

Town of Port Rexton

Initial Community Workplan 2018



Strategic Planning Committee

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With the assistance of:

Tract Consulting Inc.



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The Strategic Planning process for the Town of Port Rexton involved three major components: i) Determination of the Overall Direction for the Town (Mission, Vision, Goals and Strategies); ii) Developing a Community Work Plan – a compendium of action items/initiatives by the Consultant towards achieving the Goals, and; iii) Undertaking research and preparing plans and designs related to initial community priorities.

Ideally the full set of initiatives identified in the Community Work Plan would be prioritized and detailed plans developed. In the case of Port Rexton, it was determined that due to budgetary constraints, detailed planning would be confined to a set of initial priorities which the Strategic Planning Committee would select.

Evaluation of potential initiatives by the Strategic Planning Committee was undertaken based upon a number of factors which included:

- Feasibility.
- Affordability.
- Best alignment with the dual community goals.
- Best potential to have high community impact.

Seven initiatives were identified as the initial community priorities: Land Ownership; Housing/Attraction of New Residents; Branding/Website Development; Town Centre/Multi-use Building; In-Town Trails; Parking and Entrepreneur/Business Attraction. All of these initiatives will contribute to achievement of the vision and dual goals established for the Town of Port Rexton.

Figure 1: Components of Strategic Plan



1. Land Ownership

1.1. Committee Direction

It was recommended that the Town ***“Prepare a Land ownership/management database for Port Rexton”***.

This recommendation was based upon the rationale:

“Land is a valuable and finite resource within a municipality. Land is the basis for the municipality’s economic and social development through its primary uses: residential, commercial/industrial, transportation, agricultural and recreational.

Land use goes hand in hand with land ownership. Land owned publicly, that is, Crown lands or municipally owned land, is generally available for direct development by the Municipality or for purchase by entrepreneurs, depending upon municipal priorities and land use planning guidelines. Private lands cannot be directly developed by the municipality, but their development can be controlled and to a certain extent encouraged by the municipal plan with its associated regulations and land use zoning.

Undeveloped vacant land within Port Rexton represents a major opportunity lost. That is, economic and social development is stymied because the ownership of significant components of the Town’s land base is not known and determining land ownership in this province is complex.”

The Strategic Planning Committee requested that two major tasks related to Town ownership be completed as part of the Initial Community Work Plan. The first task was to undertake a macro-analysis of land ownership in the municipality and to create a map(s) which show owned, occupied or otherwise claimed land. The second Task was to undertake an ownership review for two areas which the Committee felt might be suitable for housing development.

1.2. Macro-Analysis of Land Ownership

Tract Consulting has developed a strategic approach to addressing land ownership in Newfoundland and Labrador municipalities. This approach is designed to maximize actionable results at the lowest possible financial investment while also providing a longer-term roadmap to a future complete ownership inventory of all land in the community.

Tract does this through a four-phase approach as shown:

Phase I: Macro Analysis of Land Ownership in the Municipality

The objective of Phase 1 is to distinguish between lands owned, occupied, or otherwise claimed, from lands with no claims. The lands with no ownership occupation or claims may be Crown lands, therefore available for purchase or set aside as a municipal Crown land reserve.

The outcome of Phase I is the creation of a map of the entire Town, which shows owned, occupied or otherwise claimed land in shades of green, blue or pink.

Phase II: Identification of Key Areas of Importance for Development

In consultation with the Town staff, key properties of interest to the Town for economic, residential or community development are identified. One major factor which is considered at this point is the reasonable expectation based upon the macro-analysis in Phase I that the land is available for development by the Town.

Phase III: Land Ownership Inventory for Key Areas

Once the key properties are confirmed, Town resources would be focused initially at completing a land ownership inventory of these properties through title searches at the Registry of Deeds, surveys, etc. As well, Phase III would include identifying the tools the Town can use to acquire land within the municipality, such as, the 'Municipal Lease-to-Own initiative' (*The Way Forward – A Vision for Sustainability and Growth in NL*); and tools under the Municipalities Act and the Urban & Rural Planning Act.

Phase IV: Complete Municipal Land Inventory

Compiling a complete land ownership map for the community could then be undertaken by the municipality over time without the pressures of impending or stalled development initiatives. This work could largely be done in the community utilizing access to the Registry of Deeds through the appropriate licences, mapping the resulting surveys or land descriptions obtained for registered properties in Geographic Information System format, and confirmed by a professional surveyor as appropriate.

A macro-analysis of land ownership in the municipality was undertaken and a series of maps were developed to show generally the status of land throughout the Town. These maps are included as Appendix 1 – Land Ownership Maps.

1.3. Land Ownership of Selected Area of Interest

The Strategic Planning Committee chose two areas for Tract to search (identified by black outlines in the map) for possible low-cost housing. Both areas appear to be Crown lands. The steps Tract has taken to determine ownership is outlined below to assist the Committee in future searches.

Figure1.1: Selected Land



The map shows occupied land in pink and Crown land titles in purple.

The title documents of the three grants adjacent to the land were reviewed to identify the names associated with these grants.

To explore whether there are any further ownership interests in the land identified by the black marker, the following steps were taken:

- The Crown lands office at the Howley Building, Higgins Line, St. Johns were visited in order to obtain copies of the title documents of adjacent grants and check the surveys to see if the surveyor noted any other names of individuals who may be occupying lands adjacent to the grant that could overlap the areas of interest. In this case, all three titles indicated the area to be Crown lands (copies of the grant documents will be sent to the Committee separately). The local Crown lands office can access these documents at their front desk as these documents have all been scanned and are available electronically.

- To explore whether there might have been activity or occupation on the land during the time period specified in the Lands Act for squatters rights (section 36) from 1957-1977, the historic aerial photos were retrieved from the Air Photo Library housed in the Howley Building. For this area, the following photos were reviewed: 1948: NFL-SP-11-77; 1966: A18961-23; 1975 – 31032 #212 (see below).

There were no signs of clearing, fence building or other activity in the 1948 and 1966 aerial photos; however, in the 1975 aerial photo a small clearing with straight edges indicating that it is manufactured is apparent, but with no fencing. This would indicate that someone was perhaps harvesting wood in the area, but that activity in and of itself is not sufficient to satisfy a claim.

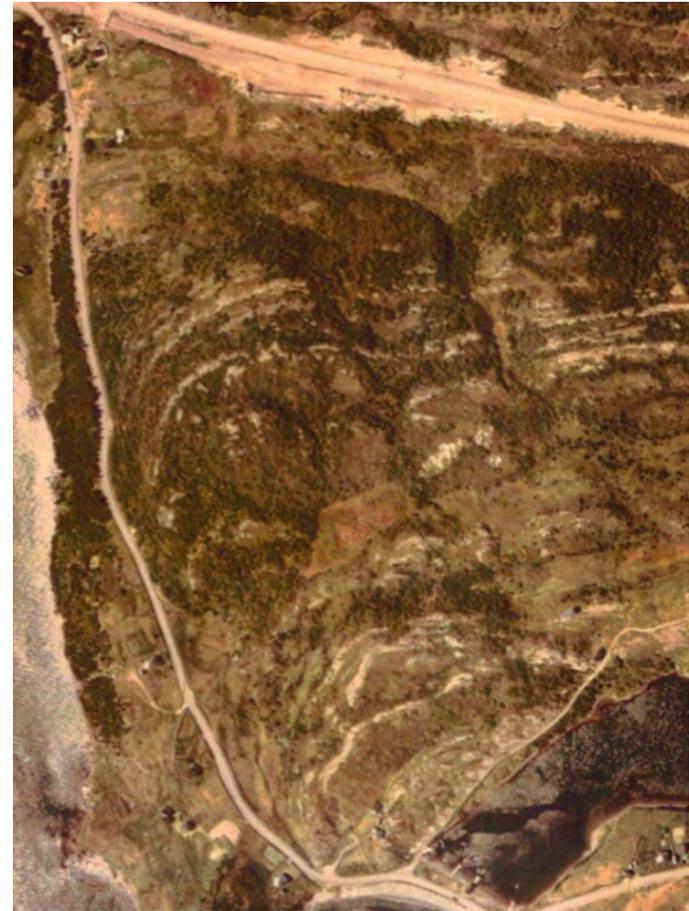
The Crown lands office at the Howley Building also houses original cadastral mapping for parts of the Island of Newfoundland showing historic ownership; but there was no such mapping available for Port Rexton. There were no addresses in the Registry of Deeds that related to this area. Often land is sold without good root of title; however, there did not appear to be anything at the Registry of Deeds. The Assessment Roll for Town taxes was reviewed. There were no addresses in the Assessment Roll that related to this area. Often people will pay tax for property as a means to establish ownership as it is cheaper than going through a Quieting of Titles (a minimum of \$5000 according to Crown lands staff). But just paying property tax does not give good title.

One additional comment in relation to the land itself, the 1975 aerial photo shows more clearly the steep slope which ranges from 20% to 28% according to the google-earth analytical tools. This is most likely the reason that it has not been occupied or developed as long as there was more accessible and developable land available.

It would appear that both these sites are Crown land; therefore, the Committee can apply to Crown lands for these areas through the regular Crown land application process.

Note that once the land is identified with the required posting on the site, other claims may come forward from people who have either have papers that were not registered in any registry, or copies of grants that were burned in the Great Fire, or who just say that their family has a claim that has not been proven before a court or through a Section 36 (squatters rights) review.

Figure1.2: Aerial Photograph



2. Housing and Attraction of New Residents

2.1. Committee Direction

Two recommendations were made to the Town “***Develop a marketing program to attract new residents***” and “***Launch an affordable housing development initiative***”.

These recommendations were based upon the rationale:

“There are two demographic factors which are worrisome to the long-term sustainability of Port Rexton – the total population of the Town and the impact of an aging population. Since Port Rexton is also dependant upon the other communities in Trinity Bight the demographics of the full sub-region is also of concern.

The population of Port Rexton in the 2016 census was 340 with 157 occupied private dwellings. This is down significantly from the population of 690 in 1940 but generally stable for the past decade, 351 residents in 2006 and 338 in 2011. For the sub-region, the population in 2016 was 968, down marginally from the population of 973 in 2011.

With respect to the structure of the population. In Port Rexton, 25% of residents were 65 years or older and just 17.7% were less than 15 years. In the sub-region, almost 26% were 65 years and older and just 11.4% were under 15 years.

As part of this project, the Rural Analytics Laboratory at Memorial University were asked to review the structure of the Town’s population and advise regarding what would be required. Their conclusion was that “when comparing the observed versus the ideal population trends the sustainability of the population has to focus on in-migration where at least 37 individuals are required between the ages of 25 to 35 over the next 5 plus years”. With respect to the sub-region their conclusion was that “between the 0 to 4 and 25-29 age cohorts there is a shortfall of 197”.

Currently, one of the inhibitors to persons wishing to move to Port Rexton is the availability of affordable housing. House and land prices have increased due to the demand generated by persons wanting summer homes and by entrepreneurs converting homes for tourist accommodations. This impacts persons and families who wish to purchase homes in Port Rexton as well as those who wish to rent year-round as many places are available in the winter. The latter issue also creates problems for attraction of the seasonal workers needed in the summer to support the tourism sector.

Housing can be made into an attractor by proactively moving to make both home ownership and renting affordable. This might be done through a municipal not-for-profit housing authority.

The Strategic Planning Committee requested that precedents be investigated related to provision of low-cost housing in Port Rexton. The specific objectives would be to identify a concept for stand alone homes rather than a “subdivision-like” development to attract young families to settle year-round in Port Rexton and the type of mechanism for implementation such as a municipal housing authority.

2.2. Attraction of New Residents

According to the popular web-site: <https://marumatchbox.com/blog/community-recruitment-best-practices/> a best practice of community recruitment/attraction of new residents is to be open about who you are and what you want.

In the Tract team’s experience working with communities in Canada, the US and Australia this can often take the form of:

- Recruiting for necessary businesses that have been identified as needed.
- Recruiting for a specific age or demographic. In our experience, the 25-34 year old demographic (those starting or considering starting a family) is the most important in terms of recruitment and retention. This cohort is most likely to stick, start new businesses, take over old businesses, buy real estate, start families and anchor in the area.
- Recruiting those who are more entrepreneurial and innovative that will bring their businesses, start businesses and grow the local economy. Care should be given that the recruitment message targets “entrepreneurs” and “innovators”. Research suggests that entrepreneurs are more likely to relocate to a community with strong amenities (also see section on entrepreneurship).

Research has shown that communities with a brand are 25-30% more successful with recruitment (Maru/Mathcbox). This is partly because people have an image that they can identify with and match it to their values and their needs.

Successful recruitment programs often target:

- Tourist/Visitors. In the case of tourist/visitor recruitment, first points of contact should be identified and trained as recruitment ambassadors (e.g. hotel clerk, gas station attendant) and know who to direct possible recruits to. A BC study conducted by CIEL of more than 1,000 new residents showed that more than 75% of them had first visited amenity-rich rural communities as tourists first.
- Friends and families of existing residents. Research in the US suggests that most tourists first come to a community to visit with family or friends. Successful recruitment programs suggest including residents in efforts significantly increases chances of success.

2.3. Low Cost Housing Development

Currently, one of the inhibitors to persons wishing to move to Port Rexton is the availability of affordable housing. House and land prices have increased due to the demand generated by persons wanting summer homes and by entrepreneurs converting homes for tourist accommodations. Further, the situation is made even more complex by the lack of clarity regarding the ownership of undeveloped vacant land in the community.

Housing can be made into an attractor by proactively moving to make land and homes in the Town available to prospective permanent residents at affordable prices.

2.4. The Housing Continuum

Figure 2.1 represents various aspects within the housing continuum as defined by the Canada Mortgage and Housing Corporation.

The housing issue facing Port Rexton relates to the right of the continuum – that is, the inability of households to enter the ownership market.

2.5. Affordable Housing

An affordable housing initiative focuses on households unable to enter the ownership market, whether due to low-income status or increasing home prices.

This affordability issue is further illustrated by Figure 2.2: Affordable Housing Continuum.

