

WATERFRONT DEVELOPMENT ACTION PLAN

R E P O R T



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January 22, 2018

Town of Yarmouth
400 Main Street
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Attention: Maurice Lloyd, P.Eng. FCIP LPP

Dear Maurice:

Subject: TRANSMITTAL: Waterfront Development Action Plan

We are pleased to submit to the Project Steering Committee this report on the Yarmouth Waterfront Action Plan. While it carries our company imprint, we hope the Committee and the Town of Yarmouth will think of it as their plan. And while it reflects our professional judgement, it is the product of much listening to members of Town Council, Town Staff, many stakeholders including the YWDC and YAIC, as well as members of the general public.

There are three main messages we hope readers will take away. First, this is a working document. Pieces of it will be of interest to some groups, while other parts will be of interest to others. But overall, we foresee a single entity, whether it be the town, the YWDC or a specially convened Action Committee, to oversee the component parts.

Second, the basic goal of the Action Plans is to increase activity and diversity on the Waterfront. This will ultimately mean growing the profile of Yarmouth and its Waterfront, and thus the Town's share of the provincial economy, in retail, tourism, labour and immigration. By challenging Yarmouth to take its game to the next level, these Action Plans will tell the rest of the province, and itself, that the Town is ready for change and open for more business. The Action Plans also call for a new emphasis on technology and ocean sector research: the 'new economy', which builds on local knowledge and proximity to the sea, and targets federal and provincial funding initiatives. Thus, it's the smart thing to do. The Town's business community and other community leaders can readily lead this new endeavour.

The third message is that by investing new effort in specific tourism projects, more people can be attracted to the Town's unique waterfront and will stay longer, thus translating into more dollars spent in the local economy. We hope that these Action Plans will be widely embraced. It has been our pleasure to work with you and the Steering Committee. We offer best wishes moving forward.

Yours sincerely,

Jeff Ward, MCIP, LPP
Senior Planner

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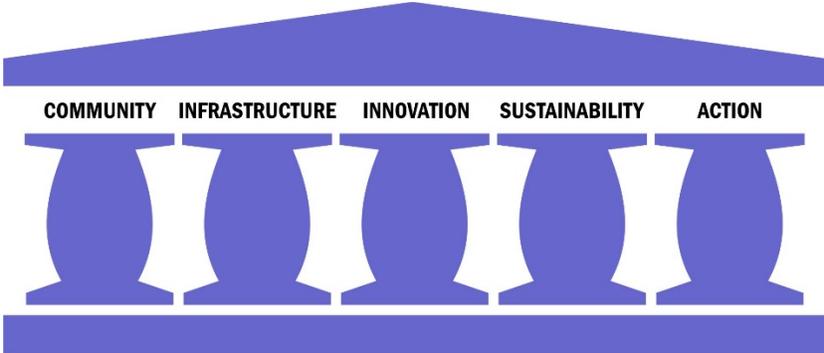
EXECUTIVE SUMMARY

This Action Plan report is intended to articulate a new vision for the Yarmouth Waterfront and sets out, a new plan for the Waterfront to encourage its prosperity as a key economic engine for the entire southwest region, based on a diverse and forward-looking approach to the ocean and other factors which can sustain it. This is a plan that fosters innovation and collaboration. It requires the participation of the entire community, with support of the Town to ensure its efforts are focused in a timely manner to support and encourage change.

As the report contains some twenty-four action plans developed by the planning team in response to public and stakeholder consultations undertaken in the fall of 2017. The action plans may be grouped into two categories: infrastructure and strategic. Infrastructure action plans are presented as an integrated suite that seek to provide a balance of improving public amenity on the waterfront and helping ensure that it continues to function and thrive in a changing marine business environment, with bigger vessels, and greater risks.

Strategic initiatives, while less costly overall, have the potential for far greater impact on the waterfront. These include Action Plans aimed at repositioning the Waterfront (and Yarmouth in general) as significant visitor destination, with the kinds of programming and atmosphere that people want and expect from a waterfront. This is balanced with the need to retain a working waterfront, and we trust that the plan demonstrates there is plenty of room on the waterfront for visitors as well as industry.

Ultimately, moving forward on this important suite of action plans will require the focus of many individuals, groups and agencies over as sustained period. We propose considering thinking about five “pillars” that make up the foundation of a new waterfront economy, as illustrated below.



Community

People are the economy, they are both the drivers (workforce, innovators, and leaders) and the consumers. Their actions and interactions will define the prosperity or lack of prosperity going forward. We want to ensure a community where there are happy, healthy and creative people. This will provide our business leaders with a stable workforce for the future.

Infrastructure

Good infrastructure is essential for the survival and growth of existing and future businesses and the safe and enjoyable use of the waterfront by visitors and citizens. The Waterfront has a number of key infrastructure assets with some requiring refurbishing or replacement. These include some wharfs, docks and streets and the ferry terminal. New infrastructure initiatives to address the potential growth of the waterfront are presented in this report. They include routing improvements to Water Street, enhanced connectors to Main Street from Water Street, and a new road connecting the waterfront with the Airport.

Innovation

Going forward, building a culture of innovation and diversification in the business sector will help Yarmouth provide security going forward. The community should draw upon its base of experienced and talented business leaders and entrepreneurs to help lead this initiative, coupled with local and regional educational resources, as well as taking a strategic approach to capitalizing on funding opportunities

Sustainability

Sustainability involves good planning, innovation and a cultural change. On the waterfront there are natural and environmental issues that have to be addressed, ranging from environmental cleanup to climate change adaptation. There are core businesses facing resource uncertainty and rising costs. We must attract new businesses in new renewable sectors that can grow and prosper on the waterfront alongside those that are already well-established. Long term sustainability will be the result of combined action by the municipality, the business community and all citizens.

Action

A proactive approach to implement the recommended Action Plan strategies and “sell the community” will be required by all stakeholders going forward. The Town of Yarmouth should coordinate a collective leadership initiative with a resourced and supported Action Team.

1 INTRODUCTION

1.1 BACKGROUND

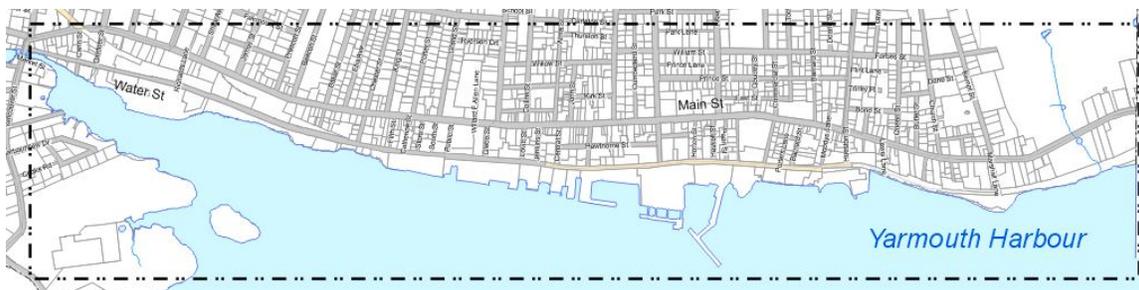
Yarmouth is an international port and a regional centre for government and medical services in South West Nova Scotia. It is host to numerous commercial and industrial businesses which also position it as a regional business center, and institutions such as the Nova Scotia Community College help the Town maintain a well-trained workforce, enabling it to attract investment and prosper. While the future is never certain, the Town of Yarmouth is in a good place today. The economy is strong, and it is the Town's desire to see more investment in the waterfront, which recognizes the waterfront as being a major contributor to the Town's economy. Now is good time to work from a position of strength to arrive at an even stronger position in the future. This new strength involves embracing new opportunities, some of which are identified in this plan, to build a more diverse and sustainable waterfront. The Town is proud of its historical association with the ocean and riches the sea has yielded for more than two centuries. Nova Scotia's fifth-largest town, Yarmouth has a prosperous ocean- and tourism-based economy, with numerous related and secondary industries on the waterfront and elsewhere in the Town. It has notable manufacturing businesses, with factories on the waterfront and elsewhere in the Town.

Against this backdrop, this Action Plan strives to articulate a new vision for the Waterfront, and sets out, within the realm that the Town may act, a new plan for the Waterfront to encourage it to prosper as a key economic engine for the entire southwest region, based on a diverse and forward-looking approach to the ocean and other factors which can sustain it.

1.2 CONTEXT

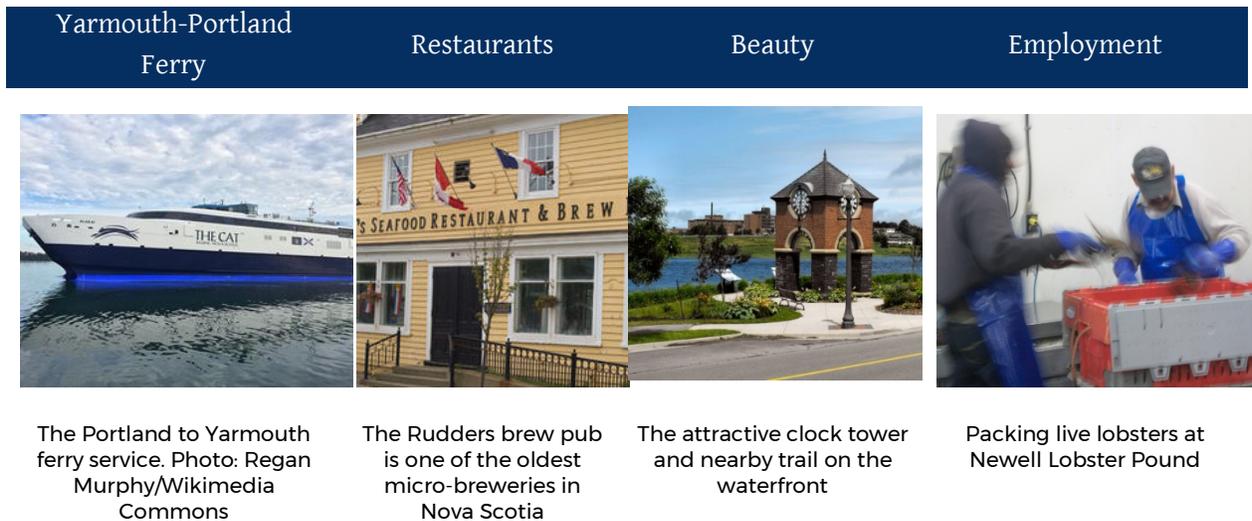
In addition to the ferry terminal and several secondary businesses located mainly at the northern end of Water Street, there are three main enterprises, which all relate to the Town's prominent fishing industry. Located on the waterfront because of their critical proximity to the ocean, these are: IMO Seafoods (producer of Kersen Kippered Snacks), Newell Lobster Pound, and Scotia Garden Seafoods. The Town maintains enthusiastic support for these industries, while it also desires a future that is less dependent on wild-caught fish, and seeks more diversity in the food fish economy.

Figure 1: Yarmouth Waterfront Area



The Town desires to encourage optimum use of waterfront lands both as an active waterfront for the fishery and in relationship to the nearby Downtown, particularly in the tourism sector, and also in its role in transportation. Council desires to see the port return to renewed importance for shipping, because of its proximity to US ports, and also as it relates to shipping between Europe and the US.

Figure 2: Aspects of the Waterfront in 2017



Yarmouth Town Council recognizes that development in the Waterfront and Downtown must be examined within the broader context of the role of the Town in the economy of the immediate region and the opportunities this presents. The prime focus area is the Waterfront and this report includes illustrations of how the integration of potential development opportunities into the existing urban fabric should occur.

1.3 PLANNING PROCESS

The study was prepared by WSP in association with JDM Associates over a four-month planning period. The team was mandated to establish and implement an innovative and comprehensive public consultation process to ensure meaningful feedback from the public, residents, business owners and operators, public and private developers, and a broad sample of economic sectors. This plan builds on a broad range of improvements undertaken since the 1995 *Project Vision* prepared by Sperry and Associates, a *Port Master Plan* prepared in 2008, and numerous other reports and planning initiatives for the waterfront and downtown Yarmouth over many years. In particular, the 2010 *Downtown Yarmouth Blueprint* contains numerous suggestions which remain relevant to this Action Plan. The action plan also benefits from a consultative process and collaborative approach as discussed below.

1.3.1 PUBLIC AND STAKEHOLDER CONSULTATION

Several techniques were used to engage the many groups, organizations, individuals and interests within the community. Following a start-up meeting, the planning team visited the waterfront with

members of the Steering Committee to observe and discuss areas of concern. Stakeholder consultation included representatives from the Yarmouth Area Industrial Commission, the Yarmouth Waterfront Development Commission, the Chamber of Commerce, Western REN, members of the development community, and other potential investors; representatives of the hospitality, tourism and cultural sectors, Town staff, and various other stakeholders. A list of those people and organizations contacted is included in Appendix A.



A key part of the public planning outreach was the cooperation with Town staff on the creation of a special web page, called Get Involved Yarmouth. WSP developed an online questionnaire, administered through the website, which garnered valued responses from nearly 40 people. The results of this survey are included in Appendix E.

Another key part of the public consultation process was a two-part conference, called *Waterfront Symposium 2017*, held at the Mariner Centre in October 2017, and made open to the community, which focused on the waterfront and economic development. Approximately 50 people attended the symposium over two days, and the event generated a wide range of ideas. The results of the symposium are described in Section 3.

1.3.2 A COLLABORATIVE APPROACH

Crafting of the action plan has involved close collaboration between WSP and Town staff. Between Parts One and Two of the Waterfront Symposium, discussed above, the consultation findings were discussed and themes were distilled in a collaborative workshop which included Town staff, councillors, the CAO as well as the WSP planning team. The WSP team then developed and expanded the themes into a series of key directions, which were presented at Part 2 of the Symposium. Between the October Symposium and delivery of the draft Report, consultations continued with certain stakeholders, particularly those who could be directly affected by proposed changes, to ensure they understood the intent.

1.4 VISION AND GOALS

1.4.1 PROJECT FRAMEWORK

This Action Plan combines both land use and economic planning. It concerns itself with the problem of accommodating diverse land uses and activities, and also on the creation of an environment which positions the Waterfront, and by extension, the Town and Region, for new economic growth and sustainability. Since it is impossible to predict precisely what the future will be like, it is necessary to think broadly: to be flexible, but be guided by an overall vision, goals and action plans which derive from that vision. Based on consultations conducted during the preparation of this plan, and developed together with the Steering Committee, the following longer term vision will guide the Action Plans:

1.4.2 VISION STATEMENT

It is the place to be ...

- The Waterfront is host to a collection of industries which offer many benefits to the region. It is an economic engine that propels the success of the Town and its people.
 - The Waterfront is beautiful, with a successful blend of leisure and work. Visitors as well as those who call it home may walk its length and enjoy the rich history and culture.
 - The Waterfront is a centre for innovative and evolving technology with leading figures in ocean research, renewable energy and manufacturing.
 - Yarmouth has set a standard to which many towns aspire and has earned its place as the prime economic centre of south-western Nova Scotia. Its success bolsters a thriving downtown economy.
-

1.4.3 GOALS

The public symposium resulted in the identification of four themes or planning goals for the Action Plans. These are as follows:

	Proactive Economic Development	Become an active partner to enable growth and business diversity.
	Nurturing Business	Support existing industry.
	Create A Place For Workers and Visitors	Embrace the working waterfront and at the same time nurture tourism.
	Move People And Goods	Enable the ready movement of people and goods; facilitate connections by air, road and sea

1.5 HOW THIS REPORT IS ORGANIZED

This report has been prepared to describe the work undertaken to satisfy the objectives of the project. Section 2 presents an instructive look at the port as it was in the past and as it is today, a discussion of the key economic drivers on the waterfront, and review of the background information relevant to the plan development

Section 3 and its appendices describes the consultation process undertaken to inform the Action Plan, and Section 4 provides an analysis and synthesis to the background review, offering a number of observations about how the port and waterfront can become more effective economic drivers for the Town and Region. It includes case studies and lessons learned from other port communities of comparable size.

Section 5 presents a new vision for the waterfront, based on input from the public consultation process, and then presents series of guiding principles and action plans to help move the waterfront to a higher level. The action plans include project goals and objectives, and a statement about how they are important to Yarmouth. They also set out the practical steps to implementation: tasks, responsibilities, time line, order of magnitude cost, how they should be monitored after completion, and critical relationship to other projects. Funding options are also discussed.

There are several appendices which support the main text.

1.6 SUMMARY OF RECOMMENDATIONS

Recommendations are contained in 24 action plans presented in Section 5, Vision and Action Plan. The following diagram summarizes the Action Plans by timing and priority. Projects are presented generally in the recommended order of implementation, generally in the order of prioritization. Some projects may be of higher priority than others but they will occur later because other initiatives need to be completed first or because it may take longer to secure funding. For example, housing at the north end of the harbour should not be encouraged until shoreline protection (SEEWALL Action plan) has been achieved. Most of the action plans have start dates in the short term but implementation may not happen until the longer term. Some of the short term tasks can be started and completed quickly. For those long duration action plans that have start dates in the short term, the planning may occur well before construction begins. The intent is to position the Town with plans and engineering drawings that allow it to respond in a timely manner when federal government or other funding programs are announced.

Action Plans - Time Lines and Top Priorities

Action Plans **Timing & Order of Magnitude Cost**

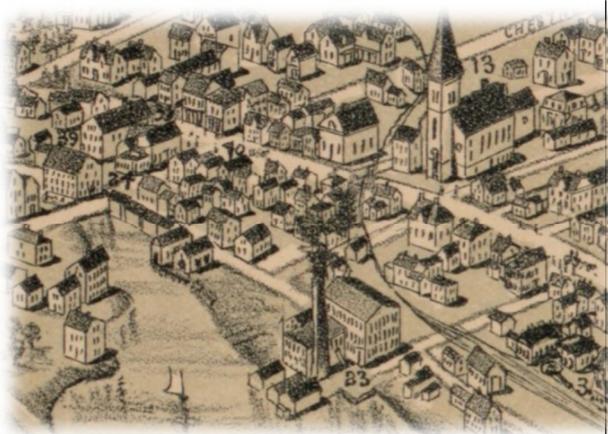
	Short term		Medium term		Long term		Cost
	Y1	Y2	Y3	Y4	Y5	+Y5	
5.4.1 Moving to the Next Level							● → ●●
5.4.2 Innovation Centre							●●
5.4.3 Domtex Mill Site Plan							●
5.4.4 Central Station							● → ●●
5.4.5 Working Waterfront Interpretation							●
5.4.6 Special Events Zone							● → ●●
5.4.7 Signature Waterfront Event							●
5.4.8 Land Bank Program							● → ●●
5.4.9 Waterfront Business Façade Program							●
5.4.10 Festivals & Special Events							●
5.4.11 Smart Cluster							none
5.4.12 Small Vessel Basin							●● → ●●●
5.4.13 Hartlin Trail Conversion							●●
5.4.14 Tourist Transport							●
5.4.15 Machine Shop Pier							● → ●●
5.4.16 Corkum Wharf							none
5.4.17 ATV Trailhead							none
5.4.18 Realign Water Street							●●
5.4.19 SEEWall							● → ●●
5.4.20 Cross-Harbour Trail							●●
5.4.21 Ferry Terminal Redevelopment							●●●
5.4.22 Milton Village Residential							● → ●●
5.4.23 South End Marine Industrial Area							●
5.4.24 Water Street Extension / Airport Integration							●●●

Key		Planning and/or design		Ongoing program	●	Low cost - < \$250,000
		Implementiton (infrastructure)		High Priority	●●	Medium cost - \$250,000 - \$2 million
					●●●	High cost - > \$2 million

2 ON THE WATERFRONT

2.1 THE CHANGING PORT: THEN AND NOW

Throughout its history, Yarmouth has proven again and again its ability to adapt to changing conditions. This section provides an inventory, combined with a brief history of the waterfront’s major features and port facilities that helps illustrate how dynamic the port has been and continues to be as it adapts to changing conditions. This inventory contrasts existing features and facilities against those extant in 1889, when a detailed birds-eye map of the Town was published.¹ The comparison challenges us to ponder what new options may yet exist and be necessary for a sustainable waterfront going forward. The head of the harbour is defined by the current head of the tide at Vancouver Street. Before Yarmouth was settled, the tides flowed well inland of this point, and there were meadows which Champlain described as “very agreeable.” The Milton Dam was first constructed in the 1760s, creating a reservoir and power source for a grist mill. The reservoir came to be called Milo Lake. The Lake Milo Aquatic Club is situated on the lake and which was also once the focus of a resort built by Canadian Pacific Railroad. The hotel still remains, though unoccupied, in 2017. Water Street begins at Vancouver Street and runs southward for 3,120 metres, its northern end skirting the harbour but departing very little from the original water line. Localized harbour filling has extended the shoreline outward by as much as 140 metres in places. In the captions below, numbers in the text refer to the original numbering visible on the 1889 map (on the left). The modern imagery on the right is from Bing.



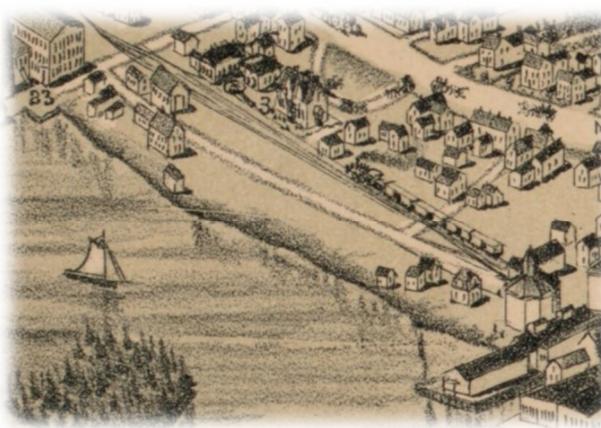
Top end of Water Street, showing Yarmouth Duck and Yarn Building (No. 23), Milton Iron Foundry (No. 24) and Western Counties Railway (later DAR). The rail line began in 1874 and extended the full length of the waterfront to Bunker Island. Extension of the railway to Halifax in 1894 increased the importance of Yarmouth for transport. The church (No. 13) still exists on Elm Street.



Recent aerial view from Bing Maps showing former Dominion Textiles building. The mill was extended significantly northward in the twentieth century before it closed in 1991. The central portion of the structure was demolished in 2017, while several businesses remain. The railway is now a trail.

¹ Duncan D. Currie, [Yarmouth Nova Scotia: 1889](#). Map reproduction courtesy of Norman B. Leventhal Map Centre, Boston Public Library. Accessed September 2017.

The industrial cluster at the northern end of Water Street includes Novatec Braids Ltd. (NovaBraid), a rope manufacturer, Tech Pak Canada, and Warp Tech. The land was recently rezoned for mixed use, which could include commercial and residential uses. For about 370 metres south of the mill site, the land is devoted to a linear park which contains the Milton Clock Tower, as well as a linear trail and public parking constructed in the 1990s. This portion of shoreline was never heavily developed, due to the shallow waters in this area.

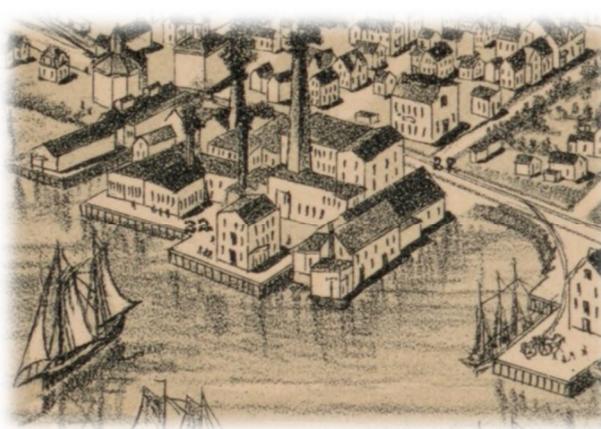


Water Street between mill and rail terminus. Bakers Island is in the left foreground. The shoreline seems to have never been highly developed, due to shallow waters. The octagonal building at lower right was a roundtable.



Recent aerial view showing Heritage Park and site of former railway terminal. The old station is commemorated in the design of the Tim Hortons. West Nova Fuels is to the left and the Irving Oil tanks (formerly Valero) are on the extreme right.

Aside from the Irving Oil tanks, the next section is also partly undeveloped because of the narrow margin between the road and shallow harbour waters. There remain two small undeveloped commercial waterside lots (less than 1 hectare) immediately south of the oil tanks, zoned for commercial use. The distance from the oil tanks to the south end of Scotia Garden Seafoods is about 375 metres.



The Burrell-Johnson Iron Company had a major presence on Water Street in 1889 in the area between present-day Fifth Street and the northern edge of Frost Park. The

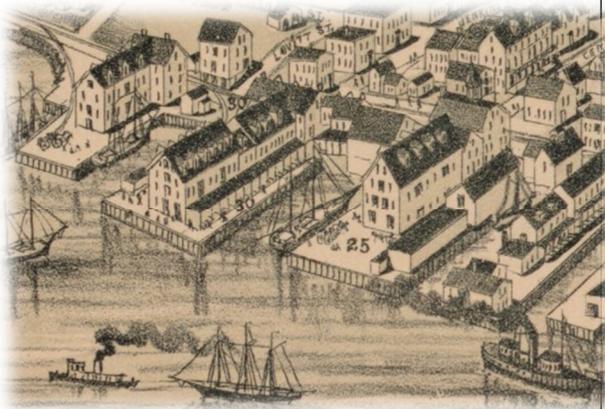


The area now contains the Scotia Garden Seafoods and W. Laurence Sweeney Museum and the northern

railway ran beside the street and a spur line ran out to a pier next to the ironworks.

portion of Corkum's Wharf. There is one dwelling located north of the fish processing facility.

For many years, the Parker Eakins and Killam Brothers interests dominated the central area of the waterfront below Yarmouth's downtown. Now it is divided between the Corkum's (Evangeline) Wharf (Yarmouth Sea Products) and the publicly accessible waterfront associated with Rudders Restaurant and the Killam Brothers building. The total frontage is about 400 metres.



The shipping firm of Parker-Eakins, founded in 1874, was located south of the iron works. Also engaged in the lumber trade and later in fishing, they had a dedicated rail spur which went out onto the pier allowing direct transfers of timber products from rail to ship. Next to them (No 25.) were the firm of Killam Brothers. They built or owned numerous vessels, imported coal, and also sold insurance. They later dealt in oil.

Part of the area opposite Parker-Eakins became Frost Park (left) and the Rudders Restaurant is a remnant of the Parker-Eakins extensive operation. The Killam Brothers building and Coal Shed stage recall the Killam operations and this area makes up the main public portion of the waterfront, though the largest area is occupied by Yarmouth Sea products. Waterview Machine Works is the white roofed building on the far right.

The next section of the waterfront has been used as a bridgehead for travellers between New England and Yarmouth since 1855, except for a brief hiatus between 2010 and 2013. The international ferry terminal appears to require less frontage than it did in its former days. As a result, about half of this area now contains the Government Wharf, used mainly by fishing vessels and for parking.



The area at the foot of Forest Street was dominated by the Yarmouth Steamship Company (No. 21), founded in 1887 by businessman-banker Loran Ellis Baker (1831-1899). Baker's investments were vertically-integrated, with tourist enterprises including the Grand Hotel and

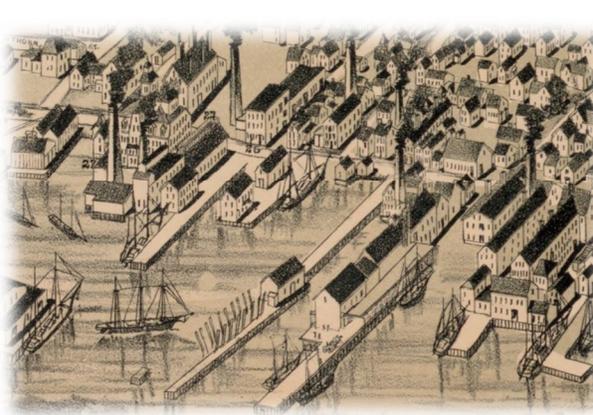
The Dominion Atlantic Railroad acquired the Yarmouth Steamship Company, which was later transferred to Canadian Pacific and then to Boston-based Eastern Steamship Lines. Through subsequent transactions, the

the use of his own vessels to transport visitors from New England.

land became the site of the present international ferry terminal.

In some ways, the area of the waterfront extending southward from the Horton Street to Commercial (about 225 metres) seems the most altered of all the port. Where it once ‘bristled’ with piers, today there is just one, the Lobster Rock Marine Terminal.

The area immediately south of the Lobster Rock pier, which includes a large water lot, was the scene of some minor harbour filling since 2007, after environmental approvals were obtained. The 2008 *Port Master Plan* called for the addition of significantly more fill to create a new finger pier, but this is yet to happen.



The Yarmouth Woollen Mill (No. 27) was located on the waterfront immediately south of the Yarmouth Steamship Company. Partners in the company, including Loran Ellis Baker, built the mill in 1881 to offset expected declines in the shipping industry. It was a major employer until 1897. The Cordova Leather works were nearby (No. 26), Cordova leather being a high quality leather used for shoes. There may have been a shipbuilder in the area.

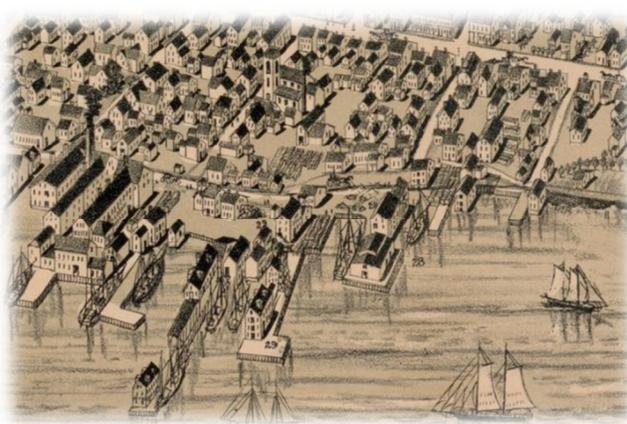


Today this area is dominated by the Lobster rock Marine Terminal, a 325 metre former Government of Canada pier now maintained by the Yarmouth Area Industrial Commission. Several fishing boats use this facility. There is also boat launch and Southwest Paddlers run kayak rentals in the area.

South of Commercial Street were more factories, including an annex of the Yarmouth Duck and Yarn Company located at the northern end of the waterfront. The mills probably used English wool, Indian jute and American cotton for their raw materials, with which they produced cold-weather woolen wear, cotton sail cloth, and rope. The products were natural ones for the waterfront as there was a local need for them, and as the export of goods such as fish and lumber required a return product to keep shipping economical.

Today, the factory tradition continues in this area with IMO Seafoods, which processes fish and manufactures the cans in which they are packaged. Shippers rely on brokers to ensure a two-way flow of goods. As an example, some truckers triangulate the route they take when shipping fish to the US: goods leave and enter southwest Nova Scotia via the Digby Ferry – passing through Maine on the

southern trip to Boston, with some of them returning (back hauling) through Quebec to pick up chicken and fish waste as feed for the mink farms in southwest Nova Scotia.²



South of Commercial, the lower end of Water Street had several piers, including two owned by A. F. Stoneman & Co. (No 29), a general merchant and shipper who also owned vessels. The Yarmouth Duck and Yarn Company was also located here, established in 1883 to manufacture sail canvas. It was one of two of the company's factories on the waterfront, the other being located at its northern end. Note the density of dwellings in this area.



The IMO Seafoods processing plant is located in this area, while the Newell Lobster Pound is farther south. Some lobster is shipped to New Brunswick for processing, while quantities are also trucked to Boston, Montreal and Halifax. Lobster is typically exported from those cities by airlift. Many former dwellings in this area have been acquired and demolished, providing employee parking and potential space for new investment. The 2010 Port Master Plan proposed a new marginal pier behind in this area.

How well our freighting merchants have anticipated and availed themselves of the "tide in the affairs of men which, taken at the flood, leads on to fortune," it is needless to say; but, as the tide cannot always be at the flood, they have had also to encounter the ebb tides in commerce, and it is especially at such times that their business intelligence, skill and indomitableness have been displayed. The restless and relentless energy of trade has diverted shipping, like other branches of enterprise, into various new channels. The iron trade, cotton trade, and the guano trade, are a few of the more prominent and glaring instances of the vicissitudes alluded to.

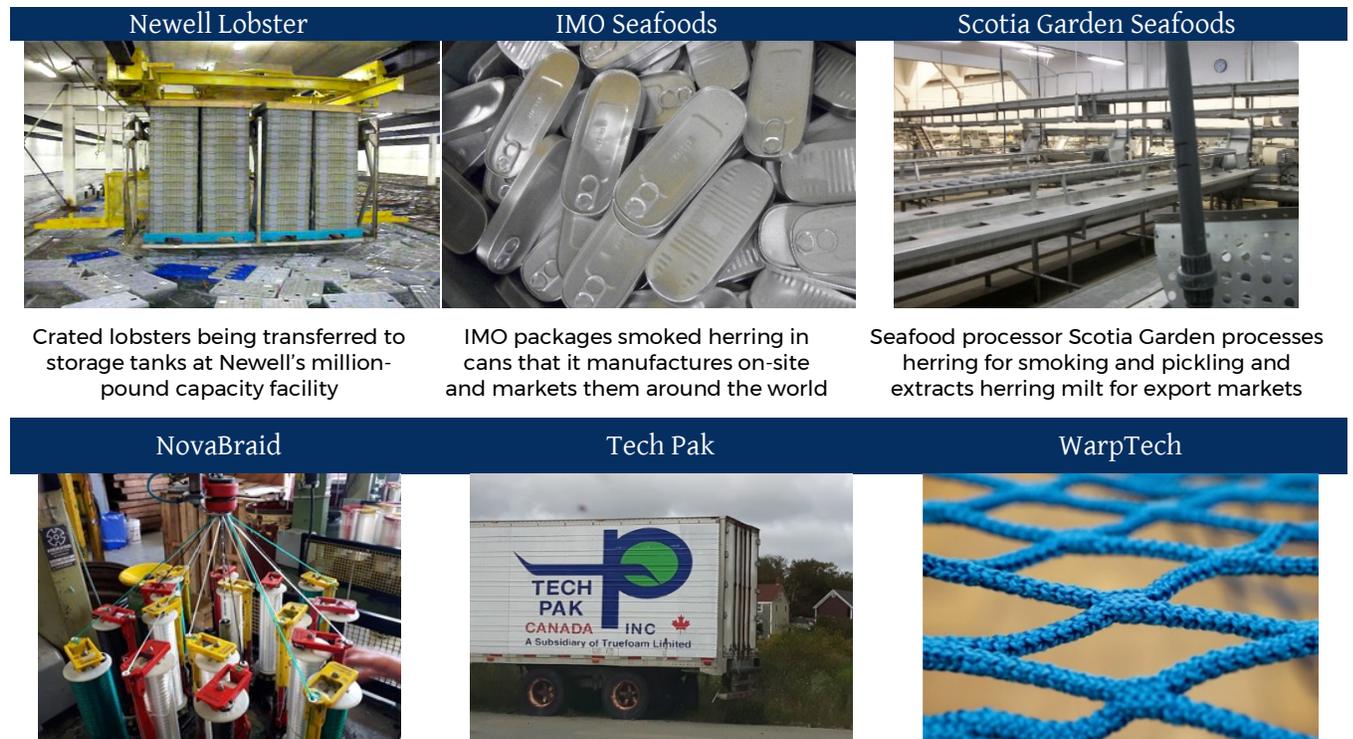
- J. Murray Lawson, 1876

² CPCS, South West Nova Transportation Study, June 2010, p. 33

2.2 KEY ECONOMIC DRIVERS TODAY

What is perhaps most noticeable about the comparison between the port in the past and the port today is the shift from shipping and manufacturing to fishing and manufacturing. While the fishery was the backbone of the economy then as now, it is notable that in 1889, there were little or no food related businesses such as canneries on the waterfront, at least at the time the map was created, though schooner fleets sailed out of Yarmouth. Canneries and fish processing came a little later, and by 1918, there was a large number of such businesses.³ Today, apart from the ferry and the landing of fish, there is virtually no movement of cargo either in or out of the port by water. It is all transported by truck. Besides supporting businesses, there are six key industries and economic drivers on Water Street, as illustrated below. In one way or another they are all at least partly reliant on the fishing industry. They are all notable in how they have created important international supply chain and customer relationships, and also how they have diversified into products outside the fishing industry, providing a buffer against the vagaries of the fishery. Many places in Nova Scotia would long for the diversity of industry and employee skills that the Yarmouth Waterfront possesses.

Figure 3: Water Street industries



³ *Yarmouth Town and County*, published by Yarmouth Town Council in 1918, lists such businesses as Yarmouth Trading Company, Henry A. Amiro, Gateway Fish Company, Consumers' Fish and Cold Storage, and the New York and Yarmouth Fish Company (p. 47).

NovaBraid has produced rope on Water Street since the 1990s, employing many former employees of Domtex

Tech Pak manufactures expanded polystyrene foam packaging materials for shipping a variety of perishables

Similar to NovaBraid, WarpTech succeeded Domtex and is a custom fabricator of netting in a wide variety of markets

One of the most recent changes on Water Street was the acquisition of a six-tank oil depot by Irving Oil from Valero (branded as Nova Fuels). Soon afterwards, two large Irving tanks on Bunker Island were removed. Removal has been a long-standing goal of the YWDC as it has the potential to open up new opportunities at the Bunker Island location.⁴

2.3 PORT FACILITIES AND CONDITION

As a working waterfront, the Port of Yarmouth today contains a mix of privately and publicly owned infrastructure. The waterfront is extensive, which is both a strength and a weakness. In contrast, say, to Bluenose Drive in Lunenburg, which is less than 600 metres long, Water Street is over 3 kilometers long. Its great length offers room and opportunity for diversification.

This plan seeks ways to allow that diversity, while tapping into the potential for new investment that builds on the waterfront's traditional strengths while leading the Town into a bold new generation of economic strength and dynamism. A summary of the principal infrastructure is provided in Appendix B.

