

# HONEY HARBOUR WATERFRONT DEVELOPMENT PLAN

Draft Final Report  
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# 1.0 Introduction

A great opportunity exists for the community of Honey Harbour in the Township of Georgian Bay to develop its waterfront as part of the Honey Harbour Waterfront Development Plan. With the community’s enthusiasm, government’s desire for development and a landowner willing to partner with the public, the conditions are advantageous to develop improvements that will benefit the community of Honey Harbour and the private sector moving forward.

## 1.1 Background

Development of the southern shore road allowance abutting the Delawana Inn Resort (42 Delawana Road) was identified as a key recommendation in the Honey Harbour Community Master Plan and Design Guidelines, completed in 2010. In 2011, a Sustainable Georgian Bay Community Based Strategic Plan was completed, as well as a Communications, Branding and Logo Exercise. In 2013 a community based economic development strategy was completed. The recommendations within these documents, as well as discussions with FedNor, Parks Canada and local stakeholders led the Township to move forward with the Waterfront Development Plan for Honey Harbour to enhance the year-round appeal for residents, tourists and visitors alike.

The overall vision for the Township, as identified in the 2011-2015 Community-Based Strategic Plan, played a key role in the development of the Waterfront Development Plan for Honey Harbour. It reads:

*“The Township of Georgian Bay will remain a safe and welcoming place; showcasing our historic, prosperous and sustainable villages as well as cottage communities.*

*Honouring our unique natural amenities, we will promote and collaborate with the outstanding stewards of our community to foster innovative yet thoughtful growth.”*

## 1.2 Project Purpose

The purpose of this plan is to (1) review the Parks Canada’s suggestion to the Township of Georgian Bay that a potential opportunity to mobilize visitors to the National Park exists; (2) build upon the existing 2010 Master Plan and Design Guidelines to develop a Waterfront Development Plan and Implementation Strategy for the southern shore road allowance (Delawana Road) abutting the Delawana Inn property; and (3) prepare an economic analysis of the benefits of the future build, and its relationships to the community of Honey Harbour.

The Waterfront Development Plan is based upon the following five (5) elements:

- Large and small vessel dock facilities
- Waterfront promenade
- Honey Harbour and Delawana Inn Visitor Centre
- Activity Parkette, and
- Wi-Fi access.

# 1.0 Introduction

## 1.3 The Economic Rationale for Developing the Honey Harbour Waterfront

The rationale for developing the Waterfront at Honey Harbour includes both the benefits which can be expected to arise to the existing community (year round and seasonal residents) as well as the economic impacts arising from higher tourism visitation to the Harbour area.

### **Drivers for Sustainable Economic Change and Community Growth**

The potential for translating a series of public and private investments in and around the waterfront into realizable economic improvements for the community of Honey Harbour include:

- The existence of an established community, commercial services and recreational assets such as the Delawana Inn and the need and opportunity for regeneration of the Harbour area;
- The opportunity to create a seasonal hub which meets the demand for services from both residents and visitors alike;
- The opportunity to create a signature “gateway” to the Georgian Bay Islands National Park. As such, Honey Harbour can boast a central role as a tourism centre to meet the economic development objectives of not only the Township but its regional tourism partners in Regional Tourism Organization (RTO) 12;

- A very significant opportunity to better utilize the public assets and the shoreline to emplace infrastructure to serve the island residents, by making it an accessible destination and port of call for cottage residents from the islands who require mainland commercial services;
- The potential for this investment to help stimulate continued reinvestment in private properties in the community, not the least of which is the Delawana Inn which can continue to provide accommodations to overnight tourists which will further stimulate demand for services in the area. This includes additional tourism experiences in and around the National Park. Accordingly, this report outlines the potential for economic benefits to be improved by an order of magnitude if sustainable operations of the Inn are achieved in the coming years. The investment of the Township in its waterfront signals a willingness to provide infrastructure improvements that can effectively support ongoing private investment.

The execution of the development plans laid out in this report can thus be viewed as having an important regional impact.

# 1.0 Introduction

## 1.3 The Economic Rationale for Developing the Honey Harbour Waterfront (Cont'd)

### Components of the Development Plan Create Synergy

It is important to view the proposed developments in terms of their combined impact. While each action has its rationale and merits, the true benefit of the plan lies in the linked attributes of each investment:

1. The development of Visitor Centre will be a colocation within a single building of a gateway interpretive and service centre for the Islands. The development of a centralized commercial boat tour service from the Harbour will include offices and waiting areas within the building;
2. The Visitor Centre will act as a destination in its own right providing interpretive information for guests of the Inn, as well as visitors to the islands;
3. The development of the 'Activity Parkette' in the vicinity of the Visitor Centre will add additional appeal and amenities to those visiting the centre and/or waiting for scheduled boat tour services;
4. The development of a large vessel docking facility and public seating area at the end of the road allowance in proximity to the main entrance to the Delawana Inn will itself form a gathering point for both visitors and residents;

5. The development of a number of small watercraft transient slips, operated by the Township, will complement those in marinas around the area but more significantly will bring residents and visitors to the centre of Honey Harbour – future investments in pedestrian linkages to the existing commercial uses in Honey Harbour will further enhance this potential.

As a result of the improvements contemplated in this plan, it is likely that visitation to the islands will increase – currently, the water taxi services (DayTripper) provided by Parks Canada has insufficient capacity to meet all of the demand. Through the development of the large vessel docking area, as well as the interest of Parks Canada to potentially transfer this taxi service to a qualified and licensed operator, it is possible that the new development in Honey Harbour can represent a key launch point to the National Park and beyond. At the very least, it is anticipated that this will help ensure that the current demand for water taxi and boat tour services which is unmet, will be regained. Beyond that, the complex of developments has the potential to further stimulate net new visitation to Honey Harbour, for the benefit of the business community as a whole.

It is not believed that the development of the area will reduce the amenities and enjoyment of properties by private residents. Over all, the plan is sensitive to the need for moderate investment in docking and other infrastructure which balances the interests of residents and tourists.



# 1.0 Introduction

## 1.3 The Economic Rationale for Developing the Honey Harbour Waterfront (Cont'd)

### **Undertake the Plan as a Whole**

The economic benefits of the plan are likely to be realized sooner if the plan, in its entirety, is implemented. The Visitor/Gateway Centre will not achieve its mandate if the remainder of the plan is not undertaken. Timing of the developments should recognize that a sequential development over a shorter time frame (up to 5 years) is likely to have greater impacts on an ongoing basis than piecemeal implementation. As an example, a Visitor Centre without the allied investment in a new dock cannot be expected to function as the central transportation point for day tours to the Islands, further limiting its financial viability.

### **Role of the Delawana**

The role of the Delawana Inn in translating these improvements into longer term success should not be overlooked – as a large land holding, in a parkland setting, replete with a large main building, formalized seawall landscaping, and boat moorings – the retrofit and/or redevelopment of the Inn could form the single most significant action to reinvigorate Honey Harbour.

### **Facilitate Economic Spin-Off**

Questions of whether, how and when this development of the Delawana occurs is not the subject of this report. However, we recognize that the partnership outlined in this report between the Delawana and the Township and the financial commitments of each to the development and operations of the Visitor/Gateway Centre must be predicated on the planned investment in the resort.

### **Measuring Viability and Economic Impact**

Later in this report, the potential for economic impact is quantified along with an order of magnitude assessment of the operating costs and revenues associated with the Visitor Centre. Central to this is the concept of financial sustainability as well as “below the line” economic impacts. Sustainability of a public building serving a range of community objectives requires that the Township determine whether sustainability should be gauged only in terms of financial sustainability (revenue neutrality or better for a standalone operation) or include recognition of the broader community objectives which are met through the operations of the facility – in so doing, recognizing that an operational deficit may be justified in terms of the discernable economic benefits to the local community. These local impacts in terms of the following plan for public realm improvements and investment in a Visitor Centre as a municipal capital facility will be measured in terms of greater private investment, enhanced visitation, longer duration of visits to Honey Harbour and the active use and programming of the facility for the local community year-round.

# 1.0 Introduction

## 1.4 Study Process

The project was undertaken in three phases as described below:

### Phase 1 – Background Review and Analysis

The first phase consisted of a complete and comprehensive review of background materials and analysis of local existing and surrounding conditions that provided the Project Team with a sound understanding of the project requirements. A public meeting to gather initial community comments was held during this phase as well as an initial site visit.

### Phase 2 – Preliminary Development Options

The second phase of the work program focused on developing draft development options for the waterfront and identifying the strengths and weaknesses of each. A meeting was held at the end of Phase 2 with the Community Advisory Group (CAG) to present the conceptual options and receive feedback and further inputs to carry the design into Phase 3. This meeting was open to the public and many funding agencies attended.

### Phase 3 – Final Concept, Cost Estimate and Report

The third phase focused on developing the final design and report for the Honey Harbour Waterfront Development Plan. An economic assessment, implementation plan and cost estimate were also included. A second Community Advisory Group meeting was held on January 5, 2015.

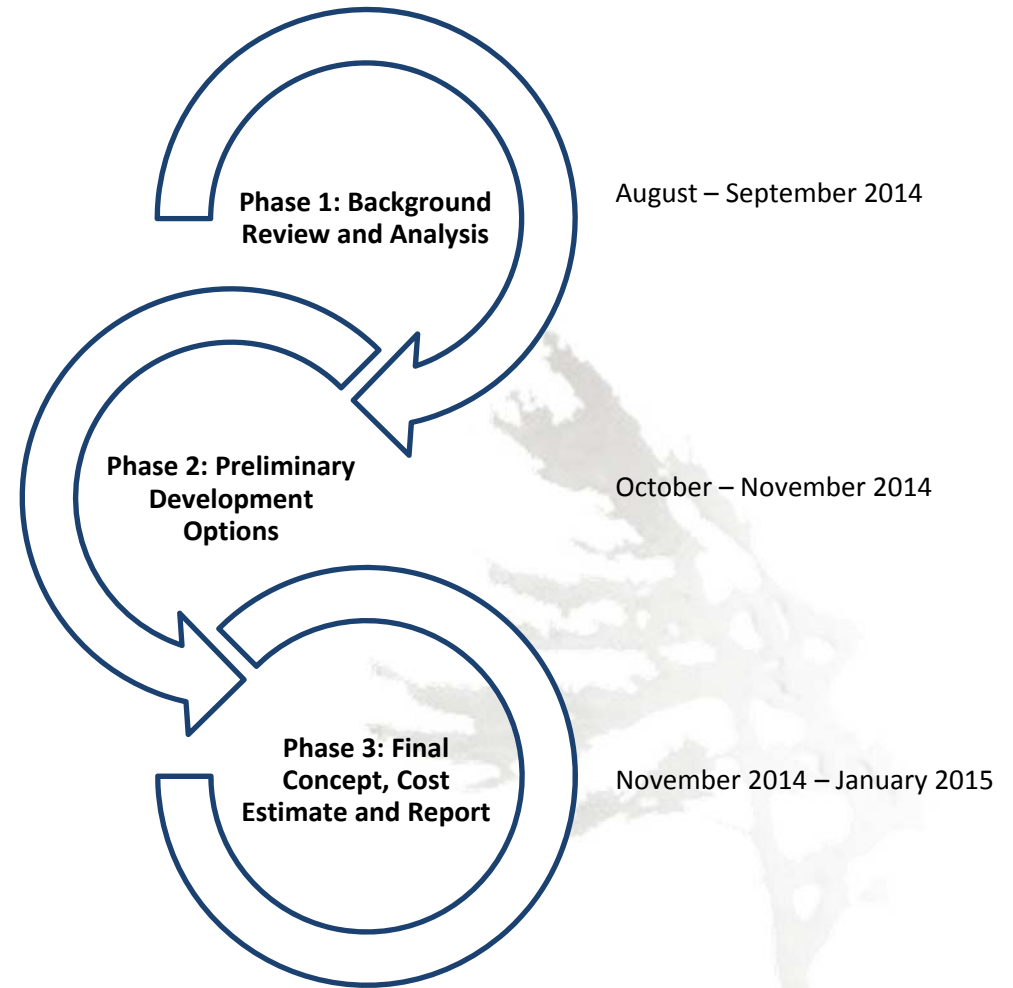


Figure 1.1: Study Process Diagram

# 2.0 Context + Analysis

## 2.1 Site Context

### Regional Context

Honey Harbour is a small community located in the southwestern portion of the Township of Georgian Bay within the District of Muskoka. Strategically situated on the shore of Georgian Bay, it is a transition point – a gateway and a launching point to the 30,000 Islands of Georgian Bay for the Township’s 19,000 residents and cottagers plus its many visitors. The unique environmental features of the area contribute to its recognition as a world-renowned Heritage Coast and part of the UNESCO Georgian Bay Biosphere Reserve.

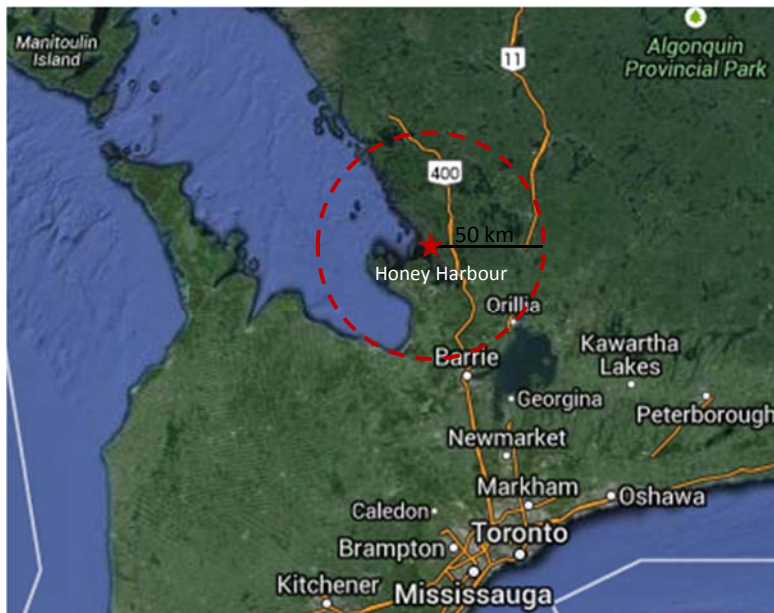


Figure 2.1: Regional Context

### Local Context

The general study area for this assignment is the southern shore road allowance (Delawana Road) and adjacent portions of the Delawana Inn property, located near the T-intersection of Delawana Road and Honey Harbour Road with District Road 5.



