

Yarmouth Waterfront Development Corporation

## **Strategic Action Plan**

2004 - 2006

January 2004

## Table of Contents

<i>Page</i>	Background and Introduction	32	Overview of Planning Session	43	Turning Leadership into Action	54	YWDC Strengths, Weaknesses, Opportunities and Threats	65	YWDC Vision	76	Mission Statement	77	List of Strategic Planning Goals	7	<i>Goal 1</i> Strengthen the governance and operation of the YWDC	8	<i>Goal 2</i> Continue with the development of capital projects	10	<i>Goal 3</i> Champion the development of new capital projects and new programming	13	<i>Goal 4</i> Attract private investment	14	<i>Goal 5</i> Acquire and reclaim land	15
-------------	-----------------------------	----	------------------------------	----	--------------------------------	----	---	----	-------------	----	-------------------	----	----------------------------------	---	---	---	---	----	--	----	--	----	--	----

## ***1. Background and Introduction***

Formed in the fall of 1992, the Yarmouth Waterfront Development Corporation (YWDC) has overseen a significant development and transformation of the Yarmouth waterfront. The Corporation has completed the following infrastructure projects:

- Parker Eakin Building and Wharf
- Waterfront walkways, from Sewage Treatment Plant to Domtex Building
- Constructed Vessel Slip and Pleasure Boat Launchway
- Entrance to Tourist Bureau
- Water Street access & landscaping to Frost Park
- Sweeney Museum Project
- Reconstruction of Killiam Brothers Building
- Heritage Industrial Park & Milton Clock Restoration
- Land acquisition, various locations

YWDC's mandate and vision focused on the provision, development and re-development of waterfront infrastructure. It is estimated that 90% of the Corporation's infrastructure mandate as outlined in its 1995 Master Plan is now complete. The following development projects remain:

- Complete walkway system (in town, and 'rails to trails') including stairway to the cemetery
- Bunker Island
- Marine Service Centre

Deviation from 1995 Master Plan occurred due to reduction in the scope of certain projects; the level and availability of financial resources; and the emergence of new opportunities, including the Corporation's involvement in the Sweeney Museum.

With its significant progress and achievements in infrastructure projects, the Corporation and its shareholder (the Town of Yarmouth) found it necessary to review the mandate and establish, if appropriate, any new planning directions. In January 2004, YWDC commissioned Harrison & Associates Consulting to facilitate a planning session designed to review the Corporation's overall progress and identify new directions.

This Strategic Action Plan provides a roadmap for implementing new directions. It lists the goals, objectives and action steps that are proposed by the Board of Directors over the next three years.

The implementation of this Strategic Plan is at the discretion of the YWDC Board of Directors and shall be subject to matching priorities to available resources.

## **2. *Overview of the Planning Session***

The planning session was held January 16-18, 2004, White Point Beach Lodge. Members of the Board and individuals representing different community perspectives attended the session.

Warner Comeau (Chairman)  
Ray Gallant (Treasurer)  
David Warner (Secretary)  
Robert Hartlin (Executive Director)  
Andy Nickerson (Board Member)  
Phillip LeBlanc (Board Member)  
Duncan Mallinson (Board Member)  
Angela Comeau  
Frank Anderson  
Eric Ruff  
Drew Sperry  
Diane Mallinson  
Jim Colbeck  
Sheila Sperry  
Lorne Cushing  
David Harrison (facilitator)

The YWDC planning session included:

An overview of waterfront development success factors

An overview of leadership and visioning

Review of YWDC's strengths, weaknesses, threats and opportunities

Setting goals, objectives and action steps

Review of the YWDC mission statement.

### ***3. Turning Leadership Into Action***

The Yarmouth Waterfront Development Corporation is a community-based leadership organization.

Leadership is defined by an organization's ability to implement its vision.

In turning leadership into action, YWDC acknowledges that there exist key success factors that will be involved in the implementation of its vision.

