumes, especially during peak summer months. Once their vehicles are parked, patrons could access the wharf by walking along the multi-purpose trail and Railway Avenue; a distance of about 1,000 m (10 minutes).

Figure 5.4: Property South of South Cove



The third priority would be the property (008834050) immediately north of South Cove and east of Pointe-Du-Chêne Road. This parcel comprises approximately 4.69 acres. About 15% of the land is boggy; thus, the useable area would be in the order of 4 acres. This terrain is questionable and would require a soils investigation to determine physical development issues. Vehicle access would be from Pointe-Du-Chêne Road, but would require further discussion with NBDOT as the only access point is immediately north of the causeway; not an ideal location. Once their vehicles are parked, patrons could access the wharf by walking along Pointe-Du-Chêne Road and Railway Avenue; a distance of about 1,000 m (10 minutes). However, this route would involve crossing Pointe-Du-Chêne Road; not a recommended situation unless a lighted pedestrian crosswalk were installed. This site is surrounded by residential development and wetland.

Figure 5.5: Property East of Pointe-Du-Chêne Road



Another possibility involves the linear stretch of open space on the west side of Railway Avenue, as shown in Figure 5.6.

Figure 5.6: Railway Avenue Parking Lot



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User: jonathan.thomson, Date: 24/05/2012

This parcel is currently owned by the Church of St. Martins in the Woods, and comprises about 2.5 acres, yielding about 33 parking spaces (less if developed as a gravel surface). This location is in close proximity to the wharf; only a short 100 m walk along Railway Avenue.

Figure 5.7: Church of St. Martins in the Woods Property



The design of the parking lot will determine the number of parking spaces. Ideally, the parking area should be safe, attractive, drain efficiently when it rains and screened from neighbouring residential areas. Other factors include setbacks from surrounding streets or adjacent properties, limitations imposed by site grading, retaining walls, on-site storm water management areas, wetland protection, landscaping, etc. Marking and signage indicating regular and handicapped parking spaces, as well as spaces for RVs and buses, and traffic flow need to be considered.

The greatest efficiency of layout and use of land area, as well as the greatest overall parking safety, results from 90-degree parking in double-loaded aisles. That is, vehicles must make a 90-degree turn from a drive into a parking space, and every aisle is a two-way driveway allowing a vehicle to park to either left or right from that driveway. Based on this layout, an average parking space of about 325 square feet (30 m²) has been assumed. Table 5.2 provides a summary of the number of parking spaces that could be developed at each location. This is a conceptual design calculation only and precise numbers would require detailed design.

Table 5.2: Maximum Parking Spaces by Parcel

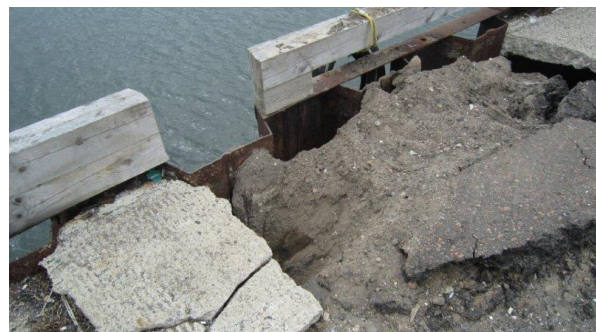
Parcel	Area (acres)	Parking Spaces	Issues
00863548	4.5	600	
00865170	7.4	986	Long walking distance Soil conditions
008834050	4	540	Long walking distance Soil conditions Dangerous road crossing
Railway Avenue	2.5	330	Private property Zoning unknown

For all of these locations, further consideration should be given to:

- Provision of a shuttle service to increase convenience and offer assistance to physically challenged patrons;
- Improved aesthetics and pedestrian safety along the walking routes, particularly Railway Avenue and Glebe Avenue;
- Well designed access and egress routes;
- Appropriate perimeter landscaping; and
- Maximizing marine environment observation and interpretation.

5.3 Aesthetics

The wharf would benefit from generally improved aesthetics, placement of urban furniture, planters and vegetation and additional green space. Most of the current deficiencies relate to “edge” finishing at retaining walls and design treatment of transition zones (e.g., gravel surface to asphalt, wood to asphalt, etc., as well as tidiness of storage areas.