Figure 2.2: Local Context



## 2.0 Context + Analysis

### 2.2 Property Ownership

As can be seen on the adjacent figure, a majority of land in the vicinity of the study area is privately owned. The shore road allowance is identified as public lands, owned by the Township of Georgian Bay, and includes the southern shore road allowance (Delawana Road).

As can be seen on the adjacent figure, the subject shore road allowance is not directly accessible from District Road 5, but only by a driveway that crosses and forms part of the Delawana property.

#### Legend

- Public Lands
- Private Lands
- Water
- Study Area

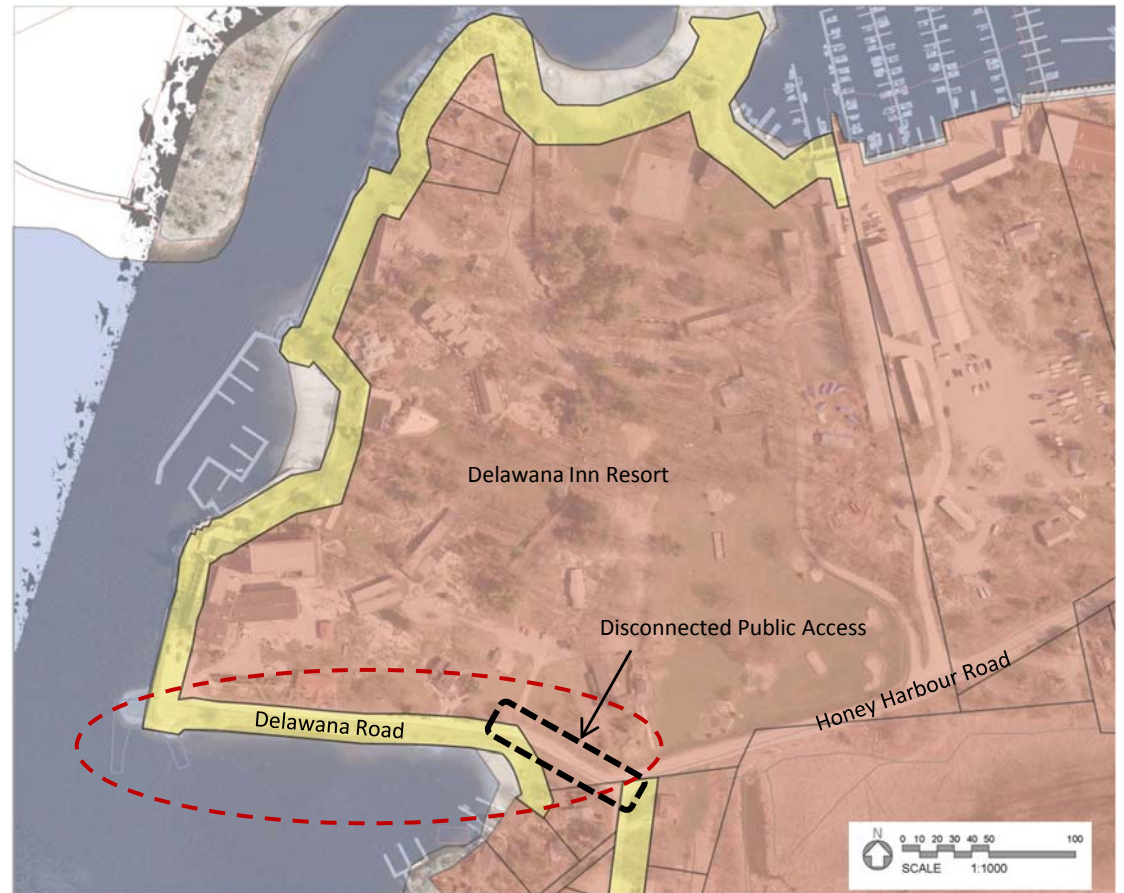


Figure 2.3: Property Ownership

## 2.0 Context + Analysis

### 2.3 Water Levels of Georgian Bay

Water level of the bay is a critical aspect of the design for all aspects of the project. Understanding of the water level variations and changes helps with understanding of the various design aspects discussed below.

Water levels of Lake Huron and Georgian Bay fluctuate on seasonal, short term and long term bases. These are natural fluctuations and will continue into the future. Water levels of the Great Lakes are generally referenced to a Chart Datum. For Georgian Bay, the present Chart Datum is 176.0 m IGLD, 1985 (International Great Lakes Datum, 1985). Chart Datum elevations are periodically reviewed and adjusted. The last adjustment was made in 1985.

Short term, long term and seasonal water level fluctuations occur. Short term basis refers to fluctuations that occur as a result of wind, atmospheric pressure and wave conditions. These generally last for periods of hours, possibly a day and are generally referred to as surges or wind set up. In the south part of Georgian Bay surges of up to 1 m have been experienced. Long term fluctuations occur over a period of years and are generally the result of long term weather patterns over the entire drainage basin. Historically, water levels in Georgian Bay have varied between elevation 175.6 m IGLD and 177.6 m IGLD 1985. This represents an approximate 2.0 m fluctuation. Seasonal fluctuations are typically in the order of 0.3 m with high water level being reached in the summer and low in the winter.

The Ministry of Natural Resources reviewed water levels of the Great Lakes and prepared a water level analysis in 1989. These results are recommended by the provincial technical guide to be used for the assessment of shoreline hazards along the Great Lakes. The guide recommends the use of the 1:100 year water level as the Design High Water Level (DHWL). For the Honey Harbour area this elevation is 178.0 m GSC (Geodetic Survey of Canada).



*Water Levels of Georgian Bay Fluctuate Seasonally*

## 2.0 Context + Analysis

### 2.4 Bathymetry

Bathymetric information was obtained from the Canadian Coast Guard, (CCG), Department of Fisheries and Oceans. This included a number of field sheets which included the “raw” data collected by CCG and used for preparation of marine charts. This is the best available information for the Honey Harbour site. The findings contained in these field sheets are included in the site plan provided in this report. A plan of existing conditions is presented on the adjacent figure. The data points do not come close enough to the shore to provide sufficient information for design and detailed site sounding will be required prior to proceeding to preliminary design. The information on the field sheets contains an outline of a pier that previously existed and was operated by the Federal Government at the site.



Figure 2.4: Bathymetric Data



## 2.0 Context + Analysis

### 2.5 Opportunities and Constraints

Through the background review and analysis phase, a number of opportunities and constraints or challenges have been identified relative to the study area. The key opportunities and constraints have been identified on the adjacent diagram and are described below.

#### 1. Large Vessel Dock Facility

- Large dock area at old wharf location
- Accommodate large vessels
- Potential jumping off place for *DayTripper* / private water taxis / boat tour services to Georgian Bay Islands

#### 2. Waterfront Promenade / Small Vessel Dock

- Locate along south shore road allowance
- Shore road allowance is not accessible directly from District Road 5, only via private driveway

#### 3. Visitor Centre / Delawana Gateway

- Gateway to Delawana Inn
- Parks Canada interpretive displays
- Township Visitor Centre
- Coastal Georgian Bay architecture
- Options: (1) Temporary Facility (renovation of existing building -short term solution); or (2) New building (long term solution)

#### 4. Existing South Beach Area

- Access to public beach from District Road 5 crosses private property

#### 5. Wi-Fi Access

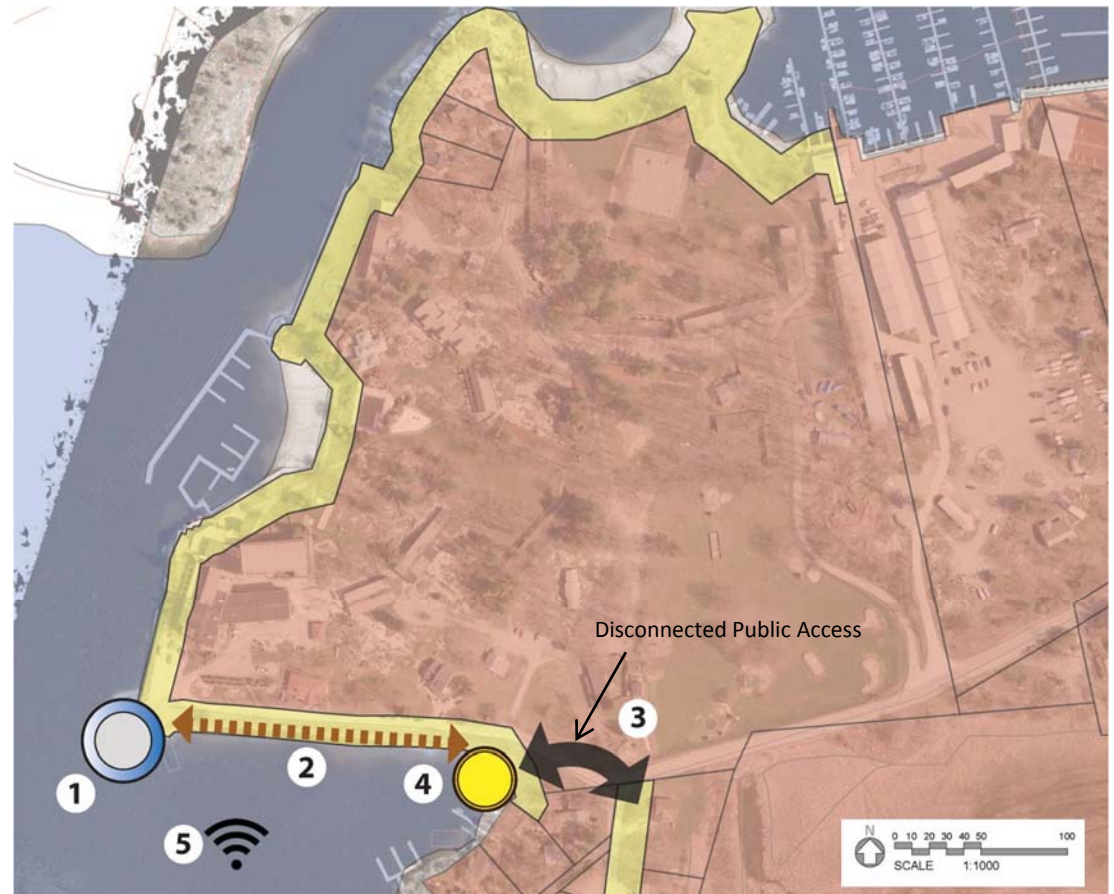


Figure 2.5: Opportunities and Constraints Diagram

#### Legend




- Public Lands
- Private Lands
- Water



# 3.0 Waterfront Development Plan

## 3.1 Overall Waterfront Development Plan

1. Large Vessel Floating Dock Facility
2. Small Vessel Floating Dock Facility
3. Gazebo
4. Shoreline Revetment
5. Lookout Points
6. Woonerf (Pedestrian Street) with Unit Paving
7. 'Activity Parkette'
8. Enhanced Paving
9. Sidewalk
10. Honey Harbour and Delawana Inn Visitor Centre
11. Vertical Feature
12. Parking
13. Signage Wall with Planting Feature
14. Removable Bollards
15. Conceptual New Private Road Options

-  Bench
-  Picnic Table
-  Lighted Bollards

Note: All development on this plan is conditional on access and ownership agreements between the Township and Delawana Inn Resort.

