



Strategic Economic Development Plan 2009

Striving Towards Growth & Diversification

7/31/2009

Town of Channel-Port aux Basques

Bruce Billard: Economic Development Strategist

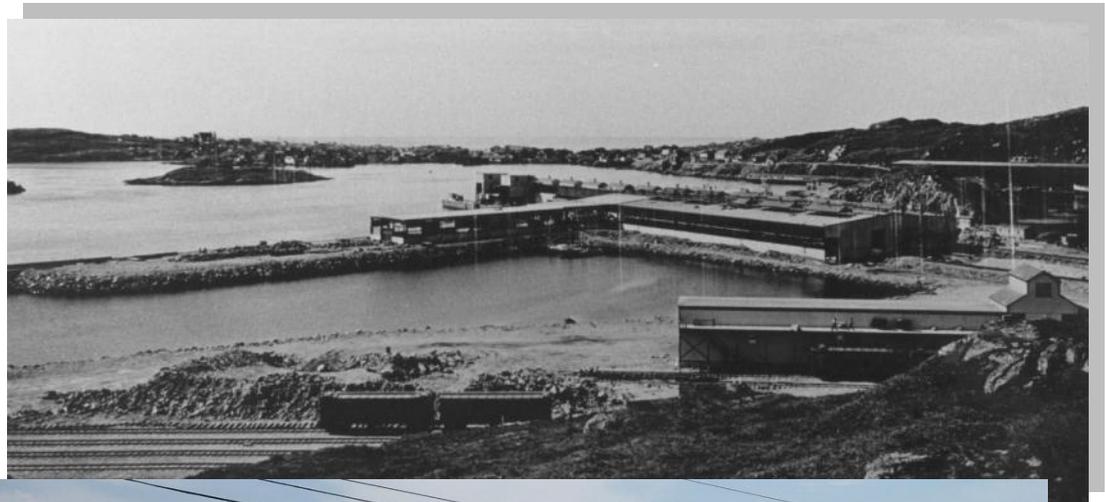




Table of Contents

<i>Executive Summary</i>	4
1.0 Introduction	6
2.0 Purpose	6
3.0 Community Economic Background.....	7
4.0 Scope	9
5.0 Constraints and Limitations	9
6.0 Methodology.....	10
6.1 Primary Research.....	10
6.2 Secondary Research.....	10
7.0 Significance	11
8.0 Mission Statement	11
9.0 Vision Statement.....	12
10.0 SWOT Analysis	12
10.1 Strengths	12
10.1.1 Location.....	12
10.1.2 People	12
10.1.3 Culture	13
10.1.4 Scenery	13
10.1.5 History	13
10.2 Weaknesses.....	13
10.2.1 Population	13
10.2.2 Employment.....	14
10.3 Opportunities	14
10.4 Threats	14
11.0 Primary Research Findings.....	15
11.1 Strategic Planning Session.....	15
11.2 Economic Brainstorming Session	15
11.3 Business Community Consultations	16
11.4 Community Development Session #1: Opportunities Identification	16
11.5 Community Development Session #2: Opportunities Development	17
12.0 Secondary Research Findings	18
13.0 Major Findings	19
13.1 Positive Enthusiastic Local Business Community.....	19
13.2 Opportunities Do Exist	20
13.3 Uniqueness of Local Economy	20
13.4 Need for Economic Diversity	20
13.5 More Collaborative Effort	20
14.0 Economic Development Initiatives.....	21
14.1 Harbour Development	21
14.1.1 Marine Atlantic Infrastructure Access	21
14.1.2 Small/Medium Cruise Ship Industry	22
14.1.3 Marina.....	23
14.1.4 Atlantic Gateway Opportunities	24
14.1.5 Fish Plant Development.....	27
14.2 Natural Resources	28
14.2.1 Mineral Exploration & Development	28
14.2.2 Oil & Gas Development	29
14.3 Health Services	29
14.3.1 Community Professional Recruitment Committee	30
14.4 Tourism.....	30
14.4.1 Atlantic Small Scale Convention Market	30
14.4.2 Adventure Tourism.....	31
14.4.3 Developing a Tourist Friendly Community	32



Striving Towards Growth & Diversification

14.4.4 Development of Significant Tourism Attractions	33
14.4.5 Downtown Restoration	34
14.4.6 Marketing and Promotion	34
14.5 Social Development.....	35
14.5.1 Youth Centre.....	36
14.5.2 Day Care / Preschool Services	36
14.5.3 Bruce II Sports Centre	37
14.5.4 Expatriates Marketing.....	38
14.6 Education	39
14.7 Business Development.....	39
14.7.1 Business Information and Attraction Package	39
14.7.2 Housing Development	40
14.7.3 Service Distribution Centre	41
14.7.4 Oil & Gas Manufacturing or Servicing.....	41
14.7.5 Utilization of Existing Infrastructure	42
15.0 Strategy Timeline	43
16.0 Recommendations	43
16.1 Community Economic Development Committee	43
16.2 Incorporated Entity	44
16.3 Economic Development Fund	44
16.4 Economic Development Strategist Position.....	44
16.5 Partnerships With Resource Personnel	44
16.6 Support of Local Business Community	45
16.7 New Strategic Economic Plan in 2013	45
17.0 Conclusion.....	45
References	46
Appendix A	48
Appendix B.....	50



Executive Summary

As with much of rural Newfoundland, Channel-Port aux Basques has seen a contraction of the local economy after the downsizing and closure of many significant industries in recent years. The community has lost the railway and the majority of its fishing industry within the past two decades. This has left one major economic contributor in Marine Atlantic. This company has seen employment growth in recent years and remains the foundation of the regional economy.

To promote growth and diversification within the economy, Council has embarked on a Strategic Economic Plan. The aim of this process is to identify potential economic development opportunities that will provide stability. With a clear vision for the future of the economy, the Town can work toward enhancing the prosperity of the community.

This document should be viewed as a community initiative, not merely an undertaking by Council. Economic development is an entire community effort and is best achieved when all groups, organizations and individuals participate in the process. Every resident will benefit from economic development since community growth is directly tied to its success. Family and friends that have migrated from the community may return, new housing developments and employment opportunities for the unemployed are common results of economic development that benefit all members of the Town.

This inaugural Strategic Economic Plan provides a background on the economy of the community, opportunities for economic development that have been identified and recommendations to successfully achieve economic growth and diversification. Each initiative indicates a lead group related to the project, a time length needed for implementation and various action items that will need to be completed during development. While additional action items may become present during the process, this plan serves as a guide to economic development for the community. The following areas of economic development have been identified with specific initiatives under each of these sections:

- 1.) Harbour Development
- 2.) Natural Resources
- 3.) Health Services
- 4.) Tourism
- 5.) Social Development
- 6.) Education
- 7.) Business Development

To effectively determine all possible economic development opportunities that exist for Channel-Port aux Basques, primary research was completed through interviews, resource sessions and community consultations. Secondary research for this report involved an economy review of ferry based communities throughout the world. All research was compiled and referenced throughout this report.

Upon completion of associated research and the identification of opportunities, various recommendations were made to effectively implement this Strategic Economic Plan. These



Striving Towards Growth & Diversification

suggestions will enable Council to proceed with growth and diversification and maximize the rate of return on these efforts. The following recommendations were presented within the context of the implementation of this report:

- 1.) Community Economic Development Committee
- 2.) Incorporated Entity
- 3.) Economic Development Fund
- 4.) Economic Development Strategist Position
- 5.) Partnership With Resource Personnel
- 6.) Support of Local Business Community
- 7.) New Strategic Economic Plan in 2013

This document serves as the beginning of new economic development efforts for Channel-Port aux Basques. For the next five years all members of the community should work toward enhancements of the community to further cement this town as the most desirable and opportunistic community within Newfoundland and Labrador. Residents can take pride in the opportunities that exist for the future and potential that the community has.



1.0 Introduction

For the past 17 years, Channel-Port aux Basques has witnessed the outmigration of residents and limited economic growth. The Town Council has pursued various industries and businesses throughout these years to fill the void left from the closure of the Newfoundland Railway and the fishery moratorium with varied success.

Through the past two decades the Town has made many attempts to attract multiple industries, but with no clear vision or focus, this process has been blinded. Without a Strategic Plan in place, the community has not developed its economy in the most efficient and effective manner.

While the local economy is now self sustaining and stable, Council hired an Economic Development Strategist to commission a Strategic Economic Plan for the community. This plan will provide the blueprint for the Town in enhancing its economy in the upcoming years.

2.0 Purpose

The Town of Channel-Port aux Basques has committed to strengthening the economic climate of the community. Steering this effort will be the creation of a Strategic Economic Plan. For nearly twenty years, the community has been attempting to reenergize the local economy, but without any clear direction. The purpose of this report will be to identify opportunities and present action plans to achieve these initiatives.

This plan will present a clear and achievable path for local economic growth, while relying on the strengths of the community and overcoming the perceived challenges. With a vision and Strategic Economic Plan for the future, the Town will better strengthen the economy of Channel-Port aux Basques and allow for future growth. Therefore, the focus and results of this report serves several purposes:

- 1.) To illustrate the strengths of the community in relation to the opportunities that would best enhance the economy of the Town. By identifying the strengths of the community, the Town will be able to readily identify current and future sustainable economic opportunities.
- 2.) A SWOT analysis of the community to clearly identify the strengths, weaknesses, opportunities and threats associated with economic development within Channel-Port aux Basques. This analysis will provide a complete overview of various factors that will affect any area of potential economic development.
- 3.) Provide an overview of the current economy of Channel-port aux Basques. This analysis will provide great insight into the current developments and breakdown of the business and social community for the town. This will be used as the base of comparison of any future economic growth or contraction.
- 4.) Present current economic development opportunities as identified by the Economic Development Committee of Council, the Economic Development Strategist and also the residents of the community. These opportunities will include the action to be taken to



achieve the initiatives, the proposed lead group and implementation time length required to undertake the opportunity.

The focus of this report will be to provide a calculated, rational plan to exploit the strengths of the community to promote growth within the local economy. Growth of the local economy in providing employment and opportunities for the residents will result in growth and prosperity of Channel-Port aux Basques.

3.0 Community Economic Background

Channel-Port aux Basques, the “Gateway” to Newfoundland, was first visited by the Basque Fisherman in the 1500's who found the ice free harbour a safe haven. For the next 200 years, the area was used seasonally by whalers and fishermen that harvested in the region. The community was settled on a year-round basis when fisher-folk from the Channel Islands established Channel in the early 1700's, although people had been working the South Coast fishery year-round for a century before this. The name Port aux Basques came into common usage from 1764 onwards following surveys of Newfoundland and undertaken by Captain James Cook on behalf of the British Admiralty. Captain Cook went on to fame, if not fortune, as a result of his surveys in the Pacific Ocean, but it was he who surveyed the St. Lawrence region.

The region gained a strong French influence following the Treaty of Utrecht in 1713 and the legacy remains in many of the place names on the coast. Fox Roost was once Fosse Rouge, while Rose Blanche was Roche Blanche, or white rock, which is very obvious when you walk to the lighthouse there. Isle aux Morts, or Isle of the Dead (named for the number of shipwrecks there) has retained its identity unscathed. A major change occurred in Southwestern Newfoundland in 1818 when England ceded fishing rights on the coast to the American's who had already been fishing the coast for two decades. This treaty continued into the 20th century and, as a result, the area is often referred to as the American Coast. The American connection gave the local occupants a back door through which they could trade and avoid the control of the fishery exercised by the English and Jersey merchant companies. As a result, the coast also has strong family connections with New England States.

What established Channel-Port aux Basques was the coming of the railway in 1898. The location was chosen by the Reid Company, who had been contracted by the Newfoundland government to build a railway across the province, partly because of its proximity to Cape Breton, but also because the area was usually ice-free through the winter. The link between the passenger steamship “Bruce” and the railroad in 1898 connected Newfoundland to mainland Canada, and cemented Channel-Port aux Basques as the Gateway to the island. The community was now the service hub for passengers and freight entering and leaving Newfoundland.

The communities of Channel and Port aux Basques merged into a single community in November 1945 and became incorporated. From 1898 to 1988 Channel-Port aux Basques thrived with a bustling, diverse economy stapled with the passenger and freight ferry service, railway



Striving Towards Growth & Diversification

and fishery. Growth in the community during these 90 years was a sign of the prosperity the three major industries provided.

In 1988 the Newfoundland Railway scheduled the last train departure for the province. The railroad, with its narrow gauge, was inefficient in comparison to commercial road transportation. Channel-Port aux Basques was dealt a major economic setback with the loss of hundreds of jobs. With a small population, these job losses were a setback on the economy of the community.

