

TOWN OF HARBOUR GRACE
**LET YOURSELF IN
2032**

A ten-year strategic plan



Executive Summary

Harbour Grace is a rural community of approximately 2,900 people, located in Conception Bay North, in the Canadian province of Newfoundland and Labrador. It is considered the second-oldest English settlement in Newfoundland (after Cupid's), with permanent residence beginning in 1618, when poet Robert Hayman established the "Bristol's Hope Colony." For centuries, the community was a prominent economic and administrative hub, rivalling even the capital, St. John's, as the centre of civic and commercial life in Newfoundland.

Harbour Grace's fortunes have ebbed and flowed since first incorporating as a municipality in 1945. Today, the community faces similar challenges to others of its size: public infrastructure, revenue generation, outmigration, and aging demographics. But despite its challenges, Harbour Grace is not short of assets. Often, the debate is about focus and *competing* visions for the future, certainly not lack of potential.

However, there are reasons to be optimistic, one of them being the creation of this ten-year strategic plan. *Let Yourself In 2032* is a directional document for the Town which identifies short-, medium-, and long-term priorities. Think of it as a way to keep municipal leaders, staff, stakeholders, and residents 'on-track' regarding Harbour Grace's future. As such, it's a document that will play a major role in the ongoing process of community building, opening the gates to new possibilities. Of course, there is plenty of room for future tweaking; strategic plans are never final proofs—they are living documents, perpetually in draft form. And simply put, though priorities can change, community assets realistically do not. "Working with what we have" is really an assertion of identity: that is, *who we are and where we're going*.

This strategic plan was developed internally, utilizing the resources of both staff and Council. EDO Matthew McCarthy and Cllr Gordon Stone took the lead on facilitation, with the former developing this document from the results. These consultations included one-on-one interviews with staff; sessions with committees of Council; roundtable focus groups; and written community surveys (available both online and in paper form). In addition, other municipal strategic plans were consulted for research and organizational purposes. The final stage of the strategic planning process (Section 4) involved prioritizing objectives and drafting an achievable workplan for staff and Council.

The strategic plan subcommittee wishes to thank all residents, stakeholders, businesses, volunteers, and staff who contributed to *Let Yourself In 2032*.





Message from the Mayor

On behalf of my colleagues on Council, it is a pleasure to present *Let Yourself In 2032*, a strategic plan to guide the Town of Harbour Grace for the next ten years.

This strategic plan is based on input from you—our residents, businesses, community groups, and employees. As a Council, we understand the importance of developing a plan that reflects your vision as stakeholders, and I thank all of those who took the time to share their ideas, provide feedback, and engage in this process.

With this strategic plan, we present a new vision for our town. *Let Yourself In 2032* captures the vibrancy and community-centred ideals of what we hope will make us one of the province's top municipalities. We are focused on making the best decisions for our stakeholders—decisions which support sustainable growth and foster a strong sense of community, with a view to the future.

In upcoming years, the municipality will focus on five strategy areas: (I) Infrastructure and Economic Growth, (II) Social and Cultural Health, (III) Environmental Stewardship, (IV) Governance and Engagement, and (V) Regional Collaboration. These pillars capture our short-, medium-, and long-term priorities for Harbour Grace and provide meaningful direction to propel ourselves forward. These areas and their specific strategies will guide us when making decisions, policies, programs, and budgetary priorities.

Let Yourself In 2032 is a plan for you, and together we will ensure the Town of Harbour Grace continues to be a great place to live, work, and play in Conception Bay.

Be part of our community, our growth, our future—and remember: each and every one of you continue to play an important part.

"It's a great place, our Harbour Grace!"

Don Coombs, Mayor

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STRATEGIC PLAN SUMMARY

VISION:
For Harbour Grace to be a thriving, sustainable, inclusive, equitable community which realizes its rich potential and capitalizes on its unique assets to guide future growth.

I INFRASTRUCTURE & ECONOMIC GROWTH

II SOCIAL & CULTURAL HEALTH

III ENVIRONMENTAL STEWARDSHIP

IV GOVERNANCE & ENGAGEMENT

V REGIONAL COLLABORATION



Strategic Plan Summary

Vision

For Harbour Grace to be a thriving, sustainable, inclusive, equitable community which realizes its rich potential and capitalizes on its unique assets to guide future growth.

I. Infrastructure and Economic Growth

Goals

I-1. To maintain and replace existing infrastructure as well as invest in appropriate, responsible new infrastructure to facilitate growth.

- Complete Harvey Street Phase V (Lee's Lane to Jamie's Way) – Sewer, Water and Street Upgrading Project in the 2022 construction season.*
- Complete the Sanitary and Storm Sewer Relocation Project ("LeMarchant Street outfall") in the 2022 construction season.*
- Utilize the Canada Community-Building Fund (formerly known as the Gas Tax Fund) to pave dirt roads in Harbour Grace which realistically will not see water and sewer services in the short- to medium term.*
- Provide water and sewer services for unserved areas in Harbour Grace (ex., Harbour Grace South).*
- Explore the possibility of constructing a new fire hall with the Harbour Grace Volunteer Fire Brigade and government partners.*

I-2. To responsibly develop Harbour Grace's advantageous harbour and port infrastructure to support existing industries, stay competitive, and encourage further investment in the marine sector.

- Work with existing waterfront stakeholders—Harbour Grace Ocean Enterprises, Harbour Grace Shrimp, and Harbour Grace Cold Storage—and government partners to dredge the sandbar in the harbour channel.*
- Explore the possibility of developing the Marine Industrial Park (MIP) in Harbour Grace as proposed on the east end of Point of Beach.*

I-3. To revitalize Harbour Grace's historic downtown core, from Cathedral Street in the east to Victoria Street in the west, to support new and existing businesses, present a unique experience for visitors, create a liveable community for residents, and encourage further growth.

- Complete a phased implementation of the Registered Heritage District's proposed Harbour Walk and Shipyard Walk, following the detailed designs prepared by Mills & Wright Landscape Architecture in 2021-22.*
- Complete the detailed design and phased implementation of the Historic Laneways Walk, as based on concepts developed by Heritage NL in 2020.*

- Continue further west with a downtown revitalization plan, with visual enhancements consistent with designs proposed for the Heritage District and the Town's branding strategy.
- Explore the revitalization of relevant existing assets within the general downtown area.
- Design and implement an interpretive plan for the Heritage District.
- Investigate the benefits of designating downtown Water Street a "Business Improvement Area" as defined under the Municipalities Act.

I-4. To develop the general area around the Community Centre as both an attractive 'first-stop' for visitors and an opportunity for future business investment.

- Develop an attractive entrance park on the grounds of the Community Centre, accessible from the Veteran's Memorial Highway.
- Explore the possibility of developing a business park adjacent to the Community Centre and proposed entrance park.

I-5. To utilize the municipality's existing branding strategy, "Let Yourself In" / Gates of Harbour Grace, to promote and market Harbour Grace as a unique investment opportunity in Conception Bay North.

- Create a thematic redesign of the Town of Harbour Grace's website and business directory utilizing the brand as a launching point.
- Develop a workable, effective communications strategy which implements the Town brand.
- Incorporate the brand into a wayfinding strategy and any new signage developed at community assets.

II. Social and Cultural Health

Goals

II-1. To provide meaningful recreational opportunities for Harbour Grace's citizens by maintaining existing assets, developing new recreation infrastructure to meet changing needs, and crafting new programming.

- Implement aspects of Moriarty Park Revitalization Plan.
- Revitalize the Aero Tennis Club as an important piece of the larger Heritage District Development Plan, further facilitating memorable visitor experiences.
- Analyze and revamp the organizational structure of recreation committees for best results.
- Negotiate a long-term ownership agreement for the St. Francis Field and Walking Track.

II-2. To activate the resourcefulness and skills of Harbour Grace's seniors through unique programming and community development opportunities.

- Revitalize the historic Otterbury Schoolhouse as a place for seniors to socialize, recreate, contribute to visitor experiences, and share knowledge with the next generation of Harbour Grace's youth.

II-3. To enhance the creative and cultural health of the community through programming, beautification, and heritage revitalization.

- Beautify Harbour Grace with thoughtful artistic projects which engender community pride through shared values.

- Create and implement a built heritage revitalization strategy for Harbour Grace.

- Create and implement a plan for revitalizing heritage assets owned by the municipality.

II-4. To strengthen the volunteer capacities of the community through new opportunities and a focused engagement strategy.

- Develop a volunteer engagement strategy which activates the community's capacity to realize various opportunities.

II-5. To broaden events, activities, and programming opportunities at the Community Centre, to strengthen its identity as a community hub.

- Develop an inventory of signature events associated with the Centre.

- Utilize the large outdoor parking lot for associated events, recreation, and business opportunities.

- Find operators for existing vendor spaces at the Centre.

III. Environmental Stewardship

Goals

III-1. To protect, promote, and enhance Harbour Grace's municipal parks, trails, watersheds, ponds, wetlands, and open spaces for public appreciation.

- Develop and implement a Trails Master Plan for Harbour Grace.

- Work with CBN T'Railway group and community volunteers to revitalize the area around the old Bannerman River railway trestle.

- Explore the possibility of creating a local 'trails committee' which could develop, manage, maintain, and/or promote these assets (or the master plan).

- Protect, preserve, and promote the wetland areas near the Kearney Tourist Chalet, Stapleton's Beach, and Shorts' Stage.

- Further revitalize S.W. Moores Memorial Park as part of a downtown redevelopment strategy.

- Work with neighbouring municipalities and stakeholders to market and develop trails from a regional perspective.

III-2. To continue the preservation of Harbour Grace’s environmentally protected areas, as designated by the Municipal Plan, including Bannerman Lake and its watershed area.

III-3. Strive to achieve optimal energy efficiency in municipal facilities and minimize equipment emissions when and where possible.

III-4. To improve recycling and waste management infrastructure at municipal facilities, both indoor and outdoor.

III-5. To responsibly manage and protect the community’s harbour for today’s residents and future generations.

IV. Governance and Engagement

Goals

IV-1. To continue regular processes of engagement and feedback sessions with citizens, stakeholders, and the business community.

IV-2. To be professional in all aspects of governance and pursue a best practices model for transparent decision-making.

IV-3. To maintain virtual accessibility to regular public Council meetings, even when future meetings return to in-person.

IV-4. To develop a consistent communication strategy targeting residents, stakeholders, and visitors.

V. Regional Collaboration

Goals

V-1. To explore regional tourism opportunities with neighbouring municipalities. (ex., regional trail promotional plan).

V-2. To explore the shared use of recreational facilities and services through the province’s upcoming regionalization push.

V-3. To prepare and remain informed regarding upcoming regionalization.

V-4. To focus and highlight the regional impact when pursuing opportunities for Harbour Grace.

V-5. To utilize our position on the Joint Councils of Conception Bay North to advocate for regional opportunities.

Section 1: Introduction

1.1. What Is a Strategic Plan?

Strategic plans are necessary and important initiatives for municipalities. Primarily, they are living documents that establish direction—that is, an achievable vision for the future. They incorporate the resources of stakeholders, municipal staff, and volunteers to identify assets and realistic opportunities for growth. Useful strategic plans guide and shape change in an identifiable timeline and set clear expectations for success.

Municipal strategic planning focuses on making rational choices regarding the allocation of limited resources, both financial and human. Primarily, municipalities are responsible for optimizing the use of tax revenues and other sources of funding (ex., federal and provincial monies, sale of permits and licenses, etc.) to meet the demands of residents.

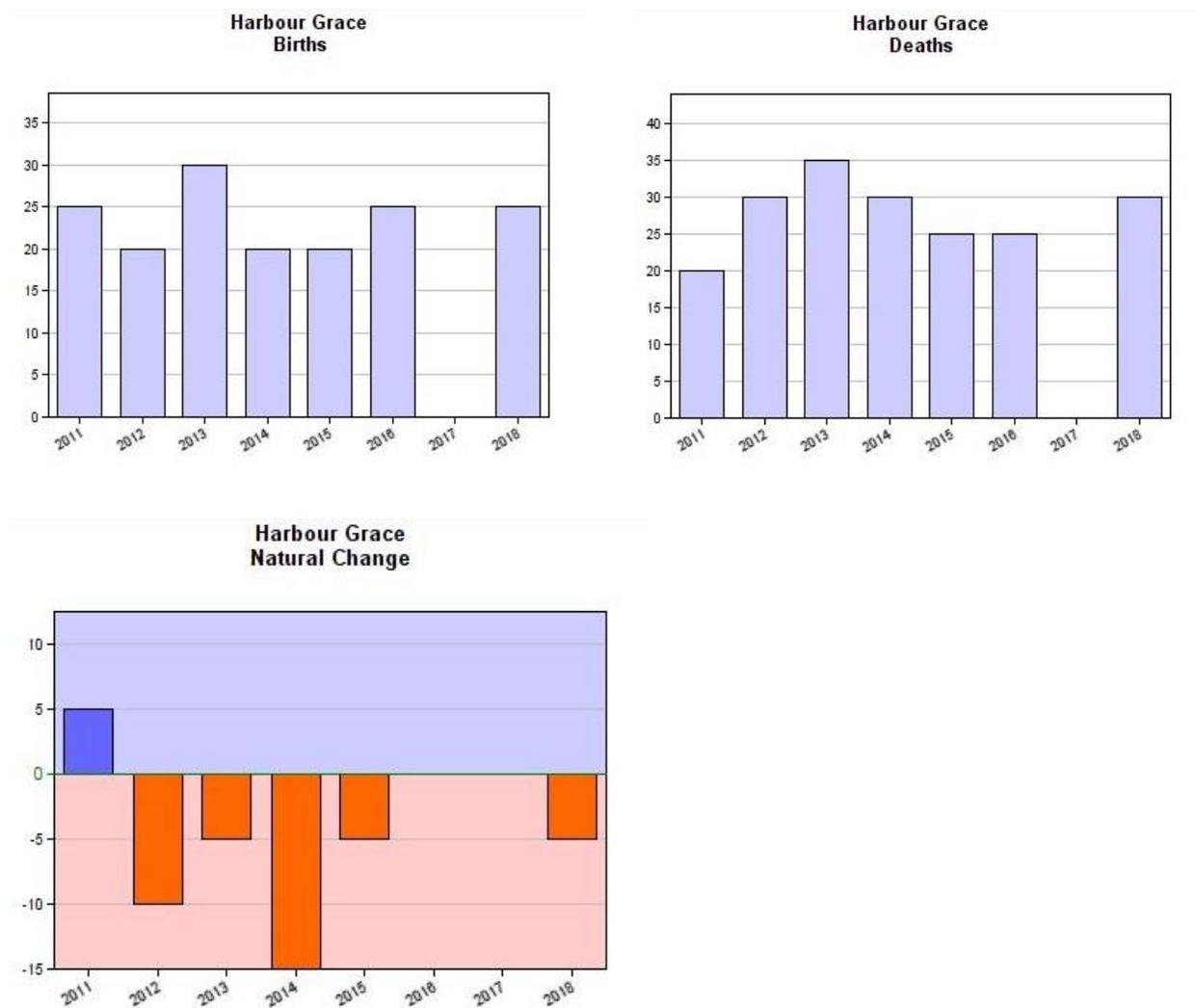
But what are these demands? To find an answer, planning involves a rigorous consultation process with staff, volunteers, stakeholders, and the wider community. Of course, realistically, every demand cannot be met, for various reasons. However, the planning process fosters a collaborative environment in which the broader community identifies the best-placed, most *strategic* opportunities—the low-hanging fruit, the long-term goals, etc.—and devises pathways to realize them.

Importantly, strategic plans are useful communicative signs. They show residents that their municipality is listening and values their input. For potential investors and current businesses, they highlight a forward-thinking, proactive, long-term direction for the community. Finally, they solidify a vision for government stakeholders (ie., federal and provincial funding agencies), who similarly wish to make wise decisions and maximize the impact of public funding allocations.

1.2. Statistical Overview

Components of Population Change in Harbour Grace, 2011-2016 & 2018

	2011	2012	2013	2014	2015	2016	2018
Births	25	20	30	20	20	25	25
Deaths	20	30	35	30	25	25	30
Natural Change	5	-10	-5	-10	-5	-	-5



Source: NL Community Accounts. Accessed April 12, 2022: https://nl.communityaccounts.ca/table.asp?_ObfAjlydpaWrnbSTh5-FvJxrqmiWlb7NqpODvZyxX4uF

Population in Harbour Grace by Five-Year Age Groups and Gender, 2016

	Male	Female	Total
Total Age Groups	1,470	1,530	2,995
0-4	50	40	90
5-9	65	60	125
10-14	70	90	160
15-19	75	70	145
20-24	70	65	135
25-29	60	50	115
30-34	60	60	120
35-39	60	80	140
40-44	105	110	215
45-49	110	100	210
50-54	120	130	250
55-59	145	145	285
60-64	130	145	280
65-69	145	140	285
70-74	95	105	195
75-79	70	65	135
80-84	25	40	65
85-89	15	20	40
90+	-	-	15

Source: NL Community Accounts. Accessed April 12, 2022: https://nl.communityaccounts.ca/table.asp?_0bfAjlydpaWrnbSTh5-FvJxxxGiWlb7NqpODvZyxX4uF

Generational Status in Harbour Grace, 2011

	Male	Female	Total
Total population in private households by generational status	1,465	1,740	3,205
First generation	50	40	90
Second generation	65	60	125
Third generation or more	70	90	160

First generation status refers to those who were born outside of Canada. Respondents with second generation status were born in Canada, but with at least one parent outside of Canada. Respondents with third generation status were born in Canada, with both parents also born in Canada.