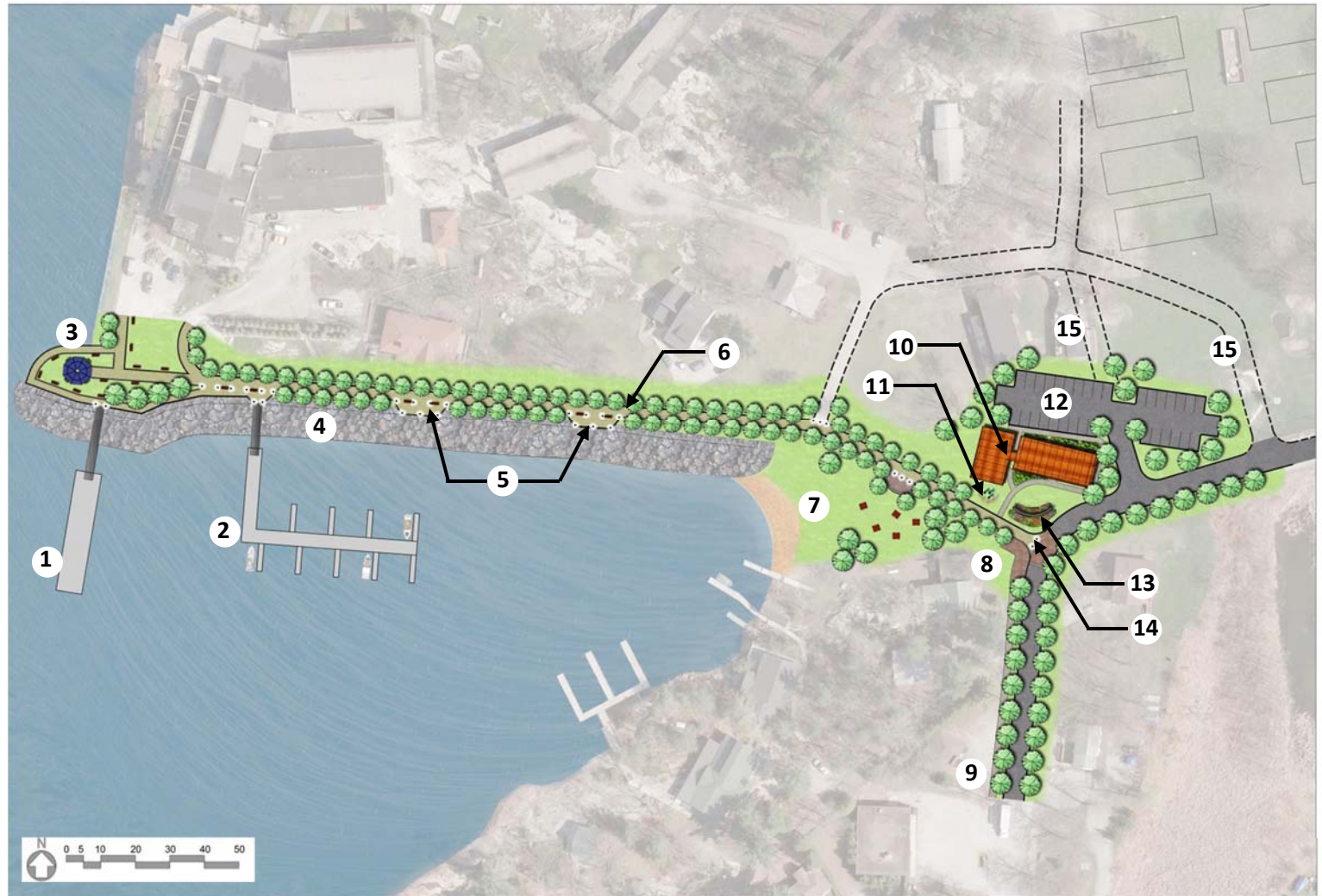


Figure 3.1: Honey Harbour Waterfront Development Plan

# 3.0 Waterfront Development Plan

## 3.2 Concept Elements

### Large Vessel Dock Facility

The purpose of the large vessel dock facility is to accommodate large vessels and services such as the DayTripper, private water taxis and boat tour services to Georgian Bay Islands.

The Miss Midland, the only large vessel that is or may be available in the local area in the foreseeable future, was used as a typical “design vessel” for the pier. The vessel is 26 m long and 5.9 m wide and draws 2.3 m. There are two deck additions on the ship that extend the above water length to approximately 35 m.

Two types of piers were considered for potential implementation, a fixed pier and a floating pier. Through the community engagement process the floating dock option was identified as the preferred option due to the fluctuating water levels of Georgian Bay, environmental concerns, and capital cost implications.

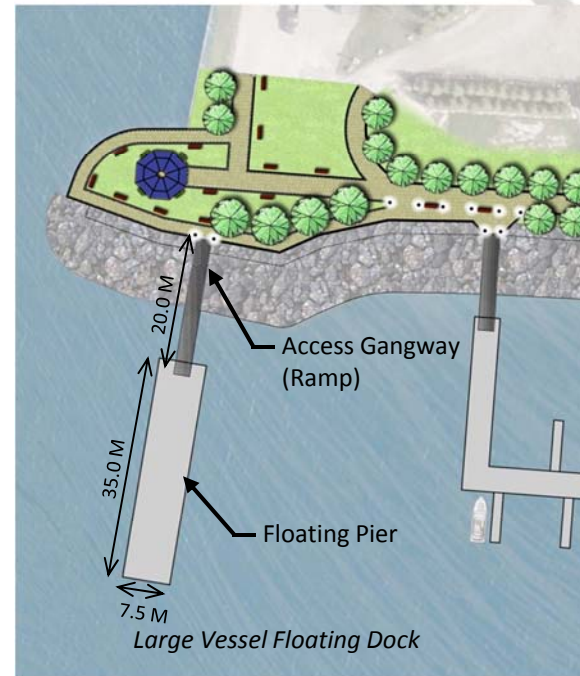
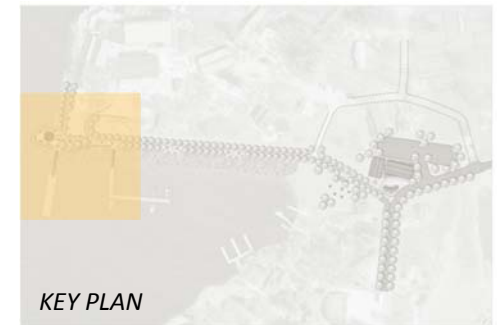


Figure 3.2: Large Vessel Dock Facility

# 3.0 Waterfront Development Plan

## 3.2 Concept Elements (Cont'd)

### Large Vessel Dock Facility (Cont'd)

The floating dock is recommended to be a heavy duty floating dock suitable for docking of vessels in the order of 35 m. The dock shall be substantially more robust than the typical floating docks used as residential/cottage docks or docks at most resorts on Georgian Bay. It is likely to be concrete with incorporated internal floats or a steel or aluminum frame with floats and heavy duty decks. The dock shall be anchored to the lake bottom sufficiently to prevent excessive movement during docking. A typical section of the floating pier is provided in Appendix A. Appropriate dock fenders should also be provided.

The floating pier is recommended to be 35 meters long and approximately 7.5 meters wide for stability and to better accommodate anchoring systems. The freeboard of the dock is proposed to be in the order of 1 meter. The ramp is proposed to be 20 meters long and approximately 2.4 meters wide. At this length, the ramp will meet requirements of the "Accessible Design for the Built Environment" standards (CAN/CSA – B651-04) at average or higher water levels (above 176.5.) Building a longer ramp is possible but complicated and expensive. Adherence to this standard should be given consideration by the municipality.

The fixed pier option may be considered more stable and therefore preferred by vessel operators. However, the floating pier can be anchored well and provide sufficient stability for both the docking vessel and the passengers.

It should be noted that the slope of the ramp for the floating dock may marginally exceed national standards under low water levels. However, the constant freeboard makes it easier to provide infrastructure for docking of boats at this site.



Figure 3.3: Typical Floating Pier Cross Section

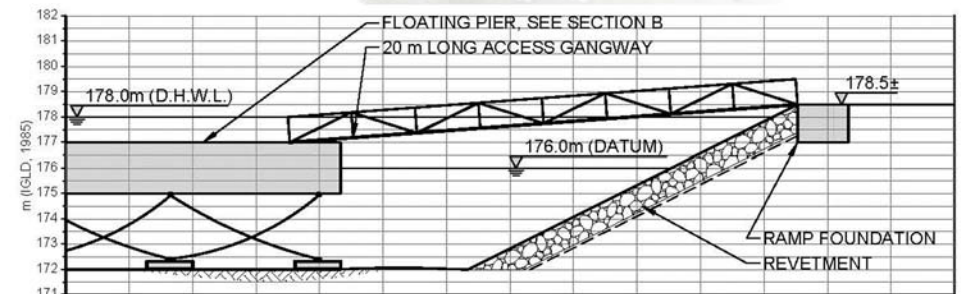


Figure 3.4: Typical Access Ramp for Floating Pier Cross Section



# 3.0 Waterfront Development Plan

## 3.2 Concept Elements (Cont'd)

### Waterfront Promenade

The Waterfront Promenade provides a pedestrian experience restricting vehicular access on the promenade to maintenance and repair of infrastructure, emergency vehicles and Visitor Centre vehicles transporting persons with disabilities. Recognizing the three existing cottages and main lodge on the Delawana property facing the shore road allowance, the promenade will also allow vehicular access for the Delawana patrons of these existing buildings. When the main lodge of the Delawana Inn Resort is renovated, Delawana will consider construction of a separate private vehicular access route to preserve the pedestrian character. It is recommended that the subject of the renovation of the main lodge and separate private vehicular access be further discussed and documented to ensure the preservation of the pedestrian character of the promenade. To protect the pedestrian nature of the promenade removable bollards may be placed at the entrance of Delawana Road. Emergency access would be provided through the Delawana Road entrance from District Road 5, while the preferred access route to the promenade for the other permitted uses remains to be determined.

The promenade adds an additional sense of connection between Honey Harbour and the waterfront for pedestrians and will become the main access for visitors to access the *DayTripper* or similar operators. Connecting from the Honey Harbour and Delawana Inn Visitor Centre, the promenade is paved with decorative unit paving and ends at a gazebo near the large vessel pier. The promenade could be lighted by pedestrian scale lighting for safety and with lighted bollards providing decorative accents. Lookout points will extend to the revetment at intervals with interpretive signage and benches to provide seating. Planting should take into consideration the maintenance of views from the three Delawana cottages immediately north of the shore road allowance. The promenade also provides the potential for a linear market experience or other special event opportunities.

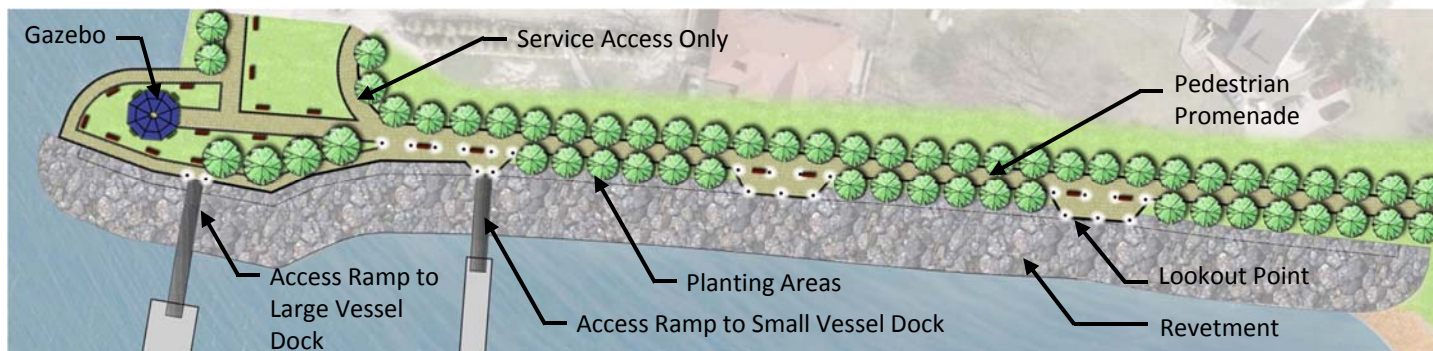
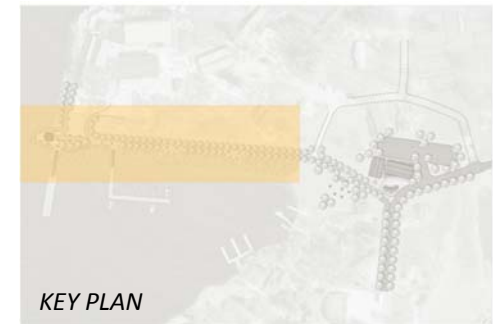


Figure 3.5: Waterfront Promenade

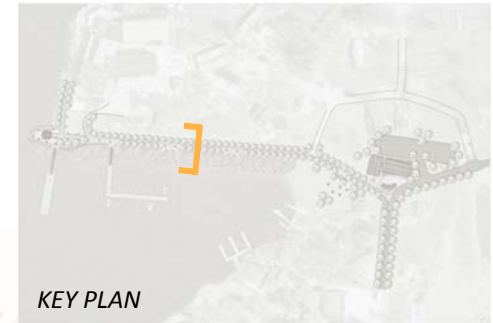


# 3.0 Waterfront Development Plan

## 3.2 Concept Elements (Cont'd)

### Waterfront Promenade (Cont'd)

#### Cross Section at Pedestrian Promenade



Pedestrian Promenade



Figure 3.6: Waterfront Promenade Cross Section

# 3.0 Waterfront Development Plan

## 3.2 Concept Elements (Cont'd)

### Waterfront Promenade (Cont'd)

#### Cross Section at Lookout Point



Lookout Points with Interpretive Signage



Water's Edge

Revetment

Lookout Point

Pedestrian Promenade / Woonerf

Planting Strip Buffer

Figure 3.7: Waterfront Promenade Cross Section

# 3.0 Waterfront Development Plan

## 3.2 Concept Elements (Cont'd)

### Small Vessel Dock and Shoreline Improvements

#### Small Vessel Dock

A number of options for the small vessel dock were investigated and presented to the Community Advisory Group (CAG) for review. The option preferred by the CAG consists of a main dock with a single point of access from land and finger docks perpendicular to the main dock to increase capacity. This arrangement, compared to the other options considered, allows for more docking capacity but moves the docks further away from the shore. It should be noted that a disadvantage of this arrangement is that the use of finger docks limits the size of the boats that can use the facility in comparison to parallel docking at a main dock.

The small vessel floating dock is envisioned to be approximately 50.0 meters long, 3.6 meters wide with approximately 0.6 m freeboard. The dock would be secured with anchors placed on the lake bottom. The dock would be of high quality suitable for high intensity of use. One access ramp would be provided. The ramp is proposed to be 15.0 meters long and approximately 1.8 meters wide. At this length the ramp will meet requirements of the "Accessible Design for the Built Environment" standards (CAN/CSA –B651-04) at above average water levels only (above 177.25 m.). As noted with the large vessel dock facility, building a longer ramp is possible but complicated and expensive. Adherence to this standard should be given consideration by the municipality. The dock could be widened under the ramps to provide additional flotation capacity to support the ramp loads.