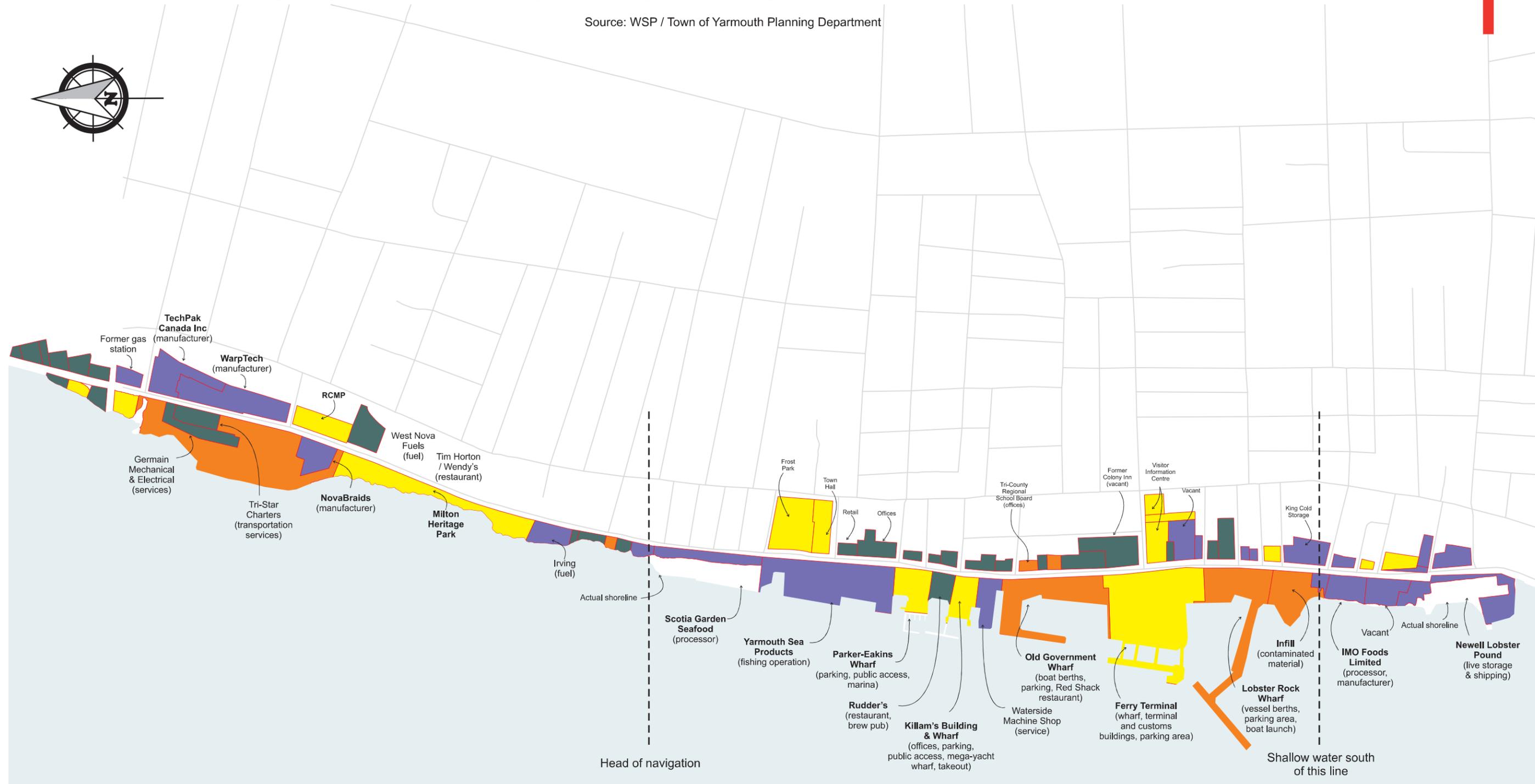
Figure 4: Water Street looking north



⁴ *Tri-County Vanguard*, "Tanks on Yarmouth's Bunker's Island to come down: Dismantling will take several months," June 13, 2017

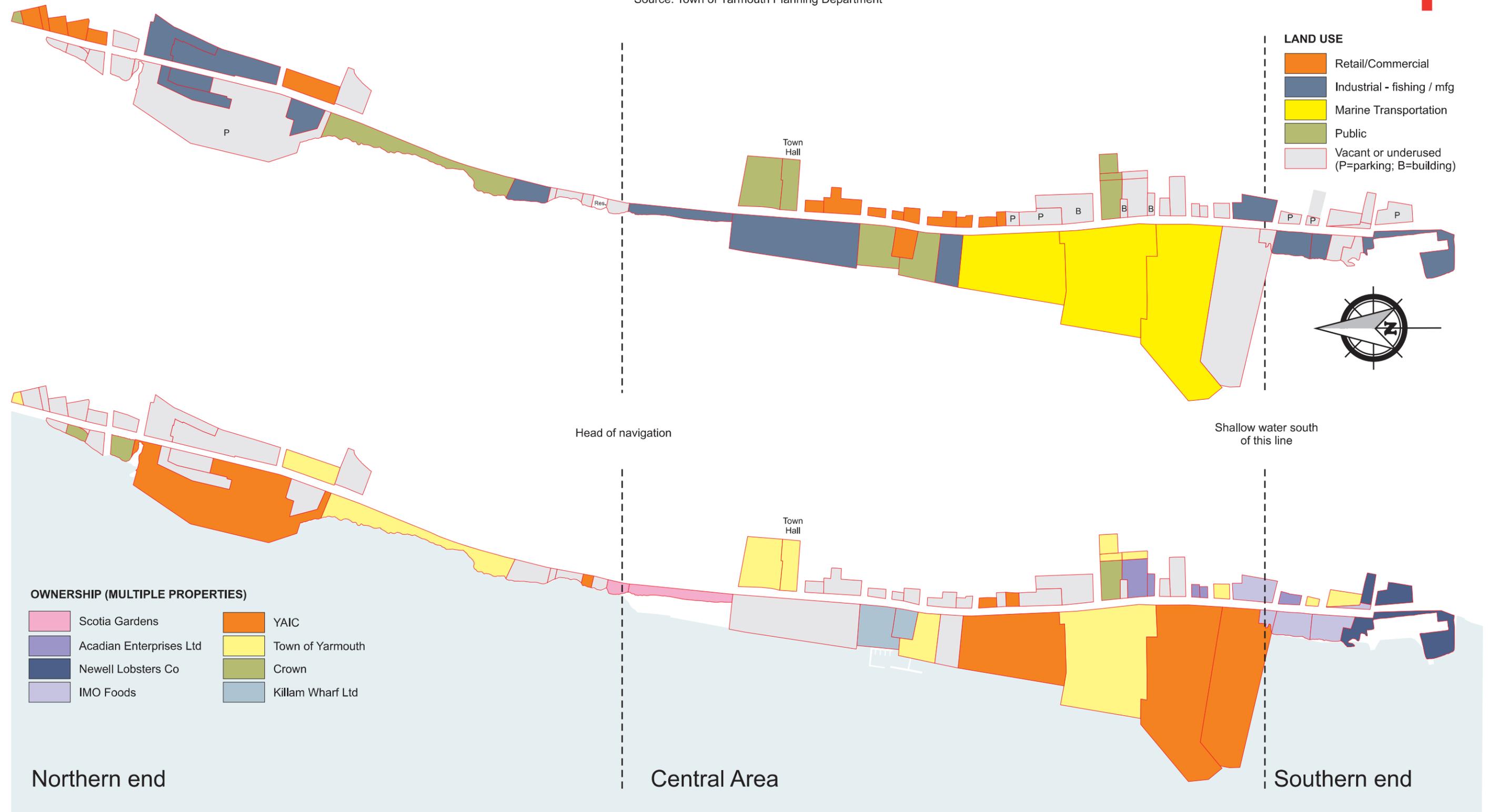
Harbour Facilities Yarmouth Waterfront 2017

Source: WSP / Town of Yarmouth Planning Department



Property Use and Ownership Yarmouth Waterfront 2017

Source: Town of Yarmouth Planning Department



2.4 WATERFRONT IMPROVEMENT INITIATIVES

The Yarmouth Waterfront Development Corporation, which is wholly owned by the Town of Yarmouth, is largely responsible for overseeing the development of the Yarmouth waterfront. Since 1993, more than \$10 million in government funding was accessed to support such projects, as itemized in Appendix C.

The Yarmouth Waterfront Development Corporation receives an annual operational budget grant. If any capital projects are planned, separate requests are made through council for the percentage of funding required by the funding agency. The Town of Yarmouth Works Department provides maintenance services for all YWDC Ltd. facilities and projects.

2.5 PRIOR STUDIES

A number of reports and data sources were reviewed which help provide an understanding of the waterfront and its progress in the recent past. These include:

- 1980 – *Revitalisation and Redevelopment Proposal* – Yarmouth BID Committee – Cochrane and Forsyth
- 1995 – *Project Vision – Yarmouth “The working Waterfront”*, Sperry & Associates for YWDC
- 2004 – *Waterfront Strategic Plan* – YWDC
- 2008 – *Yarmouth Area Transportation Study* – ARTM for Nova Scotia Transportation and Infrastructure Renewal
- 2008 – *Port Master Plan* - McDonnell
- 2009 – *Business Case for Waterfront Development* – Colliers International and Ekistics
- 2010 – *Yarmouth Downtown Blueprint* – Ekistics and Colliers International
- 2010 – *South West Nova Scotia Transportation Study* – CPSCS Transcom for ACOA
- 2013 – *Waterfront Development Trends and Vulnerability to Severe Storms: A Case Study Analysis in Yarmouth, Nova Scotia*, Dalhousie
- 2017 – *Phase 1 Report: FDI Supply Chain Identification for the Western Regional Enterprise Network* = Group ATN Consulting Ltd.

A comprehensive review of these studies is presented in Appendix D.

2.6 CONCLUSION

This chapter has presented a brief look at the physical harbour, its history, its facilities, its economic drivers, and its prospects. Readers are invited to read Appendices B, C, and D for more detailed insights. Based on our review, it is clear that valuable insight and intelligence has been obtained over many years of research about Yarmouth and its place in the eastern North Atlantic context.

While many of the earlier studies were not acted on directly, they no doubt influenced decisions over time and many still have relevance to the current situation in Yarmouth. Specifically, the 2008 *Port Master Plan* contains recommendations for port upgrades that, with minor changes appear implementable. In addition, the 2010 *Yarmouth Downtown Blueprint* remains a current document and some of its recommendations remain particularly relevant going forward, particularly as they relate to waterfront tourism and beautification. And at the global economic level, the current REN study helps set the stage for a new way of thinking about Yarmouth and its waterfront in the context of world markets and competition.

Our review shows a waterfront with several strong and viable companies at work with the knowledge and capability to remain competitive in the international marketplace. The ongoing success of these industries has allowed the Town, for better or worse, to maintain a *laissez faire* approach to waterfront development, deferring to a large extent to businesses active there.

Going forward, changing global conditions suggest there is a need for more collaboration between the Town and industry regarding the waterfront, both as a means of deriving more public benefit and as a means of leveraging financial support and seeking a broader range of investment.

Figure 6: Old Government and Marginal Wharves (YAIC photo)



3 PUBLIC & STAKEHOLDER CONSULTATION

To support the recommendations and writing the Town of Yarmouth’s Waterfront Economic Development Plan, an extensive consultation program was completed. Various groups were consulted with including staff and elected officials from the Town of Yarmouth, bodies of waterfront governance and management (e.g. Yarmouth Waterfront Development Commission), the business community and those working in marine-related industries, regional economic development agencies, as well as residents. A complete review of the consultation findings will be instructive for readers (Appendix E).

3.1 CONSULTATION PROGRAM

3.1.1 TOWN STAFF

One-on-one interviews were held with key town staff to discuss objectives of the Yarmouth Waterfront Development Action Plan. Staff interviewed included representatives from the office of the CAO, Economic Development, Engineering, Planning, Parks, and Recreation.

3.1.2 COUNCILLORS

A workshop was held with members of the Town Council to discuss the Strengths, Weaknesses, Opportunities and Threats associated with the waterfront. Councillors later attended presentations on the draft infrastructure maps and provided comments to the consultants. The Planning Advisory Committee was also briefed on the project as it neared completion and members shared their comments.

3.1.3 YARMOUTH WATERFRONT DEVELOPMENT COMMISSION (YWDC)

A workshop was held with the Yarmouth Waterfront Development Commission (YWDC) to discuss the Strengths, Weaknesses, Opportunities and Threats associated with the waterfront.

3.1.4 CHAMBER OF COMMERCE

A meeting with held with the Chamber of Commerce to discuss existing perceptions of the waterfront as well as how it may be used to stimulate economic growth for the Town.

3.1.5 LOCAL BUSINESS OWNERS / OPERATORS

Fact-to-face meetings or phone conversations were held with representatives of various economic sectors, including: Tourism and commercial services, industrial and marine-related industries, land development, and other stakeholders.

3.1.6 PUBLIC CONSULTATION

Yarmouth Waterfront Symposium – October 11th, 2017

A public symposium was hosted by the consulting team where members of the public were welcomed to come talk about future directions for the Yarmouth Waterfront. Introductory presentations on the project and on the waterfront itself were made by Town Councillors and members of the Yarmouth Waterfront Development Commission and the Yarmouth Industrial Commission. A visioning session was held with community members at the end of the symposium. Attendees were asked to provide their vision of what the Yarmouth waterfront will be in the future.

Open House – October 18th, 2017

Based on the feedback received from the public symposium, the consulting team created recommendation of where the Yarmouth Waterfront Economic Development Plan should be going. A public open house was held the follow week (October 18th), where a presentation and series of informative poster boards were provided to the public to give their feedback and input. Open House attendees were asked to circulate the poster boards, talk to the consultants and staff members, and provide their input on the recommendations using written comments. Poster boards presented at the Open House can be found in Appendix F, together with transcribed comments from the Open House.



Online Survey

An on-line community survey was available to residents of the Town of Yarmouth via a link on the Town's website from October 4 to November 15, 2017. The project website, GetInvolvedYarmouth.ca, was visited 449 times and a total of 45 surveys were filled out. Respondents were asked a variety of questions regarding their current use of the waterfront. They were also asked to identify their thoughts about the future role of the waterfront and how the waterfront could be improved. The survey results are included in Appendix E.

3.2 SUMMARY AND CONCLUSION

The consultation program was compressed into a six week program. In this period, the project team met and listened to more than 40 residents and stakeholders, the symposium heard from more than 50 people over two evenings and 45 people responded to the online survey. While more time would no doubt have yielded more results, we believe that the program yielded an impressive quantity of helpful insights and ideas sufficient to allow the development of a well-informed and responsive action plan for the waterfront.

In conclusion, there was a clear tendency for respondents to support the working waterfront, but there is a substantial amount of discontent, particularly in the way the waterfront is maintained. The findings suggest that as attention to the waterfront tilts towards a visitor focus, there needs to be much more care given to visitor amenities, even as the working waterfront continues to develop and thrive.

4 A HIGH LEVEL VIEW

4.1 INTRODUCTION

In June 2016, Yarmouth Council adopted its new *Municipal Planning Strategy* and *Land Use Bylaw* and these documents set a new course as an enabling plan for the Town and its waterfront. It signals and supports Council's intent to encourage a new era of economic development in Yarmouth. The *Municipal Planning Strategy* contains several Statements of Community Interest about Water Street, including three which are of particular relevance to the waterfront:

- Working Waterfront
- Downtown Commercial Area
- Waterfront Mixed Use Area

The Statements can be summarized as highlighting the Town's desire to see more investment and land use diversity along the street, which recognizes the waterfront as being "a major contributor to the Town's economy." The Statements of Community interest are provided in Appendix H.

In order to achieve the goals set out in the Statements of Community Interest, this section will address the following high level questions:

- What are the opportunities for economic growth in the prime focus area as well as throughout the Town?
- What initiatives will help business grow – in the prime focus area as well as the extended area?
- How can the opportunities be integrated so as to create maximum synergy (the whole becomes larger than the sum of the parts)?
- What investment is required in land and infrastructure to physically accommodate the opportunities (i.e., how can the opportunities be physically accommodated)?
- What is the interaction between the Port of Yarmouth and other ports of influence such as Digby, Shelburne, Portland, Bar Harbor, and Halifax?
- What organizational structure will be effective and achieve maximum return?

Finally, in looking at this broad context, this report identifies economic development opportunities, both on the waterfront and elsewhere in the Town.

It is not too much to say that the genius of the place is a maritime genius.

– J. Murray Lawson, 1876

4.2 ANALYSIS AND SYNTHESIS

This Action Plan report identifies means to help encourage further development of both the Waterfront Area and the broader economic development within the Town as a whole. The recommendations of this plan are based on a review of case studies (Appendix G), our expert analysis and synthesis of observations and discussions, to address six specific “big picture” areas of inquiry, as discussed below.

4.2.1 OPPORTUNITIES FOR ECONOMIC GROWTH

What are the opportunities for economic growth in the prime focus area as well as throughout the Town?

The Yarmouth Waterfront, especially when combined with the active downtown commercial area, represents a strategic and influential component of the town’s economy. As a primary focus it can drive a new economy for the future by creating a unique “business community,” blending the old with the new in an attractive functioning working waterfront. Opportunities for growth include:

EXISTING BUSINESSES

The existing businesses on the waterfront, under progressive management, have been and will continue to provide opportunities for economic growth as they innovate and adapt to meet existing markets and find new ones. They make up the base for the waterfront economy and it is important to ensure they are provided with an environment where they are permitted, and encouraged, to grow and prosper.

INNOVATION AND RESEARCH WITHIN THE FISHERY AND OCEAN INDUSTRIES

As the fishery evolves and more and more focus and funding is placed on ocean-related research and industry development, the Yarmouth Waterfront is well placed to respond. The federal and provincial governments have committed significant investment to ocean research and innovation clusters. While this is focused primarily in Halifax, Yarmouth can develop a strong case that some of this research and development can effectively, efficiently and appropriately be accomplished on the Yarmouth Waterfront.

Yarmouth Waterfront Innovation Centre

This section presents a new initiative to create a Centre of Excellence for ocean-related research attracting entrepreneurs and professionals to Yarmouth. In addition, the Innovation Centre should focus on and can have a direct impact on improving the operations of local and regional companies. The Innovation Centre should work with existing waterfront companies to help them explore and develop innovative technologies and processes which will positively impact their productivity, profitability and sustainability.



RENEWABLES AND INNOVATION

All sectors are experiencing a new age “renaissance” of sorts, where creative innovation is leading to more efficient and cost-effective operations. This includes, but is not limited to, energy and it crosses all resource and manufacturing sectors. The trend toward a carbon reduced/green economy is driving this renaissance, as is a competitive, trading, global economy. Innovation is not limited to major centres or large corporations. Yarmouth can create a supportive environment to attract new age entrepreneurs to build future companies and work with its existing ones. This impact is global and *this is the future*.

IT BUSINESS CLUSTERS, TECH START-UPS AND ENTREPRENEURIAL DEVELOPMENT

On a regional basis Yarmouth has excellent internet and communications links and service providers making it a natural regional hub and a gateway to the world. This base provides the opportunity to attract, support and build innovative entrepreneurs that require, and are supported by, strong IT resources which in turn attract more developers, which create business IT and innovation “clusters.”

TRADE-RELATED ACTIVITIES

Yarmouth has a strong base of “trading” companies which do business beyond the region and internationally. These successful companies demonstrate that you can sell to the world from Yarmouth, as it has done for centuries. Trading companies are valuable assets for a local economy and represent “new” money injected. Companies with a trade focus should be encouraged, supported, enabled, and recruited.

TOURISM AND LEISURE ACTIVITIES

In the past Yarmouth has been a flourishing tourist destination. It can be again, with its natural beauty and unique cultural assets. A working waterfront well-presented and promoted has real tourism potential. Opportunities exist for those that wish to build companies in the hospitality and experiential / activity / entertainment industries to support a well-managed and promoted regional tourism sector. Attracting and supporting visitor and tourist interests with festivals and cultural events can spin off small to midsize businesses. As importantly, these activities are also targeted to local resident audiences. This creates more year-round activity for the hospitality businesses and generally presents a more culturally rich, active and vibrant community which will in turn attract new entrepreneurs and their families who want to live and work in such a community.

4.2.2 INITIATIVES TO HELP BUSINESS GROW

This is a good time for Yarmouth. It is, experiencing a buoyant economy based mainly on good lobster prices for lobster and excellent catches, particularly since 2013.⁵ It has also seen renewed energy and

⁵ Canadian Science Advisory Secretariat, Department of Fisheries and oceans Maritime Region, [Science Response: LFA 34 Lobster Stock Update, 2016](#)

optimism with the return of the ferry and through such programs as the successful Façade Program. The town can build on the good feelings to helping business grow by following a strategic approach as outlined below:

SELL YARMOUTH AS A VIBRANT BUSINESS COMMUNITY:

- Develop and live the Yarmouth “brand,” incorporating the “working waterfront”
- Create a positive and “Open for Business” attitude from municipal government and business associations.
- Support of local businesses with regular meetings and direct interaction with senior town officials for a real exchange of growth potential and opportunities.
- Create an Action Plan Team with dedicated staff and resources to “Sell” the new Yarmouth as a home for creative and innovative businesses and entrepreneurs.
- Establish and maintain a land bank of appropriate properties for development in the waterfront sector.
- Create and promote a portfolio of development opportunities targeted at developers (local and beyond).
- Encourage development of more rental units including affordable apartments overlooking the waterfront sector.
- Better utilize existing land / property resources (facilitate tourism /hospitality uses).
- Facilitate improved and maintained infrastructure (docks/roads).
- Encourage the tourism sector to maintain a good supply of hotel and visitor accommodation.
- Coordinate knowledge of and access to federal and provincial programs to support innovation and expansion growth for increased production and trade.
- Introduce support programs to encourage and support an educated, dependable, sustainable and happy workforce. Nurture and maintain a productive working relationship with NSCC.
- Encourage and support a new ferry terminal/major attraction complex.
- Encourage and support a fully operational airport with all that that entails.

A FUN AND INTERESTING WATERFRONT FOR VISITORS AND RESIDENTS.

The Yarmouth Waterfront is a unique asset and provides a natural location for visitor and citizen attractions and events. An extra bonus is that is adjacent to and parallels the Downtown to create a cluster of hospitality and entertainment venues and spectacular vistas. Some initiatives to help businesses grow could include:

- Business/visitor interfaces (structures, etc) so visitors can observe what is being done in the waterfront operation.
- Interpretive panels placed along the walkway explaining the operations in the various waterfront companies.
- Upgrade and extend the waterfront sidewalks.
- Expand the Town’s “Façade-like” program, partnering with businesses on the waterfront to encourage them to enhance the appearance of their buildings and properties in support of a Welcoming Working Waterfront to increase community pride and support the local economy.
- Explore development of an aquarium or ocean display experience pavilion on the waterfront.
- Encourage more food and hospitality establishments. Provide infrastructure hook ups/designated areas for food trucks, events.
- Welcome / encourage / support buskers and artists.
- Install colorful lighting at the waterfront.
- Create unique, attractive well-lit pathways to Main Street.
- Install lots of benches and a few designated rest stations.
- Create, promote and support a major annual “Signature Event” on the Working Waterfront.

4.2.3 CREATING SYNERGIES

How can the opportunities be integrated so as to create maximum synergy (the whole becomes larger than the sum of the parts)?

The initiatives presented in this report can be introduced as stand-alone activities or developments, but the real maximum sustainable return will be realized from an integrated approach where all stakeholders (residents, businesses, government and community leaders) buy-in fully to the vision and the program and agree to “live the brand.” One of the important strengths of Yarmouth is the community itself and the quality of its business leaders, quality that is widely recognized and envied. The *Yarmouth Waterfront Action Plan* is very much a community culture initiative of which everyone should be encouraged to understand and contribute. All businesses will be positively impacted by a growing economy supported by a welcoming culture and activity-rich community. By building on the Town’s current strengths, the community and its leadership, more good people will be attracted to come and live in Yarmouth and establish their own businesses or work for others. More investment will be attracted for current and new businesses.

4.2.4 INFRASTRUCTURE REQUIREMENTS

What investment is required in land and infrastructure to physically accommodate the opportunities (How can the opportunities be physically accommodated)?

The infrastructure elements are important to help build this new economy. Transportation (roads, airport, and ferry terminal), housing (more and affordable apartments, in particular), office and industrial buildings, communications infrastructure, and hospitality, cultural and entertainment facilities are all required to support the growth opportunities. Section 5.3 (Infrastructure) provides a detailed discussion of physical improvements which can be pursued over the short- to long term.

4.2.5 INTERRACTION WITH OTHER PORTS

What is the interaction between the Port of Yarmouth and other ports of influence such as Digby, Shelburne, Portland, Bar Harbor, and Halifax?

At one time, the port of Yarmouth was one of the busiest on the eastern seaboard, and its ships called on ports around the world. In fact, the activity in Yarmouth was so significant that in 1876 there was more tonnage registered in Yarmouth than in Halifax⁶ at a time when Canada was one of the world's largest shipping nations. This was near the peak of activity in Yarmouth, and much has changed in the intervening years.



Today, port activity is entirely constrained to fishing activity, the seasonal ferry operation, and occasional visitations by the Coast Guard. Yarmouth also caters to yachters, and includes a secure mega-yacht dock. It also attracts occasional small cruise vessels. It

hopes to attract more cruises in future and is pursuing potential growth in this area through the Yarmouth and Acadian Shores Tourism Association. Yarmouth may compete with other ports such as Saint John or Shelburne or Lunenburg for such cruises, depending on the type of cruise and schedules, although there may be opportunities to work with them for joint marketing.

The port's relation to other ports generally relates to fishing activities. These relationships can be quite strong. For example, for various reasons a business owner in Yarmouth may own facilities, such as cold storage or a lobster pound, in another port elsewhere on the coast. As exporters, their relationship may be even wider, though this kind of information is typically proprietary. In other words, apart from the ferry operation, Yarmouth's interaction with ports is largely at the level of private business interactions.

⁶ 134,000 vs 117,000 tons, respectively. Source: J. Murray Lawson, *Record of Shipping in Yarmouth, 1876*, p. 14

Going forward, the Town of Yarmouth may help solidify its role as a leader among equals, as it were, by encouraging investment in key services such as cold storage, vessel repair, added berth space and promotion of its air link potential. See further analysis in Appendix M.

4.2.6 ORGANIZATIONAL STRUCTURE

What organizational structure will be effective and achieve maximum return?

The economic interests of the port region are currently represented by a variety of economic development organizations, including the Waterfront Development Corporation, the Town's economic development department, and the Western Regional Enterprise Network. As well, the YWDC and the YAIC both have critical day-to-day and strategic roles in the waterfront.

The main goal moving forward should be to create an Action Team and a supportive culture for the team, with members drawn from the current groups, and with a dedicated staff. It should also be provided with the resources and mandate to "Sell" a new Yarmouth as a home for creative and innovative businesses and entrepreneurs, while also supporting current businesses and assets.

For both business and tourism, maximum sustainable return will be realized where all stakeholders buy-in fully to the vision and the program and agree to "Live the Brand". This is very much a community culture initiative where everyone understands and contributes. The Action Team will play an important role in tourism as well as business development.

5 VISION AND ACTION PLAN

5.1 A VISION FOR THE WATERFRONT

The waterfront vision was presented earlier in this report and it is repeated here so that this section may be read as a standalone if desired. The visioning exercise was conducted at the Yarmouth Waterfront Symposium on October 11, 2017 and subsequently refined with the Steering Committee.

VISION Statement: It is the place to be ...

- The Waterfront is host to a collection of industries which offer many benefits to the region. It is an economic engine that propels the success of the Town and its people.
 - The Waterfront is beautiful, with a successful blend of leisure and work. Visitors as well as those who call it home may walk its length and enjoy the rich history and culture.
 - The Waterfront is a centre for innovative and evolving technology with leading figures in ocean research, renewable energy and manufacturing.
 - Yarmouth has set a standard to which many towns aspire and has earned its place as the prime economic centre of south-western Nova Scotia. Its success bolsters a thriving downtown economy.
-

5.2 GOALS AND GUIDING PRINCIPLES

5.2.1 GOALS

The public symposium resulted in the distilling of four themes or goals of the Action Plans. The goals are as follows:

	Proactive Economic Development	Become an active partner to enable growth and business diversity.
	Nurturing Business	Support existing industry.
	Create A Place For Workers and Visitors	Embrace the working waterfront and at the same time nurture tourism.
	Move People And Goods	Enable the ready movement of people and goods; facilitate connections by air, road and sea

At the broad level, several challenges and opportunities need to be addressed in the action plans. Taking a proactive approach to economic development is the overarching theme which will influence all others in this Action Plan. Yarmouth has many community assets and a strong industries and commercial base but the community faces challenges from evolving global economic and environmental conditions and a declining population. Conversely, it has tremendous opportunity to consolidate its assets, identify a strategic path and reposition for future growth. The objective therefore is to focus on **sustainability, excellence, growth** and **prosperity**: a community working waterfront will benefit everyone.

5.2.2 GUIDING PRINCIPLES AND PLANNING DIRECTION

PROACTIVE ECONOMIC DEVELOPMENT

The following graphic illustrates the broad range of guiding principles and planning direction (Actions) necessary to achieve the overall project goals.

Figure 8: Proactive Economic Development



Each of these actions is described briefly below.

- Identify and brand “excellence” in new technology for Yarmouth’s current and future industrial base.
- Create a Model Working Waterfront with the adoption of green technologies to improve efficiency, competitiveness, sustainability and profitability.
- Encourage municipal government and business leaders to collaborate in creating a fertile environment for future growth.
- Establish a proactive Investment Attraction and Partnership Program to be put in place and led by the Town.
- Identify and exploit federal and provincial programs to assist company growth.
- Enable a creative hub of entrepreneurship to emerge and grow through existing and future community and business assets.
- Establish focused labour training programs to address industry needs, including close collaboration with NSCC.
- Ensure air, sea and land connections are enhanced and exploited.
- Supply Chain connections with and within core businesses are explored and exploited to facilitate business opportunity growth.
- The tourism sector opportunity is supported and business opportunities for accommodations, festivals and events, food and beverage, and related are highlighted.
- Partnerships are cultivated with such organizations as COVE (Centre for Ocean Ventures and Entrepreneurship), Ocean Networks Canada, and Perennia Inc. to grow R&D in Ocean Tech.
- Focus on the development of exportable products and services and inward investment.
- Work with the Yarmouth branch of the Art Gallery of Nova Scotia to support and grow arts and cultural enterprises, and help create a welcoming, vibrant community for residents and newcomers.

NURTURE EXISTING BUSINESS

Guiding principles for the nurture of existing business visitors and residents are: acknowledging that existing industries are critical now and into the future; actions and policies going forward should support and grow existing industries; that Yarmouth’s is an authentic working waterfront; that readily available industrial land is critical to allow for growth. If conditions are good for existing businesses, they should also be good for new ones.

Challenges in addressing these principles include:

- Coordination of support for innovation and sustainability for waterfront businesses.
- Improving and regenerating waterfront infrastructure such as wharves.

- Creation of an industrial land bank.
- Attracting investment and potential partners for waterfront businesses.
- Encouraging succession planning for existing and future businesses.

MOVING PEOPLE AND GOODS

Guiding principles in the movement of people of goods are: must be able to move readily to and from the harbour; provide better pedestrian access between Water Street and Main Street; address the problem of truck access and routes; and finally, connect all modes of travel (i.e. air, road, sea).

Challenges and opportunities in addressing these guiding principles include

- The depth of the harbour creates challenges for boat access; look at dredging.
- Not obvious how to create a safe and efficient truck route to and from the waterfront.
- Address challenges associated with change in grade between Main St. and Water Street.
- “Connect” the waterfront and Main Street with diversified land uses in the intervening area.
- Better connect tourist traffic from the Ferry.

MAKING SPACE FOR WORKERS AND VISITORS

Guiding principles for the theme of the waterfront as a place for workers and visitors are: Maintain an authentic working waterfront and offer that experience to visitors; leverage the Working Waterfront to grow the Tourism sector; enable more events/festivals to be hosted on the waterfront; ensure the waterfront can be readily used by residents for recreation; integrate and connect Water Street and Main Street; diversify land uses along the waterfront including quality residential units in the greater downtown area; improve the public realm.

In addressing these principles, the following challenges and opportunities were defined:

- Creating new opportunities for recreational experiences.
- Seeking tourist-oriented tenants at key locations on Water Street.

Waterfront Tourism

There are numerous tourism related business opportunities on the waterfront which should be identified, catalogued and promoted to attract potential operators and entrepreneurs. As part of the overall strategy presented in this report, these can co-exist with the Working Waterfront. Opportunities include a working waterfront walking tour to complement the Town’s existing Heritage Building walking tour, harbour boat and deep sea fishing tours, Maud Lewis tour, fish market, food trucks, mobile food stands and food shacks, mobile retail stands, horse drawn carriage tour, rickshaw tours, wharf fishing experience, bike rentals, Segway rentals, Sea-Doo rentals, ice cream and pastry specialty shops, bakery, expanded farmers market, an artisanal market, distillers, and more breweries, restaurants and pubs. The Town can provide designated preferred locations for these types of businesses. Tourist accommodation will be in demand and a growing opportunity as these Action Plans are implemented and activity increases.

- Encouraging boat tours of the harbour including experiential fishing tours.
- Use of Water Street frontages to help finance maintenance of the Working Waterfront.
- Establish and leverage a UNESCO world Biosphere Reserve office and interpretation centre
- Encourage upper floor residential on Main Street and side streets with harbour-facing views.

5.3 INTEGRATED INFRASTRUCTURE PLAN

Building on the vision and guiding principles outlines above, this section presents five drawings (Maps A through E) showing a conceptual infrastructure plan for the waterfront. Each drawing shows specific infrastructure projects, each of which is briefly described below, and each of which is complementary to the others. Project Implementation is discussed in Section 5.5 Action Plans.

5.3.1 NORTH END WATER STREET (MAP A)

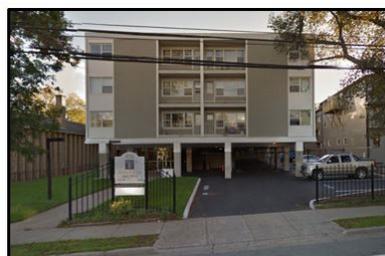
The proposed intent for the north end of Water Street is to enable a wider range of uses than presently exist, while permitting existing uses to expand over time. The key enabling project is the creation of a new street alignment which will have the effect of removing trucks from the upper end of the street, thus creating a quieter environment for residential uses and the improvement of the existing retail business environment through creating a village-like atmosphere. Another important enabling project is the creation of a raised walking trail along the waterfront, an extension of the existing trail in Heritage Park, which will follow the perimeter of the old Domtex mill site and provide protection from sea level rise and storm surges, as this area is currently one of the most vulnerable and susceptible to sea level rise.

Key elements:

- **A. Realign Water Street to Starrs Road:** Provide a connection between Water Street and Starrs Road (arterial streets) by realigning Water Street immediately north of Richards Lane and sloping upwards to Starrs Road. This two-way, two lane road (approximate length: 135 m) would provide a direct connection for all vehicles, improving the interconnection between the waterfront and the regional road network, thus easing pressures on local streets. It would permit the elimination of trucks, except for local deliveries on the upper 500 metres of Water Street and also eliminate the need for large vehicles to use narrow Gardner and Cann Streets or to turn from Water onto Vancouver Street. Priority should be given to undertaking a preliminary design to ensure the horizontal and vertical alignment of the road can accommodate large trucks especially in slippery conditions. Results of the analysis should be shared and discussed with the trucking community. See **Action Plan 5.4.15**.
 - **Rail Trail** -Associated with this work, it will be necessary to plan the crossing of the existing rail trail which passes through the area. Shown on the map as a mid-block crossing, it may be possible to depress the trail under the realigned portion of Water

Street, likely using precast concrete structure, to provide a completely separated crossing at this challenging location. See **Action Plan 5.4.15**.

- **ATV Trailhead** - Further to the trail, it is understood that users of All-Terrain Vehicles (ATVs) have a wish to use the rail trail to connect with the ATV rail trail at the southern end of the Town. As an alternative, the Town may wish to consider allowing ATVs as far as the Tim Horton's (a new trail alignment is shown on Map A) where a trail head may be created, possibly in association with the restaurant. Similarly, at the other end of Town, another trail head, this to entrepreneur-driven, could be developed, providing paid accommodation and transport between the two points. See Map E and **Action Plan 5.4.14**.
- **B. SEEwall Raised Walking Trail:** There has been a longstanding plan to create an extension of the Heritage trail walkway north to Vancouver Street. The threat of sea level rise creates both urgency and an opportunity to use the trail jointly as a scenic walk and to help provide stormwater protection at the north end of Water Street. It could be labelled SEEwall to reflect this dual function. The trail should be provided with periodic rest areas and interpretive panels, increasing its value for both residents and visitors. The SEEwall will necessarily be narrow at the top to minimize construction and maintenance costs. This will generally limit its usability to pedestrians and joggers and it may not be feasible to maintain the surface during the winter. Therefore, there remains a need for a more direct walking and bicycling route at the northern end of Water Street, discussed next. See **Action Plan 5.4.16**.
 - **Milton Village** - Success of a north end waterfront residential component will be dependent on the SEEwall feature for storm protection. To further stormproof any development, living areas of new structures should be raised above the ground level. For example, apartment housing, as shown on the east side of Water Street, could be built with ground floor parking under the building at ground level. Similarly, the townhouses shown on the west side of the street could be built with most of the basement above-ground. Use as a model the flexible Grow Home design popular in Montreal. This type of home is built using a 14-foot wide floorplate, allowing it to be built very economically in a partially finished state to permit homebuyers to enter the housing market at a lower cost. Finishing is typically undertaken over time. See Appendix I and See **Action Plan 5.4.19**.
- **C. Hartlin Multi Use Trail.** Running parallel to Water Street, a multi-use trail (pedestrians, cyclists, scooters) should extend the full length of Water Street. Ideally surfaced in asphalt and



Elevated apartment units



Grow Home

separated from road traffic by curbs (similar to the Pleasant Street multi-use trail), it should replace the sidewalk on the west side of Water Street. See **Action Plan 5.4.510**

- **D. Cross-Harbour Trail.** It is proposed that the multi-use trail should be extended across the north end of the harbour using a raised or floating boardwalk. The crossing is approximately 200 metres overall, with additional finishing at the ends. A ±50-metre bridge would be necessary to cross the narrow channel, as shown on the plan. The Cross-Harbour Trail, as it could be called, could be undertaken as a separate project independent of the multi-use trail, though they would eventually connect. An Active Transportation project such as this would be eligible for funding under the Nova Scotia Connect2 program which provides support for projects under 2 kilometres. See **Action Plan 5.4.17.**

Figure 9: North end physical improvements



The top of the wall should have a railing and be wide enough for two people to pass comfortably

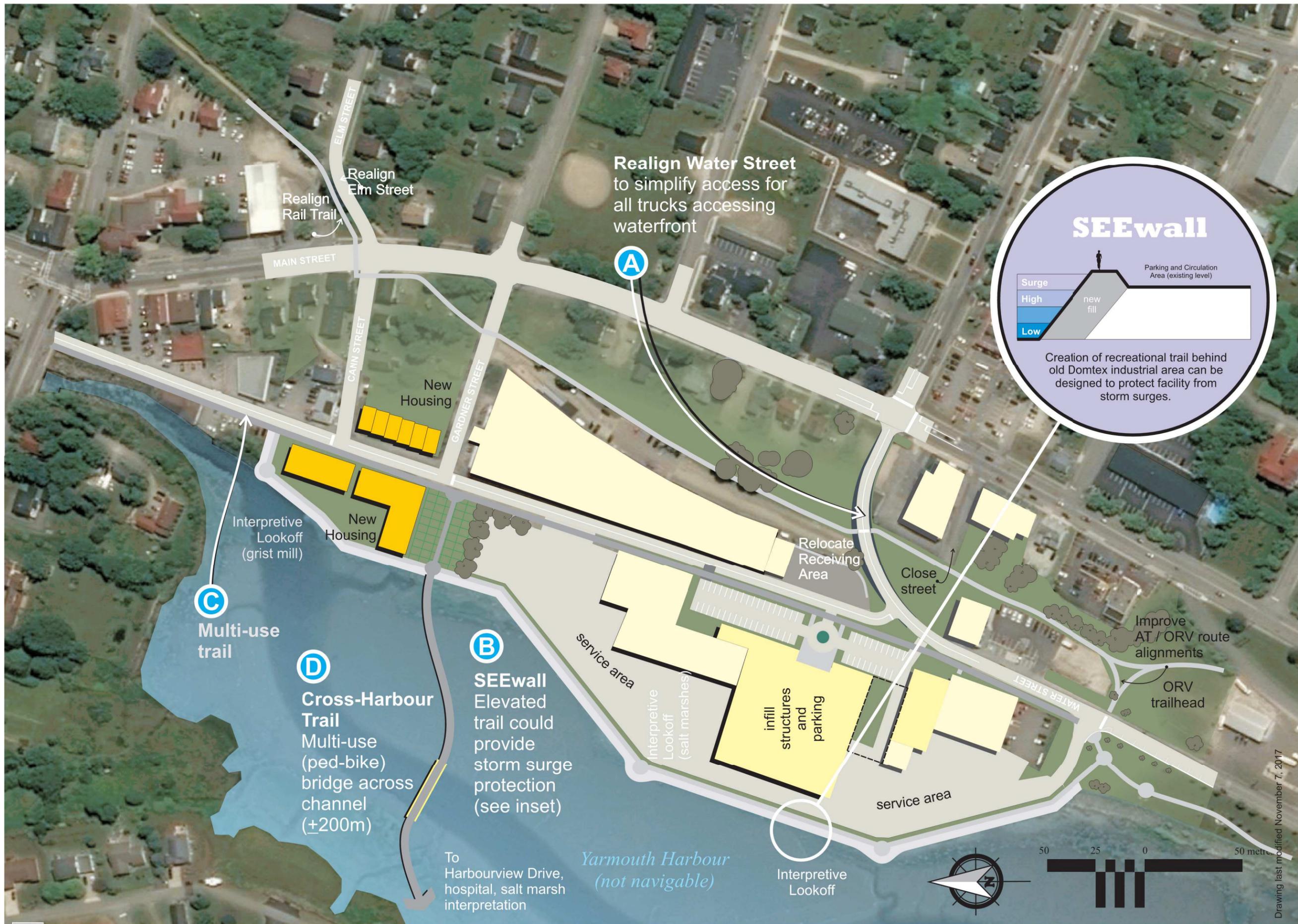
The multi-use trail on Pleasant Street is a good model for Water Street; a stripe should be placed down the centre to guide bicyclists

Should be wide enough for bicycles and have a non-slip surface to allow them to ride safely. The connection would allow easy access to the hospital and to marsh trails

Further description is provided on Map A and in Section 5.4 - Action Plans.