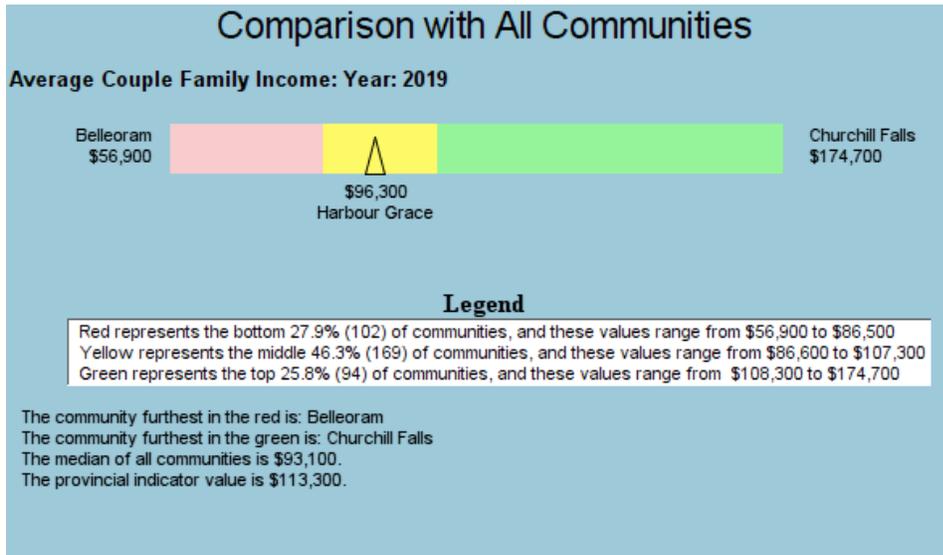
Source: NL Community Accounts. Accessed April 12, 2022: https://nl.communityaccounts.ca/table.asp?_0bfAjlydpaWrnbSTh5-FvKaixaGai7.8u4i6w5yyTr3Cmae7xZeJr5yVWYs

Immigrant Population in Harbour Grace, 2011

	Total
Total immigrant population in private households by age at immigration	15
Under 5 years	-
5 to 14 years	-
25 to 44 years	15
45 years and over	-

Source: NL Community Accounts. Accessed April 12, 2022: https://nl.communityaccounts.ca/table.asp?_0bfAjlydpaWrnbSTh5-FvKaixaGck77Asla2yZ1qi8nAopLGlr2VrWaPWg

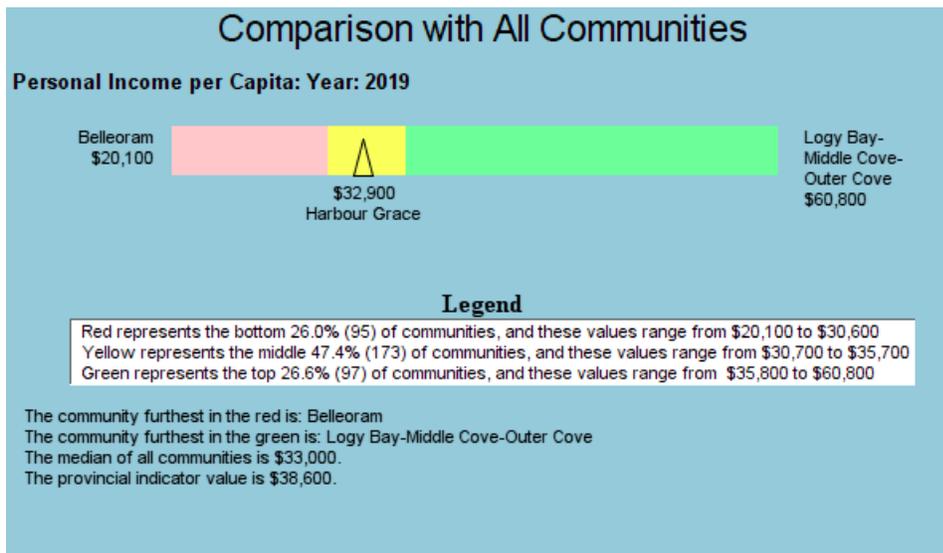
Average Couple Family Income, 2019



Source: NL Community Accounts. Accessed April 19, 2022:

https://nl.communityaccounts.ca/wbsummary_offsets.asp?_vb7En4WVqaauxXdjVw

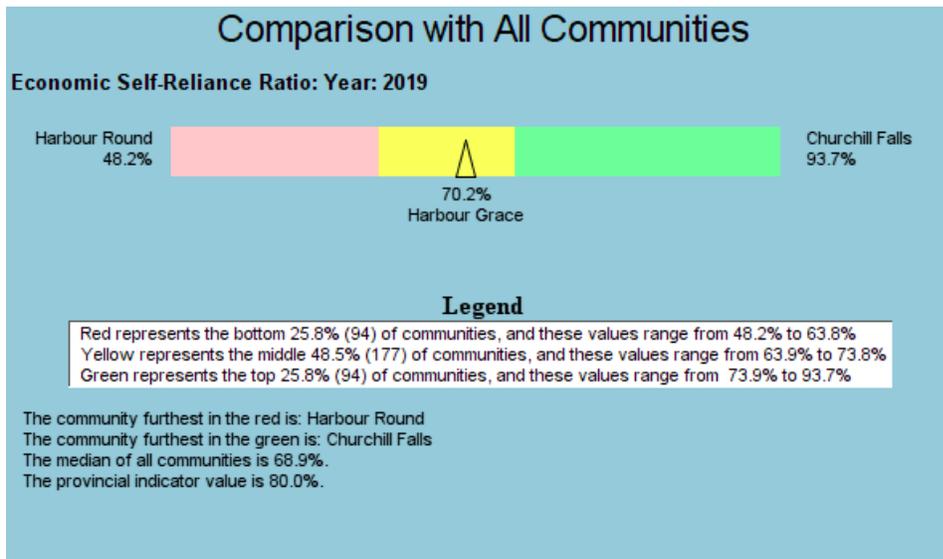
Personal Income per Capita, 2019



Source: NL Community Accounts. Accessed April 19, 2022:

https://nl.communityaccounts.ca/wbsummary_offsets.asp?_vb7En4WVqaauxXdjVw

Economic Self-Reliance Ratio, 2019



The 2018 self-reliance ratio for Harbour Grace was 70.2%. This is a measure of the community's dependency on government transfers such as: Canada Pension, Old Age Security, Employment Insurance, Income Support Assistance, etc. A higher self-reliance ratio indicates a lower dependency. The self-reliance ratio in the province was 79.9%.

Source: NL Community Accounts. Accessed April 19, 2022:

https://nl.communityaccounts.ca/wbsummary_offsets.asp?_vb7En4WVqaauxXdiVw

For related statistical information on the Harbour Grace Area, including Bristol's Hope, Bryant's Cove, and Upper Island Cove (Local Area 7), visit:

https://nl.communityaccounts.ca/profiles.asp?_vb7En4WVgaaio3F7

For further data from Census 2016, visit the following link: <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=1001379&Geo2=PR&Code2=10&SearchText=Harbour%20Grace&SearchType=Begins&SearchPR=01&B1=All&GeoLevel=PR&GeoCode=1001379&TABID=1&type=0>

Industry Structure and Regional CBDC (Trinity-Conception) GDP, 2016

Industry	Value (Millions)	Share of Total	
	Trinity Conception CBDC	Trinity Conception CBDC	Share of Total NL
Retail trade	\$93.31	13.59%	5.40%
Finance, insurance, real estate, rental and leasing and holding companies, plus owner occupied dwellings	\$77.35	11.27%	5.46%
Government health services	\$74.71	10.88%	4.54%
Manufacturing	\$66.16	9.64%	3.43%
Fishing, hunting and trapping	\$49.12	7.15%	1.29%
Residential building construction	\$36.57	5.33%	2.12%
Other municipal government services	\$33.66	4.90%	1.56%
Accommodation and food services	\$31.08	4.53%	1.97%
Transportation and warehousing	\$30.38	4.42%	2.47%
Health care and social assistance	\$30.11	4.38%	2.38%
Wholesale trade	\$22.68	3.30%	2.61%
Repair plus engineering construction	\$19.47	2.83%	5.05%
Other services (except public administration)	\$17.80	2.59%	1.07%
Utilities	\$17.12	2.49%	1.73%
Professional, scientific and technical services	\$16.45	2.40%	2.86%
Information and cultural industries	\$14.91	2.17%	4.64%
Government education services	\$11.36	1.65%	1.95%
Crop and animal production	\$11.30	1.65%	0.42%
Non-residential building construction	\$10.73	1.56%	2.11%
Non-profit institutions serving households	\$7.37	1.07%	0.49%
Administrative and support, waste management and remediation services	\$7.01	1.02%	1.29%
Mining, quarrying, and oil and gas extraction	\$2.34	0.34%	37.39%
Arts, entertainment and recreation	\$2.20	0.32%	0.22%
Support activities for agriculture and forestry	\$1.80	0.26%	0.04%
Educational services	\$0.91	0.13%	0.09%
Other activities of the construction industry	\$0.76	0.11%	0.05%
Forestry and logging	\$0.00	0.00%	0.12%
Other aboriginal government services	\$0.00	0.00%	0.42%
Other federal government services	\$0.00	0.00%	2.95%
Other provincial and territorial government services	\$0.00	0.00%	3.85%

The three largest industries contributing to the regional GDP in 2016 are retail trade (13.59%), Finance (11.27%) and government health services (10.88%). These top three account for approximately 34.1% of the regional economy (see table, above). On the producers' side, manufacturing (9.64%), fishing (7.15%), and residential construction (5.33%) and are ranked fourth, fifth, and sixth in the regional economy while contributing 22.1% to the overall economy in the CBDC. Of note, sectors other municipal services (4.90%), accommodation and food services (4.53%), transportation and warehousing (4.42%) as well as health care and social assistance (4.38%) make up the top 10 industries in the region and contribute 18.2% to the economy. These top ten sectors account for 76.1% of the economy. Overall, the well-being of the regional economy is dependent on a combination of retail, public and private services as well as the fishery and construction industries.

Source: Trinity Conception Regional Economic Report (CBDC TC & the Harris Centre Regional Analytics Lab, 2018). Accessed April 12, 2022: <https://drive.google.com/file/d/1okXSJqPCNMnkeOH8s-6Ld8n4q6Tb7LQ5/view?usp=sharing>

Section 2: Consultations and Engagement

2.1. Introduction

A thoughtful consultation process should be the basis of any strategic plan. This process represents a critical part of the information gathering phase, from which strategies are developed. These consultations encompassed three important elements, that is, (i) staff and Council interviews, (ii) in-person focus groups and roundtables, and (iii) community surveys available both online and in paper form. Section 2 represents a summation of the information gathered during the consultation and engagement phase.

2.2. Staff and Council Consultations

Numerous staff and Council consultations informed the strategic planning process. These interviews were held between November 2021 - January 2022. Interviews took the form of a SWOT analysis (Strengths-Weakness-Opportunities-Threats) as a starting point and were followed by an informal conversation. The EDO served as facilitator for these conversations, with Clr Gordon Stone oftentimes present to offer support. These interviews illuminated some of the challenges and opportunities indicated by staff and Council.

For the sake of clarity, the highlights from these interviews have been organized into broad category headings.

2.2.1. Capital and Public Works

Strengths	<ul style="list-style-type: none">- <i>water and sewer services</i>- <i>for a geographically large town, what we have we maintain well (ie., six well systems, two lift stations, three pumphouses)</i>- <i>town geography means there are areas which could be further developed if accessibility and services provided</i>- <i>well-planned community (ie., 'grid' system with two flat main thoroughfares, firebreaks, and laneways) with benefits related to walkability and pedestrian experience</i>- <i>employees whose skills help save money in situations where contractors might be needed</i>- <i>acquisition of old Ultramar Building for the Public Works Dept.</i>- <i>recent approval of high-upside capital works projects (ex., Harvey Street Phase V)</i>
Weaknesses	<ul style="list-style-type: none">- <i>old underground infrastructure in certain areas of town</i>

	<ul style="list-style-type: none"> - <i>prioritizing projects for political considerations rather than high-upside returns for the whole community</i> - <i>staffing issues (ie., losing workers with no replacements)</i> - <i>reactive rather than proactive approach to equipment purchasing; no long-term plan to lower short-term maintenance costs and introduce new equipment regularly</i> - <i>lack of water and sewer services for large areas of town (ex., Harbour Grace South)</i> - <i>federal government policies handcuffing the Town (ex., regulations on outfalls) when attempting to deliver new water and sewer services both economically and efficiently</i> - <i>sidewalk maintenance is low priority despite high number of walkers in Harbour Grace and the community's general 'walkability'</i> - <i>road conditions on main thoroughfare a significant issue for residents, businesses, and visitors, who are greeted with a poor first impression</i> - <i>large geographic area means a struggle to maintain everything despite best efforts—only so many staff members, limited budget, equipment concerns, etc.</i>
Opportunities	<ul style="list-style-type: none"> - <i>water and sewer services for areas of town which could facilitate future development (ex., Harbour Grace South) and increased revenue</i> - <i>find efficiencies in staffing and how tasks are managed among this workforce</i> - <i>improve planning around Capital Works projects, with focus on long-term, high-upside initiatives that will not add significant maintenance burden</i> - <i>create a realistic, workable, long-term operational plan for replacing equipment regularly, to lower short-term maintenance costs</i> - <i>upgrading old Ultramar Building for Public Works Dept's use</i> - <i>create measurable data sets which can inform decision-making (ex., percentages related to water and sewer services, how much this has increased in last 4 years; percentage of old infrastructure (pre-[determined date]) was replaced in last 4 years; etc.)</i> - <i>improve pedestrian experiences and sidewalk maintenance for residents and visitors (ex., Heritage District Development Plan's improvements in this area)</i>
Threats	<ul style="list-style-type: none"> - <i>government conditions making new infrastructure projects more expensive (ex., Harbour Grace South: routing water and sewer through a series of new lift stations to link with existing outfalls, rather than simply construct a new outfall in a convenient location)</i>

	<ul style="list-style-type: none"> - maintenance of aging water and sewer systems affecting Town’s finances long-term - keeping line of credit in good order to secure future Capital Works funding - influence of political considerations (as opposed to strategic considerations) on decision-making - unchecked trailers squatting on Crown Land in Glover Rd area threatening Town’s watershed and water supply - short- and long-term environmental concerns related to climate change and its impact on municipal infrastructure - uncertainty around federal and provincial government regulations and how municipalities will be forced to adapt in the future - worker turnover meaning the Town may rely on contractors for work a previously skilled employee could do
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2.2.2. Business and Economic Development

Strengths	<ul style="list-style-type: none"> - relatively small number of businesses has a silver lining, as Council has the ability to have ongoing close contact with these stakeholders - strong legacy businesses in the community who’ve invested for the long-term - solid base to ‘turn things around’—lots of assets which other communities would love to have - sheltered harbour is a huge asset, especially with strong waterfront stakeholders committed long-term and interested in further development and collaboration - lots of useful ideas and planning work done by previous Councils which can be implemented and taken to the ‘next-level’ over following number of years (ex., Heritage District Development Plan, Otterbury Schoolhouse seniors project, development of lots around DCHGCC, harbour dredging, marine industrial expansion, Ridley Hall proposal, further trail development, Harvey Street Phase V, etc.) - significant new stakeholders investing in the community—exciting developments which could prove a catalyst for further business attraction and ‘destination’ development
Weaknesses	<ul style="list-style-type: none"> - impression that municipality hasn’t done enough to keep line of communication strong between Council and businesses/stakeholders

	<ul style="list-style-type: none"> - <i>uncoordinated approach to business and economic development; lack of joined-up thinking and shared priorities across committees ('everyone pulling in the same direction')</i> - <i>no 'big-picture plan' or long-term vision to guide the community's development</i> - <i>policies for new businesses not communicated to potential investors or wider business community; reactive rather than proactive approach regarding initiatives which could attract investment (ie., if you have a policy, make sure to communicate it regularly via social media, website, email list, etc.)</i> - <i>aesthetically dated website which limits communication potential and leaves lacklustre first impression; business directory could be updated and categorized so that locals know how to support local (ie., "I want a plumber and would like to support someone in Harbour Grace – how do I find one?" The directory could help here)</i> - <i>difficulty communicating what's here for a visitor or newcomer—ex., lack of wayfinding strategy; business directory limited by website functionality; no community billboard; etc.</i> - <i>negative, defeatist attitude; no positive, shared vision which can win community buy-in; lack of confidence in municipality from residents and businesses</i> - <i>design challenges in the downtown: these places are usually the traditional heart of the community, but Harbour Grace's has gap-toothed appearance due to past demolition and resulting overgrown lots ("hard to revitalize what's no longer there")</i> - <i>public infrastructure challenges meaning town appears unwelcoming (ex., dilapidated state of sections of Harvey and Water St—main community thoroughfares—dilapidated sidewalks, etc.)</i>
<p>Opportunities</p>	<ul style="list-style-type: none"> - <i>update Town website and business directory with "Let Yourself In" / Gates of Harbour Grace branding and contact information for every business, which could:</i> <ul style="list-style-type: none"> <i>(a) form basis of an email list for businesses, used to send notices, opportunities, events, policies, etc.</i> <i>(b) form basis of creative ways to showcase local business (ex., community billboard at new entrance park, directory QR codes at strategic nodes, business sponsors for the trail, printed town map with sponsors, etc.)</i> <i>(c) better communicate policies, incentives, and permits for businesses</i> <i>(d) highlight what's here for residents and visitors, giving them the opportunity/knowledge to support local</i> - <i>periodically revisit municipal incentives and business policies as a regular practice</i>

	<ul style="list-style-type: none"> - <i>implement the Heritage District Development Plan, to help support new and existing businesses; encourage new investment; and tackle public infrastructure challenges related to visitor experiences and residents' quality of life</i> - <i>showcase Harbour Grace's unique place in the context of CBN (ie., forge our own path which complements nearby service centres and makes Harbour Grace a place worth visiting, living, and investing in)</i> - <i>regular check-ins with business community to update them on implementation of strategic plan and gather feedback (ex., quarterly or biannual roundtables)</i> - <i>further downtown revitalization utilizing the complementary design principles developed in the Heritage District Development Plan</i> - <i>revitalize heritage assets and outdoor spaces for purposes of economic development (ex., Otterbury, A.L. Collis, airstrip, railway station, Ridley Hall, etc.); take a fresh perspective of these sites and their potential for development; explore incentives which could encourage heritage restorations and town beautification</i> - <i>explore developing lots around the Community Centre for business development, making the most of the Centre's location along a high-traffic area (ie., make the Centre's location an opportunity, not a hindrance)</i>
Threats	<ul style="list-style-type: none"> - <i>weight of the past affecting the community's need to move forward</i> - <i>perceived negative mentality affecting ability to garner community buy-in</i> - <i>rising costs of services</i> - <i>difficulty to achieve long-term success if each Council term results previous hard work being thrown out and/or left on the shelf to gather dust</i> - <i>no plan, direction, or guide to help the Town in its decision-making</i>

2.2.3. Finance

Strengths	<ul style="list-style-type: none"> - <i>regular, up-to-date committee meetings</i> - <i>submitting the 2022 budget on time (a rarity in recent Council history)</i> - <i>implementing checks and balances on spending</i> - <i>significant growth potential and ample opportunities if things managed correctly, proper planning done, and focused priorities identified</i>
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<p>Weaknesses</p>	<ul style="list-style-type: none"> - <i>lack of financial resources and revenue generation challenges (ex., collection rates, lack of business tax base, etc.)</i> - <i>inaccurate budget forecasts and departmental overspending as a result; overspending by Council on ‘wish-list’ items (ex., Capital Works projects) as opposed to priorities</i> - <i>no long-term plan to help budgeting for major projects, including capital works and economic development projects funded by ACOA (ie., the 10-20% requirement from the sponsor)</i> - <i>no focused plan to find efficiencies and lower maintenance costs long-term</i> - <i>outdated approach to accounting, receiving payments; technical inefficiencies</i> - <i>reactive rather than proactive approach to revenue generation challenges</i> - <i>impression that Harbour Grace is not an equitable community—ie., impression that “the rules apply to some residents and businesses but not all”</i> - <i>lack of written policies, guidelines, agreements, and commitments; lots of ‘talk’ but little follow through</i> - <i>lack of positivity leading to Harbour Grace ‘giving away the shop’ to attract businesses and residents; relatively weak position often means Town can get caught in a ‘race to the bottom’</i> - <i>poorly structured incentives and policies which hamper revenue generation (ex., tax breaks around new home construction compounded with the lag behind Municipal Assessment Agency assessments)</i>
<p>Opportunities</p>	<ul style="list-style-type: none"> - <i>prioritize capital works and economic development projects which will generate long-term revenue and investment</i> - <i>communicate long-term plan and reasoning behind decisions to residents</i> - <i>give residents an opportunity for feedback</i> - <i>be more proactive in planning and budgeting</i> - <i>convey a positive, transparent message to residents, existing businesses, and potential new investors</i> - <i>create a culture of equity—a place where everyone is treated equally</i> - <i>seek written commitments from stakeholders who wish to collaborate with the Town on projects</i>