Figure 2.1: Housing Continuum

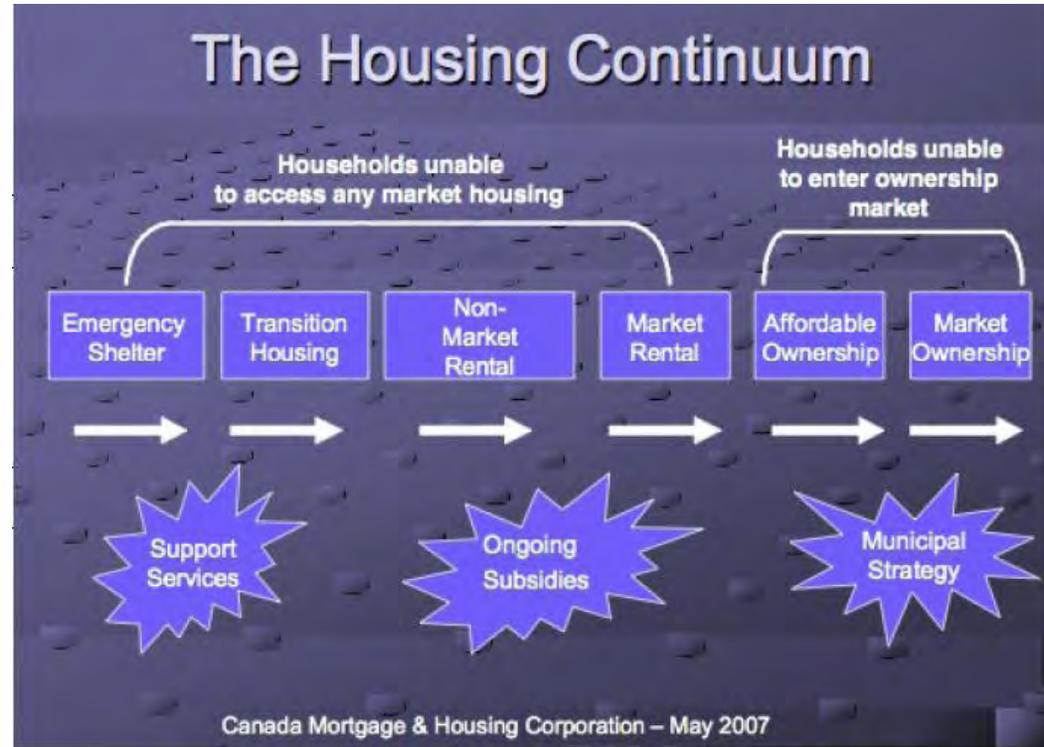


Figure 2.2: Affordable Housing Continuum

The Affordable Housing Continuum						
Emergency Shelters	Transitional Housing	Social Housing	Affordable Rental Housing	Affordable Home Ownership	Affordable Rental Housing	Affordable Home Ownership
Government Subsidized Housing (Social Housing)			Non-Market Housing		Market Housing	

First, a distinction should be made between social housing programs, which require ongoing government subsidy, and affordable housing initiatives, which provide affordable housing built on land that has little to no cost and is then sold at, or marginally above development costs.

The two main types of affordable housing are:

- i. **Affordable Market Housing** - This is housing produced by private sector partners, then rented or sold at a price affordable to a broad segment of the local population. It can also target the specific demographic desired for in-migration to a region.
- ii. **Non-Market Housing** - Housing that is rented or sold at a price that is not set by market forces but set and controlled over time by some other means. If the tourism market continues to raise home prices in the region, protecting these homes values from escalating too much ensures that future buyers will still be able to purchase homes in the region.

Some of the tools used to maintain the integrity of affordable housing projects are:

- i. **Housing Agreement** - A covenant registered on the title of a property stipulating specific limitations to the use of the property. Such agreements can be utilized to ensure that housing on the property is occupied by individuals who have qualified for its use.
- ii. **Deed Restricted Housing** - Housing that is restricted as to use and resale by covenants registered on the title or deed. In Port Rexton, restricting the use of these affordable housing units to family dwellings and ensuring they are not used as vacation homes, or rental units can make sure they are used for their intended purpose.
- iii. **Right of First Refusal/ Option to Purchase** - A covenant registered on the title of a property stipulating specific terms for the transfer of a property by sale and granting the covenantee the right to purchase property ahead of any other purchaser. This ensures that the private organization, town, or housing committee has the chance to purchase any properties prior to the home entering the free market and can be used as a tool to control home prices.
- iv. **Shared Equity Home Ownership** - A form of non-market housing, where housing is purchased at a price that is affordable to the occupant and has restricted price appreciation so that it remains affordable for successive occupants. The purchase price is typically below market, the owned equity then appreciates according to a formula or index. The equity is 'shared' between the community, first purchases, and subsequent purchasers.

2.6. Affordable Housing Strategies

Several tools to the development of an affordable housing initiative are outlined in Smart Growth BC's Review of Best Practices in Affordable Housing. While the document mainly focuses on urban setting home ownership initiatives and providing affordable options for current residents, several strategies can be adapted to target populations outside the region for in-migration.

The first step identified is development of an **Affordable Housing Strategy**. This is a document commissioned by a local or regional authority, which recognizes and quantifies an affordable housing shortage in a given jurisdiction and addresses the shown challenges to affordable housing.

Strategies utilized by other jurisdictions include:

- i. **Real Estate Escrow Interest Grant** - Real estate escrow interest is the revenue collected from all interest accrued on real estate brokerage trust accounts. In some jurisdictions, grants are made to affordable housing projects from this revenue.
- ii. **Public – Private Partnerships** - In the context of affordable housing, a public private partnership involves a contribution from the public sector in the form of land or zoning, and the private sector is responsible for servicing and building.
- iii. **Land Banking** - Land banking is the acquisition of property for affordable housing by an organization or a jurisdiction, when there is no immediate plan to develop housing on the property. Land banking is very strategic and can ultimately provide substantial opportunities for affordable housing because the land is acquired at lower than market value (sometimes at no cost) and is then available when surrounding property has dramatically increased in value.
- iv. **Housing Co-op** - A Housing Co-op is a legal entity formed by a group of people who wish to have control over their housing. They become members by purchasing shares in the co-op and then participate in managing the affairs of the co-op. In the initial stages this includes securing land, and financing, and constructing a building. Once the building is complete, the members continue to hold regular meetings to share in the responsibility of operating their co-op.
- v. **Cohousing** – cohousing projects consist typically of 20 or 30 homes in a neighbourhood, each home being self-sufficient, but also having access to a large common space with a kitchen, dining room and other amenities to be shared by all participants. Cohousing provides an excellent and affordable alternative to traditional homeownership by supporting the notion of shared community and a secure living environment. These projects are initiated by a group of individuals and families who share a common vision of neighbourhood, shared spaces and private spaces.
- vi. **Community Land Trusts**- A community Land Trust (CLT) assembles ownership of a series of properties and holds them in perpetuity for a community interest such as affordable housing. CLTs can also be used to protect and preserve sensitive eco-systems. In the case of a land trust for housing, the CLT owns the land but the homeowner owns the building. It can be an individual homeowner in the case of a single-family dwelling or a condominium ownership in the case of a multi-family unit.

2.7. Funding Support for Affordable Housing Initiatives

i. National Housing Strategy

On November 22, 2017, the government unveiled a [National Housing Strategy](#). It commits to replace rent subsidies set to disappear as social housing operating agreements expire. It commits major new funds to tackle backlogged social housing repairs. Key program elements include:

Investments in Community Housing Resiliency

Community housing has been the backbone of Canada's response to our most urgent housing challenges for more than 60 years. Close to half a million Canadians currently live in some form of community housing. But many of these buildings are aging and in desperate need of repair.

To help preserve and renew our social housing stock for future generations, the Strategy will invest \$4.8 billion to create and maintain a resilient community housing sector.

- \$4.3 billion for a new Canada Community Housing Initiative (to be cost-matched by the provinces and territories) to preserve the existing supply of community-based housing, build a more modern and sustainable community housing system, and keep housing affordable for 330,000 households.
- \$500 million for a new Federal Community Housing Initiative to protect low-income tenants as old operating agreements expire and continue to offer homes and hope to vulnerable Canadians.

Enhanced Federal–Provincial/Territorial Partnerships

To foster a new level of collaboration between Canada's governments, the Federal government will invest \$20.5 billion to help the provinces and territories build more affordable housing, reduce homelessness and create better outcomes for all Canadians. Provinces and territories will be required to cost-match roughly half of this total investment.

This includes:

- \$8.4 billion delivered through existing federal-provincial/territorial agreements.
- \$4.4 billion in federal investments in provincial and territorial housing programs in 2016 and 2017, including new investments from Budget 2016.
- \$4.3 billion for a new Canada Community Housing Initiative to preserve and expand community housing (\$8.6 billion expected cost-matching).
- \$2 billion for a new Canada Housing Benefit (\$4 billion expected cost-matching).
- \$1.1 billion to help the provinces and territories meet local housing needs and priorities (\$2.2 billion expected cost-matching).
- \$300 million to address the housing needs of families living in the North.

ii. **The Canada Mortgage and Housing Corporation (CMHC)**

CMHC provides Proposal Development Funding (PDF) to help with the up-front expenses incurred during the process of developing an affordable housing project proposal. A PDF loan enables housing proponents to carry out the activities required to bring their proposal to the point where they can apply for mortgage financing.

CMHC Seed Funding provides financial assistance to support activities that will help facilitate the creation of new affordable housing units and assist existing housing projects to remain viable and affordable. CMHC's Seed Funding is available in the form of a non-repayable contribution of up to \$50,000. Additional funds may be made available in the form of a fully repayable, interest free loan of up to \$200,000.

Seed Funding may be made available to individuals and organizations who want to build affordable housing in Canada. Eligible proponents include, but are not limited to, private developers, non-profit housing organizations, non-profit co-operatives, faith-based organizations, municipalities and First Nations.

To be eligible for Seed Funding, the housing project must have a minimum of five affordable units (not restricted to one location) and be located in Canada. There are no restrictions on tenure type, building form or future residents. Eligible projects include new construction, conversions from non-residential use to residential affordable housing or conversions from non-affordable housing to affordable housing, as well as renovation of existing affordable units to prevent them from loss or demolition. Housing projects that were previously under a federal operating agreement and whose viability is at risk are also eligible.

2.8. Port Rexton Approach

Regardless of the options selected for a Port Rexton affordable housing initiative, a committee will be necessary. The committee will focus on the ability of these strategies to retain affordability over time to ensure long-term sustainability and reduce barriers restricting in-migration in the region. While there are merits to addressing the housing affordability issue through a non-market solution, it is felt that due to the size of Port Rexton the requirement to generate capital funds and operate a not-for-profit housing authority or foundation would be prohibitive.

It is recommended that Port Rexton pursue development of affordable housing through a public-private partnership arrangement.

3. Branding/Website Development

3.1. Committee Direction

- ***It was recommended that the Town “Develop a unique and community-specific brand which reflects cultural and physical attributes and that distinguish the Town from all others and provides the basis for interpretation and story line themes. This work should include preparation of a Creative Brief, Logo and Campaign Concept”, “Develop guidelines for usage of the Town name and logo”, and “Develop a new, well constructed Website which meets the needs for communication, participation, access and economic development”.***

This recommendation was based upon the rationale:

“It is very important to Incorporate branding into a Town’s Strategic Plan. A good brand provides a set of tools that towns can easily deploy to better communicate community goals and align a community around a common vision. As well, towns often battle the perception that they are “reacting” to development proposals rather than being proactive about the future. A clear message about what a town is about can alleviate that concern.

A true brand for a Town differentiates it from other locales using a set of tools that include logos, taglines, typefaces, and colors. These tools, well deployed, will craft that differentiation and make it clear to residents, business owners, investors, and visitors. At the end of the day, a good community brand is a promise a place makes to people. It is built over time and capitalizes on the imagery, feeling, and allegiance felt when people see the image of their community whether it is a symbol that evokes history (or progress), a tagline that builds pride of place, or colors and typefaces that evoke images or signal sense of place for the community.

It is important that Port Rexton have a modern, refreshed brand identity to capture what is unique about the town and spark a sense of pride of place to those who live there, foster the growth of business and opportunity within the town, attract new residents, and delight the many tourists (resident market (St. John’s) and the ‘come from away’ market) who descend upon the area every spring/summer/fall.

Municipal websites are valuable for a number of reasons: i) Communication - they are a powerful tool for towns to communicate with their residents, and they allow site visitors to get quick answers to easy questions; ii) Participation - they expand opportunities for residents to participate in and be informed by local government; iii) Access - people are now accustomed to finding the information they need online, municipal website can enable towns to communicate with visitors and residents in a way they are accustomed to; and, iv) Economic Development - websites offer towns the opportunity to showcase their communities and the municipal website is often the first result on a search engine when somebody searches for the name of that town, so if that site has information for residents and visitors alike, it can be a true driver of economic development.

All of these factors are very important to the development and sustainability of Port Rexton.”

3.2. Brand Identity

Ray Creative Agency was engaged to assist in development of the Town brand and associated tools.

The first step in this work was development of a Creative Brief. The Creative Brief which was drafted by Ray and finalized based upon input from the Strategic Planning Committee is shown below.

WHAT ARE WE SELLING?

Port Rexton is a small town of about 350 people. It is located on the east coast of Newfoundland and about 10 minutes east of Trinity and 3 hours north of St. John's. The region on the whole has been benefiting from the ever-growing tourism industry and as a result, new businesses have been attracted to the town. Young families who don't want to spend a fortune on urban housing and other age groups who value the pace of life in rural communities, have moved to Port Rexton to start their lives, to retire or to live on a seasonal basis.

Port Rexton is at a crossroads. The town can plan for the future or become a victim of it. With a new and youthful town council in place, there is a strong feeling to refresh the current brand and position it for future growth.

It has all the right ingredients and potential. It's just a matter of harnessing everything the town stands for and believes in to enhance the current brand by making it modern and refreshed to sustain the community for years to come and position them as one *the* destinations for tourism, young families, retirees, and entrepreneurs.

Port Rexton's Highlights:

Features:

- Beautiful scenery – Fox Island in particular
- Hiking - Skerwink Trail
- Outdoors activities – sea kayaking, paddle boarding, fat biking, etc.
- Fishers' Loft – an established 5-star accommodations
- Port Rexton Brewery
- Two Whales Coffee shop

Valued Characteristics of Port Rexton:

- We pride ourselves on the ability to get away and relax among or seascapes; hike our trails and some of the finest dining to be found.
- The charms of our town are the relaxed vibe, breathtaking scenery, really nice people, and lots of “cool” things to do.
- Our town has become a place where younger people (Gen X and Millennials) are gravitating towards.
- A place where visitors feel welcome, healthy, fresh, hip (but in a down to earth kind of way), connected to nature, young (regardless of age), safe, secure, calm and fun.

- Scenery, relaxed pace of life, friendly people, central location on a peninsula that is coming back to life, world class trails, Port Rexton Brewery, top notch accommodations, business opportunity
- Views – especially of Fox Island, hilly, open coastal landscape with cliffs and beaches, hiking, walking trails within town, right on one of the most scenic parts of the old rail bed; food, craft beer, espresso coffee, great accommodation options, yet peaceful (houses are not on top of one another) – wide open spaces and vistas).
- We're a healthy, vibrant rural community that celebrates its past and plans for the future. We provide opportunity for healthy active lifestyles in an age where busy-ness and bustle is wearing thin. We can capitalize on the millennial “movement”

WHAT ARE WE OUT TO ACCOMPLISH?

