

HALIFAX REGIONAL MUNICIPALITY

January 5, 2022

MUNICIPAL CLERK

From: [Office, Clerks](#)
To: [Ross-Siegel, Simon](#); [Sherry, Annie](#)
Subject: FW: [External Email] Re: presentations
Date: Wednesday, January 5, 2022 12:44:54 PM
Attachments: [REDACTED]

From: Sandy Moser [REDACTED]
Sent: Wednesday, January 5, 2022 10:55 AM
To: Office, Clerks <clerks@halifax.ca>
Cc: Hendsbee, David <hendsbd@halifax.ca>; [REDACTED]
Subject: [External Email] Re: presentations

[This email has been received from an external person or system]

To Whom it May Concern:

The Sheet Harbour Marina Association requests to present our business plan to the Community Planning and Economic Development Committee and to the Audit and Finance Standing Committee. We would like to request this for the next available meeting time and we ask that this presentation be at a virtual meeting.

I have attached our business plan and ask that it be distributed to the committee members. We will also have more documents which I will send to you.

We have been working with Councillor David Hendsbee for this project.

If you have any questions or comments you can email me at [REDACTED] or phone me at [REDACTED]

Thank you,

Sandy Moser, Vice-President of the Sheet Harbour Marina Association



Business Proposal

2021





Contact Information

Sheet Harbour Marina Association

Marilyn Munroe

- President

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Sandy Moser

- Vice President

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████████████████████

Anthony Farris

- Treasurer

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Peter Stein

- Secretary

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DISCLAIMER

This document and the information contained herein (the "Documentation") is published in good faith and for general information purposes only. All facts, matters, and budgets are based on the personal experiences of the volunteers and in relation to the stated Vision and Mission Statements. Every care has been taken to ensure that the content is useful and accurate. THAT SAID, anyone reviewing the Documentation should appreciate that the facts, matters, and budgets are compiled by laypeople and to that end, should carry out their own due diligence. The Sheet Harbour Marina Association, its members, officers and directors, and any contributing third party shall have no legal liability for the content.

1. INTRODUCTION

The Sheet Harbour and Area Chamber of Commerce (the “Chamber”) formally established the Sheet Harbour Marina Committee (the “Committee”) in 2013, to explore the establishment of a full-service marina to service the local and transient boating community. The establishment of a marina in the area has long been identified as an important component in the waterfront redevelopment plan for Sheet Harbour.

Over the following years, the Committee worked diligently to identify boating and community needs, possible locations for the marina, projected costs, and funding sources. This plan reflects, in part, the work product of the Committee.¹

2. VISION and MISSION STATEMENTS

Early on, the Committee formulated a vision statement by which it was guided in its efforts to establish a marina:

Our Vision is to boost tourism and economic opportunities along the Eastern Shore. The establishment of a full-service marina is an integral part of those efforts and one which will anchor other opportunities in the area.

Our mission:

Our Mission is to create a first-class, albeit affordable, full-service marina destination providing slip rentals, boat ramp, fueling station, maintenance services, and affiliated amenities, including boardwalks, boating courses and chandlery, craft store, and restaurant facility opportunities.

3. OUR COMMUNITIES

The Eastern Shore is a scenic region of Nova Scotia bordered by Dartmouth to the west and Canso to the east.² Sheet Harbour, the proposed site of the marina, is an idyllic community located approximately 60 NM east of Dartmouth. The village has long been the main service center for the Eastern Shore offering residents and visitors alike essential services including banking, grocery, and hardware, policing, healthcare, automotive, spiritual, and a selection of motels and restaurants. Marine Drive Academy is a new P-12 school providing educational services for the catchment area from East Ship Harbour to Ecum Secum.

The Eastern Shore is generally sparsely populated with communities having historical ties to the fishing industry. While fishing remains an important economic driver, the area has experienced a bit of a rebirth of late with an emphasis on recreation and ecotourism. Locals and visitors alike are discovering, or in some cases, rediscovering, the popular beaches and provincial parks of Lawrencetown, Clam Harbour, Martinique, and Taylor Head. However, with the establishment of the Nova Scotia Nature Trust in 2014 and its campaign to protect an archipelago of over 100 Wild Islands, and the most recent formation of the Whale Sanctuary Project in Port Hilford, the Eastern Shore is fast becoming a destination rather than just a scenic alternative to the TransCanada Highway.

¹ See Appendix A - Meet the Marina Committee

² See Appendix B - Points of Interest

4. WHY SHEET HARBOUR?

Sheet Harbour was once a prosperous hub for the lumber industry and a leading economic contributor to the Eastern Shore. In 1971, that all changed when a ground-wood pulp mill owned by the American Pulp and Wrapping Paper Co. was destroyed by Hurricane Beth. Over the following years, the area experienced a slow, but certain decline with families relocating in search of employment.

Sheet Harbour's recent history is far more positive. Owing to an active Chamber, the community has worked hard to rebrand itself as a destination in which to live, raise a family and ultimately, retire. Its most recent efforts have focused on Sheet Harbour as a destination for visitors – a welcoming home away from home. The Chamber has worked hard to shed Sheet Harbour's image as just a nice place to stop to refuel as tourists make their way to other more popular destinations. The establishment of a marina is a critical component of that rebranding exercise.

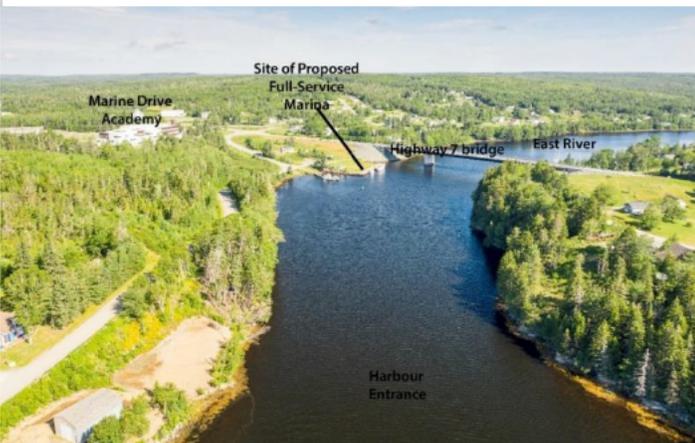
Geographically, Sheet Harbour is well-positioned to provide full-service marina services. The ice-free, sheltered, deep-water harbour has been home to water-based commercial enterprises for more than 150 years. The community of Sheet Harbour offers a broad range of services for transient boaters with the expectation of expanding those services as the marina gets established and demand grows.