	<ul style="list-style-type: none"> - create manageable controls around spending and annual budget check-ins - communicate budget parameters to staff and spending expectations - find technical efficiencies with operating procedures - find creative policy mechanisms which can further growth and revenue generation (ex., regular tax sales, business improvement area, etc.) - make responsible decisions based on accurate budget forecasting
Threats	<ul style="list-style-type: none"> - unexpected costs outside the municipality's control (ex., COVID-19 pandemic, Snowmageddon, infrastructure failure, climate change effects, legal cases, etc.) - no plan to deal with unexpected expenses - continuation of weaknesses affecting long-term financial stability and ability to loan for capital works projects - high expenses of existing assets (ex., DCHGCC) - aging population and long-term tax burden; inflation and rising costs of services; perception that "taxes can't be raised any higher"

2.2.4. Tourism and Heritage

Strengths	<ul style="list-style-type: none"> - landmark attractions near the community entrance, which attract thousands of tourists every year (ex., SS Kyle, Amelia Earhart statue, Spirit of Harbour Grace, wetlands) - Conception Bay Museum an excellent community organization with solid volunteer base; strong community buy-in for this organization and its event programming - good variety of locations of attractions: things are 'spread out' and give visitors the opportunity to explore and extend their stay - Yellowbelly Brewery: strong stakeholder investing in heritage restoration projects, which could be catalyst for further development and investment - Pirate's Path becoming a destination trail in CBN with plenty of visitors year-round; other community trails ripe for development - CBN T'Railway municipal lease agreement and active committee overseeing its maintenance; oldest remaining railway station in province with Southcott Award-winning restoration work - waterfront is an asset with potential for future development (ex., spinoff
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	<p><i>harbourfront businesses if waterfront asset is managed correctly) and recreational experiences (ex., kayaking, food fishery, etc.)</i></p> <ul style="list-style-type: none"> - <i>musical and artistic talent presently living in the community or from the community—a well of talent to draw from</i> - <i>businesses located in good areas to direct tourists towards assets (ex., Riverhead Irving, Ultramar, Riverside Mini Mart, etc.)</i> - <i>built heritage and inventory of stone buildings—exceptionally unique in rural Newfoundland</i> - <i>unique story of transatlantic aviation and visiting international icons like Amelia Earhart; pristine, well-maintained airstrip and active volunteer committee (COPA Flight 97)</i> - <i>SS Kyle—a ship with connections throughout the island and Labrador (ie., “everyone in the province seems to have a connection to the Kyle”)</i> - <i>wetland areas near the SS Kyle and birdwatching opportunities; significant population of eagles near a landmark site</i> - <i>well-planned community with ample opportunity to develop further pedestrian experiences</i> - <i>Registered Heritage District and unique development plan created by Town staff, architectural interns, and Heritage NL. Implementing this plan would make Harbour Grace truly unique in terms of ‘downtown redevelopment’ schemes—nothing like it in the province. Principles here could inform designs in other parts of town, giving the Town a unique look and feel (ex., hammocks in the Heritage District and on certain trails, photo frames in parks and lookouts, etc.)</i> - <i>community very passionate about its tourism potential</i> - <i>unique cemeteries which could communicate story of Town’s past (ex., Bennett’s Lane, St. Paul’s, merchants buried at St. Andrew’s Presbyterian Cemetery, Salvation Army cemetery near Pirate’s Path, etc.)</i> - <i>community groups which are in a position to help develop tourism in the community (ex., CB Museum, Harbour Grace Board of Culture, etc.)</i> - <i>unique branding potential (“Let Yourself In” / Gates of Harbour Grace)</i>
Weaknesses	<ul style="list-style-type: none"> - <i>wayfinding issues (no formal consistency; present signs are haphazard and confusing; text too small; etc.)</i> - <i>need to be better promoting local businesses through our tourism product; seek opportunities to collaborate (ex., picnic packages for the Pirate’s Path, food truck</i>

	<p><i>near SS Kyle or Pirate’s Path, list of businesses near entrances for visitors to be informed, etc.)</i></p> <ul style="list-style-type: none"> - <i>dilapidated buildings and perceived lack of community pride; poor first impressions</i> - <i>Town-owned heritage assets not being utilized to full potential (ex., railway station, A.L. Collis Building, Otterbury Schoolhouse, etc.)</i> - <i>longstanding accessibility issues for certain assets (ex., airstrip, Lady Lake)</i> - <i>planning and development regulations handcuffing development of certain assets (ex., campground at Lady Lake isn’t possible due to watershed area, etc.)</i> - <i>reactive rather than proactive approach to heritage protection and development; lack of appreciation for the town’s history and existing monuments to the past</i> - <i>poor infrastructure on main thoroughfares leading to poor first impression (ex., Jamie’s Way, Harvey St, sections of Water St, etc.)</i> - <i>lack of promotional materials to showcase the town to tourists</i> - <i>outdated website which doesn’t encourage visitation (first ‘hit’ on Google for ‘Harbour Grace’ is this website)</i>
<p>Opportunities</p>	<ul style="list-style-type: none"> - <i>to reanimate Town-owned heritage assets (ex., café/AirBnB at railway station, with revenue supporting community projects; business and community opportunities at A.L. Collis, which could be a centrepiece of revitalized downtown; Otterbury Schoolhouse functioning as a seniors centre and rental space with outdoor green area; etc.)</i> - <i>to involve seniors in volunteer and community development work (ex., Otterbury Schoolhouse project)</i> - <i>showcasing local talent through entertainment opportunities at assets (ex., music cafés at Otterbury, expanding Museum’s Concert in the Park series; etc.)</i> - <i>expression of interest for food vendor at SS Kyle site</i> - <i>lean on capacities of existing volunteer and community groups; seek new volunteers through volunteer engagement strategy</i> - <i>promote events, happenings, tourism assets, and businesses through new communications strategy (ex., rebranded website, newsletter, print media etc.) – do a better job at promoting our community’s story</i> - <i>develop and implement a ‘master plan’ for community trail development</i>

	<ul style="list-style-type: none"> - recentre the brand (“Let Yourself In” / Gates of Harbour Grace) to craft unique identify for Harbour Grace and further attract visitors and investors - create ‘master plan’ for signage development / wayfinding with help of design professionals - implement Heritage District Development Plan, to support existing local businesses and new investments and improve experiences for both visitors and residents - creation of a heritage inventory and rebate plan for eligible heritage restorations - improving accessibility and development of isolated assets such as airstrip and Lady Lake - explore stabilization and development of Ridley Hall as a ‘interpretive ruin’ (as studied by architectural interns and Town staff in 2020) - restoration of community cemeteries as walkable, interpretive sites of interest (ex., Bennett’s Lane and St. Paul’s as sites of interest in a walkable Heritage District; St. Andrew’s as a formally planned cemetery featuring many of town’s merchant class; Salvation Army Cemetery as a site of interest on the Pirate’s Path; etc.) - to work in conjunction with ‘arms-length’ committees such as Harbour Grace Board of Culture and the Conception Bay Museum to acquire funding that municipality isn’t eligible to receive (ex., municipality wouldn’t be eligible for some funding opportunities available to museums and heritage societies) - creating a regular event schedule with help from community groups and stakeholders - utilizing community groups and local talent to work on projects contributing to town beautification (ex., crosswalks, mural projects, painting bus shelters, etc.)
Threats	<ul style="list-style-type: none"> - continuing slump and downward trajectory of community; defeatist mentality - short-sighted planning affecting tourism and heritage assets; no support for a long-term plan; continuation of Town’s reactive approach to development - the possibility that Harbour Grace will lose its heritage (ie., “a community will never lose its history, but it can definitely lose its heritage”) - perception that economic development and heritage work are conflicting and not complimentary/mutually reinforcing (in reality, “a good heritage project is an economic development project”) - lack of cooperation between groups with shared goals continuing into the future

2.2.5. Parks and Recreation

<p>Strengths</p>	<ul style="list-style-type: none"> - lots of parks, greenspace, and recreation facilities - well-maintained, active soccer field and program (CBN Minor Soccer) - S.W. Moores Memorial Park is an excellent park in the centre of downtown with a strong volunteer committee. Further potential to become a community hub in a revitalized downtown, with expanded event programming, recreation opportunities, etc. - Community Centre major asset for recreational programming - Pirate’s Path a highly trafficked destination hiking trail in CBN - new assets added over the past few years—dog park, active community garden, Pirate’s Path Trail - older assets still continue to attract people—Earhart statue, boardwalk by SS Kyle, Spirit of Harbour Grace, boardwalks near wetland area and at Admiral’s Marina - new equipment has helped increase seasonal accessibility (ex., snowblower for St. Francis Field) - Town’s skill development grants tend to go toward recreation and maintenance projects
<p>Weaknesses</p>	<ul style="list-style-type: none"> - some facilities badly need a makeover (ex., baseball and softball fields, Aero Tennis Club courts, various playgrounds, etc.) - lack of a long-term maintenance plan for recreation facilities (ie., “what should be priority?”) - lack of consensus on what a long-term parks and recreation plan should look like (ie., “what does the community want to see?”) - lack of consideration for long-term maintenance when discussing new parks and recreation infrastructure (ex., proposed splash pad) - limited human capacity for maintenance—only so much one maintenance supervisor, a team of students, and skill development grant workers can do - limited volunteer capacity to make the most out of recreation spaces (ex., programs at baseball/softball fields, Aero Tennis Club, etc.) - uncertainty surrounding Moriarty Park—to revitalize or maintain its original use? - possibly stretched too thin from a maintenance perspective due to high number of

	<i>parks and playgrounds that aren't utilized. Town might be better suited creating a couple larger parks or a 'hub' similar to Wilbur Sparkes Complex in Bay Roberts</i>
Opportunities	<ul style="list-style-type: none"> - <i>recreational opportunities for seniors based out of some underutilized assets (ex., Otterbury Schoolhouse idea). Such a project could help rejuvenate other assets (ex., wetland area near SS Kyle) and strengthen community partnerships (ex., CB Museum, Civic Events Committee, St. Vincent de Paul Food Bank, Splash Centre, Community Garden Committee, etc.)</i> - <i>continue working with existing community groups committed to the development and maintenance of recreational assets (ex., CBN T' Railway on railbed and Bannerman River development). Explore the idea of further volunteer committees contributing to maintenance and what insurance liabilities would be (ex., community overseeing maintenance of the Pirate's Path and other trails)</i> - <i>development and implementation of a 'Trails Master Plan'; coordinating trail development with neighbouring municipalities (ex., Town of Bryants Cove for Feather Point) and regional perspective regarding promotion/marketing and maintenance</i> - <i>development of a community 'nature trail' similar to Goose Pond in Bay Roberts or the boardwalk in Carbonear</i> - <i>development of recreational ideas which could be low-cost/high-upside and work with our natural landscape—ex., developing and implementing a bike plan in Harbour Grace would be low-cost but could have high-upside via extended creating visitor/resident experiences and economic spin-offs (ex., a bike rental service operated by a seniors group at Otterbury Schoolhouse) and utilizing Harbour Grace's flat, pedestrian-friendly streetscape</i> - <i>event opportunities (ex., expand the geocache challenge into a weekend treasure hunt, with actual buried treasure; ball hockey weekend; expanded Regatta Day weekend; expanded Kite Festival; etc.)</i> - <i>explore utilizing the land around the Community Centre to address parks and recreation needs (ex., ball hockey or basketball court on parking lot; skatepark; creation of an entrance park on the front lot; etc.)</i> - <i>explore alternative ideas which appeal to current needs of community</i> - <i>possibility of developing further legacy sporting events which speak to Harbour Grace's unique sense of place (ex., plenty of interest around the cricket demonstration in 2019—could this be Harbour Grace's 'Tiddly'?)</i>
Threats	<ul style="list-style-type: none"> - <i>haphazard, short-sighted decision-making with lack of informed consultation</i> - <i>sites becoming unusable due to lack of a maintenance plan</i> - <i>lack of government funding for regular maintenance projects, which often require</i>

	<p><i>more detailed work than ‘skill development’ grants can provide</i></p> <ul style="list-style-type: none"> - <i>balancing residents wants, needs, and ideas with the municipality’s realistic capacity to both implement and maintain them</i> - <i>changing community demographics and how people engage with our current recreational spaces (ie., different needs for different generations)</i> - <i>lack of a long-term resolution to St. Francis Field ownership situation</i> - <i>spaces not reaching their full potential without tackling bigger issues—ex., no matter how nice SW Moores Memorial Park is, it’ll never reach its full potential if the downtown and sidewalks remain in their dilapidated state</i>
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2.2.6. Danny Cleary Harbour Grace Community Centre

Strengths	<ul style="list-style-type: none"> - <i>location along the highway has plenty of potential to attract people—to grab people’s attention as they enter Harbour Grace</i> - <i>brand-new, accessible, modern facility for the Town</i> - <i>excellent layout and ample opportunities for future rentals</i> - <i>facility has the ability to be versatile and host lots of different events outside of the scope of “recreation”</i> - <i>large parking area for patrons, future events, and business opportunities</i> - <i>good relationship with partners/stakeholders and user groups—CeeBees Minor Hockey, hockey schools (Delaney Brothers and Bo Bennett), CBN Figure Skating, Cadets, rec. leagues, ball hockey, CeeBees Senior Hockey, Splash Centre, etc.</i>
Weaknesses	<ul style="list-style-type: none"> - <i>expensive facility to operate month-to-month</i> - <i>equipment expenses and maintenance (ex., Zamboni, scrubber, icemaker, etc.)</i> - <i>limitations of renting ice time (ex., “only so much ice time we can sell”). Plenty of people who want to rent ice at “prime times” but no ability to accommodate them</i> - <i>dealing with uncertainty around COVID-19 and shutdowns for recreation spaces</i> - <i>though there are lots of ideas to expand the Centre and its programming, there is no volunteer committee to help implement them</i>

	<ul style="list-style-type: none"> - residents having expectations which the Community Centre cannot reasonably accommodate (ex., 'curling program' is not feasible from a staffing and financial perspective) - no mat to cover the ice if there was an opportunity to host an event during the hockey season
<p>Opportunities</p>	<ul style="list-style-type: none"> - create signature events associated with the Community Centre. 'Christmas in the Harbour' Craft Fair was a great start which can be expanded in future years. Other signature event opportunities could include: <ul style="list-style-type: none"> (A) Music festival either inside or outside during the summer, when the rink is free (ex., "Earhart Music Festival"). Lean on facility manager's connections with radio industry (B) Music Café-style evenings with local entertainment in the multipurpose room. Lean on connections with local talent (ex., Chad Hunt, Jack Smith, etc.) (C) Comedy shows during the summer or in the multipurpose room (ex., Harbour Grace Comedy Festival). Lean on connections with local talent (ex., John Sheehan) (D) Boat Show outside or inside during the summer season. Lean on connections with local shipbuilding manufacturers (ex., Harbour Grace Ocean Enterprises) Etc. - potential to utilize the former 'Blend It' space on the second floor as a 'pop-up' market for various local vendors (ex., food vendors, arts and crafts, etc.). A reasonable price could attract multiple audiences and bring people into the Centre that normally wouldn't visit - recruit volunteer committee which could be tasked with organizing and implementing community events at the Centre, to get the most out of the space. - develop the exterior of the Centre as a place to showcase Harbour Grace and what it has to offer (ex., greenspace with interpretive signage, 'first stop' on a waypoint system through town, community billboard for businesses in Harbour Grace, etc.) - utilize the large parking lot for associated events (ex., outdoor concert, boat show, Light the Lamp-style ball hockey tournament, skatepark, drive-in movies, outdoor chalet-style takeaway coffee space, direct-to-market vegetable food stands, etc.).

	- develop lots outside the Community Centre, which have water and sewer and great access from the Veteran’s Memorial Highway. Appropriate businesses would help the Centre and vice versa (ex., businesses along the strip near the Bay Arena)
Threats	<ul style="list-style-type: none"> - how user groups perceive the facility—ie., sense of entitlement without understanding the costs (ex., user groups moving ice time around without notifying manager, vandalism, etc.). - delicate balance negotiating use of the multipurpose room between user groups and the Town - though used significantly by the wider region, the Centre’s bills are footed solely by the residents of Harbour Grace - continuing impact of COVID-19 and uncertainty regarding future public health measures

2.3. Business and Stakeholder Roundtable Sharing Session

On October 7, 2021, a public notice was posted on the Town’s website, social media, email list and community bulletin board inviting interested businesses and stakeholders to RSVP for a ‘roundtable sharing session’ at the Danny Cleary Harbour Grace Community Centre on October 15. Twenty-two people representing several businesses attended, along with four elected municipal leaders, the Town Clerk/Manager, and the EDO.

A positive, frank, open-ended discussion ensued concerning how to make Harbour Grace better for businesses, residents, and visitors. The conversation was seen as a strong first step toward renewing the link between Council and the business community; both parties admitted communication could have been stronger in the past. Importantly, the group discussed the merits of a long-term plan for the municipality. This plan would signal to existing and future businesses the community’s direction and identify opportunities for the private sector to contribute. Following this session, Council identified a strategic planning process—something the Town has discussed for years—as an important, necessary first step for this Council term.

The following summary highlights the key takeaways from the October 15 discussion. The minutes from the full session can be found in [Appendix 5.20](#).

Highlights from the Business and Stakeholder Roundtable Sharing Session:

- *The harbour is a big asset for the community in many ways—both for local waterfront enterprises and for tourism. Infrastructure must be improved for Harbour Grace to expand and remain competitive in the market. These infrastructure projects include sandbar/channel dredging, marine industrial park, and wharf upgrading for the inshore fishery.*

- A 5-/10-/20-year strategic plan would focus the town's direction. Such a plan could identify goals and outline deliverables to guide future growth. Anyone wanting to invest in the community wants to see a plan, and that includes private enterprise and public funders (ie., ACOA, provincial government).

- Beautification and downtown revitalization would provide a reason for people to visit the town and not simply "drive to Carbonear instead." Beautification involves tackling some challenging items—ex., issue of dilapidated buildings—and upgrading community infrastructure (roads, sidewalks, etc.). The heritage case for Harbour Grace is strong and all stakeholders are passionate about the town's history and unique story.

- Recreation opportunities are important for attracting young families. Harbour Grace could improve its recreation complexes to facilitate growth and investment.

- Showcasing what's here at strategic areas in the town (ie., entrances) would go a long way to help local business. Actionable items could include entrances promoting what's in the area through billboard signage, storyboards recounting the community's history, and wayfinding tools.

- Communication channels offer an opportunity to promote local business. The Town's website and social media could profile businesses through an updated directory and "business of the month" profiles. Promotion could also take the form of a trade show at the Community Centre.

2.4. Parks and Recreation Roundtable Public Forum

On October 29, 2021, a public notice was posted on the Town's website, social media, email list, and community bulletin board inviting interested residents and stakeholders to RSVP for a Parks and Recreation roundtable discussion at the Danny Cleary Harbour Grace Community Centre on November 17. This roundtable was held on a Wednesday during lunchtime, between 11 a.m. and 1 p.m. Five residents attended, along with six elected municipal leaders, the Town Clerk/Manager, and the Parks and Recreation Maintenance Supervisor.

An open-ended discussion ensued regarding how to reanimate and revitalize Harbour Grace from a Parks and Recreation perspective.

The following summary highlights the key takeaways from the November 17 discussion. The minutes from the full session can be found in [Appendix 5.19](#).

Highlights from the Parks and Recreation Roundtable Public Forum:

- Strong volunteer capacity is important to sustain any successful parks and recreation initiative in the town. If residents have an interest in something, there should be a way for them to channel that interest for the benefit of the community, particularly when maintenance and organization are so important. Organizing committees/subcommittees could help revitalize our current parks and recreation assets (ex., the old baseball field). Youth could have an opportunity to help here with their career development (ie., volunteer) hours, too.