Create a modern, refreshed brand identity to capture what is unique about the area and spark a sense of pride of place to those who live there, foster the growth of business and opportunity within the town, attract new residents, and delight the many tourists (resident market (St. John's) and the 'come from away' market) who descend upon the area every spring/summer/fall.

WHO DO WE WANT TO CONNECT WITH?

In order of importance:

- Local Residents
- Tourists from St. John's (in particular, millennials)
- Out of province tourists (tourism & exploring audience)
- Business owners/developers/young entrepreneurs
- Local Tourists (from NL)

WHAT'S THE SINGLE MOST IMPORTANT MESSAGE TO LEAVE THEM WITH?

There's nothing quite like the feeling you get when you visit the town of Port Rexton. It's one of the hippest, socially innovative communities in NL with a stellar reputation as a centre for the arts, history, local food/beverage production, and adventure tourism.

WHAT CAN WE OFFER AS SUPPORT FOR THIS?

- Peaceful comfort
- Deluxe accommodations options
- Outdoor activities (hiking on the Skerwink Trail) and Lockston Path Provincial Park
- Great food/beverage (Port Rexton Brewery)
- Views – Fox Island, hilly, open coastal landscape with cliffs and beaches, walking trails within the town
- Young and progressive, yet authentic
- Urban-type businesses (Farm-to-table restaurants, vegetarian restaurant, espresso coffee, craft beer)
- Safe place – secure, calm, fun, and welcoming
- Gateway to Bonavista

What's required?

1. Logo/Identity – at least two options + one round of feedback (no tagline)
2. One campaign concept + rationale to launch and bring the new brand to life + one round of feedback
 - Elements will include:
 - Print ad
 - Billboard
 - Social Media posts
 - Signage for around the town
 - Website design (one) + one round of feedback (content provided by town)
 - Website design should be driven by images vs. more text
 - Website development

Based upon the Creative Brief, a series of potential logo/identity illustrations were completed for evaluation by the Committee.

Following substantial consultation there was consensus on a new logo/identity for Port Rexton. The logo was developed to represent the natural landscape and the beautiful view from the town looking out to the ocean. The natural browns, blues and greens in the logo show that experiencing Port Rexton is all about the great outdoors.

Appendix 2 includes illustrations of brand usage in social media, signage, alternate logo versions and the color palette.

Figure 3.1: Port Rexton Logo



3.3. Website Development

Concurrent with development of the logo/identity, Ray also worked to develop a new website for the Town.

Again, the first step in this work was development of a Website Brief which was reviewed and agreed to by the Committee. The Website Brief is shown below.

What are we out to accomplish?

Design and develop a website that will embody the new Port Rexton brand. The goal is positive brand interactions with tourists, residents, and business development prospects.

Website Objectives

1. Modern + User Friendly
 - Bring level of sophistication to PR
2. Attract New Visitors + Motivate Returning Visitors
 - Imagery
 - Comprehensive list of things to do in and around PR
 - Shareable content (push to social media)
 - Focus on the shoulder seasons
 - Host information for tourists (things to do) and help them plan their trip
3. Business Development + Pride for Business
 - Pride for businesses currently operating in PR
 - Show that PR is thriving and a great place to do business
 - Promote PR as a place to relocate to / start a business
4. Attract Prospective Residents
 - Promote PR as a place to live
 - Look desirable to young people and families
5. Resident Pride
 - Already exists – increase what’s already there
 - Help showcase PR to the outside world
 - Useful for residents – events, up to date information, council actions, etc.
 - Community calendar

Audience

1. Local Residents
2. Tourists from St. John's (in particular, millennials)
3. Out of province tourists (tourism & exploring audience)

4. Business owners/developers/young entrepreneurs
5. Local Tourists (from NL)

What will bring them to the site / how will they find us?

- Primary: organic search (google)
- Secondary: social media, local business reference

Desired actions / outcomes

- Engagement – time spent on the site or sharing to social media

Messaging Priorities

- Tourism – come visit, lots to do, we're different, events
- Residents – keep up-to-date on important info
- Business Development – talk to us about bringing your business to PR

Requirements

- Easy loading, running, and navigation
- Responsive – mobile is of extreme importance i
- Easy user experience / navigation
- SEO optimization
- Easy maintenance, CMS
- Analytics and Measurability
- Social media integration

Based upon the Website Brief, and following substantial consultation, there was consensus on the design of the new Website for Port Rexton.

The front page of the website is shown in Figure 3.2.

Figure 3.2: Website Front Page



4. Town Centre Concept – Multi-Use Building

4.1. Committee Direction

It was recommended that the Town “***Establish a Town Centre in the area of the Church/Post Office/Orange Lodge***”. Specific elements of this development would include the following major infrastructure projects:

- ***Build a multi-purpose building that might house artisan workshops, craft shops, restaurants.***
- ***Develop waterfront access to the town centre area.***
- ***Encourage enhancements to existing properties (in terms of their physical state).***

This recommendation was based upon the rationale:

“Currently there is no real “town centre” in Port Rexton. Over the years the infrastructure related to the Town’s historical fishing industry which focused the Town on the seashore has disappeared. With the construction of the Bonavista Peninsula, the commercial and administrative centre of the Town relocated over time to the corridor along the highway. There has also been significant development of new housing on the western side of the highway which has spread out the geographical area of the Town.

The corridor area is attractive for businesses which depend upon customers traversing the highway. It is not attractive for residents or visitors nor conducive to promoting social interaction within the Town.

There is one area which does retain its old character and buildings. This is the area in the approximate geographical centre of the old town where the Church, Orange Lodge, and Post Office are located. In recent years, there has been substantial increased activity in this area due to the establishment of the Port Rexton Brewery. As well, the Town is rebuilding the old Fishermen’s Protective Union Building.

This area does have great potential to be established as the focal area of the Town for both residents and visitors. It reflects the small-town character of Port Rexton, is within walking distance for most accommodations and close to the seashore.”

The Strategic Planning Committee requested that the Multi-Purpose Building be designed as the initial element of the Town Centre concept. The intent would be for this building to provide facilities for a farmer’s market; an outdoor adventure rental centre; a wellness centre; artisan studios and other retail studios; commercial accommodation and a restaurant.

4.2. Design Parameters and Guidelines

Following extensive discussion/consultation with the Committee and its representative, the following design parameters and guidelines for the Multi-Purpose Building was developed.

Potential Occupants

- An indoor Farmers Market.
- Boating gateway services i.e. laundry, showers etc.
- Indoor Recreation/Wellness Exercise Space.
- Municipal office.
- Outdoor Adventure Centre – bike and kayak rentals.
- Fitness Room.
- Wellness Network Referral Office.
- Restaurant.
- Ten craft studios each with retail counter and bed sitting room. Shared bathrooms, showers and kitchen.
- Twelve commercial accommodations.

Potential Location

The Town is exploring, as one example, the property adjacent to the old Union Hall. This lot is adjacent to the once deep-water wharf of the town and is owned by the town.

Positive attributes of the location include:

- It is adjacent to salt water. . . a critical consideration to attract overnight and other visitors.
- The complex with services for boaters enhances the appeal of the town's existing mooring field and sea-borne gateway to the town. . . thus increasing visitation to Port Rexton and business for the town's attractions and services.
- The combination of a farmer's market, outdoor adventure centre, fitness room, recreational space, a bistro etc. will be positioned to attract residents and visitors to the location. . . making it an important centre of community life. . . a place where residents and visitors can mix and socialize.
- The complex will be the centerpiece of a cluster development comprising the mooring field on one side and Port Rexton Brewing Company on the other.
- Challenges related to the location include:
 - Finding enough space to build a connected complex of a single and two storey structure.
 - Separating functions and activities to eliminate conflict i.e. noise, smell etc.
 - Securing regulatory approval to lessen/eliminate the high-water buffer zone.
 - Installing a septic system and/or tanks within a limited area.
 - Securing adequate water supply.
 - Finding room for vehicle parking, unloading etc.

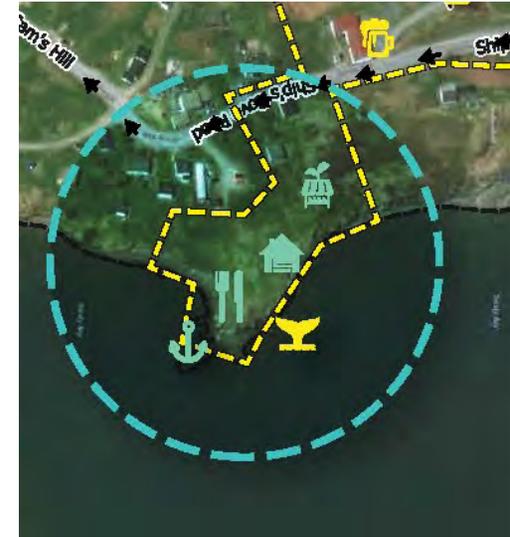


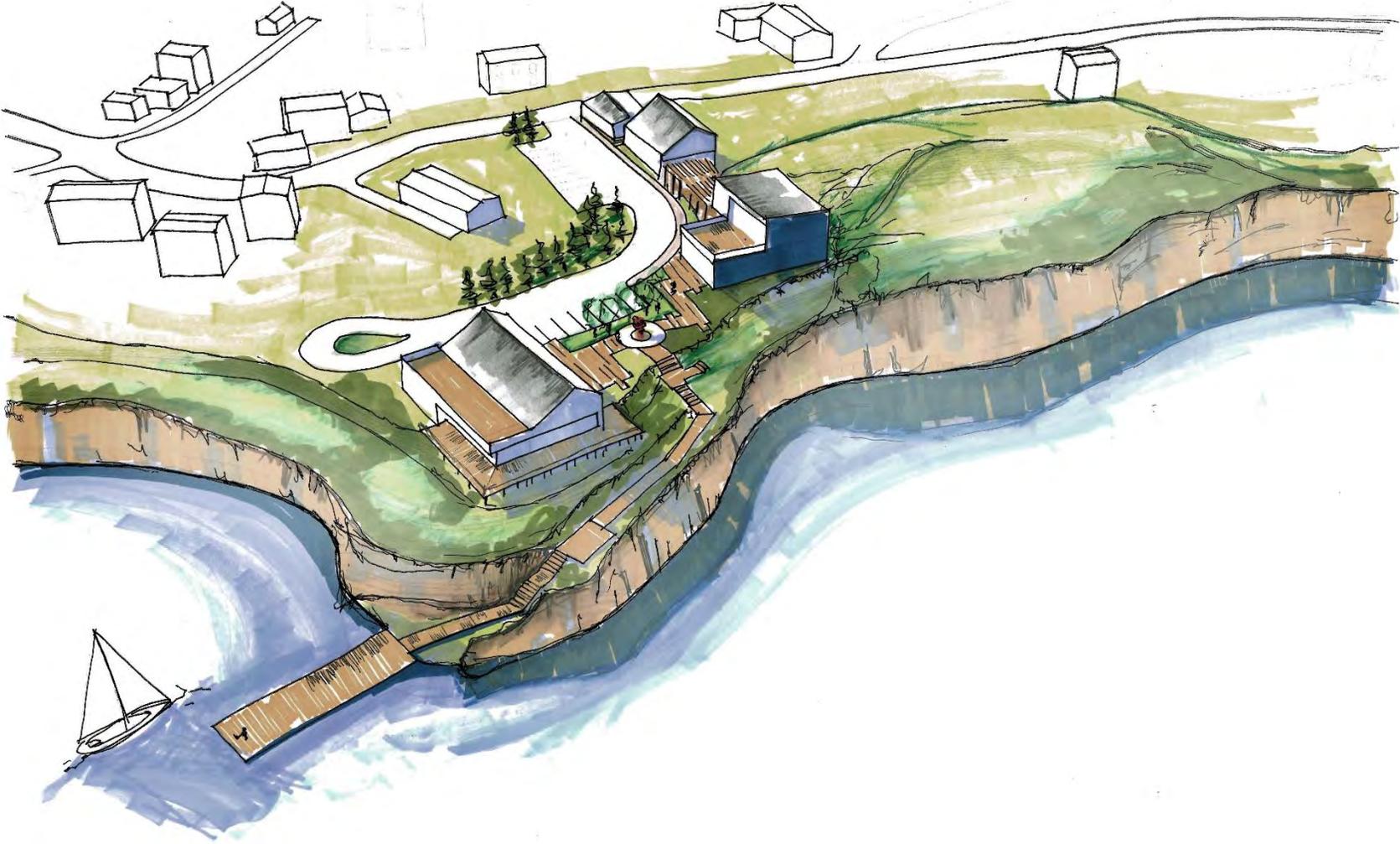
Figure 4.1: Potential Location

Building Format

Rather than a multi-story building concept, the Committee's preference is for three single story buildings. If possible the three buildings would be positioned to create an internal "people space" that responds to each building.

4.3. Building Design

The design and costing for the Multi-Purpose Building is provided in Appendix 3.



5. Visitor Parking

5.1. Committee Direction

It was recommended that the Town “***Develop parking lots in key locations for use by community and tourists for special events or peak tourism season***” and “***Have parking on one side of the road only***”.

This recommendation was based upon the rationale:

“Currently, there are no publicly designated parking areas in the Town identified by signs. Most visitors park on either side of the road at random. (Note that the Skerwink Trail parking lot is located in Trinity East). Several potential areas have been identified for parking which are also good staging points for activities and attractions in the core area of the town”.

The Strategic Planning Committee requested that sites for visitor parking be identified. They indicated that their preference was land belonging to the Town in the vicinity of the old railway station.

5.2. Parking Design

A parking lot at the site has been designed and included in the drawings for the Town Centre. See Appendix 3.

6. In-Town Trails

6.1. Committee Direction

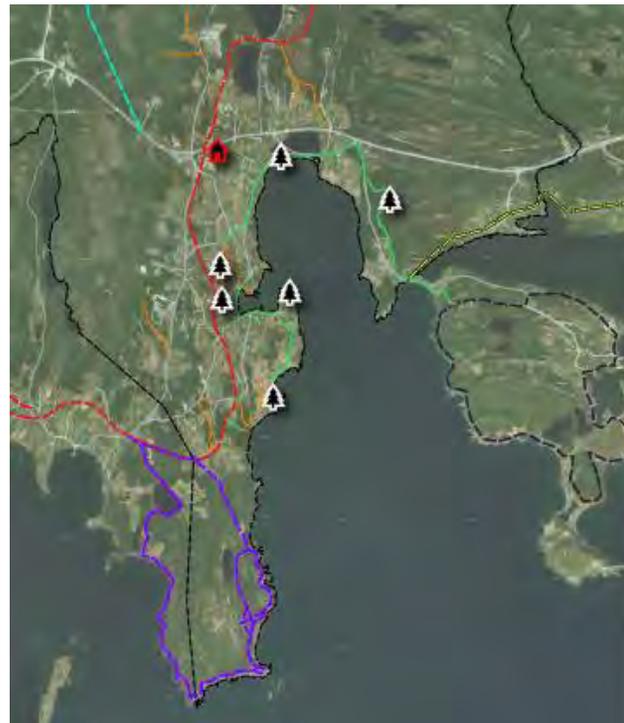
It was recommended that the Town “**Design and develop in-town trails joining neighbourhoods, tourist accommodations and key points of interest including links to the Skerwink and Fox Island Trails**”.

