

Grand Narrows Waterfront Development Society Strategic Development Plan

**Executive Summary
March 2011**

Background

With the need and desire to revitalize the economic strength of Grand Narrows, the community formed a non-profit organization in March 1993. The Grand Narrows Waterfront Development Society (GNWDS) is a structured organization consisting of a Board of Directors and Executive annually elected by the membership and registered with the Nova Scotia Registry of Joint Stock.

Our Mission Statement:

Together as one, we are committed to re-establish a healthy economy for our community through the enhancement of our strengths & resources, as well as the further development and implementation of our strategic community development plan.

Since our inception we have successfully partnered with varied government departments and agencies, community organizations, and private and public sector groups to bring about real growth and investment in the rural area of Grand Narrows. In 1998 in recognition of our many successes and future goals we compiled a detailed Strategic Development Plan. After community meetings, 5 major themes were established. The adopted 3 year plan (1998 – 2000) focused on these themes and identified associated costs, timelines, and potential funding partners.

Theme 1 – Employment/Business Development

Theme 2 - Waterfront Development

Theme 3 - General Infrastructure

Theme 4 - Cultural Tourism Development

Theme 5 - Recreation Development

In 2000 an updated 5 year plan (1998 – 2002) was adopted which archived the first 2 years and expanded into the following 3 years.

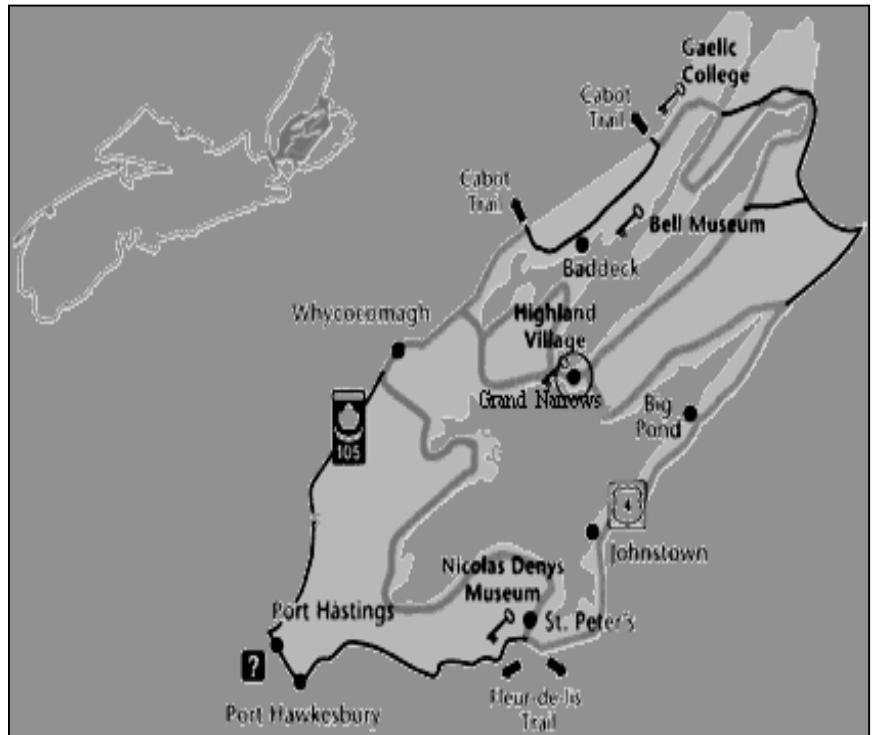
This document is an executive summary of the 2000, “5 Year Strategic Development Plan” of the Grand Narrows Waterfront Development Society.

Concept

Due to its central Cape Breton location, Grand Narrows has over 200 years of commercial and recreational waterfront history. This, along with dedicated community efforts, strategic design, and experience of past successes will ensure that Grand Narrows is set up to be a self sustainable rural community.

Target Market

Although marine traffic on the Bras d'Or Lakes provides an obvious market for our initiative, we will focus on the full and part time recreation user groups attracted to our central barrier free public access and serene surroundings. The local community consists of Little Narrows, Ottawa Brook, MacKinnons Harbour, Jamesville, Iona, Ironville, Boisdale, Big Beach, Christmas Island, Castle Bay, Benacadie and Pipers Cove.