- Trails are a huge asset for the town. Existing trails can be expanded, improved, and promoted. An inventory of these trails for future development would be helpful to access funding and guide next steps (ie., a 'Trails Master Plan'). The Pirate's Path is a big draw and can be utilized all year round. It could also

benefit from additional storyboards and signage. A volunteer committee could be organized to help with maintenance and year-round activities on the trail, too. The CBN T’Railway is another regional asset the Town should further promote and support.

- Harbour Grace might benefit from one large, centralized playground, rather than the many small playgrounds it has now, many of which have aging and unsafe equipment. The equipment and activities here could be modernized to meet today’s needs—ex., a multipurpose court that could feature skateboarding, basketball, ball hockey, etc., which could be frozen in the winter as an outdoor community rink.

- Seniors need a recreation outlet in the community. Existing assets in the community could be revitalized to help social goals around seniors’ quality of life—ex., a seniors’ community space at the old Otterbury Schoolhouse, an underutilized heritage asset. There are cross-generational, skill-sharing opportunities here, too. Youth could have an opportunity to help here with their career development (ie., volunteer hours).

- Community beautification is important for a happy, healthy town. We are falling short in this category. People need to take more pride in their community and its aesthetic. Again, there could be committees organized to tackle regular community cleanups, etc. There may be some policy incentives (ie., tax rebates) and equipment purchases (ie., a shared community mulcher) which could encourage community beautification. Our existing parks should be part of this beautification strategy. We can do a better job as a community maintaining them and promoting them (ie., Communities in Bloom tours during the summer). However, expanding our volunteer capacity is critical for achieving this goal.

- There are some parks and recreation assets that might be overlooked (ex., swimming holes) which could be improved, regularly maintained, and promoted.

2.5. Community Survey

A link to an anonymous community survey (hosted via SurveyMonkey) was published on the Town’s website, social media, email list, and community bulletin board on January 13, 2022. Print copies of the survey were also available at the Town Hall for those without access to a computer. The survey ran for fifteen days, closing on January 28. This fifteen-minute survey consisted of questions with multiple choice and written responses. In total, 195 respondents completed the survey. Although this survey is not statistically representative—respondents were self-selecting rather than randomly chosen—the results highlight the general mood and opinions of residents. A copy of the original survey and its questions can be found in [Appendix 5.21](#).

Importantly, the reader will notice clear symmetry between the community survey results, feedback from the staff and Council interviews (2.2) and focus group sessions (2.3 and 2.4). Such symmetry of aspirations should be seen as encouraging for those seeking to craft and implement a shared vision for Harbour Grace.

The following information relays results and some useful highlights from this survey.

Question: Your use of the following municipal services?

	Used Very Frequently	Used Sometimes	Not Used At All	Can't Say - N/A
Driving municipal roads	88.1%	10.8%	1.0%	0%
Using parks and greenspace	19.5%	56.4%	23.1%	1.0%
Using Town recreational facilities	22.6%	50.8%	26.7%	0.0%
Using Town website	20.1%	52.6%	26.3%	1.0%
Visiting Town social media	41.0%	47.2%	11.3%	0.5%
Using municipal trails	33.9%	56.9%	8.7%	0.5%
Applying for permits	3.1%	54.6%	32.5%	9.8%

Highlights from the 'Additional Comments' feedback:

- need more attractive, "cool" website to attract young people and investment and communicate with residents
- difficulty for older seniors to use existing trails, which are geared towards experienced hikers
- need better recycling and waste infrastructure for pedestrians
- need sidewalk improvements for better pedestrian experience and Town beautification
- paving concerns on main thoroughfares
- need better utilization of parks and greenspace for outdoor events
- importance of residents taking care of properties and making the Town more attractive from a beautification perspective; dilapidated buildings remain an ongoing issue
- need to attract businesses and investment to put Town on an upward trajectory and ease tax burden on residents
- importance of water and sewer for large areas with no service (ex., Harbour Grace South)
- need coordination between committees to get the best outcome from shared goals (ex., trail development, recreation, etc.)

Question: Your level of satisfaction with the following municipal services?

	Very Satisfied	Somewhat Satisfied	Not Satisfied	Can't Say - N/A
Waste collection	67.6%	27.2%	2.3%	2.8%
Danny Cleary Harbour Grace Community Centre	30.1%	42.6%	12.5%	14.8%
Outdoor recreational facilities	30.7%	46.6%	6.3%	16.5%
Fire protection services	83.6%	5.6%	1.1%	9.6%
Town events	14.2%	56.3%	21.6%	8.0%

Snow clearing	42.1%	43.8%	9.09%	5.1%
Youth activities	4.6%	29.0%	28.4%	38.1%
Municipal enforcement	8.0%	34.1%	24.4%	33.5%
Communications (ie., community notices, etc.)	27.8%	52.3%	17.6%	2.3%
Event communications (ie., Town events, community events, volunteer opportunities, etc.)	19.2%	53.1%	21.5%	6.2%
Road maintenance	2.8%	36.2%	59.9%	1.1%
Regular public Council meetings	31.8%	30.7%	10.8%	26.7%
Fitness and recreation programs	5.7%	37.5%	29.0%	27.8%
Permit process	15.8%	28.8%	9.0%	46.3%
Development applications	4.0%	20.3%	17.5%	58.2%
Property taxes – amount of taxes	9.7%	42.9%	35.4%	12.0%
Property taxes – value received for tax dollars	9.7%	43.2%	34.1%	13.1%
Property taxes – process of setting and notifying about tax rates	16.5%	47.2%	21.0%	15.3%
Property taxes – payment process and methods of payment	34.1%	42.6%	11.4%	11.9%

Highlights from the ‘Additional Comments’ feedback:

- need more user-friendly website where up-to-date notices are easy to find
- possibility of putting a notice board near the Post Office
- interactive map listing parks and businesses on website
- more fitness opportunities (ex., walking group, hiking group, activities for youth)
- need improved road maintenance for main thoroughfares (ex., Harvey St) and dirt roads leading to community assets and tourism sites (ex., Lady Lake, airstrip, etc.)
- need for attractive entrances on both sides of the community and a better signage plan for the town
- better enforcement of dilapidated properties and by-laws
- more recreational opportunities for young people
- more recreational opportunities for adults and seniors
- possibility of livestreaming Council meetings on YouTube in addition to Zoom
- more ways to communicate community notices for those without social media or access to a computer (ex., is a dial-in ‘community notices’ extension an option?)

- composted leaves pickup in the fall/community mulcher
- community newsletter
- more Town events
- more payment options for taxes (ex., EMT, credit card, etc.)
- better maintenance of sidewalks and improved pedestrian accessibility
- more committees and volunteer involvement/engagement with the community

Question: Do you agree or disagree with the following statements?

	Strongly Agree	Somewhat Agree	Neither Agree Nor Disagree	Somewhat Disagree	Strongly Disagree
“Harbour Grace should be an age-friendly community and meet the needs of residents of all ages”	83.4%	13.0%	2.4%	0.6%	0.6%
“Harbour Grace should strive to become a model example of an inclusive, open, welcoming community in the region”	89.4%	8.3%	1.8%	0.0%	0.6%
“Town facilities should strive to be accessible and barrier-free, to the maximum extent feasible”	88.2%	8.9%	2.4%	0.6%	0.0%
“Harbour Grace should strive to achieve and maintain some of the lowest residential tax rates in the region”	68.1%	20.1%	6.5%	5.3%	0.0%
“Harbour Grace should strive to become a sports and recreation hub for the region”	47.3%	27.8%	18.9%	4.1%	1.8%
“Harbour Grace should provide recreational opportunities for all ages through its indoor and outdoor facilities”	71.0%	25.4%	3.6%	0.0%	0.0%
“Harbour Grace should strive to protect and	81.7%	15.4%	3.0%	0.0%	0.0%

maintain its natural and environmental assets”					
“Harbour Grace should further promote and develop its natural assets to meet community recreational needs and attract visitors (ex., trail development, wetland interpretation, etc.)”	77.4%	19.1%	3.6%	0.0%	0.0%
“Harbour Grace should strive to be an attractive location for business and industry”	77.4%	20.2%	1.2%	1.2%	0.0%
“Harbour Grace should strive to make its downtown attractive for visitors, residents, and business”	78.6%	17.9%	2.9%	0.6%	0.6%
“Harbour Grace should strive to be an industrial, commercial centre in Conception Bay North”	57.1%	22.0%	11.3%	9.5%	0.0%
“Harbour Grace should focus on being the most attractive retirement community in the region”	41.1%	18.5%	27.4%	11.3%	1.8%
“Harbour Grace should be a welcoming community for the arts and culture sector, with Town facilities utilized for events, programming, showcases, and residencies”	67.3%	24.4%	7.7%	0.6%	0.0%
“Harbour Grace should strive to	78.6%	16.7%	4.2%	0.6%	0.0%

be a walkable, accessible, pedestrian friendly community”					
“Harbour Grace should strive to provide safe, accessible routes for those who use alternative transportation, such as bicycles”	61.9%	26.2%	10.7%	0.6%	0.6%
“Harbour Grace should provide safe, accessible routes for ATV/UTV traffic in the community”	63.7%	22.7%	7.1%	3.6%	3.0%
“Harbour Grace should strive to revitalize its heritage properties to address community needs and for the purposes of economic development”	64.3%	28.6%	5.4%	1.8%	0.0%
“The Town should provide incentives (ex., rebates, grants) for residents who wish to restore heritage properties and structures within the community”	49.4%	33.3%	11.3%	5.4%	0.6%

Highlights from the ‘Additional Comments’ feedback:

- Council should take a more proactive approach to preserving the community’s heritage. The community’s history and heritage are significantly unique in the area and could be used to differentiate Harbour Grace from its neighbours Carbonear and Bay Roberts, who identify as a “service centres.” High tourism development potential. Reactive approach can be detrimental—it’s too late when something is gone
- difficult to realize goals of a ‘model community’ regarding services without adequate taxation
- we have an accessible harbour with excellent location, which could be used to further industrial development
- wayfinding improvements needed for visitors who are new to the area
- more promotion of community’s unique aviation history (in its pristine shape, the airstrip could be a

one-of-a-kind attraction with better accessibility, interpretation, and wayfinding)

- railbed and Bannerman River trestle provide an excellent opportunity to continue ATV/UTV tourism opportunities promoted in the region

- lacking some key services from the private sector, namely a grocery store, pharmacy open on the weekends, etc.

- improvements around Lady Lake (ex., trail near the lake, water park, swimming area, playground, etc.) could reinvigorate this asset and the regatta. Improving accessibility could also help with attracting people to the historic airstrip

- opportunity for creative incentives to encourage business development and think “outside the box” (ex., tax rebates for restorations, etc.)

- railbed should have a multiuse function, not just for ATV/UTV, but great potential

- opportunities to beautify Harbour Grace through murals, working with volunteer groups and private business, etc.

- explore restoring Moriarty Park and starting a recreation ball-and-bat sport league

- lack of pedestrian accessibility in certain areas (ex., from bottom of Downing St to Riverhead Irving on Water St)

Question: In your opinion, what makes Harbour Grace unique? If you were to highlight Harbour Grace to a newcomer, what would you tell them? What would you showcase?

- scenery / scenic views (going out the harbour, entering from the highway, views from various trails around town, etc.)

- community trails (Pirate’s Path, Feather Point, Railbed, Bannerman River, Gibbet Hill, etc.)

- Conception Bay Musuem

- Splash Centre

- history, historical sites and heritage assets (Heritage District, historic buildings, etc.)

- Danny Cleary Harbour Grace Community Centre

- Harbour Grace Airstrip

- Amelia Earhart and story of transatlantic aviation; Earhart statue

- waterfront / sheltered harbour / ocean – ripe for further development and recreation activities (ex., food fishery, kayaking, etc.)

- Harbour Grace Regatta

- active, working shipyard and harbour with businesses operating (ex., HGOE)

- greenspaces

- recreation facilities

- SS Kyle

- sporting legacy (CeeBees, curling, Danny Cleary, Jamie Korab, sports hall of fame, etc.)

- relative safety and quiet

- beneficial layout of streets and accessibility (ex., two main thoroughfares, firebreaks, laneways, etc.)

- easy access to wilderness areas

- Kearney Tourist Chalet and Spirit of Harbour Grace

- pirate history

- property values, tax rate, municipal water and sewer services

- ‘hidden gems’ of the community (ex., Gibbet Hill, ‘Fairy Tree,’ Bannerman River, horses at Feather Point,

Long Harry, Harbour Grace Island, etc.)

Question: What are our strengths as a community? What are our advantages?

- *history and heritage (ex., airstrip, Heritage District, SS Kyle, downtown, stories associated with the community, etc.), with potential for further promotion and development*
- *Splash Centre*
- *St. Francis School*
- *outdoor recreation opportunities (ex., trails, St. Francis Field, etc.)*
- *Harbour Grace Volunteer Fire Brigade*
- *ice-free harbour and its potential for further development*
- *proximity to St. John's and other nearby service centres; access to services*
- *Council's mix of experience and youth*
- *scenery and beauty; natural resources and environmental strengths; wildlife (ex., eagles near wetland area, SS Kyle, and Pirate's Path, etc.)*
- *dedicated volunteers; passionate residents*
- *reasonable cost of living*
- *Family Focus health clinic*
- *upcoming Yellowbelly development—ie., restoration of Immaculate Conception Cathedral and Courthouse*
- *physical size of the community and opportunity for future growth*
- *boardwalks and wetland area*
- *Water Street and potential for future development (ie., visitors coming to see upgraded Cathedral and Courthouse)*
- *flat, walkable streets ideal for pedestrian experiences, cycling, etc.*
- *'hidden gems' which could be further showcased if developed correctly (ex., 'Fairy Tree', Gibbet Hill, Feather Point, Bennett's Lane Cemetery, St. Andrew's Presbyterian Cemetery, Ridley Hall, Bannerman River, etc.)*

Question: What are our weaknesses as a community? Where do we fall below expectations? What improvements can be made?

- *ingrained negative mindset; self-defeating view of the community*
- *dilapidated buildings; "lack of pride" regarding property maintenance*
- *'rundown' nature of Harvey St and Water St*
- *lack of a supermarket / grocery store*
- *personality issues within groups and between groups; "residents not working together toward a common, shared goal"*
- *lack of businesses and employment opportunities and resulting lack of tax revenue*
- *lack of incentives to attract and retain young families*
- *perception that the town has no 'heart' or 'centre'—usually these places are community downtowns*
- *communication issues: often the community does not seem aware of what's happening (ex., events, opportunities, etc.)*
- *policing issues (ex., ATVs on roads, speeding, etc.)*
- *litter problem*

- *lacking maintenance of infrastructure (ex., recreation facilities, roads, etc.)*
- *reactive approach to heritage issues as opposed to proactive (ex., loss of heritage structures due to no policies or unwillingness to enforce policy)*
- *newcomers feeling on the 'outside' when trying to get involved in the community*
- *lack of volunteer opportunities for those who want to get involved*
- *lack of new housing development areas (ie., perception that there's "nowhere to build in Harbour Grace")*
- *lack of recreational programs for youth and adults*
- *perception that people "don't support local in Harbour Grace"*
- *perceived lack of follow-through on "Council promises"*
- *aging population*
- *revenue generation problems due to lack of tax base*
- *community is poor at promoting itself and what it has to offer*
- *enforcement of Town policies and bylaws*
- *poor roads entering the town, leaving bad first impression*
- *Community Centre and surrounding area underutilized*
- *lack of waste receptacles (ie., garbage and recycling cans) around town; better maintenance of these required*
- *need for active businesses where people come and go, chat, socialize (ex., café)*
- *need for improved sidewalks*
- *lack of trust between volunteers and Council*
- *no plan or shared vision for the future; muddled, competing priorities (or no priorities at all)*
- *lack of volunteer capacity to make good initiatives a reality*
- *unrealistic expectations from a 'vocal minority'*
- *outdated mindset*
- *lack of appreciation for the downtown and its potential*

Question: What opportunities do you think are ripe for development from a tourism/heritage perspective?

- *Yellowbelly's Cathedral and Courthouse projects*
- *implementation of Heritage District Development Plan*
- *exhibition of traditional trades and crafts housed in heritage structures (ex., Otterbury Schoolhouse, A.L. Collis Building, St. Paul's Hall, Masonic Lodge, etc.)*
- *attract business opportunities near historic areas (ex., coffee shop café in the Heritage District near the Museum)—ie., welcoming places for tourists and residents to meet and strike up conversations ("your everyday local is often the best tour guide")*
- *'Harbour Grace Day'; return of 'Pirate's Day'; creation of an annual festival*
- *business opportunities which make the most of existing attractions (ex., food truck near SS Kyle site, picnics prepared by local caterer or restaurant for hikers on the Pirate's Path, etc.)*
- *better promotion of assets through multimedia (ex., website, print media, map, souvenirs and merch, etc.)*
- *more effort into developing tangible resources (ex., Ridley Hall Ruins, Heritage District, airstrip) which give visitors an opportunity to spend money in local economy (ie., experience develop encouraging business and longer visitor stays)*

- pedestrian experiences—ie., making the most of Harbour Grace’s layout and potential as a ‘walkable community’
- revitalization of airstrip—ie., improving its accessibility, creating experiences (ex., expansion of Kite Festival), showcasing the story through interpretation
- development of more walking and hiking trails
- developing Lady Lake in conjunction with the airstrip
- showcasing the town through plays and musical events; making the most of existing local talent and events that already happen (ex., Museum’s Haunted Hike and Concert in the Park series)
- promoting the Town’s brand (ie., ‘Let Yourself In’ / Gates of Harbour Grace) which was previously shelved
- better wayfinding signage to showcase assets to visitors
- opportunities at the Admiral’s Marina (The Barracks) for plays and concerts
- coffee shop with ‘mass appeal’ – something for both locals and tourists (ex., Robin’s outlet)
- utilizing trails as way to tell history of the community (ex., Gibbet Hill; trail around the airstrip and Lady Lake showcasing transatlantic aviation and regatta history; further interpretation on the Pirate’s Path; Bannerman River and the ‘old mill’ and trestle; settlement on Feather Point; railway history on the railbed; etc.)
- utilize sheltered harbour for marine activities appealing to tourists (ex., sea kayaking around the SS Kyle)
- regular schedule of walking tours in a renovated Heritage District
- improving accessibility around Point of Beach
- further development of the Conception Bay Museum and its grounds
- utilizing the Town’s inventory of heritage buildings to address community needs (ex., seniors at Otterbury Schoolhouse)
- interesting ‘hook’ that attracts people from a marketing perspective – something that makes the Town unique in Conception Bay North
- targeting and incentivizing small business growth in the downtown Water St area

Question: Which opportunities are ripe for development from a parks and recreation perspective? What would you realistically like to see in the next ten years?