The challenge is to maintain the “working wharf” ambience while improving the overall “look” of the facility, without producing a “trendy” or artificial atmosphere. There is also the consideration of cost as many amenities are very expensive, and weather as vegetation and equipment must be resistant (as possible) to a constant marine environment (corrosive salt spray, frequent high wind) and winter conditions. Accordingly the recommendations that follow should be implemented as time and budget permit.

General

- Repair all broken items, pot holes, and slumping asphalt at edges near retaining walls and transition zones.
- Remove concrete dividers and replace with planters.
- Remove concrete benches along western face of main wharf and replace with wrought iron benches.
- Refurbish linear boardwalk with a wood treatment / sealer (such as Thompson's® WaterSeal® Advanced Natural Wood Protector).
- Provide a combination of vegetation and fencing to screen the fuel tanks and sales building from view (from road and restaurants).
- Remove all debris (e.g. pipes, construction material, concrete blocks, etc.).
- Designate a specific area for solid waste / garbage storage. Make arrangements with a local contractor for frequent collection, particularly in summer months.
- Encourage (require) leases to develop vegetation and fencing to screen storage areas (at the rear / sides of facilities) from view.
- Clean all rip rap of litter and flotsam (regularly).

Entrance

- Develop entrance signage and planting to enhance “sense of arrival” and delineate / separate the wharf from adjacent residential areas.
- Clean up the pathway to the beach and the beach areas located north and south of the main road.
- Pursue the recommendations of the Long Term Plan (2004).

Buildings

- All buildings should have a coat of fresh paint on painted surfaces and a sealer (Thompson's or equivalent) applied to natural wood, at least in highly visible areas.

Lighthouse

- The area west of the lighthouse is intended to be a green space and efforts are already underway to this effect. This should be a grassed area surrounded by planters with a mix of



should also be two or three benches and a light standard on the southwest corner.



hardy annuals and evergreens which can be removed in the winter months. There

5.4 Boat Launch Slip

In its current location the boat slip creates several issues: use of space that could otherwise be dedicated to parking or

amenities, congestion from vehicles with boat trailers maneuvering, poor visual impression. It is possible to move the boat slip from its current location to a position in between the Pan Am Wharf and main wharf.



The current location could be in-filled quite readily. This would require construction of a retaining wall across the east face, backfilling the ramp with compacted fill, and placing asphalt.

The footprint of the ramp is about 18 m by 30 m, or about 540 m². Considering the slope of the ramp it is assumed that the average depth is 6 m, giving a total fill volume of about 3,240 m³; allowing for contingencies use 3,500 m³, which entails a cost of \$37,500. The sheet piling for the retaining wall would be in the order of \$50,000 and the asphalt paving about \$15,000. Thus, the total cost would be slightly in excess of \$100,000. This is a conceptual cost and will vary depending upon final design. The benefit is that the resulting surface area would greatly enhance the aesthetic image of the main wharf, reduce congestion, improve pedestrian and



vehicle circulation safety, and support additional parking (about 18 spaces) or a building (not recommended).

A potential location for consideration of the development of a new boat launch would be the area to the immediate north of the current

location. The actual slip could be built at an approximate 45 degree angle to the face of the retaining wall; thus allowing more efficient maneuvering space for vehicles with boat trailers. The construction cost would be dependent on design and type of materials (wood, gravel, concrete, steel). A simple structure with rip rap retaining features and a concrete slip would be possible for, say, \$35,000. A more elaborate structure could cost as much as \$150,000.