Objectives

The objective of the Grand Narrows Waterfront Development Society is to continue public access to our waterfront property while providing a canvas that supports small business start-up and recreational use.

Management

Our Management team is comprised of personnel with areas of varied interests and expertise most prevalent in:

- Organizational Management
- Engineering & Project Design
- Construction
- Guest Relations
- Food Service
- Business Development & Operation
- Boat Recreation
- Communications
- Environmental Respect

Results and Successes

Since the inception of the Grand Narrows Waterfront Development Society investments from many sources, surpassing \$ 800,000.00, have enabled us to provide:

- Dockage
- Boardwalks
- Showers
- Laundry
- Washrooms
- Picnic Shelter
- Boat & RV Sewage Pumping
- Boat Launching
- Sport Fishing
- Local Employment
- Meeting Space
- Barrier Free Access
- Continued Beach Access
- Due to our teamed efforts we have come to be recognized as a model community group. We are proud recipients of the 2000 Garry McDonald Award, annually presented to an "Outstanding Community Project" within the Cape Breton Regional Municipality.

Grand Narrows Waterfront Services/User Groups

Category	SERVICES/USERS	Pre GNWDS	Continued or Enhanced by GNWDS	Eliminated by GNWDS	Added by GNWDS
Employment/Business Development	Student Employment				✓
Employment/Business Development	Employment	✓	✓		
Employment/Business Development	Local Market				✓
Employment/Business Development	Community Meetings				✓
Waterfront Development	Local Business	✓	✓		
Waterfront Development	GNWDS Strategic Plan				✓
Waterfront Development	CBRM Beach Study		✓		
Waterfront Development	CBRM Gary MacDonald Memorial Award				✓
General Infrastructure	Full & Part Time water users (res.) of GNWDS owned supply	✓	✓		
General Infrastructure	Waste water collection, treatment				✓
General Infrastructure	Laundry Services				✓
General Infrastructure	Shower Facilities				✓
General Infrastructure	Public washrooms	✓	✓		
General Infrastructure	Recycle Depot				✓
General Infrastructure	Boat pump out				✓
General Infrastructure	Search & Rescue	✓	✓		
General Infrastructure	RCMP	✓	✓		
General Infrastructure	DFO – Federal, Provincial	✓	✓		
General Infrastructure	Fire Services – Christmas Island	✓	✓		
General Infrastructure	Shelter from Storms				✓
General Infrastructure	Emergency Water (Bras d'Or) Access	✓	✓		
Cultural Tourism Development	Birthday Parties				✓
Cultural Tourism Development	Feis An Eilein				✓
Cultural Tourism Development	Family Reunions				✓
Cultural Tourism Development	Company Picnics				✓
Recreation Development	Canada Trails, Pathways				✓
Recreation Development	Physically Challenged				✓
Recreation Development	Schools				✓
Recreation Development	Beach Goers	✓	✓		
Recreation Development	Sport Fishers				✓
Recreation Development	Recreational Boaters				✓
Recreation Development	Picnic Shelter				✓
Recreation Development	Scuba diving				✓

Conclusion

As we move into the next phase of developments concentration and respect will be dedicated towards the environment while maintaining and enhancing a clean accessible place to play and do business.

Successful planning requires an understanding of the need for change by all those members involved in formulating the plan. Strategic planning at the grassroots level is an effective means of determining what the people want and need. It presents a package of goals for people in the community to focus upon regarding development. This approach has been followed over the past 18 years in Grand Narrows and will continue to be followed as the elements of the strategic community development plan for the community of Grand Narrows are revised and implemented.

As we develop our waterfront through community economic development initiatives we will become self sustainable through:

- Marina & Cafe Operations
- Rental Fees
- Farmers Markets
- Fundraising Initiatives
- Membership Drives

Future development concentration should shift from, while maintaining existing, marina development to on-shore recreation and community endeavours utilizing the beach area and the new multipurpose building.