- expanded recreation opportunities at the Community Centre (ex., rollerskating after the ice is removed, outdoor movie nights in the parking lot)
- development and promotion of wetland areas—ie., bird watching enthusiasts flock to Riverhead to see eagles and other species—and creation of a viewing platform to fix safety issue for those who park near the narrow causeway (ie., near Stapleton’s Beach)
- converting the community trails known by residents (ex., Feather Point, Bannerman River, Gibbet Hill, Crow Hill, etc.) into formal hiking trails along the lines of the Pirate’s Path (ie., leased, promoted, and maintained by the Town)
- outdoor rink
- airstrip development and associated events (ex., Kite Festival)
- revitalization of Aero Tennis Club; better promotion of this asset
- explore opportunity to bring back curling at the Community Centre
- better maintenance of playgrounds and structures
- explore reducing number of playgrounds and pooling resources into a couple exceptional sites

- explore designating roads as shared-use to connect sections of T’Railway
- revitalization of baseball and softball fields and programs
- expansion of the boardwalk and development into a birdwatching and kayaking area around the SS Kyle
- revitalized Moriarty Park with new equipment, which could attract families driving along an improved Harvey St
- expanded event festival on Regatta Day weekend
- different sports and activities for seniors—plant exchanges, gardening clubs, lawn bowling, organized hikes and walks, etc.
- development of concert spaces to host outdoor music events (ex., Museum park, S.W. Moores Memorial Park, etc.)
- emphasis on community garden and development of a farmer’s market
- renovation of Play-A-While Park near St. Francis School, which is highly trafficked due to its location near a school and other outdoor recreational space (ie., St. Francis Field)
- organized summer program overseen by a youth intern or recreation director
- restoring the bridge/trestle at Bannerman River
- creation of a skatepark
- boardwalk development; safe pedestrian experiences for those who like to walk in the community for exercise
- bike plan for the town, which could utilize its flat layout to attract visitors and create experiences
- ‘hub’ park which could be utilized for recreation and community showcases (ex., Wilbur Sparkes in Bay Roberts)
- promotion and development of swimming holes in the town (ex., Overfalls in Conception Harbour)
- proper basketball court that doesn’t moonlight as a parking lot
- trail around Lady Lake
- recreation space for seniors
- creation of a ‘historic walking path’ in the downtown for residents and visitors to enjoy

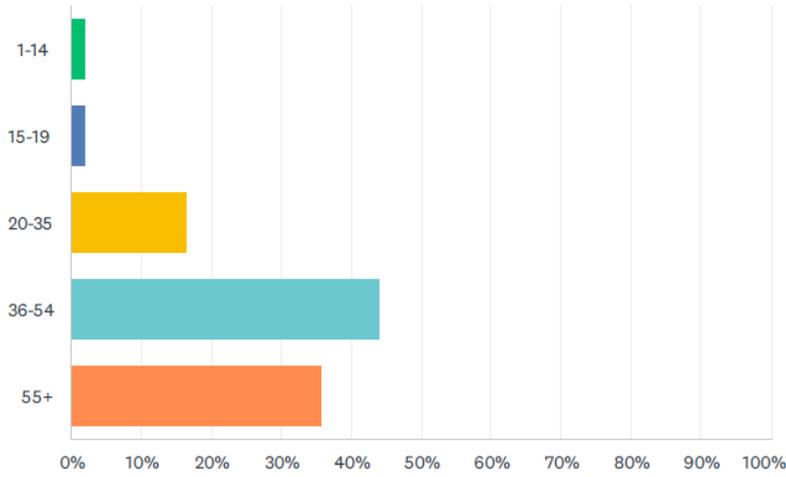
2.6. Parks and Recreation Community Survey

After the November 17 Parks and Recreation Roundtable Public Forum, there was further discussion about hosting another in-person feedback session during the evening in the new year, in hopes of increasing resident turnout. Unfortunately, COVID-19 restrictions halted this second in-person roundtable session.

Instead, an anonymous online survey (hosted via SurveyMonkey) was distributed to help gather further feedback on the direction for Parks and Recreation moving forward. Print copies of the survey were also available at the Town Hall for those without access to a computer.

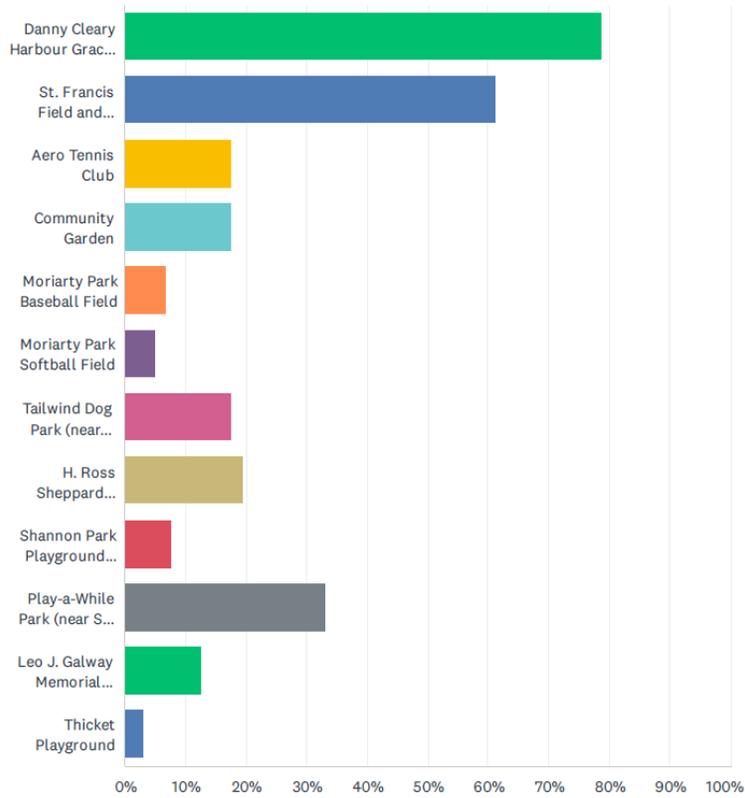
This short five-minute survey consisted of questions with multiple choice and written responses. In total, 109 respondents completed the survey. Although this survey is not statistically representative—respondents were self-selecting rather than randomly chosen—the results highlight the general mood and opinions of residents regarding Parks and Recreation in Harbour Grace. A copy of the original survey and its questions can be found in [Appendix 5.22](#). For information from Parks & Recreation’s trails survey (Municipalities NL Pipeline Project), visit [Appendix 5.11](#).

Question: What's your age?



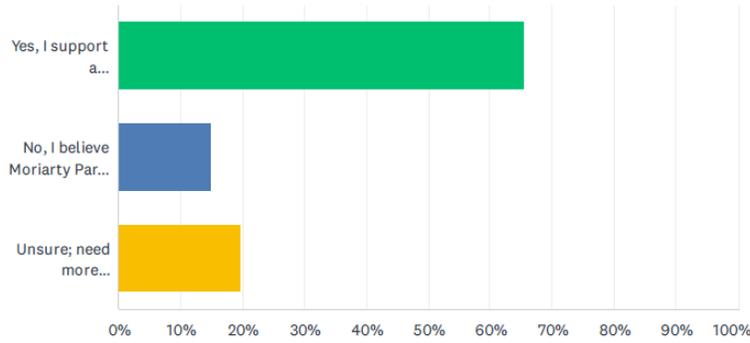
1-14	1.8% (2)
15-19	1.8% (2)
20-35	16.5% (18)
35-54	44.0% (48)
55+	35.8% (39)

Question: Which Parks & Recreation facilities do you use in the Town of Harbour Grace?



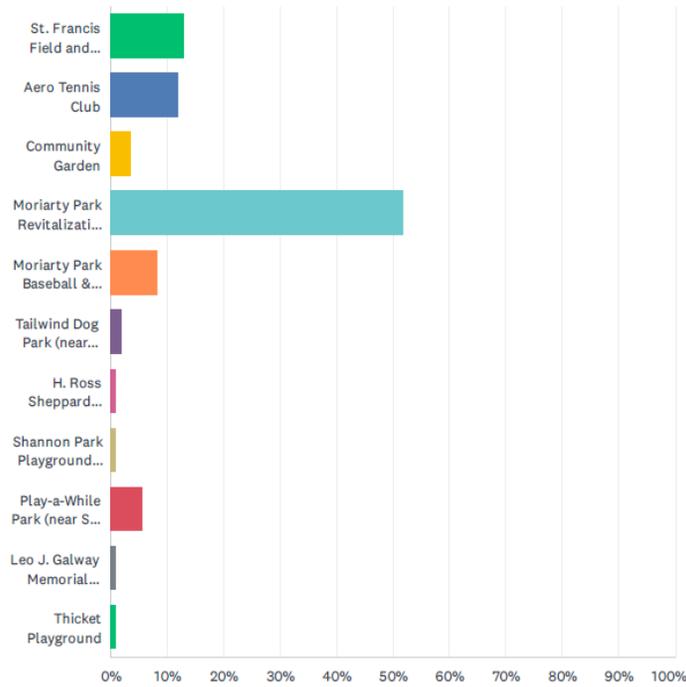
Community Centre	78.6% (81)
St. Francis Field	61.2% (63)
Aero Tennis Club	17.5% (18)
Community Garden	17.5% (18)
Moriarty Park Baseball Field	6.8% (7)
Moriarty Park Softball Field	4.9% (5)
Tailwind Dog Park	17.5% (18)
Alberta Dr Playground (H. Ross Sheppard)	19.4% (20)
Shannon Park (Lady Lake Rd)	7.8% (8)
Play-A-While Playground (St. Francis Field)	33.0% (34)
Riverhead Playground (Leo J. Galway)	12.6% (13)
Thicket Rd Playground	2.9% (3)

Question: Do you support the proposed revitalization of Moriarty Park Softball Field? ([Click here](#) to view the revitalization concept plans)



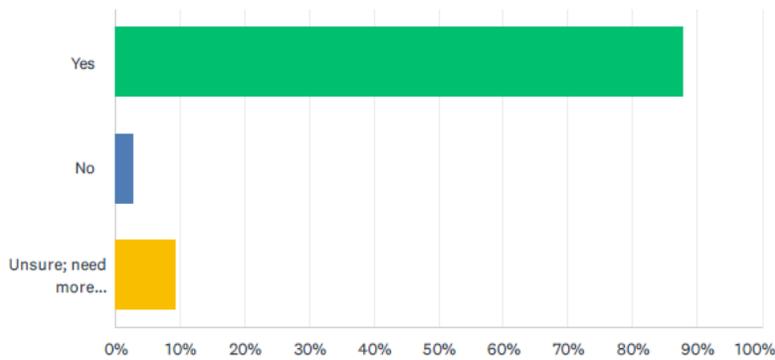
Yes, I support a revitalization plan along these lines	65.4% (70)
No, I believe Moriarty Park should be restored as a softball field	14.9% (16)
Unsure; need more information	19.6% (21)

Question: Which Parks and Recreation facility should be the top revitalization priority?



St. Francis Field	13.0% (14)
Aero Tennis Club	12.0% (13)
Community Garden	3.7% (4)
Moriarty Park Revitalization Plan	51.9% (56)
Moriarty Park Baseball & Softball Field	8.3% (9)
Tailwind Dog Park	1.9% (2)
Alberta Dr Playground (H. Ross Sheppard)	1.0% (1)
Shannon Park (Lady Lake Rd)	1.0% (1)
Play-a-While Park (St. Francis Field)	5.6% (6)
Riverhead Playground (Leo J. Galway)	1.0% (1)
Thicket Playground	1.0% (1)

Question: Would you support the creation of a Parks and Recreation Commission which could develop programming, maintain assets, and access funding?



Yes	65.4% (70)
No	14.9% (16)
Unsure; need more information	19.6% (21)

Those willing to volunteer	17
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Highlights from the ‘Additional Comments’ feedback:

- Moriarty Park revitalization is a nice idea, due to its central location, accessibility, land availability, and multiuse functionality, though certain aspects of the proposal need careful thought and consideration, particularly from an upfront capital cost and annual maintenance perspective (ex., splash pad proposal). Though there may not be use for two fields, could one field be restored for use? Could the baseball field be renovated for softball use? Could the Moriarty Park plan be tweaked for the present baseball field, as opposed to the softball field? Could the plan be updated with more budget-friendly proposals?

- Prioritizing is important—it’s better to do one project well, with majority in agreement and pulling in the same direction, rather than spreading resources too thinly over multiple projects, in attempt to satisfy every interest group.

- Tennis courts need a facelift due to their multiuse nature, accessibility, and prime location in downtown area. The courts could be an excellent site of interest as part of the proposed Heritage District Development Plan and appeal to local business developments (ie., those staying overnight at Yellowbelly Cathedral development). If there’s not enough use to support four courts, could half the area be converted to another needed use—ball hockey court, basketball, skatepark, etc.? Funding could be approved for this as part of the larger Heritage District funding package.

- Dog park could benefit from the addition of greenery and obstacle course.

- Existing community organizations can help with recreation planning, in collaboration with the Town (ex., Splash Centre).

- Vacant lots on Water St could be utilized for creative parks and recreation purposes and generate activity/traffic as part of further downtown redevelopment—ex., a skatepark bowl could be a modern

version of the old Bannerman St swimming pool.

- S.W. Moores Memorial Park can be utilized and upgraded for further event programming and recreation activities to reanimate the downtown area.

- More hiking trails which can be geared towards both residents and visitors; boardwalk near the wetland area is nice and could be expanded (ie., a 'loop' explored, as in nearby Carbonear); possibility of a community nature trail.

- Bicycle plan could be a low-cost improvement providing a safe riding route for residents and visitors.

- Pedestrian improvements should be high priority due to volume of walkers in the community—ie., people out for their exercise (often seniors), people without a car, etc.

Section 3: Specific Strategies

3.1. Introduction

The following strategy areas, goals, and specific strategies were developed from the consultation process. The first three strategy areas are high priorities, as they outline opportunities for Harbour Grace’s growth in the coming years. The last two strategy areas—Governance and Engagement and Regional Collaboration—can be seen as approaches which influence the achievement of goals in the first three areas.

These goals were developed with a ten-year approach in mind. Realistically, not every goal or specific strategy will be fully realized in this period. However, they showcase a ‘big-picture’ approach to community development and encompass the Town of Harbour Grace’s strategic plan vision statement: *For Harbour Grace to be a thriving, sustainable, inclusive, equitable community which realizes its rich potential and capitalizes on its unique assets to guide future growth.*

3.2. Interpreting the Specific Strategies

The presentation of these specific strategies corresponds to the following template:

Strategy Area
Goal
Specific Strategy
Discussion

3.3. Presentation of Specific Strategies

I. Infrastructure and Economic Growth

I-1. To maintain and replace existing infrastructure as well as invest in appropriate, responsible new infrastructure to facilitate growth.

I-1A. Complete Harvey Street Phase V (Lee’s Lane to Jamie’s Way) – Sewer, Water and Street Upgrading Project in the 2022 construction season. Supported by the Investing in Canada Infrastructure Program, \$2,328,974 in funding has been granted to the Town of Harbour Grace for this project. This project is vitally important for the community, as this section of Harvey Street—for years Harbour Grace’s main thoroughfare—has seen a significant decrease in traffic due to its dilapidated condition. Above-ground paving will improve Harbour Grace’s “first impression” for visitors: ideally, they will no longer return to the Veteran’s Memorial Highway after visiting the SS *Kyle* and Amelia Earhart statue, as access to the centre of Harbour Grace has been improved. Businesses in the community—those directly on this section of road or in the centre of town—will see a benefit from increased traffic too. New underground water and sewer infrastructure will mean less maintenance long-term for the Town’s Public Works Department. Paving this section of Harvey Street will also lessen the traffic burden on Water Street, which has picked up the slack due to Harvey Street’s poor conditions over the last number of years.

I-1B. Complete the Sanitary and Storm Sewer Relocation Project (“LeMarchant Street outfall”) in the 2022 construction season. Supported by the Investing in Canada Infrastructure Program, \$1,230,609 in funding has been granted to the Town of Harbour Grace for this project. This sanitary sewer outfall presently crosses property operated by the Harbour Grace Harbour Authority (Department of Fisheries and Oceans). A \$6.2 million wharf improvement project in Harbour Grace—a high-priority infrastructure development—necessitates the Town redirecting this outfall, which carries over 60% of Harbour Grace’s sewer.

I-1C. Utilize the Canada Community-Building Fund (formerly known as the Gas Tax Fund) to pave dirt roads in Harbour Grace which realistically will not see water and sewer services in the short-to medium term. Paving these roads will lower maintenance costs (particularly during the winter season) and save the municipality money in the long-term. Creating an inventory of these roads and a realistic timeline to have them paved should be seen as a next step.

I-1D. Provide water and sewer services for unserved areas in Harbour Grace (ex., Harbour Grace South).

I-1F. Explore opportunities for the proposed channel dredging project and marine industrial park (see I-2A & I-2B, below).

I-1G. Implement the Harbour Grace Registered Heritage development and downtown revitalization (see I-3A, I-3B, and I-3C, below).

I-1H. Explore the possibility of constructing a new fire hall with the Harbour Grace Volunteer Fire Brigade and government partners.

I-2. To responsibly develop Harbour Grace’s advantageous harbour and port infrastructure to support existing industries, stay competitive, and encourage further investment in the marine sector.

I-2A. Work with existing waterfront stakeholders—Harbour Grace Ocean Enterprises, Harbour Grace Shrimp, and Harbour Grace Cold Storage—and government partners to dredge the sandbar in the harbour channel. This project is seen as a high-priority for industry stakeholders, as the current depth at lowest nautical tide (LNT) means larger ships do not have unimpeded access to Harbour Grace’s port. Accommodating larger vessels requiring deeper drafts will keep Harbour Grace’s existing waterfront stakeholders competitive, allow for necessary future expansions, and create opportunities for new waterfront enterprises. Also, this project will allow for the possibility of smaller cruise ships to visiting Harbour Grace’s up-and-coming hospitality establishments (ie., Yellowbelly Brewery’s restorations at the old Courthouse and Immaculate Conception Cathedral) and revitalized Registered Heritage District and downtown (see I-3, below).

I-2B. Explore the possibility of developing the Marine Industrial Park (MIP) in Harbour Grace as proposed on the east end of Point of Beach. In 2015, the Town and SNC Lavalin developed a MIP Feasibility Study, which assessed the viability of constructing a facility to provide marine fabrication services, offshore servicing, vessel repair, and other marine related services. Harbour Grace’s location is advantageous for such a project (close to existing offshore developments and ice-free harbour), and no other facility of such magnitude would exist in Conception Bay. However, as previously noted (see I-2A, above), the sandbar provides an impediment to vessel traffic; and the design of such a project should

converse with existing zoning, regulations, and developments (ex., Registered Heritage District).

I-3. To revitalize Harbour Grace’s historic downtown core, from Cathedral Street in the east to Victoria Street in the west, to support new and existing businesses, present a unique experience for visitors, create a liveable community for residents, and encourage further growth.

I-3A. Complete a phased implementation of the Registered Heritage District’s proposed Harbour Walk and Shipyard Walk, following the detailed designs prepared by Mills & Wright Landscape Architecture in 2021-22. This development plan, along with the Historic Laneways Walk (see I-3B, below), will:

- (i) fully capitalize on the Heritage District as a means to support Yellowbelly Brewery’s new developments at the old Courthouse and Immaculate Conception Cathedral;
- (ii) help revitalize available commercial spaces in the District;
- (iii) create a focal point for visitors and residents to walk, explore, and recreate;
- (iv) strengthen community pride and resilience;
- (v) celebrate Harbour Grace’s rich commercial history through thoughtful design;
- (vi) integrate the existing marine industrial area into the adjacent Heritage District, framing this integration as a continuation of Harbour Grace’s long and important marine industrial heritage;
- (vii) create a unique sense of place which celebrates Harbour Grace’s rich commercial history and differentiates the community from its neighbours; and
- (viii) foster a hub for visitors to enter the community and explore (of which I-1A, above, is an important part).

See [Appendix 5.1.1](#) and [Appendix 5.2](#) for further discussion.

I-3B. Complete the detailed design and phased implementation of the Historic Laneways Walk, as based on concepts developed by Heritage NL in 2020. Finishing this piece will “complete the set” of design work needed to construct the three walks detailed in Heritage NL’s Heritage District Development Plan. The laneways piece also presents an excellent interpretive opportunity for visitors (see I-3E, below), where the history of Harbour Grace’s streets can be showcased. In addition, the development of these historic laneways can play an important part in revitalizing nearby recreational assets. That is, the best case for revitalizing the Aero Tennis Club would be advocating for its viability as an attraction, as an important piece in the larger development of the Heritage District.