Our community lies adjacent to the newly created 100 Wild Islands, an archipelago accessible only by water. The marina will function as a staging area for visitors wanting to experience this pristine part of the Eastern Shore.

Importantly, the new marina will address a recognized concern among boaters: the lack of a full-service marina between Dartmouth and Guysborough. The establishment of a marina in Sheet Harbour will offer boaters a safe haven while transiting the Eastern Shore for the Canso Causeway, the Bras d' Or Lakes, and destinations beyond.

5. THE PROPOSED LOCATION

The Committee explored several locations within Sheet Harbour to locate the marina. The *Ekistics Report* identified three locations – all within the general vicinity of the West River. The Committee considered two additional locations and ultimately settled on the old "East River Wharf" at the Highway 7 bridge crossing East River.



North East View



View from Highway 7 heading East

Photos taken by Robert Moser

Of the 5 locations considered, the Committee considers the proposed site most suitable for a marina. The site is generally protected from prevailing winds and unlike some of the other proposed locations, dredging is not required as water depth exceeds 25 ft at low tide. The area offers an opportunity for expansion and could possibly accommodate 50-70 boats in later phases. Of all the locations considered, the proposed location is the closest to the harbour entrance. The proposed location is within minutes of the amenities offered within the village of Sheet Harbour³.

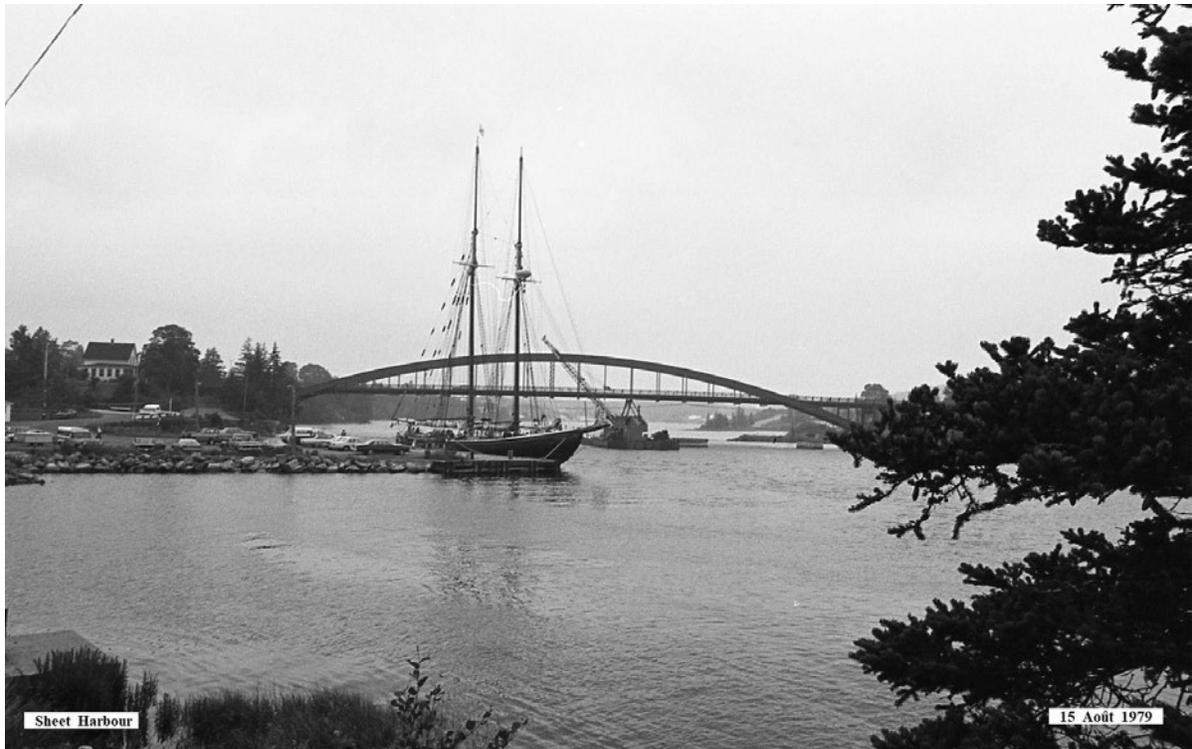
Admittedly, the East River Wharf has seen better days requiring extensive reparations to anchor the proposed marina. However, the Committee is of the view that the associated costs of restoring the historic wharf are justifiable.

The proposed location has historical significance as well. The site has been home to several commercial endeavors over the years - dating as far as the 1800s. At one point, the location likely acted as a landing area for boats crossing the East River. Certainly, previous uses of the wharf existed to service the forestry industry with large boats docking in the area to receive logs from further upstream on the East River. Bridging of the East River also prevented larger boats from sailing up the East River, thereby necessitating wharf facilities on the downstream side of the river. Best accounts suggest that the current wharf was likely constructed in the 1950s.



Throughout the years the wharf has acted as a gathering place for locals and visitors alike. The wharf was home to many fishing derbies and witnessed a few famous visitors, including our own Bluenose.