5.5 Bait sheds

There are eight attached bait sheds located adjacent to the boat slip, the exterior of each is painted a distinct, vibrant colour. Because of their eye-catching appearance, it is anticipated that the interiors can be renovated to enable them to be reused for other purposes. It is suggested that the chain of 8 buildings become the focal point of a common “sidewalk” style shopping/gathering place. In this concept, small shops such as souvenir vendor, ice cream vendors, take out seafood or other food vendors, would be located in the former bait shops. Shops would be semi-opened to the adjacent “sidewalk” area, as the bay doors would serve as the opening/entrance to each shop, allowing tourists and locals to stroll leisurely from one shop to another. This open concept would also allow vendors to pull extra tables, or special items of interest out onto the exterior of the shop for better display. Alternatively, local artisans, such as painters, glass blowers, potters, jewelry makers, etc. may wish to rent out a shed; here, they could work on their craft as well as sell finished products, while visitors would have a chance to see first-hand how the local crafts are made. One example of the artisan at work concept exists at Verrerie La Mèduse, a glassblowing workshop, on the Îles de la Madeleine (<http://www.meduse.qc.ca/en/index.asp>). Ideally, vendors would sign a lease agreement for 5 or more years for each unit.

Adjacent to the entrances, exterior common areas could be developed to encourage mingling and gathering. Common areas could include picnic tables, café style table and chairs, or bench seating, additional street-type vendors, potted flower arrangements, and/or monuments or interesting sculptures. The exterior area could also be turned into a farmers market one morning or one day a week through the summer season, where vendors would pay a fee to set up a table in the common area. Vendors for the farmers market could include local vegetables, local

seafood/fish, and local arts and crafts. The Town of St. Andrews is an example of a weekly, seasonal market that is successfully undertaken in a relatively small space, showing 64 vendors on their website (<http://www.standrewsfarmersmarket.com/home.html>). This market operates from end of May until late September/early October, from 8:30 am to 2:00 pm on Thursdays. The common area may also be a good place to feature local musicians, either during the farmers market or during peak visitation. A small stage area could be set up, either temporary or permanent, within the common area to accommodate performers.

As this area is proposed to be a gathering area, it is recommended that one or two of the bait sheds be renovated to be public rest room facilities (his and her). The bait shed closest to the boat slip appears to be larger than the inner bait sheds and could likely accommodate the two restrooms. Alternatively, if restroom facilities are already proposed or currently located nearby then they may not be considered necessary at this location. However, this option should be explored in the context of the whole future development plan.

Renovation of the interior of the bait shed for vending should be completed to the minimum extent possible. For instance, if the interior of the unit is characterized by old, exposed wood walls, these should be preserved to give the shop “enclave” a rustic feel. The condition of the interior of the bait sheds is not known and it is assumed that the original walls and floors can be used, with some clean-up and preparation (i.e. pressure-wash, application of protective coating / varnish, etc.). It has been assumed, based on photographs that the flooring of the bait sheds consists of unfinished concrete. Removable/temporary shelving units or display cabinets could be constructed to display wares, as well as a desk/counter space with a cash register to complete sales. It is assumed that these units have existing electrical hook up, as there would be lighting in the bait sheds. The electrical may need to be upgraded to accommodate cash register / commuter / debit machine. For food vendors, such as a sea-food take out or ice cream vendor, additional electrical upgrades may be necessary for refrigeration and cooking units, and added ventilation may need to be installed. For the restroom units, indoor plumbing would need to be installed.

Upgrades for electrical are estimated to range from approximately \$850 – 1500. The addition of a 120 V circuit for a fridge or freezer is estimated to be approximately \$250 - 400, and the addition of a 240 V circuit for a stove, oven, etc. is estimated at approximately \$350 - 650. The cost for restrooms will vary greatly depending on the size, number of stalls, etc. More thought is required into the feasibility and design of restrooms at this location. It is suggested that the vendors be responsible for covering the cost of temporary interior shelving and supply of necessary equipment (i.e. fridge, freezer, stove, etc.). Venting to the outside for stove installations is estimated to be approximately \$500. Ceiling fans, also recommended for food vendors are estimated to be approximately \$200.

6.0 MARINA

The long term development plan proposed the establishment of a 100 berth finger-dock marina to the south of the Pan Am wharf. This marina was to be protected from northwest wind and wave action by a floating breakwater. A floating finger-dock with 28 berths is presently in place in this location, with an L – shaped extension on the northwest corner providing limited protection from the elements. The present configuration lends itself to gradual expansion in response to demand.