See [Appendix 5.1.1](#) for further discussion on the Historic Laneways Walk concept.

I-3C. Continue further west with a downtown revitalization plan, with visual enhancements consistent with designs proposed for the Heritage District and the Town’s branding strategy. This plan should also consider existing Town assets and opportunities to reanimate them from a business and experiential development perspective, including:

- (i) the predominance of vacant lots in the downtown area;

- (ii) the development of experiences in the S.W. Moores Memorial Park (see III-1E, below);
- (iii) the revitalization of the A.L. Collis Building (see II-3C, below);
- (iv) better integrating the Town’s industrial wharf infrastructure and the streetscape from a visual perspective; and
- (v) opportunities to visually enhance the downtown through public art (see II-3A, below).

I-3D. Explore the revitalization of relevant existing assets within the general downtown area (see I-3B & I-3C, above). These assets include, but are not limited to, the Ridley Hall Ruins (see [Appendix 5.1.1](#)), Bennett’s Lane Roman Catholic Cemetery (see II-3C, below, and [Appendix 5.4.1](#) & [Appendix 5.4.2](#)), Aero Tennis Club (see II-1D, below), A.L. Collis Building (see II-3C, below), S.W. Moores Memorial Park (see III-1E, below), Laurence Coughlan HSMBC Memorial, and municipally-owned vacant lots on Water Street.

I-3E. Design and implement an interpretive plan for the Heritage District. See [Appendix 5.31](#).

I-3F. Investigate the benefits of designating downtown Water Street a “Business Improvement Area” as defined under the Municipalities Act. Such benefits could include starting a downtown redevelopment board comprising the business community and community stakeholders, whose operations could be partially funded by a general surcharge (no more than 10% of the business tax imposed). See [the Municipalities Act](#) for further details.

I-4. To develop the general area around the Community Centre as both an attractive ‘first-stop’ for visitors and an opportunity for future business investment.

I-4A. Develop an attractive entrance park on the grounds of the Community Centre, accessible from the Veteran’s Memorial Highway. This entrance park will draw visitors from the adjacent highway, highlight the Town’s unique branding (see I-5, below) and “what’s here” in Harbour Grace for visitors—attractions, recreation assets, businesses, etc.—and providing local businesses with opportunities to advertise through a community billboard. Other amenities could feature at this site, including an EV charging station, which would service the needs of visitors in an accessible location. Ideally, this park would have a physical link to the Kearney Tourist Chalet (SS Kyle Site / Amelia Earhart Statue / Spirit of Harbour Grace) through Bannerman River, giving both visitors and residents walking access to both sites. In addition, this entrance park would feature similar designs to those proposed in the Heritage District, to give visitors a consistent feel and experience of Harbour Grace. Further, the park development would be paired with a rebranding of the Town’s website and business directory and promoted through its design (ex., signage, QR codes, etc.).

I-4B. Explore the possibility of developing a business park adjacent to the Community Centre and proposed entrance park. This proposal has significant potential due to the availability of accessible Crown Land for the Town to purchase; new water and sewer infrastructure; and a strategic location along the highly trafficked Veteran’s Memorial Highway and next to the Community Centre.

I-5. To utilize the municipality’s existing branding strategy, “Let Yourself In” / Gates of Harbour Grace, to promote and market Harbour Grace as a unique investment opportunity in Conception Bay North.

The Town of Harbour Grace is competing with hundreds of municipalities within Newfoundland and Labrador and Canada for new businesses, residents, tourists, and government funding sources. It is important that the Town presents itself as a united, dynamic, and unique community and also differentiates itself from other municipalities. The brand's consistent application will separate the Town of Harbour Grace from other corporations and organizations and will engender immediate recognition from residents.

The Town of Harbour Grace's branding strategy, "Let Yourself In" / Gates of Harbour Grace, was developed in 2016 and incorporates the community's unique history of locally forged wrought iron gates, found throughout the town but most notably in the Heritage District. Though the Town's branding strategy has been imperfectly implemented since its inception, this strategic plan exercise is a fresh start towards "dusting off" some useful old concepts, including the town brand. Some opportunities to showcase the brand include:

I-5A. Create a thematic redesign of the Town of Harbour Grace's website and business directory utilizing the brand as a launching point. The website could also include an online shop allowing for visitors and residents to purchase branded material (ex., the "Gates of Harbour Grace" posters printed in 2016).

I-5B. Develop a workable, effective communications strategy which implements the Town brand (see IV-4, below). Such communications could include a new letterhead, seasonal newsletter, Town notices and event updates, town map, etc. Other materials could be utilized for marketing and promotional purposes—ex., an introductory pamphlet about the community, posters, etc.—and distributed at the Kearney Tourist Chalet, Community Centre, Town Hall, Conception Bay Museum, local businesses, and at trade shows through the local DMO (Legendary Coasts).

I-5C. Physically implement the brand through a new entrance park on the grounds of the Community Centre (see I-4A, above).

I-5D. Incorporate the brand into a wayfinding strategy and any new signage developed at community assets (ex., recreation spaces, interpretation in the Heritage District, etc.).

II. Social and Cultural Health

II-1. To provide meaningful recreational opportunities for Harbour Grace's citizens by maintaining existing assets, developing new recreation infrastructure to meet changing needs, and crafting new programming.

II-1A. Implement aspects of Moriarty Park Revitalization Plan. The community engagement process has indicated strong support for aspects of the Moriarty Park Revitalization Plan. An accessible, inclusive, centrally-located parks and recreation hub could offer a variety of new recreation experiences for young and old, attract new families to the community, and have ancillary benefits for nearby local businesses. The Moriarty Park Revitalization Concept (see [Appendix 5.14](#)) should influence the planned restoration of this community asset.

II-1B. Revitalize the Aero Tennis Club as an important piece of the larger Heritage District Development Plan, further facilitating memorable visitor experiences (see I-3B, above). The development of north block of the Heritage District—ie., the historic laneways development—can be a catalyst for restoring this recreational asset. That is, the best case for revitalizing the Aero Tennis Club would be arguing for its viability as an attraction, as an important piece in the larger development of the Heritage District.

II-1C. Analyze and revamp the organizational structure of recreation committees for best results. This organizational revamp could take various forms. For instance,

(i) Council could actively designate liaisons for various independent and “arm’s length” committees. These liaisons would be responsible for keeping an open line of communication between their committee and Council’s parks and recreation committee. A regular open line of communication would help streamline activities, spread resources when available, and promote useful opportunities (ex., funding announcements, etc.).

(ii) creating a volunteer-led parks and recreation board, which could include the liaisons listed above and/or other community volunteers. This board would hold an annual general meeting (AGM), have an elected executive, and be at “arm’s length” from Council, with the latter’s representation in the form of liaisons (ie., similar to the structure of the Harbour Grace Board of Culture). This structure would allow the committee to access funding to which the municipality may not be eligible and access students from the Canada Summer Jobs program at 100% funding (whereas the municipality must pay 50%).

II-1D. Devise a long-term ownership solution to St. Francis Field and Walking Track.

II-2. To activate the resourcefulness and skills of Harbour Grace’s seniors through unique programming and community development opportunities.

II-2A. Revitalize the historic Otterbury Schoolhouse as a place for seniors to socialize, recreate, contribute to visitor experiences, and share knowledge with the next generation of Harbour Grace’s youth. A strategically located and well-maintained heritage structure, Otterbury Schoolhouse has been underutilized for years. Harbour Grace’s seniors are one of its most resourceful constituencies, who have plenty to offer the community. The Otterbury Schoolhouse project will:

(i) provide seniors with a space to socialize and participate in relevant programming (ex., book clubs, card nights, knitting and quilting classes, art exhibitions, photo scanning parties, birdwatching tours, memory mugups, gardening, yoga classes, music cafes, etc.), with the help of relevant community groups and stakeholders;

(ii) revitalize the Schoolhouse for visitor experiences and associated revenue generation, with volunteer help from seniors involved in the project and students operating the nearby Kearney Tourist Chalet (ex., kayak rentals to explore the waters around the historic SS *Kyle*; bike rentals to explore Harbour Grace; birding tours of the neighbouring wetlands; takeaway café; etc.); and

(iii) provide opportunities for seniors and volunteer youth to work together on meaningful projects (ex., raised bed gardening, computer skills, cooking and preserving, arts and crafts, etc.)

II-3. To enhance the creative and cultural health of the community through programming, beautification, and heritage revitalization.

II-3A. Beautify Harbour Grace with thoughtful artistic projects which engender community pride through shared values. Such projects could include designs for murals on public bus shelters or crosswalks located at relevant locations. Values featured could include, but are not limited to, Pride Day, Canada Day, Veterans Day, Regatta Day, Indigenous Peoples' Day, Multiculturalism Day, Anniversary of Amelia Earhart, Anti-Bullying Day, etc.

II-3B. Implement a built heritage revitalization strategy for Harbour Grace. Ideally, this strategy would include the creation of a detailed built heritage inventory, of which certain structures would be eligible for financial incentives. These financial incentives could include:

(i) a small financial grant (ex., 25% of material and labour costs, to a maximum of \$2,000 per structure, from an annual budget figure, etc.) for heritage restoration work; and/or

(ii) a heritage rebate program, which would provide homeowners with a property tax rebate *after* renovations and their updated assessment. For instance,

For a property with a pre-restoration tax of \$1,000 that increased to \$2,200 after restoration, a five-year graduated tax incentive would work like this:

New tax rate (\$2,200) - old tax rate (\$1,000) = \$1,200

Year 1 (100% rebate) = \$1,200

Year 2 (80% rebate) = \$960

Year 3 (60% rebate) = \$720

Year 4 (40% rebate) = \$480

Year 5 (20% rebate) = \$240

Total five-year tax rebate = \$3,600

Ideally, a committee of Council (ie., Tourism and Heritage) or associated volunteer committee would be responsible for vetting applications.

A similar concept could be a cost-sharing incentive to restore heritage fencing or replace fencing based on historic precedents. This idea could tie into the Town's branding strategy (*see I-V, above*) and complement the neighbourhood streetscape.

In addition, a revamping of the Town's 'Municipal Heritage Site' program could dovetail nicely with this strategy. The Town's current Municipal Heritage Site register could be start accepting new applications, and existing sites could be promoted with new signage featuring the Town's brand. Again, recommendations on Municipal Heritage Site status would be determined by a committee, as discussed above.

II-3C. Create and implement a plan for revitalizing heritage assets owned by the municipality. Presently, the Town has a handful of heritage assets which are underutilized, with no fixed plans for restoration or increasing use. These assets include (i) Otterbury Schoolhouse, (ii) A.L. Collis Building, and (iii) the Harbour Grace (Gordon G. Pike) Railway Station.

(i) A revitalization plan for Otterbury Schoolhouse has been proposed (*see III-2A, above*). Though in good shape and located in an ideal area, the building needs upgrades to increase use and become fully functional.

(ii) Recently restored, the Harbour Grace Railway Station houses the Gordon G. Pike Railway Museum. However, this use is limited to a handful of weeks in the summer and the Town's summer student complement; and due to its isolated location, this museum sees little traffic regardless. Furthermore, there isn't anything particularly unique about the exhibits displayed here (in terms of exhibits, nothing has been redone in years).

One idea could be to partner with the CBN T'Railway group to explore uses for the Station. An interesting use could be operating an AirBnB at the Station, with revenue supporting a community group. In previous conversations with the CBN T'Railway, one common complaint is a lack of hospitality establishments (i.e., "places to stay") near the old railbed. The pitch could be, "Ride the CBN T'Railway and stay at the oldest remaining railway station in Newfoundland!" (Obviously, some additions would be required to make this idea a reality, in addition to a workable business plan—keeping in mind the "competitive impact" analysis from funders such as ACOA.) However, another idea could be promoting an expression of interest for anyone wishing to lease the building for a business use. (*See [Appendix 5.11](#) for further discussion.*)

(iii) Similarly, the Town has recently acquired A.L. Collis Building, adjacent to the Town Hall. This structure survived the 1944 fire and is the oldest commercial building left on Water Street. A community needs analysis could inform what this building could become. For instance, the municipality needs a bigger, more accessible chambers—a use which could fit the back extension (a later addition to the building). The commercial, "heritage" front could find a use as part of a downtown revitalization plan for the area. For instance, the Town could find a private stakeholder interested in using the space, etc.

(iv) Likewise, collaboration efforts could be organized between the Town and related stakeholder groups regarding the restoration of existing municipal heritage sites and other public sites of interest. Some examples could include the Town working with the local Knights of Columbus to organize revitalize the Bennett's Lane Roman Catholic Cemetery through a small grant project (ex., a Job Creation Partnership) on the basis of recommendations from Black Cat Cemetery Preservation (*see [Appendix 5.4.1](#)*); working with the Conception Bay Museum and Coughlan United Church to restore the fencing around the Laurence Coughlan HSMBC Memorial; working to improve access and interpretation at the historic Harbour Grace Airstrip; and working with the St. Andrew's Presbyterian Cemetery Committee to revitalize this space through interpretation. Although not exhaustive, this list illustrates some small opportunities which could contribute to the larger whole (ex., restoring Bennett's Lane Cemetery would provide a great point of interest for the nearby Heritage District Development Project, etc.).

(v) Harbour Grace Airstrip remains one of community's most prized assets. For years, this site has been hampered by wayfinding and accessibility issues, in addition to the lack of interpretation and experiences associated with the location. Revitalizing and celebrating this space for tourism and experiential development purposes could involve a considered wayfinding strategy, improving site accessibility (ex., exploring access from the Veteran's, feasibility of paving Lady Lake and Earhart Rds, improved parking area), developing site interpretation, incorporating the airstrip and Crow Hill on a trail link with nearby assets (i.e., Gibbet Hill and Lady Lake), and expanding an event schedule for the site (ex., building on the 'Come Fly With Us' kite festival and COPA Flight 97's air show, etc.). Working with

stakeholders with a passion for the site can help realize its potential, including, but not limited to, COPA Flight 97, Conception Bay Museum, TaDa Events, Aviation History NL, Harbour Grace Board of Culture, Earhart 99ers, Regatta Committee, etc.).

II-3D. Craft a consistent schedule of community events to further develop and promote. The Town has a long history of signature events—ie., events which happen annually (or at least regularly)—which could form the bones of a larger ‘signature’ festival, which could be promoted at trade shows and through the Destination Management Organization (DMO), Legendary Coasts of Eastern Newfoundland. Furthermore, the promotion and marketing of these events could receive a significant boost with the Town’s branding strategy and a new website (*see I-5A, above*). Harbour Grace has shown it can produce some wonderful events utilizing its assets—Harbour Grace Regatta, Come Fly With Us Kite Festival, Haunted Harbour Grace, Canada Day Concert, Conception Bay Kennel Club Dog Show, Concerts in the Park at the Museum, Ged Blackmore’s *The Remarkable Story of Harbour Grace*, etc.—though the long-term marketing, development, and promotion of these events could make these cornerstones of the community.

II-4. To strengthen the volunteer capacities of the community through new opportunities and a focused engagement strategy.

II-4A. Develop a volunteer engagement strategy which activates the community’s capacity to realize various opportunities. Typically, the health of a community can be gauged by its number of active volunteers. Realistically, with Harbour Grace’s abundance of assets and opportunities, the municipality cannot be expected—nor does it have the staff capacity or financial resources—to make all of these a reality. This gap is where the Town must activate, trust, and support the volunteers willing to make common cause with the municipality.

For example, some opportunities to engage volunteers could be through creating new groups—ex., recreation committee (*see II-1A, above*), a trails management committee (*see III-1C, below*), a community clean-up group, seniors group (*see II-2A, above*), etc.—and furthering collaboration with existing groups (ex., HGBCIB, Conception Bay Museum, Civic Events Committee, Harbour Grace Regatta, etc.).

Ideally, such opportunities could be promoted through a focused communications strategy—ie., revamped website, seasonal newsletter, consistent social media presence (*see I-5B above, & IV-4, below*). Further, this collaboration could develop the event calendar for the year (*see II-3D, above*), and “opportunities management” could reveal who is best placed to develop a particular project (ex., the Otterbury seniors committee could engage a consultant to develop a community bike plan, which the municipality could then implement, etc.).

II-5. To broaden events, activities, and business and programming opportunities at the Community Centre, to strengthen its identity as a community hub.

II-5A. Create an inventory of signature events associated with the Centre. Such events could include a summer music festival, hosted either inside or outside the Centre; music café-style evenings with local entertainment in the multipurpose room; comedy shows during the summer on the rink floor or in the multipurpose room; ‘Christmas in the Harbour’ craft fair; an outdoor show with local recreation retailers and groups (ex., CBN T’Railway); farmers’ market during the fall harvest; a boat show with local

retailers and manufacturers (ex., Harbour Grace Ocean Enterprises); etc. These events could flesh out a regular schedule for which people could plan to attend ahead of time (see II-3D, above).

II-5B. Utilize the large outdoor parking lot for associated events, recreation, and business opportunities. Again, such events could include an outdoor concert, 'Light the Lamp'-style ball hockey tournament, drive-in theatre, boat show, etc. Recreation and business opportunities could include the installation of a ball hockey court, skatepark, direct-to-market vegetable food stands, and a takeaway-style coffee service. (See II-1A, above for further discussion.)

II-5C. Find operators for existing vendor spaces at the Centre.

III. Environmental Stewardship

III-1. To protect, promote, and enhance Harbour Grace's municipal parks, trails, watersheds, ponds, wetlands, and open spaces for public appreciation.

III-1A. Develop and implement a Trails Master Plan for Harbour Grace. This development plan should utilize work accomplished by the Municipalities NL Pipeline Project student as a starting point (see [Appendix 5.11](#)). Trails identified for potential development in this plan include:

- Pirate's Path Trail (Bears Cove)
- Harbour Grace Railbed (CBN T' Railway)
- Bannerman River / Dawley's Brook (Riverhead)
- Gibbet Hill
- Crow Hill (Harbour Grace Airstrip)
- Feather Point (Harbour Grace South / Bryant's Cove)
- Lady Lake
- Bog Pond

Furthermore, trails are useful for the Town to connect assets both physically and thematically. For instance, trails could connect the following assets from a tourism perspective:

- connecting the Community Centre to the Kearney Tourist Chalet through Bannerman River
- connecting Gibbet Hill with Lady Lake (Regatta site) and Crow Hill (Harbour Grace Airstrip)
- making Harvey Street businesses and the Railway Station accessible along the CBN T' Railway
- connecting Riverhead and the Thicket with Feather Point and Bryant's Cove through Long Path
- etc.

III-1B. Work with CBN T' Railway group and community volunteers to revitalize the area around the old Bannerman River railway trestle. As noted in conversations with the CBN T' Railway group (see [Appendix 5.11](#)), recreating a structurally sound bridge at Bannerman River is vitally important linking the old railbed together from a regional perspective. This feature was also indicated as a need in a trail assessment of the railbed provided by Green Leaf Resources in 2019 (see [Appendix 5.13](#)). Similar restorations have happened in other communities (ex., in Small Point-Broad Cove-Adam's Cove-Blackhead, Bristol's Hope, etc.). In addition to the regional benefits, a new trestle and rest area (ie., firepit, benches, etc.) could be an excellent asset for further pedestrian walking developments along

Bannerman River, which could connect serve as a physical and thematic connection linking the Community Centre and the Kearney Tourist Chalet area, including such assets as the SS *Kyle*, wetland area (see III-1D, below), Otterbury Schoolhouse (see II-2A & II-3C, above), and the Spirit of Harbour Grace.