The Yarmouth Waterfront Development Corporation:

- Hold a passion for what it does
- Has a strong vision
- Is committed to collaboration with others
- Maintains independence in its decision-making
- Gets the right people for the job at hand

This Strategic Action Plan focuses on turning leadership into action. This process is defined as follows:

*Leadership*

*Vision*

*Mission*

*Goals*

*Objectives*

*Action*

#### **4. *Strengths, Weaknesses, Opportunities and Threats***

*Strengths* ?2 12 years of successful implementation ?3 Experienced team ?4 Waterfront is appreciated and well used ?5 Strong level of community support ?6 Agreement on YWDC mandate and vision ?7 Realistic expectations and time frames ?8 Secure at all hours ?9 YWDC's passion and desire to succeed ?10 Level of cooperation and collaboration ?11 Commitment to quality ?12 Municipal support ?13 Respect for heritage preservation ?14 Location next to retail services ?15 Variety of things to see ?16 The unique character of the waterfront ?17 Year round 'working waterfront' ?18 Successful events

*Opportunities* ?1 Expansion of waterfront zones & mandate ?2 Expansion / linkage to Main Street ?3 New and more frequent events ?4 Promotion and programming ?5 Better services for boaters and visitors ?6 Promote waterfront as destination ?7 Champion for new projects ?8 Increased tourism from NS residents ?9 Land acquisition for new development ?10 More commercial development ?11 More tourism ?12 Modernize ferry terminal and traffic patterns ?13 One way streets between Main & Water ?14 Better access via Starrs Rd. ?15 Expansion of YWDC to encompass both sides and all of the harbour ?16 Broader representation on Board (ie. Youth) ?17 Arts and Culture ?18 Murals ?19 Bunker Island development

*Weaknesses* ?1 Traditional traffic flow (Main & Starrs) ?2 No traffic control ?3 Age and condition of certain properties ?4 Free waterfront parking ?5 Poor ties to Main St. ?6 Parking and access to waterfront ?7 Waterfront signage for visitors ?8 Public transportation & parking for events ?9 Burnout of Board members ?10 Need for major event(s) to attract tourists ?11 Property ownership / level of control ?12 Lost heritage buildings ?13 Vandalism concerns ?14 Level of funding for projects ?15 Need for life cycle planning & maintenance ?16 Board needs renewal ?17 Level of geographic delineation

*Threats* ?1 Widening of Starrs Rd. / impact on Main St. ?2 Competition between Main St. and Water St. ?3 Reduction / burnout of volunteers for events ?4 Stagnation of public support ?5 Vandalism ?6 Economics, lack of funding ?7 Development trends away from waterfront ?8 Loss of ferry service ?9 Decline in U.S. travelers ?10 Potential for stagnation

#### **5. *YWDC Vision***

During the review of its mandate and directions, YWDC has considered three types of "vision"

*Probable Future:* What can we expect to happen if we continue as we are now?

*Desired Future:* What would we like to have happen?

*Catastrophic Future:* What could happen if things get worse?

- ? YWDC's original vision and mandate (infrastructure) will evolve. YWDC will continue to develop infrastructure projects, but the Corporation will add the key ingredients of "people" and "activities" into the mix of infrastructure. To accomplish this, YWDC will strengthen its implementation capabilities.
- ? YWDC's mandate and vision are defined by its new mission statement and strategic planning goals

## **6. *Mission Statement***

**To develop Yarmouth's working waterfront as a regional destination and catalyst for the attraction of business, industry, investment and tourism, while enhancing the area's heritage and quality of life for residents.**

## **7. *List of Strategic Planning Goals***

Strengthen the governance and operation of the YWDC

Continue with the development of waterfront capital projects

Champion the development of new capital projects and new programming

Attract private investment

Acquire and reclaim land

### ***Goal 1*      **Strengthen the governance and operation of YWDC****

#### **1.1      **Strengthen the YWDC Board of Directors****

*Action Step* *Lead* *Action In* Adjust Board of Director membership to include tourist / arts or cultural representation by change to #2(e) of shareholder resolution Board of Directors 6 months