Just four short years later, the community was dealt another devastating loss to the local economy. On July 2nd, 1992, the Government of Canada announced a moratorium on the cod fishery of Eastern Canada. This announcement severely reduced the local workforce within the fishing industry, although the local fish processing facility remained in operation on a limited capacity. For the second time in less than five years, another large employer of Channel-Port aux Basques was lost. The economy of the community had been greatly affected and these events presented a great challenge.

For the next 15 years Channel-Port aux Basques would rely on two major employers, Marine Atlantic and Seafreez Foods, as the economic drivers of the town. While operating a limited schedule with only seasonal employment, Seafreez Foods employed approximately 150 people until July, 2007 when the processing facility finally closed its doors. A second major industry had come to an end for the town, joining the Newfoundland Railway.

Although Marine Atlantic and Seafreez Foods remained two large employers for the community until 2007, these companies had established a steady workforce with very little growth during those 15 years. The economy during that time was stagnant, with minimal growth.

In recent years, the population has steadied at approximately 4500 residents, down from approximately 6000 in 1986. The economy has also settled, becoming self sustaining, but with little growth or diversification locally. Currently, Marine Atlantic is the major economic driver of Channel-Port aux Basques, but another trend is beginning to expand the local economy.

The Alberta employment trend has begun to provide another source of economic expansion for the community. With a workforce surplus locally and great demand in Alberta for labour, a migratory workforce from the community has emerged. Local residents have increasingly been traveling to Alberta for shift work, only to remain settled within the Town. Channel-Port aux Basques has benefitted from the earnings of Alberta wages that are infused into the local economy. This new employment opportunity has provided a slight growth in the community's economy recently.

While there is a growing popularity in a migratory workforce, Channel-Port aux Basques continues to strive to expand local employment opportunities through industry diversification, thus stabilizing the economy and allowing for sustainable growth. Although the community may not immediately be able to replace the Newfoundland Railway or the fishery, it will strive to replace those levels of employment with additional opportunities for residents. The goal is to have the growth and sustainability of the local economy as seen in past decades.



4.0 Scope

The scope of this report will include the evaluation of all identifiable economic development opportunities and action plans to attain these initiatives. Lead groups or appropriate agencies will be proposed to develop initiatives specific to the associated organization. The scope of this report will also present research on multiple communities throughout the world that are reliant on ferry transportation, reporting the associated industries that have diversified their local economy. This research will provide insight into possible initiatives that Channel-Port aux Basques may avail of and illustrate the need for diversification in creating a prosperous economy. Finally, this report will identify key partnerships and positions needed to forge the economy of the community ahead.

5.0 Constraints and Limitations

During the analysis and development of the Strategic Economic Plan for the Town of Channel-Port aux Basques, many constraints and limitations must be identified to accurately address current and future economic opportunities for the community.

- 1.) Economic development opportunities have been identified based on the past and economy of the community. Any future developments that may occur can significantly change the economy of the community and the scope of this report and its findings.
- 2.) All economic opportunities have attempted to be explored and investigated. The research contained in this report may not have uncovered each single opportunity that may be best suited for the community.
- 3.) External factors will affect the economy of the Town. The provincial, national and international business climate will all play a large factor in the changing of economic conditions for the community. International trade and a global economy have a great influence on the regional economy and will influence any changes that may occur within the community.
- 4.) Private and governmental investment within the Town will also influence the growth of the local economy. Both sources of investment are needed to provide economic growth. A lack of either may limit the opportunities and initiatives pursued within the community.
- 5.) The economic development opportunities explored within this report are in direct relation to the geography and financial resources available for initiative development and implementation. Initiatives that do not fit the geographical or commercial makeup of the community will not be explored.

To effectively provide a Strategic Economic Plan for the community of Channel-Port aux Basques, these constraints and limitations must be recognized and taken into consideration.



6.0 Methodology

A report of this magnitude will require extensive research, both primary and secondary, to enable an effectively prepared analysis. It is imperative that accurate information be researched to provide usable data for the Town of Channel-Port aux Basques in the development of the local economy. With precise information on the opportunities that exist and have been identified, the Town can proceed with the diversification and enhancement of the community's economy. This will increase business attraction to the community and result in residents moving to the community or returning.

6.1 Primary Research

One of the greatest sources of research for the identification of economic opportunities within a small, rural community is through input from the residents. For this Strategic Economic Plan, primary research was conducted through community consultations and interviews with business owners and community leaders. To extensively gather prudent information required in the development of this plan, the following research initiatives were undertaken over the past two years:

- Strategic Planning Session: June 27th – 28th, 2007
- Economic Brainstorming Session: March 28th, 2008
- Business Community Consultations: July 2008
 - Joe Jeans – Jeans Garage Ltd.
 - Jan Peddle – College of the North Atlantic
 - Gary White – Castle Building Centres Group Inc.
 - Sandra Allen – C&C Enterprises Inc.
 - Dave Fraser – Canadian Tire Inc.
 - Andrew Parsons – Marks & Parsons Law Office
 - Mike Sheaves – Sheaves Home Hardware
 - Cathy Lomond – Hotel Port aux Basques
- Community Development Session #1: Opportunities Identification – September 29th, 2008
- Community Development Session #2: Opportunities Development – October 6th, 2008

All information collected through these public consultations were vital to the direction and development of the Strategic Economic Plan.

6.2 Secondary Research

To investigate all avenues of economic development for Channel-Port aux Basques, secondary research was conducted to gather economic information on various communities throughout the world with a ferry based economy. The intention of this research was to identify and research communities with a similar base economy and investigate their other sources of economic growth and diversification. This research would lend insight into the possible opportunities that may exist for Channel-Port aux Basques in economic development. The economy of the



following communities were researched to assist in the development of this Strategic Economic Plan.

- 1.) Prince Rupert, Canada
- 2.) Nanaimo, Canada
- 3.) North Sydney, Canada
- 4.) Anacortes, United States
- 5.) Rosslare, Ireland
- 6.) Bergen, Norway
- 7.) Seysdisfjordur, Iceland
- 8.) Woolwich, Australia
- 9.) Marlborough, New Zealand

With the information gathered on the various economies of ferry based communities, the Town can draw on these references in the development of their economy.

7.0 Significance

The Town of Channel-Port aux Basques continuously strives to develop and diversify the economy of the community. Although various initiatives have been pursued by the Town and other stakeholders in recent years, there has not been any clear direction to determine the goals of the community. Many developments for the community have been piecemeal without connectedness or a cohesive vision for the overall development.

The goal of this Strategic Economic Plan is to provide the community with an identification of the opportunities that exist within the community and a clear direction to achieve economic development. In addition to the identification of opportunities, goals for achieving the development of the initiatives, timeline for implementation and various aspects to be undertaken will be outlined within this report. Although variations in development will be experienced outside those identified within this plan, objectives for each initiative will remain the same in working toward a positive outcome.

With a Strategic Economic Plan, the community is provided with a vision and goals to prosperous development of the local economy. Each resident of the community will have a clear picture for the opportunities that have been identified and initiatives that may be undertaken to provide growth. This plan provides a positive and encouraging account of the current economy and hope for the future of the community.

8.0 Mission Statement

The Town of Channel-Port aux Basques strives to provide an exceptional quality of living in an environment based on opportunity, prosperity and safety. The Town fosters positive support for a diversified economy through business investment and upholds the commitment to being the Gateway to the island of Newfoundland for Industry, Transportation and Tourism.



9.0 Vision Statement

The Town of Channel-Port aux Basques aims to be guided in the future by the following principles:

- Preserve the Town's heritage to learn from the past and plan for the future.
- Maintain and enhance our strong community spirit and exceptional quality of living, recognizing that people choose to live in Channel-Port aux Basques for a reason.
- Provide all citizens with a safe environment in which to access all services and amenities, including recreational and cultural activities.
- Encourage participation and involvement of all citizens in the growth, development and prosperity of the Town.
- Anticipate, recognize and support change within the community's people, culture and economy while utilizing new technologies.
- Develop and utilize partnerships of citizens, business and educational resources to form a stable and diverse economic base.
- Endorse, promote and assist in the advancement of economic prosperity and vitality that includes a diverse business mix and infrastructure to support business needs.
- Value and utilize the Town's strategic location as the Gateway to the island of Newfoundland for economic growth.

10.0 SWOT Analysis

10.1 Strengths

10.1.1 Location

- Gateway to Newfoundland: Channel-Port aux Basques is the entry point to the island of Newfoundland. It is estimated that 90% of perishable goods enter through the gateway port. Each year, approximately 400,000 people travel through the community on the Marine Atlantic ferries, with another 88,000 commercial vehicles (Marine Atlantic, 2008). This large volume of annual traffic provides great opportunities for tourism, distribution, servicing and transportation services.
- Geography: Being the nearest Newfoundland community to Nova Scotia, the Town has the advantage of being the last point of exit for any exported goods and first point for imported goods. This location is ideal for manufacturing to cut on transportation costs shipping to mainland Canada. The Town's location also enables it to capitalize on any developments within the Gulf of St. Lawrence, West Coast or South Coast of Newfoundland.

10.1.2 People

- Practice traditional ways of life: The residents of the community embrace many of the ways of life that has been experience for generations. This lends opportunity for Tourism, but also provides a recruitment tool for incoming residents of the wholesome lifestyle available.



- Generous, caring people: The nature of the residents of the community embraces migrating residents to the community and creates a sense of belonging and inclusion. When attracting professionals and expatriates to the region, this is an important factor.
- Recognized for hospitality: Having a welcoming community that is very giving, especially in times of need, provides a positive reputation for the Town that distinguishes it from larger, urban centres.

10.1.3 Culture

- Remote community that exercises conventional ways of life: The uniqueness of a culture is intriguing by many tourism visitors, but more importantly provides a sense of pride and history for a community that others can witness.
- Customary language still dominant: As intriguing as the convention way of life is the dialect that remains within the region. Again, this provides a sense of history and culture for outsiders that draw them to the community. Culture should not be overlooked in the importance to the community.

10.1.4 Scenery

- Picturesque natural environment (ex. Table Mountains, Rugged shoreline): The beauty of the landscape provides immediate tourism potential as well as intrigue for outdoor adventurers.
- Scenic cultural landscape (ex. Outport fishing community): The unique culture of the region also produces a landscape conducive to the first settlements by Europeans and a traditional way of life.

10.1.5 History

- Community is rich in navigation and transportation history: With a history of navigation and transportation, the community has a decisive opportunity to attract industries within the marine transportation sector. Expertise and human resource capacity exists for this sector of the economy.
- History in settlement and contributions to the province and country: The region has provided hard work, ambitious workers to the province and country. The community also has a history of being the hub for many industries entering and exiting the island.

10.2 Weaknesses

10.2.1 Population

- High out-migration in recent years with the collapse of the fishery and closure of the local fish plant: The decline of major employers in the community has led to a decrease in human resource capacity and to an aging population. The lack of an abundance of skilled, youthful workers may deter larger industries from establishing in the community.



- Little youth in the area due to a lack of sustainable employment: The region has experienced an increase in education levels in the past two decades, especially among younger residents. With increased education levels, many of the youth have been forced to migrate out of the community for employment within their chosen field.
- Less than 10,000 residents in the area: The region is a rural setting that may limit specific industries tied to larger populations, such as call centres. Any industry that has a high turnover of staff for larger workforces are not ideal opportunities for small, rural populations.

10.2.2 Employment

- Little employment opportunities in the past decade: For the past two decades, major industries have been downsizing and reducing their labour force. This has decreased employment opportunities for residents and in addition, little additional growth in other areas of the economy have been experienced to compensate for reductions.
- Only one major employer in the community: There is a lack of economic diversification within the community, with one major employer serving as the base of the economy. Should any major reductions or a complete closure occur with this employer, the community's economy would be devastated.

10.3 Opportunities

- Develop and market minor tourist attractions of the area: Given the quaint and picturesque landscape, along with the cultural landscape and geographic location for attracting visitors, great opportunities exist in the development of tourism attractions.
- Promote beautiful scenery of the community: Promotion of the scenery of the region can be used in addition to efforts in adjacent regions such as Gros Morne. Visitors have often been astounded by the local view upon arrival to the province.
- Attempt to attract major employers: As outlined in the proceeding sections, multiple opportunities exist within various economic sectors to provide growth to the community. With identified opportunities, optimism for the future persists.
- Target employment opportunities toward youth: In providing sustainability and growth within the community, specific efforts need to be made in attracting and retaining the youth of the region through employment. This provides a population base for the Town in years to come.