The infilling of the space between the Pan Am wharf and the main wharf (section 2.2) will result in the loss of about a dozen berths currently occupying that space. These could be moved to south of the Pan Am wharf, thus creating 40 berths, without incurring additional material costs. (There will be costs for moving the infrastructure.)

The key element to expansion of this facility is the provision of a more robust breakwater, of about 50 – 75 m length, of suitable armour stone, in the longer term. This is estimated to cost in the order of \$150,000 - \$250,000. It is possible that some material could be salvaged from the Pan Am wharf expansion or infill activity (section 2.1, 2.2), but savings would be minor. The proposed breakwater would also require environmental approvals (section 2.1).

It is suggested that this marina be gradually expanded from its current configuration. The positioning proposed in the long range development plan is no longer viable.

7.0 ENTRANCE GATE

Currently a small kiosk is located at the entrance to the wharf and is staffed by one individual. A fee of \$1.00 is charged for entrance onto the wharf and is collected by the staff at the kiosk. Given the low cost of the entrance fee and the cost of staffing the kiosk on a daily basis, it would be considered a money saving option to automate the process somehow and eliminate the need to staff the kiosk full time through the summer season. One option could be installation of an automated parking system, in which the user would pay an hourly rate, or a flat daily rate for more than a set number of hours. Payment for parking could be controlled either by installation of an automated gate that would open on the exit only if the parking fee was paid, or by random parking lot checks by to ensure vehicles have paid for parking. Lottery (50/50) sales could be automated as well, through the installation of a self serve ticket machine at the entrance of the wharf. These types of machines are fairly common and can be seen used for purchasing parking tickets, at movie theatres, in bus stations, etc.

A few companies were identified who manufacture automated payment systems VenTek International (<http://www.ventek-intl.com/>), headquartered in the US, provide systems for both parking and ticket vending. Options include pay and display, pay by space, pay on foot or pay in lane. Machines support complex payment structures, such as variable payment methods (bills, coins, credit cards) or variable rates depending on time of day, special event dates, or day of the week. Hamilton Manufacturing Corp. (<http://www.hamiltonmfg.com/>), located in the US also manufactures automated parking and ticket sales systems, and distributes them through companies in Ontario and Quebec. They also provide services to automate boat launch businesses and marinas.

Ideally, systems would be set up for parking in the parking area that would cover the entrance fee. The only problem with this system is it assumes visitors on foot would not be charged the entrance fee. Separate ticket machines would be set up at the entrance and would enable purchasing of 50/50 tickets, as well as tickets for special events, tickets for ferry/boat service to Shediac Island, tickets to the Pan-Am museum, etc. Alternatively, several machines could be set up at various locations for these purposes – for example, a ticket machine outside of the Pan-Am museum for those tickets; a ticket machine near dock for the Shediac Island boat. However, customers may find it more convenient to be able to purchase all tickets in one place, sort of a one-stop-shopping, especially if they are using a credit card to make the purchase. Therefore the optimum solution may be to have 2-3 ticket machine each at strategic locations and each having capacity to distribute tickets for all relevant events/activities at the site.

According to Hamilton Manufacturing Corp., costs for a vending or parking unit are approximately \$25,000 per unit which dispenses a paper receipt that can be used as a ticket, or \$33,000 per unit for a machine that dispenses an actual ticket. This does not include delivery and installation at the Site, which would be completed by a distributor. Nearest distributors for these products are in Ontario and Quebec.

8.0 TOURISM AND VISITOR USE

8.1 Shediac Island

Shediac Island is located approximately 1.4 kilometers north of the Pointe du Chêne Wharf and consists of a nature park with trails, beaches and a small wharf. Currently the island is not promoted by the municipality of Shediac as a tourist attraction. However, potential exists for the island to be marketed as a nature park suitable for wildlife viewing, beaches, and hiking. The PDCHA could capitalize on the natural beauty of the island, offering ferry or chartered boat services to the island on a daily basis through the summer. Scheduled trips could include transportation to and drop off at the island, with a scheduled pick up time at a set time afterward.