*Action Step* *Lead* *Action In* Conduct regular meetings Board of Directors Monitor as mandate evolves

*Action Step* *Lead* *Action By* Establish review mechanism for Chairman and Board members ?1 Establish 3 year term for Chair ?2 Establish nominating committee comprised of secretary, past chair and one other board member Board of Directors November, 2004

*Action Step* *Lead* *Action Within* Make presentation to shareholder on an annual basis

?1 Make waterfront CD presentation to Town Council Board of Directors 6 months

## **1.2 Expand geographical mandate (Lewis Lane to Vancouver St. and up to Main St.)**

*Action Step* *Lead* *Action Within* Identify area and make presentation to Council Board of Directors 6 months

*Action Step* *Lead* *Action In* Liaise with Yarmouth Downtown Development Corporation Board of Directors 6 months

## **1.3 Review Staffing Requirements**

*Action Step* *Lead* *Action By* Review by Board of Directors Board of Directors February 28, 2004

*Action Step* *Lead* *Action In* Establish job description and determine if position is part time or full time Board of Directors Pending outcome of staffing review

*Action Step* *Lead* *Action In* Establish overlap period with current Executive Director Board of Directors Pending outcome of review

## **1.4 Establish Annual Budget**

*Action Step* *Lead* *Action In* Board to address following review of Strategic Plan and staffing needs Board of Directors Monitor as mandate evolves

## **1.5 Promote Improved Marketing of Waterfront**

*Action Step* *Lead* *Action In* Identify mechanisms and facilities required to establish wider provincial recognition of Yarmouth's waterfront Board in collaboration with others Scope funding sources 12 months



*Action StepLeadAction In*Identify opportunities for more events and year round activitiesBoard in collaboration with others12 months

*Action StepLeadAction In*Assess impact on staffingBoard of DirectorsMonitor as mandate evolves

## **1.6 Conduct an Annual Meeting**

*Action StepLeadAction By*Hold annual business meeting to review Board membership, review financing, and review progress with Strategic PlanBoard of DirectorsNovember, 2004

## **Goal 2 Continue with the development of capital projects\_**

### **2.1 Develop the Walkway, Stairway to Cemetery and Seaman's Memorial**

*Action StepLeadAction In*Identify fundable projectsExecutive Director3 months

*Action StepLeadAction In*If funding identified for the walkway, determine land acquisition requirements, agreements, easements, surveys, design and infill requirements, then design/tender/buildExecutive Director6 months

*Action StepLeadAction In*If funding identified for the Stairway to the Cemetery, determine land acquisition requirements, agreements, easements, surveys, design and infill requirements, then design/tender/buildExecutive Director12 months

*Action StepLeadAction In*If funding identified for the Seaman's Memorial, determine land acquisition requirements, agreements, easements, surveys, design and infill requirements, then design/tender/buildExecutive Director24 months

### **2.2 Establish Links to Main Street**

*Action StepLeadAction Within*Inspect conditions, undertake surveys, identify owner needs and pick priority locationsExecutive Director / consultant6 months

*Action StepLeadAction In*Conduct public presentationExecutive Director6 months

*Action StepLeadAction In*Design / tender / build Executive Director 12 months

### **2.3 Establish Youth Infrastructure**

*Action StepLeadAction Within*Determine age group needsExecutive Director 12 months

*Action StepLeadAction In*Determine locationsExecutive Director / consultant12 months

*Action StepLeadAction In*Investigate trolley acquisitionExecutive Director 6 months

*Action StepLeadAction In*Design / tender / buildExecutive Director 12 – 18 months

### **2.4 Establish Washrooms**

*Action StepLeadAction In*Determine needs and locations, available services and partnering opportunitiesExecutive Director / consultant12 months