10.4 Threats

- Out-Migration: For the past two decades out-migration has been a major threat to the growth and sustainability of Newfoundland and Labrador. Channel-Port aux Basques has also witnessed a substantial loss of population in recent years. This proves problematic in attracting industries, human resource capacity and optimism for the residents.
- Inability to attract and retain new and existing businesses to the community: With no concentrated effort or direction in recent years, there has been a specific lack of attraction



and retention of new industries to the community. With little growth, this gives the impression that the community is dying and not concerned with economic growth.

- Lack of human resource capacity: The increase in out-migration provides less of a labour force for any industry interested in locating in the community. It specifically decreases the amount of skilled workers in the community to assist in economic development.
- Additional shipping companies increasing presence in the province (ex. Oceanex): Many additional shipping companies within the province decreases the demand for Marine Atlantic services and increases the profile of competing ports within the province.

11.0 Primary Research Findings

Having completed a wide array of primary research for the Strategic Economic Plan, findings were wide ranging, yet consistent between sources. To provide an adequate and encompassing report, all sources of primary research were explored. Consultations were conducted with representatives of the local business community, economic development stakeholders and residents. All segments of the community were investigated to provide input for the Strategic Economic Plan.

11.1 Strategic Planning Session

Members of the Channel-Port aux Basques Town Council hosted a workshop administered by Mark Felix of the Department of Innovation, Trade and Rural Development of the Government of Newfoundland and Labrador. This Strategic Planning Session was designed to introduce Council to the concept of Strategic Planning, the ramifications of a plan, along with identifying Council's vision of the future economy, opportunities for development and options for moving forward.

During this consultation, Council found the value in completing a Strategic Economic Plan and the role it would play in future developments. Most importantly, community representatives determined the need to hire an Economic Development Officer for the Town. This employee would be responsible for completing a Strategic Economic Plan, as well as implementing initiatives (Felix, 2007).

11.2 Economic Brainstorming Session

Various economic development stakeholders from the region met on March 28th, 2008 for an economic idea generation session. The sole purpose of this event was to produce all imaginable opportunities that may exist for economic development within Channel-Port aux Basques. The logistics and details behind each initiative put forth were not considered within the scope of the session. Some of the ideas generated included additional housing, tourism development on the Grand Bay West Beach, a marina, vehicle rentals, cranberry farming, daycare and harbor development among others (Keeping, 2008).



This list of identified opportunities was compiled for further study by the Town's Economic Development Strategist which was hired just prior to the brainstorming session. Preliminary research would be conducted on all initiatives suggested to determine the financing required and action items for implementation. This initial screening process would lend information to the ease of completion and feasibility to be included in the Strategic Economic Plan.

11.3 Business Community Consultations

The base of most economies is the business community. Contributing directly to the health of the local economy, interviews were done with business owners to reveal their insights and views for economic development. A total of 15 businesses owners were contacted with 8 interviews completed for this report. The composition of the businesses varied to provide a representative sample of the entire population.

The intent of these interviews was to gather first hand information of the local economy from those directly contributing and affected by it. Much of the feedback centered on common ideals and views. Most noted that residents of the community have a negative attitude toward the local economy regardless of any developments. All of the owners spoken with cited Harbour Development as having the highest potential for providing growth of the local economy.

The other common themes included the need for business to work in great cooperation with one another and with the Town of Channel-Port aux Basques. An underlying strain seemed to rein through interviews in reference to other owners and specifically with Council. The most positive outcome was the perspectives toward the economic generating opportunities that exist for the community. All owners cited the attributes of the community and the initiatives that could be undertaken to develop the economy and expand the community. With such a positive attitude by those responsible for much of the present economy, optimism for the future of the community should resonate to other residents.

11.4 Community Development Session #1: Opportunities Identification

In attempting to identify every possible economic development opportunity available to Channel-Port aux Basques, community consultation sessions were held to provide residents with access and input to the Strategic Economic Plan process. Advertising of these sessions were made through the local newspaper, The Gulf News, as well as on Rogers Cable community channel and the Bruce II Sports Centre informational sign. Personal emails were also sent to all business interviewees and additional community contacts to be forwarded to any member of the community. To allow unbiased and open participation, Baxter House of the Government of Newfoundland Department of Innovation, Trade and Rural Development was solicited as the facilitator for the sessions.

The initial Community Development Session drew 19 members of the community for participation. During the first consultation residents were asked to provide economic development opportunities they deem relevant to the community. These suggestions were not analyzed in length or in reference to limitations. Discussions among the attendees lead to a great



deal of input and identification of multiple opportunities. The initiatives received were similar to those from the brainstorming session and business community consultations, which included harbour development, a freight distribution centre, Grand Bay West Beach tourism, and car rental services. In addition, there were unique opportunities in the small scale Atlantic convention market, services for seniors, hospital services, adventure tourism, and a daycare among others (Billard, 2008).

While some initiatives are social in nature, all contribute to the economy of the community. The list of opportunities identified during the first community development session totaled 40, with some overlap and relating initiatives. Please see Appendix A for a listing of all opportunities identified during this session.

11.5 Community Development Session #2: Opportunities Development

Building on the initial community development session, the second follow-up session drew 20 residents and built on the progress made previously. Facilitator Baxter House called for additional economic development opportunities that may come from new attendees or developments since the last session. Several new initiatives were put forward and lightly discussed.

The goal of a second community development session was to prioritize the indicated opportunities and apply weighted criteria to determine the most feasible initiative to develop. All residents were given three selections toward the 40 initiatives. These selections could all be used toward one initiative or spread over three. Upon all residents making their selections, a list of the top ten selected opportunities were determined.

With a listing of the top initiative priorities for the community, weighted criteria were then applied to each opportunity to determine their feasibility. The criteria determined by residents of the community were:

- Sustainability of initiative
- Labour skills available
- Barriers to development
- Community support
- Creates employment
- Community lead group
- Environmental impact
- Financing availability
- Available infrastructure

(Billard, 2008)

Having determined these criteria, any future opportunities or initiatives brought forward to the community can be easily evaluated to determine the feasibility. This process provided both insight and participation into the economic development process for the residents. The result of the community development sessions allowed residents to identify opportunities, prioritize them and apply criteria to determine their feasibility. Upon completion of this process, the following initiatives were ranked:



- 1.) Housing
- 2.) Lay-Down Space
- 3.) Freight Distribution Centre
- 4.) Channel Lighthouse Development
- 5.) Youth Centre - Daycare
- 6.) Harbour Development
- 7.) Expansion of Hospital Services
- 8.) Access to Marine Atlantic Docks
- 9.) Local Investments
- 10.) Moratorium on Business Tax

(Billard, 2008)

Various external factors and future developments will ultimately impact the development and progress on any of the above initiatives. Further investigation of all initiatives presented during the community consultations has been completed during the development of this report to specifically determine the feasibility of each. All avenues of development has been explored specifically regarding the funding necessary for development, environmental regulations, needs of the community, legal implications and other various aspects to each initiative.

12.0 Secondary Research Findings

In the preparation of this report, extensive secondary research was also completed. The main avenue of investigation revolved around communities throughout the world that have an economy based on a ferry service. Analyzing the economies of other ferry providing municipalities provides insight into opportunities that may exist for Channel-Port aux Basques.

In total, nine communities from various corners of the world were researched on their economy to provide input for this report. While most communities had an economic focus on the ferry system it hosted, most had a diverse economy to better withstand market fluctuations. Since the closure of the Seafreez Foods facility in 2007, Channel-Port aux Basques has become a one industry community. The mainstay of the local economy is Marine Atlantic. The research completed on additional communities with a similar base economy will provide insight into possible solutions for economic diversity.

While many economic contributors in the researched communities would not be realistic for Channel-Port aux Basques, the findings did provide some possibilities. In Malborough, Australia there is a major producer of wild meat and game products such as venison, wallaby, rabbit and goat. Another major contributor to the economy of Malborough is marine services in vessel construction and repair mostly targeting the recreational boating market. Both of these industries may be economic development opportunities for Channel-Port aux Basques.

Bergen, Norway has a staple ferry system, but also has major developments in offshore oil and gas servicing, hydro, fishing and tourism of the fjords. Again, fjord tourism would not apply locally, and the community has recently witnessed a downfall in the fishing industry, but hydro



Striving Towards Growth & Diversification

developments of the Lower Churchill and offshore oil developments hold opportunities locally. A proposed transmission route for electricity generated from the Lower Churchill and destined for the Eastern Seaboard has Western Newfoundland suggested. Prior to extension to Nova Scotia, Channel-Port aux Basques would be the transmission end point for the Newfoundland segment. Land sales in the Sydney basin for oil and gas development off the Southwest Coast may also be developed and enhance the community's economy. Both of these industries which are paramount to Bergen, Norway may hold promise for this community as well.

A Canadian port researched for this report was Prince Rupert, British Columbia. Although the ferry service has been a major part of the economy, recent developments in the container transportation industry has provided diversification within the port. Tourism has also been a major focus for the community to provide sustainability for the economy as well. Wilderness and marine tours have been a focus for a municipality that boasts of their geographic location in Northern Canada.

Newfoundland's neighbor in the North Atlantic, Seydisfjordur Iceland has a similar economy base to the rural areas of this province. Dominated by the fishing industry, Iceland is heavily reliant on complete processing of various fish species. Seydisfjordur also has some manufacturing in fruit and vegetable preserves, work clothing and animal feed. Another major component to the economy is Aluminum production. All these additional avenues of development have provided some stability in addition to the focus on fishing.

Research gained from ferry based communities throughout the world provides insight into additional avenues of economic growth and diversification for Channel-Port aux Basques. While many areas of diversification discovered through research may not be an option for this community, it does illustrate the importance of development of multiple industries over various sectors to provide stability for a small municipality. The production of Aluminum, tours of fjords and wine production may not be suitable for Channel-Port aux Basques, but other opportunities such as wild meat production, oil and gas industry servicing and containerized transportation are avenues that may be developed for economic growth as it has done for the researched communities throughout the world.

13.0 Major Findings

13.1 Positive Enthusiastic Local Business Community

Perhaps the greatest finding in the completion of primary research for this report is the optimism and support of the local business community for the economy. All entrepreneurs interviewed spoke highly of the present economy and more importantly confidence in future growth.

Consumer and business confidence provides insight into the strength of the local economy and leads to some predictability for the near future. This opinion is perhaps the most positive finding from the primary research. A bright economic outlook by the local residents is a major obstacle that does not need to be overcome and provides a strong base for growth.



13.2 Opportunities Do Exist

When investigating economic development opportunities there were no shortage of suggestions. All business owners, community resource staff and residents provided potential initiatives that can be pursued in Channel-Port aux Basques to expand the local economy. A multitude of opportunities have been presented and investigated for this report, with the most feasible and beneficial initiatives explored given the community input. The opinion that many opportunities for the community exist is a positive in the creation of a Strategic Economic Plan. It provides multiple avenues of investigation and indicates that growth and diversification of the economy is possible. It is the identification of these opportunities that provide continued economic development for a community.

13.3 Uniqueness of Local Economy

Clearly evident from the secondary research completed on additional communities throughout the world was the uniqueness of the Channel-Port aux Basques economy. Some elements of the local economy may be similar to others, but the specific makeup and opportunities for development vary completely. With this acknowledgment comes an original Strategic Economic Plan that fits with the geography, demographics and human resource capacity of the community. This brings to light the need for realization that economic development initiatives that prosper in one community may not necessarily witness success in another. Each community and economy is unique and thus the Strategic Plan for development must be tailored to best enable prosperity.

13.4 Need for Economic Diversity

Upon review of other economies throughout the world, the most evident implication for Channel-Port aux Basques is the requirement for economic diversification. Specifically in relation to Seydisfjörður, Iceland whose economy is dominated by fishing, diversification is mandatory to weather industry fluctuations and changes. Being reliant upon one to shoulder an economy presents a real threat to any community should that industry collapse. This virtually brings a community and its economy to a complete halt. Seemingly this is the greatest present risk for Channel-Port aux Basques. Marine Atlantic is presently supporting the majority of the local economy. Thus economic development in additional sectors of the economy should be the highest priority for the community. Diversification of the economy will bring stability and growth to the Town.

13.5 More Collaborative Effort

The development and growth of the economy of a community cannot be accomplished by a single person or organization. A collaborative and comprehensive effort by all community stakeholders and organizations is needed to further develop the local economy. This includes the entire business community, resource staff, volunteer organizations, residents and the Town working together to achieve a common goal. Having a complete effort by all members of the community will allow more development with the effort spread throughout the population. This



should begin with the Town strengthening their relationship with the private business community and extending support to all organizations and groups in their endeavors.

Businesses must further partner to achieve success that is often dependent on one another. And volunteer groups which provide a passion toward specific goals that should be acknowledged for their efforts in providing growth in the local economy. Most importantly, is it crucial that all these stakeholders work in collaboration if economic growth and prosperity is to occur for Channel-Port aux Basques to reach its maximum potential.

