



PLAN BIG

Labrador West 2040: Implementation Strategy for Regional Growth and Change

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Prepared by:



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A photograph of a snowy mountain slope with red spray-painted text. The text consists of two large, bold, red 'D's at the top, followed by the words 'PLAN' and 'BIG' in a smaller, bold, red, sans-serif font. To the right of 'PLAN' and 'BIG' is another large, bold, red 'D'. The paint is applied to a textured, white snow surface. The bottom of the image shows a dark, rocky, and icy area, possibly a glacier or a stream bed.

DD
PLAN
BIG D

Introduction

INTRODUCTION

This report is the fourth and final stage of the Plan BIG project. All preceding reports, research, and consultation completed in the past year culminates in this final strategy document. The Growth and Change Strategy is both a look at the future of the built environment and the actions and policies required to support the evolution of a sustainable region - its people, businesses, environment, and culture. These strategies are designed to be implemented despite rapid change and uncertainty in the Labrador West Region. This document is a tool for local leaders, industry, and government to enable decision-making and collaboration to ensure the stewardship of the resources and opportunities that underpin the community. It is intended to conceptualize a common future vision for both communities, and provide the policy and administrative foundation to ensure that the communities are moving together to maximize their shared benefits. The planning, policy and design suggestions are intended to focus development in Labrador West over the next 20 years, bringing together the realities of population change (in the status quo scenario), the aspirations of residents and businesses, the economic need for shared services and the best practices in Northern planning.

In *PHASE 1: Issues and Analysis*, nine issues were identified as areas for attention: environment, community necessities, community amenities, logistics, uncertainty, land constraints, infrastructure, collaboration, and housing. While all of these issues form the context for Plan BIG, the strategy focuses on implementing change that supports collaboration, preserves land resources, and mitigates uncertainty. These three issues underpin the ability to respond to the remaining issues in the region.

Collaboration is vital to the success of the strategy. Additional mechanisms for communication and transparency between the two towns as well as with industry and government will help the region to plan more effectively and pool resources for completing new projects. Founded on the iron ore industry, Labrador West transformed from two competing 'industry-run' towns to two municipal governments. Roles and responsibilities have changed in the region, and should continue to evolve to best support the community, but the spirit of collaboration to achieve a common vision will be the best vehicle to realize benefits for the region.

The original intent of this strategy was to identify areas outside the current developed area of the towns for large-scale greenfield development assumed to be required to accommodate future growth. Labrador West is a complex territory of mineral tenures, pits, buffers, watersheds, steep slopes, and ownership issues that complicated greenfield development. Given our analysis of existing built form, future population projections, and **land constraints**, the development approach for the project has shifted toward infill, intensification, and revitalization of existing buildings, infrastructure, and lands. This approach will help to address the problems of land suitability and availability while also contributing to more efficient, attractive, and cost-effective development models.

Between 2008 and 2012, the Labrador West region experienced rapid growth resulting from a rapid increase in the price of iron ore. A large influx of people and change in activity resulted in **uncertainty** and speculation. The potential for large and abrupt changes of this type creates additional challenges for

regional leadership in a mono-resource community. In *PHASE 3: Alternative Scenarios*, population and economic trends were analyzed and projections were made for the next 25 years. The three scenarios were decline, status quo, and growth. It was intended that a singular scenario would be selected for creating the implementation and planning strategy, but it is clear that all scenarios need to be considered for the future of the region. Despite current decline in 2014-2015, the status quo scenario was selected for this phase of the project in order to prepare adequate development opportunities for the future. All three scenarios are considered in the implementation strategy.

Chapter 2: *Vision and Guiding Principles* contains a review of the guiding principles and vision from *PHASE 2: Vision Statement*. An exploration of best practices and planning theory including Smart Growth Principles, Winter Cities Design Principles, and Elements of a Healthy Community provide context for change and emerging trends that will influence the communities in the future. Plan BIG is a collaboration to imagine the best possible future of the region, and to use these visions to set priorities for decision-making. These principles will ultimately guide the direction of the plan and implementation strategy.

Chapter 3: *The Plan* contains analysis and strategy for the land, physical environment, infrastructure, services, real estate, business, and marketing of the Labrador West Region. Despite the current economic situation, there will continue to be a need to identify development opportunities for the next boom. Even in decline, there may be new development to suit changing community needs. This chapter explores what the region could look like in 25 years: what type of buildings, trails, open spaces, and streets will we need? How much space will we be required, and how can we grow inwards to reduce our footprint? The final piece of this chapter is a detailed infrastructure model to determine the effects of the ultimate 25-year development scenario on the water distribution and wastewater collection system in the region.

Chapter 4: *Implementation Strategy* is a call to action. The implementation strategy is a methodology for improving and monitoring changes in the region. The recommendations span policy, administration, development, and governance. SMART (Specific, Measurable, Assignable, Realistic and Timely) goals are established to identify roles and responsibilities as well as measures, timelines, and resources required. The strategy is broken into 5, 10, and 25+ year goals to respond to immediate community needs as well as both short and long-term trends. Thresholds and methods for monitoring change in the region are identified to provide ample time for the region to respond to temporary growth or economic downturn. A course of action has also been set for these temporary measures, to provide guidance in times of uncertainty when priorities will have to shift.

This report is about implementing solutions and nurturing opportunities that will improve the Labrador West Region. By imagining what the future can look like and examining the potential of the community, it is possible to redefine growth in the region. Growth is not solely an outwards expansion of the community, it is a reorganization, improvement, and revitalization of our existing communities to create a sustainable region.





Vision and Guiding Principles

INTRODUCTION

A clear vision and guiding principles illuminate the purpose behind a plan and the direction that the community wishes to take moving forward. Municipalities with clearly communicated, widely understood and collectively shared visions and principles have been shown to perform better than those that do not. These tools underpin the decisions that are made, and help to ensure that future development takes place in a cohesive manner towards that shared vision.

VISION STATEMENT

A vision statement summarizes the values, aspirations, and perceptions of what residents want their community to become, while balancing the realistic practicalities of municipal governance. It should inspire residents and local governments to work together to realize the vision and it should provide a framework that will guide decision making.

The Vision Statement created in Phase 2 was comprised of broad definitions to inspire and motivate while allowing the two towns of Labrador West to select and agree on common goals for the well-being of the region. These earlier vision principles were:

We are collaborative. We are one region, working together on common ground.

We are young. Our history is still being created. We are forging our future.

We are adventurous. We are a frontier community with leading-edge possibilities.

We are permanent. We are here to stay, and everyone is welcome.

We are Labrador West.

These statements instill a need for collaboration and resource sharing, the need for a strong and unified vision to aid in decision-making and resource prioritization, a need for diversifying the economic base, and the need to create a welcoming community for residents and tourists.

The vision principles need to be reflected in the final vision statement.

Labrador West will become the quintessential sustainable northern community with dense, vibrant and walkable downtown town centres, connected and diverse open space networks; a range of active and passive park types; respect and appreciation for the lakes and lakeside resources; a strong, diversified and self-sufficient local economy; engaged and responsive residents; a resilient eco-tourism industry; and the ability to respond more rapidly to fluctuations in industrial growth and decline.

Given that Labrador City and Wabush will likely always be in transition, it is critical to the welfare of residents and businesses in both communities that they share resources, reduce competition, and work together for a common shared future that will. This means recognizing and building on the strengths of each community. Labrador City has the potential for a strong community centre, the ability to accept significant new infill development, a large population base, existing services and infrastructure, a semi-connected network of open spaces, several community gateways, and a strong industrial and commercial service centre. In contrast, it has little greenfield land for development, is severely restricted by mining buffers, and currently doesn't have a cohesive town centre or a wide diversity of park spaces. In contrast, Wabush has significantly more land for greenfield development; an airport (and potential for an airpark development); land for industrial, commercial, and residential expansion; and some strong and diverse parks and open spaces. Wabush, on the other hand, has a much smaller population base, is restricted to some extent by topographic and airport restrictions, has a weaker commercial village core, has some infrastructure limitations, and only has a single gateway. Together, these communities can overcome each other's weaknesses while improving their individual strengths. Collaboration is probably the strongest tool available to each community and is reflected as the primary vision goal from the Phase 2 report.

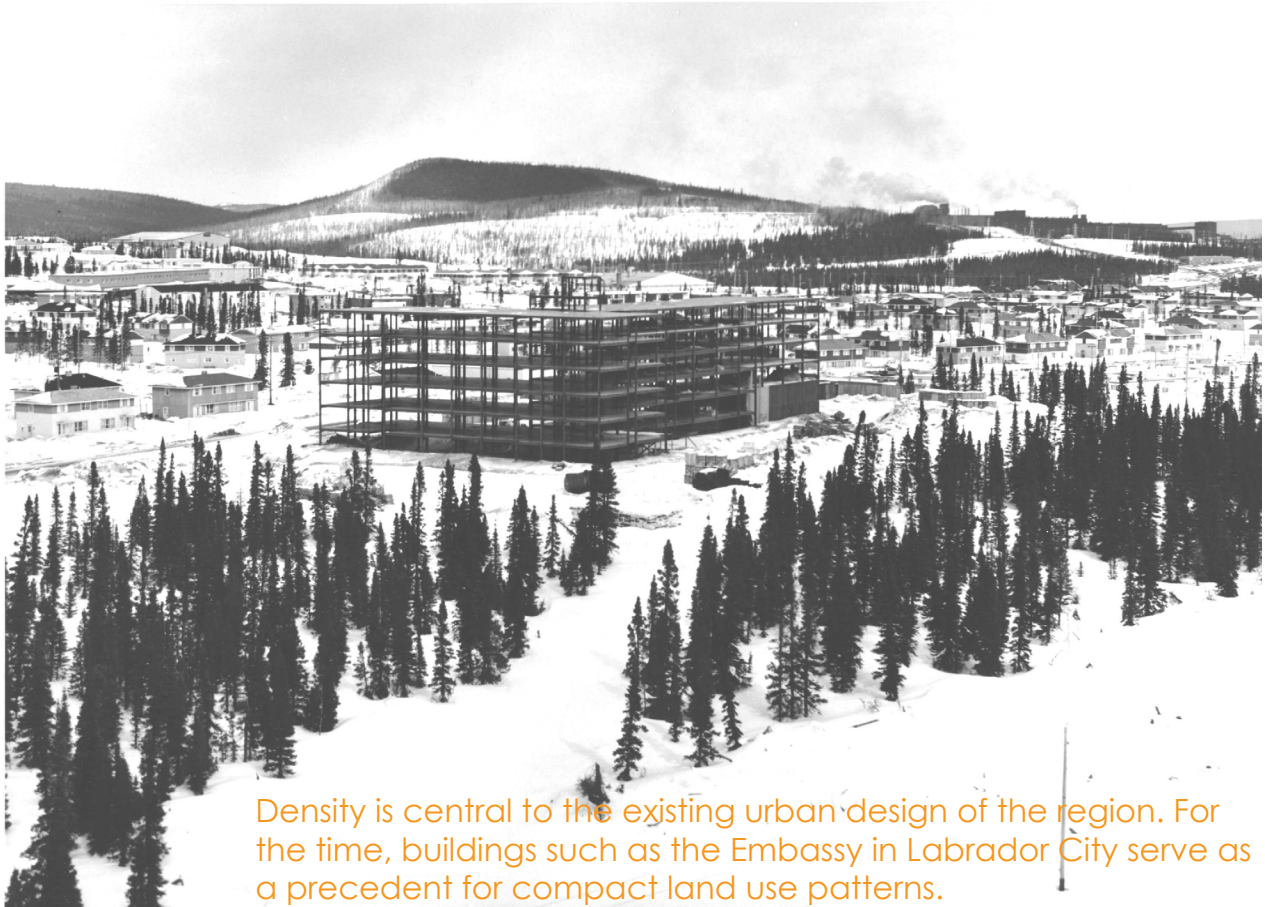
The opportunity to transition from 'single industry towns' to a diverse northern destination, has been occurring over the last 20 years. The towns can accelerate the process by working together to diversify the regional economy, taking advantage of natural strengths like inexpensive energy, a diversified workforce, eco-tourism potential, improved accessibility and connectivity to world markets, natural resources, and strong industrial know-how. The fact that both communities are young as municipal units means that the future can be forged by a regional vision presented in this report. The frontier spirit should translate to business risk taking as well.

The desire to forge a permanent instead of a transitional community brings with it some challenges and opportunities. Greenfield developments will increase long term maintenance requirements, the cost of which must largely be borne by local government. The expansion of the urban footprint through the clearing and development of new areas, furthermore, comes at the expense of the natural lands. The idea of intensifying the core areas of the two towns presents a much more logical and cost-effective approach to northern development.

With more density, however, comes the need for more integrated and better developed open spaces. The communities will have to be prepared to increase investment in open space and park infrastructure. Working together, however, the communities should be able to extend and strengthen their individual human and capital resources to address these challenges.

Central to the themes of the previous report (Phase 3: Alternative Scenarios Report), the notion of sustainable economic, environmental, and social development is a key concept for Labrador City and Wabush. Recentralization using existing roads and services and maximizing the potential of the existing developed land base brings people and services closer. It will be especially beneficial if combined with improved open space networks.

Labrador West will build on its history as a mining community but will look to expand its economic base to become a stronger, more stable community. It will diversify its economic and commercial bases, and bring in new industry to support the existing mining activity while simultaneously mitigating the influence of boom and bust cycle of the iron ore market. Economic diversification will also strengthen the tax bases of the towns and increase the employment opportunities available to young people raised in Labrador West.



Density is central to the existing urban design of the region. For the time, buildings such as the Embassy in Labrador City serve as a precedent for compact land use patterns.

GUIDING PRINCIPLES

The vision statement for Labrador West presents a tantalizing and ambitious future for the communities. The vision can be achieved by highlighting the guiding principles that establish the priorities for decision making in the future. These principles should guide municipal decision making over the next quarter century and should be reflected in future policies, bylaws governance, and administration. The guiding principals can be divided into several logical categories as reflected in the vision statement above.

Intensify and Strengthen the Town Centres. Intensifying the Town Centre of both communities is a much higher priority than endorsing new greenfield development.

Compact Town Centre. Identify the Town Centre boundary in each community and promote strategic infilling, additional density, street related development, and mixed use development. When services are located closely together people can walk to their destinations, bringing more people onto the street. A sense of place is best experienced on foot.

Walkable Centres and Active Streetscapes. Ensure the streetscapes in the Town Centres are Walkable, animated, furnished, and branded. Sidewalks should be at least 8' wide and furnishings should include street trees, benches, pedestrian scale lighting, banners, signage, and other urban amenities.

Mixed Use Cores. The Town Centres should include string civic uses like libraries, civic centres, recreation complexes, town halls, as well as residential units above retail ground floors wherever possible. Offices and other institutional uses should be encouraged in these core areas.

Signature Village Greens. Each Village Core should be programmed around a central village core which would be a signature open space designed for every type of resident, from young to old. This space should be programmed for regular civic events and uses.

Open Space Connectivity. The Town Centres should be well connected by open space networks to other parks, gardens and natural areas surrounding the community. Opportunities for motorized and shared use trails should be created for bicycles, snowmobiles, ATVs, walkers, and joggers. Trails should be meet a minimum 3.2-metre wide shared use trail standard.

Housing Variety and Increased Density. The Town Centre should provide a wide range of housing opportunities from small bachelor units, to family units to townhomes and multi-unit condos and apartments. Single family homes are not well suited to the denser Town Centres.

Hidden Central Parking. To avoid 'strip-mall' type development, parking should be located away from the front yards of new developments. Buildings

should be brought close to the street and close to the widened sidewalks. Parking should be located along sideyards or rear yards. Despite the reality of heavy vehicle use in northern communities, new developments should not compromise the streetscape experience by placing large parking lots between sidewalks and buildings.

Create Walkable Neighbourhoods. Compact, walkable communities with housing in close proximity to amenities are desirable places to live, work, and play.

Foster Attractive Communities with a Strong Sense of Place. Smart Growth encourages communities to craft a vision and set standards for development and construction that respond to community values of architectural beauty and distinctiveness, as well as expanded choices in housing and transportation.

Provide a Variety of Transportation Choices. Providing people with more choices in transportation is a key aim of Smart Growth. It also contributes to active communities where residents can walk, bike, blade, board, bus or drive to their destination.

Take Advantage of Compact Building Design. Compact building design suggests that developments be laid out in a way that preserves space while encouraging buildings to better utilize space and resources. Compact building design facilitates wider transportation options.

CONNECTED AND DIVERSE OPEN SPACE

With denser downtowns, comes increased demand for quality and connected open spaces.

Open Space Connectivity. Connect all open spaces using trails, greenways, widened sidewalks, linear parkways, and/or staggered park spaces. Ensure every neighbourhood has access to the open space network.

Parkland Diversity. Create a wide variety of park types and sizes from active recreation parks to passive use parks.

Create Parkland Standards. To ensure high quality park spaces, the towns should develop clear parkland standards to ensure variety in park types, clarity around dedication requirements, road frontage requirements and acceptable parkland standards.

Create Strong Open Space Buffers Around All lakes. The lake systems provide a backbone to the open space network and should be protected with natural buffers and trails. The towns should buy back or create development restrictions for all lakefront properties to ensure continuous open space corridors around all lakes.

Programmed Neighbourhood Parks. Every neighbourhood should have programmed park spaces suited to its needs. These include playgrounds, courts, picnic areas, passive spaces, natural areas, sports fields, and other diverse recreational and conservation uses.

Rear Lot Parkland Infill Developments. Some rear lot parks in Labrador City have grown to become adjacent lot squatter lands with undefined park boundaries and no formal park uses. These areas may be better suited to rear lot development like Granny Flats or small cul-de-sacs. Alternately, the town should expand the frontage where possible and invest in creating high quality neighbourhood parks.

Trail Hierarchies. A connected network of trail hierarchies should be developed to provide stacked loop trails, and varied trail types suited to a full range of motorized and non-motorized uses, and offering natural and man-made trail experiences. Sidewalks can become part of these trail hierarchies in urban areas.

Offers Public Spaces. Spaces that are attractive and offer opportunity for interaction encourage people to linger, increasing the level of human activity in the area. Human activity is vital to a sense of place.

Preserve Resources for Future Use. Green space preservation supports Smart Growth goals by bolstering local economies, preserving critical environmental areas, and improving quality of life. Preservation should include open space, areas of natural beauty, and critical environmental areas.

PROTECT NATURAL RESOURCES

Protect the Watershed. If residents place a high value on their natural areas, it is imperative to protect the basic building blocks of nature starting with the community watersheds, including their streams, tributaries, wetlands, and lakes.

Manage Urban Stormwater. Protecting the watershed starts by managing stormwater in a creative but planned way. These could include stormwater grassy swales, stormwater wetlands, detention facilities, catch basin sumps, French drains, dispersion fields and other creative, climate specific stormwater solutions.

Nature Reserves. Areas of important and representative significance should be identified and preserved so that future development does not compromise the beauty and functionality of existing natural systems.

ENHANCE COMMUNITY IDENTITY

Community identity is central to how people perceive their community and is critical to defining and supporting the overall civic brand.

Fosters Community Identity. A solidified culture and unique character within an area can foster community identity in residents and visitors. A strong sense of place is closely associated with the degree individuals can connect to an area in terms of their own experiences, and the experiences of friends and family.

Provides a Strong Appearance. Appearance is a key element in creating community attachment to a town, an important factor for a healthy community. First impressions stay with people and most visitors will return if they have a positive experience. A vibrant town with lifestyle capabilities can attract permanent residents.

Is Safe. A residential population within the core creates an area that is more secure than a “work-only” locale. Eyes on the street at all times of the day improve perceptions of safety of the community. By interspersing residential populations throughout all areas of the town, these areas become safer as more people will include these areas as important in their sphere of activity.

Promotes Community Well-Being. A healthy community with a sense of place instills pride in residents and, promotes community well-being.

Preserves Heritage. The maintenance, preservation, and use of landmark buildings are important in creating a sense of place in a community. Landmarks that people are familiar with and can relate to create a personal connection with the area.

DIVERSIFY THE ECONOMIC BASE

Think Local. Locally owned businesses create more local jobs and often offer better wages and benefits than chain stores do. With services and goods available locally, local businesses keep dollars in the community.

Ensures Environmental Sustainability. Healthy communities constantly improve to become more vibrant, compact, and walkable, which, in turn, is essential to reducing sprawl, automobile use, habitat loss, and air and water pollution. Trails can be incorporated into daily activity.

Prioritizes Diversity. Diversity of services, jobs, amenities, housing, and residents is the formula for the long-term strength of a community. Diverse communities become more resilient, with a range of tools available to combat issues that arise.

Active Recruitment. The towns should engage in an active business recruitment strategy to identify gaps in potential businesses and encourage new businesses either from within or recruit from away.

Make Development Decisions Predictable, Fair and Cost-Effective. Private sector and governments and associates must work together to implement Smart Growth. Without co-operation on both sides, visions will not be realized.

Embrace the Winter City. Often winter city discussions have surrounded winter's negative aspects such as costs for snow management, cold temperatures, and lack of daylight. Communities are now embracing the positive opportunities that arise with northern climates. These positive aspects include opportunities for innovation (snow removal, energy efficiency, design), outdoor sports such as hockey and cross-country skiing, the use of ice and snow for art, winter festivals, and tourism opportunities, in addition to a generally more fit and robust population willing to confront challenging situations. When cities view winter as a negative attribute and shy away from their winter climate rather than embrace it they create communities that are only active part of the year.

STRENGTHEN COMMUNITY ENGAGEMENT

An engaged community is a successful and stable community.

Encourage Community and Stakeholder Collaboration. Growth or decline can create and initiate many changes within a community. The best changes are made with the input of everyone who the changes will affect.

Mix Land Uses. Smart Growth supports the integration of residential and commercial land uses to achieve compact, vibrant communities.

Engage Often, Generational Ideals Change. Cultural practices and norms change over time requiring complex issues to be re-evaluated on a generational schedule. What is important to one generation may not be important to another. It will be important to revisit this plan on a 20 year schedule.

ENCOURAGE SHARED RESOURCES

Despite the somewhat vocal sentiment that Labrador City and Wabush are distinct and different competing communities, the reality is that their borders are fluid and their services would benefit from being shared. The outside perception is that they are one community. Both towns can obtain direct benefits by aligning their thinking and sharing resources.

Share Infrastructure. There are a wide variety of needed municipal infrastructure that would benefit from a cost shared approach. Examples like sewage treatment plants or recreation centres are just some of the potential shared infrastructures.

Shared Services. There are many municipal services that, if shared, would create cost efficiencies and user efficiencies. Shared policies and bylaws would streamline development and permitting within each community. Similarly, the idea of sharing planning, parks and recreation, engineering, fire and police, and/or other services should be explored to look for cost efficiencies.

Shared Branding and Identity. The Labrador West Region should be strengthened as a brand and common brand standards should be developed like a signage strategy, eco-tourism enhancement initiatives, and shared regional festivals and events,

Following these guiding principles as a foundation for proactive planning will enhance the liveability and adaptability of Labrador West. By instilling Smart Growth principles in the development plans for Labrador West, better development will be prioritized - improving the quality of life in the region and reducing costs in the long-run. Future municipal decisions should be guided and prioritized by these guiding principles.







The Plan

INTRODUCTION

The physical places that make up a community can be manipulated over time to reflect a community vision and cultural priorities. The previous chapter placed an emphasis on intensifying and strengthening the Town Centre, connecting the open spaces and providing park diversity, preserving natural areas, and diversifying the economic base. All of these guiding principles have their roots in spatial planning and urban design.

The following section of the report breaks down the different spatial components that make up the proposed plans for Labrador City and Wabush. These components are:

- Open Space
- Urban Structure
- Real Estate and Land Use Strategy
- Greenfield Strategy
- Stormwater and Watershed Management

This chapter focuses on the spatial and administrative principles that originate from the vision and guiding principles. The plans, perspectives, and maps in this chapter are meant to convey how some of the ideas can be implemented and how the lands might develop by following the design strategy. The towns can influence this process directly through its management of public space (e.g., roads, sidewalks, open spaces and conservation areas). Similarly, it can influence private land development through policies, bylaws, taxes, regulations, and governance approaches. The intent is to actively guide the towns in achieving the public components while indirectly influencing the private components through policy and delivery changes. It will be incumbent on the towns to implement the recommended policy changes in future versions of their Municipal Plan and Development Regulations. Until then, this chapter presents a desired alternative future for Wabush and Labrador City.

Alternate Scenarios Report Conceptual Plan





Labrador City Green Network

- MINING BUFFER
- PUBLIC PARKS AND OPEN SPACE
- MIXED USE GREENWAY
- URBAN GREENWAY
- MOTORIZED (PRIORITY) TRAIL
- CYCLING / PEDESTRIAN ORIENTED STREETScape
- POTENTIAL DEVELOPMENT
- TRAIL HEAD

OPEN SPACE

A shared comprehensive open space strategy for Labrador City and Wabush is critical component to meeting the park and recreation needs of the communities. The original master plan for Labrador City had an integrated open space plan that, to some extent, is being eroded by land tenure issues, maintenance issues, and connectivity challenges. Wabush has taken a different approach to open space. Rather than a connected network approach, the Town has adopted a series of larger, unconnected open space areas (one along Jean Lake and one by JR Smallwood Middle School) along with a series of smaller parks. In both cases, the importance of open space protection and design should not be understated. Northern community residents feel a special connection to the land. Their ability to share this connection close to their homes is important to the livability and 'attraction' of both communities.

This chapter will introduce the idea of a denser town centre with focal "village green" open spaces connected to other open space amenities. The idea of denser and mixed use housing only works if the open space network is well designed and connects denser areas to more natural areas. This section focuses on the network and nodes of the open space framework including a framework for classifying open space.

Currently, the parks and recreation strategies for both Labrador City and Wabush are somewhat ad hoc and uncoordinated. Given its importance to quality of life, it is crucial to develop a more comprehensive approach to open space planning. One of the benefits, however, of not currently having a defined municipal open space strategy or policy is that one can be developed as a joint effort between both communities. In fact, parks and recreation, land use planning, and wastewater treatment are three areas where the towns should be developing a shared strategy. Like many municipalities, the open space guidelines should be developed as a stand-alone policy document in the future building on some of the recommendations in this report. The purpose of the guidelines should be to assist in the allocation, planning, financing, administration, and maintenance of public open space.

PARKLAND DEDICATION

Clear policies need to be developed to address open space dedication standards for both towns. Labrador City has a policy fixing a maximum dedication of 10% of subdivided land for parks and open space purposes, but Wabush has no parkland dedication requirements at all. The Provincial Urban and Rural Planning Act enables municipalities to request "not more than 10% of the subdivision or land to be developed for parkland or other public use". Both towns should adopt policies to require this 10% parkland dedication or cash-in-lieu policies for all subdivisions consistent with the provisions of the Act.

All cash collected should be reserved for parks and recreation budgets only and should be payable before the subdivision is approved. The towns may want to explore using 5% dedication for small scale subdivisions (3 lots or less). These policies should be adopted in the subdivision bylaws and municipal plans of both towns.

Usability standards need to be developed for parkland dedications, otherwise undesirable or unusable land will be dedicated. The following usability standards should apply:

1. All parkland dedications should have a continuous minimum road frontage of 20m. This ensures parks are not located in rear yards where there could be security concerns and to ensure the visibility of the park.
2. Is not classified as wetland and does not have a flood frequency of greater than 1:10 year recurrence interval unless the parkland fronts on a lake larger than 30 acres.
3. Only lands that do not exceed 10% slope are feasible for parkland dedication
4. The lands must be free of any encumbrances that might limit its use for community parkland.

PARK TYPES:

Both Municipalities should standardize their park types in order to understand the role, function and level of service to the communities they serve.

1. Neighbourhood Parks:

A) Neighbourhood Park - urban and suburban areas

- ¼ acre +/- square feet minimum
- Specifically serves an urban neighbourhood needs
- Maximum walking distance is 500 metres

- Can include play equipment, turf area, paved courts, play field, storytelling ring, shelter, wading or spray pool, table game area, picnic centre
- 20 metre frontage on a local road
- No parking to encourage local neighbourhood use only

B) Neighbourhood Park - rural areas

- 1 to 3 acres
- Specifically serves a rural on-site services neighbourhood
- Maximum walking distance is 500 metres
- Can include play equipment, turf area, paved court, play field, storytelling ring, shelter, wading or spray pool, table game area, picnic centre
- 20 metre minimum frontage
- No more than 5% maximum slope over at least 50% of property
- Retain 25% of existing tree cover
- Main entrance from a local road
- No parking to encourage local neighbourhood use only

2. Community Parks:

A) Pocket Park - urban areas

- Most valuable in the urban core
- 2000 +/- square feet of landscaped space
- Must be level with no more than a 5% grade
- Typically located at collector road intersections
- May contain a park bench, hard surface, grass area, shade trees, drinking fountain, signage

B) Community Park or Village Square (passive use)

- 2 to 10 acres

- Central to several neighbourhoods (serves 240 to 360 dwelling units)
- Maximum walking distance is 1000 metres
- Can include open lawn, trees, shrubbery, walkways, benches, focal point such as ornamental pool or fountains, beaches, as well as a sandbox, play apparatus, table-game area
- 20 metre minimum frontage, 30 metre preferred
- Parking lot preferred
- Should include any unique physical features such as rock outcrops, identified tree stands, brooks and in some cases may include wetland
- Retain 75% tree cover
- Main entrance to be on a collector road

C) Community Play field (active use)

- 10 to 15 acres
- Linked to several neighbourhoods
- Maximum walking distance is 1000 metres
- Can include sports fields, courts, lawn sports, outdoor swimming pool or beach, picnic area, playground, running track, day camp centre, parking area
- Schools can offer the necessary elements
- 60 metre recommended minimum frontage
- Parking lot required
- Retain 25% tree cover
- No more than 5% maximum slope over 75% of property
- Main entrance to be on a collector road

3. District Parks:

A) Waterfront Park

- Convenient access to water for public use
- Minimum area 5 acres
- Intended to serve and link several communities

- Must provide sufficient parking for the intended uses
- 60 metre recommended minimum frontage to a collector road

4. Regional Parks:

Publicly owned land to serve a regional population service area with natural environmental, cultural/historical, sport and trail themes.