Further, it was recommended that the Town “**Develop lookouts and interpretive materials to augment in-town trails**”.

This recommendation was based upon the rationale:

“While Port Rexton is surrounded by open country and significant trail systems, it is also important to preserve and enhance green spaces and to provide trails within the Town. These measures enhance the quality of life for residents and contribute to the experience for visitors.”

The Strategic Planning Committee concurred with the recommendations and decided to refer implementation planning to Hike Discovery under the direction of Committee Co-Chair John Vivian.



LEGEND



Potential Lookout Location



Bike Shop / Rental

Trails



Linking Trails



Fox Island Trail



Cart Path



Skerwink Trail



Railway Bed

Potential Regional Trails



Champney's to English Harbour



Port Rexton to Kings Cove

7. Entrepreneur/Business Attraction

7.1. Committee Direction

It was recommended that the Town ***“Research and develop a program to assist new entrepreneurs to get started and be successful in Port Rexton”, “Develop and launch a mentorship program to introduce youth in the area to the operations of local business enterprises” and “Utilize the resources and expertise of government agencies”.***

This recommendation was based upon the rationale:

“Tourism as an economic sector is executed through a myriad of private sector entities ranging from small businesses to multi-national corporations. While a municipality can indeed influence the development of the tourism sector by taking initiatives as described in this document, success will only be possible if current or new entrepreneurs see opportunities and invest their resources into expanding or launching business enterprises.

The Strategic Planning Committee requested that research be undertaken regarding how to recruit and encourage businesses and entrepreneurs to the town and what sort of incentives might be offered. It was recognized that initiatives would be general to entrepreneurial development rather than specific to the tourism sector.

7.2. Strategies to Build an Entrepreneurial Community

There are many benefits to having an entrepreneurial community. Entrepreneurs solve problems and proactively resolve issues. Entrepreneurs innovate. Entrepreneurs believe the solutions are found within communities and the people who call it home. Entrepreneurs see opportunities where others see problems. Entrepreneurs attract other entrepreneurs and innovative new residents. Small communities in the 21st century need to identify, harness and utilize the entrepreneurial talents, energy and skills of their residents.

The 21st Century has been dubbed “The Entrepreneurial Century”.

Center for Rural Entrepreneurship (Nebraska)

The very act of a community being intentional (and articulating this clearly in ALL promotion) about being entrepreneur-friendly helps reinforce the recruitment of innovators and entrepreneurs. These entrepreneurs are essential in creating a sustainable and thriving region.

There are several strategies to increasing entrepreneurship in the community.

- Complete a Community Entrepreneurial Vitality Assessment (CEVA) to determine the greatest strengths and weaknesses of the community relative to being ‘entrepreneur-friendly’. Take action to build on the strengths and address the weaknesses. Check in from time to time to

improve the state of entrepreneurship and the business-friendliness of the community. Publish the fact the community is determined to become an entrepreneurial leader and has embarked on a commitment to revisit this (possibly through undertaking CEVA periodically).

- Ensure that the twin concepts of ‘innovative’ and ‘entrepreneurial’ appear in the community’s promotional material and become part of the community’s culture.
- Create a “community entrepreneur” award for the person who displays an entrepreneurial mindset and/or skills in building the community.
- Look to partner with Bonavista (or another regional ally with similar values) to seize economies of scale in creating an entrepreneurial region, possibly employing MNL’s new Community Economic Development Assessment and Action Initiative (CEDAAI) that focuses on bringing two communities together to create community economic development synergies.

7.3. Strategies to Support Youth Entrepreneurship

The best way to shift the culture over time to an entrepreneurial culture is to have attitudes and initiatives that support youth entrepreneurship. Many successful small communities in Canada and the US, have shifted the focus of youth from “seeking a job” (which often meant relocating to larger centres) to “making a job” (which allowed for anchoring in the community, creating more community-committed individuals and resilient communities). Here are some specific mechanisms used in these communities to create a culture of entrepreneurship among youth:

- Opportunity identification sessions specifically for youth in community (or region). Hold sessions that involve a youth-facilitated interactive component. These forums could be held in Port Rexton to introduce youth to the idea of entrepreneurship and to brainstorm untapped community and business opportunities.
- ‘Dragon’s Den’ type of business plan competition where Port Rexton could provide some equity (e.g. assistance with start-up for 2-4 aspiring entrepreneurs in the form of mentorship, space, etc.). Business ideas & business plans could go before a Dragon panel made up of prominent business people, etc. Dragon’s Den is a popular television show in Canada and internationally. This approach has been tried successfully across Canada to stimulate entrepreneurship.
- Informal or formal mentoring program to assist youth starting or already in business. Such a program would further connect youth deep into Port Rexton and region. Some of the mentoring could be as informal as linking interested youth with a community-oriented business. The youth would follow the entrepreneur and learn about the business and his/her own skills and attributes.
- Awards to recognize youth entrepreneurs and community entrepreneurs (those that contribute to a community’s bottom line). This begins to build and reinforce a culture of entrepreneurship, innovation and community commitment.
- Summer or Boot Camp for young entrepreneurs. This could be done over a few weekends or in a camp-like setting in the summer. By hosting such an event in Port Rexton and promoting it outside the region, this would go a long way towards putting the area on the map as an innovator.
- Incorporate youth entrepreneurship as an explicit goal in Port Rexton’s development strategy.

7.4. Strategies to Attract Businesses

Strategies which might be employed to attract new businesses to Port Rexton include:

- A public meeting helped to identify opportunities and niches that are available or needed to be filled (also see CEVA [above] or CED Check-up, a new survey tool available for municipalities by Municipalities Newfoundland and Labrador) (<https://www.municipalnl.ca/>) developed by CIEL (www.theCIEL.com).
- Another CIEL-developed process, the Opportunity Identity Session – a public meeting specifically to identify untapped business, community and economic development opportunities – could be held. Business opportunities (niches that have been identified) or businesses for sale could be published, posted at popular public/tourist draws (brewery, hotel, municipal hall) or held on a central web-site like that used by Imagine Kootenay in BC (<https://imaginekootenay.com/>). This process, used in Nakusp BC, identified 25 business and community development opportunities. Within a year, entrepreneurs, from inside and outside of the community, had started seven ventures from the opportunities identified, including a youth hostel and a community music festival.



Appendices



1 – Land Ownership Maps

2 – Branding

2(a) – Signage Deck

2(b) – Logo and Color Palette

3 – Town Centre Concept Design

Appendix 1 - Land Ownership Maps

Town of Port Rexton - Land Tenure Devil's Cove Region



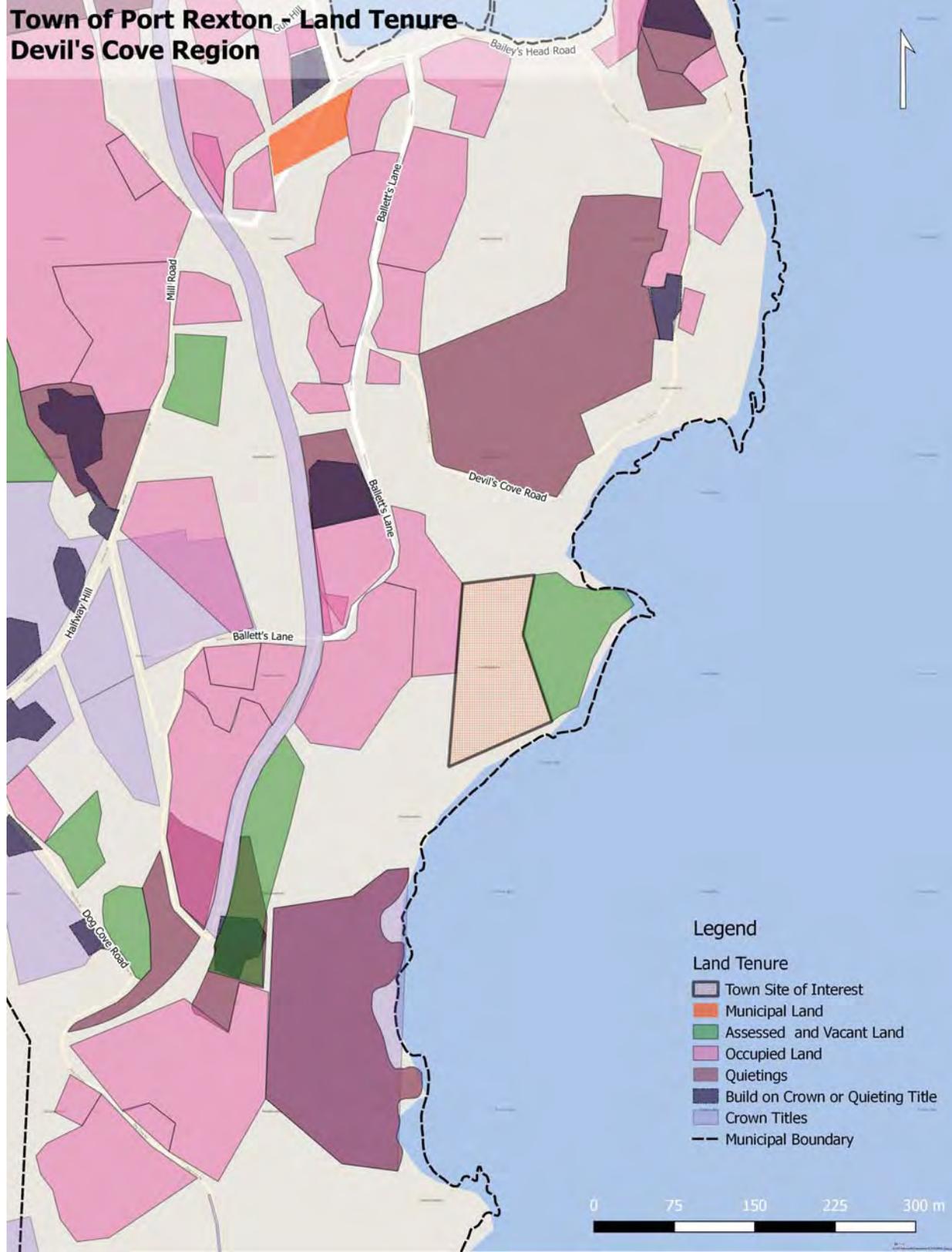
Legend

Land Tenure

- Town Site of Interest
- Municipal Land
- Assessed and Vacant Land
- Occupied Land
- Quietings
- Build on Crown or Quieting Title
- Crown Titles
- Municipal Boundary

0 75 150 225 300 m

Town of Port Rexton - Land Tenure Devil's Cove Region



Town of Port Rexton - Land Tenure North of TCH Area



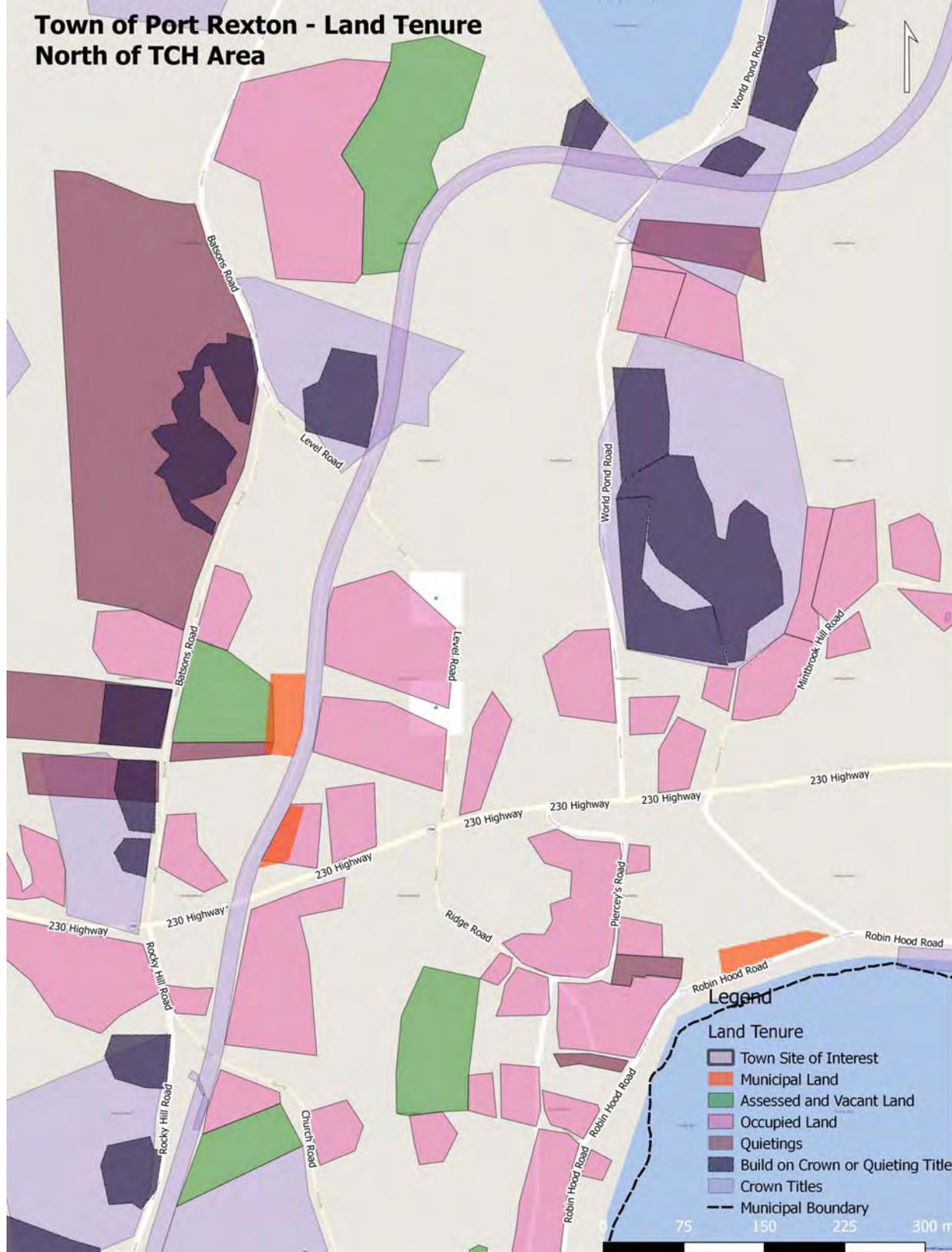
Legend

Land Tenure

- Town Site of Interest
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- Assessed and Vacant Land
- Occupied Land
- Quietings
- Build on Crown or Quieting Title
- Crown Titles
- Municipal Boundary