*Action Step* *Lead Action In* Design / tender / build Executive Director 12 – 18 months

## 2.5 Develop Bunker Island

*Action Step* *Lead* *Action Within* Determine magnitude of costs and funding sources Executive Director / consultant 12 months

*Action Step* *Lead* *Action In* Undertake heritage research, environmental research, determine Irving's interest. Identify land acquisition, update topo mapping and public/private partnership opportunities. Consultant 12 months

*Action Step* *Lead* *Action In* Design interpretive program Consultant 12 – 18 months

*Action Step* *Lead* *Action In* Design physical plan of facilities Consultant 12 - 18 months

*Action Step* *Lead* *Action In* Design / tender / build Executive Director / consultant 18 – 24 months

## **Goal 3 Champion the development of new capital projects and new programming**

### **3.1 Establish new programming and year round events**

*Action StepLeadAction In* Collaborate with existing agencies and identify potential scenarios (eg. Play Yarmouth) Executive Director 6 months to report

*Action StepLeadAction By* Help establish new event programming Board of Directors & Executive Director 12 months

### **3.2 Establish new Arts Centre / Museum**

*Action StepLeadAction In* Collaborate with arts community, including the YARC, to identify a mutual relationship where discussion of a new facility can be positively undertaken Executive Director 6 months to report

### **3.3 Identify New Tourist Attraction(s)**

*Action StepLeadAction In* Conduct consultation of potential attractions. Board of Directors to establish terms of reference, establish a budget and report. Board of Directors 12 months

### **3.4 Develop Marine Service Centre**

*Action StepLeadAction In* Develop concept to determine Class D capital costs upon which decisions are to be based Board of Directors & Executive Director 12 months to report

## **Goal 4 Attract Private Investment**

### **4.1 Commercial Investment**

*Action StepLeadAction In* Contact land owners for availability of land or space, call for proposals and contact development organizations for client references Executive Director or consultant On-going, annual review

### **4.2 Leisure / Recreational / Cultural Investment**

*Action Step* *Lead* *Action In* Call for proposals following input from related groups, select best proposal, partner or match-make  
Executive Director On-going, annual review

#### **4.3 Residential Investment**

*Action Step* *Lead* *Action In* ?2 Identify suitable properties (co-ordinate with 4.1 above)  
?3 Contact qualified developers & ask for proposals ?4 Finalize agreements or match-make  
Executive Director or consultant 6 months 6 months 12 months

#### **4.4 Sponsorships**

*Action Step* *Lead* *Action In* Identify sponsorship opportunities and match needs to potential sponsors. Personal requests for partnerships  
Board of Directors & Executive Director  
Annual review

BUDGET REQUIREMENT estimated for Goal #4:

\$20,000 per annum

## **Goal 5 Acquire and Reclaim Land**

### **5.1 Easement / Domtex**

*Action Step* *Lead* *Action By* ?1 Letter of request from Board of Directors to go to Yarmouth & Area Industrial Commission requesting response by Feb. 28 / 04 ?2 Upon positive response, initiate survey ?3 Complete and execute deed  
Board of Directors  
Board February, 2004 April 15, 2004

### **5.2 Tim Horton's land**

*Action Step* *Lead* *Action By* Finalize deal and complete legal work  
Executive Director  
April 15, 2004

### **5.3 Infill**

*Action Step* *Lead* *Action In* North: project underway, continue working with Engineering Dept. Board of Directors On-going

*Action Step* *Lead* *Action In* South: Board of Directors to review: ?1 Previous infill studies ?2 Request RDA to support updating of existing engineering studies ?3 Seek funding partners to proceed with infill  
Board of Directors 6 months 6 months 2006

## **5.4 Other Properties**

*Action Step* *Lead* *Action In* Acquire other strategic properties as they become available.  
Board of Directors & Executive Director Monitor on an on-going basis