A) Indoor/Outdoor Sports Complex

- 15 to 30 acres
- Linked to several districts
- 25 kilometre catchment area radius
- Can include sports fields, courts, swimming pools, ice rinks, running track and significant parking area
- 90 metre recommended minimum frontage
- Main entrance to be on a collector or arterial road

B) Waterfront Family Picnic Area

- Area determined by natural site conditions
- Linked to several communities via collector road or multi-use trail
- Can include picnic area, tent camping area, hiking trails, boat access, marina, sight seeing facilities, parking area.
- 20 metre minimum frontage on a collector road, 30 metre preferred.
- Should include unique physical features such as shoreline, significant stands of trees, etc.
- Retain 75% of tree cover
- Slopes can vary

C) Natural Environment Open Space

- Federal, Provincial or Municipal ownership
- Include distinct zones of Preservation, Conservation, and Recreation
- Land area can vary
- Linked to several communities via collector road or multi-use trail
- Can include picnic area, tent camping area, hiking trails, boat access, marina, sight seeing facilities, parking area.

- 150 metre minimum frontage on a collector road
- Should include unique physical features such as shoreline, significant stands of trees, etc.
- May include historical or culturally significant elements
- Retain 75% of tree cover
- Slopes can vary

D) Regional Trail

- Example - Trans Canada Trail
- Federal, Provincial or Municipal ownership
- Minimum corridor width is 5 metres
- Travel surface to be 3 metres with 1 metre buffer strips on each side
- Travel surface material to be asphalt (typically urban) or granular (typically suburban to rural)
- Must have trail head locations fronting collector roads



TRAIL HIERARCHIES

The trail systems in both towns should form the backbone of integrated open space networks, connecting neighbourhood parks, community parks, district parks, and regional parks. A variety of trail types should be developed and maintained as outlined below. While we have suggested trail users for each trail type, motorized trail traffic regulations will need to be determined by the region, in consultation with the public, and designated as they see fit.

Mixed Use Greenways

Mixed use Greenways are shared multi-use trails that encircle and connect Labrador City and Wabush. These trails should ideally be developed as 3-metre wide crusher dust or asphalt trails suitable for combined motorized and non-motorized use. Where walkers are a significant user group, speed limits and related controls should be put on motorized vehicles. The Little Wabush Lake greenway should be a high priority for development as part of a lake urban greenway network.

Urban Greenways

Urban Greenways are located in rear yards through trail easements or along road easements in both Labrador City and Wabush. These areas should have a 2.5 to 3-metre wide crusher dust or asphalt surface and should include urban forest plantings wherever possible. Where these trails are found on road right-of-ways, they should ideally be lit. Lighting is not required in rear yards. As these trails can be found on both road right-of-ways and trail easements through rear yards the appropriateness of motorized vehicles will need to be decided by council, with public consultation.

Pedestrian Streetscapes

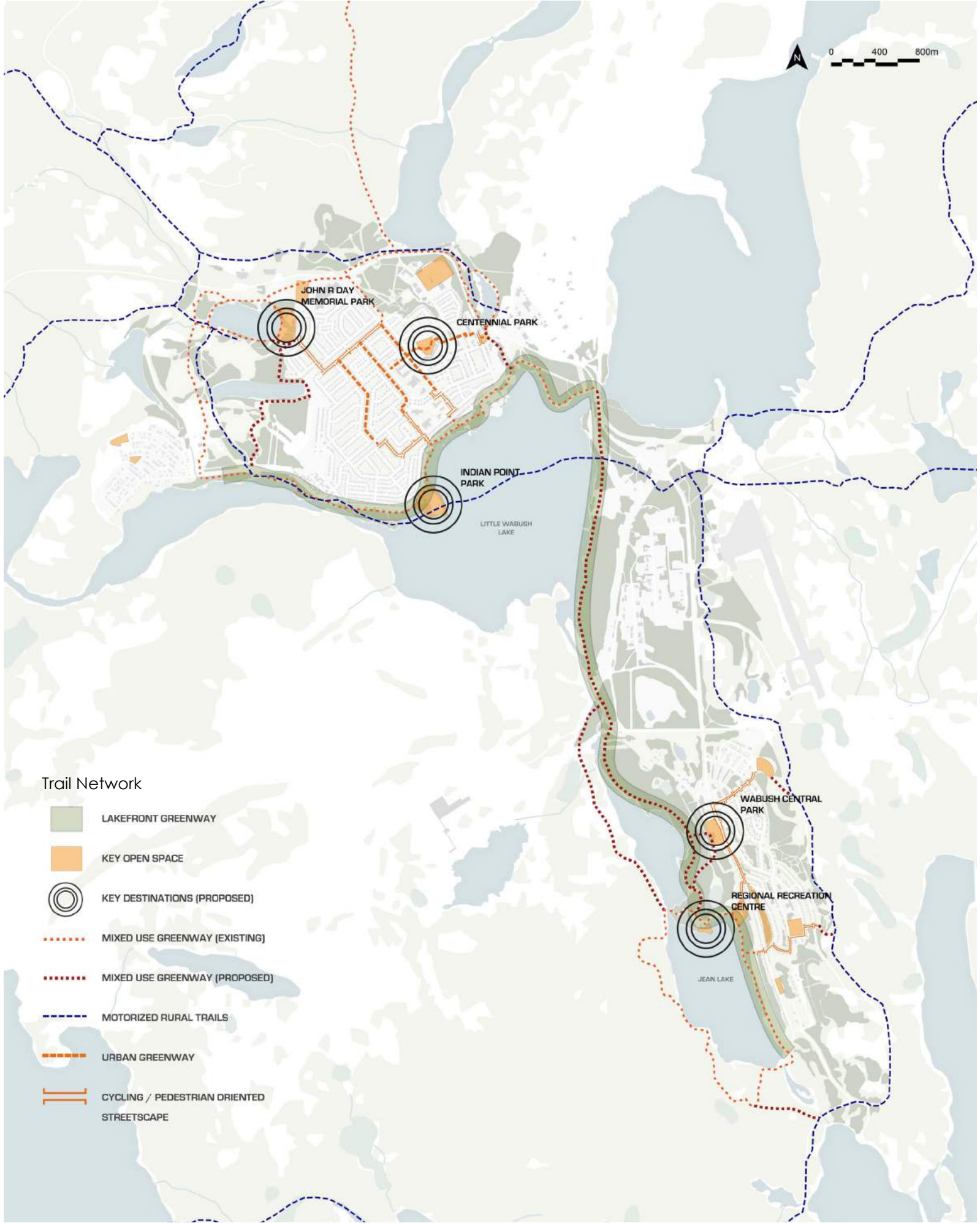
Pedestrian streetscapes are asphalt or concrete sidewalks no less than 2 metres wide with decorative street lighting, street furnishings, and pedestrian amenities. Bike lanes are appropriate to implement along the road right-of-way, separate of the pedestrian sidewalk.

Motorized Rural Trails

Motorized rural trails are designed to connect both municipalities to rural or natural areas, or campsite areas. These trails should be developed in areas where slopes do not exceed 20% with a 2-metre wide cut and no surfacing. These trails should be set back at least 30 metres from watercourses (except where they cross) or riparian areas. Ideally, the trails should be located and managed by grass roots organizations like snowmobile or ATV groups. Where these trails cross roads or pedestrian trail systems, safety protocols should be put in place.

Nature Trails

Nature trails are located in nature or conservation areas and are typically 1-metre wide with duff (i.e., natural or organic) trail surfacing and steeper slope ranges in of 30% or less. These trails should be managed by grass root organizations wherever possible. They should include trail heads and parking areas at entrances. The trails should be routed to highlight significant natural or cultural areas, valued views, and diverse flora or landscapes.



URBAN STRUCTURE

Urban structure is defined as the arrangement of land uses in a community, and the study of urban structure is called Ekistics (i.e., a Greek-derived word meaning the science of human settlement). To understand the urban structure of both towns requires an understanding of the forces and timelines that shaped them. Labrador City was a planned 'company town' and many of the original elements of the community master plan are still intact. Wabush, on the other hand, grew more organically, shaped by its challenging topography and by individual developments undertaken over time. Today, the communities have very different patterns of land use and very different urban structures.

1. The purpose of this chapter is to outline a master plan for both communities that will guide development and municipal decision-making over the next few decades. Master plans consider what potential development on both private and public property could look like, creating a holistic vision of the future of the town. A master plan should be used to inform the municipalities' decisions on which developments are approved or not, and to inform the creation of policy to guide development. Some of the big ideas are the same for both communities, most notably:

A strong civic centre is needed for both communities. The civic centre should include:

- A village green to provide a common venue for community events and recreational needs
- A mixed use core with commercial space and multi-unit housing
- Strong civic uses like a town hall, library, and/or recreational facility
- Commercial streetscapes with high quality pedestrian environments
- Open space connections from surrounding neighbourhoods to the civic centre

2. A connected and integrated open space system with trail hierarchies and a variety of different park types. Connecting the communities together through a community greenway

3. Infill development favoured over new Greenfield development.

4. Shared services including sewer services, shared land use policies and possibly shared staffing

5. Winter city design.

These ideas are outlined below in more detail for each community.



Labrador West urban structure



Labrador City, Town Centre Illustrative Plan



LABRADOR CITY MASTER PLAN

Labrador City has been laid out and designed in an almost neo-traditional town planning style with planned street networks built on a staggered grid, rear lot trails, radial highway network around the edge limiting the town's expansion, and a well-defined institutional and commercial core. With the mining buffer restrictions, the town is now land locked on all four sides and the only real potential for growth is through strategic infilling. The lack of any clear design standards for the industrial park means that the park is developing in an ad hoc fashion with incompatible uses like company housing in the middle of a highly industrial park and ill-defined street networks and standards.

The long-term success of the infill strategy requires coordinated investment in the Town's open space network. This means improving its parks, building trails, and connecting green spaces within neighbourhoods.

The commercial centre in Labrador City is a mixture of industrial, single-family housing, commercial, and park space. It provides no real sense of a traditional "main street" or focal "town centre". The institutional and commercial town centre has plentiful opportunities for mixed use infilling. There is also an opportunity to solve some transportation problems and significantly improve the central park across from the Town Hall.

The edge of Little Wabush Lake is a significant missed open space opportunity. The lots that extend across the rear lanes of the townhouses backing onto the lake are permitted to build garages and other structures. By turning its back on one of its most prized assets, the town is missing out on the recreation and branding potential of the lakefront areas.

The following strategies outline the recommended master plan considerations for Labrador City.





TOWN CENTRE

The commercial centre of Labrador City is located between Avalon Road and Hudson Drive to the north. Despite the somewhat eclectic clustering of building types and developed/undeveloped properties, there is the opportunity for a well-defined Town Centre complete with a major destination urban park, mixed use buildings with street related groundfloor retail and residential units above, a civic focus with a new Town Hall site, a range of higher density housing types like townhomes and multi-unit buildings for young and old alike, and pedestrian oriented streetscapes with onstreet parking, wide sidewalks and pedestrian amenities. These elements are described in more detail below:

- Village Green.** The focal point of the Town Centre would build on the bones of the existing Centennial community park to create a new dynamic urban park designed for all ages. The Village Green would need to rationalize the existing park features and trail networks into a new must-see destination in the city. It should be designed as an all-season space and a gathering place for all important civic events. The park space could be expanded by taking over some of the dangerous intersection at Hudson Drive just west of Town Hall. The unsightly back of the mall area could be significantly improved by adding stacked town-houses that front onto the park space. These units would have access off the rear lane to behind the mall but would front directly onto the new park. Ultimately this space will need a detailed master plan after assessing the road realignment solutions for Hudson Drive. The space should be programmed for regular annual outdoor activities. The future urban greenways described previously should be well connected to this park with a minimum of road crossings.



Labrador City, Centennial Park Illustrative Plan

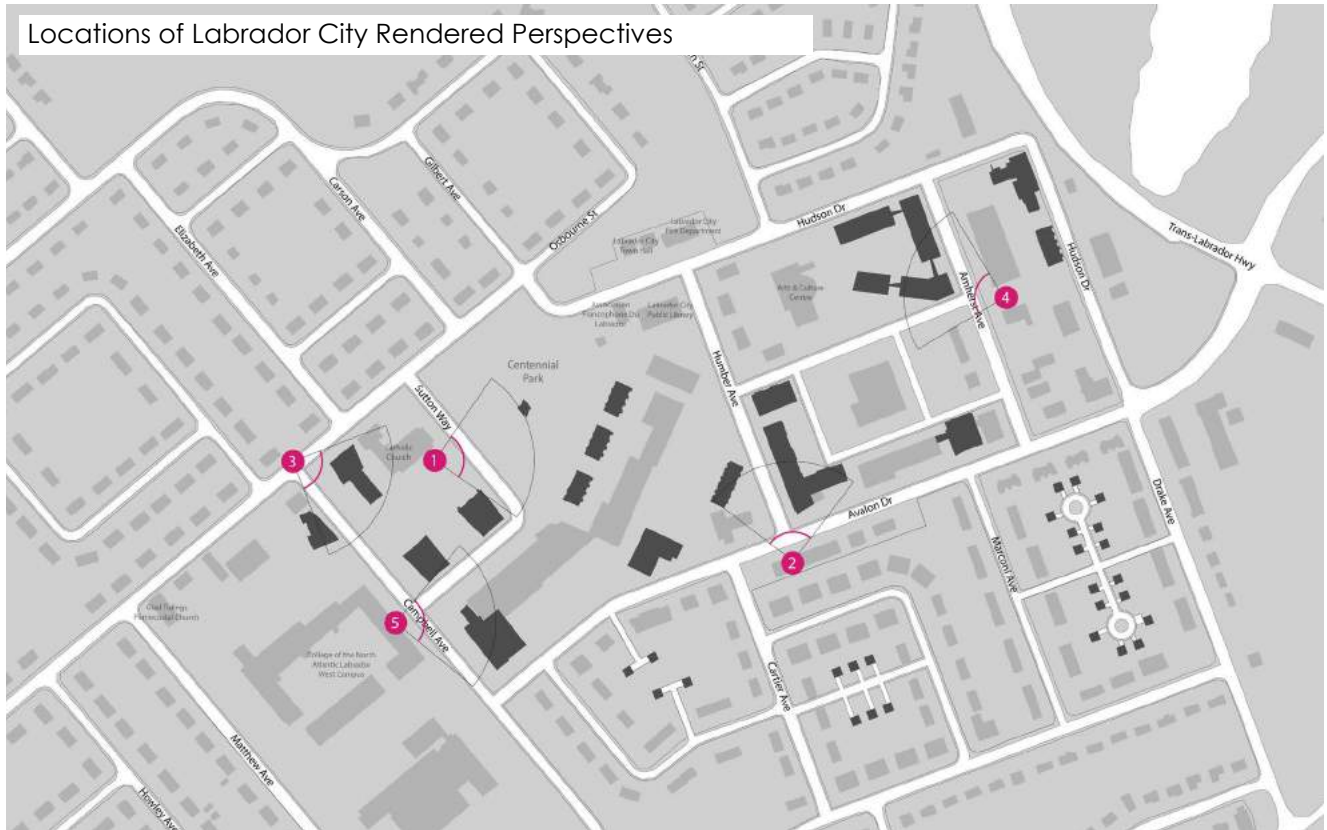


- **Town Centre Main Streets.** The town centre should be ringed with a higher road standard that includes on-street parking, wide sidewalks for pedestrians, streetscape amenities, special district lighting and banners, and bump-outs at sidewalk locations. In addition:
 - Avalon Drive should connect to Campbell Avenue
 - Hudson Drive should realign to Osbourne Street in a safer way
 - Hudson Drive should eventually connect to the Trans Labrador Highway
 - The block scale between Humber Ave and Amherst Ave should be split by introducing a new mid block street to break down the scale of the development parcels from 'industrial scale' to town square scaled.
- **Block Infill Development.** There are many significant infill opportunities in the Town Centre Area. These are shown as white footprints on the master plan. New infills should be encouraged to provide ground floor retail with up to 8 storeys of residential or office space above retail. New buildings should be pulled right up close to the street with no parking permitted between the road and the building.



Proposed Typical Section - Avalon Drive

Locations of Labrador City Rendered Perspectives



View from Avalon Drive looking up Humber Avenue

- **Granny Flats.** South of the Town Centre there are several blocks of single family homes that have expanded open spaces in the rear yards. These areas have not made great community parks spaces due to their lack of road frontage (visibility) and the feeling that they are private spaces. The homes that back on to these open spaces are ideal areas for granny flat style housing and there are a number of ways to design these units with or without road frontage. The City would have to change its land use policy to allow multiple units on a single lot in areas where there is space. The three types of development scenarios would include a back lane development, small cul-de-sac development or no lane development as shown on plan.
- **Basilica of Our Lady of Perpetual Help Site Redevelopment.** There is significant infill potential around the Basilica of Our Lady of Perpetual Help. The plan shows the relocation of the Town Hall to the important corner of Campbell Avenue and Hudson Drive. The large gravel parking area behind the church could be infilled with several other developments. The plan shows Sutton Avenue extended to Campbell Avenue but the removal of Sutton Avenue could just as easily necessitate some of the important development changes needed in this special area.
- **Campbell Greenway.** On the east side of Campbell Avenue, a wide urban greenway has been preserved as the central pedestrian link between the proposed Lakefront Greenway and the north end of Labrador City. This greenway should connect directly to the new Village Green and behind the existing town hall on the west side of Booth Street.



- **Shopping Centre Infilling.** The current strip mall at the west end of Avalon Drive also has significant infill potential by introducing commercial pads designed to create retail frontage right on Avalon Drive and break up the 'strip mall' feel of the current parking area.
- **Institutional Block Infilling.** The Institutional block surrounded by Matthew Avenue, Campbell Avenue and Hudson Drive is another prime area for infilling. The previous site planning for this block placed buildings in the middle of the block set back from the street and separated by parking lots. Adding street related infill developments that could include mixed use or residential buildings would provide additional infill density in the vicinity of the town centre.





LAKEFRONT GREENWAY

Little Wabush Lake is an underused open space asset for Labrador City. The plan proposes a community greenway along the entire length of the lake that will eventually connect Wabush with Labrador City. The lakefront greenway will create opportunities for a variety of different park types along its length from playgrounds to recreation areas to a larger regional active recreation park complex. The greenway will also create opportunities for landscape interventions to create better connectivity to the urban greenway trails proposed in the town's network, with connections to the new Town Centre, to Wabush, and to the north end of Labrador City (Smoky Mountain Ski Hill and nature areas).

- **Rear Lane Acquisitions.** The garages built on the rear lanes behind Tamarack Drive should be targeted for reintegration into the lakefront greenway. The Town should restrict further construction along these back lanes and selectively remove existing structures over time by introducing non-conforming land use policies or buying back encroaching structures where there are significant pinch points between the lake and the laneways.
- **Indian Point Park.** Indian Point Park is one of the potential jewels in the Labrador City park system. The three ball fields in the park could be reconfigured for sports enjoying increased participation such as soccer. This site is one of the premiere locations from which to view the scale of Wabush Mines from a distance. A lakefront look-off structure and other interpretive features may be well suited to the site.
- **Regional Trail Connections.** A connecting multi-use trail system is needed to link the two towns. Such a system would require a pedestrian bridge crossing at the easternmost end of the lake. The land and trail alignment should be secured with the land owner. The greenway should not have to accommodate motorized vehicles since the lake will likely be frozen by the time snowmobiles can be used. The greenway should include interpretive features, look-offs, rest and picnic areas, and small pocket parks.

COOPER HILL NATURE PARK

The Cooper Hill area falls in the northern mining buffer lands and as such, has restrictions for development investment. This area has significant views of the town and has great opportunities for nature trails and would be well suited for active recreation opportunities that take advantage of steep topography (perhaps Labrador City's version of Quebec's Cracked Ice Festival?). The Gordie Young active recreation park across Booth Street is another area that should be expanded and improved over time. The recent addition of a \$500,000 skatepark facility demonstrates the Town's commitment to recreation in Labrador City.



Labrador City - Little Wabush Lakefront



Multi-seasonal activities at Indian Point Park



WABUSH MASTER PLAN

Wabush took shape as a linear community built off of a “main street” spine rather than a central core, which is the focus of Labrador City. The main street corridor the lone entry and exit from Wabush. Wabush took a similar residential design approach to Labrador City, creating communal spaces behind lots; however, the many green spaces within the community are not well connected to the neighbourhoods. While Wabush does not have the same development constraints from mining buffers as Labrador City, harsh slopes hinder development. Wabush, on the other hand, has room for growth through infill and new development.

Like Labrador City, the ‘infill strategy’ requires a strategic investment in Town parks, trails, and green corridors to support denser developments planned for the future.

Wabush’s single entry and exit corridor creates a strong argument for the development of a mixed use, main street corridor. While the town does not easily lend itself to the traditional “town square” development form, this corridor offers the opportunity to create the same social hub as a town square with mixed use development and abundant open space.

The single entry point presents a unique challenge for Wabush because the gateway passes through the industrial park and the airport park. Fortunately, a green buffer has been preserved along the highway corridor bordering the industrial park. Future industrial infill should respect the precedent set by the original industrial park and preserve the wooded buffer. Strategic roadside development at key intersections such as the airport entry will help improve this sequence. In addition, other roadside development parcels could contribute positively to the gateway experience.

The incremental pace of residential development in the past has left many gaps in the urban fabric. Many parcels on existing roads offer easy, low cost opportunities for infill development.

The following strategies outline the recommended master plan considerations for Wabush.



Wabush Illustrative Plan

RETAIL POWER CENTRE

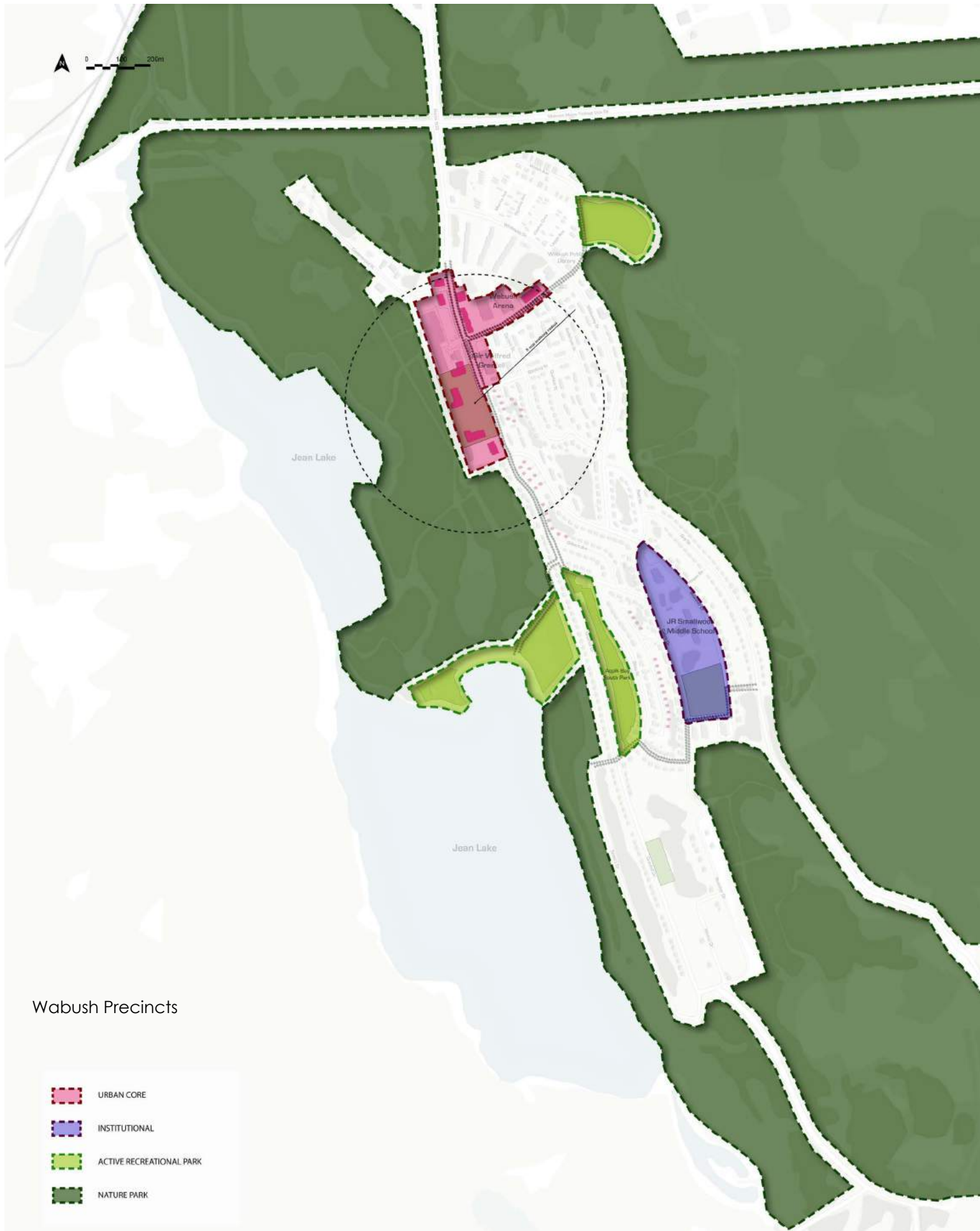
Some interest has been expressed in big box mixed use retail expansion on the lands north of the Wabush Industrial Park. Since neither Labrador City nor Wabush has a big box retail power centre, there could be opportunities for this type of development form as the region grows. The lands could easily be expanded for future industrial development but given this parcel's location at the gateway to the community, the retail mixed use power centre model may be more in keeping with good development form. Whatever the case, the road frontage needs to be treated with the sensitivity that a gateway experience deserves. Ekistics developed a conceptual plan for this property in 2012 and, although the development did not proceed, the conceptual plan still provides a good foundation for the development of this key property.

AIRPARK DEVELOPMENT

Most airports in Canada are realizing the synergies between air industrial and light industrial office development and are responding with the development of 'airparks' catering to light industrial activities in the shipping, import/export, and travel lodging markets. Although air traffic is down considerably, there may still be some interest in select industrial or office infill in and around the airport. The entrance road into the airport is a particularly strong candidate for signature office developments.



Locations of Wabush Rendered Perspectives



TOWN CENTRE

Grenfell Drive is the only entrance in and out of Wabush and the “core of the town” and or its “main street”. The current location of the mall on Grenfell Drive and proximity of the church and other institutions is the base of a mixed use town centre for Wabush. Similar to Labrador City, this Town Centre would consist of a destination urban park, mixed use buildings with ground floor commercial and residential above, a civic focus, higher density housing types, and streetscapes with improved pedestrian environment. These elements are described below:

- **Village Green.** Both Town Centres were built on focal green spaces intended to be gathering spaces for community events and daily interaction. While Labrador City is able to build on the existing Centennial Park, we have created an open space along Grenfell Drive, adjacent to the existing mall to act as the Village Green. This Village Green should connect through other green spaces in the town, expanding and unifying the regional green connections, notably including the connection from the Village Green to the open park space to the west of the town. The Green should also be designed to be a year-round space that can draw people together for all important civic events. Following the same principles suggested for Labrador City, it is recommended that mixed use infill be placed around the park to increase activity in the area throughout the day. This green space should front the pedestrian streetscape along Grenfell Drive to connect the two public realms.



View of Wabush Village Green looking north from Grenfell Drive



- **Town Centre Main Street.** The prominence of Grenfell Drive should be highlighted through streetscape improvements that will improve the pedestrian atmosphere and highlight the corridor's role as Town's gateway. Improvements should include a higher road standard including wider sidewalks for pedestrians, streetscape amenities, special district lighting and banners and bump-outs at sidewalk locations. In addition, commercial frontage should be encouraged to create spill out activities, such as window shopping and outdoor café seats that will further enliven the streetscape.
- **Block Infill Development.** The many open spaces within Wabush's serviced area, are opportunities for infill. A key to successful town centres and main streets is a walkable environment. Infill and increased density can help make the Wabush Town Centre an active, walkable area. New infill is encouraged to be mixed use with commercial on the ground floor, and residential on top. Heights should vary, up to eight storeys. All buildings should be pulled up to the streetscape with no parking being permitted between the road and the building.