0 75 150 225 300 m

Town of Port Rexton - Land Tenure North of TCH Area



Legend

Land Tenure

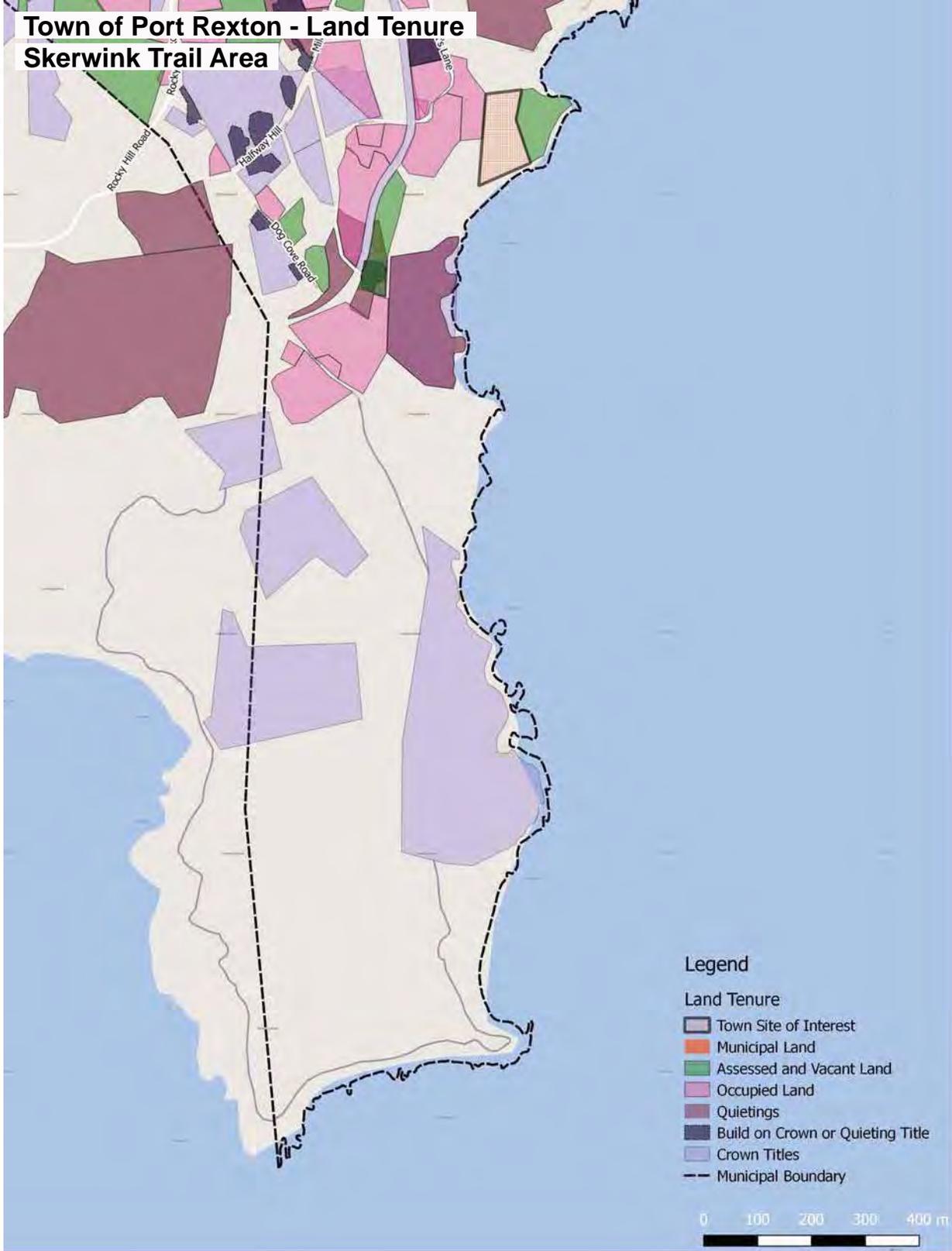
- Town Site of Interest
- Municipal Land
- Assessed and Vacant Land
- Occupied Land
- Quietings
- Build on Crown or Quieting Title
- Crown Titles
- Municipal Boundary

75 150 225 300 m

Town of Port Rexton - Land Tenure Skerwink Trail Area



Town of Port Rexton - Land Tenure Skerwink Trail Area



Legend

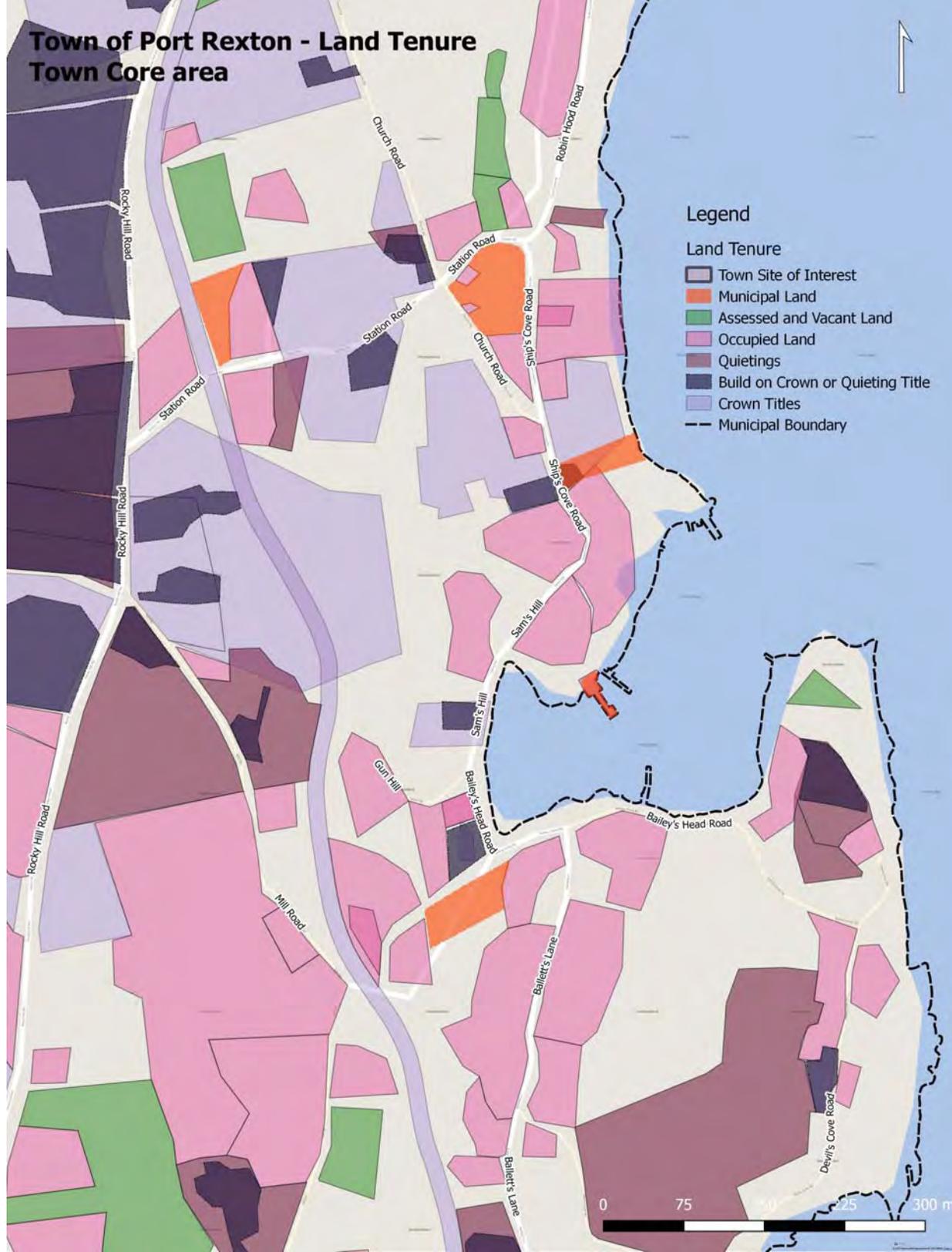
- Town Site of Interest
- Municipal Land
- Assessed and Vacant Land
- Occupied Land
- Quietings
- Build on Crown or Quieting Title
- Crown Titles
- Municipal Boundary



Town of Port Rexton - Land Tenure Town Core area



Town of Port Rexton - Land Tenure Town Core area



Appendix 2(a) – Signage Deck



Port Rexton
Social Media and Signage
October 24th, 2018

Social Post

Company 19:33

Search

Write something...

Live Photo I'm here

 **Port Rexton**
Today at 19:33

Visit townofportrexton.com



   375 275 comments 928 shares

Like Comment Share

Billboard



Next Exit Sign



Welcome Sign



Appendix 2(b) – Logo and Color Palette

Logo/Watermark

Logo Versions



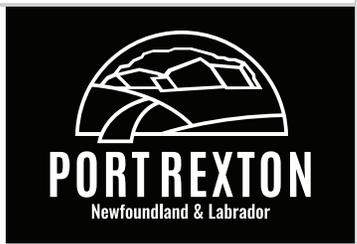
Primary



Black and Grey

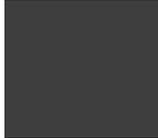
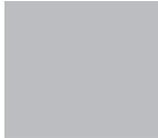


Solid Black



Reversed

Colour Palette

	PMS: 350 C CMYK: 90-58-95-30 RGB: 37-78-49 HEX: #254e31		90% Black
	PMS: 349 C CMYK: 90-30-95-30 RGB: 0-104-56 HEX: #006838		30% Black
	PMS: 360 C CMYK: 60-0 -100-0 RGB: 114-191-68 HEX: #72bf44		40% Black
	PMS: 367 C CMYK: 36-0-85-0 RGB: 174-210-85 HEX: #aed255		35% Black
	PMS: 7458 C CMYK: 54-20-14-0 RGB: 118-172-198 HEX: #76acc6		80% Black
	PMS: Warm Grey 11 C CMYK: 50-50-60-25 RGB: 114-102-88 HEX: #726658		20% Black
	PMS: 453 C CMYK: 25-25-40-0 RGB: 194-181-155 HEX: #c2b59b		50% Black
	PMS: Warm Grey 7 C CMYK: 40-45-50-5 RGB: 155-133-121 HEX: #9b8579		

Appendix 3 – Town Centre Concept Design



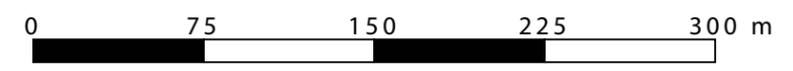
TABLE OF CONTENTS

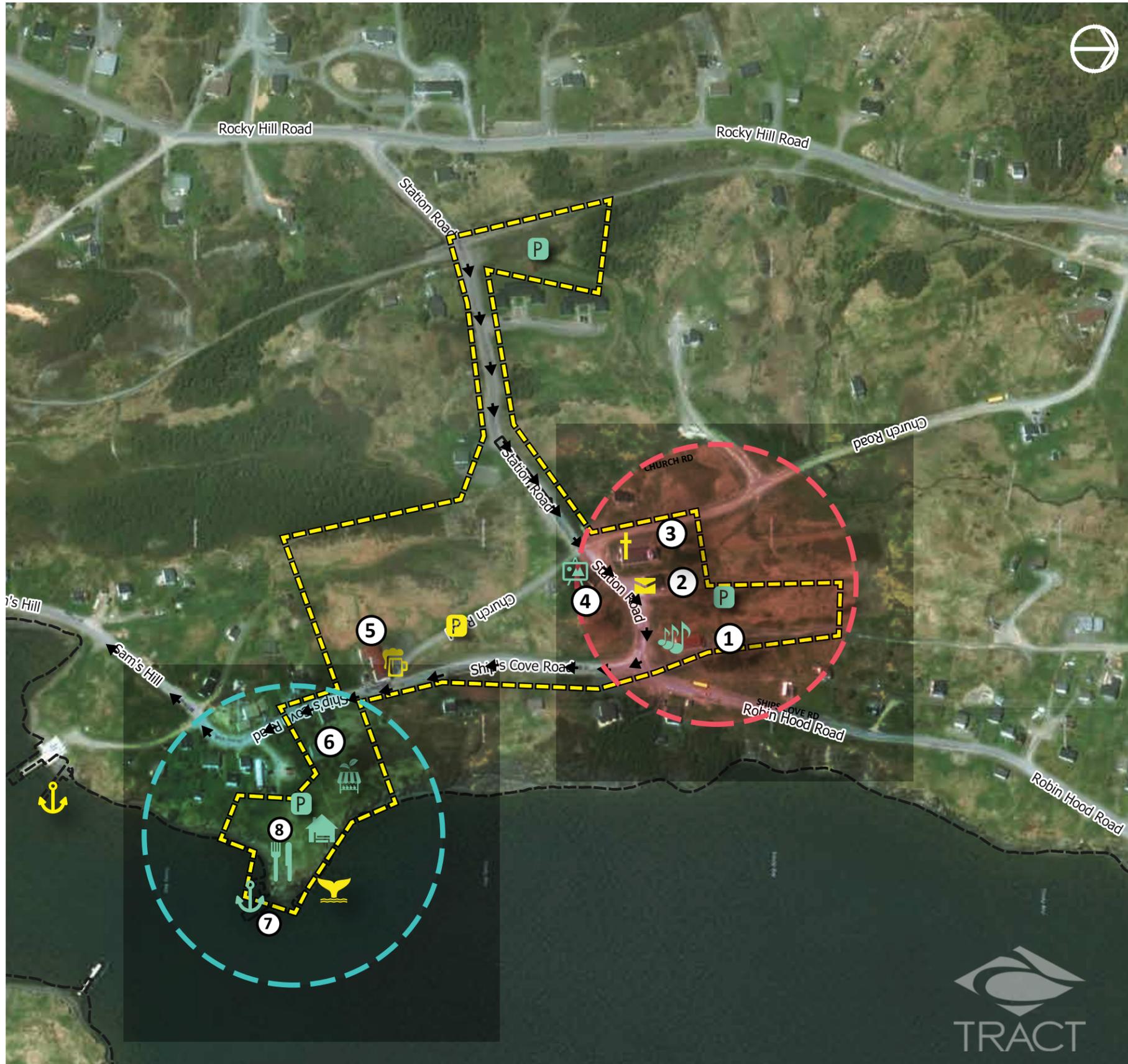
TOWN CENTRE EXISTING CONDITIONS	4
TOWN CENTRE SCHEMATIC PLAN	5
MULTI-PURPOSE BUILDING SITE CONCEPT PLAN	6
MULTI-PURPOSE BUILDING SITE RENDERINGS.	8
BUILDING SCHEMATIC PLANS AND PRECEDENT IMAGES	8
BUILDING PROGRAM SCHEMATIC WORK SHEET	18