5.3.2 CENTRAL WATER STREET (MAPS B AND C)

- **E and F. Corkum’s OverLOOK / Renovate Corkum Wharf.** Discussions with the owner of Corkum wharf / Yarmouth Sea Products indicated there would be a willingness to use an innovative approach to financing wharf improvements while at the same time creating new investment opportunities for others interested in pursuing business on the waterfront. Inspired by the example set in Portland Maine to help offset the cost of wharf maintenance by selling frontage for non-marine-related uses, the concept is to allow the development of new commercial space facing Water Street above the working area. It is proposed that an area would be set aside, such



MAP A - North End of Water Street - Concept Plan
 Incorporating Starrs Road to Water Street Realignment

as shown on Map B as “Corkum’s OverLOOK”, where buildings would be erected on a raised platform over the Corkum property. The types of uses that could be permitted would be limited to commercial retail types such as a restaurant, fish store, artisanal craft shops, and so forth. The design would have a dual purpose in raising the new buildings above the storm surge levels, and also allowing Yarmouth Sea Products to store lobster traps and other equipment underneath. Funds raised by the sale or lease of the OverLOOK would help undertake wharf maintenance and expansion through the infilling of two basins as shown on Map B. See **Action Plan 5.4.13**.

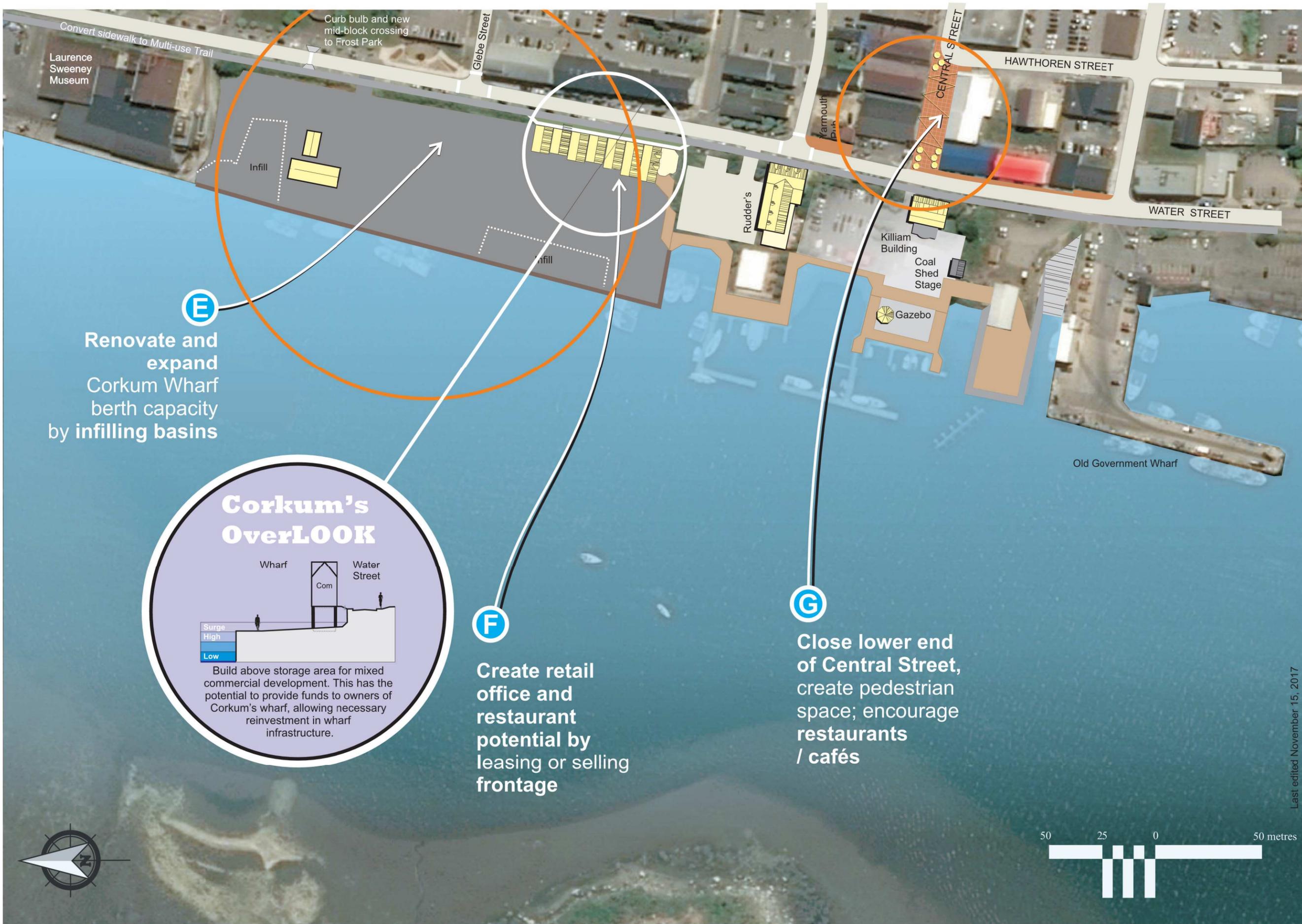
- **G-1. Pedestrianize part of Central Street.** The symposium heard from a number of participants who felt that moving to and from the Waterfront and Main Street was challenging because of the hill. It was also noted that there are only four food service options on Water Street near the downtown: Rudders Restaurant, the Yarmouth Pub, and The Red Shed on Government wharf (there is also a seasonal food service on the Killam Wharf in a converted rail car). Thus, considering the importance of tourism to the Town, the options are limited for just sitting and enjoying the waterfront with friends over a coffee and food. Notwithstanding the number of food service options on Main Street, it is suggested that there should be more food service options on Water Street because of the waterfront’s special importance as a visitor destination, and as a means of reinforcing that importance. Therefore, it is proposed that the Town should encourage the creation of a system that enables seasonal visitors to move easily between Main Street and Water Street by pedestrianizing part of Central Street and by providing some sort of tourism transport (see G-2 below). As shown on Map B, it is proposed that the lower end of Central Street could be closed, allowing use only by pedestrians and emergency and local deliveries vehicles. Benches and planters and other street furniture, such as a piano, could be placed in the street in a manner similar to that used on Alma Street next to the art gallery. It should be called Central Station, in reference to the Town’s past rail history. The commercial building on the corner may thus have increased potential for use as a restaurant or café. Innovations such as outdoor heaters can lengthen the usability of outdoors spaces such as this. Creation of the new pedestrian zone between Main and Water Streets would help close the psychological gap between the two streets. It is proposed that planning begin immediately in 2018 as a high priority undertaking, with permanent implementation in 2019. See **Action Plan 5.4.5**.
- **G-2. Tourist Transport.** Related to G-1, another short term potential is to implement some form of tourist transportation, such as the road train based on a concept first introduced in Tatamagouche in 2016, Halifax’s Harbour Hopper, or a double decker bus. Such transport may be fare based, such as the Harbour Hopper, or it may allow people to hop on and drop off at designated locations throughout the day such as a bus. Users would typically pay a small fare. This innovation has a comparatively short term development requirement and the main investment would be private sector; it would require no additional infrastructure except for designated stop areas. See Appendix J and **Action Plan 5.4.11**.

- **H. Create Public Access behind and around Machine Works.** The Killam and Rudders wharf area is well-designed and attractive, yet visitors are constrained to the site, unable to move either north or south along the waterfront except along sidewalks. The Machine Works building immediately north of the Killam Building only utilizes part of the pier on which it is situated. It is suggested that if use of this portion of the pier can be acquired, it should be upgraded as a public facility. This could involve a lido and the erection of a series of kiosk-type structures with seasonal businesses such as boat tours, fast food and souvenirs. Another opportunity may be to create a viewing area attached to the building to permit visitors to look in and watch the operations. Use of the pier also allows the Town to encourage people wanting to fish in the harbour to do so at this new location, and, most importantly, create a more secure condition on the working piers. See **Action Plan 5.4.12**.

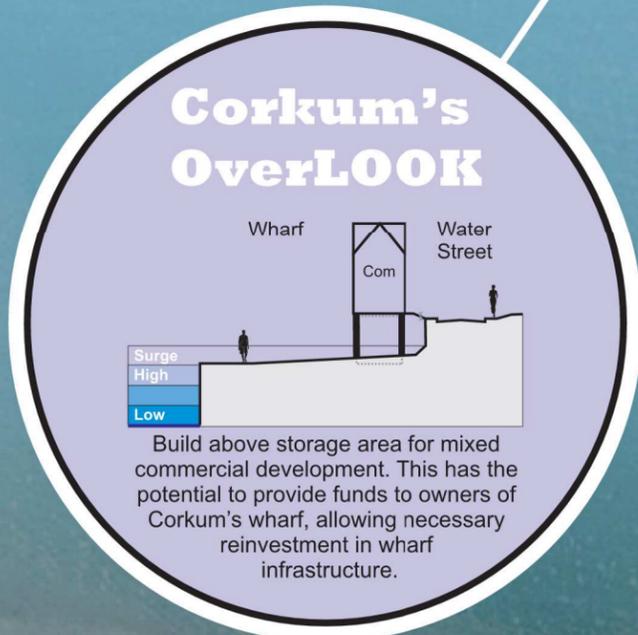
Figure 10: Central area physical improvements

Food Options	Pedestrianization	Tourist Transport
		
<p>Visitors demand a wider variety of food options than is presently available in the central waterfront area. Encourage reuse on the east side of the street and create new development called Corkum's OverLOOK.</p>	<p>Closure of the lower end of Central Street could be done on a trial basis. Simple elements such as lights strung across the street draw attention and lend a festive air.</p>	<p>An attractive road train can be used to provide accessible transportation between Water Street and Main Street</p>

- **J – Special Events Zone.** Building on the previous measure to create a new public pier, this initiative expands the waterfront even farther south. Necessarily displacing a small office building on the Government wharf next to the sidewalk, it allows the sidewalk to be broadened into a multi-use corridor (pedestrians, cyclists, scooters) (Hartlin Trail), providing better connectivity to the ferry terminal and the Killam Wharf area. Surfaced in asphalt and separated from road traffic by a depressed curb, it would allow temporary events such as the Mariner Ribfest to spill over onto Water Street more readily than at present, creating a more effective and unified public gathering place. This initiative should be accompanied by the provision of properly engineered water and electrical services and allow the wharf site to host such other events as outdoor concerts. See **Action Plan 5.4.10**.
- **J. Redevelop Ferry Terminal.** The ferry terminal redevelopment first proposal in 2010 the Yarmouth Downtown Blueprint called for the redevelopment of the outdated ferry terminal. Handling fewer vehicles than it did in the past, a portion of the terminal site could



E
Renovate and expand Corkum Wharf berth capacity by infilling basins



F
Create retail office and restaurant potential by leasing or selling frontage

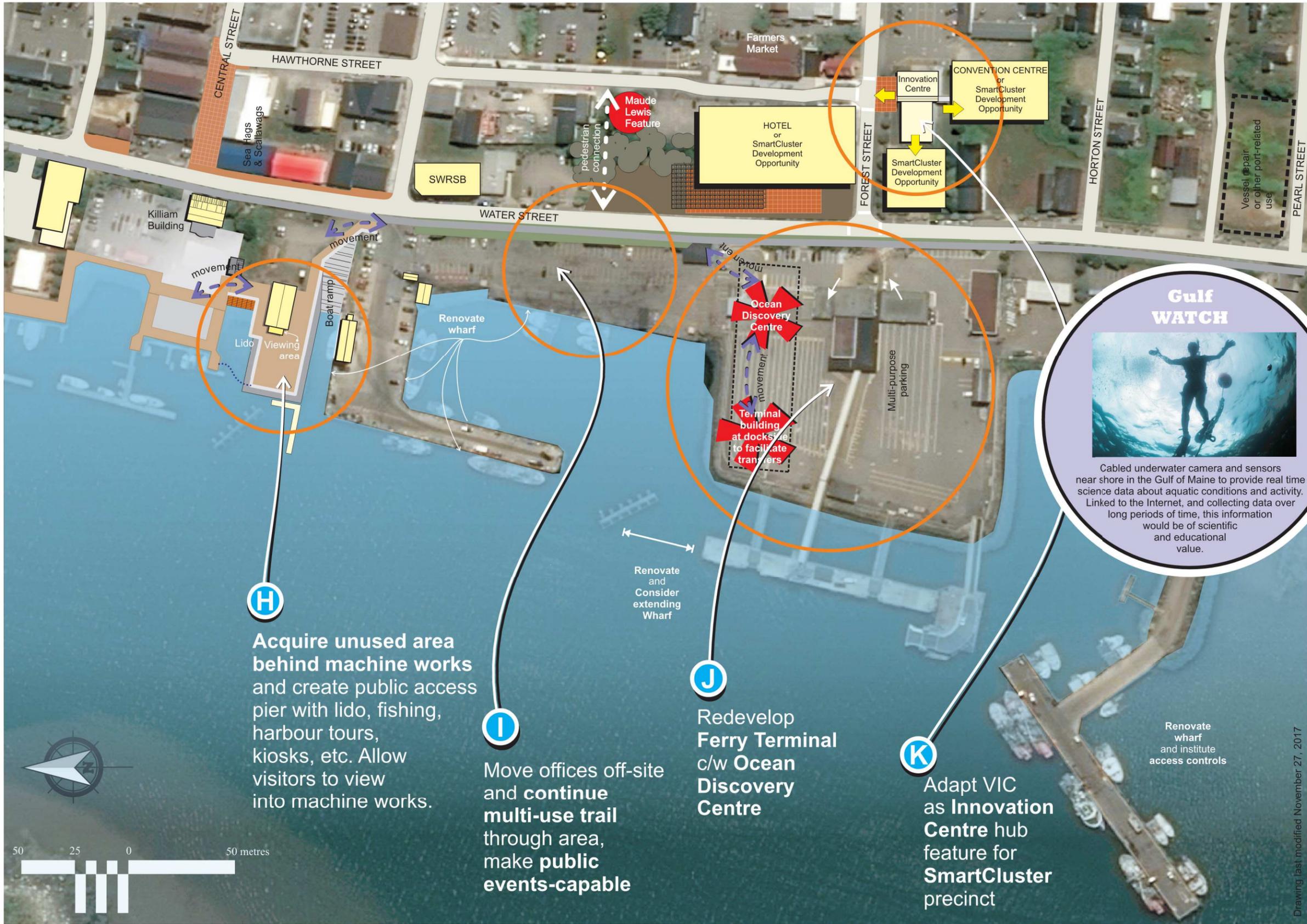
G
Close lower end of Central Street, create pedestrian space; encourage restaurants / cafés

Last edited November 15, 2017



MAP B - Water Street (Central Area) Concept Plan
Incorporating Corkum's Wharf Renovation

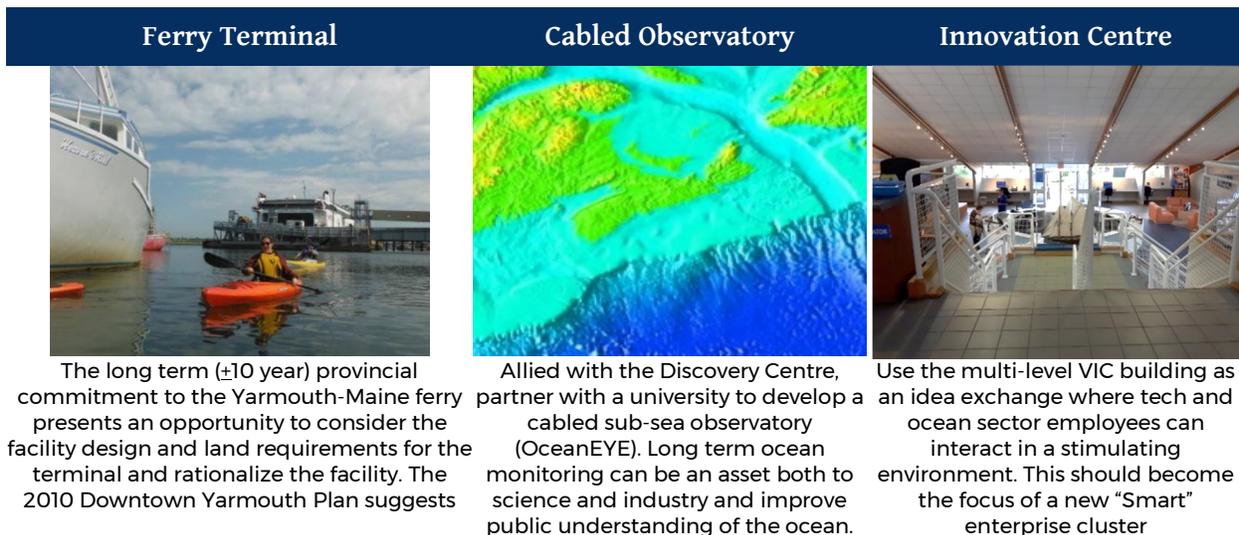




accommodate a marine-oriented signature Discovery Centre tourist attraction that could encompass the Bay of Fundy, Gulf of Maine and the Scotian Shelf and Slope. Yarmouth is the nearest large population centre in Nova Scotia to the Scotian Slope and thus could exploit this location in a number of ways, the most significant being the scientific and educational potential that proximity implies. Yarmouth could quickly become a focus of ocean science by becoming the host to a university-based cabled observatory, providing real-time video and other “big” data about the ocean floor. It could be a feature of a new Ocean Discovery Centre at the Ferry Terminal. See Appendix K and **Action Plan 5.4.18**.

- **K. Yarmouth Waterfront Innovation Centre.** It is expected that the VIC could be abandoned by Nova Scotia and the property will revert to the Town. A consortium of Atlantic Canada institutions called the Ocean Supercluster was recently shortlisted by the Canadian Government to receive a portion of nearly \$1 billion in funding for research and development in the ocean sector over 5 years. The mission of the consortium is to “maximize the economic potential and sustainable development of Canada's ocean economy, address shared innovation needs to improve productivity and global competitiveness by investing in digital ocean technologies for industries such as aquaculture, capture fishery, offshore oil and gas, and clean energy.” The Nova Scotia Community College is one of the partners in the consortium.⁷ As discussed in Section 4, the technology and ocean sectors are logical, and indeed critical ones to pursue in Yarmouth since the ocean is Yarmouth’s livelihood and technology is becoming an increasingly larger part of ocean science. Converting the VIC to an innovation Centre should be a **top priority** to become the catalyst for an ocean technology cluster.

Figure 11: South central area physical improvements



⁷ For information on the Ocean Supercluster, see their webpage: <http://www.oceansupercluster.ca/>

the terminal would be an excellent location for a Discovery Centre as a tourist attraction.

Clustering can allow those skillsets to cross pollinate. The recommendation therefore is to encourage clustering in the vicinity of the VIC structure and use the building itself as an innovation centre / idea exchange. This could include Wi-Fi and fibre-enabled facilities, a lodger food service, formal and informal meeting areas, and easy connectivity to other buildings within the cluster, generally as illustrated on Map C. the Nova Scotia Community College is just one of the groups that could be encouraged to partner in this SmartCluster. See **Action Plan 5.4.3.**

Further illustration is provided on Maps B and C and in Section 4.5 - Action Plans.

5.3.3 SOUTH END WATER STREET (MAP D)

Initiatives in this area begin a consolidation of marine and port-related activity away from the immediate area of the downtown, as recommended in the 2010 *Yarmouth Downtown*.

- **L. Small Vessel Basin:** A small vessel basin was first recommended in the 2008 *Port Master Plan*, which identified an opportunity between lobster Rock Wharf and the Ferry Terminal to create additional berths for fishing vessels. The project would include dredging for a minimum bottom of 4 metres. See **Action Plan 5.4.21.**
- **M - O. South End Marine Industrial Area:** – A substantial number of marine industrials have clustered at the southern end of Water Street in the M-2 Marine Industrial zone. Continued consolidation should be encouraged. It would permit the YAIC to begin to develop a more secure working waterfront and eventually begin to introduce new infrastructure as demand grows. See recommended features below, and **Action Plan 5.4.5.**
 - **Security Program:** Creation of new public water access (see Machine Works Action Plan H above) would allow the YAIC to restrict access to the port facilities to lobster Rock Wharf. Perimeter fencing (shown on Map D) could be employed to secure the area, with accesses at the foot of Pearl Street and Hueston Street. The Lobster Rock wharf should also be renovated at this time.
 - **N. Finger Pier:** The 2008 *Port Master Plan* recommended the creation of a new finger pier south of the Lobster Rock Wharf in a water lot owned by the Town. Investment in such a major facility should be dependent on having a commitment from a principal user. For example, the Town recently participated in discussions with a proponent interested in a dedicated truck ferry to Maine. Such an operation would be an excellent candidate user which may justify building such a pier, probably as a roll-on-roll off (RO-RO) structure. Other potential long term users could include organizations with large or growing vessel fleets that require proximity to the Gulf of Maine or Atlantic Ocean. Short term users could include small cruise vessels and yachts, depending on draft.

- **Cold storage:** The ability to store more products longer before delivery to the client means more products can be assembled, thus improving the economy of scale and profits. Yarmouth has one cold storage facility and it is suggested that a second one would be of benefit. By also improving connection to the airport (Action Plan 5.4.24) it would add the additional capacity while also improving the potential for the airport to be employed for high-value perishable air cargoes.
- **O. Marginal Wharf:** In the longer term, growth in shipping or food fish activity could require additional frontage. The *Port Master Plan* suggests that a marginal wharf, such as shown on Map D, combined with a dredging program, could provide a major new wharf and back up land for a range of uses, including boat haul-out and repair, aquaculture, service to offshore petroleum development and so forth. The concept shown addresses criticism of the original concept which suggested the dredge area was too narrow and placement of the proposed marine railway could be improved.

Figure 12: South end physical improvements

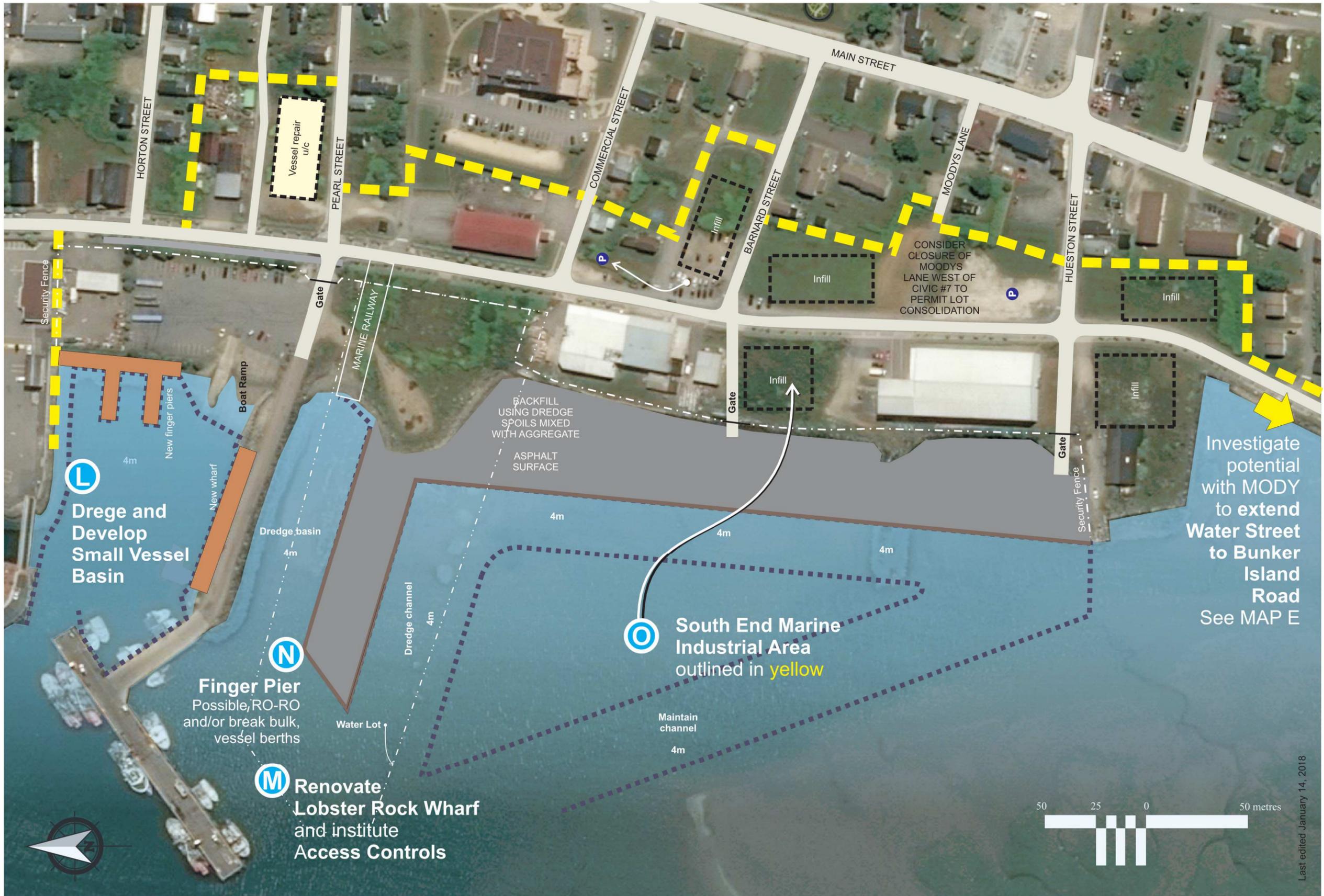


Further description is provided on Map D and in Section 4.5 - Action Plans.

5.3.4 WATERFRON/AIRPORT CONNECTION (MAP E)

This map extends beyond the principal study area and indeed, beyond the municipal boundary. This implies that cooperation that would be required to achieve any expansion potential south of the town and to achieve certain potential synergies between the land, sea and air that may be possible in Yarmouth. There is a number of long term potential opportunities that could be explored either independently or with partners, including tourism, and multi-modal cargo strategy.

As noted earlier, Yarmouth has a long history in the tourist travel and hospitality industry, and also as an import-export centre. An integrated container/bulk/cruise ship terminal at Bunker Island could



MAP D - Water Street (Southern Area) Concept Plan
 Port Expansion

Last edited January 14, 2018



position Yarmouth as an alternate short-sea shipping link. Cruise ship activity at Yarmouth could also be significantly enhanced by a new terminal, serving small-to-mid-size vessels up to 1,000 passengers, with a focus on experiential travel packages. The terminal could be an excellent departure point for south west Nova Scotia. As a shipping terminal, at Bunker Island could position Yarmouth as an alternate short-sea shipping link between Portland, Newfoundland and Iceland (for example), with potential partners such as Oceanex or Eimskip, which both bypass Yarmouth. It could be an export terminal for non-perishable exports such as tires and timber.

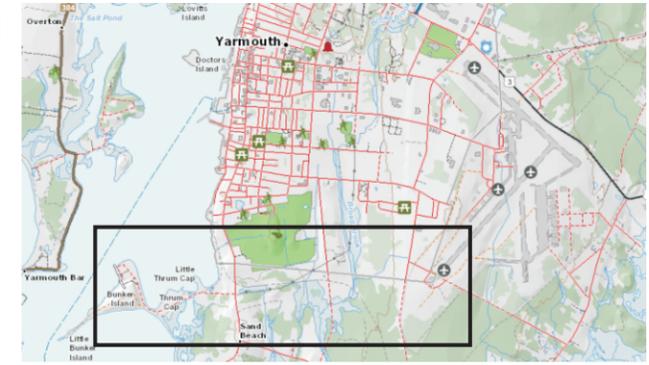
A new road between the port and airport would allow easy connection between the port, airport, and the provincial highway system, encompassing seaborne, road and cargo transport options. The success of lobster fishery has also raised interest in the potential to ship live cargoes directly from Yarmouth. Industry suggests that there is an opportunity for direct flights for lobster. With a longer airstrip, the airport could also improve its potential as a service airport for large aircraft and other kinds of connections. And finally, the role of a co-development Sea terminal/airport could be enhanced by the installation of Doppler radar at the airport to provide Canadian coverage of the Gulf of Maine. At Bunker Island, a research centre could focus on ocean (Scotian Shelf, slope, Deep Ocean) monitoring and observation.

Against this background, specific action plan items are:

- **P-Q. Water Street Extension / Airport Integration:** It is proposed that Water Street should eventually be extended south, generally following the former railway alignment to intersect with Bunker Island Road (distance about 900 metres). Should Bunker Island ever be redeveloped for port related uses, this road would allow traffic and business interchange with Water Street without requiring to heavy vehicles on Main Street. In creating such a road, the design should take into consideration that a recreation trail currently exists in the rail corridor and that it will be desirable to maintain that function going forward. Having connected Water Street to Bunker Island, it would open the potential to create a new route to and from the waterfront area using a new road that extends eastward from Bunker Island Road at Main Street. As illustrated in Map 5, the road could extend past the Yarmouth Golf Course to Ellis Road and from there into the southern end of the Yarmouth International Airport, creating a new access into the airport and potential airside industrial lands and providing access to future housing areas in the south east section of Yarmouth. The road could then continue through the airport and connect to Haley Road, providing easy access from that point to the 100 Series highways. The new road alignment is generally consistent with one shown for the southeast quadrant of Yarmouth in the *Municipal Planning Strategy*, creating a new access into the area from Main Street for new housing development. See **Action Plan 5.4.24**.
- **R. ATV Trailhead Resort:** Associated with the ATV Trailhead suggested above (Action Plan 5.4.14) a ATV “resort” is suggested generally at the intersection of the new road and the rail trail. By creating trailheads at either end of the town, off-road vehicles can be prohibited from passing along Water Street, which is an inappropriate place for such vehicles, given the working waterfront and walkable tourism focus that is desired. Fully within the realm of an

MAP E: Water Street Extension with Airport Integration and ATV Trailhead Resort

LOCATION



CONCEPT

Yarmouth has a long history in tourist travel and hospitality and also in import-export. An integrated airport/ container / bulk / cruise ship terminal at Bunker Island could position Yarmouth with truly multi-modal capabilities, and as an alternate short-sea shipping link.

Cruise ship activity at Yarmouth could be significantly enhanced by the terminal, serving small-to-mid-size vessels up to 1,000 passengers, with a focus on experiential travel packages. The new terminal could be an excellent

departure point for south west Nova Scotia. A new connecting road could be developed to the airport, allowing easy connection to the Nova Scotia highway system by avoiding local streets. The new road also opens up lands for housing development, per the *Municipal Planning Strategy*.

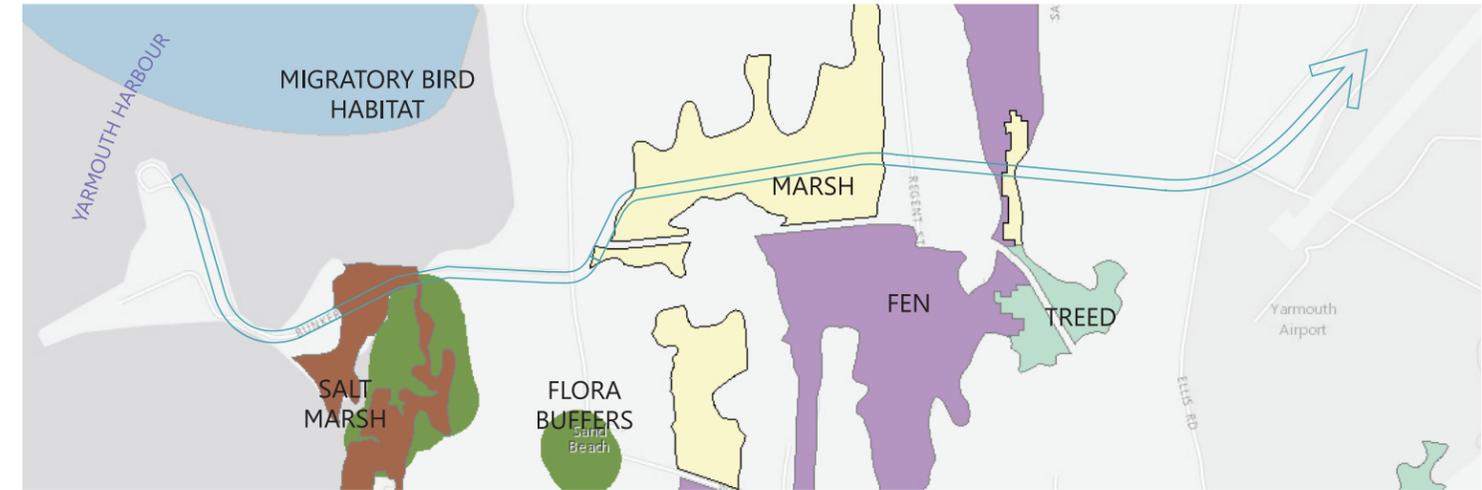
Industry suggests that a longer runway is preferred for long flights that minimize stops. Consider also untapped cargo connectivity directly to US airports. With a longer airstrip, the airport could also improve its potential as a service airport for large aircraft. The role of the airport could be

enhanced by the installation of Doppler radar at the airport to provide Canadian coverage of the Gulf of Maine.

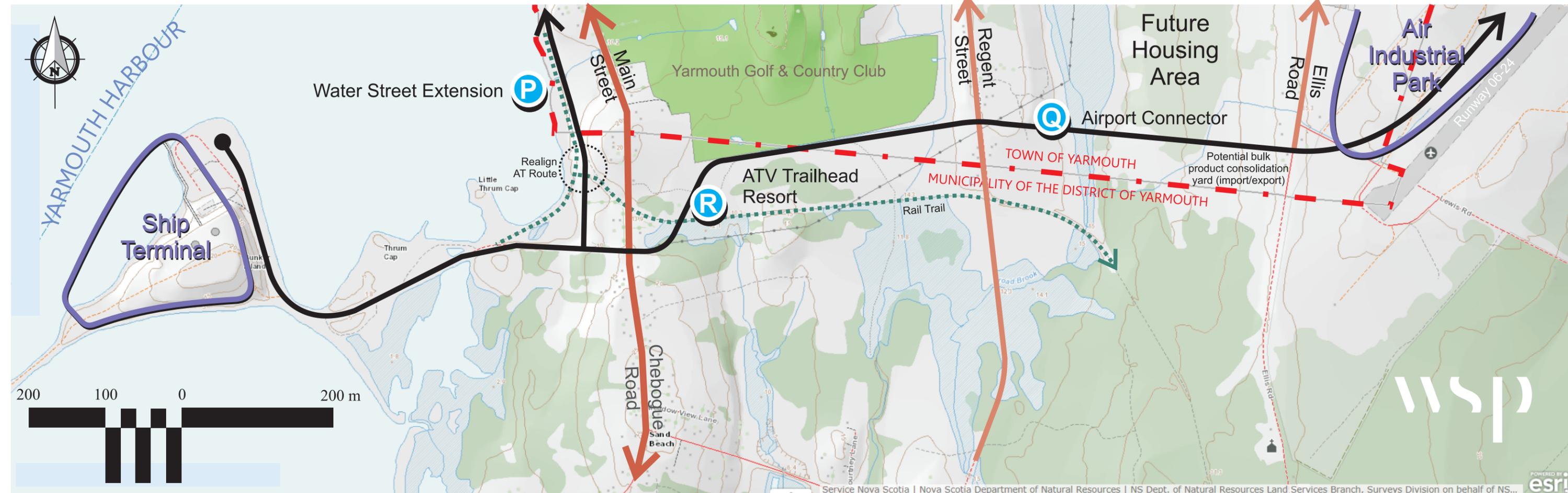
At Bunker Island, space could be set aside for research related functions associated with the recommended Innovation Centre, such as Scotian Shelf, slope and deep ocean monitoring and observation.