Proposed Typical Section - Grenfell Drive





Intersection of Grenfell Drive and Bond Street

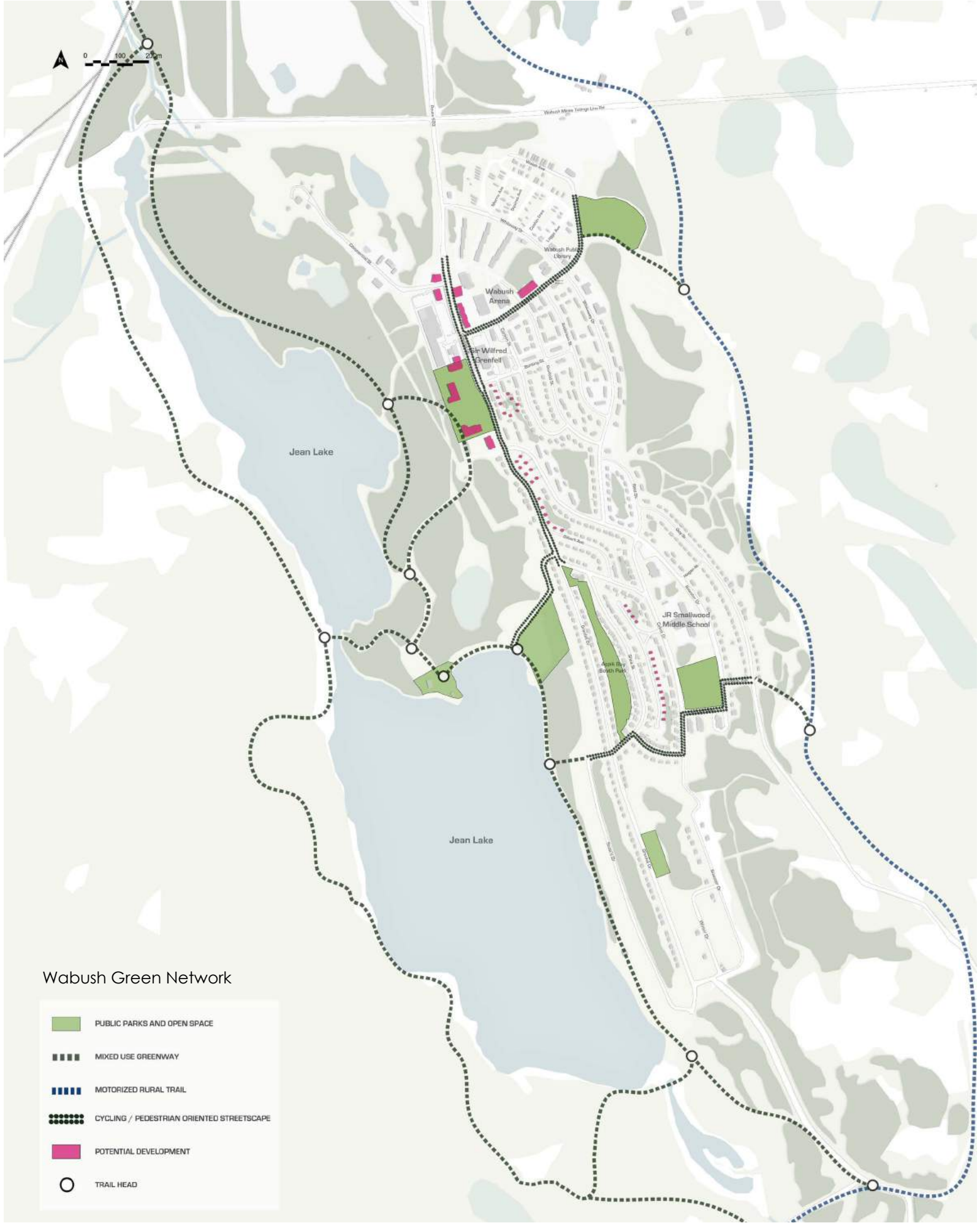
- Granny Flats.** Several locations in Wabush are suitable for granny flat development. These spaces take a variety of forms, but all are open spaces that are underused and do not improve the community. Unlike Labrador City, where most parcels of available land are in the rear of yards, Wabush has opportunities on existing road frontages where no houses have been built. These “on-road” areas should be developed first. Similar to Labrador City, there are opportunities for rear yard granny flat infill in Wabush, with or without road frontage. The City would have to change its land use policy to allow multiple units on a single lot in areas where there is space. Example development scenarios for residential infill can be seen on the plan.
- Public Centre.** A Town Centre is strengthened when public buildings are located within its core. Land on Grenfell Drive across from the mall accommodate a civic centre. As this is the only route in and out of town, the development would be a focal point and landmark at the entry to the town.
- Green Space Connectivity.** The newly created Village Green in Wabush should be a central element connecting all green spaces in Wabush. Green space connectivity is currently lacking, with individual parcels of open space scattered throughout the town. A green corridor should be developed down Bond Street connecting the Village Green to the open space to the east of town. Additionally, the Village Green should be connected to the trail and waterfront around Jean Lake. A green corridor should be developed down Grenfell Drive to connect to Aqpiq Bay South Park and the playground by JR Smallwood School.



LAKEFRONT GREENWAY

Little Wabush Lake connecting down to Jean Lake is an underutilized area within Wabush that can be developed as waterfront public spaces along the waterfront. This greenway should connect to Labrador City, creating a regional network of trails and open spaces building upon Labrador West's culture surrounding nature and outdoor recreational activities.

- **Park Spaces.** The public open space at the start of the Jean Lake trail system should be better developed to draw residents down to the waterfront. Existing features along the greenway can be developed as focal points, such as interpretative features, look-offs, rest and picnic areas, and small pocket parks.
- **Recreation Centre.** Land is available for location of a recreation centre by the waterfront in Wabush. A civic centre in this location would help to activate the greenway by drawing people to the area for different events and offering supporting parks and open spaces for people to linger in.
- **Regional Trail Connections.** A connecting multi-use trail system is needed to link Labrador City and Wabush. The system would require a pedestrian bridge crossing at the easternmost end of the lake. The land and trail alignment should be secured with the landowner. This development would need to be coordinated between the two municipal governments.



Wabush Green Network

- PUBLIC PARKS AND OPEN SPACE
- MIXED USE GREENWAY
- MOTORIZED RURAL TRAIL
- CYCLING / PEDESTRIAN ORIENTED STREETScape
- POTENTIAL DEVELOPMENT
- TRAIL HEAD

REAL ESTATE AND LAND USE STRATEGY

The creation of strong town centres and supporting public spaces is reliant on a clear management plan that can address real estate factors and is built on a comprehensive land use strategy. An overarching management strategy that takes the form of Strategic Investment Areas is recommended to guide development cohesively throughout Labrador West. Within these Strategic Investment Areas each town would be responsible for managing development within the boundaries as they take form.

STRATEGIC INVESTMENT AREAS

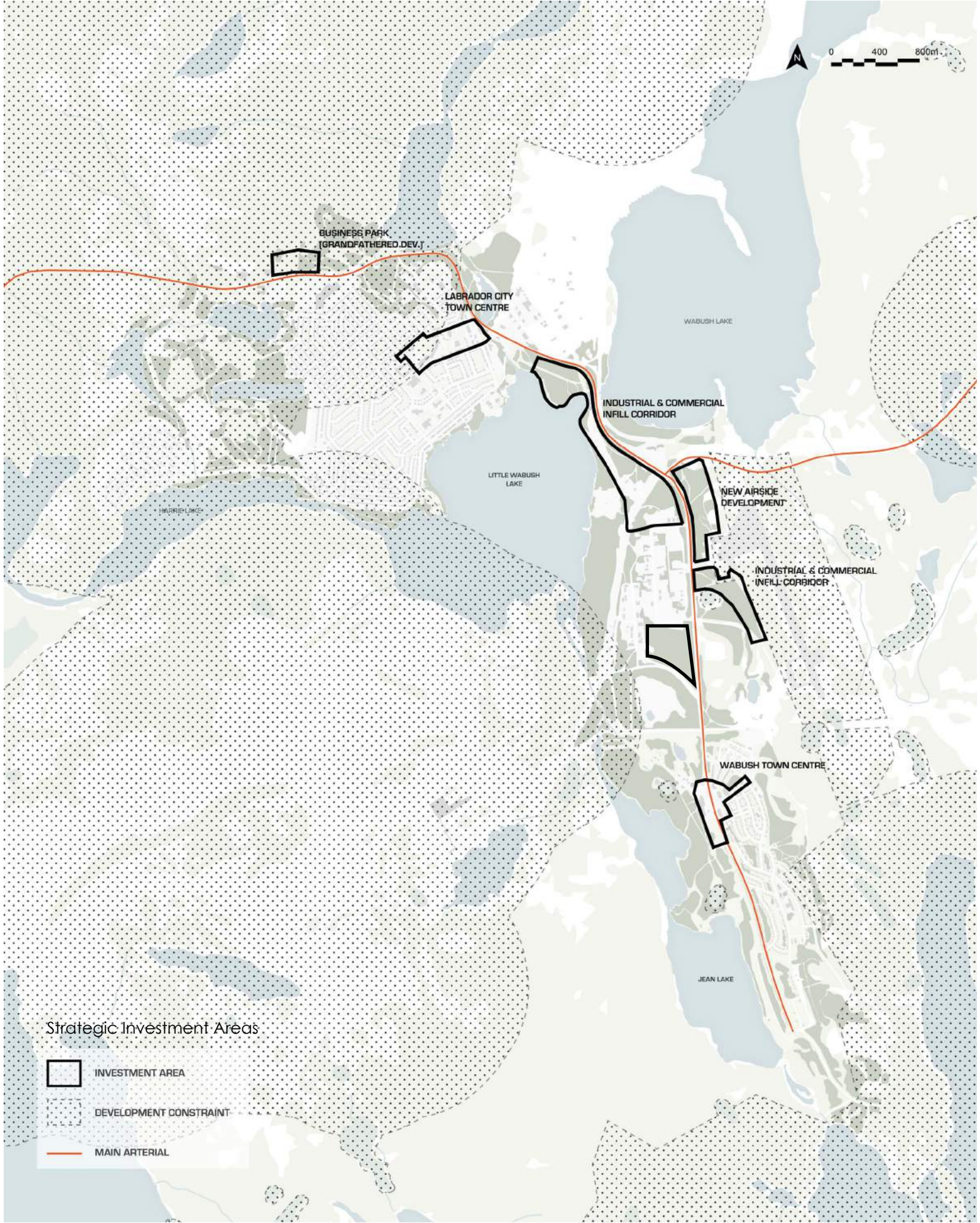
The advanced selection of Strategic Investment Areas to focus investment and future growth is crucial to cohesive development of the region. A Strategic Investment Area is an area designated by local government for targeted investment and improvement. Plans should be created to guide private and public investment in these areas to create a sense of place and improve the quality of life in the immediate and surrounding areas. By having a defined plan it is possible to coordinate investments, including improvements to infrastructure, streetscapes, housing, and social and community amenities. Coordinated investment is necessary to build united and interconnected development blocks. Areas that are selected as Strategic Investment Areas should be the first priority for development within the region.

We have outlined three Strategic Investment Areas for Labrador West. These three Strategic Investment Areas can be seen on the plan, and are as follows:

- Labrador City Town Centre
- Wabush Town Centre
- Industrial and Commercial Infill Corridor

To attract development to these areas, they must be redeveloped to become attractive to potential tenants. Projects should be undertaken by the towns to stimulate development:

- **Village Greens.** The Village Greens areas in both Labrador City and Wabush should be designed as attractive, safe, and welcoming year-round spaces that will serve as gathering places for important civic events. Quality parks and community facilities improve the general quality of life in the community, which attracts residents and businesses alike. Parks instill a sense of ownership and pride, encourage social interaction and can improve the social character of a community. Both commercial and residential property located near to parklands, furthermore, commands consistently higher prices.
- **Streetscapes.** Streetscapes in the Town Centre should be redeveloped to be aesthetically attractive for many of the same reasons that justify the development of the recommended Village Greens. Streetscapes are an intricate part of the public realm and should enhance social interaction among residents. Streetscapes enhanced by improving the pedestrian realm through the addition of green corridors, wider sidewalks, spill out activities, street furniture, and unique lighting and banners, attract people to stroll and linger, qualities that are vital to commercial success.
- **Reinforce Regional Connections.** Strong connections between Wabush and Labrador City will improve the overall quality of life in Labrador West. Connectivity through green spaces will reinforce the sharing of municipal resources and increase interaction between citizens of the two towns.



By improving the quality of their public spaces Labrador City and Wabush can help attract new businesses to the area. These improvements will help create safe and attractive town cores, two factors which are important in attracting new tenants. The Strategic Investment Areas need to be redeveloped to be the type of areas that businesses will want to go to. Each municipality must be proactive in creating a recruitment program to foster development in their Strategic Investment areas.

RECRUITMENT PROGRAMS

By improving the quality of their public spaces, Labrador City and Wabush can help attract new businesses to the region. These improvements will help create safe and attractive town cores, two factors that are vital to attracting new tenants. The Strategic Investment Areas need to be redeveloped to be the type of areas in which businesses will want to be established. Each town should create a recruitment program to foster development in their Strategic Investment areas.

The aim of a business recruitment program is to influence business investment decisions by drawing attention to local market characteristics that may be being missed. The job of a business recruitment team is to identify potential businesses to attract, compile information of interest to these businesses, and market the selling points of the area to prospective businesses. A common tool used in recruitment programs is a gap analysis. This would aid the recruitment team in compiling an understanding of who their prospective businesses should be.

The purpose of a Gap Analysis would be to identify the gaps in commercial needs for the area, and then work to actively fill those gaps by recruiting the necessary retailers. A Gap Analysis will support the development of strategic recruitment plans for each Town Centre, as well as the Industrial and Commercial Infill Corridor.

The towns should each complete a Gap Analysis for themselves or together as a region. A regional approach would like be more economical as it would allow for sharing of resources as well as avoiding overlap and conflict in recruitment initiatives.

To complete a Gap Analysis the following steps should be executed in order:

- **Identify Your Future State.** Identify the objectives being sought.
- **Analyze Your Current Situation.** Include experts and stakeholders with the necessary information to ensure an accurate understanding of the current situation.
- **Identify How You'll Bridge the Gap.** Consider the necessary next actions to reach the desired future state. This process should include consideration of the redevelopment required to meet the needs and expectations of the potential tenants being sought, as well as how to market the Town Centres as attractive investment areas. This may include necessary changes to policy to remove the "red tape" around new leases and developments.

A Gap Analysis provides a foundation for measuring the necessary investment of time, money, and human resources to achieve the outcomes sought by the towns.



BUSINESS IMPROVEMENT DISTRICTS

A necessary next step for a strategic recruitment plan would be the creation of Business Improvement Districts for both Wabush's and Labrador City's Town Centres. A Business Improvement District (BID) is a defined area within which businesses pay an additional tax to fund projects within the district boundary. These area authorities work with businesses to improve the business and physical environments in the area to stimulate economic prosperity. The Business Improvement District model is considered a success story across North America because it links private sector creativity with local governments and other stakeholders in a process that allows participants to collaboratively address the complex challenges of improving commercial areas.

The proliferation of BIDs has emerged as a result of several factors, among them, the loss of historic town centres that in a previous generation were replaced or marginalized by large footprint/format malls and are now challenged by power centres featuring big box retailers. The BID provides an outlet for focused attention on a common issue within a defined geography. There does not appear to be any single format for a BID and they occur in response to both sources of challenge as well as in response to opportunities. Still, BIDs do appear to exhibit some common characteristics. For example, longer-standing BIDs typically:

- Are representative of a particular area and have a defined footprint in which they focus their attention
- Specify their mission and mandate toward a commonly agreed to need or goal, the achievement of which benefits all participants in approximately equal proportion (i.e. they may focus on an area promotion initiative, they tend not to focus on the promotion of a specific merchant within their area)
- Are sufficiently well resourced to achieve their mandate
- Have good linkages to a defined region
- Have a system for dealing with cooperative efforts with regions outside their boundaries but who are nevertheless important for the BID
- Has a working network that has good bilateral communication channels with members as well as other stakeholders
- Engages its community of members as well as customers
- Gives back to the community, through charitable events and or other community support mechanisms

An addition component of the BID's task would be the creation and application of a retention strategy. While it is crucial to have a strategic recruitment program, it is just as important to have a retention strategy to keep established businesses. An effective retention strategy would involve looking at what companies are currently within an improvement area and how the BID can make things better and easier for those companies to ensure that they remain. This is especially crucial in an environment with a shrinking population base.

TEMPORARY WORK CAMPS (TWCS) AND CAMP DEVELOPMENT

With the eventual start-up of the Kami mine and the long-term potential of the Julianne Lake mineral deposit there may be a future need to accommodate fly-in fly-out workers. The majority of jobs created will be temporary and created during construction period, rather than during operations. The mining companies are responsible to build camps to house these temporary workers; however, the towns can direct development towards ideal locations for these camp sites. There are two primary approaches to camp housing, including temporary and permanent solutions.

Temporary Camps: Currently, camp development is designed to be temporary. It is built to accommodate workers and then is disassembled when they are not needed. This approach has resulted in low-quality structures that are separate from the community to reduce long-term impacts. This approach to camp housing reduces the risks for industry, as well as the municipalities and housing market. Temporary housing provides the necessary separation from the

Permanent camps: To date, camps and temporary housing have remained in the region, as there is a steady need for FI/FO workers to complete various tasks in the mining industry. While camps are currently being accepted as hotels or temporary accommodation, a permanent camp shared between industry partners might help to create a more welcoming and high-end environment (with better shared facilities) to attract and retain employees. Sharing camp capacity would help to reduce the number of buildings required in the community and increase efficiency.

Camp Siting: Any future camp sites be placed near the Dexter Inn, in the large tract of land between the trailer court and Labrador City. This area is ideal as it is located within a mining buffer, which makes that land unsuitable for permanent development but ideal for temporary structures. If other camp sites are needed in Labrador City, placement within a mining buffer should similarly be a priority. Potential sites in Wabush, which is less impacted by mining buffers, would be alongside the airport, at a convenient location that can be integrated into future airside commercial development to promote economic development. The site identified in Wabush would be suitable for a permanent or temporary camp development.

TEMPORARY CAMP DEVELOPMENT APPROVALS:

For the time being, temporary Work Camps (TWCs) are being reviewed on a case-by-case basis. Temporary Work Camp development should be encouraged primarily in the identified Mining Buffer Areas, to ensure their temporary nature. Lands with no mineral buffer should be used primarily for permanent development. Because TWCs are expected to be discretionary, standards and conditions of temporary (or permanent) camp development should be discussed with potential developers / owners / operators / applicants as a region. These discussions could include approaches to:

- Inclusive integration with host community (Wabush or Lab City)
- Use of town's commercial service / retail amenity rather than onsite commercial
- Capacities for certain services (recreation, education, socio-cultural, etc.) to be shared among TWCs and the Towns
- Capacity for TWCs to be shared among companies
- Onsite Architectural and Design Requirements
- Design and engineering elements to reduce negative externalities on the host community's infrastructure or administration
- TWCs being limited to construction phase workers
- Encourage staged Construct Phases to limit impact of simultaneous construction projects and create stable numbers of FI/FO workers.
- Operating Plan and Procedure
- Financial Guarantees and legal agreements with respect to temporary occupancy and reinstatement of land / buildings on expiration

While specific policies will require further study, potentially undertaken during the next, joint Municipal Plan Reviews, conditions for Development Permits for TWCs can be outlined by amending the Towns' Municipal Plans and Development Regulations.

GREENFIELD STRATEGY

APPROACH:

Both Labrador City and Wabush have ample undeveloped land within the serviceable boundary that offers the opportunity for significant infill and serviced greenfield development. Condensing rather than expanding infrastructure will reduce the impacts of new growth on the region. The plan prioritizes infill and the densification of areas within existing service boundaries can ease maintenance and costs for the municipality and create more accessible, social, and walkable communities.

Infill development and serviced greenfield development is preferred to unserviced greenfield development. It is likely unserviced greenfield development will be required for extending trail networks, and accommodating industrial land development, and cabins. While unserviced greenfield development is not likely needed in the next 25 years, it is still important to evaluate the supply of land within the planning areas of both Labrador City and Wabush to identify opportunities should the need arise, especially to accommodate industrial land development which will not suit infill and densification approaches to development due to incompatibility with existing uses in the urban fabric of the communities. New greenfield development should consider Smart Growth principles.

LAND SUITABILITY:

When considering greenfield land for new development, significant opportunities and constraints need to be considered. Development capability is a function of Provincial legislation (e.g., wetlands and watercourse buffers, watershed reserves, mining buffers, environmentally sensitive lands), land capability (i.e., slope, soils, depth to bedrock, vegetation, sensitive habitats, synergistic adjacencies, etc.), accessibility (i.e., distance from roads, access road quality, winter plowing, etc.), and land ownership (private, municipal, Provincial, Crown). Policies need to be established to deal with development in areas in or near sensitive habitats. Areas should be identified for greenfield development in consideration of environmental sensitivity, land capability for the specific development, and accessibility to existing developments.

INFRASTRUCTURE:

Greenfield development, often considered 'sprawl', is costly for municipal governments. Local government must extend and maintain services. Sprawl also creates more traffic, which further impacts road servicing costs and separates uses causing health impacts.

Where such development is unserviced, it must rely on onsite systems to provide water supply and wastewater disposal. These systems are prone to failure. Where failure occurs, municipal services are often extended at considerable expense to provide a solution. Policies should be developed to encourage greenfield development to be accessible via existing roadways and in reasonable proximity to service networks.

Where new infrastructure is required for greenfield development, municipalities should establish a policy requiring developers or stakeholders to share the cost to install and maintain required infrastructure both on and off site. The policy should require that the costs of providing the infrastructure are shared fairly and equitably identifying expenditures, recognizing benefits, and ensuring integration of new infrastructure into existing networks. In addition, municipalities should consider the strategic use of density bonuses in zoning bylaws to help encourage development in locations where it can be supported by existing/nearby infrastructure and services.



Figure 5.8 Labrador West Proposed Greenbelt & 'Grandfathered' in Development

GREEN BELT AND TRAIL NETWORK:

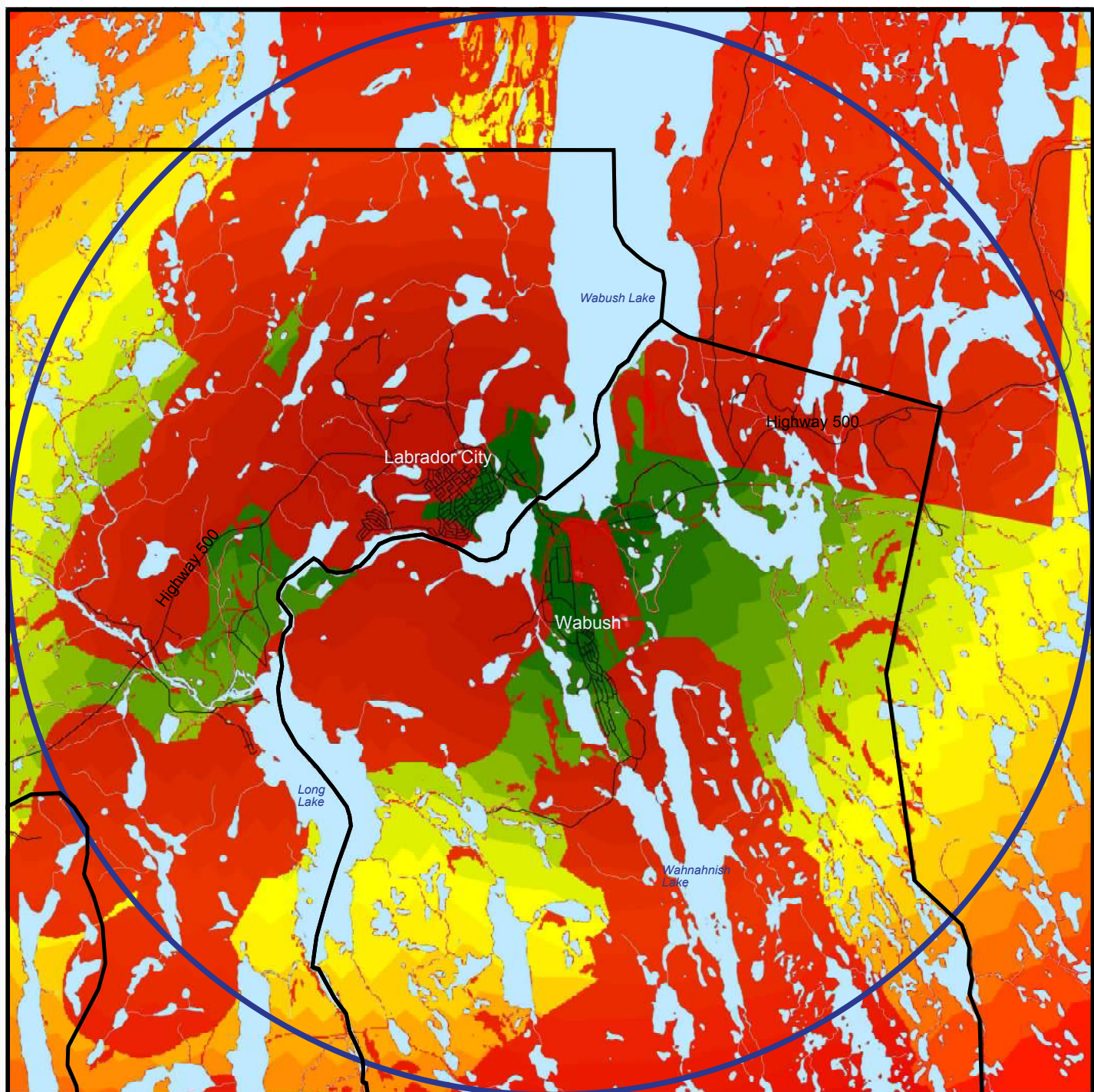
The creation of growth boundaries reinforced by a green belt reserve will help to discourage sprawl as well as identify key areas where development could occur. Growth boundaries should support nearby existing infrastructure and services while controlling expansion into greenfield lands. Growth boundaries should be frequently reassessed based on development requirements and demands, and to verify development is occurring at an appropriate rate. Greenfield development for trails and active transportation networks that link both communities is a key priority to enhance the connectivity between communities and services.

INDUSTRIAL LANDS:

In the region, industrial development should be prioritized for greenfield location, as well as development that creates linkages between communities. Industrial land development must occur in appropriate areas. For this reason, infill approaches to industrial development can only be considered within existing industrial areas. Additional demands for industrial lands will need to occur within greenfield areas preferably adjacent to existing industrial areas.

Given that industrial uses will likely require greenfield land, industrial development should be prioritized in serviced areas. Industrial development standards can be established to reduce impacts to infrastructure and services and adverse environmental effects. The towns should require new developments to pay their full servicing costs and thereby reduce costs to themselves and their taxpaying constituents. Industrial greenfield development should follow building form design guidelines and Smart Growth principles, where practical. Municipalities should consider implementing formalized industrial development arrangements including policies around restricting the maximum area of land that can be covered by impermeable material; maintaining vegetation where practical; and reducing lot sizes to preserve scarce land resources.

Grandfathered-in developments: Industrial and commercial developments that have been previously planned on greenfield sites have been included as strategic investment areas in Plan BIG. These include the Labrador City Business Park and Phase II of the Business Park expansion in Wabush. While these developments do not always comply with the infill and land use strategy, they provide immediate options for industrial and commercial land expansion which are required to support regional economic development. These new developments planned on lands previously acquired by the towns should comply with the design principles of Plan BIG, including streets that encourage active transportation, trail networks, open space, and quality design. Planned residential areas, however, have not been included within Plan BIG as they could negatively impact the housing market and should be modified to comply with the land use strategies of infill and intensification.



Labrador West Land Suitability Analysis

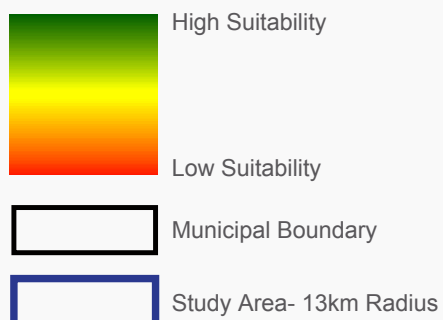


Figure 5.8 Land Suitability Mapping from Phase 3

CABIN DEVELOPMENT:

Within the culture of Labrador West, connection to the outdoors is highly valued. Given this trend, demands for cabin areas have also been considered as a potential greenfield development type. In the previous report, locations for new cabin development within the planning areas of Wabush and Labrador City have been identified; however, cabins will continue to be developed outside of these areas. The region has identified that high-end, year round 'single dwellings' are being developed as 'seasonal residences' outside of municipal boundaries. While these dwellings could be used year-round and put tax-vs-service burdens on the Towns, they also create a more resilient and elastic supply of housing to help create capacity in the 'boom times'. Outside of Municipal Boundaries, the Towns of Wabush and Labrador City should collaborate with the Province to explore options for regulating cabin development.

Within Phase 3: Alternative Scenarios, areas for cabin development within the municipal boundaries of Wabush and Labrador City have been identified. The region should establish provisions for seasonal residences (cabins / cottages) to be developed within municipal boundaries. New development regulations should also include consideration of the following parameters to ensure appropriate development within the identified areas:

- Setbacks from environmentally-sensitive areas (waterbodies, streams, wetlands)
- Site clearing guidelines (ie. leaving mature trees)
- Lot area requirements and distance between lots
- Lot coverage
- Water supply and sewage regulations
- Private road development

GREENFIELD DEVELOPMENT PRINCIPLES:

- Infill and serviced greenfield development should be the priority for residential and commercial land uses.
- Unserviced greenfield development should be considered only for industrial development and community trails connections.
- Greenfield development should follow Smart Growth Guidelines including increased density, and building form design guidelines.
- New greenfield development shall comply with the street design guidelines, with adequate open space, trail connectivity and landscaping.
- Design guidelines should be established for greenfield industrial and commercial development within both communities to ensure development quality and conformance with Plan BIG.
- Where possible, greenfield development should be accessible and located in consideration of distances to roads, and sewer and water infrastructures.
- Greenfield development agreements should outline that the costs of infrastructure are to be maintained privately
- Municipalities should consider density bonuses in strategic areas in zoning bylaws to help manage development that can be supported by existing/nearby infrastructure and services.
- Implement industrial development arrangements including policies around:
 - restricting the maximum area of land that can be covered by impermeable material
 - maintaining vegetation where practical
 - reduced lot sizes where practical
 - stormwater management on site
 - roadways should be privately owned, maintained, and cleared
 - installing new water and wastewater infrastructure
- Greenfield development is not permitted in environmentally sensitive areas such as shorelines, waterways, steep slopes, drainage areas and bogs as well as within watershed areas to ensure protection of natural resources.
- Establish Cabin Development Guidelines within the planning areas of Wabush and Labrador City.
- Collaborate with the Province to establish development regulations in the areas adjacent to Labrador West.