Coordination is recommended between the town of Shediac and the wharf if the area is going to be successful as a tourism draw. Firstly, increased visitation to the island may necessitate an upgrade in facilities, such as adding a restroom facility or port-a-potty near the drop off / pick up point on the island, the addition of one or two picnic tables, garbage bins that would be ideally be emptied on the final return trip of each day, and potentially signage indicating trails, history, shuttle departure times, etc. Second, since the island is not currently promoted as a destination, efforts would need to be made to market the experience, such as the development of brochures for distribution to wharf visitors and at tourism centers, and the addition of promotional material on the town of Shediac and the Pointe du Chêne Wharf websites, as well as the Tourism New Brunswick website.

The Town of Shediac reportedly owned and operated a charter boat service to the island approximately 10 years ago. Discussions with Town staff indicate the operation was terminated due to high costs for vessel insurance and operation coupled with low passenger volume (about 800 people per season). Rejuvenating this proposal is considered to be very problematic: the vessel and operator would have to be Coast Guard approved; and there are several challenges on the island – trails have not been maintained and would need rehabilitation, provision of handicapped access, installation of washrooms, construction of an appropriate dock. The island is also considered to be mosquito infested. In the short term, this idea does not appear to be feasible.

8.2 Parlee Beach Linkage

The Pointe du Chêne Wharf could benefit, from the perspective of increased visitation and revenues and improved promotion for out-of-province visitors, to a significant extent by enhancing relations and harmonizing some activities and special events with Parlee Beach. A physical connection would be ideal as this would encourage movement of beach patrons and wharf patrons between the two locations, thus enhancing the overall experience. The wharf entrance area and Parlee Beach are separated by a relatively short distance of shoreline to the northeast of the wharf.

This connection would terminate at the existing small beach areas. The connection could take the form of a surface trail or a wooden boardwalk. The primary challenge is presented by the nature of the shore (armour stone and natural rock) and numerous private properties in the vicinity. The private owners may object to a walkway traversing in front of their properties and potentially blocking views of the water.



Figure 8.1 presents a conceptual boardwalk arrangement, assuming the above mentioned challenges can be overcome. The total distance is approximately 550 metres. The design of the boardwalk must consider coastal processes (erosion / deposition, wave action), as well as climate change impacts such as mean sea level rise and storm surge. The walkway should be 4 feet wide, use materials that will resist

rot and be capable of supporting 2,000 lbs per 8 foot span, and incorporate railings on both sides. The cost is estimated at about \$100 per linear foot. Based on a conceptual design, the total cost would be in the order of \$165,000.

Figure 8.1: Wharf – Parlee Beach Boardwalk



Path: G:\GIS\PROJECTS\TE128001_PointsDuChene_Wharf\MXD\20120516_PointsDuChene_BoardWalk.mxd
 User: tanyia.morehouse, Date: 16/05/2012

9.0 ADMINISTRATION

9.1 Events Coordinator

Most of the entertainment and cultural events associated with the wharf rely on a substantial volunteer effort, but the continued evolution and expansion of these and other new activities will require a more concerted effort. For example responsibilities should include: entertainment planning; performance logistics; regattas; etc. While not an immediate requirement, the hiring of an events coordinator, reporting to the General Manager, for the summer season, should be considered in the medium to long term.

The role of the Events Coordinator would be to provide the overall coordination of all aspects of the wharfs events (entertainment and other organized special activities). It is recommended that the position be filled in the early to mid springtime to allow for planning and preparation of a calendar of events that will maximize wharf usage through the summer. During the pre-season preparation period the Events Coordinator would ideally be responsible for all the background research into entertainment groups and special activities, approaching performance and other relevant groups, scheduling of acts as well as supporting services such as additional facilities or equipment, catering or beverage services, and temporary security, and staffing for events. Other duties would include development of a schedule of events for the season, liaison with various entertainer and service groups, promotion of events through local media such as radio or production of short ads for newspapers, preparation and coordination of events, from set up to clean up including staffing and physical logistics.