14.0 Economic Development Initiatives

14.1 Harbour Development

The Town of Channel-Port aux Basques was founded by the Basques fishermen for its ice free, secure harbour. This important piece of infrastructure continues to be the lifeline of the local economy. Now well developed, the harbour has several well developed, deep berth wharves and also an abundance of unoccupied land suitable for any further development. This combination lends great potential for economic development.

Marine Atlantic currently has two well maintained berths used for the docking of their superferry fleet year round on the North side of the harbour. These are approximately 600 feet in length and can accommodate ships of greater than 670 feet, with depths averaging 32 feet. In addition to these two main docks, there are an additional two berths located on the North side of the harbour, behind the Marine Atlantic terminal facility. The Carson & Coastal docks are 400 and 640 feet in length respectively, with depths of 25 feet. These four major docks are owned and maintained by Marine Atlantic, with a close working environment with the community and private firms.

The Port aux Basques Harbour Authority also has ownership of additional docking facilities on the West side of the harbour. There are a total of 3 fixed wharfs ranging in length from 150 feet to 210 feet with depths up to 30 feet. The Harbour Authority also has two floating docks with a length of 162 feet. With these facilities accessible, the harbour has multiple well developed infrastructure pieces for economic development opportunities.

14.1.1 Marine Atlantic Infrastructure Access

One of the major inhibitors to economic development within the harbour is the lack of access to the Carson and Coastal docks owned by Marine Atlantic. The company has traditionally used these docks as an alternate site for some of their ships. With the process of fleet renewal currently being completed by the corporation, larger vessels will no longer be capable of docking at these berths. Access to these facilities can have a major economic impact for the community. Deep water berths for vessels can be marketed to a variety of industries such as shipping, cruise and carrier ship lines.

Lead Group: Town of Channel-Port aux Basques

Estimate Implementation Time Length: 1.5 years



Action #1: Make preliminary contact with Marine Atlantic management officials to notify them of the Town's desire to open discussions concerning usage of the Carson and Coastal docks.

Action #2: Formulate the vision the Town has in acquiring access to these docks and determine the possible economic effects this would have on the community.

Action #3: Meet with Marine Atlantic management to discuss arrangements and options available to gain greater access to these facilities. Options to suggest would include:

- 1.) Lease agreement
- 2.) Guaranteed access agreement
- 3.) Ownership transfer

Action #4: Request support from management on this initiative by presenting the access request to the CEO of Marine Atlantic and the Board of Directors.

Action #5: Assess the level of interest the corporation has in relinquishing access to these docks through consistent contact with upper management.

Action #6: Request a meeting with the CEO of Marine Atlantic to discuss the desired access by the Town. It is important to note that the Town will not use these facilities to directly compete with Marine Atlantic, the need for a security arrangement and the preferred method of access. This meeting should enable the Town to clearly identify the benefits of such infrastructure to the continued development of the local economy.

Action #7: Await a response from Marine Atlantic on the request for access.

For a favourable response in access, the following action steps must be taken:

Action #1: Draft a memorandum of understanding for terms of use in gaining access to these facilities. This may be included in the stipulations of a lease or terms of sale. A memorandum of understanding with the security agency of the property may also be necessary if demanded by Marine Atlantic.

Action #2: Secure funding to access these facilities. Due to the unknown value of the assets, funding will depend on the required capital.

Action #3: Complete a legal transfer of ownership title or contract for leasing of the infrastructure.

14.1.2 Small/Medium Cruise Ship Industry

Channel-Port aux Basques has hosted cruise ships in previous years, but due to the uncertainty of availability of docking facilities and long lead time needed for cruise companies, there has been little activity in recent years. With the completion of a second major dock at Marine Atlantic, and no vessels in the current fleet capable of using either the Carson or Coastal docks, the cruising industry is once again a viable initiative for the community.

The cruising industry is very diverse with multiple segments to attract. With the community's location, marketing should focus on experiential cruises that promote a unique Northern experience of outport Newfoundland. Given the size, depth and infrastructure of the harbour, it is also recommended that any marketing be driven toward the small to medium size cruise ships. These ships would have a maximum length of approximately 350 feet with a draft of less than 20 feet. Additional considerations need to be made for bussing of passengers throughout the Southwest Coast. With limitations on coach line busses in the region, ships with passengers not



exceeding approximately 200 be targeted. Additional transportation costs will have a negative impact on the economic success of cruise calls.

Lead Group: Southwest Coast Cruise Committee

Estimate Implementation Time Length: 1 year, ongoing

Action #1: Continuation of membership in the Cruise Association of Newfoundland and Labrador (CANAL). This will provide the community a presence in any provincial strategy developed and exposure to markets and companies entering or expanding within Newfoundland and Labrador.

Action #2: Attendance at the CANAL annual general meetings to receive information regarding port of calls and basic information regarding local industry presence.

Action #3: Attendance at the semi-annual CANAL Exploration Cruise Forum. This forum enables the community to market itself to small and medium size cruise companies, while meeting delegates within the industry.

Action #4: Formation of a Southwest Coast Cruise Committee. This committee would oversee marketing materials as well as attraction development and logistics. Members of this committee should be comprised of delegates from various communities including Channel-Port aux Basques, the Codroy Valley, Cape Ray, Margaree, Isle aux Morts, Burnt Islands and Rose Blanche. Private and public partners should also form the committee, including the MMZC, INTRD, Service Canada, the Southwest Coast Tourism Network and representatives from the various tourism sites throughout the region. Additional partners may be included or removed as necessary.

Action #5: Development of a cruise itinerary and marketing materials for the region. Various information has previously been completed by the MMZC and other representatives in the area.

Action #6: Distribute materials to cruise companies through the Exploration Cruise Forum and also direct mail out.

Action #7: Continued work with cruise companies wishing to make Channel-Port aux Basques a port of call and strive to grow the market in the area.

14.1.3 Marina

There have been two studies completed that assess the recreational boating market in Channel-Port aux Basques. The Atlantic Canada Opportunities Agency commissioned a study by TRACT Consulting to review the entire Newfoundland market and the Port aux Basques Port Corporation had The Mariport Group Ltd. identify the potential for the Town. These consultants have estimated that the current local market is approximately 75, with 900 recreational boaters throughout Newfoundland and Labrador (TRACT, 2007). In addition to this immediate market, the Eastern Seaboard and Great Lakes region has been pegged in excess of 300,000, with the ability of increased markets with promotion and development of the industry (Mariport, 2003). Both consultants have noted that nearly every national and international boating visitor to Newfoundland will have to call on the port of Channel-Port aux Basques upon arrival, providing the town with an opportunity to become a major port within recreational boating industry.

Lead Group: Town of Channel-Port aux Basques, Port aux Basques Port Authority

Estimate Implementation Time Length: 1.5 years



- Action #1:* Review both the TRACT and Mariport Group reports to determine the exact level of opportunity and recreational boater needs in marina services for concept development.
- Action #2:* Determine a location with sufficient waterfront access, available land and within close proximity to a variety of services such as banks, grocery outlets, drug and hardware stores.
- Action #3:* Consult with an engineering firm to design a marina suitable for the location chosen, amenities required and within the scope of the provincial industry.
- Action #4:* Given the engineering design and cost, engage possible partners on funding availability to contribute to the initiative.
- Action #5:* Complete a marina development proposal to outline the opportunities that exist, vision for the facility and the funding required for construction and operation. This proposal will be submitted to the project partners requesting funding of the initiative.
- Action #6:* Submit an application for Permit to Alter a Body of Water to the Government of Newfoundland and Labrador Department of Environment and Conservation. An additional application will need to be sent to Transport Canada under the Navigable Waters Protection Program for project review.
- Action #7:* Attendance at any Newfoundland marina industry conferences should be a priority. Inclusion at the beginning stages will allow the community to partner and be included in any industry developments that occur. To develop the industry, all marinas within the province will need to partner to create a product for recreational boaters in North America. The first marina focused conference occurred from June 18th to 21st, 2009 in Lewisporte, entitled the North Atlantic Marina & Recreational Boating Conference.

14.1.4 Atlantic Gateway Opportunities

The Atlantic Gateway is a federal and provincial government initiative to increase transportation capacity on the East Coast of Canada. Through increased infrastructure, it is anticipated that a higher volume of export and import goods can flow through this region of the country. The initiative looks at three major areas of infrastructure in ports, airports and road/rail.

Of the transportation sectors identified, port infrastructure would apply to Channel-Port aux Basques. Within the context of developing an Atlantic Gateway, the community's role may be limited as the report's main focus is on global import and export of goods through containerized shipping. Channel-Port aux Basques currently imports and exports domestic ground transportation only. The port does not handle containerized transportation services, resulting in less emphasis within the initiative. Despite a major role within the Atlantic Gateway, hosting a major port on the Southwest Coast of Newfoundland, Channel-Port aux Basques has potential opportunities.

Within Newfoundland and Labrador, Corner Brook and St. John's currently import and export all container traffic for the province. These ports have well developed infrastructure specifically to handle an increased volume of container traffic expected by the Atlantic Gateway report (Atlantic Gateway, 2007). Although Corner Brook is in close proximity to Channel-Port aux Basques, opportunities exist in dry bulk, transshipment, short sea shipping, transloading and the cruise market.



14.1.4.1 Dry Bulk

Dry bulk is one segment of the Atlantic Gateway that Channel-Port aux Basques has the ability to pursue. Aggregate within the context of this initiative is classified as coal, aggregates, gypsum, potash, salt, limestone, grain, nickel ore, iron ore, stone, sand, gravel and crushed stone. With many of these aggregates now being developed within the local mining industry, this sector has potential for development and growth. As well, the sector does not require a large infusion of infrastructure beyond the current facilities. The Atlantic Gateway report suggests the dry bulk sector will experience a 2.4% annual growth rate from 2005 to 2025. It also notes that the movement of these goods is impacted significantly by conditions in the U.S. housing market. (Atlantic Gateway, 2007). Despite the 2009 global recession, this sector will still need to be developed within Newfoundland, which should coincide with the anticipated economic recovery of the United States.

14.1.4.2 Transshipment and Short Sea Shipping

With many major ports on the Eastern Seaboard seeing increased activity, along with foreign ships having to pay multiple cabotage fees when multi-porting, the Atlantic Gateway report suggests a short sea shipping network to increase the transportation network. A transshipment port would allow larger container vessels to offload their cargo to smaller, feeder ships to be distributed to multiple additional ports via a short sea shipping system.

A transshipment port on the Eastern Seaboard would be expected to host post-Panamax vessels, with lengths over 294 meters (965 feet). These are vessels that are now traveling through the Strait of Gibraltar due to size limitations at the Panama canal and congestion on the Western Seaboard. Channel-Port aux Basques does not currently have the capacity or infrastructure to attract post-Panamax ships, thus making a transshipment port within the community unattainable.

The possibility of a short sea shipping port for the community has some limited opportunities. Already identified in the Atlantic Gateway report, Corner Brook is within close proximity to Channel-Port aux Basques and has a well developed, large container port. With this competition on the West Coast of Newfoundland, a competing port with no current container infrastructure is not advisable for the community. An increase in container traffic, demand for docking or laydown space in Corner Brook should be monitored for additional opportunities for partnership or expansion to short sea shipping services on the West Coast.

14.1.4.3 Transload

Providing transloading services is a potential opportunity for the community. This process involves the unloading of containerized imports to be transferred to ground transportation. The contents of three shipping containers (40 feet) can be reloaded into two ground transport containers (53 feet) to be taken to various outlets throughout North America by road. Given the constraints of the harbour, linking as a receiver to a short sea shipping port may provide the opportunity for a transload centre. Attracting smaller container ships that can be accommodated



within the harbour is needed, along with ample laydown space, which the harbour has capacity for.

There are two pressing issues in developing a transload centre for Channel-Port aux Basques. Any development is dependent on a short sea shipping service linking to the community, which will not be in competition with Corner Brook. Secondly, additional transportation costs associated with moving ground transportation to Mainland North America. Once reloaded, the majority of ground transportation will need to be shipped via Marine Atlantic to Nova Scotia. The additional cost to these containers in transport may make any Newfoundland transload port unviable.

14.1.4.4 Oil & Gas Industry Servicing

There have been several oil and gas developments on the West and South Coasts of Newfoundland in recent years. The Port aux Port Peninsula has the Garden Hill field, with additional parcels being explored throughout the West Coast and Northern Peninsula. The South Coast has also seen various offshore parcels of land and exploration permits sold recently with the Laurentian Sub Basin and the Sydney Basin. With multiple developments on two adjoining coasts, Channel-Port aux Basques is ideally situated to service any offshore or onshore developments.