³ See Appendix C - Sheet Harbour Amenities

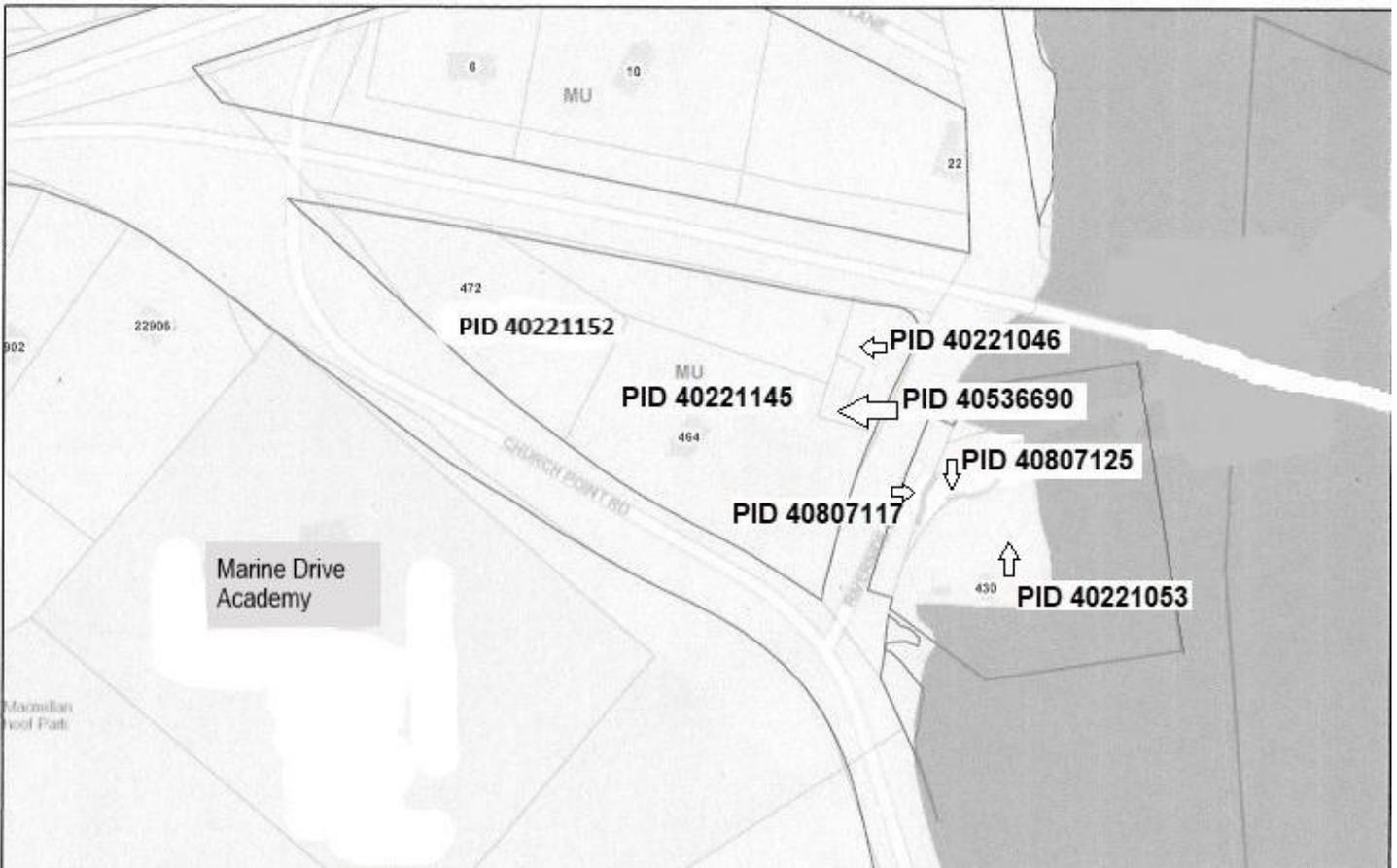




Over the years, the wharf fell into a state of disrepair. As it was privately owned, there was little incentive for the owners to make those repairs. Currently, the wharf is unsafe for occupation and is fenced off to the public. Restoring the wharf and returning it to the community will have a profound impact. It will symbolize a rebirth of our community and will represent a source of pride for residents of the Eastern Shore.

The proposed lands are a composition of privately owned parcels, water rights, Crown lands, and designated roadways. All land types will need to be acquired to advance the marina project. The Committee has been in discussions with the private landowner to acquire the wharf and adjacent property and has a commitment from a private citizen to fund the acquisition through a loan secured by a mortgage.

E R Wharf



*Crown Land highlighted in yellow

Property Summary:

430 Church Point Rd	Purchase Phase 1
PID 40221053, 40807125 (parcel B), 40807117 (parcel A)	
436 Church Point Rd	Purchase Phase 1
PID 40221046, 40536690 (Lot 2)	
472 Church Point Rd	Purchase/Lease Phase 1
PID 40221152	
464 Church Point Rd	Purchase Phase 2
PID 40221145	

6. Components, Design & Operations

Ownership

The Marina will be owned and operated by the Sheet Harbour Marina Association, a non-profit organization. It will be staffed by well-trained and informative employees. Our Marina will be a secured location with access to emergency air, ground, and water transportation.

Design and Services

The facility will include seasonal and transient berths along a fixed pier and floating dock with the capacity to accommodate 46 boats. Further, the marina will include a Mediterranean Style dock with stern-in docking to accommodate additional boats. There will be access to a launching ramp. Plug and pay services will include electricity, Wi-Fi, and garbage/recycling pickup. There will be access to fresh water, black/grey water removal, and fuels. The indoor facility will include posted services and fees, laundry, washrooms with showers, computer internet access, and local services and supplier information. The Committee is also exploring the addition of a shuttle service for boaters wishing to access the Sheet Harbour amenities (who prefer driving over walking).⁴

The marina will include a boardwalk running south along the western shoreline to the fixed wharf.⁵ The boardwalk will serve a dual function. First, it will provide access to the gated Mediterranean Style dock. Second, it will provide a promenade for the general public, a place to gather, just as the aging wharf offered years ago.

Programs

The Committee anticipates that the marina will facilitate numerous boating programs geared around the safe enjoyment of the ocean, including but not limited to: power squadron and sailboat courses, navigation, and water safety courses.

In time, the Committee would like to play an increasing role in the development of youth-oriented programs, including 'Learn to Sail' courses and youth racing.

Finally, the Committee anticipates that the marina will serve as a staging area for excursions to the 100 Wild Islands, as well as deep-sea and inshore fishing charters. The marina would work with local communities and businesses to further their respective interests.

Development

The initial phase of the project (year 1) will include land acquisition, upgrades to the existing wharf, construction of the main building, fuel, and stage 1 of fencing. Year 2 will see the implementation of the docks, boat pumping station, and stage 2 of fencing. Year 3 will see the completion of the boardwalk and a seasonal storage building. The projected costs to complete the land acquisition and put in place the infrastructure is \$3.3 Million. Those costs are particularized in the attached schedule⁶.