Based on the available information we cannot confirm if dredging is required in order for boats to approach the dock from the shore side since the bathymetric information is not detailed enough. Should the site be found too shallow, there would be an additional cost for the dredging.

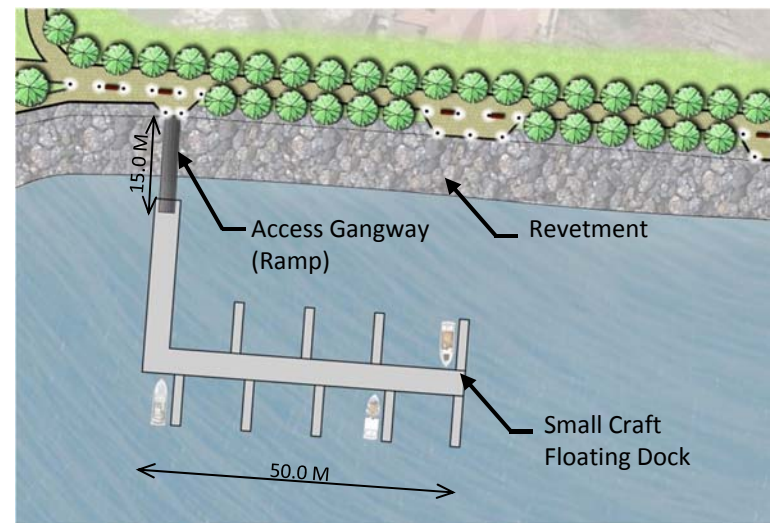
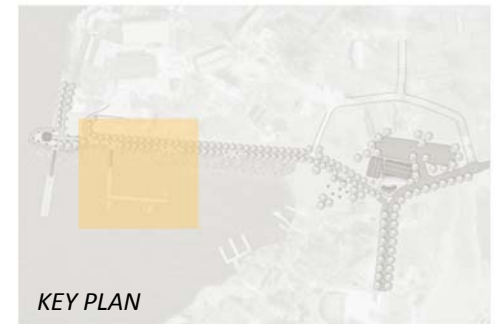


Figure 3.8: Small Vessel Dock



Access Ramp



Floating Finger Docks

# 3.0 Waterfront Development Plan

## 3.2 Concept Elements (Cont'd)

### Small Vessel Dock and Shoreline Improvements (Cont'd)

#### Shoreline Improvements

Shoreline improvements along the south side of the site are anticipated to be completed as part of the development. The shore of the site on the south side is now protected with some rip rap and armour stone along the lower part of the bank. Soils are exposed along the upper bank and would be susceptible to erosion during high water levels. A revetment is proposed along the south shore starting near the beach and extending the full length of the shore, approximately 200 meters. The revetment would make use of existing stone as much as possible and be positioned as close to the existing shore as possible and follow the alignment of the shore to minimize infill. The crest elevation is proposed to be approximately 178.5 m and the slope of the revetment to be 2h:1v. This elevation is above the design high water level of 178.0 m but the crest could be expected to be subject to minor wave overtopping at DHWL. The backshore elevation appears to be near 178.0 m and the backshore may require some filling/levelling. Backshore grading will need to be reviewed in the detailed design.

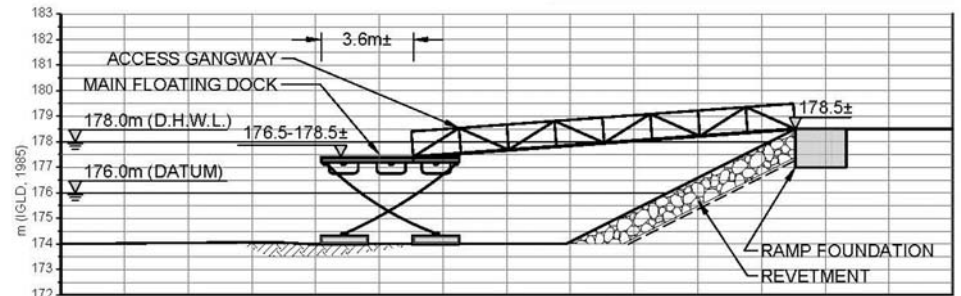


Figure 3.9: Typical Small Boat Dock and Ramp Cross Section

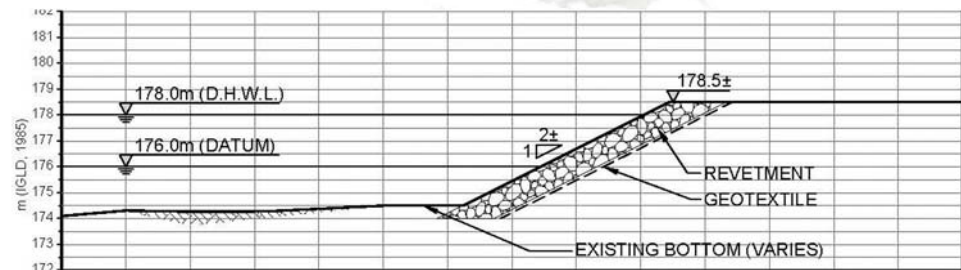


Figure 3.10: Typical Revetment Cross Section



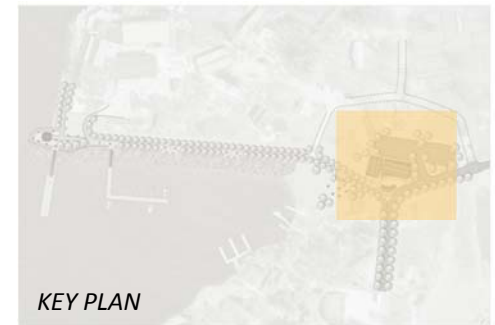
# 3.0 Waterfront Development Plan

## 3.2 Concept Elements (Cont'd)

### Honey Harbour and Delawana Inn Visitor Centre

An important element of the Waterfront Development Plan is the Visitor Centre. This is envisioned by the Township to be the central hub for visitors to Honey Harbour. A gateway building for the Delawana Inn was also determined to be desirable in the vicinity of the terminus of District Road 5.

Several building design options were considered at various locations within the study area. As the most efficient option, it is recommended that a single building with two separate wings be developed to accommodate both the Honey Harbour Visitor Centre and the Delawana Inn Gateway. The building is recommended to be winterized for future year round use.



Removable / Retractable Bollards



Signage Wall with Planting

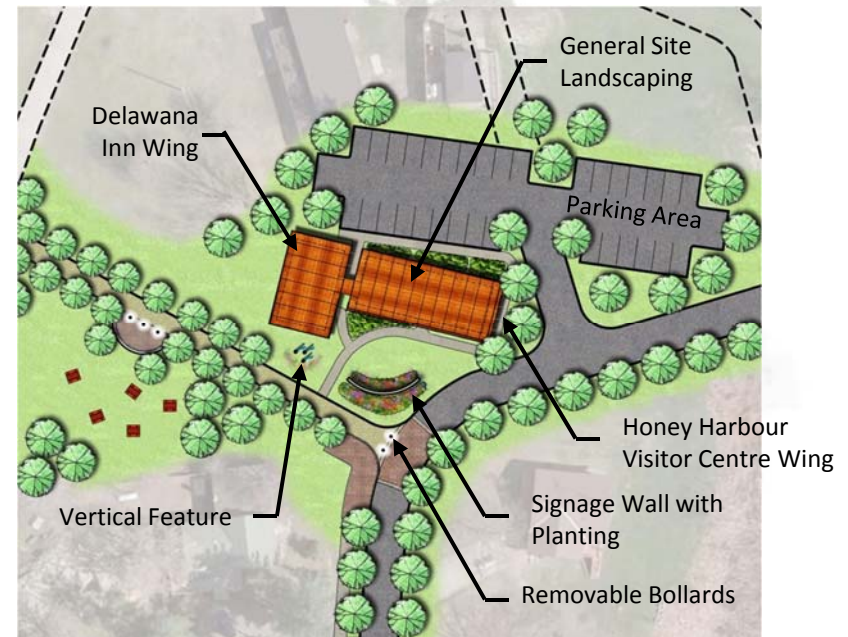


Figure 3.11: Visitor Centre Building

## 3.0 Waterfront Development Plan

### 3.2 Concept Elements (Cont'd)

#### Honey Harbour and Delawana Inn Visitor Centre (Cont'd)

##### Honey Harbour Visitor Centre

An important element of the Waterfront Development Plan is the Visitor Centre. This is envisioned to be the central hub for tourists and visitors to Honey Harbour, with a number of potential tenants identified throughout the study process. Potential tenants / building users include:

- Parks Canada / Interpretation Displays
- Georgian Bay Land Trust
- Georgian Bay Association
- Georgian Bay Forever
- Georgian Bay Biosphere Reserve
- Muskoka Tourism
- Explorer's Edge
- Chamber of Commerce
- Honey Harbour Historical Society
- Day Tripper Operators, etc.

It was determined through stakeholder consultation that ensuring clear views and sightlines to the water, docks and pier was an important consideration in siting the Visitor Centre building.

##### Delawana Inn Gateway

The Delawana Inn Gateway wing is envisioned to be separate in nature from the Visitor Centre wing of the building, however, during hours when both facilities are open the linkage between the two wings will provide seamless access for guests of the Delawana Inn to learn about what Honey Harbour and the surrounding area has to offer and vice versa, providing tourists the opportunity to inquire about accommodations at the Delawana Inn.

Details related to the recommended building floor plan and program are provided on the following pages.

# 3.0 Waterfront Development Plan

## 3.2 Concept Elements (Cont'd)

### Honey Harbour and Delawana Inn Visitor Centre (Cont'd)

#### Building Design - Views



Figure 3.12: Perspective From Honey Harbour Road (Looking North)



View from North



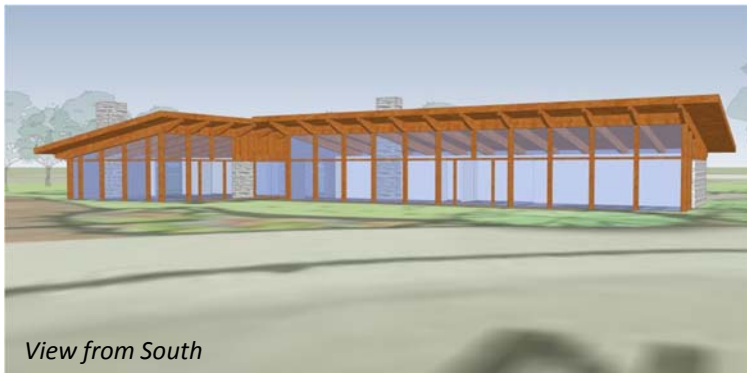
View from North East

# 3.0 Waterfront Development Plan

## 3.2 Concept Elements (Cont'd)

### Honey Harbour and Delawana Inn Visitor Centre (Cont'd)

#### Building Design - Views





# 3.0 Waterfront Development Plan

## 3.2 Concept Elements (Cont'd)

### Honey Harbour and Delawana Inn Visitor Centre (Cont'd)

#### Building Floor Plan

The larger wing (1,670 sf.) is proposed to accommodate the Honey Harbour Visitor Centre, while the smaller wing (1,060 sf.) is proposed to accommodate the Delawana Inn Gateway amenities with a corridor (90 sf.) linking the two wings. The total building size is 2,820 sf.

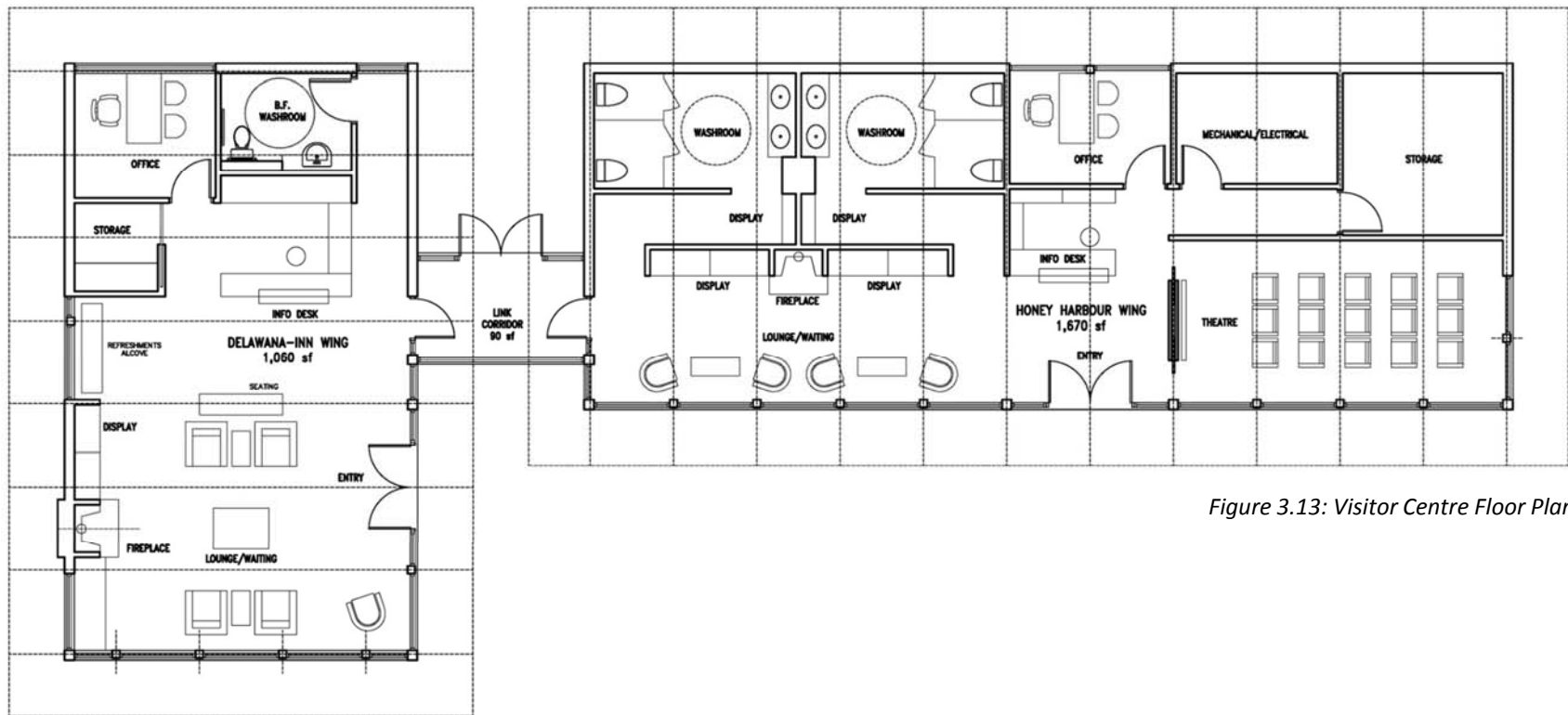


Figure 3.13: Visitor Centre Floor Plan

# 3.0 Waterfront Development Plan

## 3.2 Concept Elements (Cont'd)

### Honey Harbour and Delawana Inn Visitor Centre (Cont'd)

#### Preliminary Building Program

As identified on the Building Floor Plan, two separate wings are recommended. The recommended program elements and associated square footage (net and gross) for each wing are identified below.