Vessel supply ships should be targeted for economic development. With the Come By Chance oil refinery well developed on the South Coast and in preparation for expansion, the focus for the community should be supply vessels. These ships will provide constant economic impact to the community. The current harbour infrastructure will also accommodate these ships, when compared to the length, depth and beam of the Hibernia supply ships. Both the Carson, Coastal and two main Marine Atlantic docks have the capabilities of docking supply vessels.

14.1.4.5 Additional Shipping Services

Given the geographic location of Channel-Port aux Basques, there are opportunities in additional shipping services. With an ice free harbour nearest to mainland Canada, the community has the ability to attract companies looking to import or export to the island with the shortest possible route. Competing harbours will also have some developed infrastructure, but may be limited in expansion space. Any opportunities within the harbour should be explored as land and infrastructure are available for development.

Lead Groups: Town of Channel-Port aux Basques, Marine Atlantic, Harbour Authority, Private Transportation Industry

Estimate Implementation Time Length: 5+ years

Action #1: Conduct a Harbour Development Session to discuss possibilities of the harbour, while engaging all the stakeholders. This session should identify the infrastructure and specifications of the existing harbour, as well as providing an outline of the Atlantic Gateway initiative.

Opportunities within the initiative for Channel-Port aux Basques should also be identified.



Action #2: Development of an Atlantic Gateway committee. This should be comprised of representatives from the Harbour Authority, Canadian Coast Guard, Town, Marine Atlantic, Trucking Association and ACOA. This group must be privately driven to push local infrastructure needs.

Action #3: Determine the infrastructure needs of the harbour for both private and public stakeholders. A common link between all parties should emerge with a vision of the newly developed harbour.

Action #4: Commission preliminary engineering assessments based on the infrastructure development needs for costing. This assessment should be broken down into various infrastructure segments with costing for each. This will enable the committee to have a costing target for funding and investments.

Action #5: Meet with provincial officials of the Atlantic Gateway to determine the funding and desires for infrastructure investment in Channel-Port aux Basques. Also to note would be the process of accessing funding under this initiative.

Action #6: Pending potential infrastructure investment on behalf of the Atlantic Gateway initiative, along with private investment, a proposal for funding should be completed using the engineering costing previously completed.

14.1.5 Fish Plant Development

The Seafreez Foods infrastructure available has in excess of 41,000 square feet of storage space and over 440 feet of docking space at an estimated value of six million dollars. A facility of this magnitude is invaluable in attracting investors to the community. Any large scale operation would need considerable investment to replicate the infrastructure currently erected. Most companies prefer established infrastructure when relocating and several have previously inquired of the availability of such infrastructure within the community. Unfortunately, prior to the Seafreez Foods facility, the only available infrastructure within the community is privately owned.

Having a facility of this capacity with dock side access to market to potential investors has tremendous economic potential. Many communities throughout the province do not have a large, available facility with ocean frontage to offer to investors. This infrastructure immediately provides the community with tangible assets to lure investors to the region. Without the Seafreez Foods facility, the community simply has available land that is not accessible or market ready and requires substantial investment.

Lead Group: Town of Channel-Port aux Basques

Estimate Implementation Time Length: 2 years

Action #1: Contact The Barry Group to discuss interest by the company in transferring ownership of the Seafreez Foods property to the Town.

Favourable Response To Sale

Action #1: Negotiate sale price with The Barry Group, which should be affordable for the Town. Also determine the Terms of Sale with the company.

Action #2: Complete an Environmental and Structural Engineering Assessment on the entire property to determine liabilities and renovation costs needed to make the facility marketable.



Action #3: Contact the Department of Municipal Affairs of the Government of Newfoundland and Labrador to seek approval in the acquisition of the property and facility. This process will require a development and long term plan proposal from the Town along with the compliance of any restrictions applied to the transfer of ownership.

Action #4: Seek funding from the Atlantic Canada Opportunities Agency and the Department of Innovation, Trade and Rural Development of the Government of Newfoundland to undertake renovations and upgrades to the property. Negotiations on funding available will be required of the partners and a funding proposal will need to be completed.

Action #5: Upon receiving letters of offer for funding from the associated partners, contact The Barry Group to finalize the sale of the property. Lawyers from the Town and The Barry Group will be responsible for finalizing the sale.

Action #6: Complete renovations to the facility as determined in the Structural Engineering Assessment, ensuring the facility is versatile for multiple potential uses.

Action #7: Market the property to potential investors and companies using various media sources and previous expressions of interest for waterfront property within the community.

14.2 Natural Resources

Growth in the natural resources sector has been increasing rapidly throughout Newfoundland and Labrador in the past decade. From oil to iron ore to uranium, a vast array of mineral exploration and development are being pursued throughout the province. Within the Southwest Coast region, oil, uranium, gold, and potash are just some of the minerals being sought. With this rapid development and a multitude of resources available, the sector holds economic development opportunities for Channel-Port aux Basques.

14.2.1 Mineral Exploration & Development

With uranium, gold and potash all discovered on the Southwest Coast of Newfoundland, development and extraction may follow. Many of the companies with stakes in the region are involved with exploration or small-scale development. While many areas of this industry are in introductory stages of production, contact and preliminary development can be planned in anticipation of future developments.

Lead Group: Town of Channel-Port aux Basques

Estimate Implementation Time Length: Ongoing

Action #1: Monitor mineral exploration within the Southwest Coast. Media outlets consistently report on companies working within in the region, their target area and mineral of concentration. This will provide knowledge of the sector, stakeholders and the potential benefits for Channel-Port aux Basques.

Action #2: Make initial contact with all companies conducting exploratory or development operations within the region. This can be completed through a simple welcome letter and invitation of assistance. Providing awareness and support may result in further partnerships within the local industry.

Action #3: Maintain contact and a presence within the industry and provide development options as requested through company representatives.



14.2.2 Oil & Gas Development

Since the 1960's, Newfoundland and Labrador has been exploring its offshore for oil deposits. The first major production began with the Hibernia platform on November 17th, 1997. With the success of Hibernia, oil exploration and production has become the major mineral development for the province. Currently, the White Rose and Terra Nova oil fields are in productions, with a recent announcement of the Hebron field set to produce in 2017. While most of the production and exploration has occurred on East Coast's Grand Banks, increasing activity has been taking place on the West Coast of the province. Several oil exploration companies are currently conducting research, with additional parcels of land being sold. This preliminary activity proves to be a great opportunity for Channel-Port aux Basques.

Lead Group: Town of Channel-Port aux Basques

Estimate Implementation Time Length: 1 year, Ongoing

Action #1: Consistently monitor offshore land sales to determine the companies working within the region. Knowledge of land ownership for oil development will enable communication and contact to be made for potential partnerships.

Action #2: Research and contact the seismic and engineering companies that complete preliminary work on behalf of the oil companies. These companies typically complete exploratory work to determine the presence, quantity and environmental impacts associated with extradition. Any partnership with these companies should translate well with the oil company which intends to develop the parcel of land.

Action #3: Attend the annual Western Newfoundland and Labrador Oil and Gas conference. This conference provides information on companies working within the Southwest Coast, development at the various stages and also land sales to oil companies in the region. The conference also allows for interaction with company representatives working in the area. These conferences are vital to information gathering and networking within the oil and gas sector.

Action #4: Monitor various land developments on the Southwest Coast and make contact with all companies working within the region. Initial contact with oil companies occupying land permits is necessary, as well as the ongoing monitoring of development progression. Knowledge of the various phases of development will better enable the community to capitalize on economic development opportunities that may be forthcoming.

14.3 Health Services

Channel-Port aux Basques has an aging community with an average population age of 46 years (Community Accounts, 2008). Although this is not considered old by society, having the majority of the population at this age and older places increased demand on health services. With increased demand, additional services are expected within the community. The Dr. Charles L. LeGrow Health Centre provides a multitude of services to the Southwest Coast of Newfoundland, but due to the population base, many services are regionally located at the Western Memorial Regional Hospital in Corner Brook.



14.3.1 Community Professional Recruitment Committee

Given the regionalization of services and increased demand from an aging population, Channel-Port aux Basques requires the lobbying for additional health services through additional health professionals and equipment. With a regional population of 9,120 (Statistics Canada, 2008), ample health services are needed in the Town. To gain additional services and health professionals, lobbying of the provincial government is required.

Lead Group: Dr. Charles L. LeGrow Health Centre Foundation, Western Health

Estimate Implementation Time Length: Ongoing

Action #1: Create a partnership with the Dr. Charles L. LeGrow Health Centre Foundation to support their continuing efforts in recruiting health professionals and additional services to the local health centre. Assist the efforts of the Foundation in any capacity needed, either through government lobbying, housing support for recruited professionals or in supplying community marketing materials.

14.4 Tourism

The tourism sector has become a major employer throughout Newfoundland and Labrador in the past two decades. With the provincial government placing increasing efforts on the industry, visitors to the province has shown a remarkable incline. Given the geographic location of Channel-Port aux Basques, the community witnesses thousands of tourists passing through the Town each year. Traffic volumes of this magnitude present opportunities to capitalize on an emerging industry for the province.

14.4.1 Atlantic Small Scale Convention Market

Given the town's location as the nearest community to mainland Canada, as well as the amenities offered, hosting small scale Atlantic Canada conventions is a viable market. Along with multiple accommodations offerings, meeting facilities within the community can handle large groups.

The Bruce II Sports Centre has facilities that can accommodate up to 1770 people on the main stadium floor with meeting rooms that can hold up to 180 people. Food service is available at the centre, along with delivery catering from various establishments. In addition to these facilities, accommodations with meeting facilities are also available throughout the community. Hotel Port aux Basques has meeting facilities to hold 50 people with 49 rooms available. St. Christopher's Hotel has 83 rooms and meeting space for 220 people. Multiple additional meeting facilities which are operated by various organizations are also available throughout the community for meeting and convention functions.

Lead Group: Host Organization

Support Groups: Town, Chamber of Commerce

Estimate Implementation Time Length: 0.5 years

Action #1: Encourage and support local organizations to apply for hosting of provincial, regional and national conferences. The Town should recognize conferences as an opportunity to present the community to visitors throughout the country and attract increased tourism to the area.



Support may come in the form of meeting space, community information for attendees and possible monetary donations to host organizations. The Port aux Basques and Area Chamber of Commerce may solicit multiple members to offer event services required by the host organization. These conferences also provide an opportune time for members to promote their offerings to visitors to create additional business.

Action #2: Present a welcoming community to attendees of any conference. In showcasing the attributes of the community and region, signage throughout the community should be targeting toward the conference with members of Council welcoming delegates. Any additional support needed by the host organization should attempt to be accommodated by the Town and Chamber of Commerce in collaboration.

14.4.2 Adventure Tourism

The pristine wilderness of Newfoundland and Labrador has presented a tourism segment with considerable opportunity. Unlike the origins of the market that drew visitors to the rugged scenery, an increasing segment has been taking an active participation in the scenery through adventure tourism. This is a younger generation of tourist that uses sporting as a component of their tourism experience. These visitors enjoy such things as mountain biking on trails, kayaking with whales and icebergs, free style skiing in the backcountry, all-terrain and snowmobiling through the uninhabited wilderness and rock climbing. With the rural location of Channel-Port aux Basques that exhibit much of the geography required for this market and being the entry point to the province, the community has the opportunity to capitalize on the adventure tourism market.

14.4.2.1 All-terrain Vehicle and Snowmobile Market

One of the most recognized and promoted trail system within Newfoundland and Labrador is the Newfoundland T’Railway. This trailway was developed using the old railway bed that stretches from Channel-Port aux Basques to St. John’s. Promotion of the trailway and repairs have occurred extensively within the past five years, which has resulted in an increase in usage by all-terrain vehicles and snowmobiles. As the entrance/exit point for this trailway, Channel-Port aux Basques can capitalize on any enthusiasts completing the cross province or segmented tours of the T’Railway.

Lead Group: Government of Newfoundland Department of Tourism, Culture and Recreation & Newfoundland T’Railway Council, Southwest Coast Tourism Network

Estimate Implementation Time Length: 2.5 years

Action #1: Support the Newfoundland T’Railway Council in their efforts to maintain and repair the trailway system. This organization works toward maintaining the trailway and promoting the usage of it by residents and tourists.

Action #2: Lobby the Government of Newfoundland and Labrador Department of Tourism, Culture and Recreation to increase promotion of the T’Railway and wilderness availability during tourism campaigns for the province. The Town should provide tourism officials with information on the community and region that pertains to this market. Further endorsement of



all-terrain and snowmobile opportunities for the province will lead to a great number of visitors to the province, with the majority of them entering through Channel-Port aux Basques.