A possible job description for the Events Coordinator is provided at Appendix A. The position should be from early May until September each year, 35-40 hours per week, at a rate of between \$15 per hour

9.2 Funding sources

Through Infrastructure Canada, the **Building Canada Fund** is made up of two components, the Major Infrastructure Component and the Communities Component. The fund supports infrastructure projects that focus on three national objects - a stronger economy, a cleaner environment, and strong and prosperous communities. The **Communities Component** is specific to projects in small communities of less than 100,000 residents. The Fund recognizes the unique infrastructure needs of smaller communities and focuses on projects that meet environmental, economic and quality of life objectives. Originally a \$1 billion fund, it has since been expanded with a top-up of \$500 million. Since 2007, the Building Canada Fund has supported more than 1,400 smaller-scale projects that have improved water, wastewater, public transit, local roads and other types of community infrastructure (Infrastructure Canada 2012). Projects funded through the program are cost-shared, with maximum federal contributions for any single project of 50%. Municipal infrastructure is cost shared at one third federal, one third provincial and one third municipal. Privately owned infrastructure can also be funded with a maximum federal contribution of 25%.

The **Gas Tax Fund** can be applied to fund projects that contribute to cleaner air, water and reducing greenhouse gas emissions and fall into six categories – drinking water, wastewater infrastructure, public transit, community energy systems, solid waste management, and local roads. The fund is equal to \$13 billion from 2005 to 2014 and every municipality receives a portion of the fund. Projects are selected locally and determined based on the needs and priorities of each community.

The **Provincial-Territorial Base Fund** provides funding to address core infrastructure needs and helps build or renew infrastructure in almost all Building Canada Fund categories (Infrastructure Canada 2012). The program is a cost-sharing program.

The **Environmental Trust Fund** provides assistance for action-oriented projects with tangible, measurable results, aimed at protecting, preserving and enhancing the Province's natural environment. Applications to the Fund may be made by community groups, NB municipalities, non-profit NB organizations, and institutions which are furthering sustainable development. There are six categories of projects eligible for assistance from the Environmental Trust Fund.

- Protection: Projects that contribute to the protection of essential ecological processes, biological diversity, and renewable and non-renewable resources in New Brunswick at an environmentally sustainable level.
- Restoration: Projects will enhance the quality and sustainability of New Brunswick's air, land and water resources.
- Sustainable Development: Economic and social activities that protect and enhance New Brunswick's resources and environment through the integration of economic and environmental objectives.
- Conservation: Projects that contribute to New Brunswick's environmental quality by conserving, or promoting conservation of, our natural resources.
- Education: Projects to develop, improve or expand educational programs and curricula which address environmental issues and the principles of sustainable development.
- Beautification: Projects to maintain and enhance New Brunswick's visual environment, particularly roadsides, shores and shorelines, for the benefit of the general public.

Priority for funding is given to projects that will achieve results in the following areas:

- Natural Areas Protection;
- Wetlands Management;
- Ecosystem Preservation;
- Water Quality Protection and Restoration;
- Watershed Protection;
- Air Quality Initiatives;
- Solid Waste Reduction and Recycling;
- Energy Conservation;

- School-based Youth Projects;
- Public Education Campaigns;
- Youth Organizations Learning Opportunities through action-oriented activities; and
- Shoreline and Roadside Clean-up (not mowing, brush cutting or planting).

This **Canadian Subsidy Directory** contains more than 2000 direct and indirect financial subsidies, grants and loans offered by government departments and agencies, foundations, associations and organizations. The Canadian Subsidy Directory (ISBN 2-922870-05-7) sells for \$ 69.95. Visit the web site at: <http://grantscanada.org/grants-and-loans.htm#CSD>

9.3 Strategic Plan Update

In August of 2004, the Pointe-du-Chêne Harbour Authority commissioned a Business and Long Range Development Plan for the Pointe-du-Chêne Harbour Authority. Section 6 of that report set out a Strategic Plan for the organization and offered practical advice on the current status of the Pointe-du-Chêne Wharf, its potential for the future and the necessary steps that must be taken to achieve realistic objectives within the context of attainable physical, human and financial resources.