III-1C. Explore the possibility of creating a local ‘trails committee’ which could develop, manage, maintain, and/or promote these assets (or the master plan). The creation of such a committee could lessen the maintenance burden on the Town’s Parks & Recreation Department and its employees (ie., maintenance supervisor and summer students). Similarly, depending on the structure, this committee could be eligible for grants to implement further development and even hire workers (ex., through Job Creation Partnerships, Canada Summer Jobs, etc.). As noted previously, activating the capacity of volunteers in the community who may have such interests will make things develop quicker, achieve community buy-in, and lessen the burden on staff, who cannot make every opportunity a reality (see II-4A, above).

III-1D. Protect, preserve, and promote the wetland areas near the Kearney Tourist Chalet, Stapleton’s Beach, and Shorts’ Stage. These wetland areas have a significant inventory of migratory shorebirds and other wildlife, and as recently as 2019, a regular shorebird survey was conducted for Environment Canada. Though frequently visited by tourists and residents, these wetland areas haven’t been formally promoted or protected outside of the Town’s municipal plan. Promoting this wetland area (ex., opportunities to photograph bald eagles seasonally near the scenic SS *Kyle*) and upgrading site infrastructure (ex., extending the boardwalk to Stapleton’s Beach, adding interpretation, reconstructing the historic Shorts’ Stage, etc.) would be another way to showcase the Town from an environmental perspective. Additionally, these sites are strategically located near Otterbury Schoolhouse (see II-2A, above) and the mouth of Bannerman River (see III-1B, above), whose developments could support these wetland initiatives and, equally, be supported by them (ex., nature walks, photography classes, and shorebird surveys operated by the Otterbury Schoolhouse seniors’ group; the wetland area being another ‘point of interest’ along a proposed Bannerman River Trail; etc.).

Furthermore, these wetland initiatives can include a number of community and other partner organizations, including, but not limited to, The Splash Centre, St. Francis School, Ducks Unlimited, Conservation Corps of NL, MMSB, CPAWS-NL, Environment Canada, Canadian Wildlife Federation (Wild Outside), WWF, etc.

III-1E. Further revitalize S.W. Moores Memorial Park as part of a downtown redevelopment strategy (see I-3C & I-3D, above). With an active committee interested in its maintenance, the S.W. Moores Memorial Park is a beautiful cornerstone of downtown Harbour Grace. Using the Heritage District’s designs as a starting point (see above I-3A & I-3B, above), a redevelopment of the entire downtown area could be viewed conceptually as a ‘park to park’ walk, from the Museum’s park in the Heritage District to the Memorial Park on the downtown’s western end. As with designs in the Heritage District, a similar challenge will be how to better integrate this greenspace into the present industrial character of the south side of Water Street.

Centrally located, the Park provides plenty of opportunities for revitalizing the general area through events and public art. Some event opportunities could include continuing and expanding Yoga in the Park, partnering with the Conception Bay Museum to expand the Concert in the Park series, a ‘block party’ (street dance) in the summer around the Bannerman Street area, etc.

III-1F. Work with neighbouring municipalities and stakeholders to market and develop trails from a regional perspective. As with many projects moving forward, things need to be considered from a regional perspective (*see strategy area V, below*). One regional project which could have a demonstrable impact on tourism and visitation in Conception Bay North would be a joint trails development and marketing plan for the region, along the lines of Hike Discovery on the Bonavista peninsula or the recent Damnable Trail initiative in Eastport. Rather than each municipality unevenly developing their trails with bespoke styles of branding, marketing, etc., one joint effort for the region, with a distinct identity, communications strategy, fundraising plan (ex., business sponsors), etc., would move the needle significantly for the region's destination development. Opportunities to develop this proposal could be explored through the Town's seat at the Joint Councils of Conception Bay North (JCCBN); with other partners contributing with expertise and funding (ex., Legendary Coasts DMO, ACOA, Dept. of IET, TCAR, etc.).

III-2. To continue the preservation of Harbour Grace's environmentally protected areas, as designated by the Municipal Plan, including Bannerman Lake and its watershed area.

III-3. Strive to achieve optimal energy efficiency in municipal facilities and minimize equipment emissions when and where possible.

This point should be considered whenever the Town pursues upgrading or renovating existing facilities, including, but not limited to, Town Hall, Otterbury Schoolhouse (*see II-2A, above*), A.L. Collis Building (*see II-3C, above*), Harbour Grace Railway Station (*see II-3C, above*), Heritage District Development Plan (*see I-3A & I-3B, above*), Public Works Depot and former Ultramar Building, etc.

III-4. To improve recycling and waste management infrastructure at municipal facilities, both indoor and outdoor.

Upgrading this infrastructure should feature in any development plans proposed for Harbour Grace, including, but not limited to, Heritage District Development Plan, the further revitalization of downtown Water Street, community trails, parks and recreation infrastructure, Otterbury Schoolhouse, wetland areas around the SS *Kyle*, etc.

III-5. To responsibly manage and protect the community's harbour for today's residents and future generations.

Any harbour development projects explored should address these concerns in terms of long-term impact and must respect the context of the area in which they are proposed (ex., environmental factors, uninterrupted viewplane of the Registered Heritage District, the presence of wildlife in the wetland area, etc.).

IV. Governance and Engagement

IV-1. To continue regular processes of engagement and feedback sessions with citizens, stakeholders, and the business community.

A seasonal or biannual update with associated groups related to the strategic plan would help keep tasks on track and encourage stakeholder ownership (ie., ‘buy-in’) of the plan. For example, presenting a handful of actionable items in terms of a work plan for the ‘business forum’ will keep everyone informed and identify collaborative opportunities (ex., re-presenting the branding strategy, proposed website update and new business directory, entrance park, dredging proposal, Heritage District Development Plan, etc.).

IV-2. To be professional in all aspects of governance and pursue a best practices model for transparent decision-making.

IV-3. To maintain virtual accessibility to regular public Council meetings, even when future meetings return to in-person.

A silver lining of the COVID-19 pandemic was the (forced) move to virtual regular public Council meetings. **Though virtual meetings lack the personal touch of in-person gatherings, they did increase residents’ accessibility to meetings and community decision-making.** The Town’s Council meetings regularly see 60+ viewers, and these numbers have remained consistent over two Council terms. In the context of local municipal politics, these numbers are uniquely large and highlight residents’ strong, sustained interest in community happenings and Council matters. The seating capacity of the present Council chambers would limit such viewership; and watching a virtual meeting is more convenient from an accessibility perspective. Continuing these broadcasts in some virtual format, even if Councillors decide to meet in person, will help keep residents informed, involved, and interested in their community’s governance.

IV-4. To develop a consistent communication strategy targeting residents, stakeholders, and visitors.

Keeping current (and future) residents, businesses, and stakeholders informed about notices, events, policies, incentives, engagement sessions, and volunteer opportunities is vital for making Harbour Grace an inclusive, thriving community. **Bringing back the seasonal newsletter, upgrading the website, promoting the community email list, and utilizing the new community bulletin board will help keep people informed regarding happenings in Harbour Grace, with the added benefit of solidifying the Town’s brand identity (see I-5B, above).** Another feature to consider might be adding ‘community notices’ to the voicemail prompt at the Town Office (ie., press ‘1’ for ‘Community Notices’). If people feel uninformed, Council and staff should do their best to communicate and promote the ways information is circulated in the community.

V. Regional Collaboration

V-1. To explore regional tourism opportunities with neighbouring municipalities. (ex., regional trail promotional plan, EV charging stations, regional wayfinding system, etc.).

V-2. To explore the shared use of recreational facilities and services through the province’s upcoming regionalization push.

V-3. To prepare and remain informed regarding upcoming regionalization.

V-4. To focus and highlight the regional impact when pursuing opportunities for Harbour Grace.

V-5. To utilize our position on the Joint Councils of Conception Bay North to advocate for regional opportunities.

Section 4: Opportunity Management

4.1. Opportunity Management Introduction

The following is a working format for how these various opportunities could be managed. Section 4 can be seen as a broad workplan to achieve success—that is, identifying the specific strategy, those responsible and their partners, the realistic timeframe, the resource requirements, the potential funding opportunities, and the expected outcomes. This document remains a work-in-progress; staff will internally update this workplan and add more details as things progress in the future.

The relevant definitions are as follows:

Action Area and Specific Strategies: This column restates the action area and specific strategies noted in Section 3, with the relevant goals highlighted in yellow. Specific strategies deemed high priorities are marked in light blue.

Responsibility + Partners: This column notes the specific people on whom the Town will rely to ‘action’ a particular specific strategy or provide useful resource skills to help.

Timeframe: This specifies the timeframe in which the strategy is expected to be initiated. The timeframes involved are:

- Ongoing
- Short-term (throughout 2022)
- Medium-term (2023 and 2024)
- Long-term (2025 and beyond)

Resource Requirements: This column considered the financial and human resource requirements required in order to implement the specific strategy.

Funding Opportunities: This column indicates some potential funding opportunities for the Town to explore. The list of opportunities noted are by no means considered exhaustive and will be further refined.

Targets and Outcomes: This column notes the deliverables and ideal outcome of each specific strategy when implemented.

Section 4.2. Opportunity Management Table

Action Area and Specific Strategies	Responsibility + Partners	Timeframe	Resource Requirements		Funding Opportunities?	Targets / Outcomes
			One-Time	Ongoing		
Infrastructure and Economic Growth						
I-1. To maintain and replace existing infrastructure as well as invest in appropriate, responsible new infrastructure to facilitate growth.						
<i>I-1A. Complete Harvey Street Phase V (Lee's Lane to Jamie's Way)</i>	Town Clerk/Manager; Public Works Superintendent; Consulting Engineers; Contractor; Dept. Transportation & Infrastructure; Council Public Works Committee	Ongoing; short-term (High priority)		TBD	Investing in Canada Infrastructure Program (Infrastructure Canada); Municipal Capital Works Funding (TI, Municipal Affairs)	- sewer, water, and street upgrading for Harvey St from Lee's Lane to Jamie's Way, improving main thoroughfare access for residents, business, and visitors
<i>I-1B. Complete Sanitary Storm Sewer Relocation Project (LeMarchant St outfall)</i>	Town Clerk/Manager; Public Works Superintendent; Consulting Engineers; Contractor; Council Public Works Committee; Harbour Authority; Small Craft Harbours	Ongoing; short-term (High priority)		TBD	Investing in Canada Infrastructure Program (Infrastructure Canada); Municipal Capital Works Funding (TI, Municipal Affairs)	- relocate the LeMarchant St outfall, allowing for \$6.2 million Water Street wharf upgrading to proceed
<i>I-1D. Utilize Federal Gas Tax Fund to pave dirt roads without water and sewer services</i>	Town Clerk/Manager; Public Works Superintendent; Consulting Engineers; Paving Contractor; Council Public Works Committee	Ongoing; short-to medium-term (High priority)	Undertake inventory of dirt roads to be paved and schedule of realistic work	TBD	Canada Community Building Fund (Infrastructure Canada, TI)	- pave roads for residents and lower annual maintenance costs
<i>I-1E. Expand water and sewer to unserved areas of Harbour Grace (ex. Harbour Grace South)</i>	Town Clerk/Manager; Public Works Superintendent; Consulting Engineers; Contractor; Dept. Transportation & Infrastructure;	Medium- to long-term (High priority)		TBD	Investing in Canada Infrastructure Program (Infrastructure Canada); Municipal Capital Works Funding (TI, Municipal Affairs); Canada	- expand services for Harbour Grace's taxpayers - open land for potential new residential developments, attracting new residents and tax

	Council Public Works Committee				Community Building Fund (Infrastructure Canada)	revenue to reinvest in community
<i>I-1H. Explore the possibility of constructing a new fire hall with the Harbour Grace Volunteer Fire Brigade and government partners</i>	HGVFB; HGVFB Liaison; Council; Town Clerk/Manager	Medium- to long-term	TBD	TBD	TBD	<ul style="list-style-type: none"> - improve HGVFB facilities and long-term infrastructure - improve delivery of HGVFB services for residents
I-2. To responsibly develop Harbour Grace's advantageous harbour and port infrastructure to support existing industries, stay competitive, and encourage further investment in the marine sector.						
<i>I-2A. Work with waterfront stakeholders on proposal to dredge harbour channel</i>	Town Clerk/Manager; EDO; Council Business & Economic Dev. Committee; HGOE, HGSC; federal and provincial reps.; Dept. Fisheries & Oceans; Harbour Authority; Consulting Engineer	Ongoing; medium-term (High priority)		Significant staff resources related to meetings, proposals, funding opportunities, gov. lobbying efforts, etc.	Innovative Communities Fund (ACOA); Regional Development Fund (IET); National Trade Corridors Fund (Infrastructure Canada); others TBD	<ul style="list-style-type: none"> - increase harbour depth to 9.5 low nautical tide (LNT), allowing ships with larger drafts to access harbour - open harbour to new opportunities and markets for new and existing stakeholders
<i>I-2B. Explore possibility of developing marine industrial park</i>	Town Clerk/Manager; EDO; Council Business & Economic Dev. Committee; HGOE, HGSC; federal and provincial reps.; Dept. Fisheries & Oceans; Harbour Authority; Consulting Engineer	Long-term	TBD	TBD	Innovative Communities Fund (ACOA); Regional Development Fund (IET)	<ul style="list-style-type: none"> - expand Harbour Grace's marine industrial base - bolster economic activity in Harbour Grace - improve marine infrastructure in CBN region
I-3. To revitalize Harbour Grace's historic downtown core, from Cathedral Street in the east to Victoria Street in the west, to support new and existing businesses, present a unique experience for visitors, create a liveable community for residents, and encourage further growth.						
<i>I-3A. Complete phased implementation of</i>	EDO; Town Clerk/Manager; Public Works	Short- to medium-term		Staff and Council resources related to project lobbying; staff	Innovative Communities Fund (ACOA); Regional	- support new and existing businesses, develop extended experiences for

<i>Harbour and Shipyard Walks (Heritage District Development Plan)</i>	Superintendent; Council Business & Economic Dev. Committee; Council Tourism & Heritage Committee; Consulting Engineers; Contractor; Conception Bay Museum	(High priority)		resources related to meetings, funding applications, project management, etc.	Development Fund (IET); Heritage NL; Canadian Heritage; Rediscover Main Streets Initiative (ACOA); various active street funding opportunities	visitors, and create a livable community for residents - integrate waterfront as complimentary experience in Heritage District
<i>1-3B. Complete detailed design of Historic Laneways Walk (Heritage District Development Plan)</i>	EDO; HGCI; Heritage NL; Architectural Consultants	Ongoing; short-term (High priority)		Staff, Council, and volunteer meetings, proposal developments, project management, etc.	Innovative Communities Fund (ACOA); Regional Development Fund (IET); Registered Heritage District Funding Program (Heritage NL)	- support new and existing businesses, develop extended experiences for visitors, and create a livable community for residents
<i>1-3E. Design and implement an interpretive plan for Heritage District</i>	EDO; Heritage NL; Harbour Grace Board of Culture; Design Consultants; Council Tourism & Heritage Committee; Conception Bay Museum; Parks Canada	Medium-term (High priority)	Analysis and inventory of stories that could be told at various points; inventory of visual archives; brainstorming of creative opportunities for highlighting stories (ex., audio/video through QR codes, etc.)	Proposal development; funding research project management; meetings with design consultant	Innovative Communities Fund (ACOA); Regional Development Fund (IET); Registered Heritage District Funding Program (Heritage NL); Cultural Economic Development Program (TCAR); possible Parks Canada funding; possible Canadian Heritage program funding	- showcase and augment Harbour Grace's unique identity and story through thoughtful interpretation - craft memorable experiences for visitors - strengthen community pride and resilience
<i>1-3C. Continue further west with downtown revitalization plans (ie., concepts, detailed designs, implementation)</i>	EDO; Heritage NL; Council Tourism & Heritage Committee; Council Business & Economic Dev. Committee; HGCI; Architectural Consultants; S.W.	Medium- to long-term (High priority)	TBD	TBD	Innovative Communities Fund (ACOA); Regional Development Fund (IET); Rediscover Main Streets Initiative (ACOA); various active street funding opportunities	- support new and existing businesses, develop extended experiences for visitors, and create a livable community for residents - revitalize existing Town assets (Memorial Park,

	Moore's Memorial Park Committee					<p>A.L. Collis Building) and vacant lots in downtown core</p> <ul style="list-style-type: none"> - integrate Victoria St into downtown and reanimate pedestrian experiences - utilize design principles proposed for Heritage District, creating a seamless experience and identity for visitors
<i>I-3D. Explore revitalization of existing assets within general downtown area (ex., Bennett's Lane Cemetery, Ridley Hall, vacant lots, etc.)</i>	EDO; Council Business & Economic Dev. Committee; Council Tourism & Heritage Committee; Harbour Grace Board of Culture; service group volunteers; Conception Bay Museum	Medium- to long-term (High priority)	Inventory of assets; consultation process; brainstorming session; action plan	Staff, Council, and volunteer meetings, proposal developments, project management, etc.	Innovative Communities Fund (ACOA); Regional Development Fund (IET); Job Creation Partnership program (IPGS); Heritage NL Preservation Grants ; Rediscover Main Streets Initiative (ACOA); Cultural Economic Development Program (TCAR); various active street grants	<ul style="list-style-type: none"> - support new and existing businesses, develop extended experiences for visitors, and create a livable community for residents - preserve community heritage and identity for future generations - strengthen community pride and resilience
I-4. To develop the general area around the Community Centre as both an attractive 'first-stop' for visitors and an opportunity for future business investment.						
<i>I-4A. To develop an attractive entrance park on the Community Centre grounds</i>	EDO; Council; Business and Economic Dev. Committee; Facility Manager	Medium-term (High priority)	Meeting to review previous documents and proposals	Staff, Council, consulting engineer, and volunteer meetings, proposal/project developments, political lobbying, project management, etc.	Innovative Communities Fund (ACOA); Regional Development Fund (IET); private donors; angel donor / charitable funding	<ul style="list-style-type: none"> - attract visitors from the highway and showcase attractions in community - provide opportunity for local businesses to advertise - centrepiece of a wayfinding strategy for

						<p>the Town and brand (see below)</p> <ul style="list-style-type: none"> - improve Community Centre aesthetic as a 'hub' - link Centre with nearby visitor amenities at Chalet area (see below)
<i>I-4B. Explore possibility of developing business park adjacent to Community Centre</i>	Town Clerk/Manager; EDO; Council Business and Economic Dev. Committee; Facility Manager; Public Works Superintendent; Consulting Engineers	Medium- to long-term	Assessment of current state of proposal; developing a roadmap forward; Crown Land application; analysis of nearby developments	Staff and Council meetings, proposal developments, financing arrangements, liaising with government departments, political lobbying, stakeholder meetings, project management, etc.	TBD	<ul style="list-style-type: none"> - attract business in a high-traffic location - increase tax revenue and services for residents
I-5. To utilize the municipality's existing branding strategy, "Let Yourself In" / Gates of Harbour Grace, to promote and market the community as a unique investment opportunity in Conception Bay North.						
<i>I-5A. Create a thematic redesign of municipality's website and business directory, utilizing the brand as a starting point</i>	EDO; Council Business and Economic Dev. Committee; Communications Consultant	Ongoing; short-term (High priority)	Assess current website, financing plan, and brainstorm needed improvements; developing EOI; update business directory	Staff proposal development; meetings with hired communications consultant	Consultant Advisory Services funding (CBDC)	<ul style="list-style-type: none"> - improve communication capacity of municipality - platform Town rebrand - improve Town's digital appeal - showcase existing businesses on an online platform, giving residents and visitors the opportunity to support local
<i>I-5D. Incorporate the brand into a wayfinding strategy and new community signage</i>	EDO; Council Business and Economic Dev. Committee; Communications / Design / Architectural Consultant	Medium-term	Assess current situation and needed improvements; brainstorm design possibilities; consultation process	Staff, Council, and volunteer proposal development; meetings with hired consultant	Innovative Communities Fund (ACOA); Regional Development Fund (IET)	<ul style="list-style-type: none"> - highlight attractions in community for visitors - platform Town rebrand