Action #3: Encourage private investment and business to develop this industry. Any development of this sector should be supported by the Town, as well as current enterprises promoting their services toward the industry.

The Southwest Coast region also possesses a number of trails and rural trailways that can attract all-terrain and snowmobile tourists. The vast array of wilderness with access can be used to market the region to potential users wishing to escape to the interior of the province and see the inherent beauty that the province has to offer.

14.4.2.2 Recreational Sporting Market

Recreational sporting has been a main part of the culture of the Southwest Coast region. Since the arrival of permanent settlers to the area, hunting, fishing and trapping have been heavily relied upon. Traditionally these activities were pursued to provide for families, but has since transformed into sport. With plenty of salmon rivers for angling, an abundance of wildlife and fertile vegetation, the region is a paradise for recreational sporting enthusiasts. The residents of the community also possess great knowledge of these sports and have availed of the opportunities. Although a relatively small, stable market, there is great potential to expand and further enhance the industry.

Lead Group: Local Outfitters

Estimate Implementation Time Length: 2 years

Action #1: Encourage the expansion and development of the recreational sports marketing industry. The Town may assist local outfitters in efforts to increasing licences for their company and promotion of their services.

Action #2: Identify the assets of the community that contribute to the recreational sports market. This information can be used by local outfitters in their promotional efforts.

14.4.3 Developing a Tourist Friendly Community

Most tourist based communities within Newfoundland and Labrador are described as quaint and picturesque. It is the look as well as the feel of a community that presents a sense of welcoming to visitors. To assist in tourism attractiveness of Channel-Port aux Basques, development of the visual appeal of the community should be considered in all construction and renovation projects undertaken. This should apply to both private and public areas of the community.

Lead Group: Town of Channel-Port aux Basques

Estimate Implementation Time Length: 3 years, ongoing

Action #1: Complete a strategy to develop the community with uniformity. The Town will need to be the lead on this initiative, ensuring all developments are consistent with the same look. This process may involve the engagement of a consultant to develop an overall vision of the community and its developments. Council may also choose to remain consistent in their developments and encourage restoration of older properties to remain similar.



Action #2: Engage the community residents on the development plans to allow their insight into how they would like to have their community look. This inclusion process will encourage residents to participate in the community look when completing renovations to their properties.

Action #3: Many of the recent developments by the Town have involved consistent materials and a look that ties all developments together. Continuing with this look will enable all developments to create a common theme for the community.

14.4.4 Development of Significant Tourism Attractions

Given the strategic location of Channel-Port aux Basques as the Gateway to the island of Newfoundland, the community welcomes more visitors than nearly any other community in the province. Approximately 400,000 passengers pass through the community via Marine Atlantic annually (Mariner Atlantic, 2008). This market has tremendous potential for the development of the tourism industry within the town. Although not all passengers in the data are unique, nor tourism visitors to the province, a large segment is still present. The Mariport Group estimated the segment at 32,000 visitors each year (Mariport, 2003). With a potential of this magnitude, the tourism industry is a great opportunity for economic development for Channel-Port aux Basques.

14.4.4.1 Channel Lighthouse

The sea has always been the backbone of the economy of the community. For centuries sailors have navigated the treacherous waters of the Southwest Coast, relying on the glimmer of the Lighthouses that litter the shoreline. With advancements in technology and the development of harbours, lighthouses are not relied upon as heavily. Many lighthouses throughout the region have become obsolete and transformed into tourism attractions. The Channel Lighthouse is the only remaining Southwest Coast lighthouse that has not been redesigned to primarily serve tourism. This is mainly due to its location on an isolated island off the community's coastline. Currently the Cape Anguille, Capy Ray and Rose Blanche Lighthouses are all refurbished to serve a more tourism purpose. Of four lighthouses in the region, the only remaining development is the Channel Lighthouse. Having the final lighthouse of the region completed, the "Road to the Lighthouses" on the province's Southwest Coast will become a complete tourism marketing package. Within 96 kilometres, lighthouse enthusiasts will have access to four unique lighthouses that present a varying design and scenery.

Lead Group: Town of Channel-Port aux Basques

Support Groups: Marine and Mountain Zone Corporation (MMZC), Department of Innovation, Trade & Rural Development (INTRD), Service Canada

Estimate Implementation Time Length: 1.5 years

Action #1: Consult with the Department of Fisheries and Oceans on the possible use of the Channel Lighthouse facility in the development of a tourism initiative.

Action #2: Enter into a lease agreement with the Department of Fisheries and Oceans for the use of the Channel Head property and Channel Lighthouse facility. This should come at no annual cost to the community with liability insurance covered under the Town's policy.

Action #3: Engage the Town's engineering consultants to design and cost the construction of a pedestrian walkway that will stretch from Water Street in the East End area of the community to



Channel Head. This design will have to meet Navigable Waters specifications for height and length. A steel structure formally used by Marine Atlantic should be investigated to determine the possible use for the pedestrian bridge, while conforming to specifications.

Action #4: Submit an application for review to Navigable Waters and the provincial Department of Environment and Conservation for assessment of the project under their requirements.

Action #5: Engage possible funding partners to investigate the possibility of contributions to the overall cost of the project. Some possible sources of funding may come from the Government of Newfoundland and Labrador Department of Innovation, Trade and Rural Development, the Atlantic Canada Opportunities Agency and Service Canada.

Action #6: Partner with the Cape Anguille, Cape Ray and Rose Blanche Lighthouse organizations to develop a complete lighthouse tourism product for the Southwest Coast. The marketing of a more comprehensive product that encompasses multiple facilities will prove to be more attractive for tourists.

14.4.5 Downtown Restoration

The downtown area of Channel-Port aux Basques has been the heart of the community for centuries. Once bustling with residential and economic activity, the downtown region has become less of a major dependant for the community. Growths in business and housing developments have steadily been focused in the Grand Bay section of the town. This has changed the major focus of the community, away from the downtown. Traditionally the sustainability of a community has been determined by the vibrancy of its core. To enhance the sense of growth and prosperity, it is necessary to revitalize and restore the visual appeal and economy of the downtown area.

Lead Group: Town of Channel-Port aux Basques

Estimate Implementation Time Length: 4 years

Action #1: Have a consultant produce a development and restoration visualization for the downtown area of the community. This would include the public areas and private enterprises that operate in the region. Funding for this consultant may be available through the Atlantic Canada Opportunities Agency.

Action #2: As part of the consultants work, engage the downtown business and residential community for their input into the visual appeal of the area. Entire community consultations will also need to be had as a portion of the process.

Action #3: Determine a priority list for the Town in completion of public restorations to be undertaken annually toward this development initiative.

Action #4: Ensure continued progress and development of the downtown region and maintain emphasis as an ongoing priority.

14.4.6 Marketing and Promotion

To maximize the returns of any economic opportunity or development initiative, there must be a greater effort placed on marketing and promotion. With multiple opportunities for economic advancement over a variety of sectors, Channel-Port aux Basques must increase the prominence of the community and its assets to any potential investor. These efforts may be aimed toward



manufacturing investment or tourist seeking a vacation destination within the province. The community must increase its awareness beyond simply being the Gateway to Newfoundland. It should strive to become a recognized major community within the province, with an emerging economy that promotes business, social and cultural development. With a greater eminence within the province, additional opportunities will arise.

Lead Group: Town of Channel-Port aux Basques, Marine and Mountain Zone Corporation, Western Destinations Marketing Organization

Estimate Implementation Time Length: 0.5 years

Action #1: Develop a Strategic Economic Plan to determine the opportunities that exist within the community. Take an inventory of the assets of the community, including infrastructure and social-cultural assets, to include within the plan.

Action #2: Complete a community profile that contains all demographic, geographic and social data that describe the community. This will also include the history of the region and qualitative information that pertains to the Town.

Action #3: Design a business information package to promote the infrastructure and opportunities that exist within the community that will enable enterprises to be successful. All employment data, infrastructure, operating information and investment incentives should be included, as well as other data that would be required by an investor.

Action #4: Partner with the Southwest Coast Tourism Network and also the Western Newfoundland Destinations Marketing Organization to have Channel-Port aux Basques increase its profile within a regional marketing effort. Being a larger centre within the region, any marketing efforts will give additional exposure to the community given the amenities for tourists.

Action #5: Construct industry specific marketing promotional materials to target specific industries to the community. These should be included in the business information package, but highlight the data relevant to the target industry as it pertains to the community. The cruise market is one example of an industry specific marketing initiative.

Action #6: Redesign the Town's website (www.portauxbasques.ca) to include the newly developed Community Profile, Business Information Package, the Strategic Economic Development Plan and other additional information on infrastructure and community assets. The website should include as much information on the community as possible.

14.5 Social Development

An often overlooked cornerstone of economic progress is social development. Although not seen as a direct economic enabler, it is vital to the attraction of professional investment while creating employment. Amenities of a community and avenues for social development are important aspects for any professional considering relocating or investing. Recreational, childcare, education and health care facilities are services that attract citizens to a community and are also those that investors deem necessary to retain employees. Social services are a desirable asset to any community and Channel-Port aux Basques has been successful in the development of these assets since incorporation. Currently, the community has arguably the leading municipal recreational facility within the province with the Bruce II Sports Centre. The Town also boasts a youth centre, primary schools, a college, social clubs and the Cr. Charles L. LeGrow Heath Centre. There are many social opportunities within the community, but further developments in the present services as well as new additional services are needed.



14.5.1 Youth Centre

The diversity and number of youth of the area require additional services that are tailored to meet the needs of the region. With such a significant youth population base to service, a youth centre was warranted for Channel-Port aux Basques. Currently, the youth of the area have access to a drop-in centre, the LEAP Centre. The centre offers a variety of services for youth such as resume writing, exploring post secondary education opportunities, applying for social insurance numbers and carries information on youth related issues. As part of the outreach program, the centre brings services to outlying communities in Isle aux Morts, Rose Blanche, Cape Ray, Burnt Islands and the Codroy Valley. With proven success, growth and expansion of the youth centre is needed for the community.

Lead Group: Marine and Mountain Youth Employment Strategy

Support Groups: Town of Channel-Port aux Basques, Port aux Basques and Area Chamber of Commerce, Community Youth Network (CYN)

Estimate Implementation Time Length: 2 years

Action #1: Engage in discussions with the current youth centre operator, the Community Youth Network Southwestern organization, on the possibility of expanding the services and programming offered to youth. Explore the possibility of developing an independent CYN site to be operated under the direction of the MMYES organization.

Action #2: Approach various organizations to become a sponsor for an independent CYN site. The relationship structure between the sponsor, government, MMYES and CYN Southwestern must be determined at this stage.

Action #3: Meet with the provincial CYN coordinators to explore the provincial government's willingness to support an independent CYN site for the Port aux Basques area. Thought must be given to the organizational structure of the site and funding sources available.

Action #4: Develop a CYN site proposal to be submitted by the sponsor in coordination with the MMYES and CYN Southwestern organizations. This proposal should outline the rationale for an independent site, a vision for the site, and sustainability plan.

Action #5: Engage with the Town and other funding partners the possibility of constructing a new facility to house the CYN site and other related services. The current location on Caribou Road is not suitable for any increase to services or programming.

Action #6: Develop a transition strategy for the CYN site to operate in moving from CYN Southwestern to the local CYN group.

Action #7: Increase efforts to leverage funding to provide additional services and programming to the youth of the region. All available funding sources should be explored.

14.5.2 Day Care / Preschool Services

The Southwest Coast of Newfoundland represents 27 individual communities spanning a distance of approximately 100 kilometers. The total population for the region is 9,120 with a youth market segment of 1135. This is approximately 13% of the region's total population. As the service centre for the area, daycare services in the community will be available to the 310



youth that age from 2 years to 5 years old. This market is approximately 10 times the capacity the proposed daycare will accommodate (Community Accounts, 2008).

A portion of the daycare centre will be focused on after school care targeting children aging from 6 years of age to 13 years. The focus of this program will be on children requiring care after school hours while awaiting family or caretakers to complete work or school. While short in duration, this childcare time will provide extended education to children based on a recreational model of delivery. The market for this segment throughout the Southwest Coast is approximately 825 children. With such a significant portion of children within the region requiring daycare, this service will bring relief for families on the Southwest Coast of Newfoundland.

Lead Group: Marine and Mountain Youth Employment Strategy (MMYES)

Support Groups: Community Education Network (CEN), Family Resource Centre, Town of Channel-Port aux Basques, Western Health

Estimate Implementation Time Length: 2 years

Action #1: Investigate the demand for daycare services within the Southwest Coast region.