#### Honey Harbour Wing

	<u>NET (sf)</u>	<u>GROSS (sf)</u>
Entry Vestibule	110	125
Display Area and Seating	320	370
Information Desk	50	60
Office	95	110
Storage	135	155
Mechanical/Electrical	95	110
Washrooms (2 per sex)	365	420
Small theater (15 seats)	<u>280</u>	<u>320</u>
<b>Sub-Total</b>	<b>1,450</b>	<b>1,670</b>

#### Delawana Inn Wing

	<u>NET (sf)</u>	<u>GROSS (sf)</u>
Entry Vestibule	140	160
Display Area and Seating	450	515
Information Desk	85	100
Office	95	110
Storage	45	50
Washroom	65	75
Refreshments Alcove	<u>45</u>	<u>50</u>
<b>Sub-Total</b>	<b>925</b>	<b>1,060</b>
<b>Link Corridor</b>	<b><u>80</u></b>	<b><u>90</u></b>
<b>TOTAL</b>	<b>2,455</b>	<b>2,820</b>

# 3.0 Waterfront Development Plan

## 3.2 Concept Elements (Cont'd)

### Honey Harbour and Delawana Inn Visitor Centre (Cont'd)

#### Palette of Materials

The Building is a one-storey, slab-on-grade, wood frame construction. A reference list of materials is provided below.

- Exterior windows and doors:** Wood frames, insulated glass and wood/glass doors.
- Roof finish:** Cedar shingles, 4-ply roofing membrane over Link.
- Eaves and flashing:** Galvanized metal or copper.
- Roof soffit:** Cedar planks, tongue and groove.
- Roof structure:** Solid wood decking over heavy timber beams and rafters.
- Exterior cladding:** Full-bed limestone veneer, cedar plank siding.
- Wall and floor finishes:** Stone or porcelain floor tiles, painted drywall, wood accent paneling, and exposed limestone veneer.
- Interior doors:** Wood frames and solid wood doors.
- Finished ceilings:** Exposed wood roof deck, painted drywall.
- Washrooms:** Commercial grade fixtures, partitions and accessories.
- Millwork:** Commercial grade – hardwood, glass, stainless steel.
- Countertops:** Natural Stone, Corian.
- Window coverings:** Solarshade, black-outs in Theatre Room.



*Inspirational Imagery*

# 3.0 Waterfront Development Plan

## 3.2 Concept Elements (Cont'd)

### Honey Harbour and Delawana Inn Visitor Centre (Cont'd)

#### Palette of Materials (Cont'd)



*Exterior Finishes: Full-bed limestone veneer, cedar plank siding*



*Interior Finishes: Exposed wood roof deck, painted drywall, commercial grade millwork*



# 3.0 Waterfront Development Plan

## 3.2 Concept Elements (Cont'd)

### 'Activity Parkette'

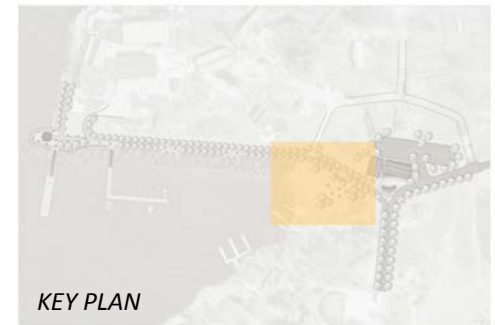
The 'Activity Parkette' (currently referred to as the south beach area) is located at a well sheltered location and the existing shoreline conditions appear stable. While the original direction was to offer public swimming in this location, upon further investigation the area does not appear suitable for swimming activities. Given the close proximity of private properties and docks on the south side of the beach and the depth of water in this location (very shallow), it is recommended that the 'Activity Parkette' be developed primarily as a picnic area with some opportunities for wading in the water. This parkette would provide picnicking amenities such as picnic tables, trees, waste and recycling receptacles, wayfinding elements, etc., creating a unique place for tourists and visitors to spend their time in Honey Harbour or while awaiting their fishing charter, boat tour, and / or reserved timeslot on the *DayTripper* (or similar boat service to Georgian Bay Islands National Park). Parking for the parkette could be provided by the Visitor Centre parking lot.



Family Picnicking



Wading Area



KEY PLAN



Figure 3.14: Activity Parkette

## 3.0 Waterfront Development Plan

### 3.2 Concept Elements (Cont'd)

#### Wi-Fi Access

As a pilot project, with the intention of determining the need of the travelling public in Honey Harbour, a 'Hot Spot Wi-Fi Project' was delivered in the community from July 7<sup>th</sup> to September 5<sup>th</sup>, 2014. The project area included the installation of 7 modems at no cost to residents within the Honey Harbour Town Centre, spanning from the Delawana Inn to Honey Harbour Park.

The purpose of the project was to collect information about usage volume, users, and user behavior (i.e., types of websites visited) while the seasonal and tourist populations were at their peak. It is important to note that while the project had limited local advertisement, a large amount of data was downloaded during this pilot time period.

The project also noted that free wi-fi internet access increased the likelihood of locations and experiences being marked and discussed via social media, which could in turn encourage economic and tourism development. Therefore, there is a strong indication that the Township would benefit from the implementation of permanent Wi-Fi access for visitors to Honey Harbour.



*Wi-Fi Access in Muskoka*

## 4.0 Implementation Strategy

### 4.1 Shoreline Permit and Approval Considerations

Rehabilitation of the existing shoreline structures and installation of new docks will require review and / or approval by various agencies under their regulating acts. This will require the submission of detailed construction drawings in conjunction with a formal project application.

The following provides a description of these reviews and approvals and how they relate to the Waterfront Development Plan.

#### **Fisheries Act**

Section 35 of the Fisheries Act states that “No person shall carry on any work, undertaking or activity that results in the harmful alteration or disruption, or the destruction, of fish habitat”. Fisheries and Oceans Canada (DFO) has developed list of pre-approved projects that do not require review by DFO. If the proposed work is not included in the pre-approved projects, the rehabilitation work will need to be reviewed under the Fisheries Act.

Fisheries and Oceans Canada is responsible for reviewing projects to identify any impact to fish and fish habitat and working with proponents to identify mitigation measures. If impacts can be mitigated, DFO will issue a letter of advice for the project and authorization under the Fisheries Act is not required. There is a possibility that the project may be permitted under a Letter of Advice depending on the extent of the in-water works and associated infill. The extent of infill should be minimized.

#### **Navigation Protection Act**

Transport Canada reviews projects with respect to the Navigation Protection Act. If Transport Canada considers the project “Minor Works” review by Transport Canada under NPA is not required. Once the detailed design is complete we will determine the need for Transport Canada’s review and/or approval. The proposed works may qualify as Minor Works, but the close proximity to busy navigational channels may upgrade the project.

#### **Public Lands Act**

Approval from the Ministry of Natural Resources and Forestry (MNRF) is required under the Public Lands Act if the works are constructed on public lands. The lands under the water, are public lands and subject to approval under the Public Lands Act. The exact nature of the permitting will be established during the application process and will depend on a number of details of the project. These details include the extent of landfill and the nature of the dock operations. If the dock operation is a revenue generating undertaking, then MNR will require a profit sharing agreement as part of the permit process.

The MNRF office in Parry Sound was contacted during the project and the permitting process discussed. MNRF would require a formal project application to provide any project specific comments.

# 4.0 Implementation Strategy

## 4.2 Priorities and Phasing Plan

The phasing was largely determined by project priorities. Operation of the DayTripper was considered a priority and therefore the large craft dock, shoreline improvements and Visitor Centre were placed in Phase 1 and represent the major capital investment. To complement the DayTripper activities, the promenade was included in phase two along with the small craft dock, 'Activity Parkette' and the District Road 5 improvements.

### Potential Phasing

- Phase 1**  
Large Craft Dock and Shoreline Improvements  
Honey Harbour and Delawana Inn Visitor Centre
- Phase 2**  
Small Craft Dock  
Promenade  
Activity Parkette  
District Road 5 Improvements

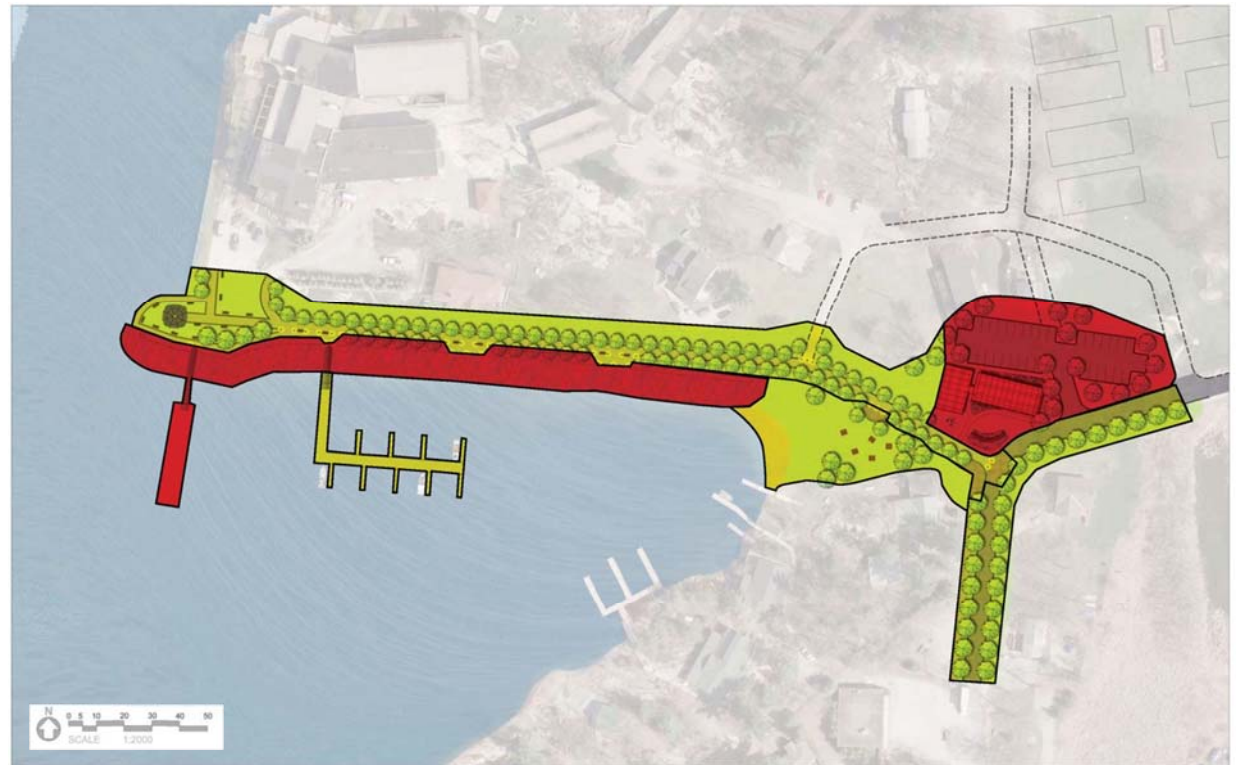


Figure 4.1: Phasing Plan





## 4.0 Implementation Strategy

### 4.3 Site Development Costs (Cont'd)

HONEY HARBOUR WATERFRONT						
Item#	Description	Quantity	Unit	Unit Cost	Subtotal	Totals
<b>PHASE 2</b>						
<b>5</b>	<b>Small Craft Dock Improvements</b>					
<b>5.1</b>	<b>SHORE / DOCK IMPROVEMENTS (contingency included)</b>					
5.1.1	Small Craft Floating Dock	1	lumpsum	\$540,000.00	\$540,000.00	\$540,000.00
					<i>Includes 20% Contingency</i>	<i>\$540,000.00</i>
<b>6</b>	<b>Promenade</b>					
<b>6.1</b>	<b>STREETSCAPE</b>					
6.1.1	Raised Concrete Curb	966	lm	\$125.00	\$120,750.00	\$430,846.00
6.1.2	Concrete Flush Curb	27	lm	\$120.00	\$3,240.00	
6.1.3	HD Vehicular Unit Paving	1,450	m <sup>2</sup>	\$150.00	\$217,500.00	
6.1.4	LD Pedestrian Unit Paving	65	m <sup>2</sup>	\$126.00	\$8,190.00	
6.1.5	Street Trees	77	ea.	\$550.00	\$42,350.00	
6.1.6	Sod	1,636	m <sup>2</sup>	\$6.00	\$9,816.00	
6.1.7	Bollards	29	ea.	\$1,000.00	\$29,000.00	
<b>6.2</b>	<b>ILLUMINATION</b>					
6.2.1	Pedestrian Lighting (20m o.c.)	20	ea.	\$1,500.00	\$30,000.00	\$30,000.00
<b>6.3</b>	<b>GAZEBO</b>					
6.3.1	Gazebo Structure	1	lumpsum	\$60,000.00	\$60,000.00	\$60,000.00
						\$520,846.00
<b>7</b>	<b>Honey Harbour Parkette</b>					
<b>7.1</b>	<b>HARDSCAPE</b>					
7.1.1	Concrete Flush Curb	16	lm	\$120.00	\$1,920.00	\$5,952.00
7.1.2	LD Pedestrian Unit Paving	32	m <sup>2</sup>	\$126.00	\$4,032.00	
<b>7.2</b>	<b>SOFTSCAPE</b>					
7.2.1	Trees	9	ea.	\$550.00	\$4,950.00	\$13,050.00
7.2.2	Sod	1,350	m <sup>2</sup>	\$6.00	\$8,100.00	
<b>7.3</b>	<b>MISCELLANEOUS</b>					
7.3.1	Bollards	3	m <sup>2</sup>	\$126.00	\$378.00	\$12,878.00
7.3.2	Picnic Table and Benches	5	ea.	\$2,500.00	\$12,500.00	
						\$31,880.00