This Action Plan requires cooperation with them Municipality of the District of Yarmouth.

CONSTRAINTS



Source: Nova Scotia Wetlands and Coastal Habitats Inventory (2000)



entrepreneurial opportunity, a trailhead resort should be encouraged, in cooperation and coordination with the Municipality of the District of Yarmouth, to permit touring ATV enthusiasts to overnight in a “resort” setting. An example of such a trail head resort is shown in Appendix L. Part of the paid service provided by the operator would be the transport of users’ vehicles to another trailhead near Tim Horton/Wendy’s at the north end of Main Street, allowing riders to continue a loop around the southern end of the province (and vice versa). See **Action Plan 5.4.14**.

Note: Notwithstanding the concept illustrated in Map 5, and discussed above under P-Q, should the Town wish to pursue an Airport connector independently of partners, it appears possible that additional land acquisition would allow the Connector to be extended entirely within the Town boundary. This option may be costlier than a shared approach.

Figure 13: Water Street Extension and Airport Connector

Water Street Extension	Airport Connector	ATV Trailhead Resort
		
<p>Extension of Water Street southward past the Wastewater Treatment Plant is recommended to provide an eventual preferred access to the waterfront for trucks</p>	<p>A direct connection between the port, airport and 100-series highway has the potential to simplify transportation in and out of Yarmouth and potentially introduce new synergies between port and airport</p>	<p>Off road vehicles are not appropriate in the waterfront area. Meanwhile, as the popularity of the sport grows, new entrepreneurial opportunities arise. Encourage the private sector to invest in an ATV resort at the edge of town.</p>

Further description is provided on Map E and in Section 4.5 - Action Plans.

5.4 ACTION PLANS

This section provides guidance on implementation of the policies and physical changes recommended above. The recommendations are comprehensive, featuring a north-to-south suite of improvements and policy changes, which may be daunting to contemplate as a whole. This section breaks the recommendations down into manageable action plans that together form an overall strategy.

The Action Plans are presented as concise descriptions in two parts. The first (shown in white) defines the project goals, strategy themes they represent, the project objectives, and a statement about why it is important to Yarmouth. The second part (shown in blue) sets out the practical steps to implementation: tasks, responsibilities, time line, order of magnitude cost, how it should be monitored

after completion, and finally its critical relationship to other projects. The time line used for the Action Plans is as follows:

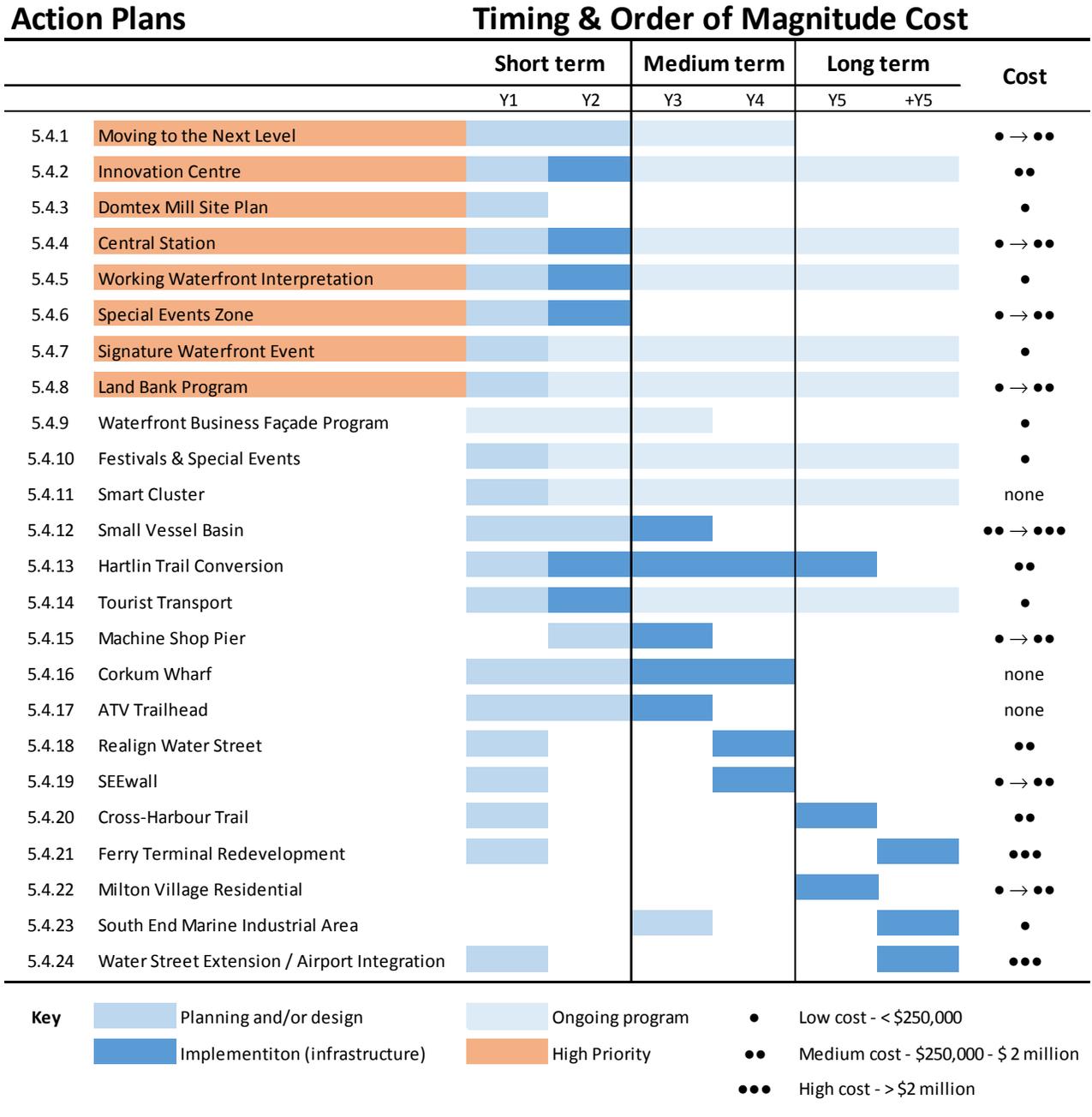
- Short term – 1 to 2 years
- Medium term – 2 to 4 years
- Long term – 4 years plus

Most of the action plans have start dates in the short term but implementation may be in the longer term. Some of the short term tasks can be started and completed quickly. Many of the action plans have start dates in the short term. For them, the planning may occur well before construction begins. The intent is to position the Town with plans and engineering drawings that allow it to respond in a timely manner when federal government or other funding programs are announced. Order of magnitude costs are presented for guidance. In some cases, it is recommended that detailed studies be undertaken before committing dollars to a project; in such cases, the costs are shown as a range. Costs are also shown as a range when there is less certainty about a project.

- No cost (apart from staff time)
- Low cost (up to \$250,000)
- Medium (\$250-000 to \$2 million)
- High – (\$2 million or more)

Projects are presented generally in the recommended order of implementation, which differs from that of prioritization. Some projects may be of higher priority than others but they will occur later because other initiatives need to be completed first or because it may take longer to secure funding. For example, housing at the north end of the harbour should not be encouraged until shoreline protection has been completed. The following figure shows the proposed project timelines:

Figure 14: Action Plans – Time Lines and Top Priorities



5.4.1 MOVING TO THE NEXT LEVEL

<p>Goal</p>	<p>To implement a proactive initiative to mobilize all stakeholders to embrace change to meet the challenges and opportunities of an evolving global economy. A vibrant, energized and revitalized working waterfront will be the catalyst to move the initiative forward.</p>
<p>Theme</p>	<p><i>Proactive Economic Development</i></p>
<p>Objectives</p>	<ul style="list-style-type: none"> • To develop and implement a campaign to sell the new Yarmouth vision and engage the community and beyond (i.e., Yarmouth’s citizens and businesses, governments, regional and international entrepreneurs and investors, innovation tech companies, etc.) • To attract entrepreneurs and young families to form the base for a new economic order in the region’s leading town. • To recognize, support and respect the businesses that currently drive the local economy. • To build an “innovative hub” community of entrepreneurs and businesses focused on Ocean and Energy (renewables) research and product development. • To provide the necessary infrastructure to make this happen including: a dependable supply of reasonably priced housing; collaborative work centres or hubs for innovation, co-development and partnering; a lively and rich cultural and social scene; and community services and environment to support young growing families. • This Action Plan should be given a high priority
<p>Why Yarmouth Needs This</p>	<p>Yarmouth has to look to the future. The traditional sectors which once drove the economy are changing. Manufacturing, resource based industries and even tourism are evolving. Centres removed from major population markets are at risk. Cities and towns that are growing are focusing on “tech hubs” with concentration on new age workers such as software architects, data analysts and cloud- computing engineers. Yarmouth is a regional centre and can move to capitalize on this trend in the global economy and target a new direction for community growth and sustainability. This “campaign” is the marketing and promotional strategy needed to help make this happen.</p>

Tasks	Establish an Action Team, to be led by a town designated Project Manager/CEO and “evangelist” with representation from existing community groups and leading businessmen and entrepreneurs. Develop an aggressive action based strategy including a focused communications plan. Do it.
Responsibilities	Town (lead), YAIC, YWDC, Chamber of Commerce
Time line	1 year to ongoing
Order of Magnitude Cost	Low to medium
Monitoring	Annual report with assessment and analysis
Project relationships	Full community buy in required

5.4.2 INNOVATION CENTRE

Goal	A fully operational Waterfront Innovation Centre for business and government partners focused on research and development for oceans and energy (renewables) and related sectors.
Themes	<i>Proactive Economic Development</i> <i>Creating a Place for Workers and Visitors</i> <i>Nurturing Business</i>
Objectives	<ul style="list-style-type: none"> • To establish a leadership and management team for the Centre. • To provide a significant location and functional space to support an innovation centre and foster a cluster of small innovative technology companies providing services and products. • To identify and secure a lead partner for the innovation centre (e.g., Perennia). • To forge meaningful relationship with other centres, academic institutions, government agencies and the private sector with similar objectives for productive collaboration. • To confirm a working relationship with COVE and the Atlantic Ocean Initiative. • To identify funding and investment partners. • To recruit tenants and partner companies for the centre and cluster.
Why Yarmouth Needs This	<p>Going forward, building a culture of innovation and diversification in the business sector will provide economic security in the long run. Yarmouth serves as a regional hub. Drawing on this and the existing base of experienced and talented business leaders and entrepreneurs combined with a strategy to attract new entrepreneurs, the community can build an economic base for the future. Creating an innovation centre will encourage and attract innovative entrepreneurs and a cluster of research and development companies focused on ocean industries and related opportunities to establish in Yarmouth. This will provide jobs, new families and economic growth for the future.</p> <p>This Action Plan should be given a high priority</p>
Tasks	<p>Establish an Action Team to pursue this initiative.</p> <p>Undertake research for a suitable location and a functional design for the centre. Consideration of necessary land assembly, zoning etc.</p> <p>Establish a partnership strategy and identify a leader (and evangelist) to implement.</p> <p>Identify available resources to fund/sponsor the initiative.</p>

Responsibilities	Town (lead)/ Action Team / YWDC / YAIC /
Time line	Short term (Y1 and Y2)
Order of Magnitude Cost	Medium
Monitoring	Annual report to Council with assessment and analysis
Project relationships	COVE, Perennia, Provincial and Federal government agencies, private sector, Community Groups and organizations.

5.4.3 DOMTEX MILL SITE REDEVELOPMENT PLAN

Goal	Enable new employment at old Domtex mill site.
Themes	<i>Proactive Economic Development Creating a Place for Workers and Visitors Nurturing Business</i>
Objectives	Establish a design plan for redevelopment of the mill site
Why Yarmouth Needs This	<p>Removal of the old Domtex plant presents the Town and YAIC to reuse the site with new buildings best suited to the modern economy. An opportunity exists to make this a showcase property / building on the waterfront. The site is finite and development needs to be guided by a carefully considered plan that provides design direction to investors, ensuring the site is developed in a way that maximizes its potential.</p> <p>This Action Plan should be given a high priority</p>
Tasks	Engage qualified consultant to prepare a site development concept, complete with access and parking plan, development scale and density and design guidelines. The plan should be based on stakeholder consultations and professional judgement.
Responsibilities	YAIC
Time Line	Short term (Y1). This is a priority as demolitions are complete.
Order Of Magnitude Cost	Low
Monitoring	n/a
Project Relationships	Cross Harbour Trail, Milton Village Residential, SEEwall, Hartlin Trail, Realign Water Street

5.4.4 CENTRAL STREET AT WATER STREET: “CENTRAL STATION”

Goal	Improve sense of connection between Water Street and Main street
Themes	<i>Creating a Place for Workers and Visitors</i> <i>Nurturing Business</i>
Objectives	Pedestrianize lower block of Central Street – add benches, seating, lighting, buskers, information kiosk, wayfinding Add to visitor experience by: <ul style="list-style-type: none"> a) Creating a space to orient visitors – demonstrate working waterfront and plan visit b) Adding more restaurant (particularly seafood) options
Why Yarmouth Needs This	This project supports the vision to connect the waterfront and Main Street, and by pedestrianizing the street with chairs and benches and removing traffic, the hill will be more pleasant for people to negotiate. The Central Station concept helps anchor the visitor at the heart of the waterfront. There is also an excellent and logical tie in to the Town’s existing Heritage Walking Tour and App. A bus layby on Water Street or Hawthorne Street could improve the potential for tour buses. Across the street, a Welcome Centre helps orient visitors to the waterfront (see next Action Plan). This Action Plan should be given a high priority
Tasks	Develop plan to close lower end of Water Street that addresses loading, legal requirements and safety concerns. Develop pedestrianization plan including surface pavements and markings, street furniture, overhead lighting, banners and wayfinding signage (the location is a terminus of the Town’s Heritage Walking Tour) Encourage landowner to transition commercial property to seafood restaurant (e.g., covered patio, outdoor heaters) Commission lighthouse-inspired information kiosk visible from Main Street
Responsibilities	Town (lead); YWDC, private sector
Time line	Short term (Y1 and Y2)
Order of Magnitude Cost	Low to medium (includes private sector investment)
Monitoring	Visitor counts at orientation video, VIC; bus tours; new private investment.
Project relationships	Hartlin Trail Conversion; Tourist Transport

Figure 15: Central Station



Sidewalk	Killam Building	Lamp posts	Water Street	Commercial	VIC	Central Street
Convert to multi-use (ped-bike) trail	UNESCO World Heritage office and displays Working Waterfront Orientation Video	Blue banners to draw the eye	Well-defined crosswalks	Visitor-oriented seafood patio with late-season heaters	Lighthouse themed visitor kiosk visible from Main St. (Original Cape Forchu Light)	Pedestrianization: seating, planters festive lighting, wayfinding; prohibit cars and parking
Action Plan 5.4.13	Action Plan 5.4.5	Action Plan 5.4.4				

5.4.5 WORKING WATERFRONT INTERPRETATION

Goal	To provide a new popular waterfront draw and visitor and citizen information experience by showcasing the businesses and working operations on the waterfront.
Theme	<i>Creating a Place for Workers and Visitors</i>
Objectives	<ul style="list-style-type: none"> • To create a welcome centre in Killam / UNESCO building with orientation video offering an entertaining and informative overview of the industries and activities that make up the Yarmouth waterfront. Use video to inspire visitors to visit desirable locations, such as viewing areas, interpretive panels, Sweeny Museum, and so on. • To install informative interpretive panels close to businesses or docks on the waterfront to describe the activities at that site. • For select sites and with the collaboration of the business owner to have the work process or activity viewed by the general public safely and without interfering with the work. Appropriate structures/pathways/viewing stations will be constructed as appropriate for the site. • This Action Plan should be given a high priority
Why Yarmouth Needs This	This is an opportunity to provide a unique visitor experience and to create a draw to attract people to the waterfront. It will support the retail and hospitality sector and the tourism sector in general. It's a relatively low-cost opportunity waiting to happen.
Tasks	<p>Define space in Killam building for visitor Welcome Centre</p> <p>Identify appropriate businesses and activities for interpretive panels and to feature in video.</p> <p>Obtain business owners buy-in.</p> <p>Commission visitor orientation video themed on 'the working waterfront'</p> <p>Develop video welcome space inside Killam Building associated with UNESCO World Heritage facilities, invest in video playback equipment, seating, acquire selected key artifacts.</p> <p>Create and install interpretive panels and necessary infrastructure.</p>
Responsibilities	YWDC / Town (lead) YAIC
Time line	Short term (Y1 and Y2)

Order of Magnitude Cost	Low
Monitoring	Exit and owner surveys
Project relationships	YWDC, Town, Chamber of Commerce, waterfront businesses

5.4.6 SPECIAL EVENTS ZONE

Goal	To accommodate and attract more public events to the Waterfront and to provide an, as required and approved, a designated outdoor zone on the waterfront for town sanctioned special events.
Theme(s)	<i>Creating a Place for Workers and Visitors</i> <i>Nurturing Business</i>
Objectives	<ul style="list-style-type: none"> • To attract more public events to the waterfront. • To provide a designated zone and infrastructure (lighting, power, etc) and necessary accommodation, i.e.: traffic rerouting, to support special events and performance on a larger scale. • To provide a review and approval process to make this happen.
Why Yarmouth Needs This	Special events, festivals and performances are proven economic engines benefiting the local economy. Yarmouth must think beyond the town's current market area. The tourism, hospitality and retail businesses will benefit from such events. Yarmouth has a beautiful waterfront and this will make it easier for promoters to present events in a controlled, welcoming environment to benefit the whole community. This Action Plan should be given a high priority .
Tasks	<p>Identify a staff lead (town).</p> <p>Research, develop event zone plan for Water Street between Central Street and Ferry Terminal in consultation with community and business representatives.</p> <p>Rezone, install necessary infrastructure, signage etc.</p> <p>Implement and promote the plan.</p>
Responsibilities	Town (lead) YWDC
Time line	Short term (Y1 and Y2) Y1 (planning) and implementation in Y2
Order of Magnitude Cost	Low to Medium
Monitoring	Annual visitations, exit surveys
Project relationships	Chamber, regional/local event organizations Central Station, Ferry Terminal Redevelopment

Figure 16 - Proposed Special Events Zone



5.4.7 SIGNATURE WATERFRONT EVENT

Goal	To host an annual, regional and international recognized, branded, public event for visitors and locals and to position the Yarmouth waterfront nationally and internationally.
Theme(s)	<i>Creating a Place for Workers and Visitors</i> <i>Nurturing Business</i>
Objectives	<ul style="list-style-type: none"> • To celebrate the past and current significance of lobster to the culture and economy of the community. • To generate international and regional recognition for Yarmouth. • To generate visitors and positive economic outcomes from the event. • To foster a sense of “community” thru business and volunteer participation. • To promote and profile Yarmouth. • This Action Plan should be given a high priority
Why Yarmouth Needs This	<ul style="list-style-type: none"> • Jobs and income: Events such as this are proven economic engines for communities generating revenue for the retail, service, cultural and tourism sectors. • Tourism Boost: This event will help revive tourism in the town and help support and grow businesses that serve visitors. • Opportunity: North Atlantic lobsters have a huge and growing international market. There is an opportunity to respond to the interest and curiosity about the creatures which is not being addressed in a major way. Yarmouth is the Lobster Capital of Nova Scotia (and the world?). Let’s promote and sell a celebration of lobster to the world and use this as a vehicle to sell the many other attributes of the community. • Profile: Yarmouth needs a world class opportunity to “wave the flag” and promote its assets and the economic opportunities associated with traditional industries and the focus on the “The New Yarmouth” with technology clusters and innovative research and businesses <p>This Action Plan should be given a high priority.</p>
Tasks	Determine ownership and structure and strike a multi-sectorial community committee to research, plan, brand, and eventually execute the event. This would include identification and commitment for funding, sponsorship, volunteers, etc.
Responsibilities	YWDC / Town (lead), possible new not-for-profit (community)
Time line	Short term and ongoing (Y1 and Y2 plus) Y1 (start-up) and first event in Y2

Order of Magnitude Cost	Low for taxpayers
Monitoring	Private investment, tourism market share; exit surveys.
Project relationships	Tourism sector, waterfront and main street businesses, Arts Centre, AGNS, Town, YWDC, Provincial Government, Federal government, etc. The New Yarmouth Campaign.

5.4.8 LAND BANK PROGRAM

Goal	To be strategic and proactive in making lands available for economic development purposes
Themes	<i>Proactive Economic Development</i> <i>Creating a Place for Workers and Visitors</i> <i>Nurturing Business</i>
Objectives	<ul style="list-style-type: none"> • Establish and maintain a land bank program to acquire available land as it may become available for sale or is made available thru a proactive strategy of land assembly. • Create and promote of a portfolio of development opportunities targeted at developers (local and beyond).
Why Yarmouth Needs This	Business investment is frequently constrained by a lack of reasonably priced land on which to locate a new business. Economic development staff and real estate agents are also sometimes constrained by not being able to identify available property for investors in a timely manner. In contrast, communities with well-placed land available to sell are capable of attracting a larger share of business. This will help insure the waterfront moves forward to realize its potential as an economic engine for the community. For this reason, it should be viewed as a high priority .
Tasks	<p>Establish a land assembly policy for the waterfront.</p> <p>Review the Town's inventory of zoned industrial and commercial land. Strategically review them to select properties it feels would be value in its portfolio. Set a goal / target of land to be available at any given time, both in the waterfront area and elsewhere in the Town. This will provide some flexibility when negotiating a land transaction.</p> <p>Create a strategic acquisition fund and begin purchase process.</p>
Responsibilities	Town, YWDC
Time line	Short term and ongoing
Order of Magnitude Cost	Low to medium.
Monitoring	Number of land transactions resulting in new investments
Project relationships	Water Street Extension / Airport Integration; / South End Marine Industrial Area

5.4.9 WATERFRONT BUSINESS FAÇADE PROGRAM

Goal	Enhance the appearance of waterfront businesses.
Themes	<i>Proactive Economic Development</i> <i>Nurturing Business</i>
Objectives	To encourage waterfront businesses to improve the visual appeal of their buildings consistent with an overall general design and plan to attract visitors and to showcase a working waterfront.
Why Yarmouth Needs This	An attractive working waterfront will attract more visitors and increased activity for retail, hospitality and tourism related businesses in the downtown and waterfront area. It will also increase the profile of the Yarmouth waterfront as a destination for local, regional and international visitors
Tasks	Define terms of the program. Expand existing program to include the waterfront. Identify funding partners for the program. Prepare promotion materials explaining the benefits of the program to the businesses and the greater community. Identify and approach participants.
Responsibilities	YWDC / Town (lead)
Time line	Continuation of current program (Y1 to Y3)
Order of Magnitude Cost	Low
Monitoring	Annual report with assessment and analysis
Project relationships	Chamber of Commerce, Waterfront Businesses, Government funding agencies

5.4.10 FESTIVALS & SPECIAL EVENTS

<p>Goal</p>	<p>To create an air of excitement and ongoing activity on the waterfront to create a draw for tourists, visitors and locals.</p>
<p>Theme(s)</p>	<p><i>Creating a Place for Workers and Visitors</i> <i>Nurturing Business</i></p>
<p>Objectives</p>	<ul style="list-style-type: none"> • To establish a Festival Committee to identify, recruit, and help promote festivals and special events on the waterfront year-round. Events could range from small to large and be for one day or several days or weeks. Events could originate from the committee, the town or private promoters and event organizers. Buskers, Paint the Waterfront, Theatre and Art on the Waterfront, Athletic events such as “Run the Waterfront”, Boat Races, and Gymnastics are some examples of activities in addition to traditional festivals (Music, Arts, etc.). • To build a community culture and volunteer base to support regular festivals and special events. An engaged and committed “family” of volunteers is essential for the long-term success of a program of festivals and events. A strong volunteer base will attract event promoters and organizers. It has been shown in other communities with strong event “programs” that volunteers will receive satisfaction, a sense of accomplishment and “belonging” and other benefits from supporting these events. • To generate more visitors and the resulting economic outcomes (sales) for vendors, retailers and event organizers. • To foster a sense of “community” thru business and volunteer participation. • To promote and profile the waterfront as a fun and interesting place to visit.
<p>Why Yarmouth Needs This</p>	<p>To energize the waterfront and promote the natural beauty of the venue more people are needed to visit and enjoy the waterfront experience. A regular schedule of festivals and special events will create expectation and excitement and draw visitors and locals to the waterfront. Festival and special events are proven economic generators which will encourage and support existing and new, food and beverage, hospitality, service, retail and tourism related businesses. This event will help revive tourism in the town and help support and grow businesses that serve visitors and locals.</p>

Tasks	<p>Establish a community group or “Society” dedicated to attracting and supporting Festivals and Events on the Waterfront and in the Downtown.</p> <p>Appoint a Festival and Events coordinator from the town to work with the “Society”.</p> <p>Develop a Waterfront Event Venue Information & Sales “package”.</p> <p>Develop a Volunteer Information & Benefits Recruitment “package.”</p> <p>Identify potential sources of funding and sponsorship for community events.</p> <p>Cultivate ongoing “corporate partners” for the individual or series of events. (Including AGNS & The new Cultural Centre)</p> <p>Research and approach potential event owners/ promoters to determine their interest in staging events on the waterfront..</p>
Responsibilities	New non-profit society, YWDC / Town
Time line	Short term (Y1 and Y2) Y1 (planning) and implementation in Y2
Order of Magnitude Cost	Low for taxpayers
Monitoring	Annual visitations, exit surveys
Project relationships	<p>Tourism sector, waterfront and main street businesses, Arts/Cultural Centre, AGNS, Town, YWDC, Provincial Government, Federal government, etc.</p> <p>Central Station, Ferry Terminal Redevelopment</p>

5.4.11 SMART CLUSTER

Goal	Create an environment that encourages new public, private and institutional investment in research and knowledge-based industries including ocean technologies and renewables.
Themes	<i>Proactive Economic Development</i> <i>Creating a Place for Workers and Visitors</i> <i>Nurturing Business</i>
Objectives	<ul style="list-style-type: none"> • Make it easy for investors to choose Yarmouth as a place to employ well-paid, knowledge based workers • Encourage clustering of investment near international ferry and innovation Centre for cross-pollination of thought
Why Yarmouth Needs This	Diversification of industry on the waterfront is necessary to attract and retain a larger well-paid labour force in the long term. The Town's natural attractions are a key asset, but there are other reasons to believe the project could be successful. There is space for new investment, there is a bilingual workforce, and there is a community college and a university in the region. Moreover, the funding environment favours innovative industries: it acts with expediency, Yarmouth could become an industry leader, broadening its income base and potentially reversing the present population decline.
Tasks	This Action Plan is closely related to the Innovation Centre Action Plan. See tasks for that action Plan.
Responsibilities	Town (lead), YWDC
Time line	Short-to-ongoing,
Order of Magnitude Cost	No cost to Town apart from staff time.
Monitoring	Annual report to Council with analysis
Project relationships	Innovation Centre

5.4.12 SMALL VESSEL BASIN

Goal	Improve the availability of wharf space and capacity for the fishing industry
Themes	<i>Creating a Place for Workers and Visitors</i> <i>Moving people and Goods</i>
Objectives	Dredge inner basin between Lobster Rock Wharf and Ferry Terminal Create new small scale wharf structures in inner basin.
Why Yarmouth Needs This	Successful fisheries and fleet expansion over the past several years have placed substantial pressure on the available berth space on the waterfront. Creation of a new series of berths in the inner basin would ease this pressure and it would permit fleets to grow and keep the port competitive with other ports in the region. Potential partners such as Acadia First Nation are in a position to obtain new funding to help enable such improvements.
Tasks	Engineering design.
Responsibilities	YAIC, YWDC, Acadia FN
Time line	Short-to-medium term.
Order of Magnitude Cost	Medium to high.
Monitoring	Available berth space
Project relationships	South End Marine Industrial Area

5.4.13 HARTLIN TRAIL CONVERSION TO MULTI-USE TRAIL

Goal	Improve safety of Water Street for pedestrians and bicyclists
Themes	<i>Creating a Place for Workers and Visitors</i> <i>Moving people and Goods</i>
Objectives	<ul style="list-style-type: none"> • Extend Hartlin Trail to Vancouver Street, extending entire length of the waterfront • Rebuild trail using asphalt surface for use by bicyclists as well as pedestrians
Why Yarmouth Needs This	The Town's Active Transportation Master Plan recommends Water Street as a primary active transportation route, yet it notes that "the busy nature of the [waterfront] and congestion during summer months creates conditions not conducive to on-road cycling for all levels of cycling users." This project will make the Hartling Trail consistent with the Maude Lewis and Pleasant Street Trails and provides a safer alternative transportation link along entire street.
Tasks	Engineering design. Replace sidewalk with minimum 3-metre asphalt trail, with centre line. Designate as a multi-use trail as segments are completed to facilitate use by cyclists.
Responsibilities	Town (lead), YWDC
Time line	Short-to-long term. Work to be completed in increments as funds permit. Immediate focus should begin at central area (Store Street to Forest Street) where pedestrian and traffic activity are most intensive and to complement Central Station plan, followed by northern end (for completeness),
Order of Magnitude Cost	Medium
Monitoring	Pedestrian and bicycle counts (baseline and follow-up)
Project relationships	Cross-harbour connector trail, Central Station

5.4.14 TOURIST TRANSPORT

Goal	Make it easy and fun for people to move between waterfront and Main Street; Expand tourism product.
Theme(s)	<i>Creating a Place for Workers and Visitors</i> <i>Moving people and Goods</i> <i>Nurturing Business</i>
Objectives	Develop a seasonal tourist-oriented transport system such as a road train that moves people between the waterfront and Main street
Why Yarmouth Needs This	Growing tourism often requires broadening the tourism target market. The waterfront is a large and interesting place. A road train, or similar “fun’ transportation device, such as those recently implemented in Tatamagouche and Halifax, has the potential to broaden the market to older persons and families by allowing them to mode easily through the area safely and with minimal effort. Together with the pedestrianization of Central Street It could improve the potential to make the area more attractive to tour buses.
Tasks	Prepare terms of reference / invitation for proponents to provide service proposal on seasonal service.
Responsibilities	YWDC (lead). Town, Chamber of Commerce
Time line	Short to ongoing
Order of Magnitude Cost	Low – private sector opportunity which may require annual supplement by town
Monitoring	Ridership, bus tours.
Project relationships	Projects: Central Street at Water Street “Central Station” Organizations: Main Street businesses; Chamber of Commerce

5.4.15 MACHINE SHOP PIER

Goal	Expand publicly accessible waterfront.
Theme(s)	<i>Creating a Place for Workers and Visitors</i> <i>Nurturing Business</i>
Objectives	<ul style="list-style-type: none"> • Obtain access to unused portion of Machine Shop Pier. • Develop end of pier for public use. • Permit fishing from the pier to allow restrictions on Lobster Rock Wharf.
Why Yarmouth Needs This	The publicly accessible waterfront downtown is limited to a short area between Lovitt and Central Streets (about 150 m). This new project would extend the public waterfront by another 50 metres without creating a negative impact on the working waterfront: it is a win-win. By also allowing the pier to be used for recreational fishing, it enables the YAIC to restrict such use of Lobster Rock wharf, removing a safety hazard there.
Tasks	<p>Enter negotiation with owners of Waterview Machine Shop for purchase or long term lease of unused portion of pier and viewing window into machine shop.</p> <p>Develop designs for pedestrian circulation and use of the pier, including seasonal kiosks, boat tours, and viewing window.</p> <p>Encourage owner to improve appearance of building (see Waterfront Façade Program)</p> <p>Obtain funding and carry out designs.</p> <p>Extend public programming to pier.</p>
Responsibilities	YWDC (lead), Town, YAIC, property owners
Time Line	Short to medium term (Y2 to Y3)
Order Of Magnitude Cost	Low to Medium
Monitoring	Number of annual visitations, visitor feedback (surveys)
Project Relationships	<p>Projects: Waterfront Façade Program, Central Station, Lobster Rock Wharf</p> <p>Organizations: Business owner.</p>

5.4.16 CORKUM WHARF OVERLOOK

Goal	Create new tourism-based opportunities on Water Street. Maximize potential return for property owner, i.e., address costs of infrastructure maintenance
Themes	<i>Proactive Economic Development</i> <i>Creating a Place for Workers and Visitors</i> <i>Nurturing Business</i>
Objectives	<ul style="list-style-type: none"> • Address wharf upgrading costs by creative use of working waterfront property. • Expand commercial tourism product while also improving physical appearance of Water Street.
Why Yarmouth Needs This	This initiative is an excellent opportunity for public and private cooperation that benefits both the owner and the town by both eventually improving the amount of wharf frontage and also increasing the potential for new investment in waterfront retail. It has the potential to do all this with little negative impact on current active waterfront activity.
Tasks	Meet owner to outline Town regulatory position on the wharf; consider potential land uses and area to be affected. Owner to follow up with sale or leasing plan; surveying if sale is proposed and seek subdivision approval; marketing, Pending successful lease or sale arrangement, owner to begin reinvestment in wharf upgrades.
Responsibilities	Yarmouth Sea Products (owner, lead), Town (enabling)
Time line	Short to medium (Y1 and Y2 agreements to Y3 construction)
Order of Magnitude Cost	No cost to Town apart from staff time.
Monitoring	New private investment
Project relationships	Private sector. Success of this project, including the ultimate creation of additional wharf space, could reduce congestion at Lobster Rock wharf and the Old Government Wharf.

5.4.17 RAIL TRAIL /ATV TRAILHEAD

Goal	Reduce threat of illegal use of Water Street.
Themes	<i>Creating a Place for Workers and Visitors</i> <i>Moving People and Goods</i> <i>Nurturing Business</i>
Objectives	<ul style="list-style-type: none"> • Create the environment for a safe means of transporting all-terrain vehicles (also called Off-Road Vehicles) between the two sections of the Yarmouth County Rail Trail (old DAR and CN alignments) at either end of Yarmouth. • Create an opportunity for all-season tourism-based commercial enterprise
Why Yarmouth Needs This	The all-terrain industry is an economic generator. It has the potential to grow, especially in south west Nova Scotia, once a connection can be made between the two rail trails at either end of the Town. This Action Plan is a proactive means to providing this connection, and could increase tourist spending in the Town and vicinity.
Tasks	Initiate discussions with the Municipality of the District of Yarmouth (MODY) about zoning south of Yarmouth permitting the creation of an ATV resort (campground and trailer court with trailered ATV shuttle). Initiate discussions with landowners and ATV industry. Jointly initiate terms of reference for facility and service.
Responsibilities	Town (lead); MIOY (partner); private (investment)
Time Line	Short to medium (Y1 and Y2 agreements to Y3 construction)
Order Of Magnitude Cost	No likely cost to Town apart from staff time.
Monitoring	Number of traffic violations post-implementation; trail ridership
Project Relationships	Water Street realignment - could affect design of trail crossing; Water Street Extension/Airport integration

5.4.18 REALIGN WATER STREET TO STARRS ROAD

Goal	Improve vehicular access to and from waterfront
Themes	<i>Proactive Economic Development</i> <i>Moving People and Goods</i> <i>Nurturing Business</i>
Objectives	<ul style="list-style-type: none"> • Reduce impact of through traffic on neighbourhoods • Arterialize vehicular access to/from Water Street • Remove heavy vehicles from local or undersized streets
Why Yarmouth Needs This	Road transportation is vital to all waterfront industries from the north end to the south. Realignment provides a more appropriate entrance to waterfront from Starrs Road. It simplifies traffic movement by providing route continuity for all waterfront-bound traffic (local, tourist, trucking). Easing vehicular traffic movement between the waterfront and the 100-series highways via Starrs Road will enable trucks to move more readily in and out of town, reduce impacts on local streets and neighbourhoods and aiding commerce.
Tasks	<ul style="list-style-type: none"> Undertake functional design Consult industry, others affected by design Obtain necessary property Seek cost sharing with Province, federal government Construct roadway Reclassify, rename northern section of Water Street Revise truck route by-law
Responsibilities	YWDC / Town (lead) YAIC
Time Line	Short to Medium (YI design; could be accelerated as shovel ready project)
Order Of Magnitude Cost	Medium
Monitoring	Number of traffic violations post-construction
Project Relationships	Rail trail / ATV trailhead - could be impacted by road crossing Milton Village: realignment would help enable residential development at north end of Water Street

5.4.19 SEEWALL RAISED WALKING TRAIL

Goal	Protect valuable shoreline at north end of harbour and extend pedestrian access
Themes	<i>Creating a Place for Workers and Visitors</i> <i>Moving People and Goods</i>
Objectives	<ul style="list-style-type: none"> • Improve tourism value of the harbour • Protect vulnerable land from sea level rise • Safe access around industrial area
Why Yarmouth Needs This	The harbour is a public resource. People desire to be near the sea and any opportunity to do so in Yarmouth improves the harbour's amenity value. The SEEWALL also add value to the nearby workplace by helping to protect the land from inundation. This project is an important step in protecting a vulnerable part Yarmouth from sea level rise.
Tasks	<p>Refine conceptual design</p> <p>Review with stakeholders</p> <p>Obtain regulatory and environmental approvals</p> <p>Complete detailed engineering design</p> <p>Develop maintenance plan</p> <p>Establish and approve detailed budget</p> <p>Tender project</p> <p>Construction</p>
Responsibilities	YAIC (lead), Town
Time Line	Short to Medium (Y1 design; could be accelerated as shovel ready project)
Order Of Magnitude Cost	Low to Medium
Monitoring	Effectiveness against storm surges
Project Relationships	<p>Milton Village: Helps enable residential at end of Water Street</p> <p>Cross-Harbour multi-use trail: pedestrian connection to trail</p>

5.4.20 CROSS-HARBOUR TRAIL

Goal	Create signature dramatic feature on the harbour.
Themes	<i>Creating a Place for Workers and Visitors</i> <i>Moving People and Goods</i>
Objectives	<ul style="list-style-type: none"> • Create a well-designed, attractive wooden bridge across the harbour above the navigable waters. • Make accessible crossing for use by pedestrian and bicycle users. • Encourage walking between the waterfront and the hospital area. • Encourage longer tourism visitation. • Encourage better understanding of the harbour, tides and marsh environment.
Why Yarmouth Needs This	A well-designed bridge would create unique feature on the waterfront that is both functional and attractive, providing new opportunities for recreation and education as it provides easy access to the western shoreline; would be an additional attraction for visitors to the northern end of the harbour.
Tasks	<p>Refine conceptual design Review with stakeholders Obtain regulatory and environmental approvals Complete detailed engineering design Develop maintenance plan Establish and approve detailed budget Tender project Construct</p>
Responsibilities	YAIC (lead); YWDC
Time Line	Short to Long (YI design; could be accelerated as shovel ready project)
Order Of Magnitude Cost	Medium
Monitoring	Number of annual crossings, user feedback (surveys)
Project Relationships	This project is not dependent on any other initiatives. However it would be closely integrated with the SeeWALL and Milton Village.