Quantitative data for demand should be collected, but may be available from other resources.

Action #2: If sufficient demand exists, engage the Community Education Network and Western Health to assist the local group in the establishment of a registered daycare for the community.

The CEN organization has experience in the development of daycare operations. Western Health may provide the physical specifications required for a daycare, along with funding toward the furniture for the facility and assistance in any cost overruns that may occur.

Action #3: Examine all available infrastructures within the community to determine if a suitable location for a daycare can be found within the specifications set by the provincial Department of Health and Community Services.

Action #4: Approach Council, in coordination with the Youth Centre group, to fund the construction of a new youth services facility for the community. This facility would be the home to a daycare, youth centre and after school childcare program.

Action #5: Develop a facility layout with specific considerations given to the regulations required of a registered daycare.

Action #6: Determine the cost of a youth services centre given the space requirements for the daycare, childcare and youth centre programs. This cost can be determined by the Town engineers.

Action #7: Develop a funding proposal for the youth services centre to be submitted to various governmental organizations for the construction of the youth services centre. Possible sources of funding may be available from the Atlantic Canada Opportunities Agency, the provincial Department of Municipal Affairs and the Department of Health and Community services.

14.5.3 Bruce II Sports Centre

Channel-Port aux Basques has some of the most modern recreational facilities in the province. The Bruce II Sports Centre is the centerpiece of recreation which houses a four-lane swimming pool, a six-lane bowling alley, an ice rink, two curling sheets, conference facilities and a fitness centre. In addition, the Town has a baseball and soccer field. Recreation is a large part of the community and amenities have been well developed to support the citizens. The area also has



many organized sporting leagues including softball, figure skating, minor hockey, bowling, swimming and organized fitness classes for all levels. Given the cultural emphasis on recreation and the demand of the current facilities, specifically the fitness centre, additional expansion and development of the Bruce II Sports Centre should be pursued.

Lead Group: Town of Channel-Port aux Basques

Estimate Implementation Time Length: 1.5 years

Action #1: Determine the exact needs of the Bruce II Sports Centre through the assistance of the Recreation Director. Analysis of demand on the various areas of the centre should be noted.

Action #2: Engage the Town's engineers to determine the best possible route to alleviate the needs of the facility. Given the space restrictions, flooring over the curling area may be developed for expansion purposes.

Action #3: Determine the costing required for the expansion and development of the centre. This will be based on engineering estimates and quotes from private enterprises.

Action #4: Develop a funding proposal to illustrate the demand and expansion requirements of the Bruce II Sports Centre. Submission of the funding proposal may be given to the Atlantic Canada Opportunities Agency and the provincial Department of Municipal Affairs.

14.5.4 Expatriates Marketing

The growth and sustainability of any community is dependent on births and in-migration. The birthrate of Channel-Port aux Basques has declined steadily in the past two decades, dropping approximately 55% (Statistics Canada, 2008). While some in-migration, mostly by former residents, has been experienced in recent years, net outmigration continues to be a concern for the community. An aging community also presents opportunities in the local workforce. The community's largest employer, Marine Atlantic, has experienced increasing retirements in recent years with the "baby boomer" generation reaching an age to exit the workforce. Another increasing trend has workers commuting from Newfoundland to Alberta regularly for work. With increasing employment opportunities and a mobile workforce, Channel-Port aux Basques has the opportunity to attract residents to the community. The most probable market to attract are expatriates that have a connection to the region. Having a personal connection to the community increases the likelihood that people will relocate to rural Newfoundland and remain within the town permanently.

Lead Group: Town of Channel-Port aux Basques

Estimate Implementation Time Length: 1 year, Ongoing

Action #1: Promote community amenities and employment opportunities on the Town's website. Specific recruitment initiatives to attract expatriates to the community should be undertaken during Come Home Year 2010. This is the largest concentration of former residents that are accessible for marketing. Promotion of the amenities will provide an indication of the quality of life experienced.

Action #2: Develop a partnership with St. James Regional High School to have the email addresses of graduating students maintained in a database. This database can be used to send community updates and employment opportunities to expatriates. Additional email information may be found through regular Come Home Year preparations.



Action #3: Work with local employers to target and recruit expatriates for employment opening in an effort to attract additional residents to the community.

14.6 Education

Increasing the literacy rate and education levels of residents is a focus for community leaders. As such, primary and post secondary education has been widely promoted to the youth of the Southwest Coast. With increased education levels among residents, industry can be further attracted based on expertise and knowledge. Education will also spawn entrepreneurs for the community and diversify the economy.

Lead Group: Western School District, College of the North Atlantic

Support Groups: Marine and Mountain Youth Employment Strategy (MMYES), Town of Channel-Port aux Basques

Estimate Implementation Time Length: 1 year, ongoing

Action #1: Support all organizations in their efforts in the promotion of education. This may include career fairs, post secondary visitations and work experience programs.

Action #2: Continue to foster the positive relationship that has been established with the College of the North Atlantic. The college has always been instrumental in providing training to meet the needs of the community and private enterprises. This has enabled continued development of residents to meet industry demands.

Action #3: Assist the local education providers in their efforts to expand offerings at primary and post secondary institutions. Any increase in offerings will proportionally relay to enrolment and will provide an increase in the economy, either directly through student accommodations and service or through additional workforce capacity.

14.7 Business Development

The most fundamental form of economic growth is direct business investment. A new enterprise, business expansion or relocation of an entity within the community is an immediate contributor to the economy. As the foundation to any community, business development attracts residents and provides sustainability for the community.

14.7.1 Business Information and Attraction Package

A major consideration when conducting business is knowledge of the market and operating environment. Entrepreneurs typically conduct market research of a region prior to establishing a business or expanding. Companies seek information on the demographic makeup of an area, education levels, income, competing businesses, and operating costs associated with the business. Having this community information available is an important tool in the recruitment and expansion of any business to the Town.

Lead Group: Town of Channel-Port aux Basques

Estimate Implementation Time Length: 0.5 years

Action #1: Interview members of the local business community to determine the exact information they would require in a Business Information and Attraction Package. This will



provide the most effective and useful data for current and potential investors on the business climate of the region.

Action #2: Research and review business information packages completed by other municipalities throughout Newfoundland and Labrador, as well as those throughout the country. Researched information lends insight to the data businesses in all areas of the world request from a community.

Action #3: Gather the required information from various outlets and ensure all data is the most recent available. Ensure to keep a listing of the sources used for data collection to have consistency in further updates.

Action #4: Complete a Business Information and Attraction Package to provide information to all existing and potential enterprises within the community. The design and layout of this document should provide ease in updating without the need for major changes annually.

Action #5: Publish this document on the Town's website for access to the entire business community. It is crucial to have this information presented for potential investors to review without having to contact the Town and request the compilation of the data.

14.7.2 Housing Development

One of the best economic indicators for a community is in new housing developments. Construction of residential housing and the real estate availability is an indication of the immigration occurring to the community and consequently the employment opportunities available. Besides the direct employment created, home construction is a morale boost to the community as it is seen as a sign of prosperity and growth by residents. The importance of home construction should not be underestimated in the development of a community.

Lead Group: Town of Channel-Port aux Basques

Estimate Implementation Time Length: 1 year, Ongoing

Action #1: Contact a municipal planning developer to determine all aspects of residential development in the Grad Bay West area including the number of lots, services, layout and cost. Council has previously designated this area for continued residential housing given the availability and geographic makeup of the land that is most suitable for construction. Additional areas of the community has substantial development cost given the amount of rock and wetland present. These areas would increase the price of land for residents.

Action #2: Continue to promote housing development within the community through the development and availability of building lots for residential housing. Lots should continue to be sold to residents at a break even cost based on the cost of development incurred by the Town.

Action #3: Consideration for development should be given to private industry that desire to develop residential building lots for construction. Private developers must provide all the service amenities to the specifications currently installed by the Town and ensure the affordability of the land to encourage continued development.

Action #4: The availability, specifications and development plan for residential development within the community should be available on the Town's website. Any interested investor may then determine with relative ease the future of the community's residential developments.



14.7.3 Service Distribution Centre

Channel-Port aux Basques is commonly known as the Gateway to Newfoundland, welcoming passengers and freight to the island for over 100 years. While the methods of transportation have changed substantially, the community remains the largest importer of goods to Newfoundland. Over 90% of perishable goods enter the province through the Town, as well as a large percentage of total goods (Marine Atlantic, 2008). The significance and volume of goods entering and exiting the province through the Port aux Basques harbour presents a tremendous opportunity for economic growth.

Prior to 1988, the Newfoundland Railway was used primarily to transport goods throughout the province. Shipments would enter by sea and then be transferred to rail for various destinations. The transfer process, along with the railway itself was a major employer for the community. Although the railway has been dismantled in the province, the same economic opportunity exists for Channel-Port aux Basques. With the increase in fuel prices, companies are spending unnecessary capital on transportation of goods to distribution centres in central locations, only to redirect many shipments back over the same ground. This retracing of shipments increases the cost of transportation unnecessarily for companies. Having distribution centres located in Channel-Port aux Basques would eliminate additional transportation costs for providers and waiting costs associated with trailers parked at Marine Atlantic.

Lead Group: Town of Channel-Port aux Basques, Transportation Industry

Estimate Implementation Time Length: 3 years

Action #1: Determine the additional cost to transportation providers associated with shipping goods from the distribution centre and back to destinations previously passed. This analysis should provide quantitative data on the potential savings given the cost of fuel, transport distances and the cost of container wait times.

Action #2: Develop a strategy to target transportation companies in locating their distribution centres in Channel-Port aux Basques. Determine the companies that will benefit the most from this location and the logistical needs for distribution.

Action #3: Review land development options that is ideal for multiple distribution centres. The ease of land development, location in relation to Marine Atlantic and the destinations of the shipments should all be addressed.

Action #4: Research possible sources of funding needed for land development that would be required in the establishment of a large scale distribution centre. A development to accommodate multiple companies, while remaining available for future growth should be planned.

14.7.4 Oil & Gas Manufacturing or Servicing

Perhaps the most prominent and emerging industry in Newfoundland and Labrador is oil and gas. With the development of Hibernia in 1997, multiple companies within the industry began the exploration process in an unknown region of the world, the North Atlantic. Presently there are multiple exploration areas including the Grand Banks, Laurentian Basin, Garden Hill, Sydney Basin and the Labrador Basin. Virtually every coast of the province has oil and gas activity in some form. The Southwest Coast has the advantage of gaining opportunities from developments on either the South or West Coast of the province. Currently there are fledgling



developments at Garden Hill on the West Coast and the Laurentian and Sydney Basins on the South Coast. Old Harry is also within close proximity to Channel-Port aux Basques, which is a field under the Quebec jurisdiction. With continued development in the oil and gas sector on the South and West Coasts of the province, the community has many opportunities in manufacturing and servicing.

Lead Group: Oil & Gas Investors

Estimate Implementation Time Length: 4 years, Ongoing

Action #1: Continually monitor the exploration and development activity within the oil and gas sector surrounding the Southwest Coast. Having a complete knowledge of the most recent activity will better enable the Town to prepare and target companies operating in the area.

Action #2: Research the manufacturing and servicing requirements of the industry. This will include an investigation into the infrastructure requirements needed to produce various components of fix and floating production platforms as well as the vessel servicing requirements. Inventory and specifications of manufacturing infrastructure will need to be determined in relation to the offerings within the community, as well as the vessel requirements in the servicing of the production platforms.

Action #3: Make initial contact with all companies operating around the Southwest Coast. This will be an introductory letter simply to welcome the company to the region and offer support and assistance with any aspect of their operation.

Action #4: Develop partnerships with oil and gas industry members to develop opportunities that may arise for the community.

14.7.5 Utilization of Existing Infrastructure

As with many communities throughout rural Newfoundland, outmigration has diminished the population of the community since collapse of the fishery in 1992. With residents migrating to other parts of the country, left behind has been a plethora of unutilized infrastructure. Channel-Port aux Basques is no exception to this trend as the community has various unused infrastructure that is available for various economic development opportunities. Ranging from buildings, to docks, to fully serviced land, there are various pieces of infrastructure available for economic development within the community.

Lead Group: Town of Channel-Port aux Basques, Private Investors

Estimate Implementation Time Length: 0.5 years

Action #1: Compile a complete inventory of all available infrastructures within the community. Photos of this list should be gathered, along with any specifications available for description and analysis.

Action #2: Contact with the owners of all identified infrastructure should be made to determine the availability and willingness to utilize it for economic development purposes. This may be in the form of a lease or purchase.

Action #3: A complete listing of all available infrastructures for development purposes should be featured on the Town's website. Contact information for the various features may be included if needed, or kept by the Town to be made available upon request.