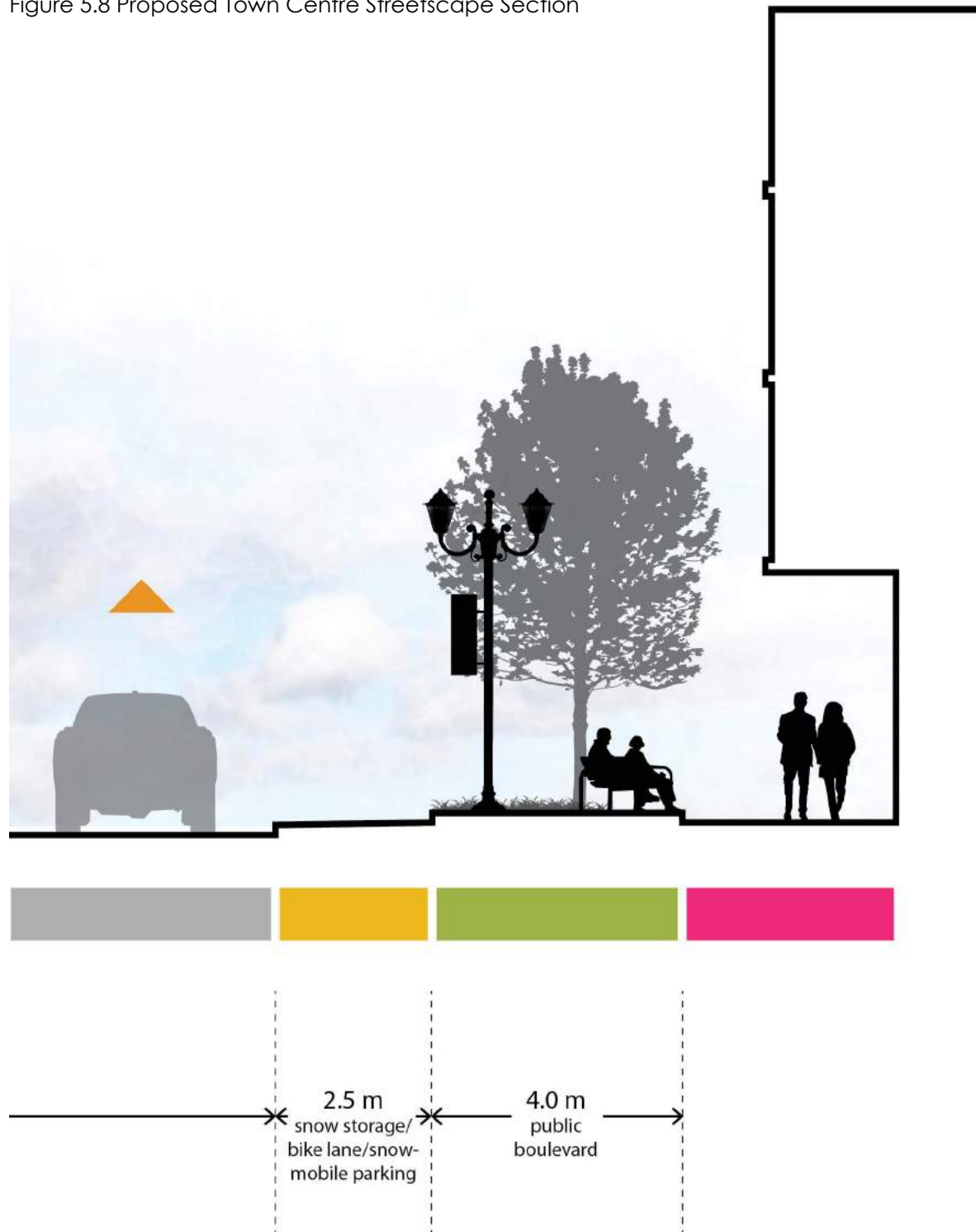
DESIGN GUIDELINES

Basic design guidelines will need additional regulatory teeth by adopting them and incorporating them into 'form-based code' (FBC). Form-Based Code is a new type of land use bylaw that is designed to control the look and feel of new development rather than simple lot coverage, setbacks or parking ratios. Designed correctly, FBC streamlines development by insuring that developers know what and what is not acceptable. The simple design guidelines below will eventually need to be incorporated into a Form-Based Code bylaw. Halifax and Charlottetown are two Atlantic communities that have successfully developed FBC.

TOWN CENTRE STREETSCAPES

- Design the sidewalks in the Town Centres to be part of the open space networks and reinforce each Town Centre as an important pedestrian focus
- Include wider curb-side lanes. This allows for bikes in the summer and snow storage in the winter
- Account for the room necessary for snow clearance and piling on all streets, sidewalks, and public spaces
- Encourage streetside urban forests, particularly in the Town Centres. Set the trees back for snow storage
- Include pedestrian scale lighting and wayfinding signage
- Include pedestrian amenities like benches, trash cans, and picnic tables
- Connect sidewalks to buildings in a meaningful way
- Use bump-outs to reduce the road crossing distance and create safer streets for pedestrians
- Encourage on-street parking in the Town Centre. These spaces can be used for snow storage in the winter

Figure 5.8 Proposed Town Centre Streetscape Section

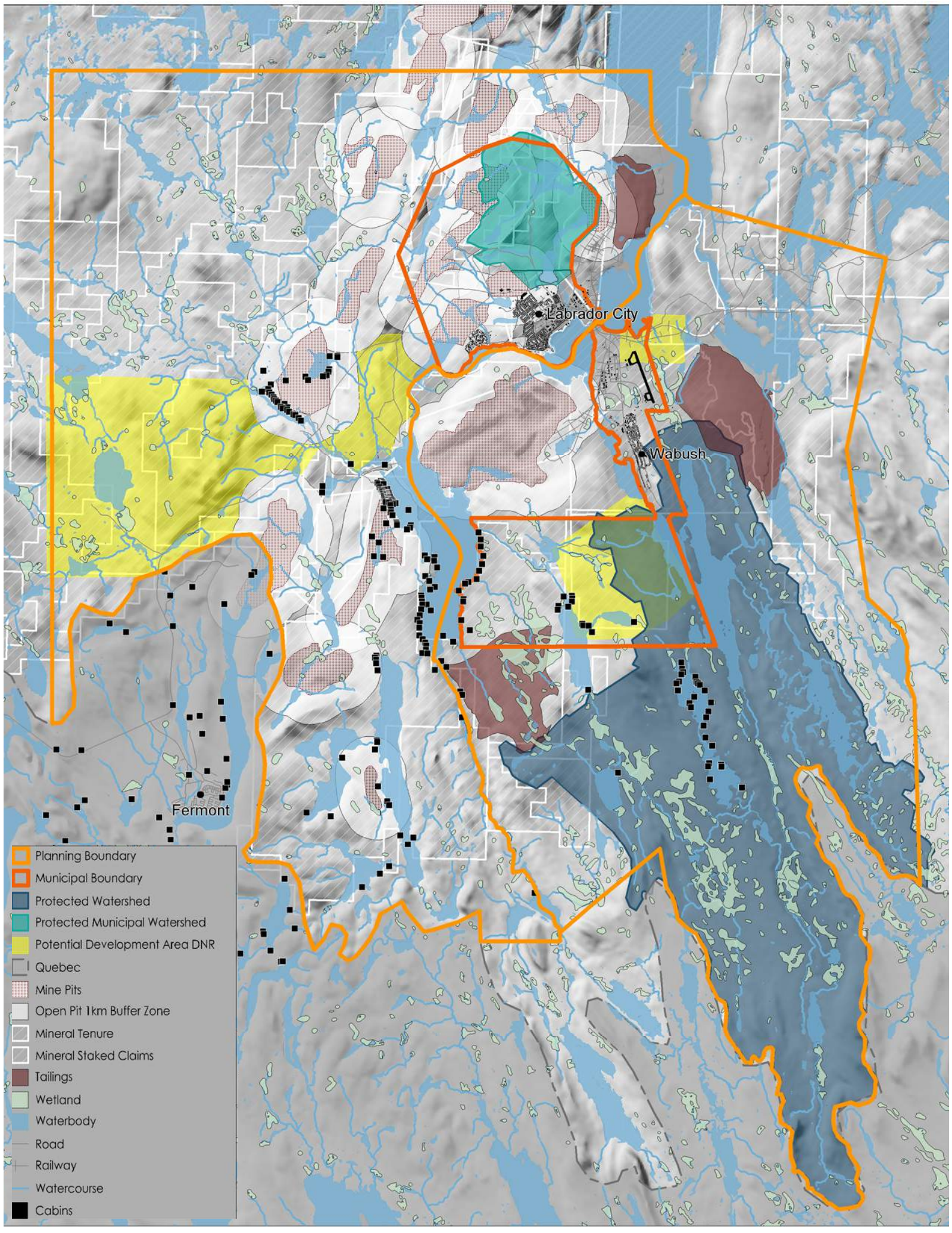


TOWN CENTRE: BUILDING SITE RELATIONSHIP

- Buildings should be 'street related', that is, they should be pulled up to the sidewalk whenever possible.
- Parking should not be located between the building and the sidewalk.
- Building entrances should face onto the street and park spaces if present
- Setbacks should be utilized to achieve human scale design
- Infill developments should be prioritized as well as revitalizing existing developments
- Buildings should be oriented and designed to minimize microclimatic impacts like wind tunnels, shading, and poor exposure.
- South facing setbacks can create comfortable pocket parks where seating can often be provided
- Require buildings to have setbacks to reduce wind shear near entrances.
- Locate parking beside the building or in the rear of the building.
- Large existing parking lots should be broken up with retail pads wherever possible

TOWN CENTRE: BUILDING FACADES

- Include awnings and façade projections to reduce ground level wind
- Architectural lighting should wash the entire first storey storefront at night
- Lighted buildings, infrastructure or sculptures become focal points
- Do not employ materials that mimic real materials (e.g. stoneware, stick on brick, vinyl siding)
- Employ the traditional strong colour schemes common in Labrador City at its founding
- Employ winter city architecture styles like in Norway and Sweden or build on the new vernacular trends in other areas of Newfoundland to create a distinct style
- Employ new sustainable design standards to reduce energy use
- Use architectural lighting to light the buildings at night



- Planning Boundary
- Municipal Boundary
- Protected Watershed
- Protected Municipal Watershed
- Potential Development Area DNR
- Quebec
- Mine Pits
- Open Pit 1km Buffer Zone
- Mineral Tenure
- Mineral Staked Claims
- Tailings
- Wetland
- Waterbody
- Road
- Railway
- Watercourse
- Cabins

STORMWATER & WATERSHED MANAGEMENT

Watershed management is a form of planning that manages “upstream” activities and resources wisely so that “downstream” is able to maintain a healthy balance. It is a comprehensive, integrated, multi-resource management process that seeks to balance healthy ecological, economic, and social conditions within a watershed. Watershed management is crucial for Labrador West as it seeks to preserve the nature that is central to the region’s culture while developing its mineral resources. It is important that Labrador City and Wabush manage their watershed to ensure safe and healthy water quality for their communities.

Both Labrador City and Wabush signed a Municipal Wetland Stewardship Agreement in 2005. Since then they have both designated protected watersheds and wetlands that are significant to water quality and wetland-associated birds and wildlife. However, both need to ensure that these protected areas are maintained as such. Little Wabush Lake is one such protected watershed; however, there have been persistent problems over the years with raw sewage being dumped into the lake.

An abundant supply of clean water is essential for a vibrant economy. Homes, municipalities and businesses all need an ample supply of clean water to operate. Clean water allows municipalities and industry to operate more cost effectively. Healthy ecosystems and waterbodies can be the foundation for recreation and tourism.

The majority of lands that are designated as either wetlands or a Wetland Habitat Management Units in Labrador West are areas that have been delineated as open park space throughout both towns in this plan. This addresses the need for open space without removing extra useable space for future development as there are already significant development constraints on the towns. Effective watershed plans can create quality ecosystems within town boundaries that can be enjoyed by residents while promoting the well-being of other living organisms.

The impact of future development proposals on the region's wetlands and watersheds must be taken into consideration. Mining practices can negatively impact watersheds- as was discussed in the Kami Environmental Assessment by Alderon Iron Ore in 2012. Mitigation measures must be put in place to protect these designated wetlands. One such method is the “Tailings to Biodiversity” initiative implemented by IOC. The key feature of this initiative was the creation of an artificial wetland to deal with the problems that arose from dumping tailings into Wabush Lake. It also included an education component to enhance community understanding of the importance of wetlands to the ecosystem. Assessment of the the impacts of future development proposals on the region's wetlands and watersheds should be a critical component of the approval process.



INTRODUCTION: INFRASTRUCTURE

This section examines the impact that the development shown in the concept maps would have on existing infrastructure and provides recommendations for increasing the capacity of the selected components. Water supply, distribution and treatment and wastewater collection and treatment were examined. Stantec created models of the existing water distribution and wastewater collection systems for both Towns and evaluated the impact development would have on these systems. As well, we reviewed the existing capacity of both water supply/treatment and wastewater treatment facilities and identified locations where additional capacity would need to be provided.

The majority of the water distribution and waste water collection systems in the municipalities of Labrador City and Wabush were constructed in the 1960s and 1970s. The water distribution systems are primarily constructed of cast iron pipe ranging in size from 100mm to 400mm. The waste water collection systems are primarily constructed of asbestos cement pipe ranging in size from 200mm to 450mm. Based on the construction period of construction much of this infrastructure is nearing the end of its service life. As such, models of these systems were created to assess their adequacy in meeting the current and future needs of the region.

WATER SYSTEM MODELING

LABRADOR CITY WATER SYSTEM

Existing Water System:

Based on available as-built information a model of the existing water distribution system was constructed using Innovyse H₂OMap Water software. Once the components of the model were input into the system they were assigned appropriate attributes based on the available as built information such as pipe diameter and Hazen- Williams Coefficient. Nodes and junctions within the system were then given elevations based on the available contour mapping. Normal water tank operating levels of 79%-87% were provided by the Town. As such, for the purposes of the model, an operating level of 79% was used for the storage tanks as a conservative value. The known approximate flow rate at the Beverley Lake pumphouse of 11,500m³/day was input as the water available to the Towns storage tanks and distribution system. Metered water consumption data for industrial/commercial/institutional properties from 2013 was then input into the model in the appropriate locations to represent the water demand associated with those properties. The most recent average residential consumption data from 2010 was not individually metered on property by property basis. As such it was partitioned as to apply equal demand to all residential properties. This was accomplished by converting the consumption data into a value expressed in m³/ha/day and applying it to the residential areas. This resulted in an average and peak day demand of 13,072m³/day and 17,642m³/day respectively. A Steady State model of the existing system was then run to determine the pressure and pipe flow throughout the system. This model represented the existing conditions average day demand scenario.

As a check of the accuracy of the model, the computed static pressures were compared to static pressure measurements provided by the Town at 56 locations. Upon comparison of these values, several iterations of the model were performed with varying roughness coefficients of the pipes in the system to obtain a model that more accurately represented existing conditions. Once completed the average difference between the measured and computed pressures at these locations was 3.54psi with a maximum and minimum differences of 12.27psi and 0.02psi respectively. It should be noted that exact locations of most the field measurements were not provided. As such, pressure measurements were compared to nodes close to the centre of the street on which the measurement was taken if possible. The table, right shows a comparison to the static pressures observed in the field and those produced by the model.

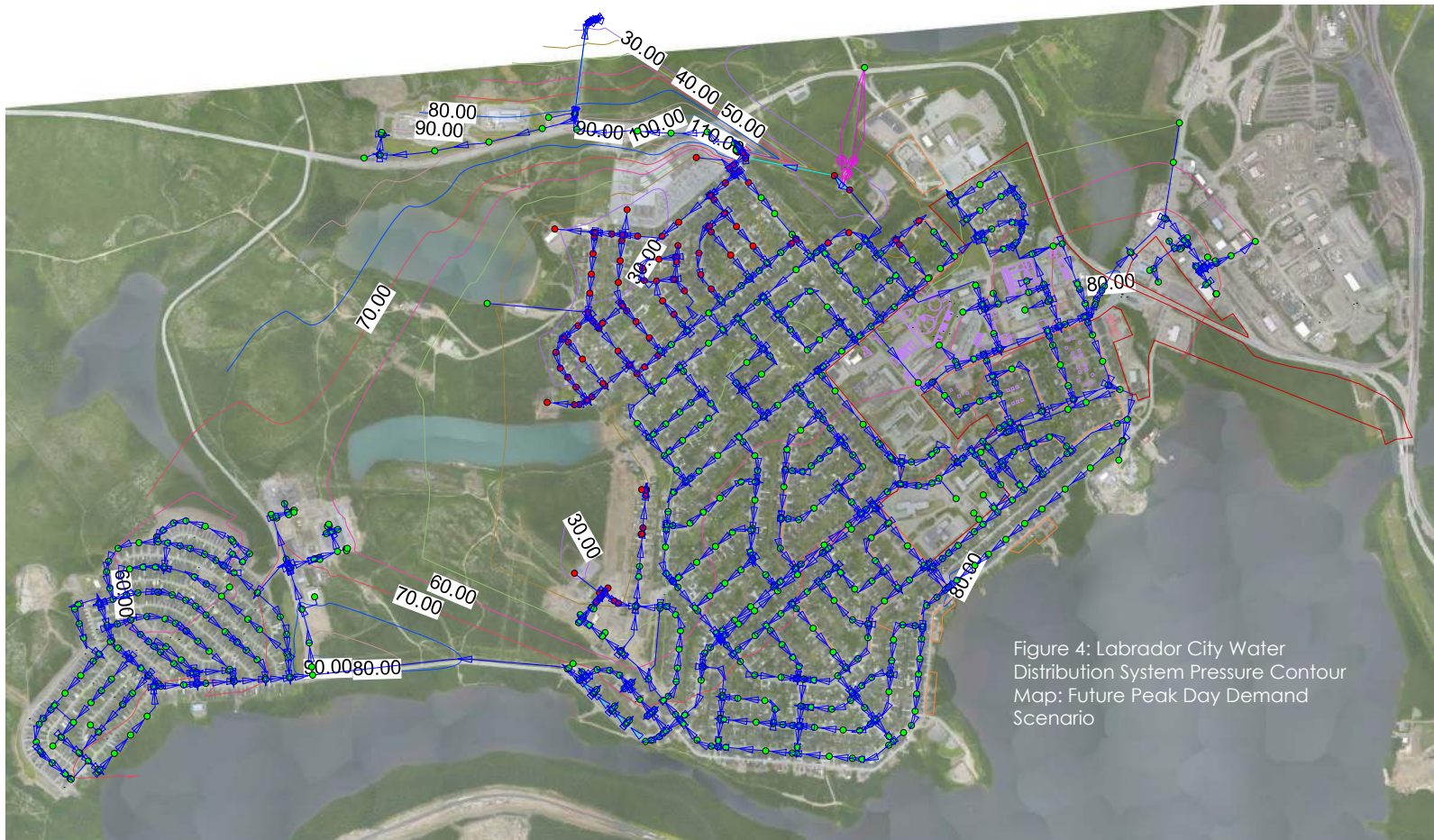
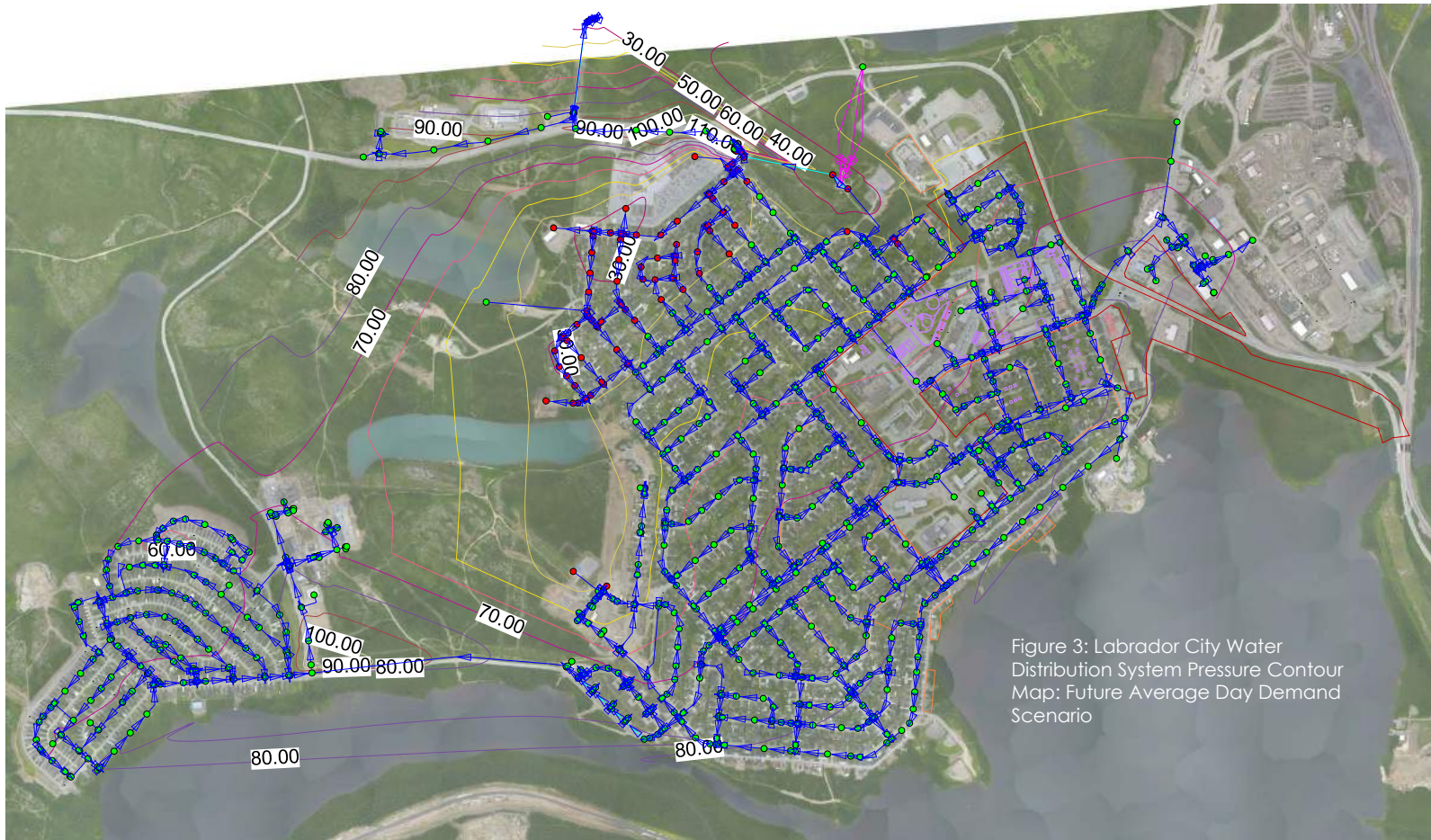
Once the model was refined by the iterative process described above the demands through the system were multiplied by the historically observed maximum day/average day peaking factor to create the existing peak day scenario.

Location	Observes Static Pressure(psi)	H ₂ O Map Water Model Generated Static Pressure (psi)	Variation Between Observed Static Pressure and Model Generated Static Pressure (psi)
Cavendish Cres.	77	76.07	0.93
1051 Bartlett Dr	85	81.67	3.33
Birch Av	71	76.32	-5.32
Circular Road	80	81.58	-1.58
Bartlett Drive	82	83.54	-1.54
Walsh River	70	69.17	0.83
Harrie lake Cres	69	69.31	-0.31
Harrie lake/Walsh river	80	77.34	2.66
Quartize Cres	55	66.88	-11.88
Elm/lakeside	79	83.57	-4.57
Tamarack Dr	84	84.42	-0.42
Spruce Cres	85	79.75	5.25
Alderice Cres	79	81.84	-2.84
Bartlett Drive	76	73.67	2.33
Berevley Cres	65	68.44	-3.44
Booth apartment	53	57.13	-4.13
Booth Av	72	60.9	11.1
Elizabeth Av	52	50.55	1.45
Richards Cres	58	56.31	1.69
Churchill street	50	46.84	3.16
Raven cres	52	49.24	2.76
Massey Cres	32	36.08	-4.08
Retty Dr	41	39.46	1.54
Centinnel Dr	40	39.48	0.52
Dineen St	74	77.62	-3.62
Tanya cres	60	65.31	-5.31
Hudson Dr	72	76.04	-4.04
Humphrey road	65	68.18	-3.18
Bristol Cres	75	74.74	0.26
Station Road	75	74.14	0.86
Humber Av	60	61.64	-1.64
Diagle Cres	31	35.62	-4.62
Prowse cres	40	35.79	4.21
Roberston Av	44	41.5	2.5
Murphy Av	50	40.81	9.19
McPlarland drive	30	34.46	-4.46
Naascopi Av	44	41.25	2.75
Montaganais Drive	47	42.17	4.83
jackson Av	41	41.07	-0.07
Carol Dr	50	50.44	-0.44
Cormack Cres	52	49.92	2.08
Cook Av	56	53.48	2.52
Curtis Av	60	63.89	-3.89
Caribou cres	66	55.44	10.56
Viking cres	51	49.97	1.03
Scheffer cres	60	60.47	-0.47
Banting Cres	62	66.06	-4.06
Cartwright Cres	71	73.15	-2.15
Tamarack Dr	88	84.06	3.94
Willow cres	77	84.01	-7.01
Balsm cres	85	82.44	2.56
Lakeside	80	80.13	-0.13
Drake Av	76	80.92	-4.92
Vanier drive	48	43.6	4.4
Campbell Av	62	65.13	-3.13
872 Tamarack Dr	90	83.16	6.84



Existing Water System Results:

Results of the steady state scenarios described above are shown below in the form of pressure contour maps. Nodes with pressures of less than the minimum normal flow condition pressure of 40psi as per the Newfoundland and Labrador Water and Wastewater Design Guidelines are shown in red.



Water System with Ultimate 25 Year Development Conditions:

Utilizing the model scenarios for the existing system described above, new scenarios were created for average day and peak day demands to represent the 25 year ultimate future development situation. Using anticipated future land use and proposed town centre development, anticipated demands were assigned to the systems. The average and peak day demands for these scenarios were 14,928 m³/day and 20,153 m³/day respectively.

WABUSH WATER SYSTEM

Existing Water System:

Based on available as-built information the existing water distribution system for the Town of Wabush was input into Innovyse H₂OMap Water software. Using the known existing average day water demand of 4,753 m³/day and the historical peaking factor of 1.5 average and peak day scenario were created. The peak day scenario demand was 7,125m³/day. Because the storage tank for the Town operates inline with the distribution system, four existing steady state model scenarios were run for the Town. The four scenarios are as follows: Average Day Pump On, Average Day Pump Off, Peak Day Peak Day Pump On and Peak Day Pump Off.

No field pressure measurements and flow test data was provided in the Town. Therefore, the pressures produced by the model could not be compared to actual conditions nor could the model be refined to more accurately represent those conditions.

Existing Water System Results:

Results of the steady state scenarios described above are shown below in the form of pressure contour maps. Nodes with pressures of less than the minimum normal flow condition pressure of 40psi as per the Newfoundland and Labrador Water and Wastewater Design Guidelines are shown in red.