Existing Conditions

- ① Orange Lodge
- ② Post Office
- ③ Church
- ④ Old Post Office
- ⑤ Port Rexton Brewery
- ⑥ Union Hall - Art Gallery
- ⑦ Wharf
- P** Parking
- ▬▬▬▬ Town Centre Boundary



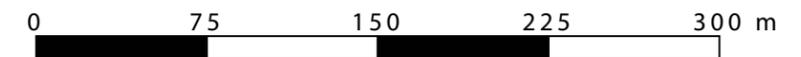


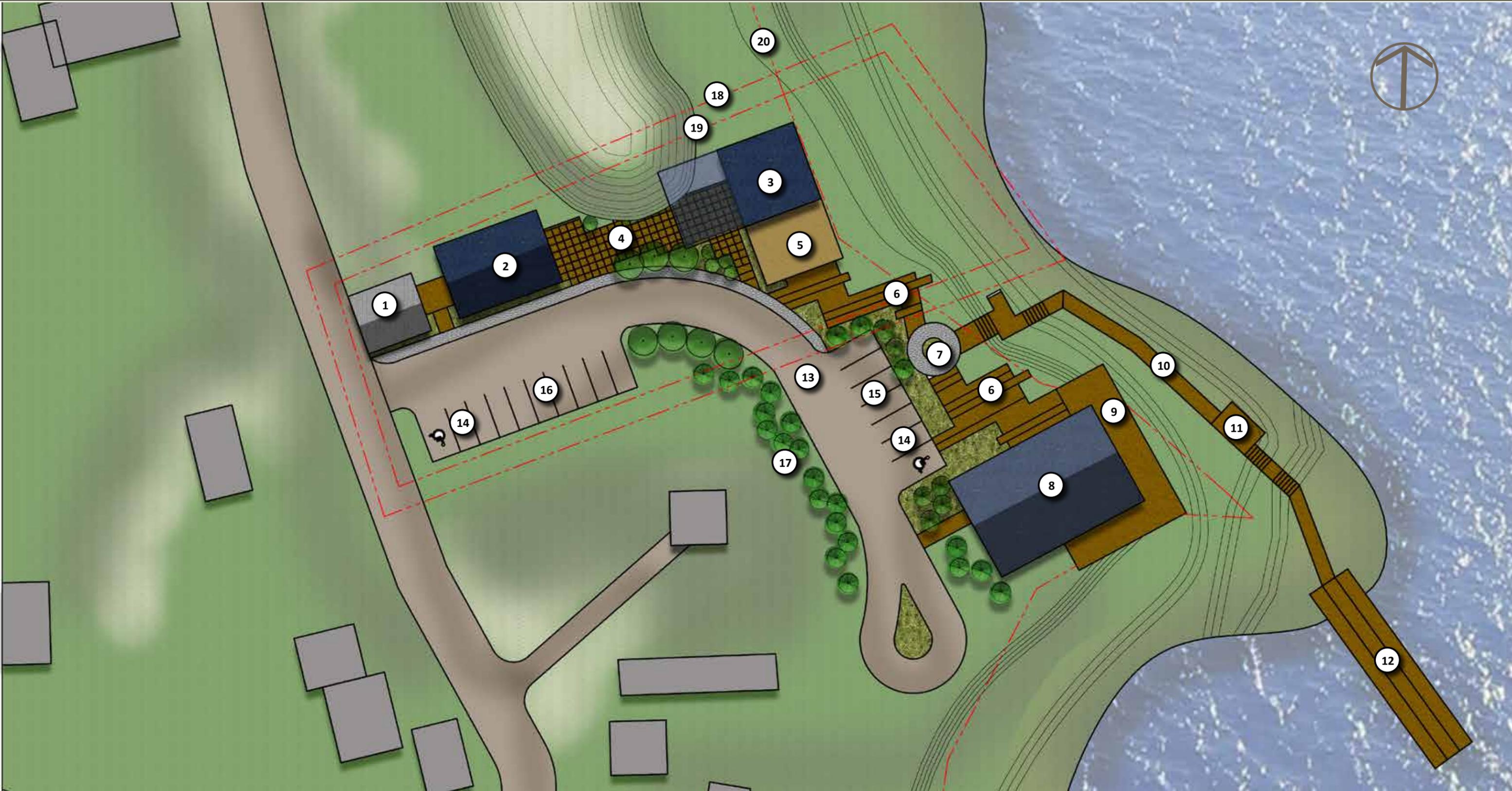
Town Centre Schematic Plan

-  ① Orange Lodge - Proposed Events /Museum Space
-  ② Post Office
-  ③ Church
-  ④ Old Post Office - Proposed Gallery Space
-  ⑤ Port Rexton Brewery
-  ⑥ Union Hall - Proposed Welcome Centre
-  ⑦ Wharf
-  ⑧ Multi-Purpose Buildings
-  Parking

-  Town Centre Boundary
-  Proposed Town Centre Development Area
-  Secondary Development Area

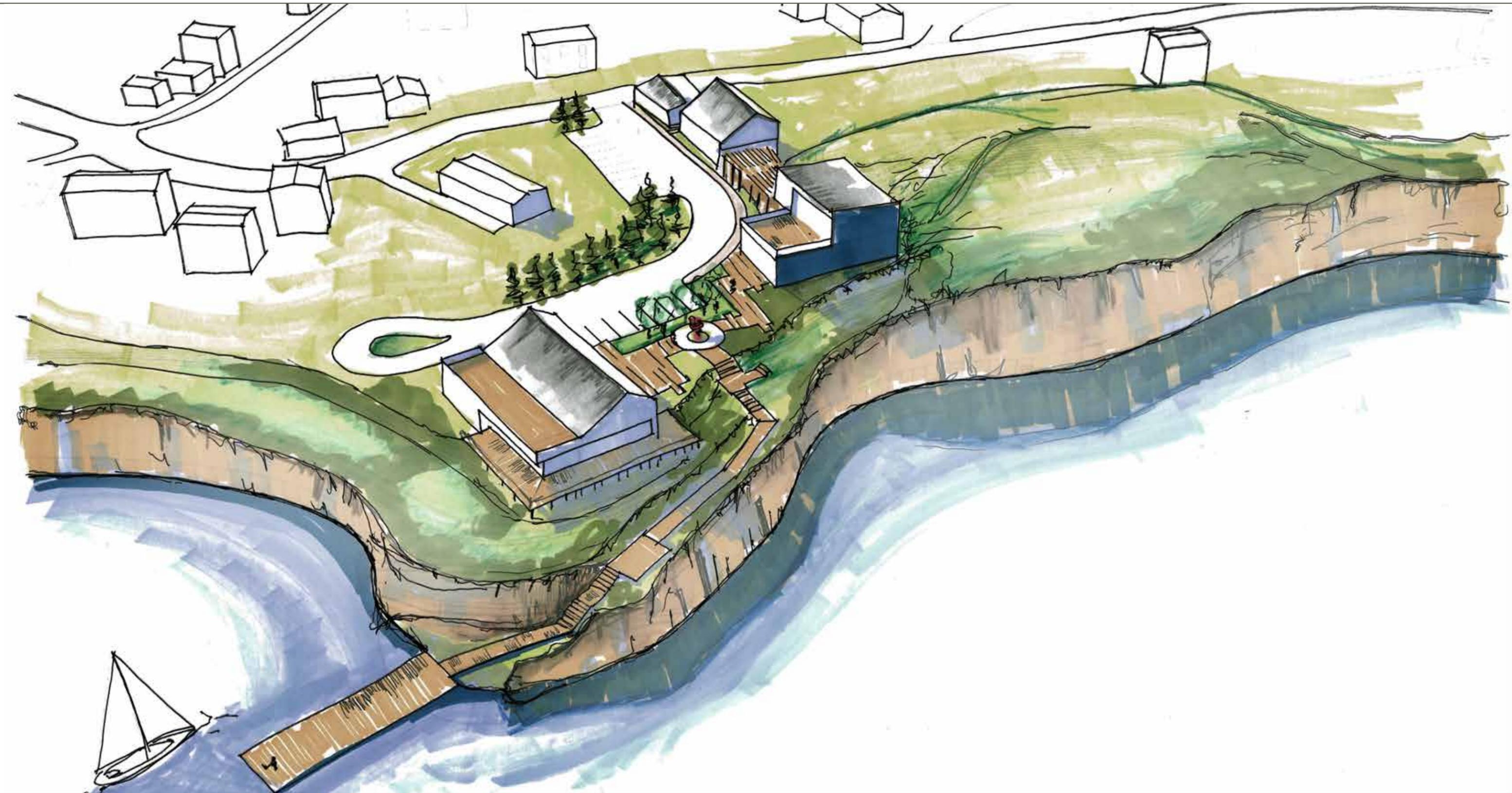
-  Existing
-  Proposed

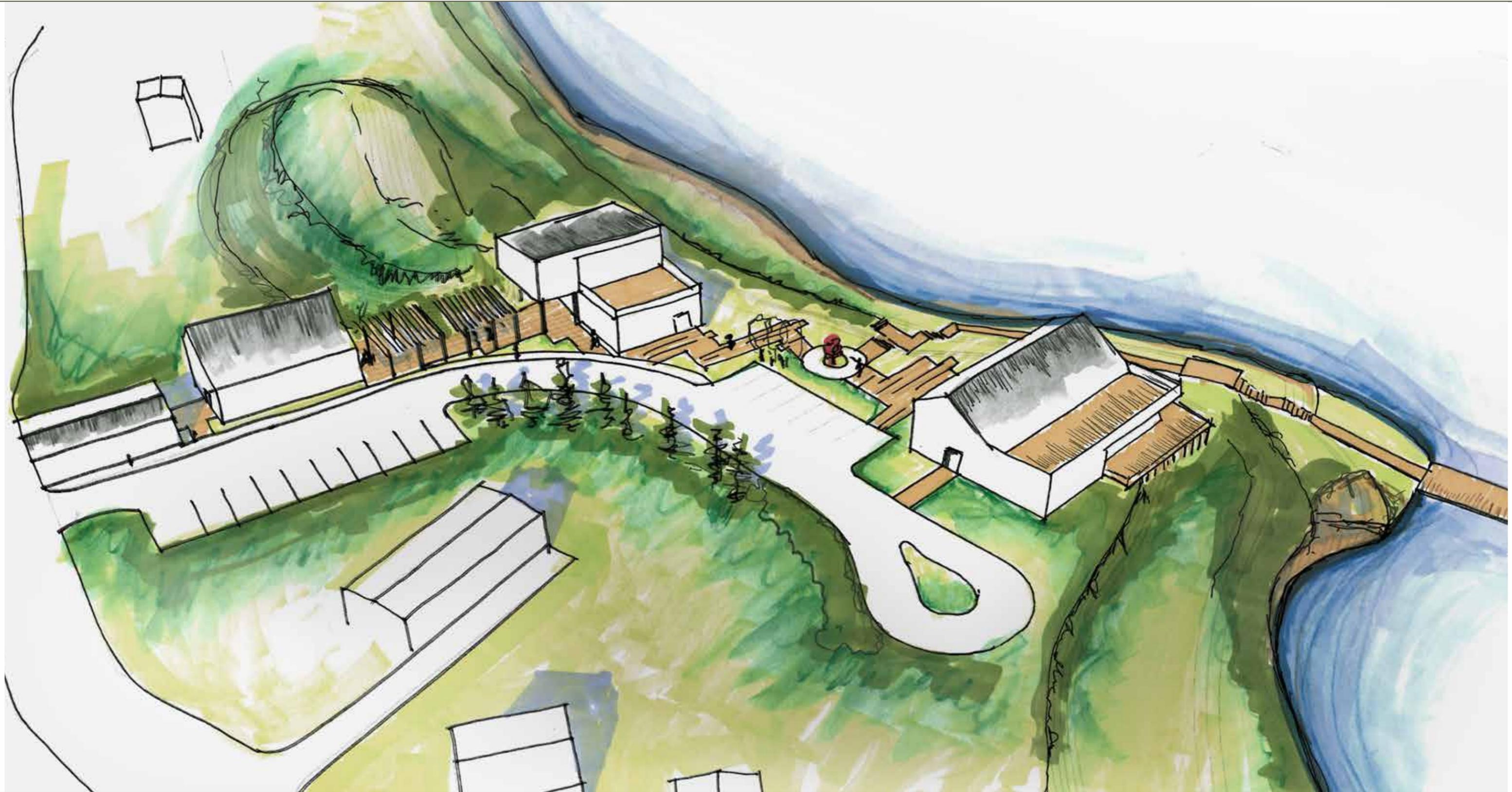




Multi-Purpose Building Site Concept Plan

- ① Renovated Union Building Welcome Centre
- ② Farmers Market/Fitness/Community Building
- ③ Craft Incubation Studios
- ④ Open Air Market Space
- ⑤ Outdoor Patio
- ⑥ Wood decking with Seating
- ⑦ Public Art
- ⑧ Hotel & Restaurant
- ⑨ Restaurant Patio
- ⑩ Boardwalk to Wharf
- ⑪ Boardwalk Look-out
- ⑫ Marina Wharf
- ⑬ 6m Wide Road
- ⑭ Accessible Parking
- ⑮ Temporary Parking for Valet Services
- ⑯ Reserved Staff Parking
- ⑰ Planting to Screen Neighboring Property
- ⑱ Property Line (is shown for graphic purposes only and assumes Town will acquire adjacent property)
- ⑲ Property Line Set-Back
- ⑳ 15 m Offset from Coastline