# 4.0 Implementation Strategy

## 4.3 Site Development Costs (Cont'd)

HONEY HARBOUR WATERFRONT						
Item#	Description	Quantity	Unit	Unit Cost	Subtotal	Totals
<b>8</b>	<b>District Road 5</b>					
<b>8.1</b>	<b>STREETSCAPE</b>					
8.1.1	Raised Concrete Curb	214	lm	\$125.00	\$26,750.00	\$55,394.00
8.1.2	Poured-In-Place Concrete Sidewalk	125	m <sup>2</sup>	\$100.00	\$12,500.00	
8.1.3	Street Trees	28	ea.	\$550.00	\$15,400.00	
8.1.4	Sod	124	m <sup>2</sup>	\$6.00	\$744.00	
						\$55,394.00
<b>9</b>	<b>Miscellaneous Items</b>					
9.1.1	Demolition and Site Preparation	1	Lump sum	\$28,812.00	\$28,812.00	\$144,060.00
9.1.2	Site Servicing and Water	1	Lump sum	\$86,436.00	\$86,436.00	
9.1.3	Site Furnishings (incl. benches, trash receptacles)	1	Lump sum	\$28,812.00	\$28,812.00	
						\$144,060.00
					<b>Subtotal</b>	<b>\$752,180.00</b>
					<b>20% Contingency</b>	<b>\$150,436.00</b>
					<b>Dock and Shore Improvements</b>	<b>\$540,000.00</b>
					<b>Subtotal</b>	<b>\$1,442,616.00</b>
					<b>13% HST</b>	<b>\$187,540.08</b>
					<b>PHASE 2 TOTAL</b>	<b>\$1,630,156.08</b>
					<b>TOTAL</b>	<b>\$4,721,471.66</b>

## 5.0 Economic Impact Assessment

### 5.1 Economic Impact

The economic impact of the proposed public investment is intended to benefit the local economy of Honey Harbour by improving and animating the waterfront and enabling boaters, cottagers, and the general public to visit to and launch from Honey Harbour. By so doing, the public investment is designed to provide both amenities and aesthetic treatment of the public right of way on District Road 5 and the public southern shore road allowance.

Equally impactful in terms of the goal of improving the commercial environment of Honey Harbour is the sustained operations of the Delawana Inn. Any plans for development of the resort – either new development, renovations or investment in services – can help maximize the value of public investment in the waterfront. It is therefore recommended as part of the implementation of the Waterfront Plan that the Delawana be encouraged to develop long term plans for the optimal use and redevelopment of the property. This would help ensure that any application for senior government funding for the waterfront plan itself is predicated on a larger plan that involves development of both public land holdings and benefitting private investment. It is also recommended that to facilitate the Delawana’s future planning, the Township consider a flexible and supportive approach to any rezoning that Delawana may seek, that would optimize the use of the site consistent with maintenance of the resort.

#### A. Honey Harbour and Delawana Inn Visitor Centre

The following outlines a preliminary quantitative analysis of economic impact resulting from public works/investment in the development of the Honey Harbour waterfront.

Estimates show the illustrative economic impact of **construction** in terms of a range of measures including: Gross Domestic Product (GDP), employment, as well as income taxes generated provincially.

Each measure of economic impact can be broken down into either a direct, indirect or induced impact. **Direct impacts** are one-time investments, spending or direct employment created by an investment such as the development of the waterfront. **Indirect impacts** are employment or spending impacts created in other industries in order to produce the materials (goods) and other inputs (services) necessary for the construction work for the waterfront. **Induced impacts** are employment or spending impacts created throughout the economy resulting from the expenditure of incomes generated through the direct and indirect impacts.

The results of this analysis should be treated as a guideline to economic impact of the development of the waterfront based on assumptions regarding its design and scale. Should any of the key assumptions which underlie the analysis change, the economic impacts can be expected to vary.



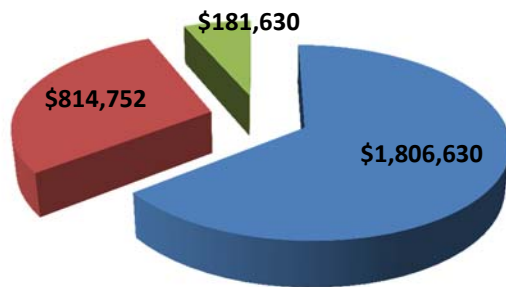
# 5.0 Economic Impact Assessment

## 5.1 Economic Impact (Cont'd)

### GDP Impact

Total direct and indirect GDP Impacts from construction activity in-Province are estimated to total just over **\$3.2 M**. The figures include GDP impacts from both construction related costs as well as consulting related or soft costs.

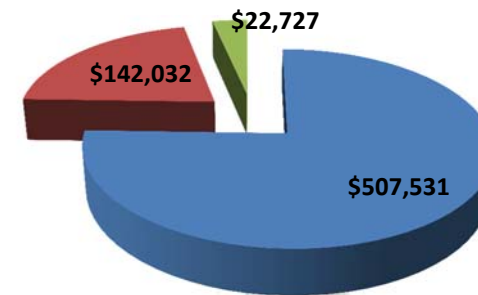
### GDP Impacts from Construction Activity Construction Employment



■ Direct ■ Indirect (Ontario) ■ Indirect (All Other Provinces)

Figure 5.1: GDP Impacts from Construction Activity – Construction Employment (Source: Sierra Planning & Management Economic Impact Model, utilizing Statistics Canada Industry Accounts Division, System of National Accounts, Input-Output Tables, Province of Ontario)

### GDP Impacts from Construction Activity Consulting Employment



■ Direct ■ Indirect (Ontario) ■ Indirect (All Other Provinces)

Figure 5.2: GDP Impacts from Construction Activity – Consulting Employment (Source: Sierra Planning & Management Economic Impact Model, utilizing Statistics Canada Industry Accounts Division, System of National Accounts, Input-Output Tables, Province of Ontario)

	Construction GDP Multipliers		Results	
	Construction	Consulting	Construction	Consulting
<b>Direct</b>	0.52	0.69	\$1,806,629.89	\$507,531.24
<b>Direct &amp; Indirect (Ontario)</b>	<b>0.76</b>	<b>0.88</b>	<b>\$2,621,381.56</b>	<b>\$649,563.08</b>
<b>Direct &amp; Indirect (All Provinces)</b>	0.81	0.91	\$2,803,011.64	\$672,289.70
<b>Indirect (Ontario)</b>	0.24	0.19	\$814,751.67	\$142,031.84
<b>Indirect (All Other Provinces)</b>	0.05	0.03	\$181,630.08	\$22,726.62

Table 5.3: Total GDP Impacts Summary Matrix of Honey Harbour and Delawana Inn Visitor Centre

# 5.0 Economic Impact Assessment

## 5.1 Economic Impact (Cont'd)

### Construction Related Employment Impacts

The combined effect of the design and construction is about **33.4** person years of employment<sup>1</sup> in-province. The employment generated during the design and construction phase of the project represents a one-time impact arising from the capital expenditures on development.

<sup>1</sup> Person-years of employment is defined as a full-time equivalent (FTE) employment position for 1 year.

### Provincial Income Tax Impacts

The total direct taxes generated for the Province is estimated to be **\$234,000**.

	Multipliers		In-Province Construction-Related Employment			Out-of-Province Construction-Related Employment		
	Indirect (In-Province)	Indirect (Out-of-Province)	Direct	Indirect	Total	Direct	Indirect	Total
Estimated Employment: Construction related	0.41	0.08	21.7	8.9	30.6	0.0	1.7	1.7
Estimated Employment: Consulting + other Soft Cost related	0.19	0.03	2.4	0.5	2.8	0.0	0.1	0.1
<b>Total Employment:</b>			<b>Direct</b> 24.0	<b>Indirect</b> 9.4	<b>Total</b> 33.4	<b>Direct</b> 0.0	<b>Indirect</b> 1.8	<b>Total</b> 1.8

Note 1: Labour cost estimated at 60% of labour and material costs

Note 2: Soft cost labour estimated at 25% of soft costs

Source: Sierra Planning & Management Economic Impact Model, utilizing Statistics Canada Industry Accounts Division, System of National Accounts, Input-Output Tables, Province of Ontario

Table 5.4: Construction Related Employment Impacts Matrix (Source: Sierra Planning & Management Economic Impact Model, utilizing Statistics Canada Industry Accounts Division, System of National Accounts, Input-Output Tables, Province of Ontario)

## 5.0 Economic Impact Assessment

### 5.1 Economic Impact (Cont'd)

#### B. Delawana Main Lodge Development

The improvement of the Delawana Main Lodge located at the other end of the promenade is expected to result in 60,000 sq. ft. of development. Should the Delewana choose to improve the main lodge, the following is an illustration of the economic impact that would occur if capital investment was made at a rate of \$200 per sq. ft. Total project costs for the development of the Main Lodge is estimated at \$12M.

**GDP Impact:** Total direct and indirect GDP Impacts from construction activity in-Province are estimated to total just over **\$9.4 M.**

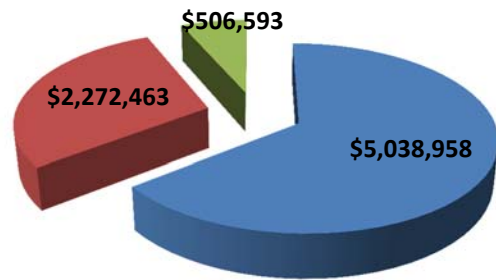
	Construction GDP Multipliers		Results	
	Construction	Consulting	Construction	Consulting
Direct	0.52	0.69	\$5,038,958.20	\$1,654,134.07
<b>Direct &amp; Indirect (Ontario)</b>	<b>0.76</b>	<b>0.88</b>	<b>\$7,311,421.22</b>	<b>\$2,117,040.97</b>
Direct & Indirect (All Provinces)	0.81	0.91	\$7,818,014.40	\$2,191,111.04
Indirect (Ontario)	0.24	0.19	\$2,272,463.02	\$462,906.89
Indirect (All Other Provinces)	0.05	0.03	\$506,593.18	\$74,070.07

Table 5.5: Total GDP Impacts Summary Matrix of Delawana Main Lodge Development

# 5.0 Economic Impact Assessment

## 5.1 Economic Impact (Cont'd)

**GDP Impacts from Construction Activity  
Construction Employment**

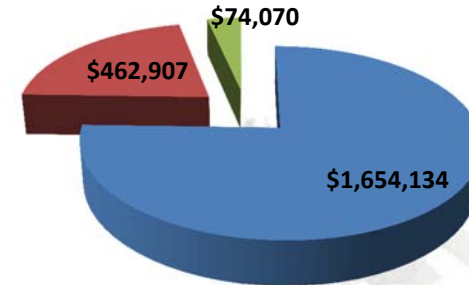


■ Direct ■ Indirect (Ontario) ■ Indirect (All Other Provinces)

Source: Sierra Planning & Management Economic Impact Model, utilizing Statistics Canada Industry Accounts Division, System of National Accounts, Input-Output Tables, Province of Ontario

*Figure 5.6: GDP Impacts from Construction Activity – Construction Employment (Source: Sierra Planning & Management Economic Impact Model, utilizing Statistics Canada Industry Accounts Division, System of National Accounts, Input-Output Tables, Province of Ontario)*

**GDP Impacts from Construction Activity  
Consulting Employment**



■ Direct ■ Indirect (Ontario) ■ Indirect (All Other Provinces)

Source: Sierra Planning & Management Economic Impact Model, utilizing Statistics Canada Industry Accounts Division, System of National Accounts, Input-Output Tables, Province of Ontario

*Figure 5.7: GDP Impacts from Construction Activity – Consulting Employment (Source: Sierra Planning & Management Economic Impact Model, utilizing Statistics Canada Industry Accounts Division, System of National Accounts, Input-Output Tables, Province of Ontario)*



# 5.0 Economic Impact Assessment

## 5.1 Economic Impact (Cont'd)

**Construction related Employment Impacts:** The combined effect of the design and construction is about **94.5** person years of employment<sup>2</sup> in-Province.

**Provincial Income Tax Impacts:** The total direct taxes generated for the Province is estimated to be **\$664,000**.

<sup>2</sup> Person-years of employment is defined as a full-time equivalent (FTE) employment position for 1 year.