Figure 5: Wabush Water Distribution System Pressure Contour Map: Average Day Pump Off Demand Scenario



Figure 6: Wabush Water Distribution System Pressure Contour Map: Average Day Pump On Demand Scenario

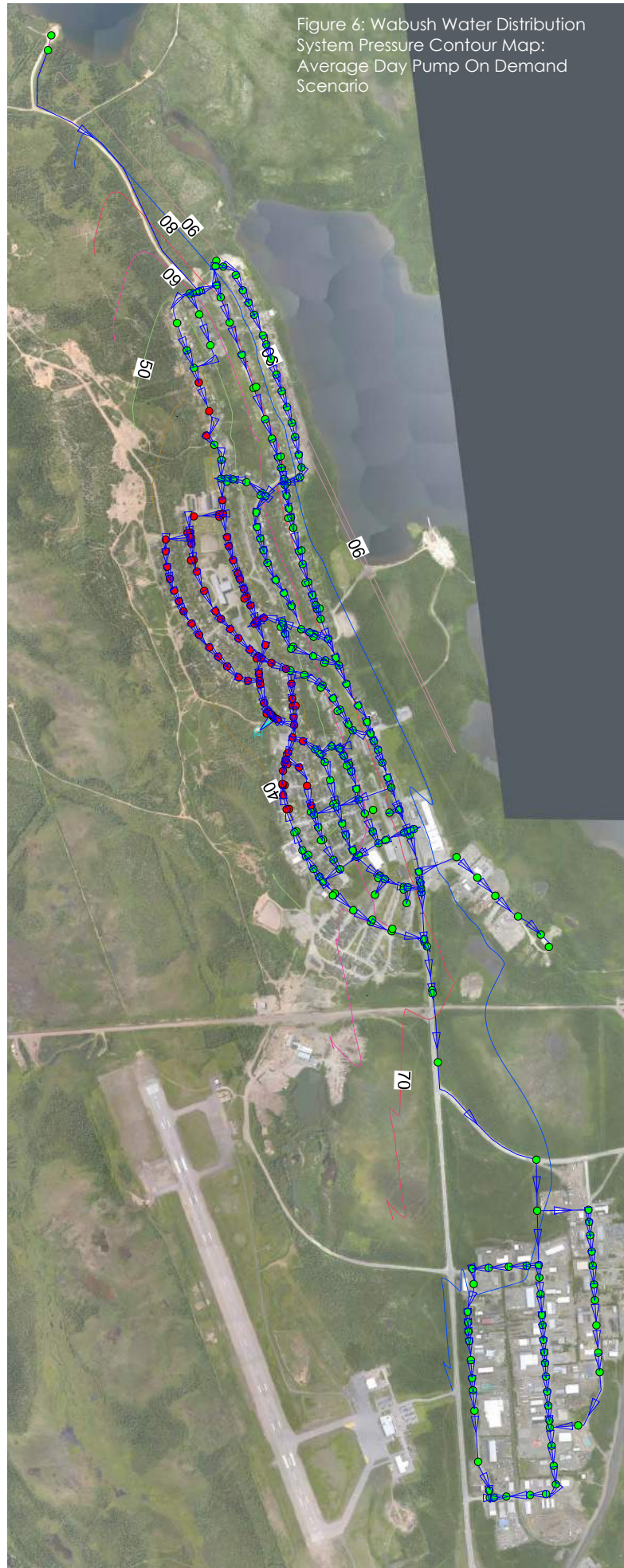


Figure 7: Wabush Water Distribution System Pressure Contour Map: Peak Day Pump Off Demand Scenario

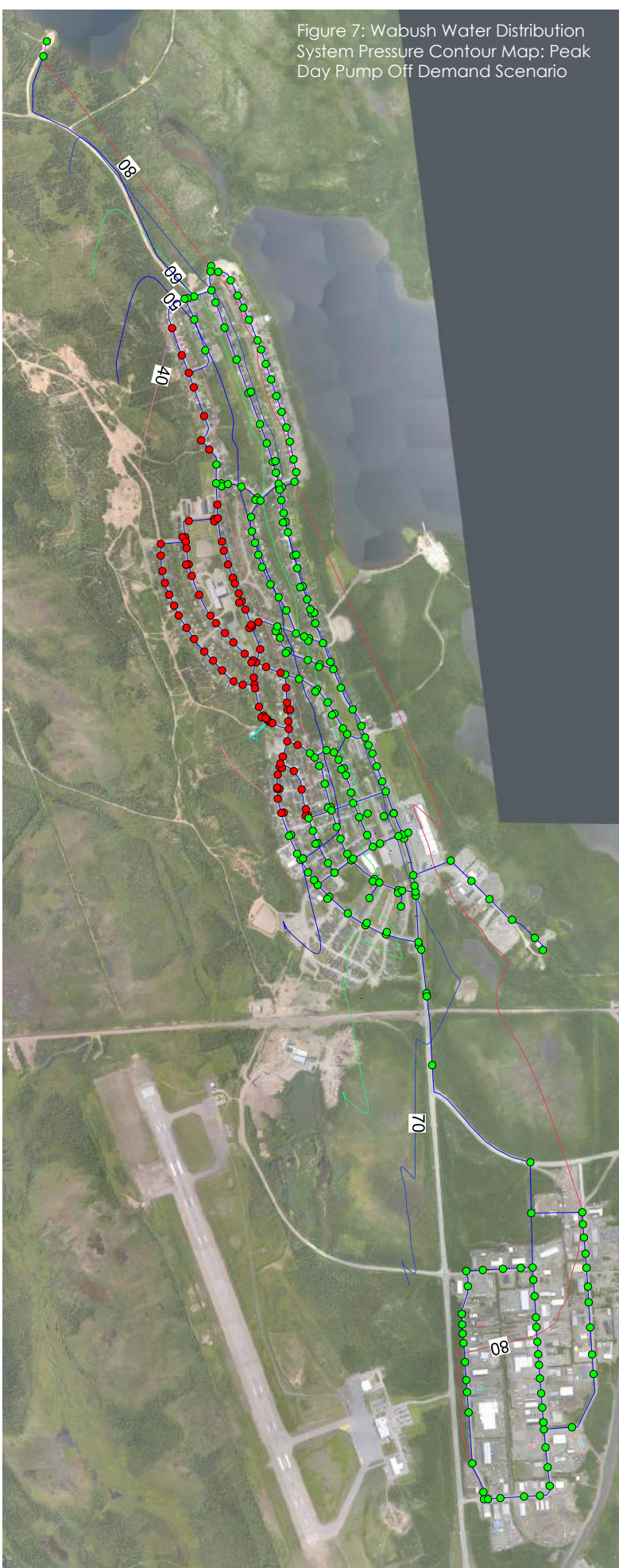
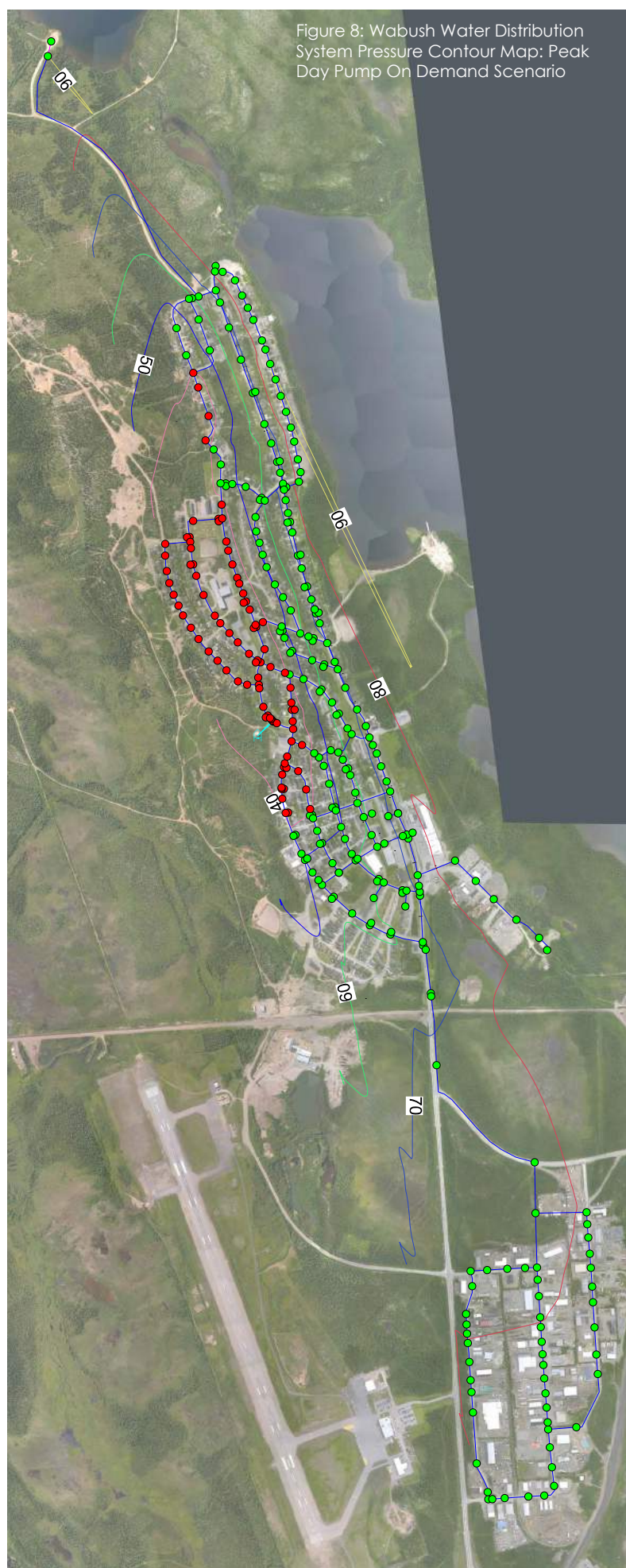


Figure 8: Wabush Water Distribution System Pressure Contour Map: Peak Day Pump On Demand Scenario



Water System with Ultimate 25 Year Development Conditions:

Utilizing the model scenarios for the existing system described above, new scenarios were created for average day and peak day demands to represent the 25 year ultimate future development situation utilizing the existing infrastructure. Using anticipated future land use and proposed town centre development, anticipated demands were assigned to the systems. The average and peak day demands for those scenarios were 10,958m³/day and 16,317 m³/d respectively. Due to the placement of the storage tank within the system noted above, additional pump on and pump off scenarios were created for the future development situation. Pressure contour maps with nodes with less than the Newfoundland and Labrador Guideline value of 40psi depicted in red for those scenarios are shown below.

Figure 10: Wabush Water Distribution System Pressure Contour Map: Future Average Day Pump On Demand Scenario

The map displays the Wabush Water Distribution System under a future average day pump on demand scenario. The system is represented by a network of blue lines (water mains) and green/red dots (nodes/valves). Pressure contours are shown as lines labeled with values 40, 50, 60, and 70. The map includes a large body of water (Lake Wabush) and an airport runway.

Figure 11: Wabush Water Distribution System Pressure Contour Map: Future Peak Day Pump Off Demand Scenario

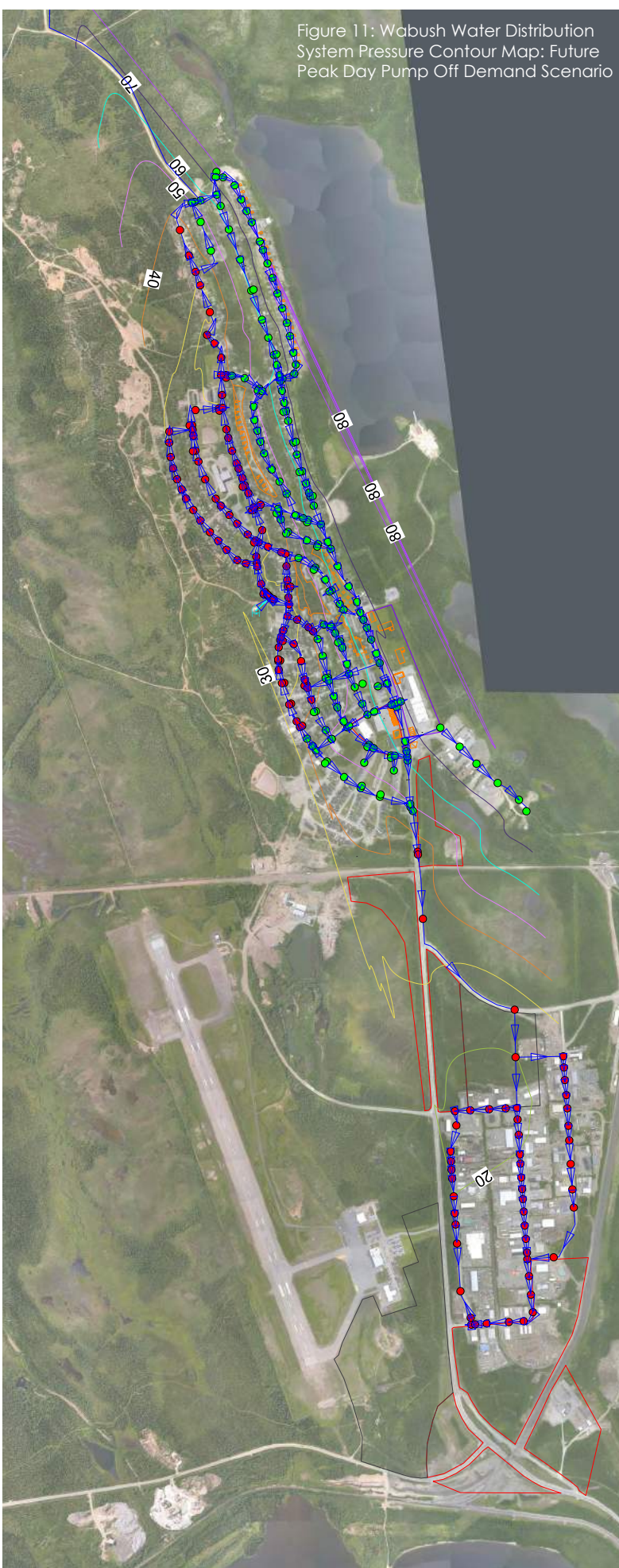
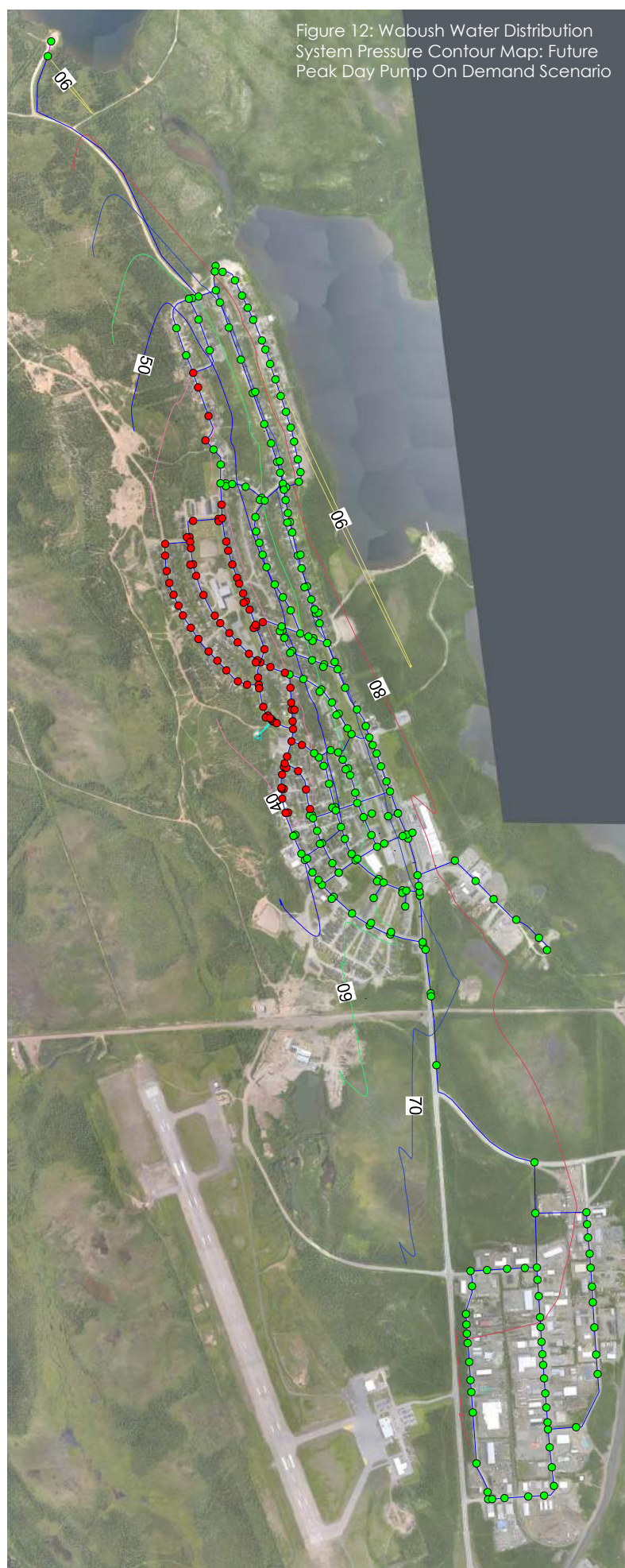


Figure 12: Wabush Water Distribution System Pressure Contour Map: Future Peak Day Pump On Demand Scenario





WASTEWATER SYSTEM MODELING

LABRADOR CITY WASTEWATER SYSTEM

Existing Wastewater System:

Based on available as-built information a model of the existing wastewater collection system was constructed using Innovyse H₂OMap Sewer software. Once the components of the model were input into the system they were assigned appropriate attributes based on the available as built information such as pipe diameter, manning's n and pipe invert elevations. Once the infrastructure was input into the model load was assigned to the system based a unit hectare load of 0.3 L/s for residential demand areas and the remaining water use was applied the industrial, commercial and institutional areas to create the Average Dry Weather Flow Scenario. To account for peak sewage generation and periods of heavy inflow and infiltration the Peak Wet Weather Flow Scenario was created based on a sewage flow peaking factor of 2.23 and an inflow and infiltration allowance of 22500L/ha/day. This resulted in total average dry weather and peak dry weather loads of 6,693m³/day and 14,790m³/day respectively. Based on limited flow monitoring information available from 2013, the average daily flow is approximately 5,500 m³/day so the 6,693 m³/day is likely a conservative number.

It should be noted that those values do not include the separate Harrie Lake Trailer Park system.

Existing Wastewater System Results:

Results of the models for the average dry weather and peak wet weather scenarios noted above are shown below graphical form with surcharged manholes and pipe flowing under a pressurized condition shown in red. As evident in the figures below the existing system has sufficient capacity to convey the average dry weather sewage load. The red manholes where the forcemain enters the gravity system are artificially surcharged by the model due to pressure from the forcemain. The model indicated that 11 pipes were under a pressurized condition for the peak wet weather sewage load.



Wastewater System with Ultimate 25 Year Development Conditions:

Sewage generation loads for future land use were added to the model to create future average dry weather and future peak wet weather scenarios. Sewage generation rates for future land uses were based on applying loads based on the percentage of the total additional development at existing manholes where the future sewers are anticipated to enter the system. The total average dry weather and peak wet weather loads for these scenarios were 8,848m³/day and 20,873m³/day respectively. Figures showing the surcharged manholes and pipes flowing under pressurized conditions are shown in red. As with the existing sewage loading conditions, the model indicates that the existing system has the capacity accommodate the average dry weather flows generated in the system under future development conditions and the manholes indicated as surcharged are artificial due to forcemain entering the gravity main system. However the system does not have capacity to convey the peak wet weather flows under future development conditions. As indicated in the figure below much of the trunk sewer on Bartlett Drive and Drake Avenue is operating under a surcharged condition for the future peak wet weather scenario.

Figure 17: Wabush Wastewater
Collection System Surcharge Map:
Average Dry Weather Flow Scenario



Figure 18: Wabush Wastewater
Collection System Surcharge Map:
Peak Wet Weather Flow Scenario



WABUSH WASTEWATER SYSTEM

Existing Wastewater System:

Based on available as-built information a model of the existing wastewater collection system was constructed using Innovyse H₂OMap Sewer software. It should be noted that with the exception of Snow²'s drive, very little invert elevation information for the sanitary sewer system was available in the Town of Wabush. However, flow direction of the sewer was available on the as built drawings. As such, invert elevations in the Town are based on a 3.0m offset below available contour elevation data and maintaining minimal grades where the above assumption created adverse slopes. Once the infrastructure was input into the model load was assigned to the system based on a unit hectare load of 0.3 L/s and the remaining water use was applied to the industrial, commercial and institutional areas to create the Average Dry Weather Flow Scenario. To account for peak sewage generation and periods of heavy inflow and infiltration the Peak Wet Weather Flow Scenario was created based on a sewage flow peaking factor of 2.43 and an inflow and infiltration allowance of 22500L/ha/day. This resulted in total average dry weather and peak wet weather loads of 4,096m³/day and 10,082m³/day respectively which are in line with actual flow monitoring performed by CBCL in 2013.

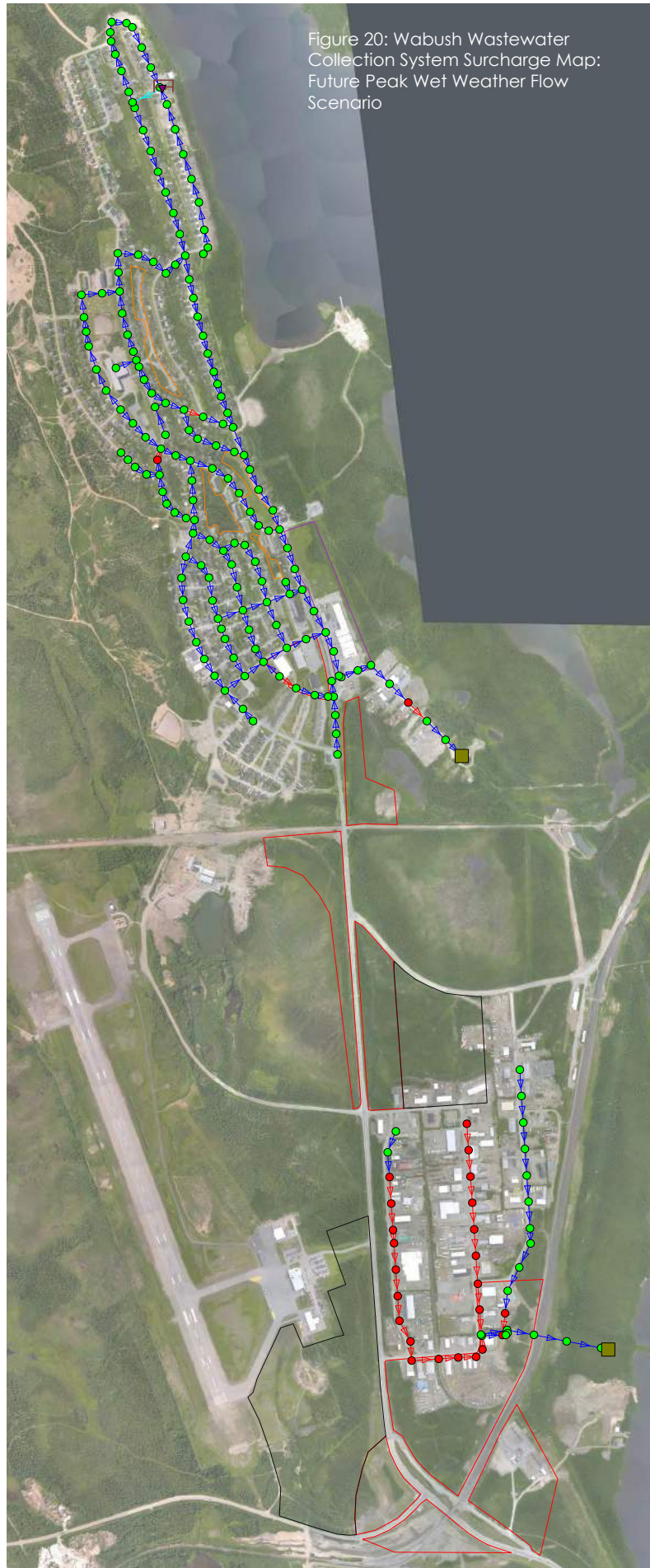
Existing Wastewater System Results:

Results of the models for the average dry weather and peak wet weather scenarios noted above are shown below in graphical form with surcharged manholes and pipe flowing under a pressurized condition shown in red. Due to the fact that sewer elevations were assumed based on an offset for contour mapping, the surcharge maps below are not likely accurate. However, the skeleton of the model has been created and can be refined with actual as built information once it becomes available to obtain a more accurate representation of the Town's wastewater collection system.

Figure 19: Wabush Wastewater Collection System Surchage Map: Future Average Dry Weather Flow Scenario



Figure 20: Wabush Wastewater Collection System Surchage Map: Future Peak Wet Weather Flow Scenario



Wastewater System with Ultimate 25 Year Development Conditions:

Once the future land use allocations were established the appropriate loading was input into the model to create the future average dry weather and future peak wet weather scenarios. Sewage generation rates for future land uses were based on applying loads based on the percentage of the total additional development at existing manholes where the future sewers are anticipated to enter the system. The future wet weather scenario is based on an infiltration allowance of 22,500L/ha/d and a peaking factor of 2.43. The total average dry weather and peak wet weather loads for those scenarios were 10,537m³/day and 25,169m³/day respectively. As noted above for the existing condition scenarios, the elevations of the sewer pipes in the town are based on an offset from the available contour data and cannot be considered representative of actual conditions. However the model can be refined when as built data becomes available.

ASSUMPTIONS AND EXCLUSIONS IN THE MODELS

While the modeling results above are useful in identifying the infrastructure required to support future development, Stantec made a number of assumptions where data was unavailable as is typical of studies such as these. These assumptions and a number of exclusions are outlined below.

1. The models produced for both the water distribution systems and wastewater collection systems are steady state models and reflect typical engineering practice for evaluating and sizing water and wastewater infrastructure.
2. Watermain elevations in both municipalities are based on a 2-2.5m offset below ground elevations from available contour data.
3. Wastewater models in both municipalities did not take into account the probable existence cross connections between the storm and sanitary sewer.
4. Information on the Harrie Lake water pump station was not available at the time the Labrador City water system model was produced. As such a constant power pump was inserted and power input was iterated until a pressure measurement on Circular Road was obtained that is near the measurement supplied by the Town.
5. No PRVs were modeled in the existing water systems as there was no information available as to the manner in which the pressures are limited.
6. With the exception of Snow's Drive, very little invert elevation information for the sanitary sewer system was available in the Town of Wabush. As such, invert elevations in the Town are based on a 3.0m offset below available contour elevation data and maintaining minimal grades where the above assumption created adverse slopes.
7. The Harrie Lake Trailer Park Area in Labrador City was excluded from the wastewater system model because it is a separate system from the remainder of the Town and no future development is proposed in this area. As such flows from this area will not impact on capacity in the remainder of the Town. The potable water demands from Harrie Lake were included in the water model as both systems are connected.
8. Wastewater loading was placed on manholes. In the case where there was no information available on the sewer in the area a composite load was placed on the most upstream manhole.
9. Demand nodes were inserted in appropriate locations for the water system models. Their elevations were approximately interpolated from the elevations of the nearest bounding nodes.
10. No camp land use was including in the models as camps were assumed to have self sufficient systems.
11. Dry weather peak scenarios in the models of both municipalities wastewater systems are based on a design unit hectare sewage generation rate assuming a population density of 80 people per hectare and a water consumption rate of 275L/c/d.
12. Wet weather peak scenarios in the models of both municipalities wastewater systems are based on an inflow/infiltration allowance of 22,500L/ha/day added to the peak dry weather flow and the appropriate peaking factor for each municipality.

13. Reserve capacities for sanitary pipes and static pressures in the water system provided by the models should not be relied upon as a basis for approving developments.
14. Due to insufficient as built information in the industrial park area of Labrador City all water and sewer pipes in this area were not explicitly modeled. However, the water demand and sewage generation from that land area was accounted for and assigned to the nearest nodes.
15. Detailed fire flow simulations were not performed and hydrant testing records kept by the Town's would provide adequate information as to the expected flow of water available for fire protection.
16. The models of the water systems do not replace the need for field flow tests to confirm if the system has the capacity for a proposed development.
17. As the development of the Labrador City Business Park is considered a grandfathered development, it was not included in the modeling work above. The infrastructure impacts of proceeding with this Business Park are included in other reports which should be consulted prior to upgrading any infrastructure in the Town.
18. As is typical of master planning studies, water quality was not considered in the models of the water and wastewater systems.
19. The models do not consider the effects of deterioration on the systems such as extreme inflow and infiltration in the wastewater collection system and water loss due to leaks in the water distribution system.

RECOMMENDED UPGRADES

Since the models could not account for deterioration of infrastructure that may necessitate immediate repairs or upgrades it is recommended that an underground infrastructure condition assessment is conducted as the first step in preparing the region's infrastructure for the future. The condition assessment will take the form of closed circuit television inspection of sanitary and storm sewer infrastructure, leak detection on the water distribution infrastructure and associated reporting that will identify areas of concern and prioritize repairs or upgrades for capital works projects. In conjunction with the condition assessment, inflow and infiltration studies are recommended to be conducted on the wastewater collection systems in the region. The inflow and infiltration studies combined with the condition assessment could identify areas of elevated flow in the wastewater system that could be repaired relatively inexpensively by trenchless technology and reduce treatment costs for the system.

It should also be noted that the purpose of this study is to identify conceptual upgrades required to provide the required water and wastewater treatment capacity to support the proposed development shown on the concept plans. As such, there may be existing process issues in one or more of the water/wastewater treatment facilities that may also need to be rectified during any future upgrade. Also, any future upgrades may provide the appropriate regulator an opportunity to review existing conditions and there may be additional improvements required to meet current or future regulatory requirements or applicable design guidelines. Both of these uncertainties would be resolved during the preliminary design process of any particular upgrade.

LABRADOR CITY WATER SYSTEM RECOMMENDED UPGRADES

Supply:

Current dry period available yield for Beverly Lake is estimated at 10,000 m³/day. The Dumbell Lake watershed, the current designated backup water supply for the Town, has a dry period available yield of approximately 8,600 m³/day once the proposed Wabush 3 development from IOC is included in the Dumbell Lake watershed. While there have been discussions related to the expected water quality of Dumbell Lake should Wabush 3 proceed, current best available information indicates that the water quality of Dumbell Lake will not be compromised and we have assumed it is available for future expansion. Therefore, the connected Dumbell and Beverly Lake watersheds would have sufficient supply to meet the projected average day water demands. Accordingly, we have included a cost estimate to connect these two watersheds in later sections of the report.

Stantec recommends that the dry period available yield is confirmed through further study to confirm that any yield estimates follow NL Department of Environment and Conservation's recommended methodology for determining available yield for surface water supplies.

Pumping/Treatment: The current pumping capacity in the Beverly Lake pumphouse is provided below.

- 200 hp electric pump – 12,800 m³/day
- 200 hp electric pump – 12,800 m³/day
- 400 hp diesel fire pump – 19,600 m³/day

Typically in municipal pumping systems, "firm" capacity must be provided which assumes that the largest available unit is out of service. As well, pumping systems are typically designed to provide the maximum day and fire flow demand simultaneously. Stantec recommends the addition of a third 200 hp electric pump to provide a firm pumping capacity of approximately 25,600 m³/day which will be able to meet the current 17,642 m³/day and ultimate 20,153 m³/day maximum day demands. The diesel fire pump would then be reserved for use during a large fire event.

The gas chlorinator was upgraded in 2004 and has a capacity of 96 kg/day. Assumptions related to water quality, chlorine demand and the target chlorine residual indicate the chlorinator has a capacity to treat approximately 50,000 m³/day of raw water. Therefore, the chlorinator appears to be adequately sized to meet both current and future demands and no additional treatment is required.



Figure 21: Labrador City Water Distribution System Recommended Upgrades

Distribution System

The water system in Labrador city had a significant area with static pressures less than the Newfoundland and Labrador guideline of 40psi in both the existing and future development scenarios. It was determined that if pipes were added to create a loop in the system from the higher pressure areas to the lower pressure areas, pressures in the lower pressure area would increase and be in compliance with guideline. As such, a 300mm transmission main is proposed to be installed from the Nichols-Adams Highway to McParland Drive such that the system can benefit from the head of the secondary reservoir above the highway. This transmission main will require a pressure reducing valve at the bottom end to limit the pressures developed at the bottom of the system during periods of low demand. The model includes a scenario of 25 % average day demands with this valve included. Additional storage may be required to optimize this option. Another 200mm watermain is recommended to be installed to create a loop between Hudson Drive and Raven Avenue to increase the pressure at the top of Raven Avenue. It should be noted that these recommended upgrades only considered the least cost option to increase pressures to guidelines levels and did not consider the current deficit of storage of approximately 6209m³ below the amount required by the guidelines. However, the costing for recommended upgrades in the section below does include an allowance for the construction of two 3100m³ tanks to eliminate the storage deficit. The proposed new watermains are shown in the figure below in red.

WABUSH WATER SYSTEM RECOMMENDED UPGRADES

Supply:

Water is supplied from Wahnahnish Lake which is a legislated Protected Watershed Area. There is no information available to assess the available yield; however, there have been no reported water shortages in recent years. As well, the Wahnahnish Lake total watershed area is 15,630 ha, an order of magnitude larger than the Labrador City watershed indicating that there is more than enough water supply from Wahnahnish Lake to accommodate any future growth. Stantec recommends that a study is completed to determine the available yield and confirm the required lake operating level to provide sufficient storage to ensure supply during dry periods.

Pumping/Treatment:

The current firm pumping capacity in the Wahnahnish Lake pumphouse is 8,240 m³/day. In order to meet ultimate future maximum day pumping demands, an additional 8,077 m³/day of pumping capacity would need to be added. Stantec recommends that two (2) pumps rated at approximately 4,752 m³/day are added to the existing three (3) pumps thus providing an approximate firm capacity of 19,008 m³/day. Before implementation, additional hydraulic analysis would be required to confirm the required pump capacities to account for the operation of four (4) pumps in parallel.

The gas chlorinator has a capacity of 25 kg/day. Assumptions related to water quality, chlorine demand and the target chlorine residual indicate the chlorinator has a capacity to treat approximately 13,000 m³/day of raw water. Therefore, the chlorinator will need to be upgraded to meet projected demands and we have included a cost in later sections of the report.

Distribution:

The water distribution system in the Town of Wabush under future development conditions had a significant area of static pressures below the 40psi guideline. The Town also has a storage deficit of 5105m³ below the amount required by the guideline of 7005m³. As such, two 2600 m³ storage tanks are recommended to be installed as shown in the figure below. A booster pump station is also recommended to feed the tank that is furthest from the source.