⁴ See Appendix D - Conceptual Design

⁵ See Appendix E - Boardwalk

⁶ See Appendix F - Capital Plans, Operation Expenses, Proposed Revenue

APPENDIX A

Meet the Sheet Harbour Marina Committee

Marilyn Munroe - Co-chair

Marilyn has over 25 years of experience in the business industry. A Retail Management/Owner for 18 plus years with experience in all aspects of the business from staffing, financial budgeting, accounting, administration, and multimedia advertising. She is an experienced Certified Fund-Raising Executive (CFRE). Marilyn is the Past President of the Sheet Harbour and Area Chamber of Commerce and currently serving as treasurer.

Sandy Moser - Co-chair

Sandy is a retired teacher who spent her teaching career at Duncan MacMillan High School in Sheet Harbour. She is a local artisan and the founding president of the Seacoast Trail Arts Association and a member of the Artisans of the Eastern Shore. Sandy is the Tourism Director of the Sheet Harbour Chamber of Commerce and a committee member of WITAP (Wild Islands Tourism Advancement Partnership). She is also a conservationist who is concerned with preserving nature.

Robert Moser

Robert is a retired school teacher who worked most of his career in Sheet Harbour.

He is the past president of the Sheet Harbour and Area Chamber of Commerce, serving as president for four years from 2015-2019. Robert is very interested in helping to develop the economy of the Eastern Shore. He is a local artisan who enjoys photography. Robert is a member of the Artisans of the Eastern Shore, Sheet Harbour & Area Ground Search & Rescue, and the Sheet Harbour Lions.

Catherine Farris

Cathy is a retired teacher of 33 years, 4 of those years as an administrator.

She joined the Sheet Harbour and Area Chamber of Commerce in 2008 and became a Director in 2011. She was responsible for the successful operations of the MacPhee House and the Visitor Information Centre. Cathy and her husband, Anthony, are avid recreational boaters. She initiated the Marina Committee in 2013 and was chair from 2013 - 2019. During that time the committee investigated 4 possible sites, networked with many marinas, and became familiar with the workings of the 3 levels of government.

Dawn Howe-Power

Dawn works as a career practitioner for the Eastern Shore division of the YMCA Employment Centre. Her career gives her great insight into the employment needs of the community and surrounding area. She is a member of the Mi'kmaq community and has great knowledge of their culture and diversity. Dawn is an active member of the Sheet Harbour and Area Chamber of Commerce, an avid recreational boater, and a huge supporter of her local community.

Anthony Farris

Anthony worked in his family's transportation business for over 30 years. He is an experienced boater with extensive knowledge of the local waters. Anthony also owned and operated a Marine service and maintenance business. He is very skilled in the areas of mechanics, maintenance, dock building, installation, and charts. Anthony has been a member of the Sheet Harbour and Area Chamber of commerce since 2008 and is a founding member of the Marina Committee.

Alana Gammon

Alana lives in Sheet Harbour with her husband, Trevor, and their two children. Alana and her husband own and operate a successful family business, Gammon Home Hardware Building Centre, which has been servicing the Eastern Shore for four generations. Alana is an active member of several volunteer organizations, most notably the Sheet Harbour Lions Club, Eastern Shore Lifestyles Centre, RCL Cadet 2610 Parent Group, and the Sheet Harbour and Area Chamber of Commerce.

Peter Stein

Peter has 35 plus years of experience in the Food industry. He currently operates 'Peter Stein Food Safety Solutions Inc.', which delivers food safety programs, industry expertise, and best practices to food producers. Peter is a dedicated community member, who actively volunteers with many organizations including the Royal Canadian Legion in Sheet Harbour and the Sheet Harbour and Area Chamber of Commerce, for which he is also a past president.