	Multipliers		In-Province Construction-Related Employment			Out-of-Province Construction-Related Employment		
	Indirect (In-Province)	Indirect (Out-of-Province)	Direct	Indirect	Total	Direct	Indirect	Total
Estimated Employment: Construction related	0.41	0.08	60.4	24.8	85.3	0.0	4.7	4.7
Estimated Employment: Consulting + other Soft Cost related	0.19	0.03	7.7	1.5	9.2	0.0	0.2	0.2
<b>Total Employment:</b>			<b>Direct</b>	<b>Indirect</b>	<b>Total</b>	<b>Direct</b>	<b>Indirect</b>	<b>Total</b>
			68.1	26.3	94.5	0.0	4.9	4.9

Note 1: Labour cost estimated at 60% of labour and material costs

Note 2: Soft cost labour estimated at 25% of soft costs

Source: Sierra Planning & Management Economic Impact Model, utilizing Statistics Canada Industry Accounts Division, System of National Accounts, Input-Output Tables, Province of Ontario

Table 5.8: Construction Related Employment Impacts Matrix (Source: Sierra Planning & Management Economic Impact Model, utilizing Statistics Canada Industry Accounts Division, System of National Accounts, Input-Output Tables, Province of Ontario)

# 5.0 Economic Impact Assessment

## 5.2 Tourism Traffic Benefits

The National Park has 45,000 to 50,000 same day and overnight visitors per year – this includes those persons who do not enter the Park but anchor in bays. Most visitors own their own boats.

There is potential demand for enhanced DayTripper services to Beausoleil Island because the current Parks Canada model of DayTripper operations is not aggressive and is limited in boat capacity. There are currently about 4,000 DayTripper customers per year (of whom 1,000 are cabin visitors and 3,000 are other day visitors and campers). The service requires advanced booking, and approximately 1,000 to 1,500 persons are turned away per year, some of whom are referred to available water taxi services. However, we understand from Parks Canada that the majority of persons that are turned away simply do not come to the area. Also 500 to 600 persons that arrive in person outside of advanced booking are turned away each year.

A boat service at Honey Harbour which captures all of the demand which is currently lost can, all things being equal, have a positive economic impact.



*Existing DayTripper Service Run by Parks Canada  
(Source: Parks Canada Website)*

# 5.0 Economic Impact Assessment

## 5.3 Implementation Considerations

### The Issues

Implementing the plan will require a clear and accepted plan for partnership. Thus far the project has speculated on the nature of these partnerships. Therefore to move forward, agreement should be reached between the Township and the Delawana Inn property owners regarding land ownership and access matters as further described in this section. The nature of the partnership should also take account of the funding opportunities for this project and specifically capital grant funding from upper levels of government. Any proposed partnership between the Township and the Delawana Inn should be assessed with reference to the requirements of government funding programs which are provided directly to municipalities on the assumption of municipal ownership of the assets to be developed. Further details are provided below under the relevant options.

The implementation of the Waterfront regeneration plan and Visitor Centre project must resolve the following matters before the municipality either initiates funding requests or otherwise seek to initiate the project:

1. Remedy the current ownership constraints regarding access to Delawana Road in proximity to the Delawana Inn. Currently, part of the road is located on lands owned by the Delawana Inn. The recommendations which follow are predicated on the assumption that the Township has already undertaken necessary legal and regulatory review to ensure that the Township does not have an assumed right in perpetuity to access this portion of the road as a public right of way allowance. In other words, it is assumed that corrective measures are required to enable the Township to deem this portion of the road as a public right of way without encumbrance or trespass on private property.
2. The building form of the proposed Visitor Centre and the stated desire of the Delawana Inn to construct a gateway reception building on its lands in the vicinity of the location deemed appropriate for a Visitor Centre. As we have discussed earlier in the report, there is sufficient complementary function in both a Visitor Centre operated by the Township and a resort welcome centre, that an appropriate partnership solution is to construct and operate a single building housing both functions. This will not only result in capital cost savings but may also derive operating cost efficiencies and ensure a more attractive building concept and related site plan. In the section which follows we outline the options to achieve this co-location.
3. Compensation of the Delawana Inn for its land utilized to house a Visitor Centre. The range of solutions here is related to the method by which the proposed single building would be both delivered and operated. However, the core requirement is that land given over to public use (as opposed to resort or retail related at the discretion of the landowner) should be valued and compensation provided to the land owner.

## 5.0 Economic Impact Assessment

### 5.3 Implementation Considerations (Cont'd)

#### The Issues (Cont'd)

The options to address the above cost sharing and land ownership matters are governed by the following principles:

1. The three matters to be resolved described above are part of the broader consideration of the merits of investing public funds in public realm and tourist infrastructure in this location. The Delawana Inn is a direct beneficiary of improvements to the public realm in this location, and the costs associated with the Township acquiring rights to those lands owned by the Delawana necessary to execute this plan, should be mitigated in recognition of these benefits.
2. The long-term sustainability of the Delawana property for tourist-related uses is an important goal which should help justify the public investment in this location.
3. Accordingly, there should be the correct balance in supporting public investment in this location which ensures good value for public investment.
4. As it relates to construction and operation of a shared building, effective cost sharing between the Township and the Delawana is required.
5. The development of the interpretive centre component of the building should be subject to a market demand analysis and business plan. The Township has posited a number of alternative uses for the building which implies both a range of capital costs as well as operating costs and revenue generation possibilities. There is no requirement for this public facility to break even as a public use, nonetheless it is important to understand the scale of costs and deficit that may arise even if it gives rise to significant benefits to the tourist economy in Honey Harbour. We recommend that the resulting functional plan of the interpretive component of the building be subject to analysis prior to commencing detailed design of the building.



# 5.0 Economic Impact Assessment

## 5.4 Range of Solutions

### Building and Land

As discussed we recommend that a single building house both the Delawana Inn Gateway reception and the interpretive / Visitor Centre component. Accordingly, the approach to cost sharing depends on how the building is owned and operated. The following outlines a general framework for considerations of the alternative means to fund and operate the building including consideration of land value.

The ultimate solution may depend on the willingness of grant providers to fund the project and under what circumstances. Traditionally grant funding would be to the municipality on the assumption that the asset remains in its ownership or control. However the tolerance of funding agencies to other innovative ways to deliver the project should be investigated, particularly given that the land is owned by a private owner who is also open to discussion about partnering with the Township in developing both the concept and operations of the joint use building.

Option	Treatment of Land Ownership	Capital Costs	Leasehold Considerations	Operating Costs
<b>Joint Ownership</b>	Pro-rata allocation of land cost based on building GFA and external site (parking and access) required by Township	Pro-rata allocation of capital costs for building, parking, access and landscaping between Township and Delawana	Relevant co-ownership and shared services agreements required as well as obligations for capital upkeep of facility	Allocation of operating costs to Township and Delawana based on specific nature of uses and proportion of GFA and parking occupied by each
<b>Township Ownership</b>	100% allocation of land cost to Township	100% of capital costs funded by Township (sources of capital to be determined)	Township lease of space to Delawana for its use of the building. Terms of lease sufficient to meet long-term needs of Inn and minimize risk to Township for loss of tenant over lease period. Length of lease and renewal rights by mutual agreement	Lease of space to Delawana (including parking if appropriate) to include payment of operating costs related to Delawana use
<b>Delawana Ownership</b>	No land cost allocation to Township	100% of capital costs funded by Delawana (consideration of eligibility to government grants based on nature of partnership with Township for use of facility)	Lease of space to Township to meet its space requirements, terms and length of lease to mutual satisfaction	Lease of space to Township (including parking) to include payment of operating costs related to Township use

Table 5.9: Gateway and Interpretive Centre: Options for Delivery and Operations (Subject to Business Plan)

## 5.0 Economic Impact Assessment

### 5.4 Range of Solutions (Cont'd)

A number of options around this general framework are possible and can include the joint funding of staff to operate the joint facility, the payment only of net lease (rent) amount with operating costs shared under separate agreement, and different possibilities for the treatment of the lands costs associated with the development.

With regard to the consideration of land ownership, it is likely that the simplest form of transaction in order to develop the public use on the site is a ground lease provided by the landowner to the Township. This ensures that the land is retained by the owner in the long term rather than a severance of land ownership which may complicate the salability of the lands in future and/or leave the Township with an isolated ownership in this location. The latter concern is relevant given that the purpose of 'fee simple' ownership by the Township would be solely to provide sufficient land to house this specific use on site. The adequacy of the resulting land holding for other future uses is uncertain.

Under the ground lease option, it is possible for several delivery mechanisms to occur – including the land owner providing the improvements (developing the site and building) and leasing back the building to the ground lease tenant. More usually it is the tenant that will take the risk in developing the property (building and site). The tenant owns the improvements which then revert back to the landlord at the end of the ground lease term.

The consideration of a ground lease would, we assume, only occur where the Township is considering ownership of the

building itself. In that circumstance, the length of the land lease and renewal options would need to be sufficient for the Township to amortize the value of the improvements on the land (building and site development). This is in turn a function of the means by which the facility is funded and the degree to which local taxpayer funds and government grants are used to fund development. It is likely that, irrespective of the source, public funding of the facility would be contingent on achieving a sufficiently robust ground lease (terms and duration) to satisfy the need to amortize the value of the improvements.

Under the Ontario Planning Act, a lease of abutting lands which have the same owner in excess of 21 years is deemed to represent a severance of land into a new parcel of land. As such, any sale, mortgage, charge or other agreement (including land lease) in excess of 21 years would require committee of adjustment approval of consent to sever.

The Township will therefore need to consider the type of development to be located on the site and whether a ground lease of less than 21 years is acceptable. The Township may wish to consider provisions that can be put in place to ensure its rights of renewal of the lease beyond a 21 year horizon if desired upon the expiry of the ground lease. Many ground leases in the Province are for considerably longer periods (30 years plus) and obtaining consent may be required, however this should not be considered a constraint necessarily. It is assumed that the funding of this building would not include lender financing and hence the issue of subordinated versus unsubordinated leases which can complicate the landowner's rights is avoided.

## 5.0 Economic Impact Assessment

### 5.4 Range of Solutions (Cont'd)

#### Delawana Road Allowance

That portion of Delawana Road which is not in public ownership should be subject to an agreement to enable the Township and the public to access the balance of the road allowance to the west which is the subject of the waterfront improvements. Without resolution of this issue, the basis of much of the project is removed.

The Township and the Delawana Inn should negotiate in good faith with due recognition to the historical circumstances of the Delawana Inn Resort and the existing road allowance, as well as the benefits arising to the public from the planned public realm enhancements. We assume for purposes of this assessment that the road allowance ownership issue is addressed **separately** from the building and land lease considerations unless the Township is actively seeking 'fee simple' ownership of the combined lands for the road connection and the development of the interpretive centre site.

We recognize that the access issue cannot be resolved in isolation from other shoreline allowance and Delawana property issues that, although beyond the scope of this study, are under discussion between the Delawana and the Township. Amicable resolution of all these issues appears to be a prerequisite to the Waterfront Development Plan proceeding. Therefore we recommend that the two parties seek to resolve these issues at the earliest opportunity.

As a separate consideration, the Township in discussion with the Delawana should address all options including 'fee simple' transfer of the lands for an assigned value, or other easement privileges to obtain access rights. Given that we understand the desired intent of both parties is to limit the vehicular traffic west of the T-intersection, and enable principally pedestrian traffic other than vehicular traffic for maintenance and repair of infrastructure, emergency vehicles, Visitor Centre vehicles transporting persons with disabilities and vehicles for access to the existing Delawana cottages and main lodge, the most appropriate option may be to conclude an easement agreement on the lands. However, as the Township is investing significant funds to improve the road and shoreline, the 'fee simple' transfer may have merit. In either option, securing permanent access to the balance of the road allowance westward is pre-requisite before implementing any of the planned improvements.

Regarding the financial consideration for either easement or ownership rights, we would recommend that discussions take into account the joint and considerable benefits to both the community of Honey Harbour and the owners of the Delawana from the planned improvements.

# 6.0 Financial Feasibility

## 6.1 Schematics of Project Delivery and Operating Liability

### Introduction

The following outlines via a series of exhibits the potential method of project delivery, partnership, arrangements and a prospective operating model. This includes an illustration of project net operating income based on reasonable assumptions that should be further addressed during the subsequent process towards project implementation.

### Overall Development Framework

The following outlines the estimated capital expenditures necessary to develop the Visitor Centre.

The overall estimate of capital cost reflects the scale of development currently anticipated. Should funding not materialize to the extent requested, the functional space program and overall design may change, thus prompting changes in both the anticipated operating costs and revenues as well as the overall approach to partnership with private operator.