5.4.21 FERRY TERMINAL REDEVELOPMENT

Goal	Rationalize and update ferry terminal
Themes	<i>Moving people and Goods</i> <i>Creating a Place for Workers and Visitors</i>
Objectives	<ul style="list-style-type: none"> • Make more efficient use of ferry terminal as the ocean gateway to Yarmouth • Rationalize parking area to permit additional uses such as special event parking • Add new features to keep visitors longer such as an Ocean Discovery Centre, and others to ease international travel, such as pre-clearance facilities.
Why Yarmouth Needs This	The Town and region value the international ferry but the facilities are aging to a point where some are no longer usable – such as the overhead walkway. There is more parking capacity than necessary, and arriving visitors often leave town without spending time or money. A redesign and redevelopment is required to address these problems, making the terminal function better to benefit the Town while improving the initial experience of visitors.
Tasks	<p>Initiate detailed discussions with ferry operator.</p> <p>Conduct needs assessment.</p> <p>Seek partners for gateway attraction.</p> <p>Conduct functional planning and preliminary engineering design.</p> <p>Seek grants and/or cost sharing for design.</p> <p>Carry out detailed engineering..</p>
Responsibilities	Town (lead), YWDC, YAIC, other partners TBD
Time line	Short-to-long term. Work to be completed in increments as funds permit. Short term focus on planning and design, and securing partners, leading to shovel-ready design.
Order of Magnitude Cost	High
Monitoring	Visitor dwell times.
Project relationships	Could support Special Event Zone

5.4.22 MILTON VILLAGE RESIDENTIAL AREA

Goal	Encourage housing investment on the waterfront where possible for minimal impact on working waterfront
Theme(s)	<i>Creating a Place for Workers and Visitors</i> <i>Nurturing Business</i>
Objectives	Create a regulatory and infrastructure environment for waterfront residential in places removed from marine-related industrial activity
Why Yarmouth Needs This	Throughout North America, people have placed a premium on waterfront living and there is a need for new residential close to employment in Yarmouth. The north end of Water Street provides a good opportunity for residential development that neither affects nor is affected by the working waterfront. Its proximity in Milton to restaurants and other local retail and services can help strengthen the commercial area.
Tasks	Review and update if necessary all environmental (hydrocarbon) studies relating to Lot PIDs 901945470, 90323411, 90193699, 90326422, 90193681. Pending review, consolidate ownership of said properties. Undertake environmental cleanup to permit residential occupation. Develop small park as a buffer between residential area and north end industrial zone. Following successful completion of cleanup and other project relationships noted below, ensure proper zoning is in place and offer properties for sale to the property developers for residential use.
Responsibilities	Town
Time Line	Long term (could be accelerated pending SEEWALL)
Order Of Magnitude Cost	Low to Medium
Monitoring	New private investment
Project Relationships	This project is dependent on the completion of the SeeWALL project and, while it is desirable, is less dependent on realignment of Water Street.

5.4.23 SOUTH END MARINE INDUSTRIAL AREA

Goal	Consolidate and expand marine industrial activity at south end of Yarmouth Harbour
Themes	<i>Creating a Place for Workers and Visitors</i> <i>Moving people and Goods</i>
Objectives	<ul style="list-style-type: none"> • Growth in marine industrial industries • Industrial diversification including ship repair, ship building, cold storage, aquaculture • More security of vessels and equipment
Why Yarmouth Needs This	Existing businesses and other land owners have accumulated a substantial area of land in the south end of the waterfront. These lands have the potential to contain more marine based industries, providing revenue to the land owners in terms of sale or lease, and increasing revenues to the Town through taxes. Owners should be encouraged to seek new investment, or convey the land to the Town, and the Town should ensure that policies are attuned to the needs of investors.
Tasks	Review recent waterfront / marine industrial projects to determine potential means to streamline approval process. Discuss issues with land owners and potential customers. Where it is appropriate, undertake proactive changes in planning policy. Consider closure of certain streets and the acquisition of property to allow greater development flexibility.
Responsibilities	YWDC (lead), Town, landowners
Time line	Medium term.
Order of Magnitude Cost	Low (mainly staff time).
Monitoring	Number of land transactions resulting in new investments
Project relationships	Water Street Extension / Airport integration; Small Vessel Basin / Land Bank Program

5.4.24 WATER STREET EXTENSION / AIRPORT INTEGRATION

Goal	Foster interaction between port and airport and encourage housing development in southeast portion of town
Themes	<i>Creating a Place for Workers and Visitors</i> <i>Moving people and Goods</i>
Objectives	<ul style="list-style-type: none"> • Improve road connectivity to airport industrial area and a second vehicular connection to provincial highway system. • Provide new road access to developable housing area at southern end of Town. • Cooperation between Town and District on mutually-beneficial undertaking.
Why Yarmouth Needs This	Water Street is dead-ended at the southern end of the waterfront, and any potential development of Bunker Island could mean additional truck traffic on Town of Yarmouth street network. Both the Town and the District would benefit from eventual development of Bunker Island, and by taking a cooperative development approach to making this happen. Of more immediate benefit, connection Main Street to the airport at the southern end of the Town would open new lands for needed housing development, while fostering interaction between the port and airport.
Tasks	Initiate discussions with Municipality of the District of Yarmouth Undertake preliminary planning and engineering design, including incorporation of Hartlin Trail into new alignment. As funds permit, construct Water Street extension and connection of Main Street to airport.
Responsibilities	YAIC, YWDC (co-leads), Town, MODY
Time line	Short-to-long term (Y1 – planning and preliminary engineering). Follow-up work to be completed in increments as funds permit.
Order of Magnitude Cost	High
Monitoring	Traffic volumes (road, sea cargo, air), new investments
Project relationships	Hartlin Trail conversion; Rail Trail / ATV Trailhead; South End Marine Industrial

5.5 FUNDING OPTIONS

Following is a list of potential funding opportunities and programs that may be accessed in support of the initiatives presented above. The list also includes leading potential partners active in Nova Scotia and should be considered. The funding environment is in constant flux and it should be part of the proposed Action Team mandate to keep up-to-date on federal, provincial and other program changes.

5.5.1 FUNDING AGENCIES AND PROGRAMS

Canada Infrastructure Bank

- Green Infrastructure
- Trade and Transport Infrastructure / Trade & Transportation Corridors Initiative
- Rural and Northern Communities

Atlantic Canada Opportunities Agency

- Atlantic Growth Strategy
- Atlantic Innovation Fund
- Innovative Communities Fund
- Business Development Program

Nova Scotia Business Inc.

- Small Business Development Program
- Productivity & Innovation Program
- Export Growth Program
- Atlantic Innovation Fund

Innovacorp

- Ocean Technology Programs
-

5.5.2 POTENTIAL PARTNERS

Bedford Institute of Technology (BIO)

Centre for Ocean Ventures and Entrepreneurship (COVE)

Fundy Ocean Research Centre for Energy (FORCE)

PERENNIA Food and Agriculture Inc. Incubator and accelerator for bio-based companies.

Universities

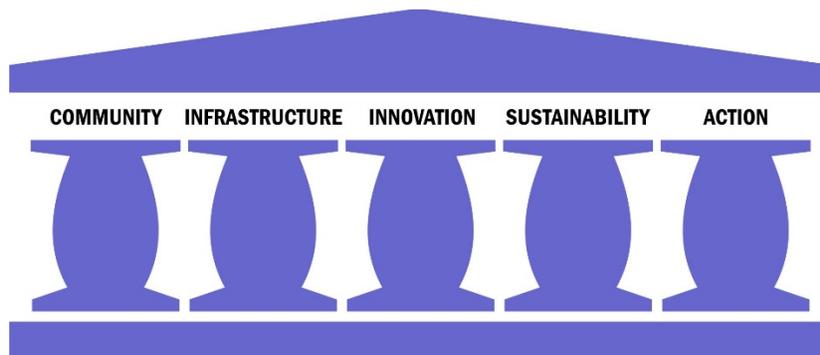
Acadia First Nation

5.6 MEASURING SUCCESS

Monitoring of project effectiveness, i.e., measuring its success, is a comparatively easy but often-overlooked part of action plan development. Monitoring should occur by defining a measurable variable that will be affected by the proposed change and observing that change over time. For example, a change intended to increase tourism should result in a growth in tourism visitation and spending. These numbers are collected by the Province of Nova Scotia and can be supplemented by local analysis, such as summer traffic volumes, counts of visitor activity, and changes in tourism-related investment. Measurements are of most utility when there is a baseline established *before* the change has been implemented. Therefore, establishing baseline data should be completed as part of any project start-up.

5.7 A FINAL WORD: GOING FORWARD

To bring this Action Plan to reality, we believe it is necessary to focus activity within the Town and the various people and community groups that will be engaged. We propose that the reader imagine five “pillars” that are all necessary as a foundation to build the waterfront economy over the next few years. These pillars are illustrated in the following figure and discussed below.



Community

In the end, it comes down to the “people factor”: people are the economy, they are both the drivers (workforce, innovators, and leaders) and the consumers. Their actions and interactions will define the prosperity or lack of prosperity going forward. We want to ensure a community where there are happy, healthy and creative people. This will provide our business leaders with a stable workforce for the future. To achieve this, we can approach the challenge on many fronts to:

- Cultivate and support an entrepreneurial culture through education, mentoring and training.
- Support the existing community of businesses.
- Have a youth focus – creating opportunities and facilities to keep young people in the community, and to attract young families.
- Build the brand as a welcoming, creative, proactive (growing opportunity) and fun community.

- Encourage and support immigration through proactive recruitment initiatives, recognizing that population decline is a major threat that must be addressed through immigration.
- Encourage and support festivals and events with creative fun activities.

Infrastructure

Good infrastructure is essential for the survival and growth of existing and future businesses and the safe and enjoyable use of the waterfront by visitors and citizens. The Waterfront has a number of key infrastructure assets with some requiring refurbishing or replacement. These include some wharfs, docks and streets and the ferry terminal. New infrastructure initiatives to address the potential growth of the waterfront are presented in this report. They include routing improvements to Water Street, enhanced connectors to Main Street from Water Street, and a new road connecting the waterfront with the Airport. Although not on the waterfront, and not a direct part of this study, the Yarmouth International Airport is a key asset impacting the community and the waterfront. Future development and growth will be significantly impacted by a fully operational airport. There are current and contemplated major federal infrastructure programs available. These must be understood and exploited where possible. Public/private infrastructure projects for the airport should be considered.

Innovation

Going forward, building a culture of innovation and diversification in the business sector will help Yarmouth provide security for the long term. Initiatives to encourage and support this culture change should be introduced. A good start will be to draw upon the Town's existing base of experienced and talented business leaders and entrepreneurs to help lead this initiative, as presented above as a top priority in the Action Plans under the title: Moving to the Next Level. The town's valuable human resource can be coupled with local and regional educational resources including NSCC, schools, Chamber of Commerce and other organizations. There is also a number of federal and provincial programs to encourage and support innovation in a number of ways. These should be promoted and exploited.

Sustainability

Sustainability involves good planning, innovation and a cultural change. On the waterfront there are natural and environmental issues that have to be addressed, ranging from environmental cleanup to climate change adaptation. There are core businesses facing resource uncertainty and rising costs. We must attract new businesses in new renewable sectors that can grow and prosper on the waterfront alongside those that are already well-established. Long term sustainability will be the result of combined action by the municipality, the business community and all citizens.

Action

A proactive approach to implement the recommended Action Plan strategies and "sell the community" will be required by all stakeholders going forward. The Town of Yarmouth should coordinate a collective leadership initiative with a resourced and supported Action Team.

APPENDICES

APPENDIX A – ANONYMIZED LIST OF STAKEHOLDERS CONTACTED

Anonymized interview summary

Sector	Number of interviewees
Fishing industry (producers, buyers, value added)	4
Transportation and logistics (truck drivers, etc.)	2
Hospitality, food service, culture, special events	5
Developers	2
Town Staff	5
Port professionals	2
Non-marine industries and employers	6
Government	5
Chamber of Commerce	9
WDCL	6
Total interviewees	46

APPENDIX B – INVENTORY OF WATERFRONT INFRASTRUCTURE

<i>Location</i>	<i>Facility</i>	<i>Ownership</i>	<i>Notes</i>	<i>Condition</i>
<i>Northern end – Yarmouth Harbour</i>	Water Street Industrial Complex	Mixed (YAIC, private)	Filled area with rip-rap shore protection; buildings formerly part of Dominion Textiles building complex; truck circulation area	n/a
	Heritage Park	Town	265 metre walking and bicycle trail, parking, interpretive panels, Milton Memorial Clock.	Good condition
	Irving Oil tanks	Irving	Various owners, recently purchased by Irving Oil Limited.	n/a
<i>Central waterfront (from the head of navigation)</i>	Scotia Garden Wharf	Private	Longshore wharf for company-owned fishing vessels; fish processing plant and separate enclosed storage; Laurence Sweeny Museum	n/a
	Evangeline Wharf (Yarmouth Sea Products)	Private	Longshore wharf for company-owned fishing vessels; open storage mainly for lobster traps	n/a
	Parker-Eakins (Rudder's) Wharf		Private parking, publicly accessible boardwalk and marina; Rudder's Restaurant	n/a
	Killam's Wharf	Town of Yarmouth	Public parking, boardwalk; secure mega-yacht wharf; Killam Building; Coal Shed performance stage	Good condition (+25 years)
	Waterview Machine Works	Private	Rip-rap pier with machine works building, landward end. There is a breakwater for yacht and small boat protection immediately offshore.	Pier is not currently used; possibly hazardous materials onsite
	Old Government Wharf, Marginal Wharf	Town of Yarmouth (YAIC)	L-shaped pier forming an inner basin, total wharf frontage of ±450 metres; Red Shed Restaurant; ice plant, back shore lands mainly leased for parking; Newell Lobsters Co. office.	Wharf requires maintenance; built 1960s
	Yarmouth Ferry Terminal	Town of Yarmouth (YAIC)	450 metre wharf, 100-metre elevated pedestrian gallery (currently unused), terminal and customs buildings, 1.6 hectare parking and circulation area. Used by ferry and occasionally by cruise ships. Probably too	Wharf requires maintenance.

			large for current demand; there is a desire for rationalization/redevelopment.	
	Lobster Rock Marine Terminal	Town of Yarmouth (YAIC)	450 metres; vessel berths, parking area, boat launch. Built 1974.	Wharf requires maintenance. Public use of the wharf needs to be managed.
<i>Southern end</i>	Infill area (south of Lobster Rock)	Town (YWDC)	Unconsolidated fill material has been placed on the site. Potential for more infilling in the shallow inshore waters (owned water lot).	
	IMO Seafoods	IMO Seafoods Limited	Integrated herring smoking and can manufacturer; no marine access; burns local hardwood blends.	n/a
	Vacant	Newell Lobsters Co.	Unused lot	n/a
	Newell Lobster Pound	Newell Lobsters Co.	Lobster storage and shipping facility. No marine access; uses sea water from harbour.	n/a
	Sewage Treatment plant	Town of Yarmouth	Wastewater treatment plant meeting minimum regulated quality requirements; outfalls into harbour.	

APPENDIX C – PREVIOUS WATERFRONT IMPROVEMENT INITIATIVES

Since 1993, more than \$10 million in government funding was accessed to support such projects, as itemized in below.

- Completion of the 3-kilometer Bob Hartlin walkway system along Water Street
- Construction of Parker-Eakins & Killam Wharves & parking lots
- Vessel slip and boat launch at Lobster Rock Wharf,
- West entrance, sidewalks & park area at NS Visitor Info Centre,
- Frost Park improvements and sidewalks,
- Side street improvements between Water, Main & Hawthorne St.
- Creation of Laurence Sweeney Museum,
- Killam Brothers Building reconstruction, marina and public washrooms
- Heritage Industrial Park and Milton Clock restoration,
- Marina fueling station, secure mega-yacht docks and breakwaters,
- Completion of the Lost to the Sea Monument,
- Development of the downtown farmers market on Hawthorne Street,
- More than 25 historical interpretive panels and murals
- Installation of three floating water fountains,
- Building of coal shed stage at Killam Bros. site and purchase of entertainment centre tent,
- Parking lots, lighting and landscaping improvements,
- Addition of Wi-Fi in downtown & waterfront areas.

Recent related improvements at or near the waterfront include:

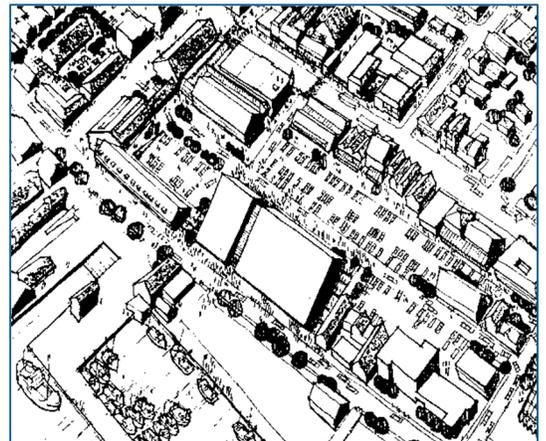
- Yarmouth County Rail Trail
- Yarmouth Farmers' Community Market on Hawthorne Street
- Hawthorne Street reconstruction

APPENDIX D – PRIOR STUDIES AND PLANS

The following is a summary of the reports and data sources reviewed as part of the Action Plan preparation

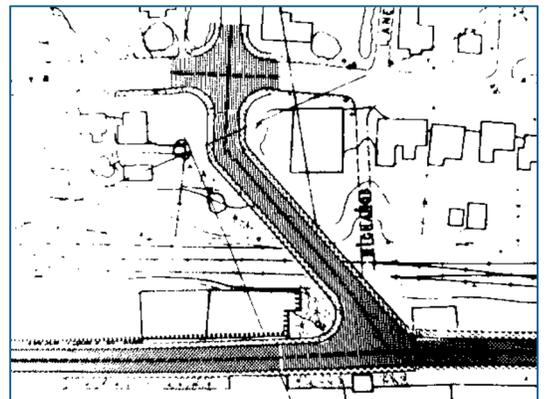
Revitalization and Redevelopment Plan

Completed in 1980, this project offered a new development vision for the waterfront based on an interest in having more residential development near the waterfront, addressing longstanding truck access issues, and an interest in creating a new arena for the Town. The railway was still active at the time of this study and the population was about 7,500, though it had begun to decline. The ambitious plan envisioned significant demolitions between Main and Water Streets and the creation of new parking facilities running parallel to Main and Water, completely replacing Hawthorn Street. The image at left shows a new sports arena facing water Street, with parking behind it. This “urban renewal” approach to the waterfront was thankfully avoided. The study included a scheme to connect Water Street to Main at Starrs Road to ease truck access to the waterfront. The second image shows the proposed link, a variation of which may still be a valid option.



1995 Master Plan

Fifteen years later in 1995, after the loss of CP Rail and Dominion Textiles but while the population having rebounded, the YWDC worked with Drew Sperry and Associates to develop a new revitalization plan called *Project Vision – Yarmouth “The Working Waterfront”* which championed the concept of protecting the working waterfront while emphasizing the rich history of the waterfront. Referred to as the 1995 Master Plan, it contained a strategy for accommodating tourists on the waterfront and contained the blueprint for the waterfront walkway system, using the old rail alignment. It included a strategy to connect Water Street with Main, focusing on Frost Park and side streets. Construction of the Milton Clock tower, the Frost Park Overlook, the Parker Eakins and Killam Wharves, the Water Street walkway and a number of parking areas all resulted from this plan. The planning area extended from Cann Street, north of the Dominion Textile complex to Bunker Island. None of the plan in the vicinity of the Dominion Textile complex, which included a walkway along the waterfront behind the building, was ever implemented, nor were suggestions for Bunker Island.

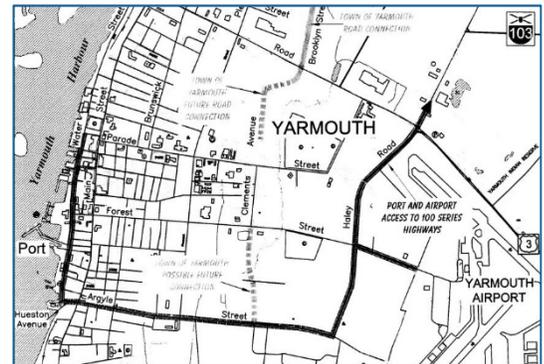


Waterfront Strategic Plan

By 2003, the 1995 Master Plan was mostly complete and a new a short-horizon plan was required to help address a number of specific issues in the 2004-2006 period. Finalized in January 2004, the YWDC Strategic Action Plan was prepared to guide completion of the walkway system, address opportunities for Bunker Island, and consider development of a Marine Service Centre. At the time of this work, purchase of Bunker Island was being considered. However no action was ultimately taken.

Yarmouth Area Transportation Study

Review of this 2008 study is relevant insofar as it considered means to resolve truck access between the waterfront and the provincial highway system. Among other options, it proposed new connections to the port from Hardscratch Road and Route 103 via Haley Road, with a connection to Water Street using Argyle and Hueston Streets. The concept was widely criticized because a portion of the route, particularly on Argyle Street, which is narrow and has a stable residential nature, would require significant upgrading to handle the new truck traffic. The planning team agree with the criticism on technical grounds. The western end of Argyle Street functions mainly as a local road and there is a serious potential of neighbourhood disruption by effectively arterIALIZING traffic on the street. The transportation plan also proposed a means to connect Highways 101 and 103; however to date no action has taken place to complete that connection.



Port Master Plan

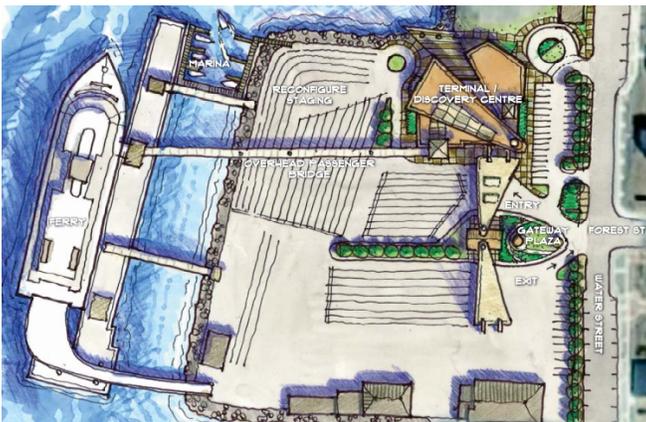
Also in 2008, the YWDC engaged the firm of McDonnell to undertake a comprehensive port review with the intent of improving the waterfront as a more significant tourism destination, enhancing the international ferry connection, and positioning the port for cargo in light of the Atlantic Gateway Strategy, then being developed. The study was intended to guide municipal decision making “to ensure that the port assets are prepared to maximize the port's role in the future development of a regional transportation system” while also maintaining a balance between the working waterfront and new development. It envisioned the port as a new international gateway for Nova Scotia by rehabilitating existing berths and the “creation of a new Global Logistics and Free Trade Zone on the waterfront and a bulk materials handling facility at Bunker Island.” It further included the “creation of an iconic waterfront tourism destination consisting of entertainment, research and education features.” The Master Plan also “anticipates significant residential and public uses, particularly in the north end of the waterfront.” The consultants estimated overall investments to be in the order of \$20 to \$25 million. No major investments resulted from the plan, however some basic ideas remain valid, such as infilling a shallow area of the harbour south of Lobster Rock Marine Terminal to create new berth space and backup land. Though costly, it appears to be feasible. The plan also recommended development of Bunker Island for marine transport.

Business Case for Waterfront Development

In 2009, the YWDC was considering the possible acquisition and development of the Yarmouth Sea Products site opposite Frost Park and the group hired Colliers International and Ekistics to develop a concept and development cost pro forma. Based on the consultant's market research, reuse of the 1.86 ha (4.6 acre) site was thought to be most viable at the time for a mixed use residential/commercial use. No action was taken on this report, but a few of the findings are worthy of note. The report found that besides residential and supplemental commercial uses, the site also had good potential for a public facility use such as a law court, library or community centre, because of its central location. Commercial uses suggested in the report included "high profile service sector companies" such as accountant doctors, dentists, lawyers, and insurance agents looking to own new premises. The report concluded that development of the site would effectively require a cooperation between the public and private sectors, with the public sector paying for amenities such as a boardwalk around the site and the private sector being responsible for buildings and most of the parking. It will be noted that the study was filed in February 2009 soon after the US housing crisis, which had the effect of depressing housing markets in the United States as well as in Canada for the next several years.

Yarmouth Downtown blueprint

In around the same time as the previous study was being conducted, Colliers International also contributed to the development of a downtown revitalization plan prepared by Ekistics. Called the *Yarmouth Downtown Blueprint*, the project was mandated to make recommendations to "strengthen the existing downtown assets, diminish the liabilities, refocus priorities, build consensus, create partnerships, leverage investment and build capacity for downtown rejuvenation." It presents a vision of the downtown as a Live-Work-Play environment and in 2017 is still regarded as an active planning



guide. The *Blueprint* is intended to allow Downtown Yarmouth to "become a distinct neighbourhood and a true 'destination' downtown." The *Blueprint* outlines "various tools and strategies to orchestrate decision-making regarding investments related to infrastructure, development, programming, policy, and urban design" that reflect the downtown vision. The *Blueprint* is relevant to the Waterfront Action Plan because it contains many suggestions related to the waterfront, though not all of the ideas are supported. Nonetheless, the *Blueprint* has clearly influenced

recent changes in Yarmouth including the building façade program on Main Street and new streetscape investments. Relocation of Th' YARC Playhouse and Arts Centre from Parade Street to the downtown area was also suggested in the *Blueprint*. Still-relevant ideas for the waterfront contained in the *Blueprint* include: creating stronger, pedestrian friendly connections between the waterfront and the Main Street, encouraging new developments on the waterfront to bring more people to the water's edge, and extending the 'leisure' waterfront area. It argues that better use of the waterfront resources can strengthen the downtown, and highlights the redevelopment of Corkum's Wharf, which it suggests

is under-used, for mixed use development with an active commercial ground floor and office or residential uses above, combined with an extended boardwalk (see also *Business Case for Waterfront Development*, above). Besides the boardwalk, it calls for such features as a water park, fish market, and a new waterfront plaza. It proposes the redevelopment of the ferry terminal, incorporating such ideas as a marine centre of excellence / 'Fundy Discovery Centre' / aquarium to be located adjacent to the terminal as a key waterfront destination (shown at left). The VIC could be integrated into a new facility, freeing up the large current VIC site for other uses. It also proposes an urban satellite campus of the NSCC in the former Domtex building at the northern end of the waterfront. For the working waterfront, "opportunities for incorporating tourism" should be explored, it said. Finally, the *Blueprint* recommends that the town take an active role in land assembly for redevelopment. It notes that in old towns such as Yarmouth, obtaining clear title to land can sometimes be problematic. It suggests that a new or revamped publicly mandated company or organization may be necessary to be a catalyst for new investment and change by assembling parcels and thus enabling new development to occur.

Sea level rise

As a coastal community, Yarmouth is vulnerable to sea level rise and storm surges, as best exemplified locally during the devastating 1976 Groundhog Day Storm which caused millions of dollars in damage to public and private infrastructure in Yarmouth and elsewhere in southwest Nova Scotia. Following publication of a *Draft Coastal Strategy* by the Government of Nova Scotia in 2011, an extensive series of studies was undertaken concerning the Yarmouth waterfront and its vulnerability and adaptability in terms of sea level rise and associated storm surges. These studies were generally completed through the auspices of the Atlantic Climate Adaptation Solutions Association (ACASA) and analysis by Dalhousie School of Planning under the guidance of Dr. Patricia Manuel. A thesis report⁸ completed at Dalhousie in 2013, provides a summary of the work that was completed and analyzes waterfront development in Yarmouth over time, discussing how different types of development either increase or decrease the vulnerability of the waterfront. This is particularly useful in considering an appropriate planning approach for the present context. The report notes that the working waterfront of Yarmouth has a "low level of vulnerability" to storm surges largely because there are few uses there that are considered "highly vulnerable," such as dwellings. In conclusion it suggests that "the town should focus adaptation efforts on ensuring that future "highly" or "most" vulnerable development does not occur in a potential flood plain" (p. 42), meanwhile recognizing that as a result of sea level change there is greater general potential for flooding. It will also be noted that subsequent to the work by ACASA and Dalhousie, the Town adopted new bylaws that reflect the research and which make allowance for sea level rise when new development is contemplated. These regulations are contained in the Yarmouth Land Use By-Law.

⁸ Jacqueline Wightman, *Waterfront Development Trends and Vulnerability to Severe Storms: A Case Study Analysis in Yarmouth, Nova Scotia* (thesis) School of Planning, Dalhousie University, April 7, 2013

South West Nova Transportation Study

In 1996 the National Marine Policy led to the privatization of ferries on the “non-essential” Digby-Saint John and Yarmouth-Maine routes. Federal subsidies were scheduled to decline to zero within 5 years of that date, after which the operations were expected to operate on their own. The Yarmouth ferry operated profitably until 2006, though passenger volumes began dropping in 2001. In 2009, the last year of continuous operation since the nineteenth century, the Atlantic Canada Opportunities Agency (ACOA) commissioned this study to take a broad look at the interaction of the transportation system and key economic drivers in the south west region. The goal was to identify those components of the transportation infrastructure that “would support the region’s industrial competitiveness and development over the long term.” The economic categories investigated were fishing and fish processing, agriculture, tourism, forestry, mining, manufacturing, and traffic, with a goal of “considering economic development opportunities that could affect transportation demand.” Released in June, 2010, the report found that the Yarmouth and Digby ferries had an economic value to south west Nova Scotia of more than \$210 million annually in 2010 dollars (p. xii). Despite these figures, the report was generally pessimistic about future increases in any category of trade. Then as now, most of the ferry traffic on the Digby-Saint John service was truck related, which saved drivers an average 570 km per round trip to US destinations. The time savings offered by the Digby ferry helped ensure a fresher product and lower lobster mortality at the destination, and thus a better price. The ferries were estimated to result in 20 percent of all tourist visitation to the SWNS at that time. Because of the likely negative economic impacts and potential for isolating the entire area, the study found no benefit to eliminating ferry services entirely, and it saw no benefit to Yarmouth in eliminating the Portland service. However, it identified a significant cost to benefit ratio in a Digby-only option, which effectively provided post-hoc support to the Provincial government’s discussion to cease subsidies in December 2009. In 2014, following a concerted lobbying effort in SWNS, a new seasonal service resumed under a 10-year provincial subsidy commitment.

Cruise Readiness for Port of Yarmouth

This recent report documents the results of a workshop conducted in Yarmouth in early 2017, organized by the Yarmouth & Acadian Shores Tourism Association (YASTA). Prepared by the Saint John cruise specialist Aquila, the report includes an assessment of the current capacity of the port to accommodate cruise ships and proposes a strategy for attracting more visitation to the port. It concludes that “the Port of Yarmouth and the surrounding region are very well suited for the niche cruise market, with a preference for managed growth and ships of up to 1,000 passengers.” The recommended action plan is based on taking a targeted marketing approach that focuses on 10 to 12 companies that operate vessels in this size range. While the number of cruises can be expected to be small in the beginning, the report suggests, the potential for growth is good, especially as the New England-Canada tour circuit remains popular among travellers. According to the report, YASTA will lead the cruise development initiative and will be responsible for implementing a welcome plan for visiting cruise ships.

Foreign Direct Investment Supply Chain Identification Study

This Phase 1 report (the Phase 2 report was in preparation at the time of writing) was prepared for the Western Regional Enterprise Network (Western REN) under a mandate to look at three key economic sectors in the Western Region (Digby and Yarmouth Counties including all towns and districts). These sectors were: lobster and ground fish harvesting and processing, renewable energy, and forestry. The goal was to identify opportunities to “extract greater economic development potential, impact and value” in the region. The study included the creation of supply chain maps to “highlight where value is left behind,” and thus what opportunities may exist to be exploited locally.

APPENDIX E – CONSULTATION FINDINGS

Town Meetings and Workshops

Staff

One-on-one interviews were held with key town staff to discuss objectives of the Yarmouth Waterfront Development Action Plan. Staff interviewed included representatives from the office of the CAO, Economic Development, Engineering, Planning, Parks, and Recreation. The following is a summary of what was heard.

- The Yarmouth Waterfront Economic Action Plan should aim to align the major players and contributors to the waterfront area. There are a number of key contributors for the waterfront including businesses, residents of Yarmouth, the Town of Yarmouth, the Yarmouth Waterfront Development Commission, the Yarmouth Area Industrial Commission, etc. How can all of these interests in the Waterfront be aligned?
- As we look to align these interest groups, how do we work with what is available (e.g. infrastructure, land and wharf availability, funding, etc.) to develop the waterfront to best serve the community and business sectors?
- The Town wants to create a fertile environment so that businesses can grow. A great example of this was the façade program that took place on Main Street.
- Are there opportunities for expansion and innovation? Right now there is a lack of industrial land available which has prevented the expansion of current and new businesses.
- Pursuing renewables seems unfeasible at this point. There is already a presence in Digby and Clare.
- Aquaculture is an area of real possibility for Yarmouth. The right industries are here to support it and allow it to grow. Would need to consider what else is needed however such as land area, storage space, freezer space, access to water, etc.)
- Would like to work closer with the Municipality of the District of Yarmouth to do something with Bunker’s Island. Can it support small cruise ship berths? Cargo transport?
- The Plan should also look to address best land uses along the waterfront, infrastructure needs, how to best serve the public, solutions for existing transportation issues along Water Street, and specific initiatives could be started to serve the public/ community and economy?
- The assets that set the Town apart are the waterfront and the downtown. They are close to each other and should work together to keep each area active and vibrant.
- A significant challenge the Town has with the waterfront is land ownership. The majority of the land parcels immediately on the waterfront are privately owned. This makes it difficult to provide access to the waterfront.
- Although currently there have been efforts made to streetscape and beautify Main Street, improvements and maintenance is needed. Businesses need to be encouraged to take pride in their property and upkeep it so that it presentable to the public. This would include managing the weeds along the perimeter and keeping the equipment/storage areas tidy.
- The Town has a role to play in maintaining the waterfront. Rose bushes need to be maintained (currently getting unruly), planter boxes/hanging baskets should be put along Water Street. This would of course, require an increase in manpower for the Parks or Public Works Department.

- Visitors come from all over the world to visit Killam’s Wharf. Although it has been featured in some tourism magazines, the Town could do a better job to advertise it.
- The fate of the Dominion Textiles site is still to be determined. There could be opportunity there for parkland and/or a trail extension to connect the waterfront with Milo Lake.
- For public use and access, the only spot is on the Rudder’s Restaurant site/Killiam Wharf. It is difficult to program activities/events there however because there is a covenant on the site that restricts the Town from contracting food or beverage vendors. This is really limiting to what events or festivals could be held on the site.

Council workshop

A workshop was held with members of the Town Council to discuss the Strengths, Weaknesses, Opportunities and Threats associated with the waterfront. The following is a summary of this discussion:

STRENGTHS

- There is a diversity of land uses along the waterfront including industrial, commercial, and parkland. This makes it interesting and available for a variety of uses.
- The waterfront gives the Town a strong presence of fisheries / marine uses. It gives the town a bit of an identity.
- The waterfront is a real working waterfront. Currently there are a handful of very active businesses in operation. These businesses (and others) need to be kept viable.
- Proximity to downtown and the overall walkability of the waterfront. The infrastructure is there and ready to be improved upon.

WEAKNESSES

- Existing infrastructure needs upgrades and repairs. The condition and number of wharves are currently inadequate for the uses and demand for them. Council expects to bring them up to standard it would cost \$8-10 million.
- The Ferry Terminal is aging and sits unused during off-peak season. This space could be used for something else when not berthing the Ferry.
- The depth of the harbours makes it difficult to attract cruise ships. It is very shallow, particularly in the northern end.
- For public/visitor use, there currently isn’t an “anchor” to draw people down there.
- Currently the value of waterfront property is not recognized. It needs to be.

OPPORTUNITIES

- There is a property that is anticipated to host ship repairing activities. This activity should be visible for the public and tourists. It would be a great attraction.
- Should look to build on the *working waterfront* theme. Look to establish a “working class marina.”
- There needs to be more retail and food opportunities on the waterfront. These new shops and services should look to bridge the waterfront with Main Street (not take business away).
- Enhance recreation opportunities (e.g. boating tours) while balancing the needs of marine industries. Consider ways of how to best give waterfront access to the public. Killam’s Wharf is a start but there needs to be more. Areas of public attractions and access should be clustered.
- Should look to work with MODY and create opportunities for Bunkers Island that would benefit the Municipality and the Town.

- The waterfront provides an opportunity to establish a “centre of excellence” in ocean research and technology.
- In 2014 the UNESCO Starlight Foundation declared Kejimikujik National Park and National Historic Site to be North America's first Starlight Preserve. Also, the Killam Wharf building houses the offices of the Southwest Nova Biosphere Reserve Association. These important internationally designated entities should be better communicated and embraced in the community and world-wide.
- Yarmouth puts on festivals and events really well. There should be more opportunities to host festivals on the waterfront.

THREATS

- As with other waterfronts and towns that rely on fishing industries, climate change poses a real threat to the viability of the waterfront.
- With climate change, and changes to fish migration and habits, what will that do for the fishing industry?
- The continuous cost to upgrade and maintain infrastructure to support and grow the fishing industry is another threat for the Town. Will likely need assistance from other levels of government.
- There is still a question of who should be the body that holds these assets. Should it be the Town? The Waterfront Development Commission? The Yarmouth Industrial Commission? The lack of understanding in governance can pose a threat to future operation.
- Many of the prominent business owners on the waterfront are aging and getting ready to retire. A significant threat to Yarmouth’s waterfront companies and industries is business owners not having succession plans. If these highly active businesses were to shut down operation, it would hurt the town’s economy and job inventory. [It is noted that the Western REN is currently working to address this problem, together with another key goal of business retention and attraction (BRE).]

Stakeholders

Yarmouth Waterfront Development Commission (YWDC)

A workshop was held with the Yarmouth Waterfront Development Commission (YWDC) to discuss the Strengths, Weaknesses, Opportunities and Threats associated with the waterfront. The following is a summary of this discussion:

STRENGTHS

- The waterfront provides industries with a close proximity to raw material (e.g. water, fish product, other marine-related industries and products).
- Lake George provides a constant supply of fresh water that industries utilize.
- Unskilled labour is typically easy to find however there is concern of how long this supply will last.
- Workforce is in close proximity to work (e.g. short drive or they can often times walk to work)
- Proximity to the ocean and having wharf space is critical for industries. Businesses in Yarmouth are competing with companies from Scandinavia who are not located directly on the ocean. Having waterfront access puts Yarmouth at a competitive advantage.
- Proximity to a major global shipping port (Halifax) is a strength for Yarmouth.