Action #4: Act as a mediator between private owners and potential investors wishing to utilize various pieces of infrastructure that may be available within the community. This will bring together three groups wishing to gain from any development, the owner, investor and the community.

15.0 Strategy Timeline

This report will serve as the blueprint of economic development for Channel-Port aux Basques over the proceeding five years until 2013. With many changing variables in the implementation of a Strategic Economic Plan, the timeline and lifespan of the document is a continuous process. Each initiative has been given an approximation timeframe for completion. These limits are based on the scope of work to be completed, processes to be undertaken and any mitigating factors that are to be considered in the implementation of the initiatives.

It is important to remain cognisant in the execution of economic development initiatives that any number of factors will ultimately determine the time length needed for completion. As a working document, the action items and time lengths may all differ from preliminary estimations given in this Strategic Economic Plan. Appendix B provides an initiative implementation strategy timeline for the five year duration of this report.

16.0 Recommendations

From the completion of this report, several recommendations should be considered in further developing the economy of Channel-Port aux Basques. These recommendations are based on both the primary and secondary research, analysis of proposed economic initiatives and the process undertaken in developing the economy. To effectively enhance the economy of the community and promote growth and diversification, these recommendations should be implemented by the Town.

16.1 Community Economic Development Committee

The current efforts of economic development by the Town of Channel-Port aux Basques are directed by the Economic Development Committee of Council. While Council has been fortunate in recent years to have members with backgrounds in economic development, future councils may not have this experience. To ensure expertise and experience with economic development community initiatives, additional resource members should be added to the economic development committee. These additional members should include resource personnel and business leaders of the community. It will be the responsibility of Council to appoint these members and all final decisions rest with the municipality. Resource and business members will offer input and assistance to the Town in an advisory role. The Town Manager and Economic Development Strategist will remain members of the committee.



16.2 Incorporated Entity

To provide flexibility and greater autonomy for Council, it is recommended that the economic development committee become an incorporated entity. Economic development can involve various initiatives and processes that are not conducting with municipal operations such as acquisitions and investments. Becoming an incorporated entity will allow the economic development committee to operate efficiently and effectively, while remaining directed and responsible to Council.

16.3 Economic Development Fund

The Town has established an economic development fund to assist council with the development of initiatives. This fund is a great benefit to the economic development committee when assessing the need for Town contributions to projects. Without access to any funding source, many projects would not proceed due to inefficient contributions by the Town. It is recommended that the Town continue to maintain the economic development fund and provide annual contributions to assist with ongoing economic development initiatives by the economic development committee.

16.4 Economic Development Strategist Position

Perhaps most crucial to ongoing economic development initiatives is the Economic Development Strategist position. The Town recently hired an employee to direct economic development for the community. Having a continued driving force behind initiatives enables a constant focus and direction for development. Members of the economic development committee tend to have separate employment positions that limit their ability to focus on initiatives daily. In addition, the Town Manager has a multitude of additional responsibilities that require constant attention. The Economic Development Strategist position provides Council with the ability to work through initiatives in a timely manner with expertise specifically in that field. It is critical to future economic development to continue the staffing of an Economic Development Strategist.

16.5 Partnerships With Resource Personnel

Having a strong core of economic development resource staff within the community is a great benefit to the Town. Various organizations offer support to communities for economic development initiatives. These resources hold considerable expertise and experience with economic development and should be utilized by the Town in their efforts. The Government of Newfoundland and Labrador Department of Innovation, Trade and Rural Development has an Economic Development Officer stationed in Channel-Port aux Basques to serve the Southwest Coast region. The Marine and Mountain Zone Corporation also staffs two Economic Development Officers to provide assistance. Service Canada and the Department of Human Resource, Labour and Employment along with the Port aux Basques and Area Chamber of Commerce are all additional resources that can assist the Town with various initiatives. Presently the Town has a positive working relationship with all these resource personnel and it is highly



recommended that this partnership continue to be fostered and utilized in economic development initiatives.

16.6 Support of Local Business Community

As previously indicated, the local business community is the foundation of the economy of Channel-Port aux Basques. To ensure growth and investment within the community, the Town must build a strong partnership with the local businesses. Support by the Town toward entrepreneurship builds a positive image for potential investment. The Town must strive to work with local businesses in any capacity possible. Continued partnership with the Port aux Basques and Area Chamber of Commerce is a key in supporting the local business community as well. A working relationship with the business community is encouraged to provide a welcoming atmosphere for development of the local economy.

16.7 New Strategic Economic Plan in 2013

The importance of having a current Strategic Economic Plan for Channel-Port aux Basques should not be overlooked after reviewing this report. A Strategic Plan is a working document that may change and alter as initiatives are developed and implemented. To remain focused and with a direction for economic growth and diversity, a new Strategic Economic Plan should be created again 2013. This new document will provide an update of the initiatives contained in this report as well as direction moving toward 2018. Having a current Strategic Plan will allow Council to be more focused and goal oriented with their efforts in economic development.

17.0 Conclusion

The economy of Channel-Port aux Basques has seen substantial change since incorporation in 1945. Although many industries have changed over the past 64 years, economic development continues to be an important focus for the Town. The residents provide a positive outlook for the local economy and take an active role in the process of economic development. As all stakeholders in the economic development process realize the potential opportunities for the community, this document captures the specific targets and action items needed to be completed in achieving growth and diversification for a healthy, stable economy. This process has provided the Town of Channel-Port aux Basques with optimism for the future of the local economy and growth of the community.



References

- Allen, Sandra. (2008). Manager, C&C Enterprises Ltd., Port aux Basques, NL. Personal Interview.
- Annual Report 2007-2008. (2008). Marine Atlantic Inc., St. John's, NL.
- Atlantic Gateway Business Case. (2007). InterVISTAS Consulting Inc. Vancouver, BC.
- Billard, Bruce. (2008). Economic Development Strategist, Town of Channel-Port aux Basques, Port aux Basques, NL. Consultation Session #1.
- Billard, Bruce. (2008). Economic Development Strategist, Town of Channel-Port aux Basques, Port aux Basques, NL. Consultation Session #2.
- Business Directory: Bergen Chamber of Commerce. Retrieved March 2008 from www.bergen-chamber.no
- Business Directory: Iceland Chamber of Commerce. Retrieved March 2008 from www.vi.is
- Business Directory: Oceania: New Zealand: Marlborough District. Retrieved March 2008 from www.dmoz.org/Regional/Oceania/New_Zealand/Marlborough_District
- Business Directory: Tourism Prince Rupert. Retrieved March 2008 from www.tourismprincerupert.com
- City of Anacortes. Anacortes, Washington, United States of America. Retrieved March 2008 from www.cityofanacortes.org
- City of Nanaimo. Nanaimo, British Columbia, Canada. Retrieved March 2008 from www.nanaimo.ca
- Community Accounts. Retrieved November 2008 from www.communityaccounts.ca
- Felix, Mark. (2007). Economic Development Officer, Department of Innovation, Trade and Rural Development, Government of Newfoundland and Labrador, Port aux Basques, NL. Consultation Session.
- Fraser, Dave. (2008). Manager, Canadian Tire Inc., Port aux Basques, NL. Personal Interview.
- Hotel Port aux Basques. Retrieved February 2009 from www.hotelpab.ca
- Jeans, Joe. (2008). Owner, Jeans Garage Ltd., Port aux Basques, NL. Personal Interview.



Striving Towards Growth & Diversification

- Keeping, Melvin. (2008). Town Manager, Town of Channel-Port aux Basques, Port aux Basques, NL. Consultation Session.
- Lomond, Cathy. (2008). Owner/Operator, Hotel Port aux Basques, Port aux Basques, NL. Personal Interview.
- Marina Strategy: Newfoundland and Labrador. (2007). TRACT Consulting Inc. St. John's, NL.
- Parsons, Andrew. (2008). Owner, Marks & Parsons Law Office, Port aux Basques, NL. Personal Interview.
- Peddle, Jan. (2008). Campus Administrator, College of the North Atlantic, Port aux Basques, NL. Personal Interview.
- Sheaves, Mike. (2008). Manager, Sheaves Home Hardware, Port aux Basques, NL. Personal Interview.
- St. Christopher's Hotel. Retrieved February 2009 from www.stchrishotel.ca
- Strategic Development Plan. (2003). The Mariport Group Ltd. Cambridge, ON.
- Suburb of Woolwich. HuntersHill, Australia. Retrieved March 2008 from www.huntershill.com
- Town of Channel-Port aux Basques. Retrieved November 2008 from www.portauxbasques.ca
- Town of North Sydney. North Sydney, Nova Scotia Canada. Retrieved March 2008 from www.northsydney.ns.ca
- Town of Rosslare. Rosslare, Ireland. Retrieved March 2008 from www.rosslareharbour.ie
- White, Gary. (2008). Manager, Notre Dame Castle Building Centre, Port aux Basques, NL. Personal Interview.



Striving Towards Growth & Diversification

Appendix A

Opportunities Listing



Listed below are the opportunities identified during the Community Development Session #1: Opportunities Identification held on September 29th, 2008 at St. Christopher's Hotel.

- 1.) Become a welcoming community
- 2.) Market and target former residents to the community for personal and business investments
- 3.) Develop small scale Atlantic convention market
- 4.) Utilize existing contacts for potential business opportunities
- 5.) Utilize the Visitor Information Centre more
- 6.) Tourism for Table Mountain, with parking lot at the base
- 7.) Develop services for seniors
- 8.) Opportunities in housing, both apartment and new builds
- 9.) Potential in the home care sector, medical services
- 10.) Expansion to the services offered at the hospital
- 11.) Opportunities with the recreational facilities the community already has
- 12.) Committee to promote community in recruitment of doctors
- 13.) Distribution centre for freight traffic entering province via Marine Atlantic
- 14.) Oil and Gas spin-off potential in manufacturing or servicing
- 15.) More retail to have consumers shop locally
- 16.) Need for more medical specialists
- 17.) Develop the Channel Lighthouse for tourism/ use infrastructure for tourism
- 18.) Adventure tourism in kayaking and Table Mountains
- 19.) Attract small cruise ships
- 20.) Potential to develop tourism around Cheeseman's Park
- 21.) Car Rental at Marine Atlantic and possible vehicle storage lot
- 22.) Develop snowmobiling industry focusing on cross island tours
- 23.) ATV tours attraction for railroad system
- 24.) Tourism in mountain biking
- 25.) Car wash opportunities for the community
- 26.) Partnering with Marine Atlantic for use of docks in economic development
- 27.) Youth centre for the community
- 28.) Movie theatre, either indoor or outdoor, for downtown area
- 29.) Day care or play school for the community
- 30.) Use of fish plant for fishery museum/cafe, mineral development, boat tours
- 31.) Wind turbines development
- 32.) Provincial recycling plant
- 33.) Harvesting of local berries for other companies/retail
- 34.) Moratorium on business tax
- 35.) Aquaculture development within the harbours
- 36.) Harbour Development and the removal of Vardy's Island
- 37.) Development of lay-down space for harbour use
- 38.) Grand Bay West beach development in tourism
- 39.) Radio Station
- 40.) Investments from local community to fund development projects



Striving Towards Growth & Diversification

Appendix B

Implementation Timeline

Initiative Implementation Timeline

Initiative	2009				2010				2011				2012				2013			
	Q1	Q2	Q3	Q4																
Marine Atlantic Infrastructure (1.5 yrs.)																				
Small & Medium Cruise Ship Industry (1 yr. + Ongoing)																				
Marina (1.5 yrs.)																				
Atlantic Gateway (5 yrs.)																				
Fish Plant (2 yrs.)																				
Mineral Exploration & Development (Ongoing)																				
Oil & Gas Development (1 yr. + Ongoing)																				
Community Professional Recruitment Committee (Ongoing)																				
Atlantic Small Scale Convention Market (0.5 yrs)																				
Adventure Tourism (2.5 yrs.)																				
Channel Lighthouse (1.5 yrs.)																				
Tourism Friendly Community (3 yrs.)																				
Downtown Restoration (4 yrs.)																				
Marketing and Promotion (0.5 yrs.)																				
Youth Centre (2 yrs.)																				
Daycare – Preschool Services (2 yrs.)																				
Bruce II Sports Centre (1.5 yrs.)																				
Expatriates Marketing (1 yr. + Ongoing)																				
Education (1 yr. + Ongoing)																				
Business Information & Attraction Package (0.5 yrs.)																				
Housing Development (1 yr. + Ongoing)																				
Service Distribution Centre (3 yrs.)																				
Oil & Gas Manufacturing or Servicing (4 yrs. + Ongoing)																				
Utilization of Existing Infrastructure (0.5 yrs. + Ongoing)																				