APPENDIX B Points of Interest



Dartmouth Yacht Club – Nearest full-service Marina to the West of Sheet Harbour

Martinique Beach Provincial Park, Musquodoboit Harbour

Clam Harbour Provincial Park, Clam Harbour

Memory Lanes Historical Village, Lake Charlotte

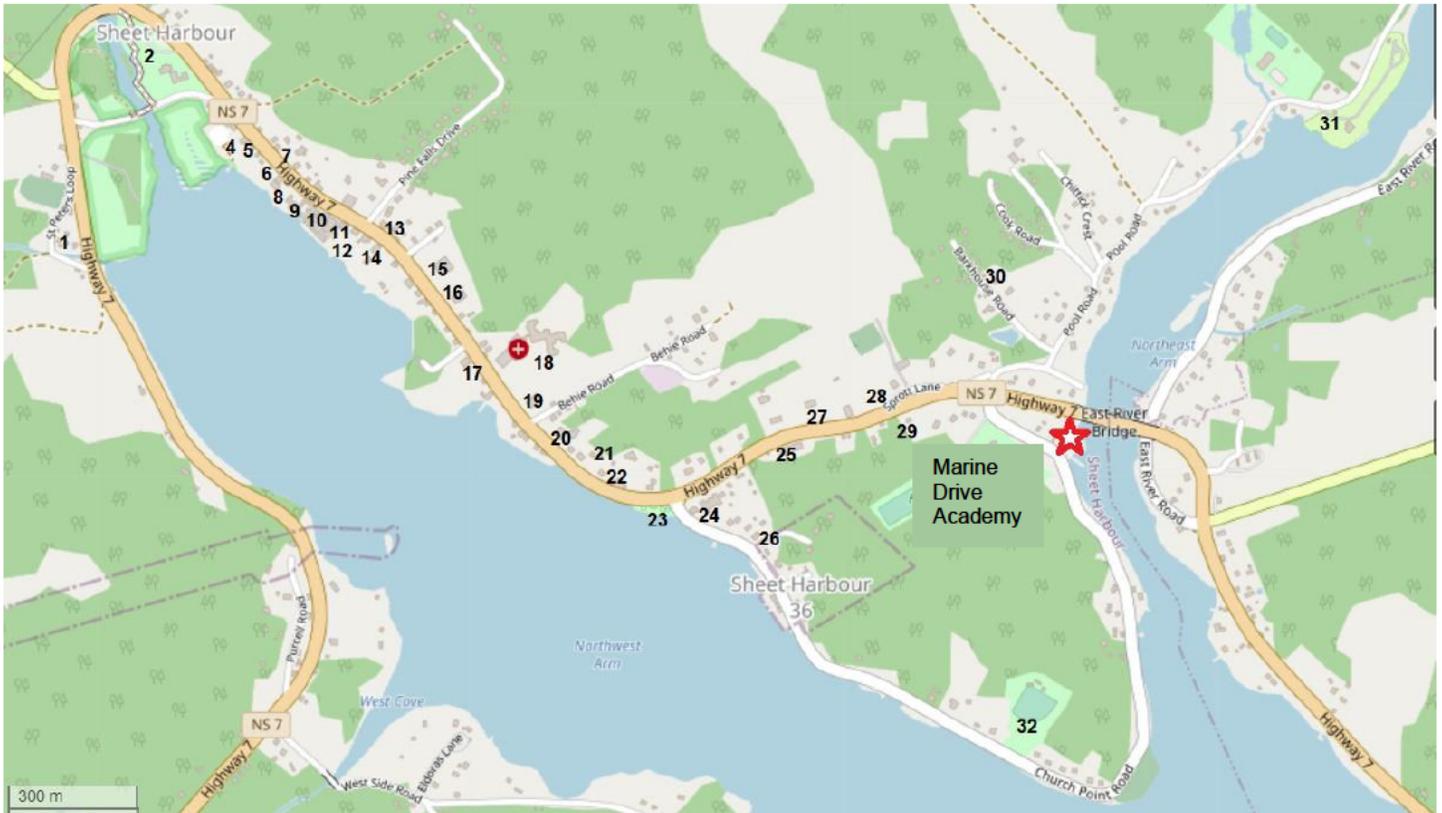
Taylor Head Provincial Park, Spry Bay

100 Islands, Sherbrooke to Clam Harbour

Liscombe Lodge Resort

Sherbrooke Village, Sherbrooke

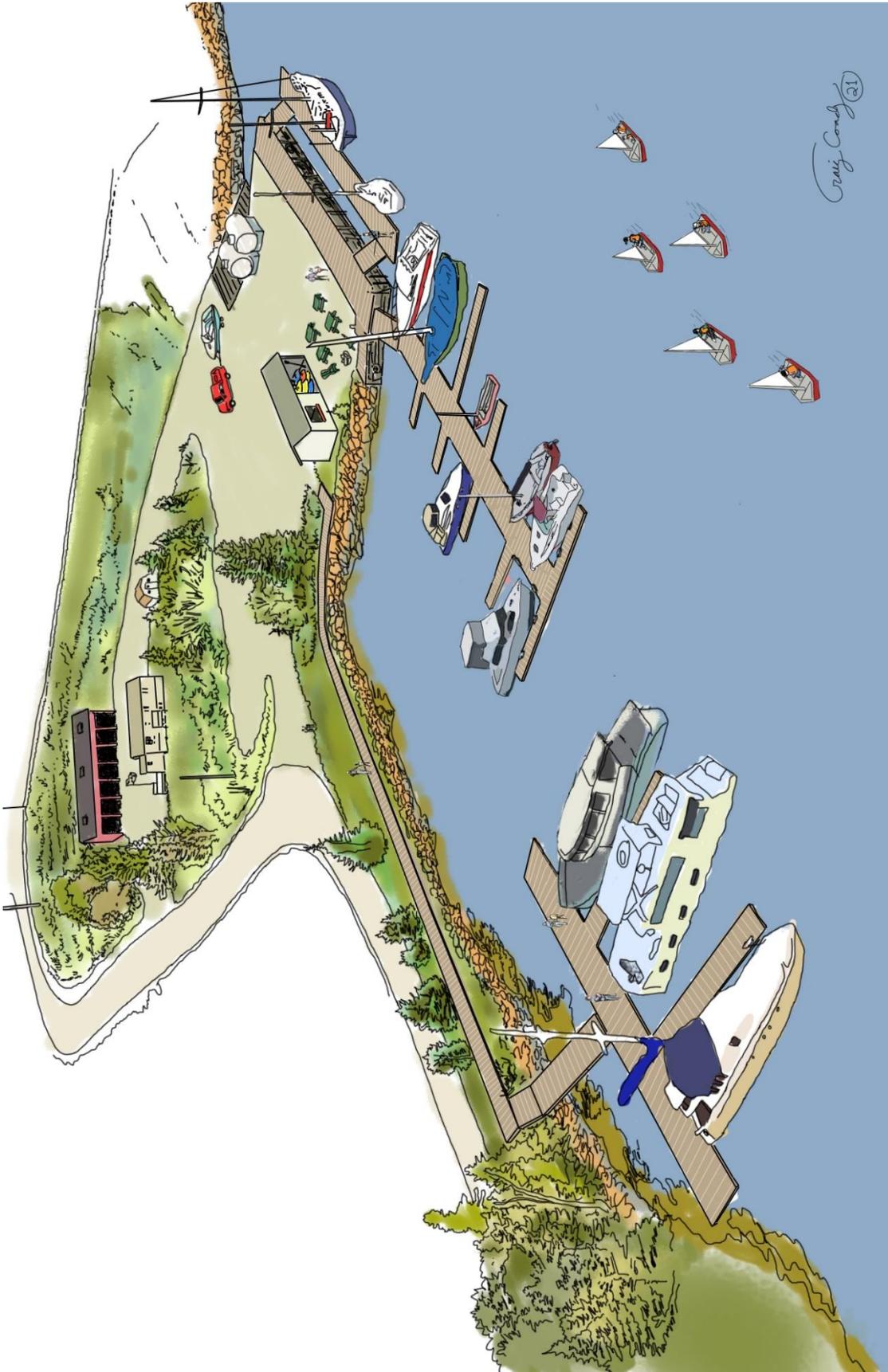
APPENDIX C Sheet Harbour Amenities



Sheet Harbour Marina

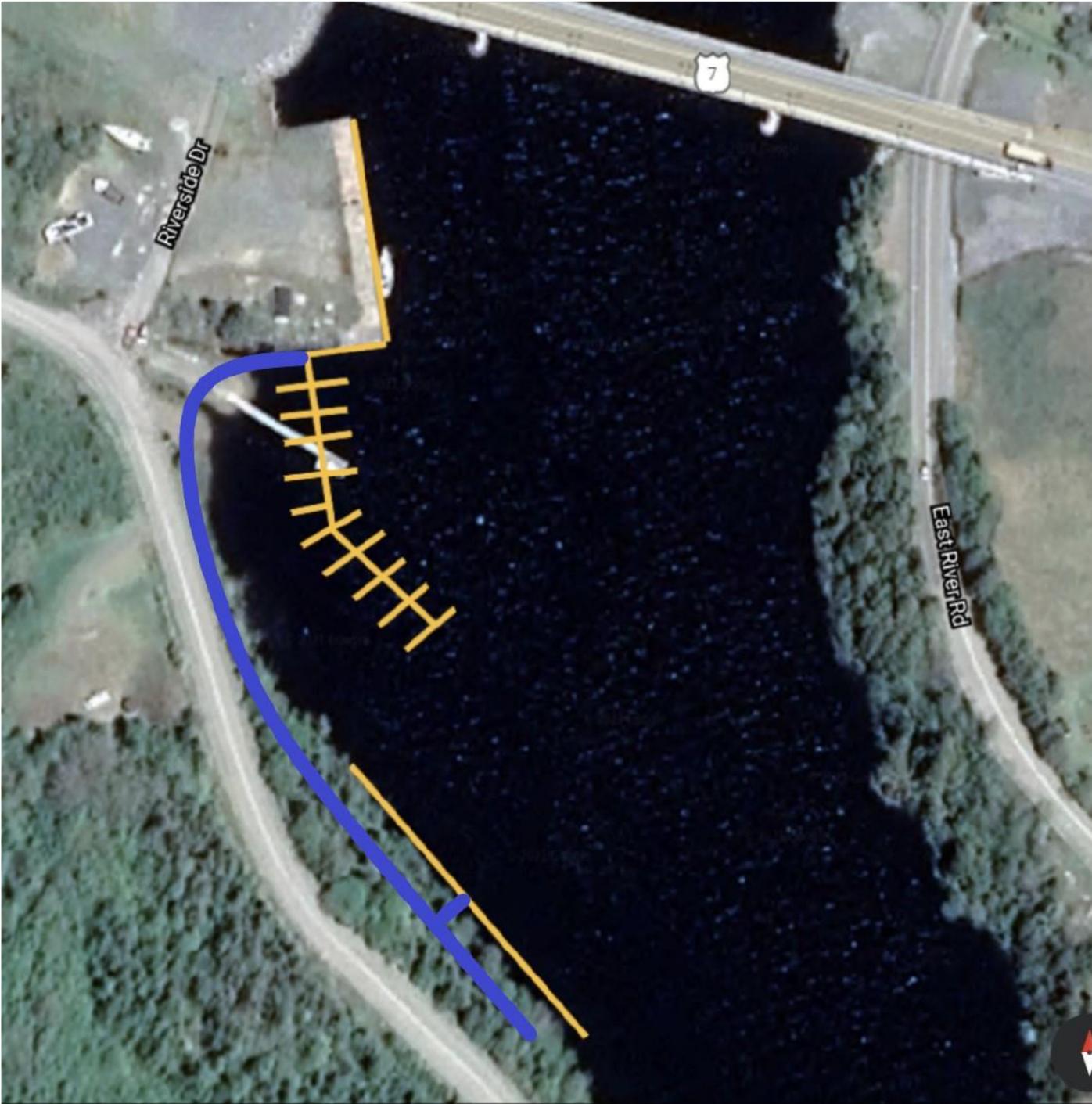
- | | | |
|--|---|--|
| <p>1 St Peter's Catholic Church</p> <p>2 Visitor Information Centre & Museum</p> <p>4 Sober Island Brewery</p> <p>5 Henley House Pub & Restaurant</p> <p>6 Sheet Harbour Fuels & Convenience</p> <p>7 St Michael's Anglican Church</p> <p>8 Fairwinds Motel and Restaurant</p> <p>9 Between the Bridges Healing Clinic</p> <p>10 Home Hardware Building Centre</p> <p>11 Scotiabank</p> <p>12 Canada Post</p> | <p>13 East Coast Credit Union</p> <p>14 RCMP</p> <p>15 Foodland</p> <p>16 NSLC</p> <p>17 Lawton's Drugs</p> <p>18 Eastern Shore Memorial Hospital & Harbour View Lodge</p> <p>19 Cascades Thrift Shop</p> <p>20 Wilson's Gas Stop</p> <p>21 Sheet Harbour Dental Centre & Lea Place Women's Centre</p> <p>22 Sheet Harbour Motel & Restaurant</p> | <p>23 Lions Playground</p> <p>24 Public