- There is currently public access to the water (via Killiam Wharf), and it is well utilized.
- The lobster and scallop industry are doing well and making things profitable for the Lobster Pound at the south end of the harbour.
- The proximity to Main Street and commercial downtown provide benefit and connection to the waterfront, especially the Marina.
- The infrastructure that is needed currently exists (albeit is in need of an upgrade).
- The waterfront is well used by members of the public. Believe that the Town is aware of the value that the waterfront has and is proud of it.

WEAKNESSES

- Currently trucking logistics onto, along, and away from Water Street are challenging.
- Businesses located on the waterfront truck and ship at all hours of the night. This makes it incompatible to have residential land uses in close proximity (noise).
- In Yarmouth, skilled labour is very difficult to find.
- Walkability and movement along the waterfront for pedestrians is difficult. There aren't a lot of access points for pedestrians to directly access the water.
- While infrastructure does exist for waterfront industries, it is old and deteriorating.
- Lands along the waterfront are primarily used for industrial purposes and are privately owned. It would be difficult to provide for more public access.

OPPORTUNITIES

- Consider how to include more recreation opportunities along the waterfront. ATV access across Town are currently not permitted. This should be considered. There is lots of demand for it.
- Boat tours / harbour tours are coming back next year. This is an opportunity to build on the tourism industry.
- Look for solution of moving trucks on and off of Water Street. Businesses open to solutions, however the less grade trucks have to travel, the better.
- Look to establish a “Centre of Excellence” or a research hub. Bedford Institute of Oceanography would be an ideal partner to set up a satellite office on a place like Bunker’s Island.
- Look for start-up projects that can build on the industry and boost tourism (e.g. touch aquarium, fishing tours)
- To increase tourism, there needs to be places for visitors to stay. Look at where more rooms can be created.
- Space is limited, but there is opportunity to create modular facilities for offices / research / food / education on the waterfront.
- The Town needs to capitalize on things like the UNESCO and Dark Skies designation. Also, recognizing Maud Lewis and her connection to Yarmouth is a substantial opportunity.

THREATS

- Beware of permitting residential development on the waterfront. Many of the businesses currently in operation could disrupt residents.

- Cost of processing in other areas of the world (e.g. Asia) makes it difficult for Yarmouth to compete.
- Climate change and sea level rise are always concerns to industries relying on the ocean.

Chamber of Commerce

A meeting with held with the Chamber of Commerce to discuss existing perceptions of the waterfront as well as how it may be used to stimulate economic growth for the Town.

- The Chamber saw a number of opportunities for the improvement of businesses by enhancing the Town's tourism sector.
- The waterfront's role in growing tourism is substantial. To garner more visitors, the harbour needs to be kept clean (which is being done with the wastewater treatment plant).
- Currently there is limited space on the waterfront for the public and visitors to access the water. The wharves that are in the harbour now are limited and are in rough shape. Dredging is not currently being done. If it were done it would help attract more business opportunity with industry and tourism.
- More events in Yarmouth are needed. The Yarmouth Cup had a great impact to the local economy. It attracted visitors to come to Yarmouth, stay in hotels/B&B, eat in restaurants, shop, etc.
- A lack of transportation in the Town has been a problem. Residents and tourists can't get around from destination to destination.
- Most recently, the optics of the Town have improved tremendously. The working waterfront theme has been highly valuable. Tourists are extremely interested in what is happening on the wharves and in industry. More opportunity to explore/experience it would be beneficial.
- Yarmouth's biggest attribute is the citizens themselves. Residents know how to put on events and the ones that Yarmouth has hosted (e.g. hockey tournaments, music awards, RibFest, etc.) have been very well attended.
- Capitalize on the UNESCO and Dark Skies designation. Build amenities and infrastructure that supports it (e.g. washrooms, food, and artisan retail).
- Housing stock is an issue in the Town. There are apartments, however they are very run down. Lack of diversity in housing drives young people away. Seniors housing is also a serious issue. There are limited options for independent living.
- Weather and climate in Yarmouth is an opportunity the Town should capitalize on. It is sunny in the summer with very little snow accumulating in the winter. Market this!
- The timing for this project is perfect. There are a lot of groups (e.g. YAIC, Downtown Business Association, YWDC, etc.) doing their own studies and projects. This Plan should be used to bring them all together and aligned.

Local Business Owners / Operators

Tourism and commercial services sector:

- The only branch of the Art Gallery of Nova Scotia outside of Halifax. It serves as a strong arts and culture community for the Town and is a strong asset for Yarmouth.
- Yarmouth has a strong Maud Lewis connection which should be better capitalized on. The AGNS has put on a couple of events over the summer that have been really successful in the community.
- Local business owners have indicated that skilled workers are difficult to come by and retain. It was perceived that the lack of appropriate housing stock was a driving factor for retaining young skilled workers.

- The Ferry has catalyzed a number of businesses in the downtown. Not only does it bring customers to Yarmouth, it also sources things like catering business for passengers and crew and provided space for advertisement.
- Business owners have also indicated the ferry restart has lifted moral in the community and has inspired people to do things (e.g. business start-ups) that they wouldn't have done otherwise.
- Youth in the community are hopeful for the future in Yarmouth. Stakeholders indicated youth often look for reasons to stay.
- Business owners indicated many passengers entering via the ferry by-pass Yarmouth and don't spend time here. This plan should identify how to keep tourists here and not just Yarmouth as a passing through area. Suggestions included: using the AGNS and local culture community to draw people to different places/events, adding more culinary and food options, taking advantage of the influx in demand for microbreweries in the province, promoting local heritage and natural sites to visit.
- If we want to increase tourism in the town, there needs to be more rooms available. When the Ferry left, a number of rooms were lost. Now that its back, more are needed.
- The current Visitor Information Centre is underutilized and operating hours don't align with the Ferry's arrival times.
- Although the Ferry brings a number of tourists to the area during peak season, the town struggles during off-season. The Town should consider how to remain active and vibrant year-round.
- Look to promote the area with the surrounding region (e.g. Acadia Shores).
- There is currently a lack of seniors living housing availability.

Industrial and marine-related industries

- Very important to keep land along the waterfront used for industrial purposes. Industries here rely on access to the waterfront and being able to operate on industrially zoned land.
- Currently, land space is tight. Existing businesses on the waterfront struggle to grow in operation because the land area they require is not available.
- The fate of the Dominion Textiles site is currently unknown. Business owners adjacent to the site have voiced the need to keep it as industrial land. Developing it as a non-compatible land use (e.g. residential) would further limit their ability to grow and keep production running throughout the day and night.
- The centre island at the north end of Water Street creates a huge challenge for truck routing. To access businesses on the north end of Water Street, trucks must maneuver their way on narrow side streets, or travel all the way to the southern end. This is inefficient for truckers, and generate more truck traffic on Water Street which reduces the public realm of the waterfront.

Land Development industry

- Any land development on the waterfront needs to be aimed at protecting and supporting existing industries.
- Residential should be kept off the water side of Water Street. There may be opportunities for residential infill closer to Main Street however.
- The downtown as a whole, should encourage more mixed use development. The downtown needs people living here to keep the streets active.
- Developing residential rental units closer to Main Street and overlooking the water could be desirable for tenants and would help keep downtown viable.
- It is a challenge for residential developers to secure financing in Yarmouth.

Other Stakeholders

- Shippers have explored distribution channels to get their product to market and the most cost efficient is moving the vehicles to the Port of Halifax for shipment. If other cost-effective options were available locally they could be explored. The Port of Yarmouth would likely have to invest in infrastructure if the objective was to attract this business.
- Need for more beds/hotel rooms to support larger events.
- 1950's era ferry terminal needs to be upgraded, possibly rebuilt.
- Look at port and airport pre-clearance to encourage easier flow in and out of the US, including "walk-ons."
- Yarmouth is well-connected digitally by more than one company; an important asset.
- Even without scheduled service, the airport is attractive to exporting companies; can fly in/out with charters; an essential facility for SWNS. It needs to be promoted and protected. Make it part of a regional distribution system.
- Rather than abandoning a runway, preserve it and lengthen the other for larger aircraft: longer trips, ability to bypass Halifax and Boston with live lobster.
- Aquaculture is a growth industry. Cold water produces an excellent product for export.
- More cold storage could support fish industry.
- Build on existing events such as Rib-Fest; people enjoy coming to Yarmouth and they want to stay.

Public Consultation

Waterfront Symposium – October 11, 2017

A public symposium was hosted by the consulting team where members of the public were welcomed to come talk about future directions for the Yarmouth Waterfront. Introductory presentations on the project and on the waterfront itself were made by Town Councillors and members of the Yarmouth Waterfront Development Commission and the Yarmouth Industrial Commission. Attendees were then broken in to small groups where they were asked to discuss the waterfront under three themes:

1. Waterfront Identity,
2. Economic Opportunity, and
3. Land Use and Public Access.

Each group was provided a series of questions and asked to discuss answers amongst themselves under each theme.



The following is an overall summary of what was heard during this public symposium:

1. Nurture current companies

- Waterfront industries are critical in the future of the Town of Yarmouth. The waterfront is highly active from an industrial stand point. The companies located here contribute greatly to the local economy.
- Yarmouth's waterfront is a successful example of a true and authentic working waterfront.
- Industrial land is highly valuable and in demand for existing companies in the Town.
- Having industrial land assembled and properly zoned provides opportunity for the Town to attract new companies.
- Actions going forward should continue to support and grow existing industries.

2. Grow tourism sector

- Yarmouth has a natural beautiful harbour with picturesque scenery of a real working waterfront experience.
- Yarmouth's authentic Working Waterfront offers a unique experience for tourists. Tourists are interested in what is happening on the waterfront.
- To capitalize on tourism opportunities, more activities associated with the Working Waterfront should be accessible or visible for residents and tourists.
- The waterfront is a part of the downtown area. While Water Street has its own attractions, it should be integrated and connected with the shops, sights, and services on Main Street.
- Leverage the Working Waterfront to grow the Tourism sector. Increasing visitors in the area will also increase the demand for hospitality services, food and beverage, arts and culture, etc.
- Consider how to diversify land uses along the waterfront to further grow the tourism sector (i.e. food services, artisanal shops, public gathering spaces, etc.)

3. A people's waterfront

- The waterfront is readily used by residents for recreation purposes (i.e. fishing, walking, running, bicycling, etc.)
- Residents are proud of the working waterfront. It serves as a strong connection to place for the Town itself.

- Within the wider downtown area, high quality residential units are desirable. New residential development likely not appropriate on the water side of Water Street.
- Look to diversify land uses along the waterfront while keeping within the theme of the Working Waterfront. Examples include: seafood restaurants, artisan retail shops/kiosks, fish/ seafood market, etc.
- Look to create visual and physical connections between Water Street and Main Street for pedestrian movement
- Would like to see more recreational opportunities that are family friendly along the waterfront.
- Provide a place to enable more events/festivals to be hosted on the waterfront.
- How to improve the public realm on the waterfront? Big, blank buildings do not create an inviting area to visit.



4. Connectivity

- Going forward, there should be plans to connect all modes of travel within and beyond the Yarmouth Waterfront.
- Must be able to move people and goods to and from the harbour.
- Truck access/routes are currently problematic. They are noisy and take a lot of space, however they are necessary for moving goods.
- There should be better physical and visual access for pedestrians between Water Street and Main Street. Traveling the hills that separate Water Street and Main Street is challenging for some users.
- The depth of the harbour creates challenges for bringing in more and bigger boats to the waterfront, particularly to the northern end.

5. Other

- Yarmouth should pursue establishing a “Centre of Excellence” on the waterfront. This Centre could be focused on Ocean Science, Business 2 Business networking, research and innovation hub, etc.
- The industries on the waterfront should play a stronger role in environmental sustainability and leadership.

VISION

A visioning session was held with community members at the end of the symposium. Attendees were asked to provide their vision of what the Yarmouth waterfront will be in the future. The following were inputs provided by the community members:

Open House – October 18, 2017

Based on the feedback received from the public symposium, the consulting team created recommendation of where the Yarmouth Waterfront Economic Development Plan should be going. A public open house was held the follow week (October 18th), where a presentation and series of informative poster boards were provided to the public to give their feedback and input. The recommendations provided by the consulting team were presented under four themes, based on the input received from the October 11th public symposium:

1. Nurture Existing Companies
2. A Place for Visitors and Residents
3. Moving People and Goods
4. Proactive Economic Development

Open House attendees were asked to circulate the poster boards, talk to the consultants and staff members, and provide their input on the recommendations using written comments. Poster boards presented at the Open House can be found in Appendix F, together with transcribed comments from the Open House.

Online Survey

An on-line community survey was available to residents of the Town of Yarmouth via a link on the Town's website from October 4 to November 15, 2017. The project website⁹ was visited 449 times and a total of 45 surveys were filled out. Generally speaking, online surveys such as this are not statistically valid, as they do not represent a random sample. Nonetheless they do represent an opportunity for those interested in making their opinions known to do so. In total, 45 people responded to the survey with over half being 55 years or older.

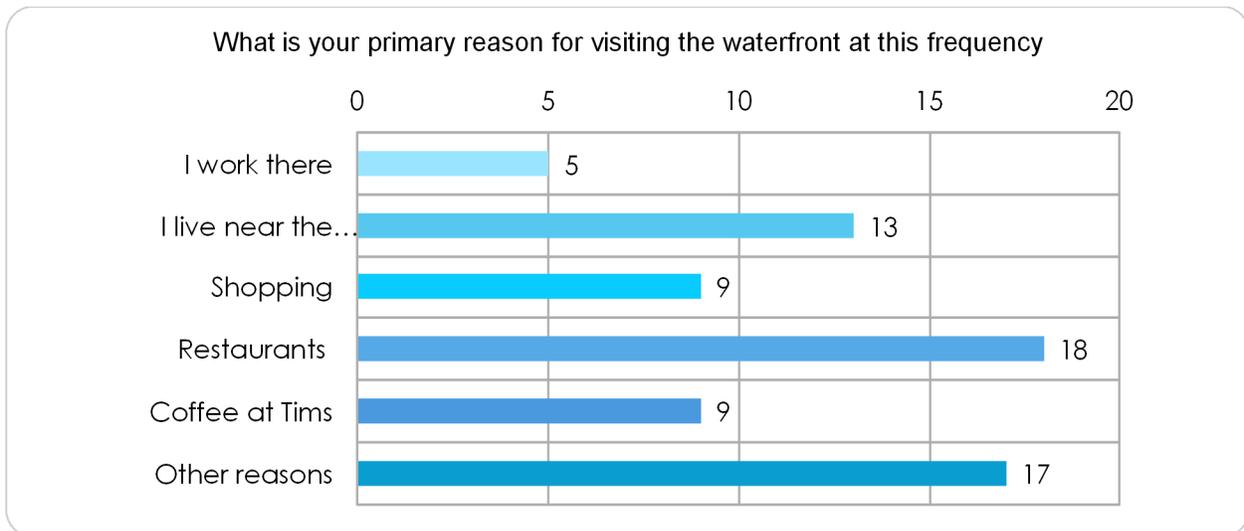
Respondents were asked a variety of questions regarding their current use of the waterfront. They were also asked to identify their thoughts about the future role of the waterfront and how the waterfront could be improved. The full survey results are available at GetInvolvedYarmouth.ca.

Summary of major findings

The majority of respondents use the waterfront daily (18 respondents) or weekly (17 respondents). Going to restaurants (17 respondents) and living near the waterfront (12 respondents) were two main reasons identified for frequently visiting.

⁹ GetInvolvedYarmouth.ca

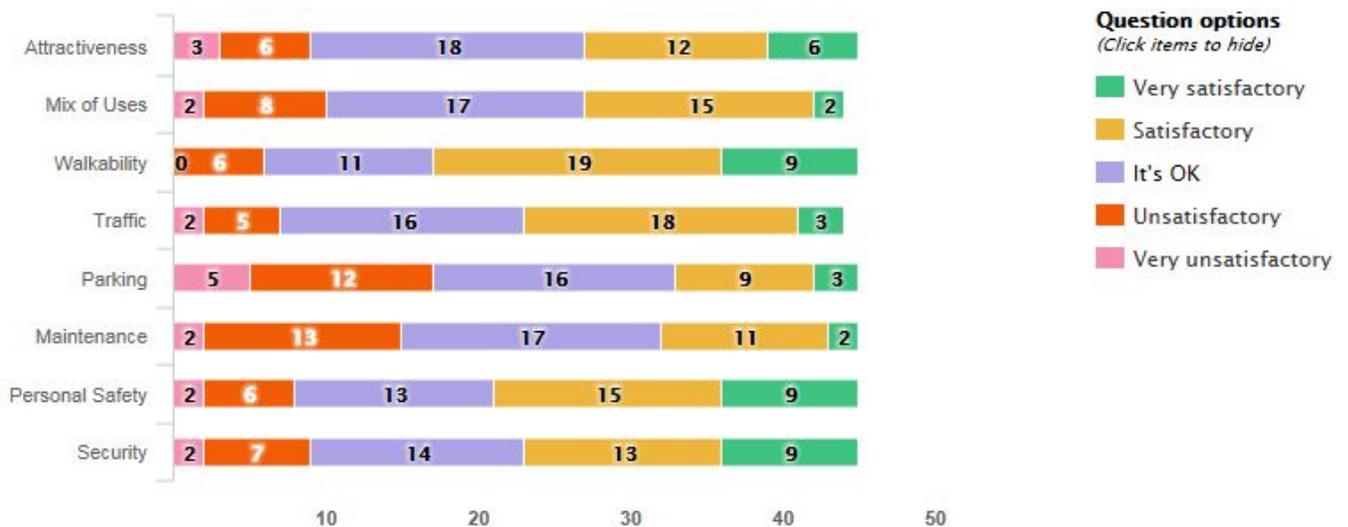
Reasons for visiting the Waterfront



Under the ‘other primary reasons for visiting the waterfront’ category people indicated: exercise (walking/running), walking their dogs, site-seeing/checking out activity at the wharf, visiting the gallery, mooring boats at the marina, community events (Seafest, Shark Scramble, music, etc.). Only 1 out of the 45 respondents owns property on the waterfront.

A series of questions were asked regarding satisfaction with the function and features of the waterfront. Respondents could respond on a scale ranged from ‘very satisfied to ‘very unsatisfied.’ The graph below depicts the results.

Satisfaction with the Waterfront



Respondents most frequently answered ‘it’s okay’ with regards to attractiveness, mix of uses, parking, maintenance, and security, while respondents most frequently answered ‘satisfactory’ for walkability, traffic, and personal security. Overall, it appears there could be some improvements made in all areas,

with the greatest improvement needed with regards to parking, maintenance, and attractiveness, while the least improvement needed is with regards to walkability, traffic, and personal safety.

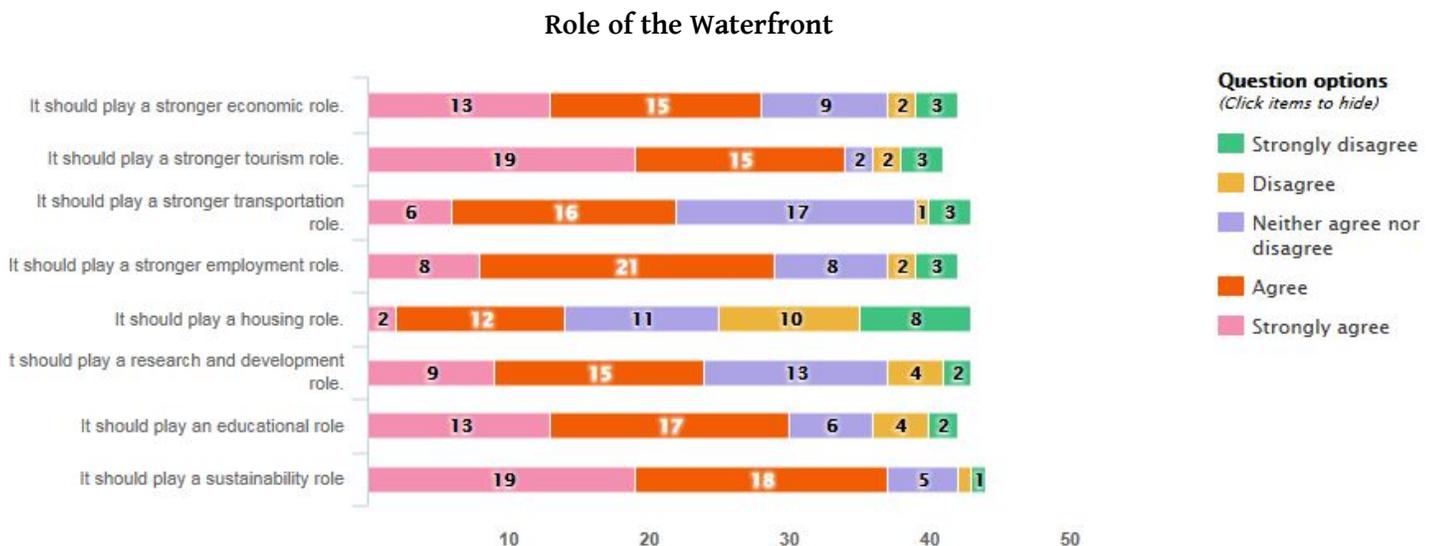
Some of the main things identified as least desirable were:

- Maintenance of landscaping, refuse (litter), infrastructure (cracked sidewalks), and some buildings.
- Lack of signage for tourists
- Lack of critical mass of restaurants and gathering places/lack of mixed-use, and hours of operation.

Some elements identified as the best things about the waterfront were:

- That it’s an authentic, working waterfront where people can see the activities happening
- Diverse/unique shopping, food, museum
- Combination of a working waterfront and tourism/recreation
- Natural beauty and proximity to the sea, sunsets
- Community events
- Welcoming feeling

When asked about the various roles the waterfront plays or could play in the local economy, respondents provided the following responses.



Respondents most frequently answered ‘strongly agree’ to the waterfront playing a stronger economic, tourism, and sustainability role. They most frequently ‘agreed’ to the waterfront playing a stronger employment, research, and education role. While respondents also most frequently ‘agreed’ that housing should play a stronger role, many other respondents ‘disagreed’ or ‘strongly-disagreed’ with this statement, when compared to the other role considerations. Respondents were most frequently

APPENDIX F – OPEN HOUSE POSTERBOARDS

THEME: PROACTIVE ECONOMIC DEVELOPMENT

WHAT WE HEARD

- Pursue establishing a “Centre of Excellence” on the waterfront.
- Waterfront industries to lead in environmental sustainability and leadership.

WHERE THE PLAN IS GOING

Yarmouth has many community assets and a strong industry and commercial base but the community faces challenges from evolving global economic and environmental conditions and a declining population. Conversely, it has tremendous opportunity to consolidate its assets, identify a strategic path and reposition for future growth.

OBJECTIVE: to focus on sustainability, excellence, growth and prosperity: a community working waterfront should be of benefit of all.

- Identify and brand “**excellence**” in **new technology** for our current and future industrial base.
- Create a **model Working Waterfront** with the adoption of green technologies to **improve efficiency, competitiveness, sustainability and profitability**.
- Municipal government and business leaders to collaborate in **creating a fertile environment** for future growth.
- Establish a proactive **Investment Attraction and Partnership Program** put in place and led by the Town.
- Identify and exploit **federal and provincial programs** to assist company growth.
- Enable a **creative hub of entrepreneurship** to emerge and grow through exiting and future community and business assets.
- Establish **focused labour training programs** to address industry needs including close collaboration with NSCC.

- **Air, sea and land connections** are enhanced and exploited.
- **Supply Chain connections** with and within core businesses are explored and exploited to facilitate business opportunity growth.
- The **tourism sector opportunity** is supported and business opportunities for accommodations, festivals and events, food and beverage, and related are highlighted.
- Partnerships are cultivated with such organizations as COVE (Centre for Ocean Ventures and Entrepreneurship), Ocean Networks Canada, and Perennia Inc. to **grow R&D in Ocean Tech**.
- Focus on the **development of exportable products** and services and inward investment.

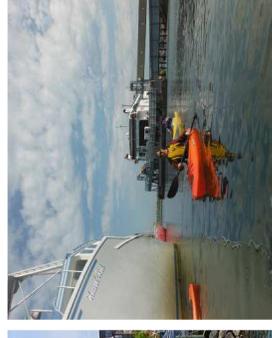
- Work with AGNS to promote our Gallery and a new Cultural Centre to **support and grow arts and cultural enterprises** to help create a welcoming, vibrant community for residents and newcomers.



THEME: A PLACE FOR VISITORS AND RESIDENTS

WHAT WE HEARD

- Yarmouth has a natural beautiful harbour that offers an authentic working waterfront experience.
- Residents are proud of the working waterfront. It serves as a strong connection to place for the Town itself and is readily used by residents for recreation (i.e. fishing, walking, running, bicycling, etc.)
- Visitors are interested in what is happening on the *Working Waterfront*.
- To capitalize on Tourism opportunities, more activities associated with the *Working Waterfront* should be accessible or visible for residents and tourists.
- The waterfront is a part of the downtown area. While Water Street has its own attractions, it should be integrated and connected with the shops, sights, and services on Main Street.
- Within the wider downtown area, high quality residential units are desirable. New residential development likely not appropriate on the water side of Water Street.
- Leverage the *Working Waterfront* to grow the Tourism sector. Increasing visitors in the area will also increase the demand for hospitality services, food and beverage, arts and culture, etc.
- Look to diversify land uses along the waterfront while keeping within the theme of the *Working Waterfront*. Examples include seafood restaurants, artisan retail shops/kiosks, fish/ seafood market, and public gathering spaces.
- Provide a place to enable more events/festivals to be hosted on the waterfront.
- How to improve the public realm on the waterfront? Big, blank buildings do not create an inviting area to visit.



THEME: A PLACE FOR VISITORS AND RESIDENTS

WHERE THE PLAN IS GOING

OBJECTIVE: to expand on past achievements while minimizing the impact on the *Working Waterfront*.

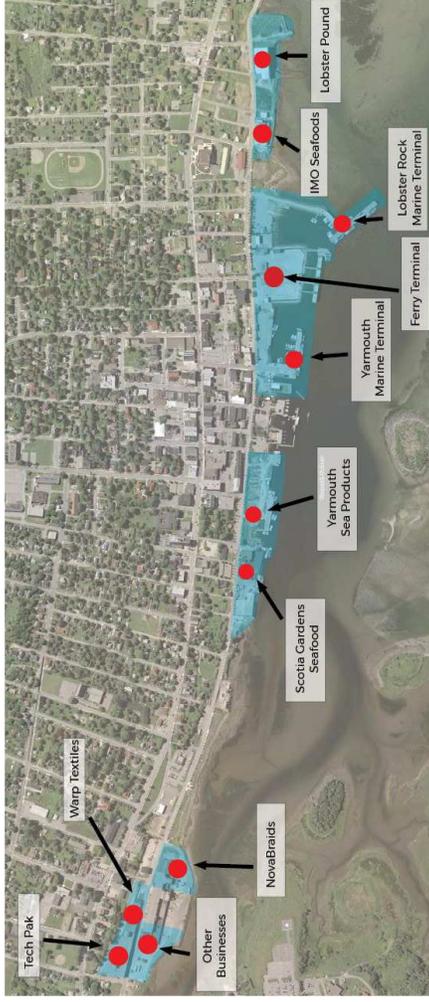
- Create further **opportunities for recreational experiences** along the Yarmouth Waterfront. Examples include: introducing recreational fishing, adding change booths and creating a roped in lido for recreational swimming in the basin.
- Seek **tourist-oriented tenants** at key locations on Water Street.
- Encourage **boat tours of the harbour**; also consider experiential fishing tours.
- Extend the number of shops by **arranging the transfer of air rights** over a portion of Corkum Wharf with frontage for restaurants, artisanal shops opening onto Water Street.
- Establish a **UNESCO Biosphere Reserve Centre** and leverage this role by providing meeting rooms and office space for university classes, expeditions, and research. Work with universities across Canada to **establish a Scotian Shelf cabled observatory** based in Yarmouth. This is of both tourism and scientific benefit.
- Encourage **upper floor residential on Main Street and side streets**, with windows facing the harbour. Encourage residential uses on both sides of the upper end of Water Street in Milton north of Gardner Street, ensuring that **climate change adaptation is insured in any design proposals**.



THEME: NURTURE EXISTING COMPANIES

WHAT WE HEARD

- Waterfront industries are critical in the Town of Yarmouth's future. The waterfront is highly active from an industrial standpoint and the companies located here contribute greatly to the local and regional economies.
- Yarmouth's waterfront is a successful example of a true and authentic working waterfront.
- Industrial land is highly valuable and in demand for existing companies in the Town.
- Having industrial land assembled and properly zoned provides opportunity for the Town to grow and attract new companies.
- Actions going forward should continue to support and grow existing industries.



WHERE THE PLAN IS GOING: BUILDING ON OUR STRENGTHS

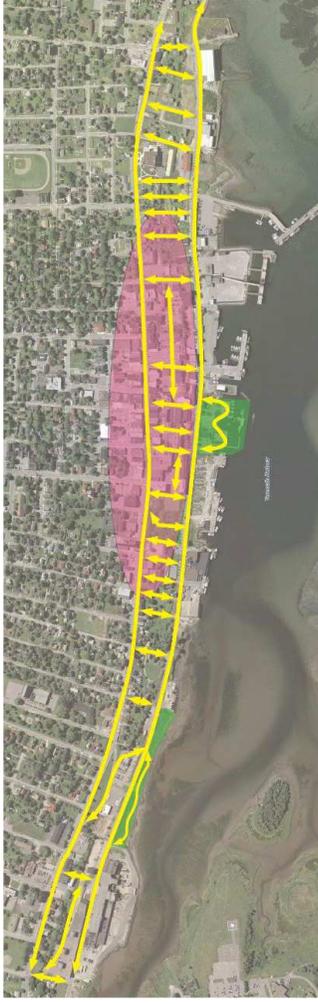
- OBJECTIVE:** to nurture and support existing waterfront companies and to attract compatible new investment to the waterfront through regulations, programs, initiatives and actions. This will include a proactive strategy to create an environment for waterfront companies to grow, innovate and prosper.
- Coordinate support for **innovation and sustainability** for waterfront businesses.
 - Improve and **regenerate waterfront infrastructure** such as wharves.
 - Recommend the creation of an **industrial land bank**.
 - **Attract investment** and potential partners for waterfront businesses.
 - Encourage **succession planning** for existing and future businesses.



THEME: MOVING PEOPLE & GOODS

WHAT WE HEARD

- Going forward, there should be plans to connect all modes of travel within and beyond the Yarmouth Waterfront (i.e. air, road, sea).
- Must be able to move people and goods to and from the harbour. This is important for the local economy as well as creating a place that residents and tourists want to visit.
- Truck access and routes are currently problematic. Trucks are noisy and take a lot of space on Water Street, however they are necessary for exporting goods produced on the waterfront.
- There should be better physical and visual access for pedestrians between Water Street and Main Street. Traveling the streets that connect Water Street and Main Street are challenging for some users due to the steep inclines.
- The shallow depth of the harbour creates challenges for bringing in bigger boats to the waterfront, particularly to the northern regions.



WHERE THE PLAN IS GOING: BETTER LINKS AND TRAVEL OPTIONS

- OBJECTIVE:** to create effective, efficient, safe and reliable connections via road, air and sea which are essential for a prosperous, growing and sustainable waterfront.
- Create a **comprehensive plan for a truck route** to and from the waterfront is proposed to minimize congestion and safety concerns. This plan would include **connections to the airport and both major highways** connecting to the rest of the province.
 - Bridge the gap between the **waterfront and Main Street** with land uses along the streets connecting Water Street and Main Street to **encourage the movement of people**. Introduce appropriate streetscaping and encourage more commercial, retail, and food services fronting on to side streets.
 - Explore opportunities to create restaurants on the west side of Main Street that face onto the waterfront from the back of the building.
 - Promote Frost Park as a connector with a crosswalk on Water Street.
 - Opportunities to **better connect tourist traffic** including large RVs from the ferry would be considered as part of this Development Plan.
 - Options for **dredging the harbour** to increase the depth of major channel(s) should be reviewed.
 - Opportunities to establish a specialised vehicle (trolley, hop-on-hop-off bus) for **moving visitors between the waterfront and Main Street** should be considered by the town.



APPENDIX G – CASE STUDIES

Newport, Oregon, Population: ~10,000

Newport Oregon’s waterfront was founded in the late 19th century on seafood and tourism. It quickly became the economic hub for Newport and supported other industries such as wood product, commercial fishing, seafood processing and shipping. With construction of a major Highway by-passing Newport, businesses began to migrate away from the Bayfront. In the 1980s, a revitalization plan to establish Newport as a destination resort and research hub was created which aimed to lessen the city’s dependence on natural resources and tourism.



Aerial Image of Yaquina Bay, Newport, OR, Source: <https://commons.wikimedia.org/w/index.php?curid=1805212>

Today, Newport is home to the Hatfield Marine Science Center, the Oregon Coast Aquarium which attracts 500,000 visitors annually. Being a homeport to one of Oregon’s largest commercial fishing fleets, the Port has recognized the important role the waterfront has on the local economy, and has used this as an opportunity to further capitalize and build on a growing tourism industry. Newport continues to bring in millions of dollars in tourism to an economy that is contingent on a productive and authentic working waterfront. To further serve the public, the Newport Waterfront has also established a public wharf that is full of shops, art galleries, chowder houses, restaurants, and museums.

Newport has been successful in preserving existing uses while generating an active, tourist-driven economy. By developing and utilizing the City’s Comprehensive Plan and establishing a long term vision, the City and Port have created a waterfront that continues to be an economic driver and a major tourism destination. To get to this point, Newport has emphasized the importance of clear, transparent coordination and communication between government agencies, residents, and business communities. They have also seen success in creating strategic partnerships, and encouraging “cross pollination” during regular meetings between various stakeholder groups which have led to informed, and goal-oriented decision making and have resulted in actualizing their long term goals.

Reviews of the Comprehensive Plan occur every 10 years. The City of Newport is currently working on an “economic opportunity analysis” as an update to the Plan to ensure it remains in compliance with State economic goals and City priorities. Newport recognizes the needs of the waterfront are continuously shifting and evolving. Coordination and communication continue to be a priority between groups to ensure existing and future infrastructure continue to meet the needs of the waterfront’s user groups.

Lessons Learned for Yarmouth:

- Have a vision that creates resiliency and sustainability in the face of shifting economic landscapes

- Open lines of communication with all stakeholders and ensure all parties are informed and included in planning for the waterfront.
- Create strategic partnerships between stakeholder groups which will help to create efficiencies in planning, communicating, and investing in the waterfront.
- Continue to plan and monitor the goals set for the waterfront. Regular reviews are critical to ensure the needs of user groups continue to be met.

Gig Harbour, Washington. Population: < 10,000

Gig Harbor is a small coastal community located north of Tacoma in Washington State, USA. This historic village is deeply rooted in traditional marine activity with commercial fishing and boat building being of great significance to the area’s foundation, history and local culture. In the face of changing economies, pressures for alternative waterfront land uses (e.g. recreation, tourism, etc.), Gig Harbor’s historic working waterfront has become at risk.

Through a grassroots effort, community members have helped to preserve the historic working waterfronts of Gig Harbor and have been able to protect its maritime industries and have resulted in the construction of a multi-use Maritime Pier, a renovation to the waterfront’s Boatshop, and capitalizing on existing State policies that have resulted in designating the remaining concentration of waterfront parcels as the “historic waterfront district.”



Gig Harbour WA. Source: <http://www.harborhomepainting.com/>

Challenges Identified

- Changes to the community demographics and population as well as to the fishing and boating industry have resulted in increased pressures to waterfront land uses.
- Private land ownership and public access have resulted in conflicts in public trust rights and private property rights.
- Risk of loss and preservation of historic land uses and local community culture

Actions/Approaches Identified

- Long-time residents and members of the fishing and boatbuilding community have partnered with the City to preserve and enshrine the traditional land uses in Gig Harbor.
- Efforts began when Gig Harbor’s residents approved a \$3.5 million bond to purchase a property hosting the City’s oldest and long standing boat shop. Utilizing funding available from the State’s Heritage Capital Project, the boat shop was restored. The City leased the property to a non-profit company to preserve, interpret and perpetuate Gig Harbor’s historic waterfront by offering boat building classes, tours, and field trips.
- The Gig Harbour Boatshop not only provides these services for tourists and the community, but also operates as a fully-functioning boat building and maintenance operation, one of the few located along Washington’s coast.
- With the success of this initiative, (and with the community’s support), the City began to aggressively acquire historic waterfront properties and seeking community input to decide how they should be developed and what infrastructure should be built.

- Using direction from State legislation, the City developed their own Shoreline Management Plan (SMP) to regulate shoreline uses based on their unique needs. Through the SMP, the City has drafted Shoreline Designations that recognize and preserve Gig Harbor’s historic industries – Commercial Fishing and Boatbuilding.
- The designations allow for a limited range of non-water oriented uses so long as it promotes waterfront preservation and rehabilitation. Properties listed under the City’s Register of Historic Places are eligible for conditional non-water oriented uses including offices and sales, and water-enjoyment services such as restaurants and small-scale marina trades businesses.
- Since these efforts, the City has received funding from the State of Washington and local Fishermen’s Club to build the Maritime Pier, which bolsters downtown commerce, promotes heritage tourism, and provides access for recreational and commercial vessels

Lessons for Yarmouth:

- Recognize the historical and cultural significance of the waterfront to residents of Yarmouth. While these traditional land uses are valued, they should also be available for visitors to the waterfront to experience and learn about.
- Work with community and business partners to create a vision for the waterfront that meets the needs of the community and industry that depend on it.
- Identify infrastructure needs and opportunities associated with projects like pier/wharf replacement.
- Create a vision and plan to capitalize on historic and traditional land uses for tourism purposes. Identify opportunities for how the working waterfront can be made accessible to the public and visitors.

Bar Harbour, Maine Population: ~5,200

Yarmouth has a long history with the people and port of Bar Harbour. In 2015, an *Economic Development Strategy for Bar Harbour* was created with the goal to preserve “enviable community assets while addressing the twin dilemmas of high seasonality and heavy cross commuting.” The aim was to encourage a more vibrant and year-round community. The Plan looked to achieve this by making policy changes to encourage more in-town sales which would encourage more businesses to stay open year-round thus creating more full-time, year-round jobs. The Plan also looked to create more lively community spaces and activities for residents and visitors during off-peak seasons.