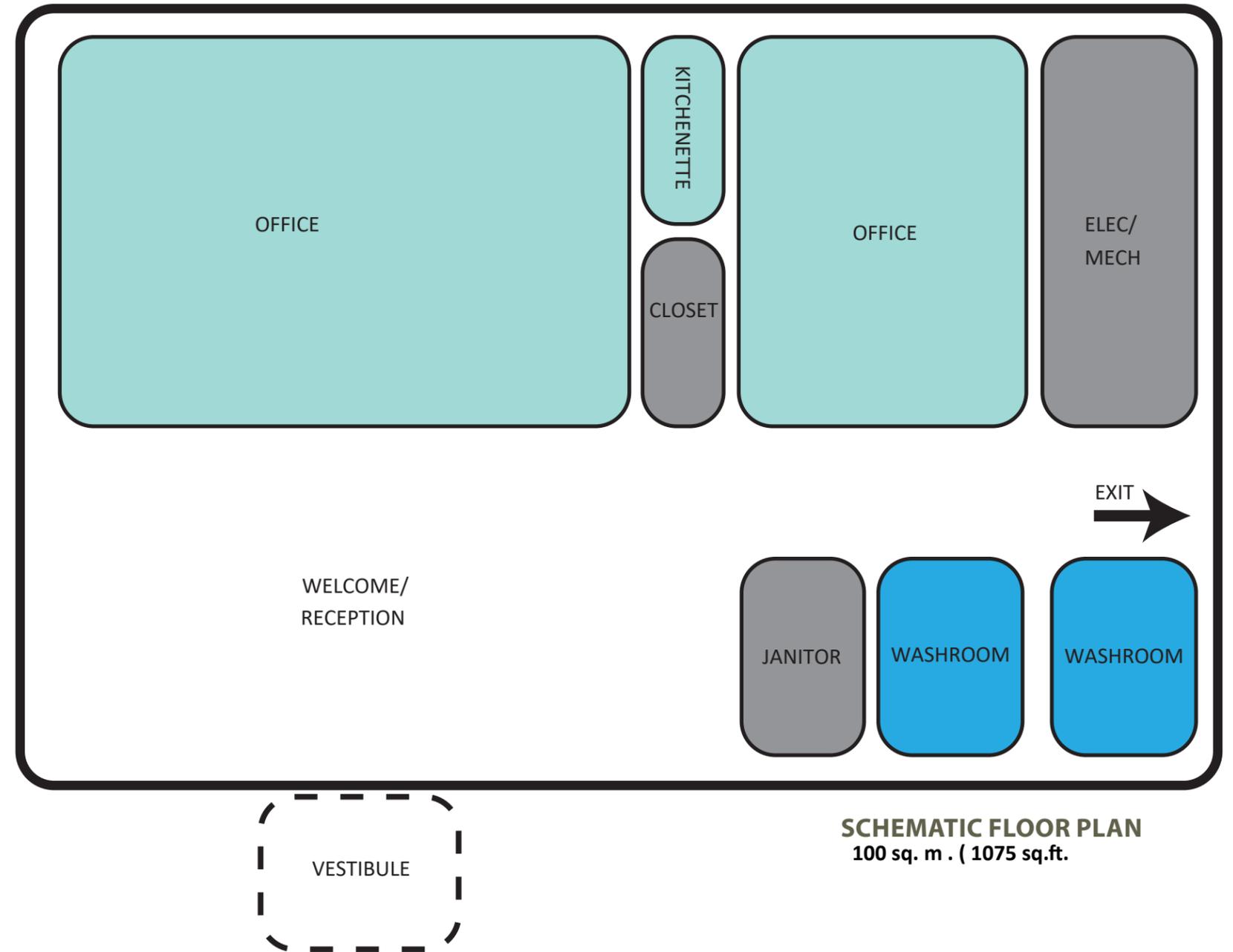




UNION BUILDING - SCHEMATIC FLOOR PLAN



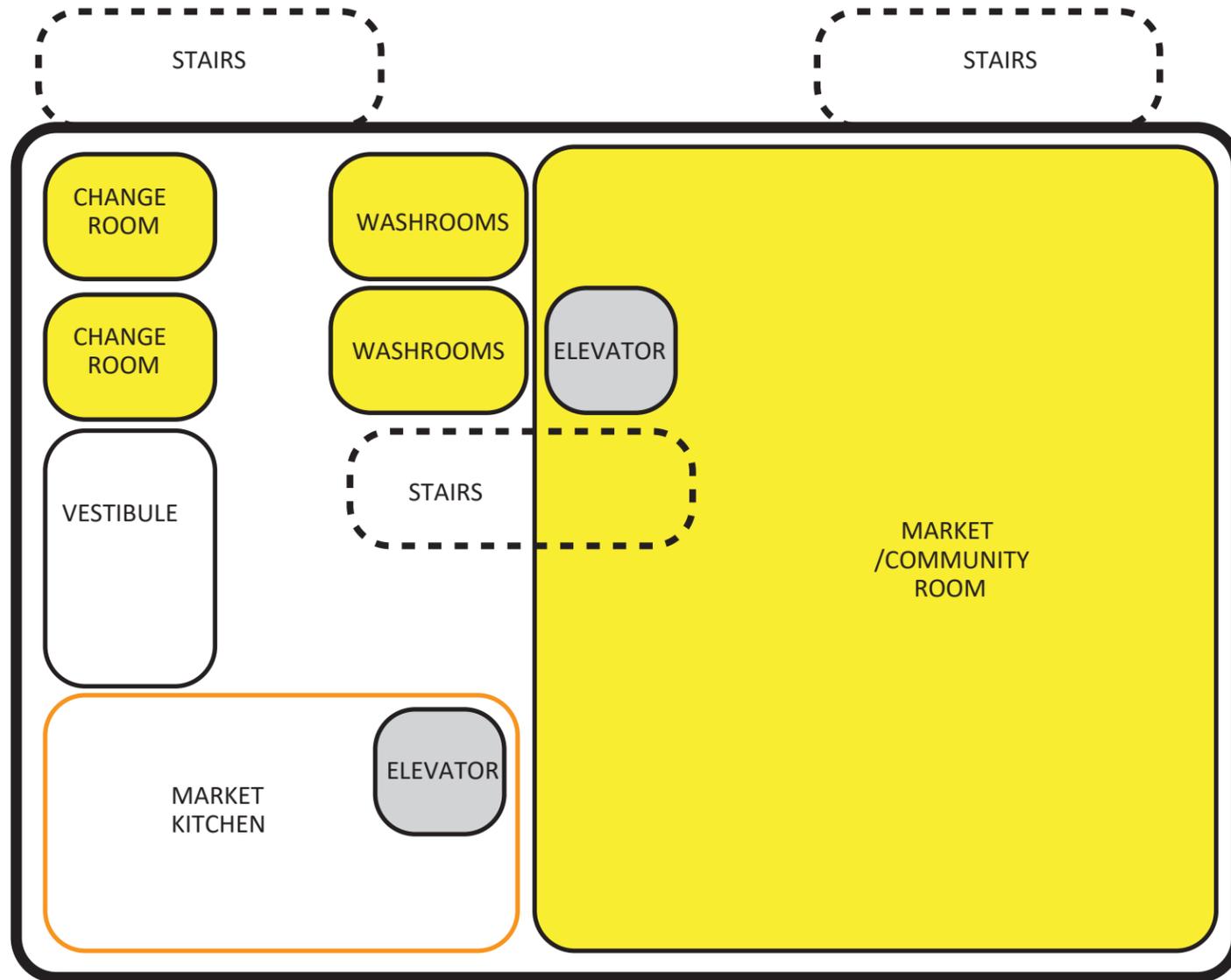
BUILDING BEFORE RESOTRATION



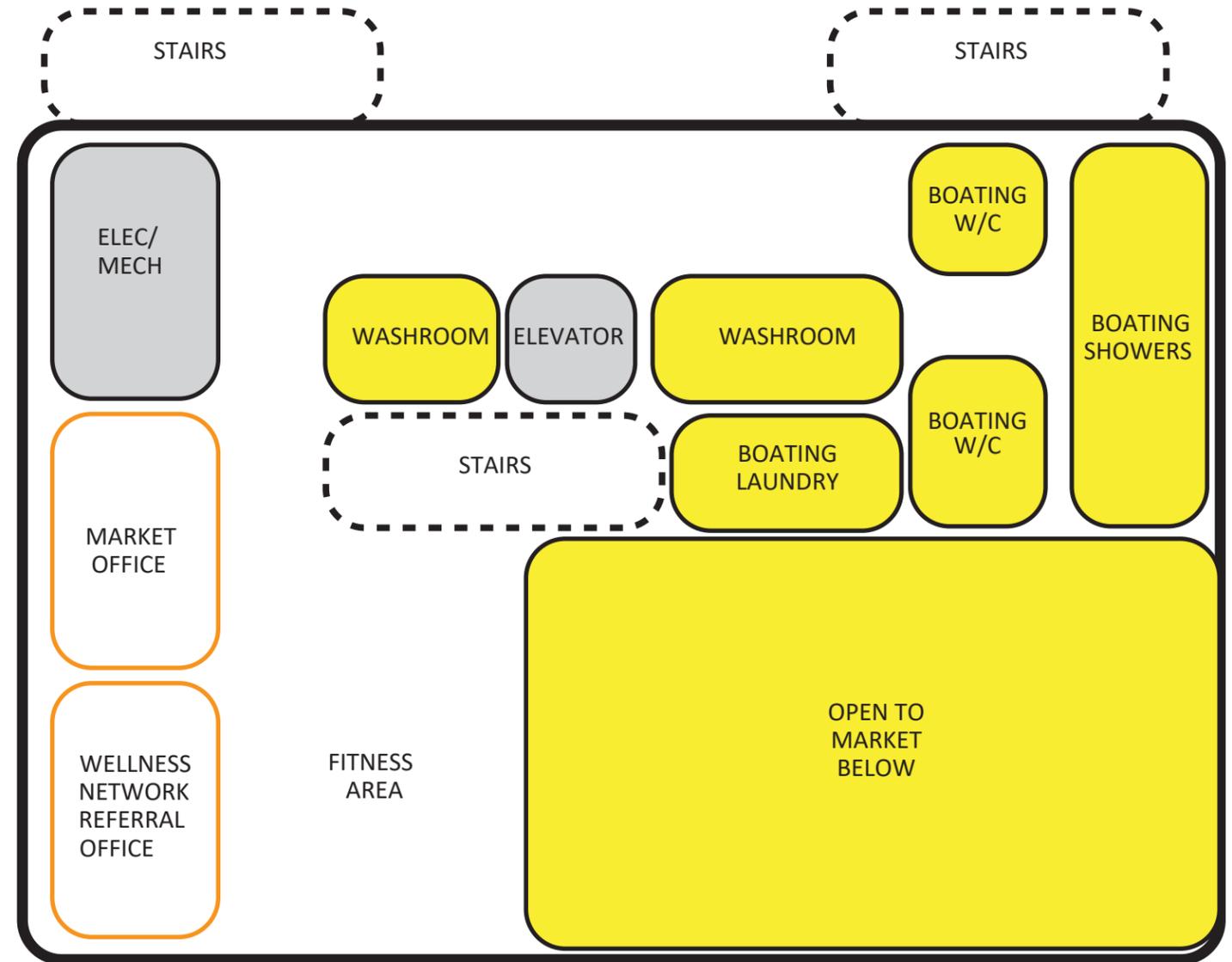


BUILDING UNDER CONSTRUCTION SUMMER 2018

FARMERS MARKET/ FITNESS/ COMMUNITY BUILDING - SCHEMATIC FLOOR PLANS



SCHEMATIC FLOOR PLAN - LEVEL 1
148 sq. m . (1600 sq.ft.)



SCHEMATIC FLOOR PLAN - LEVEL 2
148 sq. m . (1600 sq.ft.)



BUILDING PRECEDENT - WILD TURKEY BOURBON VISITOR CENTRE



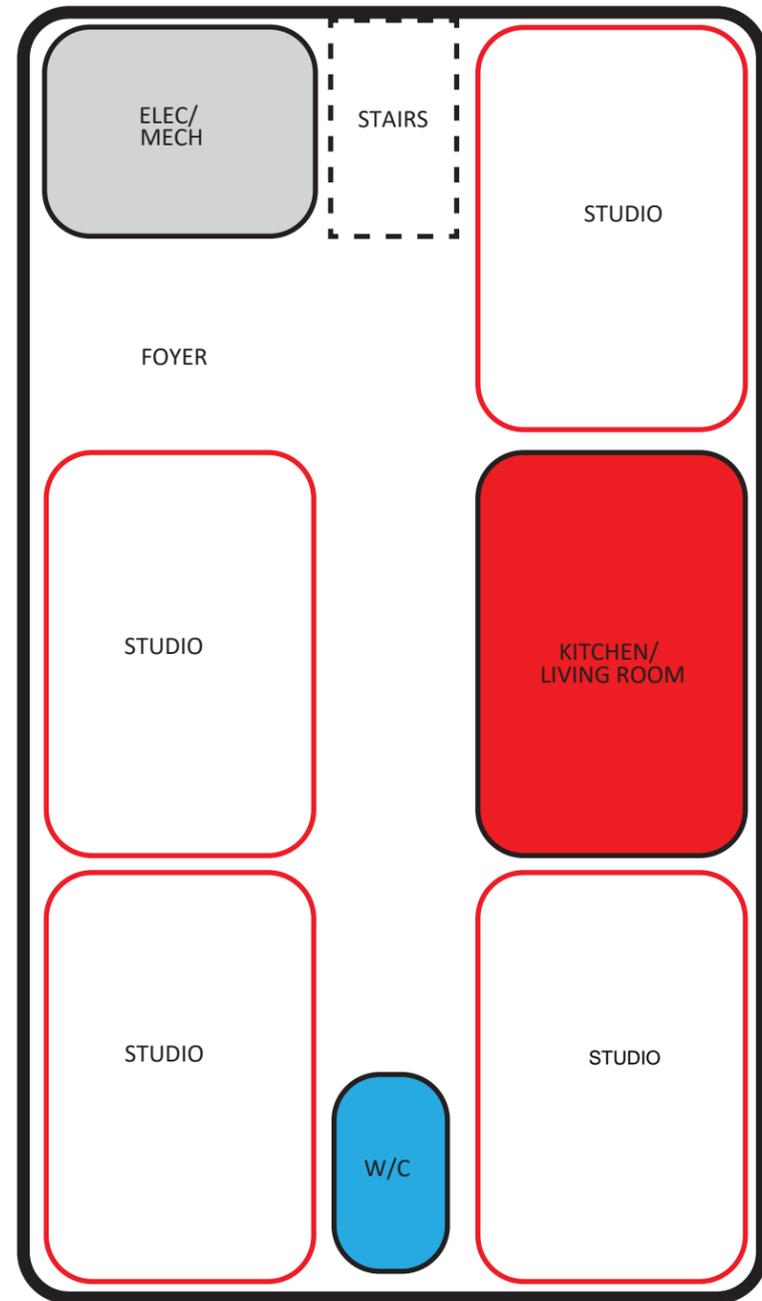
BUILDING PRECEDENT - QUIDI VIDY PLANTATION



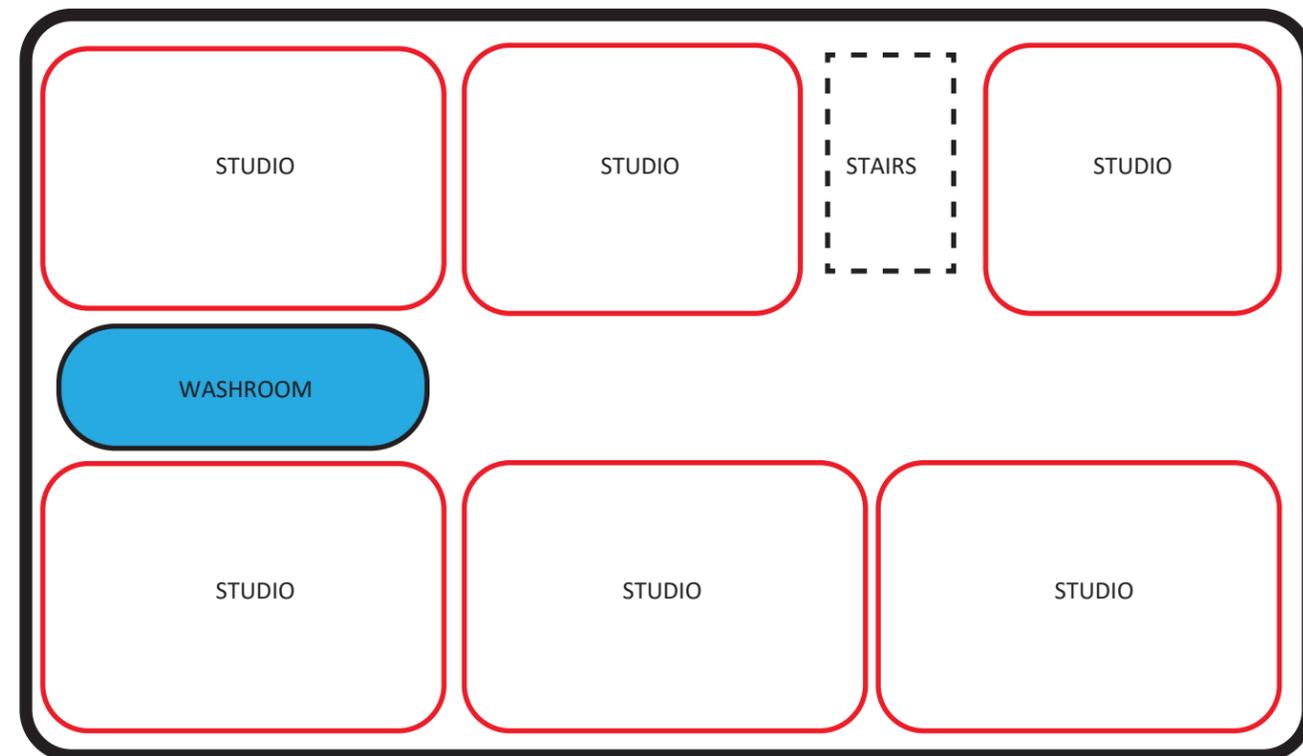
OUTDOOR COVERED AREA PRECEDENT IMAGES



CRAFT INCUBATION STUDIOS - SCHEMATIC FLOOR PLANS



SCHEMATIC FLOOR PLAN - LEVEL 1
185 sq. m . (2000 sq.ft.)