						- improve asset accessibility
<i>I-5B. Develop a workable, effective communications strategy which incorporates the Town brand</i>	EDO; Council Business and Economic Dev. Committee; Administrative Staff; Communications Consultant	Short-term	Assess current situation and needed improvements; brainstorm design possibilities; internal staff meeting about implementing the strategy	Implement communication strategy daily through notices, updates, etc.	TBD	- platform Town rebrand through notices, letterheads, merchandise, etc., creating a unique, consistent, recognizable community identity via digital mediums

Action Area and Specific Strategies	Responsibility + Partners	Timeframe	Resource Requirements		Funding Opportunities	Targets / Outcomes
			One-Time	Ongoing		
Social and Cultural Health						
II-1. To provide meaningful recreational opportunities for Harbour Grace's citizens by maintaining existing assets, developing new recreation infrastructure to meet changing needs, and crafting new programming.						
<i>II-1A. Revitalize Moriarty Park area with creative, accessible, and inclusive recreational infrastructure</i>	Council Parks & Rec. Committee; Parks & Rec. Maintenance Supervisor; EDO; various rec. committees; architectural design consultants; contractor	Medium-term (High priority)	Assess current situation and needed improvements; brainstorm design possibilities; internal staff meeting about implementing the strategy; consultation session	Staff, Council, and volunteer meetings; proposal development; meetings with architectural consultants; project management; political lobbying	TBD Canada Healthy Communities Initiative (CFC); Community Healthy Living Fund (TCAR); Job Creation Partnership program (IPGS); private donors; angel donor / charitable foundations; various other recreation and accessibility grants	- a unique, revitalized, accessible recreation 'hub' for community's residents and visitors - increase economic activity at ancillary businesses
<i>II-1B. Revitalize the Aero Tennis Club as an important piece of the larger Heritage District Development Plan, further facilitating memorable visitor experiences</i>	Council Parks & Rec. Committee; Parks & Rec. Maintenance Supervisor; EDO; Harbour Grace Board of Culture architectural design consultants; contractor	Medium-term (High priority)	Meeting to assess current situation and needed improvements; brainstorm design improvements	Staff, Council, and volunteer meetings; proposal development; meetings with architectural consultants; project management; political lobbying	Innovative Communities Fund (ACOA); Regional Development Fund (IET); Community Healthy Living Fund (TCAR); Job Creation Partnership program (IPGS); Canada Community Revitalization Fund (ACOA); Canada Healthy Communities Initiative (CFC); private donors; angel donor foundations; various other recreation grants; Canada Community-Building Fund (Infrastructure)	- an accessible, revitalized historic recreational asset which is integrated into an active downtown streetscape - support new and existing businesses with unique visitor experiences in downtown Heritage District (ex., those overnighting at local hotels and conferences)

					Canada); Rediscover Main Streets Initiative (ACOA); New Horizons for Seniors Program (ESDC)	
<i>II-1C. Analyze and revamp the organizational structure of recreation committees for best results</i>	Council Parks & Rec. Committee; Parks & Rec. Maintenance Supervisor; Facility Manager; EDO; various rec. committees; possible consultant opportunity	Short- to medium-term	Analyze current condition of rec. programming in community; brainstorm ideas for committee structures	Networking with stakeholders; meetings and consultations; organizational housekeeping, etc.	Community Healthy Living Fund's Capacity-Building stream (TCAR)	<ul style="list-style-type: none"> - to devise a workable organization structure which can revitalize recreation programming in Harbour Grace for residents young and old - foster better communication and collaboration among stakeholders
<i>II-1D. Long term solution to St. Francis Field and Walking Track</i>	Council; Council Parks & Rec. Committee; Parks & Rec. Maintenance Supervisor; EDO; CBN Minor Soccer Committee; St. Francis School Board	Medium- to long-term	Internal meeting with staff and Council to introduce topic	Networking with stakeholders; meetings and consultations; proposal development; negotiations; financing arrangements	TBD	<ul style="list-style-type: none"> - retain St. Francis Field and Walking track as a Town-owned recreation amenity in Harbour Grace
II-2. To activate the resourcefulness and skills of Harbour Grace's seniors through unique programming and community development opportunities.						
<i>II-2A. Revitalize the historic Otterbury Schoolhouse as a place for seniors to socialize, recreate, contribute to visitor experiences, and share knowledge with Harbour Grace's next generation</i>	Seniors Steering Committee; EDO; Conception Bay Museum; Civic Events Committee; HGCI; Splash Centre; Council Business and Economic Dev. Committee; Council Tourism & Heritage Committee	Short- to medium-term	Start-up meeting; needs and cost analysis related to building renovations; site development plan	Volunteer programming development and implementation; networking; fostering community partnerships; political lobbying; capacity-building	Renovations: New Horizons for Seniors Program (ESDC); Capacity Grant Program (CSSD); Inclusion Grants Funding (CSSD); Social Inclusion Initiative (CSSD); Innovative Communities Fund (ACOA); Regional Development Fund (IET); Job Creation Partnership program	<ul style="list-style-type: none"> - revitalize Otterbury Schoolhouse as part of the Chalet visitor area - provide seniors with a space to socialize and participate in creative community development - create unique cross-generational opportunities - highlight and conserve Harbour Grace's wetland areas and bird habitats

					(IPGS) Programming: Community Healthy Living Fund's Capacity-Building stream (TCAR); Ducks Unlimited; Wild Outside; CPAWS; Conservation Corps of NL; various agricultural grants; Cultural Economic Development Program (TCAR)	- further integrate broader Chalet area into the community through trails, programming, etc.
II-3. To enhance the creative and cultural health of the community through programming, beautification, and heritage revitalization.						
<i>II-3A. Beautify Harbour Grace with thoughtful artistic projects which engender community pride through shared values</i>	Civic Events Committee; Splash Centre; Council Business and Economic Dev. Committee; Council Tourism & Heritage Committee; Harbour Grace Board of Culture; community volunteers and businesses	Short- to medium-term		Brainstorming ideas; proposal developments; implementation; capacity-building; creating partnerships; promotion; volunteer and community engagement	TBD	- beautify Harbour Grace through manageable community art projects which promote shared values and strengthen unique community identity
<i>II-3B. Implement a built heritage revitalization strategy</i>	EDO; Heritage NL; Harbour Grace Board of Culture; Council Tourism & Heritage Committee; Council Business and Economic Dev. Committee; business community	Medium-term	Update and produce built heritage inventory; policy meetings regarding workable ideas and incentives, eligible properties, etc.; meetings regarding updating Municipal Heritage Site inventory and signage program	Analysis of proposals; promotion of policy and strategy; promotion of signage program	TBD	- protect and revitalize Harbour Grace's built heritage for the purposes of community and economic development - increase property tax revenues - create livable community for residents

						<ul style="list-style-type: none"> - create unique visitor experiences - strengthen community identity, pride, and resilience
<i>II-3D. Craft a consistent schedule of community events to further develop and promote</i>	Civic Events Committee; EDO; various Council committees; etc.	Medium- to long-term	Inventory current event schedule; meeting with stakeholders regarding opportunities and shared promotion	Brainstorming ideas; proposal developments; implementation; capacity-building; creating partnerships; promotion; volunteer and community engagement; promotion	TBD	<ul style="list-style-type: none"> - create a consistent schedule of signature events to promote annually for visitors and the community
II-3. To strengthen the volunteer capacities of the community through new opportunities and a focused engagement strategy.						
<i>II-4A. Develop a Volunteer Engagement Strategy</i>	Council committees; EDO; Town Clerk/Manager	Medium-term	TBD	TBD	TBD	TBD
II-3. To broaden events, activities, programming, and business opportunities at the Community Centre, to strengthen its identity as a community hub.						
<i>II-5A. Create an inventory of signature events associated with the Centre</i>	Facility Manager; Civic Events Committee; volunteers	Short- to medium-term	TBD	TBD	TBD	TBD
<i>II-5B. Utilize large outdoor parking area for associated events, recreation, and business opportunities</i>	Facility Manager; Council Parks & Rec. Committee; Council Business and Economic Dev. Committee; EDO	Short- to medium-term	TBD	TBD	TBD	TBD
<i>II-5C. Canvas for business operators at existing vendor spaces at the Centre</i>	Facility Manager	Short- to medium-term	TBD	TBD	TBD	TBD

Action Area and Specific Strategies	Responsibility + Partners	Timeframe	Resource Requirements		Funding Opportunities	Targets / Outcomes
			One-Time	Ongoing		
Environmental Stewardship						
III-1. To protect, promote, and enhance Harbour Grace's municipal parks, trails, watersheds, ponds, wetlands, and open spaces for public appreciation.						
<i>III-1A. Develop and implement a Trails Master Plan</i>	Council Parks & Rec. Committee; EDO; Design Consultant	Medium-term	Funding research and proposal; meeting regarding previous work and 'next steps'; possible consultation process; etc.	Meetings and feedback with design consultant	Community Healthy Living Fund's Capacity-Building stream (TCAR); Innovative Communities Fund (ACOA); Regional Development Fund (IET); Community Healthy Living Fund (TCAR); Job Creation Partnership program (IPGS)	- expand trail experiences in Harbour Grace utilizing Municipalities NL Student Pipeline project (2022) as a launching point for further design and development
<i>III-1B. Revitalize area around former Bannerman River trestle</i>	CBN T'Railway; Harbour Grace T'Railway volunteer group; Council Parks & Rec. Committee; design consultants; consulting engineers; EDO	Medium-term		Brainstorming ideas; funding research and proposal developments; implementation; capacity-building; creating partnerships; volunteer and community engagement; meetings with consulting engineers and landscape firm	TBD Community Healthy Living Fund's Capacity-Building stream (TCAR)	- revitalize and restore a unique community asset - connect Harbour Grace section of regional CBN T'Railway - create a unique community walking trail for visitors and residents at historic Bannerman River - integrate new and existing visitor assets through physical trail
<i>III-1C. Explore the possibility of creating a local 'trails committee' which could further develop, promote, maintain,</i>	Council Parks & Rec. Committee	Short- to medium-term	Strategy session regarding organization; research on potential liability concerns; promotion and development of membership process			- to better maintain community's trails for visitor and resident experiences utilizing volunteer capacities

<i>and/or promote these assets</i>						
<i>III-1D. Protect, preserve, and promote the wetland areas near the Chalet area, Stapleton's Beach, and Shorts' Stage</i>	Council Parks & Rec. Committee; Seniors group; Council Tourism & Heritage Committee; EDO; Design Consultant	Medium-term		Project and proposal development; meetings with design consultant	Innovative Communities Fund (ACOA); Regional Development Fund (IET); Community Healthy Living Fund (TCAR); Job Creation Partnership program (IPGS); Ducks Unlimited; Wild Outside; CPAWS; Conservation Corps of NL; Cultural Economic Development Program (TCAR)	- preserved and promoted wetland area in Harbour Grace, which enables visitor experiences and provides improved greenspace amenity for residents
<i>III-1F. Work with neighbouring municipalities and stakeholders to market and develop trails from a regional perspective (see below)</i>	Council Parks & Rec. Committee; Joint Councils Rep.	Long-term		Advocacy; project and proposal development; political lobbying	Innovative Communities Fund (ACOA); Regional Development Fund (IET)	- to platform Harbour Grace for visitors through a signature trail network in CBN, extending visitor stays in the wider region
III-4. To improve recycling and waste management infrastructure at municipal facilities, both indoor and outdoor.						
<i>III-4. To improve recycling and waste management infrastructure at municipal facilities, both indoor and outdoor</i>	Council Parks & Rec. Committee; Parks & Rec. Maintenance Supervisor; Town Clerk/Manager	Medium- to long-term	Assessment / inventory of existing infrastructure at sites and needs; management discussion	Project and proposal development	Community Waste Diversion Fund (MMSB)	- to improve waste disposal and recycling infrastructure in Harbour Grace

Action Area and Specific Strategies	Responsibility + Partners	Timeframe	Resource Requirements		Funding Opportunities	Targets / Outcomes
			One-Time	Ongoing		
Governance and Engagement						
IV-1. To continue regular processes of engagement and feedback sessions with citizens, stakeholders, and the business community.						
<i>IV-1A. Regular roundtable business meetings and engagement sessions</i>	Town Clerk/Manager; Council; business community; EDO	Ongoing		Implementation; regular schedule; tracking updates		- to maintain regular engagement opportunities with stakeholders and updates regarding strategic plan
IV-3. To maintain virtual accessibility to regular public Council meetings, even when future meetings return to in-person.						
<i>IV-3A. Maintain virtual meeting accessibility</i>	Town Clerk/Manager; Council	Short-term	Assessment of needs for virtual meetings; purchasing necessary equipment	Implementation		- to provide virtual meeting accessibility to the public
IV-4. To develop a consistent communication strategy targeting residents, stakeholders, and visitors.						
<i>IV-4A. Seasonal newsletter</i>	Administrative Staff; Town Clerk/Manager; EDO	Short-term; ongoing	Design of template, method of communication and distribution	Updates for newsletter, event notices, etc.		- provide regular updates through seasonal newsletter - improve communication channels with the public

Action Area and Specific Strategies	Responsibility + Partners	Timeframe	Resource Requirements		Funding Opportunities	Targets / Outcomes
			One-Time	Ongoing		
Regional Collaboration						
V-1. To explore regional tourism opportunities with neighbouring municipalities (ex., regional trail promotional plan, EV charging stations, regional wayfinding system, etc.).						
V-2. To explore the shared use of recreational facilities and services through the province's upcoming regionalization push.						
V-3. To prepare and remain informed regarding upcoming regionalization.						
V-4. To focus and highlight regional impacts when pursuing opportunities for Harbour Grace.						
V-5. To utilize our position on the Joint Councils of Conception Bay North to advocate for regional opportunities.						

4.3. Planning for Success

The first step recommended for *Let Yourself In 2032* is for Council and staff to review the plan and endorse it in principle. Endorsement signals that this plan will be a guiding document for strategic decisions utilizing the Town's limited resources in coming years. Further staff review will mean rounding out the Opportunity Management charts (4.2)—that is, reviewing the proposed workplan and resource allocations, offering feedback and suggestions, and working with relevant staff to refine details. As noted in the Executive Summary, *Let Yourself In 2032* is a living document which, to achieve success, will require revisions in the coming months and years.

Furthermore, the priorities listed in Section 4.2 are flexible and can change from year-to-year, depending on opportunities and the 'lay of the land.' However, attempting to achieve these priorities should influence the annual municipal budgeting cycle. As such, the Town Clerk/Manager, or their designate, should be responsible for coordinating efforts on the strategic plan; and biannual or seasonal updates with relevant Council committees, staff, and volunteers are recommended to achieve meaningful success.

After endorsement, to communicate *Let Yourself In 2032* with the wider community, the Town shall hold a (special) public meeting to present the plan and gather any feedback; post the document on relevant communication channels (ie., website, social media, QR code at community bulletin board, email list); and consider distributing copies of the summary plan at the Town Hall. Furthermore, the plan could be communicated via a special link (ex., QR code) on a seasonal newsletter.

Section 5: Appendix

- 5.1.1. [Heritage District Development Plan and Ridley Hall Adaptive Reuse Study \(Heritage NL, Town of Harbour Grace and HGCIB, 2020\)](#)
- 5.1.2. [Case Study Appendices, Heritage District Development Plan \(Heritage NL, Town of Harbour Grace and HGCIB, 2020\)](#)
- 5.2. [Heritage District Design Summary Package \(Mills & Wright, 2022\)](#)
- 5.3. [Harbour Grace People, Places and Culture Workshop \(Heritage NL, 2018\)](#)
- 5.4.1. [Bennett's Lane Roman Catholic Cemetery Plan \(Black Cat Cemetery Preservation, 2021\)](#)
- 5.4.2. [Bennett's Lane Roman Catholic Cemetery Municipal Heritage Site Designation \(Town of Harbour Grace and Heritage Foundation of Newfoundland & Labrador, 2006\)](#)
- 5.5. [Harbour Grace Heritage District Report \(Heritage Foundation of Newfoundland and Labrador, 1992\)](#)
- 5.6. [Adapting Heritage Toolkit \(Heritage NL, 2019\)](#)
- 5.7. [Supporting the Adaptive Reuse of Heritage Buildings in Newfoundland and Labrador: The Role of Municipalities \(Heritage NL, 2019\)](#)
- 5.8. [Preliminary Drawings, Otterbury Schoolhouse Renovations \(Chafe Home Designs, 2020\)](#)
- 5.9. Harbour Grace Marine Industrial Park Feasibility Study (SNC Lavalin, 2015)
- 5.10. Stormwater Management and Traffic Impact Study for Commercial Development at Jamie's Way (Harris & Associates and Harbourside Engineering, 2019)
- 5.11. [Towards a Trails Master Plan for the Town of Harbour Grace \(Town of Harbour and Municipalities NL Pipeline Project, 2022\)](#)
- 5.12. [Pirate's Path Trail Assessment \(Green Leaf Resources, 2016\)](#)
- 5.13. [Harbour Grace Railbed Trail Assessment \(Green Leaf Resources, 2019\)](#)
- 5.14. [Moriarty Park Revitalization Concept Plan \(Mills & Wright, 2019\)](#)
- 5.15. ["Let Yourself In" / Gates of Harbour Grace Branding Logos \(2016\)](#)
- 5.16. [Gates of Harbour Grace Poster \(2016\)](#)
- 5.17. [Entrance Park Site Plan Concept \(Harris & Associates, 2017\)](#)
- 5.18. [Gates of Harbour Grace Monument Concept Rendering \(2017\)](#)
- 5.19. [Public Minutes, Parks and Recreation Roundtable Forum \(2021\)](#)
- 5.20. [Public Minutes, Business and Stakeholder Roundtable Session I \(2021\)](#)
- 5.21. [Strategic Plan Community Survey \(2022\)](#)

- 5.22. [Parks and Recreation Survey \(2022\)](#)
- 5.23. [Harbour Grace Opportunity Management \(Community Based Strategies Inc., 2016\)](#)
- 5.24. [Town of Harbour Grace Business of the Week Archive \(2021-\)](#)
- 5.25. [PowerPoint Presentation, Business and Stakeholder Roundtable Session II \(2022\)](#)
- 5.26. [Public Minutes, Business and Stakeholder Roundtable Session II \(2022\)](#)
- 5.27. [Town of Harbour Grace Municipal Plan \(2010\)](#)
- 5.28. [Town of Harbour Grace Development Regulations \(2010\)](#)
- 5.29. [Town of Harbour Grace Zoning Map \(2010\)](#)
- 5.30. [Town of Harbour Grace Business Directory \(2022\)](#)
- 5.31. [Laneways of Harbour Grace \(FOLK 6740, 2022\)](#)
- 5.32. [Trinity Conception CBDC Regional Economic Profile \(MUNL Harris Centre RanLab, 2018\)](#)



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