Library, Fitness Ctr, Access NS, YMCA NS Works Service Canada</p> <p>25 Sheet Harbour Discount, Laundromat, Il Porto Restaurant, Ice-cream Shop, Sheet Harbour Salon & Spa, Harbourside Coffee House</p> <p>26 Church Point Variety & Gas</p> <p>27 Fire Dept., Dept Natural Resources</p> <p>28 St James United Church</p> <p>29 Anke's Bed and Breakfast</p> <p>30 Living Water Baptist Church</p> <p>31 East River Lodge & Campground</p> <p>32 Sheet Harbour Rockets Field</p> |
|--|---|--|

APPENDIX D
Conceptual Design



Concept designed by Craig Michael Coady

APPENDIX E
Boardwalk



Google Earth

Imagery date: 6/10/...

90 m

Camera: 540 m

Proposed Boardwalk
Proposed Slips



**APPENDIX F
Capital Plans**

	Year 1	Year 2	Year 3
<i>Wharf</i>	1,840,000		
<i>Dive Survey</i>	5,000		
<i>Docks</i>		316,250	
<i>Boardwalk</i>			115,000
<i>Fuel Station (Gas and Diesel)</i>	74,750		
<i>Electrical Service</i>	47,150	17,250	
<i>Septic</i>	62,000		
<i>Water</i>	20,750		
<i>Boat Pump Station</i>		41,400	
<i>Building 30x40</i>	287,500		
<i>Security System</i>	18,400		
<i>Fencing and gate</i>	36,800	36,800	
<i>Safety Equipment</i>	8,050		
<i>Communications</i>	13,225		
<i>Insurance</i>	15,000		
<i>Project Manager</i>	38,000	38,000	
<i>Lawyer</i>	6,000	6,000	
<i>Storage Building</i>			180,550
<i>Breakwater</i>			80,000
<i>Land Loan</i>	172,385		
Total	\$2,645,110	\$455,700	\$375,550