Operating Model, Liabilities and Economic Benefits	
<ul style="list-style-type: none"> <li>▪ Visitor/Gateway Centre Ownership: Township</li> <li>▪ Capital Funding: Leveraged Grant Funding plus Township Contribution</li> <li>▪ Treatment of Land: Ground Lease for \$1 granted by Inn to Township (25 yr term)</li> <li>▪ Operations: Building Leaseback to Delawana to operate for \$1</li> </ul>	
Building Lease Requirements	
<ul style="list-style-type: none"> <li>▪ Public/Private Building that will likely return some level of operating deficit;</li> <li>▪ Principles involved:                             <ul style="list-style-type: none"> <li>○ Delawana Operates and should seek to maximize revenues from its stewardship of the building;</li> <li>○ Delawana will thus have an important say in the ongoing business model and tenancies;</li> <li>○ Likewise, Township will need its space protected – it is after all a publicly funded building;</li> <li>○ As a public building, sustainability may not be defined in terms of break-even NOI;</li> </ul> </li> </ul>	
Protections Required	
<ul style="list-style-type: none"> <li>▪ Township will fund deficit on the building;</li> <li>▪ Operator must have incentives to maximize revenue for the building and penalties if the deficit is too high;</li> <li>▪ Township and operator will need to agree a target deficit range that is acceptable and operator is required to perform to that level;</li> <li>▪ That target may only be reasonably estimated after normal operations are established – i.e. once the proposed tenancies are in place, and dock etc. functioning;</li> <li>▪ By building space to be dedicated to the Delawana and partnering on the project through operating agreement, it is important that provisions are in place to protect both parties:</li> </ul>	

Table 6.1: Project Specifics Matrix



# 6.0 Financial Feasibility

## 6.1 Schematics of Project Delivery and Operating Liability (Cont'd)

### Other Key Contract Provisions

There are a number of requirements of any partnership agreement which involves long-term ground lease and lease back of improvements to the property, as well as the requirements to minimize any deficit on the building and incentivize the operator to maximize revenue while at the same time meeting stated public policy objectives.

Accordingly, the following objectives should be in place:

Provisions to Protect Both Parties:
Clarity on expected operations on a 12 month basis, not just seasonally
Commitment to protect against property tax liability
Control placed on who can rent – township must have approval authority (not to be unreasonably withheld etc.)
Operating agreement needs to be for a period of time acceptable to both parties
Termination of the operating agreement is an important contingency:
<ul style="list-style-type: none"><li>• Under what terms can either party withdraw from the lease</li><li>• Operating agreement should not impact the ground lease arrangements</li></ul>

Table 6.2: Party Protection Provisions

# 6.0 Financial Feasibility

## 6.1 Schematics of Project Delivery and Operating Liability (Cont'd)

### Illustrated Financial Considerations

#### Capital Costs Assumed by the Township

It is assumed that the Township is required to fund 10% of total capital costs – the following exhibit is based on a first phase totaling in the order of 2.0 million to deliver the building site works/parking. An additional 10% will be required for the later phase of development to complete the balance of the project.

<b>Capital Cost Estimation</b>					
<b>A. Honey Harbour &amp; Delawana Inn Visitor Centre</b>					
<i>Honey Harbour Wing</i>	1,670	sq. ft.	\$450	per sq. ft.	\$751,500
<i>Delawana-Inn Wing</i>	1,060	sq. ft.	\$450	per sq. ft.	\$477,000
<i>Link Corridor</i>	90	sq. ft.	\$450	per sq. ft.	\$40,500
Total Order of Magnitude Cost Estimate					\$1,269,000
<b>B. Parking Component</b>					
<i>Vehicular Parking</i>					\$80,435
<i>Softscape</i>					\$14,150
<i>Hardscape</i>					\$20,200
Total Value of Commercial Component					\$114,785
<b>C. Miscellaneous Items</b>					
<i>Demolition and Site Preparation</i>					\$69,189
<i>Site Servicing and Water</i>					\$207,568
<i>Site Furnishings (inc. benches, trash receptacles)</i>					\$69,189
Total Value of Parking Component					\$345,946
<b>D. Contingency</b>					
<i>Contingency</i>	20%				\$345,946
<b>E. HST</b>					
<i>HST</i>	excl.				\$0
<b>Total Development Value</b>					<b>\$2,075,678</b>

Table 5.3: Capital Cost Estimation

<b>Debt Financing for 10% of capital cost</b>	
<i>Principal</i>	\$2,075,678
<i>10% of capital cost</i>	\$207,568
<i>Funded from reserve</i>	\$207,568
<b>Annual P &amp; I Payment</b>	<b>\$0</b>

Table 6.4: Debt Financing

## 6.0 Financial Feasibility

### 6.1 Schematics of Project Delivery and Operating Liability (Cont'd)

#### Operating Considerations

The following are the key operating metrics assumed for the building:

- Aim is for uses which support community development and promote tourism;
- In addition to dedicated users which pay rent on a seasonal or year round basis (boat tour = seasonal; Delawana = annual; Township = annual; Historical Society = annual; Biosphere Reserve = annual), there are shared use opportunities according to the Township;
- The following schedules DO NOT ascribe a rent to shared users – any revenue from them would help defray the deficit;
- Shared users assumed to be very limited in revenue potential;
- Some shared users may be renters of space on an occasional basis.

The revenues are comprised in terms of the following:

- Dedicated user lease rent;
- Rentals of the multi-purpose room;
- Un-estimated amount which might be available for various shared users of the space and which do not fall into the category of dedicated users or meeting room rentals.

# 6.0 Financial Feasibility

## Revenues:

### Component A: Lease Rent

Tenant Rental Rate	
Net Rent	\$5.00/sf
Taxes	-
Insurance	\$5.00/sf
Utilities & Maintenance	\$5.50/sf
<b>Annual TMI</b>	<b>\$10.50/sf</b>
<b>Gross Rent</b>	<b>\$15.50/sf</b>

Table 5.5: Tenant Rental Rate

Functional Space Program	
Tenant	Space Requirement
Delawana Inn Wing	810 sq. ft.
Township	720 sq. ft.
Water Taxi Service	500 sq. ft.
Georgian Bay Biosphere Reserve	400 sq. ft.
Honey Harbour Historical Society	300 sq. ft.
<b>Total</b>	<b>2,730 sq. ft.</b>

Table 5.6: Functional Space Program



Tenant	Annual Rent
Delawana	\$12,555
Township	\$22,160
Dedicated Space	\$18,600
<b>TOTAL</b>	<b>\$53,315</b>

Table 5.7: Tenant Annual Rent

### Component B: Multi-Purpose Room Rentals

	Multi-Purpose Room					
	Number of Events Per Week		Rates		Revenue	
	Full Day	Half Day	Full Day Rate	Half Day Rate	Weekly Revenue	Annual Revenue
Weekday	0	1	\$70	\$35	\$35	\$1,680
Weekday Evenings	0	2	\$80	\$45	\$90	\$4,320
Weekend	0.5	0	\$80	\$45	\$40	\$1,920
<b>Annual Revenue</b>	-	-	-	-	<b>\$35</b>	<b>\$7,920</b>

Table 5.8: Multi-Purpose Room Rental



## 6.0 Financial Feasibility

### 6.1 Schematics of Project Delivery and Operating Liability (Cont'd)

#### Parking

Parking revenues are possible given the likely demand for the use of the site as a station point for access to the islands. However, we are of the opinion that this parking revenue may be subject to some reduction due to enforceability of the parking fee and in recognition that introduction of a parking fee will need to be monitored in relation to its impact on demand for water taxi/boat tour services from this site relative to other places in the vicinity. We also conclude that there is very little opportunity for parking revenues during the off season. Accordingly, parking revenues are detailed below:

A: Operating Season	# Cars Parking for the day	Daily Rate	Revenue from Daily Parking (per day)	Total Parking Revenue (Annually)
Weekday	13	\$5.00	\$65.28	\$3,329
Weekday Evenings	3	\$3.00	\$9.79	\$499
Weekend	39	\$5.00	\$195.85	\$4,309
<b>Total</b>	-	-	-	<b>\$8,137</b>

B: Off Peak Season	# Cars Parking for the day	Daily Rate	Revenue from Daily Parking (per day)	Total Parking Revenue (Annually)
Weekday	7	\$5.00	\$33.09	\$1,655
Weekday Evenings	2	\$3.00	\$4.96	\$248
Weekend	20	\$5.00	\$99.28	\$2,184
<b>Total</b>	-	-	-	<b>\$4,087</b>

C: Total Parking Revenue	
Peak Season	\$8,137
Off Peak Season	\$4,087
<b>TOTAL</b>	<b>\$12,225</b>

#### Parking Assumptions:

- 100% visitors parking on site

Operating Season: \_\_\_\_\_ Off-Peak Season: \_\_\_\_\_

- June 20-Sept 1

- 75% of visitors

- 3 people per car

- May 16-June 19; Sept 2-Oct 13

- 25% of visitors

- 2 people per car

*Balance of the year no charge for parking as visitors unlikely to tolerate parking charge.*

Table 6.9: Potential Parking Revenues and Assumptions

## 6.0 Financial Feasibility

### 6.1 Schematics of Project Delivery and Operating Liability (Cont'd)

#### Operating Costs and Resulting Net Operating Income

As part of this design study, the consulting team has provided an illustrative assessment of revenues and expenses, and the resulting net operating income is presented below. All assumptions regarding expenses should be subject to detailed review as the functional space program for the building is more clearly defined by the Township subsequent to this study. Based on reasonable assumptions the building can be expected to result in a moderate net operating deficit assuming that the Township and its operating partner pursue effective marketing of the space to generate at least moderate revenue from meeting room rentals as well as dedicated space tenants. The revenues and expenses presented below assume a normalized operating position which for purposes of simplicity is shown as year 1. However, it is likely that there will be some necessary capacity building which is required to achieve these revenues so that the operating position in year 1 and year 2 may be less than shown on the schedule below.

There is no capital reserve contribution allocated to this project however we would recommend that any municipal capital facility be subject to a capital reserve contribution, particularly if the operator of the facility is a private sector entity that is required to return the building to the municipality at the end of the lease period. We would recommend that any contract for operations of that building include a provision that the operator be responsible for all regular maintenance while the municipality be responsible for necessary capital repairs over time.

## 6.0 Financial Feasibility

Honey Harbour VS & Delawana Inn Operations Schedule		Year 1	Year 10
		2016	2025
Escalation (p.a.)	3.00%	1.03	1.34
<b>Revenue</b>			
<b>(Rental Revenue based on Gross Rent)</b>			
Delawana Inn Wing Rent		\$12,932	\$16,873
Township Space Rent		\$11,495	\$14,998
Dedicated Stakeholder Space Rent		\$19,158	\$24,997
Multi Purpose Room		\$8,158	\$10,644
Parking		\$12,591	\$16,429
<b>Total Revenue</b>		<b>\$64,333</b>	<b>\$83,941</b>
<b>Expenses</b>			
	<i>Assumptions (per sq.ft.)</i>		
Insurance	\$5.00	(\$14,060)	(\$18,344)
Utilities	\$1.50	(\$4,218)	(\$5,503)
Building upkeep	\$4.00	(\$11,248)	(\$14,676)
Cleaning	\$2.10	(\$5,905)	(\$7,705)
Payroll		(\$55,157)	(\$71,967)
Administrative Expenses		(\$6,180)	(\$8,063)
Professional Fees (Allocation)		(\$10,300)	(\$13,439)
Other incl. repair and replacement, technology and new equipment (Allocation)		(\$10,300)	(\$13,439)
<b>Total Expenses</b>		<b>(\$117,366)</b>	<b>(\$153,137)</b>
<b>Net Operating Income (NOI)</b>		<b>(\$53,033)</b>	<b>(\$69,196)</b>
Capital Reserve Contribution		\$0	\$0
Annual Debt Repayment (No debt service – funded from reserve or other identified source)		\$0	\$0
<b>NOI After Debt Service</b>		<b>(\$53,033)</b>	<b>(\$69,196)</b>

Table 6.10: Operating Costs and Net Operating Income

## 6.0 Financial Feasibility

### 6.2 Alternative Considerations

The Township may consider alternatives to the above arrangements at its discretion. However, we recommend that any private sector partner operate the building to maximize the revenues while meeting the Township’s goals for a community facility and that the dedicated space which is allocated to the Delawana Inn is subject to rental payment. The option has been raised that the Delawana Inn, in consideration for its plans to reinvest in the property, should not pay rent in the gateway building. While the Township is free to negotiate any position that it deems in its interest, the provision space without associated rent should occur only if an agreed level of investment in the Delawana occurs and over a specified time period. Accordingly, the Township and its legal counsel will need to provide the necessary provisions in the legal agreements to meet the objectives in this regard.



*Aerial View of Study Area and Delawana Inn Property*

# 7.0 Summary of Recommendations

## 7.1 Key Recommendations

The final Waterfront Development Plan was created in response to comments received on the draft Plan with input from the public and stakeholder consultation process, as well as through discussions with Township staff, Delawana Inn and the Waterfront Community Advisory Group (CAG). The following are key recommendations for the Honey Harbour Waterfront that provide the framework for the Development Plan:

### General Recommendations

- Further dialogue with the owner of the Delawana Inn is essential in order to develop the Inn's long term plans for optimal use of the site, to best secure government funding and develop a more detailed economic assessment.
- Further negotiation is required between the Township and the Delawana Inn to clarify various partnership agreements in order to better secure government funding.
- It is recommended that a Memorandum of Understanding be drafted between the Township and Delawana to address issues such as land-use, land swap, land purchase, operations, financial considerations etc.

### Shoreline Improvements

- Delawana Road should be considered a pedestrian street with the exception of vehicular traffic for maintenance and repair of infrastructure, emergency vehicles, Visitor Centre vehicles transporting persons with disabilities and vehicles for access to the existing Delawana cottages and main lodge.

### Building and Land

- A single building is recommended with a separate wing for the Delawana Inn to take advantage of efficiencies in capital and operations.
- A ground lease for a combined Delawana Inn Gateway and Interpretive / Visitor Centre building and associated land is recommended. Details on the mechanisms will become apparent through further negotiations with the land owner.

### Public Access

- Public access across private land to connect the southern shore road allowance to District Road 5 should be considered a separate issue from the building and land agreement for the Honey Harbour and Delawana Inn Visitor Centre.
- Ensure public access to the southern shore road allowance in perpetuity.
- Permanent access to the southern shore road allowance should be secured prior to implementation of planned improvements.
- While an easement or ownership rights are viable options for public access, the considerable benefits from the planned improvements for both the community of Honey Harbour and the owners of the Delawana should be taken into account.