Waterfront activity during peak-season in Bar Harbor, ME. Source: <http://www.trazeetravel.com/under-100/under-100-bar-harbor-maine.php>

Challenges Identified

- Recovering from economic recession
- High seasonality of the Town

- Business driven by tourist season with many closed in non-summer season. This reduces year-round employment and forces year-round residents to shop elsewhere.
- Many employees working in Barr Harbour cannot afford to live in the Town (they end up living and shopping in other communities).
- Frequent cross commuting occurring (visitors and non-resident employees drive into Town; while many local residents drive out of town to employment in other communities or go to shop for items not available locally).
- The Town's has a limited role when it comes to private investment and business operations

Actions and Approaches Identified

- Promoting specific growth through regulations and encouraging public-private partnerships.
- Encourage/attract/create new, year-round businesses, young entrepreneurs and resident employees by:
 - Assessing and streamlining current regulations regarding business formation and facilitate the establishment of private business incubator.
 - Strengthening the linkages between local employers and local schools/colleges
 - Establishing/maintaining an inventory of land/buildings available for business development/expansion.
 - Establishing a Business Recruitment & Promotion sub-committee.
- Increase the number of current Bar Harbor employees who live in Bar Harbor by working with employers and investigate the feasibility of establishing a local employee down payment assistance plan.
- Encourage seasonal residents to spend more at Bar Harbor businesses by conducting a consumer survey of seasonal residents and pursue potential leads for local businesses oriented towards seasonal residents.
- Encourage more businesses to remain open year-round by:
 - Surveying residents regarding in-town versus out-of-town shopping preferences.
 - Surveying businesses not primarily oriented to summer visitors regarding obstacles to remaining open year round.
 - Delineating a 'Year-Round Downtown Core area' and dedicate incremental property tax revenues to infrastructure investments and financial incentives for district businesses.
 - Establishing a 'shop local-eat local-hire local' program.
 - Establishing a 5-Year Downtown Core Plan.
- Increase the stock of year round workforce rental housing by:
 - Inventorying available land for workforce rental housing, identify under-utilized rental housing space in upper floors of business, facilitate conversations among employers & building owners, hotels about providing winter housing.
 - Identifying programs to develop multi-family rental housing units.
 - Assessing zoning, site plan requirements, and design standards for impact on cost of developing rental housing.
 - Encouraging more combination work/residence spaces for artists and professionals.

- Develop a stock of seasonal workforce rental housing.
- Provide universal high-speed internet service throughout the Town.
- Develop an arts and community center.
- Maintain efficient transportation system while reducing dependence on the automobile and increasing pedestrian and bicycle facilities.
- Maintain and enhance high quality local systems for education and health care as a central element of community quality of life.
- Identify year-round community resources and distribute this community infrastructure information broadly.

The Plan identifies that to implement the actions successfully formal adoption, staffing availability, funding, and accountability needs to occur.

Lessons learned for Yarmouth:

- Research and consult with seasonal and non-seasonal businesses to understand the challenges, obstacles, and needs to remaining in operation year round.
- Consider barriers for current and future employees such as transportation and rental housing stock. Investigate how these barriers may be improved upon to attract and retain a strong employee base.
- Consider marketing and communication practices and how best to keep residents informed of existing services, and how best to attract more tourist to visit Yarmouth during peak and non-peak periods.
- Identify available funding options to assist the Town in pursuing priority projects to keep employment up and economy running year-round.

APPENDIX H - STATEMENTS OF COMMUNITY INTEREST

Working Waterfront

Council supports the concept of a working waterfront with compatible uses such as tourism attractions, offices, and industrial facilities integrated into the commercial/industrial fabric adjacent to the Downtown Commercial Area. Council will collaborate with the Waterfront Development Corporation to prepare a detailed development plan for the waterfront area. In the meantime, new residential uses will not be permitted in the waterfront area of Water Street. Council is also aware of the ongoing and imminent threat of flood damage due to storm surges and recognizes the realities of climate change in particular the long term threat of sea level rise which could, in the foreseeable future, overwhelm Water Street, its industries, businesses and public spaces, without significant effort and investment to protect the waterfront. It is in the interest of the community that in the longer term Water Street will need to be raised or a breakwater created to prevent chronic inundation of the street. It is therefore in the interest of the community to encourage any new development that occurs in the vicinity of Water Street to take sea level rise into consideration.

Downtown Commercial Area

The Downtown Commercial area is the heart of the Town of Yarmouth and it is essential that it remain as vibrant as possible. This is the area that supports small business, financial institutions and start-up developments rather than the larger big-box commercial operations. Thus it is essential that as many activities as possible, that attract people to a walkable Downtown, be encouraged to locate within the boundaries of the Downtown Commercial area. It is in the interest of the community to maintain the policy that office uses be restricted to the Downtown. Careful attention must be paid to good design within the Downtown including building facades and signage. The preservation of historic residential buildings to the east of the Downtown area is important to adding activity and vitality in the Downtown. A strong infilling policy in the surrounding area will cause more people to reside close to Downtown and add to the level of activity. The Downtown must be walkable and appeal to people on bicycles and those who use transit. Downtown is a tourist destination with an opportunity to display and sell local products and handcrafts. Development in the Yarmouth waterfront is an important aspect of growth in the Downtown and Council will continue its efforts to work with the business community in strengthening this part of the Town.

Waterfront Mixed Use Area

The tradition of intense economic and activity development on the Yarmouth Waterfront, mainly related to fisheries and transportation, has continued to thrive for nearly two centuries. It has been and remains a major contributor to the Town's economy. Principally because of access to deep water, the area adjacent to the Central Business District south to the Town boundary contains virtually all of

the Town's water-tied industries and activities, and through the efforts of the Yarmouth Waterfront Development Corporation (YWDC), there is room to expand into more shore-based industries there as well. In contrast, areas on both sides of Water Street North of Tower Park to Vancouver Street lack deep water access but they contain, instead, unique features that present interesting and creative development opportunities. For example, this area offers attractive views of the entire harbour, it is easily accessible from the hospital and residential areas at the head of the harbour, and has low truck volumes when contrasted with parts of the street farther south. And importantly, the area also contains impressive brick buildings formerly occupied by the cotton mill and there are surrounding lands suitable for redevelopment.* The Town sees the lands and buildings of Water Street North as having powerful development potential. It is desirable that the future of this area would include the repurposing of the old buildings for mixed use development, ranging from housing through to compatible light industrial and some community uses. If it is not economically possible to repurpose the mill building, the land could also offer the same opportunity based on its location. Towards this end Council wishes to work closely with the YWDC and the development community to stimulate investment in the area. The Land Use policies for this area must be flexible and enabling, while they protect existing development in the surrounding area. This area will be referred to as the Waterfront Comprehensive Development Zone. Council recognizes that specific policies must evolve within this broad framework as development proposals are brought forward.”

* It should be noted that since the new Municipal Planning Strategy was approved a decision was made to demolish the former Cotton Mill buildings. The demolition was completed in 2017. This Action plan acknowledges and addresses opportunities related to the demolition.

APPENDIX I – GROW HOME TOWNHOUSES



CANADA MORTGAGE AND HOUSING CORPORATION

Business / Government / Housing Organizations

Designing Flexible Housing

[[Summary](#) | [How the Strategy Works](#) | [Advantages and Issues](#) | [Sources](#) | Case Study #1]

Grow Home — Montréal, Quebec

Goal

Create an affordable ownership housing form where the interior can be adjusted or modified incrementally to match the space requirements and financial situation of the homeowners.

Target Group

Low- to moderate-income households.

Synopsis

The Grow Home is a three-storey townhouse that is 4.3 metres (14 feet) wide and contains approximately 93 m² (1,000 sq. ft.) of space. The Grow Home begins with a small living room, dining room/kitchen, bathroom, and one or two small bedrooms on the second floor. At the time of purchase, the Grow Home's upper floors are not partitioned. As the homeowners' need for space increases and their financial condition improves, they can progressively adapt the house — in whatever way they choose. For example, the owners may turn the unpartitioned space into another bedroom, a larger living area, or maybe a home office.

Description

Background and Context

Avi Friedman and Witold Rybczynski of the Affordable Homes Program in the School of Architecture at McGill University developed the Grow Home concept in 1990. The purpose was to create a home that could be built to be affordable to low- and moderate-income households.

Visitors to the demonstration unit provided information that helped the design team determine if there was a market for the Grow Home. Of those visitors surveyed, three quarters said they would live in a house smaller than 93 m² (1,000 sq.

Community and Housing Design

- [Designing Flexible Housing](#)
- [Increasing Density Through Lot Size and Design](#)
- [Modifying Unit Design and Size](#)
- [Sharing Facilities](#)
- [Using Building Form and Design](#)



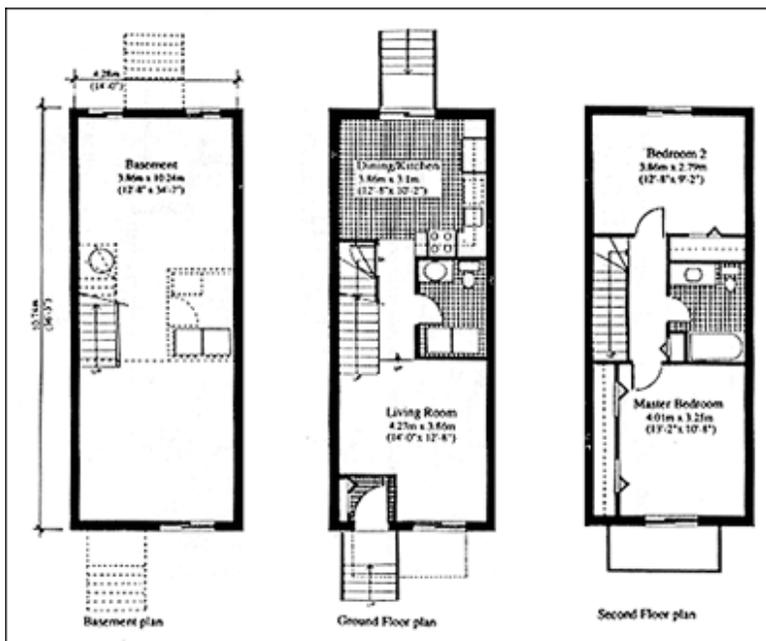
CMHC FlexHousing™

An innovative approach to home design, renovation and construction.

ft.); 93 per cent approved of a second floor that could be completed according to their needs; more than two thirds thought the Grow Home was a good buy; and the traditional row house appearance of the Grow Home appealed to 94 per cent of the visitors surveyed.

How it Works

A Grow Home is a narrow front, three-storey townhouse with a floor plan of 4.3 m by 11.0 m (14 ft. by 36 ft.), or about 46.5 m² (500 sq. ft.) and a fixed, hard shell, as well as a structural core, enclosing soft, flexible interior spaces that can be reconfigured, rearranged and expanded upon in the future. When homebuyers purchase a Grow Home, it comes with a finished first floor containing a kitchen, bathroom and living space. One or more upper floors are typically unfinished at the time of purchase. They are also arranged in an open concept, which means that their interior spaces are large, and open to each adjacent space, minimizing the use of interior enclosures and private rooms. In general, an open-concept space does not have defined interior boundaries or barriers such as walls and doors that traditionally delineate one space or functional area from the next. Essentially, in an open-concept plan, one room can serve multiple functions, take on multiple configurations and support a range of occupancy types over time. The floor plans for the main and upper floors show a typical Grow Home (after the second floor is filled in).



Typical Grow Home Floor Plans

Source: Avi Friedman and Vince Cammalleri (1994). *Evaluation of Affordable Housing Projects Based on the Grow Home Concept*, prepared for CMHC, p. 26

The buyers specify the layout of the main floor before the purchase. At a later time, as their space requirements increase and financial situation improves, they can finish the upper floor. Plumbing and wiring can be reached easily through removable floorboards, so the homeowners can alter the layout of the interior walls to suit their evolving lifestyle needs.



Typical Montréal Grow Home

Source: Building and Social Housing Foundation

Planning and Design

The design and planning for a Grow Home are based on a progressive and planned housing strategy for affordable homes that shares several of the fundamental principles of building houses incrementally. These principles include:

- *Flexibility*: To allow for flexibility, the design should look well into the future of the home, as well as its long-term uses and configurations. A design that allows for flexibility provides the initial home with options and strategies for expansion and adaptation of its interior configurations, as well as its exterior finishes, over time. To achieve these changes, the construction systems and the building materials being used must also be flexible.
- *Anticipated change*: Incremental growth plans for the future expansion and completion of unfinished areas that are constructed without completed plumbing, wiring or ductwork—elements that will be finished in the future. These unfinished areas are equipped with the structural foundation to support future growth and anticipate any needs for future structural configurations.
- *Owner participation*: Planning for incremental growth is tooled to the financial growth of the specific homeowners and, thus, must carefully involve their participation. As the homeowners' financial situation improves, they can advance the completion of their home. This not only makes the initial costs of construction lower but also renders future expansion and growth more affordable, as these phases are anticipated in the structure and original design of the

home. Owner participation also allows for “do-it-yourself” construction, where owners can hire their own builders or do any future renovations themselves.

- *Non-disruption*: Planning carefully for future change allows homeowners to avoid any significant disruptions to their lives as they adapt and complete their home in the future. The design allows homeowners to avoid unnecessary costs for demolition, reconstruction, moving and labour required to make upgrades to the home.

An example of design for incremental growth can be a new homeowner who wants to construct a home but is unable to immediately afford the complete “finished” home with all the wanted features. In this case, an incremental housing project allows for the construction of one or two unfinished areas and possibly a basement. The structure and skin of the building are in place but can be at various stages of completion. However, their construction anticipates the future growth of the home. The other areas remain unfinished. In total, the home provides one or two bedrooms, living space and basic levels of utilities (if any at all). Over time, as the homeowner is ready, more living space can be constructed, new interior walls can be built up and greater delineation of interior spaces can occur. As the family expands to potentially include more members, the additional areas can be finished, extra bedrooms can be added and the overall completion of the home becomes more realized. Changes can also be made to the number of floors in the home. The homeowner can build additional floors on top of the Grow Home, as local codes and construction costs permit. Over time, changes will occur to add finishing and details to both the interior and exterior of the home.

Partners and Clients

The initiative for the Grow Home concept began in 1990 as a university-led study on possible delivery methods for affordable homes available to low- and moderate-income households. This quickly caught the attention of private sector builders who helped bring this concept to reality. This partnership resulted in over 6,000 dwellings being built over the next two decades in Montréal, and roughly another 4,000 in communities throughout Canada and the United States.

In this partnership, research led by McGill University has helped to analyze homeowner satisfaction and trends in ownership over time. This has allowed for a greater understanding of how the model responds to affordable housing needs and how it achieves the concepts of

flexibility, growth and owner satisfaction that were central to its original conception. The close connection between the private construction sector and institutional research at McGill University ensures that the model stays current and innovative and continues to respond to the challenges of design innovation in affordable home delivery for low- and moderate-income households.

Financing

The affordability of the Grow Home model lies in the construction systems and design of the home itself, generally not requiring external financing mechanisms or partnerships to supplement the costs of purchasing. This allowed for the original Grow Home concept to develop affordable homes for low- and moderate-income families without government support or financing.

The cost of today's Grow Home would depend on the location of the construction, the cost of the land and the availability of materials. When considering its original Montréal context, the Grow Home continues to achieve significant cost savings of at least 30 per cent, when compared to conventional single-family homes in the area.

How Savings are Achieved

The cost savings of the Grow Home are achieved in several ways:

- Grow Homes are built on small lots, thereby reducing land costs.
- The small lot size and high density reduce the per-unit hard infrastructure costs by 60 per cent compared to single-family houses on regular lots.
- Small building size reduces the labour and building materials needed for construction.
- Different options are available to homeowners to customize the Grow Home to allow them to make trade-offs between amenities and their budget. For example, an owner can add a balcony, a sloping dormer roof with a window, a deck, or even Georgian-style strip moulding.
- Homeowners are given the flexibility to construct their home in relation to their own personal finances and budget.
- The construction of the Grow Home supports future expansion and addition, such that renovations and additions are not unnecessarily expensive. This is

done by building flexibility into the housing design, such that the structure and shell put in place at the outset anticipates and allows for future changes to the house.

- Each floor left unfinished reduces construction costs considerably.
- Lower upfront development costs reduce monthly mortgage payments, making ownership attainable to young families and first-time homeowners, often at costs below the average rental rates in a given market.
- The Grow Home has one third the exterior wall area and one-half the roof area of a conventional detached house, thereby reducing energy costs for heating and cooling accordingly. On average, annual heating costs in a Grow Home are 40 per cent of the costs in a conventional detached house.

Impact on the Provision of Affordable Housing

How the Project Created Affordable Housing

Following its introduction into the North American housing market, the Grow Home had significantly lower construction costs than other similar completed homes in Montréal. Over time, Grow Home units were not only selling for much less than conventional homes but were successfully and seamlessly being incorporated into the fabric of Montréal suburbs, as well as communities around North America.

The project's immediate market success was visible one year after the first demonstration home was constructed on the McGill campus as 87 Grow Home units had already been sold. This number grew to 1,000 homes built in and around Montréal by the second year in 1992, and to over 10,000 Grow Home units in North America by 1999.

These successes brought a greater understanding of the provision of affordable housing in North America. A demographic study revealed that the majority of Grow Home buyers were young couples, with or without children. This, seemingly, was the population most interested in purchasing a home into which they could grow — favouring incompleteness and flexibility over completion and immediate gratification. The remaining owners were either single-parent households or single persons. Thus, the Grow Home provided an opportunity for low- and moderate-income households to enter the homeownership market and gain access to flexible and adaptable housing that could grow with their financial situation.

Today, the Grow Home model has influenced numerous affordable housing projects across the country. Several of these Grow Home communities can be found particularly in Montréal's east end, where the Grow Home concept has flourished in response to the demographic need for housing. When the flexibility is coupled with economies of construction and affordable financing mechanisms, the provision of affordable housing based on this model increases greatly.

Suitability for Replication

- The Grow Home units that have been constructed throughout North America and Eastern Europe indicate that the concept can be transferred to different municipalities and housing markets.
- While the cost of the land on which to construct Grow Home units will vary from one municipality to another, the cost of materials and labour should be very similar.
- An important precondition is a willing municipality that will incorporate flexible lot sizes into its zoning bylaws.
- The Grow Home model has been applied in both urban and suburban settings. While the compact size of Grow Home units makes them suitable for infill and small lot applications, such homes have also been built as stand-alone dwellings in new subdivisions.

Related Strategies

- [Modifying Unit Design and Size](#)
- [Using Building Form and Design](#)
- [Increasing Density on Underutilized Sites](#)

Sources of Further Information

1. For additional information on the Grow Home, see the feature article on the World Habitat Awards website at <http://www.worldhabitatawards.org/winners-and-finalists/project-details.cfm?lang=00&theProjectID=36>.



APPENDIX J – ROAD TRAINS

The Halifax Road Train was championed by Ambassatours. The attached document is the company’s proposed service plan for the Halifax Community Road Train (2017). Management of the road train is carried out through a non-profit organization.

HALIFAX COMMUNITY ROAD TRAIN

2017



Service Plan - The Halifax Community Road Train

What is it?

- consists of an 'engine' and three 20 –passenger open-side train carriages, which is fully certified for road usage.
- driven by a professional driver, with a safety attendant aboard the carriages to welcome and assist passengers with onboarding and offboarding
- first of its kind in Canada: a purpose-built train that is passenger- friendly, photogenic and fun!
- 6 feet wide, easily navigate the narrow streets of the waterfront area.
- rear train carriage is wheelchair accessible
- can also carry bicycles when cyclists prefer to rest and ride

The Halifax Community Road Train will be branded red & white to celebrate and connect visually with Canada's 150th birthday.

Where will it operate?

The Road Train will run a circular half hour loop along Lower Water Street and Hollis Streets. Stops will include the at the Cunard waterfront parking lot (next to the Emera/Discovery Centre building), at the Salter St. parking lot, at Maritime Museum of the Atlantic, at or near Chebucto Landing (ferry terminal) and at Province House and across from Maple building (near Metro Park).

Why a Road Train?

The Road Train is a fun, integrated transportation service that is designed to connect and keep people moving along the waterfront to and from:

- four major downtown parking lots (including Metro Park)
- Halifax Bus and Ferry Terminal
- VIA Rail Station
- Cruise Ship Piers
- Halifax Water Taxi
- Segways, kayaks and bicycle rentals



Dennis Campbell, CEO

Direct: 902.423-2352 | Mobile: 902.499-3009

www.ambassatours.com | www.mtcw.ca

Address: 6575 Bayne St., Halifax, NS B3K 2V6

It will also facilitate access to other major waterfront attractions, including the Seaport Market, the Discovery Centre, the Maritime Museum, Murphy's The Cable Wharf and Historic Properties.

When will it operate?

From June 1 to October 15, 2017, running 7 days a week from 10am-7pm.

Who is involved with bringing the Road Train to Halifax ?

A number of local businesses are partnering through sponsorship and advertising, to create this practical, yet memorable transportation experience of the waterfront and downtown, especially important for this area which will increasingly be impacted by several construction projects. While Ambassatours Gray Line/Murphy's and NovaScotian Crystal initiated the 2016 pilot, many other local enterprises are now stepping forward to support this community service.

Who will cover the costs?

While Ambassatours Gray Line/Murphy's The Cable Wharf will underwrite the losses for this service for 1 year, if there are any profits, monies will go back into improving the service, such as to add two additional (enclosed) passengers cars to allow for greater passenger comfort on wet and windy days and to increase capacity from 56 to 72, or to add a full second train so that frequency could be increased. A second train could also be incorporated on a second downtown route encompassing Argyle St, Grafton St and Spring Garden Rd."

Who will oversee the service?

For complete transparency, a not- for-profit society has been established that will oversee the operations of the service. The society will be transparent as a not-for-profit and will lease the vehicle (at least for the initial period) from the vehicle owner, Ambassatours Gray Line and enter into a service agreement between Ambassatours Gray Line and the society.

Why will it work?

A themed road train, inspired by a similar initiative in the community of Tatamagouche, was successfully tested during a two-week trial along the Halifax waterfront in Oct 2016. This pilot project was sponsored by Ambassatours Gray Line and NovaScotian Crystal. It was a huge success! We are confident that the Halifax Community Road Train, in addition to serving as a connector to the waterfront, will become an appealing attraction in and of itself for Halifax.



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Ambassatours Gray Lines' CEO, Dennis Campbell, shares his thoughts about the potential of the Halifax Community Road Train to positively impact visitation to downtown Halifax:

Our objective is to embrace this transition time, as the Queen's Marque project develops, as a way of providing visitors with short-distance transportation that amuses and entertains, but also contributes positively to their experience of Halifax and the waterfront district.

There is no doubt that people naturally gravitate toward trains. Even when we were testing the route last October (before we took passengers), we had a lineup of people wanting to ride on this novelty service. During the 2016 test, we saw passengers putting in a loonie, toonie and sometimes a \$5 and \$10 bill. We won't turn anyone away who only has a quarter or nothing to contribute – this is a not-for-profit service for the people. This service is not intended, or expected, to make money, rather it is a way to get people moving along the waterfront in a fun, quick, convenient and affordable way. If we were to sell formal tickets, instead of accepting quick donations when people board, it would slow down efficiency and frequency and defeat the purpose of this service being for the visitors and community. We want the masses to easily enjoy this service as much and as often, as they like. We often hear cruise ship passengers commenting on how much they enjoyed the boardwalk but also commenting that they are tired at the end of a big day in Halifax and looking for alternatives to the long walk back to their Ship.

As a company, we have a lot invested in the Halifax waterfront and we feel that we are one of the many stewards of the waterfront and we need to invest, create and lead by example. This is why we are spearheading and championing this initiative for Halifax.

09/21/17



Dennis Campbell, CEO

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APPENDIX K – OCEAN NETWORKS CANADA CABLED OBSERVATORIES

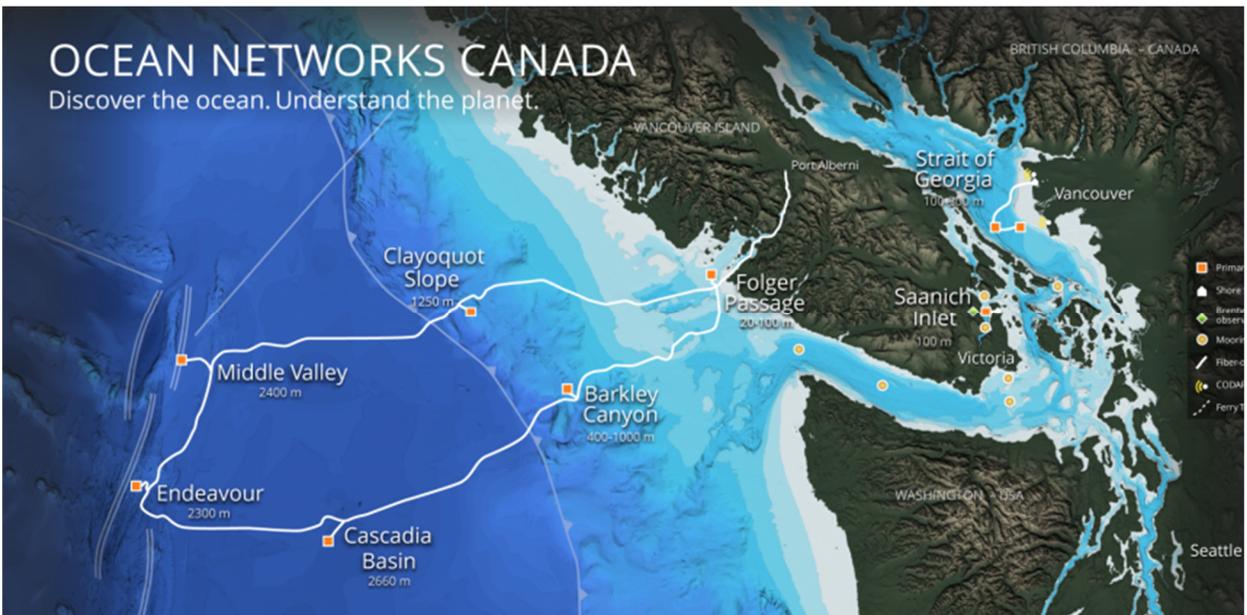
Ocean Networks Canada (ONC) is a University of Victoria initiative that has been the national leader in cabled observatories. They maintain two west coast observatories, NEPTUNE and VENUS, in the north east Pacific Ocean and Salish Sea, respectively. They also operate smaller observatories elsewhere in BC and at Cambridge Bay in Canada’s north. On the East Coast, ONC is collaborating with the Fundy Ocean Research Centre for Energy (FORCE) near Parrsboro on their environmental monitoring systems (no video). The map below shows the two installations near Victoria and Vancouver. The following pages feature aspects of the ONC program. It has an interest in partnerships going forward. Below: screen captures of community and deep sea cabled observatories



Campbell River BC



Barkley Canyon



NEPTUNE (north east Pacific)

NEPTUNE is an acronym for North-East Pacific Time-series Undersea Networked Experiments. The North-East Pacific is home to the—smallest of Earth’s 12 tectonic plates. NEPTUNE Canada is built to provide continuous observations of the plate for 25 years. The time-series data gathered will allow scientists to study long-term changes over the life of the project. Hundreds of instruments comprising the undersea observatory operate at depths ranging from 17 to 2,660 m. They are connected to the Internet using shielded cables carrying both power and fibre-optic communication lines. Scientists collaborating with NEPTUNE are expected to conduct thousands of unique experiments over the life of the project. It is 800 kilometres long.

VENUS (Strait of Georgia/Salish Sea)

The Victoria Experimental Network Under the Sea cable operates out of the Strait of Georgia Deep Observatory, recording data on the Salish sea between the BC mainland and Vancouver Island.

[Link](#)



Strategic Plan 2016-2021

**OCEAN
NETWORKS
CANADA**

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 Seafloor and sediment in motion 38

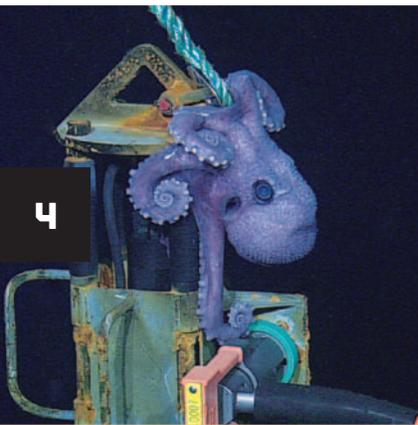


Established in 2007 as a major initiative of the University of Victoria, Ocean Networks Canada (ONC) operates world-leading ocean observatories for the advancement of science and the benefit of Canada. The observatories collect data on physical, chemical, biological, and geological aspects of the ocean over long time periods, supporting research on complex Earth processes in ways not previously possible.

The observatories provide unique scientific and technical capabilities that permit researchers to operate instruments remotely and receive data at their home laboratories anywhere on the globe in real-time. These facilities extend and complement other research platforms and programs, whether currently operating or planned for future deployment.

Smart Ocean Systems™ combine existing and new marine sensing technologies with Oceans 2.0, ONC's powerful data management system, so that coastal and offshore areas of Canada can be managed safely, following environmentally sound approaches. The system includes an expanded network for:

- Public safety through natural hazard warning for earthquake ground-shaking, underwater landslides, and near-field tsunamis using NEPTUNE and VENUS sensing technologies;
- Marine safety by monitoring and providing alerts on sea state, marine mammal locations, and ship traffic; and
- Environmental protection by gaining a baseline of critical areas—information for science-based decision-making—and providing real-time environmental observations for managing operations and accidents should they occur.



4
A remotely operated camera took this image of an octopus lounging on a circulation obviation retrofit kit (CORK).



The Canadian and international research, educational, maritime, and ocean industry communities are the primary drivers of ONC's science and technology priorities described in this Strategic Plan. Proposals for observatory expansion, enhancement, and technological innovation come from this same global community.

This Strategic Plan sets out ONC's goals over the next five years (2016–2021). To achieve these goals, priority actions were developed and set out in an internal action plan. Foundational to all of these actions is the scientific research enabled by the observatories and described in the science section of this plan.

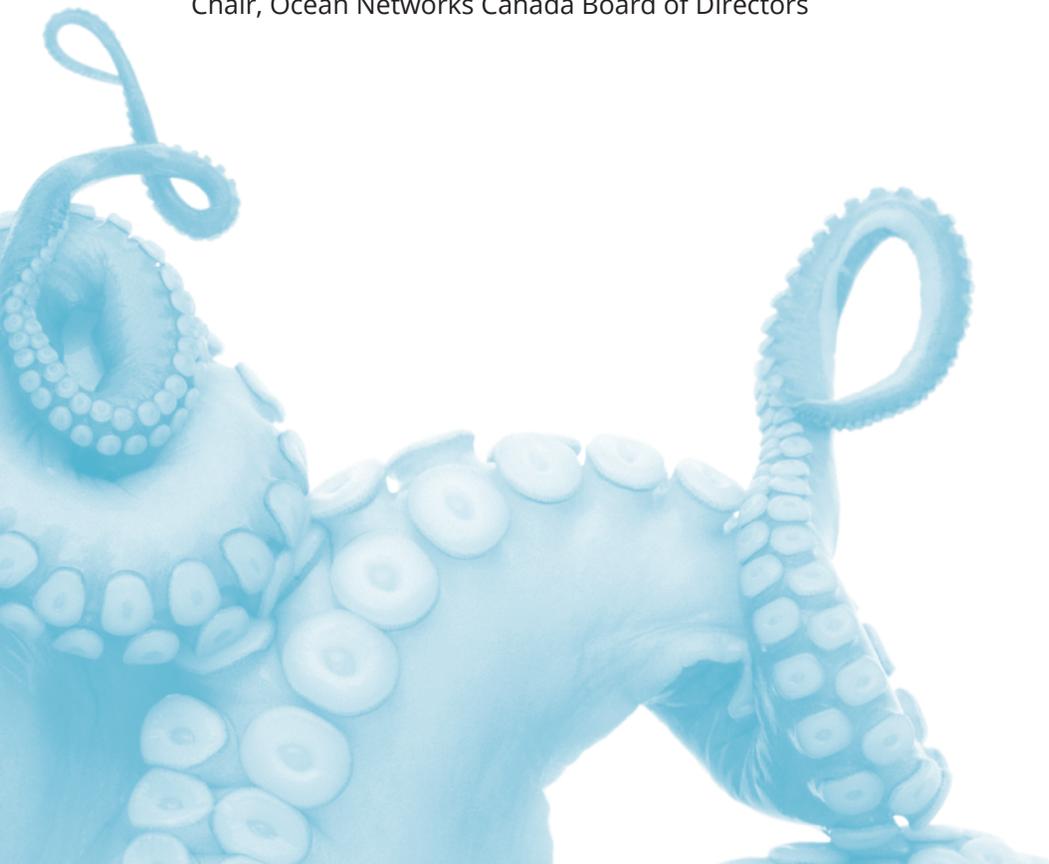
While this Strategic Plan focuses on the observatories' research and commercial potential, ONC's science and technology footprint will continue to expand through collaborations with other programs and observatory efforts.

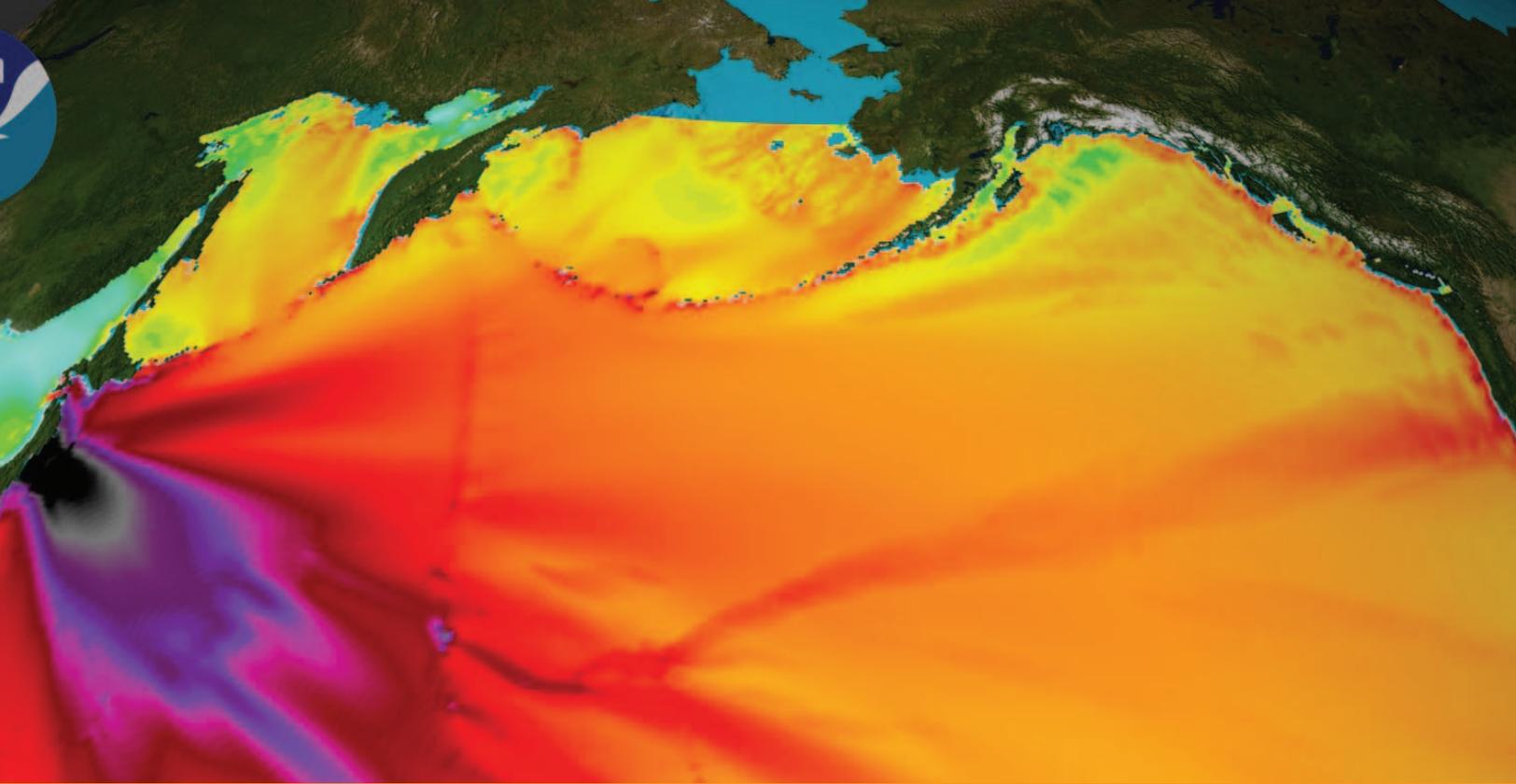


Jim Roche
Chair, Ocean Networks Canada Board of Directors

ABOUT THE STRATEGIC PLAN

5



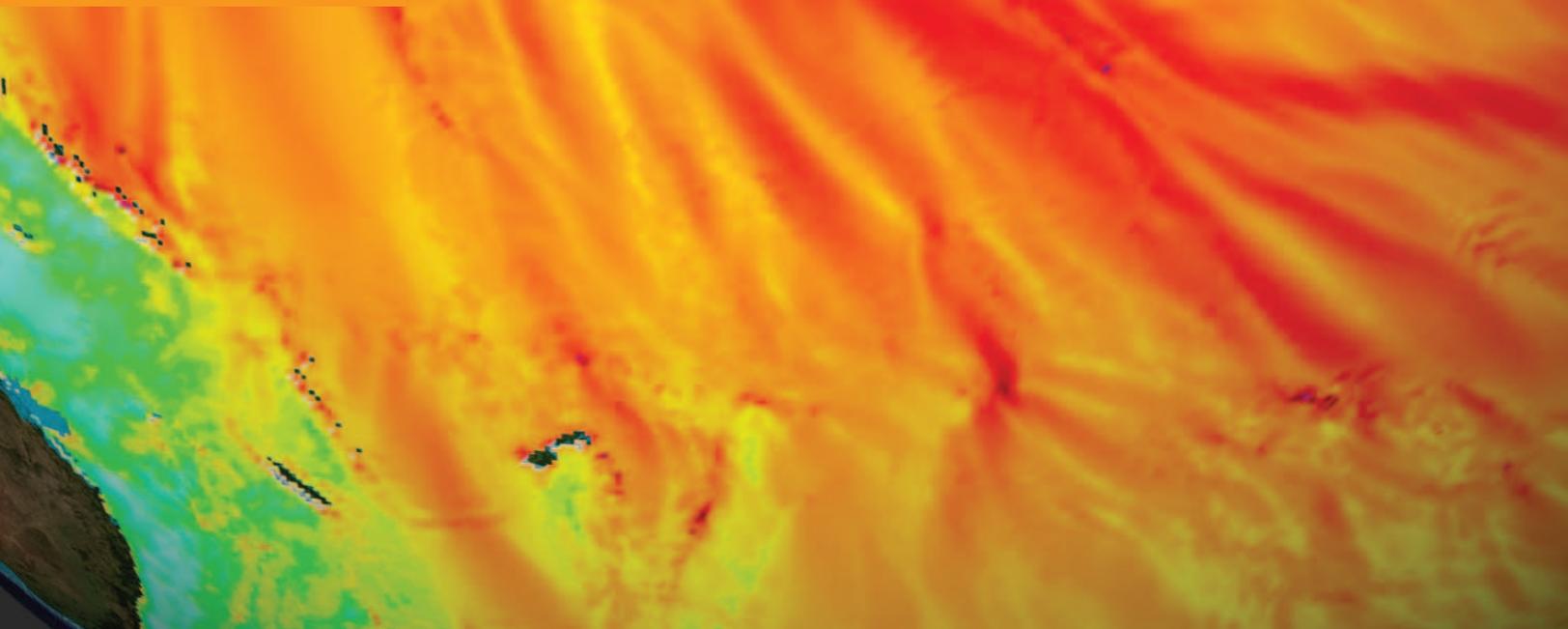


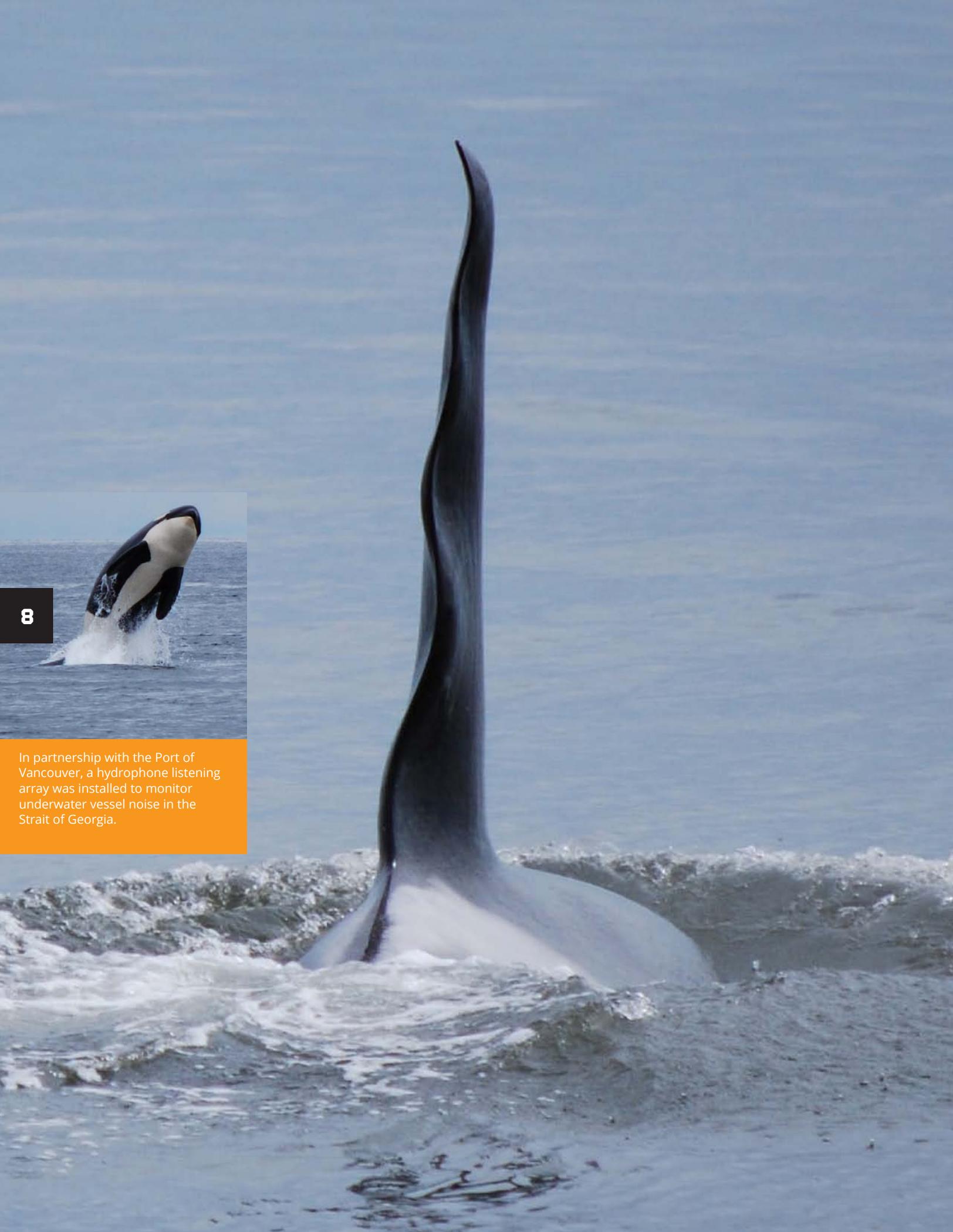
b

INTRODUCTION

In 2015, Ocean Networks Canada conducted a detailed strategic review to align this Strategic Plan with the expanded stakeholder community that includes new scientific areas of research (e.g. along the British Columbia coast, and in the Arctic Ocean and the Bay of Fundy) and other partners (e.g. ports, industry, and government). This retrospective look resulted in a fresh strategic vision that requires ONC to deliver on its goals through directed actions by all staff. Together, these elements—ONC’s new vision, key goals, and action plans—form the foundation of this Strategic Plan for the years 2016 to 2021.