Capital Plans cont'd

(Details per line)

1. **Wharf** - The existing upper portion of the wharf would be removed to low water. A new steel sheet pile structure would be installed on the North, East, and South sides of the wharf. This steel sheet pile structure would include a concrete anchor wall. The void the new steel sheet pile wall and the existing timber crib to be filled with 6 -inch clear stone. The upper portion is to be filled with approved structural fill. To complete this construction, a new reinforced concrete deck and wheel guard would be installed.
This includes the reinforced concrete boat launch to the North and the floating dock system, 180 feet in front of the main wharf.
2. **Dive Survey** - will be completed to assess the condition of the lower portion of the existing cribwork before construction. This includes a water blaster to clean sporadic areas and inspect the perimeter based on the video. A USB showing video and the narrative report will be provided. (RMI Marine Limited.)
3. **Floating Docks** - to the South. The main floating dock will be in 10 sections, 8 ft. x 30 ft. Each section will have 2 fingers 4 ft x 30 ft. The 3 Mediterranean-style sections will be 8 ft. x 30 ft. (Refer to Concept Drawing.) The capacity will be approximately 46 berths.
4. **Boardwalk**
5. **Fuel Station** - Capacity approx. 10,000 litres- gas. 7,000 liters- diesel
Electronic fuel dispenser
6. **Electrical Service** - Year 1- building. Year 2-docks
7. **Septic**
8. **Water** - Drilled well, pump, water lines
9. **Boat Pump Station** - Pump and holding tank (Approx. 3000 litres)
10. **Building** - Includes office, 4 washrooms with showers, laundromat, common area, meeting room, storage, chandlery.
11. **Security System** - Electronic passcode locks to docks, cameras.
12. **Fencing and Gate** - Year 1: Approximately 626 ft fencing with two gates for the wharf area. Start at the north end, follow the property line around to the south end, just before floating docks.

Year 2: Starting from existing fencing, along the shoreline to south end of the Mediterranean dock (400 feet.) Security code at the entrance of floating dock.
13. **Safety Equipment** - First Aid kits, AED, life rings, poles
14. **Communications** - Phone, Internet, Wi-Fi repeater, VHF base, and portable radios
15. **Insurance** - Liability, construction, property, directors, and officers
16. **Project Manager** - Approximately 3 percent of the project (if required)
17. **Lawyer**
18. **Additional Storage building**
19. **Breakwater System**
20. **Acquire Crown Land**

Operational Expenses

	Year 1	Year 2	Year 3	Year 4	Year 5
<i>Insurance</i>	12,000	12,000	12,500	13,000	13,000
<i>Telephone</i>	1,600	1,600	1,600	1,600	1,600
<i>Wharf Expenses</i>	1,200	1,200	1,400	1,400	1,500
<i>Utilities</i>	1,900	1,900	3,000	3,000	3,200
<i>Sewage</i>	1,000	1,000	1,000	1,000	1,000
<i>Advertising</i>	1,000	1,000	1,000	1,000	1,000
<i>Courses</i>	1,500	1,500	1,800	1,800	1,800
<i>Mortgage</i>	1,000	1,000	1,000	3,000	3,000
<i>Manager</i>	50,000	50,000	50,000	50,000	50,000
<i>Fuel</i>	40,000	60,000	70,000	80,000	80,000
<i>Store</i>	38,500	39,000	40,000	47,000	48,000
<i>Moorings</i>	600	600	1,200	1,500	1,600
<i>Crane</i>	1,600	1,600	1,600	1,600	1,600
<i>Shrink Wrap</i>	3,000	4,000	5,000	5,000	5,000
<i>Events</i>	900	900	900	1,000	1,000
<i>Laundry/showers</i>	600	600	800	800	900
<i>License/permit</i>	500	500	500	500	500
<i>Bookkeeper</i>	1,800	1,800	1,800	2,000	2,000
<i>Total</i>	158,700	180,200	195,100	215,200	216,700
<i>With HST</i>	182,505	237,230	224,365	247,480	249,205

Proposed Annual Revenues – Sheet Harbour Marina (11-10-2021)

Note: The following are the annual revenue projections based on a completed Full-Service Marina. (All HST included)

Resource Assumptions:

- 46 slips including Mediterranean
- 2 spaces for larger vessels on the main wharf

Allocations:

- 8 slips for dedicated partnerships (Yacht Clubs)
- 20 slips are for seasonal users
- 2 spaces on the main wharf for larger vessels (space can also be used for any vessel to access store)
- 18 slips for transient visitors

Note: The **DAILY RATE** = 24hrs and includes access to;

- Showers
- Laundry
- Wi-Fi
- Fresh Water
- Electricity
- Marina Store (during open hours)
- Adult Grocery Trikes

Revenue Opportunity	Calculation	Comments
Berthage <15'	3 slips X \$20 day X 150 days = \$9000	
Berthage >15'	15 slips X \$30 day X 150 days = \$67500	
Main Wharf	4 vessels X \$40 day X 150 days = \$24000	
Main Wharf Yachts	1 vessel X \$75 day X 150 days = \$11250	
Car/trailer/ramp in & out	10 vessels X \$25 day X 150 days = \$37500	
Ramp Usage Fees In & Out	\$5 per usage X 300uses = \$1500	
Commercial Haul In & Out Fees	\$50 X 20hauls = \$1000	
Vessel Lift	40 units X \$80 = \$3200	
Trailer only Storage – Seasonal	10 trailers X \$100 = \$1000	
Boat & Trailer Storage – off seasonal	<30' X 20boats X \$100 = \$2000	Not Wrapped
	<30' X 20boats X \$450 = \$9000	Wrapped with desiccant
	>30' X 10 X \$175 = \$1750	Not Wrapped
	>30' X 10 = \$650	Wrapped with desiccant
Harbour Moorings (6 buoys)	6 vessels X \$25 day X 150 days = \$4500	
Pump Outs	2 vessels X \$30 X 150 days = \$9000	
Pressure Wash	30 vessels X \$40 = \$1200	
Miscellaneous Services:		
Courses (sail, boat,)		
Rentals (kayak, sea-doo, canoe, tender etc, trikes.)		
Events (derby's, races, etc)		
Net Store Revenue (gas, merchandise, hardware, snacks, etc)	\$100000	
Total Grand Total Projected Annual Revenue =	\$283,050.00	