SCHEMATIC FLOOR PLAN - LEVEL 2
185 sq. m . (2000 sq.ft.)



BUILDING PRECEDENT - HISTORIC BARN TURNED INTO LIVE-WORK ARTIST STUDIOS NEAR MOSCOW

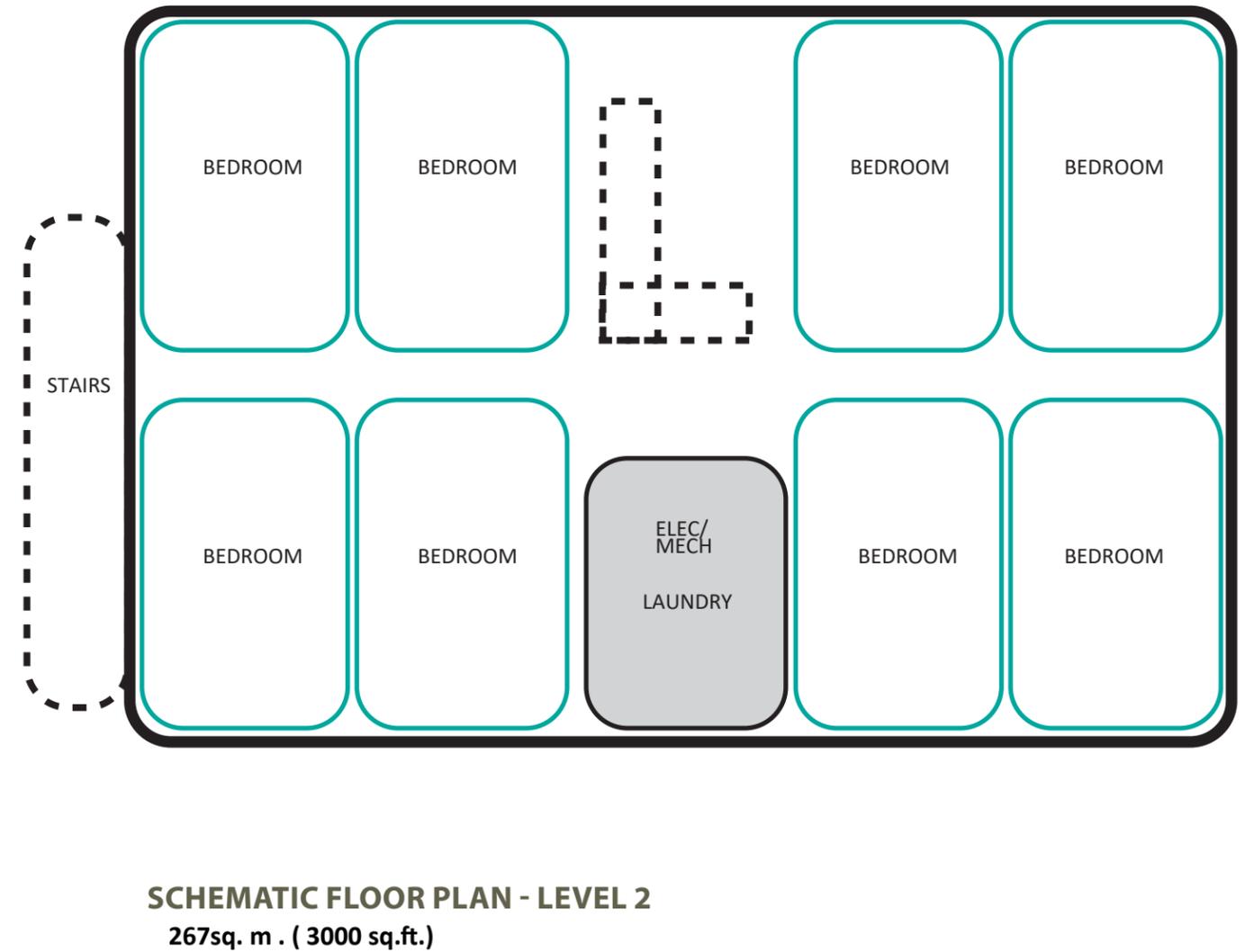
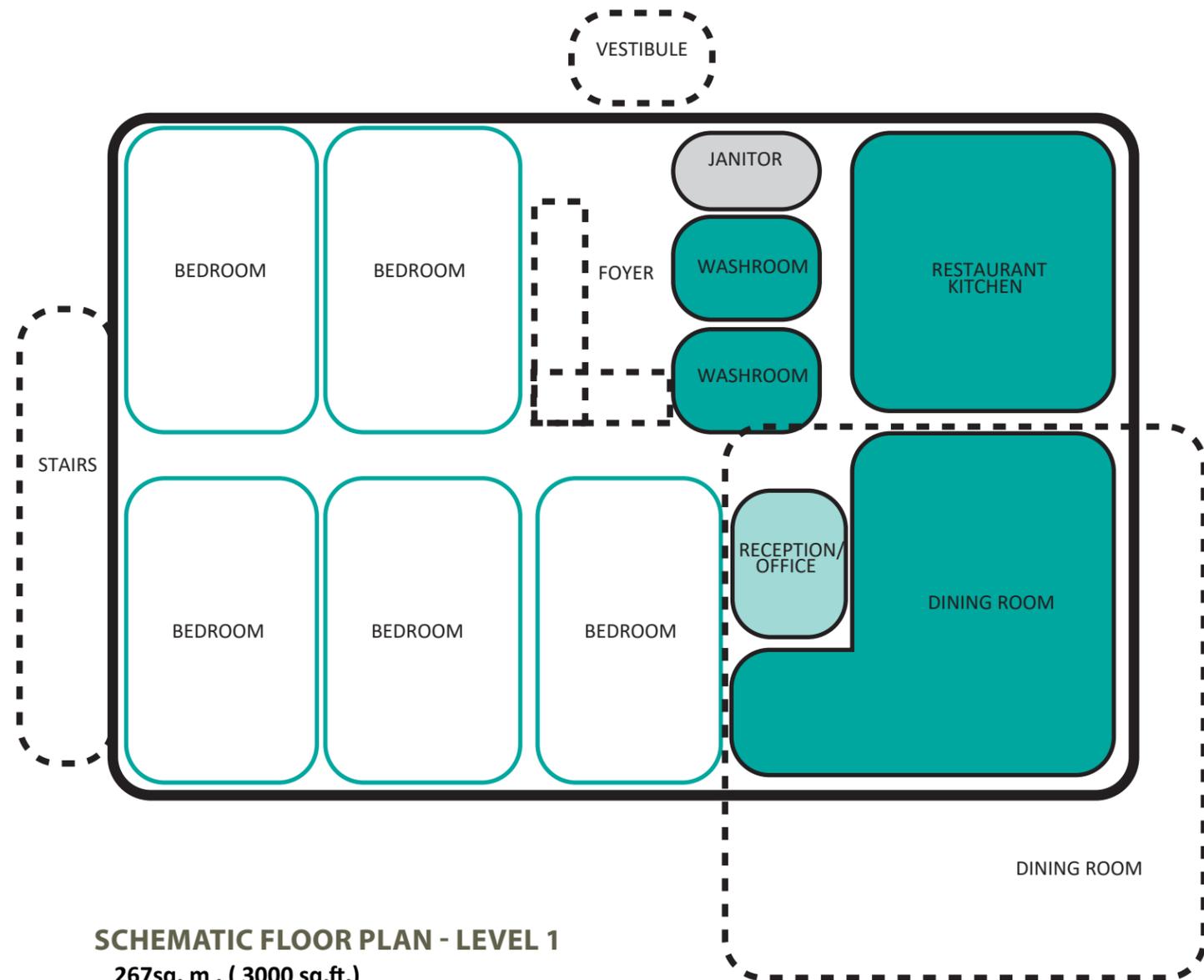


BUILDING PRECEDENT



INTERIOR PRECEDENT IMAGES

HOTEL & RESTURANT- SCHEMATIC FLOOR PLANS





RESTAURANT / HOTEL PRECEDENT



RESTAURANT / HOTEL PRECEDENT



RESTAURANT PRECEDENT





Port Rexton Town Centre: Preliminary Building Program

I. Union Building Welcome Centre		W	L	Unit m2	Quantity	Area m2	Adjacencies	comments/questions
Floor 1	1	1.5	2	3	1	3	Market	
	2	3	4	12	1	12	Boardroom	
	3	4	6	24	1	24	Reception	
	4	1	1.5	1.5	1	1.5	Boardroom	
	5	1	2	2	1	2	Boardroom	
	6	4	6	24	1	24	Boardroom/Office/Mayor	
	7	1.5	2	3	2	6	Reception	2 Unisex
	8	1.5	2	3	1		Workstation in Reception	separate entrance?
	9	4	6	24	1			by building/road
	10	6	6	36	1			by future marina? Boat launch?
	12	1	1.5	1.5	1	1.5	Washrooms/Corridor	
	13	2	3	6	1	6	Washrooms/Corridor	
	Total Room Area						80	
Walls & Circulation 25% Net Area +/-						20		
Total Building Area						100		
II. Farmers Market/Fitness/Community Building		W	L	Unit	Quantity	Area m2	Adjacencies	comments/questions
Floor 1	1	2	3	6	1	6	Market	
	2	8	10	80	1	80	Covered Deck/Kitchen	
	3	4	4	16	1	16	Market/Covered Deck	
	4	1.5	2	3	4	12	Market	Male & Female
	5	1.5	1.5	2.25	2	4.5	Washrooms	2 Changerooms
Floor 2	1	6	6	36	1	36	Washrooms/Changerooms	Exercise equipment
	2	2.5	2	5	1	5	Fitness Room	
	3	2	3	6	1	6		
	4	2	3	6	1	6	Corridor	
	5	2	3	6	1	6	Washrooms	
	6	1.5	2	3	2	6	Washrooms	2 showers
	7	1.5	2	3	2	6	Washrooms	2 showers
	8	2	3	6	1	6	Corridor	
Exterior	1	8	8	64	1		Exterior, Restaurant	Protected from Wind, South Exposure
Total Room Area						196		
Walls & Circulation 25% Net Area +/-						49	71	
Total Building Area						244		
Total Footprint						148		

III. Craft Incubation Studios		W	L	Unit	Quantity	Area m2	Adjacencies	comments/questions
Floor 1	1 Vestibule	2	2	4	1	4	Foyer/Covered Deck	
	2 Foyer	4	4	16	1	16	Vestibule	
	3 Live-in Craft Studios	4	6	24	3	72	Foyer	<i>Includes bedroom with single bed</i>
	4 Private Artist Washrooms	1.5	2	3	4	12	Corridor/Studios	
	5 Showers	1	2	2	3	6	Washrooms	
	6 Kitchen	3	4	12	1	12	Living Room	
	7 Living Room	4	4	16	1	16	Kitchen	
	8 Janitor/Cleaning/Storage	2	2	4	1	4	Elec/Mech	
	9 Electrical/Mechanical	2	3	6	1	6	Cleaning/Storage	
Floor 2	1 Live-in Craft Studios	4	6	24	7	168	Corridor	

Total Room Area 316
 Walls & Circulation 25% Net Area +/- 79
Total Building Area 395
Total Footprint 185

IV. Hotel & Restaurant		W	L	Unit	Quantity	Area m2	Adjacencies	comments/questions
Floor 1	1 Vestibule	2	3	6	1	6	Covered Deck	Entry to hotel and restaurant
	2 Foyer/Hotel	4	4	16	1	16	Vestibule	Access to hotel and restaurant
	3 Hotel Reception	2	3	6	1	6	Foyer/Vestibule	
	4 Restaurant Dining Room	5	7	35	1	35	Foyer/Covered Deck/Washrooms	View to ocean, open to a deck in summer
	5 Restaurant Kitchen	6	4	24	1	24	Dining Room/ Covered Deck	
	6 Restaurant Storage Closet	1	3	3	1	3	Kitchen	
	7 Fridge/Freezer Area	2	3	6	1	6	Kitchen	In Kitchen area
	8 Restaurant Washrooms	1.5	2	3	2	6	Dining Room/Corridor	
	9 Restaurant Office	2	3	6	1	6	Kitchen	
	10 Janitor Supply Closet	1	2	2	1	2	Corridor/Kitchen	
	11 Mechanical/Electrical	3	2.5	7.5	1	7.5	Corridor	Restaurant & Hotel
	12 Four Hotel Rooms	4	6	24	4	96	Ocean	
Floor 2	1 Eight Hotel Rooms	4	6	24	8	192	Ocean	
	2 Cleaning/Laundry/Supply Closet	2.5	3.5	8.75	1	8.75	Corridor	

Total Room Area 414
 Walls & Circulation 25% Net Area +/- 104
Total Building Area 518
Total Footprint 267