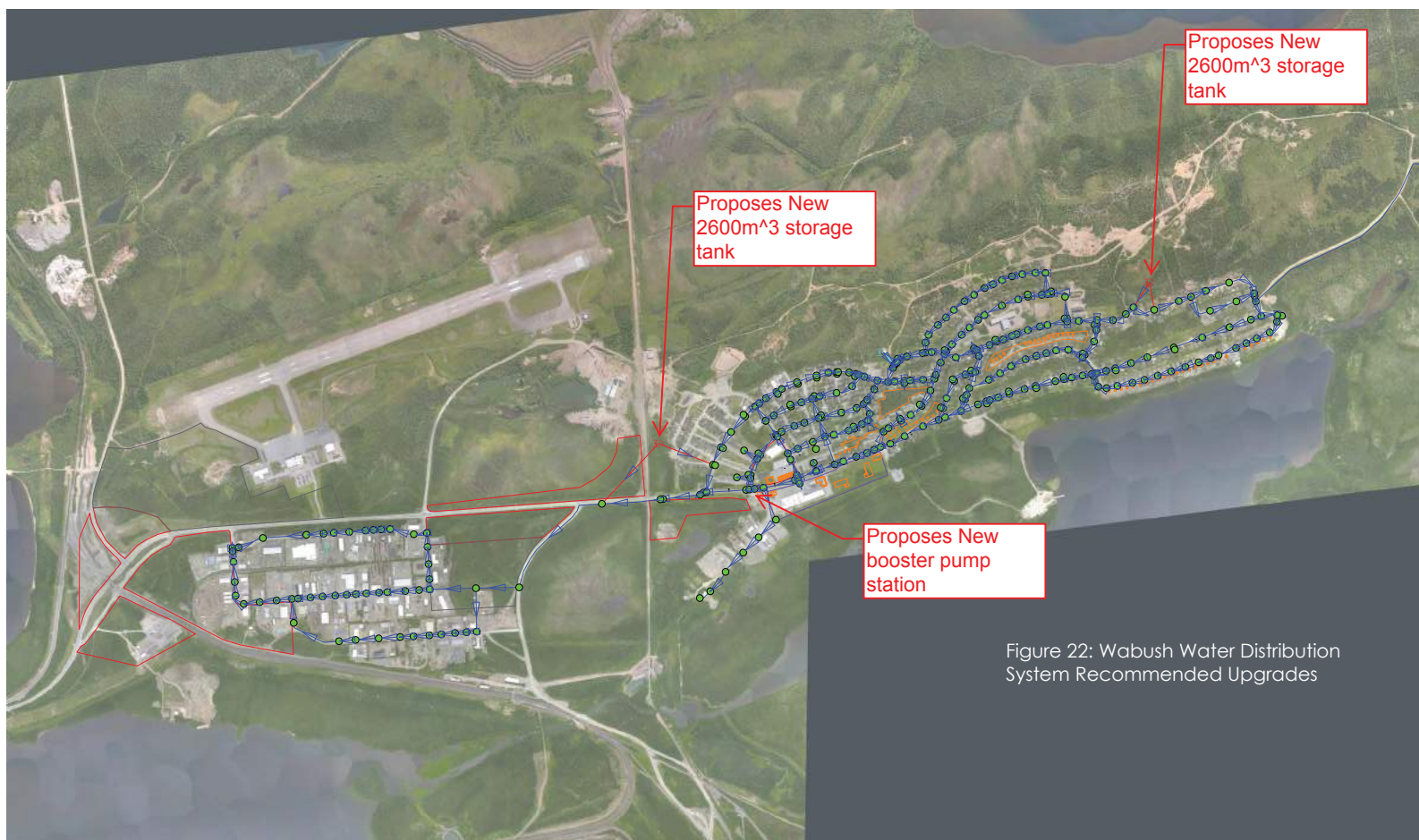


Figure 22: Wabush Water Distribution System Recommended Upgrades

LABRADOR CITY WASTEWATER SYSTEM RECOMMENDED UPGRADES

Based on the future development peak wet weather scenario model, it is recommended to upgrade the pipes flowing under the pressurized condition to the next largest available size. This resulted in the recommended installation of approximately 110m of 600mm pipe, 1100m of 450mm pipe, 800m of 300mm pipe and 50m of 200mm pipe. The recommended upgrades are shown on the figure below in red.

There is no growth planned in the Harrie Lake system so there will be no impact on the Harrie Lake WWTP. At the Drake WWTP, the existing operating permit average day and peak wet weather flow capacities are 8,172 m³/day and 18,160 m³/day respectively. Given the proposed future flows are 8,848 m³/day and 20,873 m³/day, it would seem that minimal upgrades are required to accommodate the ultimate wastewater flows in the 25 year development timeframe. Stantec recommends that as flows increase toward the existing operating limits, a more comprehensive study is completed to potentially rerate the existing plant capacity to accommodate the ultimate projected flows. This study would involve detailed process performance testing that would form part of the plant rerating application.

As part of other sampling work completed in the Town, the best available information indicates that the Harrie Lake WWTP technically meets the WSER regulations but the Drake WWTP will require upgrading to full secondary treatment by 2030. Stantec recommends that monitoring required under the WSER is continued for both plants and any new information if reported to Environment Canada as per the regulations.



Figure 23: Labrador City Wastewater Collection Recommended Upgrades

WABUSH WASTEWATER SYSTEM RECOMMENDED UPGRADES

As noted above the model of the Wabush wastewater collection system cannot be considered a reasonable representation of actual conditions due to the assumption of sewer elevation as an offset from available contour data. As such, no upgrades to the system were modeled. If as built data becomes available, the model can then be used to assess required upgrades.

Looking at Wabush as a whole, the existing average day and peak wet weather flows are 4,096 m³/day and 10,082 m³/day respectively. Given the proposed future flows are 10,537 m³/day and 25,169 m³/day, a large expansion of wastewater treatment capacity will be required in Wabush.

A previous CBCL report (2013) examined the option of providing dual plants (Commercial Street and Industrial Park) or a single plant. The report recommended proceeding with a single plant option with average day and peak wet weather capacities of 5,345 m³/day and 8,015 m³/day respectively. For the purposes of this planning study, we assume that a single plant option will be more feasible than providing two separate wastewater treatment plants. We have included costing for a new wastewater treatment plant to meet the 10,537 m³/day ultimate average day demand. The plant would meet secondary treatment requirements set by the WSER and we have assumed aerobic digestion and sludge dewatering are included in the process train as well. As well, we have included a cost for a new wastewater pump station near the existing Industrial Park WWTP and an associated forcemain to convey wastewater to the Commercial Street WWTP.

Table 1: Opinion of Probable Construction Cost for Recommended Upgrades

Labrador City	
Water Distribution System	
Dumbell Lake to Beverly Lake Connection	\$2,500,000
Water Storage Tanks	\$8,000,000
Additional Beverly PS Pump	\$1,250,000
200 mm Watermain	\$750,000
300 mm Watermain	\$1,000,000
Wastewater Collection System	
200 mm Sewer Pipe	\$250,000
300 mm Sewer Pipe	\$3,000,000
450 mm Sewer Pipe	\$4,500,000
600 mm Sewer Pipe	\$500,000
Total Labrador City	\$21,750,000
Wabush	
Water Distribution System	
Booster Pump Station	\$4,000,000
Water Storage Tanks	\$6,000,000
Wahnahnish Pumps	\$2,500,000
Chlorinator Upgrade	\$150,000
Wastewater Collection System	
Waste Water Treatment Plant	\$20,000,000
Pump Station	\$3,000,000
Forcemain	\$6,500,000
Sewer Pipe	Not completed due to un- available information
Total Wabush	\$42,150,000
Total	\$63,900,000
Note: Costs are in 2015 dollars and do not account for inflation. HST is excluded.	

OPINION OF PROBABLE COST FOR RECOMMENDED UPGRADES

Based on traditional open cut construction methods, unit cost per meter to construct various sized new watermain and sanitary sewer were developed. These unit costs assumed manholes valves and hydrants would be spaced at distances according to applicable guidelines. For new infrastructure such as water storage tanks and booster pump stations, RS Means was used to obtain an approximate cost and factor of 2.0 was applied to account for construction in Labrador. It should be noted that the below opinions of probable cost can be considered order of magnitude (+50%/-35%) and could change significantly when details of individual infrastructure projects are analyzed. The costs are also construction costs only and do not include any engineering or other project costs such as land acquisition, etc. Table 1 below shows the costing for the recommended upgrades for each system in each municipality.

CONCLUSION

With the exception of the Wabush wastewater collection system, the H₂OMap model provides a good base for the assessment of the conditions and basic upgrade requirements of the water and waste water collection systems in the region. However, as more as-built and condition information becomes available the models can be continually refined to more accurately represent the actual system conditions. The underground infrastructure condition assessment and inflow infiltration study as recommended by this report could provide valuable refinements to the models in the form of flow monitoring data for wastewater and water loss from leaks in the water system. Adding this information to the models will facilitate them to become a valuable tool in identifying potential problems in aging systems and applying targeted upgrades prior to failure.

There are also a number of upgrades required related to water supply and pumping and wastewater treatment. Perhaps the most urgent need is a new wastewater treatment plant for Wabush. If this project proceeds prior to any development, Stantec suggests that the plant is constructed in phases to minimize the short term capital expenditure while allowing for future expansion flexibility to meet the projected wastewater demands if required.



CHAPTER SUMMARY

This chapter presents an approach to achieving the desired future for Labrador City and Wabush that follows the guiding principles and community vision set out in the previous chapter. The intent is to better manage Labrador West's natural and built resources while navigating the complicated boom and bust cycle inherent to mining communities. Through open space connectivity and infill, stronger pedestrian environments are created that enhance the quality of life in Labrador West while taking advantage of existing infrastructure to decrease the costs to the towns. Municipal management strategies such as strategic investment areas, recruitment programs, and Business Improvement Districts are critical tools for the towns to implement these plans.

As Labrador West moves into a more certain, planned future, opportunities for the two communities to partner to achieve shared goals should be front and centre. Implementation and policy recommendations are considered in the following chapter, which aims to create a framework to help direct development decisions for the region as a whole.





Implementation Strategy

INTRODUCTION

This implementation strategy is a tool to guide the Labrador West community toward a desirable future vision for their region. The projections from the PHASE 3: Alternative Scenarios Report, (decline, status quo, and growth) were all considered in creating this strategy to provide appropriate actions, despite the potential of an uncertain future. The goal of the implementation strategy is to mitigate rapid changes while working toward long-term improvement. While leadership may change over time, this document ensures that mutually-agreed on priorities and goals are met. The implementation strategy will create aggregative positive change. Daily actions of the town staffs and councils, industry, and government can steer the region towards the vision. In the absence of proactive management, some change will likely be abrupt and potentially harmful.

To create this strategy, SMART goals have been created. SMART stands for Specific, Measurable, Assignable, Realistic, and Timely. It is a method to create a strategy that can actually be implemented given existing context, resources (physical, human, and financial), and priorities. This SMART framework is described, below.

SPECIFIC: WHAT ARE THE SPECIFIC AREAS FOR IMPROVEMENT?

Rooted in the goals of Vision Statement, the strategy has been organised into six themes to organize planning, policy, and administrative recommendations for implementation. These themes help to organize and target areas within the Labrador West context to focus the actions. The approach to each of the six is described, below.

Governance and Accountability: The successful implementation of actions in the governance and accountability theme will impact the success of all other recommendations. The primary goal is to increase clarity, communication, and cooperation between the towns. The strategy suggests an incremental shift from a dual-municipal model of governance to a regional governance model. This will inevitably lead to a single municipality, with a unified voice. This theme includes governance and collaboration at all levels – from federal to municipal.

Economy: Given the potential for change in the market value of iron ore, the region must undertake simple, cautious economic policies. The primary goal is to direct investments toward steady diversification of the economy and sustainable local businesses. As it is the responsibility of the municipalities to attract new business, strategies that support economic development are necessary. Sustainable distribution of economic resources over time, by saving during boom times for potential lean times, will help to mitigate changes in the mineral sector.

Environment and Infrastructure: The environment is important in Labrador West. It contributes to culture, recreation, tourism, and the identity of the community. Preserving our ecological assets and access to the wilderness will create a healthy community, attract newcomers, mitigate climate change, and contribute to regional sustainability. Infrastructure in the region is aging, threatening the delivery of services to residents and ability to manage waste and services, which could adversely impact our environment. Partnership in the region will help to optimize investments in joint projects among government, private, and other partners.

Society and Culture: The current settlement pattern in the Labrador West region is scarcely a generation old. Despite the region's relative youth, residents continue to shape social and cultural organizations, activities, and events, and to mark, determine, and celebrate their common values and community meaning. Newcomers bring energy and diversity that can contribute to the local culture. Our culture is supported by services that affect our quality of life including health, recreation, and learning. The primary goal is to identify potential areas of shared social and cultural investment to enhance well-being and community permanence or sense of belonging.

Planning and Development: The design concepts in Chapter 3: The Plan require effective and unified policies and processes to ensure the appropriate density, distribution, and type of development. Effectively and consistently applied these policies should make Labrador West an inviting place for the development community. Land resources are valuable in the region, so it is important that the rate of development be collaboratively monitored and land be distributed appropriately within the region to preserve opportunities for future generations. Policies that protect land resources and promote alternative models of development – including infill and densification – are essential to the sustainability of the built environment.

Temporary Measures: Labrador West requires backup plans for times of extreme prosperity or decline, as rapid economic changes create additional pressure on the municipalities. This section of the implementation strategy examines temporary growth and economic decline, what thresholds define these temporary measures, and what actions should be taken to mitigate potential impacts. Preparedness for uncertainty is implemented within the overall strategy through additional monitoring and development readiness. Temporary measures should come into effect only at times when thresholds for indicators such as change in employment, iron ore price, or construction of major projects occur.

MEASURABLE: HOW DO WE MONITOR PROGRESS? WHAT ARE THE INDICATORS?

It is difficult to track progress over 25 years. Small incremental changes are difficult to identify and milestones can seem too far away. Some recommendations have clear end-goals, while others are open-ended and could take a lifetime to achieve. The ability to measure progress requires both finite tasks, and also indicators of progress. Each action in the strategy includes a measure of progress or end-goal to help those implementing the strategy to monitor their progress and re-evaluate their methodology in order to complete each task.

ASSIGNABLE: WHO HAS RESPONSIBILITY MOVING FORWARD?

The strategy is designed to prioritize the following three approaches to organizing the collective effort and ongoing implementation:

Collaboration: Encouraging ongoing dialogue and teamwork among the towns, industry, the Province, public, and stakeholders.

Transparency: Encouraging openness among decision-makers, administration, and the public.

Accountability: Ensuring that people know their roles and responsibilities, and are empowered to act accordingly.

It is important that responsibilities and roles are defined from the beginning of implementation so that progress can be made. New and existing roles, partnerships, organizations, and responsibilities are described or selected for each recommendation in the strategy.

REALISTIC: WHAT RESULTS CAN REALISTICALLY BE ACHIEVED, GIVEN AVAILABLE RESOURCES?

While all of the recommendations in the implementation strategy require an input of resources, each strategy is targeted to re-coup expenditures by creating more efficient practices, lessening the administrative burden, and attracting new opportunities for sustainable economic development. The limits of resources (i.e., time, money, staff) are real. Choices will inevitably have to be made about which actions are most important, especially in times of economic decline. Priorities help to create a strategy that will change to suit available resources. The priorities set in the strategy emerge from the vision statement. Given the three possible scenarios of decline, status quo, and growth, priorities may change over time. The strategy is designed to be flexible and user-friendly so that even as priorities or available resources change, progress can be made.

TIMELINES: HOW LONG DO WE EXPECT CHANGES TO TAKE?

Timelines are attributed to each recommendation and are grouped into three phases: immediate action (0-5 years), mid-term planning (6-10 years) and long-term horizon (11-25 years). This strategy is deliberately incremental. Recommendations follow a trend from 'allowing' certain patterns, to 'promoting' or 'encouraging' preferred patterns, to 'restricting' undesirable patterns, and finally to 'requiring' favoured patterns. This gives affected parties time to prepare for change and respond to it. It also gives authorities and their staff time to review the changes and refine the policies, encouraging adaptive change. Change management of the strategy is essential to its success as there will inevitably be new information, methods, and technologies in the future.

STRATEGY STEWARDSHIP

Governance is a cyclical activity. The implementation strategy includes milestones for re-evaluation so that the path toward each goal can be based on the best available information, processes, and techniques. This is to be a living document, to be used as a tool for monitoring progress and reasserting priorities and direction moving forward. After some time, it will be necessary to regroup, monitor the situation, review priorities, and adjust the method for meeting goals. The continued participation and stewardship of this strategy by all identified parties will allow for new goals to emerge and the in-between steps to be filled in, culminating in the successful implementation of the vision of Plan BIG.

IN THE FIRST 5 YEARS, WHAT SHOULD BE OUR TOP PRIORITIES?

The first phase of the implementation strategy is about re-organizing, establishing new processes and policies, developing lines of communication, and beginning ground work for change. The recommendations listed in this phase are areas for immediate action.

Communication– The ability to disseminate information, ask questions and seek help on a frequent basis to increase trust and collaboration. This can occur at all scales, including with the public, governments, and industry. Transparency is a positive result of good communication.

Unified Processes– Consistency of processes and administration between the towns will help the region to tackle difficult issues, collaborate, reduce competition, and enhance regional economic development opportunities.

Preparedness and Monitoring – The organization and streamlining of mechanisms, processes, and resources that might be required during times of growth or decline (e.g., land, infrastructure, procedures and policies). This includes the identification and tracking of indicators of change in the region.





Rec. #	Theme	PROPOSED POLICY / ADMINISTRATIVE RECOMMENDATION	GOAL	TIMELINE
				0 – 5 YEARS
1	G&A	The Towns sign an agreement to form an official "Regional Partnership" to coordinate the implementation of the Regional Growth Strategy and regional economic development efforts.	Establish Regional Partnership with clear function	2015
2	G&A	Hire Regional Partnership Coordinator (RPC) / Economic Development Officer. Definition: Regional Partnership and Regional Partnership Coordinator: The beginning of the partnership is largely administrative in nature: each town will allow their neighbour to review and comment on policy, a Regional Partnership Coordinator will be hired jointly, and should be charged with the overall responsibility of facilitating and coordinating the efforts of the Regional Growth Strategy and continuing a regional dialogue. With time, the cooperation efforts among the towns, coordinated through the Regional Partnership, will gradually integrate municipal operations: encourage regionalization of services, including infrastructure and recreation: and reinforce regional policies, regulations, priorities; and vision.	Hire Regional Partnership Coordinator with clear role	Early 2015
3	G&A	Implementation Plan Kickoff – Regional Governance and Accountability Meeting	Formal regional agreement to amend or move forward with the recommendations following below	Early 2015
4	G&A	Establish Regional Planning Authority and register regional boundary with MIGA to enable joint municipal plan. Each Town agrees to inform the other on changes to policy, planning, and development updates (such as decisions, amendments, policy change, etc.), and allows the other town reasonable time to comment	A formal agreement is made to collaborate on planning issues as a region and share resources and information.	2015
5	G&A	Undertake and update single website for both towns and Regional Partnership	Single website created and updated regularly	2015 ongoing

REASON / VISION	RESPONSIBILITY OF...	MEASURE / EVENT
	<ul style="list-style-type: none"> - Town Councils - Regional Task Force to advise 	- Partnership established
<p>Regional Partnership - to encourage policies that are consistent between Wabush and Labrador City to prevent a 'race-to-the bottom' approach to development.</p> <p>Review municipal policy, development, and operations to coordinate the implementation of the recommendations following below.</p> <p>Partnership provides recommendations to both Town Councils by way of the Coordinator.</p>	<ul style="list-style-type: none"> - Regional Partnership - Town Councils 	-Partnership Coordinator hired
Responsible for overseeing Partnership direction, monitoring ongoing business, regional economic development, managing Partnership Projects, and directing Partnership staff and consultants. Cost of office and salary is shared by each Town.	<ul style="list-style-type: none"> - Regional Partnership - Town Councils 	<ul style="list-style-type: none"> - Discussion Held - Members accept responsibilities - Agreements made or varied - Monitoring established
<p>Regional collaboration requires openness, transparency, collaboration, and consensus (where possible) and compromise (where necessary).</p> <p>Regional planning authority will enable sharing of human and fiscal resources as well as encourage better planning practices.</p>	<ul style="list-style-type: none"> - Regional Partnership Coordinator (RPC) - Town Councils - MIGA - Town Planning Departments 	<ul style="list-style-type: none"> - Agreement is formalised - Information is shared as per agreement (methods and times) - Quarterly summaries are provided among Councils and posted to the shared website.
<p>Transparency</p> <p>Regional Cooperation / Integration</p> <p>Consistent development patterns</p>	<ul style="list-style-type: none"> - Regional Partnership / RPC - Town Councils / Staff 	<ul style="list-style-type: none"> - Website is operational - Update protocols are clear among staff of towns and Regional Partnership - Information is complete

Rec. #	Theme	PROPOSED POLICY / ADMINISTRATIVE RECOMMENDATION	GOAL	TIMELINE
6	E&I G&A	Undertake communal regional GIS database	Geo-reference available information	2015 ongoing
7	G&A	Draft identical, co-branded forms and applications for both towns	Identical applications, forms, and processes in both towns	2015 ongoing
8	G&A	Begin logs, quarterly evaluations, and briefing processes - Fermont can be invited to join many of these initiatives	Meet goals outlined in 2014 Alternate Scenarios Report (Pgs. 71 - 77)	2015 ongoing
9	G&A P&D	Logs: Track permit applications by number, type, and value in a digital database. Quarterly Evaluation: Evaluate trends on a quarterly basis	Include data in ongoing logs and quarterly evaluation reports	2015 ongoing
10	G&A P&D	Logs: Development Inquiries and Applications made to either Town should be logged in a standardised format by type and land requirements	Include data in ongoing logs	2015 ongoing
11	G&A P&D	Briefing: Perform exit interviews with developers upon project / development completion Briefing: Establish contact points and ongoing communication with developers, particularly for big projects	Undertake ongoing briefing as necessary Improve communication among Towns, Region, Developers, Public, etc.	2015 ongoing
12	G&A	Logs: Land transfers and sale values should be logged Quarterly Evaluation: Evaluate / summarise land transfers and sale values	Include data in ongoing logs and quarterly evaluation reports	2015 ongoing

REASON / VISION	RESPONSIBILITY OF...	MEASURE / EVENT
Communication and consistency among towns and Region. The website should be easy to navigate and accurate, and should include complete information such as Plans and Development Regulations, Policies, Maps, etc.	<ul style="list-style-type: none"> - Set up by consultant - Hosted, Updated, and Monitored by Town Staff 	- GIS database is underway with policy, capacity, and processes to update and monitor regularly
Properly geo-referenced GIS information (infrastructure, administrative, permitting, land uses / zoning, known issues, tax / assessments, etc.) can simplify many future activities, studies, and goals	<ul style="list-style-type: none"> - Regional Partnership / RPC - Town Councils / Staff 	Applications are identical in form and processes in both towns
	<ul style="list-style-type: none"> - Town Councils and Staff - Regional Partnership and RPC 	<ul style="list-style-type: none"> - Logs are kept up as required and shared among Town Councils, Regional Partnership, and other interested parties - Quarterly log evaluations and briefings shared at quarterly meetings, and published to the website and a public logbook
Data Collection, Evaluation, and ongoing Briefing Processes provide future decision-makers and their advisers with data to improve, revise, and confirm policy	<ul style="list-style-type: none"> - Town Staff - RPC 	Include in logs and quarterly log evaluations
Collect and analyze permit data	<ul style="list-style-type: none"> - Town Staff - RPC 	Include in logs
Collect development data for future reviews	<ul style="list-style-type: none"> - Town Staff - RPC - Developers 	Provide summary of briefings to Councils and Regional Partnership
Collect permit data for future reviews	<ul style="list-style-type: none"> - Town Staff - RPC - Real estate and professionals - Developers 	Include in logs and quarterly log evaluations

Rec. #	Theme	PROPOSED POLICY / ADMINISTRATIVE RECOMMENDATION	GOAL	TIMELINE
13	E&I G&A	Logs: Air travel - costs, number of trips, time of day trips, etc. should be logged Quarterly Evaluation: Evaluate / summarise air travel numbers	Include data in ongoing logs and quarterly evaluation reports	2015 ongoing
14	E&I P&D	Logs: Maintain and monitor waitlists for low income and affordable housing Quarterly Evaluation: Summarise waitlists, wait times, costs of housing / affordable housing	Include data in ongoing logs and quarterly evaluation reports	2015 ongoing
15	S&C G&A Ec	Briefing: Temporary Work Force reporting to the municipalities in collaboration with industry (report number of temporary workers, whether they are responsible for their own accommodations, expected duration, rough guidelines for change to duration, etc.	Undertake ongoing briefing as necessary Improve communication among Towns, Region, Industry, Public, etc.	2015 ongoing
16	G&A Ec	Semi-Annual review of economic peaks and valleys	Ongoing economic monitoring	2015 ongoing
17	G&A E&I Ec	Annual review of regional expenditures and municipal budgets	Ongoing economic / budget monitoring	2015 ongoing
18	P&D Ec	Annual review of Regional assessment values for residential and commercial property	Ongoing economic / budget monitoring	2015 ongoing
19	S&C E&I	Semi-Annual Review: Emergency Response analysis (police, fire, ambulance, first responders, air ambulance, industrial accidents, etc.) Briefing: Briefings, as necessary, with emergency responders, to determine response times	Ongoing monitoring	2015 ongoing
20	S&C E&I	Logs: Recreation services / facility usages Quarterly Evaluation: Summarise service and facility usage rates	Include data in ongoing logs and quarterly evaluation reports	2015 ongoing
21	E&I	Logs: Water consumption / use / loss rates, etc. Quarterly Evaluation: Summarise service and facility usage rates	Include data in ongoing logs and quarterly evaluation reports	2015 ongoing

REASON / VISION	RESPONSIBILITY OF...	MEASURE / EVENT
Collect and analyze land demand and housing market data	<ul style="list-style-type: none"> - Town Staff - RPC - TCR can provide data 	Include in logs and quarterly log evaluations
Collect and analyze travel cost, number, and market data for future tourism, demographic / economic, and infrastructure assessments	<ul style="list-style-type: none"> - Town Staff - RPC - Housing and Homelessness Coalition 	Include in logs and quarterly log evaluations
Collect and analyze affordable housing supply and demand data for future housing, demographic / economic, and infrastructure assessments	<ul style="list-style-type: none"> - Town Staff - RPC - Industry partners - Chamber of Commerce 	Provide summary of briefings to Councils and Regional Partnership
Helps prepare infrastructure and administrative needs, Collect permit data for future reviews	<ul style="list-style-type: none"> - Town Staff - RPC - Chamber of Commerce - Industry partners 	Provide summary of reviews to Councils and Regional Partnership
To determine economic trends to be linked with demographic projections and infrastructure needs	<ul style="list-style-type: none"> - Town Staff - RPC - Chamber of Commerce 	Provide summary of reviews to Councils and Regional Partnership
To determine economic trends and ensure housing availability is in line with demand.	<ul style="list-style-type: none"> - Town Staff - RPC - Real estate professionals - Developers 	Provide summary of reviews to Councils and Regional Partnership
To determine regional emergency strategy and ensure collaboration.	<ul style="list-style-type: none"> - Town Staff - RPC - Emergency response professionals 	Provide summary of reviews and briefings to Councils
Collect and analyze recreation usage / provision data	<ul style="list-style-type: none"> - Town Staff - RPC - Recreation professionals 	Include in logs and quarterly log evaluations
Collect and analyze water and servicing usage / provision data	<ul style="list-style-type: none"> - Town Staff - RPC - Water and Service Engineering professionals 	Include in logs and quarterly log evaluations

Rec. #	Theme	PROPOSED POLICY / ADMINISTRATIVE RECOMMENDATION	GOAL	TIMELINE
22	E&I	Quarterly Evaluation: Sanitary flow data at all regional outfalls	Include data in ongoing logs and quarterly evaluation reports	2015 ongoing
23	E&I	Annual Evaluation: Key intersection Traffic Counts and analysis	Include data in ongoing logs and quarterly evaluation reports	2015 ongoing
24	E&I	Annual Evaluation: Inventory age, usage, and working status of municipal infrastructure, buildings, and services	Include data in appropriate evaluation reports	2016 ongoing
25	G&A	Undertake Joint Municipal Plan Review (Regional Plan) The Regional Partnership hires a single consultant to undertake integrated Municipal Plans simultaneously within an overarching regional plan. Each community receives a separate Plan and Regulations, but the reviews are coordinated through the Regional planning authority.	Ensure that the municipal plans of each town correspond with regional priorities and community needs	2015
26	P&D	During Joint Municipal Plan Review, create inventory of lands, prioritized for potential commercial and industrial development	Identify industrial and commercial development sites and locations	2015
27	P&D	Create density targets for neighbourhoods (units / area, residents / area, uses / area, etc.). Limit the development of single detached homes until density targets are achieved.	Protect land with future development potential and encourage denser neighbourhoods and more comprehensive development	2015

REASON / VISION	RESPONSIBILITY OF...	MEASURE / EVENT
Collect and analyze sanitary flow data	<ul style="list-style-type: none"> - Town Staff - RPC - Sewage and Service Engineering professionals 	Include in quarterly log evaluations
Collect and analyze transportation data	<ul style="list-style-type: none"> - Town Staff - RPC - Transportation / Traffic Engineering professionals 	Include in appropriate quarterly log evaluations
<p>Prioritize service and infrastructure replacement, upgrading, and maintenance</p> <p>Keep a record of age, usage, and working status of infrastructure, buildings, and services</p>	<ul style="list-style-type: none"> - Engineering services - Town Staff - regional partnership 	Include in appropriate quarterly log evaluations
These documents set development standards, land use policy, and other planning policies in motion	<ul style="list-style-type: none"> - Regional Partnership hires consultant for both Plan Reviews 	Plans and Regulations are approved, registered, and gazetted
Encourage commercial and industrial development	<ul style="list-style-type: none"> - Town Staffs / Council - Consultant - RPC 	Include in Plan Reviews
Encourage development that takes advantage of brownfield, greyfield, and infill development	<ul style="list-style-type: none"> - Town Staffs / Council - Consultant - RPC 	Include in Plan Reviews