APPENDIX G

Organizations that Support the Marina Project

The Sheet Harbour & Area Chamber of Commerce & Civic Affairs

The Sheet Harbour Chamber of Commerce is a private, non-profit organization that represents the business community of Sheet Harbour and the surrounding region which includes Ecum Secum to East Ship Harbour. The Chamber has been a standing voice of business, supporting its members' success and championing community prosperity for over 75 years. The Chamber serves to maintain and create an environment that continues to grow the quality of life of our citizens through a prosperous economy and a social network that meets the needs of all. The Marina Committee was instituted in 2013 as one of the Chamber's committees. Contact: Tom McInnis – President

The Nova Scotia Nature Trust

The Nature Trust's mission is to protect Nova Scotia's natural legacy through land conservation. Their role is to make sure that Nova Scotia's native species, unique habitats, and natural landscapes are protected. Their 100 Wild Island Campaign involves an ambitious plan to protect not only 100 islands off the Eastern Shore but more than 200 islands. This is significant because they are described as "one of the last remaining intact and ecologically rich island groups of its size in North America". And this is in our backyard. Contact: Bonnie Sutherland - President

The Greater Halifax Partnership

The Halifax Partnership is the lead economic development organization in Halifax working to keep, grow, and get business, talent, and investment. The Partnership's SmartBusiness team works with businesses, in all corners of Halifax, looking to expand and grow by connecting them to the right resources. The Partnership has been supportive of the plans to develop a marina in Sheet Harbour put forth by the Sheet Harbour Marina Association, the Sheet Harbour Chamber of Commerce, and other organizations in the region. Once completed, the marina will be a key infrastructure to diversify the economy and help attract tourism dollars and other supporting businesses to the area. Contact: Jason Guidry, Director, Trade and International Partnerships

DEANS – Destination Eastern and Northumberland Shores

Is a nonprofit tourism organization that works on developing economic tourism growth. DEANS has developed an experiential tourism destination plan for the Eastern Shore and the 100 Wild Islands. Tourists can access boat tours and clamping on an island. Many of the businesses on the Shore include restaurants, craft breweries, gift shops, and accommodations. Markets and festivals provide local crafts, music, and entertainment. Contact – Cindy MacKinnon

WITAP

The Wild Islands Tourism Advancement Partnership (WITAP) committee was formed by DEANS, government agencies, and community representatives following the completion of STEP which was an ACOA funded program and was tasked with implementing a new tourism development strategy. This committee works under the umbrella of DEANS. This project has a far-reaching impact as it will affect the Eastern Shore and surrounding communities. WITAP has support from the local businesses, tourism operators, ACOA, Nova Scotia Nature Trust, Nova Scotia Tourism Agency, The Department of Environment, Department of Transportation and Infrastructure Renewal, Halifax Regional Municipality, District of St Mary's Municipality, Sheet Chamber of Commerce, Memory Lanes Heritage Village and the community. Contact: Ryan Murphy

Discover Halifax

Is a non-profit, membership-based marketing and sales organization in partnership with the Halifax regional government, the Hotel Association of Nova Scotia, and participating industry members. We are grateful to our many partner organizations who work collaboratively to make the Halifax region a better place to live, work and visit. Since its inception in 2002, Discover Halifax's goal is to promote Halifax as a destination of choice for leisure and business travelers. Contact: Ross Jefferson

Tourism Nova Scotia

Is a private sector-led provincial Crown corporation with a mandate to grow Nova Scotia's tourism industry and maximize the value of tourism to Nova Scotia's economy through marketing, research, experience, and sector development, and visitor servicing. TNS is focused on attracting visitors to the province and increasing tourism revenues through experience, sector development, business coaching, marketing, and visitor servicing. Contact: Erin Hume -Tourism Development Advisor

APPENDIX H Strategic Plan



Sheet Harbour Marina Association Strategic Plan 2021

Our Mission

Our Mission is to create a first-class, albeit affordable, full-service marina destination providing slip rentals, boat ramp, fueling station, maintenance services, and affiliated amenities, including boardwalks, craft store, and restaurant facility opportunities.

Goals

- Bridge Gap in Marina Services along the Eastern Shore
- Enhance Local Economy
- Connect Boaters with local community

Our Vision

is to boost tourism and economic opportunities along the Eastern Shore. The establishment of a full-service marina is an integral part of those efforts and one which will anchor other opportunities in the area.

Tourism – The plan is to increase economic development by our close connection to the Eastern Shore Wilderness Area which includes the increasingly popular 100 Wild Islands and Taylor Head Park. The Marina would also service the ever-growing community of recreational boaters that visit the Eastern Shore.

Location – At the mouth of the East River, this location has many positive attributes. Minutes away from local amenities and emergency services, rich in local history and an ice-free sheltered Harbour.

Components, Design & Operations – The Marina will be staffed by well-trained and knowledgeable employees. They will be able to service the visiting and local boaters from a modern marina with updated and essential components.

Development & Capital Plans – The initial phase of the plan will include upgrades to the existing wharf and the addition of other required components to fill the gap of a Marina along the Eastern Shore.

Marketing Plans – connecting the communities through an online and printed media presence.

**APPENDIX I
Letter of Support**



**SHEET HARBOUR & AREA
CHAMBER OF COMMERCE & CIVIC AFFAIRS**

November 16, 2021

Sheet Harbour & Area Marina Association

To Whom it May Concern:

The establishment of a full service Marina in the Sheet Harbour catchment area has been a long standing commitment of the Sheet Harbour and Area Chamber of Commerce & Civic Affairs (CHAMBER) as a key piece of infrastructure.

This project grew out of a series of public workshops and townhall meetings sponsored by the Chamber and was referenced by Ekistics Planning and Design in their report to the Chamber in February 2008 as a key phase of our overall economic recovery of this area.

It is fair to say that not only the Chamber, but the public at large fully endorse the development of a marina in the quest to strengthen the economy of this region and to fill the void that has existed in this particular coastal area for far too long.

If you have any questions, please do not hesitate to contact me.

Respectfully,



Thomas McInnis
President