Section 6.6 titled “Business Functions, Management and Decision-making” in the 2004 report sets out specific recommendations for the Pointe-du-Chêne Harbour Authority. In that section, the Board was mandated to seek the means to continue and enhance the current roles, responsibilities and feedback processes inherent in relations with stakeholders, develop a communication “chain of command”, and integrate stakeholder activities in the long range development plan. The required actions were listed and Table 9.1 provides an update of the measures adopted and outcomes achieved by the Pointe-du-Chêne Harbour Authority to fulfil the recommendations defined in 2004.

Table 9.1: Update of Outcomes

AMEC 2004 - RECOMMENDATIONS	UPDATE OF OUTCOMES - 2012
Review the PDCHA Charter with respect to Board membership, and general membership	Revised Board by-laws were adopted by the membership and implemented in June 2012
Understand the fiscal situation and limitations	Revised Financial Protocol Policy adopted in July 2012 setting out detailed accountabilities and authorities.
Improve awareness and knowledge of funding sources	The Board has mandated Amec for update report on available funding sources due Summer 2012
Strengthen PDCHA awareness and understanding of its roles and responsibilities	The Board has defined and adopted detailed Corporate Governance Policy in July 2012. Policy # GP001

Provide high quality services that readily demonstrate value for money	Evidence of increased public support and tourism
Ensure convenient access to all services	Evidence of increased public support and tourism
Enhance the credibility and reliability of the PDCHA by insisting on a professional image and effective delivery of service; and	Modernization of By-Laws and a new governance model as defined and evidenced in Policy # GP001
Recognize stakeholder needs and worth by developing and maintaining a “listening attitude” and sound communication principles	Adoption of Advisory Committee concept in Corporate Structure policy # GP002
Develop, implement and communicate a policies and procedures manual	Defined policies and procedures together with staff handbook and Board education and orientation tools
Adapt and adopt sound technological practices to maximize efficiency	Improvements in technologies achieved and ongoing with automated gate, reporting tools etc.. Fall 2012
Review current practices against relevant benchmarks; implement improvements in consultation with stakeholders; and	Standards established through policy and practices including Ethics, Standards of Conduct, Governance, etc..
Provide high quality and safe services and products at an affordable price.	Evidence of increased public support and tourism
An enhanced organization will necessary to assume the operations and management responsibilities for the all activities, programming, rehabilitation work and new construction.	Improvements evidenced in the improvement of the quality of services at the wharf and the infrastructure improvements achieved since 2004
The Board of Directors should develop policies, procedures and priorities to meet the goals established in the Strategic Plan and continue to be responsible for development applications, lease negotiations, and rental agreements and payments.	Policy set developed and adopted in the summer 2012
It is recommended that a full-time General Manager be hired as a PDCHA employee to manage the day-to-day operation of the wharf and all relevant activities.	General Manager in place for years now
The PDC Wharf should have a full-time, seasonal wharfinger, reporting to the General Manager.	Position defined in the Corporate Structure Policy GP002, but not in place pending the allocation of resources funds.

<p>While not an immediate requirement, the hiring of an events coordinator, reporting to the General Manager, for the summer season, should be considered in the medium to long term.</p>	<p>Position defined in the Corporate Structure Policy GP002, and in place Summer 2012..</p>
<p>It is recommended that a voluntary Advisory Committee be struck, which would provide guidance to the PDCHA on the implementation of the Business and Long Range Development Plan, and assist with fund raising and promotion of value-added business opportunities</p>	<p>Structure defined in the Corporate Structure Policy GP002, and will be convened in 2013.</p>
<p>The General Manager, with the assistance of the Advisory Committee, and representatives of Enterprise Southeast, the New Brunswick Departments of Training and Employment Development, and Tourism and Parks, and Human Resources and Skills Development Canada would coordinate training seminars, workshops, courses and/or programs for operators and tenants.</p>	<p>Ongoing process of quality improvement and continuing education.</p>
<p>The General Manager must pay careful attention to human resource issues to ensure that visitors and clients are provided with a high standard of service quality from skilled staff.</p>	<p>Evidence of increased public support and tourism</p>

Since 2004, there is clear evidence that the Pointe-du-Chêne Harbour Authority has defined and adopted modern governance and operational management protocols and standards with a clear focus to fulfil the company’s mandate and goals.

This fact is further evidenced by the establishment of a clearly defined Work Plan defining targeted outcomes and time-lines for the achievement of goals.