Rec. #	Theme	PROPOSED POLICY / ADMINISTRATIVE RECOMMENDATION	GOAL	TIMELINE
28	P&D	<p>Prioritize residential and commercial land uses in infill first and serviced greenfield second. Limit or restrict residential and commercial land uses from unserviced greenfield areas.</p> <p>Prepare design guidelines to implement winter city design principles into 'grandfathered-in' development.</p> <p>Implement green belt growth boundary.</p> <p>Create comprehensive cabin strategy</p> <p>Development in greenfield areas should be predominantly passive recreation (such as community trails), and, where appropriate, cabin and industrial land use.</p>	<p>Preserve developable greenfield areas for future development until currently developed land is used more effectively</p> <p>Implement green belt growth boundary</p> <p>Comprehensive strategies:</p> <ul style="list-style-type: none"> - green belt boundary - cabins - greenfield development 	2015
29	E&I	Provide density bonuses and relaxed parking requirements for commercial and industrial developments with direct sidewalk access and other creative transportation solutions	Encourage active transportation	2015
30	P&D E&I	Make green space connectivity and pedestrian access plans a requirement of all new subdivision development	Encourage active transportation	2015
31	P&D	Identify land with development potential, designate as such in the Municipal Plans and Regulations	Protect land with future development potential	2015
32	E&I P&D	Promote Transit Oriented Development and Pedestrian Oriented Development through zoning, land use planning, redevelopment, wayfinding, and signage.	New development will accommodate future transit system and current / growing pedestrian networks	2015
33	G&A	<p>Restrict large scale institutional and municipal development in Mining Buffer Areas:</p> <p>No municipal funds towards building / structural development that will, could, or should last more than forty years</p>	Municipal Development with public funds are developed in Town Cores and/or outside of Mining Buffer areas own by mining industry	2015

REASON / VISION	RESPONSIBILITY OF...	MEASURE / EVENT
<p>Encourage development that takes advantage of brownfield, greyfield, and infill development</p> <p>Protect greenfields for appropriate development and future expansions</p>	<ul style="list-style-type: none"> - Town Staffs / Council - Consultant - Province / ENVC & MIGA - RPC 	<p>Include in Plan Reviews:</p> <ul style="list-style-type: none"> - Green belt growth boundary - Clear cabin development standards - Greenfield development and land use requirements - Improved capacities to develop brownfield, greyfield, and infill areas.
Encourage active transportation	<ul style="list-style-type: none"> - Town Staffs / Council - Consultant - RPC 	Include in Plan Reviews
Encourage active transportation	<ul style="list-style-type: none"> - Town Staffs / Council - Consultant - RPC 	Include in Plan Reviews
Protecting land which still has high development potential, such as greenfield sites	<ul style="list-style-type: none"> - Town Staffs / Council - Consultant - RPC 	Include in Plan Reviews
Transit and active transportation will only be a future possibility if current development allows it - the sooner we start, the better	<ul style="list-style-type: none"> - Town Staffs / Council - Consultant - RPC 	Include in Plan Reviews
Such projects restrict future economic development by preventing mining and exploration from going forward	<ul style="list-style-type: none"> - Town Staffs / Council - Consultant - RPC 	Include in Plan Reviews

Rec. #	Theme	PROPOSED POLICY / ADMINISTRATIVE RECOMMENDATION	GOAL	TIMELINE
34	S&C P&D	Ensure adequate public space and access to public space	Determine measures and goals for public space in policy Provide adequate, accessible public space	2015
35	E&I	Regional underground infrastructure conditions assessment	To assess the conditions of underground infrastructure	2015
36	E&I G&A	Undertake Regional Communications Strategy: Phone, Mail / Courier, Internet, etc. (Invite Fermont) - set goals for each communication medium. Consider public WiFi and public access technology.	Improved communications infrastructure	2015
37	E&I	Determine upgrades required to meet WSER and implement them	Meet WSER Requirements	
38	G&A	Provide Training for Council Members of both Town, Regional Partnership Coordinator, and Town Staff who deal with planning and development in Labrador City and Wabush	Annual training workshop	2015
39	G&A P&D	Ensure that the public, developers, industry, Council, and Staff are aware of the steps to undertake development, appeal, engage in public dialogue to facilitate development processes	Create "step-by-step workbook", pamphlets, and online material on website	2015
40	G&A P&D	Following Training and workbook program, undertake ongoing review of plans, regulations, and standards to ensure consistency	Plans, Regulations, and Standards are consistent among both towns	2015 ongoing
41	S&C	Operate joint Town annual sporting, recreation, and cultural events (Invite Fermont)	Regional cooperation	2015

REASON / VISION	RESPONSIBILITY OF...	MEASURE / EVENT
Giving priority to public spaces including meeting spaces, parks, and recreational areas for people to organise, meet, or be leisurely	<ul style="list-style-type: none"> - Town Staffs / Council - Consultant - RPC 	Include in Plan Reviews
Monitor and improve regional infrastructure	<ul style="list-style-type: none"> - Regional Partnership - Town Councils / Staff - Contractor - Consultant 	Report approved by Councils
Improve communications in the region to support industry, communication, and lifestyle.	<ul style="list-style-type: none"> - Regional Partnership / RPC - Town Staffs / Council - Comm. Companies - Industry & Commercial Partners 	Meeting communication goals
Environment Canada regulations require conformity with WSER	<ul style="list-style-type: none"> - Town Staff - Consultant 	WSER requirements are met
<p>Train staffs and Council on how to monitor and enforce planning and development controls properly, how to correctly implement policy, and how to undertake the planning and development process.</p> <p>Opportunity to review, refine, and collaborate on Planning and Development processes, policies, and regulations.</p>	<ul style="list-style-type: none"> - Regional Partnership / RPC - MNL / Province (MIGA) - Possibly a consultant to train? 	Annual training workshop
Smooths development, increases awareness, improves communication and public voice, informs the public and developers	<ul style="list-style-type: none"> - Town Staff 	Workbook, pamphlets, online material
Regional Cooperation	<ul style="list-style-type: none"> - Town Staff 	<ul style="list-style-type: none"> - Annual Meeting - Quarterly discussions - Monthly emails
<p>Regional Recreational and Social/Cultural Cooperation</p> <p>Reduce competition among communities</p>	<ul style="list-style-type: none"> - Regional Partnership - Town Staff 	Town Councils provide Regional Partnership with typical budget

Rec. #	Theme	PROPOSED POLICY / ADMINISTRATIVE RECOMMENDATION	GOAL	TIMELINE
42	E&I P&D	Require onsite storm water mitigation for all conforming (new / expanding / rebuilding) development (Provide developers with at least six months' notice.)	Net-Zero storm runoff for conforming development exceeding certain size or runoff increase (to be determined)	2016
43	S&C Ec	Strike an affordable housing committee: determine metric for 'affordability' in regional context; identify potential locations for affordable housing; pursue development of affordable sites Identify potential locations for affordable development, beginning with 'recycling' existing buildings wherever possible	Basic, dependable, affordable housing for those in need (Determine realistic and practical 'affordability targets')	2016
44	P&D Ec	Explore affordable housing strategies, such as specific and general alternative housing designs in Regional Growth Strategy, particularly in locations by affordable housing committee - begin to implement as means of reaching affordable housing targets	Basic, dependable, affordable housing for those in need (Based on realistic and practical 'affordability targets')	2016
45	G&A P&D	Hire consultant to complete a regional staffing review and workflow analysis	A report outlining administrative tasks that can be shared, with implementation / timeline recommendations	2016
46	Ec	Examine local and small business strategies	A strategy to allow small businesses to flourish during the busts but continue operations during booms	2016

REASON / VISION	RESPONSIBILITY OF...	MEASURE / EVENT
Public storm systems are easier to maintain and less likely to reach or exceed capacity	<ul style="list-style-type: none"> - Engineering Services - Town Council / Staff - Regional Partnership 	<ul style="list-style-type: none"> - Development requirements / standards are approved and registered - Storm systems are less impacted by development, expansion and intensification
Create stability in the work force	<ul style="list-style-type: none"> - Real Estate and Development Professionals - Housing and Homelessness Coalition - Province - MNL - Regional Partnership 	Affordable Housing Committee is struck, Affordability Targets are established and communicated
Stabilize housing economy	<ul style="list-style-type: none"> - Housing and Homelessness Coalition - Real Estate and Development Professionals - Town Staff / Councils - MNL - Regional Partnership / RPC 	<ul style="list-style-type: none"> - Affordable Housing Strategy, to meet the Affordability Targets, is implemented and communicated. - Various players commit to investments, policy, regulations, and processes.
Regional Integration and Partnership	- Regional Partnership / RPC	Report is approved by Councils
Uncover capacity to make Town Staff work more efficiently, run operations from Regional Partnership, and reallocate staff		
Local economic development	<ul style="list-style-type: none"> - Economic Development Officer - Local businesses 	Small / Local business strategy is implemented

Rec. #	Theme	PROPOSED POLICY / ADMINISTRATIVE RECOMMENDATION	GOAL	TIMELINE
47	Ec	<p>Examine tourism destination strategies:</p> <ul style="list-style-type: none"> - Industrial (include Churchill Falls and Muskrat Falls, Fermont, Manic 3 & 5, Arcelor Mittal, IOC, Wabush Mines) - Educational. Develop a specialised education cluster to attract students and professors / teachers (even on a rotational basis) - Enhance infrastructure on Route 389 (Rest stops, interpretation and view planes, restaurants, etc.) and at airport - Heritage and culture - Nature interpretive / Eco-tourism, conservation and enjoyment of significant landscapes - Clear, comprehensive marketing strategy / packages 	Strategies to allow tourism to flourish and extend regional cooperation efforts beyond the extents of "Lab West".	2016
48	S&C	Joint / Regional Recreation Study - determine capacity for shared resources, regional need for Indoor and Outdoor recreation facilities, programs, and infrastructure, etc.	Direct recreation funding better	2016
49	S&C P&D	<p>Determine regional cabin strategy</p> <p>Consider: setbacks from water bodies, power sources, well/septic capacities, development standards, public road access</p>	Review, clarify, and enforce cabin policy, regulations, and standards	2016
50	S&C	Create initiative to welcome and orient newcomers (immigrants to Canada, new FIFO people, new families / residents, people of various backgrounds, ethnicities, etc.) to LabWest Region (include Fermont?)	Sustainable community initiatives begin	2016
51	G&A P&D	Implement policy and regulatory frameworks, monitoring processes, and permitting processes to implement affordable housing strategy	Basic, dependable, affordable housing for those in need (Based on 'affordability targets' and affordable housing strategy)	2017

REASON / VISION	RESPONSIBILITY OF...	MEASURE / EVENT
Tourism development Regional Cooperation	<ul style="list-style-type: none"> - Business, Tourism, Culture and Rural Development (BTCRD) - Other agencies - Local businesses - Industrial partners - CONA / MUN - Leaders / staff in neighbouring communities 	Tourism strategy implemented with several partners in the area.
Better understand which investments in recreation yield the most returns	<ul style="list-style-type: none"> - Regional Partnership / Town Councils (invite Town of Fermont) 	Councils approve report
Retain, protect, and organize cabin development	<ul style="list-style-type: none"> - Regional Partnership / Town Councils (invite Town of Fermont) 	Amendments are approved and registered and subsequently enforced
Easier transition for new residents; offers way for established individuals / families to 'give back', volunteer, and interact in the community; promotes sense of place	<ul style="list-style-type: none"> - Begun by Regional Partnership - Ultimately championed by volunteers 	<p>Welcome Initiative with volunteers and direction</p> <p>Information available and Partnership Office & online</p> <p>Measure with respondents surveys?</p>
Stabilize housing economy	<ul style="list-style-type: none"> - Housing and Homelessness Coalition - Real Estate and Development Professional - MNL - Regional Partnership / RPC 	Affordable housing targets are met.

Rec. #	Theme	PROPOSED POLICY / ADMINISTRATIVE RECOMMENDATION	GOAL	TIMELINE
52	P&D	Explore opportunities to co-use or rent industry-owned housing and apartments when they are not needed by industry to reduce the amount of temporary or camp housing required in the region.	An exploratory conversation	2017
53	Ec	Hire workflow consultant to assess capacity to share administrative duties (either staff or consultants)	A report outlining administrative tasks that can be shared, with implementation / timeline recommendations	2017
54	E&I	Explore water metering	- Water metering report incl. cost / benefit analysis - Implement recommendations	2017
55	Ec	Run inventory and determine duplicated services to assess capacity to share infrastructure and services (fire, police, buildings, recreation facilities, etc.)	A report outlining infrastructure and services tasks that can be shared, with implementation / timeline recommendations	2017
56	E&I	Determine and prioritize mutual regional needs, assess capacity to share infrastructure and services (fire, police, buildings, recreation facilities, etc.)	A report outlining infrastructure and services tasks that can be shared, with implementation / timeline recommendations	2017
57	E&I	Hire consultant apply cost/benefit analysis with respect to costs, savings, and whether the need(s) would be met sharing infrastructure or service delivery to assess capacity to share infrastructure and services (fire, police, buildings, recreation facilities, etc.)	A report outlining infrastructure and services tasks that can be shared, with implementation / timeline recommendations	2017

REASON / VISION	RESPONSIBILITY OF...	MEASURE / EVENT
Matching need with supply	<ul style="list-style-type: none"> - Industry Partners - Regional Partnership / RPC 	Help improve affordable housing targets
Regional Integration and Partnership	<ul style="list-style-type: none"> - Regional Partnership hires workflow consultant 	Report is approved by Councils
To flag water usage and identify illegal crowding in residential areas, as well as to increase available information and energy efficiency.	<ul style="list-style-type: none"> - Town Staff - Servicing Consultant - Regional Partnership / RPC 	<ul style="list-style-type: none"> - Councils approve report - Recommendations may be included in inventory report - Recommendations are implemented
Regional Integration and Partnership	<ul style="list-style-type: none"> - Municipal Staff reporting to Town Councils - Regional Partnership 	Reports are approved by Councils
Regional Integration and Partnership	<ul style="list-style-type: none"> - Municipal Needs Consultant under direction of Regional Partnership 	Reports are approved by Councils
Create diverse capacity and opportunities for local students and create study opportunities for distance students to visit Region	<ul style="list-style-type: none"> - Economic / Accounting Consultant (Cost-Benefit) under direction of Regional Partnership 	Reports are approved by Councils

Rec. #	Theme	PROPOSED POLICY / ADMINISTRATIVE RECOMMENDATION	GOAL	TIMELINE
58	S&C Ec	Create opportunities for students, such as co-op programs for MUN and CONA Students, entrepreneurship programs	Appropriate opportunities are offered	2017
59	E&I P&D	Allow or require Commercial / Industrial / Institutional building accesses to front onto sidewalks (not parking lots)	Encourage human-powered alternatives (walking, skiing, snowshoeing, and cycling).	2017
60	E&I P&D	Provide for reduced off-street parking requirements if bicycle stands, ski/snowshoe lockers, snowmobile parking along greenbelts, or other alternatives are presented	Support transportation alternatives to driving (walking, skiing, snowshoeing, cycling, snowmobiles).	2017
61	E&I	Provide suitable road space for future bus pull-out lanes, and other Transit Oriented Design / Pedestrian Oriented Design networks.	Design for transit as possibility for the future.	2017
62	E&I	Initiate local stewardship and conservation initiatives	<ul style="list-style-type: none"> - Identify, protect, and restore ecologically significant ecological areas - Set realistic stewardship and conservation goals - Take steps to meet goals 	2018 ongoing
63	S&C	Explore medical research opportunities for mining, etc. to attract medical professionals, such as: <ul style="list-style-type: none"> - Community health impacts (emergency conditions, dust, social conditions, vibration) - Isolated study population available to researchers 	Adequate supply of medical professionals	2018
64	S&C	Lobby Province to lower / aid with cost of medical travel (bringing in professionals and equipment, sending out patients when necessary)	Adequate healthcare costs for Municipality and Residents	2018 ongoing

REASON / VISION	RESPONSIBILITY OF...	MEASURE / EVENT
Create engaging street front and encourage active transportation.	<ul style="list-style-type: none"> - MUN - CONA - Regional Partnership / RPC - Students - Business community 	Appropriate programs are underway
Support broad range of transportation options, healthy lifestyles, aesthetic urban design, mixed development, etc.	<ul style="list-style-type: none"> - Planning consultant, under direction from Partnership, undertakes amendment processes for both Towns simultaneously. 	Amendments are registered and gazetted
Support broad range of transportation options, healthy lifestyles, aesthetic urban design, mixed development, etc.	<ul style="list-style-type: none"> - Councils responsible for amendment / registration processes 	Amendments are registered and gazetted
Plan for future implementation.	<ul style="list-style-type: none"> - Councils responsible for amendment / registration processes 	Amendments are registered and gazetted
To protect and restore natural areas of ecological significance	<ul style="list-style-type: none"> - Stewardship and Conservation Committee(s) - Other public trusts and groups - Town Council - Regional Partnership / RPC 	<ul style="list-style-type: none"> - Interested parties are identified - Regional areas are identified - Realistic goals are set and then underway
<ul style="list-style-type: none"> - Attract Medical Professionals - Add to mining safety and understanding 	<ul style="list-style-type: none"> - Regional Partnership / RPC - Province / Dept. of Health - Hospital - CONA and/or MUN 	Medical research opportunities under review
<ul style="list-style-type: none"> - Ensure that parents have option to study and join the workforce - Encourage FI/FO parents to relocate 	<ul style="list-style-type: none"> - Regional Partnership - Town Councils - Health Board - Province / Dept. of Health - Industries 	<ul style="list-style-type: none"> - Lobby Effort Underway - Strategies determined and enforced

Rec. #	Theme	PROPOSED POLICY / ADMINISTRATIVE RECOMMENDATION	GOAL	TIMELINE
65	S&C	Review childcare options	Ensure that childcare options are adequate	2018
66	G&A P&D	Create 'incubator' for small business; new business; craft, arts, culture, sport tourism oriented business, and other industry not related to mining; and other businesses that the region should use to diversify - invite Vermont, practice this regionally	Diversity of business and industry (establish meaningful and reachable 'diversity targets') Provide resources and advice for small / new business owners to grow and maintain capacity during booms	2018 - 2019
67	Ec	Waive small / new business registration fees	Registration fees for small / new businesses are waived	2019
68	S&C	Determine demand for seniors' housing and whether existing buildings are potentially suitable to be retrofit as a seniors' housing development	Determine seniors' housing demand Identify potential buildings to be re-used for seniors	2019
69	S&C	Regional Partnership hires student intern to entice seniors' home developers to build in the region, based on local needs	Build a suitable seniors' residence	2019
70	S&C G&A	Determine whether there is demand for regional campground and develop regional campground for tenting, RVs, etc. if demand exists	Develop a suitable campground	2019
71	S&C P&D E&I	Encourage Leadership in Energy and Environmental Design (LEED) development options	Determine capacity for LEED Requirements in design	2019
72	E&I	Implement recycling programs	Implement recycling program	2019

REASON / VISION	RESPONSIBILITY OF...	MEASURE / EVENT
Create a sustainable home that has economic activity during both peak and off-peak mining periods	<ul style="list-style-type: none"> - Regional Partnership / RPC - Province - Task Force 	Councils approve report and react accordingly
Economic diversity, vibrant business community	<ul style="list-style-type: none"> - Economic Development Office - Regional Partnership - Municipal Councils - Business, Tourism, Culture and Rural Development - ACOA - Chamber of Commerce 	- Incubator' is underway (May include buildings / developments, registered and unregistered policies, etc.)
Support small business and create welcoming business environment.	<ul style="list-style-type: none"> - Town Councils / Staff - Chambers of Commerce 	<ul style="list-style-type: none"> - Small / news business defined - Fees waved
To improve choices for many kinds of people and provide for aging-in-place	<ul style="list-style-type: none"> - Regional Partnership / RPC - Town Councils (invite Town of Fermont) - Chamber of Commerce 	Demand for seniors' housing, including needs/wants assessment, available costs,
To improve choices for many kinds of people and provide for aging-in-place	<ul style="list-style-type: none"> - Regional Partnership / RPC - Town Councils (invite Town of Fermont) 	Seniors' residence constructed
<ul style="list-style-type: none"> - Improve tourism capacity - Improve camping options for locals 	<ul style="list-style-type: none"> - Regional Partnership - Town Councils (invite Town of Fermont) 	Campground operational, if necessary
<ul style="list-style-type: none"> - Improve energy efficiency - Address climate change risks associated with development 	<ul style="list-style-type: none"> - Regional Partnership - Town Councils (invite Town of Fermont) 	<ul style="list-style-type: none"> - Report approved by Councils - Appropriate policies and implementation strategy approved - Appropriate amendments approved and registered
Environmental responsibility	<ul style="list-style-type: none"> - Regional Partnership - Town Councils (invite Town of Fermont) 	Program(s) are implemented

Rec. #	Theme	PROPOSED POLICY / ADMINISTRATIVE RECOMMENDATION	GOAL	TIMELINE
73	S&C G&A	Undertake review for options for youth to pursue training and work in various fields locally	Strategy is developed and implemented	2019
74	E&I	Undertake Infiltration and Inflow (I&I) Study	I&I – Document extraneous flow	2019
75	G&A	Review Regional Strategy and Municipal Plans	To monitor, review, and refine the Regional Strategy and Municipal Plans	2020
76	P&D	Slowly open Greenfield to proposed development which can demonstrate planning and design standards which meet strict thresholds, such as sustainable practice, density requirements, and access transportation alternatives.	Encourage compliant development	2020
77	P&D	Allow live/work opportunities for small business along Lakeside Drive	Mixed Use development on Lakeside Drive	2020
78	Ec	Allow live/work alternatives such as home-based business, mixed-use, and industrial condos: create zoning bylaws which empower live/work alternatives rather than hinder them	Mixed Use development throughout the region	2020
79	E&I	Require connectivity and alternative transportation access plans to be included in development proposals for all new commercial and industrial uses	Encourage transportation alternatives	2020

REASON / VISION	RESPONSIBILITY OF...	MEASURE / EVENT
Allowing options and diversification efforts	<ul style="list-style-type: none"> - Regional Partnership - Town Councils (invite Town of Fermont) - CONA and MUN 	Program(s) are implemented
Potentially reduce wastewater treatment capital spending	<ul style="list-style-type: none"> - Town Staff - Consultant 	A I&I Report is approved by Council
Monitoring and Review. Ensure that Town Municipal Plans meet the requirements of Provincial legislation and the community's needs and that the Regional Strategy is meeting its purpose	<ul style="list-style-type: none"> - Town Councils / Staff - Planning Consultant - Town Staff - RPC (as adviser) 	Towns approve the review
Provide incentives to develop in line with other priorities, goals, and vision	<ul style="list-style-type: none"> - Regional Partnership 	Amendment approved, registered, and gazetted Series of conditional subdivision permits
Encourage mixed development, aesthetic and efficiency	<ul style="list-style-type: none"> - Town of Labrador City 	Amendment approved, registered, and gazetted
Encourage mixed development, aesthetic and efficiency	<ul style="list-style-type: none"> - Regional Partnership / RPC - Consultant (to determine land use) 	Amendment approved, registered, and gazetted
Encourage high level thinking on access and transportation	<ul style="list-style-type: none"> - Town Councils / Staff 	Updated requirement to development proposal policy

IN 10 YEARS, WHAT COULD BE OUR TOP PRIORITIES?

The second phase of the strategy is about beginning to implement and attract opportunities for larger changes in the region including municipal service delivery and beginning changes to the built environment.

Economic Diversification – Economic development is vital to the success of the region. Effort must be made to seek out and foster opportunities to create a more diverse and sustainable local economic climate.

Built Environment – The region can begin to implement design ideas that create a sense of place and improve the quality and experience of the community. Priorities include infill, density, and mixed-use development as well as beginning to revitalize the town centres and trail networks.

Regionalization of Services – Having increased communication and streamlined administrative processes in the previous phase, it is time to begin co-ordinated service delivery including infrastructure, maintenance, and recreation.





Rec. #	Theme	PROPOSED POLICY / ADMINISTRATIVE RECOMMENDATION	GOAL	TIMELINE
80	S&C	Explore arts and culture opportunities for children at Arts and Culture Centre, parks, post-secondary, etc.	Establish arts and culture programs for children	2021
81	S&C	Explore programs to encourage youth entrepreneurship, such as Junior Achievement	Establish entrepreneurship programs for Youth	2021
82	E&I P&D	Identify and 'Recycle' non-performing uses / developments / buildings	Increase multi-lot conversion to continue intensifying existing development before development new green spaces	2021
83	Ec P&D	Implement bonuses for density scaling and intensification of existing developments	Intensify low-productivity areas	2021
84	Ec	Investigate mining expansion programs for mineral exploration	Increase mineral exploration	2021
85	S&C P&D	Bring in heritage preservation policies	Preserve development/areas with heritage value	2021
86	Ec P&D	Study Temporary Camp development alternatives, including: <ul style="list-style-type: none"> - potential locations and development patterns/standards for temporary work camps - permanent camp buildings of higher quality construction that may have other uses after construction 	A report on alternatives to temporary camp development (locations, styles, transition, etc.)	2022

REASON / VISION	RESPONSIBILITY OF...	MEASURE / EVENT
5 – 10 YEARS		
<p>Provide opportunities and experiences for children.</p> <p>Re-evaluate use of Arts and Culture Centre and parks, explore opportunities such as programs, film/theatre, classes, formal and informal activities, etc.</p> <p>Potential partners include MUN / CONA student-mentors.</p>	<ul style="list-style-type: none"> - Regional Partnership / RPC - Schools - Volunteers - Local artists - Arts and Culture Centre - Recreation professionals - CONA / MUN 	<p>Solid, affordable arts and culture programs for children are launched</p>
Encourage a vibrant and unique business community	<ul style="list-style-type: none"> - Regional Partnership / RPC - Chamber of Commerce - Business Volunteers - CONA / MUN 	Affordable young entrepreneurship program launched
Infill and Reuse	<ul style="list-style-type: none"> - Town Councils 	Policy and Regulations are updated legally and accordingly
Given that land is increasingly scarce, best use of existing land should be encouraged. Intensification of existing development promotes 'best use' and also economic diversity	<ul style="list-style-type: none"> - Regional Partnership / Town Councils 	Bonuses are implemented
Economic Development	<ul style="list-style-type: none"> - Mining industry / Regional Task Force - Economic Development Officer 	Mining explaining program(s) launched
Heritage, Future Tourism and Economic Development, Sense of Place	<ul style="list-style-type: none"> - Regional Partnership, Town Councils, Volunteer Committee 	Heritage program launched
Ease transition of boom-bust cycles	<ul style="list-style-type: none"> - Regional Partnership - Council 	Recommendation Report approved by Councils.

Rec. #	Theme	PROPOSED POLICY / ADMINISTRATIVE RECOMMENDATION	GOAL	TIMELINE
87	P&D Ec E&I	Undertake Regional Transportation Study (invite Fermont)	A regional transportation report	2022
88	E&I P&D	Review Transit Oriented Development and Pedestrian Oriented Development through zoning, land use planning, and redevelopment with respect to conclusions and recommendations of the Regional Transportation Study	Address changes with amendments to policies and regulations	2022
89	S&C Ec	Work on branding, signage, and wayfinding for neighbourhoods, tourist hubs, important spaces, and recreation areas (such as parks, etc.)	Improved signage and branding	2022
90	G&A	Advance regional development effort	Move staff from municipal offices to Regional Partnership Office	2023
91	G&A	Begin undertaking consolidation effort	File for consolidation with Province (MIGA)	2023
92	G&A	Enforce Development Regulations Regionally, rather than Municipally	Regional Partnership takes role of 'economic, planning and development office' for both Towns, implementing Joint Plan and Regulations - still escalates to appropriate Council, as necessary	2023
93	E&I	Updated floodplain buffers on developed regional water courses	Ensure that new development is consistent with current floodplain buffers	2023

REASON / VISION	RESPONSIBILITY OF...	MEASURE / EVENT
<p>Determine:</p> <ol style="list-style-type: none"> 1) Modes of transportation to/from work, church, school, shops, etc. 2) The traffic pinch points 3) Where alternative transportation can alleviate these pinch points 4) Goals for alternative transportation in 5, 10, 25 year increments <p>The demands and capacities for alternative transportation, such as transit, pedestrianism, and snowmobiles.</p>	<ul style="list-style-type: none"> - Regional Partnership - Consultant 	Report is approved by Council
Transit and active transportation will only be a future possibility if current development allows it - the sooner we start, the better	<ul style="list-style-type: none"> - Town Councils / Staff - Consultant - Regional Partnership / RPC 	Necessary amendments are approved by Council and registered
To enhance and advertise Labrador spirit and character	<ul style="list-style-type: none"> - Local businesses - Economic Development - Branding and Wayfinding Consultant 	Signs and branding are put in place
Regional Partnership and Integration	<ul style="list-style-type: none"> - Regional Partnership 	Municipal Planners, Development Officers, and Economic Development Officers all work from Regional Partnership Office
Consolidation	<ul style="list-style-type: none"> - Regional Partnership - MIGA - Town Councils 	Towns and province are prepared for 2024 consolidation
Regional Partnership and Integration	<ul style="list-style-type: none"> - Regional Partnership - Town Councils 	Joint Policy approved by both Councils
Ensure floodplain buffers are based on current intensity duration frequency curves and climate change projections to protect development and to prepare and adapt for climate change	<ul style="list-style-type: none"> - Regional Partnership - Consultant 	Floodplain buffer report is approved by Councils

Rec. #	Theme	PROPOSED POLICY / ADMINISTRATIVE RECOMMENDATION	GOAL	TIMELINE
94	S&C	Collect history and traditions from elders with: programs to share with families/children; programs to share in schools and at summer programs; partner with MUN and museum to record and preserve experience, ecological knowledge, and values; an "atlas of human activity" to record and demonstrate the importance of preservation and conservation	Create and maintain several avenues for elders to share their experience, tradition, and values	2024
95	S&C Ec G&A	Educate the public on the environmental, social, and fiscal benefits of active transportation	Increase active transportation	2024
96	G&A	Further transition efforts to Town Consolidation: Town Staff combined, gradually, with Regional Partnership; remaining town services are combined; infrastructure is moved to Regional ownership and obligation; Town governance / transition models are studied; Town Councils, ultimately, consolidate	Consolidation	2024

REASON / VISION	RESPONSIBILITY OF...	MEASURE / EVENT
To instill a sense of place and tradition, and to express culture and identity	<ul style="list-style-type: none"> - Regional Partnership / Town Councils - MUN - Museum - Elders / seniors 	Venues for cultural expression are created and maintained
Carry forward change from regional transportation study Improve community health Reduce dependence on automobiles and the infrastructure required to allow it	<ul style="list-style-type: none"> - Regional Partnership, Town Councils, Dept. of Health / Health Board, etc. 	<ul style="list-style-type: none"> - Percentage of trips by active transportation - Public Health/ Community Awareness Campaign
<ul style="list-style-type: none"> - Simplicity and clarity, regional direction, unity of governance 	<ul style="list-style-type: none"> - Town Council and Staff / governance consultant 	Consolidated 'New' Town

IN 25 YEARS, WHAT COULD BE OUR TOP PRIORITIES?