ONC’s bottom pressure recorders provide early warning when tsunamis are triggered off Canada’s west coast.





8

In partnership with the Port of Vancouver, a hydrophone listening array was installed to monitor underwater vessel noise in the Strait of Georgia.

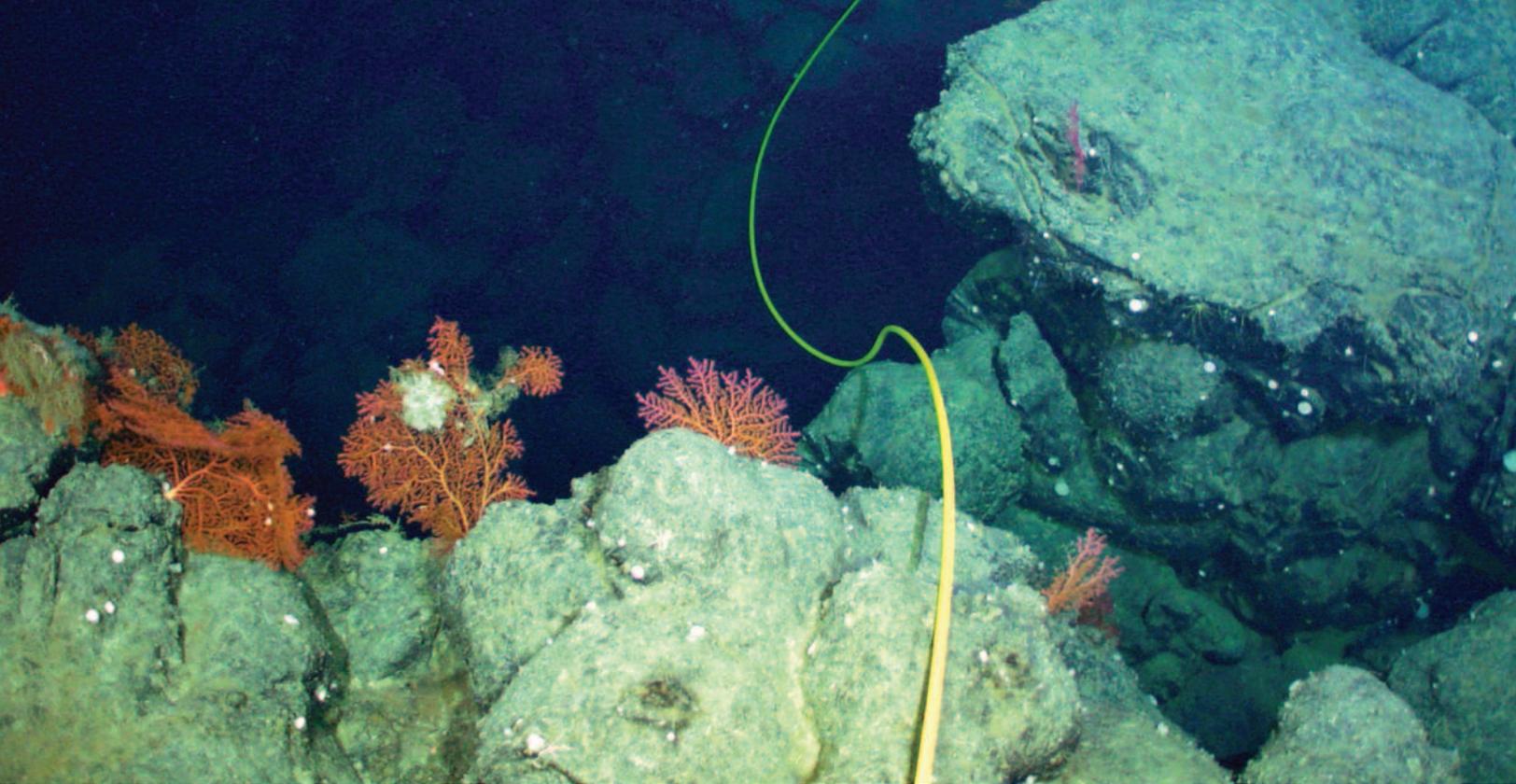
Ocean Networks Canada's observatories are enabling platforms for ocean monitoring and research conducted by the international scientific community. ONC develops close collaborations with this community to maximize the overall public benefits and policy impacts of the research described in the Science Plan (page 14) by facilitating research that addresses important science questions. ONC disseminates these results relevant to national and international policy priorities on topics such as hazard reduction, climate change adaptation and mitigation, ocean health evaluation, renewable resource assessment, sovereignty and security issues, and socioeconomic benefits.

ONC's policy mandate has two primary and complementary objectives:

- ① Expedite the translation of research results from ONC's programs to inform the development of ocean-related public policy at both the provincial and federal levels in Canada, while recognizing that many issues are global in scope and extend beyond national boundaries; and
- ② Create opportunities for government funding and support of research programs to advance studies that mutually benefit science objectives and policy priorities.

To meet policy objectives, ONC has strong partnerships with federal and provincial departments, ministries and agencies. ONC carefully and critically assesses the alignment of its scientific programs with the evidence-based policy needs of these organizations. It is also important to conduct research with social scientists to enable knowledge transfer from research results to policy makers for the public good.

IMPACT
ON
PUBLIC
POLICY



OBSERVATORIES

Operations and maintenance expeditions include cable recovery and installations supported by a cable ship based in Victoria, British Columbia.

Ocean Networks Canada operates world-leading ocean observatories with no other equivalent in Canada. ONC collects and provides essential data required to address pressing scientific questions and policy issues.

The **innovative cabled infrastructure** supplies continuous power and Internet connectivity to a broad suite of subsea instruments from coastal to deep-ocean environments. ONC also supports sensors installed on ferries, gliders and moorings, coastal radar, and community-based observatories located in remote locations (e.g. the Arctic, along the British Columbia coast, and in the Bay of Fundy). ONC is unique on the global stage because the infrastructure makes these data available, free and in real-time, from hundreds of instruments distributed across some of the richest and most diverse ecosystems on Earth.

The planning for an **integrated, international observatory system** extends back to the late 1990s when a joint Canada-U.S. approach was envisioned. Thanks to funding from the Canada Foundation for Innovation, Canada was able to install its observatories in the Northeast Pacific in 2016. This progressive international vision was fully achieved when the U.S. Ocean Observatories Initiative (OOI) became operational. OOI, whose research themes align with ONC's initiatives, includes a deep-ocean cabled array similar to ONC's NEPTUNE observatory, coastal systems similar to VENUS, and an observatory located at weather Station PAPA. The combined observing power of OOI and ONC now spans an entire tectonic plate, a previously unprecedented international enterprise. With OOI operational, ONC expects a growth in community and technological advances that has the added potential of increasing international interactions that address complex questions in earth and ocean system science.

This ability to accommodate high current/voltage systems in a flexible deployment design with the **wide variety of sensors to serve all disciplines** is unique to ONC.



Lights of the aurora borealis illuminate the night in Cambridge Bay, Nunavut.



The Ocean Networks Canada infrastructure networks provide an open and scalable architecture that allow researchers to attach new instruments and take advantage of continuously available data. Other observatory facilities operating across the globe represent many important achievements, but no cabled network serves multi-disciplinary user groups in real-time with interactive access to instruments and large data volumes, and none come close to matching the hundreds of instruments reporting from the ONC observatories.

A key aspect of ONC that stands out from other systems operating today is **Oceans 2.0**, the sophisticated user interface that includes the ability to interact with specific instruments, download data in a variety of formats, explore visual and acoustic data sets, create a variety of plots and images, and feature data and information for the public and educators. ONC is unique on the global stage because Oceans 2.0 makes these data available, free, and in real-time, from hundreds of instruments distributed across some of the richest and most diverse ecosystems on Earth.

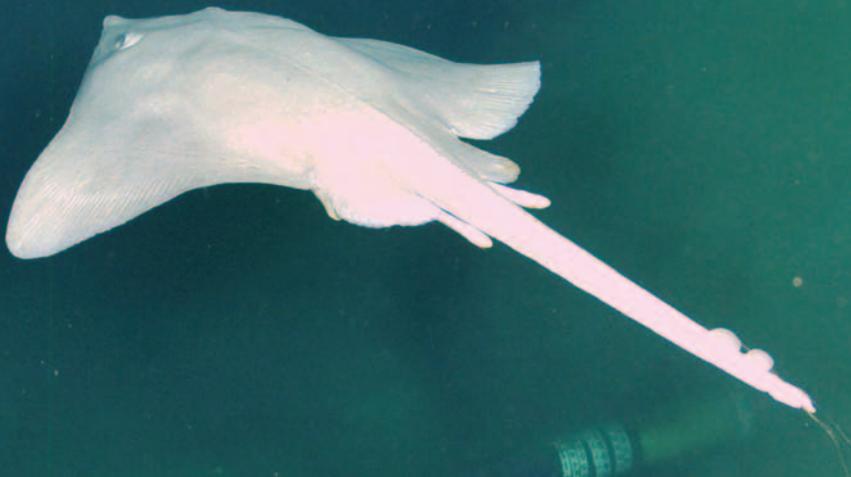
ONC also has an **Innovation Division** that commercializes advanced ocean-observing technologies, and provides business development functions through new technologies and data products that inform good decision-making about ocean management and ocean use. ONC's Innovation Division also delivers **Smart Ocean Systems™**, new infrastructure for conducting coastal ocean research—leveraging the existing NEPTUNE and VENUS technologies—that provide data for public and marine safety and for environmental monitoring that, in turn, deliver broad benefits to Canada.



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Flatfish and other bottom sea creatures are important contributors to sediment mixing and the carbon system.

OCEAN NETWORKS CANADA IS FUNDED BY THE CANADIAN
FOUNDATION FOR INNOVATION, GOVERNMENT OF CANADA,
UNIVERSITY OF VICTORIA, GOVERNMENT OF BRITISH COLUMBIA,
CANARIE, AND IBM CANADA.



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AN INITIATIVE OF



University
of Victoria

APPENDIX L – ATV TRAILHEAD RESORTS



RATES

Trailhead ATV Resort Amenities and Map



Trailhead ATV Resort is a campground built with you in mind!

Our [resort rentals](#) include tent sites, RV sites with full hookups, cabins and cottages. Your preferred lodging will be the perfect homebase for your adventure. Just hop on our direct connection to the trails or take the kids to the playground. And know you're safe with 24-hour security.

Ready to ride? [Reserve a Polaris RZR](#) for half a day, a whole day or a two-day adventure.

Our on-site [laundromat](#) and [camp store](#) mean you don't have to leave the campground to stay clean and stocked. Get groceries, ice, firewood, ATV supplies as well as a nice selection of West Virginia and Virginia gifts and souvenirs right on site. You'll get to spend your time on the trails, not driving into town.

Just in case you can't completely unplug while you're here, we've got cable TV, phone access and limited Wi-Fi service. Because of the rural location, which is surrounded by lush mountains, Internet service can be sporadic.



Connect with us!

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Trailhead e-News!

Sign up to get interesting news and updates delivered monthly to your inbox.

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ORV rentals are here!



Trailhead ATV Resort is excited to announce that our visitors can now rent

Polaris RZR's at our resort! Book your vehicle today and get the complete Trailhead experience!

APPENDIX M - GOODS MOVEMENT IN YARMOUTH



POTENTIAL FOR IMPROVING GOODS MOVEMENT IN YARMOUTH NOVA SCOTIA

1 IDENTIFYING SYNERGIES WITH THE PORT OF HALIFAX

1.1 INTRODUCTION

The potential for improving goods movement in Yarmouth is linked to the wider role that Nova Scotia and the Port of Halifax play in global shipping. Nova Scotia is situated on the Great Circle shipping route and is part of the Atlantic North seaboard of North America. Strong demand growth is anticipated in the North American markets under various macro-economic indicators, and the Atlantic North region will have the opportunity to increase its role in the container trades. The Province's major container port, the Port of Halifax, is a natural, deep water, first mainland, port of call for trade routes between North America and Asia, and North America and Europe. The Port of Halifax is geographically positioned to benefit from the anticipated growth on the Atlantic North trades, and to respond to a combined demand for the local market (Nova Scotia and Atlantic Canada) and longer haul volumes to Central Canada and the Midwest.

The market role of Halifax is as a *niche port* serving local markets and transit to central Canada and the US Midwest. The Port's success has been based on the ability to berth larger vessels, with higher volumes resulting in significant improvements for intermodal movements from the Port to these transit markets. Moving forward, ocean going container demand at the Port of Halifax will be determined by:

- The overall pace of expansion of the Atlantic North market;
- The availability of effective capacity (marine, road and rail) at the Port of Halifax to handle anticipated demand;
- The development of the local and transit regional economies (which could include western Nova Scotia);

1.2 EXISTING CARGO VOLUMES AND MARKETS

Between 1990 and the end of 2016, the Atlantic North region experienced annual container volume increases of 4.1 percent, with the more recent period since 2009 generating annual improvements of 4.7 percent. This is considered good, consistent growth for an established port region serving well-established economies such as Canada and the US, and represents an increase in market share for the region.

In terms of hinterland regions, local markets, primarily Nova Scotia - but also other Atlantic Canada provinces - are the largest single market sector for Halifax, and account for around 35 percent of total container demand. This share has declined from 41 percent since 2015 as the Port has succeeded in extending its international reach. It should be noted



that this local demand has been stagnant, with limited demand expansion reflecting the local Atlantic Canada economic situation.

Transit to central Canada markets has grown significantly as have shipments to/from the US Midwest. This has been the function of an improved intermodal connections (road and rail) at Halifax. Increased volumes at Halifax have resulted from the use of the port as a load center¹ for local and transit containers, capitalizing on the marine advantages at the South End Container terminal (i.e., deep water, unencumbered by bridges). The road and rail infrastructure efficiently connecting the Port of Halifax to its regional hinterland, eastern Canada, and to the US Midwest, and the relatively low port labor costs keeps the Atlantic Canada supply chain competitive with other Canadian ports and with the major deepwater Port of New York & New Jersey.

In terms of international trading regions, Asian services via Suez are the largest component, accounting for 39 percent of demand – up from 37 percent in 2015. Europe is the next most significant long-established market for Halifax and will account for 34 percent of demand in 2017.

1.3 CARGO FORECASTS

An anticipated increase in North Atlantic volumes through 2030 is being driven by two factors:

- The improved economics of the all-water option that will follow from much larger vessels transiting the Panama Canal, and
- The improving accessibility for larger vessels at East Coast ports – including the recent raising of the Bayonne Bridge at the New York/New Jersey Harbor.

Cargo forecasts completed by WSP for the Port of Halifax indicate that a significant increase in container volumes through the Port of Halifax would be captured with the addition of a second ultra-class berth: 880,000 TEU's² by 2030, versus 420,000 TEU's if the present capacity remains. In 2016 Halifax handled approximately 480 TEU's.

Improved economies of scale at Halifax will offer opportunities to move product out of Nova Scotia more efficiently. For Yarmouth, these export opportunities would most likely require moving fresh and processed containerized goods to Halifax in the most cost effective manner, which is currently by truck

In response, the Port of Halifax has been developing a master plan to add a second berth, potentially to the South End Container Terminal, to accommodate two ultra-class vessels simultaneously. The Port of Halifax is also working with private and public agency partners to develop an inland terminal and associated projects to improve road and rail connections. These landside projects will improve the efficient flow of cargo, including local exports, through the Port of Halifax by improving downtown Halifax truck congestion and opportunities to move cargo by rail.

¹ A load center, as applied to port and terminals, is a large intermodal facility which due to location, capability, efficiency, technology, and connections to the supply chain network has been developed to serve a large region of production or consumption. In terms of ports, the demands of containerization require a highly specialized set of port components to take on a load center function.

² TEU = twenty-foot equivalent unit, the standard measure for containerized cargo volumes; the first containers were twenty feet long, thus establishing the standard

Improvements to the Port of Halifax are anticipated to be in place in five to eight years. In the interim, the Port of Halifax is already handling more ultra-class vessels than in past years due to the recent deployment of these vessels on the trade routes involving Halifax.³

Benefits to the Yarmouth export economy of the Port of Halifax expansion involve increased opportunities to move product through domestic CN rail terminals in Halifax to other Canadian destinations, and through an improved South End Container Terminal to international destinations including Europe and Asia.



2 SHORT SEA SHIPPING IN NORTH AMERICA

2.1 INTRODUCTION

Moving goods via coastal and inland waterways is also known as Short Sea Shipping (SSS). This method of transport predates the movement of goods by rail or roadway. However, the road and rail networks in North America and Canada are now well established and favor landside

shipments for regional and local moves. Over shorter distances and with lower volumes of cargo it is difficult for marine shipping to compete on a per box cost rate with road and rail. Trucks provide the “last mile” delivery for most goods, and including a marine leg with its associated handling process on the journey adds cost that is difficult to overcome, especially on shorter trips.

Over the last decade, multiple studies and pilot projects to reinvigorate SSS in North America and Canada have been performed. This renewed policy interest in moving goods by water to optimize transportation networks has been largely in response to supply chain disruptions due to aging roadways, roadway congestion, and as an alternative to rail service. The potential for marine transportation to reduce greenhouse gas emissions from highway vehicles, minimize the maintenance and capacity expansion of highway infrastructure, and in some cases to catalyze regional economic development around distressed port areas, also underlies the recent policy efforts to promote SSS in the United States. Despite the level of study, SSS services in the US are often subsidized and/or incentivized. For example, in northern California a regularly scheduled barge service moves containers on the “marine highway” of the San Joaquin River between the ports of Oakland and Stockton, bypassing the highly congested Interstate 580. The capital construction was facilitated in part by a USDOT Tiger grant, and the operation incentivized by a maritime program that offered a free return of empties for revenue cargo heading from Stockton⁴.

2.2 SHORT SEA SHIPPING OPERATIONS

To succeed in capturing traffic, a SSS service must offer better value to the rate payer compared to alternative modes of transportation. This value is comprised of total transport and handling costs, transit time, and the reliability of the SSS service relative to alternatives. For example, shippers of high value or just-in-time cargo are often skeptical of SSS,

³ The raising of New York’s Bayonne Bridge in June 2017 cleared the way for the introduction of ultra-class vessels to the East Coast of North America, as New York is the principal east coast port-of-call.

⁴ Paul Jaenichen, US Maritime Administrator, *Maritime Professional*, September 2015.



given handling costs and the lumpier (less flexible) nature of SSS shipments relative to truck transport. SSS is also seen as less reliable, especially in northern waters or areas prone to storms or high seas.

The traditional SSS model involves the movement of bulk or break-bulk cargo between regional ports. This model has been updated recently with the use of self-unloading vessels, which reduces capital and labor costs at ports of call, and increases flexibility.

An alternative model is hub-and-spoke or feeder-style SSS. This concept involves the transfer or “feeding” from one vessel to another of cargo, often containers, from large ocean-going vessels and to smaller vessels to and from regional ports. There is renewed interest in this concept at the Port of Halifax (see Section 3).

Freight ferry services, which involve moving trucks or truck trailers between two points on a fixed schedule are also considered a form of SSS. Truck ferry services are often combined with passenger service and the commercial service helps to subsidize the passenger operation. The Saint John to Digby ferry service is an example (see Section 4).

Despite the high investment cost in Canada and the significant risks inherent in starting up a new service, the development of SSS could promote greater flows through ports where these goods were previously moving by road or rail. Critical mass and reliability of cargo volumes are critical for any goods movement operation. Understanding goods movement flows to, from, and through a region is a prerequisite to being able to assess the potential for shifting some of these movements to a marine mode.

A review of the local freight movements in and out of Nova Scotia that would be suitable for short sea shipping show that there is export product from Canada to the United States; however, there is **very little import product that would be suitable for a revenue backhaul**. This uneven situation would endorse the continued use of trucking for cost efficient moves, as the returning truck route is more flexible, and thus more apt to obtain a revenue backhaul, than the fixed coastal service.

3 A NEW FEEDER SERVICE IN NOVA SCOTIA

In addition to improved economies of scale, the handling of more ultra-class ships at the Port of Halifax is anticipated to spur the development of *feeder services* from Halifax. Cargo would be transferred from the ultra-class vessels not only to improved road and rail connections, but to smaller marine vessels for regional distribution.

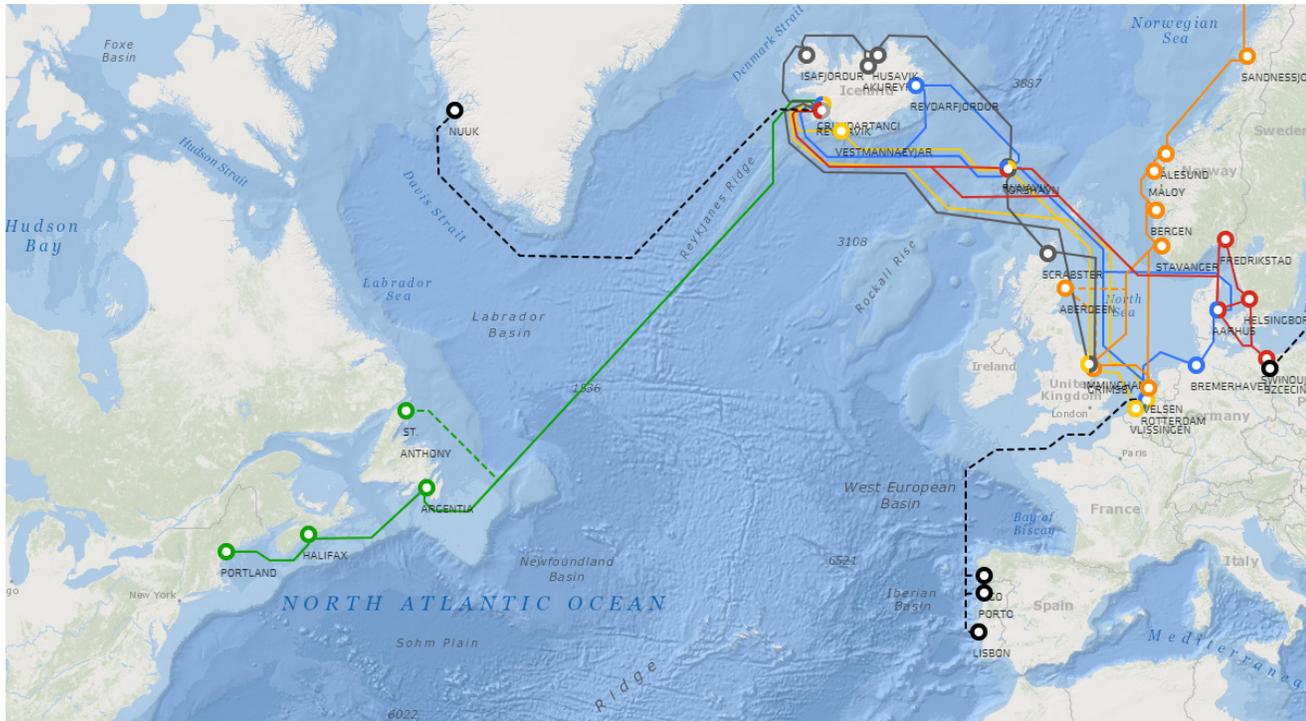


Figure 1-Eimskip Feeder Service Routes (source www.eimskip.com)

One indication of this trend is a new weekly feeder service by Eimskip, which now brings European cargo to Portland via Iceland, Newfoundland, and Halifax (see Figure 1).⁵ Eimskip operates a fleet of reefer (refrigerated) vessels in the North Atlantic suitable for transporting seafood, including container vessels, refrigerated bulk vessels, and multipurpose container/bulk vessels.

The map in Figure 1 illustrates that their feeder vessel will sail close by the tip of southern Nova Scotia, right by Yarmouth; unfortunately, the short distance between Halifax and Yarmouth does not warrant another Nova Scotia stop on this type of service. However, there may be a new opportunity for Yarmouth exports bound for the North Eastern United States to transit through Halifax and take advantage of this new marine route to Portland.

The new feeder service from Iceland is indicative of shipper interest in tapping into the Nova Scotia market, but a better understanding of Yarmouth’s potential to improve its export supply volumes is required to determine the role that Yarmouth could play in these new supply chain developments.

Key for Nova Scotia exports would be the use of refrigerated vessels as opposed to conventional container barges. A next step would be to identify the current volumes and market destinations for fresh and processed seafood, and use

⁵ See, for example, this recent article from Central Maine.com: <http://www.centralmaine.com/2017/11/20/maine-compass-with-vision-and-boldness-maine-could-grow-into-trans-north-atlantic-hub/>

this information to determine whether substituting a Halifax-Portland marine leg for part of the current long haul truck route could be price competitive. Unless Portland is the end destination, it may not make competitive price sense to add the marine leg in the middle of two truck hauls.

4 YARMOUTH'S EXPORT MARKET

4.1 EXISTING INDUSTRIES

Yarmouth is an international port, one of just four ports of entry to Nova Scotia for international vessels. Long connected to fishing due to its proximity to Georges Bank, the town is located in the heart of the world's largest lobster fishing grounds and as a result receives Canada's largest lobster landings each year. Lobster along with other seafood, forms the current basis of Yarmouth's current export market. The Yarmouth working waterfront is an important contributor to the Town and regional economies. It has been economically important for nearly two centuries, with the fishery, shipping fleets, the ferry, rail, and manufacturing all having contributed to the importance of the waterfront over the years.

Three major "value added" enterprises, which all relate to the Town's prominent fishing industry, are located on the waterfront: IMO Seafoods (producer of Kersen Kipperd Snacks), Newell Lobster Pound, and Scotia Garden Seafoods.



A quick review of current seafood exports out of Nova Scotia to a traditional destination – US Massachusetts – indicates that these exports have been growing recently in value overall, driven by larger quantities of lobster and crab (see Table 1).

Additional data review and forecast analysis could be undertaken to better understand the value and other key destinations for Yarmouth and Nova Scotia exports. This information could be used to support the determination of whether a new reefer warehouse or new processing facility or improved transportation network could successfully build off Yarmouth's existing fishing industry and bolster exports and economic development. In addition, it would be beneficial to understand from suppliers their current perceived obstacles to increasing export volumes. Indications could include:

- Supply chain reliability,
- Price (including supply chain cost),
- Supply (limited?) of seafood by type
- Seasonality,
- Processing facility availability.

Nova Scotia to Massachusetts

Domestic exports - Fish and crustaceans, molluscs and other aquatic invertebrates

Rank	Trade Commodity	Quantity (kg): 2017	Value: (CAN\$) 2017	Quantity (kg): 2016	Value: (CAN\$) 2016	Quantity (kg): 2015	Value: (CAN\$) 2015
1	Crabs, frozen, in shell or not, including in shell cooked in water, etc	4,857,623	\$104,141,281	5,836,786	\$103,477,709	6,829,713	\$96,846,115
2	Lobsters, live, fresh or chilled	4,964,341	\$94,370,542	0	\$0	0	\$0
3	Lobsters, frz, in shell or not, incl in shell ckd in water, etc	1,208,817	\$50,968,428	2,058,693	\$89,484,282	1,762,922	\$77,509,115
4	Halibut, fresh/chilled, o/t fish of No 03.04, o/t fish offal of Nos 0302.91-0302.99	1,875,065	\$42,207,561	1,954,835	\$47,590,512	1,945,899	\$43,318,704
5	Scallops, including queen scallops, shelled or not, live, fresh or chilled	819,173	\$25,457,332	1,357,595	\$46,477,540	1,741,457	\$55,969,460
6	Scallops, including queen scallops, frozen, whether in shell or not	597,976	\$19,992,172	0	\$0	0	\$0
7	Fillets, of fish families Bregma, Eucli, Gadidae, Moridae, etc, dr/sa/brine, n	719,358	\$8,169,543	955,743	\$10,817,132	918,806	\$10,374,077
8	Swordfish, fresh/chilled, o/t fish of No 03.04, o/t offal of Nos 0302.91-0302.99	605,724	\$7,992,246	1,274,918	\$17,639,828	1,117,388	\$17,260,514
9	Haddock, fresh/chilled, o/t fish of No 03.04, o/t fish offal of Nos 0302.91-0302.99	1,329,613	\$4,572,159	2,182,381	\$8,255,796	2,851,892	\$10,368,060
10	Fillets, of fish, of families Bregma, Eucli, Gadidae, Moridae, etc, fresh/chilled	377,795	\$3,793,749	449,278	\$4,847,592	428,046	\$4,336,499
	Total Value CAN\$		\$361,665,013		\$328,590,391		\$315,982,544

Source:

Statistics Canada - Canadian International Merchandise Trade Database

Table 980-003 - Domestic Exports - Fish and Crustaceans, Molluscs and Other Aquatic Invertebrates

Table 1-Fish exports 2015-2017

If transport costs or network reliability is determined to be a controlling issue, then a better understanding of the current routing of the export cargo would be a key next step toward developing specific improvement recommendations. Destinations for Yarmouth exports, each with various supply chain considerations could include:

- International/Europe,
- Nova Scotia (hyper local),
- Atlantic Canada,
- US Midwest/Central Canada,
- US New England.

In addition to a survey of supplier needs, an assessment of goods movement constraints from the point of view of shippers and logistics providers would be essential. The existing network that serves Yarmouth is discussed below.

4.2 GOODS MOVEMENT NETWORK

The use of the Digby-Saint John ferry (see call out box) appears to be a viable route for western Nova Scotia exporters. Secondary sources indicate that seafood producers provide about 75% of the ferry’s commercial traffic, and that the Digby-Saint John route handles approximately 90% of the trucked seafood exports from western Nova Scotia to the US.⁶

Despite the time and distance advantage, freight traffic on the Digby Ferry has declined sharply—from 29,000 trucks in 2000 to about 8,100 in 2011.⁷ While the recent declines reflect the economic downturn, the decade-long trend also has structural causes, principally: (1) a sharp reduction in the movement of forest products from western Nova Scotia which added export volume and diversification to the export market; (2) competition from greatly improved highways in Atlantic Canada, which has reduced the travel time experienced by long haul truck movements.

The use of a truck ferry reduces the supply chain cost as opposed to a container barge as the container of seafood is not handled from mode to mode on the truck ferry, but rather remains on the truck chassis from origin to destination. Trucking costs are still impacted due to the waiting time for the vessel voyage and the cost of the voyage itself. Time and congestion on highway connections may make trucking via truck ferry more competitive than the long route over land. The Digby ferry also receives a federal and provincial subsidy to augment operational costs. The commercial rates charged to the trucks also help to subsidize the passenger services, which is valued by the Canada government as a tourism improvement.

If there is demand for more seafood out of Yarmouth, a strategy would be to improve road connections to Digby to ensure that trucks carrying export seafood reach the ferry reliably. Positing a second commercial ferry from Yarmouth to Portland without substantial new volumes will divert current volume from the Digby ferry, creating instability at both ferry connections. Ensuring reliable, consistent commercial volumes on the Digby ferry will improve the overall supply chain reliability. Rather than advocate for a direct commercial ferry connection to Maine, efforts could be made to make a case for more frequent ferry service at the Digby connection, which in turn could reduce wait time for potential truck moves, potentially inducing demand for the existing ferry service.

The reliance on one export commodity sector (seafood) from western Nova Scotia – in particular, a commodity subject to seasonal fluctuations – limits the



A ferry connecting Digby to Saint John has been in operation for over 175 years. The voyage across the Bay of Fundy requires approximately three hours and operates throughout the year.

The present service utilizes a new vessel (the Fundy Rose) and shore facilities operated by Bay Ferries Limited since 1997, when the operation was “commercialized” via transfer from Marine Atlantic, a crown corporation. The Fundy Rose is a Ro-Pax vessel and recently replaced the Princess of Acadia (previously in service since 1971).

Using the daily late afternoon departure from Digby allows a single truck driver to transport refrigerated fish products from southwest Nova Scotia to Boston by in a little less than **13 hours**, in time for the 5 AM opening of the Boston wholesale fish market. The alternative highway route through US Maine (1,330 km) takes about **15 hours** (given US regulations on interstate truck driving speeds) for a truck with two drivers, or **25 hours** for a single driver compliant with hours of service regulations for truck drivers.

⁶ Reestablishing a Yarmouth-US Ferry? Report of the Expert Panel on a Yarmouth-US Ferry, August 2012.

⁷ Ibid.



potential for significant long-term investments in the supply chain. A better understanding of the overall export volumes out of Nova Scotia, including Yarmouth, would be necessary to advise on preferred ferry and supply chain routes and scheduling frequencies.

5 RECOMMENDATIONS

Recent developments in the Port of Halifax are positioning Nova Scotia as the Atlantic Gateway to and from Canada. There may be opportunities for Yarmouth to develop and position its export market to benefit from these developments.

Growth in freight through Halifax is led by increases in long haul freight rail moves to central Canada and the US Midwest. Improved economies of scale will offer opportunities to move product out of Nova Scotia more efficiently.

To justify the movement of Yarmouth-based exports by sea, an additional western Nova Scotia commodity would need to be identified. It is not expected that seafood would offer enough volume to create the critical mass necessary to operate a marine vessel service (short sea shipping) beyond the opportunities already provided by the Digby – Saint John ferry. Improving the reliability of transport from Yarmouth to Digby and from Yarmouth to Halifax would be beneficial for export growth.

An analysis of export destinations and marine and overland routes of Yarmouth exports (fresh and processed seafood), and a forecast of export volumes are recommended to better understand economic development opportunities. The analysis and forecasts would be used to support the refinement of recommendations for marine and landside transportation improvements and the potential for additional export driven industries in Yarmouth, such as reefer repair and warehousing facilities.

With domestic export volumes slowly rising in the seafood sector, methods to maintain or enhance the movement of cargo by current means should be identified and implemented if possible. Analysis is recommended to determine if the highway or rail system shows significant constraints or bottlenecks that would limit growth in the near term. If growth continues to strengthen, and/or other export commodities are identified, the use of water borne transportation to optimize the transportation network could be revisited.