All of these measures and this modern approach should serve the Pointe-du-Chêne Harbour Authority well as it faces the challenges of the future regarding the deterioration of the existing infrastructure together with the increasing popularity and visiting traffic of people, vehicles and boaters on the wharf and in the shops and services available in the area.

10.0 CLOSING

10.1 Benefits

The estimated total cost of recommended capital improvements is in the order of \$1.2 million as shown in Table 10.1.

Table 10.1: Capital Improvements

Item	Estimated Expenditure
Pan Am Wharf	\$250,000
Museum	\$250,000
Lighting	\$10,000
Aesthetics	\$100,000
Boat Launch Relocation	\$200,000
Bait Shed Renovation	\$20,000
Marin Breakwater	\$200,000
Parking Unit	\$40,000
Boardwalk to Parlee Beach	\$165,000
Total	\$1,235,000.00

Assuming these expenditures to be associated with construction project activity and based on Statistics Canada Input-Output multipliers this expenditure would result in the creation of 8 full-time equivalent jobs, contribute \$530,000 to provincial Gross domestic Product, and \$80,000 in fiscal impacts (taxes). The proposed capital improvements would enhance the draw of the facility which would lead to increased visitation to the wharf and visitor expenditures. These are difficult to quantitatively forecast, but would cause increased business opportunities through spending on automobile fuel, food and beverage, lodging and entertainment.

10.2 Limitations

This report was prepared for the exclusive use of the Pointe-du-Chêne Harbour Authority Inc., for specific application to the subject site. Any use which a third party makes of this report, or any reliance on or decisions to be made based on it, are the responsibility of the third party. Should additional parties require reliance on this report, written authorization from AMEC will be required. With respect to third parties, AMEC has no liability or responsibility for losses of any kind whatsoever, including direct or consequential financial effects on transactions or property values, or requirements for follow-up actions and costs.

The report is based on data and information collected from January– May, 2012. Except as otherwise may be specified, AMEC disclaims any obligation to update this report for events taking place, or with respect to information that becomes available to AMEC after the time during which AMEC completed the work.

AMEC makes no other representations whatsoever, including those concerning the legal significance of its findings, or as to other legal matters touched on in this report, including, but not limited to, ownership of any property, or the application of any law to the facts set forth herein. With respect to regulatory compliance issues, regulatory statutes are subject to interpretation and change. Such interpretations and regulatory changes should be reviewed with legal counsel.

Appendix A

Events Coordinator Job Description

Job title: Events Coordinator

Reports to: General Manager

Overall responsibility: To provide entertainment planning and performance logistics for the Pointe du Chêne Wharf, through pre-planning to the end of the summer season.

Key areas of responsibility:

- Research and preparation to identify potential events (May – June);
- Develop a calendar of events for the summer season;
- Liaison with and coordination of potential musical or performance groups, other activity providers, and other service providers (i.e. catering, temporary facilities/equipment, security, etc.), as necessary;
- Coordination of physical spaces for events, including seating, stage locating, and other location logistics;
- Hiring and coordination of staff and/or volunteers for events, from set up to clean up;
- Provide on-site support during events;
- Managing events cash flow;
- Ensuring all special events are well advertised, organized and delivered.

Consults with:

- Volunteers;
- staff;
- service providers
- entertainers and entertainment companies;
- other companies providing activities.

Term of employment: May – October, 35 hours per (flexible depending on schedule of events).

Qualifications:

- diploma in Event Management or diploma/degree in related field (tourism, business, hospitality, recreation, cultural studies, etc.);
- preference given to candidates with previous experience in events planning;
- experience in marketing, fundraising and sponsorship concepts and strategies an asset;
- Strong organizational and interpersonal skills;
- Experience in supervision of staff and volunteers;
- Highly motivated individual;
- Excellent written and oral skills;

- Computer skills including MS Office.
- Ability to handle multiple projects with tight deadlines;
- Ability to multitask;
- Must have experience working with the public and liaising with customers;
- Must have a valid driver's license;
- Must be flexible and willing to work weekends and evenings as special events dictate;