The third phase of the strategy is about checking in on progress to date, realigning priorities and broadening the scope of the strategy.

Realignment - New technologies, changing demographics, and cultural shifts provide opportunities to revisit the implementation strategy to adapt the processes and update the goals, processes, and responsibilities to suit.

Extend Reach and Momentum – Having completed tasks that focus on the immediate region (I.e., Labrador City and Wabush), now is the time to extend reach to the greater region, build new partnerships, and maintain momentum by thinking bigger.





Rec. #	Theme	PROPOSED POLICY / ADMINISTRATIVE RECOMMENDATION	GOAL	TIMELINE
				11 – 25 YEARS
97	G&A	Review Regional Strategy and Vision Statement	Ensure it meets community regional needs	2025
98	G&A	Amalgamate the two towns Incorporate the Regional Strategy. Complete transition from Town staff to Regional Partnership, brought online as amalgamated Town staff	Amalgamation	2025
99	G&A	Undertake Municipal Plan Review for new Town. Amalgamated Town hires a single consultant to undertake integrated Municipal Plan.	Ensure that Municipal Plan corresponds with regional priorities	2025
100	P&D	Include provisions for backlot development	Encourage responsible densification of existing neighbourhoods / infill	2025
101	E&I P&D	Increase land use intensity in places where infrastructure would already allow for it	Improve and maintain current infrastructure, rather than expanding to new infrastructure	2025
102	E&I	Require multi-use trails including walking and snowmobiles in new subdivisions.	Encourage alternative transportation	2025
103	P&D E&I	Review streets which have snowmobile / bicycle in lieu of sidewalks on one side of the street	Encourage alternative transportation	2025
104	P&D	Restrict commercial and industrial development if access does not front directly to sidewalks	Encourage alternative transportation	2025
105	S&C P&D	Review and implement parks, open spaces, and natural buffers	Tighten appropriate designations and zoning tables	2025

REASON / VISION	RESPONSIBILITY OF...	MEASURE / EVENT
Ensures the amalgamation will include the regional strategy	<ul style="list-style-type: none"> - Regional Partnership - Consultant 	Report is approved by Town Councils
To improve collaboration, transparency, and accountability in the region. To improve resource use.	<ul style="list-style-type: none"> - Province - Town Council - Governance consultant 	Province amalgamates Towns
These documents set development standards, land use policy, and other planning policies in motion	<ul style="list-style-type: none"> - Town - Consultant 	Plans and Regulations are approved, registered, and gazetted
Increase development options and encourage density	<ul style="list-style-type: none"> - Town Council - Consultant 	Include in Plan Review
Efficient development	<ul style="list-style-type: none"> - Town Council - Consultant 	Include in Plan Review
Encourage alternative transportation	<ul style="list-style-type: none"> - Town Council - Consultant - Engineer 	Include in Plan Review
Encourage alternative transportation	<ul style="list-style-type: none"> - Town Council - Consultant - Engineer 	Include in Plan Review
Encourage alternative transportation	<ul style="list-style-type: none"> - Town Council - Consultant 	Include in Plan Review
Encourage the protection, retention, and restoration of natural areas, parks, and open spaces	<ul style="list-style-type: none"> - Town Council - Consultant 	Include in Plan Review

Rec. #	Theme	PROPOSED POLICY / ADMINISTRATIVE RECOMMENDATION	GOAL	TIMELINE
106	G&A	<p>Expand Regional Partnership to officially and more fully include Vermont (which cannot be amalgamated into a single Town).</p> <p>Base off model created in 2014-2016 – Can share information and infrastructure & programs, including:</p> <ul style="list-style-type: none"> - Communications - Education - Healthcare, dental, physio, optometry, etc. - Local transportation, transit, air travel, rail, highway, snowmobile, pedestrian, etc. - Recreation, tourism, arts and culture - Commercial, industrial (business) - Possibly servicing? – power, water, sewer, natural gas, etc. - Emergency response – police, fire, ambulance, first responders, emergency ward, healthcare, etc. 	Encourage Regional Partnership	2025
107	E&I S&C	Implement Regional Transit	Regional Partnership or contracted company begins regional transit function	2025-2030
108	G&A	Review Regional Strategy and Municipal Plan	To monitor, review, and refine the Regional Strategy and Municipal Plan	2026
109	P&D	Develop density targets for greenfield development	Only dense commercial, industrial, and mixed development can occur on greenfield areas	2030
110	P&D	Allow greenfield development and park infill on condition of meeting density standards. Provide incentives for mixed development and coherent, comprehensive development plans	Reaching density targets in greenfield development areas	2033
111	E&I	Establish Regional Water and Sewer Model	Model water and sewer network in the region	2035 - 2040

REASON / VISION	RESPONSIBILITY OF...	MEASURE / EVENT
Capacity to co-invest and grow will increase with cross-border partnership	<ul style="list-style-type: none"> - Town Council - Regional Partnership 	Regional Partnership fully includes Fermont and Amalgamated Town
Alternative transportation (socially, environmentally, and economically responsible)	<ul style="list-style-type: none"> - Town Council - Consultant 	Busses on the road
Monitoring and Review. Ensure that Town Plan meet the requirements of Provincial legislation and the community's needs and that the Regional Strategy is meeting its purpose	<ul style="list-style-type: none"> - Town Council / Staff - Planning Consultant 	Town approves the reviews
Balanced, efficient growth and development	<ul style="list-style-type: none"> - Town Council / Staff - Planning Consultant 	Greenfield density targets are approved by Council and registered
Balanced, efficient residential and commercial growth and development	<ul style="list-style-type: none"> - Town Council / Staff - Planning Consultant 	<ul style="list-style-type: none"> - Development controls and policies are approved by Council and registered - Development in greenfield and park infill begins
Evaluate new development approvals for water and sewer capacity	<ul style="list-style-type: none"> - Consultant - Town Staff 	Water and Sewer model and associated report are approved by Council



TEMPORARY MEASURES

Due to the uncertain nature of the iron ore industry, it is essential for the region to be prepared for sudden changes in the economy. Temporary growth or decline can have severe impacts on industry, the municipalities, and their residents. The following implementation strategies are designed to come into effect when the region identifies a boom or bust scenario. For both boom and bust, key priorities include agility and sustainability. It is necessary to move quickly to respond to change, but also to think about the long-term impacts of decision-making on the sustainability of our communities. The boom and bust cycle in the region has historically taken place over long periods of time, with job losses and gains taking place approximately every 10 years. When changes have occurred in the past, a return to status quo has lessened the length of the impacts of change. Currently, the sudden shift from temporary growth to economic downturn creates additional risks for the region as the impacts of these changes compound. Adequate monitoring of indicators of change will, over time, help the region to refine a coordinated approach to temporary economic change.

Agility - the ability to move quickly and accurately in the event of temporary growth, or economic downturn.

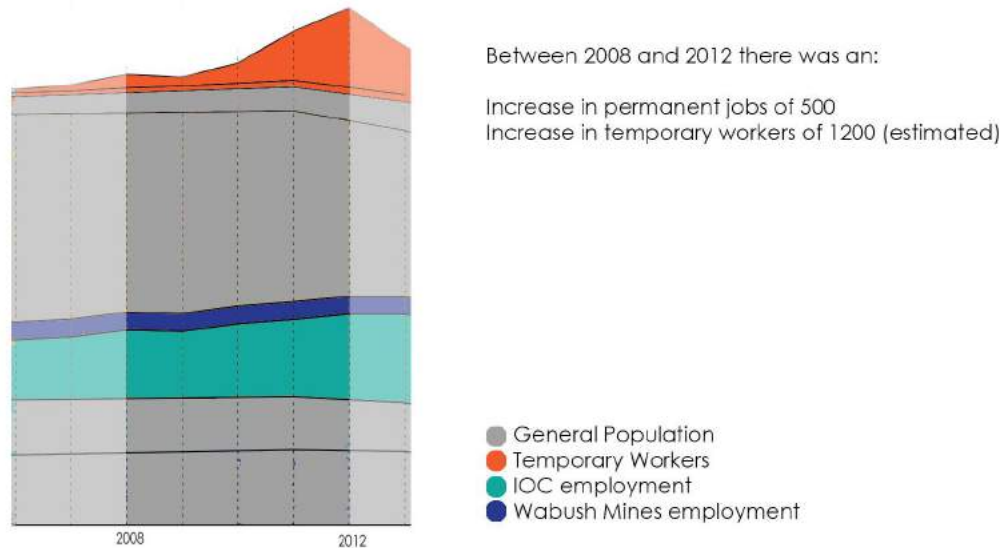
Sustainability - making decisions that will mitigate the temporary situation without threatening long term community sustainability (economy, culture, environment) or goals.

WHAT IS THE PROCESS?

The Regional partnership will be responsible for the ongoing monitoring of identified indicators of change for both temporary growth and economic downturn (ie. population, permit data, flight traffic). When regular monitoring reveals that uncertain times lie ahead, the Partnership will be responsible for holding a meeting of elected, administrative, industry, and business leaders including Town Councils, Steering Team, and the Regional Task Force to implement temporary measures. This meeting will include discussion of all potential impacts of the identified change, identification of roles and responsibilities, analysis of resources required, and listing additional actions for mitigating the impacts of rapid change.

TEMPORARY GROWTH: WHAT DOES IT LOOK LIKE?

In order to illustrate temporary growth, we can look to the recent boom between 2008 and 2012. At this time, the influx of money, jobs, and people in the region inflated local prices and placed extreme demands on housing, hotels, businesses, and municipalities. At the peak, the temporary workforce in the region nearly equaled permanent employment at Wabush mines and IOC. Since this boom is now over, it is possible to analyze the early indicators, and resulting impacts on the region. Detailed methodology can be found in Report 3: Alternative Scenarios, Chapter 2.



The indicators of temporary growth include:

- Increase in iron ore prices (difference of \$75 or more)
- Increase in flight traffic
- Increase in hotel occupancy rates,
- Job gain: over 500 permanent positions in mineral sector
- Job gain: over 500 temporary jobs construction activity
- Increasing rent, declining vacancy
- Increasing permit applications and development inquiries

Setting priorities for Temporary Growth:

Housing and Lands - the ability to control the rate of development and cost of housing to reduce demands on municipal infrastructure and our households.

Opportunity - the ability to immediately seize available opportunities for sustainable development in prosperous times, and repair problems that cannot be addressed during non-boom times.

Strategy implementation initiatives **recommended for rush priority** during periods of temporary growth:

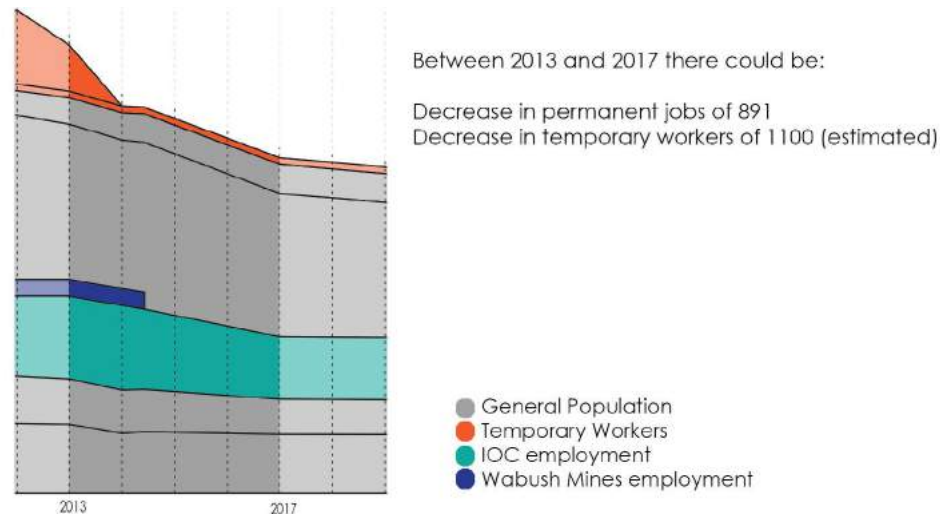
REC #	Strategy
44	Review, Improve, and Clarify processes to collaboratively negotiate with industry (offset agreements and impact agreements)
70	Create an 'incubator' for small and new businesses
71	Waive small / new business fees
52	Create initiative to welcome and orient newcomers
45, 46, 53	Implement policy and regulatory frameworks, monitoring processes, and permitting processes to implement an affordable housing strategy
	Strike an affordable housing committee – identify potential affordable housing sites, pursue their development
	Explore potential affordable housing strategies, such as specific / general alternative housing designs
51	Determine cabin strategy (wrt individuals living in their cabins year round: emergency services, well and septic services, electricity, roads, policing, etc.)
87	Implement bonuses for density scaling and intensification of existing developments
90	Study temporary work camps development alternatives
94	Work on branding, signage, and wayfinding strategy
118	Water and Sewer model
78	I&I Report

New strategy implementation initiatives recommended for consideration during periods of temporary growth:

Recommendation	Goal
Review and implement traffic mitigation measures	Determine traffic pinch points and priorities, and strategies to ease traffic burdens
Review and implement alternative transportation strategies	Determine whether alternative transportation can ease traffic burdens (walking, cycling, snowmobiles, transit, etc.)
Review air traffic strategy	Ensure that services and infrastructure related to air travel can manage the boom
Work with Chamber of Commerce to ease burden on non-boom industries and services	Ease burden for non-boom industries to flourish during the boom
Develop municipal staff attraction and retention strategy	

ECONOMIC DOWNTURN: WHAT COULD IT LOOK LIKE?

While it was possible to use historical data to examine temporary growth, the last major economic downturn occurred in the 80's and there is not sufficient data available to depict the changes. Since the beginning of the year, the price of iron ore has decreased by 40%. There have been 450 job losses due to idling and subsequent closure of the mine operation in Wabush, as well as the closure of Bloom Lake operation. Labrador Iron Mines has also halted its operations and Alderon has implemented a comprehensive Cash Preservation Program as pursue financing for the Kami Project. Additional layoffs in local businesses and closure of some business that provided services to the mining industry have also occurred. Using these indicators, but extrapolating current events, this diagram illustrates potential impacts of a sustained economic downturn in the region. IOC has not announced or given any indication of a workforce reduction, but we must consider hypothetical situations to plan for both economic boom and bust scenarios. As the only remaining operator in the region, a hypothetical reduction in IOC's workforce to 2008 levels illustrates the potential impacts of an additional loss of 500 permanent jobs in the region. The peak of economic activity in the preceding 5 years amplifies this downturn. Detailed methodology can be found in Report 3: Alternative Scenarios, Chapter 2.



The indicators of economic downturn include:

- Job loss or layoffs (over 500)
- Project stalls in construction
- Dropping price of iron ore (difference of \$75 or more)
- Increase in housing stock for sale, but decrease in prices
- Decrease in flight traffic and temporary workers
- Decrease in hotel occupancy rates
- Layoffs outside of mining industry (ie. Tertiary services and suppliers)

Setting priorities for Economic Downturn:

Communication - the ability to discuss changes and losses as a region and plan for change together.

Efficiency - the ability to reduce expenditures for industry, and streamline delivery of municipal services.

Strategy implementation initiatives **recommended for rush priority** during economic downturns:

REC #	Strategy
47	Hire consultant to review regional staffing, workflow, and administrative duties
58	Run inventory to determine duplicate services and assess capacity to share service delivery (fire, police, buildings, recreation facilities, etc.)
60	Analyse costs and benefits of sharing infrastructure and service delivery to assess capacity to share infrastructure
97, 102, 105	Accelerate municipal consolidation efforts.

Strategy implementation initiatives, if applicable, **recommended for delay or to put on hold** during economic downturns:

REC #	Strategy
70	Create an 'incubator' for small and new businesses (delay – but continue if it is already underway)
71	Waive small / new business fees
46	Explore potential affordable housing strategies, such as specific / general alternative housing designs
118	Water and Sewer model
78	I&I Report

New strategy implementation initiatives recommended for consideration during economic downturns:

Recommendation
Determine and prioritise mutual regional needs, assess capacity to share infrastructure and services
Increase flushing frequency in distribution system
Increase monitoring of chlorine residuals and disinfection by-products (THMs, TMAs, etc.). Additional removal of organics may be necessary.
New non-industrial, non-recreational development is limited to infill areas only
Capital public works expenditures are focussed to core areas
Accelerate integration of municipal administration and service delivery to Regional Partnership
Work with Chamber of Commerce to stabilise commercial (service, retail, etc.)
Use available labour, now less expensive due to the downturn, to service, improve, enhance, fix, and expand built infrastructure.



IDENTIFYING THRESHOLDS

It is important to identify thresholds for immediate action. While it is difficult to forecast the full impact of growth or decline when it is beginning, indicators of these changes can help the region to identify change and respond accordingly. While it is suggested that thresholds for both decline and growth be linked to permanent job increase and loss and iron ore pricing, these thresholds should be reviewed by the Regional Task Force and hard numbers for implementing temporary measures should be identified for a variety of indicators. Emergency response to sudden economic changes must be regionally collaborative, including municipalities, provincial representatives, industry, and community stakeholders. Geographic boundaries should also be discussed and weighting attributed to changes in the greater Menihek region including Schefferville, and Fermont. While changes in employment in these areas may not result in drastic changes locally, they can be seen as a symptom of potential changes within Labrador West.



A photograph of a residential street. On the left, there is a white house partially visible behind a dark brown fence. A tall, dark evergreen tree stands next to the fence. The street is a mix of dirt and grass, with patches of green weeds growing along the edges. On the right, there are more trees and a wooden fence. A person wearing a dark shirt and jeans is walking away from the camera on the right side of the path. In the background, there are hills and a blue sky with white clouds. Power lines run across the top of the image.

Conclusion

CONCLUSIONS

"Today, the entire region of Labrador West is in the midst of an unprecedented state of expansion and growth – driven largely by the success of the local mining industry. The cumulative effect of this activity is significant for the region. Housing availability is limited and prices have recently peaked at an all-time high. Other municipal services, such as medical, education, dental and municipal infrastructure come under strain due to the increased pressures that accompany a large workforce".

Terms of Reference – Labrador West Regional Growth Strategy, July 4, 2013

The past year has brought great change to the Labrador West region. A slower economy, and changing expectations and attitudes have resulted in broader research within Plan BIG. While the impacts of growth described in the Terms of Reference were the impetus behind the project, the potential for rapid change resulted in adaptable strategies to ensure the long-term sustainability of the region.

Plan BIG has allowed regional leaders to collaborate during changes in the region, and reflect on potential implications of either boom or bust. New approaches to regional municipal co-operation, land use management, and development, can provide benefits for managing the financial, human, and physical resources in the region in both times of growth or decline. In either scenario, pressures on the communities can be alleviated by regional planning.

This strategy provides a vision of values, ambitions, and perceptions that leaders and residents imagine for their communities. This vision results in decision-making priorities, actions, and mechanisms to reach desired outcomes in the next 25 years.

This regionalization effort has developed momentum that should inspire continued collaboration between the two towns. While the costs of municipal operations in the region are very high, so is the capacity to raise funds. This Growth and Change Strategy is a unified effort to ensure that the growth and economic prosperity of the region is maximized and prolonged into the future.

A comprehensive approach to land use management will enable the region to preserve future opportunities and greenfield land resources within multi-layered constraints created by ore bodies, watersheds, and buffer zones. The Strategy includes a plan to apply land use planning and design standards. These can improve the look, feel, and connectivity of the built environment – the ways we develop impact the ways we think about our home and move around it. Proposed development patterns foster intensification, infill, and density, while improving focussed locations such as the Little Wabush Lake lakefront in Labrador City and Wabush and the town centres of both communities.

Encouraging infill and intensification will require amended policies and regulations for potential development areas; however, the approach will enable gradual upgrade of infrastructure systems rather than costly extensions of wastewater, water, and road networks. Ultimately, this strategy calls for policies and practices that realign the settlement and development patterns in the region, preparing for new kinds of development to create a vibrant winter community.

To accommodate future development, the report identifies a number of infrastructure upgrades. The implementation of these upgrades will need to be reviewed periodically and adjusted to suit the economic conditions and development forecast at the time. It will also be possible to construct some of the improvements in phases over the 25-year timeframe while building in the capability for future expansion.

Plan BIG is a strategy for implementing changes required to reach the vision for Labrador West 2040. The establishment of a formal Regional Partnership to direct and coordinate cooperation between the two towns, implement strategy, and encourage economic development, underpins the strategy. Recommendations are intended to balance change so that it is both effective and gradual.

Identifying changes as they are occurring is difficult. A regional effort for monitoring indicators of change will provide regional leaders with thresholds for decision-making. Temporary measures for times of extreme growth or decline are also described in the strategy. This includes reprioritizing recommendations to mitigate sudden change.

This report is not the final outcome of Plan BIG. This document is not a book to be placed on the shelf. It is designed to be a tool that can be manipulated and rearranged to suit change. No one knows what Labrador West will look like in 25 years, but it is important to imagine what it could become. Plan BIG provides a framework for reaching this ultimate goal, but the real work is just beginning.

IMPLICATIONS

Managing the future of Labrador West may seem like a gargantuan task. With approximately 110 recommendations in the strategy, how is the region going to manage implementing the processes and procedures required to achieve the desired outcomes? The implications of the proposed actions and strategies include benefits for human resources (time), financial organization, and resource management. Regionalization or amalgamation is required to implement the changes described within this report and realize the vision. Resources can be re-allocated to enhance the region. Regionalization and amalgamation improve opportunities to collaborate and listen to neighbours, to negotiate with business and industry, to focus on strategies together, and to share resources in order to implement changes within existing budgets and using existing resources. The implementation strategy outlines incremental actions, resulting in big changes over the next 25 years.

Human Resources:

The streamlining and assignment of roles and workflow will give the region the ability to create new initiatives and better quality services like recreation, economic development, or planning by reassigning human resources. Prioritizing regional goals rather than the administrative management of two separate communities will alleviate pressures on municipal staff and free up resources over time. As more of the recommendations toward regionalization are implemented and work processes and roles are streamlined, additional capacity can be focused on the tasks outlined in the implementation strategy.

Another area for consideration is the maintenance of social structures and relationships established within the Plan BIG project, including the Regional Task Force, and Steering Team. These working groups are valuable for the continued monitoring and stewardship of Plan BIG.

Financial Organization:

Regional cooperation makes resilience and economic sustainability more likely, as energies and attention are paid to ongoing success of the region rather than the administrative management of two separate communities. Even in periods of economic decline, the region is still wealthy when compared to other communities and regions in the province. The combined regional budget for Labrador West for 9,100 people is approximately three times that of Happy Valley – Goose Bay for 7,500 people.

Arguments for regional collaboration often focus on fiscal optimization in areas where municipalities struggle financially resulting in the pooling of resources to provide the existing levels of service. In Labrador West, the regional community could improve their services with a shared budget of approximately \$27 to 30 million, by focusing capital expenditures, and seizing new opportunities without internal competition. Regional financial organization will enable the communities to weather economic downturns, such as the closure of Wabush mines, which resulted in the loss of \$2.4-million in grants-in-lieu for the Town of Wabush. While the Province has committed to help the community through the next three years, the impact of this loss would not be so great within a regional budget.

Resource Management:

The preservation of physical resources is required to maintain sustainable future opportunities. A regional approach to resource management including minerals, open space, land, and water will allow Labrador West to mobilize quickly in times of growth, while maintaining land for future ore bodies to enable industrial development and maintain economic prosperity. Coordinated planning efforts will create clear processes for permitting that enable business and development. Each of Labrador City and Wabush has their own unique resources. For example, while Labrador City has many ore bodies for mineral development, Wabush has suitable land for industrial, commercial, and residential development. As a region, the resource assets and deficiencies each community can be balanced.

Despite the substantial capital improvements identified in this report, infill and intensification approaches to development can reduce infrastructure improvement costs. Limiting development to existing areas will also enable the region to more easily accommodate other growth scenarios such as a decline or status quo and keep the focus on maintaining existing infrastructure as opposed to providing new infrastructure to accommodate growth in currently undeveloped areas.

Next Steps...

There has been positive cooperation between the towns over the course of Plan BIG. In 2009, a *'Feasibility Report Respecting the Amalgamation of the Towns of Labrador City and Wabush'* was begun with support from the councils of both Wabush and Labrador City. Unfortunately, that report was never completed and commitments were not made. This discussion is nothing new.

The first step of implementation is commitment. Both Labrador City and Wabush should meet to discuss Regional Partnership, review the steps toward implementation and establish regular meetings to share information and collaborate on reaching the vision for Labrador West 2040.

Appendices

Contents:

Joint Council Meeting Minutes

Immediate Actions List

List of Key References

Joint Council Meeting: Workshop Results

The following is a summary of the responses made by attendees during the Joint meeting of Councils for Plan BIG on February 2, 2015.

What does collaboration mean to you?

- To work together as a group
- To work together to reduce costs for facilities needed by residents
- decisions made based on collective need
- no winners or losers
- trust transparencies
- decisions for common good
- requires compromise
- working together for a common good
- defining our shared gaps and common needs

What are the benefits of Collaboration?

- Shared resources
- reduced costs
- access to more funding
- more done with the same resources
- minimize duplication
- groups brought closer together
- faster accomplishments
- Increased flexibility
- increased service delivery and quality
- increased quality of life for residents
- increase regional identity
- credibility with the Province is increased
- increased funding
- More holistic approach with better outcomes
- economic saving
- increased credibility
- strength in numbers
- better utilization of resources
- facilitate change management in the region
- more analytical vs emotional approach to issue
- new ideas and fresh perspectives

Top 3 Benefits of Collaboration(3 group responses)

1. Cost savings
2. access to more money
3. better utilization of resources

1. Doing more for less (cost savings)
2. Viability of the region (diversify the economy)
3. Increased quality of life

1. Holistic approach
2. credibility
3. better utilization of resources

What are the obstacles to Collaboration?

- stubbornness
- history
- narrow minded thinking
- fear of losing identity that doesn't exist
- clinching to power and positions of status
- cost sharing percentage?
- more time consuming
- opposing goals and needs
- different priorities
- big brother/little brother syndrome
- ownership
- perceived level of influence (catchment size)
- divergent timeframes
- Not having a long enough vision
- Human element
- financial realities for each community
- time consuming
- fear of change
- Fear of hidden agendas

How can we overcome the obstacles?

- Create a regional committee to make recommendations to council
- demonstrate the small wins on projects
- Adopt the vision officially and have both towns work together
- find opportunities for small wins and celebrate them
- Take a long term perspective
- Good facilitator / strong mediation skills
- focus on commonalities
- get a good basis to move forward, success, build trust
- ongoing communication
- celebrate successes
- commitment



the immediate actions:

- Sign Regional Partnership Agreement
- Hire Regional Partnership Coordinator (cost-shared between both towns)
- Implementation Plan Kick-off meeting (both councils)
- Begin regional monitoring and data-sharing using templates from Plan BIG
- Establish Regional Planning Authority and Regional Planning Boundary with MIGA (enable joint planning efforts and increase collaboration between planning departments)
- Complete Joint Municipal Plan Review (Regional Plan)
- Establish shared regional GIS database (include mapping/surveying for underground services in Wabush which are currently unavailable)
- Regional re-branding and new Website
- Create shared templates, forms, and unified processes for planning and development
- Complete study with cost-benefit analysis for delivery of Regional Services and complete a Regional Services Agreement
- Regional underground infrastructure assessment
- Infiltration and Inflow study
- Regional Staffing Review and Workflow Analysis

List of Key Reference Documents

Municipal Documents:

- Town of Labrador City Municipal Plan and Development Regulations, 2007-2017
- Town of Wabush Municipal Plan and Development Regulations, 2004-2014
- Labrador City Municipal Budget Submission Forms and Auditor's Reports, 2009-2014
- Wabush Municipal Budget Submission Forms and Auditor's Reports, 2009-2014
- Wabush Building Permit Records, 2011-2014
- Labrador City Building Permit Records, 2008-2014
- Town of Labrador City Emergency Management Plan, April 24, 2012
- Town of Labrador City & Town of Wabush Integrated Community Sustainability Plan, Plan-tech Environment, March 2010

Development Plans:

- Wabush Business Park Phase II, Tract Consulting, March 2014
- Jean Lake Subdivision Expansion, Tract Consulting, March 2014
- Osprey Landing Residential Development, Labrador City, Clayton Development
- Labrador City Business Park Master Plan, Stantec Consulting,
- Airport Masterplan: Wabush Airport, Genivar & WHW Architects, November 23, 2012

Studies and Reports:

- Economic Impact Analysis of Iron Ore Mining Industry in Labrador 2011-2031, Dr. Wade Locke and Strategic Concepts Inc., September 24, 2012
- Labrador West Community Investment Strategies, Amec, June 1, 2006
- Water and Wastewater Infrastructure Assessment: Wabush, CBCL Consulting Engineers, December 20, 2013
- Labrador West Multi-use Complex: Feasibility Study, dmA Planning & Management Services, July 2013
- Labrador West Mapping Exercise, Department of Natural Resources, 2012
- Iron Ore Company of Canada Expansion Projects Traffic Studies, Amec, December 2012
- Collection of Baseline Traffic Data for Labrador City and Wabush, OPEC International Consultants, December 7, 2011

